

AirArabia

Integrated Report Air Arabia PJSC 2023

**Air Arabia PJSC
and its subsidiaries**

Consolidated Financial Statements
For the year ended December 31, 2023

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements
For the year ended December 31, 2023

Table of contents

	Page(s)
Directors' Report	1
Independent Auditor's Report	2 – 8
Consolidated statement of financial position	9
Consolidated statement of profit or loss	10
Consolidated statement of comprehensive income	11
Consolidated statement of changes in equity	12 – 13
Consolidated statement of cash flows	14
Notes to the consolidated financial statements	15 – 56

Directors' Report (2023)

The year 2023 has been remarkable for Air Arabia, as we achieved significant milestones in terms of growth, revenue, and profitability. Our passenger numbers have consistently met our targets, and we have grown our fleet to 73 Airbus A320 family aircraft, and successfully added 26 new destinations across the group's global network served from our operational hubs.

Overall, Air Arabia Group has achieved record-breaking financial and operational results, with revenue touching AED 6 billion and net profit exceeding AED 1.54 billion.

Despite the strong performance in 2023, the aviation industry continues to face geopolitical and economic challenges. The sector has experienced supply chain challenges, a shortage of technical labor, scarcity of spare parts, delays in specialized maintenance, and even unavailability of aircraft. Additionally, the fourth quarter witnessed a softening in yields, driven by these factors. However, thanks to Air Arabia's unique business model and operational excellence, the record results we have achieved stand as a testament to our product offering, commitment to cost control, and the strength of our management team. We take great pride in this accomplishment, which would not have been possible without the dedication of our entire Air Arabia family, from the board of directors to all employees.

Air Arabia Group remains committed to conducting business in a sustainable manner. We follow a holistic approach to sustainability across all our operations, emphasizing the importance of understanding, anticipating, and effectively managing environmental, social, and governance (ESG) matters. ESG considerations play a crucial role in how we conduct our business, from our corporate governance systems at every level of the organization to our risk management strategies and customer service approach. We are also dedicated to supporting local communities. Sustainability and efficiency are deeply embedded in our airline's culture and management. We believe that our ESG approach is practiced throughout the organization, exemplified by our efficient operations and investment in environmentally friendly practices. As Air Arabia, we leverage our business expertise and presence to drive an inclusive recovery, expand our reach, and accelerate sustainability.

As we look ahead, we remain optimistic about the outlook of the low-cost air travel sector and our ability to maintain growth momentum while further expanding our reach and operations.


Chairman

Independent Auditor's Report To the Shareholders of Air Arabia PJSC

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Air Arabia PJSC (the "Company"), and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as at December 31, 2023, the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2023, and its consolidated financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the "*Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*" section of our report. We are independent of the Group in accordance with *International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA code") together with other ethical requirements that are relevant to our audit of the Group's consolidated financial statements, and we have fulfilled our other ethical responsibilities in accordance with the requirements of the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independent Auditor's Report To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the Group for the year ended December 31, 2023. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
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i) *Measurement of aircraft assets*

As disclosed in Note 5 to the consolidated financial statements, the Group holds, as at December 31, 2023, aircraft assets with a net carrying value of AED 4,137 million. As explained in Note 4, the Group's accounting policy is to measure its aircraft assets at depreciated historical cost less impairment, if any. These aircraft assets are depreciated on a straight-line basis over their estimated useful life, to an estimated residual value at the end of its useful economic life. The estimation of residual value is a key management judgment in the application of the Group's accounting policy on depreciation and, therefore, any changes to residual value will directly impact the depreciation charge for the current and future years. Management also needs to consider if there are any impairment indicators such as the deterioration in current or forecast trade activity, the incurrence of losses or other factors indicating that the assets may be impaired.

If there are impairment indicators, management needs to perform an impairment test and write down the value of assets where the recoverable amount is lower than the carrying value.

We have performed the following audit procedures:

- We have assessed management's basis of estimating the residual values and depreciation rates of aircraft assets and tested these to supporting information for reasonableness, such as any publicly or other available information on estimated residual values and compared the depreciation rates to the rates applied by other airline companies;
- We have assessed whether there are any impairment indicators in respect of the aircraft assets; and
- We have assessed the adequacy of the Group's disclosure in these respects.

ii) *Revenue recognition*

The Group recognises revenue from various sources, notably sale of passenger airline seats, cargo, baggage capacity and other ancillary services. Passenger tickets sold can be of different types depending on the conditions of sale and type of fare purchased. Revenue from passenger and cargo is deferred and classified as a liability on the consolidated statement of financial position until the passenger or freight is lifted (i.e. service provided), at which time revenue is recognised in the consolidated statement of profit or loss. This recognition principle requires the Group to develop assumptions to determine when to recognise revenue in respect of un-availed services relating to tickets not lifted at the anticipated date of travel.

We have performed the following audit procedures:

- We have evaluated the Group's control environment and the application controls relating to the underlying systems associated with the revenue streams. In particular, we have considered whether the Group's controls relating to revenue are properly designed and implemented to ensure that those systems were accurately capturing the relevant data such as date of sale, date of the provision of the service to the customers and the sale amount;

Independent Auditor's Report

To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
ii) Revenue recognition (continued) The accounting for passenger revenue is susceptible to management override of controls through the recording of manual journal entries in the accounting records, the override of IT systems to accelerate revenue recognition, or manipulation of inputs used to calculate revenue recorded in respect of unused revenue documents.	• We have checked the reasonableness of the Group's accounting policy with respect to recognition of revenue in the period in which the services were provided to the customers; • We have reviewed management's judgement and assumptions underlying the estimates of when to recognise revenue in respect of services; • We have checked the reasonableness of the Group's accounting policy with respect to recognition of revenue for expired tickets; • For passenger revenue, we have performed analytical procedures by comparing the passenger revenue for 2023 with the passenger revenue for 2022, and understood the reasons for the variance taking into consideration key performance indicators for 2023 and 2022; • For cargo revenue, we have tested the revenue per ton carried for 2022 and developed an expectation for 2023 based on the tonnage carried, and compared the results with the cargo revenue recognised and understood the reasons for the variance; • We have also performed other substantive audit procedures to corroborate our findings in respect of the audit tests above; and • We have assessed the adequacy of the Group's disclosure on revenue recognition in the consolidated financial statements.

Independent Auditor's Report To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
iii) Accounting for fuel hedge positions The Group is significantly exposed to fluctuations in the price of jet fuel and manages this risk through derivative instruments to hedge its cash flows. The Group accounts for these hedge instruments in accordance with IFRS 9 which requires, amongst other things, that the Group establish a risk management framework that outlines a policy for the Group to conclude whether its hedging positions are effective or ineffective, at the date of their inception and at each reporting date. The Group has established controls around taking hedge positions and its risk management framework and policies. The effective portion of changes in the fair value of the hedge instruments are recognised in the consolidated statement of other comprehensive income until the forecasted transaction occurs, whilst any ineffective portion is recognised directly in the consolidated statement of profit or loss. Judgment is exercised in arriving at this conclusion. As of December 31, 2023, the total fair value of the Group's cash flow hedge instruments, obtained from counterparties, is a net asset of AED 60 million as disclosed in Note 22 to the consolidated financial statements.	We have performed the following audit procedures: • We have evaluated the design and implementation of the Group's controls over taking hedge positions and application of its policies. This included testing the reasonableness of the Group's hedge positions at the date of inception and at each reporting date, along with Group's accounting for its hedge position; • We have also involved our valuation specialist for assessing the Group's hedge accounting, and for testing hedge effectiveness on sample basis; and • We have also assessed the adequacy of the Group's disclosure in this respect.
iv) Valuation of aircraft maintenance obligations Note 21 to the consolidated financial statements reflected maintenance liabilities of AED 1,729 million as at December 31, 2023. The accounting for maintenance obligations, including the end of lease hand-back requirements, is subject to management assumptions. These assumptions include estimating maintenance accrual for major inspections and overhauls based on technical evaluation of the number of hours flown by each engine, airframe checks at fixed intervals and utilization cycles of landing gears, life limited parts and auxiliary power units. It also includes the cost of performing the required maintenance work at that future return date of leased aircrafts.	We have performed the following audit procedures: • We have made enquiries of management to establish if there were any new lease or maintenance contracts entered during the year; • For the ongoing maintenance work under flying hour agreements, we have confirmed that the expenses were recognised at the contractual flying hour rates and checked a sample of the actual flying hours to the Group's operating system to confirm that the expenses recognised were complete and accurate; • We have validated the cost drivers of major types of maintenance accrual for appropriateness and reasonableness;

Independent Auditor's Report

To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
iv) Valuation of aircraft maintenance obligations (continued)	
There is a risk of maintenance and hand-back obligations included in lease agreements being accounted for inappropriately.	• We have verified the utilization of maintenance accrual during the year for routine and non-routine expenses; • We have validated the main reason for change in the maintenance accrual balance as at year end; • We have evaluated the design and implementation of the Group's controls over the maintenance accrual made during the year; and • We have performed additional substantive audit procedures to corroborate our findings in respect of the audit tests above.

Other Information

Management is responsible for other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our Auditor's Report thereon. We have obtained the Directors' Report prior to the date of our Auditor's Report, and we expect to obtain the remaining sections of the Annual Report after the date of our Auditor's Report.

Our opinion on the consolidated financial statements does not cover the other information and accordingly, we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we have obtained prior to the date of auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and their preparation in compliance with the applicable provisions of the UAE Federal Decree-Law No. 32 of 2021, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Independent Auditor's Report

To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Independent Auditor's Report
To the Shareholders of Air Arabia PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Furthermore, as required by the Federal Decree-Law No. 32 of 2021, we report that for the year ended December 31, 2023:

- i) We have obtained all the information and explanations we considered necessary for the purposes of our audit;
- ii) The consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the Federal Decree-Law No. 32 of 2021;
- iii) The Group has maintained proper books of account;
- iv) The financial information included in the Directors' Report, in so far as it relates to these consolidated financial statements, is consistent with the books of account of the Group;
- v) As disclosed in Note 1 to the consolidated financial statements, the Group has purchased new shares during the year ended December 31, 2023;
- vi) Note 15 to the consolidated financial statements discloses related party transactions, and the terms under which they were conducted;
- vii) Based on the information that has been made available to us, nothing has come to our attention which causes us to believe that the Group has contravened during the financial year ended December 31, 2023 with any of the applicable provisions Federal Decree-Law No. 32 of 2021, or of the Company's Articles of Association, which would materially affect its activities or the Group's financial position as at December 31, 2023; and
- viii) There have been no social contributions during the year.


GRANT THORNTON
Farouk Mohamed
Registration No. 86
Dubai, United Arab Emirates
13 FEB 2024



Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Consolidated statement of financial position
As at December 31, 2023

	Notes	2023 AED'000	2022 AED'000
ASSETS			
Non-current assets			
Property and equipment	5	4,954,113	5,402,630
Right-of-use assets	6	574,232	645,020
Advance for new aircraft	7	886,886	585,135
Investment properties	8	165,401	149,000
Net investment in lease	14	52,993	91,484
Intangible assets	9	1,345,917	1,338,315
Deferred charges	10	19,293	24,628
Investments at fair value through other comprehensive income	11	230,332	43,166
Investments in associates and joint ventures	12	205,858	156,200
Trade and other receivables	14	85,847	369,637
		<u>8,520,872</u>	<u>8,805,215</u>
Current assets			
Inventories		48,719	32,747
Trade and other receivables	14	858,576	862,850
Bank balances and cash	16	5,246,377	4,736,251
		<u>6,153,672</u>	<u>5,631,848</u>
TOTAL ASSETS		<u>14,674,544</u>	<u>14,437,063</u>
EQUITY AND LIABILITIES			
Share capital	17	4,666,700	4,666,700
Statutory reserve	18	912,152	750,668
General reserve	19	351,150	189,666
Other reserves		71,537	379,773
Retained earnings		1,532,467	1,008,308
Total equity attributable to the owners of the Company		<u>7,534,006</u>	<u>6,995,115</u>
Non-controlling interest		1,084	520
Total equity		<u>7,535,090</u>	<u>6,995,635</u>
Non-current liabilities			
Provision for staff termination benefits	20	208,175	170,015
Trade and other payables	21	1,249,607	1,407,366
Bank borrowings	24	30,610	30,604
Lease liabilities	23	1,567,827	2,126,498
		<u>3,056,219</u>	<u>3,734,483</u>
Current liabilities			
Deferred income		523,402	513,670
Trade and other payables	21	2,879,313	2,462,169
Bank borrowings	24	95,084	108,881
Lease liabilities	23	585,436	622,225
		<u>4,083,235</u>	<u>3,706,945</u>
Total liabilities		<u>7,139,454</u>	<u>7,441,428</u>
TOTAL EQUITY AND LIABILITIES		<u>14,674,544</u>	<u>14,437,063</u>

These consolidated financial statements were approved and authorised for issue by the Board of Directors on

13 FEB 2024 and signed on their behalf by



Chairman



Chief Executive Officer



Director of Finance

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Consolidated statement of profit or loss
For the year ended December 31, 2023

	Notes	2023 AED'000	2022 AED'000
Revenue	26	5,999,750	5,241,830
Direct costs	27	(4,343,184)	(3,810,261)
GROSS PROFIT		1,656,566	1,431,569
Administrative and general expenses	28	(329,206)	(286,467)
Selling and marketing expenses	29	(88,793)	(68,050)
Finance income		209,994	88,867
Finance costs		(102,457)	(115,457)
Share of profit on investments in associates and joint ventures	12	88,121	36,231
Other income, net	30	113,471	135,613
PROFIT FOR THE YEAR		1,547,696	1,222,306
		2023 AED'000	2022 AED'000
<i>Profit for the year attributable to:</i>			
Owners of the Company		1,547,132	1,221,786
Non-controlling interest		564	520
		1,547,696	1,222,306
Basic and diluted earnings per share (AED)	31	0.33	0.26

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Consolidated statement of comprehensive income
For the year ended December 31, 2023

	Note	2023 AED'000	2022 AED'000
Profit for the year		1,547,696	1,222,306
Other comprehensive (loss)/income			
<i>Items that will never be reclassified subsequently to profit or loss:</i>			
Change in fair value of investments at fair value through other comprehensive income	11	5,431	(5,236)
<i>Items that are or may be reclassified subsequently to profit or loss:</i>			
Cash flow hedge			
Effective portion of changes in fair value		(313,667)	100,268
Total other comprehensive (loss)/income for the year		(308,236)	95,032
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		1,239,460	1,317,338
		2023 AED'000	2022 AED'000
<i>Total comprehensive income for the year attributable to:</i>			
Owners of the Company		1,238,896	1,316,818
Non-controlling interest		564	520
		1,239,460	1,317,338

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Consolidated statement of changes in equity
For the year ended December 31, 2023

	Share capital AED'000	Statutory reserve AED'000	General reserve AED'000	Other reserves		Retained earnings AED'000	Owners of the Company AED'000	Non- controlling interest AED'000	Total equity AED'000
				Cumulative change in FVOCI AED'000	Cash flow hedge reserve AED'000				
2023									
As at January 1, 2023	4,666,700	750,668	189,666	6,433	373,340	1,008,308	6,995,115	520	6,995,635
Profit for the year	-	-	-	-	-	1,547,132	1,547,132	564	1,547,696
Other comprehensive loss for the year	-	-	-	5,431	(313,667)	-	(308,236)	-	(308,236)
Total comprehensive income for the year	-	-	-	5,431	(313,667)	1,547,132	1,238,896	564	1,239,460
Transfers to reserves	-	161,484	161,484	-	-	(322,968)	-	-	-
<i>Transactions with owners</i>									
Dividends declared (Note 17)	-	-	-	-	-	(700,005)	(700,005)	-	(700,005)
As at December 31, 2023	4,666,700	912,152	351,150	11,864	59,673	1,532,467	7,534,006	1,084	7,535,090

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Consolidated statement of changes in equity (continued)
For the year ended December 31, 2023

	Share capital AED'000	Statutory reserve AED'000	General reserve AED'000	Other reserves		Retained earnings AED'000	Owners of the Company AED'000	Non- controlling interest AED'000	Total equity AED'000
				Cumulative change in FVOCI AED'000	Cash flow hedge reserve AED'000				
2022									
As at January 1, 2022	4,666,700	639,834	78,832	11,669	273,072	404,859	6,074,966	-	6,074,966
Profit for the year	-	-	-	-	-	1,221,786	1,221,786	520	1,222,306
Other comprehensive income for the year	-	-	-	(5,236)	100,268	-	95,032	-	95,032
Total comprehensive income for the year	-	-	-	(5,236)	100,268	1,221,786	1,316,818	520	1,317,338
Transfers to reserves	-	110,834	110,834	-	-	(221,668)	-	-	-
<i>Transactions with owners</i>									
Dividends declared (Note 17)	-	-	-	-	-	(396,669)	(396,669)	-	(396,669)
As at December 31, 2022	4,666,700	750,668	189,666	6,433	373,340	1,008,308	6,995,115	520	6,995,635

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Consolidated statement of cash flows

For the year ended December 31, 2023

	Notes	2023 AED'000	2022 AED'000
OPERATING ACTIVITIES			
Profit for the year		1,547,132	1,221,786
<i>Adjustments to reconcile profit to net cash flows:</i>			
Depreciation and amortization	5,6,9,10	647,327	633,957
Unrealized gain on sale of investment property	8	-	(43,030)
Share of profit on investments in associates and joint ventures	12	(88,121)	(36,231)
Provision for staff terminal benefits	20	44,056	33,737
Gain on derecognition of investment in joint venture	25	-	(9,839)
Allowance for expected credit losses for trade and other receivables	28	47,815	47,344
Finance income		(209,994)	(88,867)
Finance costs		102,457	115,457
Operating cash flows before changes in working capital		2,090,672	1,874,314
<i>Changes in working capital:</i>			
Inventories		(15,972)	(9,243)
Trade and other receivables		21,131	(94,867)
Trade and other payables		253,238	404,380
Deferred income		9,732	21,538
Cash from operations		2,358,801	2,196,122
Staff terminal benefits paid	20	(5,896)	(8,359)
Net cash flows from operating activities		2,352,905	2,187,763
INVESTING ACTIVITIES			
Additional investment in joint ventures	12	(24,620)	(25,312)
Acquisition of property and equipment	5	(76,284)	(52,261)
Additions to investment properties	8	(16,401)	-
Payments in relation to advances for new aircrafts-net	7	(301,751)	(203,768)
Increase in deferred charges	10	(344)	-
Dividends received from investments in associates and joint ventures	12	63,083	81,655
Payments in relation to purchase of investments at fair value through OCI	11	(181,735)	(32,845)
Acquisition of intangible assets	9	(11,346)	(9,428)
Change in fixed and margin deposits		(298,005)	(968,055)
Finance income received		153,935	36,663
Net cash flows used in investing activities		(693,468)	(1,173,351)
FINANCING ACTIVITIES			
Dividends paid to Owners of the Company	17	(700,005)	(396,669)
Payments of principle portion of lease liabilities	23	(637,775)	(740,042)
Net movement on borrowings		(13,791)	101,850
Finance costs paid		(95,745)	(78,129)
Net cash flows used in financing activities		(1,447,316)	(1,112,990)
Net change in cash and cash equivalents		212,121	(98,578)
Cash and cash equivalents at the beginning of the year		1,050,187	1,148,765
Cash and cash equivalents at the end of the year		1,262,308	1,050,187
<i>Adjustments for:</i>			
Bank balances and cash	16	5,246,377	4,736,251
Fixed deposits with maturity over 3 months	16	(3,984,069)	(3,686,064)
		1,262,308	1,050,187

The accompanying notes from 1 to 39 form an integral part of these consolidated financial statements.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements

For the year ended December 31, 2023

1 Legal status and principal activities

Air Arabia PJSC (the “Company”) was incorporated on June 19, 2007 as a Public Joint Stock Company. The Company operates in the United Arab Emirates under a trade license issued by the Economic Development Department of the Government of Sharjah and Air Operator’s Certificate Number AC 2 issued by the General Civil Aviation Authority, United Arab Emirates.

The Company’s ordinary shares are listed on the Dubai Financial Market, United Arab Emirates. The registered office address is P.O. Box 132, Sharjah, United Arab Emirates.

The consolidated financial statements for the year ended December 31, 2023 include the consolidated financial performance and position of the Company and its subsidiaries (collectively referred to as the “Group”) and the Group’s interest in associates and joint ventures.

The licensed activities of the Group are international commercial air transportation, aircraft trading, aircraft rental, aircraft spare parts trading, travel and tourist agencies, commercial brokerage, hotels, hotel apartment rentals, airline companies’ representative office, passengers transport, cargo services, air cargo agents, documents transfer services, aviation training and aircraft repairs and maintenance.

The details of the Group’s ownership in its various subsidiaries, joint ventures and associates and their principal activities are as follows:

Name	Beneficial ownership interest		Country of operation and	Principal activities
	2023	2022	Ownership	
<i>Subsidiaries</i>				
International Business Company (FZE)	100%	100%	United Arab Emirates	Dealing in International Business and shares
Air Arabia Holidays L.L.C	100%	100%	United Arab Emirates	Tour operations
Information System Associates FZC	100%	100%	United Arab Emirates	IT services to aviation industry
Action Hospitality	100%	100%	United Arab Emirates	Hospitality services, tourism, managing and operating restaurants and hotels
COZMO Travel LLC – Sole proprietorship (formerly known as COZMO Travel LLC) (a)	100%	100%	United Arab Emirates	Travel and tours, tourism and cargo services
Impact Aviation Services Limited (b)	100%	100%	Ireland	Management of lease contracts
<i>Subsidiaries of International Business Company (FZE) (sub-subsidiaries)</i>				
Olgana Real Estate Development L.L.C (c)	100%	100%	United Arab Emirates	Real Estate Development.
T3 Aviation Academy LLC (formerly known as Alpha Aviation Academy UAE LLC) (d)	100%	100%	United Arab Emirates	Aviation training services.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

1 Legal status and principal activities (continued)

Name	Beneficial ownership interest		Country of operation and ownership	Principal activities		
	2023	2022				
Joint ventures						
Alpha Flight Services UAE LLC	51%	51%	United Arab Emirates	Flight and retail catering and ancillary services to the Air Arabia PJSC.		
Sharjah Aviation Services LLC	50%	50%	United Arab Emirates	Aircraft handling, passenger and cargo services at the Sharjah International Airport.		
Cozmo Travel (CJSC) (“Cozmo Armenia”) (e)	75%	75%	Armenia	Travels and tours, tourism and cargo services.		
Air Arabia Abu Dhabi L.L.C.	49%	49%	United Arab Emirates	International transportation.	commercial	air
Air Arabia - Egypt Company S.A.E.	40%	40%	Egypt	International transportation.	commercial	air
Fly Jinnah Services (Private) Limited	45%	45%	Pakistan	International transportation.	commercial	air
Armenian National Airlines (CJSC) (“Fly Arna”)	49%	49%	Armenia	International transportation.	commercial	air
Associates						
Air Arabia Maroc, S.A.	44.13%	44.13%	Morocco	International transportation.	commercial	air
Air Arabia Jordan LLC	49%	49%	Jordan	International transportation.	commercial	air
Tune Protection Commercial Brokerage LLC	51%	51%	United Arab Emirates	Commercial brokers.		

- a) In 2022, the Group has changed the name of COZMO Travel LLC to be "COZMO Travel LLC – Sole proprietorship".
- COZMO Travel LLC – Sole proprietorship controls subsidiaries in Qatar, Kingdom of Saudi Arabia, Kuwait, Bahrain, United Arab Emirates, India, Oman, Jordan and Egypt.
- b) Impact Aviation Services Limited was incorporated on April 19, 2022. However, it started the operations on September 1, 2022.
- c) In 2022, the Group incorporated a fully owned subsidiary named "Olgana Real Estate Development L.L.C" through its wholly owned subsidiary, International Business Company (FZE), to manage and develop the investment properties of the Group.
- d) In 2022, the Group obtained full control over T3 Aviation Academy LLC (formerly known as Alpha Aviation Academy UAE LLC - a former joint venture of the Group), as a result of acquiring the remaining 49% shareholding of T3 Aviation Academy LLC (Note 25).
- e) In 2022, the Group entered into a joint venture agreement through its wholly owned subsidiary, COZMO Travel LLC – Sole proprietorship, with one of its joint ventures, Armenian National Airlines (CJSC) ("Fly Arna") to provide travels and tours, tourism and cargo services in Armenia under the name of Cozmo Travel (CJSC) ("Cozmo Armenia").
- f) In 2022, the Group entered into a joint venture agreement, through its wholly owned subsidiary, International Business Company (FZE) ("IBC") with DAL Group, one of Sudan's leading privately owned conglomerates to operate low-cost carriers from Sudan, under the name of Air Arabia DAL Co. LTD ("Air Arabia Sudan"). As at December 31, 2023, Air Arabia Sudan was incorporated, however due to the political situation in Sudan, operations are on hold and related operating license is not yet issued.
- g) In 2022, the Group fully liquidated Arabian Management Investment FZE.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

1 Legal status and principal activities (continued)

Implementation of UAE Corporation Tax Law and application of IAS 12 Income Taxes

UAE On December 9, 2022, the United Arab Emirates (UAE) Ministry of Finance (“MOF”) released Federal Decree-Law No 47 of 2022 on the Taxation of Corporations and Businesses, Corporate Tax Law (“CT Law”) to enact a new CT regime in the UAE. The new CT regime has become effective for accounting periods beginning on or after June 1, 2023. As the Group’s accounting year ends on December 31, accordingly the effective implementation date for the Group will start from January 1, 2024 to December 31, 2024, with the first return to be filed on or before September 30, 2025. The CT Law confirms the rate of 9% to be applied to taxable income exceeding a specified threshold.

As per the Group’s assessment, there is no material deferred tax impact on account of the CT Law in the Group consolidated financial statements for the year ended December 31, 2023. Furthermore, based on the Group’s assessment, the expected effective tax rate that it will be subject to in the UAE is 9%. The impact of any future changes in enacted law will be accounted for when such changes are substantively enacted or enacted.

2 Basis of preparation

(a) Statement of compliance

The consolidated financial statements of the Group have been prepared in accordance with the International Financial Reporting Standards (IFRSs) and applicable requirements of UAE Federal Law by Decree No. 32 of 2021 on Commercial Companies.

(b) Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for derivative financial instruments and investments measured at fair value through other comprehensive income (FVOCI), which are measured at their fair values.

(c) Functional and presentation currency

The consolidated financial statements are presented in Arab Emirates Dirham (“AED”), which is the Group’s functional currency. All values are rounded to the nearest thousands (“000”) except, where noted otherwise.

3 New or revised Standards or Interpretations

3.1 New Standards adopted as at January 1, 2023

Accounting pronouncements which have become effective from January 1, 2023 and have therefore been adopted are as follows:

- Amendments to IFRS 17 Insurance Contracts (Amendments to IFRS 17 and IFRS 4)
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)
- Definition of Accounting Estimates (Amendments to IAS 8)
- International Tax Reform—Pillar Two Model Rules (Amendments to IAS 12)

These amendments do not have a significant impact on these consolidated financial statements and therefore the disclosures have not been made.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

3 New or revised Standards or Interpretations (continued)

3.2 Standards, amendments and Interpretations to existing Standards that are not yet effective and have not been adopted early by the Group

Other standards and amendments that are not yet effective and have not been adopted early by the Group are as follows:

- Classification of Liabilities as Current or Non-current (Amendments to IAS 1);
- Lease Liability in a Sale and Leaseback (Amendments to IFRS 16);
- Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7);
- Non-current Liabilities with Covenants (Amendments to IAS 1); and
- Lack of Exchangeability (Amendments to IAS 21).

These amendments are not expected to have a significant impact on the consolidated financial statements in the period of initial application and therefore the disclosures have not been made.

4 Material accounting policies

Overall considerations

These consolidated financial statements have been prepared using the measurement bases specified by IFRS for each type of asset, liability, income and expense. The material accounting policies and measurement bases are more fully described as follows:

Foreign currency transactions and balances

Foreign currency transactions are translated into the functional currency, using the exchange rates prevailing at the dates of the transactions (spot exchange rate). Foreign exchange gains and losses resulting from the settlement of such transactions and from the re-measurement of monetary items denominated in foreign currency at period-end exchange rates are recognised in the consolidated statement of comprehensive income.

Non-monetary items are not re-translated at period-end and are measured at historical cost (translated using the exchange rates at the transaction date), except for non-monetary items measured at fair value which are translated using the exchange rates at the date when fair value was determined.

Foreign operations

In the consolidated financial statements, all assets, liabilities and transactions of the Group's entities with a functional currency other than the AED (the Group's presentation currency) are translated into AED upon consolidation. The functional currency of the entities in the Group has remained unchanged during the reporting period.

On consolidation, assets and liabilities of foreign operations have been translated into AED at the closing rate prevailing at the reporting date. Income and expenses of foreign operations have been translated into the Group's presentation currency at the average rate over the reporting period. The exchange differences arising on translation for consolidation are recognised in other comprehensive income (OCI).

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at December 31, 2023. Control is achieved when the Company is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Basis of consolidation (continued)

Specifically, the Company controls an investee if and only if the Company has:

- a. power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- b. exposure, or rights, to variable returns from its involvement with the investee; and
- c. the ability to use its power over the investee to affect its returns.

When the Company has less than a majority of the voting or similar rights of an investee, the Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- a. The contractual arrangement with the other vote holders of the investee;
- b. Rights arising from other contractual arrangements; and
- c. The Company's voting rights and potential voting rights.

The Company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Company gains control until the date the Company ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the assets transferred.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

The financial statements of the subsidiaries are prepared for the same reporting year as of the Company.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in the consolidated statement of comprehensive income. Any investment retained is recognised at fair value.

Business combination and goodwill

Business combinations are accounted for using the acquisition method. The cost of acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the acquirer measures the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in administrative and general expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through the consolidated statement of comprehensive income.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Business combination and goodwill (continued)

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset of liability will be recognised in accordance with IFRS 9 either in the consolidated statement of comprehensive income or as a change to other comprehensive income. If the contingent consideration is classified as equity, it should not be re-measured until it is finally settled within equity. Other contingent consideration that is not within the scope of IFRS 9, is measured at fair value at each reporting date with changes in fair value recognised in the consolidated statement of comprehensive income.

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in the consolidated statement of comprehensive income.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in these circumstances is measured based on the relative values of the operation disposed of and portion of the cash-generating unit retained.

Property and equipment

Property and equipment are initially recognised at cost, including any costs directly attributable to bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by the Group's management.

Land granted by the Government of Sharjah and acquired through the acquisition of Radisson Blu Hotel and Resort is not depreciated, as it is deemed to have an infinite life.

Property and equipment are stated at cost less accumulated depreciation and any identified impairment losses.

The following estimated useful lives are applied:

Buildings	15 – 20 years
Aircrafts	15 years
Aircraft engines	20 years
Aircraft rotables and equipment	3 – 10 years
Airport equipment	3 – 15 years
Other property and equipment including engine driven pumps ("EDP")	3 – 5 years

Depreciation is charged so as to write off the cost of assets, other than capital work in progress and land, over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the consolidated statement of profit or loss.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Property and equipment (continued)

Capital work in progress is stated at cost, less any recognised impairment loss. Depreciation of these assets, on the same basis as other property and equipment, commences when the assets are ready for their intended use.

Government grants

Land granted by the government is recognised at nominal value where there is reasonable assurance that the land will be received and the Group will comply with any attached conditions, where applicable.

Leases and right-of-use assets

The Group has recorded right-of-use assets representing the right to use the underlying assets under property and equipment, net investment in lease representing the net present value of receivables from intermediate lease, and the corresponding lease liabilities to make lease payments under other liabilities.

The Group as a lessee

I. Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets is depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term as follows:

Aircrafts	9 years
Hanger	15 years

Right-of-use assets are also subject to impairment.

II. Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset and is recognised under other liabilities in the consolidated statement of financial position.

When measuring lease liabilities, the Group discounted lease payments using its incremental borrowing rates range from 2.26 % to 5 % as applicable.

The Group as a lessor

I. Net investments in leases

Leases in which the Group transfers substantially all the risks and rewards incidental to the ownership of an asset to the lessees are classified as finance leases. A receivable is recognised at an amount equal to the present value of the minimum lease payments under the lease agreement, including guaranteed residual value and un-amortised initial direct cost which are included in the consolidated financial statements as "Net investments in leases" within trade and other receivables.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Leases and right-of-use assets (continued)

The Group as a lessor (continued)

II. Interest income on net investments in leases

The Group follows the finance lease method in accounting for recognition of finance lease. The total unearned interest income, i.e. the excess of aggregate instalment contract receivables plus residual value over the cost of the leased asset is deferred and then amortised over the term of the lease, to produce a systematic return on net investments in leases.

III. The Group as an intermediate lessor

The Group acts as an intermediate lessor in a transaction for which an underlying asset is re-leased by the Group ("intermediate lessor") to a third party, and the lease ("head lease") between the head lessor and Group remains in effect.

The Group classifies the sublease as a finance lease or an operating lease as follows:

- If the head lease is a short-term lease that the entity, as a lessee, has accounted for by recognising the lease payments as an expense on a straight-line basis over the term of the lease, the sublease must be classified as an operating lease;
- Otherwise, the sublease must be classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the economic useful life of the underlying asset (such as the item of property and equipment that is the subject of the lease).

Investment properties

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal.

Any gains or losses on the retirement or disposal of an investment property are recognised in the consolidated statement of profit or loss in the year of retirement or disposal.

Transfers are made to investment property when, and only when, there is a change in use. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property and equipment up to the date of change in use.

Properties under construction

Properties under construction are carried at cost less any impairment in value. Costs are those expenses incurred by the Group that are directly attributable to the construction of asset.

The carrying values of properties under construction are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount.

Intangible assets

Intangible assets acquired in a business combination are identified and recognised separately from goodwill where they satisfy the definition of an intangible asset and their fair values can be measured reliably. The cost of such intangible assets is their fair value at the acquisition date.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Intangible assets (continued)

The useful lives of intangible assets arising out of the acquisition of Air Arabia LLC in 2007, have been estimated to be indefinite (Note 9).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated impairment losses, on the same basis as intangible assets acquired separately.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in the consolidated statement of profit or loss as incurred.

Intangible assets with indefinite useful lives are tested for impairment annually, or more frequently when there is indication of impairment. For intangible assets with definite useful lives amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is generally recognised in the consolidated statement of profit or loss. The useful life used in the calculation of amortisation is 5 years.

Deferred charges

Deferred charges are amortised on the straight-line method over the estimated period of the benefits.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost comprises invoice price of materials. Cost is calculated using the first-in-first-out method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control of joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about relevant activities require unanimous consent of the parties sharing control. The consideration made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The Group's investments in its associates and joint ventures are accounted for using the equity method. Under the equity method, the investment in an associate or joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the consolidated carrying amount of the investment and goodwill is neither amortised nor individually tested for impairment. The consolidated statement of profit or loss reflects the Group's share of the results of operations of the associates and joint ventures. Any change in other comprehensive income of those investees is presented as part of the Group's consolidated statement of other comprehensive income.

In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains/losses resulting from transaction between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and joint venture is shown on the face of the consolidated statement of profit or loss outside operating profit. The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Investments in associates and joint ventures (continued)

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value and then recognises the loss in the consolidated statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in consolidated statement of profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained; only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

Impairment of non-financial assets

At the end of the reporting date, the Group reviews the carrying amounts of tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less cost to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the consolidated statement of profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the consolidated statement of profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Financial instruments

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI) or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Financial instruments (continued)

Financial assets (continued)

Initial recognition and measurement (continued)

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in two categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); or
- Financial assets designated at fair value through OCI with recycling of cumulative gains and losses upon derecognition (debt instruments).

Financial assets at amortised cost (debt instruments)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in the consolidated statement of profit or loss when the asset is derecognised, modified or impaired. The Group's financial assets at amortised cost includes trade and most other receivables, bank balances and cash and other non-current financial assets.

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to the consolidated statements of profit or loss. Dividends are recognised as other income in the consolidated statement of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at fair value through OCI (debt instruments)

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the consolidated statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.

The Group's debt instruments at fair value through OCI includes investments in unquoted debt instruments included under other "*Investments at fair value through other comprehensive income*".

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Financial instruments (continued)

Financial assets (continued)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 60 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as payables and borrowings, as appropriate.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Financial instruments (continued)

Financial liabilities (continued)

Initial recognition and measurement (continued)

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include lease liabilities, trade and most other payables, and bank borrowings.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Loans and borrowings

This is the category most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost. The effective interest method is the method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period to the net carrying amount on initial recognition.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Fair value of financial instruments

The fair value of the financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices or dealer price quotations (bid price for long positions and ask price for short positions), without any deduction for transaction costs.

For financial instruments not traded in an active market, the fair value is determined using appropriate valuation techniques. Such techniques may include:

- Using recent arm's length market transactions;
- Reference to the current fair value of another instrument that is substantially the same; or
- A discounted cash flow analysis or other valuation models.

Derivative financial instruments

The management has applied hedge accounting for its derivative financial instruments. The management applies hedge accounting only if all of the following conditions are met:

- There is formal designation and written documentation at the inception of the hedge;
- The effectiveness of the hedging relationship can be measured reliably. This requires the fair value of the hedging instrument, and the fair value or cash flows of the hedged item with respect to the risk being hedged, to be reliably measurable;

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Derivative financial instruments (continued)

- The hedge is expected to be highly effective in achieving fair value or cash flow offsets in accordance with the original documented risk management strategy; and
- The hedge is assessed and determined to be highly effective on an ongoing basis throughout the hedge relationship. A hedge is highly effective if changes in the fair value of the hedging instrument, and changes in the fair value or expected cash flows of the hedged item attributable to the hedged risk.

At inception of the hedge, the management designate hedge either as a cash flow hedge or as a fair value hedge. The designation is done at inception of the hedge. At inception of the hedge, the management establishes formal documentation of the hedge relationship. The method an entity adopts depends on its risk management strategy and hedge accounting systems and practices. The method that will be used in measuring hedge effectiveness is specified in the hedge documentation.

The hedge documentation prepared at inception includes a description of the followings:

- Risk management objective and strategy for undertaking the hedge;
- The nature of the risk being hedged;
- Clear identification of the hedged item - the asset, liability, firm commitment or cash flows arising from a forecast transaction - and the hedging instrument; and
- How hedge effectiveness will be assessed both prospectively and retrospectively. The entity describes the method and procedures in sufficient detail to establish a firm and consistent basis for measurement in subsequent periods for the particular hedge.

A hedging relationship meets the hedge effectiveness requirements if there is an economic relationship between the hedged item and the hedging instrument, the effect of credit risk does not dominate the value changes that result from the economic relationship and the hedge ratio of the hedging relationship is the same as that resulting from the quantities of the hedged item that the entity actually hedge and the hedging instrument uses to hedge that quantity of hedged item.

Under a cash flow hedge model, the effective portion of the fair value changes of the hedging instrument is recognised in consolidated statement of other comprehensive income (OCI) and the ineffective portion is recognised in the consolidated statement of profit or loss.

In a fair value hedge, any ineffectiveness is automatically recognised in the consolidated statement of comprehensive income because changes in the measurement of both the hedging instrument and the hedged item are reported through the consolidated statement of comprehensive income except if the hedging instrument hedges an equity investment for which the management has elected to present changes in fair value in OCI.

If a hedge no longer is effective, then hedge accounting is discontinued prospectively from the last date on which the hedge was proven to be effective. Hedge accounting is also discontinued when the hedged item or the hedging instrument is derecognised, the criteria are no longer met or upon voluntarily discontinuation.

If the hedging instrument is a derivative, then the hedging instrument is measured at fair value, with the effective portion of changes in its fair value recognised in OCI and presented within equity normally in a hedging reserve. The ineffective portion of the gain or loss on the hedging instrument is recognised immediately in the consolidated statement of profit or loss.

If hedge accounting is not applied to a derivative instrument that is entered into as an economic hedge, then derivative gains and losses are shown in the consolidated statements of other comprehensive income.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Provision for staff terminal benefits

Provision is made for the full amount of statutory gratuity due to employees for their period of service up to the reporting date in accordance with the applicable labour laws. The gratuity provision is shown under non-current liabilities in the consolidated statement of financial position.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts.

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

Contributions for eligible UAE National employees are made to the Pension Authority, in accordance with the provisions of UAE labour Law No. (7) of 1999 relating to Pension and Social Security and its amendments and charged to the consolidated statement of comprehensive income in the period in which they fall due.

Aircraft maintenance

For the aircraft owned by the Group, maintenance accruals are made based on the technical evaluation.

For the aircraft under operating lease agreements, wherein the Group has an obligation to maintain the aircraft, accruals are made during the lease term for the obligation based on estimated future costs of major airframe and certain engine maintenance checks by making appropriate charges to the consolidated statement of profit or loss calculated by reference to the number of hours or cycles operated and engineering estimates.

Deferred income

Deferred income mainly represents unearned revenue from flight seats sold but not yet flown and will be released to the consolidated statement of profit or loss when passengers are flown or time expired.

Provisions and contingent liabilities

Provisions are recognised when present obligations as a result of a past event will probably lead to an outflow of economic resources from the Group and amounts can be estimated reliably. Timing or amount of the outflow may still be uncertain. A present obligation arises from the presence of a legal or constructive commitment that has resulted from past events, for example, legal disputes or onerous contracts. Provisions are not recognised for future operating losses. Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

Revenue recognition

Revenue from contracts with customers

The Group's revenue primarily derives from transportation services for both passengers and cargo, ticket selling, accommodation income and dividend income. Revenue is recognized when the transportation, tickets or accommodation are provided. The Group considers whether it is an agent or a principal in relation to transportation services by considering whether it has a performance obligation to provide services to the customer or whether the obligation is to arrange for the services to be provided by a third party.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Revenue recognition (continued)

Rendering of services

Passenger tickets are generally paid for in advance of transportation and are recognised, net of discounts as deferred revenue on ticket sales in current liabilities until the customer has flown. Unused tickets are recognised as revenue after the contracted date of departure using estimates regarding the timing of recognition based on the terms and conditions of the ticket and statistical analysis of historical trends. Other revenue including maintenance; handling; hotel and holiday and commissions is recognized as the related performance obligation is satisfied over time using an appropriate methodology which reflects the activity that has been undertaken to satisfy the related obligation.

Hotel revenue

Income from room hire is recognised on a pro-rata basis over the period of occupancy. Revenue from sale of goods, food and beverages is recognised upon issuance of related sales invoices on delivery to guests and customers.

Dividend income

Dividend from investments is recognised when the Group's right to receive payment has been established.

Finance income and finance costs

Finance income mainly comprises interest income on fixed deposits and investments. Interest income is recognised in the consolidated statement of profit or loss as it accrues, using the effective interest rate method.

Finance costs mainly comprises interest expense on bank borrowings and lease liabilities. All borrowing costs are recognised in the consolidated statement of comprehensive income using the effective interest rate method. However, borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalised as part of the cost of that asset. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. Capitalisation of borrowing costs ceases when substantially all the activities necessary to prepare the asset for its intended use or sale are complete.

Operating expenses

Operating expenses are recognised in the consolidated statement of profit or loss upon utilisation of the service or at the date of their origin.

Segmental reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-makers, who is responsible for resource allocation and assessing performance of the operating segments, are the Board of Directors and the Chief Executive Officer.

Significant management judgment, estimates and assumptions in applying accounting policies

When preparing the consolidated financial statements, management undertakes a number of judgment, estimates and assumptions about recognition and measurement of assets, liabilities, income and expenses. The actual results may differ from the judgment, estimates and assumptions made by management, and will seldom equal the estimated results.

Information about significant judgment, estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided in the following pages:

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Significant management judgment, estimates and assumptions in applying accounting policies (continued)

Control assessment

The Group reassesses whether or not it controls an investee, if facts and circumstances indicate that there are changes to one or more of the three elements of control listed in IFRS 10.

Management has reviewed its control assessments in accordance with IFRS 10 and has concluded that there is no effect on the classification (as subsidiaries or otherwise) of any of the Group's investees held during the period covered by these consolidated financial statements.

Impairment of goodwill and intangible assets

Goodwill and intangible assets with indefinite useful lives are tested annually for impairment and at other times when such indications exist. The impairment calculation requires the use of estimates.

The intangible assets include trade name, landing rights, price benefits from related parties and handling license - Sharjah Aviation Services LLC.

The recoverability of these assets is based on the Group's projected financial performance which are underpinned by a number of assumptions. Such assumptions inherently involve significant judgments.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in arm's length transactions of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Aircraft maintenance costs

The Group incurs liabilities for maintenance costs in respect of its owned aircrafts and leased aircraft. A charge is made in the consolidated statement of profit or loss each month based on the number of flight hours or cycles used to build up an accrual to cover the cost of heavy-duty maintenance checks when they occur. Estimates involved in calculating the provision required include the expected date of the check, market conditions for heavy-duty maintenance checks at the expected date of check, the condition of asset at the time of the check, the likely utilisation of the asset in terms of either flying hours or cycles, and the regulations in relation to extensions to lives of life-limited parts, which form a significant proportion of the cost of heavy-duty maintenance costs of engines. Additional maintenance costs for aircraft engines are considered for accrual based on the estimates made by engineering department on the basis of operational requirements.

In case of operating lease aircraft, the Group is also required to pay maintenance reserves to lessors on a monthly basis, based on usage. These maintenance reserves are then returned to the Group on production of evidence that qualifying maintenance expenditure has been incurred. Maintenance reserves paid are deducted from the accruals made. In some instances, not all of the maintenance reserves paid can be recovered by the Group and, therefore, are retained by the lessor at the end of the lease term.

Assumptions made in respect of the basis of the accruals are reviewed for all aircraft once a year. In addition, when further information becomes available which could materially change an estimate made, such as a heavy-duty maintenance check taking place, utilisation assumptions changing, or return conditions being re-negotiated, then specific estimates are reviewed immediately, and the accrual is reset accordingly.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Significant management judgment, estimates and assumptions in applying accounting policies (continued)

Accrual for aircraft flying costs

The management accrues for the landing, parking, ground handling, and other charges applicable for each airport in which the Group operates flights on a monthly basis. These estimates are based on the rate of charges applicable to each airport based on the agreements and recent invoices received for the services obtained. Similarly, accruals for overflying charges are estimated based on the agreement entered with each country. Actual charges may differ from the charges accrued and the differences are accounted for, on a prospective basis.

Estimated useful life and residual value of property and equipment, right-of-use assets and intangible assets

The Group estimates the useful lives of property and equipment (except land), right-of-use assets and intangible assets based on the period over which the assets are expected to be available for use or the lease term. The estimated useful lives of property and equipment, right-of-use assets and intangible assets are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

Deferred charges

The period of amortisation of the deferred charges is determined based on the pattern in which the future economic benefits are expected to be consumed by the Group.

Allowance for expected credit losses for trade receivables and amounts due from related parties

The expected credit losses are based on assumption about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

Determining lease terms

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option.

Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not extend).
- If any leasehold improvements are expected to have a significant remaining value the Group is typically certain to extend (or not extend).
- Otherwise, the Group considers other factors including historical lease durations, costs and business disruption required to replace the leased asset.
- The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

4 Material accounting policies (continued)

Significant management judgment, estimates and assumptions in applying accounting policies (continued)

Determination of appropriate discount rate in measuring lease liabilities

The Group measures its lease liabilities at present value of the lease payments that are not paid at the commencement date of the lease contract. The lease payments were discounted using a reasonable rate deemed by management equal to the Group's incremental borrowing rate.

In determining a reasonable discount rate, management considers the term of the leases, the underlying asset and the economic environment. Actual results, however, may vary due to changes in estimates brought about by changes in such factors.

Recognition of revenue

Management considers recognizing revenue over time, if one of the following criteria is met, otherwise revenue will be recognized at a point in time:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification.

An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

5 Property and equipment											
2023	Gross carrying amount	Land	Buildings	Aircrafts	Aircraft engines	Aircraft rotables and equipment	Airport equipment	EDP equipment	Office equipment, furniture, fixtures and motor vehicles	Capital work-in-progress	Total
		AED '000	AED '000	AED '000	AED '000	AED '000	AED '000	AED '000	AED '000	AED '000	AED '000
As at January 1, 2023	89,040	694,841	8,589,345	413,777	137,979	18,919	47,597	150,154	14,822	10,156,474	
Additions	-	2,777	-	-	35,598	-	784	35,234	1,891	76,284	
As at December 31, 2023	89,040	697,618	8,589,345	413,777	173,577	18,919	48,381	185,388	16,713	10,232,758	
Accumulated depreciation											
As at January 1, 2023	-	388,129	4,009,895	168,738	61,647	11,335	34,731	79,369	-	4,753,844	
Charge for the year	-	35,681	442,668	16,484	9,549	883	4,645	14,891	-	524,801	
As at December 31, 2023	-	423,810	4,452,563	185,222	71,196	12,218	39,376	94,260	-	5,278,645	
Net carrying amounts as at December 31, 2023	89,040	273,808	4,136,782	228,555	102,381	6,701	9,005	91,128	16,713	4,954,113	

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

5 Property and equipment (continued)

	Land AED '000	Buildings AED '000	Aircrafts AED '000	Aircraft engines AED '000	Aircraft rotables and equipment AED '000	Airport equipment AED '000	EDP equipment AED '000	Office equipment, furniture, fixtures and motor vehicles AED '000	Capital work-in- progress AED '000	Total AED '000
Gross carrying amount										
As at January 1, 2022	89,040	676,574	8,589,345	413,777	113,492	18,919	40,119	121,598	22,877	10,085,741
Acquired through business combination	-	4,654	-	-	9,368	-	-	4,450	-	18,472
Additions	-	-	-	-	11,297	-	7,044	23,373	10,547	52,261
Transfers	-	13,613	-	-	3,822	-	434	733	(18,602)	-
As at December 31, 2022	89,040	694,841	8,589,345	413,777	137,979	18,919	47,597	150,154	14,822	10,156,474
Accumulated depreciation										
As at January 1, 2022	-	348,619	3,551,571	152,254	50,907	10,452	30,320	73,134	-	4,217,257
Acquired through business combination	-	2,323	-	-	1,805	-	-	978	-	5,106
Charge for the year	-	37,187	458,324	16,484	8,935	883	4,411	5,257	-	531,481
As at December 31, 2022	-	388,129	4,009,895	168,738	61,647	11,335	34,731	79,369	-	4,753,844
Net carrying amounts as at December 31, 2022	89,040	306,712	4,579,450	245,039	76,332	7,584	12,866	70,785	14,822	5,402,630

The amount of depreciation computed on property and equipment is presented as follows:

	2023 AED '000	2022 AED '000
Direct costs (Note 27)	495,060	511,642
Administrative and general expenses (Note 28)	29,741	19,839
	<u>524,801</u>	<u>531,481</u>

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

5 Property and equipment (continued)

Buildings include hotel apartments, simulator and staff quarters. Simulator and staff quarters are constructed on land in Sharjah, granted by the Government of Sharjah.

Property and equipment include one plot of land in Sharjah, granted by the Government of Sharjah recognised at nominal value of AED 1.

As at December 31, 2023, work in progress represents various capital projects, mainly related to business system, applications and building refurbishment, amounting to AED 16.7 million (2022: AED 14.8 million). Capital commitments related to these projects are minimal.

All of the Group's non-movable assets are located in the UAE, except for property and equipment with carrying amount of AED 4.47 million (2022: AED 3.9 million), located outside UAE.

At December 31, 2023, aircrafts with carrying amount of AED 3.42 billion (2022: AED 4.09 billion) are held under lease (Note 23).

The Group's management conducted an internal assessment of its aircraft assets and considered if there are any impairment indicators such as a deterioration in current or forecast trade activity, the incurrence of losses or other factors indicating that the assets may be impaired. Based on their assessment, the Group's management is of the view that no indicators of impairment arose during 2023 (2022: AED Nil).

6 Right-of-use assets

Right-of-use assets represent Aircrafts and Hangar obtained on lease (refer to Note 23 for lease liabilities recognised in relation to the right-of-use assets). The carrying amounts of the right-of-use assets and the movements during the year are shown below:

	Aircrafts AED '000	Hangar AED '000	Total AED '000
2023			
Gross carrying amount			
As at January 1, 2023	897,726	16,650	914,376
Additions	42,315	-	42,315
As at December 31, 2023	940,041	16,650	956,691
Accumulated depreciation			
As at January 1, 2023	258,880	10,475	269,355
Charge for the year (Note 27)	112,270	834	113,104
As at December 31, 2023	371,150	11,309	382,459
Net carrying amounts at December 31, 2023	568,891	5,341	574,232
2022			
Gross carrying amount			
As at January 1, 2022	784,199	16,650	800,849
Additions	113,526	-	113,526
As at December 31, 2022	897,725	16,650	914,375
Accumulated depreciation			
As at January 1, 2022	166,817	9,642	176,459
Charge for the year (Note 27)	92,063	833	92,896
As at December 31, 2022	258,880	10,475	269,355
Net carrying amounts at December 31, 2022	638,845	6,175	645,020

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

7 Advance for new aircraft

These represent pre-delivery payments made to suppliers for an amount of AED 886.8 million (2022: AED 585.1 million) in respect of new aircrafts.

8 Investment properties

In 2022, as a result of a court verdict following series of court orders on recoverability claims against certain outstanding receivables, the Group had completed the exchange of its investment property ("Pier 8") which represented certain units under construction in a building located in Dubai Marina, Dubai, UAE, with a carrying value of AED 105.9 million as at January 1, 2022 with other investment properties under construction located in Al Safouh First, Dubai, UAE ("Olgana").

In 2022 and at date of exchange of these assets, the fair value of Olgana was AED 149 million based on valuation made by independent valuator, hence, the Group recognized a gain of AED 43 million during the year ended December 31, 2022, as a result of this transaction. The Olgana is approximately 63% complete as at December 31, 2023 (2022: 60%).

	2023 AED '000	2022 AED '000
Balance as at January 1,	149,000	105,970
Additions during the year	16,401	149,000
Derecognition during the year	-	(105,970)
	<u>165,401</u>	<u>149,000</u>

Management estimates no impairment is required to be recognized on the basis of absence of any indicators of impairment for the building as at December 31, 2023 (2022: AED Nil).

The fair value of Olgana is determined to be AED 197 million as at December 31, 2023 (2022: AED 149 million). This has been estimated by external using a market approach that reflects observed prices for recent market transactions for similar properties and incorporates adjustments for factors specific to the property including total area size, location, conditions and percentage of completion. The significant input used for valuation is sales price per square ft, which is observable from market for similar properties.

9 Intangible assets

	2023 AED '000	2022 AED '000
Intangible assets *	1,147,395	1,139,793
Goodwill **	198,522	198,522
	<u>1,345,917</u>	<u>1,338,315</u>

During the year ended December 31, 2023, intangible assets and goodwill were subject to impairment tests and management concluded that they are not impaired.

* The movement in the intangible assets during the year can be reconciled as follows:

	2023 AED '000	2022 AED '000
As at January 1,	1,139,793	1,133,609
Additions during the year	11,346	9,428
Amortization during the year	(3,744)	(3,244)
As at December 31,	<u>1,147,395</u>	<u>1,139,793</u>

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

9 Intangible assets (continued)

Certain intangible assets were arisen from the acquisition of Air Arabia LLC in 2007 pursuant to fair values determined by an independent valuer and are summarised as follows:

	2023 AED '000	2022 AED '000
Trade name	395,410	395,410
Landing rights	468,273	468,273
Price benefit from related parties	180,281	180,281
Handling license - Sharjah Aviation Services	48,383	48,383
	<u>1,092,347</u>	<u>1,092,347</u>

** Goodwill comprises of the following:

	2023 AED '000	2022 AED '000
Goodwill on acquisition of Air Arabia LLC ***	189,474	189,474
Goodwill on step acquisition of Information Systems Associates FZC	9,048	9,048
As at December 31,	<u>198,522</u>	<u>198,522</u>

*** Goodwill arising on of the acquisition of Air Arabia LLC in 2007, determined by an independent valuer, was as follows:

	AED '000
Total fair value of Air Arabia LLC	1,400,000
Fair value of intangible assets	(1,092,347)
Fair value of tangible assets – net	<u>(118,179)</u>
	<u>189,474</u>

The Group, with support from an independent professional services firm, performed impairment tests on goodwill and intangible assets with indefinite useful lives as of December 31, 2023 and 2022. The recoverable amount of goodwill and intangible assets for impairment test has been determined using value-in-use calculations. For calculation purposes the Group's management prepared cash flow projections for 5 years' period and applied a discount rate of between 9.98% to 10.74% (2022: 10.52% to 11.54%).

Cash flow projections during the forecast period are based on the expected gross margins. The Group believes that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit. Based on these calculations the Group is of the view that goodwill and intangible assets are not impaired.

10 Deferred charges

	Landing permission charges AED'000	Aircraft upgrade costs AED'000	Processing fee and commission costs AED'000	Buyer furnished equipment AED'000	Total AED'000
2023					
Gross carrying amount					
As at January 1, 2023	51,745	35,073	27,086	23,703	137,607
Additions during the year	-	-	-	344	344
As at December 31, 2023	<u>51,745</u>	<u>35,073</u>	<u>27,086</u>	<u>24,047</u>	<u>137,951</u>
Accumulated amortisation					
As at January 1, 2023	51,745	34,259	18,503	8,472	112,979
Charge for the year	-	587	2,196	2,896	5,679
As at December 31, 2023	<u>51,745</u>	<u>34,846</u>	<u>20,699</u>	<u>11,368</u>	<u>118,658</u>
Net carrying amounts as at December 31, 2023	<u>-</u>	<u>227</u>	<u>6,387</u>	<u>12,679</u>	<u>19,293</u>

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

10 Deferred charges (continued)

	Landing permission charges	Aircraft upgrade costs	Processing fee and commission costs	Buyer Furnished Equipment	Total
2022	AED'000	AED'000	AED'000	AED'000	AED'000
Gross carrying amount					
As at January 1, 2022	51,745	35,073	27,086	23,703	137,607
As at December 31, 2022	51,745	35,073	27,086	23,703	137,607
Accumulated amortization					
As at January 1, 2022	51,745	33,120	16,201	5,576	106,642
Charge for the year	-	1,140	2,302	2,895	6,337
As at December 31, 2022	51,745	34,260	18,503	8,471	112,979
Net carrying amounts as at December 31, 2022	-	813	8,583	15,232	24,628

11 Investments at fair value through other comprehensive income

	2023 AED '000	2022 AED '000
Quoted investments in equity instruments in UAE *	9,216	10,321
Unquoted investments in debt instruments in UAE	150,449	14,562
Unquoted investments in debt instruments outside UAE	70,667	18,283
Total investments	230,332	43,166

* Movement in quoted investments in equity instruments during the year were as follow:

	2023 AED '000	2022 AED '000
As at January 1,	10,321	15,557
Change in fair value	(1,105)	(5,236)
As at December 31,	9,216	10,321

The market rate as at December 31, 2023 and December 31, 2022 are considered for the calculation of the fair value of the investments that are quoted on the stock exchange market.

The movement in unquoted investments in debt instruments during the year were as follows:

	2023 AED '000	2022 AED '000
As at January 1,	32,845	-
Additions during the year	181,735	32,845
Change in fair value	6,536	-
As at December 31,	221,116	32,845

The fair values of these debt instruments are determined using market interest rates of similar debt instruments as at December 31, 2023.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

12 Investments in associates and joint ventures

	2023 AED'000	2022 AED'000
Investments in associates (Note 12.1)	99,609	51,751
Investments in joint ventures (Note 12.2)	106,249	104,449
	<u>205,858</u>	<u>156,200</u>

12.1 Investments in associates

Investments in associates represent share in net assets of the associates at the reporting date, accounted for using equity method. The movements during the year are summarised as follows:

	2023 AED'000	2022 AED'000
As at January 1,	51,751	81,619
Share of profit of Tune Protection Commercial Brokerage LLC	3,744	8,956
Share of profit of Air Arabia Maroc S.A.	68,197	5,098
Dividend received from Tune Protection Commercial Brokerage LLC	(15,030)	(13,599)
Dividend received from Air Arabia Maroc S.A	(9,053)	(30,323)
As at December 31,	<u>99,609</u>	<u>51,751</u>

Investment in Air Arabia Jordan LLC is fully impaired in the previous years.

12.2 Investments in joint ventures

Investments in joint ventures represent share in net assets of the joint ventures at the reporting date as per equity accounting principles and the movements during the year are summarised below:

	2023 AED'000	2022 AED'000
As at January 1,	104,449	96,330
<i>Additional investments during the year</i>		
Armenian National Airlines (CJSC)	18,118	18,206
Fly Jinnah Services (Private) Limited	6,502	6,693
Cozmo Travel (CJSC)	-	413
<i>Share of profit/ (loss)</i>		
Sharjah Aviation Services	22,206	24,516
Alpha Flight Services UAE LLC	22,579	13,840
T3 Aviation Academy (formerly known as Alpha Aviation Academy)	-	175
Air Arabia Abu Dhabi L.L.C	9,507	(1,280)
Cozmo Travel (CJSC)	(148)	68
Fly Jinnah Services (Private) Limited	(9,477)	(7,306)
Armenian National Airlines (CJSC)	(28,487)	(7,837)
<i>Dividends received during the year</i>		
Alpha Flight Services UAE LLC	(19,000)	(19,000)
Sharjah Aviation Services	(20,000)	(15,000)
T3 Aviation Academy UAE LLC	-	(3,733)
<i>Disposal of investment in joint venture</i>		
T3 Aviation Academy UAE LLC (formerly known as Alpha Aviation Academy UAE LLC) (Note 25)	-	(1,636)
As at December 31,	<u>106,249</u>	<u>104,449</u>

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

12 Investments in associates and joint ventures (continued)

12.2 Investments in joint ventures (continued)

The summarised financial information presented in the financial statements of the joint ventures are provided as follows:

	Ownership interest %	Assets AED '000	Liabilities AED '000	Net assets AED '000	Group's share in net assets AED '000	Profit/(loss) for the year AED '000	Group's share of profit/(loss) for the year AED '000	Dividends received by the Group AED '000
2023								
Alpha Flight Services UAE LLC	51	107,955	81,818	26,137	13,330	44,272	22,579	(19,000)
Sharjah Aviation Services LLC	50	203,956	89,427	114,529	57,265	44,412	22,206	(20,000)
Air Arabia Abu Dhabi L.L.C	49	1,169,500	1,102,660	66,840	32,752	19,402	9,507	-
Fly Jinnah Services (Private) Limited	45	91,809	121,992	(30,183)	1,424	(13,583)	(9,477)	-
Armenian National Airlines (CJSC)	49	85,068	91,472	(6,404)	(3,318)	(68,863)	(28,487)	-
Cozmo Travel (CJSC)	75	4,503	3,792	711	533	(197)	(148)	-
Total		1,662,791	1,491,161	171,630	101,986	25,443	16,180	(39,000)
2022								
Alpha Flight Services UAE LLC	51	103,605	84,097	19,508	9,949	27,137	13,840	(19,000)
Sharjah Aviation Services LLC	50	167,826	87,460	80,366	40,183	49,033	24,516	(15,000)
Air Arabia Abu Dhabi L.L.C	49	732,800	683,116	49,683	24,345	(2,613)	(1,280)	-
Fly Jinnah Services (Private) Limited	45	108,600	104,648	3,952	1,778	(16,235)	(7,306)	-
Armenian National Airlines (CJSC)	49	115,557	88,729	26,829	13,146	(15,994)	(7,837)	-
Cozmo Travel (CJSC)	75	18,473	18,030	443	332	91	69	-
Total		1,246,861	1,066,080	180,781	89,733	41,419	22,002	(34,000)

Investment in Air Arabia Egypt Company S.A.E is fully impaired in the previous years. The Group's share of profit of Air Arabia Egypt for the year ended December 31, 2023 has been absorbed against the cumulative unabsorbed losses in previous years.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

13 Categories of financial assets and liabilities

Note 4 to the consolidated financial statements provide a description of each classification and measurement of financial assets and financial liabilities and the related accounting policies. The carrying amounts of financial assets and financial liabilities in each category are as follows:

	2023 AED'000	2022 AED'000
Financial assets at amortised cost		
Trade and other receivables	888,698	916,172
Bank balances and cash	5,246,377	4,736,251
Cash flow hedge assets (derivative)	59,673	373,339
Financial assets at fair value through other comprehensive income		
Investments at fair value through other comprehensive income	230,332	43,166
	<u>6,425,080</u>	<u>6,068,928</u>
	2023 AED'000	2022 AED'000
Financial liabilities at amortised cost		
Trade and other payables	4,035,407	3,820,369
Bank borrowings	125,694	139,485
Lease liabilities	2,153,263	2,748,723
	<u>6,314,364</u>	<u>6,708,577</u>

A description of the Group's financial statements risk, including risk management objectives and policies is given in Note 35 and methods used to measure fair value are described in Note 36.

14 Trade and other receivables

	2023 AED'000	2022 AED'000
Current assets		
<i>Financial assets:</i>		
Trade receivables, gross	348,316	402,256
Allowance for expected credit losses	(47,724)	(48,592)
Trade receivables, net	<u>300,592</u>	<u>353,664</u>
Cash flow hedge asset (Note 22)	11,629	28,753
Net investment in lease *	37,697	48,001
Amounts due from related parties (Note 15)	62,639	146,388
Advances and other receivables, net	<u>396,974</u>	<u>250,336</u>
	<u>809,531</u>	<u>827,142</u>
<i>Non-financial assets:</i>		
Prepaid aircraft lease rentals	18,528	12,510
Prepaid expenses – others	30,517	23,198
	<u>49,045</u>	<u>35,708</u>
	<u>858,576</u>	<u>862,850</u>
Non-current assets		
<i>Financial asset:</i>		
Cash flow hedge asset (Note 22)	48,044	344,586
Net investment in lease *	52,993	91,484
Lease deposit receivable	<u>37,803</u>	<u>25,051</u>
	<u>997,416</u>	<u>1,323,971</u>

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

14 Trade and other receivables (continued)

* Net investment in lease represents the present value of the minimum lease payment receivables. The Group subleased aircrafts to Air Arabia Maroc, S.A. (an associate), Fly Jinnah Services (Private) Limited (a joint venture) and Armenian National Airlines CJSC (a joint venture). The Group has classified the subleases as finance lease because the subleases are for the whole of the remaining term of head lease.

The following table sets out the lease receivables related to the subleases:

	2023 AED'000	2022 AED'000
Not later than one year	37,697	48,001
Later than one year but not later than five years	52,993	91,484
At December 31,	<u>90,690</u>	<u>139,485</u>

As at December 31, 2023, all of the Group's trade and other receivables have been reviewed for indicators of impairment. Certain trade receivables and other receivables amounting to AED 47.72 million and AED 102.8 million, respectively, were found to be impaired (2022: AED 48.59 million and AED 55 million).

The movement in allowance for expected credit losses of trade receivables can be reconciled as follows:

	2023 AED'000	2022 AED'000
As at January 1,	48,592	44,277
Reversal of expected credit losses of trade receivables (Note 30)	(868)	-
Allowance for expected credit losses of trade receivables (Note 28)	-	4,315
As at December 31,	<u>47,724</u>	<u>48,592</u>

The movement in allowance for expected credit losses of advances and other receivables can be reconciled as follows:

	2023 AED'000	2022 AED'000
As at January 1,	55,030	12,000
Allowance for expected credit losses (Note 28)	47,815	43,030
As at December 31,	<u>102,845</u>	<u>55,030</u>

The ageing of trade receivables which are not impaired at the reporting date are as follows:

	Total AED'000	Not past due nor impaired AED'000	Past due but not impaired		
			<60 Days AED'000	60-90 Days AED'000	>90 Days AED'000
2023	300,592	241,362	9,205	14,961	35,064
2022	353,664	322,269	5,451	3,412	31,395

Trade receivables are non-interest bearing and are generally settled in within normal credit terms of 45 to 60 days after which they are considered to be past due. Unimpaired accounts receivable are expected, on the basis of past experience, to be recoverable. Before accepting any new customer, the Group assesses the potential customers' quality and defines credit limits for customer. There are 3 customers who represent more than 29% (2022: more than 18%) of the total balance of trade receivables.

Majority of the trade receivables are from sales agents which are secured mainly by bank guarantees and deposits.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

15 Related parties

The Group in the normal course of business carries on transactions with other enterprises that fall within the definition of related party. The Group's related parties include key management personnel, entities held under common control, associates, joint ventures and others. Transactions with related parties are carried out in the normal course of business and are measured at exchange amounts, being the amounts agreed by both the Board of Directors and the respected related party.

Transactions with related parties included in the consolidated statement of profit or loss are as follows:

	2023 AED'000	2022 AED'000
Rental income from aircraft operating lease (Note 26)	112,016	198,720
Expenses recharged by related parties	(44,126)	(48,780)
Revenue from related parties	46,713	97,611
Management fees from joint ventures and associates (Note 30)	61,673	43,073
Income from investments in associates and joint ventures	88,121	36,231

Compensation of key management personnel

A number of key management personnel hold positions in the Group that result in them having control or significant influence over the financial or operating activities. Compensation of key management personnel are as follows:

	2023 AED'000	2022 AED'000
Short term benefits	24,436	14,398
Long term benefits	800	591
Board of Directors' remuneration*	8,000	8,000

* At the Annual General Meeting held on March 14, 2023, Board of Directors proposed, and the shareholders approved Board of Directors' remuneration of AED 8 million for the year ended December 31, 2022 (2021: AED 8 million).

Balances with related parties included in the consolidated statement of financial position are as follows:

	2023 AED'000	2022 AED'000
Amounts due from related parties: (Note 14)		
Receivable from associates and joint ventures	52,045	75,726
Other related parties	10,594	70,662
	<u>62,639</u>	<u>146,388</u>
	2023 AED'000	2022 AED'000
Amounts due to related parties: (Note 21)		
Payable to joint ventures	108,603	68,698
Other related parties	2,600	44,033
	<u>111,203</u>	<u>112,731</u>

Amounts due from/(to) related parties above are unsecured, bear no interest and have no fixed repayment terms. The management considers these to be current assets/current liabilities as appropriate.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

16 Bank balances and cash

	2023 AED'000	2022 AED'000
<i>Bank balances</i>		
Fixed deposits*	3,984,069	3,686,064
Current accounts	1,087,181	825,852
Call deposits	166,965	212,680
	<u>5,238,215</u>	<u>4,724,596</u>
Cash in hand	8,162	11,655
Bank balances and cash	<u>5,246,377</u>	<u>4,736,251</u>

* These deposits carry an average interest rate of 5.45% (2022: 3.62%) per annum.

17 Share capital

	2023 AED'000	2022 AED'000
Authorised, issued and fully paid-up share capital (4,666,700 thousand shares of AED 1 each)	<u>4,666,700</u>	<u>4,666,700</u>

Dividends

At the Annual General Meeting held on March 14, 2023, the Board of Directors proposed, and the shareholders approved a cash dividend approximately of AED 700 million at AED 0.15 per share for the year ended December 31, 2022 (2021: 397 million at AED 0.085 per share).

18 Statutory reserve

In accordance with the Company's Articles of Association and Article 241 of Federal Decree Law No. 32 of 2021, a minimum of 10% of the net profit for the year has to be transferred to the statutory reserve. Such transfers are required to be made until the balance on the statutory reserve equals one half of the Company's paid-up share capital. The reserve is not available for distribution except as provided for in the Federal Decree Law.

19 General reserve

In accordance with the Company's Articles of Association, an amount equal to 10% of the net profit for the year is transferred to a general reserve. Transfers to this reserve shall stop by resolution of an Ordinary General Assembly upon recommendation by the Board of Directors or when this reserve reaches 50% of the paid-up capital of the Group. This reserve shall be utilized for the purposes determined by the General Assembly at an ordinary meeting upon recommendation by the Board of Directors.

20 Provision for staff terminal benefits

	2023 AED'000	2022 AED'000
As at January 1,	170,015	144,637
Charge for the year	44,056	33,737
Payments made during the year	(5,896)	(8,359)
As at December 31,	<u>208,175</u>	<u>170,015</u>

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

21 Trade and other payables

	2023 AED'000	2022 AED'000
<i>Financial liabilities</i>		
Maintenance liabilities	1,729,311	1,757,700
Accrued expenses	757,297	654,897
Other payables	1,113,581	860,502
Trade payables	288,029	398,894
Amounts due to related parties (Note 15)	111,203	112,731
Lease deposit payables	34,986	35,645
	<u>4,034,407</u>	<u>3,820,369</u>
<i>Non-financial liability</i>		
Advances from customers	94,513	49,166
	<u>4,128,920</u>	<u>3,869,535</u>
Less:		
Non-current liabilities		
Maintenance liabilities	1,214,621	1,371,725
Lease deposit payable	34,986	35,641
	<u>1,249,607</u>	<u>1,407,366</u>
Current liabilities	<u>2,879,313</u>	<u>2,462,169</u>

The Group has financial risk management policies in place to ensure that all payables are paid within the credit period.

22 Derivative financial instruments

Fuel derivatives

The Group uses derivative financial instruments for risk management purposes. Hedging instruments are measured at their fair value at the reporting date and the effective portion of the changes in their fair value is recognised in the consolidated statement of other comprehensive income, as part of the cash flow hedge reserve in line with provisions of IFRS 9.

No loss was recognised in 2023 (2022: AED Nil) relating to the ineffective portion of trade deals and the settlement of the same in the consolidated statement of profit or loss, as part of fuel costs (Note 27).

The Group has reassessed the hedging relationship as at reporting date and concluded that the forecast transactions being hedged are highly probable to occur in the future. Cash flow hedge asset is categorised into the following:

	2023		2022	
	Term	AED'000	Term	AED'000
Non-current asset				
Commodity swaps, forwards options and others	2025-2026	48,044	2024-2025	344,586
Current asset				
Commodity swaps, collars, forwards options and others	2024	11,629	2023	28,753
Total (Note 14)		<u>59,673</u>		<u>373,339</u>

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

23 Lease liabilities

The Group has entered into leasing arrangements with leasing companies to finance the purchase of the aircraft. The terms of the leases are 5 - 15 years for aircrafts and hangar. Lease liabilities in respect of right-of-use assets recognised (refer to Note 6) in the consolidated statement of financial position as follows:

	2023 AED'000	2022 AED'000
As at January 1,	2,748,723	3,236,607
Additions to lease liabilities for the year	42,313	252,158
Payments made during the year	(637,773)	(740,042)
As at December 31,	<u>2,153,263</u>	<u>2,748,723</u>

Lease liabilities are disclosed in the consolidated statement of financial position as follows:

	2023 AED'000	2022 AED'000
Non-current portion of lease liabilities	1,567,827	2,126,498
Current portion of lease liabilities	<u>585,436</u>	<u>622,225</u>
	<u>2,153,263</u>	<u>2,748,723</u>

The lease liabilities are secured by the associated leased aircraft (Note 5).

The lease agreements are subject to certain financial and operational covenants including compliance with various regulations, restrictions on unapproved subleasing, insurance coverage and maintenance of total debt to equity ratio.

Lease liabilities are payable as follows:

	2023 AED'000	2022 AED'000
Not later than one year	585,436	622,225
Later than one year but not later than five years	<u>1,567,827</u>	<u>2,126,498</u>
As at December 31,	<u>2,153,263</u>	<u>2,748,723</u>

The finance charges are calculated based on average interest rate of 4% (2022: 4%).

24 Bank borrowings

	2023 AED'000	2022 AED'000
Non-current	30,610	30,604
Current portion	<u>95,084</u>	<u>108,881</u>
Total bank borrowings	<u>125,694</u>	<u>139,485</u>

In 2022, the Group had obtained a loan of USD 25 million for partial reimbursement pre-delivery payment of aircrafts. The loan is repayable over a period 36 months from the initial drawdown date and carries an interest of 1.6% + 3 months SOFR (2022: 1.6% + 3 months SOFR).

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

25 Business combinations

Acquisition of remaining 49% ownership interest in T3 Aviation Academy UAE LLC

In 2022, the Group acquired further 49% ownership interest in T3 Aviation Academy UAE LLC ("T3") (formerly Alpha Aviation Academy UAE LLC - a former joint venture of the Group) for a total consideration of AED 11 million, thereby increasing its total ownership interest to 100% after this transaction. The details of the acquisition are as follows:

	2022 AED'000
Consideration for acquisition of 49% ownership interest	11,025
Fair value of pre-existing interest in the Subsidiary (51%)	11,475
	<u>22,500</u>
Fair value of net assets	22,500
Provisional goodwill arising on acquisition	-

As a result of the above transaction, in 2022 the Group had derecognized its investment in T3 Aviation Academy UAE LLC as a joint venture and has recognized a gain on derecognition of investment in joint venture as follows:

	2022 AED'000
Fair value of pre-existing interest (51%)	11,475
Carrying value of investment in T3 Aviation Academy UAE LLC as joint venture	1,636
Gain in derecognition of investment in joint venture (Note 30)	<u>9,839</u>

During the year ended December 31, 2023, the Group has completed the measurement of fair value of assets and liabilities at the date of acquisition and accordingly, adjustments resulting from fair valuation of net assets at the date of acquisition of T3 have been recorded in the consolidated financial statements.

26 Revenue

	2023 AED'000	2022 AED'000
Passenger revenue	4,996,622	4,282,527
Other airline related services	468,992	358,152
Service revenue	264,221	213,498
Aircraft lease rentals - net (Note 15)	112,016	198,720
Cargo revenue	157,360	171,516
Revenue from hotel operations	67,846	61,563
Baggage revenue	49,705	44,336
Sales commissions and expenses	(117,012)	(88,482)
	<u>5,999,750</u>	<u>5,241,830</u>

27 Direct costs

	2023 AED'000	2022 AED'000
Fuel costs (Note 22)	1,690,639	1,478,912
Staff costs	774,751	586,204
Depreciation of property and equipment (Note 5)	495,060	511,642
Aircraft maintenance expenses	438,924	498,790
Landing and overflying charges	361,209	276,198
Passenger, ground and technical handling charges	312,891	258,359
Depreciation of right-of-use assets (Note 6)	113,104	92,896
Insurance	12,274	8,368
Other operating costs	144,332	98,892
	<u>4,343,184</u>	<u>3,810,261</u>

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

28 Administrative and general expenses

	2023 AED'000	2022 AED'000
Staff costs	127,236	114,838
Allowance for expected credit losses of advances and other receivables (Note 14)	47,815	43,030
Depreciation of property and equipment (Note 5)	29,741	19,839
Legal and professional fees	10,544	11,887
Travel and accommodation costs	12,574	8,770
Rent expenses	8,575	7,303
Communication costs	6,785	5,631
Allowance for expected credit losses of trade receivables (Note 14)	-	4,315
Other administrative and general expenses	85,936	70,854
	<u>329,206</u>	<u>286,467</u>

29 Selling and marketing expenses

	2023 AED'000	2022 AED'000
Staff costs	42,774	36,808
Advertisement expenses	37,660	29,657
Reservation management expenses	8,359	1,585
	<u>88,793</u>	<u>68,050</u>

30 Other income, net

	2023 AED'000	2022 AED'000
Management fees from joint ventures and associates (Note 15)	61,673	43,073
Reversal for expected credit losses of trade receivables (Note 14)	868	-
Gain on disposal of investment properties (Note 8)	-	43,030
Gain on disposal of investment in joint venture (Note 25)	-	9,839
Others	50,930	39,671
	<u>113,471</u>	<u>135,613</u>

31 Basic and diluted earnings per share

	2023 AED'000	2022 AED'000
Profit attributable to the Owners of the Company	1,547,132	1,221,786
Weighted average number of shares (in '000)	4,666,700	4,666,700
Basic and diluted earnings per share (AED)	<u>0.33</u>	<u>0.26</u>

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

32 Operating lease commitments

The Group as a lessor:

As at December 31, 2023, the Group has leased out 22 aircrafts (2022: 23) under non-cancellable operating lease agreements to related parties.

The leases have varying terms and renewal rights. The future minimum lease payments receivable under non-cancellable operating leases contracted for at the reporting date but not recognised as receivables, are shown below:

	2023 AED'000	2022 AED'000
Within one year	220,025	249,001
Between 2 and 5 years	399,861	557,720
	<u>619,886</u>	<u>806,721</u>

The carrying amount of the leased aircrafts owned by the Group under operating leases at the reporting date are as follows:

	2023 AED'000	2022 AED'000
Net book value	<u>1,227,641</u>	<u>1,370,323</u>
Accumulated depreciation	<u>1,611,899</u>	<u>1,611,780</u>
Depreciation charge for the year	<u>143,395</u>	<u>158,641</u>

33 Contingent liabilities

The Group have letters of guarantees and credits entered into as part of the normal course of business and in connection with deposits against leased aircrafts amounting to AED 61 million approximately as at December 31, 2023 (2022: AED 41 million), which at December 31, 2023 are not expected to result in material losses for the Group in the foreseen future and not consider it probable that there will be an outflow of economic resources with regard to these contingent liabilities.

34 Capital commitments

	2023 AED'000	2022 AED'000
<i>Authorised and contracted:</i>		
Aircraft fleet (Note 7)	<u>22,928,778</u>	<u>23,230,529</u>

35 Financial instruments and risk management objectives and policies

The Group is exposed to various risks in relation to financial instruments. The main types of risks are market risk, credit risk and liquidity risk.

The Group's risk management is coordinated at Group level, in close cooperation with the Board of Directors, and focuses on actively securing the Group's short to medium-term cash flows by minimising the exposure to financial markets.

The Group does not actively engage in the trading of financial assets for speculative purposes nor does it write options. The most significant financial risks to which the Group is exposed are described on the following pages:

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

35 Financial instruments and risk management objectives and policies (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market.

The Group is exposed to market risk through its use of financial instruments and specifically to interest rate risk and price risks, which result from both its operating and investing activities.

i. Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates

The Group adopts a policy of ongoing review of its exposure to changes in interest rate on its borrowings, taking into account market expectations, the maturity profile and cash flows of the underlying debt, and the extent to which debt may potentially be either prepaid prior to its maturity or refinanced at reduced cost.

The Group is exposed to changes in market interest rates through fixed deposits, investments, call deposits, lease liabilities and bank borrowings.

At the reporting date, the interest rate profile on the Group's interest-bearing financial instruments is as follows:

	2023 AED'000	2022 AED'000
Fixed rate		
<i>Financial assets</i>		
Fixed deposits	3,984,069	3,686,064
Call deposits	166,965	212,680
	<u>4,151,034</u>	<u>3,898,744</u>
Variable rate		
<i>Financial liabilities</i>		
Lease liabilities	2,153,263	2,748,723
Bank borrowings	125,694	139,485
	<u>2,278,957</u>	<u>2,888,208</u>

Cash flow sensitivity analysis for variable rate instruments

The following table illustrates the sensitivity of the Group's profit and closing equity to a reasonably possible change in interest rates of $\pm 1\%$ (2021: $\pm 1\%$). These changes are considered to be reasonably possible based on observation of current market conditions. Positive figures represent an increase in profit or equity. The analysis below excludes interest capitalized and assumes that all other variables remain constant.

	Effect on Profit for the year		Effect on Equity	
	AED'000 +1%	AED'000 -1%	AED'000 +1%	AED'000 -1%
2023	(22,789)	22,789	(22,789)	22,789
2022	(28,882)	28,882	(28,882)	28,882

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

35 Financial instruments and risk management objectives and policies (continued)

Market risk (continued)

ii. Equity price risk

The Group is exposed to equity price risk in respect of its listed equity securities (Note 11). For the listed equity securities, an average volatility of 11% has been observed during 2023 (2022: 33%). This volatility figure is considered to be a suitable basis for estimating how profit or loss and equity would have been affected by changes in market risk that were reasonably possible at the reporting date. If the quoted stock price for these securities increased or decreased by that amount, consolidated statements of other comprehensive income and equity would have changed by AED 1 million (2022: AED 3.4 million). The listed securities are classified as investments at fair value through other comprehensive income.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

The Group is exposed to this risk for various financial instruments, for example trade receivables from customers, placing deposits, etc. The Group's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date, as summarised below:

	2023 AED'000	2022 AED'000
Bank balances and deposits	5,238,215	4,724,596
Trade and other receivables	888,698	916,172
Cash flow hedge asset	59,673	373,339
Investments measured at fair value through OCI	230,332	43,166
	<u>6,416,918</u>	<u>6,057,273</u>

The following policies and procedure are in place to mitigate the Group's exposure to credit risk:

Trade and other receivables

The Group seeks to limit its credit risk with respect to trade receivables by continuously monitoring the terms of payments for the outstanding amounts. Trade and other receivables consist of a large number of customers, spread across diverse industries and geographical areas.

Bank balances and deposits

The Group seeks to limit its credit risk with respect to banks by only dealing with reputable banks.

Jet fuel risk

The Group is exposed to volatility in the price of jet fuel and closely monitors the actual cost against the forecast cost. To manage the price risk, the Group considers the use of commodity futures, options and swaps to achieve a level of control over higher jet fuel costs so that profitability is not adversely affected.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. Liquidity requirements are monitored on a regular basis and management ensures that sufficient funds are available to meet any future commitments.

The Group's risk to liquidity is a result of the funds available to cover future commitments. The Group manages liquidity risk through an on-going review of future commitments and credit facilities. Cash flow forecasts are prepared and adequate utilisation of borrowing facilities are monitored, including the need for additional borrowings, as required. The Group has 30 to 90 days credit period from its vendors.

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

35 Financial instruments and risk management objectives and policies (continued)

Liquidity risk (continued)

Summarised below in the table is the maturity profile of financial liabilities and net settled derivative financial liabilities based on the remaining period at the end of reporting period to the contractual maturity date. The amounts disclosed are the contractual discounted cash flows.

	Carrying amount AED'000	Contractual cash flows		
		Within 1 year AED'000	More than 1 year AED'000	Total AED'000
2023				
Lease liabilities	2,153,263	585,436	1,567,827	2,153,263
Trade and other payables	4,034,407	1,249,607	2,784,800	4,034,407
Bank borrowings	125,694	95,084	30,610	125,694
Total	6,313,364	1,930,127	4,383,237	6,313,364
	Carrying amount AED'000	Contractual cash flows		
		Within 1 year AED'000	More than 1 year AED'000	Total AED'000
2022				
Lease liabilities	2,748,723	622,225	2,126,498	2,748,723
Trade and other payables	3,820,369	2,413,003	1,407,366	3,820,369
Bank borrowings	139,485	108,881	30,604	139,485
Total	6,708,577	3,144,109	3,564,468	6,708,577

36 Fair value measurement

Assets and liabilities measured at fair value in the consolidated statement of financial position are grouped into three levels of fair value hierarchy. This grouping is determined based on the lowest level of significant inputs used in fair value measurement, as follows:

- level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The following table shows the Levels within the hierarchy of financial assets and liabilities measured at fair value on a recurring basis at December 31, 2023 and December 31, 2022.

	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000
At December 31, 2023			
Financial asset			
Investments at fair value through other comprehensive income – equity instruments	9,216	-	-
Investments at fair value through other comprehensive income – debt instruments	-	221,116	-
Cash flow hedge asset	-	59,673	-

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

36 Fair value measurement (continued)

	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000
At December 31, 2022			
Financial asset			
Investments at fair value through other comprehensive income – equity instruments	10,321	-	-
Investments at fair value through other comprehensive income – debt instruments	-	32,845	-
Cash flow hedge asset	-	373,339	-

37 Segment Reporting

For management purposes, the Group is organised into two major reportable segments as follows:

- **Airline**

Includes international commercial air transportation, aircraft rental, passengers transport, cargo services, aviation training and aircraft repairs and maintenance.

- **Other segments**

Includes travel and tourist agencies, hotels, hotel apartment rentals, airline companies, representative office and documents transfer services.

The following table presents revenue and profit information for the Group's operating segments for the year ended December 31, 2023 and December 31, 2022, respectively:

December 31, 2023	Airline AED'000	Other segments AED'000	Eliminations AED'000	Total AED'000
Revenue				
External sales	5,667,299	332,451	-	5,999,750
Inter-segment sales	-	64,184	(64,184)	-
Total revenue	5,667,299	396,635	(64,184)	5,999,750
Result				
Segment result	1,614,841	(155,266)	-	1,459,575
Share of profit of investments in associates and joint ventures				88,121
Profit for the year				1,547,696
Other information				
Additions to property and equipment and deferred charges	30,678	45,950	-	76,628
Depreciation and amortisation	626,069	21,258	-	647,327

Air Arabia PJSC and its subsidiaries
Consolidated Financial Statements

Notes to the consolidated financial statements (continued)
For the year ended December 31, 2023

37 Segment Reporting (continued)

December 31, 2022	Airline AED'000	Other segments AED'000	Eliminations AED'000	Total AED'000
Revenue				
External sales	4,977,259	264,571	-	5,241,830
Inter-segment sales	-	64,569	(64,569)	-
Total revenue	4,977,259	329,140	(64,569)	5,241,830
Result				
Segment result	1,112,332	73,743	-	1,186,075
Share of profit of investments in associates and joint ventures				36,231
Profit for the year				1,222,306
Other information				
Additions to property and equipment and deferred charges	28,836	23,425	-	52,261
Depreciation and amortisation	614,789	19,168	-	633,957

Inter-segment sales are charged at prevailing market prices.

The following table presents assets and liabilities information for the Group's operating segments as at December 31, 2023 and December 31, 2022, respectively:

	Airline AED'000	Other segments AED'000	Eliminations AED'000	Total AED'000
December 31, 2023				
Assets				
Segment assets	9,665,652	1,435,453	(949,284)	10,151,821
Unallocated assets				4,522,723
Total assets				14,674,544
Liabilities				
Segment liabilities	7,587,448	501,290	(949,284)	7,139,454
	Airline AED'000	Other segments AED'000	Eliminations AED'000	Total AED'000
December 31, 2022				
Assets				
Segment assets	9,871,184	1,224,059	(861,396)	10,233,847
Unallocated assets				4,203,216
Total assets				14,437,063
Liabilities				
Segment liabilities	7,705,924	596,900	(861,396)	7,441,428

Air Arabia PJSC and its subsidiaries

Consolidated Financial Statements

Notes to the consolidated financial statements (continued)

For the year ended December 31, 2023

37 Segment Reporting (continued)

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 4. Segment result represents the profit earned by each segment without considering share of profit/(loss) on equity accounted investments. Segment assets do not include fixed deposits, investments, investment properties and investment in subsidiaries, joint ventures and associate. Goodwill and intangible assets have been allocated to the Airline segment.

38 Capital management policies and procedures

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustment to it, in light of changes in business and economic conditions or to respond to any financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividends payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or process during the years ended December 31, 2023 and December 31, 2022. Capital includes share capital, statutory reserve, general reserve, other reserves and retained earnings, and is measured at AED'000 7,534,006 as at December 31, 2023 (2022: AED'000 6,995,115).

39 Subsequent events

There have been no other events subsequent to the consolidated statement of financial position date that would significantly affect the amounts reported in the consolidated financial statements as at and for the year ended December 31, 2023.



AIR ARABIA GOVERNANCE • REPORT 2023



1. Practices of corporate governance

Air Arabia has been one of the leading companies in applying the principles of corporate governance among the public companies. Air Arabia strongly believes in the importance of the practical application of governance practices and the strong adherence to the related laws & regulations and the operations within the general framework of the principles of corporate governance which preserves the rights and interests of the company, its investors, its management and the investment environment surrounding it.

Therefore, Air Arabia, and all its subsidiaries and group companies are committed to all laws and regulations imposed upon them as a global aviation and as a public joint stock company. This covers the Commercial Companies Law number 2 of 2015 and law number 26 of 2020 pertaining to commercial companies. The company is also committed to the strict application of Ministerial Decree No. (518) for the year 2009 followed by the resolution number 7 for the year 2016, and resolution number 3 of 2020 issued by the Minister of Economy and Chairman of the Securities and Commodities Authority regarding corporate governance and corporate discipline, and any decisions that may be issued or amended in future. This cultivates confidence of those major investment bodies around the globe to occupy a position within the owners of Air Arabia.

To reflect the above, Air Arabia had issued the corporate governance manual, which besides many other details, covers the following:

1. Shareholder Communication Statement
2. Code of Ethic and Conduct
3. Share Dealing Policy
4. Whistle Blowing Policy
5. Corporate Social & Environmental Responsibility
6. Dividends Policy

The full manual is posted on the company's intranet and is available for all employees to refer to at any point in time.

2. Board members ownership trades in Air Arabia shares during the year:

The Board of Directors of Air Arabia and senior management are well briefed, informed, and aware of the importance of the rules and procedures that govern the dealings of board members and senior managers of the company who, by virtue of their responsibilities, possess information that is not yet available to the public. In order to raise the level of transparency and disclosure and to allow equal opportunity to all shareholders when dealings in the company's shares, equal even to insiders from within the company, the company issued a statement internally which is included within the corporate governance manual, which sets the conditions and restrictions of insider trading, and the importance to disclose any inside trading in this report. The company aspires through these actions being taken to protect the rights of all parties concerned, as well as maintaining the company's reputation and enhancing the confidence of shareholders and investors of the company.

Ownership and trades during the year follows:

Name	Post or relationship	Number of shares owned as of 31.12.2023	Total Purchases during the year	Total Sales during the year
Shk Abdullah Al Thani Wife	Chairman	8,500,000 700,000	-	-
Adel Abdullah Ali	Board Member	41,464,642	-	-
Shk Khalid Al Qasimi	Board Member	2,400,000	-	-
Shk Mohammed Al Thani	Board Member	18,289,407	-	-
Matar Al Blooshi	Board Member	0	-	-
Waleed Al Sayegh	Board Member	0	-	-
Dr. Ohoud Shuhail	Board Member	0	-	-

3. Board of Directors:

a. Composition of the board:

Air Arabia board of directors consists of 7 board members. The current board was appointed by the AGM of 2023 for three years:

- | | |
|--|-----------------------|
| 1. Sheikh Abdullah Bin Mohammed Al Thani | Chairman of the Board |
| 2. Adel Abdullah Ali | Executive member |
| 3. Sheikh Mohammed Bin Abdullah Al Thani | Non-Executive member |
| 4. Sheikh Khalid Bin Issam Al Qassimi | Non-Executive member |
| 5. Waleed Ibrahim Al Sayegh | Independent member |
| 6. Matar Al Blooshi | Independent member |
| 7. Dr. Ohoud Al Shuhail | Independent member |

Summary biographies of the members:



Sheikh Abdullah Bin Mohammad Al Thani
Air Arabia Chairman since 2003

His Excellency Sheikh Abdullah Bin Mohammed Al Thani holds several prominent positions in UAE. He served as member of the Executive Council of Sharjah and as Chairman of Sharjah Civil Aviation Department. He has a well-known track record in contributions towards developing air transport sector in UAE, as well as significant contributions and support to Economic & Tourism development in Sharjah.



Adel Abdullah Ali
Chief Executive Officer & Air Arabia Board Member since 2003

Mr. Adel Al Ali is well known for being at the forefront of the development of modern aviation. His innovative achievements and contribution to air transport and tourism sector in the wider Arab world are globally recognised. He managed to transform Arab aviation in October 2003 when he set up Air Arabia, the Middle East and North Africa's first low-cost carrier (LCC), opening up a market niche in the region whose existence few had suspected.

The pioneering aviator drove Air Arabia's growth in the next decade into the largest low-cost carrier in the MENA region, as well as the first publicly owned airline in the Arab World and it's largest by market value. Drawing on his multiple years of experience with industry leaders such as Gulf Air and British Airways, Adel has also been able to guide Air Arabia to become amongst the world's best run Low Cost Carriers, delivering a profit for every year in succession.

Under the leadership of Adel, Air Arabia's business model has gone from strength-to-strength, enabling it to expand operations, enter new ventures and diversify into new revenue streams. Today, the Group holds a portfolio of successful businesses and projects, offering travel, tourism and hospitality services across the globe.

In addition to being the Group Chief Executive Officer of Air Arabia, Adel is also the chairman of Sharjah Information Systems Associates, Alpha Aviation Academy and Cozmo Travel and he is a board member of Sharjah Aviation Services.

Adel has been awarded 'Airline CEO of the year' by various industry forums. He recently received the prestigious 2020 Laureate Award for extraordinary achievement in airline strategy. Earlier he won the "Airline Business Award" at the esteemed Airline Strategy Awards and he was also named 'World's best Low Cost Carrier CEO' during the World LCC Congress. Adel has also entered the "Hall of Fame Award" in honoring his contribution to the Middle East Aviation.



Sheikh Mohammed Bin Abdullah Al Thani
Air Arabia Board Member since March 2011, Former Chairman – Department of Statistics.

H.E. Sheikh Mohammed Al Thani is one of the young leaders in Sharjah, and a businessman, with positive footprints in many business fields especially travel and tourism. H.E. assumed the role Director of His Highness Sharjah Ruler's Office in the American University of Sharjah. Late 2011, he was appointed Director General

of Sharjah Statistics Center, and then Chairman of that department till 2019.

Besides that, he also serves as Chairman of Gamma Aviation, AM Holding Company, Al Nawras Catering Company, Santos International Company, Ascent Advertising Company and Universal Tourism Company; he is also the Deputy Chairman Sharjah Golf & Shooting Club.



Sheikh Khalid Bin Isam Al Qassimi

Air Arabia Board Member since 2014, Chairman Department of Civil Aviation of Sharjah.

H.E. Sheikh Khalid Bin Isam Al Qassimi is the Chairman of the Department of Civil Aviation in Sharjah, he also is a member of the Executive Council of Sharjah Government, which is Chaired by H.H. Crown Prince of Sharjah.

Through his career, Sheikh Khalid has served in various posts in both Sharjah Airport Authority, and Department of Civil Aviation. In 2012 he was appointed as Director General of Sharjah Civil aviation, and in early 2014 Shk Khalid was nominated as Chairman of Sharjah Civil Aviation.

Besides the above stated responsibilities, Mr. Al Qassimi is a board member of the General Civil Aviation Authority, part of the Federal Government of the United Arab Emirates.

Sheikh Khalid holds a bachelor's degree in commerce, and a master's degree in international business.



H.E. Waleed Ibrahim Al Sayegh

Air Arabia Board Member since 2017. Director General Sharjah Central Finance Department

H.E. Mr. Waleed Al Sayegh is the Director General of Finance Department (Government of Sharjah), and the Chief Executive Officer of Sharjah Asset Management, the investment arm of the Government of Sharjah. He has earned his master's degree in finance from the University of Lincoln, UK. He is also a Chairman of Board of Directors Sharjah Holding Company, a Chairman of Board of Directors ANABEEB Company, a Member of Fiscal Policy Committee in the Ministry of Finance, a Member of Board of Directors Federal Tax Authority, a Member of Board of Directors Tilal Proprieties, a Member of Board of Directors Air Arabia, and a Member of Bank of Sharjah Board of Directors.

Mr. Al Sayegh's expertise extends thirty years in accounting, finance management, and public finance field. He has worked for several leading government authorities and private entities in the United Arab Emirates, including Sharjah International Airport Authority, Dubai Holding, and Al-Futtaim Group. He is Chartered Accountant, Approved by Ministry of Economics & Commerce in UAE, and Court Approved Expert Accountant, in all courts in UAE



Matar Al Blooshi

Air Arabia Board Member since 2019

Mr. Matar Al Blooshi, a national of the United Arab Emirates, with over 22 years' experience in financial and fund management industry. He started his career in January 1992 with the Central Bank of the United Arab Emirates as a Dealer in the treasury department. In July 1995 he joined Abu Dhabi Investment Company as a Portfolio Manager, in June 1998 he joined First Gulf Bank as Head of Treasury & Investment Division and then he moved to National Bank of Abu Dhabi in March 2001 as a Head

of Foreign Exchange and Commodities Department. In February 2005 Mr. Al Blooshi became the Head of Domestic Capital Market Group and the General Manager of Abu Dhabi Financial Services (Subsidiary of National Bank of Abu Dhabi) and he was given the title of Senior Manager / Asset Management Group in October 2006.

Currently Mr. Al Blooshi is the Chief Investment Officer at Das Holding LLC, a Member of the Board of Directors of First Energy Bank in Bahrain, Al Salam Bank Bahrain, Etisalat Misr and Chairman of Maalem Holdings in Bahrain.

Mr. Al Blooshi is a hard-working group leader, with excellent interpersonal analytical and problem solving skills and building numerous contacts within the investment arena.

Mr. Al Blooshi holds a B.A in Banking & Financial Management from University of Arkansas, USA (1991).



Dr. Ohoud Ali Al Shuhail

(Air Arabia Board Member since 2023)

Director General, Department of digital Ajman

Dr. Ohoud is an aspiring Emirati who has scripted her success story with relentless determination and commitment towards promoting the Information, Communication and Technology (ICT) Industry in UAE. The Government at the “UAE Pioneers Award” has recognized her pioneering role and she continues to inspire success. She holds many academic qualifications to her credit, a bachelor’s degree of Software Engineering (Information Technology, 2005), a Master’s of Business Administration (2011), a Doctorate degree of Business Administration (2021) and lately a second Masters of Strategic and Security Studies (2022). Her experience and expertise in the ICT industry has earned her many keynote speaking and proactive panelist opportunities on global platforms such as UN. Currently, she is leading the team of Department of digital Ajman as their Director General. She is also serving as a member many high esteemed committees across the UAE such as: a member of Ajman Executive Council, a member of the Artificial Intelligence and Block Chain Council of UAE, a member of the National Cybersecurity Council, a member of the Advisory Board of the College of Computing and Informatics at the University of Sharjah, and a member of the Board of Ajman University Innovation Center. Her career path is dotted with remarkable achievements and milestones in all the government positions she has served. A strong believer in the spirit of teamwork, her leadership qualities are reflected in her impeccable work ethics and empowered team that grows with her vision. Her exceptional management and strategic planning abilities has resulted in UAE being represented in local, regional and international forums of the ICT industry. The exemplary achievements of the Ajman Digital government are ideal case studies presented on such platforms to showcase the remarkable accomplishments. Her principle of life and work “Realize the ambitions of our visionary leaders, determination of a will for a great nation rooted in the wisdom of our culture and traditions of our beloved country, WE, Emiratis make success a way of life, wherever we go, whatever we pursue”.

Membership in other Public Companies in UAE:

1. Shk Abdullah Bin Mohammed Al Thani: Besides chairing Air Arabia board of directors, H.E. is the Deputy Chairman of Al Buhairah Insurance Company.
2. Mr. Waleed Al Sayegh is board member of Invest Bank
3. Mr. Matar Al Blooshi is a board member of Al Salam Bank (Bahrain)

b. Female representation in the board:

Females are present in the board of Air Arabia PJSC.

c. Board Remuneration:

1. 2022: The AGM approved AED 8M as total board remuneration.
2. 2022: No Attendance Allowance was given.
3. 2023: A total board remuneration of AED 8.0M is recommended to the AGM.
4. 2023: No other payments, allowances, payments made to board members.

d. Board meetings and attendees:

A table detailing the dates and attendees of the board meetings is presented under appendix 1.

e. Resolutions passed by circulation:

None.

f. Boards Duties & Responsibilities delegated to the management:

Referring to the duties and responsibilities of the board of directors, the Board oversees the company strategically, reviews the strategies and implementation with the executive management, while the Executive management is authorized to run the day-to-day activities of the company, and report to the board the expansion plans, challenges, and future objectives. The board did not delegate a specific task to the management; however, the executive management is given the freedom and responsibility to run the day-to-day operations and revert to the board for major decision or investments.

g. Transactions with related parties:

No transactions with related parties, other than those disclosed in the audited financial statements.

h. Senior Staff Pay details:

Group CEO: AED 7.2M during 2023 plus accommodation and transportation.

Senior Management team: which is formed of 6 members, and their total remuneration is AED 9.3M which includes, Salaries, Allowances, and children's education.

The corporate structure is presented in appendix 5.

4.External Accounts Auditor: Grant Thornton (GT)**a) Introduction about the Auditors to the Shareholders:**

Grant Thornton has been appointed as the Auditors of the Company for the year 2021. It is one of the leading and independent international organizations providing audit, tax and consulting services. Grant Thornton International has been providing professional services for more than a hundred years in more than 130 countries and operating more than 700 offices worldwide. Grant Thornton International has more than 50,000 employees working at the member firms around the world.

Grant Thornton UAE is a member firm of Grant Thornton International Limited, which was established in 1966. Grant Thornton has been able to gain good reputation in providing excellent services to companies locally, regionally, and globally. Grant Thornton UAE has more than 250 employees including 20 partners. Grant Thornton UAE provides services including auditing, tax, consulting, internal audit, fact finding and IT consulting services through its offices in UAE.

b) Statement of fees and costs for the audit or services provided by the external auditor is shown in the following table:

Name of the audit firm and the audit partner	Grant Thornton Auditing and Accounting Farouk Mohamed (since 2022)
Number of years spent as an external auditor in the Company	Since 2019
Total audit fees for the year 2022	AED 530,000
Fees and costs of other private services other than audit of the financial statements for the year 2022 (AED), if any, and in the absence of any other fees, to be stated clearly	N/A
Details and nature of the other services provided (if any) and in the absence of other services, to be stated clearly	PKF was requested to assess the Goodwill value

5. Audit Committee:

This committee was formed in accordance with the rules and regulations governing corporate governance. The board has also assigned the responsibility of Risk Management to the audit committee. The committee is formed of three members:

Mr. Waleed Al Sayegh Chairman

Mr. Matar Al Blooshi Member

Dr. Ohoud Al Shuhail Member

The committee submits its reports and recommendations to the Board of Directors.

The general duties of the committee are as follows:

- Adopt a policy for appointing and contracting with the external auditor.
- Reviewing and auditing the financial statements.
- Articulate the control and audit measures.
- Articulate fiscal and audit policies.
- Issue general audit reports
- Follow whistle blowing policies.
- Oversee insider trading.
- Consider assignments from the board of directors.

The corporate governance manual dictates the detailed duties and responsibilities of the committee.

b. Table with meeting dates and attendees:

Furthermore, appendix 2 contains the committee's meetings and attendance during the year.

6. Nominations and Remuneration committee:

This committee was formed in accordance with the rules and regulations governing corporate governance and is composed of three members:

Shk Mohammed Al Thani Chairman

Sheikh Khalid Al Qassimi Member

Mr. Waleed Al Sayegh Member

The committee report to the board of directors its views and recommendations, and is responsible for the following tasks:

- A) Set the board's nominations policy, one that supports a mixed gender board.
- B) Manage the process of board nomination, in line with the rules and regulations governing it including SCA's Chairman's resolution number 7/2016.
- C) Ensure that independent directors continue to be independent for the duration of their terms of office.
- D) Articulate a policy governing board members remuneration, staff bonuses, benefits, incentives and salaries; this is to be reviewed on an annual basis.
- E) Review the board structure, and raise recommendations.
- F) Identify the company's needs of senior executive management, and other members of the management team and defining the criteria of selection.
- G) To annually review the human resources policies, and adopt the human resource policies and training, and ensure proper implementation.

The corporate governance manual contains details of the functions, duties and responsibilities of the committee. Appendix No. 3 contains a schedule of meetings with dates and attendance during the year.

7. Internal trading Supervision Committee:

The corporate governance manual covers the rules and regulations of insiders trading. It stipulates the windows allowed for their trade, and that any trade should not be based on information that is not yet available to the public. It also states the necessity to identify the traders' insider status to the broker to take the necessary approvals from the authorities.

The role of supervising insider trading is assigned to the audit committee.

8. Investments Committee:

The board of directors established an investment committee formed of the following board members:

Mr. Matar Al Bloshi Chairman

Mr. Waleed Sayegh Member

Shk Mohammed Al Thani Member

The committee overlooks corporate investments, and provides guidance, consultancy and review of investments proposals, studies, and instruments to support the executive management.

9. The internal control system

The board confirms its full responsibility over the functionality and robustness of the internal control system. Head of Internal Audit is Mr. Mohammed Al Basha.

Qualifications: He holds a bachelor's in accounting (1989) and Professional Certification in Audit from USA.

Date of appointment: 2013

The internal control system is an integrated system that imposes procedures, conditions and administrative laws, and monitors their practical implementation throughout the company's operations. This system is not a hindrance and an obstacle to the effectiveness of the work and speed of delivery and performance, but on the contrary, it ensures the company's development of effective performance and the effectiveness of risk management and internal control system.

The system measures the compliance with policies and procedures, protection of property, economic and effective use of resources. The Board has acknowledged its responsibility for internal control system in the company and the periodic review effectiveness.

Air Arabia has set up an "Internal Control Department" which is headed by Mr. Mohammed Al Basha, who is a chartered accountant and a certified internal auditor, with over 25 years of experience in the field of internal and external audit. He joined Air Arabia group back in 2013.

Objectives of Internal Control department:

The overall Objective of the Internal Audit is to evaluate and improve the effectiveness of control, governance process and risk management within AIR ARABIA.

Internal Audit assists all members of the Management of the Company and the Board of Directors in the effective execution of their responsibilities. To this end, the department provides independent examinations, consultancy, investigations, evaluations, recommendations and comments on areas and activities reviewed.

Furthermore, it works in partnership with management and adds value to the organization through advice, guidance and recommendations. The scope of activity extends to group / associate companies also.

Key Accountabilities:

Develop company-wide audit programs to assure protection of corporate assets and be responsible for ensuring the integrity of information; compliances with company policies, procedures and regulations; evaluation of organizational performance; optimization of opportunity / risk; best utilization of resources and formulation of internal control system.

Major duties include:

1. Develop and maintain Company-wide audit policies and practices.
2. Develop Company-wide internal audit plans and programs and Participate in and monitor execution of internal audits programs / assignments.
3. Ensure consistent application of corporate financial and accounting policies and practices.
4. Reviewing the reliability and integrity of the financial, operating and other management information systems and means used to identify measure, classify and report such information.
5. Reviewing the means of safeguarding assets and as appropriate verifying the existence of such assets.
6. Appraising the economy and efficiency with which company's resources are employed and identifying opportunities for improving operating performance.
7. Observe and review the proceedings/functions of various committees as required by Audit Committee so as to express an independent view.

8. Co-ordinate with External/statutory auditors.
9. Review and approve all significant changes in financial and accounting systems, practices and procedures to ensure that internal control.
10. Carry out investigations and audits as suggested by the Senior Management or by the CEO / Board of Directors, to determine the facts and causes of suspected irregularities.
11. Ensure that improvements to existing policies, practices and procedures are developed in order to improve the controls and to safeguard the assets of company.
12. Report to the Board, about the adequacy and effectiveness of the company's system of internal administrative, accounting and financial controls and the quality of operating performance when compared with established standards.
13. Follow-up the status of audit reports and recommendations and submit follow-up Report to the Board and the Audit Committee.
14. Design and schedule the Department's annual audit plans and implement them after Board approval.
15. Make presentation on audit activities and studies on company and subsidiary organizations as required by Audit Committee, Board of Directors / Management.
16. Prepare the Department's annual plans and capital and operating budgets and, once approved, control expenditure and staffing against these plans and budgets.
17. Exercise effective management of the Department's staff in terms of selecting, training, motivating, evaluating and disciplining in appropriate liaison with HR function.
18. To ensure that the resources of the departments are effectively utilized.
19. Fully responsible for co-source / outsource of audit assignments.

10. Details of violations committed.

There were no violations.

11. Air Arabia's commitment and contribution towards the society and environment:

Air Arabia advocate people on life's journey with a mission that revolutionizes air travel in the region through an innovative business approach offering superb value for money and a safe, reliable operation. In 2007, Air Arabia introduced its 'Charity Cloud' program, a corporate social responsibility initiative in collaboration with Sharjah Charity International that aims solely on directing such contributions to sustainable charitable projects that focus on enhancing the education and healthcare of underprivileged communities around the world.

Now, 16 years later, the program's impact is even more far-reaching, Air Arabia's "Charity Cloud" has built more than 100 charitable projects and initiatives including clinics and schools in various communities in 18 different countries around the world spreading across Sudan, Yemen, Bangladesh, India, Sri Lanka, and Egypt.

The Charity Cloud program has achieved international recognition and won awards for the positive impact it has had on the lives of children and community members, including winning the award for 'Corporate Social Responsibility Initiative of the Year' at the annual Aviation Business Awards in 2016.

For the airline, supporting local communities within the global network in which it operates is a vital part of the company's ethos and through their contributions, Air Arabia's passengers also become active partners in making a positive difference to the world we live in.

Today over 120,000 patients have received medical treatment across the initiative's clinics and, at present, over 30,000 patients are treated annually. Additionally, each 'Charity Cloud' school caters to over 1000 students every year providing quality and sustainable education.

As part of its dedication to the environment, Air Arabia works with organizations to enhance its green credentials, augmenting its program of recycling and waste disposal. The airline also continues to develop and promote green offices and to encourage people to become more environmentally friendly and

to promote recycling in addition to all industrial waste generated by Air Arabia's maintenance hangar is collected and recycled.

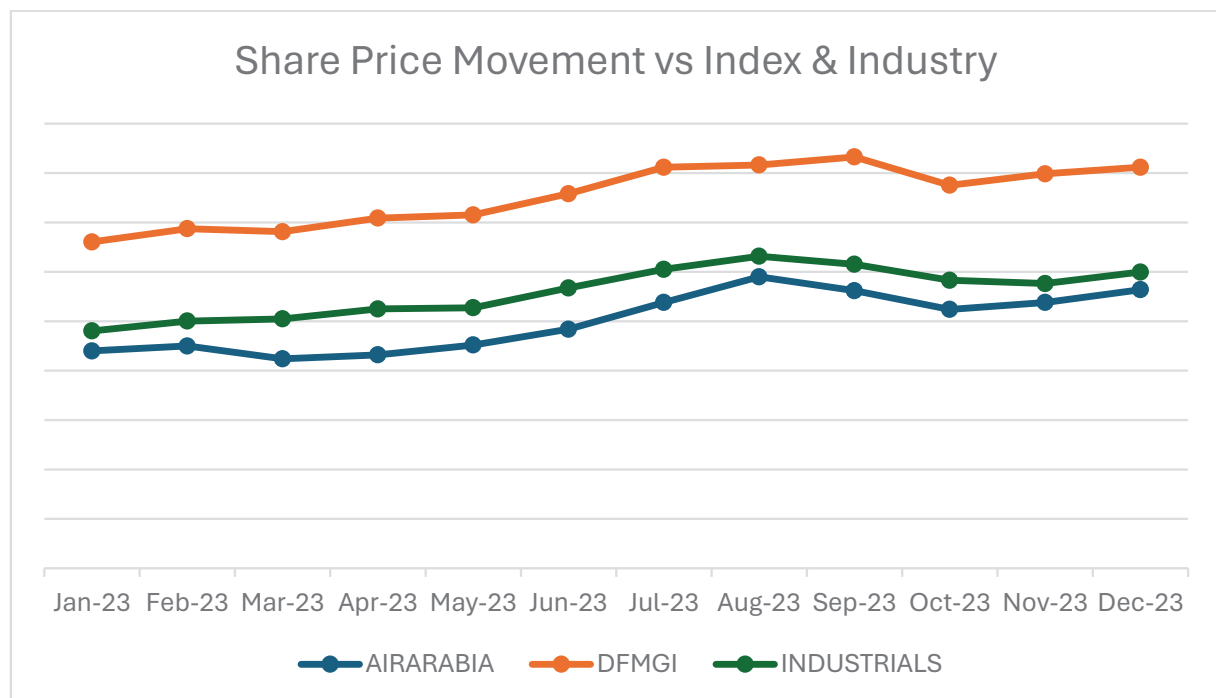
Nonetheless, Air Arabia adopts innovation and the latest technology in its products as well as following a fleet strategy that consists of new aircraft which contributes to less emissions and higher efficiency.

12. General Information:

a) Air Arabia Share price details by month end:

Month	Lowest Price	Highest Price	Closing Price	Month
Jan 2023 يناير	2.15	2.28	2.2	Jan 2023 يناير
Feb 2023 فبراير	2.19	2.41	2.25	Feb 2023 فبراير
Mar 2023 مارس	2.08	2.28	2.12	Mar 2023 مارس
Apr 2023 أبريل	2.09	2.25	2.19	Apr 2023 أبريل
May 2023 مايو	2.19	2.34	2.26	May 2023 مايو
Jun 2023 يونيو	2.23	2.5	2.42	Jun 2023 يونيو
Jul 2023 يوليو	2.42	2.73	2.69	Jul 2023 يوليو
Aug 2023 أغسطس	2.63	2.99	2.95	Aug 2023 أغسطس
Sep 2023 سبتمبر	2.59	2.95	2.81	Sep 2023 سبتمبر
Oct 2023 أكتوبر	2.42	2.88	2.62	Oct 2023 أكتوبر
Nov 2023 نوفمبر	2.58	2.78	2.69	Nov 2023 نوفمبر
Dec 2023 ديسمبر	2.59	2.83	2.82	Dec 2023 ديسمبر

b) Air Arabia Share price performance vs. market and sector during the year:



c) Air Arabia Ownership breakdown by year end:

Description الوصف	Citizenship الفئنة	Quantity الكمية	Percentage النسبة المملوكة
BANK مصرف	ARAB	25,000	0.00%
BANK مصرف	GCC	352,500	0.00%
BANK مصرف	OTHERS	6,402	0.00%
BANK مصرف	UAE	94,950,848	2.03%
Company شركة	ARAB	1,797,980	0.04%
Company شركة	GCC	152,981,939	3.28%
Company شركة	OTHERS	601,847,794	12.90%
Company شركة	UAE	2,723,163,400	58.35%
Government حكومة	UAE	19,309,309	0.41%
Individual فرد	ARAB	67,230,882	1.44%
Individual فرد	GCC	104,216,787	2.23%
Individual فرد	OTHERS	304,400	0.00%
Individual فرد	UAE	826,571,712	17.71%
(SOLE PROPERTY) مؤسسة فردية	GCC	700,000	0.015%
(SOLE PROPERTY) مؤسسة فردية	OTHERS	304,400	0.006%
(SOLE PROPERTY) مؤسسة فردية	UAE	12,065,242	0.258%
Market Maker	UAE	140,201	0.00%

d) Air Arabia shareholders owning 5% or above:

Investor's Name اسم المستثمر	QTY الكمية	%
Sharjah Asset Management LLC الشارقة لاداره الاصول ذ م م	865,904,256	18.55%
AL MAHA HOLDING COMPANY (FZE) المها القابضة	429,613,509	9.21%
East and West International Group مجموعه الشرق و الغرب العالميه ذ م م	422,277,100	9.05%
Bond Investments LLC بوند للاستثمار ش.ذ.م.م	368,967,946	7.91%

e) Shareholders Distribution by ownership:

Tranche by number of shares owned	Number of Shareholders	Total shares owned to the tranche	Percentage to the Capital
Less than 50,000	12,694	145,873,456	3.126%
50,000 to 500,000	1,687	233,514,535	5.004%
500K to 5M	489	661,560,082	14.176%
More than 5M	85	3,625,751,927	77.694%
Total	14,955	4,666,700,000	% 100

f) Step taken towards “Investors Relations”

Air Arabia has long established a division for investor relations. Mr. Abdelrahman Bin Taliah currently heads it, along with the Group CEO, Group Director of Finance and Group Director of Corporate Communications and Customer Experience who together play a very vital role in the division's activities. Since its establishment as a publicly listed company, Air Arabia has placed great attention on the investor relations department. The department's responsibility is split into 2 major areas: first is looking after and servicing retail and small investors through answering their queries, assisting in receiving their past dividends, explaining the investment process, and updating their details with the market. The department has set a dedicated email for their service (investorrelations@airarabia.com) and hotline: 065088977, besides having all necessary details available on the IR page:

<http://www.airarabia.com/en/corporate-investor-relations>

On the other hand, the department also looks after high end, sophisticated investors such as fund manager, analysts, and financial institutions.

Moreover, Air Arabia holds a database of analysts, fund manager, investors and interested segment that is invited on a quarterly basis to a conference call where the Group CEO and Group CFO address them with the quarter update, followed by question-and-answer session.

g) Extra Ordinary resolutions:

None.

h) Board Secretary:

- Mr. Abdelrahman Bin Taliah
- Appointed in 2007
- Qualifications:
 - Masters Degree in Strategic Management and Leadership
 - Masters Degree in Project Management
 - Bachelors in Finance and Management
 - Certified Board Member by Hawkama
 - Certified Board Secretary by Hawkama
 - Graduate of UAE Federal Government Leadership Program
 - Graduate of Shk Mohammed Bin Rashid Leadership Program
- As a board secretary Mr. Bin Taliah is responsible to coordinate between the Board and the executive management, setting up the board meetings and distributing the necessary invitations and agenda packs, and keeping custody of the minutes and resolutions passed. Furthermore, Mr. Bin Taliah's duties as board secretary are separate from his other daily duties as he overlooks International Affairs, Government Relations, Investor Relations, and some of the group subsidiaries.

i) Major events in 2023:

This year witnessed the full recovery post the global pandemic that impacted the industry over the past two years.

Q1:

January

- Fly Jinnah celebrated the graduation of its 5th batch as cabin crew.
- Air Arabia Maroc added new route from Fez to Weeze in Germany.
- Air Arabia Abu Dhabi added new route to Amman.

February

- Air Arabia Abu Dhabi launched new route to Kolkata.
- Air Arabia reported record 2022 net profit of AED 1.2 billion and BOD proposed a cash dividend distribution of 15 fils per share.

March

- Air Arabia organized its latest CSR activity "Towards Greener Future".
- Air Arabia Maroc resumed flights between Casablanca and Tunis.
- Air Arabia shareholders approved 15% dividend distribution at AGM.

Q2:

April

- Air Arabia participated in ATM.
- Air Arabia Egypt launched a new route to Giza in KSA.

May

- Air Arabia reported strong Q1 results of AED 342 million, up 17%.
- Air Arabia launched a new route to Bangkok.
- Fly Jinnah increased flight frequency between Karachi and Islamabad to three flights weekly.

June

- Air Arabia launched a new city check-in facility in Sharjah.
- Air Arabia Maroc launched new route from Oujda to Lyon and Lille.
- Air Arabia Maroc launched new route from Fez to Nice.
- Air Arabia Maroc launched new route from Nador to Frankfurt.
- Air Arabia Maroc launched new route from Oujda to Montpellier.
- Air Arabia Maroc launched new route from Tangier to Cologne.
- Air Arabia Maroc launched new route from Tangier to Palma and Montpellier.
- Air Arabia Abu Dhabi launched a new route to Baghdad.

Q3:

July

- Fly Jinnah launched a new route between Quetta and Islamabad.
- Air Arabia Abu Dhabi launched a new route to Tehran.

August

- Fly Jinnah launched mobile app for enhanced passenger convenience.

September

- Fly Jinnah tops Pakistan Civil Aviation ranking.

Awards:

- Air Arabia was awarded “Low-Cost Airline of the year” – at Aviation Achievement Awards 2023.
- Air Arabia marked among the top 20 safest low-cost airlines as per Airline Rating 2023.
- Air Arabia ranked the highest operating margin in the world– by Airline Weekly in September 2023.
- Air Arabia ranked first on the Airfinance journal top 100 airlines worldwide for four consecutive years in October 2023.
- Air Arabia won “Budget Airline of the Year” honor at the Aviator Middle East Awards 2023 in December 2023.

j) UAE Nationals Percentage:

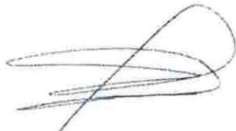
Air Arabia welcomes UAE nationals to explore all available vacancies and encourages them to join the aviation sectors which embraces within it several very exciting fields. Within Air Arabia, UAE nationals are concentrated in various departments. Some are located at Head Office holding managerial posts, the operations division also hosts a number of UAE national pilots, and the Engineering and Maintenance team also comprises of very talented, hardworking UAE national engineers.

The majority of Air Arabia's work force (approximately 50%) consists of Cabin Crew, Technicians, and call center agents, areas that currently do not fall under the radar of interest of UAE nationals today.

Year	Total Staff Number	Number of Cabin Crew, Technicians, and Call Center	UAE Nationals	Percentage of UAE nationals less CC, Tech, and Call Center
2021	1498	795	19	2.39%
2022	2058	1102	22	2.3%
2023	2515	1389	35	2.52%

k) Innovations During the year:

Air Arabia continuously adopts innovation and technology to offer the best quality services and minimize the environmental impact of the operations across all business and activities. The management team continues to set goals and strategy to achieve higher efficiency while always keeping the cost low.

Abdullah Bin Mohammed Al Thani	Waleed Al Sayegh	Mohammed Bin Abdullah Al Thani	Mohammed Al Basha
Chairman of the Board 	Chairman Audit Committee 	Chairman Remuneration Committee 	Head of Internal Audit 

• **Appendix 1**

Meetings Dates & Attendees of Air Arabia Board of Directors during the year

“Y”, “N”

Board Meeting number	Date	Shk. Abdullah	Adel Ali	Shk. Mohammed	Shk Khalid	Waleed	Matar	Samer
1	10.1.2023	Y	Y	Y	Y	Y	Y	Y
2	13.2.2023	Y	Y	Y	Y	Y	Y	Y
		Shk. Abdullah	Adel Ali	Shk. Mohammed	Shk Khalid	Waleed	Matar	Dr. Ohoud
3	8.5.2023	Y	Y	Y	Y	Y	Y	Y
4	11.8.2023 Electronically	Y	Y	Y	Y	Y	Y	Y
5	13.11.2023	Y	Y	Y	Y	Y	Y	Y

• **Appendix 2**

Meetings Dates & Attendees of the Audit Committee and attendance:

“Y”, “N”

Audit Committee Meeting	Date	Waleed	Matar	Samer
1	9.8.2023	Y	Y	Y
2	13.2.2023	Y	Y	Y
		Waleed	Matar	Dr. Ohoud
3	11.8.2023	Y	Y	Y
4	13.11.2023	Y	Y	Y

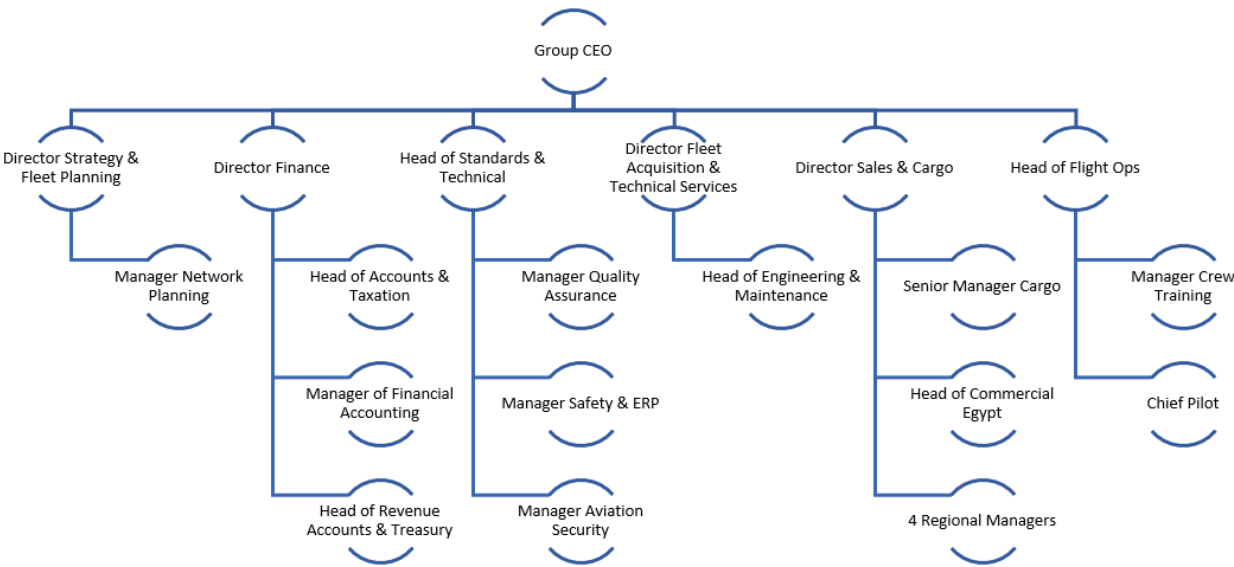
• **Appendix 3**

Meetings Dates & Attendees of the Committee on Nominations and Remuneration:

“Y”, “N”

Audit Committee Meeting	Date	Shk Mohammed	Shk Khalid	Waleed
1	13.2.2023	Y	Y	Y

• Appendix 5



AirArabia

AIR ARABIA GROUP PJSC
SUSTAINABILITY
REPORT 2023

Contents

Chapter 1	Our Foundation	01
1.1.	About this report	03
1.3.	About Air Arabia	04
1.4.	Our Approach to ESG	06
Chapter 2	Respecting the Environment	07
2.1.	Emissions and Climate Change	08
2.2.	Sustainable Aviation Fuel	09
2.3.	Key Environmental Factors	10
2.4.	Waste Management and Recycling	11
2.5.	Indoor Air Quality	12
Chapter 3	Growing an Inclusive Workforce	13
3.1.	Ethics and Human Rights	14
3.2.	Team Building	15
3.3.	Community Engagement	16
Chapter 4	Promoting Responsible Business Conduct	17
4.1.	Board of Directors	18
4.2.	Board Code of Ethics	19
4.3.	Corporate Governance Policies	20

Chapter 1 Our Foundation

“ Our sustainability framework defines Air Arabia Group’s pivotal role in shaping a better future and driving sustainable performance ”

Environmental, social and governance (ESG) matters are fundamental parts of human life. They have also become a more conscious and explicit part of business life. This report provides an initial snapshot of where Air Arabia stands on ESG performance.

Air Arabia is the first publicly listed airline in the Middle East and North Africa region providing the carrier an independent path to growth and profitability; as part of its Investor Relations, Air Arabia is keen to provide insights about the performance not only through annual reports but

through the sustainability reports that will help investors form their investment decisions and helps Air Arabia gain exposure to a wider range of regional and international investors.

The sustainability reports identify strengths and opportunities for improvement at Air Arabia. What is most important is that they will assist the Board and Management in establishing rational priorities going forward and provide benchmarks for measuring improvement..



About this report

Air Arabia's sustainability report provides information on our sustainability performance in a reasonable manner and is addressed to all stakeholders. Sustainability reporting enables us to better communicate our management's approach and performance of Air Arabia's material economic, environmental, social, and governance topics with our stakeholders together with our progress, performance and ambitions for the future.

We have structured the report around topics that were identified as of significant importance to our internal and external stakeholders. The report has been prepared under the framework of UAE's Vision

2021 to create a smart and sustainable city, and the strategic plans of each emirate and in accordance with the sustainable development goals (SDGs) set out by the United Nations for 2030.

This report enables us to identify opportunities to better measure, monitor, and manage these sustainability topics across all levels of our organization. We recognize the role we play in sustainable development, and endeavor to work closely with all our stakeholders in enhancing and integrating sustainability initiatives across our operations.



About Air Arabia

Air Arabia (PJSC), listed on the Dubai Financial Market, is the Middle East and North Africa's leading low-cost carrier (LCC) operator. Air Arabia commenced operations in October 2003 and currently operates a total fleet of 73 new Airbus A320 and A321 aircraft (end 2023), serving some 200 routes from seven hubs in the UAE (Abu Dhabi, Sharjah, RAK),

Morocco, Egypt, Armenia, and Pakistan. Air Arabia is an award-winning airline that focuses on offering comfort, reliability, and value-for-money air travel. Air Arabia today consists of a group of airlines and companies offering travel and tourism services across the globe.

AirArabia
UAE • Morocco • Egypt

AirArabia
Engineering

AirArabia
Simulator

FlyArna

FlyJinnah

**T3 AVIATION
ACADEMY**

cozmottravel

Sharjah Aviation Services

ISA

CENTRO
Sharjah

Radisson BLU
HOTELS & RESORTS

sayara
limousine & car rental

ACTION
HOSPITALITY

alpha



OUR VISION

“To be one of the world’s leading budget airlines” in terms of:

- Profit Margin
- Innovation
- Reputation
- Operational Excellence

OUR MISSION

“To revolutionize air travel in the region through an innovative business approach offering superb value for money and a safe, reliable operation” to achieve this,

- We will be known for our low fares
- Grow our business profitably
- Build motivated multi-functional teams
- Demonstrate the highest operational standards
- Manage our costs ruthlessly

Air Arabia operates a modern fleet comprised of an Airbus A320 family. While the A320neo builds on the A320 product line’s position as the world’s most advanced and fuel-efficient single-aisle aircraft family, the A321neo variant provides extended range for the A320neo family’s longest fuselage version.

The carrier follows a strong and successful business model which focuses primarily on efficiency, optimization and resources.

Air Arabia is not only committed to providing affordable air travel but is also dedicated to uplifting the lives of those who are less fortunate. Taking responsibility and lead on social needs of local and international communities has been part of our success.

To that end the carrier has implemented an award winning corporate social responsibility (CSR) program for sustainable development with an emphasis on providing better education and healthcare for underprivileged communities.

Our Approach to ESG

Air Arabia is developing a holistic approach to sustainability across the seven hubs which lead to underline why understanding, anticipating, and effectively managing environmental, social and governance (ESG) matters is critical to delivering on our mission to serve our clients, customers, and communities.

Air Arabia strives to provide clear, transparent information about how we manage and address the range of ESG issues we encounter in our business.

Since ESG issues touch nearly every aspect of our business, day-to-day management of the individual elements is distributed throughout our operations and functions. As part of our effort to take a more integrated approach to ESG management, we have recently taken steps to enhance our leadership and coordination of ESG efforts and reconsider the way these issues are overseen by our Board of Directors. We provide a wide range of updates to our shareholders at AGM to reconsider the way these issues are overseen as well as providing timely disclosures to relevant investors and lenders, promptly makes its financials available to all stakeholders, and is expanding its ESG reporting.

Air Arabia maintains a strong engineering team looking after MRO needs of the aircraft, which has become a key part of the airline's remarkable success story. This facility and its staff, equipment, stores, materials, and workshops are all 100% dedicated to the Airbus A320 family. Air Arabia integrate sustainable solutions to reduce the carbon footprint

with four focus areas: reducing energy usage in facilities (offices); reducing business travel impact, managing e-waste, water conservation, pollution certificate etc.

Air Arabia's approach is in full compliance with the SCA and DFM requirements of issuing reports in accordance with the GRI Standards and in alignment with DFM ESG disclosure guidance. ESG matters are important consideration in how we do business, including our corporate governance systems that run at every level in the organization, risk management and methodology to serve customers and support for local communities. Our main driver is sustainability and efficiency embedded in the culture and management of the airline. Equally important, we believe that the core items that are critical of our ESG approach are practiced across the organization through efficient operations and environment friendly practices. For Air Arabia, this means we are leveraging our business and policy expertise, and presence to help drive an inclusive recovery, expand, and accelerate sustainability.

As a leader in the aviation, air services and travel industries, Air Arabia is committed to minimizing the environmental impact of the operations across all our businesses and activities. We aim to meet the needs of our customers while using energy and resources efficiently, minimizing waste, and operating our assets in the most environmentally responsible manner.



Chapter 2

Respecting the Environment

“ Air Arabia uses technological advancements to improve operations, products, and services for the benefit of the society ”

Air Arabia is proactive on multiple fronts to minimize our facilities' environmental footprint and reduce natural resource consumption. This includes meeting and exceeding the requirements of air quality, water and waste standards, recycling and managing our energy usage.

Air Arabia uses technological advancements to improve operations, products, services, and solutions for the benefit of the society. For many years we have been working on reducing emissions by using less fuel as a response to the energy conservation act. Air Arabia is taking steps to mitigate the emission of fuel, including progressively transitioning its fleet with an average age of 4 to 5 years to the newest and most fuel-efficient aircraft on the market today and disposing of older, less fuel-efficient aircraft.

Air Arabia recognizes the considerable impact of its air transportation business on the environment and is working to reduce that environmental impact and protect the environment through a range of measures in all aspects of its business activities.

Air Arabia collaborates with different organizations to advance sustainable development as well as raising awareness about sustainability among employees by engaging in activities that has positive socio-economic impacts and promotes the vision of the company.

Air Arabia is effectively using limited resources through promoting the 3Rs (Reduce, Reuse, Recycle) on board by providing inflight bags across the entire fleet and applying the same in the offices. We continue to conduct activities such as reducing printed manuals, recycling beverage cans from aircraft cabins and offices. We strive to minimize our direct impacts on the environment while concurrently enhancing our services and solutions to help customers to improve their environmental and carbon performance toward meeting their sustainability objectives.

Emissions and Climate Change

While the aviation industry is not the highest contributor to global emissions, it does make a significant contribution to the global response to climate change as well as emissions from flights that stay in the atmosphere and warm it for several centuries. Because aircraft emissions are released high in the atmosphere, they have a potent climate impact, triggering chemical reactions and atmospheric effects that heat the planet.

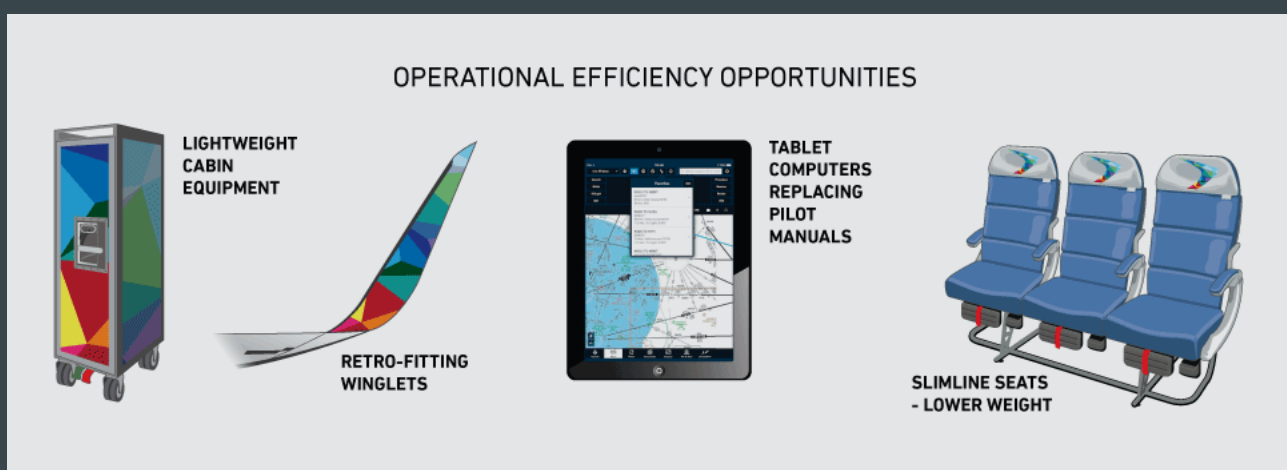
Climate change is a pressing global challenge, Air Arabia recognizes that responding to climate change is a particularly important issue for the sustainability of society. That is why we have incorporated climate change goals in our operations by adopting a policy of adding only brand-new aircraft that includes both Airbus 320 and Airbus 321 neo LR to our fleet with four years average fleet age to avoid unwanted emissions. While ambition is important, we know that what matters most is that we have a clear roadmap - with both a long-term vision and intermediate milestones - for how we will achieve it.

Efficiencies gained through operational improvements can make a big difference. At every step of a plane's operations there are opportunities to reduce fuel burn and consequently, emissions.

Adopting a fleet strategy that consists of new aircraft is considered a key component of emission reduction, if not the most important element. Newer fleets are more fuel efficient and new aircraft also reduce maintenance costs which eventually contributes to less emissions and higher efficiency. We also save fuel through more efficient procedures and weight reduction measures. These can range from ensuring the plane's engines are clean to developing and using new arrivals procedures. For example, we taxi to the runway using just one engine instead of two.

Airports, airlines and air navigation service providers are also working together on so-called 'green departures' where aircraft can take off and climb at a steady rate to reach the most efficient phase of flight – the cruise – faster.

Despite their size, aircraft still burn less fuel when they have less weight on board, so airlines are finding ways to reduce the weight of a vast array of items carried – everything from food service trolleys to seats and carpets, to loading just the right amount of water for each flight, rather than filling the tanks each time. This results in significant savings, and we are considered one of the leading airlines worldwide in adopting such measures.



Carefully tailored techniques, which take advantage of sophisticated navigation technologies, are also being developed to determine the most appropriate flightpaths into airports, specifically those with difficult runway approaches – either in mountainous

areas or to avoid flying over communities. These approach techniques can save millions of fuel tonnes and CO₂, as well as reducing the impact of aircraft noise around airports.

Sustainable Aviation Fuel (SAF)

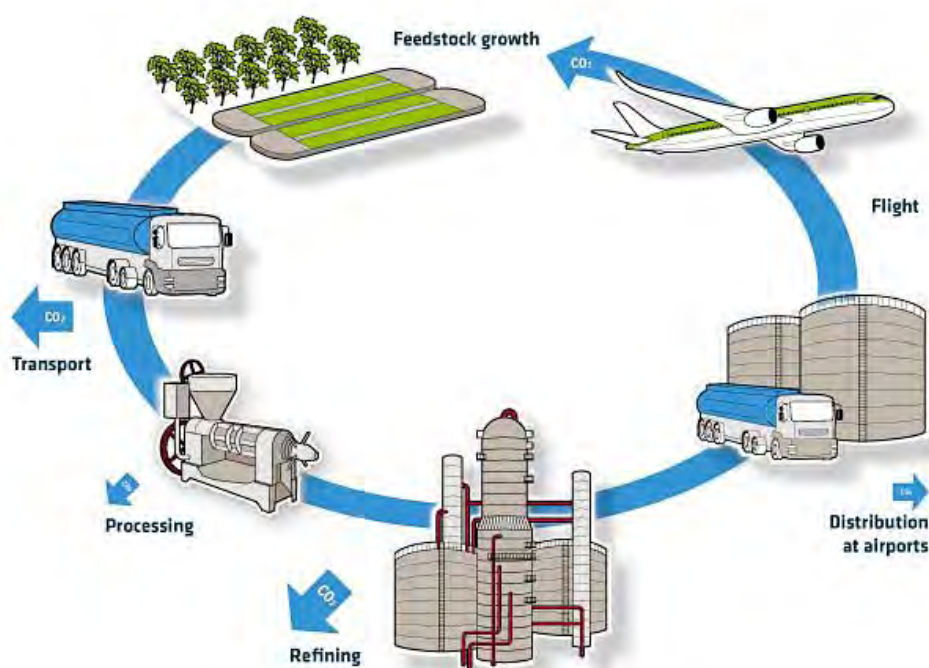
Sustainable Aviation Fuel is produced from sustainable feedstocks and is very similar in its chemistry to traditional fossil jet fuel, however, it is one of the most promising solutions when it comes to lowering aviation's environmental impact as it helps in reducing carbon emissions compared to the traditional jet fuel while using cooking oil and other non-palm waste oils from animals or plants; solid waste from homes and businesses, such as packaging, paper, textiles, and food scraps that would otherwise go to landfill or incineration. Other potential sources include forestry waste, such as waste wood, and energy crops, including fast growing plants.

Nowadays, airlines still face some key challenges to incorporate SAF in their operations. These challenges can be categorized in the cost, availability, and technology.

SAF is currently more costly than traditional fossil jet fuel due to the non-availability of current sustainable feedstocks and the ability to develop new production technologies. As technology matures it will become more efficient and so the expectation is that it will become less costly for airlines.

Air Arabia remains committed to ambitious emissions reduction goals and SAF has been identified as one of the key elements in helping achieve these goals. While wide-scale adoption and production of SAF at reasonable prices will require wide ranging cooperation and alignment of interests reach global net zero goals there needs to be aggressive and immediate action from many parties, including airlines, aircraft technology manufacturers, government, and the finance community to overcome the cost and supply challenges long plaguing the SAF market.

More and more governments are making bolder pledges with respect to the decarbonization of the aviation sector. Likewise, private sector aviation industry participants are continuing to set aggressive goals for themselves. Air Arabia continues to adopt the latest technology and techniques for fuel efficiency, while keep watching the development of SAF as it becomes a solution to consider as a fuel alternative.



Key Environmental Factors

According to the U.N. Environment Program, environmental sustainability involves making life choices that ensure an equal, if not better, way of life for future generations.

Environmental sustainability aims to improve the quality of human life without putting unnecessary strain on the earth's supporting ecosystems.

At Air Arabia Group we continuously adopt innovation and technology to minimize the environmental impact of our operations across all business and activities. We aim to meet the needs of our customers while using energy and resources efficiently, minimizing waste, and operating our assets in the most environmentally responsible manner.



Carbon Emissions and Climate change

- Maintaining a young, fuel-efficient fleet
- Implementing fuel-saving operational techniques
- Optimizing ground transportation planning

Noise and Local Air Quality

- Operating a young, technologically-advanced aircraft fleet
- Incorporating technology and innovation to reduce aircraft noise and emission.
- Developing operational procedure for the overall air quality

Materials and Waste

- Recycling from offices, operational facilities, and staff accommodation
- Comprehensive waste management processes and compliance to regulations
- Designing solutions to reduce plastic use and other waste from inflight service

Electricity and Water

- Installing equipment to increase energy and water efficiency in buildings
- Using new techniques to clean aircraft with less water.

Waste Management and Recycling

Solid waste management and disposal is one of the most significant issues in the environmental management of the airline industry. The economically sound and environmentally acceptable disposal of municipal solid waste is a major concern in many industrialized countries.

In 2015 Air Arabia has signed an MOU with Bee'ah – the leading environmental management

company in Sharjah. The MoU will have Air Arabia and Bee'ah collaborate and share knowledge and expertise in several key areas relating to both commercial activities and corporate social responsibility (CSR) projects.

As part of its dedication to the environment, Air Arabia works with Bee'ah to enhance its green credentials, augmenting its programme of recycling and waste disposal. It is anticipated that the MoU will encourage sustainable environmental practices to help engender a more prosperous and greener Sharjah.

Bee'ah supplied the recyclables collection containers such as Desk-side blue recycling bins to be placed at Air Arabia Head offices to develop and promote green offices and to encourage people to become more environmentally friendly and to promote recycling: paper, newspapers, cardboard, bottles, cans, plastic, and all other garbage. Additionally, all industrial waste generated by Air Arabia's maintenance hangar is collected and recycled in Bee'ah's world class waste management facility.

As part of the MOU, Bee'ah has endorsed a Recycle awareness campaign to promote the Reduce, Reuse and Recycle making sure to receive all recyclables and handle materials according to the environmental regulation and standards.

Moreover, installing the reverse vending machine (RVM) in Air Arabia's head office, which is a device that takes empty and used bottles or cans, then returns money or other forms of incentivization to the recycler, depending on the quantity of receptacles recycled.

As a further collaboration towards a greener environment, to date, Air Arabia has recycled an estimated 17,000 kilograms of old crew uniforms through environmentally friendly means. In addition to the old uniform, Air Arabia implements a thorough recycling scheme for items used in its aircraft and during flights, including cardboard, paper, paper trays and cooking oil – all of which are recycled by Bee'ah. Every month, on average Air Arabia recycles 6000 kilograms of materials.

Air Arabia's sustainability initiatives are not just about recycling. The staff restaurant uses cutlery, plates and cups which are made from reusable materials.



Indoor Air Quality

It is a challenge to provide a quality indoor environment at a reasonable energy cost. Current efforts to improve building energy efficiency, including goals of sustainability and net-zero energy use, are bringing more focus on how to simultaneously achieve energy efficiency and good indoor air quality (IAQ). While energy efficiency and IAQ are sometimes viewed as incompatible, there are many strategies that support both ends.

Air Arabia focuses on the quality of indoor air as it is initial to health and wellbeing through incorporating the environmental guidelines and operating

platforms in the design of the aircraft in the early stages. Our fleet is equipped with high-protection HEPA filters that efficiently remove 99.99% of viruses and bacteria in the air. Air Arabia combines all new developments with standards and energy efficiencies that meet best in class practices and consider filtration, relative humidity, fresh air, and temperature control to ensure consistently high levels of air quality.



Chapter 3 Growing an Inclusive Workforce

“ Our approach aims to strengthen our corporate culture and employee pride in working for a socially responsible organization, while bringing real community benefit ”

Social sustainability is about identifying and managing business impacts, both positive and negative, on people. The quality of a company's relationships and engagement with its stakeholders is critical. Directly or indirectly, companies affect what happens to employees, workers in the value chain, customers, and local communities, and it is

important to manage impacts proactively. There is also a need for more diverse representation within the workforce to enable different perspectives that can propel innovation. Air Arabia focuses on growing an inclusive and diverse workforce and contributing to a broader awareness of the benefits



Ethics and Human Rights

Ethics and integrity are considerable components of entrepreneurial practice at Air Arabia. It is a matter of fact for the Group to adhere to current laws and voluntary commitments, and to consciously respect ethical principles. An important consideration is that business conduct characterized by integrity is a key prerequisite for the Company's long-term success.

Air Arabia has focused on many corporate social responsibility projects and initiatives around the world as part of its dedication towards the community and the environment. The main objective of these projects and initiatives is to improve the quality of life for children, provide healthcare for elderly and raise funds to support communities.

"Charity Cloud" was implemented in 2007, as part of Air Arabia's CSR program, in collaboration with

the Sharjah Charity International, to support economic development of underprivileged communities around the world. "Charity Cloud" is built on donations from passengers on-board and employees. The money raised from this charity is re-invested in educational and medical care establishments in different countries around the globe. Air Arabia also has a sport sponsoring program and a partnership with "Sharjah Humanitarian City" to help underprivileged communities.

Additionally, Air Arabia partnered with the Sharjah Humanitarian City (SHC) to help people of determination who are flying with the airline and to assist them at airports.



Team Building

Air Arabia depends on the dedication of our talented team members, who are committed to providing best-in-class service and reliability for our customers. Our culture is defined by our core values, which impact how we interact with each other, our users, our communities, and other stakeholders every day.

For an organization that is home to 90 different nationalities working together, Air Arabia is keen to provide a workplace that is inspiring, motivating, and above all, respectful. Across all our buildings, we incorporate high ceilings, natural light, and good ventilation to support the comfort and health of our users and employees.

Another aspect of team building is the continuous learning and motivation of the employees by understanding what motivates employees, identifying opportunities to improve processes and systems. Continual education and training are seen as a large part of Air Arabia's employees' development and growth through our dedicated Learning and Development (L&D) department as well as our training schools. We offer a variety of opportunities for team members to continue to develop their skills and remain up to date with industry trends.

3.2.1. Management Approach

Air Arabia continues to invest in its human resources as it believes they are the fundamental factors of success, and excellence, and to keep up with rapid changes to maintain the airline's leadership. Air Arabia fosters and supports behavior that drives employees to bring innovation and excellence into their work which contributes to sustainable growth for the long-term development by ensuring that all employees are given the same opportunities without discrimination based on sex, race, nationality, age or creed, in line with the policies and regulations of the UAE government. Air Arabia recognizes the value of its employees, and provides every resource available for employee development, including training to support engagement on all levels. Air Arabia opposes all forms of illegal and unfair preference among

employee and is committed to making all decisions regarding recruitment, evaluation, promotion, training, work assignments, or any functional advantage based on competence and capacity in view of the laws and regulations of the UAE.

3.2.2. Gender Diversity and Equal Opportunities

Air Arabia values the individual differences and diversity of its employees and works to ensure that the work environment is safe, fair, and equitable, so that employee needs are met, and that a culture of diversity and non-exclusion is maintained. Air Arabia opposes all forms of illegal and unfair employee preference and is committed to making all decisions regarding recruitment, evaluation, promotion, training, work assignments, or any functional advantage on the basis of competence and capacity in accordance with UAE laws and regulations.

3.2.3. Retention Program

Air Arabia offers a wide spectrum of incentives to our employees, from a well-honed career path to promotions and bonuses, and performance-based pay. In addition to these incentives, we provide a challenging environment to stimulate growth. Our successful retention policy led to a low employee turnover ratio.

3.2.4 Emiratisation Program

In accordance with the UAE Government's plans to attract local Emirati talents, Air Arabia pursues initiatives aimed at attracting Emiratis such as utilizing relations with universities and colleges to attract local talents and engaging in career fairs. Air Arabia also provides the opportunities for young local talents to join the airline as on-job training within the department of choice such as engineering and maintenance department and the hangar.

Community Engagement

At Air Arabia, our purpose is to advocate people on life's journey – a mission that revolutionize air travel in the region through an innovative business approach offering superb value for money and a safe, reliable operation

Community engagement is important and can lead to great outcomes, Air Arabia believes in responsibility towards team members and users, who, in turn, share their aspirations, concerns and values.

We achieve community engagement through various initiatives across multiple countries. Such initiatives are driven by staff and include employees from different departments and positions within the organization. An example to such community initiatives is when Air Arabia collaborated with Sharjah Social Empowerment; a foundation that helps renovate the homes of those who are in need.

A team of 14 Air Arabia employees helped renovate the house of a widow and her 3 children in Sharjah. The employees joined hands with social workers and on-site professionals to take the project forward and complete the task. Another initiative involved a trip to Bangalore in India and included employees who visit 2 orphanages and a home for the elderly. Air Arabia staff visited the sites during which clothes, dates and basic necessities, from food to soap, were distributed. Another initiative took place in Egypt where to young Egyptian children, Mahmoud and Jana, who are patients at the 57357 Children's Cancer Hospital in Egypt, have realized their dreams of taking to the skies, thanks to an initiative by Air Arabia staff. Air Arabia staff are involved in tens of initiatives every year and so far, have covered over 15 countries since the start.



Chapter 4 Promoting Responsible Business Conduct

Air Arabia has been one of the leading companies in applying the principles of corporate governance among the public companies. Air Arabia strongly believes in the importance of the practical application of governance practices and the strong adherence to the related laws & regulations and the operations within the general framework of the principles of corporate governance which preserves the rights and interests of the company, its investors, its management, and the investment environment surrounding it.

Therefore, Air Arabia, and all its subsidiaries and group companies are committed to all laws and regulations imposed upon them as a global aviation and as a public joint stock company. This covers

“ Our company is built on trust, which means everything we do and all decisions we make are governed by the principles of ethics, integrity, and respect for people and our planet. Our approach involves working within our company through health, safety, diversity, and promoting societal benefit through community investment ”

Commercial Companies Law number 2 of 2015 and law number 26 of 2020 pertaining to commercial companies. The company is also committed to the strict application of Ministerial Decree No. (518) for the year 2009 followed by the resolution number 7 for the year 2016, and resolution number 3 of 2020 issued by the Minister of Economy and Chairman of the Securities and Commodities Authority regarding corporate governance and corporate discipline, and any decisions that may be issued or amended in future. This cultivates confidence of those major investment bodies around the globe to occupy a position within the owners of Air Arabia.

Board of Directors

Air Arabia has a strong, independent Board of Directors, composed of experienced members who are diverse with respect to background, skills, and experiences. The Board is committed to sound corporate governance in line with evolving best practices. The Board of Directors understand and appreciate the importance of ESG matters as well as their significance to our various stakeholders.

The Board includes several directors with skills and experience relevant to these topics and continues to gain knowledge about these evolving areas through, among other things, regular briefings, and discussions with internal subject matter experts. In addition to that, the Board discusses risk throughout the year, particularly when reviewing operating and strategic plans and when considering specific actions for approval.

Air Arabia's board of directors consists of 7 members which were appointed by the Annual General Meeting (AGM) of 2020 for three years:

- 1.1 Sheikh Abdullah Bin Mohammed Al Thani** - Chairman of the Board
- 1.2 Adel Abdullah Al Ali** - Executive member
- 1.3 Sheikh Mohammed Bin Abdullah Al Thani** - Independent member
- 1.4 Sheikh Khalid Bin Issam Al Qassimi** - Independent member
- 1.5 Waleed Ibrahim Al Sayegh** - Independent member
- 1.6 Matar Al Blooshi** - Independent member
- 1.7 Dr. Ohoud Shuhail** - Independent member

The members of the Board are chosen after a thorough and proper evaluation process. The members are qualified and experienced in engineering, technology, accounting and finance, administration, management, and business. They all have extensive experience as members of boards of organizations and companies. They oversee the organization and its operations. Air Arabia operates

based on the proclamation and resolution of conflicts of interests, clear related party disclosures and its established Code of Conduct. The Board meets more frequently as needed, where they receive updates directly about the operations. The Board is updated on Air Arabia's main and strategic projects, including but not limited to, its financial and sustainability performance.

Board Code of Conduct

The Board code of conduct covers all individuals working for Air Arabia at all levels and grades including directors, senior managers, members of the Senior Management Group, employees (including permanent, temporary, and part-time employees), trainees, home workers, agency staff and contractors (collectively referred to as employees in this Code).

Air Arabia's code of ethics includes the following:

- a) Conflicts of interest**
- b) Protection of confidential information and other assets**
- c) Disclosure and compliance with Listing Rules**
- d) Compliance with laws, rules, and regulatory regimes**
- e) Reporting**
- f) Money laundering and terrorist financing**
- g) Competition and fair dealing**
- h) Interaction with media shareholders**
- i) Personal Conduct**

Air Arabia's Code of Conduct forms the platform for our efforts to ensure high standards of ethics and human rights within the Group. The Code summarizes our key policies and is a guide for employees on how to conduct themselves in line with the principles of ethics, integrity, and respect. It covers areas such as respect for people, anti-corruption, nondiscrimination, conflicts of interest, fraud, privacy of information, health, safety and respect for the environment, and constitutes the basis of our Ethics program. It also helps define our expectations throughout the value chain.

Air Arabia is fully committed to the highest standards of ethical conduct in running its business and in the personal behavior of its employees, members of the Senior Management Group and members of the board of directors and has issued this Code to provide guidance for you, as an employee to uphold these standards.

• Employee Engagement survey

Air Arabia evaluates the engagement of its employees through engagement surveys. The surveys include metrics on important aspects of the company's efforts to act ethically, lead in diversity and respect human rights, including the understanding of our Code of Conduct, trust in the Ethics Helpline and equal opportunities. The employee engagement survey will be conducted annually with the aim of providing the management with good input on how to optimize the organization further. Our ambition is to become an employer of choice and to be one of the great companies to work for. We have received the results of the employee engagement survey, which are specific and detailed by department. During 2020 and 2021, Group functions, business areas and local business units conducted multiple employee surveys for their respective parts of the organization, on topics such as wellbeing, diversity and inclusion, and general engagement.

• Employee wellbeing

Air Arabia's approach to wellbeing is founded on the commitment to employee wellbeing in the Group People Policy, and is based on the work environment, office culture, and teamwork. Group level campaigns are organized on each of the aspects within the group.

• Health and safety

Health and safety have long been a fundamental part of our values and our sustainability agenda, with clear targets and processes in place to ensure real progress.

Key priorities and progress are that employees are covered by a reporting system (Integrated Quality and Safety Management System – IQSMS) to track incidents and hours worked and apply. All employees receive an induction program and safety training when they start at the airline in addition to annual training tailored to their function.

Corporate Governance Policies

Air Arabia is dedicated to keeping its shareholders fully informed of developments and valuable information affecting the company. Air Arabia endeavors to ensure that all shareholders have access to information about the company's business and that they have the opportunity to meet and hold positive discussions with the board of directors during the Company's General Assembly.

At present, Air Arabia uses the following channels to provide its shareholders with information about the company:

3.1. In the agenda, explanatory notes and the directors and auditors' financial statements reports accompany the notice of the company's Annual General Assembly.

3.2. At the Annual General Assembly where the shareholders can direct questions to the Chief Executive Officer, to the Chairman of the board of directors and to the external auditors about anything concerning the Company's business.

3.3. In disclosures made to the Dubai Financial Market and the Emirates Securities and Commodities Authority.

3.4. At the "Investor Relations" section on Air Arabia's website www.airarabia.com which contains the following information:

- Quarterly financial statements
- Studies and reviews on Air Arabia
- Updated information about the board of directors
- Press releases
- The governance report and information about corporate governance in general
- Information regarding the last Annual General Assembly.
- In at least 3 to 4 road shows and conferences locally and internationally to advise the public on its last update.
- The Annual report is published in both hard copy and soft copy which is available online for the public.
- At the end of every quarter via a conference call with Air Arabia investors which is attended by the Chief Executive Officer and Director of Finance.



