At AirAsia, we see it as our mission to make the world smaller for everyone. We do this by connecting people through our extensive network which spans the breadth of Asia Pacific. And it’s not just guests we bring closer together but our more than 19,000 Allstars, from India to Japan and everything in between. While we may come from different countries and backgrounds, we are united as a family. United in our dedication to service, united in our commitment to safety and united in the belief that everyone should have the opportunity to pursue their passion in life. As we embark on the next, digital chapter of the AirAsia story together, we remain true to the creed emblazoned on every Allstar lanyard - One for All, All for One.
Rationale for the Internal Reorganisation

In 2017, AirAsia Berhad (AAB) undertook an internal reorganisation by way of a members’ scheme of arrangement under Section 366 of the Companies Act, 2016. Under the reorganisation, 3,341,974,080 ordinary shares in AAB were exchanged with 3,341,974,080 new ordinary shares in AirAsia Group Berhad (AAGB), on the basis of 1 new AAGB share for every 1 existing AAB share.

The purpose of the internal reorganisation is to simplify and provide greater clarity and transparency to the shareholding structure by separating the investment holding function and the Malaysian airline business, where AAGB will assume the listing status of AAB while AAB will continue to operate the Malaysian airline business. Under this newly established structure, the management will have flexibility to further streamline Group structure into separately identifiable airline, leasing, digital and support business streams to better reflect the Group’s diverse operations, to achieve a leaner corporate structure and to better reflect the value of the respective airlines within the Group. Such a structure will also provide ease of supervision, clear alignment of core strategies and regulation by the management of the Group and the relevant regulators governing the airline industry.

For the financial year ended 31 December 2017 (the Financial Year), AAGB was a dormant company.

Following the completion of the internal reorganisation of AAB and the transfer of its listing status to AAGB on 16 April 2018, AAB is now a wholly-owned subsidiary of AAGB. Moving forward, AAGB will spearhead AirAsia Group’s future growth. The shareholders will benefit in the longer term from the improved earnings of AAGB as a result of the improved management efficiency and effectiveness of AAGB.
AIRASIA GROUP KEY HIGHLIGHTS

**Network**

- **Passengers Carried 2017:** 65.5 million
- **Load Factor:** 80%
- **Total Allstars End 31 Dec 2017:** 19,314
- **Total Nationalities:** 49
- **Total Fleet:** 205
- **Average Fleet Age:** 6.4 years
- **Countries:** 21
- **Destinations:** 119
- **Routes:** 293
- **Flights Per Week:** 4,408
- **Hubs:** 23
- **Unique Routes:** 90
- **New Routes Introduced in 2017:** 58

**Market Share**

- **Malaysia:**
  - Domestic: 54.3%
  - International: 30.8%
  - Total: 38.1%
- **Thailand:**
  - Domestic: 30.7%
  - International: 13.2%
  - Total: 18.8%
- **Indonesia:**
  - Domestic: 1.2%
  - International: 18.3%
  - Total: 5.9%
- **Philippines:**
  - Domestic: 16.0%
  - International: 6.6%
  - Total: 11.0%
- **India:**
  - Domestic: 4.2%
  - International: 2.8%
  - Total: 3.7%

**Social Media**

- **Facebook:** 10,835,545 fans
- **Twitter:** 7,622,715 followers
- **Instagram:** 1,035,211 followers
- **LinkedIn:** 163,146 followers
- **YouTube:** 121,395 subscribers
- **Google+:** 3,367 followers
- **KakaoTalk:** 37,933 subscribers
- **WeChat:** 10,835,545 fans
- **Weibo:** 1,345,177 followers
- **Viber:** 86,900 fans
- **Line:** 1,605,635 fans
- **KakaoStory:** 121,395 followers
- **Pinterest:** 3,367 followers
**FINANCIAL AIRASIA BERHAD**

**REVENUE**
RM9.71 billion

**DEPOSIT, CASH AND BANK BALANCES**
RM1.88 billion

**REVENUE VIA INTERNET**
70.4%

**OPERATING PROFIT MARGIN**
22.3%

**LOWEST COST**
Available Seat Kilometre

**CASK:**
13.13 sen (3.07 US cents)

**CASK Ex-Fuel:**
8.29 sen (1.94 US cents)

**KEY MILESTONES**
- Voted The World’s Best Low-Cost Airline for the ninth consecutive year (Skytrax World Airline Awards)
- Largest LCC in Asia - in terms of number of passengers carried
- A true Asean airline, connecting all 10 Asean countries

**NOTES:**
1. All figures refer to AirAsia Group unless stated otherwise
2. AirAsia Group includes AirAsia Berhad (consolidated AOCs- AirAsia Malaysia, AirAsia Indonesia and AirAsia Philippines), AirAsia Thailand, AirAsia India and AirAsia Japan
3. Financials extracted from AirAsia Berhad’s (consolidated AOCs - AirAsia Malaysia, AirAsia Indonesia and AirAsia Philippines) financial statements
4. ‘Largest LCC in Asia’ refers to AirAsia Group and AirAsia X Group
6. Total fleet breakdown: 84 in Malaysia, 56 in Thailand, 15 in Indonesia, 17 in Philippines, 14 in India, 2 in Japan, 3 leased to third parties and 6 AirAsia Malaysia - grounded for redeployment to other affiliates in 1Q18 and 8 operated by AirAsia X Indonesia
7. Source of market share: Paxis, based on number of passengers, January 2017 to December 2017 in the respective countries.
TAN SRI (DR) TONY FERNANDES

DATUK KAMARUDIN BIN MERANUN

DATO’ ABDEL AZIZ @ ABDUL AZIZ BIN ABU BAKAR
THE
FOUNDERS

DATO’
PAHAMIN
AB RAJAB

CONOR
MCCARTHY
VISON

TO BE THE LARGEST LOW-COST AIRLINE IN ASIA

AND SERVE THE 4.4 BILLION PEOPLE WHO CURRENTLY LACK CONNECTIVITY AT LOW FARES
MISSION

TO BE THE BEST COMPANY TO WORK FOR WHERE EMPLOYEES ARE TREATED AS PART OF A BIG FAMILY

TO CREATE A GLOBALLY RECOGNISED ASEAN BRAND

TO ATTAIN THE LOWEST COST SO THAT EVERYONE CAN FLY WITH AIRASIA

TO MAINTAIN THE HIGHEST QUALITY PRODUCT, EMBRACING TECHNOLOGY TO REDUCE COST AND ENHANCE SERVICE LEVELS
TABLE OF CONTENTS

01 ABOUT US
1 Annual Report Theme & Rationale
2 AirAsia Group Key Highlights
4 The Founders
6 Vision and Mission
11 Our Network
12 Highlights of 2017
16 Notice of Annual General Meeting
22 Corporate Information
24 Corporate Structure
26 Financial & Investor Calendar 2017
28 Awards & Accolades 2017

02 LEADERSHIP
38 Directors’ Profiles
48 Senior Management Team
60 CEOs
OUR NETWORK
These destinations also include AirAsia X.
Looking at 2017’s Achievements and Milestones at a Glance

JANUARY

1. AirAsia launched the #AirAsiaMAKNA campaign in conjunction with the 60th anniversary of diplomatic ties between Malaysia and China, witnessed by former Malaysian Prime Minister YAB Dato’ Sri Mohd Najib Bin Tun Haji Abdul Razak. The Prime Minister, YAB Dato’ Sri Mohd Najib Bin Tun Haji Abdul Razak, and former Chinese Prime Minister Wen Jiabao witnessed the event.

2. AirAsia becomes the first-ever airline to operate direct flights from Malaysia to the Philippines after Kuala Lumpur and Kota Kinabalu. AirAsia, through its subsidiary AirAsia Philippines, is set to operate direct flights to Shenzhen, China, marking the largest inflight food tasting event in Asia, showcasing AirAsia’s renowned in-flight services to more than 200 members of the media and influential bloggers.

3. AirAsia launched the MyCorporate, a suite of products exclusively made for business travellers that also allows companies to access a convenient, easy-to-use online booking system and comprehensive reporting of corporate travelling expenses.

4. AirAsia and the Indonesian Ministry of Tourism and Creative Economy will promote the wonders of Indonesian tourism through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

5. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

MARCH

6. AirAsia signs a two-year partnership agreement with the Terengganu state government to promote local tourism in Terengganu.

7. AirAsia signs up as the Official Airline Partner and Gold Sponsor for the 29th Southeast Asian Games and 9th Asean Para Games, the biggest sporting events in Asean.

8. AirAsia strengthens Davao as a gateway for Asean and South Asia, the Middle East, Australia and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

9. AirAsia signs a partnership with the Bohol provincial government, together with USAID-Bohol, to promote local tourism in Terengganu.

10. AirAsia, through wholly-owned subsidiary AirAsia Investment Ltd Sdn Bhd, signs Memorandum of Agreement (MoA) with the Tourism Ministry of the Philippines to operate direct flights from Manila, Cebu and Davao to Kuala Lumpur, marking AirAsia’s first direct route from Malaysia to the Philippines after Kuala Lumpur and Kota Kinabalu.

11. AirAsia launches #PODCASTBEAM campaign on its Instagram platform to promote grassroots sports with world keirin champion Azizulhasni Awang, track cyclist from Malaysia.

12. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

13. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

14. AirAsia launches the MyCorporate, a suite of products exclusively made for business travellers that also allows companies to access a convenient, easy-to-use online booking system and comprehensive reporting of corporate travelling expenses.

15. AirAsia strengthens Davao as a gateway for Asean and South Asia, the Middle East, Australia and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

16. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

17. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

18. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

19. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

20. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

21. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

22. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

23. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

24. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

25. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

26. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

27. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

28. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

29. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

30. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

31. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

32. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

33. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

34. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

35. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

36. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

37. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

38. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

39. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

40. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

41. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

42. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

43. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

44. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

45. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

46. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

47. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

48. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

49. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

50. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

51. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

52. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

53. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

54. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

55. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

56. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

57. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

58. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

59. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.

60. AirAsia and Tourism Malaysia sign a two-year agreement to promote tourism in Malaysia through brand advertising, promotional activities and campaigns targeting North Asia, South America, the Middle East, Australia and New Zealand.
AirAsia, Official Airline Partner and Gold Sponsor for the 29th Southeast Asian Games and 9th ASEAN Para Games, will welcome the Kuala Lumpur 2017 (KL2017) torch as part of KL2017 Asian Games and 9th ASEAN Para Games.

AirAsia, in collaboration with the Malaysian Ministry of Women, Family and Community Development, hosts a motivational sharing session and seminar for 84 underprivileged female students and senior management as part of its #GirlsCanDoAnything campaign.

AirAsia and Ejen Ali unveil a new AirAsiaX campaign to inspire more children to be the future leaders of the world.

AirAsia launches a new inflight magazine, Travellers' Tale, in conjunction with Asean Day.

AirAsia, in a collaboration with the Malaysian Ministry of Women, Family and Community Development, hosts a motivational sharing session with AirAsia female pilots engineers and line supervisors as part of its #WACADay campaign.

AirAsia enters its 15th anniversary by debuting its new look at a three-day carnival at Fahrenheit 88, Kuala Lumpur.

AirAsia has produced 25 Asean social entrepreneurs who have inspired inflight meals.

AirAsia will change its flight segments to the first ever direct flights to the coastal town of Trang, making it the first airline to operate direct flights to the coastal town of Trang.

AirAsia welcomes two inaugural flights from Macau to Senai International Airport.

On the completion of a recent rights issue, Indonesia Tbk (AAID) following listed company PT AirAsia Berhad, becomes part of publicly listed company, PT Indonesia AirAsia (IAA), the Indonesian arm of Malaysia-Based PT Indonesia AirAsia (IAA), the Indonesian arm of Malaysia-Based AirAsia and Ejen Ali unveil a new AirAsiaX campaign to inspire more children to be the future leaders of the world.

AirAsia launches a new inflight magazine, Travellers’ Tale, in conjunction with Asean Day.

Fighting Championship (UFC), the world’s largest mixed-martial-arts organization.

AirAsia wins its first Global Investor Day and looks to expand its ground-handling business.

AirAsia launches its new Schwan-Seafood-inspired menu, Kung Pao Chicken.

AirAsia Group CEO (Tiger), Tony Fernandes, launches its first Destination Marketing Package for 200 products sustainably produced by Vietnamese social enterprises.

AirAsia Indonesia, Asean’s leading low-cost carrier, has partnered with Royal Air Maroc, the first of its kind among low-cost carriers in Indonesia.

AirAsia and music platform Spotify launch Dreamers Come True with AirAsia campaign where 20 promising musical talents from AirAsia live for a day as professional music producer, songwriter and music ambassador David Foster.

AirAsia holds the Asia Business Traveler Awards for Excellence for its “Think BIG” Loyalty Programme.

AirAsia relocates operations at Terminal 3 (T3) in Kuala Lumpur to Sihanoukville, Cambodia with a remittable 100% load factor, becoming the first airline to operate the unique route.

AirAsia, in collaboration with the Cambodian government, launches a ground handling guided tour.

AirAsia appoints Aireen Omar as Group CEO (Airline Business), Bo Lingam as Deputy Group CEO (Digital, Transformation and Corporate Services), Ahmad Jauhari Yahya as Deputy Group CEO (Operations) and Captain Adrian Jenkins as Group Chief Technology Officer.

AirAsia International (IATA) and its joint venture, AirAsia Malaaysia CEO.
Another eventful year for AirAsia

In 2017

At 4,000 nm the A321LR has the biggest range of any new single aisle aircraft in the world. Not only is it capable of opening the door to the long-haul market, it can do so with an incredible 30% reduction in operating costs. But it’s not just designed to impress CFOs with unbelievable fuel efficiency. It is available with our state-of-the-art Airspace cabins to give passengers unparalleled comfort too.

Long-haul. We make it fly.

airbus.com
AirAsia and CFM: One of the Best Teams in Aviation

With a relationship that spans more than 15 years, AirAsia and CFM have made aviation history together. From Day 1, the CFM56 was the engine of choice and helped power the early growth of this pioneer airline.

AirAsia made another savvy investment when it selected the advanced LEAP-1A to power its fleet of Airbus A320neo/A321neo airplanes, making it the largest customer in the world for this engine. The benefits this engine is bringing to the fleet today – a 15 percent improvement in fuel efficiency, CFM's legendary reliability – is helping it earn a place in the history books and on AirAsia’s bottom line.

Congratulations on another successful year.
NOTICE OF
ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the First Annual General Meeting of AirAsia Group Berhad (1244493-V) (“the Company”) will be held at CAE Kuala Lumpur (formerly known as Asian Aviation Centre of Excellence), Lot PT25B, Jalan KLIA S5, Southern Support Zone, Kuala Lumpur International Airport, 64000 Sepang, Selangor Darul Ehsan, Malaysia on Wednesday, 20 June 2018 at 10.00 a.m. for the following purposes:

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2017.
   Please refer to Note A.

2. To approve the Non-Executive Directors’ Remuneration as described in Note B with effect from their date of appointment in the Company for the financial year ending 31 December 2018 until the next Annual General Meeting of the Company to be held in the year 2019.
   Please refer to Note B.

3. To re-elect the following Directors of the Company, who were appointed during the year, who retire pursuant to Article 124 of the Company’s Constitution: -
   i. Datuk Kamarudin Bin Meranun;
   ii. Tan Sri (Dr) Anthony Francis Fernandes;
   iii. Dato’ Abdul Aziz @ Abdul Aziz Bin Abu Bakar;
   iv. Dato’ Fam Lee Ee;
   v. Dato’ Mohamed Khadar Bin Merican;
   vi. Stuart L Dean; and
   vii. Noor Neelofa Binti Mohd Noor.

4. To re-appoint Messrs Ernst & Young as Auditors of the Company and to authorise the Directors to determine their remuneration.

RESOLUTION 1
RESOLUTION 2
RESOLUTION 3
RESOLUTION 4
RESOLUTION 5
RESOLUTION 6
RESOLUTION 7
RESOLUTION 8
RESOLUTION 9
AS SPECIAL BUSINESS

To consider and if thought fit, to pass, with or without modifications, the following Resolutions:

5. **ORDINARY RESOLUTION**

**AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016 ("ACT")**

**THAT** pursuant to Sections 75 and 76 of the Act and subject to the approval of relevant authorities, the Directors of the Company be and are hereby empowered to issue shares in the Company from time to time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being and that the Directors be and also empowered to obtain approval for the listing of and quotation for the additional shares so issued on the Main Market of Bursa Malaysia Securities Berhad AND THAT such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company.

*Please refer to Note C.*

6. **ORDINARY RESOLUTION**

**PROPOSED NEW SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED MANDATE")**

**THAT** approval be and is hereby given for the new shareholders’ mandate for the Company to enter into recurrent related party transactions of a revenue or trading nature with the related parties ("Recurrent Related Party Transactions") as set out in Section 2.3 of the Circular to Shareholders dated 25 May 2018 ("Circular"), subject further to the following:

(i) the Recurrent Related Party Transactions are entered into in the ordinary course of business which are necessary for the day-to-day operations and are on terms which are not more favourable to the related parties than those generally available to the public, and the Recurrent Related Party Transactions are undertaken on arm’s length basis and on normal commercial terms which are not to the detriment of the minority shareholders of the Company;

(ii) the disclosure is made in the annual report of the breakdown of the aggregated value of the Recurrent Related Party Transactions by AirAsia Group Berhad conducted pursuant to the shareholders’ mandate during the financial year, among others, based on the following information:

(a) the type of Recurrent Related Party Transactions made; and

(b) the names of the related parties involved in each type of the Recurrent Related Party Transaction made and their relationship with AirAsia Group Berhad;

(iii) the shareholders’ mandate is subject to annual renewal and this shareholders’ mandate shall only continue to be in full force until:

(a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the AGM at which this shareholders’ mandate is approved, at which time it will lapse, unless by an ordinary resolution passed at that AGM, such authority is renewed;
NOTICE OF ANNUAL GENERAL MEETING

(b) the expiration of the period within which the next AGM after the date is required to be held pursuant to Section 340(2) of the Companies Act, 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting of the Company,

whichever is the earliest.

THAT the Directors of the Company and/or any one of them be and are hereby authorised to complete and do all such acts and things and take all such steps and to execute all such transactions, deeds, agreements, arrangements and/or undertakings as the Directors in their discretion deem fit, necessary, expedient and/or appropriate in the best interest of the Company in order to implement, finalise and give full effect to the Recurrent Related Party Transactions with full powers to assent to any modifications, variations and/or amendments thereto.

AND THAT as the estimates given for the Recurrent Related Party Transactions specified in Section 2.3 of the Circular being provisional in nature, the Directors of the Company and/or any one of them be and are hereby authorised to agree to the actual amount or amounts thereof provided always that such amount or amounts comply with the procedures set out in Section 2.6 of the Circular.”

Please refer to Note D.

OTHER ORDINARY BUSINESS

7. To transact any other business of which due notice shall have been given.

By Order of the Board

JASMIN DAR KAUR A/P SARBAR SINGH
(MAICSA 7002687)
Company Secretary

Kuala Lumpur
25th day of May 2018
NOTES ON APPOINTMENT OF PROXY

1. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Article 41(a) of the Company’s Constitution, only those Foreigners (as defined in the Articles) who hold shares up to the current prescribed foreign ownership limit of 45.0% of the total number of issued shares of the Company, on a first-in-time basis based on the Record of Depositors to be used for the forthcoming Annual General Meeting (“AGM”), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.

2. A member must be registered in the Record of Depositors at 5.00 p.m. on 13 June 2018 (“General Meeting Record of Depositors”) in order to attend and vote at the Meeting. A depositor shall not be regarded as a Member entitled to attend the Meeting and to speak and vote thereat unless his name appears in the General Meeting Record of Depositors. Any changes in the entries on the Record of Depositors after the abovementioned date and time shall be disregarded in determining the rights of any person to attend and vote at the Meeting.

3. A member entitled to attend and vote is entitled to appoint two (2) proxies (or in the case of a corporation, to appoint a representative(s)), in accordance with Section 333 of the Companies Act, 2016, to attend and vote in his stead. There shall be no restriction as to the qualification of the proxy(ies).

4. The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.

5. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.

6. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

7. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at Unit 30-01, Level 30, Tower A, Vertical Business Suite, “Avenue 3, Bangsar South, No. 8, Jalan Kerinchi”, “59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time set for holding the meeting. Faxed copies of the duly executed form of proxy are not acceptable.

8. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.

9. By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “Purposes”), (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) to the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty.
EXPLANATORY NOTES:

A. This Agenda item is meant for discussion only in accordance with Sections 248(2) and 340(1) of the Companies Act, 2016 (“the Act”). The audited accounts do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

B. To approve the Non-Executive Directors’ Remuneration with effect from their date of appointment in the financial year ending 31 December 2018 until the next Annual General Meeting of the Company to be held in the year 2019.

The Board of Directors recommended that the Non-Executive Directors’ Remuneration with effect from their date of appointment (i.e. 30 March 2018) in the financial year ending 31 December 2018 until the next AGM of the Company to be held in the year 2019 shall be as shown below:-

<table>
<thead>
<tr>
<th>Non-Executive Directors’ Fees (per annum)</th>
<th>Non-Executive Chairman (RM)</th>
<th>Per Non-Executive Director/Per other Committee Member (RM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>NA</td>
<td>250,000</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>75,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Nomination and Remuneration Committee</td>
<td>55,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Safety Review Board</td>
<td>55,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Risk Management Committee</td>
<td>55,000</td>
<td>35,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Executive Directors’ Benefits (per attendance by each director or committee member)</th>
<th>Board Directors</th>
<th>Board Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting allowance</td>
<td>2,000</td>
<td>2,000</td>
</tr>
</tbody>
</table>

Other Non-Executive Directors’ Benefits

Insurance premiums on medical coverage, and other claimable expenses incurred in the course of carrying out their duties.

Up to a total amount of RM100,000 for all Non-Executive Directors.

The Shareholders’ approval is being sought under Resolution 1 in accordance with the remuneration structure as set out above and to authorise the Directors to disburse the fees on a monthly basis.

C. Authority to allot shares pursuant to Sections 75 and 76 of the Act (Resolution 10)

Ordinary Resolution 10 has been proposed for the purpose of renewing the general mandate for issuance of shares by the Company under Sections 75 and 76 of the Act (“General Mandate”). Ordinary Resolution 10, if passed, will give the Directors of the Company authority to issue ordinary shares in the Company at their discretion without having to first convene another general meeting. The General Mandate will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting (“AGM”) or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

The General Mandate, if granted, will provide the flexibility to the Company for any future fund raising activities, including but not limited to further placing of shares for the purposes of funding future investment project(s), repayment of bank borrowing, working capital and/or acquisition(s) and thereby reducing administrative time and costs associated with the convening of additional shareholders meeting(s).

D. Proposed New Shareholders’ Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (“Proposed Mandate”) (Resolution 11)

Ordinary Resolution 11, if passed, will allow the Group to enter into Recurrent Related Party Transactions of a revenue or trading nature pursuant to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the Circular to Shareholders dated 25 May 2018 for further information.
Skytrax 2009-2017

A new world record made possible by the hard work, passion and dedication of our Allstars.


**CORPORATE INFORMATION**

**BOARD OF DIRECTORS**

**Datuk Kamarudin Bin Meranun**  
(Non-Independent Executive Chairman)

**Tan Sri (Dr) Anthony Francis Fernandes**  
(widely known as Tan Sri (Dr) Tony Fernandes)  
(Non-Independent Executive Director and  
Group Chief Executive Officer)

**Dato’ Abdal Aziz @ Abdul Aziz Bin Abu Bakar**  
(Non-Independent Non-Executive Director)

**Dato’ Fam Lee Ee**  
(Senior Independent Non-Executive Director)

**Dato’ Mohamed Khadar Bin Merican**  
(Independent Non-Executive Director)

**Stuart L Dean**  
(Independent Non-Executive Director)

**Noor Neelofa Binti Mohd Noor**  
(Independent Non-Executive Director)

**COMPANY SECRETARY**

Jasmindar Kaur A/P Sarban Singh  
(MAICSA 7002687)

---

**AUDITORS**

**Ernst & Young**  
(AF 0039)  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Wilayah Persekutuan  
Tel : (603) - 7495 8000  
Fax : (603) - 2095 5332

**AUDIT COMMITTEE**

Dato’ Mohamed Khadar Bin Merican

Dato’ Abdal Aziz @ Abdul Aziz Bin Abu Bakar

Dato’ Fam Lee Ee

---

**REGISTERED OFFICE**

**AirAsia Group Berhad**  
(Company No. 1244493-V)  
Unit 30-01, Level 30, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan  
Tel : (603) - 2783 9191  
Fax : (603) - 2783 9111
**Nomination and Remuneration Committee**

Dato’ Fam Lee Ee  
Dato’ Abdel Aziz @ Abdul Aziz Bin Abu Bakar  
Stuart L Dean

**Risk Management Committee**

Dato’ Abdel Aziz @ Abdul Aziz Bin Abu Bakar  
Dato’ Fam Lee Ee  
Stuart L Dean

**Safety Review Board**

Stuart L Dean  
Dato’ Mohamed Khadar Bin Merican  
Noor Neelofa Binti Mohd Noor

**Head Office**

RedQ, Jalan Pekelliling 5  
Lapangan Terbang Antarabangsa  
Kuala Lumpur (klia2)  
64000 KLIA  
Selangor Darul Ehsan  
Tel : (603) - 8660 4333  
Fax : (603) - 8660 7777

**Share Registrar**

Symphony Share Registrars Sdn. Bhd.  
(Company No. 378993-D)  
Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46, 47301 Petaling Jaya  
Selangor Darul Ehsan  
Tel : (603) - 7841 8000  
Fax : (603) - 7841 8151

**Stock Exchange Listing**

Main Market of Bursa Malaysia Securities Berhad  
Listing Date : 16 April 2018  
Stock Name : AIRASIA  
Stock Code : 5099

AirAsia Berhad was delisted on 16 April 2018.
AirAsia Group Berhad Corporate Structure (as at April 2018)

The percentage in this Corporate Structure represents the voting rights/shares.
AirAsia Group Berhad Corporate Structure (as at April 2018)

The percentage in this Corporate Structure represents the voting rights/shares.

[Diagram showing the structure of AirAsia Group Berhad's subsidiaries, associates, and jointly-controlled entities.]

Key:
- Subsidiary
- Associate
- Jointly-Controlled Entity
FINANCIAL & INVESTOR CALENDAR

JANUARY
5  CIMB Annual Malaysia Corporate Day
   Kuala Lumpur

FEBRUARY
23 Annoucement of unaudited results for the 4th quarter & full year ended 31 December 2016, followed by Investors & Analysts Briefing
Sepang, Selangor

MARCH
8 Analysts Briefing on FY2016 Financial Results post earnings announcement
Kuala Lumpur

27 - 30 Credit Suisse Asian Investment Conference
Hong Kong

APRIL
Paris, London, Edinburgh

28 Announcement of 2016 Annual Report to Bursa Malaysia
Kuala Lumpur

MAY
2-9 US Non-Deal Roadshow by Nomura & Maybank
Los Angeles, San Francisco, Boston, New York, Salt Lake City, San Diego

25 Announcement of unaudited results for the 1st quarter ended 31 March 2017, followed by Investors & Analysts Briefing
Sepang, Selangor

JUNE
12 - 23 London, Europe and Scandinavia Non-Deal Roadshow by Maybank

JULY
4 - 7 South Korea & Japan Non-Deal Roadshow by Nomura
Seoul, Tokyo

13 - 14 Hong Kong Non-Deal Roadshow by Morgan Stanley
Hong Kong

25 - 26 Invest Malaysia 2017 by CIMB
Kuala Lumpur
<table>
<thead>
<tr>
<th>AUGUST</th>
<th>OCTOBER</th>
<th>DECEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>5 One AirAsia Global Investor Day &amp; klia2</td>
<td>7 Guided Changi T4 and Ground Handling</td>
</tr>
<tr>
<td></td>
<td>guided tour Sepang, Selangor</td>
<td>Operations (SATs) tour &amp; briefing for</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employees Provident Fund, Permodalan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nasional Berhad, Value Cap Asset</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managers and RHB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Singapore</td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>10 MIRA Investor Relations Awards 2017</td>
<td></td>
</tr>
<tr>
<td>4 Bangkok Non-Deal Roadshow by</td>
<td>17 - 20 Aviation Finance New York City, Non-</td>
<td></td>
</tr>
<tr>
<td>Maybank</td>
<td>Deal Roadshow by CIMB New York, Boston</td>
<td></td>
</tr>
<tr>
<td>13 - 15 CLSA Investors’ Forum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hong Kong</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 - 22 Taiwan Non-Deal Roadshow</td>
<td></td>
<td></td>
</tr>
<tr>
<td>by Cathay Securities Corporation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taipei</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOVEMBER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 - 8 Invest Malaysia UK 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investors’ Conference by Bursa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malaysia and Maybank London,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edinburgh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 - 8 CAPA Asia Aviation Summit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Singapore</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
AWARDS & ACCOLADES 2017

SKYTRAX WORLD AIRLINE AWARDS 2017
- World’s Best Low-Cost Airline
- Best Low-Cost Airline in Asia

WORLD TRAVEL AWARDS (WTA) 2017
- World’s Leading Low-Cost Airline
- World’s Leading Low-Cost Airline Cabin Crew
- Asia’s Leading Low-Cost Airline
- Asia’s Leading Low-Cost Airline Cabin Crew

ASEAN BUSINESS ADVISORY COUNCIL (BCA) ASEAN BUSINESS AWARDS 2017
- Priority Integration Sector (Tourism)

ACW WORLD AIR CARGO AWARDS 2017
- Air Cargo Industry Customer Care Award

PUTRA BRAND AWARDS 2017
- Gold in Transport, Travel and Tourism

ASIA HOUSE 2017
- Asian Business Leaders Award
  - Tan Sri (Dr) Tony Fernandes
THE EDGE BILLION RINGGIT CLUB 2017
- Company of the Year
- Highest Growth in Profit After Tax Over Three Years for Big Cap Companies with RM10 Billion to RM40 Billion Market Capitalisation
- Highest Growth in Profit After Tax Over Three Years for Trading/Services, Hotels, IPC and Technology

ASTRID AWARDS 2018
- Annual Reports - Corporate - Traditional Honours
- Annual Reports - Corporate - Non-Traditional (Hardcover) Honours

ASEAN TOURISM ASSOCIATION (ASEANTA) AWARDS FOR EXCELLENCE 2017
- Best Asean Marketing and Promotional Campaign

SINA TRAVEL AND YOUKU TRAVEL NEW POWER OF TRAVEL AWARDS 2016
- The Most Influential Airline in China

AIRBUS A320 FAMILY SYMPOSIUM 2017
- Best Operational Excellence in Asia Pacific (Large Fleet)

MALAYSIAN INVESTOR RELATIONS ASSOCIATION 2017
- Best Company for Investor Relations (Mid Cap)
- Best CFO for Investor Relations (Mid Cap)
- Best Investor Relations Website (Mid Cap)
“Always stay focused, find ways to beat expectations and never be complacent.”

Aileen Omar (Malaysian)
Then Director of Corporate Finance
Now Deputy Group CEO (Digital, Transformation and Corporate Services)
Your future

Our focus

A proud partner of AirAsia
IN A CHANGING WORLD,
YOU CAN FAST-FORWARD
YOUR SUSTAINABILITY TRANSITION.

WE CONNECT INVESTORS WITH CORPORATES
TO ACCELERATE THEIR SUSTAINABLE GROWTH

Highly active in the sustainable economy, BNP Paribas puts its global relationships with investors and corporates to work for you. We create mutually beneficial partnerships so that you can accelerate your responsible growth.

www.bnpparibas.com.my

BNP PARIBAS
The bank for a changing world
MANAGING OIL PRICE RISK OUR PRIORITY OUR CORE BUSINESS

MITSUI BUSSAN COMMODITIES LTD
Proud to be AirAsia’s long-standing partner

www.mbci.com
See the future from here.

As a proud partner with AirAsia, Rockwell Collins wishes the airline much success in the coming years.
LEADERSHIP
Datuk Kamarudin Bin Meranun (Male), aged 56, is the co-founder of AirAsia. He was appointed as a Non-Independent Executive Chairman of AirAsia Group Berhad (AAGB) on 30 March 2018.

He is also a Non-Independent Executive Chairman of AirAsia Berhad (AAB), taking the lead in engaging with the government, aviation regulators and airport authorities of Malaysia. Before being designated as Executive Chairman, he was AAB’s Deputy Group Chief Executive Officer.

In December 2001, together with his business partner and long-time friend Tan Sri (Dr) Tony Fernandes, Datuk Kamarudin acquired struggling domestic airline AirAsia and relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world’s best low-cost carrier.

Prior to setting up AirAsia, Datuk Kamarudin worked at Arab-Malaysian Merchant Bank from 1988 to 1993 as a Portfolio Manager, managing both institutional and high net-worth individual clients’ investment funds. In 1994, he was appointed Executive Director of Innosabah Capital Management Sdn Bhd, a subsidiary of Innosabah Securities Sdn Bhd. He subsequently acquired the shares of the joint venture partner of Innosabah Capital Management Sdn Bhd, which was later renamed Intrinsic Capital Management Sdn Bhd.

He holds a Diploma in Actuarial Science from University Technology MARA (UiTM), and graduated with a BSc with Distinction (Magna Cum Laude) majoring in Finance in 1986 and an MBA in 1987 from Central Michigan University.

He received the Darjah Panglima Jasa Negara (PJN), which carries the title Datuk, from the Malaysian King in November 2013.

Datuk Kamarudin is also a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia X Berhad, in charge of developing the overarching strategy for AirAsia’s long-haul, low-cost sister airline which comprises affiliates in Malaysia, Thailand and Indonesia; a Non-Independent Non-Executive Director of Tune Protect Group Berhad; and a Director of Yayasan Pendidikan Titiwangsa.
Tan Sri (Dr) Tony Fernandes (Male), aged 53, is the co-founder of AirAsia. He was appointed as an Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Group Berhad (AAGB) on 30 March 2018.

He is also a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Berhad (AAB) and Co-Group Chief Executive Officer of AirAsia X Berhad.

Fernandes is one of Asia’s most recognisable entrepreneurs, best known for co-founding low-cost carrier AirAsia with Datuk Kamarudin Bin Meranun and democratising air travel in the region.

Fernandes and Datuk Kamarudin famously bought the ailing airline for a token RM1 (approximately USD0.25) and RM40 million in debt, turning it around within two years and growing it from a domestic Malaysian carrier into Asia’s largest low-cost carrier by passengers carried.

Fernandes studied at Epsom College and the London School of Economics and Political Science in the UK, and qualified as an Associate Member of the Association of Chartered Certified Accountants in 1991, then as a Fellow Member in 1996. An accountant by training, he began his career in Richard Branson’s Virgin Group before returning to Malaysia as Warner Music Group’s Vice President for Southeast Asia before venturing into the airline business.

He has received numerous honours and awards over the course of his career. These include the Honour of the Commander of the Order of the British Empire, conferred by Her Majesty Queen Elizabeth II in 2011, and the Commander of the Legion d’Honneur, awarded by the French Government for outstanding contributions to the economy of France through the aviation industry.

In 2017, Fernandes published an autobiography, Flying High, which recounts his journey from a young boy growing up in Malaysia all the way to his time at Warner Music and finally as AirAsia Group Chief Executive Officer.
Dato’ Abdel Aziz @ Abdul Aziz Bin Abu Bakar (Male), aged 64, was appointed a Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Risk Management Committee and a member of the Audit and Nomination and Remuneration Committees of the Board of AAGB. He was appointed a Non-Executive Director of AirAsia Berhad on 20 April 2005. On 16 June 2008, he was re-designated as Non-Executive Chairman and, subsequently, as a Non-Independent Non-Executive Director in November 2013. He is also a member of the Audit Committee and Nomination and Remuneration Committee. Prior to this, he served as a Director of the Company from 12 December 2001 to 11 October 2004; and then as an Alternate Director to Dato’ Pahamin Ab. Rajab from 11 October 2004.

Dato’ Aziz is currently the Executive Chairman of VDSL Technology Sdn Bhd. He served as Chairman of Performance and Artistes Rights Malaysia Sdn Bhd (PRISM), a collection society for performers of recorded music, and the Academy of Malaysian Music Industry Association (PAIMM) for more than 10 years until end 2012 and January 2011, respectively.

From 1981 to 1983, he was the Executive Director of Showmasters (M) Sdn Bhd, an artiste management and concert promotion company. He subsequently joined BMG Music and was General Manager from 1989 to 1997, and Managing Director from 1997 to 1999. He received a Diploma in Agriculture from Universiti Pertanian Malaysia in 1975, a BSc in Agriculture Business from Louisiana State University, USA in 1978, and an MBA from the University of Dallas, USA in 1980.

He is also currently a Director of Yayasan Astro Kasih and a Non-Executive Non-Independent Chairman of Pegasus Heights Berhad (formerly known as Naim Indah Corporation Berhad) and a member of its Audit, Nomination and Remuneration Committees.
Dato’ Mohamed Khadar Bin Merican (Male), aged 61, was appointed an Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Audit Committee and a member of the Safety Review Board of AAGB.

He was appointed an Independent Non-Executive Director of AirAsia Berhad (AAB) on 16 February 2016. He is the Chairman of the Audit Committee and a member of the Safety Review Board of AAB. Prior to this, he served as an Independent Non-Executive Director of AAB from 10 September 2007 to 20 August 2014.

Dato’ Mohamed Khadar is a Member of the Institute of Chartered Accountants in England and Wales and is also a Member of the Malaysian Institute of Accountants.

Dato’ Mohamed Khadar has had more than 40 years of experience in financial and general management. He served as an auditor and a consultant in an international accounting firm, before joining a financial services group in 1986. Dato’ Mohamed Khadar has held various senior management positions in the then Pernas International Holdings Berhad, a company listed on Bursa Malaysia, between 1988 and April 2003, including those of President and Chief Operating Officer. In 2013, Dato’ Mohamed Khadar, in his capacity as the Chairman of RHB Capital, was named as the “Chairman of The Year” by the Minority Shareholders Watchdog Group at its Asean Corporate Governance Index Awards 2013.

Dato’ Mohamed Khadar’s other directorships in public companies are Sona Petroleum Berhad (In Members’ Voluntary Liquidation) and Rashid Hussain Berhad (In Members’ Voluntary Liquidation).
Dato’ Fam Lee Ee (Male), aged 57, was appointed as a Senior Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is a member of the Audit and Risk Management Committees and Chairman of the Nomination and Remuneration Committee of the Board of AAGB.

He was appointed an Independent Non-Executive Director of AirAsia Berhad (AAB) on 8 October 2004. He was re-designated as Senior Independent Non-Executive Director of AAB on 20 August 2014. He is a member of the Audit and Risk Management Committees and Chairman of the Nomination and Remuneration Committee of the Board of AAB.

He received his BA (Hons) from the University of Malaya in 1986 and LLB (Hons) from the University of Liverpool, England in 1989. Upon obtaining his Certificate of Legal Practice in 1990, he has been practising law since 1991 and is currently a partner at Messrs Gan & Zul.

Dato’ Fam used to sit on the Board of Trustees of Yayasan PEJATI from 1996 to 2007. Since 2001, he has served as a legal advisor to the Chinese Guilds and Association and charitable organisations such as Yayasan SSL Haemodialysis Centre in PJ.

Dato’ Fam is also a Non-Independent Non-Executive Director of AirAsia X Berhad.
Stuart L Dean (Male), aged 65, was appointed an Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Safety Review Board and member of the Nomination and Remuneration and Risk Management Committees of AAGB.

He was appointed an Independent Non-Executive Director of AirAsia Berhad (AAB) on 15 June 2015. He is the Chairman of the Safety Review Board and member of the Nomination and Remuneration and Risk Management Committees of AAB.

Mr Dean graduated magna cum laude from Duke University in 1975 with a BA in Economics and Political Science and as a member of Phi Beta Kappa. He obtained an MBA from Harvard in 1979.

Mr Dean has over 35 years of experience working across GE businesses in the US and Asia in senior positions in sales, marketing, product general management, services marketing and general management. He retired from GE in April 2015.

Mr Dean started in an advanced sales and marketing entry programme in GE Appliances in 1979. He was the Marketing Manager for the Dishwasher business in 1983.

Mr Dean was appointed Specialty Appliance Manager with responsibility for developing a new line of high-end built-in appliances called the GE Architecture Line. He then was appointed Product General Manager in 1988. He took a business development role in Singapore in late 1991 and became President of GE Capital, Southeast Asia, in 1993. Following his assignment in GE Capital, he became President, GE Indonesia in February 1995.

In May 2002, he became President and CEO, GE ASEAN and was given responsibility for all of ASEAN, based in KL. Mr Dean also serves on the board of MIDA and the Advisory Boards of Duke University Trinity College and Harvard Business School Asia. He also serves as Chairman of Junior Achievement Malaysia and on the board of Orbis Asia whose aircraft hospitals perform eye surgeries in developing countries.
Noor Neelofa Binti Mohd Noor (Female), aged 29, was appointed as an Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. She is also a member of the Safety Review Board of AAGB.

She was appointed as an Independent Non-Executive Director of AirAsia Berhad (AAB) on 8 December 2017. She is a member of the Safety Review Board of AAB as well.

Cik Neelofa has completed her A Levels. She has been at the helm of NH Prima Sdn Bhd for the last three years as its director. Under her leadership, the brand Naelofar Hijab is sold in more than 23 countries including Brunei, Indonesia, Australia, UAE, United Kingdom and Europe.

As an actress and TV host, she acted in a number of blockbuster movies and hosted popular TV shows. She also produced her own reality TV show. Cik Neelofa has a strong presence on social media with more than 5 million followers on Instagram.

She has received many local and international awards including being listed as Forbes Asia 30 Under 30 Class 2017, SME 2017 Celebrity Entrepreneur of The Year, MSMW 2017 Social Media Celebrity of The Year and In Trend Malaysia InTrend Gala Night 2017 Most Charming Celebrity of The Year, The Inspiring Woman Award and The Iconic Role Model Award. She has been invited to speak at forums and talks, most notably at the 2017 Forbes Asia Summit in Manila, 2017 UNDP-MiSK in New York and 2017 Forbes Summit in Boston. Many international brands like Lancome, Swarovski, OPPO and YES have recognised her achievements thus signing her as their ambassador.
Milbank is very proud to support AirAsia and its continued success

Learn more about Milbank’s Transportation & Space Practice
www.milbank.com/transportation

ASIA PACIFIC OFFICES
BEIJING
HONG KONG
SEOUL
SINGAPORE
TOKYO

GLOBAL OFFICES
FRANKFURT
LONDON
LOS ANGELES
MUNICH
NEW YORK
SAO PAULO
WASHINGTON, DC

Milbank.com
Sharing your passion & working your way & across the whole industry & helping you to fly & that’s Bird & Bird

Bird & Bird is a leading international aviation law firm - working as one team in Singapore, Malaysia and London to support the growth of AirAsia.

twobirds.com

Proud to be part of AirAsia’s success story

GOAL. Our passion for 20 Years: Aviation
SENIOR MANAGEMENT TEAM

DATUK KAMARUDIN BIN MERANUN
Non-Independent Executive Chairman

(See under Directors’ Profiles)

TAN SRI (DR) TONY FERNANDES
Group Chief Executive Officer

(See under Directors’ Profiles)
THARUMALINGAM A/L KANAGALINGAM
@ BO LINGAM
Deputy Group Chief Executive Officer (Airline Business)
Malaysian

Tharumalingam Kanagalingam (Male), aged 53, also known as Bo Lingam, is Deputy Group Chief Executive Officer (Airline Business).

Bo joined AirAsia in 2001 as a Ground Operations Manager, responsible for the implementation of the low-cost concept in operations and procurement. Since then, he has held several key positions including Purchasing and Supplies Senior Manager, Regional Guest Services Director and President and Group Chief Operations Officer, supervising and driving process improvements in AirAsia’s operations in Malaysia, Thailand, Indonesia, the Philippines, India and Japan. He was also instrumental in setting up new airlines in the region for the Group.

Prior to joining AirAsia, and upon completing his Sijil Pelajaran Malaysia, he worked extensively in the publication and music industry at various production houses, including as Production Controller at EMI Music Malaysia as well as Operations Manager and Promotions Manager at Warner Music Malaysia.

Bo currently serves as Deputy Group Chief Executive Officer (Airline Business), overseeing our airline operations, commercial and finance functions, network planning and cargo, as well as the business development of new airlines.

AIREEN OMAR
Deputy Group Chief Executive Officer (Digital, Transformation and Corporate Services)
Malaysian

Aireen Omar (Female), aged 44, is Deputy Group Chief Executive Officer (Digital, Transformation and Corporate Services), responsible for AirAsia’s digital strategy, promoting innovation throughout the group and encouraging collaboration across AirAsia’s businesses and markets. Additionally, she oversees large, strategic Group-wide initiatives to help transform AirAsia into a global, cloud-driven product and platform company.

She also spearheads AirAsia’s non-airline companies such as BigPay, AirAsia BIG Loyalty, ROKKI, Travel360, Vidi, RedTix, AirAsiaGo, Big Data for Humans, Red Box and Santan.

Prior to this, Aireen was AirAsia Malaysia Executive Director and Chief Executive Officer, Regional Head of Corporate Finance, Treasury and Investor Relations, and was also a member of the Safety Review Board.

Aireen joined AirAsia in January 2006 as Director of Corporate Finance, her portfolio expanding quickly to also include Treasury, Fuel Procurement and Investor Relations functions. Taking on these roles, she was instrumental in shaping the development of AirAsia into one of the fastest growing and most highly-acclaimed airlines globally.

She launched her career at Deutsche Bank Securities Inc in 1997, holding positions in New York and London before leaving in 2000 from the Equity Arbitrage Proprietary Trading Desk focusing on international equities, equity derivatives and equity-linked products. After returning to Malaysia in 2001, she served in several major local financial institutions including the Maybank Group, the country’s largest banking and financial services group.

She is an Economics graduate of the London School of Economics and Political Science and also holds a Master in Economics from New York University.
LEADERSHIP

PATTRA BOOSARAWONGSE
Group Chief Financial Officer
Thai

SIEGTRAUND TEH
Group Chief Commercial Officer
Malaysian

VARUN BHATIA
Group Head of People
Singaporean
PATTRA BOOSARAWONGSE

Pattra Boosarawongse (Female), aged 49, joined AirAsia in March 2014 as Chief Financial Officer of AirAsia Thailand and Asia Aviation PCL. She was appointed as Group Chief Financial Officer on 1 September 2016.

Within that short time, she has delivered strong financial and operational results within our Thai associate’s Finance Department specifically and the company in general. In her role as Group CFO, Pattra is responsible for our Group Finance, Group Strategy, Group Treasury, Group Investor Relations and Group Procurement. She also oversees our shared service unit, AirAsia Global Shared Services (AGSS) in Penang.

Boosarawangse is a Certified Public Accountant, having started her career as a senior auditor at Ernst & Young. She then joined Sony Music as its Finance Director and rose to become its General Manager. She also assumed a regional role as team leader to implement a new group Financial System covering 10 countries. In 2013, she played a key role in the merger of Sony Music with BEC TERO, and led the BEC TERO music department. Pattra graduated from Thammasat University in Thailand with a Master’s in Finance and Accounting.

SIEGTRAUND TEH

Siegtraund Teh (Female), aged 42, oversees revenue management, group marketing, digital marketing, branding, communications, sales and distribution, ancillary income, network planning and partnership markets as Group Chief Commercial Officer.

She has been influential in decentralising our commercial functions to strengthen our central marketing expertise with localised market knowledge.

Siegtraund joined AirAsia in May 2007 as our Marketing Manager. In 2009, she became Group Marketing Manager and assumed the role of Group Chief Commercial Officer in 2013. She has led teams within the Marketing and Commercial functions, driving our successful and profitable expansion across the Asia-Pacific region.

Prior to AirAsia, Teh spent six years in the fast moving consumer goods industry in organisations such as EAC Holdings, DKSH Marketing and RedBull. She holds a Bachelor’s in Business Administration from Ottawa University, USA and a Postgraduate Diploma from the University of Leicester, UK.

VARUN BHATIA

Varun Bhatia (Male), aged 54, is responsible for building the company’s People practices across various areas such as recruitment, training, talent management, performance management and compensation. He works closely with the senior management team to continue building AirAsia’s organisational culture.

Bhatia has close to three decades of global human resources experience, leading human resources operations across more than 40 countries in various Fortune 500 companies, living and working in local cultures and communities in New Delhi, London, Singapore, Boston and San Francisco.

He has worked as Chief Human Resources Officer at Levi Strauss & Co in San Francisco and Head of Human Resources for Asia Pacific at Kraft Foods in Singapore where, together with the leadership team, he helped to grow the business organically and through acquisitions from USD1 billion to USD5 billion in four years.

Before that, he had a long and successful career with Gillette/Proctor and Gamble, where he worked in various roles of increasing responsibility to head country, regional and global human resources organisations with extensive on the ground experience in Asia for over a decade and close to another decade in the UK and US. He has also served as a consultant and advisor to several early to mid-stage companies in the Silicon Valley and Asia.

Bhatia completed his postgraduate degree in Human Resources from Xavier School of Management (XLR) in India and a Bachelor of Arts in Economics from Shri Ram College of Commerce, Delhi University. He studied organisational behaviour at Harvard University, corporate finance at the London Business School and how to build effective boards for start-ups at Stanford University’s Continuing Studies programme.
CAPTAIN ADRIAN JENKINS

Captain Adrian Jenkins (Male), aged 49, is responsible for the safe and efficient operation of AirAsia’s aircraft, overseeing pilot and cabin crew recruitment, training and operations as well as ensuring compliance with national and international regulatory requirements and procedures.

Captain Jenkins joined AirAsia in 1996, when the airline was still owned by HICOM Holdings Berhad.

Since then, he has served AirAsia in various positions including instructor and Company Check Airman, Assistant Chief Pilot of Training and Standards and Assistant Chief Pilot of Operations. He was also closely involved in setting up AirAsia Thailand’s flight operations and pilot training. In 2006, he was made Regional Head of Flight Operations before his appointment as Group Director of Flight Operations on 2 January 2015, and then as Group Chief Operating Officer on 13 December 2017.

NADZRI HASHIM

Nadzri Hashim (Male), aged 53, joined AirAsia in May 2005 as a technical services manager, and in his 11 years with the Company has established new structures and strategies in aircraft engineering.

He has been involved in introducing new aircraft maintenance and operations systems, the Class 1 Less Paper Cockpit, various avionics modifications, major structural repair and aircraft configuration changes and local authorities’ type acceptance. On 1 April 2016, he was appointed Head of Engineering responsible for Maintenance Operations, Ground Support Equipment, Planning, Safety Management System and Training.

Prior to joining AirAsia, Nadzri was a technical services engineer at Emirates Airlines, part of a team responsible for all strategic configuration and repair of the airline’s wide-body cabin interiors. His team was also responsible for the introduction of the Airbus A380 into service.

Nadzri obtained a Bachelor of Science in Aeronautical and Astronautical Engineering from the Ohio State University, USA. He also holds a DCA Design Organization Certification and Verification Engineer Approval, the Head of Design Organization and is a Part M Continuing Airworthiness Nominated Holder.

CAPTAIN LING LIONG TIEN

Captain Ling Liong Tien (Male), aged 42, oversees the overall safety of all the AirAsia Group of airlines. Apart from the implementation of a complete Safety Management System (SMS), he works very closely with all levels of the airlines to strive for the highest safety and quality standards.

After graduating from the Australian Aviation College in Adelaide, Captain Ling started his career with Malaysia Airlines in 1994 as a pilot, flying the de Havilland Canada DHC-6 Twin Otter, Boeing 737 and Airbus A330. In 2004, he joined Etihad Airways in Abu Dhabi as part of the start-up team. In addition to flying the Airbus A330 and A340 for the airline, he was involved in numerous projects, including the training of pilots.

Captain Ling joined AirAsia’s wide-body operations in 2009 when it was in its infancy. He has held numerous management positions within the company in flight operations, training, safety and quality assurance.

During his flying career, Captain Ling acquired a Master in Business Administration from the University of Southern Queensland. Building on a passion for safety, he also qualified as an Aviation Accident Investigator certified by Cranfield University, a qualified A330 Type Rating Instructor and Examiner (TRI/E) and a qualified IATA Operational Safety Audit (IOSA) Auditor.
CAPTAIN ADRIAN JENKINS
Group Chief Operations Officer
Malaysian

NADZRI HASHIM
Group Head of Engineering
Malaysian

CAPTAIN LING LIONG TIENT
Group Head of Safety
Malaysian
HOW KIM LIAN
Deputy Group Chief Financial Officer
Malaysian

DECLAN HOGAN
Group Chief Information Officer
Irish

NIKUNJ SHANTI
Group Chief Data and Digital Officer
American
HOW KIM LIAN
How Kim Lian (Male), aged 45, oversees AirAsia Group’s digital businesses. He joined AirAsia in March 2015 as Chief Financial Officer of AirAsia Berhad.

Prior to this, he was with PricewaterhouseCoopers (PwC) Consulting, leading the Finance Consulting practice in Malaysia. He has over 19 years of experience in finance function improvement, programme management and enterprise performance management on a range of assignments in various countries.

At PwC, he led numerous organisational and finance transformation projects in industries such as logistics, aviation and the government sector. He also led assignments in merger integration and enterprise performance management to assist companies gain better insight into their business.

How is a Certified Public Accountant and Certified Internal Auditor, as well as a member of the Malaysian Institute of Accountants (MIA) and the Institute of Internal Auditors (IIA).

DECLAN HOGAN
Declan Hogan (Male), aged 44, is responsible for conceiving and implementing new ideas for information technology to ensure AirAsia’s position as market leaders in technology and innovation.

He brings with him over 20 years of experience in IT, with the last 10 years in senior management positions. Prior to joining AirAsia, he was Vice President of IT at FlyDubai in the UAE where he led the setup and management of the airline’s IT function. He has also held various IT and management positions in organisations across various industries, including telecommunications, real estate and private equity ventures across the UAE, Australia and the UK.

Hogan has a Bachelor of Arts in Anthropology and a Postgraduate Diploma in Communications from the National University of Ireland, Maynooth.

NIKUNJ SHANTI
Nikunj Shanti (Male), aged 39, brings a strong mix of retail, product and analytical experience to his role as Chief Data Officer, where he leads efforts to use customer data in ground-breaking ways to deliver significant growth for our business.

Prior to joining AirAsia, Shanti was with Emirates Airlines in Dubai working on data projects to help increase conversion, customer experience and integrate data-driven approaches to various operational units. Previously, he worked at Tigerair running the e-commerce and ancillary revenue team. Before Tigerair, he spent seven years at Expedia Inc leading various teams, with his last position being the Head of Analytics and Website Optimisation.

Shanti has a Bachelor of Science from Columbia University and dual minors in Economics and Computer Science.
**ESME LAW**

Esme Law (Female), aged 38, joined AirAsia as the Group Head of Investor Relations in February 2017. Within one year, she managed to grow the institutional investor base significantly, and has brought in numerous large institutional investors that are new to equity investments in Malaysia from the UK, US, Hong Kong, South Korea and Japan.

Her responsibilities include building strong relationships with both buy and sell side investors, effective communication of information, providing AirAsia Group’s analysis and insights to the investment community. She ensures investors have a clear and full understanding of the company’s financial performance, business strategy, consolidated initiatives and future prospects so they can make informed decisions.

She is also responsible for coordinating investor and shareholder meetings, conferences, roadshows, presentations to investors, issuing press releases relating to operating statistics and financial performance as well as organising Annual General Meetings, Extraordinary General Meetings and Court Convened Meetings.

Law graduated with a Master of Science from the London School of Economics, and holds a Bachelor of Commerce as well as a Postgraduate Diploma in several business majors. She returned to Malaysia and started her career as a management consultant in 2004. She has over 13 years of banking experience in structuring commercial and treasury products and has vast experience in selling banking products to retail banking, private banking and investment banking clients. Prior to joining AirAsia, she was the Vice President, Head of Sales and Structuring for Equity Derivatives, Global Markets at AmInvestment Bank Berhad.

She is a member of the Malaysian Investor Relations Association (MIRA) and the Asian Institute of Chartered Bankers (AICB).

**JUERGEN KEITEL**

Juergen Keitel (Male), aged 46, leads the Global Affairs and Development department and is responsible for driving AirAsia’s agenda and position around policy, regulatory aspects and communications across the Group, with particular focus on Asean.

Prior to joining AirAsia in February 2017, Keitel headed the Aviation, Travel and Tourism industry community at the World Economic Forum (WEF) based in New York, where he also completed a fellowship in global leadership. He has led multi-stakeholder projects and initiatives around travel facilitation, airline foreign ownership, travel security and digital transformation, engaging the public, private and civil society sectors.

Keitel graduated with a Bachelor of Engineering in Air Transport Engineering from City University London. Before completing his Master of Science in Air Transport Management at Cranfield University, he worked in the Supply Chain Group of British Airways. Following three years at Airbus Industries in Material Support in Hamburg, Germany, he moved to America West Airlines in the US as Financial Analyst and then to Airbus where he assumed various roles in customer services, supply chain management and business development based in Washington DC.

Through his career, Juergen has gained vast experience in the aviation industry in strategy and development, international relations and commercial operations.
ESME LAW
Group Head of Investor Relations
Malaysian

JUERGEN KEITEL
Group Head of Global Affairs and Development
German
TAN ENG ENG
Group Head of Internal Audit
Malaysian

JAGAN PERSATH
Group Head of Security
Malaysian
SENIOR MANAGEMENT TEAM

TAN ENG ENG

Tan Eng Eng (Female), aged 45, is responsible for providing independent and objective assurance on the adequacy and effectiveness of the Group’s overall system of internal controls, management of risk and governance, reporting to the Audit Committee and the Group CEO.

Tan has 18 years of audit experience in various industries including financial institutions, manufacturing, automotive, construction, property and broadcasting. Prior to joining AirAsia, she led the Astro Group Corporate Assurance’s Regional Operations and Special, Projects team from 2008 to 2012. She was appointed as Group Head, Internal Audit on 2 January 2013.

Tan has a Bachelor of Arts (Hons) in Economics from the University of Malaya, and an MBA from the University of Strathclyde, UK. She is a member of the Association of Chartered Certified Accountants (ACCA) and the Institute of Internal Auditors Malaysia (IIAM).

JAGAN PERSATH

Jagan Persath (Male), aged 61, joined AirAsia in May 2007 and is Group Head of Security, responsible for Operations, Compliance and Enforcement Security.

He overlooks every aspect of corporate security, ensuring all the airlines within AirAsia Group comply with the legal requirements of their host states. This is achieved through sound corporate policy and standardisation of security practices, timely advice, effective security performance and counter measures to deal with potential threats to the airlines or our contractors. He was appointed as Group Head of Security on 1 January 2010.

Prior to joining AirAsia, Jagan was with Malaysia Airlines Aviation Security from 1978 until 2006, responsible for operations, enforcement, compliance and standards, investigations, prosecution, audits, station set-ups and conducting security assessments on all routes. He is an ICAO Aviation Security Specialist and global subject matter expert on aviation security. Under his leadership, AirAsia has been licensed by the Civil Aviation Authority of Malaysia to conduct AVSEC courses. Our Security Department has also passed all international and national security audits conducted on AirAsia.

Jagan holds an LLB (Hons) from the UK and is a Barrister with Lincoln’s Inn.

Declaration of Senior Management Team:

Family relationship
None of the Key Senior Management has any family relationship with any other Director and/or major shareholder of AirAsia Berhad and AirAsia Group Berhad.

Conflict of Interest
None of the Key Senior Management has any conflict of interest with AirAsia Berhad and AirAsia Group Berhad.

Conviction for Offences
None of the Key Senior Management has been convicted for any public offence during the financial year ended 31 December 2017 or had any penalty imposed by the relevant regulatory bodies within the past 5 years, other than traffic offences, if any.

Other Directorship
None of the Key Senior Management has any other directorship in public companies.
CEOs

RIAD ASMAT
AirAsia Malaysia
Chief Executive Officer
Malaysian

TASSAPON BIJLEVELD
AirAsia Thailand
Chief Executive Officer
Thai
RIAD ASMAT

Riad Asmat (Male), aged 46, was appointed AirAsia Malaysia (AirAsia Berhad) Chief Executive Officer on 10 January 2018 and is responsible for the management of our operations in the country.

Riad is one of Malaysia’s most respected young corporate leaders. He began his career in the Managing Director’s Office for Proton Holdings Berhad, where he was responsible for supporting and coordinating key initiatives conceptualised by the managing director in improving overall performance of the group alongside key dimensions such as strategy, operations and finance.

In 2010, he switched gears when he was appointed Chief Executive Officer of Caterham Automotive. In this role, he established the Caterham F1 Team as well as Caterham Racing-GP2 which clinched numerous podium finishes including in Monaco and Singapore. Together with Arden Racing, Riad was also responsible for another supplementary programme and created a team that competed in the World Series by Renault, finishing second in the Constructors Championship 2012.

He then served as the Director for Corporate Planning, Strategy and Business Development of Naza Corporation Holdings Sdn Bhd from 2014 until 2017, before taking off to the skies with AirAsia.

Riad graduated with a Bachelor of Arts, majoring in Public Relations and also holds a Master of Arts from the Western Michigan University Kalamazoo, Michigan.

Declaration of Malaysia CEO:

Family relationship
Malaysia CEO does not have any family relationship with any other Director and/or major shareholder of AirAsia Berhad and AirAsia Group Berhad.

Conflict of Interest
Malaysia CEO does not have any conflict of interest with AirAsia Berhad and AirAsia Group Berhad.

Conviction for Offences
Malaysia CEO has not been convicted for any public offence during the financial year ended 31 December 2017 or had any penalty imposed by the relevant regulatory bodies within the past 5 years, other than traffic offences, if any.

Other Directorship
Malaysia CEO does not have any other directorship in public companies.

TASSAPON BIJLEVELD

Tassapon Bijleveld (Male), aged 50, was appointed Chief Executive Officer of AirAsia Thailand when the company was established in 2003. He is responsible for overseeing all aspects of the airline’s operations as well as boosting growth in Thailand. As at end 2017, the airline has over 5,000 employees and a total of 56 aircraft consisting of 50 Airbus A320-200 and six Airbus A320neo. Today, AirAsia Thailand flies to 56 destinations and has carried over 114 million passengers.

Before joining AirAsia Thailand, Tassapon was Managing Director of Warner Music (Thailand) Co Ltd for five years. Within three years, he turned the company around and positioned Warner Music (Thailand) at the top among international music companies in the country.

It was also at Warner Music where he met AirAsia Group Chief Executive Officer Tan Sri (Dr) Tony Fernandes. Tassapon took a leap of faith and decided to try his luck in the low-cost airline industry, which was still a new and revolutionary concept at the time. His can-do attitude and willingness to learn from scratch have led AirAsia Thailand to become the largest low-cost carrier in the country.

Prior to AirAsia, Tassapon spent more than 12 years in the consumer product industry, working in various ASEAN countries for two Fortune 500 companies - Adams (Thailand) Co Ltd and Monsanto (Thailand) Co Ltd. He was among the pioneers at Monsanto, building it into a multi-million dollar business in just a few years. He began his career as an Assistant Product Manager in the confectionery division of Warner-Lambert Thailand Ltd, eventually becoming a Senior Product Manager with several posts in Asia.

Tassapon is well-known for his leadership and team-building ability. His business philosophy emphasises the creation of synergies between all departments within the company. AirAsia Thailand’s success is a result of a passionate, motivated team with strong rapport and can-do spirit. Tassapon holds a Master’s in Marketing, and is currently a part-time lecturer in several leading universities in Thailand.
CEOs

Dendy Kurniawan (Male), aged 44, joined AirAsia as the Chief Financial Officer of AirAsia X Indonesia in May 2014.

He was promoted to AirAsia X Indonesia Chief Executive Officer in December 2014 and took Indonesia’s first long-haul low-cost airline to its first flight to Taipei in January 2015.

In September 2016, Dendy was appointed as AirAsia Group Chief Executive Officer for Indonesia operations to oversee the growth and development of both AirAsia Indonesia and AirAsia X Indonesia. In addition to his responsibilities as Group Chief Executive Officer for Indonesia, Dendy also serves as the Chief Executive Officer of AirAsia Indonesia.

Dendy is a Fulbright Scholar, granted to pursue a Master of Arts in International & Development Economics at Yale University, USA, following a Bachelor’s in Industrial Engineering from Institut Teknologi Bandung (ITB) in Indonesia. While at university, he contributed analytical essays on economics and finance to several major Indonesian publications.

Dendy’s professional life started at the age of 23, when he was appointed project manager of one of Indonesia’s state-owned trading banks, and took part in Indonesia’s Economic Recovery Acceleration task force team as a monitoring expert. In 2000, he was entrusted to serve as the Chief of Staff of a Special Advisory Team to Indonesia’s Coordinating Minister of Economic Affairs before serving as an Expert Staff in a Special Advisory Team to the Indonesian Minister of Finance in 2001.

He moved to the private sector with the appointment as a Commissioner of PT Indomobil Sukses International, a major Japanese automobile brand dealer in Indonesia. He was subsequently offered the post of President Director at PT Indokapital Securities, and then Managing Director of Infinite Capital, and Chairman of Quant Capital Management. In 2009, the Indonesian Ministry of State-Owned Enterprises appointed him as Finance Director at state-owned energy company PT Geo Dipa Energi (Persero), which he helped to turn around before joining AirAsia.

Captain Dexter M Comendador (Male), aged 57, has over 33 years of experience in the aviation industry, serving as a combat pilot, flight commander and pilot instructor in the Philippine Air Force for eight years before beginning his professional career as a commercial pilot in 1992.

A trailblazer and highly-decorated pilot, Captain Comendador is a cum laude graduate of the Philippine Military Academy and a recipient of 26 service medals, including two Gold Crosses for bravery and successful combat operations. In 1994, while serving as a flight systems engineer with a commercial airline, his crew successfully managed an inflight bomb explosion earning them commendations from then-Philippine President Fidel Ramos and inspiring stories of bravery, courage and professionalism in the international media.

Captain Comendador opted for early retirement in 2010 while serving as a chief pilot for safety and compliance at a local budget airline. Airlines and airplanes, however, are truly his first love and, after a short break, he took on a job overseas with a foreign airline before joining the newly launched AirAsia operations in the Philippines as Chief Pilot for Operations in December 2011. Two years later, he was promoted to Director of Flight Operations and Chief Operating Officer. He accepted the challenge to lead the Philippine team of AirAsia as interim Chief Executive Officer in July 2016, at a time when the airline was embarking on plans to expand its network to include several new routes from secondary hubs providing connectivity throughout Asean.

He was officially appointed Chief Executive Officer in January 2017, earning him another title as the “first flying pilot-CEO of an airline in the Philippines”.

AirAsia Group Berhad

LEADERSHIP

62
DENDY KURNIAWAN
AirAsia Indonesia
Chief Executive Officer
Indonesian

CAPTAIN
DEXTER M COMENDADOR
AirAsia Philippines
Chief Executive Officer
Filipino
AMAR ABROL  
AirAsia India  
Chief Executive Officer  
Indian

JENNY WAKANA  
AirAsia Japan  
Chief Executive Officer  
American
CEOs

**AMAR ABROL**

Amar Abrol, aged 49, the Managing Director and Chief Executive Officer of AirAsia India, has over 20 years of experience in financial services, most recently as the Chief Executive Officer of Tune Money, a startup that aims to deliver low-cost financial products in Asean.

Before joining Tune Money in 2013, he spent 19 years with American Express, leading diverse teams across multiple markets including Hong Kong, Singapore, UK, India and Malaysia.

Amar has done business across Asia, Europe and Latin America and brings strong cross-cultural communication, negotiation skills and a strong leadership quotient with a will to win. He is decisive and good at collaborating across geographies and industries. He has a strong focus on the P&L while being a people-oriented leader.

Amar has successfully launched several world-first projects in his previous roles building emerging and mobile payment channels. He has been lauded for turning around businesses and has also won Leadership, Excellence & Chairman Awards.

Born and raised in India, Amar graduated from Delhi University and is a Chartered Accountant from the Institute of Chartered Accountants of India.

He brings an aggressive and competitive approach combined with a can-do attitude which inspires his team to raise the bar and go the extra mile in achieving milestones.

**JENNY WAKANA**

Jenny Wakana, aged 38, contributed to the launch of AirAsia Japan as a consultant, acting as a bridge to the Group. She will continue to build on Group synergies to accelerate the growth of AirAsia Japan.

Jenny was previously our Group Head of Branding and Communications, working closely with Tan Sri (Dr) Tony Fernandes in forming AirAsia Group’s brand and communications strategy. During her tenure, AirAsia received multiple awards for successful brand campaigns. Jenny was also in charge of AirAsia’s corporate culture as well as award-winning inflight magazine Travel360.

Prior to joining AirAsia, Jenny was Senior Director of Communications at Coach, a multinational luxury fashion company headquartered in New York City. She was also an editor of the Martha Stewart Living magazine in Japan. Jenny graduated from Sophia University in Tokyo, Japan.
“AirAsia allows me to redefine my horizons and create my own destiny.”

Kesavan Sivanandam (Indian)
Then Guest Service Agent
Now Group Head of Guest Happiness