



ADDITIONAL  
MOVES



International Maritime Organization (IMO) is a specialized agency of the United Nations responsible for regulating shipping. It was established in 1948 and is based in London. The organization's primary goal is to ensure the safety, security, and efficiency of international shipping.



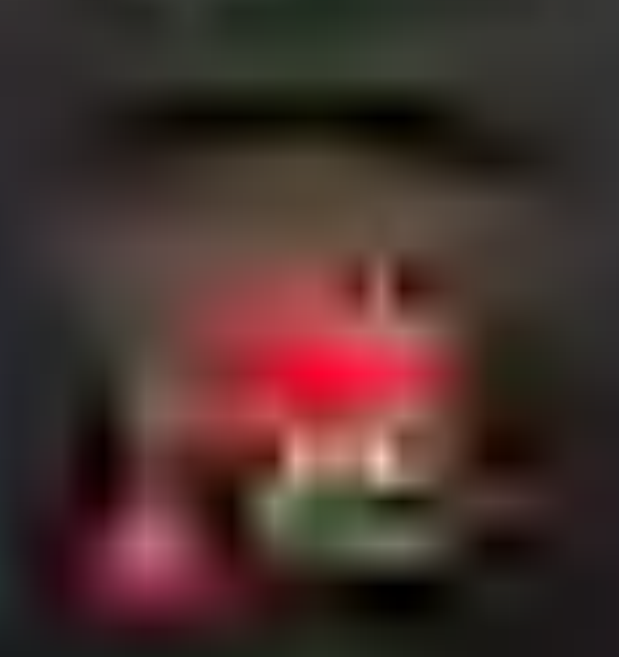
The organizational structure of the IMO is as follows:

- Assembly** (top level)
- Committees:**
  - Legal Committee** (LC)
  - Medical Committee** (MC)
  - Technical Cooperation Committee** (TCC)
  - Training, Research and Development Committee** (TRD)
  - Maritime Safety Committee** (MSC)
  - Maritime Environment Protection Committee** (MEPC)
  - Maritime Security Committee** (MSSC)
  - Maritime Law Commission** (MLC)
- Working Groups:**
  - Working Group on Maritime Security** (WGMS)
  - Working Group on Maritime Environment Protection** (WGMPEP)
  - Working Group on Maritime Safety** (WGS)
  - Working Group on Maritime Law** (WGL)
  - Working Group on Maritime Training, Research and Development** (WGMTRD)
  - Working Group on Maritime Technical Cooperation** (WGMTCC)
  - Working Group on Maritime Medical** (WGM)
  - Working Group on Maritime Legal** (WGLC)

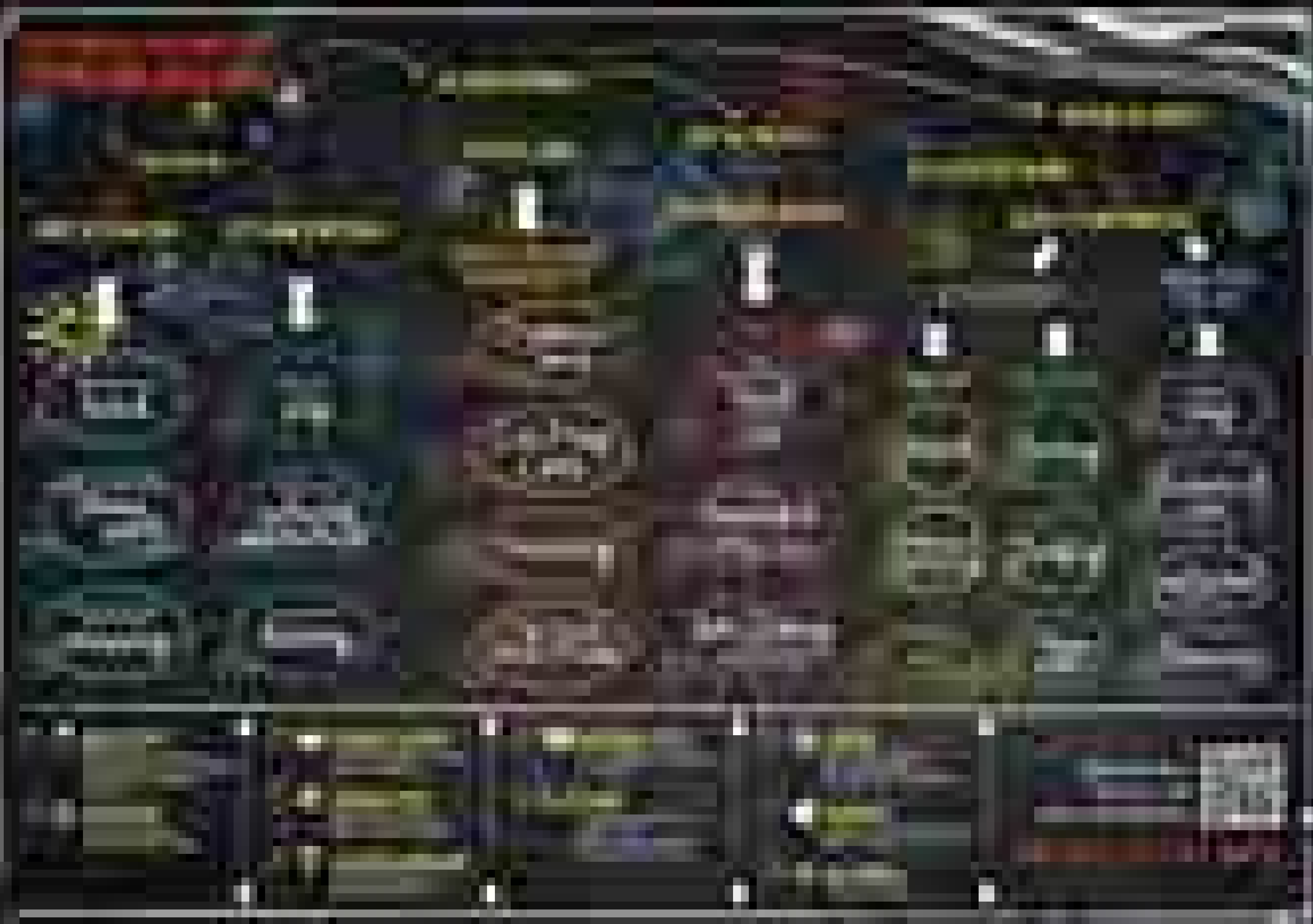
TRIO



International Maritime Organization (IMO) is a specialized agency of the United Nations responsible for regulating shipping. It was established in 1948 and is based in London. The organization's primary goal is to ensure the safe, secure, and efficient operation of the world's merchant shipping.



The IMO is organized into several key bodies and committees, including the Maritime Safety Committee (MSC), the Marine Environment Protection Committee (MEPC), and the Legal Committee. These bodies are responsible for developing and implementing international maritime regulations and standards.



DATO' ABDEL AZIZ  
@ ABDUL AZIZ BIN  
ABU BAKAR

CONOR  
MC CARTHY



THE

FOUNDERS

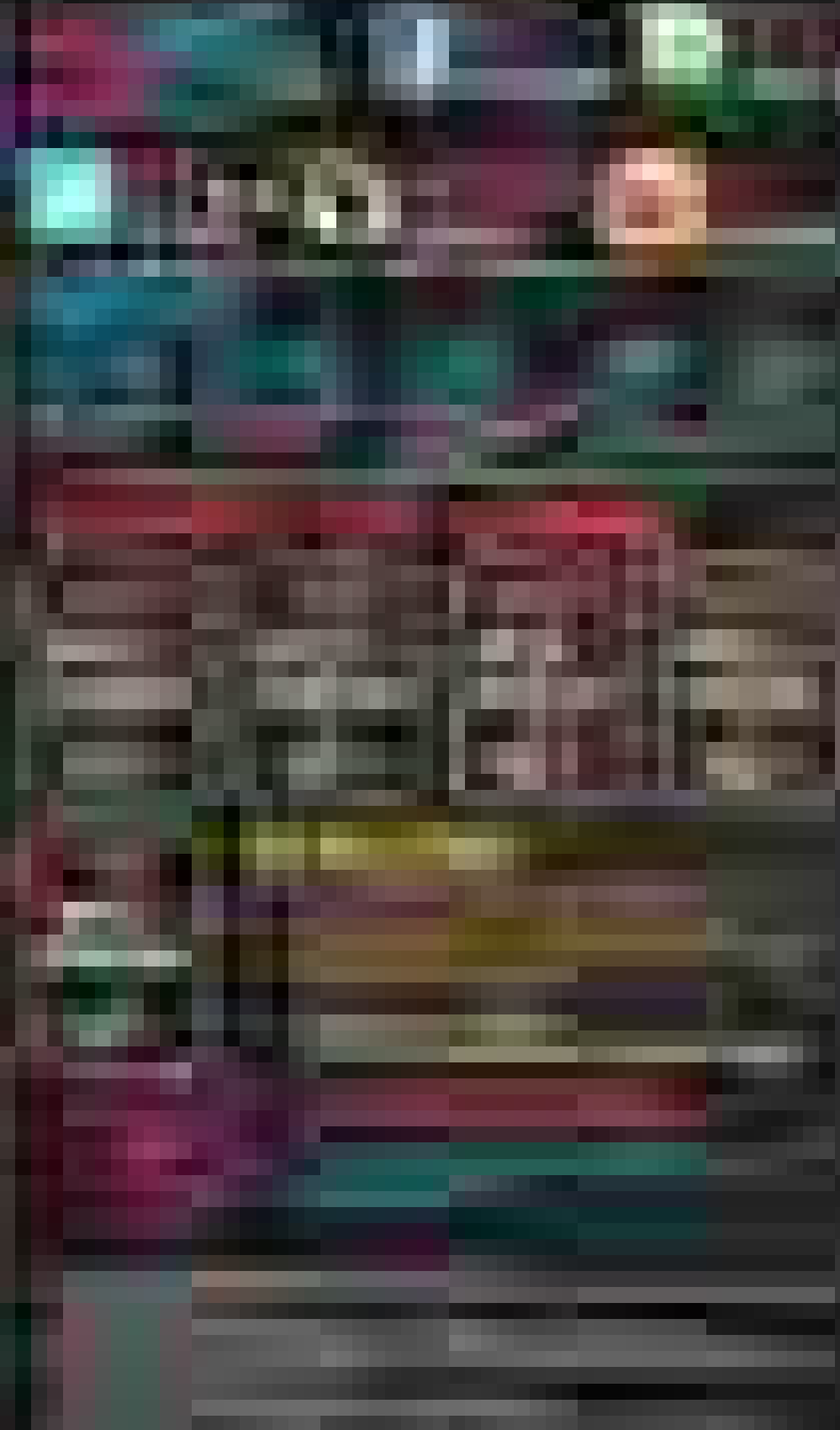
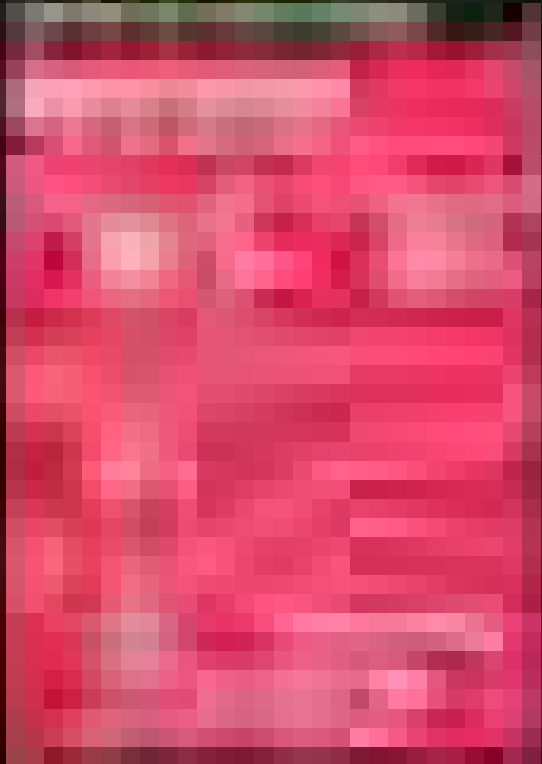
**TAN SRI DR.  
TONY FERNANDES**

**DATUK  
KAMARUDIN  
BIN MERANUN**

**DATO' PAHAMIN  
BIN AB RAJAB**



200





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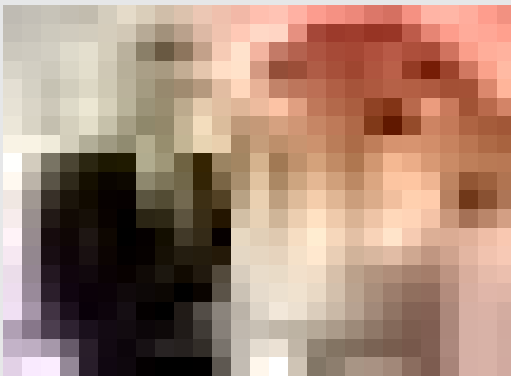
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..... JANUARY ..... ✈️

**05** AirAsia welcomes Visit Malaysia Year 2014 with exciting promo fares from as low as RM14 one way (with applicable taxes and fees from RM26) to domestic destinations such as Alor Setar, Penang, Johor Bahru, Langkawi, Terengganu, Tawau, Kota Kinabalu and more.

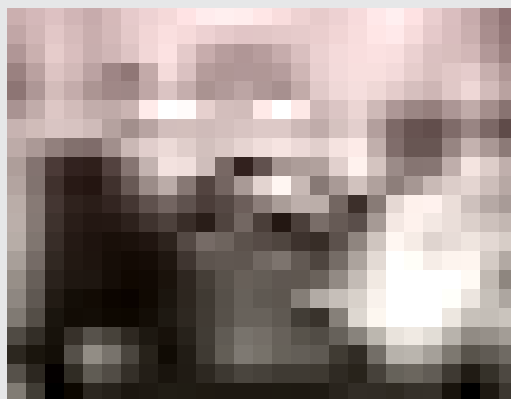


**10** AirAsia is named Asia's Best Managed Company for the second year in a row by leading international magazine *Euromoney*.



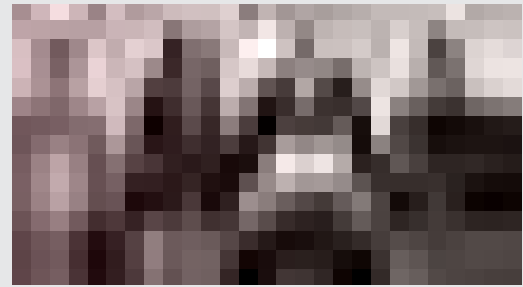
**22** Tan Sri Dr. Tony Fernandes is named Airline Industry Leader of the Year at the 4th annual Aviation 100 Awards.

**27** AirAsia introduces three new domestic routes connecting East and Peninsular Malaysia: Kuching – Langkawi, Miri – Penang, Miri – Terengganu.



**30** Aimia, AirAsia and Think Big Digital form a partnership to grow the AirAsia BIG Loyalty Programme.

..... FEBRUARY ..... ✈️



**04** Indonesia AirAsia bags the Excellent Service Experience Award 2014 for in-flight services and ground handling, from Carre Center for Customer Satisfaction and Loyalty (Carre CCSL).

**11** AirAsia continues to bridge gaps with the introduction of three new exclusive routes: Johor Bahru – Tawau, Singapore – Kota Bharu, Singapore – Terengganu.



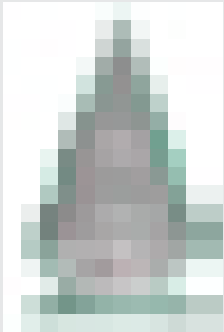
**12** AirAsia expands its avionics maintenance agreement with Rockwell Collins to include its new Airbus A320 fleet. The companies entered into a long-term, flight hour-based maintenance agreement for service of Rockwell Collins avionics on the airline's new A320 aircraft.

# JOURNEY OF 2014

**14** Winners of the #loveisintheair online contest, run from 27 January to 7 February, are announced. Couples, pairs, partners, duos or any twosome stood to win free trips by sharing photos of themselves together through Facebook, Twitter or Instagram.

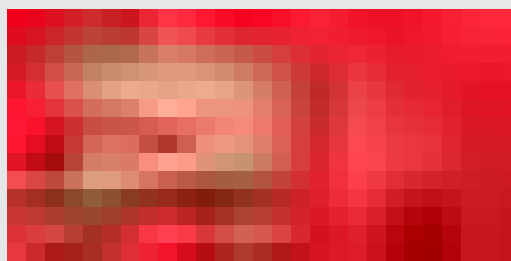
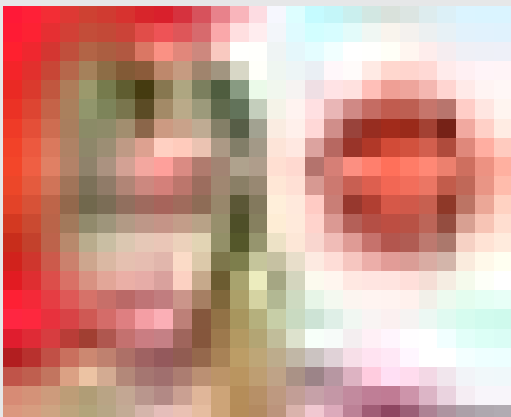


**17** Thai AirAsia is named the winner of Flightstats' 5th annual Airline On Time Performance Service Award in the Low Cost Airline category for achieving an on-time performance (OTP) of 92% in 2013.



**18** Indonesia AirAsia launches its own in-flight magazine, *travel 3Sixty* Indonesia.

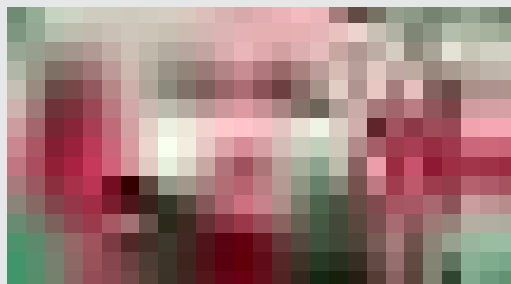
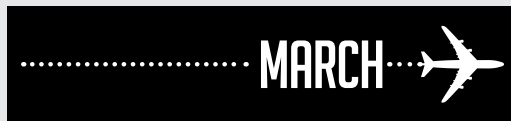
**19** AirAsia announces it will be the official airline for seven-time Grammy winner Taylor Swift's The RED Tour presented by Cornetto with shows in Jakarta, Manila, Bangkok, Kuala Lumpur and Singapore. The airline later unveiled an exclusive aircraft livery featuring Swift.



**23** AirAsia offers more than half a million free seats along with 1.8 million low-fare seats for selected flights in appreciation of the support of the more than 220 million guests it has flown in just 12 years of operations.



**28** AirAsia's very first travel expo, the AirAsia Travel Fair (AATF), receives an impressive public turnout on its opening day with scores of bargain hunters in search of discounted fares, low-priced holiday packages, exclusive merchandise and more.



**05** AirAsia announces its becoming the title sponsor for the AirAsia-Caterham Moto Racing Team, which is ready to make its debut in the 2014 Moto2TM World Championship, part of the world renowned MotoGP World Championship series.

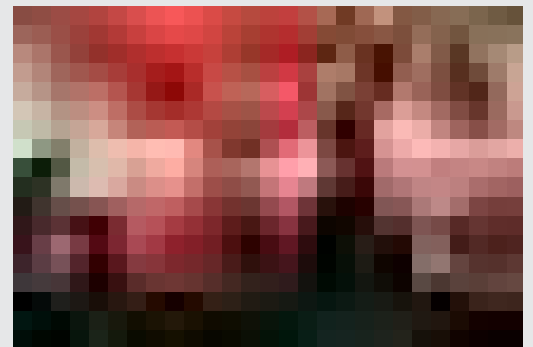
**05** Indonesia AirAsia is named Domestic Airline of the Year 2013 by Roy Morgan Research, Australia's best-known market research company. Based on its survey, the airline scored the highest in flight experience, service and innovation.



**11** AirAsia announces its support of the Suu Foundation, founded by Daw Aung San Suu Kyi in Yangon, Myanmar. The foundation focuses on healthcare and education in the country.



**16** Allstars participate in the Malaysian Women International Marathon – iCity Shah Alam.

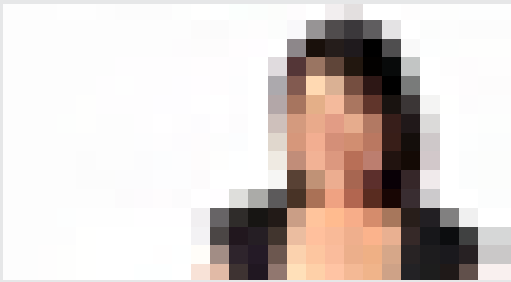


**17** Thai AirAsia makes available more easy tickets at its counters and 7-Eleven outlets nationwide offering more convenience to guests.

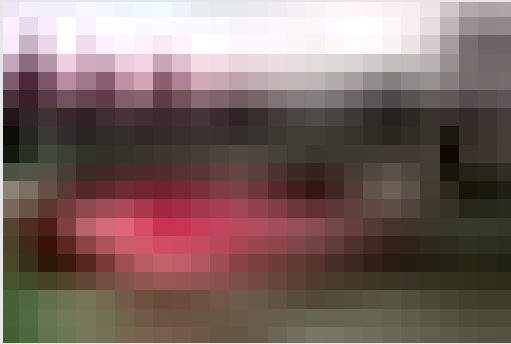


**22** AirAsia India's first Airbus A320 touches down at the Madras International Airport, Chennai at 9.25am from the Airbus factory in Toulouse, France, to a water cannon salute.

**22** AirAsia commences four inaugural flights from Sarawak to Penang, Langkawi, Terengganu and Kota Bharu.



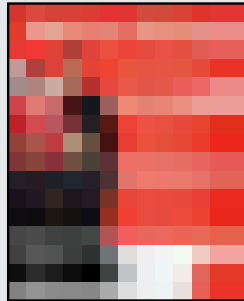
**01** Joy Caneba is named AirAsia Zest CEO; while Maan Hontiveros is Chair of the Board.



**04** Allstars participate in a Regional Golf Tournament in Bangkok.

**08** AirAsia receives three excellence awards in Investor Relations (IR) by Corporate Governance Asia for the fourth consecutive year. The awards – for Best Investor Relations Company for Malaysia, Best CEO (Investor Relations) for Malaysia and Best Investor Relations Officer for Malaysia – were presented at the 4th Asian Excellence Recognition Awards 2014 ceremony held in Hong Kong.

**14** AirAsia presents three new international routes from Johor Bahru: Johor Bahru –Yogyakarta, Lombok and Ho Chi Minh.



**17** AirAsia India advertises for guest services and security team members for its flight operations in India.



**19** Allstars take part in a Regional Badminton Tournament in Kuala Lumpur.

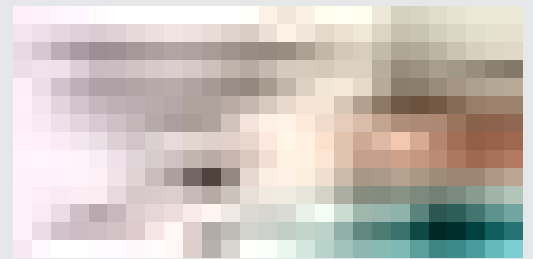
**21** Indonesia AirAsia, in collaboration with CIMB Niaga Bank and Think BIG Digital, launches a co-branded credit card.



**22** AirAsia receives its maiden flight from Singapore to Kuala Terengganu, marking its first international destination from the East Coast of Peninsular Malaysia.



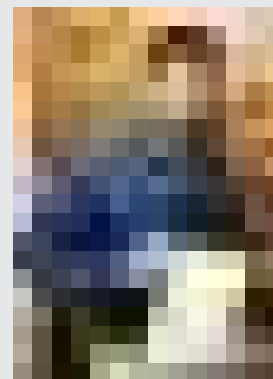
**30** Indonesia AirAsia celebrates the inauguration of its first female captain.



**04** AirAsia re-connects Kuala Lumpur with Cebu, Philippines with thrice weekly flights.



**08** AirAsia welcomes its first flight at klia2 – flight AK 539 from Ho Chi Minh City to Kuala Lumpur. Guests on AK 539 make history by being the first group of AirAsia guests to disembark at the new airport.



**08** AirAsia India is awarded an Air Operating Permit (AOP) by the Directorate General of Civil Aviation, Government of India.



**09** To celebrate the start of operations at klia2, the CEOs of AirAsia and AirAsia X run a Twitter campaign, #noweveryonecanfly, requesting the public to nominate their friends or family members who have never experienced flight and provide the best reason why they deserve to fly from the new airport.



**11** AirAsia deploys 350 Allstar volunteers from various departments at klia2 to help guests navigate the new airport.

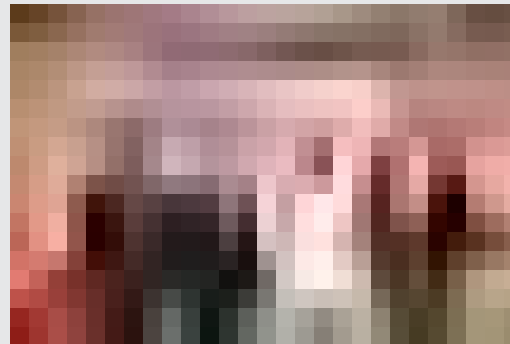
**15** Thai AirAsia donates a total of 10 hours of flight time on the Group's Airbus A320 for up to 180 personnel and up to eight tonnes of cargo to Airlink for humanitarian efforts around the Asean region.



**17** AirAsia Badminton Academy organises a coaching clinic in Bangkok.



**22** Thai AirAsia calls on youth to explore the world with the *Learning by Flying* campaign offering 12 free international travel scholarships.



**22** AirAsia's competence in planning and maximising the use of its Airbus A320 fleet, ensuring top-notch despatch reliability, garners the airline the "A320 Family Best Operational Excellence" award from Airbus, at the A320 Family Symposium Kuala Lumpur 2014.

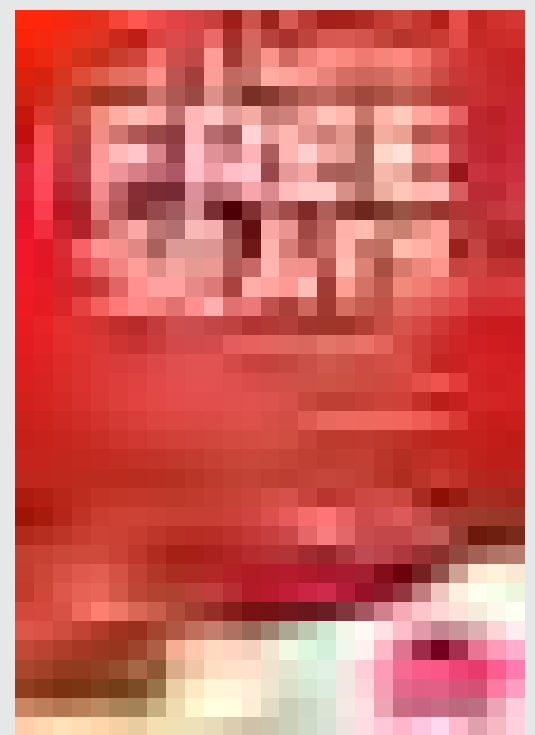
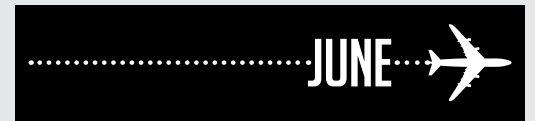


**23** AirAsia raises a total of USD2.17 million from its *To Philippines with Love* campaign (#toPHwithlove) in aid of reconstruction efforts in Typhoon Haiyan affected areas.

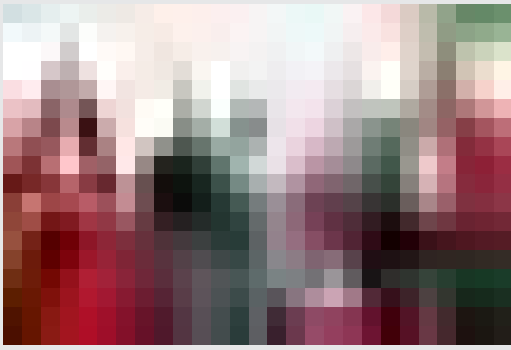
**30** To celebrate the announcement of its inaugural routes, AirAsia India offers over 25,000 promo seats at only Rs 5 (excluding airport tax and other applicable fees) each. The seats are sold out within 48 hours of opening for booking. The first flight from Bengaluru to Goa on 12 June 2014 was sold out within 10 minutes.



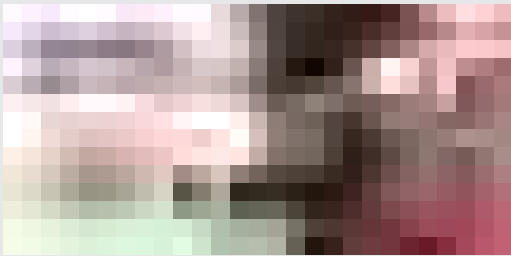
**31** AirAsia unveils the exclusive Taylor Swift aircraft livery in conjunction with The REDTour in Southeast Asia.



**01** AirAsia is back with its Free Seats promotion, offering 2.5 million seats to destinations such as Langkawi, Johor Bahru, Kota Kinabalu, Singapore, Hong Kong, Chennai, Siem Reap, Lombok and Kalibo (Boracay) for immediate booking and for travel in the first half of 2015.



**02** Indonesia AirAsia and Blue Bird Group Holdings introduce Airport Transfer to City services. Transfer from Jakarta airport to the city is provided by Golden Bird Airport Transfer and can be booked 24 hours prior to departure.



**05** AirAsia announces recommencing its Kuala Lumpur – Da Nang route with four weekly flights. In conjunction with the reintroduction of this route, the airline is offering promotional seats with all-in fares from as low as RM99 one way.



**11** Taylor Swift arrives in Kuala Lumpur on the special Taylor Swift Airbus A320 by AirAsia for the Malaysian leg of The RED Tour Presented by Cornetto.

**11** Thai AirAsia introduces flight and roundtrip shuttle service from Don Mueang airport to Koh Tao island and the famous Indochina market, Mukdahan.

**12** AirAsia India commences operations from Bengaluru to Goa.

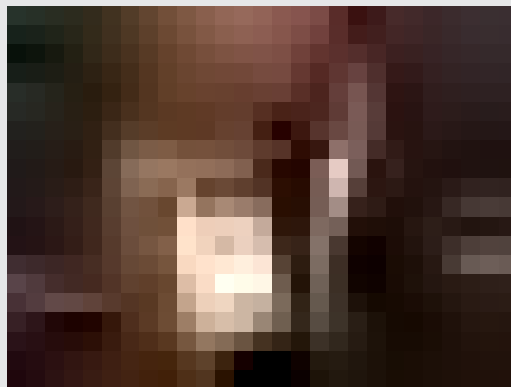


**18** AirAsia presents the *Waran Perjalan Udara Awam (WPUA) Carnival*, a celebration to bring the airline closer to the public service community in Sarawak. State government officers and staff were given the opportunity to know more about the airline's services and products at the carnival.



**18** AirAsia wins the Best IR Website (Mid Cap) award while AirAsia X is presented with the Best IR for an IPO in 2013 award by the Malaysian Investor Relations Association (MIRA).

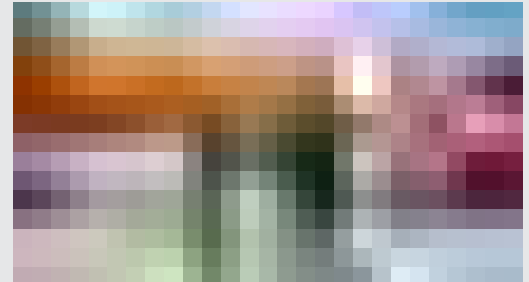
**19** AirAsia India starts flying from Bengaluru to Chennai.



**20** AirAsia in-flight magazine *travel 3Sixty* wins a Platinum Achievement Award at the Kuala Lumpur Mayor's Tourism Awards 2014.



**21** Allstars participate in a Regional Futsal Tournament held in Kuala Lumpur.



**25** Philippines' AirAsia and Solaire take their partnership to the skies with an aircraft liveried in Solaire's colours.

**27** AirAsia takes delivery of its 150th A320 aircraft from Airbus.

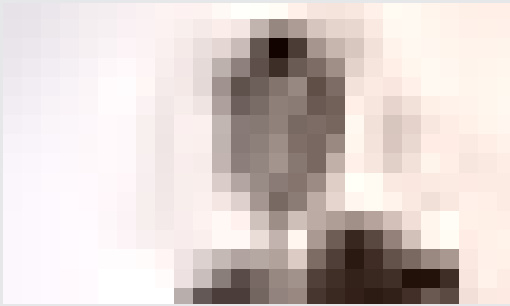


**28** Thai AirAsia collaborates with the Tourism Authority of Thailand on the Thailand Shopping Paradise roadshow in Chongqing to boost the number of Chinese tourists to Thailand during the low season.

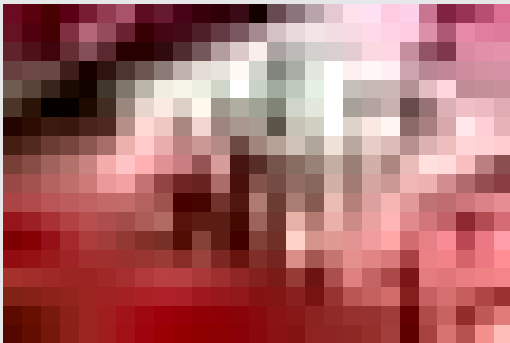
..... JULY ..... 



**01** AirAsia announces that it will be entering into a Shareholders Agreement with Octave Japan Infrastructure Fund I GK, Rakuten Inc, Noevir Holdings Co Ltd and Alpen Co Ltd to establish AirAsia Japan.



**01** Sunu Widyatmoko is appointed as Indonesia AirAsia's new President Director, replacing Captain Dharmadi who assumes a new role as the airline's Commissioner.



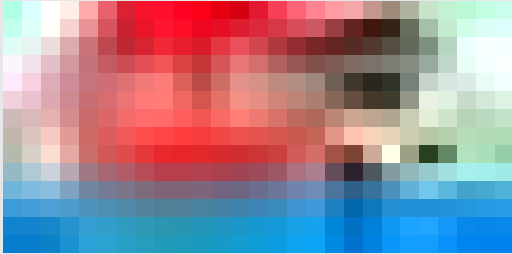
**09** AirAsia and AirAsia X celebrate the holy month of Ramadhan with over 100 underprivileged children from four homes in a joyous occasion held at the Mandarin Oriental Hotel, Kuala Lumpur.

**11** Three AirAsia inaugural flights depart from Johor Bahru: Johor Bahru –Yogyakarta, Lombok and Ho Chi Minh City.



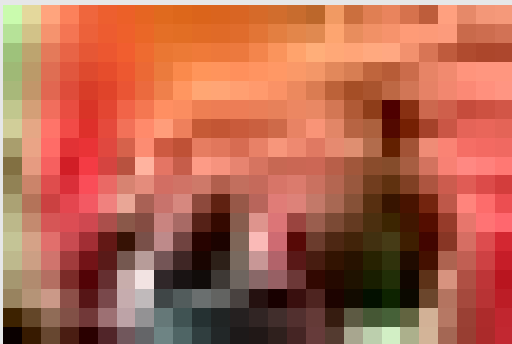
**15** AirAsia is once again named the World's Best Low-Cost Airline at the 2014 World Airline Awards, bringing the tally to six consecutive wins of the coveted award. It also won Asia's Best Low-Cost Airline award for the sixth consecutive year.

**20** AirAsia India commences operations from Kochi.



**23** AirAsia guests can fly daily to Kalibo, gateway to the paradise island of Boracay, instead of four times weekly with increased frequencies of the route effective from 23 October.

**24** AirAsia reconnects Kuala Lumpur with Cebu, the Philippines, making it the only airline to operate this route. Cebu is AirAsia's third Filipino destination with direct flights available from Kuala Lumpur and Kota Kinabalu.



**24** AirAsia India adds Jaipur and Chandigarh to its network.



**28** Thai AirAsia launches twice daily Don Mueang – Sakon Nakhon flights, starting on 1 October 2014.



**28** The Philippines Department of Health pays tribute to Philippines' AirAsia for its contributions in helping victims and families affected by Typhoon Haiyan in 2013.

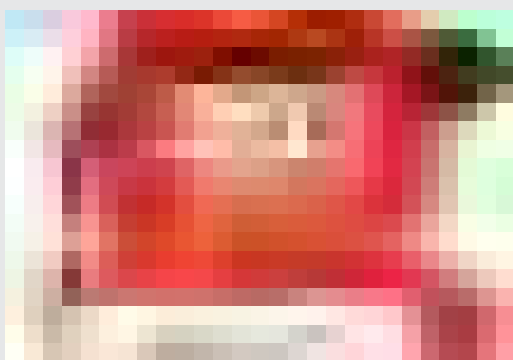
..... AUGUST ..... 

**03** AirAsia commemorates its Skytrax win with a special promotion of over 850,000 seats throughout its entire network with all-in fares from as low as RM46 one way for domestic flights, and RM60 for international flights.

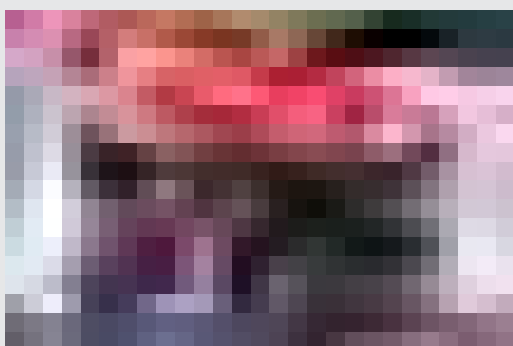


**05** Mistine joins hands with AirAsia to introduce Mistine Joops, perfect Colored Lips with eight stunning shades and Angel Red, available only on Thai AirAsia flights.

**05** AirAsia reinstates the Johor Bahru to Bandung, Indonesia route with thrice weekly flights.



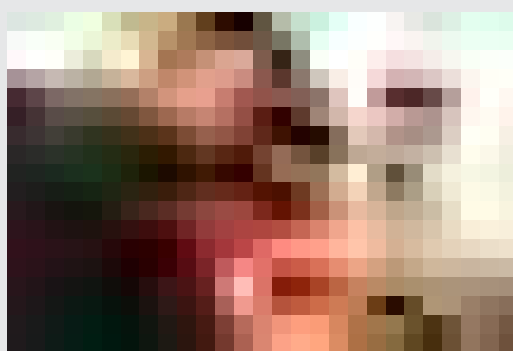
**06** AirAsia, the official airline of the Malaysia International Travel Mart (MITM) 2014, offers a special deal for all AirAsia and AirAsia X seats and flights during the three-day travel fair to be held from 8-10 August 2014 at the Mid Valley Exhibition Centre, Kuala Lumpur.



**11** AirAsia launches Premium Flex for the discerning business traveller. With Premium Flex, guests have the flexibility to change their flights up to two times at no extra fee while also enjoying complimentary 20kg baggage allowance, Xpress boarding, Xpress baggage and other perks.

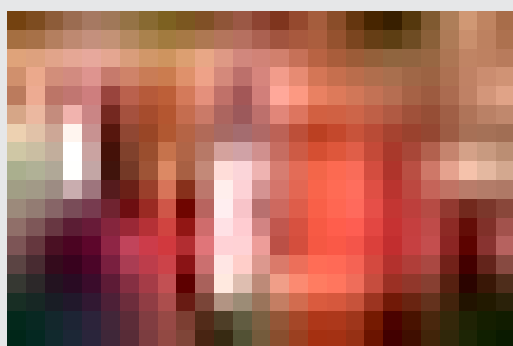


**12** AirAsia will now be on LINE, the world's leading mobile platform with over 490 million users globally, adding to the multiple engaging platforms which AirAsia uses to reach out to its guests.

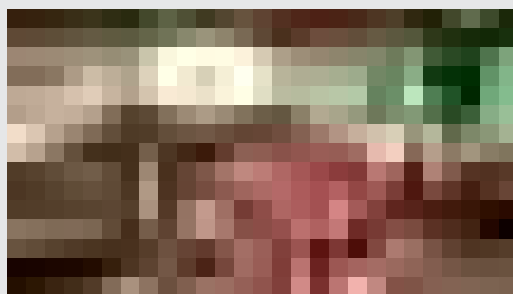


**13** AirAsia activates its on-board WiFi testing in preparation of the product launch scheduled towards year end.

**13** AirAsia India kicks start a 20% off promo on all seats from Bengaluru to Chennai/Kochi/Goa and vice versa.



**14** AirAsia launches Redbox, a low-cost courier service offering the best value-for-money express courier and parcel delivery. Customers save up to 50% in costs compared to existing courier services by using this service which was wholly developed by AirAsia.



**15** Allstars enjoy a Regional Yoga Retreat in Phuket.

**18** AirAsia announces daily flights from Kuala Lumpur to Balikpapan.

**25** AirAsia returns with another must-not-miss Free Seats promotion to all AirAsia and AirAsia X destinations with 3 million promo seats.

**26** AirAsia gets ready to fly with Kings XI Punjab!

**27** AirAsia India offers all-inclusive fares from as low as Rs 600 from Bengaluru to Chennai/Kochi/Goa and Rs 1,900 from Bengaluru to Jaipur and Chandigarh.

**28** AirAsia starts a two-month Free User Trial for its on-board WiFi service, which is designed to provide affordable low-cost internet connectivity to guests.



**29** AirAsia adds Da Nang, Vietnam back into its extensive route network, and marks the occasion with a receiving ceremony for the inaugural flight.



**01** AirAsia celebrates Malaysia's 57th year of independence with exclusive low fares to domestic and international destinations throughout its extensive route network. In conjunction with the celebration, it is running the #KamiMalaysia campaign, where the public can share photos of "what makes them Malaysian".

**05** AirAsia India celebrates its inaugural flight from Bengaluru to Jaipur and Chandigarh.



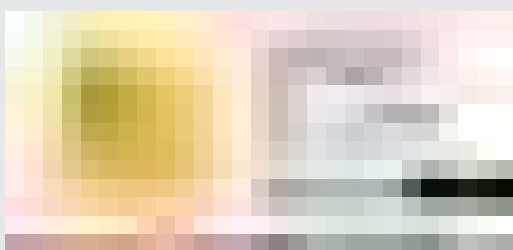
**06** Allstars take part in a Regional Paintball Tournament in Kuala Lumpur.



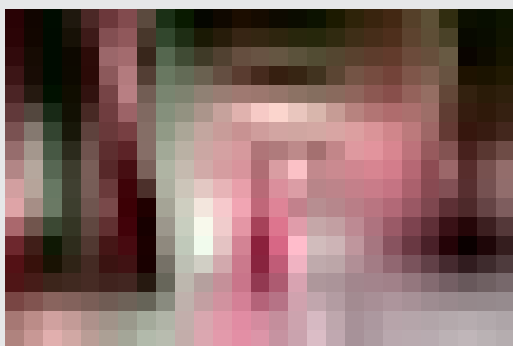
**09** Thai AirAsia continues to provide “Truly Low Fares, Trusted Quality” and produces a new Nadech advertisement to reflect its dedication to low fares and high standards.



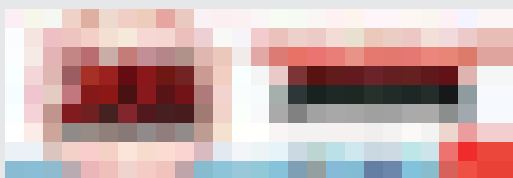
**12** AirAsia, the official back of shirt sponsor of Champions Leagues T20 2014, unveils the official jersey with the Kings XI Punjab players.



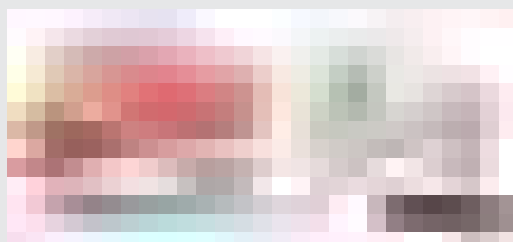
**14** In celebration of Malaysia Day, AirAsia and AirAsia X offer special promotions to their respective destinations, with AirAsia flights going from as low as RM0.51 (excluding applicable taxes and fees) and AirAsia X flights being discounted up to 50%.



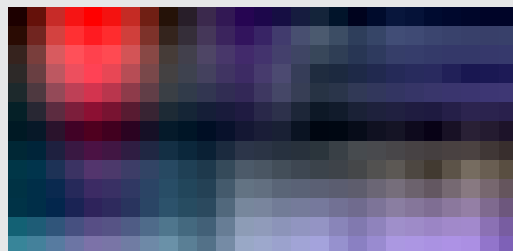
**16** Thai AirAsia launches direct flights from Krabi to Guangzhou, affirming its status as the Thai airline with the most China destinations.



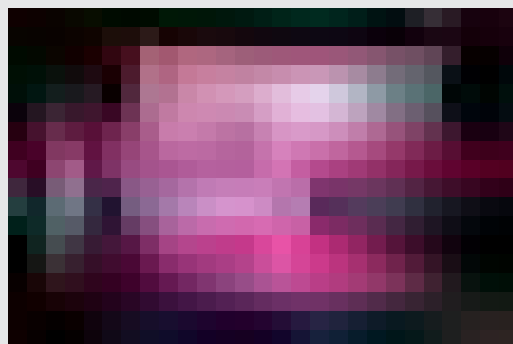
**19** AirAsia organises a Travel Fair at Express Avenue Mall in Chennai.



**21** AirAsia continues with its pledge to make air travel affordable and accessible to everyone by kicking off its latest promotion, with 1.5 million seats up for grabs from as low as RM5 (base fare).

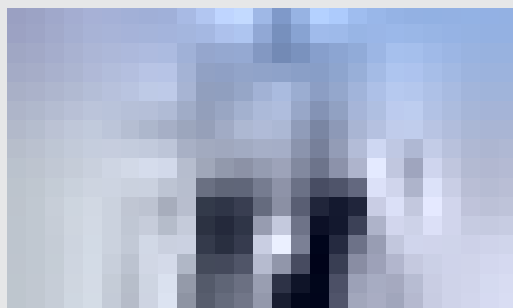


**24** AirAsia guests stand a chance to win the opportunity to watch Queens Park Rangers play against Liverpool on 19 October in London, through the *QPR, Liverpool & You* contest.



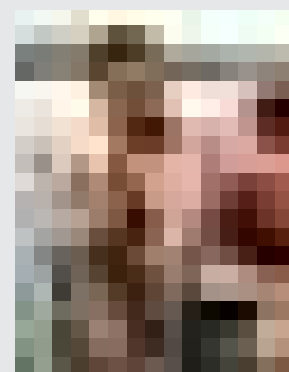
**25** AirAsia’s management celebrate the spirit of T20 Champions League with players of Kings XI Punjab.

**26** AirAsia incorporates its wholly owned leasing entity, Asia Aviation Capital Limited, based in the Federal Territory of Labuan, Malaysia.

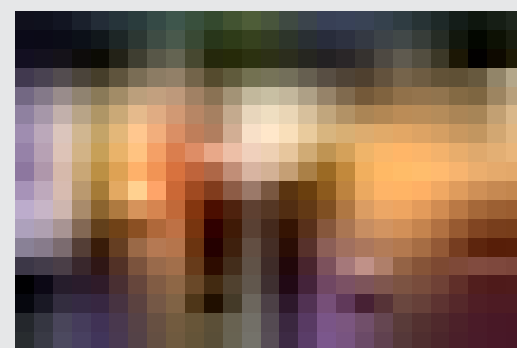


**29** AirAsia clinches the Best Low-Cost Airline award for the third consecutive year from Business Traveller Asia Pacific.

**30** AirAsia recommences the Kuala Lumpur – Hyderabad route.



**30** Dato’ Sri Ahmad Shabery Cheek, Minister of Communication and Multimedia, tries out AirAsia’s on-board WiFi service, currently on a two-month Free User Trial, during a flight from Miri to Kuala Lumpur.



**03** AirAsia is named the Best Asian Low-Cost Carrier by TTG, Asia-Pacific’s leading travel news publisher, for the eighth time.



**11** WorldTravel Awards 2014 names AirAsia as Asia’s Leading Low Cost Airline for the third consecutive year.



**14** The Filipina Women's Network (FWN) names Maan Hontiveros, Chair of Philippines' AirAsia, one of the 100 Most Influential Filipina Women in the World (Global FWN100)<sup>TM</sup> in 2014.



**15** Thai AirAsia offers a Fly and Drive with AirAsia service, allowing travellers to compare the price of rental cars of over 1,000 top companies.



**17** AirAsia recommences direct flights from Kuala Lumpur to Clark, the Philippines, with four weekly flights.



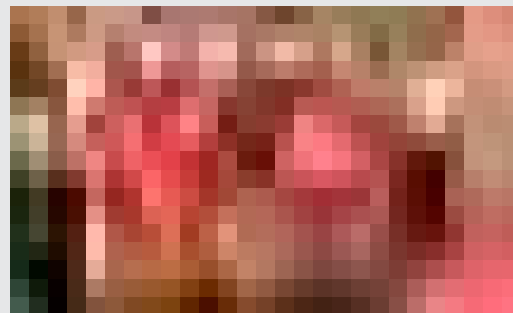
**21** AirAsia collaborates with the Ministry of Youth and Sports to promote MotoGP interest among Malaysians.



**23** AirAsia boosts Asean connectivity with direct flights from Kuala Lumpur to Nay Pyi Taw, Myanmar.



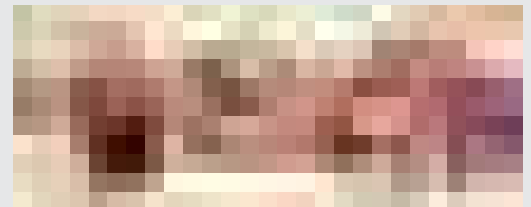
**23** Indonesia AirAsia provides scholarships in aviation engineering to 17 students in an effort to meet growing demand for aviation technicians in Indonesia.



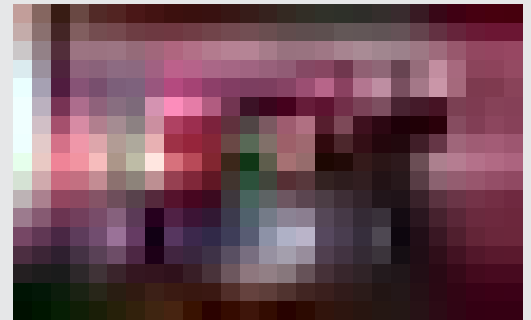
**24** AirAsia connects Cebu to Mindanao with flights to Davao and Cagayan de Oro City.



**28** Tan Sri Dr. Tony Fernandes is named Brand Builder of the Year at the 2014 World Branding Awards.



**01** Thai AirAsia launches the inaugural Chiang Mai – Surat Thani flight which takes off with a 90% load factor.



**04** AirAsia commercially launches its on-board WiFi service, known as roKKi Chats, allowing guests to use instant messaging apps while flying. The airline earns an entry into the *Malaysia Book of Records* for being the First Airline to Provide WiFi On-Board in Malaysia.



**04** AirAsia reaffirms its cooperation with INTERPOL to integrate the I-Checkit system, allowing it to screen the passports of all passengers against information contained in the world police body's Stolen and Lost Travel Documents (SLTD) database.



**04** AirAsia is the official airline for Visit Bohol 2015.

**04** Travelport announces a new distribution agreement with AirAsia India which will see the carrier distribute all of its fares and ancillary services through Travelport's Travel Commerce Platform.

**05** AirAsia announces additional flight frequencies for the Kuala Lumpur – Lombok route, from 10 to 14 times a week, starting 23 January 2015.

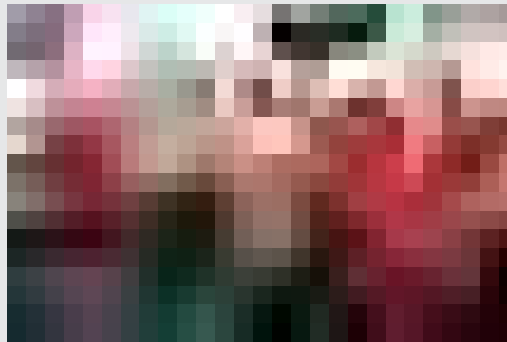
**09** AirAsia presents another round of Free Seats, with 3 million promotional seats made available for immediate booking, along with exciting routes from its long-haul affiliate AirAsia X.



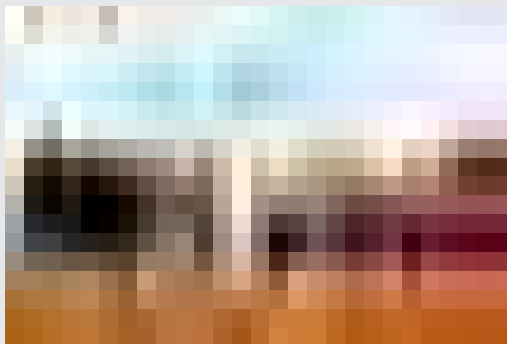
**09** Allstars take part in a Regional Basketball Tournament in Jakarta.



**11** Aileen Omar, Chief Executive Officer of AirAsia Berhad, was presented the Outstanding Achievement Award under the CEO category at the inaugural Malaysian Women of Excellence 2014 awards.

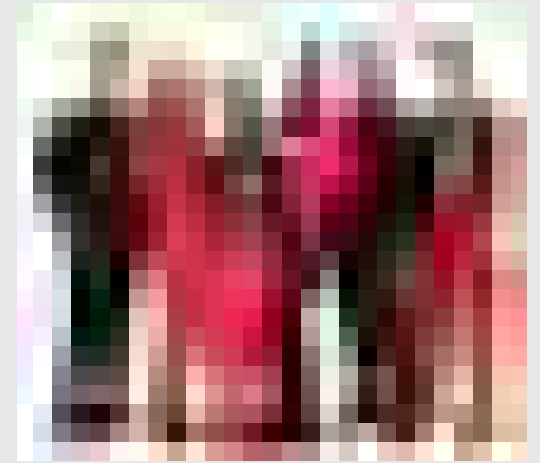


**12** AirAsia is named the official airline partner of Filipino boxing champ and Congressman Manny Pacquiao.

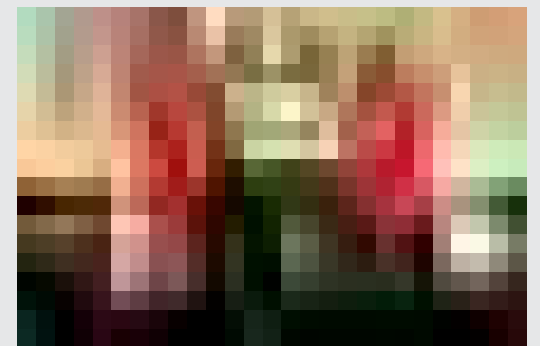


**14** AirAsia announces the development of its new Malaysian headquarters at klia2.

**16** Allstars participate in the Penang Bridge International Marathon.



**18** AirAsia unveils new uniforms for its Ground Operations featuring the latest fabric technology by HPE Clothing. The new uniforms are designed to provide Guest Services and Ramp Allstars with greater comfort and better fit for the conditions in which they work, while providing a heightened sense of style.



**20** AirAsia announces its own AirAsia ASEAN Pass, which will enable travellers to utilise pre-purchased credits to book flights at a fixed rate across selected routes throughout Asean.

.....NOVEMBER..... 

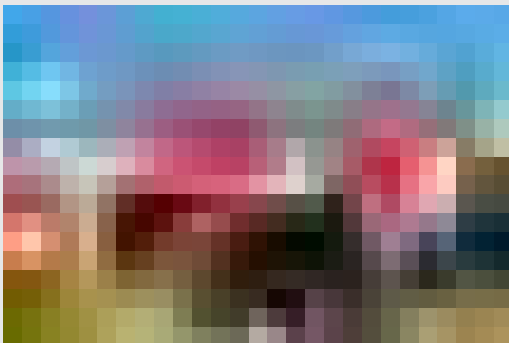
**20** AirAsia India adds Pune to its network.



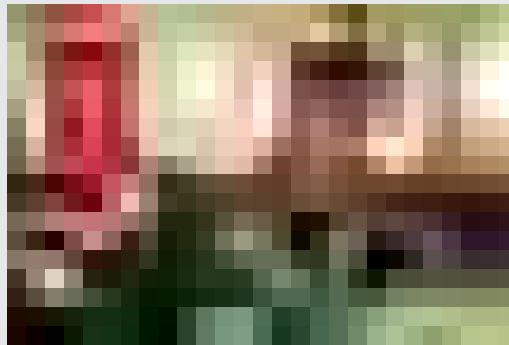
**23** Manny Pacquiao defeats Chris Algieri in Macau. Pacman and his team flew to Macau on two Philippines' AirAsia Airbus A320 aircraft.



**21** AirAsia unveils its latest aircraft livery featuring LINE colours and characters at a fun-filled press conference.

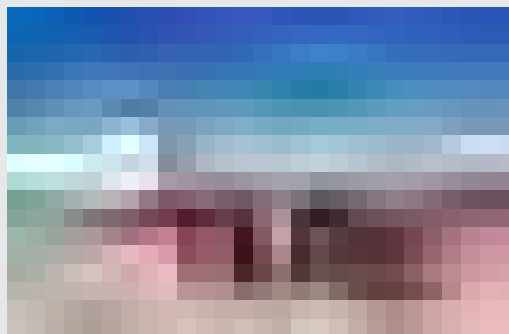


**22** The AirAsia – Queens Park Rangers Coaching Clinic Tour 2014 heads to Kota Kinabalu to nurture young football talents.



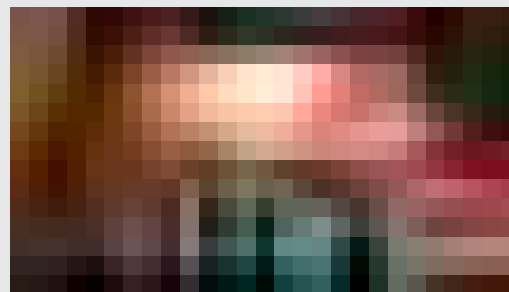
**28** Allstars from the region gather for a Photography Workshop in Penang.

.....DECEMBER..... 



**03** AirAsia unveils its latest aircraft livery dedicated to the people of Sabah, at Terminal 2 of the Kota Kinabalu International Airport.

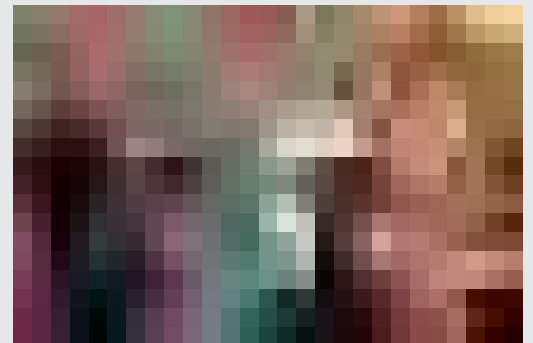
**04** AirAsia presents AirAsia's Great 13th Anniversary Challenge, an endurance test where participants have to sit through 13 hours on a mock AirAsia seat. The contestants will battle unpredictable weather conditions and body fatigue while being put through various challenges, testing their knowledge of AirAsia's wide range of products and services.



**08** Indonesia AirAsia celebrates its 10th anniversary and launches a book on its 10-year journey in Indonesia.



**08** AirAsia claims the coveted World's Leading Low Cost Airline title for the second year in a row at the prestigious World Travel Awards 2014 Grand Final Gala Ceremony in Anguilla.



**09** AirAsia CEO Aireen Omar is named the Masterclass Woman CEO of the Year at the inaugural Selangor Excellence Business Awards 2014 in recognition of her strong leadership in pushing the airline's business and contributions to the aviation industry in Malaysia.



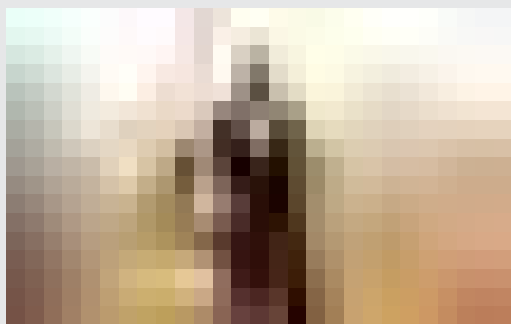
**10** AirAsia names football icon Park Ji Sung as its new global ambassador at a press conference held in Seoul, Korea. The partnership, which brings together two power brands in the region, is celebrated with the launch of an Airbus A330 aircraft livery featuring the football star.



**12** The inaugural Cebu-Davao and Cebu-Cagayan de Oro flights take off.



**13** The highly anticipated AirAsia's Great 13th Anniversary Challenge takes place at The Curve, Mutiara Damansara, where 12 participants do their best to win one year's worth of free seats with AirAsia.

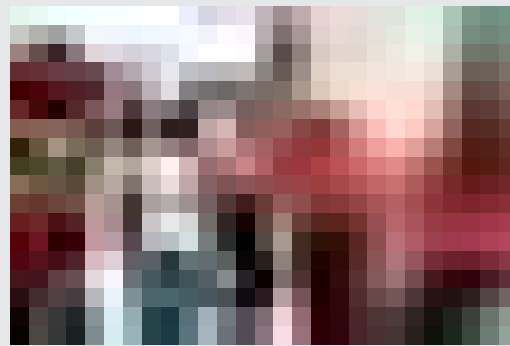


**17** Indonesia AirAsia is conferred "Indonesia Leading International Low-Cost Airline 2014" by Indonesia Travel and Tourism Award Foundation based on its performance and service quality.

**17** AirAsia India's inaugural flights from Bengaluru to Pune and Jaipur take off.



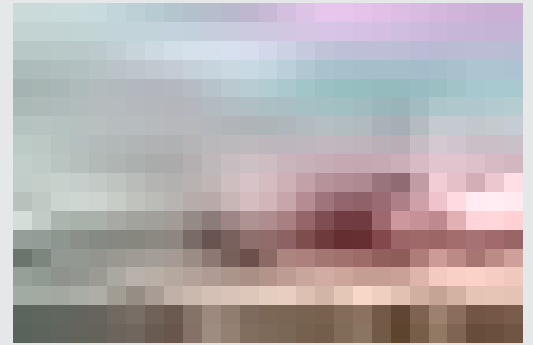
**17** Thirteen winners of an AirAsia Twitter contest depart from klia2 to Bangkok-Don Mueang, for the AFF Suzuki Cup 2014 Final at the Rajamangala Stadium. The aircraft they were on featured the Harimau Muda livery as a mark of honour and tribute to the Malaysian national team.



**19** AirAsia and AirAsia X spread Christmas cheer at klia2.



**21** Allstars participate in the Chiang Mai International Marathon.



**23** AirAsia welcomes 1,600 pandas on their journey around the world and making their stop in Malaysia to spread the message of panda conservation and sustainable development. The pandas are to visit more than 15 iconic landmarks across the country.

# END JOURNEY OF 2014

# THE AIRASIA BRAND

**BOLD, INNOVATIVE & COOL**

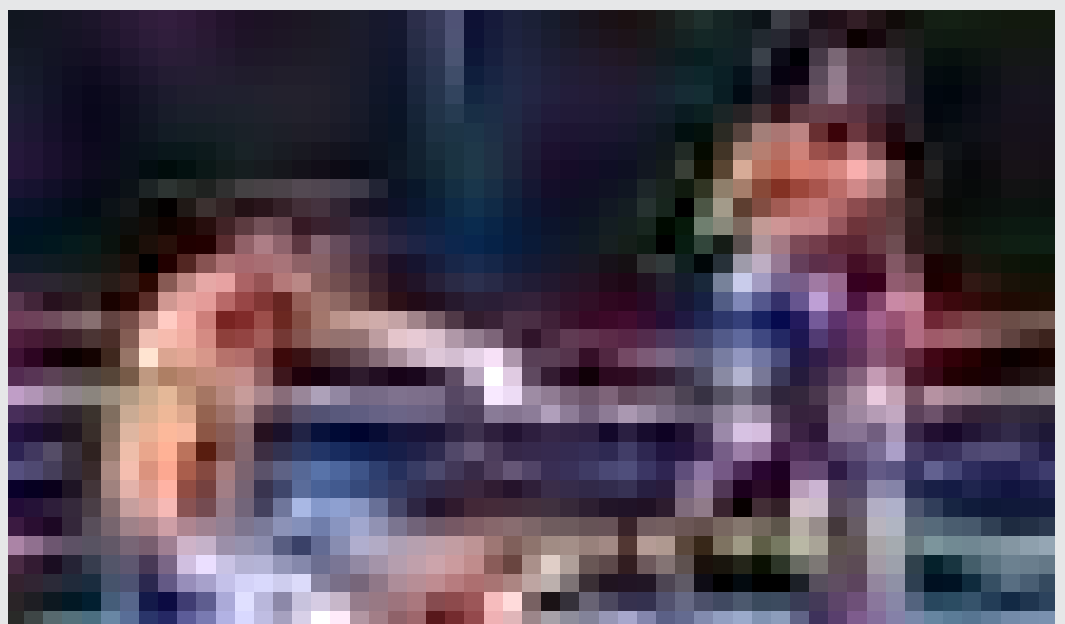
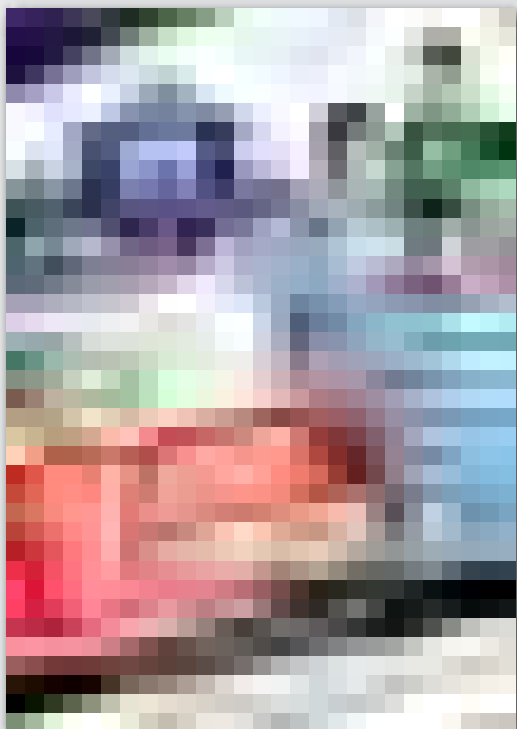
## WHAT DO OUR PLANES EMBLAZONED WITH SINGING SENSATION TAYLOR SWIFT, BOXING PHENOMENON MANNY "PACMAN" PACQUIAO AND INDIAN AVIATION PIONEER JRD TATA HAVE IN COMMON WITH US?

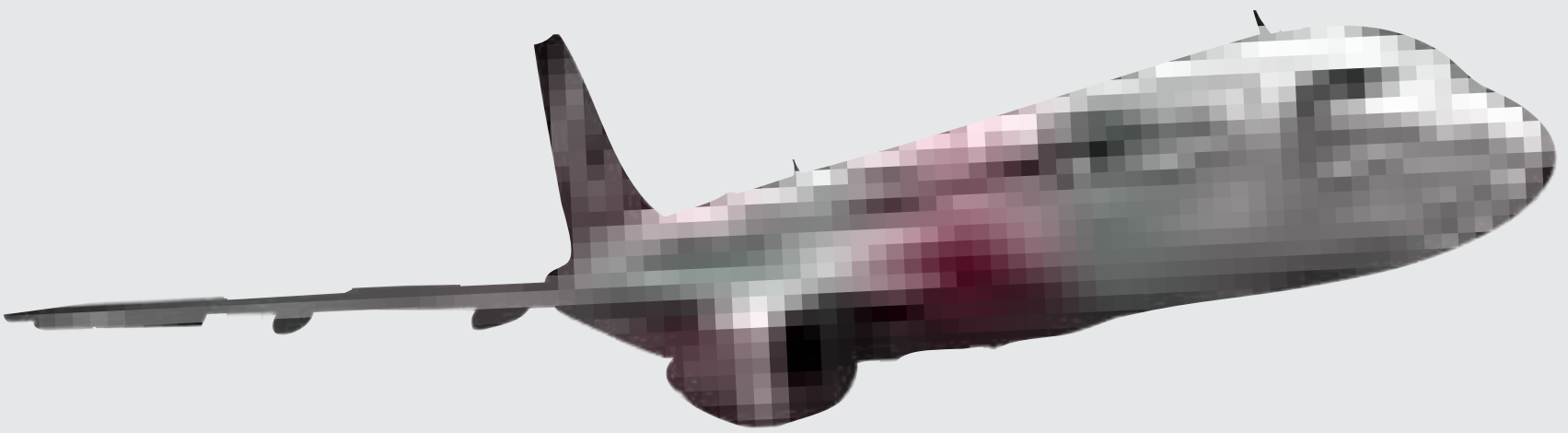
Like these trailblazers, we're absolutely passionate about everything we do. We believe in flying for the people, like JRD Tata. We take on the goliaths with grit and determination as underdogs, just like Manny Pacquiao. As for similarities with Taylor Swift – we're young, exciting and all about our fans.

As a believer in dreaming the impossible, we're passionate about nurturing young and undiscovered talents across Asia. We have made it our mission to help hone their skills to be the best they can. This saw us sponsor the Shell Advance Asia Talent Cup, spurring young riders from Asia who dream of becoming MotoGP professionals to work hard to realise their ambitions. We also



provided budding footballers the opportunity to train for a week at Queens Park Rangers' Academy in London. All the while, too, we've been supporting our very own AirAsia Football Club which has done us proud by entering the official national FAM league.

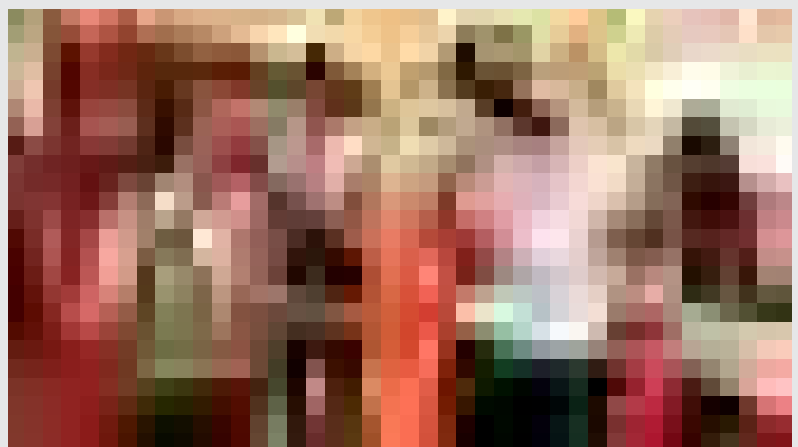




On board our flights, we now have specially trained baristas who serve fresh gourmet coffee to our guests, as well as WiFi that allows our guests to chat with their friends on the ground. Both of these innovative services are trailblazing firsts in the country. With our upcoming credit card payment services for our Duty Free mall in the air, there's so much more in the pipeline to look forward to.

Beyond serving our guests with exceptional service, we go the extra mile to build relationships. So when Grammy Award-winning artist Swift expressed a desire for a red aircraft for her The RED Tour of the Asean region, we were happy to oblige. We also ran promotions offering free flights on many occasions and made a special effort to fly guests who had never flown before, while celebrating love in its many forms.

Fun was and always will be an element in all that we do. We even created a YouTube video to portray just that (search AirAsia Happy). Watch it and you will understand the culture that drives the people, the company and the brand. You'll see how our Allstars from all over the region behave as one, reflecting what we are – a truly Asean airline – bridging communities like no other, strengthening relationships among one another, and drawing more people to the Asean region.



# NOTICE OF ANNUAL GENERAL MEETING



## NOTICE IS HEREBY GIVEN THAT

the Twenty Second Annual General Meeting of AirAsia Berhad (284669-W) ("AirAsia" or "the Company") will be held at Asian Aviation Centre of Excellence (formerly known as AirAsia Academy), Lot PT25B, Jalan KLIA S5, Southern Support Zone, Kuala Lumpur International Airport, 64000 Sepang, Selangor Darul Ehsan, Malaysia on Wednesday, 3 June 2015 at 10.00 a.m. for the following purposes:-

### AS ORDINARY BUSINESS

1. To receive and consider the Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2014. **(Resolution 1)**
2. To declare a First and Final Single Tier Dividend of 3 sen per ordinary share of RM0.10 for the financial year ended 31 December 2014. **(Resolution 2)**
3. To approve Directors' Fees of RM1,077,500 for the financial year ended 31 December 2014. **(Resolution 3)**
4. To approve the Directors' Fees of RM150,000 per annum per Non-Executive Director and Board Committees Fees of up to RM450,000 per annum with effect from the financial year ending 31 December 2015. **(Resolution 4)**
5. To re-elect Tan Sri Dr. Anthony Francis Fernandes as a Director of the Company, who retires pursuant to Article 124 of the Company's Articles of Association. **(Resolution 5)**
6. To re-elect Datuk Kamarudin Bin Meranun as a Director of the Company, who retires pursuant to Article 124 of the Company's Articles of Association. **(Resolution 6)**
7. To re-elect Mr. Amit Bhatia as a Director of the Company, who retires pursuant to Article 129 of the Company's Articles of Association. **(Resolution 7)**
8. To re-elect Mr. Uthaya Kumar A/L K Vivekananda as a Director of the Company, who retires pursuant to Article 129 of the Company's Articles of Association. **(Resolution 8)**
9. To re-appoint Messrs PricewaterhouseCoopers as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 9)**

### AS SPECIAL BUSINESS

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

#### 10. ORDINARY RESOLUTION RETENTION OF INDEPENDENT NON-EXECUTIVE DIRECTOR

"**THAT** approval be and is hereby given to Dato' Fam Lee Ee who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as a Senior Independent Non-Executive Director of the Company in accordance with the Malaysian Code on Corporate Governance 2012." **(Resolution 10)**

#### 11. ORDINARY RESOLUTION AUTHORITY TO ALLOT SHARES PURSUANT TO SECTION 132D OF THE COMPANIES ACT, 1965

"**THAT** pursuant to Section 132D of the Companies Act, 1965 and subject to the approval of relevant authorities, the Directors 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 issued share capital 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." **(Resolution 11)**



## 12. ORDINARY RESOLUTION

### PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE AND 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 renewal of the existing shareholders' mandate and 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 12 May 2015 ("**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 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 the Company;
- (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 a resolution passed at the next AGM, such authority is renewed;
  - (b) the expiration of the period within which the next AGM after the date is required to be held pursuant to Section 143(1) of the Companies Act, 1965 ("**Act**") (but shall not extend to such extension as may be allowed pursuant to Section 143(2) of the Act); or
  - (c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

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 as they consider necessary or expedient in the best interest of the Company, including executing all such documents as may be required or necessary and with full powers to assent to any modifications, variations and/or amendments as the Directors of the Company in their discretion deem fit and expedient to give effect to the Recurrent Related Party Transactions contemplated and/or authorised by this Ordinary Resolution.

**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." **(Resolution 12)**

### OTHER ORDINARY BUSINESS

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

### NOTICE OF DIVIDEND PAYMENT AND DIVIDEND ENTITLEMENT DATE

**NOTICE IS ALSO HEREBY GIVEN THAT**, subject to the approval of the shareholders at the Twenty Second Annual General Meeting of the Company to be held on Wednesday, 3 June 2015 at 10.00 a.m., a First and Final Single Tier Dividend of 3 sen per ordinary share of RM0.10 for the financial year ended 31 December 2014 will be paid on 2 July 2015 to depositors whose names appear in the Record of Depositors on Wednesday, 3 June 2015. A depositor shall qualify for entitlement to the dividend only in respect of:-

- (a) shares transferred into the Depositor's Securities Account before 4.00 p.m. on Wednesday, 3 June 2015, in respect of ordinary transfers; and
- (b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

**JASMINDAR KAUR A/P SARBAN SINGH**  
(MAICSA 7002687)  
Company Secretary  
Selangor Darul Ehsan  
12 May 2015

## NOTES ON APPOINTMENT OF PROXY

- a. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Article 43(1) of the Company's Articles of Association, 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 issued and paid-up capital, on a first-in-time basis based on the Record of Depositors to be used for the forthcoming Annual General Meeting, 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 forthcoming Annual General Meeting.
- b. A member must be registered in the Record of Depositors at 5.00 p.m. on 27 May 2015 ("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.
- c. A member entitled to attend and vote is entitled to appoint a proxy (or in the case of a corporation, to appoint a representative), to attend and vote in his stead. There shall be no restriction as to the qualification of the proxy(ies).
- d. 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.
- e. Where a member appoints two proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
- f. 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.
- g. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at B-13-15, Level 13, Menara Prima Tower B, Jalan PJU 1/39, Dataran Prima, 47301 Petaling Jaya, Selangor Darul Ehsan, 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.**

## EXPLANATORY NOTES:

### 1. Retention of Independent Non-Executive Director (Resolution 10)

Dato' Fam Lee Ee has served the Board as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years. The Board has recommended him to continue to act as a Senior Independent Non-Executive Director based on the following justifications:

- (a) He has fulfilled the criteria under the definition of Independent Director as stated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, and thus, he would be able to function as a check and balance, bring an element of objectivity to the Board;
- (b) He has vast experience in a diverse range of businesses and legal matters and therefore would be able to provide constructive opinion; he exercises independent judgement and has the ability to act in the best interest of the Company;
- (c) He has devoted sufficient time and attention to his professional obligations for informed and balanced decision making;
- (d) He has continued to exercise his independence and due care during his tenure as an Independent Non-Executive Director of the Company and carried out his professional duties in the best interest of the Company and shareholders; and
- (e) He has shown great integrity of independence and had not enter into any related party transaction with the Company.

### 2. Authority to allot shares pursuant to Section 132D of the Companies Act, 1965 (Resolution 11)

Ordinary Resolution 11 has been proposed for the purpose of renewing the general mandate for issuance of shares by the Company under Section 132D of the Companies Act, 1965 (hereinafter referred to as the "General Mandate"). Ordinary Resolution 11, 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 or the expiration of the period within which the next Annual General Meeting is required by law to be held, whichever is earlier.

As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the Twenty First Annual General Meeting held on 4 June 2014 which will lapse at the conclusion of the Twenty Second Annual General Meeting.

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).

### 3. Proposed renewal of existing shareholders' mandate and new shareholders' mandate for Recurrent Related Party Transactions of a revenue or trading nature ("Proposed Mandate") (Resolution 12)

Ordinary Resolution 12, 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 12 May 2015 for further information.

Being committed is to raise the  
bar in everything we do

that's why we believe in constantly improving.



AirAsia

*AirAsia*



SECRET



# FINANCIAL & INVESTOR CALENDAR

5

AirAsia Non-Deal Roadshow hosted by Deutsche Bank - Europe

21

AirAsia participates in Alliance Investment Bank's Investor Conference - Kuala Lumpur

10

AirAsia Non-Deal Roadshow hosted by RHB - Kuala Lumpur

28

AirAsia Non-Deal Roadshow hosted by CIMB - US

13

AirAsia Non-Deal Roadshow hosted by CLSA - UK

11

AirAsia participates in the EU-ASEAN Aviation Summit - Singapore

26

Announcement of the unaudited results for the 4th Quarter and Full-Year ended 31 December 2013 - Sepang, Selangor

20

IR Day: AirAsia's Investor Relations-organised visit to the Airbus factory in Tianjin, China for analysts - Tianjin, China

28

IR Day: AirAsia Investor Relations organised exclusive session between GCEO Tan Sri Dr. Tony Fernandes with local analysts and investors - Kuala Lumpur

10

AirAsia participates in the Strategy Paper Preparation Workshop for Ports & Airports under the 11th Malaysia Plan (11MP) - Kuala Lumpur

24

AirAsia participates in Credit Suisse's 17th Asian Investment Conference 2014 - Hong Kong

17

Local investors visit AirAsia's office and operations, hosted by Kenanga - Kuala Lumpur

28

AirAsia Presentation to the Public Accounts Committee (PAC) in Parliament - Kuala Lumpur

20

Announcement of the unaudited results for the 1st Quarter ended 31 March 2014 - Sepang, Selangor

4

**AirAsia hosts its 21st Annual General Meeting at the AirAsia Academy - Sepang, Selangor**

4

**Launch of the AirAsia Investor Relations Mobile and Tablet App - Sepang, Selangor**

9

**AirAsia participates in CIMB's 4th Annual Asia Pacific Conference & Invest Malaysia Conference - Kuala Lumpur**

16

**AirAsia Non-Deal Roadshow hosted by CIMB - Kuala Lumpur**

18

**AirAsia receives an award at the 4th Malaysia Investor Relations Awards ceremony by Malaysian Investor Relations Association (MIRA) for Best Investor Relations Website (Mid Cap) - Kuala Lumpur**

29

**AirAsia Non-Deal Roadshow hosted by UBS - Japan**

20

**Announcement of the unaudited results for the 2nd Quarter ended 30 June 2014 - Sepang, Selangor**

26

**AirAsia participates in the Macquarie ASEAN Conference - Singapore**

3

**AirAsia Non-Deal Roadshow hosted by UBS - UK**

17

**AirAsia participates in the CLSA Investor Forum - Hong Kong**

17

**Announcement of the unaudited results for the 3rd Quarter ended 30 September 2014 - Sepang, Selangor**

28

**AirAsia participates and presents at the Equities Tracker 2014 Value Investors' Day - Kuala Lumpur**

17

**AirAsia Non-Deal Roadshow hosted by KAF-Seagroatt & Campbell Securities - Kuala Lumpur**

THE  
MOUNTAIN  
VIEW  
HOTEL

THE  
MOUNTAIN  
VIEW  
HOTEL

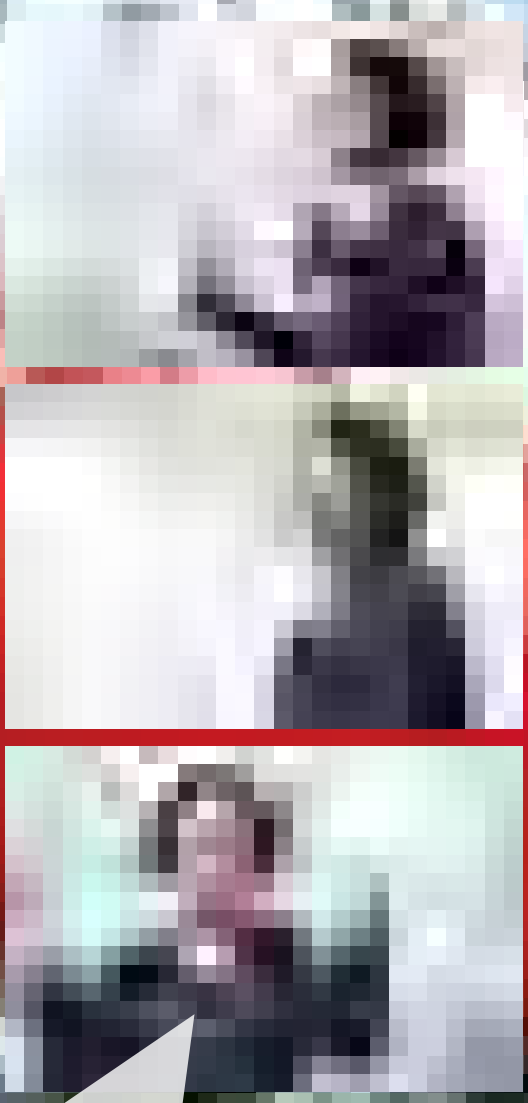
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“i thank you God for most this amazing day:for the leaping greenly spirits of trees and a blue true dream of sky; and for everything which is natural which is infinite which is yes.”  
- e. e. cummings

I go by these lines. Gratefulness and, with it, giving back. Enjoy the world, travel, be happy, help, be kind. Life isn't perfect, but I am thankful for this run!

# Citizen ASEAN

If you want to know any fact or figure regarding Asean – the GNI per capita based on purchasing power parity of Thailand or the Philippines, for example – just knock on Desi's door at the CEO's Office in Indonesia AirAsia. That is, if our Manager of Asean Affairs is in. Desi is often found walking along the hallowed corridors of the ASEAN Secretariat and other august organisations, meeting prominent regional leaders and lobbying to make AirAsia's concerns heard by decision-makers. The job suits this graduate of Mass Communications (magna cum laude) to a tee; since 2006, she has worked with Thai AirAsia, Malaysia AirAsia and is now with our Indonesian associate, after helping to set up the Asean team in Jakarta.

# CORPORATE

**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)

**AIREEN OMAR**

(Executive Director and  
Chief Executive Officer)

**DATO' ABDEL  
AZIZ @ ABDUL  
AZIZ BIN  
ABU BAKAR**

(Non-Independent  
Non-Executive Director)

**BOARD  
of  
Directors**

**AMIT  
BHATIA**

(Independent  
Non-Executive Director)

**UTHAYA KUMAR  
A/L K  
VIVEKANANDA**

(Independent  
Non-Executive Director)

**DATO'  
FAM LEE EE**

(Senior Independent  
Non-Executive Director)

**ROBERT  
AARON MILTON**

(Independent  
Non-Executive Director)

# INFORMATION

## AUDIT COMMITTEE

Uthaya Kumar A/L K Vivekananda  
Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar  
Dato' Fam Lee Ee

## NOMINATION AND REMUNERATION COMMITTEE

Dato' Fam Lee Ee  
Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar  
Uthaya Kumar A/L K Vivekananda

## INVESTMENT COMMITTEE

Amit Bhatia  
Tan Sri Dr. Anthony Francis Fernandes  
Uthaya Kumar A/L K Vivekananda

## SAFETY REVIEW BOARD

Robert Aaron Milton  
Aireen Omar  
Uthaya Kumar A/L K Vivekananda

## COMPANY SECRETARY

Jasmindar Kaur A/P Sarban Singh  
(MAICSA 7002687)

## AUDITORS

PricewaterhouseCoopers  
Level 10, 1 Sentral  
Jalan Rakyat, Kuala Lumpur Sentral  
50706 Kuala Lumpur, Wilayah Persekutuan  
Malaysia  
Tel : (603) - 21731188  
Fax : (603) - 21731288

## REGISTERED OFFICE

AirAsia Berhad  
(Company No. 284669-W)  
B-13-15, Level 13, Menara Prima Tower B  
Jalan PJU 1/39, Dataran Prima  
47301 Petaling Jaya  
Selangor Darul Ehsan, Malaysia  
Tel: (603) - 74914318  
Fax: (603) - 78872318  
E-mail : investorrelations@airasia.com  
Website : www.airasia.com

## HEAD OFFICE

LCC Terminal, Jalan KLIA S3  
Southern Support Zone, KLIA, 64000 Sepang,  
Selangor Darul Ehsan, Malaysia  
Tel : (603) - 86604333  
Fax : (603) - 87751100

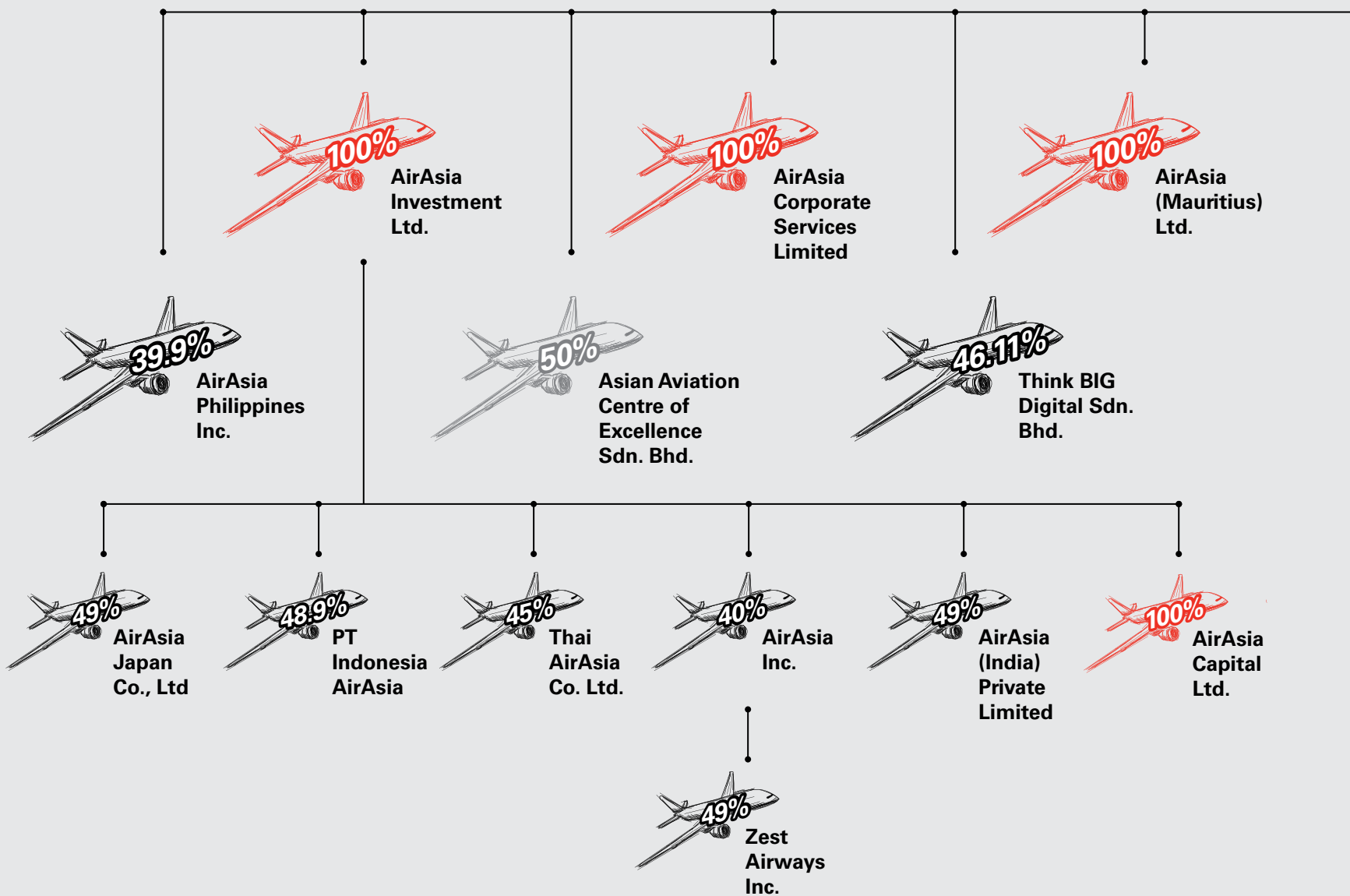
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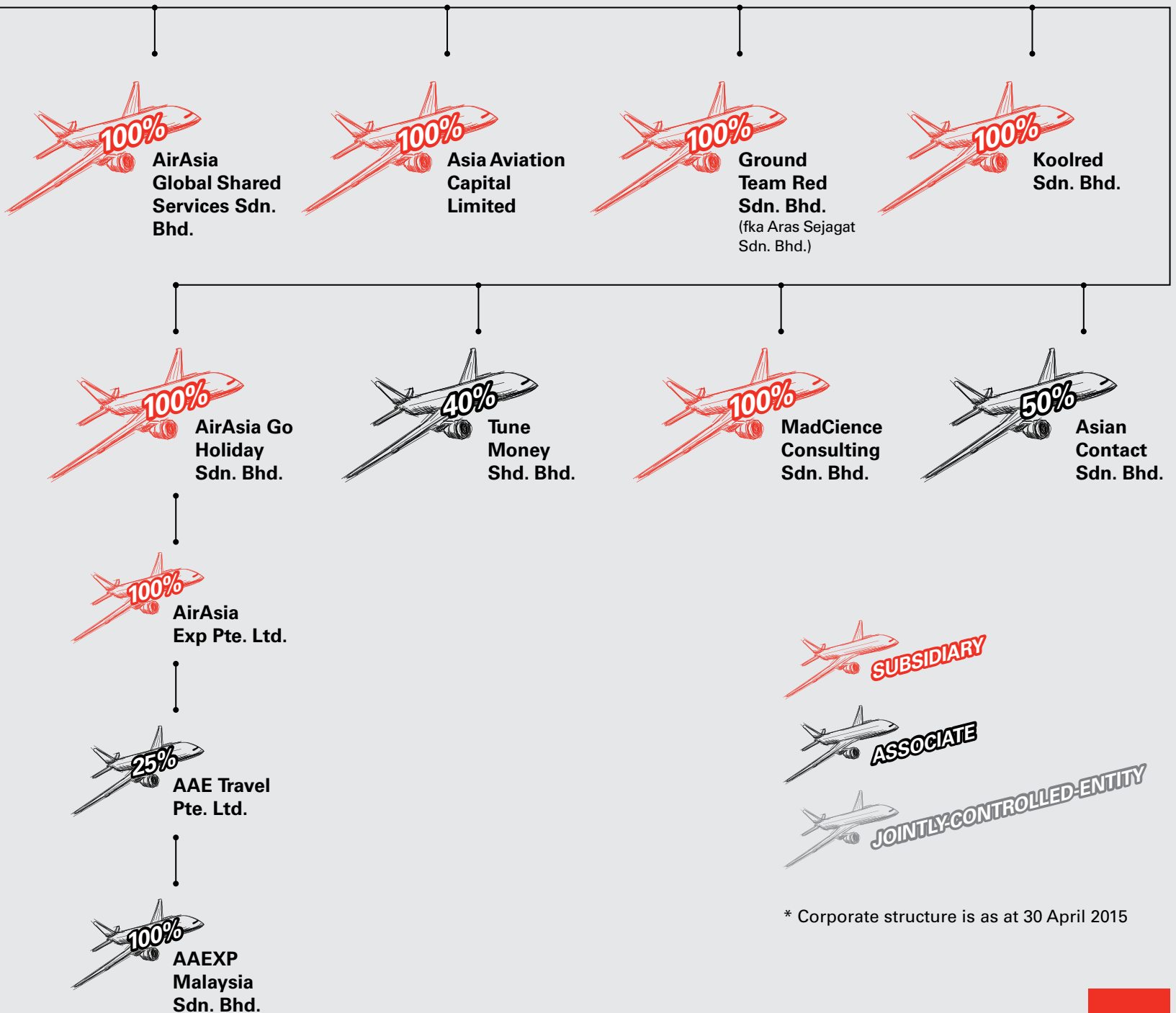
Symphony Share Registrars Sdn Bhd  
Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46, 47301 Petaling Jaya  
Selangor Darul Ehsan, Malaysia  
Tel: (603) - 78418000  
Fax: (603) - 78418008

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad  
(Listed since 22 November 2004) (Stock code: 5099)

# CORPORATE STRUCTURE









## 10 JANUARY

### Best Managed Company in Asia - Airlines & Aviation Sector

Euromoney Best Managed and Governed Companies – Asia Poll 2014

## 21 JANUARY

### Best Asean Marketing & Promotional Campaign & Best Asean Tourism Photo (by Adam Lee)

27th ASEANTA Awards for Excellence 2013

## 22 JANUARY

### Airline Industry Leader of the Year

Tan Sri Dr. Tony Fernandes,  
4th Annual Aviation 100 Awards

## 4 FEBRUARY

### Best Service on Board and Best Ground Handling Services

Indonesia AirAsia,  
Carre Center for Customer Satisfaction and Loyalty (Carre CCSL)

## 17 FEBRUARY

### Winner - Low Cost Airline Category

Thai AirAsia, Flightstat's 5th Annual Airline On-Time Performance Service Award

## 25 FEBRUARY

### 50 Innovators Think Differently Award

Tan Sri Dr. Tony Fernandes,  
2014 CBN Weekly Awards

## 27 MARCH

- Best Managed Company (ranked 1st)
- Best Corporate Governance (ranked 2nd)
- Best Corporate Social Responsibility (ranked 3rd)
- Best Investor Relations (ranked 5th)

Finance Asia – Asia's Best Companies 2014

## 8 APRIL

- Best Investor Relations Company in Malaysia
- Best CEO (Investor Relations) in Malaysia
- Best Investor Relations Officer in Malaysia

Tan Sri Dr. Tony Fernandes  
Benyamin Ismail  
4th Asian Excellence Recognition Awards 2014 by Corporate Governance Asia

## 27 APRIL

### Putra Brand of the Year & The People's Choice Gold Award - Transportation, Travel & Tourism Category

Putra Brand Awards

## 30 APRIL

- Icon of Malaysia  
Tan Sri Dr. Tony Fernandes
- Largest Low Cost Airline & Outstanding Business  
Malaysia Book of Records Awards 2014

## 22 MAY

### A320 Family Best Operational Excellence

Airbus' A320 Family Symposium Kuala Lumpur 2014

## 30 MAY

### Bronze Stevie Award, Customer Service Leader of the Year

2014 Asia-Pacific Stevie® Awards

## 18 JUNE

### Best Investor Relations Website (Mid Cap)

Malaysian Investor Relations Association (MIRA)

## 20 JUNE

### Platinum Achievement Award

*travel 3Sixty*,  
Kuala Lumpur Mayor's Tourism Award 2014

## 15 JULY

- World's Best Low-Cost Airline
- Asia's Best Low-Cost Airline

Skytrax World Airline Awards

## 15 JULY

- Second Prize in Advertising for "AirAsia's Annual Report 2013"
- Honourable Mention for "Tragedy in Tacloban"

AirAsia photographer Adam Lee,  
PX3 Prix de la Photographie Paris 2014

## 4 AUGUST

### Best Airline Mobile App, Air Force Apps Award

Indonesia AirAsia,  
FORSEL Magazine

## 9 AUGUST

### Inter-national League Category

Pinnacle International Excellence Award 2014

## 26 AUGUST

### Best Budget Airline 2014

Smart Travel Asia's 2014 Best in Travel Poll

## 25 SEPTEMBER

### Gold for Annual Report - Airlines Category

ARC International Awards 2014

## 29 SEPTEMBER

### Best Low-Cost Airline

Business Traveller Asia-Pacific Awards

## 3 OCTOBER

### Best Asian Low-Cost Carrier

TTG Travel Awards

## 11 OCTOBER

### Asia's Leading Low Cost Airline

World Travel Awards (Asia & Australasia) Gala 2014

## 28 OCTOBER

- Brand of the Year
- Brand Builder of the Year Special Award

Tan Sri Dr. Tony Fernandes  
2014 World Branding Awards

## 30 OCTOBER

### Best Airline 2014

Best of Malaysia Awards 2014 by Expatriate Lifestyle

## 11 NOVEMBER

### Outstanding Achievement Award

Aireen Omar,  
Inaugural Women of Excellence Awards 2014

## 8 DECEMBER

### World's Leading Low-Cost Airline

World Travel Awards 2014 Grand Final Gala Ceremony

## 9 DECEMBER

- Industry Class in Airlines
- Masterclass Woman CEO of the Year

Aireen Omar  
Selangor Excellence Business Awards 2014

## 11 DECEMBER

### Bronze for AirAsia Berhad Investor Relations Mobile App

2014 iNova Awards

## 17 DECEMBER

### Leading International Low-Cost Airline 2014

Indonesia AirAsia, Indonesia Travel and Tourism Award Foundation

# PAST AWARDS

**World's Best Low-Cost Airline & Asia's Best Low-Cost Airline**

Skytrax World Airline Awards (2013)

**Low-Cost Airline of the Year**

2013 ATN Awards by AirTransport News (2013)

**ASEAN Low-Cost Airline of the Year**

LIMA 2013 ASEAN Commercial Aviation Awards (2013)

**President's Award for Best Low Cost Carrier 2012-2013**

The Brand Laureate Award (2013)

**Number One Top 10 Budget Airline**

SmartTravel Asia's 2013 Best in Travel Poll (2013)

**Best Low-Cost Airline**

BusinessTraveller Asia-Pacific Awards (2013)

**Best Asian Low-Cost Carrier**

TTGTravel Awards (2013)

**World's Leading Low Cost Airline**

WorldTravel Awards (2013)

**Best in Sector for Transport (Including Logistics & Infrastructure)**

IR Magazine Awards South East Asia (2013)

**Best Asian Low-Cost Carrier**

23rd Annual TTGTravel Awards (2012)

**Best Low-Cost Airline**

BusinessTraveller Asia-Pacific's Annual Travel Awards (2012)

**No. 1 Top-Performing Airline**

Aviation Week (2012)

**World's Best Low-Cost Carrier 2012 & Best Low-Cost Airline - Asia 2012**

Skytrax World Airline Survey

**Airline of the Year & Low Cost Airline of the Year**

KLIA Awards by Malaysia Airports (2012)

**Foreign Airline of the Year & Foreign Airline of the Year By Sector – South East Asia**

Indonesia AirAsia, KLIA Awards by Malaysia Airports (2012)

**Best in Class**

Airline Listening Champion  
AirlineTalking Champion (Top Three)  
eezer.com (2012)

**Value Airline of the Year**

38th ATW Annual Airline Industry Achievement Awards (2012)

**World's Best Low-Cost Airline**

Skytrax World Airline Awards (2011)

**Best Asian Low-Cost Carrier**

TTGTravel Awards (2011)

**Asia Pacific Value Airline of the Year**

Frost & Sullivan Asia Pacific Aerospace & Defense Awards (2011)

**World's Best Low-Cost Airline**

Skytrax World Airline Awards (2010)

**Top 10 Airline for Passenger Carriage**

Changi Airport Group (CAG) (2010)

**Best Asian Low-Cost Carrier**

TTGTravel (2010)

**Contribution to Taiwan Tourism**

Taiwan Tourism (2010)

**World's Best Low-Cost Airline**

Skytrax World Airline Awards (2009)

**Best Asian Low-Cost Carrier**

TTGTravel Awards (2009)

**Low-Cost Carrier of the Year**

Kuala Lumpur International Airport (KLIA) (2008)

**Commendations of Prestige**

Macau Special Administrative Region (2008)

**50 Most Innovative Companies in the World**

FastCompany.com (2008)

**Airline Market Penetration Leadership of the Year**

Frost & Sullivan (2008)

**Best Budget Airline in Asia**

SmartTravelAsia.com (2008)

**Best Newcomer**

Budgie World Low-Cost Airline (2008)

**Best Asian Low-Cost Carrier**

TTGTravel Awards (2008)

**Top 5 Most Recognised and Admired Airline in Asia-Pacific**

Asia Pacific Top 1,000 Brands survey (2008)

**Best Low-Cost Airline in Asia**

Skytrax World Airline Awards (2007)

**Airline of the Year**

Centre for Asia Pacific Aviation (CAPA) (2007)

**Asia's Best Budget Airline**

SmartTravelAsia.com (2006)

**Transport Company of Excellence**

Ports World Sdn Bhd and the Chartered Institute of Logistics and Transport Malaysia (2005)

**Asia's Best Under a Billion**

Forbes (2005)

**Regional/Low-Cost Leadership in Airline Business Strategy**

Airline Business (2005)

**Asia Pacific Low-Cost Airline of the Year**

The Centre for Asia Pacific Aviation (CAPA) (2004)

**Best Managed Company in the Airlines and Aviation Sector**

Euromoney (2004)

**Best Newly Listed Company (3rd Place)**

Euromoney (2004)

**Market Leadership**

Air Transport World (2004)

**Asia Pacific Airline of the Year**

Centre for Asia Pacific Aviation (CAPA) (2003)

**Developing Airline of the Year**

Airfinance Journal (2003)

**CAPITAL MARKETS****Best Regional ECA-backed Facility**

Triple A Transaction Banking Awards 2013, by The Asset magazine (2013)

**The First China Domestic A320 Aircraft Export Leasing Business Innovation Award**

1st China Air-Finance Award (2013)

**Aircraft Debt Deal of the Year for Asia** for ECA backed financing with BNP Paribas (2010)**Aircraft Debt Deal of the Year Asia** for ECA backed financing with Barclays Capital (2009)**Best Islamic Loan Deal**

The Asset (2009)

**The Most Outstanding Islamic Financial Product**

KLIFF Islamic Finance (2009)

**Top 10 Deals in Asia**

Islamic Finance Asia (2008)

**Aircraft Leasing Deal of the Year – Asia**

Jane's Transport Finance (2008)

**Cross Border Deal of the Year**

Islamic Finance News (2008)

**Ijarah Deal of the Year**

Islamic Finance News (2008)

**Groundbreakers – Top 10 Deal in Asia**

Islamic Finance News (2008)

**Most Innovative Deal of the Year**

AirFinance Journal (2008)

**Triple A Regional Award for Best Airline IPO**

The Asset magazine (2004)

**Best IPO of the Year**

The Edge Singapore (2004)

**CORPORATE GOVERNANCE****Best Investor Relations Company for Malaysia**

3rd Asian Excellence Recognition Awards 2013 by Corporate Governance Asia (2013)

**Best CEO for Malaysia**

Tan Sri Dr. Tony Fernandes, 3rd Asian Excellence Recognition Awards 2013 by Corporate Governance Asia (2013)

**Best Investor Relations Professional for Malaysia**

Benyamin Ismail, 3rd Asian Excellence Recognition Awards 2013 by Corporate Governance Asia (2013)

**Best Investor Relations Website (Mid Cap)**

The Malaysian Investor Relations Association Berhad (MIRA) (2013)

**Overall Best Managed Company in Malaysia & Best Managed Company in Asia in the Airlines/ Aviation Sector**

Euromoney Best Managed and Governed Companies - Asia Poll (2013)

**Best in Sector for Transport (Including Logistics & Infrastructure)**

IR Magazine Awards South East Asia (2013)

**Best Strategic Corporate Social Responsibility**

2nd Annual Southeast Asia Institutional Investor Corporate Awards by Alpha Southeast Asia (2012)

**Best Investor Relations Company for Malaysia**

2nd Asian Excellence Recognition Awards by Corporate Governance Asia (2012)

**Best Investor Relations Officer for Malaysia**

Benyamin Ismail, 2nd Asian Excellence Recognition Awards by Corporate Governance Asia (2012)

**Best CEO for Investor Relations – Mid Cap**

Tan Sri Dr. Tony Fernandes, Second Annual MIRA Malaysia Investor Relations Awards (2012)

**Best Investor Relations Professional – Mid Cap**

Benyamin Ismail, Second Annual MIRA Malaysia Investor Relations Awards (2012)

**Best Managed Company in Malaysia (Medium Cap)**

Asiamoney (2011)

**Best CEO for IR (Mid Cap)**

Tan Sri Dr. Tony Fernandes, Malaysia Investor Relations Awards (2011)

**Best IR Professional (Mid Cap)**

Benyamin Ismail, Malaysia Investor Relations Awards (2011)

**Best IR Website (Mid Cap)**  
**Malaysia Investor Relations Awards (2011)**  
Asia's Best CEO (Investor Relations)  
Tan Sri Dr. Tony Fernandes, Asian  
Excellence 2011 Corporate Governance  
Asia Recognition Awards

**Best Investor Relations (Company)**  
Asian Excellence 2011 Corporate  
Governance Asia Recognition Awards

**Best Investor Relations Professional**  
Benyamin Ismail, Asian Excellence 2011  
Corporate Governance Asia Recognition  
Awards

**Vocational Excellence Service for  
Corporate Category**  
The Rotary Club of Kuala Lumpur West  
Titivangsa Utara Subang Jaya (2011)

**Asia's Best Emerging Companies with  
regards to Corporate Governance**  
The Asset magazine (2007)

## **BRANDING & MARKETING**

**Best Asean Marketing & Promotional  
Campaign**  
27th ASEANTA Awards for Excellence  
(2013)

**Gold in the Transportation, Travel and  
Tourism Category**  
Putra Brand Awards, The People's Choice  
by 4As Malaysia (2012)

**Malaysia's 30 Most Valuable Brands  
Awards**  
Association of Accredited Advertising  
Agents (4As) in collaboration with  
Interbrand (2012)

**Top 20 Brands & Top 10 Risers by Brand  
Value**  
Brand Finance's Fifth Annual 'Top 100  
Malaysian Brands' (2012)

**Gold in the Transportation, Travel and  
Tourism category**  
Putra Brand Awards (2011), The People's  
Choice

**Asia's Best Employer Brand**  
2nd Asia's Best Employer Brand Awards  
(2011)

**Best Marketing Campaign**  
Budgie World Low-Cost Airlines Asia  
Pacific (2010)

**Gold for Transportation, Travel and Tourism**  
Putra Brand Awards (2010)

**Excellence in Branding & Marketing and  
Entrepreneur Excellence**  
CMO Asia Awards (2010)

**Brand of the Year**  
Media's Agency of the Year (AOY) Awards  
(2009)

**Brand of the Year**  
Media Magazine (2009)

**Asia's Top 100 Brands**  
Media Magazine (2006)

**Malaysian Superbrands**  
Superbrands International (2003)

## **INNOVATION, COMMUNICATIONS & TECHNOLOGY**

**Best Innovations Paradigm**  
China Finance Summit & China Dream  
Brand Tribute Night (2013)

**Customer Lover**  
Web In Travel (WIT) WITovation Awards  
(2011)

**Social Media Experience**  
Eptica Customer Service Innovation  
Award (2011)

**Global ICT in the Private Sector**  
World Information Technology and Service  
Alliance (WITSA) (2010)

**Private Sector Excellence**  
World Information Technology and  
Services Alliance (WITSA) (2010)

**Best Use of Digital Search**  
Gold Malaysian Media Awards (2010)

**PIKOM ICT Organisation Excellence**  
PIKOM ICT (2008)

**CIO Top 100 Honorees**  
Excellence in Strategic IT Deployment  
(2003)

**Most Popular Website for Online  
Shopping**  
ACNielsen Consult (2003)

## **CARGO**

**Air Cargo Industry Customer Care Award**  
Air Cargo Week (2013)

**Rising Star Carrier of the Year**  
AirAsia Cargo, Payload Asia Awards (2012)

**World's Best Air Cargo Industry Customer  
Care Award**  
Air Cargo Week (ACW) (2012)

**Fastest Growing Foreign Airline for Cargo**  
Guangzhou Baiyun International Airport  
(2011)

**World's Best Customer Care**  
Air Cargo Week (2011)

**Asia's Best Low-Cost Cargo Carrier**  
Aviation Awards Asia (2011)

**Air Cargo Industry Newcomer of the Year**  
ACW World Air Cargo Awards (2010)

## **HUMAN CAPITAL**

**Among Best Companies to Work for in  
Asia**  
HR Asia Magazine (2013)

**Most Popular Graduate Employer For  
Leisure, Travel & Hospitality**  
2013 Malaysia's 100 Leading Graduate  
Employers by GTI Media

**Most Popular Graduate Employer in  
Leisure, Travel and Hospitality**  
Malaysia's 100 Leading Graduate  
Employers Awards (2012)

**Most Popular Graduate Employer Finalist**  
Malaysia's 100 Leading Graduate Employers 2011, Leisure, Travel & Hospitality

**Airline Human Capital Development Strategy**  
Frost & Sullivan (2007)

## LEADERSHIP

### AWARDS WON BY GROUP CEO TAN SRI DR. TONY FERNANDES

**Best CEO for Malaysia**  
3rd Asian Excellence Recognition Awards 2013 by Corporate Governance Asia (2013)

**Commander of the Legion d' Honneur**  
Government of France (2013)

**GQ India's International Businessman of the Year**  
GQ Men of the Year Awards (2012)

**Malaysia's Outstanding CEO**  
The Edge Billion Ringgit Club (BRC) (2012)

**Best CEO for Malaysia**  
2nd Asian Excellence Recognition Awards by Corporate Governance Asia (2012)

**Individual Achievement of the Year**  
1st Malaysia Achievement Awards by Malaysia Achievement Organisation (MACA) (2012)

**Commander of the Order of the British Empire**  
by Her Majesty Queen Elizabeth II (2011)

**Visionary CEO of the Year**  
Global Leadership Awards (2011)

**Top 100 Most Influential People for Japan**  
Nikkei Business Magazine (2011)

**Travel Business Leaders**  
Asia Travel Leaders Summit Gala (2011)

**The 10 Most Creative People on Twitter**  
FastCompany.com (2011)

**3rd World Chinese Economic Forum Lifetime Achievement**  
Asian Strategy & Leadership Institute in Recognition of Leadership in Air Travel (2011)

**Masterclass Global CEO of the Year**  
Malaysia Business Leadership Award (MBLA) (2010)

**Nikkei Asia Prize**  
Nikkei Inc (2010)

**Officer of the Legion d' Honneur**  
Government of France (2010)

**Honorary Doctorate of Business Innovation**  
Universiti Teknologi Malaysia (2010)

**SME Overseas Platinum Award**  
SMI Association of Malaysia (2010)

**Forbes Asia's Businessman of the Year**  
Forbes Asia (2010)

**Laureate Award in the Commercial Air Transport category**  
Aviation Week (2009)

**TTG Travel Personality of the Year**  
TTG Travel Awards (2009)

**Excellence in Leadership for Exemplary Leadership Skills**  
Frost & Sullivan (2009)

**CAPA Legend and CAPA's Aviation Hall of Fame**  
Centre for Asia Pacific Aviation (2009)

**Rising Leaders – The Next 10 Years**  
Singapore Institute of International Affairs (SIA) in collaboration with AXN Asia (2008)

**Malaysian Global Brand Icon of the Year**  
Global Brand Forum (2008)

**Tourism Personality of the Year**  
LiburTravel Magazine (2008)

**Board of Directors of Malaysia Tourism Promotion Board**  
Tourism Malaysia (2008)

**Brand Laureate Brand Personality Asia Pacific**  
Asia Pacific Brand Foundation (2007)

**Minister's Special Recognition**  
Sabah Tourism Awards (2007)

**Master Entrepreneur**  
Ernst & Young Entrepreneur of the Year Malaysia (2006)

**Asia Pacific Aviation Executive of the Year**  
Centre for Asia Pacific Aviation (2005)

**CAPA Asia Pacific Aviation Executive of the Year**  
Centre for Asia Pacific Aviation (2004)

**25 Stars of Asia Honorees listing**  
Business Week (2004)

**CEO of the Year**  
Business Times and American Express (2003)

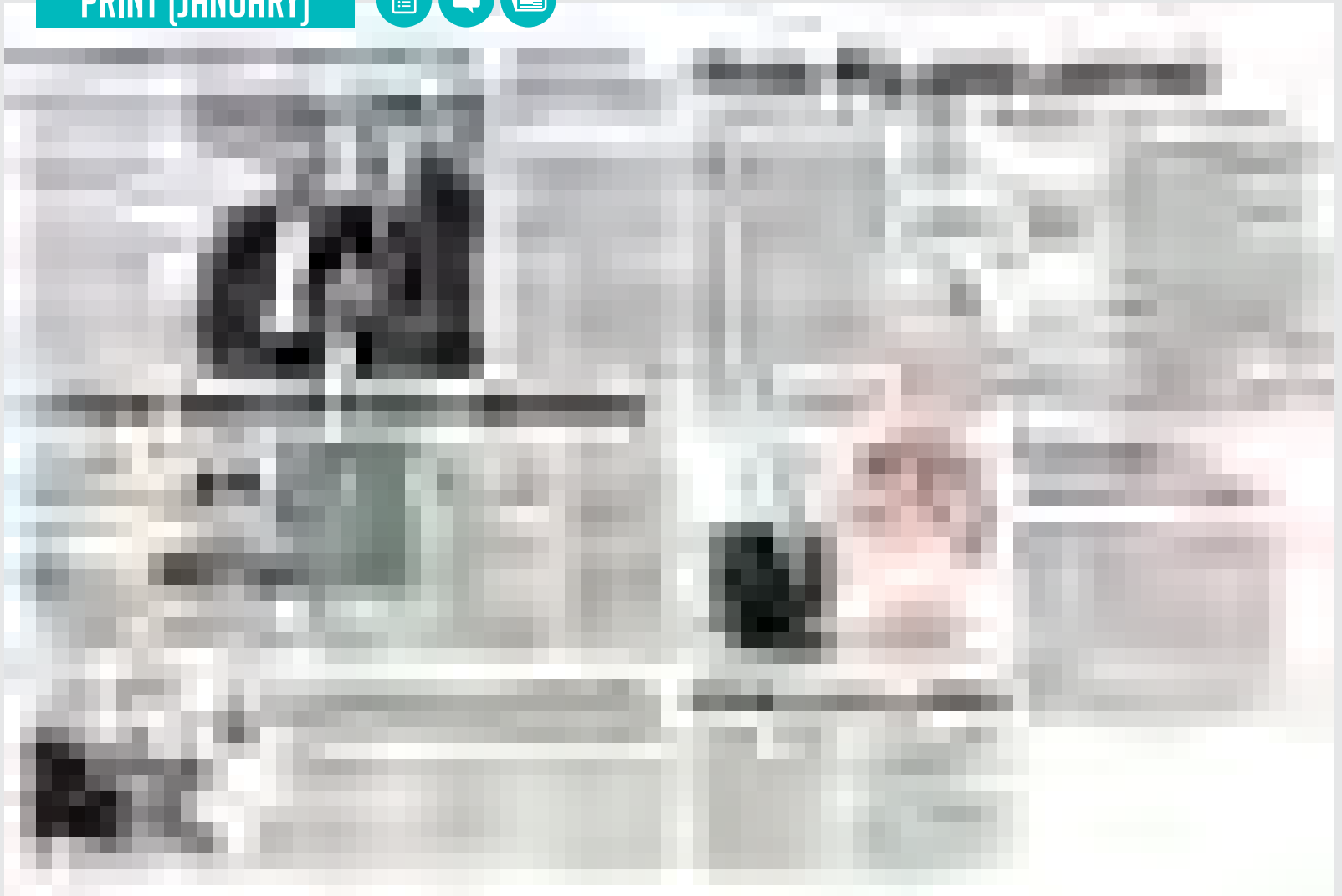
### AWARD(S) WON BY OTHER SENIOR MANAGEMENT CONOR MC CARTHY

**Entrepreneur of the Year in 'Emerging' category**  
The Ernst & Young Entrepreneur of the Year (2011)



# MEDIA HIGHLIGHTS 2014

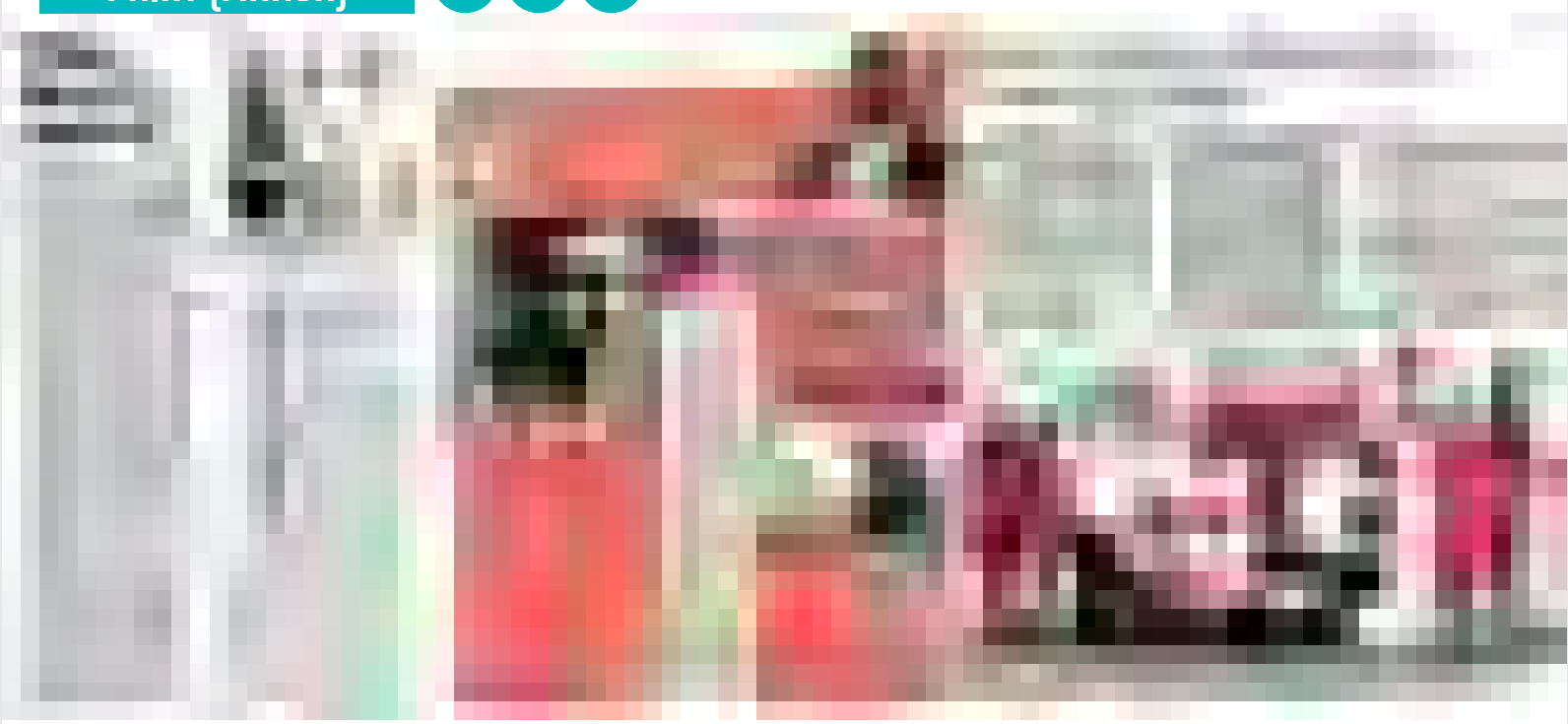
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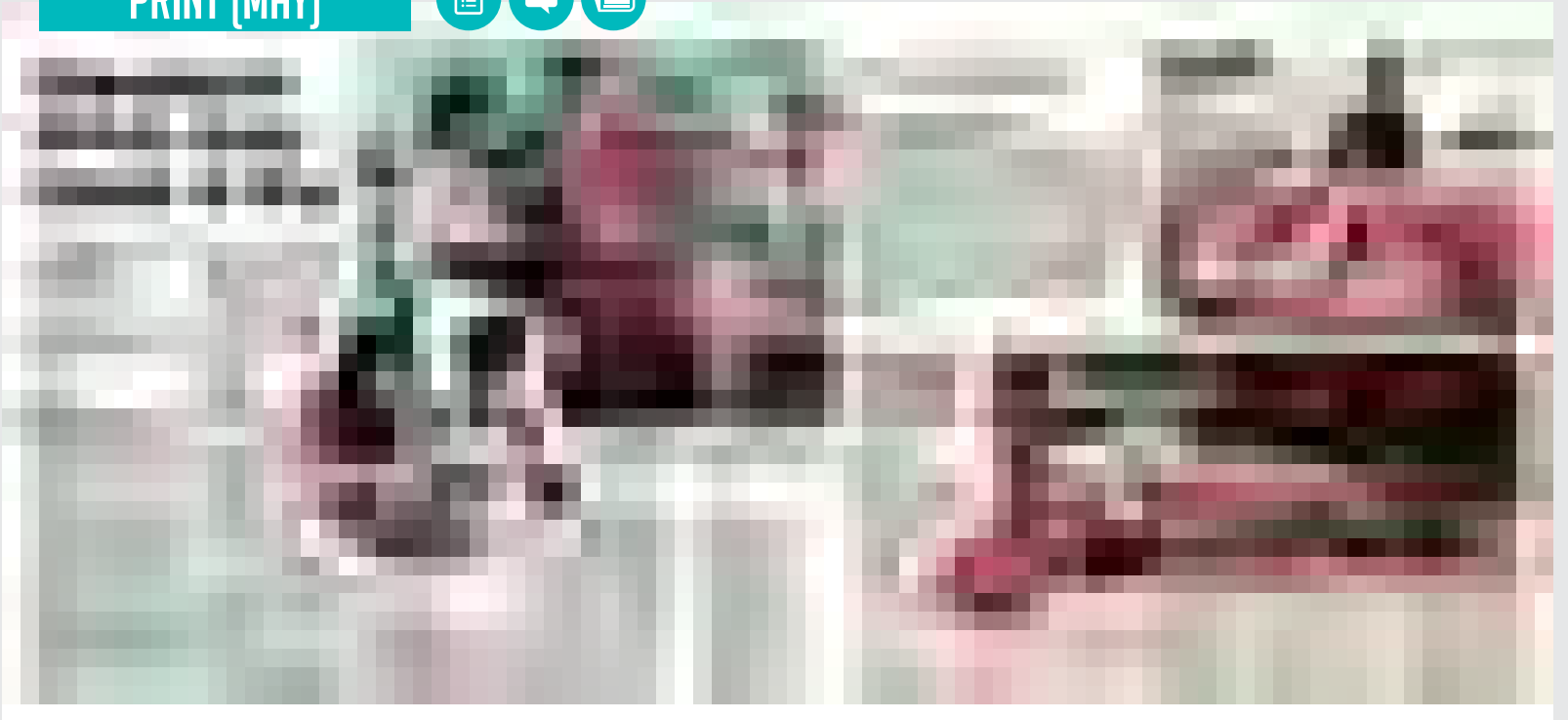
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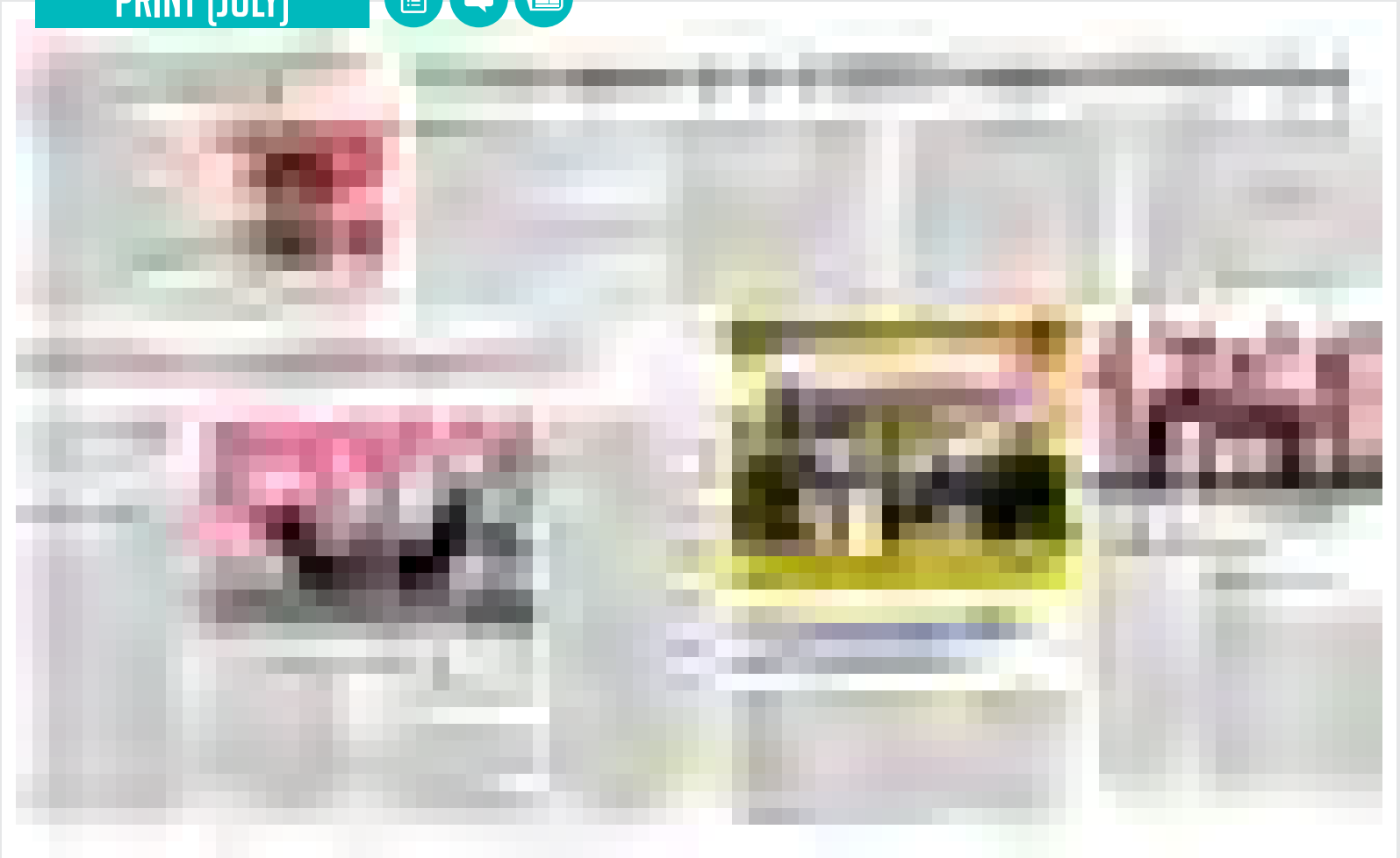


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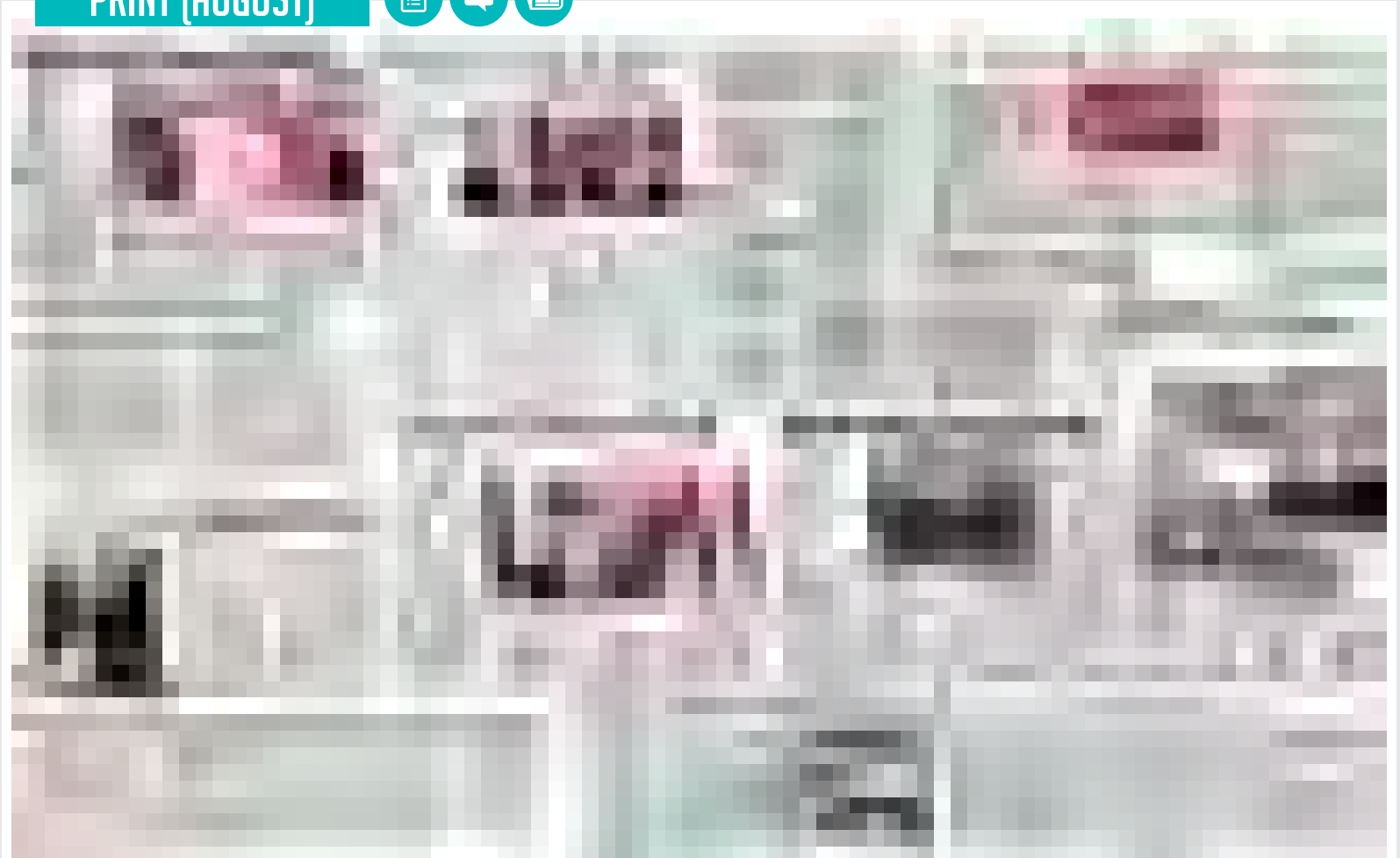




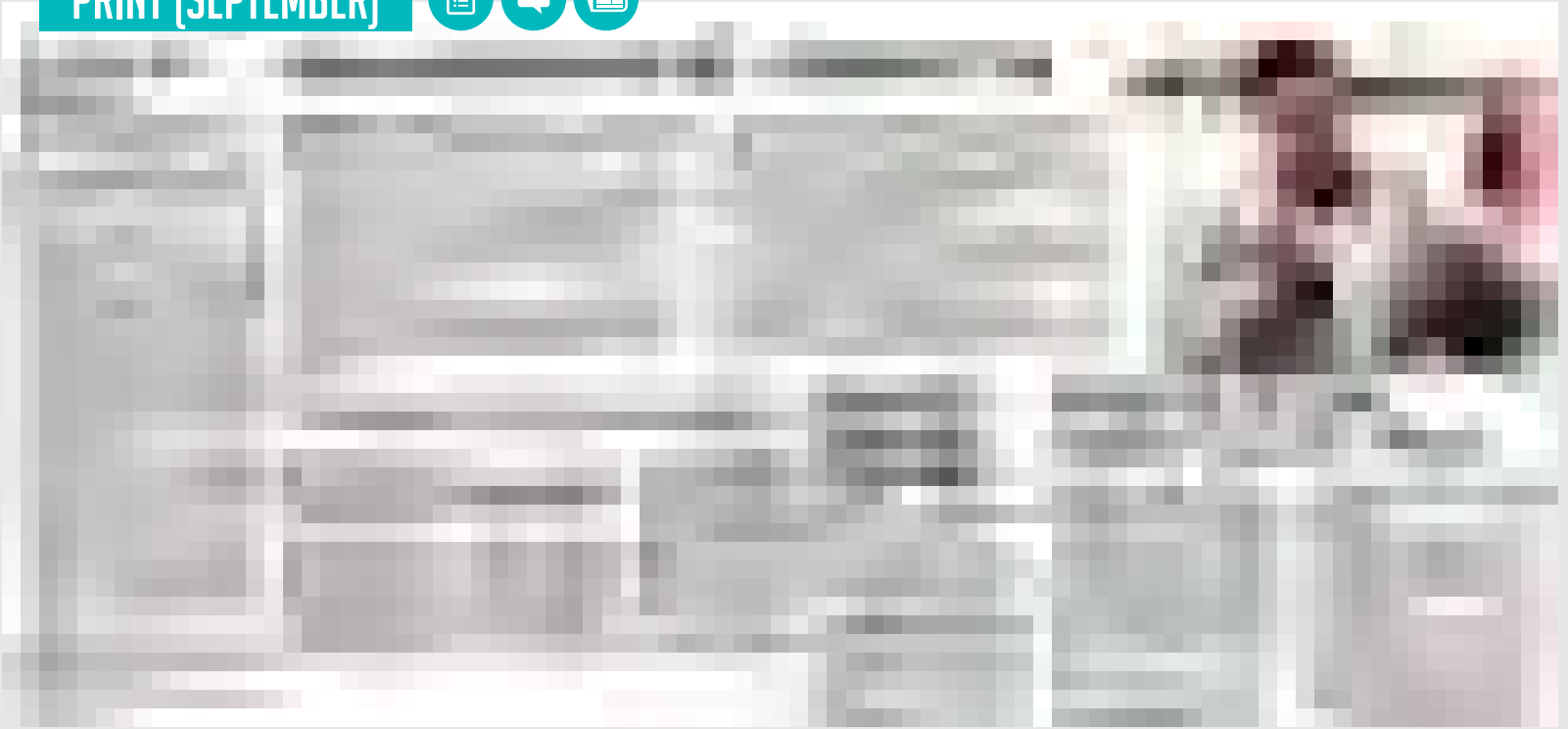
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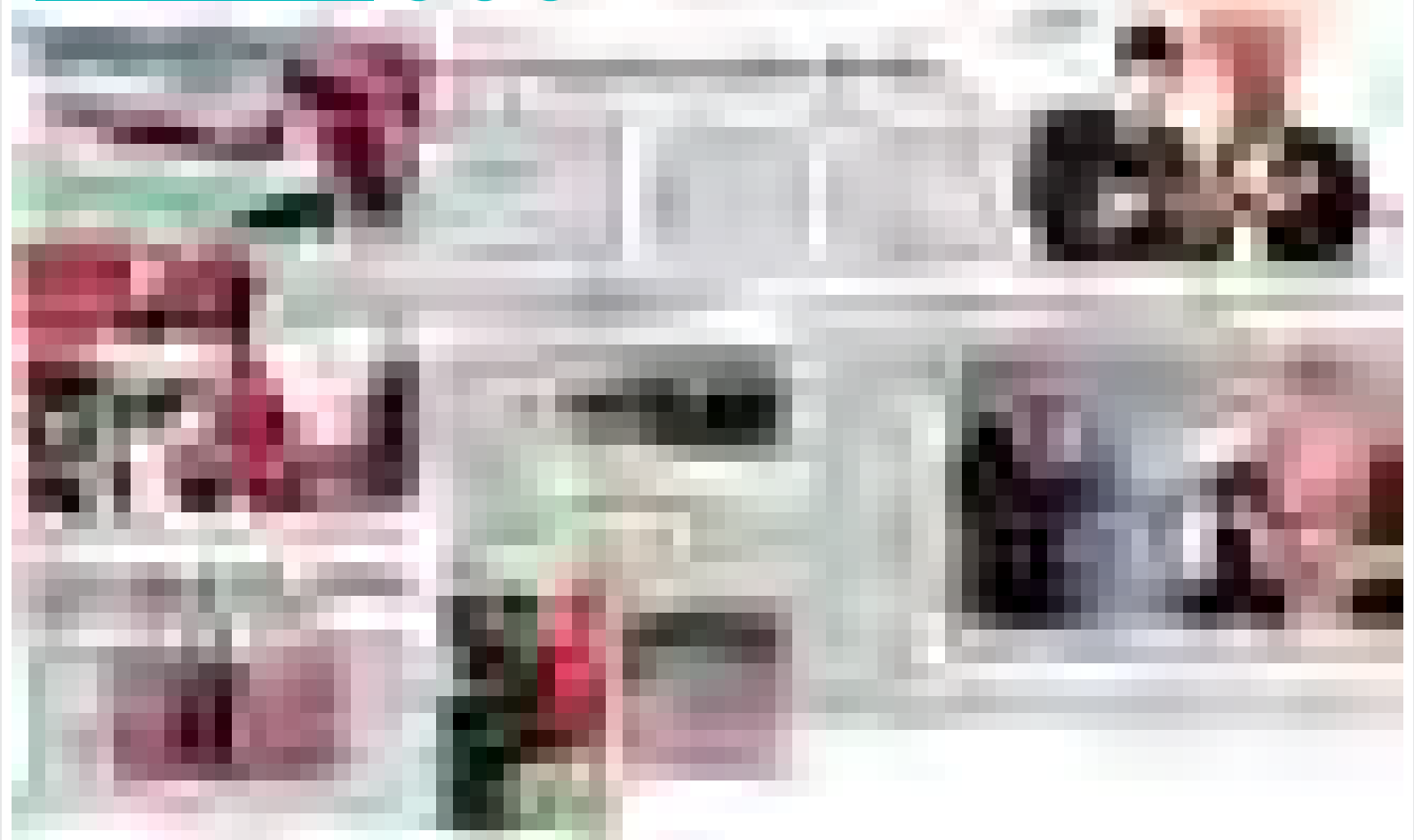
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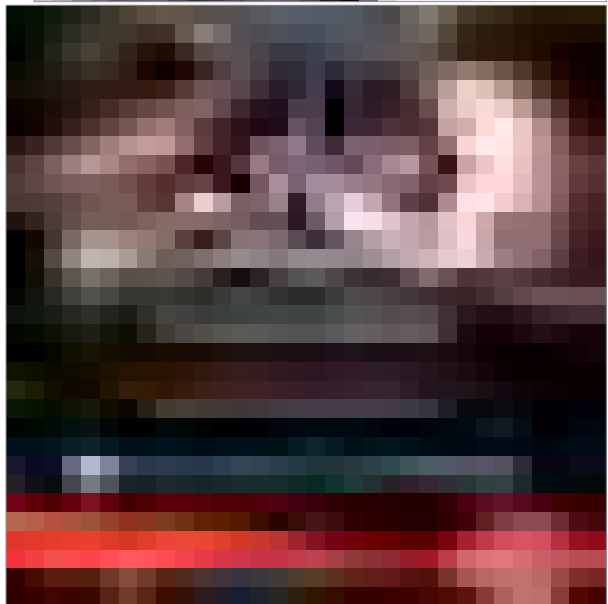
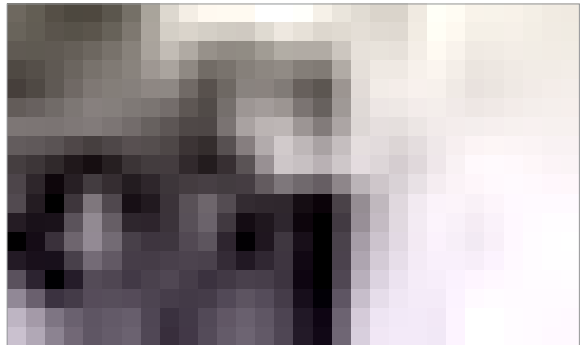


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ART IN THE SKY





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1. **Introduction**

2. **Background**

3. **Methodology**

4. **Results**

5. **Conclusion**

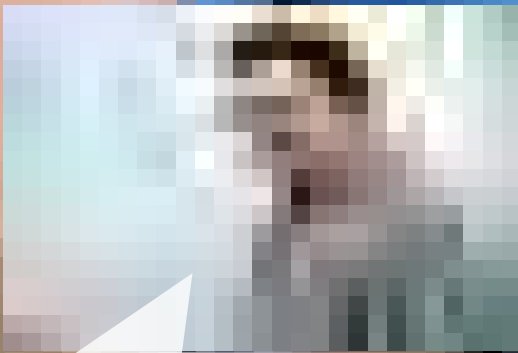
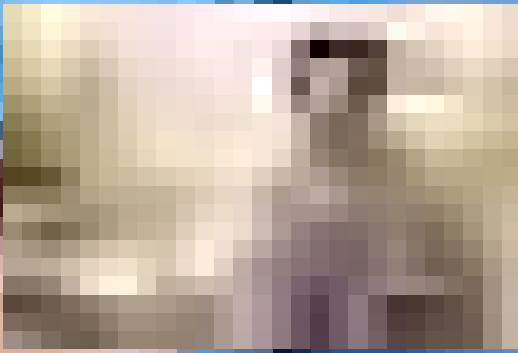
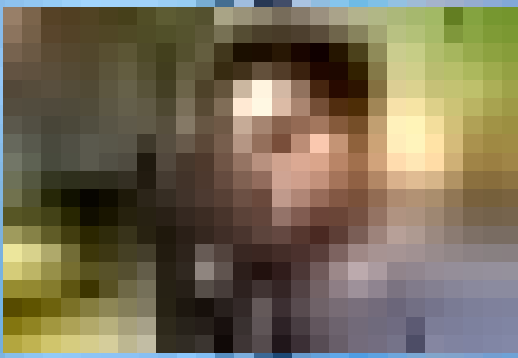
6. **References**

7. **Appendix**

8. **Summary**

9. **Final Remarks**





“Real artists ship.”  
- **Steve Jobs**

This is a reminder that ideas need execution and there's no such thing as starving artists. It separates the prima donnas – those who create and strive for perfection but do not deliver – from true artists who create, improvise and deliver in this age of technological expression.

A picture tells a

# THOUSAND WORDS

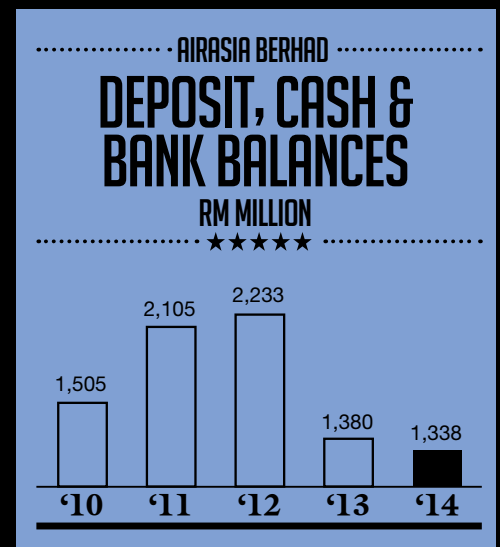
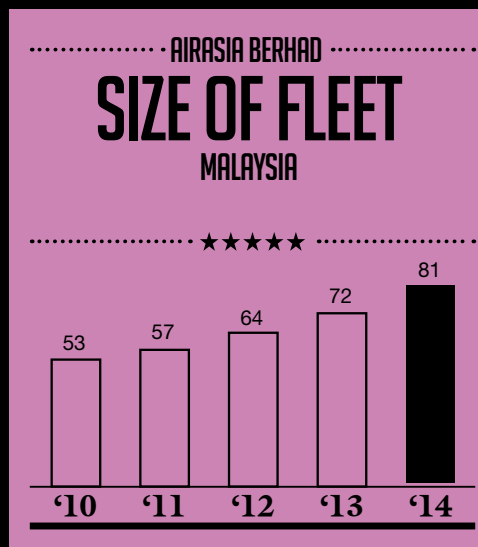
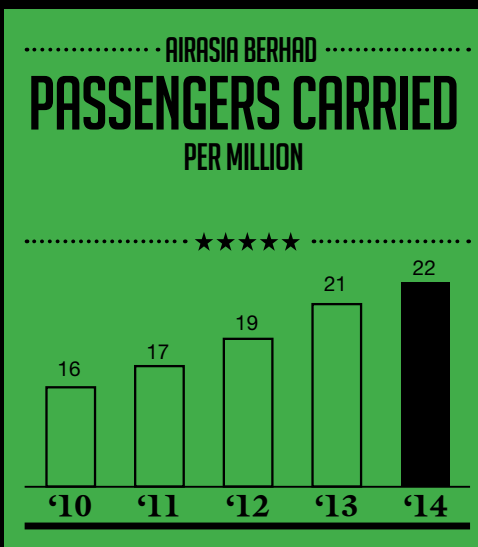
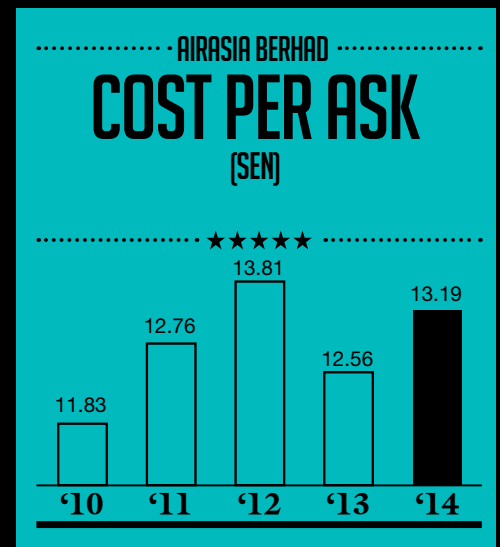
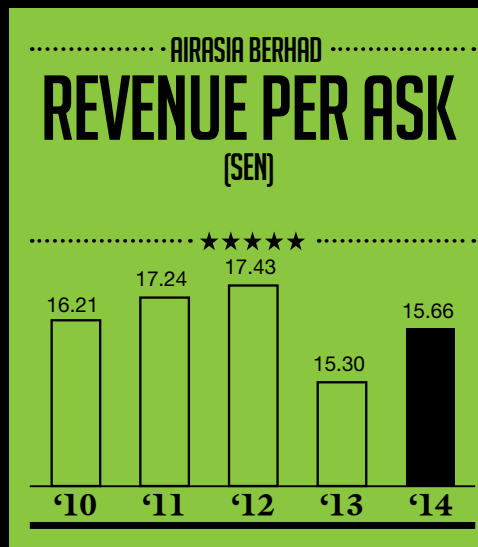
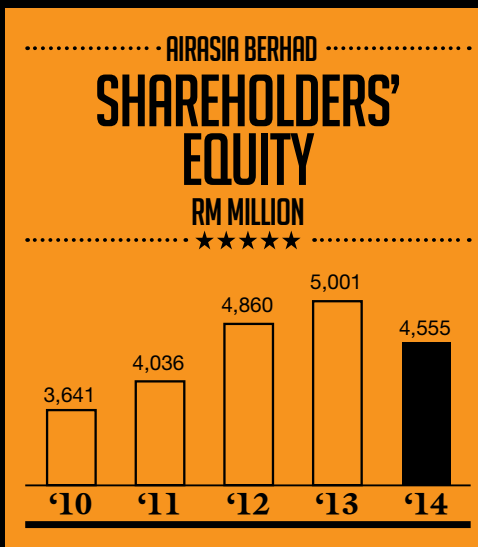
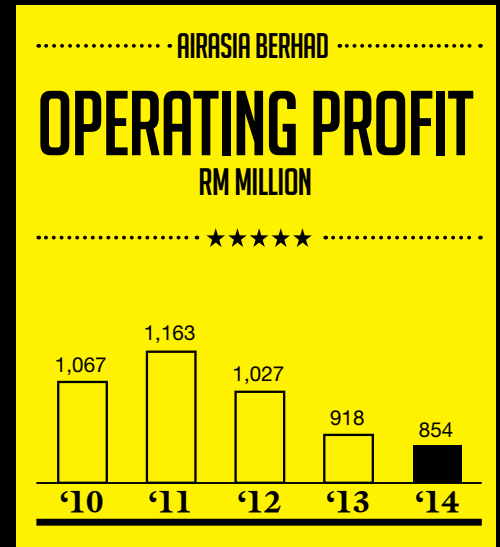
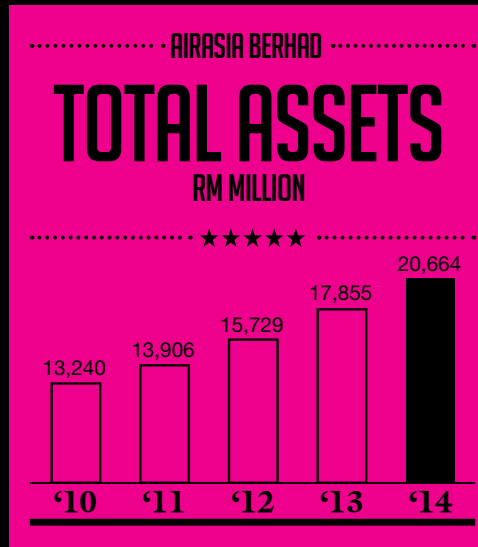
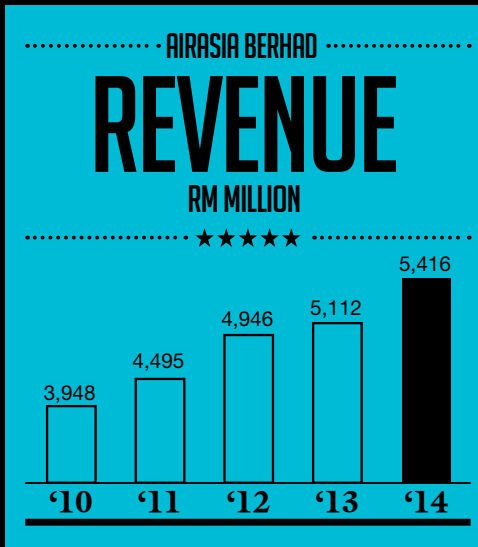
There are good photographers who take pretty pictures and there are great photographers who capture the soul of their subjects. A quick look at Adam's portfolio, and the numerous awards he has won, places him squarely in the second category. Adam, a trained engineer and MBA holder, was a photojournalist for a few years after leaving the corporate world, and enriched us with his fine sensibilities in 2011, providing images for our in-flight magazine “travel 3Sixty” and other collaterals. His work takes him all over Asean, capturing the heart and soul of this region. He is most proud of photos taken of Tacloban after Typhoon Haiyan, which helped AirAsia Foundation to raise funds in aid of the survivors.

# FIVE-YEAR FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 31 DECEMBER

(RM MILLION, UNLESS OTHERWISE STATED)	2010	2011	2012	2013	2014
Revenue	3,948	4,495	4,946	5,112	5,416
Net total expenses	2,881	3,332	3,919	4,194	4,562
Operating profit	1,067	1,163	1,027	918	854
Profit before taxation	1,099	777	963	361	23
Taxation	-38	-222	-173	1	60
Net profit	1,061	555	790	362	83
<b>BALANCE SHEET</b>					
Deposit, cash and bank balances	1,505	2,105	2,233	1,380	1,338
Total assets	13,240	13,906	15,729	17,856	20,664
Net debt (Total debt - Total cash)	6,352	5,676	6,176	8,790	11,390
Shareholders' equity	3,641	4,036	4,860	5,001	4,555
<b>CASH FLOW STATEMENTS</b>					
Cash flow from operating activities	1,594	1,404	1,324	961	302
Cash flow from investing activities	-1,868	-487	-1,905	-2,346	-2,154
Cash flow from financing activities	1,031	-300	733	509	1,779
Net cash flow	757	617	152	-876	-73
<b>FINANCIAL PERFORMANCE (%)</b>					
Return on total assets	8.0	4.0	5.0	2.0	0.4
Return on shareholders' equity	29.1	13.8	16.3	7.2	1.8
R.O.C.E. (EBIT/(Net Debt + Equity))	10.7	12.0	9.3	6.7	5.4
Operating profit margin	27.0	25.9	20.8	18.0	15.8
Net profit margin	26.9	12.3	16.0	7.1	1.5
<b>OPERATING STATISTICS</b>					
Passengers carried	16,054,738	17,986,558	19,678,576	21,853,036	22,138,796
Capacity	20,616,120	22,474,620	24,751,800	27,307,980	28,073,160
Load factor (%)	78	80	80	80	79
RPK (million)	18,499	21,037	22,731	26,607	27,273
ASK (million)	24,362	26,074	28,379	33,401	34,590
Aircraft utilisation (hours per day)	12.2	12.3	12.3	12.1	12.31
Average fare (RM)	177	176	184	166	165
Yield Revenue per ASK (sen)	16.21	17.24	17.43	15.30	15.66
Cost per ASK (sen)	11.83	12.76	13.81	12.56	13.19
Cost per ASK - excluding fuel (sen)	6.86	6.01	6.95	5.93	6.67
Yield Revenue per ASK (USc)	5.03	5.63	5.66	5.11	4.77
Cost per ASK (USc)	3.67	4.17	4.48	4.10	4.02
Cost per ASK - excluding fuel (USc)	2.13	1.96	2.26	2.34	2.03
Number of stages	114,534	124,853	137,510	151,709	155,962
Average stage length (km)	1,184	1,162	1,148	1,144	1,217
Size of fleet at year end (Malaysia)	53	57	64	72	81
Size of fleet at year end (Group)	90	97	118	154	172
Number of employees at year end	4,702	5,137	5,644	6,089	6,304
Percentage revenue via internet (%)	77	78	79	85	84
RM-USD average exchange rate	3.22	3.06	3.08	3.17	3.28

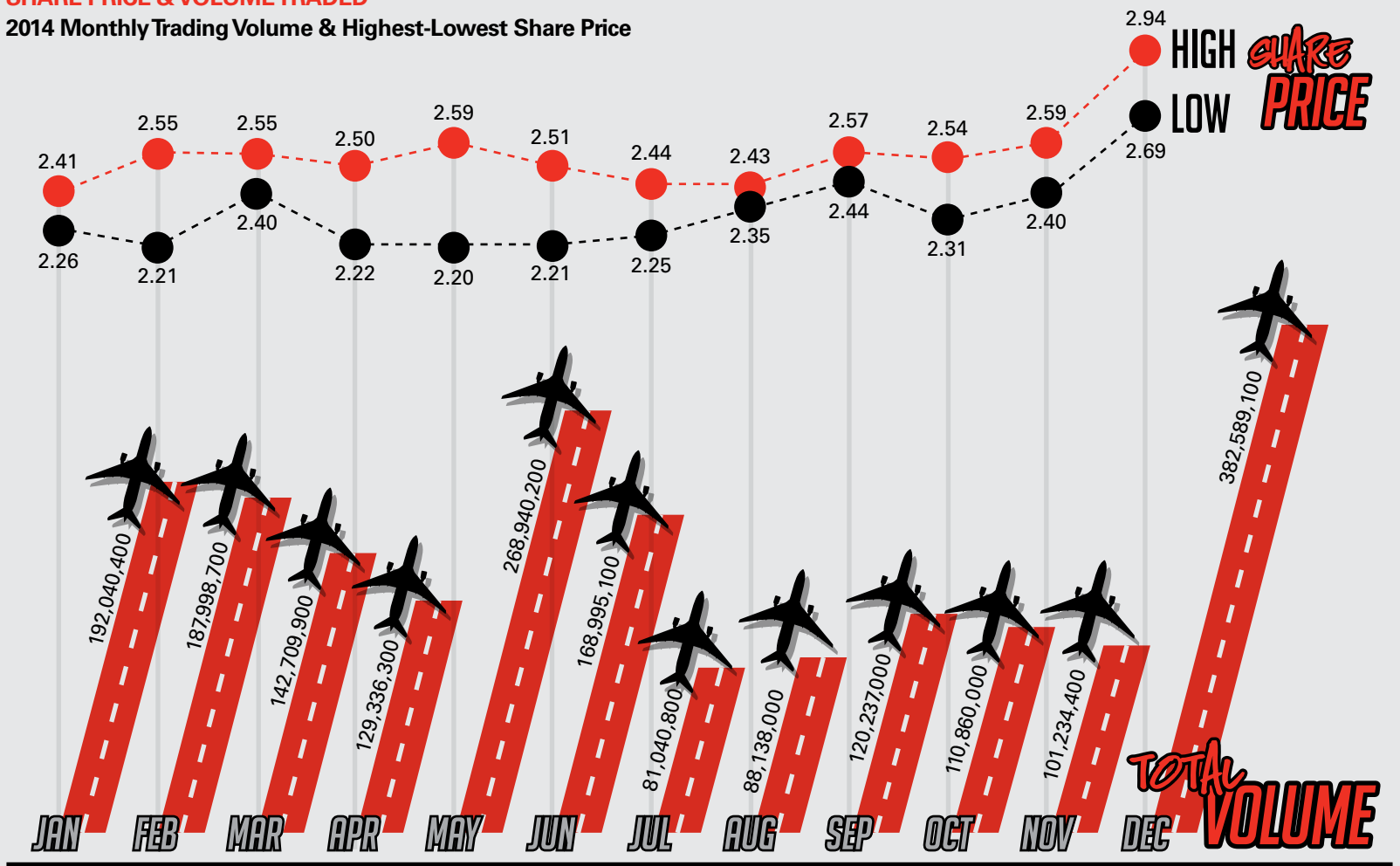
# FIVE-YEAR FINANCIAL & OPERATING HIGHLIGHTS



# SHARE PERFORMANCE 2014

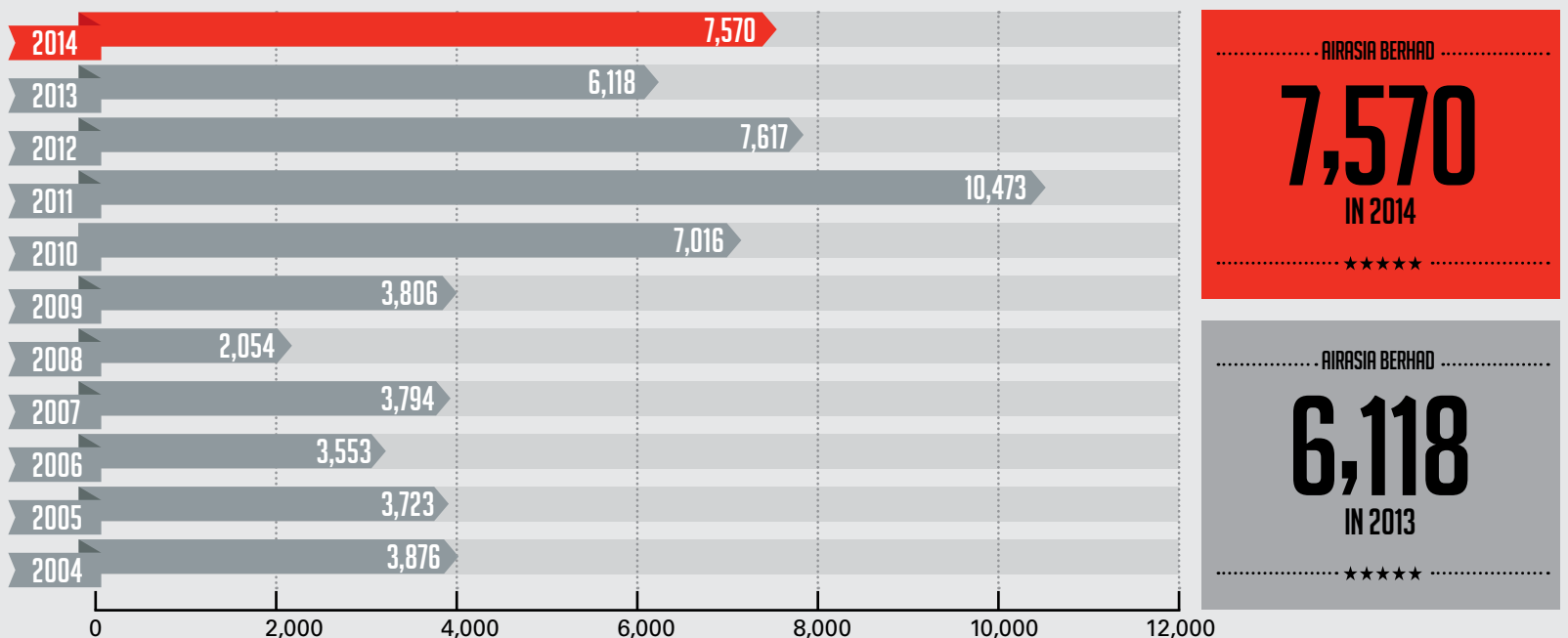
## SHARE PRICE & VOLUME TRADED

2014 Monthly Trading Volume & Highest-Lowest Share Price



## MARKET CAPITALISATION

as at 31 December 2014





## Who makes financial solutions lift off?

### Our Achievements

- Portfolio: 650 aircraft
- Financing volume: 8.5 billion euros
- Result: We are among the five largest commercial aircraft lenders in the world

Without question: In aviation, you need serious, world-class expertise. Not only for aircraft construction and operation. You also need expert financing. For more than 25 years, we have provided aircraft-finance solutions to clients throughout the world. Thanks to our comprehensive knowledge of the industry and our unique international network, we are now one of the five leading commercial aircraft lenders in the industry. Our clients appreciate our engaged and personalized approach, and our expertise repeatedly proves itself with excellent management of market and financial cycles, without question. Learn more about our custom financing solutions at [www.nordlb.com](http://www.nordlb.com).

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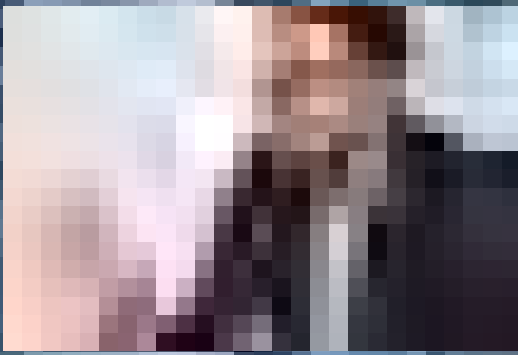
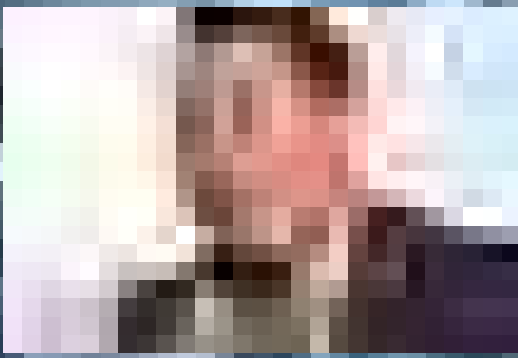
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“Great works are performed not by strength, but by perseverance.”  
- **Samuel Johnson**

If you want to succeed at work, the main thing you need is a strong mindset and determination. Whenever you can, grab the chance to learn something new that enhances your capabilities. Believe in yourself, your colleagues and the organisation.

## Strong mindset and

# DETERMINATION

Fans of AirAsia are forever sending us Facebook, Twitter and other social media requests to fly to new destinations. These requests are communicated to Tanus, more affectionately known as Dome. As Business Development Manager at Thai AirAsia, he is regularly in touch with the regulators and airport managements across Asean to negotiate terms for flight slots, incentives and subsidies as he explores opportunities for the company to launch new routes, further enriching Asean connectivity. A key goal is to see the ASEAN Single Aviation Market (ASAM) materialise, and this is an area of focus for Dome who represents Thai AirAsia at the ASEAN Air Transport Integration Project (AATIP). Dome has been with AirAsia for the last 11 years and has been positioned in Cambodia, Myanmar and Vietnam while serving in ground operations.







**UTHAYA  
KUMAR A/L  
K VIVEKANANDA**  
*Independent Non-Executive Director*

**DATO'  
FAM LEE EE**  
*Senior Independent Non-Executive Director*

**AIREEN  
OMAR**  
*Executive Director and  
Chief Executive Officer*

**TAN SRI DR.  
TONY  
FERNANDES**  
*Non-Independent Executive Director and  
Group Chief Executive Officer*





**DATUK  
KAMARUDIN  
BIN MERANUN**

*Non-Independent Executive Chairman*



**DATO'  
ABDEL AZIZ @  
ABDUL AZIZ  
BIN ABU BAKAR**

*Non-Independent Non-Executive Director*



**ROBERT  
A MILTON**

*Independent Non-Executive Director*



**AMIT  
BHATIA**

*Independent Non-Executive Director*

A large, high-contrast, black and white portrait of a man with a beard and mustache, wearing a dark suit and a white shirt with a tie. The image is heavily stylized with a grainy, pixelated texture. The background is a soft, out-of-focus light color.

**DATUK  
KAMARUDIN  
BIN MERANUN**

**NON-INDEPENDENT  
EXECUTIVE CHAIRMAN**