

# director's profile

# DATUK KAMARUDIN BIN MERANUN

Datuk Kamarudin Bin Meranun, Malaysian, aged 53, was appointed a Director of the Company on 12 December 2001; an Executive Director in January 2004; and Group Deputy Chief Executive Officer on 8 December 2005. Thereafter, he was re-designated as Deputy Group Chief Executive Officer & President of Group Finance, Treasury, Corporate Finance and Legal effective from 13 February 2012; Non-Independent Non-Executive Director on 30 June 2012; and a Non-Independent Executive Chairman on 6 November 2013.

Datuk Kamarudin and Tan Sri Dr. Tony Fernandes founded the AirAsia Group, having acquired and relaunched the struggling AirAsia in December 2001.

Prior to AirAsia, Datuk Kamarudin worked in Arab-Malaysian Merchant Bank from 1988 to 1993 as a Portfolio Manager. 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.

Datuk Kamarudin received a Diploma in Actuarial Science from University Technology MARA (UiTM) and was named the Best Actuarial Student by the Life Insurance Institute of Malaysia in 1983. He received a BSc with Distinction (Magna Cum Laude) majoring in Finance in 1986, and an MBA from Central Michigan University in 1987.

Datuk Kamarudin was awarded the Darjah Panglima Jasa Negara (PJN), which carries the title Datuk, from the Yang di-Pertuan Agong on 21 November 2013.

He is a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia X Berhad and a Non-Independent Non-Executive Director of Tune Ins Holdings Berhad. He is also a Director of Yayasan Pendidikan Titiwangsa.

# director's profile

## TAN SRI DR. TONY FERNANDES

Tan Sri Dr. Tony Fernandes CBE, Malaysian, aged 51, was appointed Group Chief Executive Officer of the Company in December 2001, re-designated as a Non-Independent Non-Executive Director on 30 June 2012 and subsequently as a Non-Independent Executive Director and Group Chief Executive Officer on 6 November 2013. He is also a member of the Investment Committee of the Board.

Tan Sri Tony graduated from the London School of Economics. He was admitted as an Associate Member of the Association of Chartered Certified Accountants in 1991 and became a Fellow Member in 1996. He also received an Honorary Doctorate of Business Innovation from Universiti Teknologi Malaysia (UTM) in March 2010.

He was the Financial Controller at Virgin Communications London (1987-1989) before moving on to be a Senior Financial Analyst at Warner Music International London (1989-1992), Managing Director at Warner Music Malaysia (1992-1996), Regional Managing Director, Asean (1996-1999) and Vice President, Asean at Warner Music South East Asia (1999-2001).

In 1999, the Sultan of Selangor bestowed on him the title Setia Mahkota Selangor for his contributions to the Malaysian music industry. He also received the Recording Industry Person of the Year 1997 award from the Recording Industry Association of Malaysia.

Since launching AirAsia, he has received numerous state awards as well as industry accolades. Within Malaysia, he has been awarded the title Dato' by the Sultans of Negeri Sembilan and Pahang; Dato' Seri by the Sultan of Perak; and Tan Sri from a former Yang di-Pertuan Agong. Internationally, he has been presented the title Officier of the Legion

d' Honneur, followed by the Commander of the Legion d'Honneur, the highest rank of honour that the French Government can bestow on non-French citizens. He was awarded the title Commander of the Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II.

From the industry, he was presented the Airline Business Strategy Award 2005 and Low Cost Leadership Award by Airline Business and named Asia Pacific Aviation Executive by the Centre for Asia Pacific Aviation (CAPA) for the years 2004 and 2005. He bagged The Brand Laureate Brand Personality Award in 2006 and 2007; was presented the CAPA Legend Award 2009 (Aviation Hall of Fame); and the Airline CEO of the Year Award for 2009 from Jane's Transport Finance.

In 2010, Tan Sri Tony was awarded the Nikkei Asia Prize in Tokyo and the Masterclass Global CEO of the Year award at the 2nd Malaysia Business Leadership Award (MBLA). He was also named Forbes Asia Businessman of the Year 2010, the first Asean citizen to receive the award.

In 2011, Tan Sri Tony was named one of the most creative people in business by New York-based business magazine Fast Company and was on its Top 10 Most Creative People in Twitter list. He was also named CEO of the Year at the Annual Budgies World Low Cost Airline Awards held in London; and CNBC Travel Business Leader of 2011 at CNBC's Travel Business Leaders Award Asia Pacific held in Singapore.

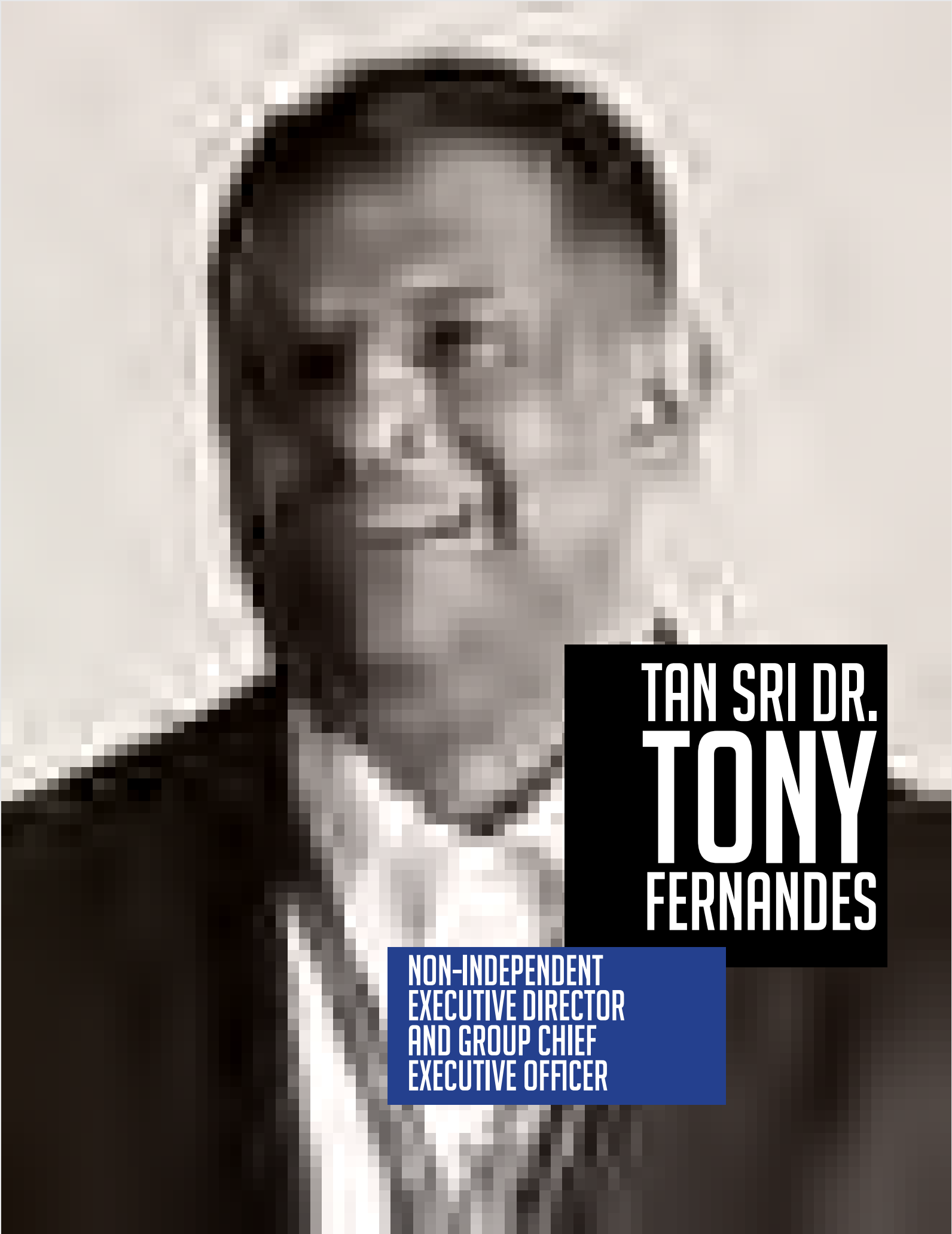
In 2012, he was bestowed the Individual Achievement of the Year award at the 1st Malaysia Achievement Awards 2012, organised by the Malaysia Achievement Organisation (MACA). He was also honoured with the Best CEO for IR - Mid Cap award by the Malaysian Investor Relations

Association Berhad (MIRA); named as one of Malaysia's outstanding CEOs by The Edge Billion Ringgit Club (BRC); and announced as GQ India's International Businessman of the Year 2012.

In January 2013, Tan Sri Tony was named a Malaysia Brand Ambassador by Prime Minister Dato' Sri Mohd Najib bin Tun Haji Abdul Razak at the World Economic Forum in Davos, Switzerland. He went on to win Corporate Governance Asia's Best CEO for Malaysia award - for the third year in a row - in March 2013.

He was named Airline Industry Leader of the Year at the 4th Aviation 100 Awards in January 2014, and Brand Builder of the Year at the 2014 World Branding Awards. Most recently, he made it onto 2015 TIME 100, the magazine's annual list of the 100 most influential people in the world.

He is a Non-Independent Non-Executive Director of both Tune Ins Holdings Berhad and AirAsia X Berhad.

A large, high-contrast, black and white portrait of Tan Sri Dr. Tony Fernandes, looking slightly to the right. The image is heavily stylized with a grainy, pixelated texture. A black rectangular box is overlaid on the right side of the portrait, containing his name in white text. A blue rectangular box is overlaid on the bottom left of the portrait, containing his title in white text.

**TAN SRI DR.  
TONY  
FERNANDES**

**NON-INDEPENDENT  
EXECUTIVE DIRECTOR  
AND GROUP CHIEF  
EXECUTIVE OFFICER**

A large, high-resolution portrait of Aireen Omar, a woman with dark hair, wearing a light-colored blazer over a dark top. She is smiling slightly and looking towards the camera. The background is a soft, out-of-focus light color.

# AIREEN OMAR

**EXECUTIVE DIRECTOR &  
CHIEF EXECUTIVE OFFICER**

# director's profile

# AIREEN OMAR

Aireen Omar, Malaysian, aged 41, was appointed as Chief Executive Officer and Executive Director of the Company effective from 1 July 2012. Prior to this, she was the Regional Head of Corporate Finance, Treasury and Investor Relations of the Company. She is also a member of the Safety Review Board.

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

Aireen joined AirAsia Berhad in January 2006 as Director of Corporate Finance, where her portfolio expanded 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 began her career at Deutsche Bank Securities Inc, where she served as an Associate from 1997-2000 in New York and London, her last position being at the Equity Arbitrage Proprietary Trading Desk focusing on international equities, equity derivatives and equity-linked products. Upon her return to Malaysia in 2001, she served several major local financial institutions including the Maybank Group.

Aireen received an Outstanding Achievement Award (CEO category) at the inaugural Malaysian Women of Excellence 2014 and a Masterclass Woman CEO of the Year award at the inaugural Selangor Excellence Business Awards 2014.

She is a member of the Board of Directors of Malaysia Tourism Promotion Board (Tourism Malaysia), AirAsia Global Shared Services Sdn Bhd, Think BIG Digital Sdn Bhd, Tune Money Sdn Bhd, Ground Team Red Sdn Bhd (formerly known as Aras Sejagat Sdn Bhd) and Asia Aviation Capital Limited.

# director's profile

---

# DATO' ABDEL AZIZ @ ABDUL AZIZ BIN ABU BAKAR

---

Dato' Abdel Aziz @ Abdul Aziz Bin Abu Bakar, Malaysian, aged 61, was appointed a Non-Executive Director of the Company 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 an Executive Chairman of Naim Indah Corporation Berhad and a Director of Yayasan Astro Kasih.



**DATO'  
ABDEL  
AZIZ**

**@ ABDUL AZIZ BIN  
ABU BAKAR**

**NON-INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR**

A large, high-contrast, black and white portrait of a man with short dark hair, wearing a dark suit jacket and a light-colored shirt. The image is heavily stylized with a grainy, pixelated texture. The man is looking slightly to the right of the camera with a neutral expression.

**DATO'  
FAM  
LEE EE**

**SENIOR INDEPENDENT  
NON-EXECUTIVE DIRECTOR**



# director's profile

---

## DATO' FAM LEE EE

---

Dato' Fam Lee Ee, Malaysian, aged 54, was appointed an Independent Non-Executive Director of the Company on 8 October 2004. He was re-designated as Senior Independent Non-Executive Director on 20 August 2014. He is a member of the Audit Committee and Chairman of the Nomination and Remuneration Committee of the Board.

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

Dato' Fam used to sit on the Board of Trustees of Yayasan PEJATI from 1996 to 2007. Since 2001, he has also 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.

# director's profile

---

# ROBERT A MILTON

---

Robert A. Milton, Canadian, aged 54, was appointed an Independent Non-Executive Director of the Company on 7 June 2013. He is also Chairman of the Safety Review Board.

Robert received a BSc in Industrial Management from the Georgia Institute of Technology in 1983.

He was the Chairman, President and Chief Executive Officer of ACE Aviation Holdings, Inc (ACE) from 2004 until 2012. ACE was the parent holding company of the re-organised Air Canada and a number of other separate legal entities including Aeroplan LP (now AIMIA) and Air Canada Jazz (now Chorus Aviation Inc).

Robert was the President and Chief Executive Officer of Air Canada from 1999 until 2004, prior to which he held the positions of Executive Vice President and Chief Operating Officer. He started his career at Air Canada in 1992 on a consulting basis and then assumed increasingly responsible positions in cargo operations, scheduling, product design, advertising, in-flight service and marketing.

Prior to joining Air Canada, Robert was a founding partner of Air Eagle Holdings Inc and an independent commercial aviation consultant to British Aerospace Limited. He served as Chair of the International Air Transport Association's Board of Governors from 2005 to 2006. He is a past Chairman of the GeorgiaTech Advisory Board and currently serves as a Trustee of the GeorgiaTech Foundation. He is also a Lead Director of Air Lease Corporation and serves on the Board of Directors of the Smithsonian Institution's National Air and Space Museum.



# ROBERT A MILTON

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

A large, high-resolution portrait of Amit Bhatia, an Independent Non-Executive Director, occupies the background of the page. He is shown from the chest up, wearing a dark suit jacket, a white shirt, and a dark tie. He has short, dark hair and is looking directly at the camera with a neutral expression. The background behind him is a soft, out-of-focus light color.

**AMIT  
BHATIA**

**INDEPENDENT  
NON-EXECUTIVE DIRECTOR**

# director's profile

---

# AMIT BHATIA

---

Amit Bhatia, British, aged 35, was appointed an Independent Non-Executive Director of the Company on 9 June 2014. He is also Chairman of the Investment Committee.

A multi award-winning entrepreneur and one of Britain's most influential Asian figures (GG2 Power List 2014), Amit is Chairman of Hope Construction Materials, Britain's leading independent supplier of cement, concrete and aggregates. He founded the firm in 2013, becoming the first new entrant to the industry for more than a decade.

Amit studied Economics at Cornell University, USA, following which he joined Credit Suisse First Boston in London. He incubated the Swordfish group of companies in 2005 as Founder and Senior Managing Partner.

Amit is involved in a wide range of charitable organisations. He is Chairman of Queens Park Rangers' QPR in the Community Trust which reaches 100,000 children per year, Founder and Benefactor of his own UK registered charity Global Relief Initiative and Ambassador of the KP24 Foundation. He is also a member of the External Advisory Council on Internationalisation for Cornell University and a member of the William Pitt Group at Chatham House.

# director's profile

---

# UTHAYA KUMAR A/L K VIVEKANANDA

---

Uthaya Kumar a/l K Vivekananda, Malaysian, aged 61, was appointed an Independent Non-Executive Director of the Company on 20 August 2014. He is also Chairman of the Audit Committee, a member of the Nomination and Remuneration Committee, Investment Committee and Safety Review Board.

For the past 35 years, Kumar led some of the most important assignments of Messrs PricewaterhouseCoopers (PwC) both in Malaysia and globally. These include working with multinational and blue-chip national clients in audit, business advisory, mergers and acquisitions, valuations, privatisations, IPOs and cross-border transactions.

He retired from PwC South East Asia Peninsula on 30 June 2014.

He is a fellow member of the Institute of Chartered Accountants in England & Wales and a member of both the Malaysian Institute of Accountants and Malaysian Institute of Certified Public Accountants. He is also a Corporate Finance Holder of the Institute of Chartered Accountants in England & Wales.

#### Notes:

##### Family Relationship

None of the Directors has any family relationship with any other Director and/ or major shareholder of AirAsia.

##### Conflict of Interest

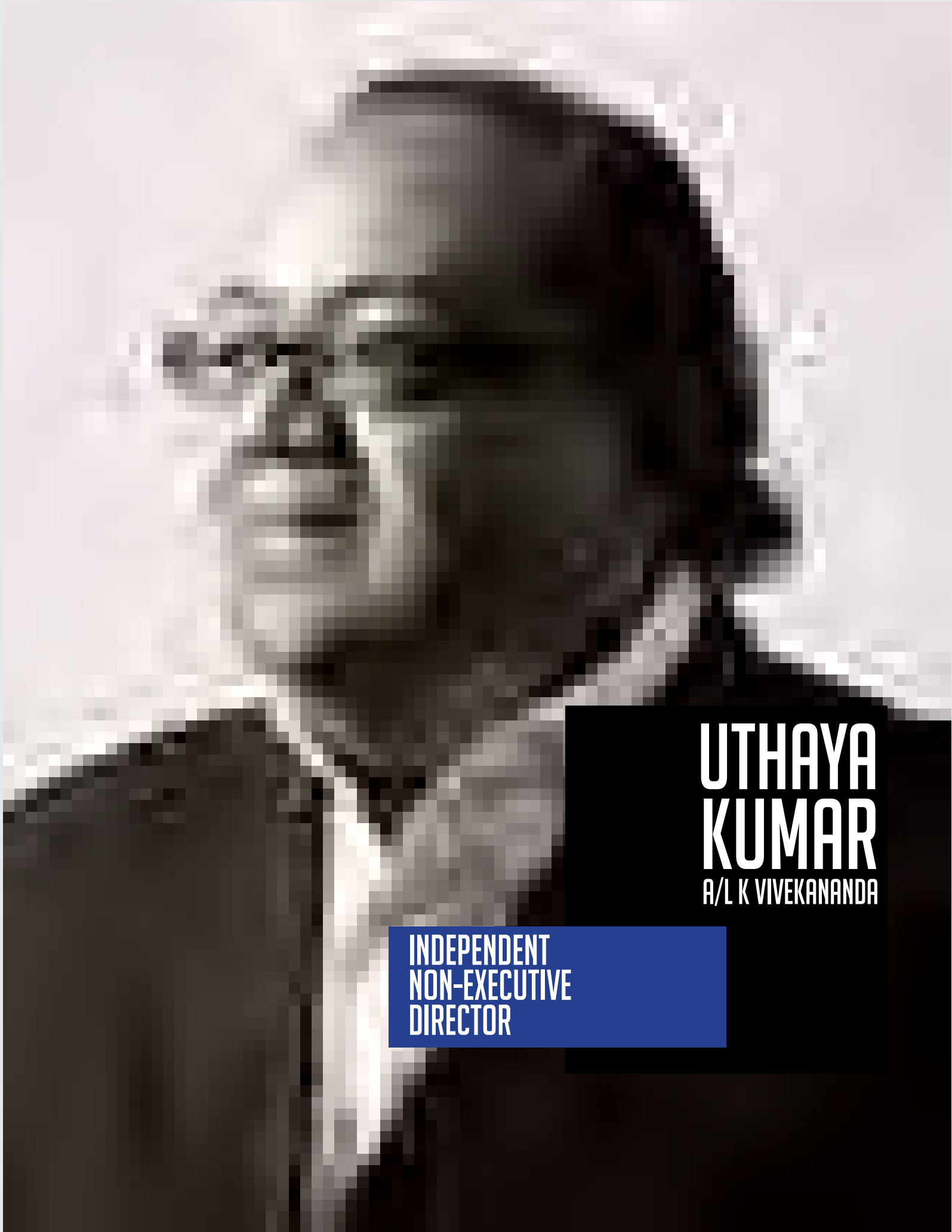
None of the Directors has any conflict of interest with AirAsia Group.

##### Conviction for Offences

None of the Directors has been convicted for offences within the past 10 years other than traffic offences, if any.

##### Attendance at Board Meetings

The attendance of the Directors at Board of Directors' meetings is disclosed in the Statement on Corporate Governance.



**UTHAYA  
KUMAR**  
A/L K VIVEKANANDA

**INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR**

FROM LEFT TO RIGHT

**JOY CAÑEBA**

*Chief Executive Officer  
Philippines' AirAsia*

**TAN SRI DR. TONY FERNANDES**

*Non-Independent Executive Director and  
Group Chief Executive Officer  
AirAsia Berhad*

**SUNU WIDYATMOKO**

*Chief Executive Officer  
Indonesia AirAsia*

# SENIOR MANA





FROM LEFT TO RIGHT

**AIREEN OMAR**

*Executive Director and Chief Executive Officer  
AirAsia Berhad*

**DATUK KAMARUDIN BIN MERANUN**

*Non-Independent Executive Chairman  
AirAsia Berhad*

**TASSAPON BIJLEVELD**

*Chief Executive Officer  
Thai AirAsia*

**MITTU CHANDILYA**

*Chief Executive Officer  
AirAsia India*

# GEMENT TEAM



# senior management

## JOY CAÑEBA

**Chief Executive Officer**  
Philippines' AirAsia

Joy took on the challenge of leading Philippines' AirAsia as its Chief Executive Officer in April 2014, during a significant period when it fully acquired local carrier Zest Airways Inc, grew its fleet from two aircraft to 15; moved its operation into Manila's major international gateway, NAIA, from Clark airport and thereafter expanded its hubs outside Metro Manila and into Kalibo, gateway to Boracay, and Cebu.

Armed with a unique combination of legal training and exposure to the local corporate environment, Joy navigated the lean yet dynamic Filipino team along the complex and often challenging regulatory environment. Under her guidance, the group of Allstars, with diverse backgrounds and experience, formed a formidable force that successfully launched new domestic and international routes, improved its on-time performance and achieved a remarkable increase in passenger loads with aggressive marketing campaigns.

Prior to joining Philippines' AirAsia, Joy was the external legal counsel advising AirAsia on the acquisition of Zest Airways Inc. Upon passing her Philippine Bar Examination in 2005, she entered legal practice specialising in corporate law.

## TAN SRI DR. TONY FERNANDES

**Non-Independent Executive Director and Group Chief Executive Officer**  
AirAsia Berhad

Details of Tan Sri Tony Fernandes are disclosed in the Director's Profile on page 82 of this Annual Report

## SUNU WIDYATMOKO

**Chief Executive Officer**  
Indonesia AirAsia

Sunu Widyatmoko joined Indonesia AirAsia in 2013 as its Chief Financial Officer, and in less than a year was appointed as the airline's Chief Executive Officer, replacing Captain Dharmadi who has assumed the role of Commissioner.

Sunu is responsible for overseeing the operations of Indonesia AirAsia and to lead its development. He brings with him more than 17 years of experience in corporate finance advisory to national and global corporations. Prior to joining Indonesia AirAsia, he was Director of Investment Banking at PT. Bahana Securities, a state-owned enterprise focusing on investment banking, capital market and securities brokerage services. At PT. Bahana Securities, Sunu played an instrumental role in bringing big-scale enterprises public, including airlines. He was also involved in mergers and acquisitions, project financing and debt restructuring of leading institutions.

Sunu obtained a Master of Business Administration from the University of Illinois, Urbana-Champaign, USA, and a Bachelor's degree from Brawijaya University, Malang, Indonesia.

## AIREEN OMAR

**Executive Director and Chief Executive Officer**  
AirAsia Berhad

Details of Aireen Omar are disclosed in the Director's Profile on page 84 of this Annual Report

## DATUK KAMARUDIN BIN MERANUN

**Non-Independent Executive Chairman**  
AirAsia Berhad

Details of Datuk Kamarudin Bin Meranun are disclosed in the Director's Profile on page 80 of this Annual Report

## TASSAPON BIJLEVELD

**Chief Executive Officer**  
Thai AirAsia

Tassapon joined Thai AirAsia as Chief Executive Officer when the airline took off in 2003. He is entrusted with overseeing all aspects of the airline's operations as well as boosting growth in Thailand. Prior to joining Thai AirAsia, Tassapon was Managing Director of Warner Music (Thailand) Co Ltd for five years. Within three years, he managed to turn around the company from bottom ranking among all international music companies to achieving the top position.

Tassapon has more than 12 years' experience in the consumer product industry. He worked in various countries in the region for two Fortune 500 companies - Adams (Thailand) Co Ltd and Monsanto (Thailand) Co Ltd. He was a pioneer at Monsanto, setting up the division from scratch before building it into a multimillion dollar business in just a few years.

Tassapon holds a Master's in Marketing, and is currently a part-time lecturer at several leading universities in Thailand. He is well-known for his leadership and team-building abilities. Thai AirAsia's success is a result of a passionate, motivated team with strong rapport.

## MITTU CHANDILYA

**Chief Executive Officer**  
AirAsia India

Mittu was appointed as Chief Executive Officer of AirAsia India in May 2013, bringing with him a unique mix of leadership experiences ranging from a successful entrepreneurial start-up to country, regional and global leadership roles within multinational organisations and, finally, to high-impact management consulting experience. He has always been a passionate follower of the aviation industry, and in his last role as Principal and Head of Services practice in Asia-Pacific at Egon Zehnder, took leadership in the Travel & Hospitality segment, where his primary focus was Airlines and Aviation. Having lived in Canada, the US, China, Malaysia, India and Singapore, Mittu is excited to implement the pillar stones of AirAsia in India and revolutionise Indian aviation, making flying affordable to every Indian.

Mittu has MBA degrees from INSEAD, France/Singapore and from Tsinghua University, Beijing, China. He also holds a Bachelor of Science in Business and Economics (Dean's List) with a distinguishing triple major from Lehigh University, Pennsylvania, US.

FROM LEFT TO RIGHT

**ANAZ BIN AHMAD TAJUDDIN**

*Group Head, Engineering*

**AMIR FAEZAL BIN ZAKARIA**

*Group Head, Legal and Compliance*

**HOW KIM LIAN**

*Chief Financial Officer*

**SPENCER LEE TECK LOONG**

*Head, Commercial*

**CAPTAIN ADRIAN JENKINS**

*Group Director, Flight Operations*

# SENIOR MANAGEMENT TEAM



# senior management

## ANAZ BIN AHMAD TAJUDDIN

*Group Head, Engineering*

Upon joining AirAsia in 2003, Anaz set up the Warranty & Contracts Department as part of efforts to plan the entry into service of the Airbus A320 fleet. In 2007, he joined the pioneering management team of AirAsia X. Since February 2012, he has been Group Head of Engineering, responsible for the engineering department within the AirAsia Group and AirAsia X Malaysia. He qualified as an Avionics Aircraft Engineer at the age of 21. Over the course of the following 20 years, he worked for Malaysia Airlines, Jet Airways in Mumbai, Monarch Airlines Engineering at London Luton Airport and Bahrain Airport Services.

## AMIR FAEZAL BIN ZAKARIA

*Group Head, Legal and Compliance*

Amir provides the Group with legal support relating to aircraft purchase and financing, corporate exercises and joint ventures, contracts for airline operations, commercial and procurement contracts as well as managing litigation matters. He also oversees regulatory and compliance for the AirAsia Group of Companies. He has a wide range of legal experience in areas of commercial law, corporate finance, banking and transport. Prior to joining AirAsia, Amir spent 13 years as a legal practitioner in a number of Malaysian legal firms including Rashid & Lee (now Shahrizat Rashid & Lee) and Zaid Ibrahim. Amir graduated with an LLB (Hons) from Leeds Metropolitan University, UK, is a member of the Honourable Society of Lincoln's Inn since 1992 and was called to the Malaysian Bar in 1993.

## HOW KIM LIAN

*Chief Financial Officer*

Kim Lian joined AirAsia as our Chief Financial Officer on 1 March 2015. 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, carrying out a variety of assignments in Brazil, Brunei, China, Hong Kong, India, Indonesia, the Philippines, Thailand and the US, among others. At PwC, Kim Lian led numerous organisational and finance transformation projects in industries such as logistics, aviation and the government department. He also led in the integration of mergers and Enterprise Performance Management engagements to assist companies in gaining better insight into their business. Prior to joining PwC Malaysia, Kim Lian worked in China on various projects with China Unicom. He is a Certified Practising Accountant and a Certified Internal Auditor, as well as a member of the Malaysian Institute of Accountants and the Institute of Internal Auditors.

## SPENCER LEE TECK LOONG

*Head, Commercial*

Spencer oversees the entire Malaysia Commercial function and is accountable for its profit and loss. He joined AirAsia in 2006 as a Marketing Manager and moved on to set up the Ancillary Income Department. In 2013, he was appointed as Head of Marketing and a year later was promoted to Head of Commercial. Spencer

has pioneered a number of projects in AirAsia, especially Ancillary products, and was instrumental in setting up the AirAsia BIG loyalty programme. He also won the best co-brand credit card programme with Citibank, the best use of TV with Media Prima, Social Media and Digital during his marketing period at AirAsia. He has over 14 years of experience in fields that include marketing, advertising, sales, communication, mobile and loyalty programmes. Recently, he became a member of the Malaysian Advertisers Association and a Board Member of the Audit Bureau of Circulation (Malaysia). He graduated with a Bachelor's in Advertising and Marketing from Curtin University of Technology Perth, Australia.

## CAPTAIN ADRIAN JENKINS

*Group Director, Flight Operations*

Captain Adrian joined AirAsia in 1996, when the airline was still owned by HICOM Holdings Berhad. He has served AirAsia in various positions including Instructor and Company Check Airman, Assistant Chief Pilot - Training and Standards, and Assistant Chief Pilot - Operations. He was also closely involved in setting up Thai AirAsia's flight operations and pilot training. In 2006, he was made Regional Head of Flight Operations. In January 2015, he was given the dual responsibility of taking on the role of the Director of Flight Operations for AirAsia Berhad as well as the Group.

FROM LEFT TO RIGHT

**MOHD ROZAINOL BIN MOHD BAHARI**

*Group Head, Treasury*

**CAPTAIN SAIFUL JOHAR BIN ABDUL LATIF**

*Director, Safety*

**SENTHIL BALAN DANAPALAN**

*Group Head, Network & Regulatory Affairs*

**ASHOK KUMAR**

*Group Head, Airport and Incentives*

**PAUL CARROLL**

*Group Head, Route Revenue*

# SENIOR MANAGEMENT TEAM



# senior management

## MOHD ROZAINOL BIN MOHD BAHARI

*Group Head, Treasury*

Rozainol joined AirAsia in August 2014 as the Head of Group Treasury. His role is primarily to manage the Group's exposure to currency risks, interest rate risks and volatile fuel prices in the financial markets. He is also responsible for the Group's jet fuel procurement, and the Company's cash and liquidity management. Prior to joining AirAsia, Rozainol was the Director of Treasury at the Royal Bank of Scotland (RBS) based in Malaysia. He brings with him extensive banking and financial markets experience, especially in the areas of treasury, derivatives and financial risk management. Rozainol graduated with a BSc in Finance from Kelly Business School of Indiana University, Bloomington, the US.

## CAPTAIN SAIFUL JOHAR BIN ABDUL LATIF

*Director, Safety*

Captain Saiful was appointed Director of Safety at AirAsia in December 2012, entrusted with improving safety awareness within the Company and ensuring that the Safety Management System (SMS) is integral to the work culture. He joined AirAsia in February 2002 as a First Officer on the Boeing 737 fleet and was promoted to Captain on the same fleet in August 2003. In 2006, he was appointed as Assistant Chief Pilot of Operations, before taking over as Chief Pilot of Operations in January 2007. He transferred to the Safety Department in August 2009 to take on the position of Chief Pilot for Flight Safety.

## SENTHIL BALAN DANAPALAN

*Group Head, Network & Regulatory Affairs*

As Group Head of Network and Regulatory Affairs, Senthil oversees fleet and route planning, schedule management, and traffic rights across all AirAsia Group airlines. Prior to this role, he was the Commercial Director at AirAsia X, and was part of the AirAsia X start-up team at its inception in 2007. While at AirAsia X, he led his team to achieve the inaugural Best Network Performance award by World Routes 2011, ahead of bigger and established carriers. Before joining the AirAsia Group, Senthil worked in Malaysia Airlines, initially driving their Investor Relations Programme before moving to the Corporate Turnaround Management Office. Senthil also had stints in Astro All Asia Networks and Ernst and Young. He obtained a Bachelor's in Commerce at the University of Auckland, New Zealand.

## ASHOK KUMAR

*Group Head, Airports and Incentives*

Ashok joined AirAsia in June 2003 as a Senior Manager, Commercial Planning and Strategy. His current portfolio includes negotiating airport charges, airport incentives, obtaining regulatory approvals, and infrastructure development. He has 45 years of experience in the airline industry, having worked at Malaysia-Singapore Airlines as a Management Trainee/Marketing Executive from 1970 to 1972 and Malaysia Airlines from 1972 to 2003, where he held various key positions, including Assistant General Manager and Operations Planning. Ashok received a Bachelor of Applied Economics (Hons) from the University of Malaya in 1970.

## PAUL CARROLL

*Head, Route Revenue*

Paul joined AirAsia in 2011 and currently oversees all aspects of the Company's pricing and inventory management while managing capacity tactically with corresponding demand to maximise revenue performance. He spent the early part of his career working in a number of analytical roles within the industry, starting off within the Revenue Management team at the Aer Lingus Group based in Dublin. He then joined the start-up team at flydubai, the first low-cost airline in the United Arab Emirates (UAE), with responsibility for the integration of network, fleet and schedules planning. Paul is a graduate of Cranfield University, UK and holds an MSc in Air Transport Management.

FROM LEFT TO RIGHT

**ZULFA ASHIDA ZULKIFLI**

*Group Head, People*

**CAPTAIN CHIN NYOK SAN**

*Group Head, Cargo*

**ELINA EFFENDI**

*Head, Investor Relations*

**MOHD AZIZ BIN LAIKAR**

*Head, Communications*

**EMAM MOHD ATILLA BIN EMAM MOHD HANIFF**

*Group Head, Risk and Government Relations*

# SENIOR MANAGEMENT TEAM



# senior management

## ZULFA ASHIDA ZULKIFLI

*Group Head, People*

Zulfa joined AirAsia in September 2014 as the Group Head of People as well as Head of People at AirAsia. She is responsible for collaborating with all associate companies in providing the full suite of support for people and organisational matters including resourcing, rewards, employee relations, talent management and organisational development. She comes with 20 years of experience in two major oil and gas organisations, BP and Shell. Her career has spanned the full spectrum of human resource management, from compensation and benefits to resourcing, talent, learning and organisational development (OD), and processes and systems. She has had regional and international work exposure in major parts of the Asia-Pacific, North America and Europe. Zulfa holds a BBA (Finance) and an MSc in Organisational Behavior.

## CAPTAIN CHIN NYOK SAN

*Group Head, Cargo*

Captain Chin has been with AirAsia since 1996 as Director of Flight Operations. In 2005, he was made Head of Business Development and in 2013, he assumed his current position as Group Head of Cargo, overseeing both the commercial and operational aspects of the Group's cargo business. He has been responsible for establishing the Air Operating Certificate of AirAsia Berhad, Thai AirAsia, Indonesia AirAsia and AirAsia X. Capt Chin has over 40 years of flying experience in the airline industry. He is a Licensed Airline Transport Pilot of multiple types of jet aircraft, has experience as a Training Captain and is also an Authorised Examiner.

## ELINA EFFENDI

*Head, Investor Relations*

Elina joined AirAsia in 2012 in the Corporate Finance department under the Next Generation Leaders (NGL) programme. Within six months she was posted to the Investor Relations function where she managed various investor engagement initiatives, undertook research and performed analyses on the economy, aviation industry and financial markets. In addition, she assisted the CEO in liaising with various governmental and non-governmental bodies and is part of the team that lobbies for better airport incentives for airlines, low charges, low-cost airports, the formation of an independent aviation committee, and the formulation of the national aviation policy. Since assuming her current role as Head of Investor Relations in March 2015, Elina ensures that the Company and the Group's strategy, performance and outlook are communicated clearly and valued fairly by the foreign and local investment communities. Prior to AirAsia, Elina started her career with CIMB Investment Bank under The Complete Banker (TCB) Management Trainee programme. During her time at CIMB, she was attached to various departments including investment banking, business banking and group corporate communications. Elina holds a BSc in Actuarial Science (Honours) from the University of Kent, the UK. Prior to that, she earned a Diploma in Actuarial Science from UiTM where she received the Vice Chancellor Award in addition to the Dean's List Award for every semester.

## MOHD AZIZ BIN LAIKAR

*Head, Communications*

Aziz joined AirAsia in September 2011 with vast background in public relations. In his role as Head of Communications, he leads a professional team responsible for developing communication strategies that help advance AirAsia's reach. He plans and strategises the positioning of AirAsia's senior management to the public through corporate profiling, apart from establishing marketing communication plans to enhance the visibility of the airline's extensive route network. He also manages relationships with the global media pool. Aziz brings with him 12 years of experience in the communication industry. His practice in public relations began with the Naza Group of Companies, followed by Reputation Mercatus Malaysia, an award-winning public relations consultancy where he landed the position of CEO at the age of 26. As a media consultant, Aziz has organised media sessions for global leaders such as UN Secretary-General Kofi Annan, and founder of Grameen Bank, Professor Muhammad Yunus.

## EMAM MOHD ATILLA BIN EMAM MOHD HANIFF

*Group Head, Risk and Government Relations*

Attila is responsible for enterprise risk management, regulatory compliance, IT security and compliance, business continuity and insurance administration for AirAsia and the AirAsia Group of companies. He also leads ASEAN affairs for the Group, including AirAsia's efforts to support the ASEAN Single Aviation Market. In Malaysia, he and his team handle parliamentary and government liaison. Attila read Economics as a Chevening scholar at the London School of Economics and Political Science, and at Birkbeck College London. Before joining AirAsia Attila worked at Securities Commission Malaysia where he was involved in developing risk-based regulatory frameworks, financial stability assessment, and international regulation. He is a third-dan black belt holder and certified instructor in Yoshinkan aikido, a Japanese martial art.



FROM LEFT TO RIGHT

**PATRICK FENNEL**

*Head, Operations Control Centre*

**FRANCIS LOH**

*Head, Guest Services*

**LAU KIN CHOY**

*Group Head, Information & Communication  
Technology*

**MIMI PHUA**

*Group Head, Corporate Quality and Customer Support*

# SENIOR MANAGEMENT TEAM



# senior management

## PATRICK FENNEL

*Head, Operations Control Centre*

Patrick has been with AirAsia since 2012 as Head of Operations Control. He leads the team responsible for flight planning, on-time performance, operational efficiency and a wide range of other operational projects to consistently enhance AirAsia's operations across the Group. Prior to joining AirAsia, he held similar operational roles at other airlines in Europe, the Middle East and Caribbean, acquiring wide-ranging experience in different air transport business models. Patrick holds a Master's degree in Air Transport Management from Cranfield University in the UK.

## FRANCIS LOH

*Head, Guest Services*

Francis joined AirAsia in 2013. He has over 27 years of experience in various organisations and industries, starting with the Star Publications, then venturing into financial services with corporate organisations such as Citibank, Standard Chartered Bank and Diners Club. He has held senior roles in managing products, growing new businesses, improving processes and managing customer service. Francis is well-equipped to understand, analyse and ultimately bring about positive change in offering great, consistent customer service that will be a differentiator during these competitive times. He holds a BSc in Systems Management from the University of South Alabama, US and an Associate in Business Administration from the Institute of Business Administration, New South Wales, Australia. He has also attended the Said Business School at Oxford University.

## LAU KIN CHOY

*Group Head, Information & Communication Technology*

Lau has been the Group Head of Innovation, Commercial and Technology since 2009. From 2004 to 2008, he was the Regional Head of Information Technology & E-Commerce and prior to that the Chief Information Officer from August 2002. Before joining AirAsia, Lau was IT and Operations Manager at Warner Music Malaysia and then General Manager of WEB Distribution Services Sdn Bhd, a joint venture distribution logistics warehouse between Warner, EMI and BMG Music, until July 2002. His current portfolio includes managing and enhancing the Airline Reservations, Enterprise Productivity and Guest Self-Service systems, Software development and Network and System Infrastructure. Lau was a finalist in Pikom's 2006 CIO Recognition Award. His vision is to drive an excellent customer experience via technology.

## MIMI PHUA

*Group Head, Corporate Quality and Customer Support*

Mimi has been with AirAsia since 2012 and was appointed as Group Head of Corporate Quality, Customer Support & Innovation in February 2015. During her time with AirAsia, she has launched and managed different types of portfolios ranging from holiday packages, travel insurance, credit cards and social media platforms. In her new role, she will be responsible for spearheading a series of improvements and modifications to improve the quality of customer service with the introduction of innovative projects and initiatives.

FROM LEFT TO RIGHT

**S. HAMID BIN MOHD YUSOF**

*Head, Group Operations - Ramp Services*

**FARHANA AHMAD FAISAL**

*Head, Flight Attendant*

**DEVINDERJIT SINGH INDER SINGH**

*Group Head, Quality Assurance*

**JAGAN PERSATH**

*Group Head, Security*

# SENIOR MANAGEMENT TEAM



# senior management

## S. HAMID BIN MOHD YUSOF

*Head, Ground Operations – Ramp Services*

Hamid joined AirAsia as a Manager in the Ramp Department in 2008. In 2013, he assumed his current position as Head of Ground Operations – Ramp Services, responsible for the Group's ground handling services covering four hubs and 11 stations. It is he who ensures that AirAsia aircraft meet the 25-minute turnaround time. He is an ex-Royal Malaysian Air Force (RMAF) officer with 27 years of experience in air traffic control, secure communications systems and strategic planning. He left the Ministry of Defence in 2007 as a Staff Officer Grade 1 – Information Warfare, ICT Department. Hamid trained at the Royal Military College in Kuala Lumpur; acquired a Diploma in Strategic and Defence Studies from the University of Malaya; and a Diploma in Joint & Combined Warfare from the National Defence University in Norfolk, USA.

## FARHANA AHMAD FAISAL

*Head, Flight Attendant*

As Head of AirAsia's Flight Attendant Department, Farhana oversees a total of 1,400 flight attendants based in Malaysia. Her primary role is to reach the highest possible standards of professionalism in flight attendant practice. Towards this end, she instils in her team exceptional guest service skills and a performance culture that reinforces the consistent delivery of AirAsia hospitality to achieve maximum passenger satisfaction and safety. Her journey in AirAsia began in 1997 when she joined the airline as a member of its cabin crew. She was promoted as Senior Cabin Crew in 2001 and later ventured into Safety Training based at the AirAsia Academy. She served as a trainer for two years before being promoted to Lead Instructor in 2006. After serving four years in training, she joined AirAsia's Flight Attendant Department as an Assistant Flight Attendant Manager in 2010. With her exemplary performance, in 2012 she was promoted to lead the department as its Accountable Manager, and in 2013 was appointed to her current role as Head of the Flight Attendant Department.

## DEVINDERJIT SINGH INDER SINGH

*Group Head, Quality Assurance*

Devin is responsible for continuous improvement and assurance in support of AirAsia's growth. The objective of the department he heads is to ensure the Company's internal processes are efficient, effective and adequately controlled. This includes zero tolerance to revenue leakage and process non-compliance. Devin joined AirAsia in 2007 as an Internal Audit Manager and worked directly with the Chief Audit Executive in setting up the Internal Audit Department. He is a Chartered Accountant by profession, and also a certified internal auditor, certified risk management assurance and PRINCE2 practitioner.

## JAGAN PERSATH

*Group Head, Security*

Jagan joined AirAsia in May 2007 and is today Group Head of Security, responsible for every aspect of corporate security and emergency response across all the airlines within the AirAsia Group. This is achieved through sound corporate policy and standardisation of security practices, timely advice and effective security performance by the airline and its contractors. Prior to joining AirAsia, Jagan was with Malaysia Airlines Aviation Security from 1978 till 2006, responsible for operations, enforcement, compliance and standards, investigations, prosecutions, 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 Department of Civil Aviation Malaysia to conduct AVSEC Courses. The Security Department has also passed all International / National Security Audits conducted on AirAsia. Jagan holds an LLB (Hons) from the UK and is a Barrister with Lincoln's Inn.

FROM LEFT TO RIGHT

**PATRA BOSSARAWONGSE**

*Chief Financial Officer*

**PIPAT KHUNPRAKAN**

*Head of Innovation Commercial and Technology*

**PREECHAYA RASAMETANIN**

*Executive Vice President*

**WITCHUNEE KUNTAPENG**

*Head of Guest Service*

**CAPTAIN TANAPAT NGAMPLANG**

*Executive Vice President*

# THAILAND SENIOR



FROM LEFT TO RIGHT

**SUWIT SRISARAKAM**

*Head of Ramp and Ground Service Equipment*

**SANTISUK KLONGCHAIYA**

*Head of Commercial & Ancillary*

**BANYAT HANSAKUL**

*Head of Engineering*

**THILADEE PANTUMCHINDA**

*Head of People*

**BOVORNOVADEP DEVAKULA**

*Head of Business Development*

**CAPTAIN SURAPUN PATOOMWAT**

*Head of Flight Operations*

# MANAGEMENT TEAM



FROM LEFT TO RIGHT

**CAPTAIN IMRON FADIL SIREGAR**

*Director of Flight Operations*

**CAPTAIN RD. ACHMAD SADIKIN**

*Director of Safety & Security*

**PERBOWADI**

*Director of Engineering*

**ANDY ADRIAN FEBRYANTO**

*Director of Commercial*

# INDONESIA SENIOR MANAGEMENT TEAM



FROM LEFT TO RIGHT

**CAPTAIN SATURNINO VILLANUEVA**

*Head of Safety*

**CAPTAIN DEXTER COMENDADOR**

*Director of Flight Operations*

**CAPTAIN JOHANSEN HERNANDEZ**

*Chief Pilot for Safety*

**BARBARA SANCHEZ**

*Head of People*

**GERARD PEÑAFLO**

*Head of Commercial*

**JEREME TOREJA**

*Head of Engineering*

# PHILIPPINES SENIOR MANAGEMENT TEAM





FROM LEFT TO RIGHT

**KESAVAN SIVANANDAM**

*Head of Ground Operations*

**JASMINE DHILLON**

*Head of Flight Attendant*

**GAURAV RATHORE**

*Commercial Director*

**NAJAM MOHAMMAD RAO**

*Chief Security Officer*

**NINGKU LACHUNGPA**

*Head of Ancillary Revenue*

**VIJAY GOPALAN**

*Chief Financial Officer*

**NEHA MOHANTY**

*Public Relations Manager*

# INDIA SENIOR MANAGEMENT TEAM







