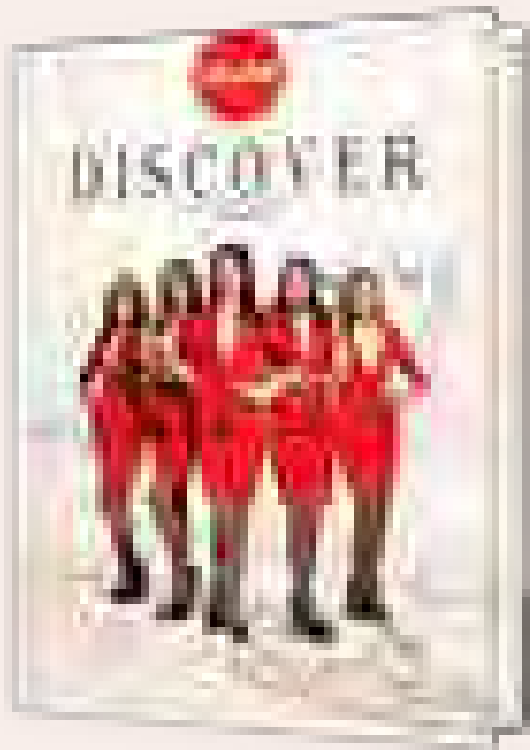




# DISCOVER

MORE WITH AIRASIA  
annual report 2015





# WE'RE ALL ABOUT DISCOVERY

What makes life so incredibly fascinating is there is so much to discover, in the world around us, and within ourselves. This is true for individuals as well as organisations such as AirAsia. For 14 years, we have been enabling guests to discover more about Asia, a continent as rich in history and heritage as it is in natural beauty and charm. Not only do we provide the connectivity to enable guests to travel to destinations they have always dreamt of visiting, we also inspire new travel dreams by creating awareness of little gems that exist and which have yet to be caught in the glare of tourism's spotlight.

More than enable our guests to discover fascinating destinations, we positively encourage our Allstars to embark on their own personal journeys of discovery. As our dividers indicate, we have provided the space for our people to discover their purpose, their ambitions, a different (underwater) world... and even love and passion!

---

# VISION

**TO BE THE LARGEST  
LOW COST AIRLINE  
IN ASIA**

and serving the  
4.4 billion people  
who are currently  
underserved with  
poor connectivity  
and high fares.

**TO BE THE BEST COMPANY TO WORK FOR** whereby employees are  
treated as part of a big family.

**CREATE A  
GLOBALLY  
RECOGNISED  
ASEAN brand**

**TO ATTAIN THE  
LOWEST COST** so  
that everyone can fly  
with AirAsia

# MISSION

**MAINTAIN THE HIGHEST QUALITY PRODUCT**, embracing technology  
to reduce cost and enhance service levels

---

THE

# Founders

---



TAN SRI  
(DR.) TONY  
FERNANDES



DATUK  
KAMARUDIN BIN  
MERANUN

---



CONOR  
MC CARTHY



DATO'  
PAHAMIN BIN  
AB RAJAB



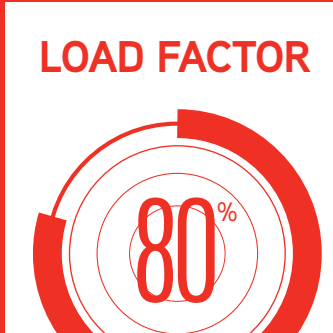
DATO' ABDEL AZIZ  
@ ABDUL AZIZ BIN  
ABU BAKAR

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# AIRASIA GROUP

Annual Report 2015



- Key Milestones**
- Voted The World's Best Low-Cost Airline for the seventh consecutive year (Skytrax World Airline Awards)
  - Voted Asia's Leading Cabin Crew (World Travel Awards)
  - Largest LCC in Asia – in terms of jet fleet and number of guests carried
  - A True Asean Airline, connecting all 10 Asean countries

**Notes:**  
 1. All figures refer to AirAsia Group unless stated otherwise  
 2. AirAsia Group includes Malaysia AirAsia (MAA), Thai AirAsia (TAA), Indonesia AirAsia (IAA), Philippines AirAsia (PAA) and AirAsia India (AAI)  
 3. Financials refer to AirAsia Berhad's 2015 audited financial statements  
 4. 'Largest LCC in Asia' and '4th Largest Airline in Asia' refer to AirAsia Group and AirAsia X Group  
 5. As at 31 December 2015: Passengers Carried, Load Factor, Financial Figures, airasia.com Statistics, Largest LCC in Asia, 4th Largest Airline in Asia, Fleet, Network, Allstars, Social Media Statistics  
 6. Source of market share: Paxis, based on number of passengers, January 2015 to December 2015

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# Our 2015 journey

January

February

March

April

May

June

July

August

September

October

November

December

# 24

February

AirAsia CEO Aireen Omar is named one of Malaysia's Top 10 Most Inspiring Young Leaders and Personalities by UCSI University.

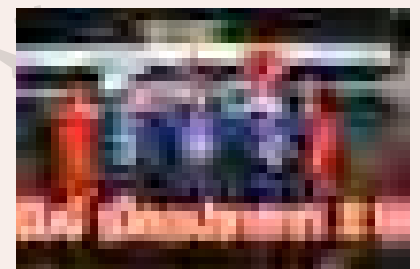
# 26

January

AirAsia announces the abolishment of fuel surcharge in line with falling global fuel prices.

# 25

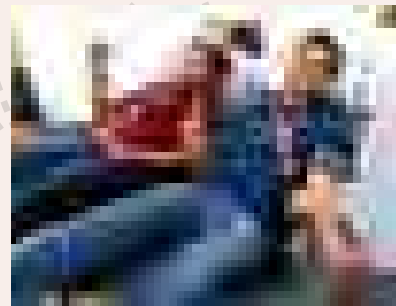
February



Thai AirAsia inaugurates flights from Don Mueang to three local destinations: Nan, Loei and Roi Et.

# 12

February



More than 100 Allstars come forward to donate blood at the Group's headquarters in Kuala Lumpur, fondly referred to as the RedFort.

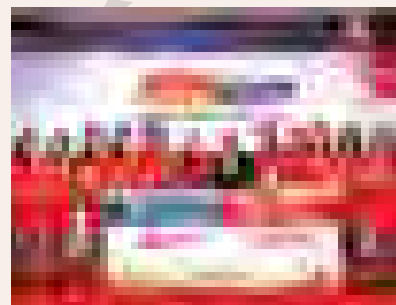
# 10

March

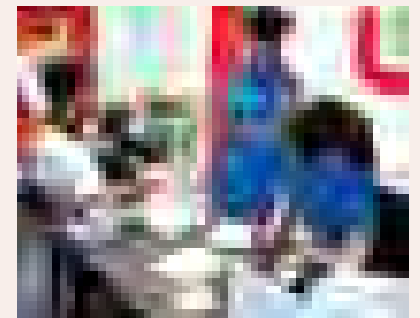
AirAsia announces two new routes from Kuala Lumpur - to Visakhapatnam, India and Pontianak, Indonesia - while reviving the Johor Bahru-Medan sector.

# 23

February

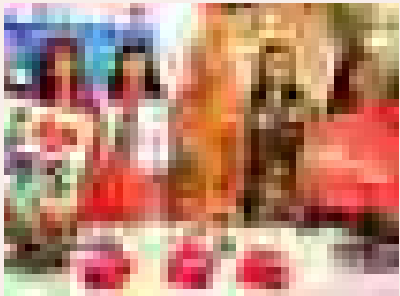


AirAsia introduces the AirAsia Asean Pass and AirAsia Asean Pass+ in an effort to make travelling within the region a seamless experience.



Over two days, about 400 Allstars in the RedFort receive free checks for blood pressure, glucose, BMI and cholesterol levels as well as their eyesight in addition to being given nutritional advice to create awareness of the importance of healthy living.

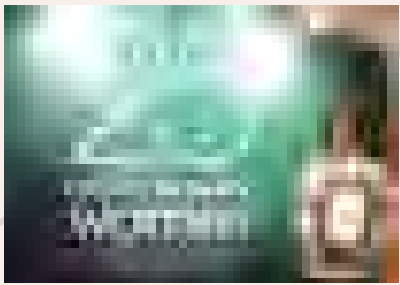
Indonesia AirAsia is named The Best Airline by Adisucipto International Airport, Yogyakarta for the third year running.



Philippines AirAsia partners with major tourism players to attract more travellers to Palawan, which has been named by Conde Nast Traveler readers as the Most Beautiful Island in the World.

17

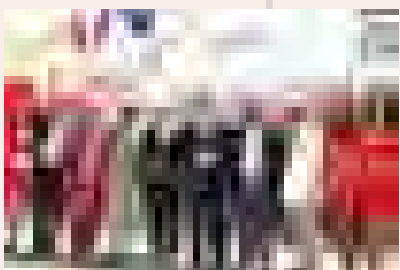
March



AirAsia CEO Aireen Omar is named one of The Corporate Treasurer's 25 Most Influential Women in Treasury. The Singapore-based publication covers risk, hedging, foreign exchange, regulation, accounting, cash management, trade finance and people news.

18

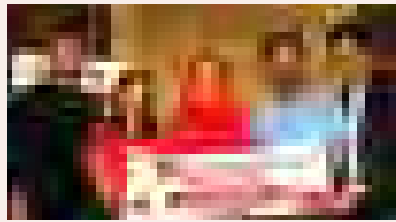
March



AirAsia commemorates Malaysia's Chairmanship of ASEAN with a special aircraft livery which is unveiled at the Langkawi International Maritime and Aerospace Exhibition (LIMA) '15. At the event, it also announces Langkawi as its newest international hub in Malaysia.

20

March



AirAsia Foundation announces having raised RM902,447 for its East Coast Relief Fund, from public and Allstar contributions on all AirAsia and AirAsia X flights between 1-18 January 2015. The fund is to help MERCY Malaysia run two core recovery programmes.

21

March

AirAsia India welcomes its fourth aircraft, which is dedicated to JRD Tata by bearing the livery of the man widely acknowledged as being an aviation pioneer in the country.

27

March



Philippines AirAsia celebrates Women's Month with a flight between Manila and Davao operated by an all-female flight and cabin crew. The flight also marks the return of the Manila-Davao route, which adds to the existing Cebu-Davao sector.

AirAsia's three latest routes take off, from Kuala Lumpur to Pontianak, Indonesia; Johor Bahru to Medan, Indonesia; and Kota Kinabalu to Cebu, the Philippines.

30

March

AirAsia India, in collaboration with Demansol/Inflight Digital LLC, launches the AirAsia Inflight Reader app, which allows travellers in all airports in India to read up to 87 magazines published in Asia such as DestinAsian and Expat Living.

01

April

AirAsia fulfils the dreams of four aspiring young footballers from Thailand, Malaysia and China, all best achievers from the Queens Park Rangers (QPR) Coaching Clinic Tour 2014, by taking them to London for a once-in-a-lifetime experience with QPR.

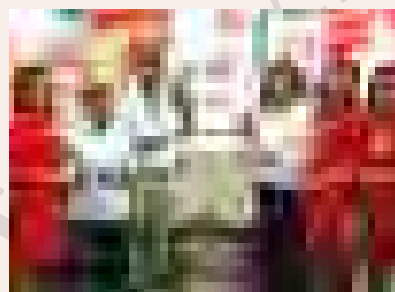
03

April

Ninety-four Allstars from across the Group get together to climb Mount Salak in West Java, Indonesia – a monumental expedition that is set to build trust, cooperation and camaraderie among the trekkers over the course of three days.

08

April

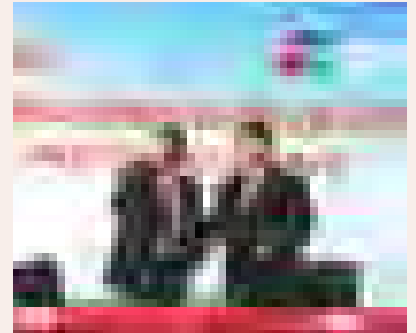


AirAsia announces its latest self-service feature, the Self Bag-Drop and Home Tag.

Thai AirAsia signs an aircraft servicing deal with Thai Aviation Industries Co Ltd (TAI) for five years up to 2020, extending a service that TAI has been providing since 2009.

15

April



AirAsia and UnionPay International sign an agreement in Shanghai to enable UnionPay bank cardholders around the world to use their cards to pay for flights, hotels and other transactions related to the AirAsia ecosystem.

Tan Sri (Dr.) Tony Fernandes is on the 2015 TIME 100, TIME Magazine's annual list of the 100 most influential people in the world based on their activism, innovation and achievements.

20

April

Philippines AirAsia signs a partnership with Sodexo, the leading provider of gift certificates in the Philippines, to enable travellers to pay for their AirAsia seats and products using Sodexo Premium Passes.

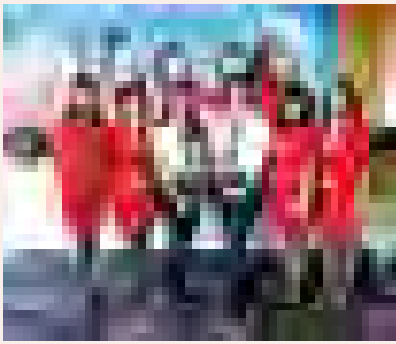
AirAsia India announces spreading its wings to the national capital which will serve as its hub for the north Indian market. The airline will connect New Delhi with Bengaluru, Guwahati and Goa from 21 May.

21

April

Philippines AirAsia announces the start of flights between Manila and Hong Kong on 8 May 2015.





Indonesia AirAsia celebrates Kartini's Day (commemorating one of the country's early feminists) with an all-female crew flight from Jakarta to Bali, under the command of Captain Dewi Meiliani, Indonesia's first female Airbus captain.

23

April

AirAsia is recognised with the Best Social Media Engagement Award at the World Bloggers and Social Media Awards 2015 held in conjunction with Malaysia Social Media Week 2015.

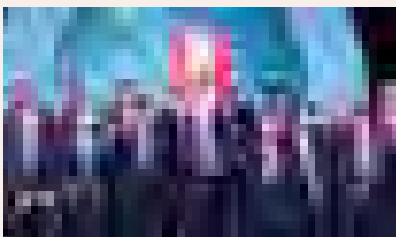
24

April

AirAsia offers T&Co premium handcrafted coffees such as Espressos, Long Blacks, Cappuccinos and Lattes on board selected flights with the introduction of Barista In The Skies.

25

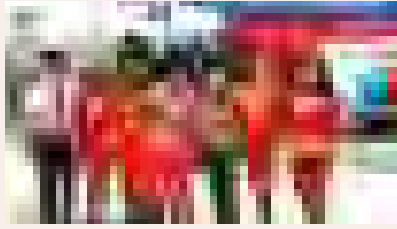
April



AirAsia is presented the Priority Integration Sector Award in Aviation at the 6th ASEAN Business Awards Malaysia (ABAM) by the Malaysian Prime Minister, Dato' Sri Najib Tun Razak.

28

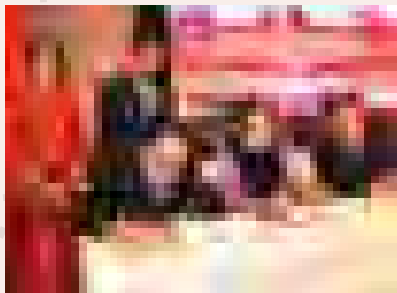
April



Guests on the inaugural Philippines AirAsia flight with the Manny Pacquiao livery receive free passes to a live viewing party of the Pacman vs Mayweather fight while two Pacman fans, Catherine Cabardo and her 11-year-old son James, also get free roundtrip seats to attend the match.

05

May



AirAsia signs a memorandum of agreement with 20 public universities in Malaysia to utilise the AirAsia Waran Perjalanan Udara Awam (WPUA) which will enable more than 650,000 staff members and students to travel more affordably and conveniently.

06

May

AirAsia Foundation announces its second fund-raising drive for the year, this time to join global efforts in aid of Nepal after the devastating 7.8-magnitude earthquake on 25 April.

07

May

AirAsia sells #AirAsiaMAKNA T-shirts, designed and produced by Allstars, to raise funds for the National Cancer Council of Malaysia (MAKNA).

09

May

Philippines AirAsia celebrates its first Manila-Hong Kong flight with special treats for mums, as it is also Mother's Day.

11

May

Indonesia AirAsia launches the e-boarding pass for all domestic flights operated from Soekarno-Hatta International Airport, Jakarta.

14

May

The e-boarding pass is launched by Philippines AirAsia as part of initiatives to further enhance the passenger experience.

15

May

AirAsia announces its latest unique route from Kuala Lumpur to Pattaya, which is scheduled to commence on 16 July, making it the airline's seventh Thai destination from Kuala Lumpur.

17

May

AirAsia announces another new unique route, from Johor Bahru to Bangkok.

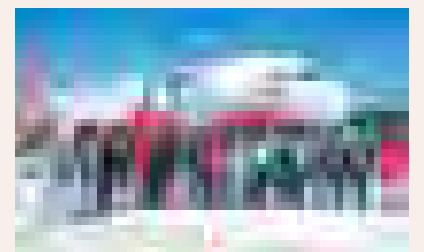
20

May

AirAsia Group announces its fourth route to Taiwan with the unique thrice weekly Kuala Lumpur-Kaohsiung route set to commence on 16 July.

21

May



AirAsia India's maiden flight from its hub in New Delhi takes off.

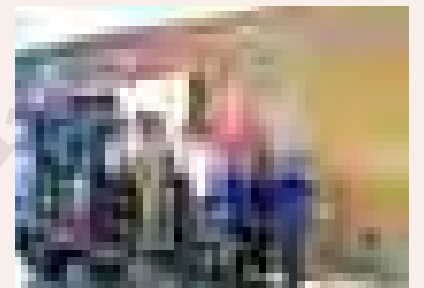
22

May

AirAsia India adds a new route, Bengaluru-Visakhapatnam, to its network. As part of the inaugural offer, guests are able to book tickets at Rs1 per km.

27

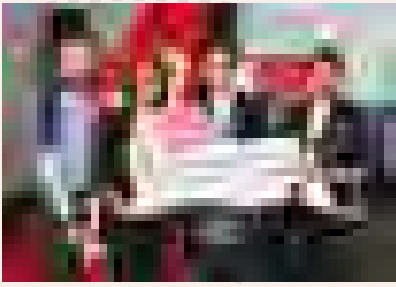
May



AirAsia partners with MAKNA to bring its Digital Mobile Mammogram to our Allstars at RedFort for two days, at the end of which 101 clinical breast examinations and 50 breast screenings have been done.

29

May



AirAsia announces the launch of the AirAsia Runway Ready Designer Search as part of the airline's commitment to developing future talent.

Philippines AirAsia is named the Most Positively Perceived Airline by AllFamous Digital (AFDigital) and is the Overall Share of Voice Awardee for Philippine Airline Industry at AFDigital's inaugural Share of Voice Awards.

30

May

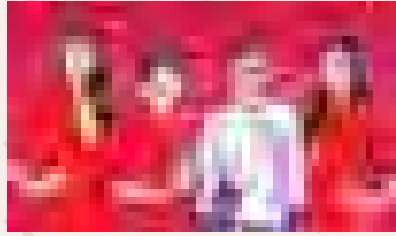


A total of 150 Allstars participate in the Allstars regional badminton tournament held in Bangkok, Thailand.

02

June

AirAsia announces its fourth unique route within a month, connecting Kuala Lumpur to Goa, India with thrice weekly flights to commence on 27 August.



Thai AirAsia is voted Best of Airline in the Best of Thailand Awards Voted by Chinese Tourists, organised by the Tourism Authority of Thailand (TAT) for the first time and based on the votes of 5.56 million users of website Weibo.com.

04

June

AirAsia India adds Imphal to its network of destinations with daily flights from Guwahati.

07

June

Indonesia AirAsia supports the Surabaya Urban Culture Festival 2015, a folk festival which aims to revive Indonesia's traditional games and toys.

08

June

AirAsia collaborates with the Malaysian Volunteer Fire and Rescue Association (MVFRA) to transport relief items to Kota Kinabalu following the Sabah earthquake.

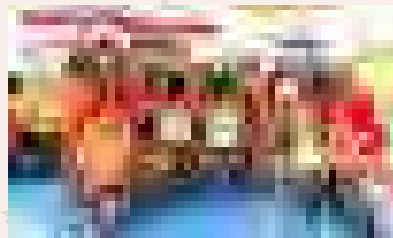
11

June

AirAsia announces the Asean Traveller Contest, which will see five winners exploring the wonders of Asia with the AirAsia Asean Pass as a Beach Specialist, Instagram Artist, Selfie Expert, Pro-Foodie or Extreme Daredevil.

16

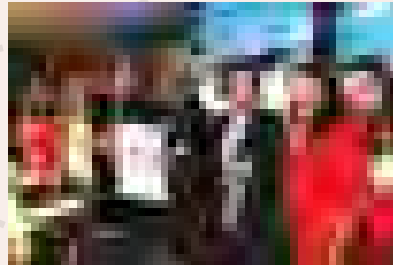
June



AirAsia is named the World's Best Low-Cost Airline and Asia's Best Low-Cost Airline for the seventh consecutive year at the Skytrax World Airline Awards held at the Paris Air Show in Le Bourget.

17

June



AirAsia launches the Airbus Smarter Fleet Electronic Flight Folder in flights. The comprehensive software allows pilots to access their briefing package on the aircraft, or from home, the hotel, or in the crew briefing room.

19

June

AirAsia announces it will re-commence direct flights from Kuala Lumpur to Dhaka, Bangladesh, from 10 July onwards.

24

June

The annual Regional Yoga Retreat is organised in Phuket, Thailand, attended by 50 Allstars from Malaysia, Thailand, Indonesia, China, the Philippines and India.

25

June

AirAsia India launches the Red Carpet service to add to guests' convenience and comfort.

29

June

Thai AirAsia launches five weekly flights from Bangkok to Bengaluru, India.

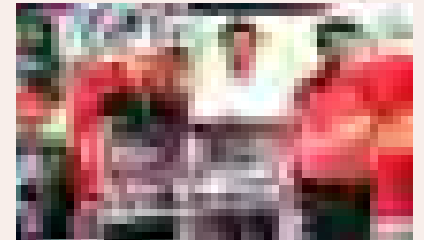
01

July

AirAsia partners with roKKi, a leading provider of inflight entertainment and connectivity solutions, to offer on-board Twitter access.

03

July



AirAsia presents the Biggest Street Dance Competition in the country with AirAsia Battle of The Year Malaysia 2015.

13

July

Thai AirAsia collaborates with the Tourism Authority of Thailand (TAT) on a Thailand Shopping Paradise roadshow with the aim of attracting Chinese travellers during the (off-peak) Green Season.

16

July

Philippines AirAsia and Nikon launch the #IamAirAsiaTravelPhotographer contest

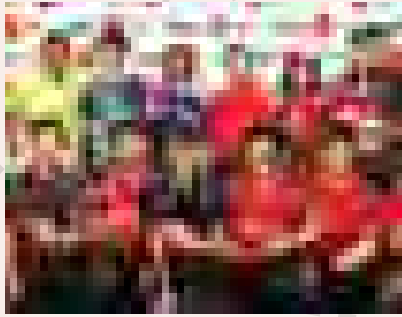
21

July

AirAsia announces thrice weekly flights from Kuala Lumpur to the Maldives, beginning 22 October.

06

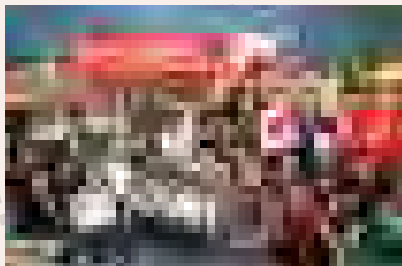
August



AirAsia Badminton Academy enters into a one-year sponsorship deal with Fleet for the provision of complete branded badminton training kits to all AirAsia Badminton Academy players.

08

August



The Allstars Asean Bowling Championship, held in Kuala Lumpur, attracts the participation of 144 Allstars who add to the occasion by dressing up in traditional attire.

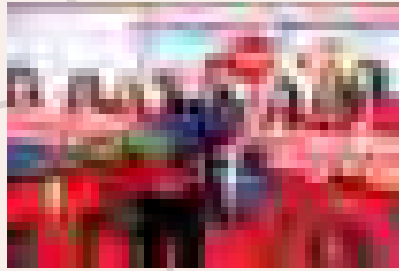
AirAsia celebrates ASEAN's 48th anniversary by showcasing our Asean connectivity at an event organised in Kuala Lumpur.

10

August

Group CEO Tan Sri (Dr.) Tony Fernandes attends a commemorative function at the ASEAN Secretariat in Jakarta, Indonesia to mark ASEAN's anniversary.

AirAsia and Perhimpunan BMT (PBMT) Indonesia sign an agreement to support the development of productive communities in Indonesia with the aim of generating positive social impact.



AirAsia celebrates hitting the 300 millionth guest when Jodie Lazuardie, an art director based in Jakarta, makes the 300 millionth booking to fly from Kuala Lumpur to Jakarta today.

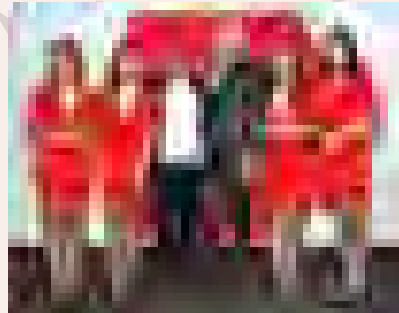
11

August

AirAsia India crosses the one million mark in number of guests flown.

12

August



AirAsia announces the appointment of David Foster, 16-time Grammy award winner, as the new global brand ambassador for its premium product range.

15

August

AirAsia India announces the launch of the loyalty programme, AirAsia BIG, making it the first low-cost carrier in India to introduce such a programme.

16

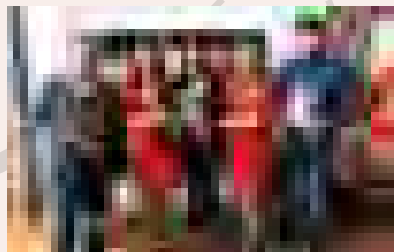
August



Winners of the AirAsia Runway Ready Designer Search 2015 are revealed on the KL Fashion Week Runway.

18

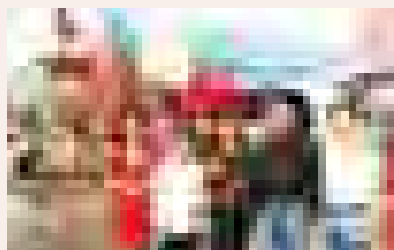
August



AirAsia and AirAsia X launch a new in-flight menu themed Santan, replacing AirAsia Café as part of a move towards providing guests with an enhanced gourmet experience while flying.

21

August



Philippines AirAsia and Henann Group of Resorts reveal a special aircraft livery reflecting the resort group's logo.

22

August



AirAsia clinches the Gold under the Transportation, Travel & Tourism Category, at the Putra Brand Awards for the sixth consecutive year.

27

August

AirAsia Group joins relief efforts in Myanmar, where over one million people have been critically affected by floods.

29

August

AirAsia organises a foreign object debris (FOD) exercise to clear the tarmac of any object that can potentially cause damage to aircraft, and to instil awareness among Allstars that everyone plays a part to uphold the highest standards of safety.

01

September

AirAsia announces the launch of a unique flight connecting Kuala Lumpur to Changsha, China. Flights to the 10th China destination for AirAsia will commence on 2 October.

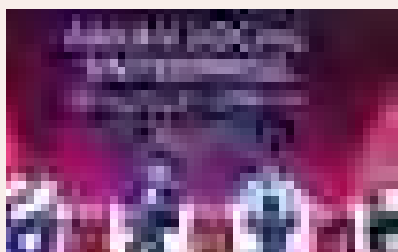
06

September

Indonesia AirAsia holds another successful AirAsia Bali Beach Run, the largest beach run in Indonesia.

08

September



AirAsia Foundation announces an inaugural social enterprise event to be held on 7 November to mark the coming into force of the ASEAN Economic Community and Malaysia's Chairmanship of ASEAN.

10

September



AirAsia is recognised as the Best Low-Cost Airline at Business Traveller Asia-Pacific Travel Awards 2015.

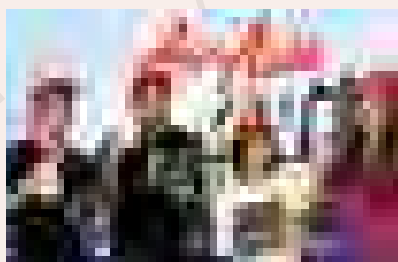
17

September

Indonesia AirAsia makes the e-boarding pass available for all domestic and international flights.

18

September



Velvet Lagman is named AirAsia Travel Photographer 2015, winning 100,00 AirAsia BIG Points and a Nikon D5500 with a 18mm-55mm lens kit in a photo contest jointly organised with ThinkDharma Inc (the exclusive distributor of Nikon digital cameras) and AirAsia BIG.

21

September

AirAsia continues to contribute towards youth and talent development and fulfilling dreams by supporting the Journey to Homeland Project organised by Malaysian youth on a mission to cycle from the United Kingdom back home.

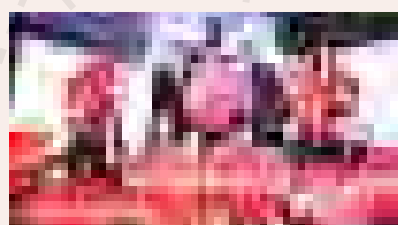


Thai AirAsia announces that popular actor Nadech Kugimiya will continue as its brand ambassador with a new commercial series, AirAsia: Truly Low Fares, Trusted Quality.

28

September

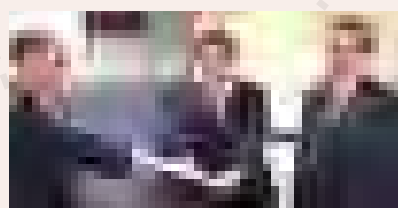
AirAsia India and OnePlus enter into a partnership enabling guests on AirAsia India to win invites to the new One Plus Two phone launch, while a few lucky guests are even given the new smartphone during their flights!



Thai AirAsia establishes its fifth hub at U-Tapao International Airport, Pattaya.

06

October



AirAsia Japan is granted an Air Operator's Certificate.

09

October

AirAsia India announces its association with Northeast United Football Club, one of the most exciting teams in the Indian Super League.

15

October



AirAsia India is the title sponsor of the USD50,000 prize money for the ATP Challenger Tour in Bengaluru. The airline also invites the players to a cooking session with its chef, Santosh, who proceeds to serve them signature AirAsia India dishes.

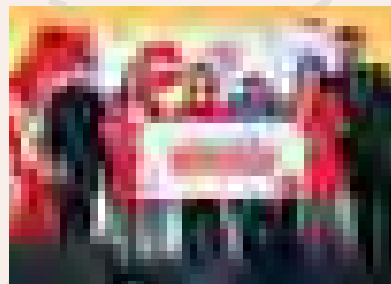
16

October

Indonesia AirAsia and Tune Protect celebrate National Insurance Day 2015 by giving away complimentary baggage wrapping and umbrellas to guests.

18

October



AirAsia presents a total of RM197,945.64 to the National Cancer Council, the amount raised through a five-month CSR campaign to raise awareness, assist patients and facilitate research on cancer.

22

October



Indonesia AirAsia holds its annual Travel Fair, with special promos, over a period of four days in Surabaya.

23

October



AirAsia is named the Best Low Cost Carrier at the inaugural 2015 Travel Weekly Asia Reader's Choice Awards.

26

October

Thai AirAsia opens a new AirAsia Travel & Service Centre (ATSC) near the residential area of Gimyong Market in Hat Yai, Thailand

27

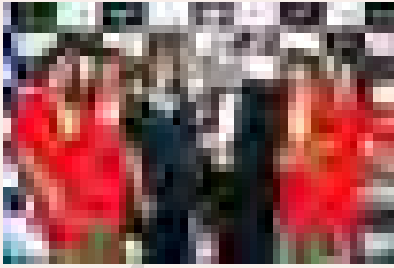
October

AirAsia launches a new daily route from Kota Kinabalu to Wuhan, which is expected to commence on 22 January 2016.



30

October



AirAsia creates history by winning Asia's Leading Cabin Crew at the World Travel Awards (Asia & Australasia) Gala 2015, being the first and only low-cost carrier to be nominated (and then win) in this category.

31

October



The Allstars Regional Futsal Tournament attracts the participation of 32 teams and 224 Allstars, all determined to grab the grand prize. The event is hosted in Jakarta for the first time.

03

November

AirAsia introduces direct flights from Penang to Ho Chi Minh City, Vietnam.

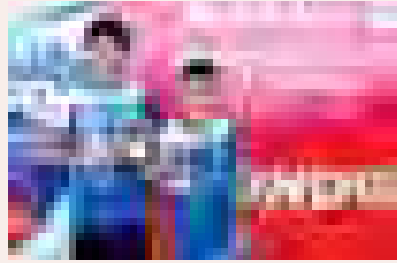
07

November

Thirty Allstars participate in the Allstars Cooking Challenge held in Kuala Lumpur in conjunction with AirAsia's sponsorship of MasterChef Asia.

08

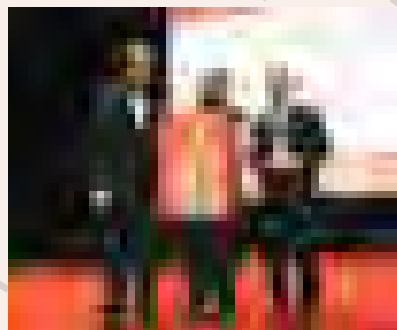
November



Thai AirAsia flies coaches from the Queens Park Rangers Football Club (QPR) to hold the 2nd AirAsia QPR Coaching Clinic Tour 2015 at Chonburi Stadium, Chonburi. Following the session here, the tour will proceed to Singapore then Malaysia and culminate in Shanghai on 19 December.

14

November



AirAsia is once again recognised as the most desirable employer in Malaysia's Leisure, Travel and Hospitality sector at the Malaysia's 100 Leading Graduate Employer Awards, marking its fifth win of the title.

18

November

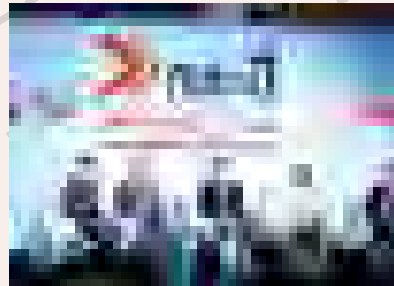
AirAsia launches a new mobile app available on both iOS and Android devices with better features, smoother functionality and improved interface - available in 11 languages.

20

November

AirAsia announces four times weekly flights to Guangzhou, China from Langkawi, to commence on 24 January 2016.

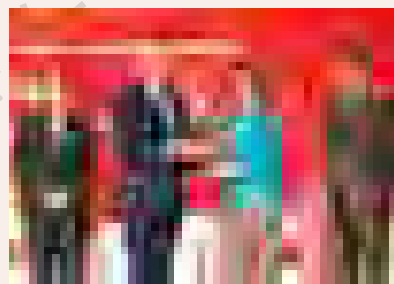
AirAsia is the principle sponsor of the International Film Festival of India held in Goa from 20-30 November. The event attracts luminaries of India's silver screen including actor Anil Kapoor, director Shekhar Kapoor, and musician AR Rahman.



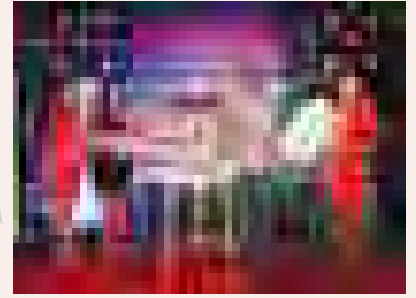
Thai AirAsia joins with CIMB Thai to hold a seminar for public and private bodies as well as business operators to discuss developing Krabi as a tourism destination.

21

November



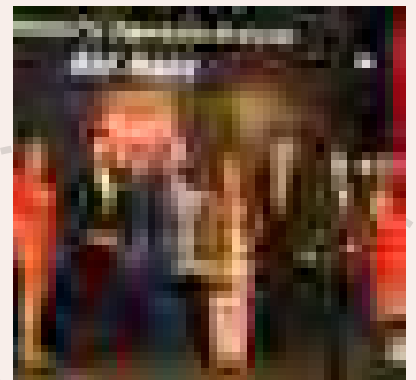
AirAsia is presented the Priority Integration Sector in Aviation award at the 8th ASEAN Business Awards 2015 for its contributions to Asean's economic growth and the aviation industry. The award is presented by the Malaysian Prime Minister Dato' Sri Najib Tun Razak to CEO Aireen Omar.



AirAsia's travel 3Sixty° magazine celebrates its 100th issue

23

November



AirAsia is presented the Best Airline Award as well as the Minister Special Award at the Sabah Tourism Awards 2015 for its contributions to tourism in Sabah.

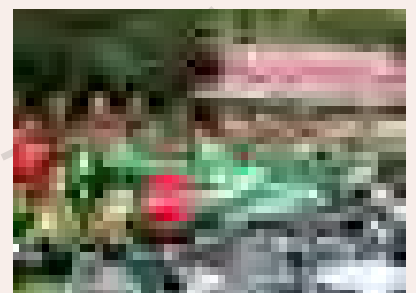
27

November

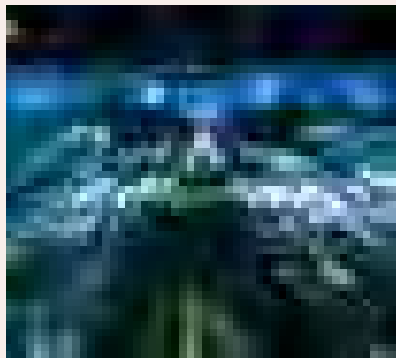
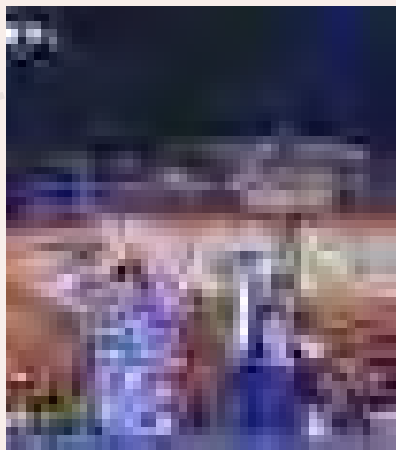
Thai AirAsia launches four new routes from Pattaya to Chiang Mai, Udon Thani, Singapore and Macau.

28

November



AirAsia kicks off a #Green24 campaign with a clean-up at Kanching Rainforest Waterfall in Rawang, Selangor which sees the participation of over 150 Allstars from the AirAsia Group and Tune Group of Companies.



Indonesia AirAsia becomes the official airline partner of Djakarta Warehouse Project (DWP) 2015, Indonesia's biggest dance music festival.

08

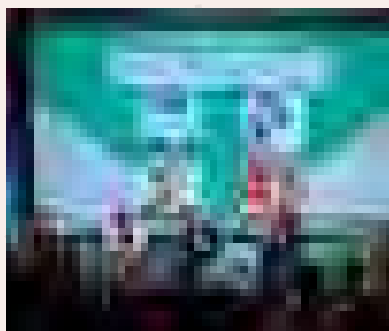
December



AirAsia India receives awards for the Best LCC and Face of the Future (former CEO Mittu Chandilya) at the India Travel Awards – North, held in Jaipur.

12

December



AirAsia CEO Aireen Omar is part of a plenary session on Tourism for Development at the World Bank Group Tourism Forum 2015 held in Washington DC. Her presence at the forum reinforces AirAsia's thought leadership and enables AirAsia to influence the travel and tourism industry across the globe.

16

December

Indonesia AirAsia is named Indonesia Leading International Low Cost Airline for the second consecutive year by the Indonesia Travel and Tourism Awards Foundation (ITTA).

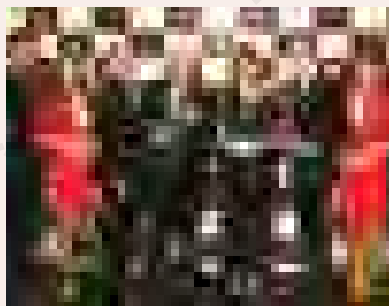
20

December

AirAsia continues to give back to the community through a week-long meal donation campaign in partnership with Reach Out Malaysia, a community action group consisting of volunteers working with the homeless, rural folk and urban poor in Malaysia.

13

December



AirAsia Group retains its title as the World's Leading Low Cost Airline for the third consecutive year at the World Travel Awards, where it also clinches awards for the World's Leading Low Cost Airline Website and World's Leading Low Cost Airline App.

21

December

Indonesia AirAsia is named Best National Airline at the Bali International Customer Satisfaction Award (BICSA) 2015 in Denpasar.

07

December



Philippines AirAsia pilot Captain Darren De Ocampo and his co-pilot, First Officer Victor Martin Mariano, are presented the Kahusayan award by the Civil Aviation Authority of the Philippines (CAAP) for their expert handling of the plane when it encountered technical issues during a flight from Incheon to Manila in July.

11

December



The AirAsia QPR Coaching Clinic Tour returns to Singapore to inspire and unearth local Asian football talent at the grassroots level. With collaboration from the Football Association of Singapore, 60 footballers aged 14-17 years will have the opportunity to enhance their skills with tips from QPR's coaches.

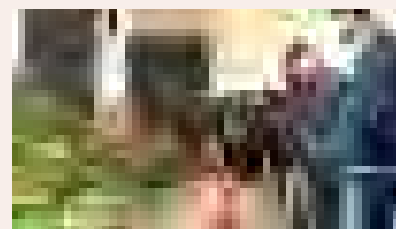
15

December

Philippines AirAsia officially launches its new in-flight menu, themed Santan, with items such as Bangus Sisig, a Filipino dish made of boneless milkfish sautéed in onions seasoned with salt, pepper and spices.

25

December

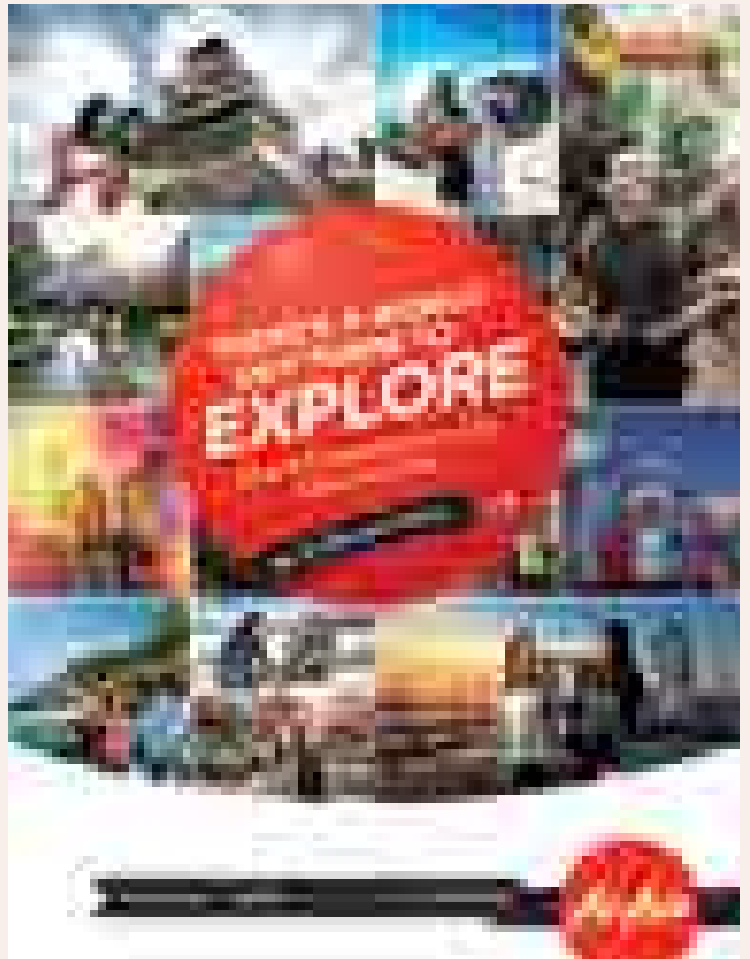


AirAsia India guests arriving in Bengaluru in the morning are delighted to find Christmas Gift Boxes for them on the baggage belt, with compliments from AirAsia India!





# WE'LL TAKE YOU THERE!



IN OUR 14 YEARS OF OPERATIONS, AIRASIA HAS CONNECTED THE ASIAN REGION UNLIKE ANY OTHER. WE OPERATE OVER 220 ROUTES TO MORE THAN 100 DESTINATIONS, CONNECTING PEOPLE AND PLACES, AND MAKING DREAMS COME TRUE.

About a third of our routes are unique to us, which means we are opening up a world of travel and exploration for over 4.4 billion people who live in this region.

In 2015, we rolled out a regional brand campaign called We'll Take You There. The campaign is a mark of our commitment to take our guests to places they've never been as well as to help them realise their dreams. The campaign focuses on inspiring everyone to reach out and strive for more, whether it is to start a business or simply to plan a holiday. Our goal is to help them get there, at a fraction of the cost.

At AirAsia, we are a people-driven company. Our Allstars constantly push boundaries to provide top quality service with a dash of fun and humour. Our on-ground ramp agents work around the clock to deliver a solid 25-minute turnaround time for each arriving aircraft; our guest service agents check in an average of 75,000 guests a day; our cabin crew looks after

guests' comfort and needs, while our pilots work to ensure a safe and comfortable journey. Our recent win from World Travel Awards for the title of Asia's Leading Cabin Crew is a testament to the passion and dedication of our Allstars. A first, we might add, for any low-cost carrier.

Flying with us is all about discovery. There's always a new experience to be had – we aren't an airline that's just about low fares but about giving our guests an experience they will never forget. Whether it's discovering new destinations that were previously underserved or uncovering new ways to fly through the many innovations we introduce, discovery lies at the heart of what we do.

14 years on, we are more committed than ever to making the world a smaller place and to bring flying to a whole new level. Wherever you want to go or whatever you want to do, we'll take you there!





## YEARS OF OUT OF THE BOX THINKING

At Asia's Best, we're proud to be the only award show in Asia that recognizes the best in the region. We're proud to be the only award show in Asia that recognizes the best in the region.

Thank you for watching  
Asia's Best International Awards  
(2008-2009)





# AIRASIA INVESTOR RELATIONS APP



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**novafusion**

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# DISCOVER

YOUR PURPOSE

#AIRAS MAKNA

*Kids  
Crew  
Tee*



*Adults  
Crew  
Tee*



*Travelling  
Beruang*

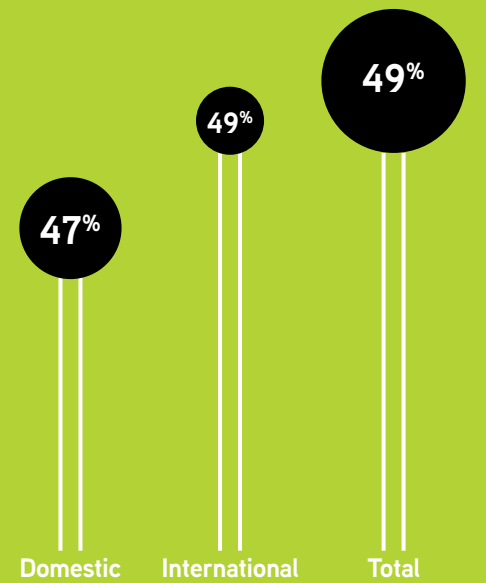


TOTAL FLEET

80

「A320」

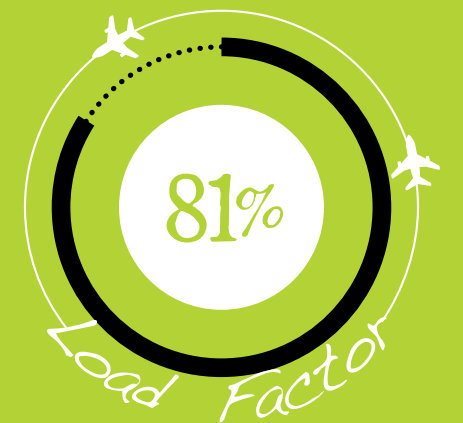
market share



number of

Allstars

6,657



NOTES:

1. AS AT 31 DECEMBER 2015: NUMBER OF PASSENGERS CARRIED, LOAD FACTOR, NUMBER OF ALLSTARS, NETWORK, TOTAL FLEET
2. SOURCE OF MARKET SHARE: PAXIS, BASED ON NUMBER OF PASSENGERS, JANUARY 2015 TO DECEMBER 2015



# Malaysia AirAsia

## NETWORK

Routes

107

Hubs

5

Unique Routes

50

New Routes

13

in 2015

Destinations

72

Countries and Territories

17

# TOTAL GUESTS CARRIED

in 2015

# 24.3

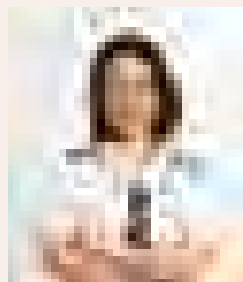
million



#AirAsiaMAKNA

# Together, We Can Fight Cancer

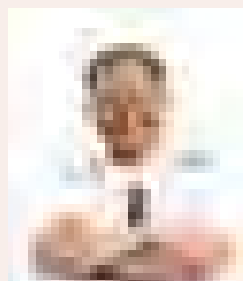
For six months from May to October 2015, we ran the #AirAsiaMAKNA campaign to raise awareness of cancer and the work that MAKNA does to help not only cancer patients but also their families. This campaign held special meaning for many Allstars who had either been through the trauma of caring for loved ones with the disease, or who had personally battled cancer themselves. The campaign was in fact initiated and driven by our Allstars who discovered a deep purpose in getting involved with this particular cause.



**Aireen Omar,**  
CEO of AirAsia

"Everybody knows a relative or friend who has been diagnosed with cancer. My mother passed away of cancer and there are several cancer scares among my extended family. When someone has cancer, they aren't the

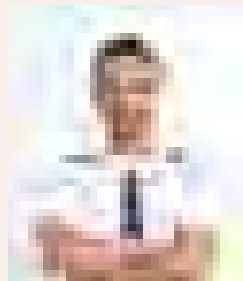
only ones to suffer; so do their family members. So I felt there was a real need to create awareness that there's an organisation which cares for the people caring for cancer patients. People need not be alone."



**Anaz Ahmad Tajuddin,**  
Group Head of Engineering

"As a cancer patient, I am encouraged by how advanced medical technologies are to fight this disease. You just have to be very strong. Be open about it, accept it, and once you have accepted it, fight it. At the same

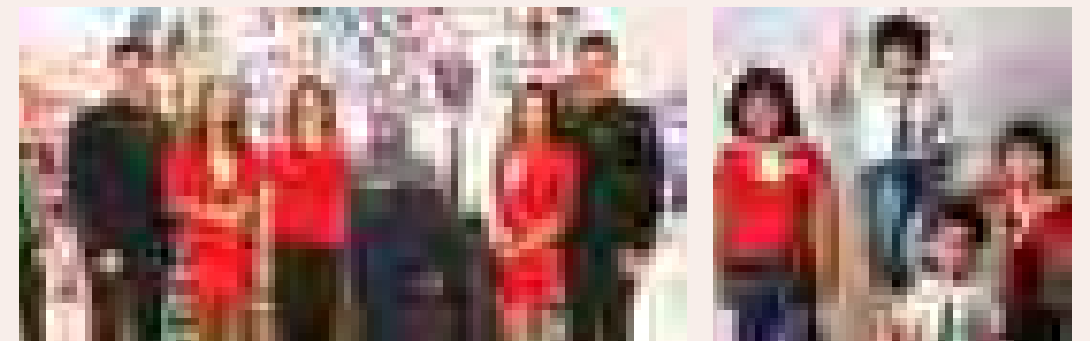
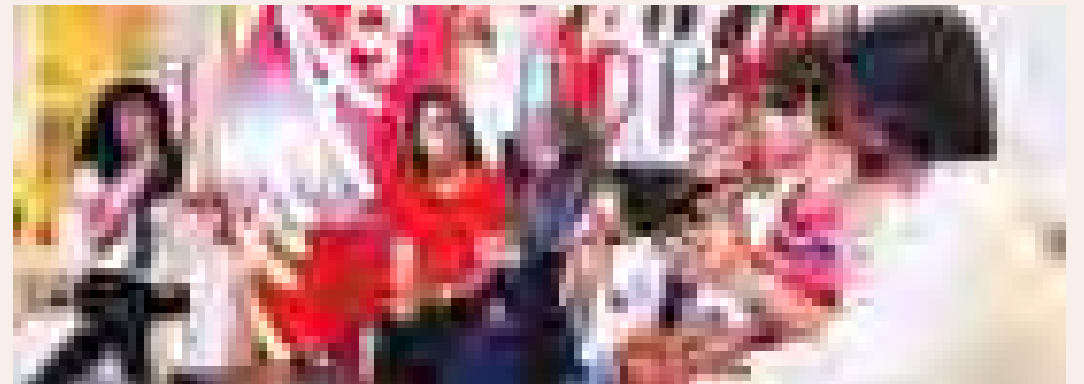
time, keep your network support very strong. If you are married, keep your family intact. Also be with your friends because these are the people who give you support. Being positive is the first step to getting cured."



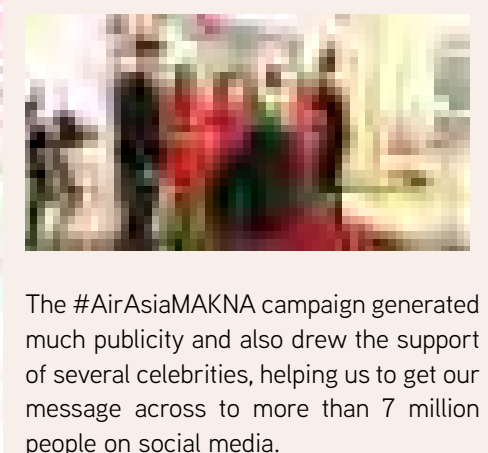
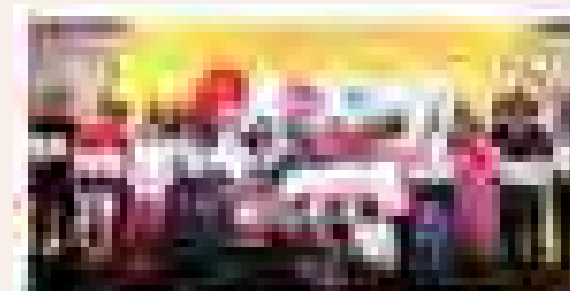
**Aziz Laikar,**  
Head of Communications

"During a CSR brainstorming session, I recalled having designed a T-shirt with the AirAsia pilot and cabin crew uniform printed on it. It was designed as a gift item, and was an instant hit. Instead of

selling it as normal AirAsia merchandise, we thought of doing something meaningful with it. The word 'meaningful' instantly reminded us of MAKNA, the National Cancer Council Malaysia. I presented the idea to Aireen, and she immediately agreed to it. We collected a total of RM197,945.64 which is providing care for about 100 cancer patients."

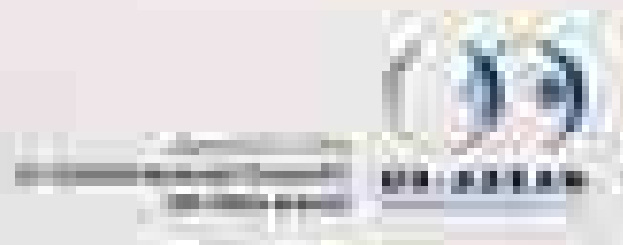


Aireen and Anaz along with representatives from MAKNA at the cheque presentation ceremony, which attracted Malaysians from all walks of life and all ages too.



The #AirAsiaMAKNA campaign generated much publicity and also drew the support of several celebrities, helping us to get our message across to more than 7 million people on social media.

# BUILDING ASEAN INSTITUTIONS FOR A BETTER ASEAN



www.airasia.com





# Notice of ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty Third Annual General Meeting of AirAsia Berhad (284669-W) (“AirAsia” or “the Company”) will be held at Asian Aviation Centre of Excellence, Lot PT25B, Jalan KLIA S5, Southern Support Zone, Kuala Lumpur International Airport, 64000 Sepang, Selangor Darul Ehsan, Malaysia on Monday, 30 May 2016 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 2015.

Please refer to Note A.

2. To declare a First and Final Single Tier Dividend of 4 sen per ordinary share of RM0.10 for the financial year ended 31 December 2015. **(Resolution 1)**
3. To approve the Directors’ Fees of an additional RM30,000 per annum per Non-Executive Director with effect from the financial year ending 31 December 2016. **(Resolution 2)**
4. To re-elect Cik Aireen Omar as a Director of the Company, who retires pursuant to Article 124 of the Company’s Articles of Association. **(Resolution 3)**
5. To re-elect Dato’ Abdel Aziz @ Abdul Aziz Bin Abu Bakar as a Director of the Company, who retires pursuant to Article 124 of the Company’s Articles of Association. **(Resolution 4)**
6. To re-elect Mr. Stuart L Dean as a Director of the Company, who retires pursuant to Article 129 of the Company’s Articles of Association. **(Resolution 5)**
7. To re-elect Dato’ Sri Gnanaraja A/L M. Gnanasundram as a Director of the Company, who retires pursuant to Article 129 of the Company’s Articles of Association. **(Resolution 6)**
8. To re-elect Dato’ Mohamed Khadar Bin Merican as a Director of the Company, who retires pursuant to Article 129 of the Company’s Articles of Association. **(Resolution 7)**
9. To re-appoint Messrs PricewaterhouseCoopers as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 8)**

## AS SPECIAL BUSINESS

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

### 10. ORDINARY RESOLUTION RETENTION OF SENIOR 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 9)**

Please refer to Note B.

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

“**THAT** pursuant to Section 132D of the Act and subject to the approval of relevant authorities, the Directors of the Company be and are hereby empowered to issue shares in the Company from time to time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the 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 10)**

Please refer to Note C.

**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 29 April 2016 (**"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 an ordinary resolution passed at that 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 of the Company,
 whichever is the earliest.

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

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

**(Resolution 11)**

**Please refer to Note D.**

**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 Third Annual General Meeting of the Company to be held on Monday, 30 May 2016 at 10.00 a.m., a First and Final Single Tier Dividend of 4 sen per ordinary share of RM0.10 for the financial year ended 31 December 2015 will be paid on 29 June 2016 to depositors whose names appear in the Record of Depositors on Monday, 30 May 2016. 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 Monday, 30 May 2016, 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  
29 April 2016





## NOTES ON APPOINTMENT OF PROXY

1. 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 ("AGM"), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.
2. A member must be registered in the Record of Depositors at 5.00 p.m. on 23 May 2016 ("General Meeting Record of Depositors") in order to attend and vote at the Meeting. A depositor shall not be regarded as a Member entitled to attend the Meeting and to speak and vote thereat unless his name appears in the General Meeting Record of Depositors. Any changes in the entries on the Record of Depositors after the abovementioned date and time shall be disregarded in determining the rights of any person to attend and vote at the Meeting.
3. A member entitled to attend and vote is entitled to appoint 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).
4. The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
5. Where a member appoints two proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
6. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at 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:

**A.** This Agenda item is meant for discussion only as under the provisions of Section 169(1) of the Companies Act, 1965 and the Company's Articles of Association, the audited accounts do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

### **B. Retention of Independent Non-Executive Director (Resolution 9)**

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;
- (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 has not entered into any personal related party transaction with the Company.

### **C. Authority to allot shares pursuant to Section 132D of the Companies Act, 1965 ("Act") (Resolution 10)**

Ordinary Resolution 10 has been proposed for the purpose of renewing the general mandate for issuance of shares by the Company under Section 132D of the Act ("General Mandate"). Ordinary Resolution 10, if passed, will give the Directors of the Company authority to issue ordinary shares in the Company at their discretion without having to first convene another general meeting. The General Mandate will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting ("AGM") or the expiration of the period within which the next AGM is required to be held pursuant to Section 143(1) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 143(2) of the Act), 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 Second AGM held on 3 June 2015 which will lapse at the conclusion of the Twenty Third AGM.

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

### **D. Proposed renewal of existing shareholders' mandate and new shareholders' mandate for Recurrent Related Party Transactions of a revenue or trading nature ("Proposed Mandate") (Resolution 11)**

Ordinary Resolution 11, if passed, will allow the Group to enter into Recurrent Related Party Transactions of a revenue or trading nature pursuant to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the Circular to Shareholders dated 29 April 2016 for further information.

## JANUARY

- 21 WORLD ECONOMIC FORUM ANNUAL MEETING  
- DAVOS

## MAY

- 5 - 9 AIRASIA NON-DEAL ROADSHOW HOSTED BY CIMB  
- LONDON & EDINBURGH
- 14 ASEAN BUSINESS CLUB FORUM  
- SINGAPORE

## SEPTEMBER

- 15 CAPA LCC AIRPORTS CONGRESS 2015  
- BANGKOK

## FINANCIAL &amp; INVESTOR CALENDAR

## FEBRUARY

- 6 AIRASIA NON-DEAL ROADSHOW HOSTED BY CIMB  
- KUALA LUMPUR
- 12 MAYBANK ASEAN CAPITAL MARKET CEO SUMMIT  
- KUALA LUMPUR
- 26 UNAUDITED RESULTS FOR THE 4TH QUARTER & FULL-YEAR ENDED 31 DEC 2014  
- SEPANG, SELANGOR

- 28 UNAUDITED RESULTS FOR THE 1ST QUARTER ENDED 31 MAR 2015  
- SEPANG, SELANGOR

- 16 CLSA INVESTOR FORUM 2015  
- HONG KONG

- 18
- 29 WORLD ECONOMIC FORUM ON INDUSTRY STRATEGY MEETING  
- GENEVA

## JUNE

- 3 22ND ANNUAL GENERAL MEETING  
- SEPANG, SELANGOR

- 4 5TH MALAYSIAN INVESTOR RELATIONS ASSOCIATION (MIRA) AWARDS  
- KUALA LUMPUR

- 10 UITM'S 'DOUBLE TAKE ON FINANCIAL COMMUNICATION' EVENT  
- SELANGOR

- 10 UEM GROUP LECTURE SERIES  
- SELANGOR

- 30 AIRASIA NON-DEAL ROADSHOW HOSTED BY RHB-OSK  
- KUALA LUMPUR

## OCTOBER

- 8 MIRA WORKSHOP ON 'CORPORATE STRATEGY & INVESTOR RELATIONS'  
- KUALA LUMPUR

- 9 HAINAN - ASEAN ENTREPRENEURS' FORUM  
- KUALA LUMPUR

## MARCH

- 17 ASEAN TREASURY SUMMIT  
- SINGAPORE
- 18 LIMA'S ASEAN AVIATION SUMMIT  
- LANGKAWI
- 23 - 24 CREDIT SUISSE'S 18TH ASIAN INVESTMENT CONFERENCE 2015  
- HONG KONG
- 25 2ND ANNUAL MYANMAR CIVIL AVIATION DEVELOPMENT CONFERENCE  
- YANGON

## JULY

- 3 GOLDMAN SACHS 2ND ANNUAL INVESTOR RELATIONS FORUM  
- SINGAPORE

- 28 MIRA WORKSHOP ON 'INVESTOR RELATIONS FUNCTION IN MALAYSIA'  
- KUALA LUMPUR

## NOVEMBER

- 4 16TH ANNUAL ASIA PACIFIC AIRFINANCE CONFERENCE  
- HONG KONG

- 5 ASIA SCHOOL OF BUSINESS-MIT SLOAN SCHOOL OF MANAGEMENT WORKSHOP ON 'LEADING & MANAGING CHANGE'  
- KUALA LUMPUR

- 21 ASEAN BUSINESS & INVESTMENT SUMMIT  
- KUALA LUMPUR

- 26 UNAUDITED RESULTS FOR THE 3RD QUARTER ENDED 30 SEP 2015  
- SEPANG, SELANGOR

## APRIL

- 19 WORLD ECONOMIC FORUM ON EAST ASIA  
- JAKARTA
- 21 AIRASIA WON BRONZE AT THE ASTRID AWARDS FOR THE COMPANY'S 2014 ANNUAL REPORT UNDER THE CORPORATE - NON-TRADITIONAL CATEGORY  
- NEW YORK
- 24 & 27 AIRASIA NON-DEAL ROADSHOW FOR FIXED INCOME INVESTORS HOSTED BY BARCLAYS  
- SINGAPORE & HONG KONG
- 29 ESG SEMINAR FOR FTSE4GOOD BURSA MALAYSIA INDEX  
- KUALA LUMPUR

## AUGUST

- 7 AIRASIA'S SPECIAL ANALYSTS' BRIEFING SESSION  
- SEPANG, SELANGOR

- 11 AIRASIA MEDIA WORKSHOP  
- KUALA LUMPUR

- 20 UNAUDITED RESULTS FOR THE 2ND QUARTER ENDED 30 JUNE 2015  
- SEPANG, SELANGOR

## DECEMBER

- 7 WORLD BANK GROUP'S GLOBAL TOURISM & DEVELOPMENT EVENT  
- WASHINGTON

- 15 EXTRAORDINARY GENERAL MEETING OF AIRASIA BERHAD  
- SEPANG, SELANGOR







# FLY NOW! WITH SINGAPORE AIRLINES LEADING CABIN CREW



NOT FULL SERVICE  
BUT WORTH WAITING  
SERVICE





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**AIRBUS.COM**



## AirAsia and CFM: One of the Best Teams in Aviation

With a commitment to excellence, AirAsia and CFM have formed a strong partnership, combining their expertise in aircraft maintenance and engine technology to deliver the highest quality of service to our customers. This collaboration has resulted in a fleet of aircraft equipped with the latest CFM engines, ensuring the safety and reliability of every flight.

The partnership between AirAsia and CFM is a testament to the power of collaboration in the aviation industry. By working together, we can overcome challenges and create a better future for our customers. We are proud to be part of this team and committed to providing the best possible service to our passengers.



# DISCOVER

A DIFFERENT WORLD

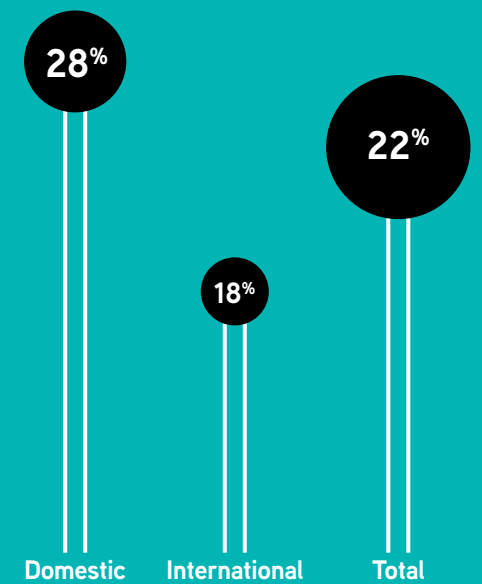


TOTAL FLEET

45

「A320」

market share



number of

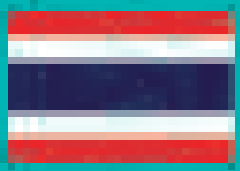
Allstars

3,933



NOTES:

1. AS AT 31 DECEMBER 2015: NUMBER OF PASSENGERS CARRIED, LOAD FACTOR, NUMBER OF ALLSTARS, NETWORK, TOTAL FLEET
2. SOURCE OF MARKET SHARE: PAXIS, BASED ON NUMBER OF PASSENGERS, JANUARY 2015 TO DECEMBER 2015



# Thai AirAsia

## NETWORK

Routes

60

Hubs

5

Unique Routes

14

New Routes

12

Destinations

45

Countries and Territories

11

# TOTAL GUESTS CARRIED

in 2015

# 14.8 million



# Scuba divers at AirAsia Unite!

While our business is all about taking people to the skies, a group of Allstars has discovered a whole new and exciting world in the opposite direction... within the depths of our seas. Since early 2015, scuba diving enthusiasts at AirAsia have formed an informal club to indulge in their underwater passion. Here, they share what they find so amazing about this new world.

## ALLSTARS FAVOURITE DIVING SPOT - SIMILAN ISLAND, THAILAND

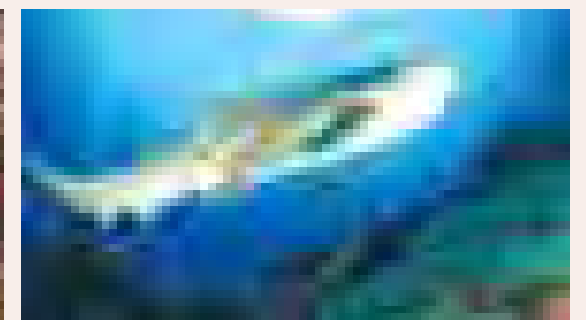
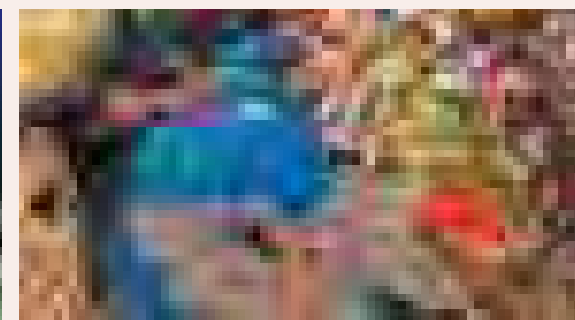
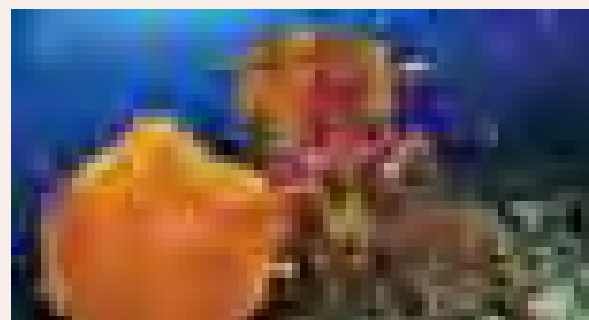
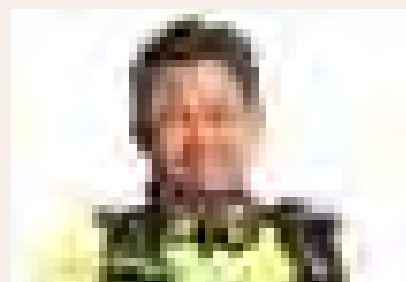
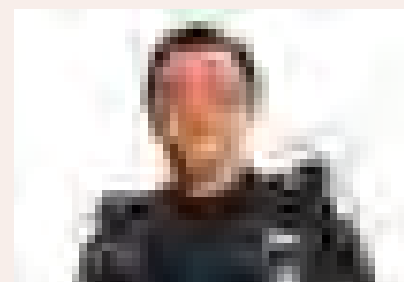


Photo credit to **Nathapolawat Sichaikulorn**



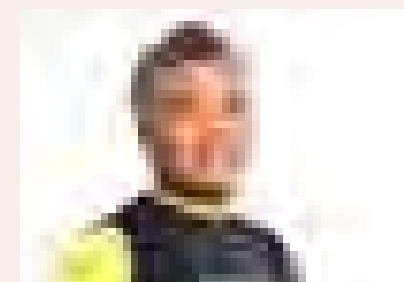
**Amir Faezal Zakaria**  
Group Head, People & Legal Affairs, AirAsia

"I'm fascinated by what's underwater, and realise there's so much more to explore as a diver."



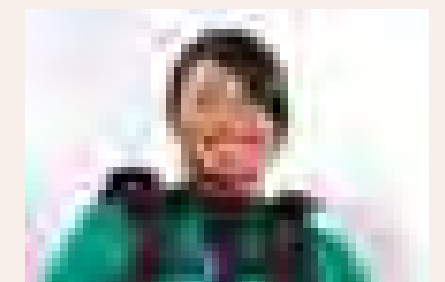
**Mohd Rozainol Bin Mohd Bahari**  
Group Head, Group Treasury, AirAsia

"Diving and work are the exact opposites and I find that with diving I am better able to balance work and play."



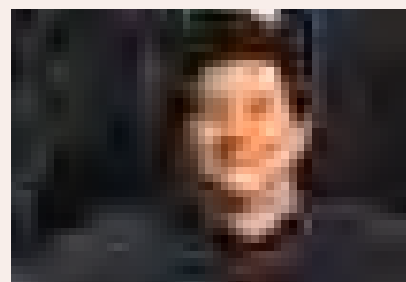
**Attila Emam**  
Group Head, Group Risk, AirAsia

"To dive successfully and safely, one must manage risks well, which resonates with what I do at work."



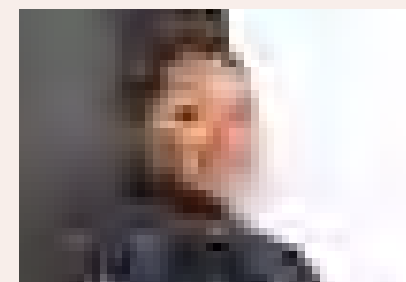
**Daphne Cheah Ui Jen**  
Public Relations Manager, Communications Department, AirAsia

"Diving has humbled me as it's made me realise how big the world is."



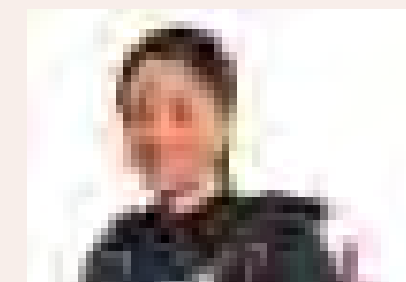
**Nathapolawat Sichaikulorn**  
Licensed Aircraft Engineer, Thai AirAsia

"I started scuba diving to conquer fears of going to sea. Now, I've become an avid undersea photographer and love diving in order to continue taking breath-taking pictures of sea life."



**Ang Eve Lyn**  
Revenue Manager, Route Revenue Department, AirAsia

"While discovering and understanding the marine ecosystem, diving gives me the weightlessness and calmness that you can only experience in the deep blue ocean."



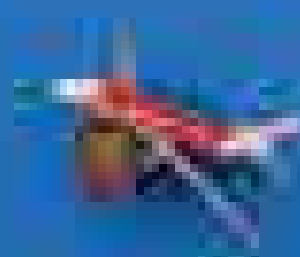
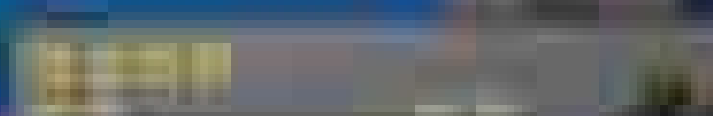
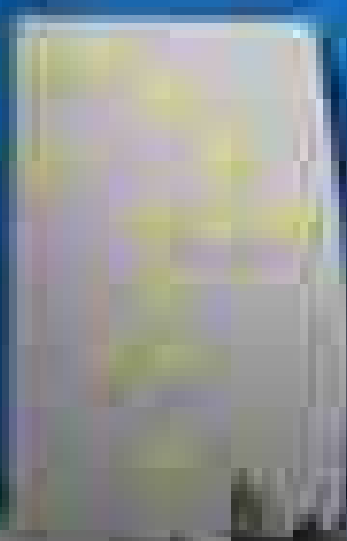
**Sharifah Nawal Alqudcy**  
Executive, Group Risk, AirAsia

"Every time I dive, the ocean throws up new surprises as I see different creatures and sights, even if I'm diving in the same spot."

CREDIT SUISSE

## How did Tony's dream take off?

How did Tony's dream take off? Tony's dream took off when he was 10 years old. He was watching a movie about a man who had a dream to fly. Tony was inspired and decided to make his own wings. He made a pair of wings out of cardboard and fabric. He practiced flying in his backyard and then he flew over the ocean. Tony's dream took off and he became a professional pilot.





# CORPORATE

## BOARD OF DIRECTORS

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

**Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar**  
(Non-Independent Non-Executive Director)

**Dato' Sri Gnanaraja A/L M. Gnanasundram**  
(Independent Non-Executive Director)

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

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

**Amit Bhatia**  
(Independent Non-Executive Director)

**Aireen Omar**  
(Executive Director and Chief Executive Officer)

**Dato' Mohamed Khadar bin Merican**  
(Independent Non-Executive Director)

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

# INFORMATION

## AUDIT COMMITTEE

Dato' Mohamed Khadar bin Merican  
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  
Dato' Sri Gnanaraja A/L M.  
Gnanasundram

## INVESTMENT COMMITTEE

Amit Bhatia  
Tan Sri (Dr.) Anthony  
Francis Fernandes  
Stuart L Dean

## COMPANY SECRETARY

Jasmindar Kaur A/P Sarban Singh  
(MAICSA 7002687)

## HEAD OFFICE

LCC Terminal, Jalan KLIA S3  
Southern Support Zone, KLIA,  
64000 Sepang,  
Selangor Darul Ehsan, Malaysia

Tel : (603) - 8660 4333  
Faz : (603) - 8775 1100

## SAFETY REVIEW BOARD

Stuart L Dean  
Aireen Omar  
Dato' Mohamed Khadar bin Merican

## SHARE REGISTRAR

Symphony Share Registrars  
Sdn Bhd  
Level 6, Symphony House  
Pusat Dasansan Dana 1  
Jalan PJU 1A/46

47301 Petaling Jaya  
Selangor Darul Ehsan, Malaysia  
Tel : (603) - 7841 8000  
Faz : (603) - 7841 8008

## AUDITORS

PricewaterhouseCoopers  
Level 10, 1 Sentral  
Jalan Rakyat  
Kuala Lumpur Sentral

50470 Kuala Lumpur  
Wilayah Persekutuan Malaysia

Tel : (603) - 2173 1188  
Faz : (603) - 2173 1288

## STOCK EXCHANGE LISTING

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

## 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) - 7491 4318  
Faz : (603) - 7887 2318

E-mail  
investorrelations@airasia.com

Website  
www.airasia.com







**AIRASIA BERHAD**

Annual Report 2015

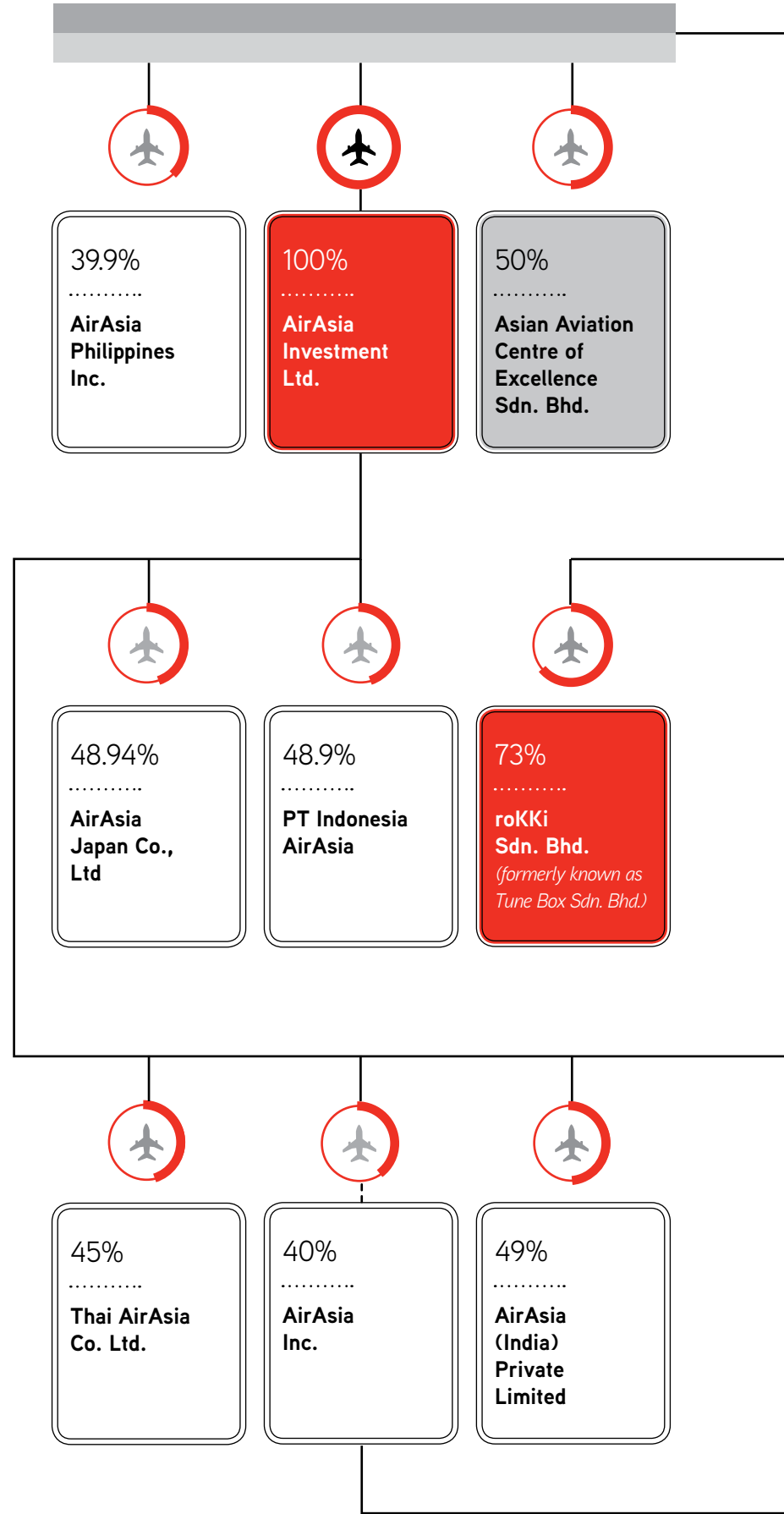
**CORPORATE STRUCTURE**



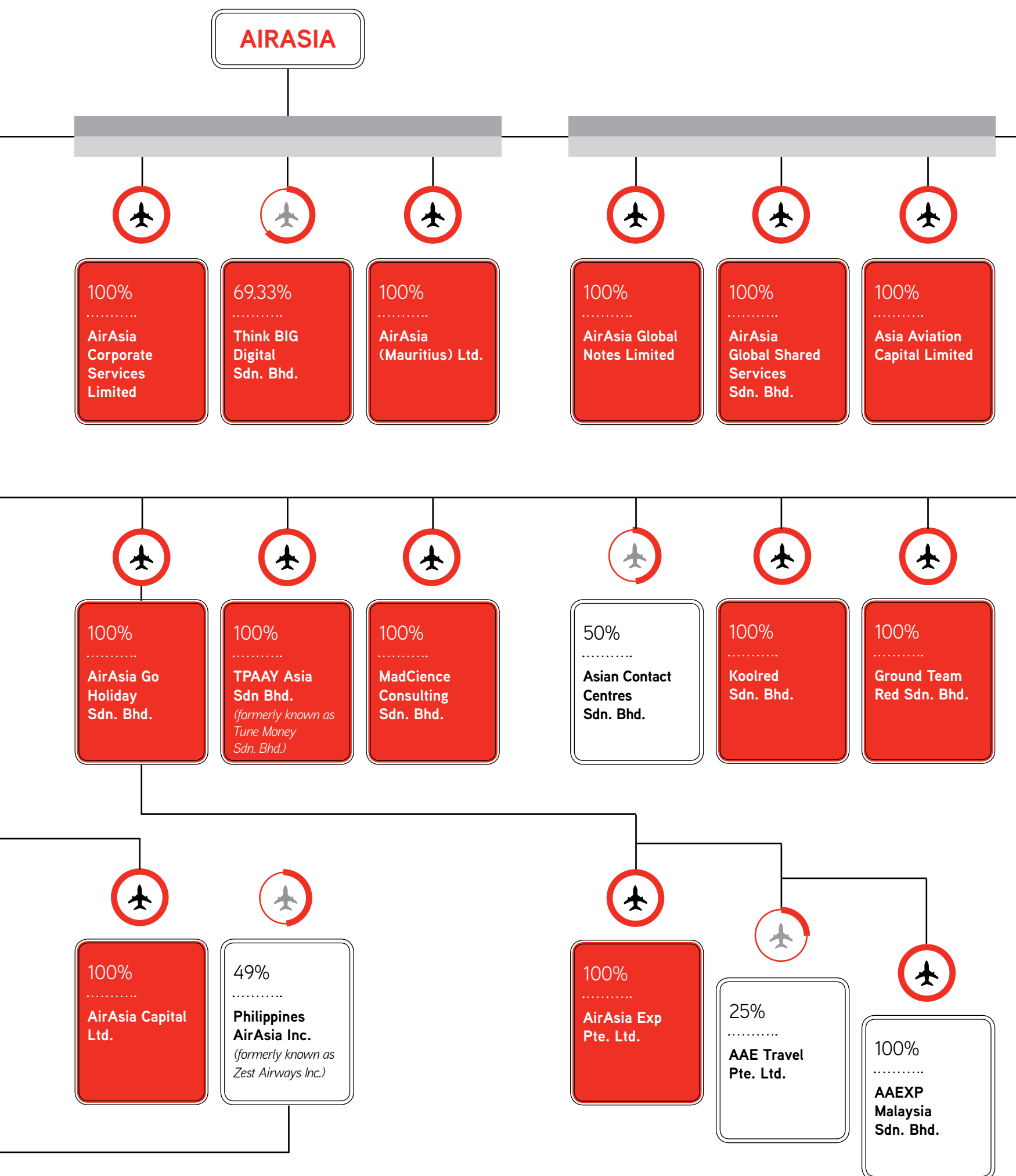
**SUBSIDIARY**

**ASSOCIATE**

**JOINTLY-CONTROLLED ENTITY**



\* Corporate structure is as at 18 March 2016





# AWARDS ACCOLADES 2015



16	MARCH	25 Most Influential Women in Treasury - Aireen Omar	World's Best Low-Cost Airline 2015	20	OCTOBER	Leadership in Social Media (Individual) - Tony Fernandes	21	NOVEMBER	Priority Integration Sector Award in Aviation
		Women in Treasury Summit	Best Low-Cost Airline in Asia			Highly Recommended Best Overall Airline in Asia Pacific			8th Asean Business Awards 2015
23	APRIL	Best Social Media Engagement	19	JULY	23	OCTOBER	22	NOVEMBER	Best Airlines Award
		World Blogger and Social Media Awards	Young PR Professional of the year - In-House Receiver: Daphne Cheah			Excellence Award			Minister Special Award
			PRweek Awards Asia 2015			Expatriate Lifestyle's Best of Malaysia Awards			Sabah Tourism Award
24	APRIL	Priority Integration Sector Award in Aviation	06	AUGUST	23	OCTOBER	08	DECEMBER	Best Low Cost Carrier
		6th Asean Business Awards Malaysia 2015	Best Idea - Consumer Events (Winner Carat Malaysia/Client: AirAsia) Campaign: AirAsia Steps Up Domination			Best Low Cost Carrier			Airline Partner
			Agency of the Year Awards 2015			Travel Weekly Asia Readers' Choice Awards			India Travel Awards - North
25	APRIL	100 Most Influential People in the World - Tony Fernandes	21	SEPTEMBER	30	NOVEMBER	12	DECEMBER	World's Leading Low-Cost Airline
		TIME Magazine	The People's Choice - Transportation, Travel and Tourism (GOLD)			Asia's Leading Cabin Crew			World's Leading Low-Cost Airline Website
			Putra Brand Awards 2015			World Travel Awards (Asia & Australasia) Gala 2015			World's Leading Low-Cost Airline App (iOS, Android, Windows)
15	MAY	Bronze Winner, Excellent in Annual Report Design - Corporate	09	OCTOBER	14	NOVEMBER			World Travel Awards 2015
		Astrid Awards 2015, Mercomm Inc 25th Silver Anniversary Competition International Academy of Communications, Arts and Sciences	Best Low-Cost Airline			Malaysia's 100 Leading Graduate Employer for Leisure, Travel & Hospitality Sector			
			Business Traveller Asia-Pacific Travel Awards 2015			Malaysia's 100 Leading Graduate Employers			





# MEDIA HIGHLIGHTS 2015

Press Clippings

## First Quarter

January | February | March

**AirAsia's Free Seats promo a big hit**

Press Clippings

## Second Quarter

April | May | June

**Chance to fly high in fashion**

**TIME Magazine names Tony Fernandes among 100 most influential persons in the world**

**A meaningful award for AirAsia**

Press Clippings

Third Quarter

July | August | September



Press Clippings

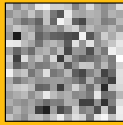
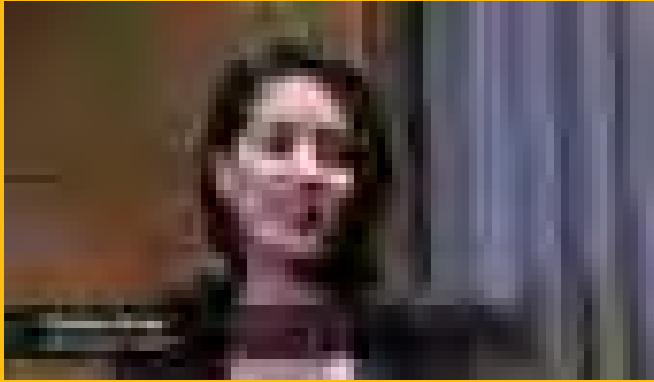
Fourth Quarter

October | November | December





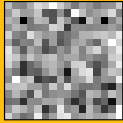
## television

 Scan the QR Code  
to view video
**THE ECONOMIST, ASEAN INSIGHTS**

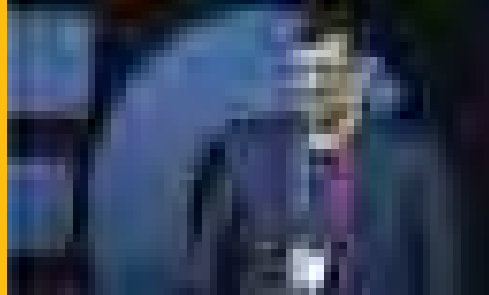
Aireen Omar, CEO of AirAsia, discusses the role of AirAsia in the ASEAN Economic Community and some of the obstacles that remain to greater economic integration throughout the region at the ASEAN Business Club Forum 2015 in Singapore.

**NORDIC BUSINESS REVIEW**

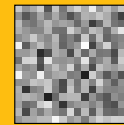
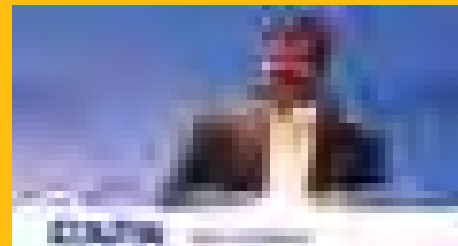
Tan Sri (Dr.) Tony Fernandes, Group CEO of AirAsia, speaks to the Nordic Business Review on his various ventures and how he manages his time and energy to achieve what he has.

**WORLD TRAVEL AWARDS 2015 ASIA & AUSTRALASIA GALA CEREMONY**

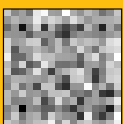
Aireen Omar, CEO of AirAsia, being interviewed after receiving Asia's Leading Cabin Crew award at the World Travel Awards Asia & Australasia Gala Ceremony in Hong Kong.

**APEC SME SUMMIT 2015**

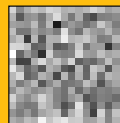
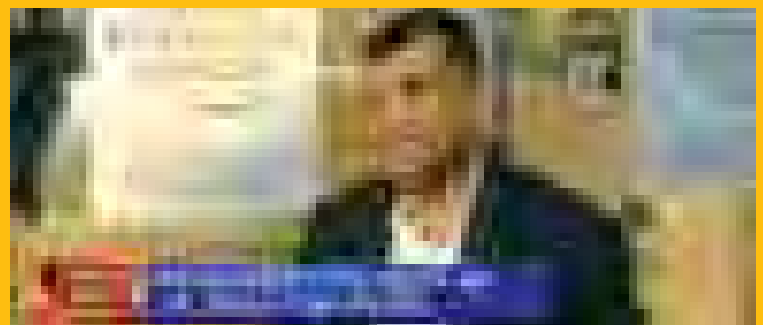
Tan Sri (Dr.) Tony Fernandes, Group CEO of AirAsia, speaks at the APEC SME Summit 2015 in Manila on how AirAsia has grown into Asean's leading low-cost carrier.

**PROACTIVE AIRPORTS ARE THE LIFEBLOOD FOR AIRLINES: LCC AIRPORT CONGRESS 2015, CAPA TV**

Tan Sri (Dr.) Tony Fernandes, Group CEO of AirAsia, sharing his views on the hallmarks of a proactive airport and what AirAsia Group looks for from airports in shaping its network.

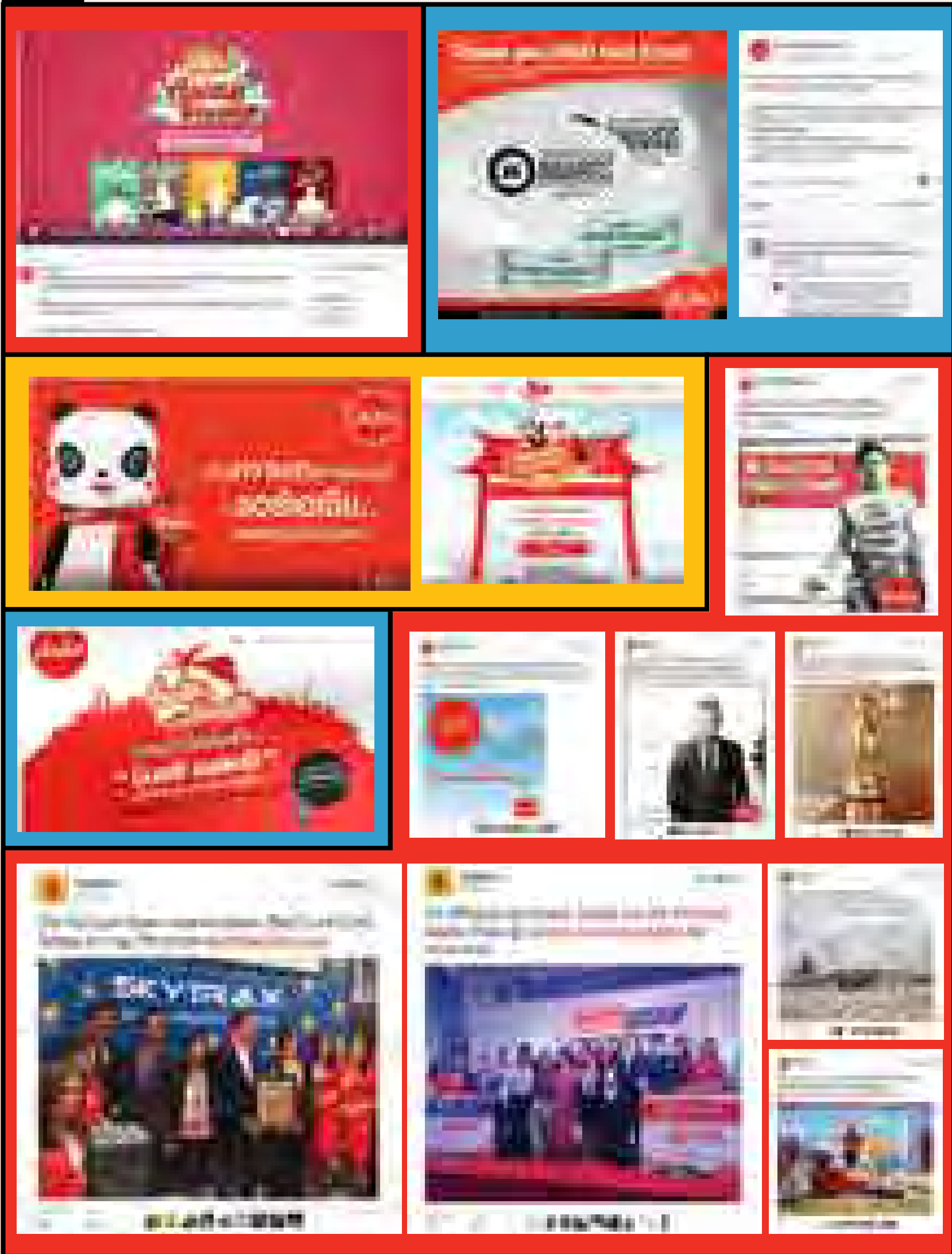
**ILEAD CONFERENCE, TAYLOR'S UNIVERSITY**

Aireen Omar, CEO of AirAsia, being interviewed after sharing about her career and leadership experience at the inaugural iLEAD Conference held at Taylor's University, Subang Jaya, Malaysia.

**AIRASIA BOSS: SOUTHEAST ASIA NEEDS TO FIX THIS, CNBC**

Tan Sri (Dr.) Tony Fernandes, Group CEO of AirAsia, shares on CNBC the need for Southeast Asia to have strong, independent institutions that can drive investor confidence.

social media





# SHELL AVIATION

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ART IN THE SKY



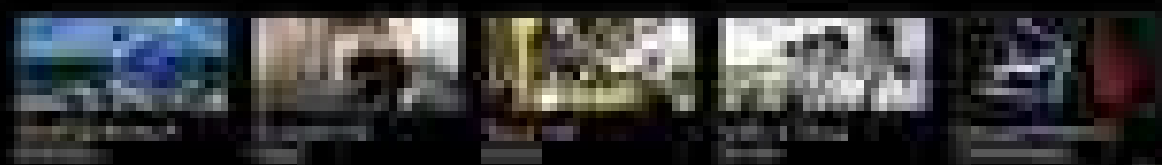
WITH AIRASIA

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# DISCOVER

YOUR AMBITIONS



Safety Jacket

Aircraft

Safety Helmet

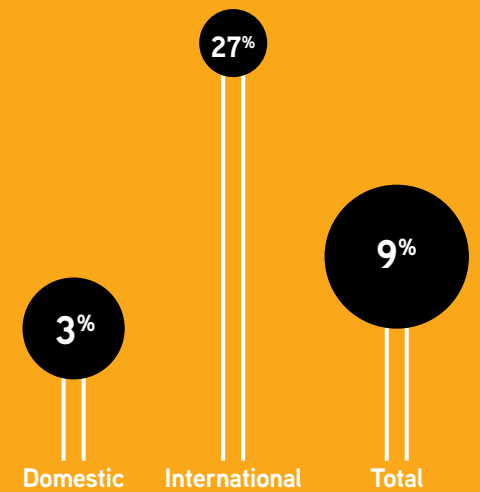
Laptop

TOTAL FLEET

25

「A320」

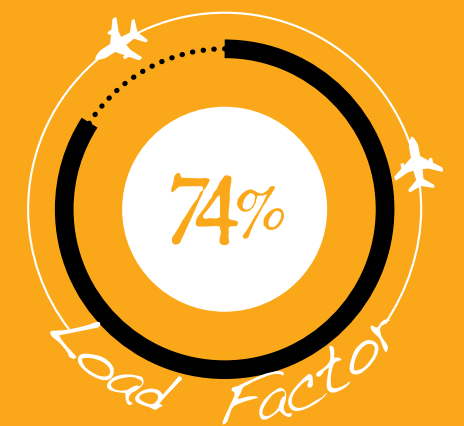
market share



number of

Allstars

1,971



NOTES:

1. AS AT 31 DECEMBER 2015; NUMBER OF PASSENGERS CARRIED, LOAD FACTOR, NUMBER OF ALLSTARS, NETWORK, TOTAL FLEET
2. SOURCE OF MARKET SHARE: PAXIS, BASED ON NUMBER OF PASSENGERS, JANUARY 2015 TO DECEMBER 2015



# Indonesia AirAsia

## NETWORK

Routes

38

Hubs

4

Unique Routes

8

New Routes

5

in 2015

Destinations

19

Countries and Territories

5

# TOTAL GUESTS CARRIED

in 2015

# 6.5

million



# Empowering our People to Achieve their Dreams

From a ramp agent to ICT supervisor, from a dispatch boy to a first officer (co-pilot), and from a guest service assistant to Head of Corporate Quality & Assurance... because we believe in our people, we provide them every opportunity to realise their ambitions and grow with AirAsia.



## PINKAEW SUJANAKOBKUL

Age  
37

Nationality  
Thai

Position  
ICT Supervisor,  
Thai AirAsia

In the space of 10 years with Thai AirAsia, Pinkaew has been promoted from a ramp agent to an ICT Supervisor. Though qualified with a Diploma in Aircraft Mechanics and Bachelor's in Computer Engineering, he opted to work loading and un-loading bags onto and from aircraft because he wanted an aviation-related job. His IT wizardry, however, soon became apparent – first when Pinkaew fixed a computer that was perpetually breaking down and then when he developed an app to help keep a record of all ramp training conducted. In 2011, when a vacancy in the IT department was made known, he applied and of course got in. Since then, he has been weaving his ICT magic to continue to enhance our associate's efficiency.



## KUGAN A/L TANGIISURAN

Age  
31

Nationality  
Malaysian

Position  
First Officer,  
AirAsia Berhad

Without a background in the Sciences, Kugan's dream of becoming a pilot seemed far-fetched... until he joined AirAsia in 2006 as a dispatch boy. Assisting the top management, he made known his secret passion, and they encouraged him to "go for it". This Kugan did, trying to get into cadet pilot training not once or twice but three times before finally passing through the revered portals of the Asian Aviation Centre of Excellence (AACE). His ambition was so strong that during his initial eight years with the company he was offered numerous positions, even as a flight attendant, but turned these down to focus on becoming a pilot. Today, a pilot of eight months, his advice to others is never to let their dreams go.



## TANTU AGUNG SUHARTO

Age  
37

Nationality  
Indonesian

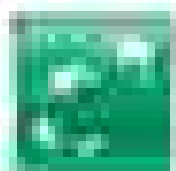
Position  
Head of Corporate Quality & Assurance,  
Indonesia AirAsia

A positive attitude and strong desire to continually challenge himself have seen Tantu grow from a Guest Service Assistant to head the Corporate Quality & Assurance department. From the time he joined Indonesia AirAsia in 2006, he has given his 100% to whatever job he has been assigned – these moving progressively into positions of greater responsibility. In each new position, he has acquired fresh learnings and experience combining both operations and administration, preparing him well for his current designation. His advice to others in AirAsia is "to never stop learning; do your best in every little thing you do; take every opportunity in front of you; and never give up.

IN A CHANGING WORLD,  
 YOU CAN UNLOCK MANY MARKETS  
 WITH A SINGLE KEY.



BNP PARIBAS  
 THE BANK FOR A CHANGING WORLD



**BNP PARIBAS**

The bank  
 for a changing  
 world



# FIVE-YEAR FINANCIAL HIGHLIGHTS

(RM MILLION, UNLESS OTHERWISE STATED)	2011	2012	2013	2014	2015
<b>INCOME STATEMENT</b>					
Revenue	4,495	4,946	5,112	5,416	6,298
Net total expenses	3,332	3,917	4,249	4,590	4,261
Operating profit	1,163	1,029	863	826	2,037
Profit before taxation	777	963	361	23	215
Taxation	-222	-173	1	60	326
Net profit	555	790	362	83	541
<b>BALANCE SHEET</b>					
Deposit, cash and bank balances	2,105	2,233	1,380	1,338	2,427
Total assets	13,906	15,729	17,856	20,664	21,316
Net debt (Total debt - Total cash)	5,676	6,176	8,790	11,390	10,186
Shareholders' equity	4,036	4,860	5,001	4,555	4,451
<b>CASH FLOW STATEMENT</b>					
Cash flow from operating activities	1,404	1,324	961	302	2,204
Cash flow from investing activities	-487	-1,905	-2,346	-2,154	-103
Cash flow from financing activities	-300	733	509	1,779	-1,303
Net cash flow	617	152	-876	-73	798
<b>FINANCIAL PERFORMANCE (%)</b>					
Return on total assets	4.0	5.0	2.0	0.4	2.5
Return on shareholders' equity	13.8	16.3	7.2	1.8	12.2
R.O.C.E. (Operating Profit/(Net Debt + Equity))	12.0	9.3	6.3	5.2	13.9
Operating profit margin	25.9	20.8	16.9	15.3	32.3
Net profit margin	12.3	16.0	7.1	1.5	8.6
<b>OPERATING STATISTICS (MALAYSIA)</b>					
Passengers carried	17,986,558	19,678,576	21,853,036	22,138,796	24,254,506
Capacity	22,474,620	24,751,800	27,307,980	28,073,160	30,079,666
Load factor (%)	80	80	80	79	81
RPK (million)	21,037	22,731	26,607	27,274	30,006
ASK (million)	26,074	28,379	33,401	34,590	37,408
Aircraft utilisation (hours per day)	12.3	12.3	12.1	12.31	12.44
Average fare (RM)	176	184	166	165	157
Revenue per ASK (sen)	17.24	17.43	15.30	15.66	16.84
Cost per ASK (sen)	12.78	13.80	12.72	13.27	11.39
Cost per ASK - excluding fuel (sen)	6.03	6.94	6.10	6.75	6.04
Revenue per ASK (USc)	5.63	5.66	4.83	4.77	4.27
Cost per ASK (USc)	4.18	4.48	4.01	4.04	2.89
Cost per ASK - excluding fuel (USc)	1.97	2.25	1.92	2.06	1.53
Number of stages	124,853	137,510	151,709	155,962	167,002
Average stage length (km)	1,162	1,148	1,144	1,217	1,247
Size of fleet at year end (Malaysia)	57	64	72	81	80
Size of fleet at year end (Group)	97	118	154	172	171
Number of employees at year end	5,137	5,644	6,089	6,304	6,636
Percentage revenue via internet (%)	78	79	85	84	70
RM-USD average exchange rate	3.06	3.08	3.17	3.28	3.94

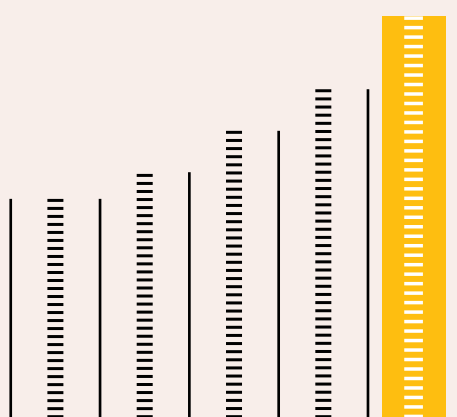
The comparatives of operating profit have been restated following the re-presentation of the 'share of results of associates' and 'share of results of joint ventures' during the financial year ended 31 December 2015.

# FIVE-YEAR FINANCIAL & OPERATING HIGHLIGHTS

## REVENUE

RM million

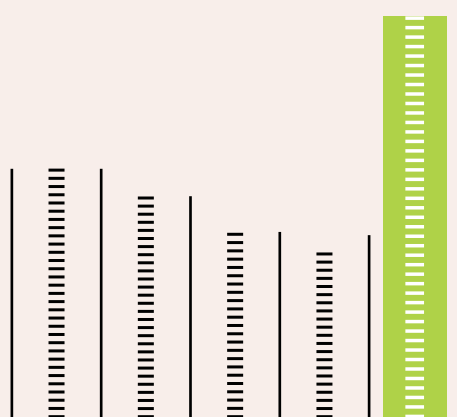
4,495 4,946 5,112 5,416 6,298



## OPERATING PROFIT

RM million

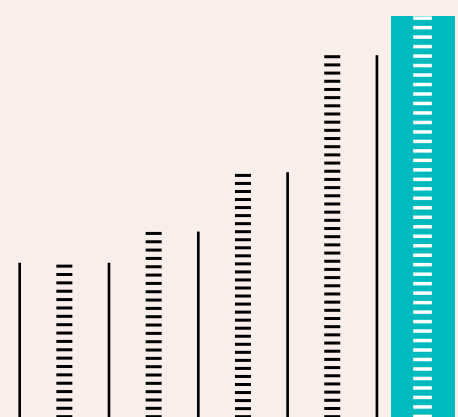
1,163 1,029 863 826 2,037



## TOTAL ASSETS

RM million

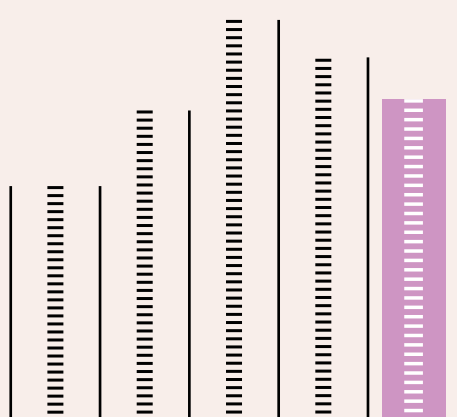
13,906 15,729 17,856 20,664 21,316



## SHAREHOLDERS' EQUITY

RM million

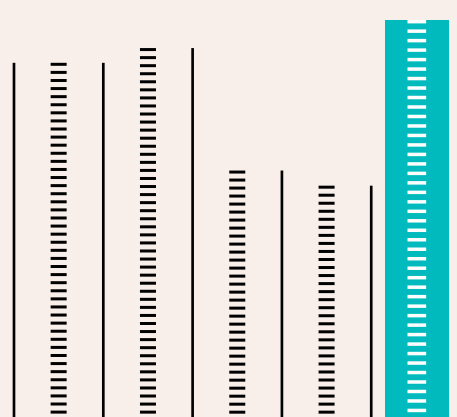
4,036 4,860 5,001 4,555 4,451



## DEPOSIT, CASH & BANK BALANCES

RM million

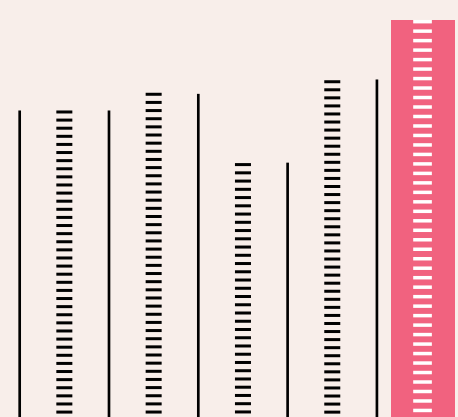
2,105 2,233 1,380 1,338 2,427



## REVENUE PER ASK

(SEN)

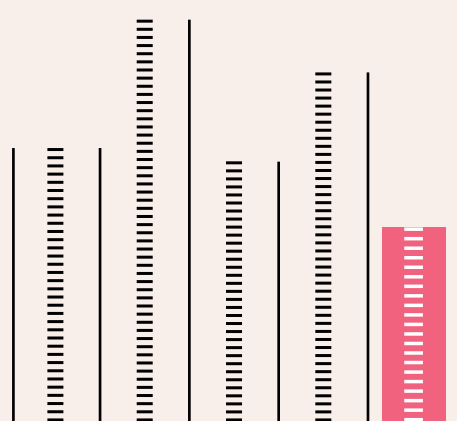
17.24 17.43 15.30 15.66 16.84



## COST PER ASK

(SEN)

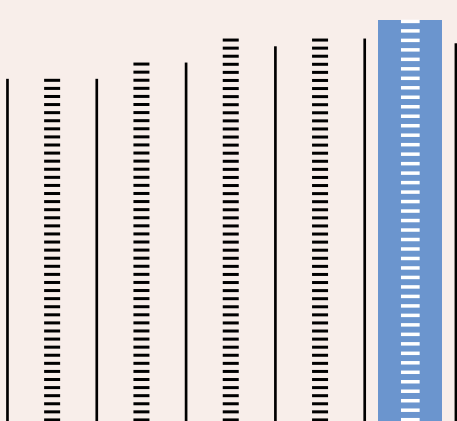
12.78 13.80 12.72 13.27 11.39



## PASSENGERS CARRIED

million

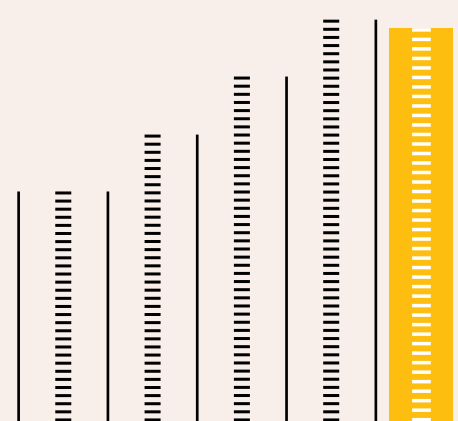
18 20 22 22 24



## SIZE OF FLEET

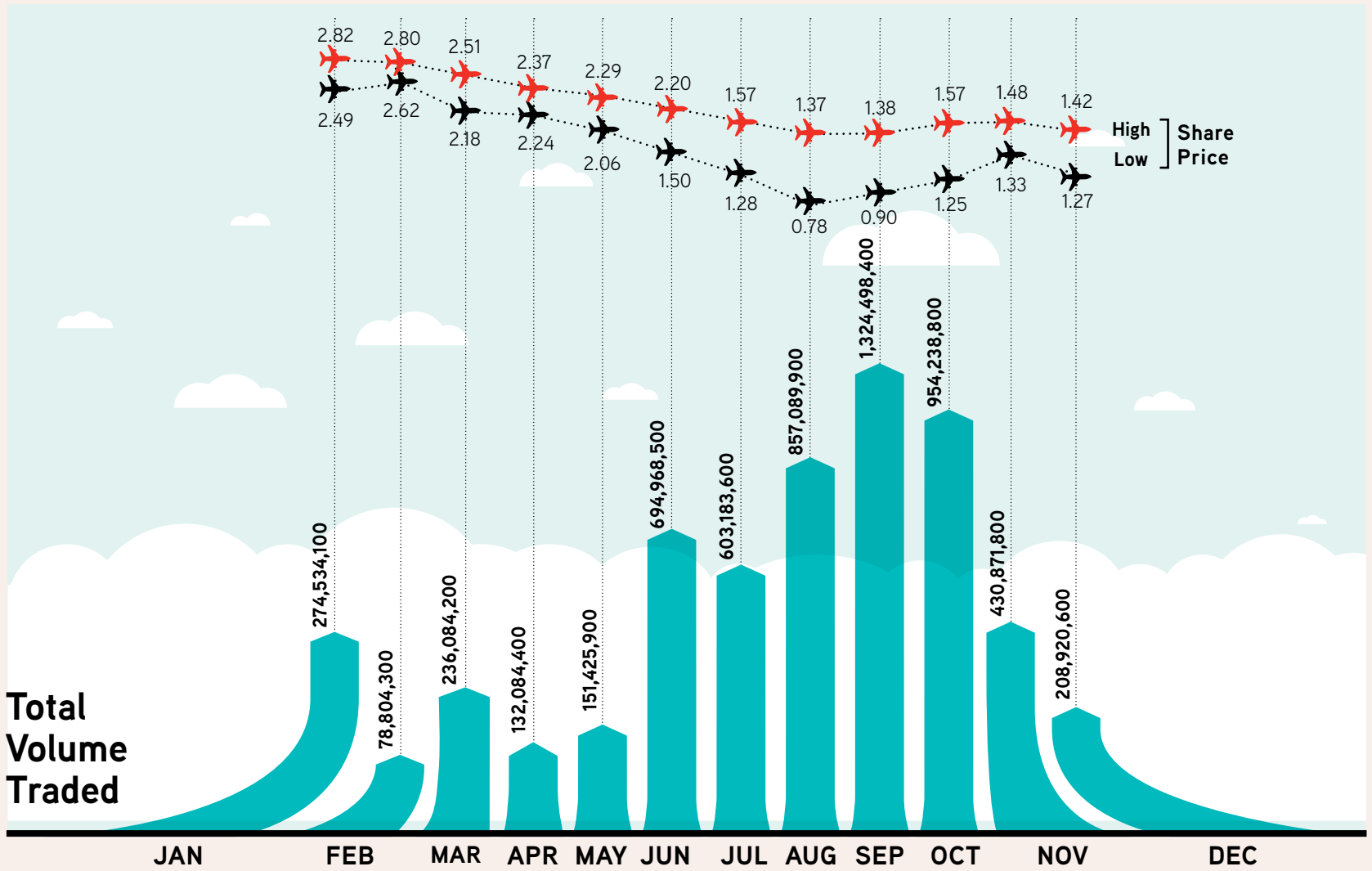
Malaysia

57 64 72 81 80



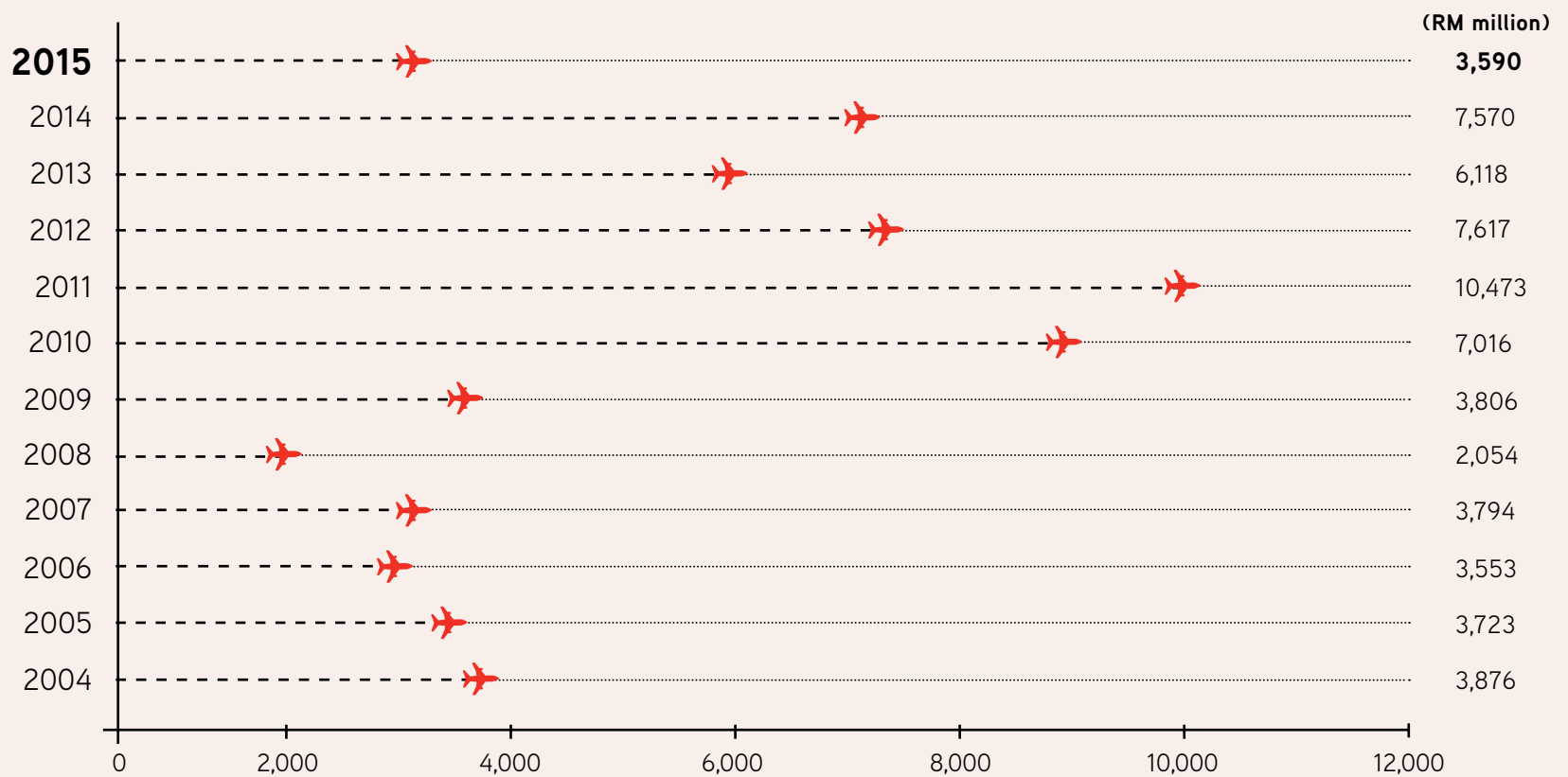
# SHARE PERFORMANCE 2015

Share Price & Volume Traded  
2015 Monthly Trading Volume & Highest - Lowest Share Price



## Market Capitalisation

As at 31 December 2015





Dare to  
Dream.

**To accomplish great things,  
we must not only act, but also dream.**

With a business plan, you can turn your dreams into reality. It's the first step in creating a successful business. A business plan is a written document that outlines your business goals, strategies, and financial projections. It is a roadmap for your business, and it is essential for securing financing and attracting investors. A business plan also helps you to identify potential risks and challenges, and it provides a framework for measuring your progress. If you are serious about starting a business, you need a business plan. It is the key to success.



# TOGETHER WE PROGRESS

Being your trusted partner

Delivering robust, fast and consistent performance

Providing solutions that help achieve your goals

Working with a generation



At the heart of our business is a commitment to providing world-class solutions to our clients. We are a global leader in providing innovative and sustainable solutions that help our clients achieve their goals. We are committed to providing the highest quality of service and support to our clients. We are committed to providing the highest quality of service and support to our clients.

For more information, please contact us at [info@rmb.com](mailto:info@rmb.com)

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# FUEL FOR THE JOURNEY AHEAD

THE AIRCRAFT AND AVIATION INDUSTRY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

FOR THE AIRCRAFT AND AVIATION INDUSTRY'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

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# BOARD *of* DIRECTORS



Standing (from left):

**DATO' SRI GNANARAJA  
A/L M. GNANASUNDRAM**  
*Independent Non-Executive  
Director*

**DATO' MOHAMED  
KHADAR BIN MERICAN**  
*Independent Non-Executive  
Director*

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

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

**AMIT  
BHATIA**  
*Independent Non-Executive  
Director*

Seated (from left):

**DATO'  
ABDEL AZIZ @ ABDUL  
AZIZ BIN ABU BAKAR**  
*Non-Independent Non-Executive  
Director*

**DATUK  
KAMARUDIN  
BIN MERANUN**  
*Non-Independent Executive  
Chairman*

**STUART  
L DEAN**  
*Independent Non-Executive  
Director*

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