

*Desiree Bandal*  
Then Marketing Executive  
Now Group Head, Government  
Policy and Asean

*Agoko Kobayashi*  
Then People Department Manager  
Now Group Performance Management  
and Employee Value Proposition (EVP)  
Manager

*Atep Imam  
Munandar*  
Then Office Boy  
Now Finance Executive

*Suhaila Hassan*  
Then Cabin Crew  
Now Group Head of Cabin Crew

*Daphne Cheah*  
Then Public Relations Manager  
Now Group Head of  
Green and Sustainability

*Kesavan  
Sivanandam*  
Then Guest Service Agent  
Now Group Head of Guest Happiness

*Eko Dharmawan*  
Then Call Centre Officer  
Now Head of Sales

*Janus Kerdsoambut  
@ Dome*  
Then Ground Staff  
Now Business Development  
Manager

*Catherine Goh*  
Then Executive Assistant  
Now Group Head of  
Inflight Ancillary

*Ranchana Jasaan  
@ Immy*  
Then Secretary turned Cabin Crew  
Now Culture Manager

*Petrus Iyas Andi*  
Then Finance Executive  
Now First Officer



*Aireen Omar*  
Then Director of Corporate Finance  
Now Deputy Group CEO  
(Digital, Transformation and  
Corporate Services)

*Kugan Tanjisuran*  
Then Office Boy  
Now First Officer

**ONE AIRASIA**  
ONE FOR ALL, ALL FOR ONE

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

### **Rationale for the Internal Reorganisation**

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

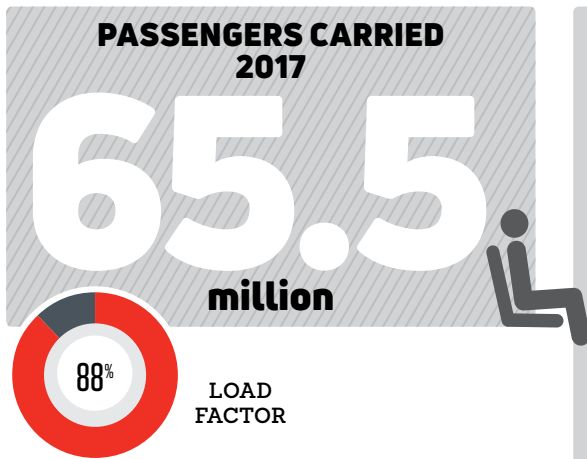
The purpose of the internal reorganisation is to simplify and provide greater clarity and transparency to the shareholding structure by separating the investment holding function and the Malaysian airline business, where AAGB will assume the listing status of AAB while AAB will continue to operate the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

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

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



# AIRASIA GROUP KEY HIGHLIGHTS



**19,314**  
TOTAL ALLSTARS  
END 31 DEC 2017

**49**  
NATIONALITIES

**205**  
TOTAL FLEET

**6.4**  
YEARS  
AVERAGE FLEET AGE

### NETWORK

**21**  
COUNTRIES

**119**  
DESTINATIONS

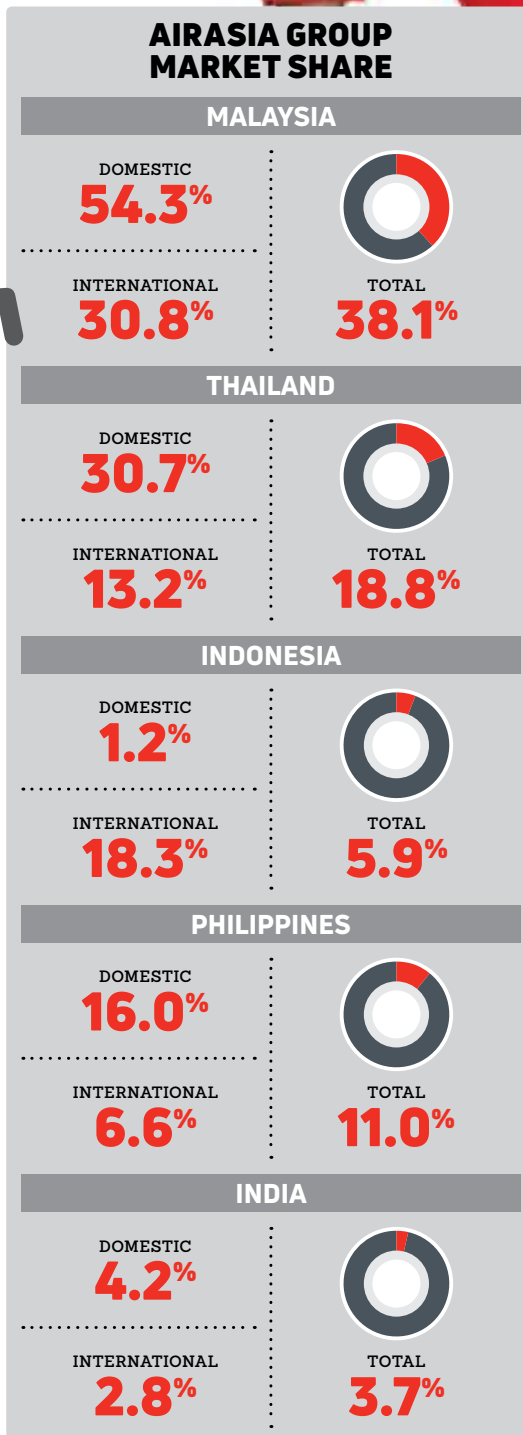
**293**  
ROUTES

**4,408**  
FLIGHTS  
PER WEEK

**90**  
UNIQUE  
ROUTES

**23**  
HUBS

**58**  
NEW ROUTES  
INTRODUCED IN 2017



# FINANCIAL AIRASIA BERHAD

## REVENUE

**RM9.71**  
billion

## DEPOSIT, CASH AND BANK BALANCES

**RM1.88**  
billion

## REVENUE VIA INTERNET

**70.4%**

## OPERATING PROFIT MARGIN

**22.3%**

## LOWEST COST

Available Seat Kilometre

## CASK:

**13.13 sen**  
(3.07 US cents)

## CASK Ex-Fuel:

**8.29 sen**  
(1.94 US cents)

## KEY MILESTONES

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

## airasia.com

**125**  
million  
page views per month

Visitors from  
**237**  
countries and  
territories

**31**  
million  
visits per month

**27**  
million  
unique visitors per month

**7.43%**  
Annual conversion  
rate



### NOTES:

1. All figures refer to AirAsia Group unless stated otherwise
2. AirAsia Group includes AirAsia Berhad (consolidated AOCs - AirAsia Malaysia, AirAsia Indonesia and AirAsia Philippines), AirAsia Thailand, AirAsia India and AirAsia Japan
3. Financials extracted from AirAsia Berhad's (consolidated AOCs - AirAsia Malaysia, AirAsia Indonesia and AirAsia Philippines) financial statements
4. 'Largest LCC in Asia' refers to AirAsia Group and AirAsia X Group
5. As at 31 December 2017: Passengers Carried, Load Factor, Financial Figures, airasia.com Statistics, Largest LCC in Asia, Fleet, Network, Allstars, Social Media Statistics
6. Total fleet breakdown: 84 in Malaysia, 56 in Thailand, 15 in Indonesia, 17 in Philippines, 14 in India, 2 in Japan, 3 leased to third parties and 6 AirAsia Malaysia - grounded for redeployment to other affiliates in 1Q18 and 8 operated by AirAsia X Indonesia
7. Source of market share: Paxis, based on number of passengers, January 2017 to December 2017 in the respective countries.



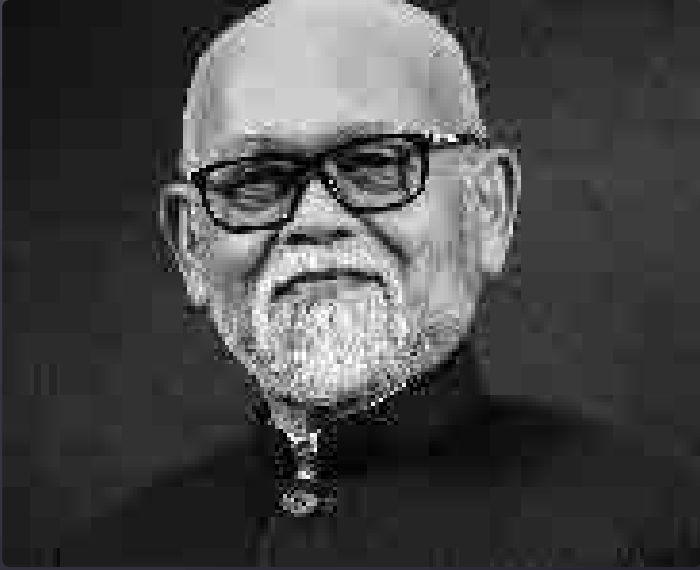
TAN SRI (DR)  
**TONY  
FERNANDES**



DATUK  
**KAMARUDIN  
BIN MERANUN**



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



DATO'  
PAHAMIN  
AB RAJAB



CONOR  
MCCARTHY

THE  
FOUNDERS

# VISION

TO BE THE LARGEST LOW-COST  
AIRLINE IN ASIA



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



# MISSION



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

TO CREATE A GLOBALLY RECOGNISED ASEAN BRAND



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

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



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# OUR NETWORK



● Destination  
● AirAsia Hub

These destinations also include AirAsia X

# OUR JOURNEY



# HIGHLIGHTS OF 2017

JANUARY  
FEBRUARY  
MARCH  
APRIL  
MAY  
JUNE  
JULY  
AUGUST  
SEPTEMBER  
OCTOBER  
NOVEMBER  
DECEMBER



# Looking at 2017's Achievements and Milestones at a Glance

## JANUARY

- 9 AirAsia named The Most Influential Airline in China at the 2016 New Power of Travel Awards hosted by Sina Travel and Youku Travel.
- 11 AirAsia signs young Malaysian bodybuilder Faiz Ariffin to support his bid to conquer Asian and world championships in 2017.

## FEBRUARY



- 3 AirAsia becomes main sponsor for the Malaysian Rugby Union's inaugural Malaysia Rugby League, the airline's first foray into the world of rugby.

- 9 AirAsia and the Bohol provincial government, together with USAID-COMLETE, partner to promote Bohol as a premier tourist destination for visitors to the Philippines.

- 11 AirAsia signs on as title sponsor for KL Junior League for teams across five age groups from Under-8 to Under-16 to support grassroots football development in Malaysia.

- 16 AirAsia announces direct flights from Johor Bahru to the coastal Sabah city of Tawau.



- 25 AirAsia partners with British Olympic swimmer Ben Proud to coach up-and-coming competitive swimmers in Asean.

## MARCH



- 19 Aviato of Singapore crowned winners of AirAsia's first ever Airvolution hackathon with the best solution on how to profile the airline's fans based on their digital social footprint.



- 24 AirAsia's #AirAsiaMAKNA A Little Change Goes A Long Way campaign receives Silver award for Best CSR Communications at Marketing PR Awards 2017.

- 30 AirAsia announces direct flights from Kuching to Pontianak, Indonesia as part of efforts to boost tourism to Sarawak.

- 30 AirAsia, through wholly-owned subsidiary AirAsia Investment Ltd (AAIL), signs agreement to form a joint venture to establish a low-cost carrier in Vietnam with Gumin Company Limited, Tran Trong Kien and Hai Au Aviation Joint Stock Company.

## APRIL

- 4 AirAsia invited to be part of former Malaysian Prime Minister YAB Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak's visit to India in conjunction with the 60th anniversary of diplomatic ties between the two countries.



- 5 AirAsia, via subsidiary ROKKI Sdn Bhd, signs Memorandum of Understanding (MoU) with Inmarsat for its next-generation GX Aviation solution.



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



- 17 AirAsia launches #DARETODREAM campaign to grow grassroots sports with world keirin champion Azizulhasni Awang, track cyclist Fatehah Mustapa and diver Leong Mun Yee.

- 19 AirAsia Berhad acquires 50% stake in online travel planner Touristly Travel Sdn Bhd (Touristly) to strengthen its ancillary portfolio by offering guests on-ground activities.

- 28 AirAsia becomes the first international airline to operate direct flights from Kuala Lumpur to Bhubaneswar, the capital city of India's Odisha state.

## MAY

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



- 14 AirAsia Berhad and China's Everbright Group sign Memorandum of Understanding (MoU) in Beijing to establish a low-cost carrier (LCC) in China, witnessed by former Malaysian Prime Minister YAB Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak.

- 17 AirAsia signs Memorandum of Agreement (MoA) with the Terengganu state government to promote local tourism in Terengganu.



- 22 AirAsia hosts Santan Food Festival, the largest inflight food tasting event in Asia, showcasing Santan hot meals from across its network to more than 200 members of the media and key influencers from 16 key markets.

## JUNE



- 5 AirAsia named Asia's Leading Low-Cost Airline for the fifth year running and wins Asia's Leading Low-Cost Airline Cabin Crew at the 2017 World Travel Awards Asia and Australasia.



- 21 AirAsia celebrates being named Skytrax World's Best Low-Cost Airline for the ninth year in a row at the Paris Air Show with AirAsia ambassador David Foster and Brazilian football legend Roberto Carlos.

- 22 AirAsia commences first flight from Johor Bahru to Kuala Terengganu, marking Johor Bahru's ninth domestic route and Kuala Terengganu's second domestic route after Kuala Lumpur.



- 24 AirAsia flies Filipino boxing legend Manny "Pacman" Pacquiao in an Airbus A330 with special livery from his training camp in the Philippines to Brisbane, Australia to defend his WBO welterweight title against Jeff Horn.

## JULY



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

- 11 AirAsia celebrates its 10th anniversary of flying to Shenzhen, China, marking a decade since the airline introduced low-cost air travel to Shenzhen with direct flights from Kuala Lumpur, Bangkok and Kota Kinabalu.

- 20 AirAsia wins Company of the Year Award: Airline Category at the CSR Malaysia Awards 2017 for championing cancer awareness with its #AirAsiaMAKNA campaign.

- 21 AirAsia strengthens Davao as a gateway for Asean to the southern Philippines with its latest service from Kuala Lumpur, the fourth direct route from Malaysia to the Philippines after Manila, Cebu and Kalibo.

## AUGUST

- 1 AirAsia and the Indonesian Ministry of Tourism unveils a collaboration to promote the wonders of Indonesia in Malaysia through brand advertising, promotional activities and activations across various touch points.

## SEPTEMBER



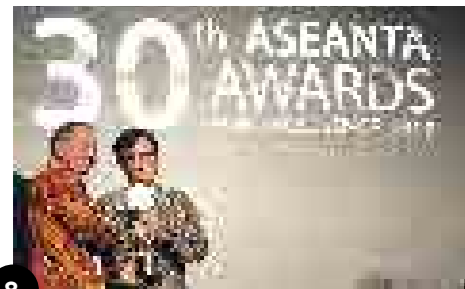
**4** AirAsia, Official Airline Partner and Gold Sponsor for the 29th Southeast Asian Games and 9th Asean Para Games, welcomes the Kuala Lumpur 2017 (KL2017) torch as part of KL2017 Torch Run across all Malaysian states and territories.



**18** Tran Thi Tu from Vietnam chosen as Grand Winner from 20 young Asean talents from all 10 Asean countries at grand finale of AirAsia Runway Ready Designer Search 2017.



**7** AirAsia bags the Asean Business Award (ABA) for priority integration sector tourism from ASEAN Business Advisory Council (ASEAN BAC).



**8** AirAsia wins Best Asean Marketing and Promotional Campaign at the 30th Asean Tourism Association (ASEANTA) Awards for Excellence for its "Think Asean, Think AirAsia" campaign in conjunction with Asean Day.



**19** Former Malaysian Prime Minister YAB Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak officiates AirAsia's Langkawi-Shenzhen route.



**8** AirAsia unveils the world's first Freedom Flyer Programme, a unique loyalty programme for guests to earn AirAsia BIG Points based on how often they fly, regardless of how much they spend on fares.

**10** AirAsia celebrates inaugural flight from Kuala Lumpur to Sihanoukville, Cambodia with a remarkable 100% load factor, becoming the first airline to operate the unique route.



**15** AirAsia celebrates its inaugural flight from Kuala Lumpur to Nha Trang, making it the first airline to operate direct flights to the coastal Vietnamese city.



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

**22** AirAsia wins coveted Company of the Year award based on its return to shareholders, growth in profit before tax and return on equity over three years as well as corporate responsibility initiatives, and two other accolades.

**24** AirAsia and CAE conclude sale and purchase agreement concerning the Asian Aviation Centre of Excellence (AAE), a 50:50 CAE-AirAsia joint venture, in a USD\$100 million transaction (including earn-out).



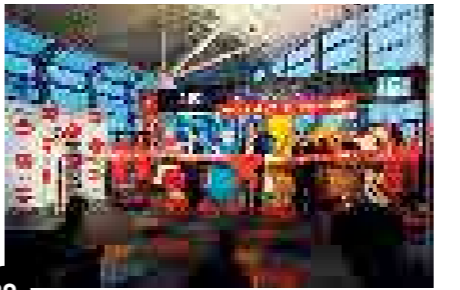
**28** AirAsia surprises its young guests by giving away Lil' Star Combo meals - to over 7,000 children on board 1,000 flights across its network.



**29** AirAsia and Ejen Ali unveil a new #MisiAspirasiAirAsia campaign to inspire more children to be the future leaders of the world.



**7** AirAsia launches two books authored by its Allstar captains, Malaysia's Captain Lim Khoy Hing and Captain Monika Anggreini from Indonesia.



**29** AirAsia Japan commences operations with twice daily flights connecting Nagoya and Sapporo.

## OCTOBER



**4** AirAsia's award-winning inflight magazine, Travel360, celebrates its 10th anniversary by debuting its new look at a three-day carnival at Fahrenheit 88, Kuala Lumpur.



**11** AirAsia Berhad wins Malaysia's Best Company for Investor Relations (IR), Best CFO for IR and Best IR Website at the Malaysia Investor Relations Association (MIRA) Awards 2017.



**5** AirAsia hosts its first ever Global Investor Day and klia2 airport and ground handling guided tour.

**11** AirAsia invites 30 female engineering students from Universiti Putra Malaysia for a special sharing session as part of its #GirlsCanDoAnything campaign.

**12** AirAsia unveils its new Sichuan-inspired inflight meal, Kung Pao Chicken.

**17** AirAsia Group CEO Tan Sri (Dr) Tony Fernandes receives the prestigious Asian Business Leaders Award from London-based Asia House for driving positive economic and social change in the region.

**19** AirAsia relocates operations at Singapore Changi Airport from Terminal 1 to the new state-of-the-art, fully-automated Terminal 4.

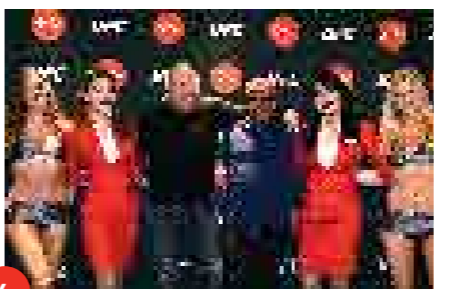
**24** AirAsia unveils its latest inflight snack, onigiri, or Japanese rice balls, served with miso soup.

## NOVEMBER



**2** Aireen Omar named APAC CEO of the Year and AirAsia awarded APAC Debt Deal of the Year at the annual Aviation 100 Awards.

**3** AirAsia wins Gold award under the Transport, Travel and Tourism category for the eighth consecutive year at the Putra Brand Awards 2017.



**4** AirAsia signs on to be the first ever Official Airline for the Ultimate Fighting Championship (UFC), the world's premier mixed martial arts organisation.

**10** AirAsia Indonesia and internet service provider Indosat Ooredoo Business launch IFCC platform ROKKI, the first of its kind among low-cost carriers in Indonesia.



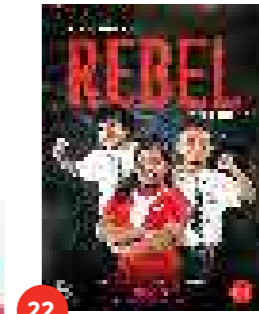
**13** AirAsia and music platform Spotify launch Dreams Come True with AirAsia campaign where 20 promising musical talents from Asean vie for a chance to perform with legendary producer, songwriter and AirAsia ambassador David Foster.



**14** To celebrate 50 years of Asean, AirAsia launches AirAsia Loves Asean, a series of initiatives focused on education, talent development and the economy in Asean.



**17** AirAsia Foundation, the philanthropic arm of AirAsia, launches its first Destination: Good pop-up shop at klia2 selling over 200 products sustainably produced by 25 Asean social enterprises.



**22** AirAsia continues its long-term #AirAsiaMAKNA initiative to create awareness and raise funds for underprivileged cancer patients through the sale of limited edition pilot and cabin crew T-shirts.

**25** AirAsia receives Special Recognition Award for Airline Operator at the Sarawak Hornbill Tourism Award from Sarawak Chief Minister Datuk Patinggi Abang Johari Tun Openg.

**28** AirAsia celebrates two inaugural international flights into Johor Bahru's Senai International Airport from Macao and Kolkata, India.

## DECEMBER

**3** AirAsia voted as a Best Partner Airline for the third time at the biennial Sabah Tourism Awards for contributing to state tourism in terms of connectivity and most number of visitors over the past two years.

**4** AirAsia BIG Loyalty unveils eStore portal, where BIG Members can shop online from over 150 lifestyle and travel brands to earn BIG Points faster than they fly.

**6** Macau Tower today hosted its seventh annual Crazy Jump Day, powered by AirAsia and organised by adventure tourism company AJ Hackett, featuring 23 participants from across Asia Pacific.

**12** AirAsia contributes RM121,750 to the National Education Saving Scheme (SSPN-i) under the National Higher Education Fund Corporation Programme.

**13** AirAsia appoints Aireen Omar as Deputy Group CEO (Digital, Transformation and Corporate Services), Bo Lingam as Deputy Group CEO (Airline Business), Captain Adrian Jenkins as Group Chief Operations Officer, Rozman Omar as Executive Director of AirAsia International Limited (AAIL) and Riad Asmat as AirAsia Malaysia CEO.

**18** AirAsia celebrates 16 years of opening doors with #AirAsiaOpenDoors campaign to locate 16 hidden doors around Malaysia and win more than 2 million AirAsia BIG Points.

**27** AirAsia welcomes two inaugural international flights into Sarawak from Shenzhen, China to Kuching and the first ever international flight to Bintulu from Singapore.



**29** PT Indonesia AirAsia (IAA), the Indonesian arm of Malaysia-based low-cost carrier AirAsia Berhad, becomes part of publicly listed company PT AirAsia Indonesia Tbk (AAID) following the completion of a recent acquisition.



Another  
eventful year  
for AirAsia

2017  
IN



**THE A321LR.  
MORE  
TIME ZONES  
LESS FUEL.**



**WE MAKE IT** *FLY*

At 4000nm the A321LR has the biggest range of any new single aisle aircraft in the world. Not only is it capable of opening the door to the long-haul market, it can do so with an incredible 30% reduction in operating costs. But it's not just designed to impress CFOs with unbeatable fuel efficiency. It is available with our state-of-the-art Airspace cabins to give passengers unparalleled comfort too.

Long-haul. We make it fly.

airbus.com   

**AIRBUS**



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

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



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

Congratulations on another successful year.



CFM International is a 50/50 joint company between GE and Safran Aircraft Engines.

# NOTICE OF ANNUAL GENERAL MEETING

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

## AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2017.  
**Please refer to Note A.**
2. To approve the Non-Executive Directors’ Remuneration as described in Note B with effect from their date of appointment in the Company for the financial year ending 31 December 2018 until the next Annual General Meeting of the Company to be held in the year 2019.  
**Please refer to Note B.**
3. To re-elect the following Directors of the Company, who were appointed during the year, who retire pursuant to Article 124 of the Company’s Constitution: -
  - i. Datuk Kamarudin Bin Meranun;
  - ii. Tan Sri (Dr) Anthony Francis Fernandes;
  - iii. Dato’ Abdel Aziz @ Abdul Aziz Bin Abu Bakar;
  - iv. Dato’ Fam Lee Ee;
  - v. Dato’ Mohamed Khadar Bin Merican;
  - vi. Stuart L Dean; and
  - vii. Noor Neelofa Binti Mohd Noor.
4. To re-appoint Messrs Ernst & Young as Auditors of the Company and to authorise the Directors to determine their remuneration.

**RESOLUTION 1**

**RESOLUTION 2**

**RESOLUTION 3**

**RESOLUTION 4**

**RESOLUTION 5**

**RESOLUTION 6**

**RESOLUTION 7**

**RESOLUTION 8**

**RESOLUTION 9**



## AS SPECIAL BUSINESS

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

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

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

**Please refer to Note C.**

**RESOLUTION 10**

6. **ORDINARY RESOLUTION  
PROPOSED NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A  
REVENUE OR TRADING NATURE ("PROPOSED MANDATE")**

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

- (i) the Recurrent Related Party Transactions are entered into in the ordinary course of business which are necessary for the day-to-day operations and are on terms which are not more favourable to the related parties than those generally available to the public, and the Recurrent Related Party Transactions are undertaken on arm's length basis and on normal commercial terms which are not to the detriment of the minority shareholders of the Company;
- (ii) the disclosure is made in the annual report of the breakdown of the aggregated value of the Recurrent Related Party Transactions by AirAsia Group Berhad conducted pursuant to the shareholders' mandate during the financial year, among others, based on the following information:
  - (a) the type of Recurrent Related Party Transactions made; and
  - (b) the names of the related parties involved in each type of the Recurrent Related Party Transaction made and their relationship with AirAsia Group Berhad;
- (iii) the shareholders' mandate is subject to annual renewal and this shareholders' mandate shall only continue to be in full force until:
  - (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the AGM at which this shareholders' mandate is approved, at which time it will lapse, unless by an ordinary resolution passed at that AGM, such authority is renewed;

## NOTICE OF ANNUAL GENERAL MEETING

- (b) the expiration of the period within which the next AGM after the date is required to be held pursuant to Section 340(2) of the Companies Act, 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting of the Company,

whichever is the earliest.

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

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

**Please refer to Note D.**

**RESOLUTION 11**

### OTHER ORDINARY BUSINESS

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

By Order of the Board

**JASMINDAR KAUR A/P SARBAN SINGH**  
(MAICSA 7002687)  
Company Secretary

Kuala Lumpur  
25th day of May 2018

## NOTES ON APPOINTMENT OF PROXY

1. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Article 41(a) of the Company's Constitution, only those Foreigners (as defined in the Articles) who hold shares up to the current prescribed foreign ownership limit of 45.0% of the total number of issued shares of the Company, on a first-in-time basis based on the Record of Depositors to be used for the forthcoming Annual General Meeting ("AGM"), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.
2. A member must be registered in the Record of Depositors at 5.00 p.m. on 13 June 2018 ("General Meeting Record of Depositors") in order to attend and vote at the Meeting. A depositor shall not be regarded as a Member entitled to attend the Meeting and to speak and vote thereat unless his name appears in the General Meeting Record of Depositors. Any changes in the entries on the Record of Depositors after the abovementioned date and time shall be disregarded in determining the rights of any person to attend and vote at the Meeting.
3. A member entitled to attend and vote is entitled to appoint two (2) proxies (or in the case of a corporation, to appoint a representative(s)), in accordance with Section 333 of the Companies Act, 2016, to attend and vote in his stead. There shall be no restriction as to the qualification of the proxy(ies).
4. The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
5. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
6. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at Unit 30-01, Level 30, Tower A, Vertical Business Suite, "Avenue 3, Bangsar South, No. 8, Jalan Kerinchi", "59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time set for holding the meeting. **Faxed copies of the duly executed form of proxy are not acceptable.**
8. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.
9. By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

## NOTICE OF ANNUAL GENERAL MEETING

**EXPLANATORY NOTES:**

- A.** This Agenda item is meant for discussion only in accordance with Sections 248(2) and 340(1) of the Companies Act, 2016 (“the Act”). The audited accounts do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.
- B. To approve the Non-Executive Directors’ Remuneration with effect from their date of appointment in the financial year ending 31 December 2018 until the next Annual General Meeting of the Company to be held in the year 2019.**

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

<b>Non-Executive Directors’ Fees (per annum)</b>	<b>Non-Executive Chairman (RM)</b>	<b>Per Non-Executive Director/ Per other Committee Member (RM)</b>
Board of Directors	NA	250,000
Audit Committee	75,000	60,000
Nomination and Remuneration Committee	55,000	35,000
Safety Review Board	55,000	35,000
Risk Management Committee	55,000	35,000
<b>Non-Executive Directors’ Benefits (per attendance by each director or committee member)</b>	<b>Board Directors</b>	<b>Board Committees</b>
Meeting allowance	2,000	2,000
<b>Other Non-Executive Directors’ Benefits</b>		
Insurance premiums on medical coverage, and other claimable expenses incurred in the course of carrying out their duties.	Up to a total amount of RM100,000 for all Non-Executive Directors.	

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

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

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

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

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

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

# Skytrax

2009-2017

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





# CORPORATE INFORMATION

## BOARD OF DIRECTORS

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

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

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

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

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

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

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

## AUDIT COMMITTEE

Dato' Mohamed Khadar Bin Merican

Dato' Abdel Aziz @ Abdul Aziz Bin Abu Bakar

Dato' Fam Lee Ee

## COMPANY SECRETARY

Jasmindar Kaur A/P Sarban Singh  
(MAICSA 7002687)

## AUDITORS

**Ernst & Young** (AF 0039)  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Wilayah Persekutuan

Tel : (603) - 7495 8000  
Fax : (603) - 2095 5332

## REGISTERED OFFICE

**AirAsia Group Berhad**  
(Company No. 1244493-V)  
Unit 30-01, Level 30, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan

Tel : (603) - 2783 9191  
Fax : (603) - 2783 9111

## NOMINATION AND REMUNERATION COMMITTEE

Dato' Fam Lee Ee

Dato' Abdel Aziz @ Abdul Aziz Bin Abu Bakar

Stuart L Dean

## RISK MANAGEMENT COMMITTEE

Dato' Abdel Aziz @ Abdul Aziz Bin Abu Bakar

Dato' Fam Lee Ee

Stuart L Dean

## SAFETY REVIEW BOARD

Stuart L Dean

Dato' Mohamed Khadar Bin Merican

Noor Neelofa Binti Mohd Noor

## HEAD OFFICE

RedQ, Jalan Pekeliling 5  
Lapangan Terbang Antarabangsa  
Kuala Lumpur (klia2)  
64000 KLIA  
Selangor Darul Ehsan

Tel : (603) - 8660 4333  
Fax : (603) - 8660 7777

## SHARE REGISTRAR

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

Tel : (603) - 7841 8000  
Fax : (603) - 7841 8151

## STOCK EXCHANGE LISTING

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

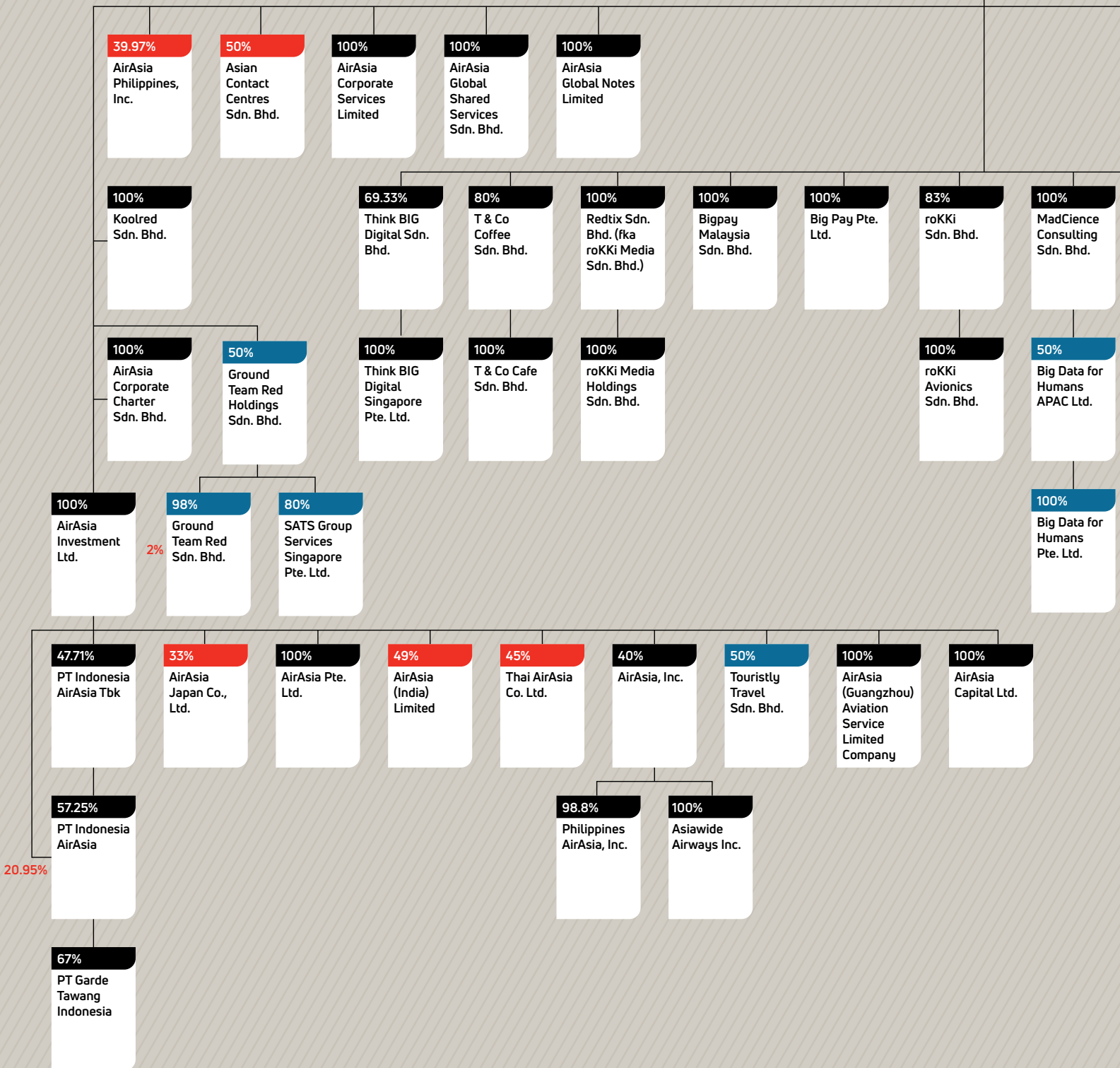
AirAsia Berhad was delisted on 16 April 2018



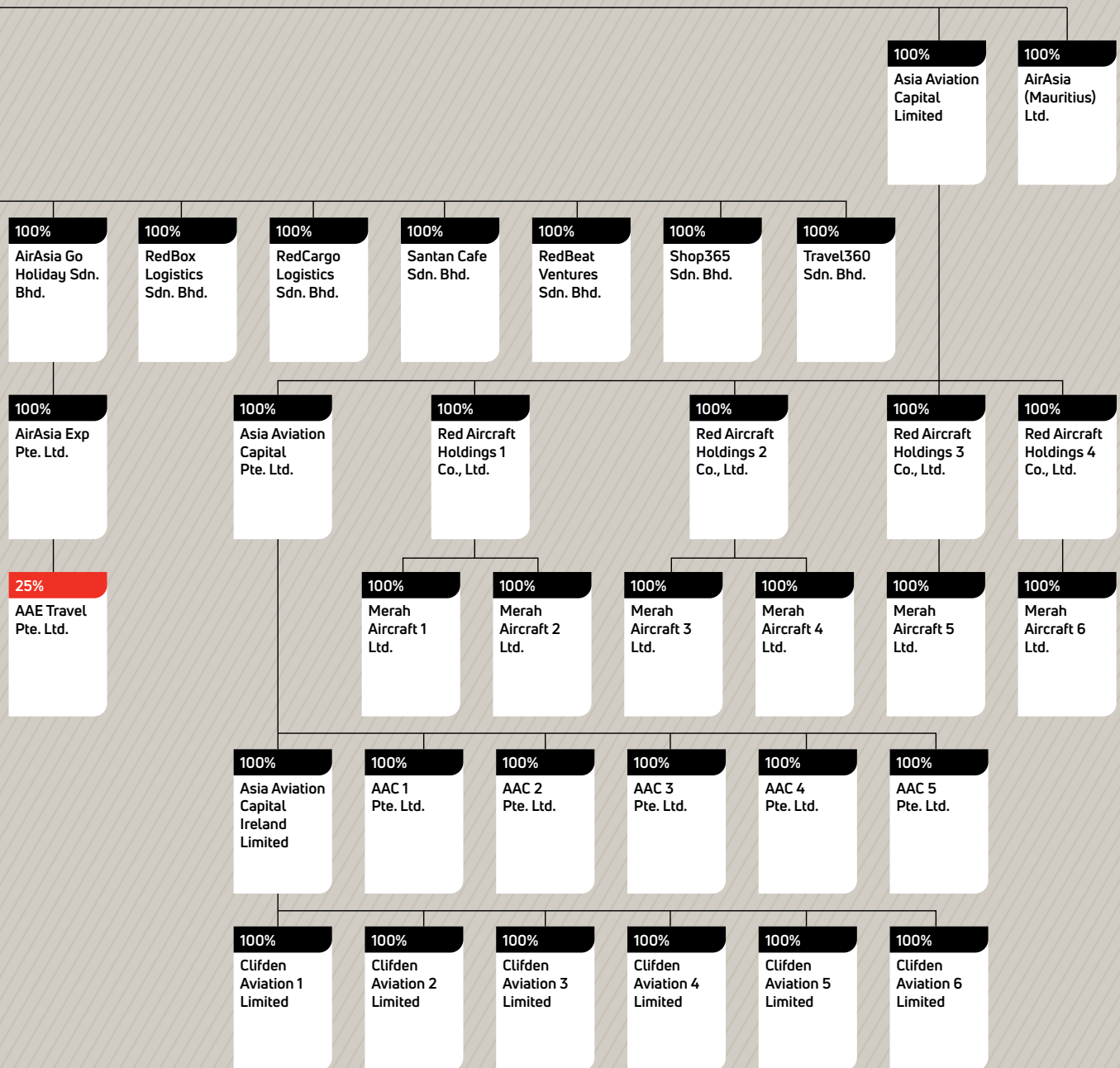
# CORPORATE STRUCTURE

AIRASIA GROUP BERHAD

AIRASIA BERHAD



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



- Subsidiary
- Associate
- Jointly-Controlled Entity

# FINANCIAL & INVESTOR CALENDAR

## JANUARY

**5**

CIMB Annual Malaysia Corporate Day  
**Kuala Lumpur**

## FEBRUARY

**23**

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

## MARCH

**8**

Analysts Briefing on FY2016 Financial Results post earnings announcement  
**Kuala Lumpur**

**27 - 30**

Credit Suisse Asian Investment Conference  
**Hong Kong**

## APRIL

**10 - 13**

Paris, London, Edinburgh Non-Deal Roadshow by Maybank  
**Paris, London, Edinburgh**

**28**

Announcement of 2016 Annual Report to Bursa Malaysia  
**Kuala Lumpur**

## MAY

**2-9**

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

**25**

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

**25**

AirAsia Berhad's 24th Annual General Meeting  
**Sepang, Selangor**

## JUNE

**12 - 23**

London, Europe and Scandinavia Non-Deal Roadshow by Maybank  
**London, Edinburgh, Copenhagen, Stockholm, Paris, Brussels, Rotterdam, Zurich, Frankfurt**

## JULY

**4 - 7**

South Korea & Japan Non-Deal Roadshow by Nomura  
**Seoul, Tokyo**

**13 - 14**

Hong Kong Non-Deal Roadshow by Morgan Stanley  
**Hong Kong**

**25 - 26**

Invest Malaysia 2017 by CIMB  
**Kuala Lumpur**

## AUGUST

**29**  
Announcement of the unaudited results for the 2nd quarter ended 30 June 2017, followed by Investors & Analysts Briefing  
**Selangor, Sepang**

## SEPTEMBER

**4**  
Bangkok Non-Deal Roadshow by Maybank  
**Bangkok**

**13 - 15**  
CLSA Investors' Forum  
**Hong Kong**

**21 - 22**  
Taiwan Non-Deal Roadshow by Cathay Securities Corporation  
**Taipei**

## OCTOBER

**5**  
One AirAsia Global Investor Day & klia2 guided tour  
**Selangor, Sepang**

**10**  
MIRA Investor Relations Awards 2017  
**Kuala Lumpur**

**17 - 20**  
Aviation Finance New York City, Non-Deal Roadshow by CIMB  
**Boston, New York**

## NOVEMBER

**6 - 8**  
Invest Malaysia UK 2017 Investors' Conference by Bursa Malaysia and Maybank  
**Edinburgh, London**

**7 - 8**  
CAPA Asia Aviation Summit  
**Singapore**

**29**  
Announcement of the unaudited results for the 3rd quarter ended 30 September 2017, followed by Investors & Analysts Briefing  
**Selangor, Sepang**

## DECEMBER

**7**  
Guided Changi T4 and Ground Handling Operations (SATs) tour & briefing for Employees Provident Fund, Permodalan Nasional Berhad, Value Cap Asset Managers and RHB  
**Singapore**

# AWARDS & ACCOLADES 2017



## SKYTRAX WORLD AIRLINE AWARDS 2017

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



## PUTRA BRAND AWARDS 2017

- Gold in Transport, Travel and Tourism



## WORLD TRAVEL AWARDS (WTA) 2017

- World's Leading Low-Cost Airline
- World's Leading Low-Cost Airline Cabin Crew
- Asia's Leading Low-Cost Airline
- Asia's Leading Low-Cost Airline Cabin Crew



## ASEAN BUSINESS ADVISORY COUNCIL (BCA) ASEAN BUSINESS AWARDS 2017

- Priority Integration Sector (Tourism)



## ACW WORLD AIR CARGO AWARDS 2017

- Air Cargo Industry Customer Care Award



## ASIA HOUSE 2017

- Asian Business Leaders Award  
- Tan Sri (Dr) Tony Fernandes





### THE EDGE BILLION RINGGIT CLUB 2017

- Company of the Year
- Highest Growth in Profit After Tax Over Three Years for Big Cap Companies with RM10 Billion to RM40 Billion Market Capitalisation
- Highest Growth in Profit After Tax Over Three Years for Trading/Services, Hotels, IPC and Technology



### ASTRID AWARDS 2018

- Annual Reports - Corporate - Traditional Honours
- Annual Reports - Corporate - Non-Traditional (Hardcover) Honours



### ASEAN TOURISM ASSOCIATION (ASEANTA) AWARDS FOR EXCELLENCE 2017

- Best Asean Marketing and Promotional Campaign



### SINA TRAVEL AND YOUKU TRAVEL NEW POWER OF TRAVEL AWARDS 2016

- The Most Influential Airline in China



### AIRBUS A320 FAMILY SYMPOSIUM 2017

- Best Operational Excellence in Asia Pacific (Large Fleet)



### MALAYSIAN INVESTOR RELATIONS ASSOCIATION 2017

- Best Company for Investor Relations (Mid Cap)
- Best CFO for Investor Relations (Mid Cap)
- Best Investor Relations Website (Mid Cap)



“Always stay focused,  
find ways to beat  
expectations and  
never be  
complacent.”

**Aireen Omar (Malaysian)**

**Then** Director of Corporate Finance

**Now** Deputy Group CEO (Digital, Transformation and Corporate Services)





Shell Aviation

**Your future**

---

**Our focus**

**A proud partner of AirAsia**

IN A CHANGING WORLD,  
**YOU CAN FAST-FORWARD  
YOUR SUSTAINABILITY TRANSITION.**



**WE CONNECT INVESTORS WITH CORPORATES  
TO ACCELERATE THEIR SUSTAINABLE GROWTH**

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

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MANAGING OIL PRICE RISK  
OUR PRIORITY  
OUR CORE BUSINESS



**MITSUI BUSSAN COMMODITIES LTD**

Proud to be AirAsia's long-standing partner

[www.mbcl.com](http://www.mbcl.com)

Mitsui Bussan Commodities Ltd is authorized and regulated by the Financial Conduct Authority



# See the future from here.

As a proud partner with AirAsia,  
Rockwell Collins wishes the airline  
much success in the coming years.



The image features a futuristic, blue-toned digital landscape. The scene is composed of numerous glowing lines and rectangular shapes that create a sense of depth and perspective, leading the eye towards a bright, glowing horizon line in the center. The overall aesthetic is clean, modern, and high-tech, with a color palette dominated by various shades of blue and white light. The word "LEADERSHIP" is prominently displayed in the middle-left area of the image.

**LEADERSHIP**



<b>Directors' Profiles.....</b>	<b>38</b>
<b>Senior Management Team .....</b>	<b>48</b>
<b>CEOs.....</b>	<b>60</b>

# DIRECTORS' PROFILES



## DATUK KAMARUDIN BIN MERANUN

Non-Independent Executive Chairman  
Malaysian

Datuk Kamarudin Bin Meranun (Male), aged 56, is the co-founder of AirAsia. He was appointed as a Non-Independent Executive Chairman of AirAsia Group Berhad (AAGB) on 30 March 2018.

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

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

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

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

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

Datuk Kamarudin is also a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia X Berhad, in charge of developing the overarching strategy for AirAsia's long-haul, low-cost sister airline which comprises affiliates in Malaysia, Thailand and Indonesia; a Non-Independent Non-Executive Director of Tune Protect Group Berhad; and a Director of Yayasan Pendidikan Titiwangsa.

# TAN SRI (DR) TONY FERNANDES

Non-Independent Executive Director and  
Group Chief Executive Officer  
Malaysian

Tan Sri (Dr) Tony Fernandes (Male), aged 53, is the co-founder of AirAsia. He was appointed as a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Group Berhad (AAGB) on 30 March 2018.

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

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

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

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

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

In 2017, Fernandes published an autobiography, *Flying High*, which recounts his journey from a young boy growing up in Malaysia all the way to his time at Warner Music and finally as AirAsia Group Chief Executive Officer.



# DIRECTORS' PROFILES



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

Non-Independent Non-Executive Director  
Malaysian

Dato' Abdel Aziz @ Abdul Aziz Bin Abu Bakar (Male), aged 64, was appointed a Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Risk Management Committee and a member of the Audit and Nomination and Remuneration Committees of the Board of AAGB.

He was appointed a Non-Executive Director of AirAsia Berhad on 20 April 2005. On 16 June 2008, he was re-designated as Non-Executive Chairman and, subsequently, as a Non-Independent Non-Executive Director in November 2013. He is also a member of the Audit Committee and Nomination and Remuneration Committee. Prior to this, he served as a Director of the Company from 12 December 2001 to 11 October 2004; and then as an Alternate Director to Dato' Pahamin Ab. Rajab from 11 October 2004.

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

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

He is also currently a Director of Yayasan Astro Kasih and a Non-Executive Non-Independent Chairman of Pegasus Heights Berhad (formerly known as Naim Indah Corporation Berhad) and a member of its Audit, Nomination and Remuneration Committees.



# DATO' MOHAMED KHADAR BIN MERICAN

Independent Non-Executive Director  
Malaysian

Dato' Mohamed Khadar Bin Merican (Male), aged 61, was appointed an Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Audit Committee and a member of the Safety Review Board of AAGB.

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

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

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

Dato' Mohamed Khadar's other directorships in public companies are Sona Petroleum Berhad (In Members' Voluntary Liquidation) and Rashid Hussain Berhad (In Members' Voluntary Liquidation).



# DIRECTORS' PROFILES



## DATO' FAM LEE EE

---

Senior Independent Non-Executive Director  
Malaysian

Dato' Fam Lee Ee (Male), aged 57, was appointed as a Senior Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is a member of the Audit and Risk Management Committees and Chairman of the Nomination and Remuneration Committee of the Board of AAGB.

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

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

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

Dato' Fam is also a Non-Independent Non-Executive Director of AirAsia X Berhad.

# STUART L DEAN

Independent Non-Executive Director  
American

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

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

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

Mr Dean has over 35 years of experience working across GE businesses in the US and Asia in senior positions in sales, marketing, product general management, services marketing and general management. He retired from GE in April 2015. Mr Dean started in an advanced sales and marketing entry programme in GE Appliances in 1979. He was the Marketing Manager for the Dishwasher business in 1983.

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

In May 2002, he became President and CEO, GE ASEAN and was given responsibility for all of ASEAN, based in KL. Mr Dean also serves on the board of MIDA and the Advisory Boards of Duke University Trinity College and Harvard Business School Asia. He also serves as Chairman of Junior Achievement Malaysia and on the board of Orbis Asia whose aircraft hospitals perform eye surgeries in developing countries.



# DIRECTORS' PROFILES



## NOOR NEELOFA BINTI MOHD NOOR

Independent Non-Executive Director  
Malaysian

Noor Neelofa Binti Mohd Noor (Female), aged 29, was appointed as an Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. She is also a member of the Safety Review Board of AAGB.

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

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

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

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

#### Declaration of Directors:

##### Family relationship

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

##### Conflict of Interest

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

##### Conviction for Offences

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

##### Attendance of Board Meetings

The attendance of the Directors at Board of Directors' meetings of AirAsia Berhad for the financial year ended 31 December 2017 is disclosed in the Corporate Governance Overview Statement.

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# SENIOR MANAGEMENT TEAM



DATUK  
**KAMARUDIN  
BIN MERANUN**

Non-Independent Executive Chairman

(See under Directors' Profiles)



TAN SRI (DR)  
**TONY  
FERNANDES**

Group Chief Executive Officer

(See under Directors' Profiles)



## THARUMALINGAM A/L KANAGALINGAM

@ BO LINGAM

Deputy Group Chief Executive Officer (Airline Business)  
Malaysian

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

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

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

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



## AIREEN OMAR

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

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

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

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

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

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

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



# PATTRA BOOSARAWONGSE

Group Chief Financial Officer  
Thai



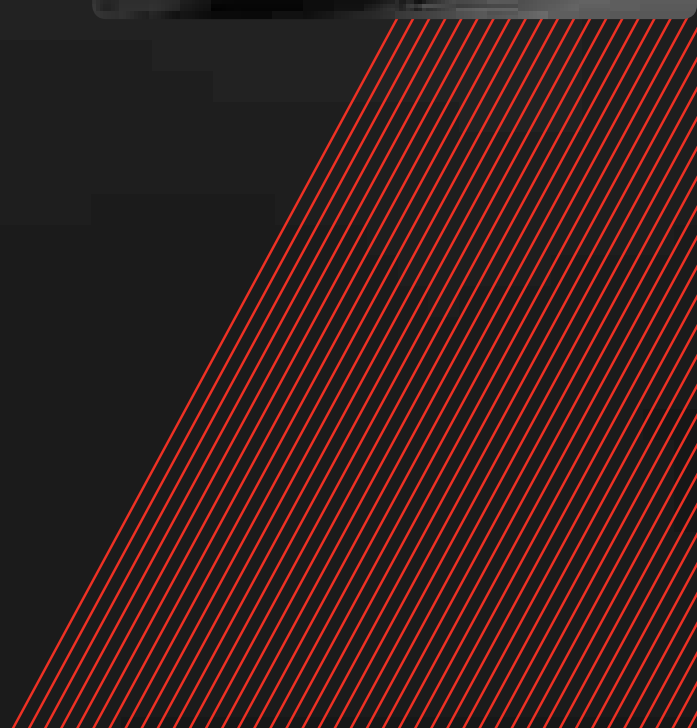
# VARUN BHATIA

Group Head of People  
Singaporean



# SIEGTRAUND TEH

Group Chief Commercial Officer  
Malaysian



## SENIOR MANAGEMENT TEAM

**PATTRA BOOSARAWONGSE**

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

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

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

**SIEGTRAUND TEH**

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

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

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

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

**VARUN BHATIA**

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

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

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

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

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

## SENIOR MANAGEMENT TEAM

**CAPTAIN ADRIAN JENKINS**

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

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

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

**NADZRI HASHIM**

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

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

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

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

**CAPTAIN LING LIONG TIEN**

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

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

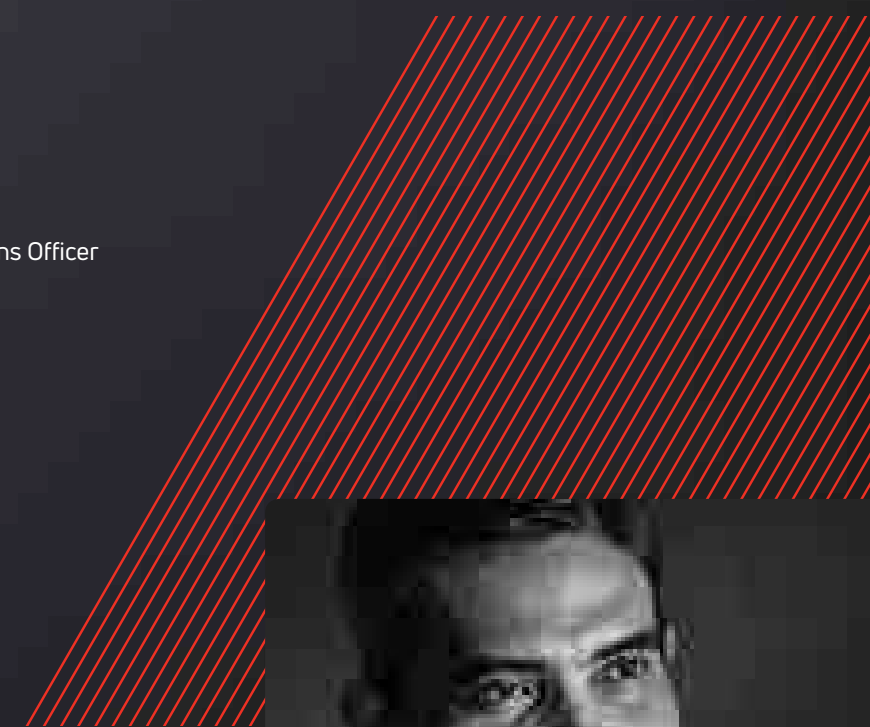
Captain Ling joined AirAsia's wide-body operations in 2009 when it was in its infancy. He has held numerous management positions within the company in flight operations, training, safety and quality assurance.

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



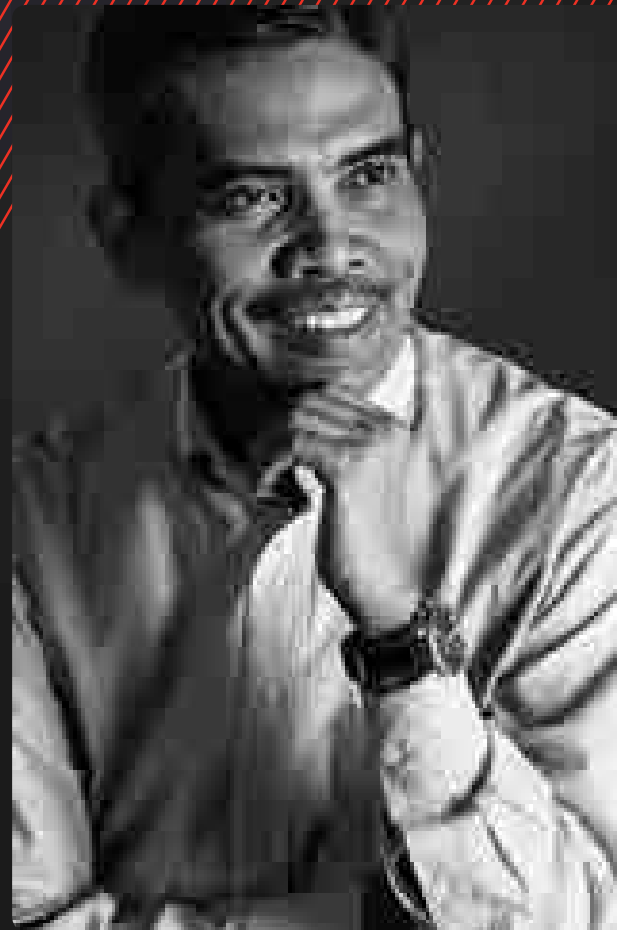
CAPTAIN  
**ADRIAN  
JENKINS**

Group Chief Operations Officer  
Malaysian



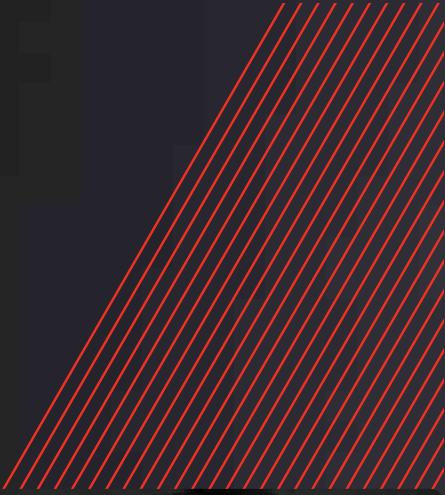
CAPTAIN  
**LING LIONG TIEN**

Group Head of Safety  
Malaysian



**NADZRI  
HASHIM**

Group Head of Engineering  
Malaysian



## HOW KIM LIAN

Deputy Group Chief Financial Officer  
Malaysian



## DECLAN HOGAN

Group Chief Information Officer  
Irish



## NIKUNJ SHANTI

Group Chief Data and Digital Officer  
American



## SENIOR MANAGEMENT TEAM

### HOW KIM LIAN

How Kim Lian (Male), aged 45, oversees AirAsia Group's digital businesses. He joined AirAsia in March 2015 as Chief Financial Officer of AirAsia Berhad.

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

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

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

### DECLAN HOGAN

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

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

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

### NIKUNJ SHANTI

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

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

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

## SENIOR MANAGEMENT TEAM

**ESME LAW**

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

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

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

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

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

**JUERGEN KEITEL**

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

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

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

Through his career, Juergen has gained vast experience in the aviation industry in strategy and development, international relations and commercial operations.



## ESME LAW

Group Head of Investor Relations  
Malaysian



## JUERGEN KEITEL

Group Head of Global Affairs  
and Development  
German



# TAN ENG ENG

Group Head of Internal Audit  
Malaysian



# JAGAN PERSATH

Group Head of Security  
Malaysian



## SENIOR MANAGEMENT TEAM

### TAN ENG ENG

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

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

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

### JAGAN PERSATH

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

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

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

#### Declaration of Senior Management Team:

##### Family relationship

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

##### Conflict of Interest

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

##### Conviction for Offences

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

##### Other Directorship

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

# CEOs



**RIAD  
ASMAT**

AirAsia Malaysia  
Chief Executive Officer  
Malaysian



**TASSAPON  
BIJLEVELD**

AirAsia Thailand  
Chief Executive Officer  
Thai





**RIAD ASMAT**

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

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

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

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

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

**Declaration of Malaysia CEO:****Family relationship**

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

**Conflict of Interest**

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

**Conviction for Offences**

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

**Other Directorship**

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

**TASSAPON BIJLEVELD**

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

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

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

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

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



## CEOs

**DENDY KURNIAWAN**

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

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

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

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

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

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

**CAPTAIN DEXTER M COMENDADOR**

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

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

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

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



## DENDY KURNIAWAN

AirAsia Indonesia  
Chief Executive Officer  
Indonesian



## CAPTAIN DEXTER M COMENDADOR

AirAsia Philippines  
Chief Executive Officer  
Filipino



## AMAR ABROL

AirAsia India  
Chief Executive Officer  
Indian



## JENNY WAKANA

AirAsia Japan  
Chief Executive Officer  
American

## CEOs

**AMAR ABROL**

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

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

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

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

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

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

**JENNY WAKANA**

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

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

Prior to joining AirAsia, Jenny was Senior Director of Communications at Coach, a multinational luxury fashion company headquartered in New York City. She was also an editor of the Martha Stewart Living magazine in Japan. Jenny graduated from Sophia University in Tokyo, Japan.



“AirAsia allows me to  
redefine my horizons  
and create my own  
destiny.

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**Kesavan Sivanandam (Indian)**

**Then** Guest Service Agent

**Now** Group Head of Guest Happiness

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