



OUR NETWORK & STATISTICS

AirAsia Group:

344 routes

21 markets

136 destinations

21 hubs

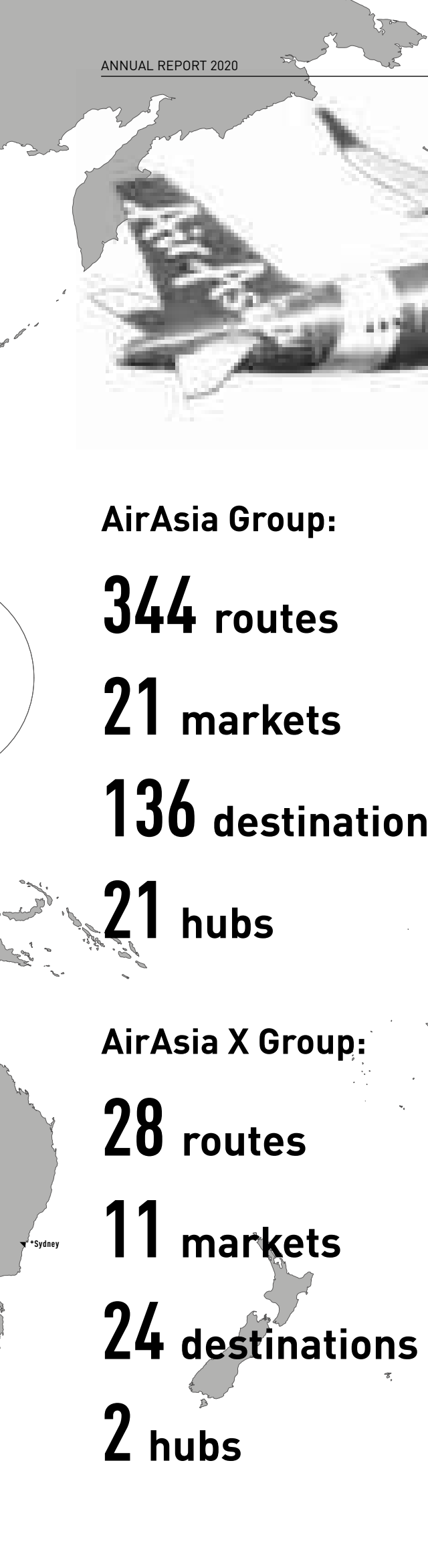
AirAsia X Group:

28 routes

11 markets

24 destinations

2 hubs



2020 HIGHLIGHTS

JANUARY

7 JANUARY 2020

AirAsia celebrates Shared Prosperity with special late night flights at fixed low fares between Peninsula and East Malaysia for Chinese New Year.

13 JANUARY 2020

AirAsia Thailand unveils the new energy-saving Airbus A321neo.

15 JANUARY 2020

AirAsia BIG Loyalty (now known as BIG Rewards) kicks off its 10th anniversary celebrations with an all-new Points Catcher game on the AirAsia BIG mobile app to reward its 25 million BIG Members.



30 JANUARY 2020

AirAsia implements new digital solutions to improve fuel efficiency and reduce its carbon footprint.

FEBRUARY

4 FEBRUARY 2020

AirAsia Thailand carries out a special repatriation flight to bring home Thais from Wuhan.

10 FEBRUARY 2020

AirAsia and Pestle & Mortar Clothing launch PMC x AirAsia: S.E.A. Pride - an exclusive capsule collection with the theme of celebrating and championing Southeast Asia, its culture and people.



17 FEBRUARY 2020

AirAsia offers amazing travel deals with 30% off all seats, all flights and 22% off baggage, activities and AirAsia Bundle Deals at airasia.com.

24 FEBRUARY 2020

AirAsia Philippines launches the Clark-Bohol route for the summer holiday season.



MARCH

5 MARCH 2020

AirAsia partners TRAFFIC to raise awareness of illegal wildlife trafficking in the aviation sector.

6 MARCH 2020

AirAsia's BIG Sale returns with six million promotional seats including zero-fare seats to popular destinations across the region.

9 MARCH 2020

AirAsia celebrates women empowerment and gender equality with #GirlsCanDoAnything Campaign.

21 MARCH 2020

Committed to moving essential cargo, Teleport focuses on transporting medical supplies for frontliners.



26 MARCH 2020

In view of the pandemic, AirAsia Group announces it is temporarily hibernating most of its fleet across the network.

29 MARCH 2020

AirAsia moves flight operations in Yogyakarta from Adisutjipto International Airport to Yogyakarta International Airport in Kulon Progo.

APRIL

4 APRIL 2020

AirAsia launches Save Our Shops (S.O.S) Campaign to help local businesses market their products on OURSHOP (now known as airasia beauty) at zero commission and listing fee.



9 APRIL 2020

Santan announces Ramadan e-bazaar to support Klang Valley vendors.

9 APRIL 2020

AirAsia Indonesia repatriates Indonesians from Dubai.

16 APRIL 2020

Teleport announces Freightchain, a digital network that allows for instant air cargo bidding and booking.

20 APRIL 2020

airasia.com (now known as airasia super app) welcomes the month of Ramadan with the launch of Give With IKHLAS, a public digital donation initiative to foster the spirit of giving.

22 APRIL 2020

AirAsia Philippines utilises aircraft to move cargo for Covid-19 operations.

27 APRIL 2020

AirAsia announces its commitment to practising stringent health, hygiene and safety measures on the ground and in-flight.

29 APRIL 2020

AirAsia Malaysia resumes scheduled domestic flights.



MAY

1 MAY 2020

AirAsia Thailand resumes domestic services with strict safety measures and social distancing.

4 MAY 2020

BIG Members can now redeem lifestyle deals with BIG Points on the all-new BIG Loyalty (now known as BIG Rewards) app.

13 MAY 2020

AirAsia implements end-to-end contactless procedures for essential travel.



13 MAY 2020

Give With IKHLAS donation campaign collaborates with ST Rosyam Mart to provide basic necessities to over 1,000 families in need.

14 MAY 2020

AirAsia collaborates with the Air Carriers Association of the Philippines in seeking government support for the aviation sector.

16 MAY 2020

AirAsia relocates temporarily to Changi Terminal 1 in Singapore.

21 MAY 2020

BIG Loyalty (now known as BIG Rewards) celebrates Hari Raya by bringing back its popular Points Catcher game on its app and giving away 7.7 million BIG Points to reward members.

JUNE

3 JUNE 2020

Following the validity extension of its credit accounts to two years, AirAsia is offering further flexibility for guests travelling within the year by waiving flight change fees.

4 JUNE 2020

Redbeat Academy invites SMEs to grow with a specialised digital training programme powered by Google.

4 JUNE 2020

AirAsia Philippines returns to the skies.

2020 Highlights

5 JUNE 2020

To celebrate World Environment Day, AirAsia shares that a total of 112 tonnes of cabin waste, equivalent to two Airbus A320 aircraft, were collected and recycled in 2019.

10 JUNE 2020

AirAsia Philippines announces having undertaken over 100 special recovery flights since March.



10 JUNE 2020

AirAsia Unlimited Pass is launched to accelerate domestic tourism recovery, following resumption of travel within Malaysia.

15 JUNE 2020

The OURFARM (now known as airasia farm) e-commerce platform is launched, enabling agricultural producers to connect directly with businesses.



16 JUNE 2020

AirAsia partners with local hotels to offer flight + hotel combos on SNAP.

19 JUNE 2020

AirAsia Indonesia officially resumes scheduled flight operations.

22 JUNE 2020

AirAsia introduces OURFOOD (now known as airasia food), a seamless, fuss-free and affordable solution for customers and restaurateurs.



24 JUNE 2020

AirAsia registers its highest post-hibernation daily sales, with a record 41,000 seats sold across the Group, signifying strong rebound in demand for air travel.

25 JUNE 2020

AirAsia delivers Same Day Credits, allowing guests to secure their credit with the airline easier and faster.

29 JUNE 2020

AirAsia offers Unlimited Pass to stimulate domestic travel in Thailand.

30 JUNE 2020

Tourism Authority of Thailand joins AirAsia Thailand in organising Happy Travels With New Normal Style to stimulate domestic tourism with new aviation safety standards.

JULY

1 JULY 2020

IKHLAS launches hassle-free and affordable Qurban services online.



6 JULY 2020

OURSHOP (now known as airasia beauty), together with FAMA, supports local farmers with the launch of a new category called OURFRESH (now known as airasia fresh) offering fresh and frozen produce directly from source.



13 JULY 2020

AirAsia's newest partnership with Ormond Group kicks off in style with the introduction of new Hotel Bundle Deals with year-round savings of up to 50%.

13 JULY 2020

AirAsia Thailand introduces two new domestic connections, Chiang Mai-Hua Hin and Udon Thani-Hua Hin.

**14 JULY 2020**

AirAsia Philippines resumes selected international flights.

15 JULY 2020

Teleport expands services to provide customs clearance for cross-border e-commerce in East Malaysia.

21 JULY 2020

Santan launches its second Malaysian outlet at the Sunway Pyramid shopping centre.

**25 JULY 2020**

AirAsia Indonesia provides drive-through rapid Covid-19 test facilities for guests departing from Soekarno Hatta International Airport.

28 JULY 2020

AirAsia's virtual Allstar, AVA, is made available on WhatsApp.

29 JULY 2020

AirAsia Indonesia collaborates with DokterLink to extend rapid test convenience for guests in 15 additional locations.

30 JULY 2020

AirAsia expands connectivity in Indonesia by reopening three domestic routes connecting key cities, namely Yogyakarta-Medan, Surabaya-Denpasar, and Jakarta-Semarang.

AUGUST**6 AUGUST 2020**

Following its success from the 7.7 sales, OURSHOP (now known as airasia beauty) gears up to launch the 8.8 Infinite Sale.

10 AUGUST 2020

AirAsia Thailand adds Suvarnabhumi Airport as a Bangkok flight base alongside Don Mueang Airport.

**10 AUGUST 2020**

AirAsia celebrates Indonesia's 75th Independence with a Virtual Travel Fair, rapid test promos and more.

11 AUGUST 2020

AirAsia launches its official store on Shopee in the Philippines, making available a wide selection of in-flight merchandise, souvenirs and collectors' items online.

13 AUGUST 2020

AirAsia accelerates its digital transformation with robotic process automation in partnership with JIFFY.ai.

13 AUGUST 2020

OURSHOP (now known as airasia beauty) launches the Shop Sama Kamek Campaign in East Malaysia.

15 AUGUST 2020

BIG Loyalty (now known as BIG Rewards) offers up to 80% BIG Points rebate in the 816 BIG Deals Sale.

17 AUGUST 2020

AirAsia Malaysia resumes Kuala Lumpur-Singapore flights for essential and official travellers under the Reciprocal Green Lane (RGL) scheme.

19 AUGUST 2020

AirAsia Foundation continues the fight against human trafficking by training Allstars online to become first responders.

20 AUGUST 2020

BIG Loyalty (now known as BIG Rewards) introduces BIG Deals, enabling members to redeem lifestyle deals using BIG Points on the BIG Loyalty app.

2020 Highlights

24 AUGUST 2020

airasia.com (now known as airasia super app) and Agoda announce a strategic partnership to reignite travel in Asean and enhance AirAsia's super app offering.

24 AUGUST 2020

AirAsia Malaysia's fixed fares for domestic flights sale is back for an exclusive three days only at airasia.com and on the AirAsia mobile app.

25 AUGUST 2020

Wednesday SNAP Specials kicks off with over 1,000 room nights snapped up within three hours on airasia.com, signifying early signs of domestic tourism revival.



26 AUGUST 2020

Santan and Crème De La Crème celebrate Merdeka with quintessential Malaysian flavours, Pak Nasser's Nasi Lemak ice-cream and Pandan Dodol ice-cream.

27 AUGUST 2020

AirAsia revolutionises duty-free shopping with airasia shop (now known as airasia beauty).



28 AUGUST 2020

AirAsia Indonesia organises a safe travel campaign entitled Time to Fly in collaboration with industry players to revive public interest in air travel and domestic tourism.



SEPTEMBER

1 SEPTEMBER 2020

BIG Loyalty (now known as BIG Rewards) announces a rebrand and celebrates 10 years with 100% Bonus BIG Points giveaway.

1 SEPTEMBER 2020

AirAsia introduces counter check-in fees to further encourage use of contactless technology.

4 SEPTEMBER 2020

AirAsia connects Malaysians to Sibul in conjunction with Malaysia Day celebrations.

9 SEPTEMBER 2020

AirAsia announces the formation of Asia Digital Engineering Sdn Bhd, set to be Asia's leading provider of engineering services for AirAsia airlines as well as other commercial airlines in the region.

10 SEPTEMBER 2020

airasia.com (now known as airasia super app) and Sunway Group join forces to offer travellers more value with unbeatable prices for flight and hotel combos, activities and more.

11 SEPTEMBER 2020

AirAsia consolidates media solutions under AirAsia Media Group.

18 SEPTEMBER 2020

RedRecords releases its first official single, Passcode by Jannine Weigel.



24 SEPTEMBER 2020

airasia digital is the rebranded digital venture arm of AirAsia Group.



25 SEPTEMBER 2020

AirAsia Indonesia receives an award from the National Disaster Management Agency (BNPB) for supporting efforts to manage the pandemic in Indonesia.

28 SEPTEMBER 2020

Santan is set for rapid expansion with an official franchise registration certificate.



28 SEPTEMBER 2020

IKHLAS introduces Aqiqah service to its product portfolio.

OCTOBER

1 OCTOBER 2020

airasia digital and Google join hands to launch Redbeat Academy.



8 OCTOBER 2020

airasia.com is now the Asean Super App for everyone.



27 OCTOBER 2020

AirAsia Philippines celebrates its maiden flight from Manila to Zamboanga.

NOVEMBER

2 NOVEMBER 2020

AirAsia launches Unlimited Flight Pass in the Philippines.

2 NOVEMBER 2020

airasia super app launches airasia health, a new digital platform offering end-to-end medical services.



4 NOVEMBER 2020

OURFARM (now known as airasia farm) and IKHLAS help bring lightness and joy to 220 B40 families this Deepavali.

9 NOVEMBER 2020

AirAsia launches Unlimited Flight Pass in Indonesia.

9 NOVEMBER 2020

With the increase in Covid-19 cases in East Malaysia, Teleport ramps up its end-to-end services to provide unprecedented delivery speed of medical goods in less than 24 hours.

13 NOVEMBER 2020

AirAsia Indonesia launches five new domestic routes: Jakarta-Padang, Jakarta-Pekan Baru, Jakarta-Pontianak, Jakarta-Palembang, and Bandung-Bali.

2020 Highlights

16 NOVEMBER 2020

airasia super app Super Sale returns to excite shoppers with more deals.

18 NOVEMBER 2020

BigPay is set to offer credit to the unbanked and under-banked segments with Community Credit Licence.



20 NOVEMBER 2020

AirAsia partners with digital transformation company GrayMatter to launch Scan2Fly, which can determine guests' eligibility to fly before they arrive at the airport.

23 NOVEMBER 2020

Teleport expands to 77 cities in Asean.



DECEMBER

3 DECEMBER 2020

Santan celebrates its first anniversary with the establishment of five franchise outlets and three cloud kitchens, as well as achieving sales of more than 385,000 meals for the year.

7 DECEMBER 2020

AirAsia Unlimited Flight Pass is back for domestic Philippines.

7 DECEMBER 2020

AirAsia Malaysia announces three-day domestic sale following resumption of interstate travel.

8 DECEMBER 2020

AirAsia celebrates 19 years of digital evolution, with its latest move of transforming airasia.com into airasia, the Asean Super App.

9 DECEMBER 2020

Tan Sri Tony Fernandes gears up for airasia food delivery this Christmas season.



10 DECEMBER 2020

AirAsia Media Group launches Jannine Weigel aircraft livery for an integrated campaign.

10 DECEMBER 2020

AirAsia Indonesia celebrates its first Jakarta-Padang flight.



14 DECEMBER 2020

airasia super app wraps up 2020 with a Christmas Edition Super Sale.

16 DECEMBER 2020

AirAsia Indonesia and the Association of Indonesian Hotels and Restaurants (PHRI) sign a memorandum of understanding to synergise hotel promotions and sales with AirAsia flight tickets.

18 DECEMBER 2020

AirAsia Philippines partners with PADLab and Hi-Precision Diagnostics for inexpensive, convenient Covid-19 testing for guests.



19 DECEMBER 2020

AirAsia Malaysia connects Kota Bharu with the holiday island of Langkawi.



21 DECEMBER 2020

BigPay users can now pay their bills on the app with a new Bill Payment feature.



23 DECEMBER 2020

AirAsia and Penang Global Tourism collaborate to provide more value deals for domestic tourists.



29 DECEMBER 2020

airasia food offers merchants a seamless delivery solution with the lowest 10% commission.

29 DECEMBER 2020

AirAsia Group reduces its stake in AirAsia India to 16.33%.

30 DECEMBER 2020

Preparing for a travel comeback, AirAsia boosts supply chain capabilities and agility with AC2 Group.

31 DECEMBER 2020

AirAsia announces the resumption of its Bali-Labuan Bajo and Jakarta-Semarang routes starting in January.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fourth Annual General Meeting of AirAsia Group Berhad [Registration No.: 201701030323 [1244493-V]] [“the Company”] will be held as a fully virtual meeting via live streaming and online remote voting at the Broadcast Venue at RedQ, Jalan Pekeliling 5, Lapangan Terbang Antarabangsa Kuala Lumpur (klia2), 64000 KLIA, Selangor Darul Ehsan, Malaysia, on Thursday, 22 July 2021 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 2020.
Please refer to Note A.
2. To approve the Non-Executive Directors’ Remuneration as described in Note B for the period from 23 July 2021 until the next Annual General Meeting of the Company to be held in the year 2022.
Please refer to Note B.
3. To re-elect the following Directors of the Company who retire by rotation pursuant to Rule 119 of the Company’s Constitution and who being eligible had offered themselves for re-election:
 - (a) Datuk Kamarudin bin Meranun; and
 - (b) Tan Sri Anthony Francis Fernandes
4. To re-appoint Ernst & Young PLT as Auditors of the Company and to authorise the Board of Directors to determine their remuneration.

(Ordinary Resolution 1)

(Ordinary Resolution 2)

(Ordinary Resolution 3)

(Ordinary Resolution 4)

AS SPECIAL BUSINESS

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

5. **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, the Constitution of AirAsia Group Berhad (the “Company”) and subject to the approval of the relevant authorities, where required, the Board of Directors (“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 and to such persons whomsoever as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution during the preceding 12 months does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being and that the Directors be and are 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 after the approval was given or at the expiry of the period within which the next Annual General Meeting is required to be held after the approval was given, whichever is earlier unless revoked or varied by an ordinary resolution of the Company at a general meeting.”
Please refer to Note C.

(Ordinary Resolution 5)

6. **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 existing shareholders' mandate and new shareholders' mandate for AirAsia Group Berhad ("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 31 May 2021 ("**Circular**"), subject further to the following:

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

(Ordinary Resolution 6)

Notice of Annual General Meeting

7. **PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY OF AIRASIA GROUP BERHAD (“THE COMPANY”)**

“THAT subject always to the Companies Act, 2016 (**“Act”**), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (**“Bursa Securities”**) (**“Listing Requirements”**) and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such number of issued shares in the Company as may be determined by the Board of Directors (**“Directors”**) of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the best interest of the Company provided that:

- i. the aggregate number of issued shares in the Company (**“Shares”**) purchased (**“Purchased Shares”**) or held by the Company pursuant to this resolution does not exceed ten per cent (10%) of the total number of issued shares of the Company at any point in time; and
- ii. the maximum amount of funds to be allocated by the Company for the purpose of purchasing its Shares shall not exceed the amount of the retained profits of the Company at the time of the purchase,

“Proposed Share Buy-Back”

THAT the authority to facilitate the Proposed Share Buy-Back will commence immediately upon passing of this ordinary resolution and will continue to be in force until:

- a. the conclusion of the next Annual General Meeting (**“AGM”**) of the Company, following at which time the authority shall lapse, unless the authority is renewed by ordinary resolution passed at that meeting, either unconditionally or subject to conditions; or
- b. the expiration of the period within which the next AGM of the Company is required by law to be held; or
- c. the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own Shares before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, Constitution of the Company, Listing Requirements and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

THAT the Directors of the Company be and are hereby authorised, at their discretion, to deal with the Purchased Shares until all the Purchased Shares have been dealt with by the Directors in the following manner as may be permitted by the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/or orders of any relevant authorities for the time being in force:

- i. To cancel all or part of the Purchased Shares;
- ii. To retain all or part of the Purchased Shares as treasury shares;
- iii. To distribute all or part of the Purchased Shares as dividends to shareholders;
- iv. To resell all or part of the Purchased Shares on Bursa Securities in accordance with the relevant rules of Bursa Securities;

- v. To transfer all or part of the Purchased Shares for the purposes of or under an employees' share scheme;
- vi. To transfer all or part of the Purchased Shares as purchase consideration; and/or
- vii. In any other manner as may be prescribed by applicable laws and/or regulations and guidelines applied from time to time by Bursa Securities, and/or any other relevant authority for the time being in force,

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities Industry (Central Depositories) Act, 1991, and to enter into or execute, on behalf of the Company, any instrument, agreement and/or arrangement with any person, and with full power to assent to any condition, modification, variation and/or amendment as may be imposed by Bursa Securities or any relevant regulatory authority, and/or as may be required in the best interest of the Company and to take all such steps as the Directors may deem fit, necessary and expedient in the best interest of the Company in order to implement, finalise and give full effect to the purchase by the Company of its Shares."

Please refer to Note E.

OTHER ORDINARY BUSINESS

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

By Order of the Board

HARMINDER SINGH A/L JAILA SINGH
(P.C. REG. NO. 201908001591) (LS0009855)

REBECCA KONG SAY TSUI
(P.C. REG. NO. 202008001003) (MAICSA 7039304)

Company Secretaries
Selangor Darul Ehsan, Malaysia
31 May 2021

(Ordinary Resolution 7)

Notice of Annual General Meeting

VIRTUAL AGM

1. As part of the measures taken by the Company to curb the spread of COVID-19 and taking into consideration the paramount safety and well-being of the members of the Company, the Fourth Annual General Meeting of the Company ("4th AGM") will be conducted as a fully virtual meeting via live streaming and online Remote Participation and Voting Facilities ("RPV") provided by Tricor Investor & Issuing House Services Sdn Bhd **via its TIH Online website at <https://tiah.online>**. This is also in line with the revised Guidance Note on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia on 5 March 2021 (including any amendments that may be made from time to time) ("Guidance Note"). Please follow the procedures as set out in the **Administrative Note** which is available at the Company's website at **www.airasia.com/aagbir**.
2. The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act, 2016 and Guidance Note which require the Chairperson of the meeting to be present at the main venue of the meeting together with essential individuals.
3. Members and/or proxy(ies) and/or corporate representative(s) and/or attorneys **WILL NOT BE ALLOWED** to be physically present at the Broadcast Venue on the day of the 4th AGM, instead are to attend, speak (including posing questions to the Board of Directors via real time submission of typed texts) and vote (collectively, "participate") remotely at the 4th AGM via the RPV provided by Tricor Investor & Issuing House Services Sdn Bhd.

NOTES ON APPOINTMENT OF PROXY

1. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Rule 41(a) of the Company's Constitution, only those Foreigners (as defined in the Constitution) 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" or "the Meeting"), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.
2. A member must be registered in the Record of Depositors at 5.00 p.m. on 13 July 2021 ("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 not more than 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 RedQ, Jalan Pekeliling 5, Lapangan Terbang Antarabangsa Kuala Lumpur (klia2), 64000 KLIA Selangor, Malaysia or by electronic lodgement via the **TIH Online** website at <https://tiah.online> 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.

EXPLANATORY NOTES:

A. Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2020

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 financial statements 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 for the period from 23 July 2021 until the next Annual General Meeting ("AGM") of the Company to be held in the year 2022 (Ordinary Resolution 1)

The Nomination and Remuneration Committee had recommended and the Board of Directors ("Directors") affirmed that the Non-Executive Directors' Remuneration for the period from 23 July 2021 until the next AGM of the Company to be held in the year 2022 shall remain unchanged as per the financial year ended 31 December 2020, as shown below:

Non-Executive Directors' Fees (per annum)	Non-Executive Chairman (RM)	Per Non-Executive Director/Per other Committee Member (RM)
Board of Directors	N/A	262,500
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

Non-Executive Directors' Benefits (per attendance by each Director or committee member)	Board of Directors (RM)	Board Committees (RM)
Meeting allowance	2,000	2,000

Other Non-Executive Directors' Benefits	
Insurance premiums on medical coverage, and other claimable expenses incurred in the course of carrying out their duties.	Up to a total amount of RM100,000 for all Non-Executive Directors.

The shareholders' approval being sought under **Ordinary Resolution 1** is for the payment of the remuneration to the Non-Executive Directors of the Company for the period from 23 July 2021 up to the next AGM of the Company to be held in the year 2022 in accordance with the remuneration structure as set out above, and to authorise the Board of Directors to disburse the fees on a monthly basis.

Notice of Annual General Meeting

In view of the significant impact of the COVID-19 pandemic and the difficult economic circumstances facing the aviation industry, the Non-Executive Directors of the Company had voluntarily offered to receive a 50% reduction in their fees for the period from 1 May 2020 up to the date of the forthcoming AGM and will continue with such reduction, subject to the shareholders' approval on the above-mentioned remuneration structure, until such time that the Company's financial performance improves significantly, or up to the next AGM of the Company, to be held in the year 2022, whichever is earlier.

C. Authority to allot shares pursuant to Sections 75 and 76 of the Act (Ordinary Resolution 5)

The Company had at its Third AGM held on 28 September 2020 ("3rd AGM") obtained its shareholders' approval on the general mandate for issuance of shares by the Company pursuant to Sections 75 and 76 of the Act as well as the Additional Temporary Relief Measures to listed corporations for COVID-19, issued by Bursa Malaysia Securities Berhad ("Bursa Securities") via its letter dated 16 April 2020 ("Additional Temporary Relief Measures"), for the Directors of the Company to issue ordinary shares in the Company at their discretion provided that the aggregate number of shares issued does not exceed 20% of the total number of issued shares (excluding treasury shares) of the Company at any point of time, inclusive of the extended utilisation period until 31 December 2021, unless revoked or varied by an ordinary resolution of the Company at a general meeting ("20% General Mandate").

With effect from 1 January 2022, the 20% General Mandate will be reinstated to a 10% limit pursuant to the Additional Temporary Relief Measures and Paragraph 6.03 of the Main Market Listing Requirements ("MMLR") of Bursa Securities.

As at the date of this Notice, the Company had raised approximately RM454.5 million through placement of shares from the 20% General Mandate pursuant to Sections 75 and 76 of the Act as granted at the 3rd AGM of the Company and empowered by Bursa Securities via the Additional Temporary Relief Measures. The details, purpose and utilisation of proceeds from the placement of shares pursuant to the 20% General Mandate are more particularly described in the Additional Compliance Information section of the Company's Annual Report 2020.

Ordinary Resolution 5 if passed, will empower the Directors of the Company authority to issue ordinary shares in the Company at their discretion without having to first convene another general meeting provided that the aggregate number of shares issued pursuant to this resolution during the preceding 12 months does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company at any point of time ("Proposed 10% General Mandate"). The authority for the Proposed 10% General Mandate will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM of the Company is required by law to be held, whichever is earlier.

The Proposed 10% 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(s), working capital and/or acquisition(s), or such other application as the Directors may deem fit in the best interest of the Company, 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") (Ordinary Resolution 6)

Ordinary Resolution 6, 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 MMLR of Bursa Securities. Please refer to the Circular to Shareholders dated 31 May 2021 for further information.

E. Proposed Renewal of Share Buy-Back Authority of the Company (Ordinary Resolution 7)

Ordinary Resolution 7, if passed, will empower the Company to purchase its own ordinary shares of up to 10% of the total number of issued shares of the Company through Bursa Securities as may be determined by the Directors of the Company at any time within the time stipulated by utilising the funds allocated out of the retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase. Details of the Proposed Share Buy-Back are contained in the Statement to Shareholders dated 31 May 2021.



airasia

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their everyday needs***



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CORPORATE INFORMATION

BOARD OF DIRECTORS

DATUK KAMARUDIN BIN MERANUN

(Non-Independent Executive Chairman)

TAN SRI ANTHONY FRANCIS FERNANDES

(widely known as Tan Sri Tony Fernandes)

(Non-Independent Executive Director and Chief Executive Officer)

DATO' ABDEL AZIZ @

ABDUL AZIZ BIN ABU BAKAR

(Non-Independent Non-Executive Director)

AUDIT COMMITTEE

Chairman

Dato' Mohamed Khadar bin Merican

Members

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar

Dato' Fam Lee Ee

NOMINATION AND REMUNERATION COMMITTEE

Chairman

Dato' Fam Lee Ee

Members

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar

Stuart L Dean

RISK MANAGEMENT COMMITTEE

Chairman

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar

Members

Dato' Fam Lee Ee

Dato' Mohamed Khadar bin Merican

Stuart L Dean

SAFETY REVIEW BOARD

Chairman

Stuart L Dean

Member

Dato' Mohamed Khadar bin Merican

COMPANY SECRETARIES

Harminder Singh a/l Jaila Singh

[SSM Practicing Certificate No.: 201908001591]

[LS0009855]

Rebecca Kong Say Tsui

[SSM Practicing Certificate No.: 202008001003]

[MAICSA 7039304]

AUDITORS

Ernst & Young PLT

[Registration No.: 202006000003 (LLP0022760-LCA) & AF 0039]

Chartered Accountants

Level 23A, Menara Milenium

Jalan Damanlela, Pusat Bandar Damansara

50490 Kuala Lumpur, Wilayah Persekutuan

Tel : (603) 7495 8000

Fax : (603) 2095 5332

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)***REGISTERED OFFICE****AirAsia Group Berhad**

[Registration No.: 201701030323 (1244493-V)]
 RedQ, Jalan Pekeliling 5
 Lapangan Terbang Antarabangsa Kuala Lumpur (klia2)
 64000 KLIA
 Selangor Darul Ehsan

Tel : (603) 8660 4333
 Fax : (603) 8660 7711

HEAD OFFICE & INVESTOR RELATIONS**AirAsia Group Berhad**

[Registration No.: 201701030323 (1244493-V)]
 RedQ, Jalan Pekeliling 5
 Lapangan Terbang Antarabangsa Kuala Lumpur (klia2)
 64000 KLIA
 Selangor Darul Ehsan

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

E-mail : aagb_ir@airasia.com
 Website : www.airasia.com
 Social Media : Twitter (twitter.com/AirAsia)
 : Facebook (facebook.com/AirAsia)
 : Instagram (instagram.com/AirAsia)

SHARE REGISTRAR**Tricor Investor & Issuing House Services Sdn Bhd**

[Registration No.: 197101000970 (11324-H)]
 Unit 32-01, Level 32, Tower A
 Vertical Business Suite
 Avenue 3, Bangsar South
 No. 8, Jalan Kerinchi
 59200 Kuala Lumpur
 Wilayah Persekutuan

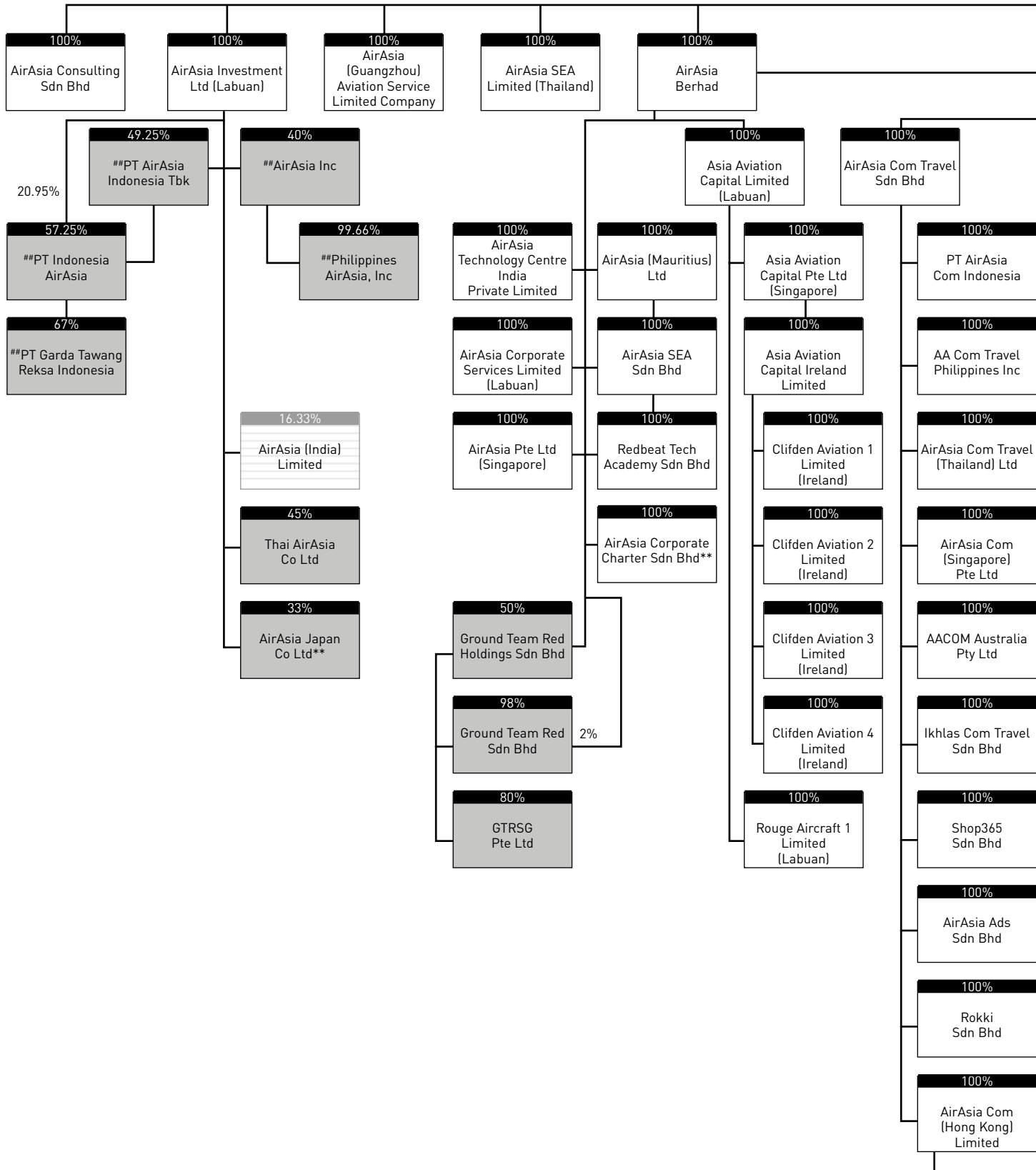
Tel : (603) 2783 9299
 Fax : (603) 2783 9222
 E-mail : is.enquiry@my.tricorglobal.com
 Website : www.tricorglobal.com

Tricor's Customer Service Centre:
 Unit G-3, Ground Floor, Vertical Podium
 Avenue 3, Bangsar South
 No. 8, Jalan Kerinchi
 59200 Kuala Lumpur
 Wilayah Persekutuan

STOCK EXCHANGE LISTING

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

CORPORATE STRUCTURE



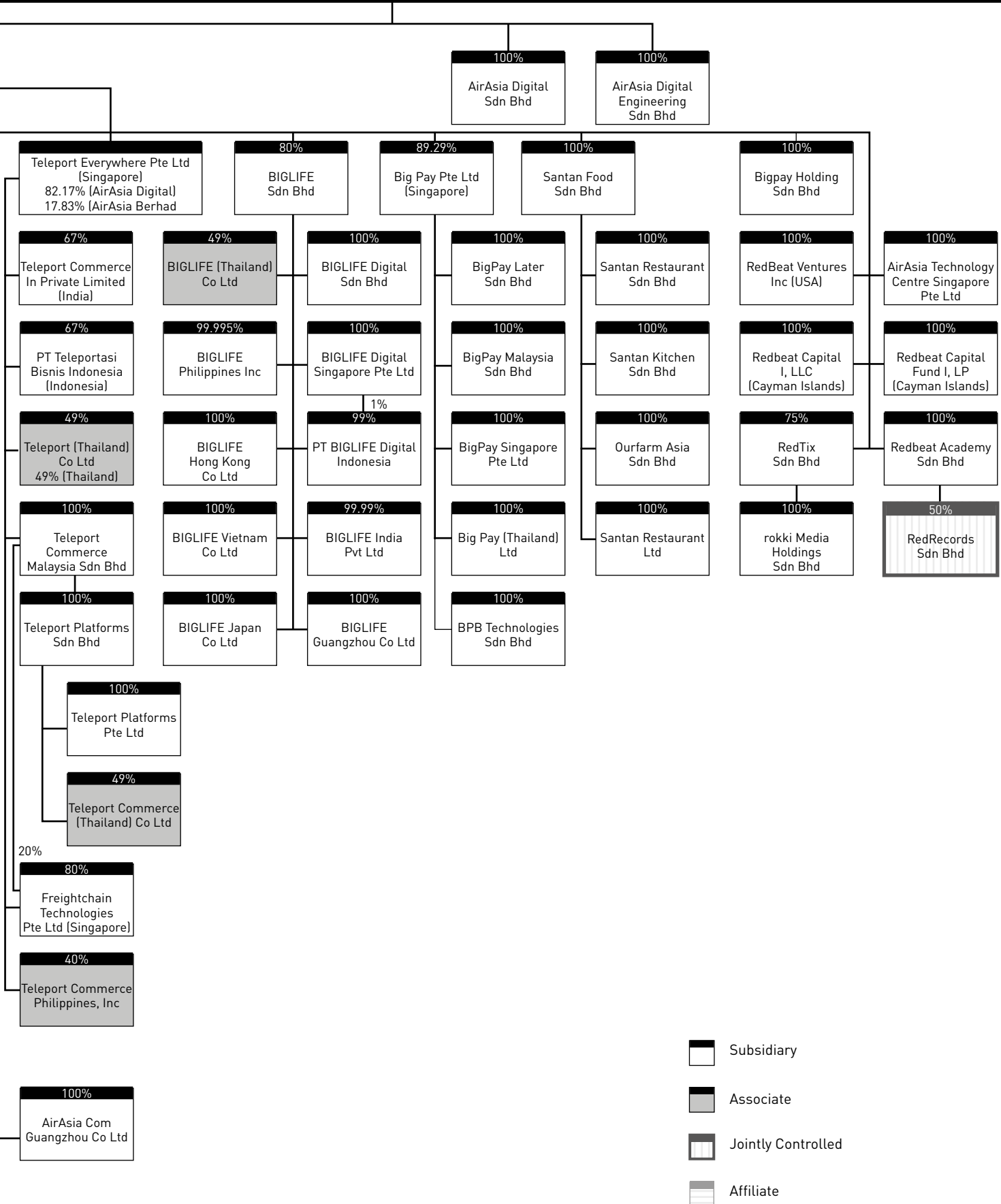
AirAsia Group Berhad's Corporate Structure (30 April 2021)

*the % represents voting shares/rights

** under winding up proceedings

the entities are accounted for as subsidiaries for the purposes of audited financial statements

AIRASIA GROUP BERHAD



2020 FINANCIAL & INVESTOR CALENDAR

29
JANUARY

4Q2019 / FY2019
Operating
Statistics
Release

Location:
RedQ, Selangor

27
FEBRUARY

FY2019 Financial
Results
Announcement
& Earnings Call

Location:
RedQ, Selangor

12
MARCH

UBS Tourism
Day

Location:
Virtual

01
APRIL

UBS Virtual
APAC Transport
and Logistics
Day

Location:
Virtual

03
APRIL

4Q2019 / FY2019
Operating
Statistics
Release

Location:
Virtual

AWARDS & ACCOLADES 2020

BrandAge 2020 Thailand's Most Admired Brand

Honorable Awards

Low Cost Airline

AirAsia Thailand



Brand Finance - Airlines 50 2020

Top 10 Strongest Brands

AirAsia

The Asset Triple A - Treasury, Trade, SSC and Risk Management Awards 2020

Best Payments and Collections Solution - Transport Industry

AirAsia

GE Global User Forum Digital Innovator Awards 2020

Digital Transformation Award

AirAsia



World Travel Awards 2020

World's Leading Low-Cost Airline

AirAsia (8th win in a row)

World's Leading Low-Cost Airline Cabin Crew

AirAsia (4th win in a row)



World Travel Awards 2020

Asia's Leading Low-Cost Airline

AirAsia (8th win in a row)

Asia's Leading Low-Cost Airline Cabin Crew

AirAsia (4th win in a row)



Global CFO Excellence Awards 2020

Best Aviation Chief Financial Officer (CFO)
Ray Berja (AirAsia Philippines)

Airlineratings.com

Top Seven Stars for every airline in the Group for upholding the highest standards of Covid-19 health and safety measures

Putra Brand Awards 2020

Bronze Award in the Transportation, Travel & Tourism category
AirAsia

AFM Asia Marketing Excellence Awards 2020

Regional Winner, Asia Marketing 3.0
AirAsia Thailand

**SHA**

Amazing Thailand Safety & Health Administration (SHA)
 certification
AirAsia Thailand

LEADERSHIP

Directors	35
Senior Management Team	41
Airline CEOs	44
Digital CEOs	47



DIRECTORS

DATUK KAMARUDIN BIN MERANUN

59, Male

Non-Independent Executive Chairman

Malaysian

Membership of Board Committees:

None

Datuk Kamarudin bin Meranun, male, Malaysian, 59, is a 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, Datuk Kamarudin, together with Tan Sri Tony Fernandes, Dato' Pahamin Ab Rajab and Dato' Abdul Aziz bin Abu Bakar, acquired struggling domestic airline AirAsia and, with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world's best low-cost carrier. In 2020, amid the global Covid-19 pandemic, AirAsia pivoted from just an airline into a tech company that focuses on travel, lifestyle, logistics and fintech.

Earlier in his career, 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. In 1987, he obtained an MBA from Central Michigan University, in the United States.

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 Non-Executive Director of AirAsia X Berhad, a Director of Red Giants Football Club and a member of the Board of Trustees of the Mahathir Science Award Foundation.



Directors

TAN SRI TONY FERNANDES

57, Male

Non-Independent Executive Director

Malaysian

Membership of Board Committees:

None

Tan Sri Tony Fernandes, male, Malaysian, 57, is a co-founder of AirAsia. He was appointed as a Non-Independent Executive Director and Chief Executive Officer of AirAsia Group Berhad (AAGB) on 30 March 2018.

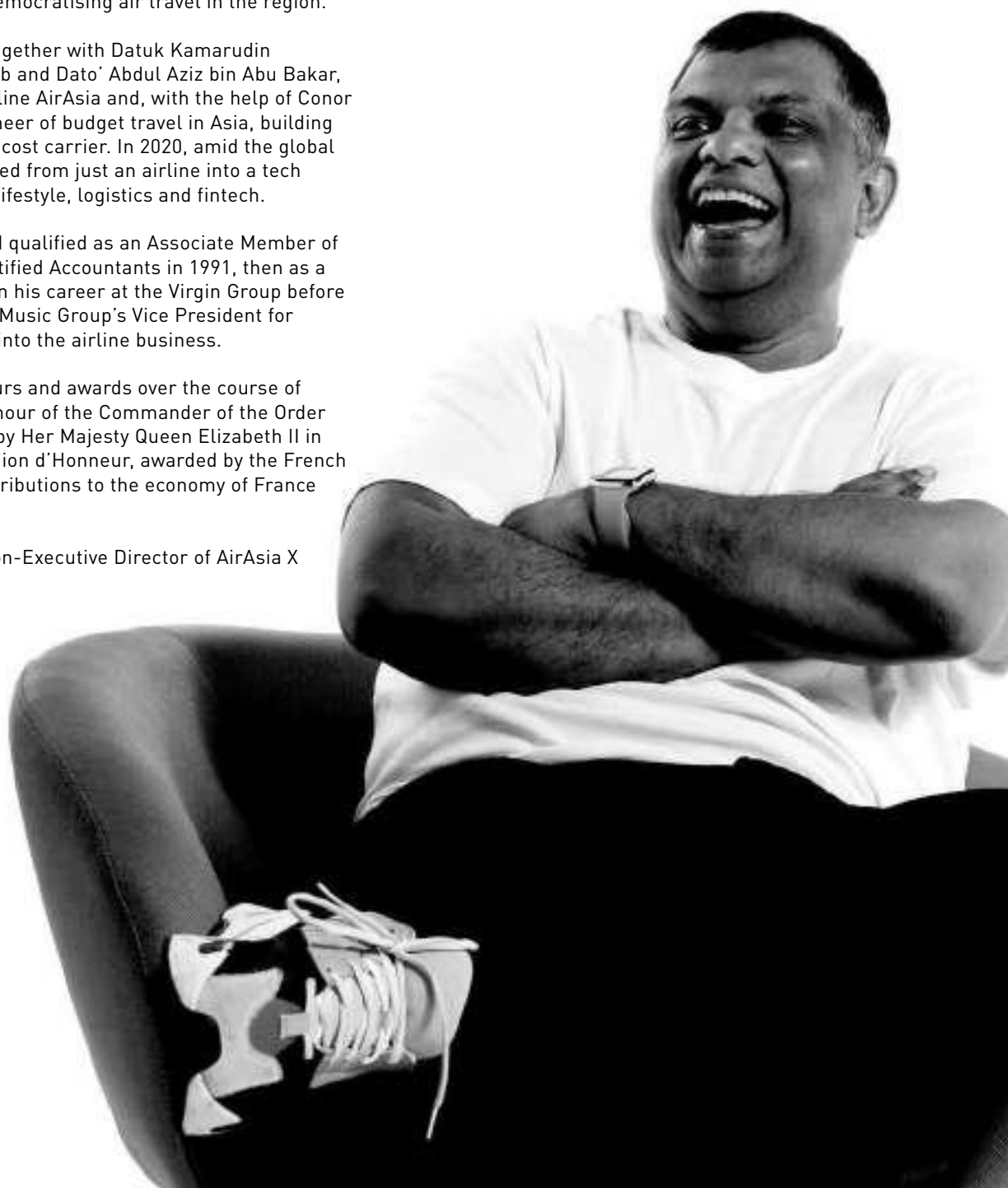
As the “face” of AirAsia, Fernandes is one of Asia’s most recognisable entrepreneurs, best known for democratising air travel in the region.

In December 2001, Fernandes, together with Datuk Kamarudin Meranun, Dato’ Pahamin Ab Rajab and Dato’ Abdul Aziz bin Abu Bakar, acquired struggling domestic airline AirAsia and, with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world’s best low-cost carrier. In 2020, amid the global Covid-19 pandemic, AirAsia pivoted from just an airline into a tech company that focuses on travel, lifestyle, logistics and fintech.

Fernandes studied 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. He began his career at the 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 Commander of the Legion d’Honneur, awarded by the French Government for outstanding contributions to the economy of France through the aviation industry.

He is also a Non-Independent Non-Executive Director of AirAsia X Berhad.





DATO' ABDEL AZIZ @ ABDUL AZIZ BIN ABU BAKAR

67, Male

Non-Independent Non-Executive Director

Malaysian

Membership of Board Committees:

- **Chairman of the Risk Management Committee**
- **Member of the Audit Committee**
- **Member of the Nomination and Remuneration Committee**

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar, male, Malaysian, aged 67, 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.

In December 2001, Dato' Aziz, together with Datuk Kamarudin Meranun, Tan Sri Tony Fernandes and Dato' Pahamin Ab Rajab, acquired struggling domestic airline AirAsia and, with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, building AirAsia into the world's best low-cost carrier.

Dato' Aziz 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, then 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 an Independent Non-Executive Chairman of Pegasus Heights Berhad.

Directors

DATO' MOHAMED KHADAR BIN MERICAN

64, Male

Independent Non-Executive Director
Malaysian

Membership of Board Committees:

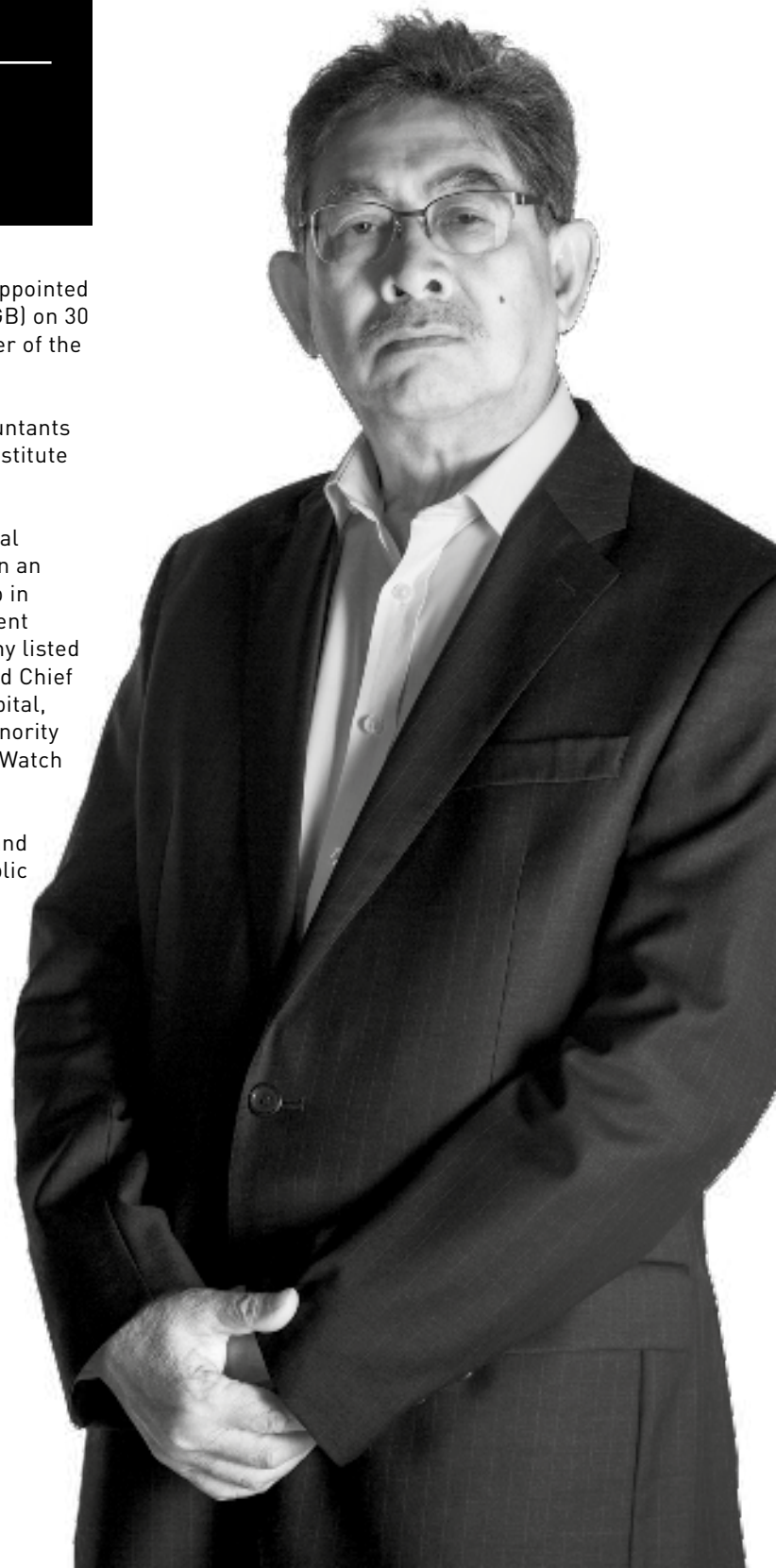
- Chairman of the Audit Committee
- Member of the Risk Management Committee
- Member of the Safety Review Board

Dato' Mohamed Khadar bin Merican, male, Malaysian, aged 64, 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 Risk Management Committee and Safety Review Board of AAGB.

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

Dato' Mohamed Khadar has more than 40 years' 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. Between 1988 and April 2003, he held various senior management positions in the then Pernas International Holdings Berhad, a company listed on Bursa Malaysia Securities Berhad, including those of President and Chief Operating Officer. In 2013, in his capacity as the Chairman of RHB Capital, Dato' Mohamed Khadar was named "Chairman of The Year" by the Minority Shareholders Watchdog Group (now known as Minority Shareholders Watch Group) at its Asean Corporate Governance Index Awards 2013.

Dato' Mohamed Khadar is also a director of Iris Corporation Berhad and Rashid Hussain Berhad (In Members' Voluntary Liquidation), both public companies.



DATO' FAM LEE EE

60, Male

Senior Independent Non-Executive Director
Malaysian

Membership of Board Committees:

- Chairman of the Nomination and Remuneration Committee
- Member of the Audit Committee
- Member of the Risk Management Committee

Dato' Fam Lee Ee, male, Malaysian, aged 60, was appointed the Senior Independent Non-Executive Director of AirAsia Group Berhad (AAGB) on 30 March 2018. He is the Chairman of the Nomination and Remuneration Committee and a member of the Audit and Risk Management Committees of the Board of AAGB.

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 served 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 and a Director of the Malaysia-China Business Council.



Directors



STUART L DEAN

68, Male

Independent Non-Executive Director

American

Membership of Board Committees:

- Chairman of the Safety Review Board
- Member of the Nomination and Remuneration Committee
- Member of the Risk Management Committee

Stuart L Dean, male, American, aged 68, 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 of AAGB and an Independent Non-Executive Director of AirAsia Berhad. He is also on the Nomination and Remuneration and Risk Management Committees of AAGB.

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 and general management.

He started in an advanced sales and marketing entry programme in GE Appliances in 1979, and was appointed 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 was then appointed Product General Manager in 1988.

He took on 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. He retired from GE in April 2015.

In addition to serving on the Boards of AAGB and AirAsia Berhad, he is also on the Advisory Boards of Duke University Trinity College and Harvard Business School Asia. In addition, he serves as Chairman of Junior Achievement Malaysia and is a Board member of Orbis Asia whose aircraft hospitals train ophthalmologists for eye surgeries in developing countries. More recently, he was appointed the Independent Non-Executive Director of the American Asian Medical Group (AAMG) based in Singapore.

Declaration of Directors:

Family relationship

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

Conflict of Interest

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

Conviction for Offences

None of the Directors has been convicted for any public offence during the financial year ended 31 December 2020 or had any penalty imposed by the relevant regulatory bodies within the past five years, other than traffic offences, if any.

Attendance of Board Meetings

The attendance of the Directors at Board of Directors' meetings for the financial year ended 31 December 2020 is disclosed in the Corporate Governance Overview Statement.

SENIOR MANAGEMENT TEAM

TAN SRI TONY FERNANDES

Non-Independent Executive Director and Chief Executive Officer
Malaysian

(See under Directors)

DATUK KAMARUDIN BIN MERANUN

Non-Independent Executive Chairman
Malaysian

(See under Directors)

BO LINGAM

President, Airlines
Malaysian

Tharumalingam Kanagalingam, better known as Bo Lingam, male, 56, is AirAsia Group's President (Airlines).

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, where he supervised AirAsia's operations in Malaysia, Thailand, Indonesia, and the Philippines, drove process improvement and set 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 leads our airline business and drives customer service improvements and cost efficiencies through digitalisation. He also heads up AirAsia SEA (AASEA), formerly known as AirAsia Global Shared Services, a shared services centre that provides corporate and support services to AirAsia.

AIREEN OMAR

President, airasia digital
Malaysian

As AirAsia Group's President (airasia digital), Aireen Omar, female, 48, is responsible for AirAsia's digital strategy, promoting innovation throughout the Group and encouraging collaboration across AirAsia's businesses and markets.

She oversees strategic Group-wide digital initiatives to help transform AirAsia into a global cloud and data-driven platform company. At airasia digital (formerly known as Redbeat Ventures), Aireen is also pivotal in incubating and growing the Group's digital and fintech businesses such as BIGLIFE, BigPay, Teleport and Santan while transforming airasia.com into more than just an airline platform.

She is also a Non-Executive Director of Tune Protect Group Berhad.

Aireen joined AirAsia in January 2006 as Director of Corporate Finance, her portfolio expanding quickly to include Insurance, 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. In 2012, Aireen was appointed as AirAsia Berhad's Executive Director and Chief Executive Officer.

She began her career at Deutsche Bank Securities Inc, where she served as an Associate from 1997-2000 in New York and London, her last position being at the Equity Arbitrage Proprietary Trading Desk focusing on international equities, equity derivatives and equity-linked products. 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.

Her accolades include Outstanding CEO Achievement Award by Malaysian Women of Excellence, Corporate Treasurer's 25 Most Influential Women in Treasury, Masterclass Woman CEO of the Year by Selangor Excellence Business Awards, Eminent Leaders in Asia at the Asia Corporate Excellence and Sustainability Awards (ACES), and APAC CEO of the Year 2017 by Aviation 100 Awards. Under her leadership, AirAsia was awarded Digital Transformer of the Year in Malaysia at the IDC Digital Transformation Awards (DXa) 2019.

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

Senior Management Team

PATTRA BOOSARAWONGSE

Chief Financial Officer

Thai

Pattra Boosarawongse, female, 51, is responsible for our Group Finance, Group Investor Relations and Group Procurement. She is a Board member of AirAsia Thailand, AirAsia X Thailand and AirAsia Philippines.

Pattra joined AirAsia in March 2014 as the Chief Financial Officer of AirAsia Thailand and Asia Aviation PCL; and was appointed as AirAsia Group's Chief Financial Officer on 1 September 2016. She has delivered strong financial and operational results within our Thai associate's Finance Department specifically, and the Group in general.

In 2019, Pattra was named Asia's Best CFO at the 9th Asian Excellence Recognition Awards.

Pattra 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.

PK MEDAPPA

Chief People & Culture Officer

British

PK Medappa (PK), male, 60, is AirAsia Group's Chief People & Culture Officer, responsible for overseeing the company's organisational design, and People & Culture practices in the areas of strategic staff planning, performance management, training and development, and rewards & long-term incentives. With extensive experience in managing multicultural teams, he leads AirAsia's human resources programmes and initiatives to be more efficient and aligned with the company's overall business objectives.

Prior to joining AirAsia in 2020, PK worked in human resources in various industries but mostly in banking. During his tenure as Group Head of HR at Standard Chartered, he led the bank's People Strategy across its network of more than 50 countries. He was also instrumental in setting up a global HR shared service centre, supporting over 100,000 employees. Building on this, he implemented a comprehensive risk governance framework to manage people and

operational risks effectively through robust identification, assessment and reporting. He then joined First Abu Dhabi Bank as Head of HR, and led the biggest bank integration in the Middle East between First Gulf Bank and National Bank of Abu Dhabi, supporting the development of the new entity's vision, strategic intent and human resources policies.

PK holds a Bachelor of Arts specialising in Economics, and an MA with specialisation in Personnel Management & Employee Relations from the TATA Institute of Social Sciences, India.

JAVED MALIK

Chief Operations Officer

British

Javed Malik, male, 52, joined AirAsia as our Chief Operations Officer in April 2019. In this role, he is accountable for providing AirAsia's group-wide direction on Operational Performance and Standards, bringing technology and innovation to enhance guest engagement on the ground and in the air. By driving collaboration across the Operations Division - comprising Engineering, Flight Operations, Cabin Crew, Ground Services (across 158 airports), Supply Chain, Safety, Security and the Network Operations Management Command Centre - he contributes to strong financial performance.

Before joining AirAsia, Javed spent four years in the role of COO at Bangalore International Airport Ltd. He was also Vice President of Global Network Operations at Qatar Airways for almost four years; and Director of Operations & Maintenance at Bangkok Flight Services (BFS), part of a JV with Bangkok Airways and World Wide Flight Services, the world's largest cargo handler at BKK Airport. Prior to this, he spent almost 12 years with British Airways, based in Hong Kong and Europe, where he held various operational leadership and senior management roles. Most notably, he was the first and only non-pilot Fleet Manager for Concorde, Airbus and Boeing short-haul aircraft. He also managed and retired the Concorde aircraft fleet operations.

After leaving school in the UK, Javed joined Tesco Stores Group's management trainee scheme and spent 13 years in various rotations through operational, commercial and people leadership roles, up to General Store Manager Superstores, leading teams of 1,100 staff and achieving an annual turnover of USD60 million.

LYE KONG WEI

Chief, Data Science
Singaporean

Lye Kong Wei, male, 49, was appointed as AirAsia Group's Chief of Data Science in March 2019 and is responsible for improving AirAsia's operations by applying data science including artificial intelligence (AI) and operations research (OR).

Prior to this, Kong Wei worked at Grab, a ride-sharing logistics and e-payment company in Asean, where he was the founding head of regional data science. At Grab, he led five specialised data science teams that helped drive business metrics such as allocation rates, gross merchandise volume, cost reduction, transaction volumes, etc, through intelligent and optimised models and algorithms.

Prior to Grab, Kong Wei was with Greenwave Systems, a home energy management start-up, where he built and led a team of research scientists responsible for designing and building big data solutions for optimising and managing home energy usage as well as intelligent scheduling of clean (solar, wind) and conventional power sources.

Before Greenwave, he spent close to two years on simulation and optimisation of rotables inventory positioning to minimise aircraft on ground (AOG) for the Airbus A380.

Kong Wei was an adjunct assistant professor at the School of Information Systems, Singapore Management University, where he collaborated on research in Artificial Intelligence and Operations Research. He was also a research scientist at A*STAR, Singapore's national R&D agency.

Kong Wei graduated with First Class Honours from Nanyang Technological University in 1996, and a Master's as well as PhD in Machine Learning from Carnegie Mellon University, USA in 2000 and 2004 respectively.

HIEW LEONG WAI

Head, Internal Audit
Malaysian

Hiew Leong Wai, male, 37, was appointed Head of Internal Audit in April 2021. In this role, he is responsible for providing independent and objective assurance on the adequacy and effectiveness of the Group's overall system of internal controls, risk management and governance, reporting to the Audit Committee and the Group CEO.

Hiew has 15 years of experience in various industries including IT services and broadcasting. Prior to joining AirAsia, he led Astro's IT Corporate Support and Infrastructure team from 2012 to 2017. He joined AirAsia in 2017 as Manager of IT Audit, overseeing the Group's ICT infrastructure through IT audits to ensure compliance with internal procedures and government regulations. He was appointed as Acting Group Head, Internal Audit on 11 February 2021.

Hiew has a Bachelor of Science (Hons) in Computer Science from the University of Nottingham, UK.

Declaration of Senior Management:

Family relationship

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

Conflict of Interest

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

Conviction for Offences

None of the Senior Management Team has been convicted for any public offence during the financial year ended 31 December 2020 or had any penalty imposed by the relevant regulatory bodies within the past five years, other than traffic offences, if any.

Other Directorship

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

AIRLINE CEOs

RIAD ASMAT

CEO, AirAsia Malaysia
Malaysian

Riad Asmat, male, 49, was appointed AirAsia Malaysia (AirAsia Berhad) CEO on 10 January 2018 and is responsible for the management of the company's Malaysia-based operations.

He is also a Board member of AirAsia Berhad, Ground Team Red Sdn Bhd, Ground Team Red Holding Sdn Bhd, GTRSG Pte Ltd, BIGLIFE Sdn Bhd and Tourism Malaysia.

Riad is one of Malaysia's most respected young corporate leaders. He began his career in the Managing Director's Office at 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 strategic, operational and financial projects.

In 2010, he switched gears when he was appointed Chief Executive Officer of Caterham Automotive. In this role, he was responsible for various key achievements such as the establishment of the Caterham F1 Team as well as Caterham Racing-GP2 which clinched numerous podium finishes in Monaco, Singapore and many more. Further to that, he also established a supplementary programme together with Arden Racing 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 of Corporate Planning, Strategy and Business Development at Naza Corporation Holdings Sdn Bhd from 2014 until 2017, before taking off to the skies with AirAsia.

Riad pursued his studies at the Western Michigan University Kalamazoo, Michigan, USA where he graduated with a Bachelor of Arts majoring in Public Relations, followed by a Master of Arts.

TASSAPON BIJLEVELD

Executive Chairman, AirAsia Thailand
Thai

Tassapon Bijleveld, male, 54, was appointed Executive Chairman of Asia Aviation Plc (AAV) and Thai AirAsia Co, Ltd (TAA) in May 2018. He is in charge of executive policy in the interest of sustainable growth.

He had been CEO of AirAsia Thailand since the company was established in 2003, overseeing all aspects of the airline's operations as well as boosting growth in Thailand.

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) among the top international music companies in the country.

It was also at Warner Music where he met AirAsia Group CEO Tan Sri 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 willingness to learn from scratch and his can-do attitude have led AirAsia Thailand to become the largest low-cost carrier in Thailand.

Prior to AirAsia, Tassapon had more than 12 years of experience in the consumer product industry, working in various countries in Asean for two Fortune 500 companies - Adams (Thailand) Co Ltd and Monsanto (Thailand) Co Ltd. He spent five years with Monsanto as a pioneer, 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, then became Senior Product Manager with several posts in Asia.

Tassapon is well-known for his leadership and team-building ability. His business philosophy emphasises the successful synergy 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 at several leading universities in Thailand.

SANTISUK KLONGCHAIYA

CEO, AirAsia Thailand
Thai

Santisuk Klongchaiya, male, 55, served as Head of Commercial & Ancillary and Director at Thai AirAsia Co, Ltd from 2007 before succeeding Tassapon Bijleveld as the CEO in May 2018. He has also been promoted to the CEO of Asia Aviation Company Limited – a holding company which owns a majority stake in AirAsia Thailand – after having been its Director since 2011.

Santisuk is entrusted with the responsibility of superintending all operational aspects of the company, contributing his vision and management and marketing acumen to steer the airline toward stable and sustainable growth. He has ingrained strong rapport and AirAsia's can-do spirit into the company, driving its strategic and commercial successes.

Having played a pivotal role in the airline's growth since its inception when low-cost airlines were still a novelty, Santisuk has applied his creativity and keen eye for opportunities to strengthen AirAsia as an eminent and trusted brand, eventually standing out from its peers in the aviation industry. He conceptualised the Truly Low Fares, Trusted Quality campaign to establish AirAsia Thailand as a carrier that offers quality service including punctuality, attention to safety and an extensive network of destinations. The campaign established AirAsia Thailand as an airline of value, growing its loyalty, market share and maintaining it as a leader.

Prior to joining AirAsia Thailand, Santisuk was a Marketing Manager at Reebok Wongpaitoon Footwear Plc from 1996-2000. In 2001, he was appointed the Marketing Director at Warner Music (Thailand) Co, Ltd and he eventually became Managing Director in 2003.

Mr Santisuk received a Master of Science in Marketing from Thammasat University, and prior to that, graduated with a Bachelor of Business Administration with a Marketing Major from Assumption University (ABAC).

VERANITA YOSEPHINE

CEO, AirAsia Indonesia
Indonesian

Veranita Yosephine Sinaga (Vera), female, 43, joined AirAsia Indonesia as its CEO in 2019. Under her leadership, the airline has enjoyed exceptional growth in both the domestic and international segments, and within the first year itself achieved superior operational performance and customer satisfaction.

The only female airline CEO in Indonesia, Vera also chairs the Scheduled Airlines at Indonesia National Air Carrier Association (INACA) and is driving collaboration with government and private partners in Indonesia and beyond to accelerate the recovery of the travel and tourism sectors along with that of Indonesia's economy in general.

In her role as CEO, she is responsible for delivering the company's mission to keep flying affordable in Asean's largest market while playing an integral role in leading local transformation efforts in Indonesia as the company expands beyond air transport to offer travel, lifestyle and financial services.

Vera holds an MBA from INSEAD, and a Bachelor of Industrial Engineering from Bandung Institute of Technology (ITB), Indonesia. She is a strong people, diversity and inclusion leader, and in 2016 was recognised by UN Women with the HeForShe award for her contributions towards a more gender-equal world.

Vera joined AirAsia after spending more than 18 years in the fast-moving consumer goods (FMCG) sales industry. She served as Sales Director at Kraft Heinz Indonesia, where she led company growth and market penetration in top categories; and also spent a number of years with Danone Waters Indonesia as well as British American Tobacco Indonesia.

Airline CEOs

RICARDO ISLA

CEO, AirAsia Philippines
Filipino

Ricardo "Ricky" P Isla, male, 62, joined AirAsia as CEO for the Philippines in July 2019. He holds a degree in Business Management from the Ateneo de Manila University, and is one of the top five graduates of the Asian Institute of Management's Basic and Advanced Management Program.

Ricky has over 40 years' experience in domestic and global operations, including retail and sales distribution, business development, marketing and innovation, and general management across diverse industries such as telecommunications, property development, and consumer and retail companies.

Prior to AirAsia, Ricky worked with PLDT Global Corporation Inc, one of the Philippines' major telecommunications providers. He spent over a decade leading the PLDT Group in international retail sales and distribution focused on expanding its customer base specifically telecommunications companies, retail distributors, private corporations and government agencies serving Filipino communities. He also led the company in expanding its retail presence in the Asia Pacific, North America, Middle East and European markets. In addition to his last role as Regional Head of Operations for the UK and Europe, Ricky held General Manager positions in PLDT's international retail business in the US, Italy and Singapore.

MICHAEL ZHOU HU

CEO, AirAsia Greater China
Chinese

Michael Zhou, male, 49, is the CEO of AirAsia Greater China, the largest foreign low-cost carrier group in China, operating more than 800 weekly flights connecting 24 destinations on 57 international routes.

Michael has more than 20 years of experience working in general management, government relations, and commercial and business development for various multinational companies, including General Motors, Johnson Controls, General Electric and Honeywell, acquiring an excellent track record of growing and

turning around businesses. His most recent role prior to AirAsia was as General Manager for Honeywell Logistics Tech Co Ltd based in Malaysia.

Michael holds an MBA from Loyola University Chicago and a BSc from Huazhong University of Science and Technology in Wuhan, China.

MAHESH KUMAR

CEO, Asia Digital Engineering (ADE)
Malaysian

Mahesh Kumar, male, 36, was appointed CEO of ADE in September 2020. In this role, he leads the transformation of AirAsia's Engineering department into a Maintenance, Repair and Overhaul (MRO) service provider driven by data and technology for all commercial airlines in the region.

Prior to this appointment, Mahesh was the Head of Fleet & Technical Asset Management at AirAsia. During that time, AirAsia sealed two major aircraft portfolio deals with BBAM and Castlake LP for a combined value of USD3.6 billion which won the 2018 Air Finance Journal Award and 2019 APAC Airline Economics Award. In 2015, he was appointed as a pioneering Senior Vice President, Technical of the newly set up Asia Aviation Capital Limited, the aircraft leasing arm of AirAsia.

Mahesh joined AirAsia's Engineering department in 2009 and since then has been involved in various engineering projects including defining and selection of aircraft and engine type, setting up AirAsia India Engineering and transforming Zest Airways into AirAsia Philippines.

Mahesh holds a Bachelor's in Aeronautical Engineering.

DIGITAL CEOs

KAREN CHAN

CEO, airasia super app
Australian

As CEO of airasia super app, Karen Chan, female, 49, is responsible for transforming AirAsia into the fastest-growing travel tech and lifestyle platform in the region. The super app offers a frictionless and personalised experience to consumers across travel, media, e-commerce and lifestyle products, powered by a unified payment and loyalty solution.

Prior to this, Karen was Group Chief Commercial Officer for the Airline overseeing commercial, digital, route management, sales and distribution initiatives.

Karen has over 20 years of experience in digital and retail consulting. Prior to joining AirAsia, she was the SVP of Digital for C&J Clark APMEA and the Chief Digital Officer of Pizza Hut APAC, championing efforts in omnichannel retailing, digitalisation of brick-and-mortar stores, customer relationship management and headless e-commerce.

Karen has a Bachelor of Arts from The Chinese University of Hong Kong, and an MBA from the Australian Graduate School of Management, University of New South Wales, Australia.

SALIM DHANANI

CEO and Co-Founder, BigPay
British

Salim Dhanani, male, 33, is a co-Founder of BigPay, and was appointed CEO in December, 2020. Under his leadership, BigPay has continued to expand its products and services as the largest and fastest growing neobank in Asean.

Prior to BigPay, Salim was responsible for the EMEA division of Carta Worldwide (now under NASDAQ:MOGO), a leading digital payments and banking platform focused on building and enhancing financial offerings for incumbent banks and new market entrants. Before this, he worked with the World Bank Group in South America focusing on economic development through asset formalisation.

Salim has built his career in financial services, focusing on digital banking and payment technology for a diverse range of companies including established banking players such as Westpac, Tesco Bank and Société Générale, as well as fintechs such as TransferWise, Ferratum Bank and PayPal.

He has been part of working groups and advisory panels for the Financial Conduct Authority (FCA), the Payment Systems Regulator (PSR), Mobey Forum and the Emerging Payment Association (EPA). Salim holds a degree in Economics from the University of Toronto, Canada.

PETE CHAREONWONGSAK

CEO, Teleport
Thai

Pete Chareonwongsak, male, 33, is CEO of Teleport, airasia digital's technology-enabled logistics venture that is enabling delivery anywhere in Asean in under 24 hours.

From 2012 to 2016, Pete was AirAsia Group Head of Business Development, based in Jakarta and later in Kuala Lumpur. During that time, he worked to set up airlines in India with Tata Group and in Japan with Rakuten Inc, as well as joint ventures in Training, Ground Handling and Leasing. He also handled mergers & acquisitions (M&A) covering Indonesia, Japan, South Korea and India.

In August 2016, he was appointed AirAsia's Regional Chief Operating Officer, where he led the successful turnaround of AirAsia Philippines.

Prior to AirAsia, Pete worked as an Investment Banking Analyst with CIMB, and as the official advisor to the Thailand Trade Representative Office, where he was tasked with promoting inbound and outbound international trade and investment, with specialist focus on cross-border Foreign Direct Investment (FDI) through M&A, joint ventures and project finance.

Pete holds Bachelor's and Master's Degrees in Chemical Engineering from the University of Cambridge where he was a Cambridge Overseas Trust Scholar. He also holds a Master's (ALM) in Finance from Harvard University. He is a 40 under 40 Honoree from ZICO ASEAN, which recognises outstanding individuals addressing regional trends or challenges through their work.

He is a Board member of Teleport, Freightchain Technologies, AirAsia India and EasyParcel, a regional e-commerce and parcel delivery start-up.

SPENCER LEE

CEO, BIGLIFE
Malaysian

Spencer Lee, male, 44, has been spearheading BIGLIFE (a subsidiary of airasia digital) since late 2018, and has successfully transformed BIG Rewards (fka AirAsia BIG Loyalty) from an airline loyalty programme into a comprehensive lifestyle reward platform. BIGLIFE powers the travel and lifestyle ecosystem in Asean and beyond with BIG Points as a high-utility digital currency. Under his leadership, the company's 2019 revenue increased by almost 60% in the span of one year. Despite the pandemic in 2020, the company still managed to report a positive EBITDA.

Prior to BIGLIFE, Spencer served as the Commercial Director of AirAsia Malaysia from 2015 to 2018. In the last two years of his service, he grew the airline's commercial revenue by 258% with only 121% capacity increase.

Spencer is one of the pioneering team members in AirAsia's digital transformation. He was the Commercial Strategy Director of airasia digital, which was set up in 2018 to grow and monetise the Group's digital businesses. He was the COO and instrumental in the formation of airasia.com in April 2019, the Group's reinvention as 'more than just an airline' to become the leading travel and lifestyle platform in Asia.

JOANNA IBRAHIM

CEO, airasia farm
Malaysian

Joanna Ibrahim, female, 41, was appointed CEO of airasia farm in December 2020. In this role, she is responsible for strategising and leading airasia farm's transformation into a vertically integrated agro-food tech company. Previously the Head of Investment in airasia digital, she was instrumental in evaluating and investing in digital companies, as well as promoting innovation and encouraging collaborations between start-ups and AirAsia.

Before airasia digital, she was the CCO and CFO of AirAsia Indonesia where she spearheaded the turnaround efforts - from improving route and revenue performance to controlling costs - which ultimately led to the listing of the company in 2018.

Prior to that, Joanna was AirAsia's Head of Strategy, focused on developing and implementing the Group's business plan and turnaround initiatives. In this role, she also led the set-up of Big DutyFree and various joint venture projects including AirAsia Expedia and AirAsia CAE, as well as acquisitions of non-airline businesses eg Tune Money (now known as BigPay), Rokki (in-flight entertainment platform now merged into airasia.com) and T&Co (a subsidiary in Santan).

Together with her earlier roles in management consulting, Joanna has over 15 years of experience in corporate strategy and finance with various assignments across aviation, telecommunications, plantation and private equity industries.

Born and currently residing in Kuala Lumpur, Joanna did her undergraduate in Electrical and Electronic Engineering at Imperial College, London and her postgraduate in Operational Research at the London School of Economics.