

ANNUAL REPORT 2015

**HAVING
THE BEST**

**AWARD WINNING
PRODUCTS**

World's Best
Low-Cost Airline
PREMIUM CABIN and
PREMIUM SEAT
by Skytrax

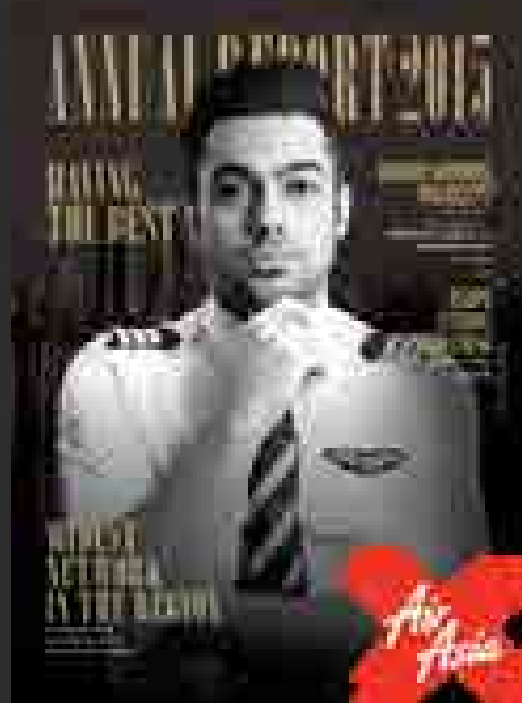
**WIDEST
NETWORK
IN THE REGION**

COVERING OVER
200 DESTINATIONS
WITH AIRASIA GROUP

**ASIA'S
LEADING
CABIN CREW**

BY WORLD TRAVEL AWARDS
2015

*Air
Asia*



HAVING THE BEST

What makes AirAsia X special, and gives us that 'X factor' is... our people. As a genuinely people-driven airline, we have always placed the highest priority on nurturing and growing the best people who, to us, are not just employees but Allstars.

Together, we strive continuously to enhance our service and as a result we have created new benchmarks for the industry. Our Premium Flatbeds and cabin – which have been voted by travellers as being the world's best in the low-cost carriers (LCCs) category for 3 consecutive years – are fine examples of this. We go the extra mile to ensure our guest have a memorable experience flying with us. No request is too great for our Allstars, who derive genuine pleasure in ensuring each AirAsia X journey leaves positive and lasting memories.

In 2015, our cabin crew was named the best in Asia by World Travel Awards along with AirAsia, recognising their hard work and passion throughout the years. We would like to thank our fantastic Allstars for this win and once again, you've proven that you're No.1 and we feel incredibly blessed to have you. Thank you!



AROUND THE WORLD



AIRASIA X
CREW

AIRASIA X BUSINESS MODEL

Since
2007



AIRCRAFT CONFIGURATION

High seat density - 377 seats per aircraft,
12% more than manufacturer's configuration

12 Premium Class Flatbeds &
365 Economy Class Seats on all aircraft

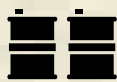
◀ **5** years

YOUNG & EFFICIENT FLEET

An average fleet age of not more than 5 years

Single fleet range & aircraft manufacturer

Aircraft can be interchanged



INNOVATIVE FUEL MANAGEMENT

LOWER AIRCRAFT WEIGHT:

Manage in-flight and meal inventory

No heavy wiring for in-flight entertainment equipment

Statistical potable water uplift

Paperless cockpit (in progress)

FLIGHT OPERATIONS OPTIMISATION:

Fuel efficient speeds

Fuel tankering

Pilot flying techniques and monitoring



HIGH AIRCRAFT UTILISATION & OPERATIONAL EXCELLENCE

Aircraft utilisation rate of 15 hours per day

Maximising aircraft utilisation with lower turnaround
time (60-75 minutes) and achieving on-time
performance of 85%



PEOPLE (ALLSTARS)

No UNIONS

High productivity - Multi-task & interchangeable roles

Flat management structure with hands-on senior
management team



LOW DISTRIBUTION COST

85% sales via internet



ECONOMIES OF SCALE PROVIDES GOOD COST SAVINGS

Strong bargaining power with vendors,
suppliers, airport authorities and
aircraft manufacturer for attractive pricing

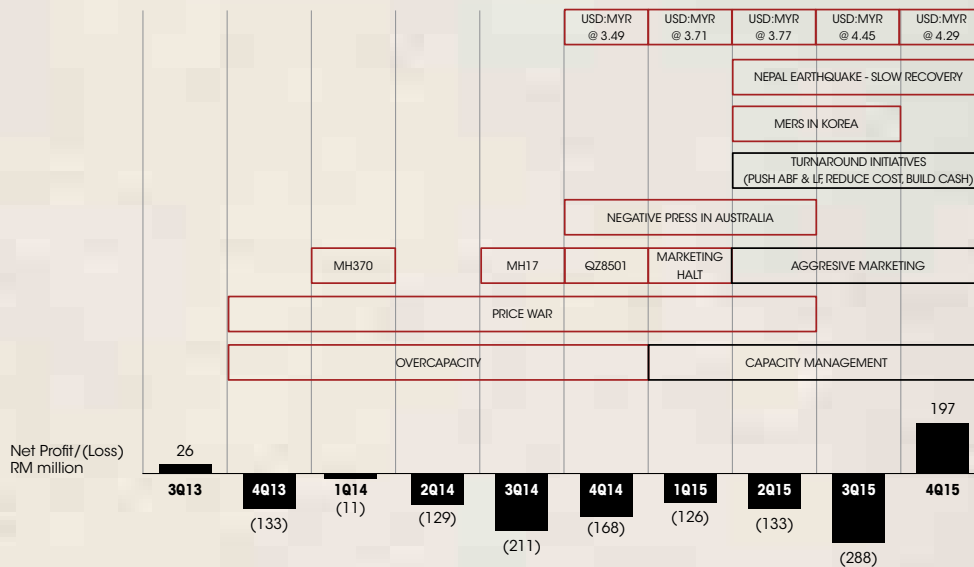
Manpower merged with AirAsia Group,
effectively reducing overhead costs

Leverage on AirAsia brand, technology
infrastructure and network

Fuel contracts negotiated together with AirAsia Group
for better price

turnaround initiatives

SNAPSHOT OF CHALLENGES WE FACED FROM LATE 2013 - 2015



TRANSFORMATION THROUGH NETWORK, MANPOWER, OPERATIONS, ANCILLARY, FLY-THRU, SALES & MARKETING, CASH



Beginning of the year, AirAsia X (AAX) conducted a management reshuffling exercise and appointed a new Group CEO, CEO and CFO. Members of the new management team are no strangers to the business as they were key personnel from the AirAsia Group. Upon assuming their roles, the new management team initiated a decisive turnaround plan to place AAX on a better financial footing and to ensure we bring back confidence to the market. Our reorganisation strategy and turnaround initiatives for 2015 - 2016 include:



- IATA D7
- ICAO XAX
- CALL SIGN XANADU

FOUNDED:
2007

COMPANY SLOGAN:
NOW EVERYONE CAN FLY XTRA LONG

AFFILIATES:
THAI AIRASIA X
INDONESIA AIRASIA X

AIRPORT:
KUALA LUMPUR INTERNATIONAL AIRPORT
2, SEPANG, MALAYSIA (KUL)

DON MUEANG INTERNATIONAL AIRPORT,
BANGKOK, THAILAND (DMK)

DENPASAR INTERNATIONAL AIRPORT, BALI,
INDONESIA (DPS)
ALSO KNOWN AS
NGURAH RAI INTERNATIONAL AIRPORT

AIRASIA X BUSINESS MODEL

Since
2007



turnaround initiatives THROUGH NETWORK CONSOLIDATION (CAPACITY MANAGEMENT)

High
12%
36
An av
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No heavy
F

Fuel tankering
Pilot flying techniques and monitoring

suppliers, airport authorities and aircraft manufacturer for attractive pricing
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TURNAROUND INITIATIVES
network consolidation
 (Capacity Management)

**FREQUENCY
 REDUCTION**

on routes that were pressured by competitors - optimise capacity and improve pricing.



terminated
UNPROFITABLE ROUTES

NAGOYA, ADELAIDE, NARITA

Stop losses immediately.

**TRANSFERRED
 CHONGQING & COLOMBO**

to AirAsia as these routes are better suited for

A320 operations.



launched
SAPPORO, NEW DELHI AND AUCKLAND
 to drive passenger traffic and yields.

opening
**OF NEW
 MARKETS**

DEPLOYED EXCESS
capacity

resultant from frequency cut during lean period to service ad-hoc wet leasing. This helped us optimise aircraft utilisation and generated revenue denominated in USD.



IMPROVED FLIGHT TIME

for **selected routes** (i.e. Shanghai, Gold Coast and more) to enhance **network connectivity.**



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D7
- ICAO**
XAX
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THROUGH MANPOWER

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TURNAROUND INITIATIVES
manpower

MAXIMISE MANPOWER AND REDUCE COST

without compromising on safety standards regulated by the Department of Civil Aviation Malaysia:

Reduced 9-person cabin crew to

8-PERSON *cabin crew*



(on selected flights only)

introduced
TURNAROUND FLIGHTS
for Shanghai, Xi'an and Perth

Reduced crew overnight accommodation and allowance costs as cabin crew is permitted to work onboard up to 12 hours per day, in line with industry standards.



Optimised
TALENT:



released
**UNDERPERFORMING
STAFF**

retained
and promoted
**HIGH
PERFORMERS**

redeployed
**EXPERIENCED
STAFF**
from AirAsia Group
to AirAsia X

**MERGED
MARKETING & OPERATIONS
GROUND SERVICES & RAMP STAFF** with AirAsia Group



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TURNAROUND INITIATIVES
operations

Renegotiation

OF GROUND HANDLING CONTRACTS IN

to save about

RM3 million per annum
JAPAN & AUSTRALIA

**FUEL
TANKERING**

Maximise tankering opportunities by conducting analysis on a flight basis.

Saved close to

RM10 million in 2015 

ongoing negotiations

OF GROUND HANDLING,
D-FACTOR, AIRPORT
CHARGES & OTHER FEES

Paperless Cockpit

To replace hardcopy charts on board with

ELECTRONIC FLIGHT BAGS,

reducing aircraft weight by 55kg and fuel burn by

8.5 KG per sector

ongoing negotiations
NEGOTIATIONS

of aircraft rental fees with lessors

Every **USD 10,000**

reduction from lessors will save approx.

RM12 mil per annum for all operating lease aircraft in 2016.



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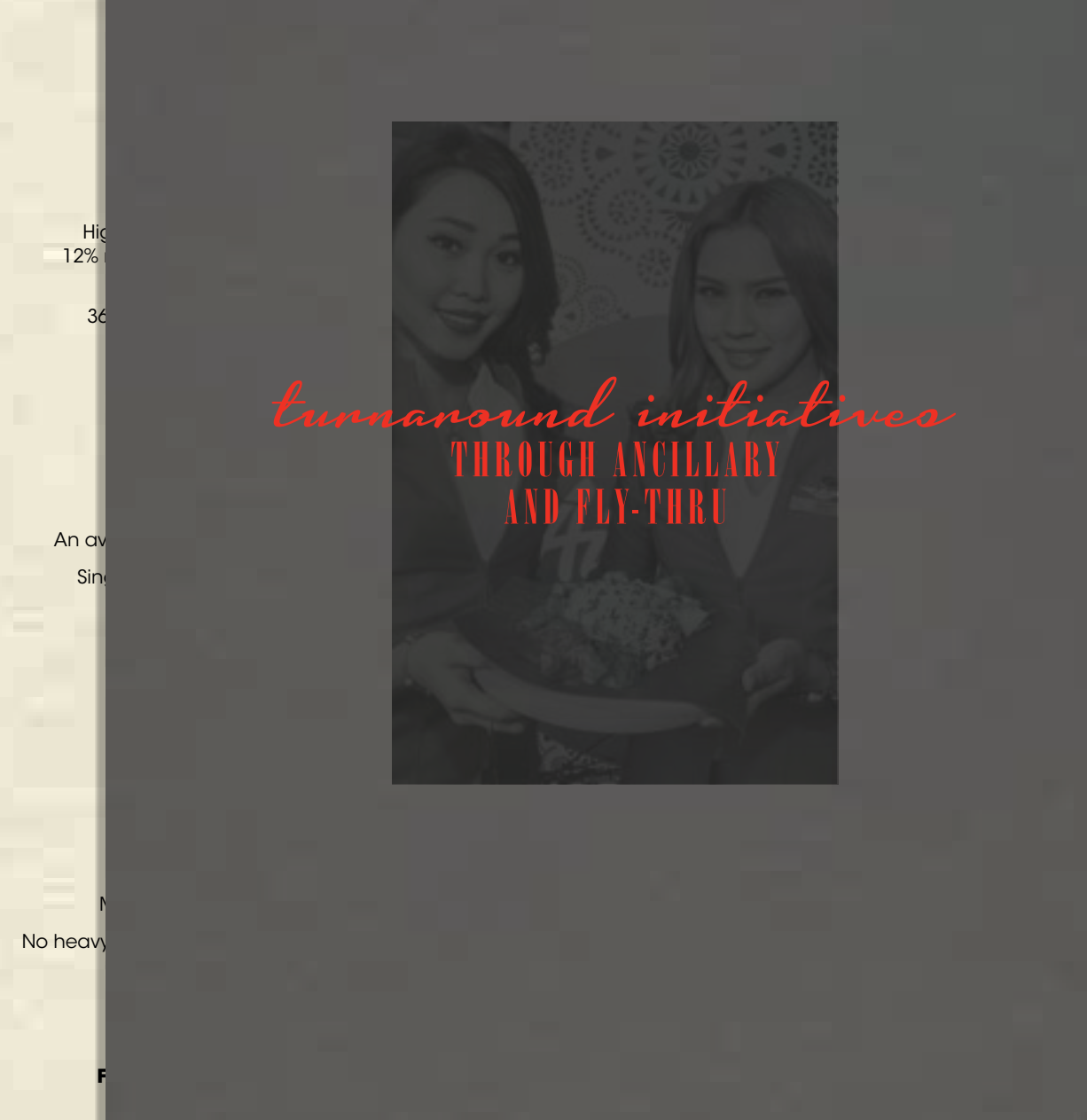
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**THROUGH ANCILLARY
AND FLY-THRU**

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TURNAROUND INITIATIVES
ancillary

Drive
ANCILLARY INCOME
with

- (i) Dynamic pricing for baggage
- (ii) Value bundled package
- (iii) New meal selections with new pricing
- (iv) Introduction of Tune Insurance in new markets
- (v) Extension of In-flight Entertainment in all markets (currently only available on Australia flights)
- (vi) Enhance duty free products & sales platform
- (vii) Premium lounge, and more

TURNAROUND INITIATIVES
grow fly-thru

REVIEW & IMPROVE 

flight slots for

All Routes

across the group to enhance network connectivity

GROW KUL HUB

as a transit destination with new entries such as **New Delhi**, tapping into strong outbound demand from **India to Australia, New Zealand, Japan**

Increase Fly-Thru product awareness and collaborate with

AIRASIA

ASEAN pass to drive traffic



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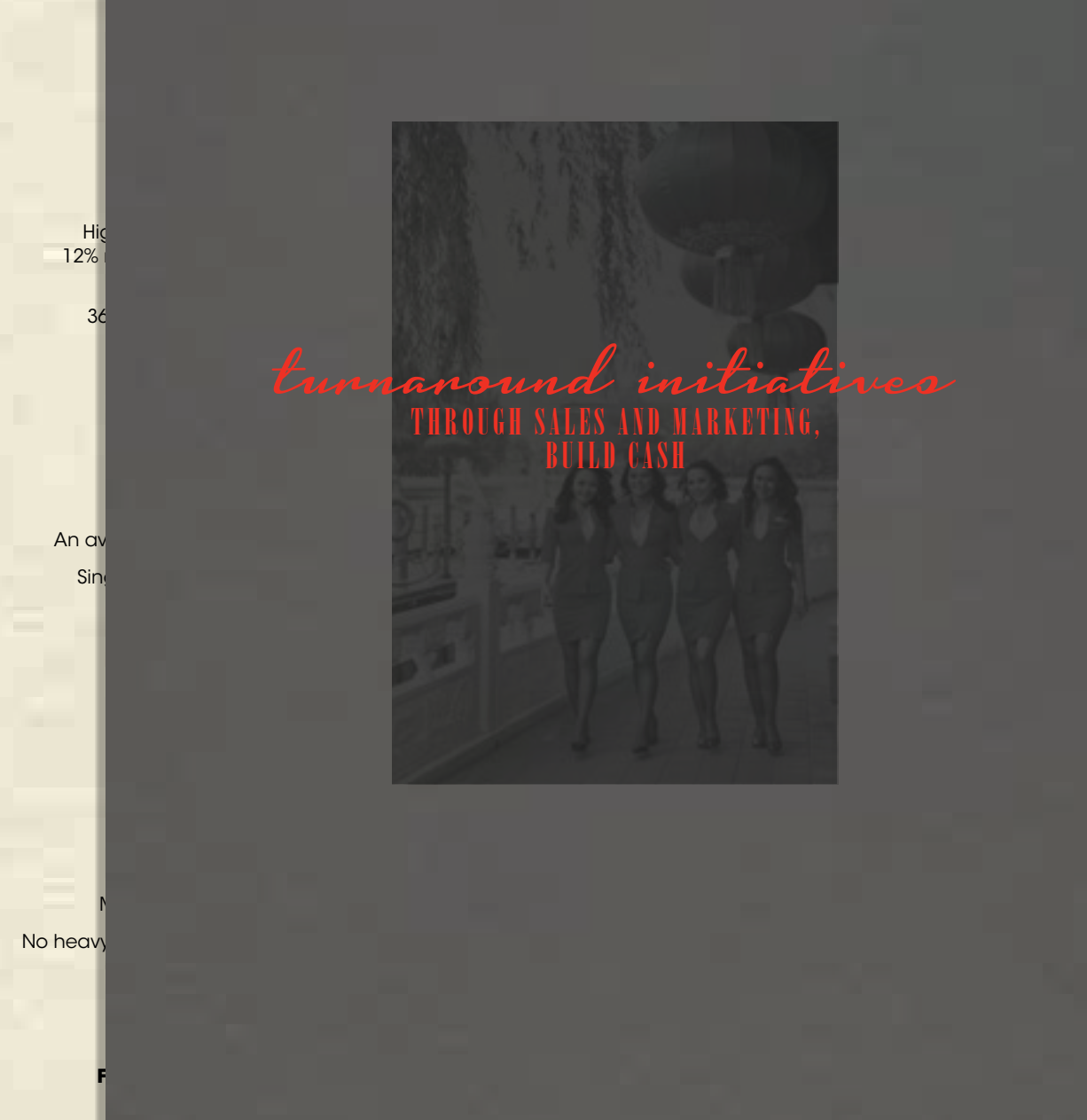
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TURNAROUND INITIATIVES *sales and marketing*

WE INTENSIFIED OUR MARKETING PLAN WITH A COMBINATION OF BRANDING AND PUBLIC RELATIONS CAMPAIGNS FEATURING AMBASSADORS FROM ACROSS THE REGION TO ACHIEVE STRONG POSITIONING.

In 2015, *Project* **BEN**

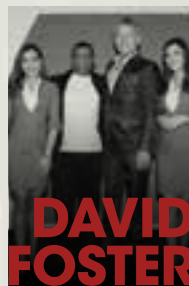
was launched in Melbourne via multiple media, both out-of-home and digital - to introduce our newly elected CEO



We have appointed David Foster,

16 time Grammy award winner

as global ambassador for our Premium products, namely **Premium Flex** and **Premium Flatbed**.



We have also increased our collaboration with local tourism across the network to spur travel demand via familiarisation trips, creative tactical campaigns and event partnerships such as sponsorship of the Gangwon district K-pop concert.

Enhance **PAYMENT CHANNEL** to drive sales:

- (i) Activated IATA's Billing Settlement Plan (BSP) in Korea, Australia, Taiwan and Japan. The BSP system simplifies the selling, reporting and remitting procedures of IATA Accredited Passenger Sales Agents, as well as improves financial control and cash flow for BSP Airlines.
- (ii) AirAsia Group signed an MOU with Union Pay on 15 April 2015 and introduced the new payment option on AirAsia's website.
- (iii) Broader third-party distribution via Offline and Online Travel Agents (OTA) and Global Distribution System (GDS) - for wider distribution reach to global travel agents as GDS provides access to our inventory & fares.

LAUNCHED PARTNERSHIP

with Flight Centre Travel Group (FLT) in Australia on **2 June 2015**

JOINT MARKETING with *tourism*

Increase marketing collaboration with tourism through destination marketing and familiarisation trips.

TURNAROUND INITIATIVES *build cash*

EXECUTED RIGHTS ISSUE WITH POSITIVE RESPONSE

Achieved total subscription rate of

114.91%

Representing an oversubscription of

14.91%

Raised proceeds of

RM391 mil

to rationalise operations



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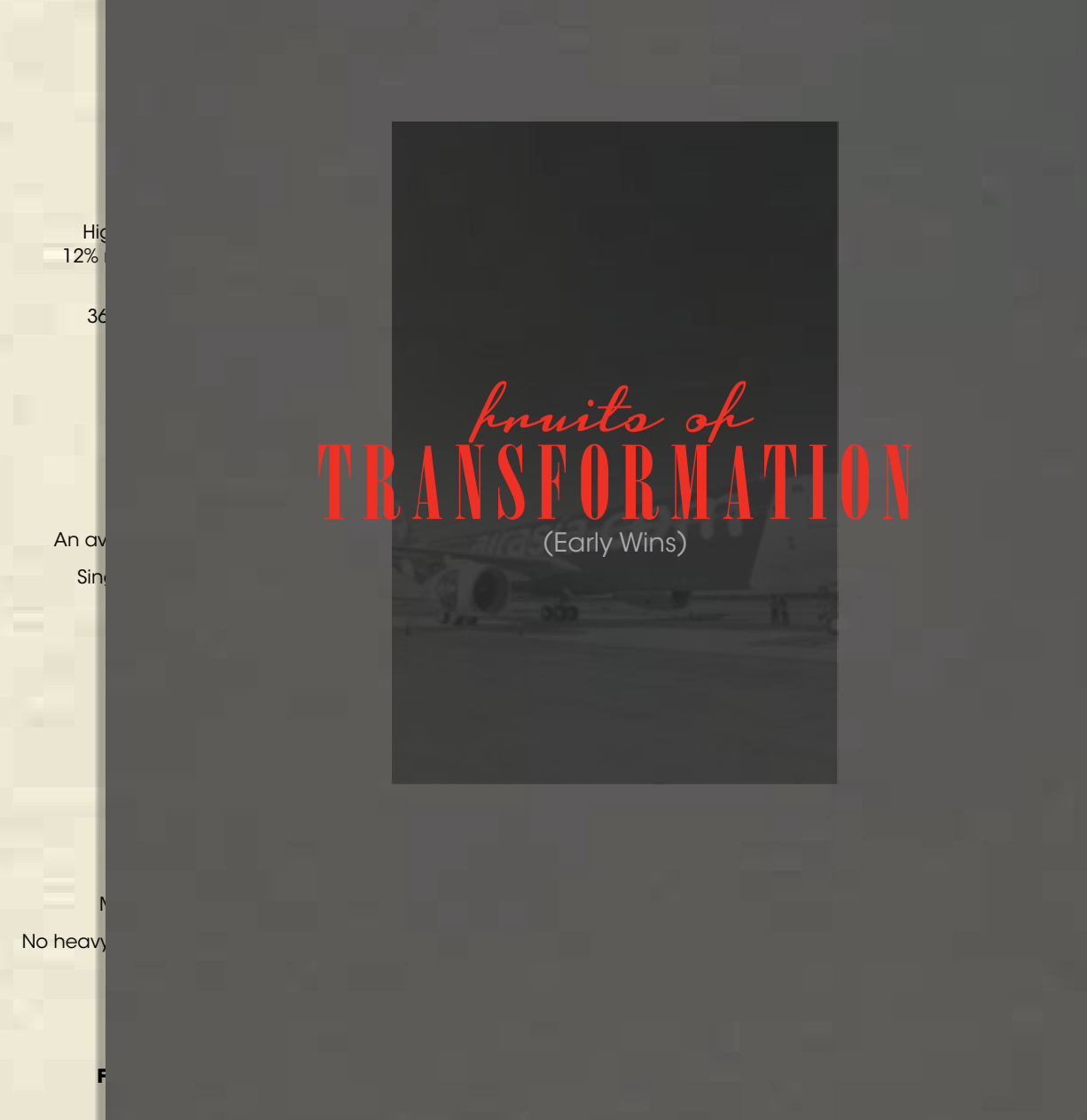
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AIRASIA X BUSINESS MODEL

Since
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fruits of **TRANSFORMATION** (Early Wins)

Fuel tankering
Pilot flying techniques and monitoring

suppliers, airport authorities and aircraft manufacturer for attractive pricing

Manpower merged with AirAsia Group, effectively reducing overhead costs

Leverage on AirAsia brand, technology infrastructure and network

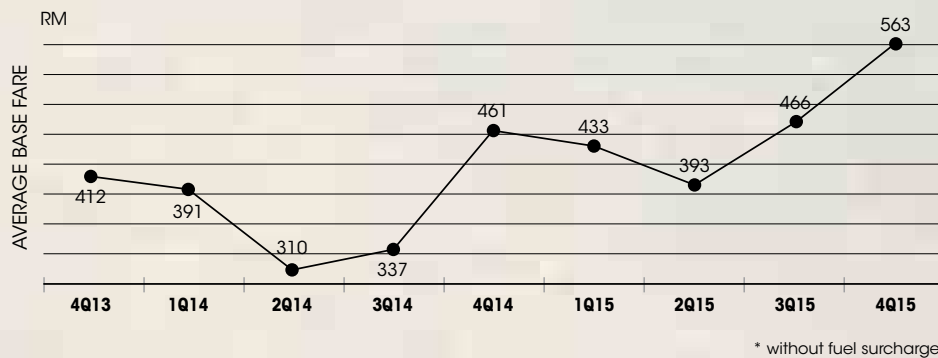
Fuel contracts negotiated together with AirAsia Group for better price

Financial Results 4Q15 MALAYSIA AIRASIA X

Net profit of
RM197 mil
after eight quarters of losses
(since 4Q2013)

Load factor up
2% Year-on-Year
to **83%**

Average base fare (ABF)
↑22%
Year-on-Year



RASK (RM sen)
↑15%
Year-on-Year

Scheduled flight
REVENUE UP
11%
Year-on-Year

CASK (US cent)
DOWN
15%
Year-on-Year

FULL YEAR 2015 MALAYSIA AIRASIA X

- Average base fare up 5% Y-o-Y
- RASK (RM sen) up 10% Y-o-Y
- CASK (US cent) down 10% Y-o-Y
- Total revenue up 4% Y-o-Y
- Total cost down 3% Y-o-Y
- Operating loss narrowed to RM37mil from RM176mil in FY2014
- Net loss narrowed to RM350mil from RM519mil in FY2014
- Net gearing improved to 1.8x
- CASH IMPROVED RM184mil to RM311mil from 31 Dec 2014
- POSITIVE NET CASH FLOW



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AIRASIA X BUSINESS MODEL

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network *AirAsia*

19
ROUTES

Sydney Tokyo (Haneda)
Melbourne Osaka
Gold Coast Sapporo
Perth Seoul
Auckland Busan
Chengdu Taipei
Hangzhou New Delhi
Shanghai Kathmandu
Beijing Jeddah
Xi'an

9
COUNTRIES

Australia Taiwan
New Zealand India
China Nepal
Japan Saudi Arabia
Korea

7
UNIQUE ROUTES

Sapporo Xi'an
Gold Coast Hangzhou
Haneda Busan
Chengdu

Malaysia
AIRASIA X

FLEET SIZE 21 A330-300
(as at 31 March 2016)

Thai
AIRASIA X

4
ROUTES

Seoul
Osaka
Tokyo (Narita)
Shanghai

3
COUNTRIES

Japan
Korea
China

FLEET SIZE
6 A330-300
(as at 31 March 2016)

Indonesia
AIRASIA X

3
ROUTES

Sydney
Melbourne
Jakarta - Jeddah (seasonal)

2
COUNTRIES

Australia
Saudi Arabia

FLEET SIZE
2 A330-300
(as at 31 March 2016)

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Pilot flying techniques and monitoring

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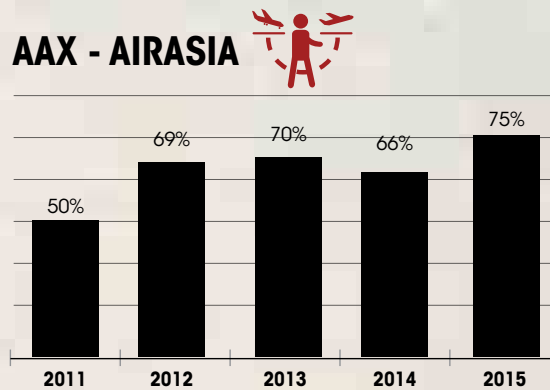
Leverage on AirAsia brand, technology
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transiting **PASSENGERS**

1.5 *Million* **PASSENGERS**
of AAX transited via KUL in 2015

75%
of AAX transiting passengers
tapped
into AirAsia's network
and is **GROWING**



PASSENGERS
carried

- Over 19 million passengers carried since inception
- 2009 - 2015 Compounded Annual Growth Rate: 23%

Allstars

2,204 **495**
(Malaysia AAX) (Thai AAX)

194
(Indonesia AAX)



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A NOTE TO ALLSTARS





It's been an incredibly challenging year for AirAsia X, as we worked assiduously to implement our turnaround programme. At the same time, it has been personally a very heartening year for us, as we witnessed the way in which our Allstars responded to the demands and pressures placed on them.

As part of our cost-cutting measures we have integrated our operations more closely with that of the AirAsia Group, resulting in many of our Allstars having to relocate from their old office space to join colleagues from AirAsia in their function-related areas. This has meant creating new personal and professional relationships, and getting used to a new physical environment. In addition, as we restructure our organisation, we are requiring our Allstars to multi-task and take on additional roles.

All these changes have been accepted, indeed embraced, in good faith. Instead of any resistance, our Allstars, from operations to management, have shown their true colours, displaying not only a willingness to adapt to our new work environment but also the ability to perform under pressure.

The management certainly could not have managed our turnaround, nor achieve the successes that we have, without the full support and encouragement of our team. We would like to take this opportunity to express our heartfelt appreciation to all our Allstars who have shown yet again that, no matter what, they will give their 100% to deliver positive results. Such dedication, commitment and passion are truly hard to find, almost as hard as it is for us to find the words to express how grateful we are to have such a wonderful team.

We've come this far and, together, we can go much further. With your continuous support, Allstars, we can achieve greater success!

FROM US

Datuk Kamarudin, Tony Fernandes, Benjamin Ismail

YOUR EXCELLENCE
drives our success

THANK YOU ALLSTARS





"We have been through some particularly trying times in the recent past, but we've emerged from it in great form. This would not have been possible without the passion and dedication of our Allstars, who continue to prove that, together we can overcome anything".

-DATUK KAMARUDIN-

"Nothing is Impossible when we Dream big, Believe the unbelievable and Never take No for an answer".

-TONY FERNANDES-





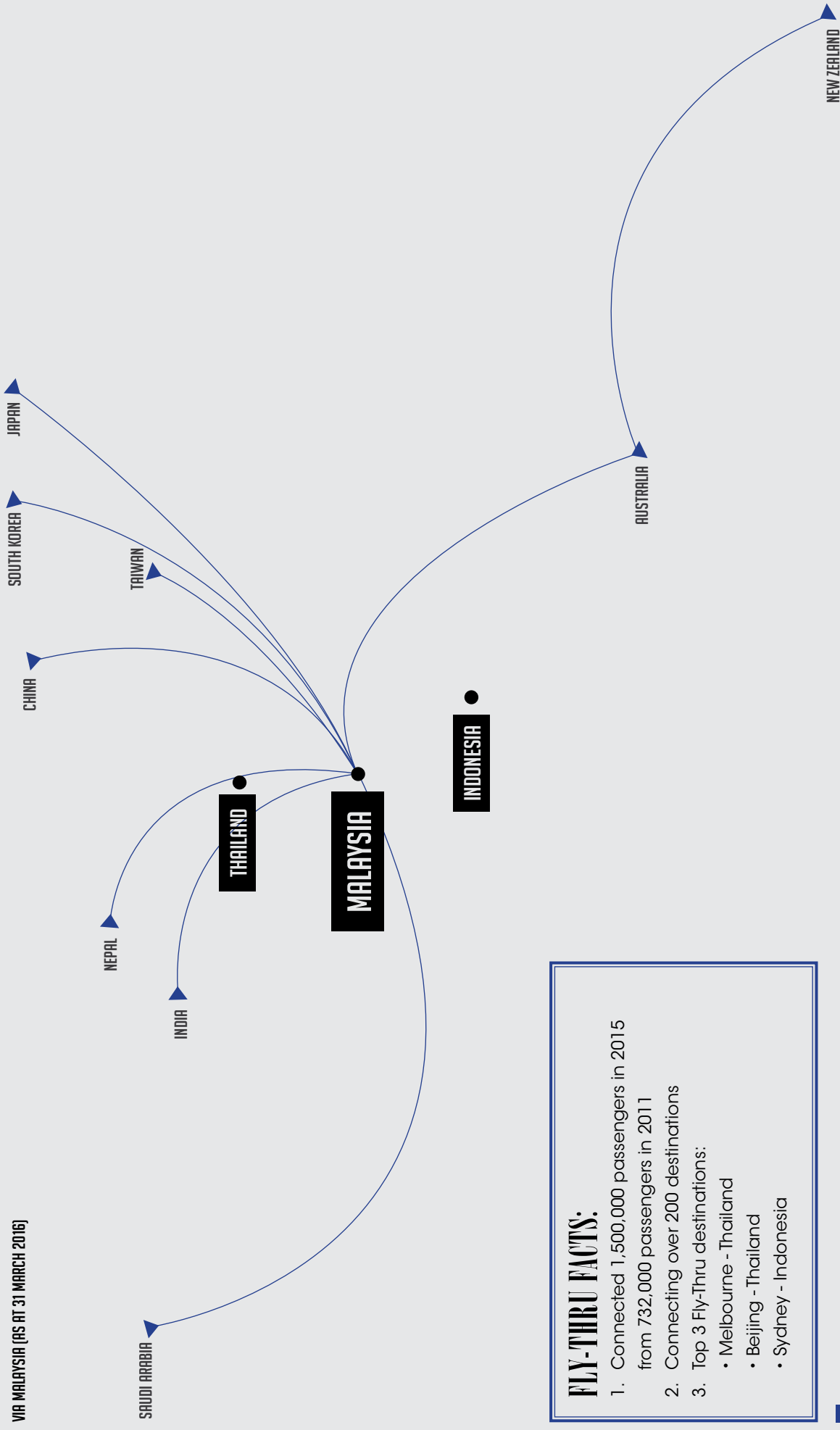
FLY FURTHER WITH THE MOST COMFORTABLE
AND COST EFFICIENT AIRBUS A330



AIRASIA X NETWORK

VIA MALAYSIA (AS AT 31 MARCH 2016)

FLY-THRU



FLY-THRU FACTS:

1. Connected 1,500,000 passengers in 2015 from 732,000 passengers in 2011
2. Connecting over 200 destinations
3. Top 3 Fly-Thru destinations:
 - Melbourne - Thailand
 - Beijing - Thailand
 - Sydney - Indonesia

AIRASIA X ROUTES

* for illustration purposes only

AIRASIA NETWORK


VIA MALAYSIA (AS AT 31 MARCH 2016)

FLY-THRU



Pacific Ocean

Indian Ocean

 AIRASIA ROUTES

* for illustration purposes only

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FORM OF PROXY

ANNUAL REPORT COMMITTEE TEAM

PEOPLE BEHIND THE *Scenes*



NG WEI NIE
INVESTOR RELATIONS




AILEENA CHONG
INVESTOR RELATIONS



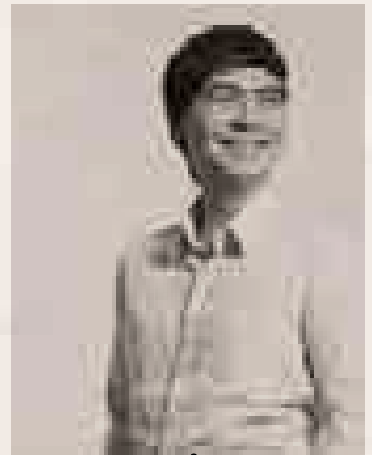
HO PHUI PHUI
CEO'S OFFICE



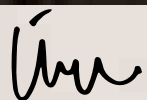
ALVIN SIM CHEE YUNG
CEO'S OFFICE



IVAN ALIAS
CEO'S OFFICE



SAMUEL JOHN OMAMALIN
CEO'S OFFICE



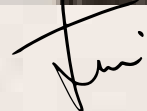
RAZAK SALIM
BRANDING



ROZELL NG
BRANDING



ALEX CHIA
PHOTOGRAPHER



ARIFF SHAH
PHOTOGRAPHER



VISION &
mission

WHERE WE SEE OUR FUTURE

- AS PART OF AIRASIA GROUP -

our VISION

To be largest low-cost airline in Asia and serving the 3 billion people who are currently underserved with lack of connectivity and high fares.

our MISSION

- To be the best company to work for whereby employees are treated as part of a big family.
- Create a globally recognised ASEAN brand.
 - To attain the lowest cost so that everyone can fly with AirAsia.
 - Maintain the highest quality product, embracing technology to reduce cost and enhance service levels.

our VALUES

We are Allstars and we are...

- SAFETY CONSCIOUS -

Our guests' safety is our primary concern so we carry out our functions with care. Because where safety is concerned, every little thing matters.

- CARING -

It's a warm and friendly feeling to have, so we take pleasure in caring for our guests in ways that make them feel at home.

- PASSIONATE -

Being passionate means going the extra mile to achieve a purpose much larger than ourselves. They say passionate people can change the world and that's something that's very close to our hearts.

- FULL OF INTEGRITY -

We believe everything that is worth doing, is worth doing right. It's about us doing the right things at all times.

- HARD-WORKING -

It means one team, working together towards a common goal. Whether it's meeting our fast turnaround time or making sure we keep you connected to the best destinations at the lowest prices, we do it as a team. All for one. One for all.

- FUN -

Fun means we celebrate life. It means we laugh louder, our smiles are wider, and we can be our own unique selves. We're a sociable bunch and we enjoy sharing ideas and solutions to make things even better. After all, fun is meant to be shared.



Benjamin Ismail
Chief Executive Officer

Revisit
AIRASIA X'S
MOMENTOUS
occasions in
Style!

Few easy steps to revisit

AirAsia X's Annual Report 2014:



1. Search and install for QR Code Reader from Apple App Store or Google Play with your smartphone.



2. Once installed, start the QR app to launch the QR camera App.



3. Scan it with QR camera to enjoy the report content.



SCAN HERE

2007

5 January

Tan Sri Dr. Tony Fernandes and Datuk Kamarudin Meranun announce the launch of AirAsia X.

14 June

AirAsia X places an order for 15 Airbus A330-300 aircraft.

10 August

AirAsia X announces a 20% investment by Sir Richard Branson's Virgin Group.

2 October

AirAsia X receives its Air Operator's Certificate and Air Service License from the Department of Civil Aviation, Malaysia.

2 November

The first flight to Australia's Gold Coast is launched, with pioneering assigned seating and pre-booked meals.

2008

4 February

The Kuala Lumpur-Hangzhou, China route is launched.

13 March

More than 100,000 seats have been sold, valued at approximately RM100 million.

27 March

An order is placed for another 10 Airbus A330-300 aircraft, bringing the airline's total order to 25 A330-300 aircraft.

31 October

AirAsia X takes delivery of its first brand-new Airbus A330-300 aircraft in Toulouse, France.

2 November

AirAsia X celebrates its first anniversary with a second Australian destination, Perth.

13 November

AirAsia X's inaugural flight from Kuala Lumpur to Melbourne, Australia takes off.

2009

13 January

The Supersize baggage policy is introduced.

17 February

Passengers can make use of a web-based self check-in facility.

11 March

AirAsia X celebrates its inaugural flight to Stansted, London.

2 April

Transport Minister Dato' Sri Ong Tee Keat sends off AirAsia X's first flight to Tianjin, China.

28 April

AirAsia X and AirAsia partner Scicom (MSC) Berhad to establish a world-class, state-of-the-art global contact centre.

16 June

AirAsia X orders 10 A350-900 aircraft with an option for another five.

24 June

With the administration fee abolished, passengers now pay only for their seat and airport tax.

26 June

AirAsia X sponsors the Oakland Raiders, three-time National Football League (NFL) Super Bowl champions.

1 July

A new route to Taipei, Taiwan is launched.

8 August

AirAsia X celebrates the 42nd ASEAN Day at the Low Cost Carrier Terminal (LCCT) in Sepang.

20 October

A new route is launched to Chengdu, China.



28
APRIL
2014

AirAsia X signs an MOU with GE for the supply of CF6 engines for its fleet.

2010

20 January

Self check-in kiosks are introduced at the LCCT and selected regional airports.

10 February

AirAsia X and AirAsia are the title sponsors of the 2010 AirAsia British Grand Prix at Silverstone.

5 April

AirAsia X introduces its popular Premium flatbeds.

8 April

AirAsia X and AirAsia put a Malaysian team in the 2010 MotoGP World Championship.

6 May

AirAsia X launches a new route to Mumbai, India.

4 August

New routes are launched to New Delhi, India and Tehran, Iran.

2 November

Seoul, South Korea becomes AirAsia X's 12th destination.

9 December

A new route is launched to Tokyo-Haneda, Japan.

2011

17 January

The Fly-Thru service is launched at the LCCT.

27 January

Passengers can upgrade to Premium Class for a nominal fee via OptionTown.

3-7 February

2,380 Malaysians are returned on AirAsia X rescue flights from the Egyptian cities of Cairo and Alexandria.

14 February

Valentine's Day is celebrated with the first flight to Paris Orly, France.

1 April

AirAsia X launches a new route to Christchurch, New Zealand.

7 April

Adventurer Khoo Swee Chow is flown to eight destinations within AirAsia X's network, namely China, the UK, France, Iran, Japan, Korea, Taiwan and New Zealand, to scale their

highest peaks, culminating with a successful ascent of Mount Everest on 21 May.

10 May

AirAsia X joins the Group's year-long 'To Japan With Love' campaign.

26 May

Celebrity Chef Shingun is to prepare Korean dishes for Seoul - Kuala Lumpur flights.

22 June

A Memorandum of Understanding (MOU) is signed with Rokki Sdn Bhd (formerly known as Tune Box Sdn Bhd) for the development of an In-flight Entertainment (IFE) solution.

28 June

The Malaysian Government lifts route restrictions on AirAsia X, with the exception of Sydney.

30 November

AirAsia X touches down at Kansai International Airport in Osaka, Japan.

2012

12 January

AirAsia X announces the suspension of flights to London, Paris, Mumbai and New Delhi as part of its network consolidation.

9 February

The Empty Seat Option (ESO) via OptionTown is launched.

2 April

The long-awaited route to Kingsford Smith International Airport, Sydney, Australia is launched.

22 June

AirAsia X transfers its service from Tianjin to Beijing, China.

10 July

Kathmandu, Nepal becomes a new destination from Kuala Lumpur.

23 July

The Samsung Galaxy Tab 10.1 is made available on all flights as a pre-booked option.

9 August

A letter of intent is signed with the International Lease Finance Corporation (ILFC) for the lease of six Airbus A330-300 aircraft.

2 November

An Australian wins AirAsia X's Friendsy Facebook contest – held to celebrate the airline's fifth anniversary – and gets to fly with 300 of her family and friends from Sydney to Kuala Lumpur on their own exclusive flight.

2013

1 February

AirAsia X caters to guests who like their peace and quiet with the launch of the Quiet Zone.

16 February

AirAsia X's first flight to Jeddah, Saudi Arabia takes off.

19 February

AirAsia X's first flight to Shanghai, China takes off.

26 February

The Red Carpet service is launched, providing VIP treatment to guests.

10 April

AirAsia X launches the 'Fly Home to Vote' campaign in conjunction with Malaysia's 13th General Elections.

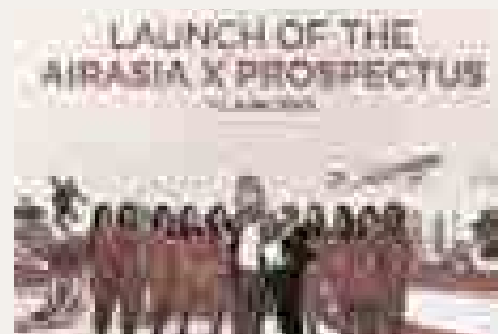
23 April

AirAsia X receives its 10th Airbus A330-300 aircraft in Toulouse, France.



12 May

Sir Richard Branson dresses as a flight attendant and serves on board flight D7237 from Perth to Kuala Lumpur.



10 June

AirAsia X launches its Initial Public Offering (IPO) prospectus.

13 June

AirAsia X launches a Shareholders' Benefit Programme for retail investors who maintain their IPO shares for the first three years, subject to terms and conditions.

10 July

AirAsia X commences trading under AAX (Stock Code: 5238) on the Main Market of Bursa Malaysia.

15 July

AirAsia X arrives in Busan, its second destination in South Korea after Seoul.

29 August

AirAsia X completes its rescue mission in Cairo, after having brought home a total of 1,110 Malaysians.

14 October

Thai AirAsia X (TAAX) receives the Air Operator's License from the Ministry of Transport Thailand.

18 December

The single largest aircraft type firm order of 25 Airbus A330-300 aircraft is sealed with Airbus, valued at USD6 billion.

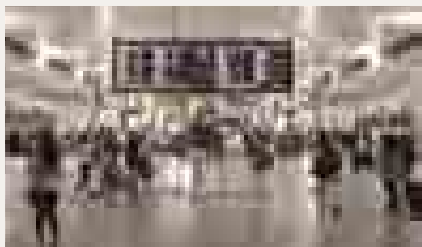
2014

4 February

TAAX obtains its Air Operator's Certificate and appoints Nadda Buranasiri as its new CEO.

28 April

AirAsia X signs an MOU with GE for the supply of CF6 engines for its fleet.



9 May

AirAsia X together with AirAsia Berhad begin operations in KLIA 2.

25 May

AirAsia X signs a Commercial Marketing Agreement with Air Busan offering customers affordable fares to Jeju Island from Busan, both in Korea.

17 June

TAAX launches its inaugural flight from Bangkok to Seoul, Korea with a 100% load factor.

2 July

AirAsia X sends off its first flight to Xi'an, China marking it as the only airline from Kuala Lumpur to connect both cities.



15 July

AirAsia X and Airbus sign an MOU for Airbus A330neo aircraft valued at USD13.8 billion.

AirAsia X is named the World's Best Low-Cost Airline - Premium Class Seat and World's Best Low-Cost Airline - Premium Cabin by Skytrax World Airline Awards in London.



15 August

AirAsia X unveils a new livery, called Xcintillating Phoenix, for its 21st aircraft – the name being the winning entry by Denzel Yap in a social media contest.

28 August

Indonesia AirAsia X (IAAX) obtains its Air Operator's Certificate.

4 September

AirAsia X flies the first batch of Malaysian Battalion (MALBATT) 850-2 to Lebanon.

30 October

AirAsia X is presented with an Excellence award by Expatriate Lifestyle's The Best of Malaysia Awards.

19 November

AirAsia X supports Neubodi's 'Uplift Charity Trail' to donate bras to village women in Nepal.

21 November

AirAsia X commences flights to Narita, Tokyo.

25 November

AirAsia X supports the Awesome All Stars, Malaysia's elite cheerleading team, to compete in the 2014 Australian All Star Cheer & Dance Championship held in the Gold Coast.

28 November

AirAsia X welcomes its 22nd Airbus A330-300 aircraft, called Rhythmic Experience, powered by Rolls-Royce's 1,500th Trent 700 engine.

3 December

AirAsia X sponsors 87 return flights from Shanghai to Kuala Lumpur for the Shanghai Symphony Orchestra in support of a charity concert organised by the Alzheimer's Disease Foundation Malaysia.



10 December

AirAsia X, together with AirAsia, announces global football icon Park Ji Sung as its new global ambassador with the unveiling of a Park Ji Sung livery.

15 December

AirAsia X places a firm order for 55 Airbus A330neo aircraft.

19 December

AirAsia X helps to spread Christmas cheer at KLIA 2.

january

30 JANUARY

AirAsia X announces leadership changes with Datuk Kamarudin Meranun as Group CEO and Benyamin Ismail as Acting CEO of AirAsia X.

may

12 MAY

AirAsia X receives the IATA Operational Safety Audit (IOSA) Registration.

18 MAY

IAAX launches its inaugural flight from Bali to Melbourne.

february

13 FEBRUARY

AirAsia X launches its inaugural flight from Kuala Lumpur to Chongqing, China.

25 FEBRUARY

AirAsia X appoints Cheok Huei Shian as Chief Financial Officer.

june



march

5 MARCH

Civil Aviation Safety Authority (CASA) approves Indonesia AirAsia X (IAAX)'s direct flight from Melbourne, Australia to Bali, Indonesia.

28 MARCH

AirAsia X supports young climbers taking part in the Misi Perdana UTM Everest 2015.



april

29 APRIL

AirAsia X offers free flights to Nepal for NGOs and humanitarian agencies in aid of relief efforts.



2 JUNE

AirAsia X and Flight Centre sign a Key Supplier Agreement.

16 JUNE

AirAsia X is named the World's Best Low-Cost Airline Premium Cabin & Premium Seat for the third consecutive year.

july

11 JULY

AirAsia X's leadership team brings cheer to orphans at Rumah Kasih Sayang.

august



12 AUGUST

AirAsia X and AirAsia reveal the 'Hitman' David Foster as their new global ambassador.

27 AUGUST

Malaysia and Thai AirAsia X announces collaboration with Lotte World to offer attraction tickets on flights to Seoul.

september



1 SEPTEMBER

AirAsia X names Benjamin Ismail as its CEO.

8 SEPTEMBER

AirAsia X and AirAsia continue to fly Malaysian heroes on peacekeeping missions.

28 SEPTEMBER

Thai AirAsia X (TAAX) celebrates its inaugural flight from Bangkok to Shanghai, China.

october



1 OCTOBER

AirAsia X launches its inaugural flight from Kuala Lumpur to Sapporo, Japan.

17 OCTOBER

IAAX celebrates its inaugural flight from Bali to Sydney, Australia.

november



19 NOVEMBER

AirAsia X bids *namasté* (hello) to New Delhi with the launch of a new route to the Indian capital.

20 NOVEMBER

AirAsia X and AirAsia introduce exclusive in-flight dishes based on winning recipes from the AirAsia Challenge on the MasterChef Asia TV series.

2008

- Budgie World Low Cost Airline Award for World's Best New Airlines
- CAPA New Airline of the Year Award

2009

- World's Best Low-Cost Airline by Skytrax, together with AirAsia Berhad
- CAPA New Airline of the Year Award joint, winner with AirAsia Berhad

2010

- World's Best Low-Cost Airline by Skytrax for the second consecutive year, with AirAsia Berhad

2011

- World's First long-haul low-cost carrier to receive second place in the Transportation and Advertising category of the Asahi Advertising Award by The Asahi Shimbun

2011

- Best Network Performance at the inaugural World Routes Awards
- Ranked second Best Low-Cost Airline in Asia by Skytrax, after AirAsia Berhad
- Best Budget Airline 2011 from Smart Traveller
- Air Cargo Industry Customer Care Award 2011, together with AirAsia Berhad

2012

- Airbus Top Operational Excellence Award 2010-2011 for being the world's best A330-300 operator (small fleet category)
- Ranked second Best Low-Cost Airline in Asia by Skytrax, after AirAsia Berhad
- Best Low Cost Airline in the Travel Top 50 issue Wish (The Australian)
- Rising Star Carrier of the Year at Payload Asia Awards 2012, together with AirAsia Berhad
- Best New Route Launch (for Haneda) at the World Low Cost Airlines Congress Budgies Awards
- Air Cargo Industry Customer Care Award from Air Cargo Week with AirAsia Berhad
- Ranked 4th best in-flight meals by the inaugural Skyscanner Asia Pacific Food Awards (long-haul category)

2013

- World's Best Low-Cost Airline - Premium Class Seat and World's Best Low-Cost Airline - Premium Seat by Skytrax World Airline Awards
- Uber Social WITovation Award at the Web In Travel (WIT) Conference
- Best Investor Relations for IPO Award by IR Magazine & Conference South East Asia

2014

- World's Best Low-Cost Airline - Premium Class Seat and World's Best Low-Cost Airline - Premium Cabin by Skytrax World Airline Awards
- Best Investor Relations for an IPO Award by Malaysian Investor Relations Association (MIRA)
- An Excellence Award by Expatriate Lifestyle's The Best of Malaysia Awards

2015

- World's Best Low-Cost Airline - Premium Seat and Premium Cabin by Skytrax
- Asia's Leading Cabin Crew by World Travel Awards
- Ranked second Best Low-Cost Airline in Asia by Skytrax
- Ranked second Best Low-Cost Airline in Australia/Pacific by Skytrax

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INVESTOR RELATIONS CALENDAR OF EVENTS 2015

3RD FEBRUARY

ADS Securities Non-Deal
Roadshow

Abu Dhabi, UAE

24TH FEBRUARY

Announcement of the
unaudited results for
4Q14 and FY14

Kuala Lumpur, Malaysia

23RD - 24TH MARCH

Credit Suisse's
18th Annual Asian
Investment Conference

Hong Kong

27TH MARCH

Extraordinary General Meeting
- Rights Issue with Warrants

Kuala Lumpur, Malaysia

13TH - 14TH APRIL

CIMB Non-Deal Roadshow

London, United Kingdom

20TH - 22ND MAY

CIMB Roadshow
- Rights Issue

Kuala Lumpur, Malaysia

27TH MAY

Announcement of the
unaudited results for 1Q15

Kuala Lumpur, Malaysia

4TH JUNE

9th Annual
General Meeting

Kuala Lumpur, Malaysia

6TH JULY

Credit Suisse Non-Deal
Roadshow

Singapore

7TH JULY

Credit Suisse Non-Deal
Roadshow

Hong Kong

8TH JULY

Credit Suisse Non-Deal
Roadshow

Tokyo, Japan

19TH AUGUST

Announcement
of the unaudited results for
2Q15 and 1H15

Kuala Lumpur, Malaysia

21ST SEPTEMBER

Equities Tracker
Investor Talk

Kuala Lumpur, Malaysia

13TH OCTOBER

CLSA Non-Deal
Roadshow

London, United Kingdom

25TH NOVEMBER

Announcement
of the unaudited results for
3Q15 and 9M15

Kuala Lumpur, Malaysia

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BOARD OF DIRECTORS

DATUK KAMARUDIN BIN MERANUN

Non-Independent Executive Director and
Group Chief Executive Officer

TAN SRI DR. ANTHONY FRANCIS FERNANDES

Non-Independent
Non-Executive Director

DATO' FAM LEE EE

Non-Independent
Non-Executive Director

LIM KIAN ONN

Independent
Non-Executive Director

DATO' YUSLI BIN MOHAMED YUSOFF

Independent
Non-Executive Director

TAN SRI ASMAT BIN KAMALUDIN

Independent
Non-Executive Director

AUDIT COMMITTEE

Dato' Yusli Bin Mohamed Yusoff
Tan Sri Asmat Bin Kamaludin
Lim Kian Onn

NOMINATION AND REMUNERATION COMMITTEE

Tan Sri Rafidah Aziz
Dato' Yusli Bin Mohamed Yusoff
Dato' Fam Lee Ee

EMPLOYEES' SHARE OPTION SCHEME COMMITTEE

Datuk Kamarudin Bin Meranun
Benyamin Bin Ismail
Amir Faezal Bin Zakaria

SAFETY REVIEW BOARD

Tan Sri Rafidah Aziz
Datuk Kamarudin Bin Meranun
Dato' Fam Lee Ee
Benyamin Bin Ismail

COMPANY SECRETARIES

Jasmindar Kaur A/P Sarban Singh
(MAICSA 7002687)
Ching Koon Kah @ Chin Kon Kah
(MIA 8008)

AUDITORS

PricewaterhouseCoopers (AF 1146)
Chartered Accountants
Level 10, 1 Sentral
Jalan Rakyat, Kuala Lumpur Sentral
P.O. Box 10192, 50706 Kuala Lumpur, Malaysia
Tel: +603 2173 1188
Fax: +603 2173 1288

REGISTERED OFFICE

AirAsia X Berhad (Company No. 734161-K)
B-13-15, Level 13
Menara Prima Tower B
Jalan PJU 1/39, Dataran Prima
47301 Petaling Jaya
Selangor Darul Ehsan
Tel: +603 7491 4318
Fax: +603 7887 2318

HEAD OFFICE

LCC Terminal
Jalan KLIA S3, Southern Support Zone
KLIA, 64000 Sepang
Selangor Darul Ehsan
Tel: +603 8660 4600
Fax: +603 8775 4036
Email: aax_shareholder@airasia.com
Website: www.airasia.com

SHARE REGISTRAR

Symphony Share Registrars Sdn Bhd
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 8008

SOLICITOR

Chooi & Company
Level 5, Menara BRDB
285, Jalan Maarof
Bukit Bandaraya
59000, Kuala Lumpur
Wilayah Persekutuan
Tel: +603 2055 3888
Fax: +603 2055 3880

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
(Listed since 10 July 2013)
(Stock code: 5238)



AIRASIA X BERHAD

THAI AIRASIA X
CO., LTD

49%

PT. INDONESIA
AIRASIA EXTRA

49%

AAX CAPITAL LIMITED

100%

AAX CAPITAL II LIMITED

100%

AAX MAURITIUS
ONE LIMITED

100%

AAX LEASING I LIMITED

100%

FLY X LIMITED

100%

AIRASIA X
SERVICES PTY LTD

100%

SHAREHOLDERS' BENEFIT PROGRAMME

CALLING ALL ELIGIBLE
AIRASIA X SHAREHOLDERS
TO REDEEM RETURN TICKETS TO
ANY

AIRASIA X DESTINATION

Only for shareholders who subscribed to and acquired a minimum of 10,000 IPO shares and have held on up to our three anniversaries

- ✈️ **First Year Anniversary** 19 JULY 2014 - 8 JULY 2015
- ✈️ **Second Year Anniversary** 19 JULY 2015 - 8 JULY 2016
- ✈️ **Third Year Anniversary** 19 JULY 2016 - 8 JULY 2017

THE BENEFIT

- ✈️ Category A: Min. 10,000 - 99,999 shares
1 Economy Class Return Ticket to any AirAsia X destination
- ✈️ Category B: Min. 100,000 shares and above
2 Economy Class Return Tickets to any AirAsia X destination

HOW TO CHECK ELIGIBILITY & REDEEM YOUR TICKET

Email us at air_x_shareholder@airasia.com or contact us at **+603 8775 4680** (Monday - Friday, 9am to 6pm) to redeem and provide the following details:

- Full Name as per your National Registration Identity Card ("NRIC") number;
- NRIC Number/Passport Number;
- BIG Card Number (if applicable);
- AirAsia Member User ID (if applicable);
- Travel Destination;
- Preferred Travel Date and Time;



airasia

Lowest fares @ airasia.com



TERMS AND CONDITIONS

- * All return tickets must be issued under the AirAsia X fare conditions. No monetary amount
- * All return tickets are not transferable under the AirAsia X fare conditions. No cash value.
- * All return tickets are non-refundable without any penalties.
- * All return tickets are subject to AirAsia's website at www.airasia.com. Terms and conditions apply.



**FIVE-YEAR
FINANCIAL &
OPERATIONAL HIGHLIGHTS**

For the Year Ended 31 December
(RM million, unless otherwise stated)

INCOME STATEMENT	2011	2012	2013	2014	2015
Revenue	1,862	1,967	2,308	2,937	3,063
Total Operating Expenses	1,937	1,925	2,297	3,304	3,217
EBITDAR	191	308	339	342	813
EBITDA	45	156	152	5	107
(LBIT)/EBIT	(60)	49	31	(176)	(37)
(Loss)/Profit Before Tax	(131)	38	(212)	(605)	(446)
Net (Loss)/Profit	(97)	34	(88)	(519)	(350)

BALANCE SHEET

Deposits, Cash & Bank Balances	114	174	263	127	311
Total Assets	2,401	2,428	4,002	3,736	4,182
Net Debt (Total Debt - Total Cash)	1,165	1,218	1,733	1,452	1,118
Shareholders' Equity	547	581	1,236	704	632

CASH FLOW STATEMENT

Net Cash (Used in)/From Operating Activities	(137)	(37)	189	(53)	(13)
Net Cash (Used in)/From Investing Activities	(129)	(60)	(1,309)	392	297
Net Cash From/(Used in) Financing Activities	33	154	1,156	(483)	(114)
Net Cash Flow	(233)	57	37	(143)	170

CONSOLIDATED FINANCIAL PERFORMANCE (%)

Return On Total Assets	(4.0)	1.4	(2.2)	(13.9)	(8.4)
Return On Shareholders' Equity	(17.7)	5.9	(7.1)	(73.8)	(55.3)
R.O.C.E (EBIT/(Net Debt + Equity))	(3.5)	2.7	1.0	(8.2)	(2.1)
EBITDAR Margin	10.3	15.7	14.7	11.6	26.6
EBITDA Margin	2.4	7.9	6.6	0.0	3.5
(LBIT)/EBIT Margin	(3.2)	2.5	1.3	(6.0)	(1.2)
(Loss)/Profit Before Tax Margin	(7.0)	1.9	(9.2)	(20.6)	(14.6)
Net (Loss)/Profit Margin	(5.2)	1.7	(3.8)	(17.7)	(11.4)

CONSOLIDATED OPERATING STATISTICS

Passenger Carried	2,526,181	2,580,946	3,161,456	4,230,952	3,613,537
Capacity	3,159,866	3,072,981	3,860,480	5,150,574	4,848,974
Load Factor (%)	80	84	82	82	75
RPK (million)	14,143	13,601	15,857	20,817	17,552
ASK (million)	17,648	16,231	19,309	25,374	23,388
Aircraft Utilization (hours per day)	15.8	16.2	16.3	16.3	15.0
Average Fare (RM)	575.9	554.8	525.2	468.8	493.0
Ancillary Revenue Per Pax (RM)	122.7	142.4	145.0	139.4	131.8
Revenue per ASK (sen)	10.59	12.00	12.06	11.97	13.13
Revenue per ASK (USc)	3.46	3.88	3.83	3.66	3.37
Cost per ASK (sen)	10.94	11.56	11.98	12.91	13.75
Cost per ASK (USc)	3.58	3.74	3.80	3.94	3.53
Cost per ASK - excluding fuel (sen)	5.17	5.86	6.28	6.92	9.38
Cost per ASK - excluding fuel (USc)	1.69	1.90	1.99	2.11	2.40
Size of Fleet at Year End	11	11	19	26	27
Average Stage Length (km)	5,664	5,306	5,002	4,927	4,761
Sectors Flown	8,508	8,187	10,240	13,662	13,033
Fuel Consumed ('000 barrels)	2,606	2,311	2,660	3,657	3,456
Average Fuel Price (USD/barrel)	127.8	129.6	131.4	127.0	75.7
Number of Employees at Year End for MAAx	1,245	1,300	2,011	2,380	2,204

TOTAL
REVENUE

RM
3,063

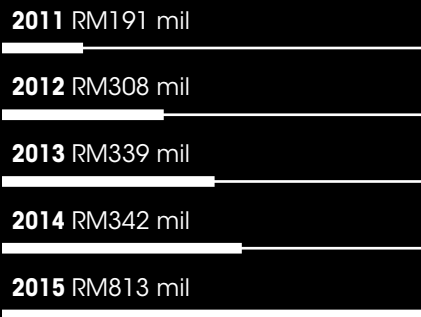
MILLION
CAGR* of 23% since 2009
*Compounded annual growth rate

ASK

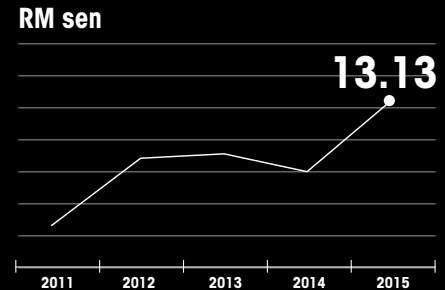
23,388

MILLION
-8% Y-o-Y
on the back of capacity
management

EBITDAR



REVENUE
PER ASK
(RASK)



10% Y-o-Y Increase

TOTAL
ASSETS

RM
4,182

MILLION
12% Y-o-Y Increase

COST
PER ASK
(CASK)

13.75 sen
or
3.53 US cents

- 10% Y-o-Y from 3.94 US cents in FY2014
Remained the lowest unit cost airline in
long haul segment

NET DEBT

Reduced to RM
1,118

MILLION
from **RM1,452** Million in FY2014

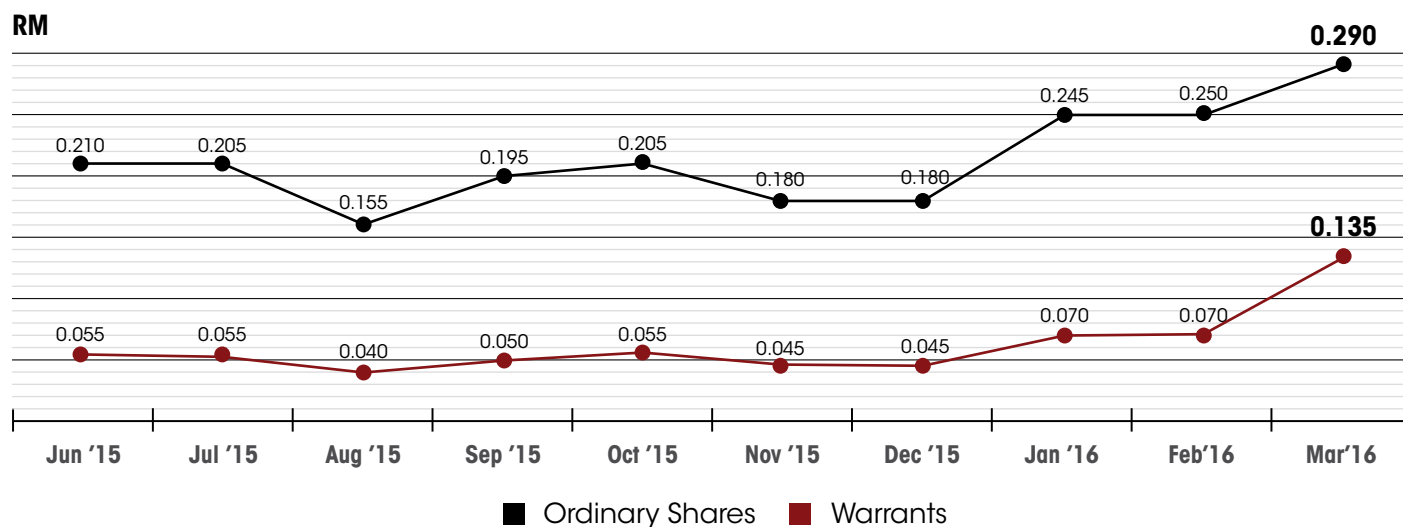
AVERAGE
FARE

+50% Y-o-Y

as market rationalized in
Second Half of 2015

SHARE PRICE PERFORMANCE

June 2015 - March 2016 (Month End Closing Price)



Ordinary Shares



HIGHEST
RM0.325
(on 7th March 2016)

LOWEST
RM0.150
(on 25th August 2015)

AVERAGE DAILY
TRADING VOLUME

21 MIL
SHARES

NO. OF
OUTSTANDING SHARES

4,148 MIL

MARKET
CAPITALIZATION
RM

1.2 BIL



Warrants



HIGHEST
RM0.190
(on 7th March 2016)

LOWEST
RM0.035
(on 25th August 2015)

LISTING DATE
11TH JUNE 2015

MATURITY DATE
8TH JUNE 2020

ISSUE SIZE
889 MIL

EXERCISE PRICE
RM **0.46**

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BOARD OF DIRECTORS

**TAN SRI
RAFIDAH AZIZ**

[Senior Independent Non-Executive Chairman]



BOARD OF DIRECTORS

DATUK KAMARUDIN BIN MERANUN

[Non-Independent Executive Director and
Group Chief Executive Officer]



BOARD OF DIRECTORS

**TAN SRI DR. TONY
FERNANDES**

[Non-Independent Non-Executive Director]



BOARD OF DIRECTORS

DATO' FAM LEE EE

[Non-Independent Non-Executive Director]



BOARD OF DIRECTORS

LIM KIAN ONN

[Independent Non-Executive Director]



BOARD OF DIRECTORS

**DATO' YUSLI BIN
MOHAMED YUSOFF**

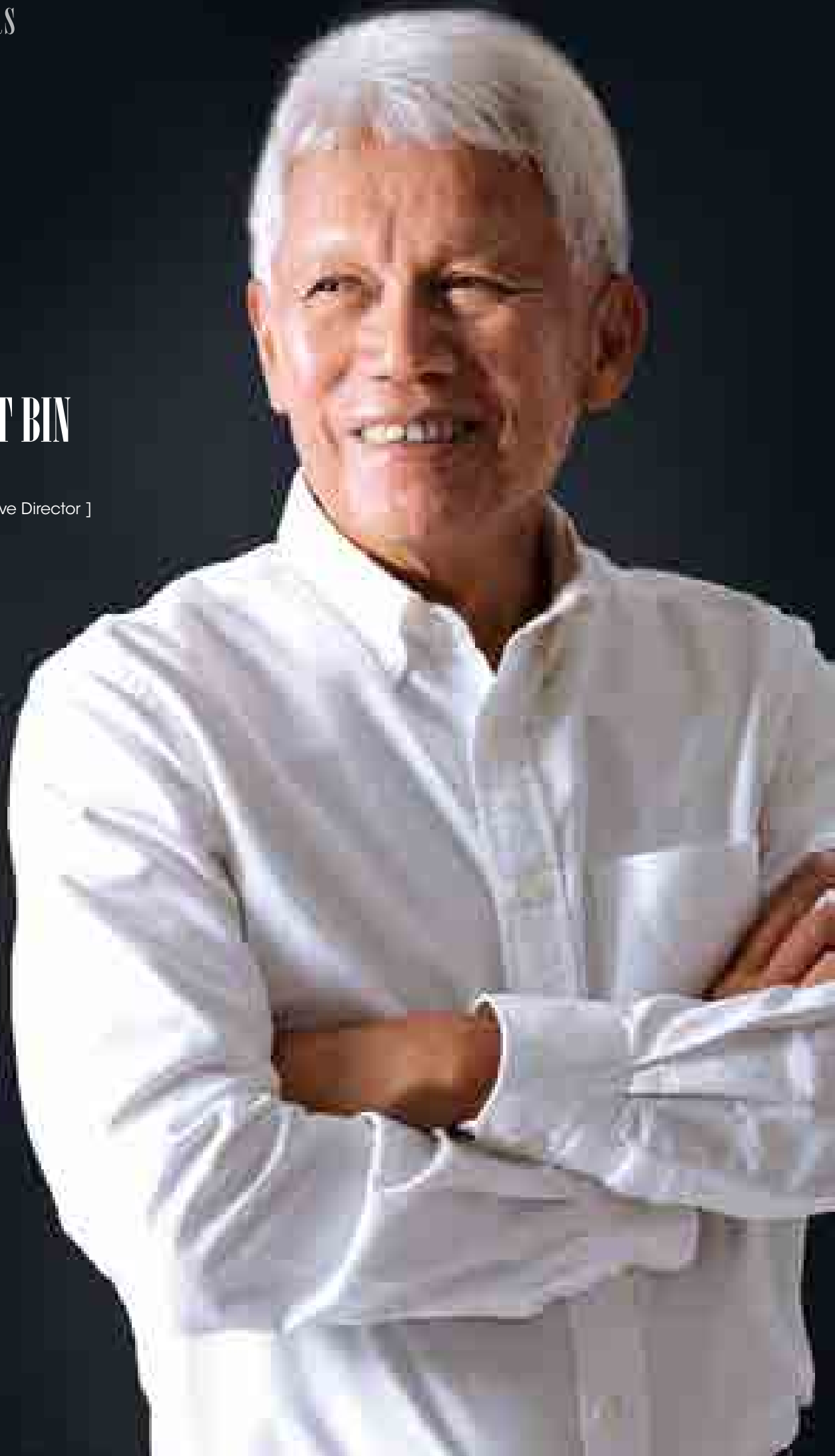
[Independent Non-Executive Director]



BOARD OF DIRECTORS

**TAN SRI ASMAT BIN
KAMALUDIN**

[Independent Non-Executive Director]



DIRECTOR'S PROFILE

TAN SRI RAFIDAH AZIZ

Senior Independent Non-Executive
Chairman

Tan Sri Rafidah, Malaysian, aged 72, was appointed as an Independent Non-Executive Director and Chairman of the Board on 3 March 2011 and re-designated as a Senior Independent Non-Executive Chairman upon listing of the Company on 10 July 2013. She is also Chairman of the Nomination and Remuneration Committee of the Board and Safety Review Board of the Company.

She holds a Bachelor of Arts degree in Economics and a Master's degree in Economics from the University of Malaya.

She is Malaysia's longest-serving Minister of International Trade and Industry, having served in that capacity from 1987 to 2008, and contributes a wealth of international experience.

Prior to this, she held the portfolio of Minister of Public Enterprises from 1980 to 1987 and Deputy Minister of Finance from 1977 to 1980. Tan Sri Rafidah also has experience lecturing at the Faculty of Economics and Administration at the University of Malaya between 1966 and 1976. She now serves as an Adjunct Professor at the College of Business, University Utara Malaysia.

She has received various awards from the states of Selangor, Perak, Melaka and Terengganu as well as from Argentina and Chile. She has also been conferred Honorary Doctorates from University Putra Malaysia, University Utara Malaysia, University Tun Razak Malaysia, the University of Malaya and Dominican University of California, United States of America.

She also serves as Chairman of Megasteel Sdn Bhd, Supermax Corporation Berhad and Pinewood Iskandar Malaysia Studio and is the patron of several NGOs.

DATUK KAMARUDIN BIN MERANUN

Non-Independent Executive Director
and Group Chief Executive Officer

Datuk Kamarudin Bin Meranun, Malaysian, aged 54, was appointed Non-Independent Non-Executive Director of the Company on 6 June 2006. He was appointed as the Chairman of the Board on 3 February 2010 till 3 March 2011. Datuk Kamarudin was re-designated as Non-Independent Executive Director and Group Chief Executive Officer ("GCEO") on 30 January 2015. He is one of the Company's co-founders, serves as Chairman of the Employees' Share Option Scheme Committee, and is a member of the Safety Review Board of the Company.

Prior to joining the Company, Datuk Kamarudin worked in Arab-Malaysian Merchant Bank from 1988 to 1993 as a Portfolio Manager. In 1994, he was appointed Executive Director of Innosabah Capital Management Sdn Bhd, a subsidiary of Innosabah Securities Sdn Bhd. He subsequently acquired the shares of the joint venture partner of Innosabah Capital Management Sdn Bhd, which was later renamed Intrinsic Capital Management Sdn Bhd.

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

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

He is a Non-Independent Executive Chairman of AirAsia Berhad and a Non-Independent Non-Executive Director of Tune Protect Group Berhad (formerly known as Tune Ins Holdings Berhad). He is also a Director of Yayasan Pendidikan Titiwangsa.

TAN SRI DR. TONY FERNANDES

Non-Independent
Non-Executive Director

Tan Sri Dr. Tony Fernandes CBE, Malaysian, aged 52, was appointed as a Non-Independent Non-Executive Director of the Company on 18 July 2006 and is one of the Company's co-founders.

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

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

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

Since launching AirAsia, he has received numerous state awards as well as industry accolades. Within Malaysia, he has been awarded the title Dato' by the Sultans of Negeri Sembilan and Pahang; Dato' Seri by the Sultan of Perak; and Tan Sri from a former Yang di-Pertuan Agong. Internationally, he has been presented the title Officier of the Legion d'Honneur, followed by the Commander of the Legion d'Honneur, the highest rank of honour that the French Government can bestow on non-French citizens. Later, he was awarded the Commander of the Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II.

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

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

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

In 2012, he was bestowed the Individual Achievement of the Year award at the 1st Malaysia Achievement Awards 2012, organised by the Malaysia Achievement Organisation (MACA). He was also honoured with the Best CEO for IR - Mid Cap award by the Malaysian Investor Relations Association Berhad (MIRA); named as one of Malaysia's outstanding CEOs by The Edge Billion Ringgit Club (BRC); and announced as GQ India's International Businessman of the Year 2012.

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

He was named Airline Industry Leader of the Year at the 4th Aviation 100 Awards in January 2014, and Brand Builder of the Year at the 2014 World Branding Awards. In 2015, he made it onto 2015 TIME 100, the magazine's annual list of the 100 most influential people in the world. Most recently, he was recognised by the U.S. - ASEAN Business Council with the 'Fourth Pillar' award for his extraordinary contribution towards the growth of ASEAN. He is the second recipient of the award after the Administration of U.S. President Barack Obama.

He is a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Berhad and a Non-Independent Non-Executive Director of Tune Protect Group Berhad (formerly known as Tune Ins Holdings Berhad).

DATO' FAM LEE EE

Non-Independent
Non-Executive Director

Dato' Fam, Malaysian, aged 55, was appointed as Non-Independent Non-Executive Director of the Company on 24 March 2008. He is also a member of the Nomination and Remuneration Committee of the Board.

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

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

He also serves as a Senior Independent Non-Executive Director of AirAsia Berhad.

LIM KIAN ONN

Independent Non-Executive Director

Mr. Lim, Malaysian, aged 59, was appointed as an Alternate Director to Dato' Seri Kalimullah Bin Masheerul Hassan on 11 June 2007. He ceased as an Alternate Director to Dato' Seri Kalimullah and was appointed as a Non-Independent Non-Executive Director of the Company on 10 July 2012. Mr. Lim was re-designated as Independent Non-Executive Director on 26 February 2016. He is also a member of the Audit Committee of the Board.

He is a member of the Institute of Chartered Accountants in England and Wales and the Malaysian Institute of Accountants. He served his articleship with KMG Thomson McIntock in London and was a consultant with Andersen Consulting from 1981 to 1984. Between 1984 and 1993, he was with Hong Leong Group, Malaysia as an Executive Director in the stockbroking arm responsible for corporate finance, research and institutional sales. Mr. Lim founded the Libra Capital Group in 1994 and co-founded the ECM Libra Group in 2002.

He was appointed to the Board of ECM Libra Financial Group Berhad (ECMLFG) on 16 June 2006 and re-designated as Managing Director with effect from 1 May 2007, a position he held till 5 August 2010. On 6 August 2010, he was re-designated as Non-Independent Non-Executive Director of ECMLFG. He was subsequently re-designated as Managing Director of ECMLFG with effect from 16 July 2015.

He also serves as the Non-Executive Chairman of Plato Capital Limited, a company listed on the Stock Exchange of Singapore, and a trustee of ECM Libra Foundation.

DATO' YUSLI BIN MOHAMED YUSOFF

Independent Non-Executive Director

Dato' Yusli, Malaysian, aged 57, was appointed as an Independent Non-Executive Director of the Company on 13 May 2013. He is Chairman of the Audit Committee and a member of the Nomination and Remuneration Committee of the Board.

He graduated from the University of Essex, United Kingdom with a Bachelor of Economics in 1981. He is a Member of the Institute of Chartered Accountants England and Wales, the Malaysian Institute of Accountants as well as an Honorary Member of the Institute of Internal Auditors Malaysia.

He commenced his professional career in 1981 as an Accountant with Peat Marwick Mitchell & Co in London, United Kingdom.

He returned to Malaysia and held various key positions in industrial and financial groups in the country's capital, providing him with experience in a number of different industries including property and infrastructure development, telecommunications, engineering and merchant banking.

He entered the stockbroking industry when he was appointed as Chief Executive Director of CIMB Securities Sdn Bhd from 2000 to 2004. He also served as Chairman of the Association of Stockbroking Companies Malaysia from 2003 to 2004.

From 2004 to 2011, he was the Executive Director/Chief Executive Officer of Bursa Malaysia Berhad, previously known as the Kuala Lumpur Stock

Exchange. During the same period, he also sat on the Board of the Capital Market Development Fund and was an Executive Committee member of the Financial Reporting Foundation of Malaysia.

He also serves as an Independent Non-Executive Director on the Board of Directors of a few public listed companies in Malaysia namely YTL Power International Berhad, Mulpha International Berhad, Mudajaya Group Berhad and Westports Holdings Berhad. He also sits on the Board of Dato' HM Shah Foundation. Outside his professional engagements, he serves as the Patron of the Victoria Institution Old Boys Association. Currently, Dato' Yusli is the President of the Malaysian Institute of Corporate Governance.

TAN SRI ASMAT BIN KAMALUDIN

Independent Non-Executive Director

Tan Sri Asmat, Malaysian, aged 72, was appointed as an Independent Non-Executive Director of the Company since 13 May 2013. He is a member of the Audit Committee.

He graduated from the University of Malaya with a Bachelor of Arts (Honours) degree in Economics. He also holds a Diploma in European Economic Integration from the University of Amsterdam.

He has vast experience of 35 years in various capacities in the public service and his last post in the public service was as the Secretary General of the Ministry of International Trade & Industry Malaysia, a position he held since May 1992. In the last five years prior to his retirement in 2001, Tan Sri Asmat served as a board member of Malaysia Technology Development Corporation, Multimedia Development Corporation, Malaysian Trade Development Corporation, Permodalan Nasional Berhad, Small and Medium

Industries Development Corporation and Perbadanan Johor.

He serves as the Non-Executive Chairman of UMW Holdings Berhad, UMW Oil and Gas Corporation Berhad, Panasonic Manufacturing Malaysia Berhad and Compugates Holdings Berhad, companies listed on the Main Market of Bursa Malaysia Securities Berhad. He is also Non-Executive Vice Chairman of YTL Cement Berhad and a Director of Permodalan Nasional Berhad, The Royal Bank of Scotland Berhad and JACTIM Foundation, all public companies. Tan Sri Asmat is a Governor of JACTIM and sits on the Boards of FMM and MAJECA. He has also represented Malaysia for several years as Governor on the Governing Board of The Economic Research Institute for Asean and East Asia.

Notes:

Family Relationship

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

Conflict of Interest

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

Conviction for Offences

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

Attendance of Board Meetings

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



AWARD WINNING



PRODUCTS



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PREMIUM SEAT & CABIN

LEADERSHIP TEAM



Standing Left to Right :

FAIRUZ MAJID
Head of Communications

CAPTAIN LESLIE WU
Safety Director

BENYAMIN ISMAIL
Chief Executive Officer

ASPA LINDA AHMAD
Head of Cabin Crew

CHEOK HUEI SHIAN
Chief Finance Officer



VENGGATARAO NIADU
Head of Network and Regulatory

EDWARD CHIEN
Acting Financial Controller &
Head of Quality Assurance

MOSES DEVANAYAGAM
Senior Director

YOGESH UPADHYAY
Head of Corporate Finance, Charter
and Leasing

CAPTAIN SURESH BANGAH
Flight Operations Director

LEADERSHIP TEAM



Standing Left to Right :

JAISHARAN KAUR GILL
Head of In-flight Operations

YEOH SAI YEW
Head of People

SHARMIZAN ABDUL GHANI
Head of Engineering

ARIK DE
Head of Commercial

JURVENA LEE NIAN-CHEH
Head of Marketing



PAVENRAJ SINGH
Head of Ancillary

RAYMOND CHEONG
Head of Sales

AMOS AW SHING CHIEN
Head of Revenue Management

ABDULLAH BIN HASHIM
Head of Internal Audit and Risk
Management

MUHAMMAD ALIF SOON
Head of Ground Operations

BENYAMIN ISMAIL

Chief Executive Officer

Benyamin Ismail, Malaysian, aged 39, was appointed as Chief Executive Officer on 1 September 2015.

He joined AirAsia Berhad in March 2010 as the Head of Investor Relations, bringing with him eight years of experience in Investment Banking focusing on Debt Capital Markets. The Investor Relations (IR) function had been set up by AirAsia CEO Aireen Omar, who recruited Ben to spearhead the new unit. His role as the head of Investor Relations required wide knowledge and understanding of the company, and made him answerable to the Group CEO, Group Deputy CEO, CEO and CFO. On top of his main role at IR, Ben also assisted the Corporate Finance and Fuel Procurement unit.

He played a critical role in AirAsia's growth into one of the most attractive companies on Bursa Malaysia in terms of transparency, investor returns and corporate governance. Engaging with domestic and international broking houses, he created greater visibility of AirAsia which at one point was one of the most covered stocks, on the radar of no less than 30 brokerages.

AirAsia was duly awarded Best Investor Relations Company and Best CEO four years in a row by Corporate Governance Asia, with Benyamin named the Best Investor Relations Officer four consecutive times. He also received the Best IR Professional award in 2011 and 2012 by Bursa's Malaysian Investor Relations Association (MIRA).

Before joining AirAsia, Benyamin worked for three years in CIMB Investment Bank in Kuala Lumpur focusing on Debt Capital Markets. Prior to CIMB, he was with Maybank Investment Bank and Affin Investment Bank handling their Debt Capital Market portfolios.

He holds a Bachelor of Commerce (Banking & Finance) from Curtin University of Technology, Australia and a Master's in Electronic Commerce from Edith Cowan University, Australia. He represented Western Australia in the Rowing Nationals in his first two years at university and is currently active in football, basketball and muay thai.

PROFILE OF THE LEADERSHIP TEAM

He does not hold any directorship in Malaysian public companies, has no family relationship with any director and/or substantial shareholder of the Company and has no conflict of interest with the Company. He has not been convicted for offences within the past 10 years other than traffic offences, if any. Currently, he has no shareholdings in the Company.

CHEOK HUEI SHIAN

Chief Financial Officer

Cheok Huei Shian joined AirAsia X Berhad as Chief Financial Officer on 26 February 2015, bringing with her over 15 years of experience in finance and operations management.

She was a part of the core team in the early days of AirAsia and over the years has played an instrumental role in the success of AirAsia, including the Company's listing on Bursa Malaysia. She has also been a key member of the turnaround team that oversees the entire AirAsia Group.

Since joining AirAsia in 2004, she has held senior leadership roles across the Group. From 2011-2014, she served as the Chief Financial Officer of PT Indonesia AirAsia, where she played a key role in streamlining the finance function with AirAsia Berhad, creating synergies between finance, operations and marketing to support strategic business objectives and drive profitable growth.

Prior to joining AirAsia, she was with Ernst & Young in the Financial and Advisory Service Department.

She is a fellow member of the Association of Chartered Certified Accountants (ACCA) and a member of the Malaysian Institute of Accountants (MIA).

MOSES DEVANAYAGAM

Senior Director

Moses joined AirAsia X in July 2007 as Director of Operations and is currently our Senior Director. He was instrumental in setting up the Operations function, which includes Flight Operations, Engineering, Group Operations, In-Flight Operations and the Safety and Security functions.

He also spearheaded the move to KLIA 2, a milestone for AirAsia X and AirAsia Group, in 2014. Currently, Moses leads the coordination of operational functions with the AirAsia Group, Airport authorities and Government agencies including the Malaysian Aviation Commission. He has 44 years of experience in the aviation industry, having worked at Malaysia-Singapore airlines from 1971-1972 as an apprentice and subsequently Malaysian Airline System Berhad from 1972-2007, where he held various key positions, including General Manager-Operations, Head of Contracts Management and Warranty and Contracts Manager.

He has been an Associate Member of the Royal Aeronautical Institute United Kingdom (by award) since 1975. He completed a cadet/apprentice technical services in-house training programme with Malaysia-Singapore Airlines in 1972, and type-rating courses at Qantas and Air New Zealand in 1971.

CAPTAIN SURESH BANGAH

Flight Operations Director

Captain Suresh joined AirAsia X in October 2010 as Chief Pilot, Operations. In October 2013, he was promoted to Flight Operations Director responsible for coordinating, supervising and monitoring the functions and performance of management personnel, pilots, cabin crew and all departments within Flight Operations. He is also responsible for the management of safety and security of all flights operated by AirAsia X. He acts as the liaison person with local and international regulators in ensuring operations are in line with the conditions and restrictions of the Air Operator Certificate. He also represents the company's interest in national and international bodies and institutions as far as flight operations are concerned.

Captain Suresh began his career with the AirAsia Group in March 2003. Prior to AirAsia X, he was an internal auditor within Flight Operations at AirAsia Berhad in 2005. In December 2009, he was made a Cadet Pilot Coordinator to manage the Cadet Pilot Training Programme. Soon after, he assumed the position of Flight Deck Recruitment Manager responsible for hiring pilots of different entry levels, and promoting pilots internally.

CAPTAIN LESLIE WU

Safety Director

Captain Wu obtained his commercial pilot license from the US and Malaysia, and started serving commercial airlines in 1992, becoming a commercial jet captain five years later, in 1997. At the end of 2004, he became a Deputy Chief Pilot Training. Later, Captain Wu spent several years based in the Middle East, flying for Qatar Airways.

Upon returning to Malaysia in mid-2009, he joined AirAsia X as Chief Pilot Flight Safety and was subsequently made Safety Director in 2012. As Safety Director, he is responsible for implementing and maintaining the Safety Management System for the entire company. Nevertheless, he still puts on his 'wings' to fly once or twice a month. Captain Wu holds a Diploma in Safety Management for Airlines and a Diploma in Airline Quality System.

ARIK DE

Head of Commercial

Arik joined AirAsia X in January 2016 as Head of Commercial. He is tasked with leading the commercial functions of the airline including our Network, Revenue, Marketing, Ancillary, and Sales & Distribution.

Arik started his career at the International Monetary Fund (IMF) as a young economist. He subsequently acquired over 16 years of experience in aviation through work at WestJet in Canada, and being part of two of the largest aviation consulting firms - SH&E/ICF Aviation and InterVistas. At WestJet, he led the network and fleet planning team to grow a primarily domestic airline into the largest non-US airline in the Caribbean, Hawaii and prime US leisure points of Las Vegas and Florida. He was also instrumental in evaluating the first code share partnerships, and being part of the core team that studied and introduced WestJet Encore, the regional arm of WestJet.

In his consulting career, he was engaged in over 100 consulting projects in commercial aviation including that at LAN, Aero Mexico, Singapore Airlines, Jeju, SpiceJet, Air India, Gulf Air and Kuwait Airways. Most recently, he was designated the Chief Commercial Officer at TACV, the national airline of Cabo Verde.

PROFILE OF THE LEADERSHIP TEAM

Arik, an avid traveller, holds a Master's in Finance and Public Policy from the University of Chicago.

EDWARD CHIEN

Acting Financial Controller & Head of Quality Assurance

Edward Chien joined AirAsia X Berhad as Head of Quality Assurance in June 2015 and assumed the role of Acting Financial controller in December 2015. He assists the leadership in managing the finance function with direct reporting to Chief Financial Officer. Prior to AirAsia X, Edward was a Director at PwC Vietnam for five years leading the Risk Consulting & Forensic team. He brings 20 years of experience acquired as a consultant and auditor at PwC Malaysia, Group Operations Risk Manager at a Malaysian bank, Deputy Head of Programme Management at a Malaysian satellite TV broadcaster, and Chief Internal Auditor of a public listed water treatment concessionaire.

Edward holds a Bachelor's in Accounting with honours from Universiti Utara Malaysia. He is a member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA); and a Chartered Member of the Institute of Internal Auditors (IIA) Malaysia.

SHARMIZAN ABDUL GHANI

Head of Engineering

Sharmizan joined AirAsia X as Head of Engineering in 2015, but is no stranger to the AirAsia Group having previously held the post of Duty Engineer in AirAsia Berhad from 2001-2007. His career in the aviation industry began in 1995 as a Trainee Aircraft Maintenance Engineer with Malaysia Airlines. By mid-1999, he became a Licensed Aircraft Engineer with a Boeing 737-400 rating and later obtained a Boeing 777-200 rating. After his tenure at AirAsia Berhad, he left to join Jet Premier One as an Avionics Duty Engineer in 2007 and was thereafter promoted to Technical Services Manager in 2009.

JURVENA LEE NIAN-CHEH

Head of Marketing

Jurvena joined AirAsia Berhad in 2011 as a Marketing Manager and quickly moved on to assume the position of Regional Marketing Manager a year later. In 2015, she was promoted to Head of Marketing for AirAsia X within the commercial department. Her responsibilities include leading the team in stimulating travel demand for AirAsia X and working closely with partners and tourism bodies to achieve similar goals. Prior to her stint at AirAsia, she was with one of the largest grocery retailers, Tesco Stores (M), where she acquired six years of marketing experience across a range of portfolios including Advertising & Promotions and Local & Stores Marketing. Jurvena graduated with a Bachelor's in Business from Auckland University of Technology, New Zealand.

RAYMOND CHEONG

Head of Sales

Raymond joined AirAsia X Berhad in January 2013 as our Sales and Distribution Manager and was re-designated as Head in 2015 with the key responsibility to lead and drive the sales and distribution of indirect channels, namely travel agencies, general sales agents and global distribution systems. He plays a key role in market introduction campaigns and setting up of offline trade distribution channels in new destinations including Adelaide, Chongqing, Xi'an, Narita, Nagoya and Busan. He also played an instrumental role in the distribution set-up and market entry campaigns of Thai AAX in Japan and Korea and Indonesia AAX in Australia. Raymond is also part of the AirAsia Group Regional Sales Team managing and overseeing the Australia, Japan and Korea offline channel sales for all carriers within the AirAsia Group.

Raymond was previously attached to AirAsia Berhad leading the corporate sales team and eventually taking on regional roles in overseeing the sales and distribution channels and the set-up of AirAsia Travel & Service Centres in Indochina. He has more than 10 years' management experience in global sales, international business development, regional distribution set-up and expansion and key account management in the

PROFILE OF THE LEADERSHIP TEAM

aviation, telecommunications and fast moving consumer goods industries. In his extensive career, he has developed and executed market penetration strategies, new product introduction campaigns and set up and trained sales teams in new local and international markets.

He graduated with a Bachelor of Arts (Hons) in Business Administration from the University of Hertfordshire, at Inti College Malaysia.

YEOH SAI YEW

Head of People

Yeoh has been with the AirAsia Group since 2010. As Head of People, he oversees all human resources deliveries.

Yeoh brings with him 16 years of experience gained from different disciplines in Human Resources (HR) in diverse industries, ranging from telecommunications to IT, banking, hospitality, aviation and retail. During this time, he has managed the implementation of PeopleSoft and SAP HR Management Systems (HRMS) in a previous organisation as well as at AirAsia.

Prior to joining AirAsia Group, he was with Genting Resorts Berhad; CSA Sdn Bhd, where he was involved in Business Process Outsourcing; and DiGi Telecommunications Sdn Bhd, where he successfully revamped and simplified the company's benefits structure. Yeoh believes in enabling management to achieve organisational objectives through helping employees realise their potential. He also nurtures a culture of commitment to organisational success by streamlining individual performance with that of the company.

He holds a Master's of Business Administration from Universiti Utara Malaysia and has spoken at numerous HR conferences across Southeast Asia.

FAIRUZ MAJID

Head of Communications

Fairuz joined AirAsia Berhad in 2007 and later moved to AirAsia X as part of the pioneering team, focused on driving the commercial department. He took on the position of Sponsorship and Events Manager in 2010, following which

he became the Regional Marketing Manager in 2012 and Head of Marketing in 2013. Along with the company's growth, Fairuz assumed positions of greater responsibility, and in 2014, he was promoted to Head of Marketing and Communications overseeing AirAsia X's marketing strategies and communication, public relations, events and sponsorship activities. Since 2015, his focus has been targeted at communication as Head of Communications for AirAsia X. He also supports regional communication efforts by working closely with other AOCs in the AirAsia and AirAsia X Groups.

Fairuz brings with him a decade of experience in the fields of marketing and communication. His practice began with one of Malaysia's largest privately-owned conglomerates, the Naza Group of Companies, where he underwent an internship under the Pemuda Internship Program (PINTAR). He was subsequently offered a permanent job at the company, which he served for three years.

Fairuz graduated from Universiti Teknologi MARA with a Bachelor in Business Administration (Hons) Marketing.

ABDULLAH BIN HASHIM

Head of Internal Audit and Risk Management

Abdullah was appointed Head of Internal Audit and Risk Management at AirAsia X in September 2014. He was formerly the Chief Internal Auditor of Petra Energy Berhad and immediately before that, served a short stint as Chief Internal Auditor of Syarikat Prasarana Negara Berhad. He has over 10 years of internal audit experience covering a range of industries such as oil and gas, telecommunications, transportation, manufacturing and facilities management, stemming from the start of his career within the UEM Group.

He obtained a Bachelor's in Accounting with Honours from the University of Malaya in 1995 and a Master of Business Administration (MBA) from London South Bank University, London in 2007. Abdullah is a Chartered Accountant (Malaysia) registered with the Malaysian Institute of Accountants (MIA), a Certified Internal Control Auditor certified by the Institute of Internal Control (IIC), and an Associate Member of the Institute of Internal Auditors (IIA) Malaysia.

VENGGATARAO NIADU

Head of Network and Regulatory

Venggatarao has been with AirAsia X since its inception in 2007. He joined the company when it was FlyAsianXpress in 2006 during the Malaysian Aviation Route Rationalisation period, and was a member of the pioneering team that established AirAsia X with the launch of the inaugural flight to the Gold Coast in 2007. He took on various cross-functional roles across network and fleet planning, scheduling, regulatory affairs and operations before focusing on route planning and scheduling in 2011. AirAsia X went on to win Best Network Performance by an Airline at the World Routes Awards in the same year and currently holds the distinction of having the highest aircraft utilisation in the world.

In 2012, Venggatarao took on the additional role of leading the charters and leasing business, beginning with Kathmandu charters (ended in early 2014). He was appointed Group Head of Network for the AirAsia X Group in 2014. In 2015, his portfolio expanded and he took on an additional role in regulatory affairs.

Prior to AirAsia X, he was an internal auditor at Singer Malaysia, part of the Berjaya Corporation umbrella, for nine years.

YOGESH UPADHYAY

Head of Corporate Finance, Charter and Leasing

Yogesh joined AirAsia X in 2014 as Head of Charter and Leasing. His primary function in this role is to maximise airline revenue by deploying excess fleet on wet lease operations and manage negotiations for all charter and wet lease contracts. In the same year, he took on an additional role as Head of Ancillary until early 2015, and drove AirAsia X to be recognised as a Top 10 Global Airline for Ancillary Revenue per Passenger by IdeaWorksCompany.

With Yogesh's strong negotiation skills, aircraft knowledge and experience in the airline industry, he was then appointed as Head of Corporate Finance in 2015, where he leads negotiations with banks, head lessors and airlines for any corporate exercise and aircraft related matter.

PROFILE OF THE LEADERSHIP TEAM

Prior to AirAsia X, he was Head of Operations for seven years at pay television company, Eurostar Communications Llc, in Dubai. He then joined the aviation sector as Head of Sales for Charters and Leasing at Air Charter International Arabia Ltd, Dubai for six years.

MUHAMMAD ALIF SOON

Head of Ground Operations

Alif has been with the AirAsia Group since 2004, and is a proud recipient of the 10 Years Long Service Award. His positive attitude and commitment to the job throughout his tenure are reflected in countless achievements leading to a number of promotions, the latest being to Head of Ground Operations. In this role, he is responsible for driving and leading our team of Guest Service Assistants in improving our customers' experience. Alif started as a Guest Service Assistant, manning the check-in counters and boarding gates.

ASPA LINDA AHMAD

Head of Cabin Crew

Aspa has over 19 years of experience in the aviation sector. She began her journey in AirAsia in 2002 as Cabin Crew and was quickly promoted to Senior Cabin Crew in 2003, a Purser in 2005 and Cabin Crew Executive in 2009. In 2010, her journey with AirAsia X took off with a promotion to being the new Assistant Cabin Crew Manager.

Expanding her skills-set further, she joined the Cabin Safety Department as a Safety Examiner and was promoted to Cabin Safety Manager in 2012. She was chosen to lead the Cabin Crew Department in AirAsia X in 2015, responsible for empowering more than 800 cabin crew execute their best in customer service and safety.

AMOS AW SHING CHIEN

Head of Revenue Management

Amos joined Revenue Management at AirAsia Berhad in 2007 and later moved to AirAsia X as part of the pioneering team in driving the Revenue Department. In January 2014, he was promoted to Route Control Manager (RCM) while also overseeing the start-up of Thai AirAsia X

(TAAX). In June 2015, he was appointed Head of Revenue Management and also Head of Group Revenue Management for the AirAsia X Group. During his time at AirAsia X, he has seen the Group grow from celebrating its inaugural flight to the Gold Coast in 2007 to setting up affiliates in Thailand and Indonesia.

Amos brings with him a wealth of experience in the aviation industry, having held positions at Cathay Pacific Melbourne Airport, Malaysia Airlines and Virgin Australia prior to joining the AirAsia Group.

Amos holds a Bachelor's in Commerce majoring in Marketing and Management at Deakin University, Victoria, Australia.

PAVENRAJ SINGH

Head of Ancillary

Paven began his journey with AirAsia X in December 2010 and was assigned the role of Head of Ancillary in 2015. His key responsibilities include driving ancillary revenue through strategic partnerships, pricing and product enhancement while continuously raising awareness across the AirAsia X network to ensure growth. Paven also played an instrumental role in setting up ancillary products and services for Thai AirAsia X and Indonesia AirAsia X before their inception.

Paven holds a Bachelor's in Accounting & Information Technology from the Auckland University of Technology, New Zealand.

JAISHARAN KAUR GILL

Head of In-flight Operations

Jaisharan joined AirAsia X in May 2013 as a Supply Chain Manager in the Quality Assurance Department, responsible for the implementation of Axapta 2009 for Procurement and Inventory and setting up the airline's supply chain processes.

She was subsequently promoted to Head of In-Flight Operations in August 2015, overseeing all in-flight operations and F&B ancillary. She is responsible for developing the In-Flight menu, negotiating contracts as well as procurement and vendor management. She oversees the day-to-day in-flight operations including catering

and cleaning and laundry services. Prior to AAX, she was a test engineer at Memory Products and later attached to an Australian Electrical Company as part of their Procurement & Contracts team.

She holds a Degree in Electronic Engineering and Master of Supply Chain Management from RMIT University, Melbourne.

FROM MALAYSIA TO THE *world*



—
CHINA

—
JAPAN

—
KOREA

—
NEPAL

—
SAUDI ARABIA

—
INDIA

—
TAIWAN

THAILAND, INDONESIA



AUSTRALIA **NEW ZEALAND**

AUSTRALIA

GOLD COAST

KUALA LUMPUR > GOLD COAST

WEEKLY

7X



INSIDER TIPS

Check out the Gourmet Farmer's Market on Mirage Street (every Saturday morning).

CITY HIGHLIGHTS

- **SEA WORLD** - Aquatic theme park with animal shows, waterslides and rollercoasters
- **CURRUMBIN WILDLIFE SANCTUARY** - One of the largest collections of Australian native species in the world
- **WARNER BROS MOVIE WORLD** - Movie theme park with rides and attractions
- **SKYPOINT OBSERVATION DECK** - 230m-high deck with the best view of the city
- **BROADBEACH** - Beach with golden sands and clear water, near Surfer's Paradise
- **WET N WILD** - The perfect way to enjoy a splashtacular day out

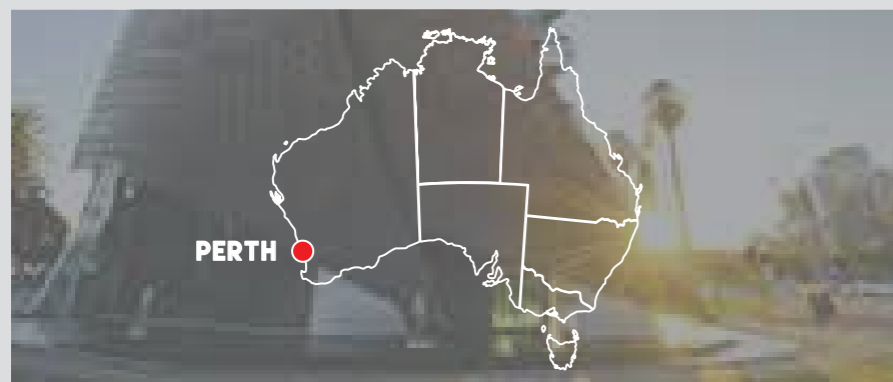
AUSTRALIA

PERTH

KUALA LUMPUR > PERTH

WEEKLY

11X



INSIDER TIPS

Sample the best street food from around the world at the Twilight hawkers market (every Friday night).

CITY HIGHLIGHTS

- **COTTESLOE BEACH** - Beautiful beach with the best beachfront café dining
- **FREMANTLE PRISON** - Old prison complex and a UNESCO World Heritage site
- **THE ART GALLERY OF WESTERN AUSTRALIA** - Gallery with fine indigenous art, founded in 1895
- **KINGS PARK & BOTANIC GARDEN** - 400-hectare park with a sweeping view of the city skyline
- **WESTERN AUSTRALIA MUSEUM** - Historical artifacts, a must-see for the maritime archeology displayed at the Shipwreck Galleries
- **LANCELIN** - Sand dunes present an ideal playground for sand boarders, quad drivers, bikers and four-wheel drive owners

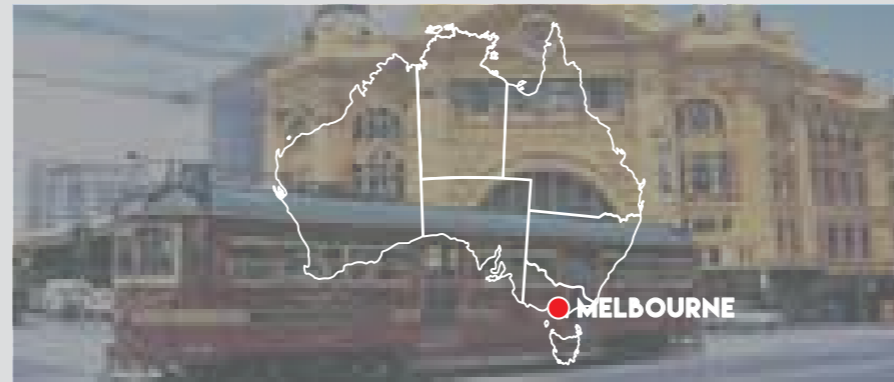
AUSTRALIA

MELBOURNE

KUALA LUMPUR > MELBOURNE
BALI > MELBOURNE

WEEKLY

14X
5X



INSIDER TIPS

Don't miss the vintage-style city circle tram! It operates for FREE within the CBD area.

CITY HIGHLIGHTS

- **STATE LIBRARY OF VICTORIA** - Houses over 2 million books, opened in 1854
- **ROYAL BOTANICAL GARDENS** - Beautiful botanic garden, overlooking Yarra River
- **FEDERATION SQUARE** - A popular meeting point in the city, perfect for people watching
- **FLINDERS STREET STATION** - Australia's first iconic railway station, built in 1905
- **BRIGHTON BEACH** - Known as Dendi Street Beach and is well-known for the colourful bathing boxes

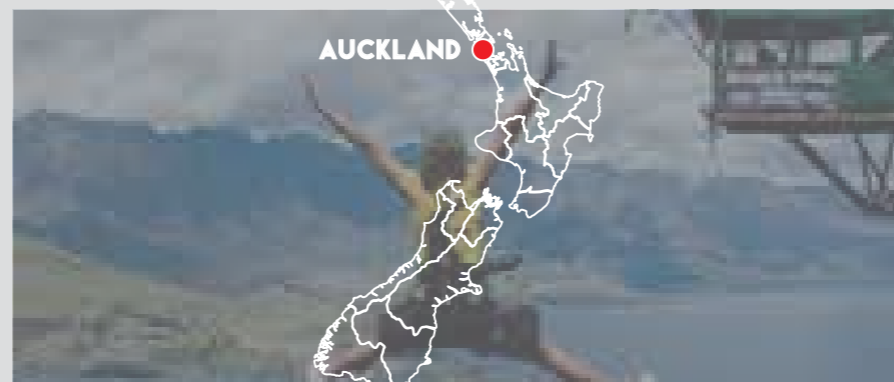
NEW ZEALAND

AUCKLAND

KUALA LUMPUR > GOLD COAST > AUCKLAND

WEEKLY

7X



INSIDER TIPS

Take a little drive down to Matamata for the Hobbiton Movie set, the filming location for the Lord of The Rings trilogy.

CITY HIGHLIGHTS

- **SKY TOWER** - Tallest building in the southern Hemisphere
- **MOUNT EDEN** - Magnificent volcanic crater, with spectacular city and harbour views
- **AUCKLAND DOMAIN PARK** - Houses the Auckland War Memorial Museum
- **VIADUCT HARBOUR** - Famous for its shopping, restaurant and buzzing night life
- **CORNWALL PARK** - Renowned for its landscape design, centred on a volcanic cone, One Tree Hill

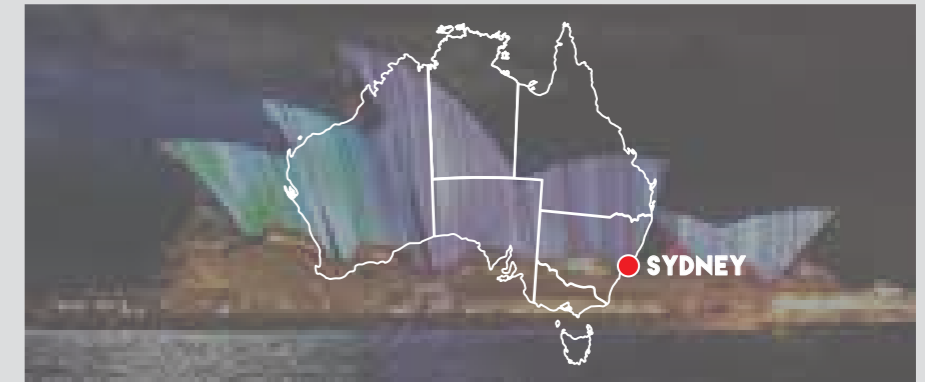
AUSTRALIA

SYDNEY

KUALA LUMPUR > SYDNEY
BALI > SYDNEY

WEEKLY

11X
5X



INSIDER TIPS

Visit the Sydney Fish Market for the freshest seafood at great prices.

CITY HIGHLIGHTS

- **SYDNEY OPERA HOUSE** - Live show venue, Australia's most famous landmark
- **BONDI BEACH** - Spectacular beach and coastline just 8km from the city centre
- **QUEEN VICTORIA BUILDING** - A Victorian building completed in 1898, now a shopping mall
- **TARONGA ZOO** - The 75-hectare zoo is home to Australian's diverse and unique wildlife
- **BLUE MOUNTAIN** - Famous for its dramatic scenery and offers an enormous variety of activities
- **HUNTER VALLEY** - One of Australia's oldest wine regions developed in the early 19th century

CHINA

CHENGDU

KUALA LUMPUR > CHENGDU

WEEKLY

7X



INSIDER TIPS

For a true Chengdu experience, visit one of the many teahouses and relax like the locals.

CITY HIGHLIGHTS

- **CHENGDU RESEARCH BASE OF GIANT PANDA BREEDING** - World's largest panda breeding sanctuary
- **JINSHA SITE MUSEUM** - The museum cum excavation site contains the ruins of the 3,000-year-old Shu Kingdom
- **WENSHU MONASTERY** - Chengdu's largest Buddhist temple, with an excellent vegetarian restaurant nearby
- **RIVER VIEWING PAVILION PARK** - Park featuring over 150 varieties of bamboo
- **JINJIANG THEATER** - Theater with daily Sichuan Opera performances and traditional dance and musical shows

CHINA

BEIJING

KUALA LUMPUR > BEIJING

WEEKLY

7X



INSIDER TIPS

Visit the Da Shanzi 798 Art District, Beijing's centre for contemporary art galleries.

CITY HIGHLIGHTS

- **FORBIDDEN CITY** - World's largest palace complex with China's largest collection of ancient buildings
- **TIANANMEN SQUARE** - One of the world's largest public squares at 440,000 sqm
- **PANJIAYUAN MARKET** - Market selling handicraft, curios and antiques
- **GREAT WALL OF CHINA** - (BADALING SECTION), Popular section of the Great Wall close to Beijing
- **LAMA TEMPLE** - Temple with decorative arches, tapestries and tantric statues

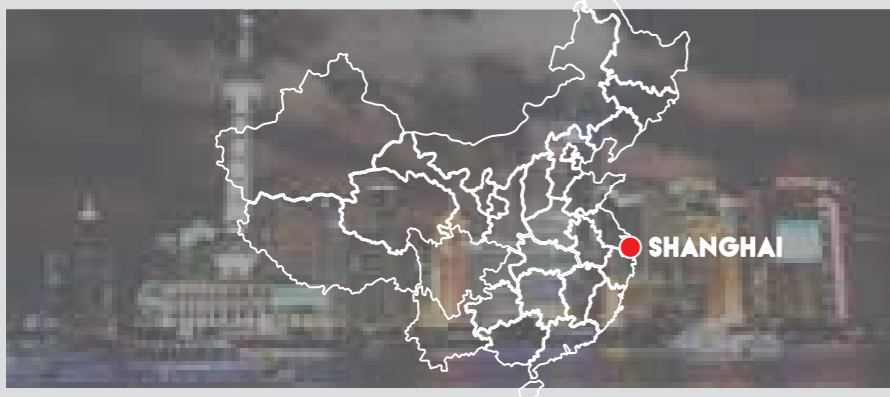
CHINA

SHANGHAI

KUALA LUMPUR > SHANGHAI
BANGKOK > SHANGHAI

WEEKLY

7X
7X



INSIDER TIPS

Search for antiques and one-of-a-kind knick knacks on Dong Tai road.

CITY HIGHLIGHTS

- **SHANGHAI MUSEUM** - Museum with a wide collection of paintings, seals, jade, Ming and Qing furniture
- **TIANZIFANG** - Area with shops selling everything from jewelry to retro communist dinnerware
- **LONGHUA TEMPLE & PAGODA** - The oldest and largest monastery in Shanghai famed for its 6,500kg bell, cast in 1894
- **ZHUJIAJIAO ANCIENT TOWN** - Shanghai's 'Venice' with old buildings, water canals and gardens
- **THE BUND** - An area with old buildings featuring Gothic, Baroque and other architectural styles

INDIA

NEW DELHI

KUALA LUMPUR > NEW DELHI

WEEKLY

4X



INSIDER TIPS

Visit the Red Fort for its spectacular Mughal architecture.

CITY HIGHLIGHTS

- **HUMAYUN'S TOMB** - The first of its kind in the Indian subcontinent with its grand mausoleum, splendid gardens and pools
- **QUTB COMPLEX** - Tallest brick minaret in the world, a UNESCO World Heritage Site
- **CHHATARPUR TEMPLE** - Second largest Hindu temple in India
- **LOTUS TEMPLE** - One of the most recognisable buildings in Delhi with 27 free-standing marble clad 'petals'
- **TAJ MAHAL** - An ivory-marble mausoleum on the banks of the Yamuna river in the city of Agra

NEPAL

KATHMANDU

KUALA LUMPUR > KATHMANDU

WEEKLY

7X



INSIDER TIPS

If you'd like to visit Mount Everest yet hiking is not your cup of tea, take a mountain flight to view Earth's most magnificent natural marvels.

CITY HIGHLIGHTS

- **ANNAPURNA** - World's most challenging terrains with diverse scenery and easy accessibility, as well as guest houses sprawled across the hills
- **POKHARA** - Natural paradise with rare combinations of snow clad peaks and snow-fed lakes and rivers
- **THAMEL** - Bustling shopping and dining area of the city
- **CHITWAN NATIONAL PARK** - Nepal's first national park, listed as a UNESCO World Heritage Site in 1984

SAUDI ARABIA

JEDDAH

KUALA LUMPUR > JEDDAH
JAKARTA > JEDDAH (SEASONAL)

WEEKLY

10X
2X



INSIDER TIPS

For a majestic view of the Red Sea, visit the White Al-Rahma Floating Mosque.

CITY HIGHLIGHTS

- **KHALIL ABDUL RAUF MUSEUM** - The museum boasts a large collection of items and artefacts belonging to the Ottoman Turks and tribes of fishermen who first inhabited this region
- **SILVER SANDS BEACH** - Best place for a relaxing day with books while soaking up the Arabian Sun
- **KING FAHD'S FOUNTAIN** - Tallest seawater fountain in the world
- **NASSIF HOUSE** - A symbol of Jeddah's glorious past
- **SOUQ AL-ALAWI** - Charming and buzzing marketplace with true atmosphere of the old Jeddah

WHERE DO YOU WANT TO GO?

CHINA JAPAN KOREA NEPAL SAUDI ARABIA
INDIA TAIWAN AUSTRALIA NEW ZEALAND

FROM MALAYSIA, THAILAND, INDONESIA
TO THE
world