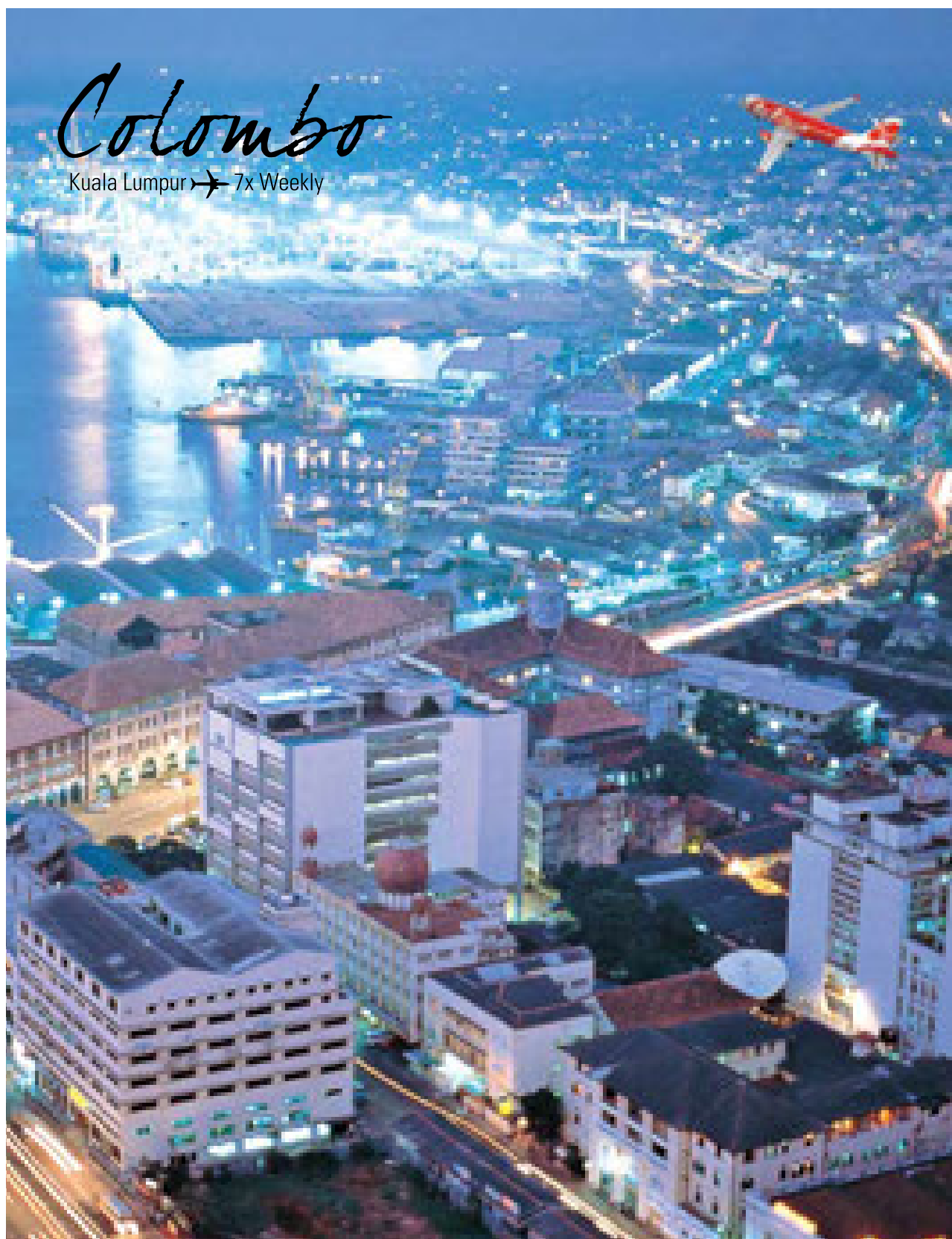


SRI LANKA

Kathmandu

Kuala Lumpur ✈️ 7x Weekly





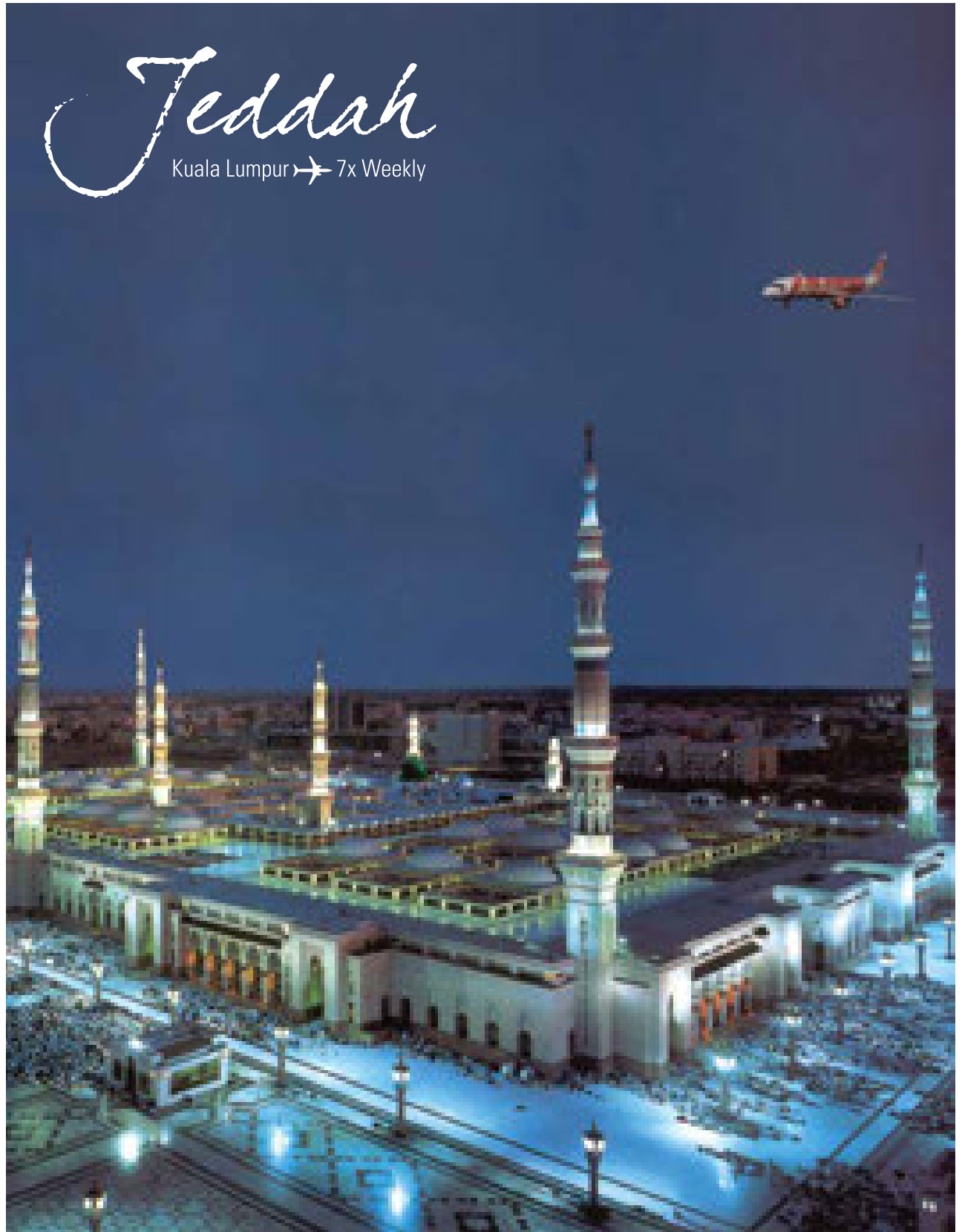
Colombo

Kuala Lumpur ✈ 7x Weekly

SRI LANKA

Jeddah

Kuala Lumpur ✈ 7x Weekly



SO



NOW EVERYONE CAN FLY X-TRA LONG

WHERE'S

YOUR

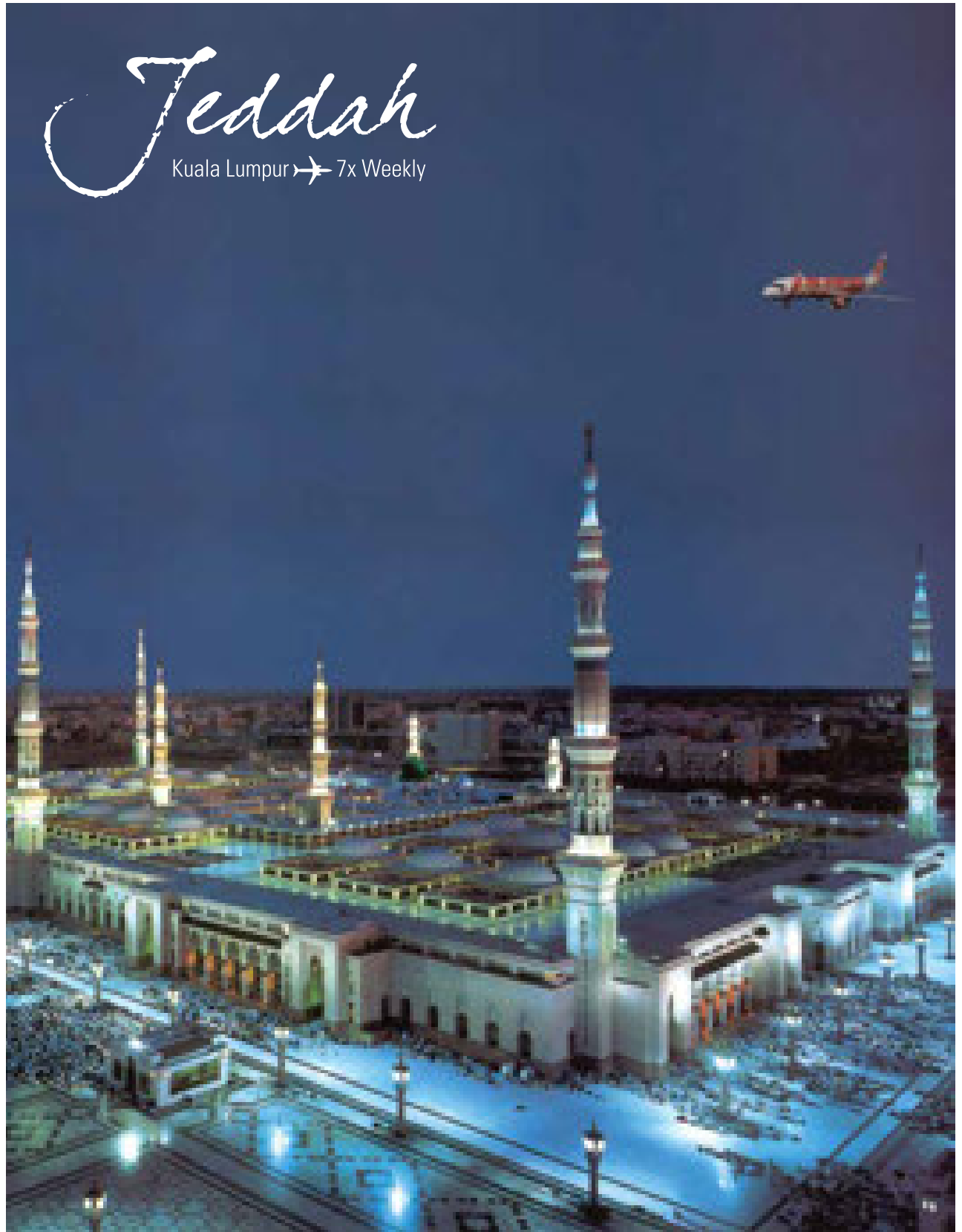
NEXT

Holiday Destination?

SRI LANKA

Jeddah

Kuala Lumpur ✈ 7x Weekly



THE DESTINATION DICE

STEP 1 All you need is:

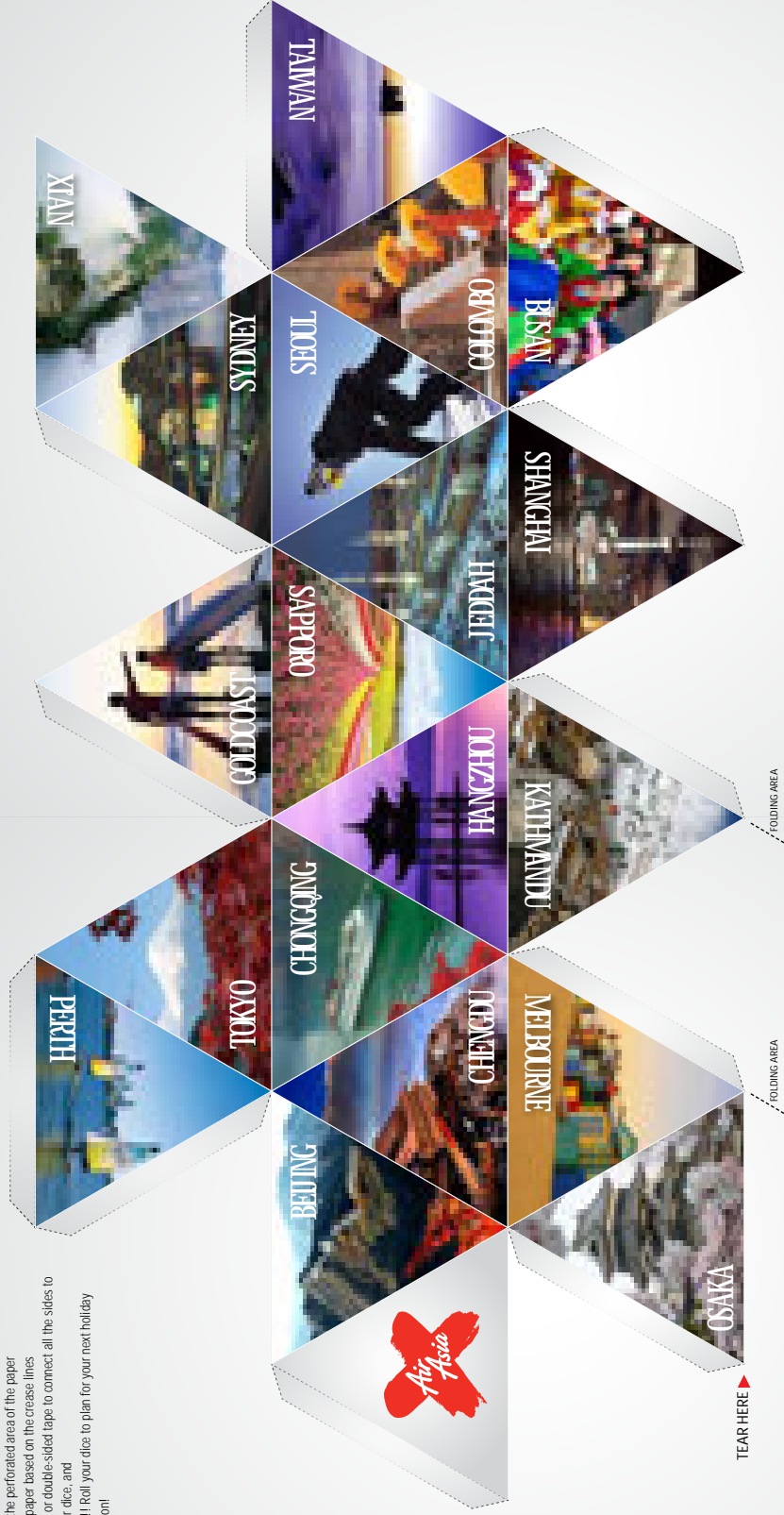
- Glue or double-sided tape

STEP 2 Tear off the perforated area of the paper

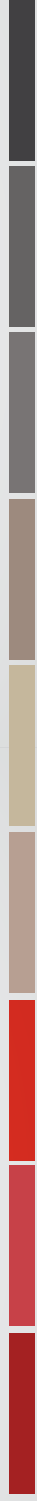
STEP 3 Fold the paper based on the crease lines

STEP 4 Use glue or double-sided tape to connect all the sides to form your dice, and

STEP 5 Tadaaaaaa!! Roll your dice to plan for your next holiday destination!



OUR X-CITING DESTINATIONS



MILESTONES

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.

20 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 services.

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

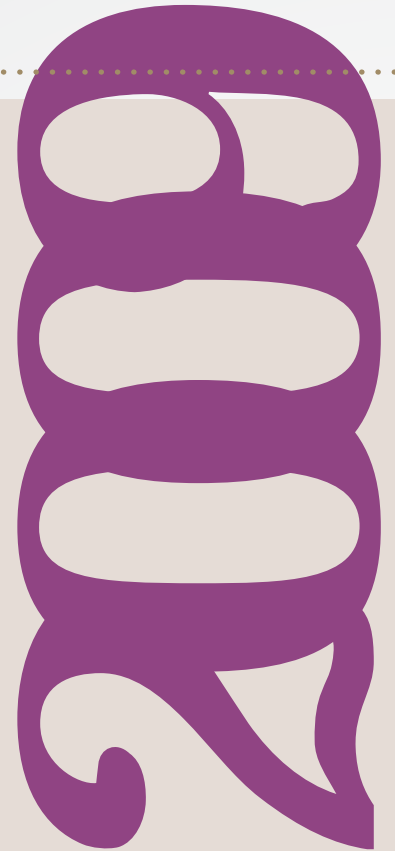
AirAsia X takes delivery of its first brand-new Airbus A330-300 aircraft in Toulouse, France.

2 November

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

13 November

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



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 first flight to Stansted, London from the Low-Cost Carrier Terminal (LCCT) in Sepang.

2 April

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

28 April

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



MILESTONES

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 AirAsia X 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 LCCT.

20 October

A new route is launched to Chengdu, China.

2010

20 January

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

10 February

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

5 April

AirAsia X's popular Premium flatbeds are introduced.

8 April

AirAsia and AirAsia X 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 at a nominal fee via OptionTown.

37 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

The airline 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 Tune Box 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, Osaka, Japan.

MILESTONES



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

Julie-Anne Foster from Australia wins AirAsia X's *Friendsy Facebook* contest – held to celebrate the airline's 5th anniversary – and gets to fly with 300 of her family and friends from Sydney to Kuala Lumpur on their own exclusive flight.

01 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 D7 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

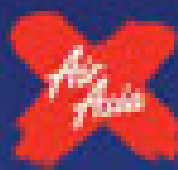
AirAsia X's rescue mission in Cairo is completed, with a total of 1,110 Malaysians flown back to Kuala Lumpur.

14 October

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

18 December

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



Cargo GSA in Korea

- your most preferred partner -

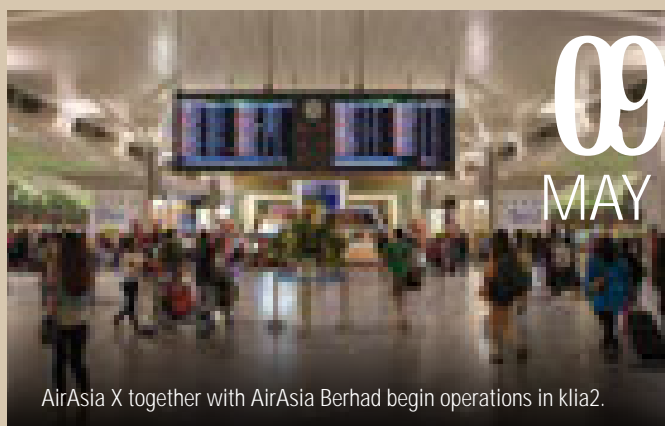
"We are proud to work with Air Asia X."



PACIFIC AIR AGENCY LTD.
12th Floor, 100 Seongsu-ro, Jung-Gu, Seoul, Korea 100-736
Tel: (82) 2-317-8890 Fax: (82) 2-318-9720
Email: paagrp@paa.co.kr

PAA
GROUP

JOURNEY 2014 THROUGH



25 MAY

AirAsia X signs a Commercial Marketing Agreement with Air Busan.



2 JUL

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 JUL

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



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.



15
AUG

28 AUG

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

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

04
SEP



30
OCT

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



10
DEC

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

19 NOV

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

21 NOV

AirAsia X commences flights to Narita, Tokyo.

25 NOV

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



28
NOV

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

03 DEC

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

15 Dec

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

19 Dec

AirAsia X helps to spread Christmas cheer at klia2.

ACHIEVEMENTS

2008

- Budget 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 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

- 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
- 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 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



**600 MILLION PEOPLE
IN ASEAN.**

**One bank that
brings us together.**

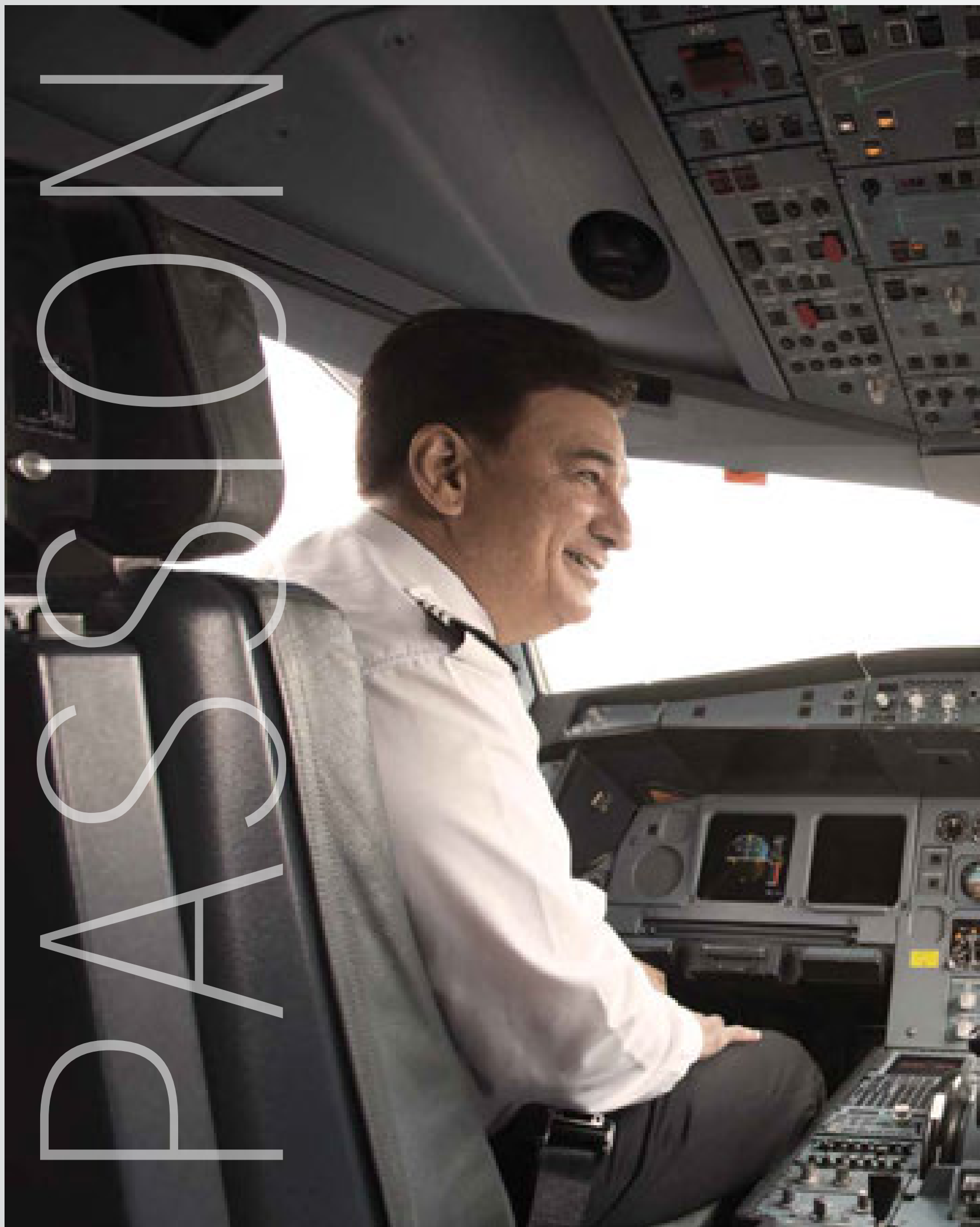
ASEAN gives us the economies of scale to deliver products and services that compete with the world's best. From all corners of the region we draw on our people, knowledge and insights to serve and connect our customers. By harnessing the power of scale and diversity of the region, we stand ready to propel ASEAN into a new era of growth together.

 **CIMB BANK**  **CIMB NIAGA**  **CIMB THAI**

CIMB Group Berhad (709933-D)

ASEAN FOR YOU







...to Achieve

Everything we do is fuelled by passion, a deep desire to serve our guests and make their travel dreams come true. This has seen us grow our capacity, develop new routes, increase flight frequencies to popular destinations. We are driven to enhance connectivity within Asia as well as between Asia and the world; and to do this in a manner that is efficient, safe and convenient.

2,903

.....
ALLSTARS

Across AAX Group

*As at 30th April 2015



INVESTOR RELATIONS CALENDAR OF EVENTS 2014

21 January

Alliance Investment Bank Berhad
Investor Conference
Kuala Lumpur, Malaysia

25 February

Announcement of the unaudited results
for 4Q13 and FY14
Kuala Lumpur, Malaysia

3-4 March

CIMB 2nd Annual Pacific Leaders'
Conference
New York, United States

26-27 March

Credit Suisse's 17th Annual
Asian Investment Conference
Hong Kong

7-8 April

CIMB Non-Deal Roadshow
Kuala Lumpur, Malaysia

8 April

Affin Investment Bank
Investment Conference Series
Kuala Lumpur, Malaysia

9 April

CIMB Non-Deal Roadshow
Singapore

19 May

Announcement of the unaudited
results for 1Q14
Kuala Lumpur, Malaysia

5 June

8th Annual General Meeting
Kuala Lumpur, Malaysia

13 June

Citi ASEAN Investor Conference
Singapore

17 June

Named Best Investor for an IPO 2013 by
Malaysian Investor Relations Association
Berhad (MIRA)
Kuala Lumpur, Malaysia

19 August

Announcement of the unaudited
2Q14 and 1H14 results
Kuala Lumpur, Malaysia

27 August

Macquarie ASEAN Conference
Singapore

30 September

Credit Suisse Non-Deal Roadshow
Kuala Lumpur, Malaysia

9 October

Barclays Capital Non-Deal Roadshow
London, United Kingdom

6-7 November

CLSA Non-Deal Roadshow
Hong Kong

19 November

Announcement of the unaudited
3Q14 and 9M14 results
Kuala Lumpur, Malaysia

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 10 JULY 2014
- ✦ SECOND YEAR ANNIVERSARY 10 JULY 2015
- ✦ THIRD YEAR ANNIVERSARY 10 JULY 2016

THE BENEFIT:

- Category A: Min. 10,000 + 99,999 shares
1 Return Flight with Zero Base Fare to any AirAsia X destination
- Category B: Min. 100,000 shares and above
1 Return Flight with Zero Base Fare to any AirAsia X destination

HOW TO REDEEM YOUR TICKET

Email us at axx_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:



Lowest fares @ airasia.com

AirAsia

TERMS AND CONDITIONS:

- All return tickets must be utilized before the start of next anniversary. No extension is allowed.
- All return tickets are not available during the blackout period (refer to AAX website).
- For further terms and conditions, please refer to AAX website at www.airasia.com -> Shareholders Benefit Programme -> FAQ



CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI RAFIDAH AZIZ Senior Independent Non-Executive Chairman	DATO' SERI KALIMULLAH BIN MASHEERUL HASSAN Non-Independent Non-Executive Director	KIYOTAKA TANAKA Non-Independent Non-Executive Director
DATUK KAMARUDIN BIN MERANUN Non-Independent Executive Director and Group Chief Executive Officer	DATO' FAM LEE EE Non-Independent Non-Executive Director	TAN SRI ASMAT BIN KAMALUDIN Independent Non-Executive Director
TAN SRI DR. ANTHONY FRANCIS FERNANDES (widely known as Tan Sri Dr. Tony Fernandes) Non-Independent Non-Executive Director	LIM KIAN ONN Non-Independent Non-Executive Director	DATO' YUSLI BIN MOHAMED YUSOFF 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
 Daniel Leong

SAFETY REVIEW BOARD

Tan Sri Rafidah Aziz
 Datuk Kamarudin Bin Meranun
 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, Malaysia
 Tel : +603 7491 4318
 Fax : +603 7887 2318

HEAD OFFICE

LCC Terminal
 Jalan KLIA S3, Southern Support Zone
 KLIA, 64000 Sepang
 Selangor Darul Ehsan, Malaysia
 Tel : +603 8660 4600
 Fax : +603 8775 4036
 Email : aax_shareholder@airasia.com
 Website : www.airasiac.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, Malaysia
 Tel : +603 7841 8000
 Fax : +603 7841 8008

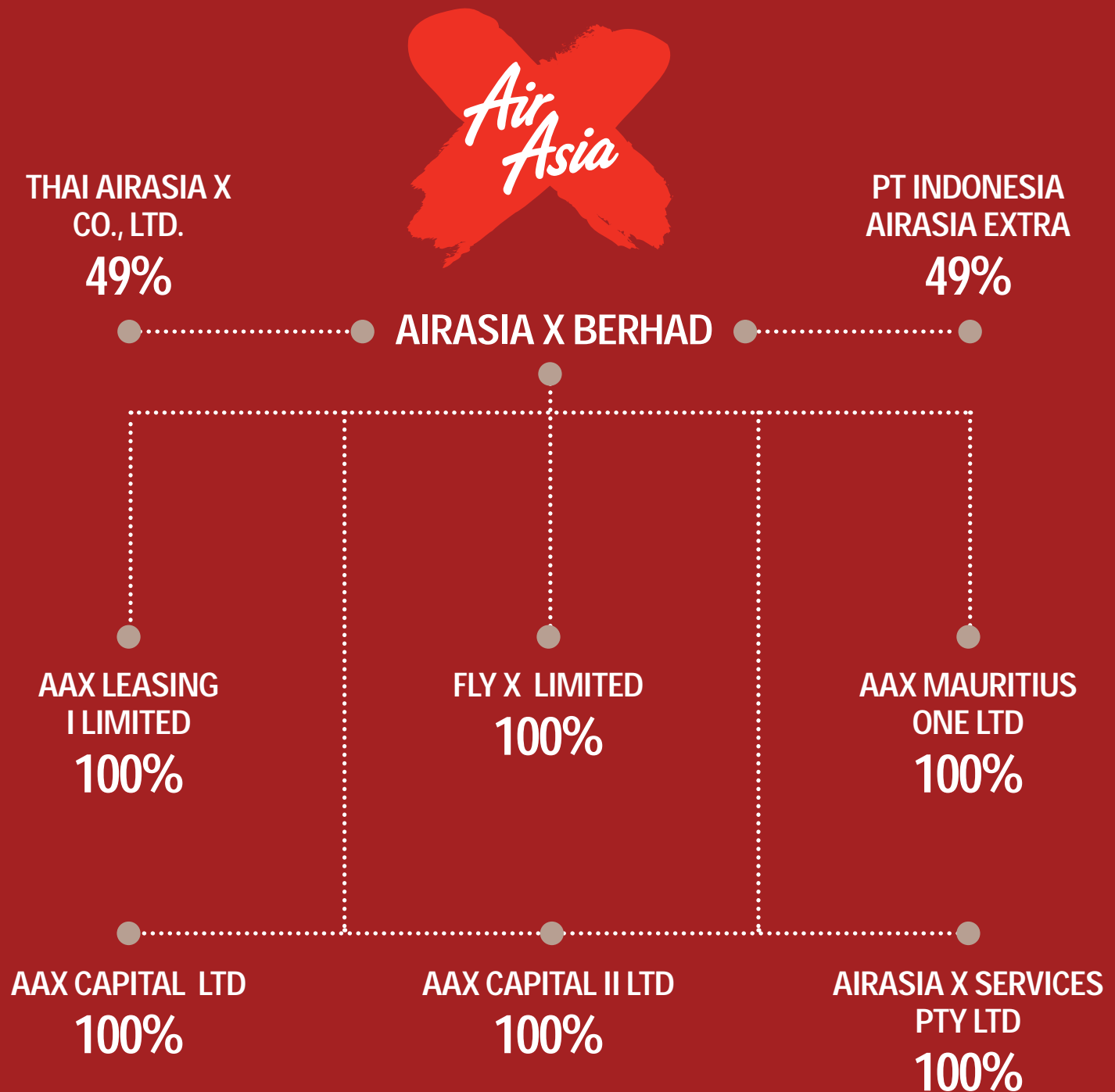
SOLICITOR

Wong Beh & Toh
 Peti #30, Level 19, West Block
 Wisma Selangor Dredging
 142-C Jalan Ampang
 50450 Kuala Lumpur, Malaysia
 Tel : +603 2713 6050
 Fax : +603 2713 6052

STOCK EXCHANGE LISTING

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

CORPORATE STRUCTURE






FLY FURTHER WITH THE MOST COMFORTABLE
AND COST EFFICIENT AIRBUS A330



AIRBUS.COM



"Vision is the art
of seeing things
invisible."

- Jonathan Swift

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

At B/E Aerospace, our vision has always been to improve our customers' business and ultimately the lives of their customers. AirAsia shares that passion of putting people first. It's their dream of making flying possible for everyone that inspires our commitment to innovation and drives us to do great things for our partners. Congratulations to AirAsia for continued success as the world's leading low cost airline.

World Headquarters | 1400 Corporate Center Way | Wellington, FL 33414 | beaerospace.com

Passion to Innovate.
Power to Deliver.



FIVE-YEAR FINANCIAL & OPERATIONAL HIGHLIGHTS

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

INCOME STATEMENT	2010	2011	2012	2013	2014
Revenue	1,289	1,862	1,967	2,308	2,937
Total Operating Expenses	1,319	1,937	1,925	2,297	3,304
EBITDAR	186	191	308	339	307
EBIT/ (LBIT)	10	(60)	49	31	(212)
Profit/(Loss) Before Tax	92	(131)	38	(212)	(605)
Net Profit/(Loss)	133	(97)	34	(88)	(519)
BALANCE SHEET					
Deposits, Cash & Bank Balances	356	114	174	263	127
Total Assets	2,485	2,401	2,428	4,002	3,736
Net Debt (Total Debt - Total Cash)	867	1,165	1,218	1,733	1,452
Shareholders' Equity	644	547	581	1,236	704
CASH FLOW STATEMENT					
Net Cash From/ (Used in) Operating Activities	228	(137)	(37)	189	(53)
Cash Flow From/ (Used in) Investing Activities	101	(129)	(60)	(1,309)	392
Cash Flow (Used in)/ From Financing Activities	(49)	33	154	1,156	(483)
Net Cash Flow	280	(233)	57	37	(143)
CONSOLIDATED FINANCIAL PERFORMANCE (%)					
Return On Total Assets	5.4	(4.0)	1.4	(2.2)	(13.9)
Return On Shareholders' Equity	20.7	(17.7)	5.9	(7.1)	(73.7)
R.O.C.E (EBIT/(Net Debt + Equity))	0.7	(3.5)	2.7	1.0	(9.8)
EBITDAR Margin	14.4	10.3	15.7	14.7	10.5
EBIT/ (LBIT) Margin	0.8	(3.2)	2.5	1.3	(7.2)
Net Profit/(Loss) Margin	10.3	(5.2)	1.7	(3.8)	(17.7)
CONSOLIDATED OPERATING STATISTICS					
Passenger Carried	1,920,916	2,526,181	2,580,946	3,161,456	4,230,952
Capacity	2,504,005	3,159,866	3,072,981	3,860,480	5,150,574
Load Factor (%)	76.5	80.1	83.8	82.1	82.0
RPK (million)	10,382	14,143	13,601	15,857	20,817
ASK (million)	13,573	17,648	16,231	19,309	25,374
Aircraft Utilization (hours per day)	15.7	15.8	16.2	16.3	16.3
Average Fare (RM)	517.5	575.9	554.8	525.2	468.8
Ancillary Revenue Per Pax (RM)	125.3	122.7	142.4	145.0	139.4
Revenue per ASK (sen)	9.58	10.59	12.00	12.06	11.97
Revenue per ASK (USc)	2.98	3.46	3.88	3.83	3.66
Cost per ASK (sen)	9.00	10.94	11.56	11.98	12.91
Cost per ASK (USc)	2.80	3.58	3.74	3.80	3.94
Cost per ASK – excluding fuel (sen)	4.60	5.17	5.86	6.28	6.92
Cost per ASK - excluding fuel (USc)	1.43	1.69	1.90	1.99	2.11
Size of Fleet at Year End	11	11	11	19	26
Average Stage Length (km)	5,518	5,664	5,306	5,002	4,927
Sectors Flown	6,768	8,508	8,187	10,240	13,662
Fuel Consumed ('000 barrels)	2,007	2,606	2,311	2,660	3,657
Average Fuel Price (USD/barrel)	92.5	127.8	129.6	131.4	127.0
Number of AirAsia X Employees at Year End	1,094	1,245	1,300	2,011	2,380



2014 OPERATIONS AT A GLANCE



EECS SERVICES





...at its Best

We don't believe in "customer service" because at AirAsia X, we don't have customers, only guests. We treat our guests as we would our closest friends – with warmth and caring. Because we truly value all those who travel with us, we seek continuously to get to know them better so that we do not just meet their expectations but anticipate ways in which we can truly delight them. Their happiness is our happiness; their smiles, our smiles.

OVER

14mil

.....

GUESTS FLOWN

ACROSS AAX GROUP



DIRECTOR'S PROFILE



TAN SRI RAFIDAH AZIZ

Senior Independent Non-Executive Chairman

Tan Sri Rafidah, Malaysian, aged 71, 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 has also 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, Universiti 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 Universiti Putra Malaysia, Universiti Utara Malaysia, Universiti Tun Razak and the Dominican University of California, United States of America.

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

DIRECTOR'S PROFILE



DATUK KAMARUDIN BIN MERANUN

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

Datuk Kamarudin Meranun, Malaysian, aged 53, 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. He is the Chairman of the Employees' Share Option Scheme Committee and 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 Universiti Teknologi 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 also serves as a Non-Independent Executive Chairman of AirAsia Berhad and Non-Independent Non-Executive Director of Tune Ins Holdings Berhad. He is also a Director of Yayasan Pendidikan Titiwangsa.

DIRECTOR'S PROFILE

TAN SRI DR TONY FERNANDES

Non-Independent Non-Executive Director

Tan Sri Dr. Tony Fernandes CBE, Malaysian, aged 51, 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.

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 Officer 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 award at the 2nd Malaysia Business Leadership Award (MBLA). He was also named Forbes Asia Businessman of the Year 2010, the first Asean citizen to receive the award.

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

In 2012, he was bestowed the Individual Achievement of the Year award at the 1st Malaysia Achievement Awards 2012, organised by the Malaysia Achievement Organisation (MACA). He was also honoured with the Best

CEO for IR - Mid Cap award by the Malaysian Investor Relations Association Berhad (MIRA); named as one of Malaysia's outstanding CEOs by The Edge Billion Ringgit Club (BRC); and announced as GO India's International Businessman of the Year 2012.

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

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

He is a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Berhad and Non-Independent Non-Executive Director of Tune Ins Holdings Berhad.



DIRECTOR'S PROFILE

DATO SERI KALIMULLAH BIN MASHEERUL HASSAN

Non-Independent Non-Executive Director

Dato' Seri Kalimullah, Malaysian, aged 57, was appointed Non-Independent Non-Executive Director of the Company and Chairman of the Board on 11 June 2007. He is one of the Company's co-founders. He ceased as Chairman of the Board on 3 February 2010 but remained as a Director of the Company.

As a former journalist, he served various local and international news organisations for 26 years until 1995 when he became a businessman.

He was tapped by the Government of Malaysia to serve in various Government agencies, including as Chairman of the national news agency, Bernama, the National

Unity Advisory Panel, the Multimedia Development Corporation (MDeC) and the National Information Technology Council (NITC). As a businessman, Kalimullah served on the boards of various public listed companies as Chairman and Director, including TA Enterprise Berhad, the MBf Group, New Straits Times Press Berhad, of which he was Editor-in-Chief (2004-2005) and Deputy chairman until his retirement in 2008, and TSH Ekowood International and FACB.

He started his own boutique financial services company and investment bank, ECM Libra Financial Services Group Berhad, with two partners, Chua Ming Huat and Lim Kian Onn and served as its Chief Executive Of cer

(2002-2004) and (2006-2010). The three partners also set up an education foundation which has won the Prime Minister's Award for Corporate Social Responsibility twice in the last six years. Kalimullah stepped down as CEO of ECM Libra in 2010 and focuses his time in running the foundation and carrying out charity work amongst the poor.

Kalimullah remains as Non-executive Chairman of ECM Libra Financial Group Berhad, Chairman of the ECM Libra Foundation, and is an adjunct professor at Limkokwing University. He is also a member of the Board of Governors of his alma mater, the Methodist Boys School (Penang).

DIRECTOR'S PROFILE



LIM KIAN ONN

Non-Independent Non-Executive Director

Mr Lim, Malaysian, aged 58, was appointed as an Alternate Director to Dato' Seri Kalimullah Bin Masheerul Hassan on 11 June 2007 and is one of the Company's co-founders. 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. He is also a member of the Audit Committee of the Board.

He is a member of the Institute of Chartered Accountants in England & Wales and the Malaysian Institute of Accountants. He served his articleship with KMG Thomson McLintock 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 also serves as the Non-Executive Chairman of Plato Capital Limited, a company listed on the Stock Exchange of Singapore, a Director of Kennedy, Burkill & Company Berhad and a trustee of ECM Libra Foundation.

DIRECTOR'S PROFILE

DATO FAM LEE EE

Non-Independent Non-Executive Director

Dato' Fam, Malaysian, aged 54, was appointed 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 Haemodialysis Centre in PJ.

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

DIRECTOR'S PROFILE

TAN SRI ASMAT BIN KAMALUDIN

Independent Non-Executive Director

Tan Sri Asmat, Malaysian, aged 71, was appointed as an Independent Non-Executive Director of the Company on 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.

DIRECTOR'S PROFILE



DATO YUSLI BIN MOHAMED YUSOFF

Independent Non-Executive Director

Dato' Yusli, Malaysian, aged 56, 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 before joining Hugin Sweda PLC in 1986, where he was Chief Accountant until 1990.

He returned to Malaysia and held various key positions at 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 is also the Deputy Chairman of Pelaburan MARA Berhad. He also sits on the Board of Asian Institute of Finance Berhad, Australaysia Resources & Minerals Berhad, PMB Tijari Berhad and Dato' HM Shah Foundation. Outside his professional engagements, he also serves as the Patron of the Victoria Institution Old Boys Association.

DIRECTOR'S PROFILE



KIYOTAKA TANAKA

Non-Independent Non-Executive Director

Mr Tanaka, Japanese, aged 50, was appointed Non-Independent Non-Executive Director of the Company on 12 June 2014. Prior to this, he was an Alternate Director to Mr Kiyoshi Fushitani since 19 November 2012, the former Non-Independent Non-Executive Director of the Company who resigned on 12 June 2014 and an Alternate Director to Mr Hideo Ichida, the former Non-Independent Non-Executive Director of the Company since 1 November 2011 who was appointed on 14 December 2007 and resigned on 19 November 2012.

He holds a Bachelor of Liberal Arts in Humanities from the International Christian University, Mitakacity in Tokyo obtained in 1988 and completed the International MBA (Master of Business Administration) Course Program as a visiting scholar at the University of Washington in 1994. In 2012, he completed the Asian International Executive Programme and the Leading for Results Programme at INSEAD Singapore.

He is currently the Managing Director and Head of the Aviation and Investment Group under the Global Transportation Services Headquarters of ORIX and also serves as a Director of ORIX Aviation Systems Limited in Ireland.

Prior to his current position, he held various positions in ORIX, namely Senior Vice President of its Aviation and Investment Group from 2008 to 2011 and was the Chief Financial Officer of ORIX Aviation Systems Limited in Ireland from 2005 to 2008. In 1999, he joined ORIX's Aircraft Group as Assistant Manager and left the group as Vice President in 2005. From 1994 to 1999, he was attached to ORIX USA Corporation as its Assistant Vice President. He first joined ORIX as an associate from 1988 to 1993 in its International Department and subsequently in its International Finance Department.

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 at Board Meetings

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

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How did Tony's dream take off?

How to turn a single dollar into Asia's largest low cost carrier, Tony Fernandes and Credit Suisse's Helman Sitohang explain how it's done at credit-suisse.com/afirestar



CHIEF EXECUTIVE

**DATUK KAMARUDIN
BIN MERANUN**

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

BENYAMIN BIN ISMAIL

Acting Chief Executive Officer, Malaysia AirAsia X



IVE OFFICERS

NADDA BURANASTRI

Chief Executive Of cer, Thai AirAsia X

DENDY KURNIAWAN

Chief Executive Of cer, Indonesia AirAsia X

LEADERSHIP *Team*



PROFILE OF THE LEADERSHIP TEAM

Left to Right :

CAPTAIN LESLIE WU

Safety Director

Captain Wu obtained his commercial pilot licence from the USA 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.

He came back to Malaysia in the middle of 2009 and joined AirAsia X as Chief Pilot, Flight Safety and subsequently was made Safety Director in 2012. As the 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.

CAPTAIN SURESH KUMAR 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, all pilots and the department of Flight Operations. He also acts as the liaison person with the Department of Civil Aviation Malaysia (DCAM) on all operational matters.

He began his career with the AirAsia Group in May 2005 as an internal auditor with AirAsia Berhad, developing and implementing internal audits for Flight Operations. 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 at different entry levels, and promoting pilots internally. This was followed by his move to AirAsia X.

BENYAMIN BIN ISMAIL

Acting Chief Executive Officer

Benyamin Bin Ismail, Malaysian, aged 38, was appointed as Acting Chief Executive Officer of the Company on 30 January 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 Af n 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.

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.

SIVA RAMANATHAN

Business Development Director

Siva was appointed Business Development Director in January 2013 with prime responsibility to set up and grow AirAsia X's international hubs, ensuring these are imbued with AirAsia Group's best practices and culture. He successfully established Thai AirAsia X and Indonesia AirAsia X in 2014.

Siva also has responsibility for evaluating merger and acquisition (M&A) opportunities, special projects and corporate developments for the AirAsia X Group. Towards this end, he has over 20 years of corporate, business development and entrepreneurial experience spanning the UK, US and Asia.

He joined AirAsia X from the Usaha Tegas Group, where he was in the Astro start-up team and managed major M&A activities across multiple industries. Prior to that, he was a co-founder and COO Asia for a US-based video internet technology start-up; and headed the business development in Southeast Asia of a major US civil engineering consultant.

Siva is a UK and Malaysia registered Chartered Civil Engineer with an MBA from the University of Chicago Booth School of Business.

MOSES DEVANAYAGAM

Senior Director

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

He also spearheaded the move to klia2, a milestone for AirAsia X in 2014. Currently, Moses leads the coordination of operational functions with the AirAsia Group.

He has 40 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 Controller.

He has been an Associate Member of the Royal Aeronautical Institute United Kingdom (by award) since 1975, and has completed a cadet/apprentice technical services in-house training programme with Malaysia-Singapore Airlines in 1974, as well as type-rating courses at Qantas and Air New Zealand in 1972.

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 14 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).

LEADERSHIP *Team*



PROFILE OF THE LEADERSHIP TEAM

Left to Right :

LOW PUI YUEN, KELLY

Head of Regulatory and Airport Affairs

Kelly started her journey with AirAsia X in 2011. As Head of Regulatory and Airport affairs, her key responsibility is to ensure that all the requisite approvals from both Malaysia and foreign regulators are in place to support AirAsia X's existing operations as well as its network expansion plans. She has brought with her over 15 years of experience in the aviation industry.

Prior to AirAsia X, she was with Air New Zealand Engineering Services (ANZES) as an aeronautical engineer. During her time with ANZES, she was heavily involved in several major projects and successfully launched the first Boeing 777-300 (with some unique Air New Zealand features such as the new sky couch and galley concepts) as well as the first new Airbus A320D for Air New Zealand (ANZ) which reduced the weight of the aircraft by 1 ton. She was also involved in ANZ's Boeing 747 refurbishment project.

Kelly holds a degree in Chemical and Materials Engineering from Auckland University.

DANIEL LEONG

Head of People

Daniel joined AirAsia X in October 2012 and was subsequently promoted to Head of People in May 2014 overseeing all human resources deliveries.

Daniel brings with him extensive human resources (HR) experience gained from the financial services, telecommunications and manufacturing sectors. Prior to joining AirAsia X, he was the General Manager, HR Project Office and International Services with Perusahaan Otomobil Nasional Sdn Bhd (PROTON) where he was responsible for managing all HR projects including HR Technology, HR Innovation and overseas joint ventures. He was formerly with Maxis Berhad as Senior Manager, Human Resources where he successfully reviewed and implemented the IT outsourcing project, network organisational transformation and was responsible for M&A due diligence activities.

He holds a Diploma in Human Resource Management from the Malaysian Institute of Human Resource Management (MIHRM) and was awarded the Outstanding Graduate Award by MIHRM in 2004.

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 1996 as a Trainee Aircraft Maintenance Engineer in 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.

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 customer's experience.

Alif started off as a Guest Service Assistant, manning the check-in counters and boarding gates.

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 holds a Bachelor Degree of 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), Certified Internal Control Auditor certified by The Institute of Internal Control (IIC) and Associate Member of The Institute of Internal Auditors (IIA) Malaysia.

LEADERSHIP *Team*



PROFILE OF THE LEADERSHIP TEAM

Left to Right :

RAYMOND CHEONG

Head of Sales and Distribution

Raymond joined AirAsia X Berhad in January 2013 as our Sales and Distribution Manager 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 indirect distribution channels on new destination launches. These have included 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 and Indonesia AAX. Raymond was previously attached to AirAsia Berhad leading the corporate sales team and eventually taking on regional roles in setting up the AirAsia Travel & Service Centres in Indochina.

Raymond has 10 years' management experience in sales, business development, regional distribution network and key account management in the 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 markets.

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

FAIRUZ MAJID

Head of Marketing and Communications

Fairuz first joined AirAsia Berhad in 2007 and later moved to AirAsia X to join the pioneering team in driving the commercial department. This saw him take on a Sponsorship and Events Manager position in 2010. He was then assigned as the Regional Marketing Manager in 2012 and was quickly promoted to Head of Marketing the following year. His role quickly expanded as the Company grew. In 2014, Fairuz was promoted to Head of Marketing and Communications responsible for planning, development and implementation of AirAsia X's marketing strategies and communication, public relations, events and sponsorship activities.

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 started on an internship placement 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.

VENGATARAO NIADU

Head of Network Management

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 in 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). Venggatarao was appointed Head of Group Network for the AirAsia X Group in 2014. Prior to AirAsia X, he was an internal auditor at Singer Malaysia, part of the Berjaya Corporation umbrella, for nine years.

DERSENISH A/L ARESANDIRAN

Head of Revenue Management

Derseniish joined Revenue Management at AirAsia X in 2011 before being assigned Head of Commercial Strategy & Planning the following year. In 2013, he was appointed Head of Revenue Management for AirAsia X and was subsequently promoted to Head of Group Revenue Management for the AirAsia X Group. He led the Revenue team during the most challenging year in Malaysian aviation history and helped the Company to attain steady load factor growth despite intense price wars and increase in capacity. He was instrumental in establishing Revenue Management for the AirAsia X Group and has been responsible for Thai AirAsia X's positive financial performance within six months of operations.

Derseniish has extensive experience in the aviation industry, having held positions at Berjaya Air and Malaysia Airlines prior to joining AirAsia X. He helped to pioneer a detailed pricing analysis and provided dynamic pricing recommendations while serving Berjaya Air, under the Berjaya Corporation umbrella. In 2007, Derseniish joined the Revenue Management team at Malaysia Airlines. After five years and under the highly successful Business Turnaround Plans, he moved on to the Advertising & Promotion division in Malaysia Airlines.

Derseniish holds a Master's in International Business from Monash University.

YOGESH UPADHYAY

Head of Charters and Leasing

Yogesh joined AirAsia X as Head of Charter and Leasing in 2014, after more than 12 years in Dubai. He leads the charter and leasing team through contract negotiations for charter and wet lease projects to ensure route profitability, coordinates seamless operations, and derives reconciliation plans to maximise revenue. His role requires him to identify and analyse new areas where business can be generated.

He brings with him a service background, specialising in commercial aircraft sales and leasing. Prior to AirAsia X, he served as Commercial Sales Manager at Air Charter International (Arabia) and was responsible for contract negotiations, strategic planning, growing market share and client retention.

Yogesh holds a degree in Hotel Management and Catering Technology from Rizvi College.

ASPA LINDA AHMAD

Head of Flight Attendant

Aspa first joined AirAsia as a Flight Attendant in 2002, and was quickly promoted to Senior Flight Attendant in 2003, a Purser in 2005, and later to Flight Attendant Executive in 2009. In 2010, her journey with AirAsia X took off with a promotion to being the new Assistant Flight Attendant Manager. Having trained and obtained certifications in various Safety and Audit functions, Aspa's career portfolio includes being a Safety Examiner with the Cabin Safety Department. Her outstanding performance eventually earned her the title of Cabin Safety Manager in 2012 and later Head of Flight Attendant in AirAsia X.

Aspa is responsible for leading our air crew and ensuring their best performance in serving our customers.

WORK TOGETHER

STAY TOGETHER & GROW TOGETHER



Standing Left to Right :

DERSENISH A/L ARESANDIRAN
Head of Revenue Management

FAIRUZ MAJID
Head of Marketing and Communications

ABDULLAH BIN HASHIM
Head of Internal Audit and Risk Management

RAYMOND CHEONG
Head of Sales and Distribution

Seated Left to Right :

SHARMIZAN ABDUL GHANI
Head of Engineering

VENGGATARAO NIADU
Head of Network Management

LOW PUI YUEN, KELLY
Head of Regulatory And Airport Affairs

CAPTAIN SURESH KUMAR BANGAH
Flight Operations Director

Seated Right to Left :

ALIF SOON
Head of Ground Operations

YOGESH UPADHYAY
Head of Charters And Leasing

MOSES DEVANAYAGAM
Senior Director

CAPTAIN LESLIE WU
Safety Director



SIVA RAMANATHAN
Business Development Director

ASPA LINDA AHMAD
Head of Flight Attendant

CHEOK HUEI SHIAN
Chief Financial Officer

BENYAMIN BIN ISMAIL
Acting Chief Executive Officer

DANIEL LEONG
Head of People