



# THE DIGITAL AIRLINE



NOW EVERYONE CAN FLY XTRA LONG...

AirAsia X Berhad (734161-K)

*AirAsia*

**AIRASIA X BERHAD**  
**AAX\_AR/18**

# what's inside

<b>3</b>	Vision
<b>4</b>	Mission
<b>7</b>	Values
<b>10</b>	Thank You Allstars
<b>12</b>	Key Highlights
<b>17</b>	About Us
<b>18</b>	AAX Group Destinations
<b>20</b>	AirAsia X Group & AirAsia Group Network
<b>24</b>	Corporate Structure
<b>25</b>	Corporate Information
<b>27</b>	Shareholders' Benefit Programme
<b>28</b>	Board of Directors
<b>30</b>	Our Board at A Glance
<b>31</b>	Directors' Profiles
<b>38</b>	The Chief Executive Officers
<b>40</b>	Leadership Team
<b>42</b>	Profiles of the Leadership Team
<b>60</b>	AirAsia X Thailand Leadership Team
<b>64</b>	GCEO's Statement
<b>68</b>	CEO's Management Discussion & Analysis
<b>78</b>	Business Model
<b>80</b>	Five-Year Financial & Operational Highlights
<b>81</b>	Key Performance Indicators
<b>82</b>	Simplified Group Statement of Financial Position & Segmental Analysis

<b>85</b>	Group Quarterly Financial Performance
<b>86</b>	Investor Relations
<b>89</b>	Share Price Performance
<b>90</b>	Market Capitalisation
<b>92</b>	AirAsia X Thailand: Master of Japan Network
<b>93</b>	AirAsia X Indonesia: Ceased Scheduled Flight Operations
<b>94</b>	Corporate Milestones
<b>100</b>	2018 Corporate Events
<b>106</b>	Media Highlights
<b>108</b>	Sustainability Statement
<b>110</b>	Safety Always Our Priority
<b>112</b>	Innovation to get from Good to Great
<b>113</b>	Rewarding & Developing Our Talent
<b>115</b>	Creating A Healthy Environment
<b>118</b>	Serving Our Community
<b>119</b>	Risk Management
<b>122</b>	Corporate Governance Overview Statement
<b>128</b>	Statement on Risk Management & Internal Control
<b>134</b>	Audit Committee Report
<b>136</b>	Additional Compliance Information
<b>142</b>	Code of Business Conduct

## FINANCIAL STATEMENTS

<b>148</b>	Directors' Report
<b>152</b>	Statements of Profit or Loss
<b>153</b>	Statements of Comprehensive Income
<b>154</b>	Statements of Financial Position
<b>158</b>	Consolidated Statement of Changes in Equity
<b>159</b>	Statement of Changes in Equity
<b>160</b>	Statements of Cash Flows
<b>162</b>	Notes to The Financial Statements
<b>232</b>	Statement by Directors
<b>232</b>	Statutory Declaration
<b>233</b>	Independent Auditors' Report
<b>238</b>	Analysis of Shareholdings
<b>239</b>	List of Directors' Shareholdings
<b>240</b>	List of Top 30 Largest Shareholders
<b>241</b>	Analysis of Warrant Holdings
<b>242</b>	List of Directors' Warrant Holdings
<b>243</b>	List of Top 30 Largest Warrant Holders
<b>244</b>	Corporate Directory
<b>246</b>	Notice of Annual General Meeting
<b>249</b>	Glossary
•	Form of Proxy

# e

an incredible journey



Go online to our website at:

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



#### THEME

The Digital Airline

#### RATIONALE

Digitalisation is key to delivering great flying experiences. And at AirAsia X, we are extending our leadership into the digital space by harnessing technology to optimise processes, introduce new business models, improve revenue streams and increase market reach. Best of all, technology also greatly enhances our guests' experience.

With 31 destinations across Asia, Australia and the USA to choose from, we are eager to engage with our guests to give them a more personalised digital experience and to distinguish our brand in an increasingly competitive market. Together with the dedication and passion of our awesome team of Allstars, we are confident of AirAsia X taking to the skies as the digital airline of the future.

#### NOTICE OF ANNUAL GENERAL MEETING

# 13<sup>th</sup>

## ANNUAL GENERAL MEETING OF AIRASIA X BERHAD

#### WHERE



CAE Kuala Lumpur  
Lot PT25B, Jalan KLIA S5,  
Southern Support Zone,  
Kuala Lumpur International Airport,  
64000 Sepang, Selangor Darul Ehsan,  
Malaysia

#### WHEN



Wednesday, 26 June 2019

#### TIME



10.00 a.m.







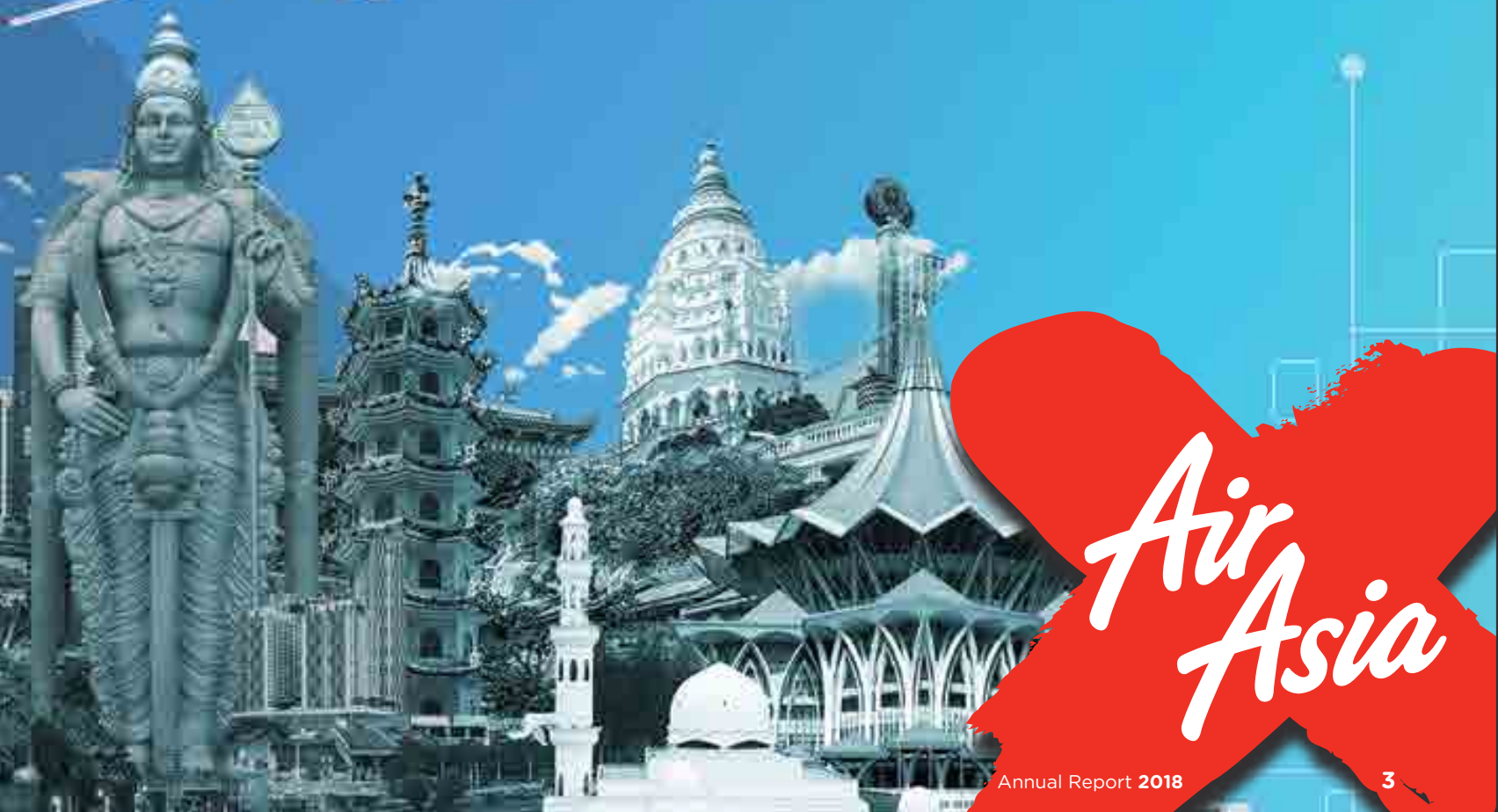
# vision

TO BE THE LARGEST LOW COST  
AIRLINE IN ASIA AND

serving  
the

**3** billion  
people

WHO ARE CURRENTLY UNDERSERVED WITH  
POOR CONNECTIVITY AND HIGH FARES.



*Air  
Asia*

# mission

To be the best company to work for  
whereby employees are treated as  
part of a big family

1

2

CREATE A GLOBALLY RECOGNISED

## ASEAN BRAND

3

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

4





*Air  
Asia*



*Air  
Asia*

# values



## Dare to Dream

PROGRESS COMES FROM INNOVATION.  
BOTH REQUIRE CHANGE TO HAPPEN.

---

## People First

CARE FOR OUR PEOPLE, CARE FOR OUR GUESTS.

---

## Make it Happen

LEARN FAST AND DELIVER MORE WITH LESS.

---

## Be Guest-Obsessed

UNDERSTAND DEEPLY WHAT OUR GUESTS WANT.  
THEN GIVE THEM MORE THAN THEY EXPECT.

---

## One AirAsia

WE ARE ONE AIRLINE, WITH ONE VISION,  
AND ONE PEOPLE.

---

## Safety Always

SAFETY IS EVERYONE'S RESPONSIBILITY,  
IT STARTS WITH YOU.

---



# FLY LIKE A CHAMPION

WORLD'S BEST PREMIUM CABIN  
AT THE LOWEST FARE #weareallchampions



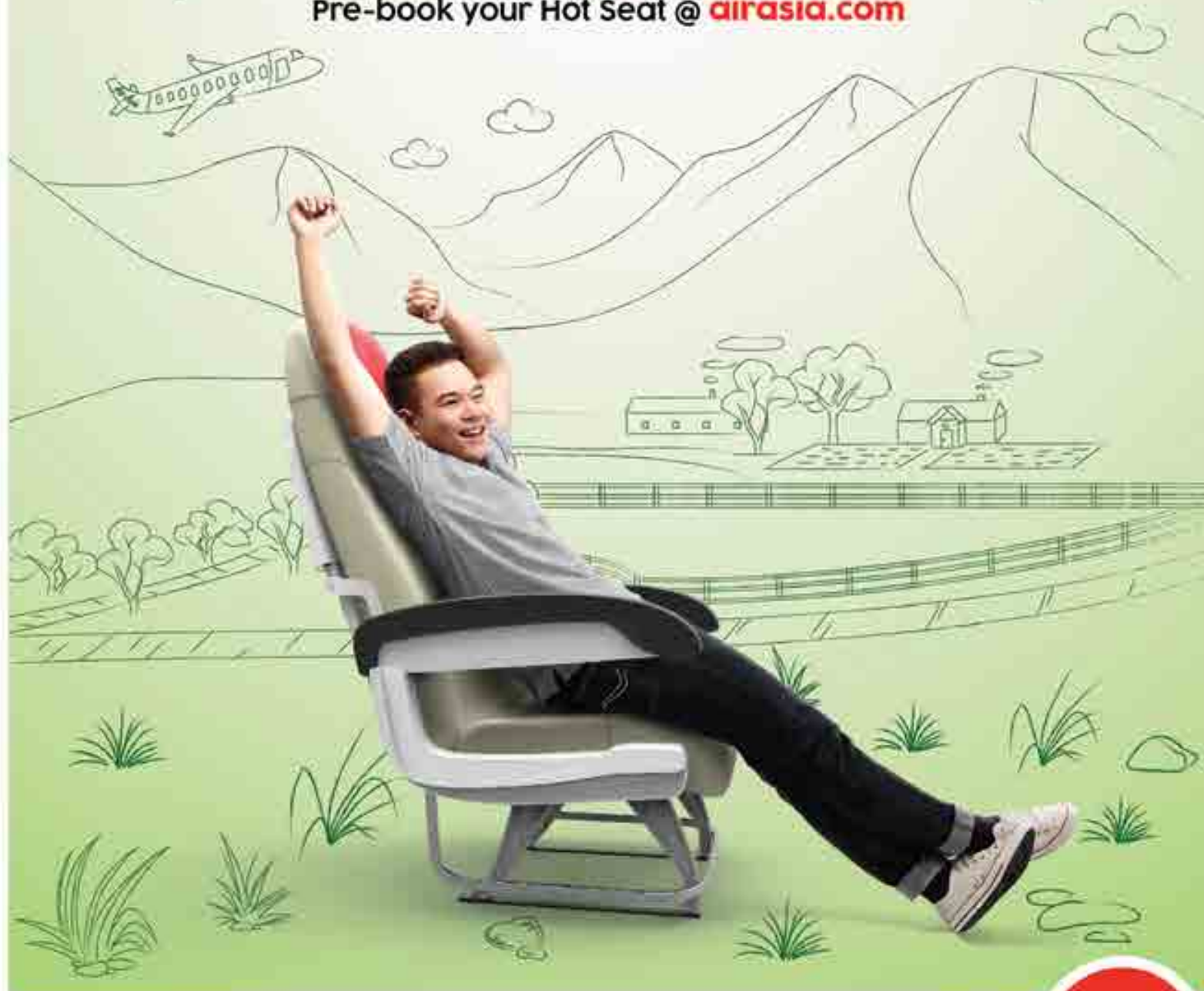
**airasia.com**  
Now Everyone Can Fly



\*Products/services may differ according to airports, departure countries and flight types/carriers. Visit [airasia.com](http://airasia.com) for more info. (284669-W)

# WELL DESERVED RELAXATION STARTS HERE

Pre-book your Hot Seat @ [airasia.com](https://airasia.com)



**airasia.com**  
Now Everyone Can Fly



\*Products/services may differ according to airports, departure countries and flight types/carriers. Visit [airasia.com](https://airasia.com) for more info. (284669-W)



# Thank You Allstars



**FROM US :**

*From left to right:*

**Benyamin Ismail**

**Nadda Buranasiri**

**Tan Sri Tony Fernandes**

**Datuk Kamarudin Meranun**



AirAsia

# key highlights

## AIRASIA X MARKET SHARE TO DESTINATIONS WE OPERATE INTO

AirAsia X Malaysia (Operate From Malaysia)

### Passenger Share



### Network



#### No. of Routes

AirAsia X Malaysia = 25 (excluding JED & MED)  
AirAsia X Thailand = 6  
AirAsia X Indonesia = 1

3

#### No. of Hubs

(as at 31 December 2018)

### KEY MILESTONE

# AirAsia X

World's Best Low-Cost Airline  
Premium Cabin for the sixth  
year running

#### Unique Routes

(as at 31 December 2018)

AirAsia X Malaysia =

9

AirAsia X Thailand =

0

AirAsia X Indonesia =

0

#### Routes Launched

AirAsia X Malaysia =

6

AirAsia X Thailand =

2

AirAsia X Indonesia =

0

### Stations

#### No. of Destinations

(as at 31 December 2018)

AirAsia X Malaysia =

25

AirAsia X Thailand =

6

AirAsia X Indonesia =

1

#### No. of Countries

AirAsia X Malaysia =

7

AirAsia X Thailand =

3

AirAsia X Indonesia =

1

#### No. of Flights Per Week-Average

220 AirAsia X Malaysia

77 AirAsia X Thailand

2 AirAsia X Indonesia

### Social Media subscribers as at 31 Mar 2019



12,027,088



26,600,000



299,753



3,530



20,227



7,946,904



1,374,710



120,597



8,005



24,535



1,694,390



1,990,143



## FINANCIAL HIGHLIGHTS (MAAX)

Revenue:

**RM4.6**

billion

Operating Loss:

**(RM204)**

million

Net Loss:

**(RM301)**

million

Total Assets:

**RM4.3**

billion

No. of Aircraft

**35**

AirAsia X Malaysia

6,167,465

AirAsia X  
Malaysia  
24

AirAsia X Thailand

2,009,813

AirAsia X  
Thailand  
9

AirAsia X Indonesia

415,927

AirAsia X  
Indonesia  
2

## PASSENGERS CARRIED

**8,593,205**

**CALL  
SIGNS**

AirAsia X Malaysia

IATA: D7

ICAO: XAX

Call Sign:

**XANADU**

AirAsia X Thailand

IATA: XJ

ICAO: TAX

Call Sign:

**EXPRESS WING**

AirAsia X Indonesia

IATA: XT

ICAO: IDX

Call Sign:

**RED PHOENIX**



## Load Factor

AirAsia X Malaysia =

**81%**

(excluding JED & MED)

AirAsia X Thailand =

**89%**

AirAsia X Indonesia =

**71%**

AirAsia X Group

**24**

Allstar  
nationalities

## No. of Allstars

(as at 31 December 2018)

AirAsia X Malaysia =

**2,427**

AirAsia X Thailand =

**750**

AirAsia X Indonesia =

**135**

## Notes:

- 1) All figures refer to AirAsia X Group unless stated otherwise.
- 2) AirAsia X Group includes AirAsia X Malaysia, AirAsia X Thailand and AirAsia X Indonesia.
- 3) Financials refer to AirAsia X Berhad's 2018 audited financial statements.
- 4) All figures provided are as at 31 December 2018.
- 5) Source of Market Share: Paxis, based on number of passengers carried from January to December 2018.

# ROMANTIC GETAWAYS START HERE

Pre-book your Twin Seat @ [airasia.com](http://airasia.com)



**airasia.com**  
Now Everyone Can Fly



\*Products/services may differ according to airports, departure countries and flight types/carriers. Visit [airasia.com](http://airasia.com) for more info.(284669-W)

# SERENE TRIPS

## START HERE

Pre-book your Quiet Zone seat @ [airasia.com](https://airasia.com)



**airasia.com**  
Now Everyone Can Fly



\*Products/services may differ according to airports, departure countries and flight types/carriers. Visit [airasia.com](https://airasia.com) for more info.(284669-W)

PASSENGERS CARRIED

8,593,205

NO. OF AIRCRAFT

35

*Air  
Asia*

# about us

**BASED ON OUR BREAKTHROUGH BUSINESS MODEL, WE BELIEVE WE HAVE THE LOWEST UNIT COST BASE OF ANY LONG-HAUL AIRLINE IN THE WORLD, WITH COST PER AVAILABLE SEAT KILOMETRE (CASK) OF US\$3.20 AND CASK (EXCLUDING FUEL) OF US\$1.95 FOR THE YEAR ENDED 2018.**

**A**irAsia X Berhad (AirAsia X) is a leading long-haul, low-cost airline operating primarily in the Asia-Pacific region. Established as Fly Asian Express (FAX) in 2006, we started out servicing rural areas of Sarawak and Sabah with turboprop aircraft before undergoing a comprehensive rebranding in September 2007 followed by our first flight to the Gold Coast, Australia in November 2007.

Today, AirAsia X as a Group serves 31 destinations across Asia (Bali, Sapporo, Tokyo, Osaka, Nagoya, Fukuoka, Seoul, Busan, Jeju, Taipei, Xi'an, Beijing, Hangzhou, Chengdu, Shanghai, Chongqing, Changsha, Tianjin, Wuhan, Lanzhou, New Delhi, Jaipur and Amritsar), Australia (Sydney, Melbourne, Perth, Brisbane and the Gold Coast), the Middle East (Jeddah and Medina) and the United States of America (Hawaii) from two hubs: Kuala Lumpur and Bangkok. We are the first low-cost airline in Asean to be given approval by the Federal Aviation Administration to operate into USA.

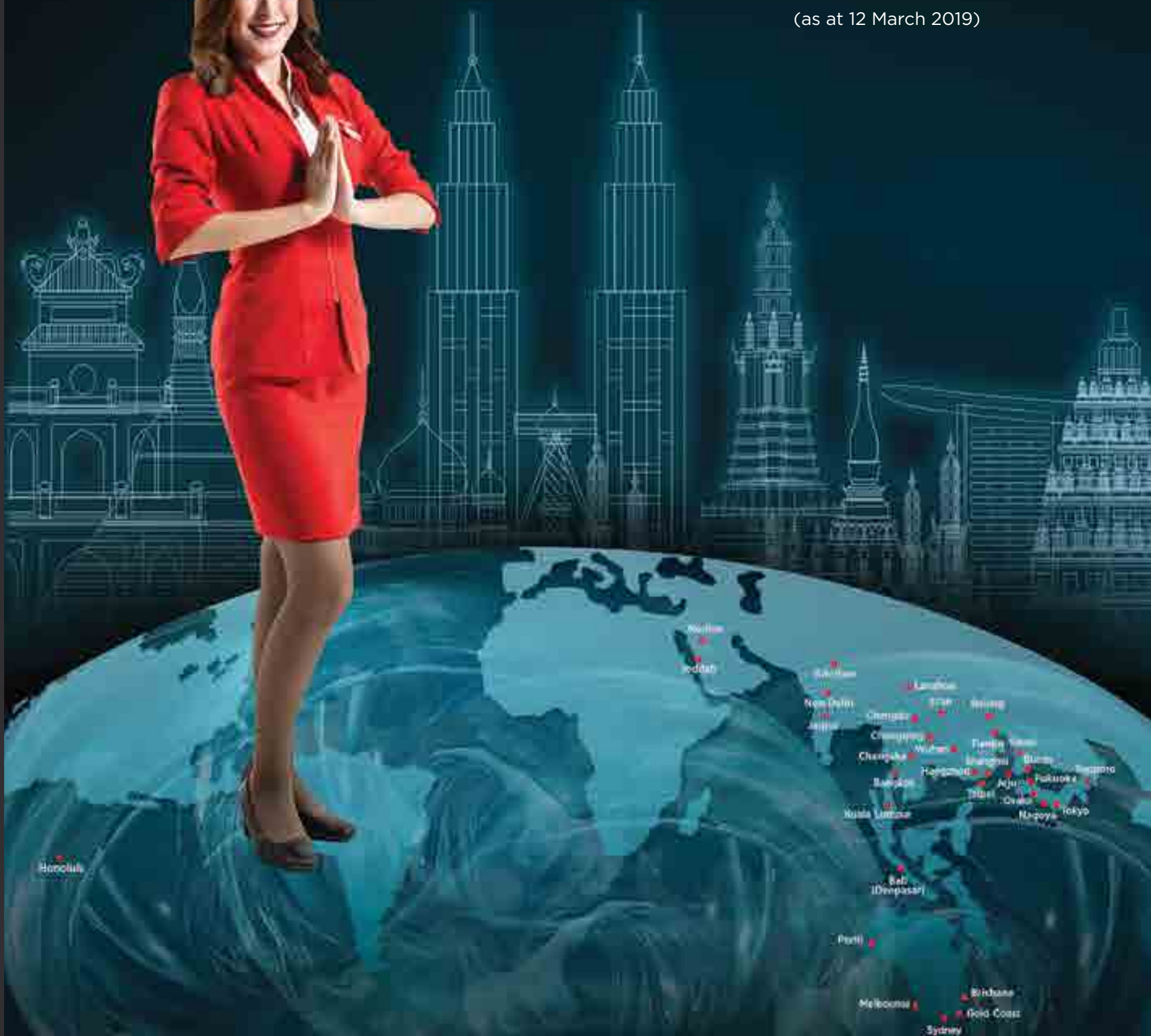
As at 31 December 2018, we have a core fleet of 35 Airbus A330-300 aircraft including 11 in our affiliates – nine in AirAsia X Thailand and two in AirAsia X Indonesia.

Based on our breakthrough business model, we believe we have the lowest unit cost base of any long-haul airline in the world, with cost per available seat kilometre (CASK) of US\$3.20 and CASK (excluding fuel) of US\$1.95 for the year ended 2018. This enables us to offer fares that are targeted, on average, to be 30% to 50% lower than full-service carriers and to stimulate new market demand.

On top of that, AirAsia X offers a Quiet Zone on all flights across our network. The service enhancement is exclusively for guests above the age of 12. The Quiet Zone features soft lighting and a more relaxed cabin atmosphere, which help to ensure a more pleasant journey.

AirAsia X was voted as having the World's Best Low-Cost Airline Premium Cabin for six consecutive years while the AirAsia Group was named the World's Best Low-Cost Airline for 10 consecutive years at the Skytrax World Airline Awards.

(as at 12 March 2019)





## AIRASIA X MALAYSIA NETWORK

### AUSTRALIA

Gold Coast  
Melbourne  
Perth  
Sydney

### CHINA

Beijing  
Chengdu  
Chongqing  
Hangzhou  
Shanghai  
Wuhan  
Xi'an  
Tianjin  
Changsha  
Lanzhou  
Taipei

### JAPAN

Tokyo (Haneda)  
Osaka  
Sapporo  
Fukuoka

### SOUTH KOREA

Seoul  
Busan  
Jeju

### INDIA

Jaipur  
New Delhi  
Amritsar

### SAUDI ARABIA

Jeddah  
Medina

### UNITED STATES

Hawaii (Honolulu)

### INDONESIA

Bali (Denpasar)



## AIRASIA X THAILAND NETWORK

### AUSTRALIA

Brisbane

### CHINA

Shanghai

### JAPAN

Tokyo (Narita)  
Osaka  
Sapporo  
Nagoya

### SOUTH KOREA

Seoul

Connected

3,120,000

passengers in  
2018 from

732,000

passengers in 2011

From servicing rural areas of Sarawak and Sabah with turboprop aircraft, AirAsia X as a Group now operates a core fleet of 35 Airbus A330-300 aircraft, flying to 31 destinations across Asia, Australia, the Middle East and the United States of America.

o . . . . .

FLY-THRU  
FACTS

Connecting over

147

destinations

AirAsia X Group &  
AirAsia Group

network

via Malaysia (as at 12 March 2019)



**AK-D7\* remains the largest  
AOC pair for Fly-Thru traffic**



\* AK refers to AirAsia Malaysia and  
D7 refers to AirAsia X Malaysia



**BIG**  
**LOYALTY**

*See the world in a BIG way*



Redeem for  
free flights



Pay with BIG Points  
and save more on  
flight bookings



24-hour priority  
FREE SEAT  
redemption



Get Priority Check-in,  
Boarding and Xpress  
Baggage with Platinum  
and Black Status



Over 160 lifestyle  
and travel partners



### Get rewarded and travel the world with AirAsia BIG Points!

There are big perks for being a BIG Member. Collect BIG Points and you can start to redeem free flights to over 140 destinations around the world with our award-winning AirAsia BIG app. On top of that, enjoy great deals at over 160 lifestyles and travel partners while you get rewarded with BIG Points for every purchase.

More than 20 million people have gone BIG - what about you?



**More AirAsia flights.  
Best exchange rates.**



**Get BigPay for FREE**

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

# CORPORATE structure

As at 31 March 2019



## AIRASIA X BERHAD





# corporate

## INFORMATION

### BOARD OF DIRECTORS

#### TAN SRI RAFIDAH AZIZ

(also known as Tan Sri Rafidah)

Senior Independent Non-Executive  
Chairman

#### DATUK KAMARUDIN BIN MERANUN

(also known as Datuk Kamarudin Meranun)

Non-Independent Non-Executive  
Director

#### TAN SRI ANTHONY FRANCIS FERNANDES

(also known as Tan Sri Tony Fernandes)

Non-Independent Non-Executive  
Director

#### DATO' YUSLI BIN MOHAMED YUSOFF

(also known as Dato' Yusli)

Independent Non-Executive Director

#### LIM KIAN ONN

(also known as Mr. Lim)

Non-Independent Non-Executive Director

#### TAN SRI ASMAT BIN KAMALUDIN

(also known as Tan Sri Asmat)

Independent Non-Executive Director

#### DATO' FAM LEE EE

(also known as Dato' Fam)

Non-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

#### RISK MANAGEMENT COMMITTEE

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

#### 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)  
Lau Yen Hoon  
(MAICSA 7061368)

#### AUDITORS

Ernst & Young (AF 0039)  
Chartered Accountants  
Level 23A, Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Wilayah Persekutuan  
Tel : +603 7495 8000  
Fax : +603 2095 5332

#### REGISTERED OFFICE

AirAsia X Berhad (Company No.: 734161-K)  
Unit 30-01, Level 30, Tower A, Vertical  
Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan  
Tel : +603 2783 9191  
Fax : +603 2783 9111

#### HEAD OFFICE

RedQ  
Jalan Pekeliling 5  
Lapangan Terbang Antarabangsa Kuala  
Lumpur (KLIA2)  
64000 KLIA  
Selangor Darul Ehsan  
Tel : +603 8660 4600  
Fax : +603 8660 7722  
Email : aax\_shareholder@airasia.com  
Website : www.airasiacom

#### SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd  
(formerly known as Symphony Share Registrars  
Sdn Bhd) (Company No.: 378993-D)  
Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Tel : +603 7849 0777 (Helpdesk)  
Fax : +603 7841 8151/8152  
Email : bsr.helpdesk@boardroomlimited.  
com

#### SOLICITORS

Foong & Partners  
13-1 Menara IMK, Kompleks 1 Mont' Kiara  
No. 1 Jalan Kiara, Mont' Kiara  
50480 Kuala Lumpur  
Wilayah Persekutuan  
Tel : +603 6419 0822  
Fax : +603 6419 0823

#### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities  
Berhad  
Listing Date : 10 July 2013  
Stock Name : AAX  
Stock Code : 5238

# OTHERS FOUND IT HARD TO BEAT THE A330. SO WE DID.



**FLY  
WE MAKE IT**

The world's best-selling widebody is now even better. The A330neo has new engines and new wings, bringing a 14% fuel burn efficiency over its predecessor with an additional 400nm range. It also features the new Airspace cabin, which sets a modern benchmark in passenger comfort and wellbeing.

Modern. We make it fly.





# SHAREHOLDERS' BENEFIT PROGRAMME



### 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**  
3 Return Flights with Zero Base Fare to any AirAsia X destination



### HOW TO CHECK ELIGIBILITY & REDEEM YOUR TICKET

Email us at [aax\\_shareholder@airasia.com](mailto:aax_shareholder@airasia.com) or contact us at **+603 8660 0007** (Monday – Friday, 9am to 6pm) to provide the following details:

**Full Name as per your National Registration Identity Card (NRIC):**

**NRIC Number/Passport Number:**

**BIG Card Number** (if applicable):

**AirAsia Member User ID** (if applicable):

**Travel Destination:**

**Preferred Travel Date and Time:**



[Lowestfares@airasia.com](mailto:Lowestfares@airasia.com)

### TERMS AND CONDITIONS

- All return tickets must be utilised before the start of next anniversary; no extension is allowed.
- All return tickets are not available during the blackout period (refer to AirAsia X website).
- All tickets from previous years will be forfeited if not redeemed.
- For further terms and conditions, please refer to AirAsia X website at [www.airasiox.com](http://www.airasiox.com)

Dato' Yusli bin Mohamed Yusoff

Dato' Fam Lee Ee

Datuk Kamarudin bin Meranun

Tan Sri Tony Fernandes

# Board of Directors



• Tan Sri Rafidah Aziz

• Lim Kian Onn

• Tan Sri Asmat bin Kamaludin



# OUR BOARD AT A GLANCE

**1** Senior Independent Non-Executive Chairman

**4** Non-Independent Non-Executive Directors

**2** Independent Non-Executive Directors

## POSITION



## AGE GROUP

**3**

50-59

**2**

60-69

**2**

70-79

## BOARD OF DIRECTORS

- Committee Membership

- ● ● **TAN SRI RAFIDAH AZIZ**  
Senior Independent Non-Executive Chairman
- **DATUK KAMARUDIN MERANUN**  
Non-Independent Non-Executive Director
- TAN SRI TONY FERNANDES**  
Non-Independent Non-Executive Director
- ● ● **DATO' YUSLI MOHAMED YUSOFF**  
Independent Non-Executive Director
- **LIM KIAN ONN**  
Non-Independent Non-Executive Director
- **TAN SRI ASMAT KAMALUDIN**  
Independent Non-Executive Director
- ● ● **DATO' FAM LEE EE**  
Non-Independent Non-Executive Director

## NATIONALITY

**100%**

Malaysian



## ETHNICITY

**4**

Malay

**2**

Chinese

**1**

Indian

## GENDER

**6**

Male

**1**

Female

● Audit Committee ● Nomination and Remuneration Committee ● Risk Management Committee ● Safety Review Board of the Company



# DIRECTORS' PROFILES

**T**an Sri Rafidah, Malaysian (female), aged 75, 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 the Chairman of the Nomination and Remuneration Committee as well as the Risk Management Committee of the Board, and the 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.

Tan Sri Rafidah was 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 lectured 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, and the Chancellor of the Meritus University.

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

Tan Sri Rafidah also serves as the Chairman of Megasteel Sdn Bhd and Pinewood Iskandar Malaysia Studio. She is an Advisor to the Government of Sarawak on the Renewable Energy Corridor (RECODA) and she is also Patron of several NGOs.



**TAN SRI RAFIDAH AZIZ**

Senior Independent Non-Executive Chairman

## DIRECTORS' PROFILES

**D**atuk Kamarudin bin Meranun (male), Malaysian, aged 57, is the co-founder of the Company. Datuk Kamarudin was appointed as Non-Independent Non-Executive Director of the Company on 6 June 2006. He was appointed as 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 on 30 January 2015. On 1 November 2018, he was re-designated as a Non-Independent Non-Executive Director. He is also a member of the Safety Review Board of the Company.

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

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

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

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

Datuk Kamarudin is a Non-Independent Executive Chairman of AirAsia Group Berhad and AirAsia Berhad. He is also a Non-Independent Non-Executive Director of Tune Protect Group Berhad and a Director of Yayasan Pendidikan Titiwangsa.



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



## DIRECTORS' PROFILES

**T**an Sri Tony Fernandes (male), Malaysian, aged 55, is the co-founder of the Company. Fernandes was appointed as Non-Independent Non-Executive Director of the Company on 18 July 2006 and was re-designated as the Non-Independent Executive Director and Co-Group Chief Executive Officer on 1 January 2018. On 1 November 2018, he was re-designated as a Non-Independent Non-Executive Director of the Company.

Fernandes is one of Asia's most recognisable entrepreneurs, best known for co-founding AirAsia and democratising air travel in the region. In December 2001, Fernandes, together with Datuk Kamarudin Meranun, Dato' Pahamin Ab Rajab and Dato' Abdul Aziz bin Abu Bakar, acquired struggling domestic airline AirAsia and, with the help of Conor McCarthy, relaunched it as a pioneer of budget travel in Asia, subsequently building it into the world's best low-cost carrier.

Fernandes studied in the UK, and qualified as an Associate Member of the Association of Chartered Certified Accountants in 1991, then as a Fellow Member in 1996. An accountant by training, he began his career in Virgin Group before returning to Malaysia as Warner Music Group's Vice President for Southeast Asia. This was just prior to launching AirAsia.

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

Fernandes is also a Non-Independent Executive Director and Group Chief Executive Officer of AirAsia Group Berhad.



**TAN SRI TONY FERNANDES**  
Non-Independent Non-Executive Director

## DIRECTORS' PROFILES

**D**ato' Yusli, Malaysian (male), aged 60, was appointed as an Independent Non-Executive Director of the Company on 13 May 2013. He is the Chairman of the Audit Committee and a member of the Nomination and Remuneration Committee as well as the Risk Management Committee of the Board.

He graduated from the University of Essex, United Kingdom with a Bachelor of Economics in 1981. He qualified as a member of the Institute of Chartered Accountants England and Wales and is a member of the Malaysian Institute of Accountants.

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

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.

Dato' Yusli entered the stockbroking industry when he was appointed as the Chief Executive Director of CIMB Securities Sdn Bhd from 2000 to 2004. He also served as the 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 Mulpha International Berhad, Mudajaya Group Berhad Group, Westports Holdings Berhad and FGV Holdings Berhad. He also sits on the Board of Dato' HM Shah Foundation, Australaysia Resources & Minerals Berhad, Malaysian Institute of Corporate Governance and Infinity Trustee Berhad. Outside his professional engagements, he also serves as the Patron of the Victoria Institution Old Boys Association. Currently, Dato' Yusli is the President of the Malaysian Institute of Corporate Governance.



**DATO' YUSLI BIN MOHAMED YUSOFF**  
Independent Non-Executive Director



## DIRECTORS' PROFILES

**M**r Lim, Malaysian (male), aged 62, was appointed as an Alternate Director to Dato' Seri Kalimullah bin Masheerul Hassan (Dato' Seri Kalimullah) 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 an Independent Non-Executive Director on 26 February 2016. On 24 May 2016, he was re-designated as a Non-Independent Non-Executive Director of the Company. Mr Lim 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 is the Managing Director of ECM Libra Financial Group Berhad since 16 July 2015 and also serves as the Non-Executive Non-Independent Chairman of Plato Capital Limited, a company listed on the Stock Exchange of Singapore and a trustee of the ECM Libra Foundation.



**LIM KIAN ONN**

Non-Independent Non-Executive Director

## DIRECTORS' PROFILES

**T**an Sri Asmat, Malaysian (male), aged 75, was appointed as an Independent Non-Executive Director of the Company on 13 May 2013. He is also a member of the Audit Committee of the Board.

Tan Sri Asmat 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.

Tan Sri Asmat has vast experience of 35 years in various capacities in the public service and his last post as the Secretary General of the Ministry of International Trade & Industry Malaysia, a position he held since May 1992. In the last five (5) 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.

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

A portrait of Tan Sri Asmat Bin Kamaludin, an elderly man with white hair, wearing a dark suit jacket over a light-colored shirt. He is looking directly at the camera with a slight smile. The background is dark and out of focus.

**TAN SRI ASMAT BIN KAMALUDIN**  
Independent Non-Executive Director



## DIRECTORS' PROFILES

**D**ato' Fam, Malaysian (male), aged 58, was appointed as a Non-Independent Non-Executive Director of the Company on 24 March 2008. He is also a member of the Nomination and Remuneration Committee as well as Risk Management Committee of the Board and a member of the Safety Review Board of the Company.

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

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

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

### Declaration of Directors:

- **Family relationship**  
None of the Directors has any family relationship with any other Director and/or major shareholder of AirAsia X Berhad
- **Conflict of Interest**  
None of the Directors has any conflict of interest with AirAsia X Berhad
- **Conviction for Offences**  
None of the Directors has been convicted for any public offence during the financial year ended 31 December 2018 or had any penalty imposed by the relevant regulatory bodies within the past five (5) years, other than traffic offences, if any
- **Attendance of Board Meetings**  
The attendance of the Directors at Board of Directors' meetings for the financial year ended 31 December 2018 is disclosed in the Corporate Governance Overview Statement



**DATO' FAM LEE EE**

Non-Independent Non-Executive Director

# The Chief Executive Officers

AirAsia X Berhad

**NADDA BURANASIRI**

Group Chief Executive Officer  
AirAsia X Berhad



# UT OFFICERS



**BENYAMIN ISMAIL**

Chief Executive Officer  
AirAsia X Berhad

# LEADERS



**FROM LEFT TO RIGHT (TOP TO BOTTOM)**

**First Row:** Wong Mee Yen, Nadda Buranasiri, Benyamin Ismail

**Second Row:** Moses Devanayagam, Eddie Tan, Hanif Idrose Mohamed

**Third Row:** Captain Suresh Bangah, Ong Soon Yee



# HIDDEN TEAM



**FROM LEFT TO RIGHT (TOP TO BOTTOM)**

**Fourth Row:** Vanessa Regan, Captain Lim Kok Hooi, Azahar Othman, Seng Kian Aik

**Fifth Row:** Muhammad Alif Soon, Aspa Linda Ahmad, Venggatarao Niadu, Selvam Velaitham, Wong Ooi Ling, Jessica Man Hui Sze

# PROFILES OF THE LEADERSHIP TEAM

## 01 NADDA BURANASIRI GROUP CHIEF EXECUTIVE OFFICER

Nationality	Thai
Age	57
Gender	Male
Date of Appointment	1 November 2018

### Responsibilities:

#### Group

- Aligns all AOCs within AirAsia X Group in a parallel direction to deliver sustainable business growth through focus on core markets
- Ensures all AOCs fully utilise the Group's strengths to reduce costs through negotiations and commercial activity
- Ensures all AOCs share best practices among each other while working collaboratively as one team
- Embraces the One AirAsia vision and values in transforming the existing business into a travel and financial platform company

#### Thailand

- Provides leadership in guiding AirAsia X Thailand to achieve its vision and mission, while overseeing growth strategies as approved by the Board
- Ensures continuous improvements in safety, quality and security while maintaining high standards
- Supervises the operation to be more customer-centric by utilising available processes, technologies and training
- Leads transformation into a travel and financial platform company while embracing and promoting One AirAsia values

### Experience:

- Gained experience in marketing and sales from leading companies such as Siam Cement and American Express
- Joined J Walter Thompson, the world-renowned marketing and communications company, as Account Group Director in 1991
- Part of the team that set up Universal Music (Thailand) Co Ltd and was promoted to Managing Director in 2007
- Joined Warner Music (Thailand) as Managing Director until 2014
- Part of the set-up team for Thai AirAsia X Co., Ltd, and appointed as Chief Executive Officer in 2014
- Appointed as Group Chief Executive Officer of AirAsia X Berhad, 1 November 2018

### Qualifications and Professional Membership:

- Bachelor of Business Management in Marketing, Assumption University, Thailand
- Directors Certificate Program (DCP 254), Thai Institute of Directors Association (IOD)



### Additional Information:

- Nadda is a member of the Board of Directors of Thai AirAsia X Co., Ltd
- Nadda does not own any shares of AirAsia X Berhad

**02****BENYAMIN ISMAIL**

CHIEF EXECUTIVE OFFICER

Nationality	Malaysian
Age	42
Gender	Male
Date of Appointment	1 September 2015

**Responsibilities:**

- Provides leadership and vision towards increasing shareholder value and growth of AirAsia X while delivering our Sustainability commitments
- Manages the Group's business and affairs, ensuring operational excellence and strong governance
- Executes the turnaround plan of AirAsia X
- Develops and spearheads high-level business and growth strategies in line with AirAsia X's vision and mission, as approved by the Board

**Experience:**

- Handled Debt Capital Markets portfolio at Affin Investment Bank, 2003
- Joined Maybank Investment Bank to manage Debt Capital Markets, 2004
- Joined CIMB Investment Bank focusing on Debt Capital Markets, 2007
- Joined AirAsia as Head of Investor Relations, March 2010
- Promoted to Group Head of Investor Relations, Corporate Development and Implementation, 2014
- Appointed AirAsia X Chief Executive Officer (CEO) effective 1 September 2015 after assuming the role of Acting CEO on 30 January 2015

**Qualifications and Professional Membership:**

- Bachelor of Commerce (Banking & Finance), Curtin University of Technology, Australia
- Master of Electric Commerce, Edith Cowan University, Australia

**Membership of Board Committees in AirAsia X:**

- Safety Review Board (Member)

**Awards/Recognition:**

- Four-time winner of Best Investor Relations Officer by Corporate Governance Asia (2011-2014)
- Two-time recipient of Best IR Professional award by Bursa Malaysia's Malaysian Investor Relations Association (MIRA) (2011 & 2012)

**Additional Information:**

- Benjamin does not own any shares of AirAsia X Berhad

## PROFILES OF THE LEADERSHIP TEAM

03

**RACHEL WONG MEE YEN**  
CHIEF FINANCIAL OFFICER

Nationality	Malaysian
Age	53
Gender	Female
Date of Appointment	1 January 2018

### Responsibilities:

- Manages the financial and management accounting aspects of AirAsia X operations
- Ensures accurate and timely preparation of financial and accounting information
- Manages business risks and assurance
- Manages capital funding, tax-related matters and treasury functions
- Ensures compliance with proper corporate governance
- Develops and implements initiatives and strategies to improve the company's financial performance

### Experience:

- Started career with BDO Binder as an Article Student, 1986
- Joined KPMG Peat Marwick as an Audit Senior, 1991
- Joined Press Metal Berhad in 1992, with last position held as Group Financial Controller cum Company Secretary
- Joined TV Media Pte Ltd as Regional Financial Controller, 1996
- Joined MCS Microsystems Sdn Bhd as Operations Director cum Company Secretary, 1997
- Joined AirAsia in 2003, last position held as Group Financial Controller
- Started own business in retail and consumer marketing, 2007
- Joined LMG Rail Car Sdn Bhd as CFO, 2013
- Joined Beacon International Specialist Centre Sdn Bhd as Director of Corporate Finance and Business Analysis Performance, 2015
- Joined AirAsia X as CFO on 1 January 2018

### Qualifications and Professional Membership:

- Member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Member of the Malaysian Institute of Accountants (MIA)





04

**MOSES DEVANAYAGAM**  
SENIOR DIRECTOR

<b>Nationality</b>	Malaysian
--------------------	-----------

<b>Age</b>	68
------------	----

<b>Gender</b>	Male
---------------	------

<b>Date of Appointment</b>	1 October 2013
----------------------------	----------------

**Responsibilities:**

- Leads the coordination of operational functions within the AirAsia Group, airport authorities and government agencies including the Malaysian Aviation Commission and the Civil Aviation Authority of Malaysia
- Advises and mentors the Operations team
- Instrumental in setting up Operations functions including Cargo, Flight Operations, Engineering, Ground and Group Operations, In-Flight Operations, Safety and Security

**Experience:**

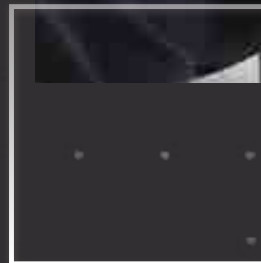
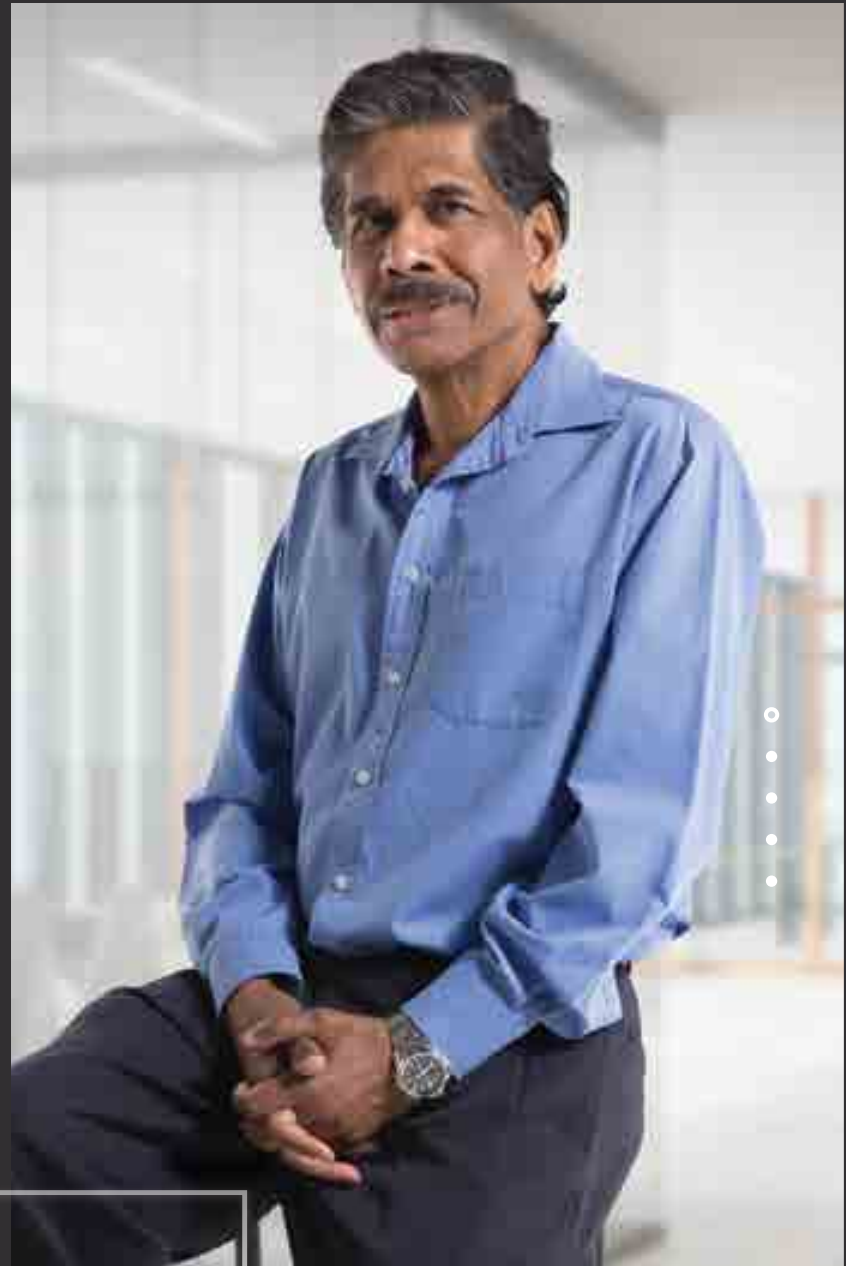
- 48 years of aviation experience including key positions in leading airlines in Singapore and Malaysia:
  - Joined Malaysia-Singapore Airlines, 1971
  - Served Malaysia Airline System Berhad in various senior management positions including General Manager-Operations, Head of Contracts Management and Warranty and Contracts Manager, 1972
  - Joined AirAsia X as Director of Operations, 2007
  - Regional Head of Operations of AirAsia Berhad, 2009
  - Appointed as Senior Director, 2013

**Qualifications and Professional Membership:**

- Associate Member of the Royal Aeronautical Institute United Kingdom (by award), 1975
- Cadet/apprentice Technical Services in-house training with Malaysia-Singapore Airlines, 1971/72
- Type-rated approvals from Qantas and Air New Zealand, 1971

**Awards/Recognition:**

- 40 years Long-Service Award from Malaysia Airlines



## PROFILES OF THE LEADERSHIP TEAM

05

### **CAPT SURESH BANGAH** FLIGHT OPERATIONS DIRECTOR

<b>Nationality</b>	Malaysian
<b>Age</b>	44
<b>Gender</b>	Male
<b>Date of Appointment</b>	1 October 2013

#### **Responsibilities:**

- Coordinates, supervises and monitors the functions and performance of management personnel, pilots, cabin crew and all departments within Flight Operations
- Manages the safety and security of all flights
- Liaison person with local and international regulators, ensuring operations are in line with the Air Operator Certificate
- Represents the company's interest in national and international bodies and institutions as far as flight operations are concerned

#### **Experience:**

- Started as a pilot with AirAsia, 2003
- Internal auditor of Flight Operations at AirAsia, 2005
- Cadet Pilot Coordinator managing the Cadet Pilot Training Programme, 2007-2009
- Flight Deck Recruitment Manager responsible for hiring and promoting pilots, 2009-2010
- Joined AirAsia X as Chief Pilot, Operations, 2010
- Promoted to Flight Operations Director, 2013

#### **Qualifications and Professional Membership:**

- Air Transport Pilot License, 1999
- A320 Type Rating License, 2007
- A340 Type Rating License, 2009
- A330 Type Rating License, 2011

#### **Awards/Recognition:**

- 10 Years Long-Service Award from AirAsia Group



**06****LIM KOK HOOI**

HEAD OF CORPORATE SAFETY

<b>Nationality</b>	Malaysian
<b>Age</b>	47
<b>Gender</b>	Male
<b>Date of Appointment</b>	22 January 2018

**Responsibilities:**

- Provides guidance and direction for AirAsia X's Safety Management System
- Ensures safety documentation accurately reflects the current situation, monitors the effectiveness of corrective actions, and provides periodic reports on safety performance
- Provides independent advice to the CEO, senior managers and other personnel on safety-related matters

**Experience:**

- Kok Hooi has been in the airline industry since the early 1990s, and has broad experience in safety and training with an accumulated more than 15,000 flying hours:
  - Started commercial flying in the Dornier 228, then Twin-Otter (DHC-6), Fokker 50, B737, A340 and now, A330
  - Joined Malaysian Helicopter Services as a co-pilot, and was seconded to Pelangi Air Sdn Bhd, Kuala Lumpur, and to Royal Air Cambodge, Phnom Penh, 1992
  - Joined Malaysia Airlines as a Captain of DHC 6 Twin Otter, based in Miri, Sarawak, following which he became a Captain of Fokker 50, B737-400 and B737-800, 1997
  - Joined AirAsia X as a Captain of A340/330, leading the flight data monitoring team, 2011
  - Became Chief Pilot Flight Safety, 2016
  - Appointed to current post of Safety Director, January 2018

**Qualifications and Professional Membership:**

- Commercial Pilot License Australia
- Commercial Pilot License Malaysia
- Airline Transport Pilot License Malaysia
- Type Rated Instructor (TRI) A340/A330/Fokker 50/DHC-6 Twin Otter
- Member of Malaysia National Runway Safety Team
- Member of Malaysia Flight Safety Team
- IATA qualified trained SMS implementer
- Cranfield University Certified Aviation Investigator
- IATA Trained Aviation Auditor

**Awards/Recognition:**

- Approved by Civil Aviation Authority of Malaysia as a nominated post holder



## PROFILES OF THE LEADERSHIP TEAM

### 07 VANESSA REGAN HEAD OF GROUP COMMUNICATIONS

<b>Nationality</b>	New Zealander
<b>Age</b>	46
<b>Gender</b>	Female
<b>Date of Appointment</b>	14 May 2018

#### Responsibilities:

- Provides communication leadership for the senior management team
- Develops and implements AirAsia X's communication strategies including corporate communication, CEO and management profiling, media relations, issues management and commercial communication to support revenue and sales objectives in all key markets
- Focused on continual improvement across all communication channels and on driving brand awareness and reputation in key markets
- Promotes innovation across the communication spectrum to support the AirAsia X turnaround plan
- Responsible for managing the external and internal profile of the business with all key stakeholders including staff, media, government, regulators and travel & tourism industry partners

#### Experience:

- Over 25 years' experience in a range of high-profile corporate communication roles in Asia, Australia and New Zealand (NZ):
  - Publicity Manager at SKY TV, driving strong publicity and celebrity profiling outcomes for NZ's then pay TV leader, 1993-1995
  - Publicity Manager at TV3/TV4, the leading national broadcasting company in NZ, 1996-1998
  - PR Executive at DDB Needham PR and advertising agency, 1999-2000
  - Communications Manager for SKYCITY Entertainment Group (NZ and Australia), responsible for the media profile and communication strategy of the gaming, tourism and entertainment business. Launched numerous key tourism products - Sky Jump and Vertigo Climb off the Sky Tower in Auckland. Also oversaw marketing and PR for the Village Cinemas chain of cinemas throughout NZ, 2000-2008
  - Head of Marketing and Communications for Tigerair Australia, responsible for managing the marketing, media/communication and customer services functions for the business. Key part of the senior leadership team that successfully re-launched the airline in July 2011. Instrumental in development of the Tigerair turnaround strategy and rebrand of the airline in July 2011
  - Key media spokesperson for Tigerair Australia next to CEO, 2009-2018
  - Joined AirAsia X in May 2018



#### Qualifications and Professional Membership:

- Bachelor of Communication Studies (PR Major) Auckland, NZ, 1993

#### Awards/Recognition:

- Virgin Australia CEO awards: finalist - 2016 for diligence in achieving outstanding safety and communication strategy outcomes for the business (within the Virgin Australia Group of Airlines)
- PRINZ (PR Institute of NZ) runner up award in 2005 for the launch of the new SKYCITY Auckland Convention Centre and dine by Peter Gordon premium restaurant
- Quest for the Best employee award 2008 from SKYCITY Entertainment Group

**08****ONG SOON YEE**

HEAD OF ENGINEERING

Nationality	Malaysian
Age	50
Gender	Male
Date of Appointment	1 March 2018

**Responsibilities:**

- Manages the Department of Engineering overseeing resources, staffing, system enhancement and maintenance
- Leads the team with focus on technologies inclusive of AMOS, skywise, AIMS and Airman for defect monitoring
- Manages departmental operating budget
- Drives key performance indicators across all areas of engineering function to ensure that Parts M and 145 are delivered within budget and on time to the highest quality standards

**Experience:**

- Joined AirAsia (then DRB-HICOM), 1996
- Became a Licensed Aircraft Engineer B1.1 holder with A320 type rated, 2009
- Maintenance Manager at Malaysia AirAsia, managing Allstars and maintenance activities in Kuala Lumpur, Johor Bahru, Penang, Kuching and Kota Kinabalu, 2014
- Head of Ground Operations and Nominated Post Holder to Civil Aviation Authority of Malaysia, 2016
- Joined AirAsia X Berhad in early 2018

**Qualifications and Professional Membership:**

- Master of Business Administration, University of New Castle, 2005
- EASA part 66 B1.1 Licence, 2007
- CAAM part 66 B1.1 Licence, 2009



## PROFILES OF THE LEADERSHIP TEAM

09

### VENGGATARAO NIADU

HEAD OF REGULATORY & NETWORK

Nationality	Malaysian
Age	44
Gender	Male
Date of Appointment	1 October 2014

#### Responsibilities:

- Assesses new markets based on strategic fit, financial potential, growth opportunity, risks and possible entry points
- Develops network expansion plans for company's long and short-term objectives
- Develops schedules to utilise crew manpower and aircraft efficiently and effectively, considering commercial requirements and network connectivity
- Builds and maintains relationships with local and foreign regulators as well as airports, while monitoring and negotiating bilateral agreements in relevant markets
- Manages and negotiates arrival and departure slots at local and foreign destinations

#### Experience:

- Venggatarao has more than 10 years of management experience in the aviation industry, in cross-functional roles across network and fleet planning
  - Started his career with SINGER Sdn Bhd as an internal auditor, 1996
  - Moved to AirAsia Berhad as a scheduling executive, 2005
  - Moved to AirAsia X in 2006 as a Scheduling and Network Executive
  - Promoted to Manager of Network and Scheduling, 2010
  - Appointed as Head of Network and Regulatory, 2014

#### Qualifications and Professional Membership:

- Master of Business Administration, Anglia Ruskin University, 2018

#### Awards/Recognition:

- Best Network Performance Award (Airline Category) by World Routes Award
- 10 Years Long-Service Award from AirAsia Group





10

**SENG KIAN AIK**

HEAD OF INTERNAL AUDIT

Nationality	Malaysian
Age	47
Gender	Male
Date of Appointment	3 April 2017

**Responsibilities:**

- Provides independent and objective assurance as to the adequacy and effectiveness of system of internal controls, risk management and governance processes

**Experience:**

- Started his career as an auditor at Azman, Wong, Salleh & Co, 1997
- Joined PricewaterhouseCoopers in Assurance & Business Advisory Services and rose to Audit Manager, 2000
- Served Sunway Group Internal Audit and led Sunway REIT's Internal Audit function as Assistant General Manager, 2007
- Joined AirAsia X as Head of Internal Audit, 2017

**Qualifications and Professional Membership:**

- Member of the Institute of Internal Auditors Malaysia (IIAM)
- Member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Member of the Malaysian Institute of Accountants (MIA)
- Member of the Chartered Accountants Australia and New Zealand (CAANZ)



## PROFILES OF THE LEADERSHIP TEAM

11

### WONG OOI LING

HEAD OF CORPORATE QUALITY AND ASSURANCE

Nationality	Malaysian
-------------	-----------

Age	48
-----	----

Gender	Female
--------	--------

Date of Appointment	1 July 2016
---------------------	-------------

#### Responsibilities:

- Ensures core business processes necessary for meeting business objectives are established, implemented and documented
- Provides support to business units in process development and continual improvement
- Works with Heads of Department of all business operations to coordinate business continuity management (BCM) related activities including development and documentation of business continuity plan

#### Experience:

- Joined PricewaterhouseCoopers in its Audit and Assurance Department, 1995
- Joined EON Bank Berhad as Corporate Planning Manager, 2000
- Vice President of Group Management Services and PMO, EON Bank Berhad, 2003
- Joined Measat Broadcast Network Systems Sdn Bhd (Astro) as a Senior Manager in Planning, Broadcast and Operation, 2007
- Joined DRB-HICOM Group as a Senior Manager in GST PMO, 2014
- Joined AirAsia X as Head of Corporate Quality and Assurance, 2016

#### Qualifications and Professional Membership:

- Bachelor of Business (Accounting), Monash University, Australia
- Member of the Malaysian Institute of Accountants (MIA)





12

**HANIF IDROSE MOHAMED**

HEAD OF INVESTOR RELATIONS AND CORPORATE FINANCE

Nationality	Malaysian
Age	31
Gender	Male
Date of Appointment	1 October 2017

**Responsibilities:**

- Engages with the investment community to ensure full appreciation of the company's business activities, strategy and prospects to allow the market to make informed judgments
- Secures financing and undertakes corporate exercises
- Coordinates shareholder meetings, conferences and investor roadshows; leads the annual general meetings & financial analyst briefings; releases financial data, publishes reports as well as leads the production of the company's annual report
- Responsible for matters related to aircraft leases

**Experience:**

- Started career at Telekom Malaysia Berhad (TM) as Assistant Manager of Investor Relations, 2011
- Promoted to Manager of Investor Relations of TM, 2015
- Joined AirAsia as Investor Relations Manager, 2016
- Joined AirAsia X to spearhead Investor Relations department, 2016
- Given an expanded role within the company and appointed Head of Investor Relations and Corporate Finance, 2017

**Qualifications and Professional Membership:**

- Bachelor of Business and Commerce (Accounting, Banking & Finance), Monash University, Australia
- Master of Applied Finance, Monash University, Australia
- Member of the Malaysian Investor Relations Association (MIRA)
- Member of the Malaysia Australia Business Council (MABC)

**Awards/Recognition:**

- Two-time recipient of Best IR Professional award by Bursa Malaysia's Malaysian Investor Relations Association (MIRA), 2017 & 2018
- TM Group CEO Merit Award 2013



## PROFILES OF THE LEADERSHIP TEAM

13

### MUHAMMAD ALIF SOON HEAD OF GROUND OPERATIONS

Nationality	Malaysian
Age	43
Gender	Male
Date of Appointment	9 April 2015

#### Responsibilities:

- Leads the team of Guest Service Assistants in improving our customer experience
- Ensures full compliance with all regulatory requirements by the department

#### Experience:

- Joined AirAsia as a Guest Service Assistant, 2004
- Moved to Airasia X as Duty Executive, 2010
- Promoted as Airport Manager, 2013
- Appointed as Head of Ground Operations, 2015

#### Qualifications and Professional Membership:

- Sijil Pelajaran Malaysia

#### Awards/Recognition:

- 10 Years Long-Service Award from AirAsia Group



**14****ASPA LINDA AHMAD**  
CABIN CREW MANAGER

<b>Nationality</b>	Malaysian
<b>Age</b>	42
<b>Gender</b>	Female
<b>Date of Appointment</b>	16 March 2015

**Responsibilities:**

- Leads and manages manpower planning for the entire AirAsia X Cabin Crew Department
- Responsible for the management and supervision of all Cabin Operation activities and safety, ensuring these are conducted in accordance with applicable regulations and company standards
- Ensures cabin crew deliver world-class customer service

**Experience:**

- More than 20 years of experience in the aviation industry:
  - Started her career with AirAsia as a Cabin Crew (2002) and was promoted to Senior Cabin Crew (2003), Purser (2005) and a Cabin Crew Executive (2009)
  - Moved to AirAsia X and served as an Assistant Cabin Crew Manager, 2010
  - Further enhanced her skills set by joining the Cabin Safety Department as a Safety Examiner, and was promoted to Cabin Safety Manager in 2012
  - Appointed as Head Cabin Crew of AirAsia X, leading more than 1,000 cabin crew, 2015

**Qualifications and Professional Membership:**

- B737 Type Rating Certificate, 2002
- A320 Type Rating Certificate, 2006
- A330 Type Rating Certificate, 2007
- A340 Type Rating Certificate, 2009

**Awards/Recognition:**

- 10 Years Long-Service Award from AirAsia Group

## PROFILES OF THE LEADERSHIP TEAM

15

### SELVAM VELAITHAM

PART M - CONTINUING AIRWORTHINESS MANAGER

Nationality	Malaysian
Age	50
Gender	Male
Date of Appointment	1 August 2018

#### Responsibilities:

- Institutes and maintains an effective and efficient administrative system to ensure Continuing Airworthiness activities comply with Civil Aviation Authority of Malaysia (CAAM) requirements
- Ensures implementation of Safety Management System including management of safety risks within the organisation
- Provides communication and supports the senior leadership team on regulatory matters regarding airworthiness

#### Experience:

- Over 25 years' experience in aircraft engineering & maintenance
  - Licensed Aircraft Engineer in base maintenance and line maintenance at Malaysia Airlines Berhad, 1998 - 2004 and AirAsia Berhad, 2004 - 2006
  - Quality Assurance Inspector in AirAsia Berhad, 2006 - 2013
  - CAAM Nominated Post Holder as Quality Assurance Manager at AirAsia X Berhad, 2014 - 2018
  - Joined AirAsia X as a manager, January 2014
  - Became a CAAM Nominated Post Holder as Part M - Continuing Airworthiness Manager, August 2018

#### Qualifications and Professional Membership:

- Diploma of Aircraft Maintenance - Oxford Air Training School, 1998
- Aircraft Maintenance Engineer Licence - CAA UK, 1998
- Aircraft Maintenance Engineer Licence - DCA Malaysia, 1998





16

**JESSICA MAN HUI SZE**  
GENERAL COUNSEL

Nationality	Malaysian
Age	31
Gender	Female
Date of Appointment	1 February 2018

**Responsibilities:**

- Primary contact point for all legal matters relating to the operations of the airline business, including regulatory, compliance and litigation
- Provides strategic support to the Board of Directors and senior management of AirAsia X and AirAsia Group on complex and/or high value legal matters and projects
- Synergises with AirAsia Group Legal leadership in supporting the most crucial business and compliance needs of the airline and the AirAsia Group
- Designated legal point of contact responsible for advising the airline on legal risks, exposure and liabilities
- Oversees the legal department's assistance with company secretarial matters

**Experience:**

- Pupillage with Chooi & Company, 2012
- Joined the Corporate and Financial Services Department of Chooi & Company as an Associate, 2013
- Joined the Corporate Department of Lee Hishammuddin Allen & Gledhill as an Associate, 2014
- Seconded by Lee Hishammuddin Allen & Gledhill to Gibraltar BSN Life Bhd to provide assistance to the company's Legal Department, 2016
- Joined AirAsia X Berhad as Legal Manager, 2017
- Promoted to General Counsel in February 2018

**Qualifications and Professional Membership:**

- Admitted as an Advocate and Solicitor of the High Court of Malaya, 2013
- Certificate in Legal Practice in Malaysia, 2011
- Bachelor of Laws (LLB), University of London, 2010

**Awards/Recognition:**

- Top 100 General Counsel listed in the Legal 500 GC Powerlist: Southeast Asia 2019



## PROFILES OF THE LEADERSHIP TEAM

### 17 **EDDIE TAN** LINE OPERATIONS MANAGER

Nationality	Malaysian
Age	46
Gender	Male
Date of Appointment	14 April 2014

#### Responsibilities:

- Oversees and manages all overseas stations, including the set-up of new stations
- Manages ground operations related contracts
- Ensures accurate and timely execution of all processes and procedures whilst maintaining the highest level of safety, security and operational efficiency throughout the network

#### Experience:

- Eddie has more than 27 years of management experience in handling operations in the aviation industry:
  - Started career with Singapore Airlines Limited as a Passenger Services Agent, 1992
  - Joined All Nippon Airways Co Limited as Traffic and Flight Operations Officer, 1995
  - Joined AirAsia Berhad as Station Manager, Kuching, 2005
  - Transferred to Kuala Lumpur Hub (LCCT) as a Station Manager, 2006
  - Appointed as Station Manager for AirAsia X, Kuala Lumpur hub, 2010
  - Appointed as Line Operations Manager for AirAsia X, 2014

#### Qualifications and Professional Membership:

- Tertiary studies – Beaufort College, Western Australia

#### Awards/Recognition:

- 10 Years Long-Service Award from AirAsia Group





18

**AZAHAR OTHMAN**

RAMP MANAGER

Nationality	Malaysian
Age	61
Gender	Male
Date of Appointment	1 February 2013

**Responsibilities:**

- Ensures that ramp and transport services, loading and unloading of aircraft, weight and balance, ground equipment and mishandled load are managed according to company procedures and established standards
- Represents AirAsia X at meetings with airport authorities and with other in-house departments in matters involving ramp handling
- Conducts training for weight & balance and ramp handling

**Experience:**

- Azahar has 39 years of experience in the aviation industry:
  - Joined Malaysia Airlines as a traffic clerk, 1978
  - Promoted to Customer Service Officer of Malaysia Airlines, 1988
  - Moved to KL Airport Services (KLAS) as Flight Operation Officer, 1999
  - Promoted to Passenger Handling Supervisor, 2001
  - Assigned as Aircraft Handling Supervisor, later in 2001
  - Duty Manager of Flight Operations, 2001
  - Promoted to Head of Aircraft Handling and Flight Operation, 2009
  - Joined AirAsia X as Ramp Duty Manager, 2013

**Qualifications and Professional Membership:**

- Malaysian Certificate of Education

**Declaration of Leadership Team:**

- **Family relationship**  
None of the Leadership Team has any family relationship with any other Director and/or major shareholder of AirAsia X Berhad
- **Conflict of Interest**  
None of the Leadership Team has any conflict of interest with AirAsia X Berhad
- **Conviction for Offences**  
None of the Leadership Team has been convicted for any public offence during the financial year ended 31 December 2018 or had any penalty imposed by the relevant regulatory bodies within the past five (5) years, other than traffic offences, if any
- **Other Directorship**  
None of the Leadership Team has any other directorship in public companies



# AirAsia X Thailand

## Leadership Team

# AIRASIA X



**CAPTAIN PITTINUN  
INTARASAK**

Head of Flight Operations



**KRIRKWOOT BOONSORN**

Head of Engineering



**PHAIRAT  
PORNPATHANANGOON**

Chief Financial Officer



# THAILAND



**NADDA BURANASIRI**

Chief Executive Officer



**MATANA THIENTHONG**

Head of Commercial



**NITIROTE KITCHAROEN**

Head of Group Operations

Efficiency. Value. Innovation.  
Proud to power AirAsia X.

Discover the **#PowerOfTrent**

[rolls-royce.com/PowerOfTrent](http://rolls-royce.com/PowerOfTrent)





# Creating opportunity through leasing



With 90 customers in 50 countries, Macquarie AirFinance has the breadth and expertise to help any airline seize opportunities. Let us discuss how we can help you.

To learn more, contact us or visit [www.macquarie.aero](http://www.macquarie.aero)

[macquarie.com](http://macquarie.com)

Except for Macquarie Bank Limited (Australian Credit Licence (ACL) 237502) ABN 46 008 583 542 (MBL), any Macquarie entity referred to on this page is not an authorised deposit-taking institution for the purposes of the Banking Act 1959 (Cth). That entity's obligations do not represent deposits or other liabilities of MBL. MBL does not guarantee or otherwise provide assurance in respect of the obligations of that entity, unless noted otherwise. Before making a decision about whether to acquire a credit or lending product, a person should obtain and review the terms and conditions relating to that product and also seek independent financial, legal and taxation advice.