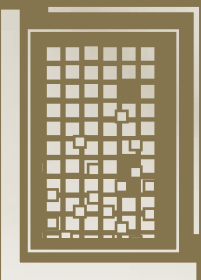




10
YEARS
OF GOLD



A
DECADE OF
EXCELLENCE

Annual Report
2018



YEARS OF GOLD:

A DECADE OF EXC



ELLENCE



Gold is the colour of champions. As we celebrate our 10th year in a row as the World's Best Low-Cost Airline according to Skytrax, we thought it fitting to mark the occasion with this sleek, gold-on-gold cover that incorporates the number 10 and the Skytrax medallion, the symbol of our continued excellence.

SOME OF THE ALLSTARS

WHO M

P



MADE IT



POSSIBLE



Mak Ying
Ying



Administrative Executive

Companies are like families. We build them with all our heart, putting our blood and sweat into it with one sole purpose - to make it grow and flourish. The road ahead will be challenging as AirAsia continues to evolve but we remain committed to strengthening our capabilities and to better understand ourselves.

Lim Wen
Shiow



Management Accounting Manager

AirAsia is different from other companies in many ways. I love the unique office culture and fun environment, and I get to experience new things and challenge myself every day. I'm happy to be part of AirAsia and I appreciate the opportunity I've had to grow with the company.

Yvonne
Lady
Diana



Culture Manager

What keeps me going is the friendship. I have met lots of good and amazing friends here who been with me for 11 years. We've gone through many things together - achieving milestones, celebrating AirAsia's success, standing by each other when things get tough, wishing each other during festivals, attending each other's weddings and baby showers, hugging and comforting each other over lost loved ones. This is my Allstars family, perfect in its imperfection.

Kadek Dian
Kumalasari



Cabin Crew

After more than 10 years flying for the best low-cost airline in the world, I reflect on the joy of working for an employer that provides equal opportunity for all employees. A company that provides low-cost travel to millions and treats its employees with respect, making it a joy to go to work every day. A workplace that prides itself on safety, training and an enviable employee benefits package. We set the standard that others follow.

Frank Bateman



Customer Happiness Head

The happiest day in my work life was when I joined AirAsia in 2007. Thank you, Tony! I was tasked with delivering team building and other soft skills training to our Allstars, and I will always cherish the excitement and happy faces of those who attended these programmes.

Junaida
Jamadudin



Administrator

I started working at the AirAsia call centre in Kelana Jaya in 2004, handling flight bookings and customer inquiries. Two years later, my previous boss Sri Velayuthan gave me the opportunity to handle staff bookings, first duty travel and then for the Group CEO's (GCEO's) office. Working in the GCEO's office has given me the opportunity to meet VIPs, clients, media and vendors from around the world, and allows me to be an ambassador for the company. Whenever I meet with our guests, I make a point to brag about our people, culture and success as a brand. Being part of a company with so many growth opportunities gives me confidence.

See Keat
Loon



ICT Manager

AirAsia began with a small ICT team when I joined 10 years ago. Since then it has grown from around 20 people to more than 100 today as the company transforms into a tech company. It has been a memorable yet crazy past 10 years with many late nights deploying IT systems to improve guest experience. A true blood, sweat and tears accomplishment.





Razmin Che
Abu



Cargo Supervisor

AirAsia is not the same company I joined 10 years ago. We have begun our transformation from operating manually towards a fully digital system, which is now our target. I am proud to be part of this journey and I will continue to serve AirAsia as one family. Thank you Airasia for this honourable recognition.

Govindran
Karuppiah



Security Executive

Every single day for the last 11 years, I have enjoyed coming to work. It feels like a second home, and being part of the Security Department has given me pleasure and honour to serve my fellow Allstars. I take great pride in working with this amazing organisation that has been named Skytrax World's Best Low-Cost Airline 10 times in a row.

Puchit
Tansiri



Planning Manager

AirAsia is not like a company but family. To shine, smile and cry together is our style and culture. And we keep growing, moving and changing as a team. I am very proud to be part of this family.

Fairul Aswadi
Yaacob



GTR Duty Executive

Twelve years ago, I started as a ground service agent who did not have any wish or purpose. Now, as part of the Allstar family that has been named the World's Best Low-Cost Airline for 10 consecutive years, I feel a sense of pride and achievement that I will never forget. Thank you AirAsia, Tan Sri Tony and Datuk Din for giving me the opportunity to change myself.

Febi
Irawan



Captain

I have enjoyed my nearly 12 years of service. As a line pilot, I'm happy because almost every day I get to see my family. Thank you, AirAsia, the winner of the "Home Sweet Home" award 12 years in a row from my kiddos.

Mohd Firdaus
Rosli



Ramp Manager

Lynette Simeone said, "The sky is not the limit, your mind is." I started my career in AirAsia from zero and I am still challenging myself to reach my fullest potential so I can contribute as much as I can to the Allstars family. I'm thrilled to share my passion, values and mission that I have learned over the past 15 years to make AirAsia the greatest low-cost airline in the world. Nothing is impossible.

Taranjit Singh
Sandhu



Legal Executive

It has been a remarkable journey for me since 2002, when I joined as a call centre agent. Since then, I have worked as a guest services assistant and cabin crew, and now I'm with the legal team. As an Allstar, I was given the opportunity to develop my career within the company as I was granted a scholarship to pursue my law degree in London. Truly an honour and privilege that I cherish.

Ariff Shah
Sopian



Photographer

I joined in 2007 as a cashier in the finance department, managing inflight cash sales. Seven years later, I became the official photographer for AirAsia. Such an amazing journey after that. Award-winning annual report covers and photography! And I am thrilled to have been able to inspire other Allstars to explore their passion for photography through our hobby group. If you don't try it, you won't know.

» A JOURNEY OF EXCELLENCE



ASEAN Business Awards 2018

- Priority Integration Sector (Aviation)



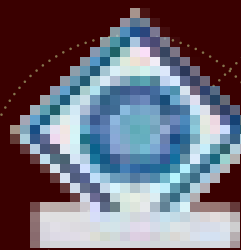
Loyalty Awards 2018

- Best Use of Technology



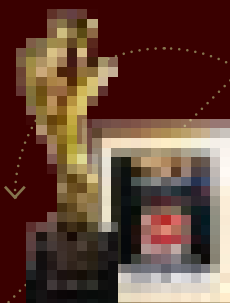
Red Coral Award of Asia Tourism 2018

- Most Popular Airline



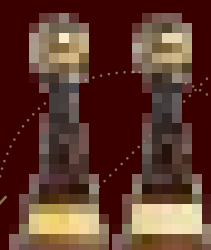
Business Traveller Asia Pacific Awards 2018

- Best Low-Cost Airline



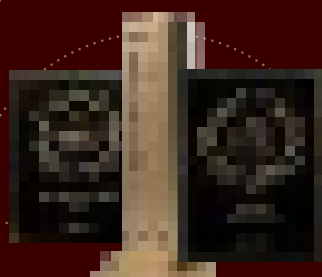
Malaysia Excellence Business Awards 2018

- Excellence in Logistics Transportation



World Travel Awards (WTA) 2018

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



CARNOC Communications Award 2018

- Annual Creative Brand Communication Case
- Most Communicative Foreign Airlines
- Most Communicative WeChat Account of Foreign Airline



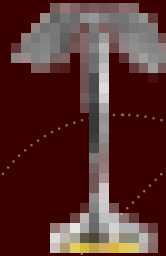
Inflight Asia Pacific 2018

- Airline IFEC Experience (ROKKI)



IDC Digital Transformation Awards 2018

- Operating Model Master for Malaysia



Putra Brand Awards 2018

- Gold for Transport, Travel & Tourism



MARKies Awards 2018

- 5 Gold, 5 Silver, 1 Bronze



Weibo Aviation 2018

- Weibo 2018 Most Influential Foreign Airline



Global Leadership Awards 2018

- Lifetime Achievement



The Edge Billion Ringgit Club 2018

- Highest Growth in Profits After Tax Over Three Years for Big Cap Companies
- Highest Growth in Profits After Tax Over Three Years for Consumer Products and Services



MIRA Annual Awards 2018

- Best IR Website (Mid Cap)



Skytrax World Airline Awards 2018

- World's Best Low-Cost Airline

» AIRASIA GROUP KEY HIGHLIGHTS

OUR ALLSTARS
REPRESENT

62

DIFFERENT
NATIONALITIES



SOCIAL MEDIA

TWITTER



7,907,918
followers

FACEBOOK



11,829,095
fans

WEIBO



1,374,078
fans

INSTAGRAM



1,617,134
followers

WECHAT



1,897,671
fans

LINE



26,700,000
fans

YOUTUBE



109,102
subscribers

LINKEDIN



271,359
followers

KAKAOSTORY



7,642
followers

PINTEREST



3,502
followers

TIKTOK



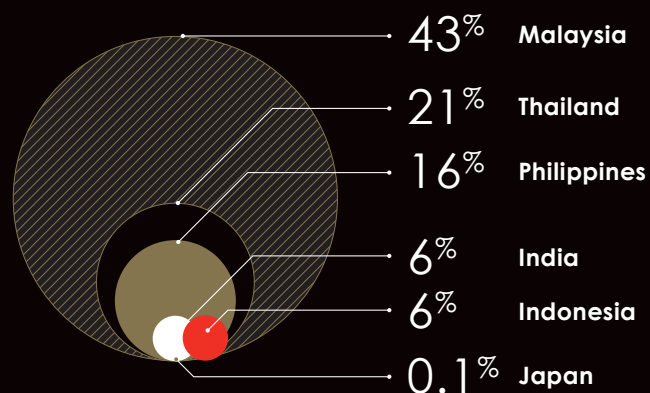
17,000
followers

KAKAOTALK



17,379
followers

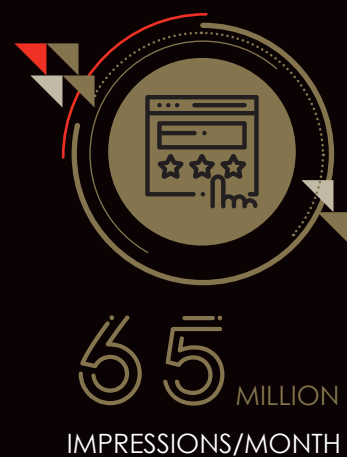
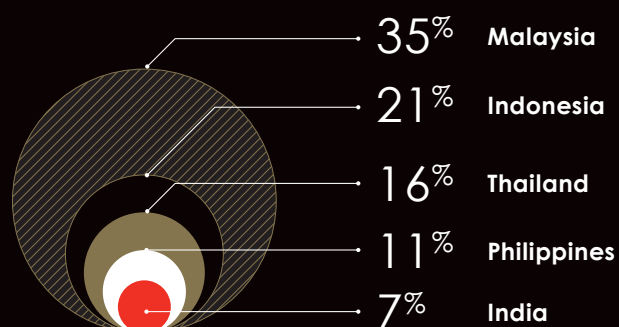
AIRASIA GROUP TOTAL MARKET SHARE



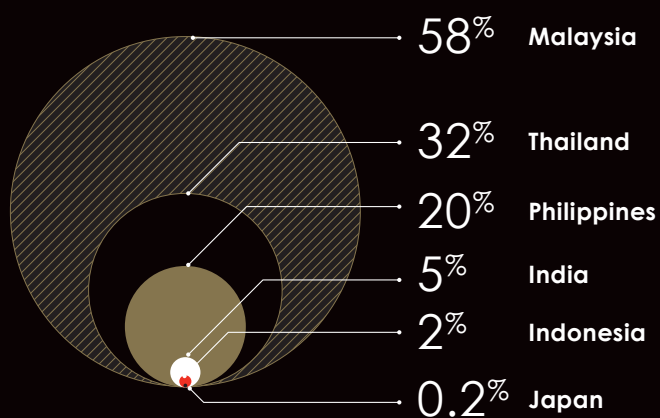
AIRASIA.COM



INTERNATIONAL MARKET SHARE



DOMESTIC MARKET SHARE







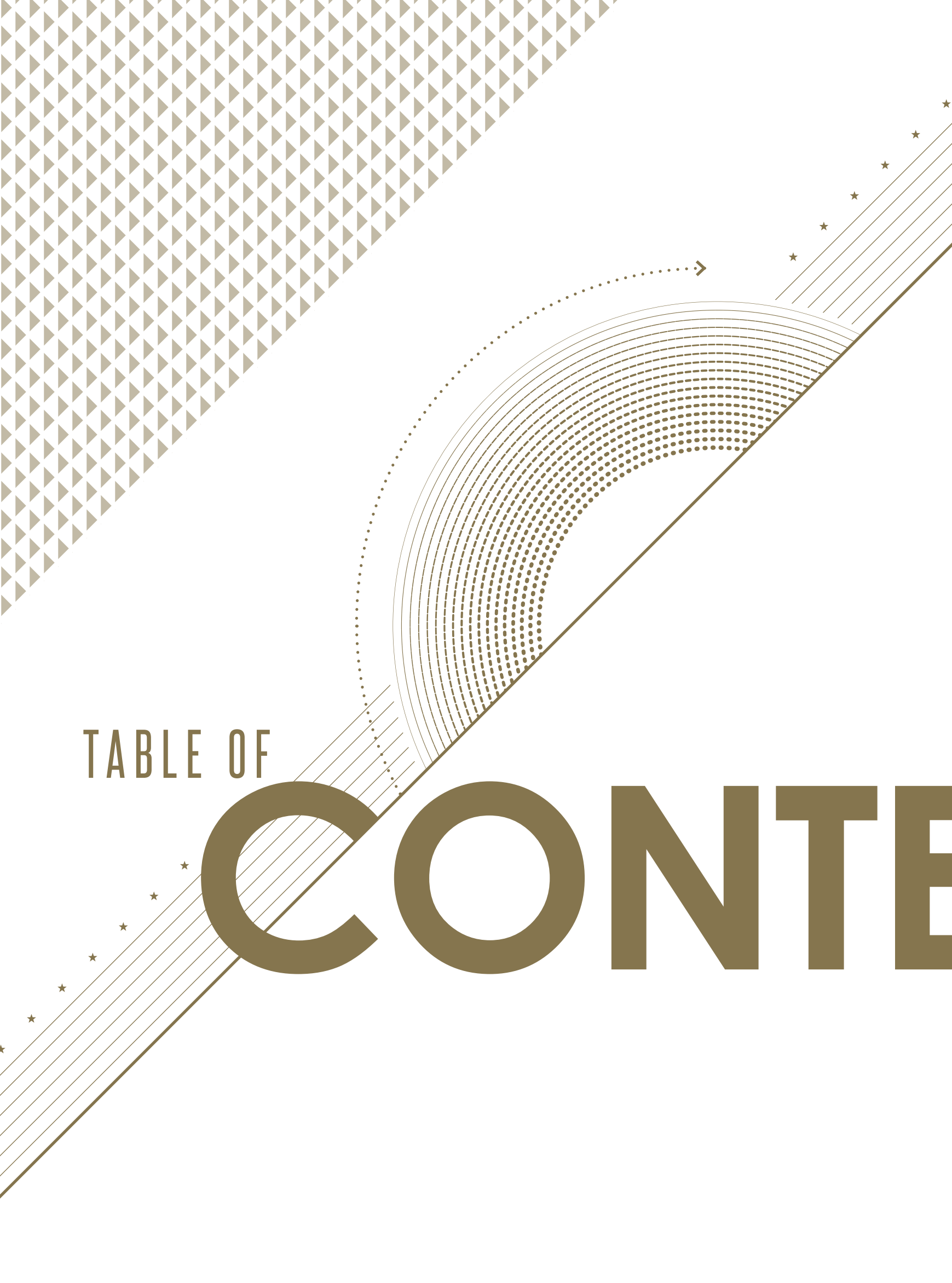


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THE FUTURE. NOW UNDER CONSTRUCTION.



FLY
WE MAKE IT

Whether it's integrating cutting-edge technology to reduce our environmental impact, driving innovation to improve society or ensuring we operate ethically throughout our entire supply chain, Airbus is committed to developing a sustainable future for our business, our stakeholders and the planet. That's why we embrace the UN's Sustainable Development Goals. It's not only what we make; it's what we're made of.

Sustainability. We make it fly.



AirAsia and CFM: One of the Best Teams in Aviation

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



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

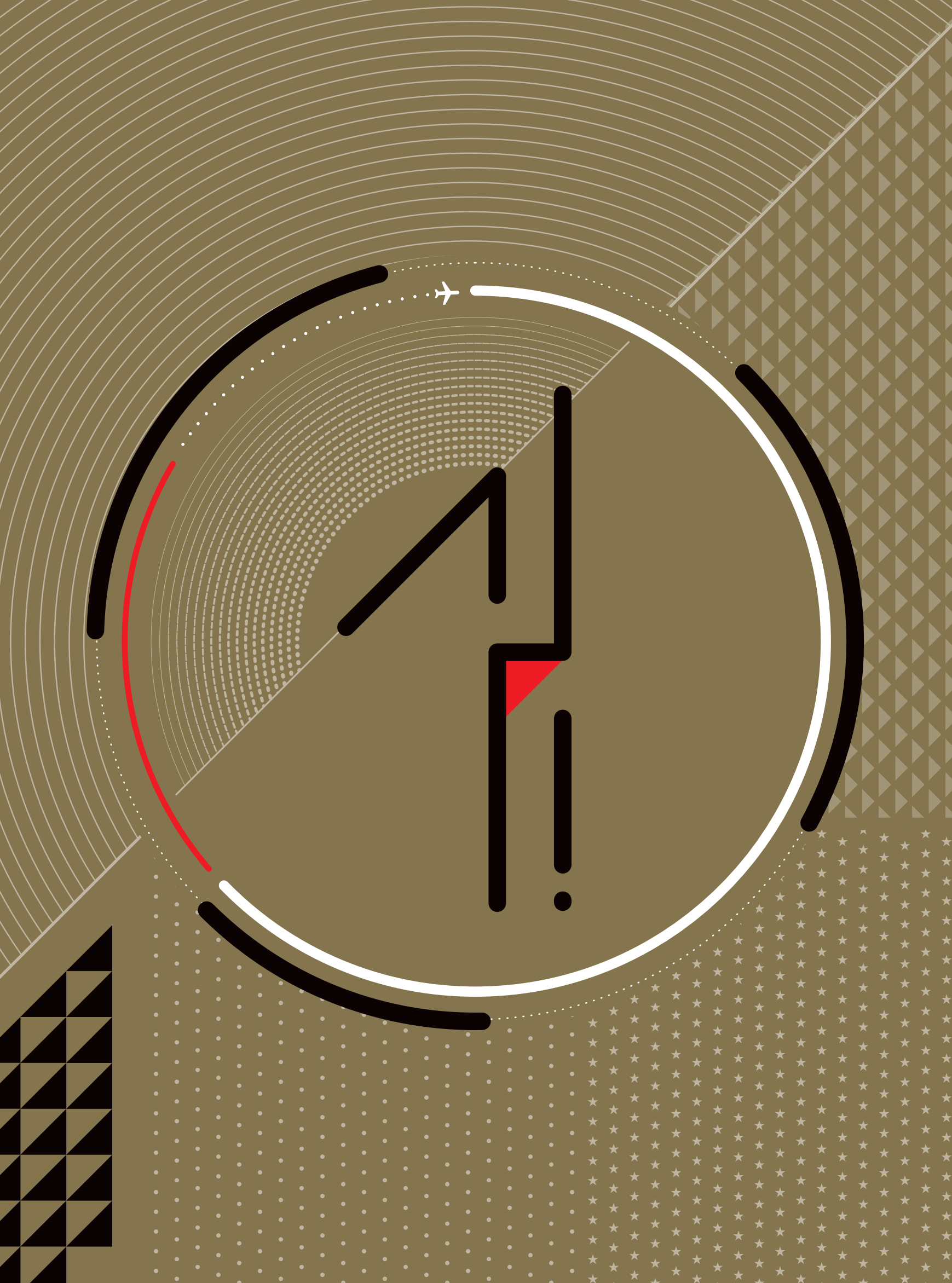
Congratulations on another successful year.



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

ABOUT US

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» THE FOUNDERS



1

TAN SRI
TONY FERNANDES

2

DATUK KAMARUDIN
BIN MERANUN

3

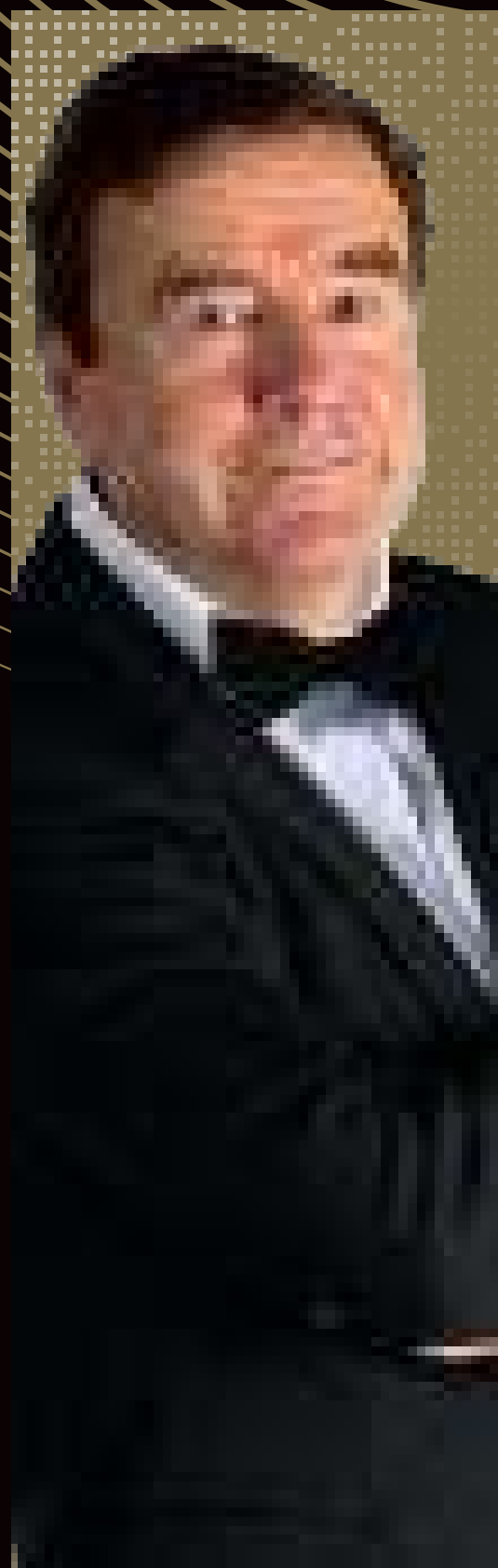
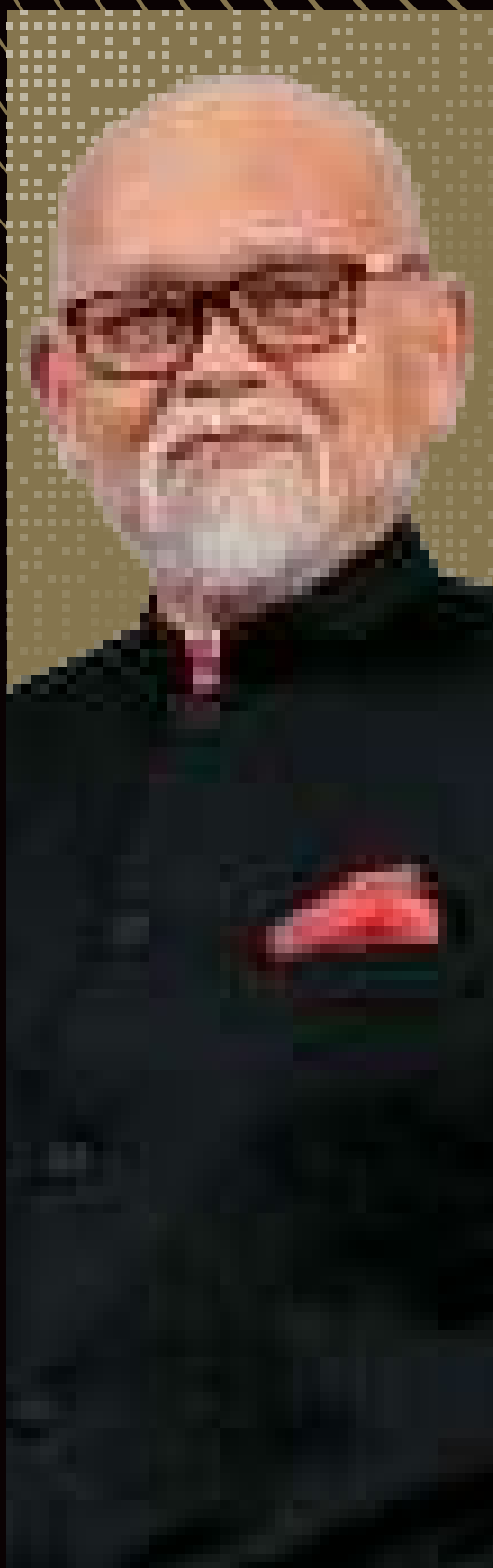
DATO' ABDEL AZIZ @
ABDUL AZIZ BIN ABU
BAKAR

4

DATO' PAHAMIN
AB RAJAB

5

CONOR
MCCARTHY





VIS1N



To be the leading travel and financial platform company in Asia providing inclusive travel and financial services





MISSION



▶▶ OUR NETWORK

23
Countries

147
Destinations

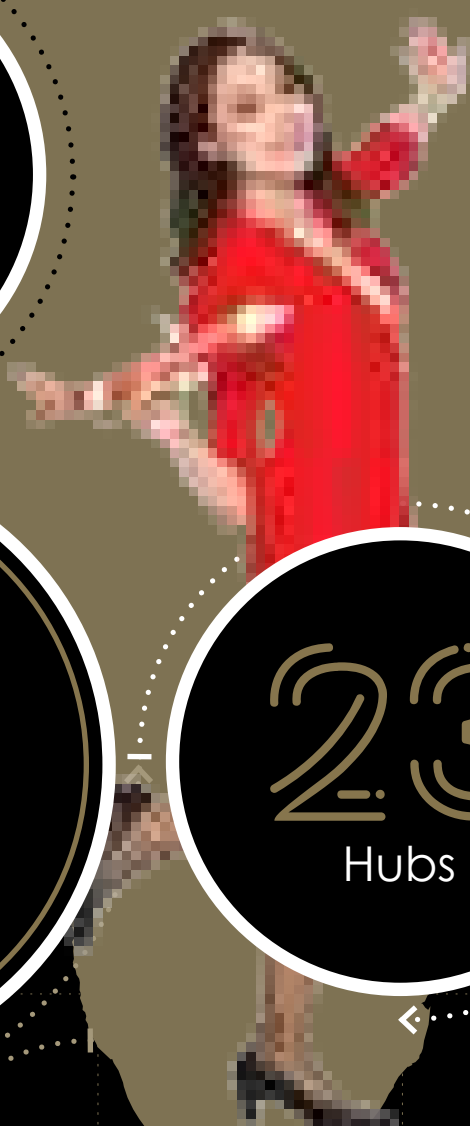
23
Hubs

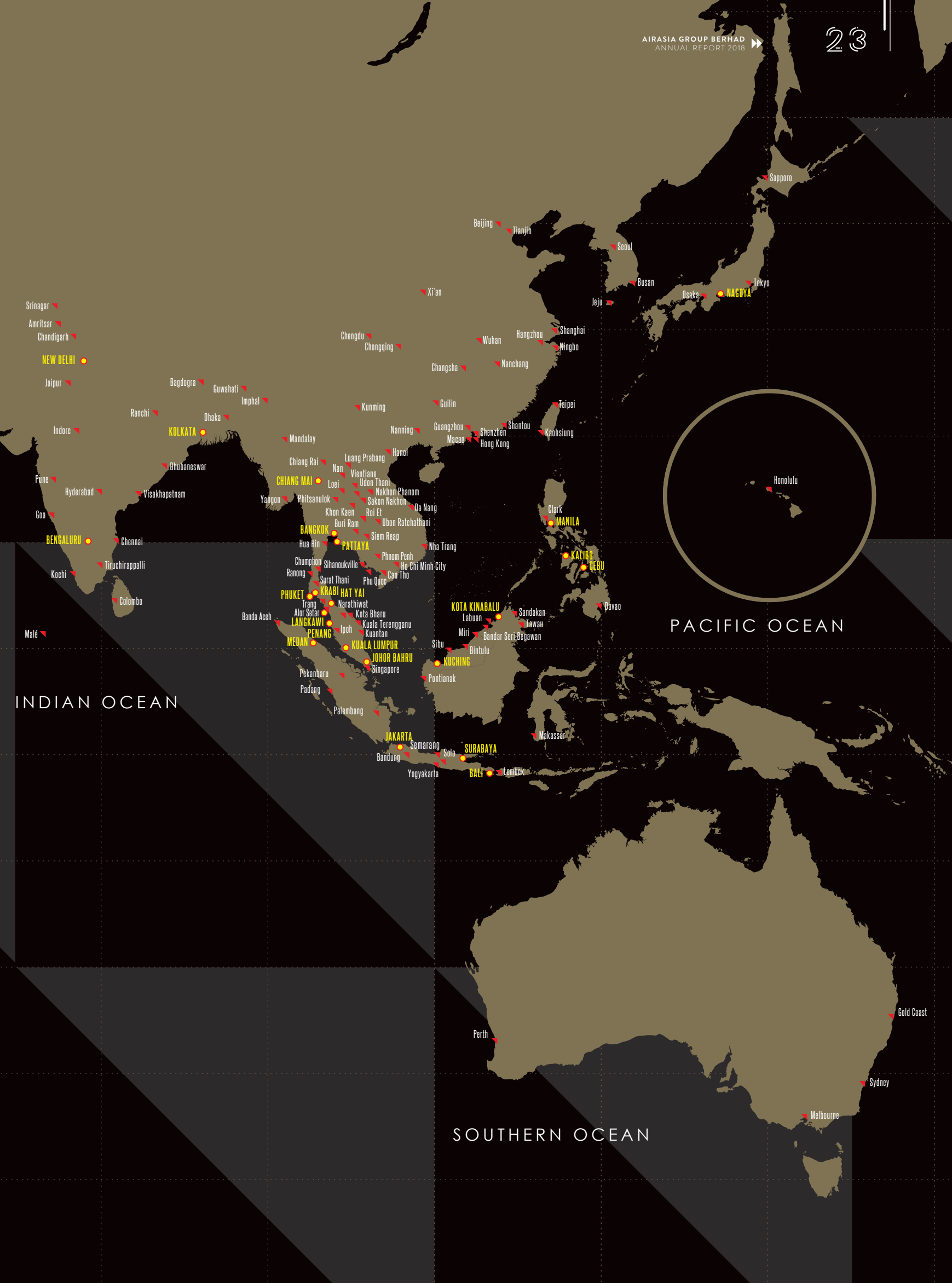
LEGEND



Medina

Jeddah





Srinagar

Amritsar

Chandigarh

NEW DELHI

Jaipur

Bagdogra

Guwahati

Ranchi

Dhaka

Imphal

Indore

KOLKATA

Pune

Hyderabad

Visakhapatnam

Goa

BENGALURU

Chennai

Kochi

Tiruchirappalli

Colombo

Malé

INDIAN OCEAN

Beijing

Tianjin

Xi'an

Chengdu

Chongqing

Changsha

Wuhan

Hangzhou

Shanghai

Ningbo

Nanchang

Kunming

Guilin

Taipei

Nanning

Guangzhou

Macao

Shenzhen

Hong Kong

Shantou

Kaohsiung

Mandalay

Chiang Rai

Nan

Vientiane

Udon Thani

Nakhon Phanom

Sakon Nakhon

Da Nang

Yangon

Phitsanulok

Khon Kaen

Buri Ram

Siem Reap

Ubon Ratchathani

BANGKOK

Hua Hin

PATTAYA

Chumphon

Sihanoukville

Phnom Penh

Ho Chi Minh City

Ranong

Surat Thani

Phu Quoc

Cao Tho

PHUKET

Trang

KRABI HAT YAI

Narathiwat

Kota Bharu

Kuala Terengganu

Kuantan

Alor Setar

LANGKAWI

Ipoh

PENANG

KUALA LUMPUR

JOHOR BAHRU

MEKAN

Pekanbaru

Padang

Palembang

JAKARTA

Semarang

SURABAYA

Bandung

Yogyakarta

BALI

Lombok

Pontianak

Sibu

Bintulu

KOTA KINABALU

Labuan

Miri

Bandar Seri Begawan

Sandakan

Tawau

Makassar

Davao

Honolulu

PACIFIC OCEAN

Perth

Gold Coast

Sydney

Melbourne

SOUTHERN OCEAN