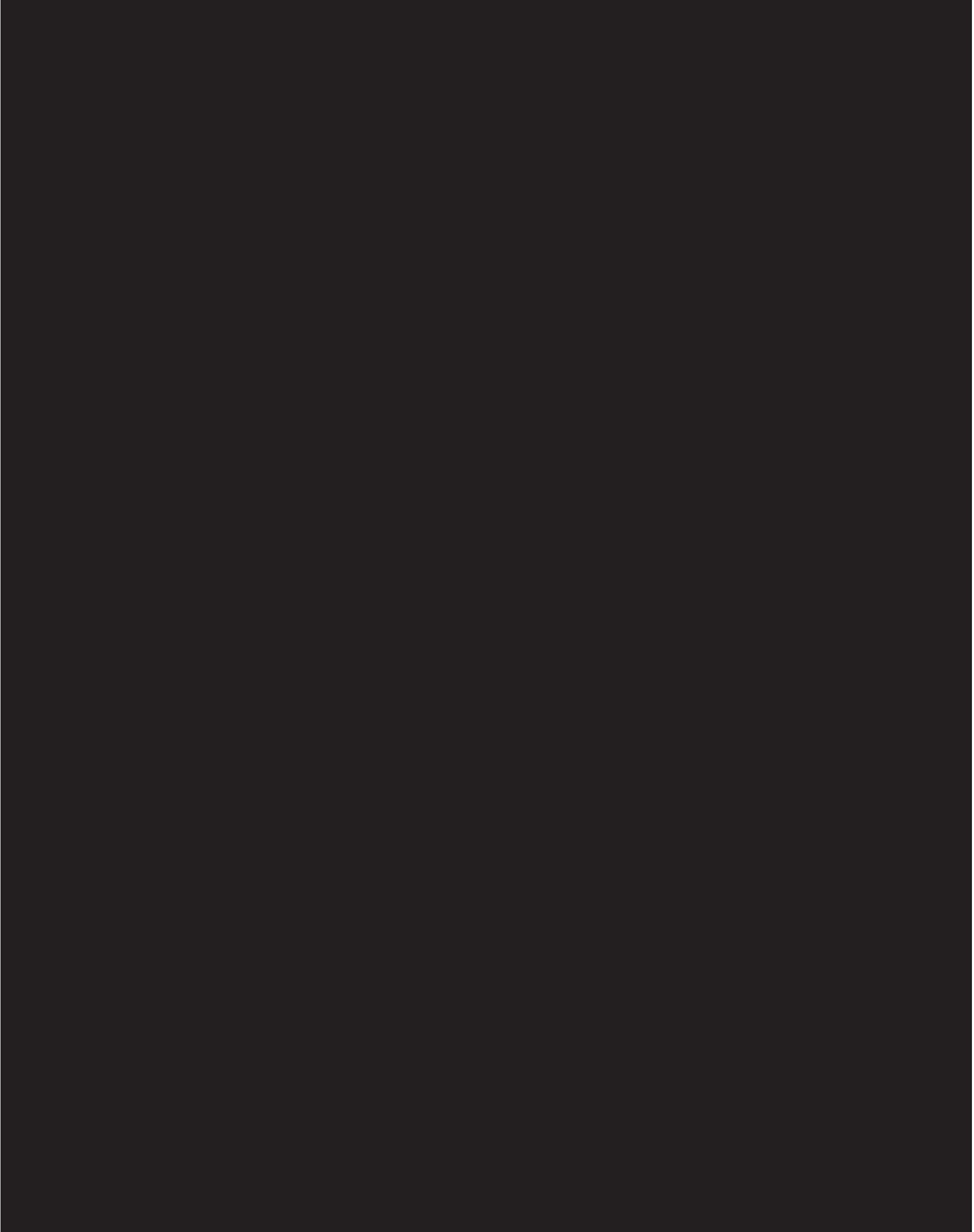


# AIRASIA

Annual Report 2016



**HI-TECH, HI-TOUCH**  
Digitalisation with a Human Touch



# HI-TECH, HI-TOUCH

Digitalisation with a Human Touch

AirAsia has always leveraged on innovation to drive greater guest convenience and service delivery. Today, as a result of having a large database from 15 years of operations, we are in a position to take our digital journey to its logical conclusion. Employing the latest technologies, we aim to further increase our internal efficiencies while understanding our guests better. As we go more hi-tech, we will be able to connect with our guests in a more personalised manner to make their experience with AirAsia more meaningful, seamless and enjoyable. That is what digitalisation means to us – it is about understanding, connecting and building trust. In other words, it is digitalisation with a human touch.



# GOING DIGITAL



When we say we are going digital, the statement is often met with quizzical looks. After all, AirAsia is not new to the use of digital technology.

In 2002, we were among the first in the region to introduce online booking. This was followed by sms booking in 2003, mobile web booking in 2005, self check-in kiosks in 2009, baggage self-tagging in 2013, onboard wifi in 2014, e-boarding passes in 2015, and multicurrency payment cards in 2016. Many of these were firsts, if not for the region then certainly for the country.

However, we recognise that with ongoing advances in digital technology there is much more we can do through digitalisation than just to enhance our products and facilitate the customer journey. We therefore set up an integrated Data & Digital team to look at how we can fully leverage data on digital processes and systems to create optimum efficiencies in the way we go about our business.

For you to understand our current digital transformation, we posed a set of questions to our Chief Data & Digital Officer, Nikunj Shanti. His answers are as given below:



## What do we mean when we say AirAsia is going digital?

Going digital for AirAsia is about building a platform to which we can transfer and store all data related to the airline. This includes data from areas that are not typically 'high tech' such as guest services, operations, maintenance and cabin operations. Using internet of things (IoT) solutions, we can capture all the relevant information that was previously captured via traditional methods in a faster and more efficient manner, to help in decision-making and improve efficiencies, provide more ways to engage with customers, and ultimately create a better experience for us internally as well as for our guests.



## Isn't AirAsia already a digital organisation, given that 72% of sales are done online and the existing connection between AirAsia and our guests or the public via digital channels, ie social media?

Externally, there is a lot of connection between AirAsia and our guests, but we can improve this engagement by providing more information to all our Allstars (employees) at customer touchpoints so that, for example, our cabin crew and guest services know our guests' preferences, pre-empting calls or predicting why a guest would be calling in, instead of asking basic questions, such as reservation numbers, etc.



## Would you say AirAsia is already ahead of the game in the digital space compared to other airlines in the region?

Due to the fact that we already have a direct relationship with our customers, we are ahead in many ways in the commercial space in regard to digital. However, we can improve our leading position by expanding this philosophy to other areas of the business, such as human resources, operations and airline engineering.



## Where do you see the most potential for profitable change using digital technology?

Digital technology will help us engage customers at the right time and frequency, and provide a superior prior to booking experience. A personalised engagement model pre-booking will lead to higher guest satisfaction on the day of travel. This will make AirAsia the airline of choice among our guests. Other areas are in predicting and saving costs in relation to airline operations, for example in cabin crew rostering, airplane maintenance, call centre operations and servicing.



## How can we leverage this?

With digitised data, we can answer questions such as: 'How can I encourage active customers to spend more?' and 'How can I encourage those who have stopped buying to start again?' This is not only for flights, but also our ancillary products and services.

In terms of engineering, we will be able to better monitor the health of aircraft and optimise spare parts procurement as well as preventive maintenance. We will be able to digitise our safety manuals and reports to provide accurate and readily accessible information. And we can automate the rostering of crew to maximise our resources.



## How well is AirAsia doing on the mobile platform?

AirAsia is at par with the rest of the airlines in terms of mobile usage. Currently, 15% of all our bookings are done via mobiles. However, we are investing heavily in the space to leap ahead of the competition by making our mobile app the fastest way to make travel bookings, manage existing reservations and check-in.



## Financially, are you able to provide figures as to how much the Company will benefit through digital?

We are looking at increasing online conversion and ancillary revenue by providing a seamless experience and providing customers with the right options to make decisions. Every 10 basis point increase in conversion is worth USD60 million in revenue to the Company. We are aiming at a 50 basis point increase in conversion while maintaining the current average fare.



## What are your targets for 2017 and beyond?

Increase mobile booking to 35% of all direct bookings by the end of the year. Develop one-to-one (ie personalised) communication based on knowledge we have about guests (and their preferences) across digital channels; and start looking into how such knowledge can be used to enhance guest services and cabin crew operations. We also aim to capture all relevant aircraft data electronically, such as the electronic flight folder, voyage reports and others.

# AIRASIA GROUP

## PASSENGERS CARRIED

2016

56.6

million

## LOAD FACTOR

86%

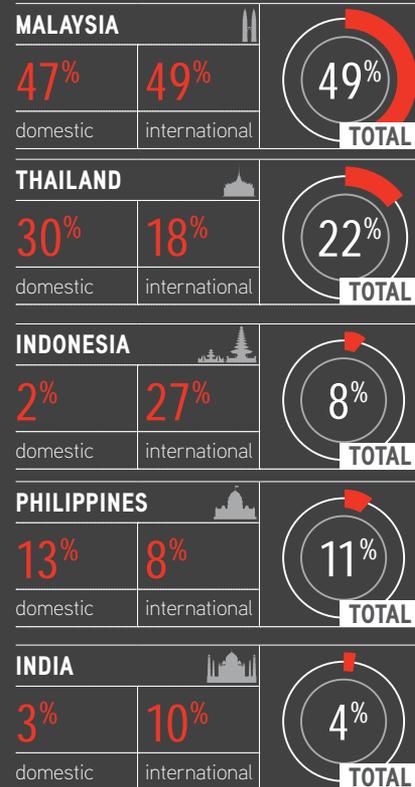
## TOTAL FLEET

174

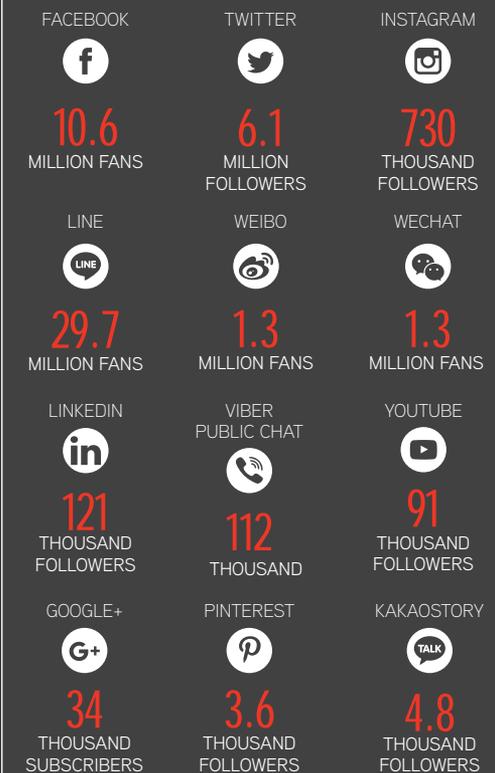
AIRBUS A320

YOUNG FLEET WITH AVERAGE AGE OF 6.5 YEARS

## AIRASIA MARKET SHARE



## Social Media



16,067



ALLSTARS NATIONALITIES

## NETWORK

18

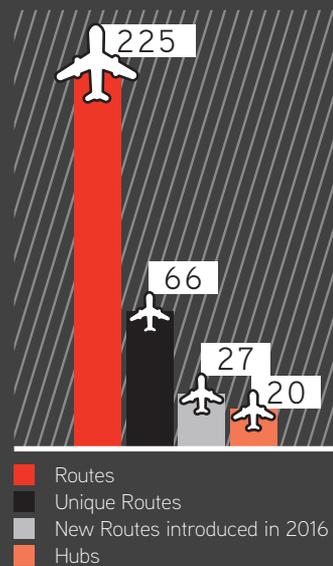
COUNTRIES

109

DESTINATIONS

3,512 ONE-WAY

Flights Per Week



## airasia.com



## KEY MILESTONES

- Voted The World's Best Low-Cost Airline for the eighth consecutive year (Skytrax World Airline Awards)
- Largest LCC in Asia - in terms of number of passengers carried
- A True Asean Airline, connecting all 10 Asean countries

## FINANCIAL AIRASIA BERHAD



## LOWEST COST

Cost per Available Seat Kilometre

CASK 11.10 SEN (2.68 US Cents)  
CASK EX-FUEL 7.17 SEN (1.73 US Cents)

### Notes:

1. All figures refer to AirAsia Group unless stated otherwise
2. AirAsia Group includes AirAsia Malaysia, AirAsia Thailand, AirAsia Indonesia, AirAsia Philippines and AirAsia India
3. Financials extracted from AirAsia Berhad's financial statements
4. 'Largest LCC in Asia' refers to AirAsia Group and AirAsia X Group
5. As at 31 December 2016: Passengers Carried, Load Factor, Financial Figures, airasia.com Statistics, Largest LCC in Asia, Fleet, Network, Allstars, Social Media Statistics
6. Total fleet breakdown: 77 in Malaysia, 51 in Thailand, 22 in Indonesia, 14 in Philippines, 8 in India and 2 in Japan
7. Source of market share: Paxis, based on number of passengers, January 2016 to December 2016

# VISION

**TO BE THE LARGEST LOW COST AIRLINE IN ASIA**

AND SERVING THE 4.4 BILLION PEOPLE WHO ARE CURRENTLY UNDERSERVED WITH POOR CONNECTIVITY AND HIGH FARES.

# MISSION

**TO BE THE BEST COMPANY TO WORK FOR**

WHEREBY EMPLOYEES ARE TREATED AS PART OF A BIG FAMILY

**CREATE A GLOBALLY RECOGNISED ASEAN BRAND**

**TO ATTAIN THE LOWEST COST**

SO THAT EVERYONE CAN FLY WITH AIRASIA

**MAINTAIN THE HIGHEST QUALITY**

**PRODUCT,** EMBRACING TECHNOLOGY TO REDUCE COST AND ENHANCE SERVICE LEVELS



Tan Sri (Dr.) Tony Fernandes

Datuk Kamarudin bin Meranun

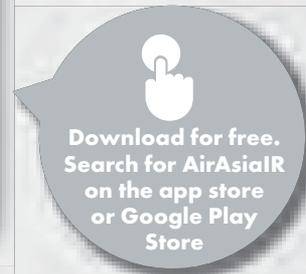
Dato' Pahamin bin Ab Rajab

Dato' Abdel Aziz @ Abdul Aziz bin Abu Bakar

Conor Mc Carthy

# S R E D O M I N A N T H E

# AIRASIA INVESTOR RELATIONS APP



Download now at the iTunes App Store or Google Play Store!

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novafusion

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TRAVEL ON AIRASIA  
& TAKE A 'WEFIE'  
WITH US!



Cut out the  
pictures & take  
a 'wefie' with  
us wherever  
you travel!

#WISHYOUWEREHERE



# AIRASIA E-POSTCARDS

Travel on AirAsia & send cool e-Postcards to your family & friends!

Malaysia



**1**  Scan the QR code to access the AirAsia e-Postcard Platform.

**2**  Browse for the e-Postcard that you wish to share with your friends.

Thailand



Indonesia



India



**3**  Choose an e-Postcard, personalise your message and share with your friends through social media or via email.

**4**  Enter sender and recipient details in the panel on the right.

**5**  Click to preview e-Postcard.

**6**  And click send to share your message.



#WISHYOUWEREHERE



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# OUR NETWORK

Destination  
AirAsia Hub



K

WORLD'S BEST LOW-COST AIRLINE

# 8 TIMES IN A ROW

— AND CONTINUING TO GIVE YOU —

The Time Of Your *Life*



Thank you for your votes.  
Let's make #travel8.

000

AirAsia

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—  
**AIRASIA IS NAMED THE  
WORLD'S BEST LOW-COST  
AIRLINE FOR THE EIGHTH YEAR**

**WE RECEIVED OUR FIRST  
AIRBUS A320NEO AIRCRAFT**

**WE MOVED INTO OUR FIRST  
EVER HOME – REDQ –  
NEXT TO klia2**

January

February

March

April

May

June

July

August

September

October

November

December

—  
**In 2016, we  
celebrated our 15th  
year with numerous  
milestones which  
mark our ongoing  
evolution from  
being the first  
low-cost carrier in  
Asean to becoming  
an airline with a  
growing presence in  
the global aviation  
space.**



**22 JANUARY**

The inaugural Kota Kinabalu – Wuhan flight takes off with a load of more than 70%, and returns the following morning, nearly full.

**22 JANUARY**

AirAsia Asean Traveller, which achieved a 157% increase in revenue from 169% growth in sales of the Asean Pass and Asean Pass+, wins the Best Asean Marketing & Promotional Campaign at the ASEANTA Awards for Excellence.



**24 JANUARY**

Langkawi is officially an international hub, welcoming the inaugural flight from Guangzhou with a water salute.



**25 JANUARY**

AirAsia welcomes its first flight from Ho Chi Minh City to Penang. Ho Chi Minh City is one of the first destinations in Indochina to be connected directly to the island.



**29 JANUARY**

The Group-wide #GREEN24 climate change awareness movement kicks off with all regional stations launching green projects simultaneously.



**11 FEBRUARY**

AirAsia Philippines partners Davao Tourism on the Visit Davao Fun Sale 2016, as part of efforts to establish Mindanao city as a premiere eco-tourism destination.

**17 FEBRUARY**

AirAsia launches four times weekly flights from Kuala Lumpur to Shantou, making it the Group's 14th exclusive route into China from Malaysia.



**18 FEBRUARY**

AirAsia Indonesia and AirAsia Indonesia X extend their Aircraft Maintenance Services agreement with Garuda Maintenance Facility (GMF) AeroAsia until year 2019.

**PILLAR OF STRENGTH**

Tan Sri (Dr.) Tony Fernandes, Group CEO of AirAsia, was awarded the Fourth Pillar Award by the US-ASEAN Business Council in February. The award recognised his extraordinary contribution towards the growth of ASEAN and in fostering better US-ASEAN relations. To date, Fernandes is the second person to receive the honour after the administration of US President, Barack Obama. The Fourth Pillar Award is presented to a person who has strengthened ASEAN through their efforts and involvement.



**19 FEBRUARY**

Group CEO Tan Sri (Dr.) Tony Fernandes is recognised by the US-ASEAN Business Council with the Fourth Pillar Award for his extraordinary contributions towards strengthening US-ASEAN ties.



**15 MARCH**

AirAsia Thailand introduces two new routes to India – from Bangkok to Kochi, and Kolkata.

**17 MARCH**

AirAsia India announces Amar Abrol as its new CEO with effect from 1 April 2016. Abrol was previously the CEO of Tune Money.



**22 MARCH**

AirAsia Indonesia organises its annual Travel Fair in Medan in collaboration with nine local leading travel agencies and official partners.

**22 MARCH**

The inaugural flight from Penang to Yangon takes off, marking the seventh international destination from this northern Malaysia hub.



**24 MARCH**

AirAsia Thailand connects Thailand and Laos for the first time, completing its coverage of the four Indochinese markets.



**25 MARCH**

AirAsia celebrates its maiden flight from Kuala Lumpur to Shantou while AirAsia Thailand launches Bangkok – Shantou.

**28 MARCH**

Tata Sons Limited proposes to increase its stake in AirAsia India to 49% from 41.06% by acquiring 7.94% equity from Telestra Tradeplace Pvt Ltd (Telestra), while two directors of the company propose to acquire Telestra's remaining 2% stake.



**01 APRIL**

AirAsia Thailand celebrates the arrival of its first flight from Hat Yai to Johor Bahru. This marks the Group's sixth international route into Senai International Airport.

**01 APRIL**

Think Big Digital announces the appointment of Dato' Eddy Leong as its new CEO with immediate effect.

**07 APRIL**

AirAsia becomes Mirus Aircraft Seating Ltd's first customer for the new Hawk slimline economy seat which has been engineered to deliver significant cabin space and weight savings while preserving passenger comfort.



**15 APRIL**

AirAsia India introduces 30 self check-in kiosks at Kempegowda International Airport Bengaluru.



**16 APRIL**

The annual travel fair by AirAsia enters its third year in Kuching, Sarawak.



**20 APRIL**

AirAsia Berhad clinches the Gold under the Corporate Annual Report – Non Traditional Category at the ASTRID Awards for outstanding creative execution of its 2014 annual report.



**11 MAY**

AirAsia announces the return of Manila-Shanghai flights with a live cooking demo by one of Manila's best chefs in partnership with Vikings Luxury Buffet. The thrice weekly flights will commence from 10 June 2016.



**16 MAY**

AirAsia India celebrates its 2.5 millionth guest, Akshay Sharma, who receives a warm welcome from the airline's CEO, Amar Abrol.



**30 MAY**

Daily flights from Guangzhou to Johor Bahru commence, with the inaugural flight carrying a 95% load.



**01 JUNE**

AirAsia receives the Industry Excellence Award for Aviation at the 7th ASEAN Business Awards Malaysia in recognition of its contributions to the aviation industry in Malaysia and across Asean.



**10 JUNE**

The Asian Aviation Centre of Excellence (AACE) inaugurates a new A330 CAE 7000XR Series full-flight simulator at its training centre in Glenmarie, Malaysia.

**13 JUNE**

AirAsia announces the appointment of Kathleen Tan as President of the North Asia business, responsible for building AirAsia's market in China, Hong Kong, Macau, Japan, Korea and Taiwan.



**14 JUNE**

King Power takes a 39% stake in Asia Aviation Plc (AAV) by purchasing THB7.945 billion worth of shares in the company from AirAsia Thailand CEO Tassapon Bileveld and his family.



**16 JUNE**

The cargo division of AirAsia wins the Air Cargo Industry Customer Care Award at the 2016 World Air Cargo Awards held in Shanghai.



**24 JUNE**

AirAsia's #GREEN24 movement wins the Green Leadership award at the Asia Responsible Entrepreneurship Awards (AREA) held in Singapore.



**28 JUNE**

AirAsia Indonesia launches the Auto Bag Drop facility at Ngurah Rai International Airport in Bali.



**12 JULY**

AirAsia is named the World's Best Low-Cost Airline and Asia's Best Low-Cost Airline for the eighth year running at the 2016 Skytrax World Airline Awards held at the Farnborough International Airshow.

**13 JULY**

AirAsia signs a firm order with Airbus for the purchase of 100 A321neo aircraft. It is AirAsia's first order for the largest model in the A320 family which is able to seat up to 236 passengers in a single-class layout.

**22 JULY**

AirAsia India organises a *Kabali*-themed flight for 180 guests flying from Bengaluru to Chennai to watch the premier of the most anticipated Indian movie of the year, starring Rajinikanth.



**25 JULY**

AirAsia Thailand partners the Tourism Authority of Thailand (TAT) on a *Paint the Sky with Amazing Thailand* airplane livery design contest.



**11 AUGUST**

AirAsia Indonesia launches a three-month tourism campaign from August to November in Singapore in support of the Ministry of Tourism's *Wonderful Indonesia* campaign.



**12 AUGUST**

AirAsia Indonesia's flight operations move from Terminal 3 to Terminal 2 at Soekarno-Hatta International Airport in Jakarta.



**12 AUGUST**

AirAsia is voted Malaysia's favourite airline for the seventh consecutive year at the Putra Brand Awards, where it receives the Gold award under the Transportation, Travel and Tourism category.



**15 AUGUST**

AirAsia Indonesia celebrates ASEAN's 49th anniversary by giving away 60 boxes of in-flight meals at a celebration organised in the ASEAN Secretariat in Jakarta. The meal selection showcases the uniqueness and diversity of Asean culinary heritage.



**01 SEPTEMBER**

AirAsia appoints Dendy Kurniawan as Group CEO for Indonesia to oversee the growth and development of both AirAsia Indonesia and AirAsia X Indonesia.



**02 SEPTEMBER**

AirAsia Premium Red Lounge at klia2 opens its door, offering 24-hour services and facilities such as a buffet, wifi access, lounge, workstations, showers and more.



**07 SEPTEMBER**

Asia Aviation Capital Ltd (AACL) announces the appointment of Stéphane Daillencourt as its President and CEO effective 1 November 2016.



**08 SEPTEMBER**

AirAsia gives away free flights to all Asean Olympic medalists at a gala event held in Bangkok. Gold medal winners receive a lifetime of free flights, while silver and bronze medal winners receive five and three years' worth of free flights respectively.

**14 SEPTEMBER**

Waze launches a voice prompt featuring AirAsia Group CEO Tan Sri (Dr.) Tony Fernandes, who assumes the tone of an air traffic controller in helping drivers navigate Malaysian roads.



**15 SEPTEMBER**

AirAsia becomes the first airline in Asean to operate the Airbus A320neo aircraft powered by CFM International LEAP-1A engines. It is the Group's 172nd aircraft to be received from a total of 575 aircraft for which orders have been placed.



**15 SEPTEMBER**

AirAsia India announces its eighth aircraft will operate daily flights connecting Hyderabad and Kochi from October 2016.



**20 SEPTEMBER**

AirAsia announces a new and unique route connecting Kuala Lumpur to the UNESCO Heritage city of Luang Prabang in Laos with four times weekly flights commencing 21 November 2016.



**21 SEPTEMBER**

AACL announces the appointment of Simon Perkins as its Deputy CEO and Chief Financial Officer effective 1 October 2016.



**23 SEPTEMBER**

AirAsia announces its sponsorship of Korean drama *On the Way to the Airport* by Korean Broadcasting System (KBS). The main characters are depicted as an AirAsia pilot and cabin crew.



**29 SEPTEMBER**

AirAsia Cargo is named Low Cost Carrier of the Year in both the Industry Choice and Customer Choice categories of the Payload Awards Asia 2016 held in Hong Kong.



**11 OCTOBER**

AirAsia gives away free flights to Asean Paralympic medalists, with gold medal winners receiving a lifetime of free flights, while silver and bronze medal winners receive five and three years' worth of free flights respectively.

**12 OCTOBER**

AirAsia enables guests in Malaysia, Thailand and Indonesia to book and manage their flights with the LINE app.



**13 OCTOBER**

AirAsia Indonesia and AirAsia X Indonesia receive the Certificate of Quality Management System ISO 9001:2015 in the scope of Domestic Flight Delay Management.



**14 OCTOBER**

University Technology MARA (UiTM) awards AirAsia Executive Chairman Datuk Kamarudin Meranun with the Entrepreneurial Alumni Icon Award.



**15 OCTOBER**

AirAsia Indonesia Group CEO Dendy Kurniawan receives the Asia's Leading Low-Cost Airline and Asia's Leading In-Flight Service awards on behalf of the Group at the 2016 World Travel Awards Asia & Australasia Gala Ceremony held in Da Nang, Vietnam.



**20 OCTOBER**

AirAsia's 2015 annual report wins a Gold for the Grand Award - Best of Asia Pacific at the 30th International ARC Awards held at The Plaza Hotel in New York City. The company also receives the Gold for Best Non-Traditional Annual Report: Airlines' category.



**21 OCTOBER**

AirAsia Philippines expands its Cebu hub with flights to Taipei and Singapore starting 25 November 2016.



**21** **OCTOBER**

Group CEO Tan Sri (Dr.) Tony Fernandes wins the 2016 EY Asean Entrepreneurial Excellence Award for his contributions to the region.



**27** **OCTOBER**

AirAsia Group CEO Tan Sri (Dr.) Tony Fernandes is named Airline CEO of the Year at the 2016 CAPA Aviation Awards for Excellence.



**07** **NOVEMBER**

AirAsia and AirAsia X staff move into the new corporate base in Malaysia, RedQ (short for RedQuarters), located adjacent to klia2. The contemporary space spans 18,000 sq metres and offers an open plan, with an atrium covered in astro turf and themed meeting rooms inspired by destinations from the Group's wide network.



**08** **NOVEMBER**

AirAsia Indonesia launches Captain Monika Anggreini's biography at AirAsia's head office in Indonesia, Redhouse. The book is an inspiration to all readers, and especially women, to pursue their dreams.



**12** **NOVEMBER**

AirAsia Indonesia hosts 47 travel and lifestyle bloggers from across 12 Asian countries at the 3rd AirAsia Bloggers' Community (AABC) Gathering in Jakarta till 14 November 2016.



**19** **NOVEMBER**

AirAsia Thailand welcomes its first Airbus A320neo aircraft.



**20** **NOVEMBER**

AirAsia India launches a 'Santan - Flavours on Wheel' food truck in Bengaluru to take the airline's wide range of inflight meals to the people of Bengaluru.

**21** **NOVEMBER**

The inaugural AirAsia Philippines flight from Manila to Taipei takes off.



**21** **NOVEMBER**

The first Kuala Lumpur - Luang Prabang flight takes off with a load of 98%.

**25** **NOVEMBER**

AirAsia Indonesia receives the Foreign Airline of the Year - Passenger award at the KLIA Awards 2015.

**25** **NOVEMBER**

AirAsia Philippines sends off its inaugural flights from Cebu to Taipei and Singapore in style.



**02** **DECEMBER**

AirAsia is named the World's Leading Low-Cost Airline for the fourth year in a row at the 23rd World Travel Awards (WTA) Grand Final held in Male, Maldives.



**08** **DECEMBER**

AirAsia and Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) ink an agreement on component repair services and solutions designed to maximise aircraft availability.

**08** **DECEMBER**

The AirAsia BIG Mobile App is launched, enabling AirAsia BIG members to search and redeem flights, plus manage their member account anytime, anywhere.

# Q

Which fleet choice provides the most cost effective solution for my network?



The A320 Family. Combining unbeatable fuel efficiency from 100 to 240 passengers and unmatched comfort with 18" seats standard. Airbus is the answer.

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**AIRBUS**



## AirAsia and CFM: One of the Best Teams in Aviation

With a partnership that spans nearly 15 years, AirAsia and CFM have more aviation history together. From Day 1, the CFM56 was the 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 200 Airbus A320neo airplanes, the largest single order in commercial aviation history at the time. In 2016, they added 100 A321XLRs to the mix. The benefits this airplane is bringing to the fleet today – a 15 percent improvement in fuel efficiency, CFM's legendary reliability – is helping it see it a place in the AirAsia fleet's and an AirAsia's future too.

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*AirAsia*



The Power of Flight

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Twenty Fourth Annual General Meeting of AirAsia Berhad (284669-W) (“AirAsia” or “the Company”) will be held at Asian Aviation Centre of Excellence, Lot PT25B, Jalan KLIA S5, Southern Support Zone, Kuala Lumpur International Airport, 64000 Sepang, Selangor Darul Ehsan, Malaysia on Thursday, 25 May 2017 at 10.00 a.m. for the following purposes:-

## AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements together with the Reports of the Directors and Auditors thereon for the financial year ended 31 December 2016.  
**Please refer to Note A.**
2. To declare a First and Final Single Tier Dividend of 12 sen per ordinary share in respect of the financial year ended 31 December 2016.  
**Please refer to Note B.**
3. To approve the fees of an additional RM300,000 per annum per Non-Executive Director for the financial year ended 31 December 2016.  
**Please refer to Note C.**
4. To approve the Non-Executive Directors’ Remuneration with effect from the financial year ending 31 December 2017 until the next Annual General Meeting of the Company to be held in the year 2018.  
**Please refer to Note C.**
5. To re-elect Tan Sri (Dr.) Anthony Francis Fernandes as a Director of the Company, who retires pursuant to Article 124 of the Company’s Articles of Association.
6. To re-elect Datuk Kamarudin bin Meranun as a Director of the Company, who retires pursuant to Article 124 of the Company’s Articles of Association.
7. To re-elect Mr. Tharumalingam A/L Kanagalingam as a Director of the Company, who retires pursuant to Article 129 of the Company’s Articles of Association.
8. To appoint Messrs Ernst & Young as Auditors of the Company in place of the retiring Auditors, Messrs PricewaterhouseCoopers and to authorise the Directors to determine their remuneration.  
**Please refer to Note D.**

**(Resolution 1)****(Resolution 2)****(Resolution 3)****(Resolution 4)****(Resolution 5)****(Resolution 6)****(Resolution 7)**

## AS SPECIAL BUSINESS

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

### 9. ORDINARY RESOLUTION

#### RETENTION OF SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

“**THAT** approval be and is hereby given to Dato’ Fam Lee Ee who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as a Senior Independent Non-Executive Director of the Company in accordance with the Malaysian Code on Corporate Governance 2012.”

**Please refer to Note E.**

**(Resolution 8)**

10. **ORDINARY RESOLUTION****AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016 (“ACT”)**

“THAT pursuant to Sections 75 and 76 of the Act and subject to the approval of relevant authorities, the Directors of the Company be and are hereby empowered to issue shares in the Company from time to time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being and that the Directors be and also empowered to obtain approval for the listing of and quotation for the additional shares so issued on the Main Market of Bursa Malaysia Securities Berhad **AND THAT** such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company.”

**Please refer to Note F.**

**(Resolution 9)**

11. **ORDINARY RESOLUTION****PROPOSED RENEWAL OF EXISTING SHAREHOLDERS’ MANDATE AND NEW SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (“PROPOSED MANDATE”)**

“**THAT** approval be and is hereby given for the renewal of the existing shareholders’ mandate and new shareholders’ mandate for the Company to enter into recurrent related party transactions of a revenue or trading nature with the related parties (**“Recurrent Related Party Transactions”**) as set out in Section 2.3 of the Circular to Shareholders dated 28 April 2017 (**“Circular”**), subject further to the following:

- (i) the Recurrent Related Party Transactions are entered into in the ordinary course of business which are necessary for the day-to-day operations and are on terms which are not more favourable to the related parties than those generally available to the public, and the Recurrent Related Party Transactions are undertaken on arm’s length basis and on normal commercial terms which are not to the detriment of the minority shareholders of the Company;
- (ii) the disclosure is made in the annual report of the breakdown of the aggregated value of the Recurrent Related Party Transactions conducted pursuant to the shareholders’ mandate during the financial year, among others, based on the following information:
  - (a) the type of Recurrent Related Party Transactions made; and
  - (b) the names of the related parties involved in each type of the Recurrent Related Party Transaction made and their relationship with the Company;
- (iii) the shareholders’ mandate is subject to annual renewal and this shareholders’ mandate shall only continue to be in full force until:
  - (a) the conclusion of the next Annual General Meeting (“AGM”) of the Company following the AGM at which this shareholders’ mandate is approved, at which time it will lapse, unless by an ordinary resolution passed at that AGM, such authority is renewed;
  - (b) the expiration of the period within which the next AGM after the date is required to be held pursuant to Section 340(2) of the Companies Act, 2016 (“Act”) (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
  - (c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting of the Company,

whichever is the earliest.

**THAT** the Directors of the Company and/or any one of them be and are hereby authorised to complete and do all such acts and things and take all such steps and to execute all such transactions, deeds, agreements, arrangements and/or undertakings as the Directors in their discretion deem fit, necessary, expedient and/or appropriate in the best interest of the Company in order to implement, finalise and give full effect to the Recurrent Related Party Transactions with full powers to assent to any modifications, variations and/or amendments thereto.

**AND THAT** as the estimates given for the Recurrent Related Party Transactions specified in Section 2.3 of the Circular being provisional in nature, the Directors of the Company and/or any one of them be and are hereby authorised to agree to the actual amount or amounts thereof provided always that such amount or amounts comply with the procedures set out in Section 2.6 of the Circular.”

**Please refer to Note G.**

**(Resolution 10)**

**OTHER ORDINARY BUSINESS**

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

**NOTICE OF DIVIDEND PAYMENT AND DIVIDEND ENTITLEMENT DATE**

**NOTICE IS ALSO HEREBY GIVEN THAT**, subject to the approval of the shareholders at the Twenty Fourth Annual General Meeting of the Company to be held on Thursday, 25 May 2017 at 10.00 a.m., a First and Final Single Tier Dividend of 12 sen per ordinary share for the financial year ended 31 December 2016 will be paid on 23 June 2017 to depositors whose names appear in the Record of Depositors on Thursday, 25 May 2017. A depositor shall qualify for entitlement to the dividend only in respect of:-

- (a) shares transferred into the Depositor's Securities Account before 4.00 p.m. on Thursday, 25 May 2017, in respect of ordinary transfers; and
- (b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

**JASMINDAR KAUR A/P SARBAN SINGH**

(MAICSA 7002687)  
Company Secretary  
Selangor Darul Ehsan  
28th day of April 2017

**NOTES ON APPOINTMENT OF PROXY**

1. Pursuant to the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and Article 43(1) of the Company's Articles of Association, only those Foreigners (as defined in the Articles) who hold shares up to the current prescribed foreign ownership limit of 45.0% of the total number of issued shares of the Company, on a first-in-time basis based on the Record of Depositors to be used for the forthcoming Annual General Meeting ("AGM"), shall be entitled to vote. A proxy appointed by a Foreigner not entitled to vote, will similarly not be entitled to vote. Consequently, all such disenfranchised voting rights shall be automatically vested in the Chairman of the AGM.
2. A member must be registered in the Record of Depositors at 5.00 p.m. on 18 May 2017 ("General Meeting Record of Depositors") in order to attend and vote at the Meeting. A depositor shall not be regarded as a Member entitled to attend the Meeting and to speak and vote thereat unless his name appears in the General Meeting Record of Depositors. Any changes in the entries on the Record of Depositors after the abovementioned date and time shall be disregarded in determining the rights of any person to attend and vote at the Meeting.
3. A member entitled to attend and vote is entitled to appoint up to two (2) proxies (or in the case of a corporation, to appoint representative(s) in accordance with Section 333 of the Companies Act, 2016), to attend and vote in his stead. There shall be no restriction as to the qualification of the proxy(ies).
4. The Proxy Form in the case of an individual shall be signed by the appointor or his attorney, and in the case of a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.
5. Where a member appoints two proxies, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
6. Where a Member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
7. The Proxy Form or other instruments of appointment shall not be treated as valid unless deposited at the Registered Office of the Company at B-13-15, Level 13, Menara Prima Tower B, Jalan PJU 1/39, Dataran Prima, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time set for holding the meeting. **Faxed copies of the duly executed form of proxy are not acceptable.**
8. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.

**EXPLANATORY NOTES:**

**A.** This Agenda item is meant for discussion only in accordance with Sections 248(2) and 340(1) of the Companies Act, 2016. The audited accounts do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

**B. Final Dividend (Resolution 1)**

With reference to Section 131 of the Companies Act, 2016, a company may only make a distribution to the shareholders out of profits of the company available if the company is solvent. On 5 April 2017, the Board had considered the amount of dividend and decided to recommend the same for the shareholders' approval.

The Directors of the Company are satisfied that the Company will be solvent as it will be able to pay its debts and as and when the debts become due within twelve (12) months immediately after the distribution is made on 23 June 2017 in accordance with the requirements under Sections 132(2) and (3) of the Companies Act, 2016.

**C. i) To approve the fees of an additional RM300,000 per annum per Non-Executive Director for the financial year ended 31 December 2016 (Resolution 2).**

**ii) To approve the Non-Executive Directors' Remuneration with effect from the financial year ending 31 December 2017 until the next Annual General Meeting ("AGM") of the Company to be held in the year 2018 (Resolution 3).**

Based on the annual review of the Directors' Remuneration by the Nomination and Remuneration Committee ("NRC"), the NRC proposed and the Board affirmed it for a one-off additional payment of RM300,000 per annum per Non-Executive Director for the financial year ended 31 December 2016 in view of the good performance of the Company and the Shareholders' approval is being sought on this under **Resolution 2**.

There will be no changes to the basic Board fee with effect from the financial year ending 31 December 2017. But in view that the various Committee fees had not been changed for the past seven (7) to ten (10) consecutive years, the NRC recommended an increase as described below. The recommendations by the NRC were affirmed by the Board.

Directors' Fees (as approved at past AGMs)	2011 to 2015 (5 consecutive years)	2016	Approval sought at 24 <sup>th</sup> AGM with effect from the financial year ending 31 December 2017 until the next AGM in the year 2018
	RM Per Annum	RM Per Annum	RM Per Annum
Non-Executive Director	150,000	180,000	180,000 (No Change)

Committee fees (as approved at past AGMs as part of Directors' Fees)	2007 to 2016 (10 consecutive years)	2010 to 2016 (7 consecutive years)	
	RM Per Annum	RM Per Annum	
Chairman of Audit Committee ("AC")	60,000	n/a	75,000
Chairman of the NRC Committee	22,500	n/a	55,000
Chairman of the Safety Review Board ("SRB")	-	45,000	55,000
Member of the AC	45,000	n/a	60,000
Member of the NRC	15,000	n/a	35,000
Member of the SRB	-	30,000	35,000

The benefits of the Non-Executive Directors are as follows:-

Meeting Fees	RM2,000 per Board or Committee Meeting per Non-Executive Director.
Insurance premiums on medical coverage, and other claimable expenses incurred in the course of carrying out their duties.	Up to a total amount of RM100,000 for all the Non-Executive Directors.

Shareholders' approval is being sought under **Resolution 3** for the payment of the Remuneration to Non-Executive Directors for the financial year ending 31 December 2017 up to the next AGM of the Company in accordance with the remuneration structure as set out above.

**D. Appointment of Auditors (Resolution 7)**

The Company has received a letter dated 14 February 2017 from one of its major shareholders, Tune Air Sdn Bhd, nominating Messrs Ernst & Young ("EY"), as the new statutory auditors of the Company. A copy of which is annexed and marked as 'Appendix A' in the Annual Report 2016. The proposed change is in line with good corporate governance of revisiting the appointment of the company's auditors from time to time.

The Company's existing auditors, Messrs PricewaterhouseCoopers ("PwC"), were re-appointed as the auditors of the Company at the Twenty Third Annual General Meeting ("AGM") of the Company held on 30 May 2016 to hold office until the conclusion of the forthcoming AGM of the Company. PwC have been the auditors of the Company since May 2004.

The proposed appointment of EY is subject to the receipt of their consent to act as auditors and if approved, they shall hold office until the conclusion of the next AGM of the Company.

**E. Retention of Independent Non-Executive Director (Resolution 8)**

The maximum tenure of an Independent Director is based on recommendation 3.3 of the Malaysian Code on Corporate Governance 2012, which states that an Independent Director may remain after serving a cumulative term of nine (9) years, provided that the Board has concrete justification for the extension and has obtained shareholders' approval at a general meeting.

At the Twenty Third Annual General Meeting held on 30 May 2016, shareholders approved the continued service of Dato' Fam Lee Ee, who had served as an Independent Non-Executive Director of the Company since 8 October 2004. The Board is of the view that the ability of long serving Independent Directors to remain independent and to discharge their duties with integrity and competency should not be assessed solely by tenure of service or any pre-determined age. The Board has recommended him to continue to act as a Senior Independent Non-Executive Director based on the following justifications:

- (a) His long service does not affect his independence and he continues to provide the necessary checks and balances in the best interest of the Company.
- (b) He has fulfilled the criteria under the definition of an Independent Director as stated in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.
- (c) He has vast experience in a diverse range of businesses and legal matters and therefore would be able to contribute constructive opinions; he exercises independent judgment and has the ability to act in the best interest of the Company.
- (d) He has devoted sufficient time and attention to his professional obligations for informed and balanced decision-making.
- (e) He has deep insight into the business and operations of the Company which would be advantageous to the Company.
- (f) He has continued to exercise his independence and due care during his tenure as an Independent Non-Executive Director of the Company and carried out his professional duties in the best interest of the Company and shareholders.
- (g) He has shown great integrity of independence and has not entered into any personal related party transaction with the Company.

**F. Authority to allot shares pursuant to Sections 75 and 76 of the Companies Act, 2016 ("Act") (Resolution 9)**

Ordinary Resolution 9 has been proposed for the purpose of renewing the general mandate for issuance of shares by the Company under Sections 75 and 76 of the Act ("General Mandate"). Ordinary Resolution 9, if passed, will give the Directors of the Company authority to issue ordinary shares in the Company at their discretion without having to first convene another general meeting. The General Mandate will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting ("AGM") or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

The General Mandate, if granted, will provide the flexibility to the Company for any future fund-raising activities, including but not limited to further placing of shares for the purposes of funding future investment project(s), repayment of bank borrowing, working capital and/or acquisition(s) and thereby reducing administrative time and costs associated with the convening of additional shareholders meeting(s).

**G. Proposed renewal of existing shareholders' mandate and new shareholders' mandate for Recurrent Related Party Transactions of a revenue or trading nature ("Proposed Mandate") (Resolution 10)**

Ordinary Resolution 10, if passed, will allow the Group to enter into Recurrent Related Party Transactions of a revenue or trading nature pursuant to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the Circular to Shareholders dated 28 April 2017 for further information.

**Personal data privacy:**

*By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.*

## APPENDIX A



Tune Air Sdn Bhd  
(Company)

Unit 18-01-01 Menara Tune  
17 Jalan Dungan  
Bukit Damansara  
50490 Kuala Lumpur,  
Malaysia

Tel : +603 2082 5888  
Fax : +603 2082 5777

14<sup>th</sup> February 2017

The Board of Directors  
**AIRASIA BERHAD**  
RedQ  
Jalan Pekeliling 5,  
Lapangan Terbang Antarabangsa Kuala Lumpur (KLIA2)  
64000 KLIA,  
Selangor Darul Ehsan

Dear Sirs,

**NOMINATION OF AUDITORS**

We, Tune Air Sdn. Bhd., being a major shareholder of AirAsia Berhad, hereby give notice that we wish to nominate the following external auditors as the Statutory Auditors of AirAsia Berhad at the forthcoming Annual General Meeting :

Ernst & Young  
Chartered Accountants  
Level 23A Menara Millennium  
Jalan Damansara, Pusat Bandar Damansara  
50490 Kuala Lumpur

Yours faithfully  
For and behalf of  
**TUNE AIR SDN. BHD.**

Director



## BOARD OF DIRECTORS

**Datuk Kamarudin bin Meranun**  
(Non-Independent  
Executive Chairman)

**Tan Sri (Dr.) Anthony  
Francis Fernandes**  
(widely known as  
Tan Sri (Dr.) Tony Fernandes)  
(Non-Independent Executive Director and  
Group Chief Executive Officer)

**Aireen Omar**  
(Non-Independent Executive Director and  
Chief Executive Officer)

**Dato' Abdel Aziz @  
Abdul Aziz bin Abu Bakar**  
(Non-Independent Non-Executive Director)

**Dato' Fam Lee Ee**  
(Senior Independent  
Non-Executive Director)

**Dato' Mohamed Khadar  
bin Merican**  
(Independent Non-Executive Director)

**Stuart L Dean**  
(Independent Non-Executive Director)

**Tharumalingam A/L Kanagalingam**  
(Non-Independent Executive Director and Group  
Deputy Chief Executive Officer (Operations))  
(widely known as Bo Lingam)

# CORPORATE

## AUDIT COMMITTEE

**Dato' Mohamed Khadar bin Merican**  
**Dato' Abdel Aziz @  
Abdul Aziz bin Abu Bakar**  
**Dato' Fam Lee Ee**

## SAFETY REVIEW BOARD

**Stuart L Dean**  
**Aireen Omar**  
**Dato' Mohamed Khadar bin Merican**

## NOMINATION AND REMUNERATION COMMITTEE

**Dato' Fam Lee Ee**  
**Dato' Abdel Aziz @  
Abdul Aziz bin Abu Bakar**  
**Stuart L Dean**

## COMPANY SECRETARY

**Jasmindar Kaur A/P Sarban Singh**  
(MAICSA 7002687)

**HEAD OFFICE**

RedQ, Jalan Pekeliling 5  
 Lapangan Terbang Antarabangsa  
 Kuala Lumpur (klia2)  
 64000 KLIA, Selangor Darul Ehsan  
 Malaysia  
 Tel : (603) - 8660 4333  
 Fax : (603) - 8660 7777

**SHARE REGISTRAR**

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, Malaysia  
 Tel : (603) - 7841 8000  
 Fax : (603) - 7841 8008

**AUDITORS**

PricewaterhouseCoopers  
 Level 10, 1 Sentral  
 Jalan Rakyat  
 Kuala Lumpur Sentral  
 50706 Kuala Lumpur  
 Wilayah Persekutuan, Malaysia

Tel : (603) - 2173 1188  
 Fax : (603) - 2173 1288

**STOCK EXCHANGE LISTING**

Main Market of Bursa Malaysia  
 Securities Berhad  
 (Listed since 22 November 2004)  
 (Stock code: 5099)

**INFORMATION****REGISTERED OFFICE**

AirAsia Berhad  
 (Company No. 284669-W)  
 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  
 E-mail  
[investorrelations@airasia.com](mailto:investorrelations@airasia.com)

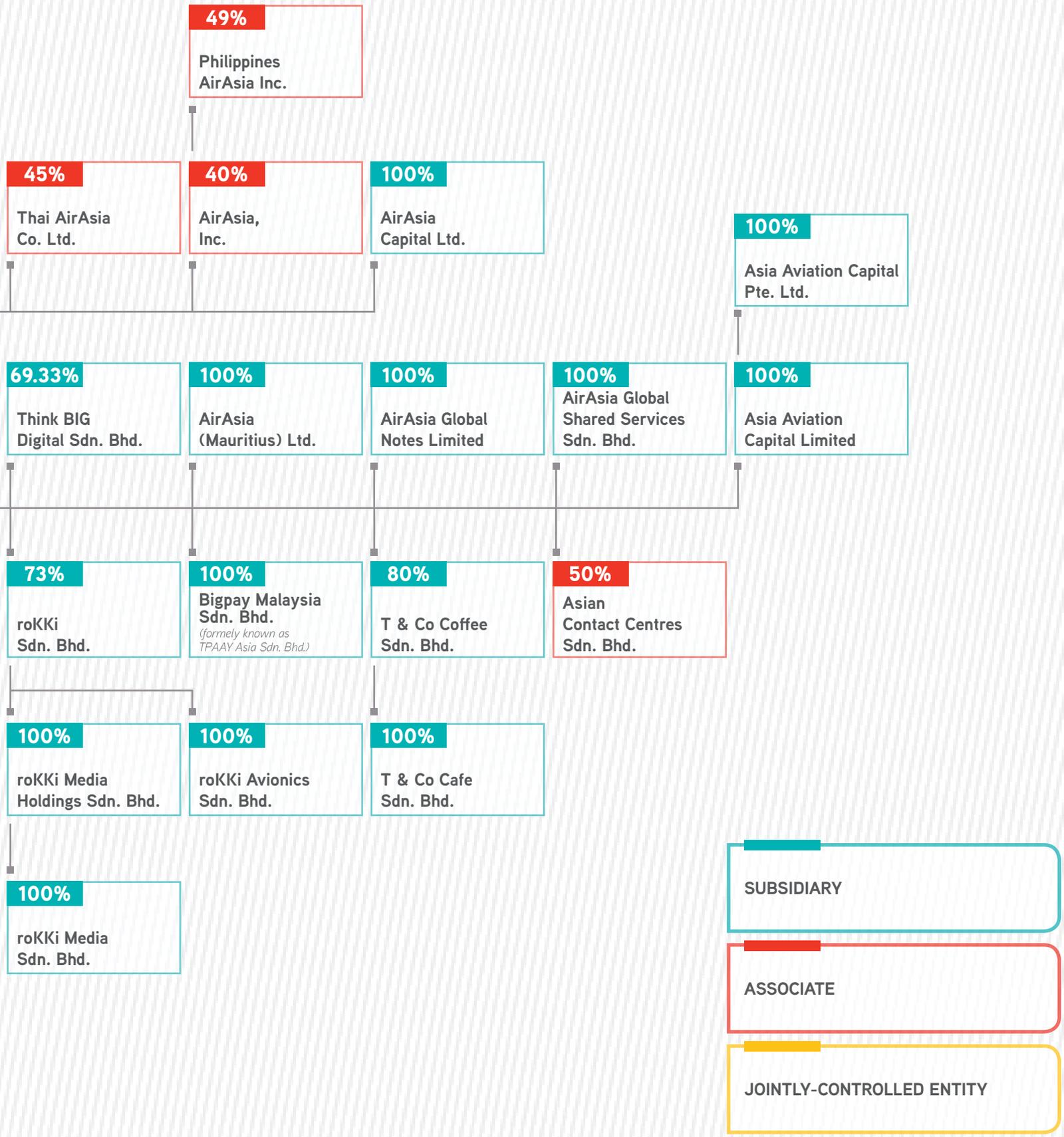
Website  
[www.airasia.com](http://www.airasia.com)

# C O R P O R A T E



\* AirAsia Berhad Corporate Structure (as at March 2017)

# STRUCTURE



**SUBSIDIARY**

**ASSOCIATE**

**JOINTLY-CONTROLLED ENTITY**

# FINANCIAL & INVESTOR CALENDAR

## JANUARY

7-11

European Medium Term Note (EMTN) Investor Roadshow

- SINGAPORE, HONG KONG, LONDON

7, 18-22, 26

Tourism and Culture Lab 2.0 organised by PEMANDU and Ministry of Tourism and Culture Malaysia

- PUTRAJAYA

12

Skagen New Year Conference

- OSLO

20-23

World Economic Forum Annual Meeting 2016

- DAVOS-KLOSTERS

## APRIL

6-7

World Travel & Tourism Council Global Summit

- DALLAS, TEXAS

19

Malaysia-US Forum: Towards a Comprehensive Partnership

- WASHINGTON DC

20

Astrid Awards 2016 - AirAsia won Gold for the Company's 2014 Annual Report under the Corporate - Non Traditional Category

- NEW YORK

21

World Economic Forum - Project with Accenture on Digital Transformation Initiative

- NEW YORK

29

Announcement of 2015 Annual Report to Bursa Malaysia

- KUALA LUMPUR

## FEBRUARY

26

Announcement of the Unaudited Results for the 4th Quarter & Full-Year ended 31 December 2015, followed by Investors & Analysts Briefing

- SEPANG

## MAY

3-6

Roadshow on Proposed Issuance and Allotment of New Ordinary Shares to Tune Live Sdn Bhd

- KUALA LUMPUR, LONDON

9

AirAsia Berhad's Extraordinary General Meeting

- SEPANG

13

ACE Conference - ASEAN-China Entrepreneurs Conference

- KUCHING

26

Announcement of the Unaudited Results for the 1st Quarter ended 31 March 2016, followed by Investors & Analysts Briefing

- SEPANG

30

AirAsia Berhad's 23rd Annual General Meeting

- SEPANG

## JUNE

1-2

World Economic Forum on ASEAN

- KUALA LUMPUR

6

Kuala Lumpur Non-Deal Roadshow hosted by CIMB

- KUALA LUMPUR

26-28

World Economic Forum Annual Meeting of the New Champions

- TIANJIN

28

Employees Provident Fund (EPF) and AirAsia Senior Management Meeting followed by Tour of Asia Aviation Centre of Excellence (ACE) and klia2

- SEPANG

## MARCH

16

Financial Times AEC + 3 Business Symposium

- BANGKOK

# JULY

**14-15**

Singapore Non-Deal Roadshow hosted by Citibank

**- SINGAPORE**

**18-22**

US Non-Deal Roadshow hosted by CIMB

**- BOSTON, NEW YORK, KANSAS CITY, CHICAGO, SAN FRANCISCO, LOS ANGELES**

**25-29**

Europe Non-Deal Roadshow hosted by CIMB

**- LONDON, EDINBURGH, FRANKFURT, PARIS**

# AUGUST

**4**

World Travel & Tourism Council Private Breakfast alongside CAPA

**- BRISBANE**

**15**

Analysts Day - AirAsia Senior Management Meeting and Tea with Sell-Side Analysts

**- KUALA LUMPUR**

**17**

World Economic Forum - Workshops on the Security in Travel Initiative - Envisioning A Global Trusted Traveller Programme

**- WASHINGTON DC**

**29**

Announcement of the Unaudited Results for the 2nd Quarter Ended 30 June 2016, followed by Investors & Analysts Briefing

**- SEPANG**

# SEPTEMBER

**5-8**

Germany Credit Roadshow 2016

**- FRANKFURT**

**7**

Bangkok Non-Deal Roadshow hosted by Maybank

**- BANGKOK**

**8**

World Economic Forum - Workshop on the Digital Transformation of the Aviation, Travel & Tourism Industry

**- NEW YORK**

**21-23**

CLSA Investors' Forum

**- HONG KONG**

# OCTOBER

**6-7**

World Economic Forum on India

**- DELHI**

**14**

World Economic Forum - Security in Travel Initiative: Envisioning a Framework for the Future of Travel

**- GENEVA**

**18-21**

Japan Credit Roadshow 2016

**- OSAKA, KYOTO, FUKUOKA**

**21**

30th International ARC Awards. AirAsia won  
- Gold for Grand Award: Best in Asia Pacific  
- Best Non-Traditional Annual Report: Airlines

**- NEW YORK**

**25**

MIRA Workshop: Annual Report Disclosure Guidelines & Sustainability Reporting

**- KUALA LUMPUR**

**25**

ASEAN Regional Business Council (RBC) Meeting

**- HANOI**

**25-26**

World Economic Forum on the Mekong Region

**- HANOI**

# NOVEMBER

**1-2**

Annual Airfinance Conference 2016

**- HONG KONG**

**13-14**

World Economic Forum - Annual Meeting of the Global Future Councils

**- DUBAI**

**24**

Announcement of the Unaudited Results for the 3rd Quarter ended 30 September 2016, followed by Investors & Analysts Briefing

**- SEPANG**

# DECEMBER

**1**

IR Magazine Awards & Conference  
- Southeast Asia 2016

**- BANGKOK**

**2**

Goldman Sachs 3rd Annual ASEAN Investor Relations Forum

**- SINGAPORE**

# AWARDS &



**20**  
April

Gold Award in Non Traditional Category - Corporate

**Astrid Awards 2016, Mercomm Inc 26th Annual Competition International Academy of Communications, Arts and Sciences**



**31**  
May

Industry Excellence Award - Aviation

**7th ASEAN Business Awards Malaysia**



**16**  
June

Air Cargo Industry Customer Care Award

**2016 World Air Cargo Awards, Shanghai**



**12**  
July

- World's Best Low-Cost Airline 2016
- Best Low-Cost Airline in Asia

**World Airline Skytrax Awards 2016**



**12**  
August

Gold Award - Transportation, Travel and Tourism Category

**Putra Brand Awards 2016 - The People's Choice**