CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
Độc lập - Tự do - Hạnh phúc
THE SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Số: 25- 26/VJC-CBTT
No: 25- 26/VJC-CBTT

TP. Hồ Chí Minh, ngày 28 tháng 07 năm 2026
Ho Chi Minh City, July 28, 2026

CÔNG BỐ THÔNG TIN
INFORMATION DISCLOSURE

Kính gửi: - **Ủy Ban Chứng khoán Nhà nước;**
- **Sở Giao dịch Chứng khoán TP. Hồ Chí Minh.**

To: - ***State Securities Commission;***
- ***Hochiminh Stock Exchange.***

1. Tên tổ chức: **Công ty Cổ phần Hàng không Vietjet ("Vietjet")**
Name of organization: ***Vietjet Aviation Joint Stock Company ("Vietjet")***

- Mã chứng khoán/ *Stock code:* VJC
- Địa chỉ/*Address:* 302/3 Phố Kim Mã, Phường Ngọc Hà, TP. Hà Nội, Việt Nam
  302/3 Kim Ma Street, Ngoc Ha Ward, Hanoi City, Vietnam.
- Điện thoại liên hệ/*Tel.:* 024 7108 6668
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- E-mail: info@vietjetair.com

2. Nội dung thông tin công bố/*Contents of disclosure:*

Sau khi rà soát, Công ty Cổ phần Hàng không Vietjet ("Công ty") thực hiện điều chỉnh Báo cáo của Ban Điều hành thuộc tài liệu Đại hội đồng cổ đông thường niên năm 2026 – Bản tiếng Anh nhằm bảo đảm tính chính xác và nhất quán với nội dung Báo cáo của Ban Điều hành – Bản tiếng Việt.

Việc điều chỉnh này chỉ nhằm cập nhật bản dịch tiếng Anh để phản ánh đầy đủ và nhất quán nội dung của Báo cáo của Ban Điều hành – Bản tiếng Việt đã được công bố, hoàn toàn không làm thay đổi nội dung, bản chất, ý nghĩa hoặc phạm vi của các thông tin đã được công bố trong Báo cáo của Ban Điều hành – Bản tiếng Việt; đồng thời không làm phát sinh bất kỳ thông tin mới hay thay đổi nào đối với các nội dung đã được trình bày tại Đại hội đồng cổ đông thường niên năm 2026. Báo cáo của Ban Điều hành – Bản tiếng Việt vẫn là bản gốc, có giá trị chính thức và không có bất kỳ sửa đổi, bổ sung hay điều chỉnh nào.

Upon review, Vietjet Aviation Joint Stock Company ("Company") has updated the English version of the Board of Management Report included in the documentation for the 2026 Annual General Meeting of Shareholders to ensure its accuracy and consistency with the Vietnamese version of the Board of Management Report.

This update is solely intended to update the English translation so that it fully and consistently reflects the contents of the published Vietnamese version of the Board of Management Report. It does not alter the content, substance, meaning, or scope of any information disclosed in the Vietnamese version of the Board of Management Report. Nor does it introduce any new information or modify any matters *presented at the 2026 Annual General Meeting of Shareholders. The Vietnamese version of the Board of Management Report remains the original and official version and has not been revised, supplemented, or otherwise amended.*

3. Thông tin này đã được công bố trên trang thông tin điện tử của công ty vào ngày 28/07/2026 tại đường dẫn /*This information was published on the company's website on 28/07/2026 as in the link* *https://ir.vietjetair.com/Home/Menu/thong-tin-khac*

Chúng tôi xin cam kết các thông tin công bố trên đây là đúng sự thật và hoàn toàn chịu trách nhiệm trước pháp luật về nội dung các thông tin đã công bố/*We hereby certify that the information provided is true and correct and we bear the full responsibility to the law.*

Tài liệu đính kèm/Attached documents:

- Báo cáo của Ban Điều hành – Bản tiếng Anh
  Board of Management Report – English version

NGƯỜI ĐẠI DIỆN THEO PHÁP LUẬT
PHÓ TỔNG GIÁM ĐỐC
LEGAL REPRESENTATIVE
VICE PRESIDENT

CÔNG TY CỔ PHẦN HÀNG KHÔNG VIETJET

HỒ NGỌC YẾN PHƯƠNG
HO NGOC YEN PHUONG

CÔNG TY CỔ PHẦN HÀNG KHÔNG VIETJET

Digitally signed by CÔNG TY CỔ PHẦN HÀNG KHÔNG VIETJET
DN: C=VN, S=HÀ NỘI, L=Ba Đình, CN=CÔNG TY CỔ PHẦN HÀNG KHÔNG VIETJET, OID.0.9.2342.19200300.100.1.1=MST:0102325399
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SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Ho Chi Minh City, April 03, 2026

BOARD OF MANAGEMENT REPORT

I. BUSINESS REPORT OF VIETJET

1. Aviation market 2025 and outlook for 2026:

a. Market context and macroeconomic factors

In 2025, the global aviation market continued its recovery and maintained stable growth amid a global economic expansion of approximately 3.2%, while Vietnam sustained a strong growth rate of around 8%. According to the International Air Transport Association (IATA), global passenger demand increased by approximately 5–6%, with total passenger traffic exceeding 5.2 billion, surpassing pre-pandemic levels. The Airports Council International (ACI) reported that total global airport passenger traffic reached nearly 9.8 billion, with the Asia–Pacific region continuing to record the highest growth and contributing significantly to the overall industry expansion.

In Vietnam, according to the Civil Aviation Authority of Vietnam, total passenger traffic reached approximately 83.6 million, with growth primarily driven by the international segment, supported by the strong recovery of tourism and ongoing network expansion.

In terms of input costs, the average Jet A1 fuel price in 2025 was approximately USD 85–87 per barrel, down around 10% compared to 2024, thereby easing operating cost pressures. However, the USD/VND exchange rate continued to trend upward, averaging around 26,200–26,300 (up 3–4%), exerting significant pressure on aircraft leasing, maintenance, and foreign currency obligations. At the same time, although the Federal Reserve (FED) initiated an interest rate easing cycle to approximately 3.75%, financial costs only partially improved, while the industry continued to face challenges such as aircraft delivery delays, engine shortages, and persistently high leasing and material costs.

b. Outlook and strategic adjustments 2026

Entering 2026, the global aviation market is expected to maintain positive growth momentum, with passenger demand projected to increase by approximately 6–7%. Vietnam targets GDP growth of around 9–10%, with inflation controlled at approximately 3.5%–4%, providing a favorable foundation for aviation demand, particularly in the international segment.

However, since March 2026, escalating geopolitical tensions in the Middle East—a key region in the global energy supply chain—have significantly increased risks for the aviation industry. Jet fuel prices (Jet A1/MOPS) have experienced strong volatility, at times rising to approximately USD 190–220 per barrel, resulting in higher operating costs and directly impacting airline profitability.

In this context, the Company has proactively reviewed and adjusted its business plan toward a more prudent and flexible approach. The year 2026 is defined as a period of selective growth, with a focus on efficiency, strict cost control, and prioritization of high-yield routes and markets, while maintaining flexibility in response to fluctuations in fuel prices, exchange rates, and aircraft supply.

This strategic direction provides a critical foundation for strengthening the Company's competitiveness, maintaining operational efficiency, and creating sustainable growth potential over the medium and long term.

2. Business results in 2025:

Vietjet has reaffirmed its strong comeback and resilience in the market, taking the lead in expanding its international network, contributing to tourism, investment, and trade both domestically and regionally, while delivering impressive business results in 2025.

a. Commercial activities:

In 2025, Vietjet operated a fleet of 101 aircraft across 254 routes, carrying 28.2 million passengers on more than 153 thousand flights, while maintaining a load factor of 86%. Total revenue of the parent company reached VND 81,426 billion, including aircraft trading and financing activities, while continuing to maintain a strong market share in both domestic and international markets.

The revenue structure continued to shift toward greater efficiency and sustainability. Cargo and ancillary revenue reached VND 25,025 billion, accounting for approximately 37–40% of passenger transportation revenue, placing Vietjet among the World's leading Low-Cost Carriers in terms of ancillary revenue contribution. Charter flight revenue exceeded VND 6,100 billion, contributing to improved operational efficiency and optimized capacity utilization in line with seasonal demand.

The airline continued to expand its customer ecosystem through the SkyJoy program, serving 18 million passengers, alongside payment intermediary solutions with total transaction value exceeding VND 15,000 billion via Galaxy Pay and other digital payment solutions within the Vikki Bank ecosystem. At the same time, the Company further diversified ancillary products and services to enhance revenue per passenger.

The distribution system was implemented under a multi-channel model, with OTA/API channels playing a central role through more than 120 partners connected via the APIGW platform. The GDS channel was further expanded in international markets, while group sales channels recorded strong growth, particularly in the international segment. This was complemented by a network of approximately 1,800 agents and 40,000 sales points across the market. In parallel, the Virtual Interline model continued to be deployed to strengthen network connectivity and optimize interline revenue.

Overall, commercial operations in 2025 demonstrated a clear shift toward increasing the share of ancillary revenue, expanding international markets, and enhancing the efficiency of the distribution system, thereby establishing a solid foundation for growth in the coming periods.

b. Operation – Technical activities:

In 2025, Vietjet continued to be maintained effectively despite ongoing constraints in global aircraft supply. Vietjet operated a fleet of 125 aircraft, including wide-body Airbus A330 aircraft and the Vietjet Thailand fleet, aligned with a strategy of modernization, safety, and cost efficiency. The airline proactively managed its network with flexibility, enhanced fleet utilization, and further expanded cargo operations to increase revenue per flight.

Operational metrics remained strong, with turnaround time (TAT) further optimized, contributing to improved fleet productivity and higher utilization. The adoption rate of online check-in and kiosk services reached approximately 50% at key airports such as HAN and SGN, helping to reduce operational pressure and enhance passenger experience. Ground handling services at Tan Son Nhat were expanded through Airport NEO, gradually extending services to other airlines, thereby optimizing costs and improving overall operational quality.

From a technical perspective, Vietjet maintained an aircraft availability rate of 98.55% and a technical reliability rate of 99.69%, exceeding KPI targets. Amid global engine shortages and supply chain disruptions, the airline proactively implemented technical solutions to minimize aircraft-on-ground situations and ensure stable operations. Maintenance activities were strengthened through repair optimization initiatives, improved hangar efficiency, and expanded AMO capabilities.

In parallel, Vietjet accelerated digital transformation in operations and engineering through systems such as AMOS, Vividata, ACDM, and eKYC, enabling real-time fleet monitoring, predictive maintenance, and optimized maintenance planning. These initiatives contributed to enhanced operational efficiency, cost control, and improved service quality across the network.

c. Safety, Security, and Quality Assurance activities:

In 2025, Vietjet continued to be effectively maintained and enhanced. Vietjet strengthened its Safety Management System (SMS), ensuring that 100% of employees received both initial and recurrent safety training, thereby reinforcing a strong safety culture across the organization. Safety communication was implemented comprehensively through various activities, including the issuance of notices and directives, organization of safety conferences and forums, as well as regular briefings for flight crew and engineering teams, contributing to heightened awareness and proactive risk prevention. The airline also expanded collaboration with international partners such as Airbus, IATA, Teledyne, and Navblue to adopt best practices and further align with global safety standards.

In terms of compliance and quality assurance, Vietjet successfully maintained and renewed key certifications, including AOC and ISAGO, reaffirming its capability to operate safely in compliance with international standards. The safety and quality management system was continuously reviewed and benchmarked against regional and global standards, while advanced data analytics solutions such as Flight Data Monitoring (FDM) were applied to enhance monitoring and preventive capabilities. Operational improvement initiatives, including ACDM, TAT optimization, as well as fuel-saving and CO_2 emission reduction measures, were consistently implemented, contributing to both operational efficiency and sustainable development.

Regarding aviation security, Vietjet fully implemented security drills and control plans, ensuring compliance with regulatory requirements and aviation authority standards. The airline conducted 13 internal audits and 88 compliance inspections, while successfully renewing key certifications such as ISO/IEC 27001:2022 and implementing personal data protection systems in accordance with ISO/IEC 27701. The security incident reporting rate remained at 1.48 per 100,000 passengers, within acceptable limits, with most cases related to disruptive passengers, which continue to be closely monitored and appropriately managed.

Overall, Vietjet maintained a robust and integrated safety, quality, and security system aligned with international standards, providing a solid foundation for network expansion and sustainable growth in the coming years.

d. Training and development of human resources

Human resources in 2025 reached 7,632 employees, representing an increase of 16.68% compared to 2024, including 952 pilots and 2,131 cabin crew. The proportion of foreign employees accounted for approximately 10%, while more than 55% of pilots were foreign, contributing to enhanced operational capability. Human resource management was implemented comprehensively to ensure sufficient manpower for operations and growth. A total of 19 recruitment and promotion programs were conducted for the flight crew division, attracting more than 1,200 candidates, with 252 cabin crew newly recruited or promoted. Overall recruitment activities attracted 1,934 candidates, reaching over 5.2 million views. Training programs were maintained with a focus on key initiatives, including onboarding training for 1,463 participants. The management of foreign labor and digital transformation in human resources were further strengthened, contributing to improved operational efficiency and productivity.

e. Application of Technology and digital transformation:

In 2025, Vietjet continued to accelerate its digital transformation and technology adoption to enhance operational efficiency and improve the customer experience. Key technology performance indicators remained strong, with system availability reaching 99.3% for Website/App and 99.2% for the Passenger Service System (PSS), while cloud infrastructure was optimized to ensure stable and continuous operations. Major projects were implemented in a synchronized manner, including 100% integration of payment gateways, API Gateway connectivity for OTA partners, deployment of AMOS Mobile across the entire fleet, and full digitalization of flight documentation, reducing domestic processing time by 60%. At the same time, information security solutions such as Data Loss

Prevention (DLP) were fully implemented, alongside continued progress toward ISO 27701 certification.

Artificial intelligence (AI) applications were expanded across multiple areas, including recruitment, crew assessment, chatbots, and interview processes, contributing to improved efficiency and process automation. Business and data platforms continued to be developed, including full deployment of SkyShop (100%), Data Platform (DP) at 80% completion, and advanced analytics systems. Technology cost optimization was also achieved, with savings of approximately USD 1.3 million per year from cloud and licensing.

In parallel, Vietjet implemented a range of notable technology initiatives, including VNeID/FaceID for check-in, AI Crew Grooming, AI Recruitment, flight scheduling system OptiFly, Customer Data Platform (Sitecore), CRM system (Creatio), technical data platform Vividata, AI-based fuel optimization (SkyBreathe), SAP consolidation reporting, as well as survey tools and network infrastructure enhancements. These initiatives have significantly strengthened digital capabilities, optimized operations, and enhanced the airline's competitiveness amid industry-wide digital transformation.

These results demonstrate that technology and digital transformation have become core operational pillars, enabling Vietjet to improve service quality, enhance operational agility, and proactively adapt to evolving market conditions.

3. Operations of AOC Airlines and Subsidiaries

a. Vietjet Thailand Activities (VZ):

Vietjet Thailand is implementing a fleet transformation strategy toward the modern Boeing 737-8 aircraft, aiming to rejuvenate the fleet, expand operational range, enhance efficiency, improve fuel savings, and strengthen competitiveness, in alignment with the sustainable development orientation of the Vietjet-branded network.

In 2025, Vietjet Thailand achieved a significant milestone with the delivery and operation of 8 Boeing 737-8 aircraft, bringing its total fleet to 24 aircraft, representing a growth of 33% compared to the previous year. The airline maintained its leading position in the domestic market in Thailand, while expanding its international network with new routes to Northeast Asia and India. It also received numerous prestigious awards, including Outstanding Tourism Organization by the Tourism Authority of Thailand, Kinnaree Award for Sustainable Development, Best Sustainable Community Engagement Initiative – Aviation Sector, Most Impactful Environmental Program in Aviation – The Global Economics Limited, Best Companies to Work for in Asia – HR Asia, Most Friendly Cabin Crew – International Finance Magazine, and Best Low-Cost Airline Brand in Thailand – Global Brand Award, among others. As of the end of 2025, Vietjet Thailand had carried a cumulative total of 37 million passengers and 60 thousand tons of cargo across 232 thousand flights, connecting 29 domestic and international routes.

Entering 2026, Vietjet Thailand will continue to accelerate its fleet transformation strategy, with plans to receive an additional 14 Boeing 737-8 aircraft. Supported by the expanded fleet, the airline will launch new medium-haul routes to key markets such as China, India, Japan, South Korea, Malaysia, and Indonesia, increasing its total network to 53 routes, including 12 domestic and 41 international routes.

With a pioneering spirit of innovation, strong application of technology in management and operations, a dynamic workforce, and support from the Vietjet ecosystem, Vietjet Thailand aims to become a leading next-generation airline in Thailand, while playing a key role in the Group's international expansion strategy.

b. Vietjet Qazaqstan (VQ):

In 2025, Vietjet Qazaqstan (VQ) recorded notable growth in both operational scale and financial performance following its restructuring phase. Passenger traffic was estimated at approximately 682 thousand, up from over 600 thousand in 2024, while the load factor improved to around 87%, reflecting a strong recovery in market demand and more effective network management. On-time performance (OTP) remained stable at approximately 85–90%, indicating continued improvements in operational capability.

In terms of operations, VQ focused on optimizing its fleet and restructuring its network toward a more streamlined model, prioritizing high-yield routes while maintaining strict cost control amid ongoing market volatility. At the same time, the airline has gradually standardized its operational systems and enhanced technical capabilities, establishing a solid foundation for future expansion.

Financially, VQ achieved a positive turnaround, with EBITDA estimated at approximately USD 7.8 million, a significant increase from USD 4.6 million in 2024, while EBIT improved from a loss of USD 1.7 million to a profit of approximately USD 2.0 million. These results reflect the effectiveness of restructuring initiatives, cost optimization measures, and improved operational efficiency.

In addition, VQ accelerated the adoption of technology and digital transformation in management and operations through the implementation of systems such as Amelia RES, Intelisys, and AIMS, enhancing operational control, optimizing processes, and improving customer experience. VQ's performance continues to represent a strategic step in expanding Vietjet's international footprint, while laying the groundwork for sustainable growth in the Central Asia market in the coming years.

c. **Subsidiaries:**

- ***Victoria Aviation Academy (VIAA):*** VIAA continued to deliver strong growth in training activities, organizing 15,198 courses for 162,100 trainees, up 53% and 30% year-on-year, respectively. The academy also completed the transfer and operational conversion of three A320 simulators and two APTs from Airbus, enhancing training capacity and gradually achieving greater independence in training infrastructure. These results reaffirm VIAA's role in supplying high-quality human resources for the Vietjet ecosystem.
- ***Airport NEO (Ground Services):*** 2025 marked a significant milestone for Airport NEO, with the completion of the VJGS Tan Son Nhat transition in November 2025 and the official launch of operations at Terminal 1. The company also obtained an unrestricted ground service license for all aircraft types, providing both the legal and operational foundation for future expansion.
- ***Galaxy Pay (Payments & Fintech):*** Galaxy Pay continued its strong growth, with total transaction value exceeding VND 15 trillion and over 3 million transactions in 2025. The SkyPay platform reached over 2 million users, with total transaction value exceeding VND 640 billion and more than 250,000 transactions. These results highlight the rapid expansion of the digital payment ecosystem, contributing to ancillary revenue growth and enhanced customer experience.
- ***Swift & Cargo (Cargo Operations):*** Cargo operations reached a volume of 121 thousand tons, maintaining stable growth and contributing positively to overall operational efficiency. Optimizing cargo capacity on flights has increased revenue per flight and strengthened the role of cargo within Vietjet's revenue structure.
- ***GJOY (Loyalty & Digital Platform):*** GJOY reached 2 million activated accounts, and launched two co-branded cards with Vietjet - HDBank and Vietjet - VPBank. The loyalty ecosystem continues to expand, enhancing customer engagement and lifetime value across the network.

4. <u>Business Result 2025 (audited) và Action Plan 2026:</u>

Content	Actual 2025	Actual 2024	% 2025 vs 2024	KPI 2025	% Actual vs KPI 2025	Target KPI 2026	Adjusted KPI (*) 2026	Target KPI 2026 vs Actual 2025	Adjusted KPI 2026 vs Actual 2025	Adjusted KPI vs Target KPI 2026
Fleet	101	94	7.4%	101	100.0%	115	115	113.9%	113.9%	100.0%
Aircraft Operated	80.6	73.8	9.2%	80.6	100.0%	81.2	81.2	100.7%	100.7%	100.0%
Operational flights	152,974	137,539	11.2%	144,565	105.8%	161,023	153,023	105.3%	100.0%	95.0%
Passenger *(million)*	28.2	25.9	8.9%	28.3	99.6%	32.6	30.98	115.6%	109.9%	95.0%
RPK *(mil Km)*	50,862	46,637	9.1%	57,327	88.7%	55,745	52,976	109.6%	104.2%	95.0%
Average Load Factor	86%	84%	2.0%	88%	97.7%	89%	89%	103.5%	103.5%	100.0%
Air Transport Revenue *(billion vnd)*	81,426	71,731	13.5%	81,409	100.0%	86,667	76,911	106.4%	94.5%	88.7%
Consolidated Revenue *(billion vnd)*	82,093	72,045	13.9%	81,674	100.5%	101,407	86,774	123.5%	105.7%	85.6%
Parent Company Profit before tax *(billion vnd)*	2,462	1,748	40.9%	2,040	120.7%	2,773	2,279	112.6%	92.6%	82.2%
Consolidated Profit before tax *(billion vnd)*	2,630	1,823	44.3%	2,200	119.5%	3,011	2,421	114.5%	92.1%	80.4%
Loan/Equity	2.25	2.03	10.8%	2.20	102.3%	2.42	2.50	107.6%	111.1%	103.3%

(*) Adjusted due to the impact of the Middle East conflict

Vietjet's 2025 business performance report recorded revenue of VND 81,426 billion (parent company) and VND 82,093 billion (consolidated), representing increases of 13.5% and 13.9%, respectively, compared to 2024, and meeting the 2025 AGM targets. Pre-tax profit of parent company and consolidated pre-tax profit reached VND 2,462 billion and VND 2,630 billion, respectively, marking growth of 40.9% and 44.3%, compared to 2024, and exceeding the 2025 AGM plan by over 20.7% and 19.5%. Vietjet achieved its highest revenue to date, driven by the expansion of its international network, alongside strengthened cost control through optimized operational efficiency, accelerated digital transformation, and the maintenance of a young, modern fleet, contributing to fuel savings and overall business performance.

As of 31 December 2025, Vietjet's total assets reached VND 139,391 billion, up 40% compared to 31 December 2024. The debt-to-equity ratio stood at 2.25x, and the liquidity ratio at 1.39x, both within safe levels for the aviation industry, reflecting the Company's proactive investment in aircraft. In 2025, Vietjet successfully completed the issuance of 50 million new shares, increasing shareholders' equity by VND 5.0 trillion and further strengthening its capital base to support future growth. Financial indicators and profitability remained strong compared to prevailing market interest rates, demonstrating Vietjet's solid fundamentals and healthy financial position, with a strong recovery following the most challenging period for the aviation sector. Cash, bank deposits, and cash equivalents exceeded VND 10,986 billion, together with available working capital facilities, ensuring the Company's liquidity. Vietjet contributed over VND 10,537 billion in direct and indirect taxes and fees in 2025.

2026 Targets:

In 2026, Vietjet aims to sustain stable growth through the expansion of its international network, scaling up its modern fleet, and further enhancing operational efficiency. The Company expects to improve profit margins through revenue restructuring toward higher-demand routes and continued expansion of its international market share. At the same time, strengthening ancillary revenue streams, leveraging technology, and maintaining financial discipline will be key drivers to enhance competitiveness, reinforce market position, and ensure profit growth. Vietjet remains committed to sustainable development, with a focus on strict cost control, maintaining a stable financial base, and flexibly adapting to geopolitical, foreign exchange, and competitive pressures in the region.

Revised 2026 Plan:

Amid geopolitical developments in the Middle East driving a significant increase in fuel costs, Vietjet has reviewed and adjusted its 2026 business plan in a prudent and proactive manner. The Company has reduced capacity during off-peak periods, with an approximate 5% reduction in flight frequency and passenger volume compared to the original plan, while reallocating capacity to peak periods and higher-yield routes.This adjustment optimizes fleet utilization and enhances revenue quality, while maintaining a load factor of approximately 89%, reflecting stable market demand. On this basis, the Company has revised down its air transport revenue while increasing the contribution from aircraft-related activities, thereby improving overall efficiency and reducing reliance on fuel cost fluctuations. Vietjet does not reduce operations overall, but rather proactively reallocates capacity from low-demand to high-demand periods to optimize performance under volatile fuel cost conditions.

5. **<u>Awards:</u>**

Vietjet received many prestigious awards in 2025:

- 04 domestic awards:
    - Top 50 Best Listed Companies in Vietnam 2025 – *Forbes Vietnam*
    - Best Airline for Tourists 2025 – *Ministry of Culture, Sports and Tourism & Vietnam National Authority of Tourism*
    - Top 100 Best Places to Work in Vietnam 2025 – *Anphabe (endorsed by VCCI)*
    - Certificate of Merit from the Prime Minister for the implementation of biometric applications in end-to-end passenger processing – *Government Office*
- 14 international awards:
    - AirlineRatings (03 awards): World's Best Ultra Low Cost Carrier 2025, Seven-Star Safety Rating, và Top 10 Safest Low-Cost Airlines 2025
    - World HRD Congress (03 awards): Dream Company to Work For, Best Corporate Social Responsibility Practices, và Global Best Employer Brand

- Asia Pacific Loyalty Awards 2025: Best Use of Digital Technology
- TimeOut Magazine: Asia's Safest Low-Cost Airlines 2025
- Skytrax: Best Low-Cost Airline in Vietnam
- Tourism Administration Taiwan (MOTC): Award for Contribution to Taiwan Tourism
- Korea Consumer Awards (DongA Ilbo): Korea Consumer Awards 2025
- HR Asia Awards: Best Workplace in Asia 2025
- Times of India Group: Excellence in Aviation Services & Customer Experience India 2025
- AirlineRatings: Sustainability Awards 2025
- World Travel Awards: Asia's Leading Airline – Customer Experience 2025
- ASEAN Business Awards (ABA): Outstanding Tourism Enterprise Southeast Asia 2025
- Brand Finance: Top Valuable Airline Brands in Southeast Asia
- ESG Transport Sustainability Award (Taiwan): Gold ESG Transport Sustainability Award

6. Business targets in 2026

Overall, 2026 is expected to maintain the positive growth momentum of the global aviation industry, with continued recovery and expansion in both passenger and cargo demand. Global RPK is projected to grow by approximately 6–7%, while industry profitability and operational efficiency are expected to improve through cost optimization, higher load factors, and increased technology adoption. This provides a solid foundation for airlines to expand their networks, invest in next-generation fleets, and enhance service quality in a more sustainable manner.

Entering 2026, under the strategic direction of "Flying the World – Reaching New Heights", Vietjet aims to achieve strong and sustainable growth by expanding its international network, developing a modern fleet, accelerating digital transformation, and enhancing customer experience. The airline aspires to become a multinational aviation group with strong regional and global competitiveness, and a trusted brand for customers worldwide. The Executive Management reports to the General Meeting of Shareholders the key objectives and strategic directions as follows:

- Maintain a leading market share in Vietnam's aviation sector, while expanding domestic and international networks with a strategic focus on Europe and the United States.
- Ensure safe and reliable flight operations in full compliance with the highest global aviation safety standards..
- Transform Vietjet into a true hybrid carrier by enhancing cabin services, ground services and premium products such as SkyBoss.
- Develop a multinational aviation group, ensuring positive cash flow and sustainable profitability across subsidiaries in preparation for potential listings from 2027.
- Advance key technology initiatives, including centralized data platforms and the application of AI and Big Data for KPI analytics, operational optimization and process automation.
- Proactively secured aviation fuel supply, applied flexible fuel surcharge mechanisms, optimized the route network based on operational efficiency, and enhanced fuel cost and cash flow management to maintain stable operations.
- Increase RASK, optimize operating costs and reduce fuel expenditure to maintain operational efficiency and financial resilience.
- Complete the Long Thanh Hangar Project to strengthen in-house maintenance capabilities, reduce reliance on outsourced maintenance, and enhance operational efficiency.
- Advance aircraft commercial and financing activities, and develop a centralized fleet management model with Angelica for the Group's AOCs.

- Build a lean, fair and performance-based organizational structure aligned with business outcomes.
- Successfully mobilize equity capital while maintaining a strong, healthy and transparent financial profile.
- Build a positive and professional corporate culture that promotes teamwork, project-based collaboration and shared objectives.

II. CONCLUSION

Aligned with the strategic direction of the Board of Directors, the decisive leadership of the Executive Management, and the collective efforts of all employees, Vietjet continues to build on its achievements and set higher targets to drive breakthrough growth. The results achieved in 2025 serve as a solid foundation for Vietjet to reach new heights, maintaining safe operations, cost efficiency, fuel savings, and environmental sustainability, while continuously enhancing service quality to deliver the best experience for passengers. Vietjet recognizes that accelerating the adoption of artificial intelligence and advanced technological solutions will be a key driver to strengthen competitiveness and ensure sustainable development in the coming period.

MANAGING DIRECTOR

M.S.D.N: 0102325399 - C.T.C.P
CÔNG TY CỔ PHẦN HÀNG KHÔNG VIETJET
P. NGỌC HÀ - TP. HÀ NỘI

NGUYEN THANH SON