9M.2025
BUSINESS RESULTS



DISCLAIMER

IMPORTANT: You must read the following before continuing, In accessing the attached summary information presentation (this "presentation"), you agree to be bound by the following terms and conditions.

This presentation contains confidential information, You should not reproduce or distribute this presentation in whole or in part, and should not disclose any contents or use any information in this presentation for any purpose other than considering an investment in the potential transaction described herein.

No representation or warranty, express or implied, is made by the Company or any of its representatives as to the accuracy or completeness of such information, and nothing contained in this presentation is, or shall be relied upon as, a promise or representation by the Company or any of its representatives as to the past, present or future, Without prejudice to any obligation of Company to publish a supplement to this presentation, neither the delivery of this presentation shall, under any circumstances, create any implication that there has been no change in the business or affairs of Company since the date of this presentation or that the information contained herein is correct as of any time subsequent to its date.

The contents of this presentation are not to be construed as legal, business or tax advice, Each prospective investor should consult his or her own lawyer, financial adviser or tax adviser for legal, financial or tax advice.

This presentation does not constitute an offer to, or the solicitation of an offer to, purchase any of the offer shares to any person in any jurisdiction to whom it is unlawful to make such offer or solicitation in such jurisdiction, Recipients of this presentation are required to inform themselves about and observe any applicable restrictions, Investors should be aware that they may be required to bear the financial risks of an investment in the offer shares for an indefinite period of time.

By accepting delivery of this presentation you agree to the foregoing, If you are in any doubt about the contents of this presentation, you should consult your stockbroker, bank manager, accountant or legal or financial adviser.

Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M2025 Financial Results

V. ESG Initiatives

VI. Outstanding Events

Download app VietJet (+84) 1900 1886

VIETJET'S OVERVIEW



- VietJet has actively contributed to developing diplomatic, economic, trade, and tourism relations between Vietnam and other countries. **VietJet transforms Ho Chi Minh City and Ha Noi into global aviation hubs.**
- **VietJet uniquely operates wide-body aircraft to intercontinental destinations**, connecting Vietnam with Japan, Korea, Australia, India, Indonesia and Kazakhstan. Owning young fleet of **96 aircraft** in which 8 A330s, 72 A321s, 16 A320s.
- Operating **219 regular routes** with average **400 safe daily flights** at **99.55% technical reliability** – amongst the highest in Asia Pacific Region.
- **Top 30 largest market capitalization and liquidity on HOSE** since listing in 2017. **VJC's market capitalization surpassed VND 100,000 bn** (as of Oct 17, 2025).
- Vietnam stock market index (VN-Index) was **up 32.4% YTD**. With Vietnam being upgraded to **Emerging Market status, VN30 companies**, including **Vietjet**, are expected to receive a net inflow of **US$4-5 billion from foreign passive funds and ETFs**.

Credit Rating
vnBBB
with a Stable Outlook
SaigonRatings

Consolidated financial performance and operating metrics (9M.2025)

~7,000 Employees

~3,000 Pilots and cabin crews

96 Aircraft

Market share
45% Domestic
55% International

Flights
116.9K
+12% y-o-y

Load Factor
83%
-4% y-o-y

Revenue
US$ 1.995M
+1% y-o-y

Total Assets
US$ 4.357M
+16% YTD

Passengers
21.5M
+10% y-o-y

Routes
219
50 Domestic
169 International

Profit before tax
US$ 78M
+17% y-o-y

EBITDAR
US$ 624M

VISION AND MISSION

VISION

Operating and expanding an extensive domestic, regional, and international route network while delivering breakthroughs in aviation services

MISSION

To become a multinational airline with the largest market share in Vietnam

LOGISTICS

To complete an aviation service ecosystem oriented toward consumer aviation

CORE VALUE

Safety – Happiness – Affordable – Punctual

Fully integrated aviation ecosystem built on an advanced digital business platform



VIETJET AIR ACADEMY

Modern and professional facility to create a workforce capable of meeting aviation demand

The largest aviation training center in Vietnam and the region, offering programs for flight crew, cabin crew, aircraft maintenance technicians, and ground service staff



VIETJET GROUND SERVICES

Building operational independence to optimize costs and secure a lasting competitive advantage for VietJet:

DIVERSE PRODUCT AND SERVICE

Excellent Ancillary Services

Advanced and automated payment platforms

Prominent digital media presence

Strong partnerships and channel



VIETJET HANGAR AT LONG THANH AIRPORT

Long Thanh Maintenance Engineering Center project demonstrates VietJet's strategic vision, commitment to sustainable investment, and leadership in developing national aviation infrastructure.



BRAND AWARENESS

Strong domestic and regional brand recognition providing sustainable competitive advantage

2025 awards and brand recognitions

- ASEAN Business Awards in the Tourism category
- Best Ultra Low-Cost Airline — AirlineRatings
- Top 50 Best Listed Companies in Vietnam — Forbes
- Top 500 Largest Enterprises in Southeast Asia — FORTUNE
- Dream Company to Work For — WORLD HRD CONGRESS
- Best Corporate Social Responsibility Practices — WORLD HRD CONGRESS
- Global Best Employer Brand — WORLD HRD CONGRESS
- Best Low-cost Airline — SKYTRAX

Prominent digital media presence enhancing awareness



- Strong on-line presence across e-commerce platforms and popular social media outlets
- Named as one of the world's **top 3** fastest growing airline brands on Facebook by Socialbakers in August 2015
- **Top 3 airlines** globally in terms of Facebook's post engagement rate

+139.000 subscribers	+149.000 followers	+5,600,000 followers



- Website user: **+40,000,000**
- Mobile users: **+1,500,000**
- Mobile download app: **+6,900,000**

SkyJoy



Loyalty members: **+15,000,000**

DEVELOPMENT MILESTONES

Vietjet has pioneered the LCC model in Vietnam



2007
- Incorporated and obtained air operator's certificate (“AOC”)

2011
- Launched the first commercial flight from Ho Chi Minh City to Hanoi

2014
- Signed an MOU with Airbus to purchase 100 aircraft for US$9bn
- Launched Thai VietJet JSC and VietJet Cargo JSC
- Received the first aircraft from the firm order placed with Airbus
- First Vietnamese airline to offer self-service check-in kiosk

2015
- Achieved IATA Operational Safety Audit certificate
- Inaugurated VietJet Training Centre

2016
- Became an official member of IATA
- Signed an MOU with Boeing to purchase 100 aircraft
- Signed an MOU with Airbus to purchase 20 aircraft

2017
- IPO on Ho Chi Minh City Stock Exchange
- Groundbreaking of VJAA’s construction

2019
- VietJet’s market capitalisation crosses US$4bn mark

2020
- Started ground handling services at Noi Bai Airport

2022
- Opened 20 new routes, mostly to the India market

2023
- Commenced direct flights to Sydney, Melbourne, Brisbane, Perth, Adelaide of Australia

2024
- Signed a contract with 20A330-300 Airbus and Signed a contract with Rolls Royce for A330-300

9M2025
- Inaugurated flights to New Zealand
- Granted a license for ground services operation at TSN
- Signed an MOU with Airbus for firm purchase of 100 + 50 option for A321s and 20 A330s

Fleet
(as of 30/09/2025)

2007	1
2011	19
2014	30
2015	41
2016	51
2017	64
2019	71
2020	75
2022	87
2023	94
2024	96

BOARD OF MANAGEMENT



Mdm. Thao Nguyen
BOD Chairwoman

- **Mdm. Thao Nguyen** is one of the founders of VietJet, Chairwoman of VietJet since 2023, before that Ms. Thao was the Vice Chairwoman, CEO since 2007.
- She is also the Permanent Vice Chairwoman at HDBank.
- She holds a PhD Degree in Economic Cybernetics from the Mendeleev Institute.
- She is the first Vietnamese's businesswoman to receive the Ordre national de la Légion d'honneur - the highest medal of France.



Dr. Phuong Dinh
BOD member
CEO

- **Dr. Phuong Dinh** has more than 25 years of leadership experience and holds important positions in many companies in the Transportation Industry.
- He is the CEO since April 6, 2023.
- He holds a PhD Degree in Transportation from Moscow State Academy of Water Transport.



Mr. Son Nguyen
Managing Director

- **Mr. Son Nguyen** leads VietJet's commercial operations, including network planning, sales, marketing, and revenue management.
- With more than 25 years of extensive experience in commercial operations at both international and domestic airlines, he brings solid expertise in driving revenue growth, building competitive strategies, and enhancing customer engagement in the aviation industry.



Mdm. Phuong Ho
BOD member
EVP - CFO

- **Mdm. Phuong Ho** has more than 30 years of leadership in financial and accounting field in different industries, including Oil & Gas, Telecommunication, Industrial Production.
- She previously served as Head of Finance at PetroVietnam, VP of PVDrilling, CFO of SK-Sfone, and Financial Controller at Holcim Vietnam, where she played a key role in financial strategy planning, corporate governance, and driving sustainable growth.
- She graduated Master of International Finance and Accounting at Swinburne University (Australia).



Mr. Michael Hickey
EVP - COO

- **Mr. Michael Hickey** was a Senior Managing Director at Ryanair for more than 35 years.
- During his management period, he has experienced a remarkable growth, from 6 aircraft at the start to now 400 aircraft. With Ryanair, Mr. Michael participated in various essential projects related to maintenance, technical operations and commercial aircraft purchase/selling contracts.

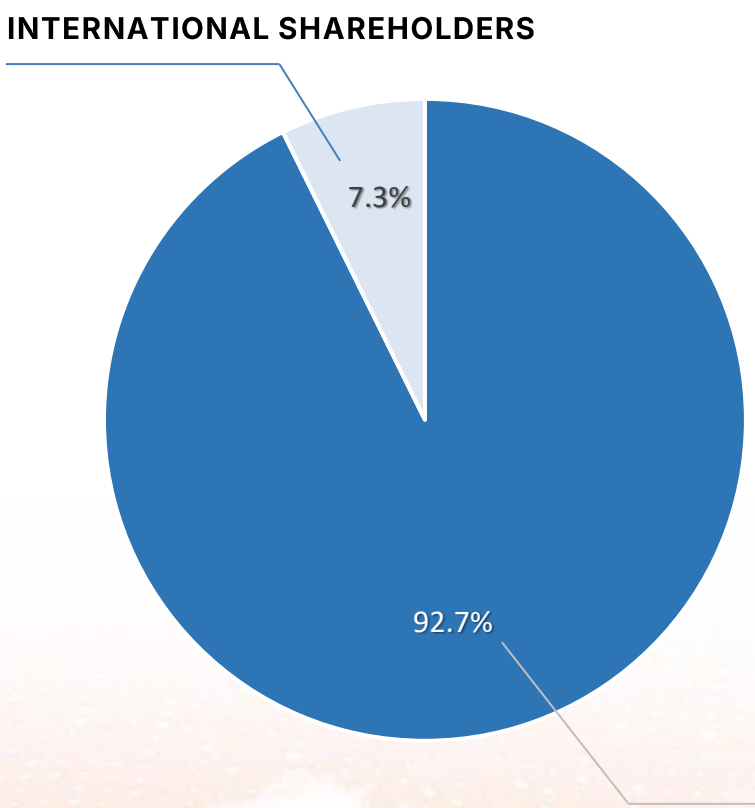


Mr. Thang To
EVP

- **Mr. Thang To** is responsible for the Safety, Security, Quality and Assurance as well as Back-office activities of VietJet.
- He has nearly 25 years of experience in the aviation industry, including for Vietnam Airlines where he served as the Deputy Director of SSQA between 2008 and 2014.

SHAREHOLDER'S STRUCTURE

Vietjet is fully trusted by reputational and capable investors around the world



International Shareholders

Fubon FTSE Vietnam ETF

Vaneck Vietnam ETF

Sky Capital Advisor

Lumen Vietnam Fund

Goldman Sachs International

J.P.Morgan

Morgan Stanley

Barclays Capital Securities

Domestic Shareholders

HD Bank

Aviation JSC

ETF MAFM VN30 Fund

Ho Chi Minh Securities Corporation (HSC)

VNDirect Securities (VNDirect)

Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M.2025 Financial Results

V. ESG Initiatives

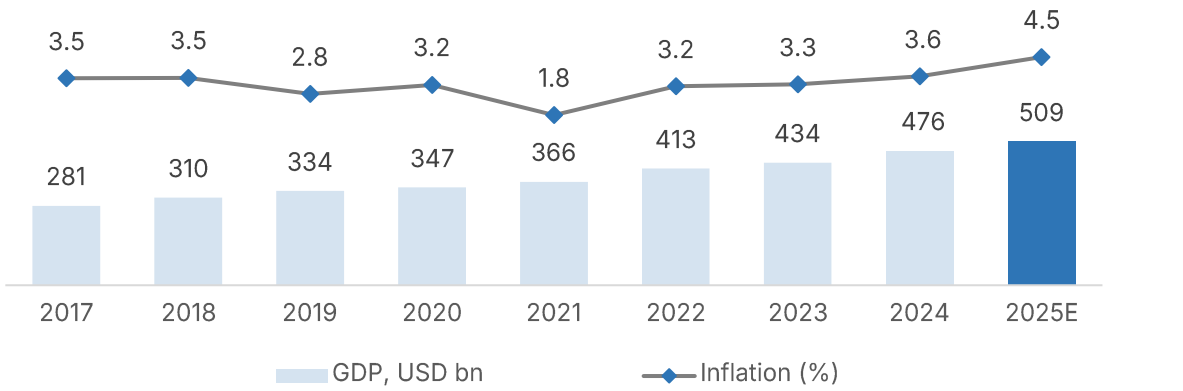
VI. Outstanding Events

VIETNAM MACROECONOMICS

Solid economic growth and favorable tourism provide strong tailwinds for Vietnam's LCC market

Strong GDP growth and Stable Inflation

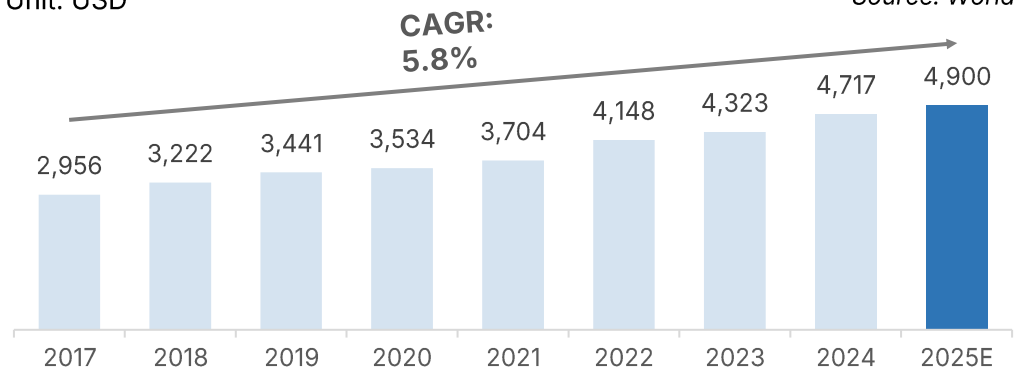
Source: World Bank



GDP per capita increases drastically

Unit: USD

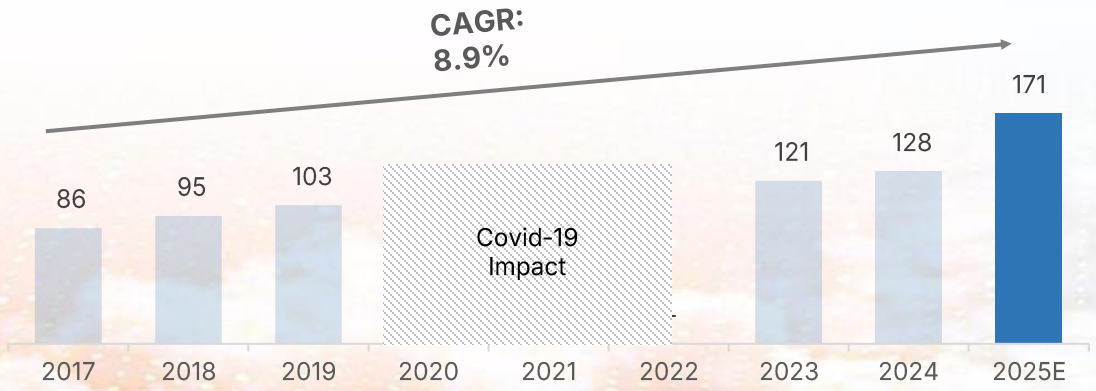
Source: World Bank



Total number of tourists increased strongly and reached a record after Covid-19

Unit: million pax

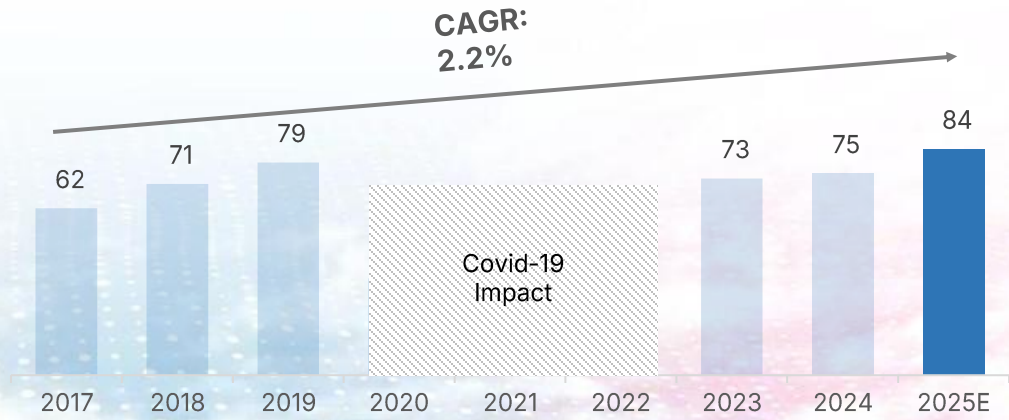
Source: VNAT



Total air passenger traffic expected to grow strongly by 2025

Unit: million pax

Source: ICAO



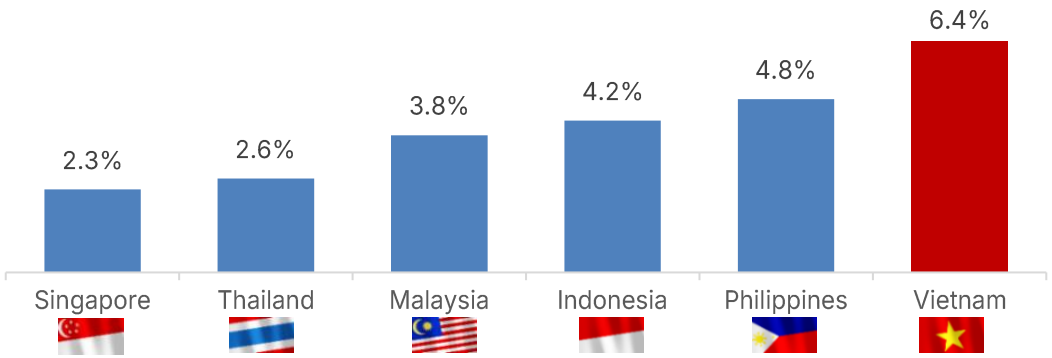
ATTRACTIVE AVIATION MARKET

Vietnam's economic and population potential created an attractive market for LCCs

Highest GDP per capita growth in the region

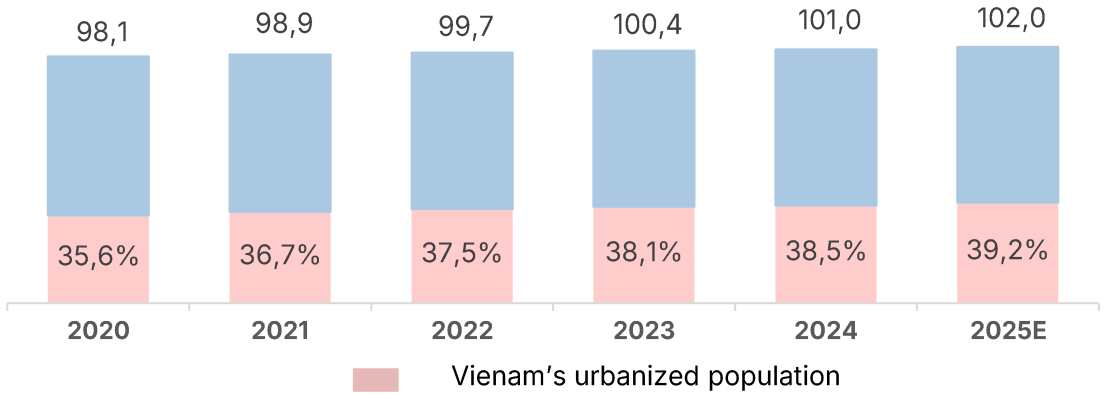
GDP per capita growth, 2024

Source: World Bank



High growth and rapidly urbanized population

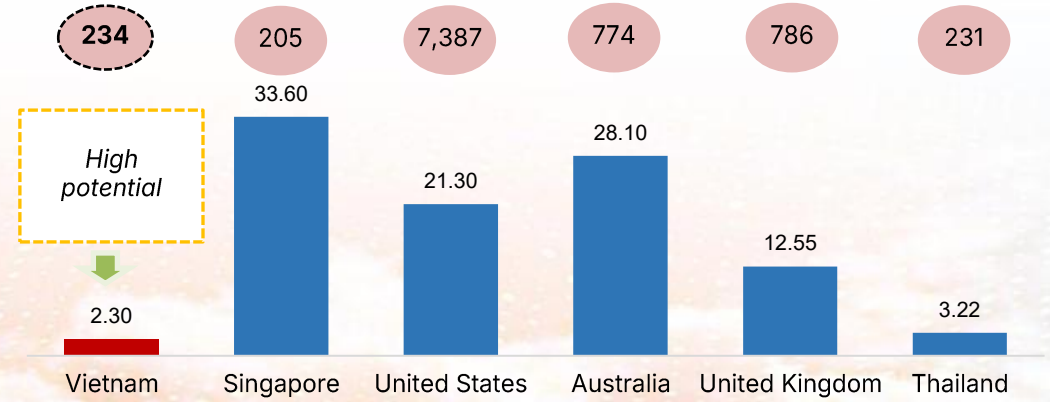
Source: World bank



Huge upside potential with low LCC penetration

Number of aircrafts in service per million of people as of 2025

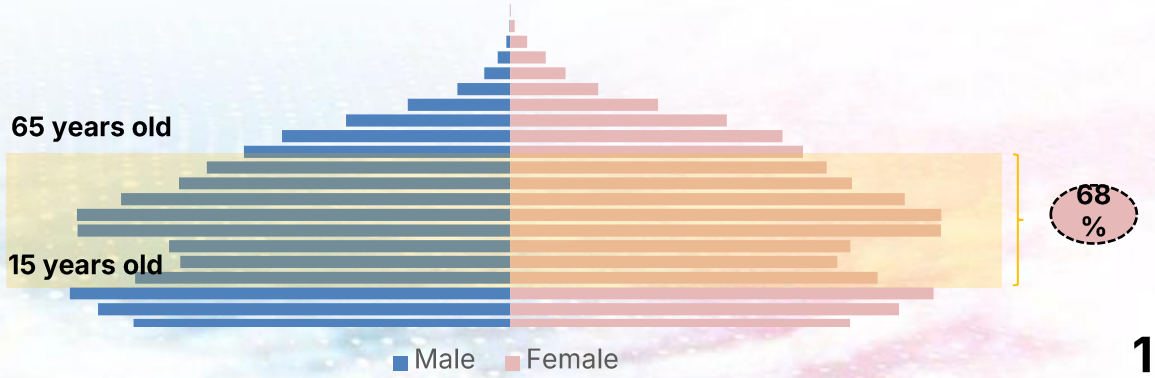
Source: Airbus/Boeing website



Young and dynamic working age population

Vietnam's population pyramid, 2024

Source: danso.org



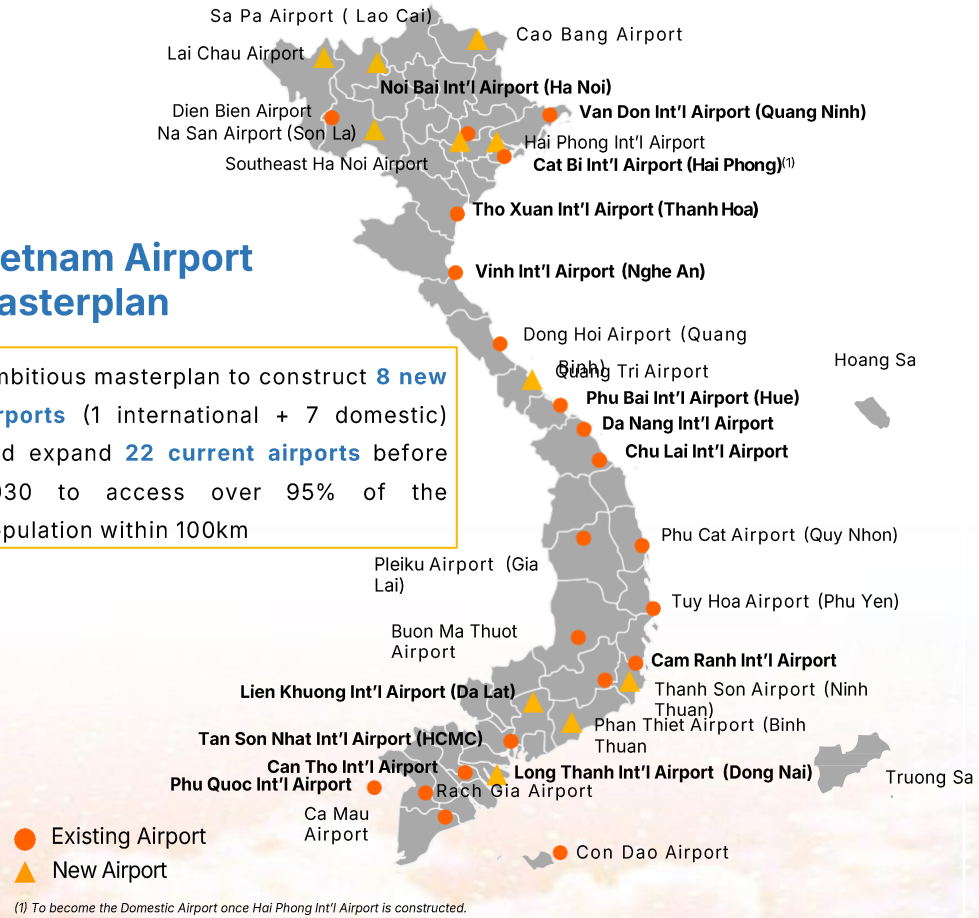
GOVERNMENT'S PRO-AVIATION INITIATIVES

Ambitious infrastructure projects and new public policies provide necessary support for airlines

Strengthening Vietnam's aviation sector through airport infrastructure

Vietnam Airport Masterplan

Ambitious masterplan to construct **8 new airports** (1 international + 7 domestic) and expand **22 current airports** before 2030 to access over 95% of the population within 100km



(1) To become the Domestic Airport once Hai Phong Int'l Airport is constructed.

Key airport infrastructure projects

Noi Bai ("HAN")	• 2nd largest airport in Vietnam and the gateway to the North • T1's capacity upgraded from 9mn to 15mn by 2018 • T2's annual pax capacity of 10mn, 60% utilization rate • T3 when complete will create an annual pax capacity of 30mn.
Da Nang ("DAD")	• Operates with two runways and an international terminal at around 85% capacity, with the annual passenger capacity to 15 million
Tan Son Nhat ("SGN")	• Largest airport in Vietnam and the main international gateway to Vietnam, operating at 110.2% capacity. • Tan Son Nhat Airport has increased its annual pax capacity from 20 million to 45 million after Terminal 3 was put into operation in 2025.
Long Thanh	• New international airport (meeting ICAO's 4F standard) for HCMC, operational by 2026 with an expected annual passenger capacity of 25 million in Phase 1, and reaching 100 million upon full completion.

New public policies supporting airlines

High entry barriers limit competitive pressure on VJC	• No foreign carriers are permitted to operate domestic routes, allowing local airlines such as VJC to capture the growth of the domestic market. • Foreign ownership in Vietnamese airlines is capped at 34% of charter capital, shielding domestic carriers from external competitive pressures. • The substantial minimum capital requirement (at least USD 32 million to establish an airline) further restricts potential new entrants to the market.

Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M.2025 Financial Results

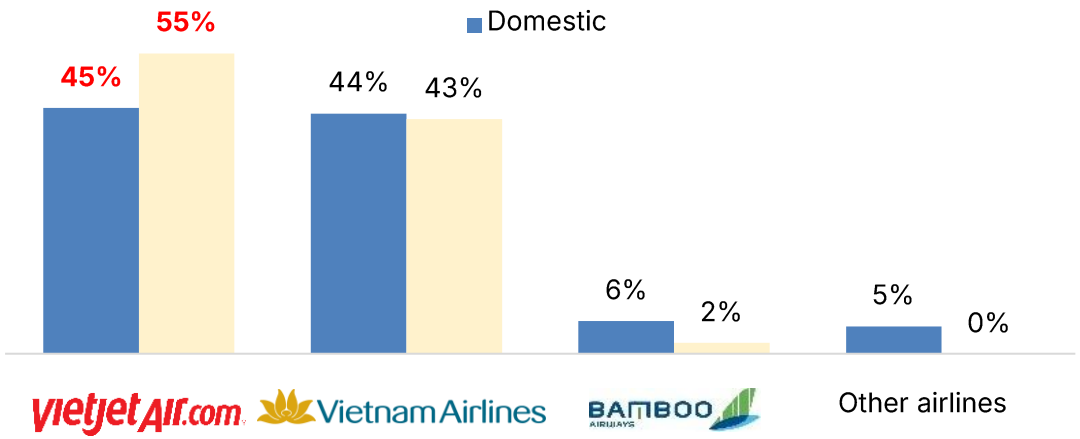
V. ESG Initiatives

VI. Outstanding Events

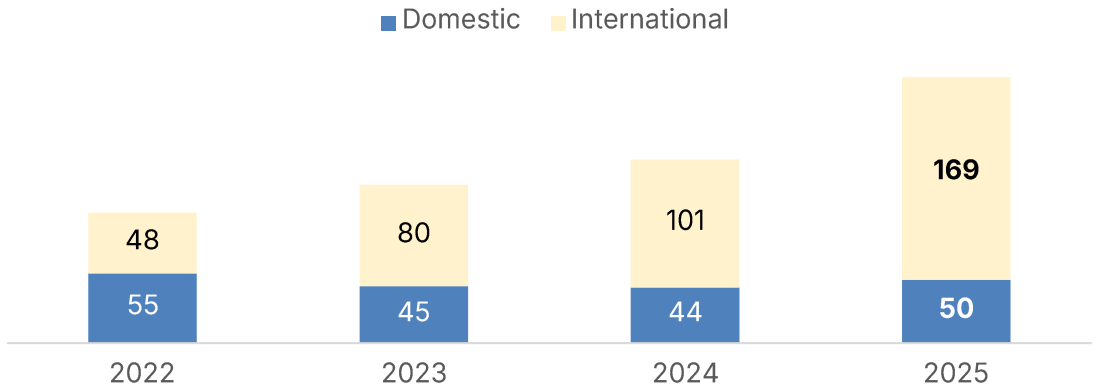
THE LEADING LCC IN VIETNAM

Leverage our impressive network, capability, and favorable conditions to maintain our leads

#1 LCC in Vietnam with 45% domestic & 55% international market share



Largest & Rapidly expanding Network



Significant Brands Recognition



- Website: **+40,000,000**
- Mobile users: **+1,500,000**
- Mobile download app: **+6,900,000**

+5,600,000 followers

+139.000 subscribers

+149.000 followers

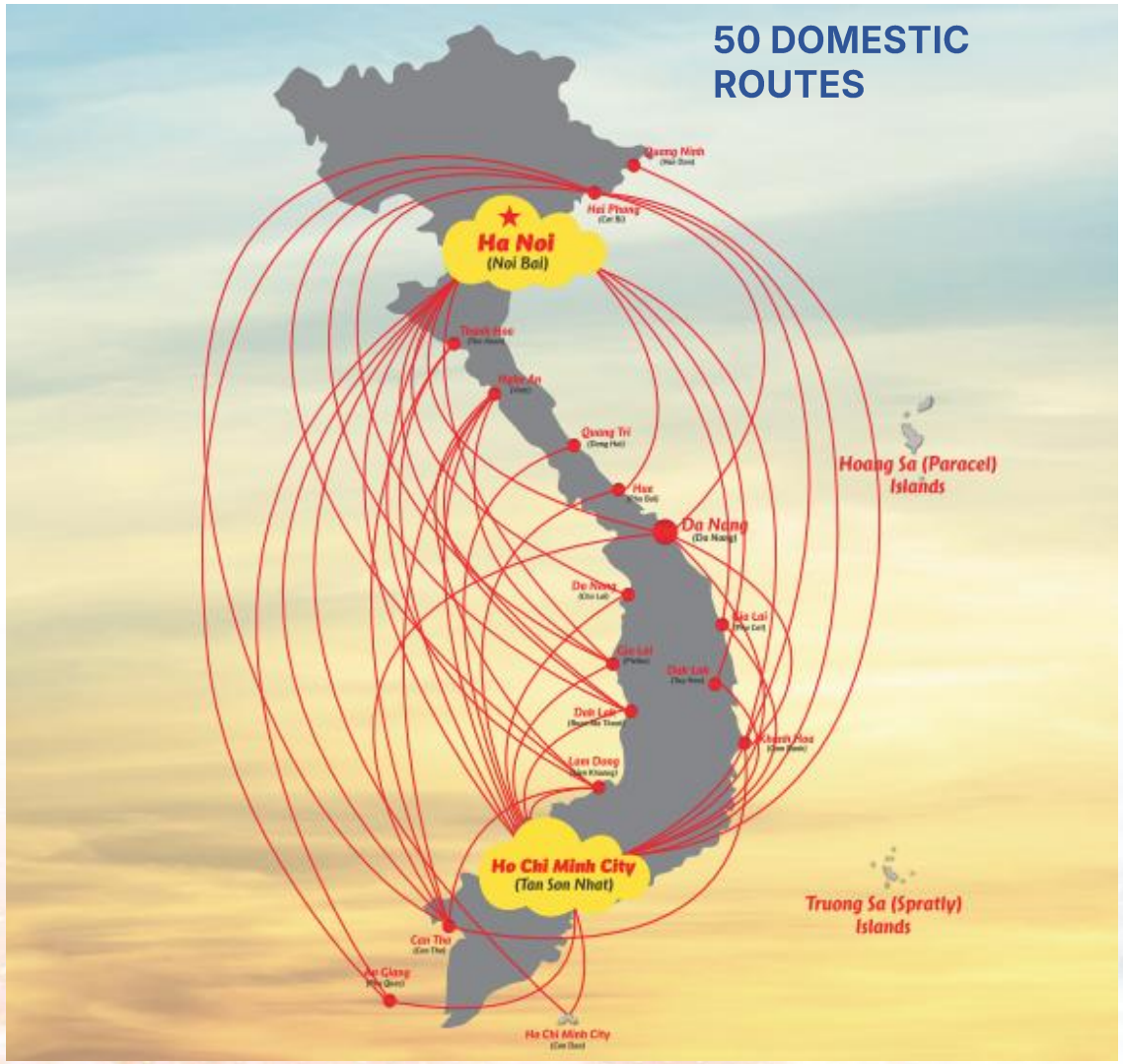
+31.200 followers

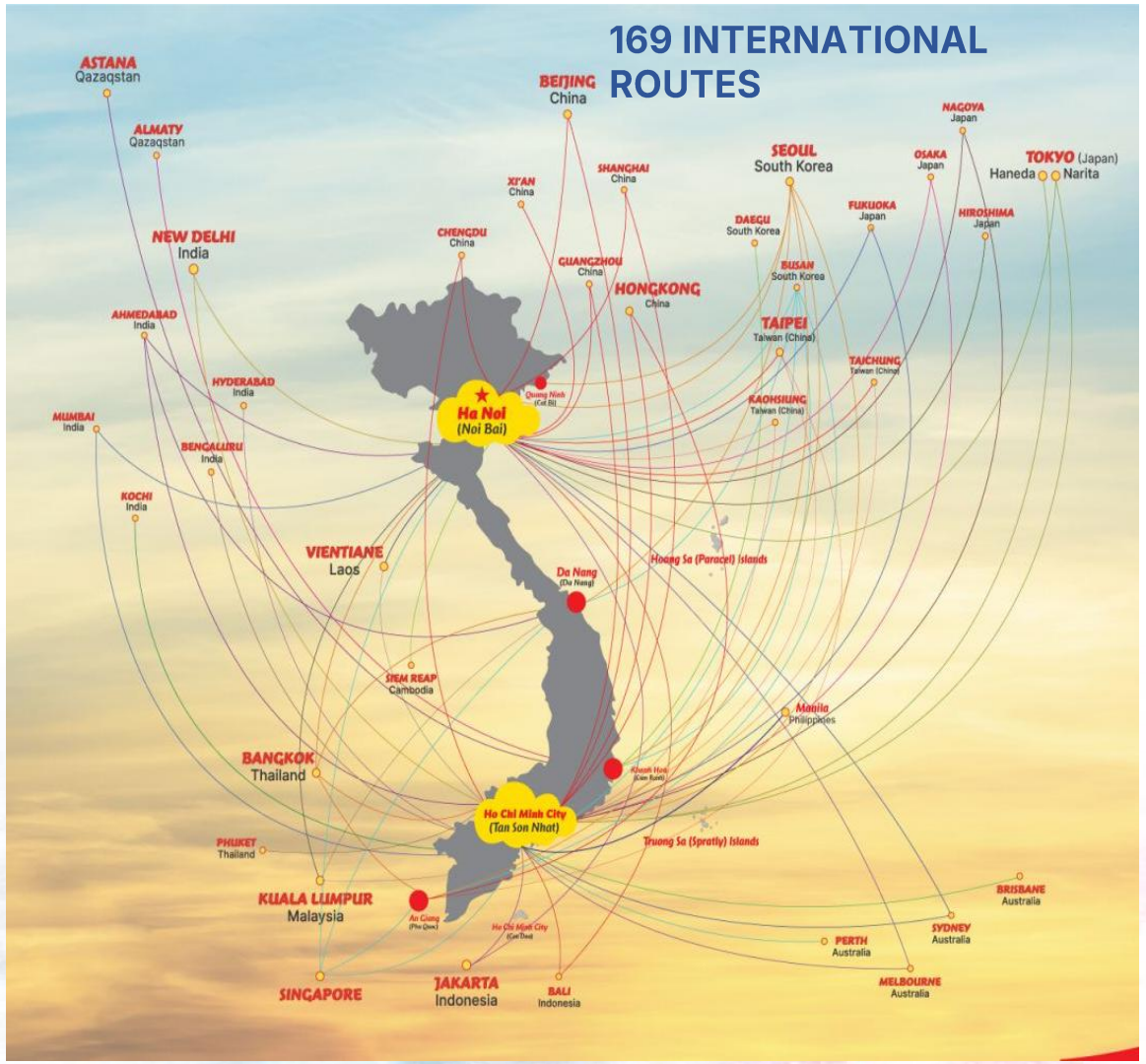
Leveraging Barriers of Entry to Prevent Competition

- No foreign airlines is permitted to operate domestic routes
- Manufacturers' backlog leads to costly fleet expansion and slower deliveries for competitors
- Infrastructure limitations limit slot access at key airports for newer airlines

EXTENSIVE NETWORKS FOR CONNECTION AND EXPANSION

Extensive network enhances VietJet's connectivity across Vietnam, Southeast Asia, and long-haul markets





COMPREHENSIVE AIRLINE ECOSYSTEM

Fully Integrated Aviation Ecosystem Driving Operational Efficiency and Ancillary Growth



VIETJET AIR ACADEMY

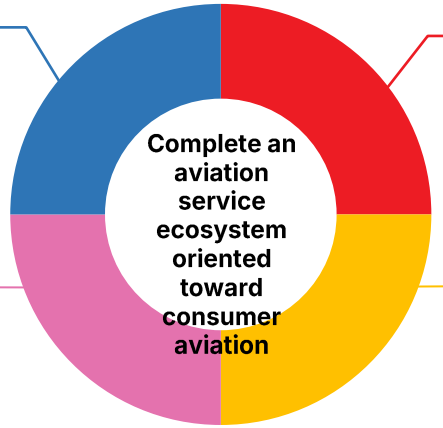
Modern and professional facility to create a workforce capable of meeting aviation demand

The largest aviation training center in Vietnam and the region, offering programs for flight crew, cabin crew, aircraft maintenance technicians, and ground service staff



VIETJET GROUND SERVICES

Building operational independence to optimize costs and secure a lasting competitive advantage for VietJet



DIVERSE PRODUCT AND SERVICE

Excellent Ancillary Services

Advanced and automated payment platforms

Prominent digital media presence

Strong partnerships and channel



VIETJET HANGAR AT LONG THANH AIRPORT

Long Thanh Maintenance Engineering Center project demonstrates VietJet's strategic vision, commitment to sustainable investment, and leadership in developing national aviation infrastructure.



Leverage Sovico Holdings' ecosystem to improves product offering and drive ancillaries

SOVICO GROUP

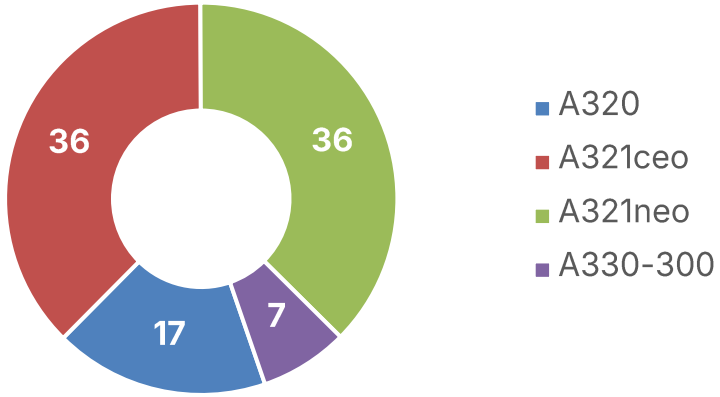
- Aviation: vietjetAir.com; vietjetAir.com Thailand; vietjetAir Cargo
- Real Estate: PHULONG
- Banking and Finance: HDBank; HD Securities; Vikki Digital Bank
- Hospitality: Ariyana; FURAMA Resort Danang
- Fintech & Payments: GALAXY HOLDINGS

- Sovico is a leading investment group in Vietnam, developing a diversified portfolio to create synergies and establish a comprehensive business ecosystem.
- Leveraging incentives from Resolution 68-NQ/TW on the development of the private sector, Sovico proactively taps into new capital to strengthen its multi-industry ecosystem, enhance competitiveness, and drive sustainable growth.

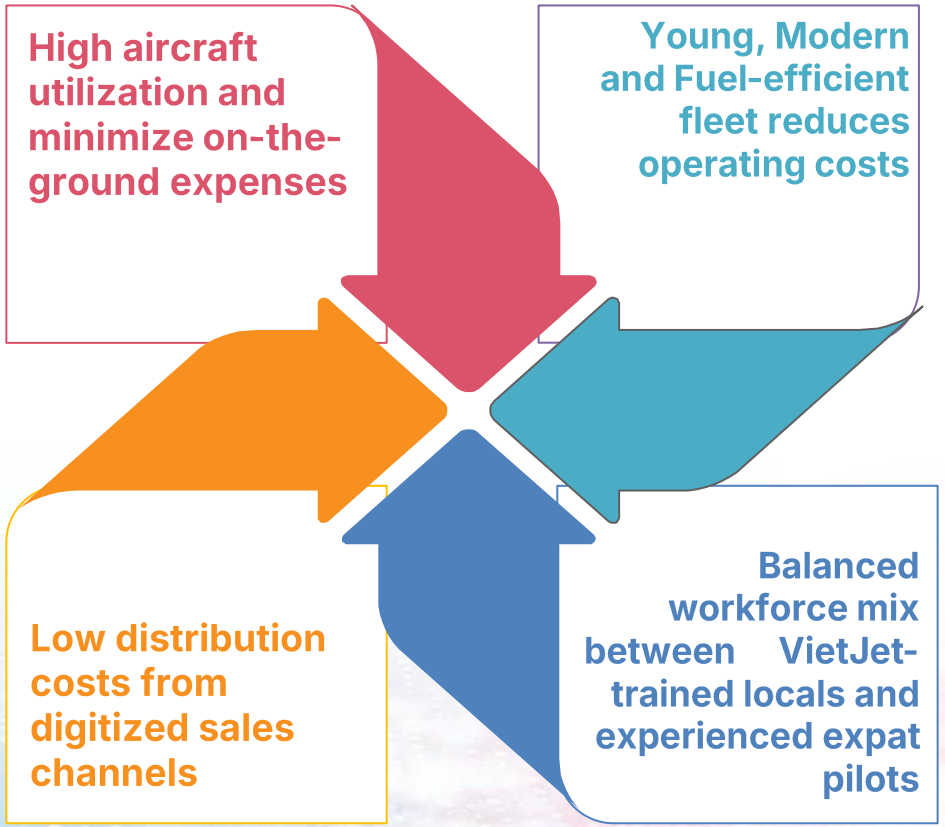
BEST IN-LINE COST STRUCTURE

Focuses on cost-optimization to maintain our cost advantages

All-Airbus Fleet operated by VJC streamline operations and optimize costs



Critical factors driving VietJet's cost advantages



Cost Saving Efforts

In-House Ground Services

VietJet Ground Services (VJGS) provide ground services to VietJet, saving costs and improves on-time performance

Maintenance Facilities

VietJet's $100m hangar in Long Thanh airport is expected to help cut maintenance expenses

Digitization Efforts

VietJet's investments in advanced fuel calculation, flight planning, and distribution systems helps reduce operating and distribution costs

FLEET EXPANSION

Significant commercial and financial potential secured with modern fleet and massive orderbook

96 aircraft in total, including **9 owned**,
4 aircraft via local debt financing and 5 aircraft via finance lease

Aircraft utilization of Wide body **14.8 hrs** and Narrow body ~**13.0 hrs** (Q3.2025)

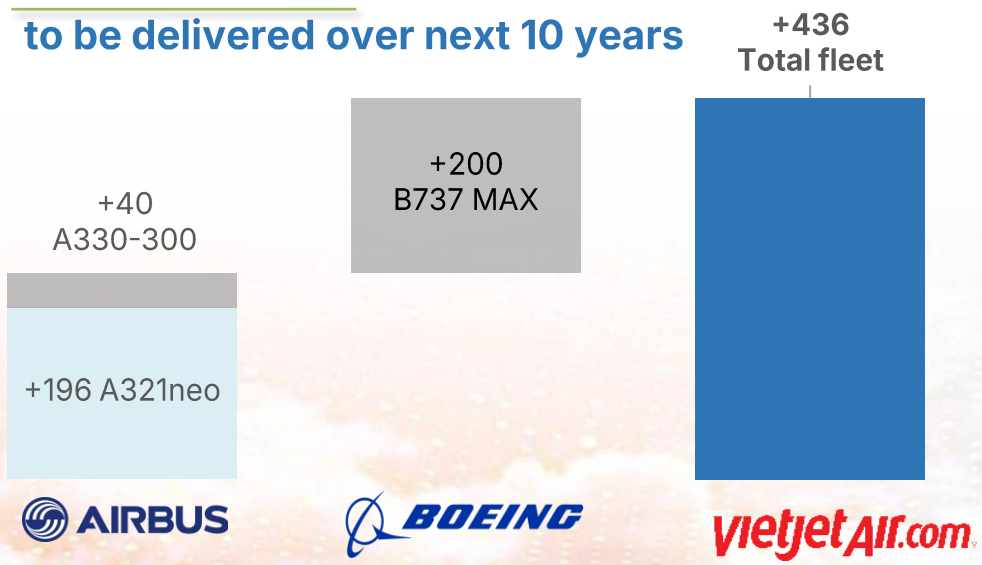
Technical reliability rate **99,55%**

Operating more than **400 flights** per day.

Model	# a/c	Seat config	Avg. age
A320	16	180	11.88
A321CEO	36	220 - 230	8.25
A321NEO	36	230 - 240	3.61
A330	8	377	12.75

Aircraft Orderbook

+400 aircraft
to be delivered over next 10 years





The fleet is expected to reach 107 aircraft by the end of 2025, up 15% y-o-y, with a CAGR of 12% over the 2025 – 2029 period.

FUTURE YOUNG, MODERN AND DIVERSE FLEET

Upgrading VietJet's fleet with more modern Airbus generations

A320ceo




180 seats

A321neo




230 - 240 seats

- A321neo (new engine options) possess the new PW-1100g GTF engines, the most fuel-efficient engine for single-aisle aircraft.
- Incorporating Airbus' "Sharklets" and new engine options, the A320neo family offers maximum benefit with minimal changes from baseline A320s and A321s – delivering per seat fuel improvements of 20%, along with additional range of up to 500 nautical miles ("nm") / 900 km or 2 tonnes of extra payload

A321ceo




220-230 seats

A321neo ACF/XLR




230 - 240 seats

- With A321neo ACF, VietJet expanded seating capacity with optimised use of cabin space, increased exit limits and a new cabin door configuration
- A321neo XLR version have an impressive range of 4700nm/8700km, allowing for efficient "long-and-skinny" route options.
- These increased the jetliner's maximum capacity to 240 seats, while still providing high levels of passenger comfort

A330-300




365 - 377 seats

A330-900neo



365 - 377 seats

- Powered by the latest generation Rolls-Royce Trent 7000 engines, the A330-900 is capable of flying 7,200 nm / 13,300 km non-stop, allowing for future expansion to European destinations.
- The A330neo features the award-winning Airspace cabin, which offers passengers a unique experience, high level of comfort, ambience, and design, as well as most advanced in-flight entertainment and experience.

Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M.2025 Financial Results

V. ESG Initiatives

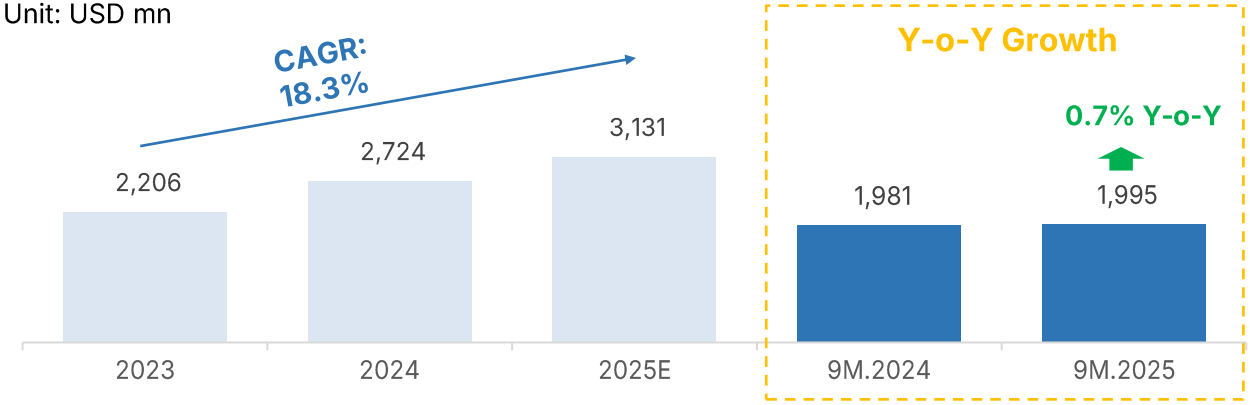
VI. Outstanding Events

KEY FINANCIAL PERFORMANCE IN 9M.2025

Post-COVID revenue recovery contributed by significant increase in international and ancillary revenues

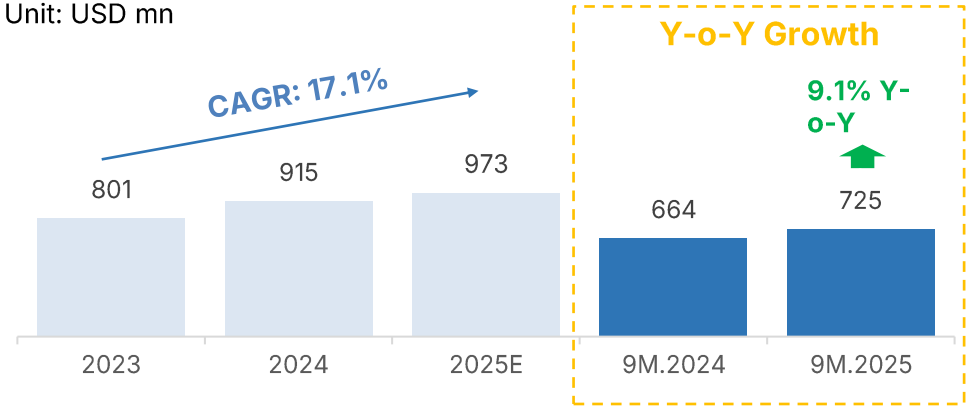
1. Consolidated revenue surge achieved CAGR (2023-2025E) of 18.3%

Unit: USD mn



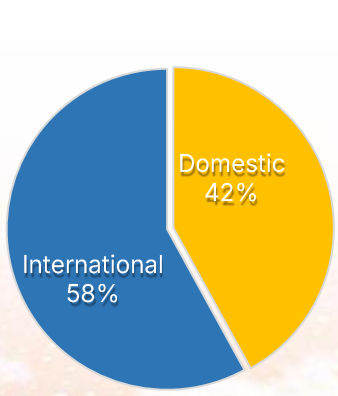
1.2. Ancillary revenue made up 39% of total aviation revenue

Unit: USD mn

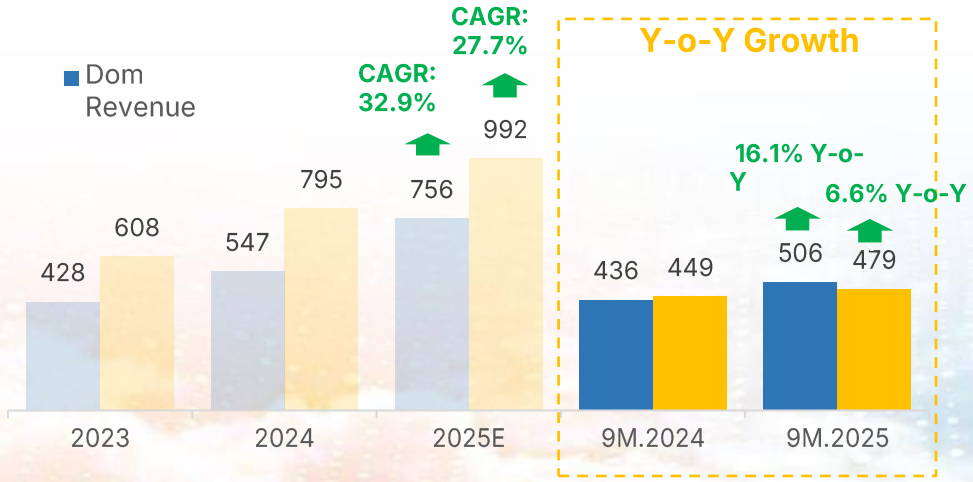


1.1 Domestic revenue and International revenue with a forecasted CARG of 32.9% and 27.7%

Unit: USD mn

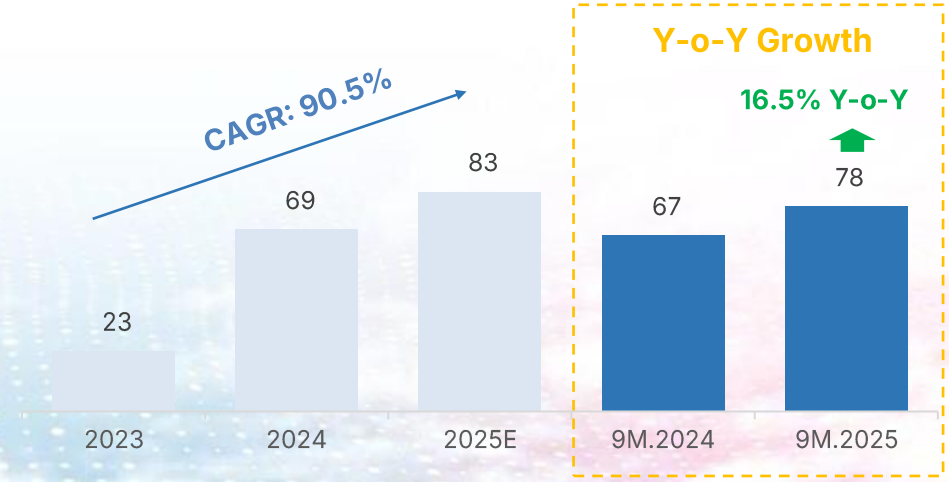


Geographical revenue



2. Pre-tax profit recorded solid growth

Unit: USD mn

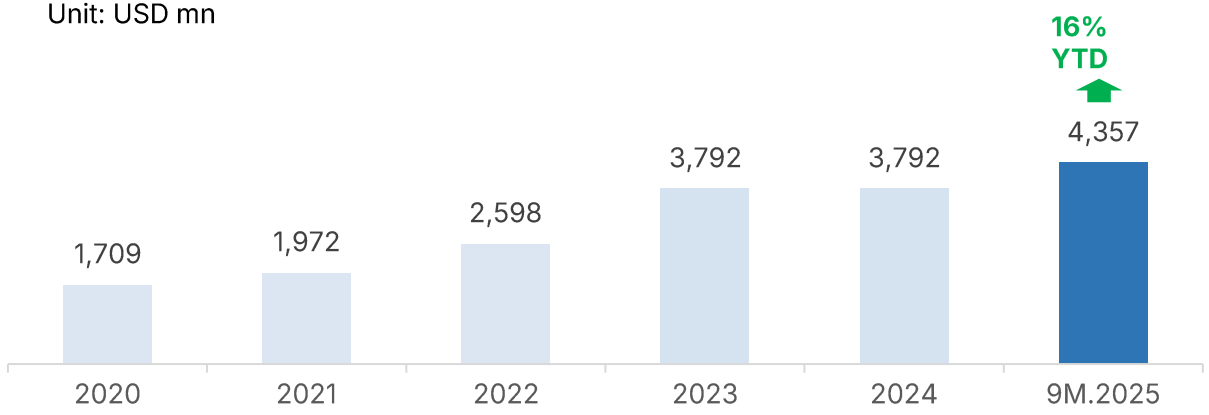


KEY FINANCIAL PERFORMANCE IN 9M.2025

Resilient balance sheet to support strategy towards building diversified aircraft asset portfolio

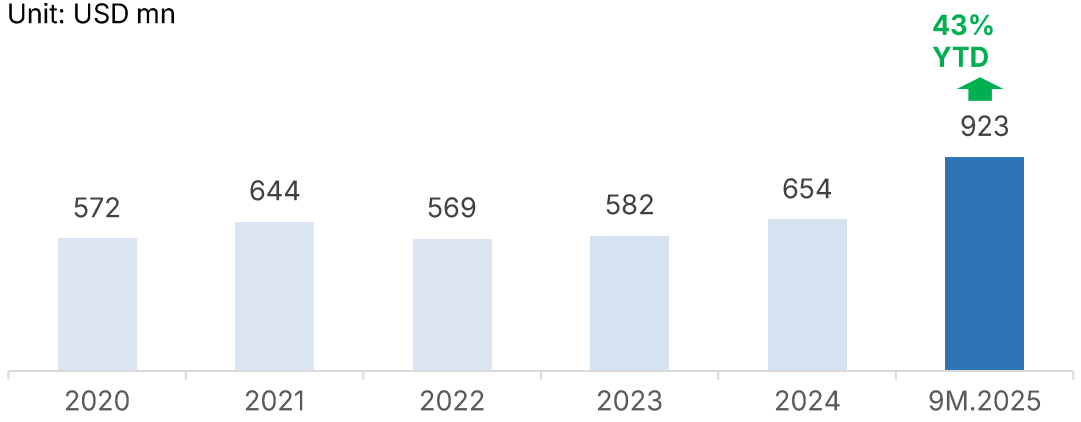
3. Stable asset base scale up with additional aircraft asset

Unit: USD mn



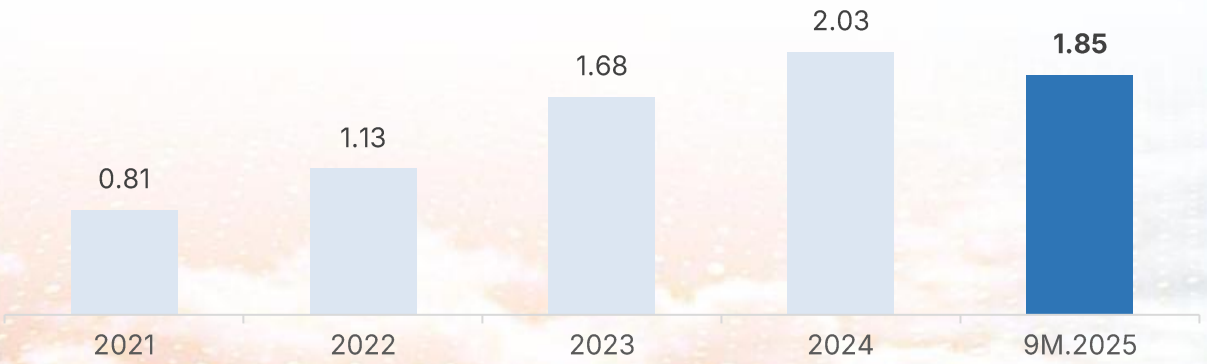
4. Sustainable and steady equity growth

Unit: USD mn



5. Net debt-to-equity ratio improved markedly in 9M.2025

Unit: times



6. Extensive and highly committed financial partners

Being a trusted partner with reputational local and international financial institutions helps VietJet lower our funding cost and secure access to innovative financial solutions.

Vietcombank VietinBank BIDV MB
VIB HSBC citi HDBank Cam kết lợi ích cao nhất
WOORI BANK JPMorganChase ICBC

Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M.2025 Financial Results

V. ESG Initiatives

VI. Outstanding Events

SUSTAINABLE DEVELOPMENT

Committing to ESG Targets and Net Zero by 2050

Young and modern fleet

Owning one of the youngest and modern fleet 98 aircraft with average age of 7.7 years, operating with economical and flexible costs with extensively less emissions.



Issuance of Environmental Protection Policy and Commitment

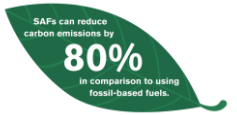
Developing Management Procedures for all environmental aspects and building database for management statistics, and promotion of green solutions



flygreen
Protect the green planet
Fly fast with Vietjet

Stringent management of CO2 emissions

Managing CO2 emissions to through Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) as required by ICAO and Planning towards future use of sustainable aviation fuel (SAF)



Utilizing environmental-friendly materials

Fully reducing the nylon bag usage, applying single-used materials, offering diverse organic menu and utilizing cutlery made by bamboo.



Strictly implementation of waste management procedure

Establishing norms of clean water carried by aircraft and completely eliminating paper documents (estimated reduction of 100kg per flight)



Application of comprehensive fuel cost management solution SFCO2

Using Safran SFCO2 System for measurements and statistics on the fuel consumption which supports VietJet to improve operational efficiency by reducing fuel consumption up to 20% as well as CO2 emissions level

SUSTAINABLE DEVELOPMENT

Committing to ESG Targets and Net Zero by 2050



VietJet signed contract with Safran

SFCO_2 includes: optimizing engine power, providing accurate information on passengers' weights on board and the amount of backup fuel,...

- It helps reduce **fuel consumption** and **CO2 emissions** by up to **20%**, while improving the efficiency of flight operations according to international standards.
- VietJet has also cooordinated with engine manufacturers to implement multiple programs to support technical management and fuel saving,...

Stringent Safety and Security Standards

IATA Operational Safety Audit Cert.

- VietJet is an official member of IATA, achieves IOSA (IATA Operational Safety Audit) certification
- VietJet is the pioneer in applying flight safety quality management programs such as SMS (Safety Management System), Coruson data management software
- Carry out emergency drills to proactively improve safety and proactively respond to emergency situations.
- VietJet honored in Top 10 safest low-cost airlines in the world in 2023.

Well-trained and highly professional crew

- Training programs are approved by the CAAV and carried out by VietJet Training Center.
- VJAA Academy is IATA's training partner, creating a solid foundation for VietJet's sustainable development goals.
- In 2023, VJAA Academy has trained nearly 100 thousand trainees with more than 6,000 training courses meeting international aviation standards.





Aircraft safety features

- The aircraft is equipped with Instrument landing system ("ILS"), Global positioning system ("GPS") and Traffic alert and collision avoidance system ("TCAS").
- In addition, VietJet has continuously upgraded the onboard communication system as well as strictly managed the aircraft's technical specifications to ensure safe flight operations.
- Aviation safety is always VietJet's top goal. In 2023, its technical reliability reaches 99.53%.



Agenda

I. Vietjet's Overview

II. Industry Overview

III. Investment Highlights

IV. 9M.2025 Financial Results

V. ESG Initiatives

VI. Outstanding Events

OUTSTANDING EVENTS IN Q3.2025



VietJet has officially received its first Boeing 737-8 aircraft from the US$32 billion order.



VietJet and Airways Aviation Academy (Finland) entered into a strategic partnership to foster high-quality workforce development for the international aviation industry.



VietJet and the University of Oxford Announce Global Aviation Net Zero Research Findings



VietJet has officially broken ground on its Aircraft Maintenance and Engineering Center at Long Thanh International Airport.



VietJet has signed an order with Airbus for 100 A321neo aircraft.



VietJet has been named the Grand Winner in the Tourism category at the ASEAN Business Awards (ABA) 2025.

THANK YOU



Download app VietJet

(+84) 1900 1886