

vietjet Air.com

2026 REVIEWED INTERIM 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.



 (+84) 1900 1886

Agenda



1

Vietjet's Overview

2

Industry Overview

3

Investment Highlights

4

Audited Financial Performance

5

Outstanding Events



 (+84) 1900 1886



VIETJET'S OVERVIEW



Credit Rating

vnBBB

with a Stable Outlook

SaigonRatings

- 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. Owing young fleet of **106 aircraft**.
- Since its 2017 listing, Vietjet has remained among the **Top 30 largest and most liquid stocks on HOSE**. Following Vietnam's Emerging Market upgrade, VJC is **well positioned to benefit from increased passive foreign inflows (expected to attract USD 5-6bn)**.
- According to a report by Brand Finance, the **Brand value of Vietjet reached USD 906 million in 2025**, representing a **117% increase compared to the previous year**.

106
Aircraft

+7,000
Employees

+3,500
Pilots and cabin crews

Consolidated financial performance and operating metrics

FY2025 (Audited) – Full Year Performance

Revenue

\$3.145M

+14% y-o-y

Operating Profit

\$151M

+25% y-o-y

EBITDAR

\$705M

+20% y-o-y

Total Assets

\$5.341M

+40% y-o-y

Profit before tax

\$101M

+44% y-o-y

EBITDAR %

30%

1H.2026 (Audited) – Financials update

Flights

72.6K

Load Factor

83%

Revenue

\$1,961M

+44% y-o-y

Operating Profit

\$97M

EBITDAR

\$444M

+16% y-o-y

Passengers

13.4M

Routes

213

46 Domestic
167 International

Total Assets

\$5,673M

+33% y-o-y

Profit before tax

\$59M

EBITDAR %

23%



(+84) 1900 1886



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

PRODUCTS & SERVICES

Leveraging complete digital platforms to provide full suite of air services and deliver exceptional experience for Vietjet's passengers

Ancillary Services



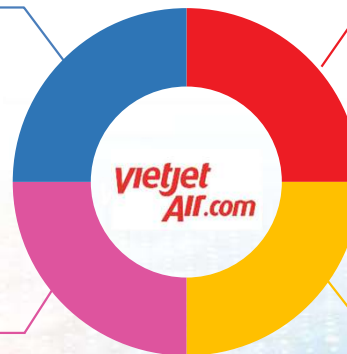
- Diverse Air Fare
- Seat and Baggage Selection
- Inflight Duty Free
- 9 hot dishes
- More than 20 beverage options



- SkyCare Insurance



- High-Speed eSim



Advanced and automated payment platforms

- Partnership with HDBank, Vikki, and GalaxyPay, bringing fast, convenient and safe transaction experience to customers.



Payment Transaction value reached **VND 40,600 bn**

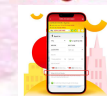
Ground Services



- Enhance a seamless, safe, and efficient travel experience by optimizing airport processes.

SkyJoy – Loyalty Program

- Earn SkyPoints on flights, shopping & more
- Redeem for discounts & perks via the SkyJoy app.



Members **+15m**



(+84) 1900 1886



BRAND AWARENESS

Strong domestic and regional brand recognition providing sustainable competitive advantage



BRAND VALUE IN 2025

USD 906 MILLION

As assessed by  **Brand Finance**

Best Ultra Low-Cost Airline
World's Best Low-Cost Airlines
World's Safest Low-Cost Airlines

2026



World's Fastest-Growing Airline Brand
Vietjet's Brand value reached USD 906mn

2026



Best Ultra-Low-Cost Carrier

2025



Top 500 Largest Enterprises in Southeast Asia

2026



Top 50 Best Listed Companies in Vietnam

2026



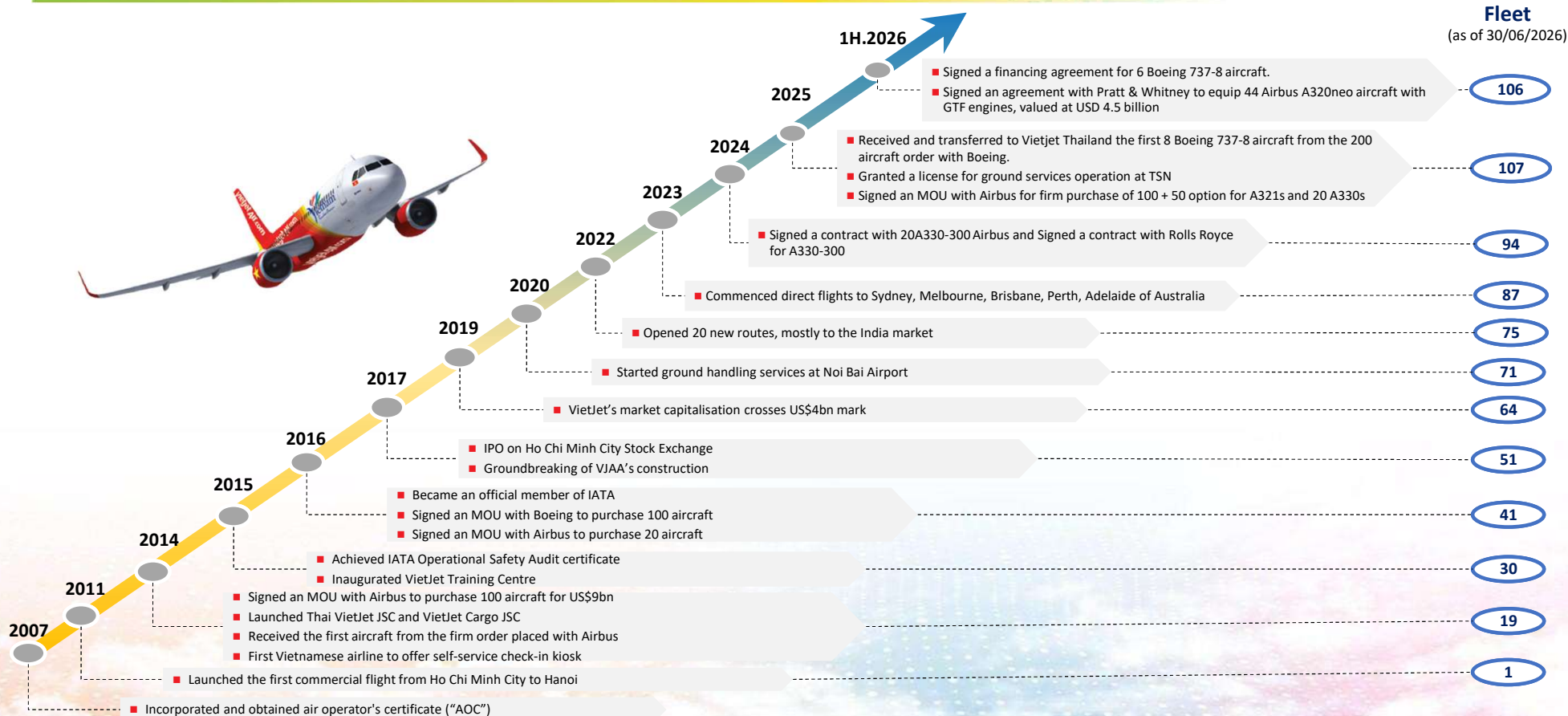
Asia's Leading Airline for Customer Experience

2025



DEVELOPMENT MILESTONES

Vietjet has pioneered the LCC model in Vietnam



KEY LEADERSHIP - BOARD OF DIRECTORS



Mdm. Thao Nguyen
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 Mendelev Institute.
- She is the first Vietnamese's businesswoman to receive the Ordre national de la Légion d'honneur - the highest medal of France.
- She holds the title of "Hero of Labor" in the Renewal Period in 2025.



Dr. Phuong Dinh
First Vice Chairman

- **Dr. Phuong Dinh** has more than 25 years of leadership experience and holds important positions in many companies in the Transportation Industry.
- He was the CEO from April 6, 2023 to April 2026.
- He holds a PhD Degree in Transportation from Moscow State Academy of Water Transport.



Mdm. Phuong Ho
Vice Chairwoman

- **Mdm. Phuong Ho** was appointed Vice Chairwoman effective from April 2026.
- She currently serves as EVP-CFO at Vietjet. She also serves as BOD Chairwoman of Galaxy Pay and Victoria Aviation Academy.
- She has +30 years of leadership in financial and accounting field in different industries: Oil & Gas, Telecommunication, Industrial Production.
- She graduated Master of International Finance and Accounting at Swinburne University (Australia).



Mr. Philipp Rösler
Vice Chairman
Independent Member

- **Mr. Philipp Rösler** is a German of Vietnamese descent and has held many important positions in the German government, including Minister of Health, Minister of Economics and Technology, and Deputy Prime Minister from 2011 to 2013. He is the first person of Asian descent to hold the position of Deputy Prime Minister in German history.
- He was the Managing Director of the World Economic Forum (WEF) in Switzerland. With a passion for aviation, Mr. Philipp Rösler holds a private pilot's license and is currently an advisor to a leading global aircraft maintenance group based in Switzerland.



Mr. Khuat Viet Hung
Vice Chairman
Independent Member

- **Mr. Khuat Viet Hung** is a senior expert in transportation planning, transport engineering, and infrastructure development.
- Prior to joining Vietjet, he held positions including Vice Chairman of the National Traffic Safety Committee, Director General of the Transport Department, and President of the Institute of Transport Strategy and Development.
- He holds a PhD in Transport Planning and Engineering from Technical University of Darmstadt (Germany) and a Master's degree in Transportation Engineering from the Asian Institute of Technology (AIT, Thailand).



Mr. Son Nguyen
Member

- **Mr. Son Nguyen** leads Vietjet's commercial operations, including network planning, sales, marketing, and revenue management.
- He was appointed Chief Executive Officer effective from April 2026.
- 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.

KEY LEADERSHIP - BOARD OF MANAGEMENT



Mr. Son Nguyen
CEO

- **Mr. Son Nguyen** leads Vietjet's commercial operations, including network planning, sales, marketing, and revenue management.
- He was appointed Chief Executive Officer effective from April 2026.
- 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.



Mr. Michael Hickey
VP - COO

- **Mr. Michael Hickey** currently serves as Chief Operating Officer (COO) at Vietjet
- He previously served as a senior executive at Ryanair for over 35 years since its inception.
- 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.



Mdm. Phuong Ho
EVP - CFO

- **Mdm. Phuong Ho** was appointed Vice Chairwoman effective from April 2026.
- She currently serves as EVP and CFO at Vietjet.
- She also serves as BOD Chairwoman of Galaxy Pay and Victoria Aviation Academy.
- She has more than 30 years of leadership in financial and accounting field in different industries: 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. Thang To
EVP

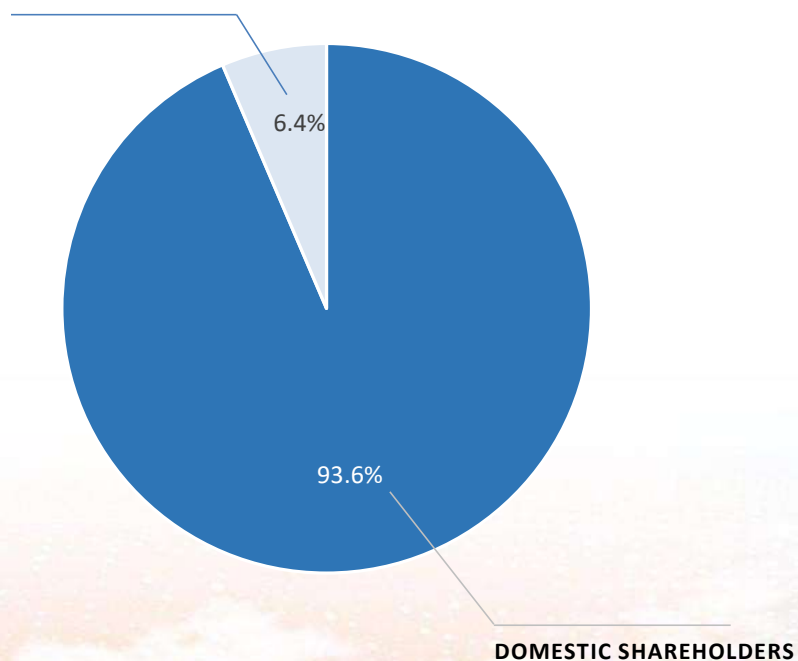
- **Mr. Thang To** is responsible for the Safety, Security, Quality and Assurance as well as Back-office activities of Vietjet.
- He also serves as BOD Chairman of Airport NEO, subsidiary responsible for VJC's ground handling operations.
- He has nearly 25 years of experience in the aviation industry, 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



International Shareholders

Fubon FTSE Vietnam ETF
Vaneck Vietnam ETF
Tianhong Vietnam Thematic Fund(QDII)
Barclays Capital Securities
J.P.Morgan

Domestic Shareholders

Sovico Group
Vietcap Securites
VNDirect Securities
Prudential Viet Nam Assurance

Agenda



1 Vietjet's Overview

2 **Industry Overview**

3 Investment Highlights

4 Audited Financial Performance

5 Outstanding Events

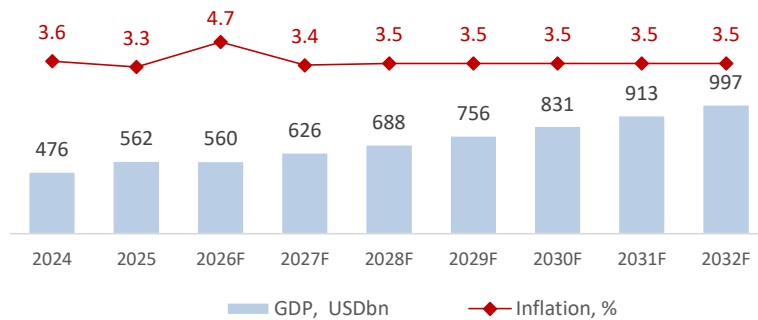


VIETNAM MACROECONOMICS

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

Robust GDP growth unstained, with Inflation remaining well under control

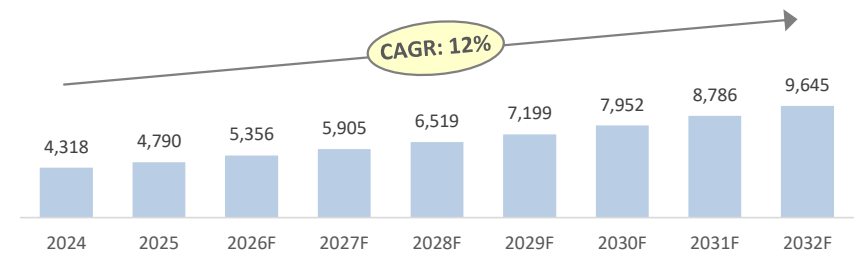
Source: World Bank



GDP per capita increases drastically

Unit: USD

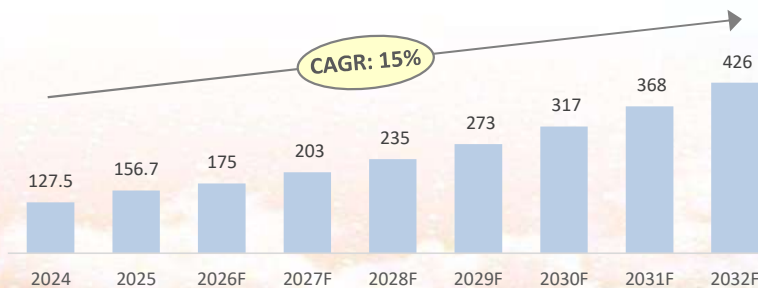
Source: World Bank



Total number of tourists increased strongly

Unit: million pax

Source: VNAT



Total air passenger traffic grew strongly by 2026

Unit: million pax

Source: ICAO



Top 5 international market to Vietnam



(+84) 1900 1886

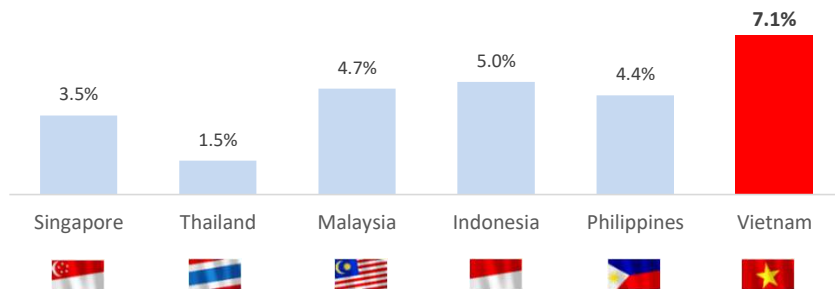
ATTRACTIVE AVIATION MARKET

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

Highest GDP growth in the region

GDP growth, 2026 Forecast

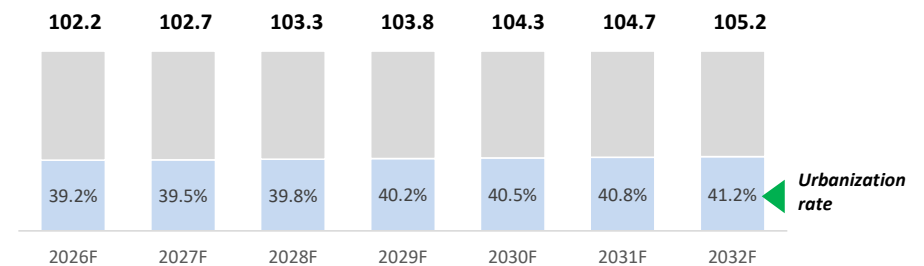
Source: IMF



High growth and rapidly urbanized population

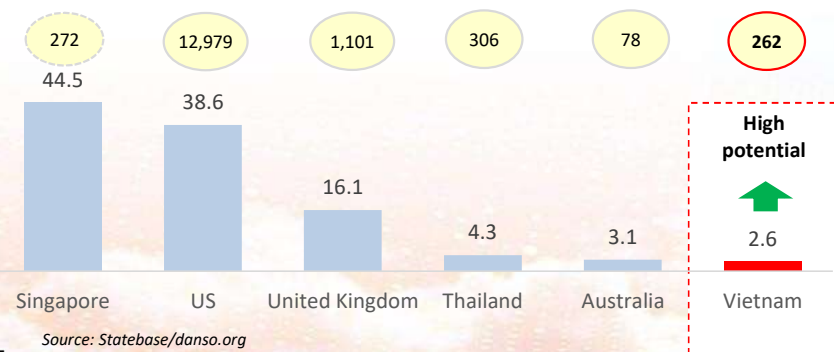
Unit: mn

Source: World bank



Huge upside potential with low LCC penetration

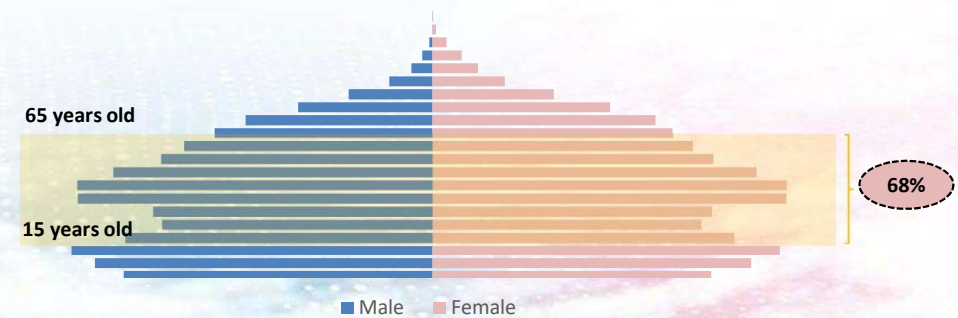
Number of aircrafts in service per million of people as of 2025



Young and dynamic working age population

Vietnam's population pyramid, 2026

Source: danso.org



Source: Statebase/danso.org

(+84) 1900 1886

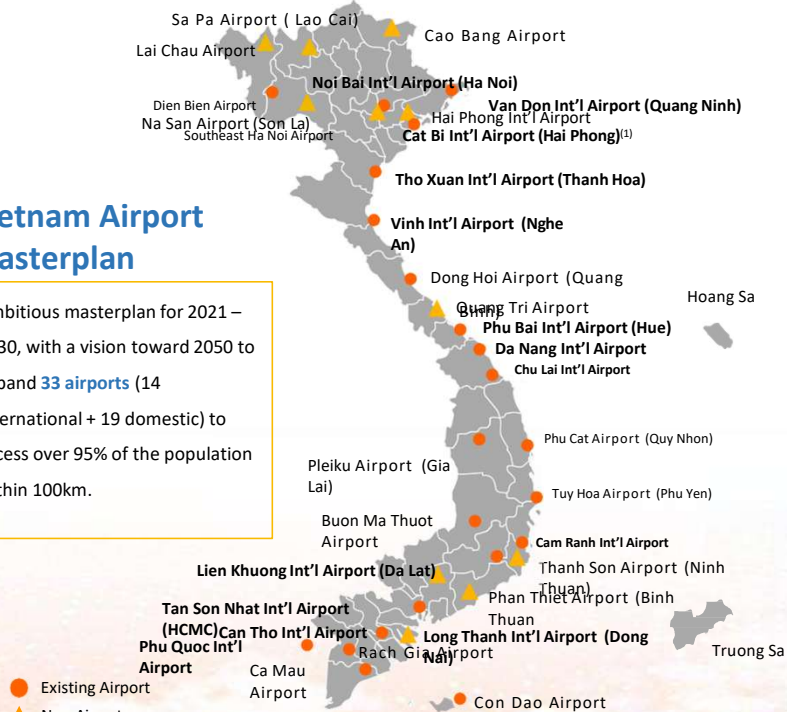
GOVERNMENT'S PRO-AVIATION INITIATIVES

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 for 2021 – 2030, with a vision toward 2050 to expand **33 airports** (14 international + 19 domestic) 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's 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. Within this framework, VJC has been granted full operational rights over Terminal 1 to support its airline operations.
Long Thanh	New international airport (meeting ICAO's 4F standard) for HCMC, operational by the end 2026 with an expected annual passenger capacity of 25 million in Phase 1 and reaching 100 million upon full completion.
Gia Binh	Large-scale dual-use airport project intended to serve as a secondary hub supporting Noi Bai International Airport with annual passenger capacity of 30 million in 2030 and reaching 50 million in 2050.

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



1 Vietjet's Overview

2 Industry Overview

3 **Investment Highlights**

4 Audited Financial Performance

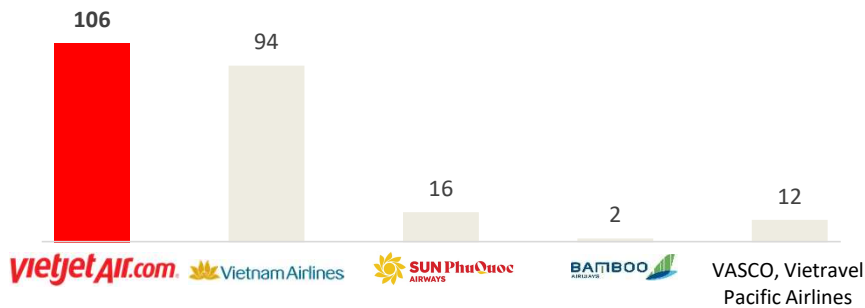
5 Outstanding Events



COMPETITIVE ADVANTAGE OF VIETJET

Solidify brand equity by leveraging fleet scale, global connectivity, and a strong digital ecosystem

Largest Fleet in Vietnam



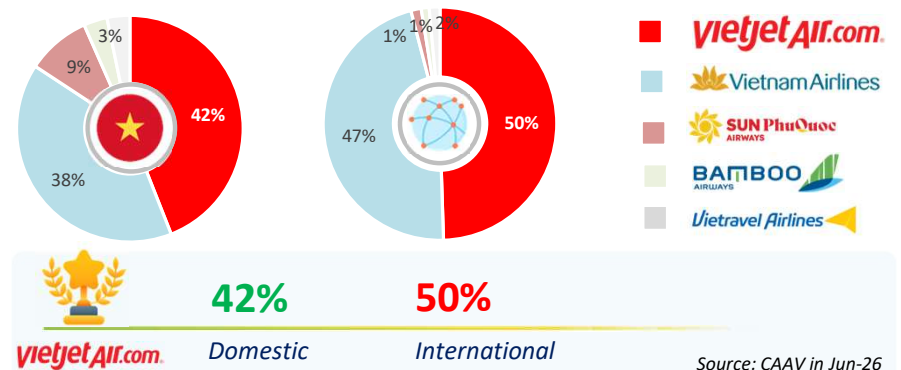
YTD Jun-26

Capitalize on high entry barriers to reduce competitive pressure

- ✈ Extended backlogs at Airbus and Boeing limit new aircraft orders
- ✈ Delivery slots are pushed back by several years, limiting fleet expansion

VJC gains a strong advantage from annual aircraft deliveries backed by its existing order book

Dominate Market share in Vietnam



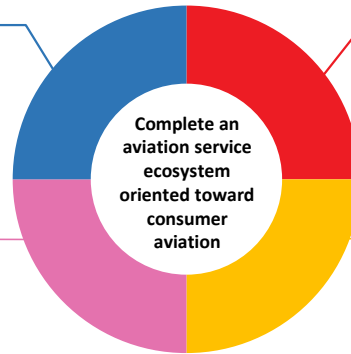
Significant brands recognition





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. Vietjet has rolled out self-service operations at Noi Bai International Airport and Tan Son Nhat International Airport — Vietnam's two largest aviation gateways.

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

Investment scale: Maintenance hangars, administration building, and auxiliary infrastructure to deliver synchronous, high-capacity concurrent aircraft maintenance operations.

Project area: 84,655 m²



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



Aviation

Real Estate

Banking and Finance

Hospitality

Fintech & Payments

vietjetAir.com.

vietjetAir.com Thailand vietjetAir Cargo



HDBank
Cơm ngon giá rẻ nhất

HD Securities ĐẦU TƯ THÔNG MINH

Ariyana RESORT DANANG

GALAXY HOLDINGS



(+84) 1900 1886



Modern & Integrated



Superior Maintenance Capability



Efficiency & Sustainability

- 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.



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



213 routes

46 DOM
167 INT

Enjoy Flying!

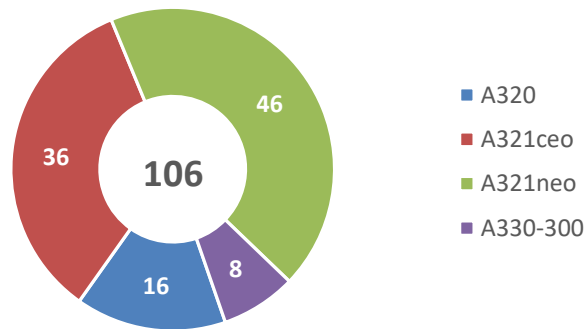


BEST IN-LINE COST STRUCTURE

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

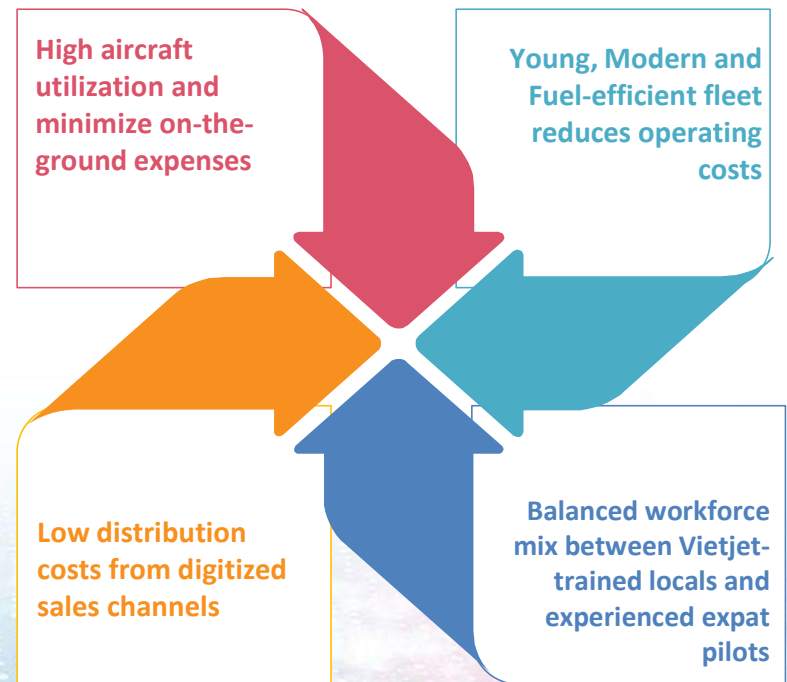
Vietjet Ground Services (Airport NEO) provides ground services to Vietjet, saving costs and improves on-time performance

Maintenance Facilities

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

Digitalization Efforts

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



(+84) 1900 1886

FLEET DEVELOPMENT

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

vietjet
Air.com

Operating **+400**
flights/day

Technical reliability rate
99.64%



Fleet size

106

Aircraft

vietjet Air.com

08	46	36	16
A330	A321NEO	A321CEO	A320

23

Aircraft

vietjet Air.com
Thailand

7	6	10
A320	A321ceo	B737

Aircraft order

+418 aircraft

to be delivered over next 10 years



+ 187 A321N
+ 40 A330



vietjet Air.com



+ 191 B737MAX

Agenda



1 Vietjet's Overview

2 Industry Overview

3 Investment Highlights

4 **Audited Financial Performance**

5 Outstanding Events

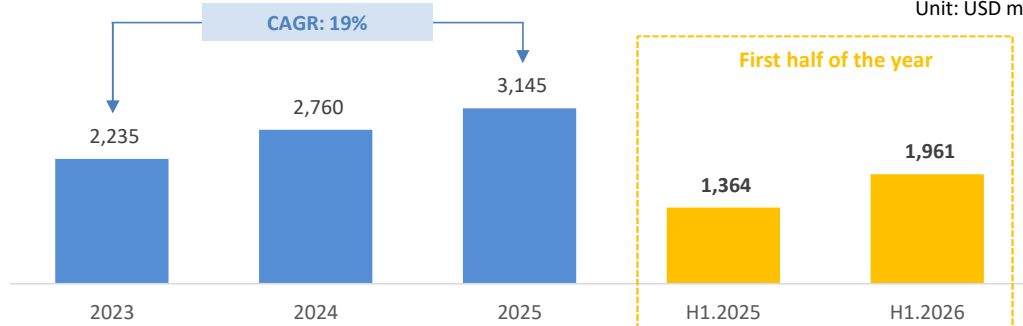


AUDITED FINANCIAL PERFORMANCE

Strong revenue growth driven by a material increase in aircraft trading revenue

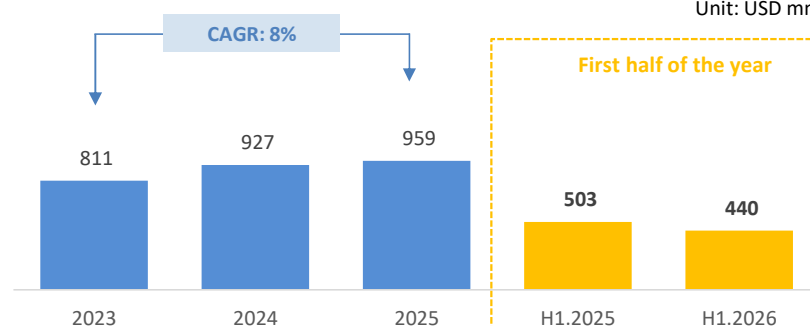
Consolidated revenue surge achieved CAGR (2023-2025) of 19%

Unit: USD mn



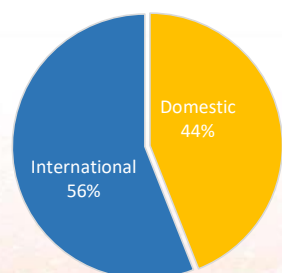
Ancillary revenue makes a significant contribution to total revenue

Unit: USD mn

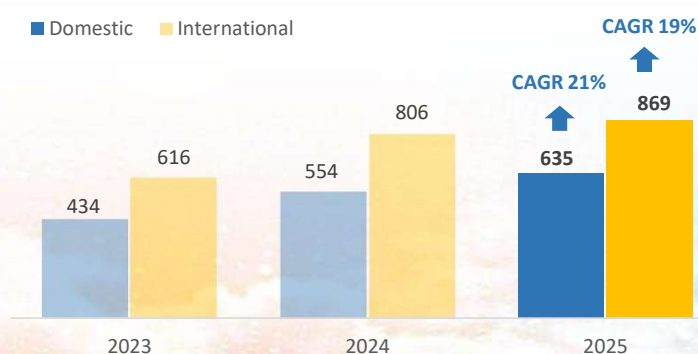


Domestic revenue and International revenue with CAGR (2023 – 2025) of 21% and 19%

Unit: USD mn

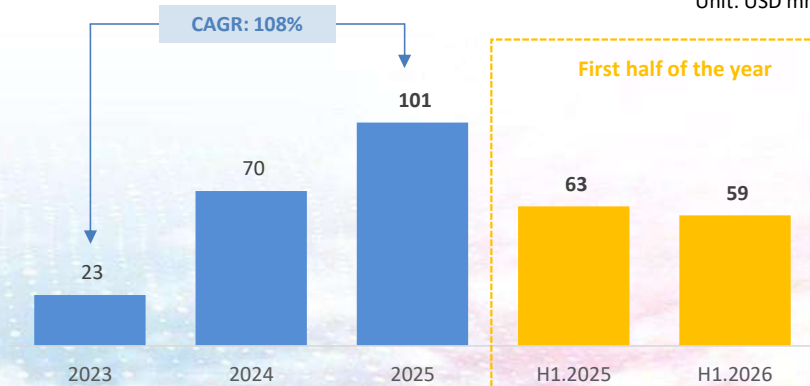


Geographical revenue (2025)



Pre-tax profit recorded solid growth

Unit: USD mn



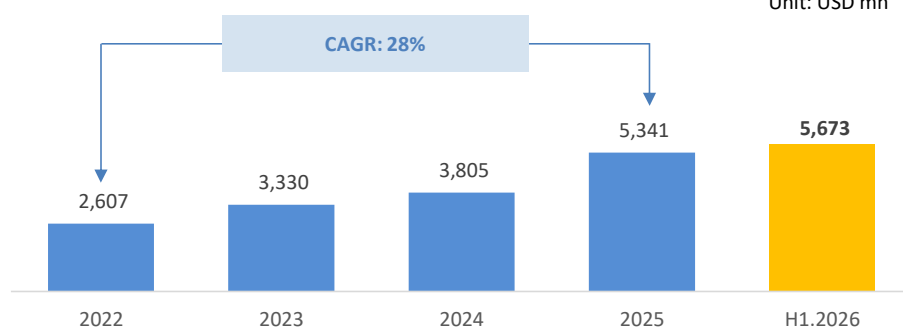


AUDITED FINANCIAL PERFORMANCE

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

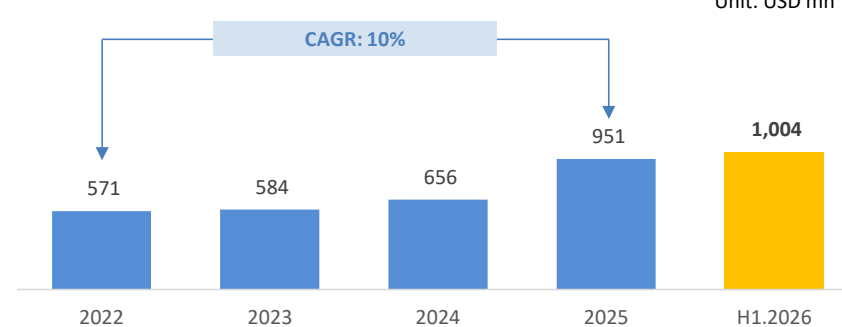
Stable asset base scale up with additional aircraft asset

Unit: USD mn



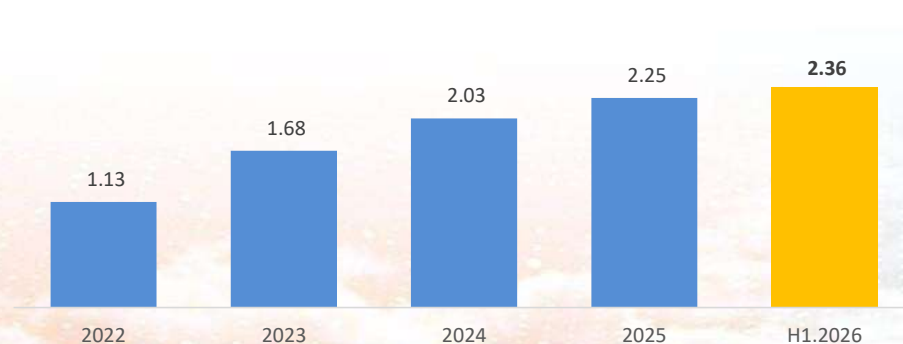
Sustainable and steady equity growth

Unit: USD mn



Net debt-to-equity ratio

Unit: times



Extensive and highly committed financial partners



(+84) 1900 1886

Agenda



- 1 Vietjet's Overview
- 2 Industry Overview
- 3 Investment Highlights
- 4 Audited Financial Performance
- 5 **Outstanding Events**

OUTSTANDING EVENTS



Vietjet announced 5 new routes to China in celebration of the Vietnam - China Year of Tourism Cooperation, during the State visit of General Secretary, President Tô Lâm to Beijing



Vietjet and AVIC Cabin Systems entered a comprehensive partnership in aircraft interiors and aviation supporting industries



Vietjet and VIFC-HCM announced the Asia-Pacific Aviation Finance Center at the Singapore Airshow 2026



Vietjet and Pratt & Whitney signed an agreement for the supply of GTF engines and comprehensive maintenance services for 44 Airbus aircraft, valued at USD 5.4 bn



Vietjet and Griffin Global Asset Management signed a financing agreement for 6 Boeing 737-8 aircraft, valued at approximately USD 965 mn



Vietjet Officially Announced Its New Non-stop Ho Chi Minh City – Colombo Route at the Vietnam – Sri Lanka Trade, Investment and Tourism Cooperation Forum



Vietjet launched a new non-stop Ho Chi Minh City – Cebu route, expanding its international network and ASEAN connectivity



Vietjet was once again honored with the titles of “World’s Best Ultra Low-Cost Airline” and “Top 10 Best Low-Cost Airlines in the World” by AirlineRatings

vietjet
Air.com

**THANK
YOU**



 **(+84) 1900 1886**