



CONNECT 21

Congratulations

**23 YEARS OF
ALLIANCE 21**



GROWING WITH PURPOSE



Growth is rarely a straight line. For the Alliance 21 Group, our journey over the past few years has been shaped by constant change—global, regional, and industry-wide. What has defined us through this period is not just how much we have grown, but how we have grown, and what that growth has taught us.

As global trade patterns shifted and supply chains were restructured, Alliance 21 found opportunities to step in, adapt quickly, and deliver solutions where they were needed most. These moments were not accidental. They were the result of teams who understood the importance of being nimble, responsive, and ready to pivot at short notice. The ability to act decisively in uncertain environments has become one of our most important strengths.

Through this period of expansion, we have learned a vital lesson: **success today does not guarantee stability tomorrow.** While we have benefited from global trade restructuring and continue to build on those wins, we remain keenly aware that the environment can change rapidly. Market conditions, customer needs, and technologies evolve quickly, and resilience now depends on adaptability just as much as scale.

Looking ahead, we are being intentional about how we move forward.

This year, the Alliance 21 Group is focused on **harnessing the power of Artificial Intelligence in our daily activities**. AI is not an abstract concept or future ambition for us—it is a practical tool to help us work smarter, make better decisions, and deliver stronger outcomes for our customers. By embedding AI thoughtfully into our processes, we aim to enhance efficiency while preserving the human judgment and relationship-driven approach that define our business.

At the same time, we are doubling down on **building great products and delivering strong value-added capabilities**. Our customers increasingly expect partners who go beyond execution—who bring insight, innovation, and measurable value. Whether through smarter logistics solutions, improved visibility, or more integrated services, our focus is on helping customers navigate complexity with confidence.

None of this is possible without our people.

Employee productivity remains a priority, but our approach is evolving. Productivity is no longer just about doing more—it's about **working smart**, removing friction, and giving our teams the tools and autonomy they need to succeed. We are committed to empowering our people to enjoy their work, take ownership of their outcomes, and continue developing their capabilities in a fast-changing environment.

As Alliance 21 continues to grow, our direction is clear. We will stay agile. We will embrace technology with purpose. We will build solutions that matter. And we will always invest in our people—because they are the reason we can adapt, innovate, and move forward with confidence.

Rodney Ee, Chief Director Officer



Alliance 21 Group Wins Tripartite Alliance Award

Alliance 21 Group is proud to be recognized with the Tripartite Alliance Award for Fair and Progressive Employment Practices, a prestigious recognition that highlights our commitment to building a workplace that is fair, inclusive, and supportive for all employees.



Tripartite
Alliance
Award

This milestone is a shared achievement for the entire Alliance 21 team, whose dedication and professionalism continue to shape a workplace culture built on respect, collaboration, and growth.



At the awards ceremony held at Shangri-La Singapore, our CEO, Benjamin Ong, received the award from Dr. Koh Poh Koon, Senior Minister of State for Manpower. The recognition reflects Alliance 21's continuous efforts to promote progressive employment practices and foster a positive work environment.



Indonesia MRO Summit 2025



Alliance 21 is proud to be part of the **Indonesia MRO Summit (IMROS) 2025**, held on 14–15 October at the Grand Mercure Hotel Harmoni, Jakarta.

Our **Director, Mr. Alvin Ong**, took the stage to share valuable insights on optimizing logistics, streamlining supply chains, and enhancing operational efficiency within the MRO industry.

His participation highlights Alliance 21's commitment to driving innovation and contributing thought leadership in the evolving aviation and maintenance sector.



CEO TOWNHALL 2025

Celebrating 23 Years of Alliance 21



Alliance 21 gathered its teams in Singapore for **CEO Townhall 2025**, celebrating 23 years of growth and collaboration. Employees from across the region connected in person, many for the first time, creating a lively and meaningful atmosphere.

The event featured **AGT - Alliance Got Talent**, employee recognition awards, and a shared dinner, highlighting the company's strong culture of appreciation and teamwork. CEO TH 2025 reinforced unity across teams and celebrated the people behind Alliance 21's success.





CEOTH AWARDS NIGHT

Recognizing Excellence at CEOTH 2025

The awards segment at CEO Townhall 2025 celebrated outstanding individuals and teams for their dedication and contributions to Alliance 21.

It was a meaningful moment that highlighted a strong culture of appreciation, inspiring everyone to continue striving for excellence.



CEOTH: Decade Awards



Recognizing our team members who have reached an incredible milestone

10 years of dedication, commitment, and contribution to Alliance 21.



A Decade of Dedication and Excellence.



Sales Escape 2025: Reset and Refocus



Alliance 21 team stepped away from daily operations for Sales Escape 2025, a focused session on growth and alignment.

Ahead of TLAC SEA 2025, the team sharpened their skills in negotiation, explored the future of sales, and enhanced how we deliver value through the ALEX platform. More than just a workshop, it was a meaningful reset—allowing the team to recharge, align, and return stronger.

Sales Escape 2025 reinforced our commitment to continuous improvement and staying agile in a fast-changing market.



Alliance 21 at TLAC SEA 2025: Driving Connections, Showcasing Innovation



Alliance 21 proudly participated as an exhibitor at **TLAC SEA 2025** in Singapore, bringing together team members from Indonesia, Thailand, and the Philippines for a dynamic and collaborative presence at the event.

Over three impactful days, the team engaged with industry peers, potential clients, and partners, showcasing the capabilities of the ALEX platform and our forward-thinking logistics solutions. The strong interest and positive response underscored the growing demand for smarter, more efficient supply chain strategies.





A key highlight of the event was the opportunity to connect with distinguished industry leaders. It was an honour for Alliance 21 to have our Director & General Manager, Mr. Alvin Ong, and Chief Development Officer, Mr. Rodney Ee, in a photo with Mr. Alvin Tan, Minister of State for the Ministry of Trade & Industry and the Ministry of National Development, Dr. Robert Schönberger, Mr. Michael Wilton, and Mr. Paul Teo.

This reflects Alliance 21's growing presence within the global logistics and supply chain community.

TLAC SEA 2025 also strengthened collaboration across our regional teams, reinforcing our commitment to delivering seamless, integrated logistics solutions.

We thank everyone who connected with us and contributed to the success of the event. Alliance 21 remains focused on driving innovation, building strong partnerships, and shaping the future of logistics.



SUSS Sustainability Hackathon 2025

At Alliance 21, giving back is part of our corporate DNA. Through our annual Project Acts initiative, we look beyond the logistical landscape to support the community and foster the next generation of leaders. This year, we were honored to take our commitment a step further as a co-sponsor of the SUSS Sustainability Hackathon 2025.

As part of the Hackathon, we had the privilege of guiding Team WCC, who tackled a critical industry need: transparency in carbon reporting. The team developed a carbon calculator designed to provide data on shipping footprints, empowering more sustainable supply chain decisions.



The dedication shown by Team WCC was truly inspiring. After rounds of intense prototyping and pitching, their hard work enabled them to achieve the Runner-Up position, earning \$3,000 in prize money.

We extend our heartiest congratulations to Team WCC. Your passion and technical ingenuity have set a high bar, and we hope this achievement inspires even greater milestones in your careers. Alliance 21 is proud to have been part of this impactful event and remains committed to driving environmental stewardship.



Strengthening Global Partnerships in Singapore



Alliance 21 Group recently welcomed several of our valued global partners to Singapore, including representatives from Wallis Shipping, Holship Group, Kronos Logistics India Private Limited, and Multi Air Services Co., Ltd.



The visit provided a meaningful opportunity to reconnect, exchange insights, and strengthen relationships—reinforcing our shared commitment to collaboration across international markets.

At Alliance 21, strong global partnerships continue to drive growth, innovation, and new opportunities in an ever-evolving supply chain landscape.

Velovita XLR8 Expo 2025: Connection on a Global Stage



Alliance 21 was honored to be represented at the Velovita XLR8 Expo 2025 in Kuala Lumpur, Malaysia — an international gathering of innovators, leaders, and entrepreneurs.

A key highlight was the invitation extended to our Director & General Manager, Mr. Alvin Ong, to attend this prestigious event. His participation reflects Alliance 21's continued engagement with global platforms that foster innovation and collaboration.

Through participation in events like this, Alliance 21 remains committed to staying future-ready, strengthening partnerships, and continuously exploring opportunities for innovation.

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The expo provided valuable insights into emerging trends, leadership, and the importance of building strong global networks. It also created opportunities to connect with international stakeholders and exchange ideas that drive growth and transformation.





INSPIRING

The Next Generation of Logistics Talent

Alliance 21 Group was pleased to participate in the **Project IMDD Outreach** during the **Temasek Polytechnic Career Fair** on 28 November 2025.

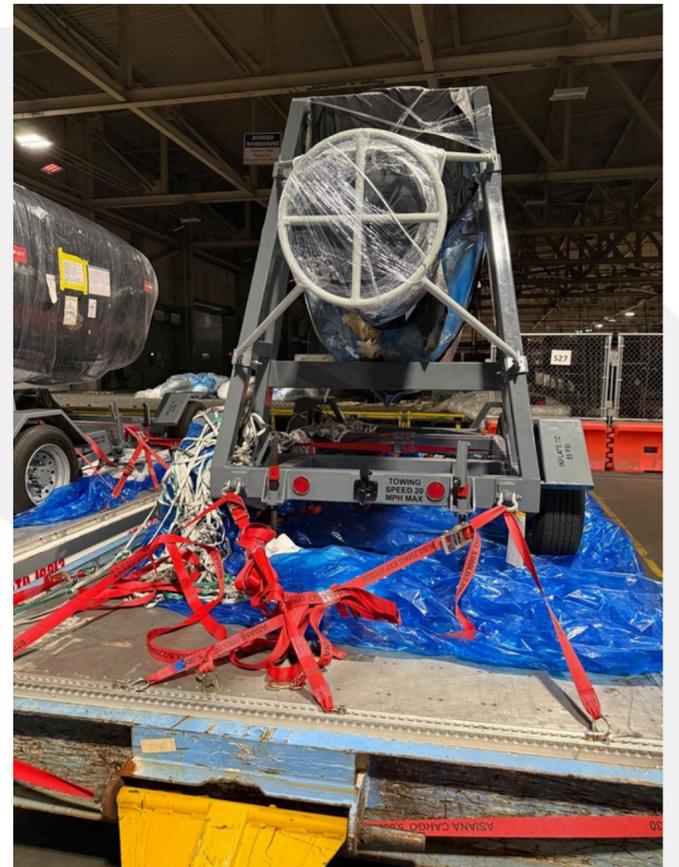
During the session, our **Chief Development Officer, Rodney Ee**, introduced students to the Alliance 21 Group and shared insights into career opportunities within logistics, freight, and fulfilment. The presentation highlighted how the industry continues to evolve alongside global trade and technology, creating exciting opportunities for future-ready talent.

The event provided a valuable platform to connect with enthusiastic young professionals exploring careers in the supply chain industry.

Their curiosity and energy were a strong reminder of the importance of engaging with the next generation of professionals who will help shape the future of the industry.



Seamless Execution: Delivering Critical Aircraft Engines On Time



Alliance 21 is pleased to share another successful air freight execution, delivering critical aircraft engines from Bangkok to Atlanta, completed right on schedule.

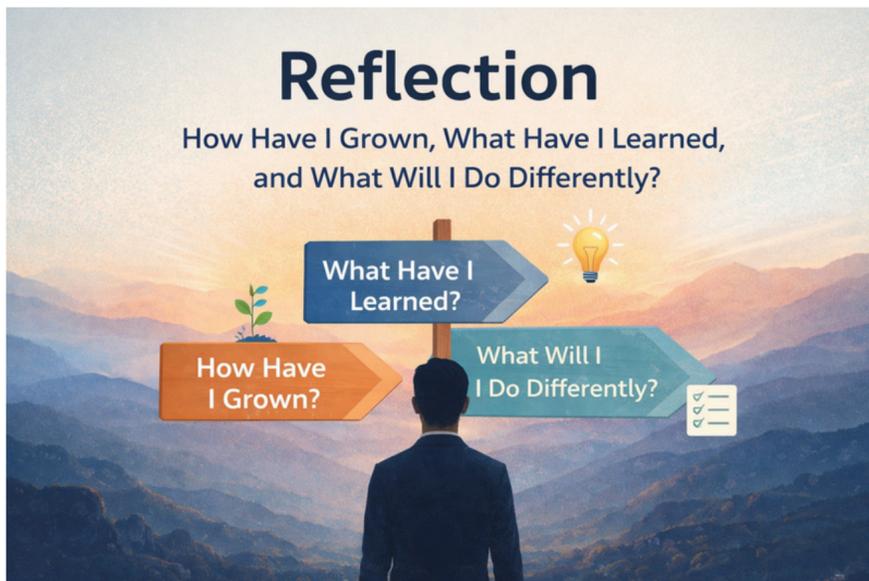
The shipment required close coordination across documentation, regulatory compliance, specialized handling, and final delivery. Despite peak year-end operations, the team ensured a smooth and efficient process, maintaining both speed and precision throughout.



This movement highlights Alliance 21's capability in managing high-value, time-critical aviation cargo while upholding strong service standards. It also reinforces our commitment to delivering reliable and efficient logistics solutions that support our customers' operational needs.

Reflection in Action:

Celebrating Growth Across Alliance 21



As part of the Connect21 initiative, Alliance 21 employees were invited to share their journeys through the theme: **“Reflection: How Have I Grown, What Have I Learned, and What Will I Do Differently?”**

The response was inspiring, with colleagues sharing meaningful insights on growth, lessons learned, and how they plan to move forward. From resilience and adaptability to mindset shifts and continuous improvement, each entry reflected the strength and diversity of our people.

We are proud to feature the following employees in **Connect21 Vol 6.3 | Issue 21**: *Shahrul Nizam, Ronica Joy Bernales, and Leslie Garcia-Tan.*

Their entries stood out for their authenticity, depth, and ability to inspire others.

Congratulations to our featured contributors. Your reflections continue to strengthen our culture of growth, learning, and continuous improvement.

As you turn the next pages, we invite you to explore their stories and insights.

Reflection: How Have I Grown, What Have I Learned, and What Will I Do Differently

By Muhamad Shahrul Nizam Bin Sa'Adan

As I look back on 2025, I realize this was not just a year of operational targets and KPIs — it was a year of personal growth, resilience, and transformation.

How have I grown?

I have grown from focusing on execution to embracing true leadership. Beyond managing fleet movements, warehouse flow, and service performance, I learned to lead with clarity and composure — especially during uncertainty.

There were projects that concluded and opportunities that did not materialize. Yet instead of allowing setbacks to define the year, the team and I chose to see them as redirection. We stepped into different aspects of the logistics landscape with a positive mindset, expanding our perspective and strengthening our adaptability.

I became more intentional — in decision-making, in communication, and in developing people. I learned that leadership is not about having all the answers, but about creating stability when the environment feels unstable.

What have I learned?

I learned that agility is more powerful than perfection. I learned that culture drives performance more sustainably than pressure. And most importantly, I learned that resilience is built quietly —



through daily discipline, small improvements, and unwavering commitment to service excellence. Every operational challenge reinforced one truth: growth happens outside of comfort zones.

What will I do differently moving forward?

In 2026, I will focus more on building future-ready systems rather than solving present-day issues alone.

I will prioritize strategic foresight over reactive firefighting.

And above all, I will continue to perform with integrity, accountability, and courage — ensuring that every challenge becomes an opportunity to elevate myself and my performance.

2025 strengthened my belief that success is not defined by smooth operations, but by how we respond when operations are tested.

The journey continues — stronger, wiser, and more determined than ever.

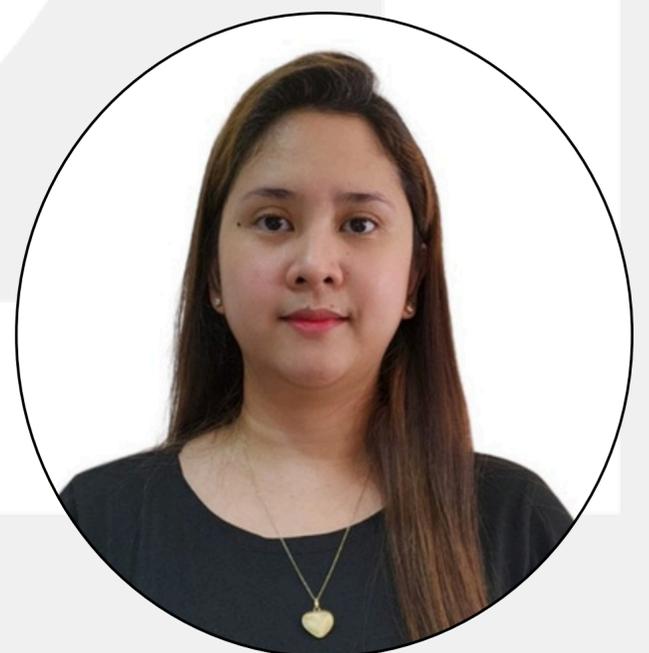
Reflection in Action

By Ronica Joy Bernales

I joined Alliance 21 in August 2025. In just a short span of time, I've realized how much growth can happen when you step outside your comfort zone.

Coming from a Philippine-based work environment and transitioning into a Singapore-based company was a major shift for me. The culture, expectations, communication style, and pace were different from what I was used to. I quickly learned that not everything I practiced in my previous company could be applied the same way here. And that realization was humbling.

Instead of resisting the difference, I chose to adapt.



I learned to become more independent, especially when handling urgent, last-minute projects. I had to think on my feet, find solutions quickly, and take ownership of my responsibilities. There were moments when I had to be resourceful, but in being proactive and solution-oriented. I understood that growth happens when you stop waiting for instructions and start taking initiative.

One of my biggest lessons this year is the importance of communication. Do not be afraid to ask. Do not be afraid to suggest. Do not be afraid to show effort. Clear communication bridges cultural gaps, builds trust, and prevents misunderstandings. It also shows commitment.

I also realized something important about myself: I don't want to change who I am, but I do want to grow. I want to keep my work ethic, my drive, and my willingness to contribute, while continuously improving my skills and mindset. Growth doesn't mean losing your identity; it means refining it.

Moving forward, what will I do differently? I will communicate even more intentionally. I will seek feedback earlier. I will challenge myself to think strategically, not just operationally. And I will continue to grow, not only for myself, but for my colleagues and the team. Alliance 21 has taught me that growth is not about time served, but about mindset. Even in a short period, if you stay open, adaptable, and proactive, you can rise. And this is only the beginning.



Reflection Action

By Leslie Garcia-Tan

Over the years, I have had the opportunity to take on different roles within the company, allowing me to gain a deeper understanding of logistics operations—from coordinating shipments to managing people and handling daily challenges. These experiences taught me that success in logistics requires not only knowledge, but also strong problem-solving skills, attention to detail, and the ability to adapt quickly.



More importantly, I have come to realize that our work carries a deeper responsibility. What we do directly affects people's lives, even in ways that may not always be visible. This has changed how I view my role and the impact of my work.



One of the most meaningful lessons I have learned is through handling the delivery of medications. Many patients depend on these shipments for their health and well-being, reminding me that our work can truly be a matter of life and death. Similarly, handling live animal shipments has strengthened my sense of care and responsibility, as these are living beings entrusted to us.



Managing AOG (Aircraft on Ground) shipments has also taught me the importance of urgency and precision. When delays happen, many people are affected, which motivates me to stay focused and work efficiently.

Working with different team members has helped me grow as both a colleague and a leader. I have learned the importance of communication, teamwork, and supporting others. At the same time, I recognize the need for continuous learning, as the logistics industry is constantly evolving.

Moving forward, I aim to manage my emotions better during stressful situations and improve my efficiency while maintaining accuracy. These experiences have shaped me both personally and professionally, reminding me that every task we perform carries meaning and responsibility.





We believe in making
logistics simple &
sustainable.

ALEX.WORLD