



CONNECT 21

One Team. New Possibilities. Moving Forward Together.

Reimagining the Future: Shaping Tomorrow, Starting Today

The future is not a destination that arrives on its own. It is something we create through the decisions we make, the technologies we adopt, and the mindset we choose to embrace today. As we reflect on the theme, **“Reimagining the Future: Shaping Tomorrow, Starting Today,”** we are reminded that the opportunity to transform our business, our industry, and ourselves is already within our grasp. For many years, the freight and logistics industry has been known for its resilience, operational excellence, and ability to keep global trade moving. Yet, it has also been an industry that has sometimes been cautious in embracing change. Across the world, logistics companies have spent the last decade pursuing digital transformation, digitising processes, reducing paperwork, and improving visibility across supply chains. These efforts have delivered significant productivity gains and laid the foundation for a more connected business environment.



Today, however, we stand at the threshold of a new era.

The age of digital transformation is rapidly giving way to the age of AI transformation.

Artificial Intelligence is not simply another technology to be implemented. It represents a fundamental shift in how work is performed and how value is created. In the past, we used technology primarily to automate processes. In the future, AI will become an active partner in our daily work. Every employee will have the opportunity to work alongside intelligent assistants that can analyse information, generate insights, support decision-making, and accelerate the completion of routine tasks.

This evolution challenges us to think differently about productivity. Success will no longer be measured solely by how efficiently processes are executed. Instead, it will be defined by how effectively people and AI collaborate as teams, combining human creativity, judgment, empathy, and experience with the speed and analytical capabilities of intelligent systems.

At Alliance 21, we believe this transformation presents an extraordinary opportunity. Our vision is not simply to adopt AI tools, but to build an AI-enabled organisation where every team member is empowered to achieve more. This means investing in skills, cultivating curiosity, and creating a culture where continuous learning becomes part of our everyday work.

The workplace of tomorrow will look different from the workplace of today. New roles will emerge, existing jobs will evolve, and entirely new ways of delivering value to customers will become possible.

To remain competitive and relevant, we must be willing to challenge old assumptions, rethink established practices, and embrace innovation with confidence.

Most importantly, this transformation is about people. Technology may be the catalyst, but our workforce will always be the driving force behind our success. By equipping our employees with the knowledge, tools, and capabilities needed to thrive in an AI-powered world, we are investing in a better future for our customers, our company, and our communities.

The future is not something we wait for. It is something we shape.

And at Alliance 21, that journey starts today.

A stylized, handwritten signature in black ink that reads "Rodney". The script is fluid and cursive, with the 'R' being particularly large and prominent.

Rodney Ee

Chief Director Officer

ALLIANCE 21 EXPANDS WITH NEW BATAM AND MALAYSIA OFFICES

Alliance 21 is pleased to announce the official opening of our **Batam** and **Malaysia** offices, marking another milestone in our regional growth.

The expansion strengthens our presence in both markets, enabling us to provide faster response times, closer customer support, and more efficient logistics solutions for businesses operating in the **Batam** and **Malaysia** regions.



We are also delighted to welcome the **new faces** joining our Batam and Malaysia teams. Their local expertise and commitment will further strengthen our capabilities and ensure we continue delivering the high level of service our customers have come to expect.



Ridza
Senior Head of
Regional Business Unit
& Anytime Cargo
Logistics



Nazry
Business Development
Specialist (Malaysia)



Mustaqim
Anytime Cargo
Specialist



Ramadhani
Operations Project
Freight Specialist



Dian
Business Development
Specialist (Batam)



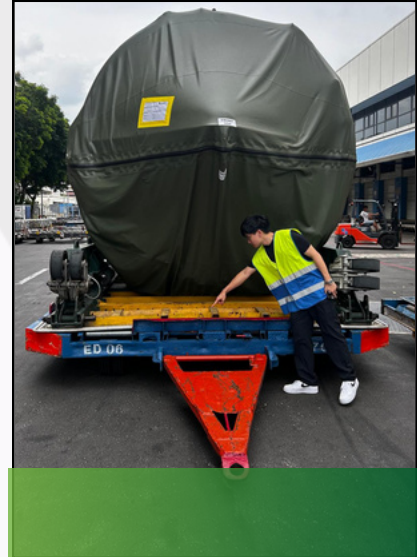
Erika
Business Support
Specialist (Batam)

With our growing network, we remain committed to delivering seamless, reliable, and customer-focused logistics services while strengthening our partnerships across Southeast Asia.

We look forward to supporting our customers with enhanced local expertise and greater connectivity through our expanded regional presence.

PRECISION IN EVERY MOVE

Handling Aircraft Engine Shipments with Care



Transporting an aircraft engine requires more than just logistics—it demands precision, expertise, and accountability. At Alliance 21, we understand the value of every shipment and the trust our customers place in us.

From securing the engine on its transport platform to verifying every lock, tie-down, and handling label, our team carefully checks every detail to ensure the cargo is protected throughout its journey. Every step is carried out in accordance with strict handling procedures to minimise risk and maintain the highest standards of safety.



For specialised shipments like aircraft engines, we believe in being hands-on. Our experienced Alliance 21 team personally oversees the handling process because we know how valuable these shipments are to our customers. In fact, we treat every shipment with even greater care than our clients expect, ensuring that nothing is left to chance.

At Alliance 21, we don't just move cargo—we build confidence. Our commitment goes beyond delivering shipments safely; it is about delivering peace of mind, reliability, and customer satisfaction every step of the way.

Because at Alliance 21, every shipment matters, and every customer's trust is our priority.



LIVE ANIMAL TRANSSHIPMENT

Handled with Care

Alliance 21 successfully handled a **live animal transshipment**, with our specialists personally overseeing the cargo throughout the handling process.

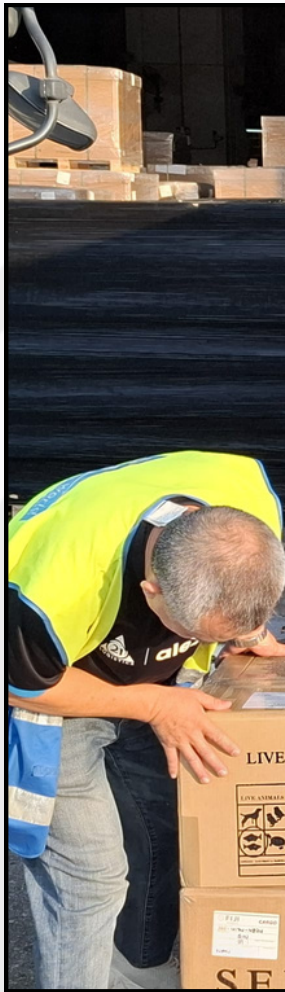
When the cargo is alive, every movement matters. Live animal shipments require greater attention to handling conditions, timing, security, and most importantly, the well-being of the animals throughout their journey.

Our specialists remained hands-on during the transfer, carefully checking the shipment and ensuring that the cargo was properly handled and positioned for its onward movement.

At Alliance 21, specialist handling goes beyond moving cargo from one point to another. It means understanding the unique requirements of every shipment and giving it the level of care and attention it deserves.

Whether it is **live animals, time-critical cargo, or other specialised shipments**, our specialists are committed to providing reliable and responsible handling at every stage of the journey.

Because when the cargo requires extra care, being hands-on makes the difference.



“For live animal shipments, we always take extra care. We personally check the cargo during handling and make sure everything is secure before it moves to the next stage. These shipments are different from regular cargo because we know that what we do can directly affect the animals’ well-being during the journey. That is why we stay hands-on from start to finish.”

— Jiayong, Operations Distribution Specialist



CONNECTING WITH INNOVATION AT EMAX THAILAND 2026

This quarter, our Alliance 21 specialist in Bangkok attended the **Electronics Manufacturing Expo (EMAX) Thailand 2026** in Ayutthaya, Thailand.

The exhibition brought together companies and professionals from the electronics manufacturing, automation, technology, and industrial sectors, providing a valuable platform to explore new technologies, exchange industry insights, and strengthen business connections.

During the event, our specialist connected with various exhibitors and industry representatives, including companies providing electronics, automation, material handling, and manufacturing solutions.



Participating in industry events such as EMAX enables Alliance 21 to stay connected with developments in the electronics and manufacturing sectors while gaining a better understanding of the evolving logistics requirements of these industries.

Through our local presence and specialists across the region, we continue to build meaningful connections and identify opportunities where our logistics expertise can support businesses and their supply chains.

Driven by Data. Defined by People.



ALLIANCE 21 PARTICIPATES IN GEGA GOLF TOURNAMENT VIII

Celebrating Garuda Indonesia's 77th Anniversary

Alliance 21 was honoured to be represented by our **CEO, Benjamin Ong**, at the **GEGA Golf Tournament VIII**, held in celebration of the **77th Anniversary of Garuda Indonesia**.

The event brought together industry partners and aviation professionals, providing an excellent opportunity to strengthen relationships, expand networks, and celebrate Garuda Indonesia's remarkable milestone.

We extend our congratulations to Garuda Indonesia on its 77th Anniversary and thank the organisers for the invitation and warm hospitality. We look forward to many more years of partnership and continued success together.



CELEBRATING EXCELLENCE

SUPRAT BIN SUANDI RECEIVES THE END YEAR STAR AWARD



We are proud to recognise **Suprat Bin Suandi, Operations Distribution Specialist (Transport)**, as the recipient of the **End Year Star Award** for **October 2025 to March 2026**.

Suprat's dedication, reliability, professionalism, and strong sense of responsibility have made a valuable contribution to our team and operations. His positive attitude and consistent performance reflect the qualities we value in our specialists.

Congratulations, Suprat, on this well-deserved achievement! Thank you for your continued hard work and commitment to Alliance 21.

A QUICK Q&A WITH SUPRAT

Following his **End Year Star Award** recognition, we caught up with Suprat for a quick Q&A to hear his thoughts on the achievement, what keeps him motivated, and his journey towards **Specialist of the Year (SOY)**.



1. How do you feel about receiving the End Year Star Award?

Suprat: I'm very happy and grateful. It's meaningful to have my hard work recognised, and it motivates me to continue doing my best.

2. What motivates you to give your best at work?

Suprat: My team and the responsibility I have in operations motivate me. I always want to contribute, support the team, and keep improving.

3. What would you like to say to your fellow specialists about your SOY nomination?

Suprat: I'm grateful to be considered for Specialist of the Year. I would like to invite my teammates and fellow specialists to support me on my SOY journey. Your support means a lot to me. Thank you!

VOICES OF THE FUTURE

OUR SPECIALISTS. THEIR PERSPECTIVES.



From technology and new ways of working to personal growth and better customer experiences, our specialists share their perspectives on what the future could look like and the changes they believe can help shape it.

Through their individual experiences and ideas, they reflect on the opportunities ahead, the practices we can improve, and the ways people and technology can work together to create meaningful progress. Each perspective offers a different view, but together they show how small actions and fresh thinking today can contribute to a better tomorrow.

Here's how our specialists are reimagining tomorrow — starting today.

ONE TREE, ONE FUTURE

By Uki Pritasari

What if the future could begin with something as simple as planting a tree?

Imagine a world twenty or thirty years from now. Imagine children walking under the shade of trees, breathing clean air, hearing birds sing, and seeing green landscapes stretching beyond the horizon.

Now, imagine the opposite: hotter cities, fewer trees, polluted air, dry land, and forests slowly disappearing.

Which future do we want to leave behind?

The answer may begin with something very small: one tree.



A single tree may not seem powerful enough to change the world. It cannot stop climate change overnight or restore a forest by itself. But every forest begins with a tree. Every movement begins with one step. And every future begins with the choices we make today.

The Earth We Borrow

We often think of the Earth as something we own. In reality, we are only temporary residents of a planet that will continue to exist long after us.

We take from nature every day: water, food, wood, energy, and countless other resources. Yet, how often do we give something back?

Perhaps reimagining the future means changing this relationship.

Instead of asking, “What can nature give us?”, we should begin asking, “What can we give back to nature?”

Planting a tree is one simple answer.

A tree gives us oxygen. It provides shade, stores carbon, protects soil, supports biodiversity, and creates a home for countless living things. More importantly, a tree grows with time. What we plant today may become something meaningful for people we may never meet.

Starting Today, Not Someday

The theme **“Reimagining the Future: Shaping Tomorrow, Starting Today”** reminds us of one important truth: the future is not something we simply wait for.

If we want a greener planet tomorrow, we must start creating it today.

We do not have to begin with something extraordinary. We can start by planting one tree. Then another. We can encourage our families, schools, communities, and organizations to do the same.

But planting is only the beginning.

We must also care for what we plant.

Because creating a better future is not about one-day actions. It is about responsibility, consistency, and the willingness to protect what we have created.

Let Nature Remember Us

One day, the tree we plant today may become taller than we are. Its branches may provide shade to a child. Its leaves may become a home for birds. Its roots may protect the soil. And perhaps, decades from now, someone will stand beneath that tree without knowing who planted it.

That is the beauty of planting for the future.

We may never see the full impact of our actions, but someone else will.

The Earth does not need us to save it with one grand gesture. It needs millions of small decisions made consistently by people who care.

So, let us not wait for tomorrow to become the future we hope for.

Plant one tree today. Protect one piece of nature. Inspire one more person.

Because one tree may seem small.

But one tree can become a forest.

And a forest can become a future.

The future we imagine begins with what we choose to plant today.

Uki Pritasari
Head of Critical Cargo Logistics
The Freight Services - Indonesia



FROM PROJECT MANAGEMENT TO LIVING ORGANISATIONAL MEMORY

By Nelson Toh

When our IT team created a project management (PM) tool, the immediate aim was practical: to bring project discussions scattered across WhatsApp, email and individual conversations into a shared space. Today, it helps coordinate ALEX's development through projects, features, epics, tasks and conversations.

It now occurs to me that we may also have created the foundation for A21's institutional memory. ALEX's codebase records how our systems currently work. The PM tool captures parts of the journey that brought us there: requirements, discussions, decisions and subsequent adjustments. However, this memory remains fragmented. The connections may be understood by the people involved today, but that context can fade as time passes and responsibilities change.

What if the PM tool could connect these fragments and present them as an interactive workflow memory?

An employee could ask to see how Accounts Receivable invoicing works from end to end in AMS. The tool could bring us through the workflow showing the employees, departments and ALEX system actions involved. Selecting a step would explain what happens, what exceptions may arise and how it connects to the wider process. Just for example.

More importantly, the employee could also ask, "Why do we do it this way?" The tool might identify that the step arose from a conversation on a certain date, explain the problem being addressed and link to the relevant discussion, task, decision and implementation.

Traditionally, preserving this knowledge requires considerable documentation overhead. Functional requirements, technical requirements and lessons learnt are manually compiled, often as separate exercises after the actual work has taken place. As pressures and priorities grow, these steps can become truncated or eventually skipped altogether.

For institutional memory to endure, its creation must therefore be as organic as possible. One of generative AI's greatest practical strengths is its ability to structure unstructured information. Embedded within the PM tool, it could connect conversations, tasks, meeting notes and implementation records to reconstruct ALEX's existing workflows and the reasoning behind them. Where the available evidence is incomplete, it should identify the gaps rather than invent the missing history.

Generative AI is also interactive by nature. Instead of requiring someone to sit down and prepare another document, the PM tool could engage stakeholders in a short conversation while the context is still fresh: "What problem were we solving?", "Why was this option selected?" and "What might cause us to reconsider it?" Their answers could be confirmed and stored as part of the workflow's evolving memory.

Documentation would no longer be a separate administrative exercise. It would be generated and enriched through the work itself. For example, during a future technology refresh, this living memory could help us understand which controls were intentional, which assumptions have changed and what should be preserved, challenged or redesigned—allowing us to move forward with greater speed and accuracy.

Generative AI gives us a new way to address a problem that has challenged organisations since forever. By embedding it within tools people already use, we can capture and structure context as work happens, rather than relying on a separate documentation exercise. This could help institutional memory survive day-to-day pressures and reduce our dependence on the recollections of a few individuals.



Head of ALEX Bizalys & IT Specialist
Alliance 21 Group Pte Ltd





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Driven by Data.

Defined by People.

