

Embry-Riddle Aeronautical University – Asia

ERAU Asia Institute

Annual
Report

2025





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Welcome & Introduction

Message from the Vice Chancellor & Head of Asia

The 2024–2025 academic year was a defining year for Embry-Riddle Asia, marked by the successful transition to our new campus at Seletar Aerospace Park and steady progress in strengthening our academic, operational, and financial foundations. With record student engagement, expanding industry partnerships, and the clearest signs yet of a financial turnaround, the campus is well-positioned for long-term sustainability and growth.

Key Highlights:

- **New Campus Opening:** Our Seletar Aerospace Park campus was officially inaugurated in February 2025, with more than 325 guests from over 100 organizations in attendance. The new facility offers aviation-focused classrooms, labs, and student spaces, providing a world-class environment for learning and industry collaboration.
- **Enrollment Momentum:** Enrollment reached its highest level since 2022, with intakes in July and October 2024 surpassing pre-pandemic levels. For the first time, international students made up 15% of the student body, reflecting the growing global appeal of ERAU Asia.
- **Vibrant Student Experience:** The Student Government Association (SGA) and student clubs delivered over 50 events, industry visits, and competitions, fostering a diverse and engaging campus life. Overseas enrichment trips and student volunteer opportunities at major aviation conferences provided valuable exposure to industry leaders.
- **Academic Excellence and Innovation:** Faculty integrated new VR technology and expanded applied learning opportunities through the Department of Flight and UAS Training Lab.
- **Industry Engagement:** Partnerships deepened through projects with the Association of Asia Pacific Airlines, new collaborations with Boeing Southeast Asia and Honeywell, and continued contributions to ICAO and AsBAA initiatives.
- **Sustainability and Efficiency:** The new campus delivered measurable operational gains, including a 62% reduction in printing, improved energy efficiency, and water usage well below national benchmarks. These initiatives reinforce our commitment to environmental stewardship.
- **Staff Engagement:** Employee pride and satisfaction reached record levels, with 87% of staff reporting pride in their work. Initiatives such as Power Hour knowledge-sharing sessions, professional development plans, and flexible work arrangements strengthened ERAU Asia as an employer of choice.
- **Financial Turnaround:** Consolidated revenue remained steady at SGD 3.29 million, while expenses fell by nearly SGD 700,000 year-over-year. The net negative margin narrowed from almost SGD 1 million in FY24 to SGD 332,000 in FY25, reflecting disciplined cost management and the near-elimination of partner-related fees.

Outlook

Looking ahead, ERAU Asia is well-positioned to build on the progress made this year. With a new campus that strengthens our presence in Singapore, growing enrollment momentum, and a leaner, more sustainable operating model, we enter the next phase of our journey with confidence. Our focus remains on delivering an exceptional student experience, deepening connections with industry, and advancing our role as a trusted partner in aerospace education across the Asia-Pacific region.

Matthew Flaherty
Vice Chancellor & Head of Asia

Institutional Overview

Embry-Riddle Aeronautical University, established in 1926, is the world's largest, fully accredited university specializing in aviation and aerospace. A truly international institution, we educate more than 31,300 undergraduate and graduate students at residential campuses in Daytona Beach, Florida, and Prescott, Arizona, at 110 Worldwide Campus locations, including campuses in Singapore and Brazil, and through online learning.



The university offers more than 100 associate, bachelor's, master's, and doctoral degree programs through its colleges of Arts & Sciences, Aviation, Business, Engineering, and Business, Security and Intelligence. Faculty members focus on research and consulting related to safety and security, uncrewed and autonomous systems, air traffic and airport management, aviation business, human factors, maintenance, spaceflight operations, and urban air mobility, among other areas.

Committed to propelling the industry forward, Embry-Riddle offers doctoral degree programs in Aviation, Aerospace Engineering, Aviation Business Administration, Electrical Engineering and Computer Science, Engineering Physics, Human Factors, and Mechanical Engineering. These doctoral programs expand the applied research opportunities for our students and faculty to collaborate with industry, government agencies, and other universities to deliver real-world solutions. Our research partners have included the U.S. military, NASA, and the FAA, in addition to federally funded laboratories and industry research and development facilities.

Across the university, Embry-Riddle holds nine Top 5 rankings. In 2024, U.S. News & World Report ranked both residential campuses Number 1 as the most innovative schools in their regions, and Prescott was Number 1 for best overall quality. The university's online bachelor's degree programs were rated the highest among private institutions and in the top 15 across the United States. Programs at all Embry-Riddle campuses have been ranked in Best for Veterans.

Among private colleges, Embry-Riddle has been listed in several "best" categories, including best value, best starting salary, and best return on investment by the U.S. Department of Education, Affordable Colleges Online, College Choice, PayScale, Smart Asset, and Value Colleges.

Student teams regularly take top honors in competitions hosted by NASA, the Society of Automotive Engineers, and the Association for Uncrewed Vehicle Systems International. Aeronautical Science students excel in annual flight competitions such as the National Intercollegiate Flying Association's SAFECON regional. Students have been commissioned to serve in the U.S. Space Force, landed in "Aviation Week's 20 Twenties" leaders of tomorrow ranking, and earned prestigious awards, including the Brooke Owens Fellowship, Patti Grace Smith Fellowship, and the Goldwater Scholarship.

A dedicated faculty, administrators, alumni, trustees, and advisory board members inspire and support our students and share their love of aviation and commitment to maintaining Embry-Riddle's preeminence in global aerospace education.

Daytona Beach, Florida Campus



Mori Hosseini Student Union

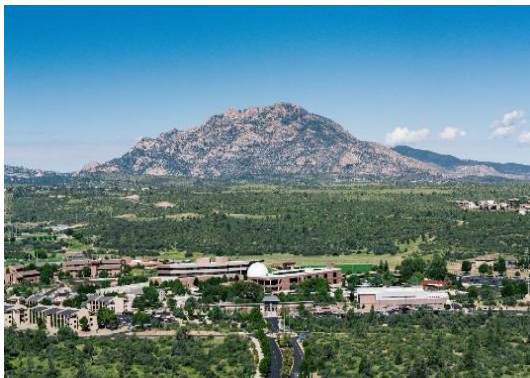
The university's 185-acre campus in Daytona Beach, Florida, is located next to Daytona Beach International Airport and Daytona International Speedway, only minutes from the Atlantic Ocean and only an hour's drive from Kennedy Space Center and Orlando.

The 177,000-square-foot Mori Hosseini Student Union is at the heart of the campus. Another striking campus building is the observatory at the College of Arts & Sciences, which operates the largest university-owned research telescope in the Southeast.

Bachelor's degrees of note at the Daytona Beach Campus include Aerospace & Occupational Safety, Aerospace Physiology, Global Conflict Studies, Space Operations, and Uncrewed Aircraft Systems. Master's degrees include Aviation Finance, Data Science, Cybersecurity Engineering, Human Factors, and Uncrewed & Autonomous Systems Engineering.

The John Mica Engineering & Aerospace Innovation Complex, located in Embry-Riddle's Daytona Beach Research Park, is a hybrid research center and business incubator that attracts scientists, entrepreneurs, and venture capitalists. With direct access to the airport, the Applied Aviation and Engineering Research Hangar offers specialized resources to corporate and research partners.

Prescott, Arizona Campus



Prescott Campus amid the Bradshaw Mountains

The university's mile-high, 539-acre campus is located in Prescott, Arizona. The College of Aviation offers degrees for professional fixed-wing pilots, and the campus is home to the Robertson Aircraft Accident Investigation Lab, North America's only fully scenario-based training facility.

The nation's first College of Business, Security & Intelligence is also on this campus. This college offers undergraduate degrees in Aviation Business Administration, Business Administration, Cyber Intelligence and Security, Forensic Accounting and

Fraud Examination, Global Business and Supply Chain Management, and Global Security and Intelligence Studies. Graduate degrees are awarded in Cyber Intelligence & Security and Security and Intelligence.

The STEM (Science, Technology, Engineering, and Math) Education Center houses 20 state-of-the-art labs dedicated to robotic systems, satellites, uncrewed aerial systems, commercial aircraft, military aircraft, physics, chemistry, biology, and more. The building also contains classrooms, a multimedia center, a supercomputer system, and the Jim and Linda Lee Planetarium.

Additional noteworthy degree programs at the Prescott Campus include Forensic Biology, Industrial/Organizational Psychology, Simulation Science, Games and Animation. Engineering students at Prescott have worked with industry partners to develop patentable technology and contributed to Nobel Prize-winning research. Student flight teams have won numerous national championships in NIFA SAFECON competitions and consistently earn high rankings in the Women's Air Race Classic.

Worldwide Campus



Embry-Riddle Worldwide has pioneered the delivery of outstanding educational opportunities for working professionals and students who choose online learning. Embry-Riddle Worldwide works collaboratively with industry to develop new talent and help reskill the workforce, with a focus on aerospace, business, science, and engineering. Worldwide graduates become leaders and innovators in their fields, and you will find them at the highest levels – from the U.S. military to C-suites around the globe.

From 2016 to 2023, U.S. News & World Report ranked Embry-Riddle Worldwide as the No. 1 or No. 2 provider of online bachelor's degree programs every year. Across the university, at the Worldwide and residential campuses combined, Embry-Riddle holds nine Top 10 rankings. Programs at all Embry-Riddle campuses have been ranked among the best for Veterans.

Embry-Riddle's Worldwide Campus, which includes fully online programs as well as approximately 110 locations in the United States, Europe, and Asia, offers bachelor's, master's, and doctoral degree programs for some 20,000 students. The most popular undergraduate majors include aeronautics, aviation business administration, and communication. Alumni surveys have shown that four years post-graduation, 97.6% of Embry-Riddle Worldwide graduates are employed (96.8%) or continuing their education (0.8%), while the full-time mean annual salary for those graduates is \$98,400.

Asia Campus



Exterior of the ERAU Asia Campus

Since 2011, Embry-Riddle Asia has offered students the opportunity to pursue Embry-Riddle degrees in Singapore. Embry-Riddle Asia currently offers Bachelor of Science in Aeronautics, Bachelor of Science in Aviation Business Administration, Bachelor of Science in Business Analytics, Bachelor of Science in Engineering, Master of Science in Aeronautics, Master of Business Administration in Aviation, and Master of Science in Aviation and Aerospace Sustainability. Degree programs are taught in partnership with the Singapore Aviation Academy and ERAU Asia Institute in both full-time and part-time settings in multiple teaching modalities.

Beyond academic degree programs, Embry-Riddle Asia offers Professional Education and training courses in Aviation Sustainability, Aviation Cybersecurity, Airport Wildlife Management and Operations, Business/Corporate Aviation, Airworthiness Engineering, Aviation Maintenance Management, Airport Planning and design, and more.

In 2023, Embry-Riddle Asia became a Civil Aviation Authority of Singapore (CAAS) approved Unmanned Aircraft Training Organization (UATO). The UATO certification allows the campus to offer both Basic Training and Unmanned Aircraft Pilot License courses.

Strategic Direction

A strategic plan should keep an institution true to its mission, advance its vision, and honor its values. Following a series of internal assessments, analysis of best practices, and review of current opportunities, campus leadership proposed various strategic focuses and critical tasks aligned with seven goals.

Goal 1: The Student Experience

To create a student experience that extends the exceptional Embry-Riddle tradition of excellence.

Goal 2: Enrollment Management

To attract highly qualified, diverse, and motivated students from across the Asia region.

Goal 3: Faculty & Academic Excellence

To champion excellence in teaching while ensuring the success of our students.

Goal 4: Research & Innovation

To address the needs of industry through applied research, professional education, and training.

Goal 5: Philanthropy & Alumni Engagement

To foster a spirit of giving by strengthening engagement with alumni and industry.

Goal 6: Employer of Choice

To position the campus as a preferred employer, attracting and retaining top talent in the industry.

Goal 7: Quality & Efficiency

To embrace quality oversight and business technology that ensures operational efficiency and stability.

Strategic Review of 2024–2025

The 2024–2025 academic year was one of progress, momentum, and new opportunities. Our mid-year strategic review reflected advances across each of the seven goals, while also identifying areas for future focus.

- **Student Experience:** Campus life has grown more vibrant, with new clubs and interest groups such as the Running Club and Aviation Photography Workshop. Student Government elections drew a record number of candidates, and town hall participation nearly doubled, signaling stronger student engagement. Utilization of the Telus counseling app also rose by over 10%, reinforcing our commitment to student well-being.
- **Enrollment Management:** ERAU Asia launched a comprehensive Strategic Enrollment Plan that identifies priority markets and uses data analytics to shape the incoming class. Recruitment efforts were enhanced by improved SEO, new web platforms, and more targeted outreach. A color-coded system now tracks prospective student responsiveness, ensuring timely follow-up and a stronger yield.
- **Faculty & Academic Excellence:** The curriculum now embeds critical thinking and problem-solving into every course module. VR was successfully integrated into ASCI 185, earning strong course experience ratings, with additional AR/VR expansion planned. Faculty and students also increased their visibility through research presentations and participation in regional and international competitions.

- **Research & Innovation:** Industry collaboration advanced through projects such as the regional Crew Resource Management initiative with the Association of Asia Pacific Airlines. Discussions with Boeing and Honeywell explored the potential for cross-campus, industry-sponsored projects, setting the stage for broader partnerships.
- **Philanthropy & Alumni Engagement:** Alumni relations remain a priority. Nearly 100 alumni attended the Grand Opening, including members of the first graduating class, reflecting enduring loyalty and enthusiasm. Alumni networks also grew on LinkedIn, while the campus began building a structured approach to philanthropy and giving.
- **Employer of Choice:** Staff satisfaction improved significantly, with flexible work arrangements, professional development plans, and quarterly "Power Hour" knowledge-sharing sessions supporting engagement and retention. These initiatives reinforce ERAU Asia's position as an attractive and supportive workplace.
- **Quality & Efficiency:** Sustainability efforts led to measurable outcomes, including a 62% reduction in printing since FY23, energy-efficiency upgrades across the new campus, and the establishment of a Green Ambassadors program. Governance and quality systems remain robust, anchored by EduTrust recertification and continuous process improvements.

Together, these achievements demonstrate that ERAU Asia is not only advancing against its strategic plan but also creating the foundation for continued growth, resilience, and leadership in aerospace education across the Asia-Pacific region.



Strategic Planning Retreat, July 2025, Singapore



New Campus Grand Opening and Industry Events

In February 2025, Embry-Riddle Aeronautical University marked a significant milestone with the successful launch of its new campus and training center at Seletar Aerospace Park in Singapore. The opening was structured around three key events: an alumni reception to reconnect graduates with the university, a formal grand opening ceremony to officially inaugurate the facility, and an aviation safety conference to underscore the institution's commitment to advancing global standards in aviation and aerospace. Together, these events reflected the university's deepening role in Asia and positioned the new campus as a hub for collaboration, training, and innovation in the region's dynamic aerospace ecosystem. The launch also signaled the university's long-term commitment to serving as a catalyst for growth and partnership at the center of Singapore's world-class aviation community.

Key Outcomes

- 325+ attendees across all events
- 100+ organizations represented
- 3 flagship events
- State-of-the-art campus inaugurated at Seletar Aerospace Park
- Six stakeholder groups engaged: manufacturers and service providers; airlines and operators; infrastructure and regulators; training and education; government and workforce; industry partners and services

Alumni Reception

The celebrations commenced with an alumni reception that welcomed graduates from across the region, notably drawing on the community of more than 1,000 graduates from the Asia campus. This gathering provided an opportunity to reconnect alumni with one another, foster professional networking, and showcase the new facility as a hub for lifelong engagement.



P. Barry Butler, ERAU President, offers welcoming remarks February 2025, Singapore

Alumni shared their experiences in the aviation and aerospace sectors, offering valuable perspectives on how their education has shaped their careers and leadership roles. Many spoke about the growing importance of global collaboration in their professional journeys and the value of Embry-Riddle's reputation in positioning them for success. The event emphasized the enduring strength of the Embry-Riddle alumni community

and its vital role in supporting students, industry, and the broader mission of the university. The presence of alumni alongside students and faculty underscored the university's commitment to building a community that extends beyond graduation, where lifelong learning and professional connections are nurtured.

Grand Opening Ceremony

The official grand opening ceremony formally recognized the launch of the Seletar Aerospace Park campus. Attended by government officials, alumni, industry leaders, student representatives, and senior administrators, the event underscored the importance of the new facility for both the university and the regional aerospace ecosystem.

University leadership outlined how the campus will expand educational and training offerings, strengthen collaboration with industry, and support Singapore's role as a global aviation hub. Featuring modern classrooms, advanced training laboratories, and strategic co-location with aerospace partners, the facility provides students and professionals with an environment that combines academic rigor with practical application.



Unveiling of the Commemorative Plaque, February 2025, Singapore

The participation of the Student Government Association highlighted the central role of students in shaping a vibrant campus community and affirmed the university's commitment to leadership development alongside academic excellence. By engaging students directly in the opening, the event reinforced the message that the campus is not only an academic institution but also a platform for cultivating leadership, collaboration, and innovation among the next generation of aviation professionals.

Aviation and Aerospace Safety Summit

To further emphasize its mission, the campus hosted an Aviation Safety Summit under the theme "Empowering Safety Leaders, Cultivating Safety Culture." The program featured a keynote address and a panel discussion that engaged regulators, industry safety experts, alumni, and academic leaders in dialogue about safety challenges and strategies for improvement.



Panel Discussion on Aerospace Safety Culture, February 2025, Singapore

Topics included the importance of learning from past incidents, adopting proactive risk-reduction measures, and promoting a culture of continuous improvement across the aviation industry. Panelists emphasized the critical role of transparency and shared learning in reducing risk, while participants highlighted the importance of cross-industry and cross-border collaboration to strengthen safety standards. The discussions reinforced that building a resilient safety culture requires sustained engagement from regulators, industry, educators, and future professionals alike.

The summit illustrated the campus's capacity to convene diverse stakeholders and lead conversations that have a direct impact on global aviation and aerospace safety. By aligning the opening with such a timely and relevant theme, Embry-Riddle reinforced its reputation as a trusted partner in advancing safety, education, and workforce development. The inclusion of alumni and students in these discussions also reinforced the university's mission to prepare graduates who can contribute meaningfully to critical industry challenges from the very beginning of their careers.

Broad Industry Participation

The series of events drew over 325 attendees representing more than 100 organizations, underscoring Embry-Riddle's reach across the aviation and aerospace ecosystem. The diversity of participation demonstrated the campus's ability to bring together stakeholders across multiple sectors:

- Global aerospace manufacturers and service providers such as Airbus, Boeing, Bombardier, Collins Aerospace, Embraer, Safran, and Vertical Aerospace.
- Airlines and aviation operators, including Singapore Airlines, Scoot, Jetstar Asia, TAG Aviation, and SIA Engineering Company.
- Aviation infrastructure and regulatory bodies such as the Civil Aviation Authority of Singapore, Changi Airport Group, JTC Corporation, NADI Malaysia, and the Singapore Air Traffic Controllers Association.
- Training and education organizations, including Airbus Asia Training Centre, CAE, Flight Safety Foundation, UFA, Wingman Academies, Republic Polytechnic, Singapore Polytechnic, Temasek Polytechnic, and Ngee Ann Polytechnic.
- Government, workforce, and diplomatic representatives, including Workforce Singapore, the Office for Space Technology & Industry, and the U.S. Embassy (FAA, TSA, and Consular Affairs).
- Industry partners and professional services, including Deloitte, KPMG, Standard Chartered, Howden Insurance Brokers, Expeditors, Steelcase Learning, and others.



Networking after the Grand Opening Ceremony, February 2025, Singapore

This wide-ranging profile of attendees underscored the spirit of collaboration that Embry-Riddle has cultivated across the aviation and aerospace sectors, while affirming the new campus as a vital hub for education, training, and partnership in the region. The strong turnout demonstrated the confidence and respect the university commands among industry, government, and academic stakeholders, and further highlighted Singapore's position as a global center for innovation and cooperation.



Enrollment Management & Student Journey

Freshman Orientation Camp, July 2025, Singapore

Enrollment management at ERAU Asia encompasses the full spectrum of the student journey: from the first point of outreach to admissions, through comprehensive student services, to career readiness, and finally, alumni engagement. Together, these functions ensure that every student experiences a seamless pathway into, through, and beyond the Asia Campus, aligned with our mission of attracting, developing, and supporting highly qualified, diverse, and motivated students.

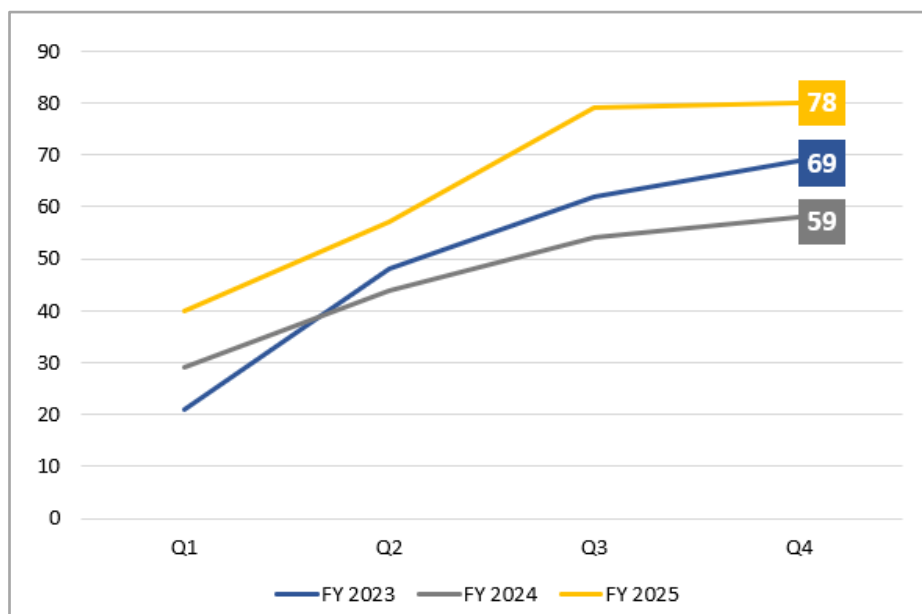
Enrollment Growth

Enrollments in FY 2025 marked a significant milestone for ERAU Asia, with the highest number of applications, acceptances, and matriculations since 2022. The application-to-matriculation yield rose to 45%, signaling a strong return to pre-pandemic performance levels. These results reflect both the growing interest of prospective students and their confidence in ERAU Asia as their institution of choice, reinforcing our momentum and market position.

A Shift in Momentum

- Largest number of applications, acceptances and matriculations since 2022.
- Application to Matriculation yield of 45%, nearly 20% from last year.

Over the 2024–2025 academic year, we reversed the enrollment declines of previous years and delivered the strongest growth in three years. This rebound is particularly significant given that FY24 concluded with lower-than-expected results. The sharp upward trajectory underscores the effectiveness of our recruitment strategies and outreach initiatives, demonstrates renewed confidence in our programs, and sets a strong trajectory for sustained growth. Together, these gains reaffirm ERAU Asia's commitment to excellence and its leadership in aviation education.



New Student Enrollment by Year (All Locations)

Student Outreach

The 2024–2025 academic year reflected a purposeful shift in recruitment. While past years emphasized polytechnic graduates within Singapore, recent efforts have expanded to build a truly international student body. Today, students represent eight different nationalities, adding diversity, perspectives, and cultural richness to the Asia Campus community.



OneAviation Careers Hub, July 2025, Singapore

Recruitment activities were ambitious in scope. Nearly 40 overseas trips were undertaken, amounting to almost 100 days of outreach across eight countries and 40 cities, including Singapore, Malaysia, Indonesia, the Philippines, Sri Lanka, India, and Hong Kong. ERAU Asia maintained a visible presence at major international fairs such as IIETE, The Star Education Fairs, SmartWay International Education Fairs, and Lion City events, as well as national outreach such as the SkillsFuture NS Fairs supporting students transitioning from military service.

A hallmark of this year's strategy was the "one-university" approach. While aligning closely with U.S. recruitment counterparts, ERAU Asia emphasized outreach that specifically attracted students with a strong interest in studying in Asia, reinforcing our unique geographic advantage. This ensured that prospective students see ERAU not just as a global institution but as a university with a clear and dynamic presence in Asia.

Partnerships with international organizations also proved impactful. Collaboration with APEX in Taiwan and AAG in the Philippines has deepened our reach in key markets while enhancing cultural exchange. Welcoming the first cohort of APEX students to Singapore was a milestone, demonstrating how regional partnerships can successfully convert into meaningful enrollment and a more globally connected campus.

Open House

ERAU Asia hosted its first Open House at the new Seletar Aerospace Park campus, marking an important milestone in community outreach. Attendance reached a record 93 guests — a dramatic increase from the 18 attendees of the previous year. Of these, 33 were prospective students exploring six different degree programs. The event also showcased strong student involvement, with 20 current students volunteering as ambassadors to welcome and guide visitors.



2025 Spring Open House, April 2025, Singapore

The new facilities provided an ideal environment to demonstrate the value of an ERAU Asia education, from classrooms and labs to collaborative student spaces. The overwhelmingly positive response, combined with the high show rate (99% of registrants attended), signals ERAU Asia's growing visibility and appeal within the region.

Innovation Hangar

Innovation Hangar was relaunched this year with renewed energy and vision, setting the stage for the Singapore Airshow 2026. This competition, created by Embry-Riddle for pre-university students aged 15 to 21, challenges participants to present bold ideas for aviation and aerospace — spanning business concepts, technology products, apps, or service innovations. Themes such as artificial intelligence and safety push participants to imagine solutions with real-world relevance.



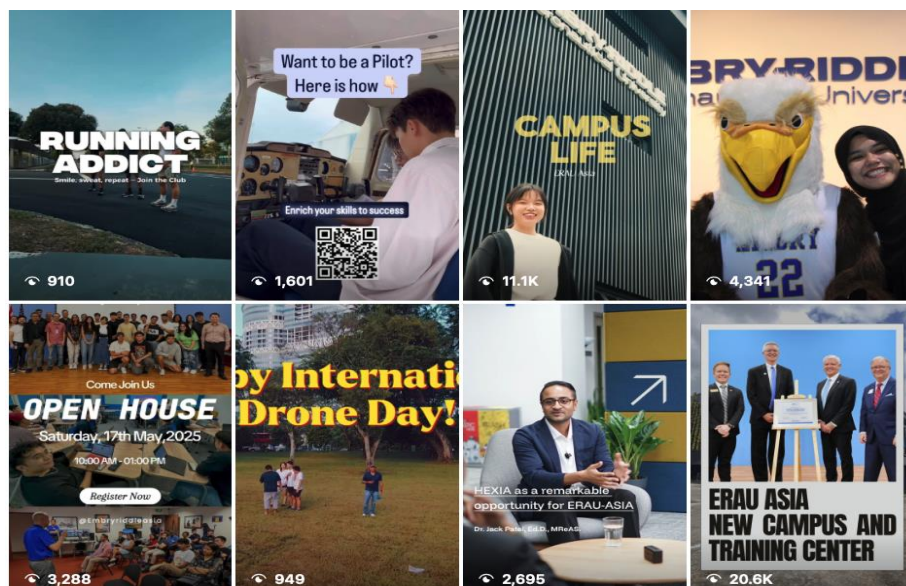
Launch of Innovation Hangar 2026 at IMDEX, May 2025, Singapore

Last year's edition drew more than 100 students from over 30 nations, underscoring its international appeal. This year, the program has expanded to include structured mentorship, with ERAU faculty and industry experts guiding teams through development. The culminating showcase at the Singapore Airshow will provide global visibility, scholarships, and networking opportunities, reinforcing Innovation Hangar as both an educational initiative and a pipeline for future aerospace leaders.

Marketing

Marketing efforts built on this momentum by strategically enhancing ERAU Asia's digital presence. A key initiative was engaging a recent graduate with proven expertise in social media to oversee targeted campaigns. This approach brought authenticity and relevance to our messaging while ensuring outreach resonated with prospective students.

The impact has been tangible. ERAU Asia's social media community expanded from the hundreds to more than 2,000 followers. Enhanced search engine optimization now consistently places the Asia Campus on the first page of Google results for "aviation university in Singapore," as the top organic listing. Video engagement grew dramatically, with viewership climbing from under 1,000 to more than 250,000 across platforms. These outcomes illustrate how strategic, data-informed marketing can significantly raise awareness and strengthen ERAU Asia's brand position in the competitive higher education marketplace.



Top Social Media Posts of the 2024-2025 Academic Year

Admissions

Prospective student interest was evident not only in applications but in the volume of engagement. Admissions-related email queries increased by 33%, reflecting greater awareness and trust. Digital platforms such as Unibuddy further enhanced engagement, contributing to a 10% rise in qualified leads. Together, these factors validated the outreach and marketing strategies adopted over the past year.

A parallel focus has been on improving operational efficiency. The automation of the student contract signing process, launched two years ago, reached final development this year and will be implemented shortly. This innovation is expected to minimize human error, improve processing accuracy, and provide applicants with a seamless digital experience — aligning with ERAU Asia's goal of combining operational excellence with student-centered service.

Student Services



New Student Orientation, July 2025, Singapore

Student Services continues to evolve as a cornerstone of the ERAU Asia experience. This year, a significant structural adjustment shifted first-year support to a newly established Admissions Branch of Student Services. This ensures continuity from application through the first year, allowing students to form early and trusted connections with ERAU staff. Once students complete their foundational year, they transition seamlessly to the main Student Services team, which then supports them through degree completion, career preparation, graduation, and alumni connection.

This staged model reflects a life-cycle approach to student engagement — ensuring that students have continuous support appropriate to their needs at each stage of their journey.

The successful completion of the ERCI transition further reinforced ERAU Asia's commitment to student success. Only a handful of students remain in transition, all on track to graduate by year's end. This milestone closes a significant chapter and demonstrates the university's capacity to manage complex academic pathways while maintaining quality and consistency.

Career Services

Career Services advanced its mission of connecting students with industry through an expanded suite of programs. The Dialogue Sessions — once weekly lunchtime talks — were reimagined as immersive, full-day events. The most recent session brought together six guest speakers and more than 100 students for presentations, workshops, and a networking lunch. The expanded format provided richer learning opportunities while also strengthening industry connections.



OneAviation Careers Hub, July 2025, Singapore

Industry site visits offered further exposure to real-world practices, helping students visualize career pathways and build networks. These activities complement academic learning by embedding career readiness as a practical dimension of the student journey.



Visit to Boeing Singapore, May 2024

Since July 2024, we have seen over 30 full-time students enroll in the COIN 496 course, reflecting the growing interest in our career-focused programs. Throughout the Fiscal Year, there were consistently over 20 students engaged in internships at any given time. This achievement underscores our strong industry partnerships and the increasing demand for our students in the professional world. Our commitment to providing valuable real-world experiences continues to attract and benefit our students, preparing them for successful careers. Recent companies that have awarded

internships to our students include Skyports, Bell Helicopters, MTU Maintenance, and Changi Airport Group, to name a few. A complete list of companies that have provided internships to our students can be found on our newly published Industry Attachment ERNIE page, designed to centralize all Singapore company requests and connect students with valuable internship opportunities.

Alumni Engagement

Alumni engagement, though fewer in number of events this year due to staffing changes, remained vibrant. The Alumni Reception held during the Grand Opening was one of the most significant gatherings in campus history, drawing nearly 100 alumni. Among them were members of the very first graduating class, returning to campus for the first time. Many expressed pride in the new facilities and a strong desire to remain involved in mentoring and supporting current students.



Alumni Reception, February 2025, Singapore

This event reaffirmed the lasting connection ERAU Asia alumni feel toward the institution. As the alumni network continues to expand regionally and globally, these relationships provide vital continuity between the university's history, its present community, and its future ambitions.



Student Government Association & Student Life

Sreenath Vijayakumar, SGA President

This year, student life at ERAU Asia continued to thrive under the leadership of the Student Government Association (SGA). Together, student governance and student life initiatives created a vibrant and inclusive campus environment, balancing academic achievement with opportunities for engagement, leadership, and community building.

Student Governance

The 9th Student Government Association (SGA) was inaugurated this year, serving as the representative body and collective voice of the student community. Its mission is to advocate for student interests, strengthen engagement, and build a campus culture that supports both academic success and a dynamic student experience.

During the 2024–2025 academic year, the SGA organized more than 50 activities, including nearly 15 company-sponsored events. As the first cohort to utilize the university's new campus facility, the SGA set the tone for the year with its inaugural event in July, followed by a robust calendar of cultural celebrations and social gatherings. These initiatives reinforced a strong sense of belonging and strengthened student engagement across the campus.



SGA Swearing-In Ceremony, July 2024, Singapore

The SGA also expanded Interest Groups, introducing the Running Club and Adventure Club and reviving the Photography Interest Group, which has showcased student creativity through displays across the campus. In addition, 10 student volunteers represented the University at APATS 2024, supporting high-level discussions among airline training leaders and gaining exposure to industry practices and emerging training methodologies.

Student Life

Student life at ERAU Asia is heavily supported by the SGA, which partners closely with staff and faculty to design experiences that reflect student interests while advancing institutional priorities. Many of the university's signature programs are student-led, ensuring that governance and engagement remain directly tied to the overall quality of the student experience.

Freshman Orientation Camp

The Freshman Orientation Camp (FOC) remains a cornerstone of the student experience and serves as the primary touchpoint for integrating new students into the ERAU Asia community. Held each July, the camp brings together all first-year students in a shared program designed to foster connection, build resilience, and set the foundation for academic and social success.

FOC 2024 opened with team-based activities near Changi Airport, where icebreaking games and outdoor challenges helped participants form bonds that extended beyond the classroom. The program concluded with a welcome dinner hosted by the SGA, during which senior students and staff shared guidance and experiences, reinforcing a sense of belonging and peer-to-peer support.

The camp's design emphasizes more than social interaction; it intentionally prepares students for the rigor of university life. Through group exercises, collaborative problem-solving, and exposure to ERAU's culture of excellence, FOC helps new students understand the expectations of their academic journey while feeling supported by both their peers and the broader university community. Alumni frequently cite FOC as a formative experience that not only eased their transition but also provided friendships and networks that endure throughout their studies.



Freshman Orientation Camp, July 2024, Singapore

Overseas Enrichment Program (OEP)

The Overseas Enrichment Program, organized by the Student Government Association (SGA) this year, was held from June 17th to June 24th and yielded several key outcomes. The program, which spanned



OEP, June 2025, Frankfurt, Germany

one week, provided students with invaluable industry insights through visits to Airbus Facilities in Hamburg and the Discover Airlines HQ and Operations Center. Additionally, participants engaged in cultural activities and museum visits, enriching their overall experience. This year's OEP was the largest to date, with 20 students packing their bags and embarking on their journey. The program successfully covered all expenses, excluding flights, for the students who took part, thanks to the support and efforts of the SGA. These outcomes highlight the program's success in offering students unique opportunities for professional and personal growth.

The student feedback from the OEP has been overwhelmingly positive. Participants expressed their appreciation for the unique opportunity to visit industry giants like Airbus and Discover Airlines, gaining firsthand insights into their operations. The cultural activities and museum visits were also highly praised, as they enriched the students' overall experience and broadened their perspectives. Many students highlighted the program's role in enhancing their professional development and personal growth. The support from the Student Government Association (SGA) in covering expenses, excluding flights, was also greatly appreciated, making the program accessible to a larger number of students. Overall, the feedback underscores the program's success in providing valuable and memorable experiences for the participants.



Discover Airlines Visit, June 2025, Germany

Overseas Enrichment Program 2025



Student Events

The 2024–2025 academic year featured a dynamic calendar of cultural, social, and professional programs that reflected the diversity of the student body while strengthening community bonds and enriching campus life. Celebrations such as Chinese New Year, Deepavali, Christmas, Halloween, and live sports screenings highlighted the vibrancy of student life and fostered a welcoming, inclusive environment.



Halloween Event, October 2024, Singapore

Beyond cultural and recreational events, SGA 9 distinguished itself as a trailblazer in creating industry-focused opportunities that connected students with the aviation sector. Through a series of on-campus and off-campus engagements, students gained invaluable exposure to professional networks, industry practices, and global perspectives.

Off-campus Highlights

- **Singapore Airlines Engineering Company (SIAEC) Site Visit:** An exclusive behind-the-scenes look into aircraft maintenance operations.
- **Aviation Safety Competition:** A student-led competition focused on proposing innovative solutions to improve situational awareness in aviation maintenance.
- **Future Travel Experience Expo Asia:** Participation in a regional showcase of emerging aviation technologies and trends.
- **AAR Component Services Thailand Visit:** A selective program offering up to 20 ERAU students firsthand exposure to AAR's manufacturing facilities, complementing international OEP experiences.



AAR Site Visit, Bangkok Thailand, March 2025

On-campus Highlights

- **ALPA-S Female Pilots Working Group:** An interactive panel discussion addressing challenges faced by women in aviation and inspiring the next generation of female leaders.
- **AAIS Student Leadership Summit:** A platform that brought together students and industry experts to explore innovation and leadership in aerospace.
- **Lunchtime Talks:** Informative sessions featuring guest speakers from industry, offering practical insights and career guidance.
- **International School Visits:** Engagements with visiting international schools that promoted cultural exchange and aviation awareness.



FTE Asia, November 2024, Singapore

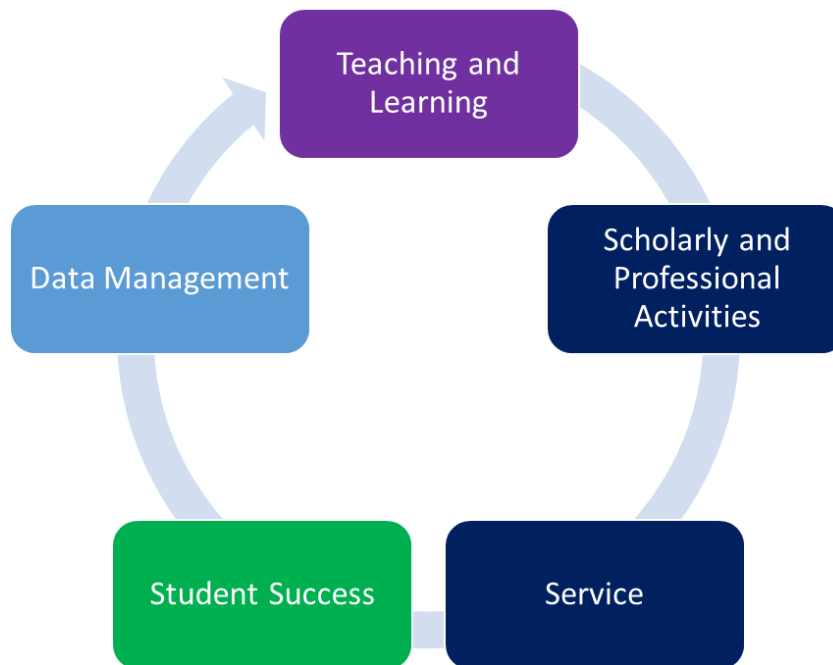
Collectively, these initiatives bridged the gap between classroom learning and industry practice. By fostering cultural enrichment, professional development, and industry connectivity, the student events program strengthened the holistic education experience and reinforced the University's commitment to preparing globally minded, industry-ready graduates.



Faculty & Academic Excellence

Academic Department

The Academic Department is comprised of core areas as follows: Academics, encompassing teaching and learning, scholarly and professional activities, and service. The academic department works in close collaboration with Student Success and Data Management to strive for excellence in teaching and learning through continual improvement.



Curriculum

The Asia curriculum is reviewed through ongoing engagement with faculty, the Asia Industry Advisory Board, and Worldwide colleges to ensure programs remain current and aligned with industry needs. ERAU Asia currently offers five undergraduate and three graduate degree programs, complemented by a growing portfolio of minors that now include Space Studies and Military Science.



Lieutenant Colonel Muhammad Iskandar, BSA, August 2025, Singapore

(Commanding Officer, 142 Squadron) led the performance, with four of the six participating fighter jets flown by ERAU alumni—including the display's "Air Boss." Looking forward, the Department of Flight anticipates increasing student interest in Green Aviation and Uncrewed Aerial Systems.

Interest in these areas is rising regionally, with Singapore emerging as a hub for space entrepreneurship and strong demand for aerospace and defense expertise. ERAU Asia's relationship with the Republic of Singapore Air Force (RSAF) continues to deepen, reflected in the achievements of students and alumni. At the 2025 National Day aerial display, current BSA student Lieutenant Colonel Muhammad Iskandar "Ramp"

Staffing

ERAU Asia is supported by 40 locally based adjunct faculty, over half of whom hold doctoral degrees. Ten faculty members are highly utilized, teaching at least three courses annually across Asia, Online, and PET programs. Overseas-based faculty further enrich instruction by bringing diverse teaching approaches and professional perspectives, with one overseas faculty member budgeted each term to address specialized areas such as Meteorology and Air Traffic Management.



Academic Committee Meeting, June 2025, Singapore

Faculty Development and Engagement

All faculty bring both academic credentials and aviation-related industry experience. To strengthen teaching effectiveness and professional growth, the campus invests in comprehensive faculty development:

- **Faculty training:** The iTeachER for Asia Faculty program, developed with RCTLE, provides self-paced training for new instructors, while RefreshER offers annual updates for all faculty.
- **Faculty mentoring:** Peer-to-peer coaching supports adjunct faculty across each term.
- **Faculty cohesion:** Regular "Kick-off" meetings, peer engagement, and "Kick-out" surveys foster collaboration, continuous improvement, and research opportunities.
- **Workshops & networking:** The Annual Asia Academic-Industry Workshop provides a platform for knowledge sharing. In addition, Singapore faculty participated in the Worldwide Faculty Summit at Daytona Beach, gaining exposure to global academic practices and leadership.

The Office of Student Success

The Office of Student Success leads engagement, outreach, coaching, and mentorship initiatives to support the diverse student body holistically. Its work is guided by the GROW Model—Global Learning, Relevance to Industry, Open Communication, and Well-being—which frames student success at ERAU Asia. Close collaboration with the SGA, alumni, and industry partners ensures students are academically prepared, professionally ready, and personally supported throughout their journey.



Cecilia Low, BSA Class of 2024

Research & Innovation

Faculty play an integral role in the Innovation Hangar, serving as mentors, facilitators, and subject matter experts. Through targeted sessions, they guide students in refining ideas, strengthening technical knowledge, and applying innovation processes. This close engagement ensures students benefit from both academic insight and industry expertise. Beyond Innovation Hangar, faculty are increasingly exploring applied research opportunities in areas such as advanced training methods, sustainability, and emerging aerospace technologies. These efforts position ERAU Asia not only as an educational institution but also as a contributor to thought leadership and innovation in the region's aviation and aerospace ecosystem.

Education Technology

The campus has four state-of-the-art classrooms with integrated AV and LED displays. One of these is a classroom set up with drop-down microphones, front and rear cameras to enable an immersive hybrid learning experience connecting students and faculty regardless of their physical location. To enhance the classroom learning experience, AR and VR technology are utilized to enliven classroom concepts such as aerodynamics and aviation safety. True Course Simulation was integrated with our ASCI 185 Introduction to Flight course and was successfully delivered for the first time in October 2024. The True Course Simulator provides guided flight training and practical lab experience for students to enliven the theoretical aspects of the course. The existing range of educational technology will continue to evolve and expand, with foreseeable enhancements to flight simulation equipment and VR technology.



C-172 Immersive Training Device (ITD), Flight Simulation Lab

Industry Collaboration

ERAU Asia continues to collaborate with industry partners on targeted projects addressing real-world challenges. A current example is a year-long initiative with the Association of Asia Pacific Airlines' Crew Resource Management Taskforce, aimed at shaping a harmonized CRM model for the region.

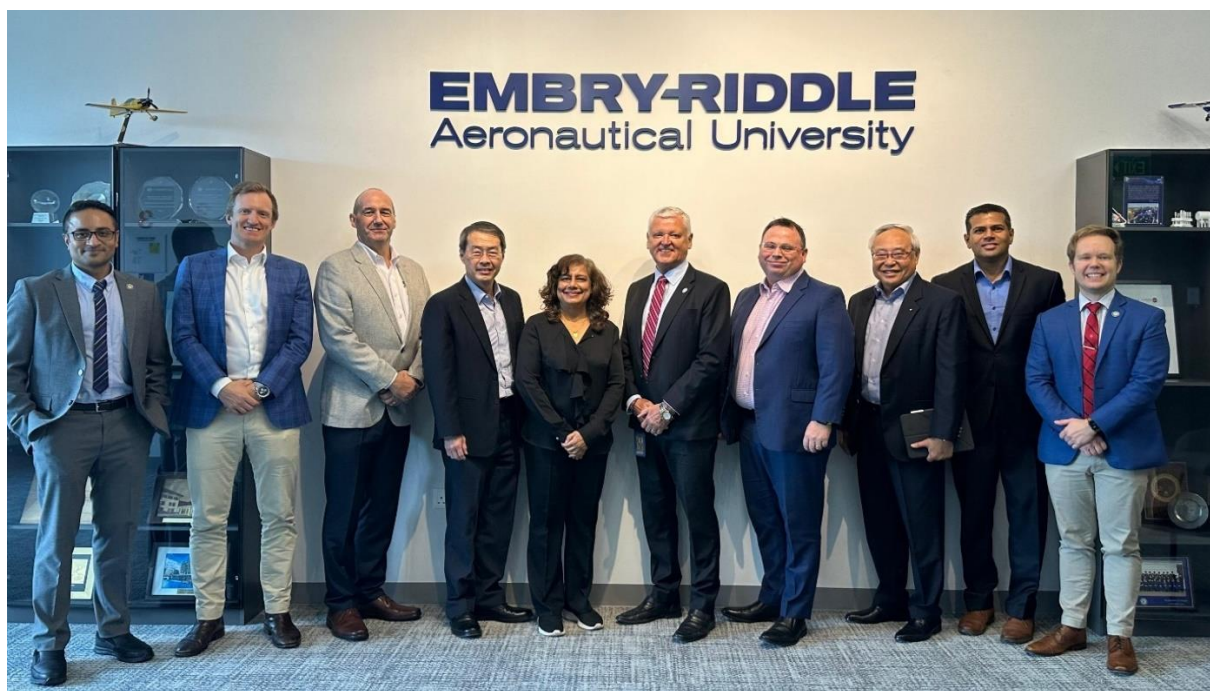
In addition, engagement with Boeing Southeast Asia has accelerated since early 2025, with several areas of collaboration identified. A visit to the Boeing Training Center in May 2025 demonstrated early momentum in building impactful partnerships that align academic expertise with industry needs. These collaborations not only strengthen ERAU Asia's industry presence but also create pathways for joint research, faculty development, and student exposure to cutting-edge practices. Looking ahead, the university intends to expand industry linkages further to include sustainability, green aviation technologies, and uncrewed systems, ensuring that academic programs remain aligned with the future of aerospace.



Meeting with Ms. Penny Burt (Center), President, Boeing Southeast Asia, February 2025, Singapore

Industry Advisory Board

The Embry-Riddle Asia Industry Advisory Board (IAB) provides advice and guidance on course content and programs, ensuring they are relevant and meet the needs of today's aerospace leaders and business professionals. The IAB helps ensure that Embry-Riddle continues as the Asia-Pacific leader in offering academically excellent courses, programs, and research relevant to Singapore's aviation and aerospace industry and the Asia region.



Industry Advisory Board Meeting, Dec 2024, Singapore

Mr. Rahul Shah
AAR Corporation

Mr. Bob Still
Collins Aerospace

Mr. Logan Velaitham
AirAsia

Ms. Lynette Tan
Space Faculty

Mr. Zakir Hamid*
Airbus Defense and Space

Dr. Thomas Pellegrin*
Deloitte Consulting

Mr. Gary Moran
AON

Mr. James Jordan
Holman Fenwick Willan

Mr. Tay Tiang Guan
Civil Aviation Authority of Singapore

Mr Mark Loh*
Bell Textron

Mr. Michael Parsons
Tata Consultancy Services

Mr. Laurence Chin*
United Airlines (Retired)

Dato' Edron Bin Tan Sri Dato' Seri Ahmad*
National Aerospace and Defense Industries

Ms. Zarina Piperdi
SIA Engineering Company (Retired)

*** Alumnus**



Performance & Graduate Outcomes

Graduation, December 2024, Singapore

About the Office of Data Management

The Office of Data Management collects and monitors performance outcomes for students and graduates. This report summarizes data collected on student satisfaction, student assessment, staff satisfaction, and graduate outcomes for the 2024-2025 academic year.

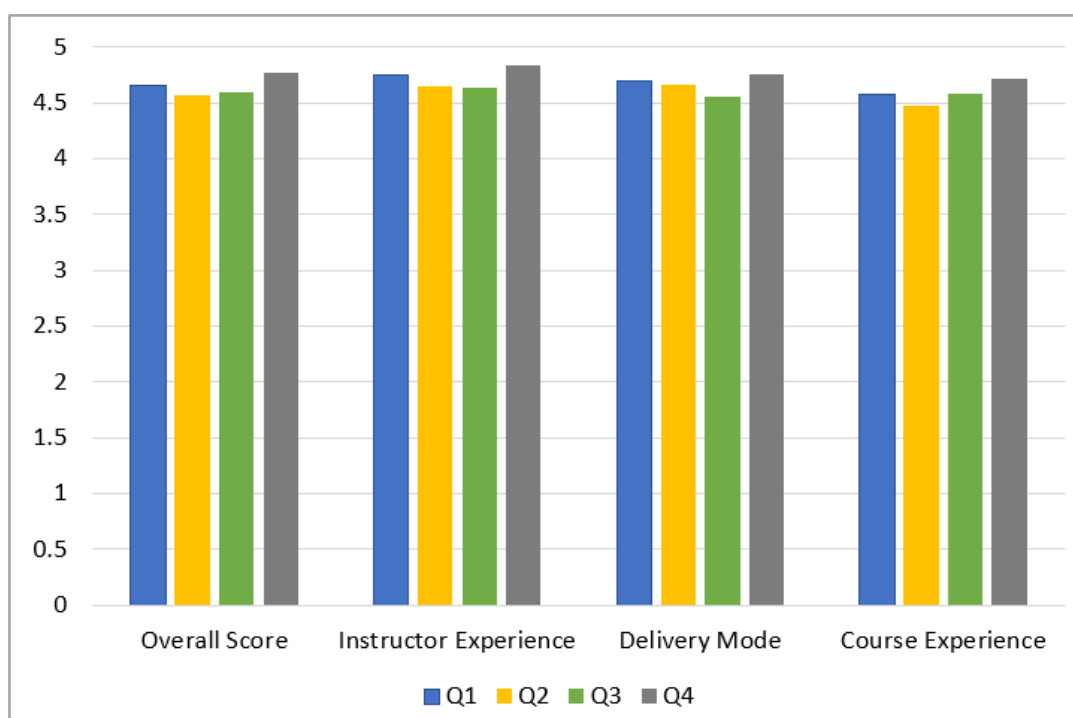
Satisfaction Rate

To ensure that we understand the students' experiences and needs well, we conduct a survey annually to measure the overall satisfaction level of students. The results show that the overall satisfaction rate of students is approximately 80%. The satisfaction levels for our communication efforts (89%), staff helpfulness (95%), and willingness to hear students' concerns (84%) have improved since the last survey. These results reflect the continued efforts of our faculty and staff to create a supportive and responsive learning environment. They also provide valuable feedback that guides us in making targeted improvements to enhance the student experience further.

Positive Trends

80%	Student Satisfaction
89%	Student Communications
95%	Staff Helpfulness
84%	Willingness to Listen

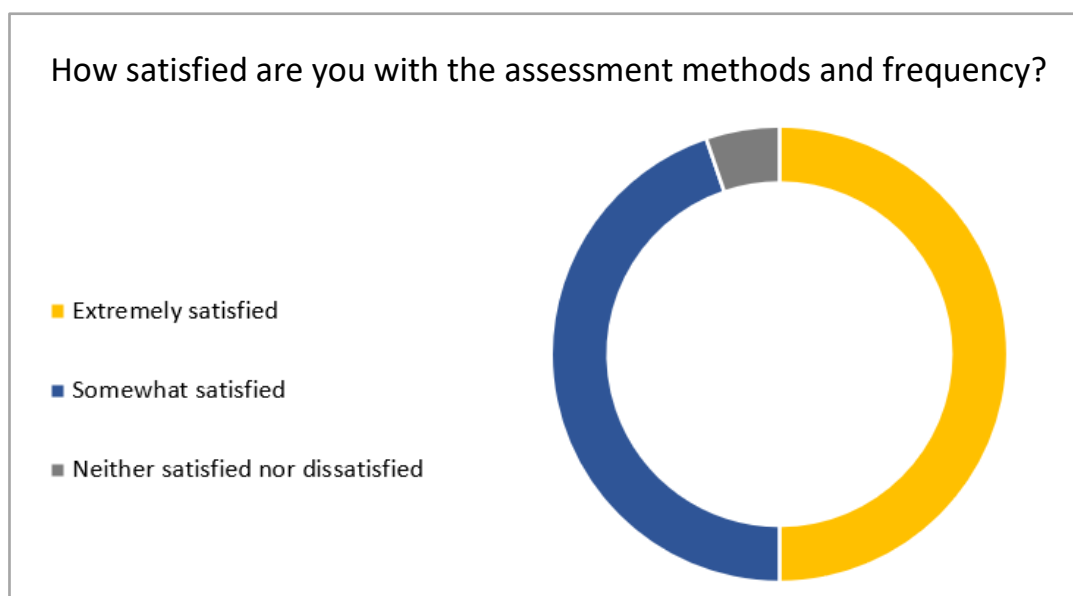
The students' satisfaction with the courses and instructors continues to be at a high level. Below are the satisfaction scores (out of 5) from the End of Course survey across all degree programs.



End of Course Module Evaluations 2024-2025 Academic Year

Student Assessment

The students demonstrated strong academic performance, with passing rates of 100% across all three degree programs (BSA, BSABA, and MBAA). 85% of students graduated with distinction, which we refer to as the quality of passes. Students' satisfaction with the assessment methods and their frequency may have contributed to their strong academic performance, as 91% of respondents in the survey indicated they were satisfied.

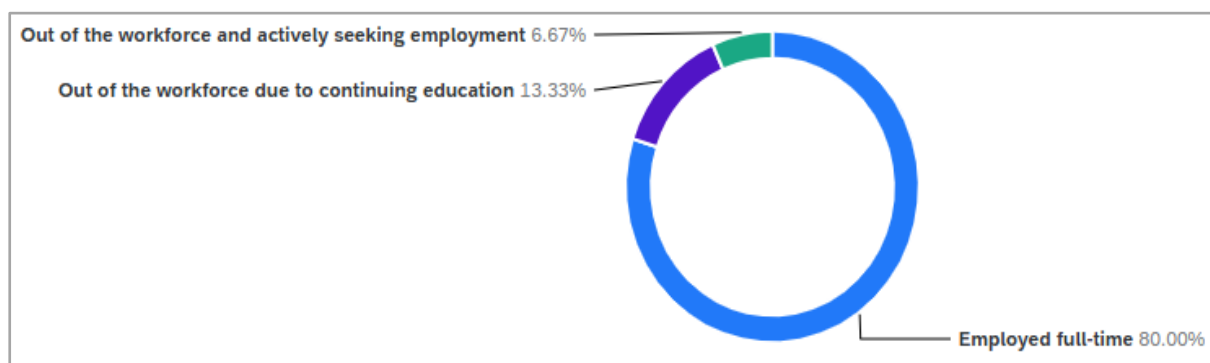


Data from the 2025 Student Satisfaction Survey

Graduate Outcomes

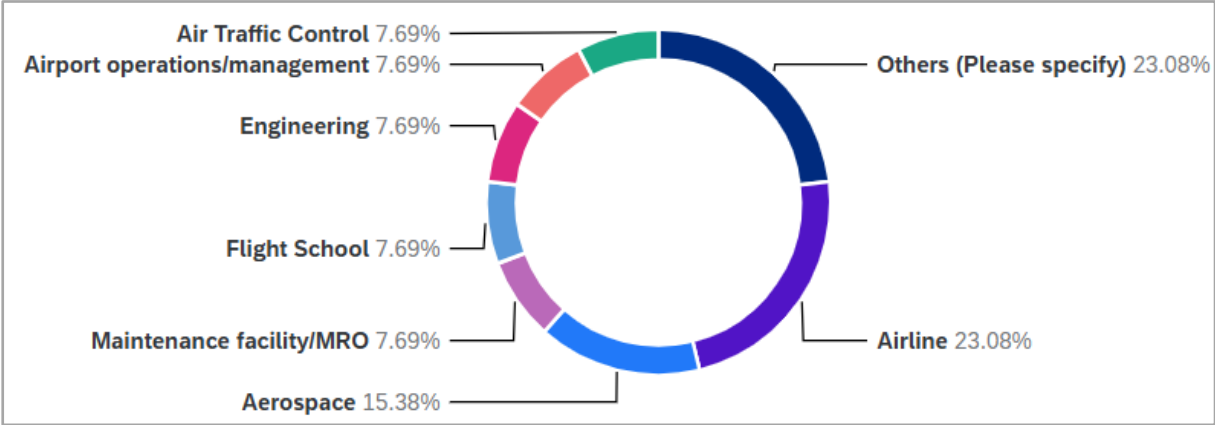
We survey students six months after their graduation to monitor their employment status and aspirations for further study. The latest survey results show that 80% of recent graduates are employed full-time, while 13.3% reported being temporarily out of the workforce due to continuing their education. Encouragingly, 100% of respondents indicated that they had either secured employment within six months of graduation or were already employed while studying at ERAU Asia.

These results affirm the strong career readiness of our graduates and demonstrate the market relevance of an ERAU education. Employers in the aviation and aerospace sectors continue to recognize the value of our graduates, both for their technical expertise and their ability to adapt to a fast-changing industry landscape.



Data from the Six-Month Graduate Survey: Employment Rate

All the recent graduates who participated in the survey reported that their job positions are related to aviation and/or aeronautics, affirming the relevance and industry alignment of our programs. The industries they work in reflect a truly diverse composition, as illustrated in the graph below, ranging from airlines and aerospace engineering firms to regulatory authorities and aviation services providers. This diversity demonstrates that ERAU Asia graduates are highly adaptable and competitive in multiple areas of the aviation sector.



Data from the Six-Month Graduate Survey: Sector/Role

The reported median gross monthly salary for recent graduates is SGD 3,800, slightly higher than the median salary reported by recent graduates of private education institutions in Singapore. Graduates have secured roles in a wide range of leading aviation and aerospace organizations, including Airbus, Airbus Asia Training Centre, Boeing, Pratt & Whitney, SATS, Scoot, SIAEC, Singapore Airlines, Singapore Space and Technology, SMRT, and ST Engineering. These outcomes not only reflect the substantial market value of an ERAU degree but also highlight the recognition of our programs among top industry employers.



Data from Six-Month Graduate Survey: Employer

As we continue to strengthen industry partnerships, internship placements, and career services support, these results provide strong evidence of ERAU Asia's impact in preparing students for success in both employment and further education.

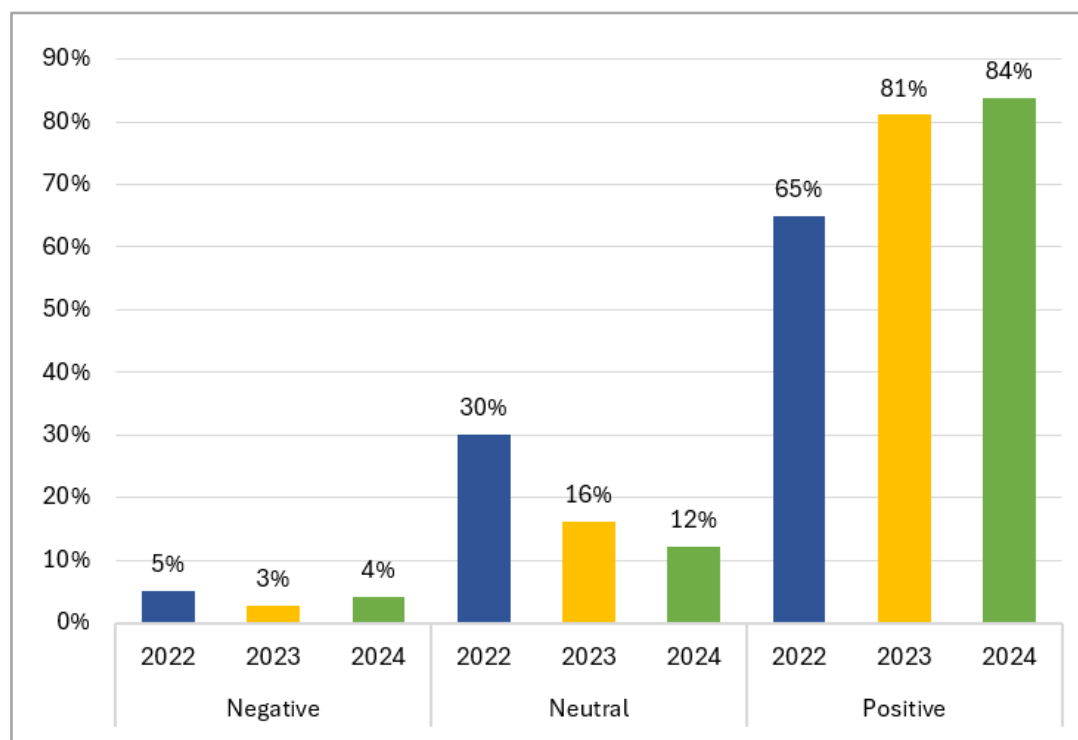
Staff Satisfaction

To ensure employees are well supported, the Staff Satisfaction Survey is conducted annually to understand areas of strength and opportunities for improvement. In 2024, the overall rating reached 84% favorable, 12% neutral, and only 4% negative. This marks a significant achievement, reflecting continued progress over the past three years—up from 65% positive in 2022 and 81% in 2023. The steady rise in satisfaction highlights the effectiveness of initiatives implemented to strengthen communication, collaboration, and staff well-being.

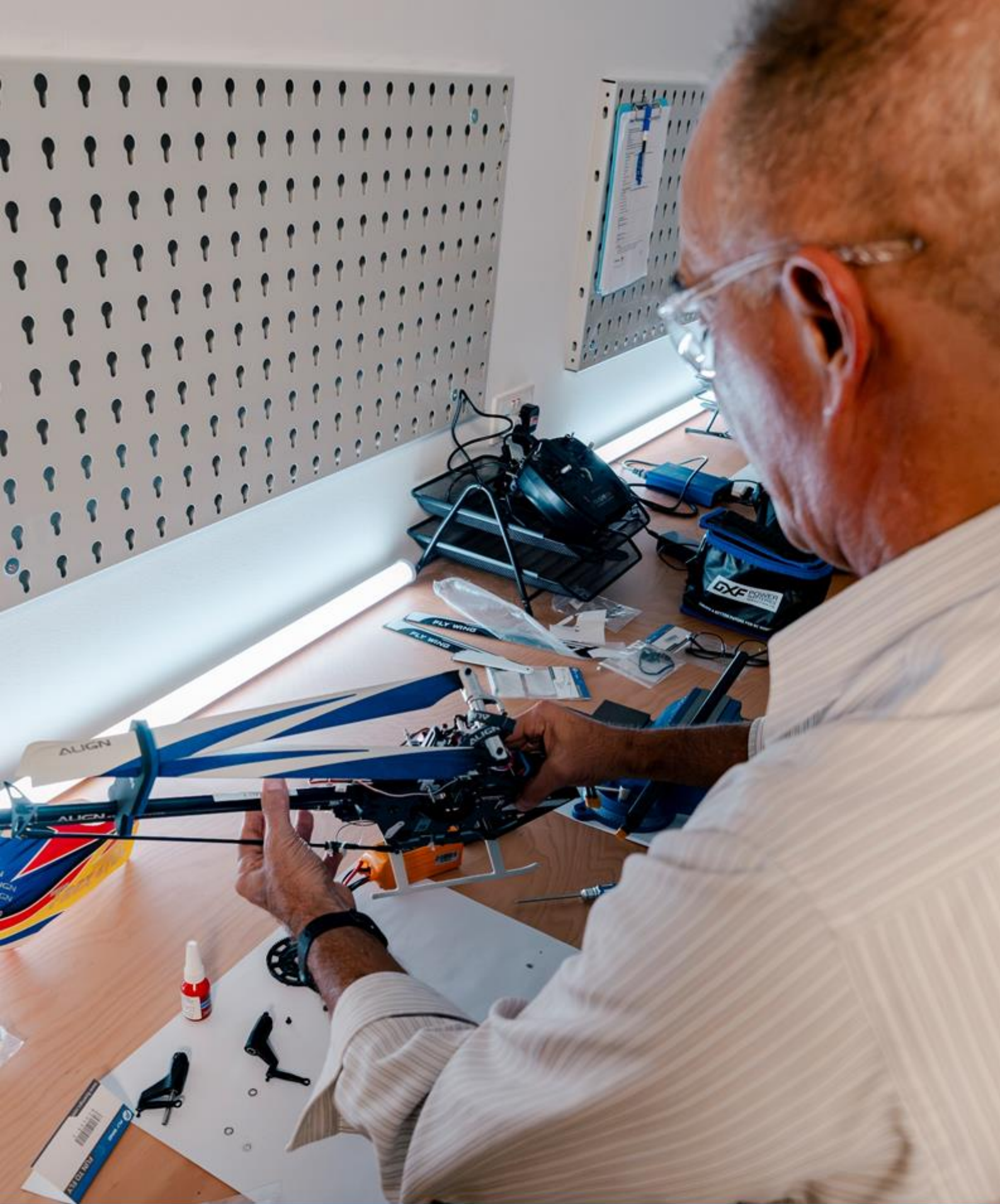
Notably, 87% of respondents indicated that they take pride in their work, demonstrating a strong sense of purpose and commitment among employees. This sense of pride and engagement is a direct outcome of the University's focus on creating a supportive workplace culture and recognizing the contributions of staff.

Throughout the past year, targeted efforts such as developmental training, knowledge-sharing sessions, and enhanced manager–staff dialogues have contributed to this positive shift. The progress seen in the 2024 results reflects not only improved satisfaction levels but also a growing alignment between staff aspirations and institutional goals.

These achievements underscore ERAU Asia's success in fostering a high-performing, motivated workforce. By building on this momentum, the University continues to position itself as an employer of choice within the higher education sector in Singapore.



Data from 2024 Staff Satisfaction Survey



Department of Flight

Uncrewed Aerial Systems Laboratory

Department of Flight — Year One in Review

The Department of Flight (DoF) concluded its first full year of operations, moving from concept to capability. Foundational processes were established to ensure safe and compliant flight activities, while a cutting-edge Flight Lab was designed and commissioned to support the delivery of hands-on courseware. Students are now able to progress from aircraft concepts to assembly, testing, and operations, while staff can perform light repairs that shorten turnaround times and model professional maintenance practices. The facility incorporates actively monitored battery storage and industrial-grade workbenches, ensuring that safety and compliance are built into daily operations.

Milestone Achievement: First CAAS UAPL Pilots Graduate

A defining achievement this year was the graduation of the campus's first pilots under the Civil Aviation Authority of Singapore (CAAS) Unmanned Aircraft Pilot License (UAPL) framework, followed by the delivery of a second round of training. The inaugural cohort brought together both current students and alumni, demonstrating the lifelong "Eagles for Life" ethos and strengthening mentorship across generations. Building on this momentum, the department is now program-ready to deliver the CAAS UAPL within UNSY 435, transitioning the course from a U.S. FAA Remote Pilot emphasis to complete alignment with Singapore's regulatory standards.



Department First Practical Exam Day

The Flight Lab: Designed for Learning, Built for Work



Uncrewed Aerial Systems Laboratory

The Flight Lab has become the hub for design-to-build learning. Students advance through design review, fabrication, systems integration, and functional checks, while staff conduct light maintenance to maintain operational readiness. The lab's safety architecture—including tool control, bench layout, and continuous battery monitoring—reinforces professional practice and compliance readiness. Equipment planning and procurement have ensured that tool chains, platforms, and logging practices are aligned with both training needs and regulatory requirements.

Growing the Fleet

To support higher training throughput and more diverse flight scenarios, the fleet expanded by seven aircraft with support from Worldwide Campus. Five Parrot Bebop platforms and two Yuneec aircraft were added, offering students exposure to different control laws, payload configurations, and maintenance practices. The expanded mix balances variety with parts and battery commonality, allowing for broader learning while ensuring operational efficiency.

Curriculum in Motion

As part of continuous improvement, the department strengthened its curriculum to better align with regulatory standards and enhance applied learning opportunities:

UNSY 435 – UAPL Aligned Delivery: UNSY 435 has been modernized from FAA Remote Pilot content to Singapore's CAAS standards, now serving as the campus's core UAPL license course.

UNSY 315 – New Hands-On Module: A new UNSY 315 module was introduced, bringing entire classes into structured live flight evolutions. Students rotate through roles during pre-flight, in-flight, and debriefing, practicing CAAS regulatory compliance for Visual Line of Sight (VLOS) operations. These sessions double as Human Factors laboratories, reinforcing decision-making, workload management, and communication under realistic conditions. The course now bridges theory and applied practice while laying the foundation for future research in human performance.



UNSY 315 VLOS Module, April 2025, Singapore

Applied Learning and Field-Based Training

The "Taking it to the Streets" initiative formalized field-based learning at approved training areas, giving students authentic opportunities to plan, brief, fly, and debrief outside the classroom. These mobile labs emphasize site assessment, stakeholder engagement, and public-space professionalism, embedding a safety culture that mirrors real-world aviation operations.

Safety and Professionalism

Safety remains the core of the department's practice. Training and operations are aligned with recognized aviation pathways, including staged UABT/UAPL delivery and completion of the sUAS Minor. Fleet selection prioritizes systems that support required data logging and examination standards, while program documentation reinforces disciplined record keeping and maintenance tracking. Students also participated in the CAAS Safety Series on accident investigation and reporting, broadening their appreciation of regulatory expectations and the implications of safety management. Faculty emphasize a culture of accountability, ensuring students develop both the technical proficiency and professional judgment essential to safe operations.



ERAU Flight Examiner and Student Pilot

Looking Ahead

With the Flight Lab commissioned, the training pipeline validated, and the first UAPL pilots graduated, future priorities include:



- **Scaling license throughput** – increasing seat capacity, standardizing check profiles, and expanding examiner coordination.
- **Deepening UNSY 315/435 integration** – linking Human Factors data from UNSY 315 scenarios to UNSY 435 performance rubrics and reflections.
- **Data-driven fleet management** – applying flight logs and usage analytics to spares planning, refresh cycles, and battery life-cycle management.
- **Strengthening industry touchpoints** – extending CAAS engagement and partner demonstrations to illustrate the continuum from training to operations.'

Why It Matters

In aviation, capability is built where process, precision, and practice converge. In its inaugural year, the Department of Flight established a culture where students design, build, operate, and maintain real systems with professional rigor. Looking ahead, the department will continue to grow programs and partnerships that prepare graduates who are not only knowledgeable but license-ready and flight-ready.

By linking training milestones directly to regulatory standards and operational practice, students graduate with competencies that mirror industry expectations. The combination of structured lab environments, validated licensing pathways, and live operational scenarios ensures graduates can transition seamlessly from classroom to cockpit. At the same time, strengthened partnerships with regulators and industry demonstrate the University's role as a trusted contributor to Singapore's growing unmanned aviation ecosystem.



UAS Training Flight, July 2025, Singapore

Ultimately, Year Two will be about scale and impact—moving beyond proof of concept to sustained delivery, while positioning the department as a model of applied learning and industry alignment in aviation education.



Professional Education & Training

Embry-Riddle Asia's Professional Education & Training (PET) offerings continue to expand as a vital bridge between academic excellence and industry demand. Through responsive program design, strategic industry partnerships, and innovative delivery platforms, PET has achieved record growth while reinforcing the university's reputation as a leader in aviation and aerospace education across the Asia-Pacific region. Professional Education & Training continues to serve as the cornerstone of Embry-Riddle's strategy to advance industry relevance and institutional impact. With strong enrollment growth, robust new offerings, and upcoming technological enhancements, the PET portfolio is well-positioned to sustain momentum and deliver value to both learners and the aviation community in the years ahead.

Expanding Course Offerings

In line with our strategy to upskill and retrain professionals in a rapidly evolving industry, PET prioritized developing new and relevant courses aligned with emerging trends. Engagement with industry advisory boards, sector partners, and global Embry-Riddle initiatives guided the identification of critical skill gaps.

- Five new courses were developed in the 2024–2025 academic year, including the conversion of one face-to-face offering to EagleVision for greater accessibility.
- Each new course was supported with updated Enrole pages and standardized Canvas templates, ensuring consistency in branding, pedagogy, and learner experience.

- Aircraft/Aviation Finance and Leasing
- Airline Pilot Preparation
- Airport Security
- Aviation Project Management
- Airport Wildlife Management (ICAO)

These additions reflect ERAU Asia's commitment to providing flexible, industry-driven learning pathways that enhance employability and support workforce transformation.

Strong Enrollment Growth, Shifting Demand

While registrations for flagship programs such as Aviation Cybersecurity have softened, the demand for new education programs has exceeded expectations, highlighting both the relevance of our curriculum and the success of our promotional strategies.

- 276 course registrations were recorded in the 2024–2025 academic year, representing a 20% year-on-year increase and achieving 119% of the annual target.
- The Graduate Certificate in Aviation accounted for the majority of enrollments (196), while specialized programs such as the Global Aviation Professional Program and ICAO-endorsed short courses also contributed significantly after a longer-than-expected rollout from their launch in 2024.



Airport Wildlife Management Class, Nov 2024, Singapore

This outcome demonstrates the effectiveness of a multi-pronged enrollment strategy that emphasized B2B promotion, competitive pricing, referral networks, and expanded partnerships with agents and training providers.

Process and Systems Improvements

Operational efficiency remains a critical enabler of PET growth. Over the past year, attention has been given to refining the registration and payment processes and enhancing the management of leads and prospects.



Airport Wildlife Operations, November 2024, Singapore

- Interim system changes streamlined data handling, though challenges persist due to the varied nature of payment structures (25% company-sponsored, 50% collected by partners, and the remainder managed through direct payments).
- A cross-campus IT Project to build an instance in the university's Salesforce CRM system was started in 2024 and concluded in June 2025.
- PET landing pages were introduced in August 2024 and January 2025 to improve visibility and user experience.

These measures are expected to significantly enhance efficiency, improve communication with prospects, and strengthen long-term engagement with learners and corporate clients.

Industry Engagement and Partnerships

A defining strength of PET is its strong integration with industry. Advisory board feedback, corporate partnerships, and regulatory engagement ensure that our programs remain responsive to evolving workforce needs. Notably:

- Collaboration with the multi-campus university professional education teams ensures alignment with worldwide best practices.
- Local partnerships have informed the customization of content for Asia-Pacific markets, with attention to regulatory frameworks, regional demand, and cultural context.
- Expanded B2B marketing has positioned ERAU Asia as a trusted training provider for both multinational corporations and government stakeholders.



Airport Wildlife Operations, May 2025, Kang Keng, Cambodia

Conclusion

Professional Education & Training has emerged as a cornerstone of ERAU Asia's strategy to advance industry relevance and institutional impact. With strong enrollment growth, robust new offerings, and upcoming technological enhancements, the PET portfolio is well-positioned to sustain momentum and deliver value to both learners and the aviation community in the years ahead.



Quality Assurance & Continuous Improvement

Our Approach to Quality Assurance and Continuous Improvement

ERAU Asia upholds its commitment to world-class education through a rigorous system of Quality Assurance (QA) and Continuous Improvement, ensuring that academic delivery, student services, and operations consistently meet and exceed the expectations of students, industry, and regulators.

Compliance is the baseline,
but excellence is the goal.

Our QA framework emphasizes governance, transparency, and accountability across the student journey:

- **Admissions:** Clear, ethical processes and pre-course counselling set accurate expectations.
- **Academic Delivery:** Instruction is benchmarked against internal standards and the global ERAU network.
- **Student Support:** Career guidance, services, and administration are integrated to foster success.
- **Reviews & Audits:** Internal and external reviews ensure practices remain effective and continually improve.



Feedback from surveys, town halls, faculty, industry boards, and partners is systematically analyzed and embedded into planning. This drives investment in:

- Faculty and staff development
- Digital tools to enhance learning and efficiency
- Curriculum alignment with evolving industry needs

By embedding a cycle of planning, action, monitoring, and review, ERAU Asia not only keeps pace with change but anticipates it — reaffirming our mission to deliver academic excellence, operational effectiveness, and transformative student success.



Sustainability

September 2024 Beach Cleaning

In its first full year of operations at the new Seletar Aerospace Park campus, Embry-Riddle Asia has launched a comprehensive review of sustainability performance across three critical resource areas: electricity, water, and operational consumables. This initiative underscores the campuses' commitment to environmental stewardship, operational efficiency, and data-informed decision-making. The review also sets a foundation for long-term tracking of performance trends, ensuring that improvements can be measured and sustained over time. By embedding sustainability as a core operational priority, the campus aims to serve as a model for other institutions navigating similar challenges in resource-intensive environments.

Energy Efficiency



Electricity use is the most significant driver of environmental impact and operating costs for higher education facilities, especially in climate-controlled environments like Singapore. To manage usage, the campus benchmarks performance against industry standards with Energy Use Intensity (EUI) metrics, providing insights and opportunities to improve efficiency and cut its carbon footprint.

Water Stewardship



Water is recognized as a vital and increasingly scarce resource. The study emphasizes efficient water management to align with national sustainability priorities, achieve long-term cost savings, and strengthen institutional resilience. Practical measures such as low-flow fixtures and awareness campaigns are being considered to reduce demand further and promote conservation across campus.

Responsible Use of Consumables



Operational consumables—such as paper, toner, and other office supplies—are also being reviewed. While often overlooked, monitoring their use provides essential insight into procurement practices, behavioral sustainability, and opportunities to reduce waste and foster a culture of responsible consumption. The initiative also encourages a digital-first mindset, helping staff and students transition toward paperless practices where feasible.

Together, these three focus areas form the foundation of Embry-Riddle Asia's long-term sustainability strategy. Preliminary findings and early interventions will inform recommendations in the coming year, ensuring the campus continues to align its operations with best practices in environmental responsibility. By taking a holistic and data-driven approach, the campus can strengthen resilience against rising operational costs and evolving regulatory expectations. Ultimately, these efforts reflect Embry-Riddle Asia's broader mission to prepare graduates and stakeholders for a future where sustainability and innovation are inextricably linked.



Air 7 Asia Urban Farming on Level 1

Electricity

Energy efficiency is a key component of sustainable campus operations, and benchmarking energy performance is essential for identifying opportunities for improvement. In Singapore, Energy Use Intensity (EUI) is the standard metric used to assess building energy performance. It is expressed in kilowatt-hours per square meter per year (kWh/m²·yr) and allows for performance comparisons across different building types and sectors.

National Benchmarks for Educational Institutions

According to the Building and Construction Authority (BCA) Building Energy Benchmarking Report 2023, the average EUI values for non-commercial educational institutions in Singapore are as follows:

- Universities: 187 kWh/m² yr
- Polytechnics/ITE Campuses: 95 kWh/m² yr
- Private Colleges/Schools: 98 kWh/m² yr

These benchmarks reflect differences in operational demands, building design, and equipment load profiles across institution types.

Building Type	Building Function	No. of Buildings (in 2022)	Average EUI (kWh/m ² ·yr)
Healthcare Facilities	Hospitals	14	357
	Specialist Clinics	9	371
	Polyclinics/ Private Clinics	7	164
	Community Hospitals/ Nursing Homes	41	110
Educational Institutions	Universities	12	187
	Polytechnics/ ITE Campuses	10	95
	Private Colleges/ Private Schools	18	98
Civic, Community and Cultural Institutions	Civic Institutions	12	218
	Community Institutions	36	93
	Cultural Institutions	6	162
Sports and Recreation Centres	Sports Complexes	10	155
	Recreation Centres	47	141

Building Energy Benchmarks for Non-Commercial Buildings, BCA, 2023.

ERAU Asia Energy Performance

A preliminary analysis of energy consumption at the Asia campus was conducted using 12 months of utility data. The findings are summarized below:

- Total Annualized Energy Consumption (12 months): 152,626.16 kWh
- Facility Area: 1,718.7 m²
- Estimated Energy Use Intensity (EUI): 88.80 kWh/m²

$$\frac{152,626.16 \text{ kWh}}{1,718.7 \text{ m}^2} \approx 88.80 \text{ kWh/m}^2 \cdot \text{yr}$$

ERAU Asia remains ahead of national benchmarks for comparable educational facilities. Compared to published averages, its EUI is approximately:

- 9.5% lower than the BCA benchmark for private colleges/schools
- 6.7% lower than the BCA benchmark for polytechnics/ITE campuses
- 52.6% lower than the BCA benchmark for universities

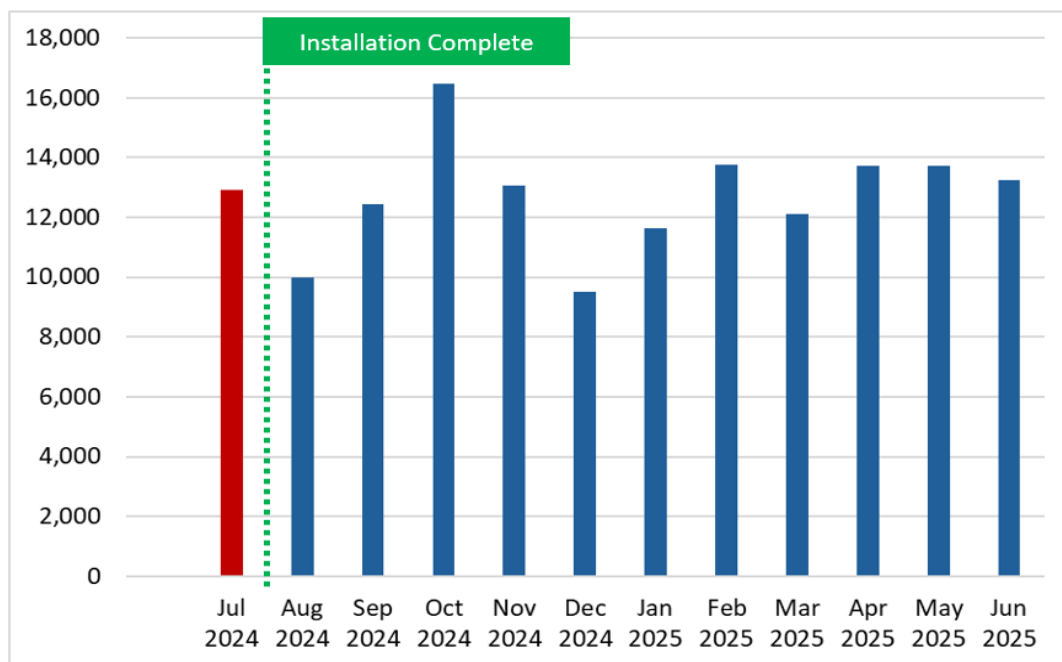
Period	Period Month	Period Dates		Usage kWh			MoM % Change
		From	To	Level 2	Level 3	Total	
Fiscal Year 2025	Jul 2024	4 Jul 2024	5 Aug 2024	3,562	9,371	12,932	No Comp Data
	Aug 2024	6 Aug 2024	3 Sep 2024	3,562	6,410	9,972	🟢 Down 23%
	Sep 2024	4 Sep 2024	2 Oct 2024	7,287	5,169	12,456	🟡 Up 25%
	Oct 2024	3 Oct 2024	1 Nov 2024	9,287	7,169	16,456	🟡 Up 32%
	Nov 2024	2 Nov 2024	2 Dec 2024	7,232	5,852	13,083	🟢 Down 20%
	Dec 2024	3 Dec 2024	2 Jan 2025	5,061	4,435	9,496	🟢 Down 27%
	Jan 2025	3 Jan 2025	2 Feb 2025	5,996	5,648	11,645	🟡 Up 23%
	Feb 2025	3 Feb 2025	2 Mar 2025	7,606	6,146	13,752	🟡 Up 18%
	Mar 2025	3 Mar 2025	2 Apr 2025	6,774	5,341	12,116	🟢 Down 12%
	Apr 2025	3 Apr 2025	2 May 2025	8,180	5,551	13,730	🟡 Up 13%
	May 2025	3 May 2025	2 Jun 2025	7,871	5,852	13,723	🟢 Down 0%
	Jun 2025	3 Jun 2025	2 Jul 2025	7,125	6,140	13,265	🟢 Down 3%

Asia Campus electricity consumption from July 2024 through June 2025

Installation of IoT Climate Control Devices

In July 2024, a capital investment of SGD 6,000 was made to install IoT climate control devices across 54 of the 57 fan coil unit (FCU) systems on campus. The installation was completed in stages throughout the same month, aiming to improve temperature regulation and enhance energy efficiency through intelligent, automated control.

The impact of this initiative was immediately evident in the energy usage data. The basis for this is Level 3, which operated for most of July without the devices in place, only having all 31 installed by July 27. During this period of partial implementation, energy usage experienced its highest on record at 9,371 kWh, compared to the average across the remaining months of 5,745 kWh. This represents a 39% reduction in energy usage.



Preliminary impact of investment in energy-saving equipment

While it is difficult to draw too many conclusions from such a small dataset, it does suggest that without the investment, energy consumption would have been at the same or higher levels moving forward, particularly as level 2 became operational in October. These results demonstrate the effectiveness of intelligent climate control in reducing cooling-related energy loads, which form a significant component of total electricity usage in tropical climates like Singapore.

Water

Water is a critical resource in sustainable campus operations, and this study provides a first look at the campus's water usage one year after the new campus opened. By establishing a baseline and comparing it to national benchmarks, the campus aims to identify opportunities for conservation and improved efficiency. This section complements the energy and consumables analyses to support a more holistic approach to sustainability.

National Benchmarks for Educational Institutions

According to the Sectoral Water Efficiency Benchmark set by PUB, Singapore's National Water Agency, the median value for schools is:

- Primary Schools: 10.5L /pax/day
- Secondary Schools: 12.2L /pax/day
- Junior Colleges: 12.7L /pax/day

ERAU Water Usage

A preliminary analysis of water consumption at the Asia campus was conducted using 12 months of utility data. The findings are summarized below:

- Total Annualized Water Consumption (12 months): 340 m³
- Facility Area: 1,718.7 m²
- Estimated Water Use Intensity (WUI): 0.20 m³/m²
- Estimated Per-Capita Daily Use: 6.2 L/pax/day (based on 150 pax average)

$$\text{WUI} = \frac{340 \text{ m}^3/\text{yr}}{1,718.7 \text{ m}^2} \approx \mathbf{0.1978 \text{ m}^3/\text{m}^2/\text{yr}} \ (\approx \mathbf{0.20})$$

ERAU Asia demonstrates strong water efficiency compared to national reference benchmarks for schools (expressed in L/pax/day):

- 40.9% lower than the Primary School benchmark (10.5 L/pax/day)
- 49.1% lower than the Secondary School benchmark (12.2 L/pax/day)
- 51.1% lower than the Junior College benchmark (12.7 L/pax/day)

Consumables

ERAU Asia is systematically reviewing high-use consumables to improve both cost efficiency and sustainability. By conducting trials and durability testing of items such as tissues, disinfectants, cleaning products, and office supplies, the campus can track consumption patterns and optimize procurement cycles. While easily overlooked, these everyday resources play a critical role in maintaining a safe, clean, and welcoming campus environment.



Our People

New Campus Grand Opening, February 2025

Human Resources

This year, the Human Resources (HR) Office focused on strengthening professional development, enhancing workplace policies, and improving employee engagement, with several tangible accomplishments achieved.

To foster a culture of continuous learning, individual learning plans were introduced for all staff, providing a structured way to identify and track training needs throughout the year. Employees also benefited from a wide variety of development opportunities, including workshops, self-paced courses, and the launch of Power Hour—a new quarterly knowledge-sharing initiative. Rotated among teams, these sessions covered practical topics such as Microsoft OneDrive and SharePoint, Excel productivity techniques, and future-oriented themes like strategic foresight. Feedback from staff highlighted the sessions' value in promoting cross-team collaboration and enhancing presentation skills.



Futures Thinking Workshop, May 2025, Singapore

Workplace policies were significantly enhanced to attract and retain talent while ensuring alignment with national guidelines. Flexible work arrangements were formally introduced under the Tripartite framework, staggered working hours were extended, and a compressed workweek option was implemented. Leave and off-in-lieu policies were also improved to reflect better employee needs.



A significant accomplishment during the year was the review and adjustment of adjunct faculty pay rates, aligning them with those of ERAU's residential campuses and the broader Singapore higher education market. This change ensures the university remains competitive and continues to attract qualified instructors. Student employee roles were also restructured to increase their involvement in administrative functions, improving operational efficiency while giving students meaningful work experience.

Employee engagement was strengthened through social and learning activities, enabled by expanded campus facilities. These opportunities reinforced workplace culture and strengthened community ties across faculty and staff. Collectively, these initiatives demonstrate HR's accomplishments in advancing professional growth, ensuring flexibility and fairness, and fostering a more engaged workforce.



Halloween, October 2024, Singapore

Administration

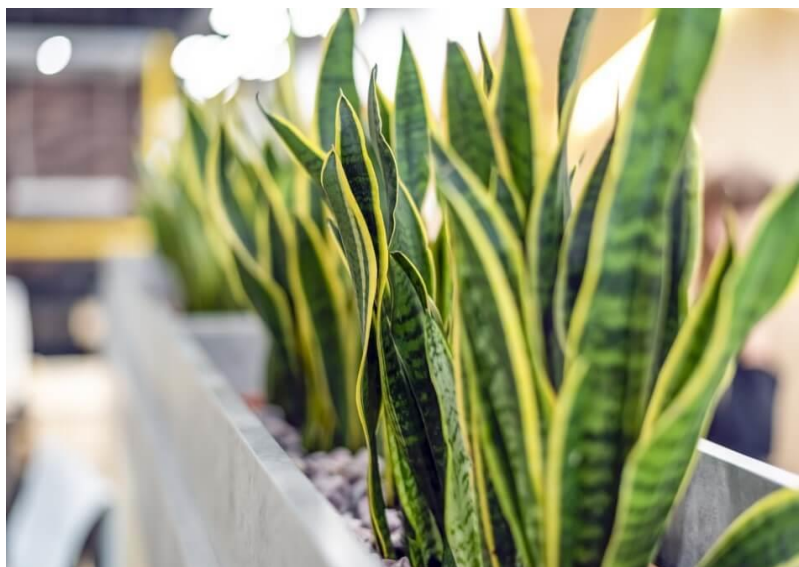
The Administration Department achieved significant milestones during 2024–2025 as it managed the university's transition into its expanded 14,000-square-foot campus at Seletar Aerospace Park. This move from a 3,700-square-foot facility represented a major operational shift and required the department to implement new systems, processes, and services to support a larger, more complex campus.

One of the most visible accomplishments was the successful scaling of facilities management. The team coordinated new full-time cleaning services, implemented systems to manage increased demands for teaching materials, and oversaw maintenance of lighting, air conditioning, and other infrastructure across the two-level facility. Even the growth in restroom facilities—from one to more than ten cubicles—was managed smoothly, ensuring high standards of hygiene and usability.



Air Conditioning FCU Preventative Maintenance

Asset management was another central area of achievement. With the expansion came a large influx of new equipment, technology, and furniture. The Administration Department introduced systematic processes for tracking and maintaining these assets, ensuring they remain in good condition to support teaching and learning. The introduction of greenery across the campus also enhanced aesthetics and indoor air quality, with the department successfully integrating plant care into its regular operations.



Expanding Greenery in Office, Classroom and Student Lounge Spaces

Beyond these visible changes, administration played a critical behind-the-scenes role in ensuring continuity and efficiency. By anticipating operational needs and deploying resources effectively, the department enabled faculty, staff, and students to transition seamlessly into the new facility. These accomplishments reflect the department's ability to adapt to significant growth while maintaining ERAU Asia's high standards of safety, efficiency, and service.



Financial Performance

Fiscal Year 2025 Unaudited Financial Performance

In FY25, the campus demonstrated resilience and focus, achieving steady progress in the transition to ERAU Asia Institute (ERAU-AI), while navigating revenue headwinds and continuing to strengthen financial discipline. Although consolidated revenue held broadly steady year-over-year, the campus delivered a significant narrowing of its operating deficit, driven by cost containment, enrollment momentum, and more stable operations post-transition.

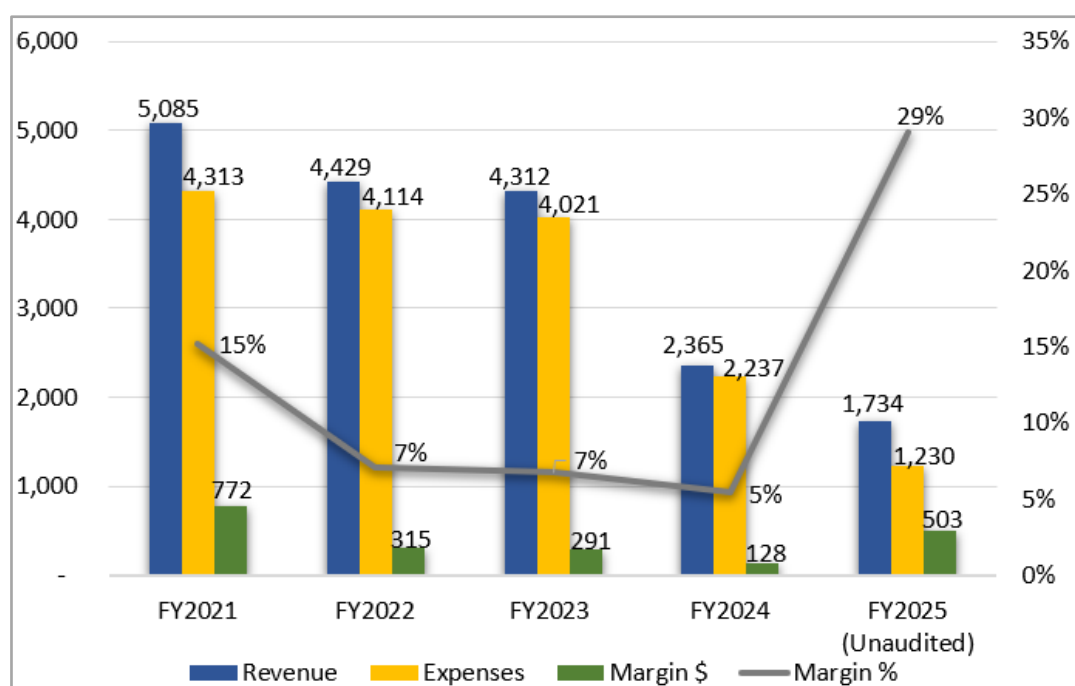
ERAU Asia, Ltd.

The transition to ERAU Asia Institute progressed steadily, with the majority of ERCI students successfully onboarded. This shift reflects our long-term vision to strengthen institutional alignment, enhance regulatory compliance, and reinforce the quality of academic delivery in Singapore.

In FY2025 (unaudited), total revenue was SGD 1.73 million, supported by solid growth in core programs. Notably, revenue from Asia Online and Singapore Aviation Academy increased by a combined SGD 593,000 year-over-year, highlighting strong enrolment and program momentum.

Expenses before tax in FY2025 were SGD 1.23 million, representing a leaner cost structure following the elimination of ERCI partner-related fees and the reallocation of management costs during the prior year's transition. This disciplined expense base translated into a margin of SGD 503,000, or 29%—the highest margin percentage achieved in the past five years.

While revenues have trended downward since FY2021 as part of the restructuring process, FY2025 results signal a turning point: the entity is now operating with greater efficiency, improved financial resilience, and stronger capacity to reinvest in academic quality and growth.



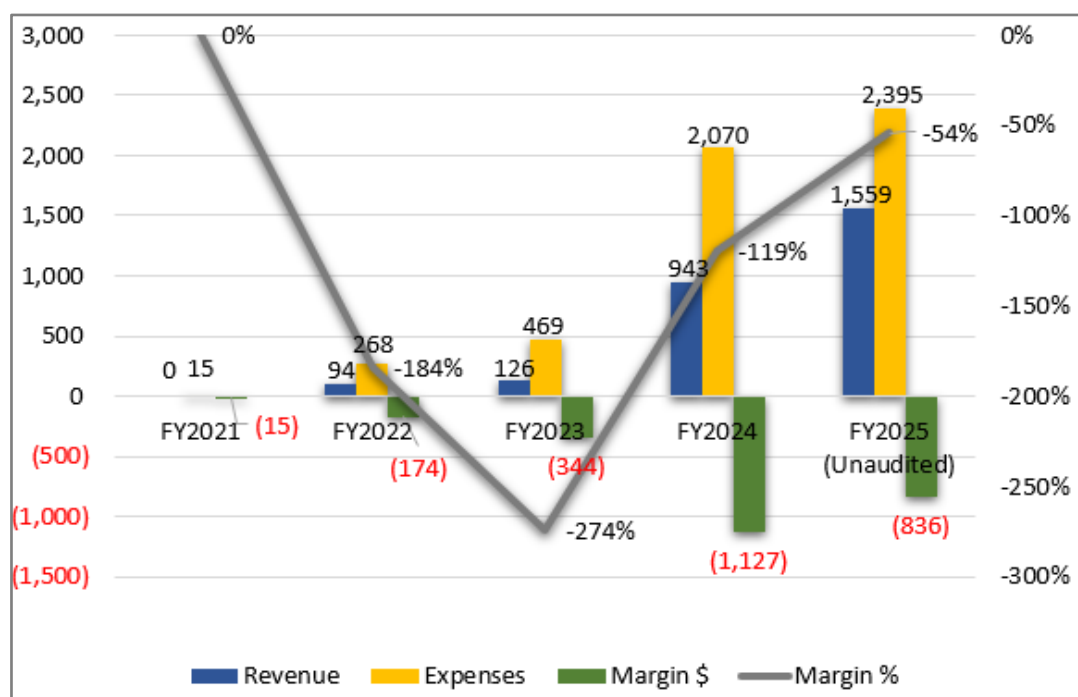
ERAU Asia Financial Performance ('000 SGD)

ERAU Asia Institute, Ltd.

In FY2025 (unaudited), ERAU Asia Institute recorded revenue of SGD 1.60 million, a 65% increase over FY2024. This growth reflects both the continued onboarding of ERCI students and sustained enrolment momentum in core programs. However, revenue remained below budget due to post-COVID graduation cycles, slower conversion in some markets, and increased competition in Singapore's aviation and aerospace education landscape.

Expenses rose to SGD 2.40 million, largely due to the full-year impact of management fee recharges from ERAU Asia Ltd. under the revised allocation methodology introduced in FY2024. Even with these higher costs, the Institute's deficit narrowed to SGD 836,000—an improvement from the SGD 1.13 million shortfall in FY2024.

Although margins remain negative, the trajectory is encouraging: revenues are scaling faster than expenses, the gap between income and costs continues to close, and financial losses are narrowing year-over-year. Compared with the early transition period (FY2021–FY2023), when revenue was negligible and losses steep, FY2025 marks a pivotal step toward long-term financial sustainability.

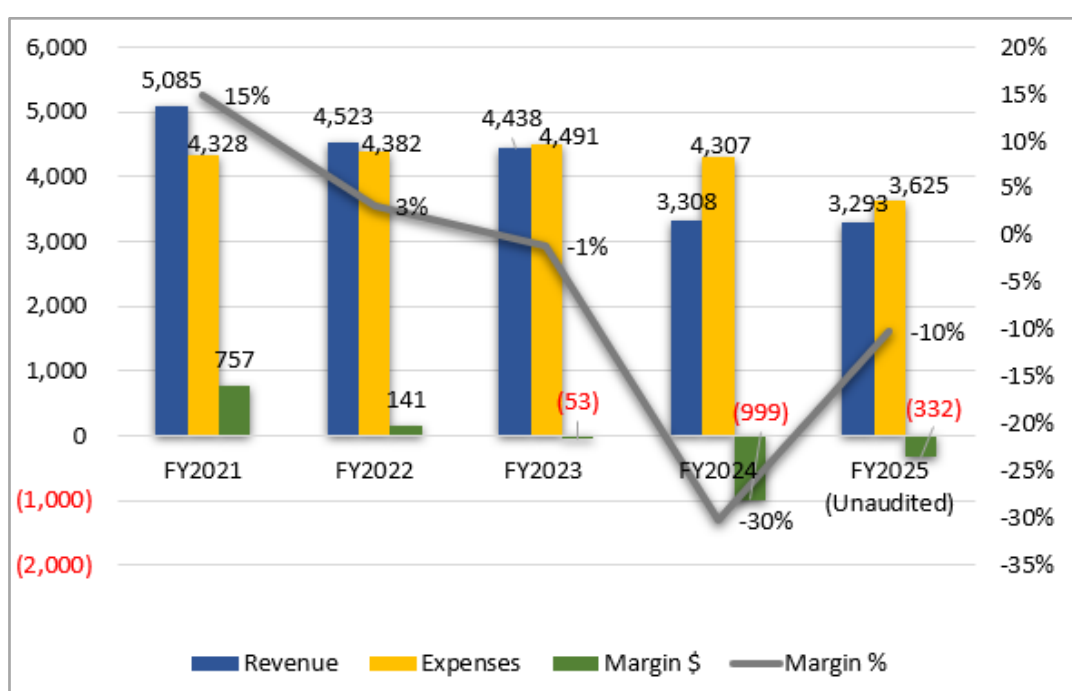


ERAU Asia Institute Financial Performance ('000 SGD)

Consolidated Performance

At the consolidated level, the campus recorded revenue of SGD 3.29 million in FY2025 (unaudited), broadly consistent with FY2024 despite the continued wind-down of ERCI programs. Importantly, expenses fell sharply to SGD 3.63 million, a reduction of nearly SGD 700,000 year-over-year, reflecting lower staffing costs from deferred hiring, reduced travel and recruitment expenses, and prudent management of operating budgets.

As a result, the consolidated net deficit before tax narrowed significantly—from nearly SGD 1.0 million in FY2024 to just SGD 332,000 in FY2025. This swing of more than SGD 650,000 underscores the effectiveness of disciplined cost control and improved operational stability. While the margin remained negative at -10%, FY2025 clearly signals momentum toward breakeven. With revenue stabilizing, expense discipline embedded, and student enrolment gaining strength—including the strongest international intake to date—the campus is positioned to move toward surplus in the coming years.



Consolidated Financial Performance ('000 SGD)

Intercompany Debt

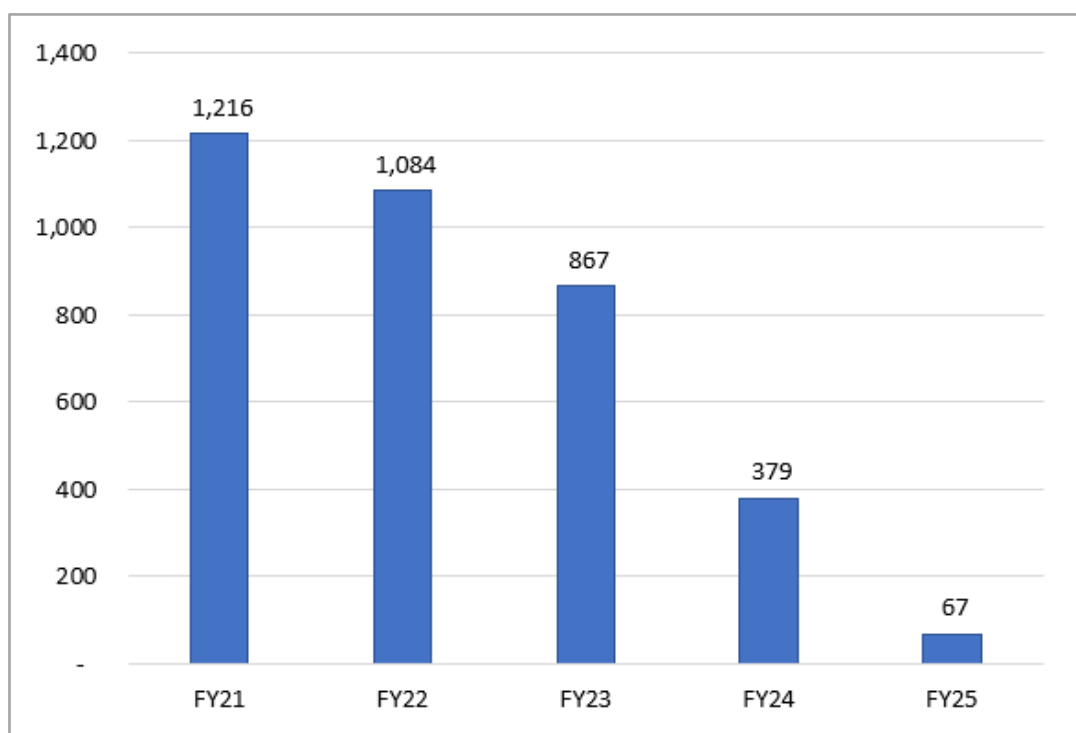
As of 30 June 2025, the intercompany balance for ERAU Asia remained modest, with ERAU Inc. owing approximately SGD 13,000. To support the new campus expansion and reinforce the Institute's long-term growth trajectory, ERAU Inc. provided a loan injection of SGD 1.91 million into ERAU Asia Institute during the year. In line with the loan agreement, the first repayment on this facility is scheduled to commence in October 2025, reflecting both confidence in future performance and a structured path toward repayment.

ERC Institute Partner Fee

The transition to ERAU Asia Institute (ERAU-AI) has been a strategically phased process aimed at reducing reliance on external partners and creating a more sustainable financial model. This began with the first ERAU-AI cohort in January 2022, the second in July 2023, and the award of a four-year EduTrust certification that same year. From July 2023 onward, all new students were enrolled directly at ERAU-AI, and in October 2023, more than 200 students from a partner institution were offered the option to transfer, with 85% electing to do so. These milestones progressively reduced dependency on the partner and consolidated operations under ERAU-AI.

The financial impact has been substantial. Partner-related fees, which averaged SGD 1.3 million annually between FY2018 and FY2022, declined from SGD 1.216 million in FY2021 to just SGD 67,000 in FY2025. This near-elimination of fees reflects not only the completion of the partner teach-out but also ERAU-AI's independence and efficiency.

Beyond cost savings, this shift has transformed the Institute's financial profile. What was once a recurring and heavy expense burden has now been largely removed, strengthening the balance sheet and freeing resources for reinvestment in academic quality, student services, and long-term growth priorities. This marks a decisive step in ERAU-AI's evolution, positioning the Institute for greater autonomy, resilience, and control over its future.

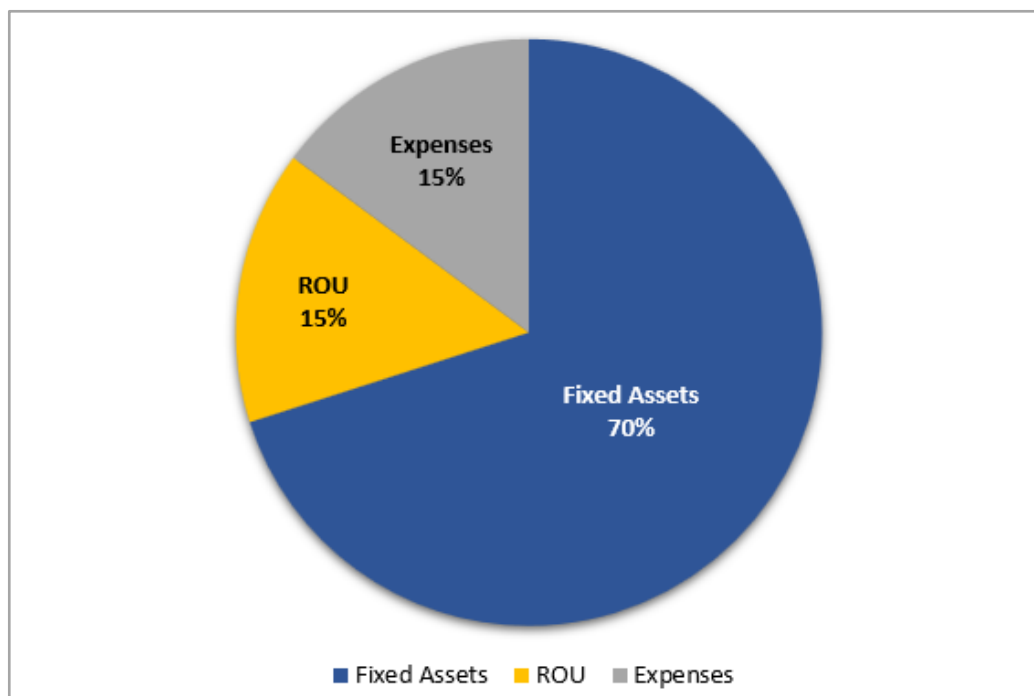


ERC Institute Partner Fee ('000 SGD)

ERAU Asia Institute GST Registration

In FY2025, ERAU Asia Institute became a GST-registered entity, effective 16 November 2024. GST implementation was completed smoothly across systems, with tuition fees becoming GST-applicable beginning with the January 2025 term.

As part of the registration process, the Institute successfully recovered SGD 154,000 in pre-registration GST on qualifying invoices issued within the six months prior to registration. Of this amount, 70% relates to fixed assets, 15% to right-of-use (ROU) assets, and 15% to operating expenses. The recovery reflects sound financial planning and diligent compliance management. Beyond the immediate cash benefit, it reduced the upfront cost of transition into GST and improved overall cost efficiency. The successful registration and recovery process strengthens cash flow at a critical stage of growth while reinforcing prudent stewardship of institutional funds.



Pre-GST Registration Claim



Thank you & Closing

As we conclude this annual report, we extend our heartfelt gratitude to all who have contributed to Embry-Riddle Asia's transformative journey. The dedication and passion of our students, faculty, staff, alumni, and industry partners have been instrumental in our continued growth and success. We are immensely proud of the milestones achieved during the 2024-2025 academic year, and we look forward to a future filled with even more incredible accomplishments.

This year, our first year on a new campus, has been a testament to the resilience and adaptability of our campus community. We navigated challenges, embraced new opportunities, and emerged stronger than ever. Establishing our new campus at Seletar Aerospace Park marks a new chapter in our history, and we are excited to see what the future holds.

We remain committed to our mission of providing world-class aerospace education and research and will continue to strive for excellence in everything we do. We are confident that with the continued support of our stakeholders, Embry-Riddle Asia will continue to transform the aviation education and training landscape of Singapore and the greater Asia region.

Acknowledgments

The management team would like to express our sincere appreciation to the following individuals and organizations for their invaluable support:

- **Our Students:** Your passion, dedication, and learning commitment inspire us daily. A particular thank you to SGA 9 for continuing the tradition and taking an active role in the student experience.
- **Our Faculty and Staff:** Your tireless efforts and unwavering commitment to excellence are the foundation of our success.
- **Our Alumni:** Your continued engagement and support are a testament to the value of an Embry-Riddle education.
- **Our Industry Partners:** Your collaboration and support are essential to our mission of preparing the next generation of aerospace leaders.
- **Our Board of Directors, Industry Advisory Board, and University Board of Trustees:** Your guidance and leadership are instrumental in shaping our future.

We are deeply grateful for your contributions and look forward to continued collaboration in the years to come.

Appendix

Conferences, Workshops, Presentations, and Awards

- Chedid, M; Foo, A; Fox, M, & Sumwalt, R. (2025). Aviation and Aerospace Safety Culture. Panel Discussion delivered at ERAU Asia Campus and Training Center, Singapore
- Chua, K. (2024). Diversity, Inclusion, and AI: Empowering Women in Aviation. Conference session delivered at APATS, Singapore.
- Krishna, S. (2024) Professor of the Year. Awarded by ERAU Asia at Graduation Dinner, Singapore.
- Mohamed, H. (2024). Islamic Economics and Modern Sustainability Models: A Path to Ecological Balance. Paper presented at the 7th International Conference on Islamic Finance on 4th to 5th December 2024, Hamad Bin Khalifa University, College of Islamic Studies, Doha, Qatar.
- Mohamed, H. (2024). Harmonizing Economic Growth with Environmental Justice: Circular Manufacturing Pathway. *Journal of Economics, Law, and Society*, 1(2), 77–93.
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<https://doi.org/10.1142/S2811023424500023>
- Mohamed, H. (2024). Sustainable Synergy: The Ethical Imperative of Islamic Banking in Shaping a Responsible Financial Future. In: Edib Smolo, M. Mahees Raheem (Eds.) *The Future of Islamic Finance: From Shari'ah Law to Fintech*. Chapter 9. Emerald Publishing.
<https://bookstore.emerald.com/the-future-of-islamic-finance-hb-9781835499078.html>
- Mohamed, H. (2025). AI-Driven Financial Modelling for Airline Profitability and Cost Reduction. *Journal of Airline Operations and Aviation Management*, 4(1), 58–73.
<https://doi.org/10.69978/jaoam.V4.I1.5>
- Mohamed, H. (2025). Central Banks and Policy Development for Decarbonization in the G20. In: Irfan Kalayci (Ed.) *Central Banking and Monetary Policy in the G20: Paradigms and Challenges*. Chapter 6, p. 149-168. Vernon Press. <https://vernonpress.com/book/2122>
- Mohamed, H. (2025). Sukuk and Sustainability: Exploring Green Financial Instruments and the Transition to Low-Carbon Economies. In: Farhad Taghizadeh-Hesary, Hassanudin Mohd Thas Thaker, M. Ishaq Bhatti, Mohamed Asmy Mohd Thas Thaker (Eds). *Islamic Finance and Sustainability*. Routledge. <https://doi.org/10.4324/9781003518617-24>
- Mohana Das, K (2025). Artificial Intelligence (AI) in the age of transformation: Opportunities and challenges. The impact of Artificial Intelligence (AI) on the accounting system in MNCs presented at AAB College's international conference, Singapore
- Mohana Das, K (2025). Three Minute Thesis (3MT) competition. Presentation delivered at Aston University, UK
- Patel, J. (2025). Futures Thinking, Workshop delivered at ERAU Asia Campus and Training Center, Singapore
- Patel, J. (2025). M2 - Aviation and Economic Development, Workshop delivered at the CAAS Aviation Foundation Program, Singapore.

Patel, J. (2025). M5 - Airline Economics, Workshop delivered at the CAAS Aviation Foundation Program, Singapore.

Patel, J. (2025). M6 - Airline Strategic Planning, Workshop delivered at the CAAS Aviation Foundation Program, Singapore