

We are Volaris

About Us

Our Ultra-Low-Cost
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Stakeholder
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VOLARIS VALUE CREATION MODEL AND THE SIX CAPITAL INPUTS OF THE <IR> FRAMEWORK

The **Volaris Value Creation Model** shows how our business model creates long-term value by highlighting the connections between our business activities and ESG initiatives, and the outcomes they generate for customers, Ambassadors, communities, investors, and other stakeholders. This model consists of three sections that describe how Volaris creates sustainable value.

Capital inputs

The six capital inputs of the <IR> Framework¹⁸: Financial, Manufactured, Human, Social and Relationship, Intellectual, and Natural.

Business Activities

How the capital inputs are used to create value for our stakeholders.

Outputs and Outcomes

Value generated by business activities during the year.



¹⁸ Based on the IFRS International <IR> Framework, January 2021.

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CAPITAL	CAPITAL INPUTS (2024)	BUSINESS ACTIVITIES	OUTPUTS AND OUTCOMES (2025)
Financial Debt, equity, cash, and investments used to carry out business activities.  Governance and Economic	✧ Total operating revenues of \$3,142 million. ✧ Total liquidity of \$954 million.	✧ Applied tactical fuel hedging focused on high-consumption months. ✧ Secured \$76.3 million financing to fund the purchase of multiple engines. ✧ Converted an operating lease to a finance lease for select CEO aircraft as part of lease optimization. ✧ Maintained variable cost structure.	✧ Total operating revenues of \$3,038 million, driven by lower base fare and foreign exchange effect. ✧ Total liquidity: \$774 million, driven by lower operating cash flow and higher aircraft lease payments. ✧ TRASM of \$8.41 cents. ✧ EBITDAR margin was 32.5%. ✧ CASM of \$8.04 cents.
Manufactured¹⁹ Physical assets, facilities, aircraft, and equipment, used to provide services.  Governance and Economic  Environmental	✧ Fleet of 143 Airbus A320 Family aircraft (average age 6.4 years, 198 seats/aircraft, 60% NEO models).	✧ Maintained efficient single fleet and fleet mix strategy. ✧ Continued to navigate Airbus delivery delays and the operational impact of inspections on P&W's GTF NEO engines. ✧ Optimized asset utilization, routes, and scheduling.	✧ Fleet of 155 aircraft (average age 6.6 years, 200 seats per aircraft, 66% NEO models). ✧ Aircraft-on-ground due to P&W's GTF NEO engine inspections peaked at 41 in January, averaging 36 for the year. ✧ Load factor of 84.3% (-2.5 percentage points). ✧ Available Seat Miles (ASMs) +6.3%. ✧ Revenue Passenger Miles (RPMs) +3.2%.
Intellectual Intellectual property, software, patents, proprietary methods, plus organizational capital: systems, policies, and protocols that manage and improve operations.  Social  Governance and Economic	✧ Software and IT capabilities. ✧ Cybersecurity framework aligned with ISO/IEC 27001 and NIST, overseen by the Board's Audit Committee and the IT and Cybersecurity Working Group. ✧ Safety management systems. ✧ Brand identity and trademarks.	✧ Maintained Safety Management System with IOSA registration. ✧ Certified IAMS and environmental programs/processes under ISO 14001 and Quality Management System under ISO 9001. ✧ Improved customer self-service strategy. ✧ Maintained direct sales distribution channels. ✧ Conducted cyber vulnerability assessments, penetration testing, and phishing simulations. ✧ Delivered mandatory cybersecurity and privacy training to Ambassadors.	✧ Managed 10.8 million chatbot sessions (91% containment rate). ✧ Updated the Volaris mobile app 2.0 with new self-service and personalization features. ✧ Direct sales through website and app represented 80% of total sales. ✧ IOSA registration active across Mexico, Costa Rica, and El Salvador, with a harmonized accident rate per million segments of zero and zero passenger fatalities. ✧ Delivered SMS training to 6,203 Ambassadors and 7,503 suppliers. ✧ 99% of Ambassadors completed cybersecurity and privacy training. ✧ No significant breaches or leaks of customer personal data identified.

Corporate Sustainability Strategy Pillars²⁰



Environmental



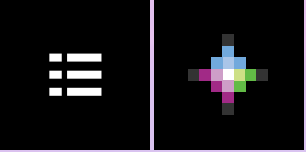
Social



Governance and Economic

¹⁹ Volaris defines aircraft as Manufactured Capital.

²⁰ For more information about the sustainability pillars, please see the "Our Corporate Sustainability Strategy" section .



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CAPITAL

Human

The collective knowledge, skills, capabilities, and expertise of the team.



Social and Relationship

Relationships with key stakeholders, customers, suppliers, government and regulatory authorities, unions, and local communities.



Natural

Environmental resources, air, land, energy, and water, used to carry out business activities.



CAPITAL INPUTS (2024)

- ✳ 6,901 Ambassadors.
- ✳ Strong corporate culture engagement.
- ✳ Highly experienced Board of Directors and Senior Management.

- ✳ Leadership in industry associations.
- ✳ Focus on VFR, leisure, and price-conscious business travelers.
- ✳ Donations Policy and governance structure in place (Corporate Sustainability team, Sustainability Working Group, ESG Round Table).
- ✳ Responsible Supply Chain Management Model in place (Phase 1–2 complete).

- ✳ Aircraft fuel derived from fossil fuels.
- ✳ Electricity used to power facilities.

BUSINESS ACTIVITIES

- ✳ Offered competitive compensation and benefits.
- ✳ Delivered continuous training and development programs.
- ✳ Continued leveraging the updated employee Competency Model to strengthen leadership capabilities and support career development aligned with business strategy.
- ✳ Built a robust talent pipeline.
- ✳ Promoted equal opportunities and human rights.

- ✳ Maintained strong partnerships with suppliers and regulators integrated the Suppliers' Ethics Policy.
- ✳ Policy into onboarding and provided ESG training to the procurement team.
- ✳ Delivered marketing, ancillary services, and loyalty programs to strengthen the customer base.
- ✳ Maintained the multiyear agreement with STIA (labor union), supporting workforce stability and alignment.
- ✳ Delivered community engagement delivered through three programs: *Avión Ayuda Volaris* (flights/cargo), *Volemos Juntos* (volunteering), and the Child and Adolescent Trafficking Prevention Program.

- ✳ Ran the Fuel Saving Program.
- ✳ Maintained environmental regulatory compliance.
- ✳ Emissions monitoring processes in operation.
- ✳ Offered voluntary carbon offsetting (#cielitolimpio).
- ✳ Implemented circularity and waste management initiatives and programs.
- ✳ Continued strengthening partnerships and investments to support the development and adoption of a sustainable and cost-efficient SAF supply in Mexico.

OUTPUTS AND OUTCOMES (2025)

- ✳ 7,098 Ambassadors, 46% women and 54% men.
- ✳ Total turnover decreased to 9% in Mexico (from 11%) and 8% in Central and South America (from 22%); voluntary turnover at 6.0%.
- ✳ Average of 10.07 hours of training per FTE.
- ✳ Board of Directors of 11 members, 82% independent, average tenure of 11 years, 18% women, 82% men.²¹
- ✳ Joined the UN Global Compact initiative, reinforcing our human rights principles.

- ✳ NPS of 32.9%.
- ✳ On-time performance (OTP +15 minutes) of 80.2%.
- ✳ Schedule completion factor of 99.4%.
- ✳ Expanded protocol with SJO airport to help prevent child and adolescent trafficking.
- ✳ Recognized among the top 10 safest low-cost airlines by AirlineRatings.com, maintaining zero aviation accidents and no passenger fatalities.
- ✳ Included in S&P DJ BIC MILA Pacific Alliance Index, supporting access to ESG-linked capital.
- ✳ Recognized as a Top Member of The Code for the 12th consecutive year. Expanded protocol with SJO airport to help prevent child and adolescent trafficking.
- ✳ Supported 117,000+ beneficiaries through *Avión Ayuda Volaris*.
- ✳ Investment in the community of \$165,116 through our community engagement programs.
- ✳ Completed Phase 3 of the Responsible Supply Chain Management Model.

- ✳ -19.23% gCO₂/RPK (Scope 1 aircraft CO₂ emissions) vs. 2015.
- ✳ Scope 1+2 GHG emissions of 3,308,826 metric tons CO₂ (+5.8%).
- ✳ Jet fuel consumption of 1,043,010 metric tons (+5.6%).
- ✳ Electricity consumption of 798,261 kWh (+13.2%).
- ✳ Recycled 10.2 metric tons of non-hazardous waste.
- ✳ Passengers offset 1,100+ metric tons of CO₂ via #cielitolimpio.

²¹ As of the publication of this Report.