



# New Airline Group with Viva

Poised to Create Significant Benefits for Volaris Shareholders and All Other Stakeholders

Vote "FOR" all Volaris proposals at Extraordinary General Shareholders Meeting



## Enhanced Unit Costs and Value Creation Potential

High compatibility across all A320-family fleets, airport infrastructure, technology, reservation systems, suppliers, and technical capabilities drives substantial potential for economies of scale and synergies to reinforce Americas-leading unit costs



## Strengthened Financial Foundation

Optimized fleet ownership costs and a strong balance sheet with low leverage and robust liquidity support access to lower-cost capital



## Resilient Platform for Sustainable Growth

Enhanced cost structure reinforces fare flexibility and control, enabling Volaris and Viva to sustainably increase volumes and expand ultra-low-cost service based on customer demand



"We expect the formation of this new airline group marks an opportunity to realize significant long-term growth for affordable airline travel in Mexico, in line with the low-fare and point-to-point approach that has revolutionized the industry over the last two decades. The **economies of scale** and **expanded distribution capacity** will allow us to compete even more effectively in domestic and international markets by **lowering fleet ownership costs, enabling us to offer ultra-low-cost fares to even more passengers.**"



— Enrique Beltranena, President and CEO

## Two Iconic Mexican Brands Under One Group

Pro forma FY2025 <sup>(1)</sup>

	<b>volaris</b>	<b>VIVA</b>	<b>+ +</b>
Passengers (MM)	31	30	61
ASMs (MM)	36,118	24,870	60,988
Fleet (#) <sup>(2)</sup>	155	104	259
% A320 Family	100%	100%	100%
Revenue (\$MM)	3,038	2,376	5,414
EBITDAR (\$MM)	988	882	1,869
Margin (%)	32.5%	37.1%	34.5%
Net Debt (\$MM)	3,082	2,021	5,058
Net Leverage (x)	3.1x	2.3x	2.7x

Notes:  
 1. Selected financial information based on unaudited figures of Volaris and Viva and on unaudited pro forma financial statements prepared in accordance with IFRS  
 2. Total fleet excludes short-term leases (ACMIs)

# Complementary Platform and Networks Preserve Passenger Choice in Large and Growing Americas Markets

## Complementary Platforms <sup>(1)</sup>

Volaris and Viva will continue to **operate with independent brands, operating certificates, and leadership teams**

Customers benefit from **continued access to their preferred brand experience and expanded connectivity**

Each brand to maintain its **own customer experience and service standards**

Continued commitments to **low-cost fares, seamless operations, and customer satisfaction**



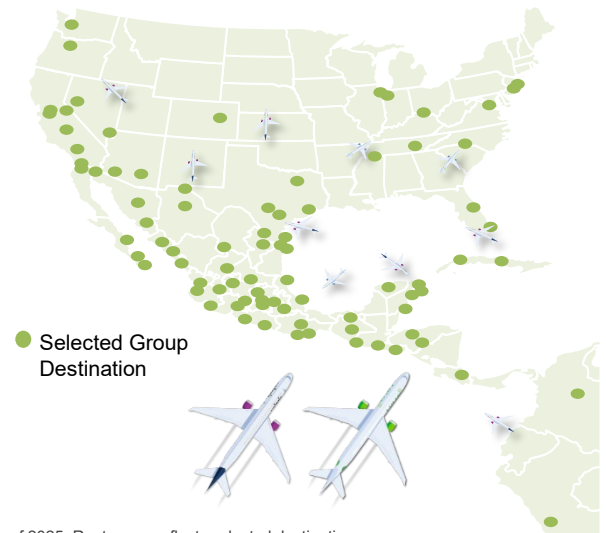
**83**  
Destinations



**325**  
Routes



**992**  
Daily Flights



**Notes:**

1. Destinations, routes, and daily flights as of 2025. Route map reflects selected destinations

“We intend for this transaction to enable Viva and Volaris to **provide ultra-low-cost fares and more point-to-point travel to even more cities across Mexico and internationally**. Both airlines share a similar low-cost DNA and mindset and have always believed in making travel more accessible and possible for everyone. Our passengers choose us for our point-to-point networks, seamless customer service, and low fares, so maintaining our ultra-low-cost strategy is essential for sustaining growth.”

— *Juan Carlos Zuazua, Chief Executive Officer, Viva*



## Airline Group Structure & Robust Governance Practices

**Volaris and Viva will merge to form new holding company**

**Each side will own 50% of holding company on fully diluted basis**

**Volaris key shareholders' consent rights set up new airline group for long-term value creation**

**Holding company will continue trading on NYSE and BMV**

**Board will initially consist of 12 directors, 6 designated per side**

**Holding company will operate under Volaris's proven and transparent public-company governance structure**

### Forward-Looking Statements

Certain statements in this infographic, including statements concerning and involving Controladora Vuela Compañía de Aviación, S.A.B. de C.V. (“Volaris”), Grupo Viva Aerobus, S.A. de C.V. (“Viva”), the proposed transaction (the “Transaction”) and other matters, should be considered forward-looking within the meaning of the Securities Act of 1933, as amended, the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on Volaris' and Viva's current expectations and beliefs with respect to certain current and future events and anticipated financial and operating performance. Such forward-looking statements are and will be subject to many risks and uncertainties relating to Volaris' and Viva's operations and business environment that may cause actual results to differ materially from any future results expressed or implied in such forward-looking statements. Words such as “expect,” “likely,” “outlook,” “forecast,” “preliminary,” “would,” “could,” “should,” “can,” “will,” “project,” “intend,” “plan,” “goal,” “guidance,” “target,” “continue,” “sustain,” “synergy,” “on track,” “believe,” “seek,” “estimate,” “anticipate,” “may,” “possible,” “assume,” “indicate,” “remain,” and other similar expressions are intended to identify forward-looking statements. Additionally, forward-looking statements include statements that do not relate solely to historical facts, such as statements which identify uncertainties or trends, discuss the possible future effects of current known trends or uncertainties, or which indicate that the future effects of known trends or uncertainties cannot be predicted, guaranteed, or assured.

All forward-looking statements in this infographic are based upon information available to Volaris and Viva on the date of this infographic. Volaris and Viva undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, changed circumstances, or otherwise, except as required by applicable law. There can be no assurance that the Transaction will in fact be consummated.

Risks and uncertainties that could cause actual results to differ materially from those indicated in the forward-looking statements include: the possibility that Volaris' shareholders may not approve the adoption of the Business Combination Agreement; the risk that a condition to closing of the Transaction may not be satisfied (or waived); the ability of each party to consummate the Transaction; that either party may terminate the Business Combination Agreement or that the closing of the Transaction might be delayed or not occur at all; possible disruption related to the Transaction to Volaris' or Viva's current plans or operations, including through the loss of customers and employees; the diversion of management time and attention from ongoing business operations and opportunities; the response of competitors to the Transaction; a failure to (or delay in) receiving the required regulatory clearances for the Transaction; risks related to investor and rating agency perceptions of each of the parties and their respective business, operations, financial condition and the industry in which they operate; risks related to the potential impact of general economic, political and market factors on the companies or the Transaction; the outcome of any legal proceedings that could be instituted against Volaris, Viva or others relating to the Transaction; the combined holding company's ability to realize anticipated cost savings, synergies or growth from the Transaction in the timeframe expected or at all; whether the combined holding company's cash and cash equivalents balances, together with the availability under certain credit facilities made available to the combined company and certain of its subsidiaries under its existing credit agreements, will be sufficient to fund the combined company's operations including capital expenditures; legislative, regulatory and economic developments affecting the business of Volaris and Viva; the possibility and severity of catastrophic events, including but not limited to, pandemics, natural disasters, acts of terrorism or outbreak of war or hostilities; and other risks and uncertainties detailed in periodic reports that Volaris files with the Securities and Exchange Commission (“SEC”) and period reports that the companies file with the Mexican National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores; CNBV), as applicable. All

forward-looking statements in this communication are based on information available to Volaris and Viva as of the date of this infographic. Volaris and Viva each expressly disclaim any obligation to publicly update or revise the forward-looking statements, except as required by law.

### Non-GAAP and Non-IFRS Measures and Pro Forma Forward-Looking Data

This infographic contains certain financial measures that are not calculated in accordance with International Financial Reporting Standards (IFRS) or U.S. GAAP, including, without limitation, metrics described as or similar to EBITDAR, net leverage, and other operating or performance metrics. These non-IFRS or non-GAAP measures are presented for supplemental informational purposes only, should not be considered in isolation or as a substitute for financial information presented in accordance with IFRS or U.S. GAAP, and may differ from similarly titled measures used by other companies.

This infographic also includes certain pro forma information and other forward-looking financial data prepared for illustrative purposes, which may reflect preliminary estimates and assumptions, including combined metrics derived from standalone information, and which may not reflect consolidation or other scale effects, purchase accounting, or integration-related impacts. Actual results may differ materially from the pro forma or illustrative information presented. The inclusion of such information should not be regarded as a representation that the results will be achieved. References, if any, in this infographic to combined scale, potential synergies, unit-cost effects, financing capacity, or leverage are subject to the risks and uncertainties described under “Forward-Looking Statements.”

### Additional Information About the Transaction and Where to Find It

The Transaction is expected to be submitted to shareholders of Volaris for their consideration and has already been approved by Viva's shareholders. Only shareholders of Volaris' and outstanding common shares registered as of the applicable record date are entitled to vote on the Transaction. Voting will be conducted in Mexico in accordance with Mexican law and Volaris' bylaws. Holders of American Depositary Shares (ADSs), Certificados de Participación Ordinarios (CPOs), or other instruments representing common shares are not shareholders of record, do not have voting rights and are not entitled to vote on the Transaction. In connection with the proposed Transaction, Volaris and Viva may prepare, make available and disclose, to shareholders and investors certain materials, including, as applicable, shareholder meeting documentation, proxy or information statements, and other communications, which will be distributed in accordance with applicable law. If and when such materials are filed with or furnished to the SEC, the CNBV, the Bolsa Mexicana de Valores, S.A.B. de C.V. (BMV) or the Bolsa Institucional de Valores, S.A. de C.V. (BIVA), they will be made available free of charge, as applicable, on Volaris' investor relations website or Viva's investor relations website, and for SEC filings, at [www.sec.gov](http://www.sec.gov), for CNBV filings, at [www.gob.mx/cnbv](http://www.gob.mx/cnbv), for BMV filings at [www.bmv.com.mx](http://www.bmv.com.mx), and for BIVA filings at [www.biva.mx](http://www.biva.mx). Shareholders of Volaris and Viva are urged to read any such materials carefully if and when they become available before making any voting or investment decision. The proposed Transaction remains subject to customary closing conditions, including receipt of applicable regulatory approvals and Volaris shareholder approvals, as described in related announcement materials.

This infographic is for informational purposes only and does not constitute an offer to sell or the solicitation of an offer to buy any securities.

The information contained herein has not been reviewed or authorized by the SEC CNBV, the BMV or BIVA.

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