

Volaris Corporate Presentation

Third Quarter 2025

November 2025



Published on December 2, 2025

VLRS
LISTED
NYSE



Disclaimer

This presentation was prepared by Controladora Vuela Compañía de Aviación, S.A.B. de C.V., (d/b/a Volaris, the "Company") with the purpose of providing interested parties certain financial and other information of the Company. This presentation is confidential and may not be retransmitted or distributed to any other persons for any purpose whatsoever. This presentation is for discussion purposes and highlights basic information about the Company. Because it is a summary, it does not contain all the information that you should consider before investing. The information contained herein is subject to change without notice, its accuracy is not guaranteed, it has not been independently verified and it may not contain all material information concerning the Company. Neither the Company, nor any of its respective directors, makes any representation or warranty (express or implied) regarding, or assumes any responsibility or liability for, the accuracy or completeness of, or any errors or omissions in, any information or opinions contained herein. None of the Company nor any of its respective directors, officers, employees, stockholders or affiliates nor any other person accepts any liability (in negligence, or otherwise) whatsoever for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection therewith. No reliance may be placed for any purposes whatsoever on the information set forth in this presentation or on its completeness. This presentation should be read in conjunction with the periodic reports and other information filed by Volaris with the U.S. Securities and Exchange Commission ("SEC") and the Mexican National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores) ("CNBV"). You may get these documents by visiting EDGAR on the SEC website (www.sec.gov) and the CNBV website (www.gob.mx/cnbv).

This presentation does not constitute or form part of any offer or invitation for sale or subscription of or solicitation or invitation of any offer to buy or subscribe for any securities, nor shall it or any part of it form the basis of or be relied on in connection with any contract or commitment whatsoever. Recipients of this presentation are not to construe the contents of this presentation as legal, tax or investment advice and should consult their own advisers in this regard.

Statements in this presentation contain various forward-looking statements within the meaning of Section 27A of the US Securities Act of 1933, as amended, and Section 21E of the US Securities Exchange Act of 1934, as amended, which represent the Company's expectations, beliefs or projections concerning future events and financial trends affecting the financial condition of our business. When used in this presentation, the words "expects," "intends," "estimates," "predicts," "plans," "anticipates," "indicates," "believes," "forecast," "guidance," "potential," "outlook," "may," "continue," "will," "should," "seeks," "targets" and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe the Company's objectives, plans or goals, or actions the Company may take in the future, are forward-looking statements. Forward-looking statements include, without limitation, ostatements regarding the Company's expected long-term, profitable growth, anticipated growth, expectation of low costs going lower, ability to increase its ancillary revenues, ability to maintain a low cost structure and ability to effectively mitigate P&W's engine accelerated inspections. Forward-looking statements should not be read as a guarantee or assurance of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the time those statements are made. Forward-looking statements are subject to several factors that could cause the Company's actual results to differ materially from the Company's expectations, including the belief as of that time with respect to future events, the competitive environment in the airline industry; the Company's ability to keep costs low; changes in fuel costs; the impact of worldwide economic conditions on customer travel behavior; the Company's ability to generate non-ticket revenue; and government regulation. Additional information concerning these and other factors are contained in the Company's SEC filings. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. Forward-looking statements speak only as of the date of this presentation. You should not put undue reliance on any forward-looking statements. We assume no obligation to update forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting forward-looking information, except to the extent required by applicable law. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements. The risks and uncertainties regarding these forward-looking statements include, but are not limited to, those set forth under the heading "Risk Factors" in the Company's Report on Form 20 for the year ended December 31, 2024, and in the Company's other filings with the SEC, which are available at www.sec.gov.

Neither the SEC, the CNBV nor any other authority has approved or disapproved the information contained in this presentation, its accuracy or completeness.

Latin America's largest ULCC



\$3.0B USD

Annual operating revenue
(In the last twelve months as of 3Q'25)

30.7 Million

Annual passengers
(In the last twelve months as of 3Q'25)

153

Aircraft
64% NEO, average age of 6.6 years

121

NEO orderbook with Airbus
103 A321neo and 18 A320neo (2025-2031)

3

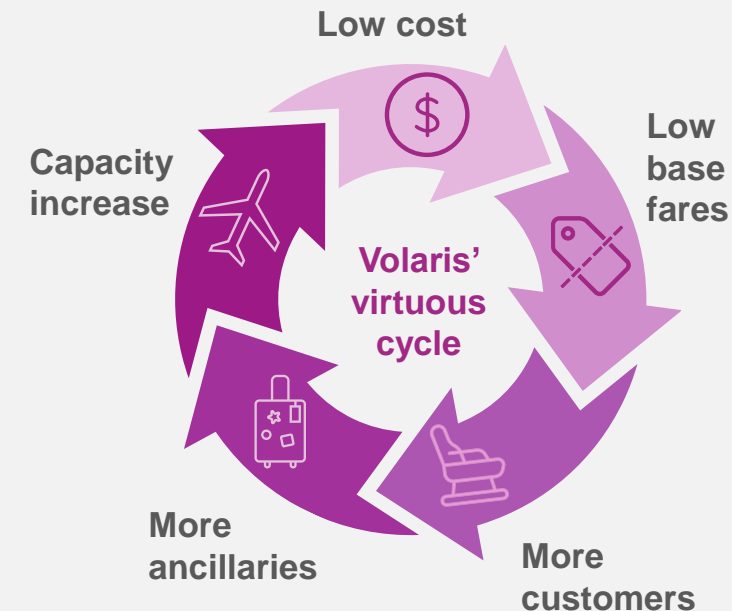
Air Operator Certificates
Mexico, Costa Rica and El Salvador

12.9

Block hours
Average daily of total productive fleet in 3Q'25

~7,000

Full-time Ambassadors
44 FTEs per aircraft
73% Unionized (one single industry Union)



Our **ULCC business model** is ideally suited for the emerging air travel markets in Mexico and Central America, as well as for the Hispanic Visiting Friends and Relatives market to and from the U.S.

Volaris has maintained the **highest safety standards** through its 19 years of operation

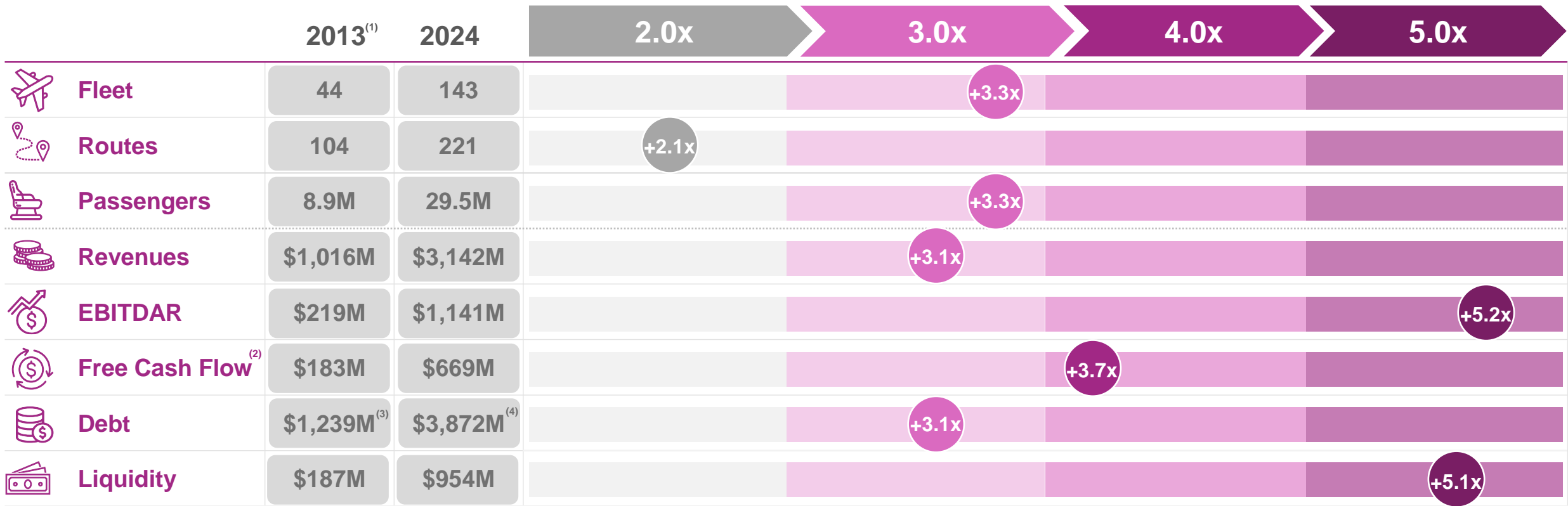
With the best people and at a low cost, we enable more people to travel well

Strong track record as a publicly traded company

VLRS
LISTED
NYSE



Operational and financial scorecard: 2013 – 2024 Growth



Net Debt / EBITDAR 4.8x ➔ 2.6x

Liquidity as % Revs. 18% ➔ 30%



A clear path to long-term, profitable growth



Solidify best-in-class cost position

- Remain **best-in-class ULCC** worldwide
- Maintain one of the **industry's highest variable cost structure**
- Continuously **reduce fleet ownership costs**



Drive profit from the core and complement with attractive opportunities

- **Leverage leadership** in majority of **domestic stations** operated
- **Consolidate position in Mexico-U.S.** cross border market
- Capture share of future **growth in Central America** by replicating our Mexico model



Preserve financial strength

- Balance growth with **consistent profitability**
- Create **shareholder value**
- Remain **conservative** with the **balance sheet**

A clear path to long-term, profitable growth



Solidify best-in-class cost position

- Remain **best-in-class ULCC** worldwide
- Maintain one of the **industry's highest variable cost structure**
- Continuously **reduce fleet ownership costs**



Drive profit from the core and complement with attractive opportunities

- Leverage **leadership** in majority of **domestic stations** operated
- Consolidate position in **Mexico-U.S.** cross border market
- Capture share of future **growth in Central America** by replicating our Mexico model



Preserve financial strength

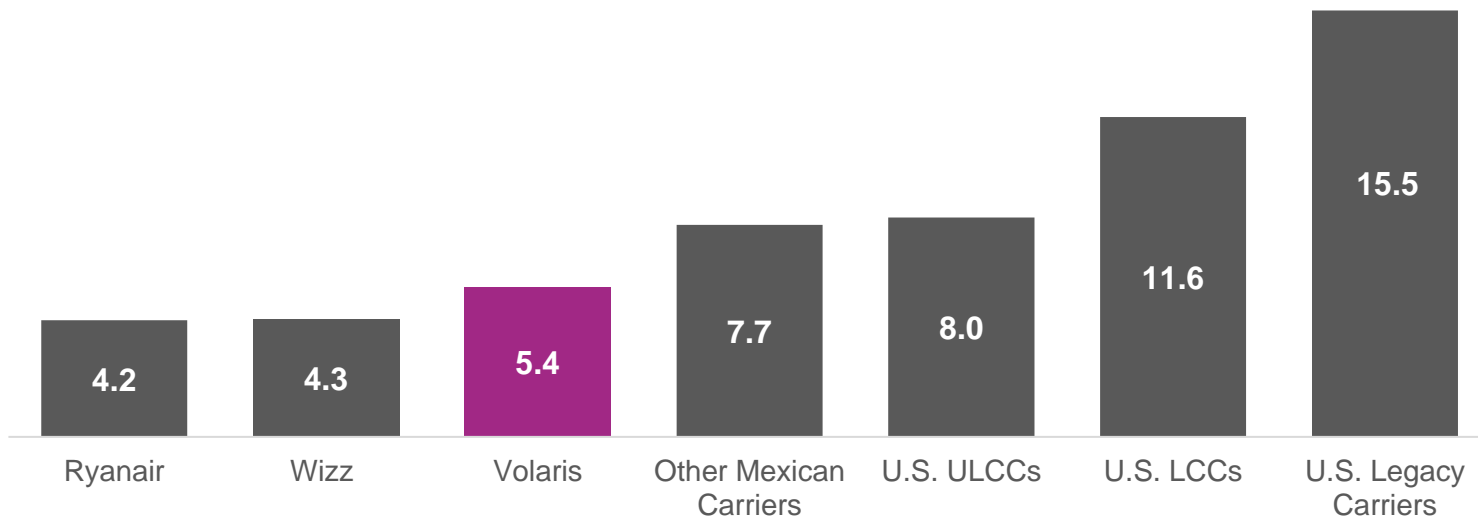
- Balance growth with **consistent profitability**
- Create **shareholder value**
- Remain **conservative** with the **balance sheet**



One of the lowest-cost operators worldwide

CASM ex fuel

USD cents | FY 2024 | Stage length adjusted @1,000 miles



Key elements to achieve our low-cost structure



Efficient single fleet

One of the youngest fleet in the Americas, composed of Airbus A320 family aircraft (Avg. age 6.6 years)



High asset utilization and efficient schedule

One of the world's highest narrow body aircraft utilization rates by a publicly-traded airline (Block hours 12.9)



Direct sales channels distribution

Encouraging customers to purchase flight tickets through our digital channels (Direct bookings ~85%)



Variable cost structure

Variable portion of employee's compensation is aligned with shareholders' interests and all other non-fleet related costs are variable (Variable and semi-fixed costs 70%+)

Solid long-term cost control strategy: Volaris' disciplined approach in containing controllable costs is a continuous source of competitive advantage within the industry



All non-fleet related costs have a variable component, providing a competitive advantage

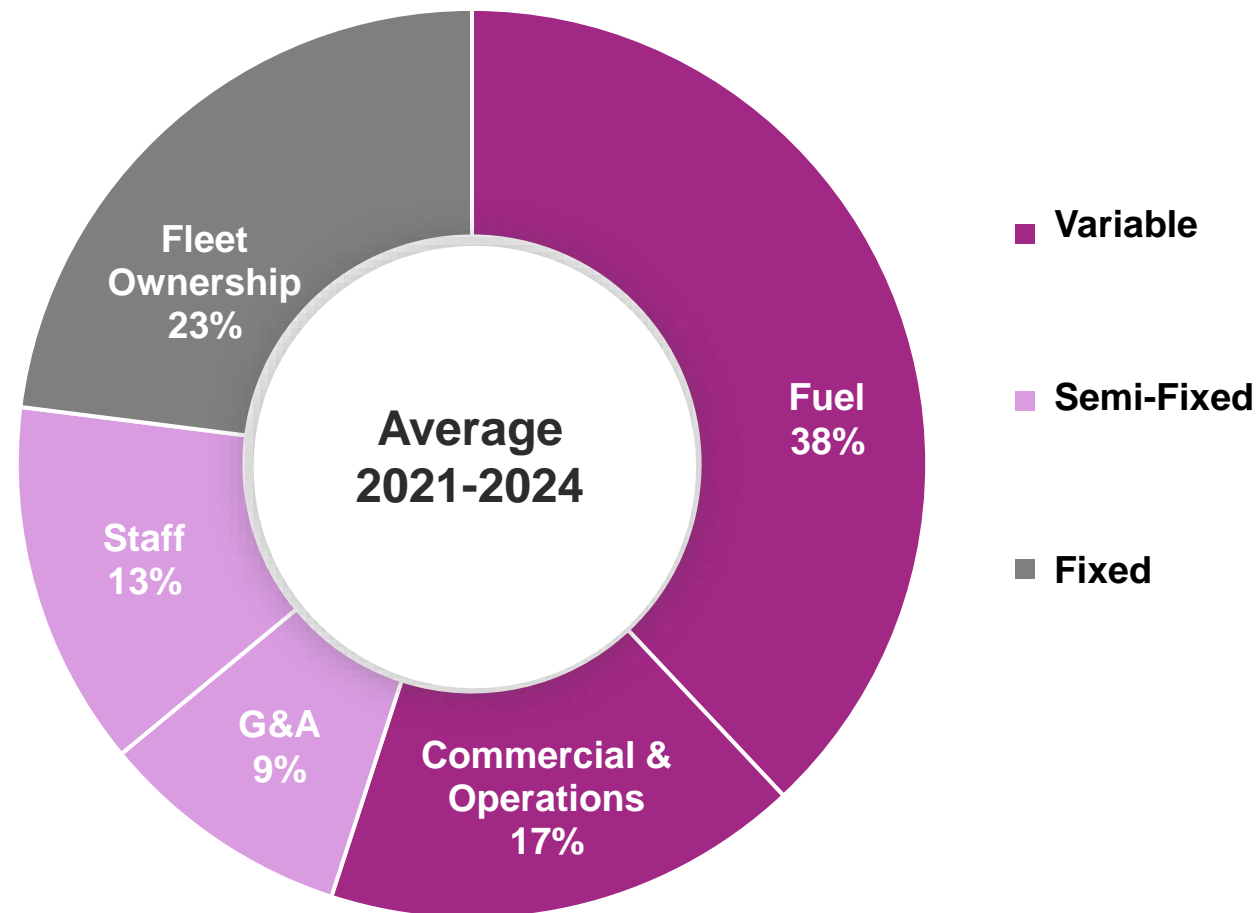


70%+ of Volaris' costs and expenses have been variable or semi-fixed over the past 3 years, providing flexibility to adjust capacity



All our Ambassadors have variable compensation programs with a focus on productivity

~75% of Senior Management's compensation is based on variable plans linked to key financial, operational, and commercial metrics



Leveraging fleet orderbook to strengthen cost leadership...

Favorable aircraft pricing negotiated with Airbus through Indigo portfolio airlines' joint procurement, combined with competitive lease rates, to reduce fleet ownership cost

Increasing percentage of NEO aircraft is a natural hedge against fuel prices (~15% fuel consumption reduction)

More seats per departure



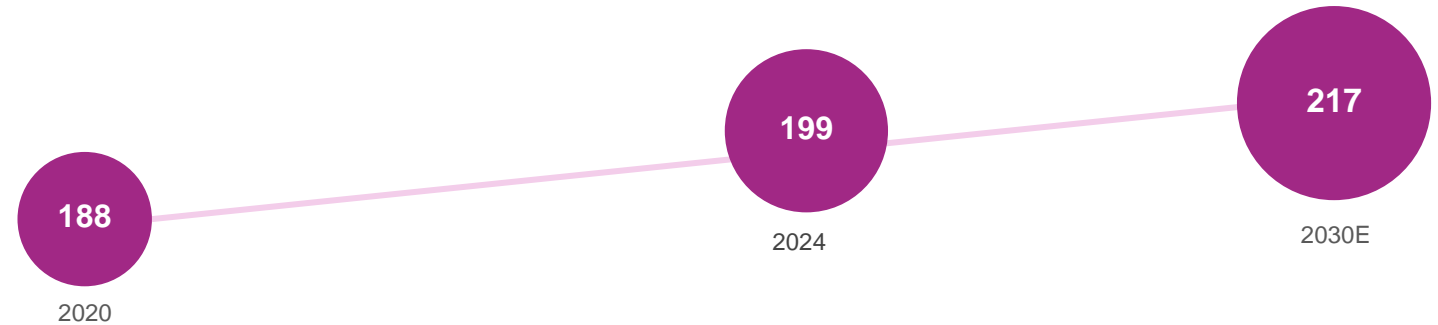
Higher fuel efficiency



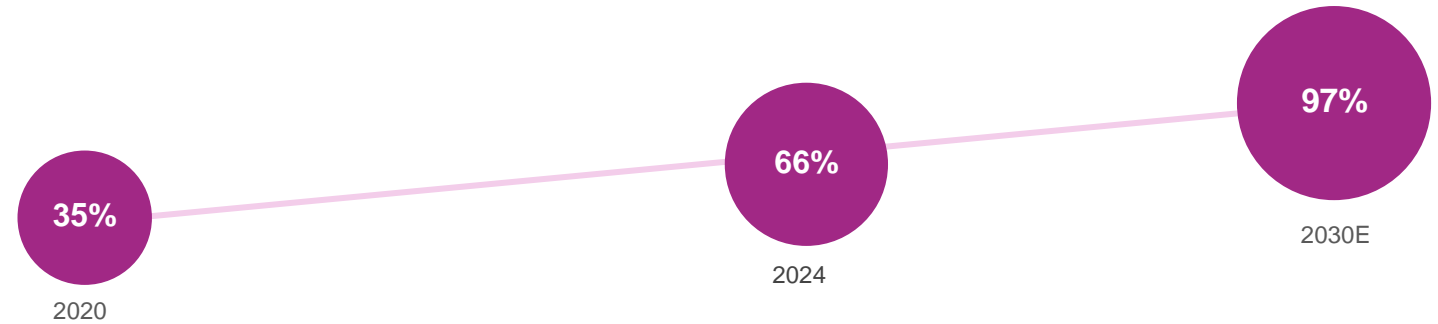
Better CASM



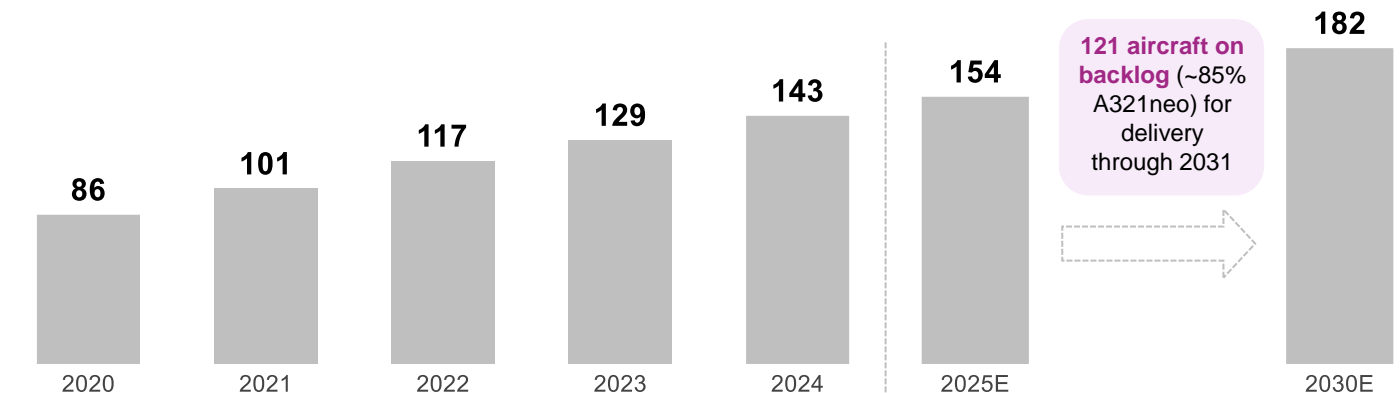
Seats per departure ⁽¹⁾



% Fuel efficient NEO



End-of-period contractual fleet plan ⁽²⁾



Note: (1) Average configuration of existing A321neo fleet at 235 seats, with new deliveries at 239 seats. (2) Expected aircraft at year-end, net of planned returns. Based on contractual delivery schedule adjusted for aircraft delays known as of the date of presentation. The content of this slide is forward-looking, subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management and is based upon assumptions with respect to future decisions, which are subject to change.

A clear path to long-term, profitable growth



Solidify best-in-class cost position

- **Remain best-in-class ULCC** worldwide
- Maintain one of the **industry's highest variable cost structure**
- **Continuously reduce fleet ownership costs**



Drive profit from the core and complement with attractive opportunities

- **Leverage leadership** in majority of **domestic stations** operated
- **Consolidate position in Mexico-U.S.** cross border market
- Capture share of future **growth in Central America** by replicating our Mexico model



Preserve financial strength

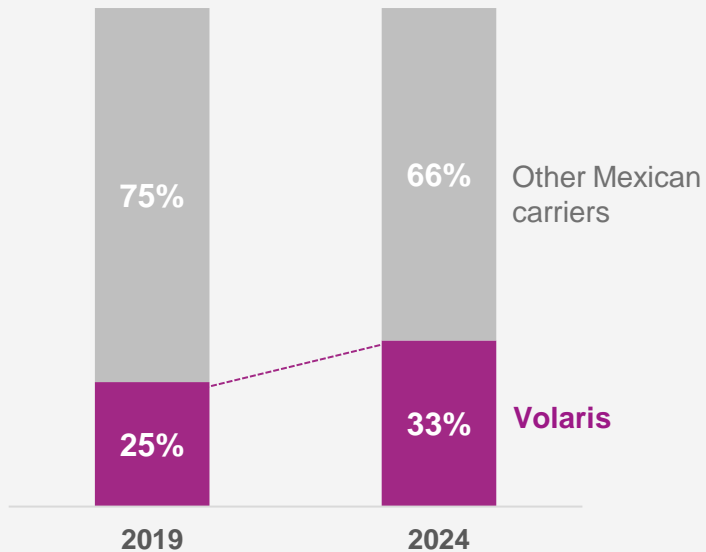
- Balance growth with **consistent profitability**
- Create **shareholder value**
- Remain **conservative** with the **balance sheet**

Focus on profitability by leveraging leadership position and diversifying the network into attractive markets

Capitalize on leadership position in Mexican market to drive profitability

Mexican domestic market

% of total passengers



- Capitalize on strong market position to generate superior sustainable returns
- Focus on **profitability** and **disciplined growth**

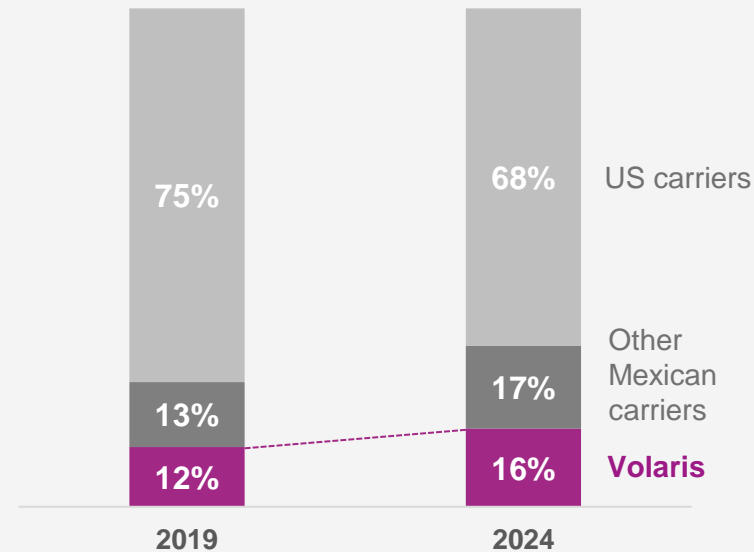
Growing in a consolidated rational market

~60% of Volaris' ASMs

Consolidate as one of the top players in attractive cross-border market

Mexico-U.S. market

% of total seats



- **Volaris is the largest Mexican carrier** and third overall in this market⁽¹⁾
- **Leverage cost-advantage** to drive profitable growth and dollarized revenue mix

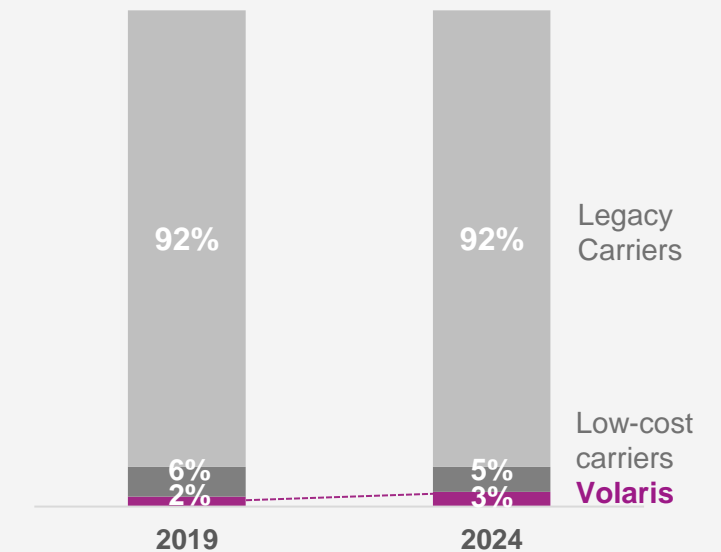
World's largest cross-border market

~35% of Volaris' ASMs

Central American VFR market has a long run-way for growth

Central American international market

% of total seats



- **Volaris is the first ULCC** in the region
- **Will pursue opportunistic growth**

Similar demographics and VFR patterns as Mexico with untapped ULCC presence

~5% of Volaris' ASMs



Mexico is ideally suited for the ULCC model



Large bus switching potential



Strong and resilient VFR market



Ideally suited geography for aviation



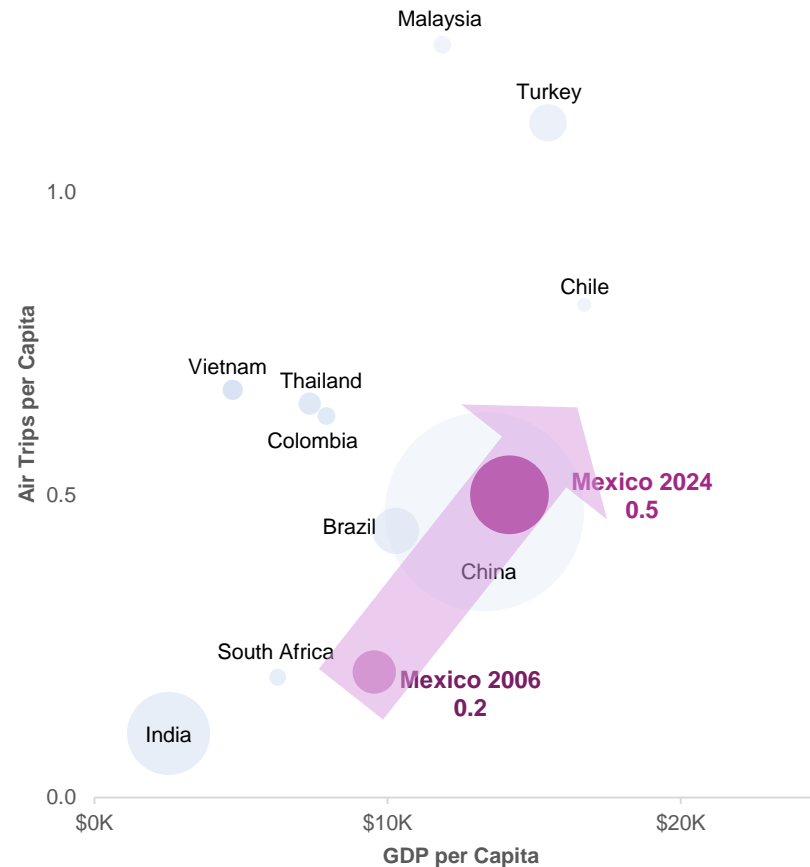
No rail passenger system



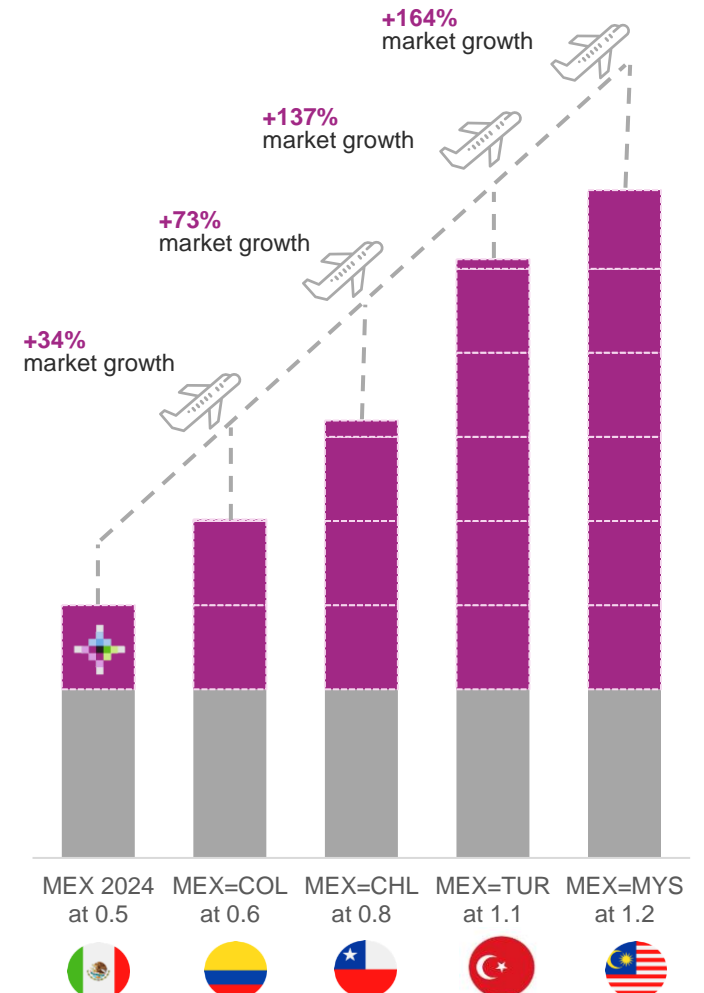
Favorable demographics

Mexico is in the early stages of growth and the increase in trips per capita towards levels seen in comparable markets presents a significant opportunity to expand capacity

Domestic air travel penetration | 2024⁽¹⁾



Domestic air trips per capita | 2024



Source: Local Air Traffic Data and World Bank as of 2024.

(1) Note: Bubbles denote Nominal GDP in USD as of 2024.



Volaris will continue to extract value from its broad and diversified network in Mexico



Bus switching potential

Volaris' model appeals to bus passengers

+72 million passengers

Medium-term addressable market

Virtually double the size of the Mexican domestic market

~40%

Almost half of our routes only compete against buses



More Diversified Network

Volaris has relatively low ASM overlap with competitors

53%

with Viva Aerobus

26%

with Aeroméxico



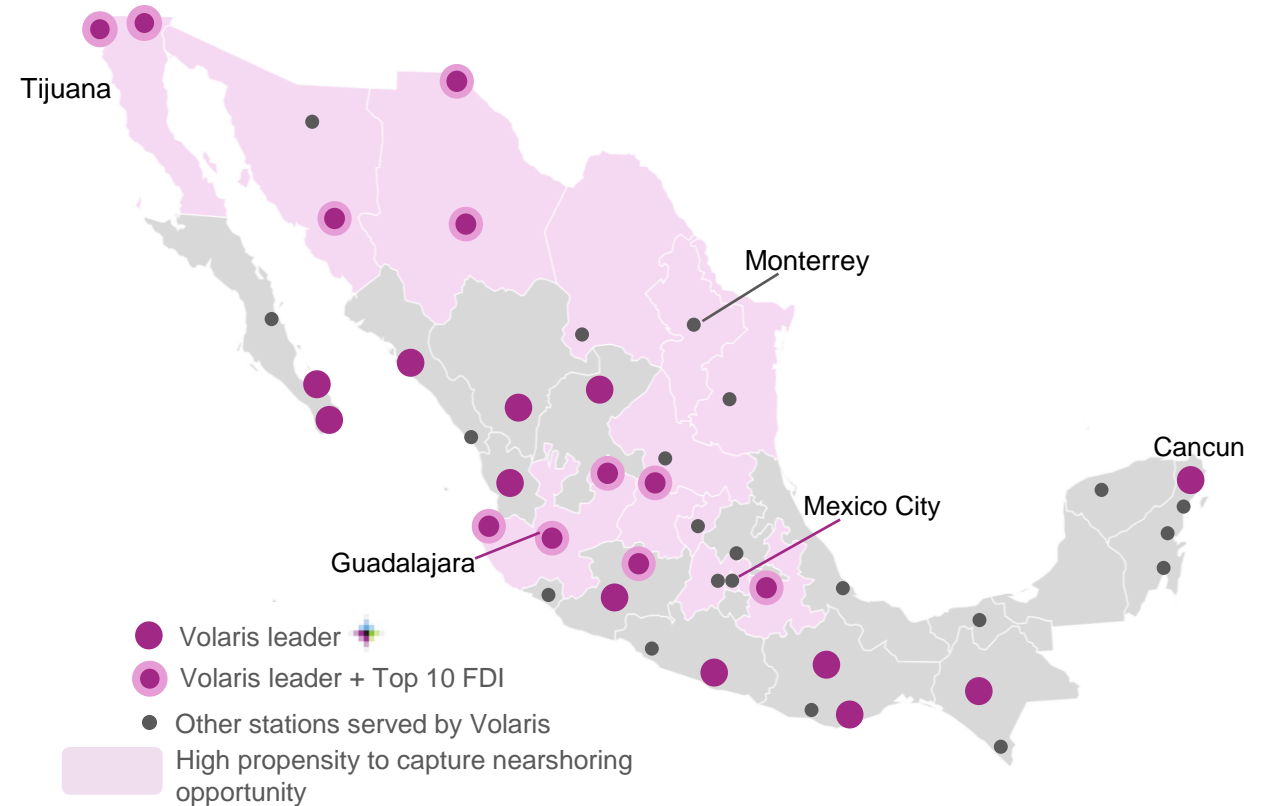
Competitive Advantages

Volaris' network provides competitive advantages

34%

Volaris holds leadership position at 23 of 59 domestic stations, including most important stations

Volaris is the leader at more than half of the airports we serve
Seats



We operate a very diversified network in Mexico, enabling Volaris to benefit from nearshoring opportunities



Volaris is one of the largest foreign carriers in the U.S.



A growing Mexican heritage population provides increasing demand for Volaris' transborder VFR market

- Roughly 68 million⁽¹⁾ people in the U.S. have Hispanic background, with ~40 million having Mexican heritage



Cost gap between Volaris and the U.S. carriers is expected to further widen our transborder advantage



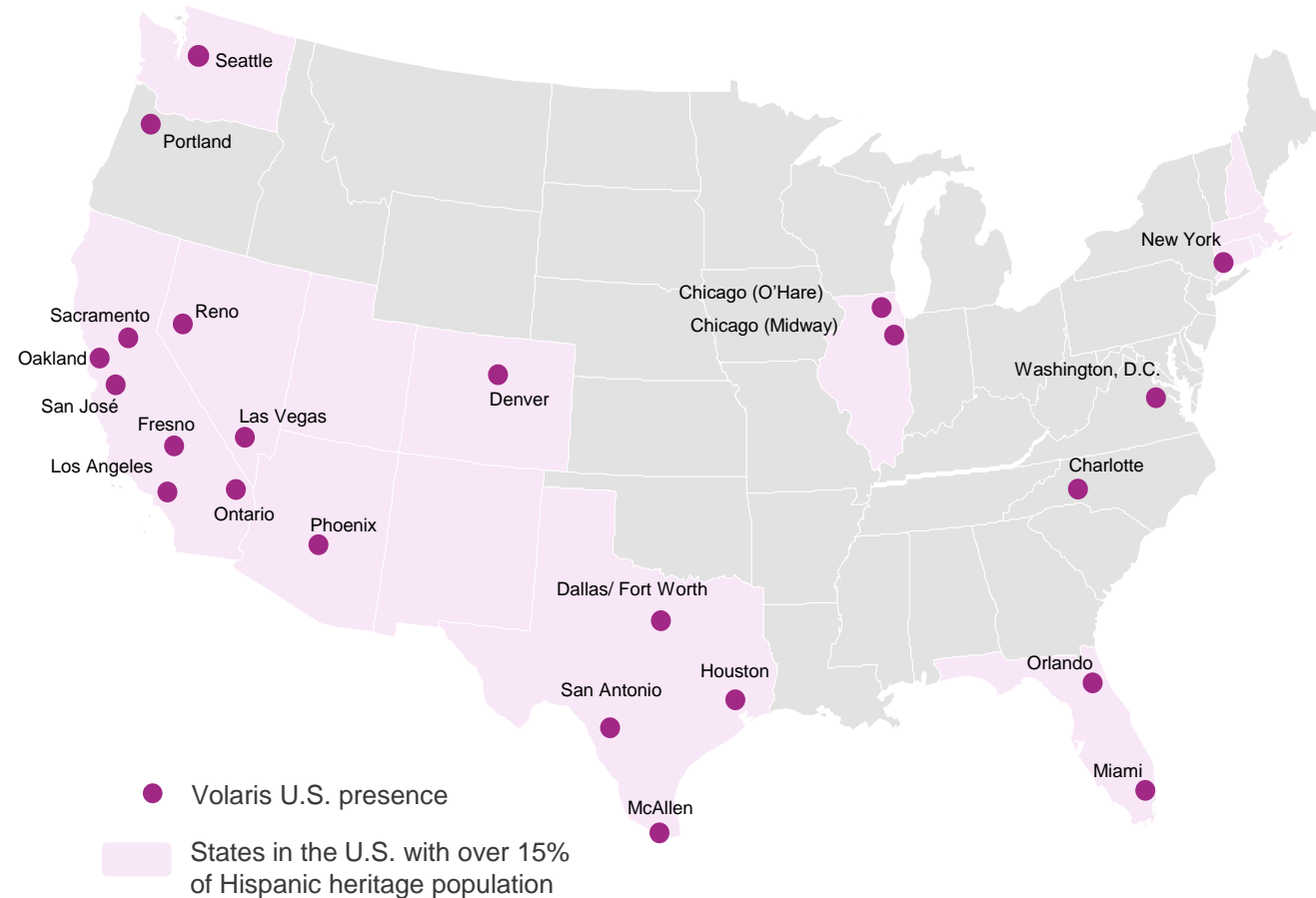
International network on ASM basis was ~40% in 2024, up from 35% in 2023, **boosting US dollar-denominated revenues**



Volaris unique marketing strategies in the U.S. are difficult to replicate, such as grassroots marketing campaigns directed to the Hispanic communities



The **U.S. southbound leisure market** represents a potential mid-term growth opportunity as it is the largest segment in Mexico-U.S. transborder travel





Central America has similar demographics and VFR patterns as Mexico with untapped ULCC presence



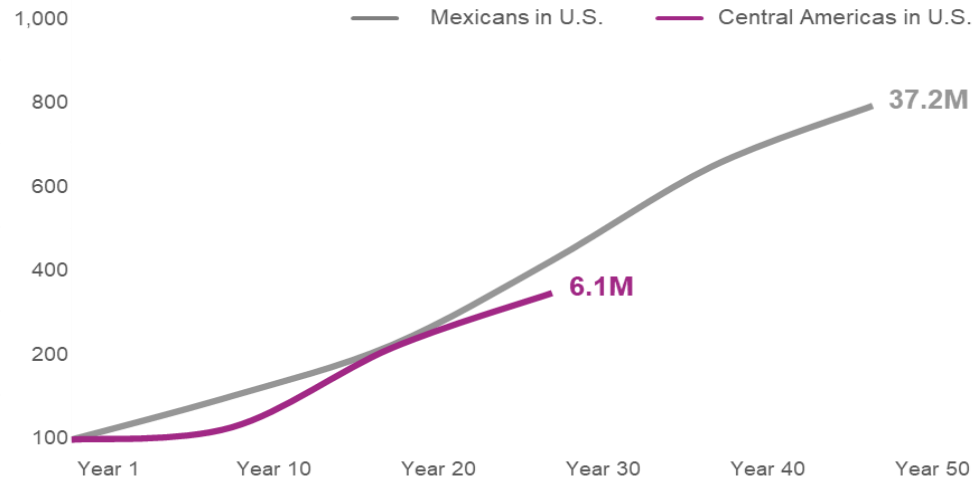
Air Operator Certificates (AOCs) in Costa Rica and El Salvador allow Volaris to **directly serve the U.S. market** with great potential to mirror Volaris' VFR model in Mexico.



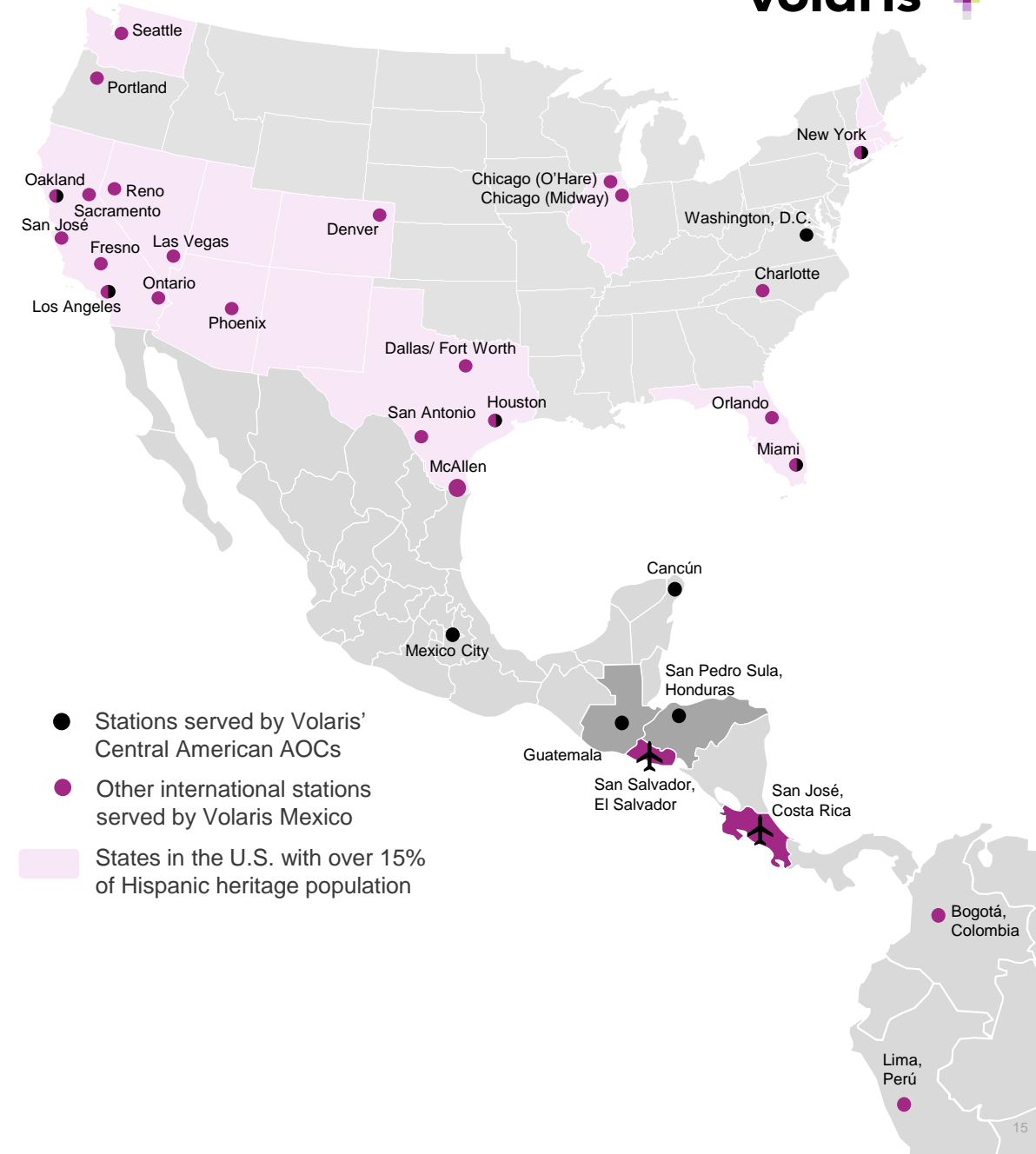
We view Central American operations as a **natural extension of our core VFR** franchise in Mexico.

Central American heritage population in U.S. growth similar to Mexico-U.S. VFR market ~10 years ago

Indexed heritage population, year 1=100



Note: Population considers year 2021.
Source: International Monetary Fund and US-Census Bureau.



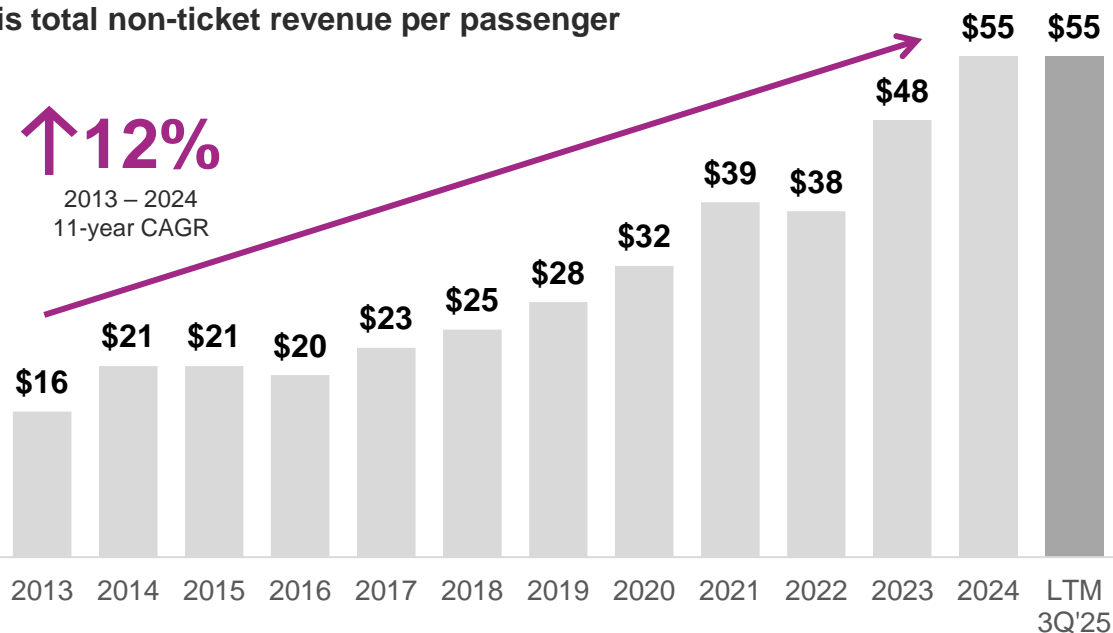


Track record of successfully increasing ancillary revenues with further upside potential

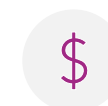
Significant success in capturing ancillary revenue...

...translating to a stable source of income: less elastic, less volatile, less seasonal

Volaris total non-ticket revenue per passenger
USD



% Total Revenues	17%	24%	28%	32%	40%	32%	34%	43%	43%	42%	49%	52%	55%
------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----



Personalization and dynamic pricing



Launch new products and services



Build recurring revenue streams
(e.g. v.club and v.pass memberships,
Annual Pass subscription)



Enhance existing products and
services



Stimulate demand with lower base
fares

Ancillaries allow us to offer low base fares, a key driver for bus-switching

A clear path to long-term, profitable growth



Solidify best-in-class cost position

- Remain best-in-class ULCC worldwide
- Maintain one of the industry's **highest variable cost structure**
- Continuously reduce fleet ownership costs



Drive profit from the core and complement with attractive opportunities

- Leverage leadership in majority of **domestic stations** operated
- Consolidate position in **Mexico-U.S.** cross border market
- Capture share of future **growth in Central America** by replicating our Mexico model



Preserve financial strength

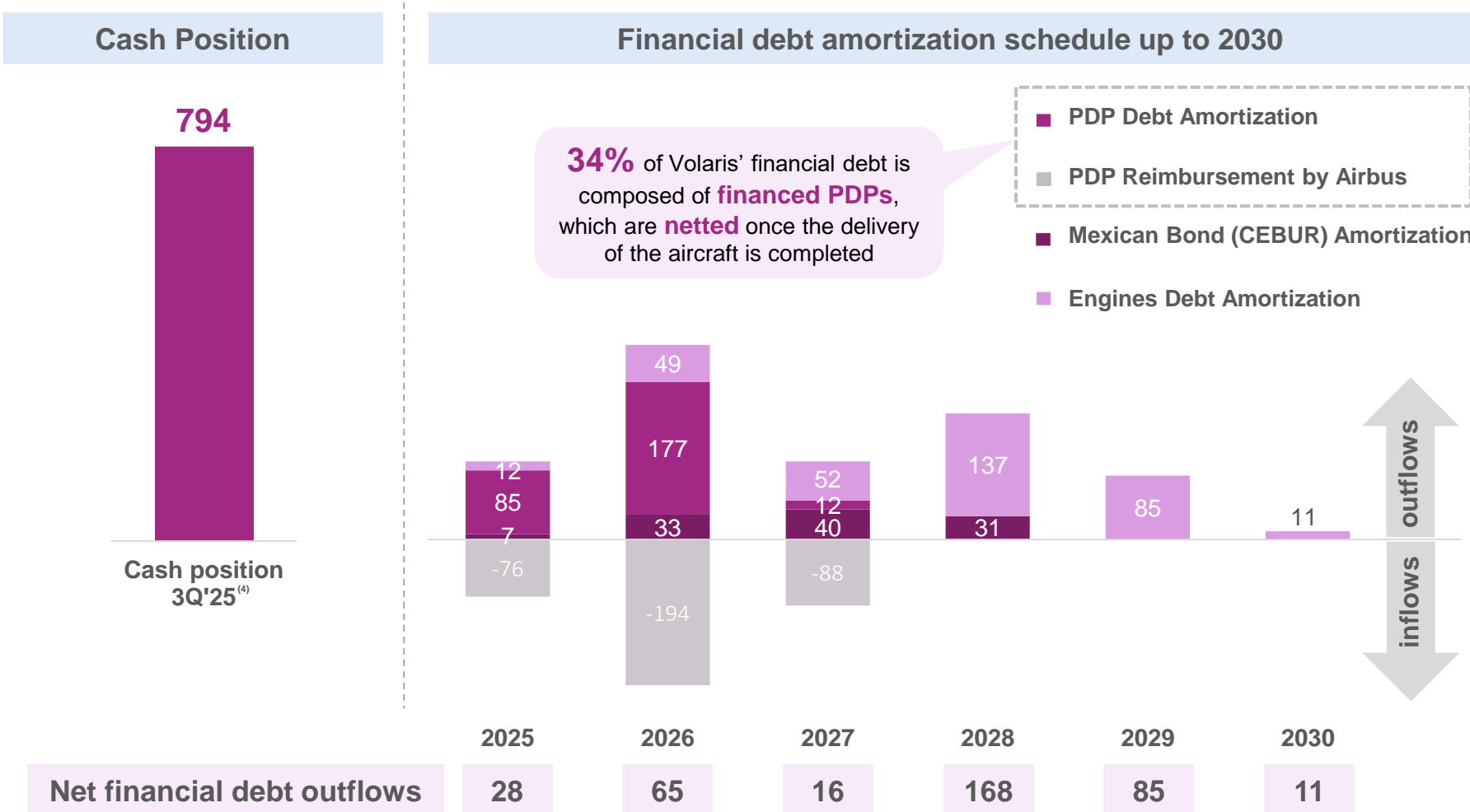
- Balance growth with **consistent profitability**
- Create **shareholder value**
- Remain **conservative** with the **balance sheet**



Robust cash position and conservative debt profile

Attractive financial debt maturity profile

Millions | USD ⁽¹⁾



79%

of Volaris' total debt is composed of lease liabilities

6.6%

dollar-equivalent cost of Volaris' financial debt in 3Q'25 ⁽²⁾





\$550M+




pre-delivery payments (PDPs) financing secured ⁽³⁾ for the next three years

Note: (1) Converted using September 30, 2025, FX USD = \$18.38 (2) The cost of debt is computed using the equivalent USD denominated fix rate swap for each financing facility.

(3) Considering facilities already disbursed and secured.

Fourth quarter and full-year 2025 guidance

		4Q'25
	ASM growth	~8%
	TRASM	~\$9.30 cents
	CASM ex fuel	~\$5.75 cents
	EBITDAR Margin	~36%
Avg. USD/MXN rate		~Ps. 18.60
Avg. U.S. Gulf Coast jet fuel price		~\$2.20

		FY'25
	ASM growth	~7%
	EBITDAR Margin	32% to 33%
	Capex	~\$250M ⁽¹⁾
Avg. USD/MXN rate		~Ps. 19.30
Avg. U.S. Gulf Coast jet fuel price		~\$2.15

Note: All figures are reported in U.S. dollars (1) Capex net of financed fleet predelivery payments



Environmental

- **Goal:** Reduction of **CO₂ emissions** by **35.4% CO₂/RPK** by 2030 vs. 2015 ⁽¹⁾
- **Young and fuel-efficient fleet**
 - Among the youngest fleet in North America
 - 97% NEOs engines by 2030 ⁽²⁾ (fuel-efficient)
- **Emissions reduction initiatives:**
 - Fleet renewal with higher seat configuration and NEO technology upgrades
 - On-board weight reduction
 - Route and flight optimization
- Signed investment agreement to support the further development of **sustainable aviation fuel (SAF)** through startup “CleanJoule”
- Support the decarbonization of the aviation industry by 2050, as part of IATA’s **Fly Net Zero initiative**



2024 Integrated Annual Report



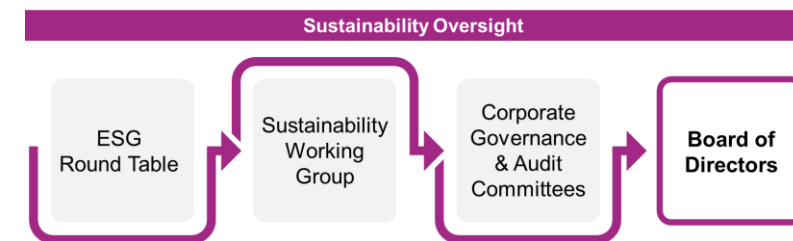
Social

- **Prioritization of aviation security, operational safety and data protection**
 - Zero aviation accidents or passenger fatalities and no breaches of our customers’ data
 - 11th consecutive year as a top member by ECPAT ⁽³⁾ for protecting children and adolescents from human trafficking
- **Democratize aviation through our ULCC business model by offering affordable travel, contributing to economic growth**
- **Our Ambassadors - Volaris Family**
 - **Become the employer of choice: Attracting, developing, training and retaining the best talent**
 - ✓ High engagement levels (96% in last survey)
 - ✓ Low voluntary turnover ratio (7%)
 - ✓ 7.1 hours of training per FTE
 - **Diverse and engaged work environment, promoting gender diversity**
 - ✓ 45% women Ambassadors
 - ✓ Adherence to IATA 25by2025 initiative, an industry gender equality commitment



Corporate Governance

- **Sustainability and business strategy alignment**
- Board of Directors and leadership team strategy oversight and pay alignment
 - No controlling group
 - Board of Directors is comprised of qualified members with multidisciplinary backgrounds
 - ✓ **69%** of the Board members is **independent**
 - ✓ **15%** of the Board members are **women**
- **Rigorous reporting and compliance practices, commitment to transparency**
 - Dual-listing: Mexican Stock Exchange and NYSE (ADR Level III),
 - GRI, SASB, <IR> Framework



Note: (1) The established target is being closely monitored. If Airbus continues delaying scheduled aircraft deliveries and/or the anticipated inspections of P&W’s NEO engines persist and face increased challenges, Volaris would need to revisit this goal. (2) This goal is contingent upon aircraft and engine manufacturers’ delivery schedules. (3) End Child Prostitution, Child Pornography, and Trafficking of Children for Sexual Purposes. All data as of 2024.



VLRS
LISTED
NYSE



VOLAR

ir.volaris.com