



Company presentation

June 2022

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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 release, 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, statements regarding the Company's intentions and expectations regarding the delivery schedule of aircraft on order, announced new service routes and customer savings programs. 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 and/or management's good faith belief as of that time with respect to future events and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward-looking statements. 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 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 is contained in the Company's US Securities and Exchange Commission 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 release. 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, 2021, 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.










The leading Ultra-Low-Cost Carrier of Latin America

Volaris is the largest Mexican carrier ⁽¹⁾

Volaris has transported **170+ million passengers** since inception in 2006



Volaris' ultra-low-cost model

-  Ultra-low-cost airline serving Mexico, the United States, Central and South America
-  Young fleet (5.4 years on average) **with 110** aircraft (49% NEOs) ⁽¹⁾
-  **26.3 M** passengers in the LTM ⁽¹⁾
-  **495** average daily flights and **76** thousand daily passengers ⁽¹⁾
-  **208** routes: 128 domestic and 80 international ⁽²⁾
-  **73** airports served: 45 domestic and 28 international ⁽²⁾
-  **3** air operator's certificate: **Mexico, Costa Rica** and **El Salvador**
-  Highly productive airline with high asset utilization
 - 60** ⁽³⁾ full-time employees per aircraft with variable, performance-based compensation structure and a single labor union
 - 13.3** block hours per day of total fleet in 1Q 2022
 - Operated **155% of capacity** during 1Q 2022 vs 1Q 2021
-  Member of the **Dow Jones Sustainability MILA Pacific Alliance Index** for second consecutive year and **S&P/BMV Total Mexico ESG Index**

Proven Executive Committee with an average of more than 20 years of experience in global aviation industry leading the Company since its foundation



Enrique J. Beltranena

*President and
Chief Executive Officer*

- **Founder of the Company**
- Volaris' CEO since 2006
- Volaris' Board Member since 2016
- Member of the Advisory Board of the *C. Coordinador Empresarial de Mujeres de la CDMX*
- President of the Superior Council IPADE-UP System
- **33 years of experience in the industry**



Holger Blankenstein

*EVP Airline
Commercial and Operations*

- **Founder of the Company**
- Executive Vice President Airline Commercial and Operations since 2017
- Served as Chief Commercial Officer from 2009 to 2017
- **20 years of experience in the industry**



Jaime E. Pous

Chief Financial Officer

- **Founder of the Company** as part of one of the original investors; **joined the Company in 2013** as Chief Legal Officer from 2013 to March 2021
- CFO since 2021 (interim CFO from June 2020 through March 2021)
- Secretary of the Board of Directors and Audit and Corporate Governance Committee since 2018
- **15 years of experience in the industry**



José Luis Suárez

Chief Operating Officer

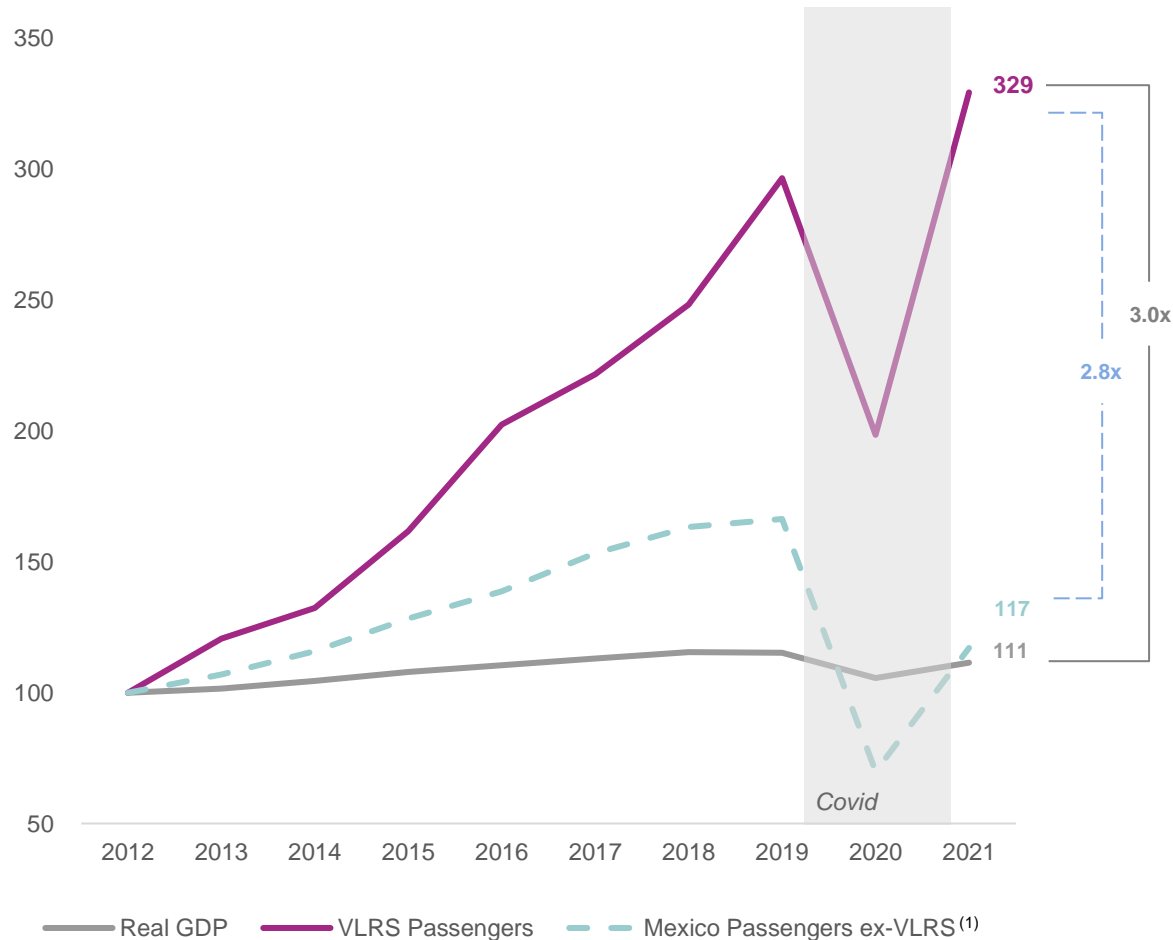
- **Founder of the Company**
- Chief Operating Officer since 2015
- Previously served as Sales and Customer Service Director
- **25 years of experience in the industry**

Volaris is the largest player in the emerging Mexican market

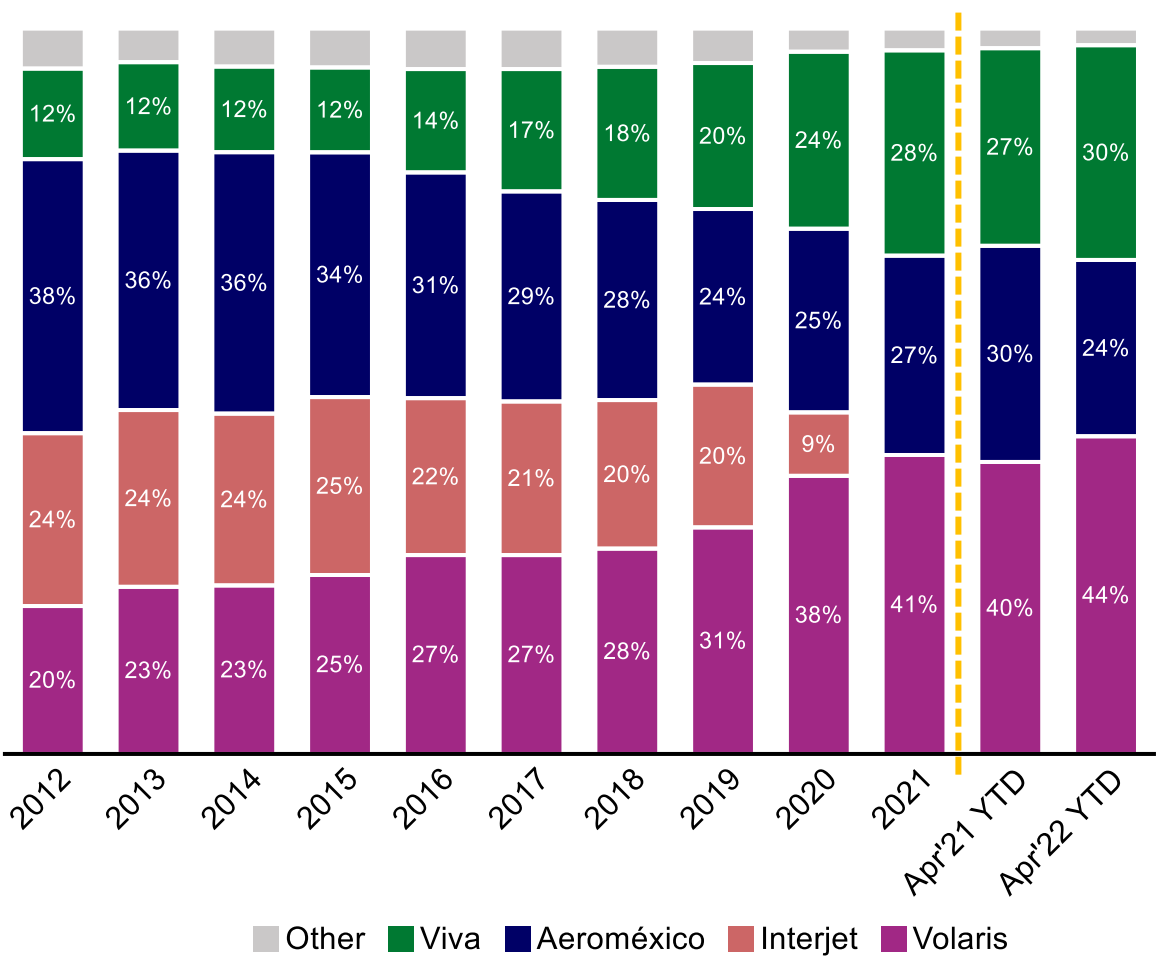


Volaris' capacity growth has kept pace with demand growth which is 3x Mexican GDP since 2012

Real GDP growth | Passengers (Index, 2012 = 100)



Domestic market share by airline (%) | On board passengers (M)



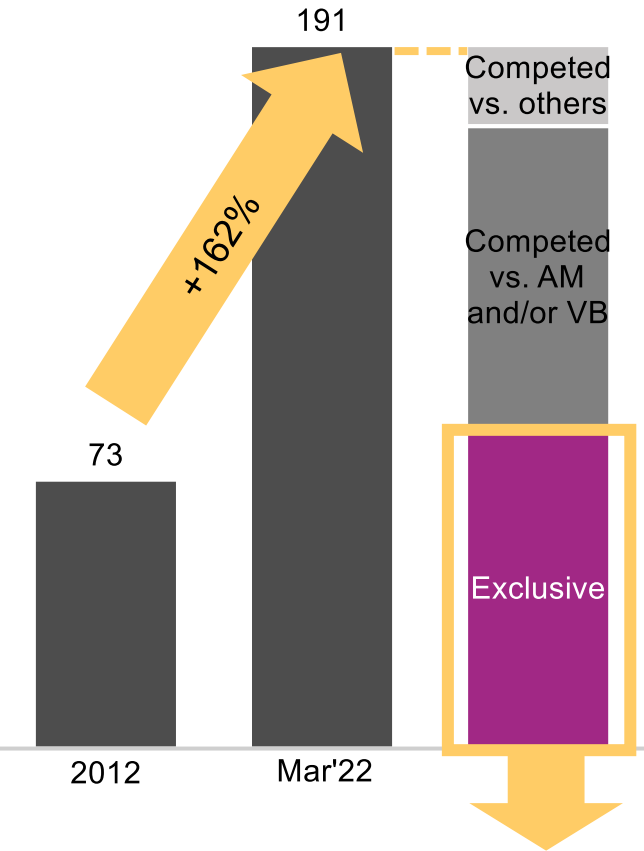
Source: AFAC-SCT, Oxford Economics, Company filings
Note: (1) 2021 figures are accumulated figures up to December 2021, annualized

Volaris has grown its number of routes by 162% over the past 10 years



46% of Volaris' routes compete only against buses

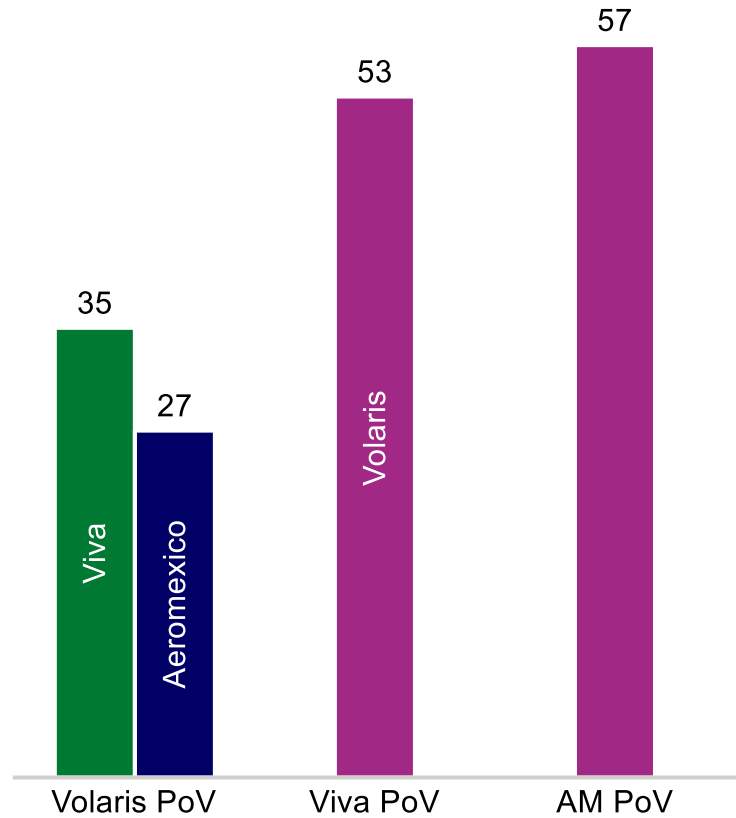
Volaris' routes by competition type – Mar'22



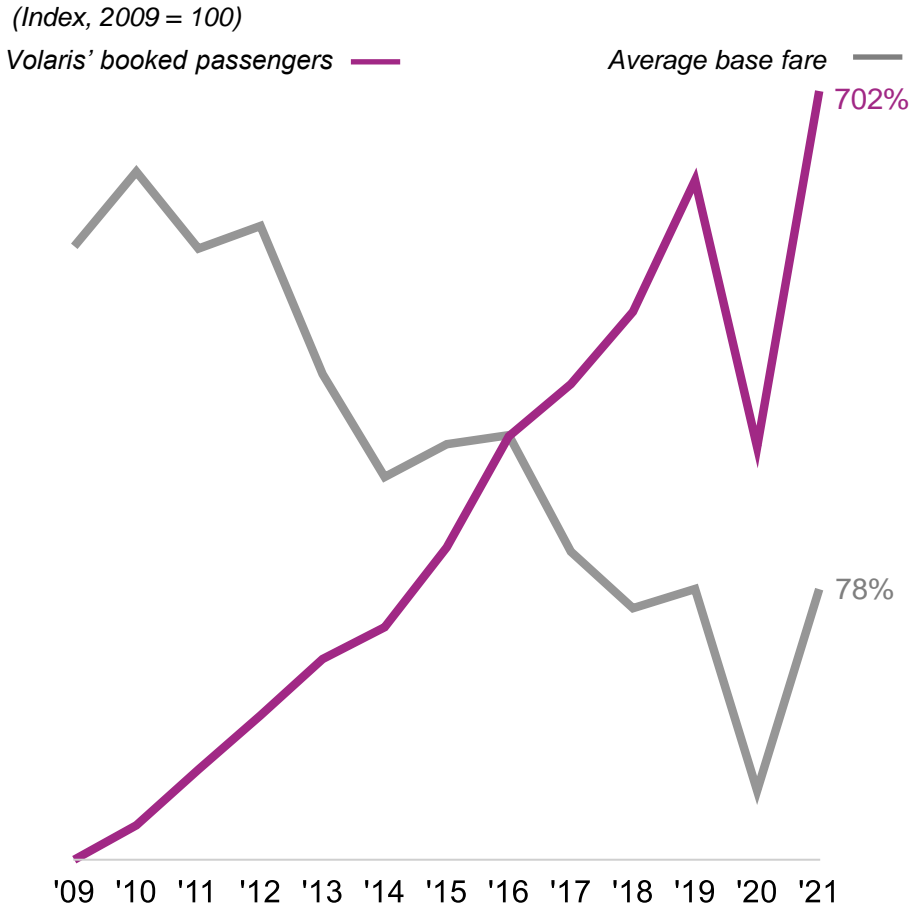
46% of routes compete only against buses

Competitors have larger exposure to Volaris

% of route overlap by carrier's point of view (PoV) – Mar'22



Volaris' lower prices have historically stimulated demand



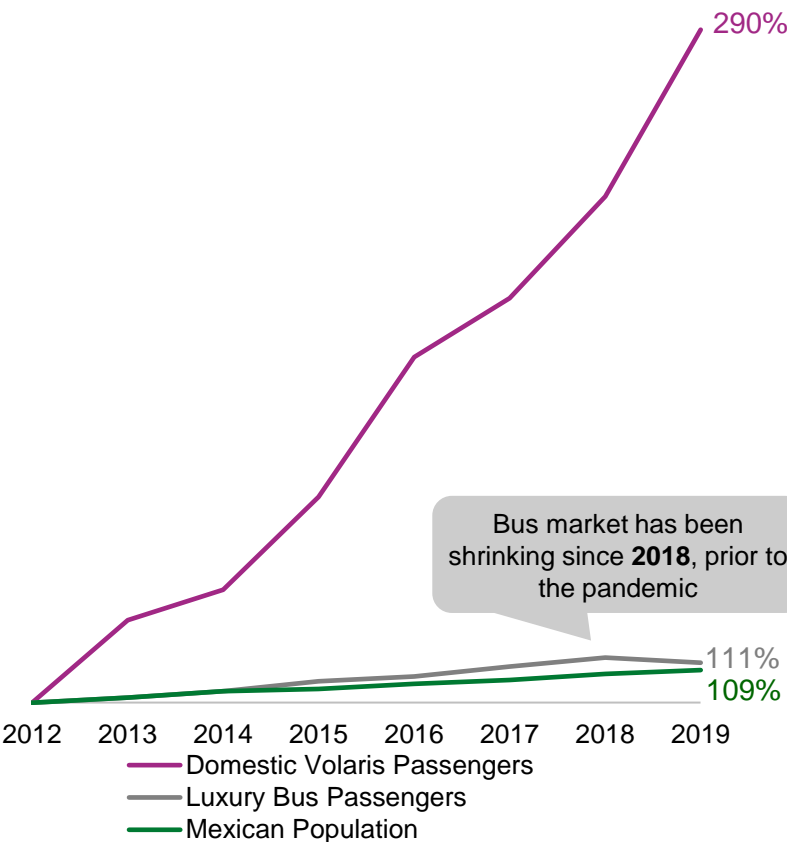
Significant opportunity for bus-to-air conversion through low base fares

Note: Volaris' number of routes open for sales as of March 2022

Volaris' business model is uniquely positioned to capture further growth

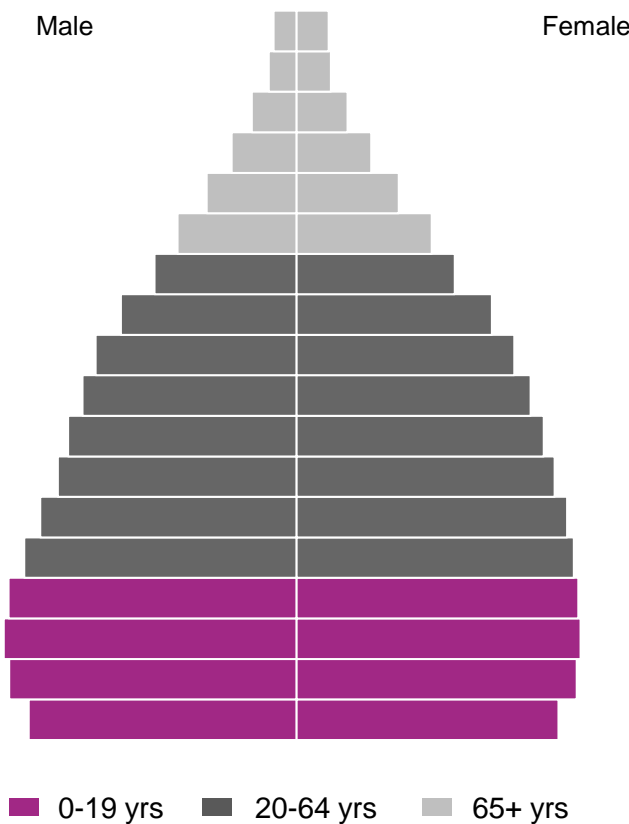
Proven Success in Capturing Bus-Switching Demand

Mexican population | Passengers⁽¹⁾ (Index, 2012 = 100)



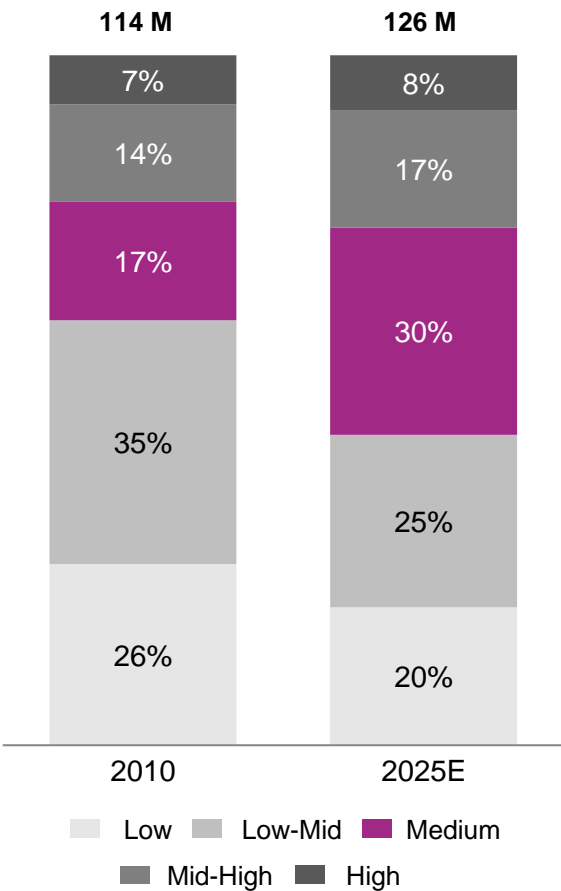
Growing Young Population

Mexican demographic composition by age | 2020



Large Addressable Market

Mexican population and socioeconomic distribution



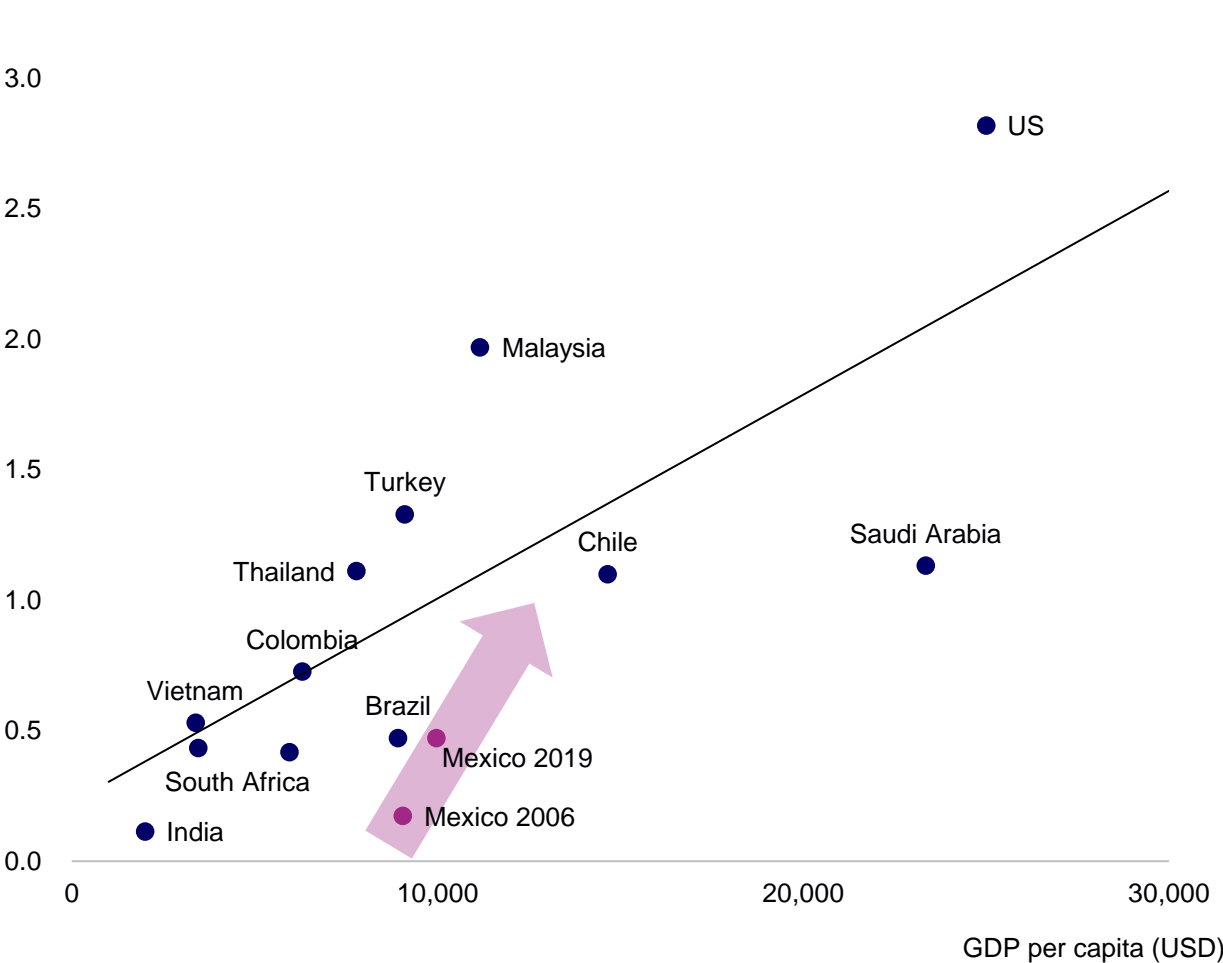
Central America has similar market characteristics to Mexico with an approximate population of 50 million

Note: (1) AFAC-SCT; (2) INEGI

Mexico's emerging market is in its early stages in terms of air travel

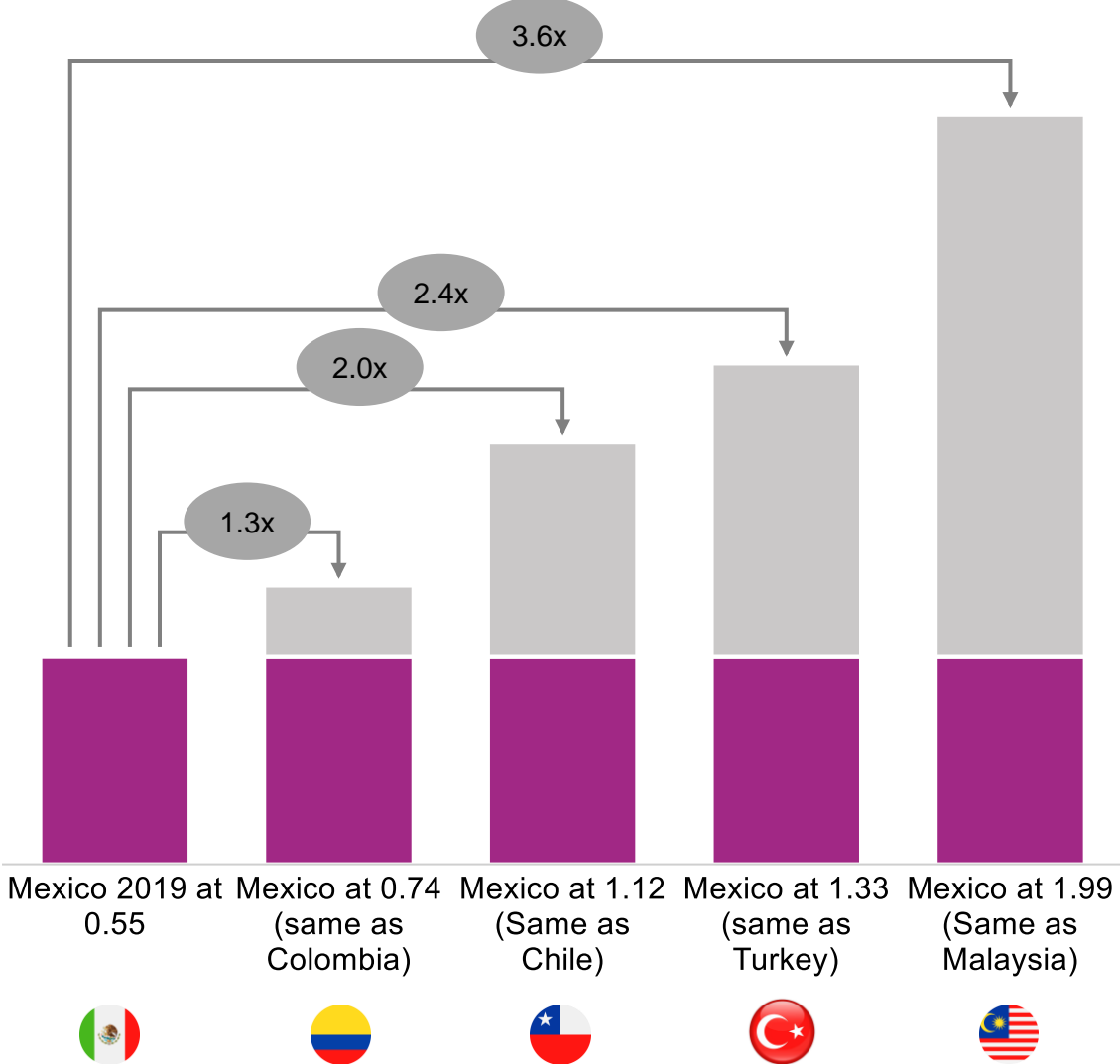
Mexico remains underpenetrated in terms of trips per capita...

Domestic trips per capita



...with substantial upside

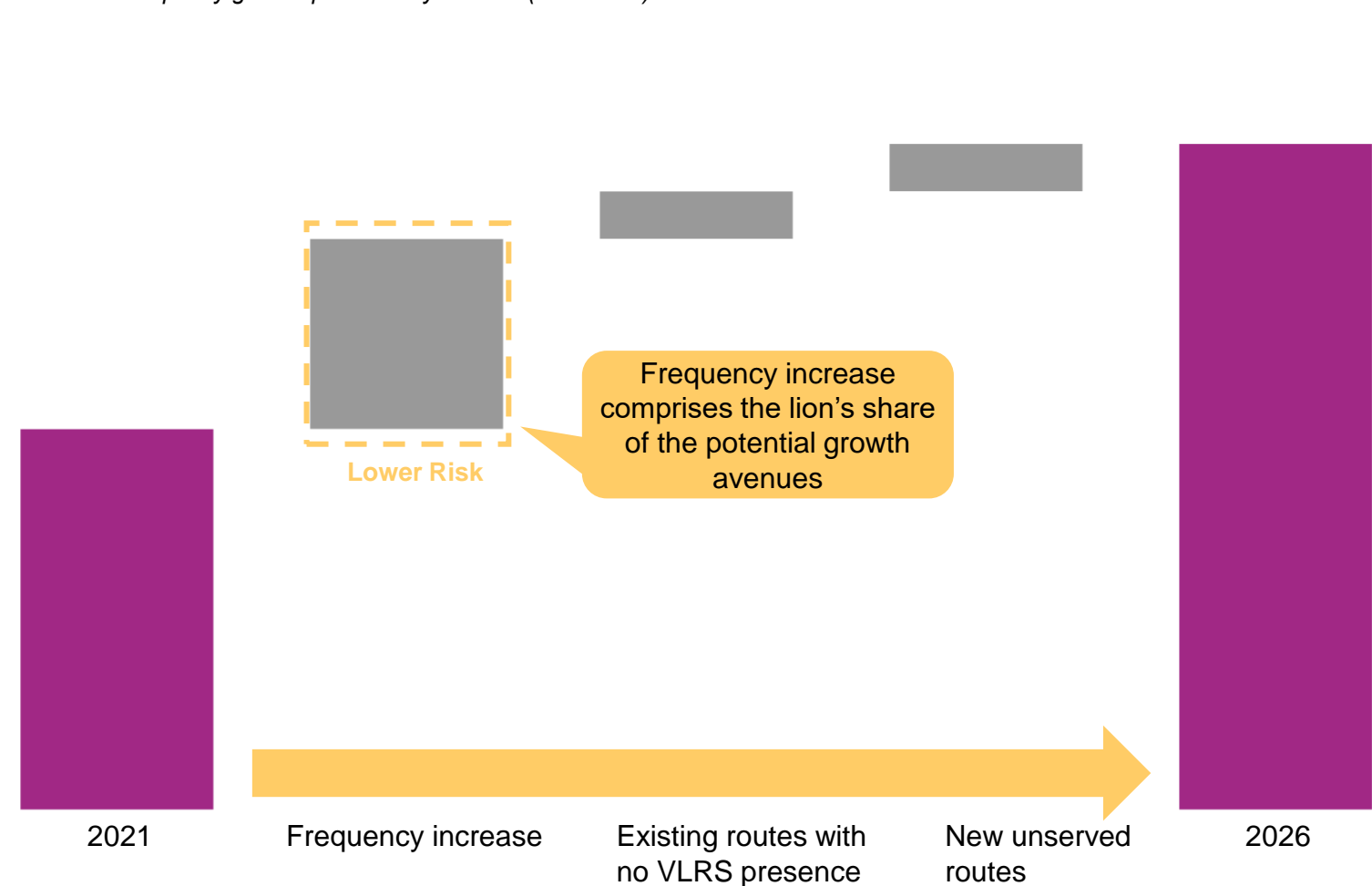
Passengers Needed to Reach Level of Trips per Capita | M



Growth to be driven by frequency increases to existing destinations in the domestic market, with plenty of international opportunities

Domestic growth will continue to be concentrated in markets where Volaris has strong existing presence

Volaris' domestic capacity growth potential by avenue (illustrative)



Opportunities to grow the domestic market:

- 84 existing domestic routes not operated by Volaris
- 8 domestic stations unserved by Volaris
- 120 potential new routes currently unserved

Opportunities to grow the international market:

- United States core markets
- Southbound leisure
- Central America
- South America
- Caribbean and Canada



~300 total potential new routes
27 total potential new stations

Volaris is one of the lowest-cost operators worldwide

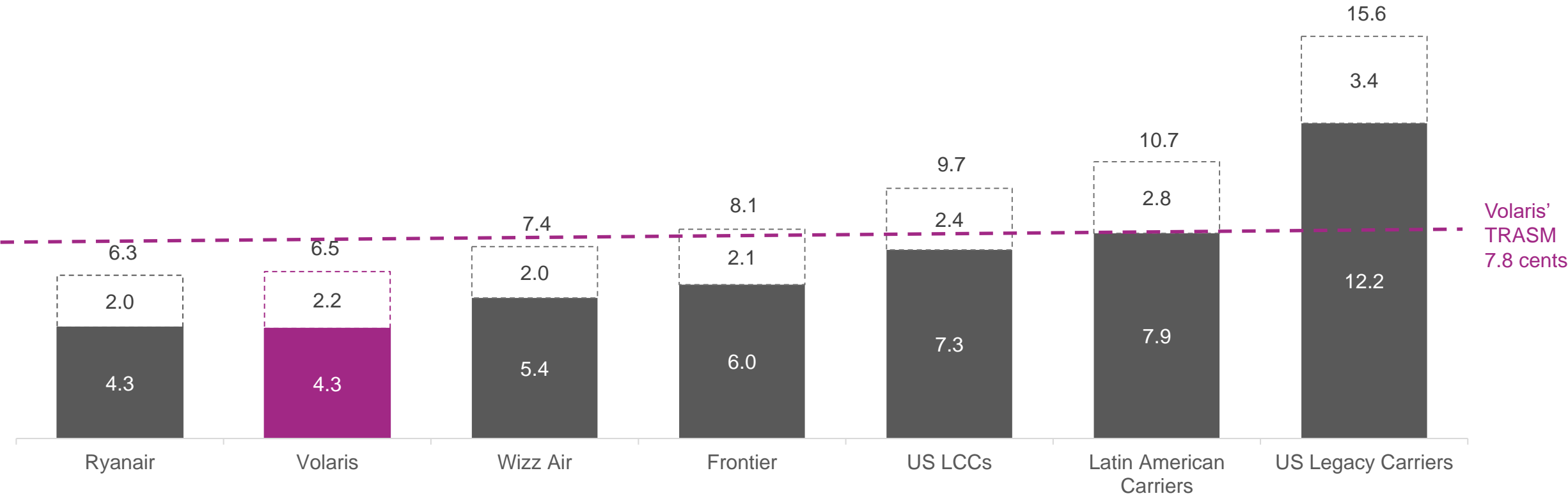


“True” low-cost business model that enables an extraordinary competitive advantage against peers

FY 2021 CASM SLA @972 miles | USD cents ⁽¹⁾

CASM ex-fuel CASM

Volaris makes money at TRASM levels in which other airlines lose



Source: Company's Filings

Note: Non-USD data converted to USD using an average exchange rate for the period for convenience purposes only, all data as of December 2021

(1) Presenting average CASM and CASM ex-fuel. "US LCCs": Southwest, Allegiant, Jet Blue, Spirit, and Frontier; "Latin American Carriers": Aeromexico, Viva, Copa, Azul, and LATAM.; "US Legacy Carriers": Delta, American Airlines, Alaska Airlines and United Airlines

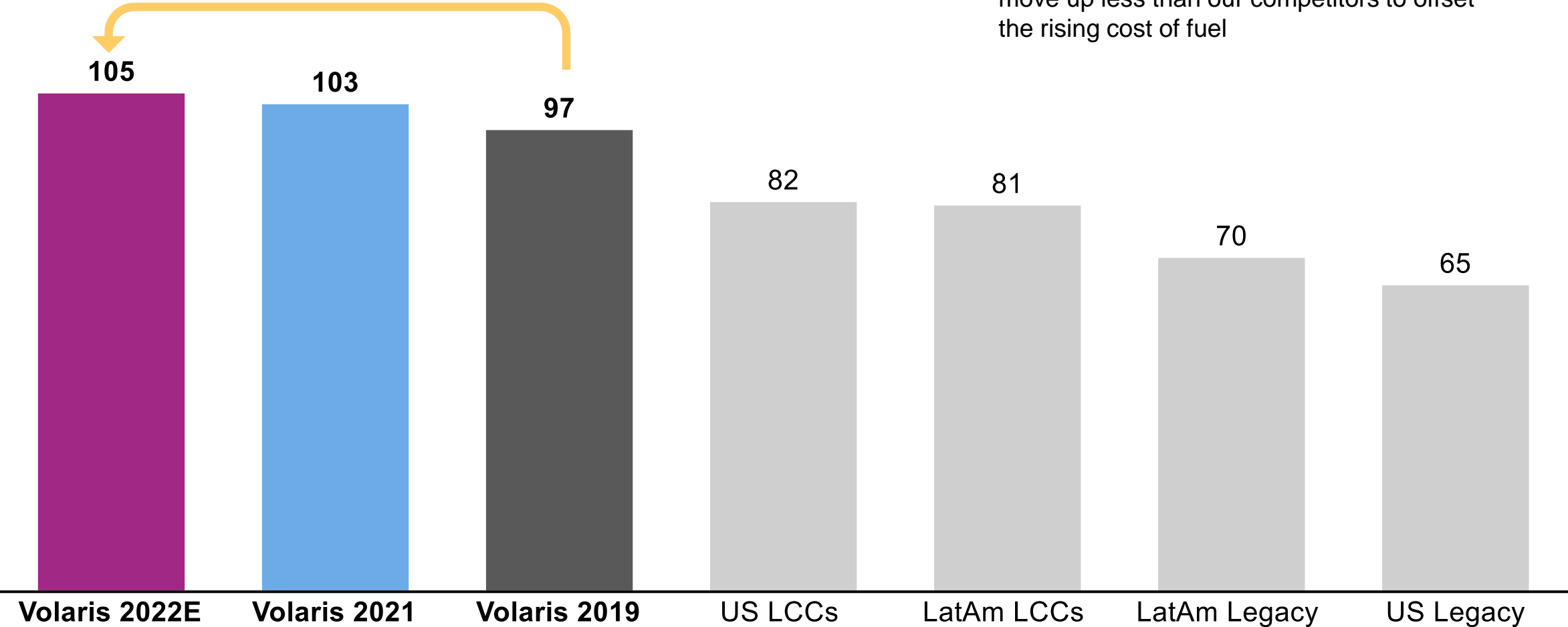
Investment in NEOs is Volaris' best hedge against rising fuel prices



Expected fuel savings between **24 and 28 million gallons**⁽²⁾ or over **USD 80 million**⁽³⁾ in 2022 vs 2019 through investment in NEOs, upgauging and other initiatives

Available Seat Miles (ASMs) per Gallon, 2019⁽¹⁾

Volaris' per-passenger revenue needs to move up less than our competitors to offset the rising cost of fuel



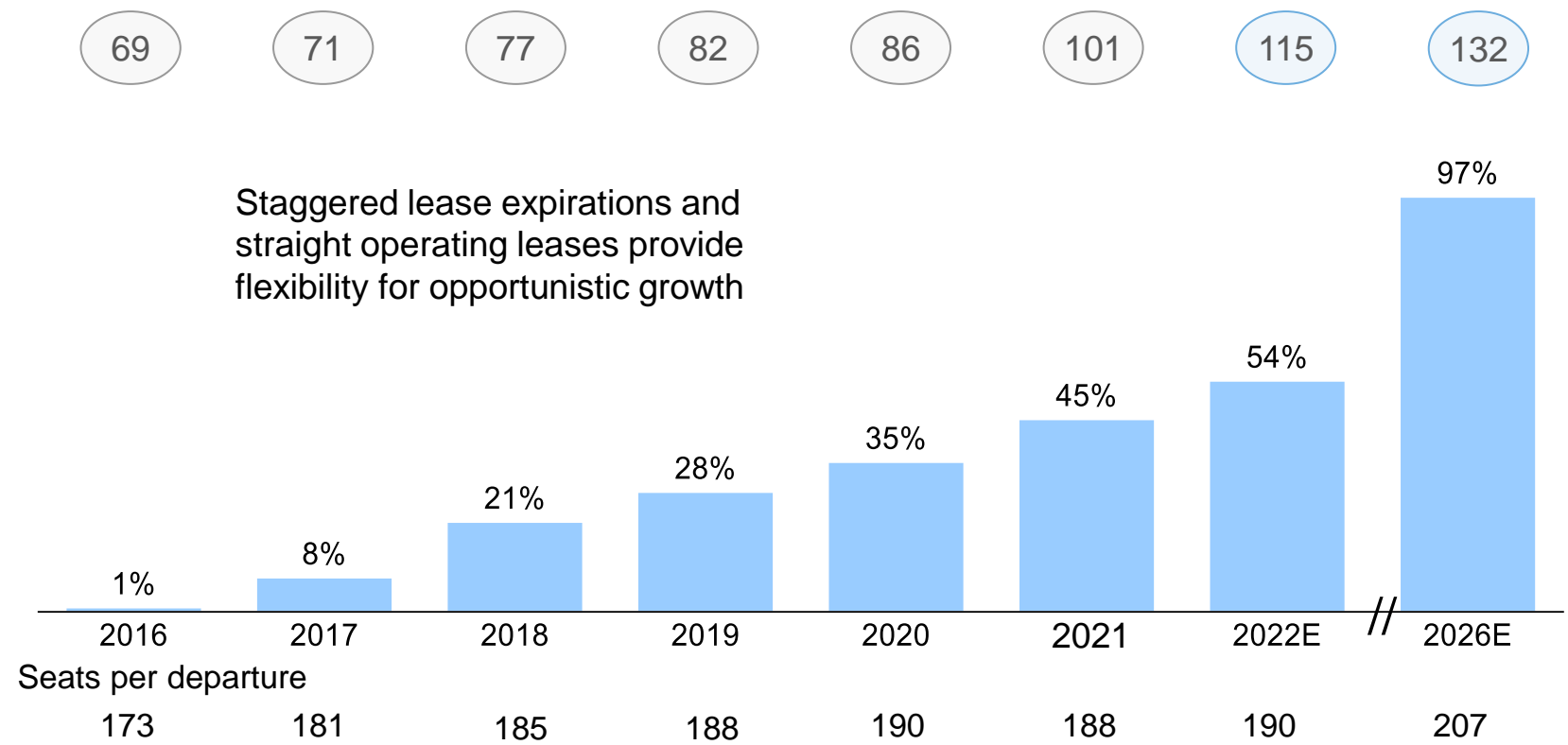
Note: (1) For the Year Ended December 31, 2019; **Note:** We are taking in consideration for US Legacy: United, Delta and America, for US LCCs: Frontier, Spirit, Allegiant, Alaska, Southwest and Jet Blue, for LatAm LCCs: Gol and Azul and for LatAm Legacy: Aeromexico, Avianca and Copa. (2) Assumes 25% ASM growth in 2022. (3) Assumes Gulf Coast jet fuel at USD 3.25/gallon **Source:** Companies' public filings

Single and flexible fleet allows Volaris to keep its cost advantage



Contractual fleet plan with Airbus negotiated along with Indigo Partners' portfolio airlines

% of NEOs in fleet



○ Total # of aircraft

● Total # of aircraft including Volaris' current contractual order book

Network KPIs

Young and fuel-efficient fleet

- 1 Average age of **5.4 years**⁽¹⁾
- 2 High-density configuration of **186 seats** in A320neo and **239 seats** in A321neo⁽²⁾
- 3 A320neo engines with fuel consumption **reduction ~16%** per seat
- 4 **100% operating leases** with competitive lease rates

Note: (1) As of May 2022; (2) Configuration of new deliveries, average of existing fleet at 186 seats in A320neo and 233 in A321neo

2030 GOALS

(vs 2015)

-35.4%

Emissions of gCO₂/RPK

-30.6%

Gal/ASM'000
Jet Fuel consumption

Strategies contemplated

- 1 Acquisition of NEO aircraft**
Will account for 50% of the fleet by 2022 and 100% by 2028
- 2 Installation of lighter seats and trolleys**
New seats 30% lighter
Installed trolleys 43% lighter
- 3 Operational efficiencies**
Optimization of flight paths
More efficient flight plans
Analysis and monitoring of fuel consumption parameters

Achievements



June 2021

Member of S&P/BMV Total
Mexico ESG Index

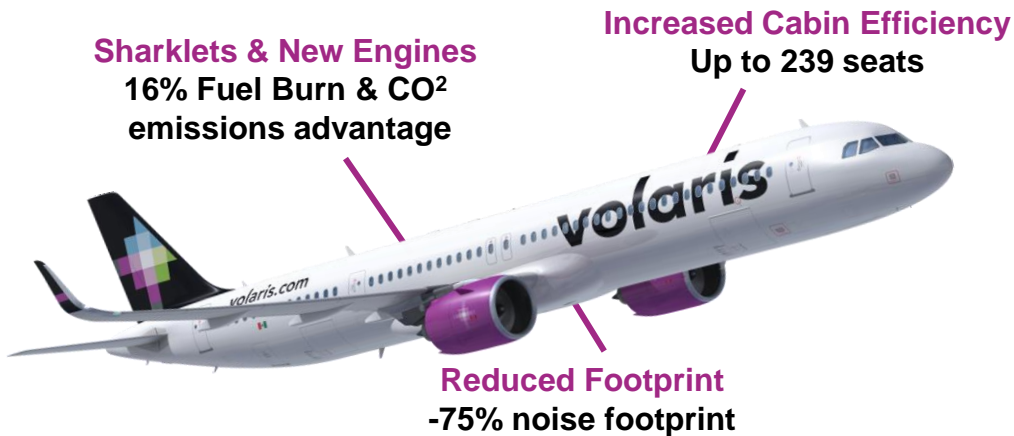
Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

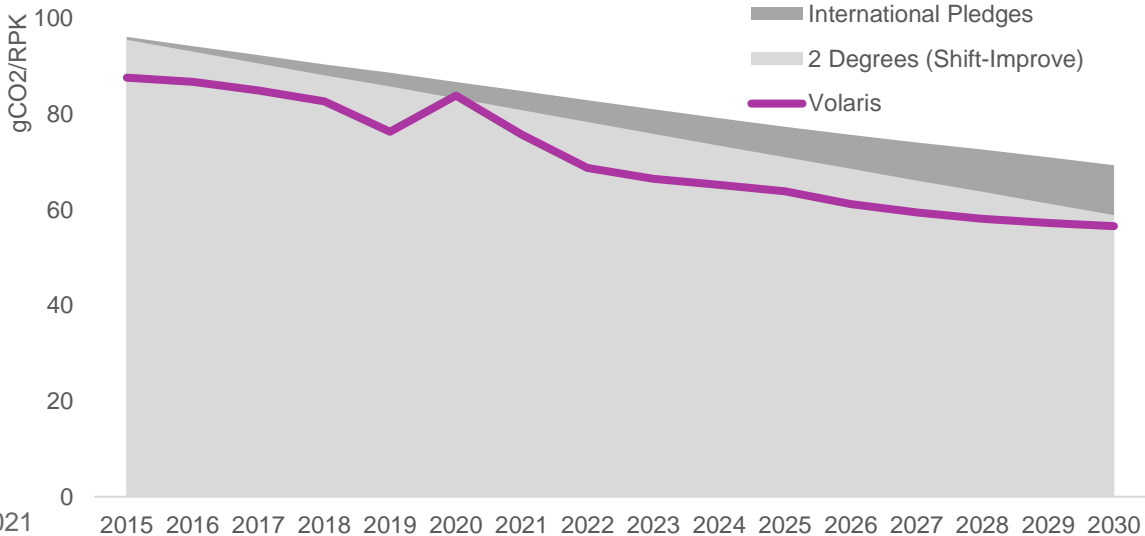
2nd year

Member of the Index MILA
Pacific Alliance

A320neo family



Performance and carbon reduction targets

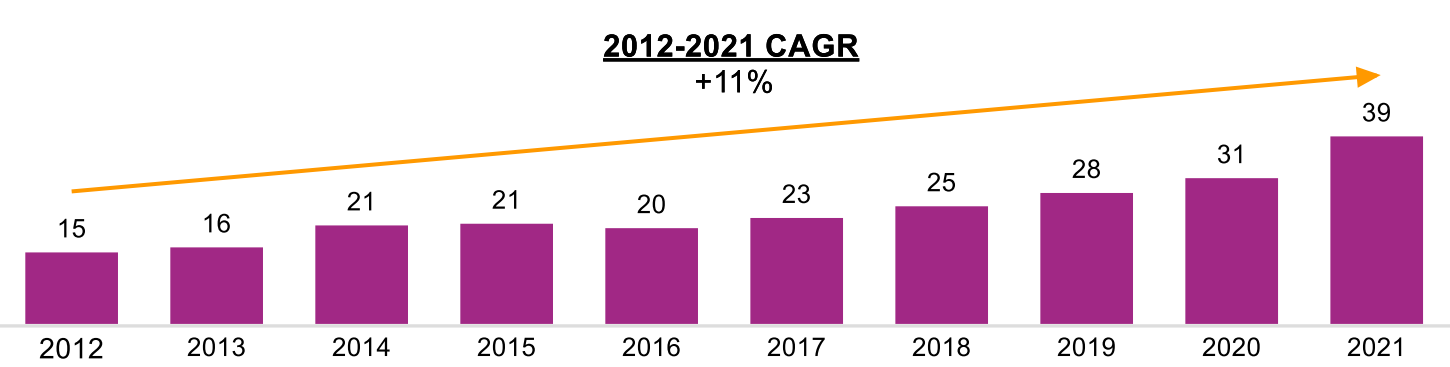


Track-record of successfully increasing non-ticket revenues with further upside potential

High margin and sticky cash flows: non-ticket revenue substitutes base fare, customers are less price sensitive to ancillaries

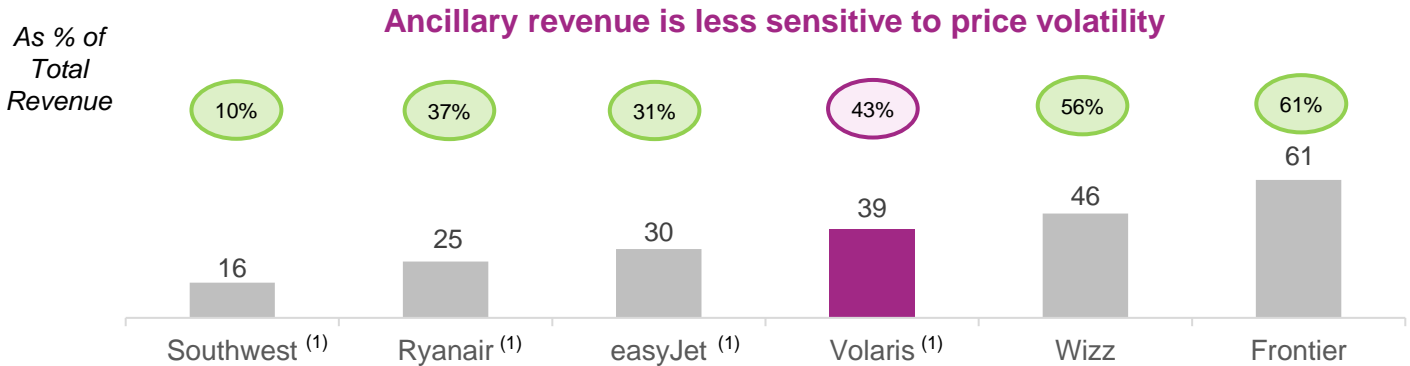
Significant success in capturing ancillary revenue in the last decade

Volaris non-ticket revenue per passenger | USD



... with ample room to improve

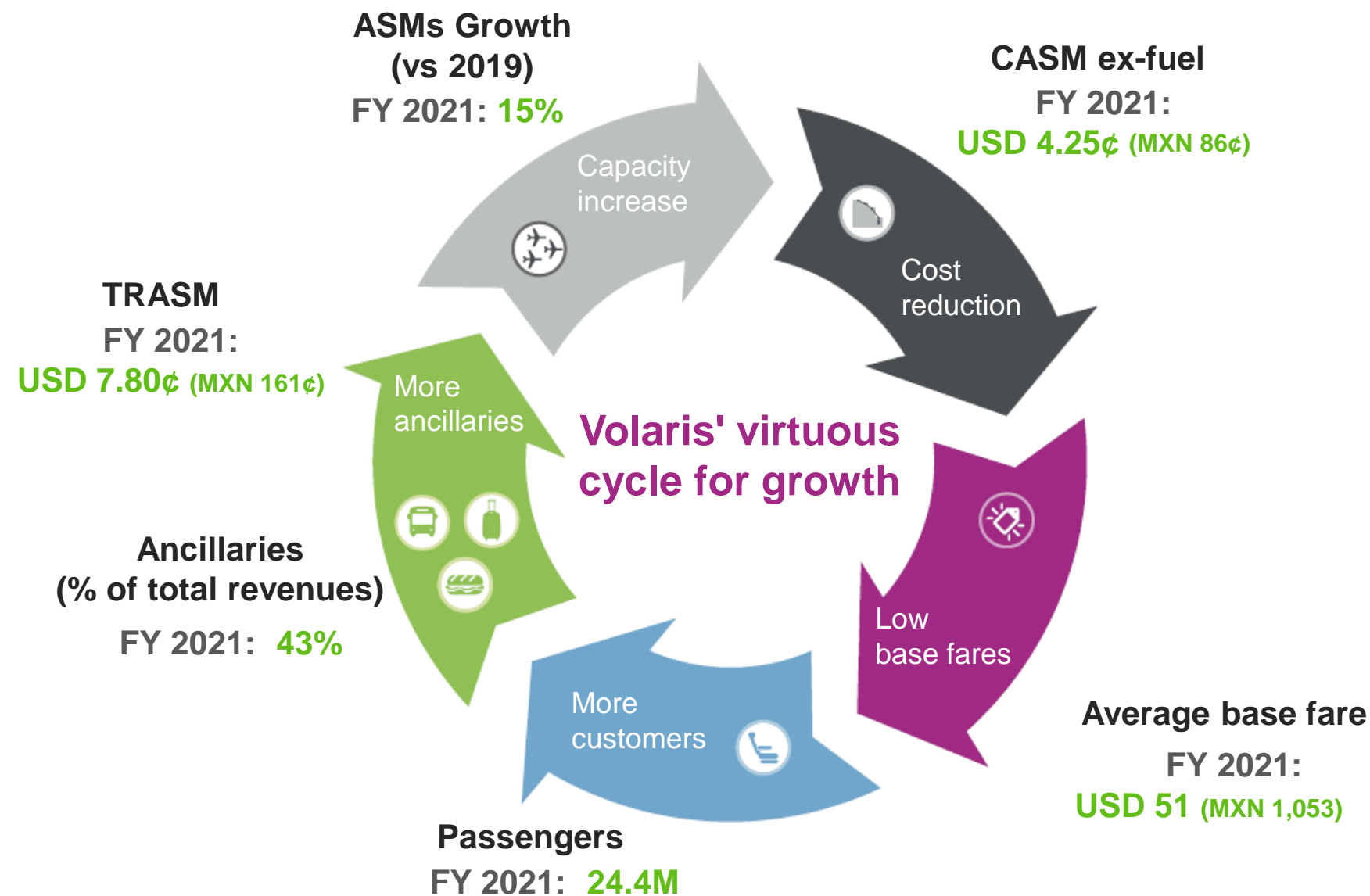
Ancillary revenue per passenger (as of December 2021) | USD



	\$1 Base fare	\$1 Ancillary
1 Price Elasticity	High	Medium
2 Demand stimulation	Penalizes	Encourages
3 % paid by customer	100%	<100%
4 Competitive matching	Likely	More difficult
5 Seasonality	High	Lower
6 Subject to price wars	Yes	No







Source: Companies' public filings
Note: (1) Converted using an average exchange rate of EUR = US\$ 1.14, LB = US\$ 1.35 and US\$ = Ps \$ 20.58 for convenience purposes only

Volaris' resilient, emerging market ULCC business model is ready for next stage of sustainable growth



Key metrics	
Metrics	FY 2021
Cash and cash equivalents	741 M USD
% LTM revenues	34%
Gross Debt	2.7 B USD
Lease liabilities	2.4 B USD
Financial Debt	0.3 B USD
Net Debt / LTM EBITDAR	2.5x
EPS adjusted	1.62 USD

Volaris is well-positioned to continue its successful Ultra-Low-Cost growth strategy

- 1** | The **lowest CASM always wins** and Volaris is among the few Top Tier lowest cost airlines in the world 
- 2** | **Ancillary revenue** focus and **point-to-point** network support market leadership and stimulation (*“air travel accessible to all”*) 
- 3** | Winning value proposition on **bus-to-air** switching strategy (46% of routes with no air competition) to fuel long-term growth 
- 4** | **Resilient core VFR market** has allowed Volaris to fast-track its strategic plan, with profitability, to capture **new opportunities** 
- 5** | **Single** and **flexible fleet**, with NEO transition, combined with **variable stakeholder contracts** provide a unique toolset to keep Volaris' cost advantage 
- 6** | Proven ability to maintain **reliable operations**, **control costs** and **solid liquidity** position Volaris to deliver return on invested capital 



1Q22 Update



Ability to adapt to changing demand quickly and to pass through the impact of the recent fuel cost increase



Plenty of market opportunities both at home and abroad



Flexible growth without sacrificing profitability

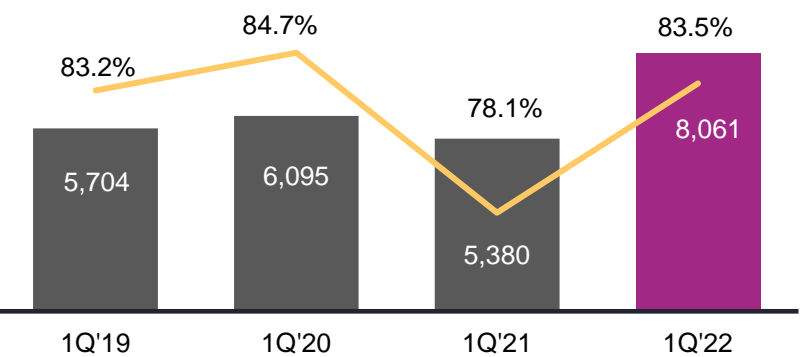


Ultra-low CASM and strong balance sheet allow Volaris to absorb volatility better than its competitors

Proven track-record of profitable growth

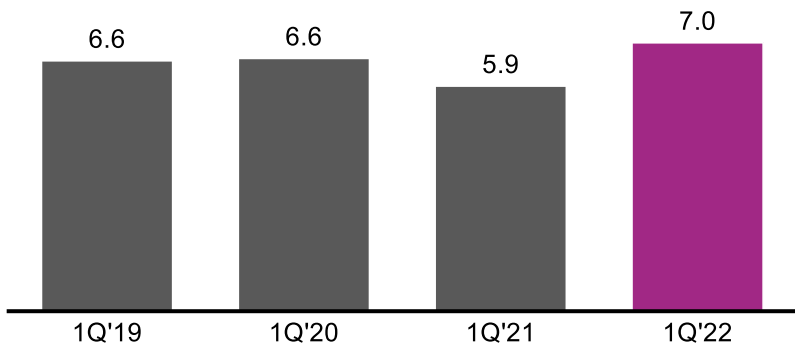
ASMs and Load Factor

(Millions)



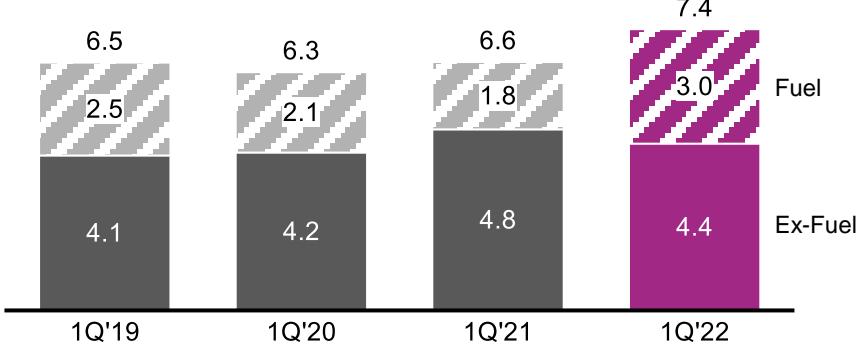
TRASM

(USD cents)



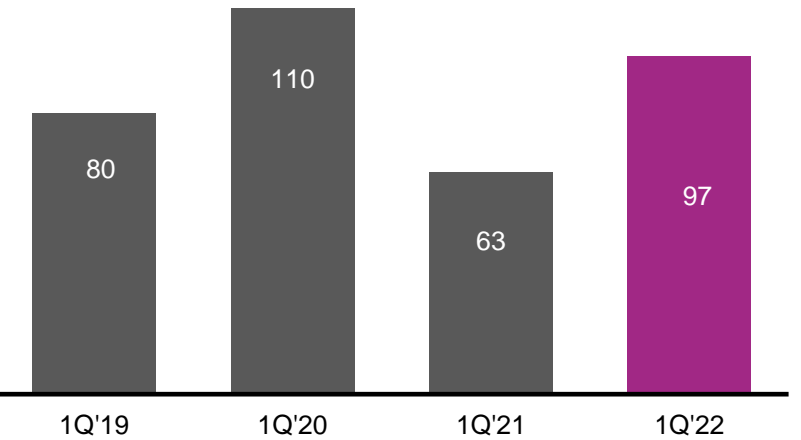
CASM

(USD cents)



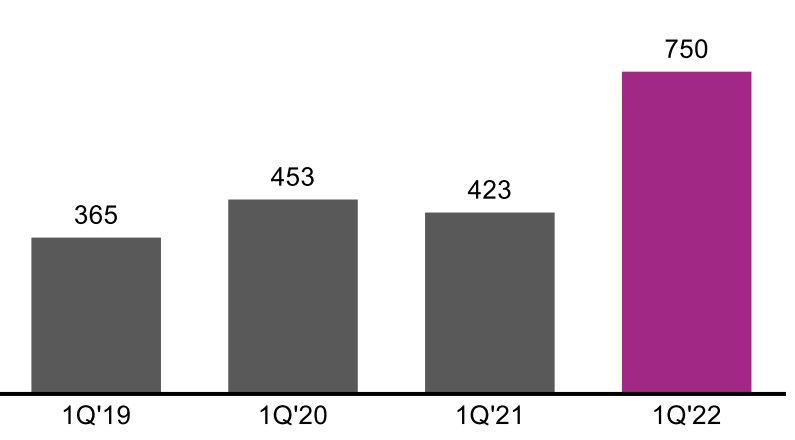
EBITDAR

(USD millions)

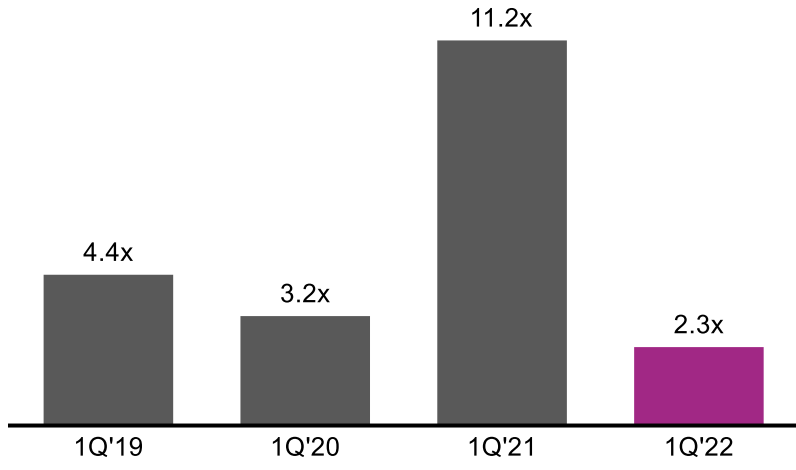


Cash and Equivalents (EoP)

(USD millions)

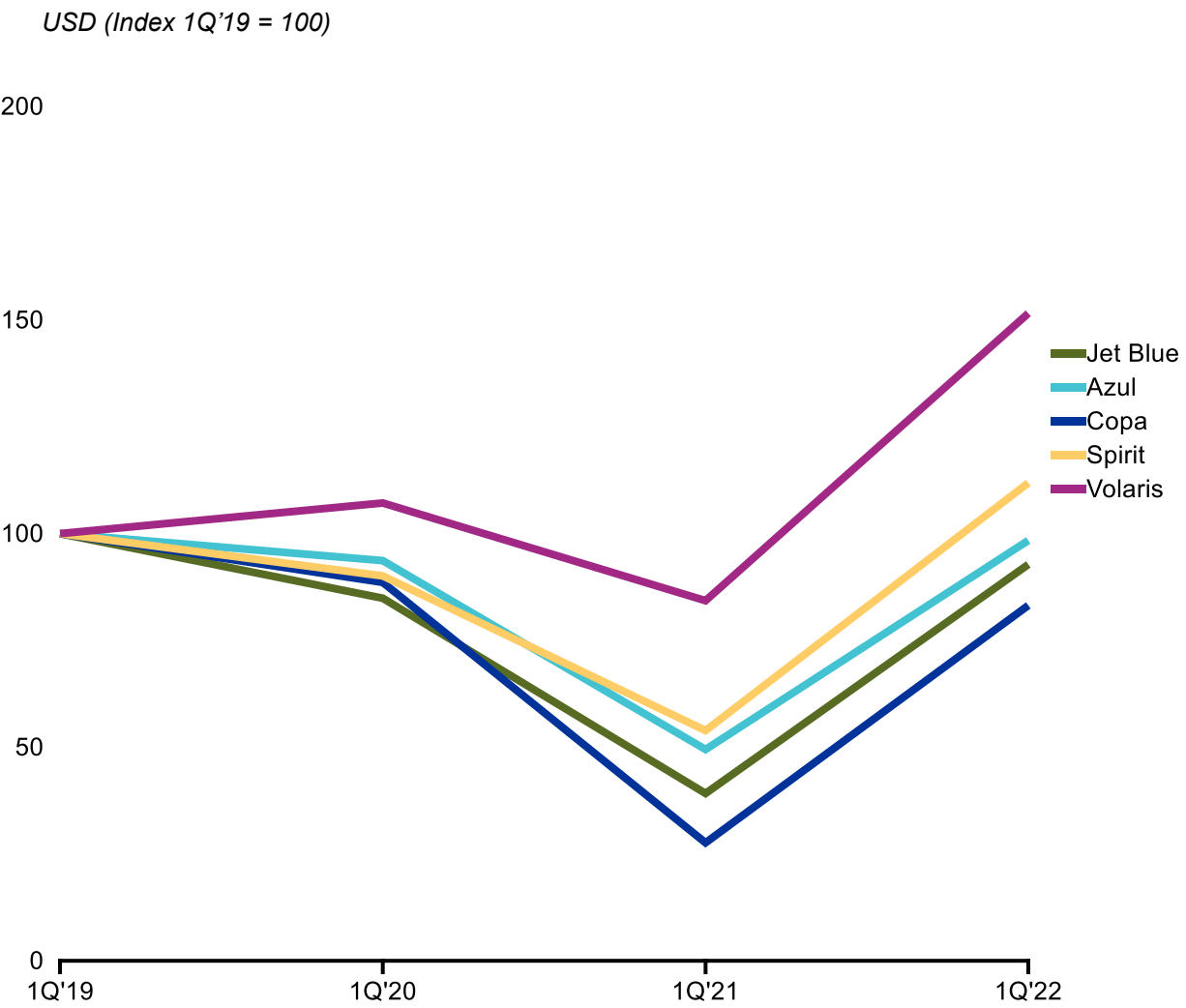


Net Debt-to-LTM EBITDAR

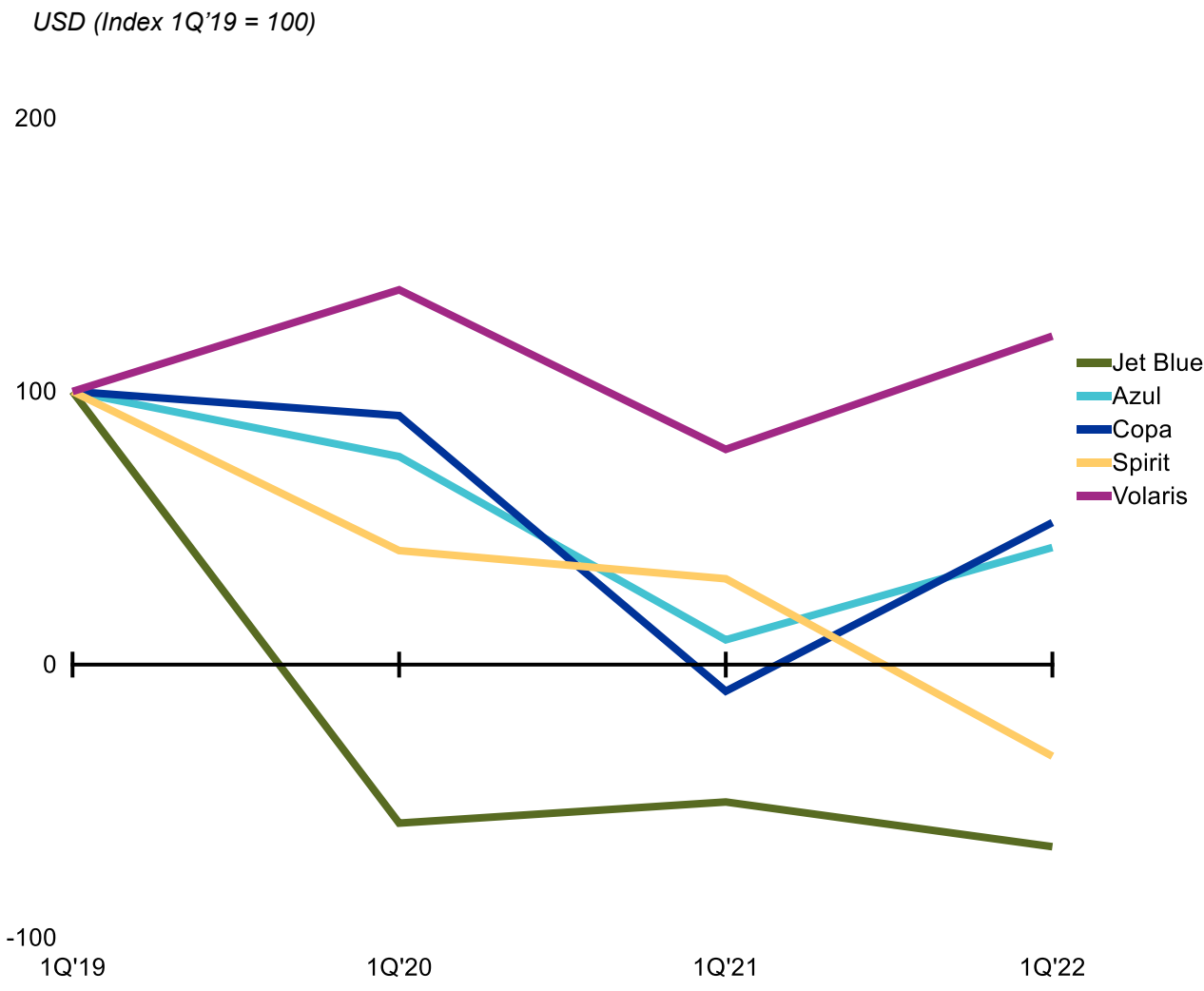


Leading the airline industry's recovery

Revenue

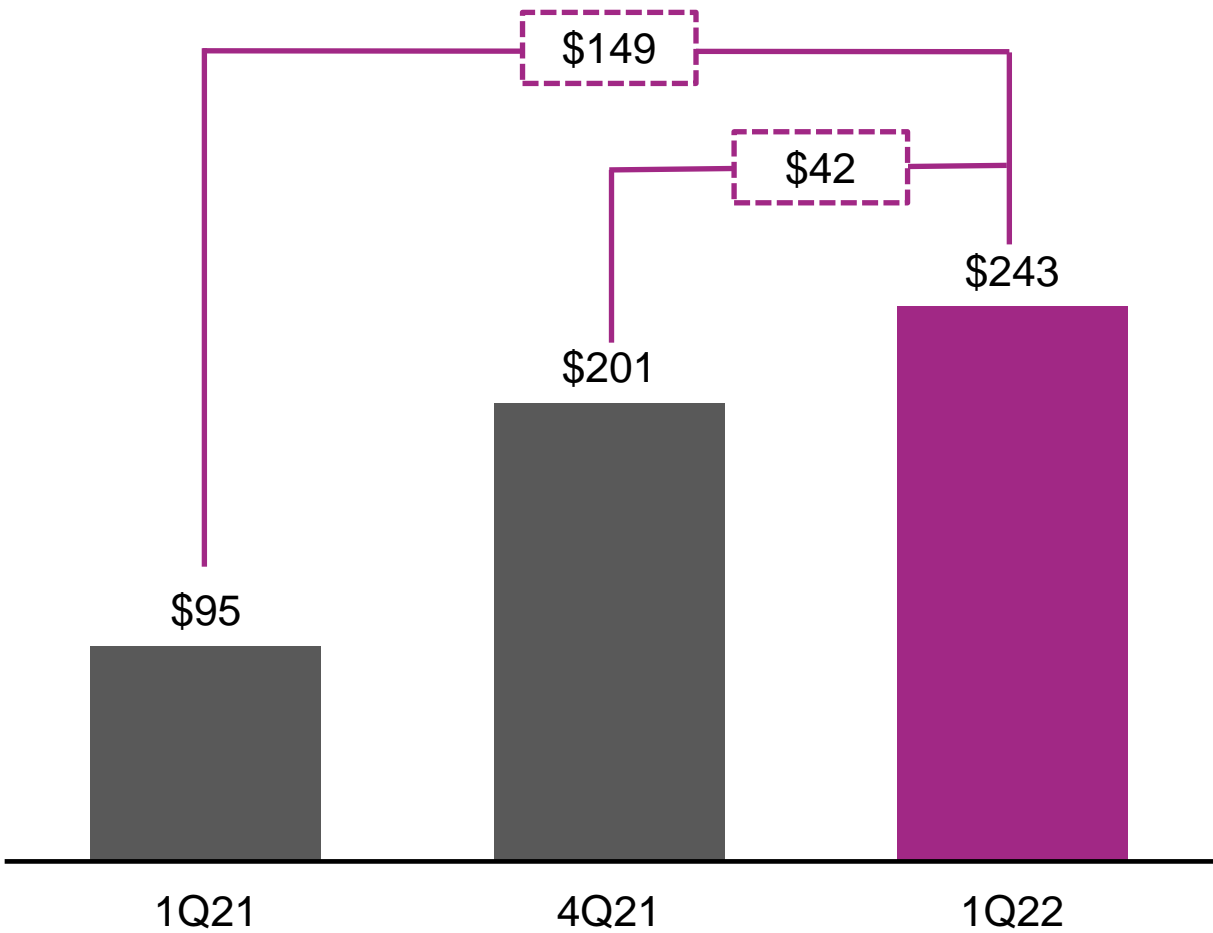


EBITDAR



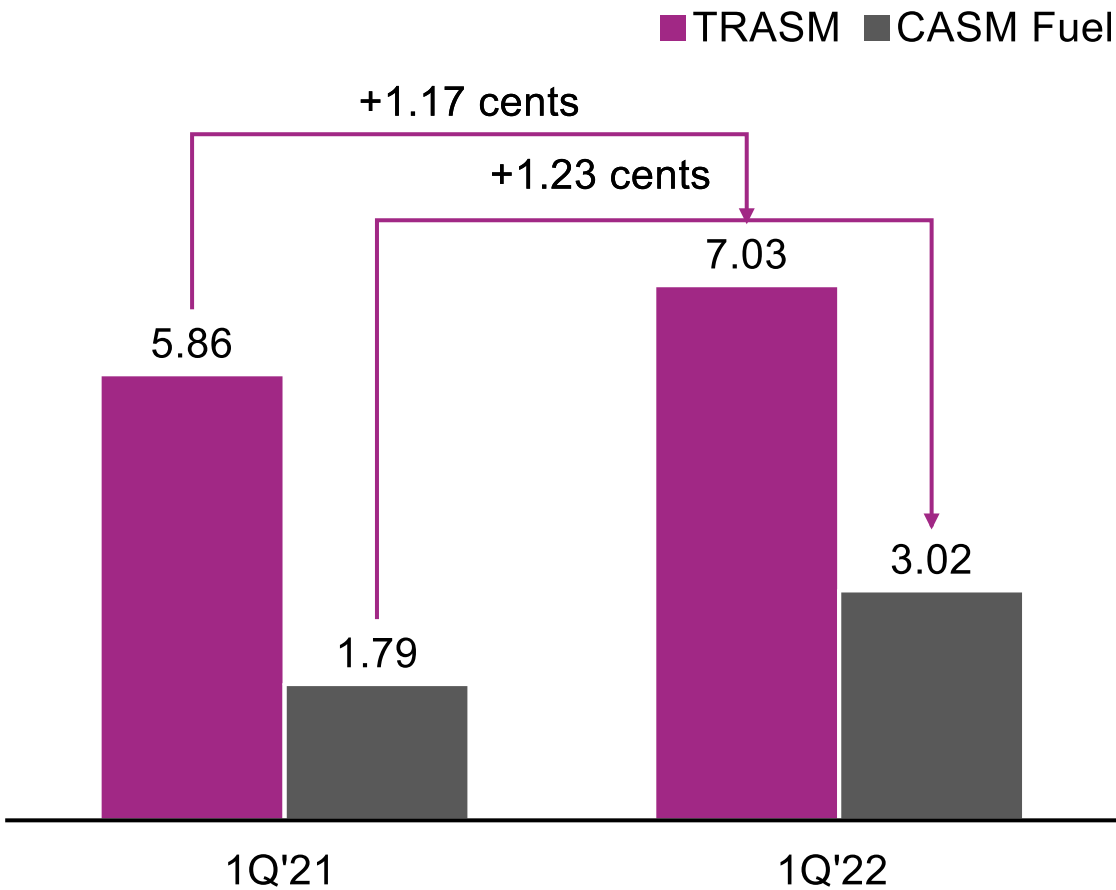
Rising fuel expenses

USD millions, fuel expenses



95% passthrough

USD



1Q'22 strong financial results and solid liquidity position



USD 567M

(+80% 1Q21)

Total Operating Revenue



USD 7.0¢

(+18% 1Q21)

TRASM



USD 4.4¢

(-8% 1Q21)

CASM ex-fuel



USD \$97M

(+52% 1Q21)

EBITDAR



USD 49M

Net Loss



USD 9M

QoQ

Cash Generation



USD 750M

(+77% 1Q21)

Cash Position



2.3x

(-8.9pp 1Q21)

**Net Debt/
LTM EBITDAR**

2022
Guidance⁽¹⁾



**~ 25%
Capacity
(ASMs)**



**USD 2.8 - 3.0B
Total Operating
Revenue**



**High Twenties
EBITDAR Margin**



**USD 140 - 145M
Capex**

Consolidated Financial Highlights	First Quarter		
	2022	2021	Var.
Total Revenue (US\$ million)	567	315	80%
TRASM (US\$ cents)	7.0	6.0	18%
ASMs (million, scheduled & charter)	8,061	5,380	50%
Load Factor (scheduled, RPMs/ASMs)	83.5%	78.1%	5.4 pp
Passengers (thousand, scheduled & charter)	6,989	4,271	64%
Fleet (end of period)	104	87	17
Operating Expenses (US\$ million)	598	351	70%
CASM (US\$ cents)	7.4	6.6	13%
CASM excl. fuel (US\$ cents)	4.4	4.8	(8%)
Operating loss (EBIT) (US\$ million)	(31)	(36)	(14%)
% EBIT Margin	(5.5%)	(11.4%)	5.9 pp
Net loss (million) (US\$ million)	(49)	(36)	36%
% Net loss margin	(8.7%)	(11.4%)	2.7 pp
EBITDAR (US\$ million)	97	64	52%
% EBITDAR Margin	17.0%	20.2%	-3.2 pp
Net debt-to-EBITDAR	2.3x	11.2x	-8.9x

A photograph of a Volaris aircraft tail fin, featuring the company's logo and website address, viewed through an oval-shaped window. The background is a solid purple color.

volaris.com

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