



Premium

Premium

Let's fly together



volaris ✦

2016 SOCIAL RESPONSIBILITY REPORT

Volaris' **V** side

2016 OUTSTANDING FIGURES

G4-15

Members of the **Sustainability Index of the Mexican Stock Exchange** for the second consecutive year

Socially Responsible Company (ESR) distinction for the 7th consecutive year

Top Member in the implementation of **The Code** (ECPAT) for the 4th consecutive year

Certification in **Environmental and Quality Management Systems** ISO 14001:2004 and ISO 9001:2008

Positioning of the **VFundación** membership

Fundraising of Ps. 433,418 through our **"Volemos Juntos"** campaign jointly with *Un Kilo de Ayuda*

26,975 certified carbon credits procured since 2015

Transport of 147 organs and tissues jointly with CENATRA since 2009

Ps. 2,595,500 invested to **donate 637 plane tickets**

Collection of **Ps. 4,334,949** through our **#CielitoLimpio** campaign since 2011

98 fulfilled dreams to girls, boys and teenagers with chronic or advanced illnesses

4,120 volunteering hours, with 70 activities and 1,808 Volunteers participating



G4-1, G4-2

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

At Volaris we have focused our efforts on building a solid, ultra-low cost business model that will allow us to continue the development and positioning of the air market in our region. For that reason, 2016 was a year of outstanding achievements and was distinguished for the record growth we experienced, by increasing 42.8% our net profit compared to the previous year.

Exchange rate and fuel price pressures during 2016 were not impairment for Volaris' growth, since in addition to achieving our goals and strengthening our profitability; we accomplished a key geographic expansion.

In response to the increased demand for transportation encouraged by the tourism boost in Mexico, we launched 20 new routes: 11 domestic and 10 international. One of our greatest achievements this year was starting operations in the Central American region, with the flight between Guatemala and Costa Rica.

During 2016, we transported over 15 MILLION CLIENTS

Our total operating revenues increased 29.3%, reaching Ps. 23.5 billion at the end of the year. Likewise, non-ticket revenues amounted to Ps. 5.7 billion, equivalent to a 41.3% growth due to the launch of new products, such as preferential boarding and new insurance options, coupled with the promotion of other services through notifications on mobile devices and airport kiosks. Meanwhile, non-ticket revenues per Client were Ps. 381, equivalent to a 12.9% annual increase.

As part of our initiatives to maintain efficient fuel consumption and a young fleet, we increased the average aircraft seating. Furthermore, in 2016 we added 17 additional aircraft, which means that the current fleet of Volaris is comprised of 69 aircraft with an average age of 4.2 years.

We received the first A320 NEO AIRCRAFT in Mexico and North America

The increase of our profits is a reflection of our impeccable Organizational Culture, which we reinforce daily through various programs we manage. These include initiatives to recognize our Ambassadors'¹ efforts in the development of their activities, constant training in different areas and the diffusion of equal opportunities.

We are very proud to be part of the Sustainability Index of the Mexican Stock Exchange for the second consecutive year, manifesting stability and transparency in our operations before the investor market.

At Volaris, we will continue to permeate our representative effort to each of the strategies and processes, as we intend to consolidate ourselves as the leaders that meet the demand for air travel in Mexico, the United States and Central America.

Enrique J. Beltranena Mejicano
Chief Executive Officer

April 2017

¹ Ambassador refers to all men and women who are part of Volaris.

FLYING TOGETHER

G4-3, G4-6

Volaris is an ultra-low cost, point-to-point service airline operating in Mexico, the United States and Central America.



The Air Transport World (ATW) recognized our business model by granting Volaris the award **"Airline with Value 2017"**, in the 43th edition of the Annual Air Industry Awards

WHAT WE HAVE ACCOMPLISHED IN 10 YEARS...

G4-DMA Economic performance
G4-4, G4-8

- Strong ultra-low cost model with best-in-class cost structure
- Diversified and resilient point-to-point network
- One of the most efficient fleets in America
- First Neo operator in North America
- Strong penetration of the Mexican air travel market
- Bus to air substitution
- Sustained Profitability with strong balance sheet
- First ultra-low cost carrier in Central America
- Over 65 million passengers transported



Our prices are fundamental so **"everyone can fly"**

15 MILLION
Clients, **25%**
increase vs 2015



101,811
departures,
+15.8% vs 2015

69
aircraft



164 routes



4,550
Ambassadors



Operating revenues:

G4-EC1

Ps. **23.5** billion
+29% vs 2015



\$ Net income:
Ps. **3.5** billion

G4-4, G4-9, G4-13, G4-PR1

Our "Clean Base Fare" has contributed to cost reduction; under the "You decide" scheme we offer our Clients a wide variety of optional flight services. Some of them are:

- Seat selection with price according to season and Client type
- Travel insurance: variety of coverage
- Travel: greater variety of hotels and car rentals
- Priority boarding, being one of the first to board
- *Volado Volaris*: the new way to fly at attractive prices or in standby options
- *Cielito Limpio*: reduction of the carbon footprint result of the flight by a voluntary contribution to procure certified carbon credits



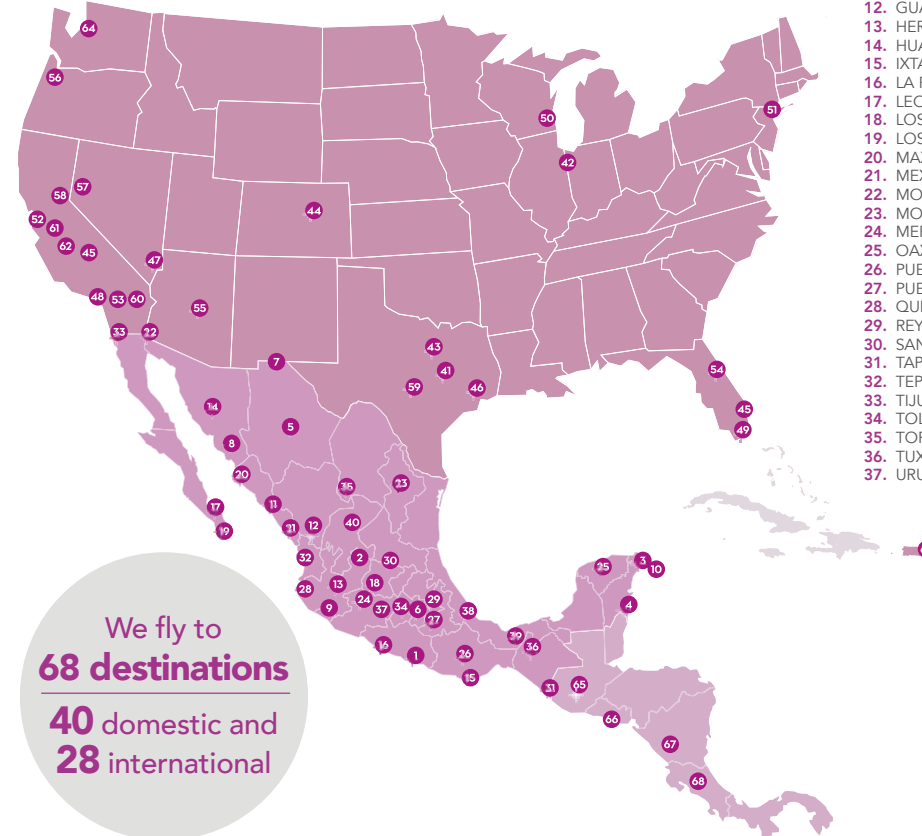
Effie Award for the best campaign in the tourism and travel category: "In airplane you save more than in bus", granted by the Asociación Mexicana de Agencias de Publicidad (AMAP)

Ixtapa, Zihuatanejo

GEOGRAPHIC DIVERSIFICATION

G4-4, G4-6, G4-8, G4-9, G4-13

We diversified our point-to-point network by launching 20 new routes –11 domestic and 10 international– through which we transported over 15 million Clients.



We fly to **68 destinations**
40 domestic and
28 international

7 new destinations
 Austin, Seattle, San Francisco, San Bernardino, Ixtapa / Zihuatanejo, Reynosa and Managua, Nicaragua

- MEXICO**
1. ACAPULCO
 2. AGUASCALIENTES
 3. CANCUN
 4. CHETUMAL
 5. CHIHUAHUA
 6. MEXICO CITY
 7. CIUDAD JUAREZ
 8. CIUDAD OBREGON
 9. COLIMA
 10. CULIACAN
 11. DURANGO
 12. GUADALAJARA
 13. HERMOSILLO
 14. HUATULCO
 15. IXTAPA / ZIHUATANEJO
 16. LA PAZ
 17. LEON
 18. LOS CABOS
 19. LOS MOCHIS
 20. MAZATLAN
 21. MEXICALI
 22. MONTERREY
 23. MORELIA
 24. MERIDA
 25. OAXACA
 26. PUEBLA
 27. PUERTO VALLARTA
 28. QUERETARO
 29. REYNOSA
 30. SAN LUIS POTOSI
 31. TAPACHULA
 32. TEPIC
 33. TIJUANA
 34. TOLUCA
 35. TORREON
 36. TUXTLA GUTIERREZ
 37. URUAPAN
- UNITED STATES**
41. AUSTIN
 42. CHICAGO
 43. DALLAS - FORT WORTH
 44. DENVER
 45. FRESNO
 46. HOUSTON
 47. LAS VEGAS
 48. LOS ANGELES
 49. MIAMI
 50. MILWAUKEE
 51. NEW YORK (JFK)
 52. OAKLAND (SAN FRANCISCO)
 53. ONTARIO
 54. ORLANDO
 55. PHOENIX
 56. PORTLAND
 57. RENO
 58. SACRAMENTO
 59. SAN ANTONIO
 60. SAN BERNARDINO
 61. SAN FRANCISCO
 62. SAN JOSE, CALIFORNIA
 63. SAN JUAN, PUERTO RICO
 64. SEATTLE
- CENTRAL AMERICA**
65. GUATEMALA CITY, GUATEMALA
 66. SAN SALVADOR, EL SALVADOR
 67. MANAGUA, NICARAGUA
 68. SAN JOSE, COSTA RICA

Data as of April 28, 2017

The Airline Strategy Awards granted us the award in the "Low-cost leadership" category in the awards' 15th edition

Best Airline in Launches, granted by SimpliFlying Awards 2016

Best Airline in Central & South America, granted by SimpliFlying Awards 2016



OUR CULTURE

G4-56

Since we embarked on this flight in 2006, we have strived to create an outstanding identity with a Person-centered Culture, which is characterized by its values and behaviors, and is guided by the defense of Human Rights.

Mission

With the best people and low costs, we enable more people to travel... well!

Vision

Transcend by creating and living the best travel experiences.

Pillars

- Safety
- Client service
- Sustained Profitability

Conducts

- Credibility
- Respect
- Fairness
- Camaraderie
- Pride

VOLARIS' V SIDE

Our Sustainability Model ensures our commitment to society, the environment and the communities where we operate

Flying Safe: Ethics and Corporate Governance

Flying High: market growth and attention to vulnerable groups

Flying Together: relationship with stakeholders

Flying Always: environment protection

Flying with the best people and the best service: quality of life for our people



For the second consecutive year, we are part of the Sustainability Index of the Mexican Stock Exchange

G4-15

Since 2010, we have taken on the voluntary commitment to make our processes sound and transparent through policies and programs that promote the country's development in a sustainable way, thus becoming a **Socially Responsible Company**. Following this commitment, we structured the permanent campaign of Social Responsibility "Let's fly together. Volaris' V Side". This initiative aims to carry out activities and donations to support organizations, projects and causes that contribute to the development and improvement of the communities' quality of life and the preservation of the environment through four main axes:

Leadership

Universities and schools:

- Universidad Anáhuac
- TEC de Monterrey
- Universidad Panamericana
- Instituto Panamericano de Alta Dirección de Empresas (IPADE)
- INCAE Business School in Costa Rica
- Colegio Santa Fe
- Colegio Americano
- AIESEC

Health and Life

- CENATRA (National Transplant Center)
- Asociación ALE
- KARDIAS

Sustainability

- Pro Mazahua
- Amigos de Sian Ka'an in Quintana Roo
- Mexican Carbon Platform (MéxicoCO₂)

Corporate Volunteering

- Fundación Dr. Sonrisas
- Fundación Palace
- Un Kilo de Ayuda
- Grupo CADENA
- México Sonríe

G4-36, G4-37, G4-48, G4-49

In order to manage all Social Responsibility activities, as well as coordinate and select all projects in which we participate, we have a Social Responsibility Committee comprised by our Directors and Ambassadors.

For more information about our Sustainability Model, please visit: <https://cms.volaris.com/es/sobre-volaris/responsabilidad-social/volemos-juntos/volemos-juntos/>

G4-DMA Public policy (+B)
G4-16

Likewise, we participate in several national and international organizations and chambers aiming to update our processes in the best international practices.

IATA / International Air Transport Association / since February 24, 2009

ALTA / Latin American Air Transport Association / since 2006

CANAERO / Cámara Nacional de Aerotransportes / since 2006.

We participate in the Management Board and several committees so we can identify common concerns and explore alternative solutions to the industry's problems

Flight Safety Foundation / since 2014. Non-profit organization whose purpose is to provide unbiased and independent orientation and security resources for the aeronautic aviation industry

For the 7th consecutive year, we obtained the Socially Responsible Company Distinction (ESR)

FLYING WITH THE BEST PEOPLE AND THE BEST SERVICE



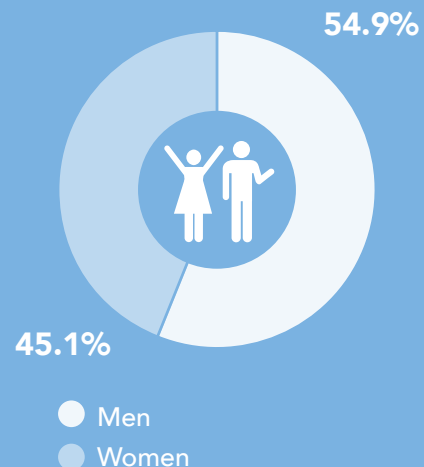
G4-DMA Employment

For us at Volaris it is of the utmost importance to have the best human talent, because we know that this will help us provide the best service to our Clients. Therefore, we find the way to attract the most qualified Ambassadors and those whose values are faithful to the identity of the Company.

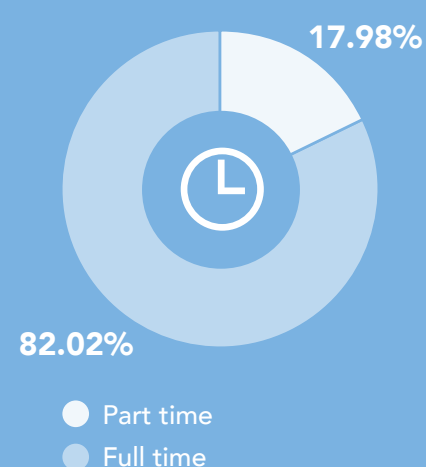
Likewise, we are in charge of training each of the Ambassadors, since it is vital to give them the necessary tools to efficiently carry out their tasks. We also take care of their training within our Culture, developing a sense of belonging and pride and promoting a pleasant working environment.

As a result of our economic growth and expansion within the market, in 2016 we continue to invest significantly in human talent and continue to be an important source of employment for Mexico, and now also for Costa Rica and Guatemala.

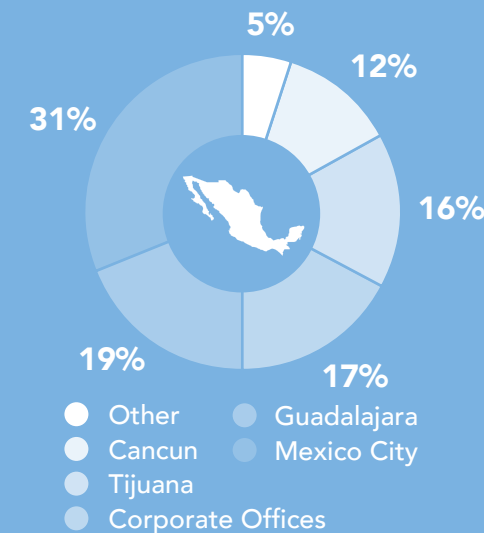
WORKFORCE BY GENDER



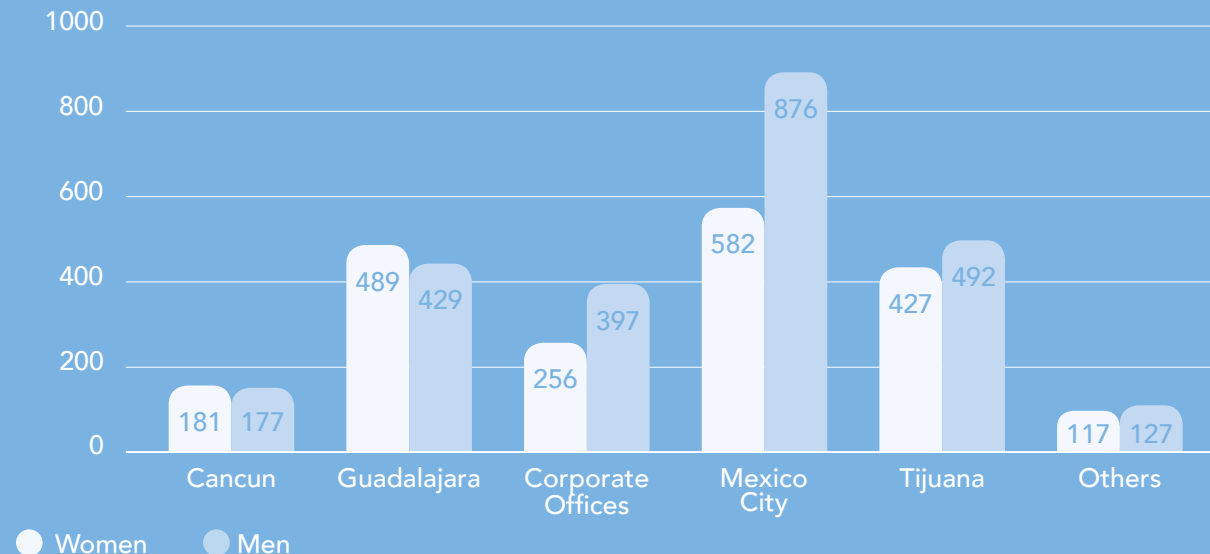
EMPLOYMENT TYPE



WORKFORCE BY REGION



WORKFORCE BY GENDER AND REGION



4,550 Ambassadors
74.59% unionized

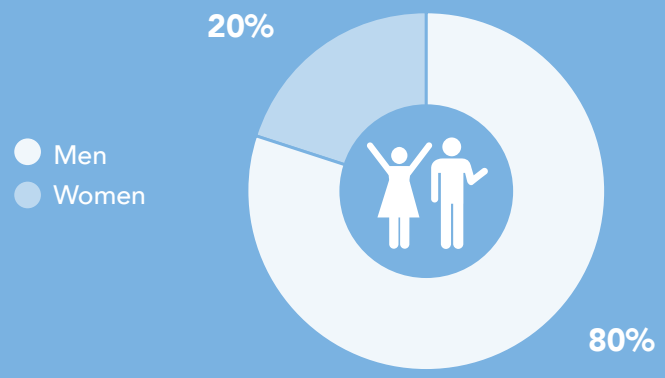
G4-10, G4-11

2,498 Men
2,052 Women



G4-LA12

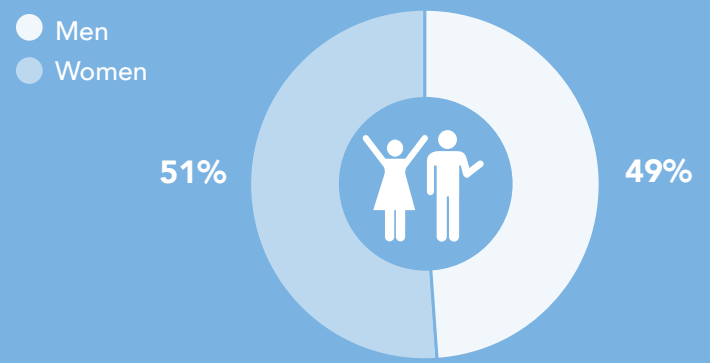
MANAGERS AND DIRECTORS



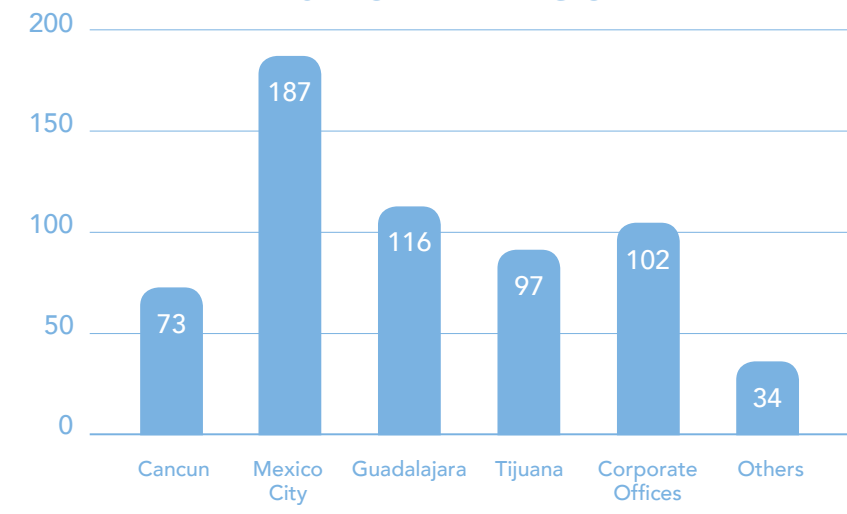
G4-LA1

During 2016, we hired 1,281 Ambassadors and our turnover rate was 13.67%.

TURNOVER RATE



TURNOVER BY REGION



EQUAL OPPORTUNITIES

G4-DMA Diversity and equal opportunities

Many of our actions as a Company promote cultural diversity and the defense of human rights, since our Organizational Culture is Person-centered. The Gender Equality Policy helps us ensure equal employment and ethical behavior within Volaris, as well as sanction any conduct that violates our philosophy.

Furthermore, the criteria that consolidate us as an inclusive Company with equal opportunities for personal, labor and financial development among our Ambassadors are established in the Compensation Policy. For its part, the Diversity and Equal Opportunities Policy, indicates the initiatives to create equal opportunities within Volaris.

We carried out a study aiming to know the specific needs of the disabled population, thus, being able to contribute to their quality of life improvement. This analysis allowed us to establish a strategy to include this population within our operations, in which we continue to work.



We are currently aligning our operations to achieve the certification in the Mexican Regulation NMX-R-025-SCFI-2015 of Labor Equality and Non-Discrimination

Moreover, we have additional initiatives that allow us to recognize our Ambassadors' efforts.

Christmas Overnight Stay Program

It originated so the crew who works outside their Base on December 24 and 31st could enjoy such festive days with a family member or friend on the flight and destination where they will spend the nights.

21 Pilots
26 Flight Attendants

enjoyed this initiative in 2016

ReconoSER

It promotes a healthy work environment and teamwork through the congratulation and recognition of the outstanding behaviors on the part of the Ambassadors themselves.

15 winners

Internal Opportunities System (SOI)

This policy dictates the steps for the promotion of Ambassadors and allows their professional development within the Company.

178 Ambassadors promoted

104 Men
74 Women

trASCIENDE

This initiative allows Managers to recognize outstanding operational results or innovative initiatives of Ambassadors.

110 winners

BENEFITS

G4-DMA Employment
G4-LA2

At Volaris we strive to provide adequate growth and a healthy and friendly environment for our Ambassadors, as well as to develop their skills. We have a benefit plan that improves their quality of life.

Our benefit program consists of life insurance for natural and accidental death, mayor medical expenses insurance, administrative or union passes, variable compensation and groceries coupons for union staff.

G4-LA3

We also offer maternity and paternity leaves. In 2016, 85 of our Ambassadors took this right and all of them returned to work after the parental leave ended. Currently, 83% maintains their positions.

For administrative Ambassadors whose functions allow it, we offer the flextime policy, home-office policy, breastfeeding schedule and accommodation and an agreement with daycare and child care services.

G4-EC1



TRAINING AND DEVELOPMENT

G4-DMA Training and development

In order to foster continuous learning and develop the skills of our work team, we offer our Ambassadors an E-learning platform that offers a wide variety of courses.

G4-LA10

We have alliances with several universities such as UVM, Universidad Intercontinental, Universidad Panamericana and Tec Milenio to encourage the completion of high school, undergraduate or postgraduate studies among our Ambassadors.

G4-LA9

Training 2016				
	Trained Ambassadors	Training hours	Number of courses	Invested Budget
Technical Training Center (CCT)	7,427	12,873	534	N/A
Flight Attendants	2,530	7,775	149	Ps. 15,540,176
Pilots	906	11,268	53	Ps. 7,775,677
Operations	7,410	117,890	1,427	Ps. 13,322,585
Maintenance	452	4,394	345	Ps. 6,058,159
TOTAL	18,725	154,200	2,508	Ps. 32,694,355

2016 Average training hours			
	Maintenance	Pilots	Flight Attendants
Men	2,544	10,930	19,498
Women	610	338	58,428

G4-HR2, G4-SO4

Volaris Corporate University		
Training	Trained Ambassadors	Percentage of Ambassadors who finished
Volaris Code of Ethics	3,473	100%
Volaris policies	647	100%
KM for Life: workshop aiming that Flight Attendants establish their life and career plan, focused on: <ul style="list-style-type: none"> Health and nutrition Image Human development 	288	100%
Federal Law on the Protection on Personal Data	3,629	95%
ECPAT ²	2,673	94%
FCPA, Prevention and Orientation against Corruption Practices Program	344 Ambassadors exposed to this risk	83%

² End Child Prostitution and Trafficking.



This year we implemented an Organizational Development Direction in charge of developing and managing several programs to drive the Ambassadors' talent.

Accelerated development for internal talent program

This program supports the accelerated development of leadership competencies, business knowledge and seeks to help Ambassadors focus their careers and make better decisions for their personal and professional lives. It works by identifying Ambassadors with high analyst and specialist levels potential, who participate in a development program, which includes mentoring sessions, leadership talks, career and critical business issues, as well as an intensive week of courses and workshops taught by Directors and Managers, where they solve business cases to increase their knowledge on strategic issues.

Career routes

Within the Talent and Organizational Development strategy, we will develop Career Routes for all our operational areas and will have clear development guides for our administrative staff.

Leaders' development

We focused on launching a training and mentoring platform for the Company's leaders. We have coaching programs, mentoring, leadership degrees and a mentoring program for either new entry or promotion managers, in order to facilitate the transition between being individual contributors and having people reporting to them.

Strategy for training on development of leadership skills

We developed a training strategy on communication, team development, influence and stress management for all Ambassadors responsible for others. This initiative focuses mainly on our administrative and operative talent, adjusting the contents for each of the items.

Volaris Development Galaxy

We developed a talent and training attraction model that consists of four programs that will support sustainability and business growth through the new Ambassadors.

What are the programs about?

- Comets-students

We look for young people between 18 and 21 years old, for whom we represent their first approach to work. We offer summer projects that will help them understand how a company works.

- Nova-interns

We reformulate internships that students carry out during their final college years in six months' periods

- Satellites-trainees

Intensive development program for young graduates with high potential. For 18 months we provide the necessary tools to transform them into Volaris leaders.

- Pulsars-Summer MBAs

Focused on people who are obtaining their Master's degree and wish to carry out summer internships at Volaris.

What did we implement in 2016?

During this year, we carried out the model's development and the implementation of the Satellite program (trainees). Currently, we are working with the first generation of them and in 2017, we will include the rest of the programs.





G4-DMA Clients' health and safety
G4-14

Additionally, we train our Ambassadors in safety measures, terrorism and illicit interferences in bombs threats, kidnapping threats and contingencies / emergencies with the Prevention of Illicit Interference Acts Security Manual through the AVSEC –Aviation Security– Program. The main subjects of this training are:

- National and international Human Rights
- Client treatment
- Baggage screening
- Client screening
- Grievances
- Personal data

In 2016, we trained 8,223 people –2,289 Volaris Ambassadors and 5,944 service providers–.

100% of our Ambassadors receive bi-annual performance reviews

G4-LA11

ECPAT. End Child Prostitution and Trafficking

G4-DMA Investment (+B), Child labor
G4-HR1, G4-HR2, G4-HR5

We continue to be the only airline in Latin America and the second worldwide to contribute to end children and adolescents' prostitution, pornography and trafficking for sexual purposes, through ECPAT.

Throughout 2016, we reinforced our training via E-learning to reach 95% of our population in airports and crews (Pilots and Flight Attendants) and maintain the declaration in the charter and lodging contracts to ensure that they align with the criteria of ECPAT.



For the fourth consecutive year, we are Top Member in the ECPAT – The Code Certification



961 Ambassadors trained in The Code during 2016; 3,349 since 2013

We continued our environmental studies in Cancun and in our Distribution Center, where we evaluated 84 Ambassadors who are exposed to agents such as noise, chemicals and lighting

We analyzed the risk of 146 jobs that needed Personal Protection equipment

As part of our hearing and respiratory protection program, we performed 253 annual evaluations (spirometry, audiometry and metabolites in urine) to Ambassadors from different areas, including maintenance, quality control and appearance

We supported Ambassadors from different areas of the Company with stress management and nutrition coaching programs. This program included custom 90-minute biweekly sessions for three months and continued follow-up to the Ambassadors

We applied 2,062 national influenza vaccines

We received 169 work risks, of which only 115 were classified as such by the IMSS, while the other 54 were travel risks

HEALTH AND SAFETY

The Health and Safety of all our Ambassadors is one of the highest priorities in Volaris. We commit ourselves through the Immunity Policy, through which all Ambassadors have the right and responsibility to report any security risk without fear of disciplinary consequences.

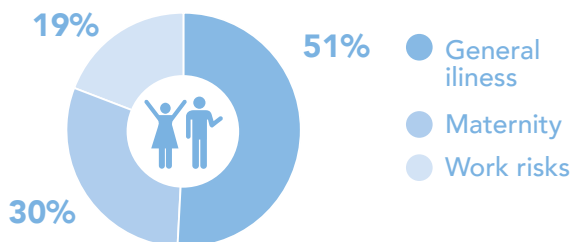
In 2016, we developed a Handbook of Attention to Medical Emergencies in the Corporate Offices with the purpose of establishing the guidelines to attend medical emergencies. In addition, we developed the Manual on the Risk Management Procedure for Work and Disability, which aims to implement the logistics for the reception, delivery and punctual administration of disabilities, as well as establishing timely communication with those involved and complying in a timely manner with the Legal ordinances established by the IMSS, to avoid damages to the Company or the Ambassador.

For its part, the Security Manual –aligned with the regulations of the Ministry of Labor– serves as a guide for each of the processes and operations; Likewise, our Health and Safety Commissions at each airport help us detect unsafe acts and conditions to channel them to the corresponding area.

We have **41 Health and Safety Commissions** which represent all our Ambassadors

From the identification of risks caused by our operations, we focus our health programs and biological examinations on the treatment and prevention of exposure to noise and certain chemicals.

INCAPACITY DAYS



FLYING HIGH

Social investment and action

COMMUNITY

One of the commitments that serves as the guiding principle in our ongoing campaign of Social Responsibility is the promotion of social actions that will generate a positive impact in the communities where we operate. Our Corporate Volunteer and Donation Policies establish the criteria for the selection of the various supported programs.

G4-EC1

Ps. 3,598,408 invested on social actions during 2016

Allied with *Dr. Sonrisas, México Sonríe, Fundación Vuela and Fundación Palace*, **88 children** with chronic or advanced illnesses fulfilled their dream to see the ocean, their favorite team or artist, and ten to visit an amusement park

Nine **organs and tissues transported** in alliance with CENATRA –two livers, two corneas, one bone tissue and four skeletal muscle tissues–; since 2009 we have transported 147

Over **400 toys donated** to several Institutions

Annual fundraising **“Volemos Juntos”** of Ps. 433,418 in airports and on board for the *Un Kilo de Ayuda* Foundation

400 see turtles freed in alliance with *Fundación Palace*

Ps. 2,595,500 invested to **donate 637 plane tickets**

Ps. 129,400 invested to **donate 25 wheelchairs**

Ps. 64,800 voluntarily contributed by Ambassadors to ensure 25 girls stay in school for a year

56 chairs donated to the *Centro Comunitario Santa Fe*, with a value of Ps. 47,223

300 kg of condoned baggage for **delivery of food, clothing and medicine** to support a community in Chihuahua

Ps. 294,770.47 invested in an awareness campaign on autism in partnership with *Iluminemos de Azul*. The campaign was known as **#ViajeDeConciencia**¹

Awareness campaign in social media about autism¹, organ donation and breast cancer

261,504 beneficiaries in 2016 –9,616 directly and 251,888 indirectly– in 3 countries, 22 states, 254 cities y 1,038 communities

144 Foundations supported –102 directly and 42 indirectly–

¹ For more information on our autism campaign, please visit: <https://www.youtube.com/watch?v=zwrP35hBrJA>



32 benefited students in Sacatepequez, Guatemala

Take Off

"We strive to be the flight that allows them to land their ideas"

– Enrique Beltranena, Volaris' CEO

In Alliance with Bluebox –an accelerating organization and high impact business incubator that develops and invests in companies with growth opportunities– we drive youth entrepreneurship in Mexico, the United States, Guatemala and Costa Rica.

In early 2016, we invited more than 70 developers of technology platforms and applications to offer proposals that would contribute to the improvement of Volaris processes, the experiences of Clients or facilitate access to new product marketing channels.

In April, in Tijuana, Baja California, a presentation was made of the selected projects in front of company executives, authorities, representatives of the National Institute of Entrepreneurs (INADEM) and private sector experts.

With this type of actions, we reinforce our social commitment, fostering entrepreneurship and contributing to the integral development of Mexico.

Motopoker. Flying Together in Central America

We were proud sponsors of the 2016 Motopoker in Guatemala, carried out by the Rotary Club of Antigua Guatemala. This annual event, aimed at high-end motorcyclists and companies of various kinds, aims to raise funds through a rally for a scholarship program for young people from the villages of Sacatepequez, Guatemala.

In addition to providing financial resources, the Rotary Club gives them personal follow-up to know their problems in the environment in which they operate and to contribute to solving them. There are also programs that facilitate access to drinking water and help schools, as well as the installation of latrines and stoves in several villages with the aim of improving the quality of life of the families of young people.

They are also taught sex education and emotional support, among others, in order to encourage them to complete their studies.

VFundación* Membership

This initiative aims to directly impact the budgets of Mexican foundations and institutions and thus enable their projects and operations to fly and help more people. Among the benefits of this membership are 30% discount on flights, five complimentary round tickets when purchased, 15% discount on the Basic Package and 30% on the Business one, as well as the right to a name change per reservation without cost up to four hours before the flight.

* Corresponding terms and conditions apply

CLIENTS

G4-DMA Client health and safety, Compliance

Due to the nature of the industry, we must comply with numerous regulations that guarantee the safety of our Clients. These regulations are divided into two:

- **Safety:** ensures transportation in the services offered
- **Aviation security:** guarantee the transportation of Clients avoiding any illegal interference

G4-14

Our manuals have been approved by the aeronautical authorities and are given to the Ambassadors in the induction courses. In this way, we guarantee compliance with the guidelines necessary to conduct our operations.

G4-PR1

We must maintain a unique standard in all the airports where we operate in order to continue improving the experience of our Clients. In this way, we look for our Clients to feel comfortable on the day of the flight and to live the same experience regardless of origin and destination.

To achieve this goal, we need all our Client Service Ambassadors to understand Volaris from the same 360° vision. Thus, we began to develop a unique manual, which allows all Ambassadors who have interaction with Clients to know firsthand the history, mission, vision, values, behaviors, image, products, policies and processes.

59 Foundations were members of VFundación in 2016



Our 2016 main achievements regarding safety are:

Beginning of the renewal process of the IOSA certificate –provided by IATA–

Phase 1 of 6 preparations for the Line Operations Safety Audit (LOSA), focused on cockpit operation on the flight

Increase in the number of aircraft with the WEFA tool –a device that stores all flight information, guaranteeing the performance evaluation of Pilots in 100% of flights– to 21. This technology has 3G transmission that allows to monitor the operation from our Operations Control Center (CCO) and take immediate decisions in incidents

Preparation process for the renewal of the SMS Certificate –Safety Management System–, derived from maintaining an Operational Safety Management System (SMS)

In addition, we conduct a series of induction courses to all Ambassadors who help us to support safety on board our planes, such as protocols and strategy to provide emergency response, initiatives to provide care to Clients in a special medical situation, measures of intervention in case of terrorism and process of approach and the revision of documentation and profiles of our Clients.

In 2016, we modernized our image and signage in all the airports where we operate. With this change, we help the Client to better understand the previous procedure and during the flight and we envelop it in a quiet and family atmosphere.

We transformed documentation areas in our main airports so that they live a unique experience and can carry out a fast and smooth process. With that, we reduced rows times by more than 60% making the pre-flight experience as pleasant as possible.

In addition, we have Braille security instructions –both in Spanish and English– and macro-type flyers to ensure that our blind and visually impaired Clients travel safely on our aircraft. Furthermore, our Flight Attendants assign them a special seat and give them a personalized briefing.

Tijuana Immigrant Program

Through this program in Tijuana, we offer support to migrants with preferential rates to return them to their home cities in a dignified and safe way, not using buses and sending them by plane on our main routes. In 2016, we began the process to sign in 2017 an agreement with Tijuana's Directorate of Attention to Migrants to continue serving this important sector of our Clients.

Communication Campaigns

*G4-DMA Client health and safety (B), Product and service labeling, Marketing communications
G4-PR3*

We constantly strive to develop projects and products that allow us to offer our Clients better travel experiences. For this, it is essential to have a correct broadcasting of our promotions and be aware of what are their service expectations.

With the aim of publicizing our promotions and getting closer to our Clients, in 2016 we implemented our presence through digital media as notifications in mobile applications, in addition to our website, social networks, emails, banners, as well as in person, in the case of our airport kiosks.

These strategies are designed to be disseminated in our internal and external community (Ambassadors and Clients) and we have documented processes and clear information about the periods in which they apply, in addition to the terms and conditions pre-validated by the Legal area to be able to Implement them and ensure that everything we offer is correct and truthful.

G4-DMA-B Product and service labeling

During 2016 we implemented service strategies for the immediate solution of clarifications and suggestions of our Clients. In addition, we publish the Decalogue of Clients' Rights when traveling, making sure we provide the best service.



We timely attend all comments and suggestions through our Client reception channels, which are:

Email:

aclaraciones@volaris.com
yourexperience@volaris.com

Social networks

Facebook, Twitter and Chat

Telephone line / Call Center Volaris

Mexico:
1102 8000

United States
/ Puerto Rico:

1 855 VOLARIS (8652747)

Guatemala:
+502 2301 3939
+502 2269 9451

Costa Rica:
+506 4002 7462

San Salvador:
+503 2504 5540

Nicaragua:
+505 2251 2198

Profeco immediate
conciliation line
01800 468 8722

Printed Media

Your Experience Card

Client Privacy

G4-DMA Client privacy

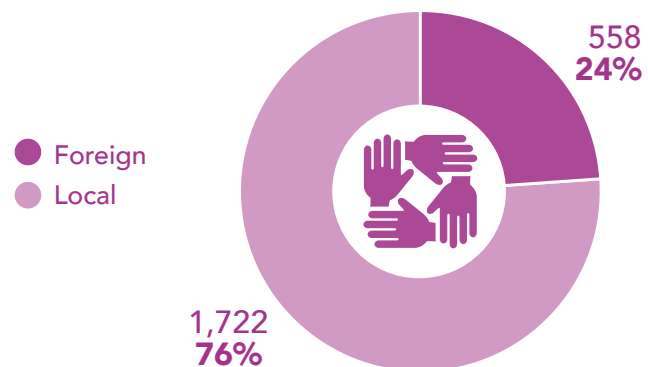
Our Clients' personal data security is of the utmost importance; therefore, we have safety measures in accordance the Federal Law on the Protection on Personal Data –LFPDPPP–, its regulations and the National Institute for Transparency, Access to Information and Personal Data Protection (INAI) dispositions. In 2016, we analyzed updates to the applicable provisions to reinforce our internal procedures and policies in order to meet Clients' requests regarding their Access, Rectification, Cancellation and Opposition (ARCO) rights.

VALUE CHAIN

G4-12

Part of our responsibility as a Company is to ensure we maintain high quality and regulatory compliance standards regarding Human Rights with our suppliers. As a result, we implemented an internal program that evaluates our suppliers on a semiannual or monthly basis on issues of quality, reliability, response time, operational risk and communication through internal questionnaires.

SUPPLIERS



FLYING ALWAYS

CIELITO LIMPIO

G4-DMA Compliance, Overall

At Volaris we are aware of the impact our industry generates on the environment. For this reason, we seek to contribute to ecological awareness, either through campaigns or concrete actions that promote the preservation and care of the planet.

We have our Comprehensive Policy; in which we establish our commitment to compensate our environmental footprint. In addition, we are aligned under the "PRC-iAMS-IRL-01 Identification and Access to Legal Requirements and Other Requirements" procedure standards, whose objective is to guarantee compliance with environmental regulations in the establishment, implementation and maintenance of our processes and aircraft.

Likewise, we continue to disseminate good practices for water care and conservation, hazardous waste management and spills for the entire maintenance area. For this reason, in 2016 we carried out the following implementations:

- Training of identification, preparation of logs and integral management of hazardous waste to supervisors and managers
- Validation of security measures in our seven temporary hazardous waste warehouses

We maintained the Certifications on Quality –ISO 9001:2008– and Environmental –ISO 14001:2004– Management Systems



Welcome, Berenice!



In September 2016, we welcomed “Berenice”, our first Airbus A320 Neo aircraft, with the latest in environmental technology and energy efficiency.

This aircraft allows us to reduce the carbon footprint of flights by reducing annual fuel consumption by more than 15% per seat. Therefore, it will reduce the emission of 5,000 tons of CO₂ and 50% of NOx per year.

In addition, its unique aisle model contributes to the reduction of its acoustic footprint by 50%.

Where will Berenice fly?	Who is Berenice?
<p>This aircraft will participate in two of our key routes: Mexico City-Cancun, Quintana Roo and Mexico City-Tijuana, Baja California.</p>	<p>Engineer from the University of the Americas, originally from Oaxaca, Berenice Eréndira Ortiz Alfaro was one of the team members who worked on the development of this wonderful Airbus aircraft in Germany.</p>

Emissions

G4-DMA Energy, Emissions, Products and services

One of the priorities of our environmental campaign, #CielitoLimpio, due to the nature of the business, is to reduce our emissions to the atmosphere and to compensate the environmental impact of the Company.

Currently, the fleet is composed of 69 aircraft and is one of the youngest fleets in the country, with an average age of 4.2 years and 178 seats per aircraft.

G4-EN6, G4-EN7, G4-EN15, G4-EN19, G4-EN27

As part of the initiatives implemented in 2016, we improved our fuel consumption by 3.2% and produced 1,815,944 tons of CO₂. We achieved these reductions, in part –even with the increase in operations and the launch of new destinations– due to the fact that 61% of our aircraft have Sharklets, aerodynamic devices whose objective is to reduce fuel consumption by approximately 4% and to decrease around 18,000 tons of annual CO₂ emissions.

G4-EN31

Aiming to optimize our operations by transporting more Clients in a single flight and saving fuel, in 2016 we invested Ps. 236,753,168 in the implementation of Sharklets and in aircraft acquisition

G4-DMA-B Energy, Emissions
G4-EN3, G4-EN15

Moreover, we developed the second atmospheric emission report in compliance in the National Emission Registry (RENE), in which we reported all emissions for 2015:

- Emissions of fuel consumption in aircraft of national flights: 1,137,881.60 tons of turbosine fuel
- Electrical energy consumption in Corporate Offices: 648,348 kWh
- Fuel emissions in automotive equipment (vans, cars, etc.): 102,247.16 liters of gasoline / diesel
- For these consumptions, we generated 3,584,865.61 tons of CO₂eq

Once the guidelines from the pronouncement of the Verifying / Validating Body, we will carry out all implementations necessary to comply with the Climate Change General Law.

In addition to the investment in technology for our aircraft, we made several improvements that contribute to make our operations more efficient:

Operating improvement in flight

Use of optimal flight levels, Idle Reverse and Flaps 3 in 80% of landings

We implemented better controls in the calculation and use of the Cost Index to optimize the balance between the operating cost vs the flights' fuel consumption

Operating improvements in land

We invested Ps. 31,382,208 to substitute APU (Auxiliary Power Unit) for GPU (Ground Power Units) –energy plants– in flights larger or equal to 40 minutes

Attention on maintenance and cleaning of aircraft engines

Fuel consumption control during overnight stays

One Engine Taxi implementation, fuel saving technique in land, switching on only one engine

Reduction of on board weight

Use of analysis techniques to optimize water load

Choosing alternate airports closer to destinations

Substitution of print manuals for digital format Electronic Flight Bag, Ps. 4,441,080* invested

Tail Assignment System

System to program aircraft maintenance and flights, Ps. 6,419,040* invested

Carbon Offset

G4-EN19

In 2015 we signed the collaboration agreement with the Mexican Carbon Platform (MéxiCO₂), through which we procure certified carbon credits and we became the first national airline to offset our flights' emissions through this organization. During 2016 we reaffirmed this commitment and continue to carry our actions and awareness campaigns to promote an environmental mindfulness, both with our Ambassadors and Clients.

Through this alliance and the purchase of certified carbon credits we support different programs that contribute to environmental care and development of eco-efficient technologies, as well as the positive impact on local communities:

Solar plant in Baja California: Aura Solar

This plant promotes the sustainable development of Baja California Sur. In addition, it contributes to significant mitigation of greenhouse gases and produces approximately 24,402 carbon credits. In turn, it generates a socio-economic benefit by creating jobs for the plant's operation.

Recovery, burning and use of biogas in the landfill of Leon, Guanajuato³

This project offers the possibility of generating electricity with a renewable source while minimizing the harmful effects of waste, ensuring the city's sustainable growth. It also helps to reduce 100,000 tons of CO₂eq per year to the climate change effect of 20,000 cars and the electric consumption of 3,000 families.

Wind farms in Oaxaca

The complex of Oaxaca I, Oaxaca II, Oaxaca III and Oaxaca IV wind farms has the capacity to produce 102 MW, preventing the annual emission of 230,000 tons of CO₂ per farm.

*Utilized exchange rate: 1 dollar: Ps. 18.66
³For more information about this program, please visit: <https://www.youtube.com/watch?v=QHh0Lix-JAU>



G4-EN5, G4-EN18
0.026 kg of fuel used per kilometer per transported Client; equivalent to 0.08 kg of CO₂ per Client

In 2016, we procured 9,594 TCO₂ (carbon credits), compensating 100% of 226 round flights in the MEX-GDL route and offsetting the carbon footprint of 35,533 Clients

FLYING SAFE

CORPORATE GOVERNANCE

G4-34, G4-38, G4-39, G4-40

We comply with the best international Corporate Governance practices, as well as those suggested by institutions like the Mexican Stock Exchange

The members of our Board are elected at our Shareholders Ordinary General Annual Meeting. Our by-laws stipulate that the Board of Directors be comprised of no more than 25 members in which at least 25% of the members are required to be independent, pursuant to the Mexican Securities Market Law.

During 2016, our Board of Directors is comprised of 11 Proprietary Members, of which five are independent. All members are professionals with wide experience and knowledge in sectors such as aviation, business, marketing, finance and economy.

BOARD OF DIRECTORS

G4-39, G4-LA12

Chairman of the Board and Independent Member:

Alfonso González Migoya

Directors:

Brian H. Franke

William A. Franke

Harry F. Krensky

Roberto José Kriete Ávila

Enrique Javier Beltranena Mejicano

William Dean Donovan

Independent Directors:

Stan L. Peace

José Luis Fernández Fernández

Joaquín Alberto Palomo Déneke

John A. Slowik

Data as of April 28, 2017

MANAGEMENT TEAM

Enrique Javier Beltranena Mejicano

Chief Executive Officer

Fernando Suárez Gerard

Chief Financial Officer

Holger Blankenstein

Chief Commercial Officer

José Luis Suárez Durán

Chief Operations Officer

Jaime E. Pous Fernández

Chief Legal Counsel

COMMITTEES

G4-14, G4-35, G4-38

Audit and Corporate Governance Committee

This committee is in charge of reviewing the results of the corruption prevention program based on Mexico and the United States of America's regulation, including the Foreign Corrupt Practices Act, as well as review all complaints from the Whistleblowing Line. In addition, it is responsible of developing activities regarding audits and corporate practices conferred by the Securities Market Law to support the Board of Directors.

Chairman, Independent Director:

José Luis Fernández Fernández

Independent Directors:

John Slowik

Joaquín Alberto Palomo Deneke

G4-44, G4-52

Compensation and Nominations Committee

This Committee's main function is to advise on compensation schemes for Directors and Ambassadors, as well as to review their performance. Additionally, it is accountable for establishing processes to plan succession for key positions and reviewing and recommending incentives plans and programs, for approval by the Board.

Chairman:

Roberto José Kriete Ávila

Members:

Brian H. Franke

Harry F. Krensky

CODE OF ETHICS

G4-DMA Labor/management relations, Diversity and equal opportunities, Anti-competitive behavior, Anti-corruption (+B)
G4-41, G4-42, G4-56

Volaris' values, standards, behaviors and culture are part of our Code of Ethics. This document guides the daily behavior of all Ambassadors and is applicable at all levels of the Company.

The main issues addressed are the defense of Human Rights, non-discrimination, promotion of equal opportunities, Client service, free market competition and regulatory compliance.

At the same time, we have a series of policies that contribute to directing our Ambassadors' conduct:

- **Antifraud Compliance Policy.** Aligned with the guidelines set by the FCPA, it states that anticorruption activities include bribery, fraud, extortion and embezzlement; prohibits giving and receiving bribes, restricts facilitation payments, bans donations to political parties, among others.
- **Administration of Gifts and Benefits to Third Parties Policy and Administration of Gifts and Benefits from Suppliers or Third Parties Policy;** through which we avoid potential cases of corruption and bribery.
- **Conflict of interest by kinship Policy,** which dictates the procedures to follow in order to prevent these situations.
- **Son / Grandparent Policy,** which guarantees immunity for Ambassadors who report any situation that goes against our Culture, or employment principles.

3,473 Ambassadors certified
in the Code of Ethics

For more information on our Code of Ethics, please visit:
http://s21.q4cdn.com/752131891/files/doc_downloads/120328-DG-MSV-Volaris-Code-of-Ethics.pdf



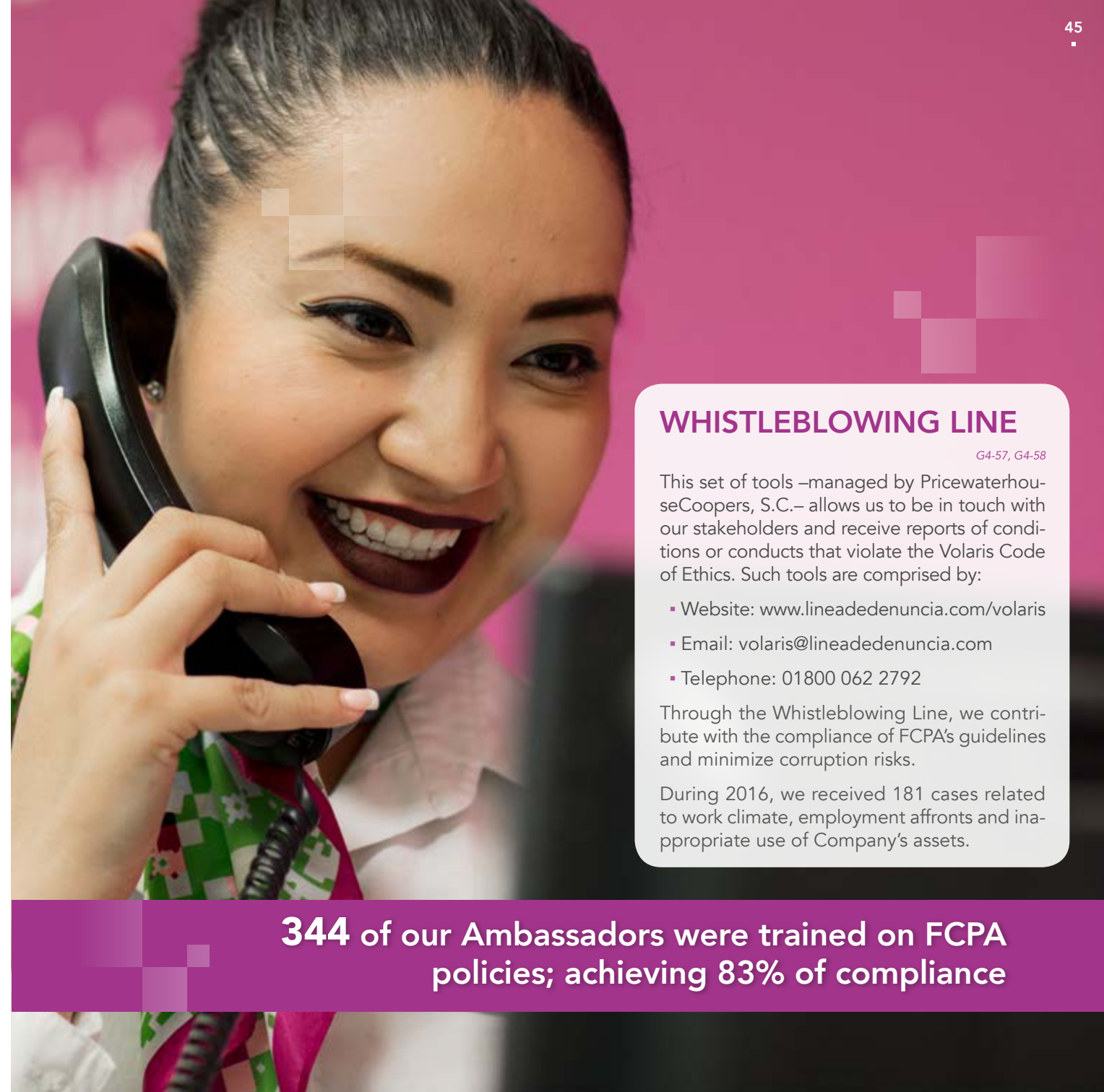
RISK MANAGEMENT

G4-DMA-B Anti-corruption
G4-14, G4-SO3, G4-SO4

Our main guideline for business risk management is the international control framework "COSO Enterprise Risk Management" (ERM), which allows the identification and development of a systematic program for risk management aligned to our strategy.

Thus, all our operations are aligned to the Foreign Corrupt Practices Act (FCPA) requirements to ensure the Company's transparency and avoid corruption. We raise awareness in all population sensitive to corruption; all these Ambassadors must take an annual online course to prevent cases of this nature.

At Volaris we are proud to be the **first Mexican airline to be listed in the New York Stock Exchange** and meet its demanding standards



WHISTLEBLOWING LINE

G4-57, G4-58

This set of tools –managed by PricewaterhouseCoopers, S.C.– allows us to be in touch with our stakeholders and receive reports of conditions or conducts that violate the Volaris Code of Ethics. Such tools are comprised by:

- Website: www.lineadedenuncia.com/volaris
- Email: volaris@lineadedenuncia.com
- Telephone: 01800 062 2792

Through the Whistleblowing Line, we contribute with the compliance of FCPA's guidelines and minimize corruption risks.

During 2016, we received 181 cases related to work climate, employment affronts and inappropriate use of Company's assets.

344 of our Ambassadors were trained on FCPA policies; achieving **83%** of compliance

ABOUT THIS REPORT

G4-17, G4-22, G4-23, G4-28, G4-29, G4-30, G4-32, G4-33

In accordance with our commitment with Social Responsibility, we publish our fifth Social Responsibility Report, which conveys our economic, social and environmental performance during the period between January 1st and December 31, 2016 for all Volaris' operations.

As every year, this Report is based on the G4 methodology of the Global Reporting Initiative (GRI), having chosen the option <<in accordance>> Core to report, including material aspects from our Materiality Analysis from 2015, and with no external assurance. The information provided has no re-statements or modifications to boundaries.



Materiality

G4-18, G4-19, G4-20, G4-21

This year we continue to report the material aspects obtained in our materiality study 2015. We also worked in the opportunity areas that this study presented –topics of great relevance for the sector– and included them in this report. The boundaries of all material aspects reported are all Volaris' operations, as well as its various stakeholders.

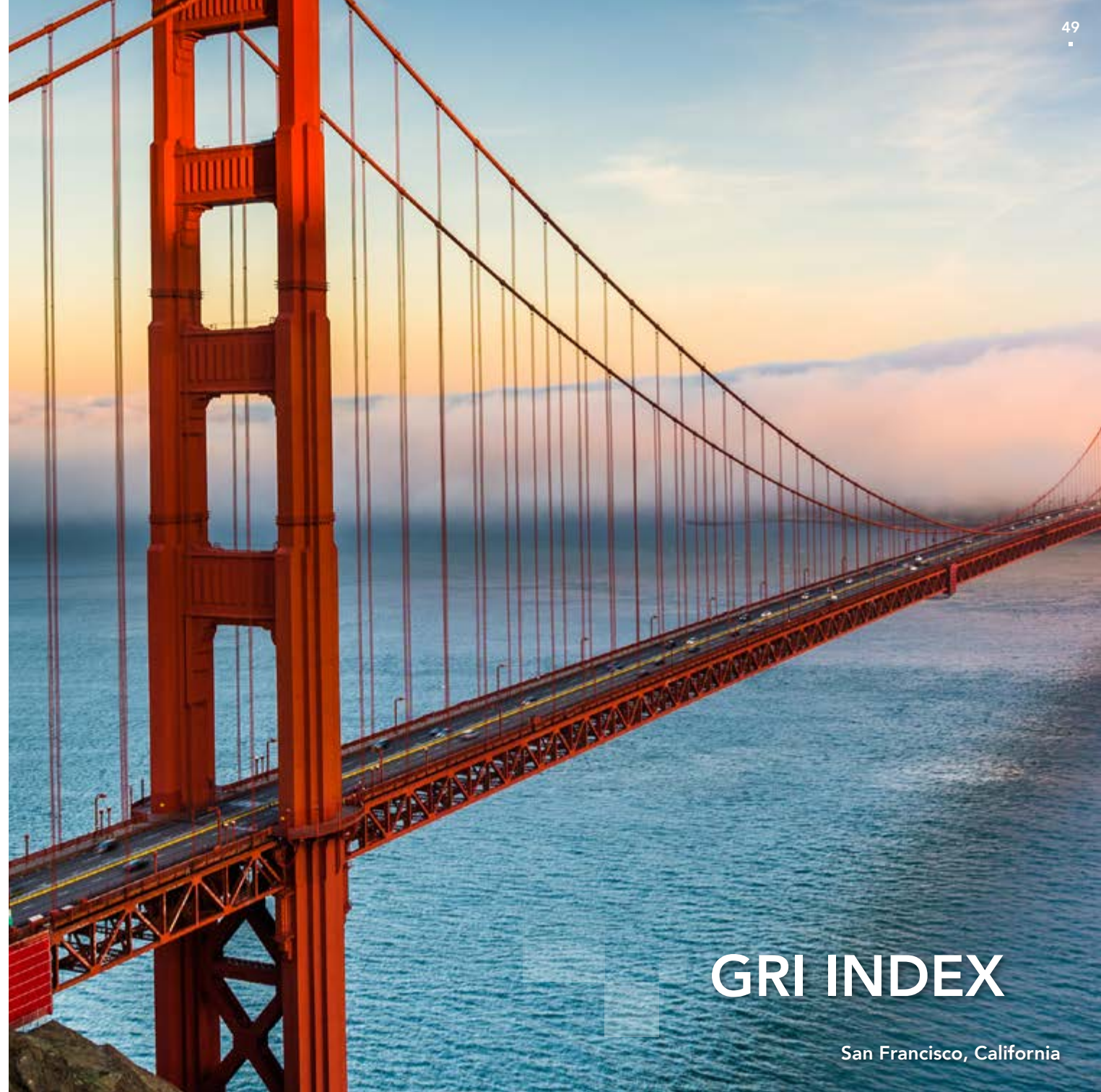
Material topics	
Risk management	Strategy and analysis
	Economic performance
Client relations management	Client health and safety
	Product and service labeling
	Client privacy
Product and service development	Client health and safety
	Product and service labeling
	Marketing communications
	Compliance
Financial topics	Economic performance
	Overall
Corruption / bribery / transparency	Anti-corruption
	Public policy
	Anti-competitive behavior
Talent attraction	Employment
	Labor/Management relations
	Diversity and equal opportunity
Human capital development	Training and education
	Investment
Corporate Social Responsibility management	Commitments to external activities
Ethics and integrity	
Urgent topics	
Environmental policies	Products and services
	Compliance
Climate change	Emissions
Occupational health and safety	Occupational health and safety

Stakeholder Engagement

G4-24, G4-25, G4-26, G4-27

During 2016 we continued working on the key issues that emerged from the 2015 critical stakeholder engagement with Ambassadors, Suppliers, Clients and Airports in order to meet their expectations. Likewise, we maintain constant and open channels of communication with them and strive to fulfill their requests, as we consider them key factors for the success of our business.

Stakeholder	Communication channel	Key topics
Shareholders	Shareholders' Meetings Financial reports	Fiscal year results
Authorities	Meetings	Regulatory compliance
Clients	Website Social media Branches Airports	Service quality Fair price per service Safety
Suppliers	Meetings Telephone calls Emails Circulars with relevant information Supplier evaluation that finishes with a formal qualified feedback	Contracts with suppliers Suppliers training
Community	Volunteering Bi-annual reports VFundación Donations	Support for Foundations
Ambassadors	Internal newsletters Emails Newsletters Surveys Whistleblowing Line	Health and safety at work Employment security Non-discrimination Training in Human Rights



GRI INDEX

San Francisco, California

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G4-5	Contact
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G4-7	Controladora Vuela Compañía de Aviación, S.A.B. de C.V. Comercializadora Volaris, S.A. de C.V. Concesionaria Vuela Compañía de Aviación, S.A.P.I. de C.V.
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SPECIFIC STANDARD DISCLOSURES				
G4-DMA and indicators	Page number / Direct response	Identified omission	Reason for omission	Explanation for omission
Category: ECONOMY				
ASPECT: ECONOMIC PERFORMANCE				
G4-DMA	7			
G4-EC1	7, 16, 26			
G4-EC3	Retirement plans are granted according to regulation and through the IMSS.			
G4-EC4	We collaborate with Tourism Secretariats of the Federal Entities to promote new routes' destinations, through several advertising media, such as the website, social networks and aircraft advertising.			
Category: ENVIRONMENT				
ASPECT: ENERGY				
G4-DMA	37			
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G4-EN6	37			
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ASPECT: EMISSIONS				
G4-DMA	37			
G4-EN15	37			
G4-EN18	39			
G4-EN19	37, 38			
G4-EN20	According to the DGAC, emissions from kerosene and fuel burning are mainly carbon dioxide and nitrogen oxides, and in second term, methane and nitrate oxide. To comply with regulation, we only report CO ₂ .			

SPECIFIC STANDARD DISCLOSURES				
G4-DMA and indicators	Page number / Direct response	Identified omission	Reason for omission	Explanation for omission
ASPECT: PRODUCTS AND SERVICES				
G4-DMA	37			
G4-EN27	37			
ASPECT: COMPLIANCE				
G4-DMA	34			
G4-EN29	We received no fines for environmental regulation non-compliance in 2016.			
ASPECT: OVERALL				
G4-DMA	34			
G4-EN31	37			
CATEGORY: SOCIAL				
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK				
ASPECT: EMPLOYMENT				
G4-DMA	12, 16			
G4-LA1	14			
G4-LA2	16			
G4-LA3	16			
ASPECT: LABOR/MANAGEMENT RELATIONS				
G4-DMA	43			
G4-LA4	We respect notice periods established by the Federal Labor Law.			
ASPECT: OCCUPATIONAL HEALTH AND SAFETY				
G4-DMA	22, 24			
G4-LA5	24			
G4-LA6	24			

SPECIFIC STANDARD DISCLOSURES				
G4-DMA and indicators	Page number / Direct response	Identified omission	Reason for omission	Explanation for omission
G4-LA7	24			
G4-LA8	Agreements cover health and safety topics according to the Federal Labor Law.			
ASPECT: TRAINING AND EDUCATION				
G4-DMA	18			
G4-LA9	18			
G4-LA10	18			
G4-LA11	22			
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				
G4-DMA	15, 43			
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ASPECT: INVESTMENT				
G4-DMA	22			
G4-HR1	22			
G4-HR2	19, 22			
ASPECT: CHILD LABOR				
G4-DMA	22			
G4-HR5	22			
SUB-CATEGORY: SOCIETY				
ASPECT: ANTI-CORRUPTION				
G4-DMA	43, 44			
G4-SO3	44			
G4-SO4	19, 44			
G4-SO5	There were no cases of corruption in 2016.			

SPECIFIC STANDARD DISCLOSURES				
G4-DMA and indicators	Page number / Direct response	Identified omission	Reason for omission	Explanation for omission
ASPECT: PUBLIC POLICY				
G4-DMA	11			
G4-SO6	Volaris has no political or party affiliations, it encourages civic participation in professional associations and citizens' organisms, while stimulating the responsible exercise of political rights.			
ASPECT: ANTI-COMPETITIVE BEHAVIOR				
G4-DMA	43			
G4-SO7	There were no legal procedures for anti-competitive behavior in 2016.			
SUB-CATEGORY: PRODUCT RESPONSIBILITY				
ASPECT: CUSTOMER HEALTH AND SAFETY				
G4-DMA	29, 31			
G4-PR1	8, 29			
G4-PR2	There existed no incident for non-compliance with regulations in the health and safety of our services.			
ASPECT: PRODUCT AND SERVICE LABELING				
G4-DMA	31			
G4-PR3	31			
G4-PR4	Profeco carried out reviews and realized some advertised and disclosed information regarding our services that is not clear or according to the law; we are refuting these allegations through the corresponding defense methods, since we consider the authority's appreciation is not correct.			
ASPECT: MARKETING COMMUNICATIONS				
G4-DMA	31			
G4-PR6	At Volaris we do not sell any banned or disputed product.			

SPECIFIC STANDARD DISCLOSURES				
G4-DMA and indicators	Page number / Direct response	Identified omission	Reason for omission	Explanation for omission
G4-PR7	Profeco carried out reviews and realized some advertised and disclosed information regarding our services that is not clear or according to the law; we are refuting these allegations through the corresponding defense methods, since we consider the authority's appreciation is not correct.			
ASPECT: CUSTOMER PRIVACY				
G4-DMA	32			
G4-PR8	There are requests to exercise the ARCO rights (access, rectification, cancelation and opposition); however, no complaint is regarding the leaks or breaches of personal data.			
ASPECT: COMPLIANCE				
G4-DMA	29			
G4-PR9	Derived from the cases with Profeco, we have means of defense pending their resolution for fines accounting to Ps. 1,937,005.91.			

volaris 



Índice IPC
Sustentable

CONTACT

G4-5, G4-31

Av. Antonio Dovalí Jaime No. 70
13th Floor, B Tower
Zedec Santa Fe
C.P. 01210, Mexico City

INVESTOR RELATIONS

+5255 52616444
ir@volaris.com

CHIEF OF STAFF MANAGEMENT AND SOCIAL RESPONSIBILITY MANAGER

Marcela Sánchez Vela
+5255 52616400 Ext. 5664
volemosjuntos@volaris.com