

Sustainability Report **2022**



Sustainability

Report
Aeromexico 2022

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GRI 2-22

I. A Message from our CEO



For the Aeroméxico family, 2022 was a significant year, showing that our actions were correct. Despite operating in a context full of uncertainty, we emerged stronger from the challenges we faced. Thanks to the preference of our customers, the tireless efforts of our employees, and our investors' trust, we successfully completed our financial restructuring process under Chapter 11, beginning a new chapter for Caballero Aguila.

Today, we continue striving to enhance our customers' flight experience and strengthen our ESG initiatives. We have recently received a record number of aircraft, including the Boeing 737 MAX and the B787 Dreamliner. These airplanes are not only state-of-the-art but also produce fewer emissions and noise pollution and have lower fuel consumption.

As a result, we were 40% more efficient than 16 years ago. According to the latest IATA fleet composition ranking, we were ranked among the top 3 airlines. We also reduced our emissions per seat-kilometer by 20-40% vs. the average for Legacy Airlines, and we eliminated single-use plastics on all our flights.

In 2022, we worked with our SkyTeam members to drive innovation in the Group's airlines, implementing 20 new initiatives, including biodegradable catering products and waste separation on board, among others.

We are still planning our 2050 decarbonization strategy aligned with the IATA's Net-Zero plan and the Science-Based Targets Initiative. We also consolidated ESG factors as pillars in our airline while we continue developing our Sustainability strategy and formalizing our Diversity, Equity, and Inclusion strategy.

This report is a sample of our daily work at Aeroméxico, and I am convinced that the sum of our efforts is always the right path to successful destinations. We know there is still much to achieve in the medium and long term, so we will continue building today as a team to fly towards a better tomorrow.

A handwritten signature in black ink that reads "A. Conesa".

Andrés Conesa
CEO
Grupo Aeroméxico





GRI 2-1, 2-2, 2-3, 2-4, 2-5 y 2-14

Introduction to the Report

At Grupo Aeroméxico, we are doubling down on our commitment to offer our passengers a quality service fully compatible with a sustainable development for all. Therefore, through this report, we communicate our path toward sustainability and objectively present our environmental, social, and corporate governance (ESG) performance.

We hereby report our performance for 2022 and continue with our history of transparency, including all of the Group's operations (Aerovías de México (Aeromexico), Aeroméxico Cargo, PLM Premier, and Aerolitoral (Aeroméxico Connect)). As for our previous report (2021), there are no restatements of information.

We respond to material issues by applying the concept of double materiality—i.e., the integration of social, environmental, and financial aspects—following international trends and the related reference standards. To learn about the details of our materiality analysis, please refer to the Materiality Study Appendix.

Grupo Aeroméxico, S.A.B. de C.V. has prepared this report in accordance with the Global Reporting Initiative (GRI) standards for the period between January 1 and December 31, 2022, providing details on how our company manages its impact on ESG aspects concerning our stakeholders.

To meet the concerns of our shareholders, we have adopted the Sustainability Accounting Standards Board (SASB) standards to present information that may impact our company's financial performance, specifically for the Airlines and Air Cargo and Logistics industries.

We also report our contribution to the Sustainable Development Goals (SDGs)—a United Nations global roadmap to address society's significant challenges. As members of the Global Compact, this document is our Communication on Progress (CoP), reporting on the progress achieved in the implementation of its ten principles. Please refer to the Contribution to the SDGs Appendix to learn about our contribution.

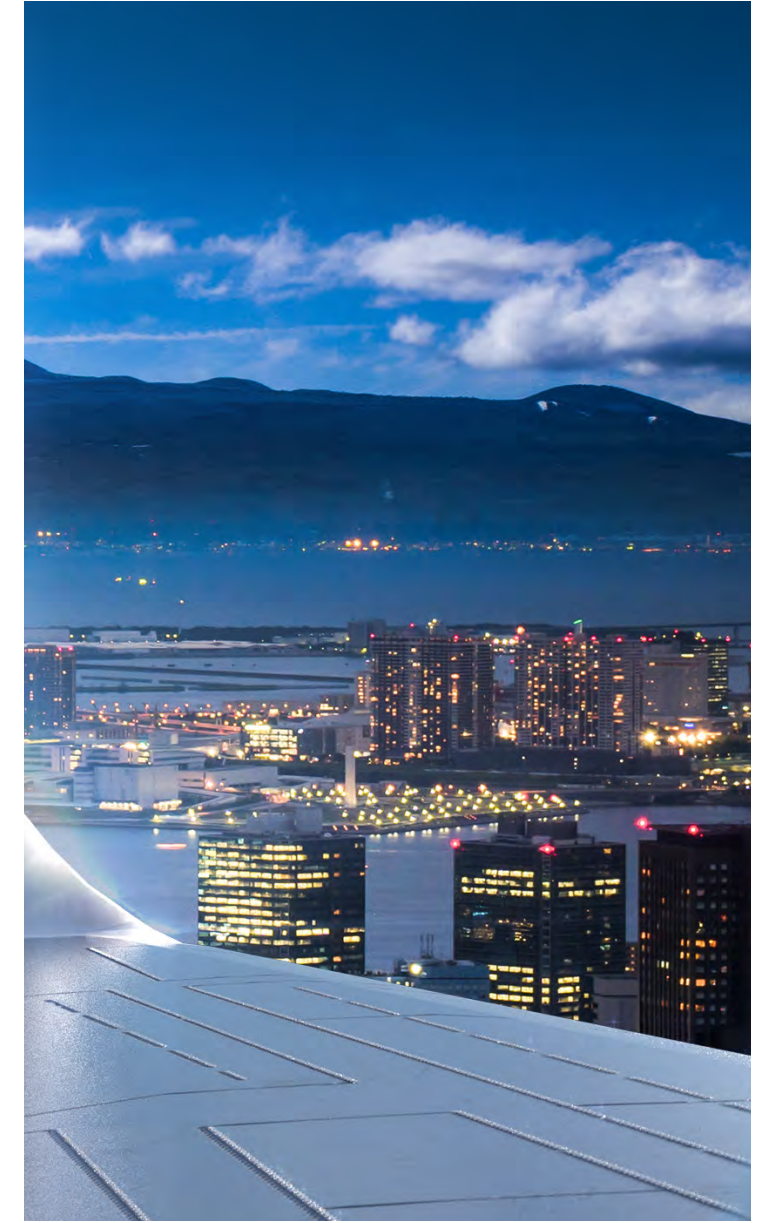
Our Sustainability Department prepared this report, advised by a third party, and the report was subsequently validated by the Digital and Customer Experience Department. For questions or inquiries about this report, please contact us at amesg@aeromexico.com.

How to identify contents:

At the beginning of each chapter: Reference to the SDGs.

At the beginning of each section: References to the contents of the GRI Standards and the metrics of the SASB Standards.

In the Appendices: Specific indexes on GRI, SASB, SDGs, and the Global Compact.



Mexico's Flagship Airline

1. About Us



Milestones 2022

Finally, the United States Bankruptcy Court for the Southern District of New York **concluded the restructuring process of our Company.**

We have **144 state-of-the-art aircraft** with the highest safety standards.

We renewed our **fleet** with 20 new aircraft—twelve MAX8, seven MAX9, and one B787-9.

We operate an average of **518** daily flights with a total of **21.7 million passengers transported for the year**



We resumed service between these two important business centers, reaching **47 routes between Mexico and the US.**

We added **11 new destinations;** with **31.2% more passengers transported** vs. the previous year.

Ten years in the Global Compact

We work with approximately **973 Corporate Offices** in Mexico and abroad.



We remained in the **1st position in the Passenger Transport** sector of the Corporate Reputation Business Monitor (Monitor Empresarial de Reputación Corporativa).

We have established **partnerships with 380 travel agencies.**

We achieved a **13% growth in the volume of goods transported,** both domestically and internationally.



GRI 2-1, 2-2, 2-6

1. About Us



As we move forward, we will continue modernizing our Company to make it even more sustainable, resilient, and competitive. We will also significantly expand our network and fleet, offering excellent service and maintaining our position as Mexico's flagship airline.

Andrés Conesa, CEO Grupo Aeroméxico.

At Grupo Aeroméxico, S.A.B. de C.V., a holding company, we—together with our subsidiaries—devote ourselves to commercial aviation in Mexico and the promotion of passenger loyalty programs. Ever since our inception in 1934, our unwavering commitment has been to deliver outstanding service. This has led us to continuously transform ourselves, year after year, by revolutionizing our fleet to optimize performance and offer passengers safe, and excellent travel experiences.

On December 22, 2022, the United States Bankruptcy Court for the Southern District of New York issued a final resolution, closing and concluding the restructuring process of our Company and its subsidiaries Aerovías de México, S.A. de C.V., Aerolitoral, S.A. de C.V., and Aerovías Empresa de Cargo, S.A. de C.V.

Considering that the restructuring plan, which came into full force on March 17, 2022, has been substantially concluded and distributions have been made on account of nearly 100% of all eligible allowable petitions for recognition, the court determined that the issuance of the Final Resolution was admissible.

As a result, we are entering a fresh era by rejuvenating our entire infrastructure, reaffirming ourselves as the esteemed airline we have consistently been. Embracing the opportunities the current landscape provides, we strive to create increased value for our investors and other stakeholders, with an unwavering commitment to sustainable development at the core of our operations.

We have divided our services to provide customers with the best price offer and customized them to improve their travel experience and provide the same quality regardless of price, offering greater consistency and working day by day to improve every aspect of our business.

Our core operations are primarily focused on Mexico, with Terminal 2 of Mexico City International Airport (AICM) serving as our central hub. From this strategic location, we hold a prominent position in major cities and bustling airports across Mexico. Additionally, our extensive network of routes extends beyond national borders, connecting destinations in the United States, Canada, Central America, South America, Asia, and Europe. As a proud founding member of the 21-year-old SkyTeam alliance, we provide seamless connectivity to 170 countries worldwide through our collaboration with 19 partner airlines, resulting in access to an impressive network of 1,036 destinations.

Our competitive edge lies in our ability to provide greater flight frequencies, improved connectivity, and an extensive range of flights. To achieve this, we meticulously design our domestic route network based on the demands and requirements of business travelers in Mexico. Through our value creation strategy across multiple business units and our focus on cost efficiency, we have successfully achieved consistent financial growth.

Aeromexico prioritizes the needs of business and international travelers, which is why we stand out as the sole airline in Mexico that provides six distinct service options:

- Basic
- Classic
- Flexible
- AM Plus
- Comfort
- Clase Premier





GRI 2-23

1.1. Mexico's Flagship Airline

At the core of our commitment to operational excellence lies a profound sense of purpose driven by a strong social cause. We strive to create a sustainable impact that benefits all our stakeholders. This commitment is reflected in the following key elements:

Values

To ensure **sustained growth** by providing consistent service from the heart and creating **unique experiences** with safety and discipline. These values guide Aeromexico's internal and business decisions and establish our behavior and actions.

Vision

To be the **top-1** option and provide **the best customized and consistent flight experience** with a spirit of warmth and service.

Purpose

To elevate the journey to an **extraordinary experience**, taking care of you and of our world.



Our Behaviors:

Put safety first

Show a **genuine interest in the care and well-being of people** and exhaustively follow all rules, protocols, and security processes.

Live with unwavering integrity

Act with **discipline and responsibility** and follow our values and **Code of Conduct**.

Serve with excellence

Create **extraordinary customer moments** through warm, consistent, and reliable services.

Be agile and efficient

Collaborate as one team, and **adapt quickly and efficiently to reinvest in our people and business**.

Lead with purpose

Be empathetic and authentic, foster diversity and inclusion, and inspire others to reach their full potential.

Enjoy the flight

Have fun while **taking charge of your job** and development and celebrating our successes.



Our Subsidiaries

Through our six subsidiaries, we provide our clients with excellent coverage of services related to the air transport of people and goods. These subsidiary companies are:



Domestic and international flights departing from Mexico—including the Aeromexico private jet service.



Leading company in air cargo transportation. We obtained the IATA certification for transporting pharmaceutical products under the highest standards.



Leader in training for aeronautical careers, specific courses, consultancies, and staff evaluation.



Regional flights for business travelers.



Aircraft assistance at over 40 airports.



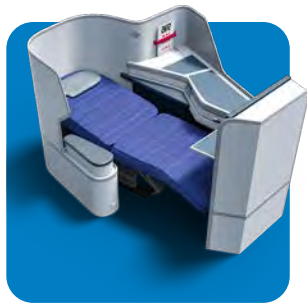
Loyalty program with exclusive benefits to our passengers.



Since July 15, 2022, we have obtained complete control over the Club Premier program—now Aeromexico Rewards—. We developed and shared this program with Aimia Inc. for many years, but now it has become a wholly owned subsidiary of Grupo Aeroméxico.

Our loyalty program is one of the largest in Mexico and the most important in Latin America. By utilizing a points-based system, we reward our customers' loyalty with a range of benefits, including award tickets, travel accessories, access to Premier Lounges, exclusive discounts, and much more. As of the end of 2022, the program boasted a participation rate of approximately 51%, with over 6.6 million members actively enrolled.





TR-AL-000.E, TR-AL-000.F)

Our Fleet

Our operational fleet includes Boeing 787 and 737 aircraft, as well as the latest generation Embraer 190. 144 aircraft with an average age of 7.97 years offer an average of 518 daily flights to 21.7 million passengers.

At Aeromexico, we offer comfortable and safe flights, which is why our fleet is constantly being modernized to provide comfortable seats, personal entertainment, and the best on-board service, ensuring that passengers will reach their destination satisfactorily and contributing to fulfilling our commitment to reducing the airline industry's environmental impact.

In 2022, we received 20 new aircraft.

Twelve MAX8, seven MAX9, and one B787-9 model.

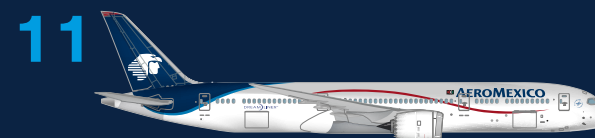


Our fleet is distributed as follows:

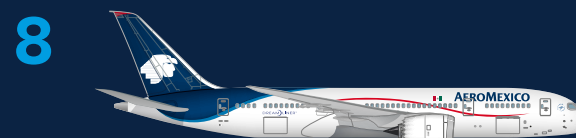
B787 Dreamliner

With a capacity for **274** passengers, it reduces noise and provides an advanced temperature control system and anti-turbulence technology for uninterrupted rest.

With a noise reduction of **60%**, this is a sustainable aircraft that manages greater efficiency in fuel consumption and a **25%** reduction in carbon dioxide emissions.



B787-9 Dreamliner



B787-8 Dreamliner

Embraer 190

For short and regional flights offering premier class, AM Plus, and entertainment on mobile devices.



Boeing 737 Max

An environmentally-friendly aircraft that uses less fuel than other aircraft. It offers the best flight experience—more comfortable and spacious seats, as well as the best entertainment and Wi-Fi on board.



737 MAX 8



737 MAX 9

B737-800

It has Sky Interiors, LED lighting, personal screens, and comfortable and spacious seats.



737-800



737-700

GRI 2-6

Age of the fleet (years)	Total fleet by age group 2022	Total fleet by age group 2021	Total fleet by age group 2020
	%	%	%
> 13 years	25	25	22
7 - 13 years	34	38	41
< 7 years	41	37	37

To expand our connectivity network with the essential destinations in the world, we restarted and increased operations at various strategic points, including the Felipe Angeles International Airport; we returned to Havana, Cuba, increased operations to Madrid, and more.

Thanks to our alliance with Delta Air Lines, we resumed service between these two important business centers, reaching a total of 47 routes between Mexico and the US.



We are proud that we are still the #1 team, reaching more destinations in Mexico and the world.

Routes

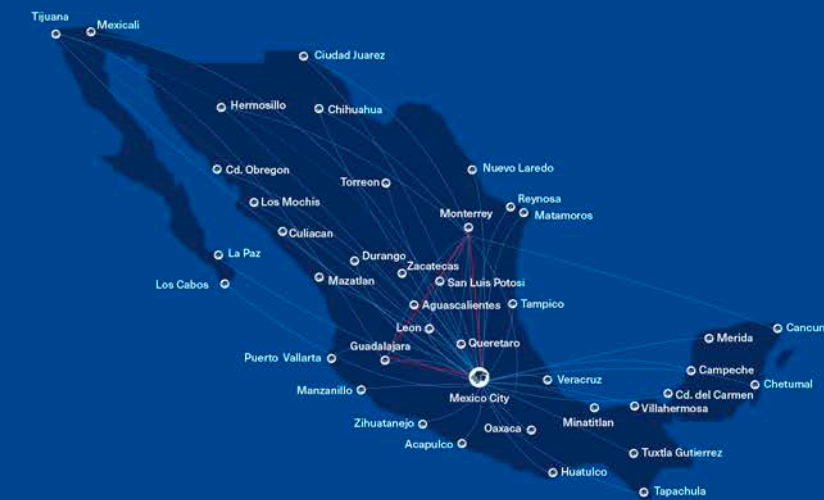
98 in total
53 domestic
45 international

Destinations

44 domestic destinations
39 international destinations

Canada 3
Caribbean 2
Central America 6

Europe 4
South America 7
United States 17



GRI (2-6) SASB (TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D)

Our Operations

This year, we added 11 new destinations with a total of 21.7 million passengers transported, 31.2% more than the previous year. Of these, 15.3 million were domestic and 6.3 million were international passengers. Here is a detail of our operations:

	2022	2021	Variation
Passengers			
(Millions)			
Domestic	15.332	12.366	24.0
International	6.392	4.187	52.7
Total	21.724	16.553	31.2
ASKs¹			
(Millions)			
Domestic	17,684	14,537	21.6
International	30,068	20,237	48.6
Total	47,752	34,774	37.3
RPKs²			
(Millions)			
Domestic	14,258	11,766	21.2
International	24,604	14,453	70.2
Total	38,861	26,219	48.2
Flight Occupancy Factor			
%			
Domestic	80.6	80.9	-0.3
International	82.2	74.0	8.2
Total	81.6	77.0	4.7

¹ASK (Available-Seat-Kilometers): number of seats available for sale multiplied by the distance traveled.
²RPK (Revenue-Passenger-Kilometers): number of passengers transported multiplied by the distance traveled. Flight Load Factor: It equates to RPKs as a percentage of ASKs and is a crucial metric to measure how efficiently the airline uses its capacity. In this report, the Flight Load Factor considers only the total number of passengers transported on scheduled flights as a percentage of the available seats on the scheduled itinerary.

Our cargo operations are managed by our subsidiary Aeroméxico Cargo. In 2022, domestically and internationally, the tons transported increased by 13% vs. 2021.

As for charter flights, 21 operations were conducted. It is estimated that in 2023 there will be no more flights of this type.

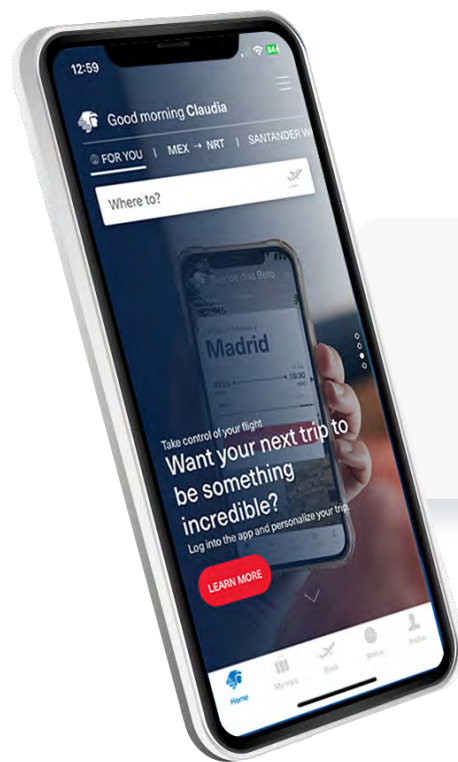
Business Partners and Strategic Alliances

Aeromexico is a founding member of SkyTeam, which, in alliance with 18 partner airlines, offers connectivity to 1,088 destinations in 184 countries. We are the only Mexican airline being part of a global alliance. Main members:



GRI 2-6

Main partners



+20 destinations in Colombia

+40 destinations in Brazil

18 domestic destinations in Perú

Aeromexico and its partners—through commercial alliances—share routes and flights based on a shared code to promote flights operated by other airlines, in which customers enjoy the same benefits as when they fly with us.

In 2022, we worked with approximately 973 Corporate Offices in Mexico and abroad and have approximately 380 travel agencies as business partners.



We are celebrating four years of the Joint Cooperation Agreement (JCA)—the first cross-border alliance between Mexico and the US.

Awards and Recognitions

In 2022, our effort to offer an unforgettable experience for our passengers has been distinguished with the following awards:



LGBT+ Travel Awards Mexico

Recognition as the **"Best LGBT+ Airline"** according to over 30,000 voters.

Mexican Institute of Teleservices (IMT)

We obtained the **"Best Customer Experience Strategy"** award.

Corporate Reputation Business Monitor

For the sixth consecutive year, GAM remained in the **1st position** within the **Passenger Transport sector**.

In the **"The Best Valued Business Leaders"** report, our CEO, **Andrés Conesa**, was ranked among the first ten spots.

STyPS – CCE

The Mexican Secretariat of Labor and Social Welfare (Secretaría del Trabajo y Previsión Social - STyPS) and the Business Coordinating Council (Consejo Coordinador Empresarial - CCE) awarded us for our comprehensive training plan aimed at apprentices of the **"Youth Building the Future"** program.

Sustainable Flight Challenge

Winner in the **"Best Employee Engagement"** category organized by SkyTeam. Finalist in three categories.

APEX (Airline Passenger Experience Association)

For the fourth consecutive year, APEX awarded us as a **Five Star Global Airline**.

Expansion Magazine

Aeromexico was ranked 98th in the **"The 500 Most Important Companies in Mexico"** ranking, climbing 23 spots from last year's ranking.

Angelica Garza, our HR Executive Vice President, was recognized as one of **"The 100 Most Powerful Women in Business."**

Universum

We are ranked number nine in the **"The Most Attractive Employers for Students 2022"** national ranking published by Universum, an employer branding consultancy firm.



Cirium

First place in punctuality in Mexico and eighth in South America in August 2022.

In 2022, we were the seventh most punctual airline in the world.

HSBC Leading Companies in Sustainable Innovation

Social category finalists.

PAX Readership Award 2022

We received the **"Exceptional Food Service in an Airline"** (North American segment) category award.

Ten years in the Global Compact

At Aeromexico, we are convinced that sustainability is the right path to continue conducting our business model. Ten years ago, we voluntarily adhered to the Mexico Global Compact, aligning our strategies and operations with the Ten Universal Principles on Human Rights, Labor Standards, Environment, and Anti-Corruption, so that we may promote and contribute to achieving the Sustainable Development Goals (SDGs).

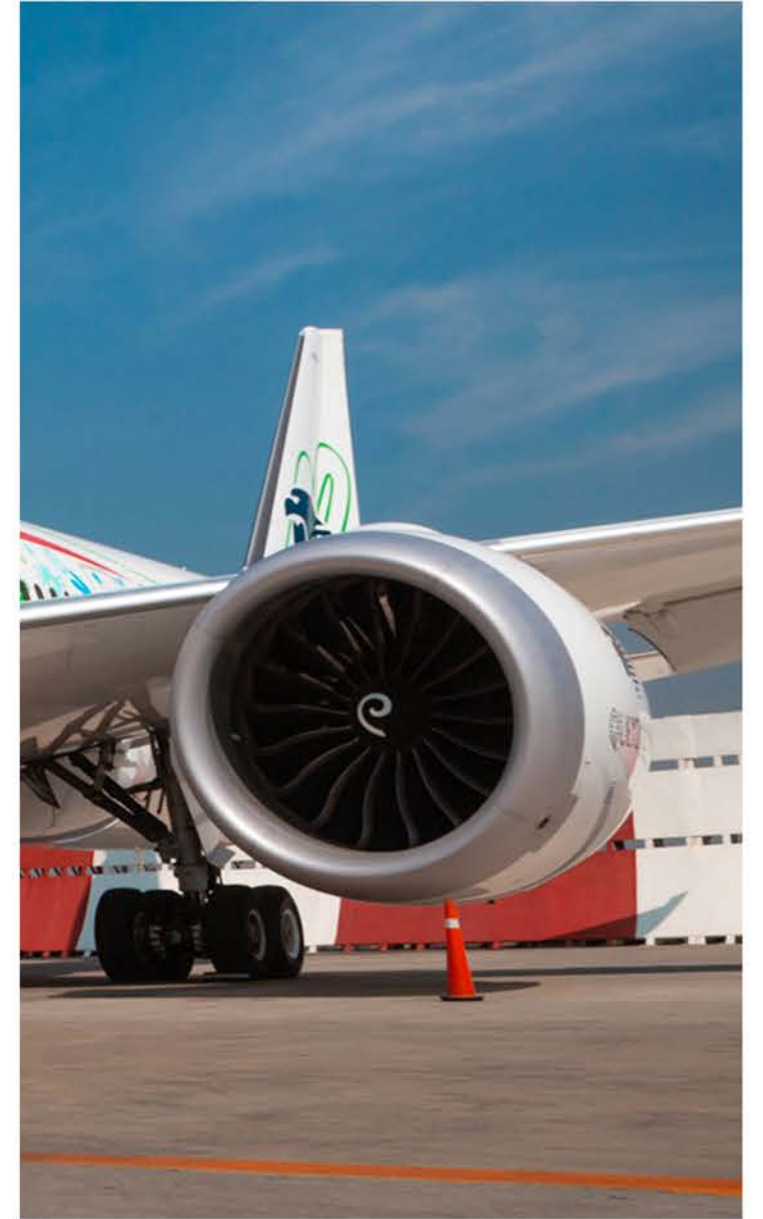
Also, we are proud to be part of the Board of Directors of the Global Compact. In 2022, we met from time to time to review the strategy of this body and outline new guidelines in cooperation with ten other companies, a civil society organization, scholars, and the UN Resident Commissioner.

Over the years, our commitment has been identified not only in the CSR Declaration but also in all our efforts to renew and lead our fleet towards a greener environment ensuring efficiency and reduction of emissions, and being more friendly with and respectful of our environment.



Sustainability is the right path to continue conducting our business model.





Our Central Focus

2. Customer Experience





Milestones in 2022

There was an approximate **51% participation** and more than **6.6 million members** in Aeromexico Rewards.

21.7 million passengers were transported, **31.5% more than last year.**

Today, **65%** of our users check in on line. **35% completed the process** through the entire **digital check-in.**

Our **Net Promoter Score (NPS)** was **29.29%.**



With the **Baggage Reconciliation System (BRS)**, we have reduced the baggage loss rate (per one thousand units) from **6.38 in 2021 to 5.68 in 2022.**



PAX Readership Award 2022 recognized us with the **“Exceptional Food Service in an Airline”** (North American segment) category award.

Cirum recognized us with **first place in punctuality in Mexico**, eighth in South America in August 2022, and **the seventh most punctual airline in the world** during 2022.

Fuimos reconocidos por cuarto año consecutivo por el Airline Passenger Experience Association (APEX) como una **aerolínea de cinco estrellas.**

The Mexican Institute of Teleservices (IMT) recognized us with the **“Best Customer Experience Strategy”** award.



GRI 2-6, 3-3

2. Customer Experience

Customer experience is essential to any industry, especially in our sector. Travelers seek a unique experience from the moment they book their tickets to the moment they arrive at their destination. For this reason, we provide travelers with exceptional service, ensuring their needs are met at each stage of their trip.

From the moment our customers arrive at the airport, they enjoy a smooth experience thanks to our self-service check-in kiosks. However, if they need help, our Aerobot can always assist 24/. (Service only available in Spanish).

We strive to provide our customers with the finest shopping experience by offering them the opportunity to personalize their journey through our website. With the help of SmartTravel, they can conveniently access information regarding travel requirements for their desired destination, ensuring a seamless and hassle-free trip planning process.

During the flight, they can relax knowing they are flying with an airline committed to their safety. They may verify their COVID-19 test and vaccination certificate online, complete their check-in, and scan their boarding pass from our app.

Our Scope

In 2022, 21.7 million passengers were transported, 31.5% more than the previous year, through 518 daily flights. Therefore, more and more Mexicans and people worldwide trust us to transport them to their destinations.

This year we also reopened and added some routes in Mexico, which had been interrupted after the pandemic and government measures restricted flights to prevent outbreaks of COVID-19.

Today, we have 53 domestic destinations for our customers and their cargo.

As for our international routes, we are reaching 45 countries with our modern fleet of aircraft. Through our SkyTeam partners, we can take customers to more and more destinations.





GRI 2-6, 3-3

Our Services

Through this segmentation strategy, we have customized our customers' travel experience, providing different categories to offer unique opportunities to more people and increasing accessibility to air transport.

We are the only airline in Mexico that offers both passenger and cargo through different packages and options to provide customers with the best prices ensuring service quality and safety.

Passengers:

- Basic
- Classic
- Flexible
- AM Plus
- Comfort
- Premier
- Private Jets
- Charter Flights

To learn more about our passenger transportation services, please visit <https://aeromexico.com/es-mx>.



Cargo:

Domestic:

1. Gold
2. 12+12
3. Courier Service

International:

1. Express
2. General
3. Specialized

Since 2021, we have been awarded the IATA's CEIV Pharma certification, guaranteeing that we can safely transport pharmaceutical material and have implemented adequate processes and have satisfactorily trained personnel.

To learn more about our cargo services, please visit, amcargo.aeromexico.com

We are also part of the supply chain connecting Mexico with the world. Through AM Cargo, we transport all kinds of merchandise, such as perishable products, live animals, high-tech technology, aerospace & automotive parts, and e-commerce products, among other specialized products.

For general cargo, we handle two types of service—the standard and the express service. In the domestic market, we are the leading carrier of air cargo throughout Mexico to deliver parcels, pets, medicines, newspapers, and meat products. Our services are based on the customers' delivery time options—from 24-hour transportation to services through guaranteed flights, where three hours in advance, we can deliver packages to destinations operated by Aeromexico.

Customer Benefits

To create the best possible experience for our customers, we offer the following benefit programs:

Aeromexico Vacations

As an essential part of improving our passengers' experience, we continue to offer our "Aeromexico Vacations" travel package, which includes—in addition to the plane ticket—all things needed, such as hotels, tourist routes, transportation, and unique experiences. When our customers make a reservation under this program, they are eligible for convenient installments such as reduced or zero interest when paying with a credit card.



For further information about Aeromexico Vacations, please visit:

[AM vacations](#)

Aeromexico Rewards

Aeromexico Rewards is our customer loyalty program. For our most frequent customers, based on their travel frequency, we offer different benefits such as plane tickets, exclusive discounts, special free services such as travel kits, concierge, preferred seats, travel insurance, VIP lounge access, and more.*

Since 2022, our customers have been able to take advantage of the points program linked to Aeromexico Rewards. Under this program, customers now earn points based on every dollar spent on their ticket, rather than the distance travelled.

It comprises three categories in ascending order of benefits—gold, platinum, and titanium.

To learn more about this program, you can visit:

[AM Rewards](#)

*By 2023, Aeromexico Rewards was called Club Premier.



GRI 2-6, 3-3

Customer Service

Special Services

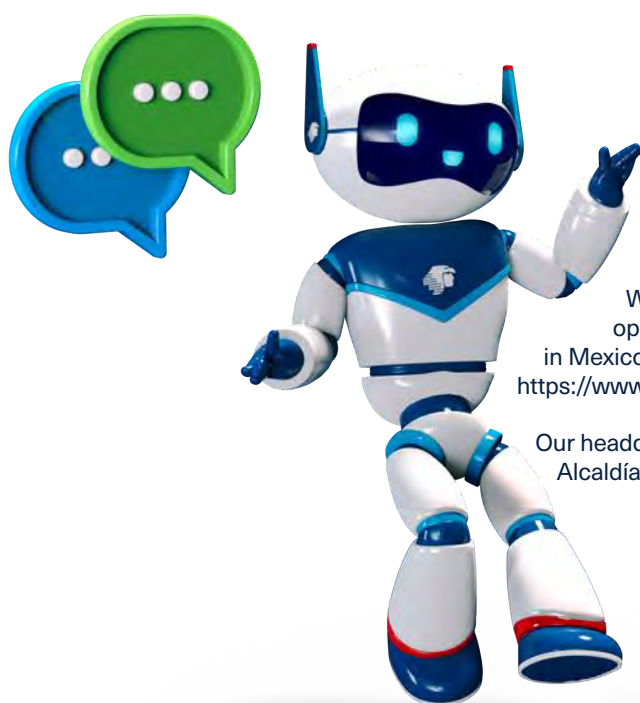
We care for each passenger's needs, always seeking to satisfy them best. We have a wide variety of unique services depending on our customers' requirements:

- Wheelchair service or other orthopedic mobility devices
- Therapeutic oxygen
- Onboard oxygen concentrator
- Stretchers
- Service and emotional support pets
- Special food service



Special services can be requested when booking the flight through amssr@aeromexico.com or the website.

To learn more about our cargo services, please visit: <https://aeromexico.com/es-pe/informacion-de-vuelos/servicios-especiales>



Service Channels

At Aeromexico, we are always available to our customers to provide them with the most up-to-date and reliable information. We have in-person and digital means to serve each customer.

We have kiosks in different airports in Mexico and at the airports where we operate international flights. We also have branches called Tiendas de Viaje in Mexico and abroad. To see your closest Tienda de Viaje, please visit <https://www.aeromexico.com/es-mx/tiendas-de-viaje>

Our headquarters are at Paseo de la Reforma No. 243, Piso 26, Colonia Cuauhtémoc, Alcaldía Cuauhtémoc.

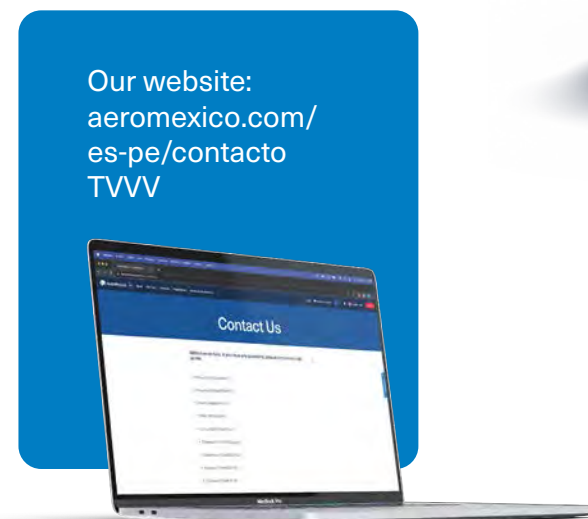
Digital Channels

Our digital channels have become the means most used by our customers to access our services. These facts reaffirm that our commitment to strengthening our consumers' digital experience is the way forward to continue being the number one airline in Mexico.

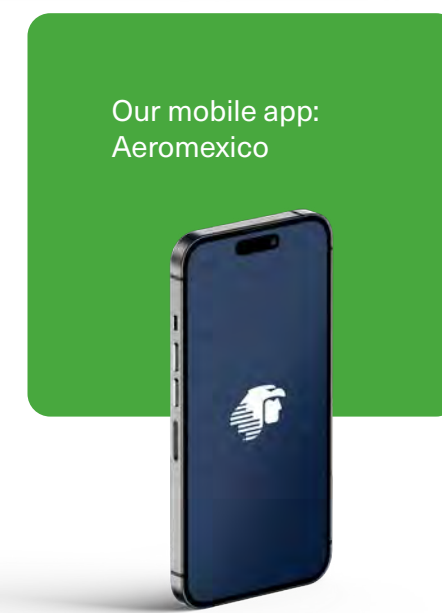
Our customers may contact us through three digital channels:



Our chatbot: Aerobot, available through WhatsApp and Facebook Messenger (Spanish only)



Our website: aeromexico.com/es-pe/contacto TVVV



Our mobile app: Aeromexico

Brand Perception on Sustainability Issues

We conducted several studies to analyze the characteristics that influence the purchase of flights by customers who have traveled with us.

This analysis was focused on determining our customers' perception of the Company as an environmentally responsible brand, i.e., if they consider factors such as carbon emissions and sustainability in their purchasing decisions. We also analyzed whether customers perceive us in a socially responsible manner, including social causes, donations, and other aspects that show their commitment to the community.

Our goal is to ensure that the analysis results are used to improve our services and adapt them to the needs of our customers. By knowing their preferences and values, we can provide them with a more personalized and satisfying travel experience and, at the same time, contribute to the well-being of the planet and society.

Transparent Communication

Our relationship with our customers should be as transparent and straightforward as possible. This is a priority and part of our service brand when providing a different experience to the customer. All our users are well informed and updated with information regarding:

- Flexibility policies
- Measures of the Health and Hygiene Management System (SGSH, in Spanish)
- Route network
- Restrictions imposed by each country
- Website for travel agencies
- Information for Aeromexico Rewards members



Handling of Complaints

Although we do our best to achieve the best experience for our customers, we know that sometimes they are only partially satisfied. We must listen to our customers' comments and suggestions to improve our processes and optimize our users' experience.

For this reason, our Ethics Line is open both for our employees and dissatisfied customers. And although they are not necessarily situations related to ethical issues, they are expeditiously reported to our Audit Committee to identify the needs for improvement in our organization.



Customer Satisfaction

Through the Net Promoter Score (NPS) indicator, we measure our customers' satisfaction at each stage of the process (purchase, digital functionality, call center service, etc.) based on satisfaction surveys shared with the relevant areas and constantly evaluated to identify opportunities for improvement.

In 2022, we conducted the following actions:

We implemented changes in the communications addressed to customers.

We improved passenger perception of our new products (e.g., Premier Light).

We set new standards for some minorities and specific groups.

We improved punctuality by searching for improvement opportunities after analyzing internal processes.

This year, our Net Promoter Score (NPS) was 29.29%.

We are committed to providing our customers with the most excellent satisfaction. Therefore, the result in this indicator has been possible thanks to the Cuadrillas project, one of several initiatives by the Airports team to provide an outstanding service at counters.

Various AICM crew ceremonies were held during the year, in which we recognize employees who provide outstanding service.





GRI 3-3

Innovation

Our goal in 2022 was to simplify processes and save our passengers' time while maintaining a personalized approach.

Falcon Program—Welcome to the Future

We have initiated a digital transformation in all sectors of the organization. This change means moving from a physical structure to cloud technology to store all information. With this innovation, we will have information available whenever and wherever we want, simplifying various customer processes while maintaining the best security measures.

We have updated our organization's applications to adjust to cloud computing technology. As a result of this modernization, we can now offer better and simpler personalized services. Previously, this process involved calling a call center, interacting with an agent, validating our data, and waiting for the system update—now, customers only have to click a button, and everything is set in minutes.

The self-service feature is one of the main highlights of the Falcon program. Today, our customers can carry out all necessary processes through our website, mobile app, and Aerobot (our chatbot). They can even scan their passport in the mobile app to speed up the check-in or boarding.

We continue renovating kiosks at airports to carry out even more actions before the flight, such as check-in, seat selection, or itinerary changes, without interacting with our staff.

Other improvements in our processes—part of the Falcon program—are improving communication with the customer. If there is an unexpected itinerary change, the passenger will receive a message through the chosen channel and a series of options and solutions to solve the problem. These actions include selecting another flight with a single click (self-reaccommodation), requesting a refund, compensation, or other solution.

For all cases of compensation and refunds, our apps are already working with e-wallets, significantly facilitating and simplifying the process and interaction between customers and us.



Technological Innovation

In 2022, we implemented several improvements that make the experience of flying with Aeromexico easier and more enjoyable. From real-time load monitoring to paperless technology, here is a description of the most important innovation:

Digital Spine
 Now customers can check in for any SkyTeam alliance flight from our app and vice versa.

SoftExpert
 It automates Ethics Line processes so that they can be resolved in less time, strengthening the level of data protection. SoftExpert is also used for issuing procedures and filing/following findings in operational audits.

Improvement of the Customer Service Platform
 We have improved the Customer Service platform's user interface so that customers can smoothly file a complaint, make a clarification, or congratulate us.
 This improvement reduces the number of staff-user interactions, which optimizes the system. It also generates automatic notifications to customers about the status of their cases.

WATCH Project
 Real-time cargo monitoring through modern scanners and barcode systems. This improves customer confidence and satisfaction with our service.

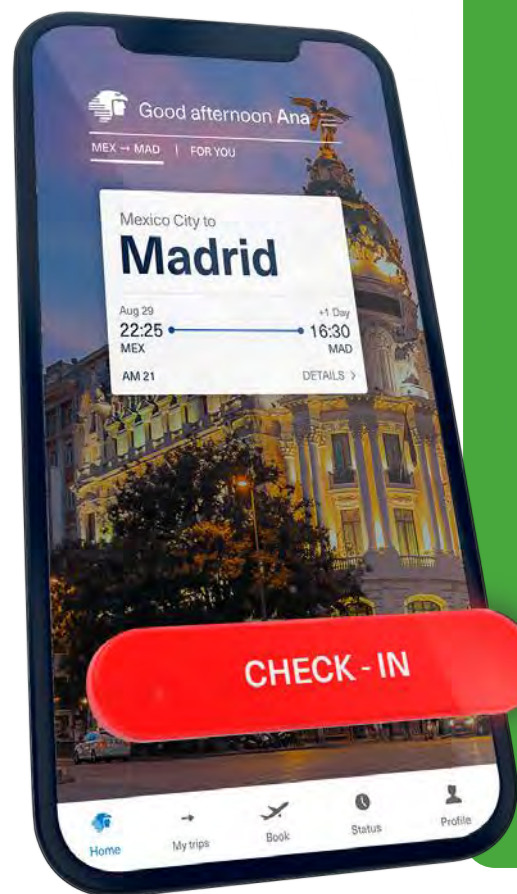
Inactive Bag Tag Printing
 Customers can check their luggage at a kiosk instead of at the counter. This process reduces the baggage check time by up to five times.

BRS System (Baggage Reconciliation System)
 It works similarly to the WATCH project. Our customers can track their checked luggage in real-time.
 With this system, we have reduced the baggage loss rate (per one thousand units) from 6.38 in 2021 to 5.68 in 2022 in employer branding.

Digital Check-in
 We focus on strengthening the digital ecosystem for an agile and efficient customer travel experience. Today, 65%* of our users check in on line. 35% completed the check-process digitally.
* The metric contemplates the process until users obtain their first digital check-in

Digitalization of Official Flight Documentation
 Since 2020, we have digitized 60% of our documentation. Besides reducing our environmental impact, this process speeds up operations staff processes and reduces waiting times for our customers.

Passport Scanning
 Passports can be scanned through the Aeromexico app with the camera of mobile devices.
 A faster check-in process with fewer typos.
 So far, more than one million users have used this system.

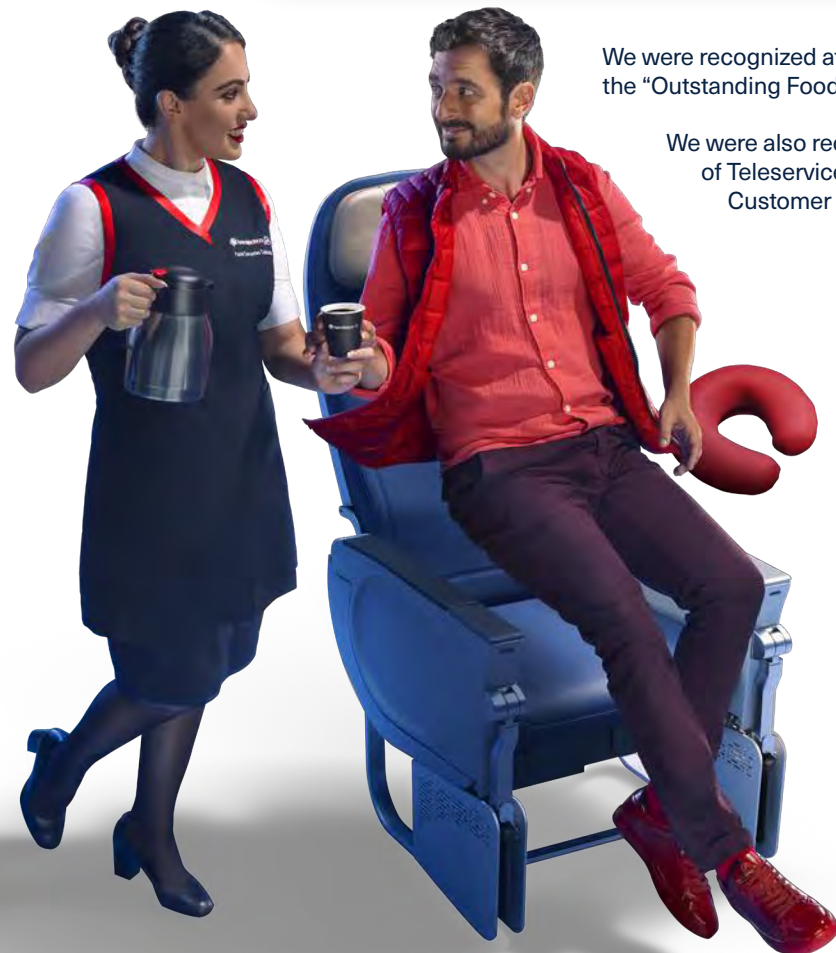


GRI 3-3

Service Quality Awards

In 2022, for the fourth consecutive year, we were recognized by the Airline Passenger Experience Association (APEX) as a five-star airline, i.e., an excellent flight experience. The following factors stood out:

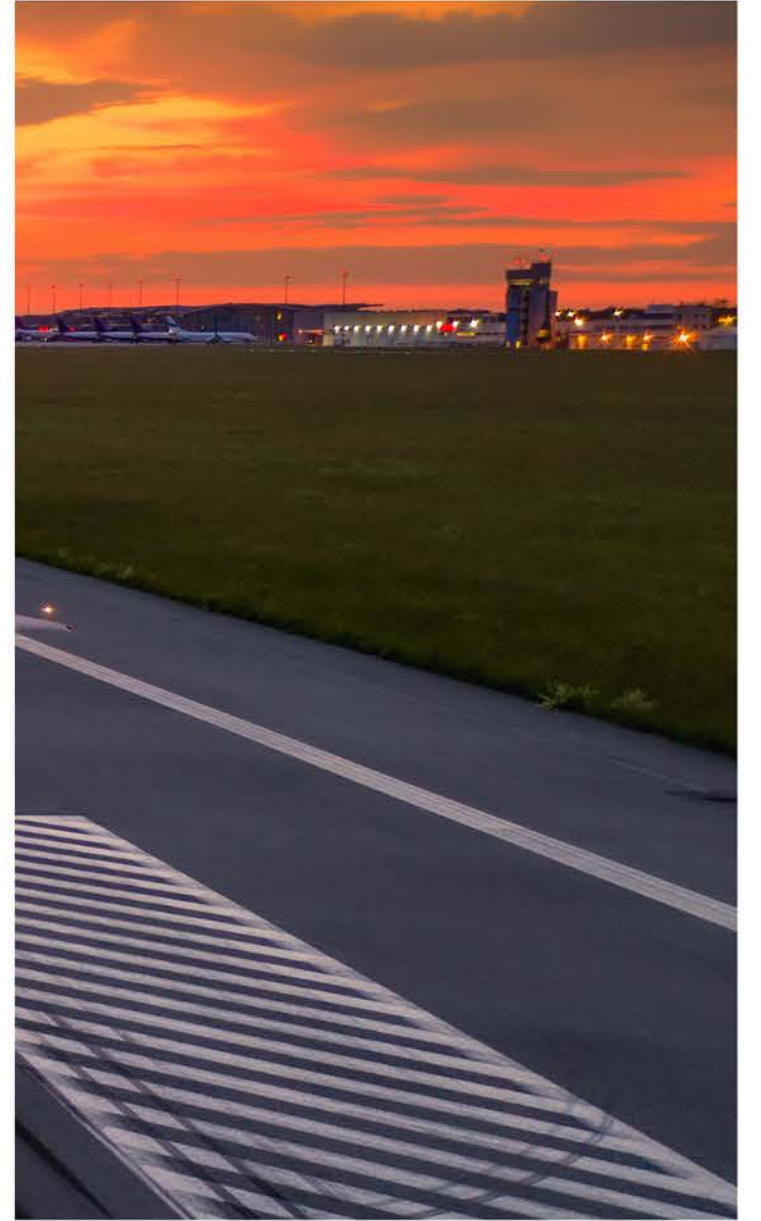
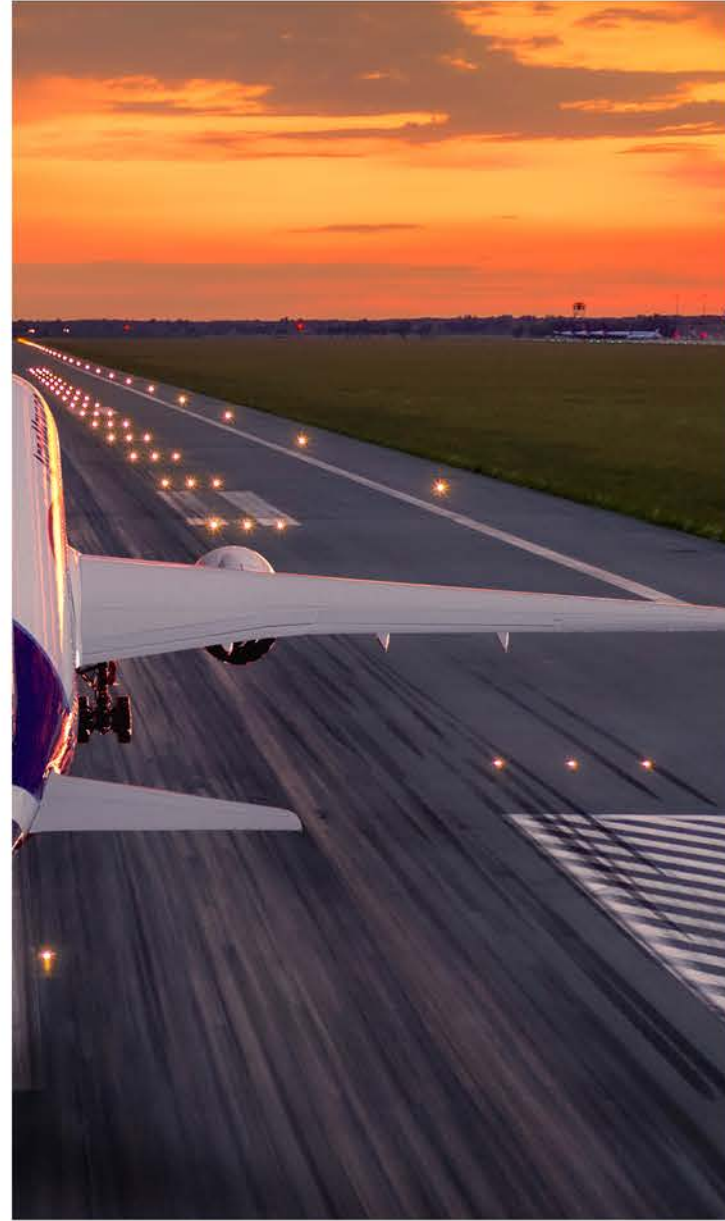
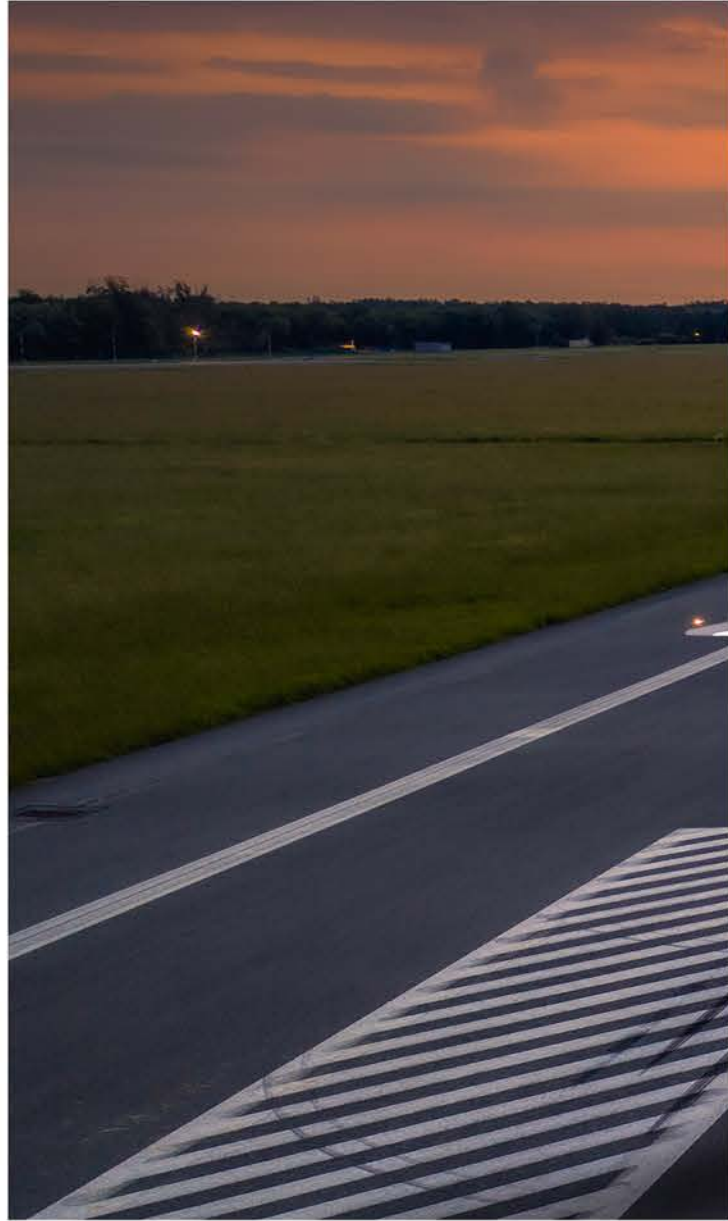
- Fleet renewal with safe, efficient, and modern aircraft.
- Optimization of the digital and onboard experience.
- Recovery of connectivity within and outside Mexico.
- Renewal of travel package options with Aeromexico Vacations.
- Investment to ensure the health and hygiene of customers and employees.



We were recognized at the PAX Readership Awards in the "Outstanding Food Service by an Airline" category.

We were also recognized by the Mexican Institute of Teleservices (IMT) for having the best Customer Experience strategy.





Drawing the Path Towards Sustainable Development

3. Aeromexico Sustainability





GRI 2-23, 2-24

3.1. Sustainability Strategy

“ At Aeromexico, sustainability is an opportunity to build a fairer and better future for all.

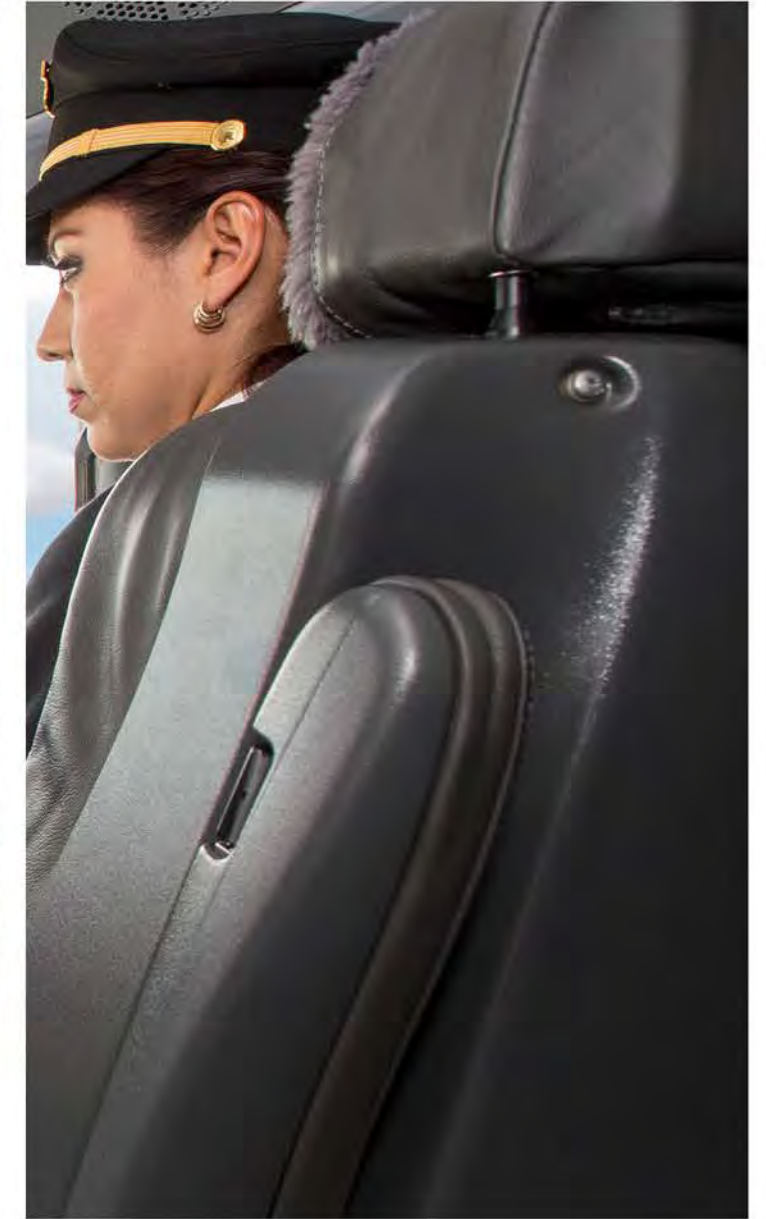
Therefore, we work daily to implement measures in all our organization’s areas and business units to achieve organizational objectives and, simultaneously, face global challenges and continue moving towards sustainable development. This is not an easy vision, as we know the challenges and obstacles we must overcome to achieve our goals. However, our experience and resilience have been one of our great strengths in recovering from circumstances that put the aviation industry in jeopardy. A few years ago, the COVID-19 pandemic delayed our projects, modified our priorities, and even forced us to reinvent ourselves. We had to implement measures and actions to continue operating safely and efficiently.

Our organization adapted to the new normal. Every year we have promoted new plans and initiatives that maintained our leadership in the sector. Our priority is now more apparent than ever—betting on sustainability! We are confident that we are not only a benchmark but also a global sustainability accelerator... and we will stay on track.

In 2022, we continued to add more actions, such as the materiality analysis that involved the advice and participation of stakeholders who are a priority for the Company. After this exhaustive analysis process, we could know our baseline and begin to define our lines of action that will allow us to achieve our defined goals, thus making Aeromexico a benchmark in sustainability.

We will keep focusing our experience and knowledge on developing a more ambitious sustainability strategy aligned with this new world. We are convinced that sustainability management is the main ingredient to continue leading the sector and, above all, to ensure a future for all.





A Pillar of Our Operations

4. Health and Safety





Milestones 2022

AM Servicios renewed the **IATA Safety Audit for Ground Operations (ISAGO)** certificate.

Thanks to the **GAM e-Report**, 6,012 reports were received from employees who identified a risk situation.

We reduced the operational safety index vs. 2021 by 21.3%.

No accidents related to a failure in operational safety management.



In 2022, we had 47 medium-impact events and **no high-impact events.**

No government action for non-compliance with aviation security regulations.

We were recognized for our participation in the activities of the **National Day of Preparedness and Response to Chemical Emergencies (DINAPREQ, in Spanish)** by the Federal Attorney's Office for Environmental Protection (PROFEPA, in Spanish).





GRI (3-3) (403-1, 416-1) SASB (TR-AL-540a.1, TR-AL-540a.3)

4. Health and Safety



Safety serves as the guiding principle for every individual within Grupo Aeroméxico. As a passenger and cargo air transport company, our foremost priority is the safety of our customers and employees. We are committed to delivering a unique and exceptional experience which is why we place such a strong emphasis on ensuring their safety throughout their journey with us.

We constantly implement and maintain a Safety, Quality, Health, and Hygiene Management system by developing strategies and processes guaranteeing that all our operations are conducted under a balanced allocation of resources, complying with national and international standards and all standards established by the Company's Management.

Our Security Policy complies with the current NOM 064 SCT standard, ICAO Annex 19, and document ICAO 9856.

*To learn more about our Security Policy, please visit: https://www.aeromexico.com/cms/sites/default/files/Politica_de_seguridad_Grupo_Aeromexico.pdf

We have an interdisciplinary security concept divided into three areas that guarantee maximum efficiency in the security management of our operations, our offices, on the ground, or in the air:



Security

Security means our Security area, which guarantees the physical security of our employees, suppliers, strategic partners, and customers. The objective of this area is to prevent any scenario where the security of crews, ground personnel, passengers, and the general public is put at risk. Also, it develops applicable rules, protocols, and procedures to take action if necessary.

As part of the management and to ensure compliance with the goal of security, we have a constant training plan for updating, reinforcing, and evaluating all our administrative, operational, and managerial staff regarding our physical security standards and procedures.

We also offer regular training to our crews in specific procedures, complying with the international standards required by the International Civil Air Organization (ICAO¹) under Annex 17 and the local legislation of operation to act efficiently in an unlawful interference event. We have two SMS implementation certifications issued by the Federal Civil Aviation Agency for each airline; and Aeromexico Connect.

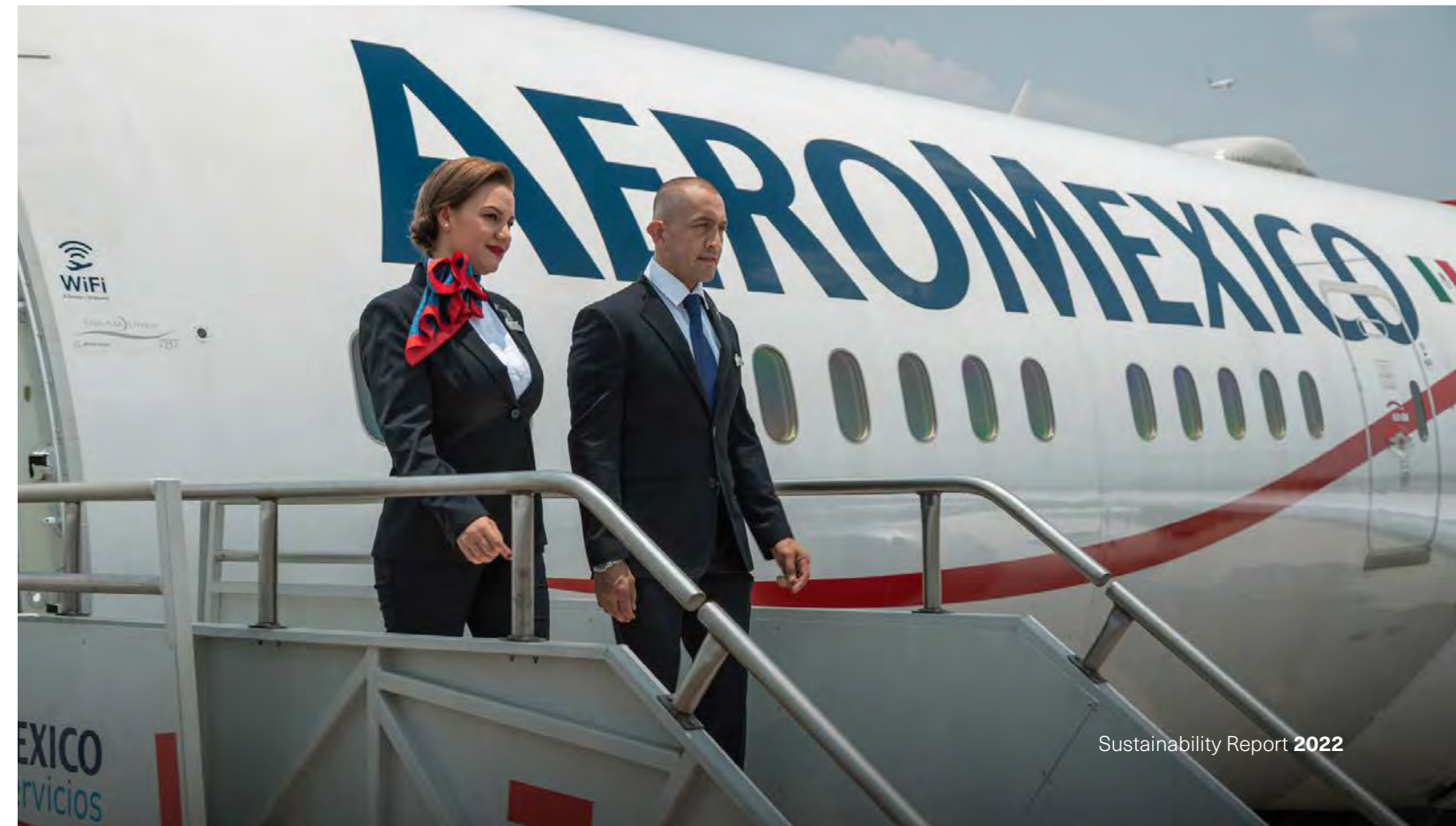
Due to our line of business, most of Security's actions are related to air operations. This area also plays a fundamental role in day-to-day administrative tasks in our offices.

To verify our performance, we have obtained various Security certifications from the Federal Civil Aviation Agency (AFAC, in Spanish) and the Transportation Security Administration (TSA). Also, we are audited by the IATA Operational Safety Audit (IOSA) to guarantee the best application of our physical security management system.

In 2022, AM Servicios renewed the IATA Safety Audit for Ground Operations (ISAGO²) certificate—an audit program for ground service providers based on globally recognized international standards.

We obtained the first certification in 2009, and we received the renewal audit in July of this year. Once again, we achieved the objective thanks to the continuous improvement of the security of our ground operations. In 2022, no acts were considered unlawful interference in our operations.

¹ According to the International Civil Organization (ICAO), unlawful interference is any act or attempt that compromises or has the potential to compromise the security of the flight (hijacking, bomb threat, etc.).
² International Air Transport Association.





GRI 3-3

Safety

Safety refers to operational safety, which includes all processes to prevent or minimize any air transport accident from our aircraft's daily operation on the ground or in the air.

Accident prevention begins in our administrative offices since we must ensure that we have recruited highly trained personnel and acquired the highest quality services and products. Therefore, operational safety management involves all areas of our organization.

We manage the safety of our aircraft through an Operational Safety Management System (SMS) that complies with the international and national standards required by ICAO to maximize the safety of our flights.

A través de este sistema podemos:

- | | |
|--|---|
| 1. Strengthen compliance with current operational procedures. | 3. Promote lessons learned from significant events. |
| 2. Promote the detection of timely reports of hazards detected during the operation. | 4. Make a permanent analysis of the trends of the leading indicators and monitoring dashboards. |

We are audited by the IATA Operational Safety Audit (IOSA), the highest standard in the industry in terms of operational safety.

In 2022, we reviewed our Non-Punitive Policy, an essential part of the Operational Safety Management System (SMS). In this review—for a better understanding of all employees—the Just Culture framework is clarified, and non-tolerated behaviors are complemented.

We assume the commitment to the satisfactory application of the operational safety regulations, building an effective safety notification culture based on an atmosphere of trust in which employees are encouraged to provide essential safety information.

To accomplish this, we must report all unsafe events or conditions that may compromise our operations. With this in mind, each employee is responsible for communicating all information that may affect the integrity of the safety of operations.



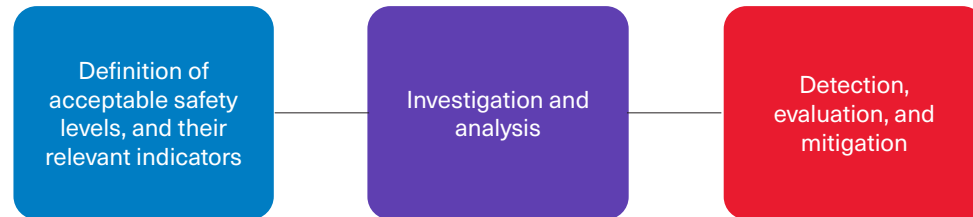


GRI (3-3) GRI (2-25, 416-2) SASB (TR-AF-540a.2, TR-AL-540a.2)



We have implemented GAM e-Report, a mobile app that reports potential risks or safety omissions that may put our operations or assets at risk.

With hassle-free access and filling-out, such reports encourage the constant use of these tools to minimize and prevent risks. Our risk detection process is as follows:



In 2022, thanks to the GAM e-report, 6,012 reports were received from employees who identified a risk situation.

We have a real-time flight data monitoring plan to identify dangerous scenarios or any aspect not complying with our operational safety parameters to take corrective actions immediately and reduce the risk of any incident or accident.

In 2022, there were no accidents related to a failure in operational safety management. We reduced the operational safety index vs. 2021 by 21.3%.

Harmonized Accident Rate per Million Sectors	2020	2021	2022
	4.139	4.274	2.875

We have developed a business continuity plan (BCP) to identify and analyze various risks that may interrupt, halt, and affect our services and thus be able to create prevention, mitigation, or recovery measures, as the case may be.

Risks of Greatest Relevance to Our Operations:

1. Suspension of operations at the Mexico City International Airport for over two hours.
2. Impediments to the operation of the Strategic Coordination Center or its Systems.
3. Suspension of operations due to labor contingency
4. Suspension of operations due to natural contingencies
5. Blocking of access to facilities due to social unrest
6. Cyber-attacks
7. Failure of Grupo Aeroméxico's critical systems

In 2022, we had 47 medium-impact events and no high-impact events.

We conducted various mitigation actions for the principal risks identified by our SMS, including the following:



Thanks to our Code of Conduct and the different policies governing the Group, we can guarantee that our employees, suppliers, and service providers comply with our values, especially with the safety of all of us. In 2022, there was no government action for non-compliance with aviation security regulations.

We have implemented an emergency response plan in which Aeromexico employees are part of the Care Team—a team of volunteers willing to help our passengers and employees in crises.



GRI (3-3) GRI (2-25, 403-5)

We provide training to employees of this program to develop skills related to the following:

- Intervention techniques
- Psychological first aid
- Management and control of stress, anger, and anxiety

Volunteers are assigned to various teams according to their abilities:

Coordinating Team:

It manages the efforts of all volunteers to provide support and assistance effectively.

Field Team:

It provides personalized assistance to our customers, colleagues, and family during an emergency.

Information Team:

It carries out timely monitoring of logistics activities and information.

We have a team of brigade members, i.e., trained and well-equipped employees that, in the event of an emergency or disaster, implement Comprehensive Risk Management and Civil Protection measures in the different facilities of Grupo Aeroméxico.



(GRI 3-3) (403-1, 403-2, 403-7, 403-8) SASB (TR-AF-540a.1)

Occupational Safety and Health

To ensure the health and safety of our employees, we have implemented a Safety and Hygiene Management System (SGSH, in Spanish) that covers all our operations and includes all our employees and third parties within our facilities.

Our HSMS is based on the ISO 45001 standard, which has the purpose of helping organizations establish a safe and healthy work environment for their employees. This standard requires organizations to identify the risks and opportunities regarding the safety and health of workers in their workplace to implement controls that minimize the identified risks.

Also, it encourages employees' participation in identifying and controlling risks. It requires organizations to establish a process of continuous improvement.

At Aeromexico, we have implemented control measures to reduce and minimize occupational risks:

Elimination:

Detecting unsafe conditions and acts through safety walkthroughs.

Replacement:

Overhaul of mechanical equipment for corrective maintenance.

Engineering Control:

Determination of personal protective equipment and risk assessment.

Administrative Control:

Signaling and training.





GRI (403-2, 403-3, 403-6)

Incident Investigation

We conduct a diagnosis of Occupational Health And Safety (Official Mexican Standard No. 30 STPS) where physical, chemical, and biological risks are identified following national safety standards. Likewise, a permanent health and safety commission is implemented in operational areas to identify unsafe acts and conditions under the Official Mexican Standard No. 19 of the Secretariat of Labor and Social Welfare (Secretaría del Trabajo y Previsión Social) and with the participation of worker representatives.

We are confident that our control barriers are efficient enough to minimize risks and avoid incidents or accidents. However, we have implemented an investigation protocol just in case. It includes the creation of a special commission to determine the causes and establish new control measures or reinforce them.

We provide our employees and an expert Medical Committee—made up of epidemiologists and health specialists—with our SGSH that focuses on seven aspects:

1. Airport experience
2. On-board experience
3. Communication with the customer
4. Cleaning and sanitization of facilities and aircraft
5. Social distancing
6. Employee experience
7. Health and hygiene management

This professional team allows us to minimize risks and care for our employees' health. It is a top-level Medical Service. The safety diagnosis is conducted together with the Occupational Safety department based on the Official Mexican Standards that apply in accordance with the Occupational Health And Safety diagnosis.

We also have our medical facilities in our offices to provide first aid. By the NOM-012-SCT3-2012 standard, which establishes the requirements for the instruments, equipment, documents, and manuals that must be on board the aircraft, we always have the necessary instruments on board to provide help in cases of a medical emergency, including first aid kits, portable fire extinguishers, among others.

Employees are trained to identify and reduce the risks to which they are exposed.

Although in 2022, COVID-19 stopped being a critical risk to the health of our employees and customers, at its peak, it helped us as an organization to reinforce, rethink, and, in some cases, innovate measures, standards, and policies to safeguard people's health.

Many employees still follow a hybrid workplace model (in-office and remote work). We have implemented the "Together from Home" program, where emotional, physical, and mental health issues are addressed, as well as other issues such as personal finance management. In addition, we have the "Free Plan" program, which provides access to physical, emotional, and nutritional wellness apps. We will continue reinforcing campaigns that seek the wellness of our employees, including those in a hybrid workplace model and home office.

Some initiatives are:

- Active breaks
- Physical and mental health topics
- Human Factor Programs
- Programs according to the identification of psychosocial factors

We are very proud to be IATA Medical Advisory Committee members. This group comprises different members of airlines specialized in aerospace medicine whose objective is to validate and keep globally updated on the medical regulations of the industry.

We were recognized by the Mexican Social Security Institute with the ELSSA (Safe and Healthy Work Environments) Award for our excellent performance in health and safety.

In 2023, we will seek to mitigate health risks for home/office employees because we assigned the necessary tools to conduct our activities safely when the remote-work modality was highly used.

We have an Internal Civil Protection Committee, a regulatory and operational body developing and directing civil protection actions, as well as preparing, updating, operating, and monitoring the Internal Civil Protection Program in buildings and facilities.

In 2022, we were recognized for participating in the National Day of Preparedness and Response to Chemical Emergencies (DINAPREQ, in Spanish) by the Federal Attorney's Office for Environmental Protection (PROFEPA, in Spanish). We hereby thank all who collaborated in this initiative, which enables us to respond and attend to emergencies involving the release of chemical substances in a timely, effective, and coordinated manner.

Employees are trained to identify and reduce the risks to which they are exposed.



GRI (403-3, 403-6)

NOM-035 Psychosocial Health Standard

During this year, we used the guidelines outlined in the NOM-035 STPS standard for the evaluation of psychosocial risk factors and the organizational environment, which contemplates:

- Working conditions
- Workloads
- Lack of control over work
- Working times and shift rotation exceeding the provisions in the Federal Labor Law (Ley Federal del Trabajo)
- Interference in the work-family relationship
- Negative leadership and negative relationships at work

14,432 employees were evaluated to update the status of psychosocial risk factors in our Company, which may affect our people's physical and emotional wellness.

We can identify our areas of opportunity to design action plans to continue building a better Aeromexico.

Flight Crew Health

Given their burden of responsibility in air operations—such as flight crews—some employees are constantly evaluated per international legislation through medical examinations that must guarantee good physical and mental health to perform their duties. Likewise, we have internal evaluations that include good physical and mental health exams and random drug and alcohol tests.

A significant concern for us is the fatigue management of our pilots. Therefore, the maximum working hours and minimum rest periods are fully respected both by our Company and by the crews.

We are committed to constantly implementing and maintaining a Fatigue Risk Management System (FRMS), through which we develop strategies and processes to ensure that all our operations are conducted under a balanced allocation of resources to avoid an alert-level reduction. These strategies and processes aim to comply with national and international standards and ensure our passengers' safety.



GRI (403-4, 403-9, 403-10) SASB (TR-AF-320a.1)

Health and Safety Commission

Constructed following the NOM-019-STPS standard, formation, integration, organization, and operation of the Health and Safety Commissions in which worker representatives (union delegates and members) participate, and also for the technical part of Occupational Health and Safety (doctors and engineers in the area), and as representative of the employer the Labor Relations area, in addition to areas involved in solving the areas of opportunity such as Operations, HR, and Maintenance of Facilities to whom the risks that exist are communicated in operation for their management and monitoring. We have an accident-free day counter in the workplace, published through different (printed and electronic) means for all workers.

We publish a monthly health newsletter (Cuidemos nuestras alas) (Let's Take Care of Our Wings) and have a weekly physical and emotional health channel.

Work Injuries

In 2022, we had 191 incidents and no fatalities. Of these incidents, 97% were related to operations and 3% to administrative offices. This means a decrease compared to our overall accident rate last year.

Global Incident Rate (GIR)	2020	2021	2022
	1.96	1.61	1.22

Workers	
Num.	Rate*
Deaths	0
Serious accident	.01
Mild accident	1.11
Hours worked	33,998,427

We identified that, in 2022, the most significant health risks were (luggage and machinery) cargo handling.



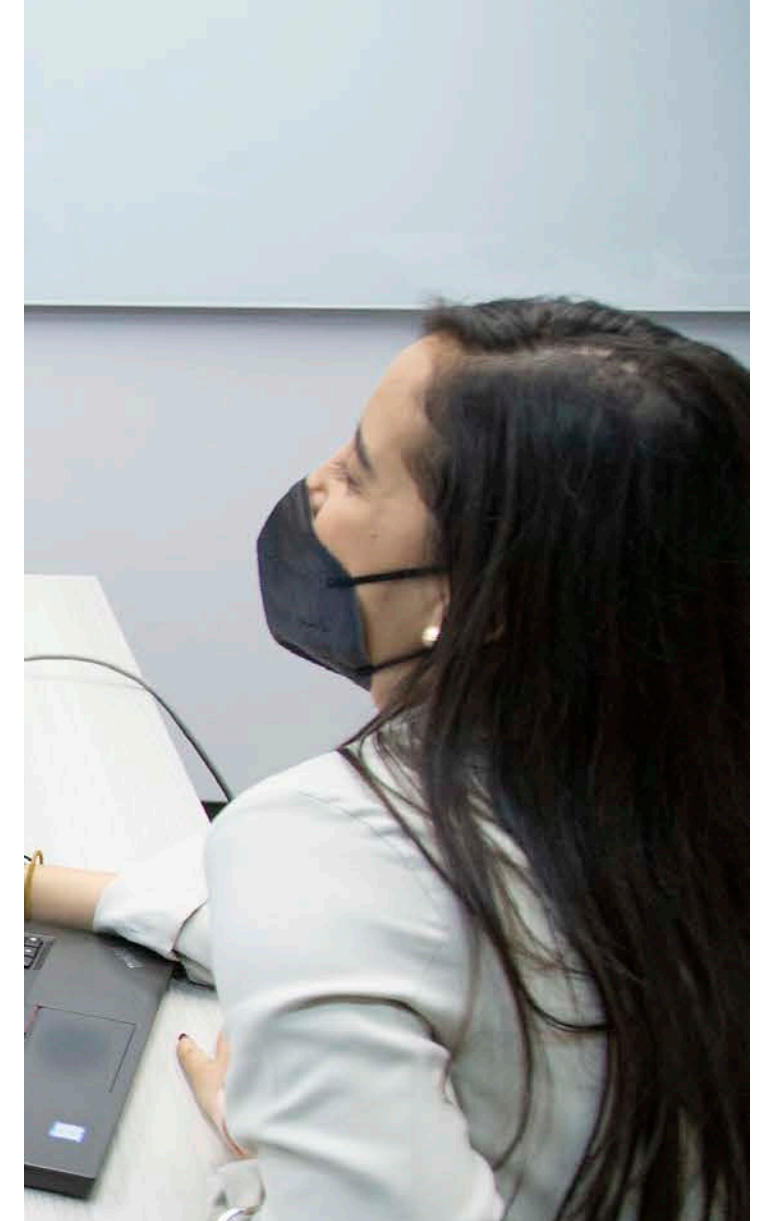
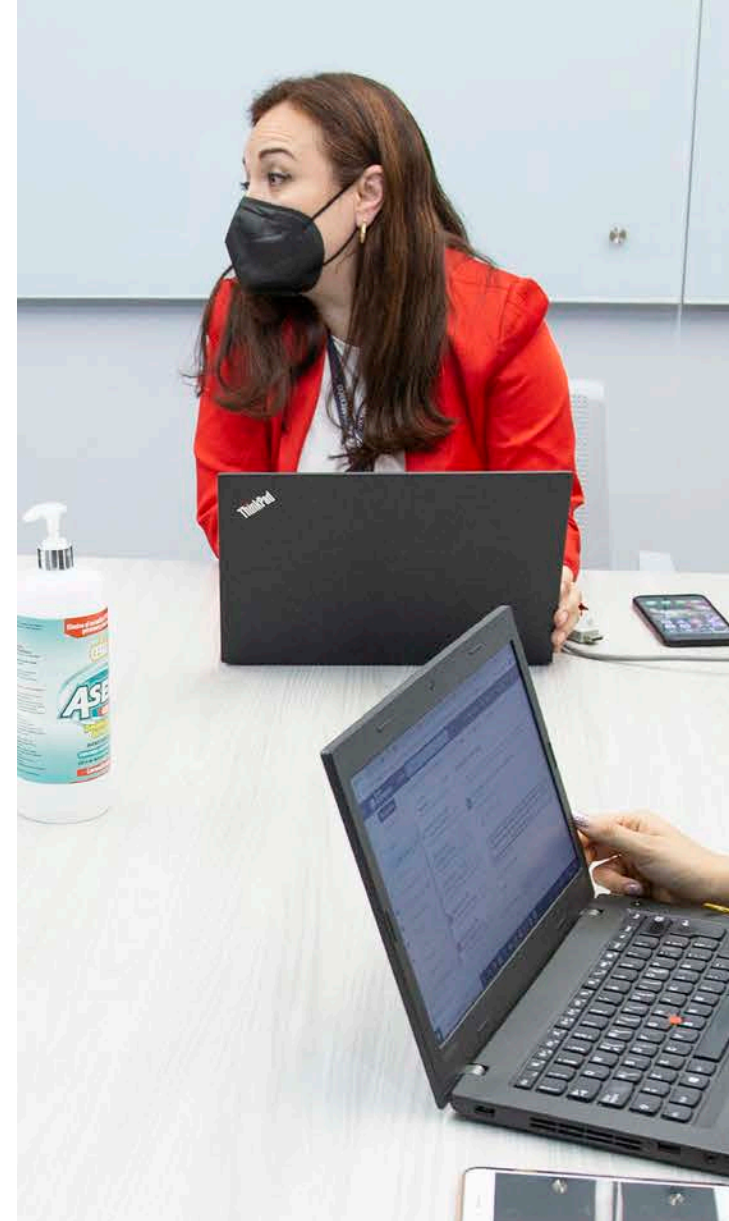
Occupational Diseases

Occupational Diseases	2020	2021	2022
	10	19	30

Continuous exposure to pressure variations and the noise emitted by heavy machinery, such as engines, in our work environment can contribute to the potential development of these diseases.

To prevent these diseases, we give regular in-person induction courses to staff according to the health risks to which they are exposed, free of charge and included in working hours.





Structure Aligned
with Good Corporate Practices

5. Corporate Governance





Milestones 2022

We formed a new **Board of Directors**.

Average attendance at Board meetings: **89%**.

Average seniority of Board members: **8.71 years**.

Approximately **500 employees** trained in personal data protection.



We trained **77%** of employees with the **Anti-Corruption Policy**.

We communicated and trained **96%** of our employees on the **Code of Conduct**.

We made a first approach to **climate change risks** and their financial implications.

We launched a **digital security campaign to promote recommendations and tools** in association with Meta and SocialTIC, a digital security organization.





5. Corporate Governance

Our corporate governance management is based on the best international standards and practices. It ensures compliance with all internal guidelines stipulated by the organization.

We aim to make timely and accurate decisions to create value at all levels of the organization and for our stakeholders.



GRI 2-9

5.1. Corporate Governance Composition

Our corporate governance model covers all the subsidiaries that make up our Group: Aeromexico Cargo, Aeromexico Connect, Aeroméxico Formación, Aeroméxico Servicios, and Aeromexico Rewards.

The corporate governance structure comprises the General Meeting of Shareholders, the Board of Directors, and Auxiliary Committees of the Board of Directors.

Board of Directors

Our Board of Directors is the highest governing body. In April 2022, our Shareholders' Meeting formed a new board with the firm purpose of strengthening it and ensuring that it supports our Group in complying with its strategic objectives and, at the same time, creating value for all our stakeholders.

This body has the following responsibilities:

Determining the general strategies for conducting our business and monitoring our management.

Approving operations with related parties and establishing policies in this regard.

Appointing our CEO and establishing guidelines on their duties and remuneration.

Determining business strategies, as well as monitoring the administration of the Company and its subsidiaries.

Approving policies and guidelines regarding financing, accounting, control, and internal audits, as well as approving the external auditor's engagement.

Promoting stakeholder participation by delegating duties to their Auxiliary Committees.

Establishing the committees it may deem necessary.





GRI (2-9, 2-11, 405-1)

The Board of Directors

The Board of Directors is led by Mr. Francisco Javier de Arrigunaga Gomez del Campo and comprises 14 proprietary members, all men. 14% are 30-50 years old, while 86% are over 50. 8% of the directors are executive members, and six are independent.¹ Average seniority of Board members: 8.71 years. As for their nationality, 57% are Mexican; 36% American; and 7% Spanish.

Name	Title	Independent	Other Positions
Francisco Javier de Arrigunaga Gomez del Campo	Chairman of the Board of Directors	Yes	CEO of Xokan. Member of the Board of Directors of Puerto de Liverpool, Gentera/Compartamos Banco, Dine y Kuo, and Paralelo 19.
Andres Conesa Labastida	Member of the Board and CEO	No	Member of the Board of Directors of Sempra Energy
Antonio Cosio Pando	Member of the Board	No	Member of the board of directors of Grupo Hotelero Brisas and subsidiaries, Director of Grupo Carso, S.A.B. de C.V. and subsidiaries, Corporación Actinver, Kimberly Clark de México, and Corporación Moctezuma.
Andres Borrego y Marron	Member of the Board	No	CEO and Co-manager of the portfolio of the Oportunidades de Crédito Mexican fund, Head of Business Asset Management at Credit Suisse in Mexico
Antoine George Munfakh	Member of the Board	No	Senior Partner at Apollo Global Management LLC, Board of Directors of Swissport, Sun Country Airlines, Volotea Airlines, Direct ChassisLink Inc., Blume Global Inc., Apollo Education Group, Maxim Crane Works

¹ Independent Board Members shall mean those persons who, in the opinion of the Ordinary General Shareholders' Meeting, have the necessary experience, capacity, and professional prestige, considering, furthermore, that due to their characteristics they can perform their duties free of conflicts of interest and without being subject to personal, asset, or economic interests.

Name	Title	Independent	Other Positions
Bogdan Ignashchenko	Member of the Board	No	Partner at Apollo, in the New York office since 2011, as part of the Private Equity team.
Donald Lee Moak	Member of the Board	Yes	Co-Chairman of the Special Committee of the "U.S. DOT" Chairman of the Delta Master Executive Board. CEO and Administrative Director of ALPA
Eduardo Tricio Haro	Member of the Board	No	Chairman of the Board of Directors of Grupo LALA and Nuplen Alimentos. Member of the Board of Directors of Grupo Televisa, Orbia, Grupo Financiero Banamex, Aura Solar, and Consejo Mexicano de Negocios. President of the LALA and SER Foundation (Superación Excelencia y Resultados), Member of the Board of Hospital Infantil de México "Federico Gómez," of Instituto Nacional de Ciencias Médicas y Nutrición Salvador Zubirán
Eugene Irwin Davis	Member of the Board	Yes	Chairman of the Board of Directors and CEO of "PIRINATE Consulting Group, LLC." COO of Total-Tel Communications, Inc., Vice Chairman of the Board of Directors and CEO of Sport Supply Group, Inc., and Vice Chairman of the Board of Directors and President of Emerson Radio Corporation.
Glen Hauenstein	Member of the Board	No	President of Delta Air Lines
Jorge Andres Vilches Martinez	Member of the Board	Yes	Partner of Renaissance Executive Forums, Advisory member of the Board of Directors of Bridgewater.

Name	Title	Independent	Other Positions
Jorge Esteve Recolons	Member of the Board	Yes	President of ECOM and Grupo IAMSA
Luis Fernando Gerardo de la Calle Pardo	Member of the Board	Yes	CEO of De la Calle, Madrazo, Mancera, S.C.
Valentin Diez Morodo	Member of the Board	No	Honorary Chairman of Grupo Financiero Citibanamex, S.A., Chairman of the Advisory Board of Grupo Modelo, S.A.B. de C.V. Vice Chairman of the Board of Directors of Kimberly Clark de México, S.A.B. de C.V.

To learn more about the members of the Board of Directors please visit: <https://aeromexico.com/es-pe/acerca-de-aeromexico/corporativo-aeromexico/miembros-del-consejo>

The Board meetings are held quarterly. The attendance quorum necessary to validly hold a meeting of the Board of Directors is at least the majority of the directors (half plus one). In 2022, they attended an average of 89% of meetings.

The resolutions of the Board of Directors require the favorable vote of at least 50% of the directors present at such meetings.

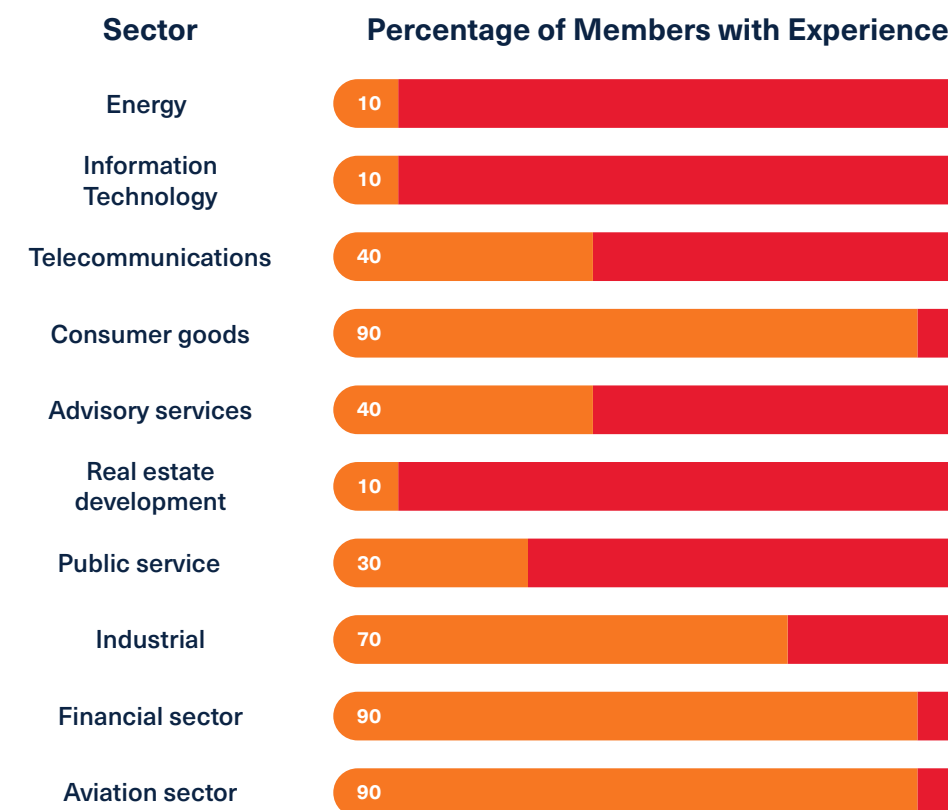
The Ordinary General Shareholders

The Ordinary General Shareholders' Meeting appoints the Chairman of the Board of Directors from among the directors. If the Shareholders' Meeting cannot perform the function above, the Board members will make the appointment. 25% shall be independent members as well as alternate members. In our case, our independent members also participate in other committees of other organizations, ensuring no conflicts of interest. The members of the Board of Directors must be mostly Mexican and appointed by Mexican shareholders under national legislation. To avoid conflicts of interest, in no case may persons who have held the position of external auditor be directors. The Board may appoint (proprietary or alternate) provisional directors without the intervention of the General Shareholders' Meeting.

As part of the selection criteria, we value the contribution of solutions and ideas from different points of view, be it nationality, experience, or gender, among other qualities that we consider and observe in our work teams. We are convinced that the plurality and diversity of ideas at our organization are essential to meet our organizational objectives.

As for shareholding, 28% (Eduardo Tricio Haro, Valentin Diez Morodo, Antonio Cosío Pando, Jorge Esteve Recolons) of our administrative board own shares of the organization².

The experience of the members of our Board of Directors—as well as that of the captains in command of our aircraft—is essential to guarantee the safety of operations and continuous improvement. For this reason, most of the board members have extensive experience in the aeronautical sector and other areas that contribute to a better understanding of the market and subsequent correct decision-making on behalf of our stakeholders. The detailed experience is as follows:



² At the end of 2021, Aeromexico had 136,423,959 shares outstanding. In December, the National Banking and Securities Commission ("CNBV," in Spanish) authorized the cancellation of the registration in the National Registry of Securities ("RNV," in Spanish) of all Single-Series common registered shares with no par value representing the capital stock of Aeromexico (the "Shares"). The Authorization has been formally notified to Bolsa Mexicana de Valores, S.A.B. de C.V. ("BMV") and, consequently, the BMV has proceeded to implement the administrative processes to formalize the cancellation of the Shares before the BMV and the RNV with effect as of December 28, 2022.



GRI (2-9, 2-12, 2-13, 2-16, 2-18, 2-19, 2-20, 205-2)

In 2022, our directors were trained in anti-corruption topics and the Code of Conduct.

The remuneration of directors and senior management is the responsibility of the Nominations and Compensation Committee, including fixed and variable compensation. The granting of annual bonuses is approved by our Nominations and Compensation Committee, which evaluates a series of performance factors established at the beginning of the year. None of our directors or officers are part of a contract entered into by us or any of our subsidiaries considering benefits after terminating the employment relationship. Our Group does not pay our directors pensions, retirement, or other benefits when they act as directors. Our executive officers are eligible for retirement or termination benefits under Mexican law on the same terms as other employees.

We have a share subscription plan for employees who meet the parameters determined by the Board of Directors and/or the Nominations and Compensation Committee.

As part of the best corporate governance practices, the Board of Directors and Relevant Executives members are asked to perform a self-assessment each year, which is processed through the Diligent Board platform.

Committees

The Board of Directors is supported by three standing committees: The Executive Committee, the Nominations and Compensation Committee, and the Audit and Corporate Practices Committee. The Security Committee and the Finance Committee also support us.

Executive Committee

Its responsibilities include various functions of management, conduct, and execution of our businesses and subsidiaries. It also includes managing, conducting, and executing business objectives following the strategies and guidelines determined and approved by the Board. This committee is chaired by Mr. Eduardo Tricio Haro and is appointed annually by members of the Board of Directors and formed by them.

Eduardo Tricio Haro

Eugene Irwin Davis
Glen Hauenstein
Francisco Javier de Arrigunaga Gomez del Campo
Antoine George Munfakh
Andres Conesa Labastida

Chairman

Member
Member
Member
Member
Member

Nominations and Compensation Committee

This committee proposes appointing candidates for our Board of Directors, its committees, and the Shareholders' Meeting. It can also propose the removal of members. It is appointed annually by the Board of Directors.

Antonio Cosio Pando

Eugene Irwin Davis
Glen Hauenstein
Antoine George Munfakh
Jorge Andres Vilchez Martinez
Francisco Javier Arrigunaga Gomez del Campo

Chairman

Member
Member
Member
Member
Member

Finance Committee

It reviews and proposes our Board of Directors budgets for income, expenses, and investments of our Company and subsidiaries, policies, and controls applicable to the contracting of credits, projects, or matters related to the granting of collaterals, as well as any other financial project. Mr. Javier Arrigunaga chairs this committee.

Javier de Arrigunaga Gomez del Campo

Jorge Esteve Recolons
Eduardo Tricio Haro
William H. Carroll
Antonio Cosio Pando
Arturo Martinez del Campo
Carlos Villareal Tricio

Chairman

Member
Member
Member
Member
Member
Member

Corporate Practices and Audit Committee

It is the internal regulatory body that supervises external auditors and accountants. Among its most significant responsibilities, it must report any irregularities to the Board of Directors. It must approve the Company's code of ethics and other accounting policies. It reports directly to the Company's Internal Auditor on the audits and issues reported through the internal whistleblowing system.

It is composed of three independent members. The chairman of this committee can only be appointed or removed by a vote of the shareholders at an ordinary general shareholders' meeting. This committee is chaired by Mr. Luis Fernando Gerardo de la Calle Pardo.

Luis Fernando Gerardo De la Calle Pardo

Donald Lee Moak
Eugene Irwin Davis

Chairman

Member
Member

Safety Committee

It monitors and collaborates with the administration to ensure the safety, protection, and health of customers, employees, and the organization's operations. Mr. Donald Lee Moak chairs this committee.

Donald Lee Moak

Jorge Andrés Vilchez Martínez
Jorge Esteve Recolons
Francisco Javier Arrigunaga Gómez del Campo

Chairman

Member
Member
Member

The Board of Directors appoints the members and chairmen of each standing committee. All committee chairmen serve as financial experts or experts on the subject matter for each committee.










GRI (2-9, 2-12, 2-14, 2-17)



Management Team

We have a management team of professionals with extensive and proven experience in aviation and related sectors, led by Dr. Andres Conesa—CEO since 2005. The Board of Directors is responsible for their appointment and remuneration assignment, which may include short-term benefits, variable compensation bonuses, and payments based on granting restricted benefits.

Name	Title	Previous Experience
	Andres Conesa Labastida CEO	He has been an IATA Board of Governors member and now is a SkyTeam and ALTA board member. He holds a bachelor's degree in Economics (ITAM) and a Ph.D. in Economics (MIT).
	Ricardo Sanchez Baker EVP of Finance	Extensive experience in the aviation sector and the Mexican government. Ph.D. in Economics (UCLA).
	Aaron Murray Commercial EVP	Over 20 years of experience in commercial aviation in various airlines.
	Santiago Diago EVP of Operations	Lawyer and commercial pilot. Over 25 years of experience in the sector.

Name	Title	Previous Experience
	Angelica Garza EVP of Human Resources	She has held critical roles in human management. She holds a bachelor's degree in Psychology (ITESM) and an MBA.
	Ernesto Gomez Pombo General Counsel and Legal Director	He has extensive experience in the legal area. He has worked in international markets such as Colombia, New York, and Mexico.
	Andres Castañeda Ochoa EVP of Digital and Customer Experience	He is considered one of the 50 most influential marketing leaders in Mexico. A finance, innovation, and technology expert. He has been working in the Company for 14 years. He is responsible for various awards given to Aeromexico.



To learn more about the management team please visit: aeromexico.com/es-pe/acerca-de-aeromexico/corporativo-aeromexico/equipo-directivo

For the Company's Environmental, Social, and Governance (ESG) management, we have a Department in charge of developing, approving, and updating the organization's purpose, values, and mission, as well as the sustainable development strategies, policies, and objectives.



GRI (3-3) (2-23, 2-24)

5.2. Ethical and compliance culture

At Grupo Aeroméxico, integrity and ethics are the basic principles for our daily actions.

In 2019, we implemented the Compliance Program, which mainly promotes the “Live with Unwavering Integrity” and “Put Safety First” behaviors. This program operates in four areas: regulatory, executive, technological, training, and dissemination.



The Legal Compliance Department implements and works on the gradual training of all employees of the organization. With everyone’s help, promoting ethics and corporate integrity is possible.

Through Aeronews, our internal newsletter, we constantly generate awareness messages. The training of all members of the Board of Directors and Senior Management is based on the “tone at the top” concept developed in the publicly available Guide for Senior Management, as well as in the Guide for Directors.

Our continuous improvement process helps us stay up-to-date with the best practices, covenants, and local and international legislation treaties, e.g., the Foreign Corrupt Practices Act (FCPA) and the United Kingdom Bribery Act of 2010 (UKBA).

For further details on the Compliance Program, please visit: <https://compliance.aeromexico.com/en/>

Code of Conduct

The Code of Conduct sets, among other aspects, Grupo Aeroméxico’s commitment to ethics and corporate integrity. It is in constant updating and evolution according to regulatory, organizational, and structural needs.

It states the minimum acceptable behaviors for any employee, supplier, strategic partner, or client acting on behalf of our organization. This Code portrays our vision, values guiding our behavior, and commitments we accept by being part of this Company to create a framework of trust, honesty, transparency, and legality.

The commitments we adopt, as part of Grupo Aeroméxico, and that guide the Code are the following:

The graphic features the title 'Code of Conduct' in a stylized font, with 'Code of' in small black text and 'Conduct' in large blue text. Below the title is a list of five commitments, each preceded by a blue bullet point. The list is contained within a light gray rounded rectangle. At the bottom right of the graphic is an image of an orange notebook with a black pen resting on it.

- **To be an inclusive company that adheres to social norms**
- **Living unwaveringly and responsibly**
- **Become an Aeromexico ambassador**
- **Respect laws, regulations, and standards**
- **To be a sustainable company (ESG Commitment)**



GRI (2-23, 2-24, 205-2)

The Legal Compliance, Internal Audit, Labor Relations, Human Resources areas, and the Ethics and Compliance Committee supervise compliance with this Code under their areas of competence to promote compliance through the appropriate corrective actions.

We provide our employees with anti-corruption policies and procedures and Code of Conduct communications. In 2022, we gave 96% of employees a Code of Conduct training to fully develop themselves and learn about the administrative and legal consequences of breaching or contravening our policies. It is an online training through our web portal e-learning platform available to everyone. We issue anti-corruption policies and procedures communications via email, Aeronews, office screens, infographics, online and face-to-face courses, pamphlets, Mi Aeroméxico (internal portal), and Aeromexico.com (external portal).

As for public servers and suppliers, this type of communication is made through due diligence processes in relevant projects, the anti-corruption clause, and legal compliance when contracts are entered into. Such contracts, among other aspects, state that the third party knows and respects the Anti-Corruption Policy and the Code of Conduct.

The Code establishes general guidelines to prevent the following issues:

- Anti-corruption
- Conflicts of interest
- Anti-competitive practices
- Confidentiality of information
- Protection of personal data
- Money laundering
- Due diligence to third parties
- Nondiscrimination



Anti-Corruption

At Grupo Aeroméxico, we have an Anti-Corruption Policy. We have developed a robust Anti-Corruption Program monitored by the Compliance Department and other areas of the Company.

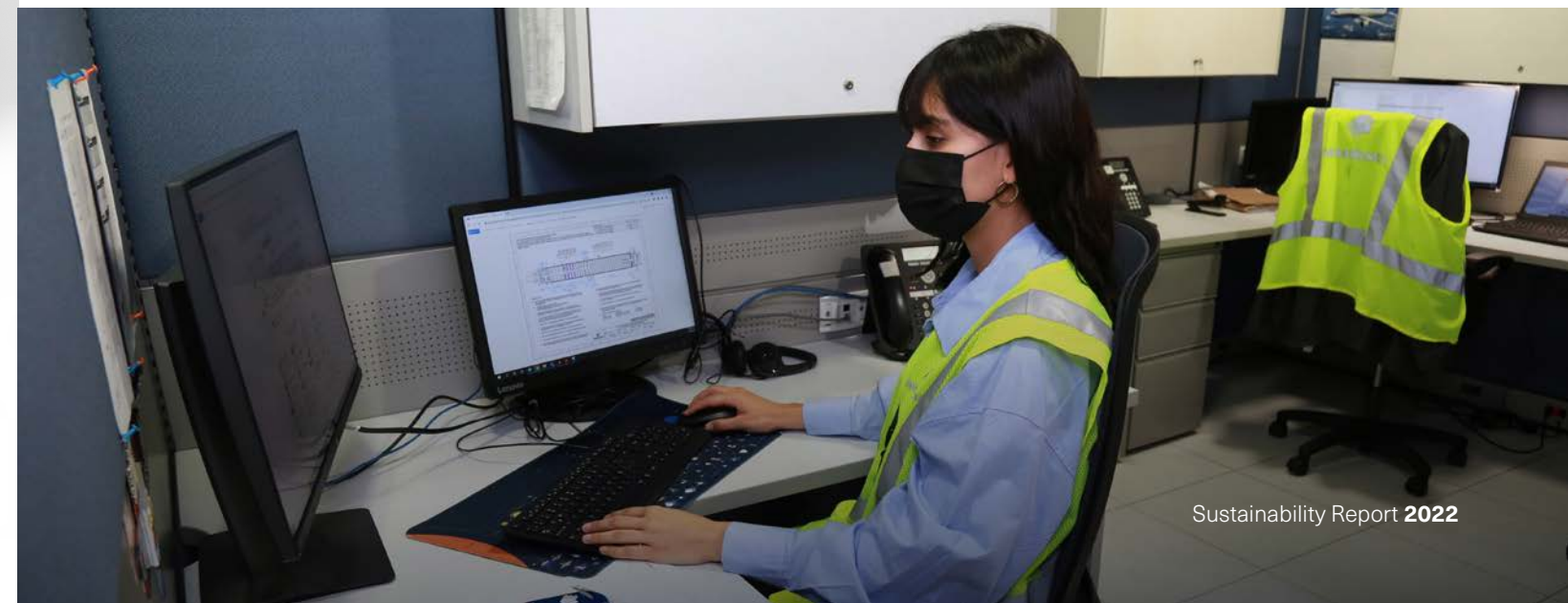
Corruption is an act or omission by which our employees or a third party fails to comply with or improperly perform their functions or obligations or requests from another person to obtain an illegitimate benefit for themselves or another person.

The Code of Conduct (Version 6.0) and the Anti-Corruption Policy (Version 2.0) of Grupo Aeroméxico describe anti-corruption commitments and policies in accordance with the applicable regulations, our corporate governance, and business culture promoting honesty, security, transparency, and responsibility in all our activities. The Anti-Corruption Policy states our zero tolerance for corruption, confirming that we act under our Code of Conduct, best corporate practices, and other applicable internal and external regulations.



All our employees must act in line with the highest standards of professionalism and ethics.

We also expect and demand—to the same extent—the same behavior from our suppliers, companies, or organizations providing us with a service or with which we work. These guidelines have been developed in compliance with the Mexican legislation and that of other countries where we operate, as well as various applicable intergovernmental instruments, such as international conventions, principles, guides, and global agreements.



GRI (2-15, 2-28, 205-2, 205-3, 415-1) (3-3)

Some intergovernmental instruments that AM complies with are:



- United Nations Convention Against Corruption (UNCAC)
- Good Practice Guidelines on Conducting Third-Party Due Diligence. World Economic Forum, 2013.
- Ethics and Compliance Anti-Corruption Program for Businesses: United Nations Office on Drugs and Crime (UNODC) Practical Guide
- Anti-Bribery Due Diligence for Transactions. Transparency International. UK 2012.
- Reference Guide to Anti-Money Laundering and Combating the Financing of Terrorism. 2006 The International Bank for Reconstruction and Development, The World Bank.
- United Nations Handbook on Practical Anti-Corruption Measures for Prosecutors and Investigators
- Principles of the UN Global Compact
- Inter-American Convention against Corruption of the Organization of American States.
- ICC Anti-Corruption Third Party Due Diligence: A Guide for Small and Medium size Enterprises. International Chamber of Commerce. Prepared by the ICC Commission on Corporate Responsibility and Anti-corruption, 2015.

For four consecutive years (2019-2022), we have participated in the IC 500 Index on Corporate Integrity in Mexico—an advertising metric of the integrity and anti-corruption policies of Mexico's 500 largest companies, and our performance has improved.

To reinforce our Code of Conduct and the Anti-Corruption Policy, the “Gifts and Hospitality” course must be completed. Our employees’ participation is essential to continue building a culture of compliance.



- We trained 77% of employees with the Anti-Corruption Policy
- No corruption incidents were identified
- We did not receive government contributions
- We did not make any political parties or representatives on behalf of Grupo Aeroméxico, either directly or through third parties

Conflicts of Interest

A conflict of interest is any situation where the primary interest of a person is affected by alternate interests so that the paramount need is not satisfied and is even adversely affected. They may be economical, material, or personal interests.

In the same way that we maintain zero tolerance towards corruption, we demand from our entire organization a standard of excellence to avoid incurring conflicts of interest, which we set out in our Policy to Avoid Conflicts of Interest. These requirements include: avoiding activities that may contravene the interests of our organization, not engaging in activities that may imply a personal benefit, and refraining from using money, valuables, assets, and facilities for personal use. Such requirements are for all employees, including the Board of Directors.

In the event of a conflict of interest with directors being part of other companies’ boards, having a shareholding with suppliers and other stakeholders, with majority shareholders, or with the relationship between stakeholders, such a situation must be communicated to our stakeholders. The form and means of communication depend on the identified conflict of interest.

All our employees are trained annually through our e-learning platform, preventing this situation within our organization.

Anti-competitive Practices

We are committed to promoting compliance with the Federal Economic Competition Law (Ley Federal de Competencia Económica). Therefore, we have the Economic Competition Policy with the general guidelines applicable to the business practices conducted by our employees and third parties employees to ensure that the relevant free competition provisions are strictly complied with.



In 2022, we did not receive any unfair competition whistleblowing.

Our policy reaffirms our commitment to do our best to compete independently, vigorously, legitimately, transparently, and following the law.

Information Confidentiality

The trust of our clients and employees is not only limited to landing safely at their destinations but also that we take proper care of their information and personal data. We are deeply committed to safeguarding their information as a precious asset.

To ensure proper management, we have developed an Information Security Policy aligned with the ISO 27001 standard to guarantee that the information entrusted to us is only used for the agreed purposes.

We also have the following tools:

PCI E-Commerce Certification

Its objective is to improve the security of card payments. In 2022, we renewed our PCI DSS certification at aeromexico.com, guaranteeing our customers that any transaction through our website is safe and reliable.

AVIATION A-ISAC (Aviation Information Sharing & Analysis Center):

As we are in an endless search to contribute to the aeronautical sector, we are part of organizations such as A-ISAC. It is a community of companies associated with the aeronautical industry where knowledge and experiences are shared to build resilience against cybersecurity threats.

E-commerce Security

We use secure data encryption to transmit personal information.





GRI (3-3) (418-1)

Personal Data Protection

We extensively use online services and centralized data processing, including third-party providers. Safely safeguarding and transmitting customer and employee information is vital for our operations. We have internal policies on the Protection of Personal Data, which can be consulted in the regulatory sections of our Compliance program.

These privacy policies and procedures include control mechanisms to mitigate potential privacy risks. Impact Assessments are conducted in projects involving personal data to evaluate and detect potential privacy risks to be identified in time and then issue control recommendations to be implemented in such projects.

We have established various mechanisms to guarantee the effectiveness of this matter, including:

- Legal Compliance Department
- Cybersecurity Department
- Data Protection Council
- A Corporate Data Protection Manager and Data Protection Officers of AM 5D, AMCargo, AM Formación, Aeromexico Rewards, and Shared Services Center.

Likewise, the mechanisms through which the personal data owner can express their refusal to data processing and revoke consent are disclosed, e.g., unsubscribing, advertising exclusion lists, or emailing the data protection officer. We also inform about transfers of data for which the owner—through check boxes—could accept or not accept such transfers and give their consent for said transfer. We inform them about the data conservation period and our security measures to protect personal information, such as encryption, data access controls, secure passwords, and pseudonymization, among others.

We also inform the means and procedures where the owners can exercise access, rectification, cancellation, opposition, and portability rights, the latter complying with the EU regulations.

Our privacy notice can be consulted at aeromexico.com/es-mx/informacion-legal.

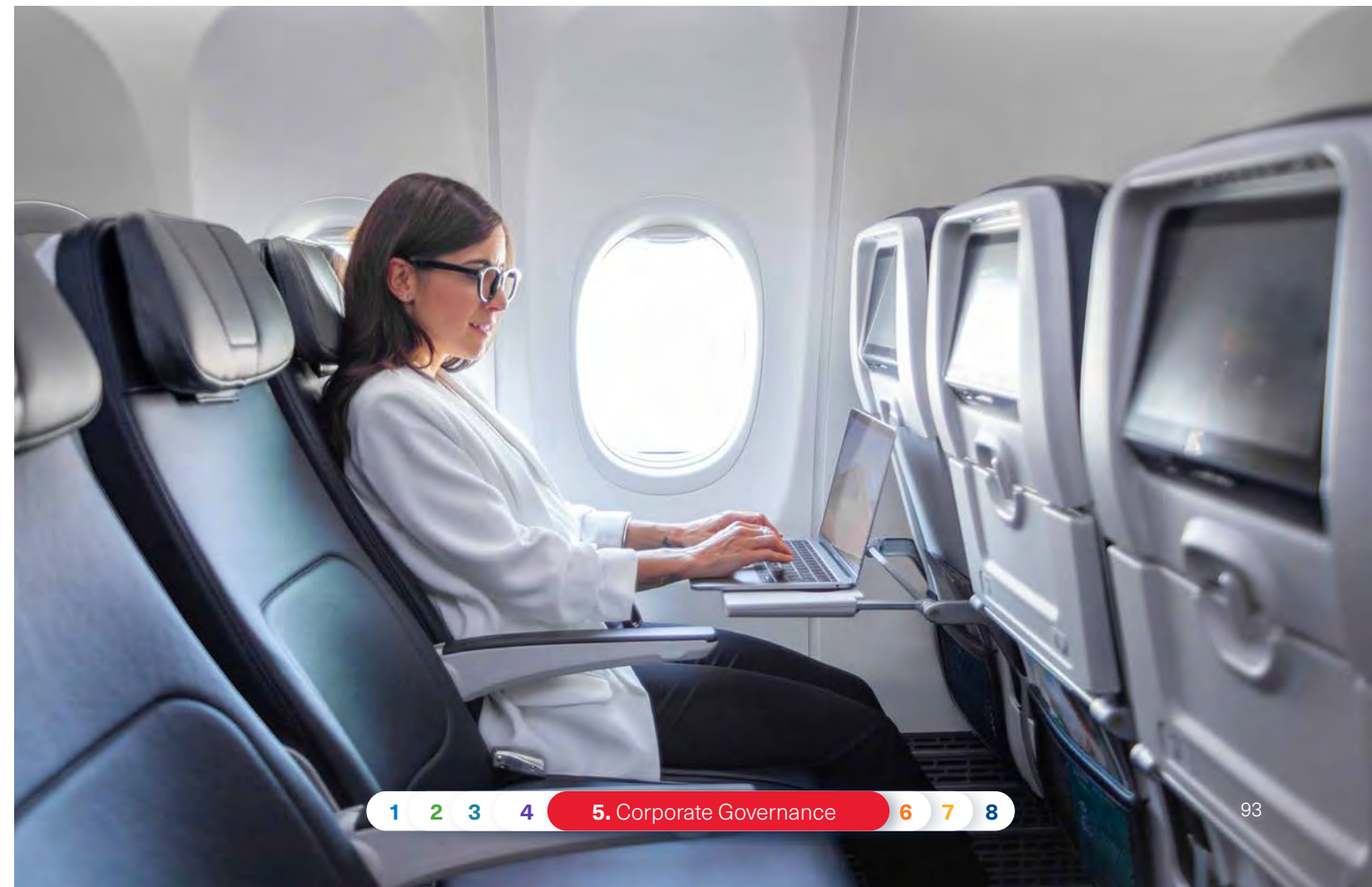
The protection of personal data depends on all our employees. This is why we offer a data protection workshop to raise awareness among all those who obtain, use, store, or transfer information from employees, customers, or suppliers. In 2022, approximately 500 employees participated.

In May 2022, a customer filed a complaint before the National Institute for Transparency, Access to Information, and Protection of Personal Data (Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales) (INAI, in Spanish), for the potential personal data breach. In October 2022, we were notified that the INAI determined there was no non-compliance by Aeromexico and ordered the case removal.



Privacy with third parties is regulated through a contractual relationship, standard clauses, or data protection agreements. There are also procedures subject to the privacy policy and the inventories through which the information is classified.

Through the different channels of contact, the Privacy Notice is provided to our customers, including the information elements established by law: the identity and address of Aeromexico, information about our data protection officers and how to contact them, the personal data that will be processed, the purpose of the treatment for which they were collected, including marketing, advertising, and commercial prospecting and the express indication of the sensitive data that we could collect.





GRI (3-3) (406-1, 418-1)

Money Laundering

Money laundering is a practice that is difficult to detect. Some legal companies do this to hide illicit money. Drug trafficking, human trafficking, organized crime, and terrorism are some activities involving money laundering to hide their revenue. Considering that this practice is not necessarily reflected in an organization's financial statements, national legislation maintains that the best way to avoid becoming part of a money laundering network is to identify vulnerable activities and continually monitor them.

All our group activities that could be considered vulnerable are constantly monitored. To avoid this criminal activity, we identify clients' or users' money origin and background. All employees—regardless of their level of hierarchy—share the responsibility, in accordance with the Code of Conduct, to avoid incurring situations that could negatively affect our reputation.

To support our management, we have a Money Laundering Prevention Policy. We have also implemented measures following each legislation where we operate to collect and deliver relevant information to the corresponding agencies if required. Mexico delivers information to the Financial Intelligence Unit.

Due Diligence to Third Parties

We are proud of our reputation due to the effort for maintaining a culture of high ethical standards in the organization. However, we are aware that our stakeholders' perception is based not only on our internal management but also on the third parties we work with.

Our Due Diligence Policy for Third Parties allows us to evaluate the suitability of the organizations or companies providing services and working with us. As mentioned, we demand that our employees comply with our standards and expect the same from our strategic and business environment. This policy helps us to identify risks before establishing a commercial relationship with a third party and assess whether it is appropriate to carry on.



Non-discrimination

We want to tear down the physical and ideological borders dividing us. That is why we recognize the equal rights of all human beings. We condemn discrimination in any of its forms and promote an inclusive and, above all, respectful society. The plurality and diversity of points of view and opinions may build the best action plan to overcome any obstacle.

The Company's non-discrimination commitments are established in the Code of Conduct. One of the behaviors and commitments established in our Code of Conduct is to "Promote diversity and inclusion" to build an environment in which we all feel safe and free to be who we are regardless of sexual orientation, creed, skin color, political position, national ancestry, or social origin.

We also have a Diversity and Non-discrimination Policy establishing the guidelines that promote equity, fairness, positive inclusion of diversity, and non-discrimination among employees and their relationships.

We acknowledge and respect all human beings' equal rights and promote a work environment governed by respect, cordiality, and tolerance among its employees.

We expect our employees to comply with the standards of ethics, corporate integrity, and excellence. We offer them non-discrimination face-to-face and online training courses.

In 2022 we were awarded as the best LGBTQ+ airline by the LGBTQ+ Travel Awards in Mexico for supporting and promoting the tourism industry for this community. Since 2021, a Boeing 737 MAX 8 has taken Pride to the skies with the LGBTQ+ flag.

We also have a public microsite to promote aviation without discrimination.



In 2022, we did not receive discrimination cases.



GRI (2-26, 2-27)

Aeromexico Ethical Line

To maintain excellence in safety, health, professionalism, and ethical behavior and ensure the responsible growth of our employees, suppliers, and strategic partners, we have an anonymous whistleblowing system—the Aeromexico Ethics Line.

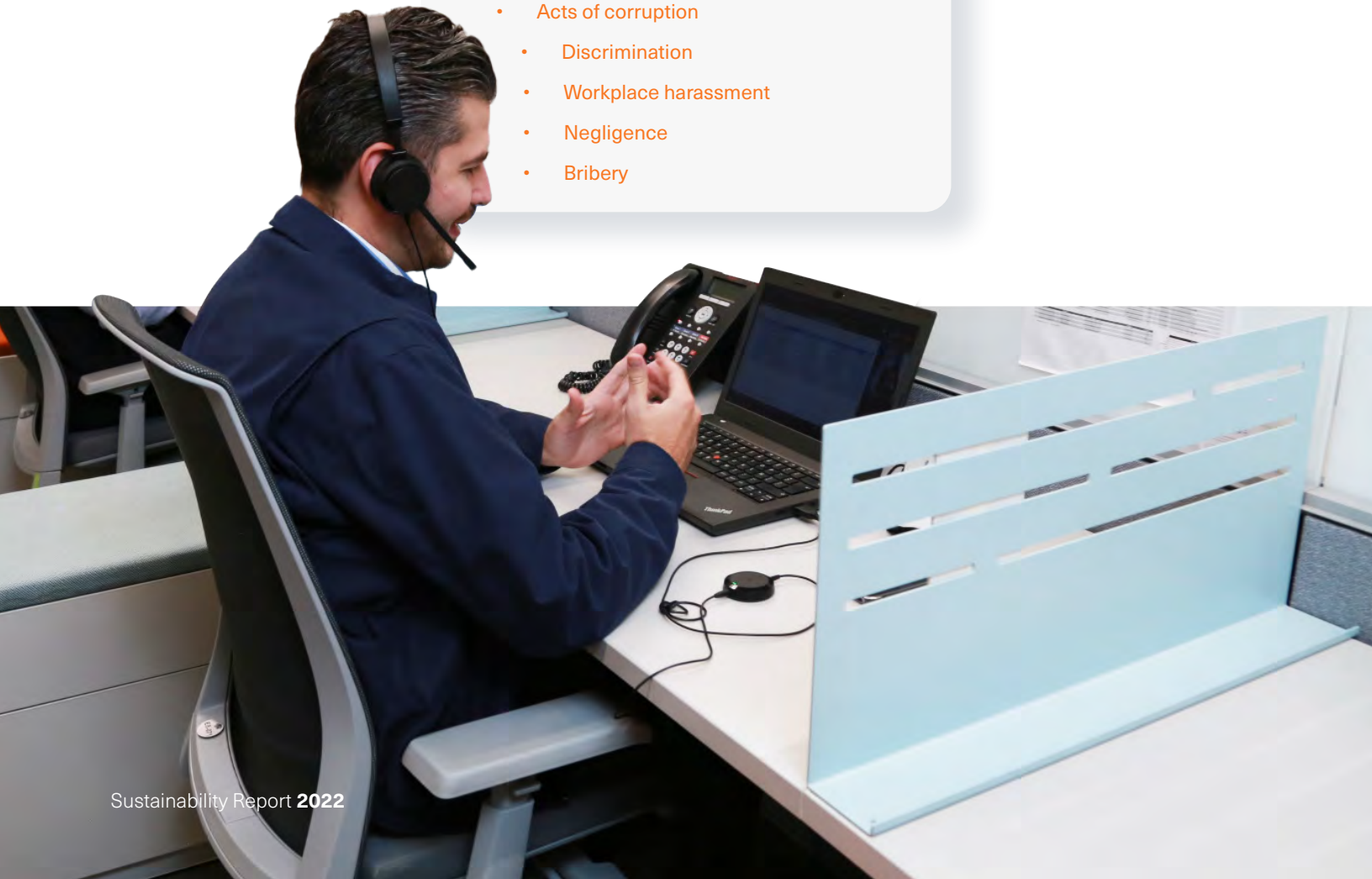
The Aeromexico Ethics Line allows anyone to access a direct channel to report behaviors violating our Code of Conduct or that may jeopardize the safety of our operations. This system has a whistleblowing hotline available in Mexico and the rest of the world, as well as an email and a link on our web portal.



E-mail	Phone number	Web
lineaeticaaeromexico@resguarda.com	Mexico: 800 112 0585 USA and other countries: (00)1 - 800 - 921 - 2240	etica.resguarda.com/ aeromexico/es/main.html

Acts violating the Code of Conduct can be reported through this channel, such as:

- Acts of corruption
- Discrimination
- Workplace harassment
- Negligence
- Bribery



The Aeromexico Ethical Line is operated by a third party called Resguarda, as a third party may guarantee impartiality and anonymity if requested. Retaliation against anyone who has reported a legitimate concern or doubt regarding ethics issues, discrimination, or potential violations of the Code of Conduct is prohibited. The Internal Audit Department and the Legal Compliance Department monitor each case to make a timely decision.



In 2022, 197 whistleblowing complaints were received in the Ethics Line.



The Aeromexico Ethics Line was implemented several years ago; from 2019 to date, its processes and dissemination have been improved. In 2021 and 2022, the service process was improved to reinforce the interaction among the different areas involved.

We have an Ethics and Compliance Committee (CEC), a support body for the General Management and the Board of Directors in ethics, compliance, and corporate integrity. One of its roles is to supervise the progress of internal investigations from implementing the Aeromexico Ethics Line and, where appropriate, approve the sanctions stipulated according to the severe nature of the complaint.

All complaints and attention processes comply with the strictest security processes to protect personal data and avoid any retaliation for its users.

Compliance

In 2022, we had a breach related to our customers due to non-payment of refunds, which involved a USD\$900,000.00 penalty.



GRI (2-12, 2-13, 2-25)

5.3. Risk Management

According to the best international standards, we have implemented a Business Continuity Plan (BCP) that identifies and analyzes various risks that can interrupt, halt, and affect our services and thus subsequently create prevention, mitigation, or recovery measures, as the case may be. This plan is based on the ISO 31000 standard and managed by the Internal Audit Department and other key areas. All risks are reassessed and updated annually. Also, the organization's Executive Committee supervises all risk management measures, a priority in the whole Group.

5.3.1. Main Risks

In 2022, we identified the following risks and proposed the following measures to be applied immediately:

Risk	Description	Management by GAM
Social unrest	Constant closure of accesses to Terminals 1 and 2 of the Mexico City International Airport (AICM) and the headquarters surroundings.	Passenger support, customer protection policy, and hybrid work schemes.
Pandemics	Negative impacts due to health problems worldwide (e.g., COVID-19).	Health & Sanitation Management System (HSMS) and Business Continuity Plan (BCP).
System crash	Failure of critical applications for flight marketing and operations.	Identify and classify critical applications, execution of service level agreements (SLA) with suppliers, Disaster Recovery Plan (DRP), and BCP of our organization.
Strikes	Probability of union strikes	Early negotiation of multi-year contracts and Business Continuity Plan for Labor Contingency.

Risk	Description	Management by GAM
Operational	Interruption of the AICM operations or our Strategic Coordination Center.	Detailed plans to face a Major Operational Contingency in the AICM, working from alternate headquarters and alternate operation processes.
Air accidents	Accident of one of our aircraft.	Internal Air Safety Management System (SMS) Program, Crisis Communication Plan, and Emergency Response Plan.

The standard sets out the principles, frameworks, and risk management processes to help organizations identify, assess, and manage risks effectively.

We also identify emerging risks and their respective control measures, which are detailed below:

Emerging Risk	Description	Impact	Mitigating Actions
Natural disasters	A consequence of climate change (hurricanes, tornadoes, tsunamis, earthquakes, winter waterspouts, volcanic eruptions) and according to the characteristics of the regions where we operate.	Risks due to physical impacts of climate change in Aeromexico's operations, affecting operational continuity and/or business results.	We set out preventive actions before this event, besides having a Business Continuity Plan (BCP) if it occurs. For further information on the actions to face the risks of climate change, please visit the environmental chapter.
Cybersecurity	Cyberattacks and hijacking of information.	Information and technological infrastructure risks, including information security and customer privacy.	Firewalls, information security measures, and the Comprehensive Plan for Managing Cyberattacks.

GRI (2-12, 2-13, 2-25, 201-2)

To ensure the correct implementation of our risk culture and as a measure to assess its effectiveness, we have developed the following actions:

We maintain constant risk management training for all our employees.

We implement measures that allow our employees to identify and report any potential risk throughout the organization proactively. To attain this, we use anonymous reporting channels and event reporting systems associated with security (GAM e-report), non-retaliation policies, and error investigation processes.

We are committed to continuous improvement. Therefore, we use the feedback channels to improve our risk management practices.

We include risk detection criteria in the staff selection process and the performance evaluation of our employees.

All the areas involved in risk management have been trained in the ISO 31000 standard and the Safety Management System.



5.3.2. Climate Change Risks

A first approach to identified risks and their financial implications.

Constant climate change has caused severe conditions in the cities and airports where we operate. These have been identified as physical risks from climate change.

- Sea level rise (short-term risk)
- Increased intensity of storms
- Higher average and extreme temperatures
- Changes in rainfall and wind patterns
- Changes in icing conditions

Various meteorological phenomena can cause the interruption and even the cancellation of a scheduled flight itinerary, causing significant economic impact. We have classified three main challenges sorted by relevance:

Prevention of effects caused by mists.

Improve the safety of the aircraft in case of an electrical storm.

Improve the safety of the aircraft in case of an electrical storm.

Forecasting adverse and/or extreme weather situations can become a very convenient tool for foreseeing potential problems and incidents that may affect air traffic and management, including damage to the infrastructure of airports that are very close to river mouths.

Our Meteorology Department is located in the Strategic Coordination Center (CCE) and the Operational Control Center (CCO). Among its functions, this department is in charge of analyzing the meteorological conditions of Aeromexico's airports and flight routes so that air operations are conducted safely and efficiently, processing the meteorological information obtained from various sources and providing sound meteorological advice for all Aeromexico areas¹.

¹ Official information provided by Air Navigation Services of Mexico (SENEAM, in Spanish), which provides air navigation assistance services with safety, fluidity, and order in Mexican airspace, guaranteeing quality and efficiency under the applicable national and international regulations.



GRI (201-2)

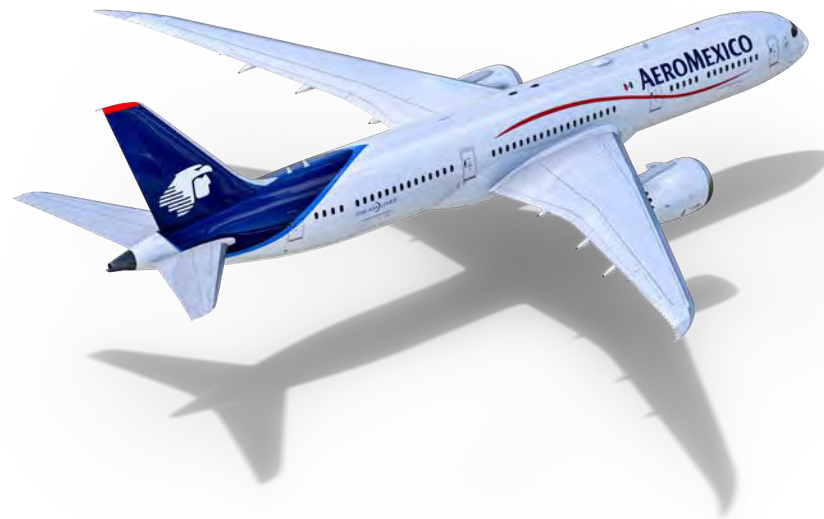
Aeromexico's meteorological surveillance and forecast include both the global measurement networks and the meteorological forecast models. We also have procedures such as PI-OO-07 R01: Creation and updating of databases of temperatures and QNH code (atmospheric pressure at mean sea level in the area of an airport) as a reference in the calculation of passenger restrictions.

High air temperatures affect plane flying physics, e.g., hot, humid days affect aircraft performance.

For example, the amount of lift generated by the airplane wing is affected by the air density directly related to the increase in temperature. This is called "density altitude"—the higher the density altitude, the greater limitations the airplane will present.

The Meteorology Department also conducts a strategic coordination process aiming at business continuity by analyzing variables that may affect the flight itinerary.

A variable can be anything from a passenger incident to a natural phenomenon like a hurricane. We always prevent these disruptions through different resources such as standby/reserve aircraft, cabin crew, and pilots, allowing uninterrupted itineraries.

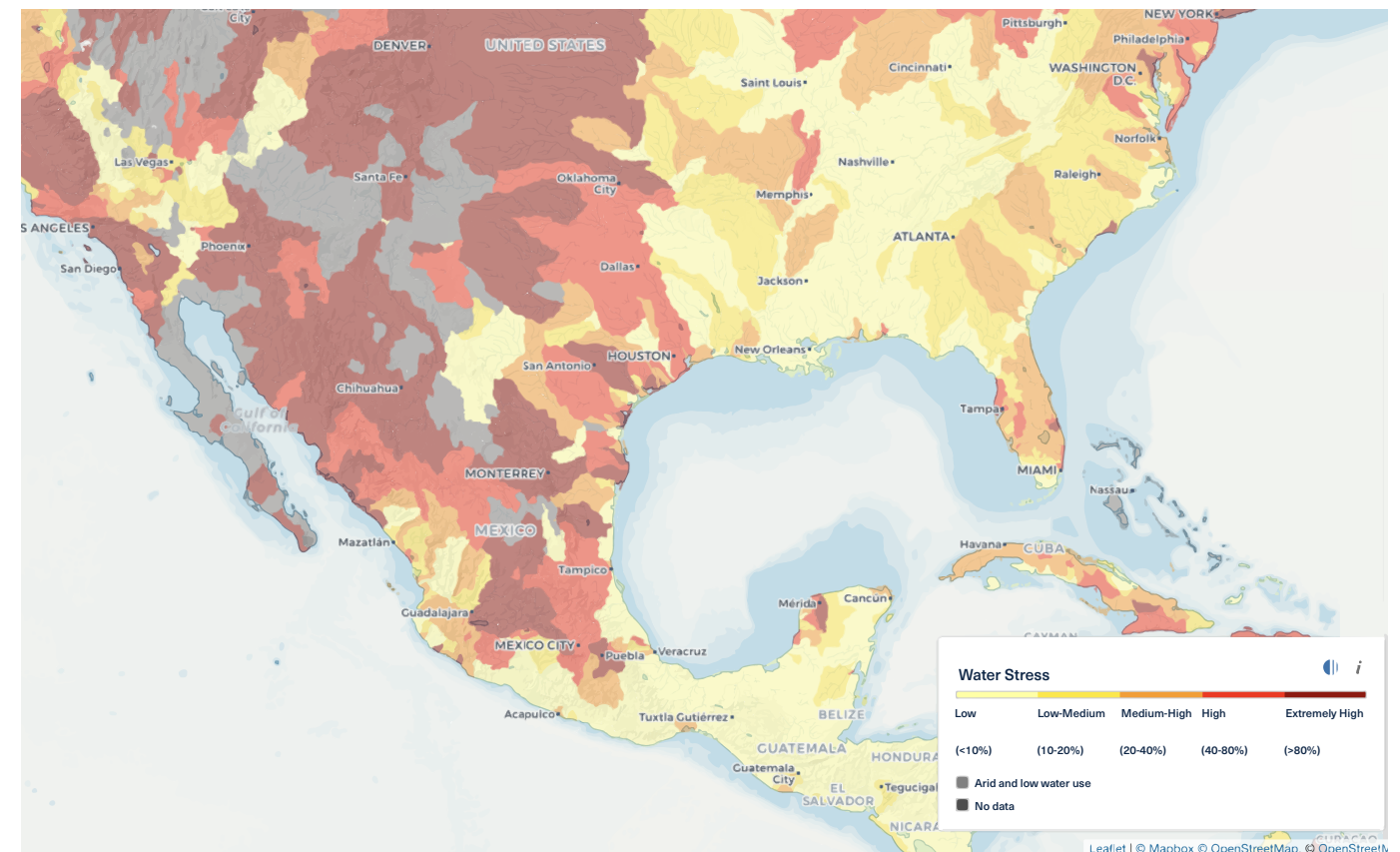


Water Stress

Our work centers are located in Mexico City, one of the regions with the highest water restrictions in the country. For this reason, we are committed to establishing actions in our operations and workplaces to reduce our water use.

Name	Latitude	Length	Main basin	Secondary basin	Country	Location	Total water risk
East Hangar	19.43320403	-99.06215426	Río Verde	Moctezuma	Mexico	Mexico City	High (3-4)
Connect Hangar	19.42314081	-99.08387847	Río Verde	Moctezuma	Mexico	Mexico City	High (3-4)
Torre Mapfre	19.42985104	-99.08387847	Río Verde	Moctezuma	Mexico	Mexico City	High (3-4)
CECAM	19.44504225	-99.07983028	Río Verde	Moctezuma	Mexico	Mexico City	High (3-4)

Source: Water Risk Atlas



GRI (201-2) (3-3)

Socio-environmental Risks

Together with an external consultant, we analyzed the social and environmental risks that could affect Aeromexico's operation at the Company's main airport—the Mexico City International Airport (AICM). At this airport, we consolidate our hub-and-spoke network model: passenger traffic (hub) going to different destinations (spoke).

The objective was to have an analysis to make the most strategic decisions and meet our business objectives considering that the identified risks that had an impact are environmental, operational, social, and legal.

Collaboration with ICAO

To better understand the risks and how to promote climate change adaptation and resilience in the global aviation sector, we supported ICAO through its Committee on Aviation Environmental Protection (CAEP), responding to a diagnosis sent to stakeholders in the sector.

With this information, we will know more about the impacts of climate change and the adaptation measures of the sector.



5.3.3. Information Security and Cybersecurity

As part of our organizational culture, we carefully manage information security and cybersecurity through procedures and policies. We also ensure that all our employees are trained to act during security incidents. This training improves resilience against threats and contributes to fulfilling senior management objectives and strategy.

In 2022, security training was focused on passwords and authentication, incident notification, smishing, phishing, social networks, mobile devices, human firewall, email security, and Internet use. If employees detect something suspicious, they can report it anonymously through the Ethics Line or the Service Desk.

In our organization, cybersecurity is a continuous process that begins with determining the security maturity level. Then, we identify the gaps that we must correct and improve. We conduct ongoing risk assessments to identify vulnerabilities and determine the security controls needed within the organization.

This process is aligned with the best practices and information security standards such as:

- ISO/IEC 27001:2013 Information Security Management System.
- ISO/IEC Information Security Risk Management 27005.
- ISO 31000 Risk Management, Risk Assessment Techniques.
- NIST Cybersecurity Framework.

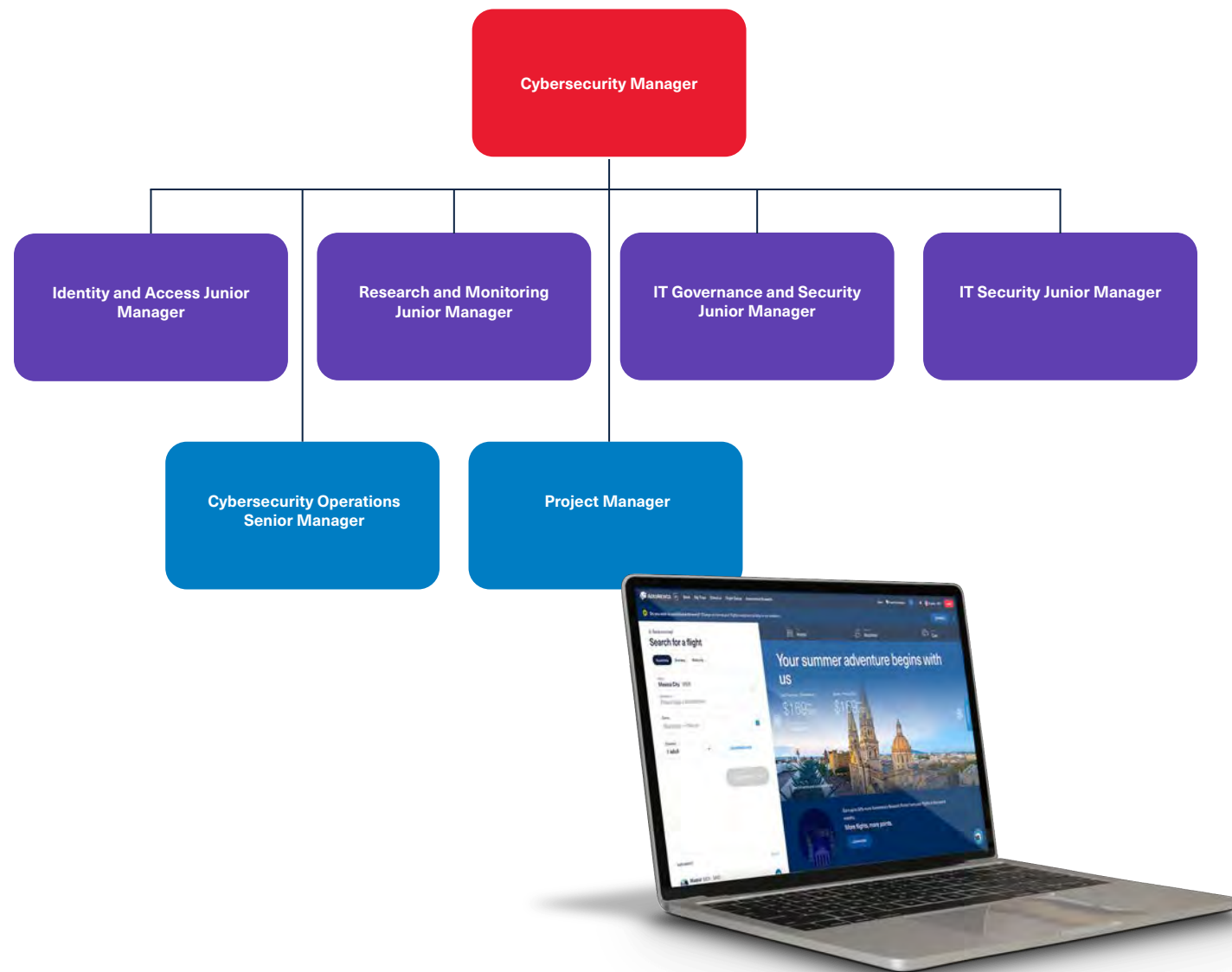


GRI (3-3)

In particular, we use the NIST Cybersecurity Framework, which consists of five concurrent and continuous recommended functions: identify, protect, detect, respond, and recover. Our cybersecurity governance model is based on NIST SP 800-100, establishing a regulatory framework and management processes to align cybersecurity strategies with the flight plan and applicable laws and regulations.

This model allows us to establish and maintain an effective information security management system, protecting our organization's critical systems, information, and assets.

The government bodies that direct and manage information security and cybersecurity are as follows:



At Aeromexico, cybersecurity is a priority. We have incident response plans that are evaluated and approved annually. The information security incident response plan establishes best practices based on the NIST SP800-61 guide. This document defines the specific authorities and responsibilities of people involved during an incident and establishes response activity thresholds. It also includes details about the specific actions at each stage of the response lifecycle, from preparation to recovery and subsequent activities.

We are proud to have been certified under the PCI Data Security Standard (e-commerce channel) after four years and to have verified our systems and critical IT infrastructure with external auditors in the last fiscal year. Thanks to these efforts, we can maintain our customers' trust and protect their data and our critical information.

We perform vulnerability analyses every six months or when a significant change occurs in critical applications and infrastructures, prioritizing those representing a high level of risk for the organization. To carry out such analyses, we use automated tools to identify systems with known or identified vulnerabilities, flaws, security breaches, insecure access entry points, and system configuration errors. These analyses aim to detect any weaknesses in our critical infrastructure and applications to correct them before they become a real risk.

In 2022, in association with Meta and SocialTIC—a digital security organization—we joined forces to fight against online fraud, launching a digital security campaign to promote recommendations and tools. Information security is our priority, and we will continue to perform these analyses to protect our critical systems and data.





GRI (3-3) (418-1)

Customer Privacy

To protect our customers' data, we have various policies, such as the Personal Data Treatment Policy, the Personal Data Classification Policy, and the ARCO Rights Policy. To guarantee the correct application of our policies, we conduct our employees' training on protecting personal data every year. We have the Legal Compliance Department, the Cybersecurity Department, the Data Protection Council, and the Corporate Data Protection Manager, among others, working together to manage and supervise data privacy and security.

We have procedures based on the privacy policy to classify and evaluate the information handled in the Company. In this way, we can detect potential privacy risks in projects and take measures to mitigate them timely. Through constant evaluations of the processes that involve personal data, we issue control recommendations to guarantee the security and privacy of the information at all times. Privacy regulation is conducted through standard clauses or data protection agreements to ensure transparency and legality in information management.

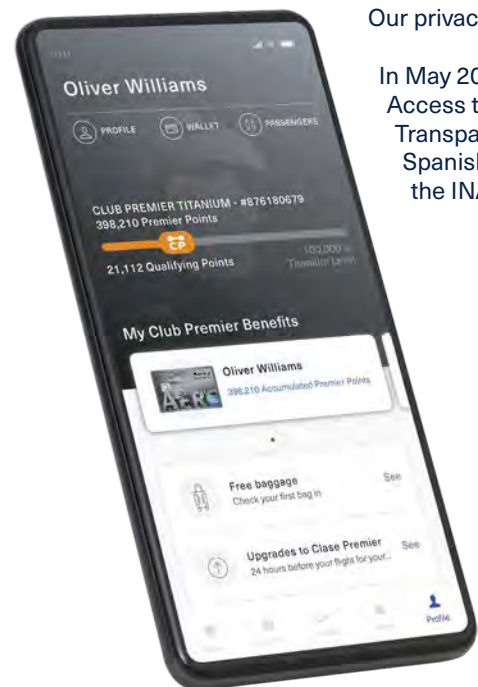
At Aeromexico, protecting our customers' data is vital, which is why our Privacy Notice is available. This notice complies with all regulation elements. Our customers can find relevant information such as the identity and address of the Company, the personal data to be used, and their purpose. The mechanisms to express their refusal to data processing and revoke consent if they wish.

We also inform them about data transfers we may carry out, requesting their consent. We inform them about our security measures to protect personal information, such as encryption, data access controls, or strong passwords.

Finally, we provide them with the means and procedures to exercise their rights of access, rectification, cancellation, opposition, and portability, as applicable; the latter adhere to the regulations of the European Union.

Our privacy notice can be consulted at aeromexico.com/en-us/legal-information.

In May 2022, a customer filed a complaint before the National Institute for Transparency, Access to Information, and Protection of Personal Data (Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales) (INAI, in Spanish), for the potential personal data breach. In October 2022, we were notified that the INAI determined non-compliance by our Company and ordered the case removal.





For a Prosperous World
with Dignity and Equality

6. Social Value Creation





Milestones 2022

At the end of 2022, Aeromexico's workforce comprised 14,606 employees (9,437 men and 5,169 women).

We increased the participation of women from 31.52% in 2021 to 35.39% in 2022.

97.84% of our workforce is in Mexico.

We invested MXN\$102,376,137 in our employees' training.

We gave 831,845 hours of training.

We acquired two Boeing 737 MAX aircraft simulators, increasing our infrastructure to train our pilot workforce and new generations of the Business Aviation Pilot degree.

39% of the female workforce is in STEM positions.



1,724 volunteers in different social programs.

90% of flight attendants and 89% of pilots were trained in potential human trafficking detection.

The Mexican Secretariat of Labor and Social Welfare (Secretaría del Trabajo y Previsión Social - STyPS) and the Business Coordinating Council (Consejo Coordinador Empresarial - CCE) awarded us for our comprehensive training plan aimed at apprentices of the "Youth Building the Future" program.

In 2022, we reached 92% employee commitment and pride toward our airline.

On 220 flights we transported more than 160 organs for transplantation.

Our Alas del Mundo social contribution amounted to MXN\$15.367 billion, benefiting more than 1,700 people.

We strengthened our collaboration with the United Nations Office on Drugs and Crime (UNODC) through our partnership with the Corazón Azul. A campaign that seeks to highlight the dangers of this illegal activity.

We continued the supplier evaluation project through a pilot program managed by the Procurement Department on due diligence issues, using the NEXSUS tool.



GRI (3-3) (2-7, 405-1) SASB (TR-AF-000.C)

6.1. Our Talent

At Grupo Aeroméxico, we are convinced of the importance of investing in the most important asset—our employees. For this reason, we create an environment where employees can feel motivated, safe, and developed, while working as a team to strengthen their skills to improve our excellence and safety in our operations.

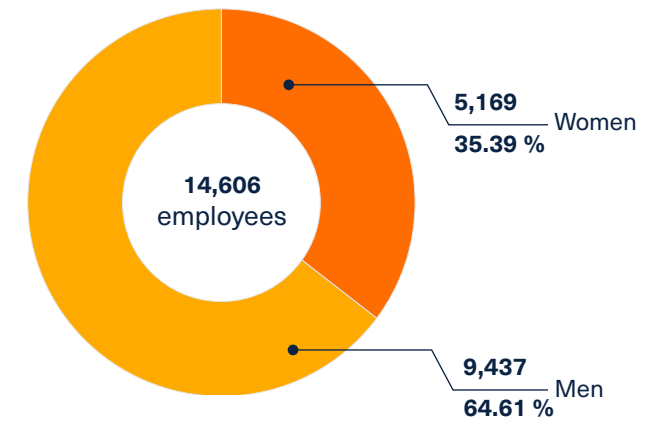
Our talent

Our talent represents the backbone of our success. In 2022, the restructuring process that we undertook with our people ended. Thanks to their constant dedication, commitment, and resilience, we have successfully moved forward. We are confident that this new takeoff will represent many new challenges that we will overcome working as a team.



6.1.1. Labor Demographics

In 2022, our team of employees was comprised of 14,606 members, all working full-time. Of the total employees, 7.64% have signed a temporary contract.



Employees by Job Category, Age Group, and Gender

	< 30 years old			30-50 years old			> 50 years old		
	♂	♀	Total	♂	♀	Total	♂	♀	Total
Executives	0	0	0	29	5	34	21	4	25
Managers	11	5	16	175	131	306	47	18	65
Professionals	254	181	435	1,018	574	1,592	219	90	309
Non-unionized operatives	267	216	483	557	370	927	88	38	126
Unionized	1,822	827	2,649	4,043	2,198	6,241	886	512	1,398
Total	2,354	1,229	3,583	5,798	3,302	9,100	1,261	662	1,923

Women represent 35.4% of the workforce.

70.4% of our employees signed a collective bargaining agreement.

62.3% of our employees are between 30-50 years old.



Our talent represents the backbone of our success. In 2022, the restructuring process that we undertook with our people ended. Thanks to their constant dedication, commitment, and resilience, we have successfully moved forward. We are confident that this new takeoff will represent many new challenges that we will overcome working as a team.

Percentage of Employees by Nationality



Number and Percentage of Employees by Employment Category and Gender

	♂		♀		Total
		%		%	
Executives	50	84.75	9	15.25	59
Managers	233	60.21	154	39.79	387
Professionals	1,491	63.83	845	36.17	2,336
Non-unionized operatives	912	59.38	624	40.63	1,536
Unionized	6,751	65.62	3,537	34.38	10,288
Total	9,437	64.45	5,169	35.55	14,606

97.84% of our employees are in Mexico.

47% of our female employees are in paid roles.

39% of the female workforce is in STEM positions.



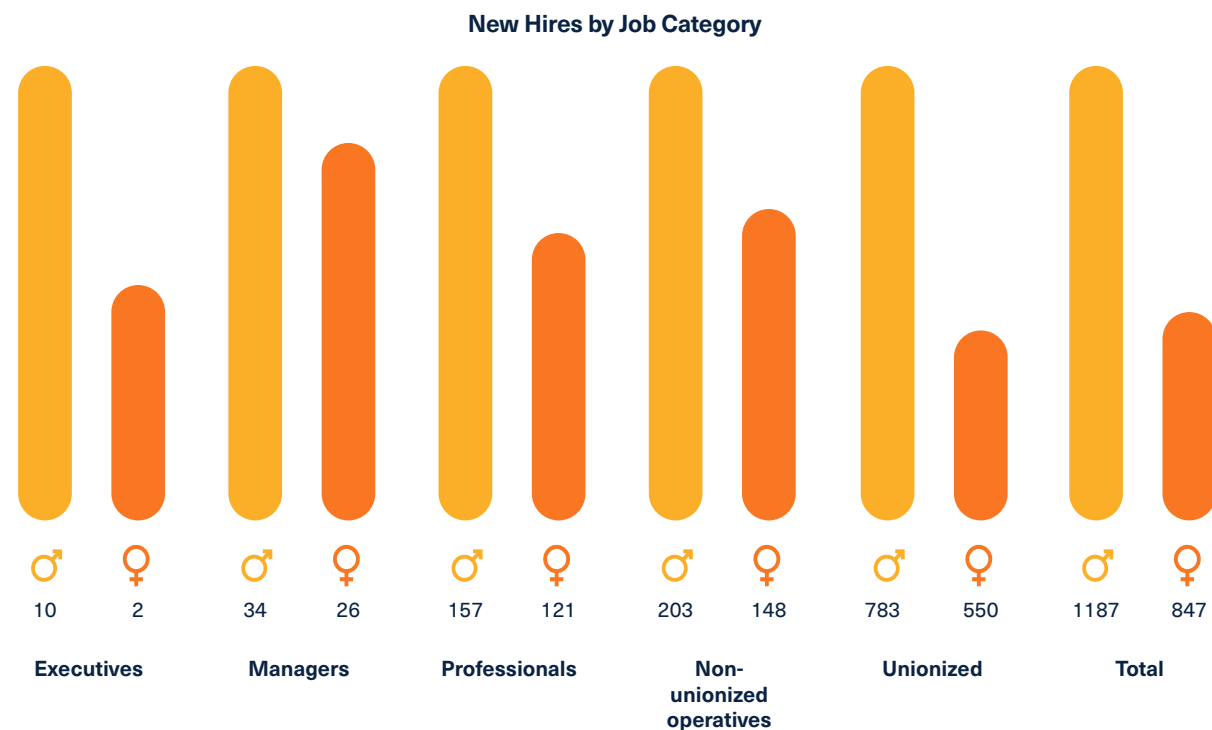
GRI (401-1)

New Hires

We are committed to attracting, selecting, and retaining the best local talent to enhance our operations and provide our stakeholders and customers with the most excellent satisfaction.

	♂	Rate	♀	Rate
> 50 years old	32	68.09	15	31.91
30-50 years old	520	65.57	273	34.43
< 30 years old	635	53.18	559	46.82
Total	1,187	58.36	847	41.64

The hiring rate was calculated by dividing the total number of contracts by the total number of employees by category.



New Hires by Nationality

	♂	♀	Total		♂	♀	Total
Mexican	1,157	825	1,982	Chilean	0	1	1
Peruvian	2	2	4	Costa Rican	0	1	1
North American	9	8	17	Dominican	0	1	1
Brazilian	2	2	4	Spanish	1	0	1
Colombian	4	3	7	Guatemalan	1	0	1
Venezuelan	3	2	5	Honduran	1	0	1
German	5	0	5	Irish	0	1	1
Bolivian	3	0	3	Portuguese	1	0	1
Canadian	3	0	3	Salvadoran	1	0	1
British	0	1	1	Uruguayan	0	1	1
Italian	2	0	2	Total	1,187	847	2,034

2,034 new hires.

In 2022, 30% were internal hires.

The average hiring cost per employee was MXN\$3,238.00.



Turnover

In 2022, our employee turnover was as follows:

Age Group	Voluntary Termination		Involuntary Termination		Total Turnover			
	♂	♀	♂	♀	♂	Tasa	♀	Tasa
Under 30 years	163	56	542	32	705	29.95%	88	7.16%
30-50 years	228	129	797	80	1,025	17.61%	209	6.38%
Over 50 years	69	20	214	9	283	22.44%	29	4.38 %
Total	460	205	1,553	121	2,013	21.33%	326	6.31%

The turnover rate was calculated by dividing the total number of terminations by the total number of employees by category.

Work Category	Voluntary Termination	Involuntary Termination
Executives	0%	9%
Managers	8%	2%
Professionals	7%	2%
Non-unionized operatives	7%	16%
Unionized	4%	14%



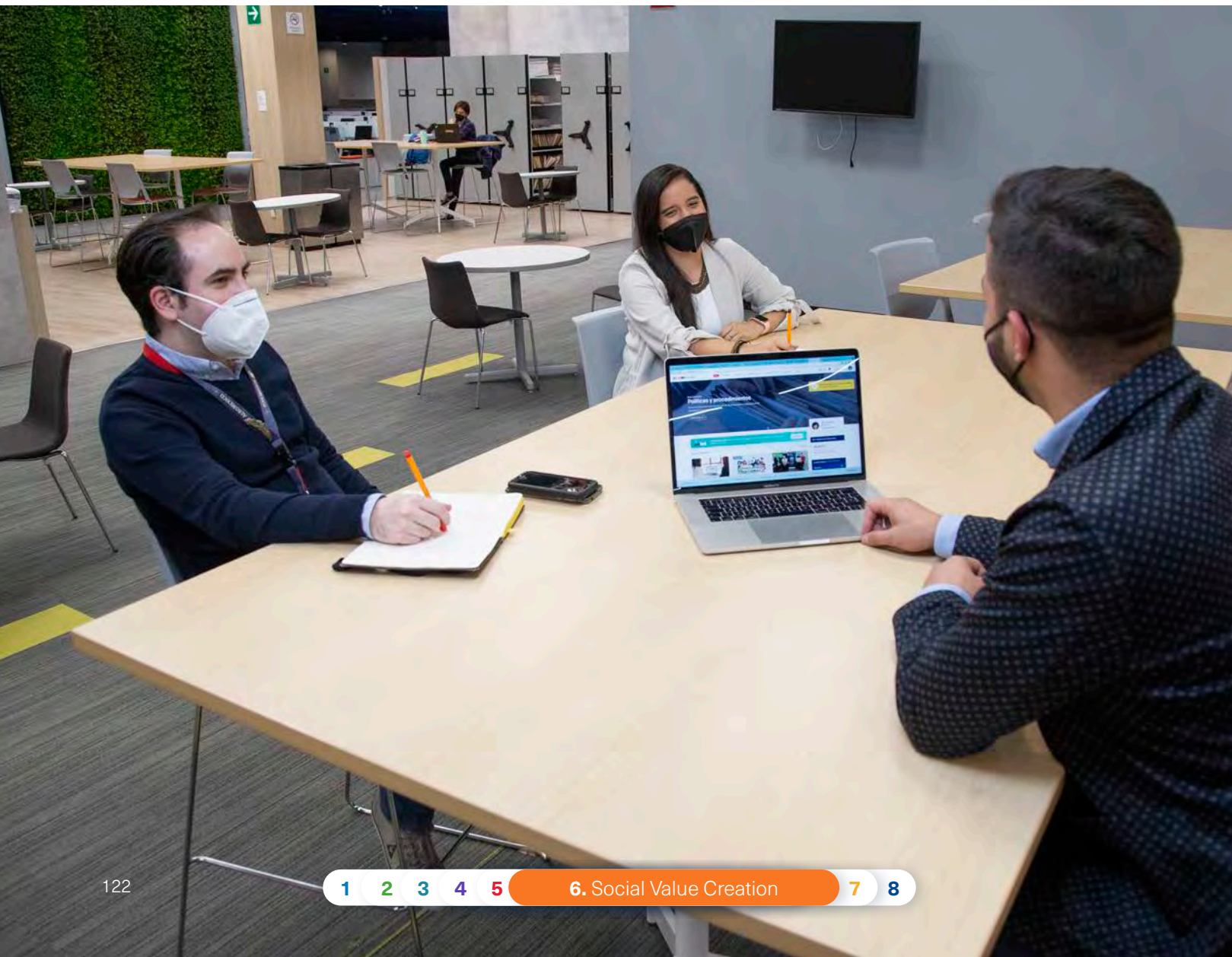


GRI (3-3, 404-1 y 404-2)

6.1.2. Training and Career Development

Behind each flight are thousands of hours of effort from all our employees to provide the best experience in service and safety to our customers; from pilots looking for the perfect landing to flight attendants, ensuring our passengers' safety and satisfaction, to dispatchers, in charge of planning, to maintenance personnel, ensuring our aircraft safety, to customer service advisors, and all the administrative and security team that allows us to operate 24/7 and connect Mexico with the world.

These enormous achievements are the product of our Human Resources team's search, retention, and talent training effort. We have implemented technical, personal, and professional training programs for all employees regardless of their level of responsibility, position, or union representation.



In 2022, these were the most crucial training programs:

Name	Description	Number of Attendees
LinkedIn Learning	Business, leadership, and personal skills development program.	6,992
Elevate Management Excellence	Management skills improvement program for our employees.	375
Operational Safety Management System (SMS)	Knowing the SMS structure and operation, compliance with the authority's requirements, and their responsibilities (according to their profile) and commitment.	2,085
Operational Safety Management System - Management		249
Operational Safety Management System Course - Post Holder		3
AVSEC	Course to know and master the procedures to reduce risks of acts of unlawful interference.	16,753
Diversity, Equity, and Inclusion (DEI)	Awareness workshops to equip our employees with tools and practices to be more inclusive and promote a zero-discrimination culture.	5,000+

GRI (404-1, 404-2) (3-3)

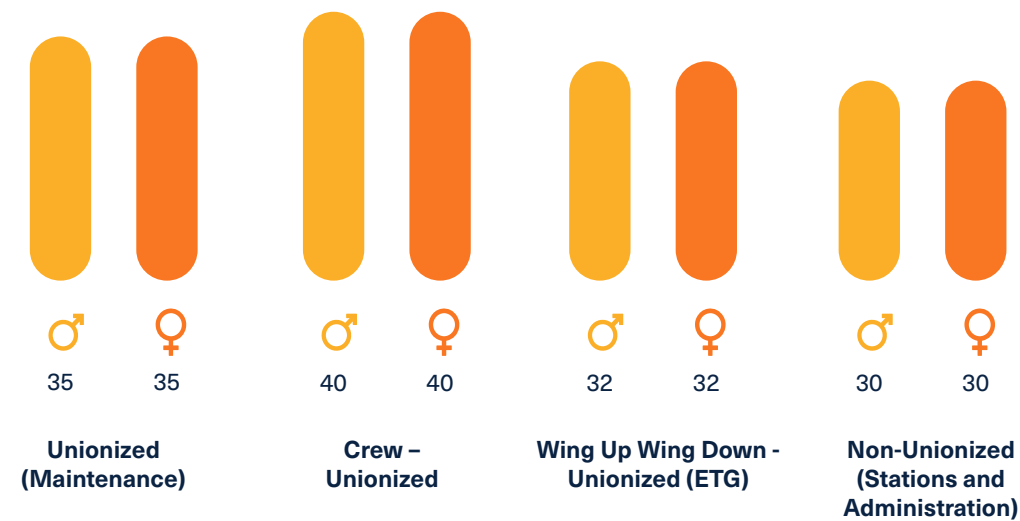
Training and regulatory courses are mandatory, paid, and evaluated for unionized workers.

In 2022, we gave **831,845 hours of training**. We invested **MXN\$102,376,137** in our employees' training—an average of **MXN+\$7,000** in training and development per employee.



The average hours of training per employee, by job category, is shown below:

Average Hours of Training



Aeroméxico Formación

Due to our line of business, we have a highly specialized and technical training unit, such as pilots, cabin crew, and aeronautical administrators. The Aeroméxico Formación program is one of Latin America's most prominent and best-equipped aeronautical training centers. Thanks to this program, we can attract talent to be developed and adapted to our organization's standards, policies, and procedures.

Our aeronautical staff is constantly evaluated to ensure their proficiency in regular and emergency procedures, aircraft technical knowledge, and proper equipment operation. Our pilots must take four simulator sessions annually to guarantee their theoretical and practical knowledge of planes. We also comply with training courses regarding transporting hazardous goods, SMS, AVSEC, and operational safety management for employees and service suppliers.

Our highly qualified training staff has extensive experience educating aeronautical personnel. The Federal Civil Aviation Agency authorizes all our training staff to:

Provide theoretical training for pilots.

Provide Operational Safety courses, such as:

- AVSEC
- Aviation Security
- Aeronautical Legislation
- Hazardous Goods (MERPEL)
- Crew Resource Management (CRM)

As for Aircraft Maintenance, we are certified to teach courses in:

- Avionics, Engine, and Glider (AVMYP) 787
- Avionics, Engine, and Glider (AVMYP) B737 NG
- Avionics, Engine, and Glider (AVMYP) B737 MAX
- Avionics, Engine, and Glider (AVMYP) EMB 190
- Structural Repairs - Boeing 737 NG and MAX, Boeing 787, Embraer 190



GRI (404-1, 404-2) (3-3)

We have 12 simulators to replicate and evaluate specific scenarios depending on the pilot's skill level and experience—from procedures and adaptation to a Boeing 737 MAX cockpit to motion simulators that recreate any flight scenario.

On International Pilot Day, we announced the acquisition of two Boeing 737 MAX aircraft simulators, increasing our infrastructure to train our pilot workforce and new

Business Aviation Pilot degree generations. Thanks to this investment, we continue consolidating ourselves as the most important training center in Mexico and one of the most important centers in Latin America.

We currently have five Full Flight Simulators (FFS¹) Level D², a Flight Training Device (FTD³), four Graphical Flightdeck Simulators (GFS⁴), and two Redbird synthetic training devices.

We have five Level-D Full-Flight simulators:

- Full Flight Simulator: EMB190
- Full Flight Simulator: B737 NG
- Full Flight Simulator: B737 MAX 1
- Full Flight Simulator: B737 MAX 2
- Full Flight Simulator: B787

We have four GFS:

- GFS B787
- GFS B737 MAX
- GFS E190
- GFS B737 NG

We have one FTD simulator:

- FTD B737 MAX

We have two synthetic training devices:

- AATD (Advanced Aviation Training Device) Redbird 1
- AATD (Advanced Aviation Training Device) Redbird 2

¹ Simulators with motion range on their horizontal and vertical axis.

² Level D refers to the highest level of technology and scenario simulation, where A is the most basic level and D the highest.

³ Fixed base flight simulator used by pilots to practice normal and abnormal flight procedures.

⁴ Fixed base flight simulator used by pilots to become familiar with the cockpit and the layout of instruments, switches, and controls.

Performance Evaluation

Aware of the importance of having adequate planning to develop the talent of our employees, we maintain an annual performance evaluation.

This evaluation identifies objectives and opportunities for improvement in future training or courses, boosting talent in our organization. Based on the priorities of our flight plan, our employees can define their objectives and contribute to fulfilling our strategic goals.

This evaluation is applied to L6 employees and higher. Therefore, in 2022, 16% of non-unionized employees participated in the performance evaluation process.

As part of the ELEVATE development program, 375 managerial leaders conducted the Management Excellence Index evaluation. Direct reports evaluated managers, and the direct superior shared the results of such evaluation.

Through this exercise, we will seek to improve the following:

- Identifying leadership strengths and opportunities
- Receiving feedback for development
- Improving management skills through a broader perspective





6.1.3. Commitment and Work Environment

Diversity and Equal Opportunities

In an increasingly globalized world, we must tear down the physical and ideological borders that separate us and promote an inclusive and respectful society. As a global and diverse airline, inclusion is one of our core values. We recognize the equal rights of all human beings and condemn any discrimination.

We reaffirm our commitment by signing a declaration on diversity and inclusion to condemn discrimination and distance ourselves from groups that promote hatred towards vulnerable groups. We are happy to be part of the first gathering of LGBT+ leaders, entrepreneurs, and allies, collaborating with Mexican tour operators and airlines to promote LGBTQI destinations and travel services in the US. Together we can create a more inclusive and diverse world for all.

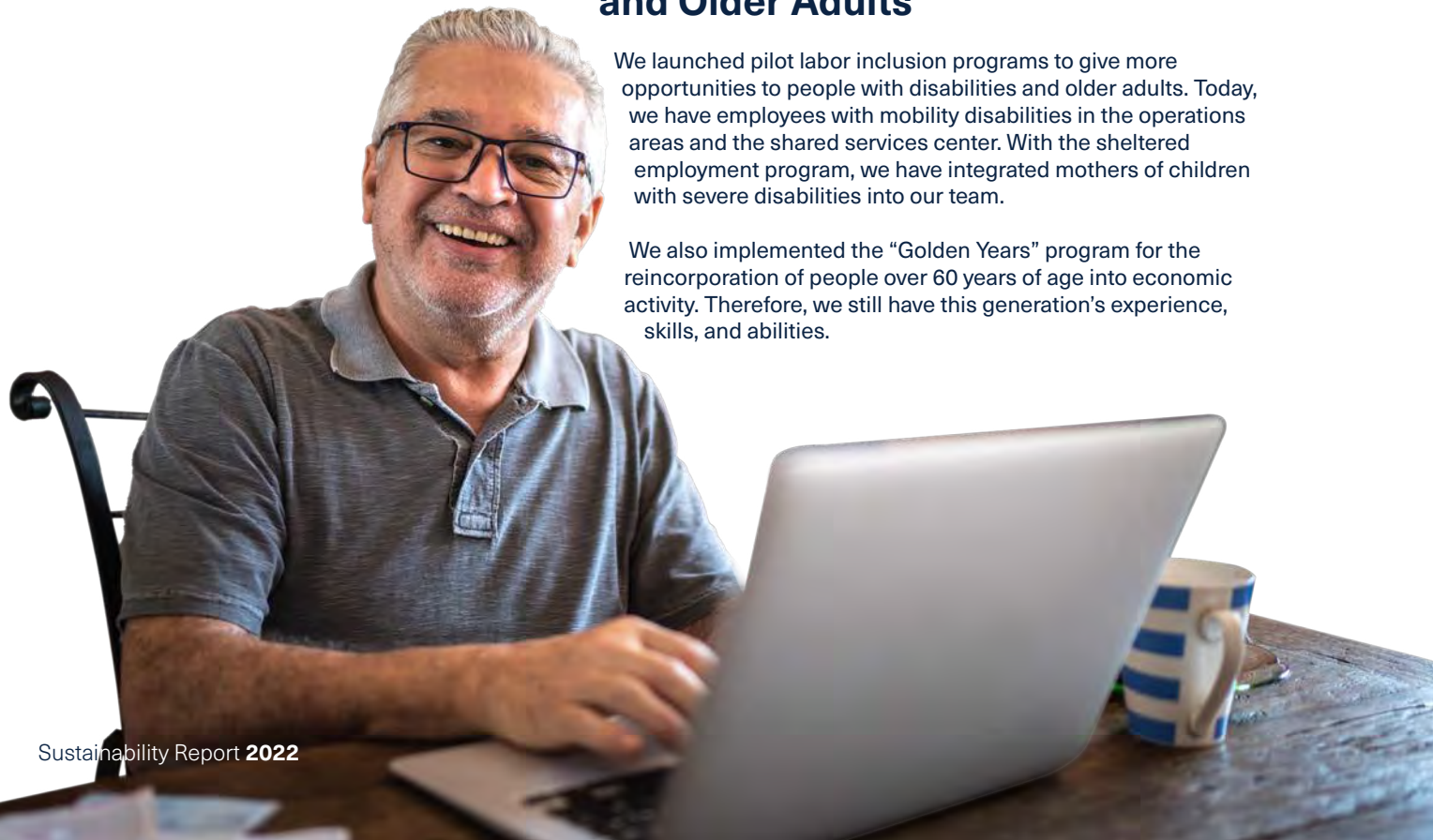
In 2022, the Mexican Business Coordinating Council (Consejo Coordinador Empresarial) recognized our participation in the "Youth Building the Future" program thanks to our comprehensive quality training plan. It is an honor to be part of this program to continue building Mexico's development.

We also started implementing an Equity and Inclusion Policy in 2023 and implemented the Golden Years pilot program and the gender transition protocol.

People with Disabilities and Older Adults

We launched pilot labor inclusion programs to give more opportunities to people with disabilities and older adults. Today, we have employees with mobility disabilities in the operations areas and the shared services center. With the sheltered employment program, we have integrated mothers of children with severe disabilities into our team.

We also implemented the "Golden Years" program for the reincorporation of people over 60 years of age into economic activity. Therefore, we still have this generation's experience, skills, and abilities.



GRI (3-3) (2-19, 2-20, 405-2)

Compensation

Compensation is defined based on the competitiveness and market trends for each level of the organization, rewarding performance through variable compensation. For this reason, we have established objectives aligned with the business plan, determining its compliance at the end of the year.

As for compensation between genders, we have the following data:

Women/Men Salary Ratio

	Ratio
Managers	0.99
Professionals	0.95
Non-unionized operatives	1.02
Unionized	1.00



GRI (3-3) (401-2, 401-3)

Benefits

We offer benefits exceeding those established by Mexican labor law and provide our employees with the best working conditions.

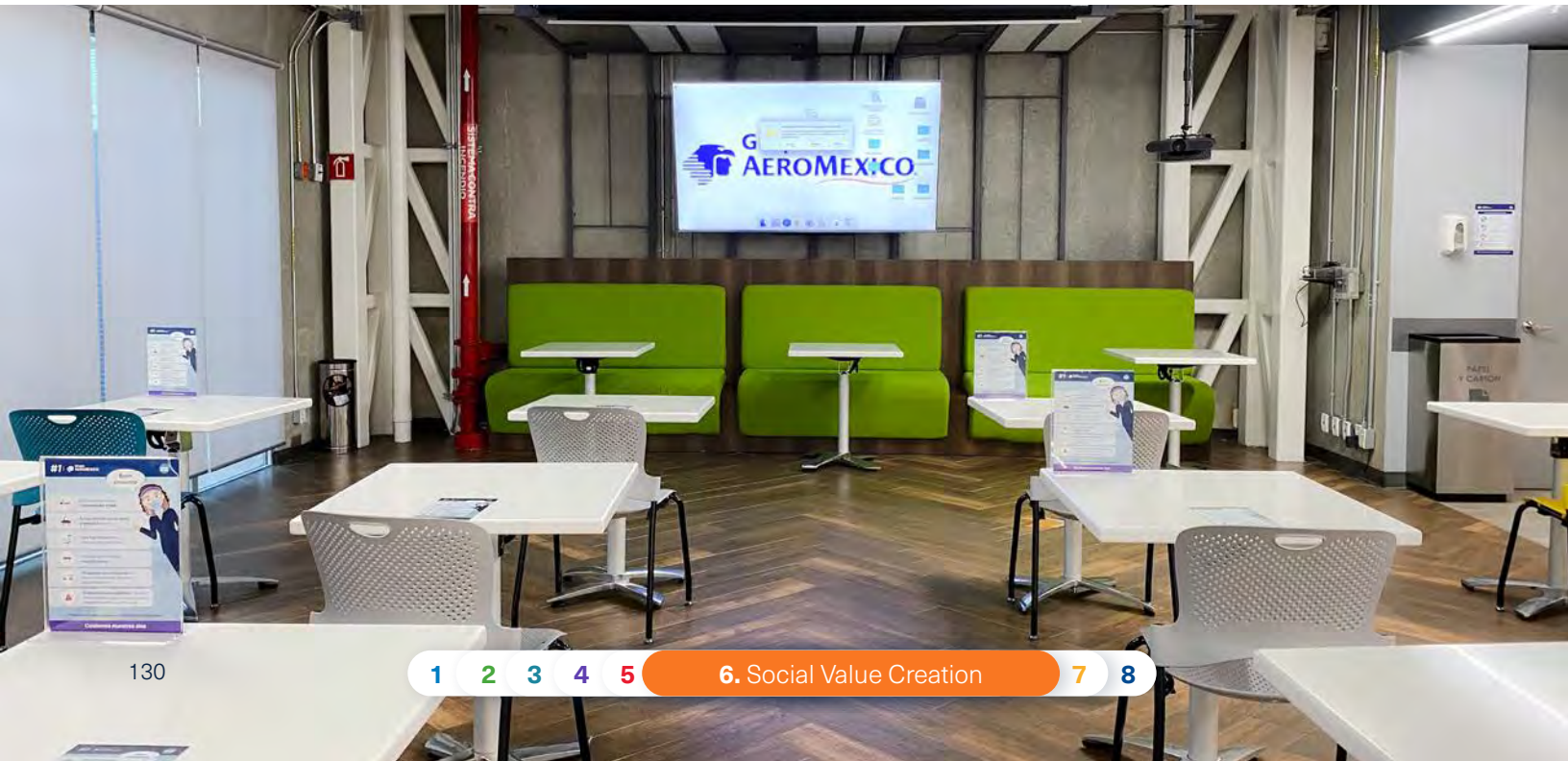
The main benefits available to employees with permanent and temporary contracts are life insurance¹, health care, disability or incapacity coverage, parental leave, collaborative work centers, and dining subsidy. The benefits only available to employees with a permanent contract are major medical expenses insurance and flexibility of schedules, including home office, private retirement plan, and travel benefits.

We also have lactation rooms so that our nursing mothers can use them and return to their activities during this critical personal and professional process.

These rooms are located at:

1. Torre Mapfre
2. Aeromexico Training Center (CECAM)
3. East Hangar
4. Hangar Oriente
5. Reserve Room of the Aviation Pilots Union Association (ASPA)

¹ A defined plan for employees with an indefinite contract.

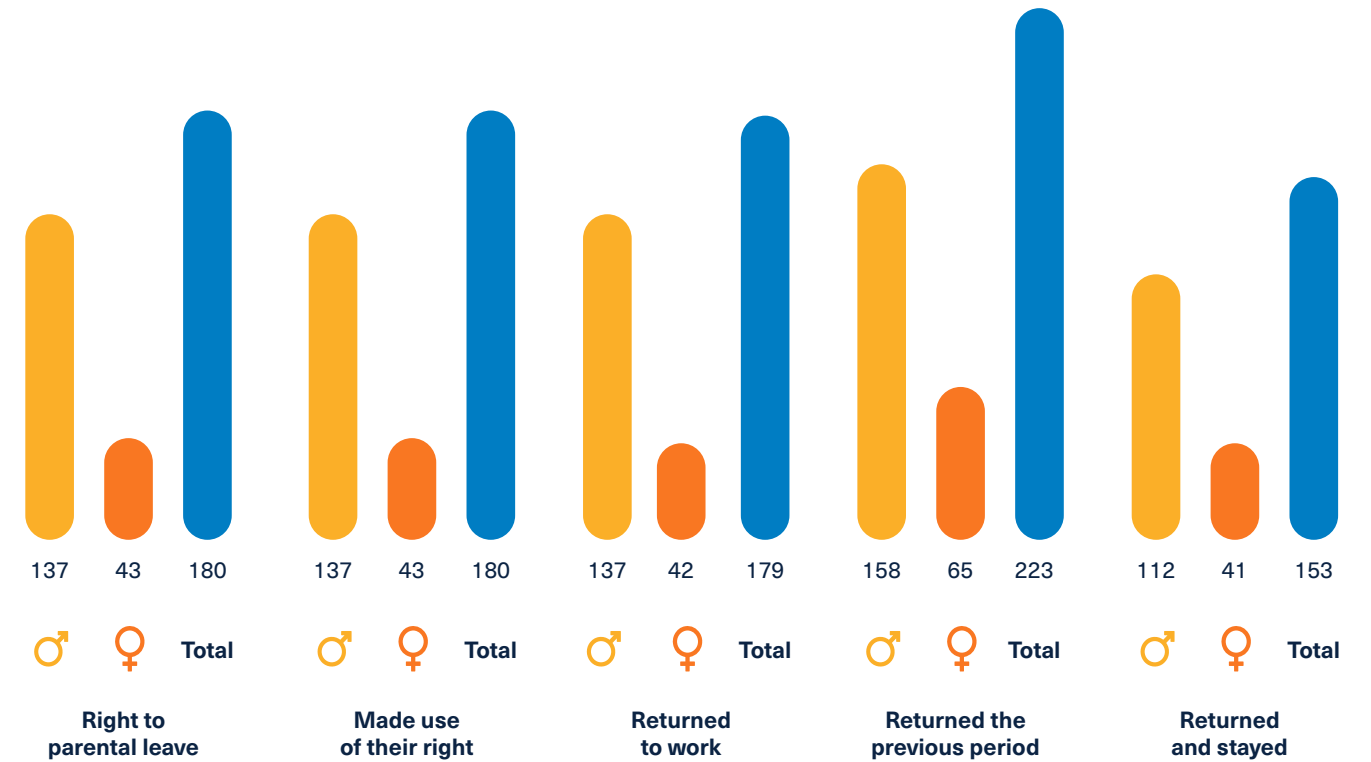


Parental Leave

We understand and celebrate the joy and responsibility of becoming a parent. We offer paid parental leave exceeding the benefits established in the Federal Labor Law (Ley Federal de Trabajo). As employers, we must defend our employees' right to exercise maternity or paternity and provide flexibility.

In 2022, 180 employees took parental leave (23.80% female and 76.10% male). The total retention rate was 69%—71% in men and 63% in women.

Total Number of Employees Who Used Parental Leave



Cumulative figure of the previous year.

The total return to work rate was 99%—100% in men and 98% in women.





Flexible Work

The experience of COVID-19 taught us, among many lessons, that it is possible to maintain a hybrid work modality in our organization. Thus, we have established a flex place program to boost our employees' performance through a work scheme that allows them to cover their professional and personal needs with greater flexibility, working from home.

In 2022, 14.3% of our payroll employees alternated between home office and in-person modalities.

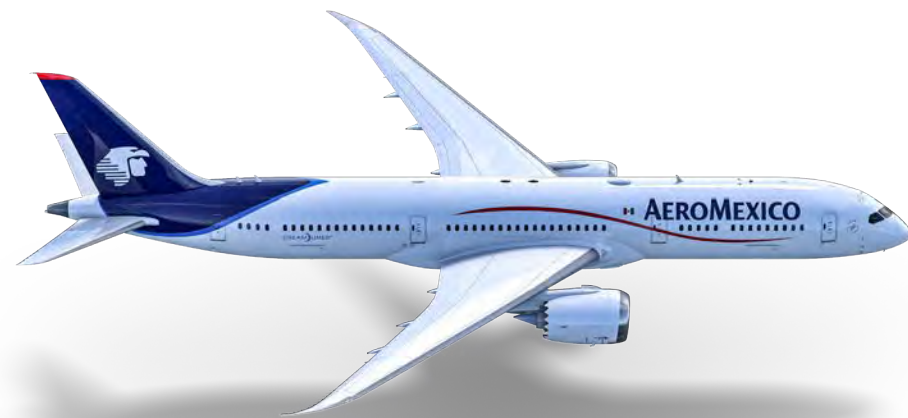
Retirement Plans

We have a private plan registered before the Tax Administration Service (Servicio de Administración Tributaria) (SAT) and the National Retirement Savings System Commission (Comisión Nacional del Sistema de Ahorro para el Retiro) (CONSAR) to grant employees an additional benefit to the one granted by the IMSS (Mexican Social Security Institute), which already considers tax exemption of up to 90 UMAs (Updated Measurement Unit) per year. Applies only to specific employees (non-unionized personnel of Aeromexico, AM Connect, AM Formación, AM Servicios, AM Cargo, and Shared Services Center).

The plan consists of granting three months of consolidated salary plus 20 days of salary per year of pensionable service to workers over 65 with at least ten years of seniority in the Company.

We have defined benefit pension plans for some of our employees. The seniority bonus is provided to all employees under the Federal Labor Law. We also make some contributions to irrevocable trust funds established for this purpose. However, most of the payments of these obligations are made through the resources of the Group's Treasury.

The percentage of charges by the employee and the employer varies according to each contract. This percentage also depends on the collective bargaining agreements entered into with the unions.



Work Environment

In 2022, we launched AM Conmigo, our employee value proposition focused on the whole person and consists of five dimensions: development, flexibility, diversity & inclusion, market competitiveness, and wellness.

This value proposition guides the different practices that foster a healthy work environment and offer a significant work experience for our employees. In 2022, we reached 92% commitment and pride toward our airline.

We conducted a NOM-35 compliance diagnosis, with the participation of 14,435 employees who answered three specific questionnaires. The first questionnaire aimed to detect employees who have suffered severe traumatic events. The objective of the second one was to identify psychosocial risk factors in different workplaces. And the objective of the third one was to rate the previously identified risk factors. Therefore, we obtained a detailed evaluation of the psychosocial risks in our organization.

These evaluations measured the work environment category referring to dangerous and unsafe conditions, deficient and

unhealthy conditions, and dangerous jobs. Aeromexico's result in this category was "medium risk," reflecting the need to disseminate the different reporting channels for related issues. Again, it is important to highlight that we have an Ethics and Human Factor Line. Both lines are available to whistle-blow or communicate attitudes that violate the organization's code of conduct and internal policies. In the case of the Ethics Line, you can report by email, phone, or our website.

We have the Human Factor reporting channel, in which we provide attention to our employees' psychosocial risk factors regarding the nature of the job functions, type of schedule, exposure to severe traumatic events, and acts of violence in performing their duties, among others. Care is provided when there is a psychological impact from workplace bullying, harassment, unfavorable organizational environment, among others.

All our employees have the tools to report and communicate any situation they deem appropriate through these channels. We have not been subject to lawsuits resulting in legal proceedings for alleged labor law violations.





GRI (203-1, 413-1, 415-1) (3-3)

6.2. Shared Social Value

At Grupo Aeroméxico, we know that to achieve our vision of a fairer and more suitable future for all, we must start creating changes around each of us. We have been collaborating closely with institutions, organizations, and communities for several years to forge and strengthen the bonding that allows us to act sustainably for a prosperous future.

Wings of the World

Starting in 2016, our organization, along with several NGOs, has been dedicated to creating a positive influence on the economic and social landscape of Mexican communities. We achieve this through various projects that emphasize essential aspects such as education and community development, environmental conservation, promoting diversity and inclusion, and providing humanitarian assistance. Our collaborative effort is channeled through the Wings of the World social program.

In 2022, our social contribution amounted to MXN\$15.367 billion, benefiting more than 1,700 people.

According to our Anti-Corruption Policy and Code of Conduct, any donations related to political campaigns, organization expenses, lobbyists, or trade associations are strictly forbidden.



Community Support

In 2022, through our corporate volunteer program, we collaborated on behalf of various causes through the following initiatives:

CBX Children's Day Volunteering Program

Donation of toys, together with our allied partner CBX, to the Emmanuel residential institution in Tijuana.

Casa de las Mercedes Volunteering Program

Organized by the Mexico Sales team, necessities kits were delivered to the foundation's children.

Donate Your Hair and Change a Life

Donation of hair for the manufacture of 50 wigs to benefit women with breast cancer by employees and families of Grupo Aeroméxico.

Speed Mentoring

Mentoring program by employees to strengthen ten social & environmental projects of the Makesense organization's program.

Forestry Maintenance Protecting Forests

Forestry maintenance activity by preparing firebreak gaps.

Climate Crisis Fight

We gave awareness workshops on climate change, its effects on the aviation industry, and solutions to the problem.

Presentation for Earth Day

We organized a round table called Actions to Fly Towards a More Sustainable Future. The initiatives that Grupo Aeroméxico has been implementing in our operations were presented— substitution of single-use plastics, reduction of CO2 emissions, and the eastern hangar environmental management system.

Let's Talk About Climate Change

We sought to develop responsible environmental behaviors by talking about the causes and consequences of climate change and how to adopt responsible habits to reduce it and contribute to a sustainable future.

5,000+ Employees Trained in Diversity, Equity, and Inclusion (DEI)

We made our people and leaders aware of the availability of tools and practices to be more inclusive and promote a zero-discrimination culture.

Let's Talk About the ABC of Sexual Diversity

We organized a round table on the problems faced by the LGBTTTTIQA+ community based on interviews with members of this community, where they talked about their experiences.

Let's Talk About World AIDS Day

We organized a round table on the challenges, myths, and realities of living with HIV.



“

This program involved 1,724 volunteers, 1,758 beneficiaries, and 3,061 hours.



GRI (413-1) (3-3)

Comparte Premier

Comparte Premier is the Club Premier program through which our members can redeem their points to support non-profit organizations that support different causes.

Every year we evaluate different organizations to support different causes. In 2002, the organizations that received donations through Comparte Premier were:



Thanks to our Club Premier members, we donated \$1,576,764 so that these organizations can continue their work and create positive impacts in the Mexican communities.

To learn more about the Comparte Premier program, please visit: clubpremier.com/mx/utiliza/comparte-puntos-premier/

Partnerships

We reaffirmed our commitment to the communities where we operate. We created an alliance with RCD Hotels to support "Tejedoras de Sueños," an organization seeking to promote the development of women in Quintana Roo through equal opportunities in three axes—education, health, and development.

This sewing workshop embodied "Ma'ax" ("spider monkey" in the Mayan language), a toy that is made with the waste of uniforms, tablecloths, and sheets that RCD generates and traveled with us to become a gift for our customers.

Donations and Sponsorships

We supported the Alternativas Pacíficas Foundation by donating plane tickets to women victims of violence so that they could reach a safe place. Also, together with the Northern Mexico sales team, we donated clothing for the beneficiaries of the foundation and their children.

We partnered with the Santos Laguna Club and its social responsibility program, Guerreros de Corazón, to organize a soccer tournament for children and young people with intellectual disabilities.

For 14 years, we have been allies of the Teletón program, providing donations to support this vital cause that positively impacts motor-disabled people.

Through the Copa Todo Vien program, we organized a soccer tournament for children and young people with intellectual disabilities to encourage them to play sports and understand the importance of teamwork through an authentic and inclusive sports experience.

We were allies of the Snoopy Christmas Run 2022—Mexico's most prominent Christmas run with more than 10,000 participants. The proceeds from registrations contributed to the physical, cognitive, and socio-emotional development of children under five years of age in Mexican rural communities.



GRI (2-23, 407-1, 413-1) (3-3)

Humanitarian Aid

Organ and Tissue Transportation

Transporting cargo and passengers implies a high degree of responsibility, which we assume aware that as an organization, we not only connect people but we can also save lives.

Since 2021 we have been allies of the National Transplant Center (CENATRA, in Spanish) to assist with transporting organs, tissues, and cells from human beings for transplant purposes. The logistics for such a delicate operation must be impeccable, and we are proud to meet the requirements for such an important task.

In 2022, we assisted in this process through more than 220 flights and transported more than 160 organs for transplantation.

"Organ transportation contributes to equity in the distribution and opportunity of transplantation. A person needing this must access it regardless of geographical barriers. These efforts at all levels and sectors allow us to tear down any barriers to save lives"- Dr. José Salvador Aburto Morales, Head of the National Transplant Center.

Donations to Ukraine

At Aeromexico, there should be no obstacles or geographical barriers to help those in need. Therefore, in coordination with Aeromexico Cargo, 3,530 lbs. (1,600 kg) of certified seeds were transported for the benefit of agricultural producers in Ukraine.

Donations of Necessities Kits

We also provided support with necessities kits and transporting volunteers to the states affected by natural disasters, including:

Durango - Floods caused by August rains

Oaxaca - Tropical Storm Agatha in Huatulco

Nuevo León - Collapse of bridge isolating communities by September rains

Colima and Jalisco - Hurricane Orlene

Chiapas - Tropical Storm Karl

Commitment to Human Rights

We are an organization that respects human rights recognized in the Universal Declaration of Human Rights, the Declaration of the International Labor Organization (ILO), and the UN Global Compact.

As our Code of Conduct indicates, we do not discriminate based on race, immigration status, gender, age, disability, social condition, health conditions, creed, gender identity, marital status, physical appearance, or any other aspect that violates human dignity. Our products and services are offered to everyone equally. Likewise, we provide dignified, safe, and, especially respectful conditions to all our employees, regardless of their position or level of responsibility.

We emphatically reject human trafficking practices and child and forced labor. We also respect the labor rights and social security of our employees. We all have the full right to freedom of expression as long as our information treatment policies are not violated.

At Aeromexico, we have implemented the necessary policies and mechanisms to ensure respect for human rights in the following aspects of our operation:

- Service
- Workplace
- Supplier, partners, and authorities
- Community

To learn more about our Declaration on Human Rights, please visit: aeromexico.com/cms/sites/default/files/005_Derechos_Humanos.pdf.





GRI (3-3)

Fight Against Human Trafficking

In 2016 we signed an agreement with Mexico's National Human Rights Commission (Comisión Nacional de Derechos Humanos) to help eradicate human trafficking. We also have a close relationship with the Attorney General of Mexico (Fiscalía General de la República) and the National Guard (Guardia Nacional), a fundamental support for our actions.

In 2022, we increased our collaboration with the United Nations Office on Drugs and Crime (UNODC) through our partnership with the Corazón Azul campaign that seeks to highlight the dangers of this illegal activity.

By disseminating information material in all our aircraft, we seek that our crews and passengers can detect suspicious signals and report them promptly.

We reiterate our commitment to fight against this crime by having cards on our 138 aircraft to detect and prevent potential cases, reaching 1.6 million passengers per month.

With this initiative, the UNODC has considered us the alliance with the most significant global impact on prevention issues.

We have also developed a protocol to detect and report potential human trafficking cases. This includes constant training for our operational staff, passenger awareness through our card to prevent and detect potential human trafficking cases, and constant communication with local specialized authorities.

**CAMPAÑA
CORAZÓN
AZUL**

**In 2022, we trained
90% of flight attendants
and 89% of pilots**

Thanks to the efforts of all parties, we have detected cases that have helped the authorities to detect and dismantle networks of this illegal activity that operated on some of our routes. At the end of 2022, we detected 13 compelling cases of human trafficking.

Diversity, Equity, and Inclusion

As part of our new human-centered value proposition, in 2022, we launched our Diversity, Equity, and Inclusion strategy to continue building a better and more inclusive Aeromexico where we can feel free and confident.

Our strategy focuses on four priority groups:

Disabilities: Create employment opportunities for people with visible and invisible disabilities.

Gender: Continue building an environment that promotes gender equity.

LGBTTTIQA+: Continue promoting an open and inclusive culture for the community.

Generations: A multi-generational workforce comprises various generations, from senior employees to Generation Z recruits.





GRI (3-3)

The World Needs More Women Flying

We seek to boost women's professional careers to new heights. Thus, in 2022, Aeroméxico Formación awarded one aviator pilot and four flight attendant scholarships. They aim to promote the role of women and motivate future generations to participate in the aviation industry. The scholarships consisted of the following:

Pilot Degree

Full payment of the enrollment and tuition fee for the Theoretical Phase in Mexico within the training as a Business Aviation Pilot in Aeroméxico Formación.

Flight Attendant Degree

Full payment of the enrollment and tuition fees for the Flight Attendant training program TSU-21 month modality at Aeroméxico Formación.

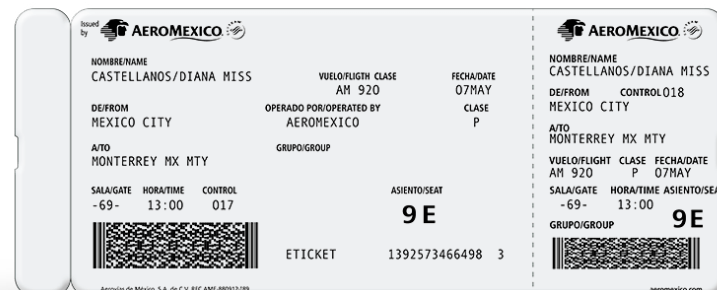
We Fly Towards a Future of Equality and Inclusion

In commemoration of International Women's Day, we operate

Eight flights manned by 44 female pilots and flight attendants

Covering the New York (JFK), Dallas (DFW), Monterrey (MTY), Los Mochis (LMM), Guadalajara (GDL), Manzanillo (ZLO), and Villahermosa (VSA) routes.

This initiative demonstrates our commitment to continue promoting female talent and leadership in the aviation industry.



Love Has No Borders

In 2022, we launched the “Love Has No Borders” campaign, which advocated for the right to same-sex marriage. This campaign aimed to support couples from regions without this right so they could travel to Mexico City and get legally married. Four months after this campaign, same-sex marriage was legalized nationwide.

We made the first love story true at over 9,850 feet (3,000 meters) above sea level—a flight with which a couple and two of their relatives could travel.

We Fly With Pride

In June, we celebrate International LGBT Pride Day, so one of our Boeing 737 MAX 8 takes Pride to the skies with the LGBTQ+ flag and a message of respect, inclusion, and equality. We also carry flags on board our flights to celebrate this date.

The above actions are supported by our Statement on Diversity and Inclusion, which can be reviewed at: aeromexico.com/cms/sites/default/files/d-1-espa%C3%B1ol.pdf?_ga=2.96027036.1885683431.1680563956-1732330635.1675710804.



GRI (3-3)

Special Services

We want to make flying with us accessible to everyone. In 2021, we developed an airport manual that we have been implementing and reinforcing during 2022. This manual includes all the protocols and procedures to adapt our services or support people with some visible or invisible disability.

Today, we provide the following special services:

- Wheelchair service or other orthopedic mobility devices
- Therapeutic oxygen
- Onboard oxygen concentrator
- Stretchers
- Service and emotional support pets
- Special food service





GRI (2-6) (3-3)

6.3. Responsible Supply Chain

As a Mexican company, in addition to contributing to our passengers' safety, experience, and comfort, we also directly contribute to developing the national aeronautical sector. We know that our decisions and those of our suppliers impact the environment and society.

Therefore, we are highly demanding and strict with the professional and ethical development of our employees, strategic partners, and suppliers. We demand them to have our same values regarding corruption, money laundering, harassment, discrimination, personal data management, conflicts of interest, anti-competitive practices, care for the environment and society, or other illegal practices according to our Code of Conduct.

After a flight, our passengers should recognize our operational efficiency in transporting them safely through the skies, and all the companies and their employees that provide us with a service should feel proud to collaborate with us.

Procurement

The Procurement Department is responsible for ensuring the supply to all the companies that make up the Group, including goods and services for our flights—fuel, accommodation, in-flight catering, leasing, office maintenance, and corporate services.

Due to the line of business, we require a wide variety of services and products. Therefore, we classify them as general, technical, and service suppliers.



Supplier Classification

Category	Supplier Classification					
	2020		2021		2022	
	Number of Active Suppliers	Expenses (Billion MXN)	Number of Active Suppliers	Expenses (Billion MXN)	Number of Active Suppliers	Expenses (Billion MXN)
General Suppliers	211	\$0.723	204	\$0.629	201	\$1.557
Technical Suppliers	287	\$3.113	374	\$2.415	422	\$4.997
Service Suppliers	120	\$0.648	172	\$0.826	254	\$1.570
Total	618	\$4.485	750	\$3.871	877	\$8.125

In 2022, in the General Supplier category, a significant increase in total expenses was observed, but the number of active suppliers remained almost the same as in the previous year. In the Technical Supplier category, a further increase is observed in the number of active suppliers and total expenses. In the Service Suppliers category, an additional increase is observed in both items.

In general terms, there is an increase in total expenses and the number of active suppliers in all categories and years. A higher total expense and active suppliers number is observed in the Technical Supplier category vs. the other two categories.

Since our service suppliers carry out various activities within our facilities, we provide them with a safe workspace. For further information, please see the Health and Safety section.

We classify our technical suppliers according to the type of materials and services they provide:

- Maintenance companies
- Manufacturers
- Distributors
- Marketing companies



Local Suppliers

Despite not having a defined local contracting policy, we verify the availability of local suppliers to meet our needs. These suppliers are prioritized if they comply with the established selection guidelines. In this way, we seek to contribute to the local economic development and strengthen commercial relations with nearby suppliers.

Expenditure on Suppliers (Billion MXN)			
	2020	2021	2022
National	\$1.482	\$1.580	\$2.479
International	\$3.002	\$2.291	\$5.645
Total	\$4.485	\$3.871	\$8.125

In 2022, a disbursement of MXN\$8.125 billion was made to pay our 877 suppliers. This increased our expenses vs. 2021 (MXN\$3.871 billion) to national and international suppliers. In 2022, our national supplier expenses were 30.52% compared to total supplier expenses.



Due Diligence to Third Parties

We have a Third Party Due Diligence Policy to protect our reputation based on knowing all the companies and organizations that work with us. Therefore, we conduct an investigation according to the business, type of activity, service, or product offered to us. We consider criteria such as technical knowledge, experience, qualifications, legitimacy, reputation, or whether they are public servers.

Every year we conduct aspects of supplier identification, review, and evaluation based on their criteria through Due Diligence questionnaires and technological tools that allow, e.g., searches in various databases to find out the background of the third parties with which the Company is related.

The Due Diligence questionnaires—derived from the policy and applied to relevant suppliers—evaluate sustainability risks considering labor rights, human rights, discrimination, employee health and safety, social responsibility, etc.

At the same time, all companies that want to be our suppliers must complete an integrity questionnaire, which is verified by our internal system in search of restrictive sanctions or previous violations of our Code of Conduct.

The Aeromexico Code of Conduct is also applicable to suppliers, which, among other issues, regulates non-discrimination, intolerance of harassment, conflict of interest, third-party relationships, anti-corruption, protection of personal data, care for the environment, and social commitment. All our suppliers are informed about this code and other policies since they are required to follow them to maintain a business relationship with us.

We have identified different warning signs among candidates, which, if present, are immediately reported to our Legal Department. The most prominent are:

- The potential supplier requests unusual contract terms or conditions (e.g., cash payments or payments in a new account in someone else's name).
- The potential supplier does not fully comply with national or international environmental regulations.
- The potential supplier cannot comply with our Code of Conduct or Anti-Corruption Policy.
- The potential supplier has been sanctioned for human rights violations.
- The potential supplier requests the payment of a certain amount as a requirement to obtain a business.

GRI (3-3)



All our employees must report any irregularity with a supplier while they provide us with their services. The same is expected from the supplier regarding our employees.

We have implemented tools mentioned in previous chapters, such as the Ethics Line, the Gam-E report, and the Human Factor reporting channel. These are direct communication channels for us to evaluate, take timely actions, and drastically penalize if applicable.

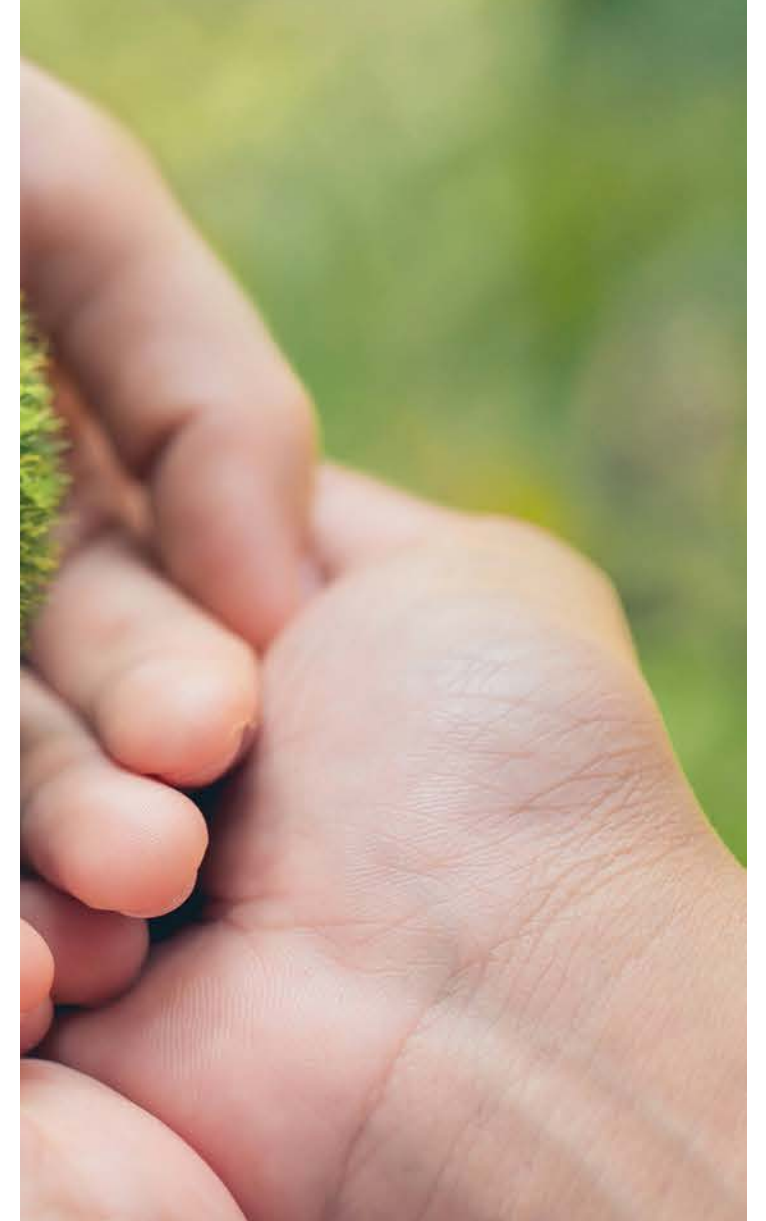
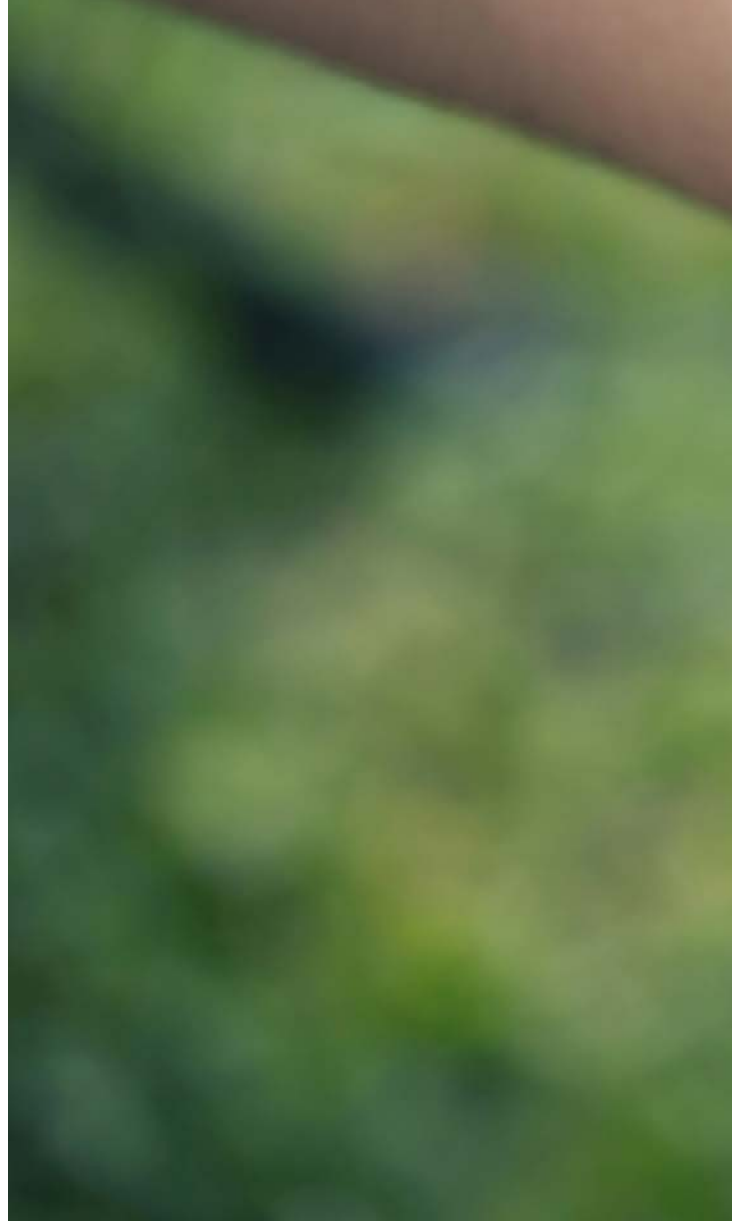
Once a supplier has been hired, we constantly monitor it to ensure that it complies with the agreements' provisions and the behavior commitments made with us through the integrity questionnaire.

In 2022, we continued with the supplier evaluation project through a pilot program managed by the Procurement Department on due diligence issues, through which eight suppliers were evaluated using the NECSUS tool.

Also, we have the Authorized Economic Operator Certification, through which logistics suppliers, customs agents, and onboard and security services are evaluated to mitigate risks of illegal transportation of people, drugs, etc.

To learn about our policy procedure or other related documents, please visit: compliance.aeromexico.com/doc/A_PO_GALE_08_Debida_Diligencia.pdf.





Committed to the Planet
and Our Environment

7. Environmental Value Creation





Milestones 2022

We internally and externally audited the environmental management system of the East Hangar, **certified by the ISO 14001:2015 standard.**

Annual approval of the National Emissions Registry (RENE, in Spanish) and the Single Environmental License (LAU, in Spanish).



Clean Industry Certification (level 1) from the Federal Attorney's Office for Environmental Protection (PROFEPA, in Spanish).

We published **our climate management in the Carbon Disclosure Project (CDP) and participated in the Corporate Sustainability Assessment (CSA)** to evaluate our environmental, social, and corporate governance performance.

We have replaced **27 items** with onboard biodegradable or recyclable products.

In 2022, we were **40% more efficient** than 16 years ago. So far, 2022 has been **the most efficient year for energy consumption** per ton-kilometer transported (RTK).

We received **20 new aircraft** with greater **energy efficiency** and fewer emissions associated with their operation.

Our **emission intensity** was reduced by up to **7%** in emissions per ton-kilometer transported.

Because of our fuel efficiency program, we **reduced 11,806 tons of CO2—equivalent to 1,014 cars** not used for one day—a **reduction in aviation fuel expenditure of around USD\$4.62 million.**

Because of our Vuela Verde program, we **mitigated the impact of 3,941 tons of CO2** (a historical record, 124% more than in 2021 and 69% more than in 2019).

Over 6,000 gallons (23,000 liters) of Sustainable Aviation Fuel (SAF) produced from animal fat waste were used. This SAF complies with safety standards and sustainability criteria, allowing emissions to be reduced between **70-80%.**

Because of our Paper Less program, we **reduced the consumption of 6.5 million sheets of paper**, equivalent to the weight of five elephants.

We met the goal of **reducing water use in our East Hangar by 5%**, from 300 gallons (1,143 liters)/aircraft service to 240 gallons (921 liters)/aircraft service.

45% of our fleet is of the latest generation.

We **exceeded our emission reduction goal** by using sustainable fuels by **15%.**



GRI (3-3)

7.1. Environmental Management

We are committed to protecting the environment during our global air operations and in our corporate activities conducted by our employees and suppliers to comply with all legal requirements.

In line with this environmental commitment, we conducted actions to reduce our environmental impact as much as possible by monitoring resource consumption and the emissions, discharges, and waste reduction, as well as the implementation of new technologies, optimization of processes, incorporation of sustainable products, and awareness of the importance of environmental value, among other initiatives addressed in this chapter.



Our processes in East Hangar are certified by the ISO 14001 standard, which is internally and externally audited annually to verify compliance with environmental requirements. We also have the Clean Industry Certification (level 1) from the Federal Attorney's Office for Environmental Protection (PROFEPA, in Spanish).

We complied with mandatory reports, such as the annual preparation and approval of the National Emissions Registry (RENE, in Spanish) and the Single Environmental License (LAU, in Spanish). We published our climate management in the Carbon Disclosure Project (CDP) and participated in the Corporate Sustainability Assessment (CSA) to evaluate our environmental, social, and corporate governance performance.

In 2022, we were neither sanctioned nor had any incidents related to non-compliance with environmental regulations. This year we increased our scope to eight locations reporting energy, water, and waste use.

GRI (2-27)

We had substantial participation in national and international debates on significant environmental issues. We have adhered to the initiative to promote the SAF (Sustainable Aviation Fuel) production and consumption led by Boeing and IATA (International Air Transport Association) as part of the industry's global commitment to achieve net zero emissions by 2050, of which we are signatories.

Finally, this section includes some environmental indicators that allow us to take stock of the progress in managing natural and energy resources during this period. The scope of these indicators mainly includes the eight main operating centers of Grupo Aeroméxico:

1. East Hangar (MEX)
2. Connect Hangar (MEX)
3. Cargo Hangar (MEX)
4. Cargo Terminal (MEX)
5. CECAM Services Terminal (MEX)
6. Headquarters - Torre Mapfre (MEX)
7. Monterrey Hangar (MTY)
8. Guadalajara Hangar (GDL)





(GRI 301-1, 301-2)

7.2. Materials

As part of our efforts to provide sustainable onboard products and services, we have replaced 27 items with biodegradable or recyclable products, for example:

Recyclable:

R-PET plastic cups and covers.

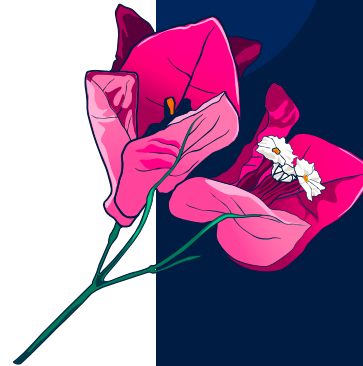
Biodegradable:

Bags, napkins, hot drink cups, shakers, cutlery and earphone packages, among others.

We have food and beverage products from suppliers providing recyclable (PET soda and juice bottles) and biodegradable (biscuit and snack) packaging.

We have begun the process of replacing plastic bags at venues and flights under the NACDMX-010-AMBT-2019 standard ("Technical specifications that single-use plastic bags and products must comply with.") The new bags will be compostable, 100% recyclable, and made from 50% post-consumer material.

In 2023, Premier Kits made from E-leather material (recycled leather) and blankets made from recycled products will be implemented. Along with these efforts, we are working to provide an extraordinary experience on board with the best sustainable products. We aim to consolidate our onboard sustainable product program by mapping sustainable characteristics of onboard materials, food, and beverages to establish indicators and goals that help us make decisions and communicate with a greater level of detail our efforts in this area.



ranche!



GRI (302-1, 302-3, 302-4)

7.3. Energy

We have an Environmental Policy under which we commit to monitoring and reducing the use of energy resources. This allows us to reduce the environmental impact within our operating capacity.

Additionally, we use a save energy work procedure in the East Hangar based on good practices and instructions to avoid unnecessary energy expenditure. We offer awareness talks on the correct energy consumption to our operational staff.

In 2022, we conducted the following initiatives for better energy management:

Changing fluorescent to LED lighting in our facilities.

Energy diagnosis in the Eastern Hangar for more significant energy efficiency proposals.

Implementation of motion sensors in strategic areas to save energy.

We prepare an internal report to assess our actions' efficiency and maintain control. We conduct annual internal audits in the Eastern Hangar for all operating and administrative areas. Finally, we submit to external audits made by a certified firm.

As for energy sources other than electricity, the most significant energy consumption comes from jet fuel (Jet Fuel A/A1). For this, we have a fuel efficiency program—implemented ten years ago—that monitors, sets efficiency goals, and entails initiatives with new technologies and optimizing processes that help reduce consumption.

As for jet fuel, the efficiency objectives' consumption and progress are reported monthly for decision-making and continuous improvement. The efficiency indicators are part of our key performance objectives, which are reviewed and managed by the relevant area leaders and operational EVPs.

Energy Consumption

Energy consumption (Gigajoules)	2020	2021	2022	Reduction %
Fuel Consumption	28,885,392	38,787,768	50,285,322	29.64 %
Jet A & Jet A1 Fuel*	28,785,276	38,633,108	50,177,697	29.88 %
Gasoline	36,256	34,867	30,305	-13.08 %
Diesel	62,158	109,582	65,138	-40.56%
LP Gas	1,703	10,210	12,182	19.31 %
Fuel Consumption from Renewable Sources	0	354	823	132.49 %
Electricity consumption	35,934	35,248	37,156	5.41%
Total (electricity + fuel)	28,921,326	38,823,016	50,323,301	29.62%

* For calculating energy and fuel consumption (Gasoline, Diesel, and LP Gas), we consider the consumption of all our ground vehicles and aircraft, and we include electricity from seven of the eight main Aeromexico operation hubs.

Fuel consumption for transport in 2022

Type of Fuel	Liters
LP Gas	466,351
Diesel	1,728,886
Gasoline	914,440
Jet A & Jet A1 Fuel*	1,465,631,655

*Jet A & Jet A1 Fuel



GRI (302-3, 302-5, 305-1, 305-2, 305-3) SASB (TR-AF-110a.1, TR-AF-110a.2, TR-AF-110a.3, TR-AL-110a.1, TR-AL-110a.2, TR-AL-110a.3)

Energy Intensity

In recent years, the energy intensity in the organization has been reduced thanks to the incorporation of lower fuel consumption aircraft (such as the Boeing 737 MAX), the application of fuel efficiency initiatives, and the increase in the passenger load factor.



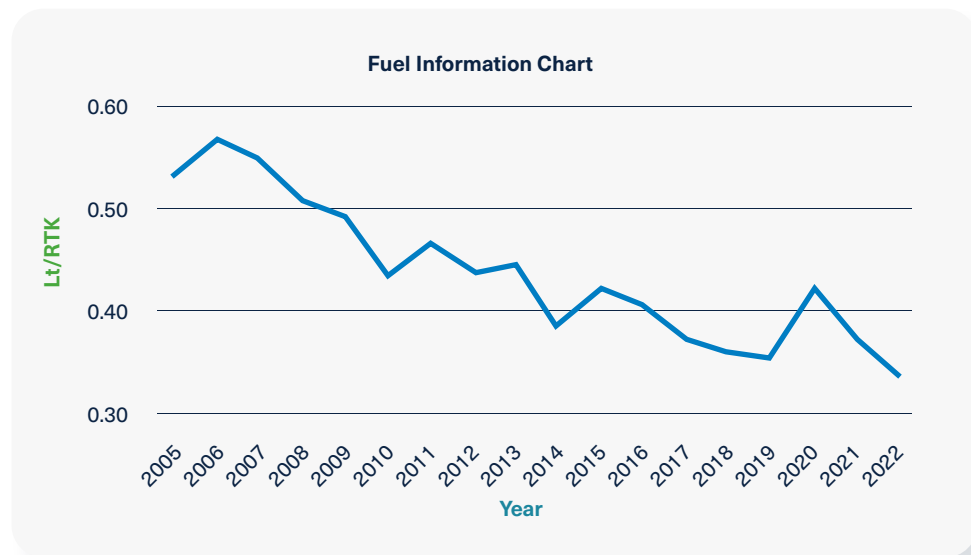
2020	2021	2022	Unit	Reduction %
4.94	4.16	3.62	Liters/100 passenger-km	13 %
15.0	13.3	11.5	MJ/RTK ¹	13 %
0.42	0.37	0.34	Liters/RTK ²	8 %
31.7	31.3	30.0	Liters/ASK ³	4 %

¹ Megajoules consumed per ton/kilometer.
² Liters of fuel per ton/kilometer.
³ Liters of fuel per seat-kilometer

Energy Goals 2022

We not only reduced the intensity of (Jet A and Jet A1) fuel consumption and the relevant energy but also met our goal 2022 for (Jet A and Jet A1) fuel consumption per seat-kilometer (31.75 Liters/ASK).

In 2022, we were 40% more efficient than 16 years ago. So far, 2022 has been the most efficient year for energy consumption per ton-kilometer transported (RTK).



7.4. Emissions

Commitment to Energy Efficiency and Emission Reduction

Due to global connectivity and lower transportation times, the aviation industry has been positioned as an efficient means of transportation. However, this sector is estimated to contribute 2% of global carbon emissions.

We have promoted various initiatives such as incorporating the most modern fleet and the fuel efficiency program, implemented more than ten years ago, applying new technologies, and optimizing our operating processes.

In 2022, we received 20 new aircraft with greater energy efficiency and lower emissions:

- Boeing 737 MAX 8: 12
- Boeing 737 MAX 9: 7
- Boeing 787-9 Dreamliner: 1





GRI (305-1, 305-2, 305-3) SASB (TR-AF-110a.1, TR-AF-110a.2, TR-AF-110a.3, TR-AL-110a.1, TR-AL-110a.2, TR-AL-110a.3)

By incorporating the Boeing 737 MAX -8 and -9 aircraft, our emissions have been reduced by up to 17% compared to the previous Boeing 737 NG. It is estimated that in 2022, fuel consumption was reduced by over 56 million liters. The Boeing 787 Dreamliner reduces emissions by up to 25% compared to previous widebody aircraft models. With these efforts, the average aircraft age of our fleet in 2022 was 7.9 years.

We accomplished a significant milestone by ensuring that 45% of our fleet consisted of the latest generation of aircraft.

We are committed to achieving decarbonization in our operation and providing future generations with a better place to live. Some commitments are:

- Achieve IATA Net Zero by 2050: IATA member airlines, of which Aeromexico is a part of, approved a resolution to achieve net zero carbon emissions by 2050.
- The World Economic Forum's Clean Skies for Tomorrow Coalition: Coalition that aims for airlines to use 10% sustainable aviation fuel (SAF) by 2030.

We comply with national and international regulations for the reporting and management of emissions, such as:

Mandatory Circular 16.4/18 of the AFAC, which regulates the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) in Mexico.

The General Law on Climate Change and its regulations establish the National Emissions Registry (RENE, in Spanish).

CAIA Advisory Circular 42/14 establishes the reporting of greenhouse gas emissions, fuel consumption, and ton-kilometer data.

European Union Emission Trading Scheme (EU ETS).

The following table shows a breakdown of Scope 1, 2, and 3 GHG emissions:

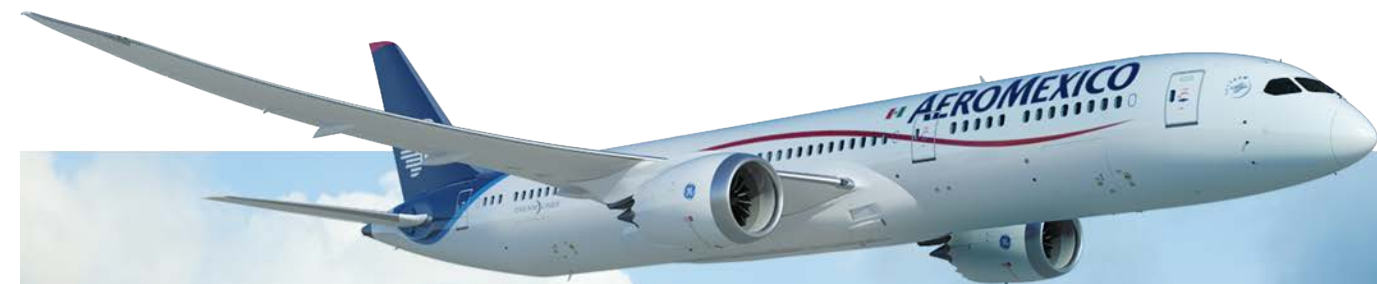
Greenhouse gas (GHG) emissions ¹	2020	2021	2022
Direct (Scope 1) GHG emissions	2,138,547	2,870,521	3,823,270
Jet A-1 Aviation Fuel Consumption	2,131,354	2,859,100	3,815,394
Other mobile and stationary sources	7,193	11,421	7,876
Indirect (Scope 2) energy emissions	4,930	4,141	4,364
Other indirect (Scope 3) GHG emissions*	226	1,239	789,285
Category 1. Purchased goods and services Printing paper and boarding passes*	N/D	114	214
Category 3. Fuel- and energy-related activities	N/D	N/D	788,748
Category 6. Business travel	86	124	318
Category 8. Upstream leased assets	N/D	N/D	5
Total emissions	2,143,743	2,875,901	4,616,919

¹ For the calculation of Scope 1 emissions, we consider the fuel consumption of all our ground vehicles and aircraft, as well as the fuel consumption of all our stationary sources (not all sites have fuel consumption from stationary sources).

* To calculate Scope 2 emissions, we consider the energy consumption of six of the eight main Aeromexico operation hubs. The two remaining sites are considered in Scope 3 emissions in Category 8. Upstream leased assets.

In 2022, our emissions were increased by 37% due to the growth in our capacity. As part of our continuous improvement process this year, we included the N2O emissions from our international operations and those applicable to using the Auxiliary Power Unit (APU). In addition, the measurement of Scope 3 emission categories was increased, including the measurement for fuel- and energy-related activities and upstream leased assets.

¹ Standards and methodologies used for calculations: General Law on Climate Change, Art. 87. Intergovernmental Panel on Climate Change (IPCC) methodology to calculate the Annual Operation Certificate. The gases included in the calculation of the carbon footprint are CO₂, CH₄, and N₂O. As for international emissions and other aviation fuel emissions not applicable to the General Law on Climate Change, the CO₂ emission standards provided by the industry for the CORSIA scheme were used and complemented with N₂O emissions in Ton CO₂eq for Aviation Fuel Combustion published by the US Environmental Protection Agency (EPA).





GRI (305-4, 305-7) SASB (TR-AF-120a.1)

GHG Emissions Intensity

Despite the increase in absolute emissions, our emissions intensity was reduced by up to 7% in emissions per ton-kilometer transported.

Emissions Intensity ²	2020	2021	2022
Emissions intensity (tCO ₂ e/ 1000 ton-kilometers)	1.114	0.985	0.913
Emissions intensity (tCO ₂ e/1000 available seat-kilometer traveled)	0.084	0.083	0.080

Emission of Other Gases

Air emissions of the following pollutants: (1) NO_x (excluding N₂O)

Significant air emissions	Unit of Measurement	2021	2022	Type of source or activity that generates the emission
Nitrogen oxides (NO _x)	Kilograms	1,530,457	2,046,422	Aircraft emissions during LTO (Landing and takeoff) phase

NO_x Emissions Intensity

NO _x Emissions Intensity	2021	2022	Unit
Specific NO _x emissions for passenger transport. (gr)	0.058	0.053	Grams/PKT (passenger-kilometers transported)
	0.487	0.488	gr NO _x /RTK (ton-kilometer)



² The types of GHG emissions included in these emission intensity ratios were Scope 1 and 2.





GRI (305-5)

Reduction of Emissions

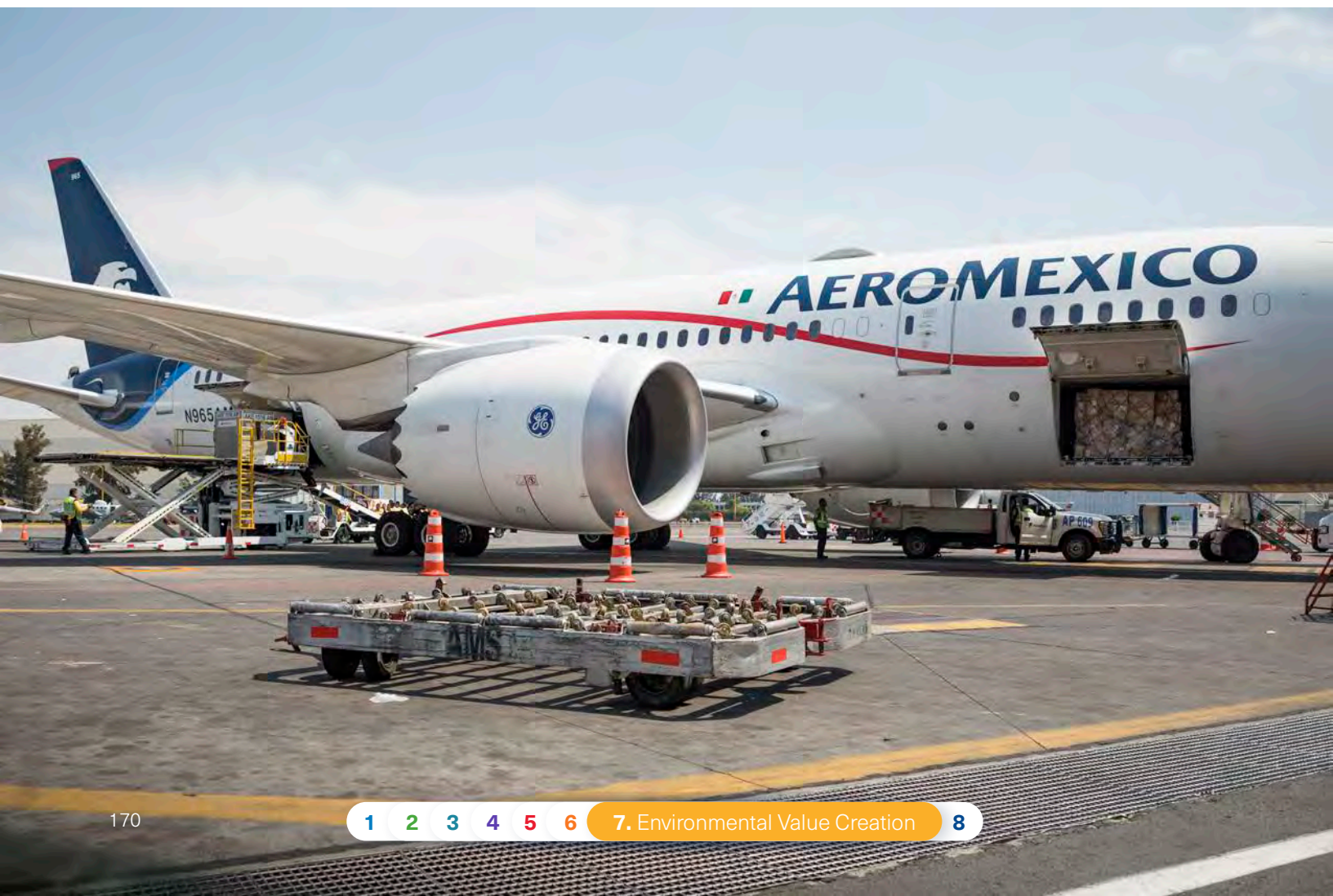
According to our net-zero emissions commitments, we continue implementing actions and monitoring emissions reduction in our operations. This is a description of the main initiatives:

Ground Initiatives:

Initiatives conducted in our ground facilities and equipment, such as:

To prevent and reduce fugitive emissions of refrigerant gases, we maintain a maintenance and service records program to prevent any release of gases into the atmosphere.

At our hangars, our employees use bicycles and electric vehicles for transportation.



Fuel Efficiency Program

In the operation of our flights, we implement new technologies and optimize processes, reducing fuel consumption and, therefore, greenhouse gas emissions. Thanks to these initiatives, we reduced 11,806 tons of CO₂—equivalent to 1,014 cars not used in one day—a reduction in aviation fuel expenditure of around USD\$4.62 million. In 2022, we implemented the following initiatives:

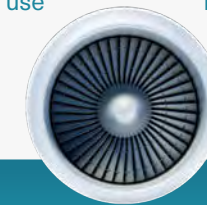
We efficiently used the Auxiliary Power Unit (APU)—engines that supply electrical power and acclimatization when aircraft are at airports. The APU can be replaced by Ground Power Unit (GPU), which has lower power consumption. We reduced the consumption of 1.22 million liters, which helped reduce 2,689 TonCO₂.



We carry out the optimal drinking water loading to maintain efficient water levels in the aircraft, according to the route type. With this efficient loading, we avoid carrying unnecessary weight that increases fuel consumption. Its use implied a reduction of 1,388 TonCO₂ due to the reduction of 0.55 million liters of Jet A/A1 fuel.



We use the Single Engine Taxi in/out—a process carried out when the aircraft is at airports, where ground movements are performed with a single engine, reducing fuel consumption by 25% in this phase. This policy led to a reduction of 2,903 TonCO₂ by avoiding the use of 1.15 million liters of Jet A/A1 fuel.



We install Split-Scimitar Winglets, i.e., wingtip attachments to our Boeing 737-800 aircraft. This allows for a 4% reduction in fuel consumption by decreasing lift-induced drag and enhancing aerodynamics. The installation successfully led to a reduction of 2,122 TonCO₂ by saving approximately 0.84 million liters of aviation fuel.



We use the FliteDeck Advisor, a tool for pilots that recommends the ideal altitude and speeds to save fuel and time according to the actual conditions detected during the flight. We achieved reductions of 1,761 TonCO₂, approximately 0.7 million liters of jet fuel.



We conduct safe planning of the flights heading to the Mexico City International Airport (AICM); we consider the Santa Lucía Airport (NLU) as an alternate destination with optimal operating and meteorological conditions, reducing extra fuel that implies more weight and consumption. By adopting this practice, we successfully reduced 944 TonCO₂ emissions by saving approximately 0.37 million liters of JetA/A1 fuel.





GRI (305-5)

Sustainable Aviation Fuel

We use Sustainable Aviation Fuels (SAF) from renewable sources. In 2022, more than 6,000 gallons (23,000 liters) of Sustainable Aviation Fuel (SAF) produced from animal fat waste were used. SAF complies with safety standards and sustainability criteria, allowing emissions to be reduced between 70-80%.

What is SAF?

Sustainable Aviation Fuel (SAF) is obtained from sustainable sources other than petroleum, such as used organic oils (e.g., cooking oil), forest or agricultural waste, crops unrelated to food security, or even carbon captured from the air and green hydrogen.

Sustainable Aviation Fuels must meet the following criteria:

- Fuel made from raw materials other than petroleum
- Complying with environmental (waste, water, emissions, biodiversity) and social (employment, human rights, local development) sustainability criteria in the production and supply chain.
- Complying with the technical specifications and certifications to be used in aircraft safely.

Some additional features of the SAF are:

Emissions reduction of up to 90% during the entire life cycle (extraction, processing, supply, and use) compared to traditional fossil fuel.

Today, only mixtures of a minimum of 50% of fossil fuel can be used commercially.

Reduces other harmful emissions such as particles and nitrogen oxides.

It is a renewable raw material.

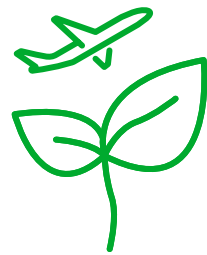
Its cost is usually 2-3 times higher than conventional fuel.

We have committed to the acquisition of 10% SAF by 2030. We are making progress with the increase in the consumption of sustainable fuels in the organization. Today, sustainable aviation fuels are not available in Mexico. However, we are looking for alternatives at the international airports where we operate. In 2022, using SAFs, we exceeded our emission reduction goal by 15%. In 2023, with the use of SAFs, we will strive to reduce emissions by 72 tons of CO₂.



We are working together with the Mexican authorities and participating in different national and international forums to help develop the industry of SAFs in Mexico and in the region. For this reason, in 2022, we participated in:

- The Aviation Environmental Committee of the Federal Civil Aviation Agency of Mexico created working groups for developing sustainable aviation fuels in Mexico together with government agencies and the private sector. This committee also analyzes environmental issues between government bodies and the aviation industry, such as noise, emissions management, and the UN 2030 Agenda.
- The Aviation Sustainability Committee of the National Chamber of Air Transport (CANAERO), which promotes efforts focused on the development of sustainable fuels in Mexico.
- We participated as a speaker in the Sustainable Aviation Fuels seminar and its importance for Mexico, organized by the Federal Civil Aviation Agency and Aeropuertos y Servicios Auxiliares (ASA).
- Participation in the Sustainable Aviation Futures Congress as a speaker in the "Latin America Focus: Providing an overview of sustainability strategies and decarbonization efforts in LATAM's aviation sector" panel.



GRI (3-3)

Vuela Verde Program

Our Vuela Verde program offers our customers and employees the possibility of offsetting the carbon footprint generated by their flight through a voluntary contribution for the purchase of carbon certificates from socio-environmental projects developed in Mexico that ensure and quantify that natural ecosystems are conserved and capture carbon and thus mitigate the impact of Climate Change.

The projects that make up the Vuela Verde program generate high-quality certificates under the Climate Action Reserve (CAR) scheme. These projects comply with high-quality international standards to quantify the reduction of greenhouse gas emissions, are evaluated by independent organizations, and ensure that carbon capture is monitored for at least 30 years. Today, we work with the Cultivo Land organization to acquire these carbon certificates.



In 2022, the investment raised in Vuela Verde was allocated to the Ejido San Lucas project in the State of Mexico. This socio-environmental project is focused on improving the forest management of the ejido (peasant community) with reforestation, ecotourism, and sustainable forest use activities. The CAR certification is powered by an online platform that tracks these certificates in a transparent and publicly accessible system.

Through the Vuela Verde program, we are contributing to the following:

- A sustainable forest management of 830 hectares of forest recovery.
- Protecting the habitat of vulnerable species (coyotes, white-tailed deer, fruit bats, and bobcats).
- Supporting 91 ejidatarios (peasants) (36% women) and the community development of 1,009 ejido inhabitants, of which 53% are women.

Thanks to the Vuela Verde voluntary contribution in 2022, we mitigated the impact of 3,941 tons of CO₂ (a historical record, 124% more than in 2021 and 69% more than in 2019). This equals 417 flights between MEX and MTY flying with zero emissions. This year, for the first time, we achieved compensation for the emissions of corporate clients when flying with Aeromexico, reaching an additional 318 tons of CO₂ neutralized.

Noise Management

Our pilots can follow noise abatement procedures under the noise reduction operational requirements applicable to some airports. In addition, we have Boeing 787 Dreamliner and Boeing 737 MAX aircraft equipped with engines reducing noise levels around airports and during flights by up to 40%. All our aircraft have a noise emission certification to comply with the strictest noise level limits regulated under the NOM-036-SCT3-2000 official standard, establishing the maximum noise emissions limits in aircraft.



(GRI 303-1, 303-2)

7.5. Water

Commitment to the Reduction and Care of Water Resources

We are committed to the environment and CSR, but especially to water care, as protecting one of our most valuable and—at the same time—most threatened natural resources on our planet are vital. To achieve this, we carry out initiatives that help us use this resource efficiently:

Our headquarters and the Eastern Hangar have water-saving toilets and sinks.

We have a process instruction for the aircraft exterior cleaning, ensuring efficient water use, whether in water or dry cleaning. 10% are aircraft dry washes.

We have implemented procedures that ensure compliance with the maximum permissible limits of contaminants under the Official Mexican Standards for wastewater discharge.

We have implemented procedures that ensure proper operation during the wastewater discharge from aircraft and the management of the different environmental aspects related to these activities.

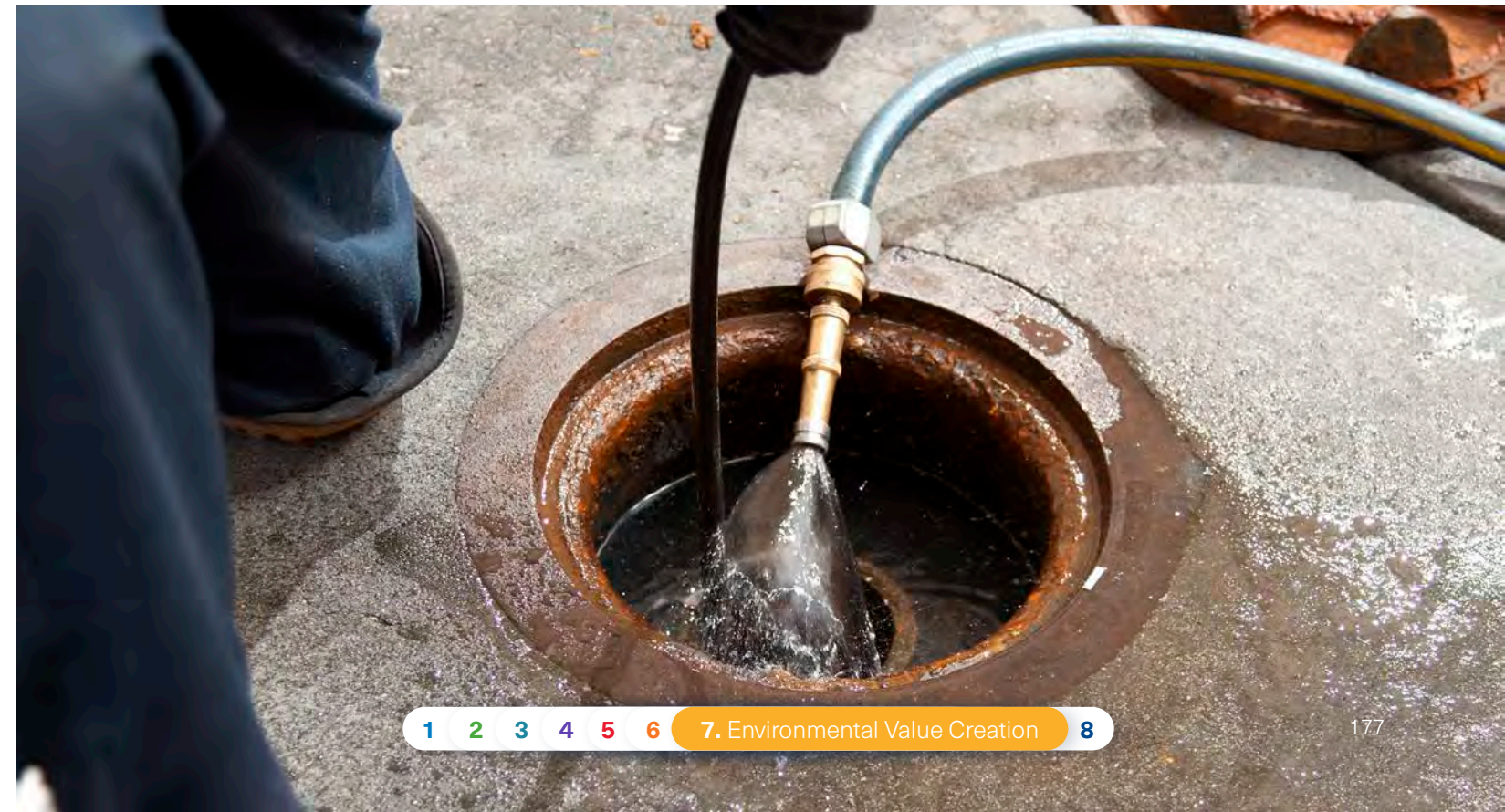
We have a process instruction that defines the sound environmental practices with the most efficient water use and the actions to prevent and address water leaks in all maintenance activities of the East Hangar and the platform in Terminal 2 of the AICM, managed by Aeromexico.

In 2022, we replaced airport fire-fighting water jets with a ribbon-cutting ceremony for inaugural and reopening flights. This was a significant change in celebrating route openings and reopenings in Mexico.

In 2023, we will implement a collected rainwater system in the East Hangar. We will harvest rainwater with sufficient quality for use in aircraft maintenance, service, and washing facilities. With this initiative, we will approximately reduce water use from 1,500 to 1,800 m3 per year.

Our water use at the Mexico City offices is considered a water stress area. For our Boeing 787 Dreamliner flights, we have implemented a drinking-water optimal loading procedure, reducing water use in high-water stress areas, while also reducing emissions from loading extra weight that is not used.

We met the goal of reducing water use in our East Hangar by 5%, from 300 gallons (1,143 liters)/aircraft service to 240 gallons (921 liters)/aircraft service, with a final reduction of 19% in the indicator.





(GRI 303-3, 303-4, 303-5)

Water consumption at each facility (m3)

Facility	2020	2021	2022
East Hangar	9,421	8,002	10,968
Service Terminal	7,146	6,379	10,910
Connect Hangar	17,000	13,732	18,854
Aeromexico Cargo	N/D	N/D	675
Cargo Terminal	N/D	N/D	414
Guadalajara Hangar	N/D	N/D	471
Total	33,567	28,113	42,292

The increase in water consumption results from the maintenance services and operations growth. For 2022, the consumption of three additional facilities is included. We analyzed the water consumption of six of the eight main Aeromexico operating hubs.

At the Eastern Hangar, all the water used goes to an airport's wastewater treatment plant. Additionally, the Eastern Hangar and the Connect Hangar are equipped with drinking water and demineralization plants, which facilitate its treatment once used. The water used is discharged into the public sewer at the other facilities in Mexico City.

Water discharge (m3)

Discharge destination	2020	2021	2022
Volume of effluents (m3) discharged to public sewer.	33,567	28,113	42,292

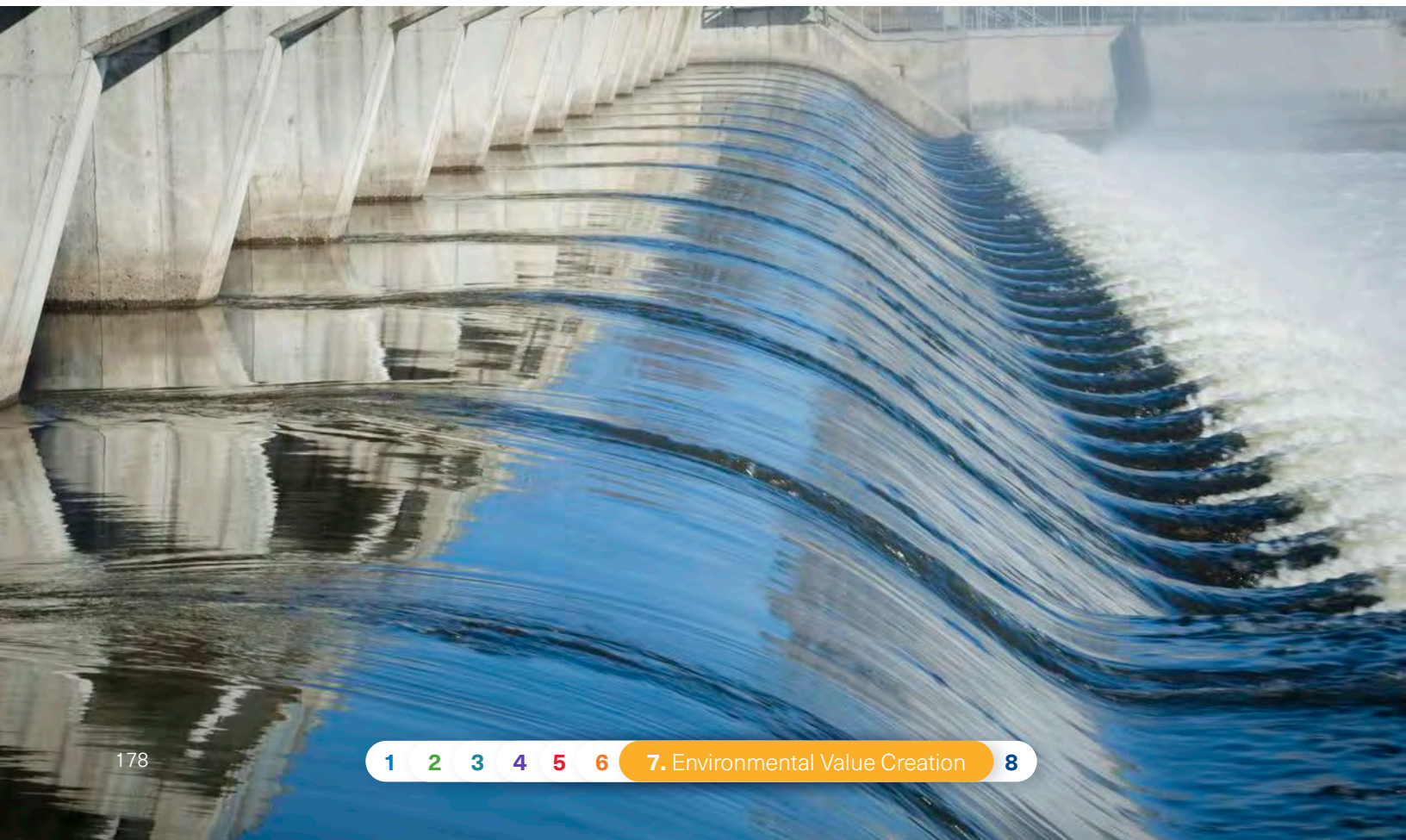
Note: All the water withdrawn is used.

The amount of wastewater is equal to the amount of drinking water since no losses or factors that significantly increase the amount of wastewater during the operating processes are identified. The controls we implement for properly managing discharges are expressed below.

Our wastewater discharges comply with the quality parameters of the NOM-001-SEMARNAT-1996 standard, establishing the maximum permissible limits of pollutants in wastewater discharges into national waters and assets.

Also, we comply with the NOM-002-SEMARNAT-1996 standard, establishing the maximum permissible limits of pollutants in wastewater discharges to urban or municipal sewage systems.

We comply with the NADF-015-AGUA-2009 standard, establishing the maximum permissible limits of pollutants in wastewater discharges from processes and services to Mexico City's drainage and sewage system from stationary sources. We have implemented procedures that establish guidelines to ensure proper operation during the wastewater discharge from aircraft and manage the different environmental aspects related to these activities.





GRI 306-1, 306-2, 306-3, 306-4, 306-5

7.6. Waste

Our commitments, aligned with the Environmental Policy, seek to promote the reduction of resource consumption based on the incorporation of reuse and recycling activities to diminish and prevent pollution associated with our activity, products, and services, thus reducing our environmental impact. Environmental audits are conducted to detect areas of opportunity for improvement and monitoring compliance.

The Eastern Hangar has internal procedures for correctly sorting and disposing of hazardous and non-hazardous waste. We have implemented waste management workshops and talks for employees.

We have hazardous and non-hazardous waste management plans authorized by the corresponding institutions complying with the highest (SEMARNAT and SEDEMA) standards. We have a procedure focused on waste management suppliers to standardize guidelines and ensure they have the certifications required by regulations, with an auditing process for regulatory compliance.

Waste Generation and Management

Waste	2020	2021	2022
Hazardous	79	79	253
Non-Hazardous	126	151	376

The reporting unit is tons (ton)



Solid waste generated (tons)

	Waste by venue	2022
Waste oil		17.22
Water with hydrocarbons		7.18
Industrial waste		67.33
Fluorescent lamps		0.32
Expired chemicals	Hazardous	1.55
Alkaline batteries	East Hangar	0.58
Non-anatomical waste		0.15
Caustic soda		0.02
Spent cadmium solutions		0.04
Aluminum		3.07
Cardboard		13.05
Newspapers		0.29
Paper		11.46
Tetra Pak		1.26
HDPE plastic	Non-hazardous	2.48
PET	East Hangar	7.73
Scrap		0.33
Plastic film		4.38
Glass		0.48
Magazines		3.28
Unused urban waste		180
Other hazardous waste	Hazardous at other venues*	159
Paper		36.44
Plastic	Non-hazardous	22.12
Lumber	Other venues*	17
Glass		55.23
Metal		34.46

*Other venues include Service Terminal, Aeroméxico Formación, and Connect Hangar. We managed waste from four of the eight main Aeroméxico operating hubs.



GRI 306-4, 306-5

In 2022, hazardous waste was generated, such as waste oil, alkaline batteries, caustic soda, or spent cadmium solutions. After an authorized service supplier collected this waste, it was disposed of for various treatments: incineration, confinement, co-processing, and recycling.

Non-hazardous waste was also generated, such as aluminum, cardboard, glass, and plastic, with the capacity to be sorted and reused through recycling. The most significant composition of hazardous waste is industrial waste, a large percentage of which includes contaminated rags used in aircraft maintenance. Consequently, in October 2022, the washable (reusable) rag program was officially incorporated. This program involves sorting rags in special containers for temporary storage, sending them to an authorized supplier to wash them, and reincorporating them into the process. This initiative should minimize approximately 37% of hazardous waste—a reduction of more than 20 tons per year.

Additionally, there are circular economy initiatives to refill product containers with suppliers of the same products.

We have indicators and goals for the intensity of hazardous waste generated in the Eastern Hangar. Our goal in 2022 was to reduce hazardous waste generation per aircraft service by 5%. This objective was exceeded, and the reduction in intensity was 20.34%, generating 9.04 kg of hazardous waste per plane service.

Waste Generated by Type of Final Destination

Recovery operation	2020	2021	2022
Hazardous Waste			
Confinement	0.41	0.73	0.90
Co-processing (incinerated with energy recovery)	46.78	54.7	67.33
Incineración (sin recuperación energética)	0.03	0.03	0.15
Treatment	12.25	8.07	8.80
Recycling	19.45	8.07	17.22
Hazardous waste at other venues			159
Non-hazardous waste			
East Hangar Recycling	30.1	28.19	47.81
Recycling at other venues			148.28
East Hangar landfill	95.8	122.85	180

The waste generated on our flights is mainly managed, used, and/or treated by airports and in-flight catering suppliers following local and national legislation applicable to each destination. We carried out the final disposal of waste from four of the eight main Aeromexico operating hubs.

Paperless

As a fundamental part of the efforts to reduce the consumption of materials such as paper and its associated waste, we continue working on innovative processes with which we seek to develop new technologies to digitalize the operational information of our forms used in our airport network. As a result, in 2022, we digitalized 66% of our operational forms, i.e., we reduced the consumption of 6.5 million sheets of paper.





7.7. Commitment to the Protection of Biodiversity

We are committed to the fight against illegal wildlife trafficking—a crime considered the fourth most lucrative in the world, seriously endangering ecosystems, safety, and health. Since 2016, we have been signatories of the Buckingham Palace Declaration focused on combating this crime.

Mexico is the sixth country in the world with the highest cases of illegal wildlife trafficking and is the first in the Americas. Air transport is the most accessible means for traffickers to transport species or their parts illegally. Therefore, in 2021 Aeromexico launched a declaration against illegal wildlife trafficking, focusing on three pillars:

Training:

Aimed at employees with a key role in detecting this crime.

Policies and Procedures:

Involving all the areas involved.

Customers:

Making them aware, as they can help to denounce and eradicate this practice.



In 2022, we reinforced our commitment against illegal wildlife trafficking and developed the following activities:

- A talk about illegal wildlife trafficking in aviation and how to detect and act in these cases. 82 employees attended, mainly from operational areas, such as cargo and airport areas. This talk was given by the World Wildlife Fund (WWF) and the Federal Attorney's Office for Environmental Protection (PROFEPA, in Spanish).
- Since this year, we have been working with CANAERO / IATA / WWF / PROFEPA to prepare a protocol that helps standardize practices to recognize and report possible cases of illegal wildlife trafficking. This protocol is still under construction and revision. It is expected to be publicly released in 2023.

¹⁸ The National Chamber of Air Transport (Cámara Nacional de Aerotransportes) has become a strong, plural, and collaborative entity that represents and promotes the activities of its members and seeks the sustainable development of the Air Industry in Mexico.

¹⁹ The World Wide Fund for Nature is an NGO founded in 1961 devoted to environmental conservation.

²⁰ The Federal Attorney's Office for Environmental Protection (Procuraduría Federal de Protección al Ambiente) is the agency in charge of caring for and preserving the environment throughout Mexico and inspecting and monitoring compliance with laws for environmental protection.





SkyTeam Sustainable Flight Challenge

In 2022, SkyTeam launched the challenge to promote innovation and sustainability in the group’s member airlines. The goal is accelerating sustainability in a joint mission to generate a more sustainable future for global aviation.

The Sustainable Flight Challenge consisted of operating flights in the most sustainable way possible during May 2022. Pilot plans and environmental innovations were applied, and then the lessons learned among airlines were shared to incorporate and tropicalize the most viable innovations in regular operation.

16 airlines participated with 22 flights in 14 categories focused on environmental impact, sustainable ideas, and collaboration. Aeromexico participated in two long-haul flights (Mexico City, MX – Amsterdam, Netherlands) and one short-haul flight (Mexico City, MX – Vancouver, CAN). In these flights, we applied 46 initiatives, of which 44% were completely new. Some initiatives implemented were:

Sorting of onboard waste for better use.

Vaso por el Mundo—delivery of reusable cups to avoid using disposable cups.

Biodegradable catering products, such as trays and cutlery, among other products.

Car-pooling transportation for customers from different points of Mexico City to the airport.

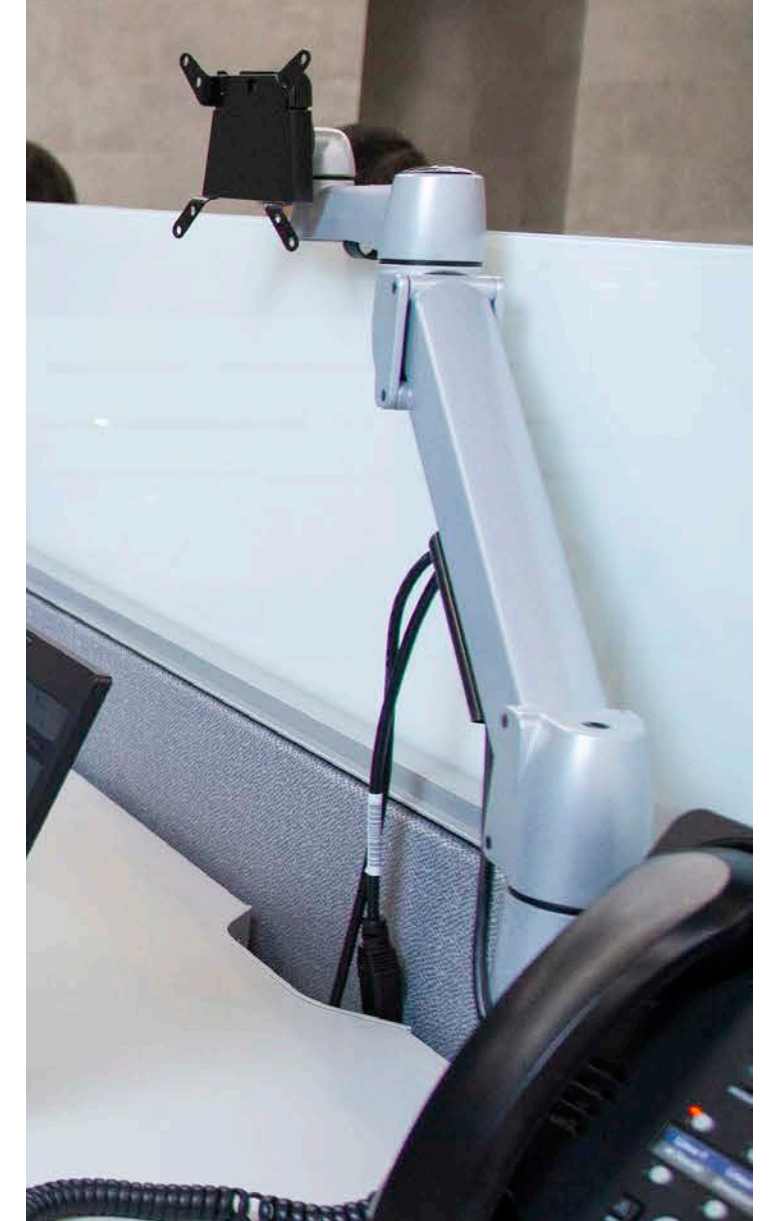
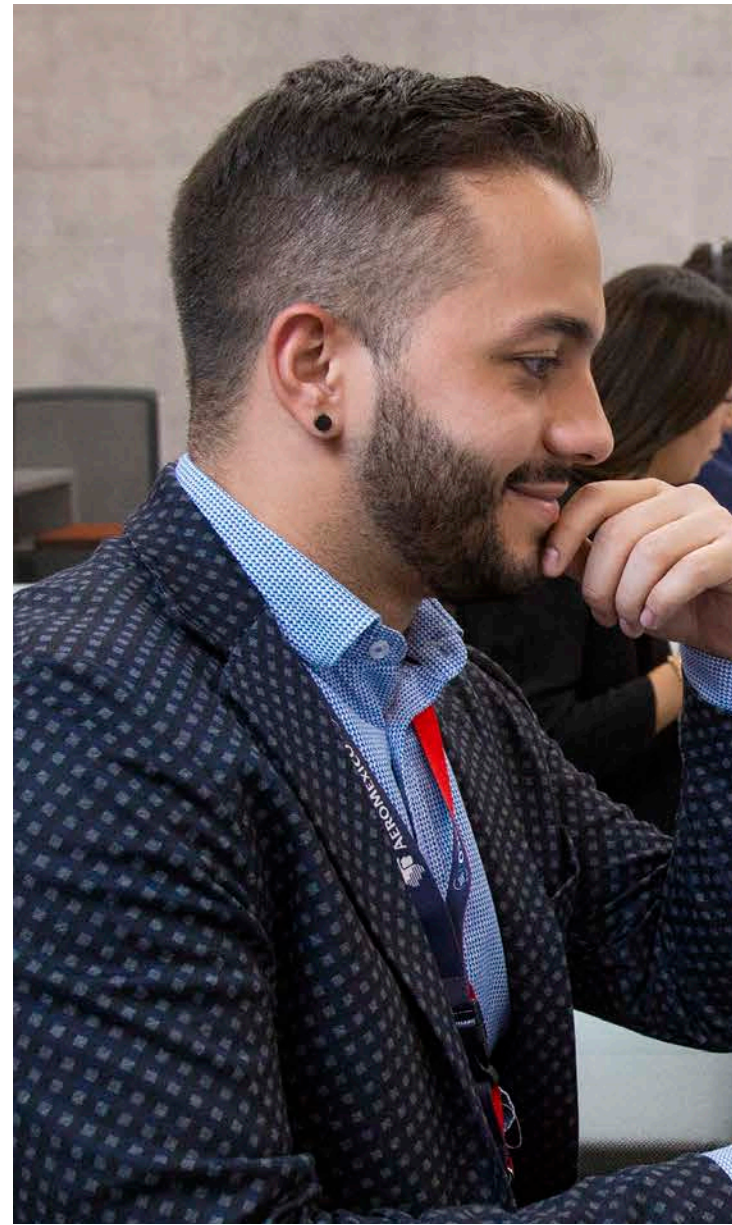
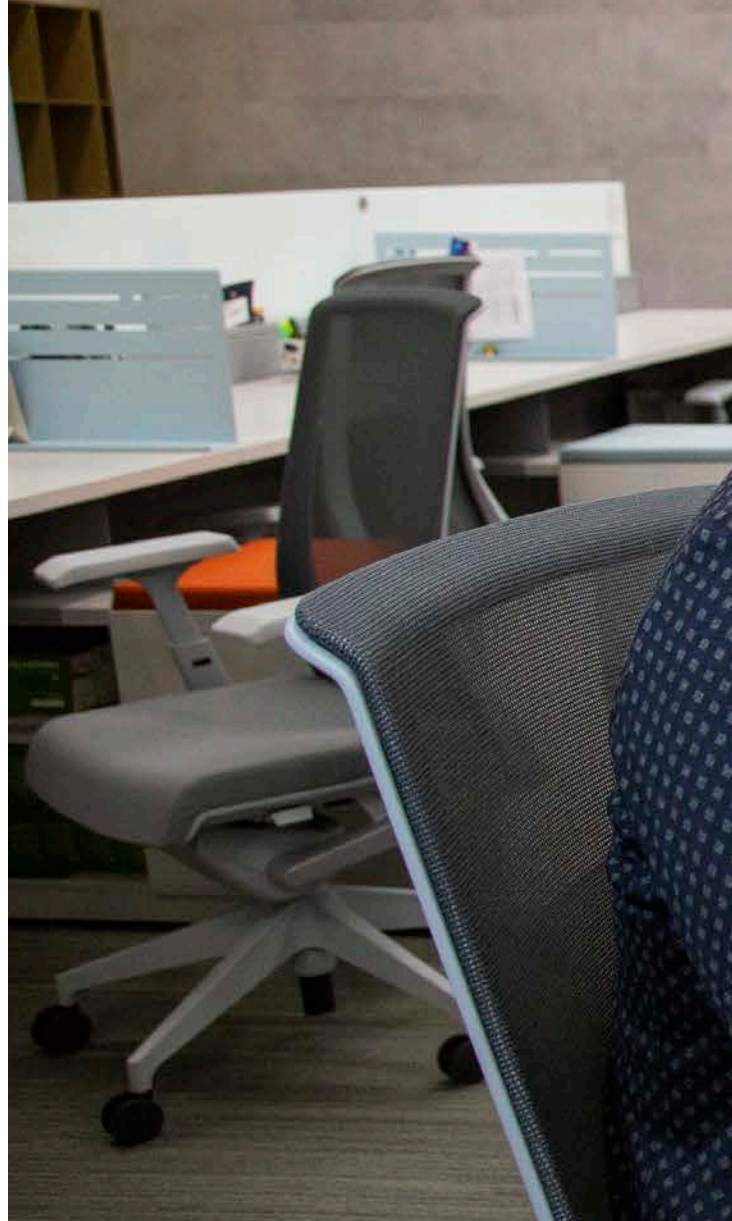
Sustainable products such as blankets, pillows, and Amenity Kits made from recycled materials and reusable bags for Premier kits.

Optimization of ground times to reduce ground equipment fuel.

Fuel efficiency initiatives related to route optimization, technologies for optimal ascent, and flight techniques.



These efforts reduced 20.3 tons of CO2 in in-flight and ground operations, equivalent to 2,797 cars not used for one day. According to IATA, we generated 50% less waste than the industry average. Thanks to these achievements, we won the Best Employee Engagement category and were finalists in the Lowest Emissions in Long & Medium-haul Flights and the Best Alliance categories. With these efforts, we will collaborate to improve the environmental performance of Grupo Aeroméxico.



8. Economic performance



Economic performance

8.1. Operational and Financial Performance

Income Statement

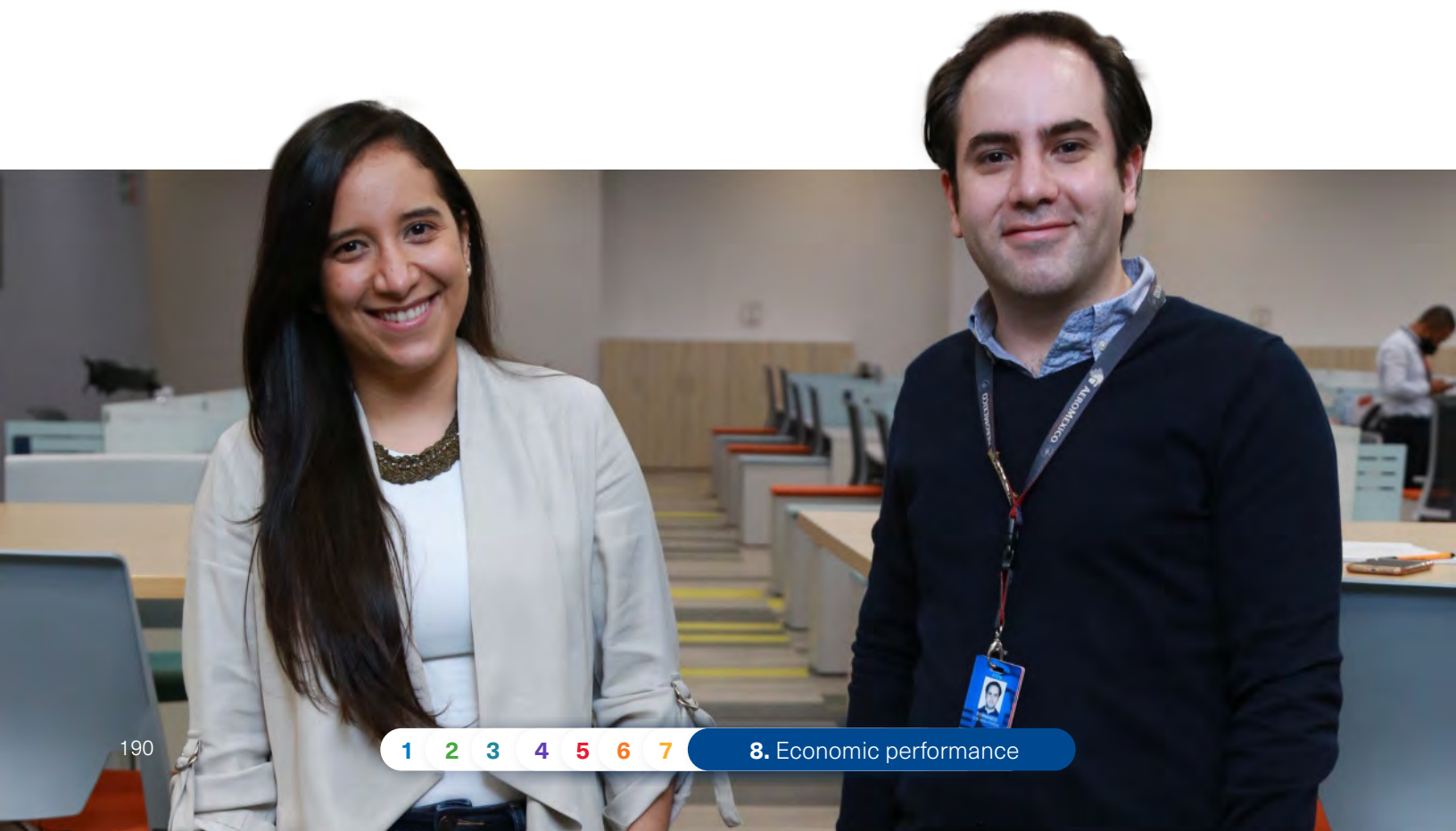
(Figures in millions of Pesos)

	2020	2021	2022	Variation 22-21	Variation 22-21 (%)
Operating revenue	\$28,522.10	\$45,461.40	\$76,514.40	\$31,053.00	68.3
Operating expenses	\$63,722.20	\$58,620.10	\$66,564.30	\$7,944.20	13.6
Operating loss (income)	-\$35,200.10	-\$13,158.70	-\$9,950.10	-\$23,108.80	-175.6
Total financial costs	\$7,783.00	\$8,050.70	\$7,782.80	\$ (267.90)	-3.3
Loss before income tax	\$42,983.10	-\$21,209.40	\$2,167.30	\$23,376.70	-110.2
Income tax	\$454.00	\$2,427.80	-\$236.90	\$ (2,664.70)	-109.8
Net loss for the year	\$42,529.10	\$18,781.60	\$2,404.20	\$21,185.80	-112.8

Balance Sheet

(Figures in millions of Pesos)

	2020	2021	2022
Cash, cash equivalents, and restricted cash	\$8,201.30	\$20,039.00	\$16,306.00
Financial assets, including investments and derivative financial instruments	\$37.60	-	
Accounts receivable, net	\$3,655.70	\$4,016.30	\$7,576.00
Inventories	\$1,359.60	\$1,589.20	\$1,877.00
Other assets	\$487.60	\$709.90	\$873.00
Current assets	\$13,741.80	\$26,354.40	\$ 26,632.00
Property and equipment, including right-of-use	\$55,252.20	\$49,405.40	\$51,020.00
Prepayments and deposits	\$4,654.90	\$3,041.00	\$2,469.00
Other non-current assets	\$6,085.70	\$8,047.00	\$29,847.00
Total assets	\$79,734.60	\$86,847.80	\$109,968.00
Current maturities of financial debt	\$62,905.90	\$39,034.30	\$9,951.00
Unused transportation sold	\$8,492.90	\$13,838.20	\$15,079.00
Other current liabilities	\$25,372.60	\$46,508.70	\$25,262.00
Current liabilities	\$96,771.40	\$99,381.20	\$ 50,292.00
Financial debt, excluding current maturities	\$9,351.10	\$36,948.10	\$56,988.00
Other non-current liabilities	\$6,563.70	\$5,025.00	\$14,271.00
Total liabilities	\$112,686.20	\$141,354.30	\$ 121,551.00
Capital stock	\$ 3,544.60	\$3,544.60	\$55,758.61
Retained earnings and reserves	\$36,496.20	\$58,051.10	-\$67,341.61
Total shareholders' equity (deficit)	\$32,951.70	\$54,506.50	-\$11,583.00





(GRI 201-1)

8.2. Economic Value Generated and Distributed

We generate value for our stakeholders through a solid performance reflected in our customers' satisfaction and supported by transparent and solid financial results presented below.

Grupo Aeroméxico, S.A.B. de C.V. Economic Value Generated and Distributed (Figures in millions of Pesos)

	2020	2021	2022
Income	\$28,522.10	\$ 45,461.00	\$76,514.40
Economic Value Generated (EVG)	28,522.10	45,461.00	76,514.40
Salaries and benefits (workforce)	10,161.50	10,077.30	12,809.90
Other operating expenses (suppliers)	26,803.20	40,154.70	44,606.30
Payment to capital providers (creditors and shareholders)	7,783.00	8,007.70	7,782.80
Payments to the government (taxes and contributions)	-453.6	-2,428.30	-236.9
Infrastructure investment (CapEx)	1,777.62	2,470.76	3,999.11
Donations (community)	10.7	13.9	15.3
Economic Distributed Value (EDV)	\$46,082.42	\$58,296.06	\$68,976.51
Retained Economic Value	-\$17,560.32	-\$12,835.06	\$7,537.89

*This year, a new methodology was used to calculate the economic value generated and distributed (EVG and EDV), so the 2021 and 2020 recalculation was made for comparability purposes.

We can see a significant increase in revenue as Covid-19 restrictions eased and people began traveling again, which is reflected in business growth. Salaries and benefits (workforce) remained relatively stable in 2020 and 2021 but increased in 2022, which is supported by the increase in the workforce. Supplier expenses remained above MXN\$40 billion, indicating a stable relationship with them.

As for payments to capital providers, we can observe a constant increase throughout the three years, explained by our growth financing.

Regarding payments to the government, in the three years, the tax was negative, i.e., it is considered an income, not a cost. This is because the deferred tax (income) was greater than the tax paid (expense). The tax paid in 2020 and 2021 had the same trend, while in 2022, it increased due to the incorporation of PLM. On the other hand, the deferred tax had the same trend in 2020 and 2022 and was significantly modified in 2021 due to the items associated with the restructuring process. All the movements described above are not due to amendments in tax legislation.

The CapEx (infrastructure investment) increased in 2020, decreased in 2021, and increased again in 2022 due to investment in new projects and infrastructure improvements.

Finally, the economic distributed value (the sum of salaries, benefits, other operating expenses, payments to capital providers, payments to the government, and infrastructure investments) increased steadily over the three years.





Appendixes



GRI (3-1, 3-2)

Appendix I: ESG Management Approach

Materiality Assessment



At Aeromexico, our vision of sustainability has become a cornerstone to achieving our objectives at the Flight Plan's center. Our stakeholders' needs and issues of importance are constantly evolving. Therefore, in 2022, we updated our materiality analysis, which allowed us to establish our strategic priorities.

To conduct our materiality assessment, we conducted a detailed analysis that included our most important stakeholders' consultation and active participation. We followed the double materiality methodology, including impact and financial materiality.

Impact Materiality

Impact or socio-environmental materiality reflects the most significant impacts of the Company outwards: on the Economy, the environment, and people. These impacts can have positive or negative consequences for the Company (in its operation, reputation, and finances). It is a materiality that responds to all stakeholders.



Financial Materiality

Financial materiality focuses on ESG factors that may potentially impact our financial performance, operating income, and cash flows; i.e., ESG issues related to the Company in a financial fashion. This materiality responds to the concerns of investors. We apply the issues established by the Sustainability Accounting Standards Board (SASB) initiative for the airline, air cargo, and logistics sectors.

Methodology

To determine our priority issues, we follow these steps:

Identification

We map potentially relevant issues, analyzing our sector's principal risks and opportunities. We rely on benchmarks to manage ESG issues and airport sector trends.

Prioritization

We prioritize some potential issues through online surveys, focus groups, and interviews with our main stakeholders (employees, customers, airports, authorities, industrial chambers, community, shareholders, and suppliers) and with our senior management to have an internal perspective on these issues.

Validation

To integrate the financial materiality approach, we analyze the Sustainability Accounting Standards Board (SASB) parameters of the Airlines and Air Cargo & Logistics sector and consolidate both matrices for their validation.

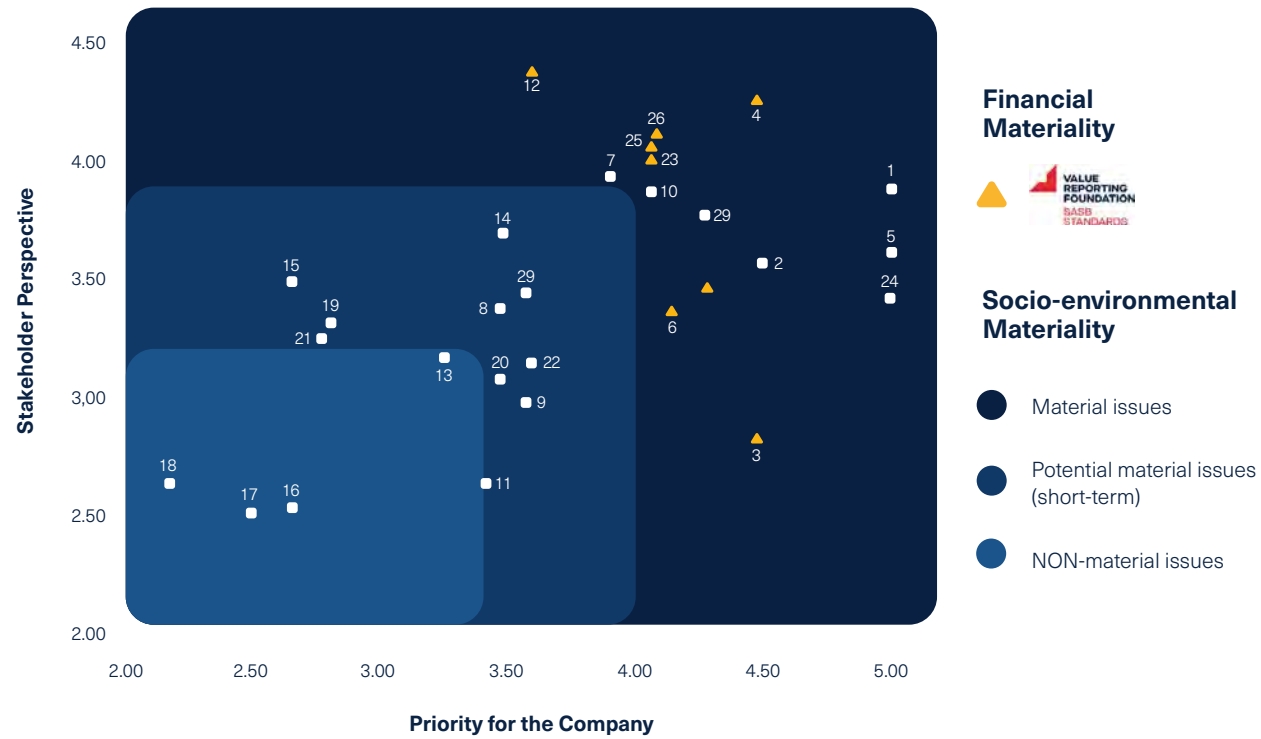


GRI (3-2)

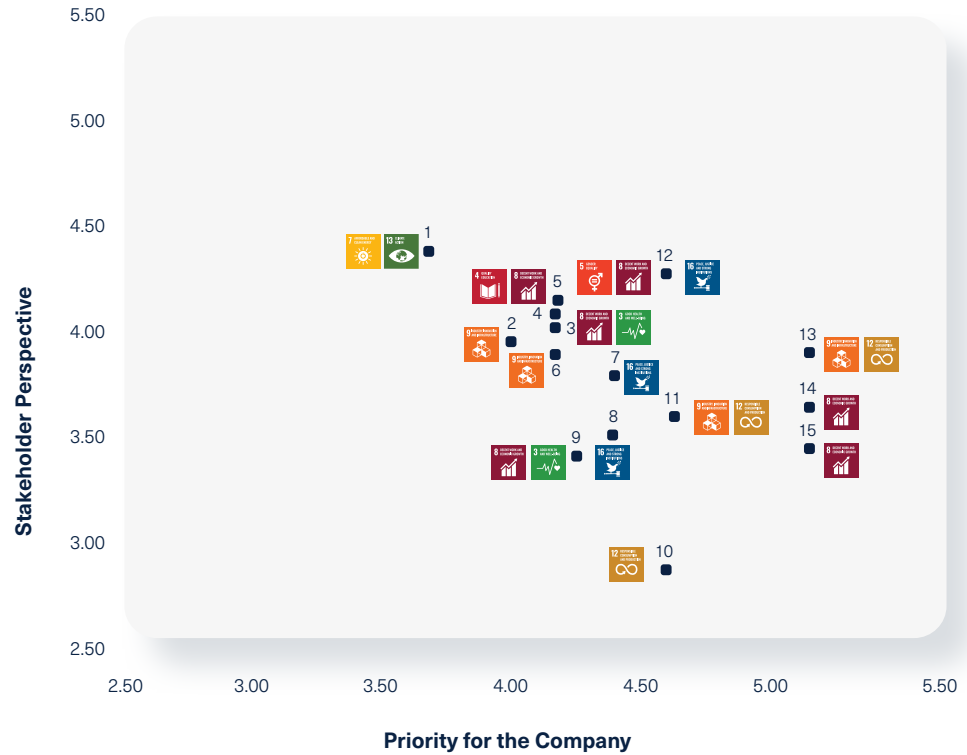
As a result of this analysis, the priority issues were classified as follows:

We correlate our material issues with the Sustainable Development Goals.

Integrated Materiality Matrix



Impact Matrix



These issues constitute the basis for defining our medium- and long-term action plans.

Also, other material issues were identified in the short and medium term:

- Material topics (15)**
- 4 Regulatory Compliance
 - 5 Economic Performance
 - 24 Recruitment and Retaining Talent
 - 26 Diversity and Equal Opportunities
 - 25 Training & Professional Development
 - 23 Occupational Health and Safety
 - 2 Market Presence
 - 28 Relationship with Authorities
 - 12 GHG Emissions Management
 - 10 Digital Transformation
 - 7 Air Connectivity
 - 27 Ethics and Anti-corruption
 - 6 Operational Safety (Security + Safety)
 - 3 Sustainable Chain Supply

- Emerging Issues (11)**
- 14 Climate Change
 - 29 Corporate Governance
 - 8 Operational Timeliness
 - 22 Work Environment
 - 9 Innovation and Development
 - 20 Human Trafficking
 - 13 Hearing Pollution (Noise)
 - 15 Circular Economy
 - 19 Inclusive Products and Services
 - 11 Cybersecurity
 - 21 Social Investment

- Non-material Issues (3)**
- 16 Tourism
 - 17 Species Trafficking
 - 18 Locally Sourced Food

- 1 GHG Emissions Management
- 2 Air Connectivity
- 3 Occupational Health and Safety
- 4 Training & Professional Development
- 5 Diversity and Equal Opportunities
- 6 Digital Transformation
- 7 Hearing Pollution (Noise)
- 8 Relationship with Authorities
- 9 Ethics and Anti-corruption
- 10 Operational Safety
- 11 Market Presence
- 12 Regulatory Compliance
- 13 Passenger/Customer Experience
- 14 Economic Performance
- 15 Recruitment and Retaining Talent



Appendices

Contribution to the Sustainable Development Goals (SDGs)

Our business model has a sustainable and shared value approach to actively contribute to solving current societal issues and global challenges.

We are committed to the United Nations Sustainable Development Goals (SDGs). We focus on those SDGs to which we can contribute significantly and in accordance with our material issues. We are also in line with our type of business, operation, and the different audiences we serve.

Correlation between Material Issues and SDGs

1. GHG Emissions Management



2. Air Connectivity



3. Occupational Health and Safety



4. Training & Professional Development



5. Diversity and Equal Opportunities



6. Digital Transformation



7. Relationship with Authorities



8. Ethics and Anti-corruption



9. Operational Safety



10. Responsible Supply Chain



11. Market Presence



12. Regulatory Compliance



13. Passenger/Customer Experience



14. Economic Performance



15. Recruitment and Retaining Talent



SDG 17 is presented cross-cutting by its focus on partnerships of value to deal with the different material issues.

SDGs

3 Good Health and Well-being

4 Quality Education

5 Gender Equality

7 Affordable and Clean Energy

Material Issue	Contribution	Indicators
-Employees' Health and Safety -Operational Safety (Security + Safety)	-We are committed to maintaining and preserving the health and well-being of our employees, passengers, and other stakeholders. This is why we have a Health and Hygiene Management System (SGSH, in Spanish). -We minimize the risk of air or ground accidents through our safety management system (SMS). -We have a Security Department, which prevents situations where the safety of the aircraft or that of passengers, crew, or the general public is compromised.	0 deaths due to accidents or occupational diseases. We were recognized by the Mexican Social Security Institute with the Safe and Healthy Work Environments (ELSSA, in Spanish) Award for our excellent performance in health and safety. No plane accident. We reduced the operational safety index by 21.3%.
-Training & Professional Development	-We are committed to the professional development of our employees through the LinkedIn Learning platform. -We provide specialized technical training in Compliance, Safety, Security, and Occupational Safety and Health.	We gave 831,845 hours of training.
Diversity and Equal Opportunities	-We have implemented several programs and actions to promote a culture of diversity and equity.	47% of our female employees are in paid roles. 39% of the female workforce is in STEM positions.
GHG Emissions Management	-We are constantly seeking actions to reduce energy consumption and increase energy efficiency.	We have a fuel efficiency program—implemented ten years ago—focused on applying new technologies and process optimization. We were 40% more efficient than 17 years ago. So far, 2022 has been the most efficient year for energy consumption per ton-kilometer transported (RTK).

SDGs	Material Issue	Contribution	Indicators
8 Decent Work and Economic Growth	-Employees' Health and Safety		
	-Employees Recruitment and Retaining Talent	-We encourage talent retention through different benefits that contribute to the well-being of our employees by creating an excellent internal culture and supporting professional development.	2,034 new hires 30% are internal hires
	-Training & Professional Development		14.30% are home-office employees
	-Economic Performance		
9 Industry, Innovation, and Infrastructure	-Air Connectivity	-We have improved the products and services we offer our customers so that they have a better travel experience with our value chain innovations.	518 daily departures on average
	-Supply Chain		Average age of the fleet: 7.97 years
	-Passenger Experience		21,724,355 passengers transported Passenger load factor in the last fiscal year: 80% (short haul) and 83% (long haul).
12 Responsible Consumption and Production	-Passenger/Customer Experience	-We promote the responsible consumption of products during our flights by reducing materials and recycling waste. -We buy local products and services to promote the local economy.	We have replaced 27 onboard items with biodegradable or recyclable products.
13 Climate Action	-GHG Emissions Management	-We monitor and manage our greenhouse gas (GHG) emissions in accordance with national and international standards.	We are committed to consuming 10% of Sustainable Aviation Fuel (SAF) by 2030 as part of the Clean Skies for Tomorrow initiative. Vuela Verde Emission Compensation Program We incorporated 17 B737 MAX-8 and B737 MAX-9 aircraft, generating up to 17% fewer emissions than B737 NG aircraft. We also incorporated a B787-9 Dreamliner aircraft that reduces emissions by up to 25% compared to other wide-cabin aircraft.

SDGs	Material Issue	Contribution	Indicators
16 Peace, Justice, and Strong Institutions	-Ethics and Anti-corruption	-We have implemented a Code of Conduct that establishes our ethical, legal, and transparent principles.	100% of employees trained in the Code of Ethics We have an ethics line so that anyone can make inquiries or complaints.
	-Regulatory Compliance	-We regulate ourselves through several policies to maintain a responsible relationship with our employees, customers, and other stakeholders.	Zero complaints for anti-competitive conduct or unfair competition.
	-Relationship with Authorities	-Our employees comply with our ethical principles through training.	Zero cases of corruption.





Appendices

Stakeholder Engagement

We understand the importance of creating value and fostering a service culture with our different stakeholders, whom our activities may directly or indirectly impact. We prioritize open and transparent communication through different participation channels and personalized attention for each stakeholder. We understand the importance of building trust in a context of change and are constantly working to achieve it.

We have identified all our stakeholders and the dialogue mechanisms that facilitate and enhance communication and transparency with each of them.



(GRI 2-29)

Stakeholders	Commitment	Communication Channel
Shareholders	Safeguard their investment through the constant growth of our business and the transparency in decision-making and financial results of the Group.	<ul style="list-style-type: none"> Website Newspapers Financial Reports Board of Directors
Customers	Position our customers at the core of our decision-making, offering them the best travel experience at each stage of the flight. We do our best to satisfy their needs, ensuring their health and safety.	<ul style="list-style-type: none"> Website E-mails Social media Satisfaction survey Mobile app Customer service desks Aircraft screens Aeromexico magazine Focus groups
Authorities	<p>Contribute to Mexico's socioeconomic development under criteria of general interest and in compliance with applicable legislation and regulations.</p> <p>Be part of the relationship between the public and private sectors to improve Mexico's main gaps, including achieving the Sustainable Development Goals (SDGs).</p>	<ul style="list-style-type: none"> Website Newspapers Open dialogue Financial reports Public partnerships

Stakeholders	Commitment	Communication Channel
Employees	<p>Ensure professional and personal well-being through a safe workplace, work environment, and specific health and conciliation initiatives both for internal and external employees.</p> <p>Support training and career development, guaranteeing equal opportunities and non-discrimination in a culture of respect.</p>	<ul style="list-style-type: none"> • Intranet • E-mails • Signage in common areas • Ethics Line • Face-to-face and online training • Performance evaluations
Industrial chambers	<p>Make joint efforts to implement projects and initiatives to achieve the sustained development of the Mexican industry.</p>	<ul style="list-style-type: none"> • Website • Newspapers • Open dialogue • Financial reports • Public partnerships
Airport services	<p>Provide the relevant operational premises for their activities so that we can offer our passengers a quality service.</p>	<ul style="list-style-type: none"> • E-mail • Commercial area • Website • Business partnerships
Community	<p>Contribute to social development through connectivity and helping meet local communities' needs.</p>	<ul style="list-style-type: none"> • Social media • Website • Periodic meetings • Open dialogue
Suppliers	<p>Ensure transparent and fair procurement processes under quality standards that contribute to the development of both parties, creating sustainable relationships over time.</p>	<ul style="list-style-type: none"> • E-mail • Performance and procurement evaluations • Procurement/Administration Department • Website





Disclosure

GRI Content Index

Declaration of Use

Aeromexico has prepared this report in accordance with the GRI Standards for the period from January 1 to December 31, 2022

General Disclosures	GRI Standard	Content	GRI Standard	Omitted Requirement	Omission Reason	Explanation	SDGs	Global Compact	Location	
GRI Standard	GRI 2: General Disclosures 2021	Organizational details	2-1						7, 10, 11	
		Entities included in the organization's sustainability reporting	2-2						7, 10, 11	
		Reporting period, frequency and contact point	2-3						7	
		Restatements of information	2-4						7	
		External assurance	2-5						7	
		Activities, value chain and other business relationships	2-6						10, 11, 14, 18, 19, 20, 21, 22, 23, 30, 31, 32, 33, 34, 35, 136, 137	
		Employees	2-7						105, 106, 107	
		Workers who are not employees	2-8						Not available	
		Governance structure and composition	2-9						66, 67, 68, 69, 70, 71, 72, 73, 74, 75	
		Nomination and selection of the highest governance body	2-10						70, 71	
		Chair of the highest governance body	2-11						68, 69	
		Role of the highest governance body in overseeing the management of impacts	2-12						72, 73, 74, 75, 90, 91, 92	
		Delegation of responsibility for managing impacts	2-13						72, 73, 90, 91, 92	
		Role of the highest governance body in sustainability reporting	2-14						7	
		Conflicts of interest	2-15						81	
		Communication of critical concerns	2-16						72, 73	
		Collective knowledge of the highest governance body	2-17						70, 71, 74, 75	
		Evaluation of the performance of the highest governance body	2-18						72, 73	
		Remuneration policies	2-19						72, 73, 117	
		Process to determine remuneration	2-20						72, 73, 117	
		Annual total compensation ratio	2-21		Compensation ratio	Confidential	For security reasons we cannot disclose this information.			
		Statement on sustainable development strategy	2-22							4
		Policy commitments	2-23							12, 13, 46, 76, 77, 78, 79, 129
		Embedding policy commitments	2-24							46, 76, 77, 78, 79

General Disclosures	GRI Standard	Content	GRI Standard	Omitted Requirement	Omission Reason	Explanation	SDGs	Global Compact	Location
GRI Standard	GRI 2: General Disclosures 2021	Processes to remediate negative impacts	2-25						36, 37, 54, 55, 56, 90, 91, 92
		Mechanisms for seeking advice and raising concerns	2-26						88, 89
		Compliance with laws and regulations	2-27						89
		Membership associations	2-28						24, 25, 26, 80
		Approach to stakeholder engagement	2-29						190, 191, 192
		Collective bargaining agreements	2-30						106
GRI Standard	GRI 3: Material Topics 2021	Process to determine material topics	3-1						182, 183
		List of material topics	3-2						182, 183, 184, 185
Economic Performance	GRI 3: Material Topics 2021	Management of material topics	3-3						178, 179
	GRI 201: Economic Performance 2016	Direct economic value generated and distributed	201-1				4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3		178
		Financial implications and other risks and opportunities due to climate change	201-2				8.2, 8.5	Principle 7	93, 94, 95, 96
		Defined benefit plan obligations and other retirement plans	201-3				5.1, 8.5, 10.3		120
		Financial assistance received from government	201-4				5.1, 8.5, 8.6, 10.3		Grupo Aeroméxico is a private enterprise, which is why we don't receive any kind of government contributions.
	GRI 203: Indirect Economic Impacts 2016	Infrastructure investments and services supported	203-1				8.1, 8.2, 9.1, 9.4, 9.5		122
		Significant indirect economic impacts	203-2				13.1		We haven't identified negative impacts.
Sustainable Chain Supply	GRI 3: Material Topics 2021	Management of material topics	3-3						136, 137, 139, 140
	GRI 204: Procurement Practices 2016	Proportion of spending on local suppliers	204-1				8.3		138
Business Ethics and Anti-corruption	GRI 3: Material Topics 2021	Management of material topics	3-3						76, 77, 82, 83, 86
	GRI 205: Anti-corruption 2016	Operations assessed for risks related to corruption	205-1				9.1, 9.4	Principle 10	87
		Communication and training about anti-corruption policies and procedures	205-2				9.1, 9.4	Principle 10	72, 73, 78, 79, 81, 138
		Confirmed incidents of corruption and actions taken	205-3				1.2, 1.4, 8.1, 8.3, 8.5	Principle 10	81
GRI 206: Anti-competitive Behavior 2016	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1				16.3, 16.10		82, 83	

General Disclosures	GRI Standard	Content	GRI Standard	Omitted Requirement	Omission Reason	Explanation	SDGs	Global Compact	Location
GHG Emissions Management	GRI 3: Material Topics 2021	Management of material topics	3-3						93, 94, 95, 96, 144, 145, 160, 161
	GRI 302: Energy 2016	Energy consumption within the organization	302-1				7.2, 7.3, 8.4, 12.2, 13.1	Principles 7, 8	148, 149
		Energy consumption outside of the organization	302-2	Energy consumption outside of the organization	Not available	The organization does not keep records of this information			-
		Energy intensity	302-3				7.3, 8.4, 12.2, 13.1	Principle 8	148, 149
		Reduction of energy consumption	302-4				7.3, 8.4, 12.2, 13.1	Principles 8, 9	148, 149
		Reductions in energy requirements of products and services	302-5						150
	GRI 305: Emissions 2016	Direct (Scope 1) GHG emissions	305-1				3.9, 12.4, 13.1, 14.3, 15.2		150, 151, 152, 153
		Energy indirect (Scope 2) GHG emissions	305-2				8 3.9, 12.4, 13.1, 14.3, 15.2		150, 151, 152, 153
		Other indirect (Scope 3) GHG emissions	305-3				8 3.9, 12.4, 13.1, 14.3, 15.2		150, 151, 152, 153
		GHG emissions intensity	305-4				13.1, 14.3, 15.2		154
		Reduction of GHG emissions	305-5				9 13.1, 14.3, 15.2		156, 157, 158, 159
		Emissions of ozone-depleting substances (ODS)	305-6	Emissions of ozone-depleting substances (ODS)	Not available	The organization does not keep records of this information			-
		Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	305-7				9 13.1, 14.3, 15.2		154
Regulatory Compliance	GRI 3: Material Topics 2021	Management of material topics	3-3					76, 77	
Recruitment and Retaining Talent	GRI 3: Material Topics 2021	Management of material topics	3-3					104, 118, 119, 120, 121	
	GRI 401: Employment 2016	New employee hires and employee turnover	401-1				5.1, 8.5, 8.6, 10.3		108, 109
		Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2				3.2, 5.4, 8.5		118, 119
		Parental leave	401-3				3.2, 5.4, 8.5		118, 119
	GRI 402: Labor/Management Relations 2016	Minimum notice periods regarding operational changes	402-1	Not available	Not available	We follow the company's internal guidelines			
GRI 407: Freedom of Association and Collective Bargaining 2016	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	407-1						129, 139	

General Disclosures	GRI Standard	Content	GRI Standard	Omitted Requirement	Omission Reason	Explanation	SDGs	Global Compact	Location	
Occupational Health and Safety	GRI 3: Material Topics 2021	Management of material topics	3-3						50, 51, 52, 54, 55, 56, 57	
	GRI 403: Occupational Health and Safety 2018	Occupational health and safety management system	403-1							50, 51, 57
		Hazard identification, risk assessment, and incident investigation	403-2				3.3, 3.9, 8.8			57, 58, 59
		Occupational health services	403-3				3.3, 3.9, 8.8			58, 59, 60
		Worker participation, consultation, and communication on occupational health and safety	403-4				3.3, 3.9, 8.8			62
		Worker training on occupational health and safety	403-5				3.3, 3.9, 8.8			56
		Promotion of worker health	403-6				3.3, 3.9, 8.8			58, 59, 60
		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	403-7				8.8			57
		Workers covered by an occupational health and safety management system	403-8				8.8			57
		Work-related injuries	403-9				3.6, 3.9, 8.8, 16.1			62, 63
		Work-related ill health	403-10				3.3, 3.4, 3.9, 8.8, 16.1			62, 63
Training and Development	GRI 3: Material Topics 2021	Management of material topics	3-3						110, 111	
	GRI 404: Training and Education 2016	Average hours of training per year per employee	404-1				4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3			110, 111, 112
		Programs for upgrading employee skills and transition assistance programs	404-2				8.2, 8.5			110, 111, 112, 113, 114
		Percentage of employees receiving regular performance and career development reviews	404-3				5.1, 8.5, 10.3			115
Diversity and Equal Opportunities	GRI 3: Material Topics 2021	Management of Material Topics	3-3						87, 116, 117, 131, 132, 134, 135	
	GRI 405: Diversity and Equal Opportunity 2016	Diversity of governance bodies and employees	405-1				5.1, 5.5, 8.5	Principle 6		68, 69, 70, 71, 105, 106, 107
		Ratio of basic salary and remuneration of women to men	405-2							117
GRI 406: Non-discrimination 2016	Incidents of discrimination and corrective actions taken	406-1				5.1, 8.5, 10.3	Principle 6		87	
Air Connectivity	GRI 3: Material Topics 2021	Management of material topics	3-3						30, 122, 124, 125, 126, 128, 129, 130	
	GRI 413: Local Communities 2016	Operations with local community engagement, impact assessments, and development programs	413-1							122, 124, 125, 126, 128
		Operations with significant actual and potential negative impacts on local communities	413-2				There is no record of significant impacts, real or potential, at local communities.			134

General Disclosures	GRI Standard	Content	GRI Standard	Omitted Requirement	Omission Reason	Explanation	SDGs	Global Compact	Location
Relationship with Authorities	GRI 3: Material Topics 2021	Management of material topics	3-3						80, 81
	GRI 415: Public Policy 2016	Political contributions	415-1						80, 81, 122
Operational Safety	GRI 3: Material Topics 2021	Management of material topics	3-3						50, 51, 52, 54, 55, 56
	GRI 416: Customer Health and Safety 2016	Assessment of the health and safety impacts of product and service categories	416-1				16.3		50, 51
		Incidents of non-compliance concerning the health and safety impacts of products and services	416-2				16.3		54, 55
Customer Experience	GRI 3: Material Topics 2021	Management of material topics	3-3						30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 42, 84, 85, 97, 98, 99, 100
	GRI 418: Customer Privacy 2016	Substantiated complaints concerning breaches of customer privacy and losses of customer data	418-1				16.3, 16.10		84, 85, 100
Market Presence	GRI 3: Material Topics 2021	Management of material topics	3-3						30
	GRI 417: Marketing and Labeling 2016	Requirements for product and service information and labeling	417-1				12.8		37
		Incidents of non-compliance concerning product and service information and labeling	417-2				16.3		89
		Incidents of non-compliance concerning marketing communications	417-3				16.3		89





SASB Topics Index

Airlines



SASB Topics Index

Air Cargo and Logistics

Standard Topic	SASB Parameter	Description	Omission	Page
Greenhouse Gas Emissions	TR-AL-110a.1	Gross global Scope 1 emissions		150, 151, 152, 153
	TR-AL-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets		150, 151, 152, 153
	TR-AL-110a.3	Total fuel consumed, (2) percentage alternative, (3) percentage sustainable		150, 151, 152, 153
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements		106
	TR-AL-310a.2	(1) Number of work stoppages and (2) total days idle	n/a	Omission
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations		82
Accident & Safety Management	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System		50, 51
	TR-AL-540a.2	Number of aviation accidents		54
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations		50, 51
Activity Metrics	TR-AL-000.A	Available seat kilometers (ASK)		20
	TR-AL-000.B	Passenger load factor		20
	TR-AL-000.C	Revenue passenger kilometers (RPK)		20
	TR-AL-000.D	Revenue ton kilometers (RTK)		20
	TR-AL-000.E	Number of departures		15, 16
	TR-AL-000.F	Average age of fleet		15, 16

Standard Topic	SASB Parameter	Description	Omission	Page
Greenhouse Gas Emissions	TR-AF-110a.1	Gross global Scope 1 emissions		150, 151, 152, 153
	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets		150, 151, 152, 153
	TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable		150, 151, 152, 153
Air Quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)		154
Labor Practices	TR-AF-310a.1	Percentage of drivers classified as independent contractors	n/a	Omission
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations		89
Employee Health & Safety	TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees		62, 63
Supply Chain Management	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	n/a	Omission
	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	n/a	Omission
Accident & Safety Management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System		57
	TR-AF-540a.2	Number of aviation accidents		54
Activity Metrics	TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	n/a	Omission
	TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	n/a	Omission
	TR-AF-000.C	Number of employees, number of truck drivers		105

