Sustainability Report 2023



AeroMexico SkyTeam

Be closer, reach further.

Aeromexico Sustainability Report 2023

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SUSTAINABILITY LIMITED ASSURANCE REPORT - AEROMEXICO 2023 214



Andrés Conesa

CEO
Grupo Aeroméxico



(GRI 2-22)

A MESSAGE FROM OUR CEO

In 2023, we faced significant challenges that we transformed into growth and expansion opportunities. We reached new destinations and made the dreams of around 25 million passengers come true. We also strengthened ourselves, guided by our purpose to elevate the journey to an extraordinary experience, taking care of you and our world.

We reaffirmed our commitment to our customers by guaranteeing exceptional service on each trip. Without a doubt this year we reached significant milestones, expanding our network into Europe and reconnecting with Asia. We are supported by the largest fleet in Mexico, a comprehensive loyalty program, and a revamped brand that seeks to be closer but reach further.

Our commitment to sustainability remains unwavering. We aim to lead the way in Latin America towards a more sustainable aviation with a three-pillar strategy: World, People, and Extraordinary Business. We aim to achieve Net-Zero Emissions by 2050, enhance our social commitment, and promote transparent corporate governance practices. These actions, driven by our unwavering commitment, bring us closer to our vision of being the top option and providing the best customized and consistent flight experience with a spirit of warmth and service.

Therefore, in 2023, we proudly incorporated six B737 MAX 8 and 9 aircraft that emit up to 13% less greenhouse gases compared to the B737 NG, and one B787-9 Dreamliner, which reduces greenhouse gases by up to 25% compared to the previous wide-body models used by Aeromexico. We surpassed our emissions reduction goal by using over 214,000 liters of Sustainable Aviation Fuel (SAF)—a significant reduction of more than 470 tons of CO_2. These achievements inspire us to continue our journey toward a greener future.

As we are committed to creating an extraordinary experience for everyone and promoting diversity and inclusion, we also obtained the Top Employer Mexico 2023 certification based on a diverse, inclusive, and flexible environment with competitive salaries and a clear purpose.

Our commitment to social responsibility is a cornerstone of our operation. We have taken a firm stand against human trafficking, making it one of our most significant social initiatives. Our commitment extends beyond our operations as we strive to raise awareness among our employees, customers, and society about the warning signs, especially when the victims are forced to travel. In collaboration with the United Nations Office on Drugs and Crime (UNODC), we have designed an information card to prevent human trafficking, available on all our domestic and international routes. Finally, our corporate governance model seeks to contribute to transparency and accountability, always based on our ethics and integrity principles. I extend my heartfelt gratitude to our passengers, employees, allies, and partners for their indispensable role in this journey. It is through your unwavering support and commitment that our Caballero Aguila soars higher every day.

(GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-14)

About this Report

At Grupo Aeromexico, we are doubling down on our commitment to offer our passengers a quality experience in harmony with sustainable development for all. This report embodies our journey toward sustainability, highlighting an objective view of our environmental, social, and governance (ESG) performance. We are thrilled to share how our actions build a future where service excellence converges with a tangible commitment to comprehensive sustainability.

We report our 2023 performance based on our firm commitment to transparency in all facets of the Group's operations: Aerovías Empresa de Cargo S.A. de C.V. (Aeromexico Cargo), Aerovías de México S.A. de C.V. (Aeromexico), Aerolitoral S.A. de C.V. (Aeromexico Connect), and Premier, S.A.P.I. de C.V., who operates Aeromexico Rewards. It's worth noting that, compared to the previous report, some restatements of the information provided were made.

We thoroughly address relevant issues with a double materiality methodology by combining socio-environmental and financial aspects in line with global trends and complying with the related reference standards. To learn more 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 Global Reporting Initiative (GRI) standards for the period of January 1 to December 31, 2023, specifying how we manage our impact on ESG aspects regarding stakeholders.

To meet the concerns of our shareholders, we have adopted the Sustainability Accounting Standards Board (SASB) standards to present material information on our financial performance, specifically for the airline, air cargo, and logistics industries. We have incorporated the International Air Transport Association (IATA) recommendations to report material topics for the aviation industry.

This report details our valuable contribution to the Sustainable Development Goals (SDGs)—a United Nations roadmap to address global challenges. This document is our Communication on Progress (CoP), reporting on the progress achieved in implementing the Ten Principles of the Global Compact. Please refer to the Contribution to the SDGs and Global Compact Appendix to learn more about our SDG contribution.

This report was prepared by the Sustainability Department, together with the advice of a third party, and then validated by the Executive Committee. Also, the firm KPMG Cárdenas Dosal, conducted an external assurance to 26 key performance indicators. Please refer to the Independent Assurance Report for further information.

For any questions regarding this sustainability report, please contact us at amesg@aeromexico.com.

The beginning of each chapter references the SDGs.



HOW TO IDENTIFY CONTENTS:

The beginning of each section references the contents of the GRI Standards and the metrics of the SASB Standards.

The appendices show specific GRI, SASB, and SDG indexes.

Relevant Figures

World

We obtained the Clean Industry Certification (level 2) for Eastern Hangar (Hangar Oriente).

3% reduction in emissions intensity in tCO2e per passenger-kilometer traveled compared to the previous year.

1,333,586 tCO2e reduced by the implementation of six new aircraft.

22,315 tCO2e reduced through our Operational Excellence program.

479 tCO2e avoided after using sustainable aviation fuel (SAF), purchasing over 214,000 liters.

USD$59,352 recorded through reservation processes, reservation management, and digital check-in under the Vuela Verde program.

29% reduction of non-hazardous waste vs. the previous year.

576,000 paper boarding passes were avoided due to our digital channels.



People

191 organs transported for human transplant.

16,219 employees on staff, 9.94% more than the previous year.

36.67% of our staff are women.

95.4 hours of average training per employee.

40% of women hold management positions.

$13.364 million MXN allocated in social contributions.

We reduced the Injury Severity Rate by 12% compared to 2022, resulting in fewer accidents classified as severe.



Extraordinary Business

132 suppliers assessed with sustainability criteria.

100% of board members trained in the Code of Conduct.

Four board sessions with 95% average attendance.

+18,000 course completions under the Compliance Program.

4,032 employees trained in cybersecurity.

$2.6 billion in spending for 445 domestic suppliers.

We obtained the Payment Card Industry Data Security Standard (PCI DSS) V.4. certification for the e-commerce sales channel.

We obtained the ISO 27001:2022 certification in e-commerce and flight operations processes.



Awards and Recognitions

Great Place to Work

We were certified by Great Place to Work

APEX (Airline Passenger Experience)

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

Reader's Digest México

We received the Trayectoria Empresarial (Business Career) award at the Trusted Brand 2023 Awards.

Trazee Travel

For the fourth consecutive year, Trazee Travel LLC magazine awarded us as the Favorite Airline in Mexico.

Corporate Reputation Business Monitor (MERCO)

36th place in MERCO's "The 100 companies with the Best Reputation in Mexico" general ranking. We were ranked 1st in the passenger transportation sector-"The Companies with the Best Corporate Reputation."

Our CEO, Andrés Conesa Labastida, was awarded as one of the ten leaders with the best reputation in Mexico.

CIRIUM

We were recognized among the world's 10 most punctual airlines by Cirium.

Food and Travel Reader Awards

We won the "Best Flight Experience" category in the seventh edition of the Food & Travel Reader Awards.

Sustainable Flight Challenge

We obtained the Skyteam's Best Innovation in Flight Award with the "Bluetooth on Board" initiative. We were finalists in four subcategories.

Kantar

We were ranked 13th in the Top 20 Kantar Brandz national ranking. We improved six places vs. 2020 and were recognized as the "Experience Champion."

MERCO

In 2023, we were awarded as "The Most Responsible Company in the Sector in 2022."

Mexican Institute of Teleservices (IMT)

The Contact Center team was awarded gold by the IMT (Mexican Institute of Teleservices) for the "Best Initiative for the Development of Human Potential" through the "Eco Alfa" project.

Expansión Mujeres

Angélica Garza, HR VPE, was ranked 95 in "The 100 Most Powerful Businesswomen in 2023" ranking.

Top Employers Institute

We obtained the Top Employer Mexico 2023 certification. In this occasion, we were the only airline to achieve this certification worldwide.

LinkedIn Best Companies 2023

We were ranked 19th in "The 25 Best Companies Moving Forward Professionally in Mexico" in the "LinkedIn Best Companies 2023" ranking. We are the only airline in this ranking.

Expansions's 500

We were ranked 63rd in the "The 500 Most Important Companies in Mexico" ranking.

Merco Talento Mexico (1st Edition)

1st place of the Best Mexican Companies in the Recruitment and Retaining Talent ranking 2023 (passenger transport sector).

Cannes Lions

Winners of a Bronze Lion in the category of "Aeromexico Borderless Weddings. Brand Experience & Activation".

Expansion's 500 Companies Against Corruption

We were ranked 51st in the "The Top-500 Anti-corruption Companies" ranking.

Universum

We were ranked in Universum's top 10 companies for being one of "The Most Attractive Employers for Young Professionals."

LinkedIn Talent Awards 2023

"Best Employer Brand Mexico" category winner due to the sound community created with employees through this platform.

Global Workplace Equity Program

We were recognized as one of the "Best Places to Work LGBT" in the second annual edition of the Global Workplace Equality Program, organized by the Human Rights Campaign Foundation.

01

(GRI 2-1)

About Us: Mexico's Flagship Airline

We are pleased to celebrate 89 years of flying, showing our resilience by overcoming challenges and always finding innovative ways of doing things right.

We see opportunities to grow within so many significant changes, always prioritizing our fundamental purpose: To elevate the journey to an extraordinary experience, taking care of us and our world. This legacy encourages you to continue sharing the best of Mexico with the countries we have a presence in.

We offer more flights, improved connectivity, and optimized flight frequencies. According to the market demand, we adapt our network of domestic and international routes to meet specific needs. Our value strategy encompasses all business units, which is customer-centric and supported by an efficient management of the different areas of the company, which has led us to a constant and sustained financial growth.



1.1

Vision, Purpose, and Values

At Grupo Aeroméxico, constant operational excellence is our main route. We are guided by a sound vision, which makes our work meaningful and governs the principles supporting our company's commitment to our stakeholders.

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.

Purpose

- Security
- Consistency
- Mexican Warmth
- Integrity
- Innovation



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

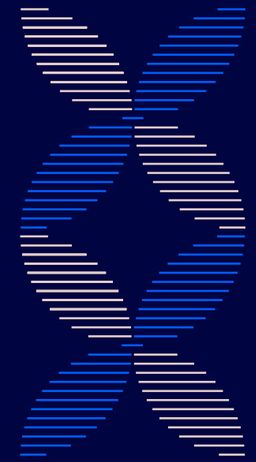
Collaborate as one team, and adapt quickly and efficiently to reinvest in our people and business.

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, celebrating our successes.



Business Strategy

1.2

(GRI 2-2, 2-6)

GRUPO AEROMÉXICO CORPORATE STRUCTURE

Through our six subsidiaries, we offer our customers an extraordinary experience. These subsidiaries provide specialized solutions and comprehensive and diversified services to meet their needs.

AEROMEXICO.	Domestic and international flights from Mexico.
AEROMEXICO. CARGO	A leading air cargo company awarded the IATA certification for transporting pharmaceutical products under the highest quality standards.
AEROMEXICO. FORMACIÓN	A leader in training for aeronautical careers, specific courses, consultancies, and staff evaluation.
AEROMEXICO. CONNECT	Regional flights for business travelers.
AEROMEXICO. SERVICIOS	Aircraft assistance at over 40 airports.
AEROMEXICO. REWARDS	Loyalty program with exclusive benefits to our passengers.

(GRI 2-6) (SASB TR-AL-000.E, TR-AL-000.F)

Fleet, Routes, and Destinations

1.3

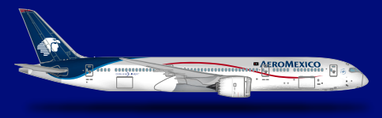
We are committed to guaranteeing passenger satisfaction with a constantly renewed fleet, comfortable seats, personalized entertainment, and first-class service. Our state-of-the-art aircraft reduce fuel consumption, emissions, noise, and air pollution.

In 2023, our operational fleet included 149 aircraft with an average age of 8.4 years.

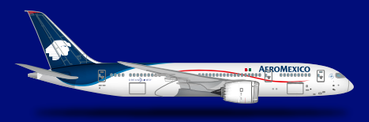
Aircraft Fleet Distribution:

B787 Dreamliner

With a capacity of up to 274 passengers, this aircraft offers 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 12 aircraft



B787-8 Dreamliner 8 aircraft

Boeing 737 MAX

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



737 MAX 8 33 aircraft



737 MAX 9 19 aircraft

B737-800

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

737-800



35 aircraft

Embraer 190

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



42 aircraft

> In 2023, there were over 203 thousand departures and 7 new aircraft (6 Boeing 737 Max 9 and 1 Boeing 787-9)

FLEET BY AGE

Age of the Fleet (Years)	Total Fleet by Age Group (%)		
	2021	2022	2023
> 13	25	25	26
7- 13	38	34	32
< 7	37	41	42

ROUTES AND DESTINATIONS

This year, we strengthened our global connection network by restarting and expanding domestic and international operations in key strategic points. This began a new growth stage at Felipe Angeles International Airport (AIFA), with 13 new destinations and over a thousand monthly flights—a 40% increase in our operations and over 110 thousand seats each month. We became the first airline to have daily flights between AIFA and the US.

As for the cross-border market, once the Federal Aviation Administration (FAA) reestablished category 1 in the International Aviation Safety Assessment (IASA), we reevaluated flight patterns and grew again in this region by expanding our network to new routes: Atlanta, Detroit, McAllen, Salt Lake City, and Boston, among other routes.

Regarding our domestic and international flights taking off from central Mexico, we consolidated our position as the airline with the most extraordinary connectivity. We increased our flight frequencies to Spain, strengthening our presence on the routes to Madrid from Monterrey and Guadalajara in the summer with a daily flight on each route. Also, we reactivated flights to Tokyo from Mexico City, started a new direct route to Rome, and resumed operations in Santiago de Chile, which is temporary. Domestically, we inaugurated routes to Tulum, Colima, Tepic, Cozumel, and Durango, among other routes.

Due to these expansions, we offered 203,524 departures in 2023, i.e., an average of 558 daily flights, transporting 24.7 million passengers—an increase of 14% compared to the previous year.

24.7 million passengers—14% more than the previous year.

We have an average of 76% domestic and 24% international flights.



By 2024, we plan to increase our operations with six new weekly flight frequencies to Madrid and three to Paris, significantly improving our passengers' connectivity. This seasonal adjustment implies an 18% increase in flights between Mexico and Europe, exceeding last summer's record. Therefore, we will achieve the highest level of connectivity in the history of Mexican aviation (Mexico-Europe).

International Flights

Country	No. of destinations
Canada	3
Caribbean	2
Central America	5
Europe	5
South America	7
United States	17
Asia	1
Total	40

Routes	Domestic	64
	International	48
	Total	112
Destinations	Domestic	49
	International	40
	Total	89

(SASB TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D, TR-AF-000-A, TR-AF-000-B)

OUR OPERATIONS

The expansion of our routes and the purchase of new aircraft have generated notable growth in our performance metrics. With an increase of 10.96% in available seat kilometers (ASK) and 14.83% in revenue passenger kilometers (RPK), and an increase of 2.62 points in the load factor, now at 84.22%, we are strengthening our operational efficiency and contributing to the overall profitability of our operations.

	2021	2022	2023	Variación 23-22
Millions	**Passengers**			
Domestic	12,366	15,332	17,700	15%
International	4,187	6,392	7,060	10%
Total	16,553	21,724	24,760	14%
Millions	**ASKs [1]**			
Domestic	14,537	17,684	18,997	7%
International	20,237	30,068	33,989	13%
Total	34,774	47,752	52,986	11%
Millions	**RPKs [2]**			
Domestic	11,766	14,258	15,922	12%
International	14,453	24,604	28,704	17%
Total	26,219	38,861	44,626	15%
%	**Flight Occupancy Factor [3]**			
Domestic	80.9	80.6	83.8	3
International	74.0	82.2	84.4	2
Total	77.0	81.6	84.22	3
Millions	**RTKs [4]**			
Total	ND	4,193,473	4,807,902	15%

[1]ASK (Available-Seat-Kilometers): Number of seats available for sale multiplied by the distance traveled.
[2]RPK (Revenue-Passenger-Kilometers): Number of passengers transported multiplied by the distance traveled.
[3]Flight Occupancy 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.
[4]RTK (Revenue-Tone-Kilometers): Number of passengers transported multiplied by the distance traveled.

DELAYS AND LOAD FACTOR FOR SHORT AND LONG DURATION FLIGHTS

	% of Flights with Delays	Load Factor
Short-Haul Flights	18.77%	83%
Long-Haul Flights	16.04%	85%

Short-haul flights (less than 3 hours) with more than 15 minutes delay.
Long-haul flights (more than 3 hours) with more than 15 minutes delay.

(SASB - TR-AL-000.D)

Aeromexico Cargo in Detail

Cargo plays an essential role in our operation, contributing significantly to Mexico's supply chain and connecting Mexico with the rest of the world through AM Cargo.

We are leaders in the Mexican airline industry through a wide selection of passenger and cargo services while ensuring the utmost quality and safety standards.

We provide a wide range of domestic and international options:

We are leaders in air logistics in the Mexican domestic market, delivering various products, such as parcels, pets, medicines, meat products, etc. As for the international market, we deliver a wide range of goods, including perishables, live animals, high-end technology, aerospace and automotive supplies, and e-commerce products.

Our services adjust to our customer's demands, ranging from urgent shipments with guaranteed flights to delivery parcels to Aeromexico destinations only three hours in advance to lower priority services delivered at the destination in 24 hours.

Since 2021, we have earned the IATA's CEIV Pharma certification, which guarantees excellence in transporting pharmaceutical materials, supported by processes, infrastructure, and highly trained personnel.

Domestic	Gold (first flight available) 12 + 12 Courier Service Perishable Products Valuable Goods High Tech Live Animals Human Remains Pharma XPS and Standard Pharma STD Suitcase Hazardous Goods Services for Industry
International	Express General Specialized Customized
Additional services	Home Delivery Storage Strapping and Packaging Valuation

AEROMEXICO CARGO

Due to AM Cargo's diversity of services, we reached a revenue ton kilometers (RTK) indicator for air transport of: 4.807 billion in 2023.



FLEET CAPACITY

Through the cargo compartments of passenger flights, AM Cargo can deliver to major cities throughout Mexico and 16 prominent international destinations in North America, Central America, and South America through 550 daily flights.

	Type	Average Load Capacity
Short range	ERJ-190	900 - 1,200 kg
Medium range	B737-700 B737-800	1,500 - 2,500 kg
Long range	B787-8 B787-9	Up to 25,000 kg

We Adopt Sustainable Actions in Our Operation

At AM Cargo, we are committed to adopting environmentally responsible practices. Therefore, for more than ten years, we have been implementing several initiatives:

INITIATIVES IMPLEMENTED

2014

- Incorporation of the Electronic Air Waybill (e-AWB), replacing physical waybills.

2017

- Change in the domestic air waybill format—from 6 sets of letter-size waybills, we switched to only one ticket equivalent to a third of a letter sheet containing the same information.
- Pharmaceutical goods had a vitafilm packaging, which was replaced by containers to avoid this material.
- We have installed LED lighting in the Los Angeles and Mexico City warehouses.

2020

- Replacement of the “hazardous goods sheet set.” We replaced the 30 hazardous goods sheets with only one sheet.
- Accurate calculation of load capacity for each flight to maximize its use. This results in better airplane fuel efficiency.

2021

- Digital IATA regulations instead of physical.
- Changing our cargo car floor material from steel to aluminum reused from containers or pallets (ULD), making them 28 kg lighter, resulting in lower fuel consumption in tow tractors.

2022

- Paperless with the digital Cargo Manifest.
- Installation of motion sensors for the domestic warehouse and operational and administrative offices, saving electricity.

2023

- Reusable nets, instead of vitafilm, to secure cargo on our platforms.
- Incorporation of electric tuggers to move cargo inside the warehouse.
- Recycled aluminum pallets, avoiding the use of wood or plastic.

In 2023, we took a significant step by introducing an innovative initiative: reusable nets to secure cargo on our platforms, move cargo to and from the aircraft, and replace single-use vitafilm.

This initiative started at our Cancun (CUN) station in June, with a notable reduction in the material used. These nets were cost-efficient and reduced CO2 emissions and waste. Securing cargo on platforms with nets is faster than using vitafilm.

This initiative made us obtain second place in the Sustainable Flight Challenge 2023 and a finalist in the SkyTeam Challenge 2023 in the “Most Innovative Cargo Solution” subcategory.

With the reusable nets initiative, we avoided the emission of 1,000 tons of CO2 by reducing the use of 240 rolls of vitafilm, equivalent to 408 kg of plastic and 72 kg of cardboard.

In 2024, we aim to extend this project to the Guadalajara, Hermosillo, Merida, Monterrey, and Tijuana stations, a turning point in our environmental commitment. This expansion would mean stopping using 5,000 rolls of vitafilm annually, equivalent to 8,500 kg of plastic and 750 kg of cardboard. We expect to significantly reduce our carbon footprint by avoiding the emission of 24,760 tons of CO2.

Furthermore, in the second half of 2024, we plan to implement such nets at the Mexico City International Airport (AICM), representing an important challenge. As the AICM is Grupo Aeroméxico’s main operations center for handling domestic and international cargo, this initiative will be a milestone in our commitment to environmentally responsible practices.

Cargo Innovations

We have solutions, such as the Skypallet software, to optimize cargo compartment space on routes with the highest cargo demand. This software uses comprehensive algorithms to help us optimize the arrangement and stowage of the pieces in the pallet assembly, i.e., our cargo base, improving our efficiency. We will expand its use to other international stations.

Due to the remarkable growth of e-commerce in recent years, we have faced the challenge of transporting many small packages (less than half a kg). To do this, we created unique “cargo bags,” designed with the ergonomics of cargo staff in mind for the packages. These foldable cargo bags, made of recyclable material and with a capacity of 0.4 m3 when assembled, have speeded up the handling and mitigated the damage of goods at reduced times.

SAFETY AND RISK PREVENTION

We understand the importance of always having a fuel supply for our cargo operation. All our network airports have sufficient fuel to guarantee supply in all our operations. The fuel is stored in farms near the airports for safety and spill prevention. This facilitates the transfer of the molecule to the platform through a network of hydrants and/or tank trucks. Such fuel farms were designed according to the number of operations at each airport, including days of autonomy in case of any eventuality.

Fuel suppliers have emergency and spill response procedures at all airports under the IATA Fuel Quality Pool (IFQP): JIG 1: Aviation Fuel Quality Controls and Operating Standards for Into-Plane Fueling Services, JIG 2: Aviation Fuel Quality Controls and Operating Standards for Airport Depots and Hydrants, ATA 103 (Standard for Jet Fuel Quality Control at Airports) and with the regulations applicable in each country.

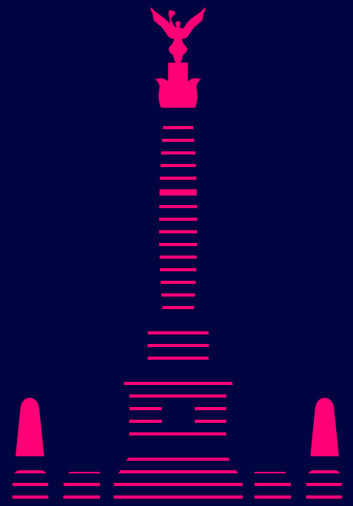
We have prepared a Hazardous Goods Handling Manual with the procedures for handling hazardous cargo, including physical risks.

To learn more about our cargo services, please click here.

Renewal of Our Brand

Aeromexico is a very beloved brand in Mexico, and we work every day to make a place in the hearts of our customers. We live in a context of significant changes, with new generations of consumers—generations Z and Alpha—and an unprecedented digital transformation. Also, we are facing a climate change crisis, the COVID-19 pandemic, and changes in the market. These major transformations are an opportunity to elevate Aeromexico to new heights.

This is why, in 2023, we launched our new brand platform, establishing our shared ideals and inspiring us always to go beyond, guided by a purpose and new values.



PURPOSE

Our new purpose is to elevate the journey to an extraordinary experience, taking care of you and our world. We want to fly higher, provide the highest quality service, and serve people with our best hospitality, being aware of our impact.

BRAND VALUES

Four values drive us:

Consistency

We work with commitment, always providing answers to requests, being reliable, and turning the extraordinary into our daily work.

Premium Hospitality

We provide excellence through proximity and empathy and paying attention to every detail.

Personalized Innovation

We innovate by connecting with the future, using technology to customize the users' experience and provide flexibility, consistently positioning them at the center of everything we do.

Modern Mexico

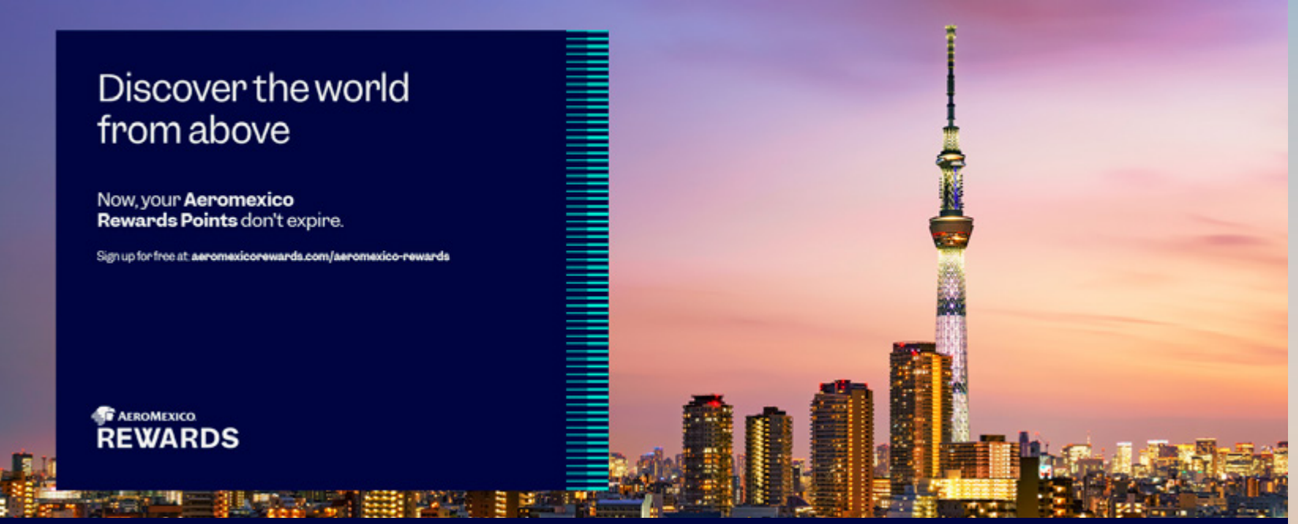
We are proud of our culture; thus, we share the best of Mexico with the world, celebrating diversity and linking tradition and modernity.

Our logo has been renewed; now, it is more stylized, and its trail represents our dynamism. We also launched a new slogan, "Be closer, reach further" ("Estar cerca, llegar lejos")—a reflection of our ambition to be close to our customers, keep growing, and capture markets.

To support our values and purpose, we launched two essential campaigns to reflect our new brand identity through colors, typography, and the trail representing the new Aeromexico

AEROMEXICO®

Estar cerca, llegar lejos.



> Our Club Premier loyalty program has been transformed into Aeromexico Rewards, an enhanced experience with non-expiring points, reflecting our commitment to meeting the needs of our members and complying with international standards to improve the travel experience with Aeromexico.

> We launched the "This is Flying" ("Esto es volar") campaign that promotes our new purpose, values, and slogan. In this campaign, we highlight how flying becomes extraordinary with Aeromexico.



(GRI 2-6, 3-3)

Customer Experience

1.4

This year marks the beginning of an extraordinary experience for each passenger, either on solid ground or at over 30,000 feet above sea level. Now, more than ever, we reinforce our commitment to providing an exceptional service aimed at the needs of our passengers at all journey stages.

In 2023, we kept elevating our product in Premier Lounges and On Board. For example, we are still transforming and equipping our cabins with the best products, and we introduced a new Premier Kit with recycled characteristics. This is how we are differentiating our brand and being more sustainable.

When arriving at the airport, our passengers can enjoy a smooth and dynamic experience with our check-in kiosks and 24/7 Aerobot automated assistance.

We also offer them a first-class shopping experience, as they can personalize their trip through our website and easily access travel requirements with SmartTravel.

In the air, we prioritize our customers' safety by offering the option to check in and scan their boarding passes from our mobile app. We are investing in channel modernization to improve customer service and self-service features. We are committed to expanding digital channels by reducing traditional paperwork for reservations, boarding passes, and any physical travel document.

To enhance our passengers' travel experience upon arrival at their destination, we have improved our baggage management systems to optimize airport times and logistics.

In 2023, 24,760,000 passengers flew with us through our 558 daily flights, an increase of 8% compared to the previous year. Today, we have 49 domestic destinations and operate in 40 countries worldwide with our fleet. We can connect our customers to various international destinations thanks to our partnership with SkyTeam.



OUR TARIFF SERVICES

We serve both domestic and international travelers, being the only Mexican airline that offers six different types of services:

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

CUSTOMER BENEFITS

To provide our valued customers with an exceptional experience, we offer the following benefit programs to enrich their journey:

AEROMEXICO VACATIONS

Aeromexico Vacations, a comprehensive travel package that includes flight, accommodation, transportation, and exclusive experiences.

To learn more about Aeromexico Vacations, please click here.

AEROMEXICO REWARDS

With the transformation of our Club Premier loyalty program into Aeromexico Rewards, we reaffirm our purpose, offering our customers the best service and loyalty program nationwide.

This program offers our members different benefits, including plane tickets, exclusive discounts, and unique free services like travel kits, preferred seats, travel insurance, and Premier lounge access.

This year, significant benefits have been added, including:

- The Aeromexico Rewards Points never expire, offering users comfort and flexibility.
- The number of points to travel to popular destinations has been reduced; now, customers can explore Mexico with only 10,000 points.
- Improvements in the travel experience include the possibility of using points for additional luggage, seat selection, and offsetting emissions with our Vuela Verde program.
- Evolution towards a smoother digital experience, facilitating various actions through the Aeromexico website and app.

> Aeromexico Rewards has over nine million members, of whom more than 1.5 million signed up in 2023 after the brand's relaunch.

To learn more about Aeromexico Rewards, please click here.

SPECIFIC ATTENTION PROGRAM

At Aeromexico, we care for everyone, paying particular attention to passengers' needs to satisfy them best. We offer a series of special services that our customers may request according to their needs, including:

- Wheelchair service at airports where Grupo Aeroméxico operates.
- Wheelchair service on our planes.
- Acceptance procedure for folding mobility aids equipment powered by lithium-ion batteries.
- Acceptance procedure for wheelchairs/mobility aids powered by wet, non-spillable batteries.
- Acceptance procedure for medical devices, such as therapeutic oxygen, onboard oxygen concentrators, and stretchers.
- Acceptance procedure for service and emotional support pets.
- Procedure for special food service.

Service Channels

We have in-person and digital customer service channels to ensure an extraordinary customer experience.

IN-PERSON CHANNELS

We have a variety of in-person service points, including kiosks in Mexican airports and counters at international airports where we operate. We also have branches called "Travel Stores" in Mexico and abroad.

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

DIGITAL CHANNELS

Our customers may contact us through three digital channels:

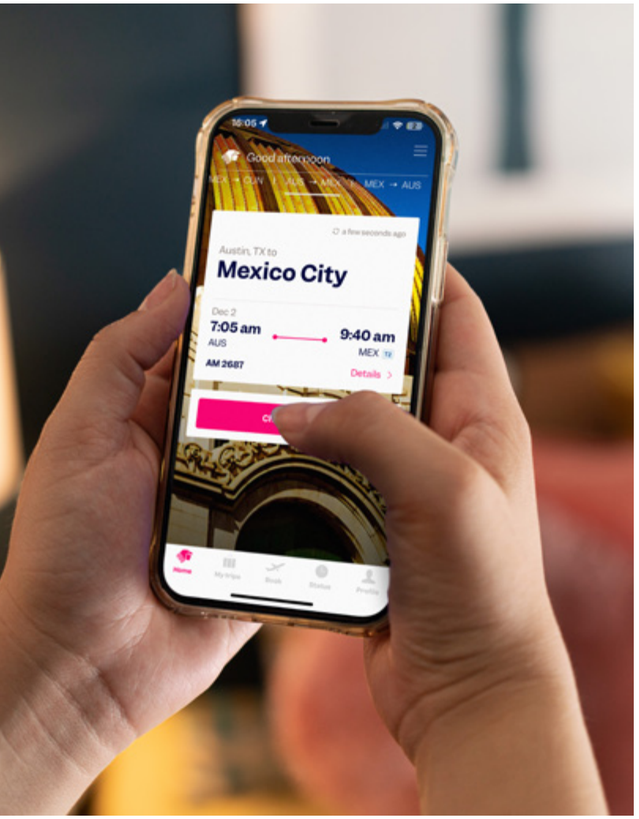
Website

aeromexico.com/ es-pe/contacto

Aerobot

available through WhatsApp and Facebook Messenger

Aeromexico mobile app



In 2023, we made significant improvements to our chatbot, Aerobot. Aerobot now has a multi-language feature to attend to our customers' requests in seven languages. It can follow up on delayed baggage reports and accept flight protection in the event of a disruption to passenger itineraries. Our mobile app had a significant increase in downloads, reaching over 3.4 million downloads, an increase of 400,000 or 13%, compared to the previous year.

Digital check-in had a 5.2% growth in 2023, being used by 12.95 million passengers through our digital channels. This increase reduced by 2.4% the need to reprint boarding passes at counters, avoiding the printing of approximately 576,000 boarding passes at the airport.

> The percentage of online revenue (e.g., through direct sales, advertising, etc.) for 2023 was 37.70%.

CUSTOMER SATISFACTION

We use the Net Promoter Score (NPS) metric to assess customer satisfaction at all process stages—ticket purchasing, call center service, and traveling-specific surveys. These results are shared with the relevant departments and analyzed continuously to detect areas for improvement.

This year, we surveyed 10,726,808 passengers out of 24,704,000 customers. We achieved a score of 34.51 points on the Net Promoter Score (NPS) indicator, representing a 17.8% increase compared to the previous year.

(GRI 2-6, 2-25, 417-1)

BRAND PERCEPTION ON SUSTAINABILITY ISSUES

In 2023, we conducted the Brand Health Tracker (BHT) study to assess the public's perception of our brand regarding competition. Throughout this study, we surveyed 2,400 people monthly to understand how our customers perceive our environmental and social responsibility. This involves considering factors such as carbon emissions and sustainability when purchasing.

We conducted two additional qualitative studies: one with people with motor disabilities and another with people with visual disabilities. Through ethnographic analyses, we understand these people's experiences when traveling with airlines, identifying areas of opportunity, challenges, and potential reasonable adjustments to offer all our customers an extraordinary experience.



GRI (417-2, 417-3)

TRANSPARENT COMMUNICATION

We strive to establish a transparent and clear relationship with our customers, so we keep them duly informed and updated on various aspects, such as:

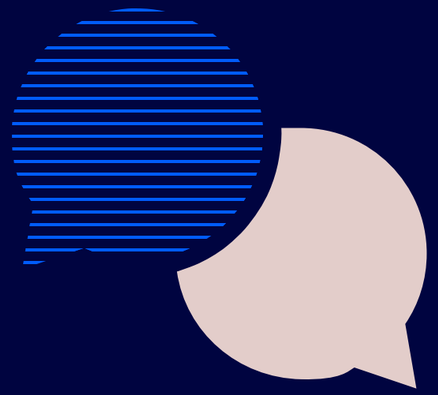
- Flexibility policies
- Measures of the Health and Sanitization Management System (SGSH, in Spanish)
- Route network
- Restrictions imposed by country
- A platform for travel agencies
- Information for Aeromexico Rewards members

In 2023, seeking a more inclusive, diverse, and bias-free communication, our Marketing team was trained on the positive impact of inclusion in contrast to discrimination on people's physical appearance and language. This training included topics such as the importance of intersectional inclusion in Mexico, the importance of making racial discrimination and racism visible, privileges and intersections that converge in the various aspects of daily life, and their consequences focused on communication.

During 2023, we had no cases of non-compliance related to marketing communications and product and service information and labeling.

HANDLING OF COMPLAINTS

We strive to provide the best experience to our customers. Therefore, we must listen to their complaints and suggestions, as they are learning opportunities to improve our processes and optimize the user experience.



GRI 3-3

Digital Transformation

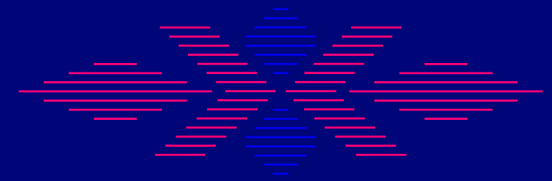
Our digital transformation occurs transversally in the different processes and operating models with which we are internally and externally linked. We aim to accelerate our value creation process by combining different areas, including analytics, to obtain trends related to each area of the organization—the human dimension, financial resources, wing-up and wing-down operations, our customers, and the commercial sector.

We are adapting to new trends, such as AI business solutions, to meet the high demand of our customers so that it is integrated with the rest of our operating systems and provides the best customer service.

We are fully committed to using technology and achieving a more agile and seamless experience during all phases of the journey, from new destinations to plane ticket purchasing, flight status, and arrival at destination.

In 2023, we strove to understand our customers' preferences and needs in greater depth, so we increased the number of personalized interactions on the channel of their choice to enhance our customers' satisfaction and loyalty.

We have improved our services by expanding our customers' digital tools. We have also improved our passenger check-in system's electronic processes, including changes that allow our customers to modify their reservations and seat assignments and monitor their luggage in real-time through our mobile app. We have adopted other key initiatives, including a new, automated baggage reconciliation system and new technologies, such as biometrics, kiosk modernization, and check-in improvements.



FALCON PROGRAM

It is a five-year transformational program that aligns multiple initiatives and creates synergies, which have a critical impact on business savings, incremental revenue, and further channel-switching benefits.

In 2023, this program focused on digitizing visa-free transit forms and wing-down operation connection reporting with annual savings in stationery supplies.

> The Falcon Program generated accumulated savings in stationery supplies for over USD$400,000.

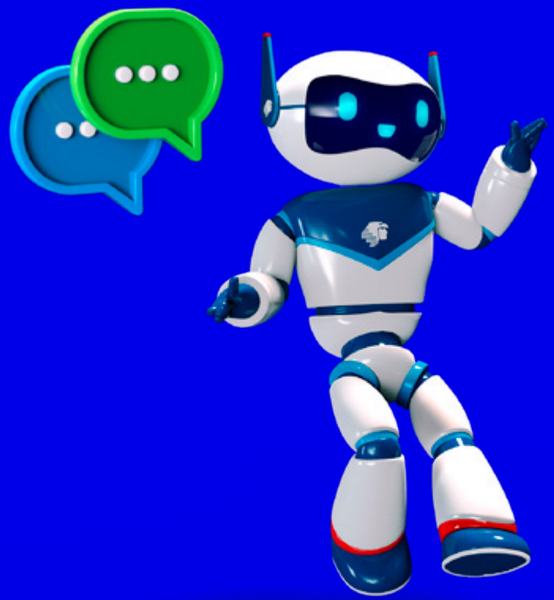


SINGLE VIEW OF THE COSTUMER

This initiative integrates and unifies all relevant information about each customer in a single platform. It involves collecting and consolidating data from various sources, such as online interactions, flight history, travel preferences, contact information, and purchase details, among other data.

This year, thanks to this initiative, we developed our customer database towards a customer-focused vision, integrating all dimensions of their relationship with Aeromexico. Additionally, we made customer information available to support decision-making, enhanced contact points with their preferences and context, promoted proactive service based on their past behavior and tastes, addressed customer interaction on their preferred channel, and optimized our communication with them.

We increased our database by 17% compared to the previous year, improving communication with our customers and offering them an outstanding experience. We personalized our call center channels, identifying more than 83% of the calls we received.



DIGITAL KIOSKS

We launched new processes in our AICM digital kiosks to optimize and streamline delayed and canceled flight management.

The main objective of this initiative was to reduce counter-crowds and ensure a more dynamic service. The e-commerce and airport teams designed a plan to advise our customers in case of contingencies, starting the testing phase at the AICM.

This is how we reinforce our continuous commitment to assess and develop protocols, processes, and procedures, putting the customer at the core of our operations.

AEROBOT

We optimized our contact center operations by automating most of its functions and maintaining close contact with our customers through their preferred channels. We personalized their interaction with our brand at various digital contact points, using information from various sources.

(GRI 2-6, 3-3)

Business Partners and Strategic Alliances

1.5

As a founding member of SkyTeam, we are proud to be part of a global alliance of 19 airline partners offering connectivity to over 1,050 destinations in 166 countries. We are the only Mexican airline in this prestigious international network.

Additionally, in 2023, Andrés Conesa, our CEO, was appointed as the new chairperson of the SkyTeam board of directors. In this position, Mr. Conesa collaborates closely with SkyTeam's CEO and Managing Director and member airline leaders to set the alliance's strategic priorities focused on technology and sustainability, further improving the customer experience.

Their members are:

AerolíneasArgentinas · AEROMEXICO · AirEuropa · AIRFRANCE · CHINA AIRLINES · 中國東方航空 CHINA EASTERN · DELTA · Garuda Indonesia · ITA AIRWAYS · Kenya Airways · KLM · KOREAN AIR · MEA · Saudia · TAROM · VietnamAirlines · virgin atlantic · CSA CZECH AIRLINES · 厦门航空 XIAMENAIR

This year, we entered into 364 contracts with agencies, 155 of which were in Mexico and 209 international, as well as 1,025 corporate contracts, 624 in Mexico and 401 international.

When air travel was reactivated after the pandemic, our corporate contracts were also reactivated or increased, demonstrating the value and importance of companies continuing to hold in-person meetings. Given their importance for our business, we activated corporate products to integrate partners who, due to their billing, are considered potential business partners.

Joint Cooperation Agreement (JCA) with Delta Airlines

This partnership improves competitiveness and increases travel options in the cross-border market. Despite challenges like the pandemic and the International Aviation Safety Assessment (IASA) rating, Delta and Aeromexico customers can continue to take advantage of greater coordination between both airlines.

In 2023, Mexico's IASA safety rating by the Federal Aviation Administration (FAA) enabled us to expand new routes to the US and reintroduce code sharing on our flights.

In 2023 we increased frequencies in key US markets, particularly in Texas (AUS, IAH, SAT) and Florida (MCO and MIA). We have expansion plans for 2024, including adding new routes between major cities in this market, allowing us to offer over 60 routes and 90 daily flights.





02

Aeromexico Sustainability: Mapping the Transition for a Sustainable Aviation

GRI (2-22, 2-24)

Sustainability Strategy

2.1

As leaders in the Mexican aviation industry, we understand our commitment and the environmental and social challenges we face globally. Therefore, in 2023, we defined our sustainability strategy based on a short-, medium-, and long-term ambition and a 2050 Decarbonization Plan. Such strategy and plan help us design our path to building a sustainable future and guide our vision of becoming leaders in the transition for sustainable aviation in Latin America.

This roadmap relies on the rise of three key pillars: the progressive reduction of emissions to achieve Net-Zero Emissions in 2050, the strengthening of our social commitment, and the implementation of corporate governance practices to promote transparency and comply with our vision of being the #1 choice for delivering the best-personalized flying experience with a spirit of warmth and service.

> “Fly as one for a better tomorrow”

Both the sustainability strategy and the Zero Emission roadmap were designed based on a set of very robust analyses that included benchmarks of airlines with different levels of maturity regarding their ESG actions, market growth projections, applicable national and international regulatory frameworks, global trends, and the sustainable endeavor performed, such as Aeromexico’s materiality analysis. With this set of analyses, we could create a sustainable model with the most relevant topics for our various stakeholders, considering the ESG criteria applicable to our company.

Throughout the entire process of this strategy, all the critical areas with the most relevant ESG criteria were involved. The Senior Management’s ongoing involvement and commitment were essential to identifying, managing, and validating the main initiatives that make up our model. Likewise, each implementation plan was crucial, including its objectives, goals, timelines, indicators, and actions in the short, medium, and long term. These implementation plans are essential for the traceability of the impact of each initiative.

Throughout this report, we will share the significant commitments and initiatives of our strategy that we define as supported by a global aviation and sustainability consulting firm.

Strategic Pillars and Governance Management

2.2

Our strategy is based on three key pillars: the World, People, and Extraordinary Business. Each pillar implies challenging commitments and specific lines of action to generate value in ESG factors.

In this strategy, we define a set of hygienic and differentiating initiatives involving material topics, which are led by each member of our Executive Committee according to the topic related to their areas.

Also, an ESG Committee was formed to ensure compliance, monitoring, traceability, and correct accountability. This committee meets quarterly and is led by the Sustainability Department and the EVPs to whom this Department reports directly.

A task force system was created as part of the strategy management, which groups the priority initiatives. They are made up of the leaders responsible for each area.

SUSTAINABILITY TASKFORCES

Sustainability strategy overall management

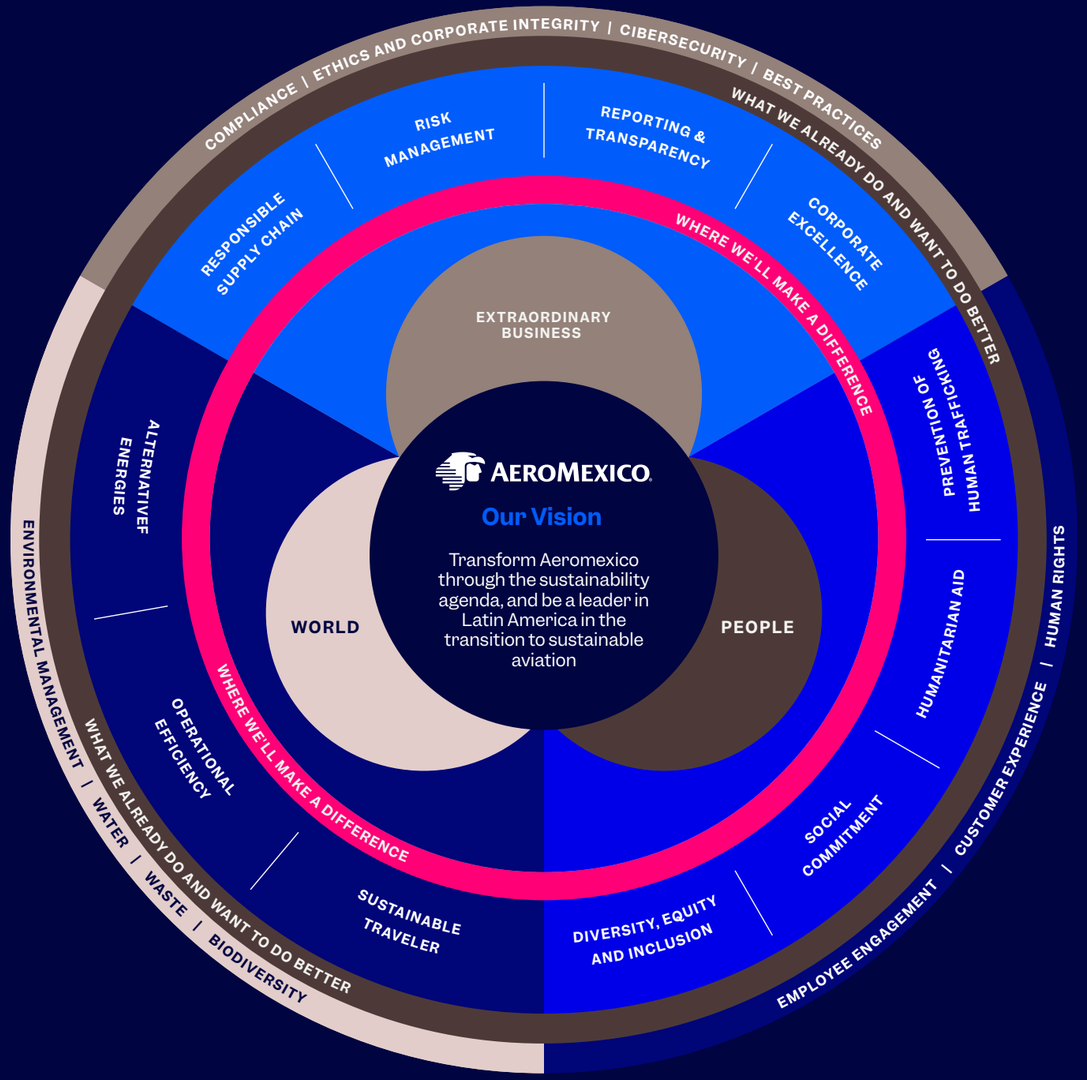
Decarbonization

ESG compliance and pseudo-mandatory requirements

Sustainability cultural transformation

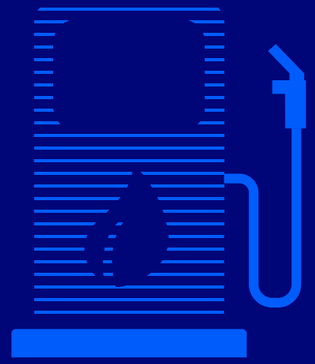


2.3 Sustainability Model



The key actions to establish the essential elements of the three pillars are integrated into 17 hygiene initiatives of the ESG dimensions.

In this way, we ensure compliance with the mandatory requirements regarding regulations, innovation, cybersecurity, and environmental management systems. We also ensure the mapping and updating of trends in emerging sustainability frameworks and a communication plan to permeate this culture throughout the organization.



Hygiene initiatives

E	1	Emissions Reporting
	2	Climate Change Strategy
	3	Environmental Management
	4	CORSIA Compliance
	5	Renewable energy consumption
	6	Company Impact on Biodiversity, Noise Pollution, and Air Quality
	7	Water and Waste Footprint
S	8	Customer Experience
	9	Employee Engagement
	10	Human Trafficking Prevention and Respect for Human Right
G	11	Risk Management
	12	ESG Governance
	13	Cybersecurity
	14	Ethics and Anti-corruption
	15	Sustainability Reporting
	16	Communication of Sustainability Strategy
	17	ESG Performance

2050 DECARBONIZATION PLAN

2.4



According to the collective objective adopted at the 77th IATA Annual General Meeting, and subject to the reliable and continued availability of Sustainable Aviation Fuel (SAF) in Mexico and relevant regions, we are committed to achieving net-zero carbon emissions by 2050. To do this, we developed an Aeromexico roadmap based on commercial and financial analyses with internal, local, and global perspectives. The required investment and the different human and material resources were established. Then, the main leverages required during the following years were determined, and update reviews in subsequent years were approved.

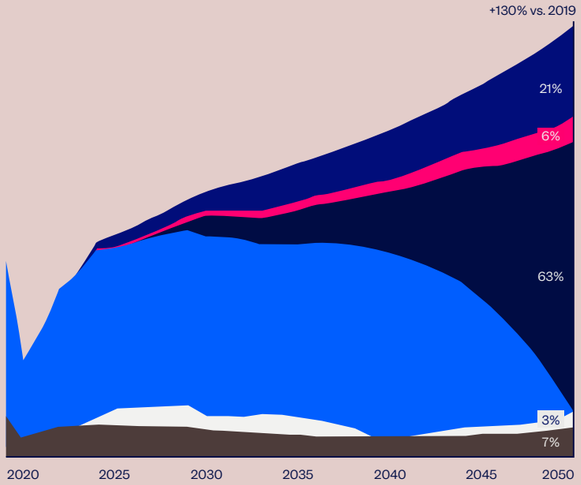
Fleet renewal, incl. neo+
(~24 years retirement age)

Operational improvements
(-0.3% p.a.)

SAFs
(95% of fuel demand)

Remaining emissions
to be removed/offset, incl.

Scope 3 emissions



Therefore, we are continually assessing the use of SAF, mainly to ensure the volumes we will need in Mexico. We are working on strategies and initiatives to improve our fuel savings program. These initiatives include assessing Boeing and Embraer fleet performance—to ensure an efficient fleet—, aerodynamic improvements, and improving our ground operations, as detailed above.

The main environmental impact of the aviation sector is climate change. For this reason, we defined the net-zero emission roadmap with the vision of leadership in Latin America—an increase of up to 95% in the SAF in 2050, with most decarbonization occurring in the 2040s.

2.5

ESG Week

As part of the first edition of ESG Week, we presented this strategy and our ESG path to all our employees. We then announced the implementation plan and initiatives through a panel led by members of the Executive Committee.

Andrés Conesa, our CEO, shared the following message:

> The objectives are clear. We'll focus our efforts to be a net-zero emission airline by 2050, integrate ESG factors in all areas and levels, and lead Latin America in the transition for more sustainable aviation.

For the environmental pillar, we highlighted the importance of fighting climate change and emissions through the main initiatives contributing to the decarbonization plan, especially the efforts to acquire SAF. We reaffirmed our role in preventing illegal wildlife trafficking with cargo operations talk.



> The rise of SAF will be our most important project until 2050 when we aim to achieve Net Zero, an ambition agreed upon with IATA and the UN, and we're part of that ambition.

Andrés Castañeda
EVP of Digital and Customer Experience



Regarding the social pillar, with the help of partner organizations, we explored topics such as inclusive tourism and the prevention of human trafficking. We conducted disability and human rights actions by visiting the Teletón Children's Rehabilitation Center (Centro de Rehabilitación Infantil Teletón) and the "Anne Frank. Notes of Hope" (Ana Frank. Notas de Esperanza) temporary exhibition at the Memory and Tolerance Museum (Museo Memoria y Tolerancia).

> We're an airline with great diversity and 22 nationalities. However, diversity as such is not important. What is crucial is accepting differences and integrating them to make better decisions for Aeromexico, our employees, and our customers.

Angélica Garza
EVP of HR

The ESG Week 2023 concluded with a panel of sustainability leaders from different industries sharing inspiring practices and reaffirming our commitment to working for a more sustainable future.

In the first edition of ESG Week, over 4,100 employees participated in 20 activities on various topics related to the three pillars.

ESG External Assessment

CDP

CDP SUPPORTER 2023

We publish our climate performance and CO2 emission information. Our performance is above the average for the North American region.

ECOVADIS

ecovadis

We participate in the EcoVadis assessment as part of the relationship with our business partners.

Corporate Sustainability Assessment (CSA)

S&P Global Sustainable1

We report annually on our ESG performance.





03

GRI (3-3) SASB (TR-AF-110A.2, TR-AL-110A.2)

World: Environmental Pillar

"Flying towards a sustainable and extraordinary world."

In aviation, we face significant challenges in the pursuit of sustainability on a daily basis. Therefore, we adopt alternative solutions, technologies, and sustainable practices, charting the future of our industry and preserving our extraordinary world.

Our sustainability strategy is propelling us towards excellence. Today, our operations are more efficient thanks to a modern fleet that significantly reduces fuel consumption. We champion the adoption of alternative energy sources and continue to drive a fuel efficiency program. Our aim is precise: to lead the airline industry in Latin America's transition towards Net Zero Emissions.

These are our environmental initiatives on decarbonization and its impact on climate change:

We take measures to reduce our CO2 emissions, aiming at zero emissions by 2050.

28% decrease in greenhouse gas emissions intensity by 2030, compared to our 2019 levels, ASK.

Progressively increase the use of Sustainable Aviation Fuel (SAF) in our operations, as long as there are suppliers in Latin America—achieving 5% by 2030.

We progressively renew our fleet with state-of-the-art aircraft to reduce fuel consumption, emissions, noise, and air pollution.

We minimize our environmental impact through excellence in ground and flight operations.

We mitigate climate change by preserving biodiversity, efficiently managing resources such as water and energy, and gradually implementing renewable sources.

We adopt a waste management program aligned with the circular economy, promoting reuse, recycling, and reduction of final disposal waste.

We encourage our customers to help us combat climate change by providing them with sustainable traveling options and participate in responsible and inclusive tourist activities.

We adopt a Zero Waste approach promoting the replacement of single-use plastics.

According to the Air Transport Action Group (ATAG), the aviation sector accounts for approximately 2.5% of all global greenhouse gas (GHG) emissions. Of this percentage, approximately 80% of carbon dioxide (CO2) is from flights longer than 1,500 km, where other transportation options are limited.

Recognizing our environmental co-responsibility, we are steadfast in our commitment to the industry's global objectives-achieving Net Zero Carbon Emissions by 2050. This commitment is not just ours, but a collective goal adopted at the 77th IATA Annual General Assembly (Fly Net Zero), and it aligns perfectly with the goals of the Paris Agreement to limit global warming to below 2°C. This goal is a testament to our unwavering determination to transform aviation in Latin America toward a more sustainable future.

As this is one of the most relevant topics in Aeromexico's Sustainability strategy, we have charted a Decarbonization Path, addressing the most significant emissions of our operation based on three principal strategic axes:





Aeromexico's strategic axes to become Net Zero Emissions by 2050:

Alternative Energy Development	Operational Efficiency	Sustainable Traveling
• Achieve 5% sustainable aviation fuels (SAF) for Aeromexico by 2030 through acquisition plans in the markets where we operate, ensuring the reduction of our carbon emissions and boosting production and marketing in the region. • Foster that 20% of our goal by 2030 is achieved with SAFs produced in Mexico, actively promoting its development in our country in collaboration with the main stakeholders.	• Operate 74% of our fleet with next-generation aircraft by 2030, using less fuel and reducing emissions. • Increase fuel consumption efficiency by 0.3% annually through our Operational Excellence program to maximize our processes and invest in new technologies. • On land, we will achieve a 30% reduction in emissions by 2030, using renewable energy in our facilities and more efficient vehicles.	Integrate sustainable travel experience actions, taking care of our world and prioritizing the reduction of emissions in the life cycle: • Sustainable Traveler: We are offering our customers sustainable products and services, making their experience sustainably extraordinary. • Sustainable In-Flight Product: We are committed to replacing single-use plastics and using only recyclable or reusable materials, eliminating unnecessary packaging or products. • Circularity: We reduce waste while promoting its circularity through strategic collaborations with our partners. • Conservation of Biodiversity: We are committed to fighting illegal wildlife trafficking and contributing to preserving Mexico's natural wealth.

3.1

(GRI 3-3, 2-27)

Environmental Management

Environmental management is a priority to elevate our journey towards an extraordinary world, achieving Net Zero Emissions. We achieve this by always complying with current regulations and consolidating good practices through the Environmental Management System (EMS). The EMS is a comprehensive framework we have implemented in Hangar Oriente, ensuring a correct environmental performance. In 2023, as part of our strategy and in line with our business priorities, we expanded and adjusted the EMS scope to other Aeromexico facilities in Mexico City, such as CECAM Service Terminal, Aeroméxico Formación, Aeromexico Cargo, and Hangar Connect.

Our mission is to standardize procedures and disseminate best practices in all our operations. This is how we can promote environmental performance, ensuring responsibility and continuous improvement in our environmental indicators.

Throughout 2023, we maintained and enhanced our Environmental Management System at Hangar Oriente, e.g., we started a new cycle of audits to obtain the ISO 14001:2015 standard recertification.

> We completed the audit to be certified under the ISO 14001:2015 standard and renewed our certificate until September 2026.

We will conduct audits in 2024 and 2025 to maintain our standards. Thanks to these audits and an ongoing assessment of legal compliance, we identify and address any deviations, treating them as non-conformities and correcting them effectively.

We participated in the National Environmental Audit Program (Programa Nacional de Auditoría Ambiental - PNAA) organized by the Federal Attorney's Office for Environmental Protection (Procuraduría Federal de Protección al Ambiente - PROFEPA), seeking, for the first time, performance level 2 of the Clean Industry certification.

This is the highest level that a company can achieve and recognizes, in addition to level 1, the commitment to continuous improvement to maintain or improve environmental performance and take it to a level higher than that required by law.

No findings were obtained in PROFEPA's final audit. The requirements and documents prepared were delivered to the authority promptly; therefore, we expect to receive the Certificate in May 2024.

> We were awarded PROFEPA's Clean Industry Performance Level 2 for Hangar Oriente.

In 2024, we will prioritize a training plan promoting environmental knowledge and awareness among our employees, ensuring their compliance with the EMS procedures and work instructions under current regulations. As for our ground operations (facilities), the scope of the indicators mainly includes the seven main operation centers of Grupo Aeroméxico:

1. Hangar Oriente (MEX)
2. Hangar Connect (MEX)
3. Aeromexico Cargo (MEX)
4. Cargo Terminal (MEX)
5. CECAM Service Terminal (MEX)
6. Monterrey Hangar (MTY)
7. Guadalajara Hangar (GDL)

ENVIRONMENTAL REGULATORY COMPLIANCE AND TRANSPARENCY IN EMISSIONS MANAGEMENT

In 2023, we have strictly complied with the applicable procedures and mandatory reports, such as the Single Environmental License (LAU, in Spanish) and the Annual Operation Certificate (COA, in Spanish). Also, we have been transparent and published our climate management in the Carbon Disclosure Project (CDP), participated in the Corporate Sustainability Assessment (CSA), and EcoVadis to evaluate our environmental, social, and corporate governance performance.

Regarding the management of greenhouse gas emissions, we comply with the following regulations:

- The General Law on Climate Change and its regulations, which establishes the National Emissions Registry (RENE, in Spanish). In 2023, we obtained a Positive Verification Opinion for our 2022 Compound and Greenhouse Gas Emissions Report. This verification is conducted every three years.
- The AFAC Mandatory Circular 16.4/18 regulates Mexico's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). In 2023, emissions from international flights were verified, resulting in 2,429,470 tons of CO_2.
- The European Union Emission Trading Scheme (EU ETS).
- The AFAC Advisory Circular 42/14, which establishes the reporting of greenhouse gas emissions, fuel consumption and ton-kilometer data.

Our transparency and environmental regulatory compliance reflect our commitment to sustainability. This year, we did not receive sanctions or incidents for non-compliance with environmental regulations.

3.2

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

Emissions and Energy

We rely on our greenhouse gas emissions inventory to assess our decarbonization progress. We strengthen and increase our measurement and reporting scope as part of our strategy. Therefore, in 2023, we have included emissions from fugitive sources and standardized the consumption emissions of Jet Aviation Fuel A-A1 under our industry's best practices. The following table shows a breakdown of Scope 1, 2, and 3 GHG emissions:

Greenhouse Gas (GHG) Emissions Tons CO2eq	**2021**	**2022**	**2023**
Direct (Scope 1) GHG emissions	**2,880,712**	**3,777,866**	**4,192,420.56**
Jet A-A1 Aviation Fuel Consumption*	2,869,291	3,769,991	4,184,310.04
Other mobile and stationary sources	11,421	7,876	7,672.88
Fugitive sources	N/D	N/D	437.64
Indirect (Scope 2) energy emissions	**4,141**	**4,364**	**4,604.41**
Other indirect (Scope 3) GHG emissions	**1,239**	**789,285**	**869,112.06**
Category 1. Purchased goods and services	114	214	179.93
Category 3. Activities related to fuels and energy	N/D	788,748	868,618.53
Category 6. Business travel	124	318	313.60
Total emissions	**2,886,092**	**4,571,515**	**5,935,249.09**

We standardized the Jet A-A1 calculation according to the invoiced fuel following CORSIA guidelines. There is a restatement of the emissions values for 2021 and 2022.

During 2023 we reduced the emissions intensity shown in detail in the following chapter, however in terms of absolute emissions we increased by 10%, due to a 15% increase in operations in terms of ton-kilometers transported and the inclusion of fugitive sources in the inventory.

GRI (305-4)

Emission Intensity

Due to actions related to operational efficiency, our emission intensity per passenger kilometer traveled has been reduced by 3%; thanks to our fleet renewal and the acceleration of operational excellence, we have flown further with lower emissions.

Emission Intensity	**2021**	**2022**	**2023**
tCO2e/1,000 ton-kilometers	0.987	0.901	0.873
tCO2e/1,000 available seat-kilometer traveled	0.083	0.079	0.079
Emission intensity (tCO2e/1,000 passenger-kilometer traveled)	0.110	0.097	0.094

To calculate the emissions intensity ratio, we use the following parameters: tCO2e/1,000 tonne-kilometer; tCO2e/1,000 available seat-kilometer traveled; tCO2e/1,000 passenger-kilometer traveled.

Emission intensity considers scope 1 and 2.

GRI (305-7, 305-6) SASB (TR-AF-120A.1)

Emission of Other Gases

Significant air emissions	**Unit**	**2022**	**2023**	**Type of source or activity that generates the emission**
Nitrogen oxides (NOx)	Ton	2,046	2,454.05	Airplane emissions during LTO (landing and takeoff) phase

NOx Emissions Intensity

NOx Emissions Intensity	**2021**	**2022**	**2023**	**Unit**
Specific NOx emissions for passenger transport	0.058	0.053	0.055	Grams NOx/ PKT (passenger kilometers transported)
	0.487	0.488	0.510	Grams NOx/RTK (ton-kilometer transported)

* <3,000 ft cycle emissions

GRI (305-5) SASB (TR-AL-110A.3, TR-AF-110A.3)

Alternative Energy Development

Our primary energy source is aviation fuel (Jet Fuel A/A1). In 2023, we consumed 1,641,548,556 liters of fuel, which cost MXN$22.864 billion.

Type of Fuel	Liters
LP Gas	599,143
Diesel	1,609,761
Gasoline	802,240
Jet A & Jet A1 Aviation Fuel	1,641,548,556

SUSTAINABLE AVIATION FUEL (SAF)

Elevating our journey towards Net Zero Emissions implies using Sustainable Aviation Fuel (SAF) as one of the critical factors in achieving this goal. These fuels are produced from sustainable sources other than petroleum, such as used oils, forestry or agricultural waste, and even carbon capture from the air and green hydrogen.

For a fuel to be considered SAF, it must meet environmental and social criteria in its production and distribution and technical specifications for its safe use in aircraft. Compared to fossil fuel, SAF can reduce emissions by up to 90%, although it can only be used in mixtures of up to 50%. Besides being a renewable raw material, it reduces harmful emissions; however, it usually costs 2-3 times more than conventional fuel.

In 2023, we exceeded our emissions reduction goal with renewable fuels by using over 214,000 liters of SAF produced from animal fat waste and used cooking oil, which meets safety standards and sustainability criteria, thus potentially reducing emissions by up to 90%. This year, out of the total aviation fuel, 0.01% corresponds to the acquisition of SAF, with 24% of SAF obtained through voluntary purchases, while the remaining 76% was sourced through the Sustainable Aviation Fuels mandate in France. In 2024, we will work on accelerating viability initiatives, both in local production and supply, while ensuring the acquisition of 0.01% of fuel from alternative sources, aligned with our Decarbonization Roadmap towards 2050.

CO2 emission reduction history through the use of SAF

2021	2022	2023	2024
- 19 Tons CO2 • SAF supplied by NESTE • Airport where it was used: SFO	**- 44 Tons of CO2** • We exceeded the goal of 38 tons • SAF supplied by NESTE • Airport where it was used: SFO	**- 479 Tons of CO2** • We exceeded the goal of 72 tons • SAF supplied by WorldFueln NESTE and TotalEnergies • Airports where it was used: SFO, LAX, and CDG airports	Goal: Acquire 0.01% of SAF in our total fuel, which equals more than 180,000 liters*

*Based on our sustainability strategy, we modified our goals to liters or volume percentages of SAF.

In 2023, we exceeded our emission reduction goal with SAFs by reducing 479 tons of CO2.

Today, we are facing the following challenges to operate with alternative fuels:

- SAF prices: 2-3 times higher compared to traditional fuel.
- Technological factors: SAF production methods approved.
- Financial factors: investment schemes and incentives for their development.
- Operational factors: complex SAF production.
- Logistical factors: shortage of raw materials and certification processes.

The SAF industry in the Latin American region should be developed with the aviation sector and government cooperation to establish the required public policies to generate investment and incentives for its development, production, and marketing.

Considering the lack of SAF production in Mexico, we are looking for alternatives in the markets where we operate to comply with our commitment to acquire 5% of SAF by 2030 and that 63% of our greenhouse gas emissions are eliminated through alternative fuels by 2050.

Achieve 5% sustainable aviation fuels (SAF) for Aeromexico by 2030 through acquisition plans in the markets where we operate, ensuring the reduction of our carbon emissions and boosting production and marketing in the region.

As Mexico’s flagship airline, we cannot picture our journey to an extraordinary world without including the development of the local alternative fuels industry. Therefore, our sustainability strategy reflects this commitment, with 20% of our goal by 2030 set to be achieved with SAFs produced in Mexico.



20% of our goal by 2030 will be achieved with SAFs produced in Mexico.

We are not just passive observers in the sustainability arena. We are actively collaborating with national and international authorities and allies to ensure the reduction of our carbon emissions. We are fostering SAF production and marketing in the region while also playing a pivotal role in developing Mexico's SAF industry. In 2023, we were proud participants in the following initiatives:

- The Aviation Environmental Committee of Mexico's Federal Civil Aviation Agency (AFAC), reviewing the regulatory framework and the roadmap to promote the development of SAFs in Mexico.
- The Aviation Sustainability Committee of the National Chamber of Air Transport (CANAERO), which promotes efforts focused on the development of sustainable fuels in Mexico.
- Environment and Sustainability Committee of the Latin American and Caribbean Air Transport Association (ALTA), which promotes the development of sustainable fuels in Latin America.
- SAF Mexico 2023 Competition (first version) with the participation of stakeholders, including airlines, authorities, aircraft producers, and universities, to encourage and recognize scientific advances for the development of SAF in Mexico. It was organized by the Mexican Federation of the Aerospace Industry (FEMIA), as well as aircraft manufacturers.
- The Sustainable Aviation Futures Congress, as speakers in the "Latin America Focus: Providing an overview of sustainability strategies and decarbonization efforts in LATAM's aviation sector" panel.

GRI (302-1, 302-3, 302-4, 302-5, 305-5) SASB (TR-AF-110A.3, TR-AL-110A.3)

Operational Efficiency

In 2023, our aviation fuel energy consumption increased due to the rise in our operations. The ground equipment (diesel and gasoline) fuel energy decreased due to outsourcing our ground operations at domestic airports outside Mexico City.

Energy Consumption (Gigajoules)	2021	2022	2023	Variation %
Total fuel consumption from non-renewable sources	**40,878,945**	**53,615,686**	**60,899,119.32**	**14%**
Jet A & Jet A1 Aviation Fuel*	40,724,285.39	53,508,061	60,793,775.35	14%
Gasoline	34,867.06	30,305	28,322.86	-7%
Diesel	109,582.45	65,138	61,370.55	-6%
LP Gas	10,210.44	12,182	15,650.56	28%
Fuel consumption from renewable sources	354	1,978.13	7,351.23	272%
Electricity consumption	**35,248**	**37,156**	**37,844.44**	**2%**
Total (electricity + fuel)	**40,914,547**	**53,654,820**	**60,944,314.99**	**14%**

There is a restatement of energy consumption values for 2021 and 2022 because Jet A & Jet A1 aviation fuel was considered the invoiced fuel, aligning with CORSIA guidelines.

For energy and fuel consumption accounting (Gasoline, Diesel, and LPG Gas), we consider the consumption of all our ground vehicles and aircraft, including the electricity consumption at Aeromexico's 7 operational hubs.

In 2023, we reduced energy intensity in our organization due to the renewal of our fleet. We are incorporating more efficient aircraft, such as the Boeing 737 MAX, implementing initiatives to improve fuel efficiency, and increasing the flight occupancy factor.

Energy Intensity	2021	2022	2023	Reduction %
Liters/100 passengers-km	4.29	3.81	3.68	-3%
MJ/RTK[1]	13.93	12.75	12.64	-1%
Liters/RTK[2]	0.39	0.35	0.34	-3%
Liters/ASK[3]	32.37	30.97	30.98	0%

There is a restatement of the energy intensity values for 2021 and 2022.
To calculate the energy intensity ratio, we use the following parameters: Liters/100 passenger-km; MJ/RTK; Liters/RTK and Liters/ASK.

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

We aim to achieve net zero emissions by increasing operational efficiency, guaranteeing safety, and an extraordinary customer experience at all times. We have implemented three essential initiatives to elevate our journey with fewer emissions:

Fleet Renewal

Acceleration of Our Operational Excellence

Reduction of Our Emissions on Land (vehicles and facilities)

INCORPORATION OF MORE EFFICIENT AIRCRAFT

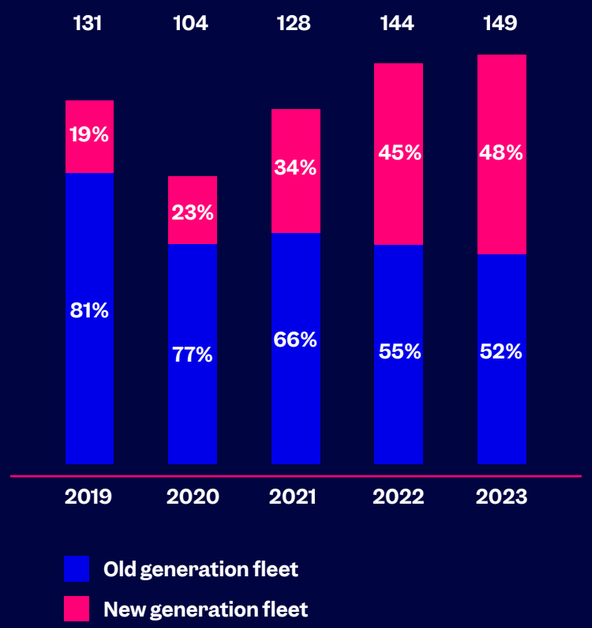
PROPORTION OF NEW GENERATION AIRCRAFT

We aim to operate 74% of our fleet with next-generation aircraft by 2030, using less fuel and reducing emissions.

In 2023, we added six B737 MAX -8 and -9 aircraft to our fleet. These new fleet members are designed with advanced aeronautical technology. Compared to Boeing 737 NG—its predecessor—all our B737 MAX aircraft reduce greenhouse gas emissions by up to 13%, an annual reduction of 1,333,586 tons of CO2.

We integrated a B787-9 Dreamliner, a state-of-the-art aircraft, into our fleet. This aircraft offers premium comfort for our passengers and a positive environmental impact which reduces emissions by up to 25% compared to previous widebody aircraft models we used to operate.

In 2023, 48% of our fleet comprised the latest generation aircraft (B737 MAX and B787 Dreamliner) thanks to the above incorporations and the disposal of less efficient aircraft (B737 NG and E190).



SASB (TR-AF-110A.3, TR-AL-110A.3)

Fuel Efficiency Program

We have committed to increasing fuel consumption efficiency by 0.3% annually through our Operational Excellence program to maximize our processes and invest in new technologies.

This year, we continued implementing new technologies and continuously improving our operational processes. We have achieved a notable reduction in fuel consumption: 22,315 tons of CO2, equivalent to removing approximately more than 3 million cars from circulation daily.

In 2023, we established a fuel intensity efficiency target. We reached the target by 0.22% liters of fuel consumption (Jet A and Jet A1) per seat kilometer. Besides the environmental impact, this reduction in emissions has also delivered savings in our operating costs. In 2023, we estimated savings of USD$7 million.



Below are some of the initiatives we have successfully implemented to achieve these results:

Efficient Use of APU

We optimized the use of Auxiliary Power Units (APUs) in our aircraft by reducing their operation with more efficient Ground Power Units (GPUs) at airports.

5,084.38 Tons of CO2 reduced

Single Taxi in/out

A standard process to reduce fuel consumption during the taxiing phase with one engine off after landing (in) and before takeoff (out).

228.10 Tons of CO2 reduced

Optimal Drinking Water Loading

Calculating and maintaining optimal water levels in aircraft according to the type of region (AME, EUR, ASI) to avoid deadweight transportation that increases fuel consumption.

1,981.27 Tons of CO2 reduced

Split Scimitar Winglet

Wingtip attachment installed on Boeing 737-800 aircraft. It reduces fuel consumption up to 4%, by reducing drag and increasing aerodynamics.

6,742.34 Tons of CO2 reduced

Tankering

Reducing tankering (the practice of loading more fuel than necessary for a trip, to take advantage of lower fuel prices at the airport of origin), avoiding excessive fuel consumption and maintaining safe operations at all times.

4,720.35 Tons of CO2 reduced

Designation of Alternate Airports—Santa Lucia (NLU) and Cozumel (CZM)

Safe planning of flights to Mexico City International Airport (MEX), having Santa Lucía Airport (NLU) as an alternate one, and to Cancún International Airport (CUN), having Cozumel Airport (CZM) as an alternate one, when operational and meteorological conditions allow it, to minimize additional fuel and reduce the weight and use of the aircraft.

3,558.85 Tons of CO2 reduced

GRI (302-4, 302-5, 305-5)

REDUCTION OF OUR EMISSIONS ON LAND

We have committed to reducing land emissions by 30% by 2030 through renewable energy in our facilities and more efficient vehicles.

Our Hangar Oriente Environmental Policy states our firm commitment to caring for the environment and implementing actions to prevent pollution and significantly reduce our environmental impact. This commitment is essential in all our operations and at every stage of our processes to guarantee environmentally responsible practices.

In line with this policy, we have implemented a specific working procedure at Hangar Oriente, consisting of a series of good practices to avoid unnecessary energy waste. This procedure includes staff guidelines for efficient energy use, promoting an organizational culture focused on resource conservation.

We have implemented various initiatives to improve our energy management during this period. These include changing our facilities' fluorescent to LED lighting, conducting an energy diagnosis in Hangar Oriente, and installing motion sensors to optimize energy use in strategic areas. Our "Torre Mapfre" administrative and executive headquarters features a LEED certification. In 2023, our total energy consumption was 10,512,344 KWh, with a total cost of MXN$29,949,493.

Place	kWh
Service Terminal	1,854,446
Aeroméxico Formación	2,008,438
Old CECAM	61,500
AM Cargo with Cargo Terminal	465,783
Hangar Connect	2,457,815
Hangar Oriente	3,004,558
Joining Hangar 11, GDL Airport	237,512
Hangar 11-B GDL Door	422,292
Total	10,512,344 KWh

Regarding our commitment to sustainable mobility, we have prioritized using electric vehicles and bicycles to transport staff at our hangars. This measure reduces greenhouse gas emissions and promotes a healthier and more active work environment for our employees.

Sustainable Traveling

To elevate our journey to an extraordinary world, we integrated sustainable travel experience actions, taking care of our world and prioritizing the reduction of emissions in the life cycle:

Sustainable Traveler: We offer our customers sustainable products and services, making their experience “sustainably” extraordinary.

VUELA VERDE PROGRAM

Together, we have implemented the Vuela Verde program, a collective effort that allows customers and employees to offset their flight carbon footprint through voluntary contributions to acquire carbon credits from socio-environmental projects in Mexico.

Through our Vuela Verde program, we obtained 134% more contributions in 2023 than in 2021 and 4% more than in 2022.

These projects, certified under the Climate Action Reserve (CAR) scheme, meet international standards and ensure the conservation of natural ecosystems to mitigate climate change and ensure an accurate, traceable, and validated reduction of emissions. Today, we collaborate with the CULTIVO and Bioforestal organizations to acquire these credits.

In 2023, the funds raised by Vuela Verde were allocated to three specific projects:

1. Ejido San Lucas Project (State of Mexico): It aims to improve forest management through tree planting, ecotourism, and sustainable forest use activities. It is certified under the Mexican Forest Protocol and Climate Action Reserve methodologies.
2. Piedra Canteada Project (State of Tlaxcala): It monitors illegal wood extraction, tree nursery maintenance, tree planting, and fire brigade activities, among other things. It is certified under the Climate Action Reserve methodology.
3. Mayan Forest Project (Pozo Pirata, Piedras Negras, and Gavilanes ejidos, in Quintana Roo): These projects are certified by the Climate Action Reserve methodology and are focused on sustainable forest management.

In 2023, our Vuela Verde projects had a significant environmental impact. We offset 4,145 tons of CO_2, equivalent to removing over 500,000 cars from circulation daily. In 2024, we will continue offering our customers more sustainable products and services.

GRI (301-1)

SUSTAINABLE IN-FLIGHT PRODUCT

We are committed to replacing single-use plastics and using only recyclable or reusable materials, eliminating unnecessary packaging or products.

In line with our environmental commitment, we launched a Sustainable Premier-Class Amenity Kit in September. This is how we offer premium products with less environmental impact. The accessories are manufactured or packaged with recycled materials and agricultural waste raw materials.

Accessories	**Recycled or agricultural waste raw material**
Sleep masks	55% recycled PET
Brushes	75% recycled PP (Polypropylene) 13% wheat straw
Combs	75% recycled PP (Polypropylene) 13% wheat straw
Lip balm (packaging)	FSC-certified recycled paper
Body lotion (packaging)	FSC-certified recycled paper
Etro bag	70% recycled PET 4.8% E-leather

Amenity kits were consumed in the period from September to December 2023.



BLUETOOTH ON BOARD

Committed to reducing waste, we significantly changed our in-flight entertainment systems in 2023. Specifically, we are focused on the transition to incorporate Bluetooth technology into the 737 MAX fleet entertainment system.

With this initiative, we reduce the use and disposal of 19 tons of electronic waste annually.

With this upgrade, passengers may use their own devices, creating a customized experience by eliminating the need for disposable headphones and packaging.

This initiative reduces waste and aligns with the trend of creating a touchless experience, providing greater comfort to our passengers. This technology has been certified to ensure that it does not interfere with navigation systems, guaranteeing our aircraft's safety and proper functioning.



COMPOSTABLE BAGS ONBOARD

We complied with Mexico City's regulatory requirements (NACDMX-010-AMBT-2019) by incorporating compostable bags onboard for the collection and disposal of waste.

3.3

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

Circularity

We are reducing waste through strategic collaborations with our partners while promoting its circularity.

A circular economy is a production and consumption model that promotes sharing, renting, reusing, repairing, renewing, and recycling existing materials and products to create added value. Today, our initiatives are consolidated in our facilities in Mexico City.

We have implemented an Environmental Policy to promote resource consumption reduction through reusing and recycling activities, minimizing and preventing the impact associated with our operations, products, and services. We conducted an exhaustive Environmental Impact Identification and Assessment process to detect the main environmental impacts of waste generation, especially in soil and water pollution.

We have implemented an Urban Solid Waste and Special Management Plan and a Hazardous Waste Management Plan approved by the relevant environmental authorities. With these plans, internal guidelines for waste management were established at Hangar Oriente, resulting in a downward trend in the generation of non-hazardous waste by 29%. The main objectives of these management plans are:

- Minimization of waste
- Promotion of shared responsibility among producers, distributors, and marketers
- Source separation
- Separate waste collection
- Promotion of reuse and recycling
- Treatment to reduce the volume of waste for final disposal

At Hangar Oriente, we identify processes generating waste and establish operational controls through internal procedures for correctly separating and disposing of EMS hazardous and non-hazardous waste.

We offer waste management workshops and talks. Our waste transportation, collection, and final disposal suppliers must comply with specific procedures and legal requirements through regular internal audits.

Regarding our environmental strategy, we have implemented an efficient system for classifying hazardous and non-hazardous waste. In 2023, we met our goal of reducing our hazardous waste per aircraft maintenance service by 5%, reaching values of 7.37 Kg/service.

Waste (Ton)	2021	2022	2023
Hazardous	79	253	263
Non-Hazardous	151	393	278

Throughout 2023, we reached a significant milestone in our environmental management efforts by reducing non-hazardous waste generation by 29%.

Hazardous Waste (Ton)

Solid Waste Generated	2022	2023	Premises
Waste oil	17.22	22	
Water with hydrocarbons	7.18	4.26	
Industrial waste	67.33	49.95	
Fluorescent lighting	0.32	0.36	
Expired chemicals	1.55	3	Hangar Oriente
Alkaline batteries	0.58	0.34	
Non-anatomical waste	0.15	0.16	
Caustic soda	0.02	0.03	
Spent cadmium solutions	0.04	0.04	
Other hazardous waste	159	183.1	Other premises
Total	**253**	**263**	

Non-Hazardous Waste (Ton)

Solid Waste Generated	2022	2023	Premises
Aluminum	3.07	1.98	
Cardboard	13.05	13.92	
Newspapers	0.29	0.11	
Paper	11.46	6.04	
Tetra Pak	1.26	0.83	
HDPE plastic	2.48	2.92	
PET	7.73	5.63	Hangar Oriente
Scrap	0.33	0.05	
Plastic film	4.38	2.14	
Glass	0.48	0.33	
Magazines	3.28	1.42	
Unused urban waste	180	161.74	
Paper	36.44	0	
Newspapers	0	31.20	
Plastic	22.12	13.87	
Lumber	17	0	Other premises
Glass	55.23	35.1	
Mixing of materials (SCRAP)	0	0.69	
Aluminum	34.46	0.19	
Total	**393**	**278**	

Hangar Oriente generates various management waste during its production, including paper, plastic, cardboard, glass, aluminum, newspaper, Tetra Pak, PET, plastic film, and scrap. This waste is separated into special containers according to its classification and stored in a temporary particular handling waste transfer area.

This area receives waste of this same category from different departments for reclassification, compacting, and temporary storage. Before delivering said waste to the relevant supplier for its use and/or final disposal, it is weighed and recorded in the control log. Finally, it is collected and transported to recycling centers for co-processing.

This process is registered in our Solid Waste management plan submitted to the Secretariat of Environment (SEDEMA) and in the PR-RPC-06 MANAGEMENT OF NON-HAZARDOUS WASTE R7 procedure, specifying our waste classification and records to be completed.

Hazardous Waste is collected daily from the different areas where it is generated and temporarily stored at an appropriate waste tank, classifying it according to its incompatibility. Then, an authorized supplier collects and transports it to its final destination—recycling, co-processing, treatment, incineration, or confinement site.

Regarding waste generated during flight operations, we manage its treatment through the relevant airports or in-flight catering suppliers in compliance with the applicable legislation in each jurisdiction where we operate.

Waste Destination (in tons)

Type of Destination	2021	2022	2023
Hazardous Waste			
Confinement	0.73	0.9	0.78
Co-processing (incinerated with energy recovery)	54.7	67.33	49.7
Incineration (without energy recovery)	0.03	0.15	0.24
Treatment	8.07	8.8	7.40
Recycling	15.19	17.22	22.0
Final disposal (other premises)	ND	159	183.1
Total hazardous waste	**78.72**	**253.4**	**263**
Non-Hazardous Waste			
Hangar Oriente Recycling	28.19	47.81	35.00
Recycling at other premises	ND	148.28	81.00
Hangar Oriente landfill	122.85	180	161.74
Total non-hazardous waste	**151**	**376**	**278**



In 2023, we continue implementing and reinforcing innovative circularity initiatives to protect our world by reducing waste and indirect emissions. Some of these initiatives are:

Washable cloth

In order to minimize hazardous waste, we keep contaminated cloths used in the maintenance of aircraft and components. We separate these cloths and store them in a specialized area to be later collected, washed, and returned for reuse by an authorized supplier.

Refilling of chemical product containers

We return certain chemicals to suppliers to be refilled with the same product. This practice extends the life cycle of the packaging of said chemicals, avoiding the waste of single-use plastics.

Paperless

We have implemented different initiatives to reduce the use of paper in our offices. We have QR codes to replace printed forms and the use of email is promoted to avoid unnecessary printing. We have switched from operational documents to digital forms, reducing paper waste.

Replacement of Waste Bags

We implemented compostable bags for organic waste collection and 100% recyclable bags for inorganic waste collection. We ensure that these bags comply with the SEDEMA's certification in accordance with the NACDMX-010-AMBT-2019 standard, which establishes the technical specifications for single-use plastic products.

Reusable Nets

We implemented reusable nets to secure cargo during its warehouse-plane transportation, and vice versa. This measure helps us reducing waste by up to 99.8%, usually replacing single-use plastic film.

3.4 Biodiversity

> Our commitment to fighting illegal wildlife trafficking is unwavering. Through our dedicated efforts, we are proud to contribute to the preservation of Mexico's natural wealth.

Illegal wildlife trafficking is the fourth most lucrative crime worldwide, with devastating consequences for ecosystems, security, and public health. Since 2016, we have adhered to the Buckingham Palace Declaration—an international initiative for the fight against wildlife trafficking.

Unfortunately, Mexico is among the first ten countries with the highest cases of illegal wildlife trafficking and the first place in the Americas. Air transport can be used to transport species or their parts illegally. Therefore, in 2021, we prepared a formal declaration against illegal wildlife trafficking with three essential pillars:

Training

We have implemented training programs especially aimed at employees who play key roles in the detection and prevention of this crime.

Policies and Procedures

We have developed specific policies and procedures for all areas of the company involved in the transportation and logistics chain.

Customer Awareness

We have launched customer awareness campaigns, encouraging them to be an active part in reporting and eradicating illegal wildlife trafficking.

In 2023, we kept reducing illegal wildlife trafficking and carried out two main actions: Campaign to Fight Illegal Wildlife Trafficking: On March 3, commemorating World Wildlife Day, we launched a month-long campaign through Aeromexico's social media to raise awareness among our users. The campaign highlighted the importance of biodiversity conservation and how to prevent, detect, and report potential cases of illegal wildlife trafficking. These messages were also posted in printed media. For further information, please click here.



Internal Awareness: During our first edition of ESG week in November, we conducted internal awareness activities with the Federal Attorney for Environmental Protection (Procuraduría Federal para la Protección Ambiental - PROFEPA) and the World Wildlife Fund (WWF) to reinforce the importance of fighting this crime and the actions to prevent and report it. 241 people attended and we emphasized this topic to our Aeromexico Cargo team.

3.5 Noise



As part of our Sustainable Travel initiative, we are reducing our impact on communities and ecosystems, particularly by significantly reducing noise pollution at our airports.

We conduct an annual environmental noise study to assess the acoustic impact of our operations. As part of our operating practices, we perform engine adjustments in positions with specific windbreaks according to the required power. These measures guarantee adequate control of the noise generated during our aircraft's maintenance activities.

We prioritize reviewing and maintaining jet blast deflector barriers when performing preventive maintenance programs. These barriers reduce the noise produced by the engines on the environment. Our pilots are trained in noise abatement procedures according to certain airports' operational noise reduction requirements.

Our entire fleet complies with the noise standard limits of ICAO Annex 16, Vol. I, Chapter 4, Chapter 14.

Our fleet includes Boeing 787 Dreamliner and Boeing 737 MAX aircraft, which use state-of-the-art technology to reduce noise levels by up to 40% on the ground and during flight.

All our Mexico-registered aircraft have obtained approval certificates for noise emissions, ensuring compliance with the NOM-036-SCT3-2000 official standard limits. This standard sets maximum aircraft noise emission limits, guaranteeing that our flights meet the strictest standards in terms of noise pollution.

3.6

GRI (303-1, 303-2, 303-3, 303-4, 303-5)

Water

We protect our world and its resources. Therefore, we have implemented awareness programs on water management and wastewater disposal.

Efficient water management is essential in our daily activities, especially given the water shortage in Mexico City, Mexico, and the rest of the world. Water is a vital resource used at every stage of our operational process, from aircraft maintenance and cleaning to providing essential services to passengers during flight. Therefore, we must continue implementing efficient water management practices to guarantee its use.

We conduct operational monitoring and controls and implement mitigation measures in all water-related and wastewater processes. We have identified the most significant environmental aspects associated with water and assessed their impact, seeking to take appropriate measures. We have also established a Water-Saving program, including specific activities to control wastewater discharges generated by our operations.

For this reason, we have implemented various initiatives to promote its efficient use:

- Water-saving toilets and sinks at our headquarters and Hangar Oriente.
- Constant checks for leaks and pipes.
- A more strict parameter than that of the NOM-002-SEMARNAT-1996 standard, for settleable solids.
- Internal promotion on the responsible use of water among our employees.
- An action plan for the implementation of a rain collector to be installed in 2024. We will be using 1,200 m3 of rainwater annually.

Note: The maximum permissible limit established by law is 7.5 mg/L, and the internal limit is 6.0 mg/L. The above is shown in the annual analysis results conducted by a certified laboratory.

To strengthen our environmental management, we have implemented several specific procedures to optimize activities affecting water resources:

Procedures that ensure compliance with the maximum permissible limits of contaminants under the Official Mexican Standards for the wastewater discharge.

A procedure that defines good environmental practices for the most efficient water use and actions to prevent and address water leaks in all maintenance activities.

A procedure indicating proper aircraft exterior cleaning activities.

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

According to the World Resources Institute (WRI), our facilities are located in areas with high water stress (information obtained in the year 2023). Thus, we have implemented a specific procedure for optimal drinking water loading on our flights operated with Boeing 787 Dreamliners. This procedure helps reduce water use in high-water stress areas and mitigate emissions by avoiding unnecessary additional weight.

Rainwater Use

In 2023, we designed a rainwater harvesting system plan for Hangar Oriente to be installed in 2024. This system will be harvesting up to 1,200 cubic meters of rainwater annually. Rainwater will be treated under the NOM-127-SSA1-1994 drinking water standard, ensuring its quality and safety for use.

With this rainwater harvesting system plan, dependence on the public water supply will be considerably reduced, resulting in significant economic savings by avoiding direct consumption from the public water supply system and the need to purchase water from external tankers.

WATER USE PER PREMISES

Premises	2021	2022[4]	2023	Unit
Hangar Oriente	8,002	10,968	12,176	m^3
Service Terminal	6,379	10,910	9,828	m^3
Hangar Connect	13,732	18,854	19,076	m^3
Aeromexico Cargo	N/A	6,750	6,680	m^3
Cargo Terminal	N/A	4,140	4,120	m^3
Guadalajara Hangar	N/A	471	1,406	m^3
Warehouse 16	N/A	N/A	152	m^3
Total	**28,113**	**52,093**	**53,438**	**m^3**

[4]There is a restatement of values for the water consumption of Aeromexico Cargo and Cargo Terminal.

Water extraction is considered equal to consumption due to the nature of our operations. The total amount of water extracted/consumed is discharged into the sewer.



Wastewater Treatment

Hangar Oriente has no wastewater treatment plant. Therefore, all water used is directed to a treatment plant located at the airport. The water consumed at the facilities in Mexico City is discharged directly into the public sewer system.

Water discharge	2021	2022	2023	Unit
Volume of effluents discharged to public sewage	28,113	42,292	53,438	m^3

Note: All the water withdrawn is used and is discharged into the sewer.
The value for 2022 is restated.

Quality parameters established by specific regulations are met for wastewater discharge at Hangar Oriente. This is conducted annually, ensuring compliance with the NOM-001-SEMARNAT-2021 standard, which defines the permissible limits of pollution loads in wastewater discharges.

We are governed by the NOM-002-SEMARNAT-1996 standard, which establishes permissible limits on wastewater discharges to urban or municipal sewage systems, and by the NADF-015-AGUA-2009 standard, which establishes permissible limits on wastewater discharges from specific processes and services to Mexico City's drainage and sewage system, coming from fixed sources.

3.7 Innovation and Sustainable Initiatives

We believe that sustainability is achieved by joining efforts, generating innovation, and collaboration mechanisms that help us meet the global goal of net zero emissions. Therefore, during 2023, we have participated in initiatives and working groups with the aim of promoting a sustainable industry, among which we highlight:

IATA

Sustainability and energy working groups

Latin American and Caribbean Air Transport Association (ALTA)

Sustainable aviation fuel (SAF) groups

SkyTeam Alliance

Sustainable airline group

National Chamber of Air Transport (CANAERO)

Aeromexico chairs the Sustainability Committee

2023 SAF Mexico Competition

Sustainable aviation fuel (SAF) development in Mexico

Aviation Environmental Committee of Mexico's Federal Civil Aviation Agency (AFAC)

UN Global Compact

We are part of this global initiative

For the second consecutive year, we participated with 22 other airlines in SkyTeam's Sustainable Flight Challenge. The main objective of this event is to promote innovation, collaboration, and knowledge on solutions to improve the sustainable performance of aviation, specifically of the SkyTeam group alliance.

In this edition, we increased our participation with six flights where we implemented initiatives to reduce emissions and waste, engaging our customers, employees, and other allies in safely piloting environmental initiatives. The Federal Civil Aviation Agency (AFAC), Air Navigation Services of Mexico (SENEAM), the Mexico City International Airport (AICM), suppliers, and NGOs supported this event. Some milestones achieved during our participation were:

Aeromexico Connect was included in the sustainable flight participation

Over 20 sustainable initiatives implemented

We obtained a Net Promoter Score (NPS) of 58 points, well above Aeromexico's overall average

12% reduction of waste onboard

44% of recycled waste onboard

Reduction of 4 tons of CO_2 on the LAX-MEX route, due to the use of SAF

20% reduction in CO_2 emissions per ton/km on the MEX-CUN-MEX route



We won the Best Innovative Onboard Solution subcategory thanks to the Bluetooth onboard initiative described in the Sustainable In-Flight Product chapter.

We were semi-finalists in the following subcategories:

1. Better Employee Engagement and Collaboration: Over 300 employees were involved in the co-creation, planning, and executing innovative and sustainable initiatives within our operation.
2. The Most Innovative Charging Solution: We participated with our reusable net initiative, specified in the Circularity chapter.
3. The Best Management of Waste of In-flight Catering:

- We implemented our "snack bar" alternative initiative, providing passengers with a snack and drink service using reusable containers and eliminating snack packaging and single-use plastic cups during participating flights.
- To promote circularity on board, blankets were secured with a fabric string made with scraps of fabric from the production of flight attendants' uniforms, replacing the plastic bags.

4. Lower CO_2 Emissions on Short-Range Flights: We contributed to reducing emissions through the "extended taxiing" initiative, which involves safely moving the aircraft by ground support equipment to the point closest to its takeoff at the Mexico City International Airport.



04

People: Social Pillar

“Create an extraordinary experience for everyone.”

Our sustainability strategy recognizes and promotes the richness and value of diversity, equity, and inclusion of our employees and passengers. Therefore, we prioritize making everyone feel proud and safe to be who we are.

The differentiating initiatives of the social pillar reinforce business performance while improving passengers’ and employees’ experience.

We foster a culture of diversity, equity, and inclusion pervading into the employees and passengers’ journey at all times.

We foster Aeromexico’s evolution from within, integrating the culture of sustainability in all areas and levels.

We promote the participation of each employee in sustainability initiatives and the positive social impact, while reducing the environmental footprint through different actions such as volunteering.

We promote the continuous development of people through training programs, prioritizing the exchange of ideas. We will implement wellness and health programs.

We strengthen the human trafficking prevention plan with key stakeholders at the national and international level, emphasizing the respect of Human Rights.

We develop a humanitarian aid intervention protocol to respond to natural disasters and organ transportation.

4.1 Our Talent

To achieve our purpose, we must care for, promote, and continue to build a better place for our talent.

For this reason, we create an environment where each employee feels motivated and safe to grow, thrive, and be themselves. We work closely with each person to strengthen their skills and abilities, thus driving our standards of excellence and safety in all our operations.

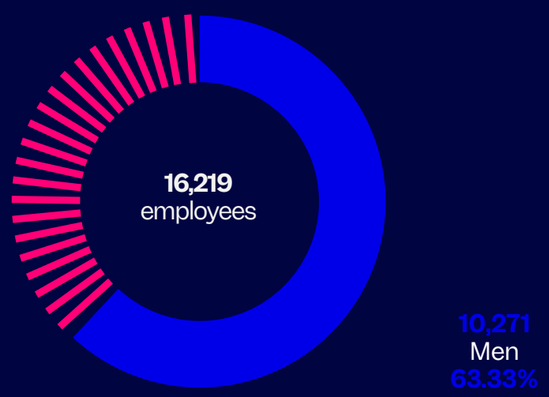
To continue strengthening the impact on our people and take care of their well-being, we invest in their learning—which impacts their personal and professional development—reinforcing our unique culture.

GRI (2-7, 2-30, 402-1, 405-1) SASB (TR-AL-310a.1, TR-AF-000.C)

LABOR DEMOGRAPHICS

At the end of 2023, our workforce comprised 16,219 employees, 9.94% more than the previous year.

98.4% were full-time staff with indefinite contracts. We had 261 part-time employees and 1,757 temporary employees.



Employees by Job Category, Age Group, and Gender (2023)

Job Category	< 30 years			30 - 50 years			> 50 years		
	M	W	Total	M	W	Total	M	W	Total
Executives	0	0	0	34	5	39	19	3	22
Managers	9	6	15	193	152	345	59	18	77
Professionals and middle management levels	268	192	460	1,176	684	1,860	239	106	345
Non-unionized operatives	325	249	574	586	480	1,066	104	44	148
Unionized	2,007	1,054	3,061	4,262	2,372	6,634	990	583	1,573
Total	**2,609**	**1,501**	**4,110**	**6,251**	**3,693**	**9,944**	**1,411**	**754**	**2,165**

Number and Percentage of Employees by Employment Category and Gender

Job Category	M	%	W	%	Total
Executives	53	86.89%	8	13.11%	61
Managers	261	59.73%	176	40.27%	437
Professionals and middle management levels	1,683	63.15%	982	36.85%	2,665
Non-unionized operatives	1,015	56.77%	773	43.23%	1,788
Unionized	7,259	64.42%	4,009	35.58%	11,268
Total	**10,271**	**63.33%**	**5,948**	**36.67%**	**16,219**

Employees by Nationality (2023)

Nationality	% of Total Workforce	No. of Temporary Employees	% of Workforce in Management Positions*
Mexico	97.96 %	1,729	2.76%
Latin America	1.12 %	24	0.18%
North America	0.51 %	2	0.06%
Europe	0.35%	2	0.07%
Asia	0.06%	0	0.01%
Total	**100%**	**1,757**	**3.08%**

*Considers Managers and Executives

(GRI 3-3, 401-1)

Recruitment and Retaining Talent

We strive every day to be a company that recruits, selects, and retains the most outstanding talent, boosting our operations and continuing to contribute to Mexico's job creation.

Faced with challenges such as recruiting talent from new generations, such as Z (born between 1998 and 2009) and Alfa (born after 2010), we have redefined our human-centered value proposition. People must work within a diversified, inclusive, and flexible environment with a well-defined purpose and competitive salaries.

We have reinforced AM Conmigo to create a healthy work environment and a meaningful experience for our employees, providing them with a career plan for their growth.



Hires by Age and Gender (2023)

Age Category	M	W
Under 30 years	565	547
30-50 years	532	465
Over 50 years	48	18
Total	**1,145**	**1,030**

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

Hires by Job Category and Gender (2023)

Job Category	M	W
Executives	8	1
Managers	26	18
Professionals and middle management levels	110	110
Non-unionized operatives	376	379
Unionized	625	522
Total	**1,145**	**1,030**

Terminations (2023)

Voluntary Termination		
Age Category	**M**	**W**
Under 30 years	180	89
30-50 years	243	121
Over 50 years	70	27
Total by gender	493	237
Total voluntary termination	730	
Turnover rate due to voluntary termination	5.00%	
Involuntary termination		
Under 30 years	467	117
30-50 years	530	154
Over 50 years	122	25
Total by gender	1,119	296
Total involuntary termination	1,415	
Turnover Rate Due to Involuntary Termination	9.69%	

Turnover Rate by Age (2023)

Age Category	M	%	W	%
Under 30 years	647	38.5%	206	17.6%
30-50 years	773	14.1%	275	8.3%
Over 50 years	192	14.8%	52	7.5%
Total	1,612	21.1%	533	12.4%

The turnover rate is calculated as total voluntary and involuntary termination/average workforce and doesn't consider temporary employees.

Turnover Rate by Job Category (2023)

Job Category	Voluntary	Involuntary
Executives	3.6%	5.4%
Managers	3.4%	3.2%
Professionals and middle management levels	6.4%	4.9%
Non-unionized operatives	9.4%	15.3%
Unionized	5.4%	12.8%

For the calculation of the turnover rate, temporary employees are not considered.

(GRI 407-1, 2-30) SASB (TR-AL-310A.1)

Collective Bargaining

Grupo Aeroméxico recognizes the contribution of unions, which represent our employees' talent. This helps us fulfill our purpose: elevating the journey to an extraordinary experience and taking care of you and our world.

Based on collaborative sessions and joint opinions, we respect the promotion of the right to free association and union representation. We have entered into ten collective association agreements with a one- to six-year validity period.

In 2023, 70.5% of our employees benefited from the protection granted by a collective bargaining agreement. This percentage reflects our firm commitment to the well-being and labor rights of our entire team and highlights our engagement in creating a fair and equitable work environment.

Any change in the operation is agreed with the union. Sessions are held to assess risks and benefits, establishing all agreements in writing.

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

TRAINING AND DEVELOPMENT

Our employees work hard to guarantee excellence on each flight. Each employee plays a crucial role—from pilots seeking perfection in each landing and flight attendants ensuring our passengers' safety and comfort, to our administrative employees. Our talent works as a team to operate the company without interruptions, connecting Mexico with the world.

As part of our mission of excellence and continuous improvement, we offer constant training to our employees. We have one of Latin America's most important aeronautical training centers—Aeromexico Formación.

In 2023, we recorded 1,860,114 hours of training, with an annual average of 95.4 hours per employee.

Average Hours of Training (2023)

Job Category	Number of employees		Average Hours of Training	
	M	W	M	W
Maintenance – Unionized	840	69	39	39
Crew – Unionized	2,998	2,894	234	234
Wing Up/Wing Down - Unionized (ASCs, Ramp)	3,752	1,590	32.5	32.5
Non-Unionized (OO, Admin)	4,545	2,815	37	37
Total	12,135	7,368	84.4	113.4

The primary training and development programs are described below:

Name	Description
Recurrent Training for Operating Personnel	
Aeronautical Technical Program	Mandatory training programs authorized based on the requirements of mandatory circulars by AFAC/IATA on topics related to operation, safety, and human factors.
Excellence in Service Program "Passport to the Extraordinary"	Comprehensive program for the development of service skills aimed at employees who have direct interaction with our customers.
Learning Path for Administrative Personnel	
Learning path program for individual contributors, middle managers, and senior leaders of the organization	This program integrates: - Code of Conduct and Corporate Ethics Certification - Cybersecurity Certification - Operational Safety Management Systems - Diversity, Equity, and Inclusion (DEI) Awareness - LinkedIn Learning courses for soft and functional skills
Leadership Development Programs	
Raise	Focused on individual contributors assuming a new managerial role.
Elevate - Leaders in Operation	Focused on developing management and operational supervision skills.
Elevate – Management Excellence	Focused on developing management and operational supervision skills.
LEAD	To drive leadership effectiveness in directors and vice presidents.
Young Talent Programs	
Ignite	Talent seedbed program to develop future Aeromexico leaders.
Youth Building the Future	Government program that provides employment opportunities for young Mexicans.

We invested MXN$99,843,574 in our employees' training—an average of MXN$5,119.40 in training and development per employee.

Aeromexico Formación

Given our industry specialization, we have established a highly specialized technical staff training unit, including pilots, cabin crew, and aeronautical managers. Aeromexico Formación is one of the leading aeronautical training centers in the region. We recruit and train talent in this center, and they learn our standards and procedures.



We conduct ongoing assessments of our aviation staff, ensuring their expertise in regular and emergency procedures, technical knowledge, and equipment operation. Pilots, for example, participate in four annual simulation sessions to maintain their theoretical and practical mastery of the aircraft. We also offer training courses in transporting hazardous goods, aviation security, and operational safety management for our employees and suppliers. Our highly qualified and experienced team of instructors are certified by the Mexican Federal Civil Aviation Agency (AFAC, in Spanish) to:



Provide theoretical training for pilots.

Provide operational safety courses, such as:
- AVSEC
- Aviation Security
- Aeronautical Legislation
- Hazardous Goods (MERPEL)
- Crew Resource Management (CRM)

For Aircraft Maintenance, we teach courses in:
- Avionics, Engine, and Glider (AVMYP) 787
- Avionics, Engine, and Glider (AVMYP) B737NG
- 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

We know that technology—combined with the highest degree of specialization of instructors and manufacturers—may guarantee the best training and the application of international operational safety standards.

To this end, to reinforce the training of technical staff, we have 13 simulators[5] This fact is a source of pride, not only for us but also for our country. We are still the highest security benchmark for passengers and employees.

These simulators are used to practice standard flight procedures, adverse weather conditions, potential emergencies, and scenarios from all the airports where the company operates and could operate. They also reproduce and assess specific scenarios according to the pilot's skill level and experience.

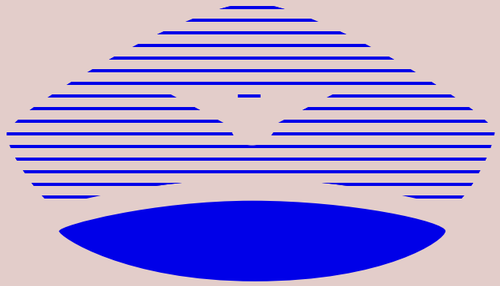
In 2023, we added a new asset to our simulator fleet: the Pushback Simulator. This acquisition has enriched the training of our Specialized Equipment Operators, enabling them to perform aircraft rollback maneuvers with safety and precision. Designed specifically for our operations, this innovative simulator allows operators to practice these maneuvers virtually before performing them in real situations, helping to prevent accidents or damage to our aircraft. All our workforce (228 operators) should be trained by 2024, with an average of five monthly courses.

As required by manufacturers' pilot training manuals to maintain specific temperatures (16-18°C) in simulator bays, we have upgraded our cooling equipment.

This renewal focused on Full Flight Simulators (FFS), crucial for effectively training flight crews and improving their operational performance. As a result, we have reduced technical problems caused by overheating by 30%, significantly improving equipment efficiency and availability. This update benefits our pilot training, crew scheduling areas, the parts supply chain, and other critical operational aspects.

Thanks to these achievements, Aeromexico Formación continues to consolidate as Mexico's most important training center and one of the most important centers in Latin America.

[5] 5 Level D Full Flight Simulators (FFS), 1 Flight Training Device (FTD), 4 Graphical Flightdeck Simulators (GFS), 2 Redbird Simulators, and 1 Pushback Simulator



GRI (404-3)

Performance Evaluation

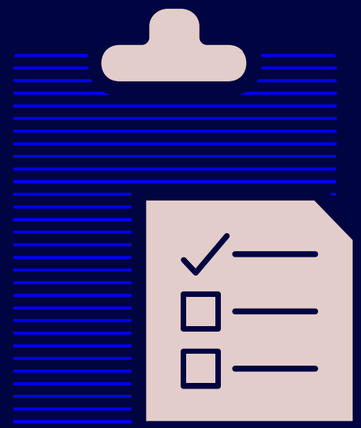
We are proud to have the best talent and recognize that their growth is essential to organizational success. Therefore, through the performance evaluation process (PEP), we can identify strengths and abilities and provide constructive feedback to our employees.

The PEP is divided into three fundamental stages:

- Definition of objectives
- Mid-year evaluation
- End of year evaluation

The Performance team sets the percentage of business and people objectives aligned with the categories of the Flight Plan for the current year.

In 2023, 7% of non-union staff at L6+ levels were evaluated. It is worth noting that the evaluation process takes place from October to October, so the number of employees for that cycle was considered.



TALENT PLANNING

To ensure business continuity in highly specialized positions, we conduct a talent planning process each year that maps potential and specialized talent leaders and assesses their strengths, opportunities, and short-, medium-, and long-term career plans.



COMMITMENT AND WORK ENVIRONMENT

amconmigo

AM Conmigo, our comprehensive proposal for employees, is based on five dimensions:

- Be yourself
- Make an impact
- Enjoy your work
- Take care of yourself and others

This proposal helps create a healthy work environment and a meaningful employee experience. We also held talks for all our employees about specific topics of the five dimensions.

In addition, we have implemented the Ethics and Human Factor Line to whistle-blow conduct contrary to the code of conduct and internal policies. The Human Factor channel addresses work-related psychosocial risks and provides support in cases of harassment or unfavorable environments. All employees may access such channels, and so far, we have not faced legal claims for alleged labor violations.



FLEXIBILITY AT WORK

We maintain the viability of a hybrid work model in our company. For this reason, we have implemented the Flex Place program to enhance our employees' performance by balancing their professional and personal needs with flexibility, allowing them to work from home. During this year, of the total number of employees, 15% of our staff have worked through this model, combining remote and in-person work.



(GRI 201-3, 401-2)

Benefits

We strive to exceed legal requirements by offering all our employees a wide range of benefits, including life insurance, health care, parental leave, collaborative work center, and dining subsidies for permanent and temporary employees. Permanent employees can access major medical expenses insurance policies, flexible schedules, a private retirement plan, and Travel Benefits.

We also have lactation rooms to support our nursing mothers during breastfeeding and facilitate their return to work activities.

These rooms are located at:

1. Torre Mapfre
2. Service Terminal (CECAM)
3. East Hangar
4. Connect Hangar
5. Reserve Room of the Aviation Pilots Union Association (ASPA)

(GRI 401-3)

Parental Leave

Our commitment to the well-being of our employees goes beyond legal provisions. Therefore, we offer paid rest leave exceeding the Federal Labor Law (Ley Federal de Trabajo) requirements. We understand the importance of supporting our employees' right to exercise motherhood or paternity, and we strive to provide them with all the necessary facilities.

In 2023, 271 employees took parental leave, 51% women and 49% men. The total number of weeks paid for employees was 2,273.

	M	W	Total
Employees entitled to parental leave	133	138	271
Employees who have taken parental leave	133	138	271
Employees who have returned to work after parental leave	130	129	259
Employees who have returned to work after parental leave and are still working 12 months later	103	38	141
Retention rate of employees who took parental leave	75%	90%	79%



Great Place To Work®

GREAT PLACE TO WORK

For the first time, we were awarded the Great Place to Work certification, which evaluates the following aspects:

Employee Perceptions:

The Trust Index Survey collects employee perceptions of credibility, respect, fairness, pride, and fellowship within the organization.

Company's Cultural Practices and Policies:

Great Place to Work—through a Culture Audit analysis—assesses the company's practices, policies, and programs that support and reinforce its culture. This analysis consists of how the company supports professional development, recognizes achievements, and promotes equity, among other factors.

Innovation in the Workplace:

It is essential to understand how organizations foster an environment of innovation and creativity and how they encourage employees to contribute novel ideas and solutions.

Leadership and Management:

The ability of leaders and managers to inspire, communicate, and align their team with the company's values and objectives is a crucial assessment component.

Wellbeing and Work-Life Balance:

This aspect evaluates how companies support the well-being of their employees and maintain a healthy work-life balance.

Corporate Social Responsibility (CSR):

The company's contribution to the community and commitment to ethical and sustainable practices are also considered.

TOP EMPLOYERS

For the second consecutive year, we were awarded the Top Employers certification, which evaluates the following aspects:

Comprehensive Assessment:

Companies undergo a rigorous analysis process, including a detailed review of their human resources practices, policies, and employee benefits.

HR Best Practices Survey:

This survey addresses crucial HR topics such as recruiting, talent, well-being, training, development, and culture.

Independent Validation:

Responses are independently validated and compared to global standards.

Feedback and Development:

Companies receive detailed feedback to identify areas of improvement and strengths in their HR practices.

Global Recognition:

Certified companies are recognized worldwide for their commitment to workplace excellence. This global recognition helps attract and retain talent.

Top Employers Community:

Certified companies join an exclusive community to share best practices and collaborate on initiatives.



GRI (3-3, 405-1)

4.2 Diversity, Equity, and Inclusion Strategy

We have been implementing Diversity, Equity, and Inclusion (DEI) practices for a long time. We celebrate diversity in our team, driving efficient and creative collaboration. Our purpose is to create an environment where everyone feels valued and empowered to contribute fully, regardless of sex, gender identity, physical condition, sexual orientation, religion, or ideology.

As a global and diverse airline, we promote an inclusive and respectful society and reject any form of discrimination.

We have a Statement on Diversity and Inclusion in which we condemn discrimination in all its forms and distance ourselves from groups that promote hatred toward vulnerable groups.

We have worked with the Labor Relations and Legal Compliance departments to ensure we are moving towards the DEI values we promote.

We focus on four priority groups: Gender, LGBTQ+, Generations, and People with Disabilities.

These are our different initiatives to promote our Diversity, Equity, and Inclusion strategy:

1 Gender

The inclusion of women at Aeromexico is essential to our long-term success. We promote an inclusive work environment where all people, regardless of gender, can reach their full potential and contribute to the growth and prosperity of our company. We recognize women's unique value in all aspects of our business—from operations to senior management. We are working to ensure that women hold more leadership positions every day.

Women represent 36.7% of our workforce.

40% of women hold management positions.

39% of women hold STEM-related positions.

42% of women hold junior management positions.



WE FLY TOWARDS A FUTURE OF EQUITY

Female talent and leadership stand out with the presence of pilots and flight attendants on our planes. Women show their skills, dedication, and professionalism in every flight, inspiring future aviation generations.

As part of International Women's Day (March 8), we promoted four flights operated only by women. 12 pilots and flight attendants led these emblematic routes, reaching a historic milestone for Aeromexico and the general aviation industry.

In destinations as diverse as Mexico City, Miami, Tijuana, Querétaro, and San Luis Potosí, our female crews showed their skills, professionalism, and dedication at every stage of the trips. Each flight represented more than just a trip—it symbolized progress, empowerment, and unity in the fight for gender equality.

We are proud to be pioneers in female leadership in the aviation industry and are committed to creating opportunities for more women to stand out and lead.



Women's Circle

In 2023, we created the first women's Circle with operational staff and some AICM station managers. This program is based on a clinical approach, promoting sisterhood and empowerment. Under the motto "Women supporting women," we promote an environment of trust and security. In the future, we will open more women's circles to include employees from other areas.

RISE

We actively participate in SkyTeam's RISE initiative to achieve the IATA 25by2025 commitment. All member executive managers signed it unanimously to help close the aviation's gender gap.

The RISE (Reach, Inspire, Soar, Empower) leadership development program helps women stand out at our member airlines. Each airline nominates female candidates to participate each year.

RISE brings together female talent to create an international network of women through collaborative projects and engagement. This program includes several high-quality training elements to improve leadership, communication, networking, personal branding, and media presence skills.

GRI (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 that are aligned with the business plan, determining its compliance at the end of the year.

We are working to reduce the wage gap between women and men, which in 2023 was 0.99.

Women/Men Salary Ratio (2023)

Job Category	Ratio
Managers	0.98
Professionals and middle management levels	0.97
Non-unionized operatives	1.01
Unionized	1
Total	0.99

The monthly base salary is used to calculate salary ratio.

Average gender pay gap	4%
Median gender pay gap	2%
Average bonus gap	4%
Median bonus gap	2%

The pay gap only considers managers.





2 LGBTQ+

At Aeromexico, we fly with pride and reaffirm our commitment to inclusion and equal opportunities for all people, regardless of sex, gender identity, physical condition, sexual orientation, religion, or ideology. This practice is essential to promote equitable, diverse, and welcoming work environments, which benefit employees and companies and contribute to the well-being of society as a whole.

To reinforce this practice, we have updated our Code of Conduct, reaffirming our commitment as an inclusive company fulfilling social standards. We have set an alliance with the Mexican Federation of LGBTQ+ Entrepreneurs, an organization that promotes the empowerment of LGBTQ+ members in the corporate sector.

In 2023, we implemented various initiatives and programs through which we commit to equity and inclusion, such as:



GAY GAMES 2023

The LGBTQ+ community organizes the Gay Games, a multi-sport event that provides safe spaces free of discrimination. In the 1980s, Tom Waddell, a US Olympic decathlete, created this event as a response to the discrimination suffered by members of the LGBTQ+ community at that time. The first edition of the Gay Games was held in 1982 in San Francisco, United States.

Guadalajara, Jalisco, was the venue for this multi-sports event in 2023. As part of Aeromexico's actions to benefit the LGBTQ+ community, we were designated the official airline of the Gay Games 2023.

LGBTQ+ FLAGS

Every year, we bring the pride of freedom and authenticity to all our destinations. In 2023, we hoisted the LGBTQ+ community's flag on 20 of our flights, covering domestic destinations such as Puerto Vallarta, Cancun, Monterrey, and San Jose del Cabo, as well as international destinations such as New York, Miami, Vancouver, London, Rome, Tokyo, Buenos Aires, Bogota and Madrid.

MEXICO CITY'S PRIDE PARADE 2023

We participated in Mexico City's XLV LGBTQ+ Pride Parade. We marched with our Aeromexico-Delta group and our employees, showing our commitment to diversity, equity, and inclusion. This shared culture provides a safe and accessible space to express ourselves as we are.

In support of the LGBTQ+ community, this year, we posted the #MeSientoOrgullosoDe hashtag through a campaign for LGBTQ+ Pride Day.

EMPTY SEATS CAMPAIGN

Aeromexico launched the "Empty Seats" (Asientos Vacíos) campaign to raise awareness of the discrimination faced by the LGBTQ+ community. The campaign uses the metaphor of an airplane's empty seat to illustrate situations where exclusion can occur, such as in the classroom or even within the family.

As part of this campaign, we organized an "Empty Seats" (Asientos Vacíos) exhibition in collaboration with the Memory and Tolerance Museum (Museo Memoria y Tolerancia, MMYT). The art installation was located in the MMYT portico and included three seats where visitors listened to the life stories of people who have experienced exclusion due to their LGBTQ+ identity. The opening of the exhibition took place as part of LGBTQ+ Pride Day.

"It's a good idea to simulate a symbolic and privileged space (a comfortable seat to experience a trip to which few have access) to reflect on discrimination and the importance of promoting comprehensive actions, beyond discourse."

Valentina, 43 years old

"I had to leave my country because, since middle school, I was bullied too much for being a lesbian. I left when I was 17, and it was very difficult. This campaign made me remember it, but at the same time it's very good that new generations can see things like these to reflect and understand that they can hurt and that they should be very careful with their words."

Angélica Maria, 43 years old

"Now Mexico may be a little different, but when I was young I always had to be very careful so that other people didn't know that I was gay. This empty seats idea in everyday life is real. Let's hope this situation stops."

Eduardo, 56 years old



Global Workplace Equity Certification

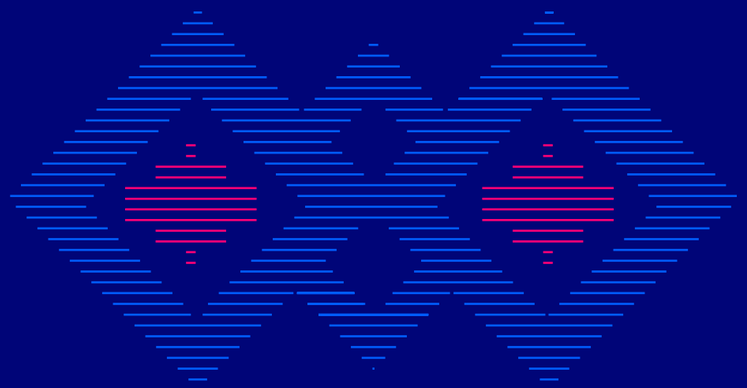
In 2023, we participated in the second annual edition of the Global Employment Equity Program, organized by the Human Rights Campaign Foundation. Through an exhaustive survey, we were recognized as one of the “Best LGBT Places to Work.”

This recognition stands out as a leading workplace-inclusion company, highlighting Aeromexico’s commitment to creating an environment where everyone can be authentic and safe.

The 2019 HRC Equity MX (HRC Equidad MX 2019) survey identifies companies that explicitly support LGBT inclusion in the workplace. This survey highlights our ongoing commitment to promoting inclusive and diverse work environments.

The three fundamental pillars to assess all companies, including Aeromexico, were:

- Adoption of non-discrimination policies.
- Creating employee resource groups (ERGs) or diversity and inclusion councils.
- Participation in public activities to support LGBT inclusion.



3 Generations

YOUNG TALENT

Young talent dynamism is a vital engine that drives innovation and competitiveness in a business world in constant transformation. Young people bring a spark of creativity and energy, which is essential to staying at the forefront in an increasingly demanding business environment.

We understand the strategic importance of engaging young talent in our organization, so we are firmly committed to their inclusion and development. This year, we proudly announce that 25% of our team comprises young people under 30. This vibrant and dynamic group joins the outstanding professionals who drive Aeromexico’s development and growth.

Most importantly, 15 of this talented group of young people hold management positions. This figure not only underlines our company’s commitment to internal promotion and professional growth, but it also shows confidence in leadership and the ability of young people to perform in highly responsible roles.

25% of our team are young people under 30, and 15 hold management roles.

OLDER ADULTS



As an integral part of our inclusive vision, we have implemented the “Golden Years” program to facilitate the re-entry into employment of people over 60. We recognize the tremendous value these people represent to our organization, thanks to their vast experience, knowledge, and unique skills.

In 2023, 1.39% of older adults are part of our workforce.

By promoting their participation in our workforce, we enrich our team and honor their career and contribution to the working sector.

Disabilities

4



PEOPLE WITH DISABILITIES

In our ongoing commitment to work inclusion, we have developed innovative pilot programs expanding opportunities for people with disabilities. These programs break down barriers and promote diversity in our workforce.

We proudly have employees with mobility disabilities playing essential roles in our operational areas and shared services center. Their dedication and skills are invaluable to our team, enriching our organizational culture and strengthening our work community.

With the sheltered employment program, we have welcomed mothers of children with severe disabilities into our team. This initiative allows these mothers to work under a flexible modality in an environment of support and understanding where they can grow professionally and contribute significantly.



Awareness

Raising awareness of Diversity, Equity, and Inclusion (DEI) is essential for Aeromexico. It is the cornerstone of our corporate identity and mission to connect people and cultures globally.

We promote an inclusive and collaborative work environment where everyone is valued and respected. We promote diversity in all forms and seek to learn and celebrate differences through awareness programs.

These programs strengthen our organizational culture, encourage mutual respect, and eliminate discrimination and harassment, empowering each person to reach their full potential.

> Thanks to these programs, we have impacted over 2,000 people.

In 2023, a call to create Employee Resource Groups (ERG) was launched; four affinity groups:

Gender

It challenges stereotypical barriers both inside and outside our industry sector. It also promotes the participation of women at Aeromexico.

LGBTQ+ Community

It proudly represents the LGBTQ+ community and its members at Aeromexico, giving visibility, creating support networks, and building connections within and outside the community.

Generations

It develops a space of respect among employees of different ages, where they recognize each other's strengths and explore opportunities to grow and learn.

People with Disabilities

It promotes inclusive practices for people with disabilities, fostering an environment where they feel welcome, valued, and successful.

In these spaces, people voluntarily share their identities, interests, and experiences to connect, create initiatives, and support the company's objectives through activities and projects representing their community, always aligned with the Diversity, Equity, and Inclusion strategy.

Each ERG comprises a Champion, a Co-chair, a Planner, and several members.

4.3 Human Rights

Protecting and respecting human rights is a priority in all our activities. This commitment is included in our Code of Conduct: we emphatically reject any form of discrimination based on race, immigration status, gender, age, disability, social condition, health conditions, creed, gender identity, marital status, physical appearance, and any other factor that undermines human dignity, as established by the Universal Declaration of Human Rights, the Declaration of the International Labor Organization (ILO), and the United Nations Global Compact.

Our philosophy is based on equal opportunities. Therefore, our products and services are available to everyone without distinction. We provide decent, safe, and respectful working conditions for all our employees, regardless of their position or level of responsibility, promoting freedom of expression among all our staff.

Our Third-Party Due Diligence Policy includes human rights questionnaires. We use questionnaires to evaluate our suppliers, partners, and other third parties. The questions involved include topics such as the prevention of forced labor, human trafficking, child labor, freedom of collective bargaining, and discrimination. We can identify and mitigate potential risks in these aspects.

We have implemented policies and mechanisms to guarantee respect for human rights in all parts of our operation, including our service, work environment, relationships with suppliers, partners, and authorities, and interaction with the community in general.

To learn more about our Declaration on Human Rights, please click here.

4.4 Health and Safety

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

To maintain an effective and constant safety, quality, health, and hygiene management system, we develop strategies and processes that ensure compliance with national and international standards, as well as standards defined by our Management.

Our Security Policy complies with the current NOM 064 SCT standard, ICAO Appendix 19, and ICAO documents 9856 and 8973. This policy helps us implement measures to ensure that all our operations are conducted with a balanced allocation of resources, prioritizing the safety and well-being of our team and stakeholders.

In 2023, we had no cases of non-compliance related to impacts on the health and safety of product and service categories.

Our security vision covers various areas and is divided into three key areas that ensure maximum efficiency in security management in all operations, whether in our offices, on the ground, or in the air.

These areas include:

- Safety
- Security
- Health and Operational Safety

SASB (TR-AL-540A.2, TR-AF-540A.2)

SAFETY

This area refers to operational safety, which prevents ground and air aircraft accidents. This prevention begins in our administrative offices with the recruitment of trained staff and the guarantee of quality services and products. Therefore, operational safety management is a priority that involves all areas of our organization.

To guarantee the safety of our flights, we implemented an Operational Safety Management System (SMS) that meets the exacting international and national standards established by the ICAO, as well as the requirements of NOM-064-SCT3-2012[6], in Section 6.1. This is how we can maximize safety in all our air operations.

Through this system, we improve our adherence to operating procedures, encourage early identification of risks, share valuable lessons learned from significant events, and constantly analyze indicators and monitoring dashboards.

[6]The Mexican Official Standard NOM-064-SCT3-2012, which establishes the specifications of the Operational Safety Management System (SMS)

We are regularly audited by the IATA Operational Safety Audit (IOSA), the industry's most exacting standard for operational safety.

Through the SMS risk management process, we assess all voluntary reports from the operational areas and service suppliers. This analysis covers errors that may arise in all operations and the total number of potential accidents and incidents recorded. This year, we had no aviation-related accidents.

In 2023, we implemented additional programs that strengthened our security management, such as:

LINE OPERATIONS SAFETY AUDIT (LOSA) PROGRAM

We entered into a contract with the supplier LOSA Collaborative to implement the LOSA-Line Operations Safety Audit Program from August 2023 to March 2024. This program involves safety audits conducted by 31 internal observer pilots to identify errors or threats on commercial flights. 150 flights from the B737 fleet, 100 from the E-190 fleet, and 50 from the B787 fleet will be analyzed throughout this period.

So far, employee promotions have been performed, a contract with the pilot union (ASPA de México) has been entered into, and observer pilots' selection and training process has been observed. Line observations, such as errors and threats in pilots' performance, have also taken place.

Working meetings will be held in February 2024 to analyze the collected data. In April 2024, a report will be published, followed by a mitigation action plan.



FATIGUE RISK MANAGEMENT SYSTEM (FRMS) IMPLEMENTATION

We are implementing a Fatigue Risk Management System (FRSM) in compliance with the regulatory requirements established by the Federal Civil Aviation Agency (AFAC), according to NOM-117.SCT3-2016. This system consists of four phases, each with specific dates:

- Phase I: Documentation. It was authorized in June 2022 regarding the FRMS Manuals for Aeromexico and Aeromexico Connect.
- Phase II: Reactive processes. It will be completed in January 2024 after audits, voluntary reports, and investigations are implemented. Processes conducted from September 2022 to April 2023.
- Phase III: Proactive-predictive processes. To be concluded in July 2024.
- Phase IV: Security assurance. To be concluded in January 2025.

During the process, ten non-conformities were reported in Aeromexico Connect in May 2023, while 14 non-conformities were reported in Aeromexico during phase II verification visits by AFAC in August 2023. After delivering evidence of corrective actions in October 2023 for Aeromexico Connect and in December 2023 for Aeromexico, we await AFAC's response on the acceptance of actions and authorization of phase II for both companies.

The action plan aims to reinforce topics such as training the staff involved, reviewing and updating procedures, and ensuring that Grupo Aeroméxico's medical service communicates and analyzes cases of potential crew fatigue.

For the implementation of the Fatigue Risk Management System, we trained[5] 57% of Aeromexico staff and 56% of AM Connect staff. We aim to train 90% by June 2024.

[5] Also, Safety, Crew Planning, HSE, Quality Assurance and CAB staff were trained. The course is divided into: Management and Non-Management.



Flight Data Monitoring

Next year, we will change the Flight Data Monitoring software for data accuracy reasons. The software will include:

- Safety Insight: Flight data monitoring to identify operational risks, determine root causes, and analyze the effectiveness of mitigation strategies.
- Fuel Insight: Fuel consumption monitoring to identify efficiency opportunities and prioritize operational initiatives.
- Flight Pulse: Pilots direct connection through personal flight monitoring by collecting flight data from other relevant databases.



GAM E-REPORT

GAM e-Report

We rigorously apply operational safety regulations, foster an effective reporting culture based on trust, and encourage employees to provide essential safety information.

Employees must report any unsafe event or condition that may affect our operations. To do this, we use GAM e-Report, a mobile app that easily reports potential risks or security breaches. We encourage its regular use to minimize and prevent risks.

This app is used to report on:

- Safety: Deviations, actions, errors, or omissions that endanger operational safety.
- Security: Intentional actions to damage facilities, aircraft, and/or people.
- Fatigue Report: Fatigue of crew members affecting their work.
- Occupational Health: Facts, actions, or conditions that may endanger workplace safety.

The detection process includes the following steps:

Definition of acceptable safety levels, and their relevant indicators	Investigation and analysis	Detection, evaluation, and mitigation

Area	Number of Reports (GAM e-Report)	Number of Safety Risks and Hazardous Situations Identified in Fiscal Year 2023	% of Mitigated Security Risks and Situations
Safety	14,056	7,960	66%
Security	2,717	33	100%
Occupational Health and Safety	2,475	195	100%

Below, we highlight some mitigation actions implemented to address security risks and hazardous situations identified by our Operational Safety Management System (SMS):

- Training reinforcement through indicators and trend charts of TOP hazards or events.
- Promotion and communication aimed at frontline staff of the impacted areas to raise hazard awareness on the different processes.
- Review, create, and align policies and procedures established in the operational manuals to clarify the guidelines and avoid errors.
- Implementation periodic working meetings to monitor TOP hazard/trend events with the relevant operational areas.

Grupo Aeroméxico Safety Action Program (GAMSAP)

To improve our safety report system, we are digitalizing the report submission and management process in the Flight Operations program, which has integrated over 4,000 safety reports since 2021.

Project progress:

- June 2023: Software planning, cost-benefit analysis, and business case.
- October 2023: Form design and development consultancy to upload the reports in SOFTEXPERT and GAM e-Report.
- January 2024: Setting and development and prior operation tests.
- February-March 2024: App/digitization training at Security, Aeronautical Authority, and Union.
- May-June 2024: GAMSAP launches in GAM e-Report with communications and pilot briefings.

Thanks to these initiatives implemented during 2023, we achieved an Operational Safety Index of 3,326 events per 1,000 operations.

SECURITY

As for Security, we protect the physical integrity of our employees, partners, and passengers, avoiding any situation compromising their wellbeing. This team develops regulations and procedures to act effectively in an emergency. To this end, we have implemented regular training that refreshes and strengthens our administrative and operational staff knowledge. We also provide specific training to our crews, complying with the international standards required by the International Civil Air Organization (ICAO4[8]) under Appendix 17 and the local legislation of operation to act efficiently in an unlawful interference event.

We hold SMS certifications issued by the Federal Civil Aviation Agency (AFAC) and the Transportation Security Administration (TSA). We are audited by the IATA Operational Safety Audit (IOSA5[9]) to ensure the effective implementation of our security protocols. At AM Servicios, we renewed the IATA Safety Audit for Ground Operations (ISAGO) certificate related to the audit program for ground service providers based on globally recognized international standards.

Our Internal Civil Protection Committee, as a regulatory and operational body, leads civil protection-related actions. This includes developing, monitoring, and updating the Internal Civil Protection Program at our facilities and properties.

In 2023, no unlawful interference action was reported in our operations, nor were there any strikes or personnel involved in them directly or indirectly.

[8]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.).

[9]International Air Transport Association

(GRI 3-3, 403-1, 403-2, 403-6, 403-7, 403-8) (SASB TR-AF-540A.1)

Occupational Health and Safety Management System

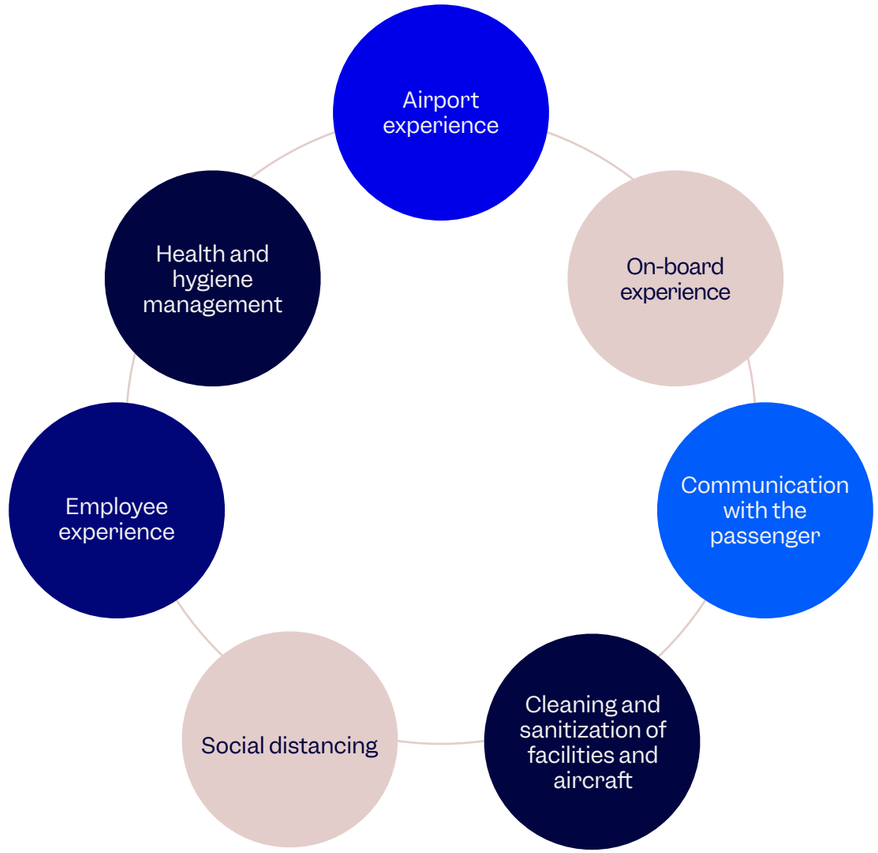
To ensure the health and safety of our employees, we have implemented a Health and Sanitization Management System (SGSH, in Spanish) that covers all our operations, employees, and third parties within our facilities. Based on ISO 45001, this system sets a safe and healthy work environment, identifying risks and opportunities to implement controls that minimize risks. It also encourages employees to identify and control risks and engage in a continuous improvement process.

We aim to consolidate a culture of health among staff exposed to occupational risks and guarantee access to information and health programs for all Grupo Aeroméxico's staff.

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.

Our employees have access to our Occupational Health and Safety Management System, supported by a specialized Medical Committee of epidemiologists and healthcare providers. This system includes seven priority areas:





Our team of healthcare providers monitors our employees' health by combining top-notch healthcare with collaborative safety evaluations supported by our Occupational Safety department in strict compliance with the Official Mexican Standards. Our Medical Service experts took an Aerospace Medicine course, ensuring that healthcare is available during business hours (09:00-18:00) in the administrative areas and 24/7 in operational areas.

All national and international Grupo Aeroméxico work centers provide medical services, ensuring healthcare for all our employees, who are insured under the social security services. The Aeromexico administrative areas are insured under a major medical expense policy.

AM Contigo has a weekly physical and emotional health channel. Our on-site medical facilities and aircraft are equipped with emergency items, such as first aid kits and portable fire extinguishers, as established by current regulations, to provide medical assistance during flights.

The Mexican Social Security Institute has certified all our work centers as Safe and Healthy Work Environments (ELSSA, in Spanish).

In 2023, we have conducted some initiatives aimed at strengthening our management in terms of occupational health and safety:

- Health and Safety Commissions
- Vaccination campaigns
- Health days
- Human factor with a 24/7 hotline
- Injury Severity Rate
- Emergency drills in case of earthquake, fire by activating search and rescue brigades, first aid, and fire prevention and extinguishing.
- Healthcare for crew members in domestic and international stations.
- Creation of the psychological first aid brigade
- Gympass

GRI (403-2, 403-3, 403-4)

Health and Safety Commission

The Safety and Hygiene Commission's structure is governed by NOM-019 of the Secretariat of Labor and Social Welfare (STPS, in Spanish). It includes the participation of worker representatives (Union delegates and members). As for the Health and Occupational Safety technical part, specialized doctors and engineers, and as for the employer's representative, the Labor Relations area. This structure also involves departments such as Operations, Human Resources, and Maintenance to address and follow up on identified risks.

We publish an accident-free days dashboard in our hangars and on AM Cargo and inform through print and electronic media and a weekly physical and emotional health channel.

We comply with the NOM-30 of the STPS when investigating incidents and conducting risk analyses to understand their impact on workers' health. We maintain a Permanent Safety and Hygiene Commission in operational areas and an investigation protocol for incident cases. Such a commission specializes in determining causes and establishing corrective measures.

In 2023, we continued to be members of the IATA Medical Advisory Committee. 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.

Human Factor Programs

We have implemented a Human Factor Program that assesses our employees' psychosocial aspects and work environment. The program is based on the Official Mexican Standard NOM-035 STP, which includes:

- 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

Some of the emotions that Human Factors can address are:

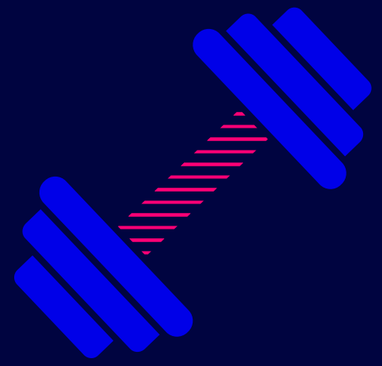
- Anxiety
- Stress
- Irritability
- Depression
- Difficulty performing duties

The participation of 220 employees in this program updates the status of psychosocial risk factors in our company, protecting our people's physical and emotional wellness. This allows us to identify areas for improvement and design action plans to continue strengthening Aeromexico.

Gympass

This platform adapts to our employees' times and needs to promote their wellness and keep them active and healthy. It offers various resources, including various fitness centers, mobile apps, and online sessions.

It features specialized programs in healthy eating, mindfulness activities, and meditation to reduce anxiety and stress. It also features different fitness training, individual sessions with specialized therapists, and nighttime sleep solutions to enhance our employees' quality of life.



FLIGHT CREW HEALTH

Our flight crew is constantly evaluated per national and international legislation through medical examinations that 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 managing our pilots' tiredness and fatigue. Therefore, our company and the crews fully respect the maximum working hours and minimum rest periods.

We have been implementing our Fatigue Risk Management System (FRMS) since its authorization in 2022. This system develops strategies and processes to ensure that all our operations have an adequate balance of resources and prevent fatigue, complying with national and international safety standards.

For further information on the results of this implementation, please see the Safety section.

(GRI 403-5)

Training

Our employees are constantly trained to identify and mitigate the specific risks to which they are exposed. Safety training needs are determined based on occupational risks. Aeromexico provides these training courses during working hours, including talks on safety and emergency protocols. Internal audits are conducted to assess the staff's health and safety skills.

Name	Course Content
Occupational safety system	• Occupational safety induction. • Definition of risk, hazards, incident, and accident. • Development of an accident. • Identification of the highest risk areas in the base maintenance.
Prevention, protection, firefighting, and civil protection	• Fire risk work activities and emergency procedures. • What is fire, fire triangle, and fire tetrahedron. • Types of fire, types, and handling of fire extinguishers. • What to do in case of fire.
Personal protective equipment (PPE)	• Hand tools, power tools, and PPE hazards. • Types of hearing protectors. • Maintenance and inspection of personal hearing protective equipment. • Types of respirators. • Testing adjustments and maintenance of respiratory personal protective equipment.
Back care	• Health problems and lifting technique.
Working at heights and ladder handling	• Preventing injuries from slips, trips, and falls. • Risks of working at heights. • Safety procedures for working at heights. • Use of personal protective equipment (PPE) for falls.
Safe handling of chemicals	• Identification of compressed gases and identification of hazardous materials according to the Secretariat of Labor and Social Welfare (STPS) and the Secretariat of Communications and Transportation (SCT).
Identification of hazardous jobs	• Tagging and padlocking: use, machinery risks, and energy control. • Work with electrical energy: risks of electricity and PPE use. • Work in confined spaces: characteristics, hazards, and PPE use.



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

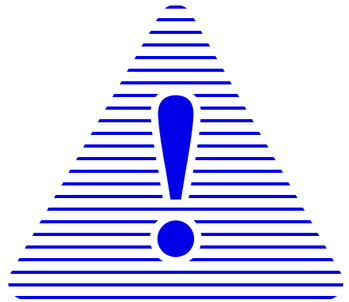
Occupational Accidents and Diseases

In 2023, 291 minor injuries due to occupational accidents were recorded, none with significant consequences, and zero fatalities.

These injuries were mainly muscle contraction, cervical sprain, and ankle sprain. The most significant risks were cargo handling (luggage and machinery).

In 2023, we updated our methodology to measure occupational accidents, adding a severity weighting scale so leaders can have objective information to take action and accident prevention plans. This year, the Injury Severity Rate was reduced to 4.16 vs. 4.51 in 2022.

22 occupational diseases were registered in this same period, with zero fatalities. The primary diseases were barotrauma, ototubal dysfunction, and anxiety disorder. The identified risks are exposure to pressure changes, noise exposure, and psychosocial factors.



Occupational Accidents

	2021	2022	2023
Deaths due to occupational accidents	0	0	0
Serious injuries due to occupational accidents	0	2	0
Minor injuries due to occupational accidents	178	189	291
Global Incident Rate (GIR)	1.61	1.22	1.51
Number of hours worked	N/A	33,998,427	38,552,583

	2023
Total Recordable Incident Rate (TRIR)	1.79
Lost Time Incident Rate (LTIR)	1.51
Number of missed days by employees due to injuries	4,943

The absence rate in 2023 was 0.1186.

Occupational Diseases

	2021	2022	2023
Deaths due to occupational diseases	0	0	0
Occupational Diseases	ND	30	22

In 2023, the number of mental health-related sick days was 310.

4.5

GRI (3-3, 203-4, 203-1, 413-1)

Shared Social Value

Due to our impact on the transportation sector, our sustainability strategy encourages the protection of human rights through a program to prevent human trafficking in partnership with key national and international stakeholders. In addition, we have developed a humanitarian aid intervention protocol to respond to natural disasters and the transfer of human organs for transplantation purposes.

We are committed to providing an extraordinary travel experience for everyone, improving accessibility at every contact point, and training our staff to serve a diversity of passengers with empathy and effectiveness. We also ensure that each journey is welcoming and barrier-free.



SPECIFIC ATTENTION PROGRAM

We strive to make flying with us an extraordinary experience for everyone. With this in mind, we are implementing a specific attention program to improve our passengers' experience through several phases. The first phase is aimed at older adult passengers and passengers with disabilities. The following phases will be aimed at the LGBTQ+ community, unaccompanied minors, and pets.

This program includes a wide range of protocols and procedures meticulously designed to ensure that our services are adapted efficiently and sensitively to the needs of all people.

From boarding assistance to in-flight attention, we ensure that each passenger is adequately supported for an extraordinary experience. We are committed to inclusion in every aspect of our air operation.

Today, we provide the following special services:

- Wheelchairs at airports where Grupo Aeroméxico operates
- Wheelchairs on our planes
- Acceptance procedure for folding mobility aids equipment powered by lithium-ion batteries
- Acceptance procedure for wheelchairs/mobility aids powered by wet, non-spillable batteries
- Acceptance procedure for medical devices, such as therapeutic oxygen, on-board oxygen concentrators, and stretchers
- Acceptance procedure for service and emotional support pets
- Procedure for special food services

Social Commitment

Since 2016, our volunteer program has grown significantly. It has evolved and is now called Volunteers on Board (Voluntarios a Bordo). It has three strategic axes linked to our social investment: environmental protection, human rights promotion, and social commitment.

By 2025, we will invite 20% of our employees to volunteer activities.

In terms of social commitment, we have implemented the Sueña Aeroméxico program to generate a positive social impact on Mexico through collaboration with different types of public and private institutions, NGOs, and universities. This program promotes people's potential under three axes: Science, Sports, and Health.

Per our Anti-Corruption Policy and Code of Conduct, all donations made must not be intended as contributions or expenses for political campaigns, political organizations, and lobbyists.



Donations and Support Granted

In 2023, we participated in several donation initiatives and grants, reflecting our commitment to the community in which we are present such as: Diving World Cup, Teletón and volunteer activities.

DIVING WORLD CUP

As part of Sueña Aeroméxico, we provided flight tickets to Olympic divers Alejandra Orozco and Gabriela Agúndez so that they could travel to seal their place at the Paris 2024 Olympics.

In 2023, our social contribution was MXN$13,364,937.55

We also allocated MXN$1,305,704.85 in charitable contributions in kind—including donations of products or services, partnership projects, and other similar initiatives—and MXN$85,236.52 in general management expenses.

Prevention of Human Trafficking

Preventing human trafficking is a flagship initiative for Aeromexico. Our objective is to raise awareness among employees, passengers, and society in general about this severe problem under a unifying motto: “Prevent a person’s destination and destiny to change” (“Evita que cambie el destino de una persona”). We understand “destination” as the physical place where a person can be taken against their will or through deception and how this crime can affect their life project.

Human trafficking involves actions such as capturing, transporting, moving, harboring, or receiving people by using threats, force, coercion, kidnapping, fraud, deception, abuse of power, or taking advantage of vulnerable situations.

PHASES OF HUMAN TRAFFICKING

CAPTURING

MOVING



RECEIVING

In the anti-human trafficking program, Aeromexico focuses on the moving people phase. This phase is the most critical because timely detection can stop this crime.

Since 2016, we have implemented a Protocol for the Identification and Reporting of Potential Victims, a statement on human trafficking available on aeromexico.com—a procedure to activate the protocol when identifying potential cases and an internal crime prevention policy. 23% of the cases detected are confirmed cases of human trafficking.

Description	%
Total real cases	23%
Total cases identified by crew	44%
Total cases identified by Passenger Service Agents	48%
Total cases identified by passengers, victims, or family members	8%



Of the 100% of potential cases detected, 23% have been confirmed.

To achieve our objectives, we have valuable partners supporting us in our mission. We are deeply grateful for the support of the United Nations Office on Drugs and Crime (UNODC), the National Human Rights Commission (CNDH), the Anti-Human Trafficking Intersecretarial Commission, the Citizen Council of Mexico City, and the Freedom Foundation.

Together with our partner UNODC, we have placed human trafficking prevention cards on all our domestic and international flights. For UNODC, this represents its most important global impact partnership in preventing this crime.

Transfer of Human Organs for Transplantation Purposes

Since 2021, Aeromexico has consolidated a strategic partnership with the National Transplant Center (CENATRA, in Spanish) to expedite the transfer of human organs, tissues, and cells nationwide for transplantation. This collaboration strengthened the partnership, facilitating transportation to Grupo Aeroméxico’s domestic destinations.

ORGAN TRANSPORTATION

Organ	Amount
Heart	1
Liver	9
Kidney	14
Cornea	165
Bone	2
Total	**191**



Thanks to our partnership with CENATRA, 191 organs, were transported for human transplantation in 2023.

This would not be possible without the invaluable support of the areas involved.

- Sustainability
- Domestic airports
- Air traffic control
- Passenger service officers
- CCE – Emergency Control Center
- Operational Security
- Pilots – Aeromexico and Aeromexico Cargo
- Flight attendants – Aeromexico and Aeromexico Cargo

(GRI 413-1)

Humanitarian Aid

In 2023, Aeromexico's contribution was essential to assisting in crises and natural disasters, delivering hand-in-hand aid with our partner CADENA AC, an NGO that prevents and assists in disasters and crises.

Hurricane Lidia in Puerto Vallarta

Hurricane Lidia caused total and partial housing losses. Aeromexico and CADENA performed an advance mission, delivering 77 solar lamps and 7 water filters to 467 people.

Hurricane Hillary in El Vizcaíno

Many CADENA volunteers flew to deliver 20 food supply kits, 205 roofs, 40 mattresses, 40 blankets, and 20 cleaning kits for 157 people in this community.









Volunteers on Board (Voluntarios a Bordo)

TREE-PLANTING SESSIONS

In 2023, we conducted two tree-planting sessions involving employees in volunteer initiatives and social actions for the environment and our community.

There were 428 volunteers from various areas, including Marketing, Finance, crew, and ground staff, among other areas. We planted 4,200 pine trees.

As part of these sessions, we planted a tree in the name of each participant in the annual Aeromexico Golf Tournament and for each passenger on the flights that participated in the SkyTeam Challenge.

AEROTAPATÓN

As part of the SkyTeam Challenge 2023 initiatives, we collected over 120 kg of plastic bottle lids to benefit the Aquí Nadie Se Rinde Foundation. With this donation, we helped more children with cancer continue with their treatments.

ANNE FRANK EXHIBITION

We visited the Memory and Tolerance Museum (Museo Memoria y Tolerancia, MMYT) to learn about Anne Frank's powerful story, an enriching experience in which 45 volunteers participated. We learned more about Anne Frank's life and legacy. Also, we reflected on the evolution of human rights over time and the importance of promoting tolerance and respect in our society.

VISIT TO THE TELETÓN CHILDREN'S REHABILITATION CENTER (CRIT)

Our visit to the Teletón Children's Rehabilitation Center in Neza was a commitment to raising awareness about different disabilities. Our team of 19 volunteers took a guided tour of the CRIT facilities. We witnessed the center's vital work and learned the stories and challenges of its visitors.

This initiative was an expression of our solidarity and an investment in the well-being of our community.

MEXICAN RED CROSS RACE

Our volunteers enthusiastically ran the race in support of the Mexican Red Cross. Every step and every foot translated into profits that helped support the Mexican Red Cross's operations throughout the country. Ten volunteers from our team joined this solidarity race, committing themselves to the well-being of others and to making a difference in the lives of those who need it most.



In 2023, more than 500 volunteers participated, and 4,502 volunteer hours were recorded.

Volunteers 2023

Program	No. of Volunteers	No. of Hours
Tree Planting 1	246	2,460
Tree Planting 2	182	1,820
Memory and Tolerance Museum	45	135
CRIT	19	57
Mexican Red Cross	10	30
Total	**502**	**4,502**

Number of Employees who Volunteered during Working Hours 2023

Job Category	Employees
Managers	34
Professionals and middle management levels	107
Non-unionized operatives	89
Unionized	26

Average Employee Volunteer Hours during Working Hours 2023

Job Category	Average Hours
Managers	327
Professionals and middle management levels	929
Non-unionized operatives	811
Unionized	183

The rest of the volunteers and volunteer hours correspond to family members.

Extraordinary Business: Corporate Governance

"Going the extra mile to build the future"

05

Our sustainability strategy addresses the trust and credibility of all our stakeholders, particularly our investors, as key pillars for transforming the aviation industry in the region. Guided by the principle of excellence, we work to maintain a robust governance model, supported by a set of internal policies, procedures, and tools. We align ourselves with the best practices of corporate governance and are committed to complying with the regulations in force in the countries where we operate.

5.1

(GRI 2-9)

Our corporate governance

Our corporate governance approach covers all the Company's subsidiaries: Aeromexico, Aeromexico Cargo, Aeromexico Connect, Aeromexico Formación, Aeromexico Servicios, and Aeromexico Rewards.

The General Shareholders' Meeting, the Board of Directors, and its auxiliary committees are the fundamental pillars of this structure, guiding our decisions and long-term strategies.



GRI (2-10, 2-12, 2-16, 2-20, 205-2)

Board of Directors

The Board of Directors has key responsibilities, such as determining general strategies and monitoring management, approving operations with related parties and establishing policies in this regard, as well as appointing the CEO and his roles and remuneration guidelines. It is also responsible for determining business strategies and monitoring the company's and its subsidiaries' administration, approving financial and accounting policies, appointing the external auditor, and establishing the relevant committees.

It also promotes the participation of stakeholders by delegating some tasks to its Auxiliary Committees. It can establish the committees it deems necessary.

Our service excellence is reflected in the Board's structure, whose members are appointed according to their professional experience, integrity, and good reputation.

GRI (2-9, 2-11, 2-15, 405-1)

STRUCTURE OF THE BOARD OF DIRECTORS

The appointment of the Chairman of the Board of Directors is carried out by the General Ordinary Shareholders' Meeting or, otherwise, by the members of the Board, as long as at least 25% are independent members, provided that their respective alternate members are also independent. The minimum number of members is 5, and the maximum number is 21.

Those persons having a conflict of interest with the company cannot be appointed as members of the Board of Directors. Our independent members may participate in other committees but always ensure no conflicts of interest. Most of the members of the Board must be Mexican and appointed by Mexican shareholders according to the legislation. To avoid any conflicts, former external auditors may not be members of the Board. The Board has the power to appoint provisional directors without the approval of the Shareholders' Meeting.

> We foster the diversity of perspectives, including nationality, experience, and gender, among other selection criteria, considering that the plurality of ideas is essential to achieving our objectives.
>
> Our board of Directors is structured based on principles of excellence. We select members with extensive experience, integrity, and an excellent reputation.



The Board of Directors is led by Mr. Francisco Javier de Arrigunaga Gómez del Campo and consists of 14 regular members, all of them men. Of these, 21% are in the 30-50 age range, while 79% are over 50. Also, 43% of the counselors are independent, and 7% are executives. Out of the total members, two have served four or less other mandates.

The average seniority of Board members is ten years. As for their nationality, 57% are Mexican, 29% American, 7% British, and 7% Spanish.



Francisco Javier de Arrigunaga Gómez del Campo
Chairman of the Board of Directors

CEO of Xokan Advisors. Member of the Boards of Directors of Puerto de Liverpool, Gentera, Dine, Kuo, Prestanómico, and Paralelo 19.

Degree in Law (Universidad Iberoamericana) and a master's degree in Corporate Law and Finance (Columbia University).

Andrés Borrego y Marrón
Member

CEO and Co-manager of the Oportunidades de Crédito Mexican fund portfolio, Head of Business Asset Management at Credit Suisse in Mexico, and a member of the Board of Agile Thought, Inc.

Degree in Industrial Engineering (Universidad Iberoamericana, Mexico City).

Andrés Conesa Labastida
Member of the Board and CEO

Chair of the Skyteam Alliance. Member of the Board of Directors of Sempra Energy.

Degree in Economics (Instituto Tecnológico Autónomo de México - ITAM) and a Ph.D. in Economics (Massachusetts Institute of Technology - MIT).

Antoine George Munfakh
Member

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, and Maxim Crane Works.

Specialization in aviation, transportation, and logistics investments.

Degree in Economics (Duke University).

Antonio Cosío Pando
Member

Member of the boards of directors of Cintra S.A. de C.V., Corporación Actinver Kimberly Clark, S.A.B. de C.V., Grupo Sanborns, América Móvil Carso Infraestructura y Construcción, Inmuebles Carso S.A.B. de C.V., and Grupo Financiero Inbursa.

Degree in Industrial Engineering (Instituto Tecnológico de Estudios Superiores de Monterrey - ITESM).

Bogdan Ignashchenko
Member

Partner at Apollo Global Management LLC, in the New York office since 2011, as part of the Private Equity team. Member of the Board of Jewel HoldCo Sarl, Novolex, Donlen, and Athene Life Re Ltd.

Degree in Economics (Wharton School of the University of Pennsylvania).

Glen Hauenstein
Member

President of Delta Air Lines.

Degree in Finance (Stetson University).

Donald Lee Moak
Member

Co-Chairman of the Special Committee of the "U.S. DOT" Chairman of the Delta Master Executive Board. CEO and Administrative Director of ALPA.

An aviation safety expert and part of the FAA's Drone Advisory Committee (DAC).

A bachelor's degree (University of West Florida).

Luis Fernando Gerardo de la Calle Pardo
Member

CEO of De la Calle, Madrazo, Mancera, S.C. Member of the Board of Directors of Corporación Inmobiliaria Vesta.

A degree in Economics (ITAM). A master's degree and a Ph.D. in Economics (University of Virginia).

Jorge Esteve Recolóns
Member

Shareholder and member of the executive committee of ECOM Agroindustrial. President of Grupo IAMSA. A member of the Mexican Business Council (Consejo Mexicano de Negocios), currently its VP and responsible for its international relations committee.

A member of the Boards of Directors of Telmex, Grupo Real Turismo, and Latin America Conservation Council.

A degree in Business Administration (Universidad Anáhuac, Mexico City) and an MBA (Kellogg Graduate School of Management, Chicago, Illinois).

Eduardo Tricio Haro
Member

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.

Agricultural Engineer (Instituto Tecnológico de Estudios Superiores de Monterrey - ITESM).

Valentín Diez Morodo
Member

President of the Mexican Business Council for Foreign Trade (Consejo Empresarial Mexicano de Comercio Exterior - COMCE). Honorary President of Banamex. A member of the Board of Directors of Kimberly-Clark de México. A member of the Mexican Business Council (Consejo Mexicano de Negocios - CMN); a founding member and first president of the Hispanic Mexican Business Council (Consejo Empresarial Hispano Mexicano - CEHME), and president of CEHME. President of the Casa de México en España Foundation.

A degree in Business Administration (Universidad Iberoamericana) and a master's degree in Marketing, Sales, and HR Management (University of Michigan).

Jorge Andrés Vilches Martínez
Member

Partner of Renaissance Executive Forums with experience in the tourism and hospitality industry. Served as Airlines SVP with Saber Technologies, Marketing Manager of Alitalia Società Aerea Italiana, and President and CEO of Pullmantur Group, LATAM Airlines Group (long-term Business Unit), LAN Perú, LAN Express.

A degree in Industrial Engineering (Pontificia Universidad Javeriana) and an MBA (University of Michigan Business School).

Eugene Irwin Davis
Member

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.

Degree in International Politics, a master's degree in International Affairs, and a Ph.D. in Law (Columbia Law School). A member of the Board of Visitors of Columbia University.

Name	Years as a Member	Title	Independent	Executive Committee	Nominating Committee	Corporate Practices and Audit Committee	Safety Committee
Francisco Javier de Arrigunaga Gómez del Campo	15	Chairman of the Board of Directors	Yes	Yes	Yes	No	Yes
Andrés Conesa Labastida	18	Member of the Board and CEO	No	Yes	No	No	Yes
Antonio Cosío Pando	16	Member	No	No	Chairman	No	No
Andrés Borrego y Marrón	1	Member	No	No	No	No	No
Antoine George Munfakh	1	Member	No	Yes	Yes	No	No
Bogdan Ignashchenko	1	Member	No	No	No	No	No
Donald Lee Moak	1	Member	Yes	No	No	Yes	Chairman
Eduardo Tricio Haro	15	Member	No	Chairman	No	No	No
Eugene Irwin Davis	1	Member	Yes	Yes	No	Yes	No
Glen Hauenstein	1	Member	No	Yes	Yes	No	No
Jorge Andrés Vilches Martínez	1	Member	Yes	No	Yes	No	Yes
Jorge Esteve Recolóns	16	Member	Yes	No	No	No	Yes
Luis Fernando Gerardo de la Calle Pardo	15	Member	Yes	No	No	Chairman	No
Valentín Diez Morodo	15	Member	No	No	No	No	No

To learn more about the members of the Board of Directors, please click here.

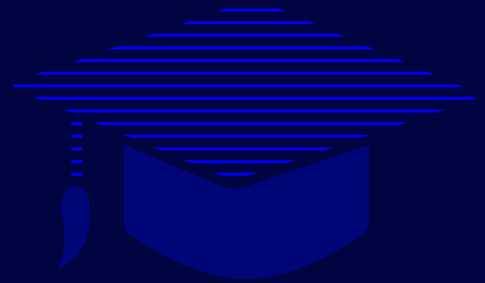
The Board meetings are held quarterly. The attendance quorum necessary to validly hold a meeting of the Board of Directors is at least 51% of the directors. In 2023, four meetings were held, with an average attendance of 95% of members.

In general, the resolutions of the Board of Directors require the favorable vote of at least 51% of the directors present at such a meeting, except for some aspects mentioned in Article 35 Bis of the corporate bylaws, which will require the favorable vote of two-thirds of the members of the Board of Directors.

(GRI 2-17, 2-18)

EXPERIENCE AND TRAINING

Most of the Board members have extensive experience in the aeronautical sector—including four independent directors—and in 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:



Sector	Percentage of members with experience
Energy	10%
Information Technology	10%
Telecommunications	40%
Consumer goods	90%
Advisory services	40%
Real estate development	10%
Public service	30%
Industrial	70%
Financial sector	90%
Aviation sector	90%

In 2023, our directors were trained in the Code of Conduct-related topics.

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

(GRI 2-19, 2-20)

COMPENSATION

Through the Nominations and Compensation Committee, the HR Executive Department—assisted by the Compensation and Benefits Department and external consultants—puts a Compensation Policy proposal to a vote. This policy includes fixed compensation for members, as well as compensation for chairing the different committees. The shareholders' meeting must ratify the compensation approved by the Nominations and Compensation Committee in an ordinary or extraordinary session.

The Chairman of the Board, the chairmen of the committees, and the Board's independent members receive a fixed annual compensation at the beginning of each quarter. Regular members receive a fixed amount for attending the committee and/or board.

Since 2023, independent members have received an amount of shares determined by the average share price over the previous 30 days every year.

Senior executives receive fixed compensation according to the benchmark authorized by the Nominations and Compensation Committee. They receive a short-term bonus based on corporate KPI compliance. A percentage of the annual base salary is paid based on the executives' title. They also receive a long-term incentive.

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 pensions, retirement benefits, or other benefits to our directors 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.

(GRI 2-13)

Auxiliary Committees

Three key standing committees—the Executive Committee, the Nominations and Compensation Committee, and the Audit and Corporate Practices Committee—strongly support our Board of Directors. The Safety Committee also dedicates its support to strengthening our operations.

The Board of Directors encourages the participation of stakeholders through these auxiliary committees. These committees are responsible for managing the organization's impacts and risks on the economy, the environment, and people.

The auxiliary committees in charge submit detailed reports for the Board of Directors to consider at each meeting.



EXECUTIVE COMMITTEE

It manages and performs several roles in our businesses and subsidiaries; it should also meet business objectives by following the strategies and guidelines approved by the Board.

NOMINATIONS AND COMPENSATION COMMITTEE

It nominates candidates for the Board of Directors and its committees and, if necessary, for the Shareholders' Meeting. It may also recommend the removal of members. The Board of Directors designs its structure annually.

CORPORATE PRACTICES AND AUDIT COMMITTEE

It is the internal regulatory body responsible for supervising external auditors and accountants. Its key functions include reporting irregularities to the Board of Directors and approving the company's code of ethics and other accounting policies. It reports directly to the Internal Auditor and informs on the audits conducted through the internal whistleblowing system.

It consists of three independent members. Shareholders must vote at an ordinary general meeting to elect or remove the chairman.

SAFETY COMMITTEE

It monitors and collaborates closely with management to ensure customer and staff safety, security, and well-being and protects the organization's operations.

(GRI 2-9, 2-12-, 2-13)

Management Team

Our management team, led by our CEO Andrés Conesa since 2005, comprises outstanding professionals with extensive experience in aviation and related areas.

Name	Title	Previous Experience
	**Andrés Conesa Labastida** CEO	He has been a member of the IATA Board of Governors and currently serves on the boards of SkyTeam and ALTA. He holds a bachelor's degree in Economics (ITAM) and a Ph.D. in Economics (MIT).
	**Ricardo Javier Sánchez Baker** EVP of Finance	Extensive experience in the airline sector and the Mexican government sphere. He holds a Ph.D. in Economics (UCLA).
	**Aaron James Murray** Commercial EVP	Over two decades of experience in the commercial aviation sector in different airlines.
	**Santiago Diago Heilbron** EVP of Operations	A lawyer and commercial pilot with over 25 years of experience in the sector.
	**Rosa Angélica Garza Sánchez** EVP of Human Resources	She has played critical roles in human management—a degree in Psychology (ITESM) and an MBA.
	**Ernesto Gómez Pombo** General Counsel and Chief Legal Officer	He has extensive legal experience, having worked in international markets such as Colombia, New York, and Mexico.
	**Andrés Castañeda Ochoa** EVP of Digital and Customer Experience	One of the 50 most influential marketing leaders in Mexico, he is an expert in finance, innovation, and technology. With a 14-year career in the company, he has been paramount in several awards granted to Aeromexico.

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, or mission, as well as the sustainable development strategies, policies, and objectives.

The role of the Sustainability Department is related to a multidisciplinary team; therefore, it reports directly to four Executive Departments—Human Resources, Operations, Legal, and Customer Experience—making up the ESG Committee, who meet quarterly to identify, monitor, and discuss priority ESG issues, reporting their insights to the Executive Committee.



5.2

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

Ethical and Compliance Culture

We always operate according to the law, guided by our values and principles, promoting a culture of ethics and integrity in everything we do.

Our Compliance Program—guided by the "Live with Unwavering Integrity" and "Put Safety First" principles—is the cornerstone of our ethical culture. This program is based on four essential areas:

Regulatory

- Code of Conduct
- Compliance-related policies and procedures

Executive

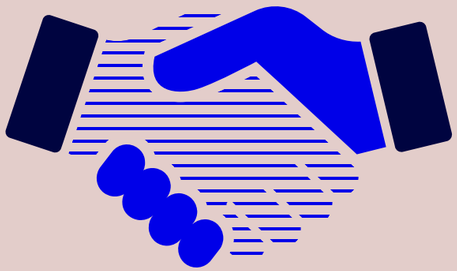
- Committees: Audit, Ethics and Compliance, Criminal and Data Protection

Technological

- Aeromexico.com-Ethics and Corporate Integrity section
- Mi Aeroméxico-Compliance section
- Aeromexico Ethics Line

Training and Dissemination

- In-person and online sessions
- Compliance training program
- Communication campaigns



The objective is to ensure that our ethical standards permeate every aspect of our operation, strengthening our commitment to integrity.

Our daily operations are governed by integrity and ethics as fundamental pillars.



Our internal policies foster ethical conduct and corporate integrity in business, complying with national and international sustainability regulations and practices. This commitment benefits our business model's shareholders, investors, regulators, and stakeholders.

In 2023, we formalized and updated various Compliance tools and internal regulations, including the Code of Conduct, the Privacy Notice for Employees, the Conflict or Non-Conflict of Interest Declaration Letter, the Non-Disclosure Agreement (NDA), the Extract of the Conflict of Interest Policy, the Anti-Corruption Policy Acceptance Form, and the Methodology of Application of the Conflict of Interest Policy, aimed at 2,827 GAM employees in middle and lower management levels.

This year we updated the Code of Conduct and the Anti-Corruption, Export Sanctions and Control, and Protection of Personal Data policies.

We carry out continuous improvement processes; we are up to date with best practices and international legislation, such as the Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act 2010 (UKBA), and the Sarbanes Oxley Act. For further information about our Compliance Program, please click here.

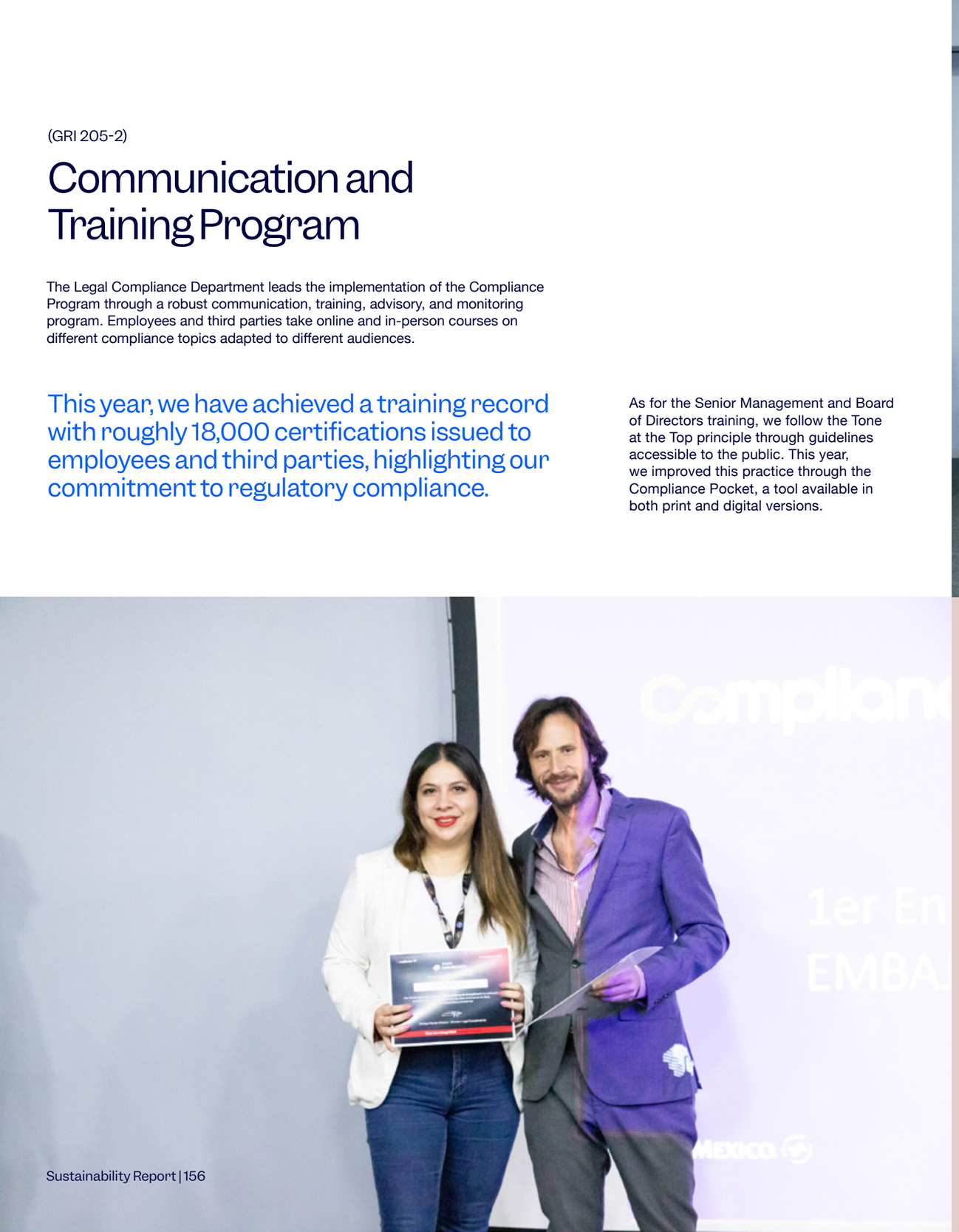
(GRI 205-2)

Communication and Training Program

The Legal Compliance Department leads the implementation of the Compliance Program through a robust communication, training, advisory, and monitoring program. Employees and third parties take online and in-person courses on different compliance topics adapted to different audiences.

This year, we have achieved a training record with roughly 18,000 certifications issued to employees and third parties, highlighting our commitment to regulatory compliance.

As for the Senior Management and Board of Directors training, we follow the Tone at the Top principle through guidelines accessible to the public. This year, we improved this practice through the Compliance Pocket, a tool available in both print and digital versions.





COMPLIANCE AMBASSADORS

In 2023, as part of our efforts to spread and reinforce compliance throughout the organization, we implemented the Compliance Ambassador Program. In coordination with the Legal Compliance Department, the managers of each area appointed 24 ambassadors from different departments.

The ambassadors are responsible for providing guidance on the Code of Conduct and other related internal policies, reinforcing the understanding of all regulations, promoting the Aeromexico Ethics Line, and supporting the dissemination of content and mandatory training.

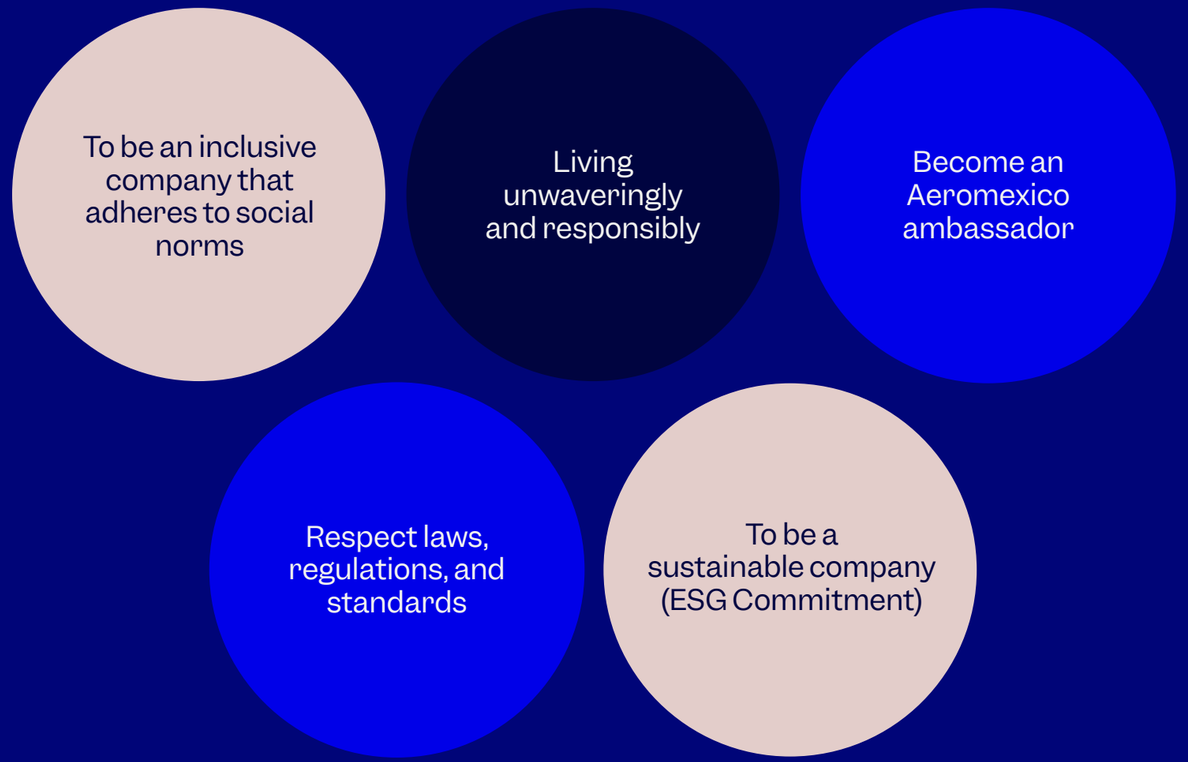
Thanks to their support, we have significantly impacted more employees through training and raising awareness of the Compliance Program.

Code of Conduct

The Grupo Aeroméxico Code of Conduct reflects our commitment to corporate ethics and integrity. It is updated regularly regarding new regulatory and organizational needs. It defines our company's minimum standards of behavior for all employees, suppliers, strategic partners, and customers. It establishes the vision, values, and commitments of all people who work with Grupo Aeroméxico, creating an environment of trust, honesty, transparency, and legality.

The Code of Conduct outlines the ethical path for everyone at Grupo Aeroméxico, from employees to suppliers, strategic partners, and customers.

Our Code of Conduct commitments are:



Compliance

We have a multifunctional team comprising the Legal Compliance, Internal Audit, Labor Relations, and Human Resources areas, as well as the Ethics and Compliance Committee, which monitors the application of our Code of Conduct and the promotion and application of corrective measures if any apply.

In 2023, we provided 99% of our non-unionized employees with the Code of Conduct training. This process was conducted online through our e-learning platform as part of their Learning Path. We provided critical information about our Anti-Corruption Policies and Code of Conduct through various internal communication channels, such as emails, Aeronews, information spots, our website, and printed materials.

Regarding our relationship with the government and suppliers, we conduct due diligence on critical projects or based on risk level and the inclusion of anti-corruption and legal compliance clauses in the contracts entered into. This is how third parties may learn about and respect our Anti-Corruption Policy and Code of Conduct, among other Compliance guidelines.

Our Code of Conduct establishes guidelines to prevent various issues, such as corruption, conflicts of interest, anti-competitive practices, violations of confidentiality, harassment, violation of personal data, and money laundering. It also promotes third-party due diligence and non-discrimination.

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

ANTI-CORRUPTION

We have implemented an Anti-Corruption Policy highlighting our total rejection and zero tolerance of corruption following our Code of Conduct, corporate practices, and internal and external regulations. This policy is part of our robust anti-corruption program, which the Legal Compliance Department and other areas of the company monitor.

Our anti-corruption commitments are detailed in the latest versions of the Code of Conduct and Anti-Corruption Policy of Grupo Aeroméxico, promoting legality, honesty, security, transparency, and responsibility in all our operations.

We request that all our employees, suppliers, and associates adhere to the highest ethical and professional standards. These guidelines comply with Mexican and foreign legislation, applicable international conventions, and global agreements.

We comply with the following intergovernmental instruments:

- 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.

In 2023, the Legal Compliance Department began a risk mapping and assessment process—including corruption—to develop a risk matrix of issues under its responsibility. Specific risk assessments have been made in cases reported to the Aeromexico Ethics Line, potential conflicts of interest, and gifts and hospitality cases, as established in the Anti-Corruption Policy.

In the last seven years (2017-2023), Grupo Aeroméxico has been evaluated by the IC 500 Ranking on Corporate Integrity in Mexico—an index that measures the integrity and anti-corruption policies of Mexico's 500 largest companies. From 2019 to 2023, we have continuously improved our performance in this area, reaching the 51st place last year. In 2023, our position improved by 3.92 points and 22 places in the ranking, a rating of 98 points out of 100. This proves our firm anti-corruption commitment.



We trained 90% of employees in a consolidated course on harassment, conflict of interest, and anti-corruption.

No corruption incidents were identified.

We did not receive government contributions.

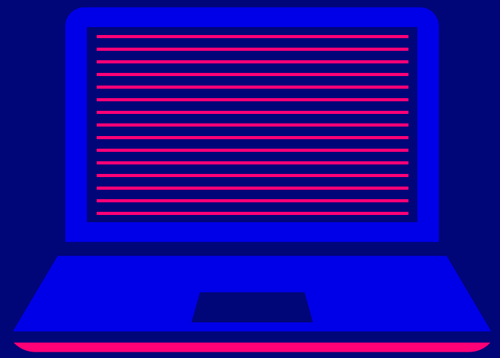
We did not make any contribution to political parties or representatives on behalf of Grupo Aeroméxico, either directly or through third parties.

(GRI 2-15)

Conflicts of Interest

At Grupo Aeroméxico, we maintain standards of excellence to prevent conflicts of interest. A conflict of interest is any situation where the primary interest of a person is affected by alternative interests, such as economic, material, or personal interests. Our Policy to Avoid Conflicts of Interest reflects these guidelines, including prohibiting activities that contravene the organization's interests and refraining from personal profit. They are applied to all employees, including the Board of Directors. Suppose a conflict of interest is detected, whether related to participation in other boards of directors or issues related to suppliers or other stakeholders. In that case, it is reviewed with those involved appropriately and according to the type of conflict identified.

During this year, we gave a comprehensive course on harassment, conflicts of interest, and anti-corruption, with the completion of 4,369 employees, as part of our ongoing efforts to improve integrity and transparency in our organization.



(GRI 3-3, 206-1) (SASB TR-AL-520A.1)

ANTI-COMPETITIVE PRACTICES

To promote compliance with the Federal Economic Competition Law (Ley Federal de Competencia Económica), we have implemented the Economic Competition Policy, which establishes the general guidelines applicable to business practices carried out by employees and third parties. This policy reaffirms our commitment to independent, vigorous, legitimate, and transparent competition in strict accordance with the legal provisions of free competition in markets where we operate.

Currently, we are undergoing an investigation by the Federal Economic Competition Commission (COFECE).



GRI (418-1)

INFORMATION SECURITY

To maintain the security of our customers' and employees' information, we have developed a set of policies, procedures, and standards aligned with the ISO 27001 standard, including the Information Security Policy. This policy ensures that the information provided to us is used only for previously established purposes.

Our Information Technology (IT) infrastructure and information security management system are audited by external auditors, such as:

- IOSA Audit: IATA conducts the Operational Safety Audit (IOSA) on an annual basis to meet two specific needs of the aviation industry (cost-effectiveness and safety), and TI is part of this assessment. The security controls implemented in the infrastructure have complied with the standards and recommended practices of the IOSA program. This has positioned us as an airline that can adequately manage technological risks, creating confidence in our technological partners and passengers.
- Audit of Applications that Support the Financial Process: This audit assesses the controls of applications that support financial processes to manage risks related to the confidentiality of electronic information, the integrity of data, and its availability.
- PCI Certification Audit: A review of security controls of the infrastructure and processes involved in payment card transactions of the e-commerce sales channel.
- ISO 27001:22 Certification Audit: A review of the implemented controls of the Information Security Management System of the flight operations process.

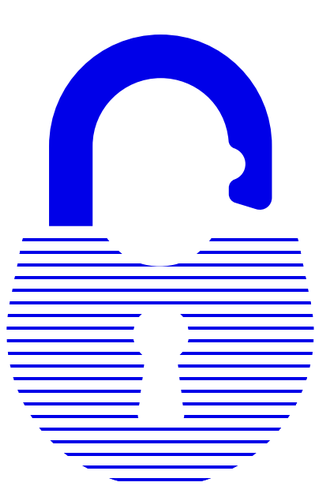
This year, we increased our investment in security technologies to improve the customer experience and protect their data, reinforcing our information security strategy.

Cybersecurity

Our cybersecurity strategy aims to improve the safe use of networks and information systems by strengthening and implementing processes and technology that enhance prevention, defense, detection, analysis, investigation, recovery, and response to cyberattacks per the latest safety standards.

Our Chief Information Security Officer (CISO) manages information security.

This year, we have implemented the following processes and technology items:



PCI DSS CERTIFICATION

In 2023, we obtained PCI V.4 certification for our e-commerce sales channel; we are the first Mexican airline to obtain this certification. Complying with the 460 security controls ensures that payment card transactions are processed safely and without storing data that puts the security of our passengers' data at risk. The PCI Security Standards Council awards this certification; this global forum brings together payment industry stakeholders to develop and drive the adoption of data security standards and resources for safe payments.

BRA (BACKUP & RECOVERABILITY ASSESSMENT)

This year, we conducted the BRA in Aeromexico's technological environment. We measured our recoverability capacity before a cybersecurity incident impacted business continuity.

As a result of this assessment, we followed up on some findings.

ISO 27001:22

For the first time, we obtained the ISO 27001 Certification in its latest version (2022) in the e-commerce and flight operations processes. We are the first Mexican airline to obtain this certification, which positions us as a company committed to protecting our passengers' data.

ISO 27001 is the only auditable international standard defining the requirements for an Information Security Management System (ISMS). An ISMS is a set of policies, procedures, processes, and systems that manage information risks, such as cyberattacks and data leaks.

CLOUD TECHNOLOGY MODERNIZATION

In 2023, we started modernizing some cloud applications for better performance, security, and functionality. The migration of all the applications managed by the Information Technologies VP will be completed in the next three years.

We have migrated 17% overall applications and services from a multi-year modernization strategy, that considers consolidating, replacing or even retiring some of them. One of our adoption criteria to migrate applications is to have a direct impact creating efficiencies, by increasing performance, automation, and standardized processes.

Migrating Aeromexico's applications to the cloud will contribute to the efficient and smart use of energy, operational efficiency, cost reduction, and less use of paper and electronic waste.

AVIATION-ISAC

We are part of the Aviation Information Sharing & Analysis Center, an international aeronautical membership community where we share knowledge and experiences to strengthen resilience against cybersecurity threats.

CYBERSECURITY TRAINING

This year, we provided cybersecurity training to 4,032 non-unionized GAM employees through a centralized platform to reinforce information security topics such as social engineering, phishing, the ABCs of information security, and online security.

As a preventive measure, we have implemented a permanent information security awareness campaign focused on relevant security topics, as well as simulated phishing and adversary emulation campaigns to measure the level of adoption of the shared topics.



GRI 418-1

Personal Data Protection and Customer Privacy

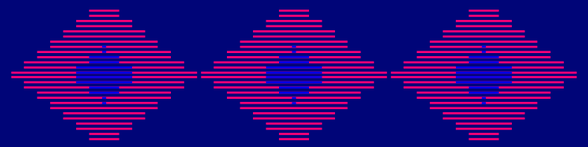
In 2023, we had a proactive approach regarding privacy and personal data protection management. This included improving internal data protection policies and impact assessments on projects that involve personal data to detect privacy risks and issue control recommendations. 93% of employees from key areas completed online training, and 100% of employees of PLM (Aeromexico Rewards) and 97% of Customer Service and Call Center completed in-house training. Alignment with privacy regulations in Ecuador, Colombia, Brazil, Mexico, and Europe was reinforced.

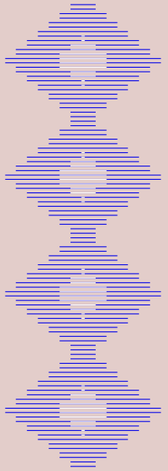
Various specific mechanisms and roles exist to ensure effectiveness in this topic, such as the Legal Compliance Department, the Cybersecurity Department, the Data Protection Council, a Corporate Data Protection Manager, and Data Protection Officers in different areas of the company.

As for third-party privacy regulation, contractual relationships with data protection clauses are established, and censuses are made internally to classify the information. Customers are provided with a Privacy Notice specifying the data collected, how it is used, customers' rights over such data, and the procedures for exercising such rights. This notice is available on the Aeromexico website here.

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, among others, which can be consulted by clicking here.

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



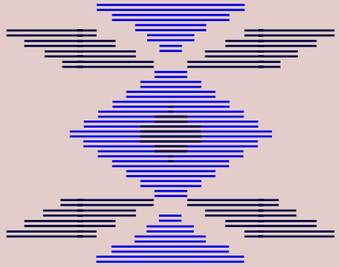


Incident Response Plan

The Information Technologies VP and the Cybersecurity Department—aware of the importance of maintaining information security—have developed an incident response plan to act effectively in the event of any eventuality.

The main objective of such an incident response plan is to minimize the impact of security incidents. We have implemented specific procedures to identify, analyze, contain, eradicate, and recover from any threat or attack affecting the integrity of the information and our services. Also, all people involved in incident management have established clear roles and responsibilities.

Attack simulations are conducted to test technological and human capabilities, assess the effectiveness of the incident response plan, and continually improve its response capacity. All personnel are trained to increase awareness of the importance of information security and promote a culture of prevention.



There are different ways to report an information security and/or data privacy incident:

- Aeromexico Service Desk: reporting any potential cybersecurity incident.
- Phishing Alert Report Button: reporting phishing emails.
- GAM - Emergency Response: reporting any suspicious activity.
- Aeromexico Ethics Line: reporting any suspicious activity or non-compliance with GAM's internal guidelines.

In 2023, no substantiated complaints were received regarding customer privacy, cybersecurity violations, or incidents reported as a risk of vulnerability.

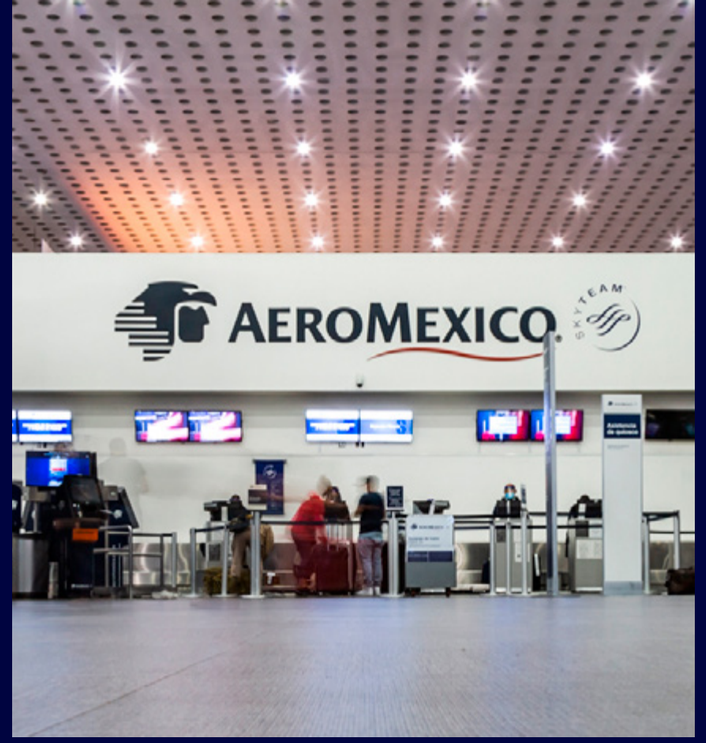
Money Laundering

To avoid money laundering networks, it is essential to identify and monitor vulnerable activities continually. Therefore, we constantly monitor all activities that could be used for this purpose, such as the origin of money and customer background. According to our Code of Conduct, all employees must avoid situations that could damage our reputation.

We have implemented a Money Laundering Prevention Policy and adopted specific measures to comply with the legislation in each country we operate. In Mexico, we collaborate with the Financial Intelligence Unit and have identified vulnerable activities in our subsidiaries through specific manuals to prevent money laundering. We engage local legal advisors in other countries to comply with regulatory requirements.

> We provided money laundering prevention training, which was completed by 92%.





Third-Party Due Diligence

We value our reputation, built on an ethical culture of excellence. However, we understand that our stakeholders' perceptions are based not only on our internal practices but also on our business partnerships. Through our Third-Party Due Diligence Policy, we assess the suitability of the organizations we work with. This is how we identify risks before establishing business relationships and promote that our partners comply with our ethical standards and respect for human rights.

In 2023, we carried out different third-party assessment processes:

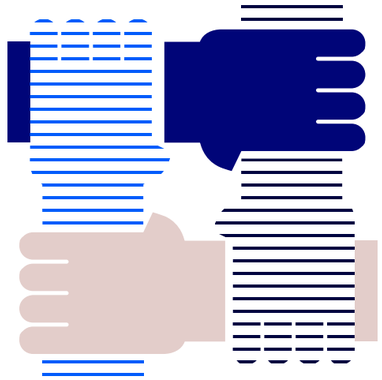
132 suppliers were assessed through a technological tool.

18 legal service suppliers were assessed internally.

In relevant service application processes, the selected supplier underwent a due diligence process.

To strengthen integrity and transparency this year, we organized an internal third-party due diligence course that was completed by 82%.

Non-Discrimination



We advocate equal rights and inclusion of all people and do not tolerate any form of discrimination. Our Code of Conduct reflects this philosophy, with specific commitments to foster diversity and inclusion in our workplace.

We have implemented a Diversity and Non-Discrimination Policy to promote equity and equality among our employees and external relationships.

In 2023, we decided to further align our practices with the International Labor Organization (ILO) Convention by creating an internal working group. This team identifies areas of opportunity and performs various actions, such as:





- Improving training on harassment issues, especially regarding investigations arising from the Aeromexico Ethics Line whistleblowing.
- Reviewing and applying best practices in our Investigation and Escalation of Findings Protocol.
- Strengthening guidelines against harassment and discrimination.
- Launching an internal awareness campaign and promoting the use of the Aeroméxico Ethics Line as a whistleblowing channel.

We promote a workplace based on respect and tolerance for the diversity of opinions and points of view. We offer in-person and online training courses on this topic and have a public microsite to promote a discrimination-free environment.

(GRI 2-25, 2-26, 2-27,406-1) (SASB TR-AL-520A.1)

Ethics Line

To protect ethics and corporate integrity and promote legal compliance, we have the Aeromexico Ethics Line. This anonymous whistleblowing channel provides direct access to report behaviors contrary to our Code of Conduct and related policies or that put legal compliance at risk.

We have a system for filing whistleblowing reports with multiple channels, such as a toll-free telephone number in Mexico and abroad, as well as an email and a link on our website. This anonymous whistleblowing mechanism is managed by a third party, guaranteeing the principles of non-retaliation, impartiality, confidentiality, and anonymity.

E-mail

lineaeticaaeromexico@resguarda.com

Phone

Mexico: 800 112 0585
USA and other countries:
(00)1 800 921 2240



Web

etica.resguarda.com/aeromexico/es/main.html

We prohibit retaliation against people reporting legitimate concerns or complaints about ethics, integrity, discrimination, or potential violations of the Code of Conduct and other related policies. The Internal Audit Department and the Legal Compliance Department review and monitor cases for a timely resolution in coordination with the Human Resources and Labor Relations areas, if applicable.

Our Ethics and Compliance Committee (CEC, in Spanish), supported by the General Management and the Board of Directors, monitors the internal investigations from the Aeromexico Ethics Line and approves certain sanctions according to the seriousness of each whistleblowing report. All processes are conducted under strict security measures to protect personal data and prevent retaliation against whistleblowers.

In 2023, we have strengthened collaboration among the areas involved in the review and investigation of ethical whistleblowing reports, establishing uniform criteria for handling cases under our internal policy.

> We received a total of 474 reports within our Ethics Line in 2023, of which 301 whistleblowing reports were closed, and 173 are still under investigation.

In the following table, we share the number of reports for the following categories:

Category	Definition	Whistleblowing Reports	Percent of Total Reports	Open	Closed	Confirmed closed	Not confirmed closed
Corruption or Bribery	Cash or in-kind payments or other benefits granted, promised, or offered to influence the action of a third party, violating company policies or laws.	8	2%	3	5	0	5
Discrimination*	Discrimination is the potential denial of standard privileges or rights or other actions towards one or more individuals. These practices are typically based on an individual's race, color, ancestry, ethnicity, gender (sex), age, religion, national origin, level of education, political affiliation, physical appearance, disability, marital status, or sexual orientation.	29	6%	8	21	7	14
Customer Personal Data	It falls within the Confidentiality category and refers to the unauthorized or illegal disclosure of personal information, intellectual property, brand use, customer personal data, and business information.	1	0.2%	0	1	1	0
Conflicts of Interest	Potential situation generating a conflict between an employee's professional or personal interest and their obligations to the company.	7	1%	0	7	0	7
Money Laundering	Concealment of the origin or destination of funds from illicit activities to be used either for legal or illicit activities.	0	0%	0	0	0	0
Use of Privileged Information	It falls within the Securities Trading and Privileged Information category, such as purchasing or selling shares or other securities based on material non-public information obtained during employment or providing such information to another person to buy or sell shares or other securities based on said information.	0	0%	0	0	0	0

*Discrimination whistleblowing reports fall within the Harassment category established in the Aeromexico's Ethics Line, where a total of 167 cases were reported, of which 29 are discimination cases.

> In 2023, we had no material cases of non-compliance with laws and regulations nor fines from anti-competitive behavior.

5.3

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

Risk Management



We define internal and external risks as events or situations that, may impact our company's objectives and income. Risk tolerance sets the limits within which risks can be taken, with controls to mitigate, eliminate, or transfer such risks.

In 2023, the implementation of the Comprehensive Business Risk Management methodology began. This methodology covers the analysis and registration of a 120-risk model, including reputational risks associated with the legal entities of Grupo Aeromexico. It also includes a probability and impact analysis, policy-and-procedure-making regarding risk management, and the creation of the Risk Committee.

Risks are assessed based on experience, probability of occurrence, and potential impact. The Risk Management area coordinates activities and action plans according to such assessments. The formalization of risks, their recognition, action plans, and the designation of those responsible are part of the Risk Committee's agenda—a specialized body for this task and made up of representatives of the three-line-of-defense risk model:

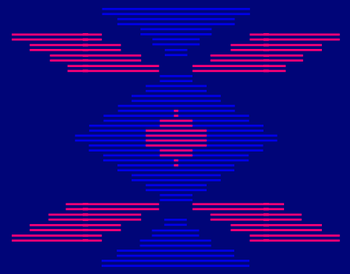
ENTERPRISE RISK MANAGEMENT IN 5 STAGES

1. Identification
2. Evaluation
3. Processing
4. Monitoring
5. Reporting



Stage	Description
1. Identification	The starting point is to identify the Risks and classify them according to their relevance.
2. Evaluation	At this stage, the likelihood and impact of its occurrence is evaluated: Inherent Risk + Adequately documented controls and processes: Residual Risk Rating.
3. Processing	Now that the Risks have been identified and evaluated, a Heatmap must be created. With it, an action plan to mitigate, prevent or transfer the Risk.
4. Monitoring	The revision of the Controls and Action Plans by the 2nd and 3rd Lines of Defense (Risk and Control Assessment / Audit)
5. Reporting	Fluid communication between the different Lines of Defense through all stages is essential for Risk Management and decision making. Those responsible for the evaluation of Risks and Controls Will report to the Risk Committee the results of their supervision activities.

3 Lines of Defense model for Risk Management



Aeromexico Risk Committee

As an oversight body for the implementation and development of Enterprise Risk Management

1ST LINE OF DEFENSE	2ND LINE OF DEFENSE	3RD LINE OF DEFENSE
Business / ERM: • Owners of the Strategic Risk Matrix • Responsible for identification, documentation and management of their processes and controls • In charge of their own Risk Assessment • Members of the Risk Committee	**Internal Control / Compliance:** • Preparation of a Monitoring and Testing program to review the effectiveness of existing controls • To validate that all relevant processes are appropriately documented and linked to ongoing controls • Revision of existing controls to comply with applicable regulation and internal Policies. • Members of the Risk Committee	**Internal Audit:** • Include in the Annual Audit Plan the monitoring of the Strategic Risk´s control environment • To include as part of the Audit Strategy the results of the 1st and 2nd Lines of Defense Assessments • To Issue corresponding Audit Reports with agreed action plans. • Members of the Risk Committee.

Enterprise Risk Management



As for the Comprehensive Business Risk Management methodology, we implemented the following actions this year:

1. Definition of the first business risks detected— Strategic, Financial, Compliance, and Operational risks.
2. A monitoring surveillance structure. We considered the three lines of defense, including risk owners, risk and control assessors, supervisors/ assessors of associated controls, and the creation of a Risk Committee.
3. We implemented an app, Workiva, to manage risks.
4. We held meetings with key business areas such as ESG, Risk, Compliance, IT, Internal Control, and Internal Audit to ensure the correct understanding of the roles and responsibilities as actors in risk management.
5. We sent internal communications to launch the Comprehensive Business Risk Management function officially.

Below are the categories and subcategories of the identified risks:

Risk Category	Sub-category	Description
Strategic Risks	• Government • ESG • Planning and resource allocation • Main Initiatives • Merger, Acquisition, and Divestiture • Market Dynamics • Communication and Engagement • Risks that comprise how Aeromexico's strategic actions are defined may affect the viability of the business model, including its strategies.	Risks that comprise how Aeromexico's strategic actions are defined may affect the viability of the business model, including its strategies.
Compliance Risks	• Standards of Business Conduct • Legal • Regulatory	Risks that comprise a status in which someone agrees or something complies with the established guidelines, specifications, or legislation. The company's compliance is a coordinated approach replicated across multiple businesses, organizational units, and geographies; made by people, processes, and technology.
Financial Risks	• Market • Liquidity & Credit • Accounting and Reporting • Taxes • Capital Structure	Financial risks determine that cash flows and financial risks are not managed profitably to maximize cash availability, reduce currency, interest rate, credit, and other financial risks, or transfer cash funds— promptly and with no loss of value—as they are needed most.
Operational Risks	• Sales and Marketing • Procurement • People/HR • IT & Communication • Maintenance • Aircraft Program • Network Administration • Airport/Flight Operations • Flight Crew • Cargo Operations • Catastrophic Risks • Fixed Assets	Risks that comprise how Aeromexico's strategic actions are defined may affect the viability of the business model, including its strategies.

Committed to a Risk Management Culture

Our objectives for next year are to follow up on implementing the Comprehensive Business Risk Management methodology and consolidate a risk management culture throughout the Group, including raising awareness among all employees. We will do this through internal communications, focused training on key personnel, dissemination of the Risk Committee, and the collective synergy of risk management teams. We will also define the next step in the risk strategy through an assessment at the process level and consolidate the Risk Committee as a supervising body on this topic.



3 Lines of Defense model for Risk Management

Next steps

3 LINES OF DEFENSE COLLABORATION

Although Enterprise Risk Management is part of the first Line of Defense and is reponsible for the implementation of the methodology, collaboration/teamwork between the three lines of defense is essential for the success of the Project.

1. Diagnosis	Evaluate / review what we already have in terms of Risk Management.
2. Layering	Define the type of layers to classify Risks.
3. Risks identificaction	Share best practices conducted to identify and document Risks.
4. Reporting	Agree on the type of information to be shared/reported within the 3 LoD.

GRI (201-2)

Climate Change-Related Risks

According to the World Economic Forum's 2023 Global Risks Report, of the ten most serious risks we may face in the next decade, the first two are the human failure to mitigate and adapt to climate change, followed by natural disasters and extreme weather events in third priority.

Climate change brings dire consequences for the aviation industry, identified as physical risks, such as:

- Changes in maximum and minimum temperatures
- Sea level rise
- Increased intensity of storms
- Changes in rainfall and wind patterns
- Changes in icing conditions
- Frequency and intensity of atmospheric discharges

Forecasting adverse and/or extreme weather situations can become a very useful 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 structure of 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 practical meteorological advice for all Aeromexico areas.

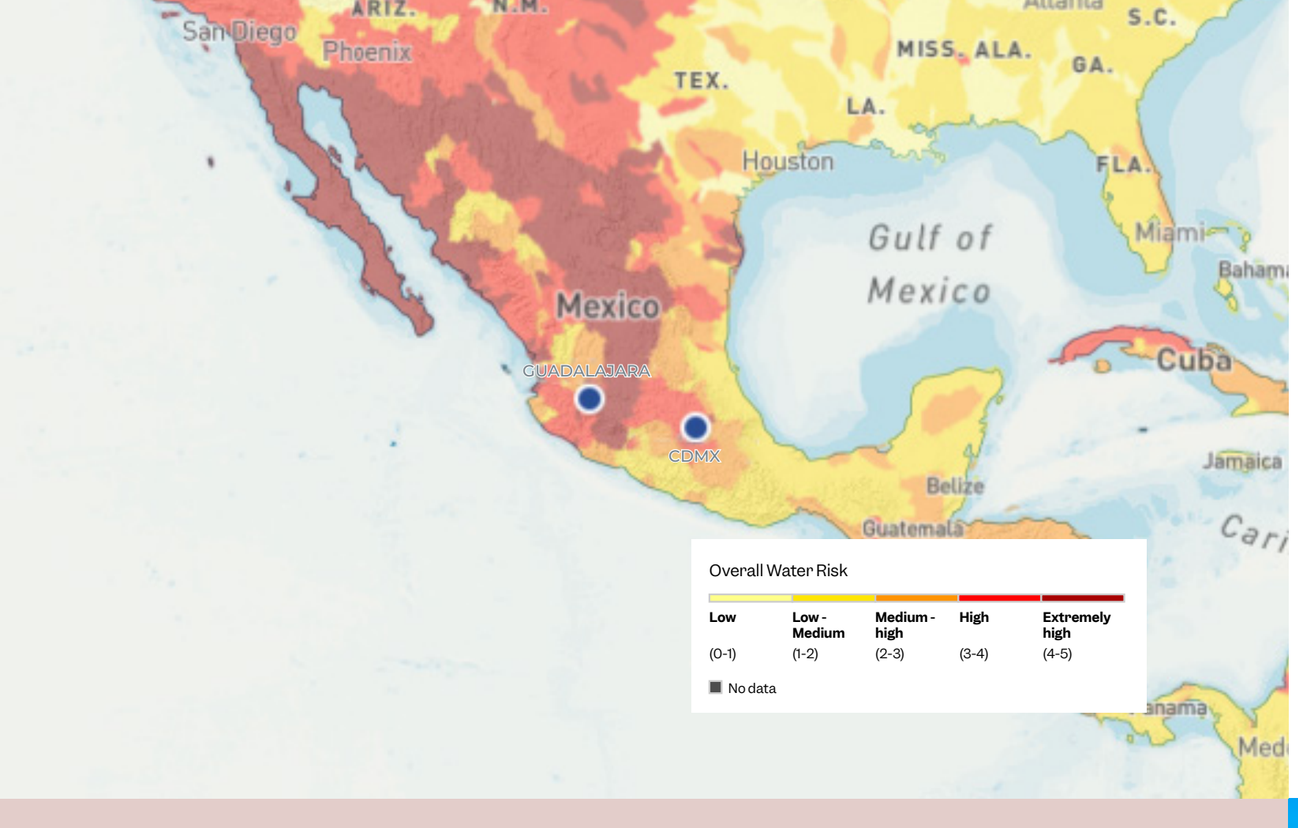


Our meteorological surveillance and forecast include both the global measurement networks and the meteorological forecast models. We also have procedures such as PI-OO-07 R01: Creation and updating of databases of temperatures and QNH code (atmospheric pressure at mean sea level in the area of an airport)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

We use the IBM Environmental Intelligence Suite, a tool developed by IBM. This tool helps us monitor, anticipate, plan, and respond to the potential impact of extreme weather events on air operations, improving levels of safety and efficiency.

Due to this technology, powered by artificial intelligence (AI), we can perform better climate risk analyses with meteorological information and geospatial data on all the routes we operate. We can also be alerted to current and forecast conditions such as wind, rain, and lightning, among other phenomena, to improve operational decisions in our flight planning.

In 2024, we will conduct and disseminate the analysis and assessment of climate-related risks and opportunities based on the Task Force on Climate-related Financial Disclosures (TCFD) framework. In the second phase, its financial impact will be analyzed according to the results obtained.



Name	Latitude	Longitude	Main Basin	Secondary Basin	Country	State	Total Water Risk
East Hangar	19.43320403	-99.06215426	Río Verde	Moctezuma	Mexico	Distrito Federal	High (3-4)
Connect Hangar	19.42314081	-99.08387847	Río Verde	Moctezuma	Mexico	Distrito Federal	High (3-4)
Cargo Hangar	19.4274423	-99.07527663	Río Verde	Moctezuma	Mexico	Distrito Federal	High (3-4)
Cargo Terminal	19.4274423	-99.07527663	Río Verde	Moctezuma	Mexico	Distrito Federal	High (3-4)
CECAM Services Terminal	19.44504225	-99.07983028	Río Verde	Moctezuma	Mexico	Distrito Federal	High (3-4)
Guadalajara Hangar	20.52597417	-103.3082428	Río Lerma	Santiago Guadalajara	Mexico	Jalisco	Very High (4-5)

Source: Aqueduct Water Risk Atlas (Year 2024)

WATER STRESS

Considering the water shortage crisis in Mexico, next year, we will identify the principal risks and impact of water shortages on our operations:

- Locate specific water shortage areas in our operations.
- Increased monitoring by the authority to ensure more efficient water use.
- Increase in rates.
- Stricter regulations.
- Increased water supply by private companies.
- Health risks.
- Potential failure to adhere to internal procedures such as machinery washing, including engines.
- Negative impact on customer service where water is required.

The objective is to undertake a mitigation plan for the company's key areas. This plan would include an analysis of water use in each facility's operating procedures to determine optimization in such procedures, water collection and/or treatment options, implementation of best practices and tools contributing to water-saving practices, and increasing our employees' awareness of the current water situation.



5.4

GRI (3-3, 2-6, 204-1, 414-1, 414-2)

Responsible Supply Chain

We prioritize collaboration with the best suppliers and business partners, ensuring their compliance with the relevant internal and external regulations and our purposes and values.

We conduct due diligence processes under corporate integrity guidelines and best practices, including anti-corruption, compliance with the code of conduct, prevention of anti-competitive practices, prevention of money laundering, or CSR.

Our sustainability strategy highlights a key pillar—strengthening a supply chain committed to social and environmental well-being.



The Procurement Department guarantees goods and services to all Group companies, including goods and services for our flights—fuel, accommodation, in-flight catering, leasing, office maintenance, and corporate services. Due to the diversity of our industry's services and products, we work with a wide range of suppliers classified as general, technical, and service suppliers.

In 2023, there were 875 suppliers, representing the total universe of Aeromexico suppliers—also considered as tier 1 or direct suppliers.

Supplier Classification

Category	2021		2022		2023	
	No. of Active Suppliers	Expenses (Billion MXN)	No. of Active Suppliers	Expenses (Billion MXN)	No. of Active Suppliers	Expenses (Billion MXN)
General Suppliers	204	629.37	201	1,557.51	281	1,947.77
Technical Suppliers	374	2,415.66	422	4,997.48	418	9,640.02
Service Suppliers	172	826.68	254	1,570.24	196	1,420.27
TOTAL	750	$ 3,871.71	877	$ 8,125.23	895[10]	$13,008.06[11]

[10]The discrepancy with the total figure is because some suppliers provide more than one service to the company and, therefore, are classified into multiple categories. For instance, some suppliers can provide a technical service, on the one hand, and a general service, on the other, and thus contemplated in both categories.

[11] Total spending of tier 1 suppliers.



2023 registered a 60% increase in total supplier-related spending. The technical category posted a significant 93% increase in total spending; however, the number of active suppliers remained almost constant compared to the previous year. In the General category, both the number of active suppliers and total spending had an additional increase.

In 2023, the total supplier-related spending had a 60% increase compared to the previous year.

Critical suppliers provide services directly affecting the operation of facilities or business continuity, as well as those who provide specialized services and comply with regulations. Such classification depends on the service nature, either according to the airline maintenance manuals (MGMyPT, in Spanish), the passenger service impact (fuel, catering, etc.), or the economic service impact. Of the total number of suppliers, 623 are considered critical.

We ensure the safety of service suppliers who perform different activities at our facilities by providing a safe working environment, as established in the Health and Safety section.

LOCAL SUPPLIERS

We prioritize engaging domestic suppliers and meeting the required specifications and selection guidelines (benchmarks, regulatory compliance, and obligations). The selection criteria are based on the company's integral benefit, considering the return on investment, savings, and impact on the client.

As for supplier development, in 2023, we supported six suppliers in continuing their growth, constantly monitoring regulatory procedures and compliance with the Service Level Agreements (SLAs) and applicable standards to strengthen their capacity to provide the required services.

We strive to develop local suppliers that meet specifications for indirect support materials. We have also been certified as an Authorized Economic Operator. We encourage our suppliers involved in the supply chain to have safe processes that comply with the integrity of the logistics chain, preventing illegal trafficking and terrorism.

In 2023, our supplier portfolio had 445 local and 432 foreign suppliers[12].

[12] The discrepancy with the total number mentioned above is because national and international suppliers can invoice in MXN or USD according to the service provided, so they are considered in both currencies.

Spending on Local Suppliers

	2021 (Billion MXN)	2022 (Billion MXN)	2023 (Billion MXN)
Domestic Suppliers	1,580.45	2,479.54	2,647.14
Foreign Suppliers	2,291.26	5,645.70	10,360.91
Total	$ 3,871.71	$ 8,125.23	$ 13,008.05

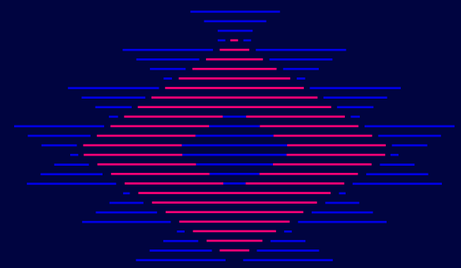
In 2023, 20% of our total spending on suppliers was assigned to 445 domestic suppliers.

SUPPLIER DUE DILIGENCE

We have implemented a Third-Party Due Diligence Policy to implement controls and actions that promote transparent and ongoing business relationships, comply with various regulations, and implement national and international best practices. We investigate all the companies and organizations collaborating with us, considering criteria such as technical knowledge, experience, and legitimacy.

Suppliers must complete a Due Diligence questionnaire, which we analyze internally to ensure compliance with our Code of Conduct and other internal policies. Our Code of Conduct, of general application for employees, suppliers, partners, clients, and any third party acting on behalf of Grupo Aeroméxico, regulates issues such as non-discrimination, anti-competitive practices, prevention of money laundering, anti-corruption, equity, diversity, inclusion, labor rights, child labor, freedom of expression and association, environmental protection, among others. Suppliers are informed about the required compliance with such policies to maintain commercial relations with us.

Every year, we improve our supplier identification, analysis, and assessment processes concerning their criticality through due diligence questionnaires and technological tools to understand their background. The evaluation process includes the selection of the supplier, the verification of its tax situation (in case of the nationals) and its registration in the Enterprise Resource Planning (ERP).



The assessment process includes selecting the supplier, verifying their tax status (domestic suppliers), and registering them in the Enterprise Resource Planning (ERP). We also analyze their shareholder background, blocklists, and ESG criteria. The Legal Compliance and Procurement departments are alerted to take action if there is any risk.

As part of the global assessment of suppliers, ESG criteria are addressed through two types of tools. The first tool is managed by a third party that asks suppliers for their relevant documents to validate their integrity in economic, ethical, and competitive terms, as well as sustainability issues such as child labor, forced labor, health and safety, environmental management, diversity, equity and inclusion, social impact, and transparency, among other aspects. The second tool is the Authorized Economic Operator certification, through which logistics suppliers, customs agents, and onboard and security services are assessed, mitigating risks of illegal transportation of people, drugs, etc.

After supplier engagement, we monitor them to ensure compliance with contractual terms and behavior commitments. We have implemented direct reporting tools for possible deviations from our Code of Conduct, other internal guidelines, and applicable external regulations, such as the Ethics Line, for assessment and taking appropriate actions in case of irregularities. Please click here to learn about the procedure of our policy or other related documents.

As of 2023, 132 suppliers were assessed under ESG criteria through our first tool, representing 15% of the total suppliers, of which 0.5% are considered critical. One supplier was considered a high-risk supplier at the beginning of the assessment, and the employment relationship was terminated.

0.5% of our suppliers must have an environmental certification to provide their services, and 0.114% are suppliers that have passed selection filters using social criteria.

One of the sustainability strategy's priority initiatives is to strengthen a solid and visibly responsible supply chain management program to promote a transparent and low-carbon supply chain.

Minimum ESG requirements will be established for our suppliers, and criteria more focused on the type of current suppliers will be defined to develop an assessment process focused explicitly on metrics and performance in the three pillars of sustainability. According to the results, actions will be defined and implemented to solve the identified improvement opportunities, and training will be conducted, reinforcing knowledge and skills to optimize ESG results.

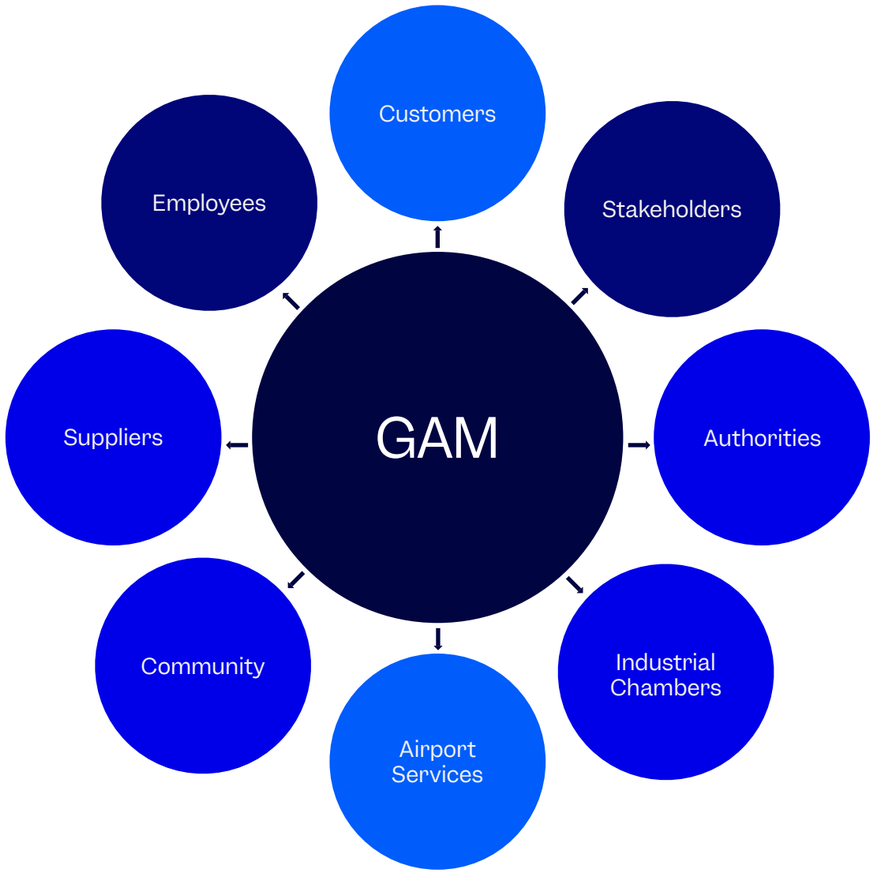


(GRI 2-29)

I.1 Stakeholder Engagement

Through our constant search to create value and foster a culture of service, we must prioritize our direct or indirect stakeholder engagement. We have open and transparent communication through different participation channels and personalized attention for each stakeholder.

We understand the importance of building trust in a dynamic environment. Hence, we have identified these stakeholders and set dialogue mechanisms for better communication and transparency.



Stakeholders	Commitment	Communication Channel
Shareholders	Protecting their investment is our priority, based on our continuous growth, transparency in decision-making, and the Group's financial performance.	• Website • Newspapers • Financial reports • Board of Directors
Customers	Position our customers at the core of our decisions, offering them the best flight experience at each stage of the trip, making our best efforts to satisfy their needs, and always ensuring their health and safety.	• Website • E-mails • Social media • Satisfaction survey • Mobile app • Customer service desks • Aircraft screens • Aeromexico magazine • Focus groups
Authorities	Contribute to Mexico's socioeconomic progress, guided by public principles and in compliance with the current legislation and applicable regulations. Actively collaborate in the relationship between the public and private sectors to address Mexico's main gaps in order to achieve the Sustainable Development Goals (SDGs).	• Website • Newspapers • Open dialogue • Financial reports • Public partnerships
Employees	Ensure comprehensive well-being by combining occupational safety, an enriching work environment, and health and personal programs. This commitment includes both internal and external staff. Support training and professional growth, promoting equal opportunities and mutual respect in the workplace.	• Intranet • E-mails • Signage in common areas • Ethics Line • Face-to-face and online training • Performance evaluations
Industrial Chambers	Conduct joint projects and initiatives to promote the Mexican industry's sustainable growth.	• Website • Newspapers • Open dialogue • Financial reports • Public partnerships
Airport Services	Carry out operations and create an appropriate environment to provide excellent service to our passengers.	• E-mail • Commercial area • Website • Business partnerships
Community	Promote social development through connectivity, prioritizing the specific needs of local communities.	• Social media • Website • Periodic meetings • Open dialogue
Suppliers	Ensure transparent and equitable procurement, improving quality standards to create lasting relationships and contribute to mutual development.	• E-mail • Performance and procurement evaluations • Procurement/Administration Department • Website

(GRI 3-1, 3-2)

Materiality Assessment

Sustainability is not only a commitment; it is the foundation of our company. Our materiality analysis is key—from the definition of our ESG strategy to the preparation of an action plan for the world and its inhabitants and to drive an extraordinary business forward. By following the best sustainability practices, we have strengthened our double materiality approach to identify and understand:

How non-financial issues affect the company's situation and results (financial significance or internal impacts).

How the company affects the environment and society (environmental and social significance or external impacts).

METHODOLOGY

We follow a structured methodology in the definition of our priority issues:

1. Identification: We meticulously map potentially relevant issues, thoroughly analyzing our sector's key risks and opportunities. We rely on experts to manage ESG issues and closely follow airport sector trends.

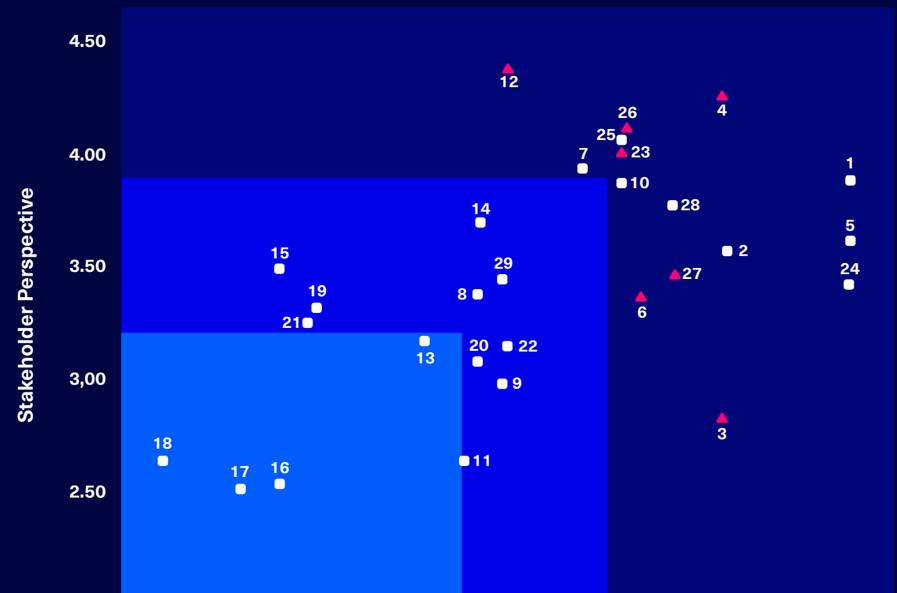
2. Prioritization: We prioritize potential issues through online surveys, focus groups, and interviews with key stakeholders, including employees, customers, airports, authorities, industrial chambers, community, shareholders, and suppliers. We also interview our senior management to understand their internal perspective.

3. Validation: We evaluate the Sustainability Accounting Standards Board (SASB) parameters in the Airline and Air Cargo & Logistics sector to integrate the financial materiality approach. We combine both matrices to ensure their validation and consistency.

The materiality analysis is performed or reviewed approximately on a two-year basis. The last one was in 2022.

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

INTEGRATED MATERIALITY MATRIX



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

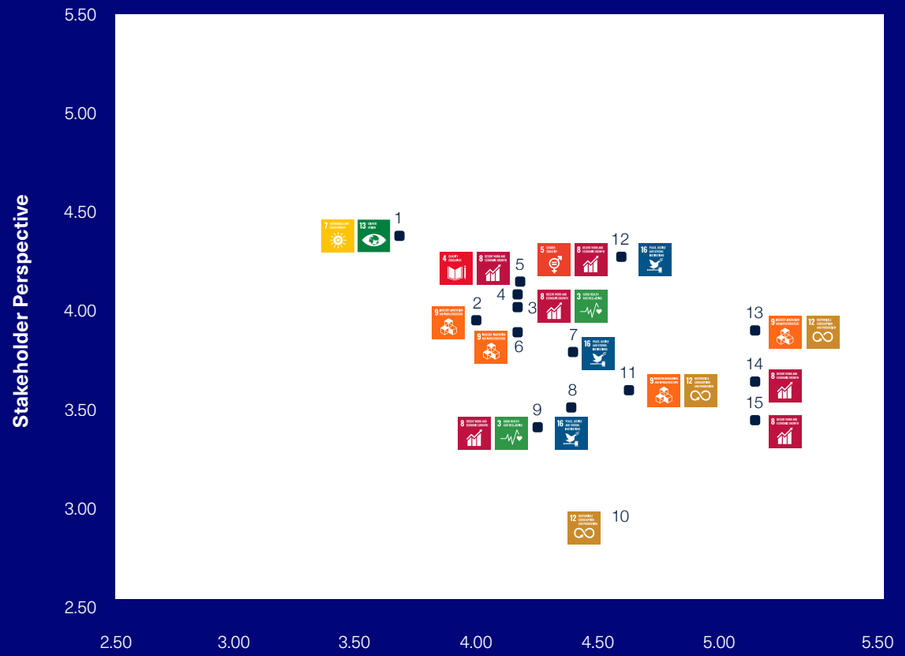
Material Issues (15)	1	Passenger/Customer Experience
	4	Regulatory Compliance
	5	Economic Performance
	24	Recruitment and Retaining Talent
	26	Diversity and Equal Opportunities
	25	Training & Professional Development
	23	Occupational Health and Safety
	2	Market Presence
	28	Relationship with Authorities
	12	GHG Emissions Management
	10	Digital Transformation
	7	Air Connectivity
	27	Ethics and Anti-corruption
	6	Operational Safety (Security + Safety)
	3	Sustainable Chain Supply

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

Emerging Issues (11)	14	Climate Change
	29	Corporate Governance
	8	Operational Timeliness
	22	Work Environment
	9	Innovation and Development
	20	Human Trafficking
	13	Noise Pollution
	15	Circular Economy
	19	Inclusive Products and Services
	11	Cybersecurity
	21	Social Investment
Non-Material Issues (3)	16	Sustainable Tourism
	17	Wildlife Trafficking
	18	Locally Sourced Food

CORRELATION BETWEEN MATERIAL ISSUES AND SDGS

We correlate our material issues with the Sustainable Development Goals.



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

APPENDIX II

Contribution to the Sustainable Development Goals and Global Compact (SDGs)

Our business model is not just sustainable, it's innovative. We create shared value by tackling social and global challenges in unique ways, all under the framework of the UN Sustainable Development Goals (SDGs).

Our efforts are focused on SDGs where we can generate a significant impact:

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.

SDG	Material Topic	Contribution	Indicators
3 Good Health and Well-being	Employees' Health and Safety Operational Safety (Security + Safety)	We are committed to preserving the health and well-being of our stakeholders through the Health and Hygiene Management System (SGSH, in Spanish). We have implemented our Safety Management System (SMS) to minimize the risk of air or land accidents. Our Security department prevents any situation that could endanger the safety of aircraft, passengers, crew, and the general public.	• 0 deaths due to accidents. • 0 occupational diseases. • We reduced severe injuries due to occupational accidents to 0. • There were no aviation accidents during this period. • We obtained an Injury Severity Rate of 4.16. • 100% of Security and OH&S risks and situations were mitigated. • 220 participants in the Human Factor Program. • Incidents of non-compliance concerning the health and safety impacts of products and services
4 Quality Education	Training and Professional Development	We promote our employees' training and professional development through Aeroméxico Formación and programs such as LinkedIn Learning, ELEVATE, and Ignite, among other programs.	• 19,503 employees trained and 1,860,114 hours of training. • We invested MXN$99,843,574 in training.
5 Gender Equality	Diversity and Equal Opportunities	We have implemented a DEI Strategy to promote a dynamic culture in our organization.	• 37% of our staff are women. • We reached a 27% engagement rate for women. • 40% of management positions are held by women and 39% are in STEM-related positions. • We achieved a 90% retention rate of employees who took maternity leave.
7 Affordable and Clean Energy	GHG Emissions Management	We aim to become the leading airline in transitioning towards Net Zero Emissions in Latin America. We have implemented an SAF procurement plan, a local acceleration plan, and an operational efficiency plan.	• Sustainable fuels when using more than 214,000 liters of SAF. • We purchased more efficient aircraft: 6 B737 MAX -8 and -9 aircraft and 1 B787-9 Dreamliner. • Reduction of 22,315 tons of CO2 with new fuel technologies.

SDG	Material Topic	Contribution	Indicators
8 Decent Work and Economic Growth	Health and safety of employees Attraction and retention of employees training and professional development Economic performance	We promote talent retention through various employee benefits and professional growth.	• More than 5,000 hires. • 4,110 employees under 30 years of age. • 15% are home-office employees • 98% of our employees are in Mexico. • 98.4% of our employees work full-time. • We did not have significant monetary losses due to legal proceedings associated with labor law violations.
9 Industry, Innovation, and Infrastructure	Air connectivity Supply chain Passenger experience	We improved our customers' travel experience through new connectivity routes and technological innovations in service.	• Over 12 million passengers used online check-in. • A score of 34.5 points on the NPS. • Over 200,000 departures during the period. • A total of 149 aircraft.
12 Responsible Consumption and Production	Passenger/Customer Experience	We foster responsible consumption practices on all our flights, reducing the use of single-use plastics. We support the local economy by purchasing products and hiring services from local suppliers.	• We eliminate single-use plastics on all our flights. • We implemented compostable bags for organic waste collection and 100% recyclable bags for inorganic waste collection in all our facilities.
13 Climate Action	GHG Emissions Management	We monitor our greenhouse gas (GHG) emissions according to strict national and international standards and regulations.	• We reduced 22,315 tons of CO2 due to reduced fuel consumption.
16 Peace, Justice, and Strong Institutions	Ethics and Anti-corruption Regulatory Compliance Relationship with Authorities	Our Code of Conduct reflects our ethical, legal, and transparency values and guides our interactions with employees, customers, and other stakeholders. We have implemented various internal policies and training related to responsible conduct, ensuring our employees' fundamental ethical principles.	• Over 18,000 internal and external course completions under the Compliance program. • 4,032 employees trained in cybersecurity. • Over 8,000 employees were trained in the Code of Conduct. • 0 cases of corruption and non-compliance with laws or regulations. • 0 reports for anti-competitive behavior, anti-trust, and monopoly practices.

(GRI 2-28)

Continued Commitment to the Global Compact

For over a decade, we have steadfastly believed that sustainability is not just a choice but a necessity for the integrity of Aeromexico's business model. This belief led us to voluntarily join the Mexico Global Compact, aligning our strategies and operations with the Ten Universal Principles on Human Rights, Labor Standards, Environment, and Anti-Corruption. Our aim is not just to promote these principles, but to actively contribute to their achievement and the SDGs.



GRI Content Index

Aeromexico has prepared this report in accordance with the GRI Standards for the period between January 1 and December 31, 2023..

GRI Standard	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 1 used:	**GRI 1: Foundation 2021**					
GRI 2 used:	**General Disclosures 2021**					
GRI 2: General Disclosures 2021	2-1 Organizational details	8, 18				
	2-2 Entities included in the organization's sustainability reporting	8, 22				
	2-3 Reporting period, frequency and contact point	8				
	2-4 Restatements of information	8				
	2-5 External assurance	214		x		
	2-6 Activities, value chain and other business relationships	22, 36, 41, 46, 182				
	2-7 Employees	94		x		
	2-8 Workers who are not employees	GAM does not have third-party employees.				
	2-9 Governance structure and composition	143, 144, 152				
	2-10 Nomination and selection of the highest governance body	144				
	2-11 Chair of the highest governance body	144				
	2-12 Role of the highest governance body in overseeing the management of impacts	144, 152, 176				
	2-13 Delegation of responsibility for managing impacts	151, 152, 174				
	2-14 Role of the highest governance body in sustainability reporting	8				
	2-15 Conflicts of interest	144, 162				
	2-16 Communication of critical concerns	144				
	2-17 Collective knowledge of the highest governance body	149				
	2-18 Evaluation of the performance of the highest governance body	149				
	2-19 Remuneration policies	150				
	2-20 Process to determine remuneration	144, 150				
	2-21 Annual total compensation ratio		Confidential information			
	2-22 Statement on sustainable development strategy	7				
	2-23 Policy commitments	154				
	2-24 Embedding policy commitments	49, 154				
	2-25 Processes to remediate negative impacts	41, 126, 172, 174				
	2-26 Mechanisms for seeking advice and raising concerns	126, 172				
	2-27 Compliance with laws and regulations	62				
	2-28 Membership associations	46, 196				
	2-29 Approach to stakeholder engagement	188				
	2-30 Collective bargaining agreements	94, 98				

GRI Standard	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3 used:	**Material Topics 2021**					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	190				
	3-2 List of material topics	190				

Economic Performance	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Temas Materiales 2021	3-3 Management of material topics		Not available			
GRI 201: Desempeño Económico 2016	201-1 Direct economic value generated and distributed		Not available		4.3, 4.4, 4.5, 5.1, 8.1, 8.2, 5, 9.1, 10.3	
	201-2 Financial implications and other risks and opportunities due to climate change	179			8.2, 8.5, 13.1	Principle 7
	201-3 Defined benefit plan obligations and other retirement plans	105			5.1, 8.5, 10.3	
	201-4: Financial assistance received from government	"160 GAM does not receive help from the government."			5.1, 8.5, 8.6,10.3	
GRI 203: Impactos Económicos Indirectos 2016	203-1 Infrastructure investments and services supported	135			8.1, 8.2, 9.1, 9.4, 9.5, 11.2	
	203-2 Significant indirect economic impacts	135			1.2, 1.4, 8.2, 8.3, 8-5, 13.1	

Sustainable Chain Supply	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	182				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	182			8.3	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	182		X	8.7, 8.8	Principle 2
	414-2 Negative social impacts in the supply chain and actions taken	182			8.8	Principle 2

Business Ethics and Anti-corruption	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	160				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	160			9.1,9.4, 16.5	Principle 10
	205-2 Communication and training about anti-corruption policies and procedures	160			9.1,9.4, 16.5	Principle 10
	205-3 Confirmed incidents of corruption and actions taken	160			1.2,1.4,8.1,8.3,8.5, 16.5	Principle 10
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	162			16.3, 16.10	

GHG Emissions Management	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	58, 62				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	75		X	12.2	
	301-2 Recycled input materials used		Not available		12.2,12.5	Principle 9
	301-3 Reclaimed products and their packaging materials		Not available		12.2,12.5	Principle 9
GRI 302: Energy 2016	302-1 Energy consumption within the organization	69		X	7.2, 7.3, 8.4, 12.2, 13.1	Principles 7, 8
	302-2 Energy consumption outside of the organization		Not available		12.2, 13.1	
	302-3 Energy intensity	69		X	7.3, 8.4, 12.2, 13.1	Principle 8
	302-4 Reduction of energy consumption	69, 73			7.3, 8.4, 12.2, 13.1	Principles 8, 9
	302-5 Reductions in energy requirements of products and services	69, 73			7.3, 13.1	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	85			6.3, 6.a, 12.4	Principle 7
	303-2 Management of water discharge-related impacts	85			6.3, 6,5	Principle 8
	303-3 Water withdrawal	85		X	6.4	Principle 8
	303-4 Water discharge	85		X	6.3	Principle 8
	303-5 Water consumption	85		X	6.4	Principle 8

GHG Emissions Management	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	64		X	3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-2 Energy indirect (Scope 2) GHG emissions	64		X	8 3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-3 Other indirect (Scope 3) GHG emissions	64		X	8 3.9, 12.4, 13.1, 14.3, 15.2	
	305-4 GHG emissions intensity	65		X	13.1, 14.3, 15.2	
	305-5 Reduction of GHG emissions	66, 69, 73			12.4, 13.1, 14.3, 15.2	Principle 8
	305-6 Emissions of ozone-depleting substances (ODS)	65			12.4	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	65		X	12.4, 13.1, 14.3, 15.2	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	77			6.3, 12.4, 14.1	Principle 8
	306-2 Management of significant waste-related impacts	77		X	6.3, 12.4	Principle 8
	306-3 Waste generated	77		X	6.3, 12.4, 14.1, 15.1	
	306-4 Waste diverted from disposal	77		X	6.3, 12.4	
	306-5 Waste directed to disposal	77		X	6.3, 14.2, 15.1, 15.5	

Regulatory Compliance	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	154				

Recruitment and Retaining Talent	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	96, 104				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	96		X	5.1, 8.5, 8.6,10.3	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	105			3.2, 5.4, 8.5	
	401-3 Parental leave	108			3.2, 5.1, 5.4, 8.5	Principle 6
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	We adhere to GAM regulations.			8.8	Principle 3
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	98				Principle 3

Occupational Health and Safety	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	122, 128				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	122, 128			8.8	
	403-2 Hazard identification, risk assessment, and incident investigation	128, 130			3.3, 3.9,8.8	
	403-3 Occupational health services	130			3.3, 3.9,8.8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	130			3.3, 3.9,8.8, 16.7	
	403-5 Worker training on occupational health and safety	133			3.3, 3.9,8.8	
	403-6 Promotion of worker health	128			3.3, 3.7, 3.9,8.8	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	128			8.8	
	403-8 Workers covered by an occupational health and safety management system	128			8.8	
	403-9 Work-related injuries	134		X	3.6,3.9,8.8,16.1	
	403-10 Work-related ill health	134			3.3,3.4,3.9,8.8,16.1	

Training and Development	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	98				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	98		X	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3	
	404-2 Programs for upgrading employee skills and transition assistance programs	98			8.2, 8.5	
	404-3 Percentage of employees receiving regular performance and career development reviews	103		X	5.1, 8.5, 10.3	

Diversity and Equal Opportunities	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	109				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	109, 144		X	5.1, 5.5, 8.5	Principle 6
	405-2 Ratio of basic salary and remuneration of women to men	112		X	8.5, 10-3	Principle 6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	172		X	5.1, 8.5, 8.8, 10.3	Principle 6

Air Connectivity	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	135				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	135				
	413-2 Operations with significant actual and potential negative impacts on local communities	There is no record of significant actual or potential negative impacts on local communities.			1.4, 2.3	

Relationship with Authorities	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	160				
GRI 415: Public Policy 2016	415-1 Political contributions	160 GAM does not make political contributions.				Principle 10

Operational Safety	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	128				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	122			16.3	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	126			16.3	

Customer Experience	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	36				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	163			16.3,16.10	

Market Presence	Table of Contents	Page/Direct Answer	Omission	Verification	SDG	Global Compact
GRI 3: Material Topics 2021	3-3 Management of material topics	36				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	41			12.8	
	417-2 Incidents of non-compliance concerning product and service information and labeling	42			16.3	
	417-3 Incidents of non-compliance concerning marketing communications	42			16.3	

SASB Airlines Parameter Index

Standard Topic	SASB Parameter	Description	Page/ Direct Answer	Omission	Verification
Greenhouse Gas Emissions	TR-AL-110a.1	Gross global Scope 1 emissions	64		
	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	58		
	TR-AL-110a.3	Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	66		
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements	94, 98		
	TR-AL-310a.2	(1) Number of work stoppages and (2) total days idle		Not available	
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	162		x
Accident & Safety Management	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	122		
	TR-AL-540a.2	Number of aviation accidents	122		
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	122		
Activity Metrics	TR-AL-000.A	Available seat kilometers (ASK)	26		
	TR-AL-000.B	Passenger load factor	26		
	TR-AL-000.C	Revenue passenger kilometers (RPK)	26		
	TR-AL-000.D	Revenue ton kilometers (RTK)	26		
	TR-AL-000.E	Number of departures	23		
	TR-AL-000.F	Average age of fleet	23		

SASB Parameter Index
Air Cargo & Logistics

Standard Topic	SASB Parameter	Description	Page/ Direct Answer	Omission	Verification
Greenhouse Gas Emissions	TR-AF-110a.1	Gross global Scope 1 emissions	64		
	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	58		
	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	66		
Air Quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	65		
Labor Practices	TR-AF-310a.1	Percentage of drivers classified as independent contractors		Not available	
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	160		
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	134		
Supply Chain Management	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold		Not available	
	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes		Not available	
Accident & Safety Management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	122		
	TR-AF-540a.2	Number of aviation accidents	122		
Activity Metrics	TR-AF-000-A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	26		
	TR-AF-000-B	Load factor for: (1) road transport and (2) air transport	26		
	TR-AF-000-C	Number of employees, number of truck drivers	94		

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Independent Limited Assurance Report on Key Sustainability Performance Indicators (Non-Financial Information)

To the Board of Directors of Grupo Aeroméxico, S.A.B. de C. V.:

We were engaged by the Management of Grupo Aeroméxico, S.A.B. de C. V. (hereinafter "Grupo Aeroméxico") to report in the form of an independent conclusion of limited assurance on Key Sustainability Performance Indicators (Non-Financial Information) prepared and presented by the ESG Management of Grupo Aeroméxico, that are detailed in the Annex A attached to this report (the "Indicators"), and have been included in the Grupo Aeroméxico's Sustainability Report 2023 ("the Report") for the period from January 1 to December 31, 2023.

Management's responsibilities

The ESG Management of Grupo Aeroméxico is responsible for the preparation and presentation of the Indicators included in the Annex A of this report, in accordance with the standards of the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) (jointly, the "Criteria"); as well as the information included in them, and to establish and maintain appropriate internal control systems from which the information subject to our review is derived.

Management of Grupo Aeroméxico is responsible for preventing and detecting fraud, and for identifying and ensuring that Grupo Aeroméxico complies with the laws and regulations applicable to its activities.

The ESG Management of Grupo Aeroméxico is also responsible for ensuring that the personnel involved in the preparation and presentation of the Indicators are properly trained, information systems are properly updated and that any changes in the presentation of data and/or in the form of reporting, encompass all significant reporting units.

Our responsibilities

Our responsibility is to carry out a limited assurance engagement and express an independent conclusion of limited assurance based on the work performed and evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information," issued by International Auditing and Assurance Standards Board, this standard requires that we plan and perform our procedures to obtain a limited assurance regarding whether, based on our work and the evidence obtained, nothing has come to our attention that causes us to believe that the Indicators contained in the Report for the period from January 1 to December 31, 2023, are not presented, in all material respects, in accordance with the Criteria.

KPMG Cárdenas Dosal, S. C. ("the firm") applies International Standard on Quality Management 1 and, therefore, maintains a comprehensive system of quality management, including policies and procedures on compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

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Puebla, Pue.
Querétaro, Qro.
Reynosa, Tamps.
Saltillo, Coah.
San Luis Potosí, S.L.P.
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We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants, (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

The procedures selected depend on our knowledge and experience of the Indicators and other engagement circumstances, and our consideration of the areas in which material errors may occur.

When obtaining an understanding of the Indicators, contained in the Report, and other work circumstances, we have considered the process used to prepare and present the Indicators, in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing a conclusion as to the effectiveness of Grupo Aeroméxico's internal control over the preparation of the Indicators presented in the Report.

Our engagement also includes assessing the appropriateness of the main subject, the suitability of the criteria used by Grupo Aeroméxico in the preparation and presentation of the Indicators, assessing the appropriateness of the methods, policies, and procedures, as well as models used.

The procedures performed in a limited assurance engagement vary in nature, timeliness, and scope than in a reasonable assurance engagement, and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained in the case of a reasonable assurance engagement.

Criteria

The criteria on which the preparation of the Key Sustainability Performance Indicators has been evaluated refer to the established requirements in the GRI and SASB standards.

Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on our review and the evidence obtained, nothing has come to our attention that causes us to believe that the Key Sustainability Performance Indicators detailed in the Annex A attached to this assurance report, prepared by the ESG Management of Grupo Aeroméxico and contained in the Grupo Aeroméxico's Sustainability Report 2023, are not prepared in all material aspects, in accordance with the Criteria for the period from January 1 to December 31, 2023.

Restriction of use of our report

Our report should not be regarded as suitable to be used or relied on by any party to acquire rights against us other than the Board of Director and the ESG Management of Grupo Aeroméxico for any purpose or in any other context. Any party other than the Board of Directors and the ESG Management of Grupo Aeroméxico who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the extent permitted by law, we do not accept or assume any responsibility and disclaim any liability to any party other than Grupo Aeroméxico for our work, for this independent limited assurance report, or for the conclusions we have reached.

KPMG CÁRDENAS DOSAL, S. C.

Joaquín Alejandro Aguilera Dávila
Partner
Mexico City, May 31, 2024

Annex A

The indicators considered as the underlying subject matter of our assurance engagement are the following:

No.	Standard	Content	
1	"GRI 2: General Disclosures 2021"	2-5	External assurance
2		2-7	Employees
3	"GRI 301: Materials 2016"	301-1	Materials used by weight or volume
4	"GRI 302: Energy 2016"	302-1	Energy consumption within the organization
5		302-3	Energy intensity
6	"GRI 303: Water and Effluents 2018"	303-3	Water withdrawal
7		303-4	Water discharge
8		303-5	Water consumption
9	"GRI 305: Emissions 2016"	305-1	Direct (Scope 1) GHG emissions
10		305-2	Energy indirect (Scope 2) GHG emissions
11		305-3	Other indirect (Scope 3) GHG emissions
12		305-4	GHG emissions intensity
13		305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
14	"GRI 306: Waste 2020"	306-2	Waste generation and significant waste-related impacts
15		306-3	Waste generated
16		306-4	Waste diverted from disposal
17		306-5	Waste directed to disposal
18	"GRI 401: Employment 2016"	401-1	New employee hires and employee turnover
19	"GRI 403: Occupational Health and Safety 2018"	403-9	Work-related injuries
20	"GRI 404: Training and Education 2016"	404-1	Average hours of training per year per employee
21		404-3	Percentage of employees receiving regular performance and career development reviews
22	"GRI 405: Diversity and Equal Opportunity 2016"	405-1	Diversity of governance bodies and employees
23		405-2	Ratio of basic salary and remuneration of women to men
24	"GRI 406: Non-discrimination 2016"	406-1	Incidents of discrimination and corrective actions taken
25	"GRI 414: Supplier Social Assessment 2016"	414-1	New suppliers that were screened using social criteria
26	SASB Airlines – Competitive Behaviour	SASB TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations


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