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SUSTAINABILITY REPORT AEROMEXICO 2024

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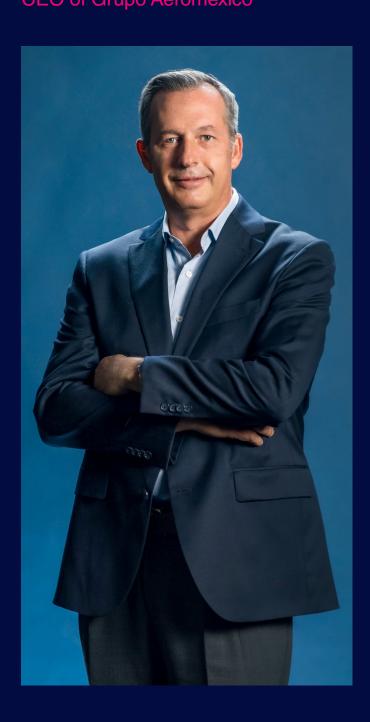
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A MESSAGE FROM OUR CEO

Andrés Conesa CEO of Grupo Aeroméxico



I am proud to present the results of a historic year for Aeromexico. In 2024, we celebrate 90 years of connecting Mexico with the world, and we celebrate it with a renewed spirit of evolution and commitment.

To commemorate our anniversary, we present the new identity of the *Caballero Águila*, an icon that honors our history, reflects our transformation, and strengthens our bond with the new generations of travelers. The new emblem, with a more human and aerodynamic design represents our commitment to elevate every journey to an extraordinary experience, guided by excellence, sustainability, and above all, safety.

This year we reached historic milestones that consolidate Aeromexico as a global reference in aviation. We became the most punctual airline in the world, an unprecedented milestone in the history of aviation in Mexico. We transported 25.3 million passengers—2.4% more than in 2023—and operated over 195,000 flights across more than 120 national and international routes. These results reflect the passion, dedication, and professionalism of every member of our team.

Innovation has been a key driver of this evolution. In 2024, we accelerated our digital transformation by incorporating artificial intelligence into operational processes and modernizing our digital services. We launched a more agile refund system, developed the App 2.0, and deployed digital kiosks that optimize the travel experience, reducing wait times and enhancing our operational efficiency.



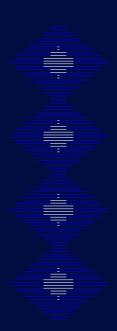
In terms of sustainability, we operate the largest and most modern fleet in Mexico, with 150 aircraft. With this fleet, we have managed to reduce our emissions intensity by 10% compared to 2019. Additionally, we have made progress in the use of Sustainable Aviation Fuels (SAF) and acquired 52,500 tons in carbon credits as part of our compliance with the CORSIA program. We also conducted a qualitative assessment to identify risks and opportunities related to climate change, ensuring that our strategic decisions remain aligned with our sustainability goals.

At the heart of Aeromexico are our people. That's why we continue to invest in developing more human leaders, promoting diversity and a sense of belonging. This approach has led us to be recognized as a Great Place to Work and a Top Employer.

In 2024, we also strengthened our social commitment. Through our Specific Attention Program, we improved the travel experience for people with disabilities and the elderly. We were agents of change with *Destino Libertad*, a traveling exhibition that raises awareness about the fight against human trafficking, reaching over 200,000 visitors at AICM and the Museum of Memory and Tolerance.

We mobilized over 1,200 volunteers in actions with social and environmental impact, and we reinforced our alliance with the National Transplant Center to facilitate the transportation of organs, contributing to saving lives across the country.

These achievements have been possible thanks to the trust of our customers, investors, and partners—and, above all, the talent and unwavering commitment of our people. We've come a long way, and I'm confident that together, we will continue to fly high.



A. Lover

Andrés Conesa CEO of Grupo Aeroméxico (GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-6, 2-14)

ABOUT THIS REPORT













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ABOUT THIS REPORT

At Grupo Aeromexico, our purpose is to elevate travel to an extraordinary experience, caring for you and our world. This report presents our journey over the past 90 years and how our dedication to excellence has led us to stand out in Environmental, Social, and Corporate Governance (ESG) performance in our industry. We are excited to share the milestones, challenges, and lessons learned throughout this time, so that, through excellence and customer service, we continue to soar towards a more sustainable future.

In parallel, throughout this report, we showcase our performance during the year 2024, steadfast in the commitment to transparency in all facets of the operations of Grupo Aeromexico, S.A.B de C.V. operations, which includes: Aerovías Empresa de Cargo S.A. de C.V., known as Aeromexico Cargo; Aerovías de México S.A. de C.V., known as Aeromexico; Aerolitoral S.A. de C.V., known as Aeromexico Connect; and Premier, S.A.P.I. de C.V., which operates Aeromexico Rewards. For more clarity and consistency, we refer to Grupo Aeromexico as Aeromexico.

To remain at the forefront of evolving industry trends, this year we updated our double materiality study (see Appendix I.), which identifies the most relevant impacts, risks, and opportunities through the merging of a financial and impact perspective. This report covers the most relevant topics, based on the double materiality analysis conducted in 2022. For a deeper understanding of this study, we invite you to consult the section dedicated to the double materiality analysis.

This report is structured in accordance with the Global Reporting Initiative (GRI) standards for the period of January 1st through December 31st, 2024, published on May 30th, 2025. For this period, the Sustainability Accounting Standards Board (SASB) standards for the Airlines, Air Cargo, and Logistics industries were once again adopted, as well as the recommendations of the International Air Transport Association (IATA), to report on relevant topics pertaining to the aviation industry.

Additionally, 29 key performance indicators have been externally verified by KPMG Cárdenas Dosal SC. For more details on the assurance, we invite you to consult the Independent Verification Letter at the end of this document.

Throughout the report we detail our contribution to the Sustainable Development Goals (SDGs), established by the United Nations as a guide to address global challenges. Furthermore, as participants of the UN Global Compact, this document serves as our Communication on Progress (CoP), highlighting our progress in implementing its ten fundamental principles. For detailed information on our contribution to the SDGs, we invite you to explore the section Ongoing commitment to the Global Compact.

The document has been prepared by the Sustainability Department, with the guidance of a third party; approved by the Executive Committee and presented to the Chief Executive Officer and General Director, Andrés Conesa. Finally, the Sustainability Department approved the double materiality assessment update presented in the appendix of this report.



It is important to mention that there are no updates and/or modifications to reports of information contained in previous periods.

Grupo Aeromexico is a privately owned company headquartered at: Avenida Paseo de la Reforma 243, Floor 25, Col. Renacimiento, Cuauhtémoc 06500, Mexico City, Mexico.

For any questions or inquiries related to this report, please write to us at the following email address: amesg@aeromexico.com

How to Identify the Contents:

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

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

In the Appendix: Specific index on GRI, SASB, TCFD, and SDGs.



RELEVANT FIGURES 2024

Environmental Pillar: World

365,271 tCO₂e reduced by the incorporation of 6 new aircraft.

4% reduction in emission intensity in tCO₂e per passenger-kilometer traveled compared to the previous year.

2,662 tons of CO₂ offset through our *Vuela Verde* program.

21% reduction in paper reprints due to our digital channels.

10.1% reduction in emission intensity tCO₂/RTK excluding scope 3 including offsets compared to our 2019 baseline.

700 tCO₂e avoided by using Sustainable Aviation Fuel (SAF) by acquiring more than 323,000 liters of this fuel.

Implementation of a rainwater harvesting system with an annual collection capacity of 1,200 m³.

\$53,240 USD raised through booking processes, reservation management, and digital check-in under the *Vuela Verde* program.

Flying towards a sustainable and extraordinary world.



12 Sustainability Report **Relevant Figures**

Social Pillar: People

71 organs transported for human transplant and 3,600 cm² of tissue-skin.

16,848 employees in staff, 3.88% more than the previous year.

+ 200,000 visitors to the traveling exhibition Destino: Libertad. La ruta de la Trata de Personas.

13 thousand voluntary reports in our Safety Management System (SMS).

37.2% of our staff are women.

> 42% of women hold management positions.



Create an extraordinary experience for everyone.



Corporate **Governance Pillar: Extraordinary Business**

> Historic NPS¹ of 43.21%

100% accreditation of non-unionized personnel in the Code of Conduct.

We established an Al Governance Framework to guide our digital transformation.

> Investment of \$3.055 billion MXN for 278 domestic suppliers, representing 21% of total spending.

138 suppliers assessed with sustainability criteria.

28,000 certifications issued to staff and third parties under the Compliance Program.

9 out of 10 employees completed the cybersecurity course on time.

86.5% of our users effectively checked in using the Aeroméxico mobile app.

Going beyond to shape the future.



¹NPS=Net Promoter Score

AWARDS AND RECOGNITIONS

We proudly share the awards and recognitions that Aeromexico has received throughout the year. These achievements reflect our commitment to sustainability, innovation, and excellence in service. We thank our employees and partners for their dedication, which drives us to continue advancing in our mission to be a responsible airline and a leader in the industry.



Recognized as the most punctual airline globally.



APEX (Airline Passenger Experience)

Recognized as a 5-star airline for the sixth consecutive year.



Effie Awards

Aeromexico was awarded Gold in the Seasonal Marketing category for the 2023 campaign *Buen Fin, Buen Viaje.*

Kantar Brandz

KANTAR BRANDZ

Achieved 13th place in the national Kantar 2023-2024 ranking.



ISO Certification

ISO 27001:2022 Certification obtained for the processes supporting critical operations, E-Commerce, and CCE/CCO of GAM. Environmental Management for Hangar Oriente.



Great Place to Work

Certified by Great Place to Work (Nov 2023 - Nov 2024).



Corporate Reputation Business Monitor (MERCO, for its Spanish acronym)

Ranked 14th in the list of Companies with the Best Corporate Reputation. Recognized as "The most responsible company in the Passenger Transport sector 2024".



Skyteam Aviation Challenge

Skyteam awarded us the Best Onboard Innovation prize with the initiative "Bluetooth Onboard".

Sustainability Report Awards and Recognitions 15





eCommerce Awards Mexico

Winners in the Travel and Tourism category for our work in the Digital Commerce and Internet Business industry.

PCI DSS in V.4 Certification

Renewal of the PCI DSS

Certification in V.4, recognizing the adoption of best security practices for transactions on our website, based on the guidelines of the PCI Security Standards Council.

Expansión's 500

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

Most Ethical Companies (E+E) by AMITAI

We are proud to share that we ranked 37th in the overall ranking and 14th in the ethics ranking, reflecting our strong commitment to integrity and transparency in every aspect of our operations.

Clean Industry Certification

Achieved Level 2 for Aeromexico's Hangar Oriente, awarded by the Federal Agency of Environmental Protection (PROFEPA, for its Spanish acronym).

Impulse LGBTIQ+ Awards

We received the Impulse Award in the category of "Campaign for the LGBTIQ+ Community by a Company" for our campaign "Love Should Not Be a Secret".

Food and Travel Reader Awards

In the eighth edition of the Food & Travel Reader Awards, we were chosen as winners in the category of "Best In-Flight Experience".

ELSSA Certification

Safe and Healthy Work Environments certification awarded by the Mexican Social Security Institute (IMSS, for its Spanish acronym) pertaining our facilities.

Expansión

Recognized as the most responsible company in the social pillar and ranked 4th in the overall ranking of the most responsible companies in Mexico.

IC500 Corporate Integrity Ranking

In 2024, we maintained a score of 98 and achieved 57th place.

Human Rights Campaign

For the second consecutive year, the Human Rights Campaign, one of the largest and most important LGBTQ+ civil organizations in the world, recognized us as a Mexican company that promotes more inclusive, equitable, and safe spaces for members of the LGBTQ+ community.

Expansión Mujeres

Angélica Garza, our Executive Vice President of Human Resources, was ranked 75 in "The 100 Most Powerful Businesswomen in 2023" ranking.

Global Labor Equity Program

We were recognized as one of the "Best Places to Work for LGBT" in the third annual edition of the Global Labor Equity Program, organized by the Human Rights Campaign Foundation.

Expansión's 500 Companies Against Corruption

Achieved 57th place in the ranking of "The 500 Companies Against Corruption," maintaining the score of 98 obtained in 2023.

1.ABOUT US: MEXICO'S FLAGSHIP AIRLINE













Sustainability Report About Us 20

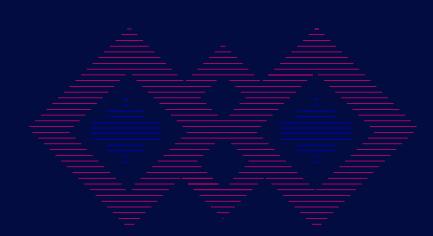
We are proud to celebrate 90 years of shared journeys. That dream that began on September 14th, 1934, has become a reality that today connects 3 continents, over 50 destinations, and transports more than 25 million people each year. We have spread our wings to places we never imagined, where we have elevated travel to the extraordinary, to be close and reach far.

We have witnessed significant transformations in the industry, demonstrating our ability to adapt by overcoming challenges and always finding innovative ways to do things, solidifying our role as a fundamental pillar in Mexico's connectivity with the world.

In an environment of significant changes, we see opportunities to grow, always maintaining our fundamental purpose: to elevate travel to an extraordinary experience, caring for ourselves and our world. This legacy drives us to continue bringing the best of Mexico to the countries where we have a presence.

Today, we are the most punctual airline in the world, a recognition that reflects the discipline, commitment, and passion with which each team member makes it possible for millions of people to arrive on time at their destination.

We stand out for our enhanced connectivity, optimized frequencies, and punctuality. In tune with market demands, we adapt our network of domestic and international routes to meet specific needs. This value-centered strategy, focused on people and supported by efficient management, has allowed us to maintain solid and sustained financial growth.

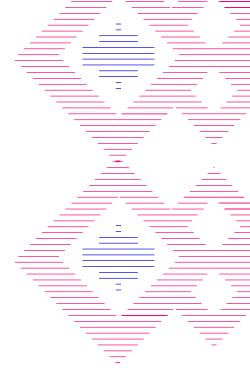


(GRI 2-23)

VISION, PURPOSE, AND VALUES

1.1

At Grupo Aeroméxico, operational excellence is a priority. Every decision and process is backed by the commitment to provide impeccable, reliable, and punctual service, raising industry standards to ensure that every travel experience is extraordinary.



Vision

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

Purpose

Elevate the journey to an extraordinary experience, taking care of you and of our world.

Values

- 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 control of your career and development, celebrating our successes.

Sustainability Report Our Brand 22 Sustainability Report Our Brand 23

OUR BRAND

1.2

"Elevating the journey to an extraordinary experience, taking care of you and our world" is Aeromexico's reason for being. This purpose is a deep commitment, where the true protagonist is the passenger and their own dream of flying. Thus, the airline's mission does not solely reside in the destination or arrival, but in the journey itself, the realization of every fantasy held by every trip.

Our purpose is reflected in the quality of service and in our dedication to offering memorable experiences that meet our customers' needs. We work with the goal of implementing initiatives that constantly seek to improve our operations and foster connection with our customers. From process optimization to innovation in passenger service, every action is designed to ensure that our customers enjoy their experience with the certainty that we are committed to their satisfaction and to providing high-quality service.

Brand Values

Our airline has served as a bridge connecting Mexican talent with the world, contributing to the realization of their aspirations. The renewed design, from the redesign of the *Caballero Águila* to the complete renewal of the brand guidelines, exemplifies the evolution of the airline that has spent nine decades connecting Mexico with the world. The identity we unveil today strengthens warmth, dynamism, modernity, and showcases the image of contemporary Mexico.



Our new image is part of a profound internal and external transformation, which strengthens warmth, injects dynamism and modernity into the company, and from which various actions benefiting customers arise.



Aeromexico's values are the cornerstone of our organizational culture. They guide every action taken and reflect our ongoing commitment to excellence, responsibility, strengthening the connection with our employees, customers, and communities.

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 closeness and empathy, focusing on paying attention to every detail.



Personalized innovation

We innovate by connecting with the future, using technology to personalize the experience and provide flexibility, positioning the user at the center of everything we do.

Contemporary Mexico

We share the best of Mexico with the world, celebrating the diversity and connecting tradition with modernity, showing pride of our culture.



Our 90-year campaign increased brand recognition in the United States by 12.7 points, with over 572 million impressions.

Thanks to the trust placed in us by the authorities of Mexico and the 20 countries where we operate, as well as by our investors, business partners, employees, and customers, we have become one of the oldest airlines in the world. As we celebrate our 90th anniversary, we not only commemorate historic milestones, but prepare to face new challenges that will allow us to maintain our leadership in Mexico and compete with the best companies globally.

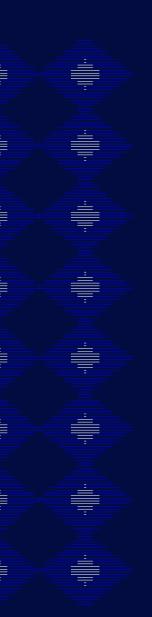
Sustainability Report Corporate Structure 2

(GRI 2-2, 2-6)

GRUPO AEROMEXICO'S CORPORATE STRUCTURE

1.3

We strive to provide our customers with an exceptional experience through our six subsidiaries, which offer specialized solutions and a comprehensive and diverse range of services to meet their needs.







Shown below is our value chain, which integrates our own activities, as well as upstream and downstream activities, reflecting our full management scope.

Upstream	Own operations	Downstream
 Aircraft and engine manufacturers Fuel suppliers Maintenance and repair providers Technology and system providers Airport services providers Airports Materials and equipment suppliers Freight forwarders Aircraft lessors Government authorities 	 Employees Hangars Mexico - CDMX and Guadalajara Hubs Mexico - CDMX, Guadalajara and Monterrey Partner institutions Flight operations (Passengers) Flight operations (Cargo) Fleet maintenance Training and development Fleet management (purchase, leasing and renewal) Fuel management (purchase, storage, etc.) Ground operations (checkin, disembarking, baggage handling) On-board services (Catering, entertainment, etc.) 	 ■ Leisure Customers ■ Corporate Clients ■ Cargo Customers ▶ Travel Agencies/Booking Platforms ▶ Community Members ▶ Loyalty Programs ▶ After-Sales Services ▶ Waste Management ▶ Marketing, Communication, Sales ■ Stakeholders ▶ Activities and Services ● Main Hubs

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

FLEET, ROUTES, AND DESTINATIONS

1.4

We are committed to ensuring passenger satisfaction through a continuously renewed fleet, providing comfortable seating, tailored entertainment, and high-quality service. This is achieved through the commitment that comes with being Mexico's flagship airline, where we strive to connect with our customers in a more personalized manner and deliver an extraordinary experience.

In 2024, our contractual fleet consisted of 1491 aircraft with an average age of 8.55 years.

ff

During 2024, we had a total of 195,819 departures and 8 new aircrafts (four Boeing 737 Max 8, two Boeing 737 Max 9, and two Boeing 787-9). The average number departures are 535 per day.

Distribution of the **Aircraft Fleet**



B787 Dreamliner

With capacity of up to 274 passengers, this aircraft features an advanced temperature control system and anti-turbulence technology for uninterrupted rest. It reduces noise by 60%, improves fuel efficiency, and decreases CO₂ emissions by 25%.

B787-9 / 14 aircrafts

B787-8 / 8 aircrafts

Boeing 737 Max

This aircraft consumes less fuel than other planes, offers more comfortable and spacious seating, and provides the best inflight entertainment and Wi-Fi.

737 MAX8 / 37 aircrafts **737 MAX9 /** 21 aircrafts

B737 - 800

Equipped with Sky Interiors, LED lighting, seats with personal screens, and a sense of comfort and spaciousness.

737-800 / 34 aircrafts

Embraer 190

42 E190

For short and regional flights, enjoy the Premier Class and AM Plus experience, along with entertainment connected to mobile devices.

190 / 35 aircrafts

Contractual fleet at the close of December 2024.

Sustainability Report Fleet, Routes, and Destinations 28

66

As part of the celebration of our 90th anniversary, we welcomed the new ambassador of Aeromexico: Kukulcán, a Boeing 737 MAX 9 featuring a design created by the Mexican artist Edgar Flores "Saner." Its picturesque fuselage references the Mayan culture god and displays representative symbols of Mexico to honor its heritage.



Sustainability Report Fleet, Routes, and Destinations 29

Fleet by Age

Fleet Update

Total Fleet by Age Group (%)			
Age of the Fleet (years)	2022	2023	2024
> 13	25	26	23
7- 13	34	32	33
< 7	41	42	44

% of Fleets Updated in the Last Two Years		
Age of the Fleet (years)	2024	
> 13	25	
7- 13	34	
< 7	41	



Routes and Destinations

We are committed to providing more and better travel options for our customers, which is why this year we expanded our routes and destinations to offer a global network of flights and an extraordinary experience for our passengers.

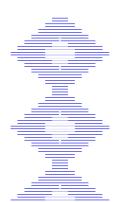
We strengthen our network of connections through the restart and expansion of domestic and international operations, as well as increasing the frequency of flights to key strategic points.



Sustainability Report Fleet, Routes, and Destinations 30

This year, Aeromexico experienced a global growth of 12%, primarily driven by a notable increase in its international market. This progress is largely due to a 15% growth in international routes, a direct result of the opening and reopening of connections in the United States and Asia, as well as a strengthening of the airline's presence in Europe. These expansion strategies have allowed the company to capture a larger market share in key regions, solidifying its position as a relevant player on a global scale.

Thanks to the reinstatement of Mexico to Category 1 by the U.S. Federal Aviation Administration, we can now operate direct flights to the United States. This includes an increase in flight frequency and the capacity to expand routes.



However, in the domestic market Aeromexico faced a contraction, which is attributed to the capacity adjustment that took place at the Mexico City International Airport (AICM, for its Spanish acronym). This adjustment was necessary to optimize available resources and improve operational efficiency in a high-demand environment. While this temporarily impacted the volume of domestic passengers, it is expected that the measures taken will strengthen operations in the medium and long term.



We had a total of 25.3 million passengers, 2.4% more than the previous year.



S	Domestic	55
Routes	Internacional	72
~	Total	127
suo	Domestic	48
Destinations	Internacional	47
Des	Total	95
	Country	No. of destinations
	Canada	3
ghts	Canada Caribbean	3 2
al Flights		
ational Flights	Caribbean	2
nternational Flights	Caribbean Central America	2
International Flights	Caribbean Central America Europe	2 5 7
International Flights	Caribbean Central America Europe South America	2 5 7 6
International Flights	Caribbean Central America Europe South America United States	2 5 7 6 44

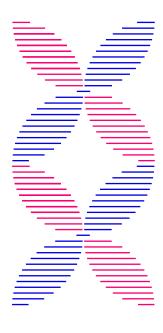


(SASB TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D)

Our Operations

The expansion of our routes and the acquisition of new aircraft have generated notable growth in performance metrics. With an 8% increase in available seat kilometers (ASK) and an 11% increase in revenue passenger kilometers (RPK), along with a 2.3-point rise in the load factor, which now stands at 84.22%, we are strengthening our operational efficiency and contributing to the overall profitability of our operations.

Our Operations				
	2022	2023	2024	Variation 23-24
Thousands		Passengers		
Domestic	15,332	17,700	17,160	-3%
International	6,392	7,060	8,179	16%
Total	21,724	24,760	25,338	2%
Millions			ASKs1	
Domestic	17,684	18,997	18,273	-4%
International	30,068	33,989	39,088	15%
Total	47,752	52,986	57,361	8%
Millions			RPKs ²	
Domestic	14,258	15,922	15,724	-1%
International	24,604	28,704	33,931	18%
Total	38,861	44,626	49,654	11%
%		Loa	ad factor 3	
Domestic	80.6	83.8	86.05	3%
International	82.2	84.4	86.81	3%
Total	81.6	84.22	86.57	3%
Millions	RTKs⁴			
Total	4,193,473	4,807,902	5,391,659	12%



¹ASK (Available-Seat-Kilometers): Number of available seats for sale multiplied by the distance traveled.
²RPK (Revenue-Passenger-Kilometers): Number of passengers transported multiplied by the distance traveled.
³Load factor: Represents RPKs as a percentage of ASKs and is a key measure of how efficiently the airline is utilizing its capacity. It is important to note that, in this report, the Load Factor considers only the total number of passengers transported on scheduled flights as a percentage of available seats on scheduled flights.

⁴RTK (Revenue-Tonne-Kilometers): The number of metric tons transported multiplied by the distance traveled.

Over the past 20 years, the strengthening of tools to monitor supply and demand has allowed our work to be more assertive and connect more people with the rest of the world. Additionally, predictive models have evolved to incorporate more variables to consider in the evaluation of supply and the increase or decrease of frequencies and seats to determine Aeromexico's profitability in this new environment.





Delays and Load Factor for Short and Long- Distance Flights

Flights	% of Flights with Delays	Load Factor
Short-Haul Flights ¹	11.69%	85%
Long-Haul Flights ²	12.92%	87%

¹Short-Haul Flights (less than 3 hours) with a delay of more than 15 minutes. ²Long-Hail Flights (more than 3 hours) with a delay of more than 15 minutes.

Our Fare Services

We are dedicated to serving both domestic and international travelers, proudly standing out as Mexico's only airline to offer such a broad range of services.

To learn more about what we offer, click here.

- Basic
- Premie
- Flexible Premier One
- Premier Light
- AM Plus

Sustainability Report 90 Years of History Sustainability Report 90 Years of History 35

90 YEARS OF HISTORY: **COMMITMENT AND PASSION FOR FLYING**



Throughout 90 years, we have transported more than 500 million clients.

1.5

For nine decades, we have embarked on the dream of flying through the skies of Mexico. Throughout these years, our evolution has been closely linked to the history of the country, playing a fundamental role in national connectivity. By facilitating transportation between different regions, we have fostered the unity of communities. Thus, its development has not only established it as a symbol of national progress and advancement but also reflects the determination and spirit of perseverance of the Mexican people.

In 1934, Antonio Diaz Lombardo, a visionary entrepreneur, succeeded in igniting the flight of millions of Mexicans by recognizing the tourist potential of Acapulco. In this historic mission pilot Julio Zinser, accompanied by his crew and passengers, took off toward an unimaginable future, marking the beginning of what would become one of Mexico's most iconic destinations.

2024 marks a significant milestone for all of us who are part of the Aeromexico family, as we celebrate 90 years of history. On this very special anniversary, we unveil the new image that adorns our fleet. This change symbolizes our adaptation and commitment to bringing the best of contemporary Mexico to the world, while not forgetting our origins and the legacy we continue to build every day. Gradually, the largest fleet in our history, composed of over 150 aircraft, is adopting this new image, which reflects the constant evolution that has accompanied the Caballero Águila throughout its journey.

This 90th anniversary is an opportunity to reflect on all the accomplishments we have reached, look toward the future, and strive to continue elevating the journey to new heights. As part of the celebrations connecting Mexico with the world, we took a journey through our history, from the first flight to Acapulco to our current destinations, which include cities like Tokyo and Rome.



Today, our story continues to be written thanks to the exceptional talent of over 16,000 employees who are part of this great family. They make it possible for our more than 150 aircraft to connect nearly 2 million passengers each month with what they cherish most.

With the most modern fleet, a renewed Caballero Águila, new uniforms, the best loyalty program, and a strong commitment to sustainability, we continue to build Aeromexico for future generations.

The new image was first displayed on the fuselage of an Embraer-190 aircraft with registration XA-IAC, and it will gradually be incorporated into the more than 150 aircraft that make up the fleet of the Aerolínea Bandera de México, which is also the largest and most modern in its nine decades of history.



We were born with wings, but 90 years ago we learned to fly, and we are proud to carry the name of Mexico to the highest point.

> Andrés Conesa. CEO





Milestones that elevated our history to the extraordinary



Aeronaves de Mexico

Aeromexico, under the name Aeronaves de Mexico, makes its inaugural flight to Acapulco on the Stinson SR-5A aircraft.

Begins a trajectory to expand beyond national

territory and inaugurates its first international

York. Additionally, the splendor of first class

was manifested on board with two majestic

Bristol Britannia 302 aircraft.

routes: Acapulco-Los Angeles and Mexico-New

Aeronaves de Mexico The Organizing Committee of the Olympic The Douglas DC-3 aircraft is acquired, with space Games appointed us as the official carrier for 21 passengers and greater speed, boosting the for the 19th edition, held in Mexico. star route of Mexico-Acapulco. Aeronaves de Mexico S.A. We simplified our logo to a more aesthetic image that aligned with the expansion of our services. The eagle Aeronaves de Mexico S.A. adopted cleaner and more modern lines, worthy of a growing Aeronaves de Mexico airline. is officially renamed Aeromexico. 1954 1957 1962 1963 1968 1972 Aeronaves de Mexico S.A. Aeronaves de Mexico S.A. Following a strategic expansion, we In this decade, the iconic integrated the Convair 340 into our Caballero Áquila was introduced. fleet, featuring a pressurized cabin, characterizing today's integral stairs, and 44 seats, intended Aeromexico. The logo adopted to serve the Mexico - Acapulco route. more subdued colors and focused on the image of the eagle. Aeronaves de Mexico S.A. Aeronaves de Mexico S.A.

Aeronaves de Mexico S.A.

Thanks to our firm commitment to modernization, we began a period of notable productivity that allowed us to acquire the first Douglas DC-8 aircraft.

Consolidated as a leader in the

aviation industry by inaugurating

the Mexico, Miami, Madrid route

using Douglas DC-8 aircraft.

50th anniversary of Aeromexico

Our contribution to the country's tourism development, connecting previously isolated regions, our role as the official presidential and papal transport, along with our continuous commitment to society, were already fundamental elements in Mexico's history.

Aeromexico

The company Aerovias de Mexico

commercial name of Aeromexico.

Our logo adopted a more minimalist

design, introducing trails within the

Caballero Áquila for the first time,

emphasizing cultural heritage and

connection to the past.

is established, maintaining the

Grupo Aeromexico and its subsidiaries

We filed a voluntary Chapter 11 petition with the U.S. Bankruptcy Court to undergo financial restructuring while continuing to serve our customers.

Grupo Aeromexico

We filed our application with the U.S. Securities and Exchange Commission for the sale of American Depositary Shares (ADS) on the New York Stock Exchange (NYSE).

Grupo Aeromexico and its subsidiaries

On December 22nd, the U.S. Bankruptcy restructuring plan had been substantially consummated and distributions had been made for most eligible claims.

Our logo adopts a simpler and

more modern design, featuring

orange as the main color. This

design represented air, lightness,

and the efficiency of the airline

during a period of international

Aeromexico

expansion.

2020

2022

90 years of Aeromexico

2024

We redesigned our logo to connect with the new generations of travelers. The Caballero Águila now has a more human image with more defined features that generate greater empathy and closeness. This new design resembles that of a fuselage, making it a more aerodynamic Caballero Águila while maintaining its classic essence.



In this new phase, Aeromexico joins SkyTeam as a founding partner along with Delta Air Lines, Air France KLM, and Korean Air, adding the alliance logo. Additionally, the logo's aesthetics became more streamlined, incorporating a wavy red line (spinline) and the tagline "The airline that connects us." In 2023, the tagline changes to "Being close, going far."

Grupo Aeromexico and its subsidiaries

On February 4th, we obtained approval for the restructuring plan through an order from the U.S. Bankruptcy Court; we issued a formal closure notice after fulfilling all the suspensive conditions to which the resolutions of the Shareholders' Assemblies were subject. (Note: On February 4th, the Restructuring Plan was approved by a certain order of the U.S. Bankruptcy Court, not by the shareholders. The formal closure notice was on March 17th, 2022.)





Court issued a final decision closing the Chapter 11 proceeding, as the

2000 2017

Aeromexico

Initiates our Joint Collaboration Agreement (ACC) with Delta to operate cross-border flights between the United States and Mexico.

Sustainability Report 90 Years of History 38 Sustainability Report 90 Years of History 39

Evolution of the Caballero Águila

Throughout 90 years of history, our logo has undergone several transformations. Since the company's founding, the eagle has been present in the first logo, but it was in 1959 when we adopted the *Caballero Águila* as our emblem, a symbol deeply rooted in our origins and values.

Due to our anniversary, the renewed Caballero Águila presents a more human face that conveys closeness and empathy, attributes that are part of Aeromexico's purpose to foster a greater connection with our customers, employees, and partners. Its redesigned helmet represents the fuselage of an aircraft at the top and the characteristic feathers of the original version at the bottom. This is a recognition of our growth and our desire to continue sharing our culture around the world.



































Flights that marked our history

The evolution of the flight experience reflects our commitment to innovation and excellence in service. Over the years, we have adapted our fleet and operations to meet the changing needs of our passengers and the global market. This transformation has improved the efficiency and safety of our flights, consolidating our position as a leader in aviation in Mexico and Latin America. By incorporating advanced technology and sustainable practices, we provide an exceptional travel experience and promoting the economic and tourism development of the country.



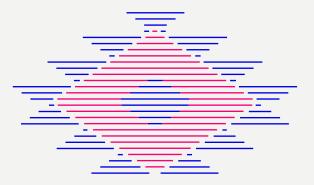
We celebrate our 90th anniversary by connecting three continents through over a hundred routes to 90 destinations, positioning us as the airline with the widest connectivity network in Mexico.

South America

São Paulo • 19

Collaborations

To celebrate our 90 years of history, we have carried out commemorative collaborations with important brands. These partnerships have allowed us to create limited edition products that reflect our rich heritage and commitment to quality. Through these initiatives, we not only honor our legacy but also offer our passengers unique experiences that celebrate the essence of Aeromexico and its connection to the world.



1. Mapa 150 carry-on bags 90 metal bags 240 Dust Bags 450 Tags





2. Corona

8 commemorative cans



3. Breitling

90 limited edition Navitimer B01 Chronograph watches







We are committed to continuously exploring new ways to promote responsible practices aligned with our strategy. Some of the most representative milestones are:



First time we used Sustainable Aviation Fuel (SAF) on several flights between Mexico and San Jose, Costa Rica.



We became the first airline to operate a transatlantic flight using biofuel on our flights between Mexico and Madrid.



We joined the United Nations Global Compact.



Boeing Dreamliner – We integrated this aircraft, allowing us to operate long distance routes without stops, connecting more cities around the world, reducing fuel consumption and carbon emissions.



We established an agreement with PROFEPA to strengthen monitoring and prevent the trafficking of wildlife species through airlines.

We developed the Environmental Leadership for Competitiveness Program – Environmental strategy in the value chain.



We implemented a protocol for identifying and reporting possible victims of trafficking.

We signed the Buckingham Palace Declaration for the prevention and detection of wildlife trafficking, becoming the first airline to sign it.

We created our corporate volunteering program now called "Voluntarios a Bordo".



We achieved the first Level 1 Clean Industry certification from PROFEPA



Sustainability Report

Boeing MAX – We integrated this model. which reduces fuel consumption and CO_a emissions by 20%, and its seats are made with lighter materials, decreasing the weight of the aircraft.



We began incorporating and replacing onboard products with more sustainable options in our aircraft.



We formed an alliance with the National Transplant Center (CENATRA, for its Spanish acronym) to optimize the transportation of organs for human transplantation.



We implemented the human trafficking prevention flashcard on all our aircraft, both on domestic and international routes.



Global Labor Equity Program - We were recognized as one of the "Best Places to Work for LGBT" in the second annual edition of the Global Labor Equity Program organized by the Human Rights Campaign Foundation.



We launched the sustainability strategy and decarbonization roadmap of Grupo Aeromexico.

We obtained the first Level 2 Clean Industry certification from PROFEPA.



We conducted a qualitative analysis of climate risks to identify climate-related risks and opportunities that could affect our operations.

In partnership with the United Nations Office on Drugs and Crime (UNODC) and the Museum of Memory and Tolerance, we organized the first traveling exhibition in Mexico titled "Destino: Libertad. La Ruta de la Trata de Personas", aimed at raising awareness of the crime of human trafficking.





WE ARE THE MOST PUNCTUAL AIRLINE IN THE WORLD IN 2024



1.6

This year, we achieved an unprecedented milestone in the history of aviation in Mexico and the company. We have positioned ourselves as the most punctual airline globally according to the prestigious Cirium report, the most reliable aviation analysis source. This achievement reflects our ongoing commitment to operational efficiency and providing an extraordinary experience for our passengers.



We are the most punctual airline in the world and the first and only one to achieve this distinction in Mexico.



86.70% of fliahts landed on time

87.73% of flights departed according to their schedule

We fulfilled 99.32% of planned operations

We operated nearly 197.000 flights

Percentage of Flights Landed on Time



This achievement is even more significant considering that 2024 was a year in which we broke several records:

Historic NPS with a score of 43.21%

We transported over 25.3 million passengers. the highest number in our history

We served over 120 national and international routes

We expanded our fleet to 150 aircraft, with the most modern and largest fleet in Mexico

8 million international customers

Over 83,000 customers transported in a single day

We achieved a load factor of 86.5%

We transported approximately 163,000 tons of cargo



Being the first airline in Mexico to receive this prestigious recognition as the most punctual global airline in the world fills us with pride. In a year of operational records, with over 25 million passengers transported and sustained growth, this achievement reflects the commitment of the entire Aeromexico family to provide the best experience to our customers. We will continue to strive every day to make each journey an extraordinary experience.

> **Andrés Conesa** CEO

Our leadership in punctuality is due to the great effort made to improve our processes, modernize our fleet, incorporate the latest technology, and strengthen coordination with authorities, airports, and service providers. But above all, it reflects our most valuable asset: the great talent of the Aeromexico family.

We will continue working to elevate the journey to an extraordinary experience!



Sustainability Report Aeromexico Cargo Sustainability Report **Aeromexico Cargo** 49

AEROMEXICO CARGO UP CLOSE



Cargo plays an essential role in our operations, as it significantly contributes to the country's supply chain, connecting Mexico with the rest of the world through our services operated by AM Cargo.



In cargo transportation, we provide a wide range of options for both domestic and international services:

Domestic	Gold (first available flight) 12 + 12 (standard service) Courier Services Perishables High-value goods High technology Live animals Human remains Pharma XPS and STD Baggage (exclusive service for e-commerce and courier) Dangerous merchandise
International	Pharma XPS y STD Express (for general cargo) General Specialized (goods requiring specific care)
Additional Services	Home delivery in some cities Warehousing



We are leaders in the Mexican airline industry by offering a wide selection of services for both passengers and cargo while maintaining high standards of quality and safety.

We are recognized as the leading air logistics operator in the national market, covering the entire Mexican territory for transportation of various products, from documents, e-commerce shipments and pets, to pharmaceuticals and goods from the food industry. Internationally, we transport a wide range of goods, including perishables, live animals, high-end technology, aerospace and automotive industry supplies, as well as e-commerce products.

Our service offering is tailored to meet customer demands, providing urgent shipments with guaranteed flights that allow for package transfers to destinations operated by Aeromexico with just three hours' notice, as well as lower-priority services that are delivered to their destination within 24 hours.

Since 2021, we have maintained the CEIV Pharma certification from the International Air Transport Association (IATA), which guarantees excellence in the transportation of pharmaceutical materials, supported by processes, infrastructure, and highly trained personnel.



In 2024, thanks to the diversity of services offered by AM Cargo, we achieved a revenue per tonkilometer (RTK) indicator of 5,392 million for air transportation.



Aeromexico Cargo Sustainability Report

(SASB TR-AF-000.B)

Fleet Capacity

Utilizing the cargo compartments of passenger flights, AM Cargo offers its services to the most important cities across Mexico and the world, located in Asia, North America, Central America, South America, and Europe, operating an average of 1,800 cargo flights weekly.

	Туре	Average Cargo Capacity	Load Factor
Short range	ERJ-190	900 to 1,200 kg	69%
Medium range	B737-800 B737 MAX 8 B737 MAX 9	1,500 to 2,500 kg	77%
Long range	B787-8 B787-9	Up to 25,000 kg	78%



Sustainability Report **Aeromexico Cargo** 51

A Journey Full of Challenges and Learnings

Since the establishment of Aeromexico Cargo in 2011, we have implemented multiple initiatives that have marked significant milestones in our history. These actions have allowed us to contribute significantly to sustainability in the field of cargo transportation, highlighting our ongoing commitment to innovation and environmental responsibility.

Expansion of coverage to international markets

During 2024, we inaugurated cargo stations in Houston and Seattle, allowing us to offer a broader operational network for the benefit of our customers and the business. Additionally, for international cargo operations in Mexico City, we initiated a collaboration with an outsourced warehouse at Customs to manage shipments to and from Los Angeles and New York, increasing our international cargo handling capacity by 15%.



In 2024, we grew by 16% in the tons of cargo transported nationally and internationally.



AM Cargo + Amazon: A Strategic Alliance

Throughout 2024, our collaboration with Amazon in the domestic market has achieved several milestones:

- 1) Cargo volumes increased by 140% compared to 2023.
- 2) We operate 15 national routes with daily cargo flow, with Monterrey, Tijuana, Mérida, and Cancún being the main destinations.
- 3) 65% of Amazon's operations are generated from Mexico City.

These successes are reflected in:

The expansion of operations from 6 cargo routes in 2023 to 15 routes in 2024

Process design dedicated to customer operations from receipt, documentation, and preparation of cargo for shipment.

Real-time tracking of cargo in the client's logistics system, allowing Amazon and its customers to always know the location of their cargo.

The process incorporates returning empty containers, resulting in a reduction of packaging or single-use materials for shipping their packages.

Undoubtedly, the collaboration with Amazon has allowed us to provide better customer service and expand our operational horizons.



53

Registration of Aeromexico Cargo.



Start of operations at the Terminal 2 facilities of AICM and change of the warehouse in Los Angeles, which at that time was our main connecting airport for cargo to/from the Asian market.



Implementation of our loyalty program through Club Premier.



Incorporation of the use of the electronic Air Waybill (e-AWB) to replace physical guides.



Remodeling of the customs warehouse with a 100% increase in storage area and installation of the first cubican.



Installation of automatic equipment (laser ray) cargo packages, with interface to our cargo management operating system.



Change of lighting in the Los Angeles warehouse and the international warehouse in Mexico City from halogen lamps to LED lighting.

Adoption of systems for managing cargo operations (SkyChain at the company level and Horus for the customs facility) and an increase in the volume of inspected cargo (from 20% to 100%).



Reincorporation of the Contact Center with direct AM Cargo personnel.



Start of exclusive cargo operations with the Boeing Dreamliner fleet (charters), culminating the project in 2022 with a total of

Precise calculation of the cargo capacities of each flight to maximize utilization. This results in better fuel efficiency for the aircraft.

we moved to just one sheet.

Change in the format of the domestic air waybill;

from 6 sets of letter-sized guides, we moved to

1 ticket that is one-third of a letter sheet and

contains the same information.

The pharmaceutical goods that were covered

with a plastic film (vitafilm) were replaced with

containers to avoid the use of this material.

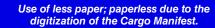
Obtaining the first CEIV Pharma certification from IATA.

> IATA regulations in digital format instead of physical.

Change of the material used for the floor of our cargo carts from steel to reused aluminum from containers or pallets (ULD) to make them 28 kg lighter. This results in lower fuel consumption in the towing tractors.

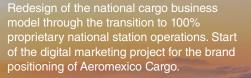


Installation of motion sensors in the domestic warehouse and operational and administrative offices for lighting control.





Construction of cold chambers exclusively for pharmaceuticals in the domestic cargo terminal and expansion of the authorized network for handling hazardous materials.



Use of reusable nets instead of vitafilm for securing cargo on our platforms.



Incorporation of electric tugs for moving cargo within the warehouse.

Manufacturing of pallets made from recycled aluminum from pallets or ULDs whose useful life has ended, avoiding the use of wood or plastic.



The second of the second

Redesign of web tracking.

Migration of the Cargo website to the cloud (AWS).

RPAs (automation of manual processes in interline operations).

IATA CEIV Pharma certification renewal.

Cargo business care (Contact Center of Cargo efficiency).

SkyPallet (capacity optimization in WB equipment at two international stations).

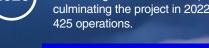
Unique system for capturing international guides at MEX customs.

Remodeling of the domestic cargo terminal (T2 AICM).



Start of operations with an outsourced warehouse at the AICM customs.

Obtaining the IOSA Certification from zero findings for cargo airways (Aerovías con cero hallazgos) and the incorporation of technologies to improve service and customer experience.



Elimination of the "set of hazardous materials sheets." From 30 sheets for hazardous materials, Sustainability Report Aeromexico Cargo 54 Sustainability Report Aeromexico Cargo 55

Wildlife Trafficking Prevention

We have robust processes for the acceptance and transportation of live animals, based on regulations such as the Live Animal Regulations (LAR) from IATA, the National Service of Health, Food Safety and Quality (SENASICA, for its Spanish acronym), and the Federal Agency for Environmental Protection, in addition to staying constantly updated in collaboration with international organizations.

Regarding processes, we apply a checklist during the acceptance of animals, ensuring that the documentation is complete and correct, as well as the conditions of the animal and its container.



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



Reusable Nets

While in 2024 the volume of cargo transported within the national territory increased by 15%, we achieved a 10% reduction in plastic consumption by utilizing reusable nets compared to 2023 at the stations in Cancún, Guadalajara, Hermosillo, Mérida, Monterrey, and Tijuana. This represents a reduction of 457 rolls, equivalent to avoiding the use of 776 kg of plastic and 137 kg of cardboard, preventing the release of more than 2 million tons of CO₂e.

In 2025, this initiative will be implemented in seven more stations: Ciudad Juárez, La Paz, Los Cabos, Tampico, Torreón, Veracruz, and Villahermosa.

If you want to learn more about our Cargo services, click here.



Recertifications and Accreditations of Aeromexico Cargo in 2024

IATA CEIV Pharma

Operational excellence in the handling of pharmaceutical products, valid from 2024 to 2027, maintaining our position as national leaders in the handling and transportation of these products.

Air Cargo Carrier Third Country (ACC3) and Regulated Agent Third Country (RA3) which represent accreditation of security measures in our international cargo warehouse and participation in the World Cargo Symposium. These accredit us as an operator and regulated agent in Europe, allowing us to transport cargo between Mexico and the European Union, which is the origin and destination of 45% of the total cargo transported by AM Cargo in the international market.

Security Measures and Risk Prevention

We understand the importance of always having fuel provision for cargo operations. At all airports in our network, there is sufficient fuel availability to guarantee supply for all operations. For safety and to prevent spills, fuel is stored in farms near the airports, facilitating the transfer of the fuel to the platform via a network of hydrants and/or tank trucks, which are designed according to the number of operations at each airport, including days of autonomy in case of any eventuality.

Additionally, at all airports, our fuel suppliers have emergency and spill response procedures in accordance with the IATA Fuel Quality Pool (IFQP): JIG 1: Aviation Fuel Quality Controls and Operating Standards for Into-Plane Fuelling 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 applicable regulations in each country.



We have a Manual for the Handling of Hazardous Goods, which establishes procedures for the handling of hazardous cargo, including physical risks.



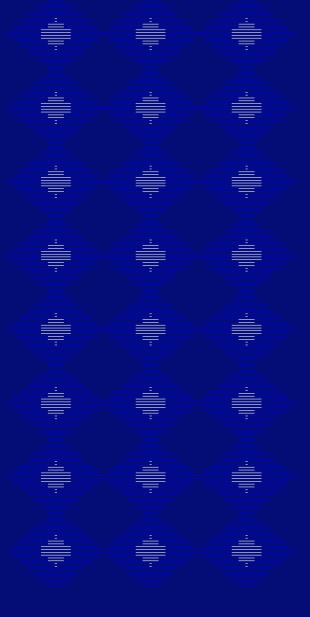
(GRI 2-6, 3-3)

CUSTOMER EXPERIENCE

1.8

At Aeromexico, our purpose is to elevate travel to an extraordinary experience. Going beyond connecting our passengers with their destinations, we focus on understanding and anticipating their needs to provide exceptional service by merging: operational excellence, technological innovation, and a focus on our customers' satisfaction.

Consistent with the commitment to improve our performance year after year and in turn the travel experience of our passengers, this year we were recognized as the most punctual airline in the world, marking a historic milestone as it is the first time that a Mexican airline achieves this distinction.





Aeromexico has been recognized by CIRUM as the most punctual airline globally in 2024.





Positioning ourselves as the leader in punctuality according to the On Time Performance Review report, operating almost 197,000 flights with 99.89% compliance of our scheduled operations. Of these, 90.46% went as planned and 89.20% arrived on time.

This recognition is the result of several factors such as the great talent we have, technological innovation, collaboration and coordination between areas and with the authorities responsible for the airports; as well as the significant investment in our fleet that allows us to maintain a more efficient and reliable operation.



Sustainability Report **Digital Transformation** Sustainability Report **Digital Transformation** 59

(GRI 3-3)

Digital Transformation

Our digital transformation strategy, which began in 2022 and will run until 2027, is focused on delivering a personalized and accessible hospitality experience, empowering the customer in control of services. This allows us to implement multidisciplinary digital products that enhance our understanding of customer needs, such as the Single View of the Customer project.

This initiative unifies customer information on a single platform, integrating data from various sources to provide a more personalized experience. By improving our database, we optimize communication and personalization of services, achieving more relevant and efficient interaction with each customer. By 2024, we identified more than 87% of calls directed to the Call Center, improving customer service.

Information Technology

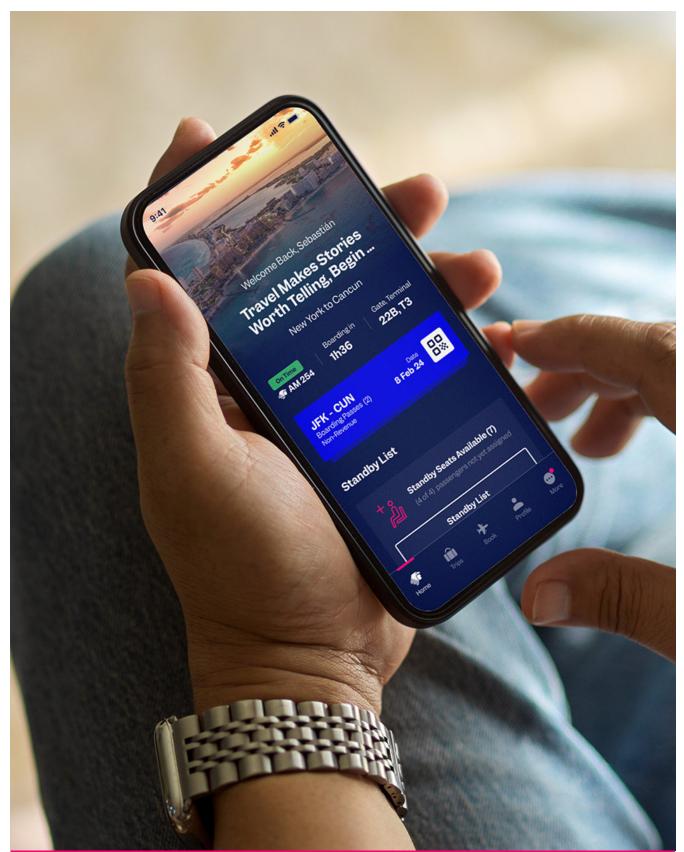
We enhanced our digital services, focusing on Our new app's case is a clear example check-in processes and facilities for the day of travel. For example, it is now easier to issue passengers with our services. This new boarding passes, refund flights, electronic check-in for passengers, modify reservations, assign seats and monitor baggage in real time through our mobile app. The modernization of kiosks and improvements in the check-in are also part of this progress.

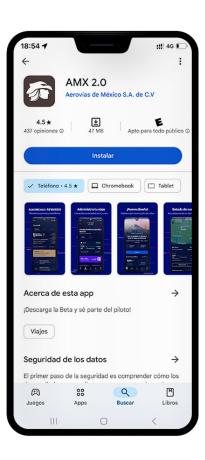
We have laid the foundation for the evolution of information technology, adopting a cloud approach that enables scalability and future innovation. Agility has been increased through the automation and modernization of 50% of our app portfolio, aligning it with modern architectures.

To provide a more comfortable and efficient experience, we have modernized our digital channels through a new mobile app, improved the website, and updated the technological stack of our kiosks. This has allowed us to support the volume of transactions and guarantee a consistent and reliable service.

of what transformed the interaction of mobile app, with a foundation of decoupled microservices and adoption of cloud-native architecture, includes functionalities focused on the passenger's "Day of travel".

For example, the new check-in module streamlines the boarding pass issuance process, reducing the time by up to five times compared to the previous version, with only two steps and reducing paper reprints by 21%. In addition, the self-service flight rearrangement option allows passengers to quickly select a new flight in case of unexpected changes. The App 2.0 will continue to evolve to optimize the user experience and improve performance, with the goal of reducing time to market by ten times.





At Mexico City International Airport (AICM, for its Spanish acronym), we launched new processes in digital kiosks to manage delayed and canceled flights, which helps reduce overcrowding at counters and improve customer service, reaffirming our commitment to putting the customer at the center of our operations.

Another important effort in our digital transformation has been the implementation of a new reimbursement system, developed as a cloud-native application, enabling a five-times more streamlined process by reducing customer service inquiries for this service by 62%, significantly improving the customer experience.

In terms of automation efficiency and revenue growth, we grew +30pp in the Digital Acceleration Index, to be the benchmark in the digital industry not only in Mexico but also becoming the second brand with the best Maturity Score in LATAM based on the Maturity Framework Assessment of Boston Consulting Group, in conjunction with Google. Sustainability Report Service Channels 60 Sustainability Report Service Channels 61

Service Channels

On-site Media

We have a variety of on-site customer service points, including kiosks at airports in Mexico and counters at the international airports where we operate flights. In addition, we offer branches called "Travel Stores" both nationally and internationally.

Our main offices are located at Paseo de la Reforma No. 243, 26th Floor, Colonia Cuauhtémoc, Cuauhtémoc Mayor's Office in Mexico City.

Digital Media

We understand the importance of offering our clients multiple ways to contact and access information. For this reason, we keep our three digital channels constantly updated, which seek to facilitate communication and management of customer needs.

Through these digital channels, in Aeromexico we strive to offer a more accessible and convenient travel experience, adapting to our customers' preferences in an increasingly digital world.



Web Portal: **Contact - Aeromexico**

A space designed for our clients to find relevant information on how to contact us, according to their specific needs. You can access it through the following

44% of customers used our online service and the percentage of revenue generated online, e.g. through direct sales, advertising, etc., was 41%.

Aeromexico Mobile App:

Aeromexico's app is designed to meet the travel needs of our customers in a comprehensive manner. Through it, users can book flights, receive notifications about promotions, check-in and check the status of their flights in real time, among many other functionalities adapted to improve their travel experience. Currently, we have 7.4M users on our mobile app, representing approximately 29% of our passengers.

Digital Check-in

Between 2019 and 2024, we worked hard to simplify and make the digital checkin process more efficient.

	2019	2022	2024	2019-2024
Check-in Share ¹	56.4%	64.2%	75.9%	9.9 pp
Success Rate ²	76.6%	82.6%	86.5%	19.5 pp

¹Check-in Share: Percentage of passengers who use digital media; application, website, or kiosk instead of calling the call center or checking-in in person.

²Success Rate: Percentage of passengers within the check-in Share who successfully complete the check-in process.



In 2024, we achieved the goal to have 86.5% of our user's check-in efficiently through the Aeromexico mobile App.



Sustainability Report **Customer Benefits** Sustainability Report **Aeromexico Vacations**

Customer Benefits

We offer the following benefit programs designed to enrich the travel experience:



At Aeromexico, we remain committed to consolidating our loyalty program as the most outstanding in the country. Our traveler program, Aeromexico Rewards, is designed to provide exclusive benefits to our customers, based on their frequency

Benefits we offer include:

Airline tickets: Access to preferential rates and special promotions.

Exclusive discounts: Savings on a variety of services and products.

Access to Premier Lounges: An exclusive space to enjoy before your flight.

In addition to these travel benefits, Aeromexico Rewards allows our members to enjoy a variety of additional opportunities:

- Use of points: Accumulated points can be redeemed for products in affiliated stores. In 2024, our customers can now earn Silver Level starting at 25,000 Points.
- Aeromexico Rewards Auctions: Enter to win exceptional prizes, including unique experiences, trips and stays at the best hotels.
- Incredible experiences: Access to exclusive events such as concerts, sports races, dinners with the best chefs in Mexico and much more.



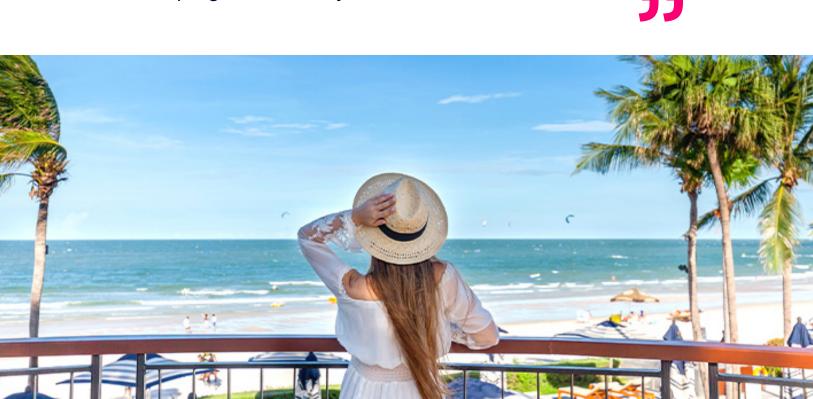


Looking for comprehensive solutions, we offer a simple way to plan trips with the possibility of putting together packages that include flights, accommodation, transportation and exclusive experiences.

To learn more about Aeromexico Vacations go here.



With more than 12 million members, Aeromexico Rewards continues to grow. In 2024 we reached a milestone by adding 156,378 new members in just one month, making it the month with the most registrations in our history. This achievement reaffirms our commitment to delivering a loyalty program that truly values our customers.



Sustainability Report **Accesibility Services** 64 Sustainability Report **Brand Perception**

Accessibility Services

We pay special attention to the specific needs of those traveling with us. That is why we offer a range of special services that can be requested according to the requirements of each passenger.

Available services include:

- Wheelchair service: Availability at the airports where Grupo Aeromexico operates, guaranteeing comfortable and safe access.
- Wheelchair on board: We provide wheelchairs inside our aircraft to facilitate the movement of our passengers.
- Acceptance of folding mobility aids: Procedure for the acceptance of devices with lithium-ion batteries.
- Acceptance of wheelchairs and mobility aids: Procedure for the acceptance of devices powered by non-spillable wet batteries.
- Medical devices: We accept therapeutic oxygen, onboard oxygen concentrators and stretchers, ensuring the necessary care during the flight.
- Service and emotional support pets: We have a specific procedure for the acceptance of these pets, providing support to our passengers.
- Special food: We offer a procedure for requesting food services tailored to specific dietary needs.

Customer Satisfaction

Through our different communication channels focused on listening to our customers' opinions, we collect information to measure the Net Promoter Score (NPS) and evaluate passenger satisfaction from ticket purchase and attention in call centers, to the experience during the trip. The results obtained are shared with the corresponding departments and analyzed on an ongoing basis to identify opportunities for improvement.

During 2024, a total of 10,825,312 passengers were surveyed out of a total of 25,338,184 customers, obtaining a score of 43.21% in the NPS, which represents an increase of 9.54% compared to the previous year. This score was also a historic milestone for our airline.



We obtained a historical NPS of 43.21%, an increase of 9.54% from the previous year.



65

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

Brand Perception in Sustainability Issues

In 2024, we obtained the #13 position in the BrandZ ranking of the Most Valuable Brands in Mexico, prepared by Kantar. This reflects the constant effort to connect with our customers and travelers.



Position #13 in the BrandZ Most Valuable Brands in Mexico 2024.



Since our priority is to understand the needs and motivations of our customers and travelers, we carried out the Brand Health Tracker study to identify how to continue connecting with our travelers and the needs they have. In this study we surveyed more than 2,500 people, travelers from Mexico to different parts of the world, between 20 and 65 years old.

As a result from this study we identify the needs of our customers and passengers, which allows us to continue developing strategies and products that provide an extraordinary experience. Our goal is to continue to be an airline that connects with our customers, that meets their expectations and desires by attending to their needs.

Within this study we also evaluate our customers' perception of our social and environmental responsibility, to ensure that we not only promote the care of our world, but also of the most relevant issues for passengers and customers.



Sustainability Report **Transparent Communication**

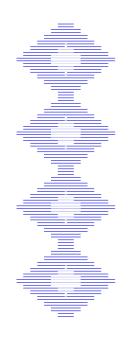
(GRI 417-2, 417-3)

Transparent Communication

At Aeromexico, we understand that communication about our products and services is crucial to ensure transparency and security in the marketplace. By monitoring these aspects, we protect the rights of our consumers and build their trust. Clear labeling allows our customers to make informed decisions, and adhering to these guidelines helps us operate ethically and avoid legal penalties.

We keep our clients properly informed and updated on various aspects, including:

- · Features of our fleet
- In-flight experience (food, seating, entertainment and in-flight product)
- Flexibility policies
- Health and Hygiene Management System (HSMS) measures
- Route network
- Restrictions imposed by country
- · Platform for travel agencies
- · Relevant information for Aeromexico Rewards members





In 2024, we had no cases of non-compliance with regulations that would result in fines or penalties, warnings or involuntary codes related to product information and labelling, as well as marketing communications.

Complaint Handling

It is essential for us to address the feedback and suggestions from all our customers, as we see them as opportunities to learn, improve our processes and optimize the user experience.

Complaints about service issues are handled through the Federal Consumer Protection Agency (PROFECO, for its Spanish acronym).



Sustainability Report **Strategic Alliances**

(GRI 2-28, 415-1)

STRATEGIC ALLIANCES

Strategic alliances and affiliations are key for Grupo Aeromexico, as they strengthen our positioning in the industry and enhance our ability to adapt to a changing environment. These partnerships allow us to access valuable resources, share best practices and collaborate on initiatives that promote sustainability and innovation.

We are currently members of four associations:

Comercial Alliances	Type of relationships	Concept	Role and activities we perform
International Air Transport Association (IATA)	Member	Membership	We collaborate with IATA under a three- pillar approach that is based on safety, risk analysis, and fostering active communication with other airlines and stakeholders.
Latin American & Caribbean Air Transport Association (ALTA, for its Spanish acronym)	Member	Membership	We work with ALTA to improve the safety, efficiency, and sustainability of air transport from a regional perspective to make it an engine of economic growth with social and environmental responsibility. To achieve this, ALTA develops projects with governments and private entities.
SkyTeam Alliance	Commercial	Membership	Joint development of connectivity among member airlines and the creation of a seamless travel experience, aiming to provide our passengers with a smooth and uninterrupted journey. Similarly, we seek to jointly address and resolve industry challenges.
Aviation Sustainability Committee of the National Chamber of Air Transport (CANAERO, for its Spanish acronym)	Member	Membership	We promote international practices regarding passenger rights; participate in the development of strategies that foster economic, social, and sustainable growth; and engage in the analysis of regulations while implementing best practices in environmental matters.

¹Membership amounts are not disclosed due to confidentiality reasons. ²Grupo Aeromexico made no contributions to political parties and/or representatives, whether financial or in-kind, during the reporting period.

Joint Cooperation Agreement (JCA) with Delta



This collaboration is a key pillar for the expansion and strengthening in the market between Mexico and the United States. It has allowed us to optimize our routes and provide a more efficient connectivity by offering a greater variety of destinations to

This year, we expanded our routes to key cities in the United States such as Atlanta, Boston, McAllen, Raleigh-Durham, Tampa Bay, Washington D.C., and Newark.



Thanks to the Aeromexico-Delta alliance, 28 new routes have been opened this year, connecting the main cities of Mexico and the United States.



These expansions reflect our commitment to offering quality services and an extraordinary experience to our clients.

Participation in National and International discussions on **Environmental Matters**

At Aeromexico, we seek to participate in environmental discussions at both the national and international levels. During 2024:

- We actively participated with the Mexican Federal Civil Aviation Agency (AFAC, for its Spanish acronym) and national working groups aimed at promoting the development and regulations for the use of Sustainable Aviation Fuel (SAF) within
- · We attended international aviation committees, such as the ALTA sustainability committee, where the goal is to position aviation in the Latin American region on sustainability issues and promote the development of SAF in the region.
- We collaborated in the SkyTeam SAF working group, with the objective of promoting the adoption of this fuel among members through knowledge sharing, best practices, and collaboration.
- We participated in the international working group "Contrail Impact" organized by the Rocky Mountain Institute (RMI).



Sustainability Report Strategic Alliances 70

Although we do not have a specific lobbying program in line with the Paris Agreement, it is important to highlight that the International Civil Aviation Organization (ICAO) leads global efforts to minimize the environmental impact of international aviation. This organization implements key strategies, such as the CORSIA program (Carbon Offsetting and Reduction Scheme for International Aviation) and the promotion of sustainable aviation fuels, which are essential for achieving global climate goals.

Furthermore, through the Vice Presidency of Institutional Relations, in collaboration with the sustainability area, we actively participate in discussions on international climate change targets with international organizations such as IATA and ALTA, under the direction of ICAO. This reflects our commitment to sustainability and collaboration within the industry.

WE SUPPORT



Ongoing Commitment to the Global Compact

For the past 12 years, at Aeromexico, we have adopted the firm belief that sustainability is essential to preserving the integrity of our business model. This conviction has driven us to voluntarily join the Global Compact Mexico, aligning our strategies and operations with the Ten Universal Principles regarding Human Rights, Labor Standards, Environment, and Anti-Corruption. Our purpose is to promote and actively contribute to the compliance with these principles and the Sustainable Development Goals (SDGs). In the GRI appendix, the SDGs are linked to the applicable indicators. For more details, click here.

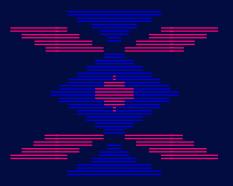




(GRI 2-29)

RELATIONSHIP WITH STAKEHOLDERS

1.10



In our constant pursuit of generating value and promoting a service culture, we recognize the importance of our interactions with various stakeholders, whether directly or indirectly. We maintain open and transparent communication, offering a variety of channels for participation and specialized services tailored to each of our stakeholders.

Aware of the importance of building trust in a dynamic environment, we have identified these groups and established dialogue mechanisms that enhance communication and transparency with each of them.



Sustainability Report Relationship with Stakeholders 73

Stakeholder group	Commitment	Communication channel
Shareholders	Protecting their investment is our priority, achieved through the continuous growth of our business, highlighted transparency in every decision made, and in the group's financial results.	Website Newspapers Financial Reports Board of Directors
Customers	Placing our customers at the center of our decisions, aspiring to provide the maximum flight experience at every stage of the journey, offering everything necessary to meet their needs and always ensuring their health and safety.	Website Emails Social Media Satisfaction Survey Mobile App Customer Service Modules Aircraft Screens Aeromexico Magazine Focus Groups
Authorities	Contributing to the socioeconomic progress of the country, guided by public utility principles inscribed in respect for current legislation and applicable regulations. Actively participating in collaboration between the public and private sectors to address the country's fundamental gaps, with a commitment to achieving the Sustainable Development Goals (SDGs).	Website Newspapers Open Dialogues Financial Reports Public Alliances
Employees	Ensuring comprehensive well-being by integrating safety in the workplace, fostering an enriching work environment, and implementing programs dedicated to health and personal balance. This commitment extends to both our internal talent and external collaborators, supporting training and professional growth, promoting equal opportunities, and cultivating a work environment based on mutual respect.	 Intranet Emails Signage in Common Areas Ethics Line In-person and Online Training Performance Evaluations
Industrial chambers	Joining efforts to carry out projects and initiatives that drive the sustainable growth of the Mexican industry.	Website Newspapers Open Dialogue Financial Reports Public Alliances
Airport services	Facilitating operations and creating an environment conducive to providing excellent service to our passengers.	EmailCommercial AreaWebsiteBusiness Alliances
Community	Fostering social progress through connectivity, prioritizing attention to the specific needs of local communities.	Social MediaWebsitePeriodic MeetingsOpen Dialogue
Suppliers	Ensuring transparent and equitable procurement, raising quality standards to forge lasting connections that contribute to mutual development.	Email Performance Evaluations and Procurement Purchasing/Administration Area Website

(GRI 3-3)

2.AEROMEXICO SUSTAINABILITY

Mapping the Transition for a Sustainable Aviation











(GRI 2-22, 2-24) (SASB TR-AL-110a.2)

SUSTAINABILITY STRATEGY

As leaders in the aviation industry in Mexico, we are aware of the environmental and social challenges we face globally and are committed to being part of the change. Therefore, in 2023, we defined our sustainability strategy with short, medium, and long-term ambitions, which includes a decarbonization plan by 2050. Through this instrument, we built the path to achieve our vision of becoming leaders in Latin America in the transition to sustainable aviation. Our sustainability approach encompasses risk management and performance criteria with financial impact, focusing on long-term value creation and positive impact.

> Our strategy is built on three fundamental pillars - World, People, and Extraordinary Business. Within these pillars. These integrate 20 initiatives that address the company's material issues. The initiatives are further classified into two main groups:

- Differentiating initiatives, focused on accelerating the transformation to achieve the vision of leading Latin America in the transition to sustainable aviation.
- Hygiene initiatives, through which we support the transformation by ensuring compliance with mandatory requirements regarding regulations, innovation, cybersecurity, environmental management systems, information generation, and reporting under existing and emerging sustainability frameworks, among others.

Within the strategy, a communication plan is integrated to permeate the culture of sustainability throughout the organization and to inform external stakeholders of our progress.

Transform Aeromexico and lead Latin America in the transition to sustainable aviation



• Path to Net Zero Emissions

SAF Sourcing

Acceleration of fuel efficiency













People

- CX commitment to specific attention groups
- Acceleration of the SAF agenda in Mexico Employee well-being and belonging

Extraordinary business

- Ensuring ESG Governance, Compliance, and Reporting
- Responsible Supply Chain

Sustainable traveler

- Environmental Management System
 - Compliance with CORSIA
 - Biodiversity protection
- Water and waste footprint management
- Employee health and safety management
- Prevention of trafficking and respect for human rights
- Company energy use and renewable % ESG Strategy and communication plan
- Integrate ESG risks into ERM
- Effectiveness of Ethics and Anti-Corruption policies
- Effectiveness of Cybersecurity controls and policies

Hygiene initiatives

Sustainability Report World

We have a differentiating initiative that spans the three pillars, which we call Sustainable Traveler. Through this initiative, we offer products, services, and alternatives to our passengers that meet their expectations for managing environmental and social impacts, in line with our purpose of elevating travel to an extraordinary experience. Additionally, for our corporate and cargo clients, we focus on providing options and products that align with their own sustainability goals.



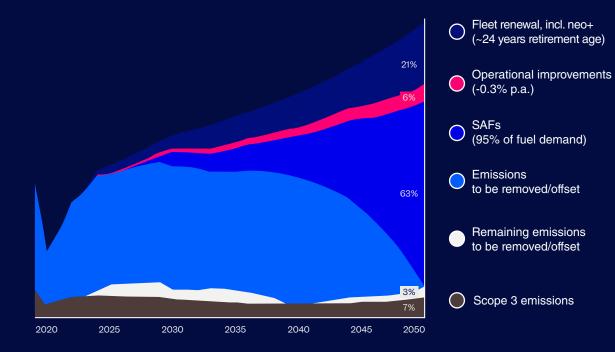
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World



Elevating flight towards a sustainable and extraordinary world.

The differentiating initiatives of the World pillar include the Decarbonization plan, along with others related to the environment. Among them is our path to net-zero carbon emissions by 2050, aligned with the collective goal adopted at the 77th Annual General Assembly of IATA. and subject to the reliable and continuous availability of Sustainable Aviation Fuel (SAF) in Mexico and the region. The implementation plan for this roadmap includes subsequent reviews and updates in the coming years to adjust it to the evolution of the market, regulation, and industry.



We integrate within the World pillar the decarbonization levers, including the initiatives for SAF sourcing, the acceleration of the SAF agenda in Mexico, compliance with the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA, for its spanish acronym), and the acceleration of fuel efficiency, through both fleet renewal and operational excellence.

We expect the use of SAF (Sustainable Aviation Fuel) to have its most significant impact during the 2040s. Therefore, we continuously evaluate the use of SAF to ensure the volumes we will need at Aeromexico, as well as for the sector in Mexico.

At Aeromexico, we are committed to adopting alternative energies, technologies, and sustainable practices, collaborating to shape the future of the industry and preserve our extraordinary world.

To accelerate fuel efficiency, we integrated actions to strengthen our fuel savings program, such as the evaluation of the performance of the Boeing and Embraer fleet, aiming to have the most efficient fleet, continuously renew our equipment, implement aerodynamic improvements, and enhance our ground operations.





People

Creating an extraordinary experience for all.

In social matters, we strengthen our commitment to the experience of specific attention passengers, such as seniors, people with disabilities, and those traveling with pets. Regarding the experience of our employees, we focus on the initiative of well-being and belonging.

We are committed to the community, working tirelessly through various actions and programs related to respecting human rights and raising awareness for the prevention of human trafficking.

Extraordinary Business



We work on strengthening our corporate governance, regulatory compliance, and transparency in sustainability. We seek to integrate sustainability criteria into the way we operate, from all levels of the organization to our relationships with stakeholders. As part of this strategy, we identify and manage risks related to the environment, society, and corporate governance, including those arising from climate change. We also promote transparency regarding how sustainability risks and opportunities can influence cash flows, access to financing, or the cost of capital, as well as the strategies and metrics related to our sustainability goals.





The credibility and trust of all our stakeholders, particularly our investors, are key pillars of our commitment to transforming aviation in the region.

Sustainability Report Main Progress of the Sustainability Strategy 80 Sustainability Report Governance and Management of the Strategy 81

Main Progress of the Sustainability Strategy



During 2024, we began implementing initiatives that integrate the Sustainability Strategy in collaboration with the areas responsible for executing them. Adjustments were made to the work plans in line with the priorities and available resources of the areas, aligning with the vision.

Each initiative of the sustainability strategy has an owner or implementing leader, along with implementation plans that include objectives, goals, timelines, indicators, and short, medium, and long-term actions. These implementation plans are what we currently use to track the progress and impact of the strategy.

Throughout this report, we provide a deeper insight into the progress made during the first year of implementation, and this section summarizes the main achievements.

In the World pillar, we are advancing on the decarbonization path with a 10.1% reduction in carbon intensity in terms of CO₂/RTK compared to 2019, aiming for a 28% reduction by 2030. This was achieved despite a challenging environment regarding SAF, due to high prices and limited supply, particularly in the country.

Additionally, we have begun participating in the CORSIA scheme, becoming one of the first airlines in the region to acquire credits for the compliance phase (2024-2027). This has been achieved despite a challenging landscape regarding SAF, due to high prices and limited supply, particularly in the country. While we have made progress in acquiring CORSIA credits, the environment for eligible reduction certificates remains adverse, as there is an extremely limited supply, resulting in high prices associated with this indirect mitigation.

In the People pillar, we have made progress in well-being and belonging with an accessibility program aimed at providing an extraordinary experience for all our customers who require specific attention, particularly individuals with disabilities. Additionally, through the initiative to prevent human trafficking and respect for human rights, we have carried out impactful actions such as our traveling exhibition Destino Libertad, which attracted over 200,000 combined visitors at the Museum of Memory and Tolerance and at the Mexico City International Airport.

We also continue to reinforce the *Corazón Azul* campaign against human trafficking in collaboration with the United Nations Office on Drugs and Crime (UNODC), distributing "human trafficking prevention cards" on board of 150 aircraft to help passengers identify potential cases of human trafficking.

In the Extraordinary Business pillar, we have strengthened our transparency processes under different sustainability reporting frameworks such as the Carbon Disclosure Project (CDP) platform and the Corporate Sustainability Assessment (CSA) by Standard and Poor's, increasing our rating in 2024 to B in the Climate Change category in CDP and to 55 points in CSA. Additionally, we are making progress in integrating the sustainability strategy into the company's culture with the adoption of the initiatives that comprise it at all levels of the organization.



Governance and Management of the Strategy

The differentiating and hygiene initiatives encompass the material issues for our company and are led by each member of our Executive Team, depending on the topic related to their areas of action.

To ensure compliance, monitoring, and accountability of the strategy, progress is reported periodically to the Sustainability Committee. This committee, to which the Sustainability Management reports directly, is composed of the executive vice presidents of Human Resources, Operations, Customer Experience, and Digital, as well as Legal and Institutional Relations.

To manage the strategy, a system of working groups was created that consolidates the priority initiatives and is composed of the leaders responsible for each initiative. The objective of these task forces is to identify, promote, and enhance synergies and opportunities among the areas responsible for the different initiatives, in order to promote the achievement of the vision through these initiatives. Additionally, they promote horizontal and vertical communication and facilitate the Sustainability Committee with periodic information about the progress and support needed from the leaders to achieve the vision and goals.

In 2024, we had 2 active task forces:

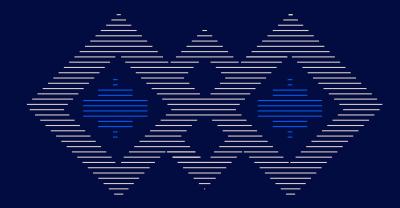
Decarbonization+ ESG cultural transformation

- **Decarbonization+:** This encompasses initiatives that contribute to the decarbonization roadmap to achieve net-zero emissions by 2050 and covers other transformational environmental issues.
- ESG Cultural Transformation: This includes initiatives that contribute to the complete integration of the strategy and ESG criteria into Aeromexico's business model, structure, and culture.

The remaining initiatives that do not fall under the two previous task forces were grouped under a thematic group for ESG Reporting and Compliance, for which periodic monitoring and reporting of their KPIs is conducted.

2.2

At Aeromexico, we have set out to achieve Net Zero by 2050, which makes it essential to have tools and spaces that allow us to understand the progress and challenges of our sustainability strategy. During our second edition of Sustainability Week, the Executive Committee reported on the achievements and challenges related to decarbonization, fleet renewal, as well as improvements in operational efficiency.



Flying as one for a better tomorrow.





Sustainability Report **Sustainability Week**

The cultural transformation that aviation brings redefines not only how we move, but also how we connect with the world.



83

Andrés Conesa, CEO



During this week, our employees participated World and Extraordinary Business pillars. in various activities, which included a series of conferences, activations and workshops designed to strengthen our vision towards a more sustainable aviation.

With the participation of experts who lead different areas at Aeromexico, civil society organizations, consultants and academia representatives, who shared their knowledge and experience, we achieved that, for a week, all of us had the opportunity to learn about or deepen key issues of the People,

In the same way, we participate in some flagship initiatives of our strategy, such as combating illegal wildlife trafficking, preventing human trafficking, addressing climate risks, and the crucial role of decarbonization in the future of aviation.

The week culminated with more than 3,168 collaborators joining 18 activities, both inperson and remotely, in which 12 external organizations participated and enriched our sessions and presentations.





(GRI 3-1, 3-2)

MATERIALITY ASSESSMENT

2.3

The structure of this report and the indicators included herein are based on the double materiality analysis conducted in 2022. The methodology and material topics resulting from this analysis are described below.

Methodology

To define our priority topics, we follow a structured methodology:



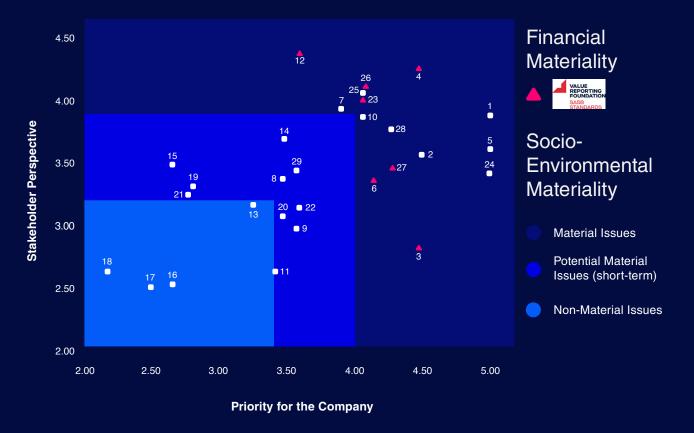
- 2. Prioritization: We prioritize the list of potential topics through online surveys, focus groups, and interviews with our key stakeholders, including employees, customers, airports, authorities, industry chambers, the community, shareholders, and suppliers. We also conduct interviews with senior management to understand their internal perspective on these topics.
- 3. Validation: As a final step, to integrate the financial materiality approach, we evaluate the parameters of the Sustainability Accounting Standards Board (SASB) in the Airlines and Air Cargo and Logistics sector. We merge both matrices to ensure their validity and coherence.

The materiality analysis is conducted or reviewed approximately every two years. Throughout this report, we disclose the management of the prioritized topics based on this materiality analysis conducted in 2022.

Sustainability Report Materiality Assessment 85

Material topics

As a result of this analysis, the material topics were classified as follows:



These topics serve as the core to define the middle and long-term action plans.

Additionally, other material topics were identified for the short and medium term, which are mentioned below:

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 Supply Chain



As part of our Extraordinary Business pillar, through which we align with the highest disclosure standards, we updated this materiality analysis at the end of 2024 with a double materiality approach (see details in Appendix I) in order to identify and understand:

- The actual and potential impacts, both positive and negative, that our activities and business relationships generate on the environment, society, and the economy.
- The risks and opportunities arising from external environmental, social, and economic factors that could impact the company's financial results in the dynamic environment in which we operate today.

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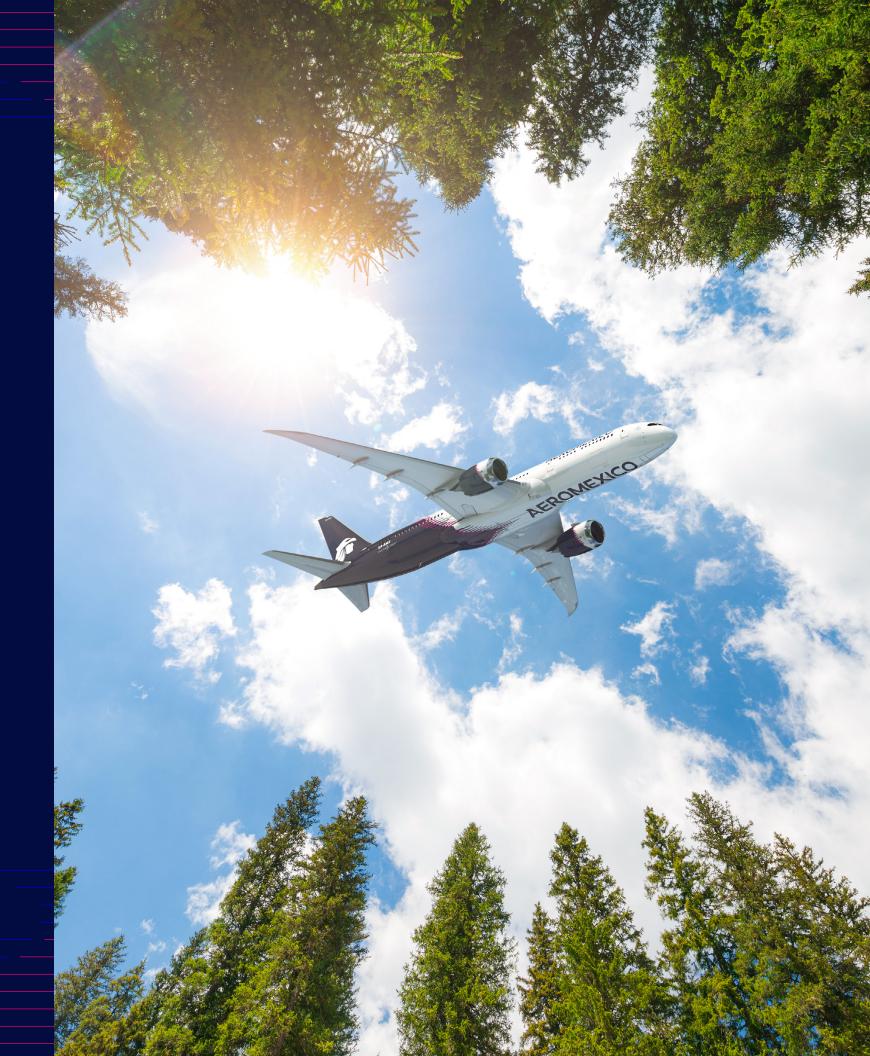
(GRI 3-3) (TCFD Metrics and Targets A,B)

3.WORLD: ENVIRONMENTAL PILLAR









Sustainability Report World: Environmental Pillar 90

(GRI 3-3)

On our 90th anniversary, we reaffirm our vision to accelerate the sustainability strategy, decisively addressing the environmental impacts of our operations. Aware of our shared responsibility, we are committed to the goal of achieving Net Zero carbon emissions by 2050, in line with the IATA objectives and the Paris Agreement, which seeks to limit global warming to less than 2°C. Our Decarbonization Route focuses on reducing the most significant emissions from our operation. We aim to reduce GHG emissions intensity (CO₂/RTK) by 28% by 2030, compared to our 2019 levels.

We continue to modernize our fleet and drive our operations' efficiency program to reduce fuel consumption per passenger-kilometer while promoting the adoption of lower-emission fuels such as SAF. All of this with a clear objective: to become the leading airline in the transition to sustainable aviation in Latin America.

The main actions that comprise the three strategic pillars of the Decarbonization Route consider:





Operational Efficiency

- By 2030, transition our fleet to 74% of next-generation aircrafts which offer superior fuel efficiency and reduced emissions.
- Improve fuel efficiency by 0.3% annually through our Operational Excellence Acceleration program, which integrates process optimization and new technologies.
- On land, we aim to achieve 30% emissions reduction by 2030, leveraging renewable energy and more efficient vehicles in our facilities.

Sustainable Travel

- Embed actions that provide sustainable travel experiences, prioritizing the reduction of emissions throughout the lifecycle of our products and services.
- Replace single-use plastics with recyclable or reusable materials and eliminate unnecessary packaging or products.
- Reduce landfill waste and advance circular economy practices through strategic partnerships.
- Conserve biodiversity through preventive actions against illegal wildlife trafficking, contributing to the preservation of Mexico's natural's heritage.
- Offer our customers and passengers the option to be part of the aviation decarbonization experience and reduce their carbon footprint through a range of carbon mitigation projects or the promotion of SAF.



Adoption of Alternative Energies

- Gradually increase the share of sustainable aviation fuels (SAF) acquired, subject to its continuous availability in Mexico and across the destinations where we operate, with the goal of reaching 5% by 2030, in alignment with sector goals.

Throughout the year, we continued to overcome the sustainability challenges inherent to the aviation sector, advancing in the adoption of sustainable technologies and practices to shape the future of the industry. Although our absolute emissions increased by 7%, this rise was primarily due to a 12% growth in our operations measured in ton-kilometers transported.

Additionally, in 2024 we completed the pilot phase of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) (2021-2023), a global measure by ICAO aimed at stabilizing $\rm CO_2$ emissions from international aviation, delivering the final emissions report for this phase to the Federal Civil Aviation Agency. We have now completed the first report covering phase 1 of the CORSIA scheme (2024-2026).

(GRI 305-1, 305-2, 305-3) (SASB TR-AF-120a.1)

ENERGY AND EMISSIONS

3.1

We maintain a GHG emissions inventory that allows us to track the progress towards achieving our goals. Below, we outline the details of our Scope 1, 2, and 3 GHG emissions:

Greenhouse Gas Emissions (GHG) 1.2.3.4.5	2022	2023	2024
Direct GHG emissions (Scope 1) ⁶	3,777,866	4,192,420.56	4,472,400.59
Aviation Fuel Consumption Jet A-A1¹	3,769,991	4,184,310.04	4,464,018.66
Other mobile and stationary sources	7,876	7,672.88	7,922.89
Fugitive sources	N/D	437.64	459.04
Energy indirect GHG emissions (Scope 2) by facility ⁷	4,364	4,604.41	4,669.95
Corporate Headquarters	N/A	N/A	N/A
Service Terminal	N/D	812.25	773.8276
Aeromexico Formacion	N/D	879.70	902.9952
Old CECAM	N/D	26.94	29.7036
AM Cargo	N/D	30.99	31.6856
Cargo terminal	N/D	173.03	184.6685
Hangar Connect	N/D	1,076.52	1026.6452
Hangar Oriente	N/D	1,316.00	1392.2659
Annex Hangar 11 Aeropuerto GDL	N/D	104.03	111.1408
Gate Hangar 11-B GDL	N/D	184.96	217.0183
Mty Training Center	N/A	N/A	N/A
Other indirect GHG emissions (Scope 3) ⁸	789,285	869,112.06	927,520.77
Category 1. Purchased products and services	214	179.93	474.19
Category 3. Fuel- and energy-related activities	788,748	868,618.53	926,636.24
Category 6. Business travel	318	313.60	410.34
Total emissions	4,571,515	5,066,137.03	5,404,591.30



¹N/A: Not relevant emissions as they pertain to rented offices and fuel consumption is not divided among

²N/D:Data not available.

³Our emissions consolidation is based on the operational control approach. Calculations were made under the General Climate Change Law, the Intergovernmental Panel on Climate Change (IPCC) Expert Methodology, and the methods recommended by ICAO.

⁴Jet A-A1 fuel calculations were standardized based on invoiced fuel volume, in accordance with CORSIA guidelines., so the figures from previous years may vary compared to past reports.

^sBiogenic emissions are not accounted for. It is considered that these emissions are previously absorbed by the raw materials of SAF. However, we have not claimed any emission reductions associated with SAF use.

^eDirect emissions from Scope 1 include CO₂, CH₄, N₂O, HCFC, HFC, and C₂H₂ gases from controlled sources, such as the consumption of aviation fuel Jet-A-A1 and other mobile and stationary sources. The base year for calculations is 2019, with a total of 4,285,731.69 tons of CO₂e, excluding N₂O. Specific emission factors were applied: jet fuel (CO₂: 3.16 kgCO₂/kg, N₂O: 0.3) according to Mandatory Circular CO AV-16.4/18 and EPA; mobile and stationary sources according to the DOF Agreement for Calculating Greenhouse Gases or Compounds from 2015. The warming potential of N₂O was established according to EPA methodology, and fluorinated gases were calculated according to the DOF agreement of August 14th, 2015.

 7 Scope 2 emissions were calculated using an operational control approach, utilizing the CO $_2$ Emission Factor from the National Electric System for 2024, published by SEMARNAT, with emissions from our base year 2019 being 5,622 tons CO $_2$ e.

⁸For Scope 3 emissions, category 1, in 2024 we expanded the scope of our measurement to include new inputs within office administrative services, previously only considering paper for printing and boarding passes. For Category 1, secondary data, the NAICS methodology, and the "Office Administrative Services" classification were used. For the calculation of Categories 3 and 6, we used primary data. The emission factors applied come from sources such as DEFRA and NAICS. There was a change in the methodology used to calculate emissions from interline flights (Category 6); last year, the ICAO methodology was used, while this year, EPA emission factors were applied. For Category 3, DEFRA emission factors were used.

Sustainability Report Energy and Emissions 93

(GRI 305-4)

GHG Emissions Intensity

Our emissions intensity per passenger-kilometer decreased by 4% compared to the previous year, driven by operational efficiency measures, in which fleet renewal and the acceler ation of operational excellence have allowed us to fly further with lower emissions.

We continue to advance towards our Decarbonization Route achieving a 10.1% reduction in carbon intensity (CO₂/RTK) compared to 2019. This progress brings us closer to our target of reducing this intensity by 28% by 2030. The above is reflected in the following table:

Emissions intensity ²	2019	2022	2023	2024
tCO ₂ e/ 1000 tons-kilometer	N/D	0.901	0.873	0.830
tCO ₂ e/1000 available seat-kilometer travelled	N/D	0.079	0.079	0.078
Emissions intensity (tCO ₂ e/1000 passenger-kilometer travelled)	N/D	0.097	0.094	0.090
Emissions intensity (gCO ₂ /RTK) ¹	913	890	862	820

 1 Progress Indicator for the Decarbonization Route: CO_2/RTK emissions including offsets, SAF, and excluding Scope 2 and 3.

 2 To calculate the emissions intensity ratio, we use the following parameters: tCO $_2$ e/1000 ton-kilometers; tCO $_2$ e/1000 available seat-kilometers; tCO $_2$ e/1000 passenger-kilometers traveled. The numerator includes Scope 1 and 2 emissions, divided by 1,000 RPK, 1,000 RTK, and 1,000 ASK. The gases included in this calculation are CO $_2$, N $_2$ O, and CH $_4$.

(GRI 305-7)

Other Air Emissions

In addition to CO₂, air operations release compounds such as nitrogen oxides (NOx) and other particulate matter emissions, particularly during the Landing and Takeoff (LTO) cycle. These emissions contribute to ozone formation, impacting air quality of airports surroundings. To measure these emissions, we apply the methodology of the International Civil Aviation Organization (ICAO), based on the Aircraft Engine Emissions Databank model. For Volatile Organic Compounds, we apply the NADF-011-AMB-2018 standard. Solid particles from stationary sources are measured according to the NOM-043-SEMARNAT-1993 standard, while combustion gases are determined under the NOM-085-SEMARNAT-2011 standard.

The results are shown in the following table:

Significant air emissions	Unit	2022	2023	2024	Type of source or activity that generates the emission
Nitrogen Oxides (NOx)	Ton	2,046	2,454	2,505	Emissions from aircraft during the LTO phase (Landing and Takeoff)
Volatile Organic Compounds (VOC)	Tons/ year	N/D	N/D	163.405	The data are the result of laboratory studies conducted on the paint booth and
Particulate Matter (PM)	kg/h	N/D	N/D	0.139	slide oven in Hangar Oriente, which depend on the operating
Other standard categories of air emissions identified in the relevant regulations	PPM	N/D	N/D	235.38	and maintenance conditions of the equipment at the time of sampling. In 2024, they were found to be in compliance with the applicable regulations.

Sustainability Report NOx Emissions Intensity 94 Sustainability Report Operational Efficiency 95

NOx Emissions Intensity

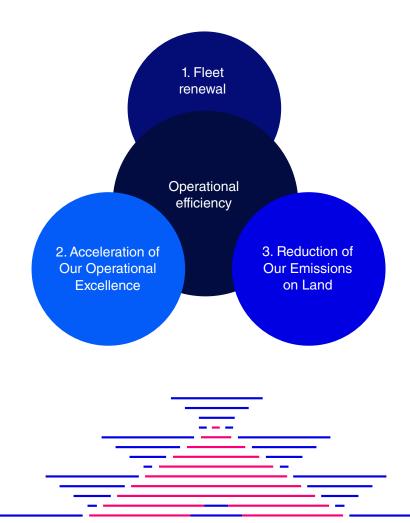
NOx emissions intensity ¹	2022	2023	2024	Unit
Specific NOx emissions for passenger transport	0.053	0.055	0.050	Grams NOx/PKT (passenger-kilometers transported)
	0.488	0.510	0.465	Grams NOx/RTK (ton-kilometers transported)

¹Emissions from the <3000 feet cycle.

(GRI 305-5)

Operational Efficiency

To move towards Net Zero emissions, we continue to enhance operational efficiency while upholding the highest standards of safety and delivering an exceptional experience for our customers. We have focused on three major initiatives that will allow us to elevate our flight with fewer emissions:



Fleet Renewal

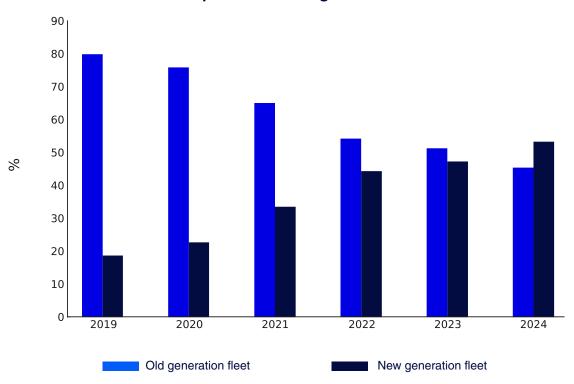
With the integration of more efficient aircraft, our goal is to transition 74% of our fleet to next-generation aircraft by 2030, which consume less fuel and produce less emissions

In 2024, we added 6 B737 MAX 8 and 9 aircraft into our fleet, representing an advancement in aeronautical technology. Compared to their predecessor, the Boeing 737 NG, all our B737 MAX aircraft reduce greenhouse gas emissions by up to 13%, achieving a reduction of 365,271 tons of CO₂ per year.

Additionally, we incorporated two B787-9 Dreamliners, a next-generation aircraft. These aircraft offer premium comfort for our passengers and have a positive impact on the environment, with a reduction of up to 25% in emissions compared to other wide-body aircraft.

As a result of these fleet updates and the retirement of less efficient models (B737 NG and E190), 54% of our fleet in 2024 consisted of next-generation aircraft (B737 MAX and B787 Dreamliner), as illustrated in the following graph.

Proportion of new generation aircraft



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Acceleration of Operational Excellence

As part of our fuel efficiency strategy, we are committed improving fuel efficiency by 0.3% annually. To achieve this, we continue to adopt new technologies and continuously optimize our operational processes. This year, we achieved a notable reduction of 39,004 tons of CO₂, which is equivalent to removing approximately more than five million cars from circulation for an entire day.

Additionally, we acquired the General Electric's Fuel Insight tool, which allows us to measure and monitor our fuel efficiency initiatives. This software provides a detailed analysis of our operational procedures, helping us identify improvement opportunities by generating periodic reports that integrate key indicators and the impact of emission reductions.

We assess the impact of our initiatives through statistical tracking and comparisons with flight data, using specialized tools such as JetPlanner (Jeppesen). Some priority initiatives in this area include:

Efficient APU use:

We optimize the use of Auxiliary Power Units (APU) in our aircraft by reducing their operation with more efficient external power generation units (GPU, Ground Power Unit) at airports.

13,914 tons of CO₂ reduced.

Single Taxi in/out:

This is a standardized process to reduce fuel consumption during the taxi phase with the engine off after landing (in) and before takeoff (out).

14,530 tons of CO₂ reduced.

Optimal potable water loading:

An initiative focused on calculating and maintaining optimal water levels in aircraft according to the type of region (AME, EUR, ASI) to avoid transporting dead weight that increases fuel consumption.

1,982 tons of CO₂ reduced.

Designating alternates to Santa Lucía (NLU) and Cozumel (CZM) airports: City International Airport (MEX) with Santa Lucía

Safe flight planning to Mexico (NLU) as an alternate, and to Cancun Airport (CUN) with Cozumel Airport (CZM) when operational and weather conditions allow.

1,356 tons of CO₂ reduced.

Reduced Flap Landing:

A technique in which the aircraft lands with a less extended wing configuration (flaps) than normal. By reducing flap extension, aerodynamic drag is decreased, allowing for lower fuel consumption during the final approach phase.

3,095 tons of CO₂ reduced.

Idle reverse landing:

When an aircraft lands, it can use reverse thrust to brake with the engines. In an idle reverse landing. pilots use minimal reverse thrust or none at all, relying mainly on wheel brakes. This approach reduces noise, fuel consumption, and engine wear.

347 tons of CO₂ reduced.

Limiting the practice of overfueling for a flight to avoid high fuel costs at destination, prevents excessive fuel consumption while always maintaining operational safety.

3,780 tons of CO₂ reduced.

Continuous monitoring allows us to correct inefficiencies, enhance response times, and optimize fuel consumption on the ground and during flight. In 2024, our main strategies achieved savings of 12,343 tons of fuel (36% from APU off savings, 37% from Single Engine Taxi In and Single Engine Taxi Out, 8% from Reduced Flap Landing, 5% from potable water, 4% from alternates, 10% from tankering, and 1% from Idle Reverse Landing). Looking ahead, we have set a target to reduce fuel use by 39,118 tons in 2025—a 10.1% increase in savings compared to 2024.

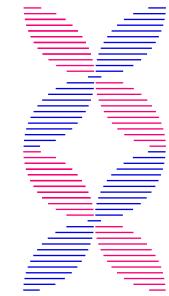
During 2024, we established a fuel intensity efficiency target, achieving the goal with a 0.7% reduction in fuel consumption (Jet A and Jet A1) per seat-kilometer. In addition to the environmental impact, this reduction in emissions has also translated into savings in our operating costs. We estimate that in 2024, these savings amounted to around 10 million dollars.

Reduction of our GHG Emissions on the Ground

We have set a goal to reduce ground emissions by 30% by 2030, through the use of renewable energy across our facilities and the integration of more efficient vehicles.

The Environmental Policy of Hangar Oriente reflects a strong commitment to environmental stewardship by implementing actions aimed at preventing pollution and minimizing environmental impact to the lowest levels reasonably achievable. In line with this policy, we have implemented a specific work procedure in Hangar Oriente, which outlines a series of best practices to avoid unnecessary energy expenditure. This establishes guidelines for staff centered on the efficient use of energy, promoting an organizational culture focused on resource conservation.

Additionally, during this period, we launched several initiatives to enhance energy management, including the replacement of fluorescent lights with LEDs in our facilities, conducting an energy diagnosis in Hangar Oriente to propose efficiency measures, and installing motion sensors in strategic areas to optimize energy use. Likewise, the Torre Mapfre headquarters, where the company's administrative and executive offices are located, holds a LEED certification. In 2024, our total electricity consumption was 10,517,907 KWh, with a total cost of \$31,142,537 USD.



Site	KWH
Service Terminal	1,742,855
Aeromexico Formación	2,033,773
Old CECAM	66,900
AM Cargo with Cargo Terminal	487,284
Hangar Connect	2,312,264
Hangar Oriente	3,135,734
Annex Hangar 11 GDL Airport	250,317
Gate Hangar 11-B GDL	488,780
Total	10,517,907

As part of our commitment to sustainable mobility, we have prioritized the use of electric vehicles and bicycles for transporting personnel within our hangars. This measure not only reduces greenhouse gas emissions but also fosters a healthier and more active work environment for our employees.

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

Energy Consumption

Operational efficiency is a cornerstone of our sustainability strategy, enabling us to optimize energy consumption and reduce our environmental footprint, ensuring responsible use of resources across all our operations. In 2024, our energy consumption from aviation fuel increased due to the expansion of our operations. Conversely, energy consumption associated with ground equipment's fuels - gasoline and LP gas - declined due to the outsourcing of our ground operations at domestic airports outside Mexico City.

Our highest energy consumption comes from aviation fuel (jet fuel, Jet A/A1), as shown in the following figure. The total fuel consumption for 2024 was 1,754,339,712 liters, representing a total expenditure of \$1,237 MUSD for fuel consumption, an amount that does not include the cost of Sustainable Aviation Fuel (SAF).



Energy Consumption

LP Gas: 533,621 liters

Gasoline: 787,760 liters

Diesel: 1.747.997 liters

Aviation fuel (Jet-A-A1): 1,751,270,334 liters

Energy consumption (Gigajoules)	2022	2023	2024	% of variation	2024 (KWh)
Total fuel consumption	53,615,686	60,899,119.32	64,953,712.62	7%	18,042,697,949.16
Aviation Fuel Jet A-A1	53,598,061	60,793,775.35	64,845,279.86	7%	18,012,577,739.39
Gasoline ¹	30,305	28,322.86	27,811.65	-2%	7,725,458.43
Diesel ¹	65,138	61,408.69	66,682.08	9%	18,522,801.24
LP Gas ¹	12,182	15,650.56	13,939.02	-11%	3,871,950.10
Consumption of fuel originated from renewable sources (SAF)	1,978.13	7,417.18	11,197.40	52%	3,110,390.24
Electricity consumption	37,156	37,844.44	37,864.47	0.4%	10,517,907.00
Total (electricity +fuels)	53,654,820	60,943,385	65,002,774.49	7%	18,056,326,246.40

¹For the accounting of energy and fuel consumption (Gasoline, Diesel, and LPG Gas), we consider the consumption of all our ground vehicles and aircraft, and we include the electricity from the 8 operational centers of Aeromexico.





In 2024, we reduced the energy intensity of Jet A-A1 fuel by 5% in MJ/RTK compared to 2023, thanks to conservation initiatives and energy efficiency improvements.



We have reduced our energy intensity in our organization, through the renewal of the fleet in which we have incorporated more efficient aircraft such as the Boeing 737 MAX, the implementation of initiatives to improve fuel efficiency, and an increase in the occupancy factor.

Energy intensity ¹	2022	2023	2024	% reduction
Liters/100 passengers- km	3.81	3.68	3.53	-4%
MJ/RTK	12.75	12.64	12.03	-5%
Liters/RTK	0.35	0.34	0.32	-5%
Liters/1000 ASK	30.97	30.98	30.53	-1%

¹To calculate the energy intensity ratio, we use the following parameters: Liters/100 passenger-km; MJ/RTK; Liters/RTK; and Liters/ASK.

Sustainable Traveler

Sustainable Traveler is an initiative that offers products and services designed to make our customer's experience sustainably extraordinary.

(GRI 305-5)

Vuela Verde Program

Today, we have the *Vuela Verde* program that allows customers and employees to offset the carbon footprint of their flights by voluntary contributing to purchase carbon credits from socio-environmental projects in Mexico.

These projects are certified under the Climate Action Reserve (CAR) scheme, meeting international standards that ensure the conservation of natural ecosystems to mitigate climate change while guaranteeing a real, traceable, and validated reduction of emissions. Currently, we collaborate with the organization *Bioforestal* to acquire these credits.

In 2024, the funds raised through *Vuela Verde* were allocated to the forestry project in the Maya Forest, which includes the ejidos Pozo Pirata, Piedras Negras, and Gavilanes, located in Quintana Roo. A total of 2,662 tons of CO₂ were offset for an amount of \$53,240 USD, equivalent to removing more than 360,000 cars from the road for a day. Looking ahead to 2025, we will continue developing more sustainable offerings for our customers, providing them with a greater variety of products and services.

Additionally, we are advancing our strategy to acquire carbon credits to comply with the CORSIA scheme.

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Sustainable In-flight Products

Throughout our 90 years of history, we have been dedicated to deliver an exceptional flight experience marked by consistency and innovation in our products and services. In 2019, we began our journey to provide a more sustainable onboard experience with a lower environmental impact, aiming to eliminate single-use plastics by utilizing reusable materials, recycled content, or compostable alternatives.

In the context of growing environmental concerns, we have integrated sustainable design practices into our onboard products, considering the environmental impact of materials throughout their life cycle, promoting the use of materials with greater durability, using less natural resources, and more easily reintegrated into the value chain at the end of their useful life.





100% Replacement of plastic mixers with wood

100% Replacement of styrofoam cups with cardboard cups



Development of new onboard products



100% Packaging of plastic hearing aids with Kraft paper to/from Europe only:

- Biodegradable cutlery (PLA)
- Recyclable R-PET cups
- Paper amenity kit for economy class
- kraft recyclable paper packaging
- Biodegradable sea sickness bags



100% R-PET cups and lids

100% Biodegradable PLA cutlery

100% Biodegradable bags on board

100% Kraft paper packaging for cutlery and Amenity Kits in economy class



Etro Amenity Kit with some items made from recycled plastic and wheat straw.



Amenity Kit Etro 90 years

Permier One reusable bag made 100% from recycled PET bottles

Premier One Duvet made from 100% recycled PET bottles inside

Aircraft seating made with 33% E-leather



In particular, we have created a new "Soft Product" concept and design, integrating the Bedding, Dining, and Wellbeing lines to achieve a total hospitality experience onboard. Aligned with this new Soft Product concept and sustainability, all Bedding items are presented in a reusable package featuring designs and colors that celebrate and elevate our brand and culture.

Among the products with the most notable sustainability components this year are:





Features sustainable characteristics, offering premium products with lower environmental impact. The accessories are manufactured or packaged with recycled materials and sourced from agricultural waste.

Amenity Kit Premier:

Comfort Premier One Package:

- Bag: The concept was redesigned to make it a reusable product. We eliminated 612,000 single-use plastic bags by replacing them with 31,200 reusable cloth bags, each made from 17 recycled plastic bottles.
- Duvet: We replaced 22,400 duvets on flights to Asia, Europe, and South America with duvets made from fibers obtained from post-consumer plastic waste, equivalent to 22 plastic bottles for each one.
- Pillow: The pillow filling is made from recycled plastic.

In commemoration of our 90th anniversary, we redesigned the Kit premier to create an exclusive anniversary kit, maintaining the same features. This was offered from October to December on our flights to Europe and Asia.



Reusable bags for dirty tableware:

We have incorporated reusable bags into our operations to eliminate single-use plastics on our routes to Asia, thereby stopping the use of 5,400 plastic bags.



E-leather seat covers:

Contains 33% recycled leather for the seat and headrest coverings of 126 aircraft in the 737 and E190 fleet. This material is not only more durable but also generates 78% less CO₂ emissions and requires 87% less water in comparison to traditional leather.



Redesign of products such as premier tableware and lighter wine bottles in the economy cabin. These measures aim to reduce the weight of the aircraft, resulting in an estimated annual savings for bottles of 76 tons of CO₂.





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(GRI 301-1, 301-2)

In-flight products for 2024 with recycled content or made from raw materials derived from agricultural waste

In-flight product	Accesories	Percentage of recycled material or wheat straw used in its composition
Amenity Kit Premier	Sleep mask	55% recycled PET
	Toothbrush	75% recycled PP (Polypropylene) 13% wheat straw
	Combs	75% recycled PP (Polypropylene) 13% wheat straw
	Lip balm (packaging)	100% recycled paper (FSC-certified recycled paper)
	Body lotion (packaging)	100% recycled paper (FSC-certified recycled paper)
	Etro bag (case)	70% recycled PET (fiber) 4.8% E-leather
	Bag	100% recycled PET
Comfort Premier One package¹	Duvet	100% recycled PET
	Pillow (filling)	100% recycled PET

¹The Comfort Premier One package was launched in December 2024.

The materials used in the composition of these products^{1,2} consist of 311,200.82 kg renewable materials and 9,865.38 kg non-renewable materials.



Bluetooth Onboard

Aligned with our goal to reduce waste, we have implemented Bluetooth technology in our onboard entertainment systems. This update allows passengers to use their own devices, eliminating the need for disposable headphones and their packaging. In addition to reducing waste, this initiative creates a touchless experience, providing greater convenience.

During 2024, this technology was implemented in more than 60% of our 737 aircraft. Due to the positive impact of this initiative, we will continue to integrate it into fifteen 737-MAX aircraft and one 737-800 aircraft by 2025.



We are the first airline in Latin America to offer Bluetooth onboard.



While implementing onboard technologies, we prioritize the safety and satisfaction of our passengers. During this process, we complied with aviation regulations to prevent interference with systems, conducted successful tests through interdepartmental collaboration, and gradually implemented the technology along with real-time data analysis to optimize its use and enhance passenger comfort with wireless devices.



Additionally, for the second year in a row, we participated in The Aviation Challenge organized by SkyTeam, where we competed against more than 20 airlines. This initiative aims to promote innovation, collaboration, and knowledge sharing on solutions to improve the sustainable performance of aviation. In 2024, the competition focused on the adoption of sustainable practices.



Award-winning initiative in the Best Scaled Inflight Solution category of the 2024 Aviation Challenge organized by SkyTeam.



¹This information considers the Comfort Premier One Package (Blanket and Pillow) and Boarding Passes. ²The paper used for boarding passes issued at the counter is considered renewable material, as it is FSC (Forest Stewardship Council) certified, ensuring it comes from responsibly and sustainably managed sources. Boarding passes generated at kiosks (without FSC certification), as well as the bag and pillow (including cover and filling) from the Comfort package, are not considered renewable.

(GRI 302-1)

Adoption of Alternative Fuels

The use of Sustainable Aviation Fuel (SAF) is a key element in our decarbonization strategy by 2050, as it derives from sustainable sources such as used oils and forest or agricultural waste and has the potential to reduce GHG emissions by up to 90% compared to fossil fuels.

Sustainable Aviation Fuel (SAF)

In 2024, we exceeded our emissions reduction target by using renewable fuels, by incorporating over 323,000 liters of SAF produced from animal fat (tallow) and used cooking oil, which meet safety standards and sustainability criteria. This year, we acquired 0.02% of SAF from the total aviation fuel, with 9.18% of the SAF obtained through voluntary purchases, while the remaining 90.82% was loaded through the Sustainable Aviation Fuel mandate in France. By 2025, we will work to accelerate viability initiatives, both in local production and in fuel supply from alternative sources, in line with our Decarbonization Route towards 2050. Since 2021, we have contributed to the decarbonization of the sector, and the following are the achievements reached, exceeding our SAF target for the third consecutive year.

2021	2022	2023	2024	2025
-19 Tons of CO ₂ SAF supplied by NESTE Airport: SFO	-44 Tons of CO ₂ We exceeded the goal of 38 Tons SAF supplied by NESTE Airport: SFO	-479 Tons of CO ₂ We exceeded the goal of 72 tons SAF supplied by WorldFuel, NESTE, and TotalEnergies Airports: SFO, LAX, and	-700 Tons of CO ₂ We acquired 51% more SAF compared to 2023 SAF supplied by NESTE and TotalEnergies Airports: LAX and CDG	Goal Increase our acquisition of SAF and the emissions avoided by its use compared to the previous year, in line with our
		CDG.		decarbonization pathway.

¹Based on our sustainability strategy, we changed our goals to quantities of liters or percentages of sustainable aviation fuel volume.



In 2024, we exceeded our emissions reduction target by using sustainable fuels, achieving a reduction of more than 700 tons of CO₂.



Currently, within the sector, we face several challenges in operating with alternative fuels. For example, the high cost of SAF (two to three times greater than traditional fuel) limits its adoption. Additionally, there are technological limitations in the approved production methods and an urgent need for financial schemes that promote its development. Operational difficulties related to the scarcity of raw materials and the necessary certification processes further complicate its implementation.

Therefore, it is essential to foster the SAF industry in Latin America through coordinated action between governments and the industry to establish public policies that attract investment and generate incentives for its production and commercialization. Given the lack of SAF production in Mexico, we are exploring alternatives in the markets where we operate.

In this regard, we promote the development of the local alternative fuels industry in collaboration with authorities and national and international partners, to ensure the reduction of our carbon emissions, promoting production and commercialization in the region and developing the sustainable aviation fuel industry in the country. Therefore, during 2024, we participated in:

- The Environmental Committee for Aviation of the Federal Civil Aviation Agency of Mexico (AFAC), reviewing the regulatory framework and roadmap to promote the development of sustainable aviation fuels in Mexico.
- The Sustainability Committee of the National Chamber of Air Transport (CANAERO), driving efforts focused on the development of sustainable fuels in the country.
- The Environment and Sustainability Committee of the Latin American and Caribbean Air Transport Association (ALTA), promoting efforts focused on the development of sustainable fuels in Latin America.
- SAF Mexico 2024 competition in its second version, in which various industry stakeholders, including airlines, authorities, aircraft manufacturers, and academic representatives, participated to incentivize and recognize scientific advancements for the development of SAF in Mexico. This was organized by the Mexican Federation of Aerospace Industry (FEMIA) in conjunction with aircraft manufacturers.
- Participation in the Sustainable Aviation Futures as speakers on the panel "Latin America Focus: Providing an overview of sustainability strategies and decarbonization efforts in LATAM's aviation sector."

(GRI 3-3, 2-27) (SASB TR-AF-110a.2) Sustainability Report **Enviromental Management** 109

ENVIRONMENTAL MANAGEMENT

Our mission is to standardize procedures and disseminate best practices across all our operations, thereby driving environmental performance that ensures responsibility and continuous improvement in our environmental indicators. To achieve this, we operate an Environmental Management System (EMS) that guarantees responsible practices at our operational sites. Currently, the EMS is implemented at Hangar Oriente, which holds the ISO 14001 certification and Level 2 Clean Industry certification.

We are proud to share that, for the past 2 years, we have had zero non-conformities in our external certification audit, alongside a significant reduction in internal findings across areas. We are also working on implementing the EMS in the coming years at Hangar Connect, Aeromexico Cargo, CECAM (Service Terminal), and Aeromexico Formación, with the goal of achieving certification in alignment with the performance at Hangar Oriente. Additionally, this year we launched the Environmental Management System Badge internally at Hangar Oriente, where recognition was given to all employees in the areas that have contributed to the facility's good performance.





Our Hangar Oriente is certified ISO 14001:2015 until September 2026.



During 2024 and early 2025, we conducted review audits to maintain our standard, which, along with continuous legal compliance assessments, allow us to identify and address any deviations, treating them as non-conformities and working to resolve them effectively.

Similarly, we implemented a system improvement plan to identify areas of opportunity and voluntarily participated in the National Environmental Audit Program (PNAA) conducted by the Federal Agency for Environmental Protection (PROFEPA), aiming for Level 2 performance in the Clean Industry certification. This is the highest level a company can achieve, which additionally recognizes the commitment to continuous improvement to maintain or enhance environmental performance beyond the legal requirements. Following PROFEPA's final audit, no findings were reported; the requirements and documentation were submitted on time to the authority, resulting in the certification granted in May 2024.



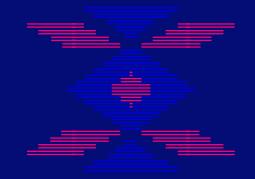
We received Level 2 Clean Industry Performance from PROFEPA for Hangar Oriente.

To achieve Level 2 Clean Industry certification at Hangar Oriente, in addition to legal environmental compliance, the following self-regulation activities were carried out:

- Operation under the Environmental Management System certified by the ISO 14001:2015 standard.
- Prevention and control of emissions to the atmosphere or generating environmental benefits, considering aspects such as ozone-depleting substances, greenhouse gases, volatile organic compounds, carbon credits, among others.
- Implementation of stricter measures to prevent and control pollutant emissions from perimeter noise.
- Prevention of water pollution, reduction of water consumption, change of water supply source, reduction of wastewater volume, and water-saving program.
- Integration of measures to prevent and control soil and groundwater pollution.
- Comprehensive management and recovery of waste.
- Execution of strategies to reduce electricity and fuel consumption.
- Sustainable management of natural resources and wildlife.
- Administration of environmental risk, as well as the prevention and control of environmental emergencies

In line with these actions, we prioritize the development of a training plan that strengthens environmental knowledge and awareness among our employees, ensuring their compliance with the procedures and work instructions of the EMS in accordance with current regulations. Regarding our ground operations (facilities), the scope of the indicators primarily includes the eight main operational centers of Grupo Aeromexico:

- Hangar Oriente (MEX)
- Hangar Connect (MEX)
- Aeromexico Cargo (MEX)
- Cargo Terminal (MEX) 4.
- CECAM Service Terminal (MEX)
- Torre Mapfre (MEX)
- Hangar in Guadalajara (GDL)
- Aeromexico Formacion (MEX)





Environmental Regulatory Compliance and Transparency in Emission Management

During 2024, we maintained rigorous compliance with applicable procedures and mandatory reports, such as the Unique Environmental Manifestation (MAU) and the Annual Operation Certificate (COA). We also demonstrated our transparency by publishing our climate management in the Carbon Disclosure Project (CDP), participating in the Corporate Sustainability Assessment (CSA) and EcoVadis, which assess our environmental, social, and corporate governance performance. This year, we improved our ratings in CDP and CSA, which makes us proud and inspires us to continue strengthening our relationships with suppliers, customers, and investors, ensuring our operational and sustainable management.

Regarding our management of GHG emissions, we comply with the following regulations:

- The General Climate Change Law and its regulations, which establish the National Emissions Registry (RENE). During 2023, we obtained a Positive Verification Report for our 2022 Greenhouse Gas and Compound Emissions Report, a verification that is conducted every 3 years.
- The Mandatory Circular 16.4/18 from AFAC, which regulates the Carbon Offset and Reduction Plan for International Aviation (CORSIA) in Mexico. In 2024, emissions from international flights were verified, resulting in a report of 2,794,560 tons of CO₂.
- The European Union Emissions Trading Scheme (EU ETS).
- The Advisory Circular 42/14 from AFAC, which requires the submission of reports on greenhouse gas emissions, as well as data on fuel consumption and ton-kilometers.

This commitment to transparency and environmental regulatory compliance reflects our dedication to sustainability in each of our activities. During this year, we did not receive any penalties, nor were any incidents of environmental regulatory non-compliance identified.

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

CIRCULARITY

3.3

Waste Management

Waste Management is a strategic priority at Aeromexico. We adopt a comprehensive approach that promotes resource optimization and value creation from the materials used. We implement efficient practices that minimize waste and maximize the utilization of products, allowing us to reduce our environmental impact and close the resource life cycle. Through proper waste management, we not only comply with current regulations but also promote a culture of environmental awareness among our employees and passengers, driving innovation and responsibility in every aspect of our operations.

Our Environmental Policy promotes the reduction of resource consumption through reuse and recycling activities, aiming to minimize and prevent the impact of our operations, products, and services. We have identified the main risks associated with waste generation, particularly soil and water contamination, through a thorough process of identifying and assessing environmental aspects and impacts.

Most of the waste is generated by our activities; however, waste generated by suppliers and during flights is also collected and stored. Therefore, temporary storage, segregation, and proper disposal are carried out together.

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

Hangar Oriente

For the installation of the Hangar, we have a Solid Urban Waste Management Plan and a Special Handling Waste Plan, as well as a Hazardous Waste Plan, all duly registered with the competent authority. These plans include a set of actions and procedures designed to facilitate the collection and proper disposal of consumer products that, when discarded, become solid waste. Among the main objectives are the reduction of waste, the promotion of shared responsibility among producers, distributors, and marketers, source separation, differentiated collection, as well as the encouragement of reuse and recycling, to reduce the volume of waste destined for final disposal.

The main objectives of these management plans include:

Separate waste collection

 4. Separate waste collection

 5. Encouragement of reuse and recycling reuse and recycling

 6. Treatment to reduce the volume of waste destined for final disposal

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We also perform secondary separation of special handling waste, such as glass, paper, cardboard, Tetrapak, and plastic, for subsequent recovery. Throughout the organization, we have introduced compostable bags for organic waste and 100% recyclable bags for inorganic waste, ensuring they are certified by SEDEMA, in accordance with the NACDMX-010-AMBT-2019 standard. This includes the gradual elimination of single-use plastics in all our facilities and onboard services.

Our initiatives include:

Washable Rags: Contaminated rags from aircraft maintenance are collected, stored in a special area, and sent to an authorized provider for washing and reuse, thus avoiding the generation of hazardous waste.

Chemical Product Container Refilling: Some chemical products are returned to suppliers for refilling, extending their lifecycle and preventing disposal.

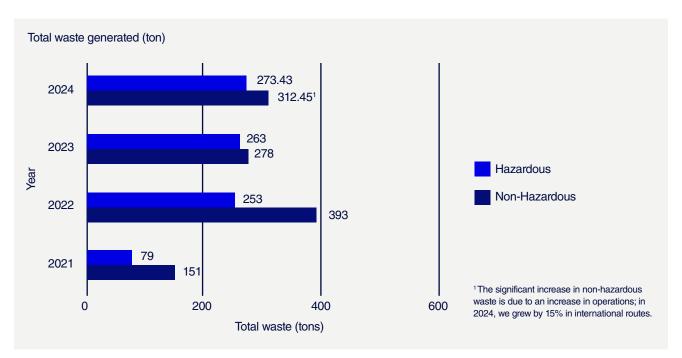
Paperless 1: We implemented QR codes in the offices to replace printed forms, using email and Google Drive to reduce paper generation.

Paperless 2: We are in the process of transitioning to digital documents for operational forms and questionnaires, thereby decreasing the potential for waste generation.

Single-Use Plastic Replacement Program: We replace onboard materials with recyclable or biodegradable options.

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

Waste Generated



Total waste generated by composition type

Clasification	Waste composition	2023	2024
	Aluminum	1.98	0.93
	Cardboard	13.92	12.29
	Newspapers	31.31	1.02
	Paper	6.04	3.13
	Tetrapak	0.83	0.17
	HDPE plastic	2.92	1.75
	PET	5.63	3.23
No. 1	Scrap	0.05	1.53
Non-hazardous waste	Plastic film	2.14	0.59
	Glass	35.42	10.57
	Magazines	1.42	40.33
	Plastic	13.87	5.30
	Wood	0	24 (batches)
	Mixed materials (SCRAP)	0.69	4.43
	Vegetable fats and oils		0.11
	Unused urban waste	161.74	227.07
	Fluorescent lighting	0.36	0.34
	Alkaline batteries	0.34	0.30
	Non-atomical waste	0.16	0.01
	Sharp waste	0	0.00
	Waste oil	21.73	24.12
	Water with hydrocarbons	4.26	7.24
Hazardous waste	Industrial waste	49.95	52.57
	Expired chemicals	3	2.17
	Caustic soda	0.03	0.00
	Spent cadmium solutions	0.04	0.01
	Trap sludge	0	0.27
	Nickel Cadmium batteries	0	0.02
	Other	183.1	186.39
Total		540.93	585.88

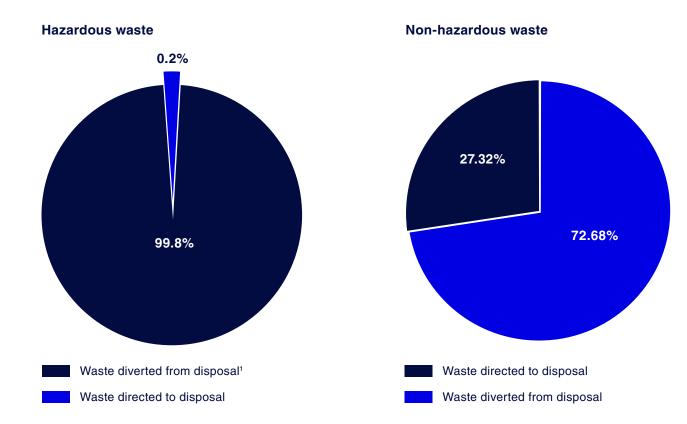
Sustainability Report Waste Generated 114

At our company, we recognize that proper waste management is essential to minimize our environmental impact. Therefore, we have established procedures for the collection, transportation, and final disposal of both hazardous and non-hazardous waste.

For effective waste management, we request our suppliers to provide up-to-date documentation as mandated by authorities to guarantee traceability, ensuring that waste is handled in appropriate units, by trained personnel, and at authorized sites for various treatments and final disposals.

Our Conservation and Maintenance team, in collaboration with the Environmental area, supervises the updating of these documents, and during internal audits, we review evidence of legal compliance. Additionally, we provide training to our staff on waste classification, collection frequency, and assigned responsibilities. The information collected is sent to Environmental Compliance for consolidation and permit review, allowing us to monitor indicators and detect potential non-compliance.

Ensuring traceability and appropriate final disposal of our waste is a priority within our operations. The section below presents the distribution of hazardous and non-hazardous waste diverted from and directed to disposal. The breakdown by waste composition is addressed in the following sections.



Sustainability Report Waste Diverted from Disposal 115

(GRI 306-4)

Waste Diverted from Disposal

With the goal of advancing towards a circular economy model, we are working on a system that promotes the management of waste diverted from disposal. We have containers labeled by waste type distributed across our facilities, along with a designated temporary storage area that ensures their collection and transportation to recycling and collection centers for final utilization.

Our staff is trained to segregate non-hazardous waste, identifying those that can be recycled and utilized. An authorized supplier is responsible for their collection, issuing a manifest that documents the cubic meters collected, thereby ensuring the necessary traceability for proper disposal. Additionally, we maintain a control log that records the weights of each type of waste, as well as the corresponding information and permits for their utilization.

Total hazardous waste diverted from disposal by type of recovery (tons)

Hazardous waste diverted from disposal (tons) ³	2023	2024	Type of recovery
Spent oil	21.73	24.12	Recycling
Water with hydrocarbons	4.26	7.24	Treatment
Industrial waste	49.95	52.57	Co-processing
Obsolete chemicals	3.00	2.17	Treatment
Soda	0.03	0.00	Treatment
Spent cadmium solutions	0.04	0.01	Treatment
Trap sludge	N/D ²	0.27	Treatment
Nickel cadmium batteries	N/D	0.02	Treatment
Other ¹	183.10	186.39	Other recovery options
Total	262.11	272.78	

¹Location: Hangar Oriente, and in the Others category, the location is: Other Locations.

¹Recovered material is included in waste diverted from disposal.

²There are no historical data for Trap sludge and Nickel cadmium batteries as they are a new waste generated starting in 2024.

³Waste is collected and weighed on a calibrated scale before entering the temporary storage, recorded in a control log. Once the authorized supplier collects the waste, it is documented in the Generation, Transportation, and Final Disposal Manifest, where the types of waste along with their weights and corresponding data are noted to ensure traceability until final disposal.

Waste Diverted from Disposal 116 Sustainability Report

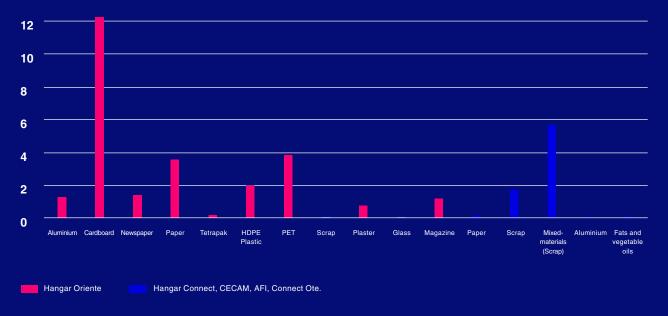
Total Non-Hazardous waste diverted from disposal by type of recovery (tons)

Non-Hazardous waste diverted from disposal ¹	2023	2024	Type of recovery
Aluminum	1.98	0.93	
Cardboard	13.92	12.29	
Newspaper	31.31	1.02	
Paper	6.04	3.13	
Tetrapack	0.83	0.17	
HDPE Plastic	2.92	1.75	
PET	5.63	3.23	
Scrap	0.05	1.53	
Playo	2.14	0.59	Recycling
Glass	0.33	0.029	
Magazine	1.42	0.65846	
Carboard/magazine	N/D	39.67	
Wood	0.00	24 (batches) ²	
Glass	35.09	10.545	
Mixed materials (SCRAP)	0.69	4.43	
Aluminum	0.19	0.002	
Vegetable fats and oils	N/D	0.1105	
Plastic	13.87	5.30	Preparation for reuse
Total	116.41	85.38	

¹The waste was generated in the following facilities: Hangar Oriente, Hangar Connect, AFI, CECAM, Ote.

Sustainability Report **Waste Diverted from Disposal** 117

Non-Hazardous waste by facility (tons)



Total Hazardous and Non-Hazardous waste by type of recovery (tons)

Type of recovery by waste (tons)

Type of recovery ¹	Non-Hazardous waste	Hazardous waste
Preparation for reuse	5.3	0
Recycling	80.08 + 24 wood batches ²	24.12
Other recovery operations	0	248.67

¹All recovery operations were carried out outside the facilities.
²The weight of the wood is not available in tons, so it is presented in batches; it is not considered for the final sum.



²The weight of the wood is not available in tons, so it is presented in lots; it is not considered for the final sum.

Sustainability Report Waste Directed to Disposal 118

(GRI 306-5)

Waste Directed to Disposal

Preventing waste generation and its proper disposal is an essential component to ensure sustainability in our operations. Our focus is on minimizing waste generation and managing its disposal safely and responsibly.

Total Hazardous and Non-Hazardous waste directed to disposal by type of disposal (tons)

Type of waste	Composition	2023	2024	Type of disposal
Hazardous	Fluorescent lamps	0.36	0.34	Confinement
	Alkaline batteries	0.34	0.30	Confinement
	Non-atomical waste	0.16	0.01	Incineration
	Sharp waste	0.00	0.00	Incineration
	Subtotal	0.86	0.65	
Non-Hazardous	Unused urban waste	161.74	227.07	Landfill
	Subtotal	161.74	227.07	
Total		162.60	227.72	

The total Non-Hazardous waste directed to disposal (227.07 tons) was transferred to a landfill. Meanwhile, of the total hazardous waste (0.64 tons), 98% was sent for confinement and 2% for incineration.

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



3.4



Efficient water consumption management is fundamental to our daily activities, being aware of the serious issue it represents for Mexico City, our country, and the world. From aircraft maintenance and cleaning to providing essential services to passengers during flights, water is a resource used in every phase of our operational process, specifically used for aircraft water supply, washing, fire protection systems, maintenance operations, washing support equipment, and engines. Therefore, it is crucial to implement efficient water management practices to ensure its responsible use. We conduct monitoring and operational controls, as well as mitigation measures in all processes related to water use and wastewater generation. We identify the most relevant environmental aspects associated with this resource and assess its impact to adopt appropriate actions. Additionally, we have established a water self-regulation program that includes specific activities to control wastewater discharges from our operations.

In 2024, we implemented various initiatives to reduce our water consumption:

- Leak inspections and annual maintenance of pipes, as well as the installation of water-saving sinks, toilets, and urinals in Hangar Oriente and CECAM.
- Wastewater analysis in compliance with NOM-001-SEMARNAT-2021, which establishes maximum permissible limits for contaminants in wastewater discharges. Our procedures ensure full compliance with these standards and guarantee proper operation during the discharge of black water from aircraft.
- A maintenance program for sanitary facilities, which includes the replacement and installation of toilets and water-saving faucets, along with an efficient cleaning program.
- Procedures for efficiently washing aircraft exteriors, whether with water or dry methods.

Currently, we operate at airports authorized by the Federal Civil Aviation Agency (AFAC) to carry out de-icing and anti-icing procedures on our aircraft.

Sustainability Report Water 120

Water Conservation Awareness Campaign

With the purpose of generating resilience and mitigating risks related to water scarcity, in 2024 we implemented the internal campaign "Drops That Make a Difference," aimed at informing, raising awareness, promoting, facilitating, and communicating concrete actions for the responsible use of water. This awareness initiative was disseminated through internal channels, with messages focused on the importance of conserving this resource both in the company's operations and in the homes of our employees.



Water Management System

Aeromexico's water management system is designed to optimize the use of this vital resource across all our operations. Through efficient practices and compliance with environmental regulations, we aim to reduce consumption, prevent leaks, and ensure the quality of the water used, thereby contributing to sustainability and environmental care.

Our water management system covers the following criteria:

- 1. Assessment of water use to identify opportunities for improvement in water efficiency.
- 2. Actions to reduce water consumption.
- 3. Actions to improve the quality of wastewater.
- 4. Establishment of goals to reduce water consumption.
- 5. Training employees on efficient water management programs.



Our priorities in 2024 focused on evaluating and analyzing water consumption and its impact on water resources, through the measurement and control of water use, as well as to develop initiatives in collaboration with the Water Shortage Group to implement savings in processes and create a contingency plan in response to resource scarcity at Grupo Aeromexico.



Sustainability Report Water 121

(GRI 303-3, 303-5)

Water Consumption and Withdrawal

Information on water extraction is recorded through bimonthly tickets from the municipal network and invoices for the water trucks that supply the facilities.

Water withdrawal by facility in water-stressed areas (ML)

Facility ^{1, 2}	Clasification	Water- stressed area	2022	2023	2024	Unit
Service Terminal			10.91	9.83	22.58	ML
AM Cargo	-		6.75	6.68	3.10	ML
Cargo Terminal			4.14	4.12	4.15	ML
Customs Warehouse 16	Third-party	Third-party Yes	N/D	0.15	3.80	ML
Hangar Connect	_ water		18.85	19.08	28.83	ML
Hangar Oriente			10.97	12.18	31.18	ML
Annex Hangar 11 Airport and Gate Hangar 11-B GDL			0.47	1.41	1.79	ML
Total	•		52.09	53.44	95.43	ML

¹The variations are due to the fact that last year only municipal water consumption was reported, and in 2024, the consumption of water from trucks is being added. 100% of the water consumption is freshwater (total dissolved solids ≤ 1000 mg/l).

100% of withdrawn water comes from third-party sources, such as the municipal network or through water trucks. This water contains a total of dissolved solids level of \leq 1,000 mg/L.

Water use by type of activity at each site (%)1

Water use by type of activity

mater and my type or accurry			
Service Terminal and AM Formación	Administrative work 20%	Automotive workshop 80%	
AM Cargo	Cargo operations 80%	Administrative work 20%	
Cargo Terminal	Cargo operations 80%	Administrative work 20%	
Customs Warehouse 16	Cargo operations 80%	Administrative work 20%	
Hangar Connect	Maintenance operations 20%	Aircraft washing 70%	Administrative work 10%
Hangar Oriente	Maintenance operations 20%	Aircraft washing 70%	Administrative work 10%
Annex Hangar 11 Airport and Gate Hangar 11-B GDL	Maintenance operations 40%	Aircraft washing 50%	Administrative work 10%

¹For the calculation of water consumption, a mapping of the procedures in which water is used in the facilities was conducted; users shared an estimate of the amount of water used in their processes.

No changes have been identified in water storage.

²Since withdrawal equals discharge, consumption is zero.

Sustainability Report Water Discharge 122

(GRI 303-4)

Water Discharge

Destination of water discharge by facility type (ML)

Facility	Destination	2022	2023	2024	Unit
Service Terminal and AM formacion		10.91	9.83	22.58	ML
AM Cargo		6.75	6.68	3.10	ML
Cargo Terminal	Third-party	4.14	4.12	4.15	ML
Customs Warehouse 16		N/D	0.15	3.80	ML
Hangar Connect	water ¹	18.85	19.08	28.83	ML
Hangar Oriente		10.96	12.18	31.18	ML
Annex Hangar 11 Airport and Gate Hangar 11-B GDL		0.47	1.41	1.79	ML
Total		52.09	53.44	95.43	ML

¹No pre-treatment is performed before discharging water to third-party sources.

Rainwater Utilization

The implementation of the rainwater harvesting system responds to the growing water scarcity in Mexico City and the increasing demand for water. This project aims not only to reduce our water usage but also to secure this resource for our daily operations and generate cost savings by decreasing reliance on the municipal network and water trucks.



Thanks to the rainwater collector installed in 2024, it is estimated that 1,200 m³ of rainwater will be utilized annually.



The implementation of this system adds benefits such as:

- Utilization of rainwater and storage in a cistern.
- An automatic system that detects water levels to allow the entry of public service supply during dry seasons.
- Collection and treatment of rainwater in compliance with NOM-127-SSA1-1994 for potable water.
- Economic savings savings from reduced reliance on public services and water truck deliveries.

Sustainability Report Wastewater Treatment 123

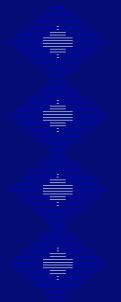
We actively participate in the selection of suppliers with the necessary experience and capabilities to carry out the installation, backed by the Secretariat of the Environment of Mexico City (SEDEMA). We coordinate the project with various areas, including civil engineering, occupational safety, conservation and maintenance, as well as with unions, to form a multidisciplinary team that ensures compliance in all aspects and minimizes risks.

Additionally, we conduct multiple visits for supplier testing and laboratory studies in accordance with the Official Mexican Standard NOM-127-SSA1-2021, which establishes permissible quality limits for water for human use and consumption. Although this water is not currently intended for human consumption, we ensure that it meets quality standards for any other use. We maintain constant monitoring of the collection, storage, and treatment of water to guarantee its proper functioning during rainy and dry seasons, as well as appropriate periodic maintenance.



(GRI 303-4)

Wastewater Treatment



At our Hangar Oriente and Connect facilities, quality studies of wastewater are conducted to verify compliance with applicable environmental regulations before being discharged into the AICM sump. In other facilities, water used is discharged into the public sewer system.

The discharges comply with the permissible limits and parameters set forth by the following regulations:

- NOM-001-SEMARNAT-2021, which defines the maximum permissible limits for contaminants in wastewater discharges into bodies of water and national assets.
- NOM-002-SEMARNAT-1996, which regulates the limits of contaminants in wastewater discharges to the urban sewer system.
- NADF-015-AGUA-2009, which establishes the permissible limits for contaminants in wastewater discharges from processes and services to the drainage system of the city.

These studies have consistently demonstrated that the results are within the regulatory parameters.

100% of the wastewater contains dissolved solids >1,000 mg/L.

NOISE

3.5

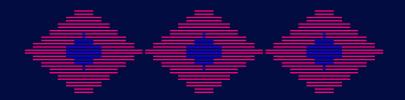
As part of our efforts to travel sustainably, we aim to reduce the impact on communities and ecosystems by minimizing noise pollution at the airports where we operate.

Therefore, we have identified the importance of conducting environmental impact noise assessments to evaluate the acoustic impact of our operations. Additionally, as part of our operational practices, we perform engine runs in positions where specific windbreaks exist according to the required power. These measures ensure adequate control of the noise generated during the maintenance activities of our aircraft.



100% of our fleet complies with the ICAO Annex 16, Vol. I, Chapter 4 and Chapter 14 limits.

> Our fleet includes Boeing 787 Dreamliner and Boeing 737 MAX aircraft, both equipped with technology designed to reduce noise levels by up to 40% both on the ground and during flight. On the other hand, all our aircraft registered in Mexico have obtained noise emission homologation certificates, ensuring compliance with the limits established by the official standard NOM-036-SCT3-2000. This regulation sets maximum noise emission limits for aircraft, ensuring that our flights meet the strictest standards in terms of noise pollution.





BIODIVERSITY



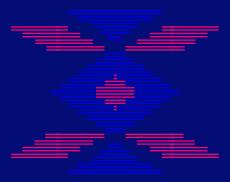


At Aeromexico, we recognize the importance of protecting the rich biodiversity that characterizes Mexico. Wildlife not only enriches our ecosystems but also provides countless benefits. Therefore, it is essential to address the urgent need to combat environmental crimes and the decline of species due to human activity, which brings significant negative consequences at the environmental, social, and economic levels.

It is concerning that Mexico ranks among the top ten countries with the highest number of illegal wildlife trafficking cases and holds the first place in the Americas. We recognize that air transport can be used for the illegal movement of species or their parts. For this reason, since 2016, we have reaffirmed our commitment by signing the Buckingham Palace Declaration, becoming the first airline in Mexico to join this international initiative aimed at combating wildlife trafficking.

In this regard, we strictly comply with the Live Animals Regulations (LAR) of IATA, developed in collaboration with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the World Organization for Animal Health (OIE) and the signing countries.

Additionally, we align with national regulations issued by the National Service of Health, Safety, and Agro-Food Quality (SENASICA) and the Federal Agency for Environmental Protection (PROFEPA). As part of our sustainability strategy and commitments, we periodically train our employees with specialized training to ensure the proper handling and transport of live animals.



Sustainability Report Biodiversity 127

At the same time, we have developed a formal declaration against illegal wildlife trafficking, structured around three fundamental pillars:

Training:

We provide specialized training to our staff, ensuring that each of our employees is prepared to handle and transport live animals safely and responsibly.

Policies and Procedures:

We have developed and implemented specific policies that involve all areas of the company participating in the transport and logistics chain. This ensures that each process complies with IATA regulations (LAR), as well as with national regulations from SENASICA and PROFEPA.

Customer Awareness:

We launched awareness campaigns inviting our passengers to be active participants in the fight against illegal wildlife trafficking.

In 2024, we reaffirmed our commitment to reduce illegal wildlife trafficking by advancing two key actions:

- Campaign Against Illegal Wildlife Trafficking: Throughout March, we launched a campaign on our social media to raise awareness among our users about how to prevent, detect, and report cases of illegal wildlife trafficking.
- Dedicated online informational resource: We created a section offering relevant information about wildlife protection to our stakeholders, including data on illegal trafficking, our commitment to the Buckingham Palace Declaration, and how our passengers can help combat this issue.

Finally, as a first step, we conducted a mapping exercise to identify the potential impacts of our operations in areas important for biodiversity¹, including protected natural areas, UNESCO World Heritage sites, UNESCO Biosphere Reserves, and Ramsar sites, finding that there are no significant impacts from our operations on these sites.

Looking ahead, in 2025, we will strengthen our protocols to prevent illegal wildlife trafficking aligning with the highest standards at both national and international levels.

 $^{^{1}\}text{For this exercise}$, dependencies and impacts were not evaluated, and risks and opportunities were not assessed.

4.PEOPLE: SOCIAL PILLAR

Create an extraordinary experience for everyone













Our sustainability strategy focuses on the comprehensive development of our employees, promoting their well-being and driving their talent and professional growth. This allows us to create value and reaffirm our commitment to excellence. At the same time, we strive to offer our passengers an inclusive and exceptional

The key initiatives in our People pillar not only enrich the experience of our customers and employees but also foster a collaborative environment that generates a positive impact in our communities while reinforcing organizational performance.

We promote a culture of diversity, equity, and inclusion, ensuring it is experienced at every step of the employee and customer journey.

travel experience.

We encourage the participation of every employee in sustainability initiatives, promoting positive social impact and reducing the environmental footprint through actions like volunteering.

We reinforce the human trafficking prevention plan in partnership with key stakeholders at the national and international levels, respecting human rights

We foster Aeromexico's evolution from within, integrating a culture of sustainability across all areas and levels

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

We have developed a humanitarian intervention protocol focused on disaster response and organ transportation.



Sustainability Report

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

OUR TALENT

Employees by Type of Contract and Gender 2024^{1,2,3}

Type of Contract	М	w	Total
Permanent Employees	9,518	5,764	15,282
Temporary Employees	1,061	505	1,566
Full-Time Employees	10,499	6,158	16,657
Part-Time Employees	80	111	191

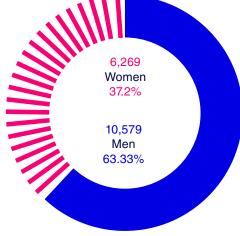
At Aeromexico, we are convinced that our people's talent is essential to our success. Therefore, we are dedicated to attracting and fostering our employees development, ensuring we have the best professionals in the industry. We create an environment that boosts our team's growth, guaranteeing that each person feels valued and motivated. We recognize that investing in the strengthening and well-being of our people is key to achieving excellence.

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

Workforce Demographics

At the end of 2024, our workforce comprised 16,848 employees, representing an increase of 3.88% compared to the previous year.

99% of our workforce was hired under fulltime and indefinite contracts. Additionally, we have 191 part-time employees and 1,566 temporary workers.



- ¹At Grupo Aeromexico, there are no employees with guaranteed hours.
- ²No significant fluctuations in the number of employees were found during the reporting period and between different reporting periods.
- ³For the calculations presented in the table, as well as for the total number of employees in the distinct categories, the following considerations apply:
- Permanent Employees: staff with permanent or probationary status.
- Temporary Employees: staff with temporary or intern status.
- · Full-Time Employees: full-time work schedule.
- · Part-Time Employees: half-time work schedule.
- ⁴Regularly, temporary and part-time employees only enter at operational or unionized levels



Job category		<30 years 30-50 years >50 years		30-50 years		rs			
	M	W	Total	M	W	Total	M	W	Total
Executives	0	0	0	34	7	41	24	6	30
Managers	9	10	19	216	173	389	57	18	75
Professionals and Middle Management	313	218	531	1,227	710	1,937	257	112	369
Non-Unionized operatives	303	220	523	577	489	1,066	112	50	162
Unionized	2,044	1,107	3,151	4,320	2,500	6,820	1,086	649	1,735
Total	2,669	1,555	4,224	6,374	3,879	10,253	1,536	835	2,371
Total employees									16,848

Job category	Total men employees	Total women employees	Total employees by job category
Executives	58	13	71
Managers	282	201	483
Professionals and Middle Management	1,797	1,040	2,837
Non-Unionized operatives	992	759	1,751
Unionized	7,450	4,256	11,706

The levels that fall within these job categories are as follows:

Sustainability Report **Our Talent** 133



Employees by Age Range and Gender

Age range	М	W	Total
Under 30 years	2,669	1,555	4,224
Between 30 and 50 years	6,374	3,879	10,253
Over 50 years	1,536	835	2,371
Total	10,579	6,269	16,848



[·] Executives: Directors, Vice Presidents, and CEO.

Managers: Managers, Junior Managers, and Senior Managers.
 Professionals and Middle Management: Specialists and Leaders.

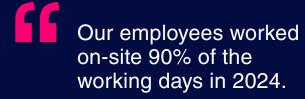
[·] Non-Unionized Operational: Analysts.

[·] Unionized: Pilots, Flight Attendants, and Ground Staff.

Employees by Nationality

Nationality	% total workforce	No. of temporary workforce	% of workforce in manager positions ¹
Mexico	98.07 %	1,556	2.93%
LATAM	1.03 %	6	0.02%
North America	0.51 %	3	0.06%
Europe	0.33%	1	0.06%
Asia	0.06%	0	0.01%
Total	100%	1,566	3.08%

¹Includes the positions of managers and executives.







In 2024, there were no work interruptions or days of inactivity.

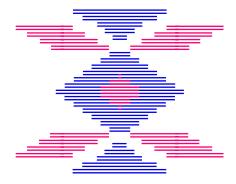
Work Flexibility

We ensure the viability of hybrid work, which is why we have the Flex Place program, designed to enhance the performance of our employees through an approach that balances their professional and personal needs with flexibility, allowing them to work from home. During this year, 15.45% of our workforce have enjoyed this modality, combining remote work with in-person work in our offices.



(GRI 3-3, 401-1)

TALENT ATTRACTION AND RETENTION



Attracting and retaining talent is of vital importance to maintain our position as leaders in the aviation industry. We firmly believe that our staff is our most valuable asset, therefore, we invest significantly in identifying, hiring, and developing highly qualified and motivated individuals. Our goal is to create an enriching and rewarding work environment that not only attracts the best talent but also motivates them to stay with us long-term.



We have AM Conmigo, our comprehensive proposal for employees, focused on four dimensions:



This proposal guides our practices to create a healthy work environment and a meaningful experience for our employees through dialogues with experts on diverse topics such as family and preventive medicine, nutrition, mental health, tax treatment, personal finance, personal well-being, among others. This year, various discussions were held for our employees addressing specific topics related to the four dimensions.

Hiring by Age, Gender, and Region (Global Level)

Age category	М	Rate (M)	W	Rate (W)	Total new hires	Rate (Total)
Under 30 years	1,079	40%	432	28%	1,511	36%
Between 30 and 50 years	599	9%	309	8%	908	9%
Over 50 years	61	4%	49	6%	110	5%
Total	1,739	16%	790	13%	2,529	15%

¹The hiring rate was calculated by dividing the total annual hires by age range and gender by the headcount (HC) by age range and gender.

AM Conmigo Sustainability Report 137

Hiring by Job Category and Gender^{1,2}

Job category	М	w
Executives	4	1
Managers	22	9
Professionals and Middle Management	62	45
Non-Unionized operatives	88	77
Unionized	1,563	658
Total	1,739	790

¹In 2024, no individuals considered veterans were hired.

²The hiring rate was calculated by dividing the total hires by the total number of employees by category.



Thanks to our development strategy, 43% of open positions were filled with internal talent.

> The proportion of senior executives from the local community is 77%.

Turnover by Age, Gender, and Region (Global Level)

	Voluntary			Involuntary		
Age category	M	W	Total	М	W	Total
Jnder 30 rears	289	106	395	714	232	946
Between 30 and 50 years	276	135	411	483	199	682
Over 50 years	21	13	34	63	32	95
Total	586	254	840	1,260	463	1,723
Turnover rate	4.99% 10.23%					6
Total turnover (voluntary + involuntary)					2,563	
Total turnover rate (voluntary + involuntary)				15.21%		

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Voluntary and Involuntary Turnover Rate by Age, Gender, and Region (Global Level)

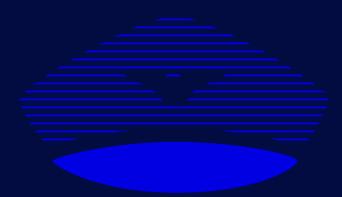
Age category	M	Rate (M)	W	Rate (W)	Total turnover	Rate (Total)
Under 30 years	1,003	37.58%	338	21.74%	1,341	31.75%
Between 30 and 50 years	759	11.91%	334	8.61%	1,093	10.66%
Over 50 years	84	5.47%	45	5.39%	129	5.44%
Total	1,846	17.45%	717	11.44%	2,563	15.21%

Voluntary and Involuntary Turnover Rate by Job Category 1,2

Job category	Voluntary	Involuntary
Executives	2.82%	1.41%
Managers	4.76%	4.35%
Professionals and Middle Management	4.23%	3.49%
Non-Unionized operatives	8.85%	8.34%
Unionized	4.61%	12.44%
Total	4.99%	10.23%

¹The turnover rates are calculated by dividing the total voluntary and involuntary annual terminations by job category by the average annual headcount for each job category.

²There was a change in the methodology for calculating the turnover rate. Last year, temporary employees were not included in the calculation, but this year the total number of employees is considered.



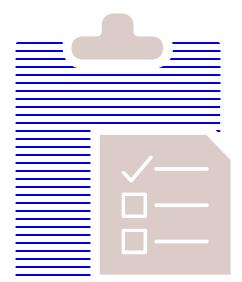
(GRI 401-2)

BENEFITS

4.3

At Aeromexico, we take pride in offering employee benefits that exceed legal requirements and reflect our commitment to the well-being of our employees.

Among these benefits are the following:



01

Life insurance that includes:

- a. Coverage: 30 months of monthly base salary
- b. 30 additional months for accidental death
- c. 2 months of monthly base salary for funeral expenses
- d. 30 months of monthly base salary for total and permanent disability

02

Health assistance: All our employees are enrolled at the Mexican Institute of Social Security (IMSS) and have access to medical services at our facilities.

Coverage for disability or incapacity: Total and/or permanent disability for non-unionized staff consisting of 30 months of monthly base salary for total and permanent disability.

04

Parental leave: 18 days of maternity leave and 5 days of paternity leave, regardless of whether the employee is a biological or adopted relative.

05 Meal subsid

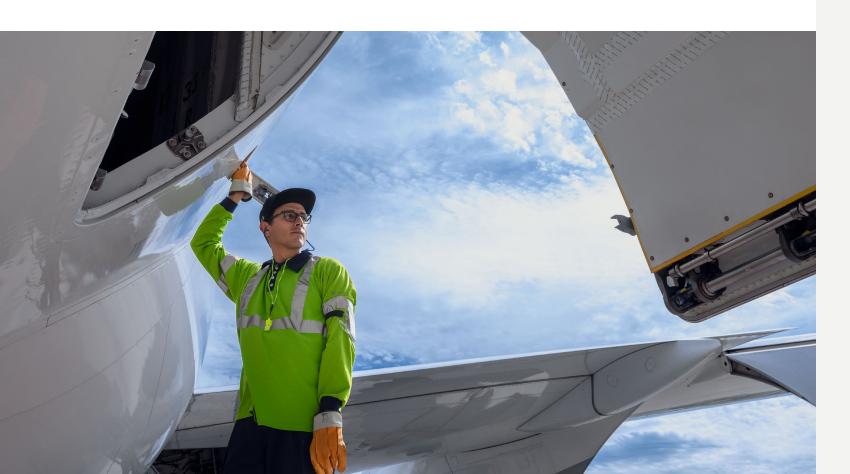
Sustainability Report Benefits 140

Additionally, permanent employees have access to extra benefits such as major medical expense insurance, flexible hours, a private retirement plan, and Travel Benefits. We also provide facilities such as lactation rooms to support our female employees during the breastfeeding period and facilitate their return-towork activities.

Currently, we have lactation rooms at our locations in Torre Mapfre, CECAM, Hangar Oriente, Hangar Connect, and the Reserve Room of the Pilots' Union Association (ASPA).

We have a Digital Wellness Plan: Wellhub, a platform designed to adapt to the times and needs of our employees, aimed at promoting their well-being and keeping them active and healthy. This platform offers a variety of resources, including various physical activity centers, mobile applications, calls, and online sessions. Additionally, the platform features specialized programs in healthy eating, mindfulness activities, and meditation to reduce anxiety and stress. It also offers physical training adapted to different fitness levels, individual sessions with specialized therapists, and solutions to improve sleep quality, thereby contributing to enhancing the quality of life of our employees.

All benefits are provided globally.



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(GRI 401-3)

PARENTAL LEAVE

4.4

We offer paid leave that exceeds the requirements of the Federal Labor Law. We value our employees' right to exercise maternity and/or paternity and strive to provide them with all the necessary support during this crucial stage.

In 2024, a total of 296 employees took parental leave.

	М	w	Total
Total number of employees entitled to parental leave	158	118	276
Total number of employees who have taken parental leave, by gender (leave used)	158	118	276
Total number of employees who returned to work in 2024 ²	155	136	291
Total number of employees who returned to work after parental leave and remained employed 12 months after returning	141	129	270
Retention rate of employees who took parental leave twelve months after leave was granted	108%	100%	104%

¹Employees have various types of parental leave available, which they can use throughout the year.

²Employees who started their parental leave in 2023 and concluded it in 2024 are considered.





(GRI 2-21, 405-2)

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COMPENSATION

4.5

Compensation is defined by considering competitiveness and market trends for each job level of the organization. It rewards performance through variable compensation, for which objectives aligned with the business plan are established, and their fulfillment is determined at the end of the year.

Job category ^{1,2}	Base salary ratio (M:W)
Executives	Confidential
Managers	0.99
Professionals and Middle Management	0.97
Non-Unionized operatives	1.00
Unionized	1.00
Total	0.99

For the calculation of the salary ratio, the monthly base
salary and total compensation are used.
Mexico is considered the location of significant
prorations due to population density

We work to reduce the gender pay gap between women and men, which in 2024 was 1% in the following four categories:

Average gender pay gap 1,2	1%
Median gender pay gap	1%
Average bonus gap	1%
Median bonus gap	1%

¹The pay gap only considers positions of: Manager. ²Mexico is considered the location of significant operations due to population density.



Compensation is crucial in talent management, as it reflects the value placed on employees and impacts their motivation and commitment. We recognize that offering a competitive package is essential to attract and retain the best professionals. By providing an appropriate combination of salaries and benefits, we aim to acknowledge our team's efforts and foster a work environment where every employee feels valued and motivated to contribute to the company's success.

Our approach to annual compensation is based on a balance between individual performance, team performance, and the overall results of the company. We strive to maintain a compensation ratio that reflects each employee's contribution to the company's objectives while ensuring the financial sustainability of the company. The annual compensation ratio compares the highest-paid individual to the average compensation of all employees. This approach allows us to adequately reward our employees for their hard work and dedication while remaining competitive in the market.

Annual compensation ratio 4.13

Change in Total Annual Compensation and Increase Ratio 1,2,3,4

Increase % of the compensation of the highest-paid individual	Increase % of the average total annual compensation of all employees excluding the highest- paid individual	Ratio
5%	5%	1

¹For the highest-paid individual, the salary of a Senior Manager was considered, along with the entire package of guaranteed and variable benefits to which they are entitled. For the rest, the average compensation of other employees at the same level and below was considered, as well as the guaranteed and variable benefits they would receive.

²No type of employee (permanent, temporary, full-time, or part-time) was excluded except for the highest-paid individual.

³Salaries are not expressed in full-time equivalent units for each part-time employee.

⁴The calculation of the ratios includes the following compensations: base salary, which is the sum of guaranteed cash compensation, short-term, and non-variable payments; total cash compensation, which is the sum of base salary and cash allowances, bonuses, commissions, cash profit-sharing, and other forms of variable cash payments; and direct compensation, which is the sum of total cash compensation and the total target value of all annual long-term incentives.





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

TRAINING AND DEVELOPMENT



4.6

Our employees are key to achieve excellence in each of the services we offer. They work collaboratively to keep our operations running smoothly, connecting Mexico with the rest of the world. Therefore, we promote "Desarrollo desde adentro" or "Build from Within" recognizing the potential of our internal talent by strengthening their skills and abilities.

We have several learning, training, and development programs, along with one of the most important aviation training centers in Latin America: Aeromexico *Formación*.

Aligned with our philosophy, our Talent
Management priorities focus on three key pillars:

1. Commit:

We promote our people's commitment to developing long-term careers in Aeromexico, ensuring talent continuity:

- a. We empower our employees to create extraordinary experiences through the "Passport to the Extraordinary" program, which promotes behaviors of service excellence: serving with warmth, being consistent and reliable, and creating extraordinary moments.
- b. We reinforce our culture and the DNA of Grupo Aeromexico, aligning our learning agendas with our values and expanding the audience of our Code of Conduct, impacting even unionized audiences.

3. Internal Mobility:

We connect our people's skills with development opportunities, facilitating internal mobility and strengthening talent succession:

a. We redesigned our onboarding program to ensure a warm welcome experience, aligned with our employer branding strategy.

2. Develop:

We prepare our people to take on critical roles within the company, both now and in the future:

- a. We drive functional excellence through the development of technical skills for key positions, starting with the company's key areas and replicating this initiative across all areas by 2025.
- b. We strengthen leadership effectiveness through programs designed for different levels of responsibility within the organization, focused on developing the necessary skills for our leaders.
- c. We align our learning agendas with our behaviors to strengthen our culture.

Sustainability Report Training and Development

In 2024, we offered a total of 1,187,345 training hours, which translates to an annual average of 71 hours per employee.

We have a Learning Management System platform with internal courses on topics such as the Code of Conduct and Compliance. We also offer Leadership and Development Programs aimed at specific audiences. These trainings are presented in hybrid formats, in-person or online, ensuring flexibility and accessibility for all employees. The management of these initiatives is handled by the Learning area and the Development area.

Training Hours by Gender and Job Category

Average Training Hours

145

Job Category	Number of trained employees		Number of training hours		Per employee	71
	М	W	М	W	Male	72.21
Maintenance - Unionized	4,797	362	77,692	7,781	Female	69.36
Unionized					By job category	
Crew unionized	4,311	9,639	204,800	192,825	,, ,,	
					Maintenance -	48.26
Above Wing Below	11,480	5,355	421,953	197,741	Unionized	
Wing Unionized (ASCs, Ramp for its Spanish acronym)					Crew unionized	67.8
Non-unionized (OO, Admin.)	22,864	15,341	52,360	32,194	Above Wing Below Wing Unionized (ASCs, Ramp for its	168.95
Total	43,452	30,697	756,805	430,541	Spanish acronym)	
Total training hours				1,187,345	Non-unionized (OO, Admin.)	16.7

The training hours consider all development programs of Aeromexico, including the initial training program, skills development, leadership, regulations, among others.

For our unionized staff, the largest phase of training is concentrated in the initial stage of their careers with courses designed to ensure they have a solid foundation that allows them to perform their activities safely, efficiently, and appropriately. For this reason, a variation in training is observed compared to 2023, as our crew team that joined that year completed this phase during that period, and in 2024, we focused on continuing their training through periodic and fundamental courses, focused on key topics that respond to the changing needs of the sector.

The programs implemented in 2024, as well as their scope, are listed below:

Program name¹	Description	Scope (# of employees)	Quantitative impact of business benefits (monetary or non-monetary)	% of full-time employees participating in the program
Operational Safety Management (SMS, for its Spanish acronym)	Program that reinforces the functioning of the Operational Safety Management System (SMS) implemented in GAM and the responsibilities of employees within it to identify and reduce hazards.	1,476	Reduction in the number of reports of potential hazards vs. 2023.	8.7%
ELEVATE: Leaders in Operation	Program designed for managers, strengthening their leadership skills to lead them to managerial excellence.	1,242	Reduction of 4 percentage points in leader turnover vs. 2023.	7.3%
LEAD	Program focused on our Directors and Vice Presidents for the development of strategic and inspiring leadership skills.	73	Reduction of 4 percentage points in leader turnover vs. 2023.	0.4%
RAISE	Program designed for first-time managers, providing them with key tools and skills to inspire, motivate, and guide their teams toward success.	120	This program started in October 2024 and ends in May 2025. A reduction in turnover of our first-time managerial employees is expected.	0.7%
IGNITE	"Semilleros de Talento Joven" program, which consists of students in their final semesters of their degree who participate in a 1-year development program. The main objective is to hire future leaders in key roles at AM. We celebrate the success of our first generation of high-potential interns, hiring over 70% in key positions and specialized roles.	52	Hiring of 69% of the Igniters who entered the program.	0.3%
Jóvenes Construyendo el Futuro	Government program that provides employment opportunities to young Mexicans. Through our participation in the program for five consecutive years, we have provided employment opportunities to over 70 young people through training and work experience, giving them the possibility of accessing a better quality of life and promoting their professional development.	19	Hiring of over 35% of the young people who entered the program.	0.1%
Pasaporte a lo Extraordinario	Program to reinforce behaviors of service excellence: warmth, reliability, and extraordinary moments. During 2024, we trained over 6,800 operation employees between January and November, contributing to our current NPS of 44.76. Based on the monthly pulse to assess kindness, the Connect flights operated by flight attendants who completed the Passport course rank on average 1.1%.	6,604	Improvement in the kindness pulse survey for Aeromexico Connect flights vs. 2023.	38.9%



We invested a total of \$123,231,188.00 MXN (Mexican pesos) in the training of employees within Grupo Aeromexico.







With the Raise, Elevate, and Lead programs, we achieved an 86% leadership effectiveness. Sustainability Report Aeromexico Formación 148 Sustainability Report Aeromexico Formación 149

Aeromexico Formación

Our expertise in the industry has led us to establish a unit dedicated to training highly qualified technical personnel, including pilots, cabin crew, and aviation administrators. Aeromexico Formación stands out as a leading aviation training center in the region, where we recruit and develop talent according to our standards and procedures.

We also conduct continuous evaluations of our aviation personnel to ensure their competence in normal and emergency procedures, as well as in the technical handling of equipment. Pilots, for example, participate in four annual simulation sessions to reinforce their theoretical and practical mastery of the aircraft. Additionally, we offer training in the transport of dangerous goods, aviation security, and operational safety management, both for our employees and for our service providers.

Our team of instructors, highly qualified and with extensive experience, is approved by the Federal Civil Aviation Agency to:

Give theoretical instruction for pilots

Offer operational safety courses such as:

- o AVSEC
- o Aviation security
- o Aviation legislation
- o Dangerous goods (MERPEL)
- o Crew Resource Management (CRM)

For topics related to Aircraft Maintenance:

o Avionics, engine, and airframe (AVMYP) 787

o Avionics, engine, and airframe (AVMYP) B737 NG

o Avionics, engine, and airframe (AVMYP) B737 MAX o Avionics, engine, and airframe

(AVMYP) EMB 190

NG and MAX

o Structural repairs Boeing 737

o Boeing 787, Embraer 190



The technology, along with the high specialization of our instructors and manufacturers, ensures quality training and the application of international operational safety standards.

Therefore, we currently have 13 state-of-the-art simulators, including 5 Full Flight Simulators (FFS) level D, 1 Flight Training Device (FTD), 4 Graphical Flightdeck Simulators (GFS), 2 Redbird synthetic trainers, and 1 Pushback Simulator. These advanced simulators provide us with the ability to offer more realistic and safe training for pilots, allowing them to experience various scenarios without risk. Thanks to this technology, we continue to be the main reference in safety for our customers and employees.

During the year, we conducted a highimpact practice aimed at ground operations personnel, with the goal of strengthening their technical, operational skills, and specific abilities necessary to perform their functions efficiently and safely. These activities are carried out using preservation aircraft, allowing us to simulate real situations and improve preparedness for any eventuality, and were conducted in three phases:

Phase 1:

Coupling of non-motorized equipment

Phase 2:

Cleaning, loading, and unloading of aircraft

Phase 3:

Practices of the loading process and organization of luggage in the cargo compartment of the aircraft with 120 pieces of different sizes and types, from luggage to strollers



Additionally, to strengthen the maintenance area, we established an agreement with the Instituto Politécnico Nacional (National Polytechnic Institute) that allowed us to implement the Internship Program for graduates of Aeronautical Engineering. In this way, we successfully integrated specialized talent, ensuring the continuous incorporation of highly trained professionals to drive the area's growth and operational sustainability.

We also successfully implemented low visibility approach training for B-737 aircraft pilots. This aimed to ensure that pilots are prepared to land safely in reduced visibility conditions due to weather conditions such as fog, heavy rain, or snow. This training will be part of the initial courses for pilots.

This way, we ensure that both technology and the continuous training of our employees work together to maintain the highest levels of operational safety, ensuring excellence in every phase of our process.

Career Conversations

For the first time at Aeromexico we conducted career conversations through our AM Central platform, allowing employees to discuss their aspirations, motivations, next steps, and development actions with their leaders to drive their professional growth. This process achieved an average participation of 90%. Additionally, during "Career Week," more than 70% of employees participated in sessions where topics such as career trajectory, critical experiences, and internal mobility were addressed.



In 2024, we began defining the skills of the organization, which will enable us to increase the mobility and development of our internal talent.



(GRI 404-3)

Performance Evaluation

The performance evaluation process encompasses active or contracted personnel between January 1st and September 30th, 2024, with two formal evaluations per year: the Mid-Year Evaluation, which reviews the progress of objectives, and the Year-End Evaluation, which conducts the annual performance assessment. These are carried out through the Oracle AM Central system. Each employee performs a self-evaluation of 3 to 4 business objectives and 2 to 3 personnel-related objectives. This is sent to the manager, who evaluates performance and provides feedback. The rating is recalibrated considering the results of the learning paths and the leadership program and is adjusted jointly by the managers and Human Resources Business Partner (HRBP) to ensure alignment and consistency. This approach allows for continuous monitoring of performance and early identification of development opportunities, promoting ongoing improvement.

During the year, 7% of our employees received a performance evaluation, of which 4% were men and 3% were women.



COMMITMMENT TO OUR **PEOPLE**



4.7

We are convinced that success begins with the well-being of our people; therefore, we continue to work to be the best place for our employees in an environment where everyone can grow, feel valued, and motivated.

This year we were recognized by:



For the third consecutive year, we received the Top Employers certification, which conducts a thorough evaluation of human resources practices, policies, and offerings to employees, considering aspects such as talent development, wellbeing, organizational culture, among others. Certified companies are recognized worldwide and receive feedback to identify areas for improvement.



We obtained the Great Place to Work certification for the period from November 2023 to November 2024.

This recognition evaluates the best companies to work for based on surveys of employees regarding their work experience. This analysis considers aspects such as cultural practices and company policies, innovation in the workplace, well-being and work-life balance, corporate social responsibility, among others.

(GRI 2-30, 402-1, 407-1) (SASB-TR-AL-310a.1)

COLLECTIVE **BARGAINING**

It is essential for Aeromexico to recognize and highlight the contribution of the unions that represent the talent we work with, as they are key to achieving our purpose.

To support the right to exercise freedom of association and collective bargaining, the formation of a coalition has been promoted through working sessions, counseling, and joint-collaboration. This coalition aims to foster the right to free association in union selection and representation. There are a total of 10 unions that can represent our employees, which seek to guarantee their labor, economic, and social rights.

Total number of employees covered by collective negotiation agreements	Total Full-Time Employees (FTE) covered by collective bargaining agreements
11,938	11,743



71% of employees are represented by an independent union or covered by collective negotiation agreements.

> It is important to highlight that all significant operational changes that could affect our employees are always made with as much advance notice as possible, without a specific number of weeks. In the event of any significant operational change, these are agreed upon with the unions through sessions that serve to assess the risk or benefit of such change.

> The notice period and provisions for consultation and negotiation are specified in the collective agreements, which are kept in writing.



If no employee and/or new employee at Grupo Aeromexico is covered by one or more collective bargaining agreements and/or represented by any formal union, there are no unionization efforts or attempts to unionize employees.

WELL-BEING AND BELONGING STRATEGY

At Aeromexico, we are building a better company for our people, where everyone feels free and safe to be who they truly are, which is why we focus on three pillars:

1. Build an inclusive culture and leadership

Inclusion is integrated into our culture and is driven by our leadership. We provide our employees and leaders with the skills, behaviors, and mechanisms necessary to integrate diversity and inclusion and promote equity.

2. Focus on key diversity groups

We have identified four priority groups: gender, LGBTQ+, people with disabilities, and generations.

3. Enable well-being and belonging through our processes, practices, and policies

We integrate these into our policies, procedures, and processes related to people, including attraction, retention, training and development, as well as compensation and benefits.

(GRI 3-3)

Diversity, Equity and Inclusion Policy

This year we designed the Diversity, Equity, and Inclusion Policy, establishing norms that the staff of Grupo Aeromexico companies must comply with during their work and social activities. This policy covers activities both within the company and in activities related to it, and seeks to regulate relationships with colleagues, clients, passengers, suppliers, and the relevant authorities. Its purpose is to prevent behaviors that may lead to abuse, harassment, and acts of discrimination. The launch is scheduled for the second quarter of 2025.

Sustainability Report **Well-being and Belonging Strategy** 155

Our Priority Groups

At Aeromexico, we understand that diversity is key to growth and inclusion. That is why we have identified four priority groups: gender, LGBTQ+, generations, and people with disabilities.

Gender

The participation of women at Aeromexico is a key pillar for our long-term success strategy. We recognize and value the unique contribution that women provide in all facets of our business, from operations to senior management, and we are committed to increasing their representation in leadership positions.

Reaching New Heights in Equity

For the first time, 15% of the general worker positions at the Mexico City International Airport (AICM) are held by women. Additionally, 5% of the cabin crew at Aeromexico Connect is made up of men, a role that was previously held exclusively by women.

Women's Circle

We continue for the second year with the Women's Circle composed of operational staff and some station managers at the Mexico City International Airport. This program aims to foster sisterhood and empowerment in a trusting and safe environment.



Currently, 37% of Grupo Aeromexico's workforce is made up of women. +3 percentage points vs. 2022.

RISE

We actively participate in RISE, an initiative created by SkyTeam to achieve the IATA's 25by2025 commitment, which was unanimously signed by all member CEOs, aiming to reduce the gender gap in aviation. The RISE (Reach, Inspire, Soar, Empower) leadership development program helps women excel in our member airlines, each of which nominates candidates to participate each year.

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

Sustainability Report **Well-being and Belonging Strategy** 156 Sustainability Report **Well-being and Belonging Strategy** 157

LGBTQ+

At Aeromexico, we recognize and value diversity in all its forms, and the LGBTQ+ community is an integral part of this diversity. We believe that including different perspectives and experiences enriches our organization and strengthens our ability to innovate and grow. The LGBTQ+ community brings a wealth of talent and skills that are essential for our continued success. We are committed to fostering an inclusive and respectful work environment where all members of our team, regardless of their sexual orientation or gender identity, feel valued and can reach their full potential.

LGBTQ+ Allies Program

We launched the LGBTQ+ Allies Program, training 60 employees from various areas, including Operations, Human Resources, Marketing, Shared Services Center, among others, to empower them as change agents for diversity and inclusion in the workplace, as well as to create safe spaces for the LGBTQ+ community.

Gender Transition

We support employees from the trans community who have initiated a gender transition process within Aeromexico.





To date, we have supported the transition process of 5 employees.

Equidad MX Certification

For the second consecutive year, we obtained the *Equidad MX* certification from the Human Rights Campaign, recognizing us as one of the best places to work for LGBTQ+ individuals and for our commitment to equality and the adoption of non-discrimination policies for LGBTQ+ employees.

The three fundamental pillars for evaluating all companies, including Aeromexico, were:

Adoption of non-discrimination policies.

Creation of employee resource groups or diversity and inclusion councils.

Participation in public activities to support LGBTQ+ inclusion.

Generations

Generational diversity in the team is a key factor driving innovation and business stability. Each generation brings a unique perspective, combining experiences, wisdom, creativity, and energy. This intergenerational collaboration enriches solutions, fosters mutual learning, and creates a more dynamic, resilient environment capable of facing challenges with a comprehensive and diverse approach.



We believe in the talent of new generations; in 2024, we hired a total of 1,511 employees under the age of 30, representing 36% of new hires.

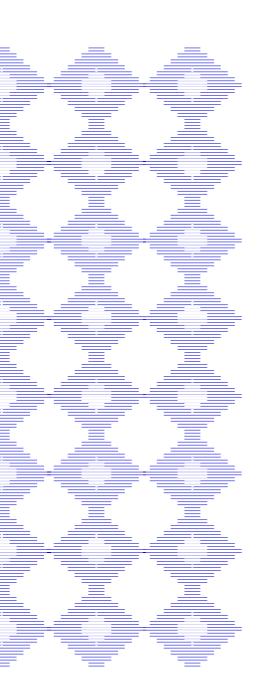
Additionally, we have facilitated the reintegration of individuals over 60 years old. We recognize the immense value that these individuals bring to our organization, thanks to their vast experience, competencies, and unique skills.



Job Category	Number of Senior citizens
Executives	12
Managers	22
Professionals and middle management	61
Non-unionized operational	24
Unionized	251
Total	370

By promoting their participation in our workforce, we enrich our team while honoring their trajectory and contribution to the labor market.

Sustainability Report Affinity Groups 158



Affinity Groups

We seek to create an environment where employees who share an identity, interests, and experiences come together voluntarily to connect and create initiatives. In this way, they give voice and representation to our diversity groups while promoting inclusion in our organization. That is why we have 4 affinity groups aligned with our diversity strategy, each composed of a Champion, a Co-chair, a Planner, and several members and allies.

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.

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

Awareness

We have trained over 14,000 employees on diversity, equity, and inclusion topics, representing 85% of the Company's employees. This is through formal training such as: Passport, Lead, Elevate, and official courses, as well as awareness sessions on sexual diversity, trans identities, LGBTQ+ allies, female empowerment, sorority, leadership in women, inclusion of people with disabilities, and multigenerational teams.

(GRI 403-1, 403-8, 403-9) (SASB TR-AL-540a.1, TR-AL-540a.2)

HEALTH AND SECURITY



4.10

Health and safety are fundamental to the well-being of our employees and passengers. A safe environment is established through the implementation of policies and procedures that comply with best practices and international regulations. Through continuous training initiatives and safety courses, we train the team to proactively identify and manage risks, fostering a safety culture that not only minimizes risks but also inspires confidence and peace of mind, ensuring that every flight is executed with the highest standards of protection and care.

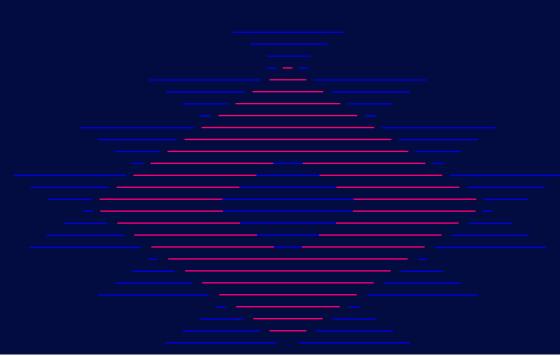
Our safety vision encompasses various areas and is broken down into three key areas:

Safety Security Occupational Health and Safety



Safety is one of the core values of Grupo Aeromexico, guiding our behavior, actions, and decisions.





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For us, the implementation of occupational and operational safety regulations has always been a high priority. We foster a culture of effective reporting based on trust, always encouraging our employees to inform and report any incident or condition that could affect or compromise our operations, health, and/or safety.

We achieve this through the GAM e-Report tool, a mobile application that facilitates the reporting of potential risks or safety violations, promoting its constant use to minimize and prevent risks.

It is used to report on:

Safety

Deviations, acts, faults, or omissions that endanger operational safety.

Security

Intentional acts aimed at harming facilities, aircraft, and/or people.

Workplace Safety

Facts, acts, or conditions that endanger the safety of personnel at work.

The detection process consists of three steps:

- 1. Definition of acceptable safety levels and their corresponding indicators.
- 2. Investigation and analysis.
- 3. Detection, evaluation, and mitigation.





Area	Number of reports made in GAM e-Report	Number of security risks and hazardous situations identified in fiscal year 2024 ¹	% of identified security risks and situations that were mitigated
Safety	10,823	11,041	65%
Security	2,585	21	100%
Occupational Health and Safety	1,259	257	95%

¹Tolerable risks, 35% were acceptable risks that do not require mitigation actions.

Amongst the mitigation actions implemented to address the security risks and hazardous situations identified by our Safety Management System (SMS, for its Spanish acronym), we highlight the following:

- Reinforcement of training through the presentation of indicators and trend graphs of the TOP hazards or incidents.
- Promotion and communication directed at frontline personnel in the affected areas to raise awareness about the hazards in different processes.
- Review, creation, and adjustment of policies and procedures described in the operational manuals, in order to clarify guidelines and avoid errors.
- Implementation of periodic working groups to follow up on incidents and events of the TOP hazards/trends, in coordination with the relevant operational areas.

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

Safety

It encompasses operational safety and focuses on preventing aircraft accidents on the ground and in the air, as well as preventing risks such as hazards, incidents, or operational accidents that may pose an imminent risk to the activities of Grupo Aeromexico. Operational safety is achieved through the coordination among areas, promoting the use of the GAM e-Report tool and closely monitoring the following aspects:

- 1. Operational Safety Management System (SMS, for its Spanish acronym) Program.
- 2. Reporting systems.
- 3. Flight data monitoring.
- 4. LOSA Line Operations Safety Audit Program.
- 5. Grupo Aeromexico Safety Action Program (GAMSAP).

To maximize safety in all our air operations, we implement an Operational Safety Management System (SMS) that meets the demanding international and national standards established by ICAO, as well as the requirements of NOM-064-SCT3-2023.

Aerovías de México S.A. de C.V. and Aerolitoral S.A. de C.V. hold SMS certification granted by the Mexican Aeronautical Authority, now known as the Federal Civil Aviation Agency (AFAC). The certifications were obtained on the following dates:

- Aerovías de México S.A. de C.V. on April 8th, 2014.
- Aerolitoral S.A. de C.V. on December 16th, 2016.

Both certifications remain valid thanks to the annual surveillance checks conducted by AFAC, which ensure the implementation and continuity of operational safety management systems in accordance with the review of NOM 064 SCT3-2023 published in the Official Journal of the Federation (DOF) in July 2024, and the recommendations of ICAO Document 9859. The last verification was carried out in July 2024 for both companies, during which we obtained the Air Operator Certificate (AOCs). This accreditation covers all operations and operational processes of the aforementioned entities. Currently, the following processes are included for risk management:

- Reactive: Covering the investigation of accidents and incidents and the emergency response program.
- Proactive: Including audits, flight data analysis, a system for voluntary and confidential hazard reporting, and change management.
- Predictive: Through trend analysis of indicators and continuous improvement dashboards, as well as safety policies and non-punitive processes that ensure safety.

Additionally, management system manuals are available for each of the companies, authorized by AFAC and communicated to the entire organization through official communication platforms.



Our SMS has been audited by IATA.



To learn more about our safety policy, click here.

The health and safety management system covers the following points:

- 1. Identification of key risks;
- 2. Mitigation actions for identified risks that include:
- a. Mental health assistance programs for pilots/drivers.
- b. Fatigue risk management.
- c. Systematic alcohol and drug testing.
- d. Monitoring the number of safety accidents.
- e. Training in safety management systems (SMS); provided to employees and other relevant parties.
- f. Safety committee or safety working group.
- g. Certification by a third party.



According to the International Civil Aviation Organization (ICAO), the operational safety management systems of Aerovías de México S.A. de C.V. and Aerolitoral S.A. de C.V. are certified at Level 4: Continuous Improvement.







In 2024, all our flights remained free of aviation accidents.



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IOSA Risk-Based Audit

This year, the IOSA Risk-Based Audit was conducted at Aerovías de México. This new model thoroughly assessed compliance with over 920 safety requirements across facilities and processes, while also evaluating potential risks we may face, both in operational and administrative areas of our business.

More than 25 team members were strategically trained directly by IATA to understand the methodology, with the goal of embedding this approach throughout the organization. Areas that participated in the audit included: Administrative, Flight Operations, Dispatch, Maintenance, Cabin Operations (flight attendants), Airport Operations, Cargo, Safety & Security, among others. Our CEO, Andrés Conesa, also participated in an interview on his commitment and that of all his direct reports to safety, concluding the process satisfactorily.

As a result of the findings and observations detected, which do not pose a risk to our operations, corrective action plans were implemented for the generated reports, and we obtained certification from IATA that validates compliance with the highest international safety standards, valid until November 2026.



This certification is an important milestone in our commitment to safety, as it reflects that we meet the highest international standards in safety procedures and practices.





LOSA – Line Operations Safety Audit Program

During the implementation of the LOSA (Line Operations Safety Audit) Program, observations were made online flights between September 2023 and January 2024, analyzing a total of 165 flights from the B737 fleet, 107 from the E-190 fleet, and 54 from the B787 fleet to identify errors and threats. The LOSA audit, through peer observations, under strict non-jeopardy conditions, identifies and manages threats and errors before they lead to incidents and accidents. In a joint research and development effort, the Federal Aviation Administration (FAA) and airline business partners recently extended LOSA to aviation maintenance and ramp environments (FAA, 2014). In September 2024, the director of the LOSA Collaborative provider presented an executive report of results at the CECAM (for its Spanish acronym) facilities to the flight operations leaders, along with a final report of observations.

In November 2024, working groups were launched with the leaders of each fleet to analyze the collected data. In March 2025, action plans will be defined to mitigate findings related to errors, threats, and undesirable conditions in operations. The effectiveness of these actions will be evaluated through the internal flight audit process of the quality assurance area. A results report will be published in the first half of 2025, followed by the development of a mitigation action plan.

Fatigue Risk Management System

We continue with the process of implementing a Fatigue Risk Management System (FRSM) to comply with the regulatory requirements established by the Federal Civil Aviation Agency (AFAC) according to NOM-117.SCT3-2016 for pilots and COSA 117.01/23 for flight attendants. This system is developed in four phases, each with specific dates:

Phase I: Focused on documentation, was authorized in June 2022, obtaining approval for the FRMS Manuals for Aeromexico and Aeromexico Connect. This was authorized on October 22, 2024, for flight attendants of both companies.

Phase II: Focused on reactive processes, authorization is expected in August 2025 for both crew plants and companies, following the implementation of audits, voluntary reports, investigations, training, communication, and medical attention, as well as AFAC's authorization of the mitigation actions implemented in response to non-conformities detected in 2023 during pilot verifications and total process verifications for flight attendants in March and April 2025.

Phase III: Dedicated to proactive and predictive processes, is scheduled to conclude in March 2026.

Phase IV: Aimed at ensuring safety, is expected to finish in December 2026.

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Flight Data Monitoring

In June 2024, the software for flight data analysis (Flight Data Monitoring) was changed to GE's Flight Pulse software. This new system offers several advantages, including:

Safety Insight: Provides flight data analysis to identify operational risks, determine root causes, and monitor the effectiveness of mitigation strategies.

Flight Pulse: Facilitates a direct connection for pilots, allowing personal flight analysis and integrating flight data with other relevant databases.

The percentage of pilot log-ins to the FlightPulse application for information consultation as of December 2024 is:

- General GAM: 47%
- B737: 54%
- B787: 38%
- E190: 43%

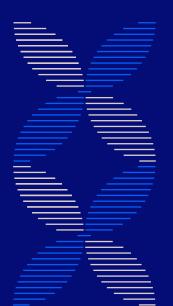
Grupo Aeromexico Safety Action Program (GAMSAP)

Through the GAMSAP program, we identified a significant increase in the participation of GAM pilots following the digitalization of the flight operations process, closing the year with 1,589 GAMSAP reports for this sector, with December 2024 ending with 8.4 GAMSAP reports per thousand operations.

Due to the results obtained, implementation work began to extend the program's coverage:

August 2024: The Aviation Safety Action Program (ASAP) Events Review Committee Initial training was conducted in collaboration with Delta, with the participation of Event Review Committee Facilitators – Pilot Ops and those involved in the implementation of GAMSAP for the Onboard Services and Operational Control Center Dispatch divisions .

November 2024: The GAMSAP program began for dispatchers at the Operational Control Center.



Care Team

At Aeromexico, the Care Team is a group of volunteers whose mission is to be one of the support pillars for our passengers, employees, and their loved ones. With over 450 committed members, the team provides care and companionship to survivors, families, and staff during situations of aviation-related crises or accidents. With a presence in 35 stations, these employees have taken on a noble role that reflects our commitment to the community.

To ensure effective assistance, this team follows a monthly training plan that prepares them to assist those in need. Additionally, their participation in air crisis drills has been fundamental in understanding the importance and execution of their role in critical moments, thus ensuring an appropriate and supportive response to any eventuality.

Security

In Security, our priority is to protect the physical integrity of our employees, partners, and customers, avoiding any circumstances that may put their safety at risk. This team develops policies and procedures to respond efficiently in emergency situations. To support these efforts, we offer continuous training to update and reinforce the knowledge of all our staff, from administrative to operational roles. Additionally, we provide specific training to our crews to meet the international standards of the International Civil Aviation Organization (ICAO) according to Annex 17 and local legislation where operations are taking place, so they can act effectively in the event of an illicit interference act¹.

We hold SMS certifications granted by the Federal Civil Aviation Agency (AFAC) and the Transportation Security Administration (TSA), and we are also audited by the IATA² Risk-Based Audit (IOSA) to ensure the effective implementation of our security protocols.

From AM Servicios, we renewed the IATA Safety Audit for Ground Operations (ISAGO) certification this year, which is related to the audit program for ground service providers based on internationally recognized standards.

Additionally, our Internal Civil Protection Committee, as a regulatory and operational entity, is responsible for leading actions related to the creation, supervision, and updating of the Internal Civil Protection Program in our facilities.

During 2024, we did not record any acts that could be considered unlawful interference in our operations, nor did we have strikes or personnel involved directly or indirectly in them.



¹Unlawful interference is any act or attempt that compromises or has the potential to compromise flight safety (hijacking, bomb threats, etc.).

²International Air Transport Association.



Occupational Health and Safety

Within the area of health and occupational safety, we have the mission of safeguarding the well-being of Aeromexico employees. We achieve this through the identification, management, and prevention of all risks related to the health and integrity of our employees.

(GRI 403-3, 403-6, 403-7)

Occupational Health and Safety Management System

We are in the process of implementing the ISO 45001:2018 standard at Hangar Oriente. Phase one is underway, which includes initial training and the gathering of requirements, as well as the development of the Legal Requirements Matrix at the local level. The internal audit is scheduled for 2025, and additional requirements will be identified to include them in the 2026 budget, with the aim of conducting the certification audit.

The scope covers all employees nationwide. Additionally, a compliance assessment has been conducted at the stations in Latin America to ensure compliance with local requirements.

We have implemented a Safety and Hygiene Management System (SGSH) that encompasses all our operations and all workers and third parties in our facilities.

Based on the ISO 45001 standard, this system aims to create a safe and healthy work environment by identifying risks and opportunities to implement controls that reduce those risks. It also encourages employee participation in identifying and managing risks, as well as a continuous improvement process.

In this regard, we have implemented control measures to reduce and minimize occupational risks:

- Elimination: Identification of unsafe conditions and acts through safety walkthroughs.
- Substitution: Review of mechanical equipment to carry out corrective maintenance
- Engineering control: Selection of personal protective equipment and risk assessment.
- Administrative control: Implementation of signage and training.

Additionally, we provide our employees access to our SGSH, which implements preventive measures based on potential biological risks, such as COVID-19. This system focuses on addressing seven priority areas: airport experience, onboard experience, customer communication, cleaning and sanitization of facilities and aircraft, social distancing, employee experience, and health and hygiene management.

Our team of professionals is dedicated to ensuring the health of our employees, combining top-notch medical care with safety assessments in collaboration with our Occupational Safety department, all in strict compliance with Official Mexican Standards. Additionally, our Medical Service experts have been trained with a Diploma in Aerospace Medicine, allowing them to provide medical care adapted to work schedules: from 09:00 to 18:00 in administrative areas and available 24/7 in operational areas.

At all Grupo Aeromexico work centers - both in Mexico and abroad - we provide medical services to all employees enrolled in social security services. Additionally, the administrative areas of Aeromexico are covered by major medical expense insurance.

Through AM Contigo, we offer a weekly platform that addresses physical and emotional health topics. In addition to our on-site medical facilities, our aircraft are equipped with emergency items, such as first aid kits and portable extinguishers, in accordance with current regulations, to ensure medical assistance during flights.

We want to highlight that the year 2024 has been a milestone year for us in terms of improving our health and occupational safety management. Throughout this period, we have implemented a series of strategic initiatives aimed at reinforcing our practices and policies in this critical area.



Emergency drills in case of earthquakes, fires, activating search and rescue brigades, first aid, prevention, and fire extinguishing

We guarantee the enrollment of all our personnel in Social Security, ensuring the payment of the corresponding fees for medical care. Additionally, a sector of employees has access to a Major Medical Expense Insurance Policy, which offers coverage for emergency medical care in private hospitals. We hold the Safe and Healthy Work Environments Distinction (ELSSA), awarded by the Mexican Social Security Institute to companies that comply with regulations and are committed to preventing accidents in the workplace.

Finally, we actively participate in local Safety Committees, where involved-areas carry out their activities at the airports where Grupo Aeromexico offers services. Our service providers also have access to the GAM e-Report tool, enabling them to effectively identify and report threats and hazards.

Sustainability Report Safety and Hygiene Commission 170

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

Safety and Hygiene Commission

For the identification of risks, we train staff to recognize unsafe acts and conditions, as well as to use available reporting channels, including safety and hygiene commissions, the GAM e-Report tool, and reports to direct supervisors. There are direct reporting channels, and follow-up is conducted by the occupational safety areas and the responsible parties in the areas where risks are identified.

The ongoing participation of the Union and the representatives in the Safety and Hygiene Commissions is guaranteed, where recurring sessions are held to review risks and monitor workplace accidents. Measures are established to mitigate these risks, and the effectiveness of the corrective and preventive actions implemented is verified. During 2024, an agenda was executed to address health risk management from a comprehensive perspective, including area leaders and quality assurance areas for conducting internal audits.

Our GAM e-Report tool is supported by a Non-Punitive Policy and Just Culture that encourages the reporting of operational hazards and risks. If an employee wishes to withdraw from a work situation considered risky, we have procedures for executing a "time out." Additionally, union representatives are informed in real-time about unsafe acts and conditions, allowing them to implement necessary preventive actions.



In Confidence Program

We have a program that assesses the psychosocial aspects of our employees and the work environment, based on the guidelines established in the Official Mexican Standard NOM-035 STP, which includes:

- Conditions in the work environment.
- Workload.
- Lack of control over work.
- Work hours and shift rotations that exceed those established in the Federal Labor Law.
- Interference in the work-family relationship.
- Negative leadership and relationships at work.

Some emotional issues that can be addressed by Human Factors include the following:

Anxiety Stress Irritability Depression Difficulty to perform their functions

Based on workplace incidents and accidents, an investigation file is made including all relevant elements, such as the work area, assignment of personal protective equipment, employee tenure, training received, and identification of unsafe conditions. This information is documented in the risk matrix to define the relevant controls.

Sustainability Report Health and Safety Training 171

(GRI 403-5)

Health and Safety Training

We offer initial training focused on the identification and prevention of accidents, as well as on the use of the GAM e-Report safety reporting tool. Additionally, recurring training and talks are held in all operational areas about the main exposure risks, including load handling, chemical substances, working at heights, and flight operations. Prevention campaigns for the consumption of psychoactive substances have also been carried out, and attention has been given to mental well-being, with the aim of fostering a culture of comprehensive health that includes the prevention of psychosocial risks.

1. Occupational Safety System:

- a. Induction to occupational safety.
- b. Definition of risk, hazards, incident, and accident.
- c. Development of an accident.
- d. Identification of the highest risk areas in the maintenance base.

2. Fire prevention, protection, firefighting, and civil protection:

- a. Fire risk work and emergency procedures.
- b. What fire is, fire triangle, and tetrahedron.
- c. Classes of fires, types, and handling of extinguishers.
- d. What to do in case of fire.

3. Personal Protection Equipment (PPE):

- a. Hazards in the use of hand tools, power tools, and PPE.
- b. Types of hearing protection.
- c. Maintenance and inspection of hearing protection equipment.
- d. Types of respirators.
- e. Fit testing and maintenance of respiratory personal protective equipment.

4. Back care and well-being:

a. Health damage and lifting techniques.

6. Safe handling of chemical substances:

a. Identification of compressed gases and identification of hazardous materials according to STPS and SCT (both for its Spanish acronyms).

5. Working at heights and ladder handling:

- a. Prevention of injuries from slips, trips, and falls.
- b. Risks of working at heights.
- c. Safety procedures for working at heights.
- d. Use of personal protective equipment for falls.

7, Identification of hazardous jobs:

- a. Labeling and lockout: when to use them, machinery risks, and energy control.
- b. Electrical work: electrical hazards and use of PPE.
- c. Work in confined spaces: characteristics of confined spaces, their features, and use of PPE.

Sustainability Report **Occupational Accidents and Diseases** 172

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

Occupational Accidents and Diseases

In 2024, there were 309 minor injuries due to workplace accidents, one of which had significant consequences, and zero fatalities.

The main types of injuries reported were falls, and the most significant risks identified were related to load handling (luggage and machinery).

This year, the Injury Severity Rate decreased from 4.16 to 3.58, resulting from risk mitigation and work on safety culture, directly impacting operational performance.



We reduced the Injury Severity Rate by 13.9% compared to the previous year.

The identification of health hazards is carried out through periodic medical examinations, according to personnel occupationally exposed and the assessment of different types of exposure risks: biological, physical, chemical, ergonomic, and psychosocial.



Aeromexico always prioritizes the health and safety of our employees and our passengers





2024 was another year without fatalities within our operations, whether due to reportable accidents or occupational diseases.

Sustainability Report **Occupational Accidents and Diseases**

Workplace accidents (Employees)	2022	2023	2024
Serious Injuries from Workplace Accidents	2	0	1
Minor Injuries from Workplace Accidents	189	291	309
Global Incident Rate (GIR)	1.22	1.51	1.53
Injury rate due to workplace accidents with significant consequences	0.99%	0%	0.49%
Hours worked	33,998,427	38,552,583	40,484,466

TRIR and LTIR ¹	2023	2024
Total Recordable Incident Rate (TRIR)	1.79	1.66
Lost Time Incident Rate (LTIR)	1.51	1.53
Number of Days Lost Due to Injuries	4,943	5,490

173

¹The absenteeism rate for 2024 was 0.10.

	2022	2023	2024
Fatalities due to occupational disease	0	0	0
Occupational diseases	30	22	21

	2024
Fatalities due to occupational disease	0
Cases of illness 1	15
Occupational diseases	0

¹The main types of ailments and occupational diseases are: Hearing impairments, musculoskeletal issues, and respiratory conditions.



We know that due to the nature of our operations, we are exposed to certain hazards that may pose a likelihood of injuries; identifying these is essential to contribute to the health and safety of our employees and our passengers.

The way we identify these potential risks is through a risk matrix by severity and recurrence. Thanks to this matrix, we were able to identify that, in 2024, load handling and the use of machinery and tools were the main contributors to the recorded injuries. This led us to reinforce our staff training, promote the use of personal protective equipment, and supervise personnel in work areas to minimize these risks.

We consider it essential to prevent any type of risk our employees may be exposed to. Therefore, we carry-out preventive campaigns focused on overweight, obesity, and the identification of psychosocial risk factors- aimed at reducing the main risks of cardiovascular and congenital diseases associated with obesity.

We have voluntary health promotion programs that include various sports activities, such as soccer tournaments. Additionally, we offer dining areas in the main work centers, where low-fat meals are served. Throughout the year, we organize talks on the main diseases in Mexico and strategies to prevent them. We also address mental health through the Voluntary Program "En Confianza", which provides access to assessments and connections to treatments when necessary. There were 364 days of absence related to mental health issues.

All calculations presented include only full-time employees. Additionally, the rates have been calculated per 200,000 hours worked.

(GRI 203-1, 203-2, 403-9, 403-10)

SHARED SOCIAL VALUE

4.11

Aware of the strength of the direct impact that we have achieved by belonging to the transportation sector, we have reached significant milestones in the field of social responsibility over our 90 years. In 2024, our social actions aligned with the objectives of our sustainability strategy, which focuses on four fundamental pillars: Prevention of Human Trafficking, Humanitarian Aid, Diversity, Equity, and Inclusion, and Community Engagement.







Since 2016, we have focused on prevention and detection of human trafficking, which is a flagship initiative in Grupo Aeromexico's Sustainability strategy. In that same year, we launched our corporate volunteering program, aimed at encouraging employee engagement with local communities. In 2021, we formed an alliance with the National Transplant Center (CENATRA, for its Spanish acronym) to optimize the transportation of organs for human transplantation, ensuring their timely and safe delivery.



Specific Attention Program

We strive to make flying with us an extraordinary experience for everyone. With this goal in mind, we have worked on a specific attention program designed to ensure that Aeromexico's operations comply with the current regulations of the countries where we operate, optimize our operations, and provide an extraordinary experience for all our passengers, focusing on those who require differentiated attention. This program has several phases. The first is aimed at elderly passengers, passengers with disabilities, and families with pets. In the following phase, we will focus our efforts on the LGBTQ+ community, families, and unaccompanied minors.

From assistance during boarding to in-flight attention, we strive to ensure that each passenger receives the necessary support to enjoy an extraordinary experience. We firmly believe that inclusion is a commitment we carry out in every aspect of our air operation, which is why we have a wide range of meticulously designed protocols and procedures to ensure that our services efficiently and sensitively adapt to the needs of all individuals, considering four dimensions of accessibility:

Physical Environment, Attitudinal, Communicational and Digital

This year, we focused on defining our work plan and conducting our Accessibility Diagnosis at Grupo Aeromexico, including actions in response to applicable national and international regulations. We are developing the Accessibility Guarantee Plan for passengers with disabilities and elderly individuals for 2024-2026. We are ensuring that we have all necessary actions to comply with Canadian regulations (CTA). This involves training our Contact Center team by providing them with a guide that allows them to understand and offer comprehensive support to elderly and disabled passengers. Our goal is to specifically meet their needs. Additionally, we are implementing channels and a helpline for Canadian passengers. We will also submit a progress report to the same authority.

For more information about the accessibility services we provide, please refer to the Customer Experience section on the following pages:

Link to report in Spanish:

https://www.aeromexico.com/es-mx/informacion-de-vuelos/servicios-especiales

Link to report in English:

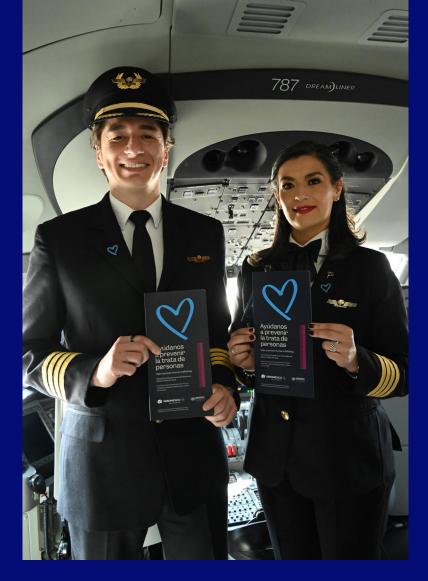
https://www.aeromexico.com/en-us/travel-information/special-services

Prevention of Human Trafficking

At Grupo Aeromexico, we focus on prevention and detection of human trafficking, one of the key initiatives within our sustainability strategy. This crime violates the freedom and human rights of individuals who are abducted for purposes such as sexual exploitation, forced labor, organ trafficking, forced begging, among others.

Human trafficking includes acts such as the recruitment, transportation, transfer, reception, or harboring of individuals, using threats, force, coercion, abduction, fraud, deception, abuse of power, or taking advantage of situations of vulnerability.

Our human trafficking prevention card is on our airplanes, covering 56 domestic routes and 54 international ones.



Phases of human trafficking:



RECEPTION

We recognize the importance of effective interference during the transportation phase, which is why our efforts are focused daily on the prevention and detection of potential cases during our operations. Since 2016, we have implemented a specific protocol and procedure for identifying cases of human trafficking.

Since 2023, as a result of a strategic collaboration between Aeromexico and the United Nations Office on Drugs and Crime (UNODC), we have placed informational cards for the prevention of human trafficking on more than 150 aircraft operating in the airline's 110 international destinations. This initiative aims to raise awareness, prevent, and facilitate the identification of potential cases during our flights.

Sustainability Report Prevention of Human Trafficking 177

Exhibition Destino Libertad: *La ruta de la Trata de Personas*

In 2024, in collaboration with UNODC and the Museum of Memory and Tolerance, we carried out the traveling exhibition "Destino Libertad: La Ruta de la Trata de Personas" a milestone in Mexico as it is the first exhibition of its kind to comprehensively represent the journey of this crime, from the recruitment phase to exploitation.

This exhibition seeks to sensitize society about the seriousness and complexity of this crime, as well as provide critical information on how to identify warning signs. The exhibition offers its content to visitors in Spanish, English, and to individuals living with visual impairments.





It is the first exhibition of its kind in Mexico, showing the route of the crime from recruitment to exploitation.



"Destino Libertad: La Ruta de la Trata de Personas" was presented with free entry at two venues — initially at the Museum of Memory and Tolerance and later at the Exhibition Hall in Terminal 2 of Mexico's City International Airport, reaching a diverse audience.

More than 200,000 visitors had the opportunity to learn about real testimonies from survivors of human trafficking, which helped to humanize this crime and highlight its devastating impact on victims. Through the exhibition, not only was a deep reflection generated on the magnitude of the crime, but attendees were also provided with vital information about the warning signs they should know to identify potential human trafficking situations. Visitors were able to learn in detail about the phases of the crime and the most used tactics for recruitment.

The exhibition also provided a space for dialogue on the importance of protecting human rights and underscored the significance of this key issue in our sustainability strategy.

Sustainability Report Prevention of Human Trafficking 178

Protocol for Identifying and Reporting Possible Victims

Since 2016, we have implemented a Protocol for Identifying and Reporting Possible Victims, a statement on human trafficking available at aeromexico.com, a procedure to activate the protocol upon identifying potential cases, and an internal policy for crime prevention.

Description ¹	%
Total positive cases	23%
Total cases identified by crew	52%
Total cases identified by Costumer Service Agents	41%
Total cases identified by passengers, victims, or family members	7%

¹Data from 2019 to 2024.

To achieve our goals, we have valuable allies supporting our mission, including the United Nations Office on Drugs and Crime (UNODC), the National Human Rights Commission (CNDH, for its Spanish acronym), the Inter-secretarial Commission against Human Trafficking, the Citizen Council of Mexico City, and the Freedom Foundation.



From 2019 to the end of 2024, 23% of the possible cases detected during our operations were positive cases.



(GRI 413-1)



Since 2016, Grupo Aeromexico has developed a corporate volunteering program that has evolved into "Onboard Volunteers," structured around three strategic axes: environmental preservation, promotion of human rights, and fostering social commitment.

In 2024, more than 1,100 volunteers participated in significant initiatives, such as maintaining 490 meters of firebreaks and planting 225 *magueyes* and 112 *nopales* in the protected natural area *Espejo de los Lirios*.

Additionally, our Corporate Volunteering program involved over 1,100 volunteers who dedicated a total of 11,352 working hours to conservation and reforestation activities. During this time, our volunteers collected 390 kg of waste in the *Ciénegas de Lerma* and carried out three annual reforestations, planting over 6,000 trees and reforesting more than 9 hectares in the Izta-Popo National Park and the Tepotzotlán State Park.







In the Izta-Popo National Park, 240 volunteer days were held, while in the Tepotzotlán State Park, 325 volunteers joined to plant a total of 1,785 trees, including 1,029 oaks, 281 native bushes trees, and 375 native fruit trees (tecojotes). These achievements are a clear reflection of our strong commitment to sustainability and the well-being of communities.

At Grupo Aeromexico, we deeply value the dedication of each employee who participated alongside their families and friends in various initiatives to continue flying together for a better tomorrow.



Transfer of Human Organs for Transplant

Since 2021, Aeromexico has consolidated a strategic alliance with the National Transplant optimized the transport of these essential Center (CENATRA, for its Spanish acronym) to expedite the transport of organs, tissues, and human cells nationwide for transplants. This alliance reinforces our commitment to contributing to public health improvement and increasing the chances of successful the well-being of individuals by facilitating a process that can positively impact patients awaiting a transplant.



In 2024, 71 organs for human transplant and 3,600 cm² of skin tissue were transported.

Through this alliance, Aeromexico has elements, leveraging its national flight network to ensure that organs and tissues reach the hospitals that require them guickly. significantly reducing transport times and transplants. This collaboration not only reflects our corporate social responsibility but also underscores our dedication to supporting initiatives that contribute to community wellbeing, aligning with the principles of our sustainability strategy.

Organ transport

Organ	Quantity ¹
Heart	2
Liver	27
Kidney	27
Cornea	356
Bone	2
Kidney Graft	1
Tissue-Skin	3,600 cm ²

Total organs transported between 2022 and 2024.

All these results would not be possible without the invaluable support of the involved areas:

- Handlers
- National Airports
- CCE Emergency Control Center
- Pilots Aeromexico and Aeromexico Cargo
- Operations Security
- Flight Attendants Aeromexico and Aeromexico Cargo
- Traffic
- Sustainability



Sustainability Report **Donations and Support Granted** 181

Donations and Support Granted

In the context of the Paris 2024 Olympic Games, Aeromexico had a 34% increase in flight offerings to the French capital, reaffirming its commitment to sustainable mobility and the promotion of values. Aeromexico became the official airline of the Mexican Olympic Committee (COM) for the Paris 2024 Olympic Games, after signing a sponsorship agreement that facilitated the transportation of the national delegation, including athletes, coaches, and specialized sports equipment.

This commitment not only strengthened Aeromexico's relationship with national sports but also emphasized our commitment to Mexican talent.

In line with this commitment, the airline utilized its modern fleet of Boeing 787 Dreamliners, recognized for their fuel efficiency and reduced noise emissions, thus contributing to more sustainable mobility. Additionally, through its Aeromexico Rewards program, it rewarded Olympic medalists and coaches, highlighting its continued support for the best representatives of our country's sports.

Additionally, Aeromexico received the award for the best spot in the Teletón 2024 sponsors' campaign, a recognition that reflects the positive impact of over 13 years of collaboration with the Teletón Foundation. Through this alliance, we have tirelessly worked to support Mexican children, providing opportunities and resources to children living with disabilities, cancer, or autism. This recognition not only highlights our strong interest in social causes but also reaffirms our dedication to the well-being of the communities we serve, consolidating our social responsibility as a fundamental part of our sustainability strategy.





Community Development: Artisan Women of Chiapas

As part of our sustainability strategy and committed to the development of communities in Mexico, in Aeromexico we consider it essential to collaborate with suppliers that strengthen our value chain and share our vision of a more sustainable future. Therefore, in partnership with Yakampot and the Impacto NGO, we have facilitated access to dignified and equitable job opportunities for more than 230 artisans, many of whom are the primary income earners for their families, contributing to local development and the economic empowerment of their communities.

This collaboration not only provides these women the opportunity to showcase their artisanal work, effort, and culture through our uniforms but also inspires them to continue sharing their skills with other women in their communities and, in many cases, to start their own projects. Thus, we not only positively impact their lives but also create a multiplying effect in their communities.

The design of the new uniforms, created by the Mexican brand Yakampot, led by Concepción Orvañanos, reflects a deep commitment to Mexico's cultural heritage. These uniforms incorporate iconic elements of traditional clothing, merging art and sustainability in each garment, symbolizing our pride in representing the best of Mexico on a global scale.





This effort is made possible through collaboration with civil organizations Dos Tierras – Aid to Artisans Mexico and NGO Impacto, which have validated the good practices involved in the process. With 31,000 embroidered applications by over 230 Chiapanecan artisans from the Sanul Konn group, benefiting 14 communities, this collection draws inspiration from the figure of Cuauhpilli, a symbol of aspiration, unity, and respect for nature. With this initiative, we promote Mexican traditions and talent, reinforcing our commitment to being ambassadors of our cultural wealth.



The collection integrates 31,000 embroidered applications by more than 230 Chiapanecan artisans.









Contribution to the UN Sustainable Development Goals (SDGs)

The impact of our initiative, focused on the prevention of human trafficking, which consolidated collaboration with women from Chiapas for the embroidery of our flight attendant uniforms, is manifested not only in the success of these actions but also in their alignment with the Sustainable Development Goals (SDGs), thus reflecting our commitment to sustainable development and the well-being of communities specifically in the following SDGs:

- SDG 5 Gender Equality: We promote the economic empowerment of Chiapanecan women artisans and work to reduce their vulnerability to human trafficking.
- SDG 8 Decent Work and Economic Growth: We contribute to the generation of indirect jobs and the strengthening of local value chains through our collaboration with women from Chiapas in the embroidery of our uniforms.
- SDG 10 Reduced Inequalities: Our programs are designed to decrease economic and social gaps in vulnerable communities.
- SDG 16 Peace, Justice, and Strong Institutions: Our actions to prevent human trafficking reinforce security and justice in communities.









Our programs are also in line with the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Palermo Protocol, which emphasize the importance of gender equality and the prevention of human trafficking, especially of women and girls.

5.EXTRAORDINARY BUSINESS: CORPORATE GOVERNANCE

Going beyond to shape the future











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Our sustainability strategy focuses on building trust and credibility among all our stakeholders, especially with our investors, as they are fundamental pillars for transforming the aviation industry in the region.

Driven by the principle of excellence, we strive to maintain a robust governance model, supported by a set of policies, procedures, and internal tools. We align with best practices in corporate governance and are committed to complying with the regulations in the countries where we operate.

OUR CORPORATE GOVERNANCE

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

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



(GRI 2-9, 2-10, 2-12, 2-16, 2-20, 205-2, 405-1)

Board of Directors

Our Board of Directors has a series of key responsibilities. These include determining overall strategies and overseeing management, approving transactions with related parties and policies regarding them, as well as appointing the Chief Executive Officer and setting guidelines for their functions and compensation. Additionally, it is responsible for establishing business strategies and overseeing the management of the company and its subsidiaries, approving financial and accounting policies, appointing the external auditor, and establishing the necessary committees.

It also encourages stakeholder engagement by delegating functions to its Auxiliary Committees and has the power to set up any committees it thinks are

Our commitment to excellent service shows in the composition of the board. where members are chosen based on their professional background, experience, integrity, and good reputation.

(GRI 2-9, 2-10, 2-11, 2-15, 405-1)

Structure of the Board of Directors

Members of the Board of Directors must be approved by the General Shareholders' Meeting, from holding positions on the board to avoid with a requirement that at least 25% are independent, understanding that their respective provisional directors without needing the alternates must also have the same status. The board must consist of a minimum of 5 members and no more than 21, as stipulated by the Mexican Securities Law (LMV, for its Spanish acronym). The Chairperson of the Board is appointed annually by the Ordinary General Shareholders' Meeting or, if not possible, by the Board members.

The Shareholders' Assembly decides on the ratification of current members or the appointment of new board members, excluding those with any conflicts of interest or independence according to the company's criteria, and relevant competencies. Our independent members participate in other committees to ensure there are no conflicts of interest. It is mandatory for most board members to be Mexican, appointed by national shareholders as per the legislation.

Former external auditors are prohibited conflicts. The board has the authority to appoint Shareholders' Assembly's intervention. All our current Board members were ratified at our Ordinary General Shareholders' Meeting held on April 30th, 2024.

The Annual Ordinary General Shareholders' Meeting ratified the independence qualifications of the following members who will continue serving on the Board of Directors: Donald Lee Moak, Eugene Irwin Davis, Jorge Vilches Martinez, Luis de la Calle Pardo, and Francisco Javier de Arrigunaga Gomez del Campo. This follows what was agreed upon in the Shareholders' Meeting held on February 14th and June 28th, 2022, and complies with the company's bylaws and Article 26 of the Mexican Securities Law. These members were chosen for their experience, capability, and professional reputation, having 4 or fewer mandates in public companies, performing their roles free of conflicts of interest and without personal, property, or economic interests.

Sustainability Report Board of Directors

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 consists of 14 voting members, all of whom are men and is led by Mr. Francisco Javier de Arrigunaga Gómez del Campo. Currently, there is no representation from underrepresented social groups. Of the total, 14% are in the age range of 30 to 50 years, while 86% are over 50. Additionally, 36% of the board members are independent.

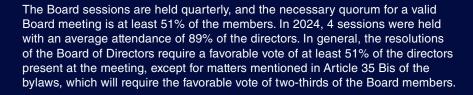
The average tenure of the members on the Board is 9.2 years. Regarding nationality, 57% are Mexican, 29% are American, 7% are British, and 7% are Spanish.

Age category	Total men in the Board	Total women in the Board	Total employees
Under 30 years	0	0	0
Between 30 and 50 years	2	0	2
Over 50 years	12	0	12
Other diversity indicators	0	0	0
Total	14	0	14



Name	Age	Nationality	Title	Tenure	Executive member	Independent member	Owner	Executive Committee	Nominations and Compensations Committee	Audit and Corporate Practices Committee	Safety Committee
Francisco Javier de Arrigunaga Gómez del Campo	61	Mexican	Chairman	16	No	Yes	Yes	Yes	Yes	No	es
Andrés Conesa Labastida	55	Mexican	Member and CEO	19	Yes	No	Yes	Yes	No	No	Yes
Antonio Cosío Pando	56	Mexican	Member	17	No	No	Yes	No	President	No	No
Andrés Borrego y Marrón	55	Mexican	Member	2	No	No	Yes	No	No	No	No
Antoine George Munfakh	42	American	Member	2	No	No	Yes	Yes	Yes	No	No
Bogdan Ignashchenko	36	British	Member	2	No	No	Yes	No	No	No	No
Donald Lee Moak	67	American	Member	2	No	Yes	Yes	No	No	Yes	President
Eduardo Tricio Haro	61	Mexican	Member	16	No	No	Yes	President	No	No	No
Eugene Irwin Davis	69	American	Member	2	No	Yes	Yes	Yes	Yes	No	No
Glen Hauenstein	64	American	Member	2	No	No	Yes	Yes	Yes	No	No
Jorge Andrés Vilches Martínez	51	Spanish	Member	2	No	Yes	Yes	No	No	Yes	Yes
Jorge Esteve Recolóns	57	Mexican	Member	17	No	No	Yes	No	No	No	Yes
Luis Fernando Gerardo de la Calle Pardo	65	Mexican	Member	16	No	Yes	Yes	No	No	President	No
Valentín Diez Morodo	84	Mexican	Member	16	No	No	Yes	No	No	No	No

For more information on the members of the Board of Director click here.



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(GRI 2-9, 2-17, 2-18)

Background and **Experience**



Most of the Board members have extensive experience in the aviation sector, including 3 independent directors, as well as in other areas that contribute to a better understanding of the market and the subsequent proper decision-making in favor of our stakeholders. The details of their background and experience can be seen below:

Francisco Javier de Arrigunaga Gómez del Campo

Chairman of the Board of Directors

Other positions:

CEO of Xokan Advisors. Board member of Puerto de Liverpool, Gentera, Dine, Kuo, Prestanómico, and Paralelo 19.

Holds a law degree from Universidad Iberoamericana and a master's in Corporate Law and Finance from Columbia University.

Andrés Conesa Labastida

Board member and CEO

Other positions:

President of the Skyteam alliance. Board member of Sempra Energy.

Holds a degree in Economics from ITAM and a Ph.D. in Economics from MIT.

Antonio Cosío Pando Board member

Other positions:

Board member 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.

Holds an industrial engineering degree from ITESM.

Andrés Borrego y Marrón

Board member

Other positions:

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

Holds a degree in Industrial Engineering from *Universidad Iberoamericana* in Mexico City.

Bogdan Ignashchenko

Board member

Other positions:

Partner at Apollo Global Management LLC in New York since 2011 as part of the Private Equity team.

Board member of Jewel HoldCo S.a.r.l., Novolex, Donlen, and Athene Life Re Ltd.

Holds a degree in Economics from Wharton School, University of Pennsylvania.

Donald Lee Moak

Board member

Other positions:

Co-Chair of the Special Committee of the U.S. DOT. Chairman of the Executive Council of Delta. CEO and Managing Director of ALPA.

Aviation safety expert and member of the FAA Drone Advisory Committee (DAC).

Holds a degree from the University of West Florida.

Eugene Irwin Davis

Board member

Other positions:

Chairman and CEO of PIRINATE Consulting Group, LLC. Director of Operations at TotalTel Communications, Inc. Vice President of the Board and CEO of Sport Supply Group, Inc. Vice President of the Board and Chairman of Emerson Radio Corporation.

Holds a degree in international Politics, a master's in International Affairs, and a J.D. from Columbia Law School, and is a member of the university's Board of Visitors.

Antoine George Munfakh

Board member

Other positions:

Senior Partner at Apollo Global Management LLC.

Board member of Swissport, Sun Country Airlines, Volotea Airlines, Direct ChassisLink Inc., Blume Global Inc., Apollo Education Group, and Maxim Crane Works. Specializes in investments in aviation, transportation, and logistics.

Holds a degree in Economics from Duke University.

Eduardo Tricio Haro

Board member

Other positions:

Chairman of the Board of *Grupo LALA* and *Nuplen Alimentos*. Board member of *Grupo Televisa*, *Orbia*, *Grupo Financiero Banamex*, *Aura Solar*, and the Mexican Business Council. Chairman of the LALA Foundation and SER (Exceeding excellence and results). Board member of the Children's Hospital of Mexico "Federico Gómez" and the National Institute of Medical Sciences and Nutrition Salvador Zubiran.

Holds an agronomy degree from ITESM.

Glen HauensteinBoard member

Other positions: President of Delta Air Lines.

Holds a degree in Finance from Stetson University.

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Jorge Andrés Vilches Martínez

Board member

Other positions:

Partner at Renaissance Executive Forums with experience in the Tourism and Hospitality industry. Former Senior Vice President of Airlines at Sabre Technologies and previously served as Commercial Director of Alitalia. Acted as President and CEO of Pullmantur Group, LATAM Airlines Group (Long-Term Business Unit), LAN Perú, and LAN Express.

Holds a degree in Industrial Engineering from *Pontificia Universidad Javeriana* and an MBA from the University of Michigan Business School.

Jorge Esteve Recolóns

Board member

Other positions:

Shareholder and member of the executive committee of *ECOM Agroindustrial*. Chairman of *Grupo IAMSA*. Member of the Mexican Business Council, currently serving as Vice President and responsible for its International Relations Committee. Member of the boards of Telmex, *Grupo Real Turismo*, and the Latin America Conservation Council.

Graduated from *Universidad Anáhuac* in Business Administration in Mexico City and obtained an MBA from Kellogg Graduate School of Management in Chicago, Illinois.

Luis Fernando Gerardo de la Calle Pardo Board member

Other positions:

CEO of De la Calle, Madrazo, Mancera S.C. Board member of *Corporación Inmobiliaria Vesta*.

Holds a degree in Economics from ITAM and a master's and Ph.D. in Economics from the University of Virginia.

Valentín Diez Morodo

Board member

Other positions:

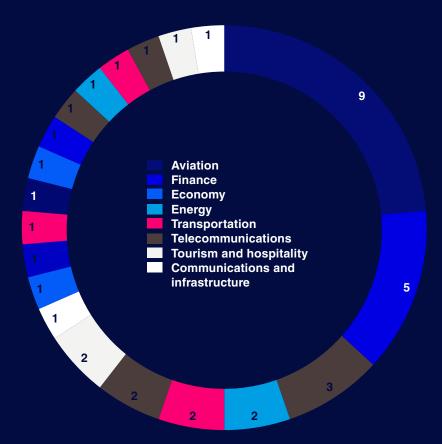
in Spain.

Chairman of the Mexican Business Council for Foreign Trade (COMCE). Honorary Chairman of Banamex. Board member of Kimberly Clark de México. Member of the Mexican Business Council (CMN); founding member and first president of the Hispanic-Mexican Business Council (CEHME), and chairman of CEHME.

Chairman of the Casa de México Foundation

Holds a degree in Business Administration from *Universidad Iberoamericana* and a postgraduate degree in marketing, sales, and personnel management from the University of Michigan.

Members with Sector Experience



As part of best corporate governance practices, our board members complete a confidential and independent self-assessment processed through the Diligent Boards platform, aimed at identifying improvements that the Board could implement. In the session following the collection of responses from all members, agreements are reached regarding the areas of opportunity for the Board's development.

We recognize the importance of strengthening the Board's capabilities and plan to continue with training sessions, considering future initiatives that promote education and updates on sustainability for our leaders.



Sustainability Report Compensation 198 Sustainability Report Comunication of Critical Concerns 199

(GRI 2-19, 2-20)

Compensation

Through the Nominations and Compensation Committee, we design our compensation policies. Through this committee, the Executive Vice Presidency of Human Resources, supported by the Vice Presidency of Compensation and Benefits and by a team of external consultants, is responsible for determining the compensation of the members of the Board, which is submitted for annual approval in April. Although the Committee is not entirely composed of independent directors, it ensures that the compensations are reviewed and proposed to the Shareholders' Assembly, who have the final say in their approval. Throughout our 90 years of history, we have seen consistent support from our shareholders, who have voted in favor of the compensation proposals, reflecting alignment with our stakeholders. This process not only reinforces our commitment to responsible governance but also allows us to consider the opinions of our shareholders in determining compensation.

The Chairperson of the Board, the committees' chairs, and the independent board members receive a fixed annual compensation, paid at the beginning of each quarter. The voting members receive a fixed amount for attending the committee and/or board meetings.

Additionally, starting in 2023, independent members are paid an annual amount in U.S. dollars, the legal currency of the United States of America, but in the equivalent of shares representing the capital of the company, considering their book value or, if applicable, their per-share value determined by the Nominations and Compensation Committee.

Senior executives receive a fixed compensation, which is established considering market references and is approved by the Nominations and Compensation Committee. They also receive a short-term bonus based on the achievement of corporate KPIs; this is paid as a percentage of the annual base salary based on the position. Additionally, they receive a long-term incentive.

None of our directors or officers are part of a contract with us or any of our subsidiaries regarding benefits after the termination of the employment relationship. Our Group does not pay pensions or retirement benefits to our directors in their capacity as board members. Our executive officers are eligible to receive retirement or termination benefits in accordance with Mexican legislation on the same terms as other employees.

We also have a stock subscription plan for executives who meet the parameters set by the Board of Directors and/or the Nominations and Compensation Committee.



(GRI 2-16)

Communication of Critical Concerns

In our organization, critical concerns are effectively communicated to the highest governing body, the Board of Directors, which meets quarterly to discuss relevant and strategic matters. During the reporting period, two critical concerns were communicated: one related to a fine imposed by the National Banking and Securities Commission (CNBV, for its Spanish acronym) and another regarding the progress in the process to list on the New York Stock Exchange. If urgent matters arise that require immediate attention, unanimous resolutions are made outside of session. These decisions are formally documented, ensuring transparency and proper recording of the deliberations.

Sustainability Report Auxiliary Commitees 200

(GRI 2-9, 2-10, 2-13)

Auxiliary Committees

Our Board of Directors is supported by three key permanent committees: the Executive Committee, the Nominations and Compensation Committee, and the Audit and Corporate Practices Committee. Additionally, to further strengthen our operations, we also have the dedicated support of the Safety Committee.

The Nominations and Compensation Committee is responsible for proposing the members of each of these committees, ensuring proper selection through a benchmark conducted by a third party.

Through these auxiliary committees, the Board of Directors encourages stakeholder participation. It also delegates the responsibility of managing the organization's impacts and risks on the economy, the environment, and people.

In each session of the Board of Directors, the responsible auxiliary committees provide detailed reports for the Board's consideration.



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, 2-19)

Management Team



Our management team is made up of outstanding professionals with extensive experience in aviation and related fields, under the leadership of Dr. Andrés Conesa, who has served as CEO since 2005.

Management	Position	Previous experience
	Andrés Conesa Labastida CEO	Has been part of the IATA Board of Governors and is currently a member of the Board of SkyTeam and ALTA. Holds a degree in Economics from ITAM and a Ph.D. in Economics from MIT.
	Ricardo Javier Sánchez Baker EVP of Finance	Has extensive experience in the aviation sector and in the Mexican government. Obtained his Ph.D. in Economics from UCLA.
	Aaron James Murray Commercial EVP	Has over two decades of experience in the commercial aviation sector, working in various airlines.
	Santiago Diago Heilbron EVP of Operations	With over 25 years of experience in the sector, he is a lawyer and a commercial pilot.
	Rosa Angélica Garza Sánchez EVP of Human Resources	Has held key roles in human management. She is a psychologist by profession, graduated from ITESM, and holds an MBA.
	Ernesto Gómez Pombo General Counsel and Chief Legal Officer	Has extensive experience as an executive in the legal field, having worked in international markets such as Colombia, New York, and Mexico.
	Andrés Castañeda Ochoa EVP of Digital and Customer Experience	Recognized as one of the 50 most influential leaders in marketing in Mexico, he is an expert in finance, innovation, and technology. With over 10 years in the company, he has been instrumental in obtaining several awards for Aeromexico.

Management Committees

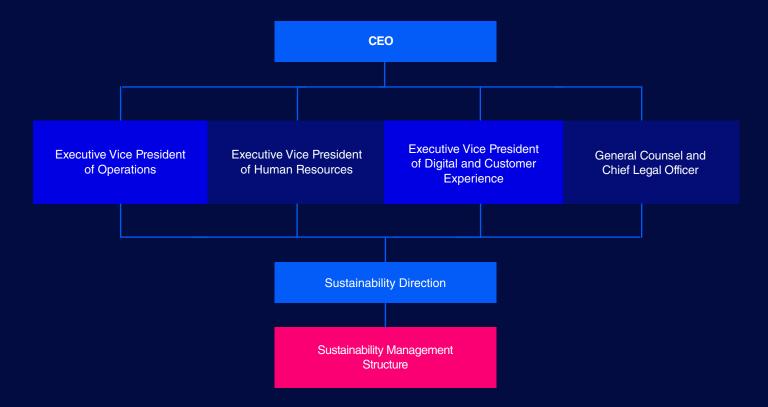
The integration of management committees for the oversight of Risks and Sustainability is in progress.

Risk Committee

We are developing a new committee to integrate the functions of Enterprise Risk Management (ERM), Internal Control, Compliance, and Internal Audit into our business. The formalization of this Committee will allow us to proactively identify, assess, and mitigate potential risks, ensuring more informed decision-making and strengthening organizational resilience. This not only protects our assets but also fosters trust among our shareholders and stakeholders.

Sustainability Committee

For the management of the company's ESG (Environmental, Social, and Governance) criteria, we have a dedicated department responsible for the development, approval, and updating of the organizational purpose, values, mission, strategies, policies, and objectives related to sustainable development. The Sustainability Department's function is linked to a multidisciplinary team, reporting directly to four Executive Vice Presidencies, including Human Resources, Operations, Digital and Customer Experience, and the General Counsel. Together, they form the Sustainability Committee, which meets periodically to identify, monitor, and discuss priority issues in this area, considering scalability to the Executive Committee.



(TCFD Governance A, B)

Our Climate Governance

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we are making efforts to improve transparency in our corporate governance, as well as to highlight the management's role in assessing and managing climate-related risks and opportunities.

Our CEO was responsible for approving our Sustainability Strategy and Decarbonization Roadmap in 2023, through which we address and manage material issues, risks, and opportunities in sustainability and climate change. Additionally, our CEO communicates, as appropriate, the company's sustainability performance, including climate change issues, and acts as a liaison with the Board of Directors.

The Sustainability Direction leads Aeromexico's sustainability and climate change initiatives, aiming to achieve net-zero carbon emissions by 2050, in line with international agreements. It also informs on progress to the Sustainability Committee, ensuring that ESG and climate risks, as well as the strategy to mitigate them, are incorporated into corporate governance. The Chief Operating Officer (COO) and the Executive Vice President of Finance manage fuel efficiency and fleet updates to support this goal.

Additionally, there is the Decarbonization+ working group, tasked with implementing and monitoring the initiatives of the Decarbonization Roadmap and ensuring effective oversight to achieve the company's objectives, comprehensively managing decarbonization efforts within the organization. The results and progress of the Decarbonization+ working group are included in the periodic report submitted to the Sustainability Committee.



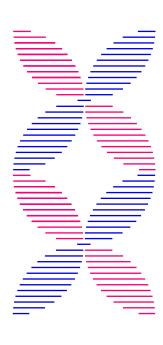
¹Informal committees and groups.

RISK MANAGEMENT

5.2

We define risks -both internal and external- as any event, action, or strategy that, if materialized according to its magnitude and frequency, could have a negative effect, ranging from compromising the effectiveness of a process to impact operations and, consequently, the strategic objectives of the group and its financial viability. Risk tolerance establishes the limits within which risks can be taken, with controls in place to mitigate, eliminate, or transfer them.

In 2024, we began the implementation of the Strategic Risk Management methodology, which includes the analysis and recording of 79 risks (as of the end of 2024), covering strategic, compliance, financial and operational aspects of Aeromexico. This methodology includes risk assessment based on experience, probability of occurrence, and potential impact, the formulation of policies and procedures, and the establishment of the Risk Committee, in accordance with the guidelines of ISO 31010 and COSO ERM. The committee's agenda includes formalizing risks, recognizing them, and designating responsible parties. The Risk Management area coordinates activities and action plans based on these evaluations.



Stages of Enterprise Risk Management





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Lines of Defense Model for Risk Management

The lines of defense are fundamental to our risk management strategy, as they establish a clear framework for the identification, assessment, and mitigation of risks throughout the organization.

1st line of defense

Business / ERM:

- Owners of the Strategic Risk Matrix.
- Responsible for the identification, documentation, and management of their processes and controls.
- In charge of their own risk assessment.
- Members of the Risk Committee.

2nd line of defense

Internal Control / Compliance:

- Preparation of a monitoring and testing program to review the effectiveness of existing controls.
- Validate that all relevant processes are properly documented and linked to ongoing controls.
- Review of existing controls to comply with applicable regulations and internal policies.
- Members of the Risk Committee.

3rd line of defense

Internal Audit:

- Include in the Annual Audit Plan the monitoring of the control environment of Strategic Risk.
- Include as part of the Audit Strategy the results of the assessments from the 1st and 2nd lines of defense.
- Issue the corresponding Audit Reports with the agreedupon action plans.
- Members of the Risk Committee.

The Risk Committee of Aeromexico is the supervisory body for the implementation and development of Enterprise Risk Management.

(TCFD Risk Management A, B, C)

Towards a Risk Management Culture



This year, we aimed to follow up on the implementation of the Comprehensive Business Risk Management methodology and to instill a risk management culture throughout the Group, including raising awareness amongst employees in this area. This will be carried out through internal communications, targeted training for key personnel, dissemination of the Risk Committee, and the collective synergy of the standardized and efficient manner. teams involved in risk management.



We also aim to define the next step in the risk strategy, considering the evaluation at the process level, and to consolidate the Risk Committee as the supervisory body in this area.

The implementation of the Strategic Risk Management methodology is led by the Vice Presidency of Risk Management, through which, in coordination with the areas responsible for the three lines of defense, we can detect and document risks, as well as the necessary measures to accept, share, or reduce them in a

This year, we achieved the implementation of Phase 1 of our methodology, focusing on Strategic Risks. This phase was structured around four fundamental pillars:

- Methodology: We identified and classified risks into four categories: (i) strategic, (ii) financial, (iii) compliance, and (iv) operational.
- Workiva System: We implemented this tool to document risk management, covering everything from identification and assessment to the assignment of controls and mitigation plans.
- Governance Structure: We established a monitoring framework that includes the coordinated management of the three lines of defense, a Risk Committee, and the Strategic Risk Management function, which acts as a facilitator of the methodology, along with the documentation that comprises the Risk Management Policy and Process.
- Risk Management Culture: We promote this culture through official communications. newsletters, and training programs for the entire organization on management principles, as well as regular education for all non-executive directors.

Below is the distribution of strategic risks by pillar:				
Strategic Risk Pillars	Subcategory			
Strategic Risks	Governance ESG (Environmental, Social, and Governance) Climate Resource Planning and Allocation Key Initiatives Mergers, Acquisitions, and Divestitures Market Dynamics Communication and Engagement			
Compliance Risks	Business Conduct Standards Legal Regulatory			
Financial Risks	Market Liquidity and Credit Accounting and Reporting Taxes Capital Structure			
Operational Risks	 Sales and Marketing Procurement and Supply People / Human Resources Information Technology and Communication Maintenance Aircraft Program Network Administration Airport / Flight Operations Flight Crew Cargo Operations Catastrophic Risks Fixed Assets 			

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The objectives set for 2025 in Strategic Risk Management are fundamental to strengthening our capabilities in this area:

- 1. Consolidate the Strategic Risk Management function from the Vice Presidency of Risk Management, acting as facilitators of the methodology and key coordinators in efforts to properly manage risks.
- 2. Complete the first cyclical Risk Management exercise, which includes the identification, assessment, processing, monitoring, and reporting of risks.
- 3. Operate Risk Management through the platform implemented for this purpose (Workiva).
- 4. Carry out Phase 2 of the Implementation project, focusing on Process Risks.
- 5. Contribute to building a Risk Management culture that permeates all entities and teams within the group, thereby promoting a proactive and conscious approach to risk management.

(GRI 201-2) (TCFD Strategy A, B, C, Risk Management A)

Climate Change-related Risks

In parallel, this year we conducted a qualitative assessment to identify climaterelated risks and opportunities that could affect our business, strategy, and financial planning.

We analyzed the risks based on their potential to significantly impact our finances in the short, medium, and long term, categorizing them according to the geographical areas of our business operations, which include North America, South America, Europe, and Asia.



Short-Term	Medium-Term	Long-Term
2027	2030	2035
2030	2035	2035
Period used to develop strategies and business plans, including	Timelines for assessing the viability of new business plans	Helps to understand long-term risks to business continuity and
the Business Continuity Plan that	and working towards their	aligns with long-term goals,
addresses risks that can affect their services.	decarbonization goal of using 5% SAF by 2030.	such as IATA's net-zero by 2050 commitment.



Methodology:

Since 2023, we worked on following up on our objective of implementing the Strategic Risk Management methodology and incorporating a culture of climate risk management to increase the climate resilience of our strategy and operations in different climate scenarios.

Our approach to identifying climate-related risks, impacts, and opportunities in direct operations follows the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), aligning with the first three stages of the Strategic Risk Management described below:

01

Identification: We conducted a mapping of the main climate risks to which our most relevant operations may be exposed, considering their location and level of exposure. We employed climate indicators to assess the level of exposure to specific climate risks in the short, medium, and long term (2030, 2035, and 2050) and under three climate scenarios (RCP 2.6, RCP 4.5, and RCP 8.5)*, using information obtained through the Coupled Model Intercomparison Project (CMIP).

02

Assessment: We obtained the probability and level of impact of the occurrence of each climate risk through consultations in a participatory process with operational areas, internal and external stakeholders, as well as support from subject matter experts.

03

Processing: Based on the results, we prioritized material climate risks using a heat map and information sheets on the definition of climate-related risks and opportunities, including the relevance of the impact on the Strategic Risk Management processes

¹The RCP (Representative Concentration Pathways) scenarios are climate projections: RCP 2.6 aims to limit global warming to less than 2 °C with low emissions; RCP 4.5 is an intermediate scenario that results in warming of 2.5 °C to 3 °C; and RCP 8.5 represents high emissions, leading to warming of more than 4 °C.

210 Sustainability Report **Risk Management**

Below, we present the results of our qualitative risk assessment, in which we have related to the transition to a low-carbon identified a total of 12 key elements related to climate change: two chronic physical risks, and shifts in the expectations of relevant three acute physical risks, four transitional risks, and three opportunities. Acute physical risks are extreme weather events that occur suddenly, such as floods and storms, while chronic physical risks refer to long-term climate changes, such as rising temperatures with the greatest potential impact. and drought.

On the other hand, transitional risks are economy, including regulatory changes stakeholders and the market.

Among the risks we have identified, drought and water stress, as well as extreme precipitation and flooding, stand out as those

Туре	Risk/Opportunity	Impact		Time horizons			
			2030	2035	2050		
Chronic Physical risk	Rising temperatures	The increase in temperatures reduces aircraft engine performance, restricts weight on flights due to operational limits, increases aircraft maintenance costs, and heightens the risk to workers' health, leading to lower productivity among workers, causing delays or cancellations in flights, and an increase in fuel expenditure.	•	•	•		
	Droughts and water Stress	Water stress and droughts can escalate operational costs due to the need for water truck purchases and/or the adopt of labor-intensive dry washing methods. The competition for water intensifies across sectors, putting strains on Aeromexico's supply chain. Also, the company may see higher fuel use due to increased water loads on flights to address local shortages.	•	•	•		
Acute Physical risk	Heat Waves	The impacts from heat waves are similar to those from rising temperatures, but with an increased risk due to the exposure time to higher temperatures and the potential interaction between this risk and rising average temperatures. Increases in the magnitude and duration of heat waves could compromise aircraft performance and affect the health of workers. Aeromexico already implements hydration campaigns and initiatives that are part of their health and safety program but may have to adjust these as an adaptation measure.	•	•	•		
	Tropical Cyclones	Tropical cyclones can severely disrupt operations, leading to economic losses, supply chain issues, and infrastructure damage. Aeromexico may face operational interruptions, passenger compensation, and increased fuel consumption due to rerouted flights. Additionally, there's a risk of aircraft loss and potential lawsuits given the high risk posed by microclimates. Effective risk management is crucial for the company's cyclone-prone regions, particularly given the knock-on effect of reduced tourism in affected areas.	•	•	•		
	Extreme Precipitation and Flooding	Extreme weather events like heavy precipitation and flooding can endanger the health of workers and passengers, damage infrastructure and aircrafts, and cause logistical issues particularly in locations at sea level or near coastlines. These risks often lead to flight cancellations and delays, lower water quality, and reduced tourism in affected destinations. In 2022, these issues led Aeromexico to a 16% rise in costs from delays and a 21% increase from cancellations.	•	•	•		

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Туре	Risk/Opportunity	Impact		Time horizons			
			2030	2035	2050		
Transition Risks	Political and Legal	Non-compliance with emerging regulations can lead to limits in operations or a total shutdown, as well as monetary sanctions, depending on the policy and level of non-compliance. Aeromexico must comply with local and international regulations such as CORSIA, EU/UK ETS, NOMs, ISO standards, IATA net zero commitments, among others, in addition to the international decarbonization targets Aeromexico adheres to. The company addresses this risk primarily through their Decarbonization Roadmap and ESG reporting.	•	•	•		
	Technology and Market: SAF and Fleet Modernization	Implementing technological innovations as a mitigation and adaptation measure poses a challenge for aviation. Aeromexico is investing in SAF technology and forming strategic partnerships to support its use and are part of global initiatives like IATA's Net-Zero by 2050 and the World Economic Forum's Clean Skies for Tomorrow. However, they face complexities due to the limited availability and high costs of SAF and more modern and efficient aircrafts which require R&D investments and supply chain challenges. Additionally, conventional aviation fuels may see cost increases in the future due to carbon taxes. Aeromexico addresses these factors through their multi-scenario Decarbonization Roadmap.	•	•	•		
	Market: Changes in Consumer Preferences	Climate change is impacting market demand in the airline industry, with customers calling for sustainable practices and emission reductions. Aeromexico's corporative and cargo clients have sustainability-related ambitions and decarbonization goals, which have increased their demand for lower carbon flights to reduce their own Scope 3 emissions. These factors are driving Aeromexico to focus on sustainability to meet customer expectations and market demands through sustainable traveling options which integrates sustainable travel experience actions, taking care of our world and prioritizing the reduction of emissions in the life cycle with initiatives such as offering our customers sustainable products and services, making their experience sustainably extraordinary (Sustainable traveler).	•	•	•		
	Reputational	Airlines are not only experiencing an increased demand for environmentally conscious products, but also more complaints from corporate clients on sustainability shortfalls, and greater scrutiny over greenwashing. There has been a rise in awareness about the environmental impact of flying, leading to social movements that have impacted some peers in the past and could potentially jeopardize Aeromexico's operations.	•	•	•		

Impact Low (RCP 2.6) Medium (RCP 2.6) High (RCP 2.6) Low (RCP 8.5) Medium (RCP 8.5) High (RCP 8.5) Sustainability Report Risk Management 212 Sustainability Report Risk Management 213

Туре	Risk/Opportunity	Impact		Time horizons		
			2030	2035	2050	
Opportunity	Resource Efficiency	Aeromexico has enhanced their operational efficiency in light of new climate regulations, focusing on reducing their carbon footprint from aviation fuel, which is also a significant expense. Their decade-long Fuel Efficiency Program employs technologies and optimized processes to cut emissions using external power generators, advising pilots on fuel-saving flight parameters, taxiing with one engine, and installing aerodynamic winglets. The Program collectively avoided over 10,000 tons of CO ₂ in 2022 and saving ~\$3 million in fuel costs.		•	•	
	Market and Products & Services	Aeromexico has a promising business opportunity to tap into new markets by selling SAF to corporate clients and providing sustainable experiences for retail consumers, like eco-friendly travel. This strategy, including the <i>Vuela Verde</i> Program, is expected to significantly increase sales across both corporate and retail sectors, aligning with the rising demand for green travel solutions and driving the company's growth and sustainability commitments.	•	•	•	
	Renewable Energy Sources	Aeromexico is embarking on a transition to low-carbon, sustainable fuels, and expect to witness a significant reduction in SAF costs with its rising implementation, leading to an accelerated scenario outlined in the Decarbonization Roadmap. This cost decrease enhances the viability and attractiveness of SAF, enabling the company to adopt greener energy sources while also benefiting from financial savings.	•	•	•	

Impact	Low (RCP 2.6)	•	Medium (RCP 2.6)	High (RCP 2.6)	•
	Low (RCP 8.5)		Medium (RCP 8.5)	High (RCP 8.5)	

Furthermore, we have observed that climate change is impacting market demand in the aviation industry, with customers demanding sustainable practices and emission reductions. Our corporate and cargo customers have sustainability ambitions and decarbonization goals, which has increased their demand for lower-carbon flights to reduce their own scope 3 emissions.

Currently, we are incorporating the identified climate risks into our financial planning through close collaboration with the Risk Management team.

Our objective is to align the quantification of priority climate risks with the monitoring and reporting stages of our Strategic Risk Management System (GER, for its Spanish acronym). To achieve this, we seek to understand the financial and operational challenges arising from our sustainability strategy, based on the work we are undertaking to obtain estimates of the damage value associated with the impacts of the physical and transitional risks identified in the qualitative stage.

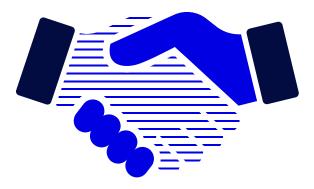
In the quantitative analysis of climate risks we are developing, we have conducted a thorough review of the reports issued by our Meteorology Department. These reports highlight the main operational impacts caused by changes in temperature, variations in precipitation, heatwaves, and tropical cyclones. Additionally, for each of the climate scenarios and horizons analyzed, the recommendations and agreements established by the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA) will be incorporated.



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

ETHICAL AND COMPLIANCE CULTURE



5.3

We always operate in accordance with the law, guided by our values and principles, strengthening a culture of ethics and integrity in everything we do.

Our Compliance Program, based on the principles of Living with Unwavering Integrity and Prioritizing Safety, is at the core of our ethical culture. This programme is based on four fundamental areas:

1. Regulatory scope

- a. Code of Conduct
- b. Compliance-related policies and procedures

2. Executive scope

a. Committees: Audit and Corporate Practices, Ethics and Compliance, Criminal Control and Management and Data Protection Council

3. Technological field

- a. In Aeromexico.com Compliance section
- b. My Aeromexico Compliance section
- c. Aeromexico Ethics Line

4. Training and dissemination scope

- a. In-person and online sessions
- b. Compliance Training Program
- c. Communication campaigns

Its goal is to ensure that our ethical standards are lived in every aspect of our operation, thus strengthening the commitment to integrity.





We are governed by integrity and ethics as fundamental pillars of our daily actions.



Our internal policies promote ethical conduct and business integrity, with the aim of complying, among other applicable ones, with sustainability regulations and practices both nationally and internationally. This commitment benefits our relationship with shareholders, investors, regulators and all stakeholders related to our business model.

We have designed and implemented regulations on ethics, integrity and anticorruption aligned with best practices and national and international legislation, such as the Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act of 2010 (UKBA) and the Sarbanes Oxley Act. For more details about our. Compliance Program go here.



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Company **Commitments**

The company's commitments to responsible business conduct are included in the Code of Conduct and related policies, which are publicly accessible through the Compliance section of aeromexico.com. Communication methods for employees and related third parties include internal and external communications, online and face-to-face training, and contractual clauses, which reinforce compliance with, among others, the following priorities. The commitments stipulate the following:

- Conducting Due Diligence The application of the
- precautionary principle, and Respect for human rights.

The commitments in the Code of Conduct are central to the annual Flight Plan, impacting the entire organization and its operating procedures. From the Legal Compliance area, they are integrated into the annual Work Program through policies, training, dissemination and advice on various matters. They are also considered when setting annual goals, influencing the organization's strategies and procedures.

Compliance Ambassadors play a key role in this process, as their direct contact with operational areas facilitates their integration.

Similarly, commitments are applied in commercial relations, through Due Diligence processes and the implementation of legal compliance clauses in the contracts that are signed.

The commitments of the Code of Conduct are strengthened through online and faceto-face training, disseminations, consultancies, contractual clauses and Due Diligence processes for their application in all Grupo Aeromexico companies.

In the personnel hiring process, employees assume these commitments from the signing of the employment contract by signing the documents of the Compliance kit. In addition, responsible conduct is promoted through collegiate groups such as the Ethics and Compliance Committee, the Criminal Management and Control Committee, the Audit and Corporate Practices Committee, and the Personal Data Protection Council.

Responsibilities for implementing commitments at different levels of the organization are assigned through the functional framework of the staff job description. Other methods of assigning responsibility are:

- Individual employment contracts
- Collective Agreements
- Internal Regulations
- Compliance Kit
- Trainings
- Periodic broadcasts



Policies are authorized by the company's Senior Management, and are mandatory for the entire organization and its business relationships.

Both commitments and policies are communicated through a variety of channels, including internal and external communications, online and face-to-face training, and contractual clauses.

(GRI 205-2)

Communication and Training Program

The Legal Compliance Directorate leads the execution of the Compliance Program, through a robust program of communication, training, advice and monitoring. Both online and face-to-face courses are offered to collaborators and third parties, addressing different compliance matters, adapted to different audiences.

This year, we have reached a record in training, with more than 28,000 certifications issued to employees and third parties, highlighting our commitment to regulatory compliance.



As for the training of Senior Management and members of the Board of Directors, we follow the principle of "Tone at the top" through guides and documentary material accessible to the public through the Compliance section of aeromexico. com. This year, we continued to strengthen this practice by training managers through online and face-to-face sessions and the Compliance Pocket, a tool available in print and digital versions.



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Compliance Ambassadors

This year we focused on strengthening the Compliance Ambassador Program, which began its implementation in 2023. To achieve this, a communication campaign was carried out that emphasized the importance of "Tone at the top", with the support of the leaders. The main objective of this effort is to identify and implement the best practices and initiatives of Legal Compliance in various areas, with the support of the Compliance Ambassadors.

In addition, we recognized those Ambassadors with an outstanding performance during 2024, highlighting their commitment and contribution to the program.





Code of Conduct

Grupo Aeromexico's Code of Conduct reflects our commitment to corporate ethics and integrity and is regularly updated to adapt to new regulatory and organizational needs.

This year, version 8.0 of the Code of Conduct was issued, in which updates and reinforcements were made in the areas of prevention of money laundering, economic sanctions and export control, and the fight against human trafficking and smuggling.

Similarly, adjustments were made to reinforce our commitment to prohibiting harassment and acts of violence in the company. Regulatory enhancements were implemented that provide greater clarity and alignment with the regulation applicable to the listing of shares on the New York Stock Exchange (NYSE).

Some of the topics addressed in the Code of Conduct are as follows:

- 1. Corruption and bribery
- 2. Discrimination
- 3. Confidentiality of information
- 4. Conflicts of interest
- 5. Antitrust/anti-competitive practices
- 6. Money laundering and/or insider trading
- 7. Environment, Health & Safety
- 8. Complaints and irregularities



We achieved a 100% accreditation of non-union staff was obtained in the annual Code of Conduct certification and several hearings of the unionized staff occurred throughout the year.

The commitments that govern our Code are:

Be an inclusive company that adheres to social norms

Live unswervingly and be responsible

Be an ambassador of Aeroméxico

Respect laws, regulations, and standards

Be a sustainable company (ESG Commitment)

We have an interdisciplinary team that includes the areas of Legal Compliance. Finance, Internal Audit, Labor Relations, Human Resources, Information Technology/ Cybersecurity and Sustainability. This team, based on its functions and through the Ethics and Compliance Committee, is responsible for overseeing the implementation of our ethical standards and promoting corrective actions when necessary, promoting the effective application of our policies.

As for our relationships with third parties (government and suppliers, among others), due diligence processes are carried out on key projects or by the level of risk and the inclusion of anti-corruption and legal compliance clauses in the contracts entered. In this way, we encourage third parties to know and respect our Anti-Corruption Policy and Code of Conduct, among other guidelines of the Legal Compliance Directorate and other related areas.





We achieved a greater agility and less impact on the operation and daily activities of the staff was achieved in the training of the Code of Conduct with the new online version. whose duration was optimized from 1 hour to 30 min.

> In 2024, there were a total of 66 cases of non-compliance with the code of conduct. These are investigated and the pertinent corrective actions are applied in accordance with the Code of Conduct, which can be found here.

(GRI 2-23)

Human Rights

The protection and respect of human rights is a priority in all our activities, reflected in our Code of Conduct, where we reject any form of discrimination, exclusion or preference based on race or migratory status, gender, age, disability, social status, health conditions, religion, opinions, sexual preferences, gender identity, marital status, physical appearance and other factors that violate human dignity, in line with the Universal Declaration of Human Rights, the International Labour Organization (ILO) and the United Nations Global Compact.

Our philosophy is based on equal opportunities, making our products and services available to everyone without distinction.

We offer decent, safe and respectful working conditions for all our employees, promoting an environment based on respect, gender equality, free of harassment, abuse and discrimination.

Within the Code of Conduct, the Due Diligence Policy and other specific policies by subject, Collective Agreements and Internal Labor Regulations, we address the following issues:

- a. Prevention of persons' trafficking activities.
- b. Prevention of forced labour.
- c. Prevention of child labour.
- d. Respect for freedom of association.
- e. Respect for the right to collective bargaining.
- f. Respect for equitable remuneration.
- g. Prevention of discrimination, harassment and abuse.

These policies and mechanisms promote respect for human rights in all aspects of our operation, including the services we provide, the work environment, our relationships with suppliers, partners and authorities, as well as our interaction with the community at large.

For more information on our Declaration on Human Rights, you click here.



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

Anti-Corruption

We have an Anti-Corruption Policy and an Anti-Corruption Declaration that establishes our absolute rejection and zero tolerance for corruption, in accordance with our Code of Conduct, corporate practices and internal and external regulations. The policy and declaration are part of our robust anticorruption program, supervised by the Legal Compliance Department in collaboration with other areas of the company.

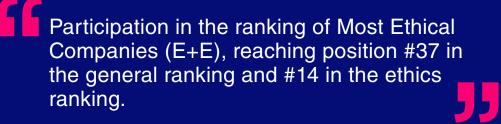
The Anti-Corruption Policy covers, among others, the following topics:

- · Bribery in any form (including kickbacks) on any part of contract payments or soft money practices.
- · Direct or indirect political contributions.
- · Charitable contributions and sponsorship.

There are various mechanisms to communicate the Anti-Corruption Policy, which includes the delivery and signing of the compliance documents of the Contracting Kit by employees, as well as the dissemination through Aeronews, emails, screens, infographics, pamphlets, leaflets, the Legal Compliance section in Mi Aeromexico and aeromexico.com, trainings, briefings and Town Halls. In addition, Compliance Ambassadors and third-party due diligence processes also contribute to this communication. In most of the contracts formalized by Aeromexico, a clause is included that mentions the existence of an Anti-Corruption Policy and a Code of Conduct. On the other hand, the Internal Control area is responsible for issuing and publishing internal regulations, which are available in a repository within the Mi Aeromexico portal.

In the latest versions of Grupo Aeromexico's Code of Conduct and Anti-Corruption Policy, our commitments in the fight against corruption are detailed, promoting legality, honesty, security, transparency and responsibility in all our operations.

In 2024, we will have the participation of Senior Management in the symbolic signing of the Anti-Corruption Pledge organized by the United Nations Global Compact published on the Global Compact Mexico microsite.



We demand that our employees adhere to the highest ethical and professional standards, just as we expect the same from our suppliers and partners. These guidelines comply with Mexican and foreign legislation, as well as with applicable international instruments, such as international conventions and global agreements. We prioritize strengthening training and follow-up in relation to the receipt and delivery of gifts and hospitality in alignment with our Anti-Corruption Policy.

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> At Aeromexico, all employees receive annual training in Anti-Corruption through the consolidated course, which also covers harassment and conflict of interest issues, as well as the annual certification of the Code of Conduct. These trainings are coordinated with the Learning team, Aeromexico Formación and the operational areas, depending on the type of personnel. The members of the Board of Directors have been trained through tools such as the Compliance Pocket, available on the Diligent Board platform. As for suppliers, they are impacted through contracts, due diligence processes, and specific training according to the type of supplier and level of risk, such as those carried out in 2024 for Travel Stores and Law Firms remotely.



100% of the members of the Board of Directors were informed about anti-corruption policies and procedures.



The total number and percentage of members of the governing body who have received anti-corruption training

#Total Governing Body Members	# of members who received anti-corruption training	% of members who received anti-corruption training
21	21	100%

The total number and percentage of business partners who have been informed of the organization's anti-corruption policies and procedures, broken down by type of business partner

Type of business partner	# of business partners who were told about anti- corruption	% of business partners who were informed about anti-corruption
Travel Offices	59	100%
Legal Contracts	2,100	100%
Domestic Airports	52	100%
Legal fleet	3	100%

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The total number and percentage of employees who have been informed of anti-corruption policies and procedures

Job category	# of employees	# of employees who were informed about anti-corruption	% of employees who were informed about anti-corruption
ASSA Surcharges (Consolidated)	3,147	2,821	
STIA Surcharges (Consolidated)	485	485	
NSD (Consolidated)	4,867	4,684	
NSD (CC Certification)	4,867	4,867	97%
AM Cargo WITHOUT Independence, Flight Attendants WITHOUT STIA, AW AICM and National Stations WITHOUT Independence, BW AICM WITHOUT Coalition and SNNNTASS, Maintenance WITHOUT Independence and STIA (CC Certification)	5,194	5,105	
Total	18,560	17,962	

Here are some intergovernmental instruments that we comply with:

- United Nations Convention against Corruption (UNCAC).
- Good Practice Guidelines on Conducting Third-Party Due Diligence. World Economic Forum, 2013.
- Anti-Corruption Ethics and Compliance Programme for Business: Practical Guide United Nations Office on Drugs and Crime (UNODC).
- 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 United Nations 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.



We are proud to share that we had no cases associated with corruption in 2024.



During 2024, an exercise was conducted for mapping Compliance risks, so in relation to anti-corruption matters, an assessment was carried out to identify how this risk could occur in different processes of the organization to always keep the company's processes updated and strengthen controls to mitigate this type of risk.

The anti-corruption policy can be found here.





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(GRI 2-15)

Conflicts of Interest

At Aeromexico, we maintain a standard of excellence to prevent conflicts of interest, which are defined as situations in which the personal interests of an employee affect those of an organization. Our Conflict-of-Interest Prevention Policy prohibits activities that harm the organization and prohibits personal gain to the detriment of the company's interests. This regulation applies to all employees, including the Board of Directors.



If a conflict of interest is identified, such as stakes on other boards or relationships with suppliers, it is appropriately reviewed with the parties involved depending on the type of conflict. This year, the process of review, supervision and monitoring by the Legal Compliance Directorate (DLC) of the situations of possible conflict of interest declared was automated.

The Articles of Association of Grupo Aeromexico S.A.B de C.V., in its Articles Thirtieth, Thirty-First and Thirty-Eighth establish the prohibition of conflicts of interest. Articles 26, 34 and 35 of the Securities Market Law, which is applicable to Grupo Aeromexico as a public company, states that it is not possible for the members of the Board of Directors to incur conflicts of interest in the performance of their duties. The Code of Conduct, in paragraph 2.5.2, specifically regulates this matter. In addition, the Conflict-of-Interest Policy applies to all employees and third parties acting on behalf of Grupo Aeromexico. In particular, paragraph 10.3 of this policy establishes that accepting independent director positions in another company without prior authorization is considered a prohibited conflict of interest that must be declared.

The following conflicts of interest are reported to our stakeholders:

- 1. Membership of different boards of directors.
- 2. The existence of controlling shareholders.
- 3. Related parties, their relationships, transactions and outstanding balances.

Such conflicts are discussed in the auxiliary committees of the Board of Directors, and if necessary, reported to the Board level.

In 2024 we achieved a greater awareness and understanding of the conflicts of interest, leading to greater openness on the part of employees to express and request consultation on the possible materialization of these situations, in coordination with the Human Resources area. This has been an outstanding year in training on this topic with the accreditation of 3,316 flight attendants. In addition, more than 150 consultancies related to the management of these conflicts were provided, which has further strengthened the culture of transparency and ethics within the organization.

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

Anti-competitive Practices

To promote compliance with the Federal Economic Competition Law, we have the Economic Competition Policy, which establishes the general guidelines applicable to the business practices carried out by collaborators and third parties. This policy reaffirms our commitment to compete independently, vigorously, legitimately, transparently and in strict accordance with the legal provisions related to free competition in the markets where we operate.

Based on this policy, in 2024 we had an investigation in process by the Federal Economic Competition Commission (COFECE, for its Spanish acronym), and we were waiting for a decision from the first Chamber of the Supreme Court of Justice of the Nation (SCJN).



Money Laundering

To avoid being part of money laundering networks, it is essential to continuously identify and monitor activities that can be vulnerable. At Aeromexico, we provide continuous monitoring of those activities that are considered vulnerable under the anti-money laundering legislation. All employees share the responsibility of avoiding situations that may damage the company's reputation, according to our Code of Conduct.

We have a Policy for the Prevention of Money Laundering, and we adopt specific measures to comply with the legislation in the countries in which we operate. In Mexico, we comply with the applicable reports to the Financial Intelligence Unit regarding the vulnerable activities that have been identified and controlled in our subsidiary companies, and we develop specific manuals for the prevention of money laundering. In other countries, we rely on local legal counsel to comply with established regulatory requirements.

Third-Party Due Diligence

We value our reputation, built on an ethical culture of excellence, but we understand that the perception of our stakeholders is based not only on our internal practices, but also on our relationships with third parties, specifically in business partnerships. Through our Third-Party Due Diligence Policy, we assess the suitability of the organizations we collaborate with. This policy allows us to identify risks in our business relationships and promote that our partners comply with standards of ethics, corporate integrity and respect for human rights.

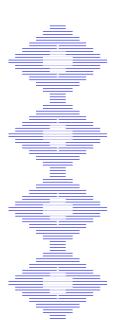
This year has witnessed a significant increase in the implementation of Due Diligence processes, covering both national and international law firms, travel agencies, among other suppliers. In addition, training has been carried out related to the Compliance Program and due diligence procedures aimed at these third parties.

During 2024 we carried out different third-party evaluation processes:

138 suppliers were evaluated using a technological tool.

56 due diligence processes for travel store partners and other strategic projects.

In procurement processes for relevant services, the obligation was established to commit the selected supplier to a due diligence process.



To strengthen integrity and transparency, we organized an internal course on Third-Party Due Diligence, which had an 87% accreditation rate.

In addition, to speed up the third-party review processes, we have made use of the Ethixbase tool, Necsus and the questionnaires of our Third-Party Due Diligence Policy. Finally, we translate the Third-Party Due Diligence Policy to English. This can be found here in the Policies section.

Our third-party Due Diligence Policy includes questionnaires that assess the respect for the human rights of suppliers and partners, addressing issues such as the prevention of forced labor, human trafficking, child labor, and discrimination, allowing us to identify and mitigate risks. The topics addressed include employees, women, children and third-party employees.

In addition, the process encompasses the identification of risks in our own operations, value chain or other business-related activities and new business relationships.

As part of our Enterprise Risk Management, we are in the process of a systematic review of the risk map for its updating, monitoring and mitigation, by the Legal Compliance area.

(GRI 406-1)

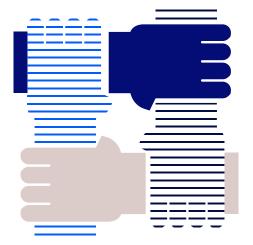
Non-discrimination

We advocate for equal rights, inclusion of all people and reject any form of discrimination. This philosophy is mainly reflected in our Code of Conduct, where concrete commitments are made to promote diversity and inclusion in our work environment.

In addition, we have a Diversity and Non-Discrimination Policy that guides our actions to promote equity and equality among our employees and in our external relations. In 2024 we identified 7 cases of discrimination. For any detected case, the next steps are followed for resolution:

- 1. Assignment of the discrimination case to the corresponding area for investigation.
- 2. The areas have 30 days to investigate and close the case by documenting it on the *Resquarda* platform.
- 3. The conclusion of the cases leads to actions and remediation plans.

All cases of probable acts of discrimination that are reported to Aeromexico are taken seriously and the corresponding procedures and sanctions are applied.



Given the confidentiality of the complainants, it is not possible to disclose the information of the matters that are addressed.

We are dedicated to fostering a work environment that is based on respect and tolerance, where diversity of opinions and perspectives is appreciated and respected. In addition, we offer training courses, both face-to-face and online, on this topic. We also have a microsite accessible to the public, which is designed to promote aviation without discrimination. For more information, click here.



Sustainability Report Ethics Line 230

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

Ethics Line

To protect ethics and corporate integrity, we have the Aeromexico Ethics Line, an anonymous channel to report behavior that goes against our Code of Conduct, related policies or that compromises legal compliance.

We have a variety of means of reporting reports, including a toll-free telephone number, an email address, and a link to the third party's website that helps us manage the receipt of complaints, in order to comply with the principles of non-retaliation, fairness, confidentiality, and anonymity.



We received a total of 732 complaints through our Ethics Line in 2024, of which 309 were closed and 423 are still under investigation.



We prohibit any retaliation against those who raise legitimate concerns or complaints about ethics, integrity, discrimination, or violations of our Code of Conduct. The Internal Audit Department and the Legal Compliance Department monitor cases for a quick resolution, in collaboration with Human Resources and Labor Relations.

In addition, the Legal Compliance Department participates in the attention to reports that arise because of the Ethics Line, and the approach to address this type of situation is for the purpose of preventing mainly legal compliance risks in those matters that are within the competence of the area.

Our Ethics and Compliance Committee (CEC), supported by the General Management and the Board of Directors, according to its relevance, follows up on the investigations of the Aeromexico Ethics Line and issues recommendations and disciplinary measures according to the seriousness of each complaint. All processes are carried out with security measures in place to protect personal information and prevent retaliation.



Email: lineaeticaaeromexico @resguarda.com

Phone number Mexico: 800 112 0585

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

Web: etica.resguarda.com/ aeromexico/es/main.html Sustainability Report Ethics Line 231

Areas of non- compliance	Definition	Complaints	Percentage	Open	Closed	Confirmed	Not confirmed
Corruption or bribery	Cash or in-kind payments or other benefits granted, promised, or offered with the intent to influence the action of a third party, violate company policies	0	0%	0	0	0	0
Discrimination ¹	Discrimination is the possible denial of normal privileges or rights or other action towards one or more individuals. Conduct based on an individual's race, color, ancestry, ethnicity, gender (sex), age, religion, national origin, education level, political affiliation, physical appearance or disability, marital status, or sexual orientation.	7	0.96%	3	4	1	3
Customer Data Privacy	It is considered within the category of Confidentiality which is the unauthorized or illegal disclosure of personal information, intellectual property, brand use, personal data of the client and commercial information.	2	0%	2		0	0
Conflicts of interest	A potential situation in which there is a conflict between an employee's professional or personal interest and his or her obligations to the company.	9	1.2%	3	6	2	4
Money laundering	Concealment of the origin or destination of funds that are the product of activities illicit, with the expectation of using them whether for lawful or illicit activities.	0	0%	0	0	0	0
Insider trading	It is considered within the category of Securities and Information Trading such as buying or selling of stocks or other values based on in important non-public information obtained while employment or the provision of such information to someone else to buy or sell stocks or other securities based on such information.	0	0%	0	0	0	0
Total complaints account	for the year of	732	100%	423	309	66	243

¹At the end of 2024, the decision was made to transfer the administration of the Internal Audit Ethics Line to the Legal Compliance Directorate. This transfer is in the process of being implemented in 2025.

¹This mechanism also serves as a means of advising on the implementation of the organization's policies and practices for responsible business conduct.





Complaint and Claim Management

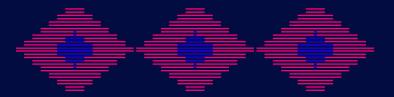
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The Legal Compliance area exercises its functions in a transversal manner throughout the organization, so there is an openness to attend to any query that arises in the matters that are the competence of the area. In this context, we have at the disposal of the organization the AMCumplimiento@ aeromexico.com email mailto:AMCumplimiento@aeromexico.com, such as the emails of each of the members of the area to provide advice or collaborate in the remediation of negative impacts with the different areas of the company. Likewise, it is suggested to use this email to raise concerns about Grupo Aeromexico's business conduct.

Participation with stakeholders within the company is carried out in two ways: Through participation in collegiate bodies such as the Ethics and Compliance Committee, the Management and Criminal Control Committee, the Data Protection Council and the Risk Committee Working Group, as well as through collaboration between areas such as Internal Audit, Human Resources, Labor Relations, Litigation Legal and Sustainability.

The monitoring of the effectiveness of our mechanisms is established through the periodic sessions of the collegiate bodies that have been created for this purpose. On the other hand, work sessions are held according to the needs that arise in the different areas. For example, we have a Working Group to follow up on the implementation of measures against harassment in accordance with the ILO Convention. Depending on the type of area, review mechanisms are given by Internal Audit, Legal Compliance or the Quality Assurance area, according to their respective competencies.

We are committed to continue reviewing, advising, monitoring and training to prevent possible legal breaches in matters such as: Anti-Corruption, Personal Data Protection, Economic Competition, Prevention of Money Laundering, among others, in the event of possible breaches of these regulations. Finally, at Aeromexico we are governed by the transparency of our activities. In 2024, a total of four processes were filed with the Federal Civil Aviation Agency (AFAC). These four cases were challenged, so no fine or sanction was received for non-compliance with the legislation and/or regulations, and we are currently awaiting the resolution of these.



Sustainability Report Digital Innovation 234 Sustainability Report Information Security 235

DIGITAL INNOVATION



5.4

Digital transformation and information technologies are fundamental to establishing the foundations that ensure sustained growth and long-term resilience. Together, they facilitate a rapid response to market demands, enhance the customer experience by making it more personalized and efficient, and enable agile and dynamic operations.

We have evolved towards a cloud-based ecosystem, achieving a 45% migration of applications and products. This approach improves performance, security, and functionality while reducing costs, paper usage, and electronic waste. We make the most of cloud environments and the DevSecOps (development, security, and operations) framework, which provides us with scalability, automation, and resilience.



Information security and cybersecurity

We are aware of the importance of information security and cybersecurity, which is why we implemented rigorous measures to protect our customers' data and privacy. This holistic approach strengthens efficiency and productivity, and enhances real-time analytics, allowing us to make more informed and responsible decisions in an increasingly connected environment.

Information security and cybersecurity within Aeromexico are not just protective measures, but a key strategy. In such a changing and interconnected environment, maintaining the integrity, confidentiality, and availability of information enables our operational continuity.

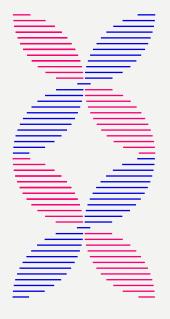
This strategy is based on maintaining our certification with the ISO 27001 in (Information Security Management System) and PCI DSS (Payment Card Industry Data Security Standard) for our critical processes, aligning with the ISO 27005 standard to maintain adequate management of information security risks, as well as compliance with other regulations established by IATA in the USA and AFAC in Mexico. Cybersecurity, for its part, allows us to reduce the risk of operational disruptions that can generate financial, logistical, and environmental impacts.

Information security management, operational continuity, and compliance at Aeromexico are fundamental to maintaining the trust of our customers. The certifications obtained over these seven years have become a permanent commitment, as adopting international standards helps us implement robust controls to reduce the threats to which we are exposed and ensure continuity of our operations.

The integration of Artificial Intelligence within Aeromexico has played a key role in the past year as it has allowed us to improve the efficiency of key processes to enhance our customers' experience, optimize our revenues, and respond more agilely to current challenges. We have made significant investment has been made in integrating new technologies that facilitate data-driven decision-making, enabling us to respond to and meet our customers' needs more efficiently and quickly.

On Aeromexico's 90th anniversary, we reaffirm our commitment to cybersecurity as a fundamental pillar in the protection of our employees, customers, and operations. We have strengthened our security posture, adapting to the challenges of the digital environment through a comprehensive strategy that includes investment, strategic partnerships with entities like A-ISAC, and a long-term vision. Collaborations with regulatory bodies and global entities have allowed us to implement best practices in threat intelligence, improving our detection and response capabilities.





Since 2017, we have reaffirmed our commitment to cybersecurity as a strategic enabler to enhance customer experience, foster innovation, and deliver operational excellence.

Our cybersecurity strategy focuses on improving the secure use of networks and information systems by strengthening and implementing processes and technologies that optimize prevention, defense, detection, analysis, investigation, recovery, and response to cyberattacks, following the latest security standards. The Chief Information Security Officer (CISO) leads and manages cybersecurity of Aeromexico.

Our Cybersecurity Department is focused on implementing technological controls to strengthen critical processes, protect information, and maintain operational continuity. We have improved the identity management process by adding multifactor authentication, ensuring that only the right people access the resources they should, contributing to operational efficiency and customer trust. Resilience has been reinforced through the Disaster Recovery Plan, establishing a solid framework to recover quickly from incidents that may disrupt operations. Additionally, detection and response capabilities have been strengthened through monitoring tools, threat intelligence, and adversary emulation, which allow us to improve incident containment times and minimize impacts.

Sustainability Report Cybersecurity



Training in Cybersecurity



Throughout this year, a mandatory cybersecurity course aimed at non-unionized employees was integrated into the annual corporate training plan.



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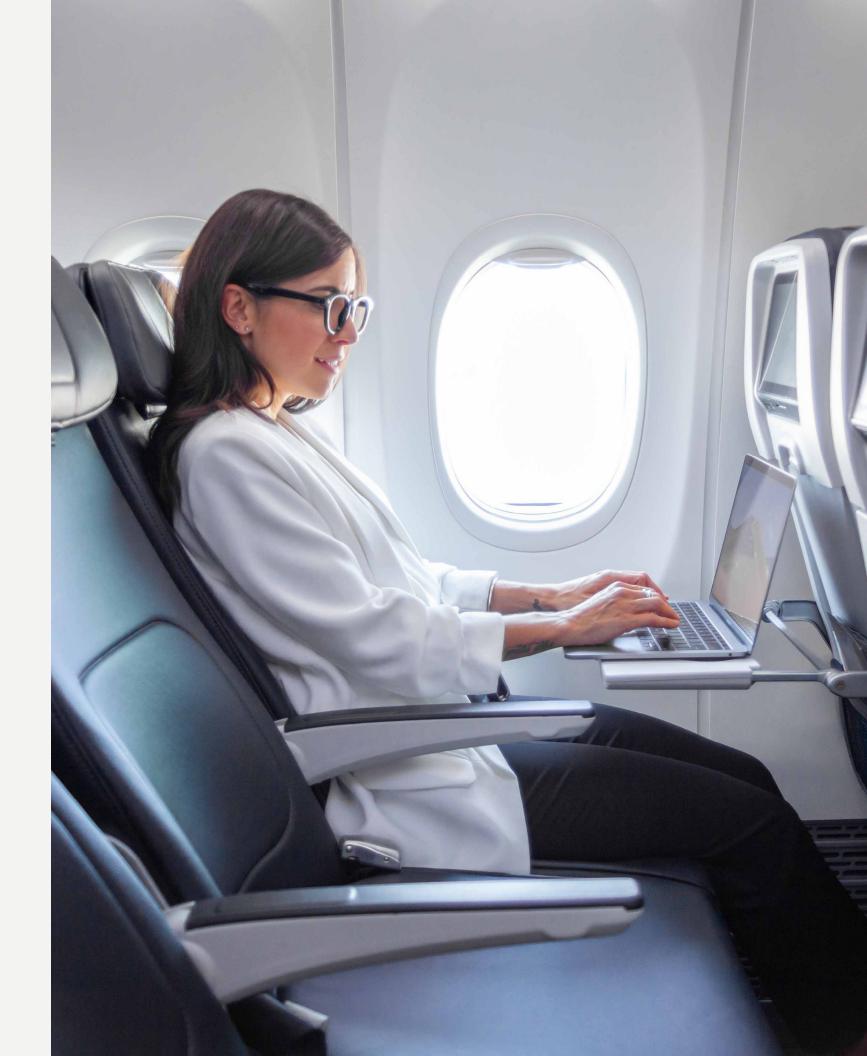






As a result, we achieved that 9 out of 10 employees completed the training on time, covering topics such as the prevention and identification of cybersecurity incidents, as well as the importance of password security, internet safety, artificial intelligence, and phishing. For those employees who were unable to complete the course within the established timeframe, an extraordinary regularization program was implemented. Additionally, annual training is conducted for specific audiences involved in the implementation of information security controls.

As a preventive measure, we have a permanent information security awareness campaign where relevant security topics are shared biweekly, simulated phishing campaigns are conducted, secure passwords are promoted, social engineering is addressed, and information security policies are published. Similarly, we have implemented technologies for information classification, labeling documents with established sensitivity levels, accompanied by awareness campaigns and training for staff on the importance of proper file handling and the risks of using unauthorized media.

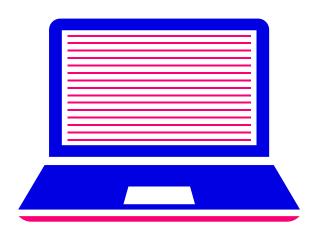


(GRI 3-3, 418-1)

Protection of Personal Data and Customer Privacy

During 2024, we maintained a proactive approach to privacy management and the protection of personal data. We strengthened our internal policies and conducted impact assessments on projects involving personal data to identify risks and issue control recommendations. Additionally, we reinforced alignment with privacy regulations in Ecuador, Colombia, Brazil, Mexico, and Europe.

We have specific mechanisms and roles to ensure effectiveness in this area, such as the Legal Compliance Department, the Cybersecurity Department, the Data Protection Council, and the role of a Corporate Privacy Director and Privacy Officers in various areas of the company.





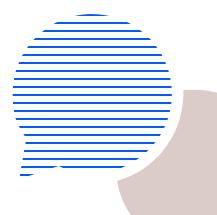
To regulate privacy with third parties, we establish contractual relationships with data protection clauses and conduct internal inventories to classify information. We provide customers with a Privacy Notice that details what data is collected, how it is used, and the rights they have over their data, available on our website (Aeromexico - Legal Policies).

We have various policies aimed at protecting our customers' personal data, such as the Personal Data Processing Policy, the Personal Data Classification Policy, and the ARCO Rights Attention Policy, among others, which can be consulted on our website (Aeromexico | Compliance).

We inform our customers about the data transfers we may carry out and request their consent. We also provide information about the security measures we maintain, such as encryption, access controls, and secure passwords. Additionally, we provide means and procedures for customers to exercise their rights of access, rectification, cancellation, opposition, and portability, according to applicable regulations, including European Union regulations.

In 2024, we are very proud to report zero cases of data leaks, thefts, or losses of customer data, and zero complaints received from third parties and regulatory authorities. Additionally, we developed the Disciplinary Procedure for Information Security Incidents, which aims to define the activities and responsibilities involved in the disciplinary procedure for violations of the Corporate Information Security Policy within our company.

Sustainability Report Response to Incidents 239



Response to Incidents

We conduct continuous monitoring is conducted to identify and respond to unusual events in real-time. Based on the personnel profile, we adjust and restrict access to systems and data using IAM solutions, and we periodically update our incident response plans and protocols, addressing our lessons learned and leveraging external sources to adjust our policies and processes to prevent future events.

The Incident Response Plan developed by the Vice Presidency of Information Technologies and the Cybersecurity Department aims to minimize the impact of security incidents. This plan includes specific procedures to identify, analyze, contain, eradicate, and recover from threats or attacks that compromise the integrity of information and the availability of services. Clear roles and responsibilities have been defined for incident management. As well, in conjunction with the Legal Department, the Disciplinary Procedure for Information Security Incidents was developed to define the activities and responsibilities involved in the disciplinary procedure for violations of the Corporate Information Security Policy within Aeromexico.

Furthermore, attack simulations are conducted, and training is offered to staff to increase awareness of information security. There are several channels for reporting incidents, such as our Service Desk, the Phishing Alert Report Button, GAM - Emergency Response, and our Ethics Line.

In 2024, we achieved a reduction to zero in critical and high vulnerabilities in the Cloud, resulting from the joint commitment of the areas and the promotion of a proactive security culture initiated in 2023. Furthermore, critical and high vulnerabilities in the various environments of Aeromexico, and we are working on reducing medium and low vulnerabilities by strengthening best practices with the technical teams.

We consolidated an effective cybersecurity culture, reflected in the absence of recurrences and improvements in vulnerability management. This was achieved through timely notifications, personalized technical support, and continuous assistance to quickly close vulnerabilities.

Our approach is based on 5 principles:



1. Focus on employees:

We place people at the center of the development of intelligent solutions. It is essential to monitor the use of tools to ensure they empower employees, expanding their capabilities and generating a positive impact on society as a whole.

Principles

of Al

implementation

5. Sustainability:

We analyze the environmental, economic, and human impact of our technologies and how we can improve them to turn them into sustainable solutions.

2. Responsibility and transparency:

We act responsibly, establishing clear frameworks for the design, development, and implementation of automated systems.

Transparency is fundamental to building trust and understanding in the use of these technologies.

4. Inclusion and diversity:

We foster inclusion and diversity in the development of solutions, ensuring they reflect and benefit all communities.

2. Security and ethics:

We promote ethics, security, and values at every stage of the lifecycle of our proposals, prioritizing privacy and establishing robust safeguards.

Sustainability Report Artificial Intelligence 241

The AI Governance Framework establishes a structured approach for the responsible development and use of these technologies, aligning with the business and sustainability strategy to strengthen our position as leaders in technological innovation.





Such governance is carried out through 3 strategic pillars:

- 1. Governance Council and Strategic Plan: Establishing roles and responsibilities within a governance structure.
- 2. Excellence in AI Development and Operationalization: Integrating methodologies and processes to optimize our models in terms of value and innovation.
- 3. Policies and Guidelines: Defining ethical standards, security measures, supplier selection, and risk management. Additionally, we have created a policy based on studies from the United Nations Educational, Scientific and Cultural Organization (UNESCO) to ensure the responsible development and use of automated systems, guaranteeing that our initiatives align with the company's values, ethical principles, and strategic objectives.

At Aeromexico, we believe that collaborations in digital transformation are essential to drive innovation and improve our services. We work closely with technology leaders and strategic partners to develop solutions that optimize our operations, increase efficiency, and provide superior experience for our customers. These collaborations include companies like Google, Amazon, and Microsoft, where our team gained knowledge through the Amazon Academy or the Reinvent innovation event.

Also, we have a testing lab where projects such as the Next Gen Call Center have been developed, which aims to transform the contact center with Generative Artificial Intelligence over a three-year period. Some benefits of this initiative include demand management, improving the efficiency of our agents, optimizing sales, and enhancing transfers and information retrieval.



(GRI 3-3, 2-6, 204-1, 414-1, 414-2)

RESPONSIBLE SUPPLY CHAIN



5.5

We prioritize collaboration with the best suppliers and business partners, verifying that they comply with applicable internal and external regulations, as well as our purposes and values. In line with our corporate integrity guidelines and best practices, we implement Due Diligence processes that cover the prevention of corruption, compliance with the code of conduct, the prevention of anti-competitive practices, the fight against money laundering and the promotion of corporate social responsibility, among others.

In our sustainability strategy, we seek to strengthen a supply chain committed to social and environmental well-being.

The Procurement Department is responsible for ensuring the supply of goods and services for all the Group's companies, including provisions for aircraft and their maintenance, fuel, accommodation, commissary, leasing, office maintenance and corporate services. Due to the variety of services and products required by the nature of the business, we collaborate with a wide range of suppliers, classified into categories of general, technical and service supply.



In 2024 we had a total of 721 suppliers, which represents the total universe of Aeromexico suppliers, considered level 1 or direct.



Supplier Classification

Category	2022	2022		2023		2024	
	No. of active suppliers	Expenditure (Millions of Mexican pesos)	No. of active suppliers	Expenditure (Millions of Mexican pesos)	No. of active suppliers	Expenditure (Millions of Mexican pesos)	
General	201	\$1,557.51	281	\$1,947.77	173	\$2,463.63	
Technical	422	\$4,997.48	418	\$9,640.00	468	\$10,323.76	
Services	254	1,570.24	196	\$1,420.00	89	\$1,488.65	
Total	877	\$8,125.23	895	\$13,008.00	730¹	\$14,276.04 ²	

¹The discrepancy between the total number of suppliers (721) and the total number of suppliers mentioned in the previous table (730) is due to the fact that some providers offer more than one service to the company and therefore fall into multiple categories. For example, a supplier may offer both technical and general services, which is why it is counted in both categories.

²Total Tier 1 Supplier expenditures.

Within our supply chain, critical suppliers are considered those that directly impact Grupo Aeromexico's operations, as well as those that offer specialized services and comply with regulations. The classification of suppliers is made according to the type of service, using references such as the Airline Maintenance Manuals (MGMyPT, for its Spanish acronym), the impact on passenger service (such as fuel and catering) and its economic impact.

On the other hand, locations with significant operations are those where our main material concentration points are located: Mexico City, Guadalajara, Miami, and Los Angeles.



(GRI 204-1)

Local Suppliers

We give priority to the selection of suppliers in the national market that meet the required specifications and established guidelines, including benchmarking and regulatory compliance. Our approach is based on the comprehensive benefit to the company, evaluating the return on investment, the savings generated and the impact on customer experience.

The prioritization work is carried out directly with the areas, through specific initiatives, for the contracting of local suppliers that comply with the following:



In 2024, our supplier portfolio was made up of 278 local and 443 foreign suppliers.

Spending on local suppliers

Supplier Type	2022 (Million MXN)	N°	2023 (Million MXN)	N°	2024 (Million MXN)	N°
National ¹	\$2,479.54	N/A ³	\$2,647.14	445	\$3,055.19	278
International	\$5,645.70	N/A	\$10,360.91	432	\$11,220.85	443
Total ²	\$8,125.23	N/A	\$13,008.05	877	\$14,276.04	721

¹Local or national suppliers are considered to be those that are geographically located in Mexico.

²The discrepancy with the total number mentioned above is due to the fact that both national and international suppliers can invoice in pesos or dollars depending on the service provided, so they are accounted for in both currencies.

³N/A: Not available



39% of our suppliers are local, and our spending related to them accounts for 21%.

(GRI 404-1)

Due Diligence and Supplier Evaluation

Due diligence and supplier evaluation are essential processes at Aeromexico. These allow us to ensure that our suppliers comply with the high standards of quality, ethics, and compliance of the company . Through these processes, we are able to effectively manage risks, optimize our operations, and maintain integrity in all our activities.



Due Diligence Processes

We have a Third-Party Due Diligence Policy that establishes controls and actions to promote transparent and sustainable business relationships, complying with national and international regulations and best practices. We conduct thorough research on all companies that collaborate with us, evaluating criteria such as technical expertise, experience, and legitimacy, among others.

Suppliers must complete a Due Diligence questionnaire, which we verify internally to ensure compliance with our Code of Conduct, applicable to employees, suppliers, partners and customers. This code regulates aspects such as non-discrimination, anti-competitive practices, prevention of money laundering, anti-corruption, equality, diversity, inclusion, labor rights, prevention of child labor, and environmental protection. We inform supplier companies about the need to comply with these policies in order to maintain business relationships with us. Annually, we advance in the identification and evaluation of critical suppliers through this questionnaire and technological tools to learn about their backgrounds.

For more information on the third-party due diligence process, it is suggested to visit the chapter: Ethical and compliance culture, in the third-party due diligence section.



Evaluation Process

Supplier evaluations are essential to guarantee quality and safety in our operations.

In the selection of a supplier, their tax situation (in the case of nationals) and their registration in the Enterprise Resource Planning (ERP) are verified. Subsequently, the background check of shareholders, blacklist verification and evaluation of social, environmental and governance criteria is carried out. In case of risk, the Legal Compliance and Procurement departments are alerted to take action.

Additionally, we currently have the Authorized Economic Operator certification, where logistics providers, customs agents, on-board services and security are evaluated, which allows us to mitigate the risks associated with the illegal transport of people, drugs and other illicit activities. This certification, granted by the SAT, applies to logistics chains to prevent illegal transport, and its equivalent in the United States is the Customs Trade Partnership Against Terrorism (CTPAT) program.

Additionally, as part of the overall evaluation of contracted suppliers, we use a tool managed by a third party that voluntarily requests documentation from suppliers to validate their integrity in economic ethical, and competitive aspects. This evaluation also incorporates social, environmental, and governance issues such as child labor, forced labor, health and safety, environmental management, diversity, equity, inclusion, social impact and transparency among others.

At the end of 2024, we evaluated 138 suppliers through this tool, representing 19% of the total universe, with 6% considered critical. No new suppliers passed selection filters based on social criteria. None of our new suppliers underwent selection filters that included social criteria.



We evaluated 19% of our suppliers under social, environmental and governance criteria, of which 6% of them are considered critical.



In case of risk, the Legal Compliance and Procurement area is informed to take action. If the risk is high, termination of the contract with the supplier could be considered.

After contracting, we monitor suppliers to ensure compliance with established contractual terms and conduct commitments. We have direct reporting tools to report possible deviations from our Code of Conduct and other applicable internal guidelines and external regulations, such as the Ethics Line and GAM e-Report. These mechanisms allow us to evaluate and take timely action in the event of any irregularity. To learn about the procedure of our policy and other related documents, please click here.

One of the initiatives of our sustainability strategy focuses on strengthening a supply chain management program that is robust and accountable, promoting transparency and low carbon emissions.

In the medium term, we aim to strengthen the ESG evaluation of our suppliers to implement actions that address identified improvement opportunities and thus optimize the sustainability performance of our supply chain.



¹Currently, none of our suppliers include clauses on environmental, labor, human rights, and ethical requirements in their contracts.

²In 2024, there were no new suppliers who underwent social screening-



Sustainability Report Appendix I 250 Sustainability Report

(GRI 3-1, 3-2)

DOUBLE MATERIALITY ASSESSMENT UPDATE

APPENDIX I

We conducted an updated double materiality assessment at the end of 2024, completing the process in early 2025. This assessment followed a structured methodology across the following stages:

- 1. Understanding the sustainability landscape: We conducted a comprehensive mapping of potentially relevant topics, analyzing three perspectives:
- a. Internal context: We assessed the priorities and strengths of our operations and value chain.
- b. External context: We carried out an analysis of trends in the aviation sector based on international standards such as the Sustainability Accounting Standards Board (SASB) and organizations like the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO).
- c. Regulatory context: We conducted a review of emerging sustainability and climate change topics in the local and international regulatory framework, such as the General Climate Change Law applicable to Mexico, the International Financial Reporting Standards related to sustainability (IFRS S1 & S2), the Corporate Sustainability Reporting Directive (CSRD), CORSIA, among others.
- 2. Identification and assessment of impacts, risks, and opportunities (IROs):

Based on the defined topics and the results of robust sector research, document analysis, and interviews with relevant stakeholders, we identified the possible impacts, risks, and opportunities (IROs) that could affect the environment in which we operate, as well as our financial performance. The following scales were used for the assessment of these IROs:

- a. Impacts. The scale, scope, and probability were considered, as well as the irremediability in the case of negative impacts.
- b. Risks and opportunities. These were evaluated based on the potential magnitude of financial effects and the probability of occurrence in the short, medium, and long term.
- 3. Prioritization and validation: Through internal and external stakeholder engagement—including consultations with employees, senior leadership, experts, customers, suppliers, and media-, we built a final matrix with the priority IROs for the company, which was validated by our managers and senior management.

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

B. Mitigation and

adaptation to climate

change

Financial Materiality

C. Customer

experience

A. Health and safety

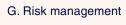
F. Corporate

governance



















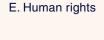
D. Cybersecurity

and personal data

protection

I. Ethics.

transparency, and













K. Energy management and air navigation efficiency

CLEAN WATER AND SANITATION





Impact Materiality

C. Sustainable

supply chain

A. Energy management and air navigation efficiency







B. Human

rights





F. Health

and safety









D. Sustainable

economic

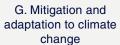
performance



E. Customer

experience





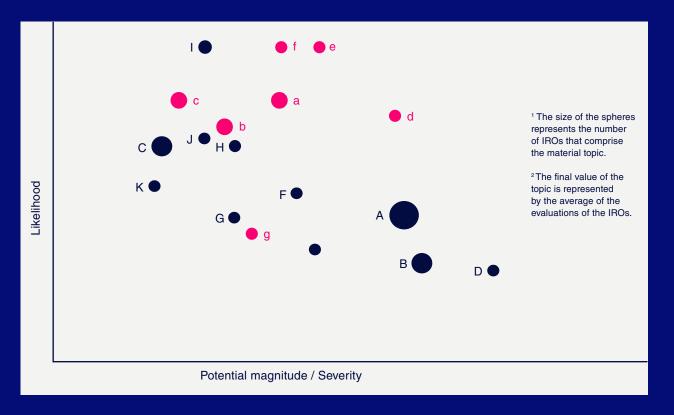








Derived from the double materiality approach addressed, each of the following topics has certain associated impacts, risks, or opportunities. The graph below shows how the topics are distributed based on the severity or potential magnitude and probability of occurrence of each of the IROs that comprise them.



- A. Health and safety
- B. Mitigation and adaptation to climate change
- C. Customer experience
- D. Cybersecurity and personal data protection
- E. Human rights
- F. Corporate governance
- G. Risk management
- H. Water availability and management
- I. Ethics, transparency, and anti-corruption
- J.Sustainable economic performance
- K.Energy management and air navigation efficiency

- a. Energy management and air navigation efficiency
- b. Human rights
- c. Sustainable supply chain
- d. Sustainable economic performance
- e. Customer experience
- f. Health and safety
- g. Mitigation and adaptation to climate change

Additionally, the following table represents the details of the IROs that integrate each of the material topics, including their implications within the value chain and the time horizon in which they could materialize.



		Upstream	Own Operations	Downstream	
Material Topics	Category		IROs		Time Horizon
Health and safety	0		Constant investment in training on security issues due to high personnel rotation		
	•		Damage to aircraft cau impacts or external ag		
	•		Economic penalties and disruption of operations for regulatory noncompliance		
	•		Possible contaminatio air quality in communi airports		
	•		Loss of control of aircr seizure of an aircraft	aft due to illicit	
	•		Flight interruption and due to technical failure		
Climate change adaptation and mitigation	•	Flight disruptions from effects of cli	and financial losses mate change		
		Contribution	to the growth of global ca	arbon footprint	
	•		is and mitigate climate he transition to a more ient aircraft fleet		
	•		Regulatory sanctions from non-compliance of environmental regulations		
Dimension: Social Enviromental Governance	NeçRis	itive impact SI gative impact M k Lo	ime Horizon: hort-term (1-2 years) edium-term (3 years) ong-term (4-5 years) onstant (1-5 years)		

		Upstream	Own Operations	Downstream				
Material Topics	Category		IROs		Time Horizon			
Client experience	•		Operational disruptions and reputational vulnerability due to risks external to the company					
	+		Positive customer experience that allows them to reach their destination safely and comfortably, contributing to socioeconomic development					
	•		Changing customer d on immediacy due to development of digita	the rapid				
			Digitalization in customer	experience				
Human rights	•		Reduction of potential harassment cases due to successful implementation of procedures					
	•		Ethical practices through the promotion and safeguarding of human rights throughout the value chain					
	•		Reputational risk, law human rights violation cases of human traffic	ns and potential				
Energy management and air	⊕	Promote the lands in Mexico to accel country, thereby re contributing to clir						
navigation efficiency	•	Rising jet fuel prid conflicts	ces from geopolitical					
	•	Improvement of ai consumption with gas) emissions that						
Sustainable economic performance	+							
			Improvement in measu performance, evaluating assessing the ROI of E	g impact, and				

		Upstream	Own Operations	Downstream		
Material Topics	Category		IROs		Time Horizon	
Stainable supply chain	•	emissions through	Reduction of greenhouse gas emissions through the consumption of local products and services			
	•	build a more resilier	lity among suppliers to nt and sustainable supply erships and initiatives	/		
Cybersecurity and personal data protection	•		Operational disruptions, financial losses, and reputational damage caused by cyberattacks			
Corporate governance	•	practices, proactive accountability, align	the commitment to long risk management, tra ning the company's clin ernational reporting sta	nsparency, and nate governance		
Risk management	•		Operational disruption losses due to poor risk systems and procedur	k management		
Water management and availability	•	Use efficient technologies for the sourcing, consumption, and extraction of water				
Ethics, transparency, and anti- corruption	•		ships with stakeholders t long-term business st ormation disclosure			

Dimension:
Social
Enviromental
Governance

Category:

+ Positive impact
- Negative impact

1 Risk
Opportunity

Time Horizon:
Short-term (1-2 years)
Medium-term (3 years)
Long-term (4-5 years)
Constant (1-5 years)

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APPENDIX II

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	2-4 Restatements of information	About this report	6			
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	2-10 Nomination and selection of the highest governance body	Our corporate governance	189, 200			
	2-11 Chair of the highest governance body	Our corporate governance	189			
	2-12 Role of the highest governance body in overseeing the management of impacts	Our corporate governance	189, 201, 204			
	2-13 Delegation of responsibility for managing impacts	Our corporate governance / Risk management	200, 201, 204			
	2-14 Role of the highest governance body in sustainability reporting	Our corporate governance / Risk management About this report	6			
	2-15 Conflicts of interest	Our corporate governance / Ethical and compliance culture	189, 226			

GRI Standard	Content	Chapter	Page	Assurance	SDG	UN Global Compact
	2-16 Communication of critical concerns	Our corporate governance	189, 199			
	2-17 Collective knowledge of the highest governance body	Our corporate governance	194			
	2-18 Evaluation of the performance of the highest governance body	Our corporate governance	194			
	2-19 Remuneration policies	Our corporate governance	198, 201			
	2-20 Process to determine remuneration	Our corporate governance	189, 198			
	2-21 Annual total compensation ratio	Compensation	142			
	2-22 Statement on sustainable development strategy	A message from our CEO / Sustainability Strategy	6-76			
GRI 2: Contenidos generales 2021	2-23 Policy commitments	Vision, purpose, and values / Ethical and compliance culture	21, 214, 221	Yes		
	2-24 Embedding policy commitments	Sustainability Strategy / Ethical and compliance culture	76, 214			
	2-25 Processes to remediate negative impacts	Customer experience / Risk management / Ethical and compliance culture	65, 204, 230			
	2-26 Mechanisms for seeking advice and raising concerns	Ethical and compliance culture	230			
	2-27 Compliance with laws and regulations	Ethical and compliance culture / Environmental Management	108, 230			
	2-28 Membership in associations	Strategic Alliances in the Aviation Sector	68			
	2-29 Approach to stakeholder engagement	Relationship with stakeholders	72			
	2-30 Collective bargaining agreements	Our talent / Collective bargaining	131, 153			
	3-1 Process to determine material topics	Materiality assessment / Appendix I. Double Materiality Assessment update	84, 250			
GRI 3-3 Material topics	3-2 List of material topics	Materiality assessment / Appendix I. Double Materiality Assessment update	84, 250			
	3-3 Management of material topics		18, 56, 58, 74, 90, 108, 119, 136, 144, 154, 214, 222, 227, 238, 242			

GRI Standard	Content	Chapter	Page	Assurance	SDG	UN Global Compact
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Risk management	208		8.2, 8.5, 10.3	Principle 7
GRI 203: Indirect	203-1 Infrastructure investments and services supported	Shared social value	174		8.1, 8.2, 9.1, 9.4, 9.5, 11.2	
Economic Impacts 2016	203-2 Significant indirect economic impacts	Shared social value	174		1.2, 1.4, 8.2, 8.3, 8-5, 13.1	
GRI 204: Procurement	204-1 Proportion of spending on local suppliers	Responsible Supply Chain	242		8.3	
practices 2016	205-1 Operations assessed for risks related to corruption	Ethical and compliance culture	222		9.1,9.4, 16.5	Principle 10
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Our corporate governance / Ethical and compliance culture	189, 217, 222		9.1,9.4, 16.5	Principle 10
	205-3 Confirmed incidents of corruption and actions taken	Ethical and compliance culture	222		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	Ethical and compliance culture	227		16.3, 16.10	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Sustainable travel	104	Yes	12.2	
	301-2 Recycled input materials used	Sustainable travel	104		12.2, 12.5	Principle 9
	302-1 Energy consumption within the organization	Emissions and energy	98, 107	Yes	7.2, 7.3, 8.4, 12.2, 13.1	Principles 7, 8
GRI 302: Energy 2016	302-3 Energy intensity	Emissions and energy	98	Yes	7.3, 8.4, 12.2, 13.1	Principle 8
	302-4 Reduction of energy consumption	Emissions and energy	98		7.3, 8.4, 12.2, 13.1	Principles 8, 9
	302-5 Reduction in energy requirements of products and services	Emissions and energy	98		7.3, 13.1	
	303-1 Interactions with water as a shared resource	Water	119		6.3, 6.a, 12.4	Principle 7
GRI 303: Water and	303-2 Management of water discharge- related impacts	Water	119		6.3, 6,5	Principle 8
effluents 2018	303-3 Water withdrawal	Water	119	Yes	6.4	Principle 8
	303-4 Water discharge	Water	119	Yes	6.3	Principle 8
	303-5 Water consumption	Water	119	Yes	6.4	Principle 8
Cindents 2010	303-4 Water discharge	Water	119	Yes	6.3	Principle 8

GRI Standard	Content Chapter		Page	Assurance	SDG	UN Global Compact
	305-1 Direct (Scope 1) GHG emissions	Emissions and energy	92	Yes	3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions and energy	92	Yes	8 3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-3 Other indirect (Scope 3) GHG emissions	Emissions and energy	92	Yes	8 3.9, 12.4, 13.1, 14.3, 15.2	
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Emissions and energy	92	Yes	13.1, 14.3, 15.2	Principio 8
	305-5 Reduction of GHG emissions	Emissions and energy	94, 99		12.4, 13.1, 14.3, 15.2	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions and energy	93	Yes	12.4, 13.1, 14.3, 15.2	Principle 8
	Waste generation and significant waste-related impacts	Circularity	111, 112		6.3, 12.4, 14.1	Principle 8
	306-2 Management of significant waste-related impacts	Circularity	111, 112	Yes	6.3, 12.4	
GRI 306: Waste 2020	306-3 Waste generated	Circularity	111, 112	Yes	6.3, 12.4, 14.1, 15.1	
	306-4 Waste diverted from disposal	Circularity	111, 112, 115	Yes	6.3, 12.4	
	306-5 Waste directed to disposal	Circularity	111, 112, 118	Yes	6.3, 14.2, 15.1, 15.5	
	401-1 New employee hires and employee turnover	Talent attraction and retention	136	Yes	5.1, 8.5, 8.6,10.3	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits	139		3.2, 5.4, 8.5	
	401-3 Parental leave	Parental leave	141	Yes	3.2, 5.1, 5.4, 8.5	
GRI 402: Labor/ Management relations 2016	402-1 Minimum notice periods regarding operational changes	Our talent / Collective bargaining	131, 153		8.8	Principle 3
	403-1 Occupational health and safety management systems	Health and safety	159, 162		8.8	
GRI 403:	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety	170		3.3, 3.9,8.8	
Salud y seguridad en el trabajo 2018	403-3 Occupational health services	Health and safety	168, 170		3.3, 3.9,8.8	
	403-4 Worker participation, consultation, and communication on occupations health and safety	Health and safety	170		3.3, 3.9,8.8, 16.7	
	403-5 Worker training on occupations health and safety	Health and safety	171		3.3, 3.9,8.8	

GRI Standard	Content Chapter		Page	Assurance	SDG	UN Global Compact
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Health and safety	168		3.3, 3.7, 3.9,8.8	
, , , , , , , , , , , , , , , , , , , ,	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety	168		8.8	
	403-8 Workers covered by an occupations health and safety management system	Health and safety	159		8.8	
	403-9 Work-related injuries	Health and safety	159, 172, 174	Yes	3.6,3.9,8.8,16.1	
	403-10 Work-related ill health	Health and safety	172, 174		3.3,3.4,3.9,8.8,16.1	
	404-1 Average hours of training per year per employee	Training and development / Responsible Supply Chain	144, 245	Yes	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3	
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Training and development	144		8.2, 8.5	
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and development	144, 151	Yes	5.1, 8.5, 10.3	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our talent / Our corporate governance	131, 189	Yes	5.1, 5.5, 8.5	
Equal Opportunity 2010	405-2 Ratio of basic salary and remuneration of women to men	Compensation	142	Yes	8.5, 10.3	
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Ethical and compliance culture	229	Yes	5.1, 8.5, 8.8, 10.3	Principle 6
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	Collective bargaining	153			Principle 3
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Shared social value	179			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Supply Chain	242	Yes	8.7, 8.8	Principle 2
Assessment 2010	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain	242		8.8	Principle 2
GRI 415: Public Policy 2016	415-1 Political contributions	Strategic Alliances in the Aviation Sector / Ethical and compliance culture	68, 222			Principle 10
	417-1 Requirements for product and service information and labeling	Customer experience	65		12.8	
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Customer experience	66		16.3	
	417-3 Incidents of non-compliance concerning marketing communications	Customer experience	66		16.3	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Digital Innovation: Driving streamlining, Modernization, and Technological Security	238	Yes	16.3, 16.10	

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APPENDIX III

Airlines

Торіс	Code	Accounting metric	Chapter	Page	Assurance
Greenhouse Gas Emissions	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	Sustainability Strategy	76	
	TR-AL-110a.3	(1) Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	Emissions and energy	98	
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements	Our talent / Collective bargaining	131, 153	
	TR-AL-310a.2	(1) Number of work stoppages and (2) total days idle	Our talent	134	
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Ethical and compliance culture	227, 230	Yes
Accident &	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	Health and safety	159, 162	
Safety Management	TR-AL-540a.2	Number of aviation accidents	Health and safety	159, 162	
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	Health and safety	162	
	TR-AL-000.A	Available seat kilometers (ASK)	Fleet, routes, and destinations	32	
	TR-AL-000.B	Passenger load factor	Fleet, routes, and destinations	32	
Activity Metrics	TR-AL-000.C	Revenue passenger kilometers (RPK)	Fleet, routes, and destinations	32	
	TR-AL-000.D	Revenue ton kilometers (RTK)	Fleet, routes, and destinations	32	
	TR-AL-000.E	Number of departures	Fleet, routes, and destinations	26	
	TR-AL-000.F	Average age of fleet	Fleet, routes, and destinations	26	

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Air Freight and Logistics

Торіс	Code	Accounting metric	Chapter	Page	Assurance
Greenhouse Gas Emissions	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	Environmental Management	108	
Gas Emissions	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	Emissions and energy	98	
Air Quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N_2O), (2) SOx, and (3) particulate matter (PM10)	Emissions and energy	92	
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	Health and safety	172	
Accident & Safety Management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Health and safety	162	
	TR-AF-540a.2	Number of aviation accidents	Health and safety	162	
	TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	Fleet, routes, and destinations	26	
Activity Metrics	TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	Aeromexico Cargo Up Close	48	
	TR-AF-000.C	Number of employees, number of truck drivers	Our talent	131	





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APPENDIX IV

This is our first year reporting in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This report reflects our commitment to transparency and sustainability, and allows us to address the risks and opportunities of climate change. Through this index, we aim to provide our stakeholders with a clear view of how we manage climate related impacts and how we integrate environmental considerations into our strategy.

Pillar	Recommended Disclosure	Section	Página
Governance Disclose the organization's governance around climate-related risks and opportunities	A) Describe the Board's oversight of climate-related risks and opportunities. B) Describe management's role in assessing and managing climate-related risks and opportunities.	Our Corporate Governance	203
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	A) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term. B) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. C) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Risk management	208
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	A) Describe the organization's processes for identifying and assessing climate-related risks. B) Describe the organization's processes for managing climate-related risks. C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risk management	204, 207, 208
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. B) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Environmental Pillar	88

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Independent Practitioners' Limited Assurance Report

To the Board of Directors of Grupo Aeroméxico, S.A.B. de C. V.:

Report on Key Sustainability Performance Indicators of Grupo Aeroméxico, S.A.B. de C. V., (hereinafter "Aeroméxico") that are included in the Sustainability Report 2024.

Conclusion

We have performed a limited assurance engagement on whether the Key Sustainability Performance Indicators of Aeroméxico, detailed in the Annex A attached to this assurance report for the period from January 1st to December 31st, 2024 have been prepared in accordance with the standards of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) (the "Criteria").

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Key Sustainability Performance Indicators of Aeroméxico detailed in the Annex A attached to this assurance report for the period from January 1st to December 31st, 2024, are not prepared, in all material respects, in accordance with Criteria.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Restriction on use

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 Directors and the Sustainability Department of Aeroméxico for any purpose or in any other context. Any party other than the Board of Directors and the Sustainability Department of 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 Aeroméxico for our work, for this independent limited assurance report, or for the conclusions we have reached.

Aguascalientes, Ags Cancún, Q. Roo. Ciudad de México. Ciudad Juárez, Chih. Culiacán, Sin. Guadalajara, Jal. Hermosillo, Son. León, Gto. Mexicali, B.C. Monterrey, N.L. Puebla Pue

. Querétaro, Qro. Reynosa, Tamps. Saltillo, Coah. San Luis Potosí, S.I Tijuana, B.C.



Responsibilities for the Key Sustainability Performance Indicators

The Sustainability Department of Aeroméxico is responsible for:

- Designing, implementing and maintaining internal control relevant to the preparation of the Key Sustainability Performance Indicators such that they are free from material misstatement, whether due to fraud or error;
- Selecting or developing suitable criteria for preparing the Key Sustainability Performance Indicators and appropriately referring to or describing the criteria used; and
- Preparing and properly calculating the Key Sustainability Performance Indicators in accordance with the Criteria;
- Making judgments and estimates that are reasonable in the circumstances;
- Ensure that the persons involved in the preparation and submission of the report are appropriately trained and their information systems are properly updated; and
- Guarantee the veracity of the information made available to us and related to the parameters included in the conclusion of this report.

Likewise, Aeroméxico's Management is responsible for preventing and detecting fraud.

Our responsibilities

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Key Sustainability Performance Indicators are free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Board of Directors of Aeroméxico.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Key Sustainability Performance Indicators that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Key Sustainability Performance Indicators and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Inquiries to management to understand the methodologies and data used in the preparation of the Key Sustainability Performance Indicators;
- Inspection of a selection of supporting documentation;
- · Analytical procedures;
- Recalculations of Key Sustainability Performance Indicators based on the applicable Criteria;
- Evaluation of the overall presentation of the Key Sustainability Performance Indicators to determine whether it is consistent with the applicable Criteria and whether it is consistent with our overall knowledge and experience with the Company.



The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

KPMG CÁRDENAS DOSAL, S. C.

Alejandro Muñoz Mayén

Director

Mexico City - May 29, 2025



Annex A

The Key Sustainability Performance Indicators subject of our limited assurance engagement are as follows:

No.	Standard	Content			
1	"CDI O: Company Displacement	2-5	External assurance		
2	"GRI 2: General Disclosures 2021"	2-7	Employees		
3	2021	2-23	Policy commitments		
4	"GRI 301: Materials 2016"	301-1	Materials used by weight or volume		
5	"CPI 202: Energy 2016"	302-1	Energy consumption within the organization		
6	"GRI 302: Energy 2016"	302-3	Energy intensity		
7	"GRI 303: Water and Effluents	303-3	Water withdrawal		
8	2018"	303-4	Water discharge		
9	2016	303-5	Water consumption		
10		305-1	Direct (Scope 1) GHG emissions		
11		305-2	Energy indirect (Scope 2) GHG emissions		
12	"GRI 305: Emissions 2016"	305-3	Other indirect (Scope 3) GHG emissions		
13	GRI 303. EIIIISSIOIIS 2010	305-4	GHG emissions intensity		
14		305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other		
14		303-7	significant air emissions		
15		306-2	Waste generation and significant waste-related impacts		
16	"GRI 306: Waste 2020"	306-3	Waste generated		
17	GRI 300. Waste 2020	306-4	Waste diverted from disposal		
18		306-5	Waste directed to disposal		
19	"GRI 401: Employment 2016"	401-1	New employee hires and employee turnover		
20		401-3	Parental leave		
21	"GRI 403: Occupational Health and Safety 2018"	403-9	Work-related injuries		
22	"CDI 404: Training and	404-1	Average hours of training per year per employee		
23	"GRI 404: Training and Education 2016"	404-3	Percentage of employees receiving regular performance and career development reviews		
24	"GRI 405: Diversity and Equal	405-1	Diversity of governance bodies and employees		
25	Opportunity 2016"	405-2	Ratio of basic salary and remuneration of women to men		
26	"GRI 406: Non-discrimination 2016"	406-1	Incidents of discrimination and corrective actions taken		
27	"GRI 414: Supplier Social Assessment 2016"	414-1	New suppliers that were screened using social criteria		
28	"GRI 418: Customer Privacy 2016"	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		
29	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		



