

Just Getting Started...

VOLARIS INVESTOR DAY 2022

volaris

Clear path to long term profitable growth



Low-cost leadership

- One of the lowest cost operators in the world
- Fleet plan aims to drive further efficiencies: low costs going lower



Market and profitability leader

- Largest airline in Mexico by passengers
- Industry leading profitability levels in the Americas
- EBITDAR expansion potential



High growth opportunities

- Well-positioned to leverage regional shifts in population and transportation trends
- Likelihood of U.S. regulatory decision (CAT1) to give additional upside
- Diversified growth avenues available



Financial strength

- Strong and flexible balance sheet and cash generation
- Conservative debt position and healthy financing conditions

Volaris' model appeals to bus passengers:

46%

of Volaris' routes compete only against buses

10 Million

Volaris' first-time flyers since inception

Significant opportunities to drive growth through bus-to-air conversion



3 Billion

Bus passengers in Mexico annually, of which 795 million represent most attractive segment for bus-to-air conversion



10%

If Volaris were to convert 10% of the luxury bus passenger segment, the size of the Mexican aviation market would double



31 Million

Converting 1% of bus passengers to air travel would yield 31 million additional air passengers



No passenger rail system

VOLARIS BY THE NUMBERS

+30M

Passengers in the last 12 months as of Oct 31, 2022

\$2.7B

Total operating revenue in the last 12 months as of 3Q 2022, USD

71 Airports

43 domestic and 28 international¹

196 Routes

120 domestic and 76 international¹

116 Aircraft

53% NEO, average age of 5.4 years¹

Medium-term Financial Goals

Volaris is committed to **DOUBLING** its revenue, EBITDAR, and free cash flow generation by 2025 versus 2019 pre-pandemic levels

¹Information as of November 30, 2022

Forward-Looking Statements

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Statements in this presentation contain various forward-looking statements within the meaning of Section 27A of the US Securities Act of 1933, as amended, and Section 21E of the US Securities Exchange Act of 1934, as amended, which represent the Company's expectations, beliefs or projections concerning future events and financial trends affecting the financial condition of our business. When used in this release, the words “expects,” “intends,” “estimates,” “predicts,” “plans,” “anticipates,” “indicates,” “believes,” “forecast,” “guidance,” “potential,” “outlook,” “may,” “continue,” “will,” “should,” “seeks,” “targets” and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe the Company's objectives, plans or goals, or actions the Company may take in the future, are forward-looking statements. Forward-looking statements include, without limitation, statements regarding the Company's intentions and expectations regarding the delivery schedule of aircraft on order, potential new service routes, the Company's ability to drive Mexican domestic demand growth and predict future fleet ownership costs and customer savings programs. Forward-looking statements should not be read as a guarantee or assurance of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the time those statements are made and/or management's good faith belief as of that time with respect to future events and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward-looking statements. Forward-looking statements are subject to several factors that could cause the Company's actual results to differ materially from the Company's expectations, including the competitive environment in the airline industry; the Company's ability to keep costs low; changes in fuel costs; the impact of worldwide economic conditions on customer travel behavior; the Company's ability to generate non-ticket revenue; and government regulation. Additional information concerning these and other factors is contained in the Company's US Securities and Exchange Commission filings. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements set forth above. Forward-looking statements speak only as of the date of this release. You should not put undue reliance on any forward-looking statements. We assume no obligation to update forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting forward-looking information, except to the extent required by applicable law. If we update one or more forward-looking statements, no inference should be drawn that we will make additional updates with respect to those or other forward-looking statements. The risks and uncertainties regarding these forward-looking statements include, but are not limited to, those set forth under the heading “Risk Factors” in the Company's Report on Form 20-F for the year ended December 31, 2021, and in the Company's other filings with the SEC, which are available at www.sec.gov.

Non-IFRS Financial Measures

In addition to financial information prepared in accordance with the International Financial Reporting Standards (“IFRS”), this presentation includes certain non-IFRS financial measures, including EBITDAR and EBITDAR margin. We believe non-IFRS financial measures are useful indicators of our operating performance. We believe the non-IFRS numbers provided are well recognized performance measurements in the airline industry that are frequently used by our management, as well as by investors, securities analysts and other interested parties in comparing the operating performance of companies in our industry. Reconciliations of such information to the most directly comparable IFRS financial measures are included in the Appendix to the Investor Day presentations and slides, which can be accessed as described above. The non-IFRS measures have limitations and may not be comparable across all carriers, and you should not consider them in isolation or as a substitute for our IFRS financial information.

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