



Sustainability Report Aeromexico 2025



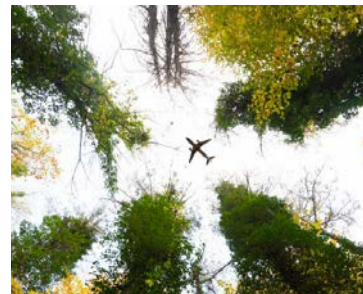
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Elevating the Extraordinary Experience

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A Message from our CEO

(GRI 2-22)



We are proud to present the results for 2025, a year that marked a new chapter in the history of Aeromexico. Throughout these twelve months, we strengthened our operations and achieved highly significant international distinctions, guided by a clear commitment to safety, efficiency, innovation, and sustainability. In this context, we successfully completed our return to the Mexican Stock Exchange (BMV) and our debut on the New York Stock Exchange (NYSE), a milestone that reflects the strength we have built and the confidence in the Company's future.

This momentum translated into recognitions that reaffirm our global position. For the second consecutive year, we were named the world's most on-time global airline by CIRIUM, and the first in Latin America to obtain IATA's highest safety recognition. Likewise, Kantar BrandZ ranked us as the 12th most valuable brand in Mexico and the number one in transportation, consolidating the strength of our brand.

On the operational front, growth was significant. We closed 2025 with the largest and most modern fleet in Mexico, consisting of 166 aircraft. We reached 129 routes and transported more than 24.6 million passengers, maintaining high levels of satisfaction, reflected in a historic Net Promoter Score (NPS) of 50.66%. This performance was further supported by recognitions from APEX (Airline Passenger Experience Association), including Five-Star Global Airline and Best Global Airline in North America 2026, underscoring the quality of our onboard experience.

Aeromexico Cargo also recorded an outstanding performance, reaching a record 170,000 tons transported, driven by the first full year of operation of the domestic warehouse, whose 50% expansion in acceptance area significantly strengthened our logistics capabilities.

Our digital channels continued to consolidate as a strategic enabler. In 2025, 46% of passengers made their purchases through our app or website. Version 2.0 of our app reached 1.2 million users in December, representing approximately 9% of our passengers, reinforcing our commitment to digitalization.

On the environmental front, we made steady progress along our decarbonization pathway. We reduced emissions intensity (CO₂/RTK) by 11.49% compared to 2019 and reached 59% in the incorporation of next-generation fleet. We increased the procurement of Sustainable

Aviation Fuel (SAF) and avoided nearly 67 thousand tons of CO₂ equivalent through operational efficiency actions, with a record savings of 21 million kilograms of fuel. Additionally, we established the Carbon Council, which oversees key initiatives such as fleet renewal and operational excellence, advancing toward our commitment to Net Zero Emissions by 2050.

At the same time, we strengthened the management of climate-related risks by integrating them into our Strategic Risk Management model. We also advanced, in partnership with the United Nations Office on Drugs and Crime, in the development of an internal protocol for the prevention of illegal wildlife trafficking.

Our social commitment remained strong. Through the initiative against human trafficking, we reached more than one million people with the "Destino: Libertad" exhibition. As members of SkyTeam, we signed the joint declaration against this crime, positioning the alliance as the first global network to promote this agenda. In addition, more than 500 employees participated in corporate volunteering programs.

At Aeromexico, our greatest strength is our people. In 2025, this focus was reflected in distinctions such as Top Employer and MERCO Talento, as well as in the reduction of the global recordable incident rate to 1.34% (compared to 1.66% in 2024) and a landmark year in anti-corruption training.

Our 2025 results reflect the commitment and professionalism of our entire team. We will continue strengthening our standards and consolidating an increasingly safe, efficient, and responsible operation, while continuing to build the future of Aeromexico. Let's keep flying high!

Andrés Conesa
CEO Grupo Aeromexico

About this Report

(GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-6, 2-14)

At Aeromexico, we believe that flying goes beyond connecting destinations; it means connecting people and opportunities while delivering an extraordinary experience. This report reflects how that commitment translates into concrete actions that integrate sustainability into the way we operate, our decision-making process, and how we serve.

Throughout this document, we share our performance across the three pillars of our sustainability strategy during 2025: World, People, and Extraordinary Business, as well as the progress that accompanies Aeromexico's continued evolution in an increasingly dynamic and demanding environment. This exercise responds to our ongoing commitment to transparency, continuous improvement, and open dialogue with our stakeholders.



Scope, reporting period, and organizational boundary

The information contained in this report covers the period from January 1st to December 31st, 2025.

This report encompasses the operations of Grupo Aeromexico, S.A.B. de C.V., including its main subsidiaries:

- Aeromexico
- Aeromexico Cargo
- Aeromexico Connect
- Aeromexico Formación
- Aeromexico Servicios
- Aeromexico Rewards

For clarity and narrative consistency purposes, the terms "Aeromexico" or "Grupo Aeromexico" are used throughout this report to refer to the Group as a whole.

Methodology and Reporting Frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, serving as the foundation for the disclosure of relevant, comparable, and verifiable sustainability information. In addition, the structure of our performance reporting aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), addressing its four core pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

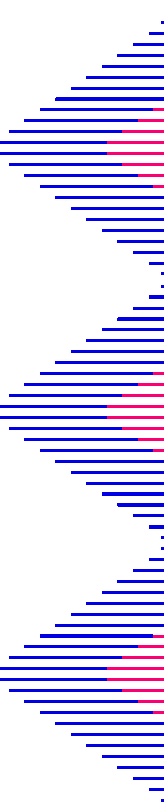
Complementarily, this report includes cross-references to other internationally recognized frameworks to strengthen alignment with the expectations of the aviation sector and financial markets, including:

- Sustainability Accounting Standards Board (SASB) Standards for the Airlines and Air Freight & Logistics industries.
- Sector-specific guidelines and recommendations issued by the International Air Transport Association (IATA).
- Conceptual correspondences with emerging disclosure standards, such as IFRS Sustainability Disclosure Standards S1 and S2, as well as the European Sustainability Reporting Standards (ESRS), where relevant.
- CORSIA guidelines and recommendations.
- The Climate Disclosure Project (CDP) reporting framework and the Corporate Sustainability Assessment (CSA) by S&P Global.

This report also describes how Aeromexico contributes to the United Nations Sustainable Development Goals (SDGs), integrating these goals as a cross-cutting reference within our initiatives and results.

Furthermore, as a participant of the United Nations Global Compact, this document fulfills the function of a Communication on Progress (CoP), demonstrating our advancements in implementing its Ten Principles in the areas of human rights, labor standards, environment, and anti-corruption.

These references enable a comprehensive understanding of Aeromexico's performance from both an impact perspective and a long-term value creation standpoint.



Materiality and topic prioritization

During the reporting period, Aeromexico updated its double materiality assessment with the objective of identifying the most relevant environmental, social, and governance (ESG) topics from a comprehensive view of the business and its operating environment.

This exercise considers, on the one hand, the actual and potential impacts of our operations and value chain on people and the environment, and on the other, the risks and opportunities that these topics represent for the Company's financial resilience, operational continuity, and strategic positioning.

The results of this analysis underpin the selection of the topics addressed in this report and are described in greater detail in the section dedicated to the Double Materiality Assessment.

Information Reliability and Assurance

(GRI 2-5)

As part of our commitment to accountability and transparency, a selection of 29 key performance indicators included in this report was subject to an independent external assurance process conducted by KPMG Cárdenas Dosal, S.C.

The scope and results of this process are detailed in the Independent Assurance Report accompanying this document.

Comparability and Consistency

The information presented in this report remains consistent with previous reports and does not include adjustments or restatements of data previously disclosed.





Corporate Information and Contact

Aeromexico's corporate headquarters are located at Avenida Paseo de la Reforma 243, 25th Floor, Col. Renacimiento, Cuauhtémoc Borough, 06500, Mexico City, Mexico.

For comments or inquiries regarding this report, please contact us at:

amesg@aeromexico.com

How to read this report

To facilitate navigation throughout this document:

- Each chapter identifies the Sustainable Development Goals (SDGs) to which it contributes.
- Each section includes references to the corresponding GRI, TCFD, and SASB metrics.
- Where applicable, sections also indicate the material topic, along with iconography representing the impacts, risks, and/or opportunities addressed by the information presented.

These are identified by:

Dimension

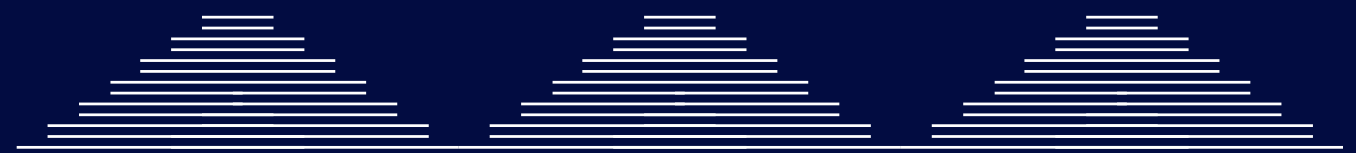
- Social
- Environmental
- Governance

Category

- Positive
- Negative
- Risk
- Opportunity

Each material topic has an icon.

- The annexes include traceability indices, covering GRI, SASB, and TCFD, among other relevant frameworks. In addition, a specific section describes our contribution to the SDGs.



Relevant Figures 2025



· We returned to the *Bolsa Mexicana de Valores* and listed on the New York Stock Exchange

50.66%
of NPS, the highest in the history of Aeromexico

166
aircraft in the fleet

90%
of cases resolved through First Call Resolution

129
total routes as of year-end 2025

46%
of passengers used digital self-service

+24.5
million passengers transported

1.2M
users on App 2.0 by December 2025

170
thousand tons transported in Cargo

People

· Reduction in accident rate: 1.34 (vs. 1.66 in 2024)

· Zero aviation incidents during the year

38%
of our workforce are women

17,361
employees, 3% more than in 2024

43%
women in managerial positions

+1M
visitors to the "Destino Libertad" Exhibition

+500
participants in *Voluntarios a Bordo*

449
organs transported for transplant

Extraordinary Business

· Integration of climate change risks into our ERM

43%
of suppliers are local

+5,000
employees trained in information security

2025
a landmark year in anti-corruption training, with 81% of employees trained

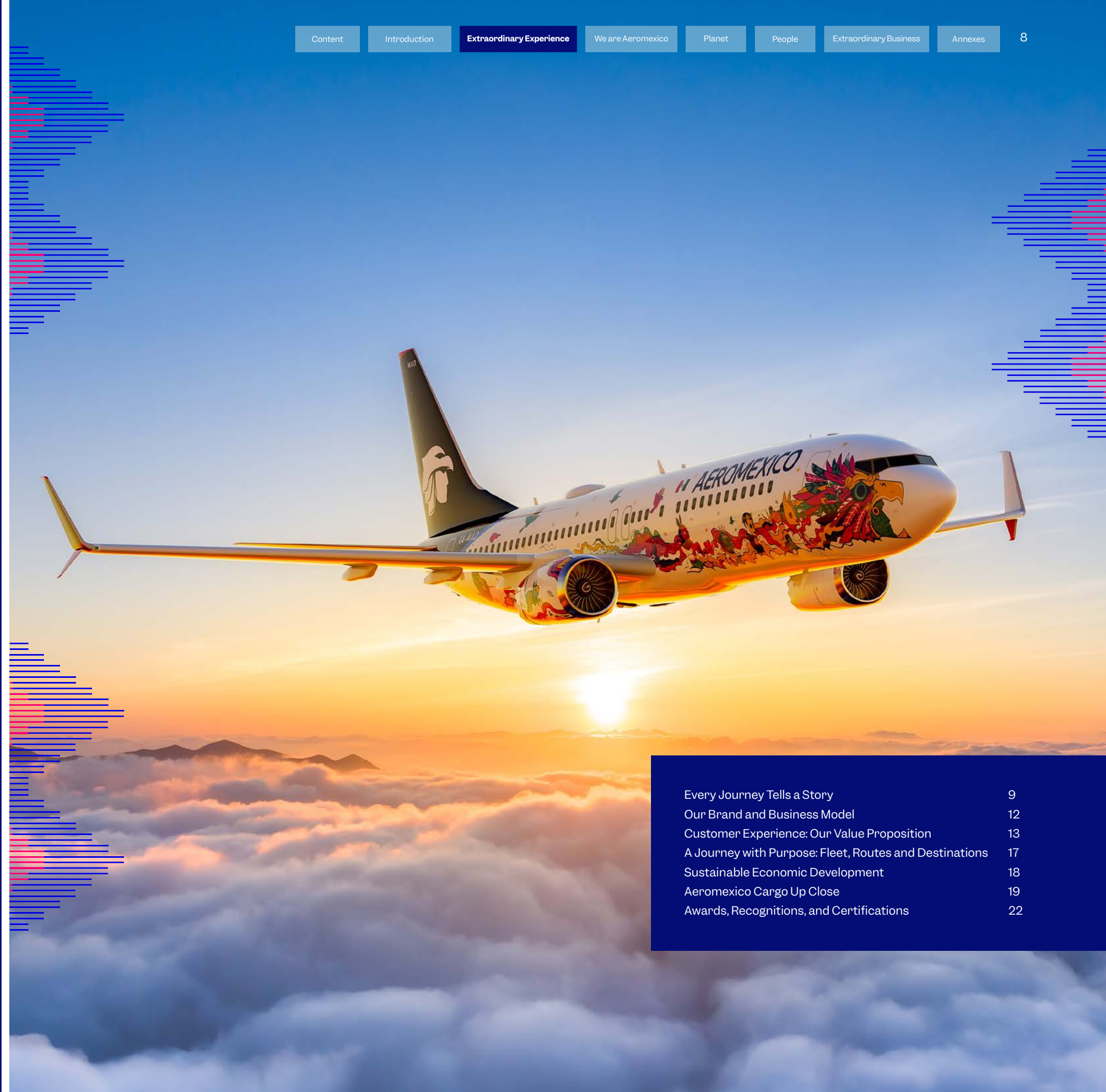
World

· Establishment of the Carbon Council

11.49%
reduction in emissions intensity vs. 2019

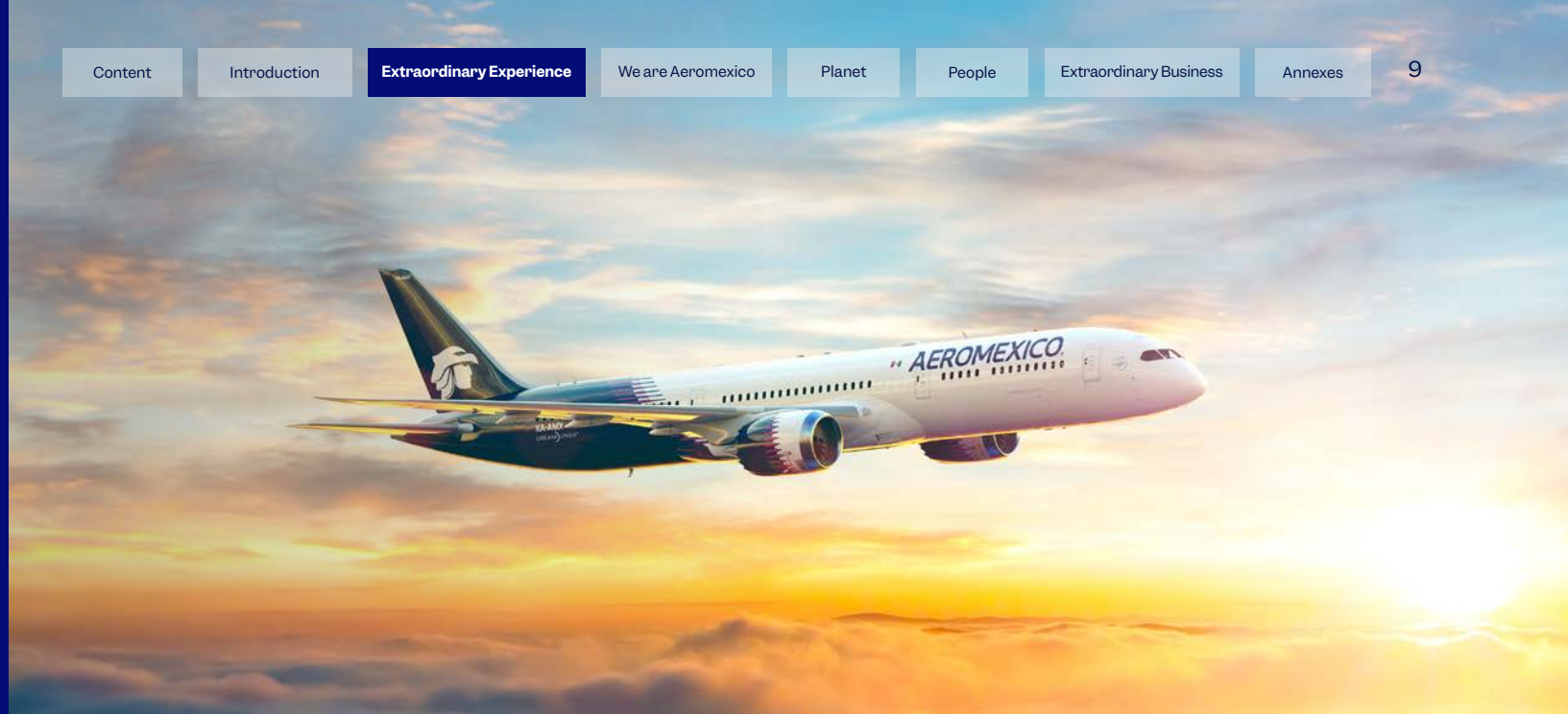
59%
next-generation fleet

~67,000
tCO₂e avoided through operational efficiency



Flight Plan: Elevating the Extraordinary Experience

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1

Flight Plan: Elevating the Extraordinary Experience

Every Journey Tells a Story

At Aeromexico, every flight is more than transportation, it is a story that begins before takeoff and continues well beyond landing. Behind every journey are decisions, people, and processes dedicated to delivering an experience that meaningfully connects with those who place their trust in us to travel.

Our Purpose

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.

Our values

Our values are the foundation of our organizational culture and guide every decision and action we take. They reflect our commitment to excellence and responsibility, strengthening the trust-based relationships we build with our employees, customers, and communities.

Consistency

Consistency over time builds trust. Consistency for Aeromexico is based on meeting expectations.

Security

This is our main value. All of us at Aeromexico have a firm commitment to putting safety first, guaranteeing at all times the well-being of our customers and collaborators, complying with the highest safety, quality and hygiene standards in the industry.

Mexican Warmth

We are proud of our Mexican roots. Our country is a reference for service worldwide. The responsibility is even greater because we carry Mexico in our name. It is up to us to bring the best of our country to the world through our closeness, kindness and empathy.

Innovación

Human-empowering technologies and processes. We use technology and processes as tools to improve the experience of:

- Our customers to make flying a personalized experience.
- Our people to make Aeromexico an agile and efficient company.

Integrity

All of us who are part of Grupo Aeromexico have a firm commitment to live with unshakable integrity, acting with responsibility and discipline, complying with the highest standards of ethics and excellence towards our customers, colleagues, partners and third parties in line with our values and behaviors.

Our Behaviors

Our values are reinforced by the behaviors we have defined as essential to fulfilling our purpose:

Put Safety First

Showing a genuine interest in the care and well-being of people; and following to the letter the rules, protocols and safety processes.

Live with Unshakeable Integrity

Acting with discipline and responsibility at all times according to our values and Code Conduct.

Serve with Excellence

Creating extraordinary moments for our customers through warm, consistent, and reliable service.

Be Agile and Efficient

Collaborating as a single team, adapting quickly, and creating efficiencies that help us reinvest in our people and business.

Lead with Purpose

Being empathetic and authentic, fostering prosperity and inclusion, and inspiring others to reach their full potential.

Enjoy the Journey

Having fun, taking control of your career and development, and celebrating our successes.



Flight Plan

Our 2025 Flight Plan defines Aeromexico's strategic roadmap to continue delivering extraordinary experiences while strengthening the resilience of our business and our responsibility toward people and the environment. This plan establishes clear priorities that guide decision-making processes and align the organization around a shared objective: to fly with excellence, safety, and a long-term vision.

Promote **industry-leading safety.**

Maximize **revenue opportunities.**

Deliver category-leading **financial results and productivity.**

Continue offering our people **the best place to work.**

Maintain world-class **operational excellence.**

Consolidate our position **as the airline of choice for our customers.**



Our plan to **continue being extraordinary**

Our Brand and Business Model

Since our inception, Aeromexico has been more than an airline: we have served as a bridge between Mexico and the world, a platform that fosters the talent, ideas, and aspirations of those who trust us to travel. Over more than nine decades, our brand has evolved while maintaining a clear vocation for service, excellence, and national pride, consolidating itself as a strategic asset for the Company and a key element of its business model.

Our brand not only communicates who we are but also reflects how we generate value for our stakeholders, strengthening the trust of customers, employees, business partners, and investors, and contributing to Aeromexico's operational and financial strength.



Brand Evolution: A New Expression of Who We Are

In 2024, we took a decisive step in the evolution of our identity. This update reinforced long-standing attributes such as warmth, closeness, and trust, projecting them through a contemporary and dynamic lens aligned with the evolving expectations of our customers. Our new brand expression reflects a diverse and constantly evolving Mexico, accompanying the transformation of the travel experience across every point of contact.

Throughout 2025, we advanced strategic positioning and cultural identity initiatives that strengthened our brand's relevance in the marketplace. All our campaigns were aligned with our purpose: to elevate travel into an extraordinary experience.

Among the key milestones was our campaign "Puntualidad", launched between January and February 2025 to communicate the recognition granted by Cirium naming Aeromexico the most punctual airline in the world. The campaign reached 39.2 million people and generated 81.4 million impressions, with a presence across both digital and traditional media channels.

Our cultural identity was further reinforced through the "Aeromexicanos" campaign, designed to connect with contemporary Mexico from an authentic perspective. It achieved 231.9 million views (+182.63% vs. points above target) and a 63.48% View-Through Rate (VTR) (+28.58 points above target). The campaign received international recognition, earning two Cannes Lions awards, three Gold awards at *El Ojo de Iberoamérica*, and one Bronze award at the London International Awards.

In addition, our IPO campaign communicated Aeromexico's return as a publicly traded company, marking its relisting on the Mexican Stock Exchange and its listing on the New York Stock Exchange (NYSE). This initiative reinforced perceptions of strength and growth among key audiences in Mexico and the United States, generating 462,544 impressions.

Brand Perception

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

Our target is to firmly associate Aeromexico with an extraordinary travel experience. We therefore strive for our customers to perceive flying with us as synonymous with quality, comfort, and consistent service at every stage of the journey: from the onboard experience to all points of contact before and after each flight.

Throughout 2025, our communication initiatives strengthened this perception by reinforcing attributes such as punctuality, trust, and operational excellence. The "Aeromexicanos" campaign further positioned us as a brand closely connected to a contemporary, diverse, and constantly evolving Mexico. In parallel, initiatives such as Teletón, Pride, and Trata reinforced our commitment as a socially responsible brand aligned with the values of inclusion, diversity, and innovation.

Understanding people and our customers is essential for continuous improvement. For this reason, we conduct ongoing research that enables us to refine and enhance our services. This approach contributed to our advancement in the 2025 Kantar BrandZ ranking as one of Mexico's most valuable brands, moving from position 13 to 12. Additionally, Kantar recognized Aeromexico as one of the most innovative and consistent brands in its category, highlighting our ability to differentiate ourselves in the market.


Customer Experience: Our Value Proposition

(GRI 2-6, 3-3)

“ On this basis, in 2025 we strengthened our brand purpose under a clear approach: **An extraordinary experience: the flight begins at home.** ”




The Customer at the Center of Every Decision

 Customer experience +

This vision recognizes that the Aeromexico experience does not begin when passengers on-board an aircraft, but from the very first interaction with our brand: in the way we listen, respond, resolve, and support our customers. Every decision, process, and innovation is designed with the customer at the center, understanding their expectations and anticipating their needs throughout the entire journey.

This approach translates into a more coherent, empathetic, and consistent experience, both on the ground and in the air. It is embedded across our commercial, operational, and digital strategies, strengthening the trust and loyalty of those who fly with us.

Journey: This Is Flying

 Customer experience +

Our Journey approach is based on actively listening to our passengers to identify what truly matters to them and translating those priorities into concrete actions.

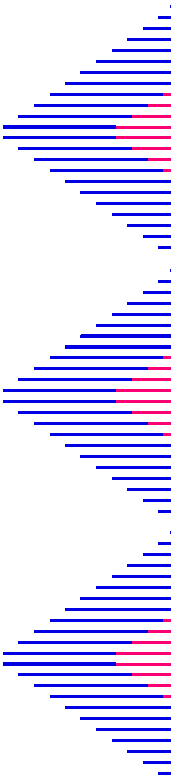
Based on this analysis, we have identified five key criteria that decisively influence the perception of value and trust:

- First, comfort during the journey, which includes cabin design, available space, and onboard services.
- Second, the variety of destinations and date options, providing flexibility and facilitating travel planning.
- Third, the modernity and equipment of our aircraft, closely linked to the perception of innovation, efficiency, and service quality.

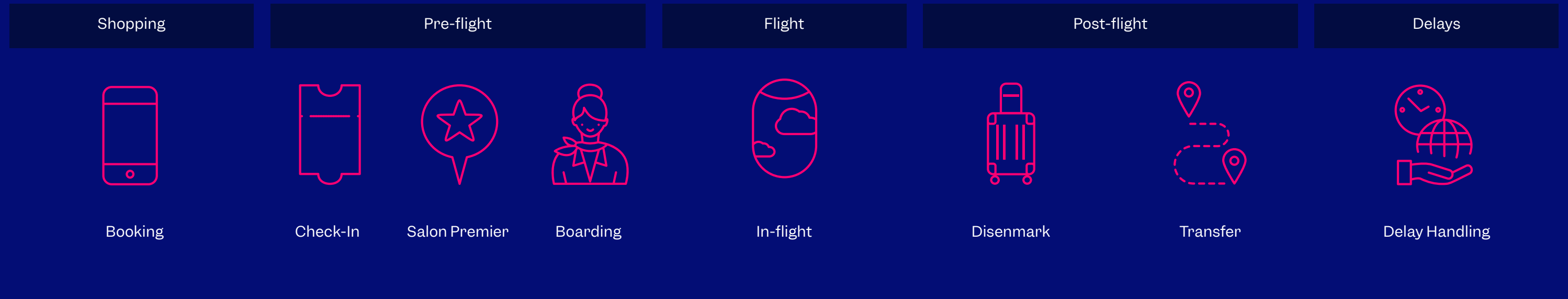
- Fourth, the onboard experience, which integrates service, hospitality, and attention to detail.

- And fifth, safety, punctuality, and ease in processes such as check-in, all of which are essential to building trust and reducing friction throughout the journey.

This comprehensive Journey approach allows us to prioritize investments, optimize processes, and strengthen our value proposition, ensuring that every interaction contributes to a consistent, reliable, and differentiated experience.



Customer Journey Stages



Our Business Model: Connecting with purpose

Aeromexico's business model is built on delivering global connectivity with world-class standards, combining safety, operational excellence, and a differentiated value proposition for our customers. Through a robust network, strategic hubs, and a continuously modernized fleet, we seek to generate sustainable value for all our stakeholders.

During the year, this model was strengthened by a strategic milestone: Aeromexico's reinstatement as a publicly traded company, marked by its return to the Mexican Stock Exchange and its initial listing on the New York Stock Exchange. This step reinforces our financial discipline, elevates our corporate governance standards, and expands access to capital, consolidating a stronger platform for long-term growth.

The evolution of our brand and our customer-centric approach further enhance this model by aligning our value promise with a responsible, efficient, and resilient operation. In this way, the Aeromexico brand not only communicates who we are, but also guides how we operate, how we make decisions, and how we build long-term relationships; supporting a business model that combines financial strength, customer focus, and a forward-looking vision.



Customer Service Channels

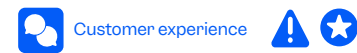
At Aeromexico, our service channels are a key component of the travel experience and a fundamental point of contact with our customers. Through these channels, we aim to provide timely, clear, and consistent responses, supporting everyone throughout their journey, from trip planning to the conclusion of their travel experience.

Physical Channels

We operate various physical service points, including airport kiosks across Mexico and service counters at the international airports where we operate. In addition, we maintain branch offices known as "Travel Stores," both domestically and internationally.

Our corporate offices are located at Paseo de la Reforma No. 243, 26th Floor, Colonia Cuauhtémoc, Cuauhtémoc Municipality, Mexico City.

Digital Channels



During 2025, 46% of our passengers used Aeromexico's online service solutions, reflecting the impact of initiatives aimed at strengthening our digital experience with a focus on passenger autonomy, journey personalization, and timely communication throughout the entire customer journey.

These initiatives were centered on expanding self-service capabilities across digital channels, enabling customers to manage key aspects of their travel more efficiently, including meal pre-selection, management of special services, group booking check-in, and administration of loyalty program benefits.

Operational communication was also enhanced through the centralization of critical flight notifications within our mobile application, providing clear, real-time updates regarding relevant changes such as gate assignments, delays, cancellations, and boarding announcements.

In 2025, we also launched AMAIA, Aeromexico's artificial intelligence agent, developed to drive a more agile, intelligent, and personalized operation. AMAIA expands service capacity across digital channels, enabling timely responses to customer needs, optimizing response times, and delivering relevant information continuously. By integrating technology with a deep understanding of customer needs, AMAIA enhances operational capabilities and complements the service provided by our teams. This hybrid approach allows us to scale service quality, maintain consistency in customer experience, and respond more efficiently to demand.

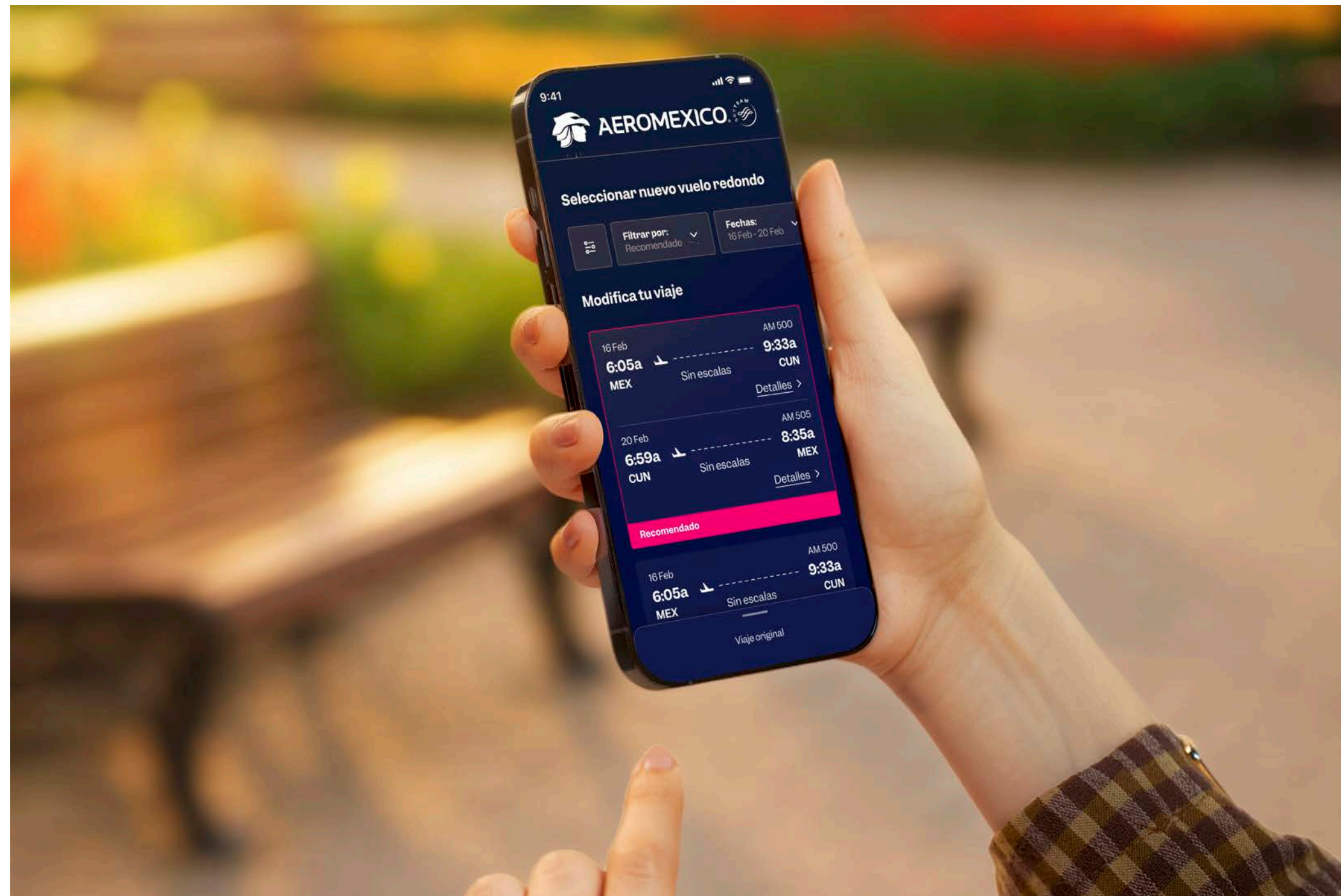
Website portal: Contact Center

This channel represents our most relevant service channel due to its reach and impact on customer experience. In 2025, we achieved strong performance, reaching a 90% First Call Resolution rate and a 74% customer satisfaction pulse score. We also achieved record response and case resolution times, closing cases in an average of four days.

As part of our commitment to inclusion and digital accessibility, in 2025 we implemented a solution that enables users to adapt the website navigation experience according to their specific needs.

“ This tool enhances accessibility for individuals with visual, motor, or cognitive disabilities by enabling features such as contrast adjustments, text size control, reading support, and assisted navigation, **promoting a more inclusive digital experience.** ”

The implementation was carried out across all web storefronts, advancing compliance with international digital accessibility standards such as the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA, as well as relevant regulatory frameworks including the Americans with Disabilities Act (ADA) in the United States and EN 301 549 in the European Union. Through these actions, Aeromexico reinforces its commitment to eliminating digital barriers and designing accessible experiences for all users.



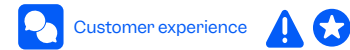
Aeromexico App 2.0 – Evolution in your hands

Our mobile application centralizes key solutions to support customers throughout their entire journey. Through the app, customers can book flights, complete check-in, track real-time flight status, and receive relevant information such as promotions and updates, among other features designed to simplify and enhance travel experience.

During 2025, we advanced the evolution of our digital ecosystem by removing the previous version of the application (App 1.0) as part of a broader technological consolidation process aimed at strengthening customer experience. The decommissioning of App 1.0 was completed on December 17th, 2025, following a gradual migration of users to the new version (App 2.0).

This decision responded to the need for a more robust and secure platform aligned with evolving customer expectations, as well as higher standards of digital experience, accessibility, and operational efficiency. The migration process was executed progressively, ensuring service continuity and maintaining or enhancing all functionalities available in App 1.0 within App 2.0, without disrupting the user experience.

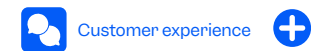
Customer Satisfaction



These and other actions described throughout this document enabled us to achieve a record Net Promoter Score (NPS) of 50.66% in 2025, based on responses from 507k customers, representing 2.1% of the total passengers during the year.

YEAR	NPS
2023	34.51%
2024	43.21%
2025	50.66%

Customer Benefits



On-time performance is one of the attributes most valued by our customers and a direct reflection of our operational excellence. We are therefore proud that Aeromexico was recognized as the most punctual airline for the second consecutive year, achieving 90.1% on-time flights, according to CIRIUM.



“ In 2025, we recorded **the lowest level of crew-related delays in the Company’s history.** ”

This commitment to excellence is also reflected in the onboard experience. In 2025, the APEX Best™ Awards were presented by the Airline Passenger Experience Association, based on passenger feedback worldwide. In this context, Aeromexico received recognitions for Best Seat Comfort in North America and Best Entertainment, distinctions that reinforce our position as one of the leading airlines in travel experience.

These assessments were based on feedback collected through Concur’s Triplt platform, covering more than one million flights across over 600 airlines globally, and assessing categories such as seat comfort, cabin service, food and beverage, inflight entertainment (IFE), and Wi-Fi.

“ During the reporting period, we operated **189,127 departures**, transporting a total of **24,587,399 passengers** toward an extraordinary travel experience. ”



We remain committed to consolidating our loyalty program as the most relevant in the country. Aeromexico Rewards recognizes our customers’ preference and travel frequency by offering exclusive benefits and experiences designed to accompany them at every stage of their journey.

Benefits for our Aeromexico Rewards’ customers

Airline Tickets

Access to preferential fares and special promotions.

Access to Premier Lounges

An exclusive space to enjoy before departure.

Exclusive Discounts

Savings on a variety of services and products.

“ In 2025, the program reached **8 million enrolled members**, representing **33% of our total passengers.** ”



With the goal of offering comprehensive solutions that simplify travel planning, Aeromexico Vacations enables our customers to organize their experience in a practical and personalized manner, combining services such as flights, hotel accommodations, and car rentals in one place, along with complementary options to enhance their itinerary.

During 2025, this offering continued to consolidate its role as an enabler of extraordinary travel experience by facilitating the comparison of options, the design of packages tailored to individual preferences and budgets, and access to available benefits and promotions. In addition, Aeromexico Vacations strengthens value for our frequent customers by allowing them to earn Aeromexico Rewards Points when booking round-trip flight and hotel packages, further reinforcing their connection to our loyalty ecosystem.

A Journey with Purpose: Fleet, Routes and Destinations

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

In 2025, Aeromexico's network strategy maintained a clear focus on international growth and the launch of new routes, consolidating its role as a key lever to strengthen connectivity and expand the travel experience for our customers. As a result, seven new routes and six new destinations were launched during the year, allowing us to surpass 129 routes by the end of 2025.

Additionally, we successfully inaugurated six new stations within our international airport network, reinforcing our commitment to connecting those who place their trust in us.

“ We launched 7 new routes, announced 3 more for 2026, and added 14 aircraft to our fleet. And that’s not all, this year we reached our 100th station and welcomed our 100th Boeing 737. We’re 100% committed to continuing to fly higher! ”

This progress also laid the foundation for the continued expansion of our global presence. Looking ahead to the summer of 2026, new seasonal routes to Europe were incorporated, including Barcelona from Mexico City, as well as the new Monterrey (MTY)–Paris route, scheduled to begin operations in March and April 2026, respectively. This growth was made possible by the addition of new aircrafts to our fleet, strengthening our operational capacity and creating opportunities to further diversify our network.

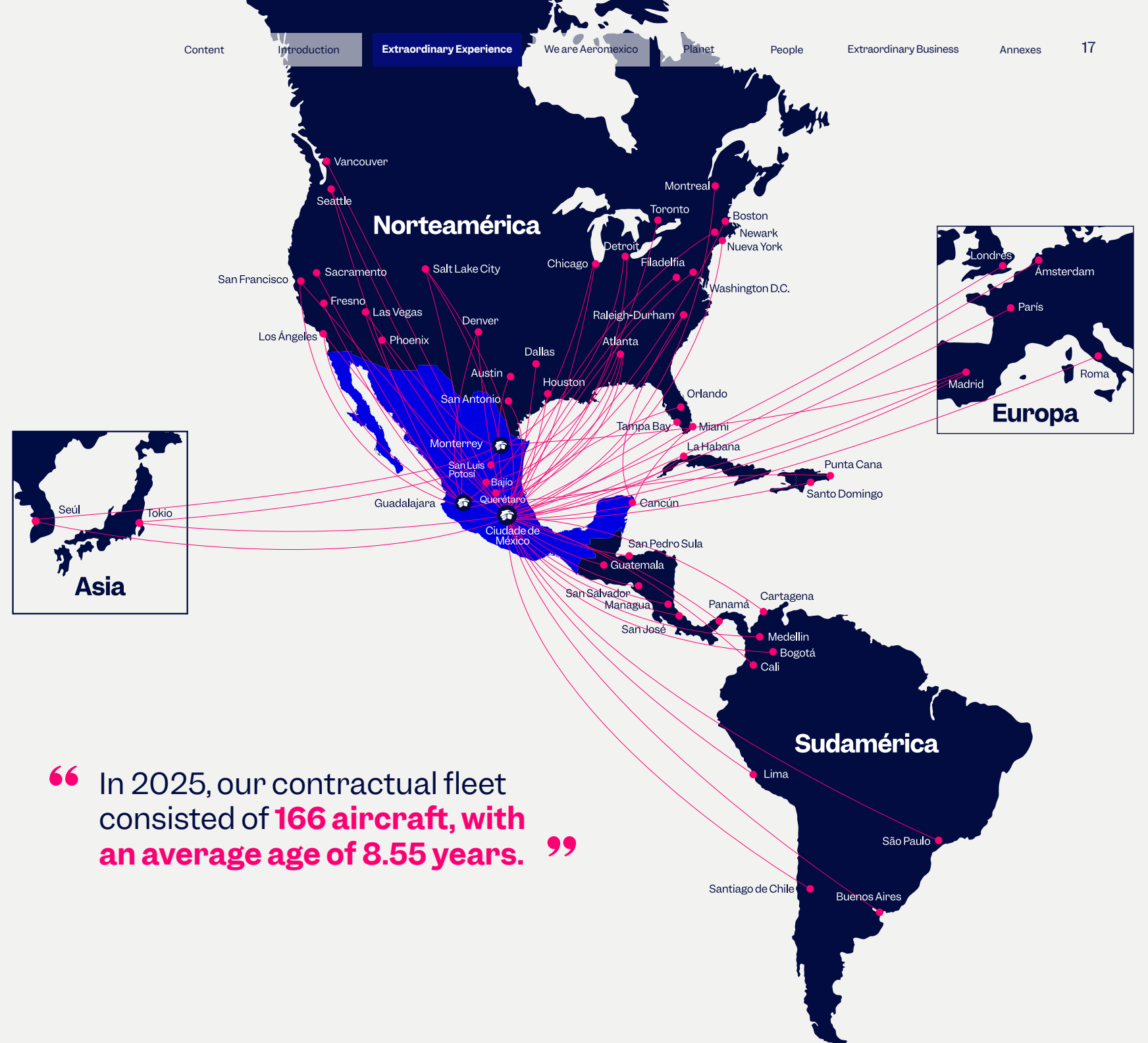
In this context, our strategic alliance with Delta continued to be a key driver in strengthening Mexico–United States connectivity by scaling routes, expanding coverage, and generating greater traffic volumes. This collaboration contributes to consolidating a stronger, more competitive network aligned with customer demand.

Fleet Renewal

As part of our decarbonization plan, we have set a target to reach 74%¹ next-generation aircraft in our fleet by 2030. In 2025, we achieved 59%, representing a 5% increase compared to the previous year.

Fleet type	Number of aircraft in 2025
E-190	34
B737-800	34
B737 Max 8	45
B737 Max 9	30
B787-8	8
B787-9	15
TOTAL	166

¹The long-term fleet plan has been revised, and as a result, the target is now expected to reach 65% by 2030.



“ In 2025, our contractual fleet consisted of 166 aircraft, with an average age of 8.55 years. ”

Additionally, to monitor progress toward this commitment, the average age of the operating fleet is reviewed on a quarterly basis in coordination with the Fleet department.

Fleet age (years)	2023	2024	2025	Fleet age (years)	2024	2025
>13	26	23	28	>13	16%	9%
7-13	32	33	25	7-13	0%	0%
<7	42	44	46	<7	0%	0%

Our Operations

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

During 2025, systemwide capacity measured in Available Seat Kilometers (ASKs) remained stable (0%); however, performance showed relevant regional variations, reflecting a strategic adjustment in capacity allocation.

In the international segment, capacity increased by +3%, primarily driven by expansion in Asia (+39%), Central America (+6%), and the Caribbean (+62%), in line with the strengthening of our international network and the launch of new routes in these regions. In contrast, certain geographies experienced reductions associated with capacity rationalization in response to specific market conditions, including Canada (-20%), South America (-1%), and Europe (-3%).

The domestic market recorded a -6% contraction, with decreases across all subsegments: border (-8%), local (-4%), and beach destinations (-7%). This trend reflects a strategic focus on optimizing profitability and prioritizing international markets with higher growth potential.

Overall, these figures demonstrate an evolution in our connectivity strategy toward international markets, offsetting the domestic reduction and allowing total system capacity to remain stable compared to the previous year.

Operational data

	2023	2024	2025	Change 2024 vs 2025
Thousands				Passengers
Domestic	17,700	17,160	16,210	-6%
International	7,060	8,179	8,377	2%
Total	24,760	25,338	24,587	-3%
Millions				ASKs ⁽¹⁾
Domestic	18,997	18,273	17,201	-6%
International	33,989	39,088	40,420	3%
Total	52,986	57,361	57,622	0%
Millions				RPKs ⁽²⁾
Domestic	15,922	15,724	14,712	-6%
International	28,704	33,931	34,776	2%
Total	44,626	49,654	49,488	0%
%				Load Factor ⁽³⁾
Domestic	83.8	86.05	85.54	-1%
International	84.4	86.81	86.06	-1%
Total	84.22	86.57	85.90	-1%
Thousands				RTKs ⁽⁴⁾
Total	4,807,902	5,391,659	5,441,735	1%

¹ ASK (Available Seat Kilometers): The number of seats available for sale multiplied by the distance flown.

² RPK (Revenue Passenger Kilometers): The number of passengers transported multiplied by the distance flown.

³ Load Factor: Calculated as RPKs as a percentage of ASKs, it is a key indicator used to measure how efficiently the airline utilizes its capacity. It is important to note that, in this report, Load Factor considers only total passengers transported on scheduled flights as a percentage of scheduled available seats.

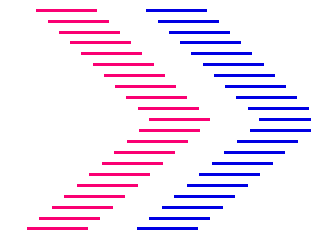
⁴ RTK (Revenue Tonne Kilometers): The number of metric tonnes transported multiplied by the distance flown.

Delays and load factor for short- and long-haul flights

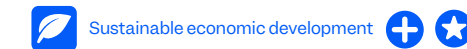
	% of flights with delays		Load factor	
	2024	2025	2024	2025
Short-haul flights ⁽¹⁾	11.68%	7.76%	85%	85%
Long-haul flights ⁽²⁾	12.92%	8.76%	87%	86%

¹ Short-haul flights (less than 3 hours) delayed by more than 15 minutes.
² Long-haul flights (more than 3 hours) delayed by more than 15 minutes.

Sustainable Economic Development

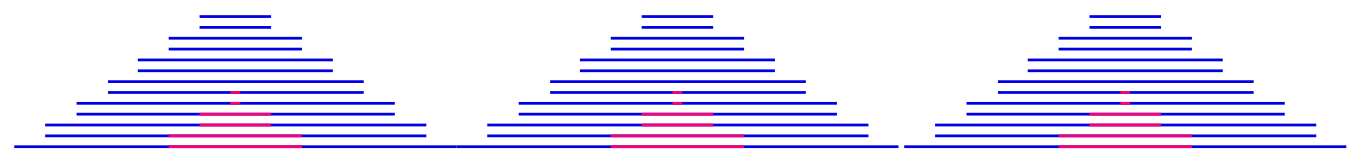


(SASB TR-AL-000.D, TR-AF-000.A)



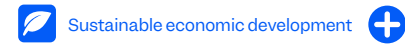
Aeromexico's operations generate a direct positive impact on the economic development of the communities where we operate by strengthening air connectivity, facilitating the movement of people and goods, and promoting tourism, commercial activity, and productive development at the local, national, and international levels. Our presence on domestic and international routes contributes to integrating Mexico with the world's major economic centers, fostering investment attraction, supply chain growth, and the generation of direct and indirect employment throughout our value chain. In this way, the connectivity we provide translates into greater economic opportunities, regional dynamism, and the strengthening of productive ecosystems across multiple sectors.

In parallel, we have identified a relevant opportunity to enhance our processes for measuring and analyzing the economic performance associated with sustainability. Advancing the development of methodologies that allow for a more precise quantification of the economic impacts of our operations, the assessment of the effects of our sustainability initiatives, and the evaluation of their return on investment will enable improved decision-making, prioritization of higher value-creation projects, and stronger integration of economic, social, and environmental criteria into our business strategy. This approach contributes to consolidating a more robust, transparent, and long-term-oriented management framework.



Aeromexico Cargo Up Close

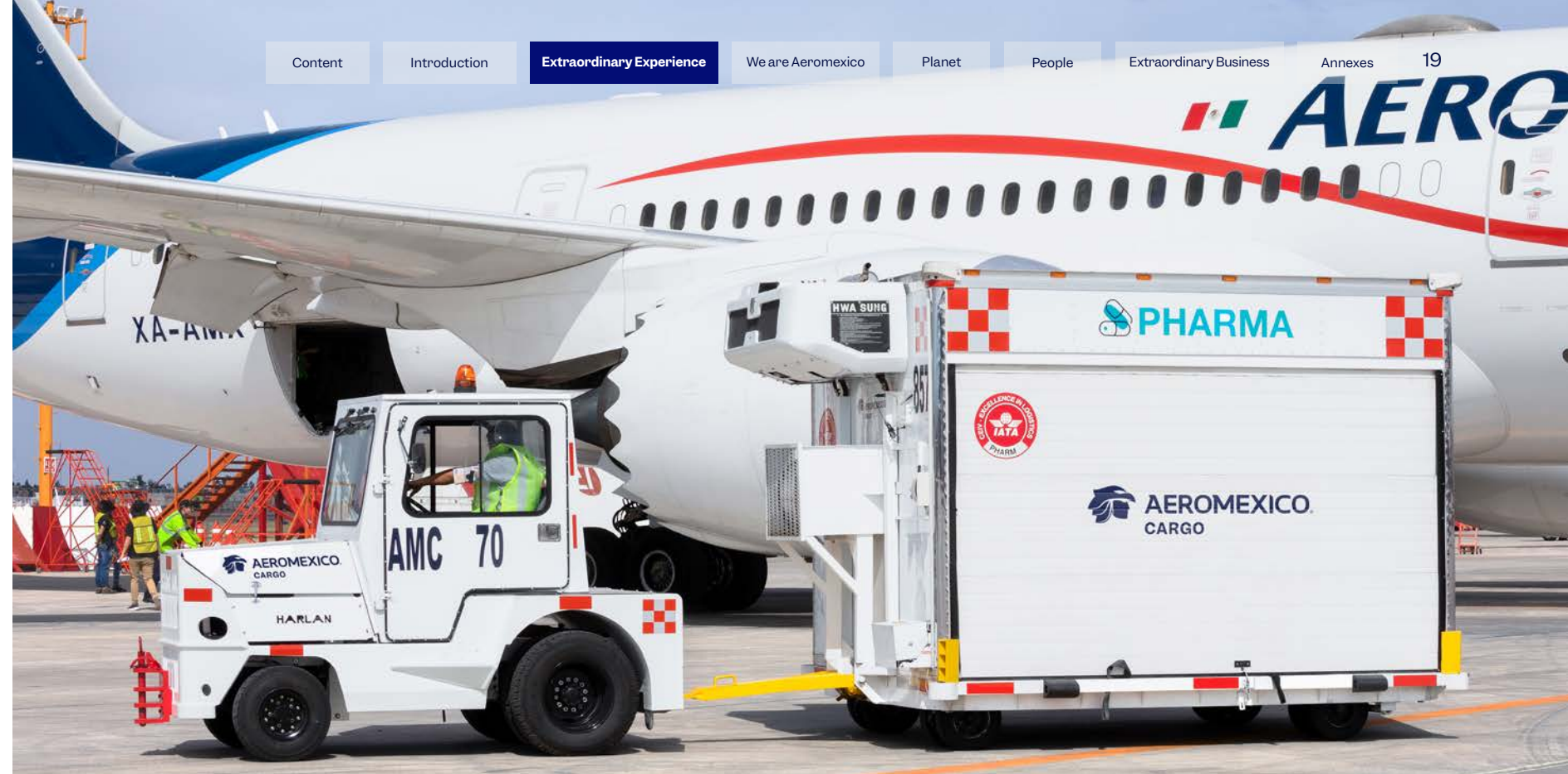
(GRI 413-2) (SASB TR-AF-000.B, SASB TR-AF-430a.3.)



Through Aeromexico Cargo, we connect Mexico with international markets, facilitating trade, enhancing the country's competitiveness, and strengthening our contribution to economic development. For this reason, cargo operations represent a strategic component for Aeroméxico, enabling the efficient flow of goods and directly supporting the functioning of supply chains.

Our Services

In the cargo segment, we offer a comprehensive portfolio of logistics solutions, both in the domestic and international markets, designed to address the diverse needs of our customers and to adapt to different types of cargo.



Cargo services

Category

Services

Domestic

- Gold (first available flight)
- 12 + 12 (standard service)
- Courier
- Perishables
- High-value cargo
- High technology
- Live animals
- Human remains
- Pharma XPS and STD
- Pouch (exclusive service for e-commerce and courier)
- Dangerous goods

International

- Pharma XPS and STD
- Express (for general cargo)
- General
- Specialized (cargo requiring specific handling)

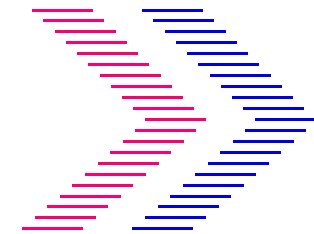
Additional Services

- Home delivery in selected cities
- Storage

We are the leading air cargo operator in the domestic market, with nationwide coverage across Mexico and a comprehensive offering for the transportation of goods ranging from documents, e-commerce shipments, and pets to pharmaceuticals and food industry products. Internationally, we transport a wide variety of cargo, including perishables, live animals, high-value technology, inputs for the aerospace and automotive industries, and e-commerce shipments.

Since 2021, we have held the CEIV Pharma certification from IATA, which endorses the excellence of our processes for the transportation of pharmaceutical products.

To learn more about our Cargo services, click here.



Fleet Capacity

(SASB TR-AF-000.B)

During 2025, we continued to expand the capacity of our cargo operations through the opening of new stations and the introduction of specialized services. In February, we began operations in Newark, and in November we added Las Vegas and Cali, reaching a total movement of 68.7 tons by year-end through these new stations (round trip). Additionally, in October, we obtained authorization to transport dangerous goods to and from Seattle, and in August we initiated the transportation of radioactive material for medical use from Europe. In September, we began transporting international mail to the United States for SEPOMEX, with plans to expand this service to parcel shipments.

We also entered into a contract with a warehouse at Felipe Ángeles International Airport (AIFA) to enable the delivery and collection of international cargo, connected to Mexico City/International Airport (AICM) through a ground transportation provider, thereby expanding logistics options for our customers.

By leveraging the cargo compartments of our passenger flights, Aeroméxico Cargo provides coverage to major cities in Mexico and worldwide, including Asia, North America, Central America, South America, and Europe, with an average of 450 flights transporting cargo daily.

Distance	Aircraft	Average cargo capacity	Load factor
Short-haul	ERJ-190	900 to 1,200 kg	70%
Medium-haul	B737-800 B737 MAX 8 B737 MAX 9	1,500 to 2,500 kg	81%
Long-haul	B787-8 B787-9	Up to 25,000 kg	78%

Key Actions during the Year

During the period, Aeromexico Cargo reached a historic record in transported cargo, with a total volume of 170 thousand tons, representing a 4.4% increase compared to 2024. This performance reflects the strength of our commercial strategy, the sustained recovery in demand, and enhanced operational efficiency across key routes and specialized services.

“Our cargo business continues to consolidate its role as a relevant component of Aeromexico’s business model, contributing approximately 7% of total revenues.”

In 2025, we also completed the first full year of operations at our new domestic warehouse, designed to enhance operational efficiency and improve the experience of both customers and employees. The facility includes a specialized area for the temporary accommodation of pets and live animals, a 50% expansion of the acceptance area, and digital tools such as a queue management system for light cargo, as well as motion sensors to optimize energy and water consumption.

Digitalization and Process Standardization

During 2025, Aeroméxico Cargo achieved significant progress in the digitalization and standardization of its operations, strengthening visibility, control, and service quality. Among the key milestones was the automation of the FAB (Flown as Booked) indicator, one of the Company’s most relevant KPIs, which transitioned from a limited manual calculation to covering approximately 94% of international waybills transported. This advancement improved operational insight and reinforced compliance with our service commitment to customers.

In addition, we completed the development and dissemination of the General Cargo Manual (GCM), consolidating into a single document the operational procedures that were previously dispersed. This integration facilitates access to information, strengthens process standardization, and contributes to more consistent operations across the network.

We also advanced the modernization of commercial processes through the implementation of Salesforce, establishing a single customer record and digitalizing the tracking of opportunities, targets, and results. These tools enhance data-driven decision-making, improve cross-functional coordination, and support a more efficient, customer-focused commercial management approach.

Traceability and Operational Control

We implemented the aircraft-side cargo scanning project, which enables real-time registration of each piece during loading and unloading processes, aligning this control with the baggage handling model. The system currently operates for all domestic flights carrying cargo from MEX Terminal 2, with preparations underway for wide-body aircraft and its progressive rollout to domestic stations beginning in 2026. This initiative reduces errors, eliminates manual counts, and enhances tracking reliability for customers and operational teams.

At year-end 2025, we launched the Punto Cargo pilot program, which will enable the commercialization of domestic courier and parcel services at Aeroméxico ticket offices in Monterrey and León, bringing the product closer to customers and eliminating the need to travel to airports to ship packages.

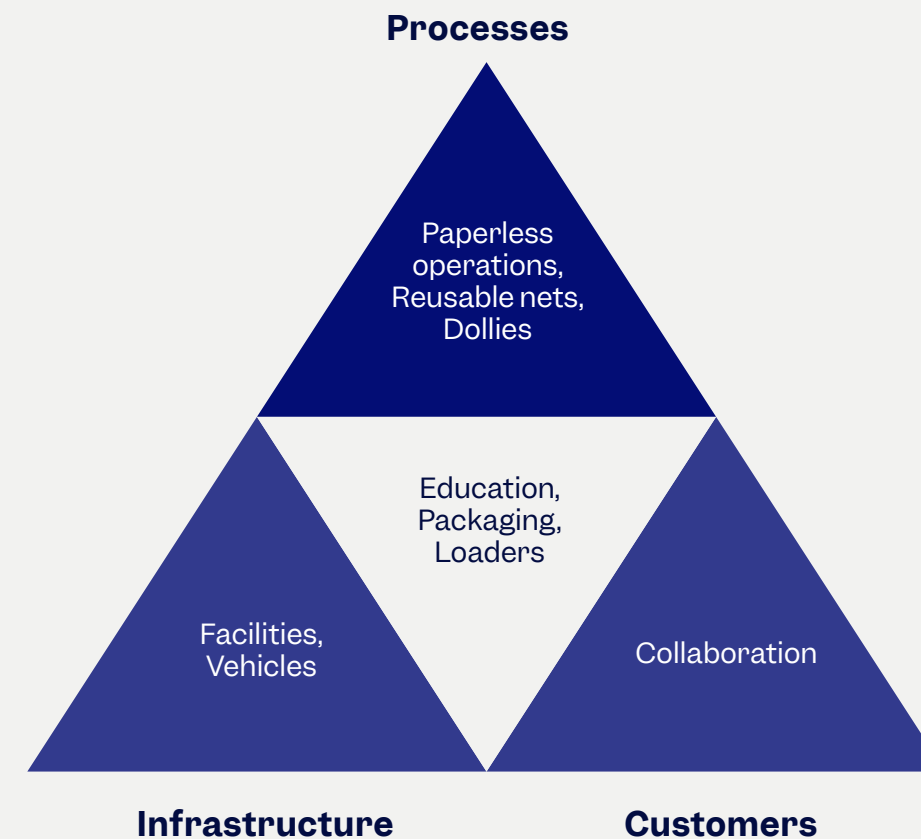
Additionally, we strengthened security controls at domestic stations by expanding video surveillance and monitoring systems, with centralized oversight from the command center in Mexico. Complementing these measures, we incorporated X-ray equipment and explosive trace detection (ETD) systems, enabling the vast majority of domestic cargo to be inspected using technological means.

Furthermore, recognizing the environmental impacts associated with ground operations, particularly the use of fossil fuels in ground support equipment, we continued to gradually incorporate electric equipment, renew our ground fleet, and progressively replace lighting systems with low-energy-consumption alternatives.

Toward a More Sustainable Management

In 2025, we established the Aeromexico Cargo Sustainability Committee and advanced initiatives aligned with the Group’s strategy, including improvements in the transportation of live animals, the implementation of protocols to prevent wildlife trafficking, the expansion of reusable net usage, and the renewal of ground support equipment with more efficient units, contributing to operations with lower fuel consumption and reduced maintenance requirements.

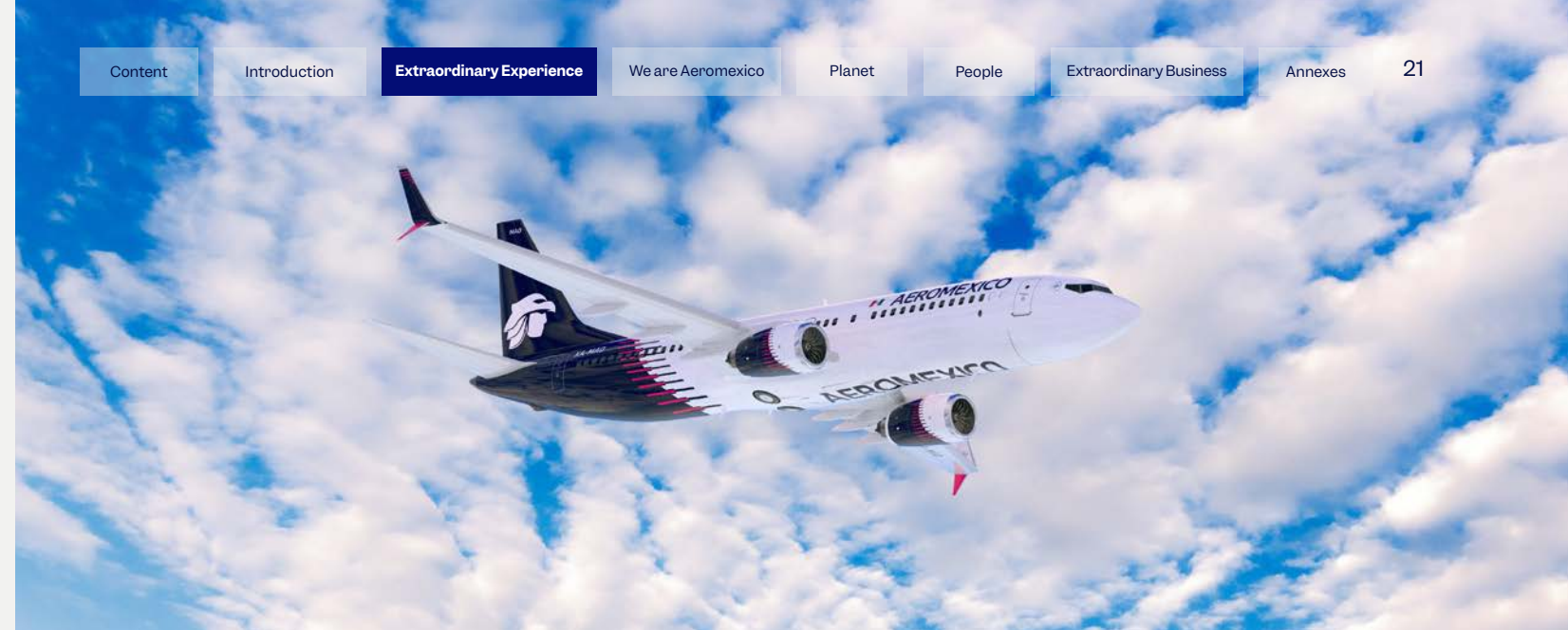
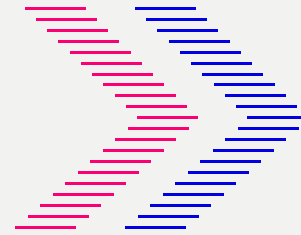
Components of the Sustainability Initiatives of Aeromexico Cargo



Inspection Logbook

Electronic tablets were implemented in each of the X-ray machines at the domestic warehouse with the objective of digitalizing cargo inspection records and replacing the paper logbook.

This action contributes to reducing paper consumption, improving information traceability, and strengthening the efficiency and reliability of security processes.



Cargo Without Footprint

Substantially reduce the consumption of single-use plastics in Aeroméxico Cargo through the progressive replacement of supplies such as tapes, bags, and disposable containers with more sustainable alternatives, including reinforced kraft paper tape, reusable envelopes, and refillable containers.

The initiative is complemented by awareness actions aimed at employees, including the distribution of Eco-Kits (reusable bottle, mug, and bag) and the implementation of a monthly monitoring scheme with visual reports that highlight the impact of these actions and help strengthen an environmental culture within operations.

Avoiding Tree Cutting and Going Further

Optimize the use of labels on transport carts between the warehouse and the platform by eliminating the plastic bag currently used to hold them and using only the reusable panel. Cargo information is written directly on the panel using high-visibility dry-erase markers.

This measure only requires the use of markers and a cloth for erasing once the flight has been loaded, reducing the consumption of single-use plastics while strengthening more sustainable operational practices.

Ground Fleet Renewal

During 2025, progress was made in the ground support equipment renewal program with the objective of modernizing the fleet, improving operational efficiency, and reducing environmental impacts and maintenance costs.

A 1984 tractor model was retired at the Cancún station. Four Bendi forklifts, two tractors, one Urvan unit for personnel transportation (from the GAM fleet), and four rolling platforms (PLs) were incorporated in Tijuana.

Two tractors were replaced in Mexico City and one in Tijuana, along with the replacement of ten pallet tractors, the addition of a crane truck, and the renewal of an additional crane truck.

Environmental Training

Implementation of ESG awareness sessions designed to strengthen employees' knowledge and awareness of environmental, social, and governance topics and their relevance to Aeroméxico Cargo's operations.

These sessions promoted a greater understanding of the company's sustainability commitments, the role of each area in achieving them, and the adoption of responsible practices in daily activities.

Igniting Awareness

Implement motion-sensor lighting systems in cold rooms, the dining area, and restrooms within the warehouse so that lights are activated only when presence is detected.

This measure would reduce unnecessary electricity consumption, optimize operating costs, and contribute to a more efficient and sustainable operation.

Transport of Live Animals

Within our live animal transport operations, we received guidance from an expert veterinarian who issued several recommendations to strengthen Aeroméxico Cargo's processes for transporting live animals. As a result, improved practices related to vaccination records for dogs and cats were adopted.

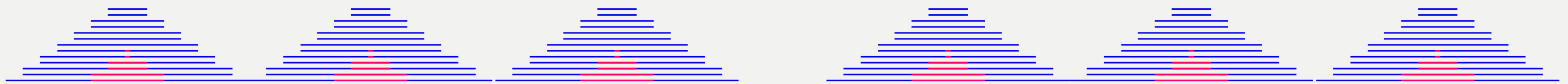
These adjustments were documented in the Transport Operations Manual (MOT).

Let's Be the Answer

Placement of bins for each type of waste and implementation of waste separation practices at national stations.

Eliminating Plastic Wrap

Through the use of reusable nets, the use of plastic stretch wrap is significantly reduced. During the third quarter of the year, the necessary nets were received to cover 100% of the system, and their implementation was carried out immediately, strengthening operational practices and contributing to more efficient and sustainable management of Aeroméxico Cargo's processes.



Awards, Recognitions, and Certifications



We are proud to share the awards, recognitions, and certifications that Aeromexico received throughout the year. These achievements reflect the Company's ongoing commitment to sustainability, innovation, and service excellence. We recognize and thank the dedication of our employees and strategic partners, whose efforts drive us to continue advancing in our mission to consolidate our position as a responsible airline and a benchmark in the industry.

Industry Awards and Recognitions



Recognized for the second consecutive year as the world's most punctual airline.



Recognition in the "People" category for our initiative "Destino Libertad: La ruta de la trata de personas." Awarded by the United Nations Global Compact.



Recognition for customer service quality.

Ranked 56th (vs. 63rd in 2024) among the "500 Most Important Companies in Mexico."



Recognition as a Responsible Company in the Environmental (4th place), Social (7th place), and Governance (17th place) categories.



Ranked as the 12th most valuable brand in Mexico and number one in the transportation sector.

Ranked 55th (vs. 57th in 2024) among the "500 Companies Against Corruption."



First Latin American airline to receive the highest security recognition.



ESG Responsibility: AM recognized as the most responsible company in the passenger transportation sector.

Employer Awards and Recognitions



Certified as a great place to work.



In the equality and diversity dimension, we improved our score from 8.89 to 9.29 vs. 2024.



Recognized by the Top Employers Institute for our human resources policies and practices, for the third consecutive year.



Awarded by the International Financing Review, for our actions in impact, innovation, execution, and strategic relevance.

Campaign Awards

Two Bronze Lions at Cannes Lions and three Gold, five Silver, and four Bronze awards at *El Ojo de Iberoamérica* for our "Aeromexicanos" campaign. In addition, three shortlists at the London International Awards.

One Silver and three Bronze awards for our Pride campaign "Hermanos" at *El Ojo de Iberoamérica*.

Awards for our "90 Years" Campaign

- Círculo Creativo: Bronze and Silver.
- IAB Mixx Awards 2025: Silver.

"Que nadie dicte tu forma de volar" Campaign

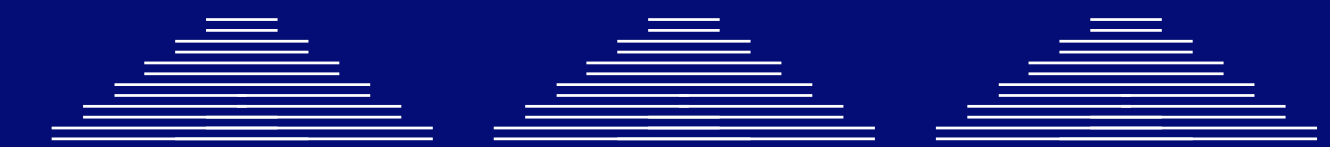
- Círculo Creativo: Bronze in Audiovisual Production and Production Design; Silver in Craft Audio – adaptation of a known theme.

"Aeromexico Birthday Email" Campaign

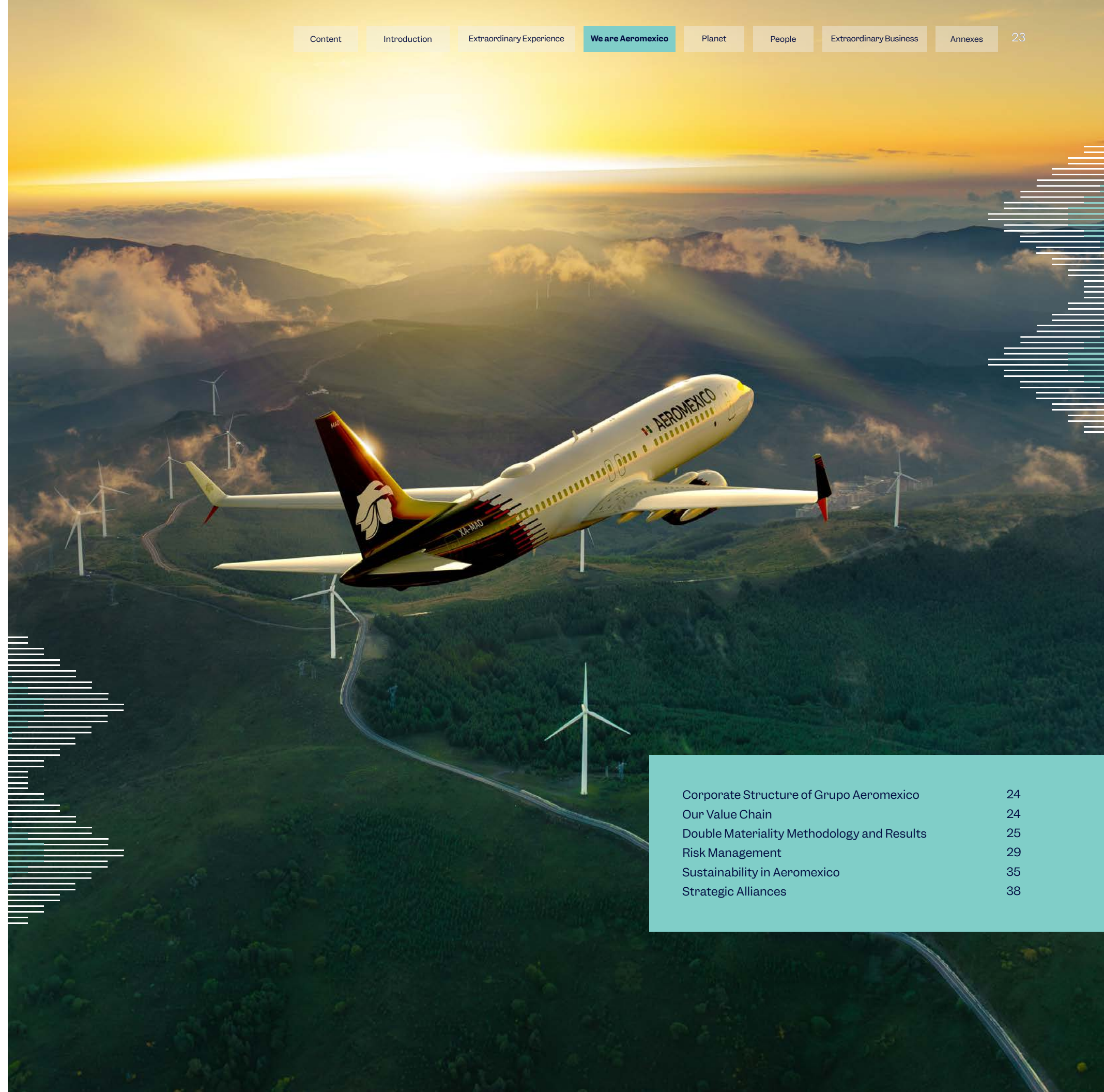
- IAB Mixx Awards 2025: Silver in Cross-Media Storytelling Integration; Shortlist in Data, Activation, Personalization & Insights.

Certifications

- Certification of the Safety Management System (SMS), issued by the Agencia Federal de Aviación Civil (AFAC)
- Air Operator Certificate (AOC)
- Certifications / compliance with International Civil Aviation Organization (ICAO)
- Certifications / oversight by the Transportation Security Administration (TSA)
- CEIV Pharma certification granted by IATA
- Safe and Healthy Work Environments Distinction (ELSSA, for its Spanish acronym) – IMSS (Mexican Social Security Institute)
- Compliance with NOM-002-STPS (fire safety)
- ISO 45001 implementation (in process / OH&S management system implementation)
- ISO 14001 certification valid through 2026
- Clean Industry Level 2 PROFEPA (Federal Attorney General's Office for Environmental Protection)
- Compliance with NOM-035-STPS (psychosocial risks)
- Compliance with NOM-064-SCT3-2023 (SMS)
- Compliance with NOM-117-SCT3-2016 (fatigue)
- PCI DSS v4.1 certification (cardholder data protection)
- ISO 27001:2022 certification for the digital sales channel and flight operations process



How We Make It Possible



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How We Make It Possible

Corporate Structure of Grupo Aeromexico

(GRI 2-2, 2-6)

Grupo Aeromexico operates as a holding company that, through its subsidiaries, carries out passenger and cargo air transportation activities, as well as related services that strengthen operational continuity and enhance customer experience.

Our operations are supported by a group of subsidiaries that work in coordination to deliver a comprehensive value proposition to our customers, combining air connectivity with specialized services within our Loyalty Program.

This structure enables us to address diverse travel needs, from core passenger transportation operations to complementary services, ensuring that each journey becomes an extraordinary experience.



Provides domestic and international passenger flight services from Mexico.



A leading air cargo carrier, recognized for its IATA CEIV Pharma certification for the transportation of pharmaceutical products under the highest quality standards.



A leader in aviation training, offering career programs, specialized courses, consulting services, and personnel evaluation.



Focused on serving the needs of business travelers through regional flight services.



Provides aircraft ground assistance services at more than 40 airports.



Our loyalty program, offering exclusive benefits to our passengers.

Our Value Chain

(GRI 3) Customer experience

Aeromexico's value chain comprises three main stages: upstream, own operations, and downstream, which together enable us to deliver a safe, efficient, and high-quality travel experience.

The upstream stage includes aircraft manufacturers and lessors, fuel suppliers, maintenance providers, technology partners, airport service providers, airports, cargo agents, and regulatory authorities, all of whom ensure the availability of critical inputs, infrastructure, and regulatory compliance.

Our own operations constitute the core of the business and include our employees, hangars, and primary hubs — Mexico City, Guadalajara, and Monterrey — as well as passenger and cargo flight operations. Key processes such as fleet management and maintenance, training, ground operations, and onboard services are concentrated at this stage.

Finally, the downstream stage includes leisure, corporate, and cargo customers, along with travel agencies, booking platforms, loyalty programs, after-sales services, and marketing and communication activities. This structure enables us to identify impacts, risks, and opportunities throughout the entire value chain and underpins the creation of long-term value for our stakeholders.

Upstream

- Aircraft and engine manufacturers
- Fuel suppliers
- Maintenance and repair providers
- Technology and systems providers
- Airport service providers
- Airports
- Equipment and materials suppliers
- Cargo agents
- Aircraft lessors
- Government authorities

Own Operations

- Employees
 - ▶ Hangars — Mexico City and Guadalajara
 - Hubs — Mexico City, Guadalajara, and Monterrey
- Partner institutions
 - ▶ Flight operations (passenger and cargo)
 - ▶ Fleet maintenance
 - ▶ Training and development
 - ▶ Fleet and fuel management
 - ▶ Ground operations
 - ▶ Onboard services

Downstream

- Leisure, corporate, and cargo customers
 - ▶ Travel agencies and booking platforms
 - ▶ Loyalty programs
 - ▶ After-sales services
 - ▶ Waste management
 - ▶ Marketing, communication, and sales
 - ▶ Communities
- Stakeholders
 - ▶ Activities and services
 - Main Hubs



Double Materiality Methodology and Results



(GRI 3-1, 3-2)

Operating at this scale and across such a diverse range of activities requires us to responsibly recognize and manage the impacts we generate, as well as the risks and opportunities that arise in an increasingly dynamic environment.

In this context, we conducted our Double Materiality Assessment, an exercise that enables us to identify priority topics from two complementary perspectives: on the one hand, the actual and potential impacts of our operations and value chain on people and the environment; and on the other, the risks and opportunities these topics represent for Aeromexico's financial resilience, performance, and long-term strategy.

Methodology

To define our priority topics, we followed a structured methodology that allows us to identify, prioritize, and validate the most relevant issues for Aeromexico and our stakeholders:

Understanding the sustainability landscape

We conducted a comprehensive mapping of potentially relevant topics by analyzing three perspectives:

a. Internal context: We assessed the priorities and strengths of our operations and value chain.

b. External context: We analyzed trends within the aviation sector, drawing on international standards such as the Sustainability Accounting Standards Board (SASB) and guidance from organizations including the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO).

c. Regulatory context: We reviewed emerging sustainability and climate-related topics within local and international regulatory frameworks, including Mexico's General Law on Climate Change, the IFRS Sustainability Disclosure Standards (IFRS S1 and S2), the Corporate Sustainability Reporting Directive (CSRD), CORSIA, among others.

Identification and assessment of Impacts, Risks, and Opportunities (IROs):

Based on the topics identified, and drawing on robust sector research, document analysis, and interviews with relevant stakeholder groups, we identified potential impacts, risks, and opportunities (IROs) that could affect both the environment in which we operate and our financial performance. For the assessment of these IROs, the following criteria were applied:

Impacts: Evaluated based on scale, scope, and likelihood, as well as irremediability in the case of negative impacts.

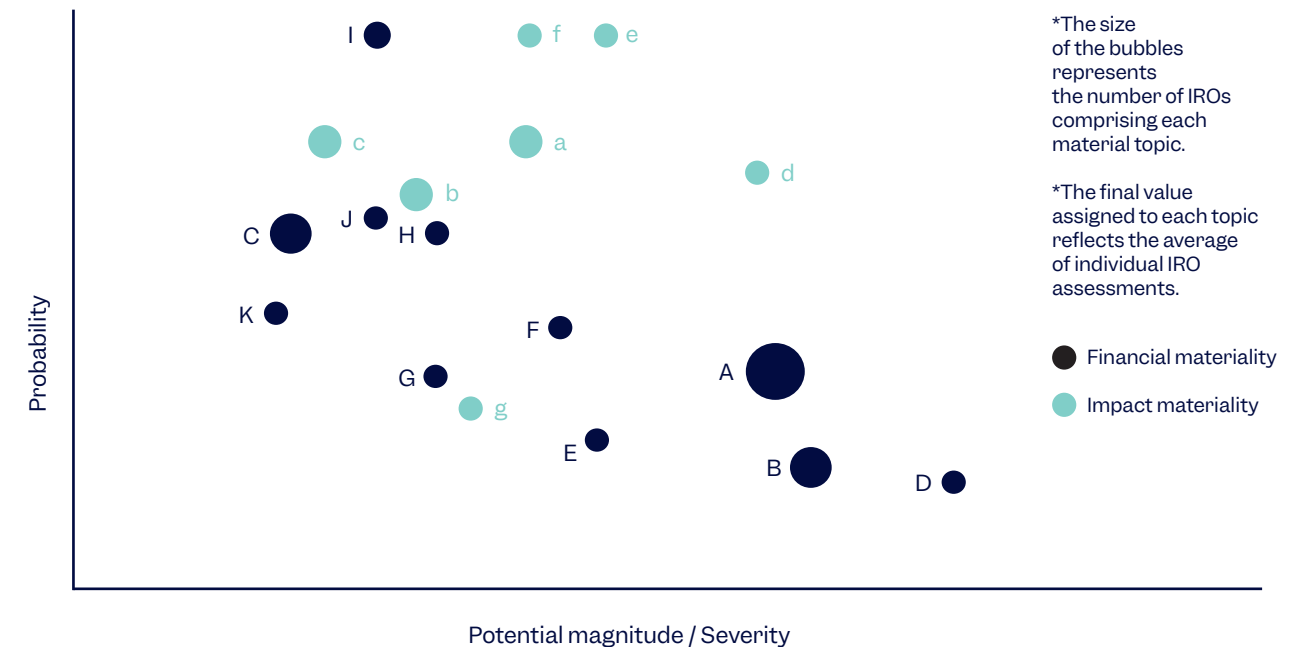
Risks and opportunities: Assessed according to the potential magnitude of financial effects and the probability of occurrence over the short, medium, and long term.

Prioritization and validation

Through consultations with internal and external stakeholders, including employees, senior management, subject matter experts, customers, suppliers, and media representatives, we developed a final matrix of priority IROs for the Company. This matrix was subsequently validated by our managers and senior leadership team.

The materiality assessment is conducted or reviewed approximately every two years. Throughout this report, we disclose the management of the prioritized topics based on the updated 2025 materiality analysis, with a deeper focus on climate-related risks arising from and affecting our operations.

The following chart illustrates impact materiality and financial materiality, considering the material IROs (29) associated with each material topic (12). The X-axis represents the average severity of impacts and the potential magnitude of financial effects associated with risks and opportunities, while the Y-axis reflects the likelihood of occurrence of all IROs. This matrix enables the identification of critical areas that require focused attention and strategic action.



*The size of the bubbles represents the number of IROs comprising each material topic.

*The final value assigned to each topic reflects the average of individual IRO assessments.

● Financial materiality
● Impact materiality

- A. Health and Safety
- B. Climate change adaptation and mitigation
- C. Customer experience
- D. Cybersecurity and personal data protection
- E. Human rights
- F. Corporate governance
- G. Risk management
- H. Water management and availability
- I. Ethics, transparency, and anti-corruption
- J. Sustainable economic development
- K. Energy management and air navigation efficiency

- a. Energy management and navigation efficiency
- b. Human rights
- c. Responsible supply chain
- d. Sustainable economic development
- e. Customer experience
- f. Health and Safety
- g. Climate change adaptation and mitigation

See details of the distribution of impacts, risks, and opportunities (IROs) on the following page.










Distribution of Impacts, Risks, and Opportunities

Dimension: Social Environmental Governance

Category: Positive impact Negative impact Risk Opportunity

Time horizons: Short term Medium term Long term Ongoing

Material topic	Category	Upstream	Own operations	Downstream	Time Horizons
		IROs			
<p>Health and safety</p>			Ongoing investment in safety training due to high employee turnover.		
			Aircraft damage caused by potential impacts or external agents.		
			Financial penalties and operational disruptions due to non-compliance with health and safety regulations.		
			Potential contamination or air quality impacts in communities near airports.		
			Loss of aircraft control due to unlawful interference.		
			Flight interruptions and financial losses due to aircraft technical failures.		
<p>Climate Change mitigation and adaptation</p>			Flight disruptions and financial losses due to the effects of climate change.		
			Contribution to the growth of the global carbon footprint.		
			Reduce emissions and mitigate climate change through transition to a more modern and efficient fleet.		
			Regulatory sanctions due to non-compliance with environmental regulations.		
<p>Customer experience</p>			Operational disruptions and reputational vulnerability due to external business risks.		
			Positive customer experience enabling safe and comfortable travel, contributing to socioeconomic development.		
			Changes in customer expectations focused on immediacy due to rapid digital technology development.		
			Digitalization of customer experience.		

Material topic	Category	Upstream	Own operations	Downstream	Time Horizons
		IROs			
 Human Rights	+		Reduction of potential harassment cases through successful implementation of procedures.		1-2 YEARS
	+	Ethical practices through the promotion and safeguarding of human rights across the value chain.			1-2 YEARS
	!		Reputational risk, lawsuits, and fines due to human rights violations and potential human trafficking cases.		1-5 YEARS
 Energy management and air navigation efficiency	+	Promote the Sustainable Aviation Fuel (SAF) landscape in Mexico to accelerate its adoption and availability, reducing greenhouse gas (GHG) emissions.			1-2 YEARS
	!	Increase in aviation fuel prices due to geopolitical conflicts.			1-2 YEARS
	+	Improve air navigation efficiency and reduce fuel consumption to decrease GHG emissions.			1-2 YEARS
 Sustainable economic performance	+		Promote economic development in communities resulting from our operations and international route presence.		1-2 YEARS
	★		Improve economic performance measurement, impact assessment, and ROI evaluation of sustainability initiatives.		3 YEARS
 Responsible Supply Chain	+	Reduction of greenhouse gas emissions through the consumption of local products and services.			1-2 YEARS
	+	Promote sustainability among suppliers to build a more resilient and sustainable supply chain.			1-2 YEARS
 Cybersecurity and personal data protection	!		Flight disruptions, financial losses, and reputational damage caused by cyberattacks.		1-5 YEARS
 Corporate governance	★	Build trust through long-term sustainable practices, proactive risk management, transparency, and accountability aligned with international reporting standards.			1-2 YEARS
 Risk management	!		Operational disruptions and financial losses due to deficient risk management systems and procedures.		1-5 YEARS
 Water management and availability	★	Use efficient technologies for water sourcing, consumption, and extraction.			1-2 YEARS
 Ethics, transparency and anti-corruption	★	Strengthen stakeholder relationships, enhance brand loyalty, and support long-term business success through transparent disclosure practices.			1-2 YEARS



Stakeholder Engagement

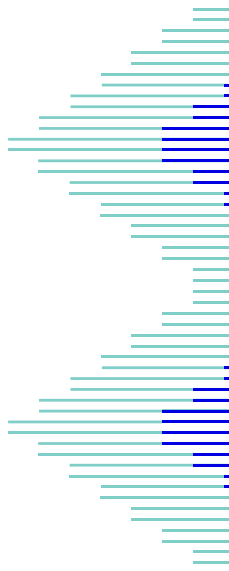
(GRI 2-29)

Our ability to generate value and strengthen a service-oriented culture is closely linked to the quality of our relationships with our various stakeholders. We recognize that these interactions, both direct and indirect, influence our operations, reputation, and long-term resilience.

In line with international best practices, we maintain open and transparent communication that enables us to understand expectations, identify relevant issues, and anticipate sustainability-related risks and opportunities. To this end, we have established multiple engagement and service channels, as well as tailored service approaches adapted to the specific characteristics of each stakeholder.

Stakeholders and communication channels

Stakeholder	Commitment	Communication channels
Shareholders	Protect their investment through continuous business growth and transparent management.	<ul style="list-style-type: none"> · Website · Press releases · Financial reports · Board of Directors meetings
Customers	Place customers at the center of decision-making, delivering a safe and high-quality travel experience.	<ul style="list-style-type: none"> · Website · Email · Communications · Social media · Customer satisfaction surveys · Mobile app · Customer service · Onboard screens · Aeromexico magazine · Focus groups
Authorities	Contribute to the country's socioeconomic development and ensure compliance with applicable regulations.	<ul style="list-style-type: none"> · Website · Press releases · Open dialogue · Financial reports · Public partnerships
Employees	Promote overall well-being, professional development, and a respectful work environment.	<ul style="list-style-type: none"> · Intranet · Email communications · Performance evaluations · Ethics hotline · Training sessions · Signages
Industry Associations	Collaborate on initiatives that drive sustainable sector growth.	<ul style="list-style-type: none"> · Website · Press releases · Open dialogue · Financial reports · Public partnerships
Airport Service Providers	Enable efficient operations and service excellence.	<ul style="list-style-type: none"> · Email · Commercial department · Website · Commercial alliances
Community	Promote social progress by addressing the needs of local communities.	<ul style="list-style-type: none"> · Social media · Website · Periodic meetings · Open dialogue
Suppliers	Ensure transparent procurement processes and long-term business relationships.	<ul style="list-style-type: none"> · Email · Performance evaluations · Procurement department · Website



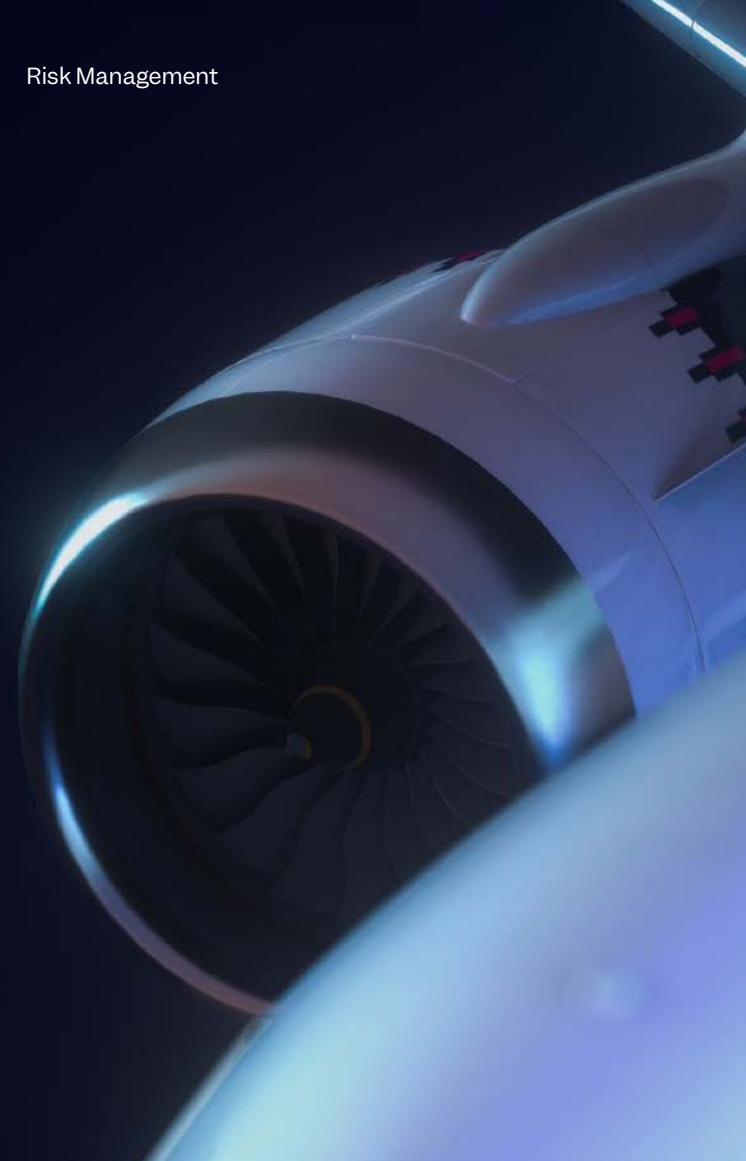
Risk Management

(GRI 2-12, 2-13, 2-25) (TCFD, Risk management, A, B, C)

We define risk, whether internal or external, as any event, action, or strategy that, if materialized with a certain magnitude and frequency, could adversely affect the Group's performance. This may range from compromising the effectiveness of specific processes to impacting operational continuity, the achievement of strategic objectives, and financial viability.

Our risk appetite establishes the acceptable limits within which risks may be assumed, setting controls to mitigate, eliminate, or transfer them as appropriate. This approach ensures disciplined risk management aligned with decision-making processes and the Company's operational and financial context.

Consistent with IFRS guidance regarding the identification and management of risks that may influence performance, prospects, and value creation over the short, medium, and long term, during 2025 we continued advancing the implementation of our Strategic Risk Management methodology.



At year-end, 76 risks were recorded and assessed, covering strategic, compliance, financial, and operational dimensions. In 2025, ESG-related risks (environmental, social, and governance), identified through the double materiality assessment and climate risk analyses, were incorporated into the Strategic Risk Management system.

These risks are grouped into four main pillars: Strategic, Compliance, Financial, and Operational. The topics covered under each pillar are outlined below:

Main pillars

Strategic risks

- Governance
- ESG
- Climate-related risks
- Planning and resource allocation
- Key initiatives
- Mergers, acquisitions, and divestitures
- Market dynamics
- Communication and stakeholder relations

Financial risks

- Market
- Liquidity and credit
- Accounting and reporting
- Tax
- Capital structure

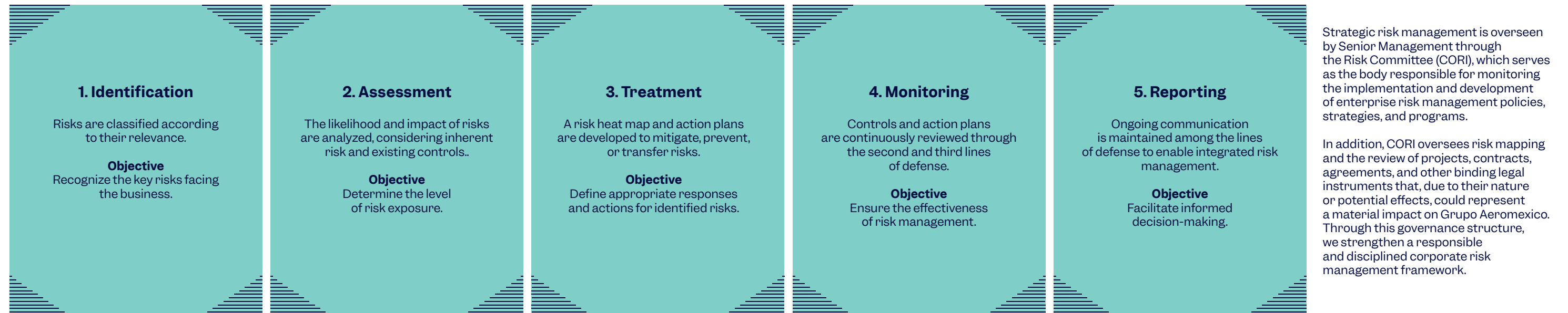
Operational risks

- Sales and marketing
- Procurement and supply
- People / Human Resources
- Information and communication technology
- Maintenance
- Aircraft program
- Network management
- Airport / Flight operations
- Flight crew
- Cargo operations
- Catastrophic risks
- Fixed assets

Compliance risks

- Business conduct standards
- Legal
- Regulatory

Enterprise Risk Management stages



Lines of Defense

These are a key element of our risk management strategy, providing a clear framework to identify, assess, and mitigate risks consistently across the organization.

Business Units / ERM

The first line of defense operates within day-to-day operations, where risks are identified and assessed in accordance with the established methodology and policy.

Risk Matrix Owners are responsible for:

- Identifying, documenting, and managing their processes and controls.
- Conducting their own risk assessments.
- Participating as members of the Risk Committee.

1st.
Line of
Defense

2nd.
Line of
Defense

Internal Control / Compliance

The second line of defense oversees the proper application of processes and ensures that controls function as intended. Its responsibilities include:

- Preparing monitoring and testing programs to evaluate the effectiveness of existing controls.
- Validating that relevant processes are properly documented and linked to ongoing controls.
- Reviewing existing controls to ensure compliance with applicable regulations and internal policies.
- Participating as members of the Risk Committee.

Internal Audit

The third line of defense monitors results through reporting mechanisms to ensure that risks are being managed appropriately. Its responsibilities include:

- Incorporating oversight of the strategic risk control environment into the Annual Audit Plan.
- Integrating the results of first- and second-line assessments into the Audit Strategy.
- Issuing the corresponding audit reports along with agreed action plans.
- Participating as members of the Risk Committee.

3rd.
Line of
Defense

Strengthening our Risk Management Framework

(TCFD Risk Management A, B, C)

In 2025, we significantly strengthened our Strategic Risk Management Framework by consolidating processes, tools, and governance structures that enhance operational resilience, reinforce stakeholder confidence, and support long-term business sustainability.

Methodology and Process Formalization

We advanced the comprehensive implementation of our risk management methodology, which is structured around five stages: identification, assessment, treatment, monitoring, and reporting. During the annual exercise, the identification and assessment stages were completed, and the management strategy for the treatment, monitoring, and reporting phases was defined, prioritizing risks classified as very high. This approach aims to enhance our response and mitigation capabilities.

During Phase II, we initiated the identification of process-level risks, corresponding to the second stage of the project. This effort will continue until it encompasses the Company's relevant processes and their associated risks, further strengthening operational management and fostering a culture of prevention. We also documented and formalized the Process Risk Procedure, establishing uniform criteria for the identification, assessment, treatment, and monitoring of operational and strategic risks across the organization.

Digitalization and Technological Strengthening

The implementation of the Workiva system was completed, integrating the Operational Risk Management (ORM) module with three key functionalities: (1) Strategic Risk Management, (2) Process Risk Management, and (3) Risk Committee (CORI) Management. This platform enables more efficient, automated, and traceable risk management, enhancing visibility and control over the Company's critical risks.

Governance and Organizational Structure

We strengthened risk governance through the formalization of the Risk Committee (CORI), including the issuance of its Charter, the appointment of its members, and the definition of roles and responsibilities. Quarterly CORI sessions were held during the year, during which key elements of the model were presented and approved, including Aeromexico's first enterprise risk heat map, risk assessment thresholds, the annual risk management cycle, and the integrated documentation structure composed of the Risk Management Policy and Procedure. These actions involved representatives from the three lines of defense, reinforcing cross-functional coordination and informed decision-making.

Organizational Culture and Awareness

We advanced the consolidation of a risk management culture through institutional communications, the annual strategic risk assessment (December 2025–January 2026), the identification and evaluation of process-level risks, and the development of internal training materials.

These initiatives strengthen transparency and trust among regulators, investors, employees, and strategic partners, while enhancing operational efficiency and responsiveness to emerging risks. Collectively, the strengthening of the model supports business continuity, resource optimization, and the prevention of financial and reputational contingencies, contributing to the Group's overall sustainability.

Integration of Sustainability Risks

Climate- and sustainability-related risks were incorporated into the strategic risk inventory. Based on the findings of the materiality assessment and climate risk analysis conducted between 2024 and early 2025, a detailed calibration process was carried out to determine the applicability and alignment of sustainability and climate risks within Aeromexico's existing risk map, from a financial materiality perspective. This process enabled the identification of interrelationships among strategic, operational, and climate-related risks, ensuring a comprehensive and cross-cutting view of their potential impacts.

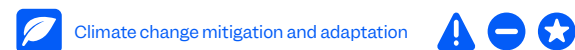
In parallel, working sessions and feedback exchanges were conducted among the Sustainability, Strategic Risk Management, and Legal and Compliance teams to organically integrate these risks into the institutional risk library.

This exercise ensured that environmental, social, and governance risks were fully embedded within the ERM framework, strengthening the Group's ability to anticipate climate-related impacts, enhance operational resilience, and align strategic decision-making with international sustainability standards.

Together, these advancements reflect Aeromexico's commitment to a comprehensive and proactive risk management approach aligned with sustainability principles — designed to safeguard business continuity, reinforce stakeholder confidence, and support long-term value creation.

Climate-Related Risks

(GRI 201-2) (TCFD Strategy A, B, C; Risk Management A)



As noted, during 2024 and 2025 we conducted an analysis of climate-related physical and transition risks and opportunities that could affect our business, strategy, or financial planning, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This effort forms part of our broader risk management strategy, which consists of five phases: identification, assessment, treatment, monitoring, and reporting.

The analysis was carried out in two stages: first qualitative, then quantitative. The qualitative assessment provided an initial understanding of the potential risks to which our operations are exposed. Based on the results of this preliminary analysis, we refined the risks to be evaluated in the quantitative phase.

At the outset of the process, we defined time horizons to establish a consistent analytical baseline:

• 2030 – Short term: This horizon enables the development of business strategies and plans, including the Business Continuity Plan addressing risks that may affect our services, as well as certain components of our Sustainability Strategy.

- 2040 – Medium term:** This horizon supports the evaluation of business plan viability and progress toward our decarbonization targets, including initiatives related to Sustainable Aviation Fuel (SAF) supply, SAF acceleration in Mexico, and the Sustainable Traveler program.
- 2050 – Long term:** This horizon helps assess risks to business continuity and alignment with long-term objectives, including our commitment to achieving net-zero emissions by 2050.

After defining the time horizons, we determined the climate scenarios that would underpin the analysis. These scenarios are based on data from the latest report of the Intergovernmental Panel on Climate Change (IPCC Sixth Assessment Report – AR6) and were statistically adjusted as part of the modeling process.

Climate scenarios

Scenario	Assumptions	Aligned pathway (RCP)	Expected End-of-Century temperature	Socioeconomic characteristics	Physical risks	Transition risks
Net-Zero Emissions scenario	Low-emissions pathway aligned with a temperature increase below 2°C.	RCP 2.6	<2°C	Assumes strong climate action and rapid decarbonization.	Lower impact and likelihood	Higher impact and likelihood (including opportunities)
Climate crisis scenario	High future emissions with no significant mitigation efforts.	RCP 8.5	4.5°C	Assumes limited environmental policy action and low prioritization of climate measures.	Higher impact and likelihood	Lower impact and likelihood
Aeromexico Scenario	Low-emissions pathway aligned with a temperature increase below 2°C.	RCP 2.6	<2°C	Assumes a low-emissions pathway in which Aeromexico achieves more ambitious decarbonization targets in the short, medium, and long term compared to the net-zero scenario. Reflects a proactive decarbonization effort aligned with our sustainability strategy.	Lower impact and likelihood	Higher impact and likelihood (including opportunities)

Following the determination of the climate scenarios, we conducted a collaborative workshop with members of our team who have expertise in the risks analyzed. This workshop enabled us to assess the level of risk exposure by defining scales categorized as low, medium, and high, aligned with Aeromexico's ERM risk assessment framework. Below are the assumptions applied to determine the exposure levels for each identified risk or opportunity:

Assumptions used for risk and opportunity scales in the qualitative assessment

Risk Type	Risk	Low	Moderate	High
Physical	Temperature Changes	Increase in flights reaching temperature limits at different airports, requiring removal of few passengers (1–5).	Compensation and/or refunds required due to removal of 5–10 passengers from flights.	Compensation and/or refunds required due to removal of more than 10 passengers from flights.
Physical	Heat Waves	Minimal operational impact due to ~15-minute delays.	Temporary suspension of operations (16 minutes to 4 hours), affecting 1 to 10 aircraft lines.	Inability to operate or prolonged suspension (>4 hours), affecting more than 10 aircraft lines.
Physical	Changes in Precipitation	Minimal operational impact due to ~15-minute delays.	Temporary suspension of operations (16 minutes to 4 hours), affecting 1 to 10 aircraft lines.	Inability to operate or prolonged suspension (>4 hours), affecting more than 10 aircraft lines.
Physical	Flooding	Minimal operational impact due to ~15-minute delays.	Temporary suspension of operations (16 minutes to 4 hours), affecting 1 to 10 aircraft lines.	Inability to operate or prolonged suspension (>4 hours), affecting more than 10 aircraft lines.
Physical	Storms and Hurricanes	Minimal operational impact due to ~15-minute delays.	Temporary suspension of operations (16 minutes to 4 hours), affecting 1 to 10 aircraft lines.	Inability to operate or prolonged suspension (>4 hours), affecting more than 10 aircraft lines.
Physical	Drought	Impact on water supply network and increased water tanker usage to meet consumption needs.	Suspension of aircraft appearance activities, facility/vehicle cleaning, and cafeteria services.	Full home office for non-operational staff; 100% potable water loading on affected aircraft impacting payload; mandatory maintenance-related suspensions.
Transition	Political and Legal	Non-compliance may generate moderate regulatory observation without fines or sanctions.	Non-compliance generates moderate regulatory observation and potential administrative fine or sanction.	Critical regulatory observation triggering immediate regulatory intervention, risking permits/concessions and potential administrative and criminal penalties.
Transition	Reputational	Local media attention with no negative impact on Company image.	Local/regional media attention with medium-term negative image impact (<1 month).	National and international media attention with significant and sustained image impact (>6 months).
Transition	Technology	Alignment with the base scenario of the Decarbonization Roadmap (Latin American Leadership).	Additional requirements emerge for SAF and NEO aircraft implementation.	Additional requirements emerge for SAF and NEO aircraft with mandatory operational targets.
Transition	Market (Fuels)	No significant variation in fuel costs.	Moderate decrease in SAF costs and increased availability; moderate increase in NEO aircraft availability.	Substantial decrease in SAF costs and increased availability of SAF and NEO aircraft; increase in conventional fuel costs due to carbon taxes.
Transition	Market (Consumers)	Low or non-material requirements from corporate or cargo customers.	Substantial requirements from corporate/cargo customers or decrease in retail sales.	Ambitious targets and high requirements from priority corporate customers, implying customer losses or substantial decline in retail sales.
Opportunity	Energy Efficiency	Alignment with the base scenario of the Decarbonization Roadmap (Latin American Leadership).	Alignment with the moderate scenario of the Decarbonization Roadmap (American Leadership).	Alignment with the ambitious scenario of the Decarbonization Roadmap (Global Leadership).
Opportunity	Market and Products & Services	Corporate customers willing to purchase SAF to reduce Scope 3 emissions.	Greater corporate willingness to purchase SAF and increase in retail sales.	Significant increase in SAF and sustainable experience sales to corporate and retail customers.
Opportunity	Energy Source	Moderate decrease in SAF costs aligned with the conservative scenario (Upper SAF price) in the Decarbonization Roadmap.	Significant decrease in SAF costs aligned with the base scenario (Average SAF price) in the Decarbonization Roadmap.	High decrease in SAF costs aligned with the accelerated scenario (Lower SAF price) in the Decarbonization Roadmap.



Using the defined assumptions for each exposure level and the analysis conducted by our internal subject matter experts, we qualitatively determined the level of risk exposure under the RCP 2.6 and RCP 8.5 scenarios.

Exposure to climate-related risks and opportunities based on the qualitative analysis

Risk (R) / Opportunity (O)	RCP 2.6			RCP 8.5		
	2030	2040	2050	2030	2040	2050
R – Temperature changes	Low	Low	Low	Moderate	Moderate	High
R – Heat waves	Moderate	Low	Low	Moderate	Moderate	Moderate
R – Changes in precipitation	Moderate	Moderate	Moderate	High	High	High
R – Flooding	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
R – Storms and hurricanes	High	Moderate	Moderate	Moderate	Moderate	Moderate
R – Drought	Moderate	High	High	High	High	High
R – Political and Legal	Low	High	High	Low	Moderate	Moderate
R – Reputational	Moderate	Moderate	High	Low	Low	Low
R – Technology	Low	High	High	Low	Moderate	Moderate
R – Market (fuels)	Low	Moderate	High	Low	Moderate	Moderate
R – Market (consumers)	Moderate	Moderate	High	Low	Low	Moderate
O – Energy efficiency	Low	High	High	Low	Moderate	Moderate
O – Market and products & services	Moderate	High	High	Low	Low	Moderate
O – Energy source	Moderate	Moderate	High	Low	Moderate	Moderate

Following the qualitative climate analysis, we refined the list of risks and quantified those most relevant to our operations. The assessment of physical risks focused on 20 airports worldwide and included an analysis of flooding, cyclones, precipitation, heat stress, droughts, and temperature increases.

Risks were evaluated based on potential impacts such as revenue losses due to reduced passenger demand or increased operational costs. For this category of risks, two types of impacts were defined:

- **Infrastructure impacts:** Associated with delays or cancellations resulting from physical damage or deterioration of tangible assets.
- **Operational impacts:** Related to the interruption or disruption of Aeromexico's operations due to extreme weather conditions, even when infrastructure is not physically damaged.

Additionally, key assumptions were established for the identification and quantification of these risks under the previously defined scenarios.



Key Assumptions for the Identification and Quantification of Climate-Related Risks

Scenario	Assumptions for Physical Risks	Assumptions for Transition Risks and Opportunities
RCP 2.6 Scenario	Climate-related physical risks—such as extreme heat, storms, and flooding—are expected to increase moderately, with relatively minor changes in the frequency, intensity, and duration of climate hazards due to strong global mitigation efforts.	<ul style="list-style-type: none"> • SAF price: 2030: High cost relative to jet fuel. 2050: More competitive cost with a smaller differential vs. jet fuel. • Jet fuel price: 2030: Relatively low price. 2050: Slightly higher price, but cheaper than SAF. • SAF adoption: 2030: Limited adoption (early stage). 2050: Widespread adoption, predominant in the fuel mix. • CORSIA cost: 2030: Moderate costs and sufficient supply. 2050: Very high costs due to strong demand and constrained supply. • Modal shift for eligible flights: 2030 and 2050: High potential with no significant variation. • Carbon price: 2030: Low/moderate price. 2050: Very high price under a strict regulatory environment.
RCP 8.5 Scenario	Significant increase in physical risks, with climate hazards becoming more frequent, more intense, and longer in duration.	<ul style="list-style-type: none"> • SAF price: 2030: High premium relative to jet fuel. 2050: Widening gap vs. jet fuel. • Jet fuel price: 2030: Low price. 2050: Slightly higher price, maintaining competitiveness relative to SAF. • SAF adoption: 2030: Limited adoption. 2050: Low adoption, with growth compared to 2030. • CORSIA cost: 2030: Low/moderate costs with sufficient supply. 2050: Moderate costs, increasing but without extreme pressure. • Modal shift for eligible flights: 2030 and 2050: Low and stable potential over time. • Carbon price: 2030: Low price, minimal regulatory pressure. 2050: Slightly higher price, but relatively low compared to more aggressive scenarios.
Aeromexico Scenario	Not assessed, as physical risks under this scenario are equivalent to those in the Net Zero Emissions Scenario (RCP 2.6).	<ul style="list-style-type: none"> • SAF price: 2030: High premium relative to jet fuel (higher incremental cost). 2050: Parity with jet fuel. • Jet fuel price: 2030: Low price. 2050: Increasing price, converging toward SAF levels. • SAF adoption: 2030: Limited adoption. 2050: Near-total adoption (predominant in the fuel mix). • CORSIA cost: 2030: Low costs (minimal regulatory pressure). 2050: Moderate costs, increasing but without extreme strain. • Modal shift for eligible flights (%): High potential in 2030 and 2050, stable over time. • Carbon price: 2030: Low carbon pricing pressure. 2050: Very high price in a strict regulatory environment with a strong decarbonization signal.

As a result of this analysis, together with the financial materiality assessment, a list of physical and transition risks, opportunities, and related risk drivers was identified that could represent a material effect on the Company.²

Material Climate-Related Risks and Opportunities for Aeromexico

Risks and Opportunities	
Climate-related sustainability risk	Flight disruptions and financial losses resulting from the effects of climate change.
Acute physical risks	Flood damage to terminals and hangars.
	Flood damage to runways.
Chronic physical risks	Cyclone damage to terminals and hangars.
	Operational impacts resulting from extreme precipitation.
Transition risks	Impact of droughts on operations.
	Impact of high temperatures on operations.
Opportunities	Impact of heat stress on operations.
	Additional cost associated with the use of SAF.
Opportunities	Costs related to compliance with the CORSIA scheme.
	Shifts in consumer preferences: transition from air to ground transportation.
Opportunities	Pass-through of additional costs associated with SAF.
	Reduction of costs related to carbon pricing through decarbonization actions.

¹ The assessment of physical risks focused on the following airports: Mexico City (AICM), Monterrey, Guadalajara, Cancún, Tijuana, Hermosillo, Mérida, Los Angeles, Miami, Orlando, New York, Amsterdam, London, Buenos Aires, Bogotá, Narita, São Paulo, Paris, and Vancouver.

² Acute physical climate risks are those that occur suddenly, such as floods or storms, while chronic physical risks refer to long-term changes, such as rising temperatures and drought. Transition risks refer to those associated with adjustments and regulations arising from the shift toward a low-carbon and sustainable economy.



Sustainability in Aeromexico

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

Our sustainability strategy was established in 2023 under a comprehensive approach that integrates climate and sustainability risk management, along with metrics to monitor both financial and non-financial impacts. The strategy was designed to address Aeromexico's material topics and is structured around three fundamental pillars: World, People, and Extraordinary Business. Together, these pillars encompass 20 initiatives aligned with the Company's material topics.

These initiatives are organized into two broad categories:

- Differentiating initiatives, focused on accelerating the transformation required to achieve our vision and strengthen our regional leadership in sustainability.

- Hygiene initiatives, aimed at supporting this transformation through compliance with mandatory regulatory and management requirements, including innovation, cybersecurity, environmental management systems, data generation, and reporting under existing and emerging sustainability frameworks, among others.

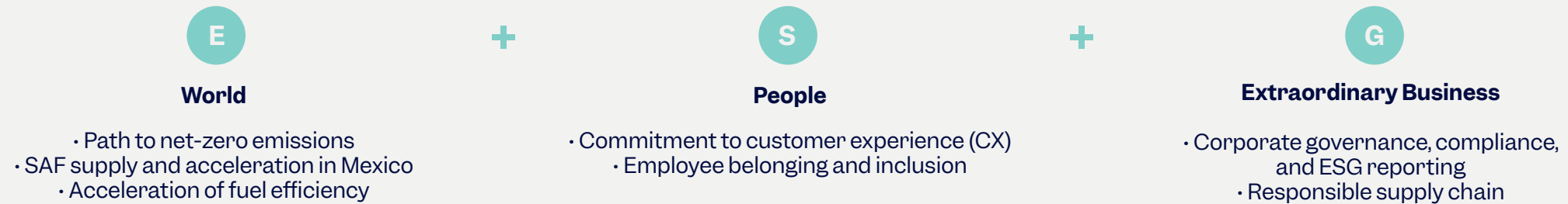


Aeromexico Sustainability Strategy

Additionally, the strategy incorporates a communication plan designed to strengthen a culture of sustainability across the organization and to keep our external stakeholders informed about progress and results achieved.



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



Sustainable Traveler Initiative

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> · Environmental Management System <ul style="list-style-type: none"> · CORSIA compliance · Biodiversity protection · Water footprint and waste management · Use of renewable energy | <ul style="list-style-type: none"> · Health and safety management · Human trafficking prevention and respect for human rights · ESG strategy and communication plan | <ul style="list-style-type: none"> · Integration of ESG risks into ERM · Ethics, anti-corruption, and cybersecurity |
|--|--|---|

Hygiene Initiatives

World: “Elevating flight toward a sustainable and extraordinary world”

The differentiating initiatives under the World pillar include our Decarbonization Plan and other environmental actions. Within this framework, we have outlined a pathway toward net-zero emissions by 2050, aligned with IATA’s target and contingent upon the reliable availability of Sustainable Aviation Fuel (SAF) in Mexico and the region. This roadmap will be periodically reviewed and updated to reflect developments in the market, regulatory landscape, and aviation industry.

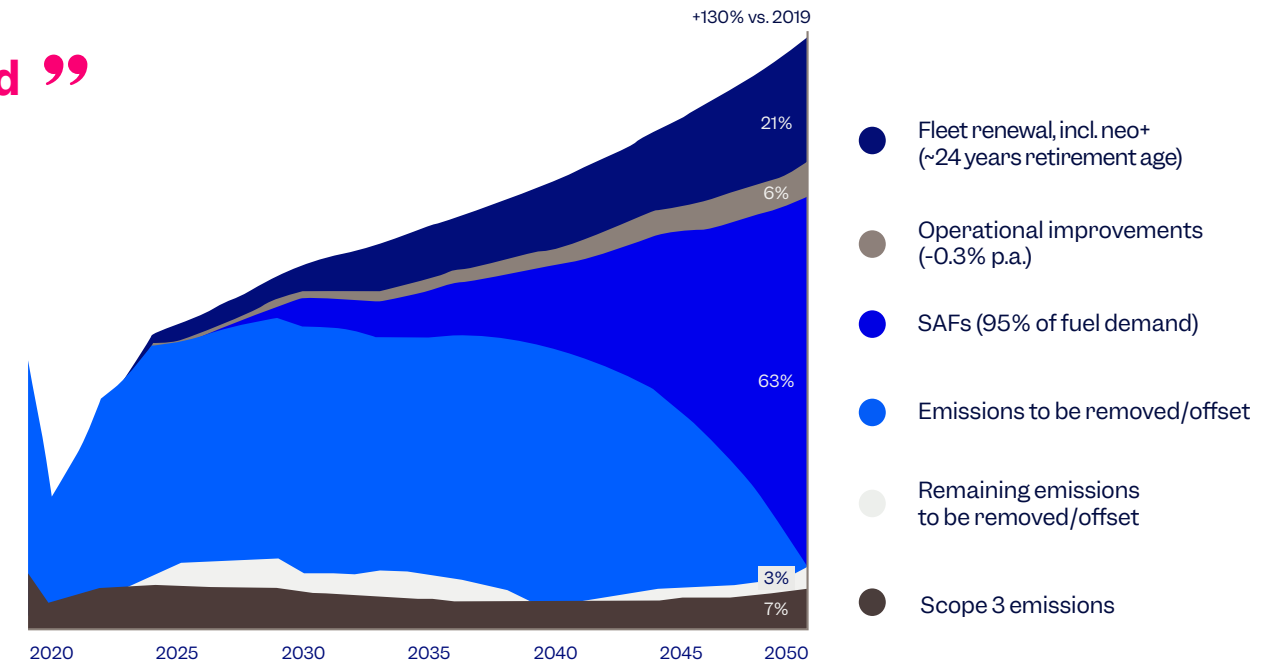
The initiatives within this pillar that are directly linked to climate-related risks and opportunities include:

- **Decarbonization Plan: pathway toward net-zero carbon emissions by 2050**
- **SAF sourcing (Sustainable Aviation Fuel)**
- **Acceleration of the SAF agenda in Mexico**
- **Roadmap aligned to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)**
- **Acceleration of fuel efficiency, including operational efficiency measures and next-generation fleet renewal**
- **Environmental Management System**
- **Use of renewable energy**

In addition, we have a cross-cutting initiative spanning all three pillars: “Sustainable Traveler.” Through this initiative, we offer sustainable products, services, and alternatives to passengers, corporate clients, and cargo customers.



“Elevating flight toward a sustainable and extraordinary world”



People: “Creating an extraordinary experience for all”

We prioritize a more accessible and human-centered travel experience, strengthening support for passengers with specific needs, including seniors, people with disabilities, and those traveling with pets. Within the organization, we continue advancing initiatives aimed at reinforcing employee well-being and fostering a strong sense of belonging.

In parallel, we deepen our commitment to communities through programs focused on promoting human rights, providing humanitarian support, and raising awareness about the prevention of human trafficking.

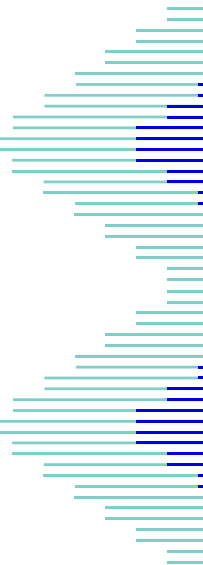
Extraordinary Business: “Going beyond to shape the future”

To advance toward increasingly transparent and consistent sustainability management, we seek to ensure that ESG criteria are not limited to isolated initiatives, but are integrated across operations, decision-making processes, and stakeholder engagement.

As part of this vision, we incorporate the analysis of environmental, social, and governance risks and opportunities, including those related to climate change, into our management processes. We also strengthen disclosure regarding the potential financial impacts of these factors and communicate clearly the strategies, metrics, and progress supporting our sustainability objectives.

Some of the most relevant actions under the Extraordinary Business pillar include:

- Ensuring ESG governance, compliance, and reporting
- Identification and management of environmental, social, and governance-related risks
- Integration of ESG risks into the ERM framework



Sustainability Governance

The Sustainability Department is responsible for leading and overseeing sustainability and climate change initiatives at Aeromexico. It ensures that climate- and sustainability-related risks, together with their respective mitigation and adaptation strategies, are integrated into corporate governance processes.

Given its cross-functional nature, the Sustainability function works closely with a multidisciplinary team across the Company and periodically reports on the progress of the sustainability strategy to the Sustainability Committee. This Committee is composed of Executive Vice Presidencies, including Human Resources, Operations, Customer Experience and Digital, as well as the General Counsel. Its role is to identify, discuss, and monitor priority climate and sustainability-related matters that may need to be escalated to the Executive Committee and the Board of Directors.

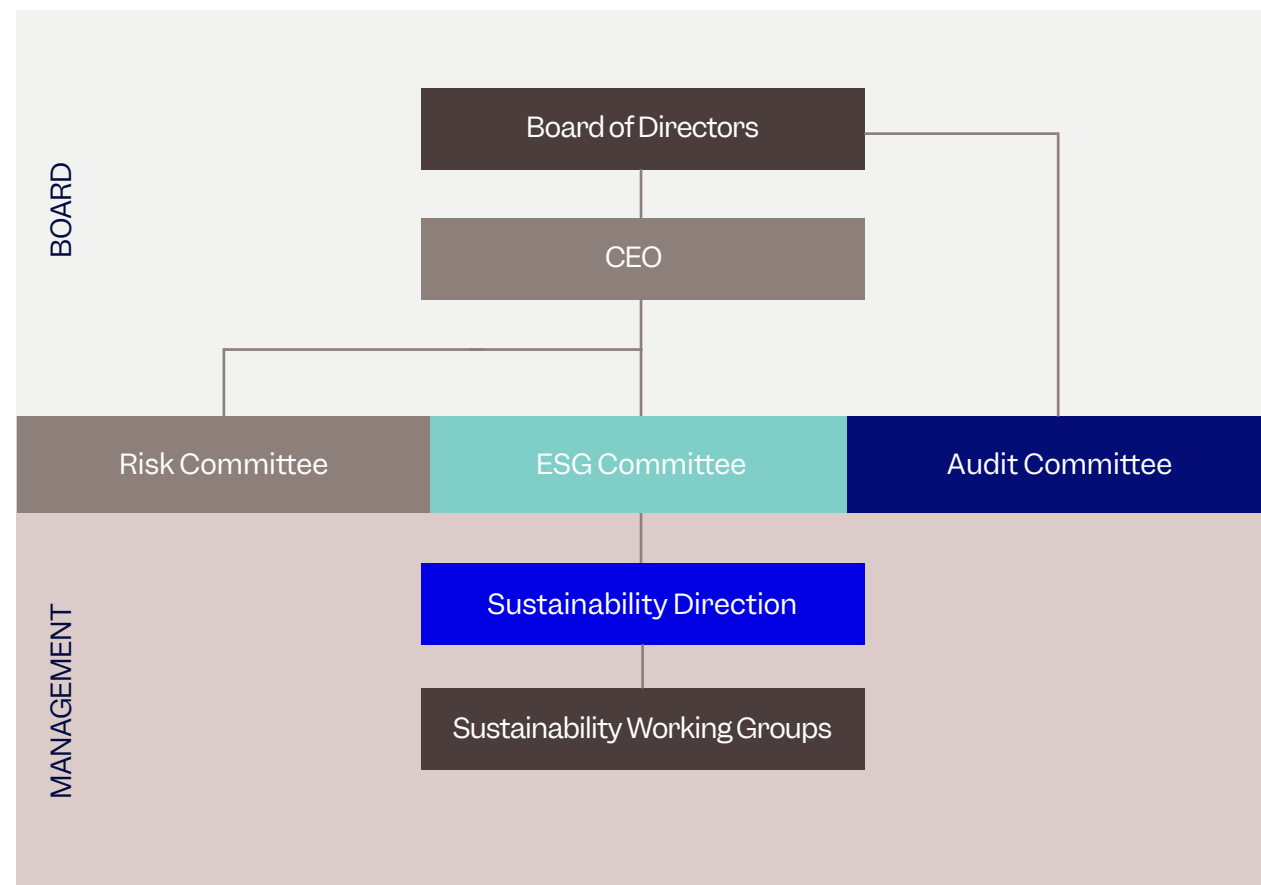
In 2025, progress updates were reported to the Sustainability Committee on a semiannual basis.

Additionally, the Chief Operating Officer (COO) and the Executive President of Finance oversee fuel efficiency and fleet modernization initiatives. In alignment with this responsibility, incentive structures are in place for L7 (management) and L10 (executive) positions, including the Sustainability Director and the Vice President of Flight Operations and Technical Services, to promote progress toward the objectives of our sustainability strategy, decarbonization pathway, and fuel efficiency targets. These incentives consist of an annual bonus expressed as a percentage of base salary, as determined by the Compensation and Human Resources departments.

To support the achievement of our sustainability strategy goals, we have established dedicated working groups responsible for different strategic pillars to ensure effective implementation. Among them is the Decarbonization+ Working Group, which is tasked with identifying, promoting, implementing, and monitoring initiatives under the Decarbonization Roadmap, enabling effective oversight of progress toward corporate targets.

In addition, this working group fosters both horizontal and vertical communication and provides the Sustainability Department, on a semiannual basis, with access to information regarding progress and any support needs identified by initiative leaders to achieve the Company's vision and objectives.

Structure of our Climate Governance



Working Groups

Decarbonization

It encompasses the initiatives that contribute to the decarbonization roadmap to achieve net-zero emissions by 2050 and addresses other environmental topics.

Cultural Transformation

It encompasses the initiatives that contribute to the full integration of the sustainability strategy and criteria into Aeromexico's business model, structure, and culture.

In addition, in 2025 the Carbon Council was established as a strategic and executive body focused on Fuel Efficiency, aligned with the execution of Green Operations and its working groups (Airports, Maintenance, Flight Operations, Dispatch, and Finance). The Council oversees two core initiatives critical to achieving our Net Zero 2050 commitment: Fleet Renewal and Operational Excellence, which together represent more than 25% of the decarbonization potential derived from fuel efficiency improvements. The Council is sponsored and overseen by the Executive Vice President of Digital and CX and the Executive Vice President of Operations, with the participation of the Financial Planning and Sustainability Departments.

Lastly, our Meteorology Department is responsible for monitoring and overseeing various factors directly related to physical climate risks that may affect our flights and runway operations. This includes tracking temperature conditions to determine aircraft weight limitations, monitoring wind intensity and direction, identifying storm activity, assessing precipitation levels, and issuing relevant alerts, among other activities. The objective of this monitoring is to enhance the resilience of our operations in the face of adverse weather conditions and to reduce operational disruptions.



Sustainability Week

Our Sustainability Week is a strategic platform that promotes the adoption of practices aligned with our vision of advancing toward a more sustainable aviation industry, based on three pillars: achieving Net Zero Emissions by 2050, strengthening our social commitment, and promoting robust corporate governance practices.

In this context, during the third edition of the Sustainability Week, under the theme “Flying as One, for a Better Tomorrow,” we fostered active participation of our employees through an agenda designed to bring the Company’s key sustainability topics closer to them in a practical and hands-on manner.

Framed within the pillars of People, World, and Extraordinary Business, this edition brought together more than 2,000 employees, who took part in a variety of training activities, sessions, workshops, and activations that reinforce their role as agents of change within the organization.

Throughout the week, a range of talks and sessions were held addressing key topics on the sustainability agenda, such as inclusive tourism and accessibility, digital transformation, cybersecurity, Sustainable Aviation Fuel (SAF), prevention of human trafficking and illegal wildlife trafficking, as well as sessions focused on understanding sustainability reporting and climate-related risks. To this end, we engaged strategic partners, civil society organizations, government institutions, and subject matter experts, who contributed to enriching the exchange of knowledge and best practices, strengthening the collective commitment toward a more sustainable aviation industry.

Although Aeromexico does not have a specific lobbying program aligned with the Paris Agreement, we recognize that the primary global efforts to reduce the environmental impact of international aviation are coordinated through the International Civil Aviation Organization (ICAO). Among these efforts are initiatives such as CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) and the promotion of Sustainable Aviation Fuel (SAF), both of which are key mechanisms for advancing global climate objectives.

In this context, through our Sustainability area and in coordination with the Senior Vice Presidency of Institutional Relations, we actively participate in sector-wide dialogue on international climate targets, collaborating with organizations such as IATA and ALTA under the framework and leadership of ICAO. This participation reflects our commitment to industry collaboration and to the development of shared solutions.

Additionally, for more than 13 years, Aeromexico has upheld the conviction that sustainability is essential to the resilience and continuity of our business model. Accordingly, we have voluntarily adhered to the United Nations Global Compact Mexico, aligning our strategies and operations with its Ten Principles on human rights, labor standards, environment, and anti-corruption as well as with the Sustainable Development Goals (SDGs).

For further details on our contribution to the SDGs, please refer to Annex II.

Strategic Alliances

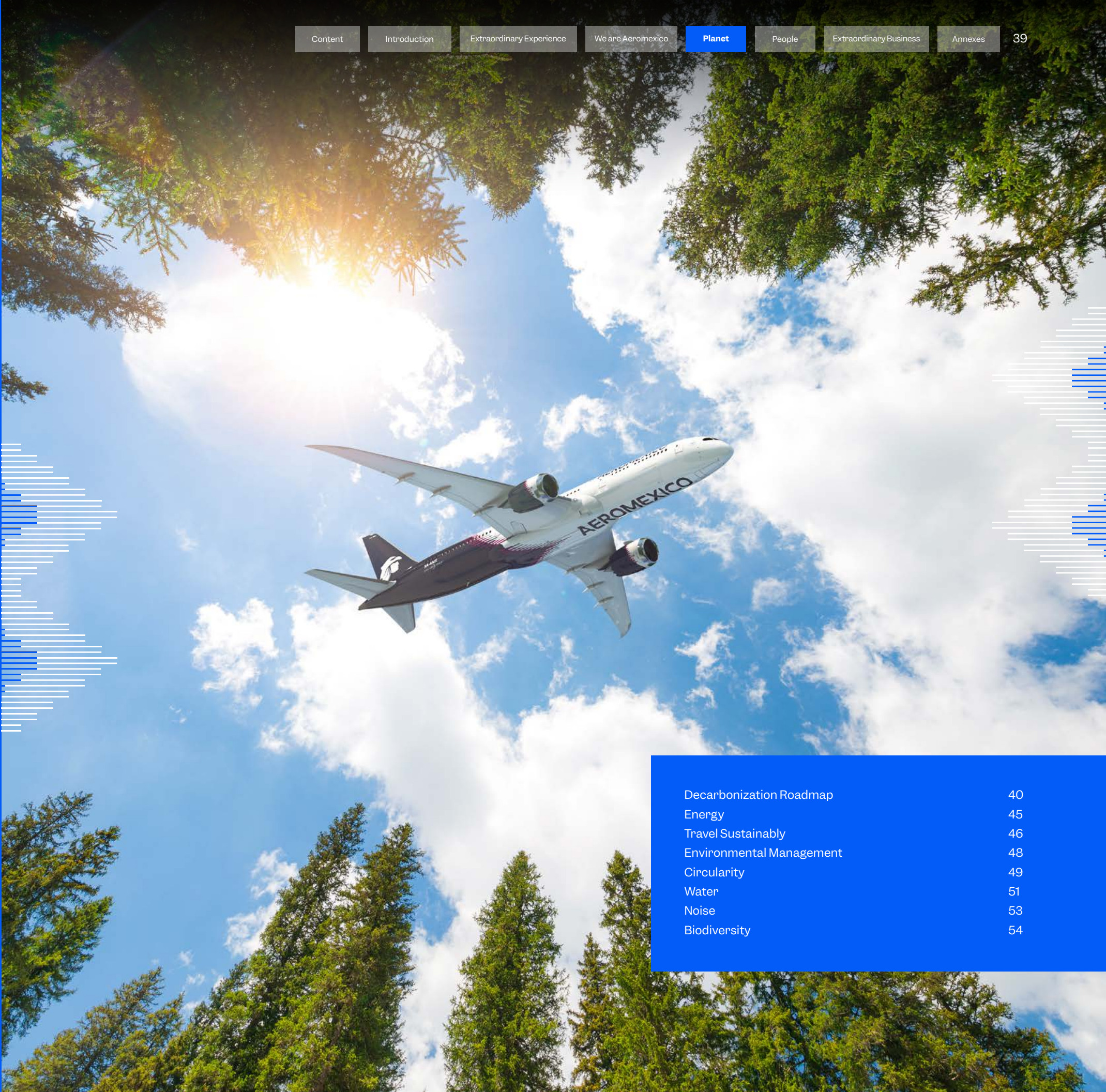
(GRI 2-28, 415-1)

Strategic alliances and memberships are a fundamental element for Grupo Aeromexico, as they enhance our competitiveness and strengthen our ability to respond to an evolving operating environment. Through these collaborations, we reinforce our industry positioning, gain access to key knowledge and resources, exchange best practices, and join efforts in initiatives that promote innovation and progress toward more sustainable aviation.

We are currently members of four associations that support our ongoing commitment to responsible and efficient performance.

Commercial alliance	Type of relationship	Concept	Our role and key activities
International Air Transport Association (IATA)	Member	Membership	We collaborate under a three-pillar approach: safety, risk analysis, and active communication with airlines and stakeholders.
Latin American and Caribbean Air Transport Association (ALTA)	Member	Membership	We promote improvements in safety, efficiency, and sustainability of air transport from a regional perspective, positioning aviation as a driver of economic growth with social and environmental responsibility.
SkyTeam Alliance	Commercial	Membership and Board Chairmanship	Joint development of connectivity among member airlines and delivery of a seamless, integrated travel experience. Since 2023, our CEO has served as Chairman of the Board.
National Chamber of Air Transport (CANAERO)	Member and Chairmanship	Membership	We promote best practices in passenger rights, sustainable development, and regulatory analysis of the sector. In 2025, our Senior Vice President of Government and Industry Affairs was appointed President of the Chamber for the 2025–2026 term, and our Environmental Manager from the Sustainability Division serves as Interim Chair of the Sustainability Committee. We also hold the Chair of the Cargo Committee and have two Board members within CANAERO.





3

Planet: A Journey with Purpose

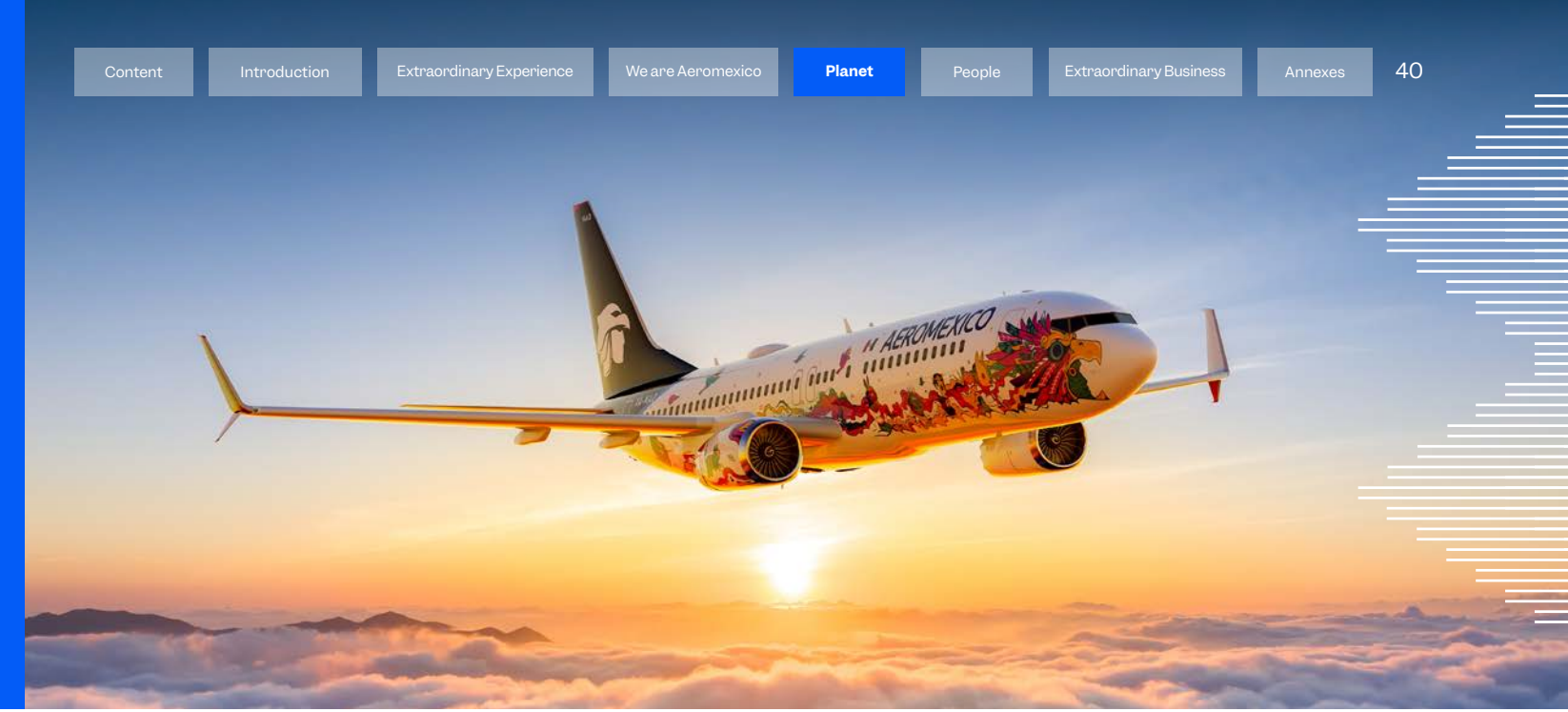


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3

Planet: A Journey with Purpose

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



At Aeromexico, we recognize that aviation plays a fundamental role in global connectivity, economic development, and social integration. Our environmental approach is based on a clear conviction: operational sustainability and environmental responsibility must advance together.

Decarbonization Roadmap

Climate change mitigation and adaptation, and energy management and air navigation efficiency

We responsibly acknowledge the role we play in the context of climate change. For this reason, we are committed to achieving Net Zero Emissions by 2050, in alignment with the objectives of the International Air Transport Association (IATA) and the United Nations through the Paris Agreement, which seeks to limit global warming to below 2°C.

Our Decarbonization Roadmap focuses on addressing the most relevant emission sources within our operations. As an interim target, we aim to reduce greenhouse gas emissions intensity by 28% by 2030, compared to 2019, measured as CO₂ per revenue ton-kilometer transported (CO₂/RTK).



The strategy is structured around three priority pillars:

1

Operational Efficiency

- By 2030, the decarbonization roadmap established a target of 74%¹ next-generation fleet, which consumes less fuel and reduces emissions.
- Increase fuel consumption efficiency by 0.3% annually through our Operational Excellence acceleration program, focused on process optimization and investment in new technologies.
- On ground, achieve a 30% reduction in emissions by 2030 using renewable energy in our facilities and the incorporation of more efficient vehicles.

¹With the latest 5 years plan we expect to reach 65% by 2030

2

Travel Sustainably

- Integrate actions that provide more sustainable travel experiences, prioritizing emission reductions throughout our products and services' lifecycle.
- Replace single-use plastics with recyclable or reusable materials and eliminate unnecessary packaging or products.
- Reduce waste sent to landfills and promote circularity through strategic collaborations with our partners.
- Conserve biodiversity through preventive actions against illegal wildlife trafficking, contributing to the preservation of Mexico's natural heritage.
- Offer customers and passengers the opportunity to be part of the aviation decarbonization journey and reduce their carbon footprint through a portfolio of carbon mitigation projects and the promotion of Sustainable Aviation Fuel (SAF).

3

Adoption of Alternative Energy Sources

Progressively increase the percentage of Sustainable Aviation Fuel (SAF) purchased by Aeromexico, subject to the continued availability of this fuel in Mexico and in the destinations where we operate, with the goal of reaching 5% by 2030, in line with industry targets. This is in line with the industry's goals and progress in compliance, taking into consideration the evolution of this complex market.

Additionally, in 2024 we completed the pilot phase of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) (2021–2023). This is a global measure established by ICAO aimed at stabilizing CO₂ emissions from international aviation, through the submission of the final emissions report for Phase 1 to the Federal Civil Aviation Agency. In 2025, we began developing a strategy to address the offsetting obligations that will materialize starting in 2028.

Emissions

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

Our GHG emissions inventory allows us to systematically monitor our performance and evaluate progress against the targets we have established.

We have strengthened our measurement methodology for Scope 3 from our last reporting cycle in 2024. While the calculation was previously limited to paper consumption, in this update we expanded the scope to incorporate a broader range of relevant inputs and services. This methodological improvement enables us to obtain a more robust and representative estimate of the impact associated with our procurement activities, aligning the inventory with a more comprehensive view of our value chain and reinforcing the quality and transparency of the information reported.

Total emissions in tCO₂e

	2023	2024	2025
Scope 1⁽¹⁾	4,192,420.56	4,472,400.59	4,442,436.16
Scope 2	4,604.41	4,669.95	4,559.56
Total Scope 1 and 2	4,197,024.97	4,477,070.54	4,446,995.72
Scope 3	869,112.06	927,520.77	919,633.49
Total Scope 1, 2 and 3	5,066,137.03	5,404,591.30	5,366,629.22

⁽¹⁾ Includes emissions from Jet-A1 aviation fuel, SAF, other mobile sources, and fugitive emissions. The values for 2025 represent the first year in which emissions derived from SAF are included in the reporting cycle.

For further detail on the calculation methodology and the breakdown of emissions data, please refer to Annex I.

Emissions Intensity

(GRI 305-4)

Fleet modernization and the strengthening of our operational excellence programs have allowed us to expand our reach while maintaining lower emissions per transported unit.

In 2025, emissions intensity in terms of gCO₂/RTK decreased by 1% compared to 2024, reaching a cumulative reduction of 11.49% versus 2019. This progress reflects the continued advancement of our Decarbonization Roadmap toward the goal of reducing this intensity by 28% by 2030.

These results are detailed in the following table:



Emissions intensity

Indicator	2019	2023	2024	2025
tCO₂e / 1,000 ton-kilometers ⁽²⁾	ND	0.873	0.830	0.817
tCO₂e / 1,000 available seat-kilometers ⁽²⁾	ND	0.079	0.078	0.077
tCO₂e / 1,000 passenger-kilometers ⁽²⁾	ND	0.094	0.090	0.090
gCO₂ / RTK ⁽¹⁾	913	862	820	808

⁽¹⁾ Decarbonization pathway progress indicator: emissions in gCO₂/RTK, including SAF and excluding Scope 2 and 3.

⁽²⁾ To calculate emissions intensity ratios, we use the following parameters: tCO₂e/1,000 tonne-kilometers; tCO₂e/1,000 available seat-kilometers; and tCO₂e/1,000 passenger-kilometers. 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 CO₂, CH₄, N₂O, HCFCs, HFCs, and C₂H₆.

“ We achieved a net reduction in emissions intensity of 11.49% compared to the 2019 baseline, measured in net CO₂/RTKs. ”

Emissions intensity in gCO₂/RTK



Other Emissions

(GRI 305-7)

Air operations generate not only CO₂ emissions, but also other relevant atmospheric compounds, such as nitrogen oxides (NO_x) and particulate matter, particularly during the LTO cycle (landing and takeoff).

These pollutants may contribute to the formation of tropospheric ozone and affect air quality in areas near airports; therefore, their monitoring and control are part of our comprehensive environmental management approach.



Other gasses emissions

Significant Air Emissions	Unit	2023	2024	2025	Source or activity generating the emission
Nitrogen Oxide (NOx) ⁽⁴⁾	Ton	2,454	2,505	2,693	Aircraft emissions during LTO phase
Volatile Organic Compounds (VOC) ⁽¹⁾	Ton/year	ND	163	0.88 ⁽⁵⁾	
Particulate Matter (PM) ⁽²⁾	kg/h	ND	0.139	0.121	
Other standard air emission categories identified in applicable regulations ⁽³⁾	PPM	ND	235.38	Not applicable, furnace decommissioned in 2025.	

¹ Determination of Volatile Organic Compounds in accordance with standard NADF-011-AMB-2018.

² Determination of total suspended particles and combustion gases in accordance with standard NOM-043-SEMARNAT-1993.

³ Determination of combustion gases in accordance with standard NOM-085-SEMARNAT-2011.

⁴ NOx determination is based on the methodology of the International Civil Aviation Organization (ICAO), using the ICAO Aircraft Engine Emissions Databank model and the Landing and Take-Off (LTO) cycle.

⁵ The YoY variation is related to the maintenance programs.

NOx emissions intensity

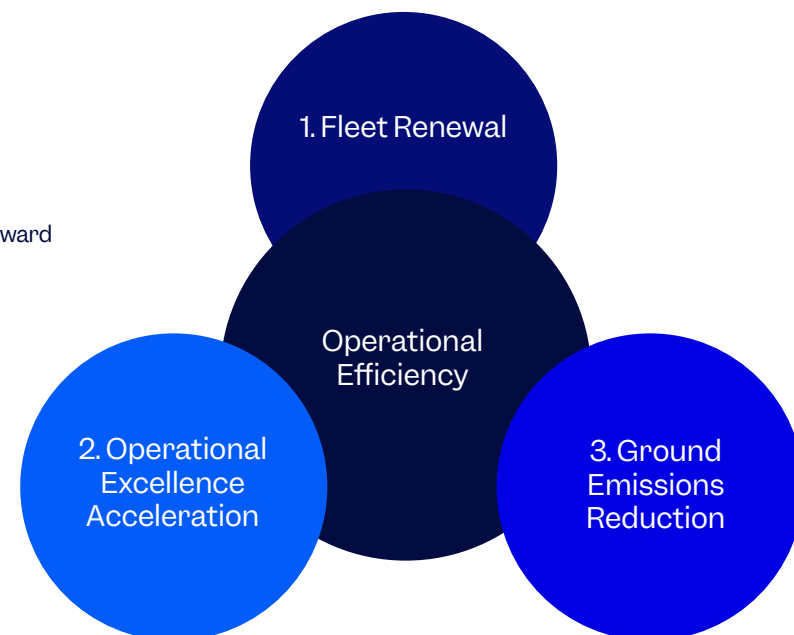
	2023	2024	2025	Unit (NOx grams)
Specific NOx emissions for passenger transport ⁽¹⁾	0.055	0.050	0.054	(grams NOx / PKT [passenger-kilometers transported])
	0.510	0.465	0.495	(grams NOx/RTK [ton-kilometer transported])

¹ Emissions from cycles below 3,000 feet.

Operational Efficiency

(GRI 305-5)

To achieve the results presented and continue progressing toward our net zero emissions target, we focus on three dimensions of operational efficiency, which are structured around three main initiatives:

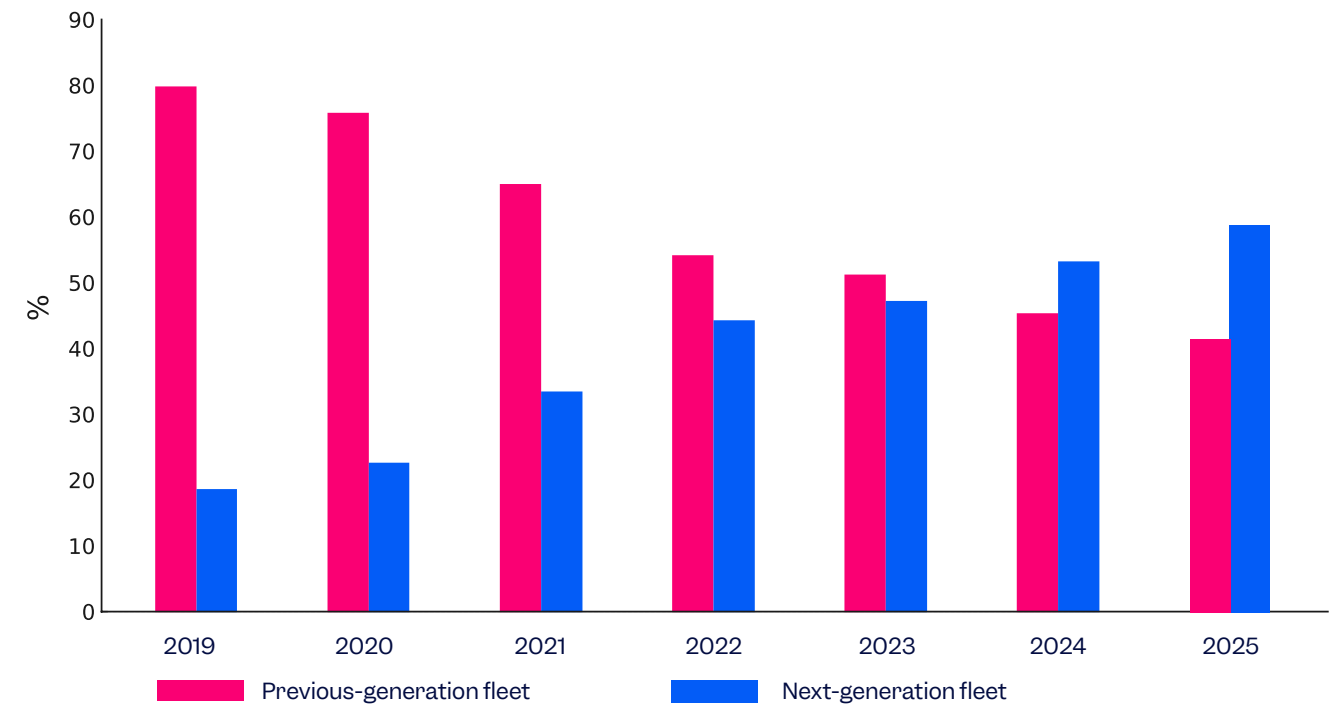


Fleet Renewal

During 2025, we made significant progress in fleet renewal with the incorporation of 17 Boeing 737 MAX 8 and 9 aircraft, representing a meaningful advancement in efficiency and aeronautical technology, being up to 15% more efficient than their previous versions.

In addition, we integrated a new next-generation Boeing 787-9 Dreamliner, which combines a premium passenger experience with improved environmental performance. These aircraft can reduce emissions by up to 25% compared to other wide-body models, reinforcing our commitment to a more efficient operation.

As a result of these additions and the gradual phase-out of less efficient aircraft, such as the B737 NG and E190, by year-end, 59% of our fleet was composed of next-generation aircraft, consolidating a structural advancement in our decarbonization strategy.



Accelerating Operational Excellence

We have set a target to increase fuel efficiency by 0.3% annually through 2030, which was achieved in 2025. As part of this effort, during 2025 we formalized the launch of the Carbon Council, an executive body aimed at institutionalizing fuel efficiency management across the organization. This council serves as a coordination and strategic oversight body, bringing together key areas of the organization to ensure that a comprehensive approach to fuel efficiency is managed in a structured, measurable manner and aligned with our Decarbonization Roadmap.

“ Through clear and measurable initiatives, **in 2025 we reduced approximately 67,000 tCO₂e**, equivalent to the annual emissions of 15,628 vehicles. ”

Efficiency Initiatives

APU OFF strategy:

Replaces the use of the Auxiliary Power Unit with external power and air-conditioning sources whenever airport infrastructure allows. This measure reduces fuel consumption, emissions, and operating costs, while also lowering equipment wear.

Emissions reduced: 29,802 tCO₂e.

EOT Taxi Out and EOT Taxi In procedures:

Consist of taxiing with a single engine during departure and arrival when operational conditions allow, reducing emissions during ground phases without affecting timing or safety standards.

Emissions reduced: 18,443 tCO₂e.

Extra Fuel Reduction and Taxi Fuel Reduction:

These measures improve the accuracy of estimating additional fuel and expected taxi fuel consumption prior to takeoff. By avoiding unnecessary fuel load, we reduce weight, consumption, and emissions throughout the operation, while always maintaining appropriate safety margins.

Emissions reduced: 8,508 tCO₂e.

Reduced Flap Takeoff and Reduced Flap Landing:

Applied when runway, weight, and performance conditions allow. This practice reduces aerodynamic drag and therefore fuel consumption during critical flight phases.

Emissions reduced: 8,694 tCO₂e.

Idle Reverse Landing:

Uses minimum reverse thrust when operational conditions permit. This measure contributes to lower fuel consumption and engine wear, while maintaining the highest safety standards.

Emissions reduced: 732 tCO₂e.

“ During 2025, we achieved the highest fuel savings in our history, **with approximately 21 million kilograms of fuel saved.** ”

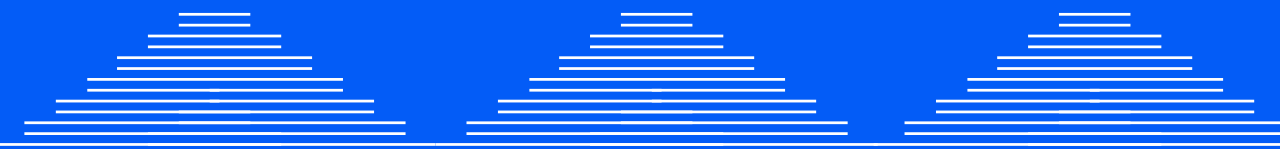


Comprehensive monitoring of our efficiency initiatives was achieved through the implementation of the Fuel Insight platform by GE Aerospace, a key tool for data-driven management. Although it does not generate savings by itself, its value lies in consolidating operational information, measuring performance, and ensuring traceability of fuel consumption results.

Through this platform, we obtain reliable metrics that are shared with our main operational groups: pilots, the Operations Control Center, airports, and maintenance, promoting collaborative and disciplined management. In parallel, we collaborated with Embraer on the implementation of the Ahead Pro software, which enables highly accurate determination of actual APU operating time.

The information, obtained directly from aircraft onboard computers, has been essential to identify airports with high savings potential under the APU Off policy and to prioritize corrective actions.

Currently, the Green Ops team, responsible for the tactical implementation of fuel efficiency projects, is working to replicate this level of analysis across the Boeing fleet, as well as implementing an additional tool to optimize cruise flight levels across all our operations. Both projects are expected to be completed during the first quarter of 2026.



Reduction of Ground Emissions

We have set the goal of reducing emissions associated with our ground operations by 30% by 2030 through the incorporation of renewable energy in our facilities and the transition to more efficient vehicles.

In this context, the Engineering and Maintenance Environmental Policy reaffirms our commitment to preventing pollution and minimizing the environmental impact of our activities. As part of its implementation, we established a specific operational procedure that defines best practices to avoid unnecessary energy consumption and promotes clear guidelines for the efficient use of resources. These actions strengthen an organizational culture focused on conservation and the continuous improvement of environmental performance.

Adoption of Alternative Fuels

Sustainable Aviation Fuel (SAF) is a strategic pillar of our Decarbonization Roadmap toward 2050. Produced from sustainable feedstocks such as used oils, agricultural residues, and animal by-products, SAF has the potential to reduce greenhouse gas emissions by up to 90% compared to conventional fossil fuel, when considering its life cycle. One of the main challenges associated with the use of this fuel is its higher cost compared to conventional fuel, as well as the limited supply currently available in the market. To manage this risk, this year we established as a strategic objective to strengthen collaboration with governments and regulatory agencies to promote the development of the SAF industry, particularly in Mexico and the region.

“ In 2025, we increased our SAF procurement by more than 1,000%, significantly expanding the use of sustainable aviation fuel in our operations compared to 2024, driven by both voluntary purchases and compliance with applicable mandates in the European Union. ”

In 2025, we conducted a feasibility study for the development of SAF in Mexico within the framework of the ICAO (Organización de Aviación Civil Internacional) ACT-SAF program, as well as for the definition of a national roadmap to promote this industry. These instruments make it possible to measure progress toward the objective by establishing technical diagnostics, production scenarios, and concrete lines of action. The objective and its methodological approach are aligned with the international framework promoted by ICAO, which participates as a technical reference in this initiative.

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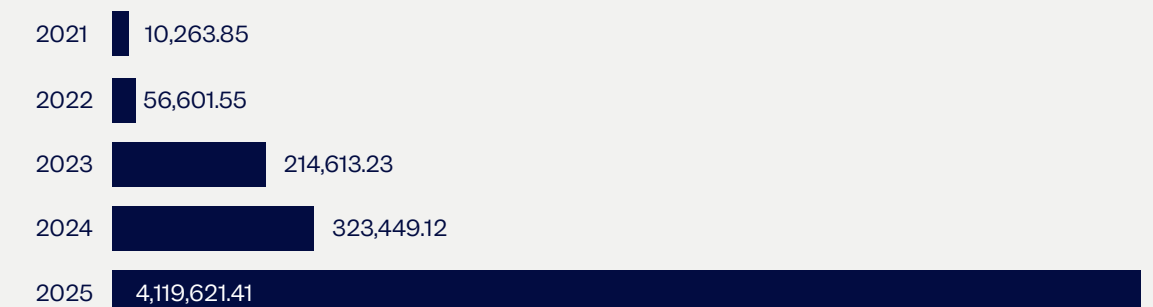
Progress monitoring is carried out through formal sector forums; currently, Aeromexico leads the Sustainability Committee of the National Chamber of Air Transport, where the advancement of these initiatives is periodically reviewed and efforts are coordinated with other industry stakeholders.

During 2025, we used SAF on flights originating from the European Union, in compliance with the mandate requiring the mandatory incorporation of 2% SAF in the fuel used for those operations.

Avoided emissions due to SAF usage



SAF consumption in liters since 2021



For further details regarding the acquisition of SAF, please refer to Annex I.



Energy

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

As part of our operational efficiency efforts, we continue optimizing energy consumption across our entire operation. As a result, in 2025 we recorded a 0.65% reduction in non-renewable fuel consumption, as well as a 2.36% decrease in electricity consumption compared to 2024. On a combined basis, total energy consumption in 2025 decreased by 0.45% versus 2024. Total fuel consumption in 2025 amounted to 1.7 billion liters.

“ The largest year-over-year reduction in fuel consumption was recorded in LP gas, with a **32.78% decrease compared to 2024.** ”

For further detail on fuel and electricity consumption, please refer to Annex I.

Additionally, during the year we continued implementing various initiatives to improve energy management, including the replacement of fluorescent lighting with LED systems in our facilities and the installation of 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.

At Hangar Oriente, process areas are equipped with translucent panels, which reduce the need for artificial lighting during daylight hours. In addition, awareness signage has been placed in office areas to encourage turning off lights when not in use. The Work Instruction Code IT-RPA-032, titled "Electric Energy Saving," is in place and is reviewed, evaluated, and updated annually as part of the environmental management system. Key activities include:

Energy consumption by fuel type in GJ and kWh

Concept	2023	2024	2025	% de variation	2025 (kWh)
Total fuel consumption	60,899,119.32	64,953,712.62	64,531,284.42	-0.65%	17,925,356,782.26
Breakdown					
Aviation fuel Jet A & Jet A1 (jet fuel)	60,793,775.35	64,845,279.86	64,420,252.02	-0.66%	17,894,514,450.53
Gasoline	28,322.86	27,811.65	28,860.16	3.77%	8,016,711.44
Diesel	61,408.69	66,682.08	72,801.81	9.18%	20,222,724.89
LPG	15,650.56	13,939.02	9,370.42	-32.78%	2,602,895.39
Fuel consumption from renewable sources (SAF)	7,351.23	11,197.40	144,296.61	1188.66%	40,082,392.01
Electricity consumption	37,844.44	37,864.47	36,969.43	-2.36%	10,269,286.00
Total consumption (electricity + fuels)	60,943,385	65,002,774.49	64,709,509.08	-0.45%	17,975,708,460.27

Energy Savings

- Taking advantage of natural ventilation whenever possible to regulate temperature.
- Keeping windows open during summer to create airflow and reduce the need for air conditioning.
- Closing curtains and blinds at night during winter to prevent heat loss.
- Keeping doors and windows closed while air conditioning systems are in operation.
- Ventilating enclosed spaces by opening windows for approximately 10 minutes.
- Turning off individual air conditioning units when areas are unoccupied and, when possible, disconnecting them at the end of the workday.
- Requesting the Maintenance area to turn off air conditioning in meeting rooms once they are no longer in use.
- The Maintenance area conducts periodic inspections to ensure that air conditioning units in unoccupied rooms remain turned off.

1. Values are based on the calculation workbook used for the 2025 emissions COA. These data come from fuel consumption invoice records: LP gas total consumption in liters (358,733), diesel total consumption in liters (1,908,419), and gasoline total consumption in liters (817,459), classified as liquids in the "2025 Fuel List and Heating Values used to identify high-consumption users, as well as the factors to determine equivalencies in terms of barrels of oil equivalent," expressed in MegaJoule/barrel. These values are converted to MegaJoule/liter using the conversion reference available at: https://base.energia.gob.mx/nacei/factores_conversion.aspx. The resulting MJ/L value is multiplied by the liters consumed for each fuel to obtain the total in MJ, which is then divided by 1,000 to obtain GJ.

2. To calculate GJ of SAF (4.12 million liters), the specific lower calorific value (LCV) of each type of SAF is used. For energy consumption, electricity use in kWh is obtained from CFE utility bills for all facilities where the company directly pays for the service. Total electricity consumption for 2025 was 10,269,286 kWh. A conversion factor of 1 kWh = 0.0036 GJ is applied to express the result in GJ.



Energy Intensity

During 2025, we made progress in reducing energy intensity as a result of the initiatives implemented.

Fuel energy intensity

Indicator	2023	2024	2025	% reduction
Liters / 100 passenger-km	3.68	3.53	3.52	-0.10%
MJ / RTK	12.64	12.03	11.86	-1.37%
Liters / RTK	0.34	0.32	0.32	-1.35%
Liters / ASK	30.98	30.53	30.26	-0.89%

To calculate the energy intensity ratios, the following parameters were used: Liters / 100 passenger-km; MJ / RTK; Liters / RTK; and Liters / ASK.

“ We reduced energy intensity by 0.89% in Liters/ASK compared to 2024. ”

Travel Sustainably

Sustainable Traveler is an initiative that integrates sustainability throughout the customer journey, connecting our customers with actions that incorporate environmental, social, and transparency criteria, while maintaining our premium warmth, consistency, innovation, and integrating Contemporary Mexico.

Increasingly Sustainable Onboard Solutions

(GRI 305-5)

In 2025, under our integrated “Soft Product” concept — which brings together the Bedding, Dining, and Wellbeing categories under a unified vision of onboard hospitality — we sought to elevate the customer experience through a coherent, functional design aligned with our sustainability criteria. The initiatives include:



Products to Reduce Single-use Plastics

- **Comfort Premier One kit:** Full implementation of the Comfort Premier One kit, which became reusable, replacing the disposable version. Each kit is made from 17 recycled plastic bottles. In 2025, it was used on 10% of total flights.
- **Premier Cabin facial towel box and tongs:** We replaced single-use plastic boxes and tongs used for facial towels in Premier Cabin with FSC-certified cardboard boxes and reusable stainless-steel tongs.
- **Reusable bag for soiled linen:** We replaced disposable plastic bags used to collect soiled linen in Premier Class with reusable bags, avoiding the use of approximately 5,400 plastic bags per year and contributing to the reduction of waste generated during onboard operations.

“ 540,000 plastic bags were eliminated, replaced by 31,200 reusable bags. ”

Lighter Products that Reduce Fuel Consumption and Emissions

- **New Premier tableware:** We redesigned the Premier Cabin tableware under the Contemporary Mexico concept, enhancing the onboard hospitality experience. The new design is lighter, contributing to lower fuel consumption and emissions on flights operated with the Boeing 787 Dreamliner fleet to Europe, South America, Asia, New York, and Los Angeles. A total of 18 service items were replaced, with an estimated reduction of more than 162 tons of CO₂ per year.
- **PET wine bottles in Economy:** We replaced glass bottles with lighter PET containers in Economy Class, reducing onboard weight and improving operational efficiency. This change avoids approximately 6.1 tons of CO₂ per year due to the reduction in transported weight.

Products with Social Impact

- **Premier tequila glass:** In collaboration with MATE DESIGN, we developed a tequila glass inspired by Mexico's artisanal heritage. Each piece is handcrafted using blown glass by master artisans from Jalisco, combining contemporary design with tradition and bringing an authentic expression of the country's culture and craftsmanship onboard.





Onboard Technology and Digitalization

In January 2025, Aeromexico received The Aviation Challenge (TAC) 2024 award, organized by SkyTeam, in the category Best Scaled Inflight Solution, for the implementation of the onboard entertainment system with Bluetooth connectivity across the B737 MAX fleet.

During 2025, this technology was installed in 20 Boeing 737 MAX aircraft and expanded to the 737 NG fleet, reaching 70% coverage, equivalent to 80 Boeing 737 aircraft. This upgrade allows passengers to use their own devices and headphones, improving comfort and personalization of the onboard experience. It also contributes to reducing the use of disposable headphones and packaging, strengthening our approach to responsible consumption and waste reduction.



“ **70% of our 737 fleet now features Bluetooth connectivity**, delivering an extraordinary onboard experience. ”

Looking ahead to 2026, the incorporation of this technology in three additional 737 aircraft is planned, as part of the continuous improvement of the onboard product and our vision to transform the travel experience with increasingly innovative and sustainable solutions.

We also continue to promote an increasingly digital travel experience. In 2025, more than 8.5 million customers, equivalent to 30.6% of total passengers, completed their travel process fully in digital format, avoiding the printing of boarding passes and contributing to the reduction of paper consumption associated with this process.

In cases where boarding passes are issued at the counter, we use paper considered a renewable material, as it is FSC-certified (Forest Stewardship Council). This certification ensures that the paper comes from responsible and sustainably managed sources, aligning with our commitment to minimizing the environmental impact of our operations.

For further details on onboard products and their recycled content, see Annex I.

Environmental Management

(GRI 3-3, 2-27) (SASB TR-AF-110a.2)

To ensure systematic, consistent environmental management aligned with applicable regulations across all our operational sites, Grupo Aeromexico operates under an Environmental Management System (EMS). This system establishes guidelines, controls, and oversight mechanisms that allow us to identify, assess, and proactively manage the environmental aspects and impacts associated with our operations.

Key Actions in 2025

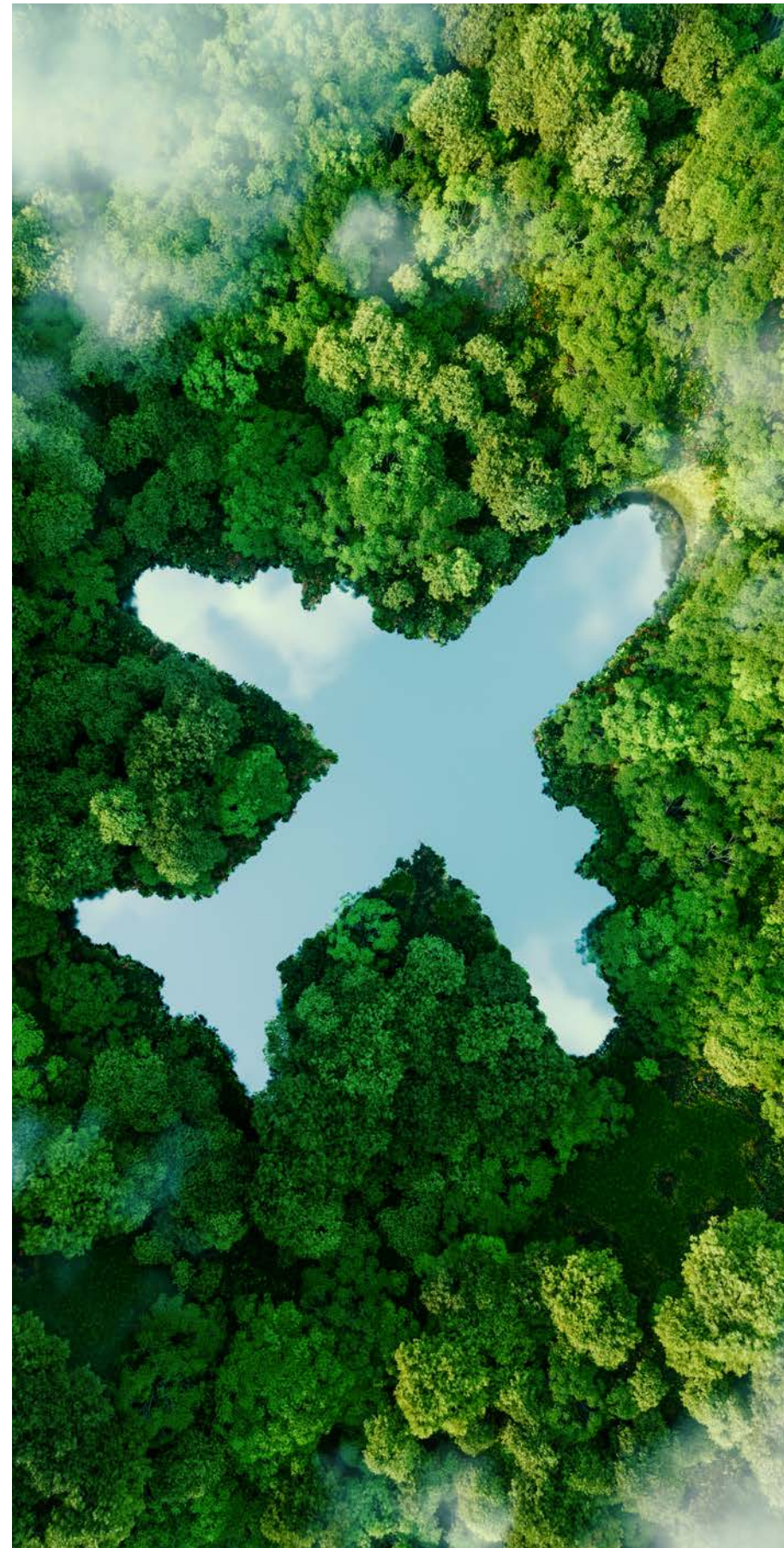
During 2025, we strengthened the implementation of the EMS by reinforcing daily controls, continuously updating documentation, and supervising significant environmental aspects. Through scheduled on-site inspections, we verified compliance with internal and regulatory procedures, identified optimization opportunities, and directly addressed staff concerns related to waste management, efficient resource use, and water and energy savings.

“ Our Hangar Oriente holds **ISO 14001:2015 certification, valid through September 2026.** ”

In parallel, we reinforced our environmental culture through the implementation of a new Training Plan focused primarily on operational personnel, expanding content on integrated waste management and environmental awareness. As a complement, we developed audiovisual materials to facilitate the communication of EMS guidelines, strengthening proper waste segregation and promoting clearer and more accessible communication.

We continued implementing the EMS Improvement Plan with the active participation of operational areas, which allowed us to maintain ISO 14001:2015 certification and retain the Clean Industry Level 2 Performance recognition granted by the Federal Attorney for Environmental Protection (PROFEPA).

Additionally, all regulatory requirements for the 2025 reporting period were duly addressed in a timely manner, including the submission of the Environmental Performance Report to the Secretariat of the Environment of Mexico City (SEDEMA) and the Annual Operating Certificates to the Secretariat of Environment and Natural Resources (SEMARNAT), both of which were validated by the corresponding authorities.



Workstreams to Strengthen the EMS

Among the main workstreams to strengthen our environmental management are the following:

1

Regulatory Compliance and Environmental Traceability

We prioritize the timely renewal of permits, licenses, and reports before authorities such as SEDEMA, SEMARNAT, and PROFEPA, as well as the strengthening of internal control mechanisms and EMS documentation updates, in order to ensure agile, orderly, and fully traceable management.

2

Continuous Improvement of the EMS

We advanced the implementation of the Improvement Plan by strengthening operational efficiency and reducing environmental impact. Actions focused on reviewing and optimizing controls related to waste management, energy consumption, water use, and emissions, supporting the continuous improvement of environmental performance across operations.

3

Environmental Culture and Shared Responsibility

We developed new training and communication strategies aimed at both operational and administrative personnel, promoting genuine ownership of environmental procedures. These actions are complemented by awareness campaigns supported by audiovisual materials and on-site practical activities.

4

Optimization of Key Performance Indicators

We maintained a strong focus on the sustained reduction of energy and water consumption, as well as on decreasing hazardous waste generation. Additionally, ongoing monitoring and data analysis support preventive and corrective environmental management actions.

5

Environmental Innovation and Resource Efficiency

We continued monitoring the rainwater harvesting system and evaluated its possible expansion to other facilities. At the same time, we explored initiatives related to energy efficiency, circular economy, and emissions reduction that generate environmental, operational, and financial benefits.

These priorities allow us to consolidate our environmental certifications, strengthen Aeromexico's reputation in terms of compliance and ESG performance, and move toward an increasingly safe, efficient, and environmentally responsible operation.

Environmental Compliance and Transparency in Emissions Management

During 2025, we complied in a timely manner with applicable regulatory requirements, including the Single Environmental Report (MAU) and the Annual Operating Report (COA), ensuring full compliance with our environmental obligations.

At the same time, we strengthened transparency through the disclosure of climate information via international platforms such as the Carbon Disclosure Project (CDP), as well as through our participation in the Corporate Sustainability Assessment (CSA) and EcoVadis, which evaluate companies' environmental, social, and governance performance.

Regarding greenhouse gas emissions, we comply with the regulatory frameworks applicable in the jurisdictions where we operate, including:

- The General Law on Climate Change and its Regulation in Mexico, which establishes the National Emissions Registry (RENE). In 2023, we obtained a Positive Verification Opinion for the report corresponding to fiscal year 2022, in accordance with the triennial verification scheme.
- Mandatory Circular 16.4/18 issued by the Federal Civil Aviation Agency (AFAC), related to the CORSIA scheme.
- The European Union Emissions Trading System (EU ETS).
- The United Kingdom Emissions Trading Scheme (UK ETS).

This disciplined approach to compliance and disclosure reflects our commitment to responsible climate management aligned with international standards. During the reporting period, no sanctions or incidents related to environmental non-compliance were recorded.

Circularity

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

Circularity is a core component of our environmental strategy. At Aeromexico, we promote a comprehensive approach focused on the efficient use of resources and the responsible management of materials throughout their life cycle. Through operational practices aimed at reducing waste generation and strengthening reuse and recycling, we seek to minimize our environmental footprint and generate value from the resources used across our operations.

Our Engineering and Maintenance Environmental Policy establishes clear guidelines to reduce the consumption of inputs and promote circular economy practices, with the objective of preventing and mitigating environmental impacts derived from our activities, products, and services. As part of this approach, we carry out systematic processes to identify and evaluate environmental aspects in order to manage risks associated with waste generation, particularly those related to potential impacts on soil and water.

While a significant portion of waste is generated by our own operations, we also manage waste generated by suppliers and during flight operations. Therefore, we have specific procedures for its segregation, temporary storage, and proper final disposal, in compliance with applicable regulations and under a shared responsibility approach across our operational chain.

We operate a secondary separation scheme for special handling waste, aimed at its recovery and valorization. Additionally, materials such as aluminum, paper, cardboard, Tetra Pak, plastics, and shrink wrap are sent for recycling through authorized waste management providers.

Hangar Oriente

At Hangar Oriente, we maintain waste management plans registered with the authorities for municipal solid waste, special handling waste, and hazardous waste. These instruments establish guidelines to minimize generation, promote source separation, encourage reuse and recycling, and ensure proper final disposal under a shared responsibility approach.

Waste management is integrated into the EMS, aligned with ISO 14001:2015, through which we identify and evaluate the processes that generate the highest volume of waste in our operations. Aircraft maintenance is the main source of hazardous waste, while cabin and aircraft cleaning, as well as administrative activities, account for most non-hazardous waste generation.

To prevent potential soil and water contamination risks, we operate under specific procedures that regulate proper segregation at the source, controlled temporary storage, and final disposal through authorized service providers, ensuring regulatory compliance and traceability of the waste generated.

Municipal solid waste is separated from recyclable materials and sent to sanitary landfills. Materials such as aluminum, glass, paper, cardboard, and plastics are sent for recycling through authorized providers. Hazardous waste is collected daily, stored according to compatibility criteria, and delivered to authorized managers for treatment, recycling, co-processing, or final disposal. We also promote the reuse of chemical containers by returning them to suppliers for refilling and reintegration into the process.

Main objectives of the Waste Management Plan

1. Minimization of waste generation
2. Promotion of shared responsibility among producers, distributors, and marketers
3. Source separation
4. Separate waste collection
5. Promotion of reuse and recycling
6. Treatment to reduce the volume of waste sent to final disposal



Key Actions in 2025

One of the main hazardous waste streams corresponds to industrial waste generated from aircraft maintenance, particularly contaminated rags used in technical operations. To reduce its generation, since October 2022 we have implemented the project called "Reusable Rag," which consists of the separate collection of these materials in designated containers, controlled temporary storage, and delivery to an authorized supplier for washing and reintegration into the operational process.

Across all Grupo Aeromexico facilities, in 2025 we implemented compostable bags for the collection of organic waste and 100% recyclable bags for the collection of inorganic waste, both certified in accordance with SEDEMA standard NACDMX-010-AMBT-2019. This action is part of the gradual transition to eliminate single-use plastics both in our facilities and in onboard service.

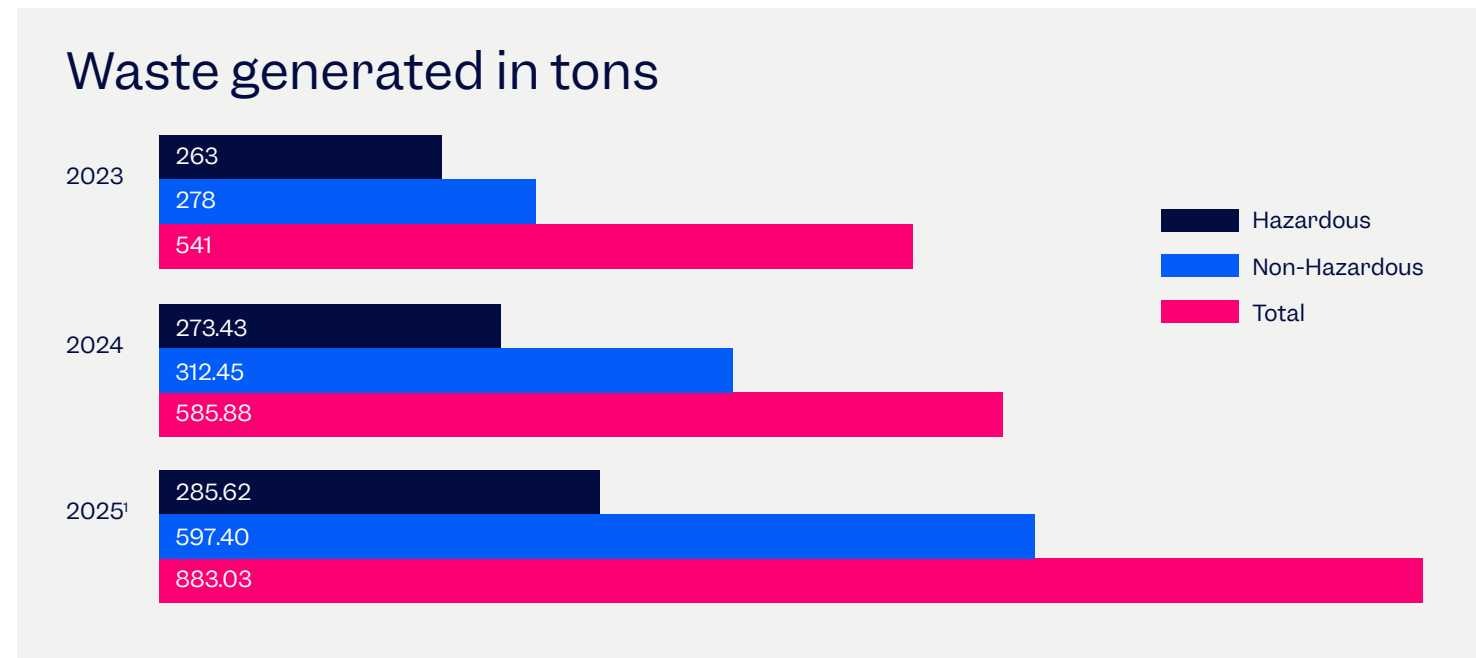
Other complementary initiatives include:

Refilling of chemical product containers, extending their life cycle under a supplier return scheme.

Paperless programs in administrative and operational areas, including the use of QR codes, email, and digital platforms to replace printed formats and reduce paper consumption.

Waste Generated

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



¹The registered increase from 2024 to 2025 is mainly due to the growth in operations, maintenance activities, and cleaning processes. Additionally, in 2024 wood waste was not reported in tons but in batches, and therefore was not included in the total calculation; in 2025 it was quantified in tons, which also contributed to the increase in total non-hazardous waste.

Waste Disposal

Waste management is carried out through differentiated processes according to its initial classification (hazardous, non-hazardous, and special handling waste), ensuring traceability, control, and regulatory compliance at every stage. In the case of hazardous waste, it is collected at the generation areas and, prior to entering the temporary storage facility, it is weighed using a calibrated scale and recorded in a control log. Once the authorized service provider performs the collection, the waste is documented in the generation, transport, and final disposal manifest, including waste type, weight, and corresponding data, ensuring traceability through to its final destination.

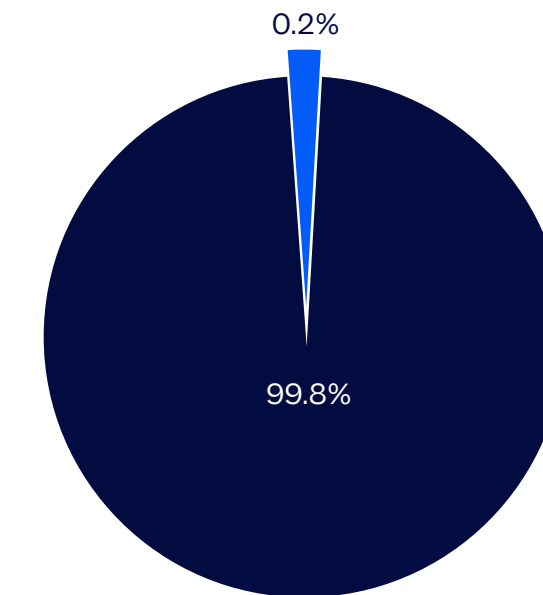
For non-hazardous waste, collection is carried out with separation into organic and inorganic waste, which are temporarily stored in designated containers. An authorized provider removes the waste and issues the corresponding manifest, where volumes and destination are recorded, whether transfer stations, composting facilities, or sanitary landfills.

Regarding special handling waste, designated personnel are responsible for segregation to identify materials suitable for recycling or recovery. A logbook is maintained with weights by waste type and the information of the authorized managers who receive the materials for recovery.

To ensure proper management, we require our suppliers to provide the valid documentation mandated by the competent authorities, verifying that transportation and treatment are carried out using authorized units, by trained personnel, and at facilities duly certified for each type of waste.

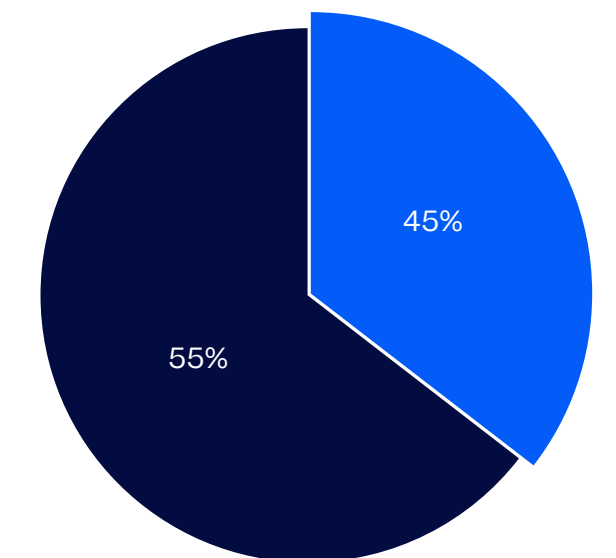
All information is submitted to the Environmental Compliance area for consolidation, permit verification, and performance tracking, enabling monitoring of performance, ensuring regulatory compliance, and timely identification of any deviations.

Hazardous Waste



■ Not sent for disposal
■ Sent for disposal

Non-hazardous waste



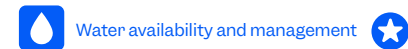
■ Not sent for disposal
■ Sent for disposal

For detailed information on waste, weights, and disposal type, please refer Annex I.



Water

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

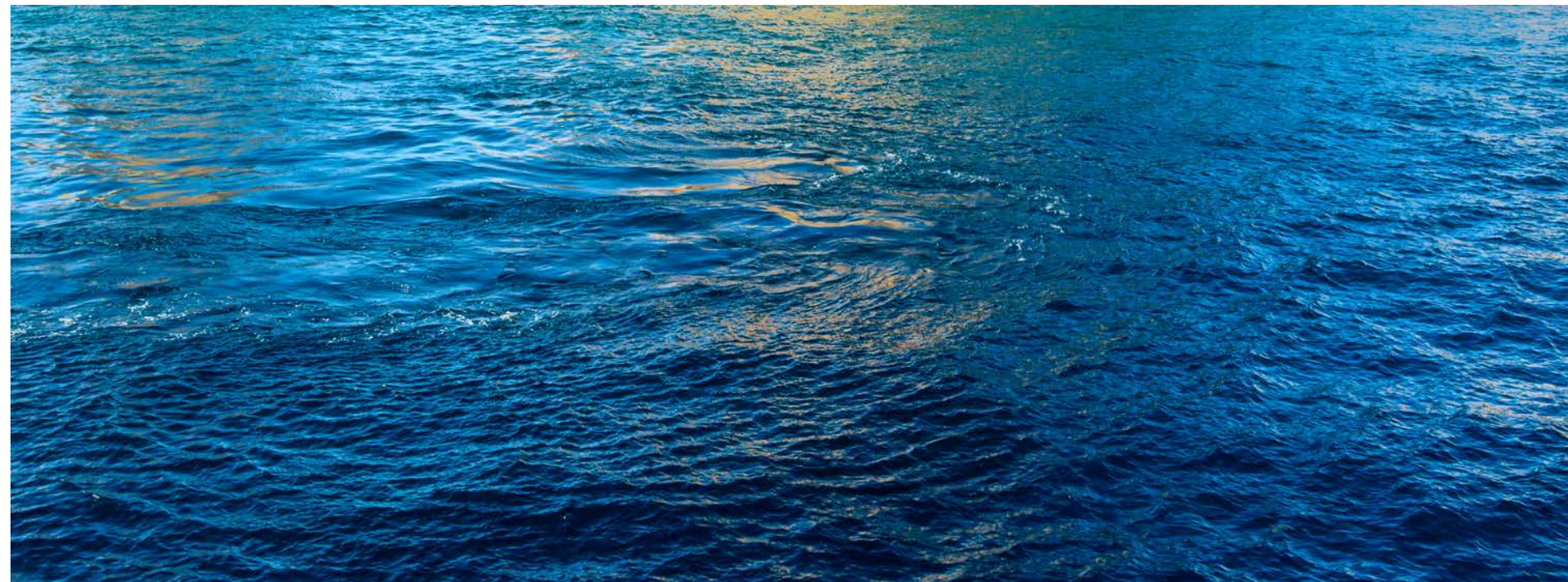


Water management and availability are key components of our operations, particularly in light of the water stress challenges faced by Mexico City, Mexico as a whole, and other regions where we operate. We recognize water as a strategic resource present at different stages of our activities.

From supplying potable water to aircraft and performing exterior washing, to its use in fire protection systems, technical maintenance, cleaning of ground support equipment and engines, water is an essential part of our processes. As such, the efficient management of this resource is a priority within our environmental strategy.

As part of the continuous improvement of the EMS, the Environmental Compliance team conducts semiannual awareness sessions for operational and administrative personnel, reinforcing a culture of responsible water use.

In previous years, a working group was established to address potential risks associated with water supply shortages. During 2025, favorable rainfall conditions improved water availability, allowing us to maximize the use of the rainwater harvesting system implemented since 2024. This system partially replaced water consumption from tanker trucks and the municipal network.



Water Management System

Aeromexico's water management system is an integral part of our EMS and is designed to ensure the responsible and efficient use of this strategic resource across all our operations. Through operational controls, best practices, and regulatory compliance, we seek to optimize consumption, prevent leaks, and ensure the quality of the water used and discharged, contributing to environmental sustainability and operational continuity.

This system includes:

1. Periodic consumption assessments to identify efficiency opportunities.
2. Implementation of measures to reduce water use in operational processes.
3. Actions to improve discharge quality and wastewater management.
4. Definition of reduction targets and monitoring of indicators.
5. Training programs to strengthen the efficient use of water resources.

Governance of the system rests with the Environmental Council, which reviews the EMS at planned intervals to ensure its relevance, adequacy, and ongoing effectiveness. These reviews consider improvement opportunities, updates to the environmental policy, and the definition of new objectives. Since the previous reporting period, reducing water consumption has remained a priority target due to its critical importance in the context of increasing water scarcity in Mexico City and its operational and reputational relevance for the Company.

We also promote that personnel involved in the EMS have the necessary competencies and maintain active environmental awareness. To this end, training needs are identified, requirements are established for functions with potential environmental impact, training related to legal compliance is provided, and specific guidelines are communicated, including procedures for efficient water use and pollution prevention, through manuals, videos, and institutional infographics.

Additionally, the Engineering and Maintenance Environmental Policy establishes the commitment to protect the environment in all in-house and contracted activities, ensuring compliance with applicable regulations and promoting processes that incorporate resource reduction, reuse, and pollution prevention as guiding principles of operations.

Key Actions in 2025

As a result of our environmental self-regulation efforts, in 2025, we obtained the Level 2 Excellence Certificate granted by the Federal Attorney for Environmental Protection (PROFEPA) as part of the Clean Industry recertification process. This recognition reflects the efforts implemented to prevent and control water pollution, optimize consumption, and carry out water-saving programs across our facilities.

These measures are formalized in the Work Instruction "Efficient Use of Water" (IT-RPA-031), which establishes guidelines and best practices to maximize the use of water resources and promptly address potential leaks during maintenance activities at Hangar Oriente and on the apron of Terminal 2 at Mexico City International Airport. Likewise, the instruction "Wastewater Discharge" (IT-RPA-028) defines the operational procedures for the proper management of discharges from aircraft, ensuring regulatory compliance and mitigation of associated environmental impacts.

“ In line with our objective of achieving rainwater harvesting equivalent to at least 2% of Hangar Oriente's total annual water consumption, a 3% reduction in water withdrawal was recorded in 2025 **as a result of the capture and treatment of 940 m³ of rainwater used in maintenance and service operations at Hangar Oriente.** ”

“ During 2025, **we achieved a 40% reduction in water-related billing for municipal water consumption and tanker supply compared to 2024, equivalent to \$1,710,656.36 MXN**, achieved through the implementation of operational controls, awareness initiatives, and the operation of the rainwater harvesting system. ”

Water Withdrawals

(GRI 303-3, 303-5)

Information on water withdrawal is recorded through bimonthly statements from the municipal water network and invoices for tanker trucks supplying water to the facilities. Total withdrawal in 2025 amounted to 72.60 megaliters (ML) sourced entirely from one third-party water supplier.



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

Facility	Source type	Water-stressed area	2023	2024	2025	Change 2024 vs 2025
Service Terminal and AM Formación	Municipal network + water tankers	Yes	9.83	22.58	21.92	-2.95%
AM Cargo	Water tankers	Yes	6.68	3.10	3.09	-0.32%
Cargo Terminal	Water tankers	Yes	4.12	4.15	4.05	-2.41%
Customs Warehouse 16	Municipal network + water tankers	Yes	0.15	3.80	3.57	-6.01%
Hangar Connect	Municipal network + water tankers	Yes	19.08	28.83	21	-27.15%
Hangar Oriente	Municipal network + water tankers	Yes	12.18	31.18	17.12	-45.08%
Annex Hangar 11 Airport and Gate Hangar 11-B GDL	Water tankers	Yes	1.41	1.79	1.85	3.07%
TOTAL			53.44	95.43	72.60	-23.93%

1. 100% of water consumption corresponds to freshwater (total dissolved solids ≤ 1,000 mg/l).

“ In 2025, we strengthened the culture of efficient water use through internal campaigns, staff training, and controls for leak detection and operational improvements. In addition, we leveraged the rainwater harvesting system at Hangar Oriente, contributing to a total 24% reduction in water extraction. ”

Water Discharges

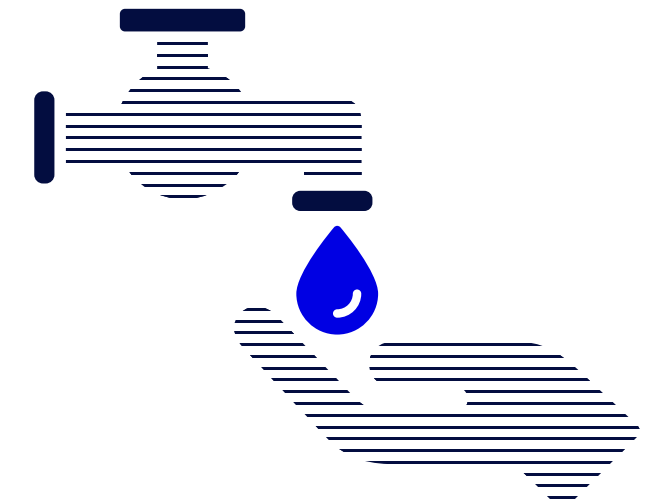
(GRI 303-2, 303-4)

Water discharges by facility and destination, in megaliters (ML)

Facility	Destination	2023	2024	2025	Change 2024 vs 2025
Service Terminal and AM Formación	Third-party wastewater	9.83	22.58	21.92	0.00%
AM Cargo	Third-party wastewater	6.68	3.10	3.05	-1.29%
Cargo Terminal	Third-party wastewater	4.12	4.15	4.05	0.00%
Customs Warehouse 16	Third-party wastewater	0.15	3.80	3.57	0.00%
Hangar Connect	Third-party wastewater	19.08	28.83	21.00	0.00%
Hangar Oriente	Third-party wastewater	12.18	31.18	17.12	0.00%
Annex Hangar 11 Airport and Gate Hangar 11-B GDL	Third-party wastewater	1.49	1.79	1.85	0.00%
TOTAL	-	53.53	72.60	72.56	-0.06%

1. No treatment is performed prior to the discharge of wastewater to third-party systems.
 2. Discharge quality standards are based on the following regulations:
 a) Environmental Standard for Mexico City NADF-015-AGUA-2009, which establishes the maximum permissible limits of pollutants in wastewater discharges from processes and services to the drainage and sewerage system of Mexico City, originating from fixed sources.
 b) Official Mexican Standard NOM-002-ECOL-1996, which establishes the maximum permissible limits of pollutants in wastewater discharges to urban or municipal sewage systems.

For further details on water use by activity, please refer to Annex I.



Rainwater Harvesting

The implementation of the rainwater harvesting system arose as a response to the context of water scarcity in Mexico City and the increase in operational demand. This initiative makes it possible to reduce consumption from the municipal network and water tankers, strengthen water supply security for our daily activities, and generate economic efficiencies associated with lower dependence on external sources.

The implementation of this system provides the following benefits:

- Rainwater collection and storage in cisterns.
- Automatic system that detects water levels and allows supply from the public service during non-rainy periods.
- Rainwater collection and treatment in compliance with NOM-127-SSA1-1994 for potable water.
- Cost savings by reducing direct consumption from the public supply and the purchase of water tankers.

“ In 2025, we achieved a **3% reduction in water withdrawal using rainwater harvesting.** ”

Progress Indicators

Rainwater harvesting indicators at Hangar Oriente

	Unit	2025
Total volume of rainwater collected	m ³	940
Percentage of facilities with rainwater harvesting systems	%	14%

We participated in the selection of specialized suppliers for the installation of the system, with support from SEDEMA and cross-functional coordination among technical, safety, and maintenance areas, ensuring compliance and proper risk management.

Technical tests and analyses were carried out in accordance with NOM-127-SSA1-2021 to verify water quality, even though it is not intended for human consumption, and a continuous monitoring and maintenance scheme was established to ensure efficient operation during both rainy and dry seasons.

Water Treatment

(GRI 303-4)

At *Hangar Oriente* and *Hangar Connect*, wastewater quality studies are conducted to verify compliance with environmental regulations prior to discharge into the AICM pumping system; at other facilities, wastewater is discharged into the public sewer system. Discharges comply with the limits established in NOM-001-SEMARNAT-2021, NOM-002-SEMARNAT-1996, and NADF-015-AGUA-2009. Results obtained remain within the applicable regulatory parameters.

Noise

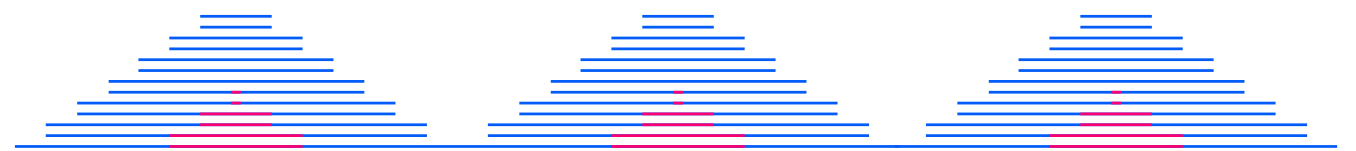
We seek to mitigate the effects of our operations on communities and ecosystems, particularly with regard to airport noise.

To this end, we recognize the importance of conducting acoustic impact studies that allow for the assessment and management of noise associated with our activities. Additionally, from an operational standpoint, engine run-ups are performed only in designated positions equipped with blast fences and under controlled power settings, ensuring proper noise management during aircraft maintenance activities.

“ **100% of our fleet complies with ICAO Annex 16, Volume I, Chapter 4 and Chapter 14 limits.** ”

Our fleet includes Boeing 787 Dreamliner and Boeing 737 MAX aircraft, equipped with next-generation technology that significantly reduces the acoustic footprint, both during ground operations and in flight, with reductions of up to 40% compared to previous generations.

In addition, all aircraft with Mexican registration hold noise certification in compliance with NOM-036-SCT3-2000, which establishes maximum permissible limits, ensuring that our operations meet the most stringent regulatory standards for noise pollution control.



Biodiversity

(GRI 304-2)

At Aeroméxico, we recognize the strategic value of biodiversity for the balance of the planet and the well-being of communities. Accordingly, we strictly comply with the IATA Live Animals Regulations (LAR), developed in coordination with CITES, the World Organisation for Animal Health (WOAH), and signatory countries, as well as with national regulations issued by SENASICA and PROFEPA.

Training

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

Policies and procedures

We have developed and implemented specific policies involving all areas participating in the transport and logistics chain. This ensures that every process complies with the IATA Live Animals Regulations (LAR), as well as national regulations issued by the National Service for Agrifood Health, Safety and Quality (SENASICA) and PROFEPA.

Key Actions in 2025

In 2025, we strengthened this commitment through a partnership with the United Nations Office on Drugs and Crime to develop an internal protocol for the prevention of illegal wildlife trafficking, with implementation scheduled for 2026. This initiative involves multiple operational areas across the Company, as well as Aeromexico Cargo, with the objective of standardizing processes, strengthening operational controls, and enhancing detection and prevention capabilities.

Illegal wildlife trafficking is considered the fourth most lucrative crime worldwide, and air transport can be used as a means for its commission and facilitation. In this context, Aeroméxico takes an active role in protecting biodiversity and preventing this transnational crime.

Our approach is further supported by our adherence to the United Nations Global Compact and the Buckingham Palace Declaration, initiatives that promote ecosystem protection and contribute to SDG 15: Life on Land.

During the Aeromexico Sustainability Week 2025, we held an information session in collaboration with UNODC and Aeromexico Cargo to raise awareness among our employees, reinforce regulatory compliance, and communicate progress on the internal protocol. This action strengthened cross-functional coordination and consolidated our corporate biodiversity protection strategy.

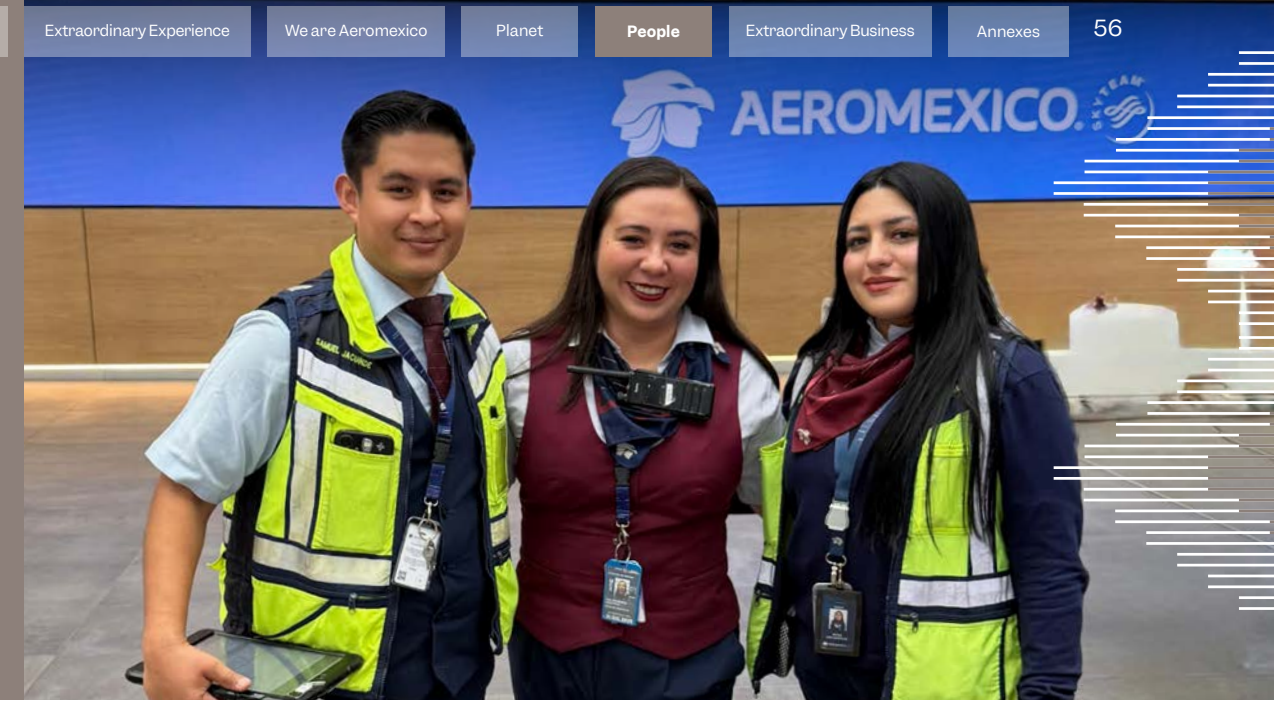


People: Creating an Extraordinary Experience for Everyone



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4 People: Creating an Extraordinary Experience for Everyone



Health and Safety

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



Our passengers' safety is at the core of our operations. Through continuous training, operational oversight, and ongoing process improvement, we strengthen a preventive culture that enables us to anticipate risks, respond promptly, and provide peace of mind to those who trust us to reach their destination.

Our safety vision is structured around three strategic pillars that guide our management approach and reinforce the protection of our passengers at every stage of the journey.



Operational Safety Management System (SMS) Governance

The Flight Safety Division is responsible for implementing and ensuring effective compliance with the SMS across the organization. This role coordinates the identification, assessment, and mitigation of operational risks, ensuring that all preventive and corrective measures are applied in a systematic, standardized, and fully traceable manner.

This operational framework is reinforced through the oversight of the Board of Directors' Aviation Safety Committee, chaired by our CEO, which periodically reviews the system's performance, defines strategic guidelines, and ensures the timely allocation of the resources required to maintain the highest operational safety standards.

This governance structure ensures that decision-making is evidence-based, that risks are addressed with a preventive approach, and that safety remains a cross-cutting commitment throughout the organization.

Safety

(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)

This pillar covers operational safety and aims to prevent incidents and accidents both on the ground and in the air, as well as to mitigate any condition that could represent a risk to our operations.

Operational safety is strengthened through cross-functional coordination, the systematic use of reporting tools such as GAM eReport, and the rigorous monitoring of indicators and controls that allow us to identify, manage, and correct risks in a timely manner, through the effective execution of our:

“ In April 2025, we held **Safety Day**, a special initiative dedicated to reinforcing our most fundamental value: **safety**. ”

1. Operational Safety Management System Program

2. Reporting Systems

3. Flight Data Monitoring (FDM)

4. LOSA Program – Line Operations Safety Audit Program

5. Grupo Aeromexico Safety Action Program (GAMSAP)

“ The Board Aviation Safety Committee, chaired by our CEO, oversees performance and ensures that **decisions and resources are in place to maintain the highest operational safety standards**. ”

Responsibilities and Reporting Lines

The Flight Safety Division is responsible for designing, implementing, and overseeing the tools and processes of the SMS. Its main responsibilities include:

- Developing and maintaining tools for hazard identification and risk management.
- Designing and delivering operational safety training for operational personnel, middle management, area leaders, and suppliers.
- Identifying and mitigating unsafe acts, attitudes, and conditions.
- Managing the incident and accident reporting and investigation system.
- Implementing the operational safety communication plan.
- Administering and updating the SMS Operations Manual for Aeromexico and Aeromexico Connect, ensuring alignment with national and international regulations.
- Overseeing the hazard identification system.
- Evaluating safety effectiveness in operational areas.
- Supporting and advising operational areas in risk mitigation.
- Advising senior management on operational safety matters.

All of the above are formally established in our Safety Policy, which aims to implement and maintain this system in compliance with applicable national and international regulations.

In addition, we maintain a structured SMS training program, which includes initial and biennial recurrent training for the CEO, as well as for area leaders and middle management in operational functions. This framework ensures that senior management and operational leaders maintain up-to-date competencies and a comprehensive understanding of their responsibilities, always with the goal of delivering an extraordinary experience for our passengers.



Key Actions to Strengthen the Safety Culture

During 2025, we significantly strengthened our SMS through the consolidation and enhancement of key programs:

Certifications and Compliance

Aeromexico has maintained its Safety Management System (SMS) certification since April 2014, under SCT-DGAC-SMS-No. 0002 certificate. Aerolitoral obtained its certification in December 2016, under SCT-DGAC-SMS-No. 0018 certificate.

Both certifications remain valid through annual surveillance audits conducted by the Federal Civil Aviation Agency (AFAC), which verify the implementation, maintenance, and continuous improvement of the Safety Management Systems in compliance with NOM-064-SCT3-2023, published in the Official Gazette of the Federation in July 2024, as well as with the recommendations of ICAO Document 9859 issued by the International Civil Aviation Organization (ICAO).

The most recent verification was carried out in July 2024 for both companies, resulting in the issuance of the Air Operator Certificate (AOC), which confirms full regulatory compliance and covers all of our operations and operational processes.

LOSA Program (Line Operations Safety Audit)

As a result of the working sessions held with fleet leaders in 2024, the LOSA program was implemented during 2025, leading to the definition of action plans derived from the analysis of threats, errors, and undesired aircraft conditions identified during flight operations. Flight Operations management implemented the corresponding mitigation measures, and their effectiveness is currently being evaluated through the internal flight audit process led by the Quality Assurance area, with 75% progress to date.

In addition, we initiated the development of the Continuous LOSA program, whose implementation plan includes formal engagement with the LOSA Collaborative supplier, the definition of annual investment, and scheduling of line observations starting in the second quarter of 2026. The initiative's goal is to extend the monitoring period of technical crew performance, generating more robust and accurate samples for the identification of threats, errors, and operational deviations.

Fatigue Risk Management System (FRMS)

We continued to make progress in the implementation of the Fatigue Risk Management System (FRMS) in compliance with NOM-117-SCT3-2016 and COSA 117.01/2023, applicable to pilots and flight attendants of both companies within the Group.

During the first quarter of the year, we received a verification visit from the Federal Civil Aviation Agency (AFAC) regarding Phase II for flight attendants. The findings were addressed in a timely manner, and the implementation plan and mitigation actions were submitted in October 2025. We are currently awaiting the final authorization of this phase for both pilots and flight attendants. At the same time, we continued advancing the proactive and predictive processes corresponding to Phase III, with completion expected in July 2026.

Additionally, we initiated the actions required to extend the fatigue management system to maintenance technical personnel, in compliance with COSA 117.01/2023. The corresponding manual will be submitted to AFAC during the first quarter of 2026.

Flight Data Monitoring (FDM)

In June 2024, we transitioned to GE FlightPulse as the new software platform for flight data analysis within the Flight Data Monitoring program. This change significantly strengthened the system's analytical capabilities by incorporating tools such as:

- Safety Insight, which enables the analysis of flight data to identify operational risks, determine root causes, and monitor the effectiveness of mitigation strategies.
- FlightPulse, which provides pilots with direct access to their own flight information, integrating operational data with other relevant databases to enhance individual performance analysis.

During 2025, the Safety Insight module enabled the consolidation of early identification of events, risks, and operational deviations, strengthening causal analysis and monitoring of mitigation strategies by fleet type. In parallel, pilots increased their use of the FlightPulse module, systematically integrating it into threat briefings and post-flight analysis after each operation.

In addition, we advanced the implementation of the flight data transmission system for the E190 fleet, which will reduce data reception and processing times, improving efficiency and timeliness in operational data management.

GAMSAP – Grupo Aeromexico Safety Action Program

In 2025, we expanded the scope of the voluntary reporting program GAMSAP to include the AMX flight attendant workforce. As of October, the reporting rate reached 0.9 reports per 10,000 operations. Work is underway to incorporate AM Connect flight attendants and maintenance technical personnel by December 2026, with the objective of increasing participation and strengthening organizational learning.

In parallel, the deployment of the GAMSAP 2.0 technology project is progressing, which will integrate these divisions into the Softexpert platform to automate report management and their review by the Event Evaluation Committee.

Care Team

In 2025, we enhanced the reporting experience for external providers involved in our operations, strengthening the use of the GAM e-Report platform as a dynamic hazard notification channel. Improvements included a simplified access button, a unified reporting format, and an electronic form accessible through a QR code.

Finally, during the third quarter, we completed the standardization of taxonomies for precursor event classification, facilitating trend analysis, and the timely implementation of preventive actions.

“ As a result of these initiatives, we closed the year with zero aviation incidents. ”



Security

Just as operational safety protects every stage of the flight, the Security function safeguards the physical integrity of our employees, passengers, and strategic partners, as well as the continuity of our operations. In Security, our priority is to prevent any circumstance that could compromise the safety of people or the integrity of our operations.

To achieve this, the team designs and continuously updates policies, protocols, and procedures focused on prevention and effective response to emergencies or acts of unlawful interference, in alignment with Annex 17 of the International Civil Aviation Organization (ICAO) and with the applicable regulations in each country where we operate.

The strengthening of this management approach is supported by an ongoing training program that covers all personnel, from administrative functions to operational roles, ensuring a clear understanding of compliance and response protocols.

This management framework is complemented by reporting mechanisms and coordination with internal and external stakeholders, including participation in local airport security committees and access to reporting channels for suppliers and third parties operating within our facilities. For example, the GAM e-Report platform has been enabled for suppliers as an agile and confidential channel for reporting hazards and risk situations, improving early detection and coordinated response across the network.

Our Security ecosystem is closely integrated with the Occupational Health and Safety management, through corporate initiatives and internal committees that promote a reporting culture, worker consultation, and continuous improvement, ensuring that prevention, effective response, and traceability of corrective actions remain consistent throughout the organization.



These are in addition to the certification from the International Civil Aviation Organization (ICAO), a risk-based audit that verifies the proper implementation and effectiveness of our safety standards and protocols.

“ We hold the **Safe and Healthy Work Environments Distinction** across our workplaces, which certifies compliance with the applicable legal framework on occupational health and safety. ”

In 2025, the Compliance Report for NOM-002-STPS, related to fire prevention and protection safety conditions in the workplace, was updated. This update included the identification and assessment of fire risks, the classification of areas according to their risk level, the verification and installation of appropriate fire protection equipment, the marking of evacuation routes, and personnel training on prevention and emergency response measures.

In addition, the Internal Civil Protection Committee acts as the regulatory and operational body responsible for directing, supervising, and updating the Internal Civil Protection Program at our facilities. During the year, the Internal Civil Protection Programs were updated at our workplaces located in Mexico City, strengthening preparedness and emergency response capabilities.

Certifications and Recognitions

We hold certifications for our Safety Management System (SMS), issued by the Agencia Federal de Aviación Civil (AFAC), the Transportation Security Administration (TSA), and the Security Management System (SeMS) certification at the Operating level, granted by the International Air Transport Association (IATA).

This certification confirms that our Aviation Security Management System (SeMS) complies with international requirements and industry best practices. Its achievement reflects the coordinated efforts of the Corporate Risk Department to document, implement, and demonstrate compliance with processes and procedures across our operations.

“ In 2025, we became **the first Latin American airline to receive the highest security recognition.** ”

Occupational Health and Safety Management System

(GRI 403-2, 403-3, 403-4, 403-6, 403-7)

This system aims to create a safe and healthy work environment by identifying risks and opportunities to implement controls that reduce those risks. In 2024, we began the implementation of the Occupational Health and Safety Management System (OHSMS) in accordance with ISO 45001:2018 at Hangar Oriente, and in 2025 we allocated the necessary resources for the first phase, which included initial training, requirements assessment, and the development of documentation in line with the implementation plan. The first phase included additional training and an internal audit during 2025, as well as the identification of further requirements for inclusion in the 2026 budget, with the objective of conducting the corresponding certification audit.

As part of this progress, a matrix of applicable local legal requirements was developed, laying out the foundation for full regulatory compliance with the system.



Scope of the OHSMS

The certification scope covers the Aeromexico Maintenance area in Mexico City, reaching 100% of the workforce. The OHSMS includes, among others, the following components and risk mitigation actions:

- Fatigue Risk Management
- Mental health support and assistance programs for all Grupo Aeromexico personnel
- Systematic alcohol and drug testing
- Monitoring and follow-up of accident and safety event indicators.
- Safety Management System (SMS) training for employees and relevant parties.
- Operation of a Safety Committee or Safety Working Group.
- Certification, audit, or verification of the system by an independent third party.

Safety and Hygiene Commission

To ensure the effectiveness of the system, we maintain a preventive approach based on training, timely reporting, and systematic follow-up. Personnel receive training to identify unsafe acts and conditions, as well as to understand and use the formal reporting channels available. Direct and confidential reporting channels are in place to ensure that information reaches the appropriate areas for timely action. Cases are managed and monitored by the Occupational Safety area, the Safety and Hygiene Commissions, and the operational managers of the areas where risks are identified.

Unsafe acts and conditions are reviewed monthly in the Safety and Hygiene Commission forums, where corrective measures and preventive barriers are defined and implemented. In parallel, accident indicators are periodically monitored to evaluate the effectiveness of the actions taken.

In addition, the Union and worker representatives actively and continuously participate in the Commissions. In compliance with the applicable regulatory framework, these commissions hold periodic sessions to review risks, hazards, unsafe acts, and unsafe conditions. This structure strengthens the preventive approach and promotes participatory safety management in the workplace.

Reported incidents, risks, and conditions are managed and monitored by the Occupational Safety area, the Safety and Hygiene Commissions, and the operational leaders of the areas where risks are identified. During these forums, unsafe acts and conditions are reviewed monthly, root causes are analyzed, and corrective measures and preventive barriers are defined, prioritizing risk elimination or mitigation in accordance with the hierarchy of controls.

Accident indicators are monitored periodically to assess the effectiveness of the measures implemented and to guide preventive actions for the period. This monitoring constitutes a key tool for the continuous improvement of occupational health and safety performance.

Number of hazardous situations identified

(SASB TR-AL-540a.1 (e))

	2023	2024	2025
Number of hazardous situations (including risks)	10,991	10,519	10,899
Percentage of safety risks that were mitigated	46%	61%	44%

Training and Awareness

(GRI 403-5)

Training in occupational health and safety is a key element in strengthening the preventive culture and ensuring that personnel have the necessary skills to identify risks, act safely, and properly use reporting mechanisms. As a starting point, we provide initial training focused on accident prevention and hazard identification, as well as on the proper use of the GAM e-Report safety reporting tool. In addition, periodic sessions and briefings are conducted across all operational areas on the main exposure risks, including manual handling of loads, use and control of chemical substances, working at heights, and activities related to flight operations.

We also carry out prevention campaigns related to the use of psychoactive substances and initiatives focused on mental health care, promoting a culture of comprehensive well-being that incorporates the prevention of psychosocial risks.

In 2025, safety training courses were delivered to both operational and administrative personnel, focused on risk recognition and compliance with established protocols. Specialized sessions on safety auditing were also conducted to strengthen internal capabilities for process evaluation and continuous improvement.

As part of the effort to reinforce our organizational culture, we promoted initiatives for employee safety commitment encouraging individual accountability in the identification and reporting of unsafe conditions.

Additionally, training was provided on hazard and risk assessments, as well as on the Emergency Preparedness Program, with the objective of ensuring timely, coordinated, and effective response to critical situations.

“ As a result of these and other actions, **the accident rate decreased by 12.5% compared to 2024.** ”



Employees Health

(GRI 403-6, 403-7, 403-10)

Our specialized team works continuously to protect the health of our employees, which is a strategic priority for Grupo Aeromexico. This is achieved through the integration of high-quality medical services with preventive evaluations conducted in coordination with the Occupational Safety area, ensuring full compliance with applicable Mexican Official Standards (NOMs) at all times. We provide medical care aligned with the operational needs of the organization, from 09:00 to 18:00 in administrative areas, and 24/7 availability in operational areas.

We ensure that all employees are affiliated with the Social Security system, fully complying with the corresponding contributions to guarantee access to medical care. In addition, a portion of the workforce is covered by Major Medical Expense Insurance, which provides access to private hospital services in case of emergency.

Complementing these efforts, we maintain the Safe and Healthy Workplace Distinction (ELSSA, for its Spanish acronyms) granted by the Mexican Social Security Institute (IMSS, for its Spanish acronyms), which certifies regulatory compliance and reflects our commitment to prevention and well-being in the workplace.

Health Risk Identification

Health risks are identified through periodic medical examinations conducted according to each employee's level of occupational exposure. These evaluations consider the different types of risks present in our operations, including biological, physical, chemical, ergonomic, and psychosocial risks.

Based on the results, we implement health promotion programs that encourage active and preventive lifestyles. These include sports activities, such as football tournaments, which promote integration and physical well-being among our employees. At our main workplaces, dining areas are available where balanced and low-fat meal options are offered, encouraging healthy nutritional habits. In addition, informative sessions are held throughout the year on the most common diseases in Mexico and the measures for their prevention.

These actions aim to mitigate the main causes of cardiovascular diseases and other related conditions, promoting a culture of prevention and comprehensive well-being.

Among the main actions and programs implemented are:

Safety and Hygiene Commissions at all workplaces.

Emergency drills (earthquake, fire) with activation of search and rescue, first aid, and fire response brigades.

Monitoring of indicators such as the Injury Severity Rate.

Wellhub platform for comprehensive well-being.

Vaccination campaigns and health campaigns in Mexico and at strategic stations.

Alcohol and drug prevention and detection programs.

Medical care for flight crews at national and international stations.

Seasonal health campaigns (winter and summer).

Creation of psychological first aid brigades.

“En Confianza” program with a 24/7 support line.

En Confianza Program

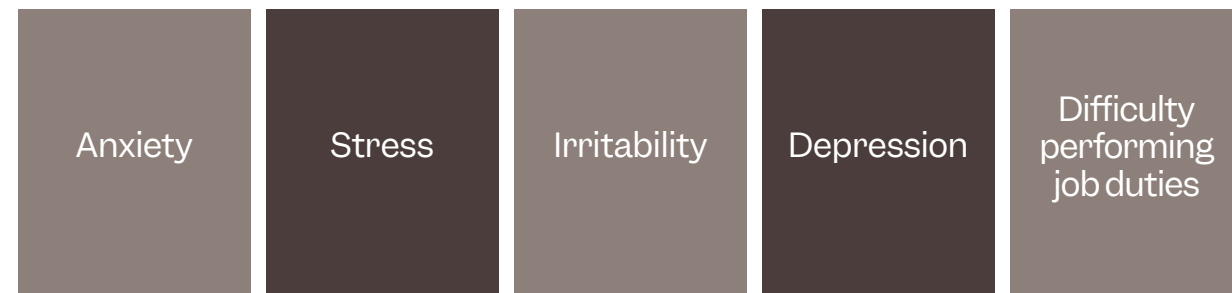
Mental health is an essential component of our comprehensive well-being strategy. Through the voluntary En Confianza Program, employees have access to professional assessment and, when necessary, referral to specialized treatment, strengthening emotional support, and the overall care of our personnel. This service operates on a continuous basis and is designed to promote psychologically safe environments and to support employees facing situations that may affect their emotional stability or job performance.

Through our internal communication channel AM Contigo, we share weekly content focused on physical and emotional health, promoting a culture of holistic well-being, stress prevention, emotional management, and the adoption of healthy habits among our employees.

This approach is aligned with the provisions of Mexican Official Standard NOM-035-STPS, which establishes guidelines for the identification, analysis, and prevention of psychosocial risk factors, including:

- Organizational environment conditions
- Workload demands
- Lack of control over job activities
- Extended working hours and rotation schedules exceeding those established by the Federal Labor Law.
- Work–life balance interference
- Adverse leadership styles and labor relations

Within this framework, the Human Factors area addresses various emotional or psychological situations that may impact employee performance and well-being, such as:



During 2025, a total of 394 days of sick leave related to mental health were recorded. This indicator is closely monitored to strengthen our preventive actions and emotional support initiatives across the organization.

For further details on accident rate performance in 2025, please refer to Annex I.

Ángel Guardián

We have implemented the *Ángel Guardián* protocol, designed to provide timely and compassionate support in the event of the death of an employee, whether it occurs within or outside our facilities.

When this protocol is activated, the Care Team contacts the family to offer guidance and support with the necessary procedures, seeking to ease the administrative burden and provide assistance during a particularly difficult time. Our objective is to accompany those who are part of our community with respect, sensitivity, and responsibility, even in adverse circumstances.

Through *Ángel Guardián*, we provide guidance on matters related to official documentation, insurance, employee benefits, and other administrative procedures that may arise, ensuring that families receive clear information and support throughout the process.

With this initiative, we reaffirm our commitment to caring for our people and their loved ones, acting with empathy and solidarity when it matters most.





(GRI 403-4)

Effective and direct communication with our employees is essential for the timely identification of risks and the continuous improvement of our safety management system. In this context, the GAM e-Report tool plays a central role. It is our institutional reporting channel, accessible 24/7 and confidential, used to report potential risks, unsafe conditions, or non-compliance related to safety matters.

Its continuous use promotes a preventive culture, enables timely response to findings, and helps minimize and mitigate risks before they materialize.

Scope of reports accepted through GAM e-Report

<p>Safety</p> <p>Deviations, acts, omissions, or conditions that may compromise flight safety or ground operations.</p>	<p>Security</p> <p>Intentional acts aimed at causing harm to facilities, aircraft, and/or people.</p> <p>Fatigue report</p> <p>Fatigue affecting crew members that may impair operational awareness or performance.</p>	<p>Occupational Safety</p> <p>Events, acts, or conditions that may endanger the safety of personnel in the workplace.</p>
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The detection process consists of three stages:

<p>1. Definition of acceptable safety performance levels and indicators</p>	<p>2. Investigation and analysis</p>	<p>3. Detection, assessment, and mitigation</p>
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“ In 2025, we received a total of 23,219 voluntary reports, confirming our commitment to prevention. ”

Reports and risks identified and mitigated in 2025

Area	Number of reports submitted in GAM e-Report	Number of identified safety risks and hazardous situations	% of identified safety risks and hazardous situations that were mitigated
Safety	15,562	10,899	44%
Security	6,896	41	100%
Health and Safety	761	548	95%

Our Talent

We focus on the comprehensive development of our employees, promoting their well-being, strengthening their capabilities, and supporting their professional growth. This approach allows us to generate sustainable value and consolidate a culture of excellence.

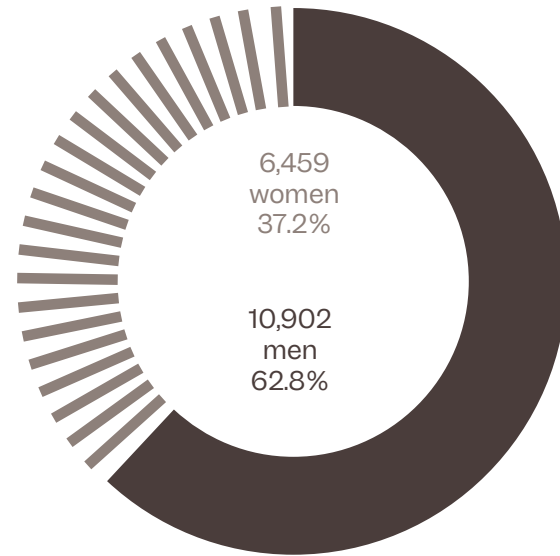


Workforce Demographics

(GRI 2-7)

As of the end of 2025, our workforce reached a total of 17,361 employees, representing an increase of 3% compared to the previous year. 99% of our personnel are employed under full-time arrangements with permanent contracts. Additionally, we have 196 part-time employees and 1,278 employees under temporary contracts.

Furthermore, 94% of our management personnel belong to the local community where we operate.



Employees by type of contract and gender

Type of employment	2024		2025		Total
	H	M	H	M	
Permanent employees	9,518	5,674	9,985	5,906	15,891
Temporary employees	1,061	505	778	500	1,278
Full-time employees	10,499	6,158	10,812	6,353	17,165
Part-time employees	80	111	90	106	196

Aeromexico does not have employees on non-guaranteed hours contracts. Employees who go through a probationary period and are not hired are not included in this table under temporary employees.

For further details on the distribution of our workforce, please refer to Annex I.

Women in management positions



Talent Attraction and Retention

(GR1 3-3, 401-1)



Health and Safety; Human Rights



For Aeromexico, attracting and developing the best talent is a strategic pillar to maintain our leadership in the aviation industry. We recognize that our employees are the driving force behind our operations and the experience we deliver to our passengers. This is why we continuously invest in the identification, recruitment, and development of highly qualified professionals, promoting a work environment that encourages continuous learning, professional growth, and a strong sense of belonging. Our commitment is to build an organization where talent wants to join, develop, and remain over the long term.

We have *AM Conmigo*, our comprehensive employee value proposition, centered on four dimensions:

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

Our well-being approach promotes a healthy work environment and a meaningful employee experience. Through dialogue sessions with specialists, we encourage a comprehensive vision that includes physical care, mental health, nutrition, personal finances, and individual well-being.

Throughout the year, various talks and sessions were held focusing on these dimensions, strengthening support for employees, and reinforcing the culture of well-being within the organization.

For further details on hiring and employee turnover, please refer to Annex I.

Benefits

(GR1 401-2)

As part of our talent attraction and retention strategy, we provide a benefits scheme that exceeds legal requirements and reflects our commitment to the comprehensive well-being of our employees.

The main benefits include the following:



1 Life insurance

Including:

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

2 Healthcare assistance

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

3 Disability coverage

Total and/or permanent disability coverage for non-unionized personnel, consisting of 30 months of base monthly salary in case of total and permanent disability.

4 Parental leave

18 days for maternity and 5 days for paternity, regardless of whether the child is biological or adopted.

5 Meal subsidy

“ In 2025, 78% of the interns working within the company were hired. ”

Permanent employees have additional benefits that strengthen their well-being and long-term engagement within the organization, including major medical insurance, flexible work arrangements, a private retirement plan, and Travel Benefits.

To support work-life balance, we provide lactation rooms that facilitate the return to work during the breastfeeding period. These are currently available at Torre Mapfre, CECAM, Hangar Oriente, Hangar Connect, and at the Reserve Room of the Airline Pilots Union Association (ASPA).

We also offer Wellhub, our digital well-being platform designed to adapt to the needs and dynamics of our employees. The platform provides access to fitness centers, mobile applications, virtual sessions, and specialized programs focused on healthy nutrition, mindfulness, and stress management. It also includes personalized training, therapeutic support, and tools to improve sleep quality, contributing to a better quality of life.

All these benefits are provided globally.

Parental Leave

(GRI 401-3)

We grant paid leave benefits that exceed the requirements established by the Federal Labor Law, recognizing our employees' right to exercise motherhood and fatherhood under appropriate conditions. We strive to provide the necessary support during this important stage, promoting family well-being and work-life balance. In 2025, 350 employees made use of parental leave.

Parental leave 2025

Indicator	M	W	Total
Total number of employees entitled to parental leave	204	146	350
Total number of employees who have taken parental leave, by gender (leave used)	204	146	350
Total number of employees who returned to work in 2025	204	142	335
Total number of employees who returned to work after parental leave and remained employed 12 months after returning	131	97	239
Retention rate of employees who took parental leave twelve months after leave was granted			78.35%

Compensation

(GRI 2-21, 405-2)

Compensation is established based on competitiveness criteria and market trends for each level of the organization. Performance is recognized through variable compensation schemes based on objectives aligned with the business plan, with compliance evaluated at the end of each year.

The compensation structure is a key element of our talent management, as it reflects the value we place on our employees and directly influences their commitment and performance. For this reason, we strive to maintain competitive schemes that allow us to attract and retain the best professionals.

Our annual compensation model balances individual performance, team results, and the overall performance of the Company. We also monitor the compensation ratio, which compares the highest remuneration to the organizational average, in order to ensure internal consistency, external competitiveness, and financial sustainability.

For further details on compensation and pay ratios, please refer to Annex I.

Training and Development

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

Our employees drive the quality and continuity of our operations, working in a coordinated manner to connect Mexico with the world. Under the philosophy "Build from Within", we promote the strengthening of internal talent, enhancing their skills and supporting their professional growth.

In line with this vision, our Talent Management strategy is structured around three pillars:

Engagement

- We promote long-term career paths within Aeromexico, strengthening the sense of belonging and talent continuity.
- Through the Extraordinary Academy program, we encourage service behaviors focused on warmth, consistency, and the creation of memorable experiences.
- We reinforce our culture and the DNA of Grupo Aeromexico by aligning learning agendas with our values and expanding the scope of the Code of Conduct to different audiences, including unionized personnel.

Development

- We prepare our people to assume current and future strategic positions.
- We promote functional excellence through the development of technical skills in key areas, with a progressive expansion plan across the organization.
- We strengthen leadership through programs differentiated by level of responsibility.
- We align training initiatives with the behaviors that reinforce our organizational culture.

Internal Mobility

- We connect skills with opportunities, promoting internal mobility and strengthening succession planning.
- We redesigned the onboarding program to provide an integration experience aligned with our employee value proposition.
- We have various learning and training programs, as well as one of the most relevant aeronautical training centers in Latin America: Aeromexico Formación.

The increase in the average number of training hours recorded in 2025, compared to 2024, reflects a strategy to strengthen and expand our training programs.

First, the initial and recurrent training programs delivered by Aeromexico Formación (AFI) were reinforced for pilots, flight attendants, ramp personnel, and maintenance staff, ensuring regulatory compliance and the continuous update of technical competencies. In addition, the Development area expanded the scope of its initiatives by incorporating new flight attendant groups that had not previously been part of these programs, thereby increasing both the coverage and depth of training.

Finally, the Learning area implemented training focused on the development of technical and functional skills for specific audiences, resulting in more strategic training planning and a broader deployment of learning initiatives.

For further detail on training hours in 2025, please refer to Annex I.

“ In 2025, we delivered **1,366,506 training hours, equivalent to an average of 78.84 hours per employee, by job category.** ”



Key Training Programs in 2025

Learning

a. Extraordinary Academy

We continued strengthening our service culture through the Extraordinary Academy, the evolution of the Passport to the Extraordinary program. This initiative enhances the competencies of our employees to deliver memorable experiences, based on our service behaviors: acting with warmth, maintaining consistency and reliability, and creating extraordinary moments that make a difference for our passengers.

In 2025, 4,502 operational employees participated in the program, contributing to a global NPS of 50.66% at year-end. Monthly indicator tracking shows that cabin crews (AMC and AMX) who completed the training exceeded, on average, the friendliness indicator by 1.83% and the consistency indicator by 3.78% compared to those who have not yet completed the program.

The Extraordinary Academy is now part of the recurring operation for Flight Attendants and BW (Below Wing), and in 2026 it will be expanded to the AW (Above Wing) audience, reaffirming our commitment to excellence at every point of contact.

b. Learning Paths

Through a structured curriculum of mandatory programs, we consolidated the annual training agenda for unionized and non-unionized personnel, ensuring alignment with Grupo Aeromexico's values and maintaining consistent training standards. In 2025, we reached an average of 3.1 training hours per employee, prioritizing content standardization and regulatory compliance.

As part of the Company's digital transformation, we implemented for the first time an Artificial Intelligence pilot program for 790 employees, laying the foundation for a digital culture that will continue to strengthen in 2026 and marking the beginning of a new stage in the development of technological capabilities.

c. Compliance Training

During 2025, we strengthened our culture of compliance and integrity, providing an average of 1.4 hours of training per employee, compared to 1.2 hours in 2024, representing a 16.7% increase. This progress underscores our commitment to ethics, transparency, and responsible conduct.

d. Functional Training

In strategic areas such as Operations and Maintenance, Human Resources, Finance, Revenue Management, and Internal Communication, we delivered an average of 27.7 training hours per employee, strengthening the technical competencies that support operational excellence and organizational efficiency.

e. "Atrévete" and "Elevate" Programs

We strengthened the Atrévete program by incorporating, for the first time, operational flexibility tools for the Day of Travel, aimed at operational personnel nationwide.

More than 202 leaders, supervisors, and managers participated in sessions focused on leadership, decision-making, and operational empowerment, with an average of 14 training hours per person, strengthening the response capacity and resilience of our teams in the face of daily service challenges.

In the same spirit, through our Elevate program, we promoted the development of leadership skills for 378 operations employees at AICM and international stations.



Talent Management

a. Performance

During the annual performance cycle, we strengthened the processes for goal setting, follow-up, and evaluation, incorporating a more agile and strategic approach to talent management. This enables more informed decision-making regarding promotions, succession planning, and compensation, achieving a completion rate of 85% by year-end. The model fosters a merit-based culture and contributes to the sustained development of our organizational capabilities.

b. Career Conversations

Career Conversations were consolidated as a key tool for talent retention and development. These structured sessions promote dialogue between employees and leaders regarding professional aspirations and development paths.

“ We achieved a completion rate of 85%, and during Career Month, we held 22 special sessions with the participation of more than 70% of employees, strengthening internal mobility, self-development, and conscious career decision-making. ”

c. Leadership Assessments

In 2025, we significantly expanded the scope of our leadership assessments to strengthen the succession pipeline. For the first time, the Leadership Effectiveness Index (LEI 360°) for Senior Leaders and the Management Effectiveness Index (MEI) for middle management were implemented within the same period, increasing the number of leaders evaluated by 43.03% compared to 2023–2024.

Additionally, we incorporated the Supervisor Effectiveness Index (SEI) for People Managers (levels L5–L6), reaching a total of 1,147 leaders evaluated. These exercises provide a comprehensive view of leadership at all levels and strengthen our development, succession, and effective leadership culture strategies.

d. Internal mobility

Internal mobility continued to consolidate as a central pillar of our development and retention strategy. In 2025, we recorded an increase of 52.5%, advancing toward the goal of filling 50% of positions internally by 2030.

Aeromexico Formación

a. 737 and 787 mockups

As part of our commitment to operational excellence and safety, we developed realistic B737 and B787 aircraft mockups to strengthen flight attendant training. These facilities enable immersive practice in environments that accurately replicate real cabin conditions.

In 2025, 3,199 flight attendants were trained under this model. In addition, process optimization will allow a 20% reduction in training time by 2026.

b. VR training for AMC Flight Attendants

We integrated virtual reality, augmented reality, and artificial intelligence technologies to enhance initial and recurrent training for flight attendants. These tools facilitate the development of critical response and decision-making skills in high-fidelity simulated scenarios.

“ During 2025, a total of 514 flight attendants were trained under this program, with a projected 40% reduction in training hours for 2026. ”

c. VR Maintenance

We implemented virtual reality solutions for technical engine training, improving the learning experience and reducing the training curve for maintenance technicians from 36 to 33 months (8.33%). This innovation accelerates their operational integration and strengthens their technical autonomy.

In addition, Aeromexico Formación obtained certification as an IATA Regional Training Partner, ensuring that our technical programs meet the highest international standards and benefiting more than 13,000 employees and 30 instructors.

“ We obtained the IATA **Regional Training Partner** certification. ”

Performance Evaluation

(GRI 404-3)

Performance evaluations are conducted at year-end through the Oracle AM Central system. As part of the process, each employee completes a self-assessment that includes three to four business objectives, as well as two to three objectives related to people management.

Once the self-assessment is submitted, the direct manager reviews the performance, assigns the corresponding rating, and provides mandatory feedback for each objective. The rating then goes through a pre-calibration process that considers the results of learning paths and, in the case of people-related objectives, participation in leadership programs.

Finally, the evaluation is calibrated jointly by managers and the Human Resources Business Partner, ensuring alignment, fairness, and consistency throughout the process.



“ In 2025, **1,269 employees** were eligible for performance evaluation. This figure represents 7% (4% men and 3% women) of the total workforce and 23.7% of non-unionized employees. ”

Well-being and Belonging Strategy

At Aeromexico, we work to consolidate an environment where every person can develop with authenticity, respect, and safety. To achieve this, we structure our strategy around three fundamental pillars.

1. Building an inclusive culture and leadership

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

2. Focus on key diversity groups

We have identified four priority groups:

- Gender,
- LGBTQ+
- People with disabilities
- Generations.

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

These principles are integrated into our people-related policies, procedures, and processes, including attraction, retention, training and development, as well as compensation and benefits.



Key Actions to Strengthen the Equity and Belonging Strategy

a. Equity and Inclusion Policy

In 2025, we launched our Equity and Inclusion Policy with the purpose of establishing clear guidelines of conduct for all individuals who are part of Grupo Aeromexico. The policy applies during the performance of work-related and social activities, both within the organization and in any interaction related to the Company, including those involving colleagues, customers, passengers, suppliers, and authorities. Its objective is to promote a respectful environment and to prevent behaviors that may result in abuse, harassment, or discrimination.

b. Gender

The participation of women at Aeromexico is essential to the sustainability and growth of our organization. We value their contribution across all areas of the business, from operations to leadership levels, and we remain committed to increasing female representation in leadership positions.

“ Currently, **38% of Grupo Aeromexico’s workforce is made up of women, +1% vs. 2024.** ”

“ We increased the participation of women general workers at AICM **from 15% in 2024 to 22% in 2025 (+7%),** advancing toward greater diversity in a position historically held by men. ”

RISE

We actively participate in RISE, an initiative promoted by SkyTeam to support the achievement of the IATA 25by2025 commitment, unanimously adopted by the CEOs of member airlines, with the objective of reducing the gender gap in the aviation industry. Its main goal is to promote the professional advancement of high-potential women by strengthening leadership skills, effective communication, and mentoring. The program combines in-person and virtual sessions over nine months, including training in inclusive leadership, negotiation, communication, and organizational dynamics management.

A central component is the Development Project, in which each participant designs and implements a Leadership Action Plan (LAP) with concrete short- and medium-term goals, supported by a structured peer mentoring and formal mentoring process.

The program brings together leaders from SkyTeam member airlines worldwide, fostering global networks, the exchange of best practices, and the promotion of a more inclusive culture within the aviation industry. Upon completion, participants receive an official certification.

In 2025, IATA achieved the objective established under this commitment, which aims to increase female representation in the aviation industry by ensuring that women hold at least 25% of senior, strategic, or underrepresented positions.

c. Diversity Groups (ERGs)

We strengthened our four affinity groups: gender, LGBTQ+, generations, and disability, promoting initiatives led by employees who share identities, interests, and experiences. These spaces foster representation, dialogue, and active participation, while reinforcing a more inclusive culture across the organization.

d. Awareness and Training on Belonging and Inclusion

To date, more than 15,700 employees have received training on equity and inclusion topics. This reach has been achieved through formal training programs such as Extraordinary Academy, Lead, Elevate, Raise, and official courses, as well as through awareness sessions focused on sexual diversity, trans identities, LGBTQ+ allies, women's empowerment, sorority, women's leadership, inclusion of people with disabilities, and collaboration in multigenerational teams.

“ To date, **91% of the workforce has received training on belonging and inclusion.** ”

e. Gender Transition Protocol

We implemented a Gender Transition Protocol that establishes guidelines to support, in a respectful and structured manner, employees who decide to begin this process within Aeromexico.

“ To date, **we have supported the transition of eight employees,** reaffirming our commitment to dignity and respect. ”

f. LGBTQ+ Allies Program

We launched the LGBTQ+ Allies Program, through which we trained 60 employees from different areas, including procurement, national and international airports, AICM, banking and loyalty, among others. The program prepares them to act as change agents, promoting safe spaces and strengthening the culture of inclusion for the benefit of the LGBTQ+ community.

g. MERCO Talento Recognition

For the second consecutive year, we participated in the MERCO Talento Ranking, which evaluates corporate reputation in Mexico. In the equality and diversity dimension, we improved our score from 8.89 to 9.29, reflecting sustained progress in strengthening a more inclusive organizational culture.



Collective Bargaining

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

At Aeromexico, we recognize the right of our employees to exercise freedom of association and to participate in collective bargaining processes freely and with full information.

To strengthen this right, we have promoted dialogue spaces, working sessions, and technical support that encourage transparent and fair conditions in union elections and representation. Through these mechanisms, we seek to ensure that decisions related to affiliation and representation are made with full respect for individual choice.

Currently, there are ten union organizations with the possibility of representing different groups of employees, whose purpose is to safeguard their labor, economic, and social rights. Our commitment is to maintain a relationship based on respect, legality, and constructive dialogue with each of them.

For quantitative information on collective bargaining, please refer to Annex I.



Shared Social Value

(GRI 203-1, 203-2, 403-9, 403-10, 413-1)

At Aeromexico, we understand that connecting destinations ultimately means connecting people. Our shared social value approach is based on the premise that business growth and collective well-being must advance together. For this reason, we maintain an active commitment to generating tangible social value, aligned with our corporate strategy, through the following initiatives: Special Assistance Passenger Program, Human Trafficking Prevention, Corporate Volunteering, and Organ Transport.

Specific Attention Program

At Aeromexico, we recognize that every person experiences travel differently. For this reason, our Special Assistance Program is designed to support passengers who require additional assistance during their travel experience, including people with disabilities, older adults, families, and passengers traveling with pets.

During 2025, we launched the second phase of the program's strengthening, with a priority focus on passengers with disabilities and older adults. This evolution responds not only to our commitment to inclusion and human dignity, but also to compliance with international accessibility regulatory frameworks applicable to aviation in Canada, the United States, the European Union, and Brazil.

In addition, our Accessibility Plan was once again authorized by the Canadian Transportation Agency (CTA), together with the submission of our annual progress report. This process confirms that the actions implemented comply with current regulatory standards and, most importantly, that they have been developed through a consultation and active listening approach with people living with disabilities and accessibility specialists. For Aeromexico, advancing inclusion means incorporating the direct experience of those who face barriers and translating that learning into concrete improvements.

The improvements implemented are focused on four accessibility dimensions:

1. Physical environment

As part of this evolution, the first phase of the update of documentation counters at Mexico City International Airport (AICM) was implemented. This intervention included the installation of 14 accessible positions for wheelchair users, as well as a counter designed to be functional for both passengers and employees who use wheelchairs.

2. Attitudinal

Accessibility is not limited to infrastructure; it begins with attitude. During 2025, we carried out one of the most relevant awareness processes for our customer-facing personnel, with the objective of providing a comprehensive understanding of the daily challenges faced by people with reduced mobility when traveling.



Through specialized workshops, our employees listened to testimonies from people with different types of mobility disabilities, gaining first-hand insight into the physical, logistical, and emotional barriers that may arise during air travel. As part of this training experience, participants completed wheelchair mobility exercises through our facilities, allowing them to better understand the impact that infrastructure, signage, and human interaction have on the travel experience.

3. Communication

Communication is an essential component of the customer experience.

In 2025, we delivered our first Mexican Sign Language workshop for employees who provide direct service to passengers. The objective was to raise awareness of the barriers faced by people with hearing disabilities and to provide basic tools to enable closer, more respectful, and more effective communication. This initiative represents an important step toward a more inclusive interaction, where support does not depend exclusively on intermediaries and passenger autonomy is strengthened.

4. Digitalization

During 2025, we reached one of the most significant milestones of the program by advancing the removal of barriers in our digital channels, particularly in the purchase and information consultation processes. Our objective is for aeromexico.com, in all the markets where we operate, to be an accessible space for older adults and for passengers with visible and non-visible disabilities.

To achieve this, we aligned our digital development with the Web Content Accessibility Guidelines (WCAG 2.1) of the World Wide Web Consortium (W3C) at Level AA, an international standard that guides the creation of accessible digital environments for people with different types of disabilities.

We currently integrate technologies that allow accessibility to be maintained continuously and provide an interface that enables user experience customization, adapting the website to different navigation and reading needs.

We also use an artificial intelligence-based application that operates in the background and continuously optimizes accessibility. This tool adjusts the website code to facilitate use with screen readers and keyboard navigation, promoting a more inclusive digital experience for people with visual or mobility disabilities.

Continuous Improvement

In order to optimize accessibility at every stage of our passengers' journey, we have procedures, equipment, and specialized services designed to provide specific assistance, including:

- Free wheelchair service at airports where Grupo Aeromexico operates
- Free onboard wheelchair service on our aircraft
- Procedure for the acceptance of foldable mobility aids with lithium-ion batteries
- Procedure for the acceptance of wheelchairs / mobility aids powered by non-spillable wet batteries
- Procedure for the acceptance of medical devices such as therapeutic oxygen and onboard oxygen concentrators
- Procedure for the acceptance of service animals and emotional support animals
- Procedure for special meal service

Prevention of Human Trafficking

Since 2016, we have prioritized the prevention and detection of human trafficking, consolidating it as one of the most representative initiatives of our sustainability strategy. This crime violates the freedom and human rights of individuals who are removed from their environment for purposes such as sexual exploitation, forced labor, organ trafficking, forced begging, among others.

Human trafficking includes acts such as the recruitment, transportation, transfer, harboring, or receipt of persons, carried out through threats, use of force, coercion, abduction, fraud, deception, abuse of power, or taking advantage of situations of vulnerability.

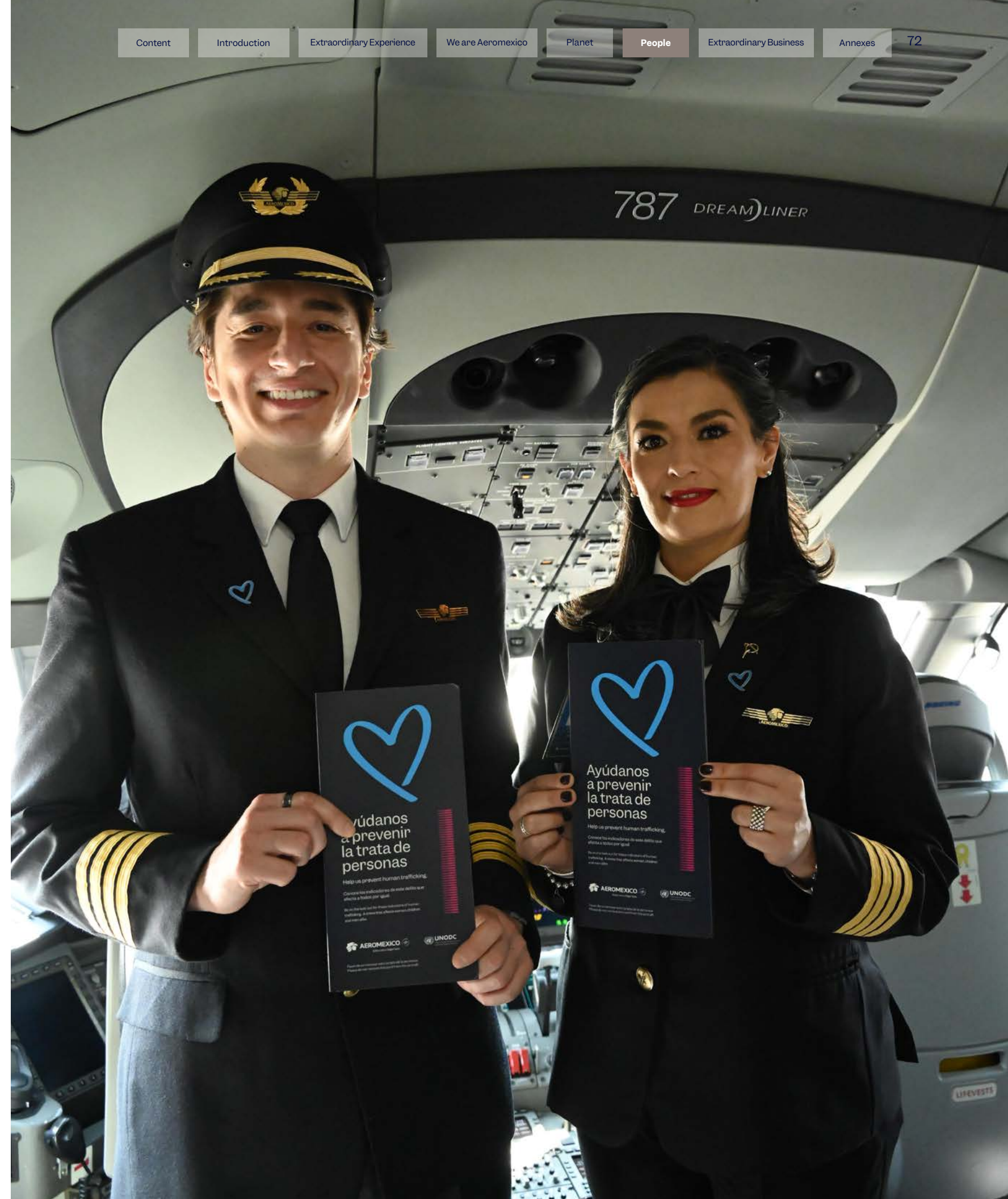
Phases of human trafficking



Since 2023, through a strategic collaboration between Aeromexico and the United Nations Office on Drugs and Crime (UNODC), we have placed human trafficking prevention information cards on the 166 aircraft operating across the airline's more than 130 routes. This initiative aims to raise awareness, prevent, and facilitate the identification of potential cases during our flights.

“ In 2025, as a member airline of SkyTeam, we signed the joint declaration against human trafficking, making the alliance the first global airline network to promote a coordinated initiative to prevent this crime.”

This commitment strengthens the collective action of the aviation sector by aligning awareness and response efforts, including specialized training for frontline personnel, the exchange of best practices, and the promotion of strategic partnerships with civil society organizations, authorities, and governments.



Exhibition

"Destino: Libertad. La ruta de la trata de personas"

In 2024, in partnership with the United Nations Office on Drugs and Crime (UNODC) and the Memory and Tolerance Museum, we presented the traveling exhibition "Destino: Libertad. La ruta de la trata de personas".

This initiative set a precedent in Mexico by becoming the first exhibition of its kind to address the phenomenon of human trafficking in a comprehensive manner, making visible each stage of the crime, from recruitment mechanisms to forms of exploitation, with an educational and awareness-raising approach for the general public. During the year, we expanded the reach of this initiative, establishing our fifth venue and the fourth airport nationwide as spaces for awareness and prevention.

In 2025, the exhibition was open to the public at Cancún International Airport, where it reached more than one million people, becoming a strategic point of awareness for national and international travelers. In the same year, this initiative received first place at the LOGRA Awards, in the People category, granted by the United Nations Global Compact, in recognition of its tangible impact on the prevention of human trafficking. This recognition strengthens our commitment to an aviation industry that creates value beyond geographic boundaries, by promoting a comprehensive crime prevention approach based on awareness, operational training, and collaboration with strategic partners.



“ To close the year and begin 2026, the exhibition was hosted for three months at Tijuana International Airport, a symbolic venue given the relevance of this city and its airport in human trafficking prevention efforts. Through this, we strengthened awareness in a key region, reaffirming our commitment to using our spaces to promote information, awareness, and action against this crime. **As of the end of 2025, more than one million people have visited the exhibition, strengthening social awareness and the prevention of human trafficking.** ”

Human Trafficking Identification Protocol

This protocol establishes the guidelines for the timely detection and reporting of situations related to human trafficking. This effort is complemented by a public statement available on aeromexico.com, a specific procedure for the immediate activation of the protocol when potential cases are identified, and an internal policy focused on the prevention of this crime.

Oversight of the human trafficking prevention program focuses on the close monitoring of cases identified during our operations. Since 2019, every potential situation detected has been documented in a case file and followed up in coordination with the National Human Rights Commission, ensuring traceability and proper handling.

Our stakeholders include directly impacted individuals, community organizations, international organizations such as the United Nations, government institutions, and civil society organizations. All actions carried out within the framework of the program are implemented jointly with the stakeholders identified in each process.

The composition of these groups may be adjusted annually, depending on the priorities, needs, and scope of the projects included in the corresponding work plan.

Human trafficking cases, 2025

Description	Quantity	%
Total possible cases detected in operations	115	100%
Total positive cases	25	22%
Total cases identified by crew members	64	56%
Total cases identified by ASCs	43	37%
Total cases identified by passengers, victims, or relatives	8	7%





Volunteers on Board

Since 2016, at Aeromexico we have promoted our corporate volunteering program, which over time evolved into Voluntarios a Bordo (Volunteers on Board), an initiative that channels the solidarity and commitment of our employees toward three strategic pillars: environmental preservation, the promotion of human rights, and the strengthening of social engagement in the communities where we operate.

During 2025, we recorded more than 500 volunteer participations across different activities. Among them, our annual reforestation day stood out, bringing together 454 employees and their families at the Sierra de Tepozotlán State Park, in the State of Mexico. During this activity, 2,000 native species were planted, including oak, huizache, palo dulce, and maguey, contributing to the restoration of a protected natural area and reinforcing our environmental commitment beyond air operations.



Transport of Organs for Transplant Purposes

Since 2021, Aeromexico has maintained a strategic alliance with the National Transplant Center (CENATRA) to strengthen and expedite the transport of organs, tissues, and human cells intended for transplant procedures across the country.

Through our national flight network, we facilitate the efficient and safe transport of these vital materials, helping reduce transfer times and increasing the probability of success in medical procedures. This initiative reflects our social responsibility and our commitment to supporting actions that generate a direct impact on communities, in line with the principles of our sustainability strategy.

Organs transported in 2025

Description	Total (#)
Heart	0
Liver	11
Kidney	5
Cornea	428
Bone	5
Kidney gGraff	0
Skin Tissue	0
Musculoskeletal Tissue	1
Vascular Tissue	1

These results would not have been possible without the invaluable support of the involved areas:

- Boarding staff
- National Airports
- CCE – Emergency Control Center
- Pilots – Aeromexico and Aeromexico Cargo
- Operations Security
- Flight Attendants – Aeromexico and Aeromexico Cargo Traffic
- Sustainability





Donations and Support Provided

Our ability to connect destinations can also become a bridge to support social, humanitarian, and community causes through the implementation of the initiatives described above.

“ During 2025, we allocated more than MXN 13.6 million, along with a total of 5,281 volunteer hours. ”

Sueña Aeromexico

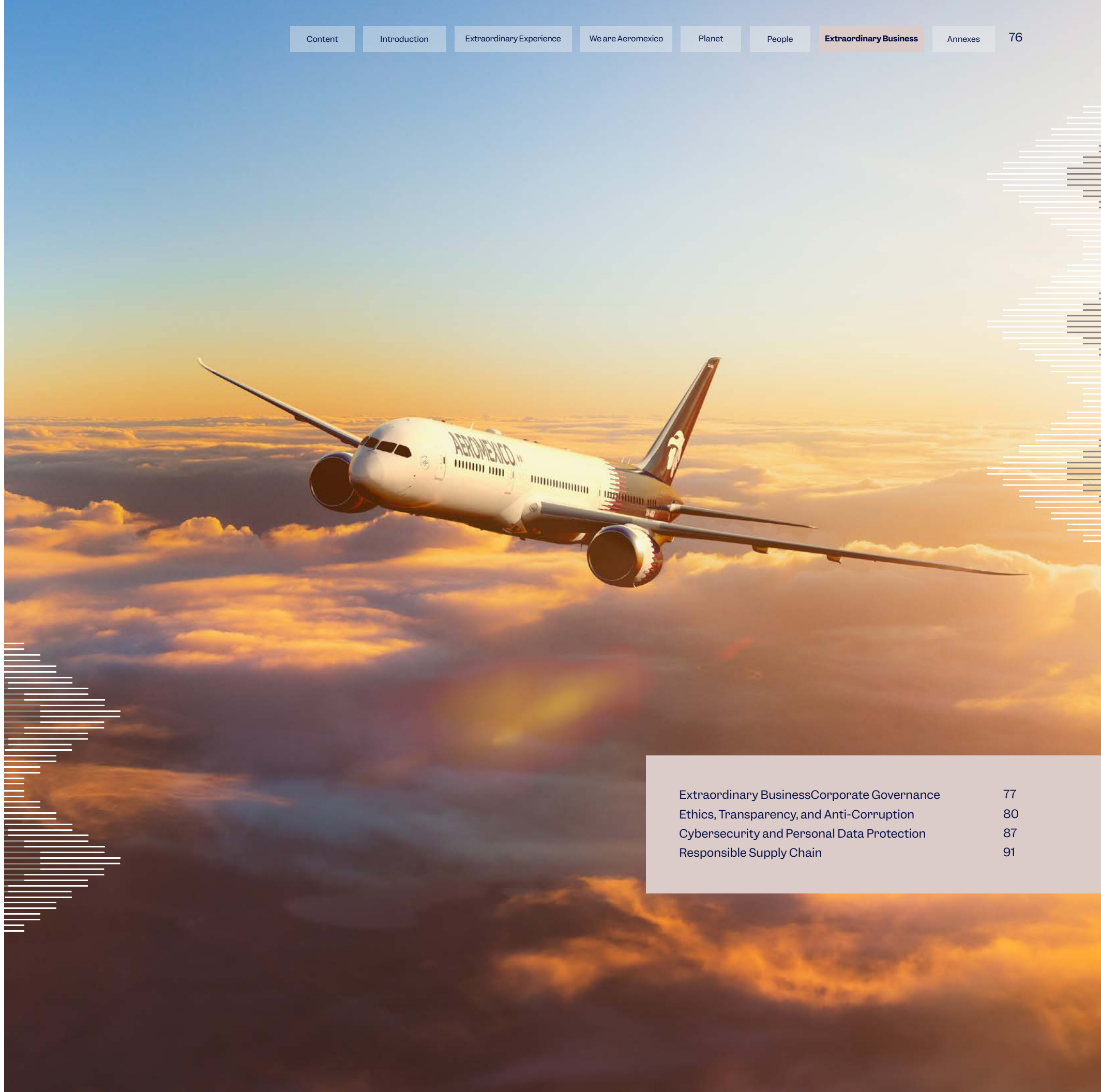
Through our social program *Sueña Aeromexico*, and in partnership with Make-A-Wish International, during the year we contributed to creating a positive impact in Mexico by working together with public and private institutions, civil society organizations, and academic institutions.

In addition, in collaboration with The American Society of Mexico, we celebrated Children's Day at Hangar Oriente, where we welcomed more than 90 girls and boys as special guests. During the event, they visited the engine workshop, the life vest and emergency slide area, and at the end boarded one of our Boeing 787-900 Dreamliner aircraft, where our crew welcomed them and answered their questions, bringing them closer to the world of aviation in a meaningful and memorable way.



5

Extraordinary Business: Going Beyond to Shape the Future



Extraordinary BusinessCorporate Governance	77
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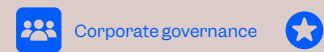
5

Extraordinary Business: Going Beyond to Shape the Future

Aeromexico operates under the highest standards of corporate governance, ethics, compliance, and responsible management, integrating sustainability into decision-making and into the way we manage risks, opportunities, and relationships with our stakeholders.

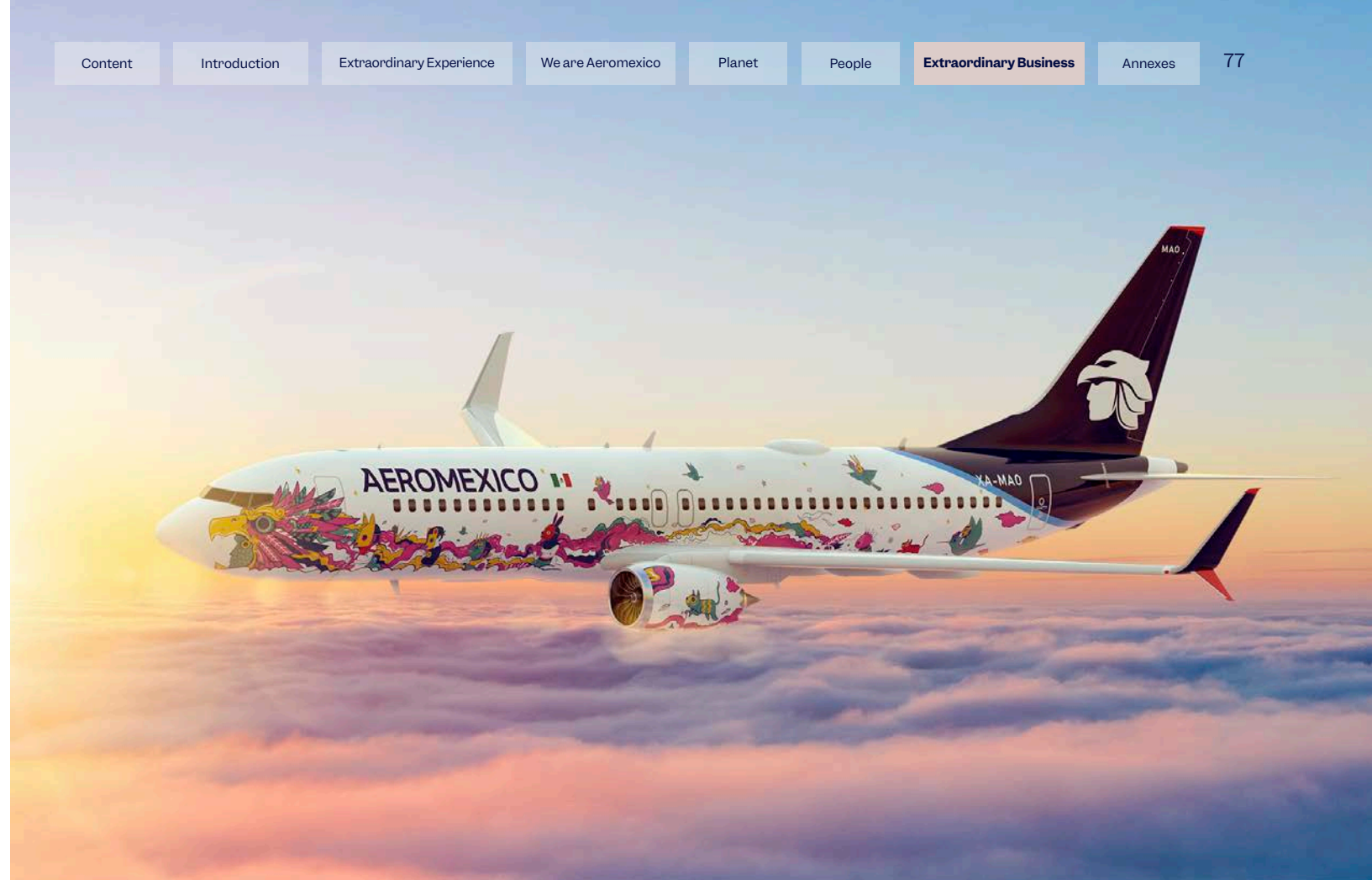
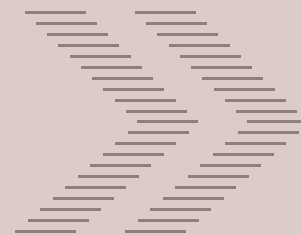
Corporate Governance

(GRI 2-12, 2-13, 2-17)



The consolidation of strong corporate governance aligned with international standards represents a strategic opportunity to strengthen the trust of investors, regulators, customers, and other stakeholders. In the short term, advancing the integration of sustainability practices, proactive risk management, and higher levels of transparency enhances decision-making processes, accountability, and the positioning of the company as a reliable organization prepared for the future.

Likewise, strengthening climate and sustainability governance contributes to improving the quality and consistency of disclosed information, facilitating access to capital, anticipating regulatory expectations, and consolidating an organizational culture based on integrity, responsibility, and the creation of sustainable value.



Our Corporate Governance

Our corporate governance model is led by the executive team and governing bodies that provide strategic direction and oversight to all entities that make up Aeromexico, including Aeromexico Cargo, Aeromexico Connect, Aeromexico Formación, Aeromexico Servicios, and Aeromexico Rewards.

This structure is supported by a governance architecture composed of the General Shareholders' Meeting, the Board of Directors, and its supporting committees, which together establish guidelines, oversee management, and guide decision-making with a long-term vision focused on the creation of sustainable value.



Board of Directors

(GRI 2-9, 2-10, 2-12, 2-16, 2-20, 205-2, 405-1)

Aeromexico's Board of Directors is the body responsible for guiding the Company's strategic direction and overseeing its overall management. Its functions include defining the general lines of strategy, monitoring business performance, approving relevant transactions, including those with related parties, and establishing the policies that govern its actions.

The Board also appoints the Chief Executive Officer, defines the guidelines for his performance and compensation, approves financial and accounting policies, appoints the external auditor, and authorizes the creation of committees that support its oversight responsibilities. Through these committees, control, transparency, and the proper handling of matters relevant to different stakeholders are strengthened.

The strength of this governing body is based on a composition of members with extensive experience, recognized track records, integrity, and professional reputation, contributing to informed decision-making oriented toward the creation of sustainable value.

Fourteen percent of directors are between 30 and 50 years of age, while 86% are over 50 years old. To ensure objectivity, 36% of the Board is composed of independent members, and the average tenure is 10.8 years.

Regarding nationality, 57% of the members are Mexican, 29% American, 7% British, and 7% Spanish, providing a combination of national and international perspectives in decision-making.

Board meetings are held on a quarterly basis. The quorum required to validly hold a Board meeting is at least 51% of directors, except in the case of matters referred to in Article Thirty-Fifth Bis of the bylaws, which require the favorable vote of two-thirds of the members.

During 2025, four meetings were held, with an average attendance rate of 89%.

To learn more about the composition of the Board, go to Annex I.

Board Composition

(GRI 2-9, 2-10, 2-11, 2-15, 405-1)

Members of the Board of Directors are proposed and approved by the General Shareholders' Meeting, ensuring that at least 25% have independent status, a condition that also applies to their respective alternates. In accordance with the Securities Market Law, the Board must consist of no fewer than five and no more than twenty-one members.

The Chairman of the Board is appointed annually by the Ordinary General Shareholders' Meeting or, when applicable, by the Board itself. The Shareholders' Meeting also determines the ratification or renewal of its members, considering independence criteria, absence of conflicts of interest, and professional qualifications.

Independent directors participate in different committees, strengthening oversight and control mechanisms. In addition, the majority of Board members must be of Mexican nationality, in accordance with applicable legislation, and former external auditors are restricted from serving on the Board, as a measure to preserve objectivity and independence.

The Board of Directors has the authority to appoint provisional directors without prior intervention of the Shareholders' Meeting. In the most recent fiscal year, all acting directors were ratified by the Ordinary General Shareholders' Meeting held on April 30, 2025.

The Board of Directors is chaired by Mr. Francisco Javier de Arrigunaga Gómez del Campo and is composed of 14 principal directors, all male. Currently, there is no representation of underrepresented social groups within this body.

Strong Governance in Public Markets

Grupo Aeromexico's return to the capital markets represents a strategic milestone reflecting the strengthening of its corporate governance, financial discipline, and the consolidation of robust structures for control, transparency, and accountability. On November 6, 2025, the Company resumed trading on the Mexican Stock Exchange and simultaneously debuted on the New York Stock Exchange under the ticker symbol "AERO", marking a new stage in its trajectory as a public company.

This dual listing, uncommon among Mexican issuers, demonstrates the strength of the governance model and compliance with demanding regulatory and disclosure standards in both Mexico and the United States. The global mixed offering, for an approximate amount of \$5,882 million pesos (MXN), included the placement of shares in the local market and American Depositary Shares (ADS) in the U.S. market, and was significantly oversubscribed, reflecting investor confidence in the Company's strategy, performance, and long-term vision.

The proceeds will be allocated to general corporate purposes, including fleet maintenance and modernization, as well as initiatives aimed at improving customer experience, thereby strengthening the creation of sustainable value. This step consolidates the restructuring process initiated after exiting Chapter 11 and positions Aeromexico with a more robust corporate governance platform aligned with international best practices and capital market expectations.



Board Experience and Qualifications

(GRI 2-9, 2-17, 2-18)

The members of the Board of Directors bring a strong combination of experience in the aviation sector, including the participation of five independent directors, as well as relevant professional backgrounds in other industries. Together, these qualifications strengthen the understanding of the business environment and support high-quality decision-making for the benefit of our stakeholders.

For more information about the experience and qualifications of the Board members, please refer to Annex I.

Performance Evaluation

(GRI 2-18)

As part of corporate governance practices, members of the Board of Directors participate in a confidential and independent self-assessment process conducted through the Diligent Boards platform. This exercise allows the identification of areas for improvement and opportunities to strengthen the Board's performance.

The results are analyzed collectively in subsequent sessions, where actions are agreed upon to support the continuous development of the governing body. Recognizing the importance of maintaining a strong and up-to-date Board, the Company remains committed to promoting ongoing training processes, including initiatives focused on sustainability and other strategic topics relevant to long-term decision-making.

For more information on supporting committees, remuneration practices, and our executive team, please refer to Annex I.

Communication of Critical Concerns

(GRI 2-16)

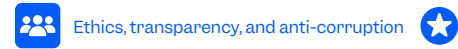
At Aeromexico, critical concerns are escalated in a timely and structured manner to the highest governing body, the Board of Directors, which meets on a quarterly basis to review strategic and relevant matters for the Company. During the reporting period, two matters of particular significance were presented to the Board: a fine imposed by the National Banking and Securities Commission (CNBV) and the progress of the preparation process for listing on the New York Stock Exchange.

When situations arise that require immediate attention, the Board has mechanisms in place to adopt resolutions outside formal meetings. Such resolutions are approved unanimously and formally documented through meeting minutes, ensuring traceability, transparency, and proper recordkeeping of the deliberations and decisions adopted.



Ethics, Transparency, and Anti-Corruption

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



Strengthening relationships with stakeholders, improving brand loyalty, and supporting long-term business success through transparency in information disclosure enables us to act in full compliance with the law, guided by our values and principles, and to promote a culture of ethics and integrity in every decision and action.

Our Compliance Program, based on the principles of Living with Unbreakable Integrity and Prioritizing Safety, is the cornerstone of our ethical culture and is structured around four fundamental pillars:

Regulatory framework

- Code of Conduct
- Compliance-related policies and procedures

Technological framework

- aeromexico.com website
- Mi Aeromexico platform
- Aeromexico Ethics Line

Executive framework

- Committees: Audit and Corporate Practices Committee
- Ethics and Compliance Committee
- Criminal Control and Management Committee
- Data Protection Council

Training and communication framework

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

Our internal policies promote ethical conduct and business integrity. During 2025, we advanced in the update and strengthening of our internal regulatory framework, in alignment with international best practices and with regulatory requirements derived from our return to the New York capital markets. In particular, we worked on the review and enhancement of policies related to the implementation of the Sarbanes-Oxley Act (SOX), with the objective of strengthening internal controls and the integrity of financial reporting.

In addition, we updated key policies related to Conflict of Interest, Sanctions, Due Diligence, and Antitrust, further reinforcing our Compliance Program and the guidelines governing the ethical conduct of employees and third parties, the prevention of legal risks, and regulatory compliance across all operations of the organization.



Our Commitment to Ethics

Aeromexico's commitments to responsible business conduct are established in the Code of Conduct and related policies, which are publicly available in the Compliance section of aeromexico.com. These commitments are continuously communicated and reinforced with employees and third parties through internal and external communications, online and in-person training, contractual clauses, and due diligence processes, with a cross-cutting emphasis on respect for human rights and compliance with applicable regulations.

The Code of Conduct is a transversal element of the annual Flight Plan and is integrated into the Legal Compliance Work Program through a comprehensive approach that combines policies, training, communication, and specialized advisory. Its implementation and adoption are strengthened through the support of Compliance Ambassadors, who act as key agents to facilitate its application across different areas of the organization.

These commitments are also incorporated in the onboarding of new employees through the Compliance kit, and are extended to our business relationships through due diligence evaluations and legal compliance clauses for third parties. Governance of this agenda is supported by collegiate bodies such as the Ethics and Compliance Committee, the Criminal Control and Management Committee, the Audit and Corporate Practices Committee, and the Personal Data Protection Council, with responsibilities defined in job descriptions and applicable labor instruments.

Training and Communication on Ethics, Compliance, and Anti-Corruption

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

The Legal Compliance Department leads the execution of the Compliance Program through a comprehensive scheme of communication, training, advisory, and continuous monitoring. To this end, training courses are delivered both online and in person to employees and third parties, covering key compliance topics and adapting content to different audiences.

During 2025, we consolidated these efforts in training, preventive culture, due diligence, and internal advisory. This year stood out as the period with the highest level of training activity in different compliance matters, reinforcing our culture of integrity and transparency throughout the organization, including employees and third-party personnel providing services at our facilities.

“ We reached a total of **35,668 certifications** across different ethics and compliance topics. ”

Since training schedules are adapted to the operational dynamics of each audience, the process extended into 2026. However, as of the end of 2025, significant progress had been achieved in the main courses and certifications:

Code of Conduct Certification

Category	Coverage
Non-unionized Staff	95%
Unionized Staff	
AM Cargo Independencia	100%
STIA Maintenance	96.6%
STIA Flight Attendants	85%
ASSA Flight Attendants	91%
BW SITAYS and SNNNTTAS	36%
Independencia Base Mexico Maintenance	50%
Independencia National Stations Maintenance	82%

Consolidated Course (Harassment, Conflict of Interest, and Anti-Corruption)

Category	Coverage
Non-unionized Staff	95%
Unionized Staff	
AM Cargo Independencia	100%
STIA Maintenance	99%
STIA Flight Attendants	85%
ASSA Flight Attendants	91%
BW SITAYS and SNNNTTAS	36%
Independencia Base Mexico Maintenance	59%
Independencia National Stations Maintenance	84%

Personal Data Protection

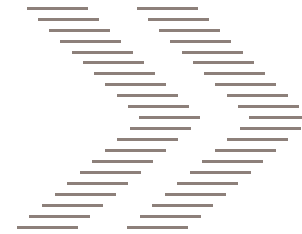
Category	Coverage
Non-unionized Staff	90%
Unionized Staff	
AM Cargo Independencia	100%
STIA Maintenance	92%
BW SITAYS and SNNNTTAS	36%
Independencia Base Mexico Maintenance	33%
Independencia National Stations Maintenance	73%

Specialized and Targeted Training

In addition to general courses, specific training sessions were delivered to defined audiences, primarily non-unionized employees, achieving high completion rates:

- Antitrust: 100%
- Due Diligence: 99%
- Anti-Money Laundering: 100%
- Economic Sanctions: 89%

In addition, in-person and online training sessions were conducted as part of the General Induction to the Compliance Program, reaching 329 employees from different areas. These focused sessions enabled closer interaction, clarification of questions, and greater feedback, strengthening the practical understanding of compliance requirements.



Compliance and Environmental Training

As part of complementary training efforts related to compliance and responsible operations, in 2025, 914 employees received environmental training, particularly on comprehensive waste management and the Environmental Management System. Additionally, environmental training was provided to third-party personnel (cleaning, security, and catering) working at Aeromexico facilities, with a total of 157 individuals trained.

Compliance Ambassadors

During 2025, working sessions were held with the Compliance Ambassadors to gather feedback on how compliance is implemented in their respective areas. This includes identifying opportunities for improvement, sharing best practices, supporting the follow-up of training activities, and serving as a communication channel for inquiries and guidance on the subject. At the same time, initiatives aimed at identifying and implementing compliance actions across different areas of the organization continued, with the support of the Ambassadors, strengthening the cross-functional adoption of the Program and its integration into daily operations.

As part of these efforts, the fourth Compliance Ambassadors and Champions Meeting was held, focusing on the exchange of experiences, discussion of improvement areas, and a Due Diligence workshop, contributing to the strengthening of internal capabilities and the consolidation of a culture of integrity and compliance throughout the Group.

Other Actions to Strengthen the Culture of Ethics and Integrity

During 2025, certification was obtained for the flight attendants of the ASSA union, and the process was optimized for BW (Below Wing) personnel, by training all staff, both permanent and temporary, through their integration into the Passport to the Extraordinary Academy, without affecting operations.

Additionally, the Compliance area participated in the Atrévete program, aimed at airport personnel, with the objective of reinforcing conduct aligned with ethical principles. Training was also extended to third-party personnel providing services at Aeromexico facilities, covering topics such as the Code of Conduct, Conflict of Interest, Anti-Corruption, Due Diligence, and use of the Ethics Line, thereby strengthening a culture of compliance that extends across the value chain.

In terms of control and assurance, we collaborated in the corporate governance maturity assessment conducted by EY, related to the Internal Control over Financial Reporting (ICFR) framework under COSO (Committee of Sponsoring Organizations of the Treadway Commission), and we completed the external audit performed by KPMG on the information reported in the 2024 Sustainability Report regarding ethical culture and the Code of Conduct.



Ethics Line

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

We provide the Aeromexico Ethics Line, a confidential and anonymous channel for reporting conduct that may violate the Code of Conduct, internal policies, or the applicable legal framework.

Reports may be submitted through multiple channels, including a toll-free telephone number, email, and a portal administered by a specialized third party, ensuring processes based on the principles of confidentiality, impartiality, anonymity, and non-retaliation. In line with these principles, we reject any form of retaliation against individuals who, in good faith, raise concerns or report issues related to ethics, integrity, discrimination, or potential breaches of our Code of Conduct.

The handling and follow-up of cases are coordinated by the Internal Audit Department and the Legal Compliance Department, in collaboration with the Human Resources, Labor Relations, Cybersecurity, and Litigation Legal teams, with the aim of ensuring timely and consistent resolution. Additionally, the Legal Compliance Department manages complaints and claims arising from the Ethics Line, prioritizing the prevention of compliance risks within its scope of responsibility.

The Ethics and Compliance Committee, with the support of Executive Management and the Audit and Corporate Practices Committee, and, when appropriate, the Board of Directors, follows up on relevant cases and may issue recommendations in accordance with its statutory authority. All processes are conducted under strict confidentiality and personal data protection controls to safeguard information and ensure the integrity of the process.



Complaint and Grievance Management

The Legal Compliance Department performs a cross-functional role across the organization, enabling continuous support to different areas in matters within its scope.

For this purpose, the institutional mailbox AMCumplimiento@aeromexico.com is available, as well as direct communication channels with the Compliance team, through which guidance is provided, inquiries are addressed, and support is given in the identification and remediation of potential impacts. This channel is also available to receive concerns related to the business conduct of Grupo Aeromexico.

Engagement with internal stakeholders is primarily structured through two channels: participation in governance bodies, such as the Ethics and Compliance Committee, the Criminal Risk Management and Control Committee, the Data Protection Council, the Internal Control over Financial Reporting Committee, and the Risk Committee Working Group; and ongoing coordination with key areas, including Internal Audit, Human Resources, Labor Relations, Litigation Legal, and Sustainability. In line with our 2025 objectives, improvements were implemented in the case management process (process mapping, coordination with investigation areas, and training of new employees), strengthening the effectiveness of the whistleblowing channel.

The effectiveness of compliance mechanisms is monitored and assessed through periodic sessions of these collegiate bodies, as well as through working groups activated as needed. One example is the group dedicated to monitoring the implementation of anti-harassment measures aligned with the International Labour Organization (ILO) Convention.

Additionally, depending on the process and the area involved, reviews may be conducted by Internal Audit, Legal Compliance, or Quality Assurance, within their respective responsibilities. Management of this topic is supervised and reported periodically to Senior Management and the Board of Directors, ensuring governance and accountability.

Reports by type of non-compliance, 2025

Non-Compliance Area	Definition	Number of Cases	Percentage	Open	Closed	Confirmed	Not Confirmed
Corruption or Bribery	Cash payments, in-kind benefits, or other advantages given, promised, or offered with the intent to influence the action of a third party, violate Company's policies, or break the law.	0	0%	0	0	0	0
Discrimination	Possible denial of normal privileges or rights, or other actions toward individuals based on race, color, ethnicity, gender, age, religion, national origin, education, political affiliation, disability, or sexual orientation.	11	2%	9	2	0	2
Customer data privacy	Unauthorized or illegal disclosure of personal information, intellectual property, trademark use, customer personal data, or business information.	8	1%	5	3	1	2
Conflicts of Interest	Conflict between the employee's personal/professional interests and their obligations to the Company.	24	4%	14	10	3	7
Money laundering	Concealment of the origin or destination of funds from illegal activities.	0	0%	0	0	0	0
Insider trading	Buying/selling securities based on material non-public information.	0	0%	0	0	0	0
Total reports in reporting year²		538¹	-	405	133	43	90

¹ The number of cases is lower than in 2024 because related reports were consolidated into single investigations when they involved the same individual or the same event, thereby improving the efficiency of the investigation process.

² These are reports made through the Ethics Line. They are not necessarily classified within the categories described in the previous rows.

Anti-Corruption

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

We maintain an Anti-Corruption Policy and an Anti-Corruption Statement that clearly establish our absolute rejection and zero tolerance for any form of corruption, in alignment with the Code of Conduct, corporate practices, and applicable internal and external regulations. Both instruments form part of our comprehensive anti-corruption program, which is overseen by the Legal Compliance Department, with reporting and follow-up to the corresponding governing bodies.

The Anti-Corruption Policy includes, among other aspects, the prohibition of bribery and improper commissions, direct or indirect political contributions, as well as guidelines for donations, sponsorships, and other sensitive interactions, with the objective of preventing corruption risks in our operations and business relationships.

The communication and adoption of this policy is carried out through multiple mechanisms, including the Hiring Kit signed by employees, internal communications, corporate platforms, training sessions, briefings, and informational meetings, as well as through the support of the Compliance Ambassadors.

Additionally, most contracts executed by Aeromexico include clauses referring to compliance with the Anti-Corruption Policy and the Code of Conduct.

International instruments of reference:

- 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: A Practical Guide, UNODC
- Anti-Bribery Due Diligence for Transactions, Transparency International UK, 2012
- Reference Guide to Anti-Money Laundering and Combating the Financing of Terrorism, World Bank
- United Nations Handbook on Practical Anti-Corruption Measures for Prosecutors and Investigators
- United Nations Global Compact Principles
- Inter-American Convention against Corruption, Organization of American States
- ICC Anti-Corruption Third Party Due Diligence Guide, International Chamber of Commerce, 2015

The Anti-Corruption Policy can be found [here](#).

Key Actions to Strengthen Anti-Corruption Practices

During 2025, Aeromexico strengthened its anti-corruption agenda through strategic collaboration with UN Global Compact Mexico and the United Nations Office on Drugs and Crime (UNODC) in Mexico, with the objective of reinforcing integrity best practices not only at the corporate level but also in interactions with authorities and public-sector stakeholders.

As part of this collaboration, we participated in the identification of improvement areas for the new Corporate Integrity Tool (HIC), a digital self-assessment platform designed to evaluate the maturity level of organizational integrity programs. We also participated in the sessions of the Public-Private Working Group on Business Integrity and Anti-Corruption, together with the Ministry of Anti-Corruption and Good Governance, contributing to the review of the draft recommendations report for the Ministry.

Additionally, Aeromexico participated as a speaker at the event "Siemens Integrity Initiative: Celebrating the Journey", where we shared our experience in implementing compliance programs and our approach to strengthening a culture of integrity within the business environment.

We also responded to the CEO Pledge follow-up survey, a business leadership initiative in Mexico aimed at promoting integrity and anti-corruption actions. This participation will allow UN Global Compact Mexico and UNODC to design support activities aligned with the Company's needs and progress.

Internally, a Compliance and Anti-Corruption Program penetration survey was conducted to measure progress and strengthen effectiveness based on organizational feedback. In parallel, the Gifts & Hospitality course was delivered as part of the efforts to reinforce the Anti-Corruption Policy and best practices in ethics and corporate integrity, complemented by training initiatives aimed at both senior management and the rest of the organization.

“ As a result of these efforts, **2025 became the year with the highest level of anti-corruption training in the Company's history.** ”

Anti-Corruption Training to Governing Bodies

Total Number of Governing Body Members	Number of Members Informed About Anti-Corruption	% of Members vs Total
13	13	100%

Business partners who received anti-corruption training

Type of Business Partner	# of Business Partners Informed About Anti-Corruption	% of Business Partners Informed About Anti-Corruption
Travel Stores	0	0
Legal – Contracts	821	100%
Domestic Airports	88	100%
Legal – Fleet	404	100%

Aeromexico: Among the 500 Companies Against Corruption

In 2025, we advanced in the IC500 Ranking, which evaluates the presence, quality, disclosure, and transparency of integrity and anti-corruption policies among the 500 largest companies in Mexico, moving from position 61 in 2024 to position 56.

This progress reflects the continuous effort to strengthen the visibility and communication of the Compliance Program, particularly through improvements to its web section, where information on the different components of the program, its scope, and its progress has been expanded and updated.



Employee training by job category

Job category	Number of employees	Number of employees informed about Anti-corruption	% of employees vs total
ASSA Flight Attendants (consolidated)	3,180	2,893	81%
STIA Flight Attendants (consolidated)	489	415	
NSD (consolidated)	5,119	4,845	
NSD (CC certification)	5,119	4,861	
AM Cargo SIN Independencia, Flight Attendants SIN STIA & ASSA, BW AICM SIN SITAYS & SNNNTTAS, Maintenance SIN Independencia (Base Mexico & National Stations) & STIA (CC Certification)	7,715	5,680	

Conflicts of Interest

(GRI 2-15)

At Aeromexico, we promote a high standard of integrity to prevent and manage potential conflicts of interest, understood as situations in which an employee's personal interests could interfere with the interests of the Company. Our Conflict of Interest Policy establishes clear guidelines that restrict conduct that may cause harm to the organization or imply undue personal benefit. This framework is mandatory for all employees, as well as for the Senior Management.

When a potential conflict of interest situation is detected, for example, participation in other boards or relationships with suppliers, it is analyzed and addressed according to its nature and the parties involved. During 2025, we strengthened this process through the automation of the review, supervision, and follow-up of conflict of interest declarations, overseen by the Legal Compliance Department, enabling more efficient and traceable management.

Our regulatory framework in this matter is based on the bylaws of Grupo Aeromexico S.A.B. de C.V. and the Securities Market Law, which prohibit members of the Board of Directors from incurring conflicts of interest in the performance of their duties. Additionally, the Code of Conduct and the Conflict of Interest Policy specifically regulate these situations and are mandatory for employees and third parties acting on behalf of the Company. Among other provisions, the policy establishes that accepting a position as an independent director in another company without prior authorization constitutes a prohibited conflict of interest and must be declared.

The following conflicts of interest are disclosed to our stakeholders:

- Membership on different boards of directors.
- The existence of controlling shareholders.
- Related parties, their relationships, transactions, and outstanding balances.

Such conflicts are analyzed within the Board's supporting committees and, when necessary, reported at the Board level.

During 2025, Aeromexico further strengthened the management of conflicts of interest through the review, supervision, and monitoring of declared situations, under the responsibility of the Legal Compliance Department, enabling more agile, consistent, and traceable administration.

As part of awareness efforts, a new training video on conflicts of interest was launched and distributed through Aeronews and internal screens, with the objective of reinforcing understanding of this topic throughout the organization. The Conflict of Interest Policy was also updated and widely communicated through internal and external channels, including the Compliance section on AM.com.

These actions have contributed to greater training, awareness, and understanding of conflicts of interest, reflected in increased openness among employees to disclose and seek guidance on potential situations, in coordination with the Human Resources Department.



Anti-Competitive Practices

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

To ensure compliance with the Federal Economic Competition Law, we maintain an Economic Competition Policy that defines the guidelines to be followed by employees and third parties in the conduct of business practices. This policy reaffirms our commitment to compete independently, fairly, transparently, and in strict compliance with applicable regulations in the markets where we operate.

In relation to this matter, Aeromexico has been involved in investigations regarding alleged anti-competitive practices before the Federal Economic Competition Commission (COFECE). In 2015, the authorities initiated an investigation into the airline sector and, in 2019, issued a resolution imposing fines on several airlines. The Company exercised the corresponding legal remedies to challenge this determination. However, on February 12, 2025, the Supreme Court of Justice of the Nation definitively upheld the fines and revoked the previous district court ruling, making the determination final.

As a result of the incomplete analysis of the claims of violation by the Second Chamber, on June 11, 2025, Aerovías filed a motion for clarification of the judgment in order for each and every one of the claims of violation raised and pending review to be duly analyzed.

By resolution dated August 22, 2025, the Second Collegiate Tribunal in Administrative Matters Specialized in Economic Competition, Broadcasting and Telecommunications reassumed jurisdiction over the Review Appeals.

Anti-Money Laundering

At Aeromexico, we maintain a specific framework for the prevention of money laundering, aimed at continuously identifying, monitoring, and mitigating activities considered vulnerable under applicable legislation. This approach forms part of our commitment to integrity, transparency, and the protection of the Company's reputation.

We have an Anti-Money Laundering Policy and operational manuals that establish controls, responsibilities, and procedures to ensure compliance with legal requirements in the countries where we operate. In Mexico, we submit the corresponding reports to the Financial Intelligence Unit (UIF) regarding vulnerable activities identified in our subsidiaries. In other jurisdictions, we rely on local legal advisors to ensure compliance with regulatory requirements.

Additionally, all employees share responsibility for preventing conduct that could link the Company to money laundering schemes, in accordance with our Code of Conduct. This framework is reinforced through training, awareness, and the integration of this topic into our Compliance Program, strengthening a culture of prevention and ongoing monitoring.

Third-Party Due Diligence

Through our Third-Party Due Diligence Policy, we analyze and validate the suitability of the organizations with which we establish business relationships. This framework enables us to detect and manage risks associated with third parties, while promoting compliance with standards related to ethics, corporate integrity, and respect for human rights among our business partners.

During 2025, Aeromexico continued strengthening the implementation of third-party due diligence processes, progressively expanding their scope to a greater number of areas and types of third parties, including functions such as international controllership, propulsion, and strategic suppliers, while maintaining follow-up on previously analyzed areas such as Travel Stores and high-impact suppliers.

As part of the Compliance Training Program, new areas were incorporated into the due diligence training scheme, extending coverage to more employees. In addition, audiovisual materials were developed to promote a culture of compliance and reinforce understanding of the importance of due diligence in building responsible relationships with suppliers and strengthening the supply chain.

For more information on this initiative, please refer to the Responsible Supply Chain section. We also continued using technological tools and external platforms that streamline third-party review processes, together with the periodic update of due diligence questionnaires in accordance with regulatory and organizational changes.





Cybersecurity and Personal Data Protection

(GRI 418-1) (SASB TR-AL-540a.2)



Cybersecurity and Personal Data Protection



The occurrence of cyberattacks, security breaches, or unauthorized access to systems and databases represents a significant risk to the continuity of Aeromexico's operations. Incidents of this nature could disrupt critical processes, affect flight scheduling and operations, and result in the temporary unavailability of essential systems supporting customer service and internal management.

Additionally, such events may lead to financial losses associated with recovery costs, regulatory penalties, legal claims, and potential compensation, as well as adverse impacts on the Company's reputation and the trust of customers, business partners, and investors. The magnitude of this risk is heightened in an increasingly complex digital environment characterized by constantly evolving cyber threats, making the continuous strengthening of prevention, detection, and response capabilities essential.



Digital Transformation

As Aeromexico advances in the digitalization of the customer experience and the modernization of its processes, we recognize that our exposure to cybersecurity and data protection risks also increases. Accordingly, our digital transformation strategy is implemented in parallel with the strengthening of controls, secure architectures, and prevention, detection, and response capabilities, ensuring that technological innovation is supported by robust risk management.

During 2025, the Technology area continued to drive its digital transformation agenda by modernizing applications, strengthening cloud capabilities, and evolving the Company's data ecosystem. As part of the Dynamics program, we migrated approximately 80% of our applications to cloud-native architectures, enhancing resilience, automation, and operational continuity, while accelerating the retirement of legacy infrastructure and progressing toward a more efficient and sustainable technology footprint. Currently, around 80% of workloads operate on AWS infrastructure, which is approximately 35% more efficient than traditional data centers.

In parallel, we continued to enhance the digital and operational experiences of customers and employees. Key milestones included the evolution of digital channels, with improvements to App 2.0 incorporating new purchasing and booking capabilities, loyalty functionalities, increased personalization, and meal pre-selection features. In addition, real-time operational data solutions were implemented, improvements were made to the management of irregular operations (IROPs), and processes were standardized to increase aircraft utilization and operational efficiency. These initiatives strengthen the security, scalability, and consistency of our technology environment.

At the same time, we advanced our aspiration to become a data-driven and AI-enabled organization. During the year, we implemented a new data governance platform and domain-based operating models, launched foundational data products, and introduced an enterprise AI assistant with embedded security controls. Furthermore, predictive analytics and generative AI use cases were developed in areas such as finance, operations, and customer service. These advancements reinforce our commitment to the responsible adoption of emerging technologies, improved decision-making, and the continuous modernization of Aeromexico's technological capabilities, with information security and data protection as a central priority.



Key Actions to Strengthen Cybersecurity

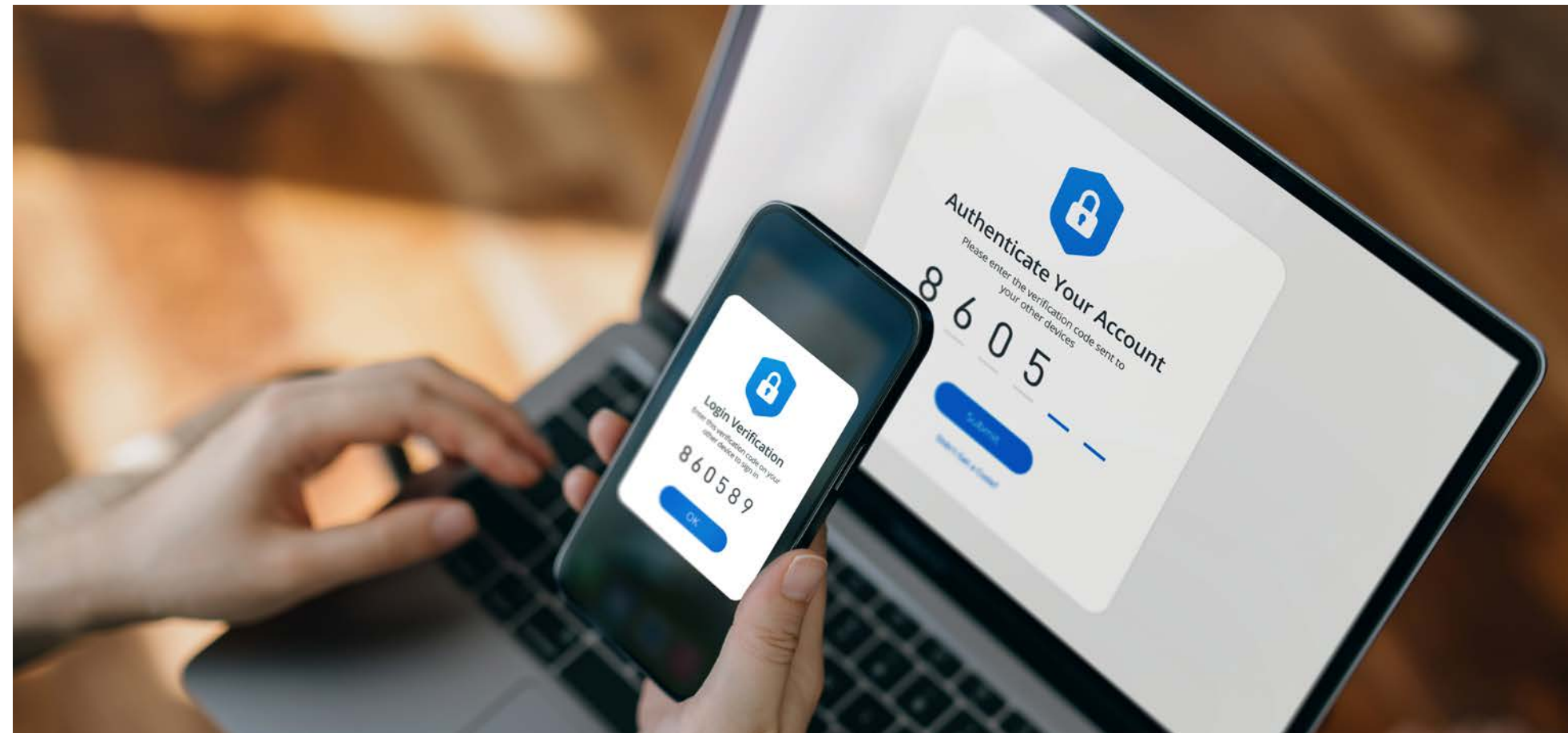
Our Cybersecurity Directorate is part of the Technology Development Vice Presidency. Given the critical nature of this topic to our operations, its management and key advancements are periodically reported at Board level through the Executive and Audit Committees.

During 2025, as a core component of our cybersecurity strategy, we continued to strengthen the integration of information security, data privacy, digital transformation, and technology risk management across Aeromexico's critical processes. In this context, we maintained the initiatives required to preserve, for the fourth consecutive year, the PCI DSS v4.1 certification, which ensures the protection of cardholder data across digital sales channels and flight operations. In addition, for the first time, this certification was obtained for the Aeromexico Rewards process, confirming compliance with the controls established under this standard.

Additionally, for the second consecutive year, we maintained certification of our Information Security Management System (ISMS) under the ISO 27001:2022 standard for the digital sales channel and flight operations process. This enables the systematic management of security risks, the strengthening of controls, and the timely response to potential breaches. Collectively, these actions reinforce Aeromexico's commitment to customers, employees, investors, and strategic partners by operating within a secure, reliable, and resilient digital environment amid an increasingly complex threat landscape.

To support a secure and trusted digital transformation, Aeromexico has established a robust cybersecurity and information protection regulatory framework aligned with the international ISO 27001:2022 standard. This framework consists of a comprehensive set of instruments, including 41 policies, 39 procedures, 22 standards, 17 Information Security Management System (ISMS) documents, one manual, three templates, and eight external reference documents, which define responsibilities, controls, operational guidelines, and oversight mechanisms.

This system is subject to annual third-party audits and is continuously tested through ongoing vulnerability assessments.



“ **Technology security controls within applications supporting critical processes** were maintained and further strengthened, in compliance with the requirements of the **Sarbanes-Oxley Act, PCI standards, and the ISO 27001:2022 framework.** ”

“ **The identification and management of technology risks across critical business processes were further strengthened,** ensuring alignment with leading information security standards and the Company's enterprise risk strategy. ”

Training

As part of strengthening our cybersecurity and information protection culture, during 2025 we delivered specialized training to 5,084 non-union employees, focused on key topics for the prevention of digital risks. The content covered secure password practices, the protection of personal and corporate information online, the fundamentals and risks associated with the use of artificial intelligence, as well as the identification and prevention of phishing attacks.

In addition, we maintain an ongoing information security awareness program for all Group employees through biweekly publications in Aeronews, among other communication channels. These communications reinforce best practices, provide alerts on emerging threats, and promote responsible behavior in the digital environment, contributing to a first line of defense grounded in awareness and active employee engagement.

“ **During 2025, the Business Continuity and Disaster Recovery Plan (DRP)** was developed for mission-critical applications, with the objective of strengthening technological resilience and ensuring system availability in the event of disruptive incidents. ”



Artificial Intelligence

In 2025, we launched AMAIA, our new artificial intelligence agent designed to enable a more agile and personalized operation. Our vision is to lead in the integration of these technologies by establishing robust governance through the use of responsible models that ensure reliability, quality, and trust, while addressing the needs of our various stakeholder groups.

Our approach is guided by five core principles:

AI Implementation Principles

Employee-centered approach

We place people at the center of intelligent solution development. Continuous monitoring of tool usage is essential to ensure that these technologies empower employees, expand their capabilities, and generate a positive impact on society as a whole.

Security and ethics

We promote ethical standards, security, and corporate values throughout every stage of the lifecycle of our solutions, prioritizing privacy and implementing robust safeguards.

Inclusion and diversity

We foster inclusion and diversity in the development of solutions, ensuring they reflect and benefit all communities.

Responsibility and Transparency

We act with responsibility and transparency, establishing clear frameworks for the design, development, and deployment of automated systems. Transparency is fundamental to building trust and understanding in the use of these technologies.

Sustainability

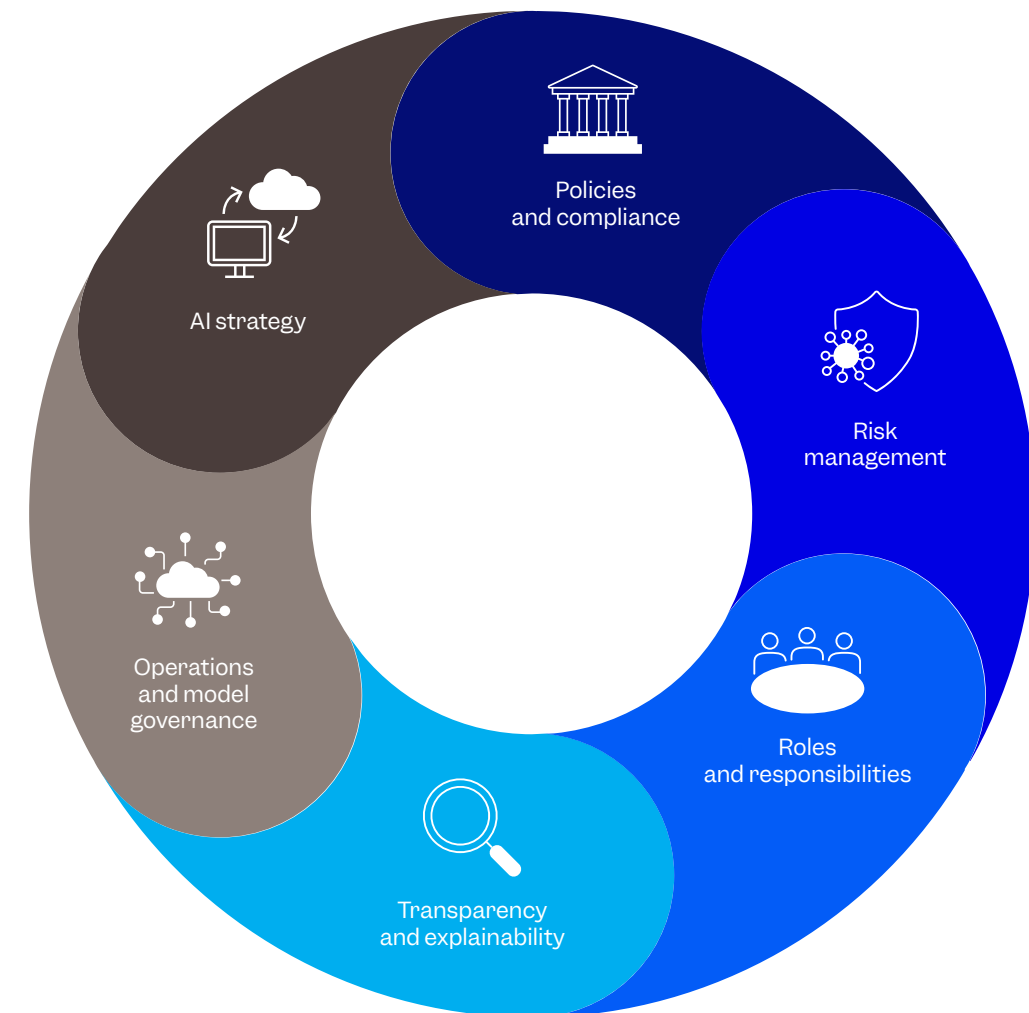
We assess the environmental, economic, and human impacts of our technologies and continuously seek opportunities to enhance them as sustainable solutions.

Governance is implemented through three strategic pillars:

1. Governance Council and Strategic Plan: Establishes clear roles and responsibilities within a defined governance structure.

2. Excellence in AI Development and Operationalization: Integrates methodologies and processes to optimize our models in terms of value creation and innovation.

3. Policies and Guidelines: Defines ethical standards, security measures, vendor selection criteria, and risk management protocols. In addition, we have developed a policy informed by 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.



The Artificial Intelligence Governance Framework establishes a structured approach for the design, implementation, and responsible use of these technologies, aligned with the Company's business and sustainability strategy, with the objective of driving innovation ethically and strengthening Aeroméxico's position as a benchmark in technological transformation.

This framework enables us to identify and manage the most critical cybersecurity risks:

Critical Cybersecurity Risks

Type of Risk	Description	Example	Where to Report
Phishing	Deceptive attempts to obtain confidential information	Fake email requesting password verification	Phishing Alert Report
Ransomware	Malware that locks files and demands a ransom	Infected file that blocks system access	
Information Leakage	Exposure or theft of data	Impersonation requesting sensitive information	<i>Mi Línea de Atención</i> option 6
Third-Party Attacks	Compromise through an infiltrated supplier	Malware embedded in vendor software	
Social Engineering	Psychological manipulation to obtain information	Fake call from someone posing as a technician	

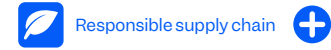
Our digital transformation partnerships serve as a key enabler to accelerate innovation and enhance service performance. We collaborate with strategic technology partners to develop solutions that strengthen operations, drive efficiency, and enrich the customer experience, including partnerships with companies such as AWS, Google, Amazon, and Microsoft.

In addition, we operate a testing laboratory where digital initiatives are incubated and validated, including the Next Gen Call Center project, aimed at transforming the contact center through the use of generative artificial intelligence over a three-year horizon. This initiative seeks to enhance customer service, optimize demand management, increase agent productivity, boost sales, and streamline information transfer and retrieval processes.



Responsible Supply Chain

(GRI 3-3, 2-6, 204-1, 414-1, 414-2)



We recognize that a responsible supply chain is a key enabler of business resilience and the reduction of environmental impacts across our value chain. By strengthening relationships with local and regional suppliers, the Company promotes the procurement of proximity-based products and services, contributing to shorter transportation distances, optimized logistics, and reduced greenhouse gas emissions associated with sourcing.

In addition, we promote sustainable practices among our suppliers by encouraging the adoption of environmental, social, and governance standards that enhance their performance and elevate the overall maturity of the supply chain. This is advanced through collaboration frameworks, due diligence processes, the exchange of best practices, and the development of joint initiatives focused on operational efficiency, environmental impact reduction, and continuous improvement.

Supplier Categorization

Supplier classification is determined based on the nature of the services they provide and their level of impact, taking into consideration criteria such as those established in airline maintenance manuals, their influence on the passenger experience (e.g., fuel, catering, among others), and their economic relevance to the Company.



Tier 1 suppliers categorization

(GRI 204-1)

Category	2023		2024		2025	
	No. of Suppliers	Spend (MXN millions)	No. of Suppliers	Spend (MXN millions)	No. of Suppliers	Spend (MXN millions)
General	281	\$1,947.77	173	\$2,463.63	166	\$2,675.74
Technical	418	\$9,640.00	468	\$10,323.76	476	\$10,901.08
Services	196	\$1,420.00	89	\$1,488.65	101	\$1,927.93
Total	895	\$13,008.00	730	\$14,276.04	743	\$15,504.75

We prioritize the engagement of suppliers from the domestic market that meet established technical specifications and guidelines, including benchmarking processes and regulatory compliance verification. This approach seeks to generate comprehensive value for the Company, considering return on investment, potential cost savings, and the impact on the customer experience.

The definition and prioritization of local suppliers is carried out in coordination with internal areas, incorporating specific criteria to ensure selection aligned with Aeromexico's operational and strategic needs:

- Quality criteria
- Delivery timelines
- Cost-benefit analysis versus international suppliers



Tier 1 suppliers spend

	Spend (MXN millions) 2023	Nº	Spend (MXN millions) 2024	Nº	Spend (MXN millions) 2025	Nº
Domestic Suppliers	\$2,647.14	445	\$3,055.19	278	\$4,296.28	321
Foreign Suppliers	\$10,360.91	432	\$11,220.85	443	\$11,208.46	422
Total	\$13,008.05	877	\$14,276.04	721	\$15,504.74	743

“ **43% of our suppliers are local**, representing 28% of the annual procurement budget. ”

In parallel, suppliers are classified as critical when their services have a direct impact on facility operations, business continuity, or when they provide specialized services subject to specific regulatory requirements. In 2025, a total of 411 critical suppliers were identified, representing 70% of the total supplier spend within the procurement area.

Supplier Due Diligence

(GRI 414-1)

We have a Third-Party Due Diligence Policy that establishes controls and actions aimed at promoting transparent, ethical, and sustainable business relationships, aligned with applicable regulations and national and international best practices.

All companies that collaborate with Aeromexico are subject to review processes that assess, among other aspects, their technical capabilities, experience, track record, and legitimacy. As part of this process, suppliers are required to complete a due diligence questionnaire, which is internally validated to confirm alignment with our Code of Conduct, applicable to employees, suppliers, partners, and customers. This Code sets forth principles related to non-discrimination, fair competition, anti-money laundering, anti-corruption, equality, diversity and inclusion, labor rights, prevention of child labor, and environmental protection. Suppliers are informed of the mandatory nature of compliance with these guidelines as a condition for maintaining commercial relationships with the Group.

On an annual basis, we continue to advance in the identification and assessment of critical suppliers through this questionnaire and the use of technological tools that enable background screening and strengthen supply chain risk management.

Supplier Evaluation Process

Supplier evaluation is a key element in ensuring the quality, safety, and continuity of our operations. During the selection process, the tax status of domestic suppliers is verified, along with their proper registration in the Enterprise Resource Planning (ERP) system. When any level of risk is identified, the Legal Compliance and Procurement areas are notified to define and implement the corresponding actions.

In addition, we hold the Authorized Economic Operator (AEO) certification, under which logistics providers, customs brokers, onboard service providers, and security suppliers are evaluated, strengthening the prevention of risks associated with the illegal transportation of individuals, drugs, or other illicit goods. This certification, granted by Mexico's Tax Administration Service (*Servicio de Administración Tributaria, SAT*), is equivalent to the Customs Trade Partnership Against Terrorism (CTPAT) program in the United States.

Evaluation Based on Sustainability Criteria

As part of our comprehensive supplier assessment, we use the NECSUS tool, administered by a third party, through which suppliers voluntarily submit documentation to validate their integrity in economic, ethical, and competition-related aspects, as well as in environmental, social, and governance matters. These include child and forced labor, health and safety, environmental management, diversity, equity and inclusion, social impact, and transparency.

As of the end of 2025, 155 suppliers completed the voluntary assessment process using this tool, representing 21% of the total supplier base.

Suppliers in the NECSUS program

Total number of suppliers in the program	155
% of suppliers in the program	21%
% of new suppliers evaluated vs. total suppliers	0.40%

Although this evaluation currently has an initial and voluntary scope, the exercise strengthens the early identification of risks, supports informed decision-making, and facilitates the definition of preventive actions. In doing so, it contributes to promoting more responsible business relationships and advancing a supply chain that is increasingly resilient and aligned with our sustainability principles.



Integration of ESG Clauses into Contracts

As part of our efforts to strengthen sustainable supplier management processes, in 2025 we began the progressive incorporation of environmental, social, and governance (ESG) factors into our contracts, reinforcing compliance and ensuring a supply chain aligned with Aeroméxico's sustainability commitments and risk management approach.

“ In 2025, we initiated **the process of strengthening the integration of sustainability criteria** into procurement contracts. ”

Percentage of suppliers whose contracts include ESG criteria clauses

% of suppliers whose contracts include clauses on environmental, labor, human rights, and ethical requirements	2%
% of supplier spending covered by contracts that include clauses on environmental, labor, human rights, and ethical requirements	3%

Training and Skills Development

In coordination with the Compliance area, during 2025 we delivered training to suppliers through Aeroméxico's LMS platform, with the objective of strengthening the understanding and adoption of ethical principles across the supply chain. The training covered key topics such as the Code of Conduct, Conflicts of Interest, Anti-Corruption, Due Diligence processes, and the use of the Ethics Line, contributing to the reinforcement of a culture of integrity, transparency, and responsible behavior among our business partners.

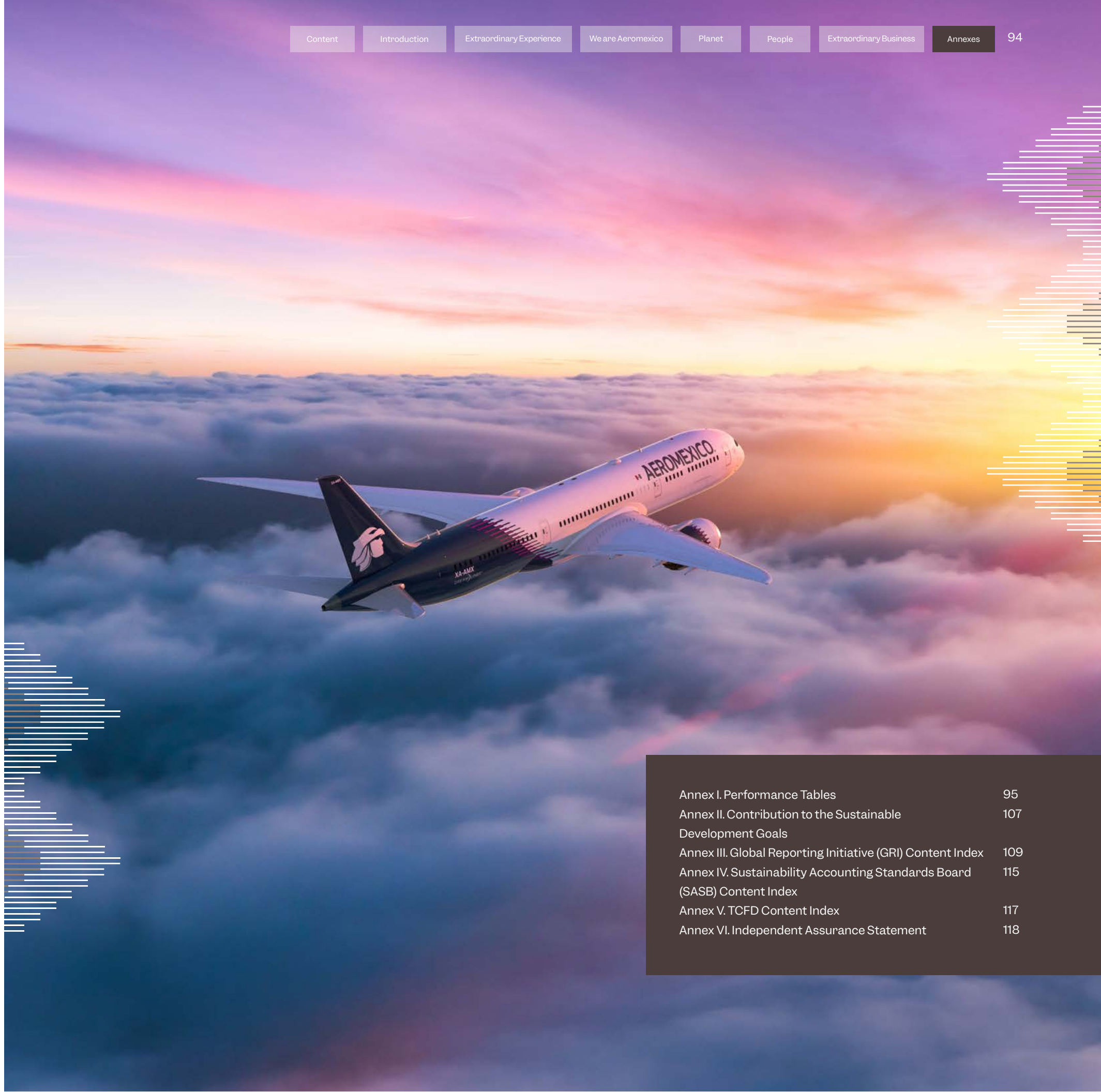
Additionally, in response to operational efficiency criteria and the recommendation of the Compliance area, the Company consolidated a single public Code of Conduct applicable to both internal personnel and third parties. This approach establishes clear and consistent expectations regarding the conduct required across all business relationships. As part of a reciprocity and best practice alignment exercise, it was determined not to require formal acknowledgment signatures from suppliers, prioritizing dissemination, accessibility, and understanding as the primary mechanisms for adherence.

These efforts generate a positive impact by advancing toward a stronger, more responsible, and adaptable supply chain, capable of responding to evolving challenges and contributing to the achievement of Aeroméxico's sustainability objectives, while reinforcing operational continuity and competitiveness.



6

Annexes



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Annex I. Performance Tables

This annex compiles the quantitative information and complementary data associated with the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, with the purpose of expanding the level of detail and traceability of the indicators presented throughout this report. The information contained in this annex has been structured to facilitate consultation and analysis, providing an additional breakdown of key environmental, social, and governance performance indicators.

In this regard, the tables included herein should be read in conjunction with the narrative content of the report, particularly the corresponding sections where the Company's results, progress, and challenges are contextualized.

This approach provides a comprehensive view of Aeroméxico's performance, ensuring consistency between the reported data and the qualitative information that supports the strategy and management of material topics.

Table 1. Total emissions broken down by fuel type (Scope 1), location (Scope 2), and Scope 3 category, in tCO₂e

(GRI 305-1, 305-2, 305-3)

Concept	2023	2024	2025
Direct GHG emissions (Scope 1)	4,192,420.56	4,472,400.59	4,442,436.16
Breakdown by fuel type			
Jet A-1 aviation fuel consumption	4,184,310.04	4,464,018.66	4,433,912.78
SAF	ND	ND	86.52
Other mobile and stationary sources	7,672.88	7,922.89	8,162.55
Fugitive emissions	437.64	459.04	274.32
Indirect emissions (Scope 2)	4,604.41	4,669.95	4,559.56
Breakdown by location			
Service Terminal	812.25	773.83	751.48
AM Training	879.70	902.99	880.38
Old CECAM	26.94	29.70	28.37
AM Cargo	30.99	31.69	32.89
Cargo Terminal	173.03	184.67	242.42
Hangar Connect	1,076.52	1,026.65	969.22
Hangar Oriente	1,316.00	1,392.27	1,304.27
Annex Hangar 11 – GDL Airport	104.03	111.14	107.88
Gate Hangar 11-B – GDL	184.96	217.02	242.63
Other indirect GHG emissions (Scope 3)	869,112.06	927,520.77	919,633.49
Breakdown by category			
Category 1. Purchased goods and services	179.93	474.19	396.99
Category 3. Fuel- and energy-related activities	868,618.53	926,636.24	918,736
Category 6. Business travel	313.60	410.34	500.47
Total emissions	5,066,137.03	5,404,591.30	5,366,629.22

Table 2. SAF Suppliers

2021	2022	2023
19 tons of CO ₂ avoided	44 tons of CO ₂ avoided	479 tons of CO ₂ avoided
SAF supplied by NESTE	Exceeded the target of 38 tons	Exceeded the target of 72 tons
Airport: SFO	SAF supplied by NESTE	SAF supplied by WorldFuel, NESTE, and TotalEnergies
	Airport: SFO	Airports: SFO, LAX, and CDG
2024	2025	2026
700 tons of CO ₂ avoided	10,414 tons of CO ₂ avoided	Increase our SAF procurement and the emissions avoided through its use compared to the previous year, in line with our Decarbonization Roadmap
We purchased 51% more SAF compared to 2023	We purchased over 1,000% more SAF compared to 2024	
SAF supplied by NESTE and TotalEnergies	SAF supplied by KLM, BP, Shell, TotalEnergies, and WFS	
Airports: LAX and CDG	Airports: AMS, CDG, FCO, MAD, LHR, and LAX	

Table 3. Biogenic CO₂ emissions in tCO₂e

	2025
Biogenic emissions from other mobile sources - Scope 1⁽¹⁾	10,414

Biogenic carbon dioxide emissions in the tank-to-wake (TTW) phase are reported separately from scopes, in line with current GHG Protocol guidelines.

1. N/A: Not relevant emissions, as these are leased offices and fuel consumption is not allocated among tenants.
2. N/D: Information not available.
3. Our emissions consolidation approach is based on operational control. Calculations were performed using Mexico's General Law on Climate Change, the Intergovernmental Panel on Climate Change (IPCC) methodology, and ICAO-recommended methods, applying a conversion factor of 3.16 kgCO₂/kg of fuel, consistent with CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) and in accordance with current Mexican regulation (Mandatory Circular CO AV-16.4/18, which establishes the requirements and procedures for CORSIA compliance. Directorate General of Civil Aeronautics, SCT, December 17, 2018).
4. Scope 1 emissions include CO₂, CH₄, N₂O, HFCs, and C₂H₆, expressed in tCO₂e; additionally, for the first time, N₂O emissions derived from SAF use are included.
5. For Scope 2 emissions, total electricity consumption recorded in CFE bills is divided by one thousand to obtain MWh and multiplied by the 2025 National Electric System Emission Factor, published by SEMARNAT/RENE on April 14th, 2026, which is 0.444 tCO₂e/MWh.
6. For Scope 3 emissions, Category 1 was calculated using secondary data, the NAICS methodology, and the Office Administrative Services classification. Categories 3 and 6 were calculated using primary data. Emission factors were sourced from DEFRA and NAICS; for Category 6, EPA emission factors were used, while for Category 3, DEFRA emission factors were applied.



Table 4. Ground energy consumption (electricity) in kWh

(SASB TR-AF-110a.3)

Site	2024	2025
Service Terminal	1,742,855	1,692,532
Aeromexico Training	2,033,773	1,982,853
Old CECAM	66,900	63,900
AM Cargo	71,364	74,067
Cargo Terminal	487,284	546,000
Hangar Connect	2,312,264	2,182,930
Hangar Oriente	3,135,734	2,937,560
Annex Hangar 11 – GDL Airport	250,317	242,978
Gate Hangar 11-B – GDL	488,780	546,466
TOTAL	10,517,907	10,269,286

Table 5. Fuel consumption of ground support equipment, in GJ

(SASB TR-AF-110a.3)

Type of ground support equipment	Fuel type	Consumption 2025
Conventional	Gasoline	19,416.60
Conventional	Diesel	13.58
Conventional	LP Gas	0.00
Non-conventional	Gasoline	9,443.56
Non-conventional	Diesel	72,564.27
Non-conventional	LP Gas	6,781.69
TOTAL		108,219.70

¹This is the first year we report this breakdown.

Table 6. Onboard products with recycled content, 2025

(GRI 301-1, 301-2)

Onboard product	Percentage of recycled material in composition	Biodegradable / Renewable percentage	Weight per item (grams)	Acquired materials in kg
Lancel Kit – box kit	34.8% (33.32% recycled plastic)	19.70%	276.9	35,305
Lancel Kit – pouch kit	32.5% (30.25% recycled plastic)	7.30%	184.8	24,948
Comfort Premier full kit	37.69%	NA	1,950	39,297.10
Aeromexico Premier One Hot Towels	0%	100% ¹	84	11,155
Boarding pass	0%	100% ¹	2.94	24,048
Paper roll for new kiosks	0%	100% ¹	1.76	7,394

¹Renewable FSC paper (Mixed)

Table 7. Total waste generated by composition type, in tons

(GRI 306-3)

Classification	Waste Composition	2023	2024	2025
Non-hazardous waste	Aluminum	1.98	0.93	0.78
	Cardboard	13.92	12.29	12.15
	Newspaper	31.31	1.02	0.00
	Paper	6.04	3.13	4.49
	Tetra Pak	0.83	0.17	0.05
	HDPE plastic	2.92	1.75	1.85
	PET	5.63	3.23	2.46
	Scrap metal	0.05	1.53	12.88
	Shrink wrap	2.14	0.59	0.15
	Glass	35.42	10.57	15.80
	Magazines	1.42	0.66	0.45
	Cardboard / Magazines	ND	39.67	60.54
	Plastic (other)	13.87	5.30	12.25
	Wood	0.00	24 (batches)	129.2
	Mixed materials (scrap)	0.69	4.43	18.43
Vegetable fats and oils		0.11	0.17	
Non-recoverable municipal waste		161.74	227.07	325.75
TOTAL NON-HAZARDOUS WASTE		277.96	352.12	597.40
Hazardous waste	Fluorescent lamps	0.36	0.34	0.25
	Alkaline batteries	0.34	0.30	0.61
	Non-anatomical waste	0.16	0.01	0.01
	Sharps waste	0.00	0.0027	0.0022
	Used oil	21.73	24.12	30.64
	Hydrocarbon-contaminated water	4.26	7.24	8.32
	Industrial waste	49.95	52.57	56.02
	Obsolete chemicals	3.00	2.17	3.76
	Caustic soda	0.03	0.00	0.00
	Spent cadmium solutions	0.04	0.01	0.03
	Trap sludge	0.00	0.27	0.07
	Nickel-cadmium batteries	0.00	0.02	0.00
	Other	183.1	186.39	185.80
TOTAL HAZARDOUS WASTE		262.97	273.44	285.51
TOTAL WASTE		540.96	625.55	882.92

¹The YoY increase was mainly due to higher operational activity and maintenance, as well as greater waste generation from onboard services, increased headcount at facilities, and higher recovery and classification of certain waste streams.²Waste generated at the following sites: AM Training, Hangar Connect, Hangar Oriente, Guadalajara (medical service), Service Terminal (medical service), and MAPFRE (medical service).

Table 8. Total weight of hazardous waste not sent for disposal and breakdown of waste composition, in tons

(GRI 306-4)

	2023	2024	2025	Disposal Method
Used oil	21.73	24.12	30.64	Recycling
Hydrocarbon-contaminated water	4.26	7.24	8.32	Others
Industrial waste	49.95	52.57	56.02	Others
Obsolete chemicals	3.00	2.17	3.87	Others
Caustic soda	0.03	0.00	0.00	NA
Spent cadmium solutions	0.04	0.01	0.03	Others
Trap sludge	ND	0.27	0.07	Others
Nickel-cadmium batteries	ND	0.02	0.00	Others
Other	183.10	186.39	185.80	Others
TOTAL	262.11	272.79	284.75	NA

1. Waste generated at the following sites: AM Formación, Hangar Connect, Hangar Oriente.

Table 9. Total weight of non-hazardous waste not sent for disposal, by destination, in tons

(GRI 306-4)

	2023	2024	2025	Disposal Method	Change 2024 vs 2025
Aluminum	1.98	0.93	0.78	Recycling	-16%
Cardboard	13.92	12.29	12.15	Recycling	-1%
Newspaper	31.31	1.02	0.00	Recycling	-100%
Paper	6.04	3.13	4.49	Recycling	43%
Tetra Pak	0.83	0.17	0.05	Recycling	-73%
HDPE plastic	2.92	1.75	1.85	Recycling	6%
PET	5.63	3.23	2.46	Recycling	-24%
Scrap metal	0.05	1.53	12.88	Recycling	742%
Shrink wrap	2.14	0.59	0.15	Recycling	-74%
Glass	35.42	10.57	15.80	Recycling	54.4%
Magazines	1.42	0.66	0.45	Recycling	-31%
Cardboard / Magazines	ND	39.67	60.54	Recycling	53%
Wood	0.00	24 (batches)	129.21	Recycling	NA
Mixed materials (scrap)	0.69	4.43	18.43	Recycling	316%
Vegetable fats and oils	ND	0.11	0.17	Recycling	50%
Plastic (other)	13.87	5.30	12.25	Recycling	131%
TOTAL	116.22	85.38	271.66	N/A	218%

1. Waste generated at the following sites: AM Formación, Hangar Connect, Hangar Oriente.

Table 10. Total weight of hazardous waste not sent for disposal, by destination, in tons

(GRI 306-4)

		2024	2025	Change 2024 vs 2025
Off-site (e.g., recycling facilities, etc.)	Preparation for reuse	0	0	0
	Recycling	24.12	30.64	27%
	Other recovery operations	248.67	254.11	2.27%
TOTAL		272.79	284.75	4.46%

1. All hazardous waste is sent off-site.

Table 11. Total weight of non-hazardous waste not sent for disposal, by destination, in tons

(GRI 306-4)

		2024	2025	Change 2024 vs 2025
Off-site (e.g., recycling facilities, etc.)	Preparation for reuse	5.3	0	-100%
	Recycling	80.08	271.66	239%
	Other recovery operations	0	0	0
TOTAL		85.38	271.66	218%

1. All non-hazardous waste is sent off-site for treatment.

Table 12. Total weight of hazardous waste sent for disposal, broken down by composition, in tons

(GRI 306-5)

	2023	2024	2025	Destination type	Change 2024 vs 2025
Fluorescent lamps	0.36	0.34	0.25	Landfill disposal	-27.29%
Alkaline batteries	0.34	0.30	0.61	Landfill disposal	103.23%
Non-anatomical waste	0.16	0.01	0.013	Incineration without energy recovery	31.50%
Sharps	0.00	0.00	0.002	Incineration without energy recovery	0
TOTAL	0.86	0.65	0.87		33.92%

1. Waste generated at the following sites: Hangar Connect, Hangar Oriente, Guadalajara (medical service), Service Terminal (medical service), and MAPFRE (medical service).

Table 13. Total weight of non-hazardous waste sent for disposal and its final destination, in tons

(GRI 306-5)

	2023	2024	2025	Destination type	Change 2024 vs 2025
Non-recoverable municipal solid waste	161.74	227.07	325.75	Landfill	43%

1. Sites: Hangar Oriente.

Table 14. Total weight of hazardous waste sent for disposal and final treatment, in tons

(GRI 306-5)

		2024	2025	Change 2024 vs 2025
Off-site	Landfill disposal	0.64	0.86	-15%
	Incineration without energy recovery	0.01	0.015	53%
TOTAL		0.65	0.87	-14%

Table 15. Percentage of water use by activity in 2025

Facility	Type of activity		
Service Terminal and AM Training	Administrative work: 50%	Automotive workshop: 50%	
AM Cargo	Administrative work: 50%	Automotive workshop: 50%	
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%

1. To calculate water consumption, a mapping of the procedures in which water is used at the facilities was carried out; users provided an estimate of the amount of water used in their processes.

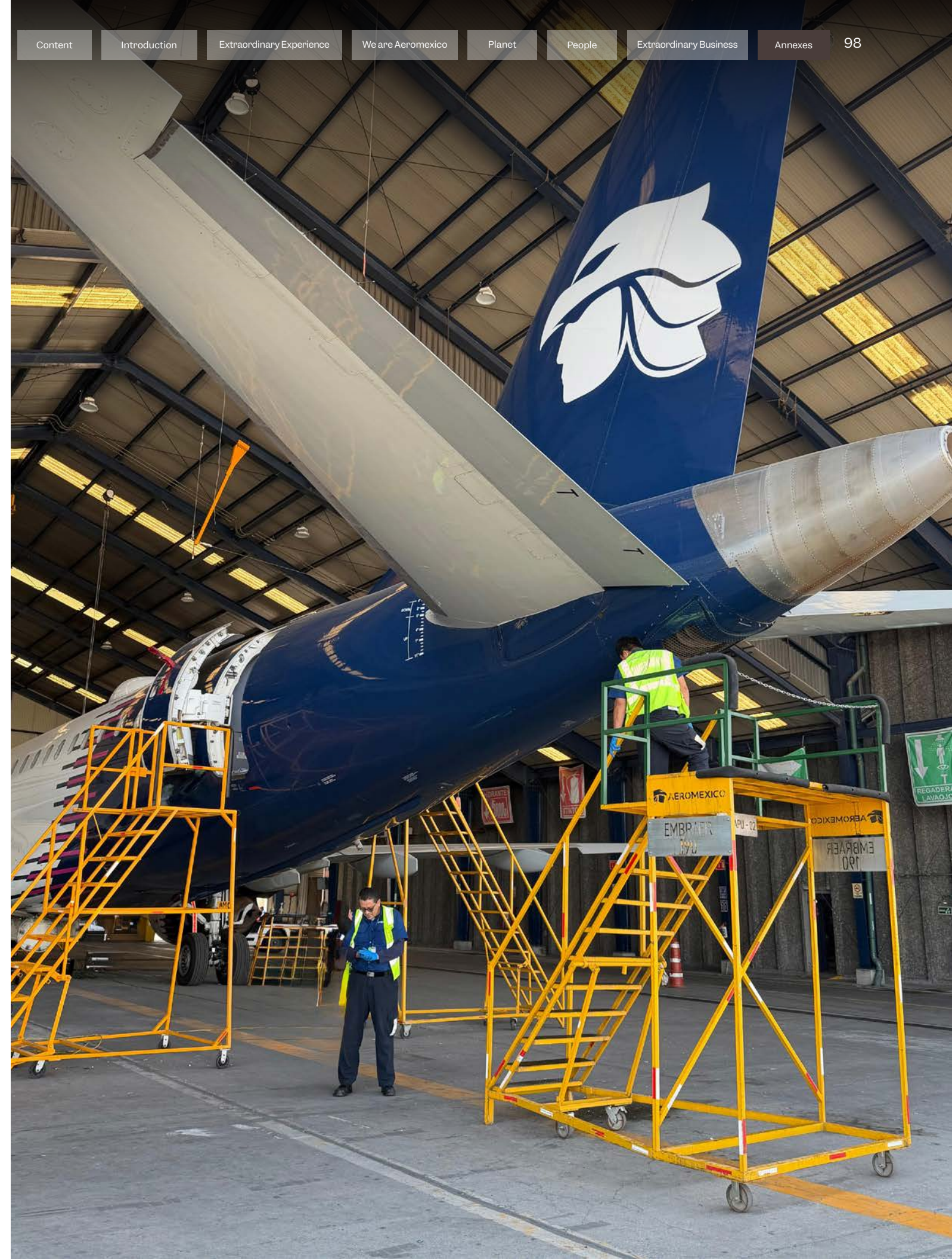


Table 16. Workplace accidents and injuries (employees)

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

Indicator	2023	2024	2025
Serious injuries due to workplace accidents	0	1	1
Minor injuries due to workplace accidents	291	309	288
Global Incident Rate (GIR)	1.51	1.53	1.34%
Rate of workplace injuries with severe consequences	0%	0.05%	0.046%
Number of hours worked	38,552,583	40,484,466	42,921,956

Table 17. Workplace accidents and injuries (contractors)

(GRI 403-9)

Indicator	2025
Fatalities due to workplace accidents	0
Workplace injuries with severe consequences (including fatalities)	0
Recordable workplace injuries (including fatalities)	0

Table 18. Employee TRIR and LTIR

(SASB TR-AF-320a.1)

Indicator	2023	2024	2025
Total Recordable Incident Rate (TRIR)	1.79	1.66	1.34
Lost Time Incident Rate (LTIR)	1.51	1.53	1.34
Number of days lost by employees due to injuries	4,943	5,490	6,260

Table 19. Occupational illnesses (employees)

(GRI 403-10)

Indicator	2023	2024	2025
Deaths due to occupational illness	0	0	0
Recordable cases of occupational illnesses and diseases	22	21	17

Table 20. Occupational illnesses (contractors)

(GRI 403-10)

Indicator	2024	2025
Occupational illness fatalities	0	0
Recordable occupational illness cases	15	15

Table 21. Employees by job category, gender, and age, 2025

(GRI 2-7, 405-1)

Job category	<30 M	<30 W	<30 Total	30-50 M	30-50 W	30-50 Total	>50 M	>50 W	>50 Total
Executives	0	0	0	37	9	46	27	7	34
Managers	6	10	16	225	185	410	66	30	96
Professionals and middle management	314	233	547	1,294	751	2,045	272	133	405
Non-unionized operational staff	297	225	522	584	475	1,059	129	61	190
Unionized employees	2,061	1,092	3,153	4,412	2,543	6,955	1,178	705	1,883
Total	2,678	1,560	4,238	6,552	3,963	10,515	1,672	936	2,608

Total employees: 17,361



Table 22. Employees by job category and gender, 2025

(GRI 2-7, 405-1)

Job Category	Total male employees	Total female employees	Total employees by job category
Executives	64	16	80
Managers	297	225	522
Professionals and middle management	1,880	1,117	2,997
Non-unionized operational staff	1,010	761	1,771
Unionized employees	7,651	4,340	11,991
Total	10,902	6,459	17,361

The positions included within these job categories are as follows:

- Executives: Directors, Vice Presidents, and Chief Executive Officer.
- Managers: Managers, Junior Managers, and Senior Managers.
- Professionals and middle management: Specialists and Team Leaders.
- Non-unionized operational personnel: Analysts.
- Unionized personnel: Pilots, Flight Attendants, and Ground Staff.

Table 23. Employees by nationality 2025

(GRI 2-7)

Nationality	% of workforce	Number of temporary employees	% of workforce in managerial positions ⁽¹⁾
Mexico	97.87%	1,270	87.70%
LATAM	1.19%	3	7.97%
North America	0.55%	5	1.82%
Europe	0.34%	0	2.32%
Asia	0.06%	0	0.16%
Total	100%	1,278	100%

1. Considera los puestos de gerentes y ejecutivos.

Table 24. Number and hiring rate by age, 2025

(GRI 401-1)

Age	Number		Rate ⁽¹⁾		Total new hires	Tasa total
	M	W	M	W		
Under 30 years	863	384	32.23%	24.62%	1,247	29%
Between 31 and 50 years	509	257	7.77%	6.48%	766	7%
Over 50 years	47	26	2.81%	2.78%	73	3%
Total	1,419	667	13.02%	10.33%	2,086	

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

Table 25. Hires by job category and gender, 2025

(GRI 401-1)

Job category	Number	
	M	W
Executives	4	3
Managers	21	16
Professionals and middle management	40	31
Non-unionized operational staff	114	66
Unionized employees	1,240	551
Total	1,419	667

Table 26. Type of employee turnover by age, gender, and region, global level, 2025

(GRI 401-1)

Age	Voluntary		Total	Involuntary		Total
	M	W		M	W	
Under 30 years	226	64	290	706	362	1,068
Between 31 and 50 years	219	91	310	486	290	776
Over 50 years	20	15	35	53	33	86
Total	465	170	635	1,245	685	1,930
Turnover rate	3.66%			11.12%		

Table 27. Voluntary and involuntary turnover and turnover rate by age, gender, and region, global, 2025

(GRI 401-1)

Age	M	Rate (M)	W	Rate (W)	Total terminations	Rate(Total)
Under 30 years	932	34.8%	426	27.31%	1,358	32.04%
Between 31 and 50 years	705	10.76%	381	9.61%	1,086	10.33%
Over 50 years	73	4.37%	48	5.13%	121	4.64%
Total	1,710	15.69%	855	13.24%	2,565	14.77%

Table 28. Turnover rate by job category and type of termination, 2025

(GRI 401-1)

Job Category	Voluntary	Involuntary
Executives	0%	2.50%
Managers	2.68%	5.17%
Professionals and middle management	3.70%	2.57%
Non-unionized operational Staff	4.43%	5.96%
Unionized employees	3.55%	14.11%

Table 29. Ratio of basic salary and remuneration of women to men by job category, in MXN.

(GRI 405-2)

Job category	2024	2025
Executives	Confidential Information	Confidential Information
Managers	0.99	0.93
Professionals and Middle Management	0.97	0.96
Non-unionized Operational Staff	1.00	0.98
Unionized Employees	1.00	1.00
Total	0.99	0.95

1. For the calculation of the pay ratio, the monthly base salary and total remuneration are used.
2. Mexico is considered the location of significant operations due to its population density.

Table 30. Pay gap, 2025

(GRI 405-2)

Category	2025
Average Gender Pay Gap	1%
Median Gender Pay Gap	2%
Average Bonus Gap	1%
Median Bonus Gap	1%

Table 31. Annual compensation ratio, 2025

(GRI 2-21)

Change in Total Annual Compensation and Increase Ratio		
% Increase in Compensation of the Highest-Paid Employee ¹	Increase % of the average total annual compensation of all employees excluding the highestpaid individual ²	Ratio
4.5	4.5	1

Considerations: 1. For 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. 2. No type of employee (permanent, temporary, full-time, or part-time) was excluded except for the highest-paid individual. 3. Salaries are not expressed in full-time equivalent units for each part-time employee. 4. The 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.

Table 32. Training hours by gender and job category, 2025

(GRI 404-1)

Job category	# training hours		Average by job category (training hours)	
	M	W		
Maintenance-Unionized Cargo	163,361	8,366		79.39
Crew Unionized	257,012	154,368		70.59
Above Wing Below Wing Unionized (ASCs, Ramp for its Spanish acronym, tarmac)	543,431	139,736		176.62
Non-unionized (OO, Admin)	62,650	37,582		18.95
			Total	78.84
Total	1,026,454	340,052	Hombres	94.59
			Mujeres	52.47
Total annual training hours	1,366,506			

Table 33. Breakdown of trained employees by type of contract, 2025

(GRI 404-1)

# of Full-Time Employees	13,714
# of Part-Time Employees	26

Table 34. Average training cost per employee in MXN, 2025 vs. 2024

Average HC 2024	Investment 2024	Average cost per employee 2024	
16,689	\$123,231,188.00	\$7,384.20	
Average HC 2025	Investment 2025	Average cost per employee 2025	YoY Variation
17,333	\$155,680,542.06	\$8,981.74	22%

Table 35. Employees covered by collective bargaining agreements, 2025

(GRI 2-30, 407-1)

Total Employees Covered by Collective Bargaining Agreements	Total Full-Time Employees (FTE) Covered by Collective Bargaining Agreements
12,207	10,989

Table 36. Board Composition

(GRI 2-9)

Age Category	Total Men in Governing Bodies	Total Women in Governing Bodies	Total Members
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

Table 37. Board Members Details

(GRI 2-9, 2-10, 2-11, 2-15, 405-1)

Name	Age	Nationality	Position	Tenure on the Board (years)	Executive Member	Independent Member	Owner	Executive Committee	Nominations and Compensation Committee	Audit and Corporate Practices Committee	Safety Committee
Francisco Javier de Arrigunaga Gómez del Campo	62	Mexican	Chair of the Board of Directors	16	No	Yes	Yes	Yes	Yes	No	Yes
Andrés Conesa Labastida	56	Mexican	Director and CEO	19	Yes	No	Yes	Yes	No	No	Yes
Antonio Cosío Pando	57	Mexican	Director	17	No	No	Yes	No	President	No	No
Andrés Borrego y Marrón	56	Mexican	Director	2	No	No	Yes	No	No	No	No
Antoine George Munfakh	43	American	Director	2	No	No	Yes	Yes	Yes	No	No
Bogdan Ignashchenko	37	British	Director	2	No	No	Yes	No	No	No	No
Donald Lee Moak	68	American	Director	2	No	Yes	Yes	No	No	Yes	President
Eduardo Tricio Haro	62	Mexican	Director	16	No	No	Yes	President	No	No	No
Michael J. Wartell	56	American	Director	2	No	Yes	Yes	Yes	Yes	No	No
Peter W. Carter	62	American	Director	2	No	No	Yes	Yes	Yes	No	No
Jorge Andrés Vilches Martínez	52	Spanish	Director	2	No	Yes	Yes	No	No	Yes	Yes
Jorge Esteve Recolóns	58	Mexican	Director	17	No	No	Yes	No	No	No	Yes
Luis Fernando Gerardo de la Calle Pardo	66	Mexican	Director	16	No	Yes	Yes	No	No	President	No
Valentín Díez Morodo	85	Mexican	Director	16	No	No	Yes	No	No	No	No

Table 38. Experience and Qualifications

(GRI 2-9, 2-17, 2-18)

Francisco Javier de Arrigunaga Gómez del Campo

Chair of the Board of Directors

Other positions: CEO of Xokan Advisors. Member of the Board of Directors of Puerto de Liverpool, Gentera, Dine, Kuo, Prestanómico, and Paralelo 19. He holds a law degree from Universidad Iberoamericana and a Master's in Corporate Law and Finance from Columbia University.

Antonio Cosío Pando

Director

Other positions: Member of the Board of Directors of Cintra S.A. de C.V., Corporación Actinver, Kimberly Clark, S.A.B. de C.V., Grupo Sanborns, América Móvil, Carso Infraestructura y Construcción, Inmuebles Carso S.A.B. de C.V., and Grupo Financiero Inbursa. He holds a degree in Industrial Engineering from the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM).

Bogdan Ignashchenko

Director

Other positions: Partner at Apollo Global Management LLC, New York office since 2011 as part of the Private Equity team. Additionally, he is a board member of Jewel HoldCo S.a.r.l.; Novolex; Donlen; and Athene Life Re Ltd. He holds a degree in Economics from the Wharton School of the University of Pennsylvania.

Andrés Conesa Labastida

Director and CEO

Other positions: Chair of the SkyTeam alliance. Member of the Board of Directors of Sempra Energy. He holds a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM) and a Ph.D. in Economics from the Massachusetts Institute of Technology (MIT).

Andrés Borrego y Marrón

Director

Other positions: CEO and Co-Portfolio Manager of the Mexican Opportunities Credit Fund, Head of Business Asset Management at Credit Suisse in Mexico, Member of the Board of Agile Thought, Inc. He holds a degree in Industrial Engineering from Universidad Iberoamericana in Mexico City.

Antoine George Munfakh

Director

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. He specializes in investments in aviation, transportation, and logistics. He holds a degree in Economics from Duke University.

Donald Lee Moak

Director

Other positions: Co-Chair of the U.S. DOT Special Committee, Chair of Delta's Master Executive Council. CEO and Managing Director of ALPA. Aviation safety expert and member of the FAA Drone Advisory Committee (DAC). He holds a bachelor's degree from the University of West Florida.

Michael J. Wartell

Director

Other positions: He serves and has served on the boards of a number of public and private companies and special committees across sectors including healthcare, technology, financial services and industrials. Earlier in his career, Mr. Wartell held senior investment roles at Deutsche Bank and Merrill Lynch and began his professional career as an accountant with Arthur Andersen. Mr. Wartell holds the Chartered Financial Analyst, or CFA, designation and earned a B.S.E. degree with concentrations in Finance and Accounting from the Wharton School at the University of Pennsylvania.

Luis Fernando Gerardo de la Calle Pardo

Director

Other positions: CEO of De la Calle, Madrazo, Mancera, S. Member of the Board of Corporación Inmobiliaria Vesta. He holds a degree in Economics from ITAM and earned a Master's and Ph.D. in Economics from the University of Virginia.

Eduardo Tricio Haro

Director

Other positions: Chair of the Board of Directors of Grupo LALA and Nuplen Alimentos. Member of the Board of Directors of Grupo Televisa, Orbia, Grupo Financiero Banamex, Aura Solar, and the Mexican Business Council. Chair of the LALA Foundation and SER (Superación, Excelencia y Resultados). Member of the Board of the Hospital Infantil de México "Federico Gómez" and the National Institute of Medical Sciences and Nutrition Salvador Zubirán. He holds a degree in Agronomy from the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM).

Jorge Andrés Vilches Martínez

Director

Other positions: Partner at Renaissance Executive Forums, with experience in the Tourism and Hospitality industry; he served as Senior Vice President of Airlines at Sabre Technologies, previously was Commercial Director at Alitalia Società Aerea Italiana, and acted as President and CEO of Pullmantur Group, LATAM Airlines Group (Long-Term Business Unit), LAN Perú, and LAN Express. He holds a degree in Industrial Engineering from Pontificia Universidad Javeriana and an MBA from the University of Michigan Business School.

Peter Carter

Director

Other positions: He serves as a member of the Boards of Virgin Atlantic Airways, Grupo Aeromexico, the SkyTeam Global Airline Alliance, The Delta Air Lines Foundation, the United Way of Greater Atlanta, the Minnesota Business Partnership and the Georgia Chamber of Commerce, which he chaired in 2020. He previously served as a member of the State of Georgia Judicial Selection Commission.

Jorge Esteve Recolóns

Director

Other positions: Shareholder and Executive Committee member of ECOM Agroindustrial. He is Chair of Grupo IAMSA. He is a member of the Mexican Business Council, where he currently serves as Vice Chair and leads the International Relations Committee. He is also a board member of Telmex, Grupo Real Turismo, and the Latin America Conservation Council. He holds a degree in Business Administration from Universidad Anáhuac in Mexico City and an MBA from Kellogg Graduate School of Management in Chicago, Illinois.

Valentín Diez Morodo

Director

Other positions: Chair of the Mexican Business Council for Foreign Trade (COMCE) and Honorary Chair of Banamex. Member of the Board of Kimberly Clark Mexico. He is a member of the Mexican Business Council (CMN); founding member and first Chair of the Mexican Hispanic Business Council (CEHME), and Chair of CEHME. He is Chair of the Casa de México Foundation in Spain. He holds a degree in Business Administration from Universidad Iberoamericana and a postgraduate degree in Marketing, Sales, and Personnel Management from the University of Michigan.

Table 39. Number of Board members with industry experience

(GRI 2-17)

Energy	10%
Information Technology	10%
Telecommunications	40%
Consumer	90%
Consulting Services	40%
Real Estate Development	10%
Public Services	30%
Industrial	70%
Financial	90%
Aviation	90%

Supporting Committees

(GRI 2-9, 2-10, 2-13)

Aeromexico's Board of Directors is supported by a solid structure of permanent committees that strengthen its oversight and decision-making responsibilities. These include the Executive Committee, the Nominations and Compensation Committee, and the Audit and Corporate Practices Committee, as well as the Safety Committee, which serves as a specialized supporting body.

The Nominations and Compensation Committee is responsible for proposing the composition of these committees, ensuring an appropriate selection of members through evaluation and benchmarking processes carried out by independent third parties. Through these supporting committees, the Board promotes stakeholder participation and delegates oversight of the management of impacts and risks related to the organization's economic, environmental, and social performance. As part of the governance model, the committees submit periodic reports to the Board of Directors at each session, enabling informed and continuous supervision of the matters under their responsibility.

Executive Committee

Responsible for the management, direction, and execution of the key functions of the Company and its subsidiaries. Its work focuses on overseeing operations and ensuring compliance with business objectives, in accordance with the strategies, guidelines, and decisions approved by the Board of Directors.

Nominations and Compensation Committee

Responsible for proposing candidates to join the Board of Directors and its committees, as well as, when applicable, for submission to the Shareholders' Meeting. It may also recommend the removal of members when deemed appropriate. The composition of this committee is designated annually by the Board of Directors, ensuring proper alignment with the Company's needs.



Audit and Corporate Practices Committee

Acts as the primary internal oversight body for audit, accounting, and corporate practices matters. Its functions include supervising external auditors, monitoring accounting processes, approving the Code of Ethics and relevant policies, and informing the Board of Directors of any irregularities identified.

In coordination with Internal Audit, it receives and follows up on reports generated through the internal reporting system and issues periodic reports on audits performed. The committee is composed of independent members, and the appointment or removal of its chair requires approval by the shareholders at the Ordinary General Shareholders' Meeting.

Safety Committee

Its purpose is to oversee and support management in the safety and security of operations, as well as in the well-being of customers and employees. Its work contributes to safeguarding operational continuity and strengthening safety standards across the organization.

Remuneration Practices

(GRI 2-19, 2-20)

The Company's remuneration policies are defined through the Nominations and Compensation Committee, with the support of the Executive Vice Presidency of Human Resources, the Vice Presidency of Compensation and Benefits, and specialized external advisors. This process includes determining the compensation of members of the Board of Directors and senior management, which is reviewed and approved annually by the General Shareholders' Meeting.

Although the Committee is not composed entirely of independent directors, remuneration proposals are evaluated based on market criteria, transparency, and alignment with stakeholder interests, with the final decision resting with the Shareholders' Meeting. Throughout the Company's history, this framework has consistently received shareholder support, reflecting an appropriate balance between performance, responsibility, and corporate governance.

The Chairman of the Board, committee chairs, and independent directors receive a fixed annual compensation, payable quarterly, while proprietary directors receive a fixed amount for their participation in Board and committee meetings. In addition, since 2023, independent directors receive part of their annual compensation in shares representing the Company's capital stock, calculated based on their corresponding value and in accordance with criteria defined by the Nominations and Compensation Committee. Senior management receives fixed compensation determined based on market benchmarks and authorized by the same Committee, complemented by a short-term bonus linked to the achievement of corporate KPIs and, when applicable, long-term incentives aimed at sustainable value creation.

The Company also maintains a share subscription plan for officers who meet the criteria established by the Board of Directors and/or the Nominations and Compensation Committee.

No director or officer maintains agreements that include post-employment benefits in their capacity as directors. The Company does not grant pensions or retirement benefits to Board members, while executives may be eligible for retirement or termination benefits in accordance with applicable labor legislation, under the same conditions as other employees.

Table 40. Executive members

(GRI 2-9, 2-10, 2-13)

Our executive team is composed of distinguished professionals with extensive experience in aviation and related fields, under the leadership of Dr. Andrés Conesa, who has served as Chief Executive Officer since 2005.

Executive	Position	Previous Experience
	<p>Andrés Conesa Labastida CEO</p>	<p>Has been part of the IATA Board of Governors, is a member of the ALTA boards, and currently serves as Chair of the SkyTeam Board. Holds a degree in Economics from ITAM and a Ph.D. in Economics from MIT.</p>
	<p>Ricardo Javier Sánchez Bake Executive Vice President of Finance</p>	<p>Has extensive experience in the airline sector and the Mexican government. Earned a Ph.D. in Economics from UCLA.</p>
	<p>Aaron James Murray Executive Vice President of Commercial</p>	<p>Over two decades of experience in the commercial aviation sector, serving in various airlines.</p>
	<p>Santiago Diago Heilbron Executive Vice President of Operations</p>	<p>Over 25 years of experience in the sector; he is a lawyer and a commercial pilot.</p>
	<p>Rosa Angélica Garza Sánchez Executive Vice President of Human Resources</p>	<p>Has held key roles in human resources management. She is a psychologist, graduated from ITESM, and holds an MBA.</p>
	<p>Ernesto Gómez Pombo General Counsel and Executive Vice President of Institutional Relations</p>	<p>Has extensive experience as a legal executive, having worked in international markets including Colombia, New York, and Mexico.</p>
	<p>Andrés Castañeda Ochoa Executive Vice President of Digital and Customer Experience</p>	<p>Recognized as one of the 50 most influential leaders in marketing in Mexico. Expert in finance, innovation, and technology. With over 10 years at the company, he has been instrumental in earning several awards for Aeromexico.</p>



Annex II

Contribution to the Sustainable Development Goals

SDG	Specific SDG Target	Main contribution
SDG 3 Health and Well-being	The overarching goal is to ensure healthy lives and promote well-being for all at all ages.	<p>At Aeromexico, we contribute to this goal by providing health and safety management systems that protect both our employees and passengers. Our safety vision is structured around three strategic fronts that guide our management and strengthen the protection of our passengers at every stage of their journey:</p> <ul style="list-style-type: none"> · Safety · Security · Occupational Health and Safety <p>To learn more, please refer to the Health and Safety section.</p>
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.	<p>At Aeromexico, we implement policies and programs to promote gender diversity and inclusion within our workforce. Through our Well-being and Belonging Strategy, we create an environment where every individual can thrive with authenticity, respect, and safety. This strategy is built on three pillars:</p> <p>1. Build an inclusive culture and leadership Inclusion is embedded in our culture and guided by our leadership. We promote our collaborators and leaders' ability to enable tools and mechanisms needed to integrate diversity and inclusion and to promote equity.</p> <p>2. Focus on diversity groups We have identified four priority groups: gender, LGBTQ+, people with disabilities, and generations.</p> <p>3. Enable well-being and permanence through our processes, practices, and policies We integrate this approach into our policies, procedures, and processes related to areas such as selection, training, retention, professional development, as well as compensation and benefits.</p> <p>To learn more, please refer to the Well-being and Belonging Strategy section.</p>
SDG 5 Gender Equality		
SDG 7 Affordable and Clean Energy	7.2 By 2030, substantially increase the share of renewable energy in the global energy mix.	<p>We have established our Decarbonization Pathway, focused on addressing the most relevant sources of emissions within our operations. The strategy is structured around three priority axes, including progressively increasing the percentage of Sustainable Aviation Fuel (SAF) acquired by Aeromexico, subject to its availability in Mexico and across our destinations, with the goal of reaching 5% by 2030, in line with industry targets.</p> <p>To learn more, please refer to the EfficiencyAdoption of Alternative Fuels section.</p>

SDG	Specific SDG Target	Main contribution
SDG 8 Decent Work and Economic Growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.	<p>At Aeroméxico, we strive to grow sustainably by providing employment based on people's talent and offering benefits that support their professional and personal development. We have programs such as AM Conmigo, our comprehensive value proposition for employees, built around four dimensions: 1. Be yourself, 2. Make an impact, 3. Enjoy your work, and 4. Take care of yourself and others. These and other efforts have earned us various distinctions and certifications, including Great Place to Work, Top Employers (for the third consecutive year in 2025), and MERCO Talento, reinforcing our position as a Company that places its people at the center.</p> <p>To learn more, please refer to the the Our Talent section.</p>
	8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor.	<p>Since 2016, we have prioritized the prevention and detection of human trafficking, a crime that undermines the freedom and human rights of individuals who are stripped of their environment. Through strategic collaborations with organizations such as the United Nations Office on Drugs and Crime (UNODC), initiatives like the exhibition "Destino: Libertad. La ruta de la trata de personas", and the development of a Human Trafficking Identification Protocol, we contribute to combating and preventing this crime within our operations.</p> <p>To learn more, please refer to the Shared Social Value section.</p>
	8.9 By 2030, Ppromote sustainable tourism that creates jobs and promotes local culture and products.	<p>As providers of passenger air transportation services, our priority is to deliver an extraordinary experience for everyone. Our recognition as the world's most punctual airline is the result of strict coordination across teams, always placing the customer at the center of every decision. Through approaches such as Journey, we understand that the passenger experience begins and ends at home. In addition, we contribute to local economic development by connecting people to their travel destinations worldwide.</p> <p>We also take pride in representing Mexico on the global stage, honoring our roots and being recognized as the leading airline in Mexico and Latin America.</p> <p>To learn more, please refer to the sections Flight Plan: Elevating the Extraordinary Experience, and Customer Experience: Our Value Proposition.</p>

SDG	Specific SDG Target	Main contribution
SDG 9 Industry, Innovation and Infrastructure	9.1 Develop quality, reliable, sustainable, and resilient infrastructure.	<p>We are a world-class company specializing in passenger and cargo air transportation. We contribute to this goal through continuous process improvement, strategic hubs, and an ever-modernizing fleet. As of the end of 2025, we connected passengers across 129 routes, with 59% of our fleet consisting of next-generation aircraft. Additionally, through Aeroméxico Cargo, we transport an average of 170 thousand tons of cargo, fostering international trade and enhancing the country's competitiveness.</p> <p>To learn more, please refer to the A Journey with Purpose: Fleet, Routes and Destinations, and Aeromexico Cargo Up Close sections.</p>
	10.2 By 2030, empower and promote the inclusion of all individuals.	<p>We contribute to this goal through programs such as our Well-being and Belonging Strategy for employees; Women Artisans of Chiapas (2024–2026), which promotes the economic empowerment of Indigenous communities; and our Special Assistance Program, designed to support passengers who require additional assistance during their travel experience, including persons with disabilities, older adults, families, and travelers with pets.</p> <p>To learn more, please refer to Our Talent and Shared Social Value, and also to page 92 of our 2024 Sustainability Report: https://www.aeromexico.com/cms/sites/default/files/2025-05/Report%202024%20%281%29.pdf</p>
SDG12 Responsible Consumption and Production	12.6 Encourage companies to adopt sustainable practices and integrate sustainability reporting.	<p>At Aeromexico, we have been reporting on our sustainability-related activities since 2013 through reports such as this one, which also serves as our Communication on Progress (CoP) to the United Nations Global Compact, to which we are a signatory.</p> <p>In addition, we disclose our impacts, risks, and opportunities through recognized platforms such as the Carbon Disclosure Project (CDP) and S&P Global's Corporate Sustainability Assessment (CSA), among others. We believe this process enables us to track progress in our sustainability strategy, identify gaps in achieving our goals, and encourage others to strengthen their transparency practices.</p>
	12.b.1 Develop and implement tools to monitor the impacts of sustainable development in sustainable tourism that generates employment and promotes local culture and products.	<p>Through initiatives such as Sustainable Traveler and Onboard Sustainable Products, we offer our customers products and services that incorporate environmental criteria, enabling them to enjoy a travel experience aligned with sustainability principles without compromising quality or comfort.</p> <p>In addition, these programs allow us to measure the real impact of our sustainability efforts.</p> <p>To learn more, please refer to the Sustainable Travel section.</p>
SDG 13 Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards.	<p>We are committed to achieving Net Zero emissions by 2050, in alignment with the goals of the International Air Transport Association (IATA) and the United Nations through the Paris Agreement, which aims to limit global warming to well below 2°C.</p> <p>Our Decarbonization Roadmap focuses on addressing the most relevant sources of emissions within our operations. As an interim target, we aim to reduce greenhouse gas emissions intensity by 28% by 2030 compared to 2019, measured in CO₂ per revenue tonne-kilometer (CO₂/RTK).</p> <p>To learn more, please refer to the Decarbonization Roadmap section.</p>

ODS	Specific SDG Target	Main contribution
SDG 15 Life on Land	15.2 Promote sustainable forest management.	<p>Through volunteer programs, at Aeromexico we participate in reforestation activities in Mexico's forests.</p> <p>Additionally, although our use of paper is not intensive compared to other industries, the paper acquired for printing boarding passes has FSC (Forest Stewardship Council) certification. This certification guarantees that the paper comes from responsible and sustainably managed sources.</p> <p>To learn more, please refer to the Voluntarios a Bordo and Increasingly Sustainable Onboard Solutions section.</p>
	15.7 Combat wildlife trafficking.	<p>We have developed and implemented specific policies that involve all areas participating in the transportation and logistics chain. This ensures that each process complies with the IATA Live Animals Regulations (LAR), as well as with national regulations from the National Service for Agrifood Health, Safety and Quality (SENASICA) and PROFEPA.</p> <p>Additionally, in 2025 we strengthened our commitment by partnering with UNODC to develop an internal protocol for the prevention of illegal wildlife trafficking.</p> <p>To learn more, please refer to the Biodiversity section.</p>
SDG 16 Peace, Justice and Strong Institutions	16.2 End abuse and trafficking.	<p>See our contribution to SDG 8 Decent Work and Economic Growth, goal 8.7.</p>
	16.5 Substantially reduce corruption and bribery.	<p>We have an Anti-Corruption Policy and an Anti-Corruption Statement that clearly establish our absolute rejection and zero tolerance for any form of corruption, in alignment with our Code of Conduct, corporate practices, and applicable internal and external regulations. Both instruments are part of our comprehensive anti-corruption program, which is overseen by the Legal Compliance Department, with reporting and follow-up to the corresponding governing bodies.</p> <p>To learn more, please refer to the Anti-Corruption section.</p>



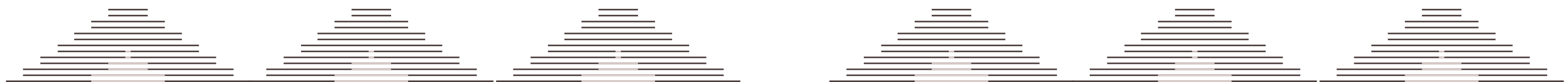
Annex III

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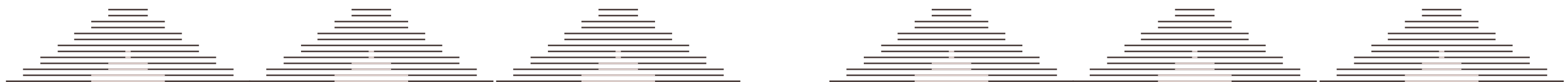
GRI STANDARD	CONTENT	REPORT SECTION	PAGE	EXTERNAL VERIFICATION	SDG	UN GLOBAL COMPACT
	201-1 Direct economic value generated and distributed	For information on our financial performance, please refer to annual report 2025.	Response in index.			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate-Related Risks	31		8.2, 8.5, 10.3	Principle 7
	201-4		Response in index.		8.1, 8.2, 9.1, 9.4, 9.5, 11.2	
GRI 203: Impactos Económicos Indirectos 2016	203-1 Infrastructure investments and services supported	Shared Social Value	71		1.2, 1.4, 8.2, 8.3, 8.5, 13.1	
	203-2 Significant indirect economic impacts	Shared Social Value	71		8.3	
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	205-3 Confirmed incidents of corruption and actions taken	Training and Communication on Ethics, Compliance, and Anti-Corruption Anti-corruption	81, 84		16.3, 16.10	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Anti-competitive Practices	86		12.2	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Annex I. Table 6. Onboard products with recycled content, 2025.	96	Limited assurance	12.2, 12.5	Principle 9
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GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy	45	Limited assurance	7.2, 7.3, 8.4, 12.2, 13.1	Principles 7, 8
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	302-3 Energy intensity	Energy	45	Limited assurance	7.3, 8.4, 12.2, 13.1	Principles 8, 9
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	303-2 Management of water discharge-related impacts	Water Water Discharges	51		6.4	Principle 8
	303-3 Water withdrawal	Water Annex I. Table 15. Percentage of water use by activity in 2025.	51, 52, 98	Limited assurance	6.3	Principle 8
	303-4 Water discharge	Water Water Discharges Water Treatment	51, 52, 53		6.4	Principle 8
	303-5 Water consumption	Water	51, 52		15.1, 15.2, 15.7	

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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emmissions Annex I. Table 1: Total emissions by fuel type (Scope 1), site (Scope 2), and category (Scope 3)	41, 95	Limited assurance	8 3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions Annex I. Table 1: Total emissions broken down by fuel type (Scope 1), location (Scope 2), and Scope 3 category.	41, 95	Limited assurance	8 3.9, 12.4, 13.1, 14.3, 15.2	Principle 9
	305-3 Other indirect (Scope 3) GHG emissions	Emissions Annex I. Table 1: Total emissions broken down by fuel type (Scope 1), location (Scope 2), and Scope 3 category.	41, 95	Limited assurance	13.1, 14.3, 15.2	
	305-4 GHG emissions intensity	Emissions Intensity	41	Limited assurance	12.4, 13.1, 14.3, 15.2	Principle 8
	305-5 Reduction of GHG emissions	Operational Efficiency Travel Sustainably Increasingly Sustainable Onboard Solutions	42, 46			
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable	Response in index.		12.4, 13.1, 14.3, 15.2	Principle 8
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other Emissions	41	Limited assurance	6.3, 12.4, 14.1	Principle 8
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	306-2 Management of significant waste-related impacts	Circularity	49	Limited assurance	6.3, 12.4, 14.1, 15.1	
	306-3 Waste generated	Circularity Waste Generated	49, 50	Limited assurance	6.3, 12.4	
	306-4 Waste diverted from disposal	Circularity Annex I. Table 8: Total weight of hazardous waste not sent for disposal and breakdown of waste composition, in tons. Annex I. Table 9: Total weight of non-hazardous waste not sent for disposal, by destination, in tons. Annex I. Table 10: Total weight of hazardous waste not sent for disposal, in tons. Annex I. Table 11: Total weight of non-hazardous waste not sent for disposal, in tons.	49, 50, 97	Limited assurance	6.3, 14.2, 15.1, 15.5	
	306-5 Waste directed to disposal	Circularity Annex I. Table 12: Total weight of hazardous waste sent for disposal, broken down by composition, in tons. Annex I. Table 13: Total weight of non-hazardous waste sent for disposal and its final destination, in tons. Annex I. Table 14: Total weight of hazardous waste sent for disposal and final treatment, in tons.	49, 50, 97, 98	Limited assurance	5.1, 8.5, 8.6, 10.3	

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	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits	65		3.2, 5.1, 5.4, 8.5	
	401-3 Parental leave	Parental leave	66	Limited assurance	8.8	Principle 3
GRI 402: Labor/ Management 2016	402-1 Minimum notice periods regarding operational changes	Collective Bargaining	70		8.8	
	403-1 Occupational health and safety management system	Health and Safety Safety	56		3.3, 3.9, 8.8	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Management System	59		3.3, 3.9, 8.8	
	403-3 Occupational health services	Occupational Health and Safety Management System	59		3.3, 3.9, 8.8, 16.7	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Management System	59		3.3, 3.9, 8.8	
	403-5 Worker training on occupational health and safety	Training and Awareness	60		3.3, 3.7, 3.9, 8.8	
	403-6 Promotion of worker health	Occupational Health and Safety Management System Employees Health	59, 61		8.8	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety Management System Employees Health	59, 61		8.8	
	403-8 Workers covered by an occupational health and safety management system	Health and Safety	56		3.6, 3.9, 8.8, 16.1	
	403-9 Work-related injuries	Health and Safety Annex I. Table 16: Workplace accidents and injuries (employees) Annex I. Table 17: Workplace accidents and injuries (contractors) Annex I. Table 18: Employee TRIR and LTIR	56, 99	Limited assurance	3.3, 3.4, 3.9, 8.8, 16.1	
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	Employees Health Annex I. Table 19: Occupational illnesses (employees) Annex I. Table 20: Occupational illnesses (contractors)	61, 99		4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3	



Global Reporting Initiative (GRI) Content Index

GRI STANDARD	CONTENT	REPORT SECTION	PAGE	EXTERNAL VERIFICATION	SDG	UN GLOBAL COMPACT
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development Annex I. Table 32: Training hours by gender and job category, 2025	66, 102	Limited assurance	8.2, 8.5	
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development	66		5.1, 8.5, 10.3	
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development Performance Evaluation	66, 68	Limited assurance	5.1, 5.5, 8.5	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board of Directors Board Composition Annex I. Table 21: Employees by job category, gender, and age, 2025	99	Limited assurance	8.5, 10.3	
	405-2 Ratio of basic salary and remuneration of women to men	Compensation Annex I. Table 29. Ratio of basic salary and remuneration of women to men by job category, in MXN. Annex I. Table 30. Pay gap, 2025	66, 101	Limited assurance	5.1, 8.5, 8.8, 10.3	Principle 6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Ethics Line	83	Limited assurance		Principle 3
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collective Bargaining Annex I. Table 35. Employees covered by collective bargaining agreements, 2025	70, 102			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Shared Social Value	71			
	413-2 Operations with significant actual and potential negative impacts on local communities	Aeromexico Cargo Up Close	19		8.7, 8.8	Principle 2
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers screened through selection processes based on social criteria	Responsible Supply Chain	91	Limited assurance	8.8	Principle 2
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain	91			Principle 10
GRI 415: Public Policy 2016	415-1 Political contributions	Strategic Alliances Training and Communication on Ethics, Compliance, and Anti-corruption Anti-corruption	38, 81, 84		12.8	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Brand Perception	12		16.3	
	417-2 Incidents of non-compliance concerning product and service information and labeling	In 2025, there were no cases of non-compliance related to product and service information and labeling.	Response in index.		16.3	
	417-3 Incidents of non-compliance concerning marketing communications	In 2025, there were no cases of non-compliance related to marketing communications.	Response in index.		16.3, 16.10	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2025, there were no substantiated complaints related to customer privacy violations or customer data loss	Response in index.	Limited assurance		

Annex IV

Sustainability Accounting Standards Board (SASB) Content Index

Airlines

TOPIC	CODE	ACCOUNTING METRIC	SECTION	PAGE	EXTERNAL VERIFICATION
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 in Aeromexico	35	
	TR-AL-110a.3	(1) Total fuel consumed, (2) percentage alternative, (3) percentage sustainable	Annex I. Table 5: Fuel consumption of ground support equipment, in GJ.	45	
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements	Collective Bargaining	70	
	TR-AL-310a.2	(1) Number of work stoppages and (2) total days idle	In 2025, there were no strikes or work stoppages resulting from them.	Response in index.	
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Ethics Line Anti-competitive Practices	83, 86	Limited assurance
Accident & Safety Management	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	<i>Health and Safety Safety</i>	56, 60	
	TR-AL-540a.2	Number of aviation accidents	<i>Cybersecurity and Personal Data Protection Health and Safety Safety</i>	56, 87	
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	<i>Safety</i>	56	
Activity Metrics	TR-AL-000.A	Available seat kilometers (ASK)	Our Operations	18	
	TR-AL-000.B	Passenger load factor	Our Operations	18	
	TR-AL-000.C	Revenue passenger kilometers (RPK)	Our Operations	18	
	TR-AL-000.D	Revenue ton kilometers (RTK)	Our Operations Sustainable Economic Development	18	
		Number of departures	A Journey with Purpose: Fleet, Routes and Destinations	17	
	TR-AL-000.F	Average age of fleet	A Journey with Purpose: Fleet, Routes and Destinations	17	

Sustainability Accounting Standards Board (SASB) Content Index

Air Freight and Logistics

TOPIC	CODE	ACCOUNTING METRIC	SECTION	PAGE	EXTERNAL VERIFICATION
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	48	
	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	Annex I. Table 4: Ground energy consumption (electricity) in kWh. Annex I. Table 5: Fuel consumption of ground support equipment, in GJ.	45, 96	
Air Quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, and (3) particulate matter (PM10)	Emissions	41	
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	Annex I. Table 16: Employee TRIR and LTIR Annex I. Table 18: Workplace accidents and injuries (employees)	99	
Accident & Safety Management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Safety	56	
	TR-AF-540a.2	Number of aviation accidents	Safety	56	
Activity Metrics	TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	Sustainable Economic Development A Journey with Purpose: Fleet, Routes and Destinations	17, 18	
	TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	Fleet Capacity Aeromexico Cargo Up Close	19	
	TR-AF-000.C	Number of employees, number of truck drivers	Aeroméxico does not have employees who operate trucks.	Response in index.	
Air Freight and Logistics	TR-AF-430 a.3.	Percentage of transport providers with safety indicators above the regulatory threshold.	Not applicable	Response in index.	

Annex V

TCFD Content Index

PILLAR	RECOMMENDED DISCLOSURE	SECTION	PAGE
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.	Corporate Governance	77
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	31
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 Strengthening our Risk Management Framework Climate-Related Risks	29, 30
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.	Planet: A Journey with Purpose Annex I, Table 1: Total emissions broken down by fuel type (Scope 1), location (Scope 2), and Scope 3 category	40-44



Annex VI

Independent Assurance Statement



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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 2025.

Conclusion

We have performed a limited assurance engagement on whether the key sustainability performance indicators of Aeroméxico, described in the Annex A attached to this assurance report for the period from January 1st to December 31st, 2025 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 Annex A, attached to this assurance report for the period from January 1st to December 31st, 2025, are not prepared, in all material respects, in accordance with the Criteria.

Basis for the conclusion

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audit or Review 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 the 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 of 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 Management of Aeroméxico for any purpose or in any other context. Any party other than the Board of Directors and the Sustainability Management 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



Responsibilities for the key sustainability performance indicators

The Sustainability Management 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
- 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 misstatements, 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 our 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 the 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 28, 2026



Annex A

The Key Sustainability Performance Indicators' subject of our limited assurance engagement are the following:

No.	Standard	Contents
1		2-5 External Verification
2	GRI 2: General Contents 2021	2-7 Employees
3		2-23 Commitments and policies
4		3-1 Process of determining material issues
5	GRI 3: Material Themes 2021	3-2 List of material topics
6		301-1 Materials Used by Weight or Volume
7	GRI 302: Energy 2016	302-1 Energy Consumption Within the Organization
8		302-3 Energy Intensity
9	GRI 303: Water and Wastewater 2018	303-3 Water Extraction
10	GRI 305: Emissions 2016	305-1 Direct GHG Emissions (Scope 1)
11		305-2 Indirect GHG emissions associated with energy (scope 2)
12		305-3 Other indirect GHG emissions (scope 3)
13		305-4 GHG Emissions Intensity
14		305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions
15	GRI 306: Waste 2020	306-2 Management of Significant Waste-Related Impacts
16		306-3 Waste generated
17		306-4 Waste not intended for disposal
18		306-5 Waste Destined for Disposal
19	GRI 401: Employment 2016	401-1 New Employee Hiring and Staff Turnover
20		401-3 Parental Leave
21	GRI 403: Occupational Health and Safety 2018	403-9 Workplace Injury
22	GRI 404: Training and Education 2016	404-1 Average Training Hours Per Year Per Employee
23		404-3 Percentage of employees who receive periodic evaluations of their performance and career development
24	GRI 405: Diversity and Equal Opportunities 2016	405-1 section b. Diversity of governing bodies and employees
25		405-2 Ratio of basic salary to remuneration of women and men
26	GRI 406: Non-Discrimination 2016	406-1 section a. Discrimination and Corrective Actions
27	GRI 414: Social Evaluation of Suppliers 2016	414-1 New suppliers that have passed selection filters according to social criteria
28	GRI 418: Customer Privacy 2016	418-1 Substantiated Claims Relating to Violations of Customer Privacy and Loss of Customer Data.
29	SASB Aerolineas – TR-AL-520a.1	Total amount of monetary losses resulting from legal proceedings related to unfair competition rules.

