

# Avianca Group International Ltd.

## Bank of America Conference

May 2023

 INTRODUCTION TO AVIANCA

 Q1-23 FINANCIAL PERFORMANCE

Avianca is the leading airline in Colombia, Ecuador, Central America and has one of the largest airline operations in Latin America.

- World's oldest continuously operating airline.
- Over **120** routes, connecting to more than **60** destinations in the Americas and Europe.
- Over **115** passenger aircraft and **11** freighters serving our markets.

Member of Star Alliance since 2012, one of the world's largest global airline alliances, which provides Avianca's customers with access to the routes, destinations, and services of the extensive Star Alliance network.

Our core passenger airline business is complemented by our dedicated freighter operation and LifeMiles, a world-class loyalty program, providing the Group with scale and profitability.



The new Avianca is a portfolio of aviation businesses, the core of which is a cost-efficient narrowbody operation, with complementary entities that provide scale and profitability.

### CORE: COST-EFFICIENT POINT-TO-POINT NARROWBODY OPERATION

Avianca's narrowbody operation is the core business and follow all core elements of a LCC, with limited defined exceptions, and the ability to optimize for revenues due to its superior market positioning.



*New, densified, and differentiated product optimized for cost.*

### COMPLEMENTARY BUSINESS ENTITIES



#### WIDEBODY

- Single fleet operation
- Simplified experience
- Incidental connectivity



#### CARGO

- Separate freighters
- Also use belly of passenger fleets



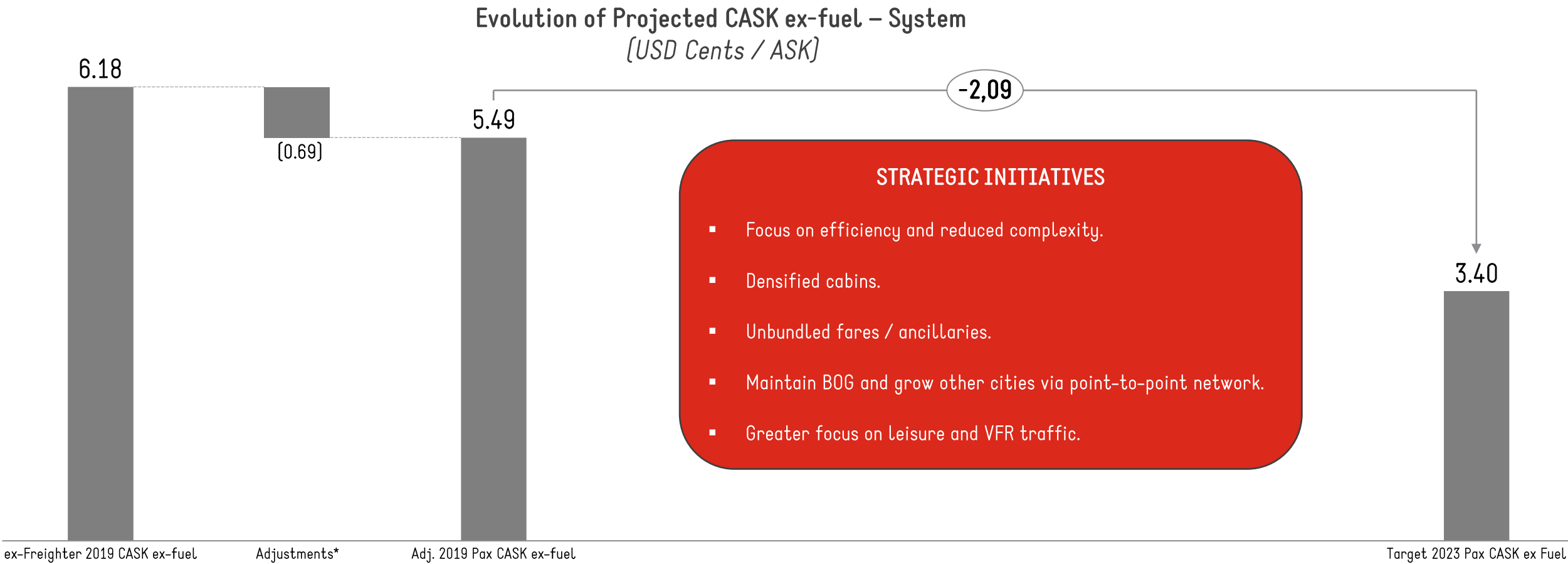
#### LOYALTY

- Frequent flyer program
- Coalition revenue
- Lounges and benefits



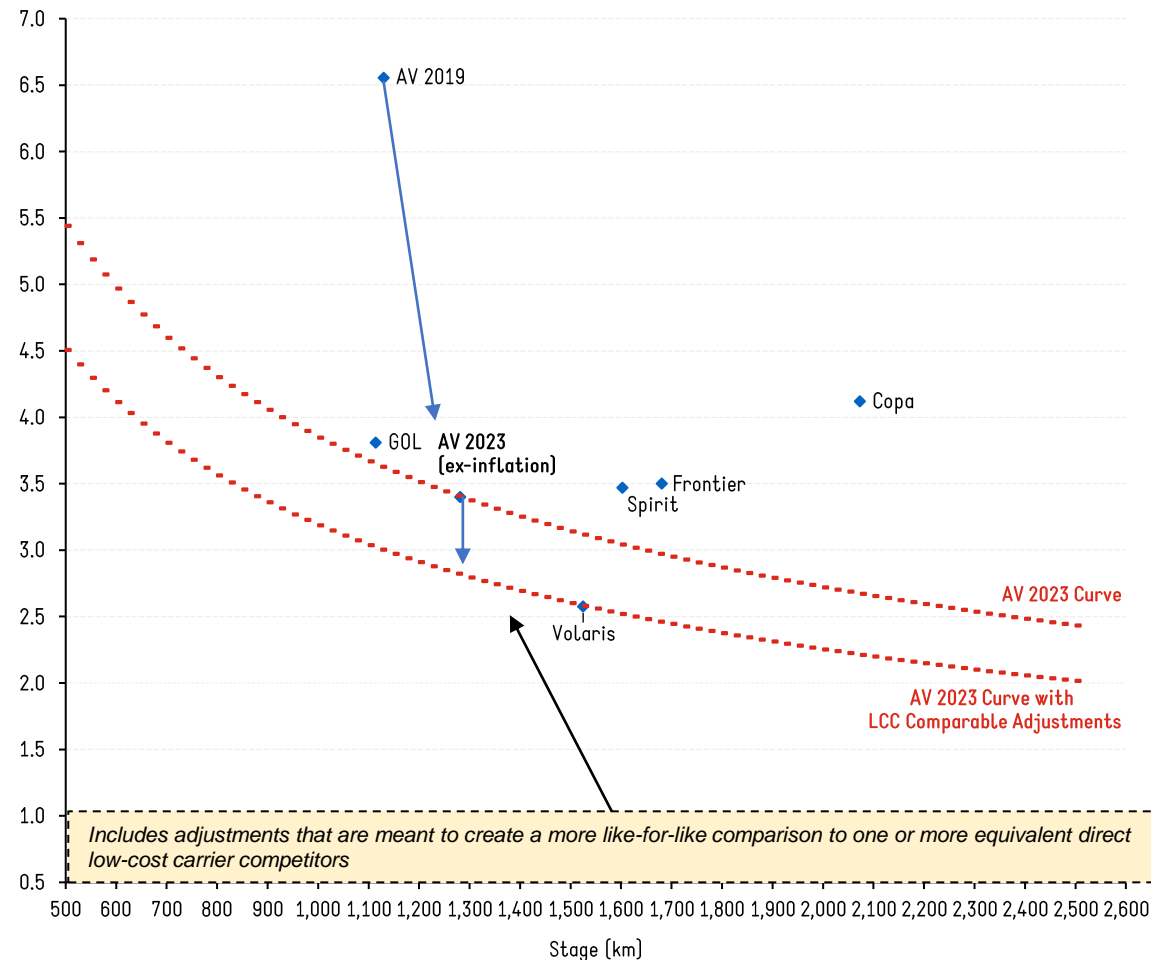
# COST-EFFICIENT POINT-TO-POINT NARROWBODY OPERATION

Our new business model will enable us to become a cost-efficient airline.



\*Related to One-time charges in 2019 and Non-Core activities.

Reaching a CASK ex-fuel target of 3.4 cents by 2023 will allow us to achieve one of the lowest cost structures in the region.






Narrowbody Adjusted CASK ex-Fuel<sup>1</sup> versus Stage

Network redesign has increased point-to-point service, and aircraft utilization has improved significantly.



Q1 2023 HIGHLIGHTS

-  5 point-to-point routes launched.
-  Over 550 Daily Flights in average
-  + 6.5 M Passengers carried

STATISTICS




	2019	Q1 - 23	YE 2023
Destinations	74	71	76
Routes	124	132	154
Daily departures	655	560	691
Aircraft Operative utilization (BH/Day)	9.5	10.6	11.5

Our operation is geared towards a standardized narrowbody fleet to increase efficiency.

## NARROWBODY



 105 AIRCRAFT

-  13 AIRBUS A319
-  70 AIRBUS A320 CEO
-  22 AIRBUS A320 NEO

## WIDEBODY






 13 AIRCRAFT

-  13 BOEING 787-8

## FREIGHTER



 11 FREIGHTERS

-  3 AIRBUS A300
-  6 AIRBUS A330
-  2 BOEING 767





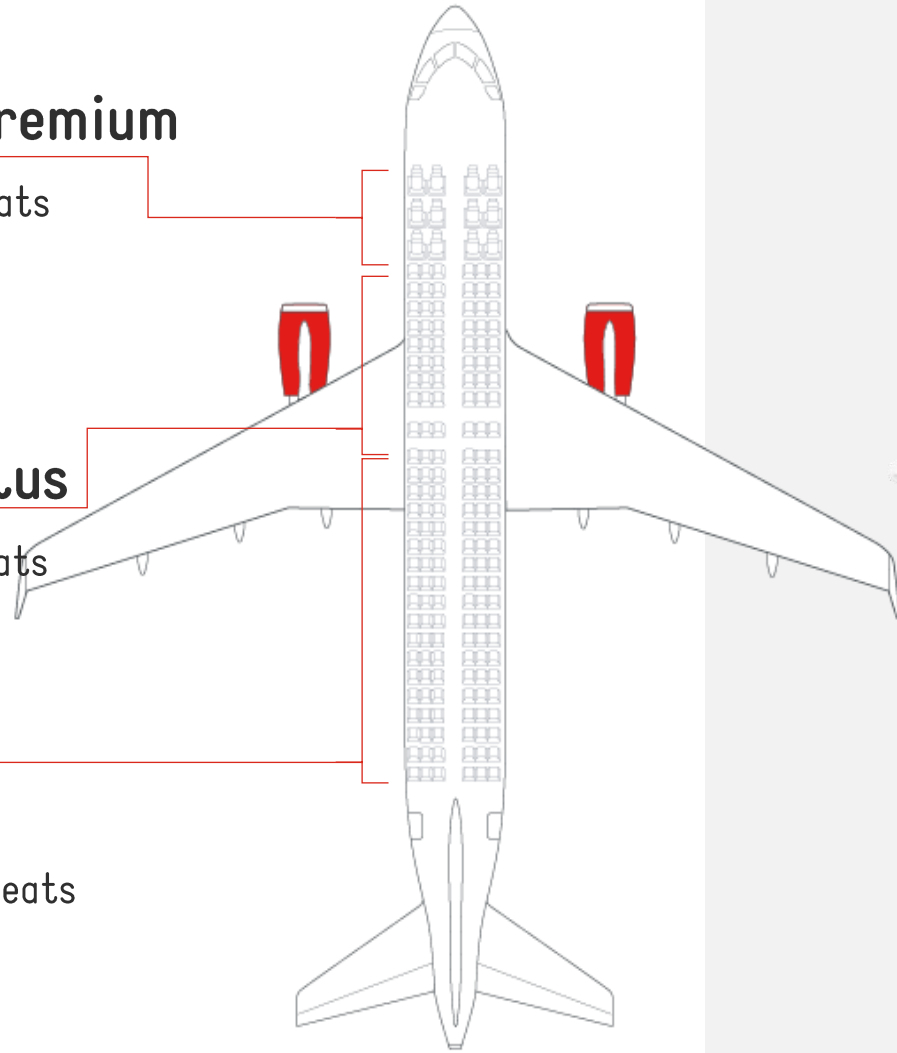
**Avianca Premium**  
Class 12 seats



**Avianca Plus**  
Class 60 seats



**Economy**  
Class 108 seats



## Densification Progress

[as of April '23]



90% Fully densified

10% To be densified  
by June '23

Avianca Cargo is among the TOP 3 most robust cargo airlines in America: Holds the #1 position in the flower market and is steadily growing in the south American long-haul destinations







## Highlights

- ✈ In 2022, we transported over 450K tons of perishables, textiles, pharmaceuticals, technology and more.
- ✈ More than 53 destinations with new freighters routes such as UIOBOGLAX and additional frequencies to Central America and the Caribbean
- ✈ Avianca's belly cargo capacity provides our cargo customers access to a wider network.
- ✈ ~20% growth in the Chilean salmon market vs previous year
- ✈ 11 dedicated freighter aircraft and up to 4 coming for the following years.
- ✈ AV Cargo offers service levels above industry standard



LifeMiles maintains a strong position as the largest and most recognized coalition loyalty program in Colombia and Central America.

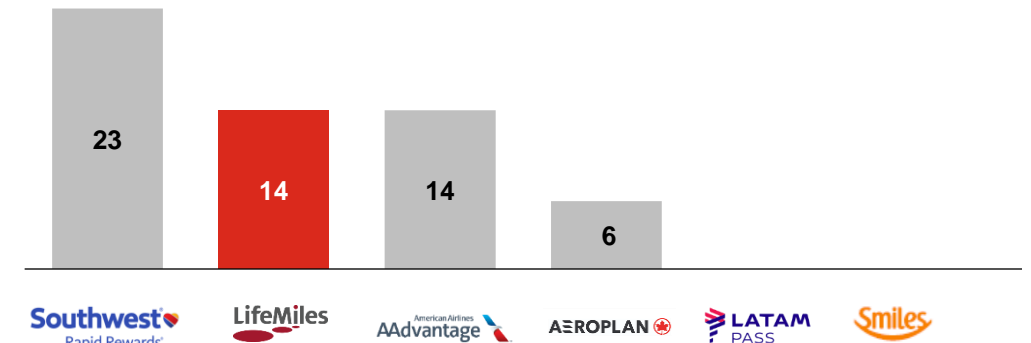
## Highlights of the Program

-  12.3+ million loyalty members
-  US\$ 213M LTM Mar-23 in Gross Billings
-  Winner of 14 Freddie Awards
-  Exclusive loyalty program for Avianca
-  514K co-branded credit cards
-  +400 commercial partners

## Select Partners

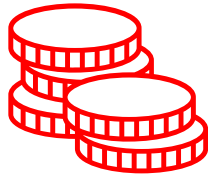


## One of the Most Awarded Loyalty Programs across the Americas<sup>1</sup>



1. Aggregate number of Freddie Awards from 2013 to 1Q'23.

Our business plan projections\* show us achieving compelling financial metrics.



**CASK ex-fuel**  
**3.4 Cents**



**EBITDA Margin**  
**>30%**



**Net Debt/EBITDA**  
**<2.5x**

## ENVIRONMENTAL

We updated our Sustainability Strategy, in line with our new Business Model and organizational culture.

### Q1-23 Highlights

- 🔥 Alliances: we signed an alliance with the **Wildlife Conservancy Society** to **improve our processes in the prevention and identification** of the crime of species trafficking in our value chain.
- 🔥 **40% conventional waste** (paper, cardboard, plastic) **recycled**, generating a positive social impact by dignifying the work of recyclers.

### Long-term goals

- 🔥 Usage of Sustainable Aviation Fuels on key routes.
- 🔥 Substitute single-use plastics on customer-related operations.
- 🔥 Adopt a paperless model.

## SOCIAL

We reinforced our social impact through strategic alliances and the promotion of a DEI culture.

### Q1-23 Highlights

- 🔥 We started the **human trafficking prevention project** with Fiscalía, UNODC and Fundación Renacer.
- 🔥 Colombian Civil Air Patrol: **we served 1,935 people** in vulnerable and refugee conditions in Bucaramanga ; 789 were children.

### Long-term goals

- 🔥 Achieve gender equality on our leadership positions.
- 🔥 Educate 100% of our customer service team on DEI protocols
- 🔥 Measure our ESG impact on the stakeholders.

## GOVERNANCE

We are convinced that a solid corporate governance is critical to achieving our goals.

### Q1-23 Highlights

- 🔥 We launched our 2022 Sustainability Report.

### Our Government

- 30** Members on the General Meeting of Shareholders
- 12** Members on our Board of Directors
- 15** Members on our Executive Leadership Team
- 4** Support committees
- 11** Policies

Avianca is led by a world class Senior Executive Team.



**ADRIAN NEUHAUSER** - Chief Executive Officer

Guides Avianca Group on the successful Business Plan implementation, aiming to position the Company as an industry leader which generates value for stakeholders.



**FREDERICO PEDREIRA** - Chief Operating Officer

Leads the Company's operations, service, and business model transition by clearly defining and reconfiguring the Avianca product and its overall value proposition.



**ROHIT PHILIP** - Chief Financial Officer

Focuses on streamlining operations to strengthen the cost structure, reduce debt, improve liquidity and to substantially reduce fleet costs.



**MICHAEL SWIATEK** - Chief Strategy and Planning Officer

Leads the new Point-to-Point network implementation, in line with the reconfiguration and simplification of the product.



**MANUEL AMBRIZ** - Chief Commercial Officer

Responsible for the new business model execution, focusing on low-cost pricing, ancillaries, product simplification and digital direct distribution.



**MATTHEW VINCETT** - Chief Loyalty Officer & LifeMiles CEO

Launched LifeMiles in March 2011. Since then, LifeMiles has become the region's most awarded program, known for innovation & value delivered to members.



**RENATO COVELO** - Chief People Officer

Primarily responsible for building and aligning Avianca's new corporate culture throughout the organization.



**RICHARD GALINDO** - Chief Legal Officer

Lead the Company's successful Chapter 11 reorganization and emergence during the COVID-19 pandemic.



**FERNANDO LARA** - Chief Information Officer

Focuses on ensuring Avianca's technological transformation and stabilization are closely aligned with the Company's new business model.



**GABRIEL OLIVA** - Executive VP of Avianca Cargo

In charge of leading Avianca Cargo's strategy to become a top-tier Latin America carrier.

A highly knowledgeable Board of Directors supports the management team in the implementation of the new business strategy .



## **ROBERTO KRIETE** – Chairman

Chairman of Kingsland Holdings, Founder and Director of Volaris. Former Director and CEO of TACA Airlines.



## **RICHARD SCHIFTER**

Senior Advisor at TPG Capital. Former Board Member of American Airlines, US Airways and Ryanair



## **ADRIAN NEUHAUSER** – Chief Executive Officer

CEO of Avianca Group. Broad experience in Investment Banking, specializing on Aviation industry in Latin America



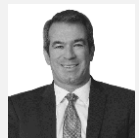
## **ALVARO AGUIRRE**

Former attorney at Sullivan & Cromwell, with extensive experience serving on public and private BoD.



## **PATRICK KIBLSKY**

Managing partner at Munuga and external advisor to Nexus Partners, specializes in wealth management.



## **CONSTANTINO DE OLIVEIRA JUNIOR**

Founder of GOL Airlines, served as its CEO from 2001 to 2012, and is currently chairman of the board of directors. CEO of Abra Group.



## **SIMON DUFFY**

Independent Director of Wizz Air and Nordic Entertainment, experienced in telecoms and commerce.



## **KERRY PHILIPOVITCH**

Former Senior VP – Customer Experience for American Airlines, knowledgeable in airline operations, and customer experience



## **ROBERT FORNARO**

Board member of WestJet airlines and advisor to Southwest Airlines. Vast experience in the transportation and travel industry.



## **GONZALO RESTREPO**

Large experience serving as member of the board of directors of leading Colombian companies and former CEO of Almacenes Exito.



## **DECLAN RYAN**

Founder and Managing Partner at Irelandia Aviation, Co-founder of Ryanair and former Executive Chairman at Viva Air Group.



## **RICHARD F. LARK, Jr.**

Former GOL's Chief Financial Officer and Investor Relations Officer. Broad experience in investment banking. Co-President of Abra Group.

 INTRODUCTION TO AVIANCA

 Q1-23 FINANCIAL PERFORMANCE





In Q1-2023 Avianca continued to deliver strong results, despite being a historically weak quarter.

- The Company generated **\$233 million in EBITDAR**; a 37% increase relative to Business Plan and a 67% YoY increase.
- The Group reached 3.9 cents in CASK ex-fuel for Q1-23 and remains **on track to achieve its CASK ex-fuel target of 3.4 cents** in Q4-23.
- The Company's cash balance remains strong, generating \$67 million in cash during Q1-23, to reach a total of \$928 million.
- Avianca further deleveraged during the quarter, Q1-23 Net Debt/LTM EBITDAR reached 4.1.



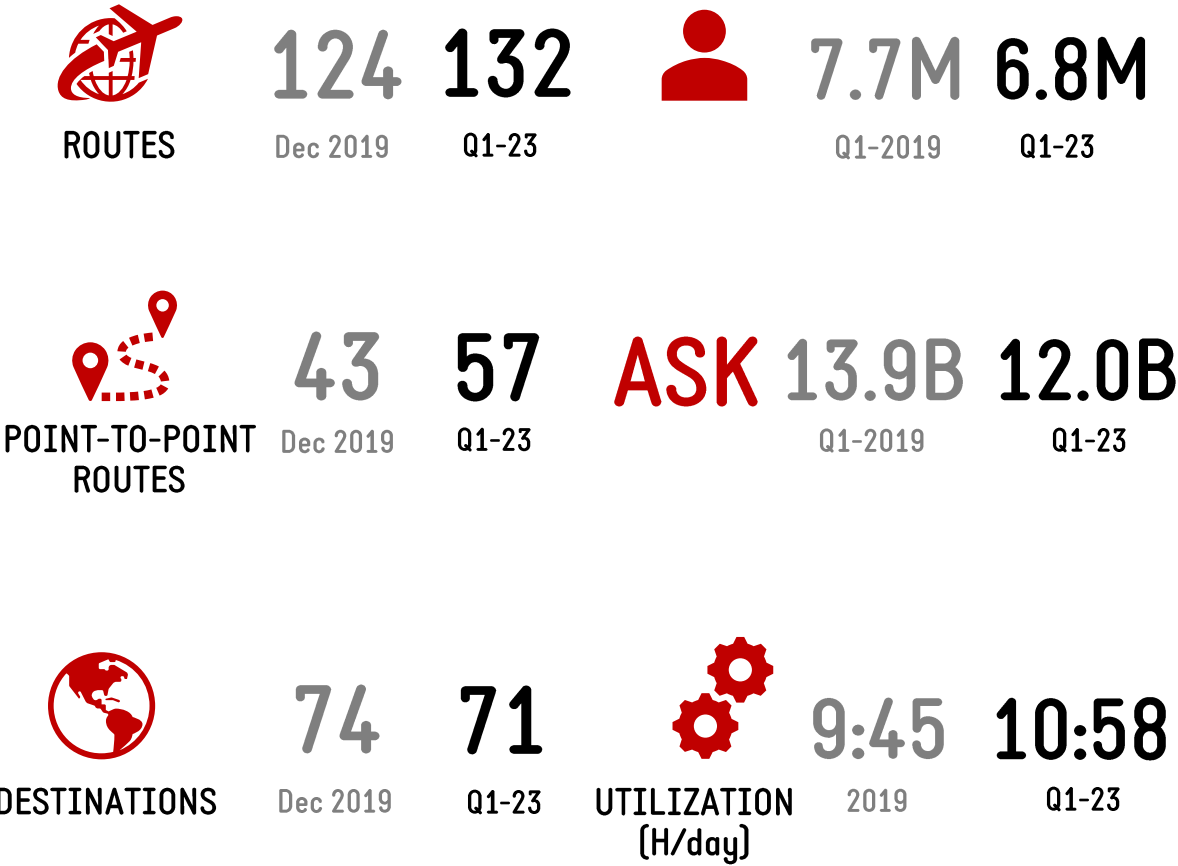
The Company has embarked on a business transformation that has resulted in significant improvements in product optimization, customer experience standardization, and employee engagement.



LifeMiles continued to add value to the Group, reflected in a 16% increase in its Q1-23 Cash EBITDA contribution relative to Business Plan; a 38% YoY increase. Cargo revenue outperformance began tempering but is still ahead projections for the period.

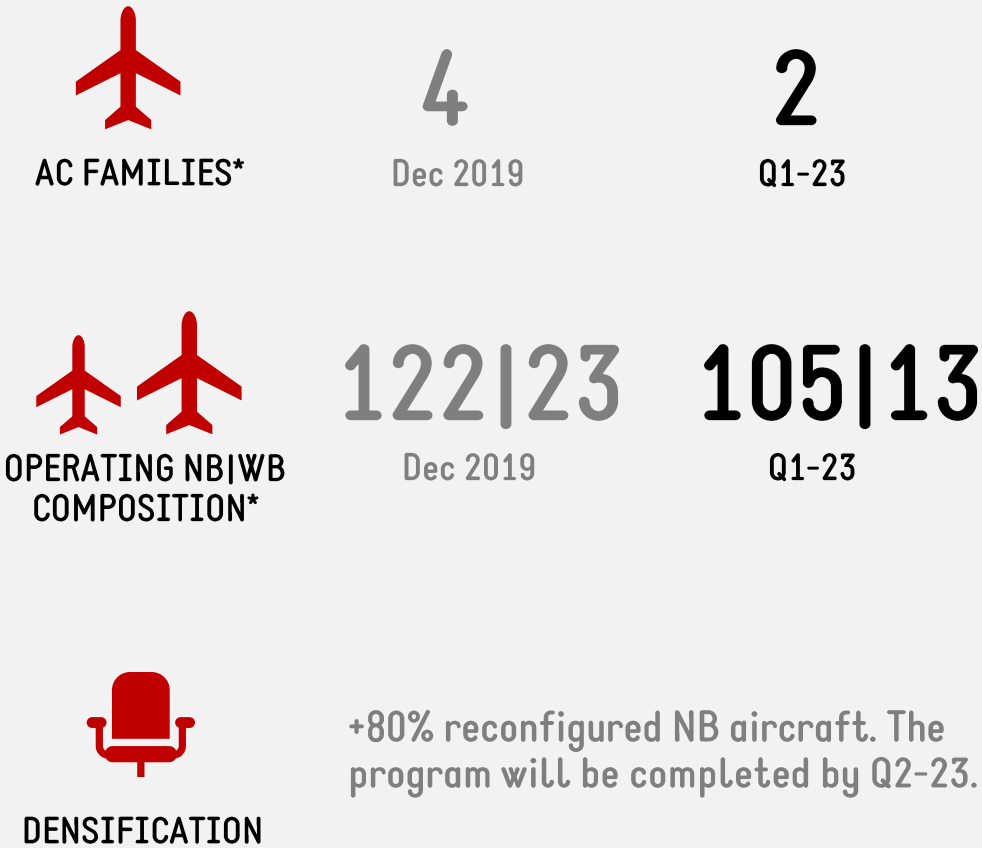
REDESIGNED NETWORK

Implement a more efficient, connected and accessible network to offer a more compelling product



FLEET SIMPLIFICATION

Delivering a standardized experience across our system.



\*Excluding freighters.

## CUSTOMER EXPERIENCE

Ensure a satisfying experience throughout the entire customer journey



**ON TIME  
PERFORMANCE**

**78.7%**

Dec 2019

**86.4%**

Q1-23

The world's sixth most on-time in 2022 and third in February 2023, according to Cirium.\*



**DEPARTURE 0**

**60.8%**

Dec 2019

**71.7%**

Q1-23



**SCHEDULE  
COMPLETION**

**98.4%**

Dec 2019

**99.4%**

Q1-23

## BRAND HEALTH\*\*

**#1**

Most desired airline in Colombia and El Salvador, and second best in Ecuador in 2022



Increased value for money perception as customers highly rated our schedule and routes convenience, closeness, and resoluteness.

## EMPLOYEE RELATIONS AND ENGAGEMENT

Connecting with our people to establish closer relationships.



**UNIONS AND  
ASSOCIATIONS**

**11**

Agreements signed since 2020, creating a true win-win relationship.



**COMMITTED  
TO WIN**

**+8K**

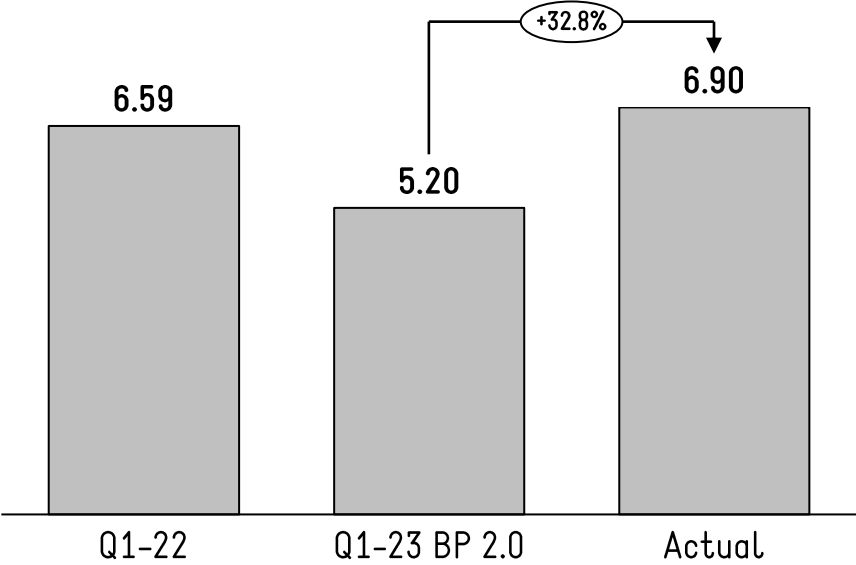
People have been trained in our new culture and values.


\*<https://www.cirium.com/thoughtcloud/most-on-time-airlines-and-airports-of-2022-cirium/>

\*\*Based on a survey conducted by Avianca from November 16 to December 2, 2022.

Improved unit revenue due to higher Yield relative to Business Plan and a strong Load factor.

PRASK\*

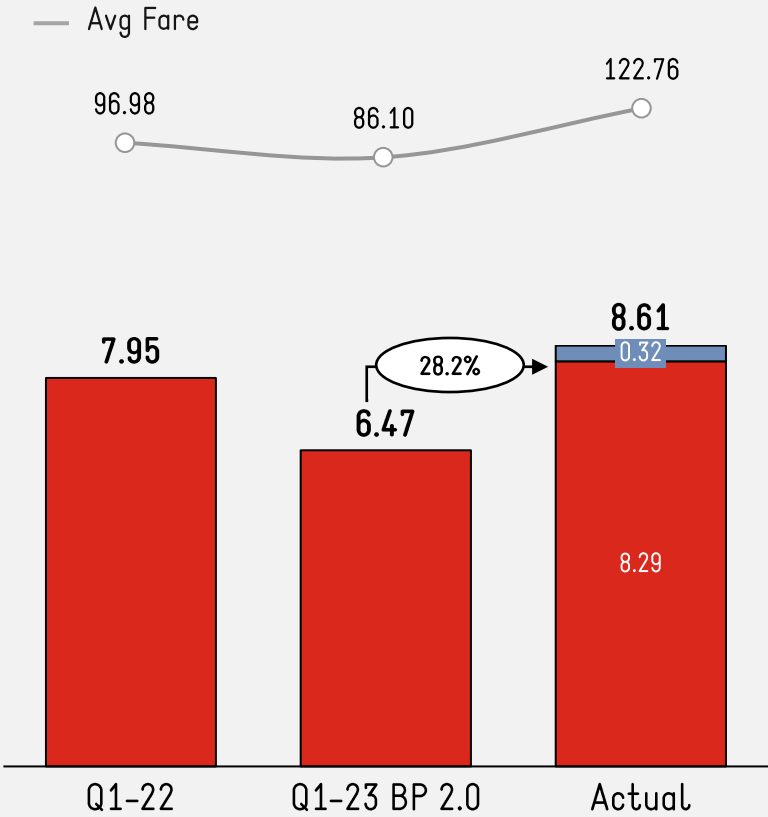





+32.8%

Vs. Q1-23 BP 2.0

YIELD\*

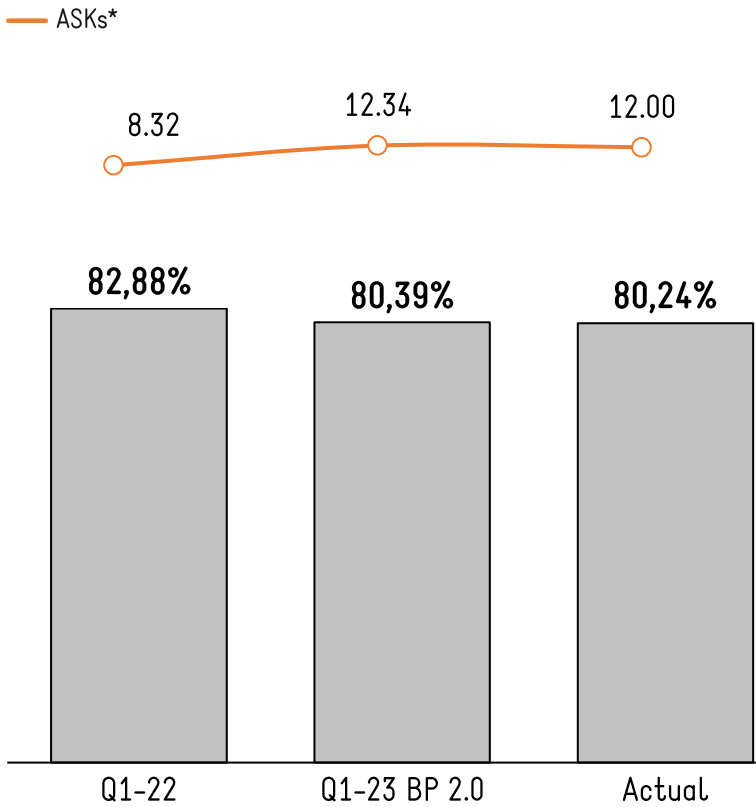




+28.2%

Vs. Q1-23 BP 2.0

LOAD FACTOR%

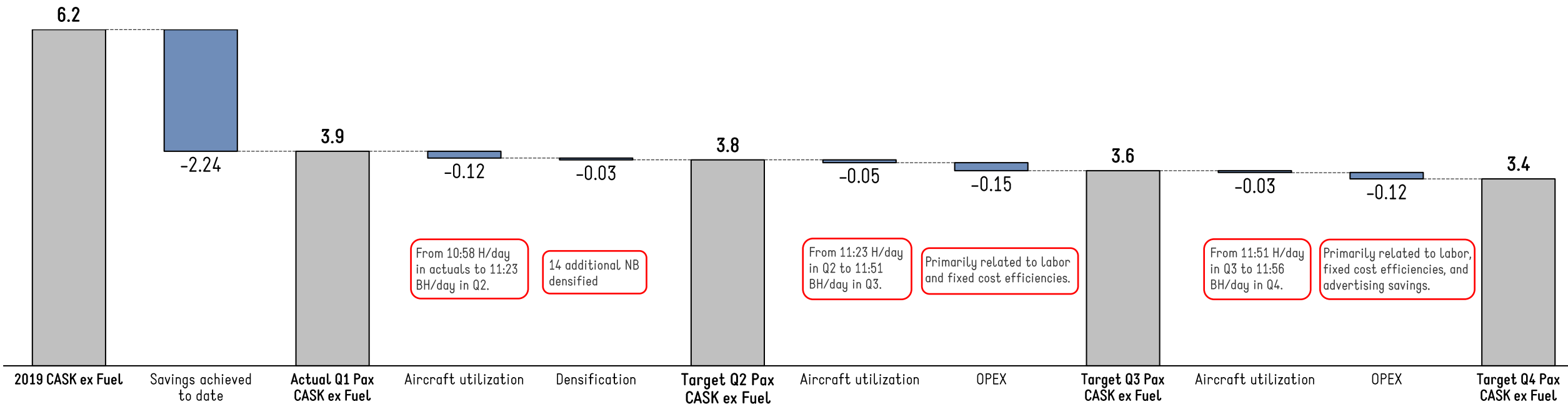


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BP 2.0: Business Plan projections.

\*ASKs figures are in billion, PRASK and Yield in US Cents.

Avianca ended Q1-2023 with a CASK ex-fuel of 3.9 cents. The Group remains on track to deliver Business Plan projected 3.4 cents passenger CASK ex-fuel in Q4-2023.



Q1-23 Key initiatives

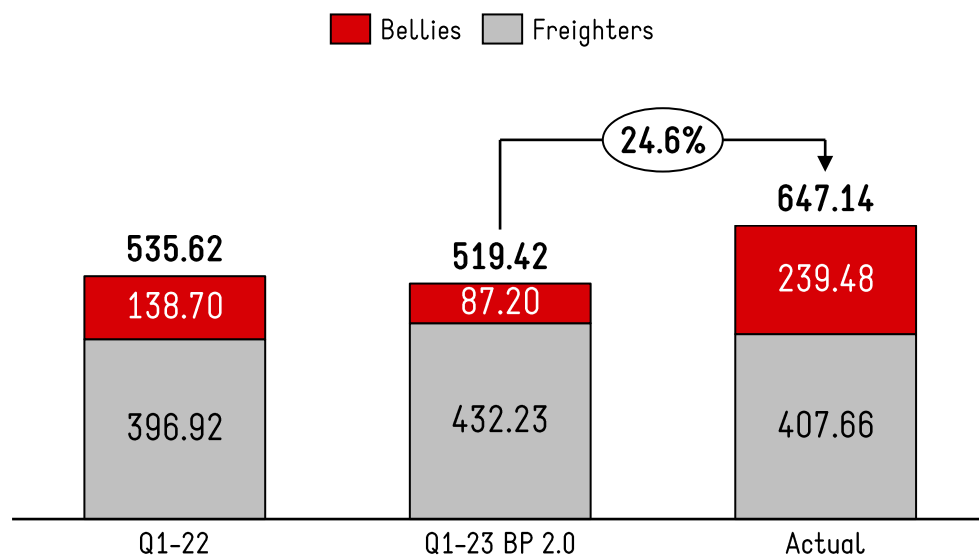
- 10 aircraft reconfigured.
- 5 new point-to-point routes launched.

Initiatives being implemented in Q2-23

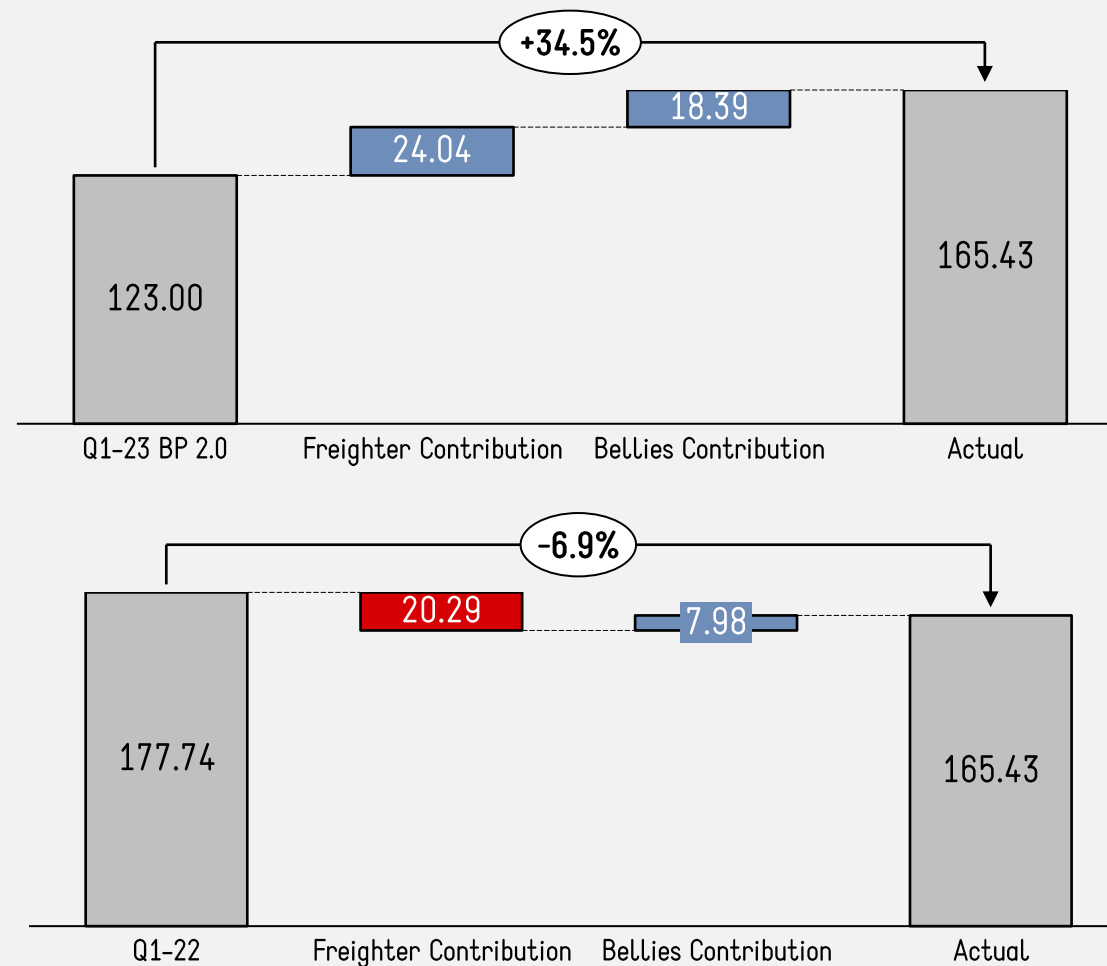
- 16 aircraft will be reconfigured.
- 10 new point-to-point routes to be launched.

Avianca Cargo revenue outperformance began to show signs of tempering in Q1-2023 but again exceeded Business Plan projections.

## CAPACITY

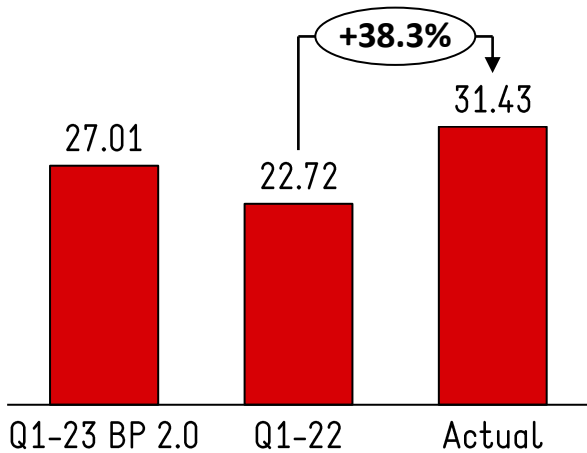



## REVENUE



LifeMiles performance significantly improved during the quarter, resulting in important Cash EBITDA contribution to the Group.

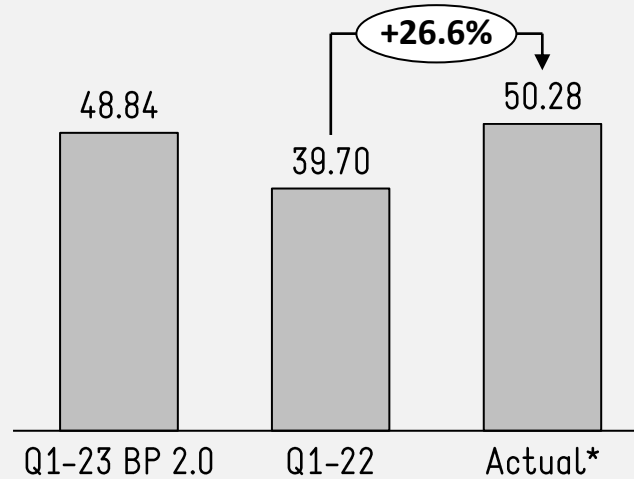
## LM CASH EBITDA TO AGIL<sup>1</sup>




 **+38.3%**  
vs Q1-22

- Growth & overperformance relative to BP driven mainly by better-than expected third-party Gross Billings

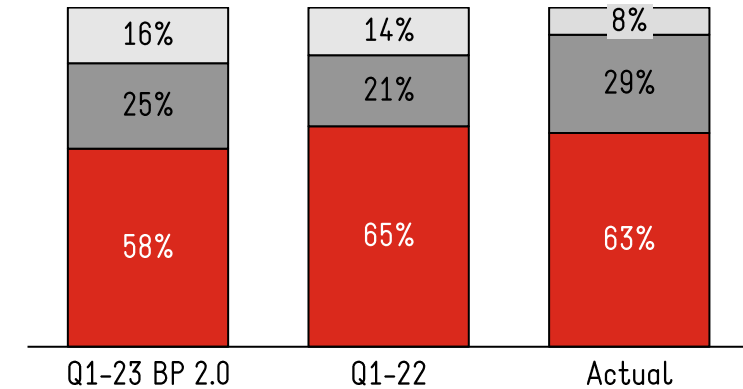
## THIRD PARTY GROSS BILLINGS<sup>2</sup>



 **+26.6%**  
vs Q1-22

- Third-Party GB overperformance driven by increased Member Direct and Conversion sales in North America due to higher redemption availability of NAM-Europe and NAM-Asia routes

## REDEMPTION



 Non Air  Air Partners  Avianca

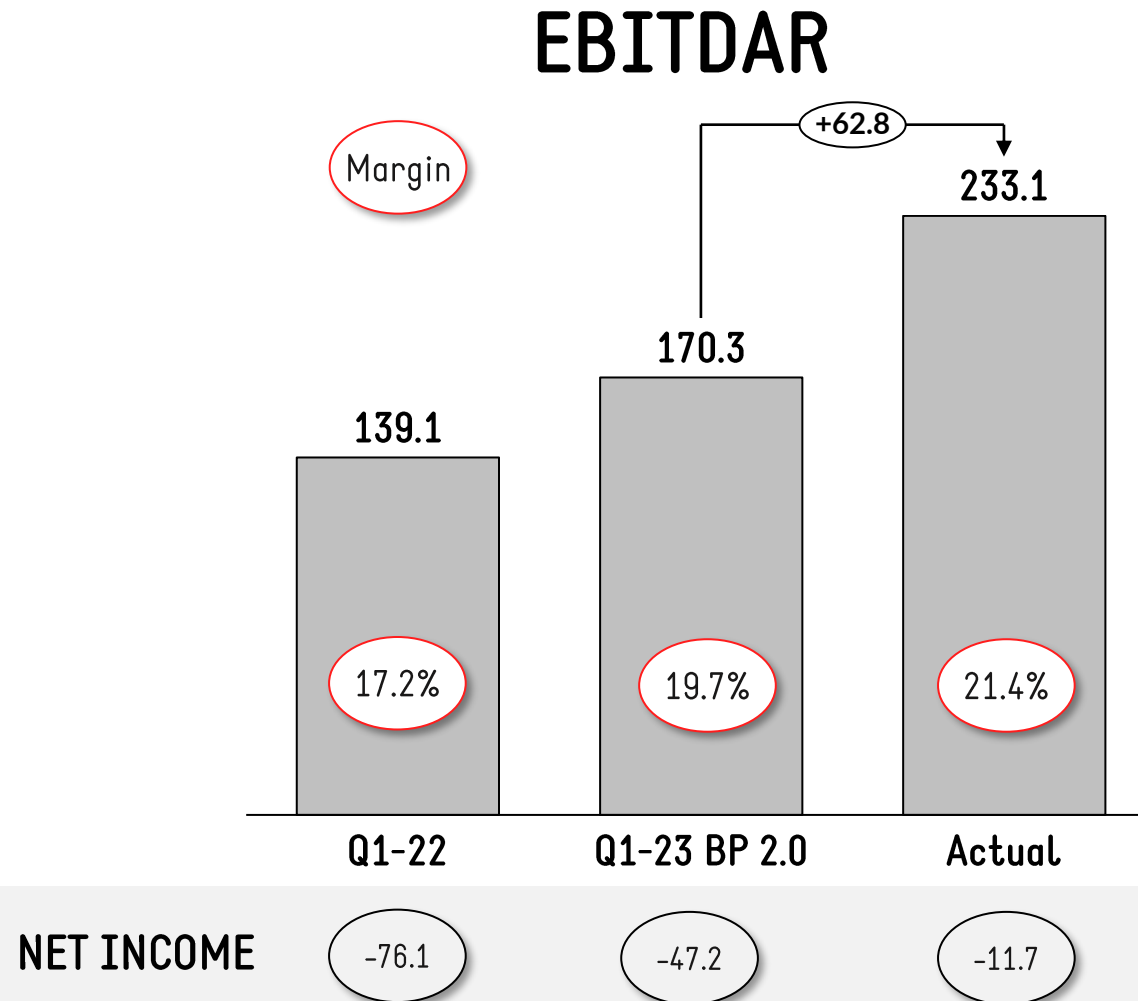
- Significantly lower redemptions in Non-Air rewards were partially offset by increased redemptions of non-competing Star Alliance routes
- Most redemption volume continues to be channeled to AV

1. Net of intercompany transactions

2. Business Plan Gross Billings excludes Digital Coalition Gross Billings where LifeMiles acts as agent (i.e. Merchandise Value).

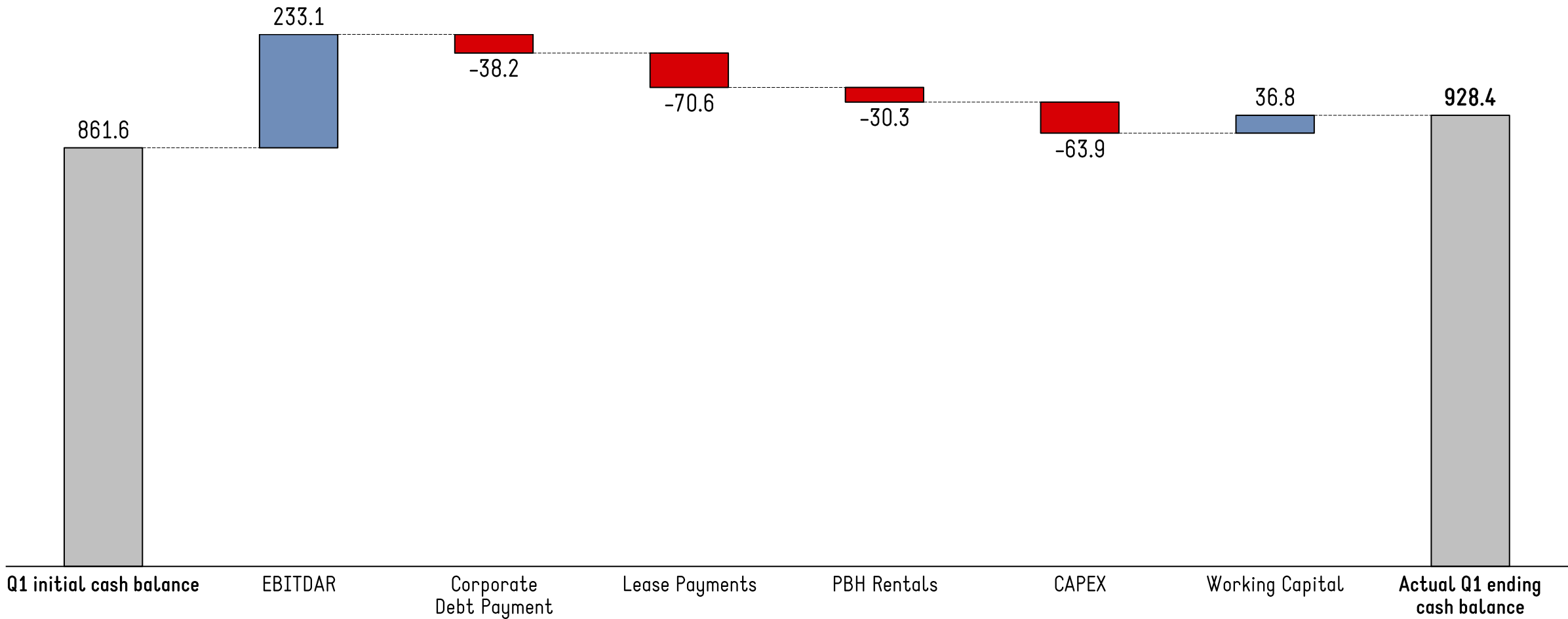
\* Impacted by COP devaluation: Average COP/USD of ~ 4,760 vs 3,500 in Business Plan.

The Company's new business model drove strengthened financial results during the first quarter, reflected in a \$63 million EBITDAR increase compared to Business Plan.



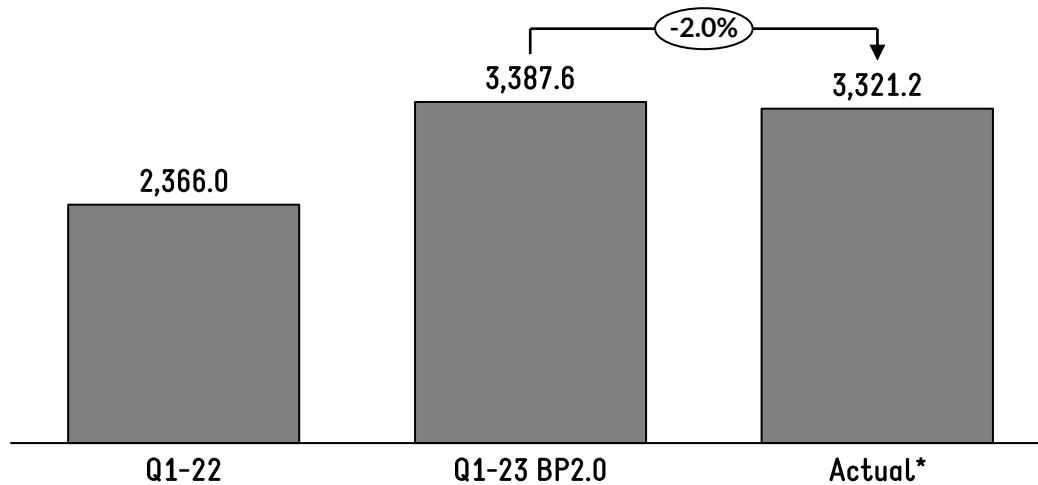


Avianca generated \$67 million in cash during Q1-23, to reach a robust \$928 million cash balance by quarter's end.



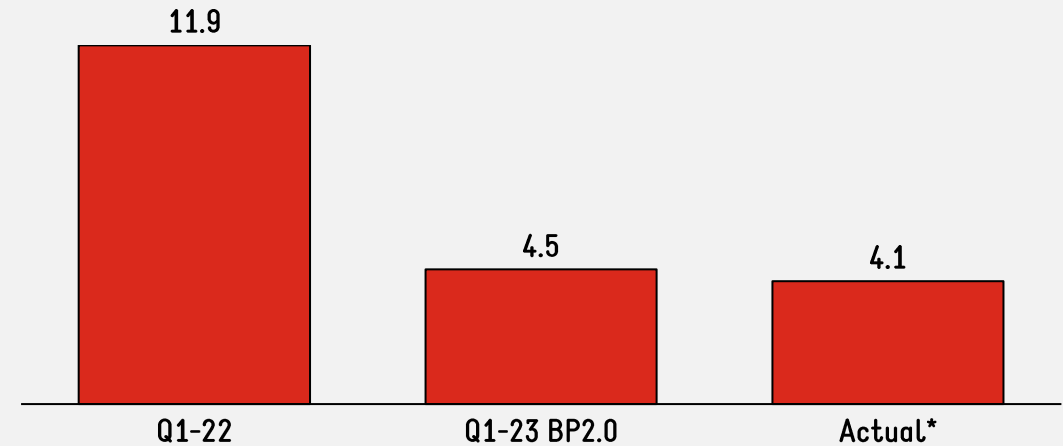
The Group continues to deleverage, in line with prior guidance: Q1-23 Net Debt/LTM EBITDAR reached 4.1.

## NET DEBT



 **-2.0%**  
vs Q1-23 BP2.0

## NET DEBT/LTM EBITDAR\*



# Thank you

IR CONTACT:  
[ir@avianca.com](mailto:ir@avianca.com)



# Appendix



Operating Statistics	forecast	forecast	forecast	forecast	forecast	forecast	forecast	forecast
	2021	2022	2023	2024	2025	2026	2027	2028
<b>All flights (passenger + cargo):</b>								
Departures	131,148	191,157	230,883	243,620	250,876	259,542	258,294	269,249
BH	254,634	421,877	553,785	616,637	649,372	671,402	653,389	679,896
<b>Passenger flights only:</b>								
Departures	121,156	191,157	230,883	243,620	250,876	259,542	270,497	281,452
BH	218,408	421,877	553,785	616,637	649,372	671,402	697,910	724,418
Kilometers (K)	108,987	209,214	296,159	340,612	363,302	376,845	391,797	406,749
Average Stage (km)	900	1,094	1,283	1,398	1,448	1,452	1,448	1,445
ASK (M)	17,367	38,190	55,061	64,108	68,230	70,609	73,300	75,992
RPK (M)	12,382	32,227	44,701	53,406	56,922	59,547	61,684	63,820
Load Factor	71.3%	84.4%	81.2%	83.3%	83.4%	84.3%	84.2%	84.0%
Seats	17,469,418	30,744,075	38,618,897	41,083,396	42,383,889	43,930,746	45,902,646	47,874,546
PAX	12,836,457	26,608,555	32,018,043	33,988,841	36,679,552	38,452,896	40,069,681	41,686,466
Average BH per Departure	1.80	2.21	2.40	2.53	2.59	2.59	2.58	2.57
Average Seats per Departure	144	161	167	169	169	169	170	170
Average Jet Fuel Price (US\$ / gallon)	1.75	1.83	1.74	1.67	1.67	1.67	1.67	1.67

US\$ M	actual 2019	actual 2020	forecast 2021	forecast 2022	forecast 2023	forecast 2024	forecast 2025	forecast 2026	forecast 2027	forecast 2028
Passenger Revenues	3,313.3	838.5	977.0	1,876.3	2,393.7	2,820.2	3,033.9	3,229.3	3,435.0	3,644.7
Other Passenger Related Revenues	276.9	93.3	129.0	388.2	531.9	588.7	672.4	699.8	725.4	751.5
Cargo Revenues	567.3	573.8	625.7	571.6	574.1	585.7	603.4	619.6	632.2	647.3
Loyalty Revenues	353.7	73.9	162.6	260.5	319.2	364.0	404.7	443.8	443.8	443.8
Other Revenues	110.3	132.1	48.8	28.8	29.6	30.4	31.3	32.2	32.8	33.4
<b>Total Operating Revenues</b>	<b>4,621.5</b>	<b>1,711.6</b>	<b>1,943.1</b>	<b>3,125.3</b>	<b>3,848.5</b>	<b>4,389.1</b>	<b>4,745.6</b>	<b>5,024.8</b>	<b>5,269.2</b>	<b>5,520.7</b>
Aircraft Fuel, net of Hedge	1,204.1	335.6	423.8	771.9	942.7	1,019.1	1,069.1	1,100.5	1,120.0	1,139.3
Aircraft and Engine Rentals	11.8	3.4	78.5	125.9	36.0	18.6	19.6	19.6	18.0	16.0
Depreciation, Amortization and Impairment	1,064.1	534.1	434.8	398.7	453.9	512.5	561.9	663.5	739.3	767.6
Maintenance And Repairs	257.6	121.5	162.2	176.5	223.6	247.9	263.8	269.6	255.6	286.0
Salaries, Wages And Benefits	717.3	389.0	388.6	399.7	428.0	467.7	508.5	530.3	563.0	598.2
Distribution, Commissions & Other S&M Expense	500.2	169.3	188.5	293.1	361.9	407.4	441.7	470.5	479.4	497.6
Other Operations Expense	1,009.2	386.6	503.3	645.4	811.9	903.6	965.7	1,014.2	1,065.9	1,121.1
General & Administrative Expense	411.6	393.7	273.9	161.7	167.6	177.4	184.2	191.3	199.6	207.7
<b>Total Operating Costs</b>	<b>5,175.8</b>	<b>2,333.1</b>	<b>2,453.8</b>	<b>2,972.9</b>	<b>3,425.6</b>	<b>3,754.2</b>	<b>4,014.6</b>	<b>4,259.5</b>	<b>4,440.8</b>	<b>4,633.6</b>
<b>EBIT</b>	<b>(554.3)</b>	<b>(621.5)</b>	<b>(510.7)</b>	<b>152.4</b>	<b>422.9</b>	<b>634.9</b>	<b>731.0</b>	<b>765.4</b>	<b>828.4</b>	<b>887.1</b>
<i>EBIT Margin</i>	<i>(12.0%)</i>	<i>(36.3%)</i>	<i>(26.3%)</i>	<i>4.9%</i>	<i>11.0%</i>	<i>14.5%</i>	<i>15.4%</i>	<i>15.2%</i>	<i>15.7%</i>	<i>16.1%</i>
<b>EBITDA</b>	<b>509.8</b>	<b>(87.4)</b>	<b>(75.9)</b>	<b>551.0</b>	<b>876.8</b>	<b>1,147.4</b>	<b>1,292.8</b>	<b>1,428.9</b>	<b>1,567.8</b>	<b>1,654.7</b>
<i>EBITDA Margin</i>	<i>11.0%</i>	<i>(5.1%)</i>	<i>(3.9%)</i>	<i>17.6%</i>	<i>22.8%</i>	<i>26.1%</i>	<i>27.2%</i>	<i>28.4%</i>	<i>29.8%</i>	<i>30.0%</i>
<b>EBITDA excluding aircraft PBH payments</b>			<b>51.6</b>	<b>667.3</b>	<b>896.7</b>	<b>1,147.4</b>	<b>1,292.8</b>	<b>1,428.9</b>	<b>1,567.8</b>	<b>1,654.7</b>
<i>EBITDA excluding PBH Margin</i>			<i>2.7%</i>	<i>21.4%</i>	<i>23.3%</i>	<i>26.1%</i>	<i>27.2%</i>	<i>28.4%</i>	<i>29.8%</i>	<i>30.0%</i>
<b>EBITDAR</b>	<b>521.5</b>	<b>(84.0)</b>	<b>2.7</b>	<b>676.9</b>	<b>912.8</b>	<b>1,165.9</b>	<b>1,312.5</b>	<b>1,448.5</b>	<b>1,585.7</b>	<b>1,670.8</b>
<i>EBITDAR Margin</i>	<i>11.3%</i>	<i>(4.9%)</i>	<i>0.1%</i>	<i>21.7%</i>	<i>23.7%</i>	<i>26.6%</i>	<i>27.7%</i>	<i>28.8%</i>	<i>30.1%</i>	<i>30.3%</i>
Interest Expense, net	290.9	373.9	587.8	341.9	367.2	366.3	358.3	321.7	337.3	368.3
(Gains) / Losses on Asset Sales	-	(0.3)	20.1	-	-	-	-	-	-	-
Derivative Instruments and Foreign Exchange	24.8	49.6	(33.7)	-	-	-	-	-	-	-
<b>Total Non-Operating Costs</b>	<b>315.7</b>	<b>423.2</b>	<b>574.2</b>	<b>341.9</b>	<b>367.2</b>	<b>366.3</b>	<b>358.3</b>	<b>321.7</b>	<b>337.3</b>	<b>368.3</b>
<b>Pre-Tax Income</b>	<b>(870.0)</b>	<b>(1,044.7)</b>	<b>(1,084.9)</b>	<b>(189.6)</b>	<b>55.8</b>	<b>268.6</b>	<b>372.6</b>	<b>443.7</b>	<b>491.1</b>	<b>518.8</b>
<i>Pre-Tax Margin</i>	<i>(18.8%)</i>	<i>(61.0%)</i>	<i>(55.8%)</i>	<i>(6.1%)</i>	<i>1.4%</i>	<i>6.1%</i>	<i>7.9%</i>	<i>8.8%</i>	<i>9.3%</i>	<i>9.4%</i>
Income Taxes	24.0	47.4	19.3	21.1	23.6	28.0	49.6	68.2	70.5	72.1
<b>Net Income</b>	<b>(894.0)</b>	<b>(1,092.0)</b>	<b>(1,104.2)</b>	<b>(210.7)</b>	<b>32.2</b>	<b>240.6</b>	<b>323.0</b>	<b>375.5</b>	<b>420.6</b>	<b>446.7</b>
<i>Net Margin</i>	<i>(19.3%)</i>	<i>(63.8%)</i>	<i>(56.8%)</i>	<i>(6.7%)</i>	<i>0.8%</i>	<i>5.5%</i>	<i>6.8%</i>	<i>7.5%</i>	<i>8.0%</i>	<i>8.1%</i>

US\$ M	forecast Apr - Dec 2021	forecast 2022	forecast 2023	forecast 2024	forecast 2025	forecast 2026	forecast 2027	forecast 2028	CUMULATIVE
<b>Cash Flows from Operations:</b>									
<b>EBITDAR</b>	<b>56.0</b>	<b>676.9</b>	<b>912.8</b>	<b>1,165.9</b>	<b>1,312.5</b>	<b>1,448.5</b>	<b>1,585.7</b>	<b>1,670.8</b>	<b>8,829.2</b>
Add-back of non-cash items:									
Maintenance and pension provisions	7.5	31.5	48.3	56.3	42.1	27.4	(2.1)	16.7	227.7
Other operating cash flows:									
Income tax paid, net of refunds	(68.5)	(30.1)	(25.6)	(27.3)	(44.7)	(67.4)	(69.9)	(71.7)	(405.2)
Working capital (net)	(22.3)	39.6	93.6	62.2	76.4	69.9	78.3	77.4	475.0
<b>Net Cash Flows Provided by Operations</b>	<b>(27.3)</b>	<b>717.9</b>	<b>1,029.1</b>	<b>1,257.1</b>	<b>1,386.3</b>	<b>1,478.4</b>	<b>1,592.0</b>	<b>1,693.3</b>	<b>9,126.7</b>
<b>Cash Flows from Investing:</b>									
Aircraft security deposits	(49.0)	(8.5)	(6.2)	(3.5)	(1.6)	(2.0)	(3.3)	(2.2)	(76.3)
Aircraft predelivery deposits, net of financing	-	(2.4)	(7.2)	29.9	(15.6)	(55.6)	16.9	1.3	(32.9)
Capital expenditures, net of financing	(181.1)	(211.0)	(175.7)	(287.8)	(395.5)	(368.3)	(440.6)	(476.8)	(2,536.7)
Aircraft return expenses	-	-	-	-	-	(9.4)	(54.7)	(36.2)	(100.3)
Interest income	1.1	1.4	1.5	1.9	2.4	2.7	3.3	3.9	18.2
<b>Net Cash Flows Provided by Investing</b>	<b>(229.0)</b>	<b>(220.5)</b>	<b>(187.7)</b>	<b>(259.4)</b>	<b>(410.3)</b>	<b>(432.5)</b>	<b>(478.5)</b>	<b>(510.0)</b>	<b>(2,728.0)</b>
<b>Cash Flows from Financing:</b>									
DIP - Tranche A and B issuance (new money)	174.5	-	-	-	-	-	-	-	174.5
DIP - Tranche A Repayment	(1,427.9)	-	-	-	-	-	-	-	(1,427.9)
Exit Debt - Issuance / Refinancing	1,600.0	-	569.9	-	1,085.4	-	-	-	3,255.4
Exit Debt - Repayment	-	-	(569.9)	-	(1,085.4)	-	-	-	(1,655.4)
Conversion of Tranche B DIP loan to equity	934.7	-	-	-	-	-	-	-	934.7
Retirement of Tranche B DIP loan to equity	(934.7)	-	-	-	-	-	-	-	(934.7)
Other long-term debt - New debt issuance	418.9	78.0	-	-	400.0	-	-	-	896.9
Other long-term debt - Debt repayment	(409.4)	(49.7)	(52.8)	(51.6)	(443.8)	(67.2)	(59.3)	(81.3)	(1,215.1)
Aircraft and engine rentals	(76.3)	(125.9)	(36.0)	(18.6)	(19.6)	(19.6)	(18.0)	(16.0)	(330.1)
Interest payments	(98.7)	(194.8)	(214.6)	(186.8)	(254.1)	(160.1)	(174.6)	(195.6)	(1,479.2)
Payments of IFRS-16 lease liability	(20.4)	(96.8)	(189.2)	(227.5)	(254.9)	(280.8)	(299.8)	(308.2)	(1,677.6)
Interest on IFRS-16 lease liability	(26.2)	(77.4)	(151.4)	(175.7)	(165.1)	(148.7)	(149.2)	(160.6)	(1,054.5)
<b>Net Cash Flows Used in Financing Activities</b>	<b>134.5</b>	<b>(466.5)</b>	<b>(644.0)</b>	<b>(660.2)</b>	<b>(737.6)</b>	<b>(676.5)</b>	<b>(700.9)</b>	<b>(761.8)</b>	<b>(4,512.9)</b>
<b>Cash Flows from Other Activities:</b>									
Pension payments	(17.1)	(24.0)	(24.4)	-	-	-	-	-	(65.6)
Purchase of LifeMiles stake	(5.0)	-	-	-	-	-	-	-	(5.0)
Sale of assets	(0.4)	-	-	-	-	-	-	-	(0.4)
Capitalization	200.0	-	-	-	-	-	-	-	200.0
<b>Net Cash Flows Used in Other Activities</b>	<b>177.5</b>	<b>(24.0)</b>	<b>(24.4)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>129.1</b>
<b>Net Cash Flow</b>	<b>55.7</b>	<b>6.8</b>	<b>173.0</b>	<b>337.5</b>	<b>238.4</b>	<b>369.4</b>	<b>412.6</b>	<b>421.5</b>	<b>2,014.8</b>
<b>Starting Cash Balance (consolidated AVH)</b>	<b>922.0</b>	<b>977.8</b>	<b>984.5</b>	<b>1,157.5</b>	<b>1,495.0</b>	<b>1,733.4</b>	<b>2,102.8</b>	<b>2,515.4</b>	<b>922.0</b>
<b>Ending Cash Balance (consolidated AVH)</b>	<b>977.8</b>	<b>984.5</b>	<b>1,157.5</b>	<b>1,495.0</b>	<b>1,733.4</b>	<b>2,102.8</b>	<b>2,515.4</b>	<b>2,936.9</b>	<b>2,936.9</b>

US\$ M	actual 2020	forecast 2021	forecast 2022	forecast 2023	forecast 2024	forecast 2025	forecast 2026	forecast 2027	forecast 2028
<b>Total assets</b>	<b>6,860.5</b>	<b>4,516.0</b>	<b>4,759.4</b>	<b>5,028.3</b>	<b>5,383.4</b>	<b>5,767.6</b>	<b>6,310.6</b>	<b>7,344.3</b>	<b>8,289.5</b>
Cash, restricted cash, short-term investments	978.4	977.8	984.5	1,157.5	1,495.0	1,733.4	2,102.8	2,515.4	2,936.9
Current tax assets	111.8	120.6	120.6	120.6	120.6	120.6	120.6	120.6	120.6
Accounts receivable, net of provision for doubtful accounts	233.0	139.6	164.8	199.0	218.9	238.6	258.1	265.1	280.0
Expendable spare parts and supplies, net of provision for obsolescence	81.4	70.2	58.6	72.2	82.5	89.1	94.0	108.0	113.1
Prepaid expenses	36.2	46.9	57.3	84.7	82.9	148.4	137.2	124.8	114.8
Assets held for sale	0.9	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Deposits and other assets	93.1	113.4	121.9	128.1	131.5	133.1	135.1	138.5	140.7
Intangibles	488.9	443.6	384.2	323.4	259.1	221.1	179.6	143.8	108.1
Deferred tax assets	25.2	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5
Property and equipment, net	3,764.6	993.3	1,082.3	1,121.3	1,278.2	1,565.9	1,916.5	2,394.4	2,901.4
IFRS-16 lease right-of-use asset (net)	1,046.9	1,587.2	1,761.7	1,798.1	1,691.3	1,493.9	1,343.2	1,510.4	1,550.5
<b>Total liabilities</b>	<b>8,162.3</b>	<b>5,377.6</b>	<b>5,808.0</b>	<b>6,015.3</b>	<b>6,104.4</b>	<b>6,154.5</b>	<b>6,316.7</b>	<b>6,929.8</b>	<b>7,428.3</b>
Long-Term Debt	4,880.9	2,466.2	2,494.5	2,441.7	2,470.9	2,549.6	2,744.3	3,143.1	3,521.3
IFRS-16 Lease Liabilities	1,400.3	1,527.8	1,874.8	1,982.5	1,909.5	1,733.2	1,582.6	1,741.6	1,768.3
Accrued interest	-	17.0	16.9	20.0	19.8	23.1	24.1	26.4	27.8
Tax liabilities	68.7	10.9	1.9	(0.1)	0.6	5.6	6.3	6.9	7.4
Accounts payable and accrued expenses	525.5	369.7	478.0	552.6	592.8	630.4	656.8	694.2	728.3
Provisions for return conditions and legal claims	184.2	131.3	164.2	202.1	236.5	268.2	285.5	235.2	223.2
Employee benefits	238.6	102.9	76.5	41.6	47.3	55.9	61.0	71.9	79.1
Air traffic liability	399.2	294.1	269.4	336.2	369.0	398.1	424.4	443.9	476.3
Other liabilities	12.1	11.3	11.3	11.3	11.3	11.3	11.3	11.3	11.3
Frequent flyer deferred revenue	452.8	446.4	420.5	427.3	446.6	479.1	520.3	555.3	585.1
<b>Total equity</b>	<b>(1,301.8)</b>	<b>(861.6)</b>	<b>(1,048.6)</b>	<b>(987.1)</b>	<b>(721.0)</b>	<b>(386.9)</b>	<b>(6.1)</b>	<b>414.5</b>	<b>861.2</b>

(1) Forecast assumes the sale of the Company's interest in Servicios Aeroportuarios Integrales SAI S.A.S. in August 2021

(2) The Company believes that under GAAP, Avianca will be able to adopt "fresh start" accounting that will result in a measurable positive equity balance at Emergence Date



	Q1-23	Q1-22	Var
Passenger	630.6	426.2	204.4
Ancillary Revenue	198.3	121.9	76.4
Cargo Revenues	179.1	191	-11.9
Loyalty Revenues	68.4	58.1	10.3
Other Revenues	10.8	13.5	-2.7
<b>Total Operating Revenues</b>	<b>1,087.10</b>	<b>810.7</b>	<b>276.4</b>
Aircraft Fuel	355.5	255.6	99.9
Air Traffic	43.6	41.2	2.4
Flight Operations	22.5	18.6	3.9
Ground Operations	109	84.3	24.7
Maintenance And Repairs	49.1	36.7	12.4
Passenger Services	18.1	17.2	0.9
Salaries, Wages And Benefits	119.6	103.3	16.3
Selling Expenses	78.1	68.4	9.7
Fees and Other Expenses	49.9	40	9.9
One Time Fees	8.7	6.9	1.8
<b>Total Operating Costs (ex D&amp;A+Rentals)</b>	<b>854</b>	<b>671.5</b>	<b>182.5</b>
<b>EBITDAR</b>	<b>233.1</b>	<b>139.2</b>	<b>93.9</b>
Aircraft Rentals	30.3	70.5	-40.2
Depreciation, Amortization and Impairment	96.8	51.5	45.3
<b>Total Operating Costs</b>	<b>981.2</b>	<b>793.7</b>	<b>187.5</b>
<b>EBIT</b>	<b>105.9</b>	<b>16.9</b>	<b>89</b>
Interest Net	105.3	87.1	18.2
Foreign Exchange Net	-0.6	1.5	-2.1
<b>Profit (Loss) Before Income Tax</b>	<b>1.2</b>	<b>-71.6</b>	<b>72.8</b>
Income tax expense	5.7	1.6	4.1
<b>Net Income from continuin operations</b>	<b>-4.5</b>	<b>-73.2</b>	<b>68.7</b>
Loss from discontinuing operations	-7.2	-2.9	-4.3
<b>Net Income</b>	<b>-11.7</b>	<b>-76.1</b>	<b>64.4</b>

	Q1-23	Q1-22	Var
Departures	49,569	42,619	16.31%
Block Hours	110,374	89,888	22.79%
ASKs (M)	12,005	8,320	44.29%
RPKs (M)	9,633	6,895	39.71%
Passengers (M)	6.8	5.7	19.30%
Load Factor	80.24%	82.90%	-2.70%
Yield <sup>1</sup>	8.6	7.9	8.90%
Average Fare <sup>1</sup>	122.8	97	26.60%
PRASK <sup>1</sup>	6.9	6.6	4.50%
PAX CASK <sup>2</sup>	6.4	8	-20.00%
PAX CASK ex Fuel <sup>2</sup>	3.9	5.5	-28.20%

1. Unit metrics includes passenger "flown" revenue, expired tickets and ancillary revenue  
2. Unit metrics exclude costs related to freighter operation, loyalty and other non-passenger operations

	1Q23 ACTUAL	1Q22 ACTUAL	Var
<b>EBITDAR</b>	<b>233.1</b>	<b>139.0</b>	<b>94.1</b>
Income tax paid	-6.5	-40.9	34.4
Working capital (net)	43.3	2.1	41.2
<b>Net Cash Flows Provided by Operations</b>	<b>269.9</b>	<b>100.1</b>	<b>169.8</b>
CAPEX	-62.8	-37.9	-24.8
Other Cash Flows provided by Investing	-1.1	-26.2	25.0
<b>Net Cash Flows Provided by Investing</b>	<b>-63.9</b>	<b>-64.1</b>	<b>0.2</b>
Corporate Debt	-38.2	-57.4	19.2
Aircraft Fixed rentals payments	-70.6	-14.1	-56.6
Aircraft PBH payments	-30.3	-70.5	40.1
Other Cash Flows provided by Financing	0.0	0.0	0.0
<b>Net Cash Flows Used in Financing Activities</b>	<b>-139.1</b>	<b>-141.9</b>	<b>2.8</b>
			0.0
<b>Total Net Cash Flow</b>	<b>66.9</b>	<b>-105.9</b>	<b>172.7</b>
Starting Cash Balance (consolidated AGIL)	861.6	1,320.8	-459.2
<b>Ending Cash Balance (consolidated AGIL)</b>	<b>928.4</b>	<b>1,214.9</b>	<b>-286.5</b>

#### Notes:

- The difference with financial statements is that this Cash flow statement starts from EBITDAR and Aircraft rentals (PBH payments) are included in cash flows provided by financing activities, while Cash flow from financial statements starts from Net Income and Aircraft rentals (PBH payments) are included in cash flows provided by operations.
- Total Liquidity of \$928.4M includes Cash, Restricted Cash and Short-Term Investments.

	Q1-23	Q4-22
<b>Assets</b>		
<b>Current assets:</b>		
Cash and cash equivalents	754.9	777.5
Restricted cash	40.4	39.2
Short-term investments	133.1	44.8
Accounts receivable, net	244.3	233.8
Current tax assets	190.3	176.3
Defined benefit assets, net	18.9	2.1
Expendable spare parts and supplies, net	93.6	88.6
Prepaid expenses	11.7	15.3
Deposits and other assets	49.9	36.5
Assets held for sale	15.9	26
<b>Total current assets</b>	<b>1,553.0</b>	<b>1,440.1</b>
<b>Non-current assets:</b>		
Deposits and other assets	90.8	81.3
Accounts receivable, net	2.6	2.6
Accounts receivable from related parties	105.5	103.3
Intangibles	2,879.3	2,893.2
Deferred tax assets	27.2	27.4
Property and equipment, net	2,931.4	2,671.9
<b>Total non-current assets</b>	<b>6,036.9</b>	<b>5,779.7</b>
<b>Total assets</b>	<b>7,589.8</b>	<b>7,219.8</b>

	Q1-23	Q4-22
<b>Liabilities</b>		
<b>Current liabilities:</b>		
Short-term borrowings and current portion of long-term debt	258.7	213
Accounts payable	445.5	429.9
Accounts payable to related parties	0	0
Accrued expenses	59.5	54.6
Current tax liabilities	15.3	10.1
Provision for legal claims	44.7	47.1
Provisions for return conditions	11.9	5.5
Employee benefits	69.5	81.7
Air traffic liability	662	589.8
Frequent flyer deferred revenue	158.8	165.2
Other liabilities	0.5	0.3
Liabilities held for sale	-	6.5
<b>Total current liabilities</b>	<b>1,726.4</b>	<b>1,603.7</b>
Long-term debt	3,990.90	3,771.80
Provision for return conditions	589.4	554
Employee benefits	45.7	40.2
Deferred tax liabilities	154.7	155.7
Frequent flyer deferred revenue	282.4	289.8
Other liabilities	0.2	0.1
<b>Total non-current liabilities</b>	<b>5,063.4</b>	<b>4,811.6</b>
<b>Total liabilities</b>	<b>6,789.7</b>	<b>6,415.3</b>
<b>Equity</b>		
Common stock	0	0
Share premium	1146	1146
Accumulated losses	-349.6	-336.1
Other Comprehensive Income	-11.8	-21.6
<b>Total equity attributable to AGIL</b>	<b>784.6</b>	<b>788.3</b>
Non controlling interest	15.5	16.1
<b>Total equity</b>	<b>800.1</b>	<b>804.5</b>
<b>Total liabilities and equity</b>	<b>7,589.8</b>	<b>7,219.8</b>

**Q1-23**

<b>AGIL Total operational cost (excluding fuel and YE adjustments)</b>	<b>625.7</b>
Freighters segment business cost	76.1
IFRS 3 trademark and customer relations intangible amortization and corporate cost allocation	12.6
Latin Logistics and AV courier expense	10
IFRS 3 trademark and customer relations intangible amortization	1.3
<b>Total Cargo and Courier</b>	<b>100</b>
Lifemiles Co. cost of rewards and SG&A costs	34.4
VIP Lounges, Star Alliance cost and Elite benefit	4.8
IFRS 3 trademark and customer relations intangible amortization	4.6
<b>Total Lifemiles</b>	<b>43.7</b>
Chapter 11 restructuring costs	8.7
<b>Total One-time expenses</b>	<b>8.7</b>
<b>Passenger operational cost (excluding fuel)</b>	<b>473.3</b>
ASKs	12,005.00
<b>Pax CASK ex Fuel</b>	<b>3.94</b>