Avianca
8-Year Financial Forecast

August 2021

Avianca 100 años

A STAR ALLIANCE MEMBER

Disclaimer

This document consolidates information from Avianca Holdings S.A. (the "Company") and its subsidiaries, including unaudited financial figures, operational managerial indicators, financial indicators and managerial projections of future performance, in line with the Company's and its subsidiaries' current business plans. References to future results are indicative and do not constitute a guarantee of performance by the Company, its stakeholders, management or directors. Unaudited accounting and financial information and projections presented in this document are based on internal data and calculations made by the Company, which may be subject to changes or adjustments and may differ from actual results under IFRS. Any change in the current economic conditions, the aviation industry, fuel prices, international markets and external events, as well as the Company's Chapter 11 plan, among others, may affect the Company's results and future projections.

Certain statements in this presentation, including statements regarding the further impacts of the COVID-19 pandemic and steps we plan to take in response thereto, are forward-looking and thus reflect our current expectations and estimates with respect to certain current and future events and anticipated financial and operating performance. Such forward-looking statements are and will be subject to many risks and uncertainties relating to our operations and business environment that may cause actual results to differ materially from any future results expressed or implied in such forward-looking statements. Words such as "expects," "projects," "will," "plans," "anticipates," "indicates," "remains," "believes," "estimates," "forecast," "guidance," "outlook," "goals," "targets" and similar expressions are intended to identify forward-looking statements. Additionally, forward-looking statements include statements that do not relate solely to historical facts, such as statements which identify uncertainties or trends, discuss the possible future effects of current known trends or uncertainties, or which indicate that the future effects of known trends or uncertainties cannot be predicted, guaranteed or assured, especially in light of the ongoing COVID-19 pandemic and the resulting grounding of part of our fleet. All forward-looking statements are based upon information available to the Company on the date of this presentation and the Company's current expectations, estimates and assumptions regarding future events and are applicable only as of the dates of such statements. Readers are cautioned not to put undue reliance on such forward-looking statements. We undertake no obligation to publicly update or revise any forward-looking statement, estimate or projection, whether as a result of new information, future events, changed circumstances or otherwise, except as required by applicable law.

The Company and its subsidiaries warn investors and potential investors that future projections are not a guarantee of performance and involve risks and uncertainties, including with respect to the Chapter 11 process, related negotiations and hearings before the Bankruptcy Court, as well as the COVID-19 crisis, and that actual results may differ materially. Every investor or potential investor will be responsible for investment decisions taken or not taken as a result of his or her assessment of the information contained herein.

This information (the "Transaction Information") does not contain all of the information material to an investment in Avianca and the restructuring transactions described herein (the "Restructuring"), and does not constitute an offer or a solicitation of acceptances of a Chapter 11 plan within the meaning of Section 1125 of the Bankruptcy Code or otherwise. Any such offer or solicitation will be made in compliance with any applicable securities, bankruptcy, and other applicable laws.

The Restructuring remains subject to approval of, among others, Avianca's Board of Directors and eventually by the United States Bankruptcy Court for the Southern District of New York, which is overseeing the Company's Chapter 11 process. Each recipient should review the Transaction Information with its counsel as it evaluates participation in the Restructuring. Nothing contained herein shall be an admission of fact or liability or deemed binding on any of the Company or its subsidiaries.

This presentation includes certain references to the non-IFRS measures of EBITDA, Net Debt to Adjusted EBITDA ratio.

We calculate Net Debt as long- and short-term debt minus cash and cash equivalents and short-term investments and Adjusted EBITDA (earnings before interest, taxes, depreciation, amortization, and restructuring costs) as consolidated net profit for the year plus the sum of income tax expense, depreciation and amortization and impairment, less interest expense, interest income, derivative instruments, foreign exchange, net and restructuring-related non-recurring expenses. We present Net Debt to EBITDA ratio because we believe it is a useful indicator of our operating performance, useful in comparing our operating performance with other companies. However, Net Debt and Adjusted EBITDA are not measures under IFRS and should not be considered in isolation, as a substitute for net profit determined in accordance with IFRS or as a measure of our profitability. Accordingly, you are cautioned not to place undue reliance on this information and should note that Net Debt to Adjusted EBITDA, as calculated by us, may differ materially from similarly titled measures reported by other companies, including our competitors.

Executive Summary | New Strategic Direction

Avianca has developed a revised 8-year forecast to position the Company for a successful emergence from Chapter 11, featuring:

Dramatically lower cost structure with focus on maintaining a low-cost position

- Total system passenger-airline CASK ex-fuel is projected to fall by more than 41% by 2023 versus 2019 (excluding inflation)
- Cost reductions result from a broad and deep program that spans the organization and includes more than 300 individual initiatives, including:
  - Significant fleet CASK improvements through improved utilization and seat densification
  - Implementation of a ZBO program to re-size the corporate overhead and back-office functions
  - Shift to lower-cost distribution
  - Buy-on-board program in place of free meals on most short-haul flights
  - Renegotiation of labor, maintenance and other significant contracts to drive improved efficiency and lower cost
  - Closure of under-performing AV Peru entity
- Majority of initiatives already in implementation

Substantial reduction in fleet costs and more efficient network design

- Average fleet ownership cost by aircraft type are expected to be reduced by over 35% through replacement of some existing aircraft with lower-cost (used) aircraft taken from the market and repricing of other existing aircraft to current market terms
- All narrowbody aircraft will be reconfigured with a new densified seat layout that adds ~20% more seats per aircraft, on average, bringing Avianca's seat configuration in-line with its low-cost peers and greatly reducing unit costs
- The Company has also re-optimized its network plan to increase aircraft utilization by adding more non-hub point-to-point flying, and to serve new destinations and new routes that are made viable as a result of the Company's lower cost structure

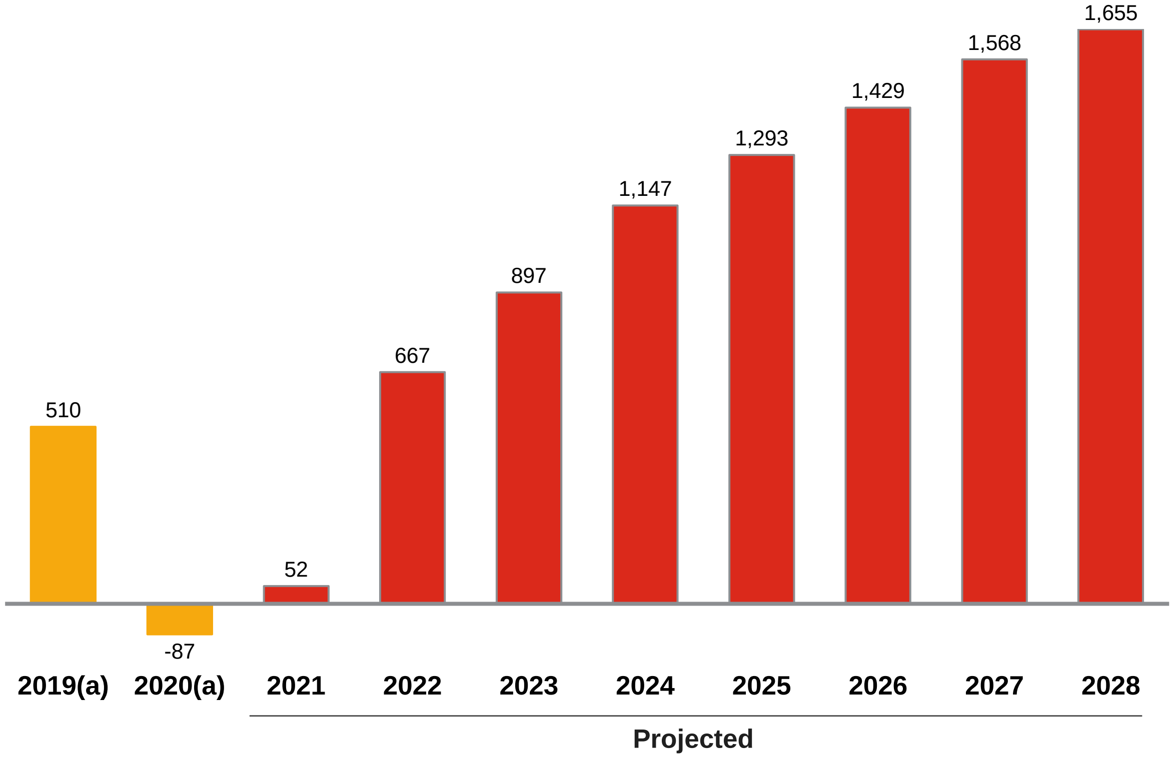
Significant deleveraging and improved liquidity

- The Company's debt and IFRS-16 lease liability balance is projected to be more than US$ 2.0B lower by year-end 2021 relative to year-end 2020
- Leverage is projected to decrease steadily over the forecast period, with projected adjusted net-debt-to-EBITDA falling below 3.0x by the end of 2024
- Liquidity is forecast to remain robust, with cash as a percent of LTM revenues projected to be greater than 25% throughout the forecast period

Executive Summary | Projected Profitability

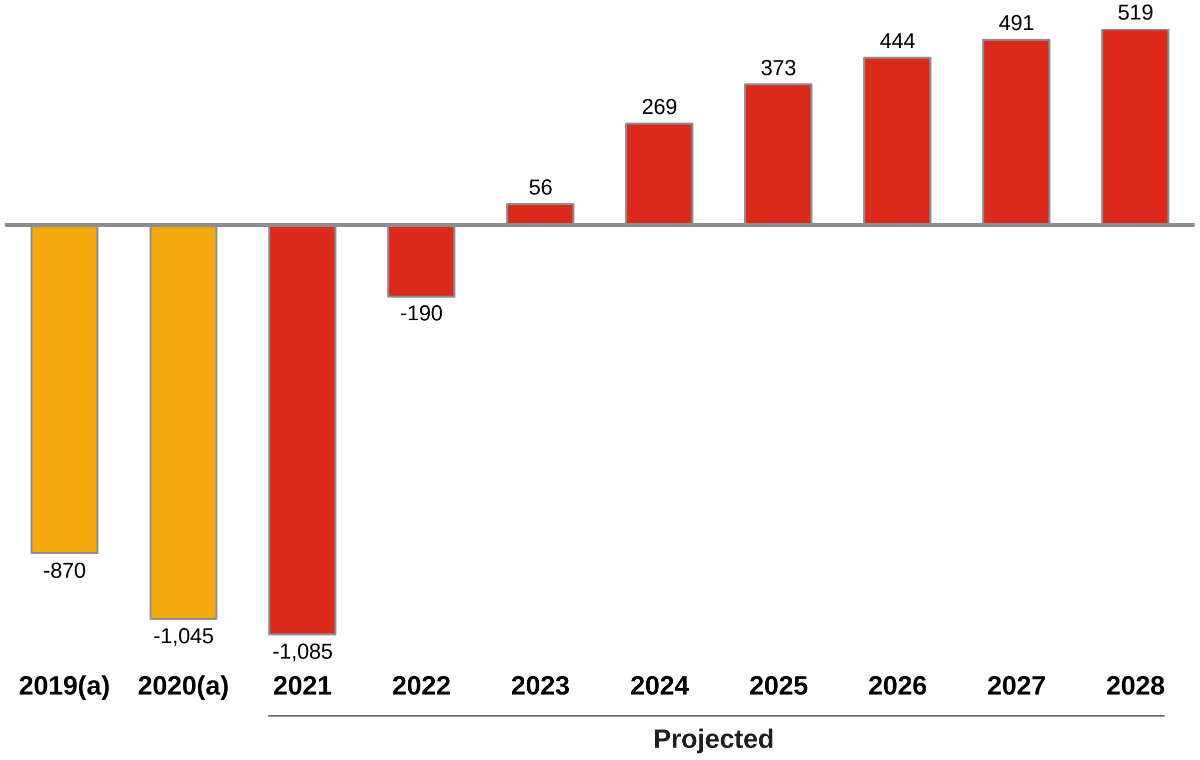
The emergence plan projects significant growth in profitability

Projected AVH EBITDA[1]
(US$ millions)



EBITDA Margin	**2.7%**	**21.4%**	**23.3%**	**26.1%**	**27.2%**	**28.4%**	**29.8%**	**30.0%**

Projected AVH Pre-Tax Profit
(US$ millions)



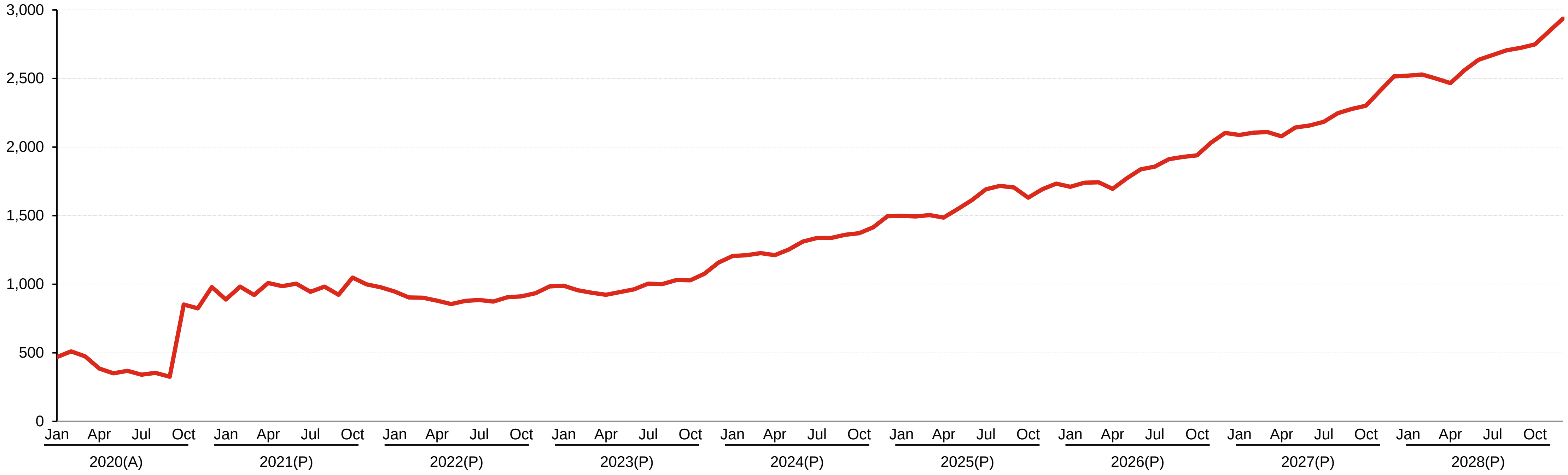
Pre-Tax Profit Margin	**-55.8%**	**-6.1%**	**1.4%**	**6.1%**	**7.9%**	**8.8%**	**9.3%**	**9.4%**

(1) Projected EBITDA as shown for 2021 and 2022 excludes maintenance PBH expense (as a proxy for maintenance cap-ex during the PBH period), and aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)

Executive Summary | Projected Cash

The emergence plan is projected to generate robust liquidity and significantly reduced leverage

Projected AVH Cash Balance
(US$ millions)



Projected Ratios (Net Debt / EBITDA)[1]	2022	2023	2024	2025	2026	2027	2028
Leverage Ratio (Net Debt / EBITDA)[1]	5.1x	3.6x	2.5x	2.0x	1.6x	1.5x	1.4x
Liquidity (YE Cash as % of LTM Rev.)	31.5%	30.1%	34.1%	36.5%	41.8%	47.7%	53.2%

(1) EBITDA used in leverage ratio calculation excludes aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)

01 Background

02 New Strategy

03 Cost Transformation

04 Network and Fleet Plan

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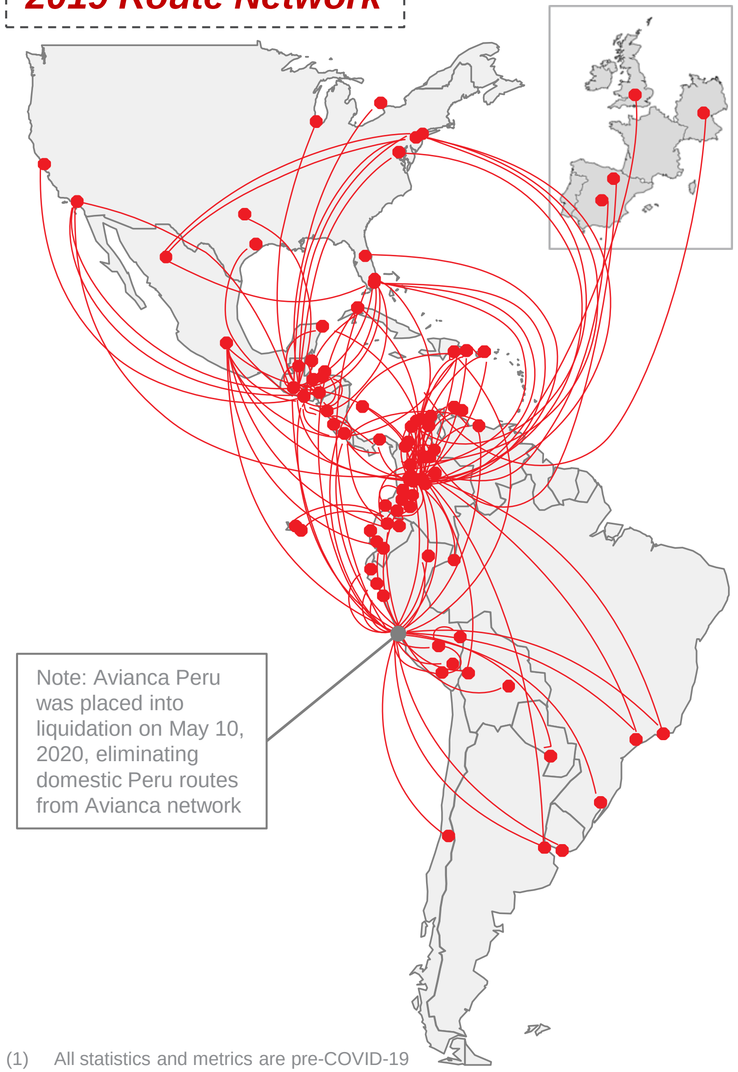
Avianca | Leading Airline in Latin America Serving More than 28 Countries Worldwide[1]

Largest Airline in Colombia; Second-Largest in Latin America

2019 Route Network



Note: Avianca Peru was placed into liquidation on May 10, 2020, eliminating domestic Peru routes from Avianca network

#1 Avianca has the **largest market share** in its home market for both domestic (51%) and international (49%) passenger services

#1 Avianca carried more than **200,000 tons of cargo** in 2019, or more than 40% of both the Colombia-inbound and Colombia-outbound air cargo markets

Key Attributes as of 2019

- Network of routes with strategically located hubs in Colombia, Ecuador and El Salvador **operating 139 routes**
- **Leading carrier in Colombia,** Ecuador and **El Salvador** with international service
- **Dedicated freighter operations** serving the Americas and Europe with **11 freighters**
- **World class loyalty program**, serving **9.9+ million loyalty members**
- World's oldest continuously operating airline: **100 years old on 5 December 2019**

Primary Segments

Passenger Airline

Avianca

- Comprises 80% of the business
- 2019 fleet: 152 aircraft
- Capacity per region
  - Colombia International 40%
  - Colombia Domestic 15%
  - Central America 13%
  - Central America – US 12%
  - Other South America 9%
  - Ecuador 6%
  - Peru Domestic 4%

Loyalty

LifeMiles

- World class loyalty program
- 9.9+ million members
- 600+ business partners
- Recognized as a leading loyalty program; awarded with 13 Freddie awards since 2012

Note: Not a filing entity

Cargo Airline

Avianca Cargo

- 40% market share to/from Colombia
- Cargo operation in Colombia serving Bogota, Cali, Medellin and Barranquilla is strategic and scalable
- Employs 1,000+ personnel
- 11 freighters + belly capacity on passenger aircraft

2019 Key Stats	
Total Revenue (EBITDA[2])	US$ ~4.6B (US$ ~774.8M)
ASKs (RPKs)	~54.4M (~44.4M)
Operated Routes	~139
Passengers Carried	~30M
Cargo Transported	~200,000 tons

(1) All statistics and metrics are pre-COVID-19
(2) EBITDA excludes non-recurring expenses

Avianca | Pre-COVID Overview of Key Business Units

Passenger Airline

Avianca benefits from a strong domestic market and its advantageous hub locations for connecting North, Central, and South America

Financial and Passenger Fleet Highlights

- FY2019 passenger revenues of US$ 3.9B
- Modern fleet[1] (average age of 7 years) consisting of:
  - 130 narrowbody and widebody aircraft
  - 15 turboprop aircraft

Bogota Hub Services a Strategic Network[2]

Bogota, Colombia

- **3,192** Avg flights / week
- **25** Cities in Colombia
- **22** Countries

Direct flights to:

- 6 cities in North America
- 12 cities in South America
- 12 cities in Mexico, Central America and Caribbean
- 4 destinations in Europe

Overview of San Salvador Hub

San Salvador, El Salvador

- **623** Avg flights / week
- **13** Countries

Direct flights to:

- 9 cities in North America
- 11 cities in Mexico, Central America and Caribbean
- 4 cities in South America

LifeMiles

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

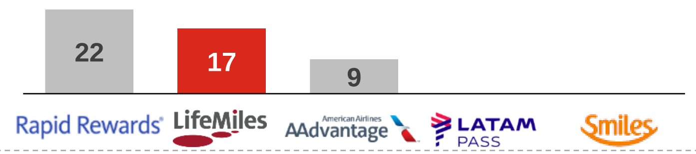
Select Partners

Hilton Honors, Uber Eats, Starbucks Coffee, Scotiabank, American Express, Citi, Avis

Highlights of the Program

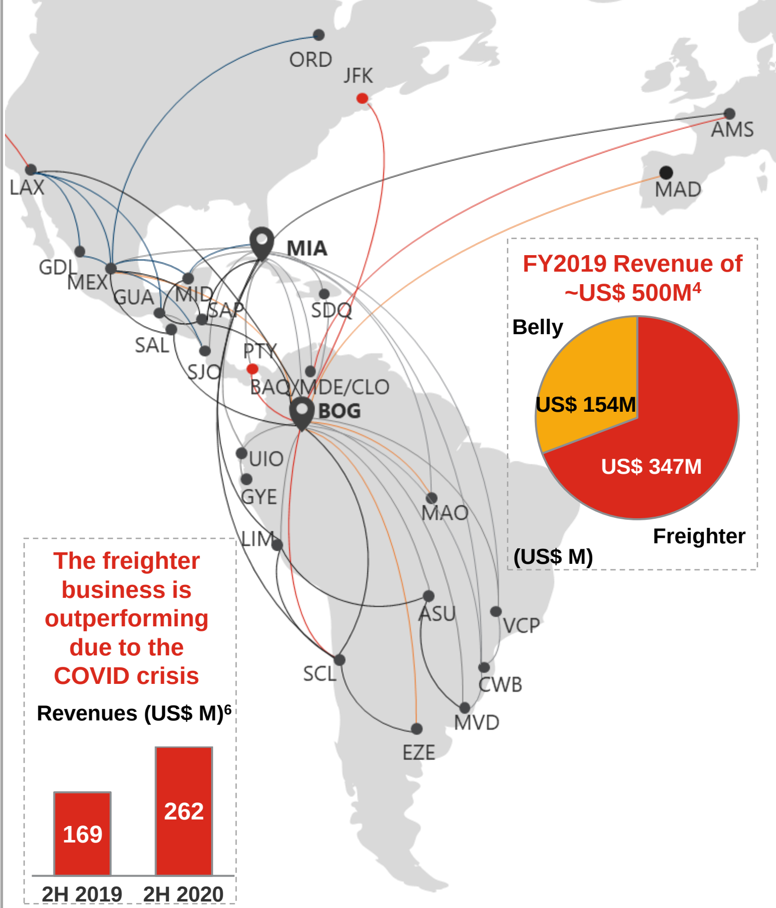
- 9.9+ million loyalty members
- US$ 334M in FY19 gross billings
- Winner of 5 Global Traveler awards
- Exclusive loyalty program for Avianca
- ~700K co-branded credit cards
- 600+ commercial partners

One of the Most Awarded Loyalty Programs across the Americas[5]



Avianca Cargo

Avianca's freight and cargo operations hold the #1 market position in Colombia and #2 in Miami, connecting Latin America with the rest of the world[3]



(1) Fleet count and age as of December 31, 2019;
(2) Passenger flight operating statistics as of 2019
(3) Route map includes routes flown by strategic partners; from 2014 – 2020
(4) Source: unaudited management financial reports; includes freighter and belly cargo revenue
(5) Aggregate number of Freddie Awards and Global Traveler awards granted
(6) Source: unaudited management financial reports; includes only freighter revenues

Avianca | Robust Management Team

Avianca is led by a world class Senior Executive Team

Adrian Neuhauser – Chief Executive Officer

- *~20 years of experience in Investment Banking, focused on Aviation with strong experience in Latin America*
- *Senior roles at Credit Suisse, Deutsche Bank, and Bank of America Merrill Lynch*

Frederico Pedreria – Chief Operating Officer

- *20 years of experience spanning a wide breadth of roles and responsibilities within aviation including engineering, business development, and finance*
- *Previously the CEO of Avianca Brazil*

Rohit Philip – Chief Financial Officer

- *~20 years of experience in the aviation industry, with senior roles in treasury, FP&A, and corporate strategy*
- *Previous roles include CFO of IndiGo, and SVP Corporate Strategy at United*

Matthew Vincett – Chief Loyalty Officer & LifeMiles CEO

- *Led the integration of the loyalty businesses for Avianca and Taca Airlines*
- *Previously served as Commercial Vice President and Regional Airlines Vice President at Taca Airlines*

Renato Covelo – Chief People Officer

- *20 years of experience in legal practice for the airline industry*
- *Co-Founder and former General Counsel at Azul Brazilian Airlines*
- *Senior positions in prestigious law firms focused on aviation industry*

Manuel Ambriz– Chief Commercial Officer

- *~ 15 years of aviation experience, focused in Commercial, Network, and Strategy*
- *Previously Chief Commercial Officer at Vueling Airlines (IAG) and Viva Aerobus*
- *Senior roles in Volaris and consulting experience in Bain & Co.*

Michael Ruplitsch – Chief Information Officer

- *10+ years of aviation industry experience in numerous leadership positions*
- *Previously the Chief Information Officer at Austrian Airlines during the financial crisis, helping to transform the company / support merger with Lufthansa Group*

Michael Swiatek – Chief Planning Officer

- *Over 25 years of experience in the aviation industry, serving at numerous airlines*
- *Previously Chief Planning Officer at Qatar Airways and IndiGo*
- *Other leadership positions at Air New Zealand and LATAM*

Richard Galindo – Legal VP and General Counsel

- *20+ years of legal experience focused on the airline industry and corporate law*
- *Prior to joining Avianca, served as director for Corporate/M&A practice group at a top-tier law firm in Colombia*

Avianca | Strong Corporate Governance Structure

Avianca has been led through the bankruptcy process by a Board of Directors with deep experience in aviation and restructuring

Roberto Kriete – Chairman

- *Chairman of Kingsland Holdings*
- *Former Director and CEO of TACA Airlines*
- *Founder and Director of Volaris*

Richard Schifter – Chair of Independent Equity Committee

- *Senior Advisor at TPG Capital – previously a partner*
- *Former partner at Arnold & Porter*
- *Former board member of American Airlines, US Airways, and Ryanair*

Jairo Burgos de la Espriella

- *Founder and CEO of Talento & Talante*
- *Expert in labor strategy*
- *Former VP Human Resources at Bancolombia Group*

Jose Gurdian

- *Founding Partner and CEO at Caoba Capital*
- *Former Partner at Ernst Young in Transaction Advisory for Central America*
- *Previously VP Finance, Treasury and Strategic Development for TACA Airlines*

Álvaro Jaramillo

- *Former CEO of Avianca and VP of Philadelphia National Bank*
- *President of Banco de Colombia (1994-96)*
- *Founding Partner of iQ Outsourcing (Colombia's leading BPO)*

Anko Van der Werff

- *President and CEO SAS AB*
- *Former CEO Avianca Holdings*
- *Over 15 years of Aviation industry*

James P. Leshaw

- *Mediator and Arbitrator at Leshaw Law*
- *Former Restructuring Partner at Greenberg Taurig LLP*
- *Over 30 years of experience as a commercial lawyer*

Oscar Darío Morales

- *Previous Partner & Board President for Deloitte in Colombia*
- *Former CEO of CARVAJAL Group*

Rodrigo Salcedo

- *Managing Director at Caoba Capital*
- *Director at multiple Latin American companies in the transport sector*
- *Previously a Director at Volaris*

Fabio Villegas

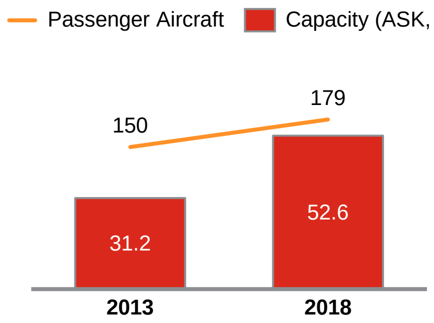
- *Previous Avianca CEO during transformational period (2005-15)*
- *Former Managing Director at Rothschild Group and Deutsche Bank*
- *Colombian Ambassador to OAS and General Secretary to the President*

Background | 2019 Out-of-Court Restructuring Overview

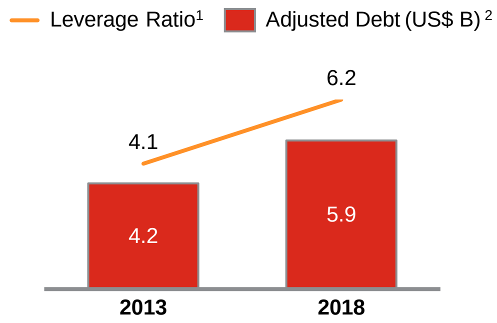
After several years of poor performance, Avianca completed an out-of-court restructuring process in 2019 to address shareholder defaults and an unprofitable business model

- Avianca's focus on growth over profitability over the past decade led to stressed financials which necessitated constant refinancing

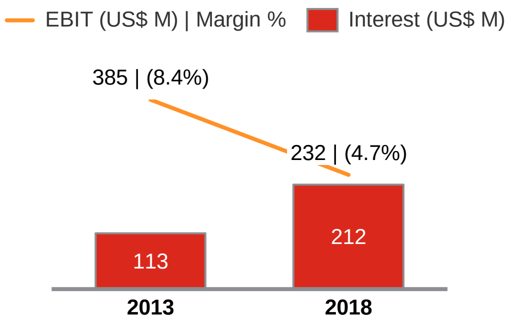
Excess capacity growth…



…Driven by increasing leverage…



….Led to stressed financials



- In April 2019, BRW – Avianca's then-controlling shareholder – defaulted on its loan from United Airlines, and United exercised remedies that led to governance changes at Avianca, including enhancements to the Board of Directors and new Executive Management
- In mid-2019 Avianca developed a **comprehensive restructuring plan** to improve profitability and position the Company to de-lever the balance sheet over time
  - **Fleet restructuring:** simplified and shrank fleet by selling all aircraft in two fleet types (E190 and A318), and restructured aircraft orderbook (delivery deferrals, cancellations, and PDP refunds)
  - **Operating Performance:** developed – and began implementing – initiatives to improve revenue performance and reduce operating costs to competitive levels
  - **Balance Sheet:** Re-profiled over $5B in debt, improved cash position through asset sales and sale-leasebacks, as well as by raising US$ 375M of new liquidity
  - Through February of 2020, the Company was tracking ahead of profitability and liquidity goals

2010 - 2019

- Outsized fleet order
- Over-leveraged
- Decreasing margins and profitability

April – May 2019

- Technical defaults from controlling shareholder
- Deterioration in Company's access to credit markets

June – July 2019

- New control and management team
- Initiation of prior restructuring plan and right-sizing of fleet
- Balance sheet restructuring through exchange offer and deferrals

(1) Leverage ratio reflects year-end adjusted net debt (total balance sheet debt + 7x annual rental expense less cash and cash equivalents) divided by LTM EBITDAR
(2) Adjusted debt includes total balance sheet debt + 7x annual rental expense (as an estimate of capitalized aircraft lease obligations)

Background | 2019 Out-of-Court Restructuring Achievements

Business restructuring milestones achieved

- ✓ Aircraft sales: 10 A318s, 4 A320s, 10 E190s → provided net cash of $100M
- ✓ Reduction of orders from 108 to 88 for A320neo aircraft to be delivered from 2025-onwards
- ✓ 25 unprofitable routes cancelled from network
- ✓ 6.9% capacity reduction in 4Q 2019
- ✓ Branded fares initiative increased pricing customization to improve revenue management
- ✓ 4Q-2019 on-time-performance improved 504 basic points year-over-year
- ✓ APEX 2020 Award for the best airline in Latin America

Successful financial reprofiling with broad support from financial markets

- ✓ Bond Exchange, 88.1% tendered
- ✓ Agreement with over $5bn of creditors, lessors and ECAs on deferral of US$ 220M of payments – 100% participation
- ✓ US$ 250M convertible note facility from current stakeholder and US$ 125M additional facility from other investors
- ✓ Completed sale leaseback of 9 aircraft for US$ 160M in 1Q20

Eliminated unprofitable routes

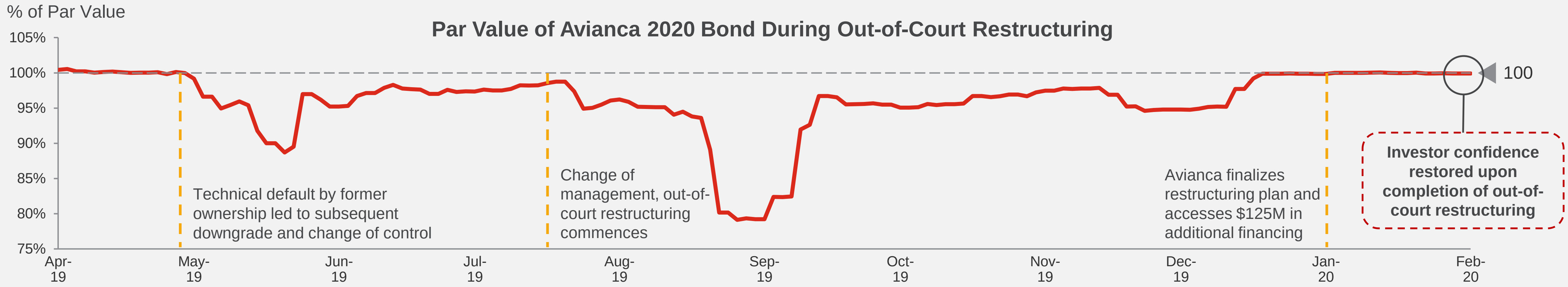
Redesigned network and strengthened BOG hub

Modified fleet to optimize new network

Improved commercial performance and customer service

Drove cost efficiencies

The international bond market validated investor confidence in the 2019 restructuring plan, with Avianca's debt returning from heavily discounted levels to par value upon the completion of the restructuring



Source: Bloomberg

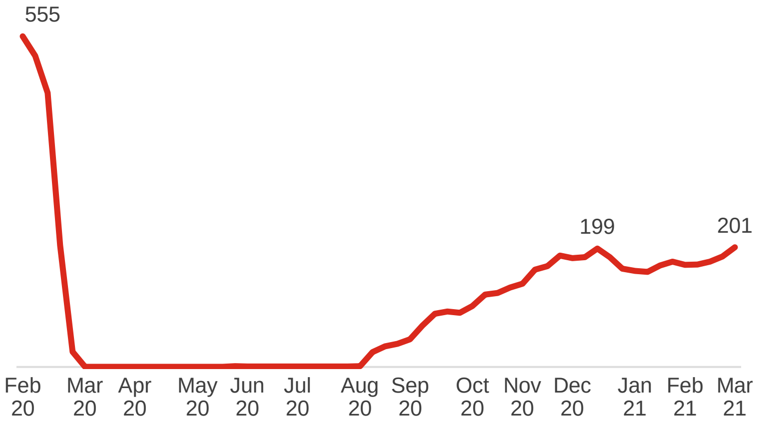
Background | COVID Crisis

Following the successful out-of-court restructuring in 2019, Avianca was steadily improving when COVID hit; after filing for bankruptcy in May 2020, Avianca has managed through the crisis and is now poised to emerge as passenger demand recovers

Slow recovery in passenger demand...

- Avianca's entire passenger fleet was grounded in March 2020 due to government-mandated hub closures in its key markets
- Passenger flying gradually re-commenced, with Colombia and Central American markets re-opening in September 2020
- Demand has started to recover, but is volatile amid recent resurgences in COVID-19 infections and changing passenger testing requirements

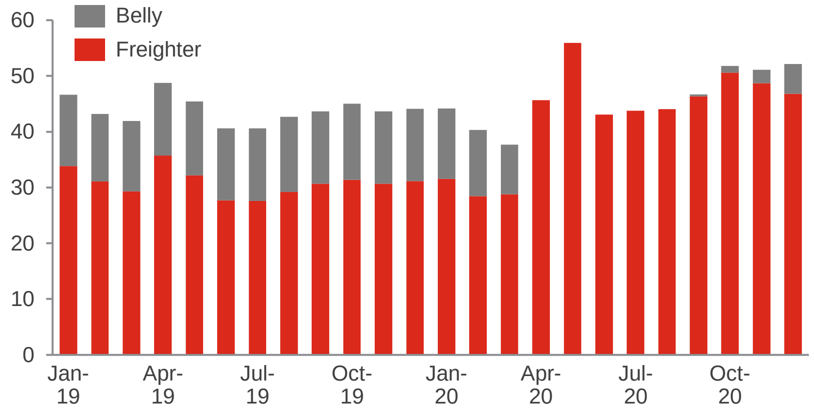
Passengers flown per week *(000's)*



…balanced by strong freighter performance…

- Avianca's cargo business, which operates 11 freighters, has continued to contribute positive cashflow
- Total cargo revenue has increased on the back of freighter demand, despite limited belly capacity

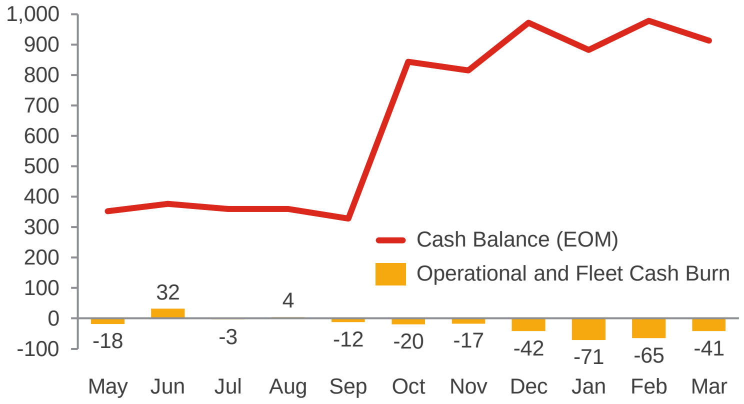
Cargo Revenue *(US$ millions)*[1]



Avianca has controlled cash burn, and has taken measures to dramatically cut costs

- Suspended debt and lease payments
- Deferred significant maintenance events
- With strong employee support, significantly reduced payroll expenses with most employees taking voluntary furloughs and temporary wage reductions
- Variabilized key fixed costs, most notably fleet and labor, in order to preserve cash and position the Company for restoration of passenger demand

Cash Performance *(US$ millions)*[1]



(1) Source: unaudited management financial reports

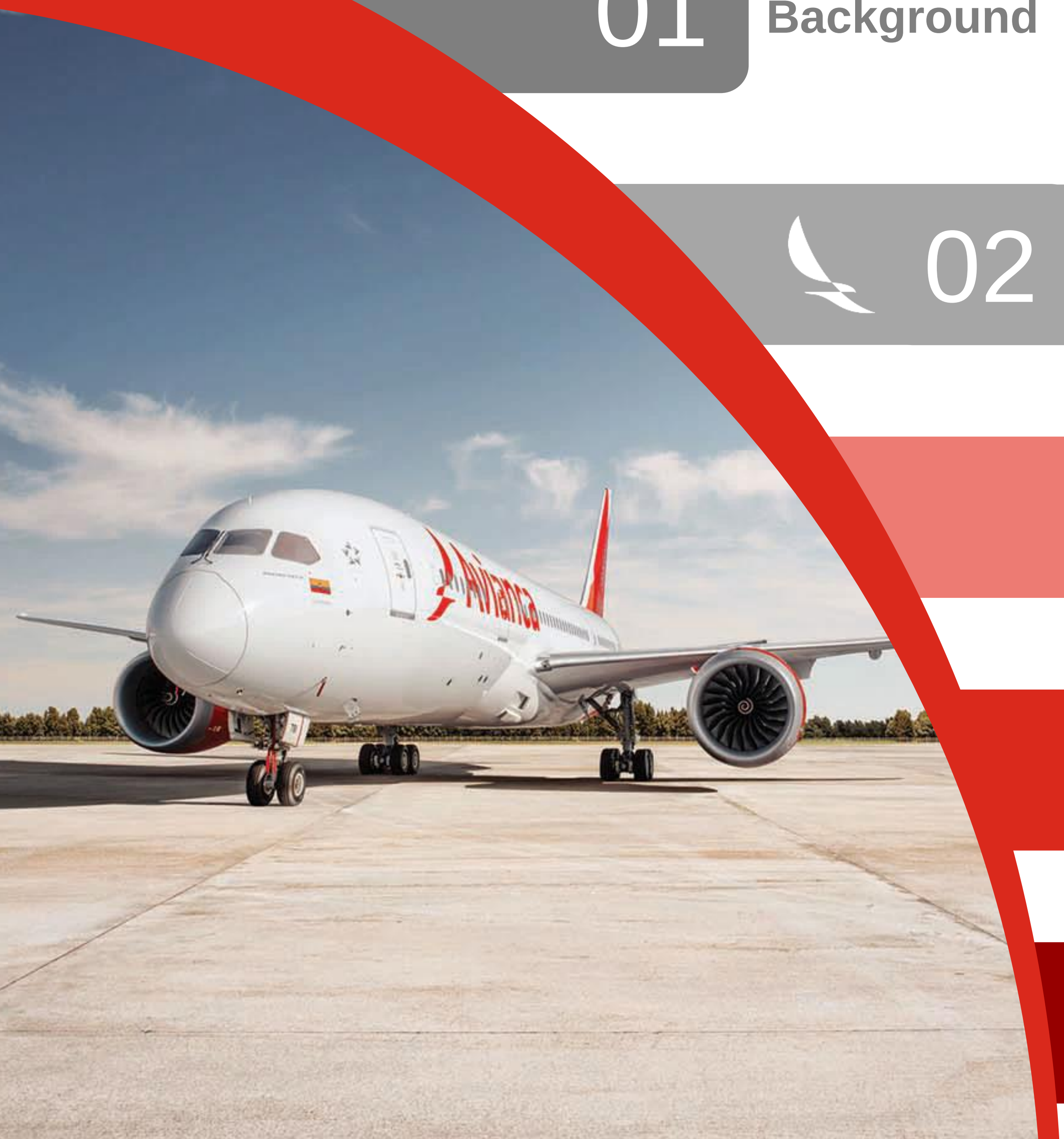
Progress Under Bankruptcy

In order to address the significant negative impact COVID-19 has had on Avianca's business and the markets in which it operates, Avianca has sought concessions from every major creditor constituency and partner

- Restructured major secured financings to obtain concessions and expand collateral available for DIP loan
  - 2023 Bondholders - US$ 484M converted to approximately US$ 220M in DIP Tranche A Loans
  - 2019 Convertible US$ 386M Stakeholder Facility – converted into subordinated Tranche B Loans with equity conversion option for Avianca at Chapter 11 emergence
  - Acquired minority stake in LifeMiles from co-investor Advent at an accretive price allowing additional collateral support
- The Republic of Colombia sought to participate in the original DIP Tranche A Loans
- Credit Card Securitizations: favorable debt extensions from fully-secured securitization counterparties
  - USAVflow – term extended by approximately 3 years, interest margin reduced from 375 bps margin to 100 bps with modest step-ups thereafter
  - Banco de Bogota Credit Card Securitization – likely to result in long-term low-cost loan (pending)
- Aircraft counterparties: negotiations with lessors and lenders have resulted in more than 35% ownership cost concessions and contributions to maintenance and cabin upgrades
- Over US$ 150M of unsecured or under-secured creditors to receive only general unsecured claims
- Pilots / Labor: secured concessions on wages, benefits, work rules, and flexible furlough rules to ensure flexibility during COVID ramp-up providing >US$ 150M in cumulative savings
- Suppliers: re-negotiated or rejected contracts with Engine OEMs, component support providers, real estate, and other trade suppliers
- Structured DIP-to-exit financing to repay original DIP Tranche A Loans and provide exit financing to support emergence

Debtor Long-Term Liabilities as of Mar 31, 2020
***(US$ billions)*[1]**

(1) Estimates from unaudited management financial reports



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Historical Performance Indicators of Low-Cost Carriers (LCC) Relative to Full Service

Avianca 100 años todoparaenamorarte

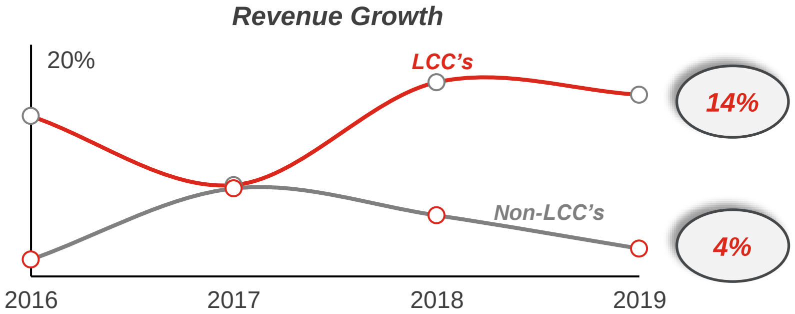
In recent years, best-in-class LCC's have demonstrably outpaced non-LCC's in revenue and profitability

AVH Transformation

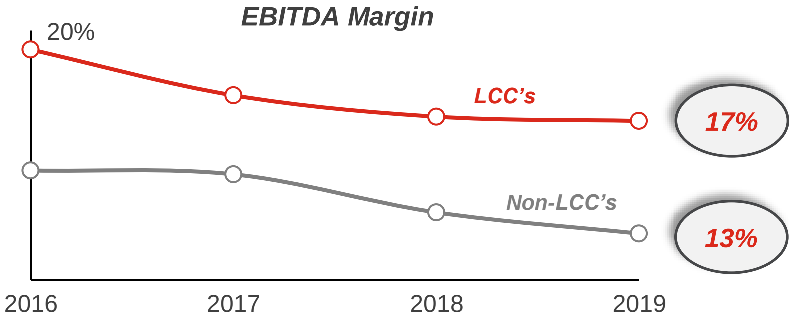
- The Company took advantage of the opportunity to re-evaluate its strategic direction in light of the changing marketplace as well as the tools available to it under bankruptcy
  - Post-COVID demand is expected to recover fastest in the leisure and VFR segments, with slower recoveries in business travel
  - Ability to reject executory contracts under Chapter 11 to transform cost and fleet structure
- The Company engaged Oliver Wyman for a deep review of its strategic alternatives
- This review suggested a shift in the Company's strategic direction to focus on an efficient cost structure and a network optimized for point-to-point leisure and VFR traffic, to improve competitiveness and to position it to align with shifts in air traffic demand
- The Company is transforming its cost structure, with passenger airline CASK projected to reduce to LCC levels

Revenue and EBITDA Comparison

LCC's have higher annual revenue growth…



…and higher annual EBITDA margins (%)



LCC Scope: Wizz, spirit, RYANAIR, easyJet, volaris

Pre- and Post-Covid Comparison

LCC's have maintained higher revenue…

Revenue Comparison:
2019 Q3 vs. 2020 Q3

…and had less severe drops in EBITDA

EBITDA Margin Comparison:
2019 Q3 vs. 2020 Q3

Non-LCC Scope: AEROMEXICO, Lufthansa, American Airlines, IAG International Airlines Group, AIRFRANCE

Source: Capital IQ based on fixed USD conversion rate

Strategic Shift | Cost-Conscious Narrowbody Core + Complementary Business Entities

Avianca Holdings will remain a portfolio of aviation businesses, the core part of which will be a highly-efficient narrowbody operation, with complementary entities that give scale and profitability

FUTURE CORE: COST-EFFICIENT POINT-TO-POINT NARROWBODY

Avianca's narrowbody operation will be 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

- ❑ Focus on efficiency and reduced complexity
- ❑ Densified cabins
- ❑ Unbundled fares / ancillaries
- ❑ Maintain BOG and grow other cities via point-to-point network
- ❑ Greater focus on leisure and VFR traffic
- ❑ Better product than LCCs

SUPPLEMENTAL BUSINESS ENTITIES

WIDEBODY

- Single fleet operation
- Simplified experience
- Accidental connectivity

CARGO

- Separate freighters
- Also use belly of passenger fleets

LifeMiles LOYALTY

- Frequent flyer program
- Coalition revenue
- Lounges and benefits

STANDALONE PROFITABILITY
Entities to be independently profitable (separate P&Ls)

Strategic Shift | Cost Focus

Approach to achieving transformative cost reductions across the Company

FOCUS AREAS	INITIAL TARGET IMPACT	
ZERO-BASED ORGANIZATION	Rightsized the organization through **~US$65M** of achieved headcount savings	Identified & implementing approx. **~US$35M+** of additional in-process initiatives
NETWORK, FLEET, ALLIANCES	Design of an optimal **US$$1B+** EBITDAR network	
COMMERCIAL	Identified opportunities for a **3x to 4x** ancillary revenue increase	Identified & implementing approx. **US$90M+** of distribution, loyalty, and corporate accounts initiatives
CUSTOMER EXPERIENCE	Identified approx. **US$80M+** of catering, lounge, and IFE savings initiatives	
MAINTENANCE	Identified approx. **US$20M+** of maintenance savings	
LABOR	More flexible labor contracts worth approx. **US$30M+** of targeted run-rate savings in steady state	

Strategic Shift | Network and Fleet Optimization

Given the expected reduction in unit cost, the Company developed a future network to optimize profitability

THEMES	DESCRIPTION
NETWORK BUILT TO SERVE HOME MARKETS	• Network sized and developed around underlying home market demand characteristics • Opening new low-frequency leisure and VFR oriented direct markets, particularly to the US – and reduces dependence on business traffic
FAVORABLE REVENUE POSITIONING	• Historic market position favors future passenger revenue performance • Future revenue model gives customer choice and unlocks better ancillary performance
HIGH GROWTH, ENABLED BY LEANER COST STRUCTURE	• Growth of narrowbody fleet and network to expand service for Latin America as demand fully recovers • Lean cost structure enables growth into new markets
NARROWBODY CABIN DENSIFICATION	• Reconfiguration of all narrowbody aircraft to a configuration competitive with different market segments • Approximately 20% increase in seats per aircraft
SUPERIOR ASSET UTILIZATION	• Growth in aircraft utilization to 12+ BH / day • Future growth focused on A320 fleet to improve commonality
STANDALONE WIDEBODY OPERATION	• Limited widebody operation to Europe, LAX that can stand on its own, and with a single fleet for reduced complexity

01 Background

02 New Strategy

03 **Cost Transformation**

04 Network and Fleet Plan

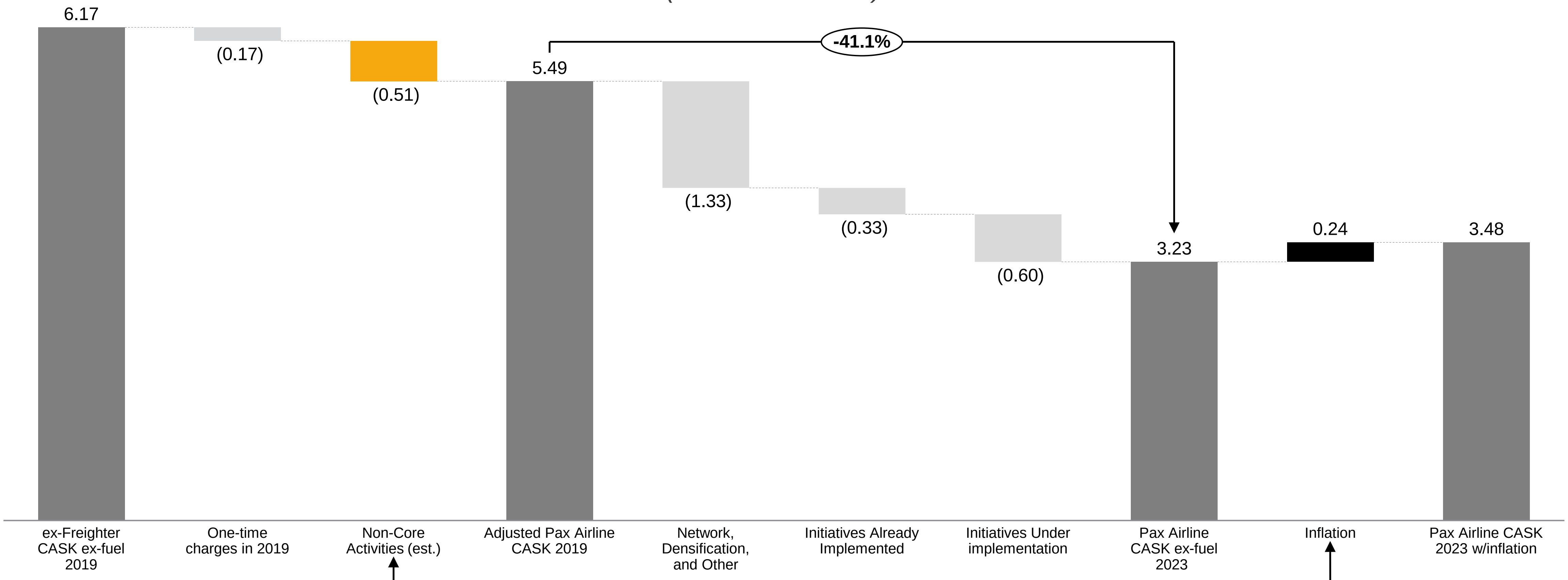
05 Financial Forecast

Cost Transformation | Passenger Airline System CASK ex-Fuel

A combination of cost reduction initiatives of ~US$ 500 million pa[1] and structural changes to the fleet and network are expected to reduce unit cost (passenger airline system CASK ex-fuel) by over 41% from pre-pandemic levels

Evolution of Projected CASK ex-fuel – System

(USD Cents / ASK)



Estimate of impact from non-core activities (e.g., cargo ground handling, loyalty costs, lounge costs, etc.) that are the responsibility of other divisions (cargo, LifeMiles)

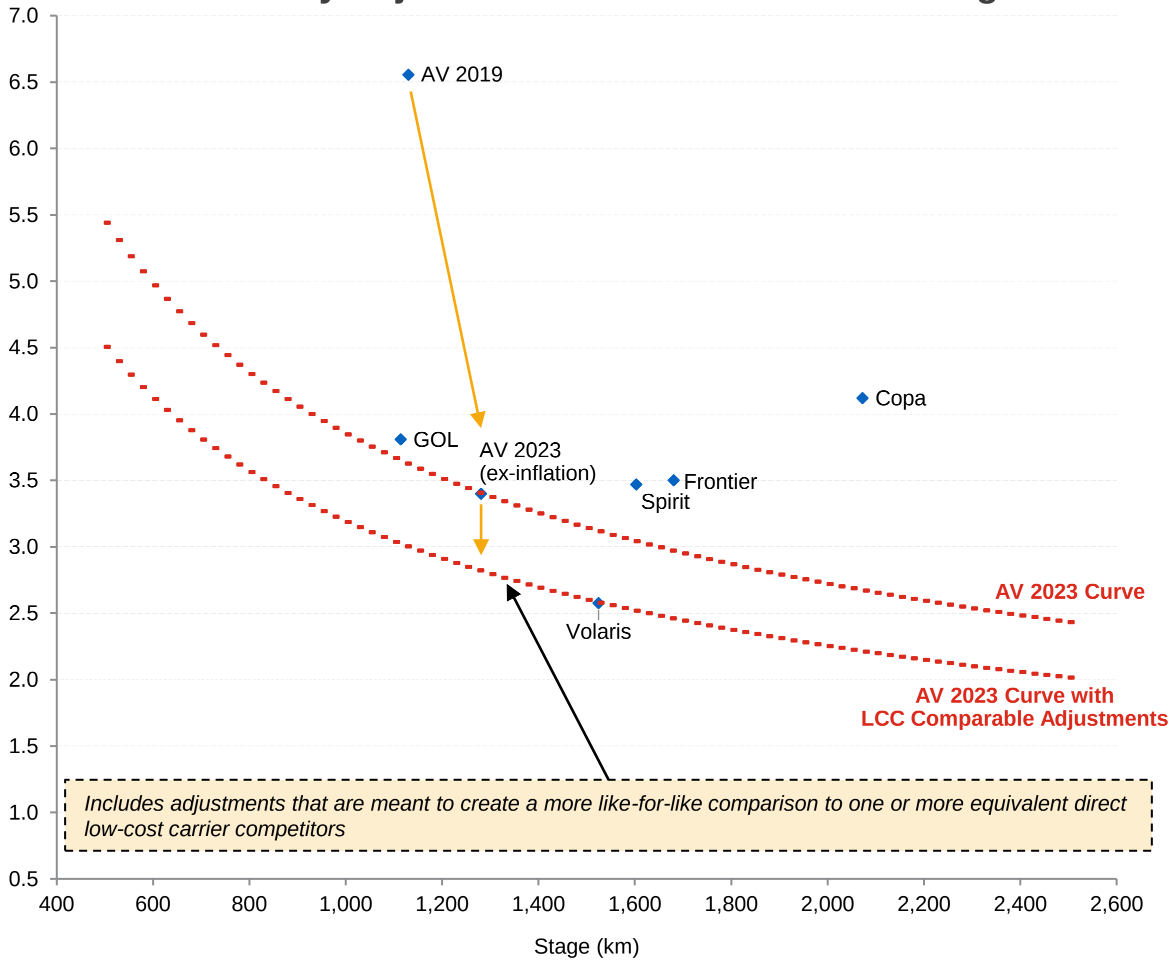
Inflation of 1.8% p.a. assumed on all items except fuel, ownership and maintenance

(1) Cost initiatives quantified at the 2023 projected operating levels. Cost initiatives already implemented valued at US$ 181.7 million with an additional US$ 327.7 million of initiatives currently under implementation

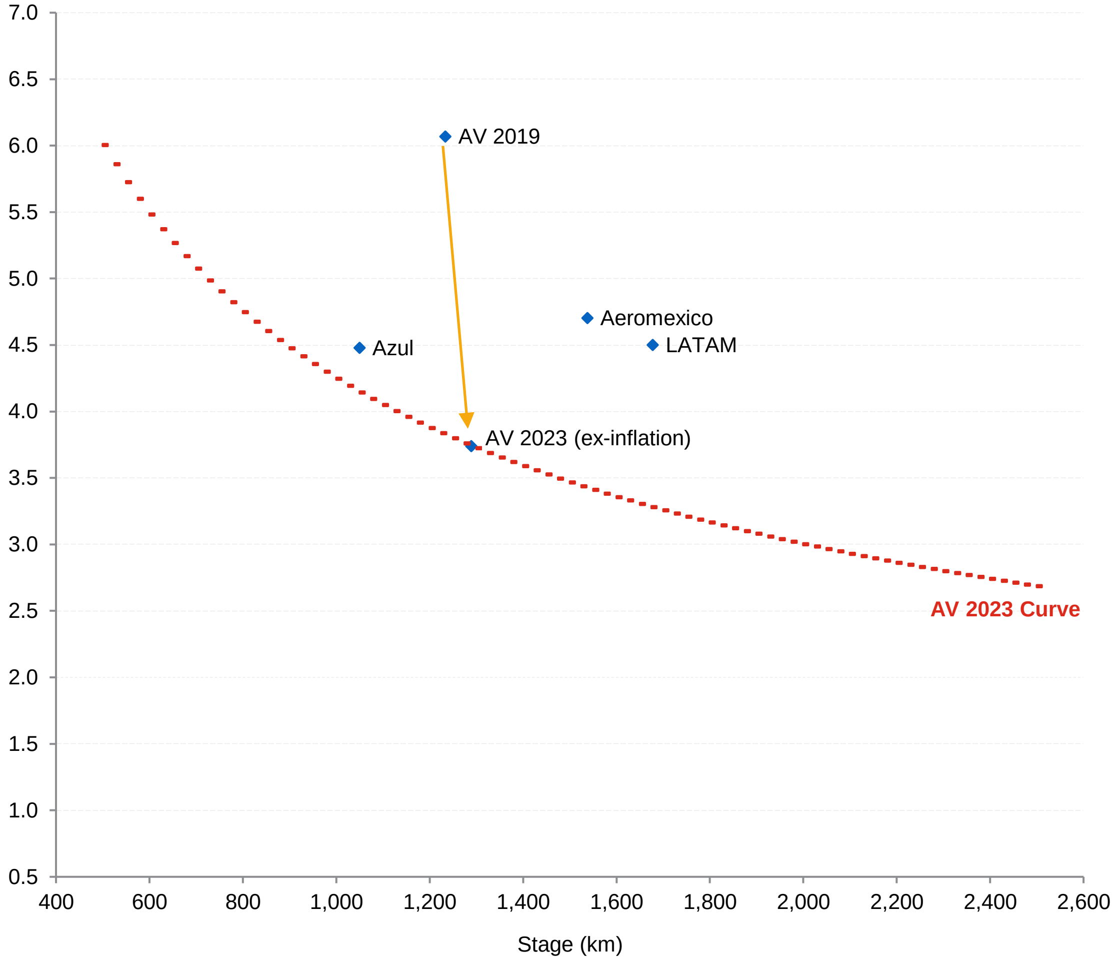
Cost Transformations | Peer Comparisons

Projected cost initiatives should bring AVH system CASK well below those of LATAM and Aeroméxico (2019); adjusted NB CASK[1] is projected to be lower than US LCCs and comparable to Volaris (2019)

Narrowbody Adjusted CASK ex-Fuel[1] versus Stage



System CASK ex-Fuel versus Stage



(1) Competitor data points reflect figures for 2019 from annual reports or public US DOT Form 41 reports; narrowbody adjusted CASK excludes estimated cost for non-core activities, including loyalty, lounge and cargo handling

01 Background

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Network and Fleet Plan | Network Development

With a target CASK reduction established, the Company's network planning team used a detailed modeling methodology to develop an optimal network plan for the 8-year forecast

iterate, as needed

1 Estimate Base Market Size

- Market size reflects the total demand (expressed as passengers) for a given O&D
- Market size is estimated for all potential O&Ds for each period in the forecast
- Market size is calculated as a function of actual pre-pandemic market demand (industry passengers) for each O&D
- Demand recovery curves have been applied to the base market size (by region) to estimate the underlying base market demand in each O&D at each month of the forecast

2 Establish Base AVH Network Plan

- Market sizes from step 1 are supplemented by market size estimates from the gravity model for thin or under-served markets
- The gravity model is then used to develop an initial frequency plan
- The frequency plan is refined within the gravity model, which accounts for various inputs (e.g., demand elasticity, aircraft utilization, market yields, CASK, etc.) and produces both a base frequency plan and an estimate of revenue and profitability
- Once the network team is satisfied with the plan and the preliminary profitability estimates, the frequency plan is further developed into a fully-rotated schedule

2b Adjust Market Sizes for Stimulation

- Market sizes (demand) are adjusted for stimulation, from both new AVH service (from the frequency plan) and from fare stimulation
- Market sizes may also be adjusted downward, to reflect the impact of service reductions ("de-stimulation")

3 Project Market Share and Optimize Fleet Assignments

- The base schedule from step 2 is processed through a fair share model to estimate AVH's share of market demand (based on its capacity share and other considerations)
- In addition, the schedule is also run through a fleeting optimization model to improve fleet assignments (e.g., A319 vs. A320)

4 Project AVH Profitability

- The network team uses a sensitivity model to forecast AVH traffic and revenue for the final rotated schedule
- The FP&A team uses the final schedule and revenue forecast to develop a cost base and full profitability project for the network

(1) The complete network planning process is much more complex, with more nuanced steps and iterations to arrive at a more robust forecast of the network, passengers and revenue

The network plan leverages the Company's lower cost structure to stimulate demand and offer new service in markets that previously were not viable

DRIVERS AND KEY CHANGE		DESCRIPTION	IMPACT
Market growth	**Price elasticity**	• Attractive pricing stimulates demand in leisure / VFR markets	
	Service stimulation & market substitution	• Adding direct service unlocks demand in underserved markets	
Market share	**New routes and cities served**	• Expanded network with more unique direct routes	
	Densification and fleet growth	• Fleet and density growth improves market share, revenues	
Revenue mix	**Average fare reductions**	• Pricing model reduces average fares (but grows passengers)	
	Ancillary revenue growth	• Greater focus on ancillaries enables new potential revenues	
	Connecting revenue reductions	• Point-to-point network reduces connecting revenue	

Higher impact on future revenue   Lower impact on future revenue

Source: Oliver Wyman

Network and Fleet Plan | Higher Network Density Featuring Point-to-Point Service

The revised network plan will add more low-frequency point-to-point markets to the Company's route network

2019 Network[1]

2019 service overview	
Destinations	79
Routes	145
Daily departures	662
Routes per City	1.8
Departures per Route	4.6
Departures per City	8.4

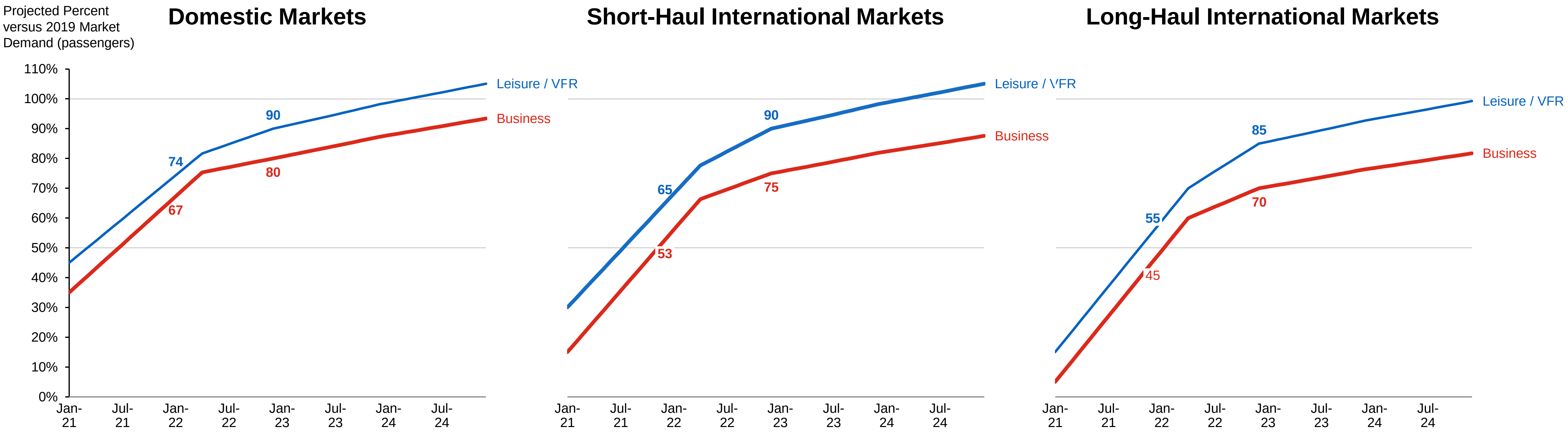
Future-State Network (projected 2025)

Future service overview (projected 2025)	
Destinations	85
Routes	245
Daily departures	698
Routes per City	2.9
Departures per Route	2.8
Departures per City	8.2

(1) Excludes the Peru domestic operation, which has since been discontinued

Network and Fleet Plan | Demand Recovery Curves

The Company's projected network plan is based on assumed demand recovery curves by region and traffic type

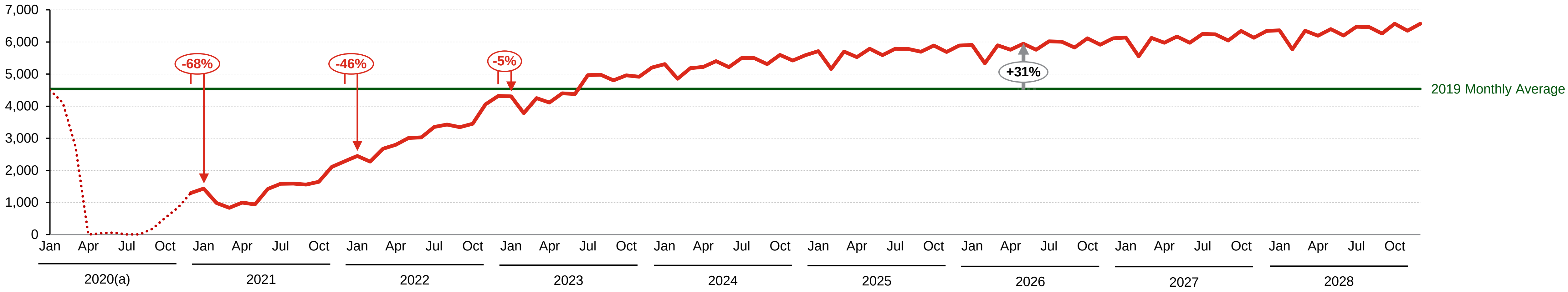


- In general, leisure and VFR traffic is projected to recover more quickly than business traffic, with faster recovery assumed in shorter-haul flying (domestic and short-haul international)
- The Company expects leisure demand to reach 2019 levels by early 2024, while business demand remains impaired versus 2019
- The stronger and faster recovery in the leisure / VFR segment further supports the Company's business model shift to focus on low-fare point-to-point flying

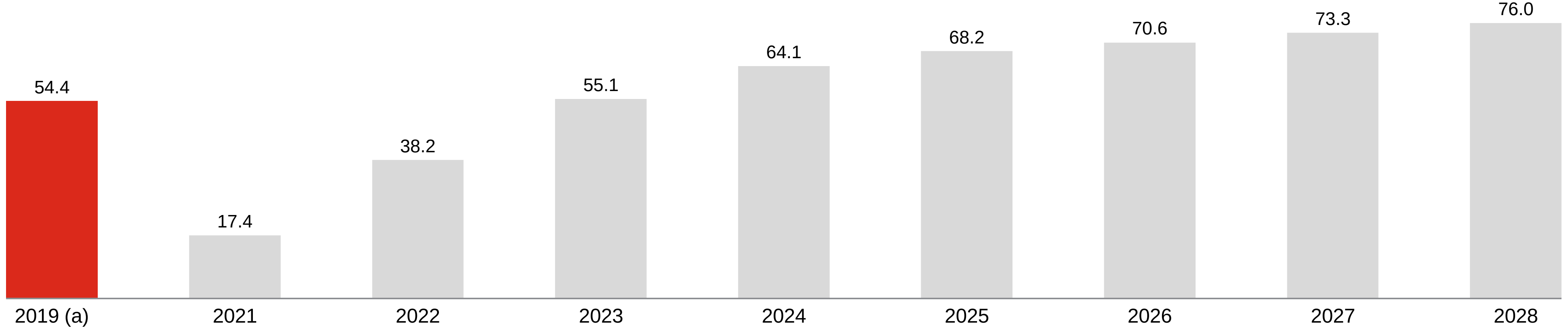
Network and Fleet Plan | Capacity Plan

The projected capacity plan assumes the Company will recover to 2019 ASK levels by mid-2023

Total Projected AVH Monthly Capacity (ASK millions)



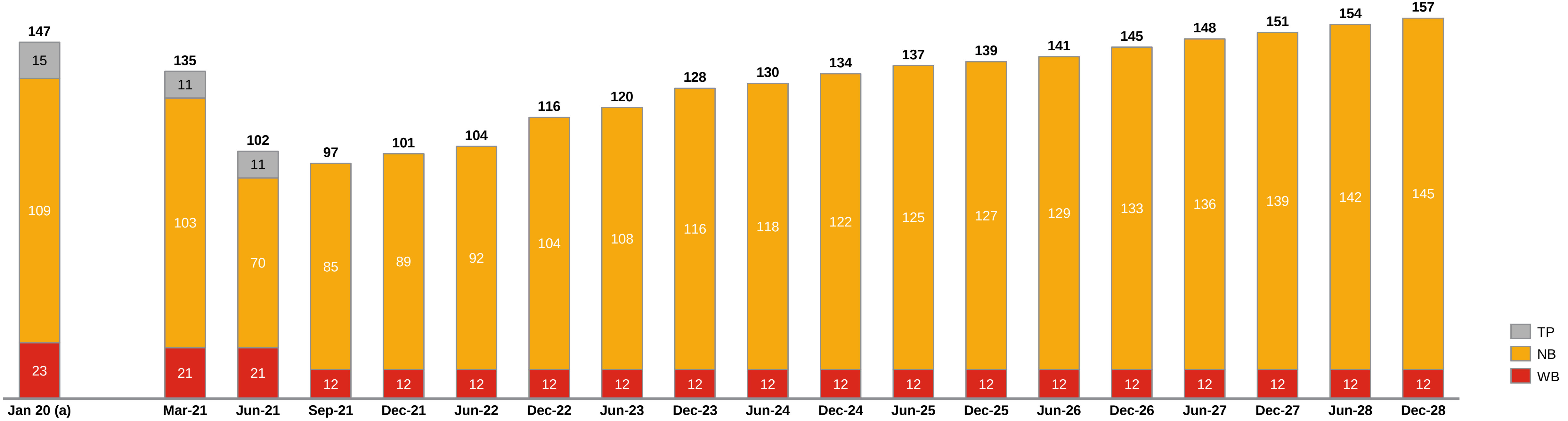
Total Projected AVH Capacity by Year (ASK billions)



Network and Fleet Plan | Fleet Plan

Fleet count is expected to return to pre-COVID levels in 2025 after shifting the mix towards more narrowbodies

Projected Passenger Fleet Count
(total fleet including spares and PBH)



Projected Daily BH Utilization *(total fleet, inc. spares)*	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**
Narrowbody	10.0	11.8	11.8	11.9	12.0	11.9	11.9
Widebody	7.2	9.3	12.8	13.3	13.3	13.3	13.2

Network and Fleet Plan | Fleet Plan Overview

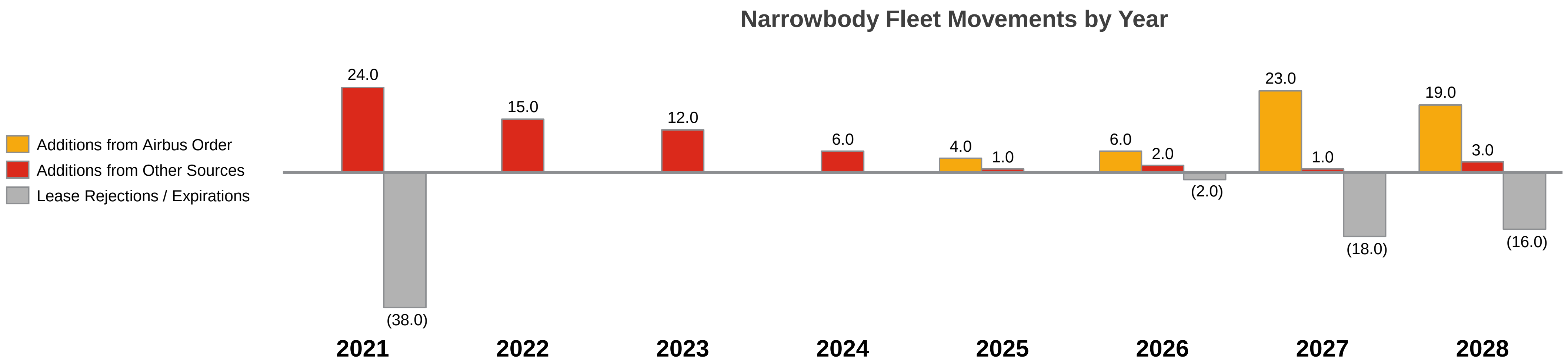
The actual fleet plan could change as negotiations with fleet counterparties continue

Total Fleet Count *(includes spares and aircraft on PBH)*		Projected Fleet		
	Sep-21*	**YE-2026**	**YE-2027**	**YE-2028**
A319	10	10	10	10
A320-CEO	61	73	56	43
A320-NEO	14	50	73	92
Total Narrowbody	**85**	**133**	**139**	**145**
Total Widebody	**12**	**12**	**12**	**12**
Total Freighter	**11**	**11**	**11**	**11**
Total Fleet (on PBH or fixed rental)	**108**	**156**	**162**	**168**
Avg Remaining Lease Term (months)	**104.7**	**77.2**	**83.6**	**87.2**

* Aircraft forecast to be on PBH agreement: widebody aircraft through mid-2023 and narrowbody aircraft through mid-2022
Note: forecast remaining lease term of widebody aircraft is 11-years and for A320-NEOs 12-years

Network and Fleet Plan | Assumed Aircraft Movements

From 2024 forward, net fleet growth is limited to at most +6 aircraft per year; however, there are many more fleet transactions in each year (renewals, additions, expirations) – particularly in 2026 – 2028

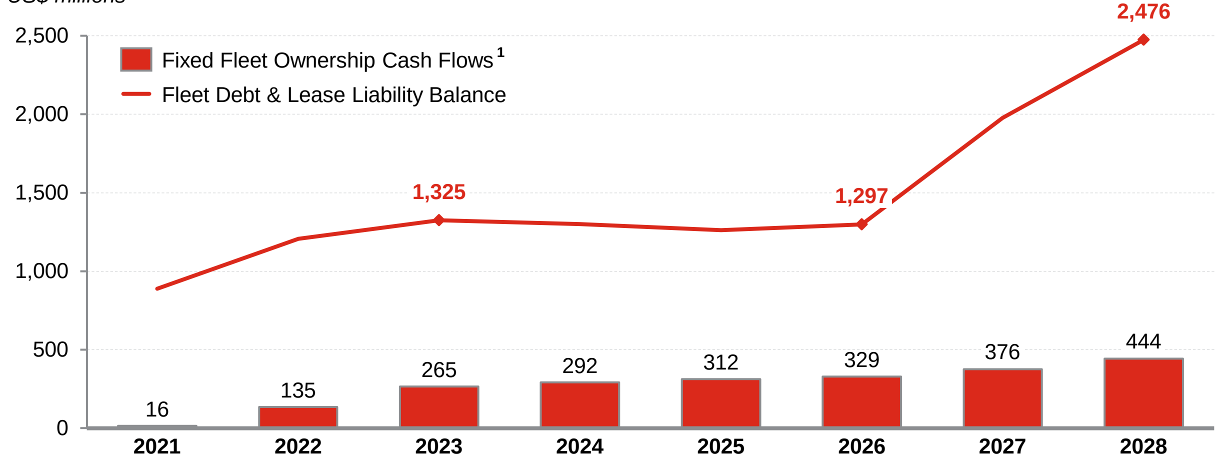


	2021	2022	2023	2024	2025	2026	2027	2028
Net Narrowbody Fleet Additions	(14)	+15	+12	+6	+5	+6	+6	+6
Narrowbody Lease Renewals	-	-	3	-	2	9	14	4

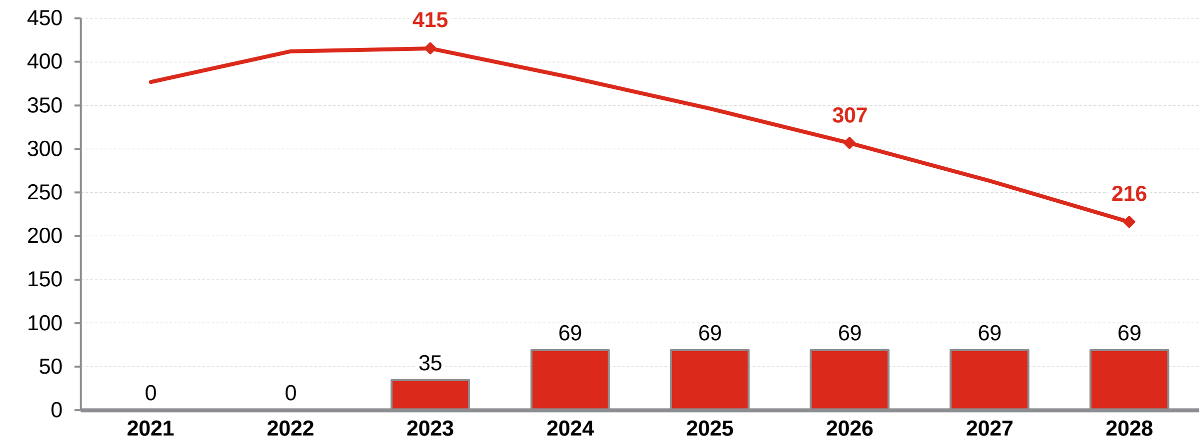
- Operating leases were assumed to be renewed at the end of the initial lease term if the aircraft age at lease expiry is less than 18 years old
- From 2022 forward, while most fleet additions are projected as A320-NEOs, there are 6 used A319s and 8 used A320-CEOs that are assumed to be added to the fleet throughout the forecast period (counted as fleet additions in the chart above)
- All used aircraft added to the fleet are assumed to be acquired on operating lease; for new aircraft, a mix of operating lease and debt financing has been assumed
- The forecast assumes reinstatement of the Airbus order, with 88 A320-NEOs to be delivered between 2025 and 2030

A320-CEO fleet is gradually replaced from 2027+, as A320-CEO leases expire and A320-NEOs are delivered from the Airbus order, driving the increase in fleet debt & lease liabilities at the back-end of the forecast period

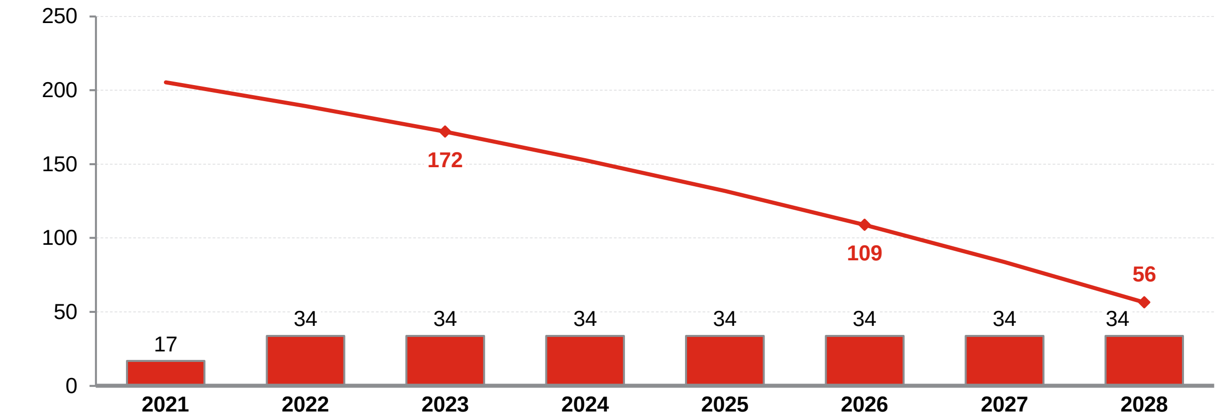
Turboprops and Narrowbodies



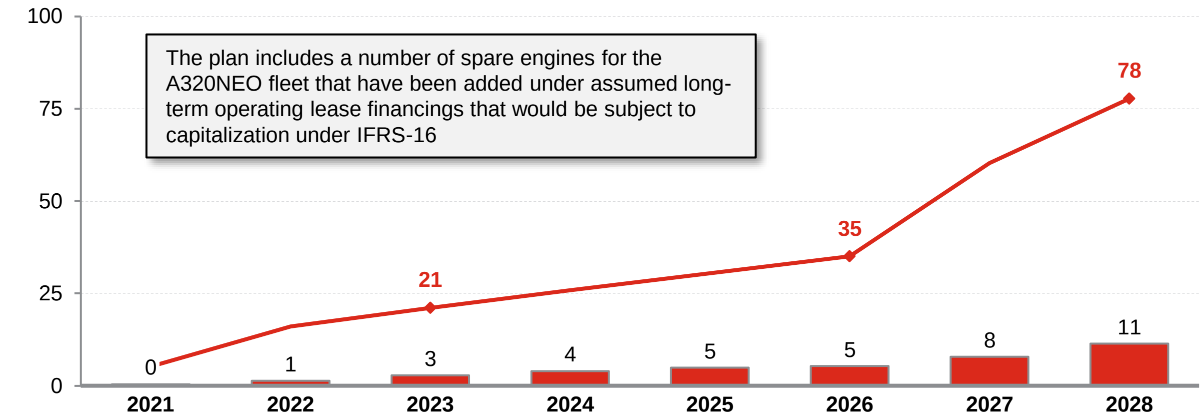
Widebodies[2]



Freighters



Spare Engines

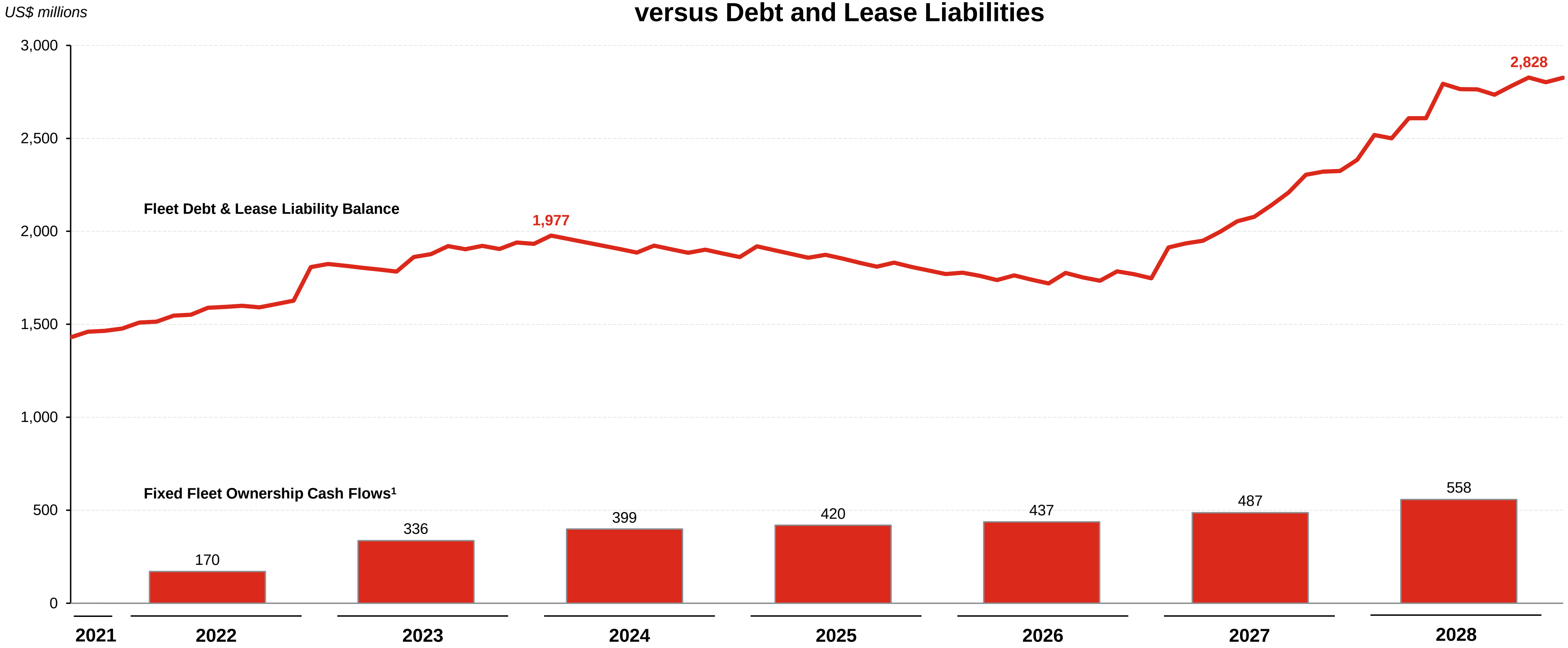


1 Ownership cash flows as shown include fixed monthly lease payments and debt service payments; not included are variable PBH payments, up-front security deposits and down payments on debt-financed aircraft
2 All widebodies are assumed to be on PBH through mid-2023

Network and Fleet Plan | Ownership Cash Flows[1,2] versus Debt and Lease Liabilities

A320-CEO fleet is gradually replaced from 2027+, as A320-CEO leases expire and A320-NEOs are delivered from the Airbus order, driving the increase in fleet debt & lease liabilities at the back-end of the forecast period

Projected Aircraft and Spare Engine Ownership Cash Flows[1,2] versus Debt and Lease Liabilities



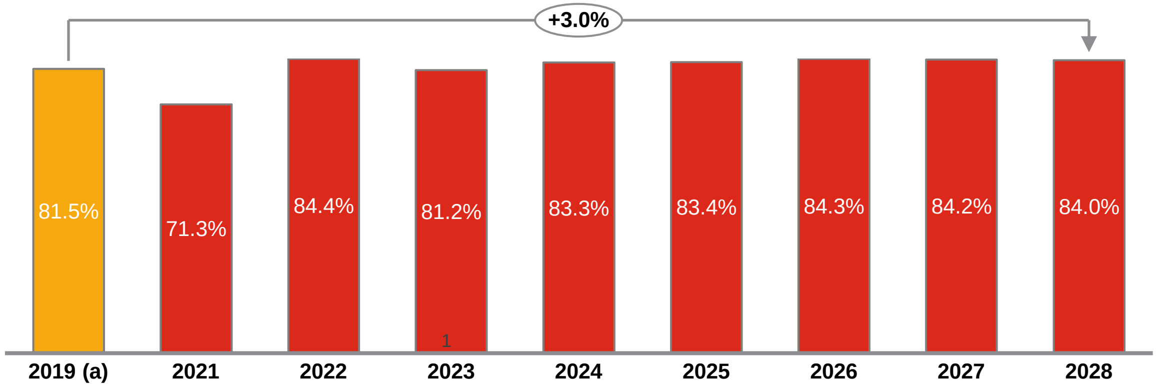
1 Ownership cash flows as shown include fixed monthly lease payments and debt service payments; not included are variable PBH payments, up-front security deposits and down payments on debt-financed aircraft

2 All widebodies are assumed to be on PBH through mid-2023

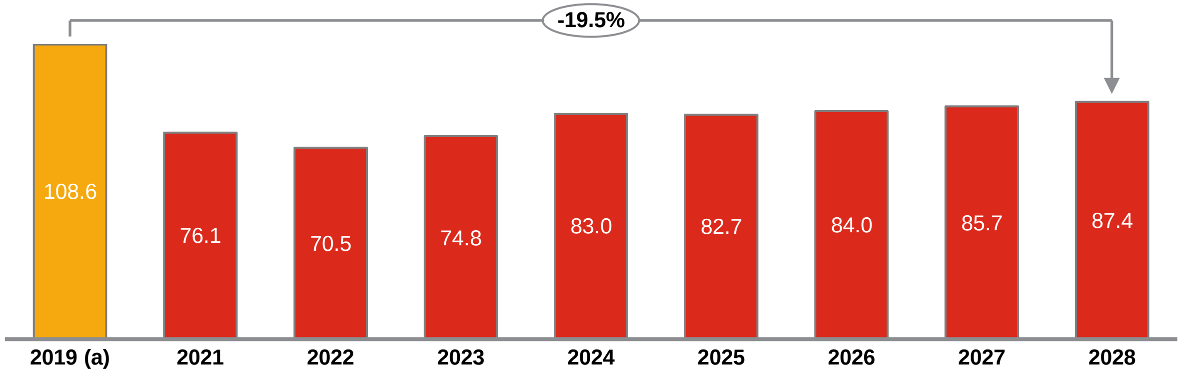
Network and Fleet Plan | Revenue Forecast

The emergence plan features higher load factors but significantly lower fares

Projected Load Factor
(RPK per ASK)

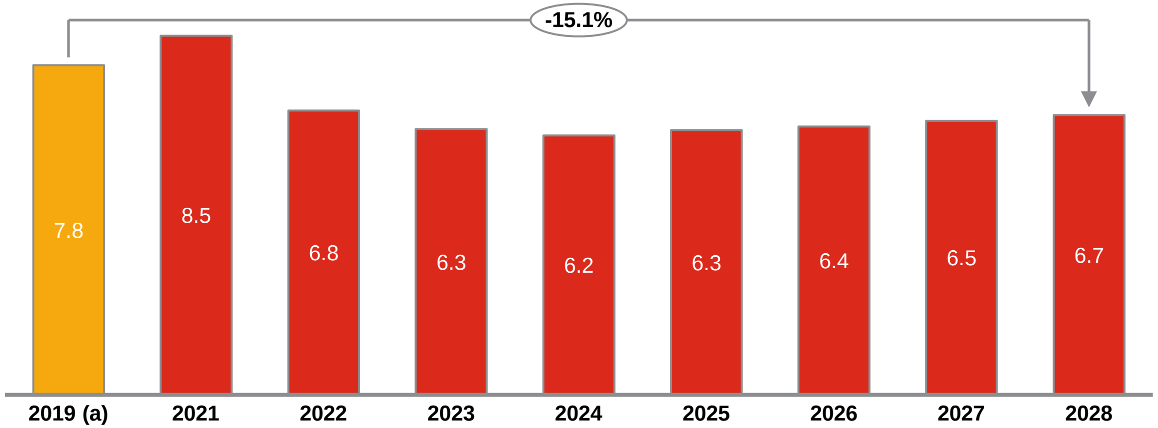


Projected Average Fare
(US$ per pax)

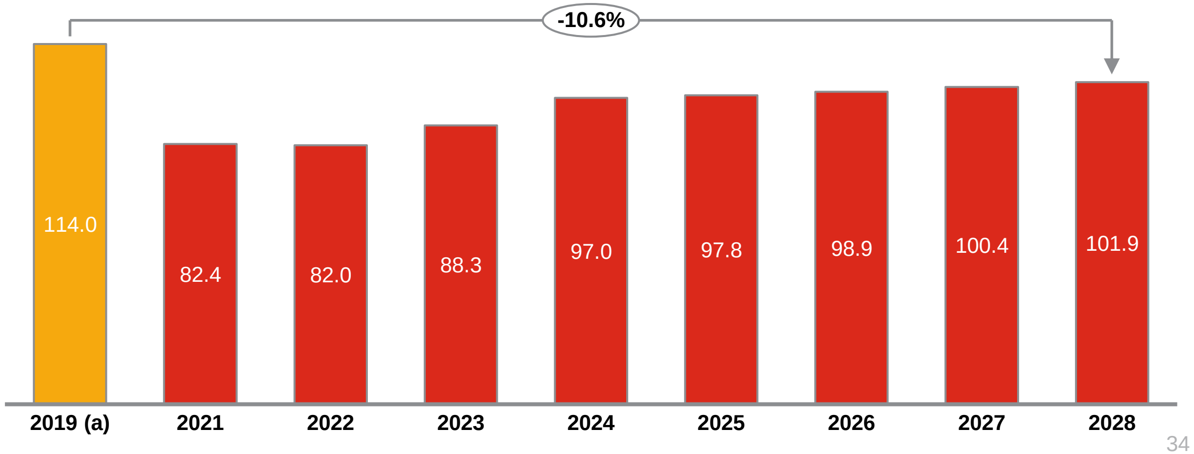


Actual
Projected

Projected Yield
(US cents per RPK, inc. ancillaries)



Projected Average Fare + Ancillaries
(US$ per pax)

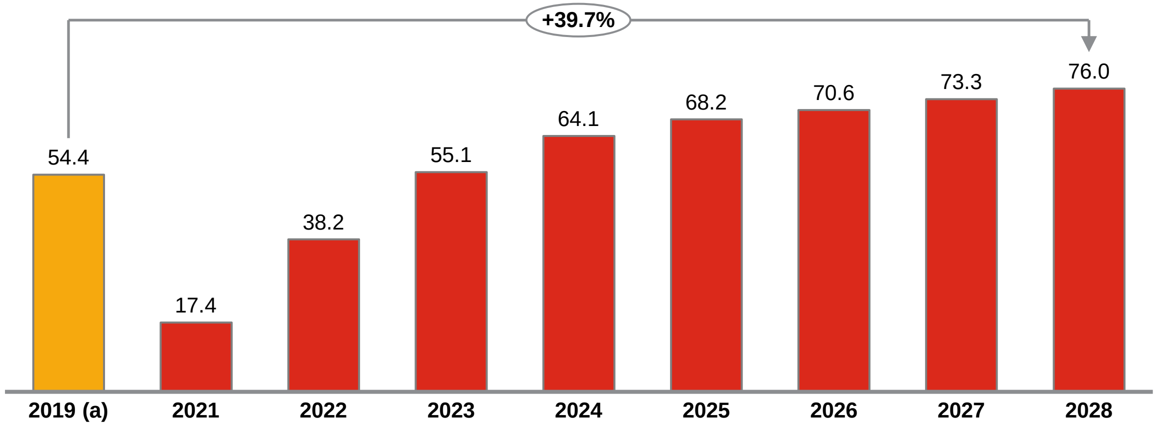


(1) Projected load factor in 2022 reflects densification program not completed until 2H-2022

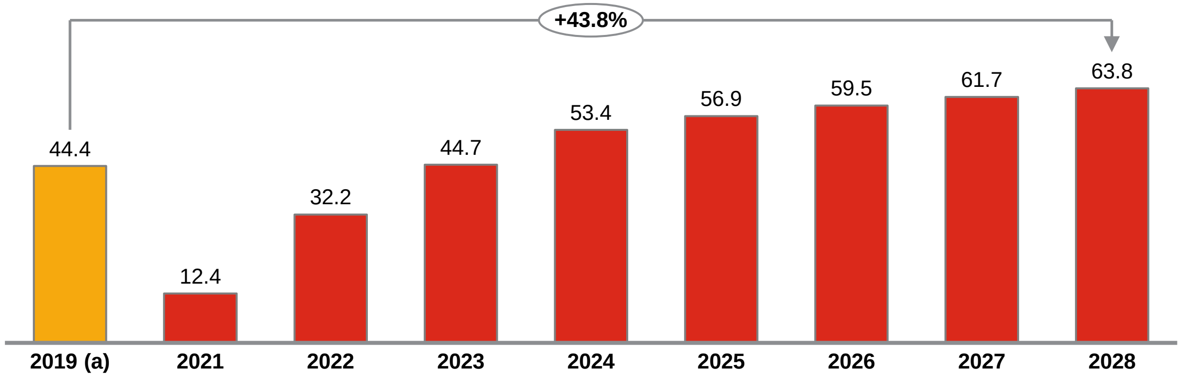
Network and Fleet Plan | Revenue Forecast

The Company has conservatively projected lower unit revenue (both PRASK and TRASK) as a result of higher capacity

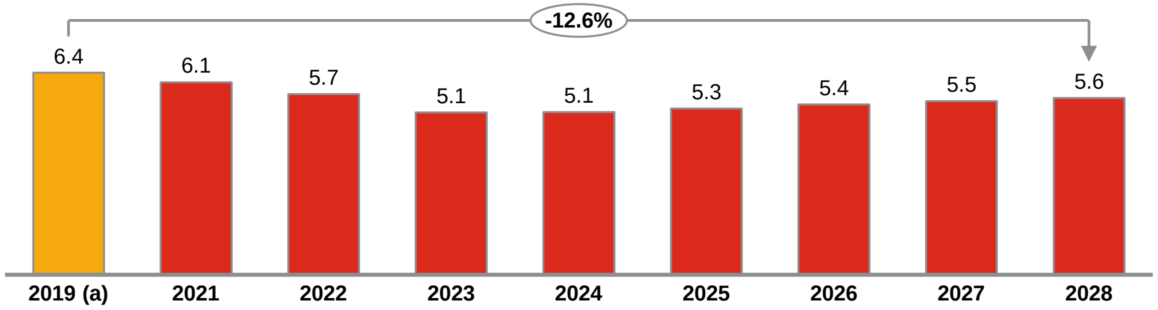
Capacity
(ASKs, billions)

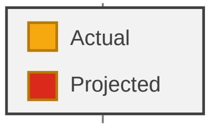


Passenger Traffic
(RPKs, billions)

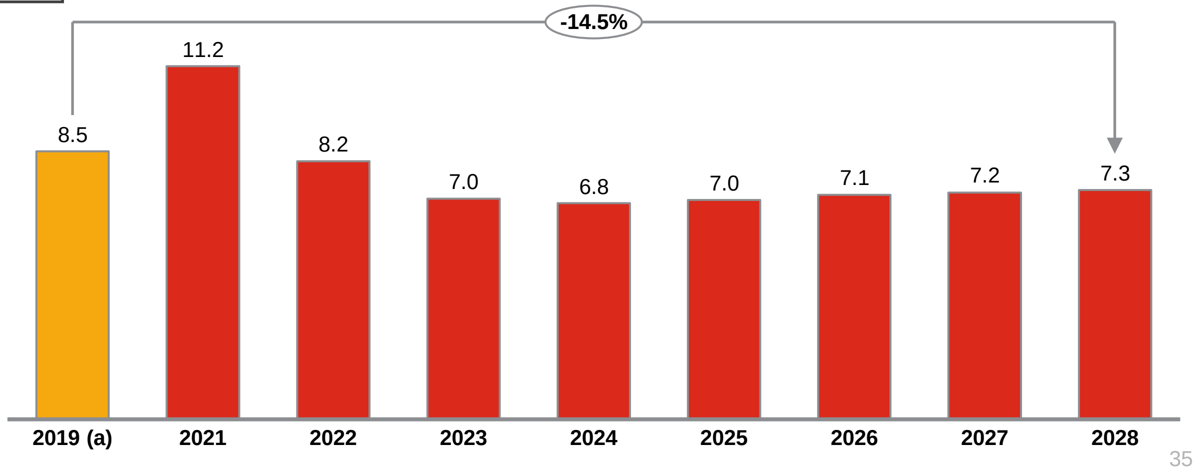


Passenger Revenue & Ancillaries per ASK
(PRASK – US cents per ASK)





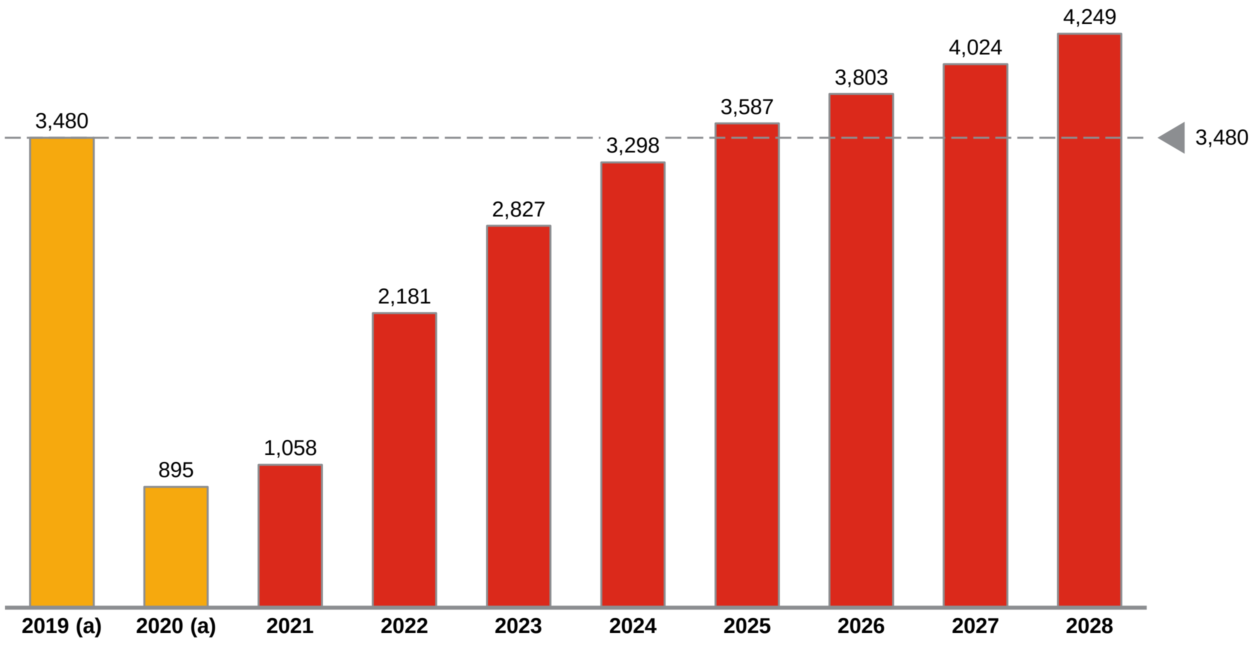
Total Revenue per ASK
(TRASK – US cents per ASK)



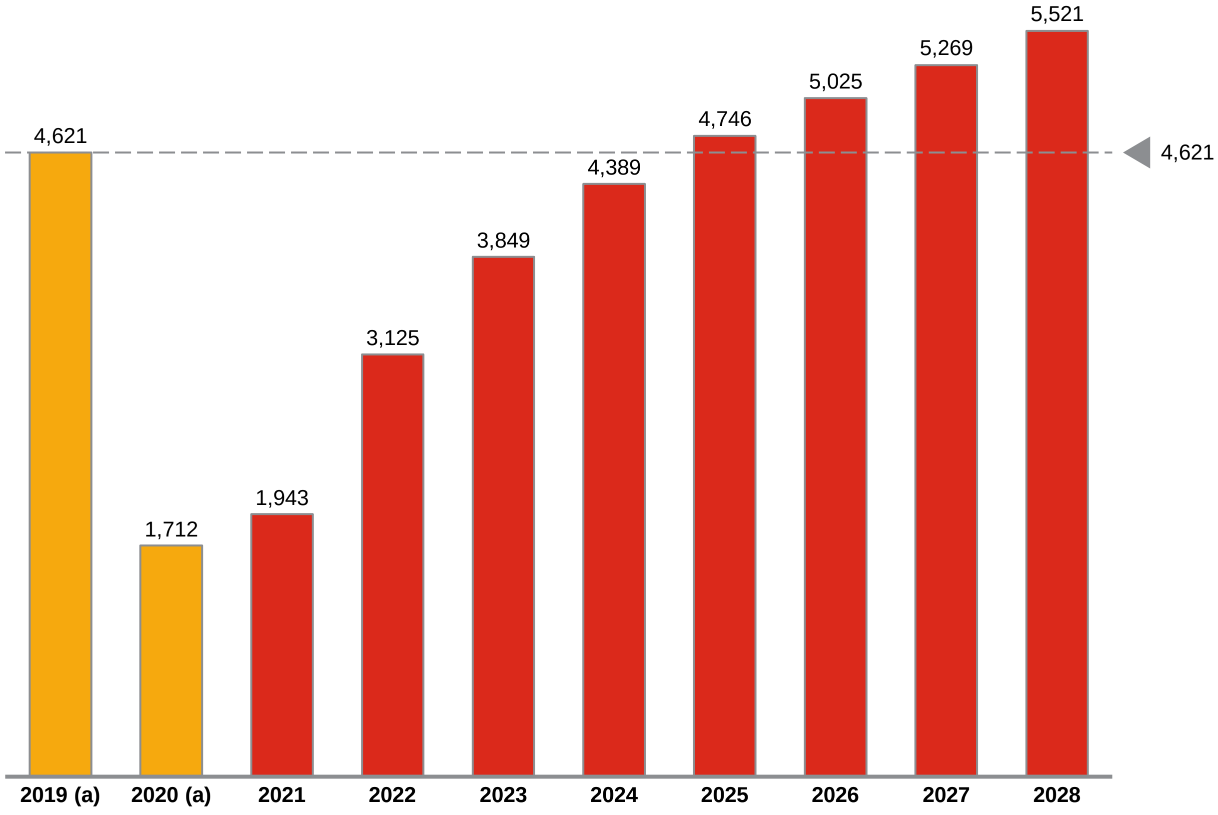
(1) Projected load factor in 2022 reflects densification program not completed until 2H-2022

The emergence plan projects significant growth in revenue

Projected Passenger Revenue + Ancillary Revenue
(US$ millions)



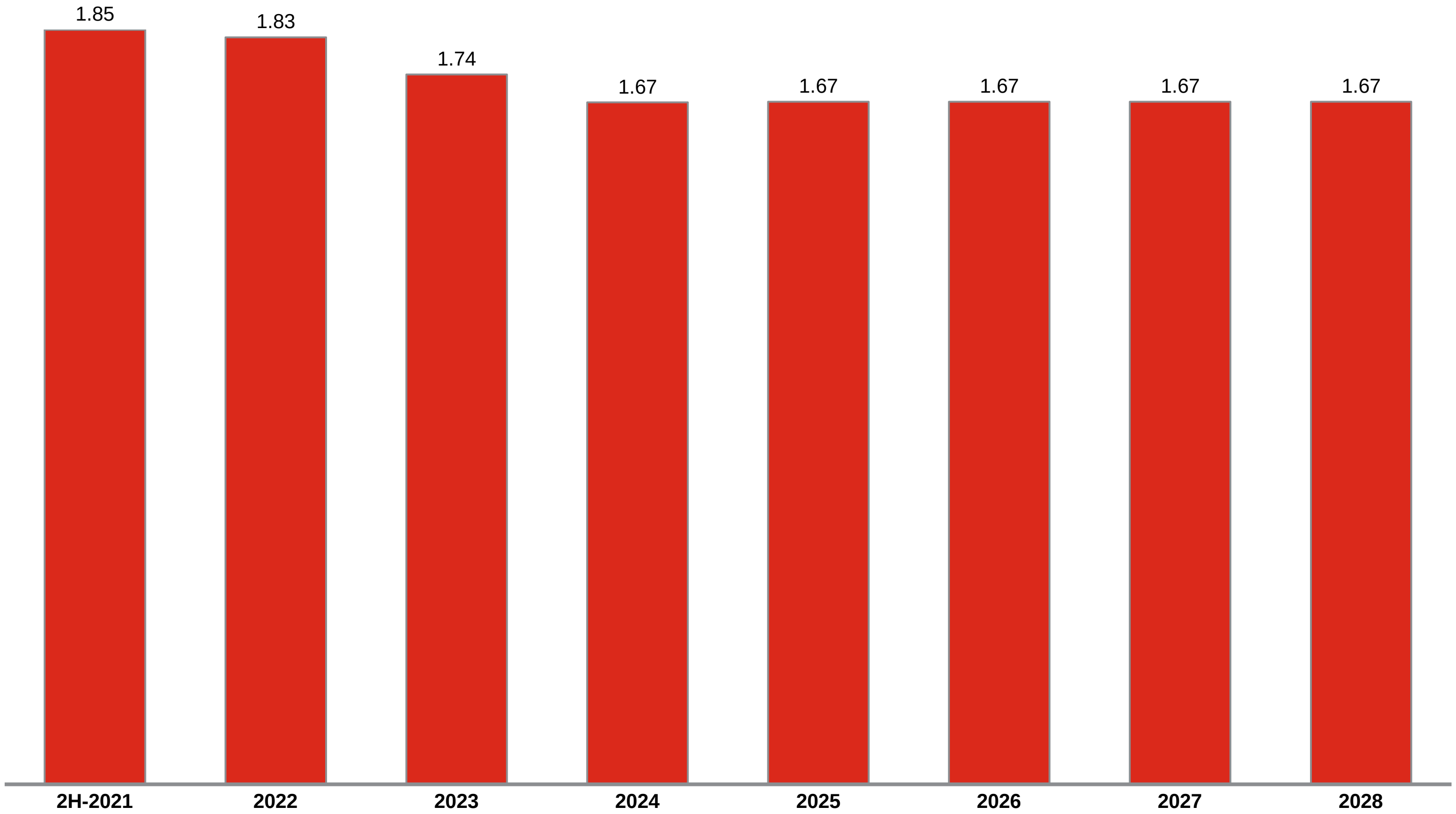
Projected Total Revenue
(US$ millions)



Network and Fleet Plan | Fuel Price Assumptions

Forecast includes the outlook for fuel prices

Assumed Base Fuel Price[1]
(US$ per gallon)



[1] Base jet fuel price assumption before station-specific into-plane fees and local taxes

- Fuel prices reflect the current prevailing jet fuel prices and the forward price outlook as of 16 June 2021
- The company's passenger revenue forecast was constructed based on an industry fuel price of US$1.65/gallon
  - The Company has included a 65% fuel recapture assumption (with a 9-month ramp-up) to account for the expected impact of higher fuel prices on industry fares


Avianca

Exit Debt Financing | Revised Financing Assumptions

Exit Financing Tranche A-1	
	Terms
Facility Size	US$ 1,050 million
Collateral	Secured
Issuance	DIP-to-exit (from August 2021)
Interest	9.0% p.a. paid quarterly
Up-front Fees[1]	Commitment fee: 1.75% (PIK) Conversion fee: 1.625% (PIK)
Maturity	7-years
Amortization	Bullet
Refinancing	US$ 1,085 million in Oct-2025
Refinancing Collateral	Secured
Refinancing Terms	7-year bullet; 6.25% coupon
Refinancing Fees[1]	50 basis points up-front fees + 4.175% prepayment fee

Exit Financing Tranche A-2	
	Terms
Facility Size	US$ 550 million
Collateral	Secured
Issuance	DIP-to-exit (from August 2021)
Interest, p.a.	9.0% p.a. paid quarterly
Up-front Fees[1]	Commitment fee: 1.50% (PIK) Conversion fee: 2.125% (PIK)
Maturity	7-years
Amortization	Bullet
Refinancing	US$ 570 million in Oct-2023
Refinancing Collateral	**Unsecured**
Refinancing Terms	7-year bullet; 7.75% coupon
Refinancing Fees[1]	150 basis points up-front fees + 200 basis points prepayment fee

The plan assumes a raise of US$ 200 million of incremental equity

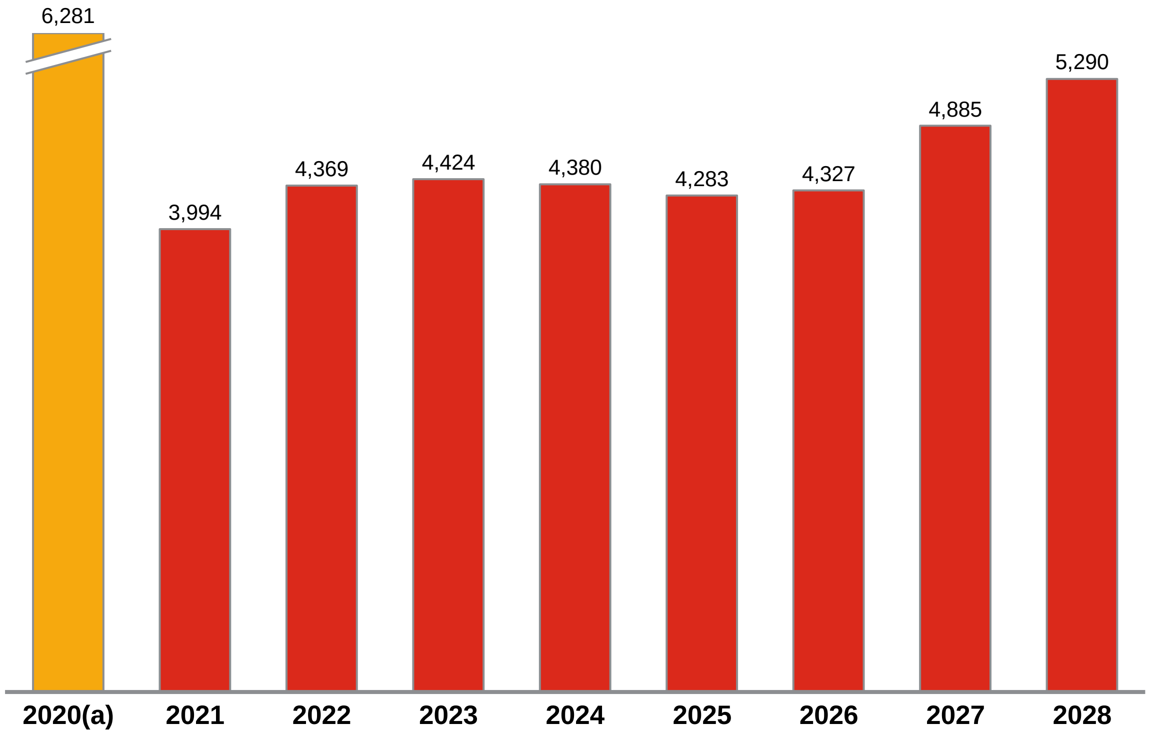
(1) Fees are non-inclusive of arranger fees

Financial Forecast | Debt Projections

While the emergence plan assumes significant financing, the tools available to Avianca through Chapter 11 and a more efficient business model will allow the Company to significantly de-lever

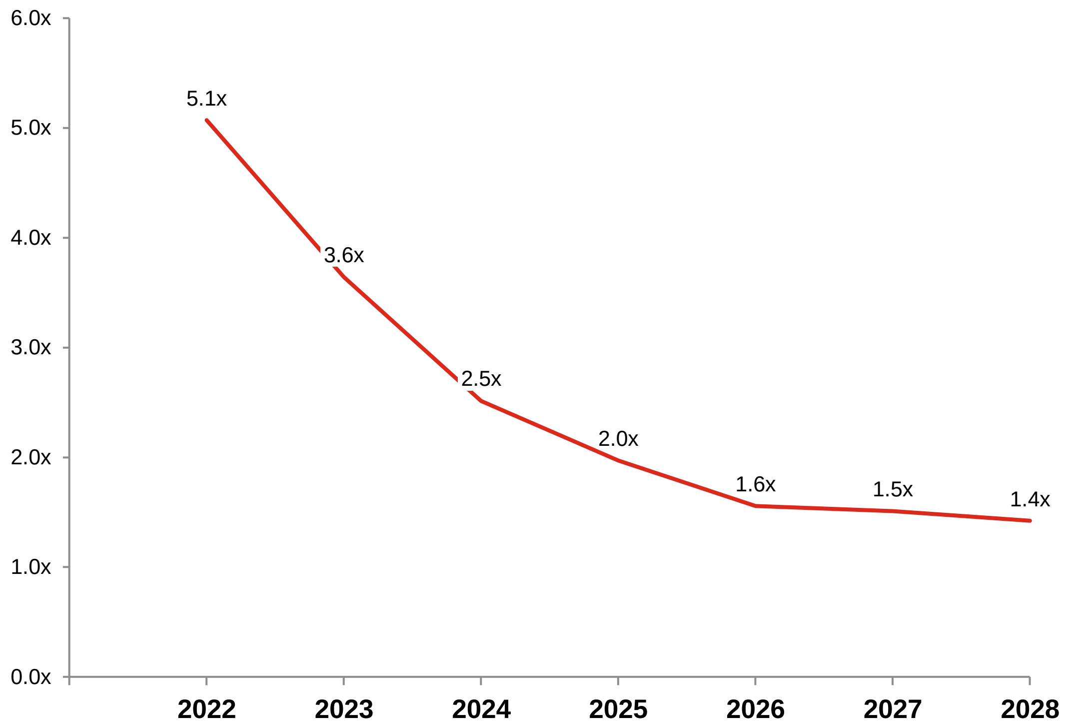
Projected Total Debt and IFRS-16 Liability Balance at Year-End

(US$ millions)



Net Debt *(US$ millions)*	3,016	3,385	3,267	2,885	2,549	2,224	2,369	2,353

Projected Net Adjusted Debt / EBITDA (1)

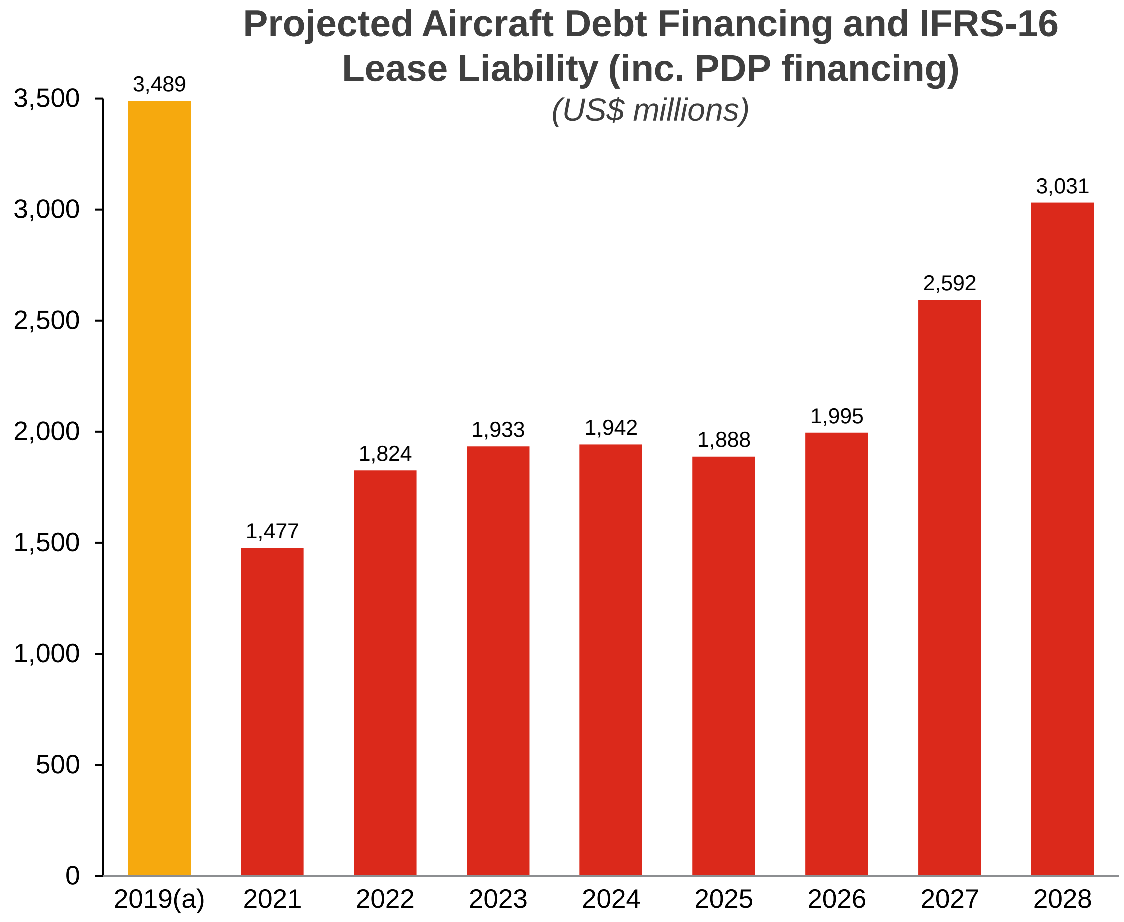


(1) EBITDA as included in the leverage calculation excludes aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)

Financial Forecast | Aircraft Financings

The forecast includes a tail-by-tail build up of fleet ownership costs

- Tails included in the projected fleet are based on the Company's best estimates at the time of forecast completion of the aircraft that are likely to be retained from the Company's existing fleet, plus incremental aircraft assumed to be taken from the market, either through operating leases or new deliveries via the Airbus order from 2025
- Prior to bankruptcy, Avianca's fleet included a mix of financing structures, including finance leases, operating leases JOLCOs and term debt financing
- In the emergence plan, most of the Company's aircraft are assumed to be financed with operating leases going forward, with the exception of a small number of finance leased aircraft that are assumed to remain on finance lease with revised debt amortization schedules going forward.
- All used aircraft added to the fleet are assumed to be acquired on operating lease, while for new aircraft, a mix of operating lease and debt financing has been assumed
- The forecast reflects IFRS-16 accounting for the operating leases, in which a lease liability is booked on the balance sheet at the time of lease agreement, along with a corresponding lease right-of-use asset
    - The right-of-use asset is depreciated on a straight-line basis over the assumed term of the lease, while the lease liability is amortized through monthly rental payments that are split between an interest and principal portion
- The Company has made assumptions about the likely lease terms for all of the operating leased fleet; while most leases are assumed to stretch beyond the forecast period, some leases are assumed to expire and be renewed before YE-2028



	2021	2022	2023	2024	2025	2026	2027	2028
YE Pax Fleet Count:	**101**[1]	**116**	**128**	**134**	**139**	**145**	**151**	**157**
YE Freighter Fleet Count:	**11**	**11**	**11**	**11**	**11**	**11**	**11**	**11**

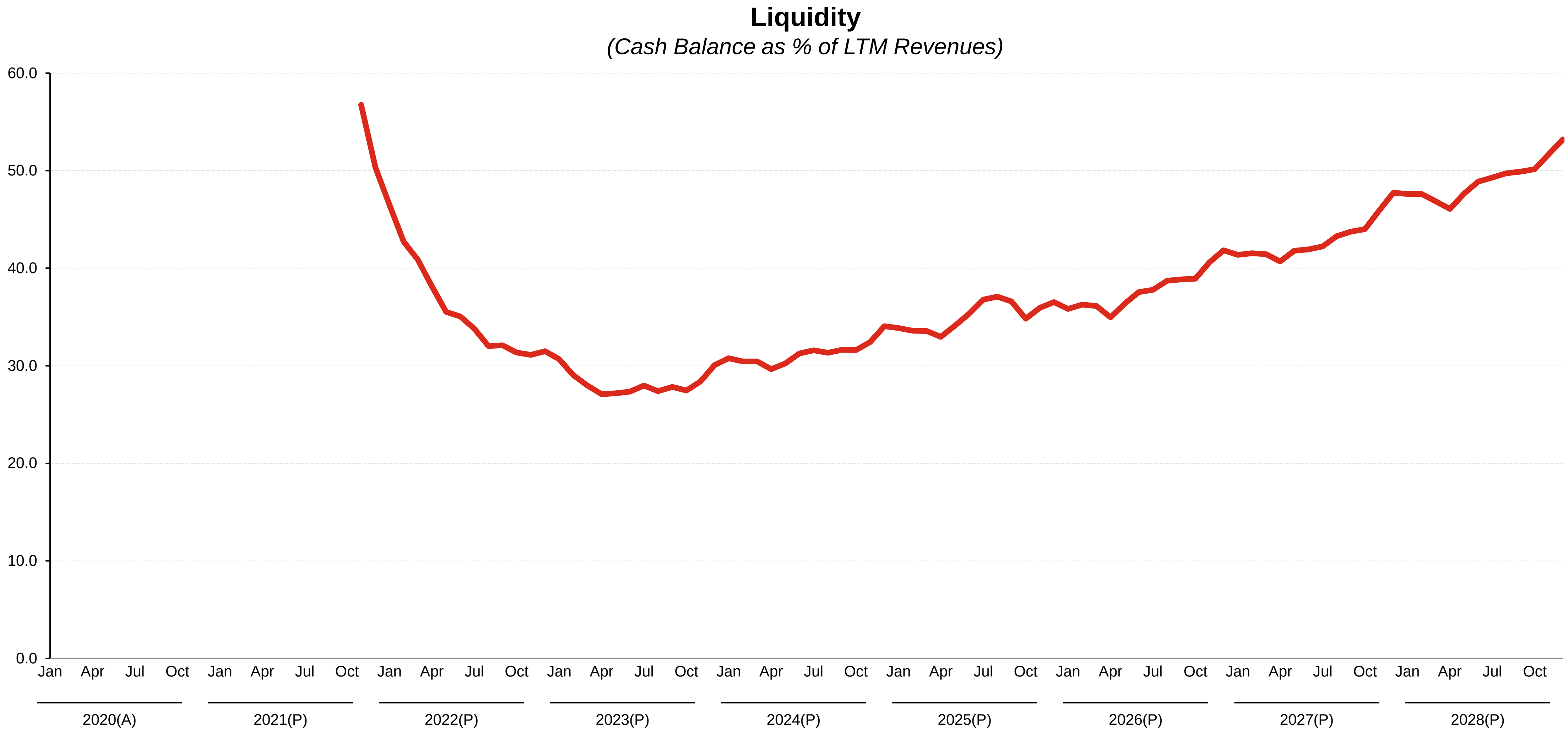
(1) Most aircraft in 2021 are expected to be under a PBH rental agreement with no fixed minimums, and so the total fleet count as of YE2021 somewhat exceeds the expected network demand

Financial Forecast | Pro-Forma Debt Structure

USD millions	*estimated* 31-Jan-21	*emergence* 31-Oct-21	*forecast* 31-Dec-21	*forecast* 31-Dec-22	*forecast* 31-Dec-23	*forecast* 31-Dec-24	*forecast* 31-Dec-25	*forecast* 31-Dec-26	*forecast* 31-Dec-27	*forecast* 31-Dec-28
DIP Loan (Tranches A & B)	1,693.1	-	-	-	-	-	-	-	-	-
Exit Tranche A-1 Financing / Refinancing	-	1,085.4	1,085.4	1,085.4	1,085.4	1,085.4	1,085.4	1,085.4	1,085.4	1,085.4
Exit Tranche A-2 Financing / Refinancing	-	569.9	569.9	569.9	569.9	569.9	569.9	569.9	569.9	569.9
Credit Card Securitizations	243.3	207.5	207.5	199.2	190.8	182.4	140.6	112.5	84.3	56.2
Engine Financing	55.4	52.6	52.6	41.5	30.4	19.4	8.3	-	-	-
Densification Financing	-	-	18.7	83.9	65.9	46.8	26.6	5.6	-	-
Secured Revolving Credit Facility	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Lifemiles Debt (term loan B & revolver)	365.4	397.5	397.5	387.5	377.5	367.5	399.1	395.5	391.8	388.2
Other Corporate Debt	544.5	36.2	34.4	27.1	21.7	18.6	18.6	18.6	18.6	18.6
Total Corporate Debt	**3,001.7**	**2,449.2**	**2,466.2**	**2,494.5**	**2,441.7**	**2,390.1**	**2,348.5**	**2,287.4**	**2,250.1**	**2,218.4**
Total Aircraft Financings (debt, lease, PDP financings)	**3,227.3**	**1,459.9**	**1,476.6**	**1,824.4**	**1,933.1**	**1,942.2**	**1,887.7**	**1,994.7**	**2,591.7**	**3,030.6**
IFRS-16 Non-Aircraft Lease Liabilities	51.5	51.2	51.1	50.4	49.3	48.1	46.6	44.8	42.8	40.7
Total Debt and Lease Liabilities	**6,280.5**	**3,960.4**	**3,993.9**	**4,369.3**	**4,424.2**	**4,380.4**	**4,282.8**	**4,326.9**	**4,884.7**	**5,289.6**

Financial Forecast | Projected Cash Balance

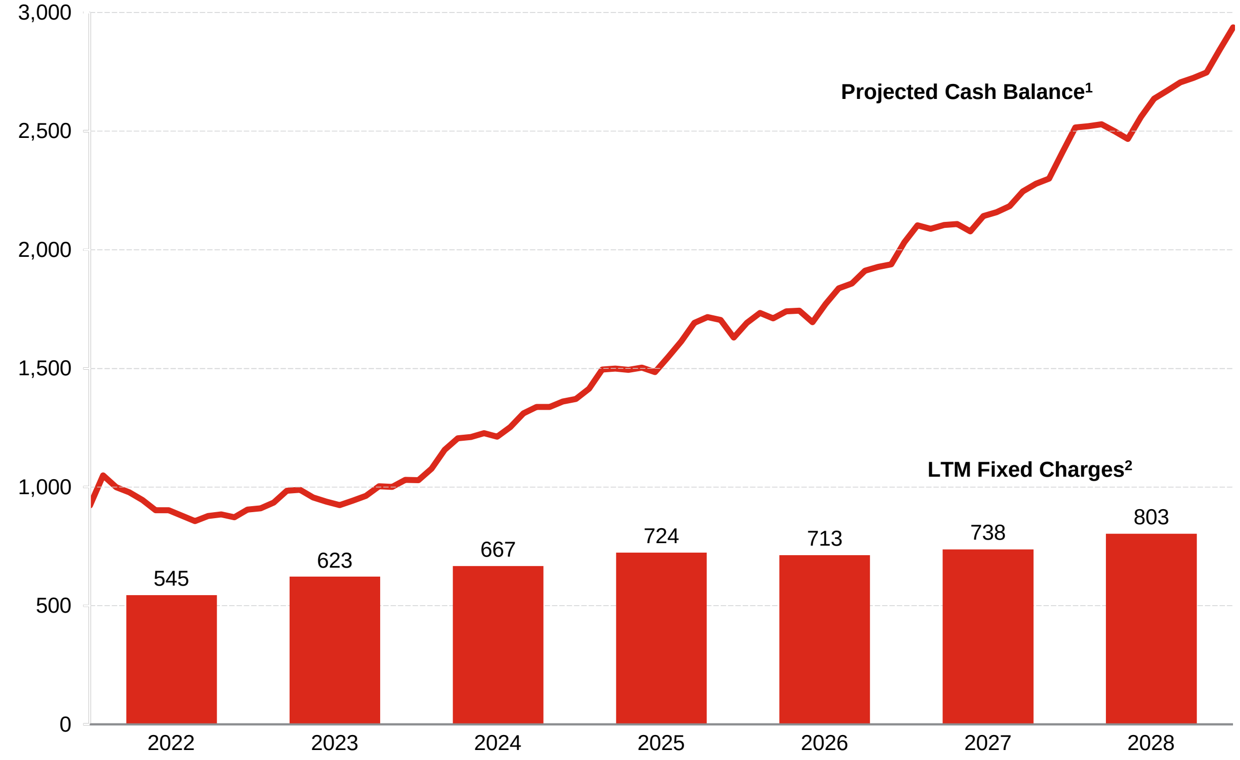
It is projected that the Company's cash balance will remain above 25% of LTM revenues in all periods



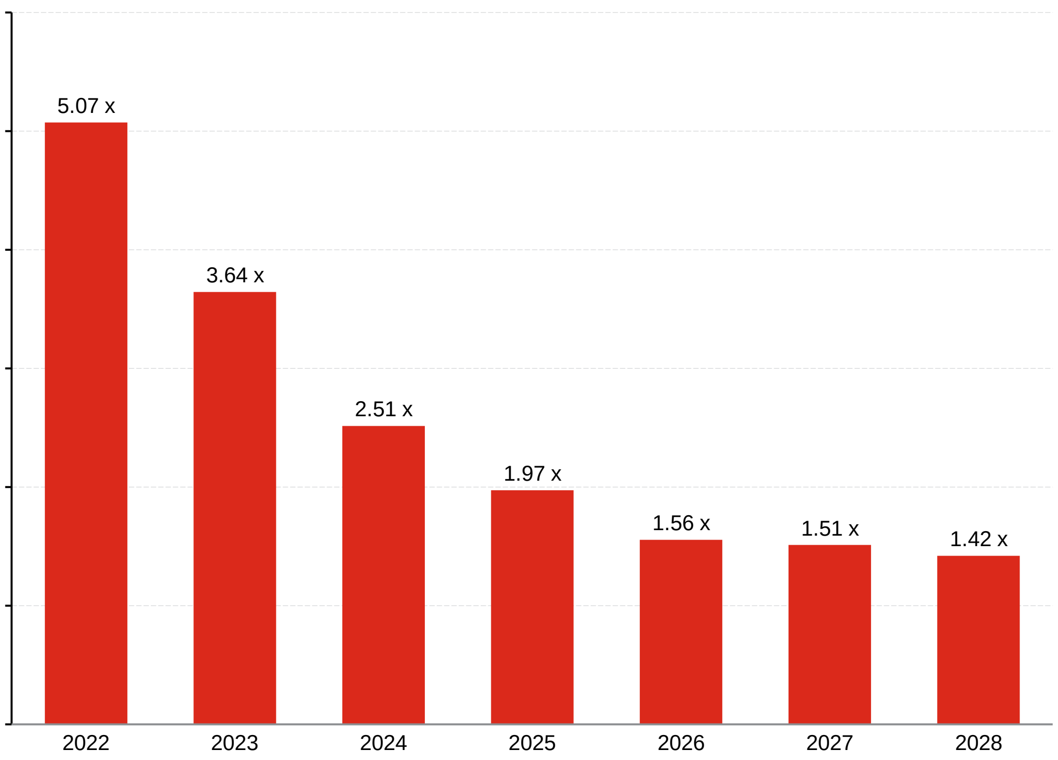
Financial Forecast | Projected Liquidity and Leverage

The company is projecting significant cash generation which will allow it to reduce its leverage ratio to 2.0x about 4 years after emergence

Projected Cash Balance[1] and LTM Fixed Charges[2]
(USD millions)



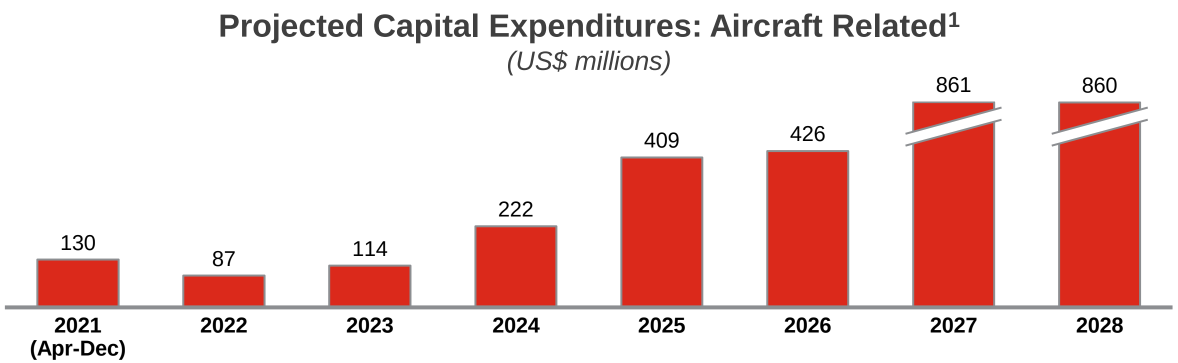
Projected Leverage Ratio[1,3]
(Net Debt-to-LTM EBITDA)

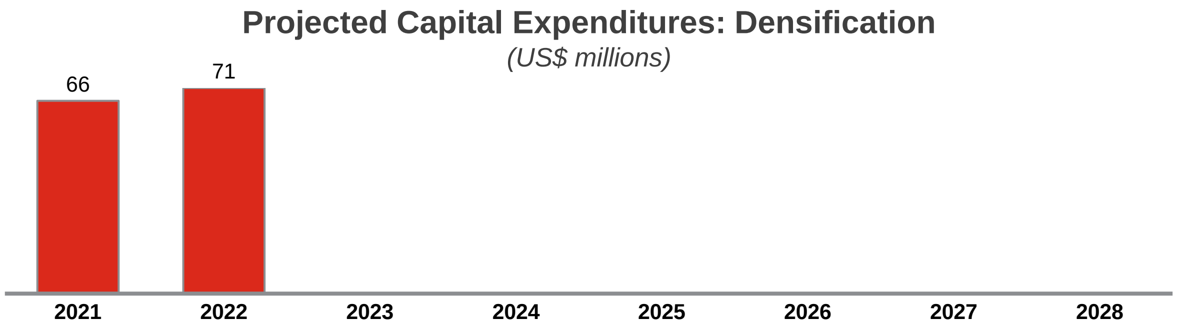


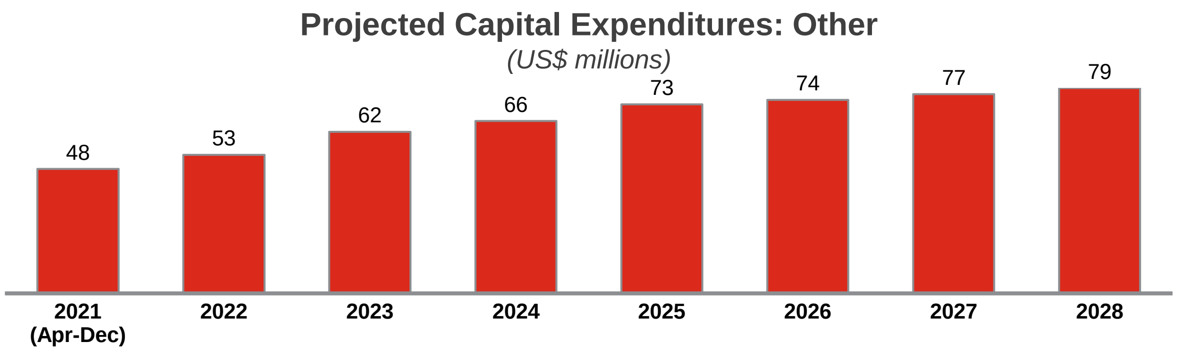
1. Projected cash balance and leverage ratio are the product of high-level adjustments to the Company's forecast to reflect 1Q actuals, fleet changes, fuel price adjustment, and the impact of the Airbus order, with PDPs and assumed PDP financing
2. LTM fixed charges assumes no pre-payment of the exit financing and includes LTM cash rent payments (both fixed monthly payment and variable PBH payments) and debt principal and interest payments – excludes repayments of debt due to re-financings (e.g., PDP debt repayments that are refinanced with the subsequent aircraft financing)
3. EBITDA as included in the leverage calculation excludes maintenance PBH expense (as a proxy for maintenance cap-ex during the PBH period), and aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)

Financial Forecast | Capital Expenditures

The emergence plan assumes heavy maintenance event costs are capitalized







(1) Includes aircraft purchases and maintenance cap-ex

Comments

- Total capital expenditures of US$ 3.7 billion are projected over the forecast period (2021 – 2028)
- The company has assumed that it will use surplus cash in the latter years (2025 – 2028) to purchase a number of A320NEOs either outright (with no financing), or with debt
- Heavy maintenance event costs are capitalized when incurred
  - Total maintenance capital expenditures as shown includes maintenance PBH payments in 2021 (proxy for cap-ex during the PBH period)
- The forecast assumes densification of all narrowbodies, with projected net capital expenditures of US$ 137 million

Financial Forecast | Summary P&L

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
Total Operating Revenues	**4,621.5**	**1,711.6**	**1,943.1**	**3,125.3**	**3,848.5**	**4,389.1**	**4,745.6**	**5,024.8**	**5,269.2**	**5,520.7**
Aircraft Fuel	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
Total Operating Costs	**5,175.8**	**2,333.1**	**2,453.8**	**2,972.9**	**3,425.6**	**3,754.2**	**4,014.6**	**4,259.5**	**4,440.8**	**4,633.6**
EBIT	**(554.3)**	**(621.5)**	**(510.7)**	**152.4**	**422.9**	**634.9**	**731.0**	**765.4**	**828.4**	**887.1**
EBIT Margin	*(12.0%)*	*(36.3%)*	*(26.3%)*	*4.9%*	*11.0%*	*14.5%*	*15.4%*	*15.2%*	*15.7%*	*16.1%*
EBITDA	**509.8**	**(87.4)**	**(75.9)**	**551.0**	**876.8**	**1,147.4**	**1,292.8**	**1,428.9**	**1,567.8**	**1,654.7**
EBITDA Margin	*11.0%*	*(5.1%)*	*(3.9%)*	*17.6%*	*22.8%*	*26.1%*	*27.2%*	*28.4%*	*29.8%*	*30.0%*
EBITDA excluding aircraft PBH payments			**51.6**	**667.3**	**896.7**	**1,147.4**	**1,292.8**	**1,428.9**	**1,567.8**	**1,654.7**
EBITDA excluding PBH Margin			*2.7%*	*21.4%*	*23.3%*	*26.1%*	*27.2%*	*28.4%*	*29.8%*	*30.0%*
EBITDAR	**521.5**	**(84.0)**	**2.7**	**676.9**	**912.8**	**1,165.9**	**1,312.5**	**1,448.5**	**1,585.7**	**1,670.8**
EBITDAR Margin	*11.3%*	*(4.9%)*	*0.1%*	*21.7%*	*23.7%*	*26.6%*	*27.7%*	*28.8%*	*30.1%*	*30.3%*
Interest Expense, net	290.9	373.9	587.8	342.0	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)	-	-	-	-	-	-	-
Total Non-Operating Costs	**315.7**	**423.2**	**574.2**	**342.0**	**367.2**	**366.3**	**358.3**	**321.7**	**337.3**	**368.3**
Pre-Tax Income	**(870.0)**	**(1,044.7)**	**(1,085.0)**	**(189.6)**	**55.8**	**268.6**	**372.7**	**443.7**	**491.1**	**518.8**
Pre-Tax Margin	*(18.8%)*	*(61.0%)*	*(55.8%)*	*(6.1%)*	*1.4%*	*6.1%*	*7.9%*	*8.8%*	*9.3%*	*9.4%*
Income Taxes	24.0	47.4	19.3	21.1	23.6	28.0	49.6	68.2	70.5	72.1
Net Income	**(894.0)**	**(1,092.0)**	**(1,104.2)**	**(210.7)**	**32.2**	**240.6**	**323.0**	**375.5**	**420.6**	**446.7**
Net Margin	*(19.3%)*	*(63.8%)*	*(56.8%)*	*(6.7%)*	*0.8%*	*5.5%*	*6.8%*	*7.5%*	*8.0%*	*8.1%*

Financial Forecast | Summary Cash Flow Statement

US$ M	*forecast* Apr - Dec 2021	*forecast* 2022	*forecast* 2023	*forecast* 2024	*forecast* 2025	*forecast* 2026	*forecast* 2027	*forecast* 2028	CUMULATIVE
Cash Flows from Operations:									
EBITDAR	**56.0**	**676.9**	**912.8**	**1,165.9**	**1,312.5**	**1,448.5**	**1,585.7**	**1,670.8**	**8,829.2**
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
Net Cash Flows Provided by Operations	**(27.3)**	**717.9**	**1,029.1**	**1,257.1**	**1,386.3**	**1,478.4**	**1,592.0**	**1,693.3**	**9,126.7**
Cash Flows from Investing:									
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
Net Cash Flows Provided by Investing	**(229.0)**	**(220.5)**	**(187.7)**	**(259.4)**	**(410.3)**	**(432.5)**	**(478.5)**	**(510.0)**	**(2,728.0)**
Cash Flows from Financing:									
DIP - original Tranche A, B issuance (final draw)	174.5	-	-	-	-	-	-	-	174.5
DIP - original Tranche A repayment	(1,427.9)	-	-	-	-	-	-	-	(1,427.9)
DIP-to-Exit Finanicng - issuance / refinancing	1,600.0	-	569.9	-	1,085.4	-	-	-	3,255.4
DIP-to-Exit Financing - 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)
Net Cash Flows Used in Financing Activities	**134.5**	**(466.5)**	**(644.0)**	**(660.2)**	**(737.6)**	**(676.5)**	**(700.9)**	**(761.8)**	**(4,512.9)**
Cash Flows from Other Activities:									
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
Net Cash Flows Used in Other Activities	**177.5**	**(24.0)**	**(24.4)**	**-**	**-**	**-**	**-**	**-**	**129.1**
Net Cash Flow	**55.7**	**6.8**	**173.0**	**337.5**	**238.4**	**369.4**	**412.6**	**421.5**	**2,014.8**
Starting Cash Balance (consolidated AVH)	922.0	977.8	984.5	1,157.5	1,495.0	1,733.4	2,102.8	2,515.4	922.0
Ending Cash Balance (consolidated AVH)	**977.8**	**984.5**	**1,157.5**	**1,495.0**	**1,733.4**	**2,102.8**	**2,515.4**	**2,936.9**	**2,936.9**

Financial Forecast | Summary Balance Sheet[1]

US$ M	actual 2020	forecast 2021	forecast 2022	forecast 2023	forecast 2024	forecast 2025	forecast 2026	forecast 2027	forecast 2028
Total assets	**6,860.5**	**4,516.0**	**4,759.4**	**5,028.3**	**5,383.4**	**5,767.6**	**6,310.6**	**7,344.3**	**8,289.5**
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
Total liabilities	**8,162.3**	**5,377.6**	**5,808.0**	**6,015.3**	**6,104.4**	**6,154.5**	**6,316.7**	**6,929.8**	**7,428.3**
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
Total equity	**(1,301.8)**	**(861.6)**	**(1,048.6)**	**(987.1)**	**(721.0)**	**(386.9)**	**(6.1)**	**414.5**	**861.2**

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

Financial Forecast | Summary Operating Statistics

Operating Statistics	*forecast* 2021	*forecast* 2022	*forecast* 2023	*forecast* 2024	*forecast* 2025	*forecast* 2026	*forecast* 2027	*forecast* 2028
All flights (passenger + cargo):								
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
Passenger flights only:								
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

Appendix – Collateral Coverage

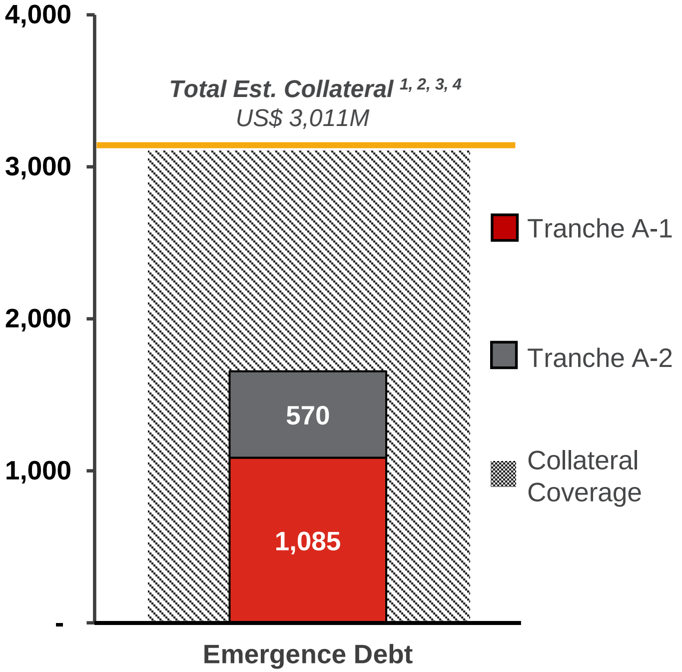
Avianca 100 años todo para enamorarte

Collateral Coverage for Exit Debt Financing

Newly performed appraisals support that the Exit Debt Financing of US$ 1.6 billion will have substantial collateral coverage (LTV of 56.2%) after upsizing of the LM debt and before accounting for the value of the COP-denominated credit card receivables

Projected Exit Debt Finance Balance and Collateral Coverage

(US$ Millions)



Loan to Value (LTV) (pre- / post-upsizing of LM debt to US$ 405M) [1, 2, 3, 4]	***55.0% / 56.2%***

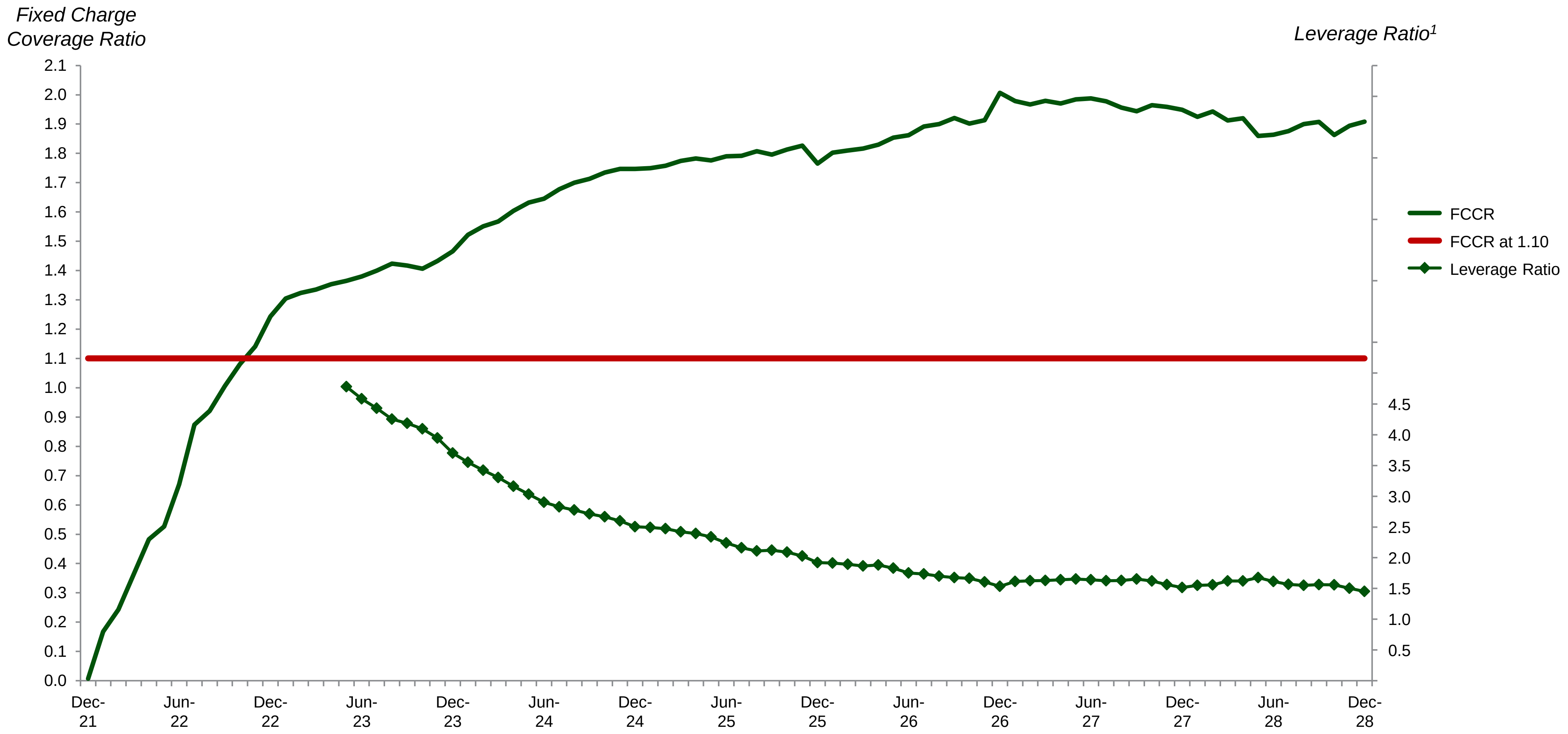
Available Collateral	Description	Valuation Summary
LifeMiles **Equity interest in LifeMiles**	**Avianca's 89.9% equity interest in the LifeMiles, as well as its nominally-priced option to acquire an additional 10.1%[2]**	**MBA Valuation: US$ 2,159M** Implied Equity Value after subtraction of net debt **US$ 1,891M / US$ 1,825M[3]** (MBA 6/18/21)
Avianca Cargo **Cargo Business**	**Pledge of the cargo business (not inclusive of belly cargo)**	**MBA Valuation: US$ 870M** Implied Equity Value after subtraction of net debt **US$ 660M[4]** (MBA 6/18/21)
Avianca **Brand Intellectual Property**	**First-lien pledge on Brand Intellectual Property (i.e., Trademarks)**	**MBA Valuation: US$ 460M** (MBA 6/18/21)
Avianca **COP-denominated credit card receivables**	**First-lien pledge on certain COP-denominated credit card receivables**	**Not appraised by 3rd party**

(1) Collateral coverage projections is not inclusive of monthly estimates of credit card receivable balances, and is inclusive of expected PIK'd conversion and commitment fees upon emergence
(2) Avianca will pay purchase price of US$ 5M to acquire the remaining 10.1% upon refinancing of the existing LM debt facility.
(3) Equity stake for collateral value is calculated by subtracting gross debt of US$ 340M (pre-upsizing) or assumes LM upsizes debt to US$ 405M (post-upsizing); the net debt includes cash position of US$ 72M
(4) Assuming estimated net debt at emergence of US$ 210M, the net collateral value drops to US$ 660M

Appendix - Covenant Analysis

Fixed Charge Coverage Ratio (“FCCR”) and Leverage Ratio through Dec-2028

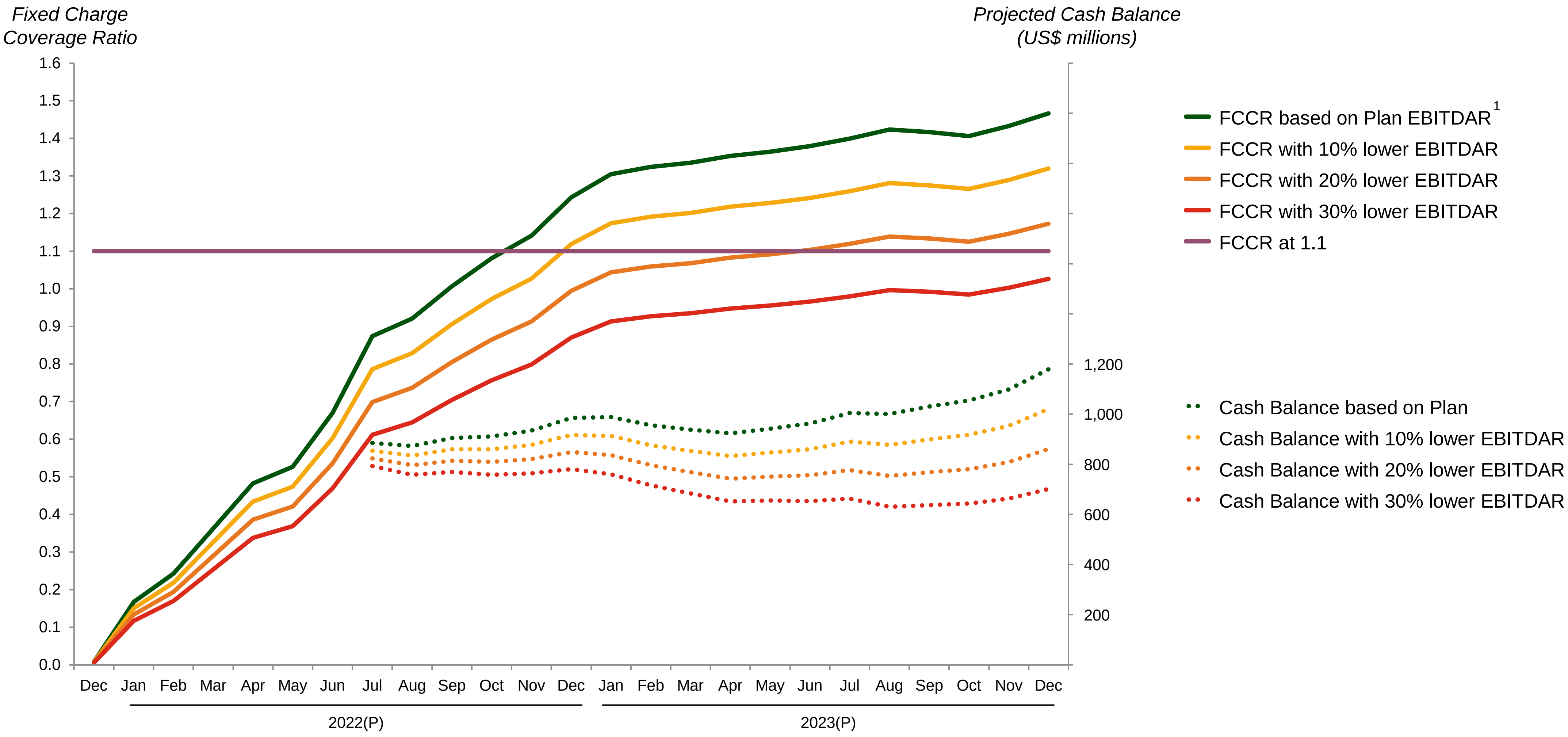
The FCCR is projected above 1.10 from the end of 2022 forward



(1) EBITDA as included in the leverage calculation excludes aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)
Note: The forecast as shown in this page has been adjusted to assume that exit debt is refinanced only at maturity in October 2028 (versus the standard assumption in the rest of the deck that exit debt is refinanced mid-forecast)

Fixed Charge Coverage Ratio (“FCCR”) Sensitivity through 2023

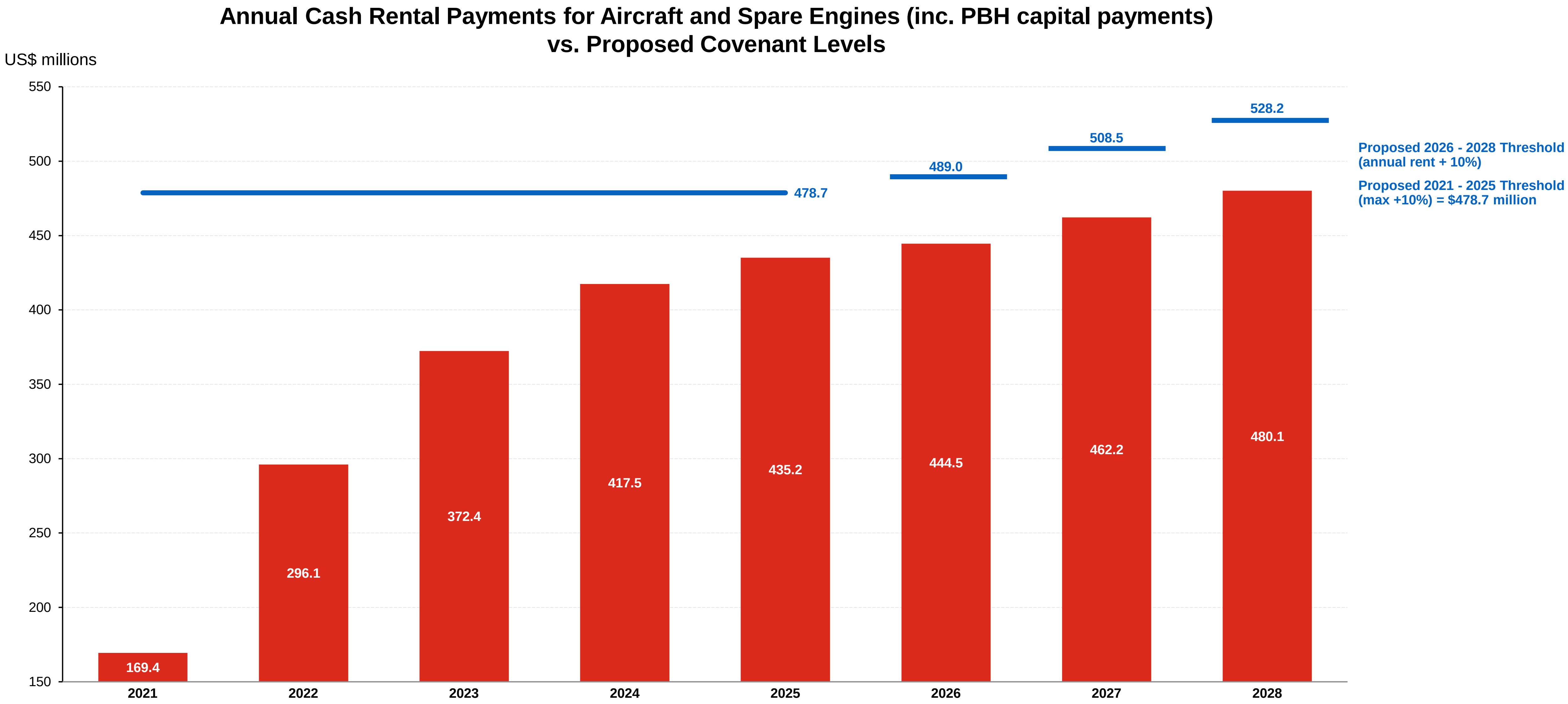
The projected FCCR remains below 1.5x through 2023, and grows thereafter as projected profitability expands



(1) EBITDA as included in the leverage calculation excludes aircraft rentals during the PBH period (as these are excluded from the depreciation expense of the IFRS-16 right-of-use assets)

Note: The forecast as shown in this page has been adjusted to assume that exit debt is refinanced only at maturity in October 2028 (versus the standard assumption in the rest of the deck that exit debt is refinanced mid-forecast)

Proposed Rental Payment Covenant Levels



Appendix - LifeMiles

todopara
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LifeMiles Loyalty Program | Overview

The LifeMiles loyalty program is uniquely positioned to continue to bolster its growth trajectory and profitability

Business At-A-Glance

10+ million Members

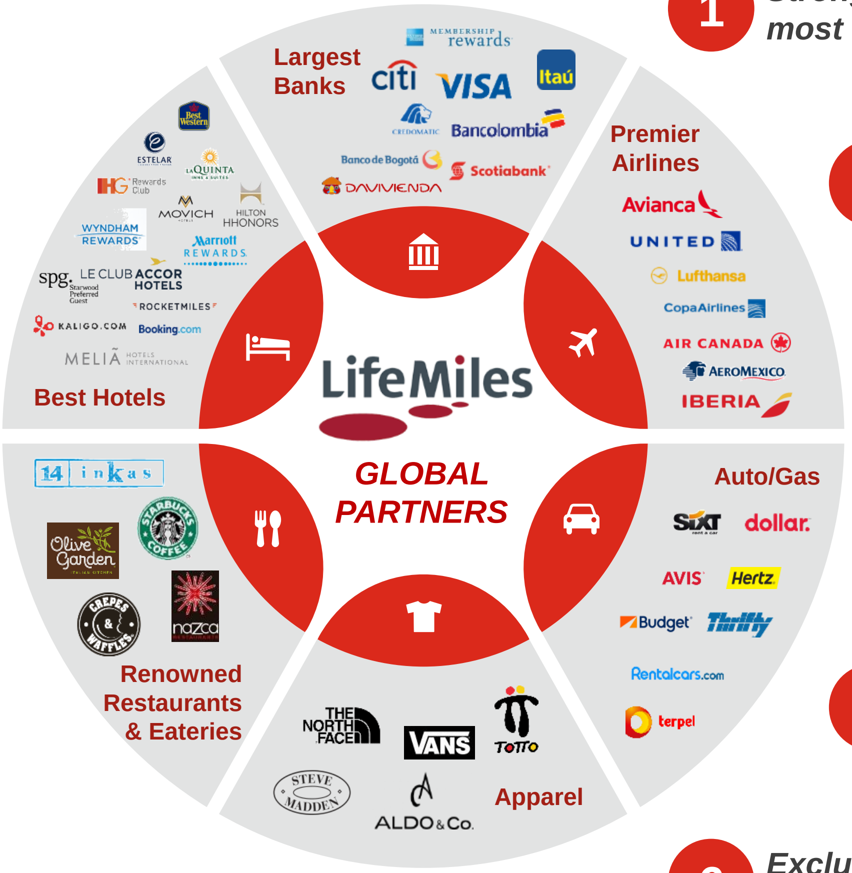
US$ 334M in FY19 Gross Billings

Winner of 5 Global Traveler Awards and 13 Freddie Award

Exclusive Loyalty Program for Avianca

~600K Active Co-branded Credit Cards

700+ Commercial Partners



Key Highlights

1. *Strongly positioned in its core markets as the largest and most recognized loyalty program*
2. *Underpenetrated consumer markets foster significant growth potential*
3. *Diversified network of Blue-Chip commercial and financial partners*
4. *Attractive operating model generating predictable, long-term liquidity*
5. *Proven, experienced and aligned management team, supported by a top private equity sponsor*
6. *Exclusive agreement with Avianca, the leading carrier in Colombia and Central America, extended through 2040*

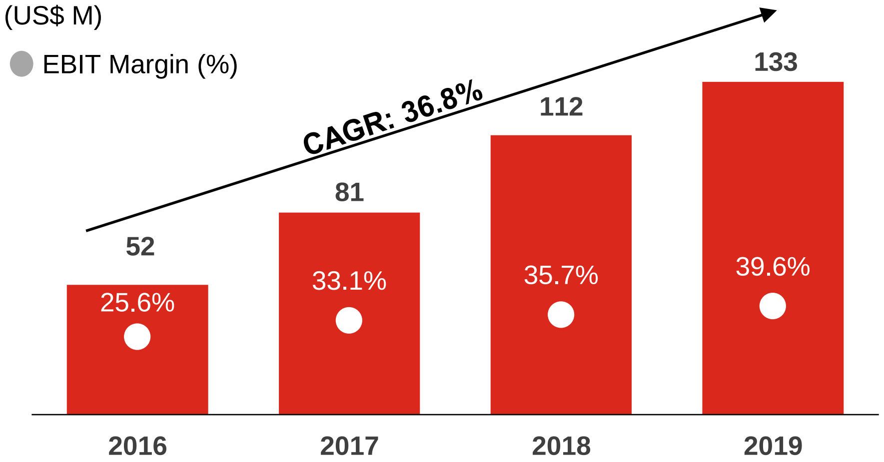
LifeMiles Loyalty Program | Business Model

LifeMiles continues to augment its non-airline partner network to drive robust operational results and profitability

Successful and Diverse Business Model

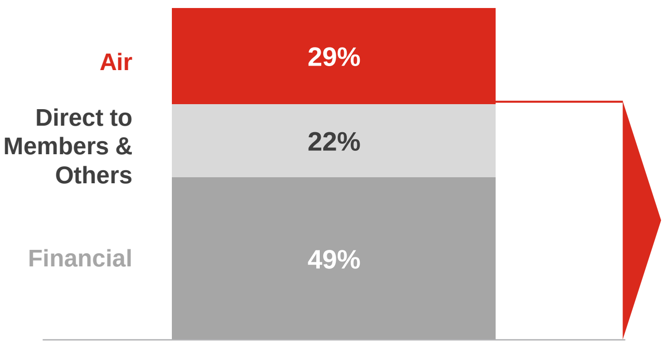
- Diversified geographic presence with 6 countries contributing 6%+ of gross billings[1]
- Asset-light business model with favorable working capital dynamics, cash margin of ~45%[2] of gross billings
- Proven management team, the core of which has been in place since 2010 and has grown non-airline sales by 4x over the same time period
- On average, non-air rewards provide a 10% to 20% higher profit margin than redemptions for air tickets
- With a growing customer base and partner network, non-domesticated (Colombia) gross billings have increased by 10%+ since FY2017

Strong EBIT Growth and Margin Expansion (IFRS 15)[2]

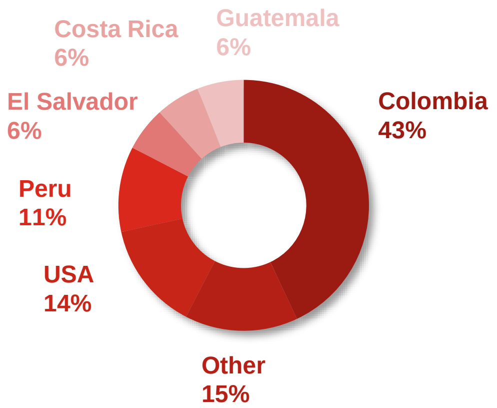


A Diversified Mix of Customers & Geographies

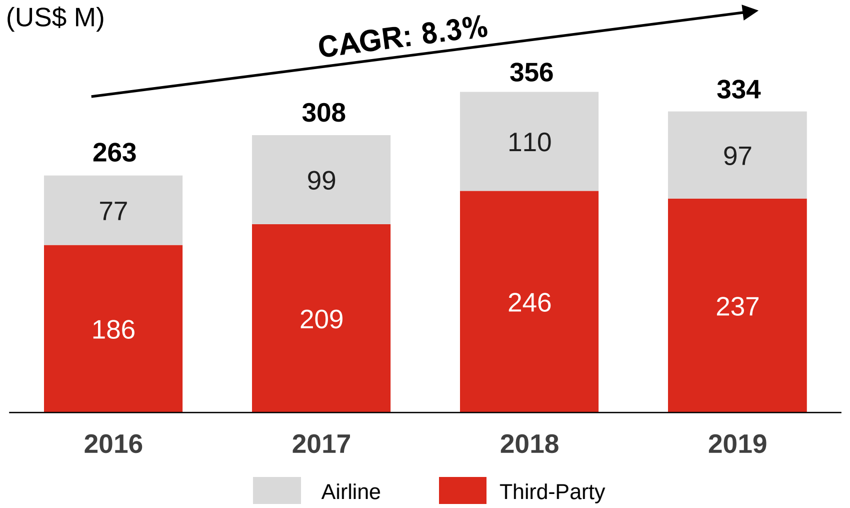
Gross Billings by Type[1]



Non-Airline Gross Billings by Geography[1]



…..Is Accelerating Growth in Gross Billings



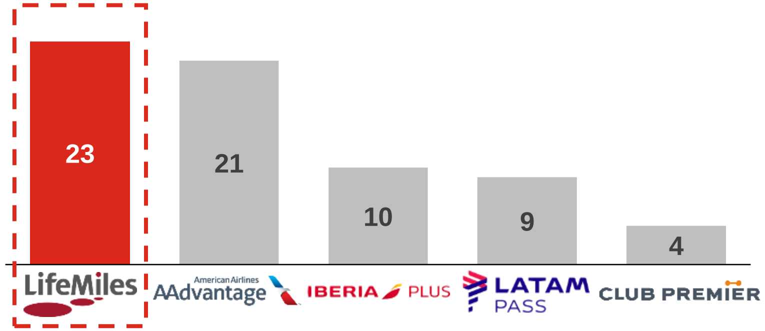
(1) Reflects FY 2019. LifeMiles revenue comes primarily from the sale of miles, which are referred to as "Gross Billings"
(2) Defined as Adj. Cash EBITDA / Gross Billings
(3) Excludes one-time non-cash breakage-related adjustment

LifeMiles Loyalty Program | Growth Opportunities

LifeMiles leverages its diversified network of partnerships across an expanding geographic footprint to accelerate growth

Financial Partnerships

LifeMiles has more co-brand credit card partnerships than any of its Latin American Competitors



Co-branding contracts deliver diversified and predictable sales streams vs. AVH point accruals

Miles sold through financial partnerships yield higher margins than miles sold to Avianca & AV air partners

Co-branded credit cards facilitate continuous customer engagement with the LifeMiles program

Network of financial partnerships enables LifeMiles to provide a more comprehensive loyalty program

Retail / Transport Channels

Hotels	Car Rental	Retail	Restaurants
Hilton Honors	Hertz	The North Face	Olive Garden
IHG Rewards Club	Sixt rent a car	ALDO	Uber Eats
Marriott Rewards	AVIS	VANS	Starbucks Coffee
Wyndham Rewards	Budget	Steve Madden	14 inkas

Members are able to utilize their accrued points as a liquid currency outside of the airline industry

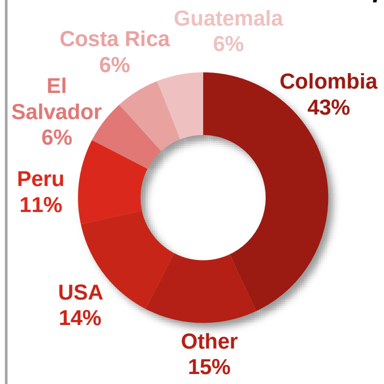
Non-airline rewards are often cheaper (fewer miles), broadening the program's appeal

Partnership with Uber Eats & other similar partners critical while air travel recovers from COVID crisis

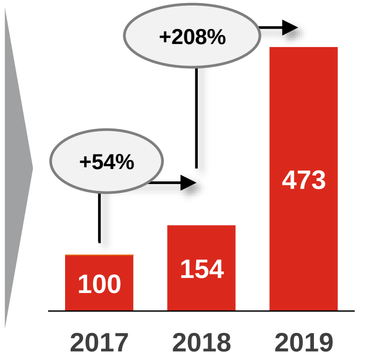
LM investing in e-commerce, mobile payments, & other strategies to reinforce non-travel elements of program

Geographic Diversification

Diversified GB[1]



Impressive Growth in US[2] (US$ M)



Financial Partners in North America have gained significant relevance

Conversion of points to miles in the US grew 241% in '19 vs '18 & represent ~42% of conversion gross billings

International partnerships enable global customers to redeem LifeMiles' points outside of AV core

Expansion of geographic footprint enables the business to appeal to a broad array of travelers

Through a strong international network of earn (e.g; financial partners) and redemption (e.g; Star Alliance) partners, LifeMiles effectively serves, sells to, and grows its customer base both in the airline's core markets and beyond

(1) Non-Airline Gross Billings by Geography for FY2019
(2) Financial partners' gross billings in the United States. Indexed for FY2017 amount.

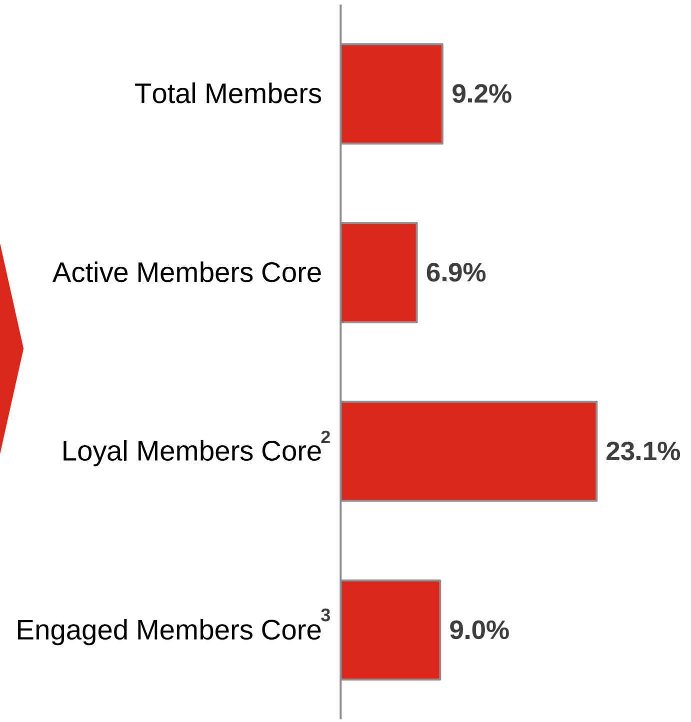
LifeMiles Loyalty Program | Entrenched Brand Recognition

LifeMiles' award-winning brand facilitates strong member engagement across its accrual and redemption network

freddieawards | Global Traveler

		2013	2014	2015	2016	2017	2018	2019	2020	Last 7 Years	Best Redemption Ability (last 6 yrs)
Avianca	LifeMiles	1	2	2	3	2	1	1	1	**13**	**5**
GOL	Smiles		–	–	–	–	–	–	–	**–**	**–**
LATAM	multiplus		–	–	–	–	–	–	–	**–**	**–**
LATAM	LATAM PASS		–	–	–	–	–	–	–	**–**	**–**
AIR CANADA	aeroplan		–	–	–	–	–	–	–	**–**	**1**
Southwest	Rapid Rewards	1	2	3	2	4	5	3	3	**23**	**–**
American Airlines	AAdvantage	3	2	2	1	1	1	1	1	**12**	**–**
DELTA	DELTA SKYMILES		–	–	–	–	–	–	–	**–**	**–**
UNITED	UNITED MileagePlus		–	–	–	–	–	–	–	**–**	**–**

Member Engagement Continues to Strengthen[1]



LifeMiles is indisputably the most awarded program in Latin America….only Southwest Rapid Rewards & American Advantage rival LifeMiles in all of the Americas

(1) YoY Growth, as of Mar '20
(2) Members active for two consecutive years in Core Markets
(3) Members who are active in two or more categories over the last 12-month period

Thank you