

engaged our customers through a new online CO<sub>2</sub> calculator that allows them to estimate their carbon footprint before deciding whether to pay for SAF and carbon capture. We engaged all Vueling employees to elicit creative ideas on how we can further promote SAF development.

We also take seriously our commitment to society. Airlines are uniquely positioned to facilitate humanitarian aid after natural disasters, and Vueling operated humanitarian missions to Turkey after the earthquakes in February, Tenerife after the wildfire in August, and Morocco after the earthquake in September. We also collaborated with Make-A-Wish, Lovaas Foundation and Save the Children to support children in vulnerable situations, and we celebrated our tenth year of collaboration with the Spanish *Organización Nacional de Trasplantes* (National Transplant Organisation).

### Looking forward

We are proud of the progress we are making, yet we are aware that we are still just halfway through the journey to reaching our full potential – to be the leading low-cost carrier in all the markets we choose to serve. On this journey, we will overcome industry challenges such as geared turbofan engine issues. We need to reach a sustainable agreement with our pilots in Spain as a necessary condition for investment in Vueling's growth and fleet. We will continue the many other transformation initiatives that are delivering measurable results.

In short, the transformation continues. It is how we are ensuring Vueling's long-term competitiveness, and it is what will allow us to do even more of what we love: connecting people and places.

**Top: New generation aircraft reduce fuel burn and CO<sub>2</sub> emissions by 20% with respect to their predecessors.**

**Bottom left: Vueling introduced a Honeywell fuel efficiency app to all its pilots, with the purpose of sharing operational and best practices data to enhance decision-making in their day-to-day duties.**

**Bottom right: Vueling is the very first commercial airline in Europe and the first low-cost carrier to be awarded the Top Employer certification.**

