

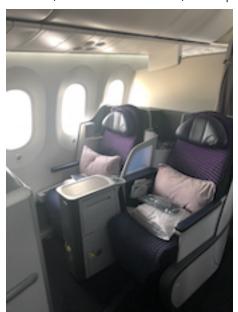
Mexico, 9 November 2018

The Transformation of AeroMexico

For many years, AeroMexico, the Mexican flag carrier was an example of how not to run airlines, with bureaucratic processes, inattentive customer service and a poor quality of aircraft and interiors.



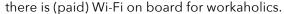
Today, the airline has a modern fleet build around Boeing 787 Dreamliner, Boeing 737-max and Embraer E170/190. It has a new modern looking livery, an operational link with Delta Airlines (a 36.2% shareholder) and a promise to have a good service...



This week I had the opportunity to try AeroMexico on a trip between Mexico City (MEX) to Tokyo (NRT) and back, and I have to admit: it was a surprisingly good experience. The Company has truly transformed, and become a modern airline that can compete in both long haul and short haul flights.

The fact that AeroMexico flies its long haul flights with all B787 Dreamliner's is of course a good starting point. The Business Class interior in the B787-800 is spacious and modern, with a 2-2-2 configuration and only 32 "Club Premier" seats. There is plenty of personal space and the seats lay fully flat for the night. I got a comfortable sleep on the 14 hours long flight. Even the

bathroom was spacious and with a window...! And



In terms of Catering, and out of pure curiosity, I asked for the Japanese Dinner. It was a pleasant surprise with a tasty 7-dish dinner, including a Miso soup and the colorful Japanese Pickles. Even the Sake, served in a real porcelain jar and cup were of good quality. Well done to the Chef.





The on-board service on the flight from Mexico to Tokyo was attentive, efficient, even though not personalized as some airlines succeed in doing. It was a really good experience. On the flight back, the on-board service was somewhat less, illustrating that Transformation of a business is not just about "Digital" and "Equipment" (both were excellent) but also about the people: the

Cabin Crew on the leg to Narita did a great job, the Crew on the way back probably didn't get the transformation training yet.

In short, AeroMexico has transformed to a modern Airline. They have done a good job getting me rested to Tokyo, and the management has proven that a successful transformation is possible, even in the airlines industry. Job Well Done AeroMexico....!



