

## CREDIT OPINION

15 April 2024

### Update



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### RATINGS

#### LATAM Airlines Group S.A (LATAM)

Domicile	Santiago, Chile
Long Term Rating	Ba3
Type	LT Corporate Family Ratings
Outlook	Stable

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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## LATAM Airlines Group S.A (LATAM)

Update following upgrade to Ba3, outlook remains stable

### Summary

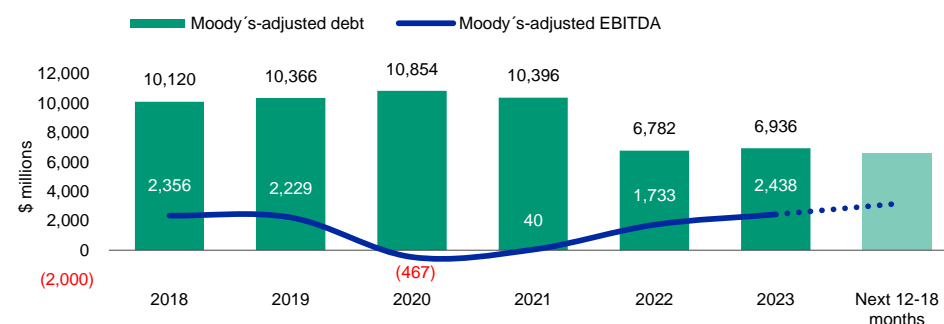
[LATAM Airlines Group S.A \(LATAM\)](#)'s Ba3 rating reflects the company's scale and superior network connectivity, which translate into leading positions in the five domestic markets in which it operates, in intraregional flights in Latin America and in international long-haul flights as of 2023. The rating also reflects its well-diversified business portfolio of air transportation services and strategic alliances. The rating is also supported by LATAM's improved post-bankruptcy capital and cost structures, and adequate liquidity, which will allow the company to weather the volatile recovery of the industry.

The rating is constrained by LATAM's exposure to the airline industry and to macroeconomic risks and oil prices. LATAM will have to contend with higher costs derived from labor (denominated in local currencies), fuel, and other US dollar-denominated inputs, which can hamper profitability despite firm demand and capacity discipline in its key markets.

On April 12, we upgraded LATAM's ratings to Ba3 from B1 to reflect the track record of strong operating and financial performance of the company in 2023 and strong traffic figures for early 2024, which gives us visibility into the sustainability of the current credit metrics and liquidity levels. LATAM's Moody's-adjusted leverage improved to 2.8x at the end of 2023 from 6.1x in 2022, while it generated \$679 million of free cash flow over the year. We expect LATAM's leverage to remain within 2.5x-3.0x in the next two years, which provides a cushion to the company's credit quality. We also expect LATAM to pursue liability management initiatives to reduce debt costs and strengthen its interest coverage.

Exhibit 1

**LATAM improved its cost and capital structures, and EBITDA is recovering after bankruptcy**  
**Moody's-adjusted debt and EBITDA**



All figures and ratios are calculated using our estimates and standard adjustments. The forecasts (f) or projections (proj.) are our opinion and do not represent the views of the issuer. Periods are financial year-end unless indicated. LTM = Last 12 months.  
Sources: Moody's Financial Metrics™ and Moody's Ratings

## Credit strengths

- » Leading market positions in domestic markets, in intraregional flights in Latin America, and in South America-North America and South America-APAC routes
- » Variable cost structure and low unit cost, which provides flexibility through recovery
- » Positive outlook for air travel in the region after the coronavirus pandemic-induced slump, which supports the recovery in revenue passenger kilometers (RPK)
- » Improved capital structure after bankruptcy
- » Good post-bankruptcy liquidity

## Credit challenges

- » Exposure to the volatility of the airline industry
- » Exposure to macroeconomic risks and oil prices, which could hurt credit metrics

## Rating outlook

The stable rating outlook reflects our expectation that LATAM's credit metrics and liquidity will remain stable in the next 12-18 months, and that the company will maintain its conservative approach toward liquidity, costs and capacity management.

## Factors that could lead to an upgrade

There will be little upward rating pressure before the company refinances its bankruptcy exit financing at materially lower interest rates. Quantitatively an upgrade would require:

- » adjusted leverage (measured by total debt / EBITDA) sustained below 3.5x
- » interest coverage (measured by (FFO + interest expense) / interest expense) above 5.5x on a sustained basis

The maintenance of an adequate liquidity profile, with positive free cash flow generation even during times of fleet expansion would also be required for an upgrade.

## Factors that could lead to a downgrade

The rating could be downgraded if credit metrics deteriorate, with:

- » adjusted leverage remaining above 4.5x
- » interest coverage below 3.5x on a sustained basis

A deterioration in the company's liquidity, or additional shocks to demand or profitability that lead to a cash burn could also result in a downgrade of the rating.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the issuer/deal page on <https://ratings.moody's.com> for the most updated credit rating action information and rating history.

## Key indicators

Exhibit 2

### LATAM Airlines Group S.A (LATAM)

USD millions	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Moody's forward view Next 12-18 months
Revenue	9,895.5	10,070.1	3,923.7	4,884.0	9,362.5	11,641.0	12,500 - 13,000
EBIT Margin %	9.9%	7.5%	-47.3%	-23.0%	-0.7%	10.6%	10.0% - 13.0%
Debt / EBITDA	4.3x	4.7x	-23.3x	257.5x	6.1x	2.8x	2.5x - 3.0x
RCF / Debt	11.3%	14.6%	-17.8%	-29.8%	2.4%	24.6%	25.0% - 35.0%
(FFO + Interest Expense) / Interest Expense	3.3x	3.8x	-2.6x	-3.1x	1.2x	3.5x	4.0x - 5.0x

All figures and ratios are calculated using our estimates and standard adjustments. The forecasts (f) or projections (proj.) are our opinion and do not represent the views of the issuer.

Periods are financial year-end unless indicated. LTM = Last 12 months.

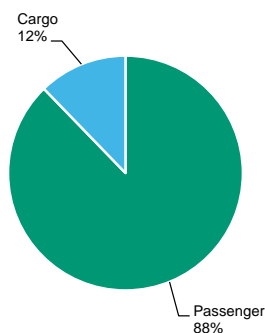
Sources: Moody's Financial Metrics™ and Moody's Ratings

## Profile

LATAM Airlines Group S.A (LATAM) is a Chile-based airline holding company formed by the business combination of LAN Airlines S.A. of Chile and TAM S.A. (TAM) of Brazil in June 2012. The company has domestic operations in Brazil, Chile, Peru, Ecuador and Colombia, and provides intraregional and international passenger services, in addition to cargo operations and a frequent flyer program. In 2023, LATAM generated \$11.6 billion in net revenue.

Exhibit 3

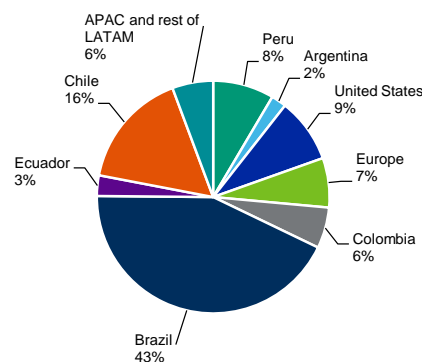
### Revenue breakdown by business segment For 2023



Source: Company's financials

Exhibit 4

### Revenue breakdown by country For 2023



Source: Company's financials

## Detailed credit considerations

### Good business profile and leadership position in Latin America

LATAM is the largest airline group in South America, with a local presence for domestic passenger services in five countries (Brazil, Chile, Peru, Ecuador and Colombia). The company also provides intraregional and international passenger services; has cargo operations that are carried out using belly space on passenger flights and a dedicated freighter service; and offers Latam Pass, the largest frequent flyer program in the region and seventh-largest in the world in terms of the number of members. LATAM serves passengers in around 148 destinations in 26 countries and provides cargo services to 166 destinations in 33 countries. As of the end of 2023, the company had a fleet of 333 aircraft and a set of bilateral alliances.

The company's scale and superior network connectivity translate into leading positions in 3 out of the five domestic markets in which it operates and in intraregional flights in South America as of 2023. Also, the company has a well-diversified business portfolio of air transportation services and strategic alliances. LATAM's unique network connectivity, combined with capacity discipline in all its main

markets in Latin America, provides it with strong pricing power in the current environment, and has allowed the company to preserve its profitability by passing through rising costs, namely those of jet fuel, to airfares.

### Improved post-bankruptcy cost and capital structure

The changes to LATAM's cost and capital structure, as part of its reorganization plan, allowed it to achieve a fast recovery in credit metrics through 2023 and early 2024. The company restructured its cost base, simplified its fleet,<sup>1</sup> increased the share of variable costs (to about 70% of total costs through 2023), outsourced non-core activities and renegotiated more than 1,000 contracts, most of which do not contain step-up or termination clauses, making the improvements sustainable. Such initiatives led to a total reduction of about \$1.3 billion in LATAM's annual operating costs and will allow for faster responses to volatility in demand and cash preservation. LATAM's cost per available-seat-kilometer (CASK) ex-fuel was 4.9 cents in 2023 (4.3 cents excluding cargo operations), which is relatively stable compared with 2019 levels, illustrating LATAM's cost-driven management despite the inflationary pressures faced by the region in the last four years. LATAM's CASK ex-fuel, excluding its cargo operations, of 4.5 cents in 2019 already compared favorably with that of regional and international low-cost and network carriers. LATAM intends to pursue further cost-cutting initiatives to preserve its profitability.

As part of its restructuring process, LATAM has also exited non-profitable markets such as domestic Argentina and is focusing on strengthening its domestic hub in Fortaleza, Brazil, while expanding its presence in previously established hubs such as São Paulo, Santiago and Lima.

LATAM's post-exit capital structure also improved, with total debt declining to around \$6.9 billion as of the end of 2023 from \$11.6 billion as of September 2022, mainly reflecting the conversion of debt into equity. The company also raised \$800 million through a new equity offering. LATAM's total debt as of December 2023 comprised of \$4.4 billion in fleet debt; \$1.15 billion in notes; \$1.1 billion in a term loan; and about \$500 million in other debt instruments. It also has \$1.1 billion in fully undrawn revolving credit facilities (RCFs).

### Positive outlook for airline industry, tempered by rising macroeconomic risks and increasing costs

Our outlook for the global airline industry remains positive, as there is still potential for further recovery from the effects of the pandemic. In Latin America, demand for air travel continues to grow, and carriers will benefit from a more rational and consolidated market to keep airfares high. There is no labor shortage in the region, and little fuel hedging will support Latin American carriers' profitability if jet fuel prices decline. Also, in a recession, demand would decline, but so would the price of oil. The biggest risk to the industry would be a scenario where oil prices increase during a recession or if demand weakens.

The extensive roll-out of the coronavirus vaccine in the region, and the reopening of all domestic markets, and international markets such as Argentina, the Caribbean and the US, supported a substantial increase in forward bookings for LATAM. These factors also translated into more passenger revenue and number of flights through 2023 — even as macroeconomic risks in the region threaten disposable income and consumer confidence. So far, air travel demand has remained robust in the region even amid stagnant economic growth and lower disposable income. LATAM's total RPK recovered to 102% of the 2019 level as of February 2024, with Brazil and Spanish-speaking countries' RPKs at 126% and 102% of pre-pandemic levels, respectively, and international RPKs at 92%. LATAM's reorganization plan generated significant cost savings, which will support future profitability and cash generation even amid the volatility in passenger demand.

The consolidation of the industry, supply chain bottlenecks that prevent major fleet expansion, and little room in balance sheets for aggressive commercial strategies in the Latin American aviation market will result in more rational competition and capacity, ultimately supporting higher airfares and the stronger profitability of all carriers in the region. The improved competitive dynamics and ability to pass through costs while catering to pent-up post-lockdown demand will preserve airlines' profitability and cash generation in the region. In 2022, Gol Linhas Aereas Inteligentes S.A.'s and [Avianca Group International Limited](#)'s (Avianca, B2 stable) shareholders announced a business combination of their stakes in the carriers, which will help rationalize intraregional competition. This deal adds to several transactions in Latin America since 2019 that have already translated into more rational competition in the region. In 2019, Avianca Brasil ceased operations in the Brazilian domestic market, improving the competitive landscape and allowing for higher fares on domestic routes for LATAM, Gol and [Azul S.A.](#) (Caa1 positive). In 2020, LATAM, Avianca and [Grupo Aeromexico S.A.B. de C.V.](#) (Aeromexico, B2 positive) filed for bankruptcy because of the adverse effects of the pandemic on their operations. The three carriers' post-bankruptcy plans include strict network and cash generation management, which will preserve the competitive landscape in their markets. For example, LATAM left the Argentine domestic market as part of its restructuring plan, and the Mexican low-cost

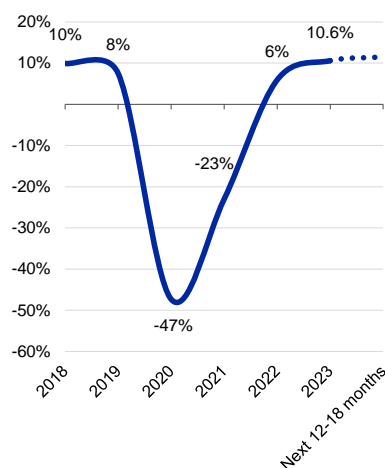
carrier Interjet ceased domestic operations, improving competitive dynamics for the remaining operators in Mexico, which we expect to continue even if Interjet resumes service. The Colombian low-cost carriers Viva and Ultra were liquidated and ceased operations in Colombia, which has improved the competitive dynamics in Colombia's domestic market as well. In February 2024, Gol filed for Chapter 11, preventing major capacity increases in the Brazilian domestic market as well.

With the continued demand recovery, the implementation of all initiatives and the downsizing of financial and operating costs, LATAM's operating performance was stronger than expected. The company outperformed its business plan in 2023 and will continue to post stronger metrics in 2024. The company's better-than-expected operating and financial performance in 2023 and 2024 provides a track record and visibility into the sustainability of the current credit metrics and liquidity levels. LATAM's Moody's-adjusted EBIT margin recovered to 10.6% in 2023, compared with 7.5% in 2019, and adjusted leverage declined to 2.8x, already below the pre-pandemic levels of 4.7x. Interest coverage — measured as Moody's-adjusted FFO + interest expense/interest expense — improved to 3.5x in 2023, and we expect the ratio to improve further to 4.0x-4.5x in 2024. We expect LATAM's leverage to remain at 2.5x-3.0x and its cash position to amount to over 20% of revenue in the next two years, providing a buffer to the company's credit quality even under stress scenarios. We also expect LATAM to pursue liability management initiatives to reduce debt costs and strengthen its interest coverage further after the expensive issuance of its exit financing. LATAM's strong operating performance and strengthened credit metrics reflect sustained improvements in the company's cost and capital structures, providing LATAM with the flexibility to withstand the volatility in market conditions.

Exhibit 5

#### LATAM's margins are slightly higher than pre-pandemic levels

Moody's-adjusted EBIT margin

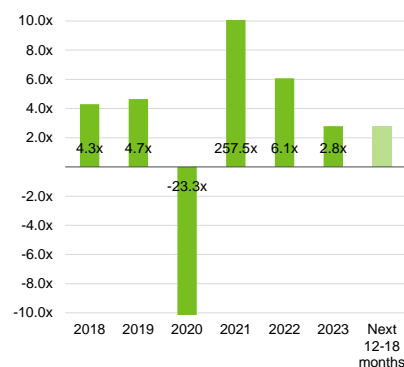


Source: Moody's Ratings

Exhibit 6

#### Leverage is below pre-pandemic levels because of the improved capital structure

Moody's-adjusted debt/EBITDA

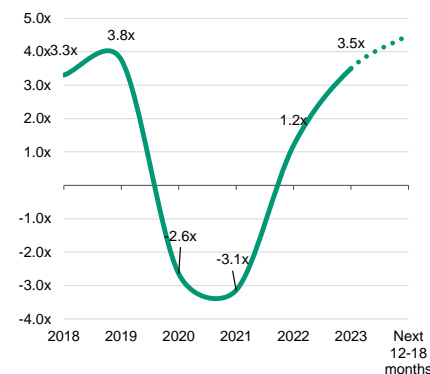


Source: Moody's Ratings

Exhibit 7

#### Interest coverage will improve as the company reduces its cost of debt

Measured by (FFO + interest expense)/interest expense



Data includes our standard adjustments.

Source: Moody's Ratings

### Exposure to currency volatility

The US dollar is LATAM's functional currency for the pricing of most of its products, the composition of its balance sheet and the effects on its operating results. However, the company is exposed to foreign-currency volatility to the extent that its revenue is higher or lower than its expenses in a foreign currency and that its assets are higher or lower than its liabilities in currencies different from the entity's functional currency. The company is primarily exposed to the Brazilian real and the Chilean peso, which have been experiencing significant volatility. To mitigate its balance-sheet exposure to foreign-currency volatility, LATAM has been working to reduce its balance-sheet mismatch. The company's exposure to the US dollar in TAM's balance sheet has decreased significantly since 2012, mainly through the transfer of aircraft, debt and other US liabilities to LATAM's balance sheet. Additionally, the company uses derivative hedging strategies that involve hedging the monthly cash flow with foreign-currency forwards and derivative options instruments. LATAM's finance committee meets on a monthly basis to discuss the company's risk management policy.

## ESG considerations

### LATAM Airlines Group S.A (LATAM)'s ESG credit impact score is CIS-3

Exhibit 8

#### ESG credit impact score

# CIS-3



ESG considerations have a limited impact on the current rating, with potential for greater negative impact over time.

Source: Moody's Ratings

LATAM's **CIS-3** indicates that ESG considerations have a limited impact on the current credit rating with potential for greater negative impact over time. This reflects limited credit impact to date, but the potential for carbon transition and related social risk factors to pressure the rating over time. That said, given that current technologies do not support a rapid carbon transition scenario for airlines and there are limited substitutes in most markets, the credit risk to most airlines is long-term in nature. Governance risks are incorporated in the rating and mainly relate to the recent bankruptcy process, the existence of dual class of shares within the corporate structure and somewhat complex organizational structure derived from previous limitations on foreign ownership for Brazilian airlines, balanced by its board independence and track record of adequate financial management.

Exhibit 9

#### ESG issuer profile scores

ENVIRONMENTAL

## E-4



SOCIAL

## S-4



GOVERNANCE

## G-3



Source: Moody's Ratings

### Environmental

LATAM faces environmental risk due to carbon transition. This will primarily depend on the evolving global decarbonization policies and regulations, which may increase operating costs for airlines. Further, the desire to reduce carbon emissions may lead to reduced travel, in particular for business purposes, much of which can effectively be done virtually, as demonstrated during the pandemic.

### Social

LATAM faces industrywide social risks related to demographic and societal policies for reducing carbon emissions.

### Governance

LATAM's governance risks are incorporated in the rating and mainly relate to the recent bankruptcy process, the existence of dual class of shares within the corporate structure and somewhat complex organizational structure derived from previous limitations on foreign ownership for Brazilian airlines, balanced by its board independence and track record of adequate financial management. LATAM remains a publicly held company after exiting Chapter 11, with shares traded on the Santiago stock exchange. About 66% of the company's shares are held by creditors who became shareholders and the remaining 34% are held by existing shareholders supporting the restructuring plan, including the Cueto Group, Delta Air Lines Inc. (Baa3 stable) and Qatar Airways. The creditors

group appoint five out of nine board members, and the remaining four are appointed by the other shareholders. The company's pre-existing governance practices will remain unchanged following the Chapter 11, but board approval requirements for certain matters will temporarily increase.

ESG Issuer Profile Scores and Credit Impact Scores for the rated entity/transaction are available on Moody's.com. In order to view the latest scores, please click [here](#) to go to the landing page for the entity/transaction on MDC and view the ESG Scores section.

### Liquidity analysis

LATAM has good liquidity, with \$1.9 billion in cash and \$675 million in debt maturing before the end of 2026. The company's cash balance covers short-term financial debt maturities of \$207 million by 9x. The company's debt amortization schedule is comfortable, with most of the upcoming maturities represented by the exit financing, namely the term loan and notes, due beyond 2026. The company also has two secured undrawn RCFs amounting to \$1.1 billion, and it generated \$679 million of free cash flow in 2023.

The company's cash generation benefits from a reduction of about 40% in annual fleet cash costs from 2019 levels following the renegotiation of the fleet contracts done during Chapter 11. Also, the company continues to have flexibility in terms of fleet and non-fleet capital spending. We expect LATAM to generate about \$2.0 billion-\$2.5 billion in cash flow from operations annually, which is sufficient to cover annual capital spending needs by about 1.5x, including fleet renewal and expansion. We also expect neutral-to-positive free cash flow from 2024 onwards, reflecting flexibility in maintenance capital spending and costs. Finally, we expect LATAM to proactively pursue liability management initiatives to further lengthen its debt tenor and reduce funding costs. The company also has other potential liquidity sources, including unencumbered assets that could be used in potential secured financing transactions.

LATAM also has financial covenants under some of its credit facilities. These include an asset coverage ratio of not less than 1.6x (measured on a semiannual basis), as well as consolidated liquidity of not less than \$750 million as of the close of each business day.

### Structural considerations

LATAM's debt mainly comprises secured debt instruments, except the \$160 million local bonds that are unsecured and subordinated to the rest of the financial debt, with collateral represented by aircraft in the case of leases and fleet debt; engines, components and aircraft in the case of the \$600 million RCF; and intangible assets — such as intellectual property, brand, routes and slots, cargo business and other assets — in the case of term loans, the \$500 million RCF and secured notes. All debt, except the local bonds, rank pari passu, and there is no notching of debt instruments relative to the corporate family rating.

## Methodology and scorecard

LATAM's scorecard-indicated outcome under our [Passenger Airlines](#) rating methodology maps to a Ba1 rating for the 12 months that ended 31 December 2023, two notches above the current assigned rating. The scorecard-indicated outcome reflects the improvement across all quantitative subfactors, driven by a recovery in operating performance, LATAM's improved capital structure after bankruptcy, and the correlated impact on the issuer's credit metrics, while the assigned rating is constrained by the company's exposure to the volatility of the airline industry. Our 12-18-month forward view maps to a Baa3 rating.

Exhibit 10

### Rating factors

LATAM Airlines Group S.A (LATAM)

Passenger Airline Industry Scorecard [1][2]			Current 12/31/2023		Moody's 12-18 Month Forward View As of 04/12/2024 [3]	
Factor 1 : Scale (10%)	Measure	Score	Measure	Score		
a) Revenue (USD Billion)	\$11.6	Ba	\$12.5 - \$13.0	Ba		
Factor 2 : Business Profile (25%)						
a) Market Position and Network Strength	Baa	Baa	Baa	Baa		
Factor 3 : Profitability and Efficiency (12.5%)						
a) EBIT Margin (EBIT / Revenue)	10.6%	Ba	10.0% - 13.0%	Ba		
Factor 4 : Leverage and Coverage (37.5%)						
a) Debt / EBITDA	2.8x	Baa	2.5x - 3.0x	Baa		
b) RCF / Debt	24.6%	Ba	25.0% - 35.0%	Baa		
c) (FFO + Interest Expense) / Interest Expense	3.5x	B	4.0x - 5.0x	Ba		
Factor 5 : Financial Policy (15%)						
a) Financial Policy	Ba	Ba	Ba	Ba		
Rating:						
a) Scorecard-Indicated Outcome		Ba1			Baa3	
b) Actual Rating Assigned					Ba3	

[1] All ratios are based on adjusted financial data and incorporate our Global Standard Adjustments for Non-Financial Corporations. [2] As of 12/31/2023. [3] This represents our forward view, not the view of the issuer, and unless noted in the text, does not incorporate significant acquisitions and divestitures.

Sources: Moody's Financial Metrics™ and Moody's Ratings

## Ratings

Exhibit 11

Category	Moody's Rating
LATAM AIRLINES GROUP S.A (LATAM)	
Outlook	Stable
Corporate Family Rating	Ba3
Sr Sec Bank Credit Facility	Ba3
Senior Secured	Ba3

Source: Moody's Investors Service

## Appendix

Exhibit 12

### Peer comparison

(in USD millions)	LATAM Airlines Group S.A (LATAM) Ba3 Stable			American Airlines, Inc. Ba3 Stable			Azul S.A. Caa1 Positive		
	FYE Dec-22	FYE Dec-23	LTM Dec-23	FYE Dec-22	FYE Dec-23	LTM Dec-23	FYE Dec-21	FYE Dec-22	LTM Sep-23
Revenue	\$9,363	\$11,641	\$11,641	\$48,965	\$52,784	\$52,784	\$1,852	\$3,094	\$3,574
Operating Profit	-\$121	\$1,169	\$1,169	\$2,435	\$3,935	\$3,935	-\$158	\$63	\$291
EBITDA	\$1,117	\$2,438	\$2,438	\$6,347	\$8,221	\$8,221	\$126	\$524	\$818
Total Debt	\$6,782	\$6,936	\$6,936	\$40,511	\$37,339	\$37,339	\$4,472	\$4,398	\$5,309
Cash & Cash Equiv.	\$1,699	\$1,867	\$1,867	\$429	\$567	\$567	\$552	\$127	\$280
EBIT / Int. Exp.	-0.1x	1.8x	1.8x	1.0x	1.6x	1.6x	-0.2x	0.1x	0.3x
Debt / EBITDA	6.1x	2.8x	2.8x	6.4x	4.5x	4.5x	36.8x	8.6x	6.4x
RCF / Net Debt	48.9%	33.6%	33.6%	9.8%	14.6%	14.6%	-14.5%	-8.3%	-7.5%
FCF / Debt	-20.2%	9.8%	9.8%	-3.3%	2.6%	2.6%	-11.6%	-7.7%	-5.4%

Source: Moody's Financial Metrics™

Exhibit 13

### Moody's-adjusted debt breakdown

#### LATAM Airlines Group S.A (LATAM)

(in USD millions)	FYE Dec-18	FYE Dec-19	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-23
<b>As Reported Debt</b>	<b>10,119.8</b>	<b>10,365.7</b>	<b>10,853.9</b>	<b>10,396.5</b>	<b>6,781.9</b>	<b>6,936.2</b>
Pensions	0.0	0.0	0.0	0.0	0.0	0.0
Operating Leases	0.0	0.0	0.0	0.0	0.0	0.0
<b>Moody's-Adjusted Debt</b>	<b>10,119.8</b>	<b>10,365.7</b>	<b>10,853.9</b>	<b>10,396.5</b>	<b>6,781.9</b>	<b>6,936.2</b>

Source: Moody's Financial Metrics™

Exhibit 14

### Moody's-adjusted EBITDA breakdown

#### LATAM Airlines Group S.A (LATAM)

(in USD millions)	FYE Dec-18	FYE Dec-19	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-23
<b>As Reported EBITDA</b>	<b>2,317.1</b>	<b>2,181.3</b>	<b>-1,456.7</b>	<b>-2,170.8</b>	<b>3,437.4</b>	<b>2,484.8</b>
Unusual	38.9	47.6	990.0	2,211.2	-2,320.7	-46.8
Non-Standard Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
<b>Moody's-Adjusted EBITDA</b>	<b>2,356.1</b>	<b>2,228.9</b>	<b>-466.7</b>	<b>40.4</b>	<b>1,116.7</b>	<b>2,438.0</b>

Reported EBITDA was calculated according to our standards and would not necessarily be the same as that reported in the company's press releases.

Source: Moody's Financial Metrics™

## Endnotes

1 LATAM reduced its operating fleet, withdrawing the A350 aircraft and consolidating the Brazilian wide-body operations in the B777 and B787 aircraft.

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