

# Disclaimer

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## Forward-looking statements:

Certain statements included in this announcement are forward-looking. These statements can be identified by the fact that they do not relate only to historical or current facts. By their nature, they involve risk and uncertainties because they relate to events and depend on circumstances that will occur in the future. Actual results could differ materially from those expressed or implied by such forward-looking statements.

Forward-looking statements often use words such as “expects”, “believes”, “may”, “will”, “could”, “should”, “continues”, “intends”, “plans”, “targets”, “predicts”, “estimates”, “envisages” or “anticipates” or other words of similar meaning or their negatives. They include, without limitation, any and all projections relating to the results of operations and financial conditions of International Consolidated Airlines Group, S.A. and its subsidiary undertakings from time to time (the ‘Group’), as well as plans and objectives for future operations, expected future revenues, financing plans, expected expenditure, acquisitions and divestments relating to the Group and discussions of the Group’s business plans, and its assumptions, expectations, objectives and resilience with respect to climate scenarios. All forward-looking statements in this announcement are based upon information known to the Group on the date of this announcement and speak as of the date of this announcement. Other than in accordance with its legal or regulatory obligations, the Group does not undertake to update or revise any forward-looking statement to reflect any changes in events, conditions or circumstances on which any such statement is based.

Actual results may differ from those expressed or implied in the forward-looking statements in this announcement as a result of any number of known and unknown risks, uncertainties and other factors, including, but not limited to, economic and geo-political, market, regulatory, climate, supply chain or other significant external events, many of which are difficult to predict and are generally beyond the control of the Group, and it is not reasonably possible to itemise each item. Accordingly, readers of this announcement are cautioned against relying on forward-looking statements. Further information on the primary risks of the business and the Group’s risk management process is set out in the Risk management and principal risk factors section in the Annual report and accounts 2024; this document is available on [www.iairgroup.com](http://www.iairgroup.com). All forward-looking statements made on or after the date of this announcement and attributable to IAG are expressly qualified in their entirety by the primary risks set out in that section.

## Alternative Performance Measures:

This announcement contains, in addition to the financial information prepared in accordance with International Financial Reporting Standards (‘IFRS’) and derived from the Group’s financial statements, alternative performance measures (‘APMs’) as defined in the Guidelines on alternative performance measures issued by the European Securities and Markets Authority (ESMA) on 5 October 2015. The performance and outcome of the Group’s strategy is assessed using a number of APMs. These measures are not defined under IFRS, should be considered in addition to IFRS measurements, may differ to definitions given by regulatory bodies relevant to the Group and may differ to similarly titled measures presented by other companies.

For definitions and explanations of APMs, see the appendix to this presentation, or refer to the APMs section in the most recent published financial report and in the [IAG Annual report and accounts 2024](#). These documents are available on [www.iairgroup.com](http://www.iairgroup.com).



# Iberia Investor Day

17 June 2025

# Iberia Investor Day Programme



17 June 2025

**1** 13:00-14:00 **Registration and buffet lunch**

**2** 14:00-18:00 **Investor Presentation**

Introduction

IAG strategy – Developing Spanish platform

‘Flight Plan’ – Delivering Iberia to its full potential

Leading Hub in Madrid

Coffee break

World-class brand

Operational excellence

Financial strength

Q&A

IAG Investor Relations

Luis Gallego

Marco Sansavini

María Jesús López-Solás

Beatriz Guillén

Ramiro Sequeira

Gabriel Perdiguero

Iberia Management Committee

**3** 20:00-23:00 **Evening event**

Welcome drinks

Mayor of Madrid presentation

Dinner



# IAG strategy

Developing Spanish platform

Luis Gallego  
IAG CEO



# IAG strategy to deliver world-class margins and returns

## Strategic imperatives

A strong core

Capital-light  
earnings growth

A robust financial and  
sustainability framework



Sustainable  
profitability



Accretive  
growth

## Medium-term ambition

12-15% operating margin

13-16% RoIC

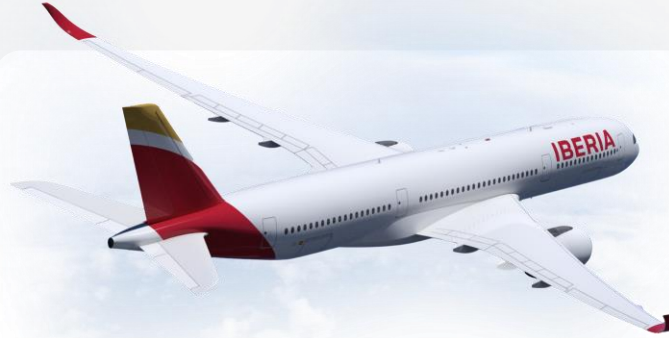
<1.8x net leverage  
through cycle

# Sustaining our focus on margins and return on capital



## Transforming British Airways

Driving high customer satisfaction,  
profits and margins



## Developing Spanish platform

Driving diversification, earnings  
growth and margins



## Accelerating capital-light earnings: Loyalty & Holidays

Leverage Loyalty for higher growth,  
earnings and cash generation

## IAG's TSR algorithm

12%-15%

Operating margin

13%-16%

RoIC

<1.8x

Leverage through the cycle

# 'Flight Plan': upgrading Iberia ambition to €1.4bn



Iberia is delivering strong earnings growth, at sustainable best-in-class margins and high returns



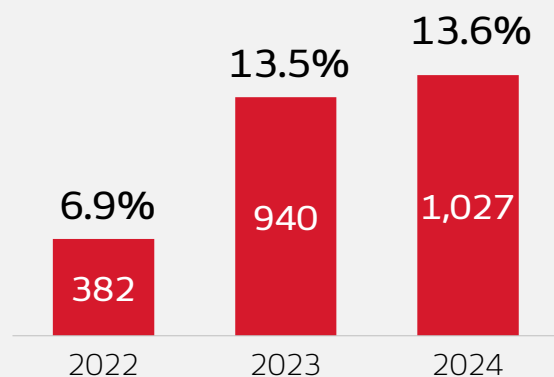
Iberia brings diversification and scale to IAG's portfolio



Iberia will reach its full potential through its 'Flight Plan'

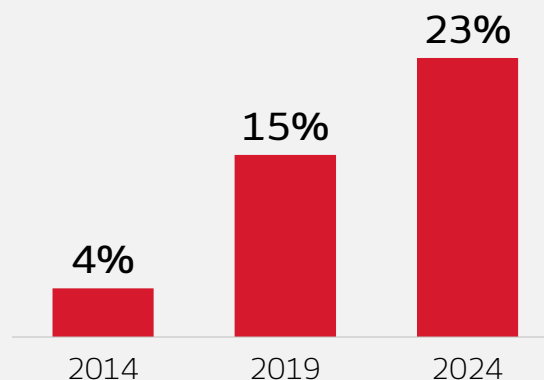
## Strong value creation

Iberia operating profit (€m) and operating margin



## Key airline for IAG

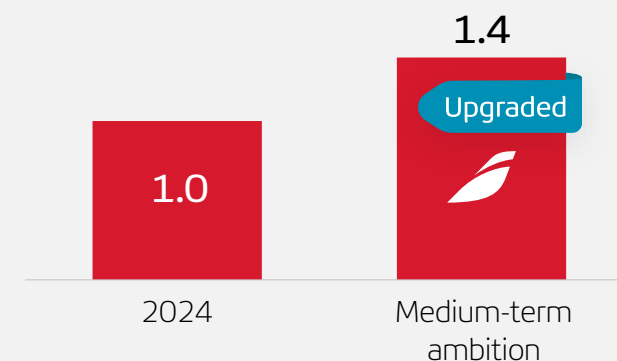
Share of Iberia in IAG's operating profit



## Iberia 'Flight Plan' ambition

Iberia operating profit (€bn)

Operating margin at 13.5%-15%



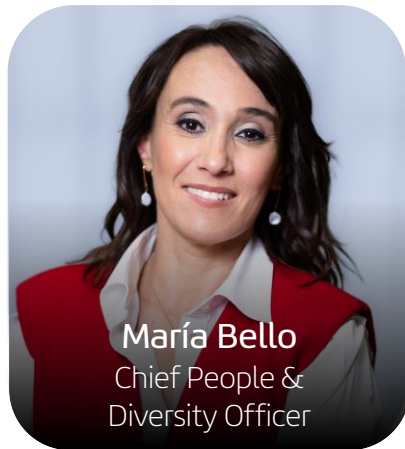
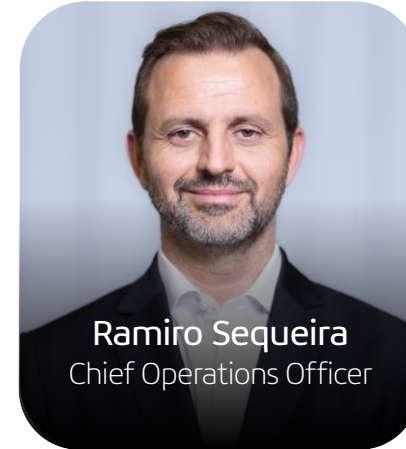
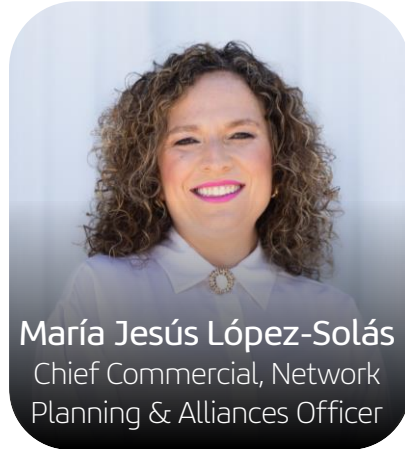
# 'Flight Plan'

Delivering Iberia to its full potential

Marco Sansavini  
Iberia Chairman & CEO



# Our talented and experienced team





# Iberia: a compelling proposition

## Strong airline brands

Long-haul + Short-haul



Low-Cost Short-haul



Regional franchisee



## Diversified network

Hub in Madrid

Core markets in LatAm,  
North America, Spanish  
Islands and Europe

120+ destinations

## Complementary businesses<sup>1</sup>



## Delivering at scale

**115**

Aircraft<sup>2</sup>

**+25.8m**

Passengers<sup>3</sup>

**~18,000**

Employees<sup>4</sup>

1. SOUTH is a standalone handling company within IAG since 2024, providing ground services at 38 Spanish airports: 30 with license to serve 3rd parties and 8 dedicated to autohandling of IAG airlines. Iberia MRO provides heavy, engine and component maintenance services | 2. Current fleet, including Iberia + Iberia Express, not including aircraft under franchisee agreement | 3. Data for 2024, not including 4.4 million passengers transported under Air Nostrum franchisee agreement | 4. Data for 2024, including SOUTH employees



# Iberia has a differentiated platform to outperform its peers

## A transformed platform

- ✓ Financial turnaround
- ✓ Structural improvements
- ✓ People driving culture of transformation
- ✓ Success-based labour agreements

## Unmatched network and customer proposition

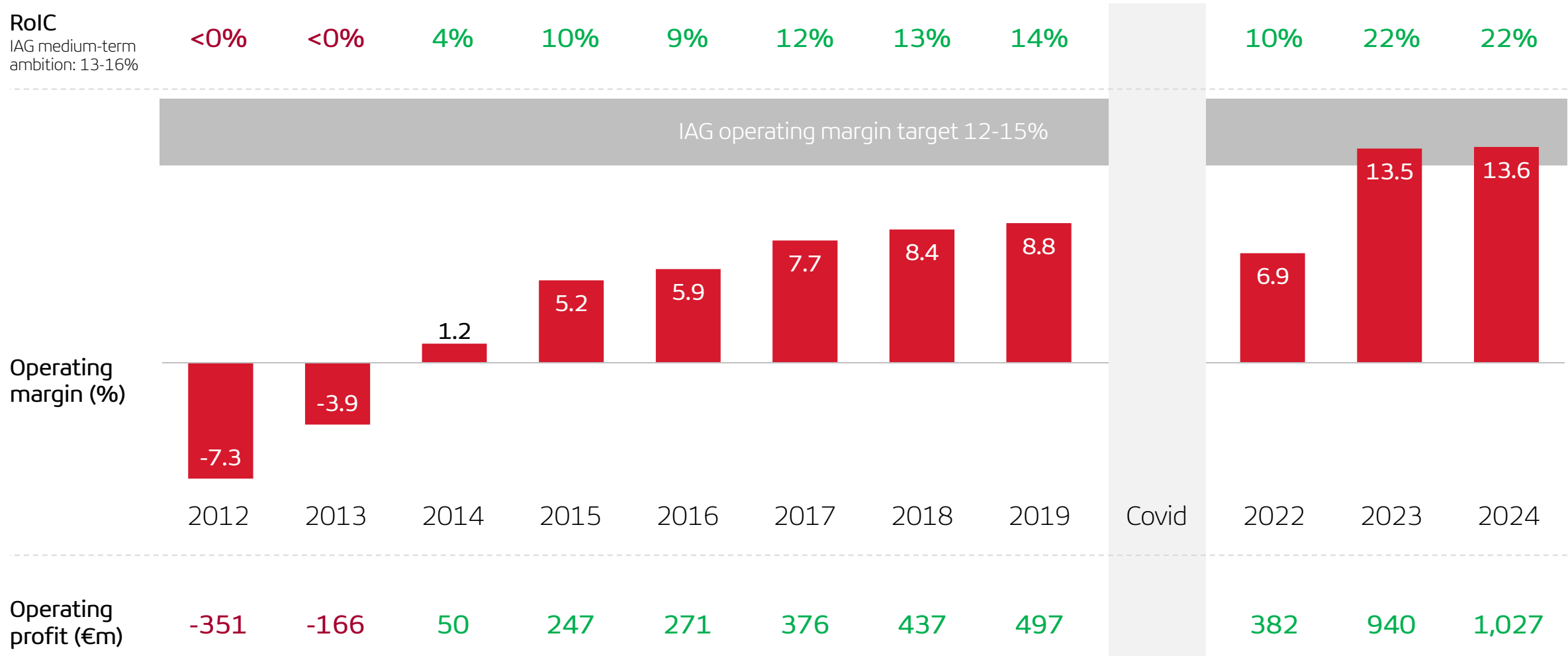
- ✓ Long-haul & short-haul leadership
- ✓ Geographical advantage
- ✓ Best diversified network
- ✓ Madrid hub advantage
- ✓ The right customer proposition

## Cost-focused and efficient

- ✓ Top utilisation and punctuality
- ✓ Improved productivity
- ✓ Efficient short-haul feeding
- ✓ Complementary businesses

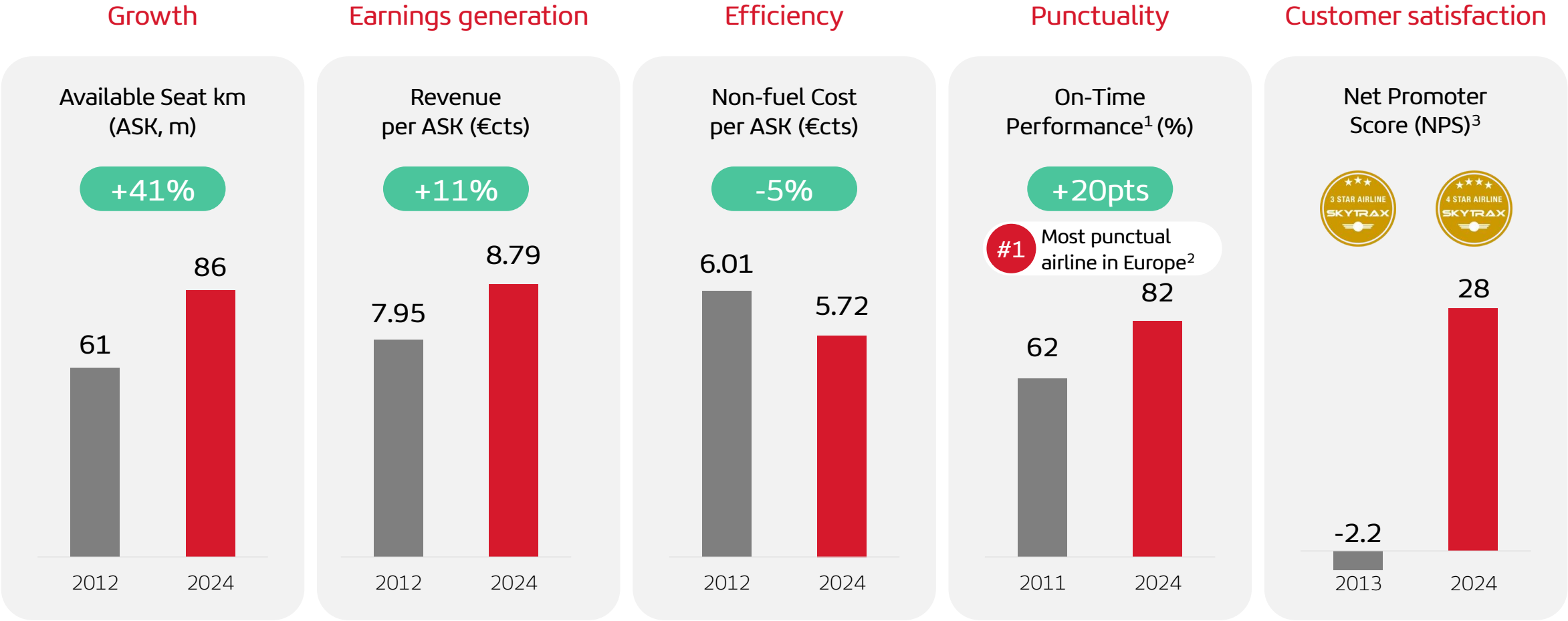


# Proven turnaround in the last decade



Note: Data for Iberia Group. Excludes exceptional items.

# Structural improvements embedded in the business



Note: Data for Iberia Group, excluding exceptional items

1. On-time performance measured as percentage of flights that arrive within 15 minutes of their scheduled arrival time

2. Cirium 2024 ranking, including Iberia and Iberia Express. Iberia has also been ranked as #1 European airline in OTP by Cirium in 2015, 2016, 2017, 2022, and 2023. Data for 2012:74.7

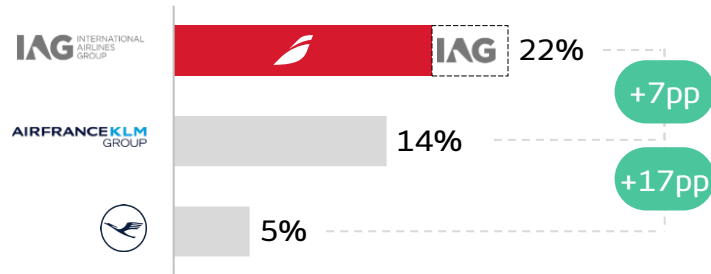
3. Iberia gained its 4th Skytrax star in 2017



# We now have the best platform to win in our markets

## Leadership position with best depth & breadth

EU-LatAm Market Share, %

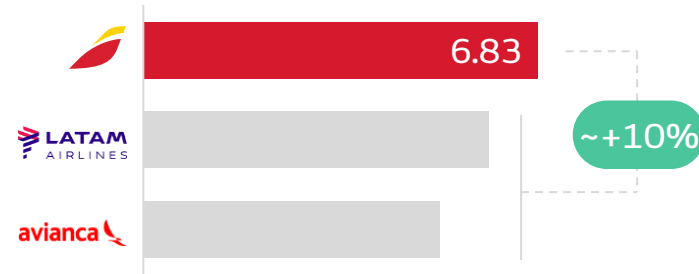


We serve **94% of demand** from LatAm to Europe

~60% of Iberia **long-haul capacity** in cities with >1 daily flight

## Premium revenue vs Latin American airlines

Passenger unit revenue, €cts



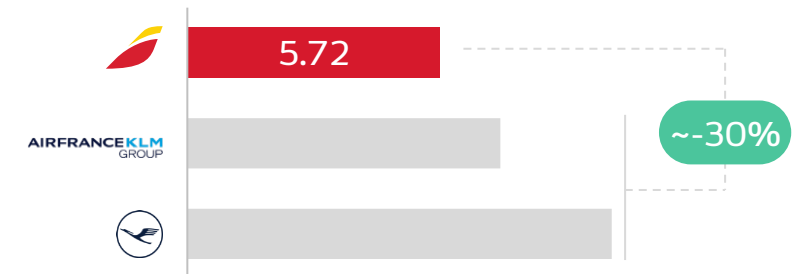
Better **customer proposition** (only airline with Business Class suites and Skytrax 4-star rating)

**Revenue differentiation** via customer segmentation

**#1 airline in premium seats** between Europe & LatAm

## Cost advantage vs European peers<sup>1</sup>

Non-Fuel unit cost, €cts



**+6pp in OTP** vs second best

**Fleet Simplification:** 4 aircraft types vs 7 types in Air France or and 6 in KLM

**Efficient Hub in Madrid** vs. European and LatAm partners

Notes: Data for 2024 | Data for Iberia Group, not including exceptional items | LH includes Group data, AFKLM includes MRO and cargo division, LATAM and Avianca both include their cargo unit | All non-European airlines absolute values are affected by €/€ exchange rate of 0.9239

1. Lufthansa Group heavily weighted due to Lufthansa Technik, NF-CASK for LH group airlines ~16% higher than Iberia Group





# Our people embody our culture of transformation

- ✓ Investing in our people and their **growth**

Pilot  
training ~70h/yr

Cabin crew  
training ~40h/yr

Maintenance  
training ~50h/yr

Corporate<sup>1</sup>  
training ~60h/yr

- ✓ A strong brand that attracts top industry **talent**

Brand value  
+24% vs.2012<sup>2</sup>

Attrition rate  
<4%

- ✓ Multi-year agreements with **all collectives aligned with the company's** Financial, Operational and Customer **targets**

Pilot CBA  
closed in August 2024

Cabin crew CBA  
closed in May 2025

Ground CBA  
under negotiation

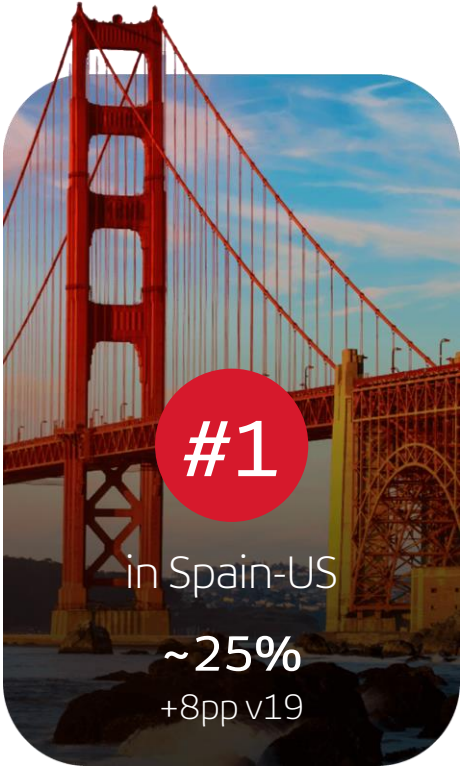


# We are leaders in the markets we serve

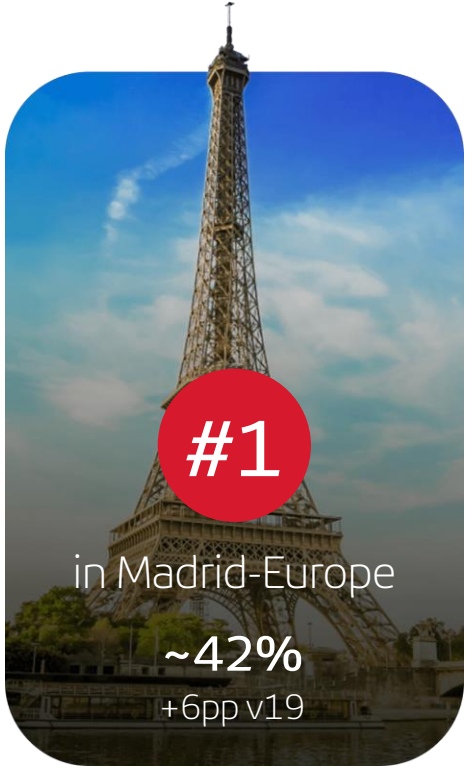
#1 Number 1 market share



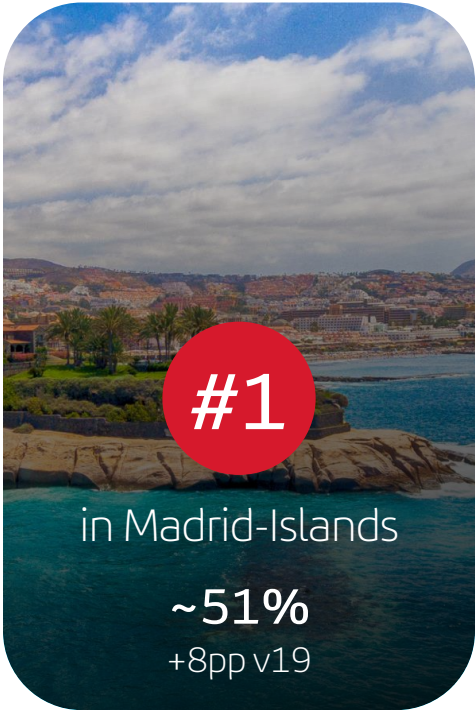
LatAm + Caribbean



North America



Europe



Spanish Islands

✓ Best network with strong profitability in our routes

✓ Strong partner network to expand connectivity

✓ High growth potential markets supported by Madrid Hub expansion

Note: Market share is measured as passengers. Period: 2024. Source: DDS.

# We are the best placed airline to serve the growing Latin America – Europe corridor

**52%** of Iberia's capacity



## Best placed

- ✓ Markets served
- ✓ Cultural links
- ✓ Geographical position
- ✓ Partner network
- ✓ Customer offering

**+50% passengers**

from/to Madrid vs 2019

**-5%**

for Paris/Amsterdam/Frankfurt/Munich  
vs 2019

**17% market share**

from/to Europe

**31%** from/to Spain

**+5%**

expected passenger demand growth  
CAGR from Spain  
in 2024-2033





# Madrid has become one of the most in-demand destinations worldwide

**#2**

most attractive city  
destination worldwide<sup>1</sup>

**+33%**

average tourist spend in  
Madrid vs 2019<sup>2</sup>

**~7%**

corporate revenue growth  
for Iberia vs 2019<sup>3</sup>

**#2**

largest metropolitan  
area in the EU<sup>4</sup>

Note: Data for 2024

1. Euromonitor Top 100 City Destinations Index 2024 | 2. Spain National Institute of Statistics (INE) | 3. Business agencies and Travel Management Companies | 4. Eurostat 2023



# A well run, cost-focused and efficient business

## Efficient network & hub structure

- ✓ Leading airline in Madrid
- ✓ Hub structure maximises aircraft utilisation and provides a competitive crew productivity
- ✓ Only major European hub with growth potential

## Streamlined and renewed fleet

- ✓ Exclusively Airbus fleet
- ✓ Only 4 aircraft types
- ✓ Over 50% of new-gen aircraft

## Best-in-class operating model

- ✓ Optimised processes (including airports, crews, flight ops, and maintenance)
- ✓ Technology and innovation
- ✓ Ground handling and maintenance business integration

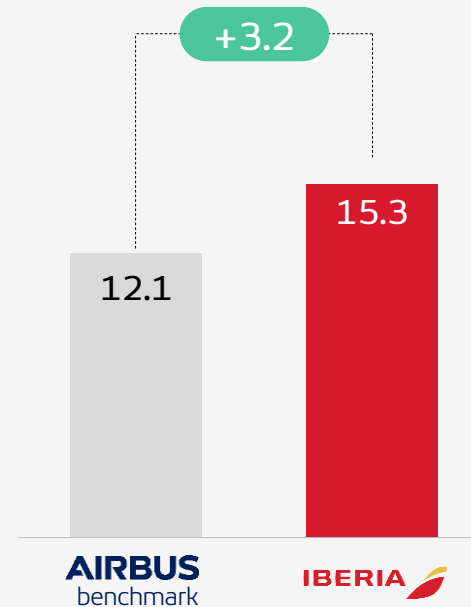
## People aligned with the company's objectives

- ✓ New collective bargaining agreement aligned with the company's objectives



### Maximised widebody utilisation

Block Hours/Aircraft/day



### Success-sharing model

Linked to **profitability** and now also linked to **operational** performance and **customer** satisfaction KPIs for pilots and cabin crew

### Exceptional punctuality

On-time Performance  
Europe ranking



2019	2022	2023	2024
#2	#1	#1	#1





# Our complementary businesses underpin Iberia's operational excellence

## Supporting IAG's airlines



- ✓ Supports **efficient operation**, reducing turnaround times thereby optimising aircraft utilisation
- ✓ Strengthens **resilience** amid supply chain constraints, supporting up to 50% of the IAG's engines

## And as a complementary business

- ✓ Aiming for market **competitive costs** and **service levels**
- ✓ **Leading engine workshop** in Southern Europe with ~€900m in revenue
- ✓ **Resilient through the cycle**, with ~85% of revenue from third-party businesses
- ✓ **Growth** potential from new licences on engines



- ✓ Supports **efficient operation** in Madrid Hub and other key Spanish airports
- ✓ Drives **OTP** and benefits **NPS**

- ✓ Aiming for market **competitive costs** and **service levels**
- ✓ Delivers **high RoIC** with low capital requirements
- ✓ **Strong footprint** with ~€300m in revenues



# Our strategy to create value for our stakeholders

## Our strategy

Run a great airline by:  
building a **leading hub in Madrid & world-class brand**  
delivering **operational excellence** supported by our MRO and Handling businesses,  
underpinned by our **transformation DNA** resulting in **attractive financial returns**



## Customers

Provide a consistent 4-star Skytrax product and service

## Society

Make air travel more sustainable while supporting the regions we connect



## Employees

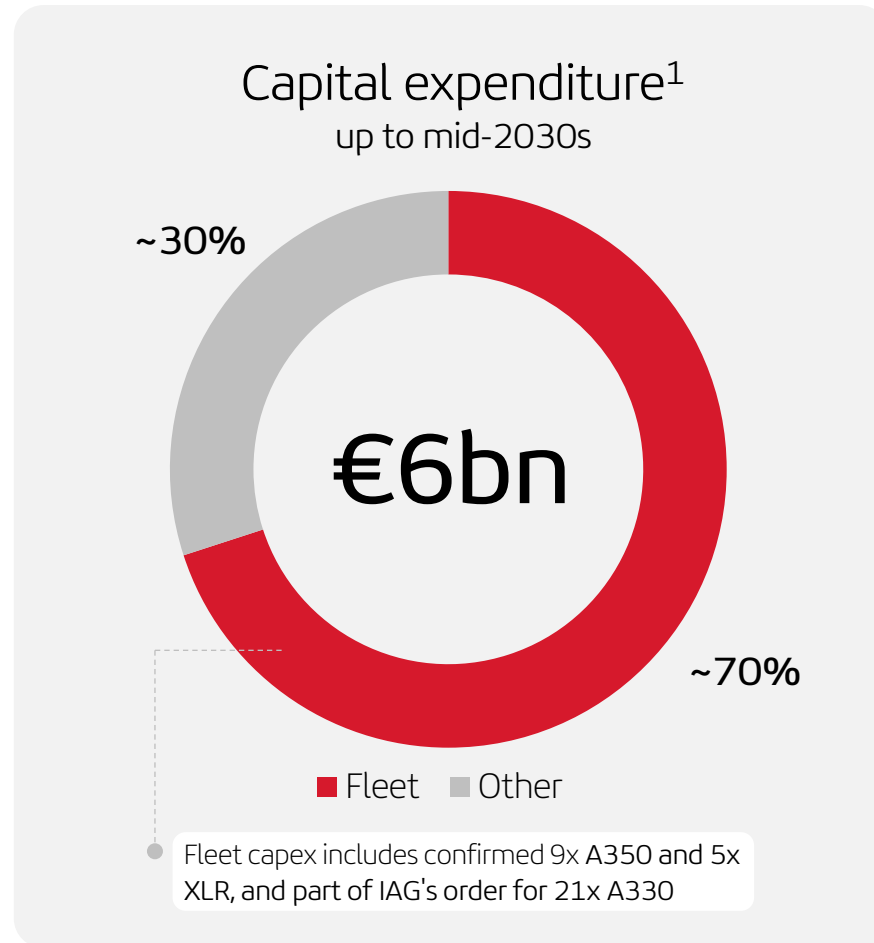
Foster a transformation culture aligned with the company's objectives

## Shareholders

Deliver consistent strong margins, attractive returns on investment and responsible growth

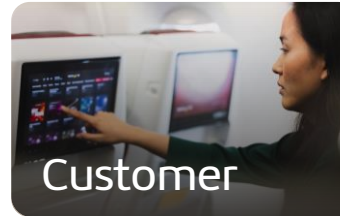


# Our disciplined investment programme to drive sustainable earnings growth and strong returns



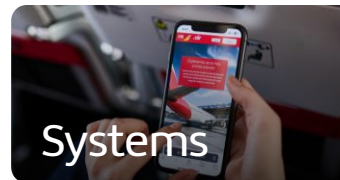
## Fleet

- ✓ Organic growth, reaching ~70 long-haul aircraft
- ✓ Fleet replacements advancing our shift to new gen aircraft



## Customer

- ✓ Support Madrid hub growth expanding and improving our VIP lounge
- ✓ Retrofit 100% of long-haul cabins including new Suite product by 2030+ (vs. 20% currently)



## Systems

- ✓ Apply AI & Tech to streamline processes
- ✓ Move to Cloud with AWS



## Facilities

- ✓ Continuing to develop maintenance and associated facilities
- ✓ New corporate headquarters and surrounding infrastructure

1. Subject to financial performance and labour relations stability



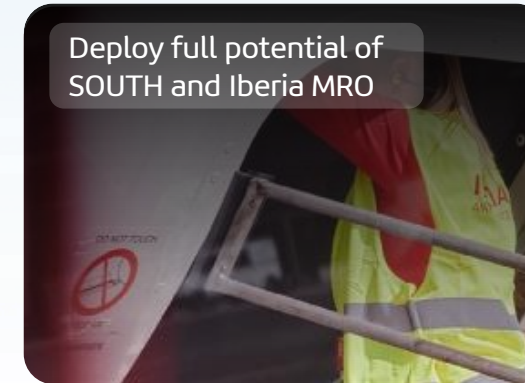
# Targeting mid-teen margins and profit growth

Run a great airline...

Operating profit

2024  
€1.0bn

Operating margin  
13.6%



Operating profit

Upgraded

Medium term  
€1.4bn

13.5%-15%

...underpinned by our transformation DNA resulting in attractive financial returns

Note: Data excludes exceptional items.

Medium-term target reflect current expectations and include a prudent buffer to account for potential variability in market conditions and external factors.

Chart blocks not to scale



# 'Flight Plan' - delivering Iberia to its full potential

## Ambition

**€1.4bn**

Operating  
profit

Operating profit  
(€bn)

**40%**

Operating profit  
growth

1.0

1.4

Upgraded

2024

Medium-term

Skytrax



Long-haul OTP

**82%**

vs 79.0% in 2024

NPS

**>40**

vs 28 in 2024

Short-haul OTP

**90%**

vs 85.7% in 2024



Operating  
profit margin

**13.5%-15%**



ASK

**3-5%** growth CAGR

Non-fuel unit cost  
(airline)

Ongoing focus on  
reducing unit costs

Long-haul aircraft<sup>1</sup>

**~70**

by mid-2030s  
vs 45 YTD 2025

Note: Data excludes exceptional items.

OTP = On-time performance measured as departure within 15 minutes

NPS = Net promoter score

1. Including Airbus A321XLR





# Our strategy will create value for our stakeholders

- ✓ We have transformed Iberia into a profitable, successful business through the work of our engaged and talented **people**
- ✓ Growing demand, supported by Madrid's strategically advantageous location positions Iberia to deliver attractive return on investment
- ✓ This has created the platform for us to invest in our network and product and to deliver a fantastic service to our **customers**
- ✓ Delivering a compelling proposition to **IAG shareholders**: strong earnings growth, at sustainable best-in-class margins and high returns



# Leading Hub in Madrid

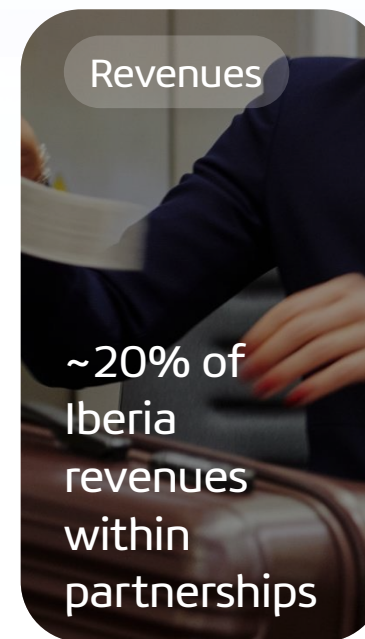
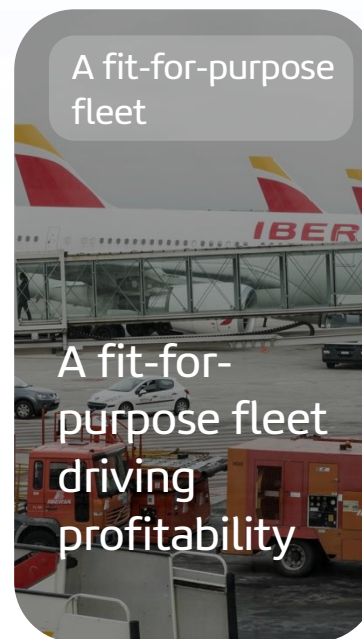
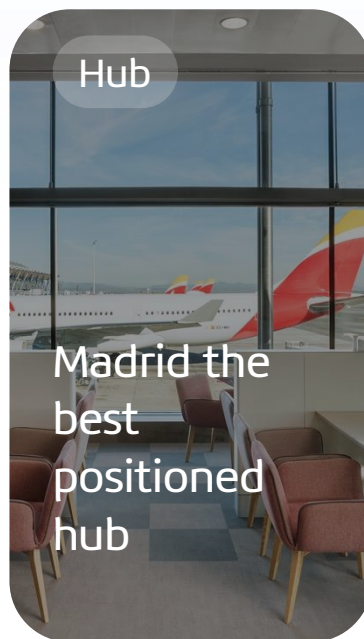
María Jesús López-Solás  
Chief Commercial, Network Planning &  
Alliances Officer



# Iberia's strategic position offers a gateway to growth

Attractive markets with excellent long-term outlook...

...and the best positioned airline to capitalise on future growth opportunities



# A diversified and resilient network

## Diversified network serving different customer segments....

### Demand drivers



~52%

Increasingly more premium across all segments



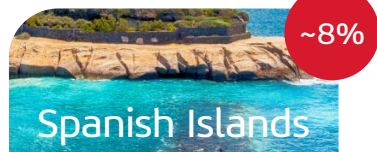
~13%

Premium leisure & tourism booming



~22%

Madrid has become the reference city in Southern Europe



~8%

Island resident discount fostering VFR traffic



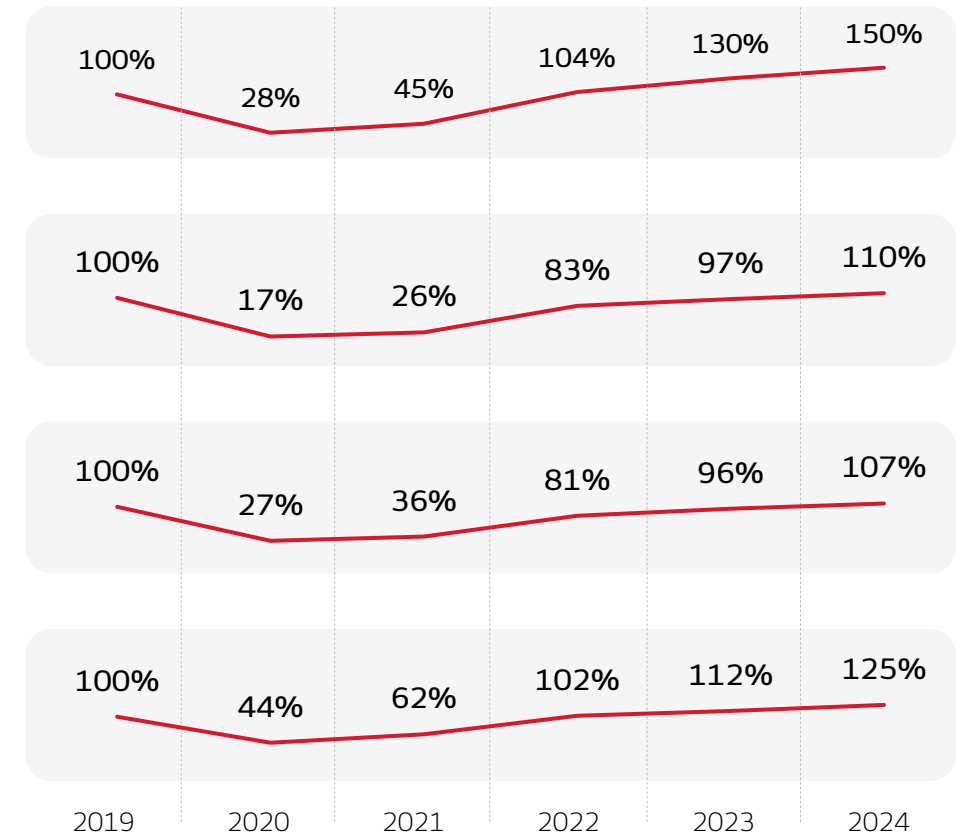
● Iberia capacity 2024

● VFR & Immigration ● Tourism & Leisure ● Corporate

VFR – Visiting Friends and relatives

## ...which has proved resilient

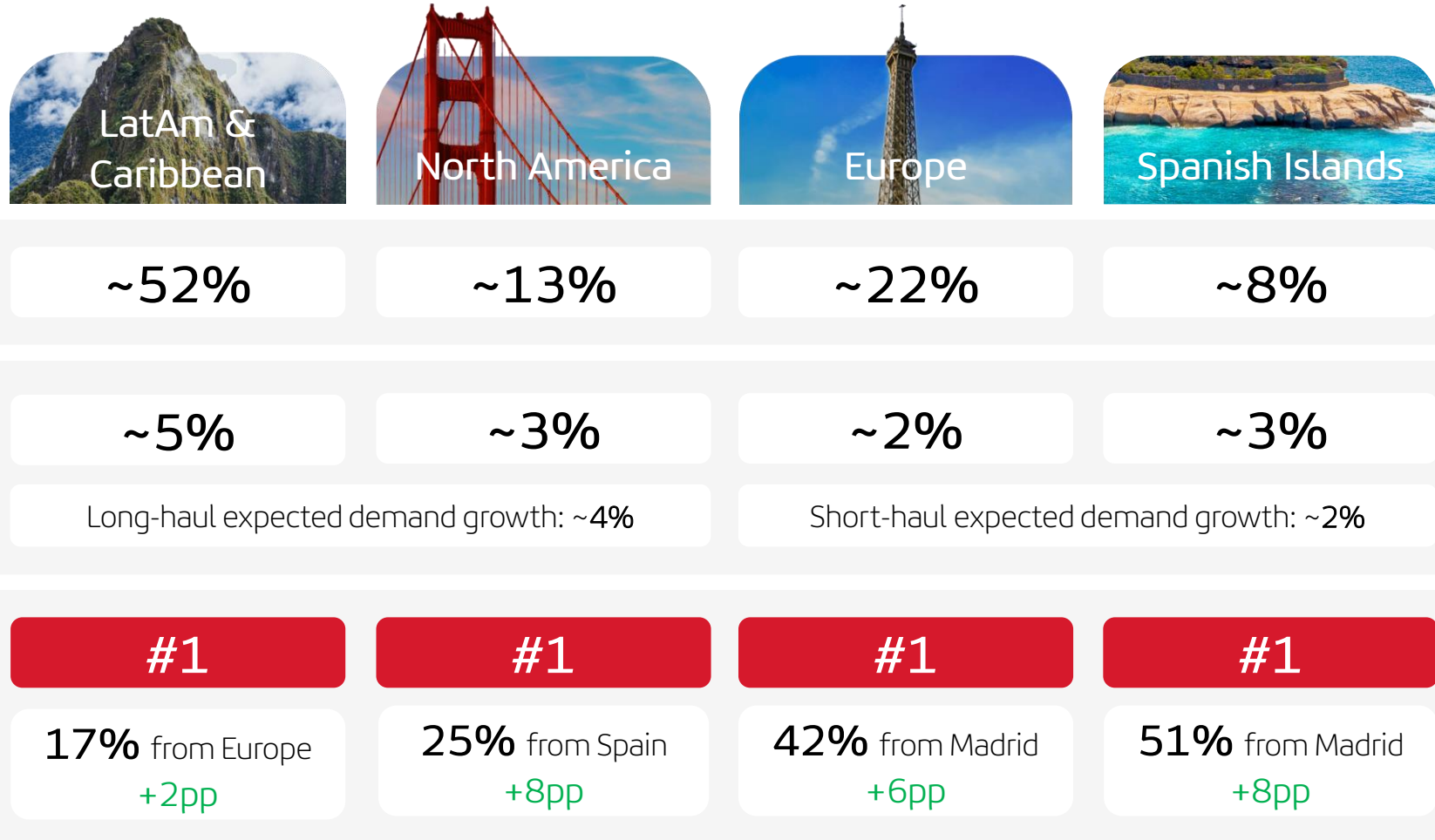
Total market passengers from/to Madrid (% vs 2019 levels)



Source: DDS



## Well positioned in attractive growing markets, particularly in LatAm

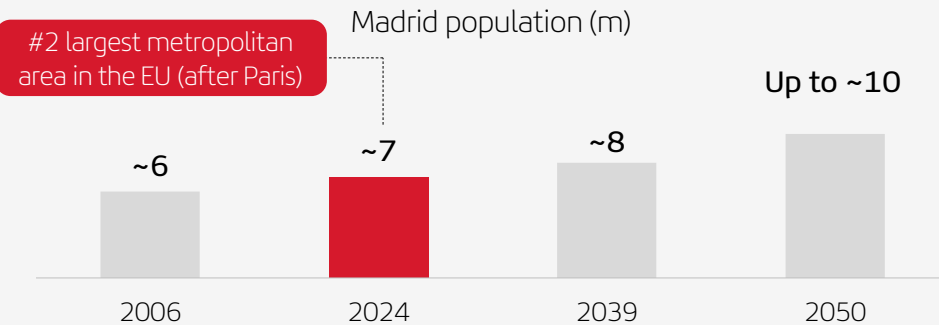


1. From Spain

Note: Market share is measured as passengers. Period: 2024. Source: DDS | Proprietary analysis conducted by a top-tier consulting firm at the request of IAG

# Madrid is rapidly transforming into a top-tier global hub

## Continuously growing population...

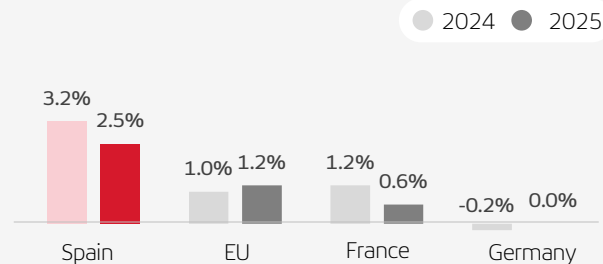


## ...and ~9m international visitors per year that keep growing

Madrid #2 most attractive city destination worldwide<sup>2</sup>  
after Paris, up from #3 in 2023 and #47 in 2019

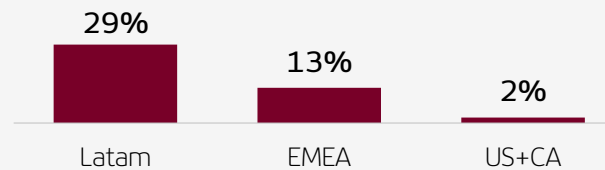
Spain is the #1  
most visited country by air travel (77m tourists)

## Leading GDP growth<sup>1</sup>




## Strong corporate


Iberia corporate revenue growth by point-of-sale  
2024 vs 2019



## Luxury booming

 **Luxury hotels on the rise in Madrid:**  
From 22 in 2019 to 40 in 2024 and with a projected of 48 in 2027

 **Average tourist spend per day**  
in Madrid +>67% vs Spain average

 **Average tourist spend in Madrid +33% vs 2019**





## Madrid has become a global destination

Fueled by world-class events...



...exceptional cultural attractions....



...and luxury experiences



# Madrid is the 'new Miami': now the reference destination for Latin Americans...

Growing LatAm interest in Spain caused an increase in residents, tourism and investment

## Residents

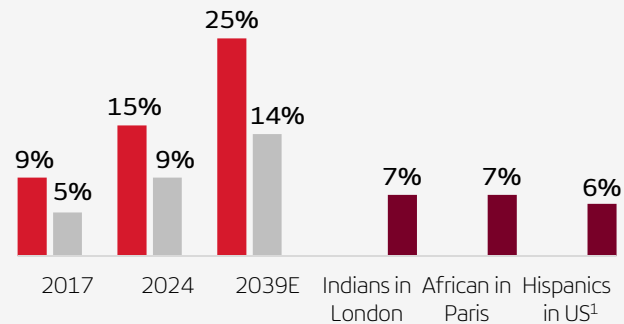
LatAm-born residents share in Madrid (%)

Total  
2024

1.1M

4.3M\*

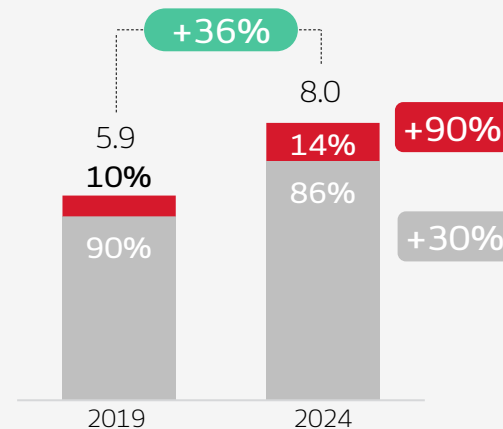
By 2040 to add ~+3M in Spain of which Madrid ~+1M



● Madrid ● Spain ● Current benchmarks

## Tourism

LatAm international visitors received



● Madrid ● Rest of Spain

## Cross investment

### LatAm #1

investment market for Spanish companies outside the EU

### Spain #2

investment market for LatAm companies (after US)

### New trade agreements

EU-Mexico



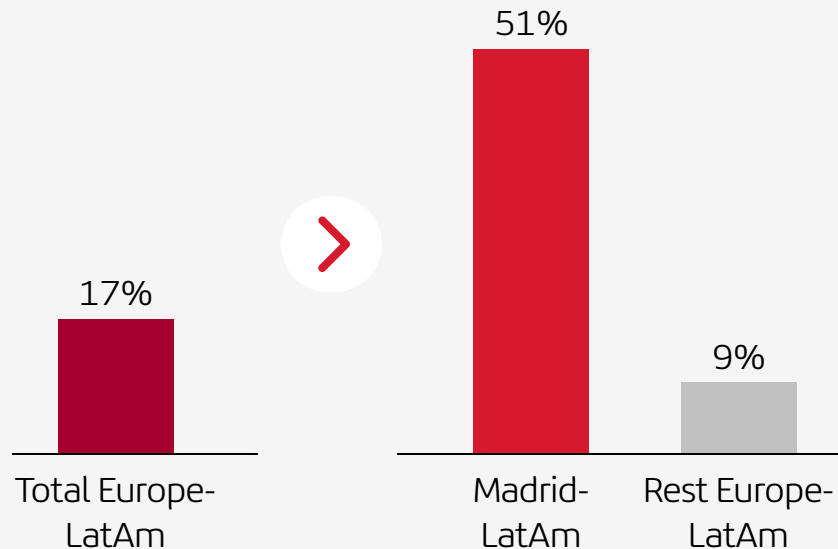
Mercosur



...which is attracting increasingly affluent Latin Americans

### Madrid demand is growing via premiumisation

Europe-LatAm Business class passengers increase (2024 vs 2019)



#### Unique premium product

- ✓ Leading airline to offer Business Class suites
- ✓ Only airline offering Premium Economy between Spain & LatAm (vs. Latam carriers)

#### Premium growth focus

- ✓ +32% capacity growth in premium economy 2024 vs 2019

#### Leading premium share

- ✓ #1 airline in EUR-LatAm in Premium seats
- ✓ Very strong position in Premium Economy with 25% EUR-LatAm capacity share

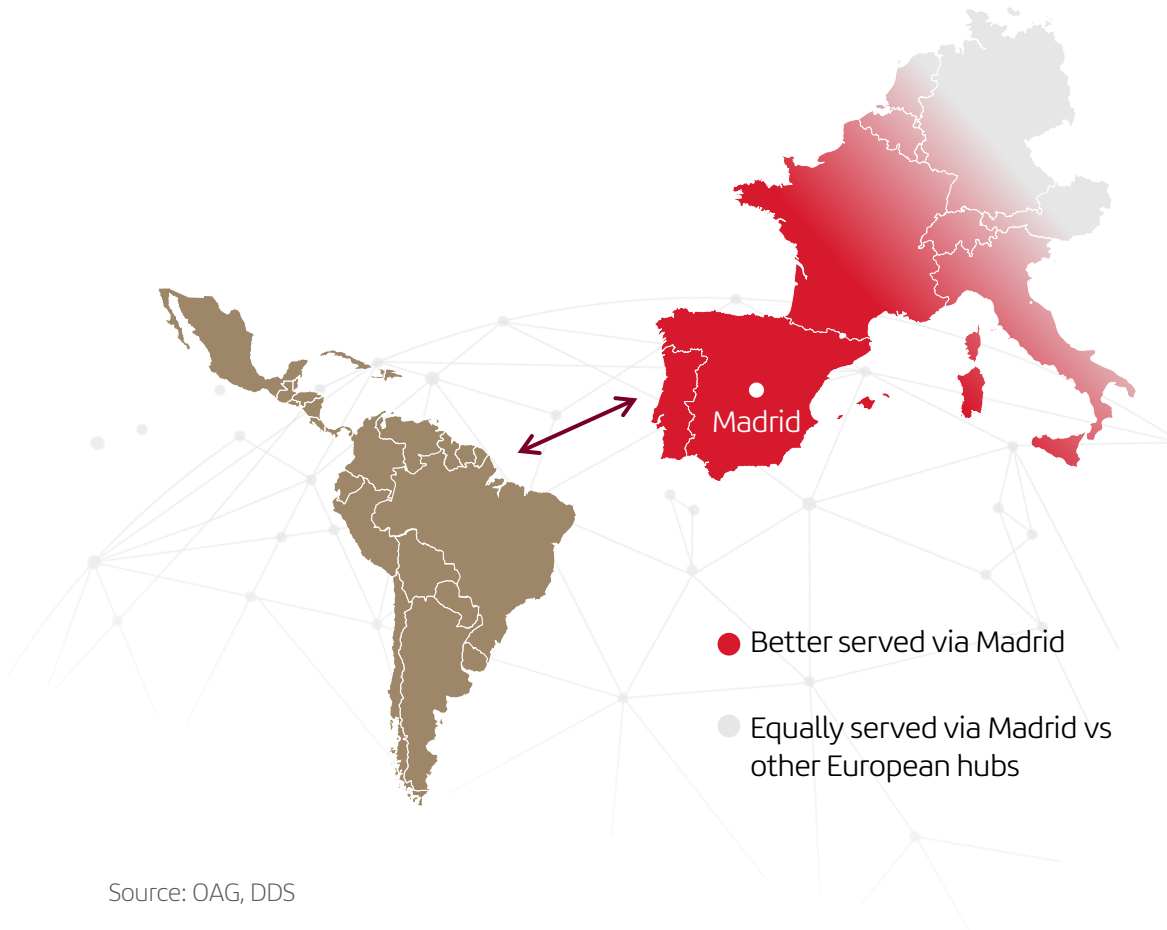
#### Benefiting from premiumisation

- ✓ Premium cabins evolution exceeding Economy in 2024 and 2025: 3-4pp faster unit revenue growth



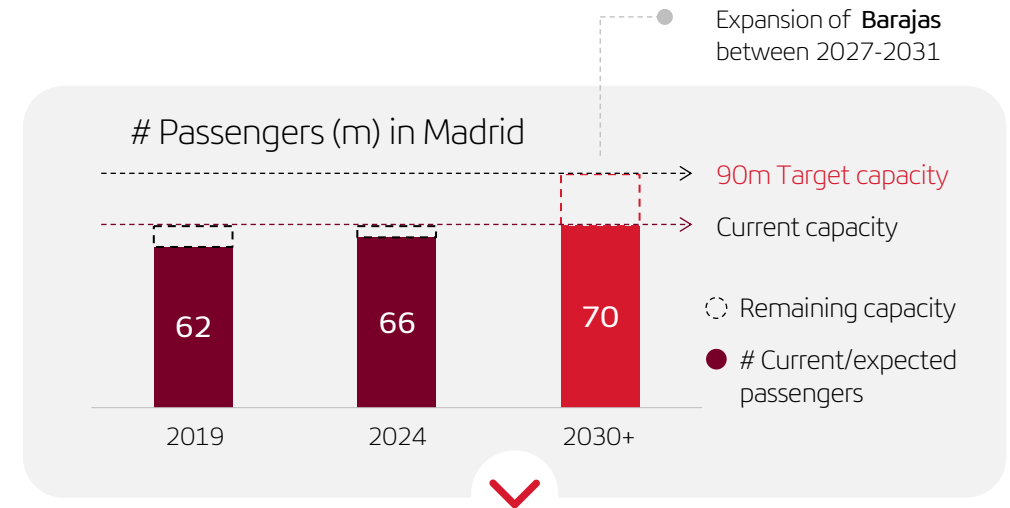
# Madrid the best positioned hub for growth

Madrid is the best gateway towards Latin America...



Source: OAG, DDS

...and the only European hub with capacity for growth



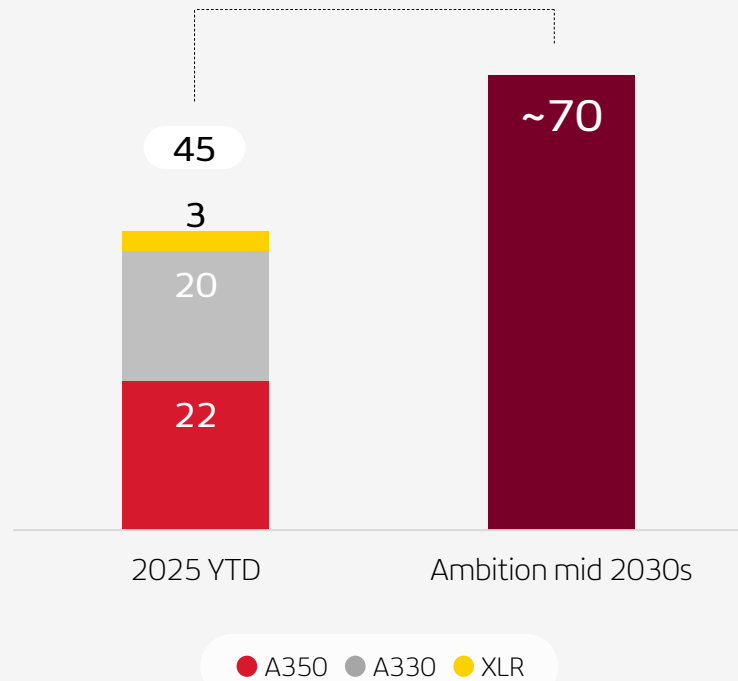
On the other hand, other European airports are struggling:

**Lisbon & Amsterdam** are slot congested

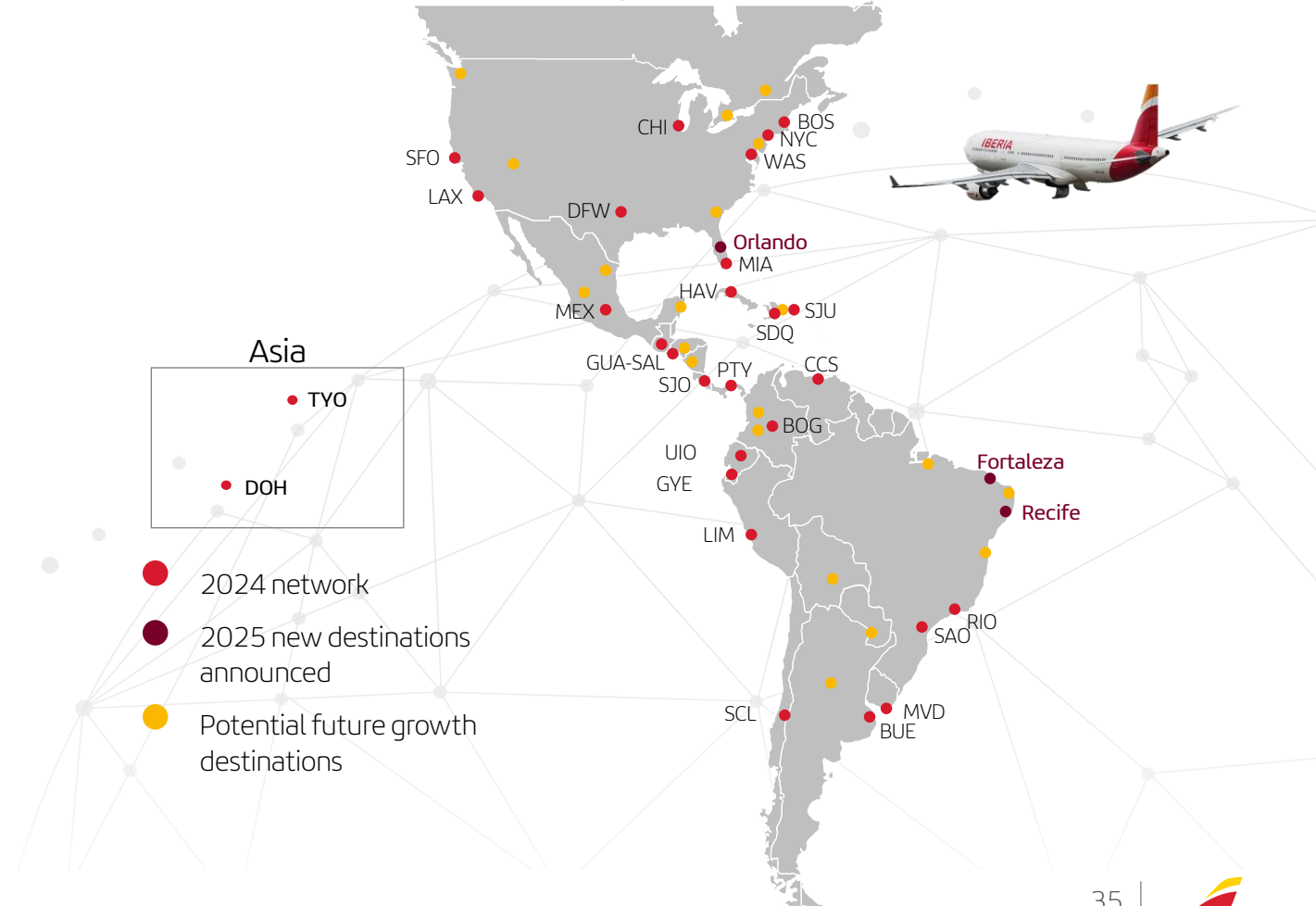
**Paris - CDG** halted expansion plans and negative impact from the increase in French air tax (+180%)

## Attractive growth opportunities

Ambition to expand long-haul  
fleet to ~70 aircraft...



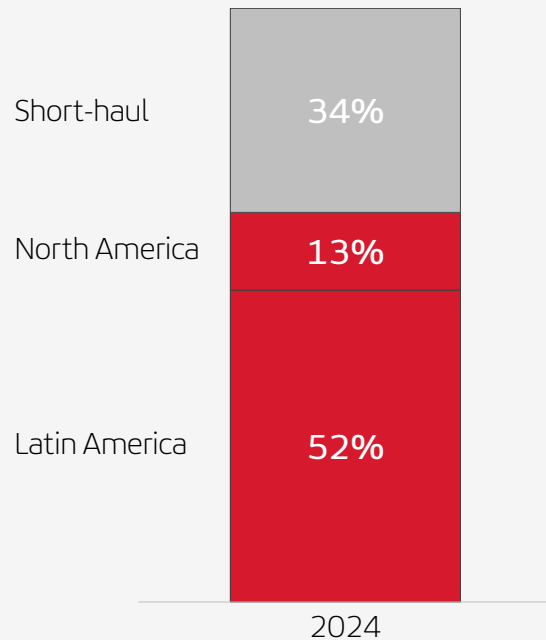
... to continue growing our presence  
and delivering value to stakeholders



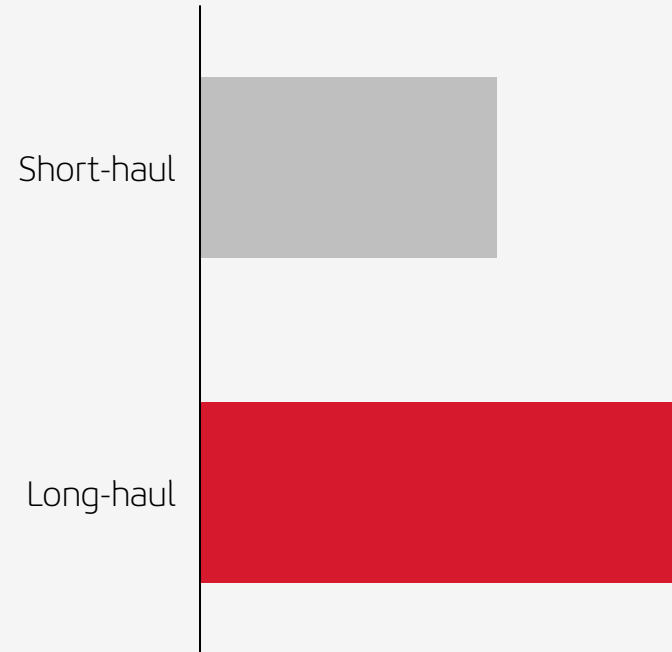


## All regions contribute to profitability

Capacity by region  
(ASK)



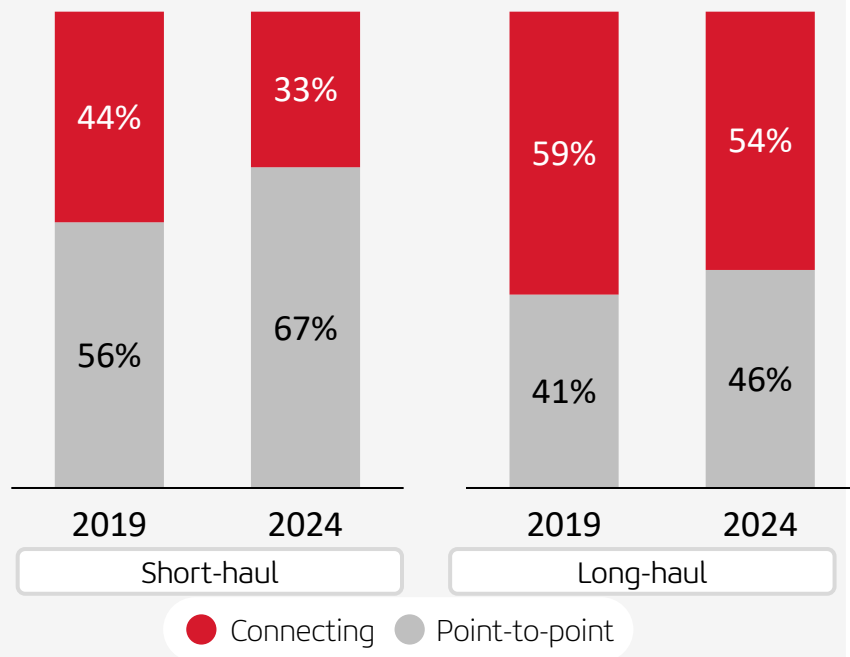
Operating profit margin by region



## Short-haul feed provides significant contribution to long-haul

### Gaining share in point-to-point passengers

Iberia share of passengers by haul (2024)



### Short-haul allows Iberia to fill EUR-LatAm demand... ...serving 85% of this with 3x or more daily flights

Total passengers from EUR to LatAm (2024)

**+94%**  
of demand covered  
through Iberia  
short-haul network

**+85%**  
of demand covered  
through Iberia  
short-haul network  
with **3x or more  
daily flights**



# A fit-for-purpose fleet driving profitability and returns— in long-haul

## Current fleet



22x

**A350-900**352 seats  
(31J 28W 293Y)

- ✓ Densest 3-class A350 worldwide
- ✓ High Premium
- ✓ High Cargo
- ✓ Hot & high conditions enabled
- ✓ Long range with maximum efficiency

Mexico  
Buenos Aires

Los Angeles

8x

**A330-300**292 seats  
(29J 21W 242Y)

- ✓ Premium heavy configuration
- ✓ Shorter range
- ✓ Good cargo performance
- ✓ Low capital costs

-

Chicago  
Miami

12x

**A330-200**288 seats  
(19J 269Y)

- ✓ Low capital costs
- ✓ Mid-size leisure driven routes

Rio de Janeiro  
Havana

-

3x

**A321 XLR**182 seats  
(14J 168Y)

- ✓ Shorter range for thinner routes
- ✓ Market opener
- ✓ Similar cost efficiency to next-gen widebody

Northeast Brazil

US East Coast

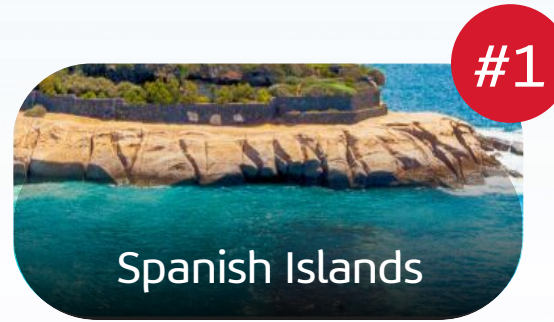
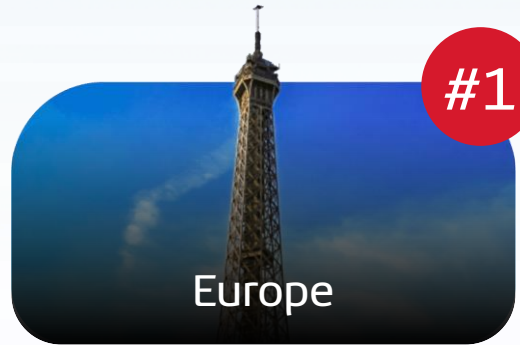
+5 XLR to arrive by H1 2026

#1

Number 1 market share



# A fit-for-purpose fleet driving profitability and returns – in short-haul



## Current fleet

**30x** A32X NEO  
~180-232 seats

**+4x**  
to support profitable connectivity<sup>1</sup>

NEO transition with 42% new aircraft  
over total narrow-body fleet (excl. CRJs)

**40x** A32X CEO  
~180-217 seats

Average CEO retirement age >22  
years to maximise capital efficiency

CRJs<sup>2</sup>  
100 seats

**IBERIA**  **AIRNOSTRUM**  
REGIONAL

Thin routes to feed the hub & broaden  
number of destinations served

**#1** Number 1 market share

Note: Market share is measured as passengers. Period: 2024. Source: DDS.

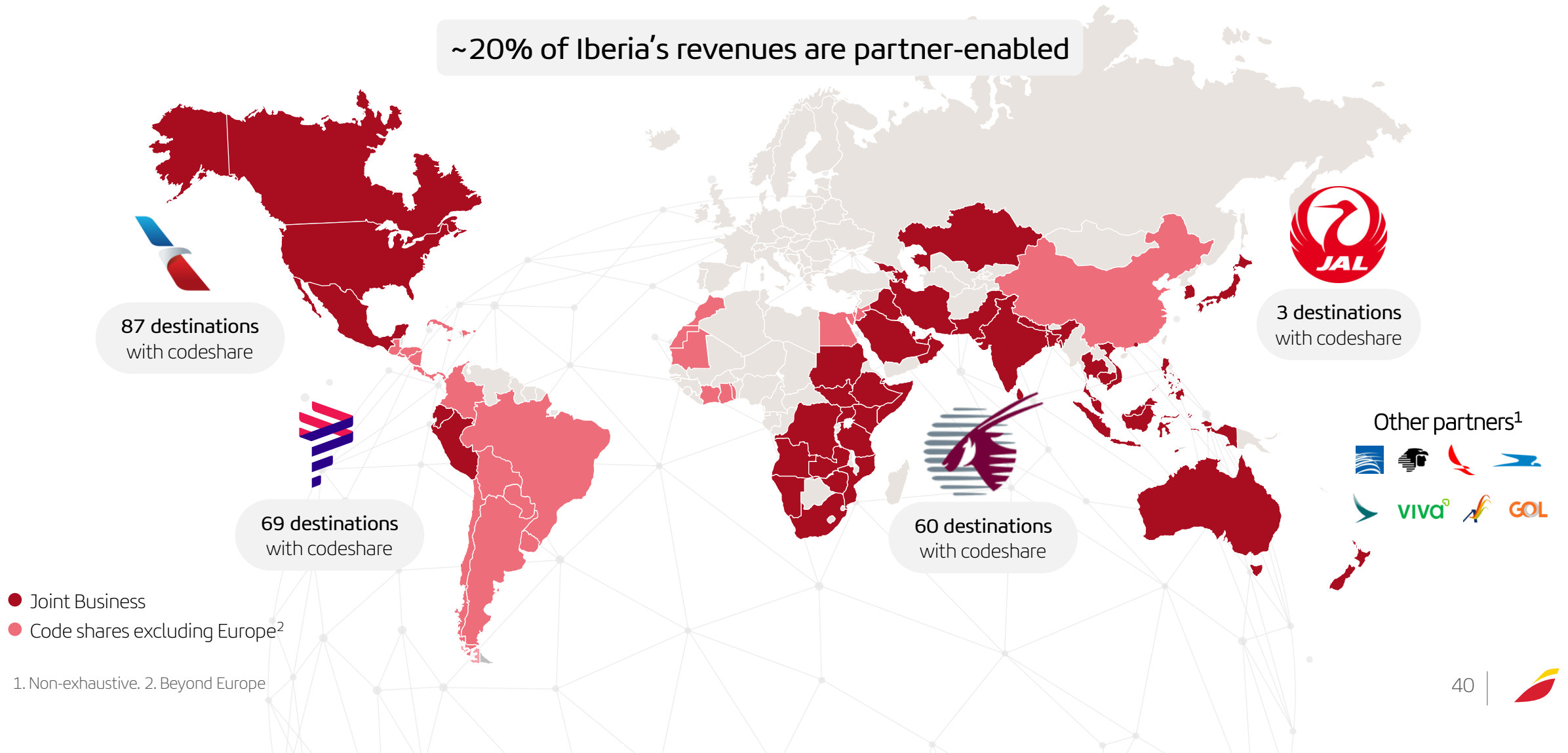
1. Aircraft for Iberia Airline

2. Aircraft under franchisee agreement



# Our joint ventures offer an asset-light approach to expanding our global presence

~20% of Iberia's revenues are partner-enabled





## Iberia's brand is strongly positioned in Latin America



Continuously building a strong brand

**x2** Brand value<sup>1</sup>  
in 5 years

**1 out of 2**

Choose Iberia as their favourite airline in Spain

Broad and relevant brand and sales presence in point-of-sale LatAm

Espacio Iberia



Buenos Aires with positive results:  
Reaching 28K visits in one month

+10pp v19 of revenue contribution  
of the LatAm point-of-sale  
in Colombia and Mexico

+7pp vLY brand consideration  
in Mexico and Argentina

1. Source: Brand Finance – Airlines 50 2025

2. IAG Brand Tracking/Internaldata



# Iberia is reinforcing its commercial capabilities to capture this growth

## Achievements

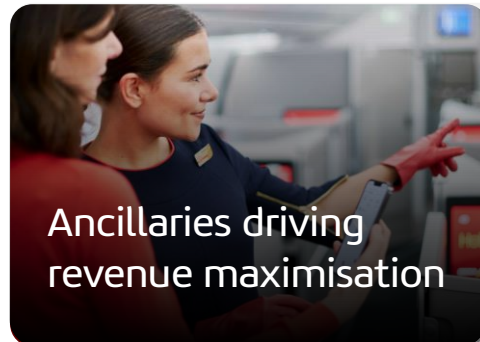


- ✓ One of the first airlines to implement **NDC<sup>1</sup>**
- ✓ **Effective tool** that enables increasing revenues while reducing costs
- ✓ **>50% NDC penetration** in indirect sales



## Future

- ✓ **Catalyst** of modern airline retailing across the industry
- ✓ Continue enabling a **dynamic and personalised offering** in indirect sales
- ✓ **>90% NDC penetration** in indirect sales by 2030



- ✓ **Extensive ancillaries catalogue**
- ✓ **Mature fare families** proposition with 15+ bundles
- ✓ **+65% ancillary unit revenue** v19



- ✓ **Offer & Order** improved capabilities for Retail, Personalization and Merchandising
- ✓ **Expansion of product catalogue** beyond flight experience

1. NDC = New Distribution Capability. It is a travel industry-supported program launched by IATA (International Air Transport Association) to modernize the way air products are distributed to travel agents, corporations, and travellers. It enables airlines to provide richer, more personalized content through third-party distributors like travel agencies and online booking platforms.

A large Iberia aircraft is parked at a gate at Madrid airport, with the airport's distinctive yellow and white architecture visible in the background.

Leading Hub in Madrid

# Best positioned to capitalise on attractive markets

- ✓ **Diversified network** and customer base, which supports **resilient demand** for travel
- ✓ **Madrid hub** is the **best positioned** and offers scope for growth
- ✓ **Excellence** in our commercial and customer proposition, driving revenue growth
- ✓ Well positioned in **high growth markets**, particularly in Latin America
- ✓ Our **fleet** has the **right size** and configuration to serve the markets we operate





A person is seated at a table covered with a white tablecloth, enjoying a meal. The person's arms, wearing a patterned sweater, are visible in the foreground. They are holding a clear glass of water in their right hand. On the table, there are several dishes: a plate with a salad of red and yellow vegetables, a plate with a slice of cake and a small dessert, and a large bowl filled with a variety of colorful vegetables including asparagus, bell peppers, and mushrooms. The background is softly blurred, showing a modern interior setting. The text 'Break 30 min' is overlaid in a large, white, sans-serif font across the center of the image.

Break  
30 min

# World-class brand

Beatriz Guillén  
Chief Customer Officer



# There are more reasons for travellers to continue choosing Iberia

## Ground experience

### Madrid hub leadership, the preferred gateway

Build a differential experience  
around 'Madrid Hub Leadership'

## Flight experience

### Improved cabins, premium experience

Enhance flight experience  
with upgraded facilities and  
in-flight capabilities

## Customer journey

### Easier interaction, seamless journey

Enable channels and  
features to ensure a smooth  
and tailored journey

## Loyalty

### Better recognition, higher engagement

Engage customer through a  
more rewarding loyalty  
programme, building a strong  
preference for Iberia



Excellent experience that makes us a 4-Star airline



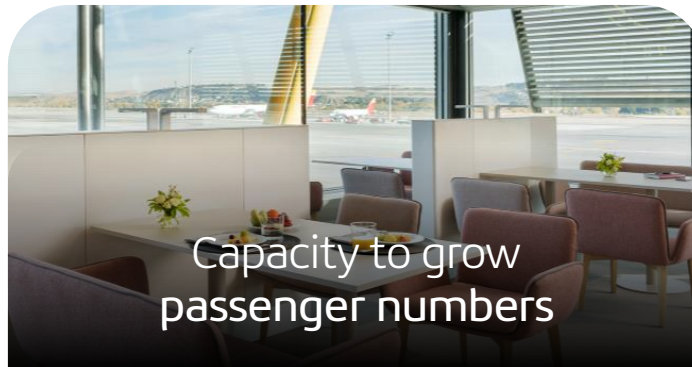
## Madrid hub leadership, the preferred gateway



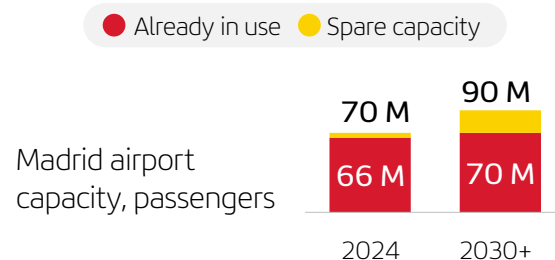
Madrid, key European gateway connecting a growing number of **destinations**

Iberia's ASK growth ambition  
(CAGR)

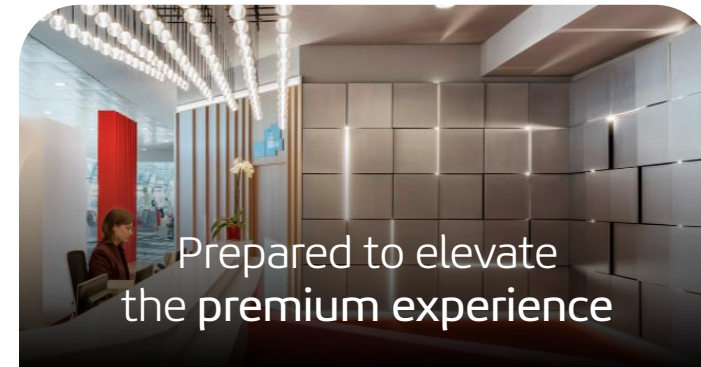
**3-5%**



Capacity to grow  
passenger numbers



Close collaboration with Aena  
to design the future hub

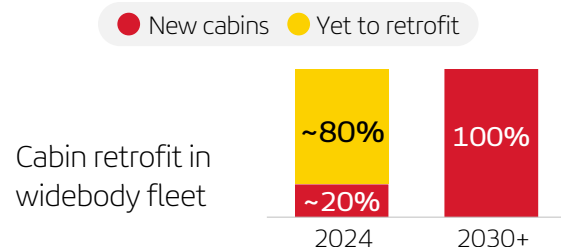


Prepared to elevate  
the **premium experience**

Expand lounge capacity **with a new Emerald area** in T4

Introduce **pre-boarding group**  
(Grupo 0) for Emerald

## Improved cabins, premium experience



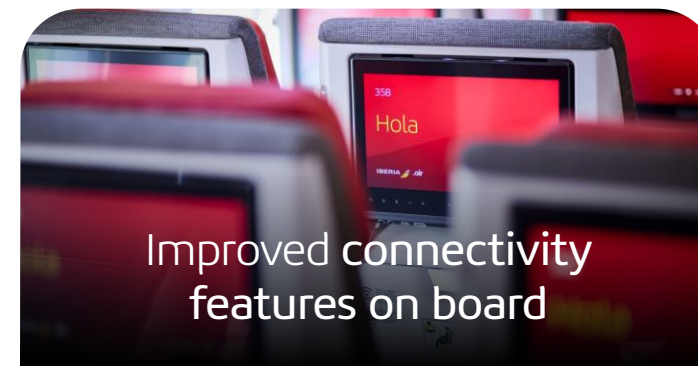
Introduction of new Business class suites<sup>1</sup>

NPS from new interiors is ~15 points higher across all cabins



60% increase cabin luggage capacity by adding XL compartments in short-haul aircrafts

Reduce disruption and minimise mishandling



Extend **free WiFi** for messaging to Iberia Club members in all Iberia & Iberia Express aircraft

Continuous improvement of our **in-flight entertainment**

Leveraging technology to make our flight experience **more accessible** for all passengers

1. New Club suites, as well as improvements in Economy and Premium Economy cabin, and in in-flight entertainment

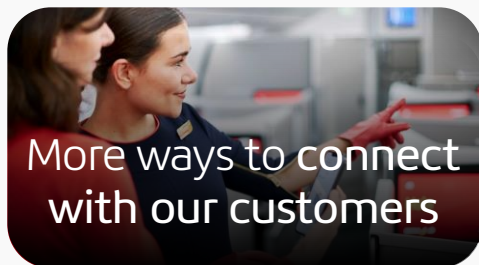
Ground experience

Flight experience

**Customer journey**

Loyalty

## Easier interaction, seamless journey



### 'Self-service' resolutions

Prepare channels for a faster, more autonomous inquiry resolution

2024 ~30%  
2030+ +50%

### Broader customer reach

● Email ● WhatsApp ● SMS ● Social Media



Lower average resolution time for disrupted customer

Better first-call resolution ratio

Higher overall satisfaction with customer care channels

More accessible with launch of our Accessibility Plan






# Better recognition, higher engagement

## Better recognition to our members

Consolidate Iberia Club a top-class loyalty programme, evolving our value proposition to maximise engagement

New Elite qualification

Spend-based recognition  
1€ → 1 

+

Non-air partners also contributing to status  
10  → 1 

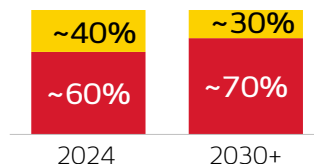
More tiers, more accessible




## More partners joining the Iberia Club

Expand the loyalty programme beyond flight, creating more opportunities to obtain Avios

Avios accrued outside of Iberia  
(% of total Avios accrued in Iberia Club)



 Iberia Club Partners  Iberia Group

More **non-air partners** in key geographies

Iberia Club members spend 5-10% more on average vs non frequent flyers

## More redemption opportunities

Make more products available with Avios, including those from our non-air partners

More **seat availability** with Avios

More **options to redeem** Avios for ancillaries

More **non-air partners** to redeem Avios



# A product ahead of the competition



Top-rated airport facilities

MAD in the **Top 10** of European airports according to Skytrax

VIP Lounges  
**Dalí & Velázquez** awarded with 4-Star airline



Best premium cabins in the Latin American corridor

Only airline introducing **Business suites**

Only airline offering **Premium Economy** vs Latin American competitors



Elevated gastronomic experience

Skytrax rating  
'Quality of meals served'



Best-in-class in-flight connectivity

Skytrax rating  
'On-board WiFi service'



Excellent experience that makes us a 4-Star airline



## An excellent 'Four-Star' customer proposition

- ✓ Making Madrid airport the preferred hub choice by offering a better and **premium experience**
- ✓ Building a **better customer journey** connecting with our passengers through **digitalisation**
- ✓ **Investing** in more modern and distinctive cabins and **inflight experience**
- ✓ Generating value through an increasing **loyal customer base**



# Operational excellence

Ramiro Sequeira  
Chief Operations Officer



# Operational excellence driven by a proven model and culture of safety and efficiency

## Culture

Strong operational culture with safety at its foundation

## Operating model

Highly efficient operating model delivering efficiency by design

## Digital transformation

Operational excellence leveraging digital transformation

## MRO and Handling

Operational resilience enabled by MRO and Handling



# Employees at the heart of our excellence

**Success-sharing model** linked to business profitability

Operating margin

✓ Already included in agreements with all collectives

**Success-sharing model** now also linked to operational performance and customer satisfaction KPIs

OTP

Productivity

NPS

✓ Included in agreement with Pilots and Cabin Crew

New

**Multi-year agreements** with all employee groups

**Pilots**

In effect until Dec 2027

**Cabin crew**

In effect until Dec 2028

**Ground**


In effect until Dec 2025

*Engaged in negotiations for an extension that includes success-sharing model*



# Our operations benefit from a very efficient airport

## Madrid Barajas is a well-run, efficient airport

- ✓ **Iberia works closely with AENA**, the Madrid Barajas operator, to continuously improve operations
- ✓ **Top 15 best airports in the world<sup>1</sup>** 
- ✓ **Top 5 busiest airports in Europe** in 2024 with 66m passengers, of which 44% was operated by Iberia
- ✓ **€2.4 bn expansion plans**, of which ~70% for the expansion of the T4 terminal



## Helping us achieve greater operational efficiency

- ✓ **Enhanced operational visibility** through new data exchange agreement
- ✓ **Centralised operations** thanks to a T4 terminal for IAG and partners, streamlining check-in, boarding, and connections for passengers
- ✓ **Maximisation of utilisation** with premium geographic location for efficient overnight long-haul operations
- ✓ **Dedicated Iberia spaces**, with exclusive check-in areas, two VIP lounges, and revamped fast track security



# Our fleet transition has been key for our operating model's efficiency

## Fleet simplicity

All-Airbus fleet streamlines operations and improves efficiency



Airbus  
**A320 family**

- ✓ A320: efficient short range
- ✓ A321-XLR: long-haul market opener

Single type rating



Airbus  
**A330**

- ✓ Long range with low capital costs
- ✓ A330-200: Leisure routes
- ✓ A330-300: Premium heavy

Single type rating



Airbus  
**A350**

- ✓ Long range with maximum efficiency
- ✓ Premium & cargo heavy

**~10.6 years**  
Average age of our fleet<sup>1</sup>

**~50%**  
New-gen fleet

**+10%**  
Fuel efficiency  
in new gen vs. old

Easier **career progression**

Simplifies **maintenance**



# A321 XLR: a superb new 'market opener' tool with very compelling financials

## Positive results achieved to date...

### Maximum cost efficiency

- ✓ Total unit costs on par with next generation widebodies
- ✓ Unit fuel costs -20-30% lower vs widebody aircraft

### Double-digit passenger unit revenue improvement

Main levers to achieve this:

- ✓ Product improvement (e.g., frequency increase)
- ✓ Better capacity adjustments in lower demand periods

### Excellent Premium customers' experience

- ✓ Premium customer experience aligned with rest of widebody fleet

## ...and a wide spectrum of new potential opportunities



Note: Current Iberia configuration – 182 seats, including 14 seats in business cabin (J) and 168 seats in economy cabin (Y)

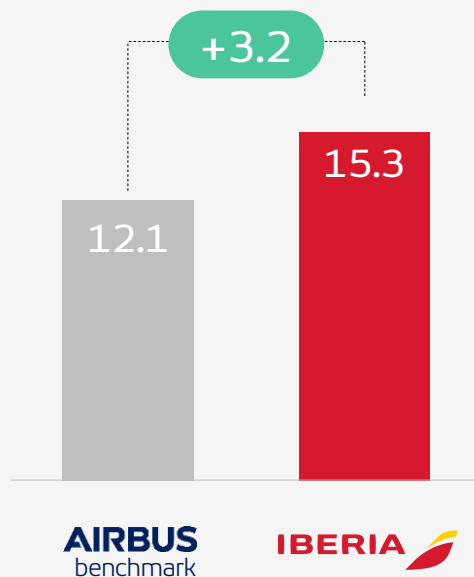
1. Maximum range for 192 seats: 3,920nm



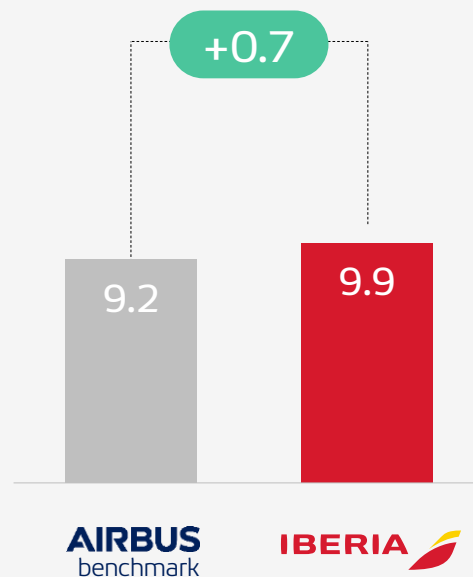
# Our robust operating model maximises utilisation

Aircraft daily utilisation, hours

## Widebody



## Narrowbody



✓ Iberia ranks as the **top airline globally** in A330 utilisation and is among the **top 3** for the A350 fleet

✓ Adding 3 extra flight hours per aircraft across Iberia's fleet is equivalent to having 9 more aircraft in operation – without increasing the fleet size

✓ Our high utilisation **optimises costs** while **increasing revenues** due to the higher volume of **seats offered**

# Driving operational excellence and delivering high customer satisfaction



2015

#1

2016

#1

2017

#1

2018

#4

2019

#2

COVID

2022

#1

2023

#1

2024

#1



Best-in-Europe  
OTP<sup>2</sup>

88.7

87.3

90.3

87.5

89.7

88.3

88.0

85.9



Outstanding  
NPS

13.7

19.6

28.6

27.5

30.1

25.9

32.3

28.0

1. Cirium European ranking, including Iberia and Iberia Express. Ranking based on on-time performance measured as the percentage of flights arriving within 15 minutes of their scheduled time. Iberia #1 in OTP in the world as Global network in 2017.
2. On-time performance measured as the percentage of flights departing within 15 minutes of their scheduled time.





# Digital transformation driving faster and smarter operations

Leveraging real-time data and innovation into every layer of the operation

## Fleet & Maintenance

Smart fleet assignment and predictive maintenance

- Digitisation of the Technical logbook (under test on the XLR)
- Predictive maintenance model, expected MVP for Q3 25'.

## Operations Control Centre

Data driven decision-making

- AI PACA<sup>5</sup> Solver: in case of disruption, alternatives are automatically proposed by AI.

## Safety-first mindset

**Connected Ops**  
Real-time data, AI  
and digital enablers

## Ground Services & Passenger Experience

Real-time coordination

- IRIS<sup>1</sup> Weight & Balance deployment at 91%
- Iberia HUB Control<sup>2</sup>, MVP launches in Jun-25'.
- Automatic management of incident opening by mishandling (AutoPIR)

## Handling Transition

Technology-driven workflows

- TAM<sup>3</sup> deployment at 50%
- Automatic baggage regularisation at belts (BJS)

## Crews and Flight Ops

Smart & paperless Operations

- New digital flight plan (Q4 25')
- TCP App improvements: Pre-Order display, punctuality and WiFi Voucher.



# MRO and Handling drive operational excellence and provide diversified counter-cyclical profitability



## Maintenance, Repair & Overhaul

- ✓ Aiming for market **competitive costs** and **service levels**
- ✓ Specialises in the inspection and repair of engines V2500, CFM56, RB211 and GTF, covering **75% of IAG's narrowbody fleet**
- ✓ Preparing for **new generation engines**

### Maintenance offered

	IAG	3 <sup>rd</sup> parties
Line maintenance	✓	✓
Engines	✓	✓
Components	✓	✓
Heavy	✓	✓



## Handling: SOUTH

(standalone business since 2024)

- ✓ Aiming for market **competitive costs** and **service levels**
- ✓ Separated from Iberia in 2024 to become SOUTH, a **standalone business** within IAG
- ✓ Serves **30 Spanish airports** including Madrid

### Services offered

	IAG	3 <sup>rd</sup> parties
Ramp handling	✓	✓
Passenger handling	✓	✓
De-icing service	✓	✓

# Our excellence in operations is driving leading cost efficiency and customer satisfaction

- ✓ Our collaborative culture is fundamental to our operations
- ✓ Our simple and modern fleet is fundamental to our efficient model
- ✓ Implementing digital tools and software to drive safer, faster and smarter operations
- ✓ Working in partnership with AENA at Madrid help us achieve greater operational effectiveness and the opportunity to capitalise on future growth
- ✓ It also supports delivering utilisation at world-class levels and high customer satisfaction
- ✓ Our complementary businesses support the delivery of our Group operations and provide resilience

# Financial strength

Gabriel Perdiguero  
Chief Finance & Technology Officer



# Iberia has transformed and created a platform for long-term value creation

## Strong earnings and high sustainable margins allowing for growth

	Iberia target	2012	2024
Operating profit		- €351m	<b>+€1bn</b>
Operating profit margin	<b>13.5%-15%</b>	-7.3%	<b>13.6%</b>
RoIC	13%-16%	<0%	<b>22%</b>

## Strong balance sheet supporting investment

	IAG ceiling	2012	2024
Leverage ratio	1.8x	Negative EBITDA	<b>1.1x</b>

Note: Data excludes exceptional items

1. Subject to financial performance and labour relations stability

Investing in our business supported by a rigorous capital allocation process

**€6bn**

projected investment<sup>1</sup>  
up to mid-2030s

## Delivering a compelling proposition:



Strong earnings growth



Sustainable best-in-class margins



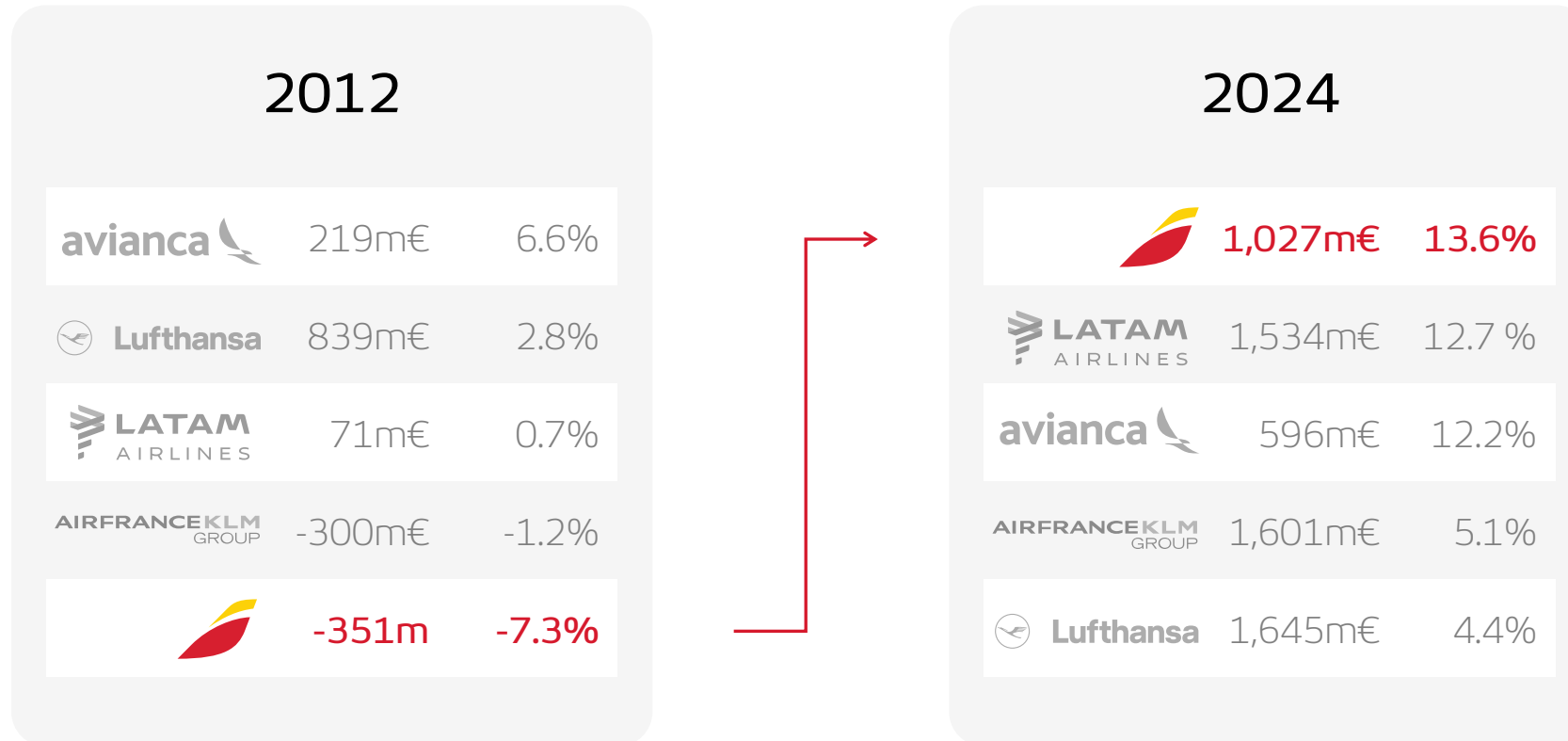
High returns





# This transformation has taken us from underperformers to industry leaders

## Operating profit

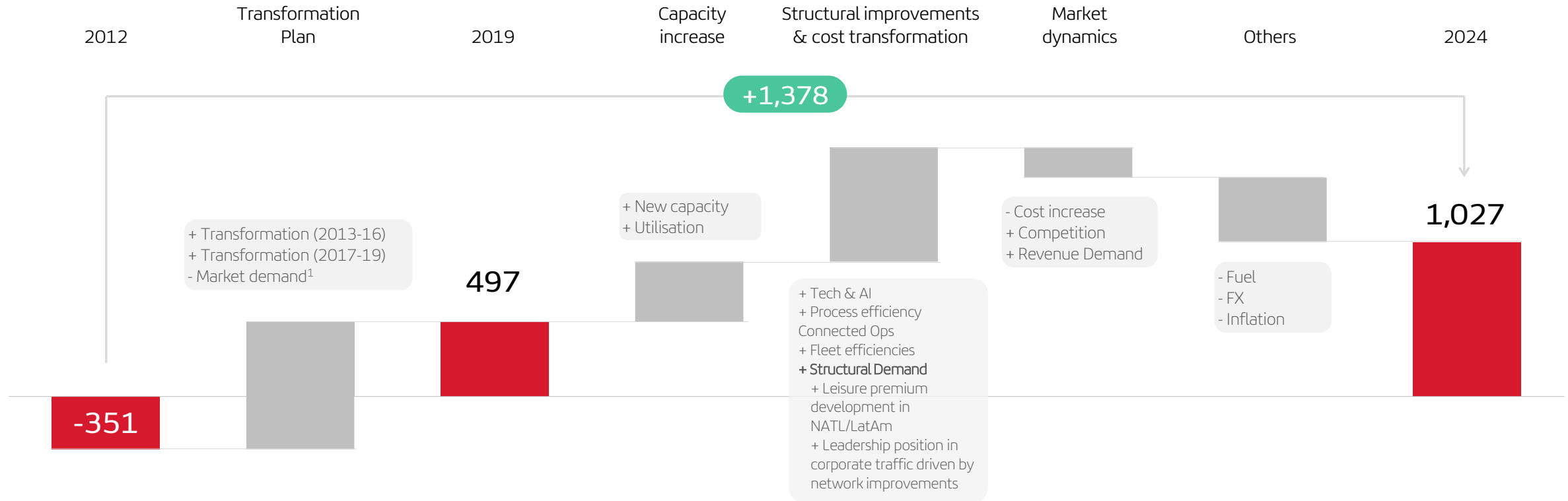


Notes: Data for Iberia Group, not including exceptional items, LH includes Group data, AFKLM includes MRO and cargo division, LATAM and Avianca both include their cargo unit  
All non-European airlines absolute values are affected by €/€ exchange rate. 2012= 0.7781; 2024 = 0.9239

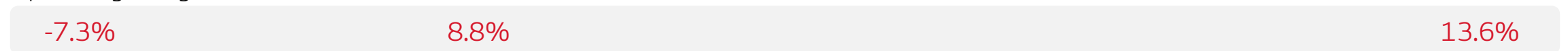


# The improvements driving our growth reflect lasting structural change

Operating profit (€m)



Operating margin

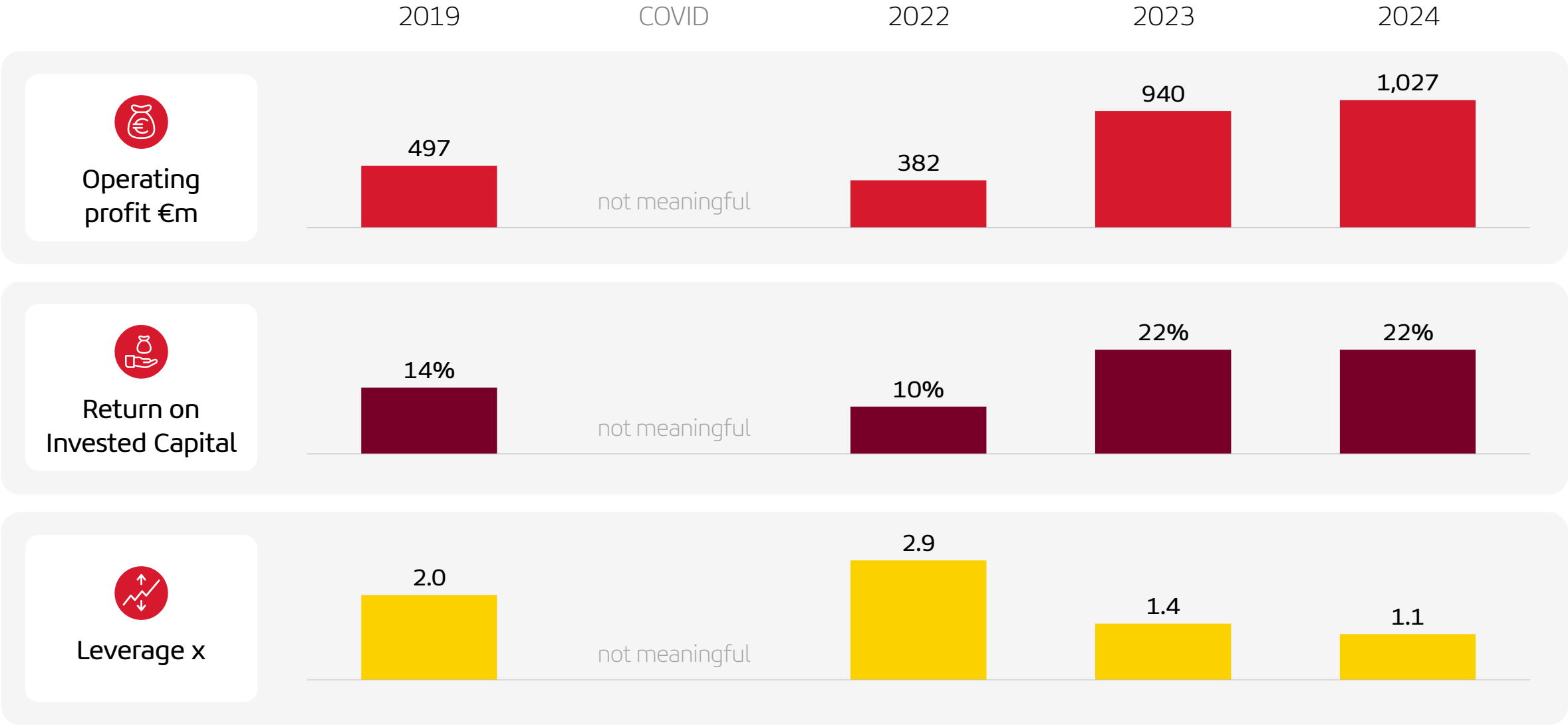


Note: Data excludes exceptional items

1. Market demand growth during this period was impacted by several headwinds, mainly the 2016-2017 sector crisis



# We are in a strong financial position having swiftly recovered from COVID



Note: Data excludes exceptional items

# Our business model is resilient with several levers to adapt to the cycle



## Revenue

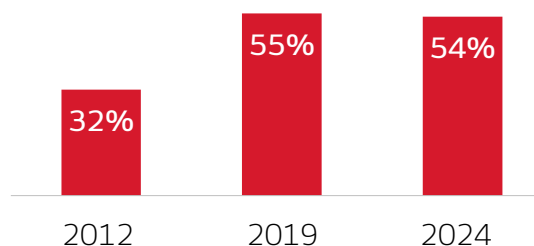
- ✓ **Network and customer diversity** enabling us to better absorb downturns
- ✓ **Investment in customer experience** is positioning the company as a leader across Latin America
- ✓ Strong **Loyalty base** and superior to peers' customer proposition providing revenue stability
- ✓ **Complementary businesses:** MRO provides counter-cyclical revenue stream and Handling provides high return on capital



## Costs

- ✓ A **high proportion of variable costs** provides operational flexibility and cost management during demand fluctuations
- ✓ **High flexibility** supported by dynamic fleet operating lease structure
- ✓ **Fuel efficiency improvements** driven by new fleet

% of variable costs within non-fuel cost



**~10-15%** of the fleet's operating leases are due for renewal annually<sup>1</sup>

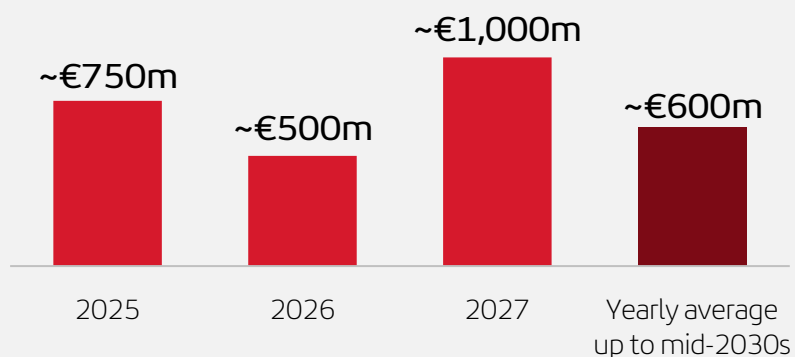
**~15-20%** fuel consumption improvement of new generation aircraft vs old<sup>2</sup>

1. Not including aircraft purchases already committed to replace the aircraft | 2. Airbus A359 is ~34% more efficient than the Airbus A346, Airbus A320neo +10% more efficient than the Airbus A320ceo



# Our strong financial position and rigorous capital allocation process underpins our €6bn investment programme

## €6bn Capital expenditure<sup>1</sup>

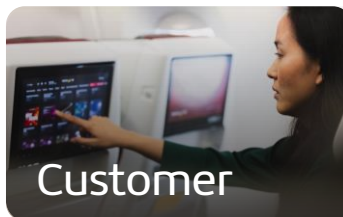


### Including:

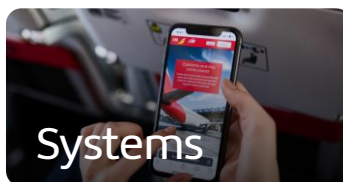
- ✓ Confirmed 9x A350 2023/2025 options
- ✓ Confirmed 5x XLR June 2019 order
- ✓ Part of IAG's order for 21x A330 May 2025 order
- ✓ Included already in IAG capex guidance for 2025-2026



- ✓ Organic growth, reaching ~70 long-haul aircraft
- ✓ Fleet replacements advancing our shift to new gen aircraft



- ✓ Support Madrid hub growth expanding and improving our VIP lounge
- ✓ Retrofit 100% of long-haul cabins including new Suite product by 2030+ (vs. 20% currently)



- ✓ Apply AI & Tech to streamline processes
- ✓ Move to Cloud with AWS



- ✓ Continuing to develop maintenance and associated facilities
- ✓ New corporate headquarters and surrounding infrastructure

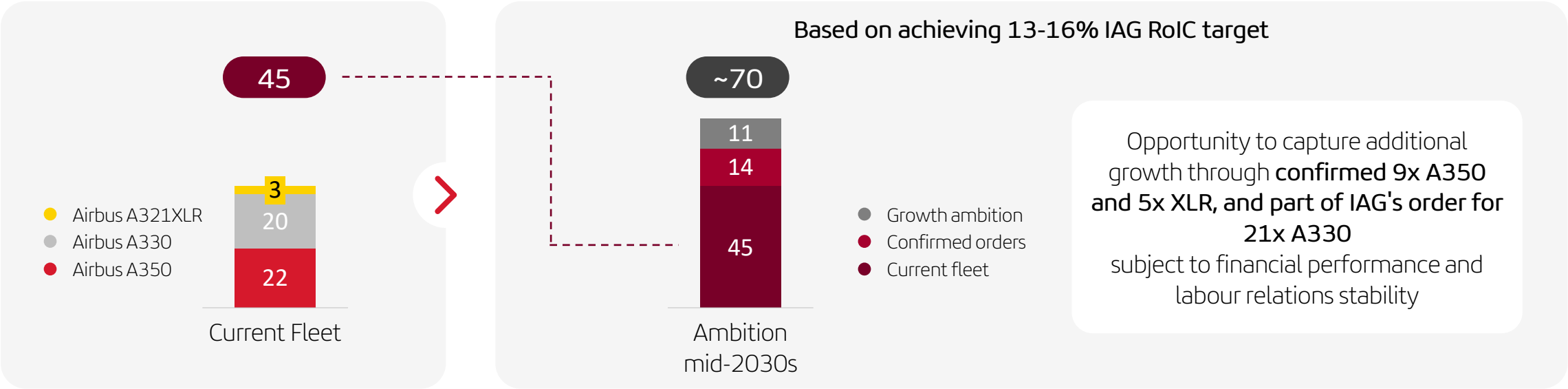
1. Subject to financial performance and labour relations stability





# Our ambition is to grow our long-haul business based on attractive returns on capital

Long-haul is our most profitable region with high double-digit margins



+4 short-haul aircraft for growth in 2026 - 2027 to Iberia to support profitable connectivity

Note: Current fleet (YTD 2025)



Airbus  
**A321XLR**



Airbus  
**A330**



Airbus  
**A350**



# Targeting mid-teen margins and profit growth

Run a great airline...

Operating profit

2024  
€1.0bn

Operating margin  
13.6%



Operating profit

Upgraded

Medium term  
€1.4bn

13.5%-15%

...underpinned by our transformation DNA resulting in attractive financial returns

Note: Data excludes exceptional items.  
Medium-term target reflect current expectations and include a prudent buffer to account for potential variability in market conditions and external factors.  
Chart blocks not to scale



# Closing remarks

Marco Sansavini  
Chairman & CEO

# Our strategy will create value for our stakeholders

## Strategy

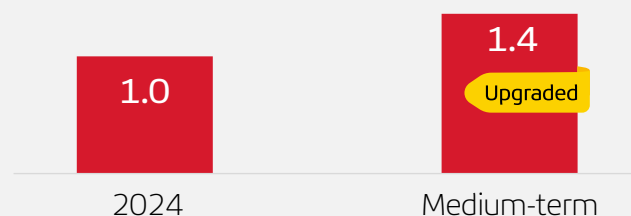
Run a great airline by:

- ✓ Building a **leading hub** in **Madrid** & **world-class brand**
- ✓ Delivering **operational excellence** supported by our MRO and Handling businesses
- ✓ Underpinned by our **transformation DNA** resulting in **attractive financial returns**

## Value creation ambition

### EBIT margin at IAG's 13.5-15% ambition

● Operating profit (€bn)



- ✓ We have transformed Iberia into a **profitable, successful business** through the work of our engaged and **talented people**
- ✓ This has created the platform for us to **invest** in our **network and product** and to deliver a fantastic **service** to our **customers**
- ✓ Growing demand, supported by Madrid's **strategically advantageous location** positions Iberia to deliver **attractive return on investment**

## Delivering a compelling proposition:



Strong earnings growth



Sustainable best-in-class margins



High returns





A person wearing a dark blue or black suit jacket is shown from the chest down. They are holding a black leather glove in their right hand. The background is a blurred indoor setting with a red object visible in the upper left. A dark red gradient overlay covers the right side of the image.

Iberia Management Committee

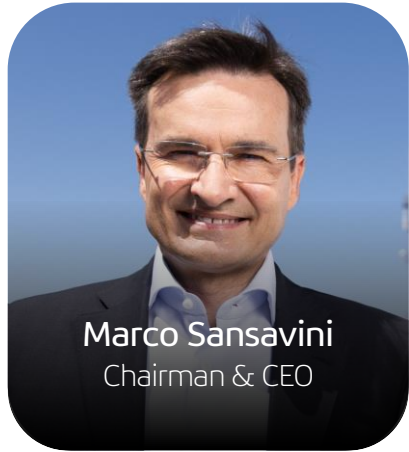
Q&A



# Appendix

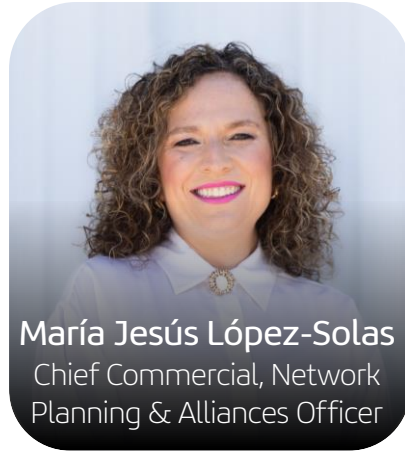


# Our team - Bios



**Marco Sansavini**  
Chairman & CEO

Marco has over 30 years of experience in the airline industry. He served as KLM's General Manager for Switzerland & Austria, then as Chief Commercial Officer for Europe & North Africa at Air France-KLM. He was also Chief Strategy Officer at Alitalia before joining Iberia, where he held the role of Chief Commercial Officer, and later became Chairman & CEO of Vueling. In April 2024, he returned to Iberia to assume the role of Chairman & CEO.



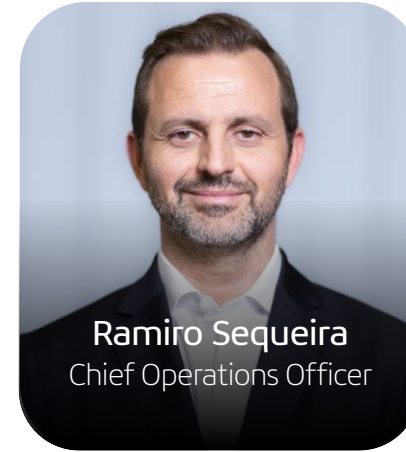
**María Jesús López-Solas**  
Chief Commercial, Network  
Planning & Alliances Officer

María Jesús joined Iberia 9 years ago, after years of experience at BCG and LATAM Airlines. Since 2020 she serves as Chief Commercial, Network & Alliances, after having held different positions including Chief Customer and Loyalty. Member of the Iberia Management Committee for 7 years now.



**Beatriz Guillén Vázquez**  
Chief Customer Officer

Beatriz joined Iberia 11 years ago and was recently appointed as Chief Customer. She has an extensive experience in commercial areas in different airlines, and in Iberia she has led, over the past years, both the areas of Revenue Management and Global Sales.



**Ramiro Sequeira**  
Chief Operations Officer

Ramiro was in different IAG airlines including Vueling, Iberia Express and Iberia for 14 years, always in operations' responsibilities. During the last 5 years, he was the Chief Operating Officer at TAP before returning to Iberia as Chief Operations Officer.



**Gabriel Perdiguero**  
Chief Finance  
& Technology Officer

Since joining Iberia 11 years ago from Accenture, Gabriel has held key leadership roles – starting in finance, then leading customer, IT and transformation from the Iberia Management Committee, before returning to finance last year as Iberia CFO and maintain his role leading IT.

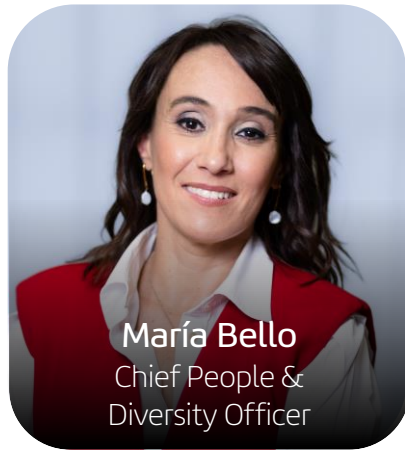


## Our team - Bios



**Juan Cierco**  
Chief Corporate Officer

Juan has an extensive experience in Corporate Communications including Inditex and Gamesa, Political Communications within the Presidency of the Government, and Institutional Communications. A journalist for almost 20 years. Juan is the Chairman of the Tourism Council of the CEOE and has been 11 years in the Iberia Management Committee.



**María Bello**  
Chief People &  
Diversity Officer

Maria has been at Iberia for 6 years transforming the HR function. Her prior experience was in several consultancy firms including Accenture Strategy. In 2024, she joined our Management Committee to lead the People and Diversity area.



**Jose Luis de Luna**  
Chief Labour Relations,  
Legal & HR Mgmt. Officer

José Luis has over 30 years of experience in the air transport industry. An aeronautical engineer, he held Aena's Head of Technological Systems during the Madrid Barajas Airport extension. He was the General Manager for Flightcare in Spain and Belgium, and Chairman of Flightcare Italia. For the past 12 years, he has been at the forefront of Iberia's transformation as the Chief Airports Officer. He joined our Management Committee in 2021 and has been serving as the Chief of Labour Relations Officer since April 2024.



**Enrique Robledo**  
Chief Technical Officer

Enrique has been in Iberia for 25 years holding several positions at Maintenance & Engineering and also serving as Madrid Barajas airport Director for Iberia before taking over his current Chief Technical Officer position 2 years ago.



**Diego Fernández Ortiz**  
Chief Strategy, Transformation  
& Sustainability Officer

Diego has been at Iberia for almost 4 years, with prior experience at McKinsey and Banco Santander. He recently joined our Management Committee to lead strategy, sustainability, and drive our transformation plan.



# Alternative Performance Measures and Financial Terminology

The performance of the Group is assessed using a number of alternative performance measures (APMs), some of which have been identified as key performance indicators of the Group. These measures are not defined under International Financial Reporting Standards (IFRS), should be considered in addition to IFRS measurements, may differ to definitions given by regulatory bodies applicable to the Group and may differ to similarly titled measures presented by other companies. They are used to measure the outcome of the Group's strategy based on the Group's strategic imperatives of: strengthening our core; driving earnings growth through asset-light businesses; and operating under a strengthened financial and sustainability framework.

Measure	IFRS/APM	Definition
Airline non-fuel CASK	APM	Total operating expenditure before exceptional items, less fuel costs and emission charges and less non-flight specific costs divided by total ASKs, and is shown on a constant currency basis.
Capex (or gross capital expenditure)	IFRS	Acquisition of property, plant and equipment and intangible assets per cash flow statement
Cash	IFRS	Cash and cash equivalents and Current interest-bearing deposits
EBITDA before exceptional items	APM	Operating result before exceptional items, interest, taxation, depreciation, amortisation and impairment.
Free cash flow	APM	Free cash flow represents the cash generated by the businesses and is defined as the net cash flows from operating activities taken from the Cash flow statement, less the cash flows associated with the acquisition of property, plant and equipment and intangible assets reported in net cash flows from investing activities from the Cash flow statement.
Gross debt	IFRS	Gross debt is defined as long-term borrowings (both current and non-current)
Gross debt to EBITDA before exceptional items (or Gross leverage)	APM	Based on Gross debt (per above) and the full year EBITDA before exceptional items
Liquidity (or Total liquidity)	APM	Cash and cash equivalents plus Current interest-bearing deposits, plus Committed general undrawn facilities and Committed aircraft undrawn facilities.
Movements in working capital	IFRS	Net movements in working capital per cash flow statement
Net debt	IFRS	Net debt is defined as Gross debt, less cash, cash equivalents and current interest-bearing deposits.
Net debt to EBITDA before exceptional items (or Leverage)	APM	Based on Net debt (per above) and the full year EBITDA before exceptional items
Operating profit (and other Income statement items) before exceptional items	APM	See FY 2024 Results Release (alternative performance measures section, note a: Profit after tax before exceptional items) and accounting policies
Return on invested capital	APM	EBITDA before exceptional items, less fleet depreciation adjusted for inflation, depreciation of other property, plant and equipment, and amortisation of software intangibles, divided by average invested capital and is expressed as a percentage.
Unit measures (PRASK, Fuel CASK, Non Fuel CASK)	APM	Passenger revenue, fuel costs, non-fuel costs (before exceptional items) divided by capacity (ASKs)

