

# Iberia Flight Plan 2030

Investor fact sheet | 17 June 2025

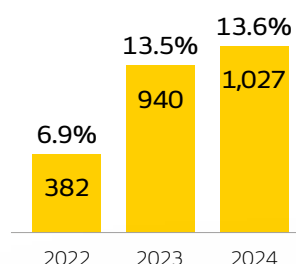


## 'Flight Plan': delivering Iberia to its full potential

Iberia is delivering strong earnings growth with sustainable best-in-class margins and high returns, while adding diversification to IAG's portfolio. Its full potential will be unlocked through the execution of its 'Flight Plan'.

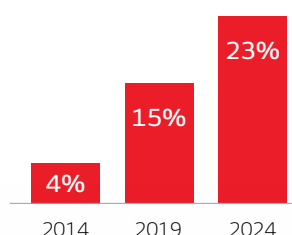
### Strong value creation

Iberia operating profit (€m)  
and operating margin



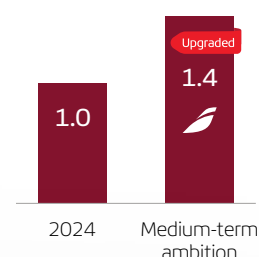
### Key airline for IAG

Share of Iberia in  
IAG's operating profit



### Iberia 'Flight Plan' ambition

Iberia operating profit (€bn)  
+ Operating margin at 13.5%-15%



## Our strategy to create value for our stakeholders

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**.

### Ambition

- ✓ 4-star Skytrax product
- ✓ High customer satisfaction
- ✓ Best-in-class punctuality and operations
- ✓ Growing our network in attractive markets
- ✓ Disciplined fleet additions supporting margins and returns
- ✓ Ongoing focus on reducing unit cost

### Key 2024 statistics

**45%:** seat share of Madrid hub

**17%:** share of Europe-LACAR - #1 airline

**28:** customer satisfaction (NPS)

**15.3:** hours aircraft utilisation

**82%:** punctuality (OTP) - #1 airline in Europe

**Delivering a compelling proposition:**

**Strong earnings growth**

**Sustainable best-in-class margins**

**High returns**

**IAG's TSR algorithm**

**12%-15%**  
operating margin

**13%-16%**  
RoIC

**<1.8x**  
leverage through the cycle

**IAG** INTERNATIONAL AIRLINES GROUP

## Iberia: a compelling proposition

Strong airline brands



Note: Air Nostrum is a franchisee company

## Diversified network

Hub in Madrid

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

120+ destinations

## Complementary businesses



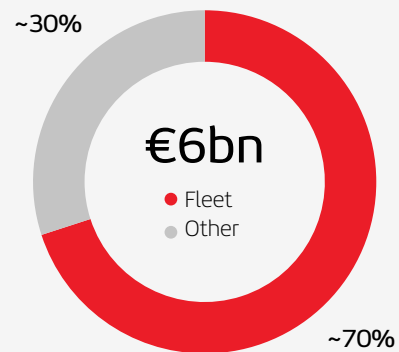
## Delivering at scale

115 Aircraft

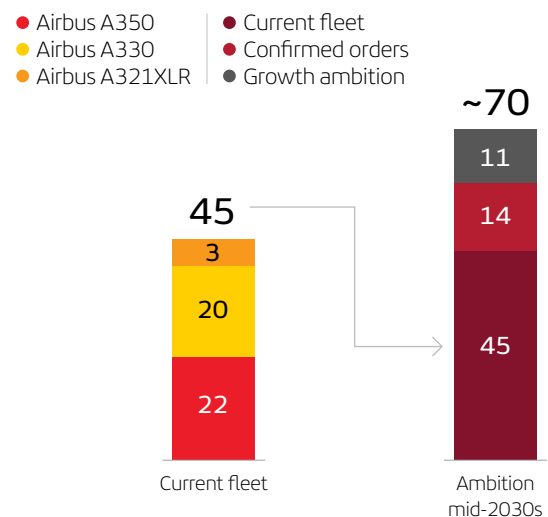
+25.8m Passengers

~18,000 Employees

## Capital expenditure up to mid 2030s



## Grow our long-haul business



Airbus  
**A321XLR**



Airbus  
**A330**



Airbus  
**A350**

## 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.