

Iberia

Why choose Iberia?

2026

Iberia Transformation Programme

plan de vuelo 2030

Future growth plans in our core markets: MTY PHI MCO REC FOR YYZ



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

Shareholders
Ensure financial robustness and cost efficiency, with margins between 13.5 and 15%, and make Madrid a leading European hub

Society
Net Zero in 2050 and SAF boost in Spain, and launch of the Iberia Foundation

€6 billion in investment

People
Job creation and development opportunities for our people, and new corporate headquarters in La Muñoza

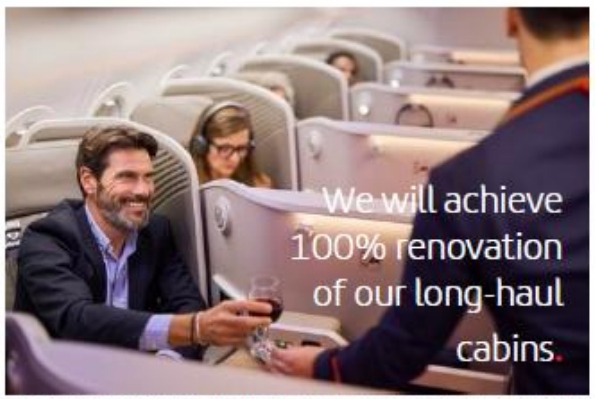
Customers
Investing in fleet growth and renewal - reaching up to 70 long-haul aircraft, opening new destinations, renovating our long-haul cabins, and offering an additional premium lounge

Build a leading Hub in Madrid

Build the future of Handling & MRO businesses

Financial robustness & operational excellence

The third most punctual airline in Europe and eighth worldwide



4 STAR AIRLINE SKYTRAX

Elite Points

For each euro spent on flights
1€ = 1

And thanks to partner brands
10 = 1

Platinum World

A category with more benefits and advantages

And, in addition, we make it more accessible to reach Platinum

IBERIA CLUB NIVEL PLATINO PRIME

A320/330 - 20 units + 21
A350 – 22 units + 9
A3XLR – 3 units +5

70 units by 2030

Strong position in its main markets: USA, LACAR, EU

Opening the new EMERALD Premium Lounge in T4



1.

Growing and expanding



1. Because we are a reliable company.

A global network:

- Madrid Hub connecting to Europe.
- 143 destinations in 48 countries.



US & LATAM Network

A great commitment

- Madrid Hub connecting with Europe.
- More frequencies in the USA: Washington, Boston and New York
- 120 weekly flights
- New routes: Newark, Orlando, Monterrey and Toronto
- Strengthening our alliance with JBA: American Airlines, British Airways, Aer Lingus and Finnair.



2.

From the customer's experience during the trip



1 ..... 2 ..... 3 ..... 4 5

Business Class



Menu a la carté

Exclusive Checking

Priority boarding

Full flat bed

WIFI

4K Digital Screen

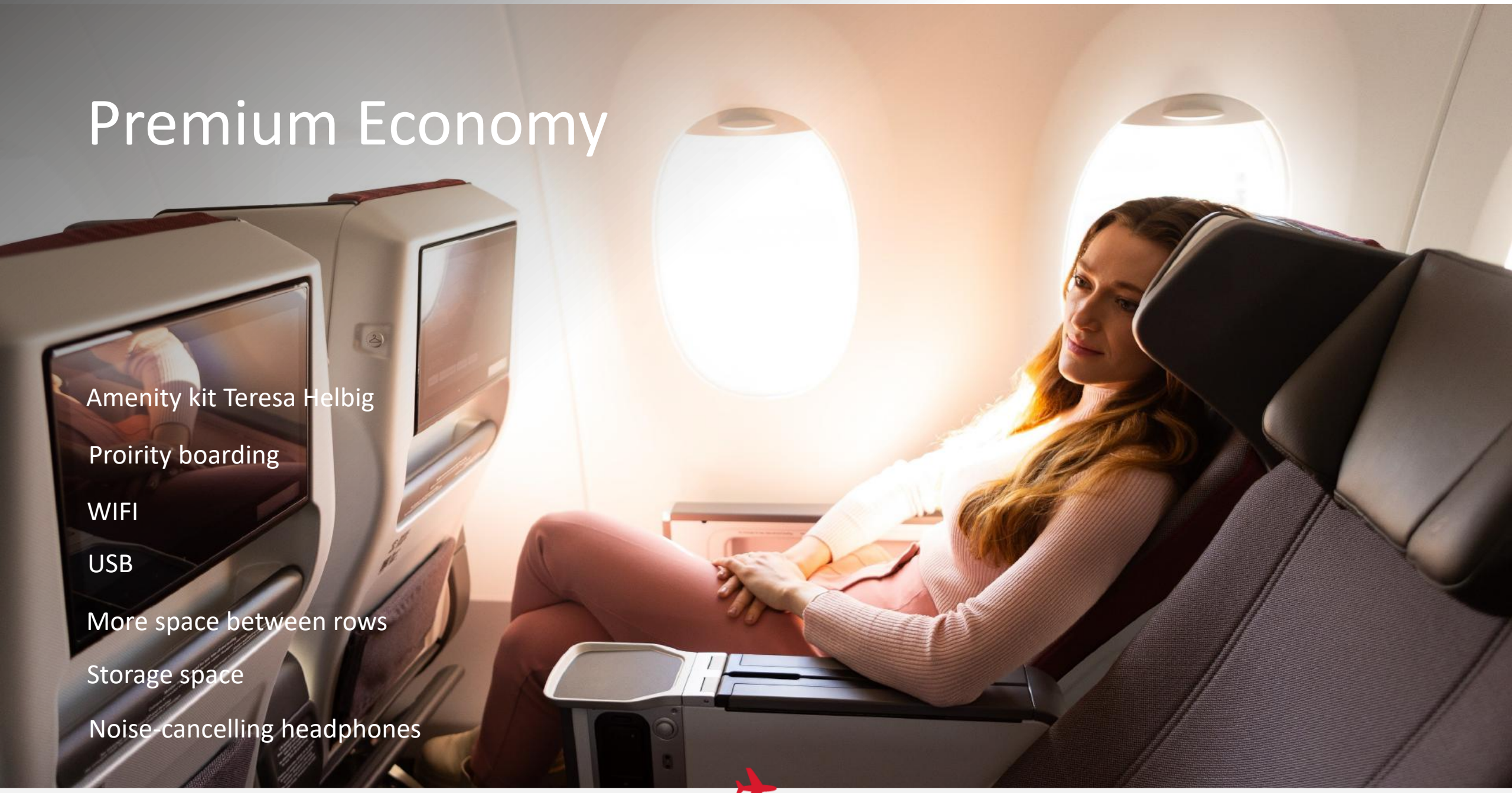
Direct Access to the seat

Leather Headphones

Amenity kit Teresa Helbig

1 2 3 4 5

Premium Economy



Amenity kit Teresa Helbig

Proirity boarding

WIFI

USB

More space between rows

Storage space

Noise-cancelling headphones

Economy



Reclining seats

WIFI

Ergonomic

Single touch screen

USB

3.

Because we never stop innovating.



1 2 3 4 5

T4: Madrid HUB

Iberia offers 2 Premium lounges at its Madrid T4 Hub and access to associated Premium lounges at all its destinations.

We also offer fast lane access through security at all airports where it is available to ensure the most seamless experience for our business and premium customers.



Awarded by Skytrax for its design and functionality.

- Checking system "30.
- Biometric boarding, using mobile devices and smart watches.
- Fast track for premium passengers.

Premium Lounges

- More than 4,000 m2
- Wine bar
- Restaurant
- Showers and rest room
- Children's area

International Recognition

4 STAR AIRLINE SKYTRAX

Onboard HOSPITALITY AWARDS
Cabin Concept of the Year
BRONZE WINNER

DEC
PREMIOS 2023
MEJOR MARCA EN EXPERIENCIA DE CLIENTE

PAX INTERNATIONAL READERSHIP AWARDS
WINNER 2024

WORLD AIRLINE SKYTRAX AWARDS 2024
WINNER

FIVE STAR
APEX
GLOBAL AIRLINE
2025

FOOD and TRAVEL 2024 READER AWARDS
presentados por CUPRA
Ganador

FIBEGA AWARDS Madrid 2024

Stopover Hola Madrid



Stopover Hola Madrid is a service that allows our customers making a connection in Madrid to turn their stopover into an additional destination before continuing on to their final destination.

They will be able to extend their **stopover from 1 to 9 nights** in the Spanish capital and enjoy exclusive advantages and discounts on accommodation, transport, gastronomy, culture, shopping and leisure.



Gracias!

Any Questions?