

Suppliers vs Travel Agencies: Partners or Competitors



Iberia at a glance

- **Part of IAG Group**
- **Revenues 2014: € 4.860 millones**
- **Employees 2014: 16.792**

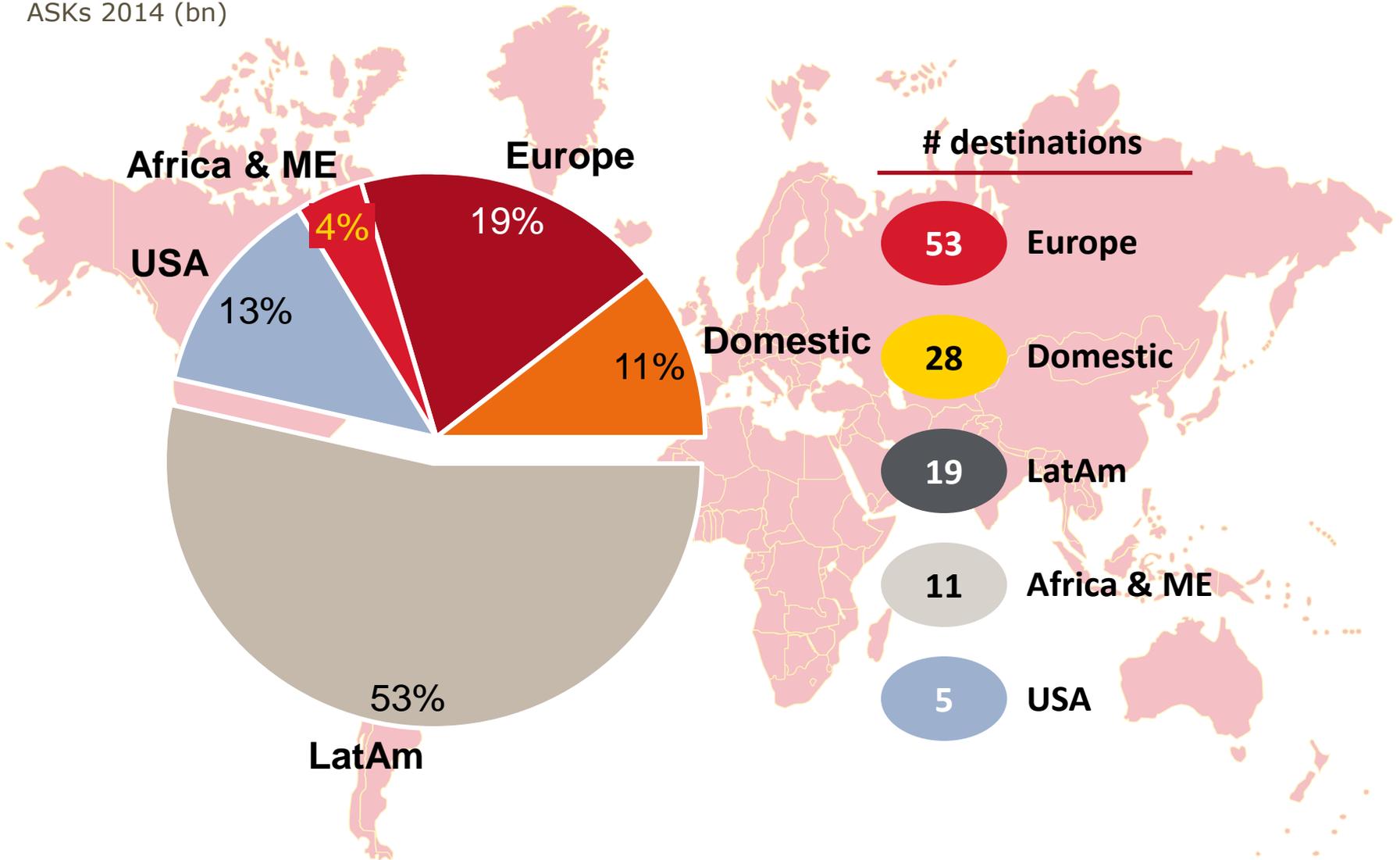


- The reference airline in **Spain**
- **Leader in Europe-LatAm** through the MAD T4 Hub
- **+ 6 million** frequent customer-High degree of **loyalty**
- 3rd world most **punctual** international airline in 2014
- Member of **oneworld**
- **Iberia Express** and **Iberia Regional Air Nostrum** as feeders
- 600 daily flights, 135 aircraft, 116 destinations worldwide
- Handling and MRO as complimentary business



116 destinations globally with a major LatAm footprint

ASKs 2014 (bn)



Transforming the company to
cope with today's challenges



With a Plan de Futuro to rebuild the company on new foundations: 5 principles, 32 initiatives

**Solid
revenue
base**



**Simplicity
and
flexibility**



**Sustainable
competitive
positioning**



**Profitable
comple-
mentary
businesses**



With a new “style”



The focus is in our customers, but consistent with our revenues and costs needs

New product



Brand & Communication



Customer experience



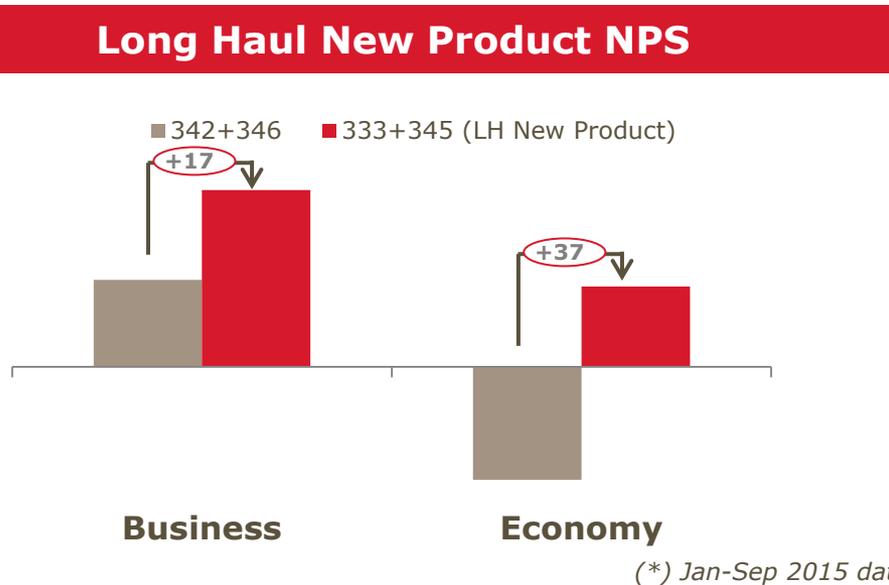
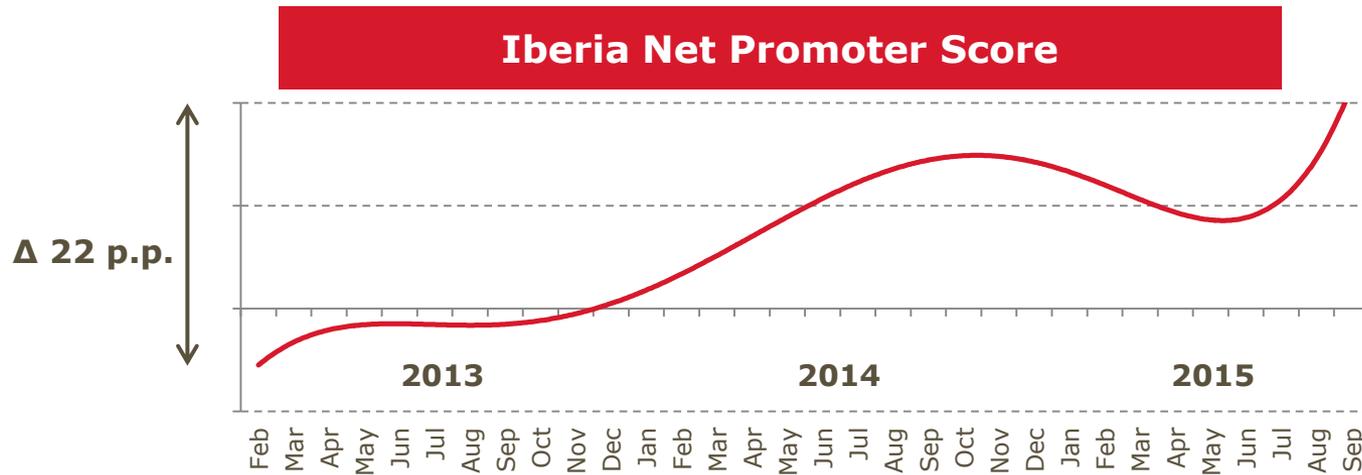
Innovation and mobility





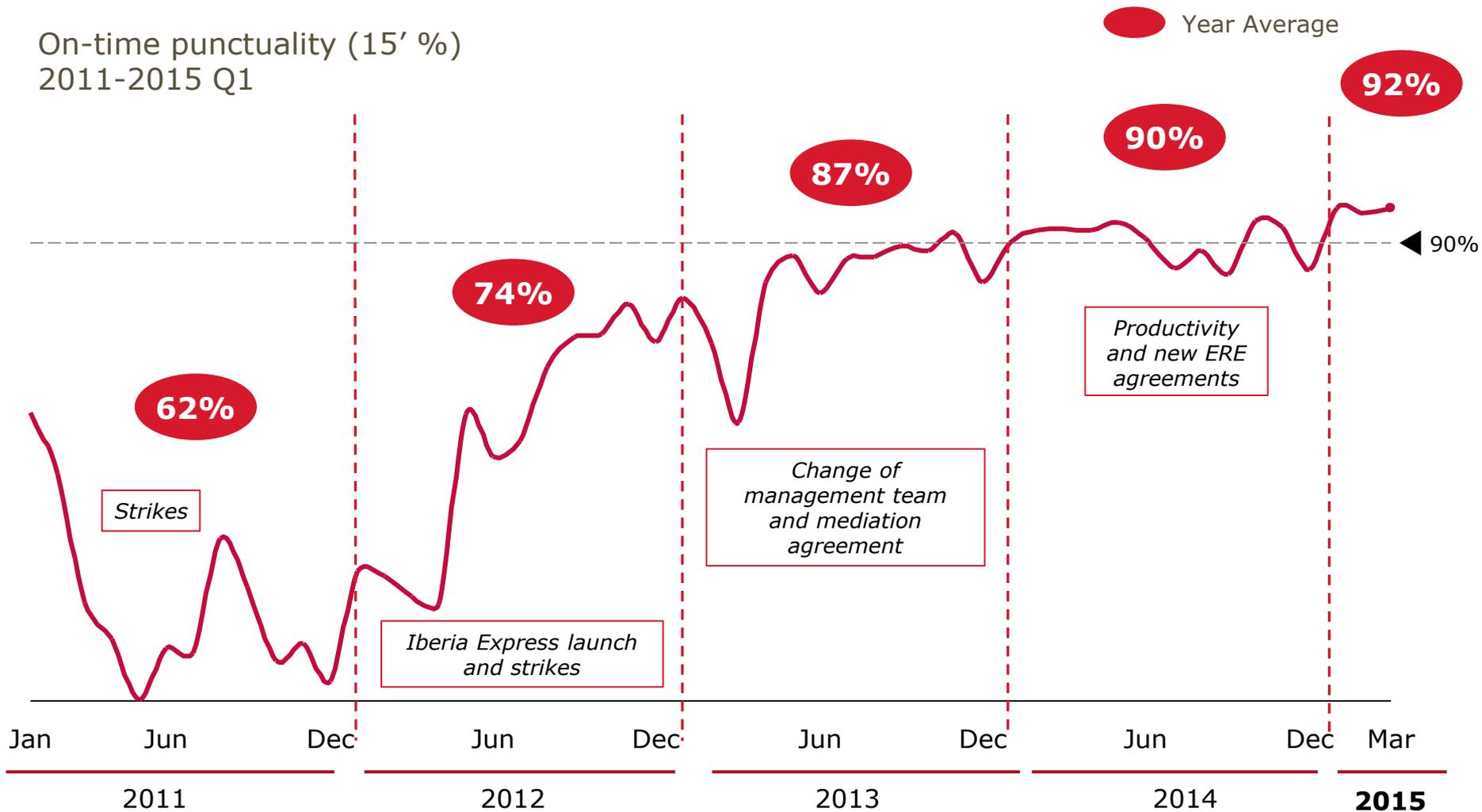
We are getting the first results

Brand, Product & Service transformation is leading to a radical change in our customer's perception



New procedures and employee commitment has led us to a world-leading punctuality

On-time punctuality (15' %)
2011-2015 Q1



After our 2012 capacity reduction, we are growing again (10% in 2015) and expanding our Network

Nuevas rutas

Con una media de 600 vuelos diarios, el Grupo Iberia ofrece vuelos a 116 destinos en 43 países, a los que hay que añadir 243 en código compartido con otras compañías aéreas.

📍 Nuevas rutas 2014/2015

IBERIA

- Atenas
- Budapest
- Catania
- Florencia
- Funchal
- Hamburgo
- Estambul
- Montevideo
- La Habana
- Cali
- Medellín

IBERIA EXPRESS

- Ámsterdam
- Birmingham
- Edimburgo
- Estocolmo
- Hannover
- Londres (Gatwick)
- Lyon
- Manchester
- Nantes
- Nápoles
- Niza
- París (Charles de Gaulle)
- Stuttgart
- Verona
- Gran Canaria - Londres
- Lyon - Tenerife
- Oviedo - Tenerife
- Tenerife - Londres

📍 Incremento de oferta 2015

IBERIA

- Asturias
- Bruselas
- Lisboa
- México
- Nueva York
- París (Orly)
- Perú
- Praga
- Roma
- Tel Aviv
- Venecia

IBERIA EXPRESS

- Arrecife
- Berlín
- Dublín
- Fuerteventura
- Gran Canaria
- Palma de Mallorca
- Santa Cruz de la Palma
- Stuttgart
- Tenerife

- Rutas del Grupo Iberia
- Destinos en código compartido



We are renewing our long haul fleet...

A330-300

8 new planes
2013-2014



A330-200

13 new planes
2015-2017



A350-900

16 new planes
2018-2021



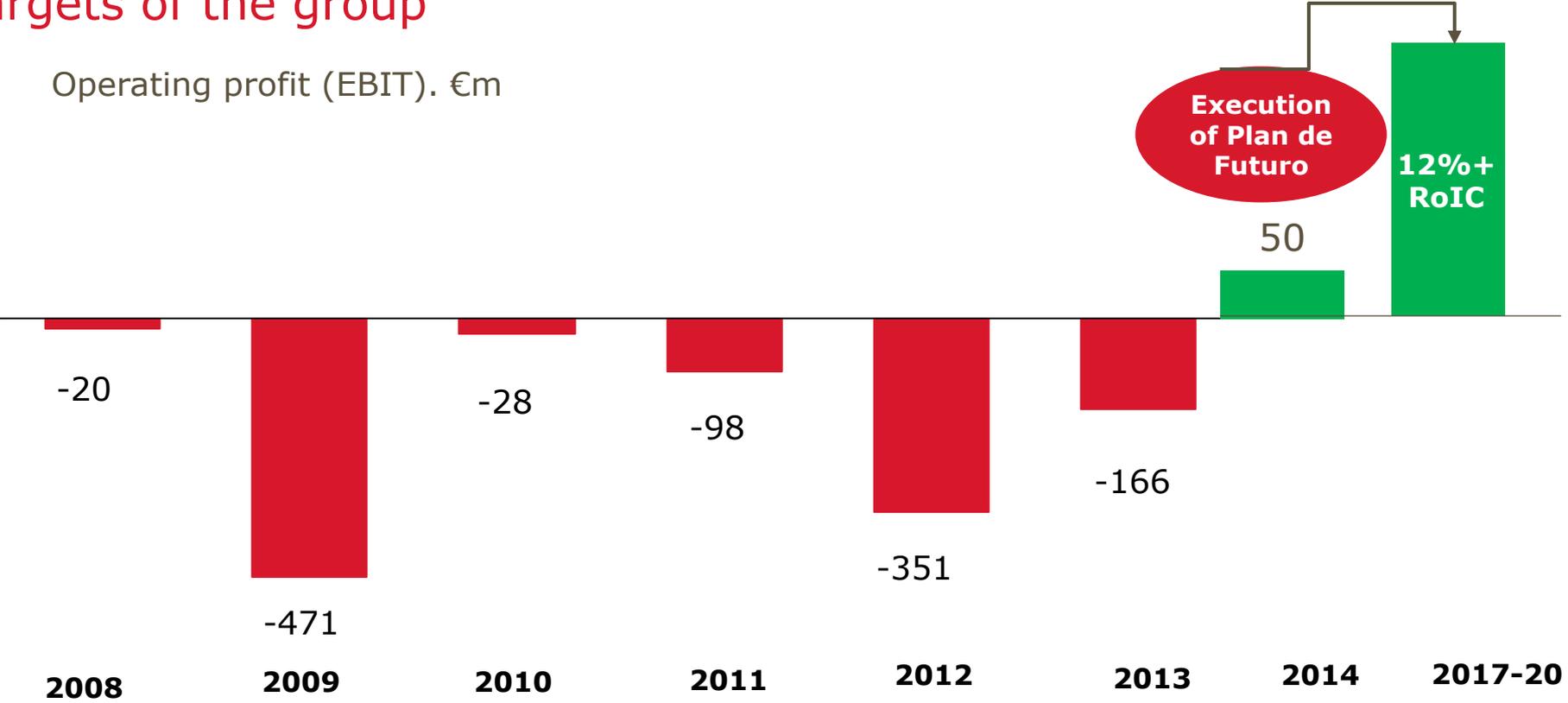
A340-600

Retrofit of 17 aircraft with the new
cabins and Connectivity



Plan de Futuro is enabling IB to reach the financial and strategic targets of the group

Operating profit (EBIT). €m



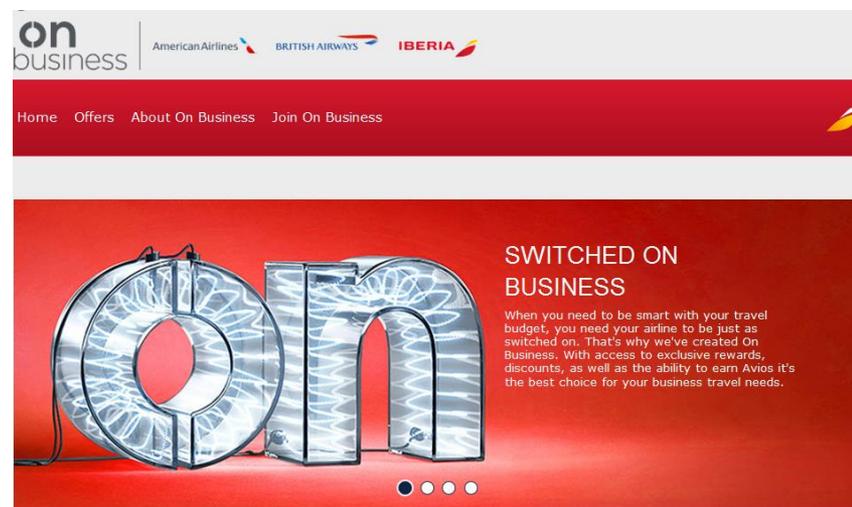
Travel Agencies – Key part of the Process

- We believe in Multichannel sales
- We consider Travel Agents partners rather than competitors
- Foundations of our collaboration:
 - Distribution and Capillarity – Currently ➡ 70 %
 - Promoter and Differentiator of our product
 - Cost Savings (GDS)
 - Risk Control (Guarantees and Settlements)



A win-win relationship

- There is no future without added value (Agent-Customer-Airline)
- A necessary transformation (Recognition and Sustainability)
- A goal of conciliating interests between Customer and Provider
- IBERIA believes in the travel agencies' role as demonstrated:
- Clear presence in our marketing campaigns
 - Access to ancillaries selling
 - Partnership in On Business Programme
 - Participation and Management in Commercial Deals
 - Joint IT development
 - Commitment to Full Content



THANK YOU

