

IAG results presentation

Quarter Two 2019

2nd August 2019

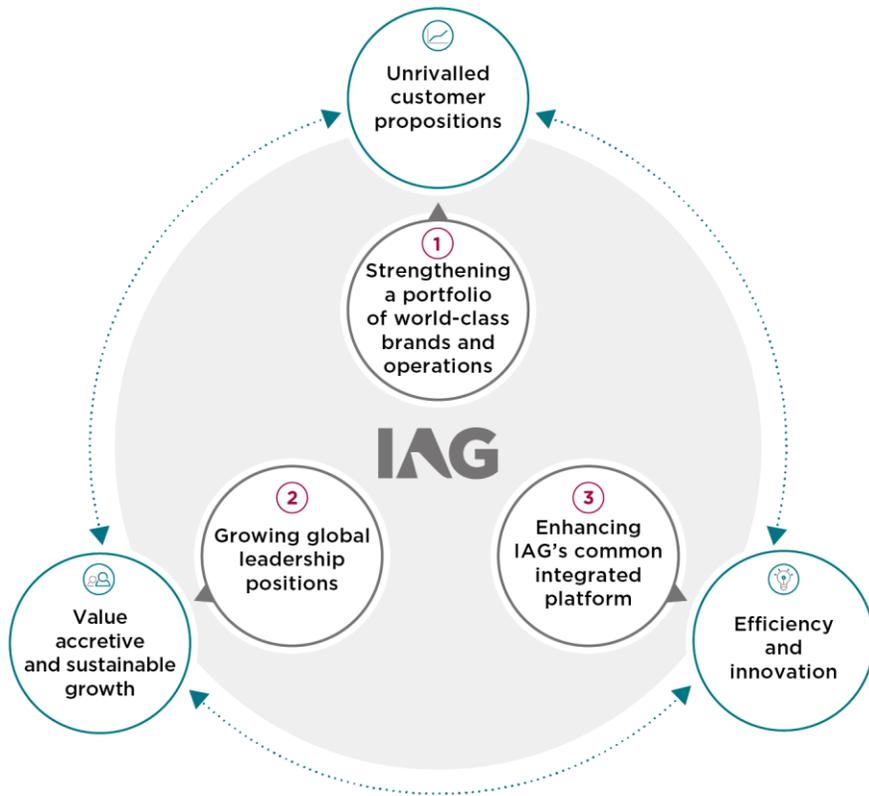


Highlights

Willie Walsh, Chief Executive Officer

Progress against strategic objectives

1H 2019 strategic highlights



- **Strengthen portfolio of world-class brands and operations**
 - LEVEL expansion at Barcelona and roll-out to Amsterdam
 - Roll-out of further customer proposition enhancements at British Airways and Iberia (e.g. new Club lounge at JFK and SFO)
 - British Airways unveiling of new Club World Suite (on A350-1000 from July)
 - British Airways promotions in centenary year
 - Strong NPS performance across the Group, with significant improvements at British Airways and Vueling
- **Grow global leadership positions**
 - 3.4% growth on North America in 1H, including new routes launched:
 - British Airways: Heathrow to Charleston (March) and Pittsburgh (April)
 - LEVEL: Barcelona to New York (July)
 - Aer Lingus: Dublin to Minneapolis (from July), Montreal postponed to summer 2020
 - 15.7% growth on Latin America & Caribbean in 1H:
 - LEVEL new route Barcelona to Santiago (from April)
 - Increased economy seating ex-LGW on Caribbean routes
 - 4.9% growth on intra-Europe routes in 1H:
 - Domestic +6.0%, Europe +4.6%
 - Vueling growth slowed to 4.4% in 1H to preserve resilience to ATC disruption
- **Enhance IAG's common integrated platforms**
 - New generation aircraft delivered in 1H: 14 A320 NEOs, 4 A321 NEOs, 3 A350s
 - Announced orders for 18 B777-9s plus 24 options for British Airways for delivery 2022-2025
 - Announced orders for 14 A321XLRs from 2023 (6 Aer Lingus, 8 Iberia)
 - Signed letter of intent for 200 Boeing 737s for delivery 2023-2027 (BA Gatwick, LEVEL and Vueling)

Solid financial performance

1H 2019 financial highlights and FY 2019 guidance

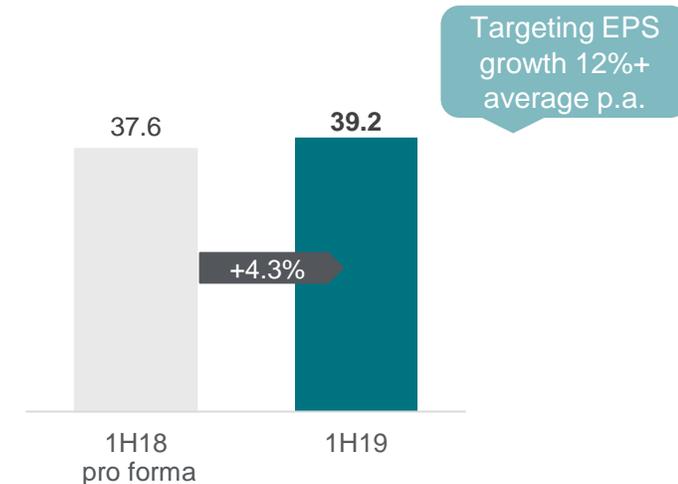
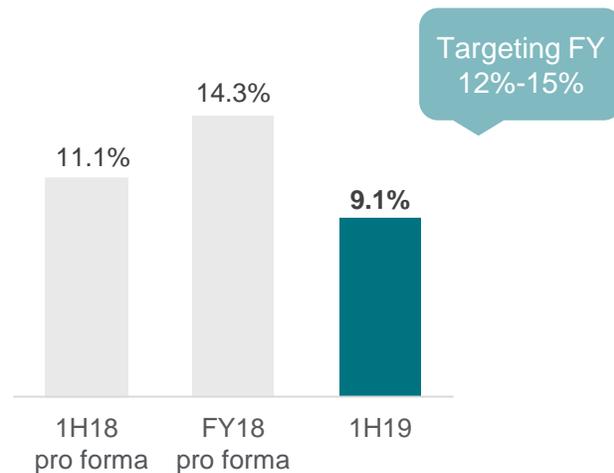
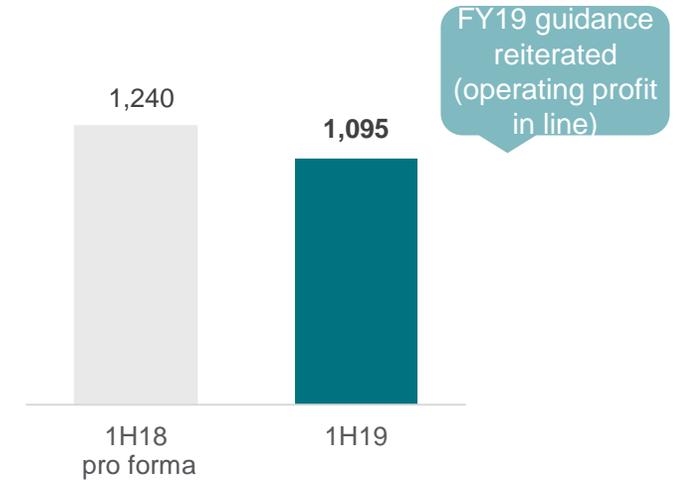
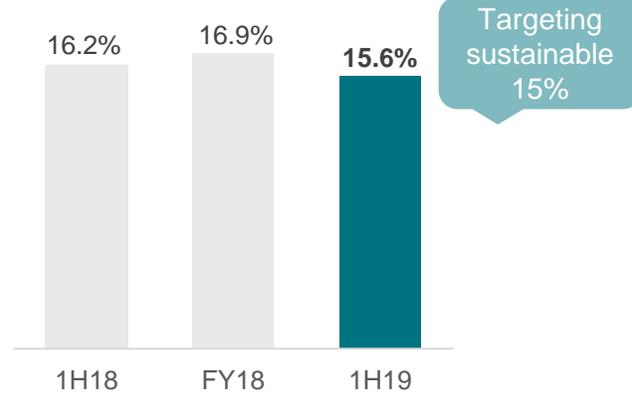
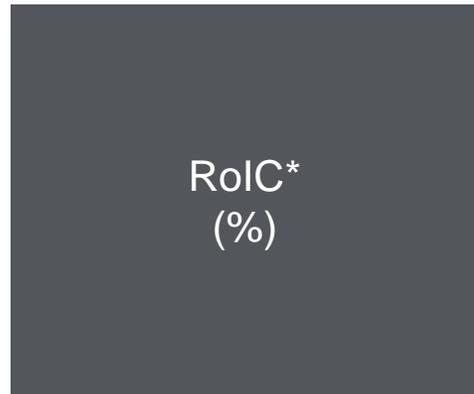
- A solid increase in operating profit in Q2 to €960m (14.2% margin, -0.4 pts) vs. €900m last year
 - Better results at British Airways and Vueling, flat results at Aer Lingus and Iberia
 - Positive unit revenue development of +1.1% at constant currency
- Slight decline in 1H 2019 operating profit to €1,095m (9.1% margin, -2.0 pts) from €1,240m last year, despite a c.€500m fuel cost headwind
- Adjusted non-fuel unit cost reduction of (-1.9%) in 1H 2019
- RoIC (last 4 quarters) increased slightly to 15.6% from 15.5% at 1Q 2019
- Final and special dividend payment to shareholders from 8 July of over €1bn (51.5 € cents per share), for a total return to shareholders in respect of 2018 of €1.3bn (66.0 € cents per share)
- Guidance for FY 2019 unchanged: At current fuel prices and exchange rates, IAG expects its 2019 operating profit before exceptional items to be in line with 2018 pro forma. Passenger unit revenue is expected to be flat at constant currency and non-fuel unit cost is expected to improve at constant currency. We expect passenger unit revenue at constant currency to improve for the remainder of the year.
- FY 2019 planned capacity growth of 5.0%, compared to 5.3% previously

Prior year comparatives are pro forma.

Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

On track to meet financial targets

1H 2019 financial highlights



Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

*RoIC figures reflect last 12 months. 1H18 figures reflect the statutory results.

Financial results

Steve Gunning, Chief Financial Officer

Profit increase in quarter despite fuel headwind

2Q 2019 financial summary

OPERATING PROFIT

€960m

(reported before exceptional)

+€52m

(constant currency change)

+€60m

(change vs. 2018 pro forma)

TOTAL UNIT REVENUE

+1.7%

(constant currency)

+3.9%

(reported)

(€38m translation benefit)
(€104m transaction tailwind)

PAX UNIT REVENUE

+1.1%

(constant currency)

+3.1%

(reported)

TRAFFIC/CAPACITY

ASKs: +5.4%

(reported)

RPKs: +6.6%

(reported)

TOTAL UNIT COST

+1.9%

(constant currency pro forma)

+4.3%

(change vs. 2018 pro forma)
(€33m translation drag)
(€101m transaction headwind)

NON-FUEL UNIT COST

+0.4%

(constant currency pro forma)

-1.7%

(constant currency adjusted* pro forma)

+1.6%

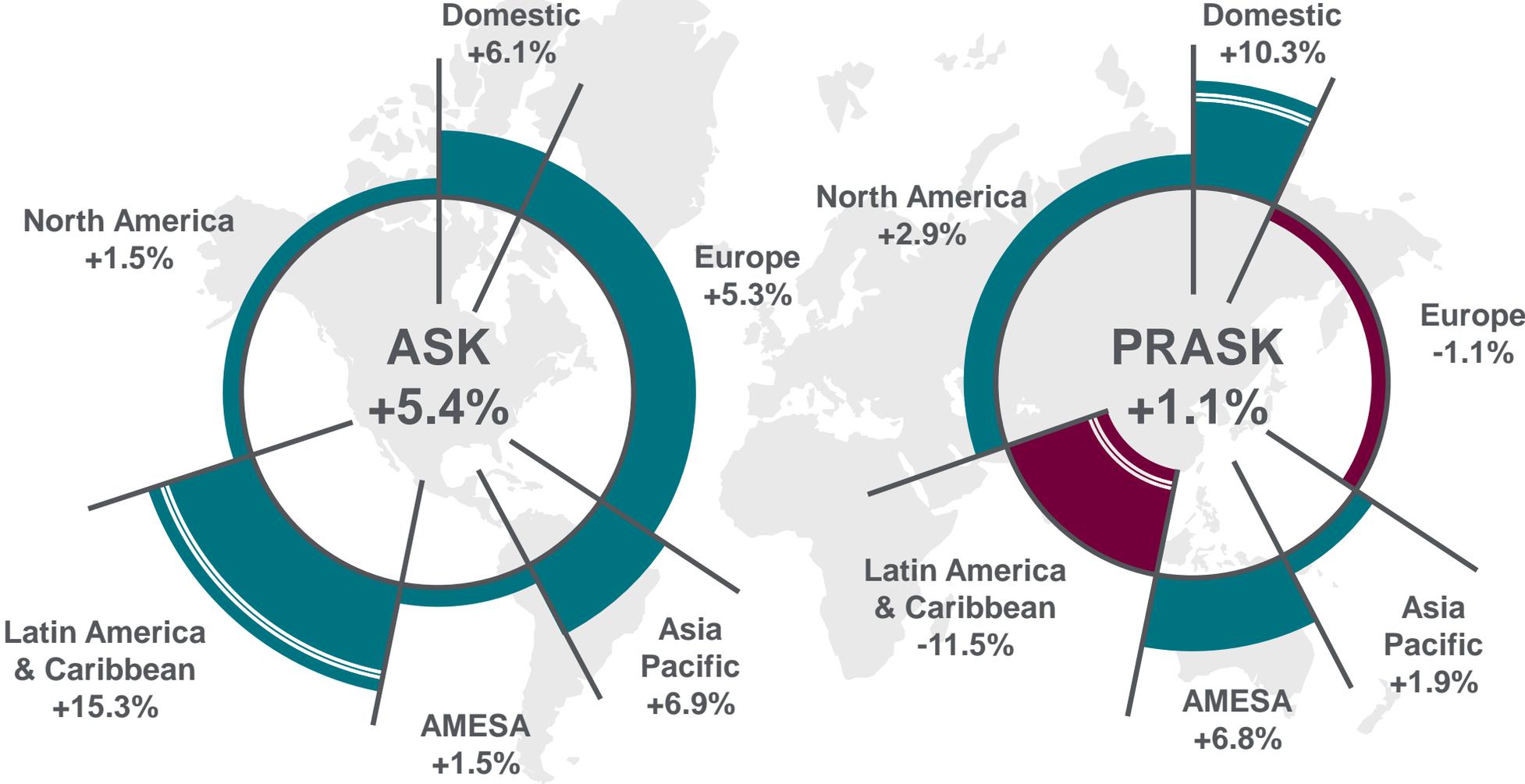
(change vs. 2018 pro forma)

'Translation' = drag/benefit from translation of British Airways and Avios financial results from GBP into EUR; 'Transaction' = FX headwind/tailwind at company level
Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

*Adjusted for non-airline businesses such as Iberia MRO, Iberia handling and BA Holidays

Revenue growth in all regions

2Q 2019 passenger revenue performance by region



Regional data in the chart represents flown passenger revenue in unit terms at constant currency before transfer payments, Avios redemption and ancillaries

Strong adjusted non-fuel cost performance

2Q 2019 non-fuel unit cost performance

	2Q 2018 pro forma unit costs (€ cents)	2Q 2019 reported unit costs (€ cents)	% vly	% vly constant currency
Employee	1.46	1.46	+0.2%	-0.6%
Supplier	2.69	2.76	+2.8%	+1.2%
Ownership	0.59	0.59	-0.2%	-0.7%
Non-fuel	4.74	4.82	+1.6%	+0.4%
Fuel	1.59	1.78	+12.4%	+6.3%
TOTAL	6.33	6.60	+4.3%	+1.9%

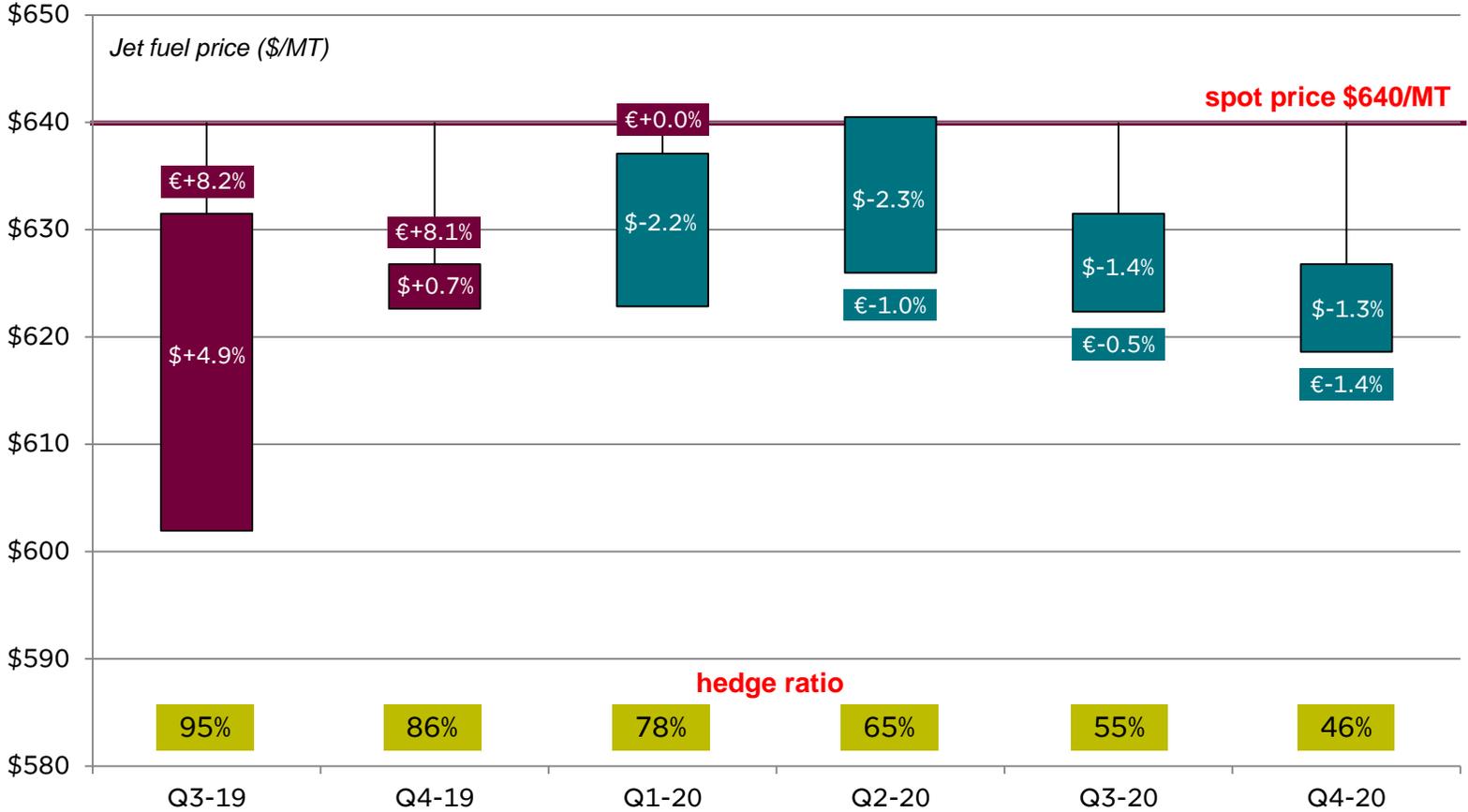
-1.7% adjusted*

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*Adjusted for non-airline businesses such as Iberia MRO, Iberia handling and BA Holidays

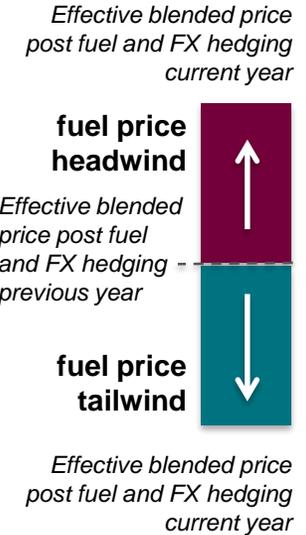
Fuel headwind continues in 2019

Fuel scenario: detailed modelling in appendix



2019 fuel bill scenario - €6.1bn (at \$640/MT and 1.11\$/€)

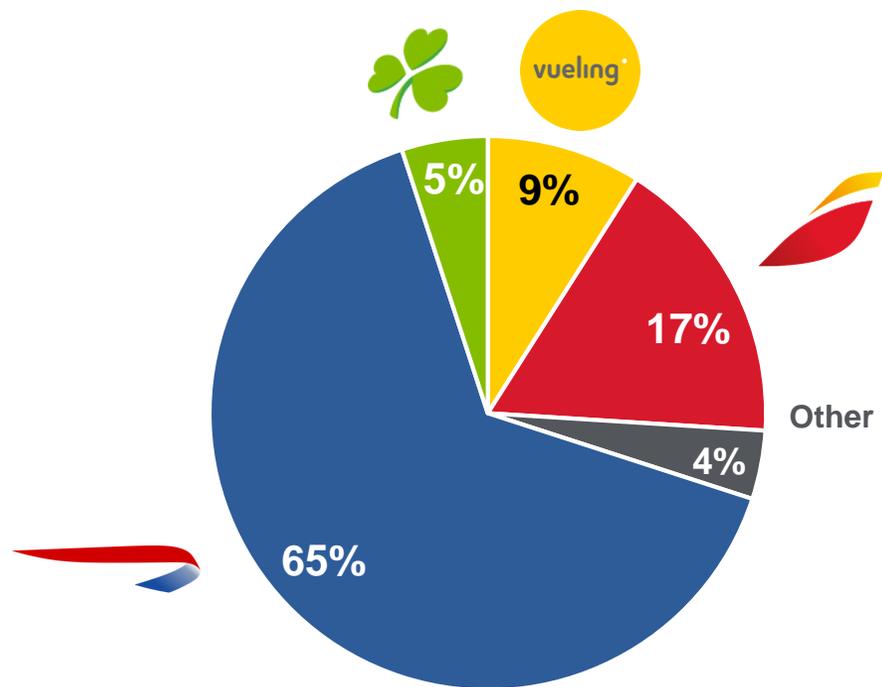
Key:



FX sensitivity in 2019 fuel bill: EURUSD
±10% = ±2% fuel cost at current hedging

Slight increase in RoIC and ahead of 15% target

Financial target tracker: profitability trend by airline



IAG capital allocation 2Q 2019

Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

IAG

Op. margin: 2Q 2019	14.2%
Op. margin vly	-0.4pts
Nml. margin: last 4Qs	12.0%
RoIC: last 4Qs	15.6%

Aer Lingus

Op. margin: 2Q 2019	18.4%
Op. margin vly	-1.6pts
Nml. margin: last 4Qs	12.3%
RoIC: last 4Qs	24.4%

IBERIA

Op. margin: 2Q 2019	9.2%
Op. margin vly	-2.0pts
Nml. margin: last 4Qs	8.1%
RoIC: last 4Qs	14.3%

BRITISH AIRWAYS

Op. margin: 2Q 2019	15.4%
Op. margin vly	-0.3pts
Nml. margin: last 4Qs	13.4%
RoIC: last 4Qs	15.6%

vueling

Op. margin: 2Q 2019	10.1%
Op. margin vly	+1.2pts
Nml. margin: last 4Qs	9.1%
RoIC: last 4Qs	14.2%

Nml. Margin: As above, adjusted for inflation, for comparability with Invested Capital
Average Invested Capital: Tangible Fleet and ROU Fleet assets NBV (inflation adjusted), Other PPE and Other ROU assets NBV and Software intangible assets NBV.

Operating profit down for each airline in 1H but strong in 2Q

Financial performance at airline level

	Aer Lingus 		BRITISH AIRWAYS 		IBERIA 		vueling 	
	1H 2019 (€m)	vly	1H 2019 (£m)	vly	1H 2019 (€m)	vly	1H 2019 (€m)	vly
Revenue	971	+8.1%	6,446	+5.3%	2,636	+13.8%	1,077	+7.1%
Cost	893	+12.7%	5,685	+6.7%	2,527	+16.5%	1,072	+8.9%
Operating result	78	-28	761	-36	109	-38	5	-17
Operating margin	8.0%	-3.8pts	11.8%	-1.2pts	4.1%	-2.2pts	0.5%	-1.7pts
ASK (m)	14,198	+7.4%	92,170	+2.0%	34,804	+9.1%	18,084	+4.4%
RPK (m)	11,251	+7.5%	75,643	+3.0%	30,023	+10.1%	15,368	+5.2%
Sector length (km)	1,967	+1.2%	3,186	+0.8%	2,809	+3.3%	951	-1.5%
RASK	6.84	+0.6%	6.99	+3.2%	7.57	+4.3%	5.96	+2.5%
CASK	6.29	+5.0%	6.17	+4.6%	7.26	+6.8%	5.93	+4.3%
CASK ex-fuel	4.79	+0.3%	4.44	+1.5%	5.60	+4.4%	4.48	+1.5%

Note: RASK = total revenue per ASK

Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

Iberia excludes LEVEL

4.3% growth in EPS in 1H 2019

Below the line

€m	1H 2018	1H 2019
Operating profit (pre-exceptional)	1,240	1,095
Net finance income/(expense)	(258)	(259)
Net financing credit/(charge) relating to pensions	11	13
Net currency retranslation credits	(4)	138
Other non-operating credits	3	20
Profit before tax (pre-exceptional)	992	1,007
Tax	(189)	(201)
Profit after tax (pre-exceptional)	803	806
Diluted EPS (pre-exceptional) € cents	37.6	39.2

The prior year comparative is June 30, 2018 pro forma.

Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

Reduction in leverage

Leverage

€m	June 2019	December 2018
Gross debt	12,808	12,704
Cash, cash equivalents & interest-bearing deposits	8,031	6,274
Net debt / (cash)	4,777	6,430
Net debt / EBITDA	0.9x	1.2x

The prior year comparative is December 31, 2018 pro forma.

Pro forma financial information is based on the Group's statutory results with an adjustment to reflect the estimated impact of IFRS 16 'Leases' from January 1, 2018.

Outlook

Willie Walsh, Chief Executive Officer

Planned slowdown in capacity growth

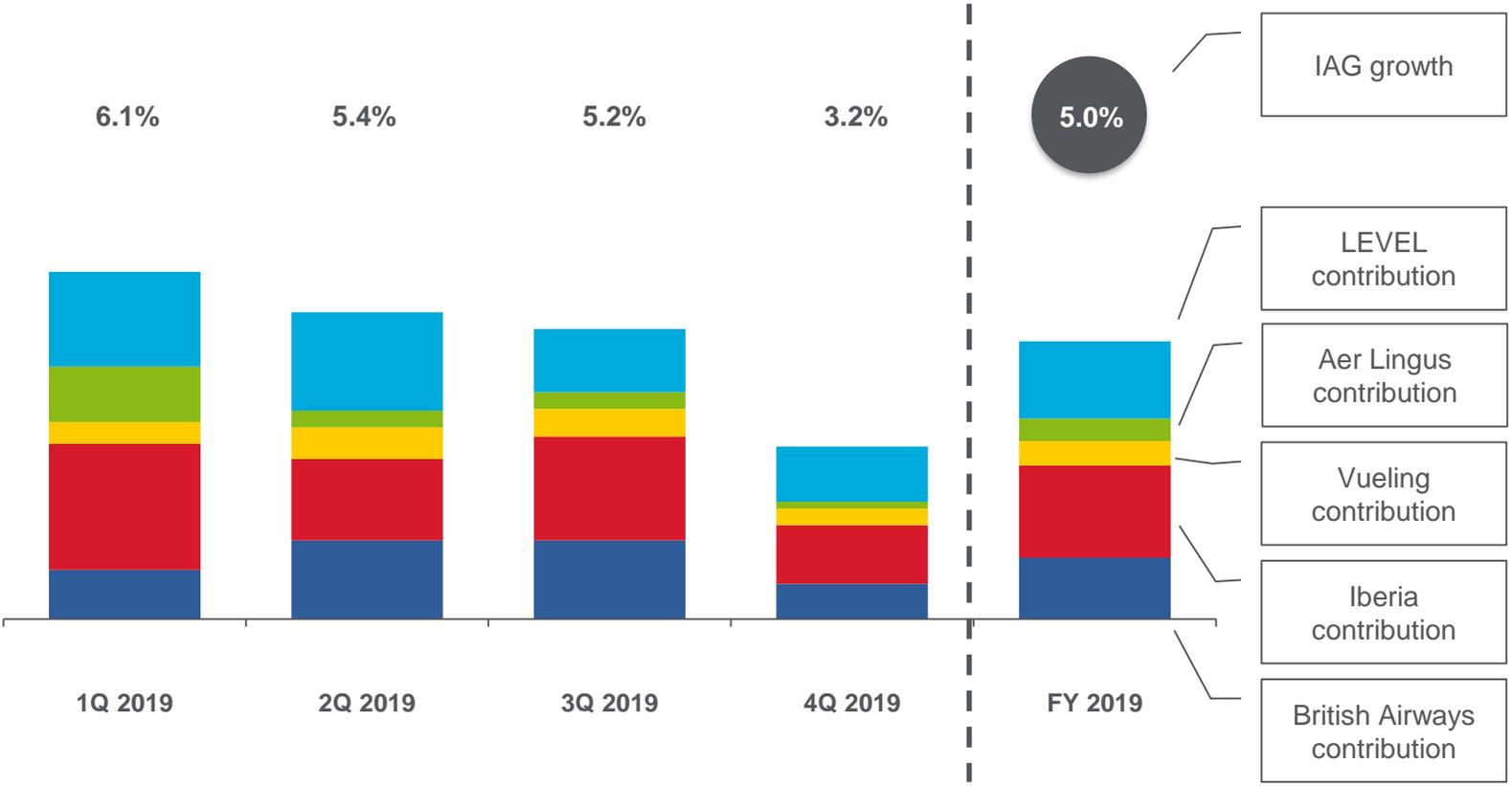
Aer Lingus: 3Q 2019 and FY 2019 capacity planned to be +3.2% and +4.7% respectively

British Airways: 3Q 2019 and FY 2019 capacity planned to be +2.7% and +2.0% respectively

Iberia: 3Q 2019 and FY 2019 capacity planned to be +9.0% and +8.0% respectively

LEVEL: 3Q 2019 and FY 2019 capacity planned to be +63.0% and +89.0% respectively

Vueling: 3Q 2019 and FY 2019 capacity planned to be +4.0% and +3.9% respectively



Guidance unchanged for FY2019

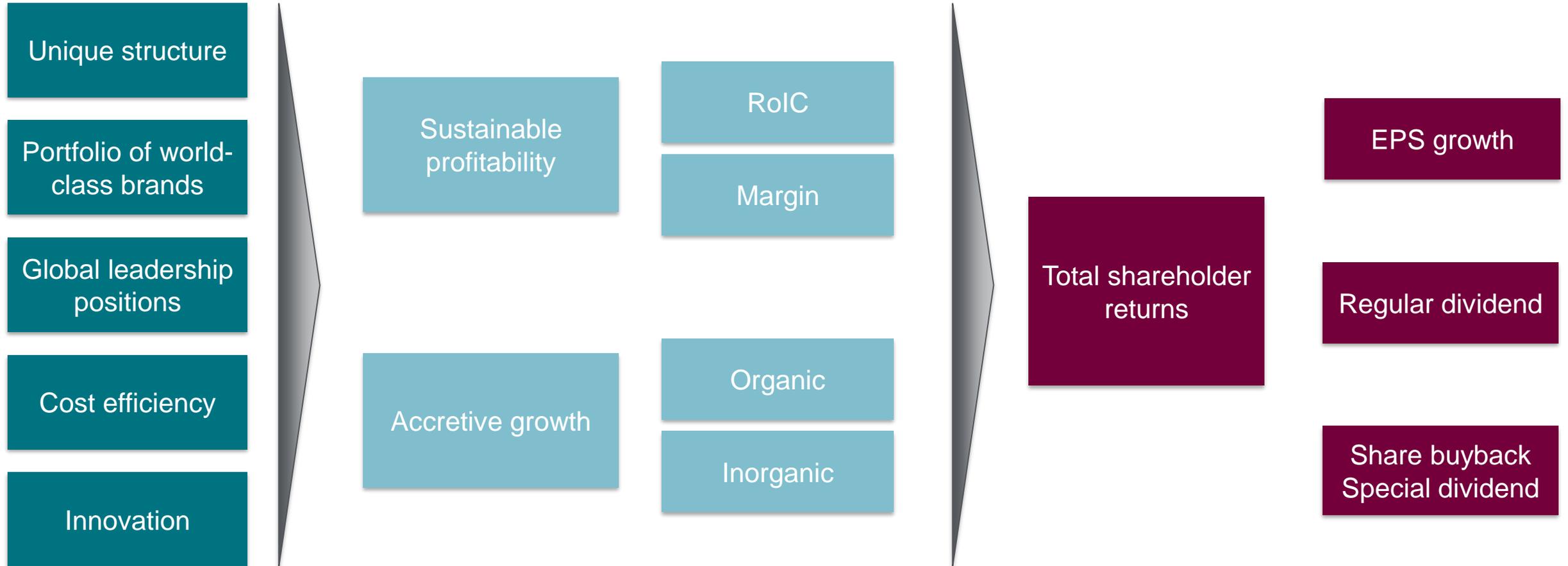
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Investment case and topics

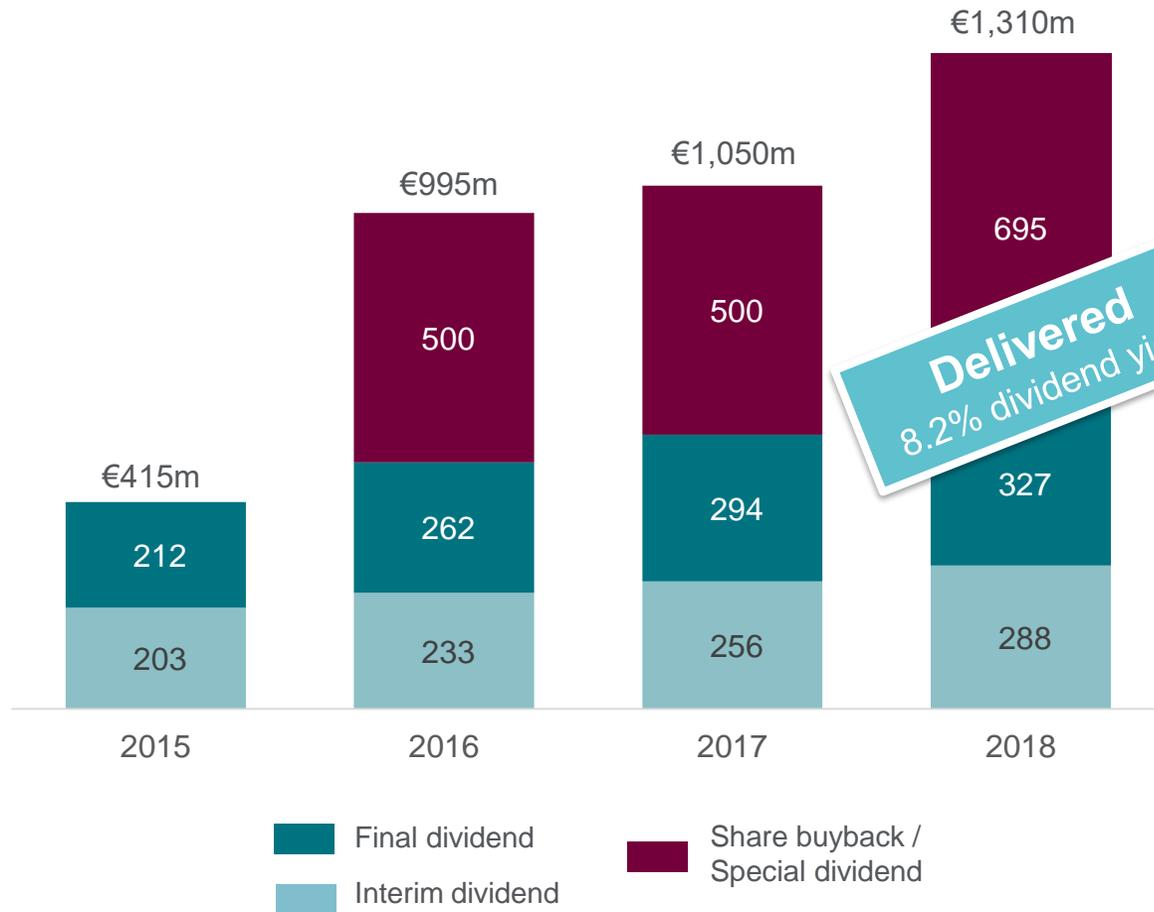
Willie Walsh, Chief Executive Officer

The IAG investment case

A unique structure that drives growth and innovation to generate superior shareholder returns



€3.8bn returned to shareholders since 2015

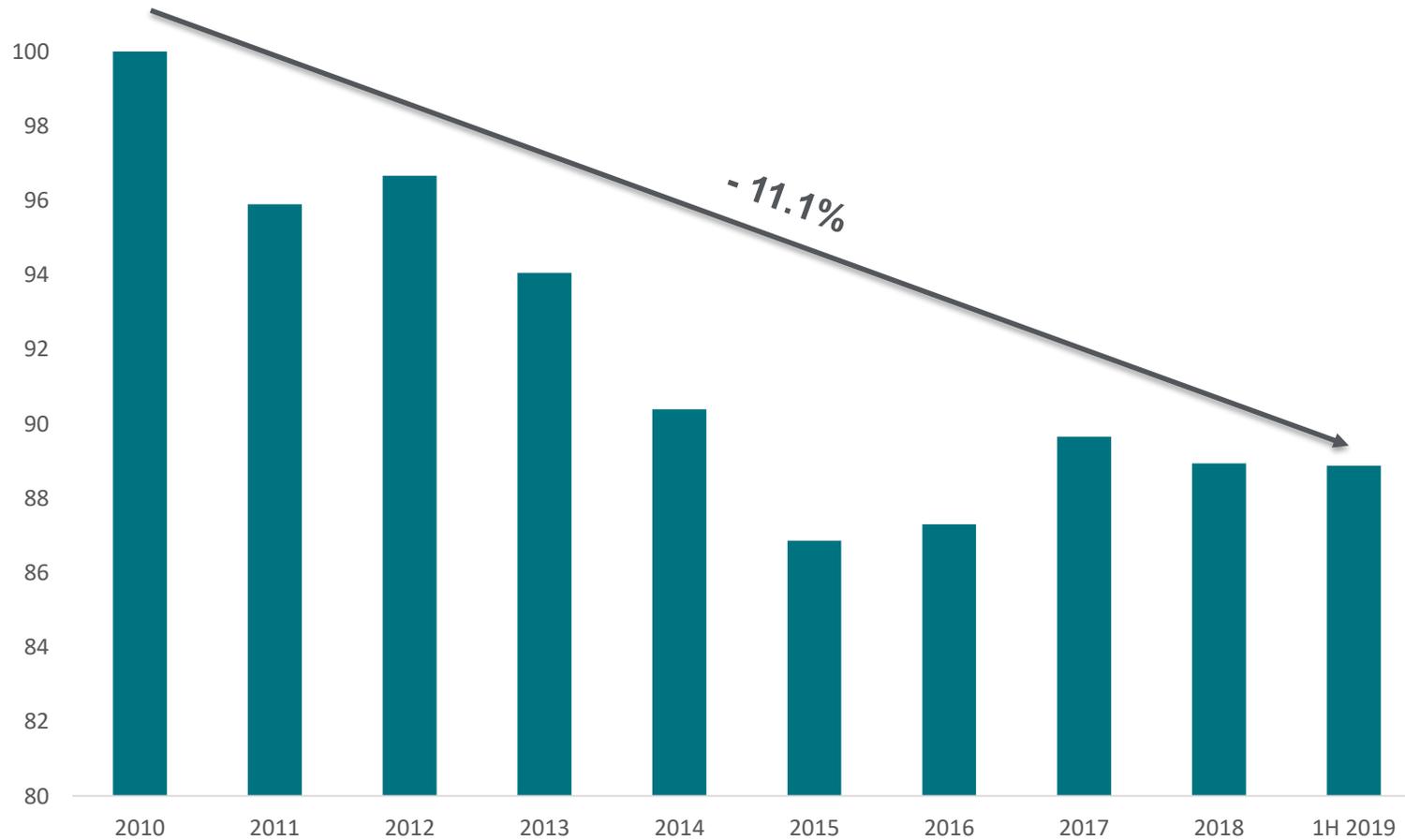


Cash priorities

- Reinvest in the business through accretive organic growth
- Commitment to a sustainable dividend
- Surplus cash returned to shareholders if no inorganic opportunities exist

Note: dividend yield calculated on average share price (28th Feb– 3rd July 2019) after announcement on the 28th of February of final and special dividend subject to AGM approval

11.1% non-fuel unit cost reduction delivered; 5% more to come by 2023



Ex-fuel unit cost indexed to 2010 at constant currency

2010 - 2018 delivered through:

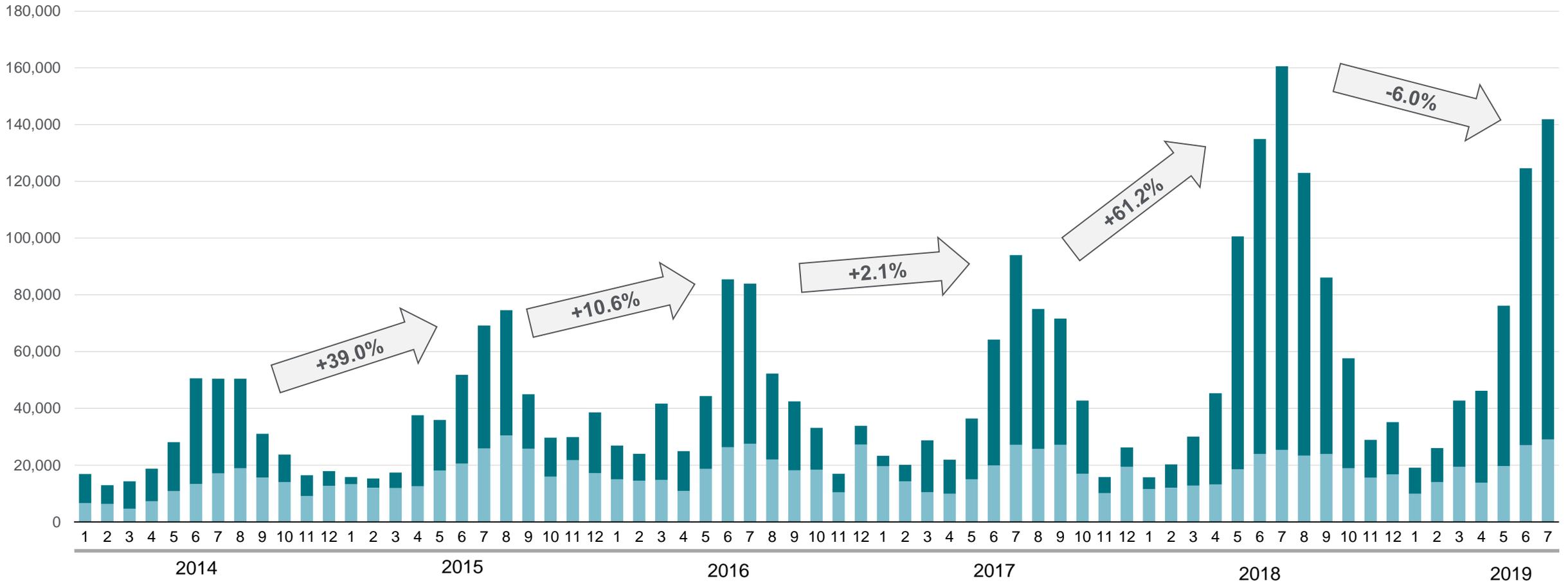
- Group synergies
- British Airways – Plan4
- Iberia – Plan de Futuro I and II
- Vueling – Darwin and NEXT
- Aer Lingus – value model
- GBS roll-out

Still to come:

- British Airways – BP23
- Iberia – Plan de Futuro II
- Vueling – NEXT
- Aer Lingus – value model
- LEVEL expansion

ATC disruption in Europe remains at historically high levels

Total Europe ATC delays, 2014-Jul 2019 (average daily delays in minutes)



Source: Eurocontrol
 2019 Data up to 31st July
 TMA = Terminal Manoeuvring Area

Resilience plan helping mitigate ATC disruption and increase punctuality

Vueling summer 2019 resilience plan

Δ H1 2019 vs H1 2018

NPS Δ +19.2pts

OTP 15 +5.7pp

Flight cancellations - 82.5%

Network and Operations planning improvements



Network simplification, new Block Times, Ground Times, Buffers in the flight schedule, Night Stops, Night Flights, etc...



New Maintenance Planning Model



Increased ALC, BIO & PMI maintenance capabilities



Improved aircraft material stock availability



New ops status categorisation, updated strategic resource definition depending on regularity & OTP performance

Increase of resources



+2 Backup aircraft vs summer 2018
Increased Maintenance personnel



Increased stand-by crews
Reduced number of crew aircraft changes
Implemented crew dynamic resource allocation



Increased airport personnel & ground handling buffers



New Operations Control Centre functions & manpower to work on a holistic operational view



New Contact Centre improvements & new Customer Disruption Team

Upgrades to Vueling Tools



Customer Response upgraded: more consistent and automated area. Automation of client communications



In-house simulator for better operations control



New Operations Control Centre automations (Crew control automation webpage, AIMS flight system, LIDO flight plan software, etc)



New dynamic in-house tool for resource allocation (crews, etc)

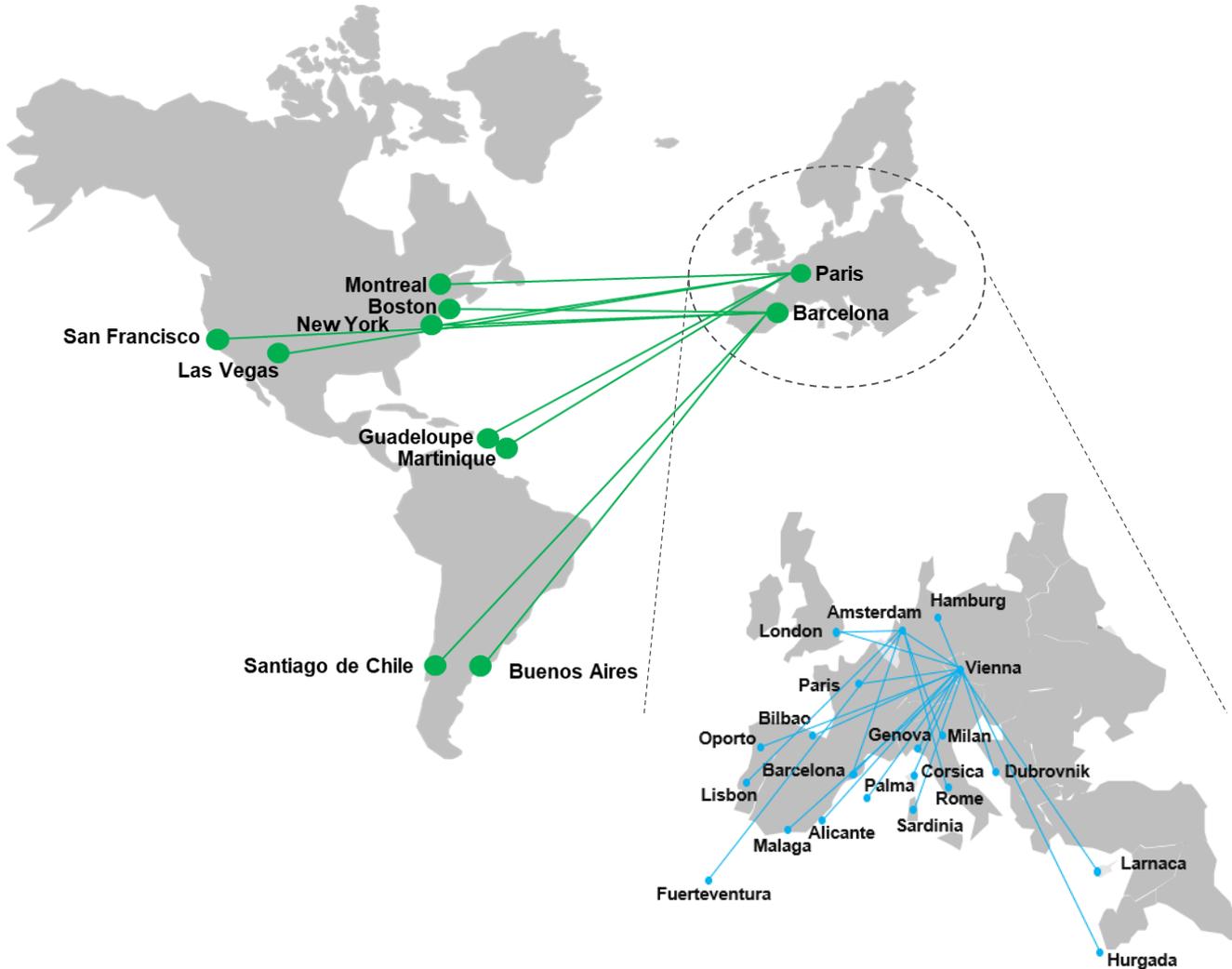


New Operational Dashboards to anticipate any lack of resources



Development of kiosk plan, I-coupons, increased control of the airports

LEVEL – Expansion across all bases and launch of Amsterdam base



- Luis Gallego, Chairman and CEO of Iberia, has been appointed as Chairman of LEVEL's operating companies' boards.
- LEVEL carried its millionth passenger in July 2019 and in Q2 expanded its network to 8 long-haul destinations and 21 short-haul destinations
- LEVEL Spain took delivery of its 4th aircraft at the end of July 2019; new long-haul destinations from Barcelona to Santiago de Chile and New York launched in March and July respectively.
- LEVEL France celebrated a year anniversary in July, the capacity growth is the result of serving New York, Montreal, Martinique and Guadeloupe for full season; we also announced the launch of Las Vegas which will start operations at the end of October
- LEVEL shorthaul celebrated a year anniversary in July with the base in Vienna. From April 2019 started with a new base in Amsterdam with three aircraft serving seven destinations: Barcelona, London, Lisbon, Vienna, Milan, Rome and Fuerteventura

IAG 2019 aircraft orders

Orders already included as part of the 2023 fleet plan disclosed in CMD 2018

Short-haul	2018	2019	2020	2021	2022	2023
A319	61	57	43	36	26	22
A320	225	215	207	195	183	157
A321	51	51	51	48	45	40
A320 NEO family*	17	47	75	99	104	104
B767	-	-	-	-	-	-
E170/E190/RJ	25	27	16	16	16	16
To be decided	-	-	19	43	74	128
Total short-haul	379	397	411	437	448	467

200 B737 to be delivered between 2023 and 2027, mainly for replacement

B737: Letter of intent with Boeing for 200 aircraft, subject to formal agreement

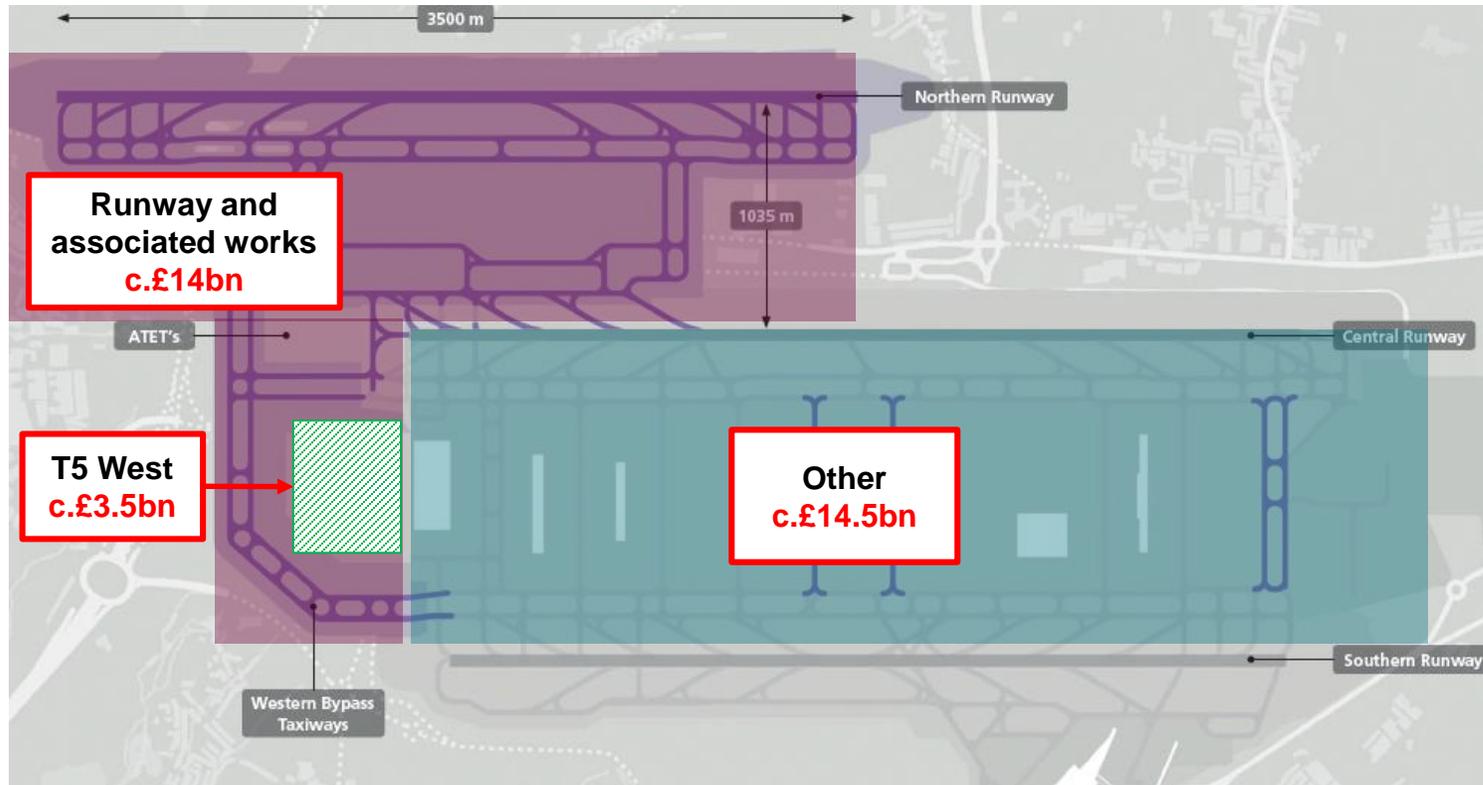
Long-haul	2018	2019	2020	2021	2022	2023
A318	1	1	1	1	1	1
A321	4	4	4	4	4	4
A321 NEO LR	-	4	8	8	8	8
A330	38	40	40	40	39	38
A340	17	16	11	10	4	-
A350	2	10	21	25	34	38
A380	12	12	12	12	12	12
B744	35	32	27	20	13	3
B757/B767	4	1	-	-	-	-
B772	46	46	43	43	43	43
B773	12	12	16	16	16	16
B787	30	30	36	38	39	42
To be decided	-	-	5	20	32	44
Total long-haul	201	208	224	237	245	249

18 B777-9s orders plus 24 options for delivery 2022-2026, of which 15 to be delivered between 2022 and 2023

A321 XLR 14 orders plus 14 options, 7 to be delivered in 2023

Heathrow expansion cost of more than £32bn unacceptable

Heathrow Airport Limited (HAL) have not been clear on total costs of expansion



Indicative

Source: CAA CAP1819

HAL continue to understate the capex required for expansion

- The true costs of the scheme are more than £32bn
- HAL continue to state publicly that the cost of expansion is £14bn

HAL continue to move the goalposts

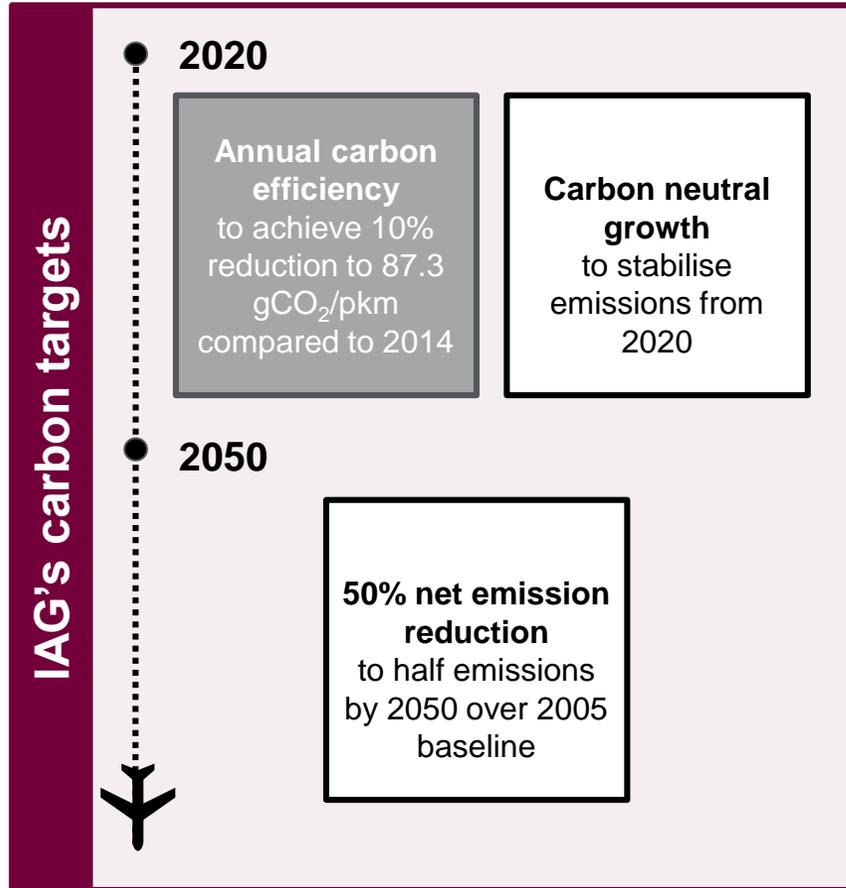
- Previously, the £14bn costs of expansion delivered the new runway and additional terminal capacity
- In the latest masterplan, £14bn only delivers the runway

HAL do not have the expertise to lead a project of this size

- HAL have demonstrated a lack of credibility in forecasting anticipated costs of expansion
- Planning costs have nearly doubled, from £265m to c.£500m
- Early construction costs have risen from £650m in April 2018, to £1,600m in the autumn of 2018 to £2,800m today

Leading the European airline industry on Sustainability

IAG's sustainability strategy is primary focused on Climate Change



1 Carbon efficiency

- Over 300 new aircraft delivered from 2019 – 2023 which are 10% - 20% more carbon efficient
- IAG's 2018 efficiency - 91.5 gCO₂ / pkm
- Improved carbon disclosure through CDP & Annual Report

2 Innovation: technology & sustainable alternative fuels

- Partnership with Velocys & Shell to construct Europe's first municipal waste to liquid sustainable aviation fuel plant
- \$400m commitment to sustainable fuels over 20 years
- IAG calls on the Government to set up an Office for Sustainable Aviation Fuels to accelerate the investment in future UK based plants

3 Global market policy: CORSIA

- Global first and only industry solution on climate change
- Reducing aviation net emissions by 2.5bn tonnes from 2020 to 2035
- High quality measurable carbon offsets

Permitted Maximum notice

- To retain an operating licence under the relevant EU regulation, an airline must be able to demonstrate that it's majority owned by and effectively controlled by EU nationals (or Member States).
- Like many other listed airline groups, IAG has always had a provision in its by-laws permitting it to restrict non-EU nationals from acquiring IAG shares when it might threaten its airlines' operating licences. IAG's by-laws are intended to complement the national ownership structures that BA and IB have had in place since the merger in 2011.
- On 11 February 2019, IAG issued a Permitted Maximum notice because ownership of the Group's shares by non-EU shareholders had reached 47.5%.
- IAG monitors the level of the Group's non-EU shareholding and, as and when appropriate, intends to remove the Permitted Maximum. There can be no certainty that this will take place or when.

This is intended to be a summary explanation only and should be read in conjunction with and subject to the detailed provisions in IAG's by-laws and any relevant regulatory announcements made by IAG

Brexit – ownership and control issues

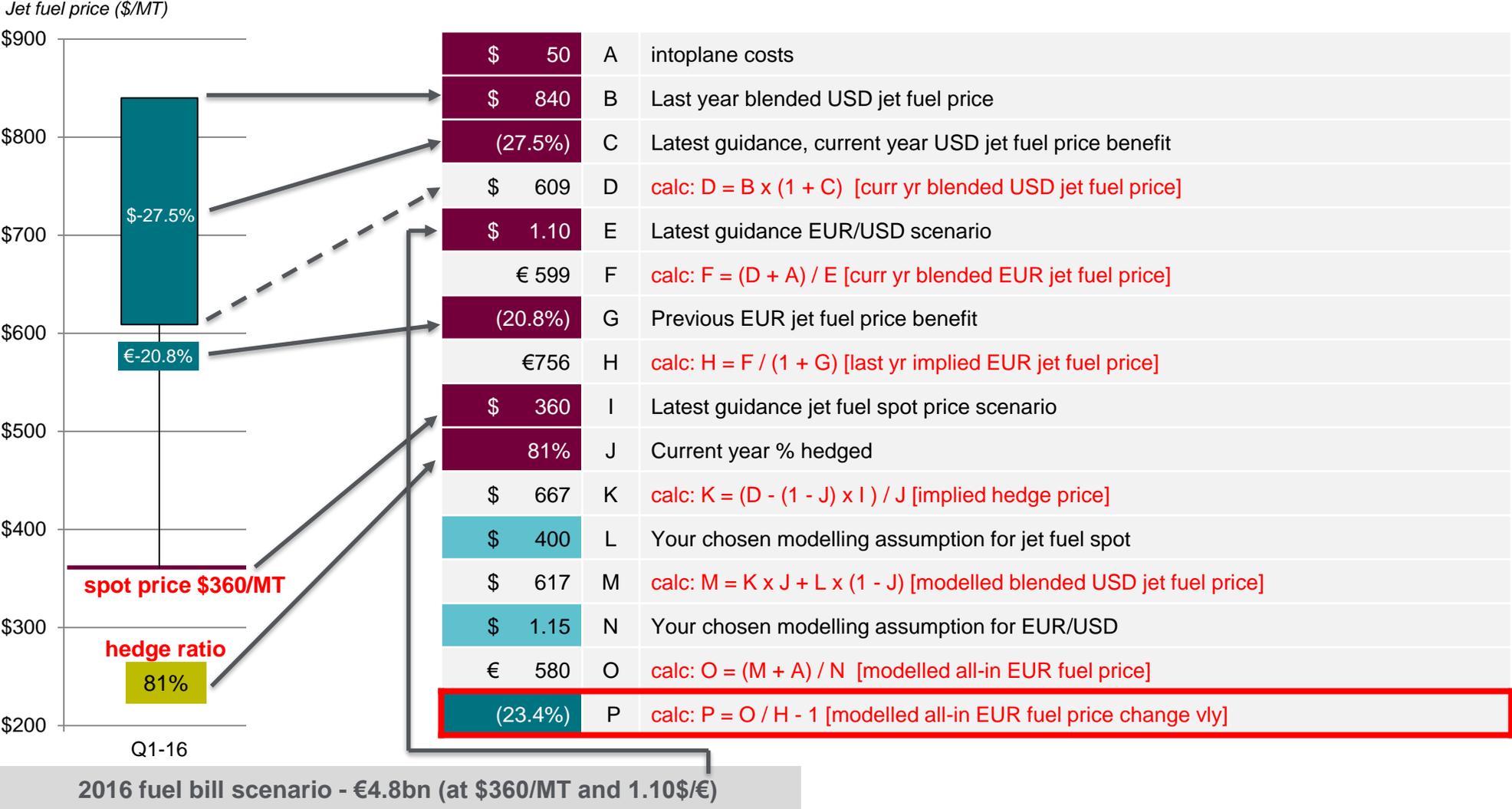
- IAG is a Spanish company. Its airlines have long-established Air Operator Certificates and substantial businesses in Ireland, France, Spain, the UK and Austria employing tens of thousands of EU citizens and operating 588 aircraft.
- Liberalisation in Europe benefits around 1 billion consumers and sustains thousands of jobs each year, providing economic and social benefits across the continent. IAG is pleased that both the EU and UK have guaranteed that flights will operate as normal in the event of a no deal Brexit.
- IAG remains confident that a comprehensive air transport agreement will be reached between the EU and the UK.
- As required by the EU, IAG's airlines submitted plans on ownership and control to the national regulators in Spain, Ireland, France and Austria. Those regulators confirmed that the plans would satisfy EU ownership and control rules in the event of a no deal Brexit.
- The EU Commission has been notified about the remedial plans by the national regulators. The plans don't require EC approval but, as with all EU operating licences, the EC has the right under EU law to investigate and, where appropriate, request the regulators to implement corrective measures.
- The UK Government has not required British Airways to submit any remedial plans for a no deal Brexit.

Conclusions

- IAG has a unique structure that drives growth and innovation to generate superior returns to shareholders
- Strong portfolio of world-class brands with global leadership positions supported by common integrated platforms
- More than 11.1% non-fuel unit cost at constant currency reduction since 2010 with 5% reduction targeted 2019 to 2023
- Strong financial performance in 2Q 2019
- On track to meet financial targets in 2019
- Investment grade balance sheet
- €1.3bn (66 € cents per share) dividends distributed in respect of 2018. More than €3.8bn cash returned to shareholders since 2015
- Guidance unchanged for 2019: At current fuel prices and exchange rates, IAG expects its 2019 operating profit before exceptional items to be in line with 2018 pro forma. Passenger unit revenue is expected to be flat at constant currency and non-fuel unit cost is expected to improve at constant currency. We expect passenger unit revenue at constant currency to improve for the remainder of the year

Appendices

Fuel modelling



Disclaimer

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 can typically be identified by the use of words such as “expects”, “may”, “will”, “could”, “should”, “intends”, “plans”, “predicts”, “envisages” or “anticipates” or other words of similar meaning. 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 and divestments relating to the Group and discussions of the Group’s business plan. 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.

It is not reasonably possible to itemise all of the many factors and specific events that could the forward-looking statements in this announcement to be incorrect or could otherwise have a material adverse effect on the future operations or results of an airline operating in the global economy. 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 2018; these documents are available on www.iairgroup.com. All forward-looking statements made on or after the date of this document and attributable to IAG are expressly qualified in their entirety by the primary risks set out in that section.