

# INTERNATIONAL CONSOLIDATED AIRLINES GROUP, S.A.

## BOARD OF DIRECTORS



***Antonio Vázquez Romero – Chairman***

Antonio Vázquez worked for Arthur Andersen & Co. from 1974 to 1978. From 1978 to 1993 he held different international positions in the Wine & Spirits Industry, being VP Marketing & Sales of Domecq México and Managing Director and Member of the Board of Domecq Internacional. Since 1993, he served as Managing Director of the Cigar Division of Tabacalera, and, after the cross-border merger in 1999 between Tabacalera and the French company Seita, became SVP and COO of the Cigar Division of Altadis Group. In May 2005, he was promoted to Chairman of the Board of Logista, becoming in June 2005 CEO of Altadis Group. Has also served as non-executive member of the Board of Aldeasa and non-executive proprietary director of Iberia. In June 2008, he was appointed independent director of the Board of Telefónica Internacional. In July 2009, he was appointed Chairman & CEO of Iberia. He holds a BSc in Economics from Malaga University.



***Martin Broughton – Deputy Chairman***

Martin Broughton became Chairman of British Airways in 2004, having joined the Board in 2000 as a non-executive director. He is also Chairman of Liverpool Football Club, a role he took on in 2010. Martin Broughton served as President of the CBI from 2007 until 2009. Prior to that, he chaired the British Horseracing Board from 2004-2007, having joined as an independent director in 1999. Until 2004, he was Chairman of British American Tobacco (BAT), a role he took on in 1998, having previously been Group Chief Executive and Deputy Chairman since 1993. Earlier he had been Chairman of the Wiggins Teape Group, Chairman of Eagle Star and Group Managing Director of BAT Industries' Financial Services. He was the European chair of the

TransAtlantic Business Dialogue until 2008 and is a member of the European Round Table of Industrialists.



***Willie Walsh – Chief Executive Officer***

Willie Walsh became CEO of British Airways on October 1, 2005. Prior to joining British Airways, he was CEO at Aer Lingus, a position he was appointed to in the aftermath of 9/11. Willie Walsh joined Aer Lingus in 1979 as a cadet pilot and worked his way through the ranks to become a captain in 1990. He began his move to management in 1989 where he fulfilled various roles in the flight operations department. He completed a Master of Science in Management and Business Administration at Dublin's Trinity College in 1992. In 1998 he was appointed CEO of Futura, Aer Lingus' Spanish charter airline. He returned to Dublin with Aer Lingus in 2000 where he took up the role of Chief Operating Officer and was subsequently appointed as CEO in October 2001.



***César Alierta Izuel***

César Alierta has been Executive Chairman of Telefónica since July 2000, and member of the Boards of Directors of China Unicom and Telecom Italia. He is also member of the Colombia Business School Board of Overseers and Chairman of the Social Board of the UNED (National Long Distance Spanish University). Between 1970 and 1985, he was General Manager of the Capital Markets division at Banco Urquijo in Madrid. Subsequently, he was the Chairman and founder of Beta Capital, which he combined as from 1991 with his post as Chairman of the Spanish Financial Analysts' Association. He has also been a member of the Board of Directors and Standing Committee of the Madrid Stock Exchange. In 1996 he became Chairman of Tabacalera, where he gave his support and backing to the cross-border merger with the French company Seita. The result of this merger was Altadis, where he served as Chairman until July 2000 when he was appointed Chairman of Telefónica, in which Board of Directors he had served since 1997. On June 2010, César Alierta received in New York the Americas Society Gold Medal and five years earlier, also in New York, he received "The Global Spanish Entrepreneur" from the Spanish/US Chamber of Commerce. César Alierta holds a degree in law from the University of Zaragoza and earned an MBA at the University of Columbia (New York) in 1970.



***Patrick Cescau***

Patrick Cescau has been a non-executive director of Tesco Plc since February 2009, and was appointed the company's senior independent director in July 2010. He is also a non-executive director of Pearson Plc (since 2002) and in 2010 was appointed the senior independent director. In June 2009 he joined the Board of INSEAD, one of the world's leading international business schools. Patrick was Group Chief Executive of Unilever from 2005 to 2009, having previously been Chairman of Unilever Plc and Deputy Chairman of Unilever NV. Prior to being appointed to the Board of Unilever in 1999 as Financial Director, he was Chairman of a number of the company's major operating companies and divisions, including in the USA, Indonesia and Portugal. In 2001, as Unilever Foods Director he directed the integration of Bestfoods, a major (\$20bn +) Foods acquisition. He is a trustee of the Leverhulme Trust and Chairman of the St Jude Children Charity. Patrick Cescau was appointed a Chevalier de la Légion d'honneur in 2005.



***José Manuel Fernández Norriella***

José Manuel Fernández Norriella has held several positions as business agent; between 1970 and 1979 in Electromecanique, Alfa-Laval and Blackstone; then several management positions from 1979 to 1993 in the Brown Boveri Group (BBC), as Logistics and Supplies Manager, and subsequently in Aesa Brown Boveri (ABB) as General Affairs Manager, Turbochargers Manager and General Manager Administration. Former Executive Deputy Chairman of Aldeasa from 1998 to 2000 and Executive Chairman of Ebro from 2000 to 2005. Formerly on the Boards of RTVE, Argentaria, Endesa, Chilectra (Chile), Iansa (Chile), Campos chilenos (Chile), Endesa Internacional and Enagas; member of the advisory committees of Accenture and Abengoa. Elected national MP for Madrid in the IV and V terms of the Spanish government, Secretary of State for Trade, Tourism and SMEs, alternate representative for Spain in the World Bank, the International Development Bank (IBD) and the European Development Bank (BERD). Chairman of the Council of Spanish Chambers of Commerce (1996-2005) and member of the International Chamber of Commerce. Currently Vice-Chairman of the Board of Caja Madrid, representing the depositors, director of Iberia (since 2003), director of Telvent, Honorary Chairman of the Ebro

Group. José Manuel Fernández Norriella holds a BSc degree in Energy Techniques Engineering from Polytechnic University of Madrid, diplomas in Foreign Trade, Logistics & Procurements and Project Management, and has received the Grand Cross of Isabella the Catholic (Spain), the Order of Bernardo O’Giggins (Chile), the Verdienstkreuz mit stern (Germany) and the Order of Merit (Poland).



***Baroness Kingsmill***

Baroness Kingsmill was appointed director of IAG on September 2010.

Baroness Kingsmill entered The House of Lords in 2006. Until December 2003, she chaired the Department of Trade and Industry’s Accounting for People task force, and was Deputy Chairman of the Competition Commission. She is a non-executive director of KornFerry International and of Horizon. She is a member of the PwC Advisory Board and a member of the Microsoft European Policy Board. Baroness Kingsmill is a member of the International Advisory Board of IESE.



***Jim Lawrence***

Jim Lawrence joined Rothschild North America in June 2010 as Chief Executive Officer and Co-Head of Global Investment Banking. Prior to joining Rothschild, he was at Unilever from 2007 as Chief Financial Officer and as executive director on the Boards of Unilever NV and PLC. Prior to that, he was at General Mills from 1998 to 2007 as Chief Financial Officer. Jim Lawrence was also responsible for the company’s international business. On June 1, 2006, he was elected Vice Chairman of General Mills. Prior to joining General Mills, he held positions as Executive Vice President of Northwest Airlines and President and CEO of Pepsi-Cola Asia, Middle East, Africa. He was Co-founder and Chairman of The LEK Partnership, a corporate strategy and merger/acquisition consulting firm headquartered in London. Previously, he was a Partner of Bain and Company and headed their London and Munich offices. Jim Lawrence serves as a non-executive director on the Board of British Airways and is the Chairman of the Remuneration Committee. He has served since 1990 on 14 public company boards. Jim Lawrence holds a Bachelor of Arts degree in economics from Yale University, and an MBA with distinction from Harvard Business School.



***José Pedro Pérez-Llorca***

José Pedro Pérez-Llorca was a career diplomat and a member of the Parliamentary Counsel. He was one of the drafters of the Spanish Constitution. He is a former Cabinet Minister of the Presidency, Parliamentary Relations, Regional Government and Foreign Affairs. He has occupied several positions on the boards of different companies, particularly in the credit sector, among others, former Chairman of Urquijo Leasing and AEG Ibérica. He is a former member of the Board of Telefónica and of the Madrid Stock Exchange Council. He is the founding partner and Chairman of the law firm Pérez-Llorca. José Pedro Pérez-Llorca has a Law degree with a prize for outstanding achievement and several Honorary Doctorates in Law.



***Kieran Poynter***

Kieran Poynter is a non executive director of British American Tobacco, Nomura International and F&C Asset Management having been appointed to those roles in July 2010, November 2009 and June 2009 respectively. He spent 37 years with PricewaterhouseCoopers LLP and its predecessor firms in the UK in various roles including 8 years as Chairman and Senior Partner before retiring from the firm on 31 December 2008. He served as a member of the President's committee of the CBI from 2000 until 2008 and in 2009/2010 served as a member of the advisory committee for the Chancellor of the Exchequer on competitiveness of the UK financial services sector. He is Chairman of the audit committee of the International Business Leaders Forum and a member of the Board of The Royal Automobile Club.



### ***Rodrigo de Rato y Figaredo***

Deputy and member of the Popular Party (PP) leadership for 25 years. Between 1985 and 2004, responsible for the economic alternative of PP. 1989-1996, spokesman of the PP parliamentary group. 1996-2004, Economic Vice-President of the Spanish Government (during this time he performed the duties of Governor of Spain on the Boards of Governors of the IMF, World Bank, Inter-American Development Bank, European Investment Bank, European Reconstruction and Development Bank and representative of Spain at the meeting of G7 Finance Ministers held during the Spanish EU Presidency in 2002). Former Chairman of the European Council of Ministers of Economy for the introduction of the euro (2002) and Managing Director of the International Monetary Fund (May 2004). Currently Chairman of the Board of Caja Madrid, Vice-Chairman of the Board of CECA, director of Mapfre and member of the Board of Trustees of the Teatro Real (Royal Theatre) in Madrid. Rodrigo de Rato y Figaredo holds a BA degree in Law from Madrid Complutense University, an MBA from University of California and is a Doctor in Economy from Madrid Complutense University.



### ***Rafael Sánchez-Lozano Turmo***

Since 1980, Rafael Sánchez-Lozano held several positions in Citibank, Manufacturers Hanover Trust and J.P. Morgan. Prior to joining Iberia he worked in Caja Madrid holding different positions in Corporate Risk, Industrial affiliates, Merger and Acquisitions, International Corporate Development and an executive position in Cibeles Caja Madrid. He was appointed board member of several subsidiaries of Caja Madrid. From December 2007 to July 2009 he was the representative of Valoración y Control on the Iberia board. In July 2009, he was appointed Managing Director and Chief Operating Officer of Iberia. On 11 December 2009, he was appointed a director of British Airways, following nomination by Iberia. Rafael Sánchez-Lozano has been awarded a BA in Law and a BA in Business Administration from ICADE.



***John Snow***

Secretary Snow is president of JWS Associates LLC, a Richmond, Virginia-based consulting firm. Previously, John Snow served as the 73<sup>rd</sup> U.S. Secretary of the Treasury under President George W. Bush from February of 2003 to June of 2006. Prior to joining the Bush Administration, he served as Chairman, President and Chief Executive Officer of CSX Corporation, the global transportation company, for well over a decade. Secretary Snow served in several senior roles at the U.S. Department of Transportation under President Gerald Ford where he led the Administration's efforts to deregulate the transportation industry. His public service also includes his appointment by President Clinton as Board Chairman of the organization established by Congress to oversee the air traffic control system in the United States. Secretary Snow currently serves on the Boards of Cerberus Capital Management LP where he is non-executive Chair, Marathon Oil Corporation, Verizon Communications and Amerigroup Corporation.



***Keith Williams***

Keith Williams has been the Chief Financial Officer of British Airways from January 2006. He joined British Airways in 1998 from Reckitt and Colman where he was head of tax. He became British Airways group treasurer and head of tax in 2000. After training in accountancy with Arthur Andersen in the early 1980s, he held a variety of senior management roles becoming treasurer for Apple Computer Europe, based in Paris between 1991 and 1996. Keith Williams went to Liverpool University and graduated with a first class honours degree in History and Archaeology.