



Stewart Carter
Programme Director NR23 Consumer and Markets
CAA – Civil Aviation Authority
11 Westferry Circus,
London, E14 4HD, United Kingdom

13 August 2026

CAP3286 – Heathrow's Future Regulatory Framework

Dear Mr. Carter,

Iberia is pleased to support the response submitted by our parent company International Airlines Group, S. A. and the proposals advanced through Heathrow Reimagined in relation to CAP3286.

Heathrow is a strategically important airport for Iberia and for the connectivity between the United Kingdom, Spain, Latin America and the wider IAG network. Its future competitiveness therefore matters well beyond the airport itself.

From Iberia's perspective, affordability must remain at the heart of the CAA's reforms. Airlines make substantial long-term choices about where to deploy aircraft and capacity. Airport costs are an important part of those decisions, particularly where airlines have alternative opportunities to invest across international networks.

We therefore welcome the CAA's focus on measures capable of improving efficiency and strengthening competitive disciplines. In particular, we support reforms which expose infrastructure provision to far greater competition, and which ensure that future capital expenditure is subject to rigorous and independent governance.

These reforms are relevant to Heathrow today, not simply in the context of a possible third runway. The opportunity should be taken now to create a framework that delivers better value for passengers and airlines at the existing airport while also establishing a sound basis for any future expansion.

Iberia encourages the CAA to proceed decisively with the detailed design and implementation of the new framework. A Heathrow that is more efficient, affordable and competitive will be better placed to sustain and grow the international connectivity on which passengers and the UK economy depend.

Yours sincerely,

Jaime Garcia Blazquez
Aeropolitical Affairs Manager