



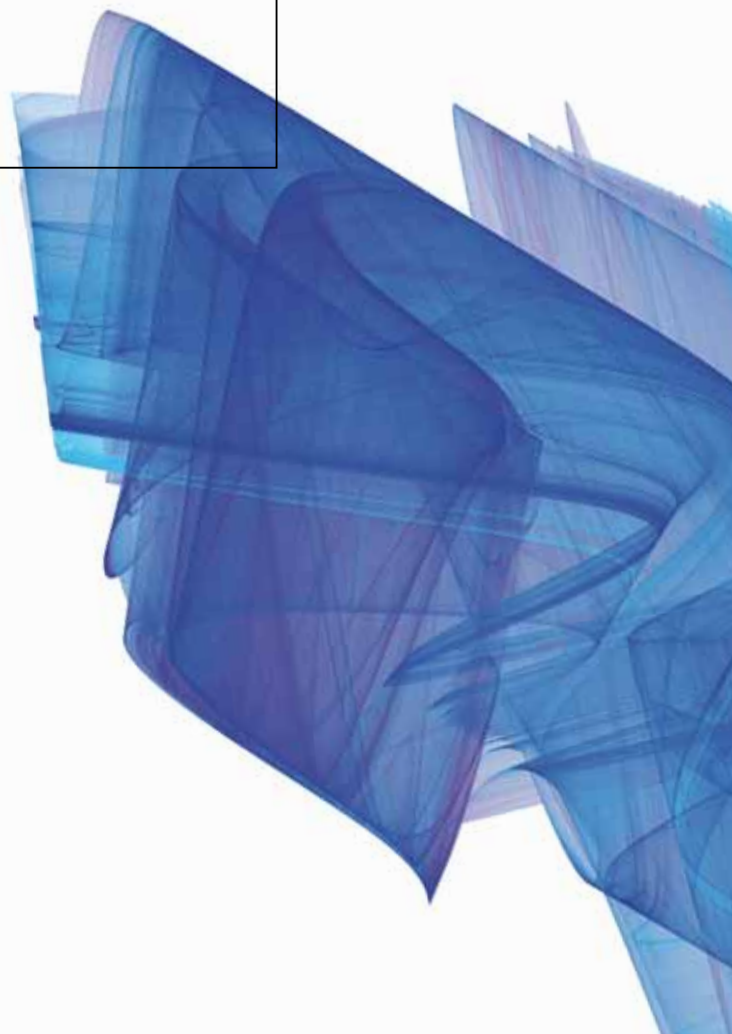
indra

ENERGY AND UTILITIES

ACCELERATE BUSINESS OBJECTIVES

More than 130 utility companies worldwide utilize
Indra solutions

indracompany.com



ACCELERATE BUSINESS OBJECTIVES



20 years of experience

Indra provides utility and energy companies consulting services and information systems spawn from a broad base of best-practice energy and utility operating environments. The 28000 professionals at Indra are working in more than 30 countries drawing upon more than 20 years of real-world, hands on expertise.

Tailor-made solutions

Indra solutions and services are specifically tailored to meet our clients exacting needs. They continue to evolve with vision to new market opportunities, regulatory changes as well as changes in the energy market landscape.

The challenges faced by energy and utility companies require the support of information systems that facilitate the acceleration of their business objectives. Indra helps its clients to develop these projects in a profitable, practical and optimal manner

Business and project areas for energy and utility companies

Indra provides management and strategic consulting as well as the information systems that are required to deliver results

Our objective is to improve the overall results of the business with an eye on shareholder interests

1. Generation

Project management, business processes improvement and information technology solutions

for energy and gas production companies. Overall process assessment and analysis. Indra can deliver process engineers and IT consultants that map and design processes to enhance the overall effectiveness of management and technology within the business.

Specific projects

- Management and operational analysis of plants and installations.
- Operation audits, plant evaluation and plan improvement.
- Energy audits.
- Process engineering: elaboration of mathematical models, simulators, monitoring and optimization.
- Management of plant information and energy measurement.

- Optimization of the plan for programmed maintenance and training for the application of new techniques.
- Management project for the lifespan of the installations, maintenance, and organization.
- Integral logistic management.
- Model of wells and improvement of the management of water.
- Elaboration of a safety plan and outsourcing of reservoir sounding.
- Special projects for nuclear centers.
- Technical training. Design, development and implementation of formative programs and tools: simulators for installations and plants.
- Environmental management and control.
- Integrated plant management system: operation, maintenance, environment, SAP, fuel and ship management.

2. Transmission and distribution

Enhance management effectiveness in distribution, planning and development.

Specific projects

- Reengineering of business processes for planning, design, construction, operation and maintenance.
- Projects to control and reduce energy losses.
- Tele-control, automation and SCADA.
- Regulatory and tariff consultation.
- Studies of distribution networks and infrastructures for gas, electricity and water.
- Distribution network and infrastructure studies for gas, electricity and water companies.

3. Commercialization

Improvement of the commercial management in both regulated and deregulated markets. Orient projects to facilitate the interaction between the utility and its customers throughout the commercial cycle, from marketing and sales to billing and customer care, including technical management of field work (meter reading, meter inventory, work orders...).

Specific projects

- Rationalization of communication channels with customers: reorganization and integration, inquiries, Contact Center, CRM, IVR, web and sale force.
- Marketing area: structural design and operation of databases, campaign management solutions and the evaluation of new products.
- Optimization and rationalization of the commercial processes and organizational structure in order to adapt to the marketplace.
- Organization of information exchange among market agents.
- Studies of the technical impact of deregulation in energy market.

4. Energy markets

Projects for the management of energy trading in wholesale markets, both regulated and competitive. Support services to the restructuring of energy markets directed to regulators and operators of the market and the system.

Specific projects

- Business consulting. Risk management strategies. Scenario simulation.
- Negotiation of contracts for the purchase/sale of energy.
- Creation/restructuring of the energy management unit.
- Development of the systems plan.
- ETRM (Energy Trading & Risk Management) implementation using the Indra methodology and our experience in these types of projects.
- Implementation of solutions for the processes of provision, simulation, energy planning and management of energy markets.

Indra's solutions for companies in the utilities and energy sector

Indra's solutions are mature, fully integrated solutions that have continued to evolve over many years and numerous installations. The flexible, comprehensive design of our solutions helps synchronize and enhance core business processes

1. Clients

- Today—knowing your clients and accommodating your market is critical. Indra has developed and supports an integrated suite of modular solutions that enables energy and utility companies to establish a flexible client facing support infrastructure.
- Indra's modular systems reflect years of hands-on experience and a comprehensive approach to the utility and energy business—from generation, work-management, engineering, customer care to billing. Proven solutions spawn from real-world experts.

2. Distribution

Indra's distribution management solutions are designed to support all business processes for distribution including planning, design, construction, in service placement and network maintenance. The Indra distribution solution comes with a

fully integrated GIS or the business can easily integrate virtually any other third party GIS.

3. Generation

Indra's systems, engineers and consultants support all phases and processes related to the generation of electricity and gas. Systems accommodate virtually any plant, fuel type and technology and can be configured to meet changing market conditions and management requirements.

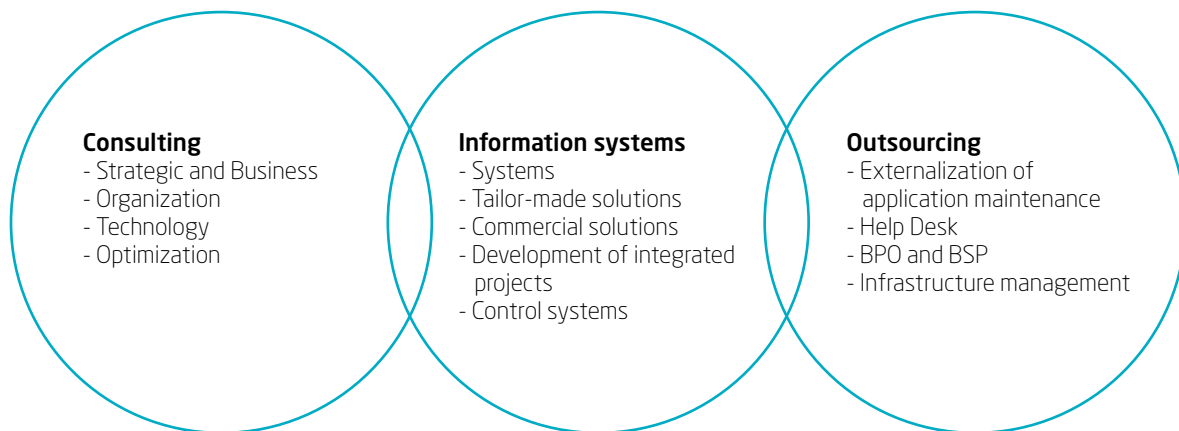
4. Energy Market

It is a comprehensive solution that supports the processes of buying and selling energy in wholesale markets. The system assists the participating companies in the market (generators, distributors, and retailer) by optimizing the management of their energy management processes, limiting the risks and maximizing the economic benefits.

The Indra approach: A comprehensive and integrated offering

Market demands:

Transparency, regulation, demand, environment, productivity, cost reduction...



More than 20 years of experience in the sector allows us to provide our clients a competitive advantage from the first day

OUR CLIENTS



Today, more than 130 utility and energy companies from more than 30 countries provide and deliver services to their clients with the help of our solutions

Europe

Unión Fenosa (Spain)
Endesa (Spain)
Red Eléctrica de España (Spain)
Gas Natural (Spain)
Repsol YPF (Spain)
Reganosa (Spain)
SAGGAS (Spain)
EDP (Portugal)
Galp (Portugal)
CEZ (Czech Republic)
Stredoslovenske Energeticke Zavody (Slovakia)
Enel (Italy)
Electrica (Romania)
DDGASZ (Hungary)
NEK (Bulgaria)

America

Exelon (USA)
Emdorsa (Argentina)
EDF (Brazil, Argentina)
AES (Brazil, Argentina, El Salvador, Venezuela)
Ecopetrol (Colombia)
EPSA (Colombia)
Petrobras (Brazil)
CEMIG (Brazil)
Elektro (Brazil)
PPL (Chile, El Salvador)
Usinas y Transmisiones Eléctricas (Uruguay)
Hidrocapital (Venezuela)
ANDE (Paraguay)
Eleva (Venezuela)
Sedapal (Peru)
Aguas y Drenajes de Monterrey (Mexico)

Asia

Ministerio de Electricidad y Agua (Bahrain)
RAWEC (Saudi Arabia)
Meralco (Philippines)
Tenaga (Malaysia)
EVN (Vietnam)

Africa

ONE (Morocco)
SEGAS (Egypt)
Kenya Power & Lighting Company LTD
ZESA (Zimbabwe)
ZESCO (Zambia)



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Indra reserves the right to
modify these specifications
without prior notice.