

indra

A GLOBAL INNOVATION COMPANY

Corporate presentation



WHO WE ARE

The premier IT company in Spain and a leading IT multinational in Europe and Latam

Revenues: M2,773€*

35,000 professionals*

111 countries



Own solutions and technology

Differential business model based on **Innovation**

R+D+i: 7%-8% revenues

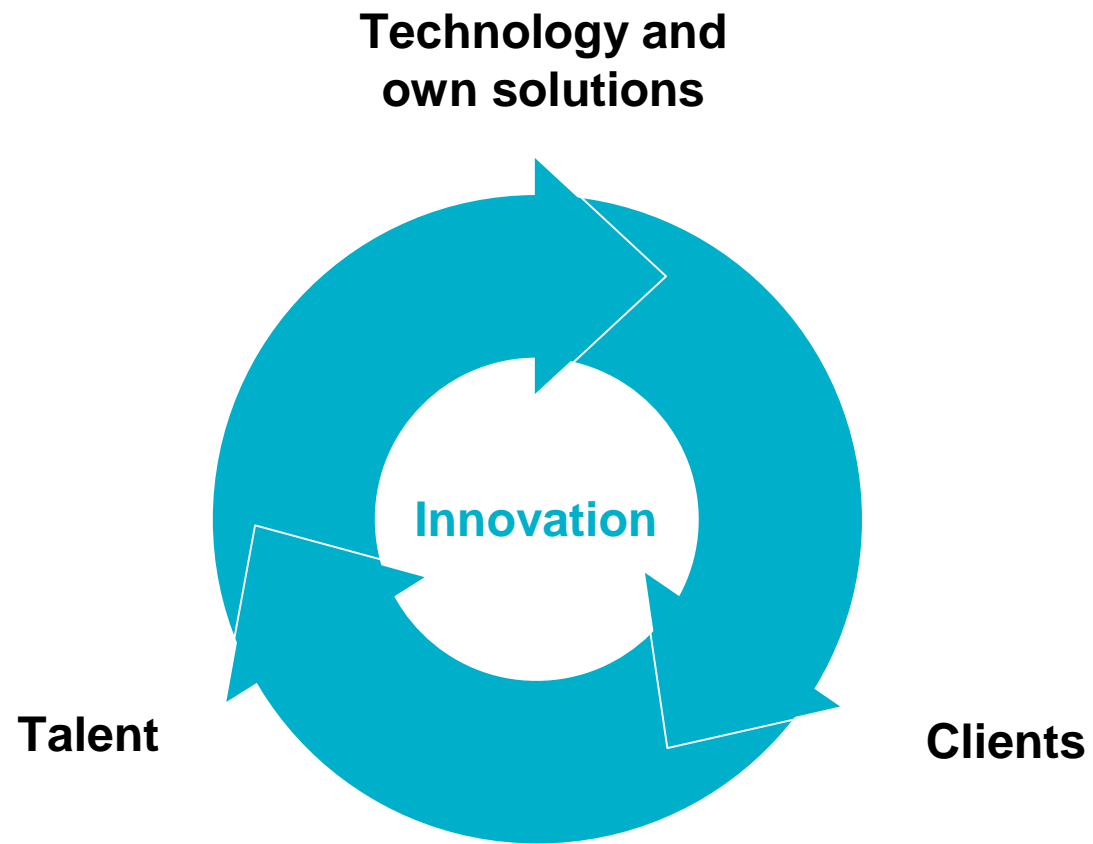
Among the 3 largest European IT services companies by market cap

* Proforma data including Politec and Galyleo acquisition

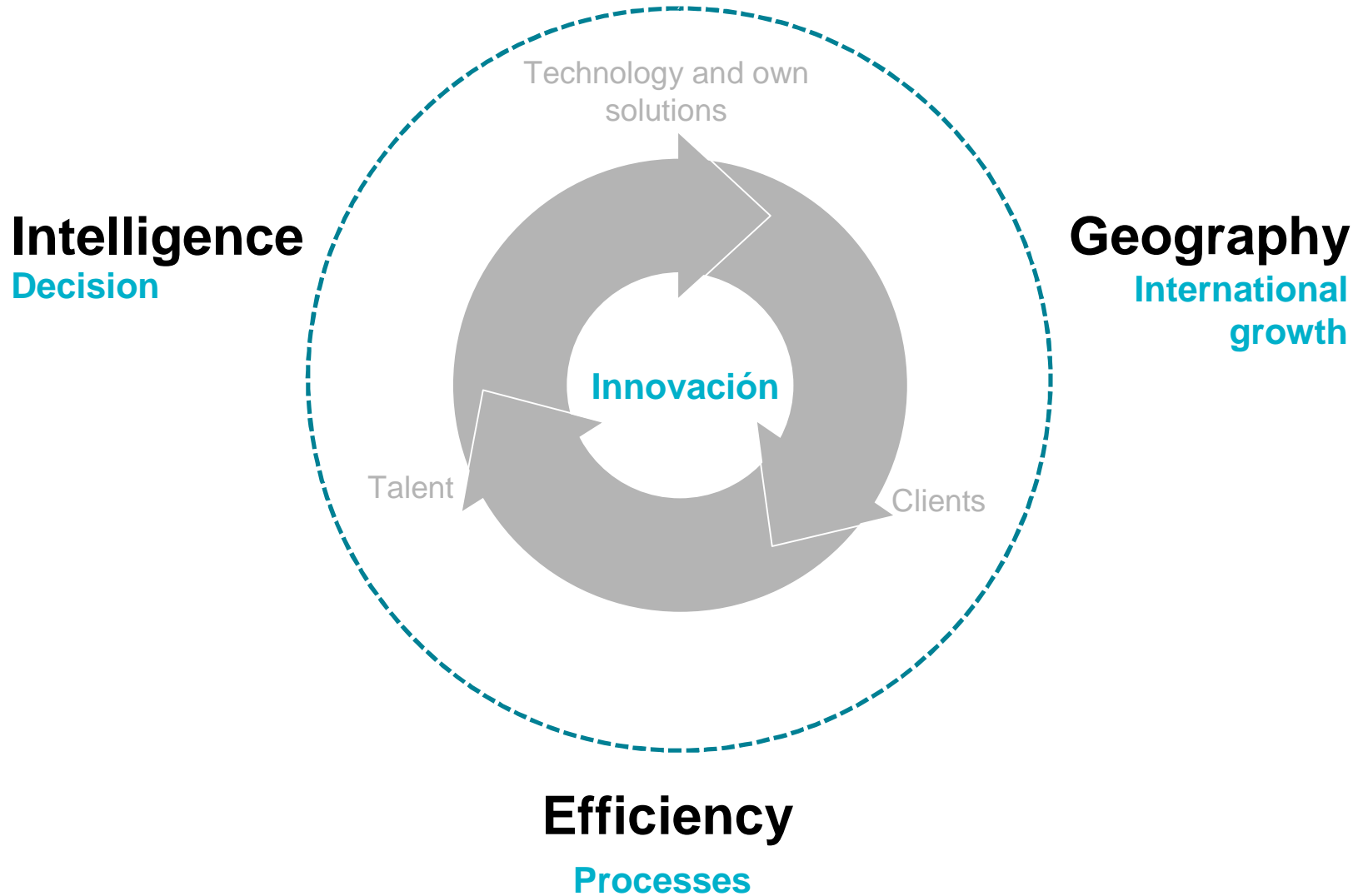
HISTORY

- 1921 Incorporation of the first company that later became Indra
- 1993 Constitution of Indra
- 1999 Indra IPO. Indra listed in the Madrid Stock Exchange
- 2006 Acquisition of Azertia and Soluziona
- 2010 Global company with references in 5 continents

A DIFERENTIAL BUSINESS MODEL...



... TO PROVIDE THE BEST ANSWER TO OUR CLIENT'S NEEDS



OPEN ORGANIZATION

Innovation and sustainability

35,000
professionals

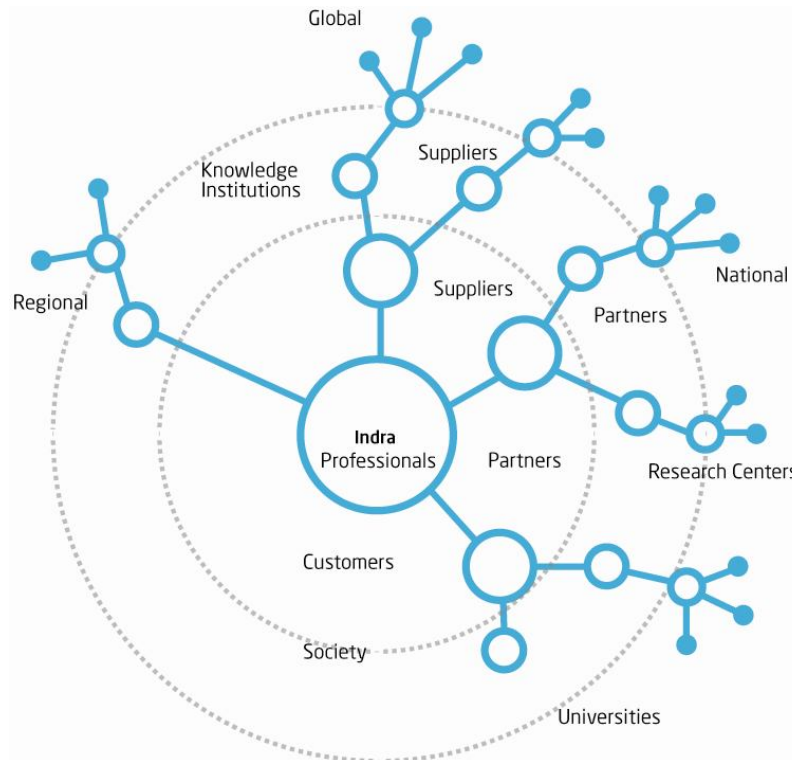
- 83% graduates and higher qualifications

150
universities and research centres

150 alliances with partners

collaboration agreements with foundations and associations

2010 R&D Expending: €184 M



2nd IT European company by investment in R+D

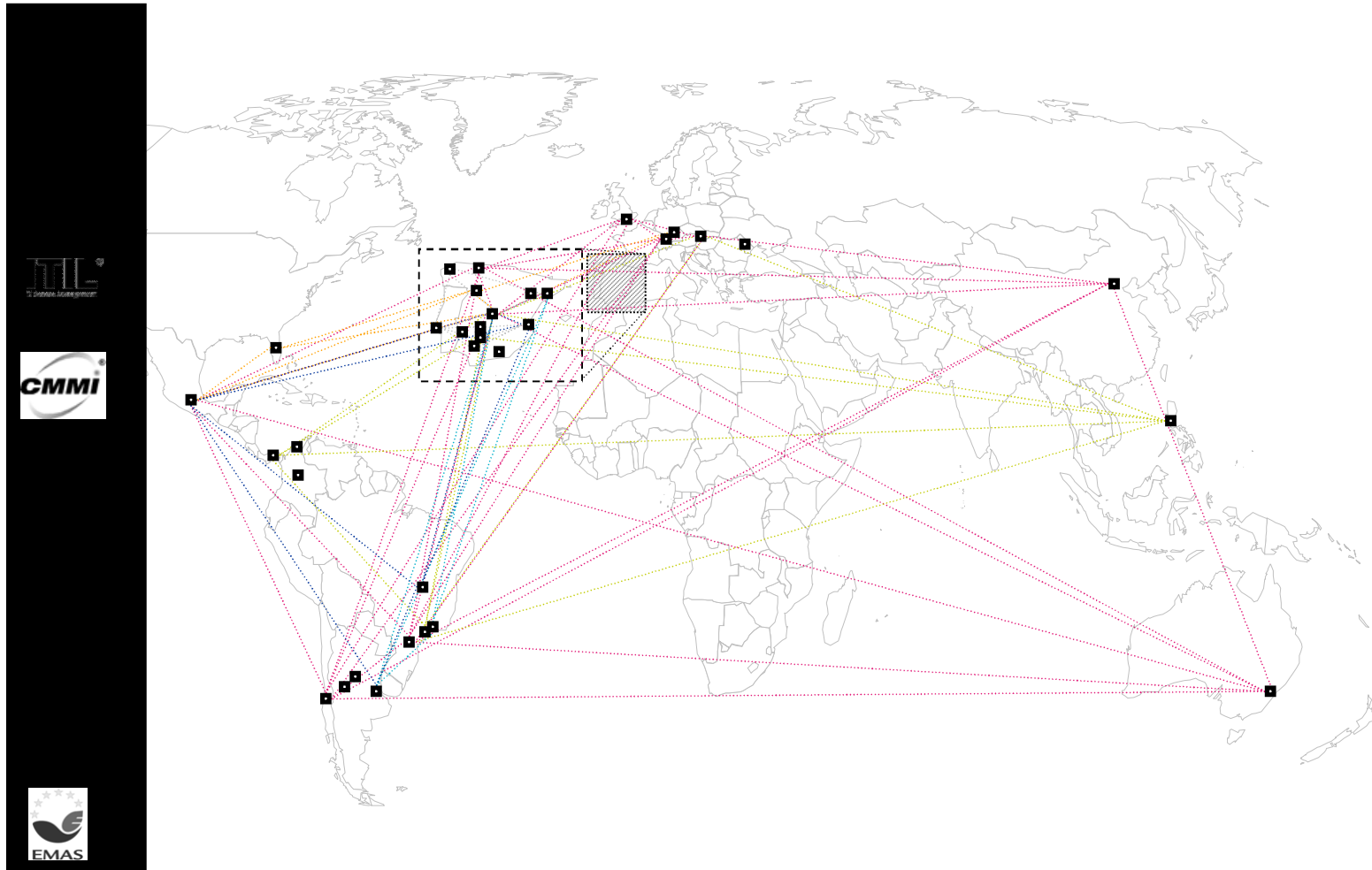
1st IT Services and Internet company in Dow Jones Sustainability Indexes



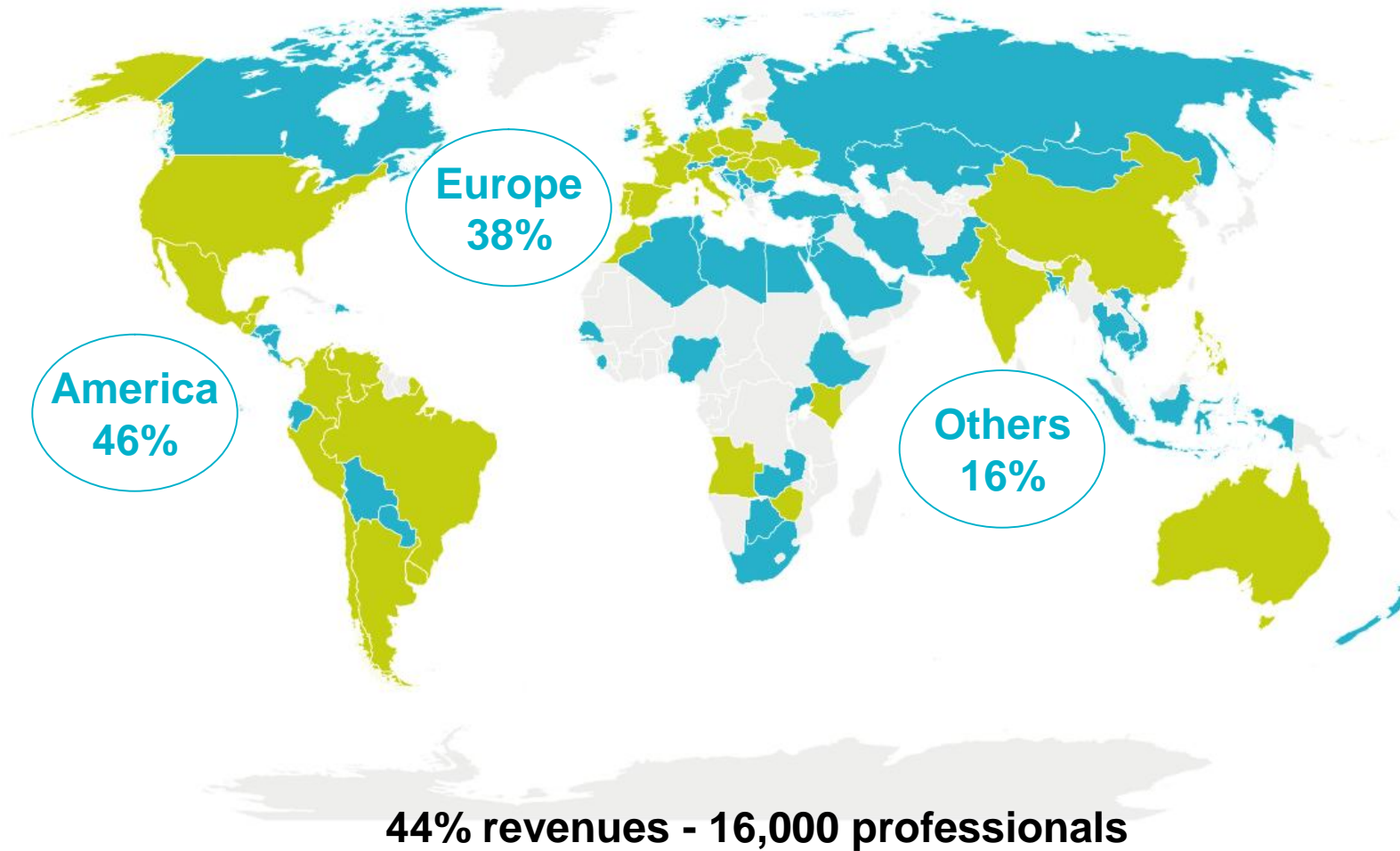
GLOBAL PRODUCTION AND DELIVERY MODEL

75 Centers of Excellence and Software Labs in 40 cities

With the highest quality and environmental standards



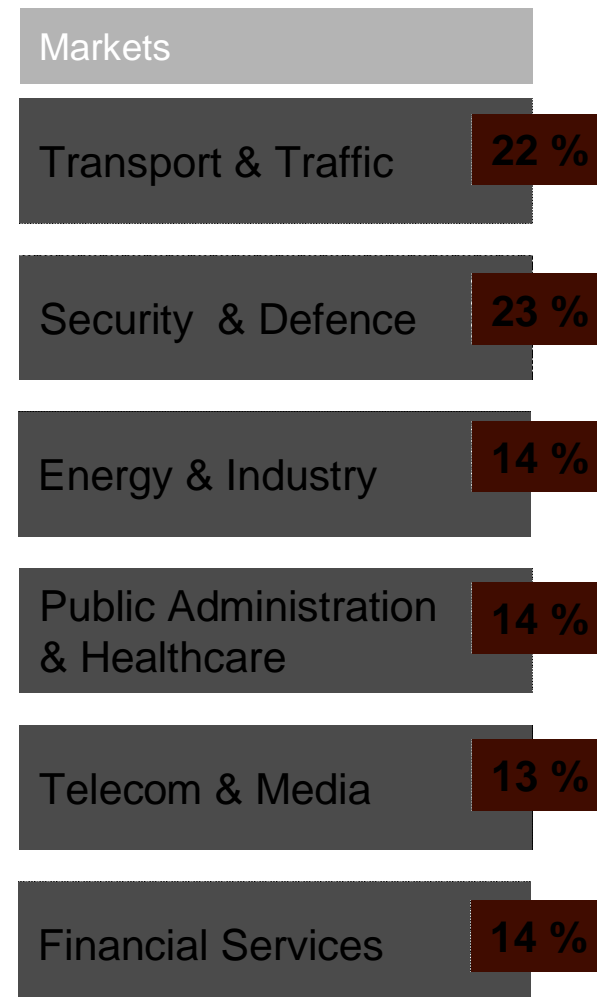
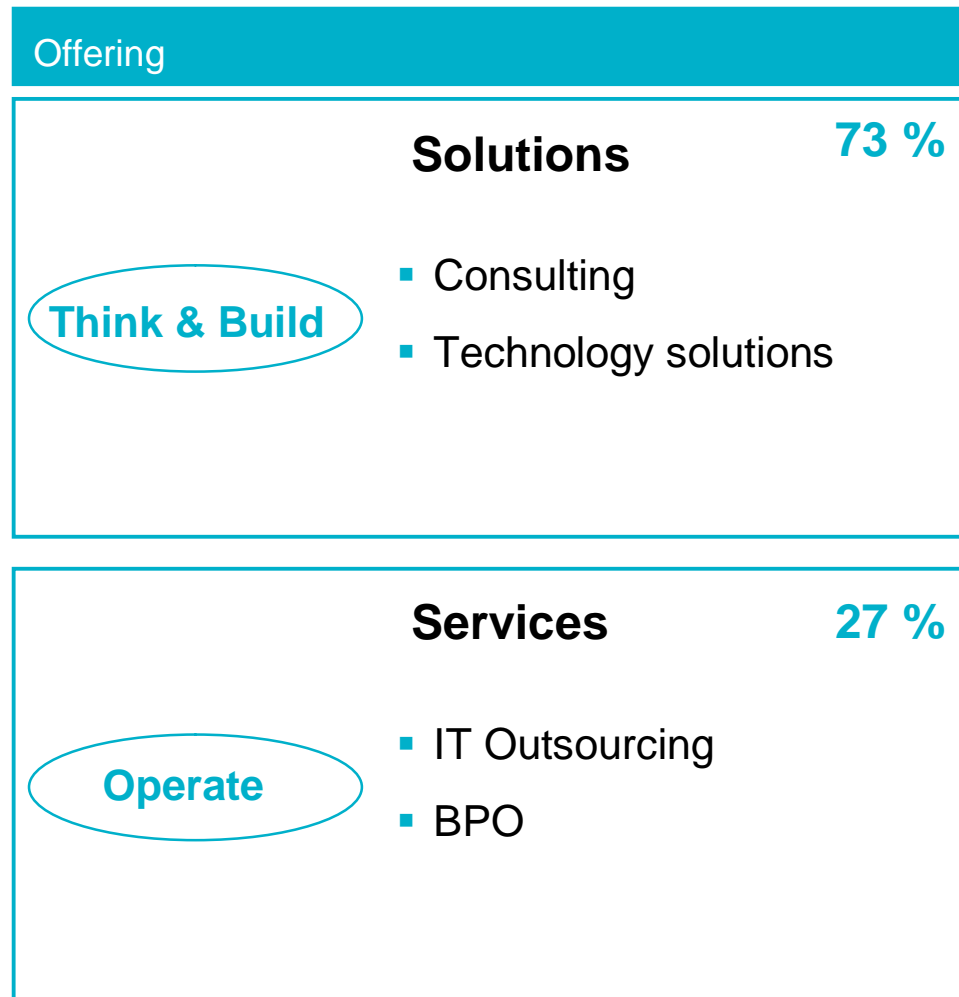
GLOBAL PRESENCE...



 Projects in 111 countries

 Operating subsidiaries in 40 countries

... AND COMPLETE OFFER



TELECOMMUNICATIONS & MEDIA

Systems for **240 million** mobile operator **clients**

- Solutions and services for 3 of the 10 biggest operators in the world

Our products

- Business support systems (BSS): Customer service, sales, loyalty, invoicing, collections, portals...
- Operations Support Systems (OSS): Network planning, network inventory, network O&M, interconnection, mediation...
- Added value service platforms (IPTV...)
- Business support systems (ERPs...)
- Management and support to audiovisual producers
- DDT services
- Satellite communication stations
- Maintenance of IT applications and infrastructure management

Main clients

Telefónica	Prisa	Grupo RTVE
Vodafone	Optimus	Telecinco
Orange	Anacom	Antena 3
VIVO	British Telecom (BT)	Marcatel
Portugal Telecom	France Telecom	ETB
TMN	Jazztel	El Mundo
ONO	R	Recoletos
Retevisión	Sogecable	Endemol
Supercable	AOL	Comcel

FINANCIAL SERVICES

Management of over **90 types of business processes** for financial institutions

- Presence in over **20 countries**
- Latest generation products offered to the entire value chain of financial institutions and insurance companies

Our products

- Private and Personal Banking
- Wholesale banking: international trade, factoring, confirming, leasing, renting...
- Core banking
- Payment means and finance
- Payment systems and compensation
- Management information systems
- Comprehensive insurance management
- Electronic claims handling
- Multi-channel: financial terminal, Internet, telephone banking...
- Risk management: credit, market, operational..
- IT outsourcing

Main clients

Grupo BBVA	Catalunya Caixa	Banamex
Grupo Santander	Novacaixagalicia	Fonacot
MAPFRE	Ibercaja	Barclays
Bankia	Inversis	Banco Pastor
Banco Sabadell	Banco Espirito	Rural de Servicios
RCI Banque	Santo	Informáticos (RSI)
Confederación	Banco Popular	Liberty Seguros
Española de Cajas	Unicaja	Seguros Ocaso
de Ahorros (CECA)	Kutxa	Caser
Bankinter	BBK	Adeslas
Banca Cívica	Infocaja	Linea Directa
Mare Nostrum	Banco de España	Aseguradora
Banco Base	Caixa Bank	Axa Seguros
La Caixa		AVIVA

PUBLIC ADMINSTRATIONS & HEALTHCARE

150,000 electronic prescriptions managed every day with our systems

- Over **300 election processes** and **2 billion voters**
- Over **2,500 procedures** transformed into new electronic service channels

Our products

- Electronic administration (AMARA)
- Citizen 2.0
- Comprehensive Tax Management
- Digital cities
- Judicial and cadastral systems
- Education 2.0
- Health 2.0
- Telemedicine and monitoring
- Social-healthcare customer service
- Provisional and Final Vote Counting Systems
- E-voting, e-counting and Internet voting.
- Election administration electronic systems.
- Citizen participation.
- Shareholders' Meetings.

Main clients

Central Spanish Government	Galicia Government	Ministry of the Interior in Spain
Madrid Regional Government	Ministry of the Interior and Justice in Venezuela	Ministry for the Interior in Argentina
Generalitat de Catalonia Government	Ministry of the Interior (Portugal) Ombudsman	Colombia National Registry
Andalucía Government	Ministry of Healthcare in Chile	The Greater London Authority
Canary Islands Government	Philippines Supreme Court	Oslo Kommune
Valenciana Government	Algeria General Tax Directorate	Angola National Election Commission
Andalusia Health Service		
Castilla -La Mancha Government		

ENERGY & INDUSTRY

Over 140 utility companies worldwide use Indra solutions

- Over 700 generation stations managed
- We manage more than 70% of the Latin America airline companies' income

Our products

- Energy markets
- Generation solutions
- Commercial and distribution open utilities
- Solutions for the oil and water sectors
- Technical consulting
- Control and measurement systems
- Modelling and monitoring
- Outsourcing
- Comprehensive solutions for hotel chains
- Income register systems for airlines
- Solutions for the construction and real estate sectors

Main clients

REE	Arcelor	Iberia
Gas Natural	Danone	TAM
Repsol YPF	Inditex	GOL
CEPSA	Sidenor	NH Hoteles
Enel	Nestle	Hoteles Catalonia
EON	Pascual	Riu Hoteles
Iberdrola	Metrovacesa	Metrovacesa
Endesa	Mercedes-Benz	ONCE
AES Brasil	Eroski	Navantia
Canal Isabel II	Carrefour	Unipapel
Agbar	ONE (Mo Rocco)	ENRESA
FCC Aqualia	Merallo (Philippines)	Altadis
Elektro (Brazil)	Petro Peru	Ford
Grupo EDF	KPLC (Kenya)	Carbueros Metálicos
Grupo PP&L	ADP (Portugal)	SidMed
GALP	Ecopetrol (Colombia)	Prosegur
Ence	CEZ (Czech Republic)	Cobega
Petrobras	AES (Cameroon)	AENOR
		Renault

TRANSPORT & TRÁFFIC

Over 1,200 air traffic control installations in 90 countries

- **Over 100 cities** around the world entrust the management, safety and development of their transport networks to Indra
- **Over 30 countries** in the world control the traffic on their motorways, tunnels, cities and roads with Indra systems.

Our products

- Air traffic control (ATM) and airports
- Infrastructure management and transport operators
- Ticketing and operating help systems
- Communication networks and systems
- Traffic control and tolls
- Sea traffic and port management
- Outsourcing

Main clients

AENA	The underground	General Traffic
Eurocontrol	systems of Madrid,	Diretorate.
NATS.- U.K.	Barcelona, Valencia,	Public transport
DFS.-	Maracaibo, Shanghai,	companies in Madrid,
Germany	Lisbon, Athens, Saint	Valencia, Asturias,
PANSA.- Poland	Louis, Santiago de	Canary Islands,
LVNL.- Holland	Chile, Valparaiso,	Barcelona...
ATMB.- China	Mumbai, Delhi, Kuala	
IAA.- India	Lumpur, Cairo, Mexico.	Motorway operators and
AsA.- Australia	Tram networks in	Road network
Oslo Airport	Barcelona, Madrid,	government authorities in
Iberia	Valencia, Parla,	Spain, Portugal, Ireland,
Aerolíneas	Alicante, Seville.	Montenegro, United
Argentinas	Railway networks in	States, Canada, Mexico,
Renfe	Catalonia, Valencia	Chile, Brazil, Argentina,
ADIF	and Chile.	Colombia, Morocco,
FEVE		China...

SECURITY & DEFENCE

Over 3,400 Km. of land and sea borders are guarded

- Over 500 air platforms are protected with Indra technology
- Indra flight simulators are among the best in the world and they hold the maximum category of excellence

Our products

- Intelligence, surveillance, detection, leadership and control
- Integrated logistic solutions
- Satellite communications and control
- Simulators
- Automatic Maintenance Systems
- Avionic systems and equipment
- Sustainability: maintenance and modernization
- Cyber security
- Protection of critical infrastructure
- Identification and biometrics
- Citizen safety and emergency management
- UAVs

Main clients

Ministry of Defence in Spain	Chilean Air Force	Raytheon
Land Army	Venezuela	Airbus
Spanish Navy	National Guards	EADS
Air Army	Barcelona port authority	MBDA
NATO	Ministry of Defence in New Zealand	General Dynamics
Eurofighter	Ministry of the Interior, Spain.	Lockheed Martin
Hispasat	Guardia Civil	Hong Kong Sea Police
US Navy	Bank of Spain	Ministry of the Interior in Rumania
Germany Marines	AENA	Ministry of Defence in Latvia
Força Aérea Portuguesa	ADIF	Panama Sea Authority
Government of Mexico		
BBVA		

AMBITION determination

clear goals culture of commitment

Talent **OPEN** Own solutions

ACTIONABLE STRATEGY team

Entrepreneurial organization



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