

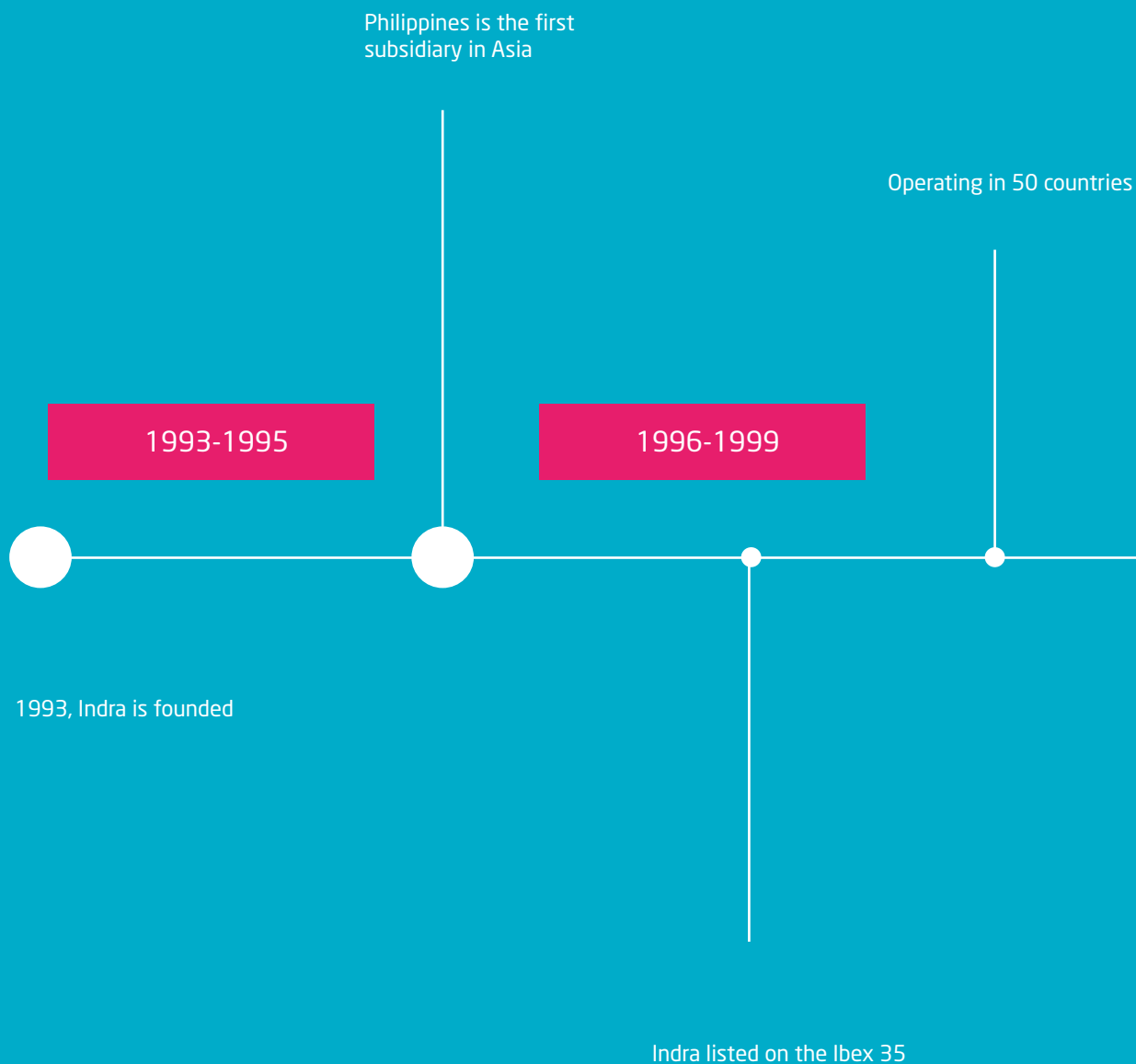


**indra**

# INNOVATION +

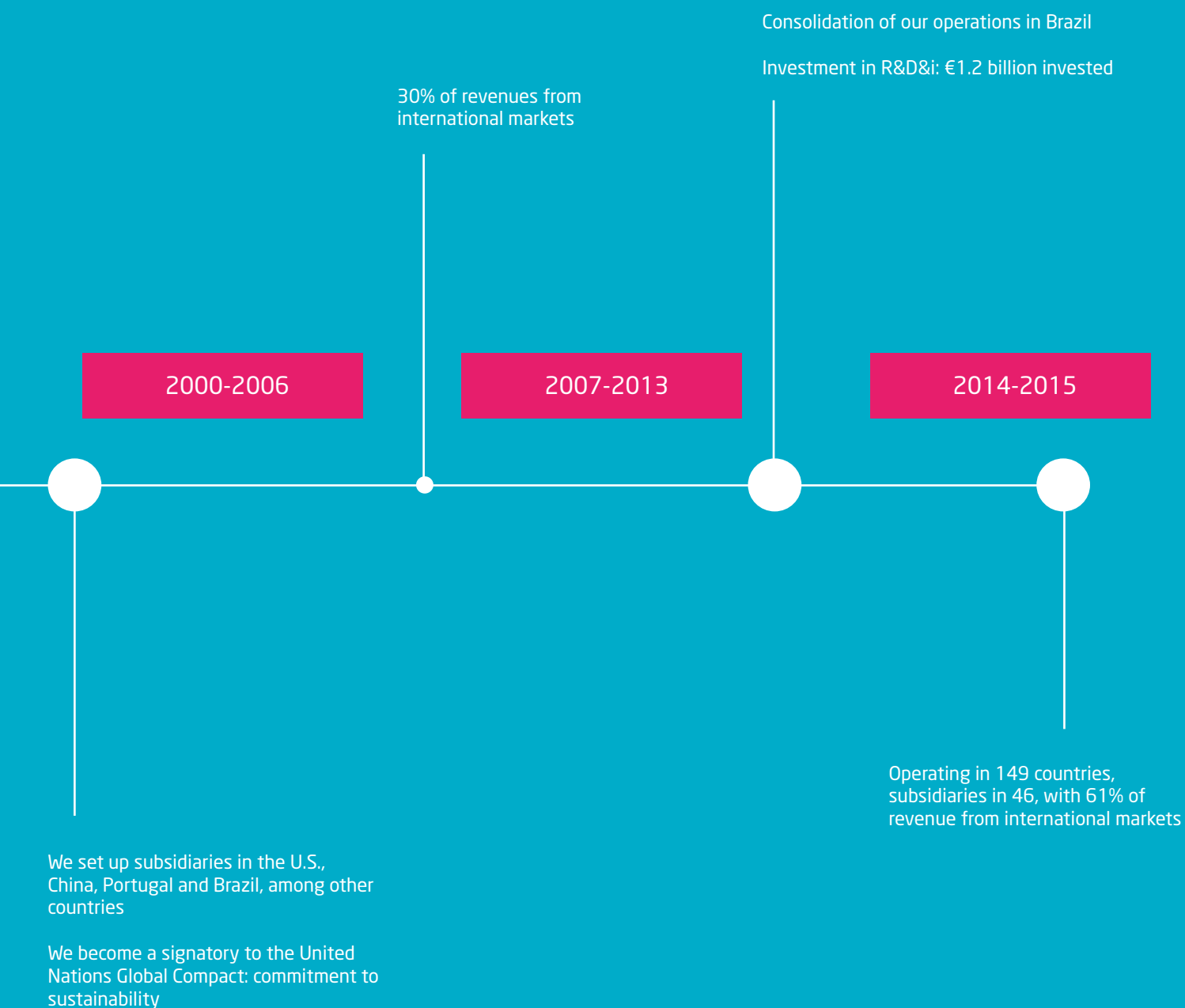
Consultancy and technology worldwide

# A HISTORY **OF INNOVATION**



## **Growing with our clients: commitment and reputation**

Our long-term commitment to our clients has resulted in our strong reputation in the markets in which we operate.



**Corporate governance: united in excellence** Excellence based on practice and the quality of Indra's relationships with shareholders and investors.



## A SUSTAINABLE PROJECT

Revenue:

# €3 billion

Leading  
multinational in  
Spain and Latin  
America

6-8%  
in R&D&i on sales



Among the 4 top European  
IT services companies by  
market capitalization

149 countries

We know how to innovate and apply  
our experience to each solution and  
service we offer. **When faced with a  
challenge, Indra is the solution.**

GLOBAL TALENT

A single spirit

43,000

highly qualified professionals enable us to offer the innovative solutions and services that are our trademark.





# INNOVATION AS A DRIVING FORCE

Innovation is the cornerstone of our business model, the core of our sustainability as a company and the key to differentiation of the solutions and services we offer.

## Cybersecurity

Our cutting-edge technologies and services guarantee the security of assets and organizations

## Virtual learning

We lead innovative projects that will enable virtual training environments to be improved

## Analytics

We help anticipate, improve, and expedite the decision-making process, where managing massive volumes of information and analytic intelligence become a new competitive advantage

## Accessible technologies

We reduce the digital divide for everyone

## Augmented reality

We create new virtual spaces

## Cloud computing

A comprehensive cloud offering from consultancy all the way to the solution

### **Smart Cities**

We offer an integrated response to the new global challenges faced by cities

### **Mobility**

We offer solutions that provide flexibility for accessing the business's information, thereby increasing its efficiency

### **e-Government**

We bring Government closer to the citizens

### **Simulation**

Indra simulators are among the best in the world and hold the maximum category of excellence

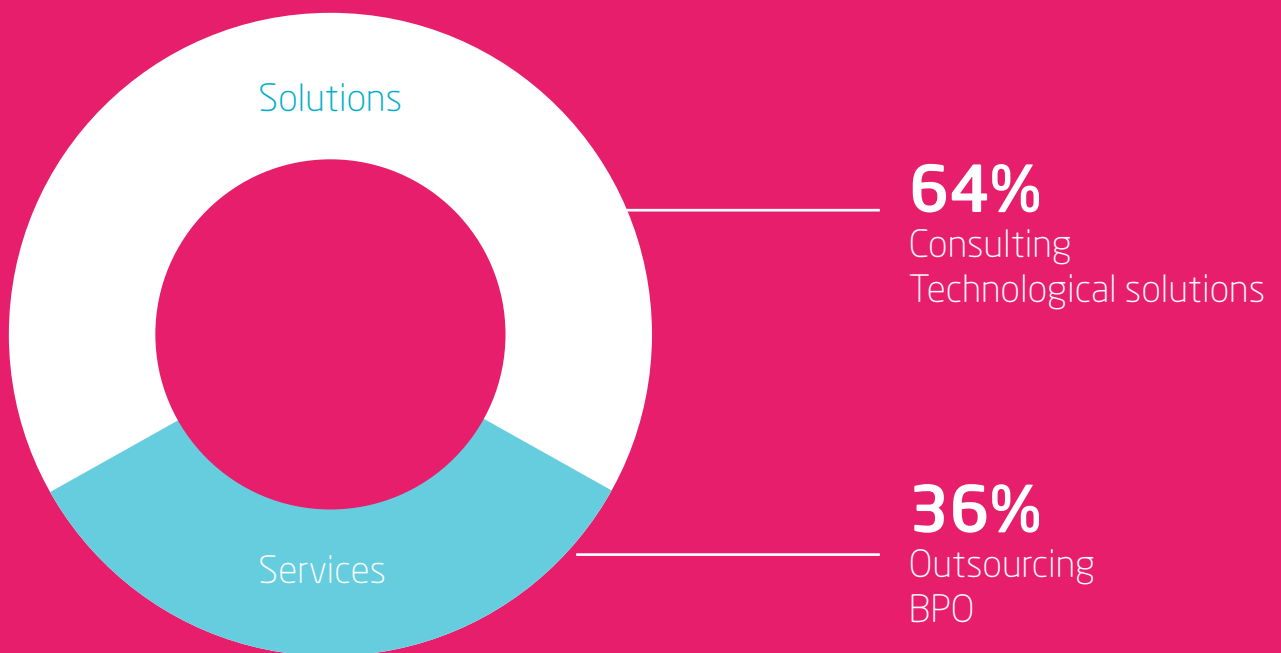
### **At the forefront of unmanned vehicles**

We develop unmanned platforms, prepared for both civilian and military use

## OUR ACTIVITIES

### Offering

Consultancy  
Technology  
Outsourcing



### Markets



**16%**  
Energy and Industry



**11%**  
Telecom & Media



**21%**  
Transport & Traffic



**17%**  
Financial services



**18%**  
Public Administrations  
& Healthcare



**17%**  
Security & Defense





indra

BUSINESS CONSULTING

Transport and  
Logistics

Automotive  
and Industry

Retail/  
consumer  
goods

Energy and  
Utilities

Financial  
Services

Public  
Administration  
and Healthcare

Tourism and  
Leisure

Telecommunications  
and Media

### Offering

#### Business strategy

- Marketing and sales
- Organization
- Innovation
- Client strategy
- Post-merger Integration

#### Business operations

- Operational efficiency
- Analytics & Business Intelligence
- Change Management
- Talent Management
- Supply chain

New paradigms  
New solutions

## TRANSPORT AND TRAFFIC

# The most advanced rail operation, safety and signaling systems

- 
- Offering**
- Airport management
  - Rail management systems
  - Safety and signaling solutions
  - Security management
  - Consulting
  - Traffic control systems for highways, tunnels and toll systems
  - Urban and interurban traffic systems
  - Ports and waterways
  - Outsourcing & BPO



## AIR TRAFFIC



### **Offering**

- Automation and simulation
- Radio aids
- Surveillance
- Communication
- Aeronautical information

4,000 facilities  
in over 160 countries

## PUBLIC ADMINISTRATIONS

3.5 billion voters. Leader in the area of elections with close to 350 processes managed worldwide

### **Offering**

- Judicial management systems
- Integrated tax management
- Cadastral management systems
- E-administration
- Education management system
- Smart Cities
- Consultancy
- Outsourcing and BPO



## HEALTHCARE

33 million people benefit  
from our health systems

### Offering

- Telemedicine
- Center management applications
- Healthcare system platforms
- Healthcare relationship platform
- Consultancy
- Outsourcing and BPO

## DEFENSE AND SPACE

Over 200 simulators in operation  
with over 50 clients, presence in  
more than 19 countries

### **Offering**

- Command and control, communications, computing and intelligence (C4ISR)
- Air defense systems
- Electronic intelligence
- Simulation
- Space and cyberspace



## SECURITY

### i-CSOC Cybersecurity Center, a global benchmark

#### **Offering**

- Cybersecurity
- Border surveillance
- Port traffic management (VTS)
- Citizen security
- Emergency control centers
- Critical Infrastructure Protection (CIP)
- Electronic identity
- Secure communications
- Training systems
- Consultancy





## ENERGY

Over 140 companies  
worldwide rely on our  
technology

### **Offering**

- Water: communication equipment, corporate systems, operational systems, technical systems
- Oil & Gas: hydrocarbon detection, ETRM solutions, SAP Oil
- Smart Energy: renewable energy management, commercial systems, plant management
- Consultancy
- Outsourcing and BPO



A low-angle, upward-looking photograph of two massive, cylindrical industrial storage tanks. The tanks are made of a reflective metal, likely stainless steel, and their curved surfaces catch the light, creating bright highlights and deep shadows. A central vertical ladder or access structure runs between the two tanks, extending from the bottom towards the top. The background is a clear, vibrant blue sky. The overall composition conveys a sense of scale and industrial power.

## INDUSTRY

100 million clients  
managed with our  
customer service  
solutions

### **Offering**

- Airlines
- Consumer goods and fashion
- Construction and Engineering
- Hotels and Tourism
- Manufacturing
- Retail
- Logistics
- Games, Sports, Lotteries and Betting
- Consultancy
- Outsourcing and BPO





## FINANCIAL SERVICES

We provide solutions to meet the technological needs of over 400 clients in 20 countries worldwide

### Offering

- Efficiency and Operations: network efficiency, automation and outsourcing of processes
- Smartbanking: mobility, commercial segmentation, business analytics
- Informational and Risks: Big Data, Solutions for Credit and Operational Risk, recoveries, regulatory compliance
- Core: suite of modular solutions for financial institutions and insurance companies
- Technology: Cloud, architecture, infrastructure, security

# Systems for 280 million clients of mobile operators

### Offering

- Business and Operations Support Systems (BSS and OSS)
- Satellite communications systems
- Audiovisual company management systems
- Digital television services
- New Media Solutions (CMS-Player, Second screen, etc.)
- Consultancy
- Outsourcing and BPO

A decorative graphic consisting of several colored dots (blue, orange, white, pink, teal) arranged in a horizontal line with a larger orange dot above it.

23

Software Labs

A decorative graphic consisting of several colored dots (blue, grey, white, teal, pink, black, light blue) arranged in a horizontal line with a larger pink dot above it.

Solutions and services based  
on innovation and specialization  
to accelerate and optimize our  
clients' results





# 55

**Centers of Excellence**

Advanced R&D&i laboratories where  
we develop the technologies that  
will accompany us in the future

# KEY PROJECTS

## USA

Contactless ticketing technology for the St. Louis MetroLink and subway.

## Mexico

Toll Collection for the Bicentennial Elevated Viaduct.

## Argentina

Single Emergency Coordination and Control Center in Buenos Aires.

## Brazil

Operation and Management System for Petrobras thermal power stations.

## Chile

Technological platform for the Logistical Support Extension Area (ZEAL) of Valparaiso Port.

## Ecuador

Modernization of the judicial system.

## Uruguay

Latest-generation radar for the Uruguayan Air Force.

## Peru

E-business management for the Peruvian company Electro Dunas.

## Germany

Upper air space management systems for Germany.

## Spain

Cybersecurity services for companies and organizations worldwide.

## France

Flight simulators for the Airbus Helicopters center in Marignane.

## Italy

Renewable Energy Control Center for Enel Green Power.

## Latvia

Maritime traffic control in the Baltic Sea.

Operating companies  
in over

46 countries



**Norway**

Vote counting for elections to the Norwegian Parliament.

**United Kingdom**

Technological solutions for leading financial institutions and telecommunications operators.

**Russia**

Air traffic management.

**Turkey**

Remote meter management systems for the leading Turkish electric utility (SEDAS).

**Bangladesh**

Management system for the Central Bank of Bangladesh.

**China**

Implementation of two of the main Chinese air traffic control centers.

**Philippines**

E-health system for the main hospital in the Philippines.

**India**

Access control system for the new subway in Mumbai.

**Morocco**

Technological platform for the Moroccan railroad network.

**Australia**

Business solutions for airlines.

**Malaysia**

Integrated control center for the light subway and monorail in Kuala Lumpur.

**Mozambique**

Power management solutions for the public electricity company.



We undertake projects  
in over

149  
countries



## Central Offices

### Spain

Avda. de Bruselas, 35  
28108 Alcobendas  
Madrid  
T +34 91 480 50 00  
F +34 91 480 50 80  
indracompany.com  
indra@indracompany.com

## Europe, Africa and Middle East

### Germany

The Squire Business Center  
The Squire 12 - Am Flughafen  
60549 Frankfurt am Main

### France

27, avenue de l'Opéra  
75001 Paris

### Italy

Via Umberto Saba, 11  
00144 Roma

### Norway

Olaf Helsets vei, 6  
NO-0694 Oslo

### Poland

Aleje Jerozolimskie, 136  
Eurocentrum Building  
02-305 Warszawa

### Portugal

Estrada do Seminário, 4  
AlfraPark Edifício C Piso 2  
Alfragide  
2610-171 Amadora

### Czech Republic

Karolinská, 650/1  
18600 Prague

### United Kingdom

Regent's Place, 338  
Euston Road NW1  
3BT London

### Algeria

14, Rue des Oliviers  
4ème étage, Les Crêtes Hydra  
16035 Alger

### Kenya

Laxcon House  
Limuru Road 6th Floor  
32443-00600 Nairobi

### Morocco

Parc Technopolis Bâtiment B4  
Rocade Rabat Sale Sala Al Jadida  
11100 Rabat

### Turkey

Büyükdere Cad. 127  
Astoria Kempinsky Residence A Kule  
2101 Sisli  
Istanbul

### Saudi Arabia

Al Khozama Center, 5th Floor  
Office 508 Olaya Street  
53215 Riyadh

### Bahrain

3903, Almoayyed Tower  
60238 Manama

### United Arab Emirates

Hamdan bin Mohammed Street  
Abdulla Bin Darwish Bu  
40245 Abu Dhabi

### Oman

Al Thabit Hotel Apartment Building  
First Floor Near WAVE Muscat  
North Moalah - Seeb  
Masqat

## America

### Argentina

Paraná 1073  
C1018ADA Buenos Aires

### Brazil

Avda. Nações Unidas, 14171  
4 andar Crystal Tower - Morumbi  
04794-000 Sao Paulo

### Chile

Avda. del Valle, 765 Huechuraba  
Santiago de Chile

### Colombia

Calle 96, 13-11  
Bogota

### United States

800, Brickell Ave  
Suite 1270  
33131 Miami  
Florida

### Mexico

Avda. Ejército Nacional, 843-B  
11520 Ciudad de Mexico D.F.

### Peru

Avda. Jorge Basadre, 233  
San Isidro, 15073 Lima

### Uruguay

Buenos Aires, 570  
11000 Montevideo

## Asia Pacific

### Australia

Units 1 & 2, 145 Arthur Street  
Homebush West, 2140 Sydney

### China

803A, Office Building A  
Fortune Plaza 7  
100020 Beijing

### India

14th Floor  
Eros Corporate Tower  
Nehru Place  
110019 New Delhi

### Philippines

Rockwell Business Center  
11 - 12th floors, Tower 1  
Ortigas Avenue  
1600 Pasig City, Manila



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