

The power of technology for a sustainable future

Impact and social value



At Indra we believe in the power of technology to build a more sustainable future

With our technology we enable secure societies and we lead the digital transformation of key sectors

Enabling



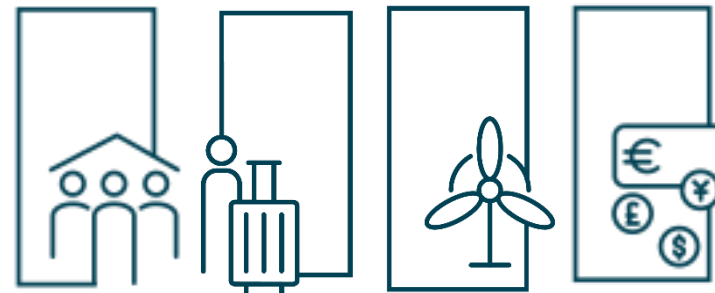
Citizen security and protection
Secure digital transformation

Leading



Innovation and national sovereignty
in Defence

Driving



Reliability of Public Administration,
Mobility, Energy and Financial Services

Fighting



Climate Change

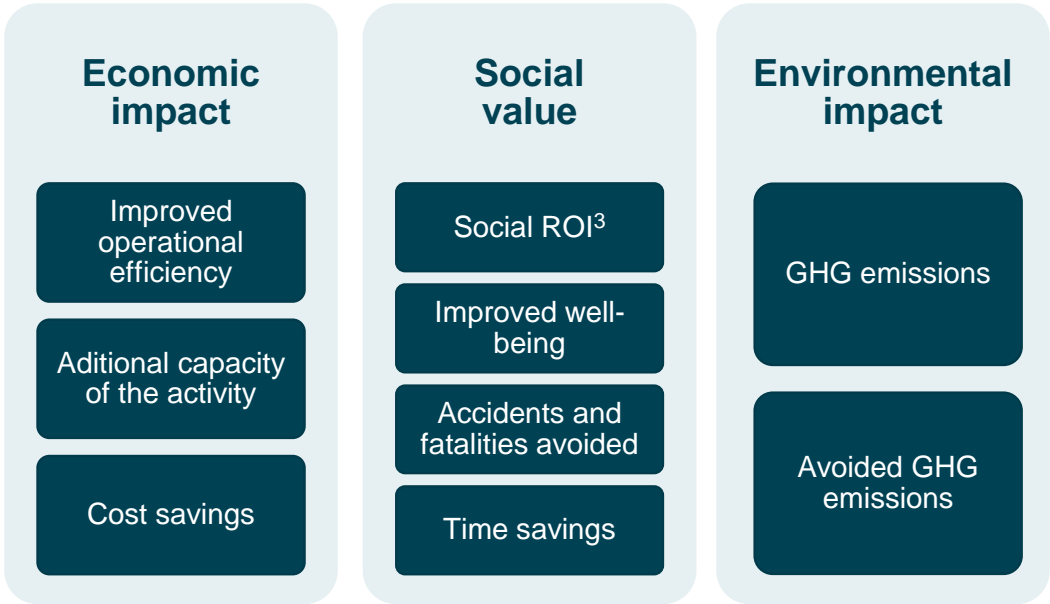
We drive our clients to achieve a positive impact on People and Planet

Solutions that help society to move forward, protecting People and Planet and inspiring others to follow		Citizen security and protection	Secure digital transformation	Innovation and national sovereignty in Defence	Mobility, Energy and Financial Services	Reliability of Public Administration	Climate Change adaptation and mitigation
ATM	Air Traffic Management	✓	✓		✓		✓
Mobility	Ticketing and tolling		✓				✓
	Road traffic		✓		✓		✓
	Railway	✓	✓		✓		
Defence and Security	Defence	✓		✓			
	Security and surveillance	✓		✓			
	Simulation	✓		✓			✓
	Space			✓		✓	✓
Minsait Information Technology	Public Administration and Healthcare					✓	
	Energy		✓		✓		✓
	Financial Services		✓		✓		

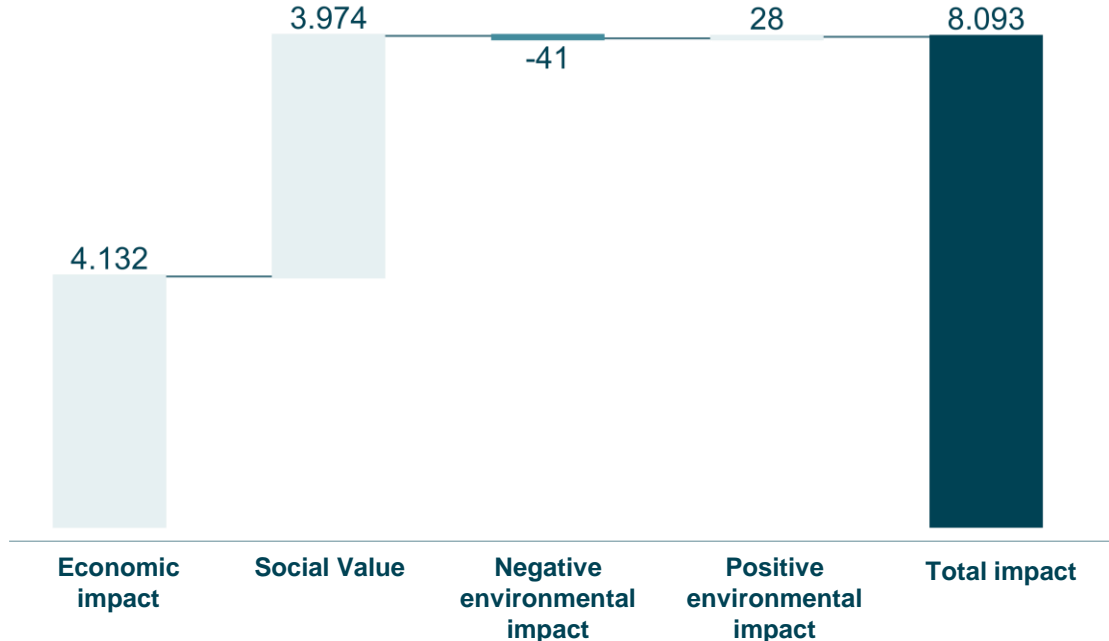
Our impact is not only economic, we also deliver social value and positive environmental impact

The economic **value**¹ of Indra's impact can be estimated quantifying² the **economic effect of externalities**, the **social value** generated and the **environmental impact** of the solutions delivered to customers

KPIs used to monetize Indra's value



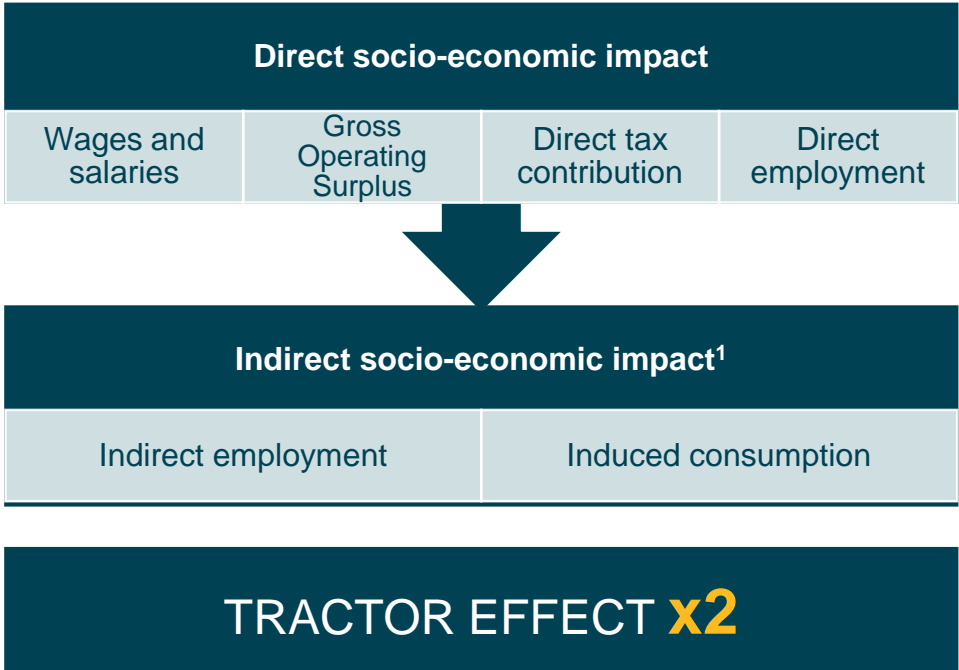
Indra impact balance sheet (M€)



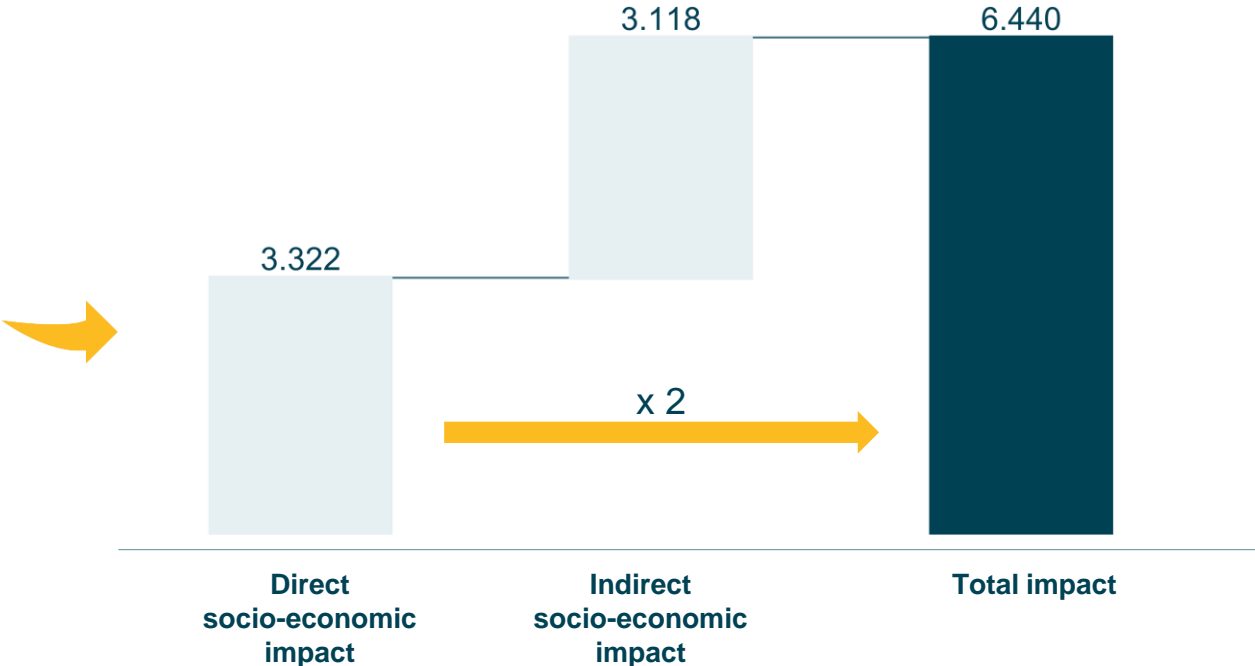
Due to its large scale and global reach Indra has a tractor effect on the economy and employment

As a leading global technology and consulting company with **+56,000 professionals** and operations in **+140 countries**, Indra also has an **amplifying effect x2 greater** than its direct socio-economic impact

KPIs used for monetization of Indra's tractor effect



Components of Indra's impact as a company (M€)



Case studies

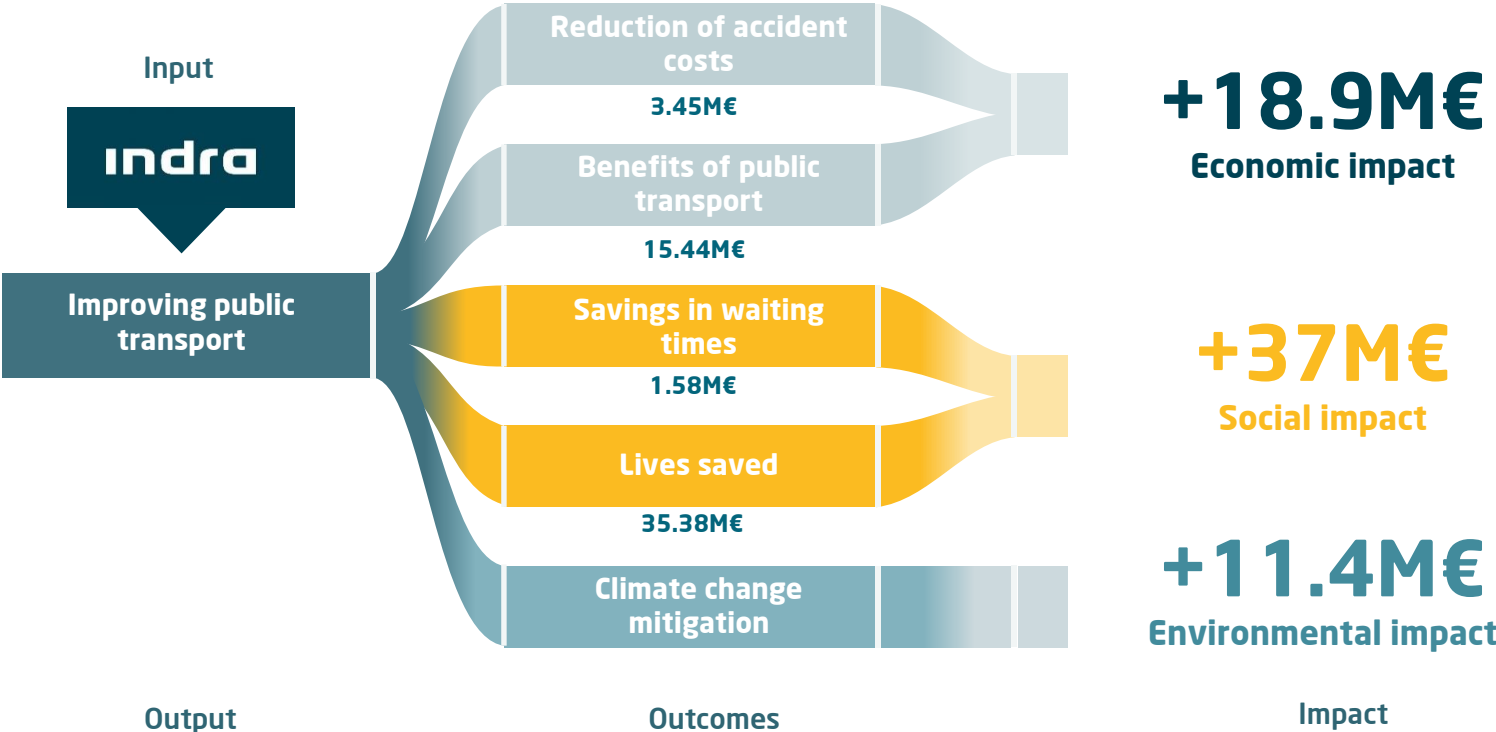
Illustrating the impact of
Indra's solutions

We contribute to safer and more efficient mobility with public transport solutions

Worldwide millions of passengers move safely with Indra's technology



Our mobility systems **reduce accidents**, optimize routes and **improve mobility flow**, and reduce polluting emissions thus contributing to the **dynamisation**, safety and sustainability of the transport sector.



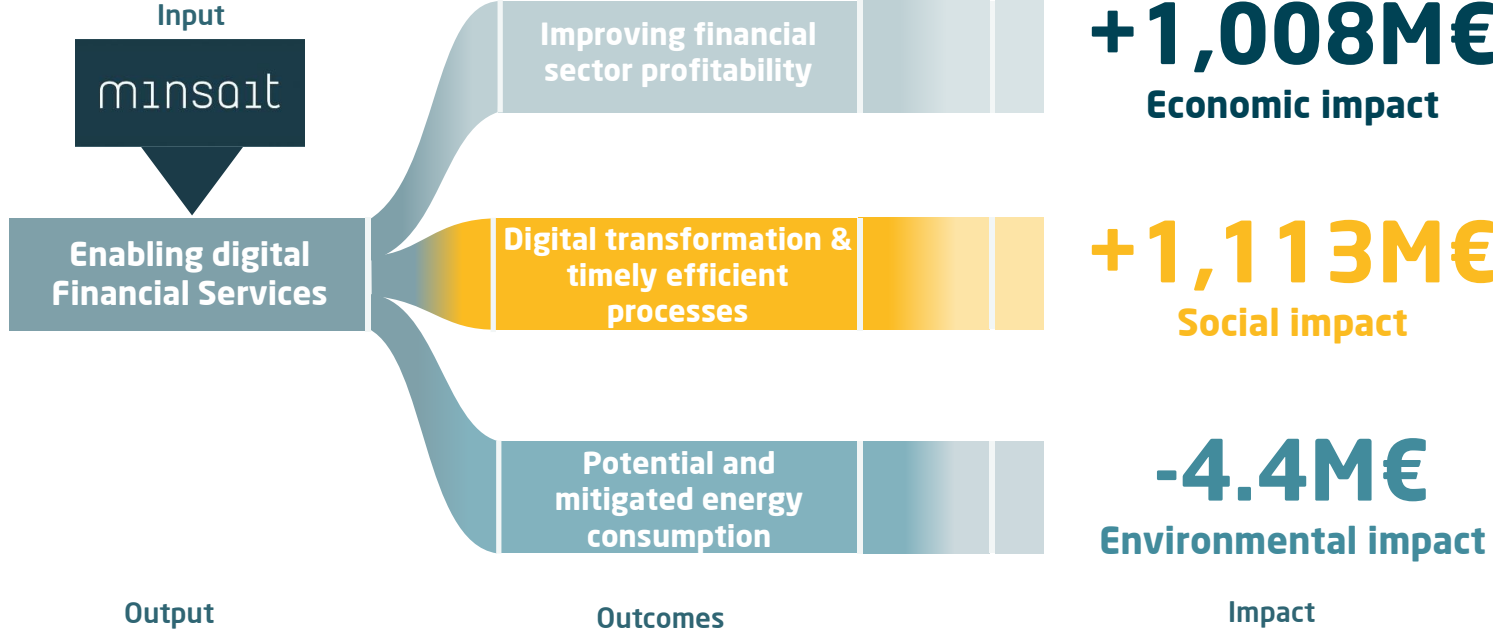
The proxies used to calculate the **social value** of Indra's mobility solutions include the value of **people's safety and road safety**¹, the **value of people's time**² and the **social cost of carbon**³.

With its digital solutions Indra accelerates the transformation of banking and insurance

+200M customers use bank cards managed by platforms developed by Minsait, Indra's IT subsidiary



The **cloud services** offering for the **banking sector**, makes it easier for institutions to generate **new business** or launch digital products in a very **agile** way and **from scratch**.



The **social value** of Minsait IT solutions for the financial sector has been estimated using proxies such as the **economic** and **social return on investment in digitization** based on the **SROI**¹ and the **social cost of carbon**².

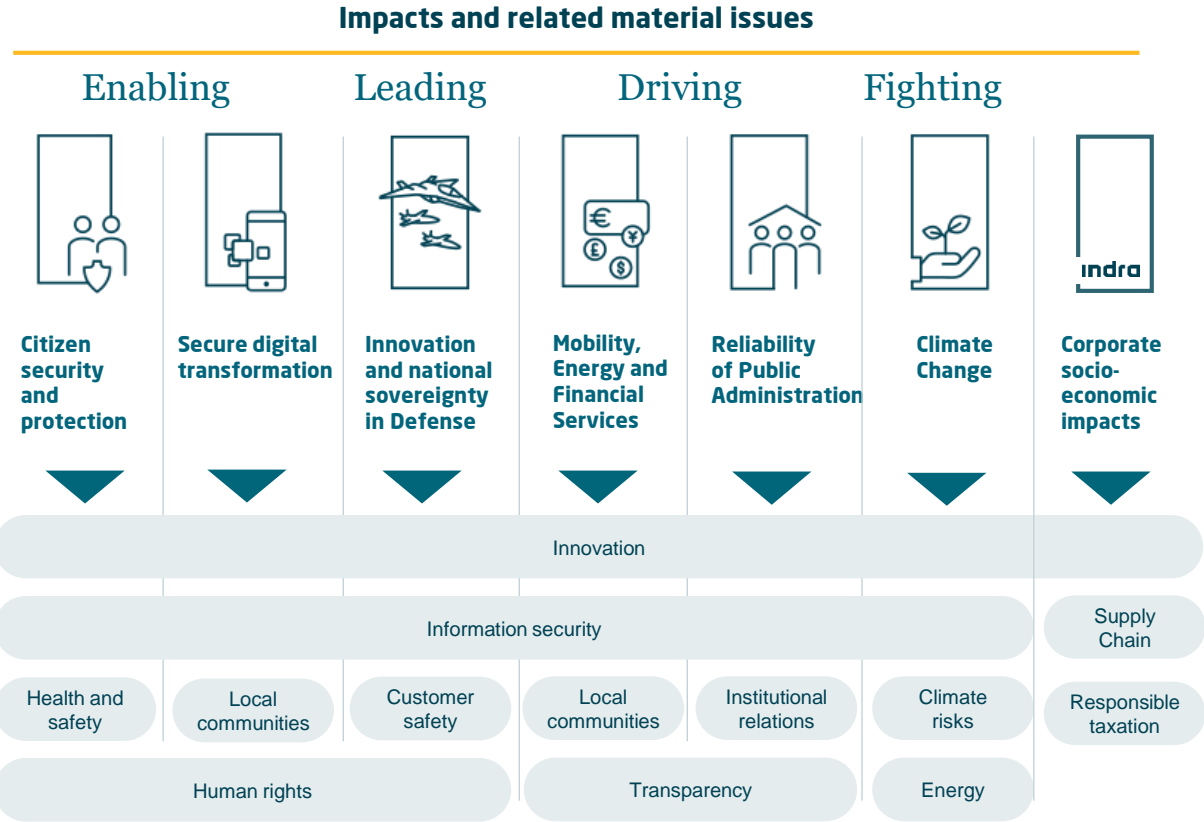
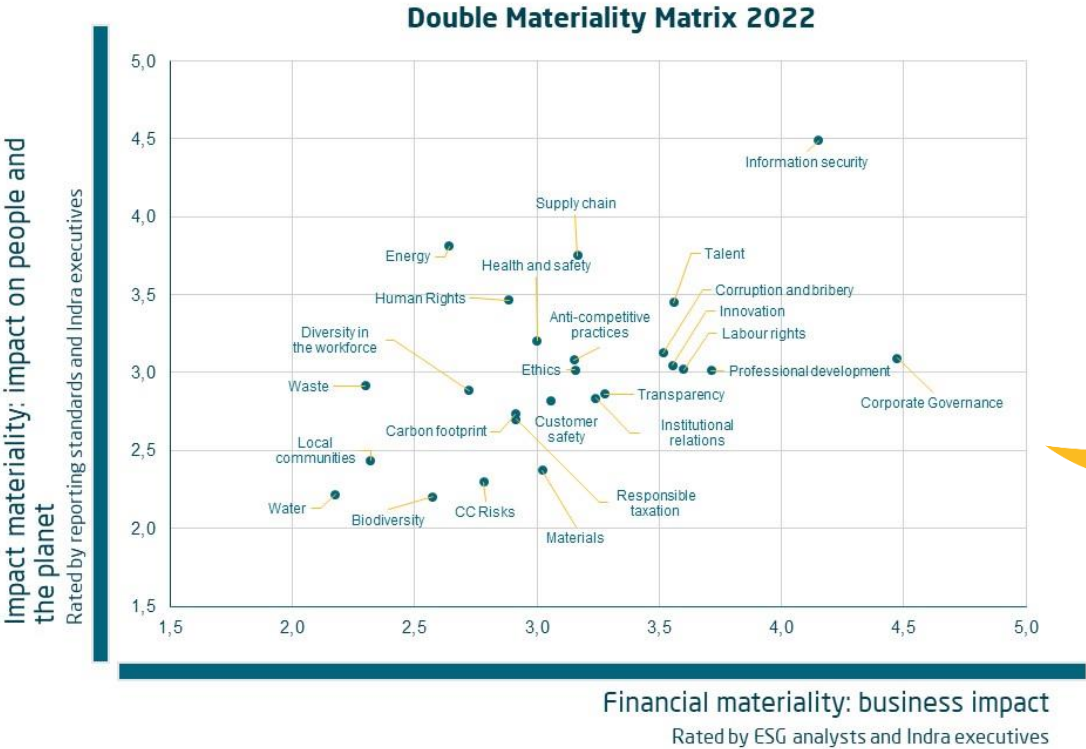
1. SROI: Social Return on Investment. Data based on UK Department for Digital, Culture, Media and Sport in line with other sources (Strategy&); 2 . Social cost of carbon (University of Chicago): economic cost of an additional tonne of CO2 emitted to the atmosphere for economic activities, social welfare and ecosystems.

Annex

Methodologies used

The “double” materiality analysis is the basis for impact analysis

The impact analysis starts from the impacts identified in the double materiality analysis, and is also complemented with an in-depth analysis of the main externalities of the company.

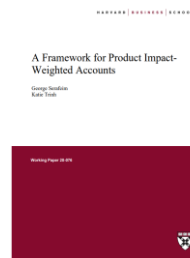


The methodology used is a combination of international frameworks and best practices

For the **quantification** of the **impacts**, the **reference methodologies** in this field have been used. The analysis has been carried out in the following sequence:

- 1 Impact identification**
Based on Indra's **double materiality matrix** and a specific analysis based on the company's **portfolio of solutions**.
- 2 Academic research of reference proxies**
Internal impact KPIs and monetization proxies or impact multipliers, which allow non-financial magnitudes to be valued and expressed in monetary terms, have been collected. Some of the proxies used have referred to **SROI**, **cost-based** approaches, **revealed or stated preference methods** and other relevant literature.
- 3 Calculation of net impacts**
Both **positive and negative** - and, in this case, potential and mitigated - **impacts** have been calculated, in order to estimate the **net value** generated by the company.

The basis of analysis: impact monetization methodologies



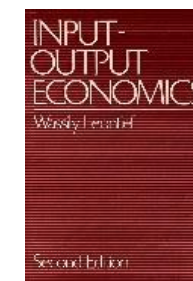
IMPACT WEIGHTED ACCOUNTS
Harvard Business School



METHODOLOGY – IMPACT STATEMENT
Value Balancing Alliance



NATURAL CAPITAL PROTOCOL
Natural Capital Coalition



INPUT OUTPUT MODEL
W. Leontief

In addition to these sources, other frameworks such as **SROI**¹ (Social Value UK), **Measuring Impacts and Social and Human Capital Protocol** (WBCSD² and Capitals Coalition), **LBG**³, **IRIS**⁴, **IMP**⁵ and **WEF**⁶ have been taken into account.

indra
At the core