

A stylized world map in light blue with darker blue curved lines representing flight paths or global connectivity. The map is centered on the Atlantic Ocean, showing the Americas, Europe, Africa, and parts of Asia and Australia.

Corporate presentation

# A GLOBAL INNOVATION COMPANY



**indra**

## WHO WE ARE

The premier Consulting and Technology company in Spain and a leading multinational in Europe and Latam

# Own solutions and technology

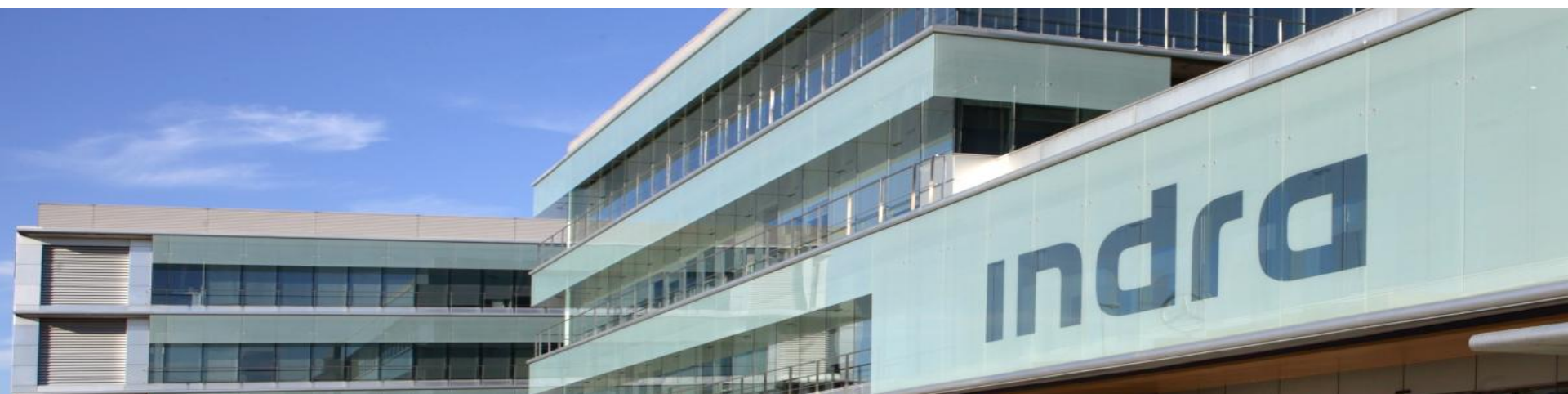
R+D+i: 6%-8% revenues

Differential business model based on **Innovation**

Revenues: M3,000€

42,000 professionals

128 countries



## HISTORY

93-97

- Consolidation of business model

98-02

- Growth and profitability
- IPO

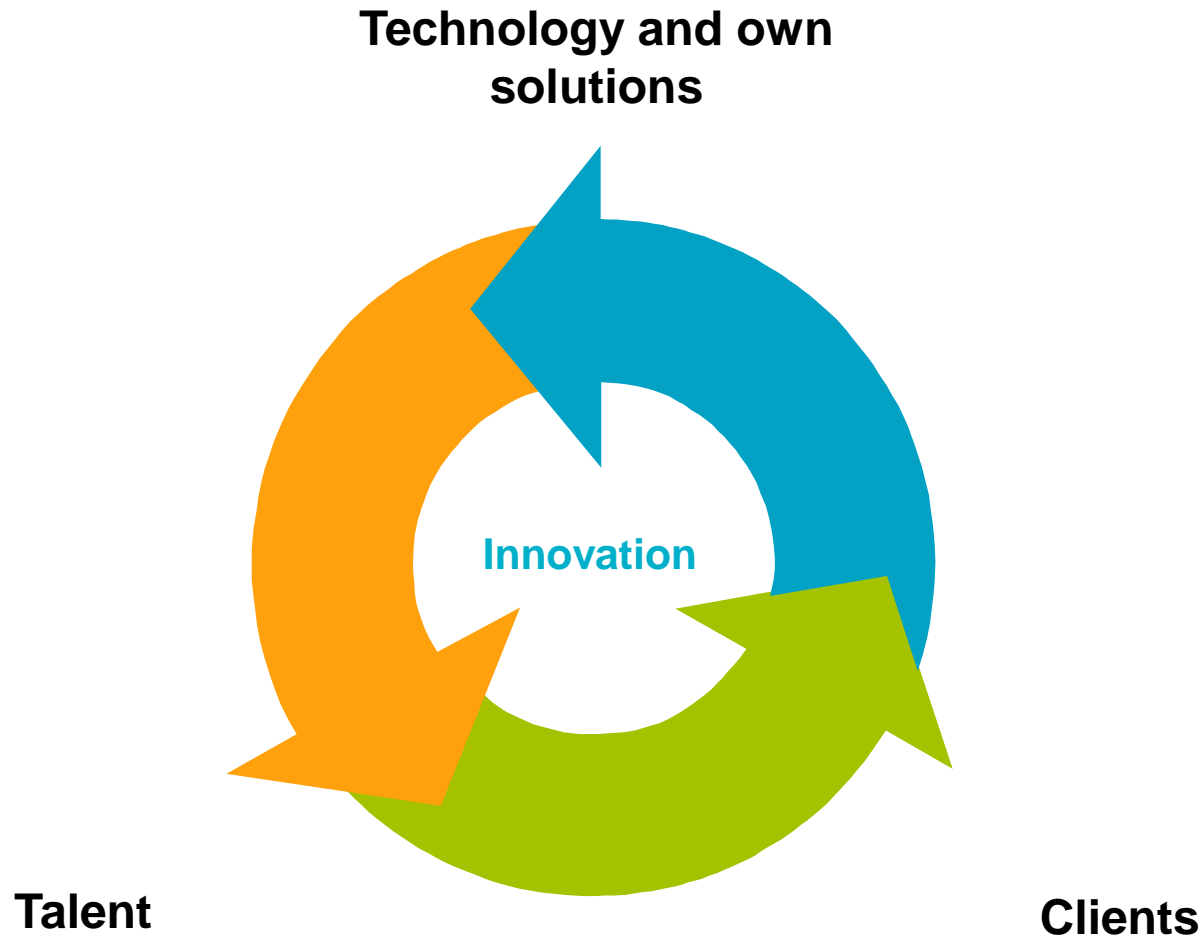
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- Compete anywhere in the world

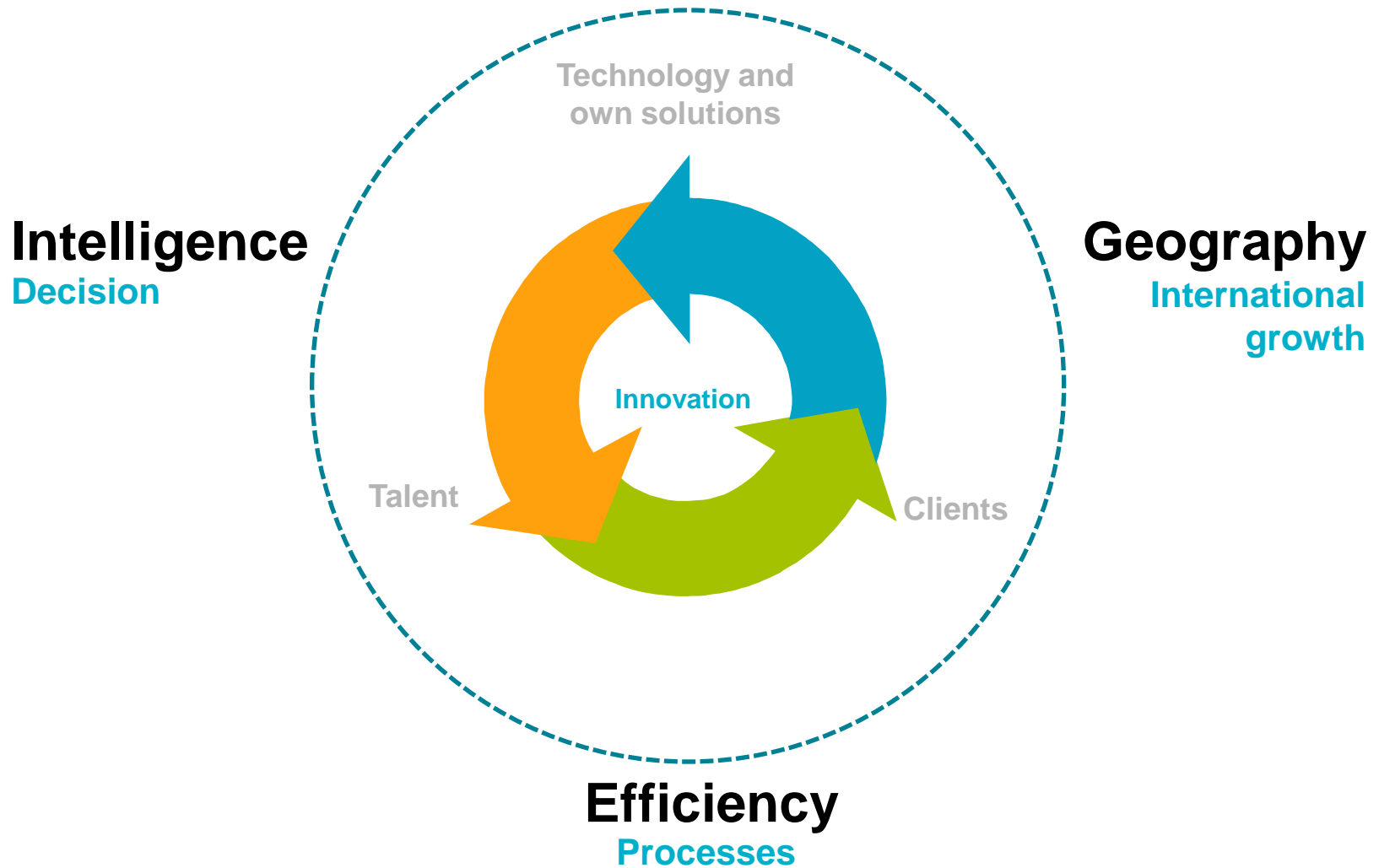
08-12

- A global company:  
Commercial - Production - HR.

## A DIFFERENTIAL BUSINESS MODEL...



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



# OPEN ORGANIZATION

**42,000**

profesionals

- 83% graduates and higher qualifications

**+200**

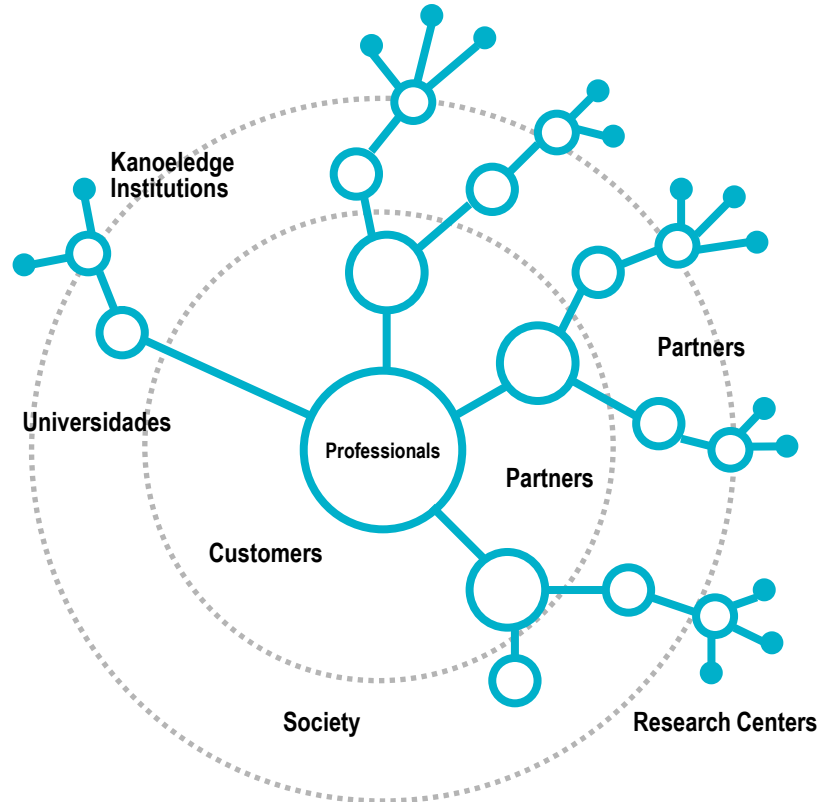
universities and research centres

**202** alliances with partners

collaboration agreements with foundations and associations

## Innovation and sustainability

**2012 R&D Expending: €193 M**



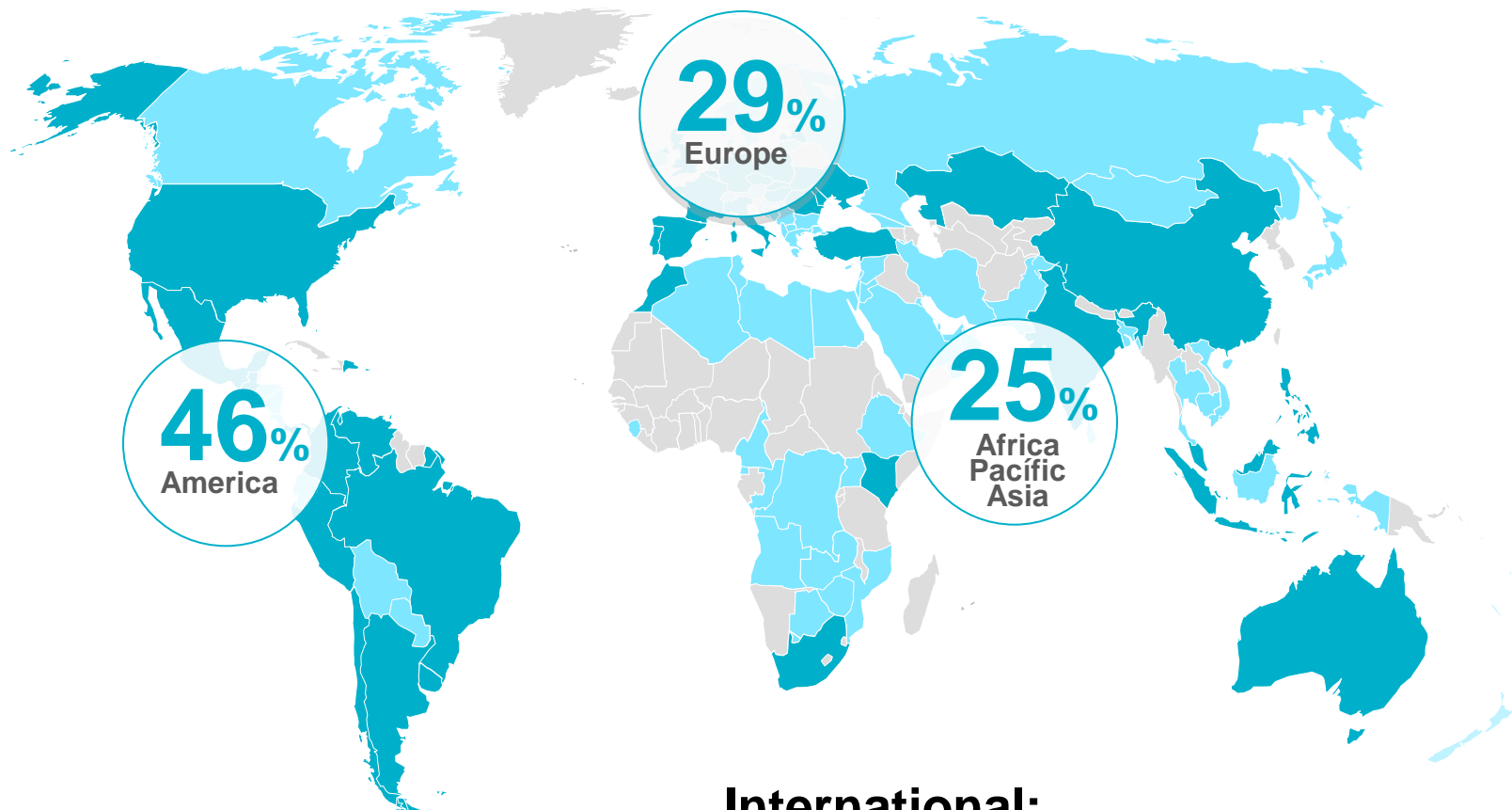
**2<sup>nd</sup>** IT European company by investment in R+D

**1<sup>st</sup>** IT Services and Internet company in Dow Jones Sustainability Indexes

**Dow Jones Sustainability Indexes**  
Member 2010/11

**ASPI**  
Corporate Responsibility  
Prime  
rated by ekom research  
**EL PACTO MUNDIAL**

# GLOBAL PRESENCE...



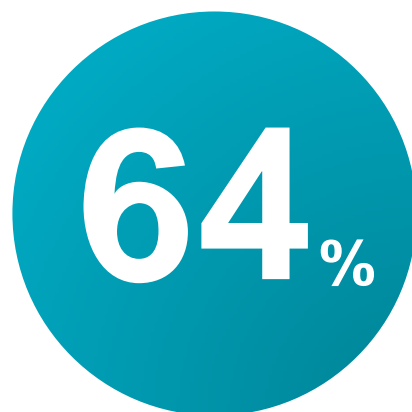
**International:**  
**57% revenues - 18,000 professionals**

 Projects in 128 countries

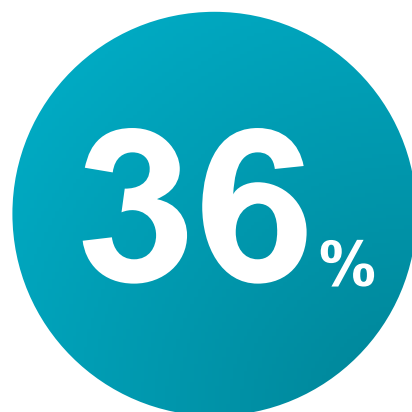
 Operating subsidiaries in 45 countries

## ... AND COMPLETE OFFER

## Offering

**Solutions**  
**Think & Build**

- Consulting
- Technology solutions

**Services**  
**Operate**

- IT Outsourcing
- BPO

## Markets



Energy &amp; Industry

16%



Financial Services

16%

Public Administration  
Healthcare

18%



Telecom &amp; Media

13%



Transport &amp; Traffic

23%

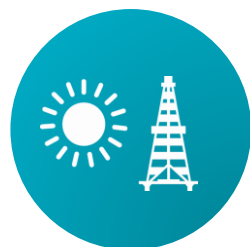


Security &amp; Defence

16%



# ENERGY & INDUSTRY



## Over de 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 (Marruecos)	ENRESA
FCC Aqualia	Merallo (Filipinas)	Altadis
Elektro (Brasil)	Petro Peru	Ford
Grupo EDF	KPLC (Kenya)	Carbueros Metálicos
Grupo PP&L	ADP (Portugal)	SidMed
GALP	Ecopetrol (Colombia)	Prosegur
Ence	CEZ (Chequia)	Cobega
Petrobras	AES (Camerún)	AENOR
		Renault

# 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 ADMINISTRATIONS & HEALTHCARE



## 500.000 electronic prescriptions managed every day with our systems

- Over **350 election processes** y **3.000 billion voters**
- Over **5.000 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	Ministry of the Interior (Portugal)	Colombia National Registry
Government of Andalucía	Ombudsman	The Greater London Authority
Government of Canary Islands	Ministry of Healthcare in Chile	Oslo Kommune
Government of Valenciana	Philippines Supreme Court	Angola National Election Commission
Andalusia Health Service	Algeria General Tax Directorate	
Castilla -La Mancha Government		

# TELECOMMUNICATIONS & MEDIA



Systems for  
**280 million mobile**  
operator clients

- Solutions and services for 4 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  
Vodafone  
Orange  
VIVO  
Portugal Telecom  
TMN  
ONO  
Retevisión  
Supercable

Prisa  
Optimus  
Anacom  
British Telecom (BT)  
France Telecom  
Jazztel  
R  
Sogecable  
AOL

Grupo RTVE  
Telecinco  
Antena 3  
Marcatel  
ETB  
El Mundo  
Recoletos  
Endemol  
Comcel

# TRANSPORT & TRAFFIC



## Over 3.000 air traffic control Installations in 140 countries

- Over 100 cities around the world entrust the management, safety and development of their transport networks to Indra
- Over 40 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 4.200 kms 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
Spanish Army	Venezuela	Airbus
Spanish Navy	National Guards	EADS
Spanish Air Force	Barcelona port authority	MBDA
NATO	Ministry of Defence in New Zealand	General Dynamics
Eurofighter	Ministry of the Interior in Spain	Lockheed Martin
Hispasat	Guardia Civil	Hong Kong Sea Police
US Navy	Bank of Spain	Ministry of the Interior in Rumania
German Navy	AENA	Ministry of Defence in Latvia
Portuguese Air Force	ADIF	Panama
Government of Mexico		Sea Authority
BBVA		



**AMBITION** determination

clear goals **STRATEGY** commitment  
team  
entrepreneurial organization **Talent**

**OPEN** profitability team own solutions



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