RESULTS 1Q15

MADRID, MAY 11TH 2015

www.indracompany.com

CONTENTS

1. INTRODUCTION

MAIN MILESTONES

- Indra's revenues decreased by -5% in local currency, due to seasonality in the Elections Business. Excluding this impact, the underlying growth is +5%. Revenues in Spain grew +5% (third consecutive quarter of positive growth rate)
- Recurring EBIT margin falls 7.2 pp. to 0.5% (vs. 7.7% 1Q14), basically because of the overruns in specific projects in Brazil and Lithuania, and the calendar effects associated with the Elections. These two issues represent 6.6 pp. of the fall.
- FCF totaled -€79m, versus €21m in 1Q14. This divergence is caused by the two specific issues aforementioned and the extraordinary collection from the execution of the plan to regularize pending payments to suppliers by Spanish Public Administrations that took place in 1Q14.
- New compensation scheme for Senior Management and Board of Directors aligned to International Standards and the new Code of Good Governance, with a higher weight of Variable Remuneration and shares, and more linked to the completion of Free Cash Flow, EBIT and Order intake targets.
- Considering 2014 results, the Board of Directors has resolved not to submit a proposal of dividend distribution with a charge to unrestricted reserves.
- The company will host an Investor's Day on July 8th to outline its strategic lines, operating plans, and medium term financial indications.

1Q15 RESULTS

Strong impact of seasonality and higher costs in certain projects (Brazil and Lithuania) negatively affecting the performance of the first quarter of 2015

- The results are negatively affected by the seasonality in the Elections Business and the losses in certain projects in Brazil (Financial Services and PPAA) and Lithuania (Railway Traffic)

Underlying revenue growth of +5%, once excluded seasonality

- Reported revenues decreased by -5% in local currency due to the seasonality of elections
- Revenues in Spain increased by +5%, implying third consecutive quarter with positive growth figures
- Revenues in Latam maintained similar levels compared to 1Q14
- Revenues in AMEA fell by -46% due to the calendar effects impacting the Elections business
- Order intake down by -11% as a result of the declines in Latam and AMEA, even though the book-to-bill ratio remains stable in 1.28x (vs. 1.27x in 1Q14).

Operating margin erosion versus the first quarter of 2014 due to seasonality and the losses on certain projects in Brazil and Lithuania

- Recurring EBIT margin fell 7.2 pp. to 0.5% (vs. 7.7% 1Q14). Challenging dynamics (price pressure and non optimal cost structure) persists in Spain, while our activity in Latam is suffering from the weak macro and execution problems. Besides, we kept our commercial effort for new markets (basically AMEA).

- In more detail, the incurred overruns in the execution of certain projects in Brazil and Lithuania, along with the seasonality of Elections justified 6.6 pp. of the margin deterioration versus last year.
- The increase in the Operating Costs and less weight of Solutions vs. Services explains the remaining 0.5 pp. of margin drop.

Net recurrent income has been -€16m, which compares with +€36m in the first quarter of 2014

Cash generation affected by the weak operating performance and calendar effects

- Net Working Capital is 86 of equivalent days of sales (DoS), comparing to 81 DoS in FY14.
- FCF stands at -€79m versus +€21m of 1Q14 as a result of the worse operating performance, overruns in Brazil and Lithuania, non-recurrent effects like the plan to regularize pending payments to suppliers by Spanish Public Administrations, and the seasonality of the Elections segment.

Net debt rises to €741m (+12%) from €663m in FY14

- Average cost of debt is +4.3%, improving in 0.9 pp. compared to the same period of the last year.

2. MAIN FIGURES

INDRA	1Q15 (€M)	1Q14 (€M)	Variation % Reported/Local Currency
Order Intake	934	1.046	(11) / (12)
Revenues	702	728	(4) / (5)
Backlog	3,726	3,704	1
Recurrent Operating Profit (EBIT) (1)	3	56	(94)
Recurrent EBIT margin (1)	0.5%	7.7%	(7.2) pp
Non recurrent costs	(4)	(5)	(19)
Net Operating Profit (EBIT)	(1)	51	(102)
EBIT margin	(0.1%)	7.0%	(7.1) pp
Recurrent Net Profit (1)	(16)	36	(146)
Net Profit	(20)	31	(162)
Net Debt Position	741	607	22
Free Cash Flow	(79)	21	--

Earnings per Share (according to IFRS)	1Q15 (€)	1Q14 (€)	Variation (%)
Basic EPS	(0.119)	0.192	(162)
Diluted EPS	(0.100)	0.181	(155)
Recurrent diluted EPS (1)	(0.083)	0.204	(141)

(1) Before non-recurring costs

Basic EPS is calculated by dividing net profit by the average number of outstanding shares during the period less the average treasury shares of the period.

Diluted EPS is calculated by dividing net profit (adjusted by the impact of the €250m convertible bond issued last October 2013 with a conversion price of €14.29), by the average number of outstanding shares during the period less the average treasury shares of the period, and adding the theoretical new shares to be issued once assuming full conversion of the bond.

The average number of shares used in the calculation of the EPS and dilutive EPS for treasury shares, total number of shares, and theoretical shares to be issued related to the convertible bond, are calculated using daily balances.

At the close of the period, the company held 137,405 treasury shares representing 0.08% of total shares of the company.

	1Q15	1Q14
Total number of shares	164,132,539	164,132,539
Weighted treasury stock	196,358	80,080
Total shares considered	163,936,181	164,052,459
Total diluted shares considered	181,430,933	181,547,211

3. ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

INCOME STATEMENT

- Revenues were €702m, decreasing by -5% in local currency (-4% in reported terms) negatively affected by the seasonality of Elections, with a strong impact in an isolated quarter; that it is expected to be mitigated throughout the year. Excluding Election's impact in 1Q14 (basically in AMEA and Latam), revenues would have increased by +5%.
- Other income stands at €33m versus €16m of 1Q14 due to the accounting of the R&D subsidies for finalized projects. Excluding this impact, Other Income would have reached similar levels than in 1Q14.
- Operating expenses (OPEX) reached €701m, which represents a growth of +4% respecting 1Q14 (€673m), due to the increase of Materials consumed and Other operating expenses (+7%) as a consequent of the overruns aforementioned in Financial Services and Transport & Traffic. Despite the increase in Indra's workforce (+5%), Personal expenses are similar than the ones reported in 1Q14.
- Contribution margin (9.0%), decreased -6.0 pp. versus 1Q14:
  - Contribution margin in Solutions (9.0%) has decreased -7.9 pp. versus the same period of the previous year as a result, among other things, of the deterioration of the activity in Latam (especially in Brazil because of the overruns incurred in certain contracts in FFSS and PPAA), the lower component of Elections and the specific problems in Lithuania.
  - Contribution margin in Services was 8.9%, -2.8 pp. lower versus 1Q14, as pricing pressure in some verticals and geographies (mainly in Spain and Latam) remains.
- D&A reached €31m in 1Q15 versus €15m in 1Q14 as a result of the application and amortization of the corresponding subsidies to R&D finalized projects. Excluding this impact, D&A would have been similar to the one registered in 1Q14.
- Recurrent operating profit (EBIT before non-recurring costs) accounted for €3m versus €56m in 1Q14, with a recurrent operating margin of 0.5% (vs. 7.7% in 1Q14). This fall of 7.2 pp. in the profitability of the company has been caused, among other things, by the following issues:
  - Seasonality of Elections, with a relevant positive contribution to the profitability in 1Q14 (especially in Latam and AMEA).
  - Overruns in Brazil, basically in verticals such as Financial Services and Public Administrations. The problems are caused by the overruns incurred in some implementations of third-party solutions in Financial Services (already mentioned in previous results' publications), and the project management of SAP implementation. A number of management actions are already in place to put these projects back on track.
  - Recently incurred overruns in a specific railway traffic management project in Lithuania, where the changes in the initial terms of the contract have produced a relevant drop in the associated profitability of the project, which is expected to be recovered in new orders in the coming years.
  - The increase in the Structure and Operative costs.
- Despite the rise in Net Debt, financial expenditures slightly decrease (€12.6m versus €13.2m in 1Q14) due to the fall of 0.9 pp. to 4.3% achieved in the average cost of debt.

- Share of profits of associates and other investees reached -€2.0m versus €3.4m in 1Q14. The difference is explained by the extraordinary result of +€3.9m that happened in 1Q14 regarding a more favorable agreement reached with Indra Italia's minorities related to the final payment to be paid in May 2016 (€3.7m) for its 22.5% stake.
- Despite the negative Profit Before Taxes, the company has reported Taxes of €4.1m given the limits for the application of the tax credits generated in subsidiaries like Brazil.
- Attributable (recurrent) profit (excluding non-recurring costs) reported -€16m, versus a positive result of €36m in 1Q14.
- Net Profit reached -€20m.

BALANCE SHEET AND CASH FLOW STATEMENT

- Free cash flow during the 1Q15 totaled -€79m versus €21m en 1Q14 due to, basically, the worse operating evolution, some positive extraordinary effects incurred in 1Q14 that did not occur in 1Q15 which generated a higher working capital, while other operating changes improved respecting to 1Q14.
- Free Operating Cash Flow stands at €5m, instead of the €58m in 1Q14 due to the impaired operating profit.
- Net Working Capital has increased to €684m, which represents 86 days of equivalent LTM sale. This level is higher than the 81 days of sales reported at the end of 2014.
- It is important to recall that during 1Q14 a few extraordinary payments took place, of which we highlight:
    - €40m due to pending payments of the regularization plan for Spanish Public Administrations to suppliers.
    - €55m of net collection of the support project of the elections in Iraq.
- Additionally, it is important to highlight that the net working capital at the end of the first quarter traditionally has been higher than the one achieved in the four quarter given the working capital cycle among our clients. It is expected that during the second and third quarter the net working capital in days of sale would increase versus current levels, and that it will sequentially decrease in the fourth quarter.
- Outgoing cash associated to Other operating changes increased to €26m, decreasing €38m vs. 1Q14. This fall is explained by the 1Q14 payment of the remuneration plan and externalization of the pension fund to Senior Management (€28m).
- Income tax raised to €8m, versus the €4m reported in 1Q14 because of a higher refund of taxes coming from paid taxes in previous years took place.
- Intangible investments (net of the charge in grants) have been €7m, slightly higher than in the same period of last year of €4m.
- Payments for tangible assets reached €2m, versus €5m recorded in 1Q14.
- Financial investments involved a payment of €0.4m.
- Net debt position at the end of 1Q15 amounted to €741m (higher than the €663m in FY 2014), equivalent to 3.2x LTM recurrent EBITDA.
- In 1Q15 the balance of the non-recourse factoring lines amounted to €173m, falling €14m compared to the €187m in FY2014.

HUMAN RESOURCES

Total workforce at the close of 1Q15 stood at 39,155 employees, slightly higher than the first quarter of 2014 (+5%); it is worth noting the growth in Spain (+6%), and AMEA (+18%). Spain grows because of the beginning of some services projects intensive in resources; AMEA faces a growth in Philippines due to the development strategy carried out in an offshore factory in the country as well as the higher needs of resources in the north of Africa.

Final Workforce	1Q15	(%)	1Q14	(%)	Variation (%)
Spain	21,746	56	20,593	55	6
Latam	14,081	36	13,672	37	3
Europe & North America	1,818	5	1,767	5	3
Asia, Middle East & Africa	1,510	3	1,285	3	18
TOTAL	**39,155**	**100**	**37,317**	**100**	**5**

4. ANALYSIS BY SEGMENT

SOLUTIONS

	1Q15 (€M)	1Q14 (€M)	Variation (%) Reported	Variation (%) Local Currency
Order Intake	563	643	(12)	(13)
Revenues	433	467	(7)	(8)
Book-to-bill	1.30	1.37	(5)	
Backlog / Revs LTM	1.49	1.39	7	

- Revenues have decreased by -8% in local currency (-7% in reported figures), which represents 62% of the company's total sales (vs. 64% in 1Q14).

  The evolution has been impacted by Elections' business weight during 1Q14. Excluding this impact, revenues would have grown +6% annually.

  By geographies, Spain is up +20% while AMEA & Latam reduce there activity versus 1Q14.

  By verticals, it is worth highlighting the performance of Transport & Traffic (with double digit growth), followed by Telecom & Media, and Financial Services.

- Order Intake was 30% above sales, declining -13% in local currency. However, order would have had a flattish performance excluding the impact from the Election's business. By regions, Spain delivers double digit growth rate, mainly from the strong evolution in Transport & Traffic and Defence.

- Order Backlog amounts at €2,755m, which represents a decrease of -5% in reported terms. Book to bill ratio of last twelve months has increased by +7% to 1.49x (vs. 1.39x in 1Q14).

SERVICES

	1Q15 (€M)	1Q14 (€M)	Variation (%) Reported	Variation (%) Local Currency
Order Intake	370	403	(8)	(10)
Revenues	269	261	3	2
Book-to-bill	1.38	1.54	(11)	
Backlog / Revs LTM	0.92	1.06	(13)	

- Revenues have increased by +2% in local currency (+3% in reported figures).

  Latam and Europe reached positive growth in local currency, while Spain is affected by Telecom & Media weakness, which is expected to stabilize and improve in coming quarters.

- Order Intake decreased by -10% in local currency (-8% in reported terms) affected by the weaknesses in the verticals of Telecom & Media (-41%) and Energy & Industry (-23%). We expect this trend to stabilize in the following quarters.

- Order Backlog decreased to €971m, representing 0.92x LTM sales as a consequence of the execution of multi-year projects contracted in previous years.

5. ANALYSIS BY VERTICAL

REVENUES	1Q15 (€M)	1Q14 (€M)	Variation (%)	
			Reported	Local Currency
Energy & Industry	116	115	0	(2)
Financial Services	133	125	7	6
Telecom & Media	73	84	(13)	(14)
PPAA & Healthcare	105	145	(27)	(29)
Transport & Traffic	153	132	16	15
Security & Defence	122	128	(4)	(4)
TOTAL	**702**	**728**	**(4)**	**(5)**

Energy & Industry

- Revenues in Energy & Industry vertical has decreased by -2% in local currency (flat in reported terms).
- Energy segment has had a positive performance (+3%), due to the good evolution of Indra's proprietary solution for Oil & Gas in Latam, and the solid positioning of our key commercial offering in Electricity (generation, distribution control and commercial systems).
- Despite the good performance of our in-house solutions for Hotels and Airlines, the activity in the Industry & Consumption vertical is affected by the decrease in Consultancy.
- The levels of activity in AMEA remains strong (>+30%), based on the solid evolution of Indra's proprietary solutions for the Electricity market, especially in countries such as Philippines, Kenya or Ghana.

Financial Services

- Sales in Financial Services vertical has increased by +6% in local currency, or +7% in euros.
- The activity in Spain has performed well, mainly in Banking (+2%), which keeps the positive momentum in areas such as Consulting and BPO. Additionally, we are benefiting from the ongoing process of concentration of suppliers among key clients.
- Revenues in Latam has registered a meaningful growth in local currency (+20%), due to increased activity in countries as Brazil, Mexico, and Colombia.
- In Brazil (+20%), the management priority is execution in the underperforming projects aforementioned (BPOs and SAP implementation), which are facing delays in its implementation and, consequently, overruns versus the company initial expectations.
- It is worth highlighting the Insurance activity in Latam (+62%), especially in Brazil although from very low baselines.

Telecom & Media

- Revenues in Telecom & Media vertical has decreased by -14% in local currency, or -13% in reported terms.
- Telco Operators continues focusing on efficiency and cost control measures, in a context of budgetary restrictions. The demanding pricing environment highlighted in previous quarters persists.
- Flattish evolution in the Media segment, with a better relatively performance than Telecom.
- The evolution of the order intake and the pipeline might anticipate a better relatively performance in the forthcoming quarters.

Public Administrations & Healthcare

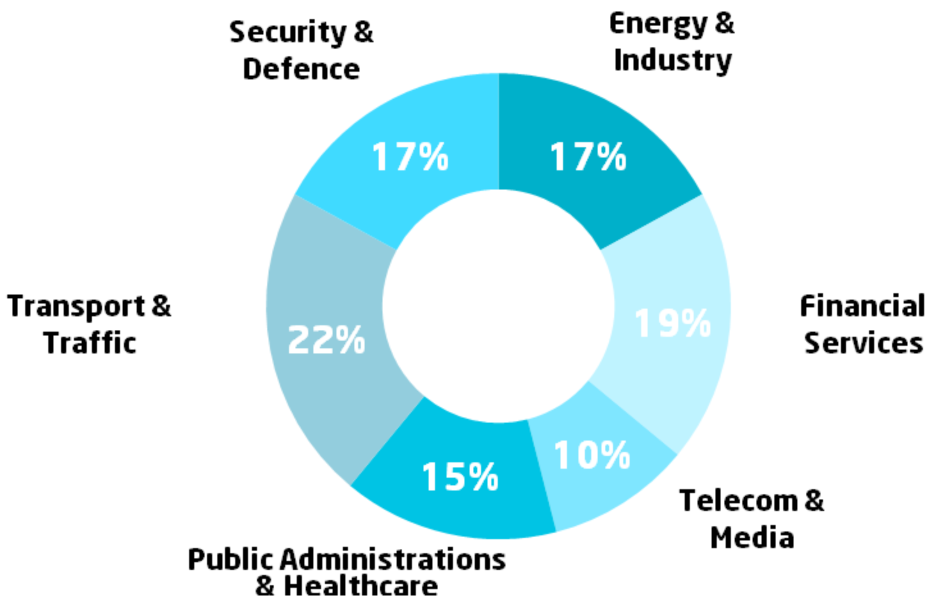
- The activity in Public Administrations & Healthcare has suffered a -29% fall in local currency, equivalent of a -27% in reported terms. Sales evolution has been negatively affected by the relevant weight of the Elections business during the first quarter of 2014, both in AMEA and Latam.
- Excluding this, sales in 1Q15 would have increased significantly (+20%).
- The evolution of certain contracts of SAP implementation in Brazil is negatively affecting the operating margin of the vertical.
- It is worth highlighting the evolution of the activity in Spain, especially in PP.AA (+30%), both in Education and Smart Cities, and Taxes.
- We expect a better performance throughout the year because the activity of the Elections' business was mainly concentrated in the first semester during 2014.

Transport & Traffic

- Sales in Transport & Traffic vertical have increased by +15% in local currency or +16% in reported terms.
- Air Traffic Management sales have increased by +30%, especially in Europe. Control Centers and Communications, Navigation, and Surveillance (CNS) have performing well.
- The activity in Spain is still growing very positively (+42%) thanks to the railway projects awarded in the second semester of last year and ticketing relating projects (T-Mobilitat). We believe that current grow rates are not sustainable during the second part of the year.
- AMEA and Latam achieved strong growth in ground transport and railway systems, as well as maritime.
- Positive evolution of the order intake (+9%), both in Spain and the rest of the markets.
- The specific project in railway transport systems in Lithuania mentioned previously has negatively affected the profitability of the vertical in 1Q15. A full completion of the project is expected before the ending of 2015. We expect to compensate the overruns incurred in this project with new contracts in coming years.

Security & Defence

- Revenues in Security & Defence vertical has decreased by -4% both in local currency and reported terms.
- Activity in Spain keeps improving (+24%) thanks to specifics projects. Growth trend will continue in coming quarters although at a slower pace.
- Europe reports negative growth rates, in line with our expectations.
- We are confident regarding potential new contracts in the area. Besides, the size of our backlog and the good evolution of the order intake (+13%, especially in Spain & Europe) anticipate a strong turnaround of the activity of the vertical in coming quarters.



6. ANALYSIS BY GEOGRAPHY

REVENUES	1Q15		1Q14		Variation %	
	€M	%	€M	%	Reported	Local Currency
Spain	298	43	282	39	5	5
Latam	197	28	194	27	1	(1)
Europe & North America	150	21	150	20	0	(0)
Asia, Middle East & Africa	58	8	102	14	(43)	(46)
TOTAL	**702**	**100**	**728**	**100**	**(4)**	**(5)**

Spain

- Spain continues its recovering pace (+5%), although from very low levels, and accumulates three consecutive quarters of positive evolution.
- The recovery has been underpinned by the Public Sector (+32%) and the Solutions segments (+20%), although with demanding levels of profitability.
- In the Private Sector persist the weak demand (with a slightly negative performance) and the bias towards Services versus Solutions.
- The gradual recovery of the public activity in Spain might experience a slowdown in the forthcoming quarters due to the expected elections calendar for 2015.
- Order intake in the Spanish market has evolved positively (with 3 out of the 6 verticals with positive growth), registering a book-to-bill ratio of 1.6x.
- By verticals, Transport & Traffic, Security & Defence, and Public Administrations are the ones registering positive growth rates in 1Q15.

Latam

- The activity in Latam has registered a -1% fall in local currency, and a growth of +1% in euros thanks to the stabilization of most currencies.
- The worse macro headwinds and the political backdrop in some countries (especially in Brazil) as well as the still incipient development phase of the sector continues to affect the the majority of the projects in the Service segment.
- Revenues in Brazil have reported a positive growth (+18%), although conditioned by the execution of some projects in the Financial Services and Public Administrations segments which are incurring in several overruns.
- By verticals, Financial Services, Transport & Traffic, Energy & Industry, and Security & Defence achieved positive growth rates.
- Order intake has been above sales (registering a book-to-bill ratio of 1.1x)
- Country wise, it is worth highlighting the double digit growth in local currency in Brazil and Chile.

Asia, Middle East & Africa (AMEA)

- Revenues in Asia, Middle East & Africa (AMEA) have decreased by -46% in 1Q15 in local currency (-43% reported), mainly due to the intense level of activity in the Elections business during 1Q14 (mainly the project to support the elections in Iraq).
- Excluding this impact, revenues would have fallen c.10% compared to 1Q14.
- It is worth mentioning the favorable performance of the verticals of Energy & Industry (+33%), and Transport & Traffic (+5%).
- Order intake has been above revenues, with a a book-to-bill ratio of 1.1x.

Europe & North America

- Revenues in Europe & North America has been similar as of last year.
- Security & Defence and Transport & Traffic concentrate the majority of the activity in the area (c. 75%).

7. OTHER EVENTS OVER THE PERIOD

8. EVENTS FOLLOWING THE CLOSE OF THE PERIOD

On April 30th of 2015, it has communicated to the Spanish Stock Exchange Commission (CNMV) that the Board of Directors, according to the proposal based on the report of the Appointment, Remuneration and Corporate Governance Committee at the session held that day, has unanimously resolved to pass the following resolutions:

In order of the Board of Directors:

- To appoint Mr. Enrique De Leyva Pérez independent director to fill the vacancy existing since the resignation of Mrs. Mónica de Oriol.
- To appoint Mr. Enrique De Leyva Pérez member of the Appointment, Remuneration and Corporate Governance Committee replacing Mrs. Mónica de Oriol and new member of the Strategy Committee.
- To appoint Mr. José Antonio Escalona de Molina as Secretary non Director and Counsel of the Board of Directors replacing Mr. Pedro Ramón y Cajal.

In order of the management structure of the Group:

- To appoint Mr. Antonio Mora Morando as new Vice President of Operating and Process Control in order to reinforce the Controller role. Mr. Mora will report directly to the Chairman &CEO.

In order to reorganize the management structure of the Company with the purpose of:

- To improve the execution of projects, both in quality and time to market in Spain and Latam.
- To unify all IT verticals under a sole responsible, to boost the offering and maximize synergies. In this regard, Indra Digital is launched, a new area gathering Consulting, Analytics, Mobility, Big Data and Cybersecurity.
- To simplify and speed up the decision making process by allocating the accountability of the geographies to the verticals with a higher relevance.

As a result of the abovementioned resolutions the Company Senior Management will be composed of the following members:

- Chairman & Ceo: Mr. Fernando Abril-Martorell.
- COO: Mr. Javier de Andrés.

- Asia & Africa: Mr. Carlos Suárez.
- Defence and security: Mr. Carlos Suárez and Mr. José Manuel Pérez-Pujazón.
- USA: Mr. Emilio Díaz.
- Infrastructures: Mr. Eduardo Bonet.
- Latam & Spain: Mr. José Cabello.
- Production and resources: Mr. Juan Tinao.
- IT and Indra Digital: Mrs. Cristina Ruíz.
- Air traffic and Europe: Mr. Rafael Gallego.
- Legal Affairs: Mr. Carlos González.
- Operating and Process Control: Mr. Antonio Mora.
- CFO: Mr. Juan Carlos Baena.
- Strategy and Innovation: Mr. Santiago Roura.
- Human Resources and Internal Communication: Mrs. María Dolores Sarrión.
- Brand, CSR and Institutional Relations: Mrs. Emma Fernández.

ANNEX 1: CONSOLIDATED INCOME STATEMENT

	1Q15 €M	1Q14 €M	Variation €M	Variation %
Revenues	**702.5**	**728.4**	**(25.9)**	**(4)**
Other income	33.2	15.6	17.6	113
Materials consumed and other operating expenses	(332.0)	(309.0)	(23.0)	7
Personnel expenses	(369.0)	(363.9)	(5.1)	1
Other results	(0.4)	(0.3)	(0.0)	NA
Gross Operating Profit (recurrent EBITDA)	**34.2**	**70.7**	**(36.5)**	**(52)**
Depreciations	(30.9)	(14.6)	(16.3)	112
Recurrent Operating Profit (EBIT before non recurring costs)	**3.3**	**56.2**	**(52.8)**	**(94)**
Recurrent EBIT margin (before non recurring costs)	***0.5%***	***7.7%***	***(7.2)***	--
Non recurring costs	(4.3)	(5.3)	1.0	(19)
Net Operating Profit (EBIT)	**(0.9)**	**50.9**	**(51.8)**	**(102)**
EBIT Margin	***(0.1%)***	***7.0%***	***(7.1)***	--
Financial results	(12.6)	(13.2)	0.7	(5)
Share of profits (losses) of associates and other investees	(2.0)	3.4	(5.4)	NA
Earnings Before Taxes	**(15.5)**	**41.0**	**(56.5)**	**(138)**
Income tax expenses	(4.1)	(8.6)	4.5	(53)
Profit for the period	**(19.6)**	**32.4**	**(52.0)**	**(160)**
Attributable to minority interests	0.0	(0.9)	0.9	NA
Net Profit	**(19.6)**	**31.5**	**(51.1)**	**(162)**
Net Profit recurrent	(16.5)	35.7	(52.1)	(146)

Figures not audited

ANNEX 2: INCOME STATEMENTS BY SEGMENTS

1. Solutions

	1Q15 €M	1Q14 €M	Variation €M	%
Net sales	**433**	**467**	**(34)**	**(7)**
Contribution margin	39	79	(40)	(50)
Contribution margin/ Net revenues	***9.0%***	***16.9%***	***(7.9) pp***	
Results from associates	(0)	(0)	0	--
Segment result	**39**	**78**	**(39)**	**(50)**

2. Services

	1Q15 €M	1Q14 €M	Variation €M	%
Net sales	**269**	**261**	**8**	**3**
Contribution margin	24	31	(7)	(22)
Contribution margin/ Net revenues	***8.9%***	***11.7%***	***(2.8) pp***	
Results from associates	(2)	0	(2)	--
Segment result	**22**	**31**	**(8)**	**(27)**

3. Total consolidated

	1Q15 €M	1Q14 €M	Variation €M	%
Net sales	**702**	**728**	**(26)**	**(4)**
Contribution margin	63	109	(46)	(42)
Contribution margin/ Revenues	***9.0%***	***15.0%***	***(6.0) pp***	
Other non-distributable corporate expenses	(60)	(53)	(6)	12
Recurrent operating profit (EBIT before non recurring costs)	**3**	**56**	**(53)**	**(94)**
Non recurring costs	(4)	(5)	1	(19)
Net operating profit (EBIT)	**(1)**	**51**	**(52)**	**(102)**

Figures not audited

ANNEX 3: CONSOLIDATED BALANCE SHEET

	1Q15 €M	2014 €M	Variation €M
Property, plant and equipment	124.4	127.3	(2.9)
Intangible assets	290.7	289.8	0.9
Investments in associates and other investments	85.3	89.5	(4.2)
Goodwill	581.0	583.3	(2.3)
Deferred tax assets	128.0	116.0	11.9
Non-current assets	**1,209.5**	**1,206.1**	**3.4**
Non-current net assets held for sale	7.1	7.7	(0.6)
Operating current assets	1,829.2	1,841.2	(12.0)
Other current assets	126.8	132.5	(5.7)
Cash and cash equivalents	258.5	293.9	(35.3)
Current assets	**2,221.6**	**2,275.2**	**(53.6)**
TOTAL ASSETS	**3,431.1**	**3,481.3**	**(50.2)**
Share Capital and Reserves	900.5	942.5	(42.0)
Treasury stock	(1.5)	(1.6)	0.1
Equity attributable to parent company	**899.0**	**940.9**	**(41.9)**
Minority interests	13.6	12.7	0.9
TOTAL EQUITY	**912.6**	**953.6**	**(40.9)**
Provisions for liabilities and charges	40.7	40.4	0.3
Long term borrowings	831.1	825.7	5.4
Other financial liabilities	21.0	8.9	12.1
Deferred tax liabilities	0.1	1.8	(1.7)
Other non-current liabilities	32.2	35.0	(2.8)
Non-current liabilities	**925.2**	**911.9**	**13.3**
Current borrowings	168.8	130.9	37.9
Operating current liabilities	1,145.5	1,193.0	(47.5)
Other current liabilities	279.0	292.0	(12.9)
Current liabilities	**1,593.3**	**1,615.8**	**(22.5)**
TOTAL EQUITY AND LIABILITIES	**3,431.1**	**3,481.3**	**(50.2)**
Net debt	***741.3***	***662.7***	***78.6***

Figures not audited

ANNEX 4: CONSOLIDATED CASH FLOW STATEMENT

	1Q15 €M	1Q14 €M	Variation €M
Profit before taxes	(15.5)	41.0	(56.5)
Adjusted for:			
- Depreciations	30.9	14.6	16.3
- Provisions, capital grants and others	(24.5)	(6.9)	(17.6)
- Share of profit / (losses) of associates and other investments	1.7	0.3	1.4
- Net financial result	12.5	9.2	3.3
- Dividens received	0.0	0.0	0.0
Operating cash-flow prior to changes in working capital	**5.1**	**58.2**	**(53.1)**
Receivables, net	(33.8)	38.6	(72.4)
Inventories, net	9.5	(17.0)	26.5
Payables, net	(11.2)	27.7	(39.0)
Change in working capital	**(35.5)**	**49.4**	**(84.9)**
Other operating changes	(26.1)	(64.5)	38.4
Income taxes paid	(8.0)	(4.0)	(4.1)
Cash-flow from operating activities	**(64.5)**	**39.1**	**(103.6)**
Tangible, net	(2.0)	(5.2)	3.3
Intangible, net	(7.1)	(3.9)	(3.3)
Investments, net	(0.4)	(5.2)	4.7
Interest received	0.9	1.5	(0.5)
Net cash-flow provided/(used) by investing activities	**(8.6)**	**(12.8)**	**4.2**
Changes in treasury stock	(0.1)	(0.9)	0.8
Dividends of the parent company	0.0	0.0	0.0
Short term financial investment variation	0.5	0.3	0.2
Increases (repayment) in capital grants	1.0	0.7	0.3
Increase (decrease) in borrowings	41.7	(21.9)	63.6
Interest paid	(7.7)	(11.2)	3.5
Cash-flow provided/(used) by financing activities	**35.4**	**(33.0)**	**68.4**
NET CHANGE IN CASH AND CASH EQUIVALENTS	**(37.7)**	**(6.7)**	**(31.1)**
Cash & cash equivalents at the beginning of the period	**293.8**	**363.1**	**(69.2)**
Foreign exchange differences	2.4	0.4	2.1
Net change in cash and cash equivalents	(37.7)	(6.7)	(31.1)
Cash & cash equivalents at the end of the period	**258.5**	**356.7**	**(98.2)**
Long term and current borrowings	(999.9)	(964.0)	(35.8)
Net debt/ (cash) position	***741.3***	***607.3***	***134.0***
Free Cash Flow *[(1)]*	**(79.3)**	**21.0**	**(100.3)**

[(1)] ***Free cash flow*** *is defined as cash generated before dividend payment, net financial investments and similar payments, and investment in treasury stock*

Figures not audited

DISCLAIMER

This report may contain certain forward-looking statements, expectations and forecasts about the Company at the time of its elaboration. These expectations and forecasts are not in themselves guarantees of future performance as they are subject to risks, uncertainties and other important factors that could result in final results differing from those contained in these statements.

This should be taken into account by all individuals or institutions to whom this report is addressed and that might have to take decisions or form or transmit opinions relating to securities issued by the Company, and in particular, by the analysts and investors who consult this document.

INVESTOR RELATIONS

Ezequiel Nieto
phone: 91.480.98.04
enietob@indra.es

Manuel Lorente
phone: 91.480.98.74
mlorenteo@indra.es

Rubén Gómez
phone: 91.480.98.00
rgomezm@indra.es

Paloma Pelletán
phone: 91.480.98.05
ppelletan@indra.es

Patricia Vilaplana
phone: 91.480.57.66
pbvilaplana@indra.es

SHAREHOLDER OFFICE
91.480.98.00
accionistas@indra.es

INDRA
Avda. Bruselas 35
28108 Madrid
www.indracompany.es