Resolutions approved by the 2021 Annual Shareholders Meeting

This document is a translation of an original text in Spanish. In case of any discrepancy between both texts, the Spanish version will prevail.



<u>First</u>. Approval of the Financial Statements and Management Report of Indra Sistemas, S.A. and its Consolidated Group for the year ended 31 December 2020.

1. To approve the Financial Statements and Management Report of Indra Sistemas, S.A., for the year ended 31 December 2020, prepared by the Board of Directors at its meeting held on 22 March 2021.

For the purposes of the practices applied by the Company in corporate governance matters, it is expressly stated that Note 37 of the individual Annual Report and section C.1.39 of the Annual Corporate Governance Report, which is a constituent part of the Management Report, detail the commitments assumed by the Company with its senior executives, including executive directors, in the event of termination of their contractual relationship.

The Financial Statements show a loss after tax of €28,835,364.64.

2. To approve the consolidated Financial Statements and Management Report of the group of companies headed by Indra Sistemas, S.A., for the year ended 31 December 2020, prepared by the Board of Directors on 22 March 2021.

The consolidated financial statements show a loss after tax attributable to the parent company of €65,153 thousand.

<u>Second</u>. Approval of the consolidated non-financial information statement (Sustainability Report) for the financial year ended 31 December 2020.

To approve the consolidated statement of non-financial information (Sustainability Report) for the financial year ended 31 December 2020, which forms part of the Management Report.

Third. Approval of the proposal for the application of the result for the financial year 2020.

The Financial Statements of the Company for the year ended 31 December 2020 finalized by the Board of Directors at its meeting on 22 March 2021 show a loss after tax of €28,835,364.64.

It is proposed that this result should apply as follows:

To previous years' losses €28,835,364.64.

Fourth. Discharge of the Board of Directors for the year ended 31 December 2020.

To approve the management of the Board of Directors for the year ended 31 December 2020.



Fifth. Ratification and re-election of directors.

Following the proposals and reports of the Appointments, Remuneration and Corporate Governance Committee and the Board of Directors:

- 5.1. To ratify the appointment of Mr. Marc Thomas Murtra Millar, appointed by co-optation procedure by resolution of the Board of Directors in its meeting held on 27 May 2021, and re-elect him as director for the statutory term of three years, with the classification of "other external"; and upon the proposal of the Board of Directors and the previous report of the Nomination, Compensation and Corporate Governance Committee. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil.
- 5.2. To ratify the appointment of Ms. Ana María de Pro Gonzalo, appointeb by co-optation procedure by resolution of the Board of Directors in its meeting held on 18 December 2020, and re-elect her for the statutory term of three years, with the status of independent director; and upon the proposal of the Appointments, Remuneration and Corporate Governance Committee. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil.
- 5.3. Re-elect as director for the statutory term of three years, with the status of independent director and at the proposal of the Appointments, Remuneration and Corporate Governance Committee, to Mr. <u>Enrique Leyva Pérez</u>. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil.
- 5.4. Re-elect as director for the statutory term of three years, with the status of independent director and at the proposal of the Appointments, Remuneration and Corporate Governance Committee, to Mr. <u>Ignacio Martín San Vicente</u>. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil..
- 5.5. Re-elect as director for the statutory term of three years, with the status of executive director at the proposal of the Board of Directors and following a report from the Appointments, Remuneration and Corporate Governance Committee to Mr. Ignacio Mataix Entero. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil.
- 5.6. Re-elect as director for the statutory term of three years, with the status of executive director at the proposal of the Board of Directors and following a report from the Appointments, Remuneration and Corporate Governance Committee, to Ms. <u>Cristina Ruiz Ortega</u>. Personal identification data for the proposed director to be recorded for the purpose of registration in the Registro Mercantil.

Sixth. Approval of amendments to the Bylaws

6.1 Approval of the amendment to article 3 to adapt it to the wording of article 285.2 of the Spanish Corporate Enterprises Act

<u>Article 3.-</u> The registered address of the Company is Avenida de Bruselas 35, Alcobendas (Madrid) with the Governing Body of the Company authorised to open branches, agencies, offices and representations wherever it deems appropriate, including outside of Spain, upon a decision by the Company's Governing Body.



The Administrative Body shall also be authorised to change the registered office within Spain.

6.2 Approval of the amendment to articles 14, 17 and 20 and the creation of a new article 14 bis, all of which relate to the General Shareholders Meeting.

<u>Article 14.-</u> Shareholders may exercise their voting rights and grant proxies prior to the General Shareholders Meeting by post, e-mail or any other means of remote communication under the Regulations of the General Meeting and with the provisions of the notice convening the General Meeting, provided that the identity of the person participating or voting and the security of the electronic communications are duly guaranteed.

In addition, when convening the General Meeting, the Board of Directors may resolve that shareholders entitled to attend the General Meeting, or their representatives, may attend remotely by telematic means that duly guarantee the identity of the shareholders or their proxies in attendance and the proper exercise of their rights.

Telematic attendance and voting shall be governed by the provisions of the Regulations of the General Meeting, which shall regulate the remote exercise of such rights, including, but not limited to, the following aspects:

- a) Broadcasting of the General Meeting in real time.
- b) Two-way communication in real time so that shareholders can attend the General Meeting from a place other than where it is held.
- c) A voting mechanism before and during the General meeting without the need to appoint a representative who physically attends the meeting.
- d) Attribution to the Board of Directors of the specification and regulation of all procedural aspects necessary for the exercise of such rights by shareholders attending by telematic means, which shall be detailed in the notice of call.

Within the legally stipulated period and prior to the General Meeting, shareholders may petition the directors in writing for such information or clarifications as they deem necessary or ask such questions as they deem appropriate regarding the items on the agenda. Within the same period and in writing, shareholders may request such clarifications as they deem necessary regarding the information accessible to the public that the Company has provided to the National Securities Market Commission since the last General Meeting was held regarding the auditor's report. In turn, during the meeting (either verbally or, in the case of telematic participation, in the manner established in the notice of call or any of its supplements), shareholders or their proxy representatives may request such information or clarifications as they deem appropriate regarding the items on the agenda or request such clarifications as they deem necessary regarding the information accessible to the public that the Company has provided to the National Securities Market Commission since the last general meeting was held and regarding the auditor's report.

Directors must provide the information as requested in accordance with the preceding paragraph under the terms provided by law in each case, except in cases where such information is unnecessary for the protection of the interests of the shareholder, where there



are objective reasons to consider that it could be used for extra-business purposes or where its disclosure would be detrimental to the company or related companies. Information may not be refused if the request is supported by shareholders representing at least twenty-five per cent of the share capital.

<u>Article 14 bis</u>.- In addition to the provisions of the preceding articles, the General Meeting may be called to be held exclusively by telematic means. Therefore, without the physical attendance of the shareholders, their proxies and, where appropriate, the members of the Board of Directors.

General Meetings held exclusively through telematic means must comply with the law, bylaws, and also run as provided for in the Regulations of the General Meeting and, in any event, must ensure that the identity and legitimate standing of the shareholders and their proxies have been duly guaranteed. Moreover, all attendees must be capable of participating effectively in the meeting through the remote means of communication permitted in the notice of call, both to exercise their entitled rights to speak, information, proposal and vote in real time, and to follow the interventions of the other attendees by the means indicated, considering state of the art and the circumstances of the Company. Responses to shareholders or their proxies exercising their right to information during the General Meeting shall be made during the course of the General Meeting or in writing within seven days after the end of the General Meeting.

When the General Meeting is held exclusively by telematic means, it shall be deemed to be held at the registered office.

<u>Article 17</u>.- A duly convened General Meeting, whether ordinary or extraordinary, shall be validly constituted at first or second call with the minimum quorum required by law in accordance with the items appearing on the agenda.

<u>Article 20</u>.- After each General Meeting, the Secretary shall issue minutes listing the attendees and the corporate resolutions adopted. These minutes will be entered in the special minutes book for the General Meetings and will be approved by the meeting attendees at the end of the meeting or within the next fifteen days by the Chairperson of the Meeting and two intervening shareholders, where applicable.

The Board of Directors, as well as shareholders representing at least the percentage of the share capital determined at any time by prevailing legislation, within the deadlines and with the requirements set out therein, may require the presence of a notary to record the minutes of the General Meeting. The notarial certificate shall not be subject to approval and shall be considered the meeting minutes.

For meetings held exclusively by telematic means, the minutes of the meeting shall be drawn up by a notary in all cases.

6.3 Approval of the amendment to articles 22, 24 and 27 concerning the Board of Directors

Article 22.- Directors need not be shareholders to be appointed to the board.

Only natural persons may be directors, without prejudice to the exceptions provided for by law.



Directors shall serve for a term of three years and shall be eligible for re-election.

Vacancies that occur in the Board, other than by the expiration of the term of office, may be filled by a person designated by the Board itself, through the co-option system and subject to legally established requirements. The term of Directors appointed by co-option shall end when the next General Meeting is held unless it has already been called, in which case the Board of Directors may appoint a new Director until the next General Meeting following the one already called.

No special guarantees shall be required of Directors to be responsible for their management. However, they may be relieved of their positions at any time if the General Meeting so resolves.

The Directors must cease to be in charge in the cases provided for in prevailing legislation and in the rules that the Board approves for that purpose.

<u>Article 24</u>.- The director must attend Board meetings in person. If they are unable to do so, they may delegate a representation in writing in favour of any other Director attending the meeting in person. In the case of non-executive directors, the proxy must necessarily be granted to another non-executive director.

Except in those cases in which different attendance quorums are specifically established, the Board of Directors shall be validly constituted when the majority of its members attend the meeting (present or represented). Its decisions shall be adopted by an absolute majority of the votes of the attending Directors. In the case of a tie, the vote of the Chairperson of the Board shall be binding. However, for the appointment of the delegated Directors, to grant permanent delegations of the powers of the Board and for the approval of the contracts of the Directors with executive powers, the respective resolutions must have the favourable vote of the reinforced majority determined by prevailing legislation for such effect.

The Board of Directors may adopt resolutions in writing and without a session, when none of the directors oppose it. The Board may also meet by telephone conference call, videoconference or any other similar system, in which case the meeting shall be deemed to be held at the registered office. The procedures for the adoption of resolutions in writing and without a session, as well as those adopted through telephone conference systems, videoconferencing or any other analogous system, will be as determined in the Board regulations.

Directors will refrain from participating in deliberations and voting on resolutions in which they have a conflict of interest, directly or indirectly through a linked person, unless these resolutions refer to their status as a director, such as their designation or revocation of positions in the governing body or similar. Abstention shall also not be necessary in other cases where the law so provides.

Article 27.-

- 1. The position of Director is paid.
- 2. In their capacity as such, Directors will receive a fixed allowance and attendance fees for meetings of the Board of Directors and its committees, which will be paid fully in cash.

The maximum annual amount of this remuneration will be determined by the General Shareholders' Meeting in the approved remuneration policy.



The Board of Directors shall determine, following a report from the Appointments, Remuneration and Corporate Governance Committee, the remuneration corresponding to each director in his or her capacity as such, bearing in mind the functions and responsibilities attributed to each one, per the distribution criteria set out in the remuneration policy and following the provisions of these Bylaws.

3. Directors shall also be entitled to receive remuneration for the performance of executive duties.

For these purposes, when a member of the Board of Directors is attributed executive functions by virtue of any capacity, a contract must be entered into between him/her and the Company, which must be previously approved by the Board of Directors with the favourable vote of two-thirds of its members. The concerned director shall abstain from attending the deliberation and from participating in the vote. The approved contract shall be annexed to the minutes of the meeting.

These contracts shall detail, in accordance with the provisions of the prevailing remuneration policy in each case, all items for which the director may obtain remuneration for the performance of executive duties: (i) fixed remuneration; (ii) variable remuneration based on the achievement of business, economic, financial and non-financial, quantitative and qualitative, strategic or personal performance targets, the payment of which may be made in cash or, subject to a resolution to that effect by the General Shareholders Meeting, by delivery of shares in the Company, share options or other remuneration instruments indexed to the value of the share; (iii) pension schemes, savings and retirement or pre-retirement plans, deferred remuneration, life and accident insurance, health care and, where appropriate, social security; (iv) the provision of a vehicle; (v) indemnities, if and when appropriate, for early termination of duties; and (vi) compensation for any exclusivity, post-contractual non-competition or permanence agreements that may be agreed.

Following a report from the Appointments, Remuneration and Corporate Governance Committee, the Board of Directors is responsible for the individual determination of the remuneration of each director for the performance of executive duties, within the framework of the remuneration policy and following the provisions of their contract.

4. The Company shall also take out third-party liability insurance for its directors.

6.4 Approval of amendment to article 31 bis concerning the Appointments, Remuneration and Corporate Governance Committee

<u>Article 31 bis</u>.- The Board of Directors shall designate an Appointments, Remuneration and Corporate Governance Committee.

All members of the Appointments, Remuneration and Corporate Governance Committee must be directors who do not have the status of executives of the Company and the majority of the same are independent Directors.

The Appointments, Remuneration and Corporate Governance Committee shall designate a Chairperson from among its members, who shall be an independent director.

Subject to the current legal system, the rules relating to this Committee will be implemented in accordance with the regulations of the Board of Directors, including as many other aspects as are necessary concerning its composition, technical knowledge of its members, charges, competencies and operating system, always favouring



independence when exercising its powers.

The Board of Directors shall be empowered to distribute the duties of this Committee among several committees, separating the powers over appointments and remuneration, and other matters as deemed appropriate.

<u>Seventh</u>. Approval of amendments to the Rules of Procedure of the General Shareholders Meeting

7.1 Approval of the amendment to articles 3 and 3 bis concerning the call of the general meeting

Article 3, Procedure, term and content of the call

- 1. General Shareholders Meetings, both ordinary and extraordinary, shall be called by resolution of the Board of Directors through a notice published in the following media: (i) the Official Gazette of the Companies Registry or in one of the newspapers with the largest circulation in Spain; (ii) the website of the CNMV; and (iii) the Company's website, or in any other manner established by law.
- **2**. The meeting will be called at least one month before the date set for holding the meeting on the first call.

Notwithstanding the foregoing, in cases of calls for Extraordinary Meetings, when the Company offers shareholders the effective possibility of voting by electronic means accessible to all shareholders, the notice period may be reduced to fifteen days prior to the holding of such meeting. This reduction of the term shall require a resolution adopted at an Ordinary General Shareholders Meeting by at least two-thirds of the subscribed voting capital and shall not be valid beyond the date of the next General Shareholders Meeting.

When the Board must call a General Shareholders Meeting at the request of shareholders holding the percentage of share capital determined at any given time by the regulations in force, the meeting must be called to be held within two months from the date on which the Board of Directors was requested by notary public to call such a meeting, and the agenda must necessarily include the items that were the subject of the request.

3. The notice of call shall state (i) the name of the Company, (ii) the date and time of the meeting on first call and, if appropriate, on second call, (iii) the agenda, (iv) the position of the person or persons calling the meeting and (v) all such particulars as may be necessary under current legislation, the Bylaws and this Regulation.

There must be at least a twenty-four-hour period between the first and the second call.

Article 3 bis. Right to complete the call and to submit new proposals for resolution

1. Shareholders representing at least the percentage of the share capital determined from time to time by the regulations in force may request that a supplement to the notice of an Ordinary General Shareholders Meeting be published, including one or more items on the agenda, provided that the new items are accompanied by a justification or, as the case may be, a justified resolution proposal. This right must be exercised through an accredited



notification that must be received at the registered address within five days of publication of the call notice for the meeting.

This supplement to the call notice must be published at least 15 days before the date set for the Meeting. Failure to publish it within the aforementioned period shall be cause for the Meeting to be challenged.

- 2. Shareholders representing at least the percentage of the share capital determined from time to time by the regulations in force may also, within five days following publication of the notice of call, submit reasoned proposals for resolutions on matters already included or to be included on the agenda of the meeting called as they are received, publishing them continuously on its website.
- **3.** Notwithstanding the foregoing, in general, as soon as the Board of Directors is aware of the probable date on which the next General Shareholders Meeting will be convened and held, it shall make this known through a public announcement and on the Company's website, so that shareholders may propose matters to be discussed or included on the agenda of the General Shareholders Meeting.

7.2 Approval of amendment to article 5 concerning the shareholder's right to information

Article 5. Shareholder's right to information

- 1. The Board of Directors shall promote the informed participation of shareholders in General Shareholders Meetings and facilitate the effective exercise by the General Shareholders Meeting of its functions under the law and the Bylaws.
- 2. From the publication of the notice of call until the General Shareholders Meeting is held, the Company shall continuously publish on its website detailed information on the notice of call, the content of the various items on the agenda and proposed resolutions thereon, as well as such information as may at any time be required by law or as the Board of Directors may deem necessary to add in order to guarantee the shareholders' right to information.

Within the legally stipulated period and prior to the General Meeting, shareholders may petition the directors in writing for such information or clarifications as they deem necessary or ask such questions as they deem appropriate regarding the items on the agenda. Within the same period and also in writing, shareholders may request such clarifications as they deem necessary regarding the information accessible to the public that the Company has provided to the National Securities Market Commission since the last General Meeting was held and regarding the auditor's report.

Directors must provide the information as requested in accordance with the preceding paragraph under the terms provided by law in each case, except in cases where such information is unnecessary for the protection of the interests of the shareholder, where there are objective reasons to consider that it could be used for extra-business purposes or where its disclosure would be detrimental to the company or related companies. Information may not be refused if the request is supported by shareholders representing at least twenty-five per cent of the share capital.

Answers to questions and requests for information shall be sent through the Secretary of the Board of Directors, by any of the members of the Board of Directors or by any person expressly empowered by the Board of Directors to do so.



- **3.** The Company shall provide a channel through the website and the shareholders' office through which shareholders may make requests for clarification or additional information on the items on the agenda of the General Shareholders Meeting.
- **4.** The shareholder's request must include his name and surname, accrediting the shares he holds, in order for this information to be checked against the list of shareholders and the number of shares he holds in accordance with the regulations in force, for the General Shareholders Meeting in question. The shareholder shall be responsible for proving that the request has been sent to the Company in due time and form. The Company's website shall provide details of the relevant explanations for the exercise of the shareholder's right to information, in accordance with the terms outlined in the applicable regulations.
- **5.** Valid requests for information, clarifications or questions made in writing and the answers provided in writing by the directors referred to in the preceding paragraphs shall be posted on the Company's website.
- **6.** Shareholders may also examine at the registered office of the company the documentation made available to them as referred to in the preceding paragraphs and may also request that it be sent free of charge to their domicile in accordance with the terms provided by law.
- 7. During the meeting (either verbally or, in the case of telematic participation, in the manner established in the notice of call or any of its supplements), shareholders or their proxy representatives may request such information or clarifications as they deem appropriate regarding the items on the agenda or request such clarifications as they deem necessary regarding the information accessible to the public that the Company has provided to the National Securities Market Commission since the last general meeting was held and regarding the auditor's report. They may also formulate motions for resolutions on which the General Meeting may deliberate without their inclusion on the Agenda.

Directors must provide the information as requested in accordance with the preceding paragraph under the terms provided by law in each case, except in cases where such information is unnecessary for the protection of the interests of the shareholder, where there are objective reasons to consider that it could be used for extra-business purposes or where its disclosure would be detrimental to the company or related companies. Information may not be refused if the request is supported by shareholders representing at least twenty-five per cent of the share capital.

8. Under the circumstances contemplated in the preceding sections, when, prior to the formulation of a specific question, the information requested is clearly, expressly and directly available to all shareholders on the Company's website in question-and-answer format, the directors may limit their reply to refer to the information provided in that format.

7.3 Approval of the amendment to article 7 bis concerning attendance by telematic means at the general meeting

Article 7 bis. Telematic attendance

Shareholders entitled to attend may attend the General Shareholders Meeting by telematic means that enable them to be connected in real time with the venue or venues where the Meeting is held, provided that, as permitted by state of the art, the Board of Directors so resolves.



Such means shall guarantee the identity of the shareholders, the proper exercise of their rights, real-time interactivity and the proper conduct of the meeting. The attendance of shareholders at the General Meeting, in this case, shall be subject to the following rules, which may be further developed and supplemented by the Board of Directors:

- i) Specification shall be made regarding how far in advance of the start of the meeting shareholders wishing to attend the meeting by telematic means, or their proxies, must make the connection in order to be considered present, and the procedure for identification and accreditation of shareholders or their proxies.
- ii) The Board of Directors shall, in accordance with the law, specify the time and manner in which interventions and proposed resolutions the attendees intend to submit to the Company by telematic means in order to guarantee the exercise of such rights by the attendees by remote connection and the orderly conduct of the General Meeting.
- iii) Requests for information or clarification made by shareholders or their proxies attending the general meeting by electronic means shall be answered during the course of the meeting itself or in writing within seven days unless they fall under the circumstances for refusal contemplated by law, the bylaws or this regulation.

If the General Meeting is called to be held exclusively by telematic means, the rules described above shall also apply, although (i) the advance notice required to make the connection necessary to consider shareholders or their proxies present at the meeting shall not exceed one hour and (ii) the necessary mechanisms shall be put in place to ensure that those attending can effectively participate in the meeting by the remote means of communication permitted in the notice of call, both to exercise in real time the rights of intervention, information, proposal and vote that correspond to them, and to follow the interventions of the other attendees by the aforementioned means.

Whenever attendance at the General Meeting by electronic means in the manner provided for is not possible due to technical circumstances not attributable to the Company, or if there is a temporary or permanent interruption of communication during the meeting, this circumstance may not be invoked by the shareholder as an unlawful deprivation of his or her rights.

The rules adopted by the Board of Directors pursuant to the provisions of the Bylaws and this article shall be included in the notice convening the General Meeting (and any supplements thereto) and on the corporate website.

7.4 Approval of amendment to article 8 on proxy representation at the general meeting

Article 8. Proxy, public request for proxy and conflicts of interest

1. Shareholders may grant a proxy to attend the General Shareholders Meeting to any person, whether or not he/she is a shareholder. The appointment of a proxy by the shareholder and its notification to the Company may be made in writing or by electronic means.

The Board of Directors shall, at each General Meeting, decide on the procedures which meet the requirements of safety and efficiency and are compatible with state of the art at any given time. The provisions of this paragraph shall apply to the revocation of the proxy.



The proxy granted by any of the aforementioned means of remote communication must be received by the Company before the deadline set for this purpose in the notice of the General Shareholders Meeting. Otherwise, the representation shall be deemed not to have been granted.

The proxy must be conferred in writing specifically for each General Shareholders Meeting, except in the case of the spouse, ascendant or descendant of the shareholder represented or when the proxy holds a general power of attorney conferred in a public document, with powers to administer all the assets that the shareholder represented has in Spain.

In any case, the number of shares represented shall be counted for the valid constitution of the General Meeting.

The proxy may represent more than one shareholder without limitation regarding the number of shareholders represented. Where a proxy holder holds proxies for several shareholders, he/she may cast votes of different signs according to the instructions given by each shareholder.

The proxy may also include those items which, although not included in the agenda of the notice of meeting, may be dealt with at the General Meeting as permitted by law. If the proxy does not contain express instructions to vote in favour in these cases, the proxy shall cast the vote in the direction he/she considers most favourable to the interests of his/her principal.

2. If the directors or any other person on behalf of or in the interest of any of them has publicly solicited proxies, the rules contained in the Act shall apply. In particular, the proxy form must contain or be accompanied by the agenda and a request for instructions for the exercise of voting rights and an indication of how the proxy holder will vote if no instructions are given or if the instructions are not precise. It shall also include specific rules for the exercise of voting rights by the proxy if the proxy extends to other matters not included on the agenda or to proposals for resolutions other than those formulated by the Board.

Exceptionally, the proxy may vote differently when circumstances arise that were not known at the time the instructions were sent and there is a risk of detriment to the interests of the principal. In the event of a vote cast differently from the instructions, the proxy shall immediately inform the principal by means of a written explanation of the reasons for the vote.

3. Prior to appointment, the proxy shall inform the shareholder in detail whether there is a conflict of interest under the terms established by law. If the conflict arises after the appointment and the shareholder represented has not been informed of its possible existence, the shareholder represented must be informed immediately. In both cases, if no new precise voting instructions have been received for each of the matters on which the proxy holder is required to vote on behalf of the shareholder, the proxy holder must abstain from voting.

A conflict of interest for the purposes of this article may exist when the representative is in one of the situations provided for in the law. However, if there are precise instructions, it shall be understood that there is no conflict of interest for voting purposes.

- **4.** Any delegation of proxy that does not contain a nominative expression of the person to whom it is delegated or is conferred generically to the Board of Directors shall be understood to be conferred in favour of the person designated by the Board of Directors on the occasion of each Meeting, expressly stating this in the official announcement of the call to meeting.
- **5.** In all cases of delegation in favour of the Board of Directors or a member thereof, in the event that the delegation document does not include express instructions to vote against or



abstain, it shall be understood for all purposes that the proxy has conferred precise voting instructions in favour of the proposed resolutions formulated by the Board of Directors included in the agenda of the General Meeting. Likewise, if the proxy extends to proposed resolutions other than those of the Board or to matters not included on the agenda, and does not include express instructions to vote in favour or abstain in such cases, the proxy shall be deemed for all purposes to have given precise instructions to vote against such proposals.

6. Entities that appear to be entitled as shareholders by virtue of the share register but act on behalf of several persons may, in any case, split the vote and exercise it in divergent directions in compliance with divergent voting instructions if they have received such instructions.

The intermediary entities referred to in the preceding paragraph may delegate the vote to each of the indirect holders or to third parties designated by them, without limiting the number of proxies granted.

- **7.** In any event, in the case of both voluntary proxies and legal proxies or proxy solicitations, each shareholder may not have more than one proxy at the General Meeting.
- **8.** A proxy may always be revoked. Attendance in person at the General Meeting or the casting of an absentee vote by proxy shall have the effect of revoking the proxy granted and the proxy must be notified in a timely manner in order to prevent him/her from exercising a proxy which he/she does not have. If the vote was cast prior to the proxy, the proxy vote shall be deemed not to have been cast.
- **9.** The Company shall provide its shareholders with a model proxy card, which shall be published on its corporate website on the occasion of the call to the General Meeting and which shareholders may download or request to be sent to their home address. These cards shall indicate each item on the agenda to facilitate the instructions to the proxy.

7.5 Approval of the amendment to articles 9, 10, 12 and 13 concerning the holding and conduct of the general meeting

Article 9. Venue and quorum

1. At the place and on the day scheduled for the General Shareholders Meeting, whether on first or second call, shareholders or those validly representing them may present their respective attendance and proxy cards and, if applicable, the documents accrediting legal representation to the personnel established by the Company, and these shall be included in the list of attendees. The General Shareholders Meeting may be attended by shareholders or proxy holders who can validly prove their status as shareholders or their proxies until the list of attendees is closed.

If the General Meeting is convened to be held exclusively by telematic means, it shall be deemed to be held at the registered office and the notice of call shall include the formalities and procedures to be followed by shareholders or their proxies for registration and subsequent inclusion in the list of attendees.

2. If, due to a lack of the number of shares required by law for the General Shareholders Meeting to be held on first call, the General Shareholders Meeting must be held on second



call, such circumstances shall be recorded by means of the corresponding record to be included in the minutes of the General Shareholders Meeting.

- **3.** A General Meeting, whether ordinary or extraordinary, shall be validly constituted at first or second call with the minimum quorum required by law in accordance with the items appearing on the agenda.
- **4.** Notwithstanding the foregoing, the General Shareholders Meeting shall be deemed to be convened and shall be validly constituted to deal with any matter and with full capacity to adopt all kinds of resolutions, without the need for other requirements, provided that the entire share capital is in attendance and the shareholders unanimously resolve to hold the Meeting.

Article 10. Chairman and Secretary of the General Meeting. Presence of Board committees

1. The General Shareholders Meeting shall be chaired by the Chairman of the Board of Directors; in the absence of the Chairman, by any of the Vice-Chairmen; and, lastly, by the director appointed by the Board itself or by the shareholder elected by the General Shareholders Meeting itself.

The role of Secretary at the meeting shall be filled by the Secretary of the Board of Directors, or in the latter's absence, the Vice Secretary, or, in the absence of both, the shareholder attending the Meeting appointed by the Meeting.

- **2.** The Chairperson of the Meeting shall be considered empowered to determine the validity of the representations conferred and the fulfilment of the requirements for attending the Meeting. Without prejudice to the functions of the Chairman as set out in the Bylaws and/or throughout these Bylaws, it is the Chairman's responsibility:
 - a) Opening the session.
 - b) Verifying that the General Shareholders Meeting is validly constituted and, if appropriate, declaring it constituted.
 - c) Reporting, where appropriate, on the request made by the Board of Directors, requesting the presence of a Notary Public to draw up the minutes of the General Shareholders Meeting.
 - d) Address, together with the Secretary of the General Meeting, any doubts, clarifications or claims arising in relation to the list of attendees and delegations or proxies.
 - e) Conducting the proceedings in such a way as to ensure that deliberations are carried out in accordance with the agenda.
 - f) Directing the deliberations by giving the floor to shareholders who so request, withdrawing the floor or not giving it when he/she considers that a matter is sufficiently debated, is not on the agenda or hinders the conduct of the meeting.
 - g) Signalling the time for voting.
 - h) Organising the voting and, assisted by the Secretary, counting the votes.



- i) Proclaiming the outcome of voting.
- j) Temporarily suspending the General Shareholders Meeting.
- k) Closing the session.
- I) And, in general, exercising all other powers, including those of order and discipline, as may be necessary for the proper conduct of the General Shareholders Meeting, including the interpretation of the provisions of these Regulations.

If the Chairman of the General Shareholders Meeting should be absent for any reason during the meeting, he shall be replaced in the exercise of his functions in accordance with the provisions of the first paragraph of section 1 of this article.

- **3.** In the performance of his duties, the Chairman of the Board shall be assisted by the Secretary. The duties of the Secretary of the General Shareholders Meeting shall be:
 - a) Reporting to the General Shareholders Meeting, by delegation of the Chairman, on the provisional and definitive quorum of shareholders attending the General Shareholders Meeting, indicating how many attend in person and how many by proxy, as well as the number of shares present and represented, also indicating the percentage of the share capital that each represents. Indicating the total number of shares attending the General Shareholders Meeting, as well as the percentage they represent of the total amount of share capital.
 - b) Addressing, together with the Chairman, any doubts, clarifications or claims arising in relation to the list of attendees and delegations or proxies.
 - c) Reading, where appropriate, or giving a summary account of the essential terms of the notice of meeting, and of the text of the proposed resolutions.
 - d) Reporting on any matters about which the Board of Directors must report to the General Shareholders Meeting.
 - e) Drafting, where appropriate, the minutes of the General Shareholders Meeting.

If the Secretary of the General Shareholders Meeting should be absent for any reason during the meeting, he shall be replaced in the exercise of his functions in accordance with the provisions of the second paragraph of section 1 of this article.

- **4.** Together with the Chairman and the Secretary, the Presiding Board of the General Shareholders Meeting shall be composed of such persons as the Chairman deems appropriate at each General Shareholders Meeting.
- **5.** In the event that shareholders raise questions relating to matters within the competence of the Audit and Compliance Committee or the Appointments, Remuneration and Corporate Governance Committee, such questions shall be clarified at the Meeting itself by their Chairmen or, in their absence, by another of their members.

Article 12. Voting on resolutions



- **1.** Each share confers the right to one vote and the resolutions of the ordinary and extraordinary General Meeting shall be decided by the simple majority of votes, with no exceptions to this rule other than those cases in which the Law may require a vote in favour using other types of majorities.
- **2.** The Board of Directors shall make available at the beginning of the Meeting such information on proxy shares in its possession as is relevant to the conduct of the Meeting.
- **3.** The Chairman shall ensure that the various proposals submitted to the General Meeting are voted on in an orderly and separate manner, regardless of whether the interventions on the various items have been made individually or in groups.
- **4.** The Chairman shall decide the order in which to vote on the different proposals that may exist in relation to a given item on the agenda. Once a proposal has been approved, all other proposals that are incompatible with the proposal will be excluded.
- **5.** Votes cast shall generally be deemed to be in favour unless the Presiding Officers are informed otherwise. This rule is reversed in the case of items not on the agenda which are put to the vote, whereby votes are deemed to be against unless the Presiding Officers are informed otherwise. If it is desirable to ensure the accuracy of the voting results, the Chairman may, in his sole discretion or at the request of a shareholder, establish other voting procedures.
- **6.** Any shareholder may request that his vote be recorded in the minutes, in which case he must expressly so request, for which purpose he must properly identify himself.
- **7.** Those who represent more than one shareholder at the General Meeting may divide their vote per the instructions they have received from their proxies and following the provisions of these Regulations.
- **8.** Shareholders entitled to attend and vote may, prior to the General Meeting, cast their vote on the items on the agenda by post, e-mail or any other means of remote communication provided for this purpose following the provisions of the following section.
- **9.** On the occasion of each Meeting, the Board of Directors shall determine the procedures for exercising voting rights by remote means of communication, prior to or during the Meeting, which, while complying with the security and efficiency requirements set out in the Bylaws, are compatible at all times with state of the art.
- **10.** The rules adopted by the Board of Directors pursuant to the provisions of this article shall be included in the notice convening the General Meeting (or any supplements thereto) and on the corporate website. The forms to be established for attendance, proxy and remote voting will be published on the Company's website.
- **11.** The Chairman shall declare the resolutions approved when he is aware of the existence of sufficient votes in favour, notwithstanding the fact that details of the result of the voting and the statements made by the shareholders attending the Meeting regarding the sense of their vote shall be recorded in the minutes of the Meeting to the Secretary or, where appropriate, to the Notary (or staff assisting them).

Article 13. Conflicts of interest with shareholders



The rules contemplated by law shall apply to all matters decided by the General Meeting that could entail a conflict of interest with a shareholder.

7.6 Approval of the amendment to articles 14 and 15 concerning the minutes of the general meeting and the publication of the adopted resolutions

Article 14. Minutes of the General Meeting

Minutes of each General Shareholders Meeting shall be drawn up by the Secretary, which shall include the list of attendees and contain a summary of the deliberations, resolutions adopted, a result of the voting for each one, and any additional content provided for by law.

The minutes shall be approved at the end of the meeting by those attending the meeting or, within the following fifteen days, by the Chairman and two intervening shareholders, one appointed by the majority and the other by the minority, and shall be authorised by the signatures of the Chairman and the Secretary and, in addition, by those of the two intervening shareholders, where applicable.

The minutes approved in any of these two manners shall have executive force from the date of their approval.

These minutes shall be recorded in the special Minute Book for General Shareholders Meetings.

Shareholders may request copies of the minutes or certifications of the resolutions adopted, which shall be authorised by the Chairman and the Secretary.

Directors may require the presence of a Notary Public to take the minutes of the Meeting, and must do so if the Meeting is to be held exclusively by telematic means, and also when shareholders representing at least the percentage of share capital determined at any given time by the regulations in force so request five days prior to the date scheduled for the Meeting. The notarial minutes shall be deemed to be the minutes of the Meeting and the notarial fees shall be borne by the Company.

In the event that the General Shareholders Meeting is held telematically, the Notary Public may attend the Meeting by any remote means of communication.

Article 15. Publicity of Resolutions

Notwithstanding the entry of resolutions that can be registered in the Companies Registry and the legal provisions applicable to the publication of corporate resolutions, the Company shall notify the National Securities Market Commission of the resolutions approved by means of the appropriate communication. Copies of the resolutions and details of the votes will also be available on the Company's website within the legally stipulated period.

Eighth. Approval of the Directors' Remuneration Policy for financial years 2021, 2022 and



2023.

Pursuant to the provisions of article 529 novodecies of the Corporate Enterprises Act and the specific report prepared for this purpose by the Appointments, Remuneration and Corporate Governance Committee, to approve the Remuneration Policy for the directors of Indra Sistemas, S.A. for financial years 2021, 2022 and 2023 which, under the provisions of the aforementioned article, is in line with the remuneration system provided in the Bylaws and the text of which has been made available to the shareholders on the occasion of the call to the General Shareholders Meeting.

<u>Ninth</u>. Authorisation for the delivery of shares to Directors for the purposes of Article 219 of the Spanish Corporate Enterprises Act.

9.1. Authorisation for the delivery of shares as Annual Variable Remuneration

According to the provisions of section 219 of the Corporate Enterprises Act, to approve the delivery of shares of the Company in favour of the executive directors as Annual Variable Remuneration ("AVR"), under the provisions of (i) the approved Remuneration Policy for the period 2018-2020 (the "2018-2020 Remuneration Policy") in respect of the shares accrued and pending delivery (deferred) arising from the application thereof; and (ii) the Remuneration Policy for the period 2021-2023 submitted for approval under the eighth item on the agenda of this Meeting (the "2021-2023 Remuneration Policy"), in respect of shares accruing under AVR under this policy.

Both the 2018-2020 Remuneration Policy and the 2021-2023 Remuneration Policy provide that the payment of 30% of the AVR corresponding to the financial years in which these policies have been or become applicable, would be deferred over three years by third parties and would be received in full in Company shares, the number of which would be fixed on the date of their determination, based on the fulfilment of the established objectives and on the average trading price in the thirty stock market sessions prior to the date of accrual.

The shares corresponding to this remuneration item are allocated in the first quarter of the financial year following the financial year to which the AVR targets refer, after assessment by the Board and the Appointments, Remuneration and Corporate Governance Committee of compliance with the targets set for the relevant financial year, and based on the average trading price in the thirty stock market sessions prior to the date of the Board's resolution.

The terms and conditions of the delivery of shares in the Company as AVR are as follows:

Beneficiaries:

The beneficiaries of the AVR payable in shares set out in the 2018-2020 Remuneration Policy and the 2021-2023 Remuneration Policy include, among other executives, the executive directors.

• Number of shares to be delivered:

1 2018-2020 Remuneration Policy



Details of the number of AVR shares accrued and pending of delivery per the terms set out in the 2018-2020 Remuneration Policy are set out below:

- (i) Chairman: a total of 52,118 shares (7,663 shares corresponding to the third third of the 2018 AVR payable in shares; 15,995 shares corresponding to the second and third thirds of the 2019 AVR payable in shares; and 28,460 shares corresponding to the three-thirds of the 2020 AVR).
- (ii) Executive Director, General IT Director: a total of 40,165 shares (7,500 shares corresponding to the third third of the 2018 AVR payable in shares; 12,453 shares corresponding to the second and third thirds of the 2019 AVR payable in shares; and 20,212 corresponding to the three-thirds of the 2020 AVR payable in shares).
- (iii) Executive Director, General T&D Director: a total of 40,165 shares (7,500 shares corresponding to the third third of the 2018 AVR payable in shares; 12,453 shares corresponding to the second and third thirds of the 2019 AVR payable in shares; and 20,212 shares corresponding to the three-thirds of the 2020 AVR).

According to the 2018-2020 Remuneration Policy, the shares allocated in each of the financial years 2018, 2019 and 2020 as AVR were determined based on the average Indra share price in the thirty stock market sessions prior to the date of allocation of the shares by the Board of Directors.

Specifically, the average prices taken into account were as follows:

(i) 2018 AVR: €9.20

(ii) 2019 AVR: €10.84

(iii) 2020 AVR: €7.35

2 <u>2021-2023 Remuneration Policy</u>

The maximum number of shares that, if any, may be delivered to the beneficiaries of the AVR, pursuant to the provisions of the Remuneration Policy 2021-2023, will depend on the degree of compliance with the targets in each case established and on the average share price in the thirty days prior to the date on which the Board of Directors, together with the Appointments, Remuneration and Corporate Governance Committee, assesses the degree of compliance with the targets set in each case and determines the number of shares accrued by each executive director.

The AVR of executive directors accrues based on the individual performance of each executive director and the achievement of the objectives (quantitative and qualitative) set in each case.

To determine the degree of compliance with the objectives, a specific compliance scale shall be established at the beginning of each financial year for each of the objectives, which shall include: (i) a minimum threshold below which no incentive will be paid; (ii) a target level, corresponding to 100% target achievement, which will be remunerated with an amount equivalent to 140% of the executive director's fixed cash remuneration; and (iii) a maximum level, corresponding to 120% target



achievement, which will be remunerated with an amount equivalent to 168% of the fixed cash remuneration.

As previously indicated, of the total AVR accrued by the executive director, 30% will be payable in shares, which will be paid in thirds over the three financial years following their accrual.

The AVR of executive directors shall be determined for each financial year in accordance with the following formula:

AVR e.g. =
$$FR \times GC$$

where:

- "AVR, e.g.": the AVR accrued by the executive director in a given financial year.
- "FR": the fixed cash remuneration of executive directors. In accordance with the 2021-2023 Remuneration Policy, the FR is set at the following amounts.1:

General Managing Directors: €600,000

- "GC": multiplier resulting from the degree of achievement of the targets set by the Board of Directors, which may not exceed 1.68 (as the maximum achievement of the set targets is remunerated with an amount equal to 168% of the FR).

Therefore, the number of shares, if any, allocated to each executive director as AVR will be calculated for each of the financial years included in the 2021-2023 Remuneration Policy as follows:

N. Shares =
$$\frac{(AVR e. g. x 30\%)}{ListPr}$$

where:

- "N. Shares": number of shares accrued by the executive director as AVR for the relevant financial year.
- "ListPr": average listed price of the Indra share in the thirty stock market sessions prior to the date of the Board resolution determining the degree of compliance with the objectives by the Board of Directors.

Accordingly, by way of example, the maximum number of shares that executive directors could receive in each of the financial years in which the Remuneration Policy 2021-2023 is applicable (which would in turn require having achieved the

¹ The fixed cash remuneration of Executive Directors may be increased by 10% at the duly justified proposal of the Appointments, Remuneration and Corporate Governance Committee, in which case it shall be justified in the corresponding Annual Remuneration Report.



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objectives at the highest possible level) would be determined by the following calculations:

Maximum number of shares General Managing Directors (each) = 302.400 euros / ListPr.

• **Duration**:

Shares allocated as AVR under the 2018-2020 Remuneration Policy and the 2021-2023 Remuneration Policy will be paid in accordance with the following table:

First quarter of the financial year	Payment of deferred shares corresponding to the
2022	 Third third of the 2018 AVR Second third of the 2019 AVR First third of the 2020 AVR
2023	 Third third of the 2019 AVR Second third of the 2020 AVR First third of the 2021 AVR
2024	 Third third of the 2020 AVR Second third of the 2021 AVR First third of the 2022 AVR
2025	 Third third of the 2021 AVR Second third of the 2022 AVR First third of the 2023 AVR
2026	Third third of the 2022 AVRSecond third of the 2023 AVR
2027	 Third third of the 2023 AVR

9.2. Authorisation for the delivery of shares under the 2021-2023 Medium-Term Incentive

To approve, in accordance with the provisions of article 219 of the Corporate Enterprises Act and with regard to the executive directors of the Company, the establishment of a medium-term incentive (three years) to be settled by the delivery of shares of the Company. This approval by the General Shareholders Meeting is given insofar as it is a remuneration system that includes the delivery of shares to the Company's executive directors. Specifically, the incentive is aimed at Indra Group executives, including, as indicated above, the executive directors of Indra Sistemas, S.A. (hereinafter referred to as the "2021-2023 MTI") and is governed by the following basic terms and conditions:

• Description:

The 2021-2023 MTI, linked to the Company's performance in relation to the development of the 2021-2023 Strategic Plan approved by the Board of Directors, consists of a performance share plan with an initial grant of shares, of which at maturity a percentage ranging from 0% to 150% may be delivered, calculated on the basis of the level of achievement of the targets set. The 2021-2023 MTI falls within the framework of the remuneration concept Medium-Term Remuneration as set out in the



Remuneration Policy submitted for approval by this Meeting under the eighth item on the agenda.

In special circumstances, due to internal or external factors, the ARCGC may propose to the Board the application of other criteria or other achievements for the determination of the resulting MPR. Details of these adjustments would be provided in the relevant Annual Remuneration Report.

The delivery of shares shall be subject to the conditions of permanence established in the respective contracts of the executive directors, without prejudice to other conditions and requirements that may be established and to the usual exceptions or those that may be implemented for opportunity reasons.

Executive Directors may not transfer the delivered shares for a period of three years after delivery unless they hold, directly or indirectly, a number of shares equivalent to twice their annual fixed remuneration or unless the Board of Directors, in exceptional and justified circumstances, expressly authorises this.

• Cancellation and reimbursement:

The Board of Directors in relation to deliveries of shares made or to be made within the framework of the 2021-2023 MTI, following a report from the ARCGC, shall assess whether it is appropriate i) to cancel all or part of the right to receive the shares pending delivery (malus), and/or ii) to reimburse all or part of the shares delivered, within twenty-four months of their delivery (clawback), when the conditions set out in the respective contracts of the executive directors are met.

• Delegation of powers:

The necessary powers to implement, develop, formalise, execute and liquidate 2021-2023 MTI, adopting such resolutions and signing such documents, whether public or private, as may be necessary or appropriate to give full effect thereto, including the power to correct, rectify, amend or supplement this resolution, with the express power of substitution, are delegated to the Board of Directors. In particular, by way of illustration only and without prejudice to any other existing powers or authorisations, the following powers are delegated to the Board of Directors, with express power of substitution:

- a) Develop and establish the specific conditions of the 2021-2023 MTI in all matters not provided for in this resolution, and approve regulations for the acomplisment of the Plan, including, but not limited to, the possibility of establishing the possibility of early liquidation of the Plan.
- b) Designate new 2021-2023 MTI beneficiaries within the established ceiling and determine the maximum number of shares allocated to each beneficiary.
- c) Revoke, where appropriate, the awards and allocations of shares previously made, where appropriate.
- d) To the extent that the legal regime applicable to some of the beneficiaries or to certain Indra Group companies so requires or advises, or if it is necessary or advisable for legal, regulatory, operational or other similar reasons, to adapt the basic conditions indicated, either generally or specifically, including, but not



limited to, the possibility of adapting the mechanisms for delivery of the shares, without altering the maximum number of shares linked to 2021-2023 MTI, and to provide for and execute the total or partial settlement of the Plan in cash.

- e) Formalise and implement the 2021-2023 MTI as it sees fit, taking all necessary actions for its best execution.
- f) Draft, sign, present and publish all communications and documents, public or private, that may be necessary or convenient before any public or private body for the implementation and execution of the 2021-2023 MTI.
- g) Carry out any action, declaration or management before any public or private body, entity or registry to obtain any authorisation or verification necessary for the implementation and execution of the 2021-2023 MTI.
- h) Designate, where appropriate, the banking, depository or custodian entity or entities to provide services to the Company in relation to the formalisation and administration of the 2021-2023 MTI and negotiate, agree and sign the corresponding contracts with the banking entity or entities thus selected, as well as such other contracts or resolutions as may be appropriate with any other entities and, where appropriate, with the beneficiaries, for the implementation and execution of the 2021-2023 MTI, under such terms and conditions as it deems appropriate.
- i) Adapt the content of the 2021-2023 MTI to the circumstances and corporate transactions that may occur during its term, under such terms and conditions as may be deemed necessary or appropriate from time to time to maintain the purpose of the Plan.
- j) And, in general, to carry out as many actions and sign as many documents as necessary or appropriate for the validity, effectiveness, implementation, development, execution, liquidation and successful completion of the 2021-2023 MTI.

Tenth. Advisory vote on the Annual Remuneration Report 2020.

According to article 541 of the Corporate Enterprises Act and article 27.5 of the Regulations of the Board of Directors of the Company, to approve, on a consultative basis, the Annual Remuneration Report 2020, which was prepared by the Board of Directors, following a favourable report from the Appointments, Remuneration and Corporate Governance Committee, at its meeting held on 22 March 2021.

<u>Eleventh</u>. Authorisation and delegation of powers for the formalisation, registration and execution of the resolutions adopted by the Board.

To delegate to the Chairman of the Board of Directors, the Secretary of the Board of Directors and the Deputy Secretary of the Board so that any of them, without distinction, may formalise



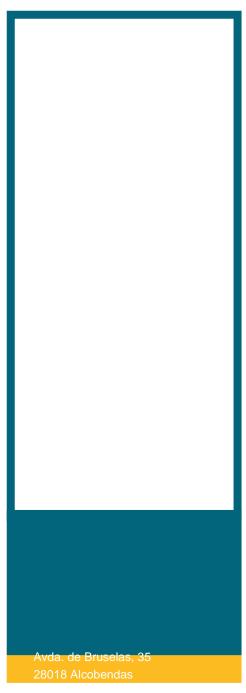
and notarise the resolutions adopted at this Meeting and, in particular, to interpret, correct, implement and develop them. The power to remedy shall include the possibility of making such amendments and additions as may be necessary or desirable as a result of observations or requests from securities regulators, stock exchanges, the Companies Registry and any other public authority with powers relating to the resolutions adopted.

Twelfth. Information to the Board on the amendments made to the Board Regulations

Pursuant to the provisions of article 528 of the CEA and the Board of Directors' Regulations, the General Shareholders Meeting is hereby informed that, at its meeting held on 18 December 2020, the Board of Directors resolved to amend the Board Regulations and to approve a new consolidated text thereof.

These amendments affected articles 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 19 bis, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 35, 36, 37, 38 and 39 thereof. These amendments respond to the purposes and proposals described in the report prepared by the Board of Directors for this purpose, which was made available to the shareholders when the General Shareholders Meeting was convened.





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