

# Investors Presentation

November 2025

Leading the Future



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STRATEGIC  
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RESULTS

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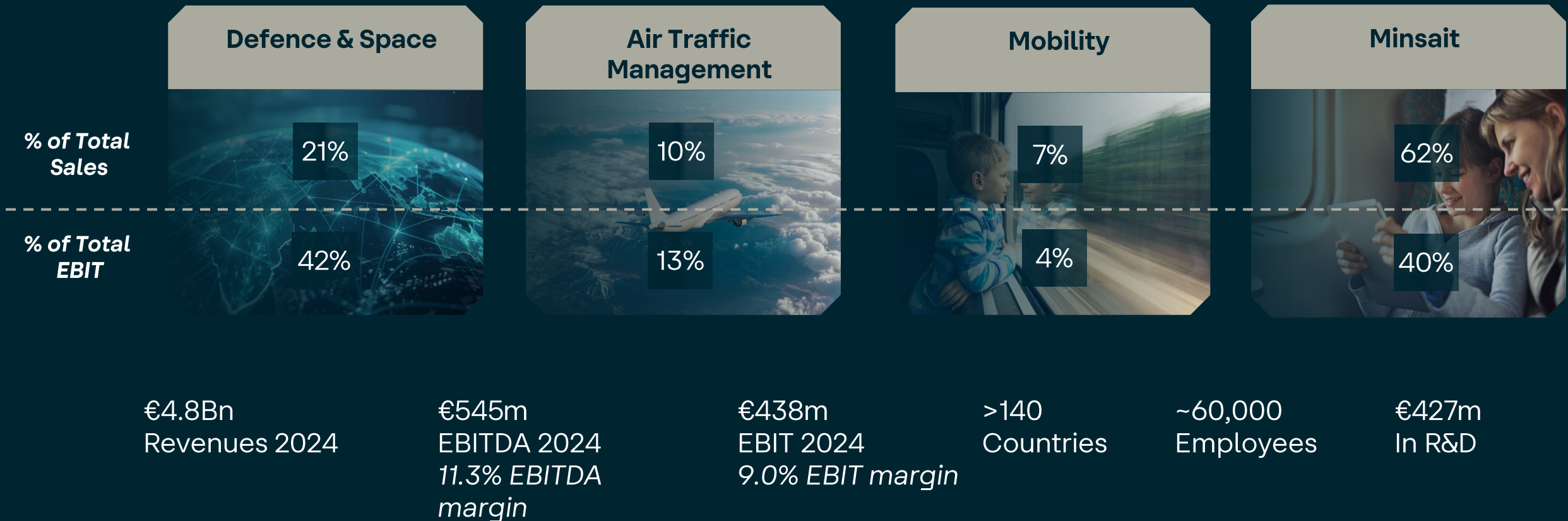
# Overview

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# Indra's Vision and Main 2024 Figures

Become the Spanish multinational of reference in Defence & Aerospace and Advanced Digital Technologies



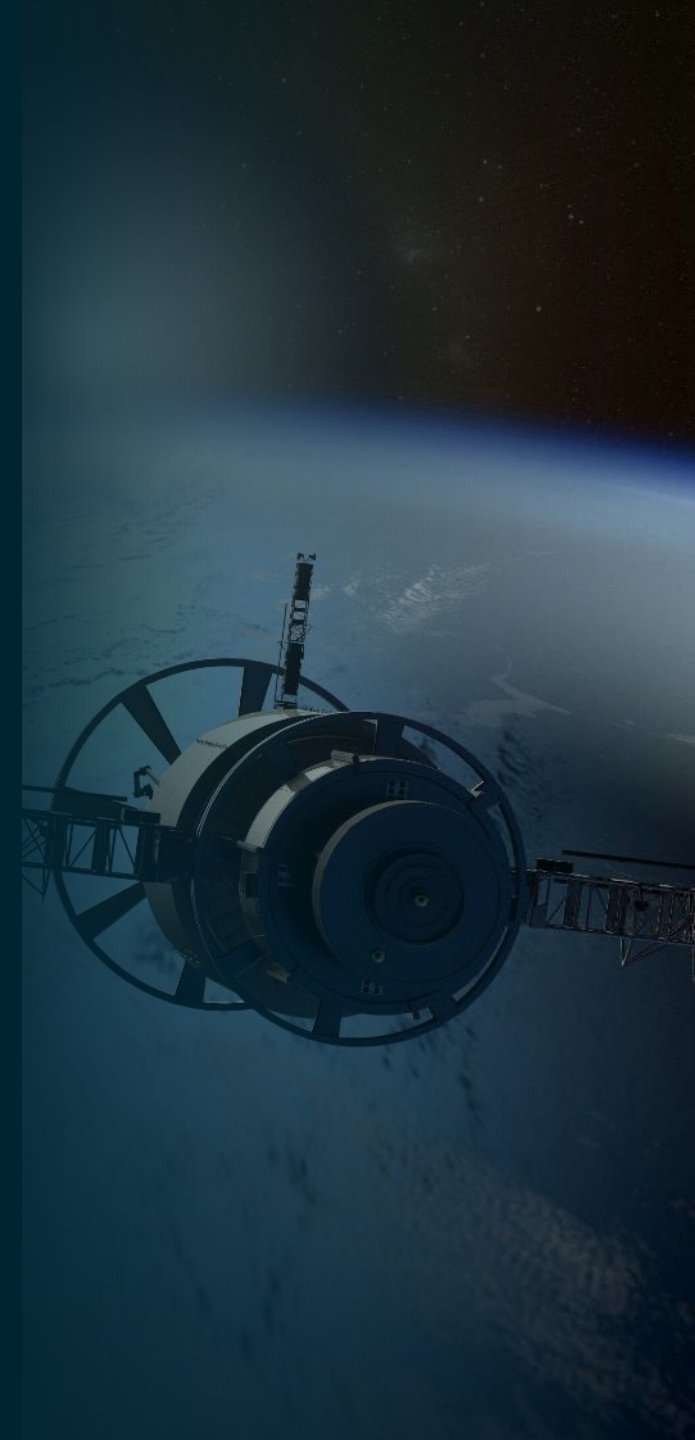
# Main Figures by Division

Defence	2024	2023	Variation (%)
	(€m)	(€m)	Reported / Local currency
Backlog	2,972	2,953	0,6 / 0,6
Net Order Intake	1,053	817	28,8 / 28,8
Revenues	1,031	817	26,2 / 26,2
EBITDA	207	163	26,7
EBITDA Margin %	20.0%	20.0%	0.0 pp
Operating Margin	191	152	25.8
Operating Margin %	18.5%	18.6%	(0.1) pp
EBIT	186	146	27,7
EBIT margin %	18.0%	17.8%	0.2 pp
Book-to-bill	1.02	1.00	2.1
Backlog / Revs LTM	2.88	3.61	(20.3)

Air Traffic Management	2024	2023	Variation (%)
	(€m)	(€m)	Reported / Local currency
Backlog	855	737	16,0 / 16,0
Net Order Intake	586	371	58,1 / 58,1
Revenues	468	361	29,6 / 29,8
EBITDA	73	57	28,0
EBITDA Margin %	15.6%	15.8%	(0.2) pp
Operating Margin	60	46	29.2
Operating Margin %	12.7%	12.8%	(0.1) pp
EBIT	58	44	32,0
EBIT margin %	12.5%	12.3%	0.2 pp
Book-to-bill	1.25	1.03	22.0
Backlog / Revs LTM	1.83	2.04	(10.5)

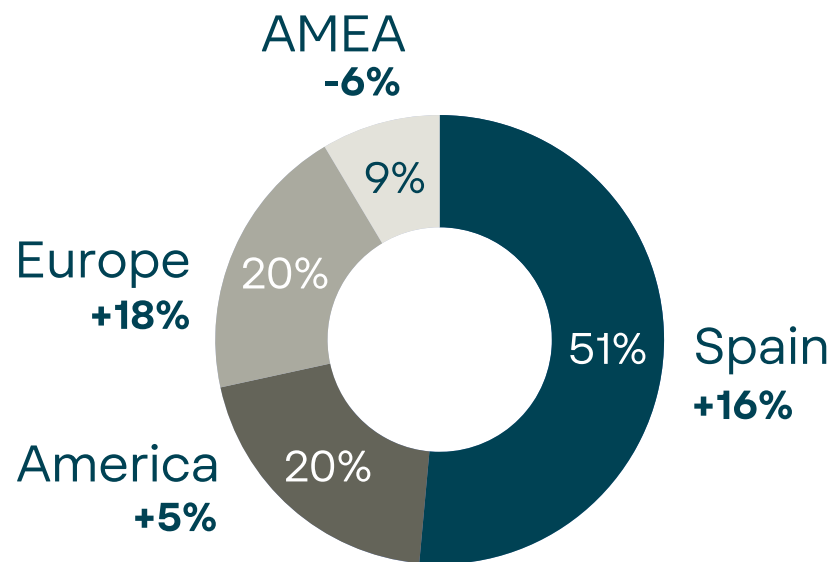
Minsait	2024	2023	Variation (%)
	(€m)	(€m)	Reported / Local currency
Backlog	2,460	2,172	13,3 / 16,8
Net Order Intake	3,306	3,047	8,5 / 11,1
Revenues	2,982	2,798	6,6 / 8,7
EBITDA	241	214	12,5
EBITDA Margin %	8.1%	7.7%	0.4 pp
Operating Margin	240	196	22.9
Operating Margin %	8.1%	7.0%	1.1 pp
EBIT	176	151	16,4
EBIT margin %	5.9%	5.4%	0.5 pp
Book-to-bill	1.11	1.09	1.8
Backlog / Revs LTM	0.82	0.78	6.3

Mobility	2024	2023	Variation (%)
	(€m)	(€m)	Reported / Local currency
Backlog	959	914	4,8 / 5,1
Net Order Intake	411	348	18,2 / 18,6
Revenues	362	366	(1,3) / (0,5)
EBITDA	24	12	111,1
EBITDA Margin %	6.7%	3.2%	3.5 pp
Operating Margin	21	9	123.7 pp
Operating Margin %	5.7%	2.5%	3.2 pp
EBIT	18	6	202,8
EBIT margin %	5.0%	1.6%	3.4 pp
Book-to-bill	1.14	0.95	19.7
Backlog / Revs LTM	2.65	2.50	6.2



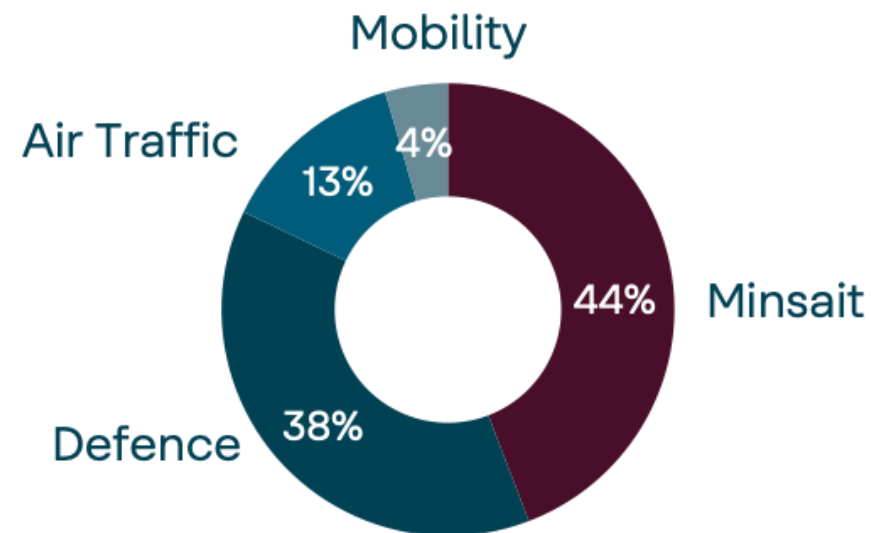
# Breakdown by Geography and Division

## FY24 Revenues breakdown by Geography



International Business covering 49%

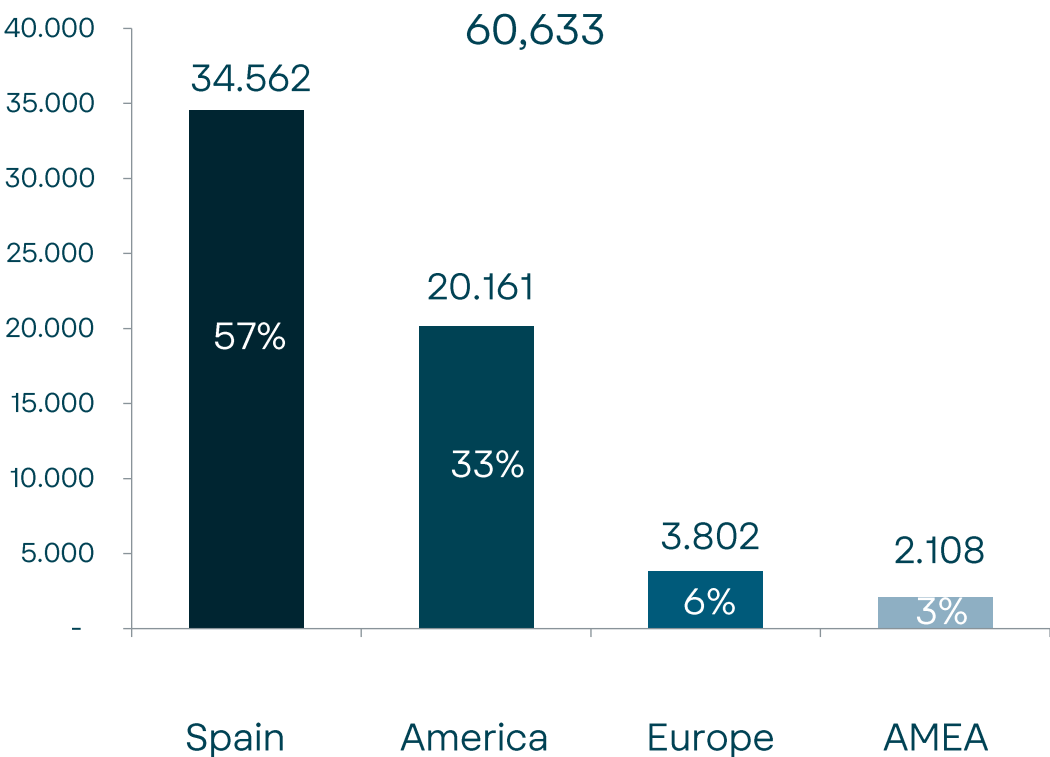
## FY24 EBITDA breakdown by Division



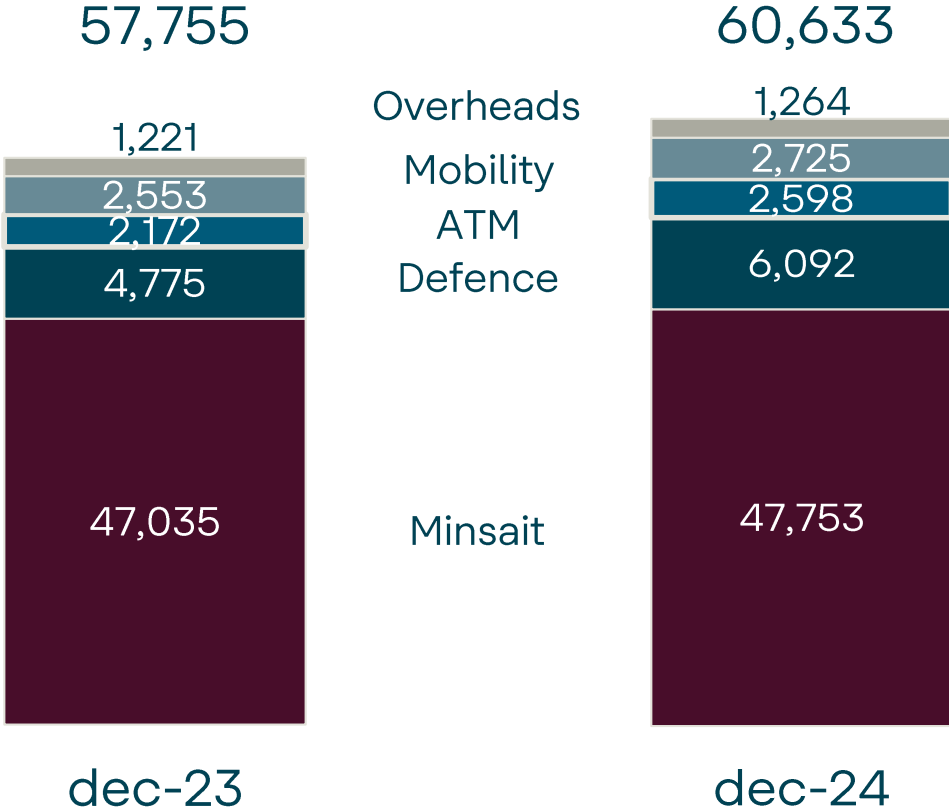
Defence, ATM and Mobility EBITDA account for 56% of total

# Key Worforce Figures

### Employees by Region 2024

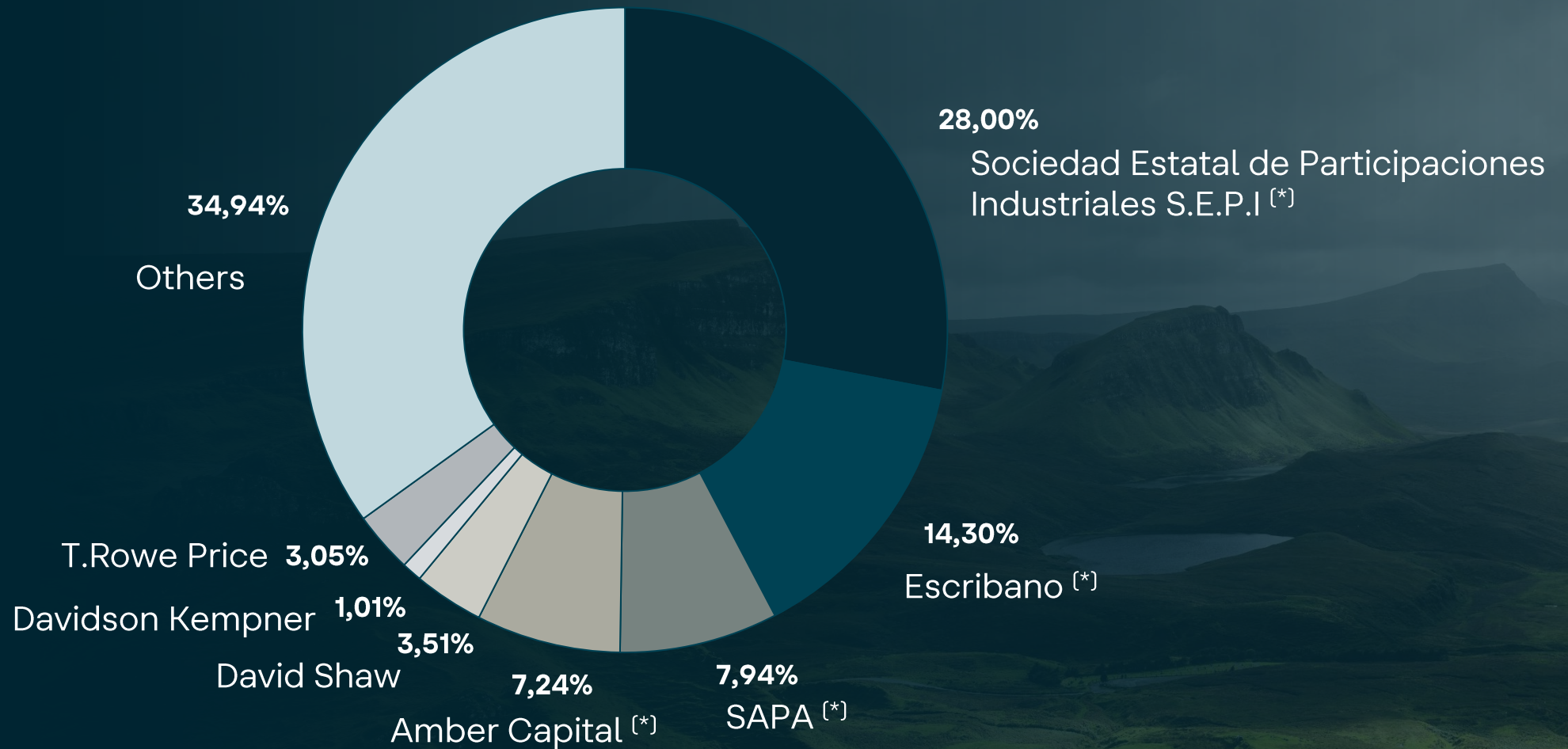


### Employees by Division 2024





# Main Shareholders



(\*) Board of Directors representation  
CNMV data. Identified shareholders with a position in excess of 3%

Figures updated as of 28/11/2025

The data provided in this section includes the information provided by the shareholders to the Spanish National Securities Market Commission (CNMV), and with regard to the shareholders who are represented on the Board of Directors, the information which has been notified to the Company.

# Significant Achievements in our ESG Strategy

## Relevant presence in the main ESG indexes



**S&P Dow Jones Indices**

A Division of S&P Global

### TOP 5%

Nº1 industry leader S&P Global CSA Score 2021, 2022 & 2023. Sustainability Award Gold Class 2022. Nº3 in 2024



FTSE4Good

### Member

Best score in governance, Human Rights, labor standards, and Climate Change



### Low ESG Risk

Demonstrating strong management of ESG relevant issues . Qualified in 2025 as **Industry ESG Top Rated**



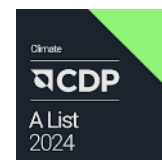
### AA

High performance on corporate governance, emissions and Clean Tech opportunities



### Platinum Top 1%

Fulfilling most stringent environmental, labor practice and human rights requirements



### A List

Leading climate action with first-class practices on climate change

## Committed to talent



Recognized as a **Top Employer** for 7 years for the outstanding work environment and talent development practices

## Acting on Climate Change



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

- 2030: -90% scope 1 and 2 and -55% scope 3 emissions (intensity)
- Net Zero 2040: -95% scope 3 emissions (intensity)



# Main Figures 2016-2024

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Backlog (€m)	3,129	3,612	4,065	4,511	5,229	5,459	6,309	6,776	7,245
Order Intake (€m)	2,744	3,248	3,437	3,686	3,858	3,714	4,778	4,583	5,356
Revenues (€m)	2,709	3,011	3,104	3,204	3,043	3,390	3,851	4,343	4,843
EBITDA (€m)	229	266	293	343	230 <sup>[2]</sup>	349 <sup>[3]</sup>	400	446	545
EBIT (€m)	162	196	199	221	120 <sup>[2]</sup>	256 <sup>[3]</sup>	300	347	438
EBIT margin	6.0%	6.5%	6.4%	6.9%	4.0% <sup>[2]</sup>	7.5% <sup>[3]</sup>	7.8%	8.0%	9.0%
Net profit Reported (€m)	70	127	120	121	-65	143	172	206	278
CAPEX (€m) net of subsides	28	40	79	76	39	-11	39	15	69
FCF (€m)	184	186	168	8	83	289	253	312	328
Net Debt (€m)	523	588	483	552	481	240	43	107	[86]

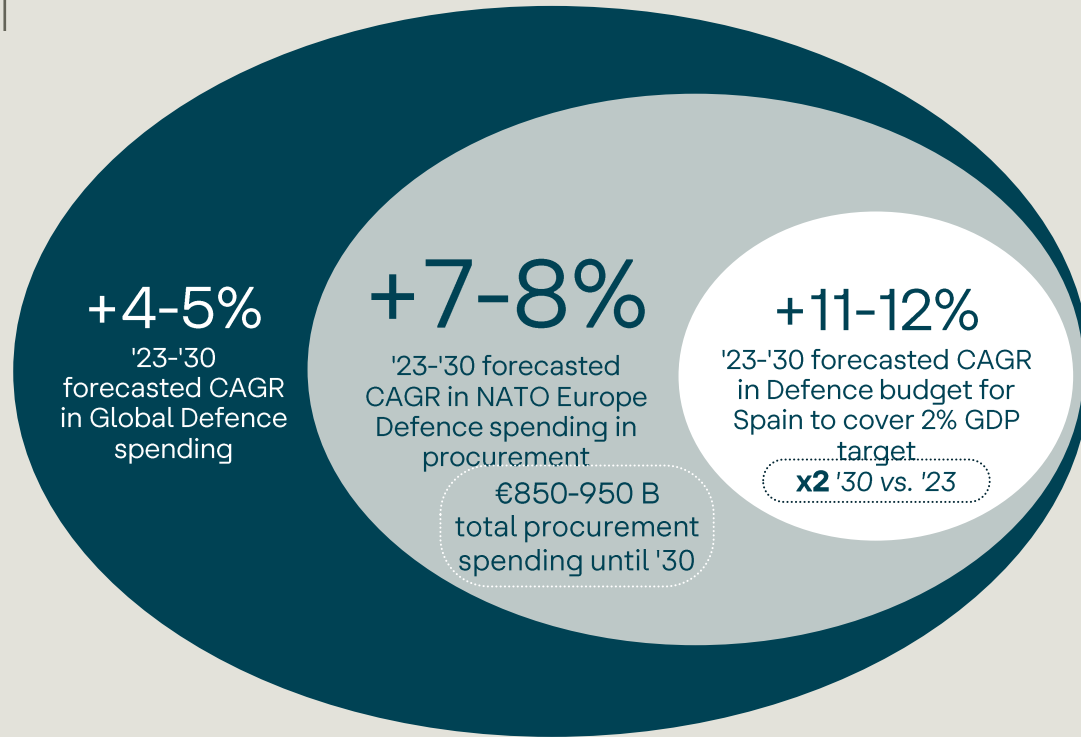
# Long-term Strategic vision '24- '30

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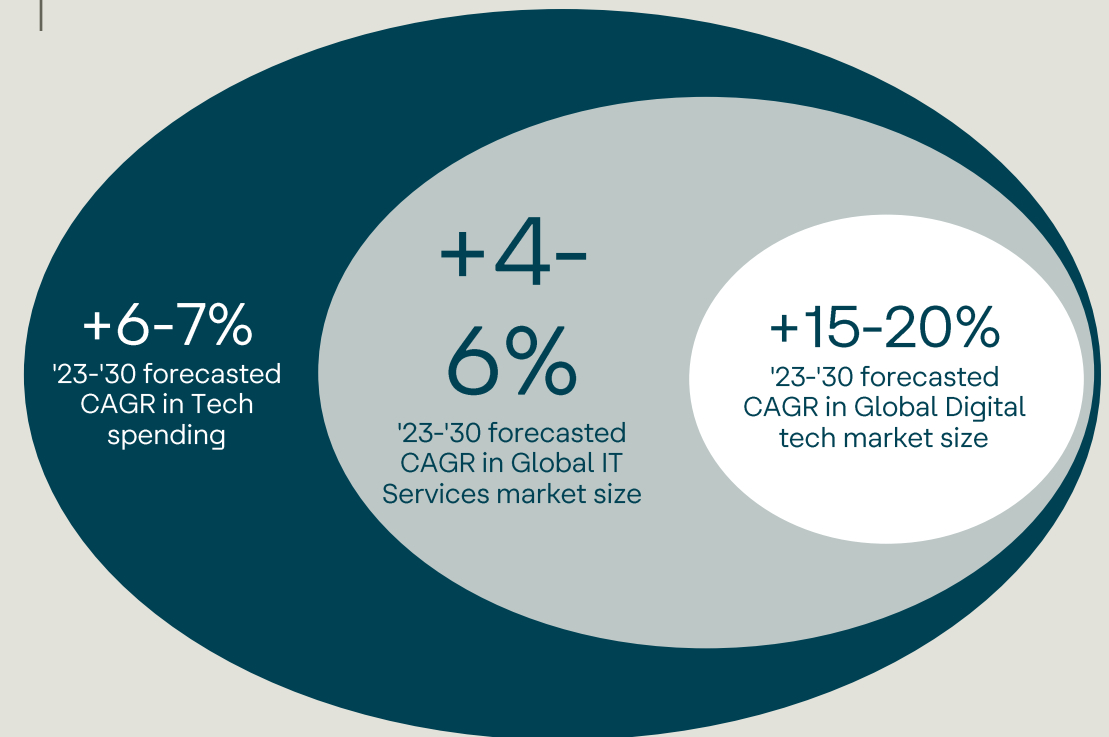
# Market Environment

## Growth in Defence & Technology

### Defence



### Technology



Source: NATO; MinsDef; Country announced budgets; Industry sources (e.g. Gartner, Forrester, and other specialized market reports); Internal analysis



The Board of Directors  
has mandated the  
launch of the  
'**Leading the Future**'  
Strategic Plan, and has  
provided clear long-  
term **strategic**  
**guidelines**

01. | Accelerate transition to a **multidomain national** reference in **Defence**
  - Evolve to a Global System Integrator and Domestic Coordinator in Air & Land
  - Develop the Space domain, creating a European Tier-1 business with end-to-end capabilities
02. | Reach **Global ATM leadership**, scaling-up in North America & Asia-Pacific and expanding into unmanned traffic management
03. | Become the advanced **technology & services ecosystem Coordinator** across industries in Europe & LatAm
  - Foster the development of most advanced digital technologies and capabilities in AI, Cloud & Cybersecurity
04. | **Divest non-core assets** and proactively **boost acquisitions** and **partnerships/alliances**
05. | Reinforce **brands** to continue being the **preferred employer** for the **high-value technological talent** in priority geographies

# Strategic Lines

‘Leading the Future’ pivots around seven strategic lines

## Business strategic lines

1. Focus on Aerospace & Defence

2. Create a Space NewCo

3. Increase Minsait's autonomy with partner(s)

Defence



Air Traffic Management



Space



Minsait



## Cross-Group strategic lines

4. Strengthen presence in new 'home markets'

5. Activate portfolio rotation (M&A) and expand the ecosystem (partnerships and alliances)

6. Increase investment in technological R&D

7. 'Double down' on critical talent

# Indra Group Defence vision

Evolve into a **Land, Air & Cyberspace**  
**Spanish Coordinator** in European  
programmes

Become a **Defence Systems Integrator**  
of **reference**

Transform the business from  
**National to International**





# 1. Focus on Defence & Aerospace | Defence

Indra Group at the core of multidomain

## Land



National  
Prime-Contractor  
in Military Land  
Vehicles / Programs

## Air



National  
coordinator of  
FCAS & European  
Referent in  
Electronic Warfare  
& Combat Cloud  
Solutions

## Maritime



Key System  
Integrator driving  
modernization in  
Major Naval  
Defence Programs

## Cyber



National  
and European  
Leader in  
Cybersecurity &  
Cyberdefence

## Space

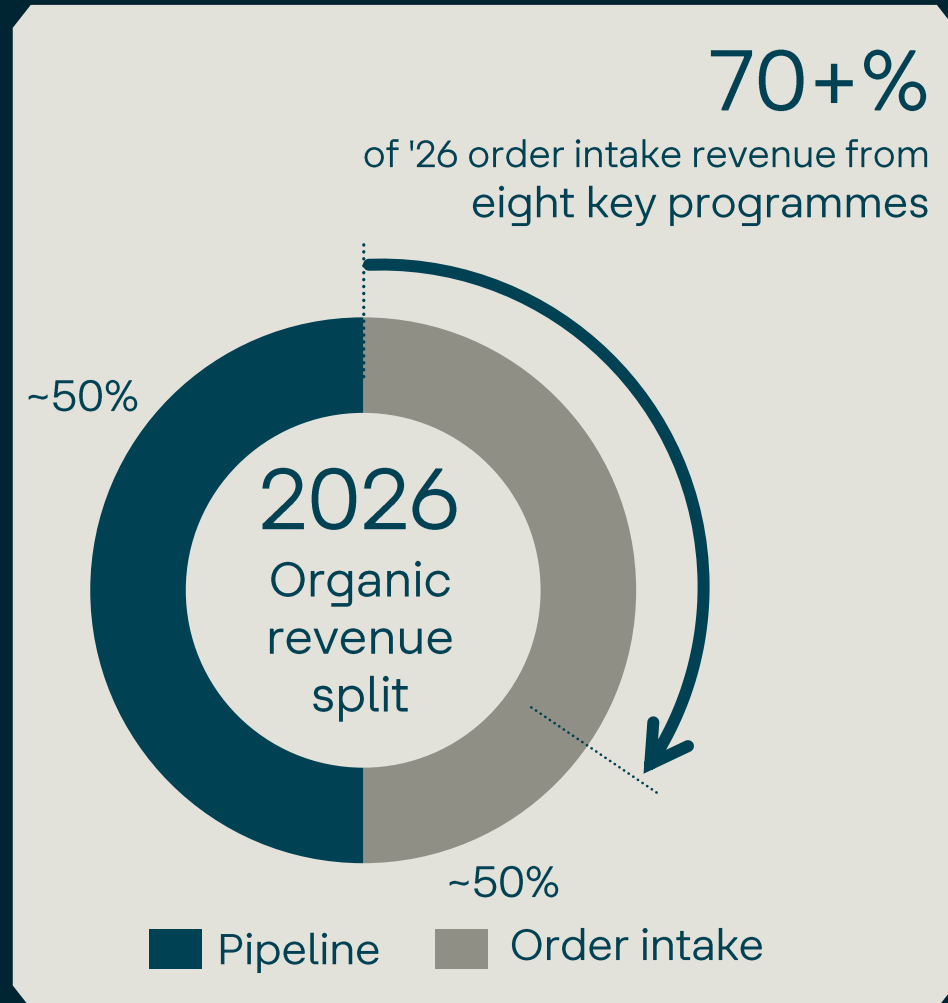


National Leader and European Tier-1

Enhanced industrial and manufacturing capabilities

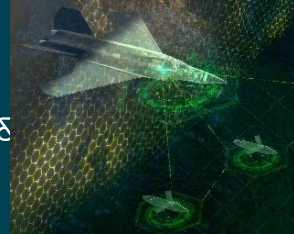
# 1. Focus on Defence & Aerospace | Defence

50% of '26 organic sales already committed, of which 70+% are from eight programmes



## FCAS

National Coordinator for NGWS programme, & international leader for the Sensors pillar



## Eurofighter

Supply of next-generation Radar & Electronic Defence Systems



## NH-90

Integration of Self-protection & Simulation Systems



## A-400M

Supply of Surveillance & Self-Protection Systems



## MKIII (Tiger)

Modernization of Tiger helicopters with Mission & Electronic Defence Systems



## Chinook

Supply of Mission & Electronic Defence Systems



## VCR 8x8

Integration of Mission & Situational Awareness Systems in ~350 vehicles



## F110

Integration of Electronic Defence Systems & next-generation Sensors





# 1. Focus on Defence & Aerospace | Defence

Large progress towards becoming the Spanish multinational of reference in Aerospace & Defence



Acquisition of Deimos, Hispasat & Hisdesat for Secure Communications



Acquisition of TESS Defence for Prime role in Land Programs



Major progress in key Air Programs, leading NGWS<sup>1</sup>/FCAS<sup>2</sup> & Eurofighter



Systems and radars development for Frigate F-110



JV with EDGE and Product development in civil & military radars

1. Next Generation Weapon System; 2. Future Combat Air System

# 1. Focus on Defence & Aerospace | Defence

Strong progress in Aerospace & Defence in line with Leading the Future committed ambition

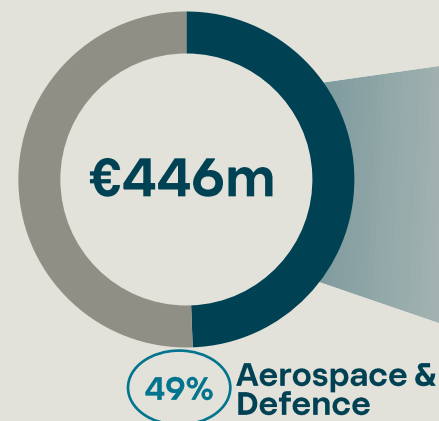
## Key advancements in A&D...

- **95% of capital allocation** dedicated to A&D
- From 100+ customized products to **11 priority systems** in offering adapted to market needs
- Launch of **new Industrial Plan**
  - **Top 500 suppliers Plan** to optimize sourcing and develop country's industrial structure
  - Redefinition of **new Engineering and Manufacturing footprint** to support company growth and shift towards A&D
  - **Product development Plan** with standardization at the core to enhance efficiency and optimize lead times

## ...boosting Indra's mix towards A&D

2023 EBITDA mix

Minsait & Mobility



2026 EBITDA mix<sup>2</sup>

Minsait & Mobility



1. Sales & Operations Planning; 2. Considers communicated acquisitions and organic growth

# Indra Group Air Traffic Management vision

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Maintain **leadership** in Air Traffic Management in **Europe, Middle East and Latin America**

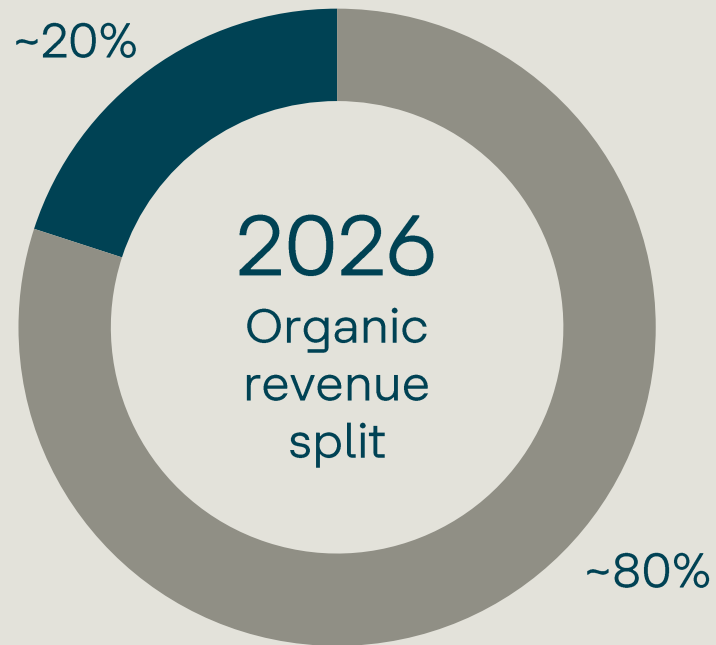
Reach the **number one position globally** by strengthening our core presence in **North America and Asia-Pacific**

Extend the **automation technological solution** to Middle East, Latin America and Asia



# 1. Focus on Defence & Aerospace | ATM

Indra will expand its European ATM leadership to other regions & market segments



- Backlog & high-probability pipeline
- Identified opportunities



Europe

European leadership consolidation

- Reinforce iTEC alliance, pushing forward new automation solutions
- Capture surveillance system renewal programmes



North America

Expansion of leadership to North America and Asia-Pacific/India

- Integration of acquisitions [e.g. SELEX] and scale-up with alliances & bolt-ons to strengthen positioning towards incoming U.S. programmes



Asia-Pacific

- Capture large system renewal opportunities and develop Single Sky programmes and technology-partner-like alliances in Asia-Pacific



UTM

Development of local unmanned traffic management platform and opportunities

[e.g. U-Space Service Provider]



# Indra Group Space vision



Tier-1 European referent with global footprint and leadership in main European programs

End-to-end capabilities along the value chain, with increasing focus on MEO/LEO initiatives

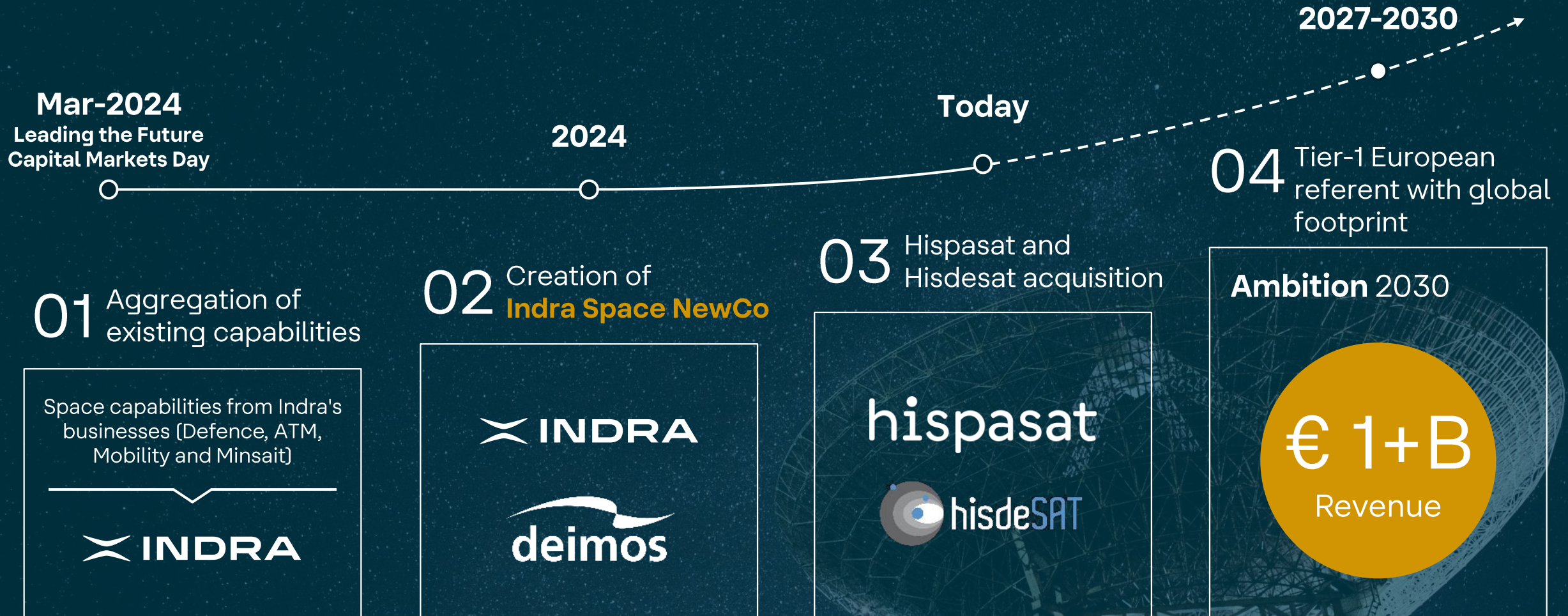
Dual civil-military offering for satellite secure communications, observation and navigation





## 2. Create a Space NewCo | Space

A decisive step in our path towards Leading the Future

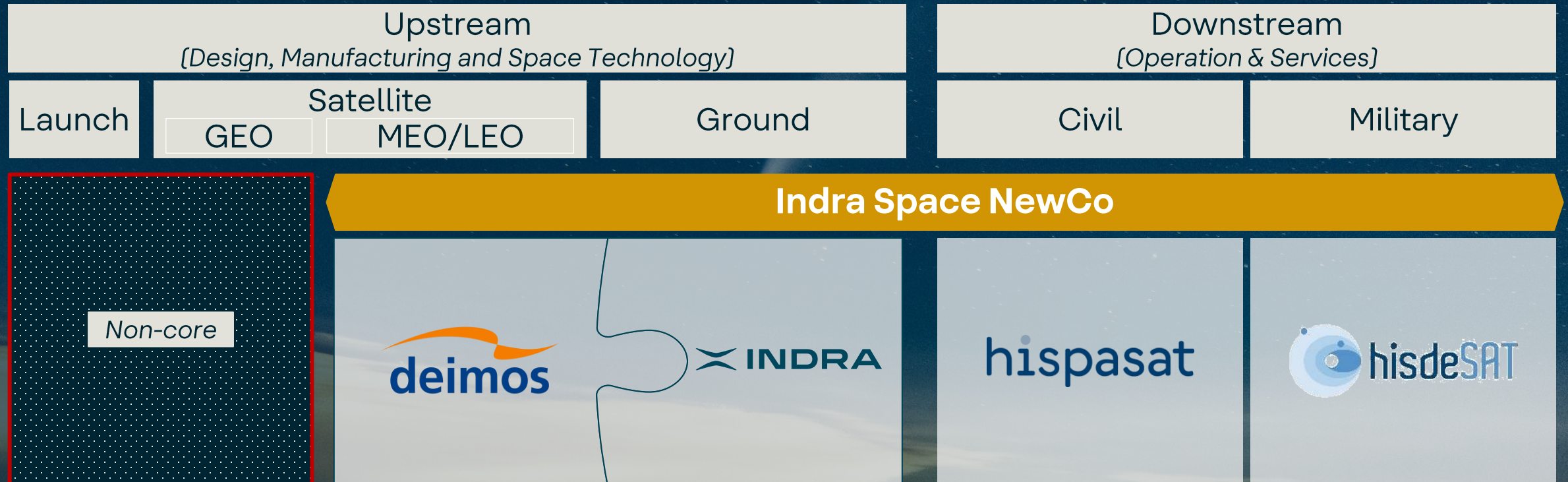


With the acquisition of Hispasat and Hisdesat, Indra Space NewCo has all the necessary capabilities to achieve its ambition of € 1+B through organic growth



## 2. Create a Space NewCo | Space

Hispasat & Hisdesat acquisition | Integrated positioning across the value chain to deliver end-to-end Space missions



# Indra Group Minsait vision

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Become one of the **main European and Latin American IT Services players**

Aggressively rebalance portfolio towards most-advanced **digital business** lines

Accelerate expansion into **higher-value geographies**





# 3. Increase Minsait's Autonomy with partner(s) | Minsait

New partner(s) will be the cornerstone of Minsait's growth & repositioning plan

01



## Operational excellence

Capture efficiencies through Gen AI roll-out; optimize unitary costs of production pyramids

02



## Sales effectiveness

Deploy a proactive commercial model around priority offerings and target clients; develop joint sales plans with large techs

03



## Maximization of value offer

Focus on digital: AI, Cloud, Cybersecurity & other high-potential tech (AR/VR, IoT, IT-OT, blockchain)

04



## Consolidation of international presence

Focus on value geographies (Europe, Middle East); scale-up LatAm operations



Unique management of business & tech talent



Systematization of M&A (*bolt-ons*) to reinforce shift towards digital and value geographies

# 3. Increase Minsait's Autonomy with partner(s) | Minsait

Key achievements in line with Minsait's growth & repositioning plan

2024 Delivery

## First year focus

## Ongoing efforts

### 01 Maximization of value offer

Increase in share of digital offering +3p.p. since Strategic Plan announcement in March 2024

+50%

Digital & value sales

### 02 AI & Operational Excellence

Over 50% growth in AI use case development and significant advances in AI-driven internal efficiency improvements

+10%

SW development efficiencies through AI<sup>1</sup>

### 03 Sales Effectiveness

Proactive commercial model focused on priority offerings and target clients, boosting gross margin in new contracts

+5p.p.

Margin in priority offering vs. global contracts

### 04 Strategic Autonomy

We continue exploring the entry of partner(s) to provide strategic flexibility

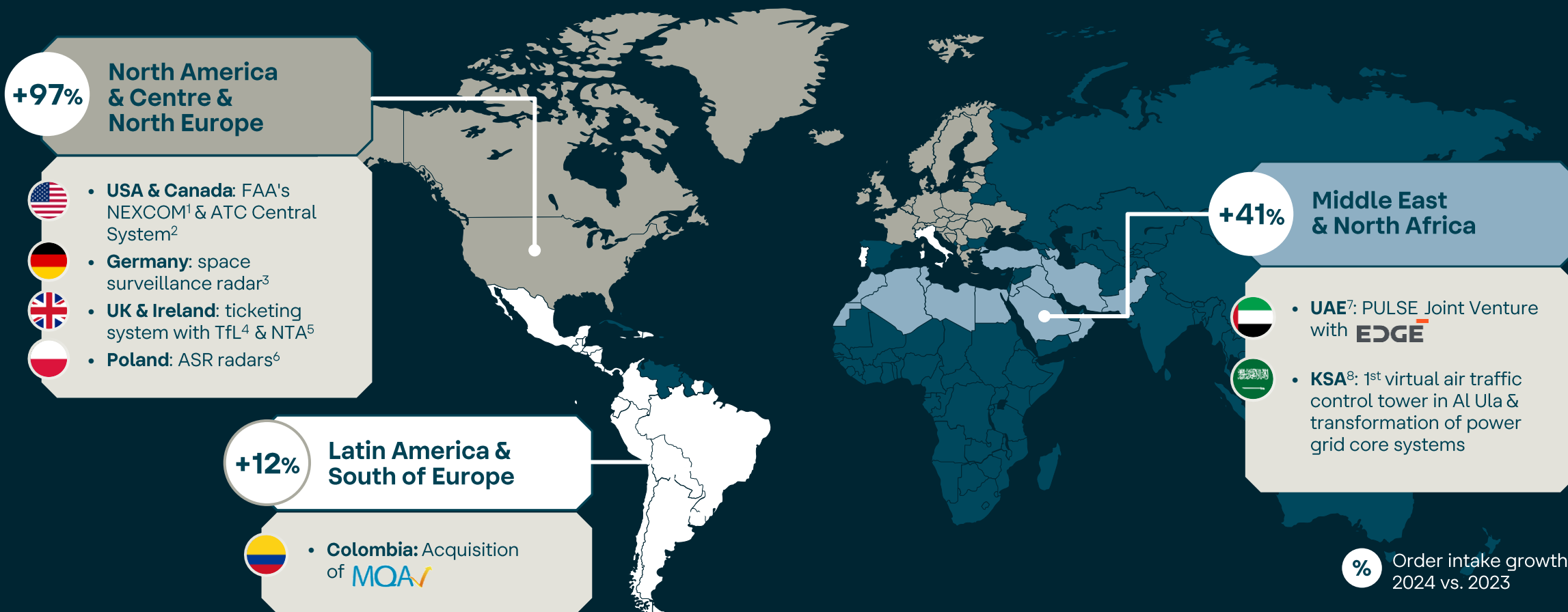
We continue to develop a dedicated governance to enable Minsait to keep gaining autonomy

1. >4,000 Github co-pilot licenses deployed



# 4. Strengthen Presence in New 'Home Markets'

Indra continues accelerating their international expansion with focus on US, Germany, UK, Poland and Middle East

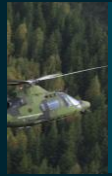


1. United States' Federal Aviation Authority Replacement plan for Next-Generation Air-Ground Communications radios; 2. Agreement with NAV Canada supports a flight data processing system and an air traffic flow management system; 3. Contract to equip the German Air Force; 4. Transport for London; 5. National Transport Authority of Ireland; 6. 8 mobile air traffic control radars for the Polish Armed Forces; 7. United Arab Emirates; 8. Kingdom of Saudi Arabia

# 5. Activate portfolio rotation (M&A) and expand the ecosystem (partnerships and alliances)

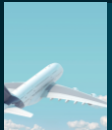
## M&A

### Acquisitions – M&A operations rationale



#### Defence

- Reinforce capabilities in Land domain
- Develop home markets in Western Europe
- Strengthen sensors, Edge avionics and C-UAS capabilities



#### ATM

- Develop North American market
- Reinforce tower capabilities



#### Space

- Scale-up NewCo at Global level
- Acquire end-to-end capabilities in Upstream & Downstream, with civil-military duality



#### Minsait (inc. Mobility)

- Strengthen capabilities in digital technologies
- Expand in high-value geographies: Europe and Middle East

## Alliances

Navantia  
Escribano  
Tecnobit  
Thales  
Lockheed Martin  
Hyperscalers  
(Microsoft, AWS,  
Google)  
SAP, Salesforce

## Divestitures

- Divest non-core assets

# 5. Activate portfolio rotation (M&A) and expand the ecosystem (partnerships and alliances)

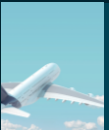
2024 Delivery

## M&A

Acquisitions – M&A operations rationale



Defence



ATM



Space



Minsait  
(inc. Mobility)

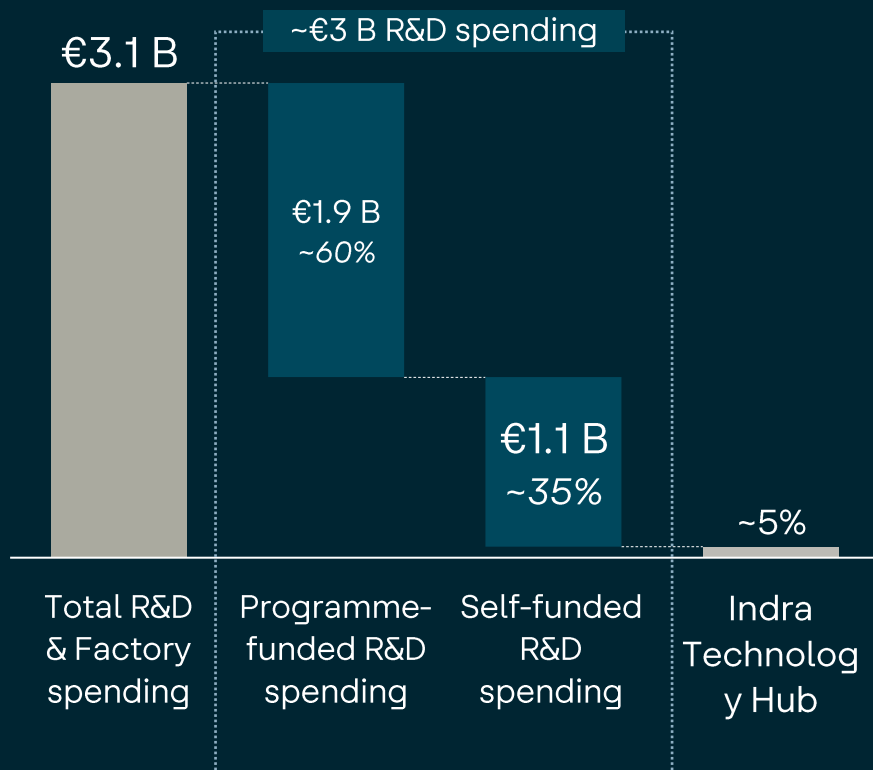


## Alliances

EDGE

## 6. Increase investment in Tech R&D

We will invest €3.1 B in tech development until '30; €1.1 B self-funded



1. System in Package



### Digital technologies

AI

Cloud/Edge Computing

IoT

VR/AR

- Expand current Systems, Functions and Applications to new limits
- Enable new intelligent, autonomous, reconfigurable & cognitive Systems



### Cutting-edge technologies

Microelectronics / SiP<sup>1</sup>

AESA / Gallium Nitride

Photonics

- Improve performance, compactness and electronic integration

Directed energy

Advanced optronics

Quantum

- Become forerunners in new technological developments



# 6. Increase investment in Tech R&D | Indra Technology Hub

Indra continues its investment in technology and product development, crystalizing into Indra Technology Hub

Tech and innovation is at the core of Indra...

... with Indra Technology Hub (ITH)



New Indra **Technology Roadmap** to accelerate new **product development**

Microelectronics (SoC & SiP)<sup>1</sup>    AESA/ Gallium Nitride    Quantum ...



**Enhanced** disruptive tech development, including AI, Cyber & Quantum

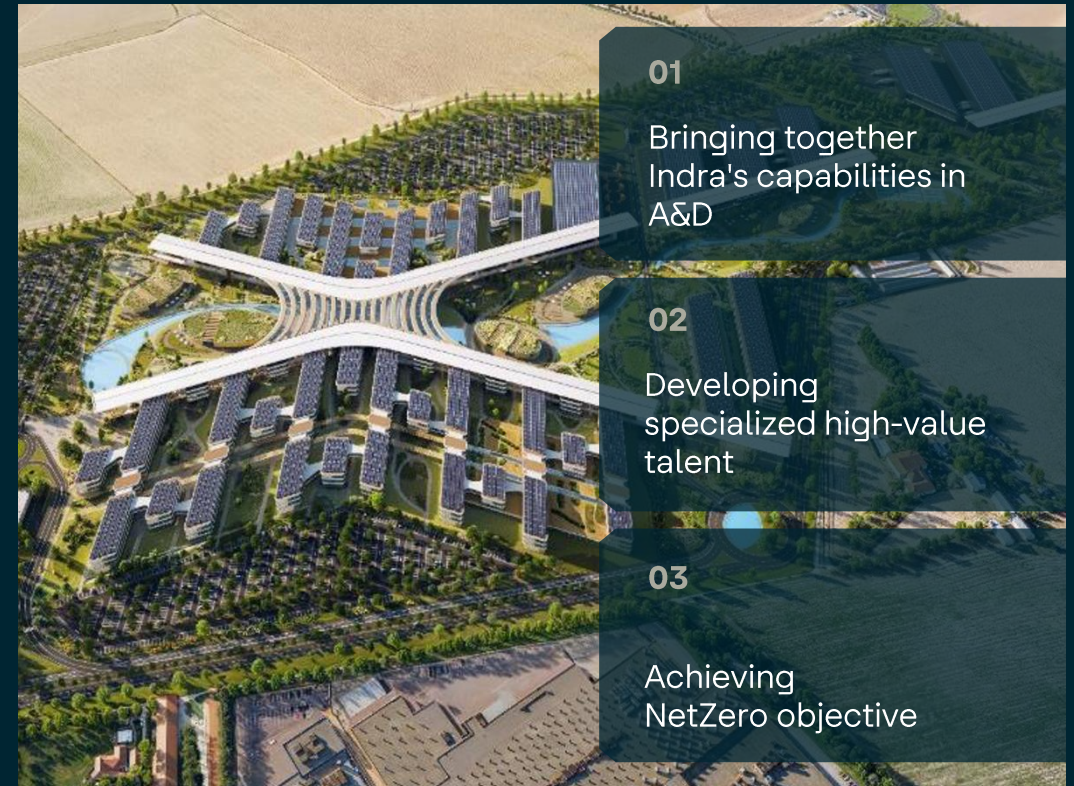


Creation of **Tech Observatory**, monitoring emerging technologies for strategic growth



**Expansion of Indra Ventures**, integrating high-potential startups into the innovation ecosystem

1. SoC & SiP: System on Chip &. System in Package



# 7. 'Double Down' on Critical Talent 2024

Indra is a leading employer for high-value talent

2,500+

Technology jobs  
created in 2024

Out of total objective of 5,000  
technology jobs until end of 2026

14%+

Aerospace & Defence  
2024 headcount growth

-3 p.p.

Reduction in attrition rates  
across businesses  
From double digit to single digit  
unwanted rotation

Top Employer

Awarded for 7th consecutive  
year for Indra Group  
Minsait recognized as success case  
study by LinkedIn in 2024



# 2030 Vision

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# 2030 Vision | A&D global Group leveraging Advanced Digital Technologies



## Indra Land Vehicles

Progress in VCR & VAC<sup>1</sup> (TESS Defence)

Exploring further M&A to enhance and strengthen our capabilities

## Indra Electronic Defence

Cutting-edge portfolio including Radar, Sensors, Electronic Warfare, Command, Control – C4i

## Indra Weapons & Ammunition

Enhancing our competitive position through UAVs, C-UAS<sup>2</sup>, Loitering Munition and Missiles

Alliances/ M&A as enabler

## Indra Military Space

Key provider of secure communications, Earth and Space surveillance, positioning for military

## Indra Civil Space

End-to-end secure communications, next-gen services, SSA & SST<sup>3</sup> for governments and commercial customers

## Indra Air Traffic Management

Boosting digital capabilities and air surveillance

Strengthening footprint in USA

## Indra Mobility

Transforming the sector through digital offering: intelligent transport systems, multimodal solutions and connected vehicle

## Intelligence

Artificial Intelligence for superiority in multidomain operations

Artificial Intelligence for automation of critical operations

## Minsait

Evolving towards high value digital services and solutions

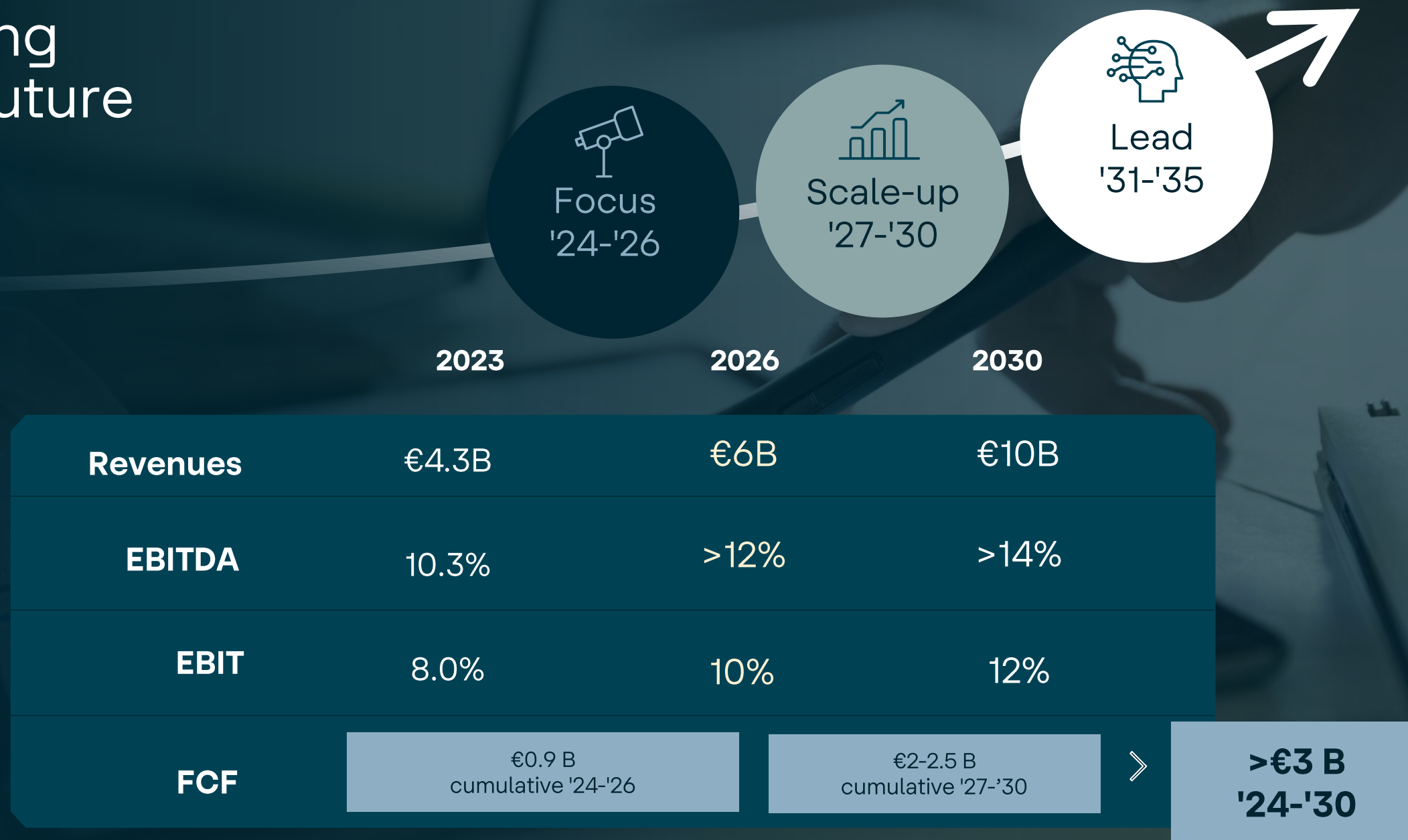
1. Combat Vehicle on Wheels & Army's Chain Support Vehicle; 2. Counter-Unmanned Aerial Systems; 3. Space Situational Awareness & Space Surveillance and Tracking



# Financial projections

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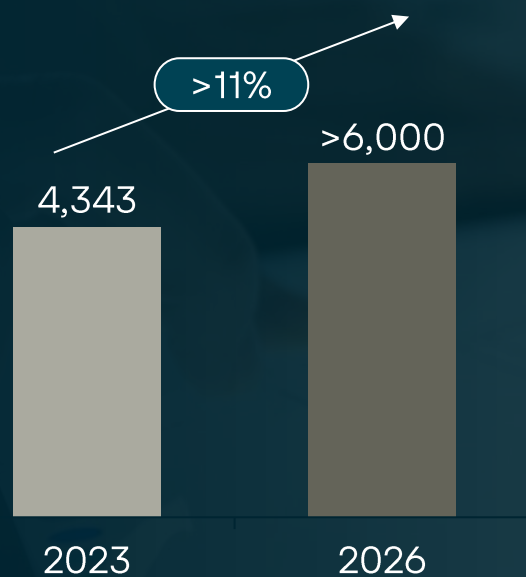
# Leading The Future



# '23-'26 Strategic Plan Financials

## We will accelerate growth in EBITDA and EBIT

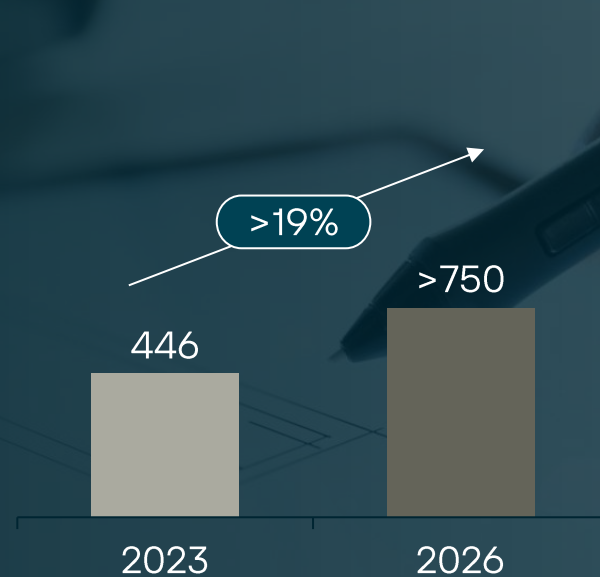
Revenue  
[€M]



CAGR  
'23-'26

+X%

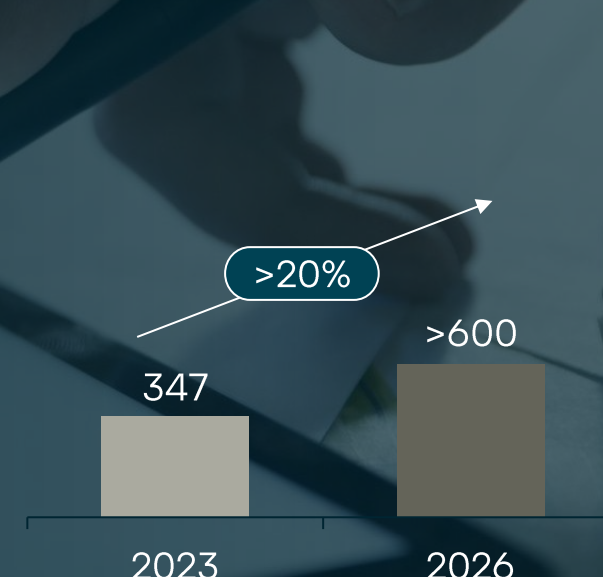
EBITDA  
[€M]



10%

>12%

EBIT  
[€M]



8%

10%

# Capital Allocation Priorities



## M&A Acceleration

Allocate >75% of acquisitions spend on Defence & Aerospace

Minsait's firepower expected to increase with the arrival of a new partner

Focus of M&A targets in Spain, Western Europe, Middle East & North America

M&A transactions will be aligned with strategy and growth story, **and** accretive for shareholders



## Continued increase in technology investment

+€1.2 B technology spending until 2026

- ~€0.7 B programme-funded R&D spending
- ~€0.4 B other R&D spending
- ~€0.1 B Indra Technology Hub



## Financial stability & greater shareholder returns

2026 Net Financial Debt / EBITDA of 1.0x – below industry peers – with a maximum threshold of up to 2.0x in '24-'26 period

Dividend practice in line with current payout ratios [~20%], consistent with company strategy

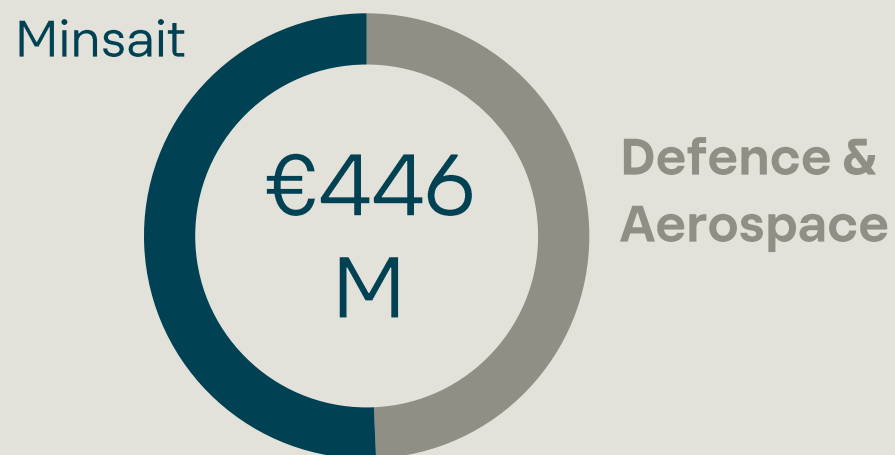




# 23' Vs 26' EBITDA

Defence & Aerospace contribution to EBITDA increasing significantly within 2023 to 2026 period

2023 EBITDA split



2026 EBITDA split



# '26 Guidance

**>€750 M**  
**>12%**  
**EBITDA**

**€600 M**  
**10%**  
**EBIT**

**€900 M**  
**FCF**  
cumulative '24-'26

Divestiture of assets (on top of non-core ones already considered) will only be executed if Guidance targets are met

*Top-management mid-term incentive scheme (IMP) will be linked to this Guidance*

# Anex I: Last Quarterly Results

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# 9M25

## Main headlines

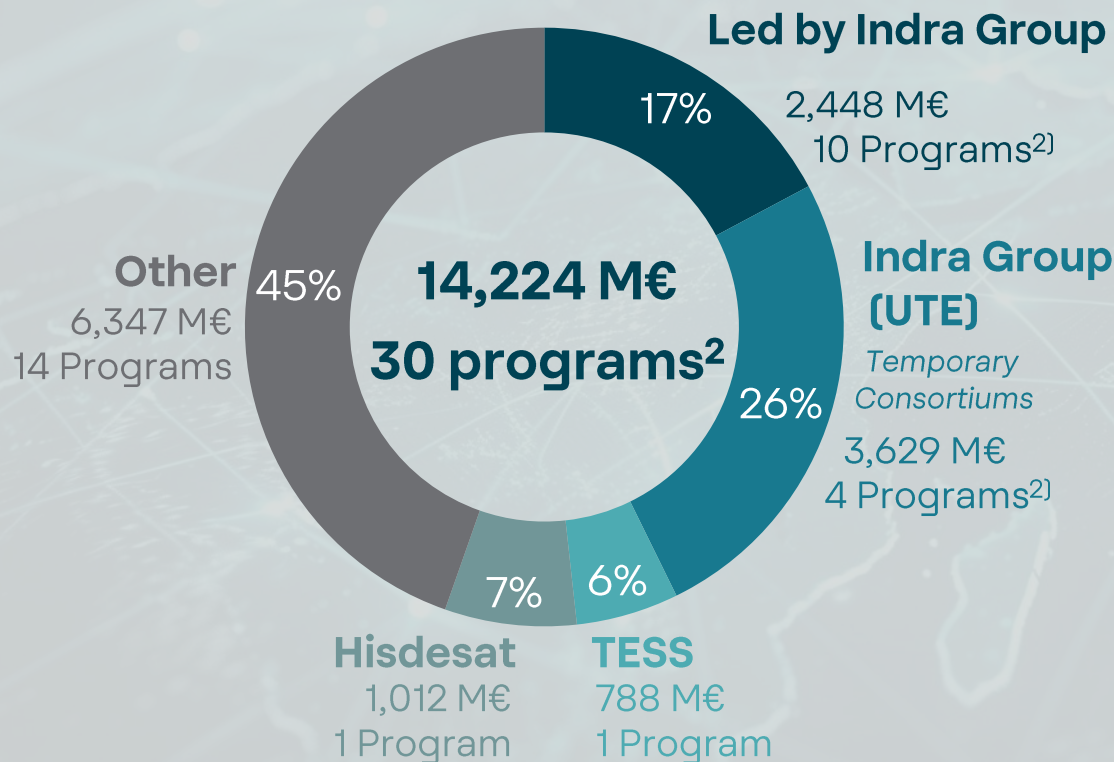
- Financial headlines:  
**9M25 on track to deliver annual targets**
  - **Backlog (+35%) and Order intake (+20%)** growing at double-digit rates
  - **Revenue growth (+6%), EBITDA and EBIT margins improving (+10% in absolute terms)**
  - **Operating margin** growing **+11%** in absolute terms YoY
  - **Net Income amounted to €291m**, up 58% vs 9M24, partially driven by one-off impact of TESS consolidation
  - After PEMs' expected contracts, **Defence backlog is forecasted to surpass 10,000 M€ during 2026**
- Business headlines:  
**Successful progress on 'Leading the Future' implementation (Step 1: Focus)**
  - **Focus on Aerospace and Defence:**
    - ☆ Pre-financing approval, with zero-interest financing, granted to Indra Group<sup>1)</sup> (4,248 M€) and the temporary consortiums in which Indra participates (3,629 M€) through 16 programs
    - ☆ Simplification of our supplier management structure, concentrating spend on a reduced number of suppliers while maintaining a broad network through tiering. Pivotal role at the national level, with 77% of Defence procurement sourced from Spanish suppliers
    - ☆ Ongoing threefold expansion of Indra Group's industrial and technological footprint, strengthening delivery capabilities and leading to greater capillarity across Spain
  - **Activate portfolio rotation:**
    - Acquisition of AERTEC Defence & Aerial Systems in July 2025, specialized in unmanned aerial systems
    - Expected closing of Hispasat and Hisdesat transaction in 4Q 2025
    - ☆ IndraMind, strengthening its commercial positioning
  - **Expected CapEx in industrial capacity in next 2-3 years:**
    - +100M€ for new production and engineering capabilities in **Asturias, Vigo and Córdoba**
    - 50M€ for a **new plant in Kansas** (USA), with +200 employees, for ATM and Mobility





# Reinforcing Indra's role as coordinator of Spain's Defence industrial ecosystem

## Government-approved<sup>1</sup> pre-financing lines



**16 programs out of 30** led by Indra or Temporary Consortiums involving Indra – Additionally, Indra is positioned to take part in **12 additional** programs as subcontractor

New Generation Weapon System (NGWS)<sup>2)</sup>

Counter-Battery Radars (RADAR – FI)

Classified Cyber Range (CYBER-RANGE)

Anti-Aircraft Artillery Operations Center System (COAAAS)

Joint Tactical Radio System - SCRT

Wheeled Bridge-Laying Vehicle

Comprehensive Advanced Cybersecurity System (SCOMCE)

Main Ground Combat System (MGCS)

Shipborne Launcher System (SLE)

Robotic Aerial Technologies for Autonomous and Sensorized Mobility

National Future Combat Air System (FCAS)<sup>2)</sup>

Counter Unmanned Aerial Systems (C-UAS)

Modernization of Command, Control & Communications Systems (MC3)

Comprehensive Efficient Amphibious Projection System

Self-Propelled Howitzers (ATP)

Tracked Support Vehicle (VAC)

PAZ II Satellite Program

# Indra Group will lead some of Spain's flagship defence programs



## Joint Tactical Radio System (JTRS)

Provides the necessary communications capabilities to ensure secure information exchanges



## Multidisciplinary Connectivity in Air Security

Modernise the army's current 18 systems to a single system, enabling real-time control of the air battle



## Last Generation Integrated Air System

Technological maturation of the various work packages of the Next Generation Weapons System (NGWS) program within a national Future Combat Air System (FCAS)



## Track Support Vehicle

Multi-role tracked vehicle to replace the Tracked Armoured Transport (TOA)

TESS



## Advanced Manufacturing in Sustainable Land Mobility II

Acquisition of a wheeled self-propelled howitzer (ATP) system and replacement of the Army's M-109 A5 chained ATP howitzer

Temporary union: Indra – EM&E



# Decisive progress in our Industrial Plan leveraging an optimized Spain-focused supplier base

## Optimization and tiering of our supplier ecosystem

90%

Purchasing volume concentrated on less than 550 suppliers, while mobilizing a large supplier base through a tiering structure

## Spain-focused network of suppliers

64%

Purchasing volume from Spanish suppliers in 2025, up +14% from last year

77%<sup>1</sup>

Defence purchasing volume from Spanish suppliers in 2025  
Target >80%

Indra's pivotal role as a driving force within Spain's industrial ecosystem, engaging SMEs, startups, universities, and research centers

# Ongoing expansion of our industrial and technological footprint

## New Aerospace & Defence engineering and production facilities



**x3**

Increase in industrial footprint vs. 2024

**+3,000**

New employees to be hired in the next 2 years

New industrial plant in Kansas (USA)

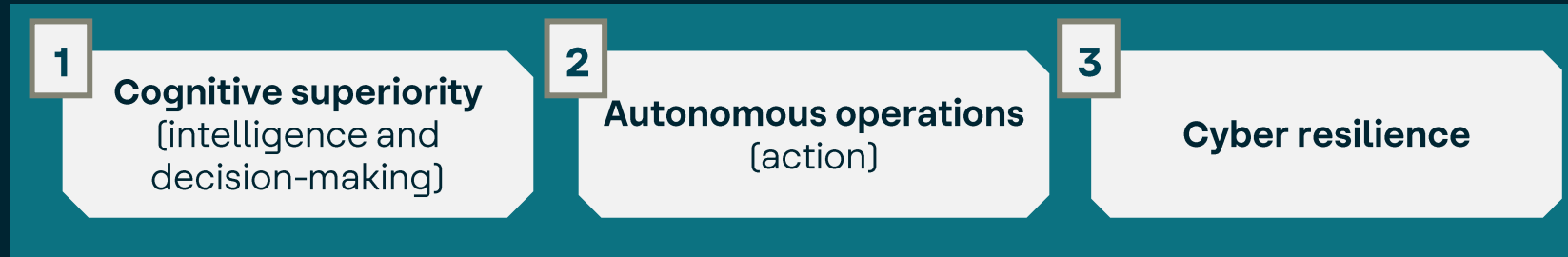
- Radars
- Radios
- Free-flow gate





# IndraMind: Offering that covers all trends and all domains in both civil and military fields...

*Trends in protection solutions*



*All domains*

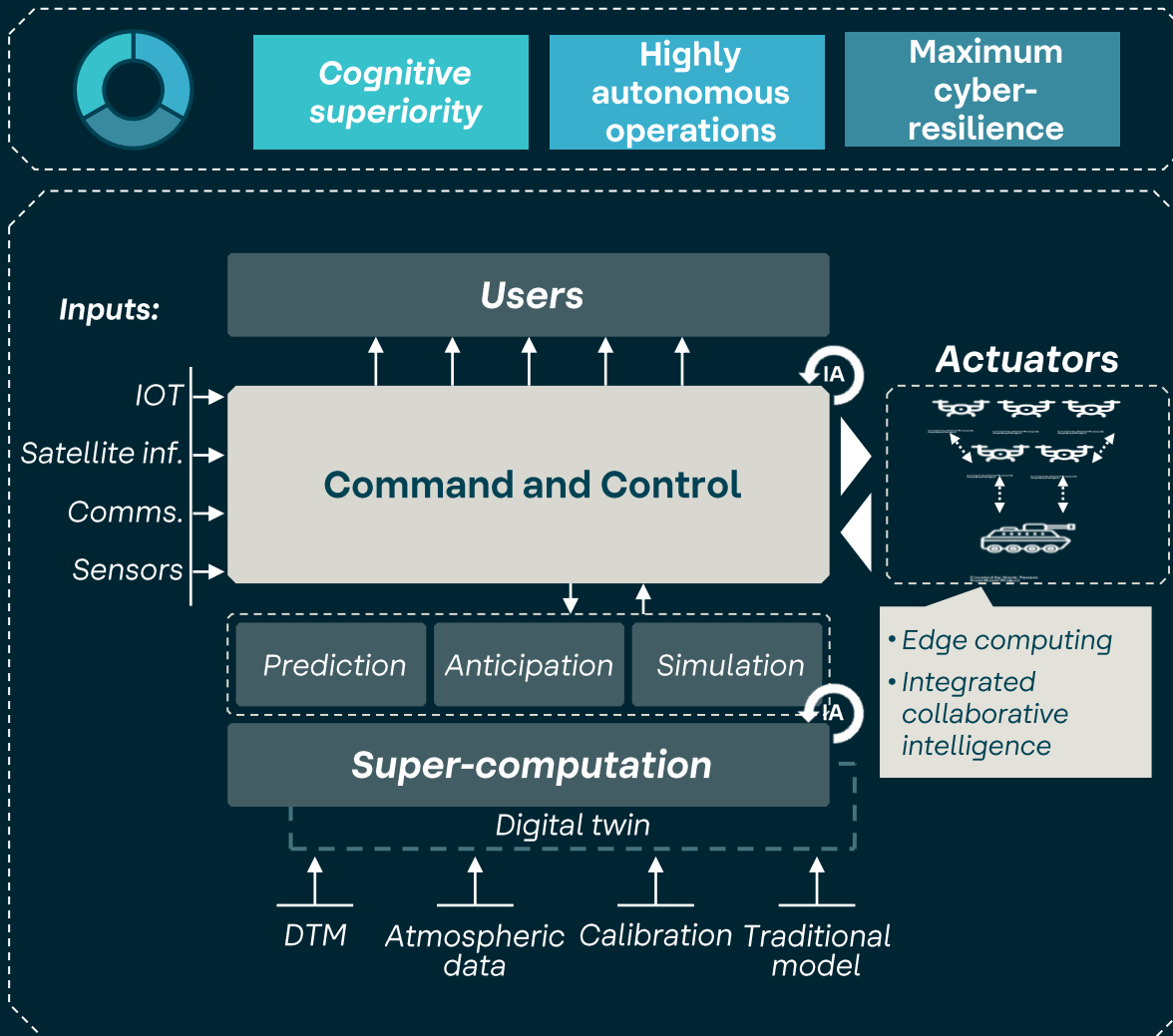


**Español - Event Presentation IndraMind: Protecting to Empower** <https://www.linkedin.com/events/7387078315456679936/>

**English - Event Presentation IndraMind: Protecting to Empower** <https://www.linkedin.com/events/7387412761279918080/>

# Military use case: Combat systems with intelligence capabilities for mission planning, autonomous guidance, and decision-making assistances

## Solution Diagram



## Explanation

- Advanced **Command and Control** system with intelligence capabilities for the **automation of operations** and **decision-making assistance**
- **Scenario simulation** from the **massive capture of data** from **different sources** (e.g., satellites, radars, cameras, space-to-ground networks) and assisted operations planning
- **Orchestration of operations** with **total autonomy of collaborative platforms** through Edge computing (distributed decision-making)

## IndraMind's key features

- ✓ Modeling and simulation of scenarios, prediction of situations, and assisted decision-making
- ✓ Orchestration of autonomous, collaborative platforms through Edge computing and deployable communication nodes
- ✓ Protected communications, fully secured applications, and data encryption

# Recap: Accumulated progress in our Strategic Plan *Leading the Future*



## 01 Aerospace & Defence

- Positioning with +7,800M€ prefinancing in PEM<sup>1</sup>, consolidating Indra Group as a national leader
- Creation of new business units: Indra Land Vehicles and Indra Weapons & Ammunition
- Strengthened international leadership in ATM across Europe, LatAm, and the U.S
- Standardization of products and increased production and delivery capacity
- Optimization and tierization of the supply chain

## 02 Space

- Creation of a Space NewCo with end-to-end capabilities across the value chain through acquisitions (Deimos, Hispasat, Hisdesat – *pending closing*)

## 03 Minsait

- Maximization of high-value offerings, increasing the share of digital solutions and divesting on non-core businesses
- Restructuring of digital capabilities to serve all Group businesses and capture efficiencies: new transversal function Tech Operations already deployed

## 04 International footprint

- Strengthening and simplification of the international model implementing a new International Director role and reorganizing regions into 19 units (previously 27)
- Award of major international contracts

## 05 Portfolio rotation

- Key acquisitions in Defence (TESS, AERTEC DAS) and the Space market (Deimos, Hispasat, Hisdesat – *pending closing*)
- JV Pulse in the Middle East with EDGE
- Acquisition of bolt-ons (Micronav, Global ATS, Clue, MQA, Sparc)

## 06 R&D

- Launch of IndraMind, focusing on product development in AI, cyber, and cloud
- Indra Technology Hub (ITH): location, investment plan and roadmap already defined
- Investment in disruptive technologies (e.g., gallium nitride)
- 829 M€ invested in R&D in 2024 and 9M 2025, aligned with 1.2 Bn€ target for 2026

## 07 Talent

- +3,000 new hires to reach target of 5,000 by 2026

# Market conditions and Indra Group's performance propel the company into the next phase of Leading the Future: Scale up

Major shift in market conditions

- **Strong European Defence momentum** in pursuit of strategic autonomy, driving cross-border joint procurement and industry collaboration - **ReArm Europe, 800 bn €**
- **Spain, reinforcing national Defence capabilities**, with the launch of PEM programs and expenditure expected to stabilize above 2% of GDP

Indra Group close to meet the Strategic Plan financial and business targets 1 year in advance

- **Indra Group close to meet 2026 LTF<sup>1)</sup> financial guidelines** in 2025 (proforma<sup>2)</sup>) in revenue, EBITDA and EBIT
- **Faster than expected progress across all the 7 LTF<sup>1)</sup> strategic and business lines**, setting the stage for the next phase of the strategic plan

The perimeter of Indra Group has changed

- **Significant acquisitions of Aerospace and Defence**
- Launch of new business units: **Indra Land Vehicles, Indra Weapons & Ammunition and IndraMind**

**Capital Markets day in 2Q 2026** to present the second phase of the Strategic Plan **“Leading the Future – Scale Up”**, outlining path to **€10,000M revenue before 2030**

Crystalizing significant value creation for shareholders



# 9M25 Group Financial Results Headlines

<b>Backlog<sup>1</sup></b>	<b>Order Intake</b>	<b>Revenues</b>
€9,512m	€4,449m	€3,611m
+34.9%	+20.2%	+6.2%
<b>EBITDA Margin</b>	<b>Operating Margin<sup>2</sup></b>	<b>EBIT Margin</b>
11.2% <sub>(€405m +9.7% YoY)</sub>	10.2% <sub>(€369m +10.8% YoY)</sub>	8.8% <sub>(€319m +9.6% YoY)</sub>
+0.3pp	+0.4pp	+0.3pp
<b>Net Income</b>	<b>Free Cash Flow</b>	<b>Net Debt</b>
€291m	€57m	€114m
+57.9%	-38.9%	0.2x Net Debt/EBITDA

1. Includes €1.476m from TESS Defence; 2. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

- Order intake +20%, with strong growth in all divisions, ATM standing out
- 9M25 Revenues up +6% , showing growth in all divisions
- EBITDA and EBIT both posted year-on-year growth in 9M25 of 10%, driven by the higher revenue growth in Defence and ATM
- Net income up +58% as a result of operational improvements and one-off impact of TESS consolidation
- 9M25 FCF generation at €57m
- Net Debt of €114m with Net Debt/EBITDA at 0.2x

# 3Q25 Group Financial Results Headlines

## Revenues

€1,162m

+6.0%

## EBITDA Margin

12.1% [€140m +0.3% YoY]

-0.6pp

## Operating Margin<sup>1</sup>

10.9% [€127m +2.3% YoY]

-0.4pp

## EBIT Margin

9.4% [€109m -2.1% YoY]

-0.8pp

## Net Income

€77m

+9.3%

## Free Cash Flow

€-8m

- 3Q25 Revenues increased +6%, with growth in all divisions except ATM
- EBITDA Margin declined to 12.1% [vs 12.7%]
- EBIT Margin presented a decrease of -2% in absolute terms
- Net Income up +9.3%

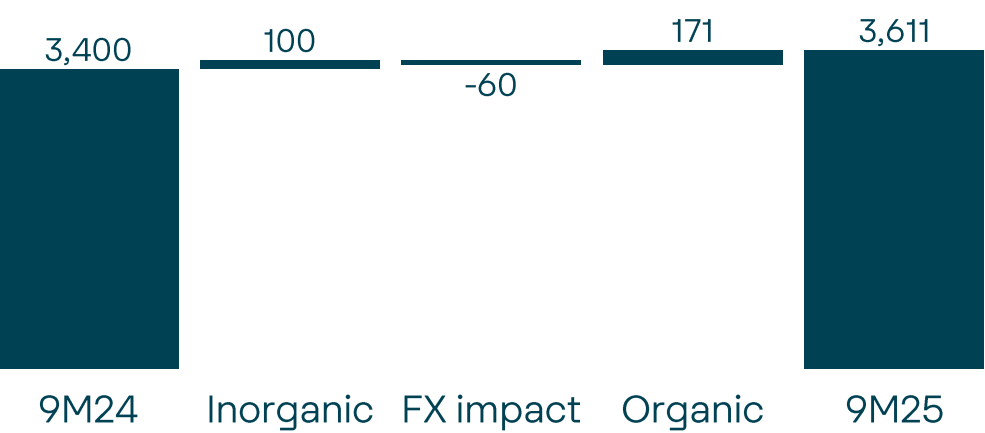
1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.



# Sales Growth in 9M25

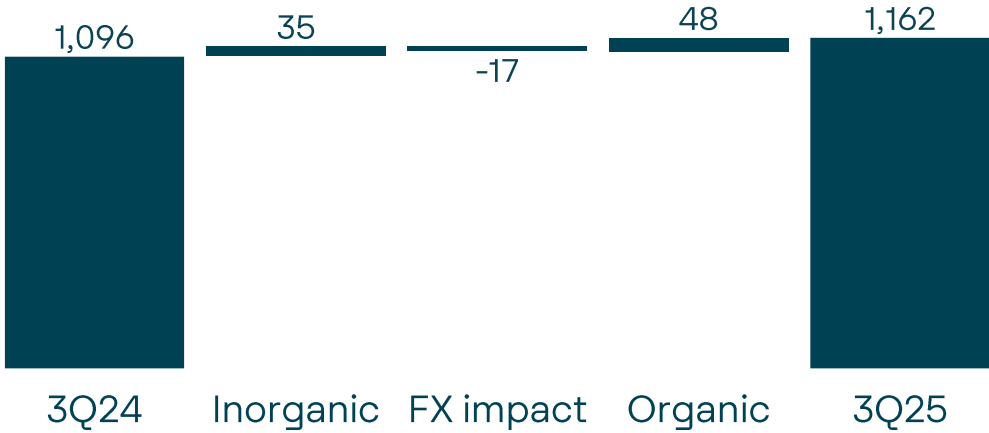
## 9M25 Revenues

Reported	+ 6%
Local Currency	+ 8%
Organic	+ 5%



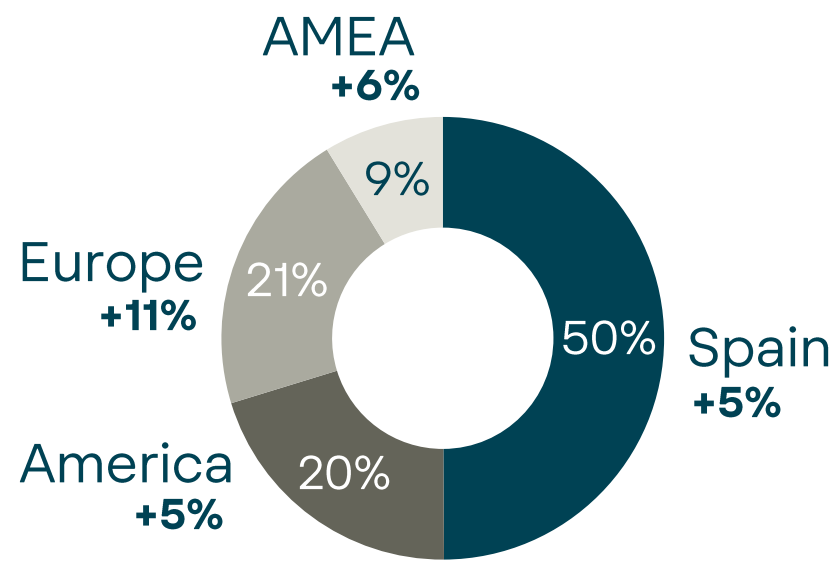
## 3Q25 Revenues

Reported	+ 6%
Local Currency	+ 8%
Organic	+ 4%



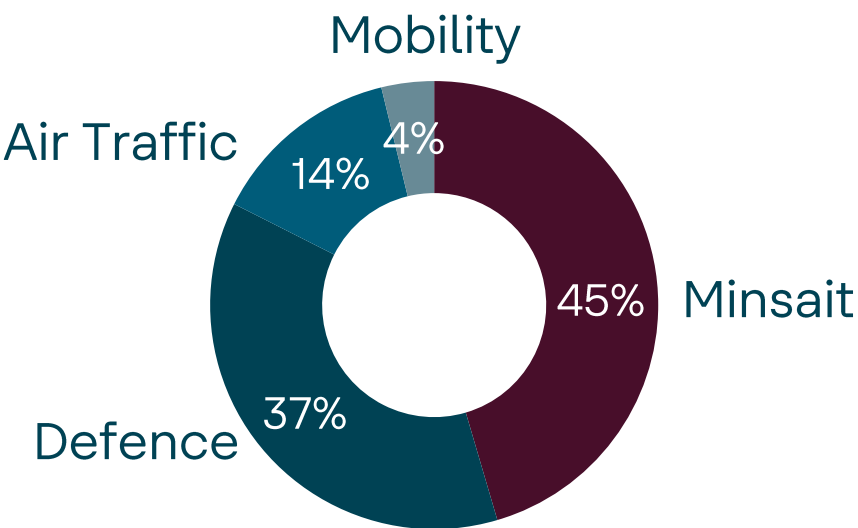
# Breakdown by Geography and Division

9M25 Revenues breakdown by Geography



International Business covering 50%

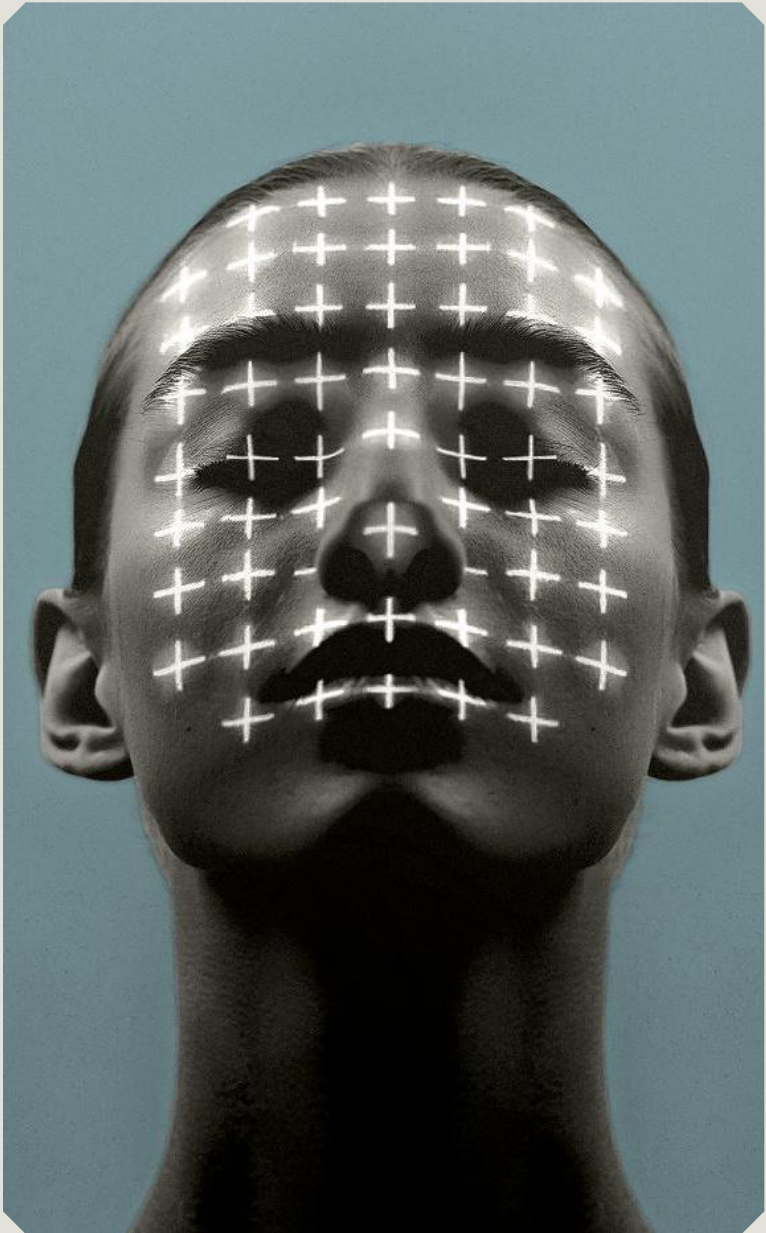
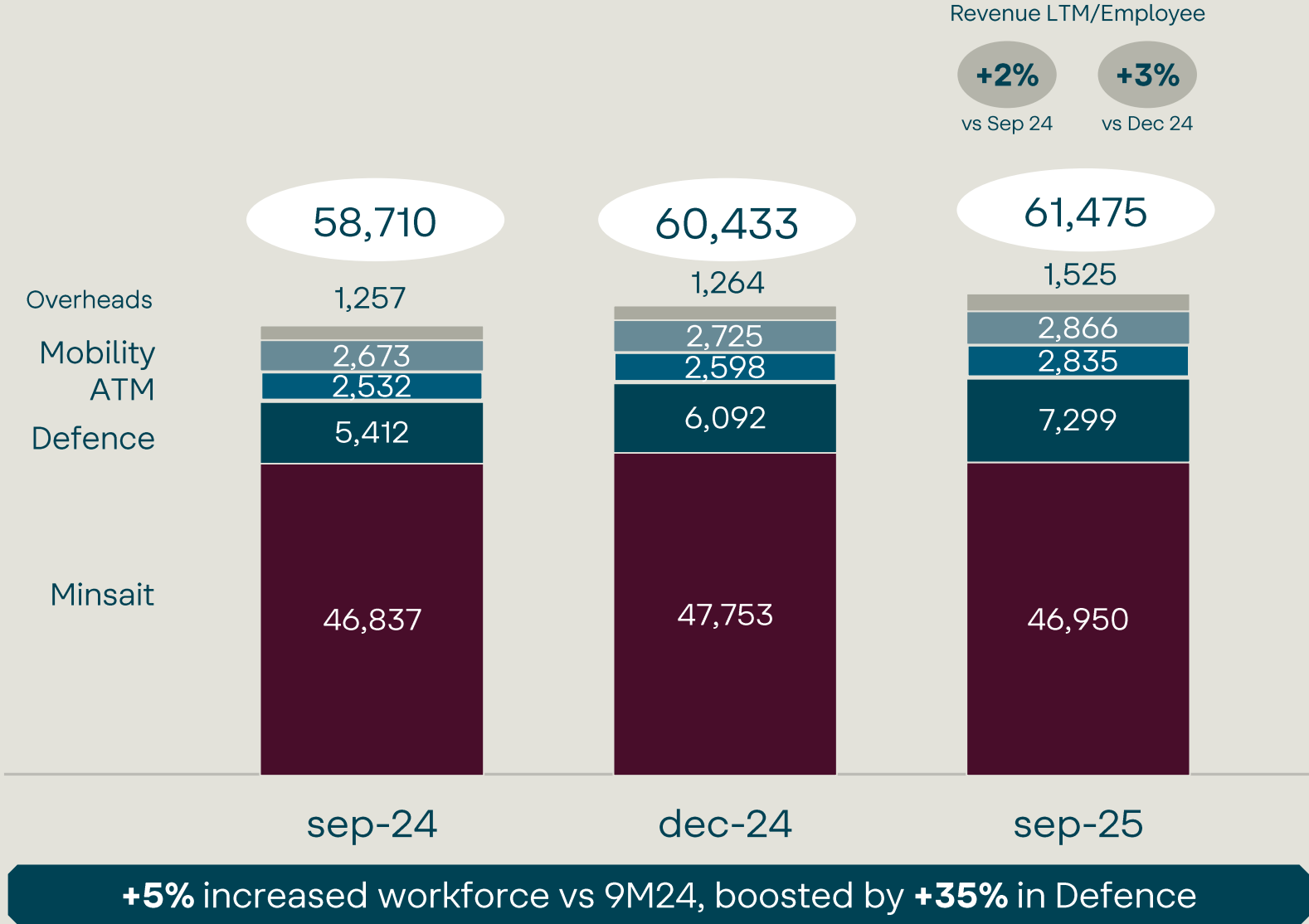
9M25 EBITDA breakdown by Division



Defence, ATM and Mobility EBITDA account for 55% of total



# Group Workforce Evolution



# Defence 9M25

Defence backlog expected to reach 10,000 M€ during 2026

## Backlog<sup>1</sup>

€4,745m

+59.5%

## Order Intake

€1,018m

+47.1%

## Revenues

€764m

+13.5%

## EBITDA Margin

19.6% [€150m +10.4% YoY]

-0.6pp

## Operating Margin<sup>2</sup>

17.7% [€135m +8.4% YoY]

-0.8pp

## EBIT Margin

17.0% [€130m +7.9% YoY]

-0.9pp

## Book-to-Bill

1.33x

1.03x in 9M24

## Backlog<sup>1</sup>/Revs LTM

4.23x

3.12x in 9M24



- Order Intake grew +47%, mainly driven by the Eurofighter, S-80 submarines, radar contracts in Germany and Oman, and the inorganic contribution from Deimos
- Sales +14% bolstered by Eurofighter, Space, Land Systems and Weapons & Ammunition
- Revenues excluding FCAS increased +22%
- EBIT Margin stood at 17.0% in 9M25

# Defence 3Q25

## Revenues

€245m

+8.5%

## EBITDA Margin

21.0%<sub>(€52m -10.1% YoY)</sub>

-4.4pp

## Operating Margin<sup>1</sup>

18.7%<sub>(€46m -12.4% YoY)</sub>

-4.5pp

## EBIT Margin

17.7%<sub>(€43m -15.2% YoY)</sub>

-4.9pp

- Revenues +8% backed by Space, Land Systems and Eurofighter
- EBITDA margin decreased from 25.4% to 21.0% in 3Q25
- EBIT margin decreased from 22.6% to 17.7% in 3Q25

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.





# Air Traffic Management 9M25

## Backlog

€1,137m

+35.4%

## Order Intake

€651m

+57.1%

## Revenues

€364m

+16.5%

## EBITDA Margin

15.3% [€56m +12.5% YoY]

-0.6pp

## Operating Margin<sup>1</sup>

12.6% [€46m +17.1% YoY]

+0.1pp

## EBIT Margin

12.4% [€45m +17.7% YoY]

+0.1pp

## Book-to-Bill

1.79x

1.33x in 9M24

## Backlog/Revs LTM

2.19x

1.90x in 9M24

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

- Order Intake up +57% mainly due to the radars contract in UK, Spain and radios in US
- Sales +16% with double-digit growth in America (USA and Canada iTEC) and in Europe (UK, Belgium and Germany)
- EBIT Margin stood at 12.4% in 9M25, growing +18% in absolute terms



# Air Traffic Management 3Q25

## Revenues

€106m

+0.1%

## EBITDA Margin

17.4%<sub>(€18m +5.0% YoY)</sub>

+0.8pp

## Operating Margin<sup>1</sup>

13.9%<sub>(€15m +3.8% YoY)</sub>

+0.5pp

## EBIT Margin

13.7%<sub>(€14m +4.7% YoY)</sub>

+0.6pp

- Revenues in 3Q25 remained stable, as growth in Europe and Spain was offset by declines in the Americas and EMEA.
- EBITDA and EBIT both grew +5% in absolute terms year-on-year
- EBIT margin increased from 13.1% to 13.7% in 3Q25

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.



# Mobility 9M25

## Backlog

€976m

+5.9%

## Order Intake

€292m

+10.4%

## Revenues

€258m

0.7%

## EBITDA Margin

6.0%<sub>(€15m -5.5% YoY)</sub>

-0.4pp

## Operating Margin<sup>1</sup>

4.2%<sub>(€11m -20.5%)</sub>

-1.1pp

## EBIT Margin

3.7%<sub>(€9m -16.5%)</sub>

-0.7pp

## Book-to-Bill

1.13x

1.03x in 9M24

## Backlog/Revs LTM

2.68x

2.29x in 9M24

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

- Order Intake +10% driven by the railway maintenance contract in Chile, toll systems in Colombia, and the railway project in Romania
- Sales increased by 1%, recording strong growth in all regions except America
- EBITDA and EBIT margins remained at 6.0% vs 6.4% in 9M24 and 3.7% vs 4.4% respectively

# Mobility 3Q25

## Revenues

€86m

+2.5%

## EBITDA Margin

5.9%<sub>(€5m -25.8% YoY)</sub>

-2.3pp

## Operating Margin<sup>1</sup>

3.9%<sub>(€3m -36.3% YoY)</sub>

-2.4pp

## EBIT Margin

3.4%<sub>(€3m -38.4% YoY)</sub>

-2.3pp

- Revenues posted +2% growth, mainly highlighting AMEA (rail transport system in Saudi Arabia), which managed to offset the declines recorded in the rest of the regions
- EBITDA and EBIT declined, from 8.2% to 5.9% and from 5.7% to 3.4% respectively

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.





# Minsait 9M25

## Backlog

€2,654m

+14.7%

## Order Intake

€2,488m

+6.7%

## Revenues

€2,226m

+3.1%

## EBITDA Margin

8.3% [€184m +9.9% YoY]

+0.5pp

## Operating Margin<sup>1</sup>

8.0% [€178m +13.8% YoY]

+0.8pp

## EBIT Margin

6.0% [€134m +11.3% YoY]

+0.4pp

## Book-to-Bill

1.12x

1.08x in 9M24

## Backlog/Revs LTM

0.87x

0.79x in 9M24

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

- Order intake posted a +7% increase, mainly driven by Public Administrations & Healthcare (+21%) and Energy & Industry (+11%)
- Revenues increased by +3%, showing growth in all divisions except Telecom & Media
- Overall, margins showed improvement, growing at double-digit rates in absolute terms



# Minsait 3Q25

## Revenues

€725m

+6.5%

## EBITDA Margin

9.0% [€65m +12.3% YoY]

+0.5pp

## Operating Margin<sup>1</sup>

8.6% [€62m +20.7% YoY]

1.0pp

## EBIT Margin

6.7% [€48m +15.8% YoY]

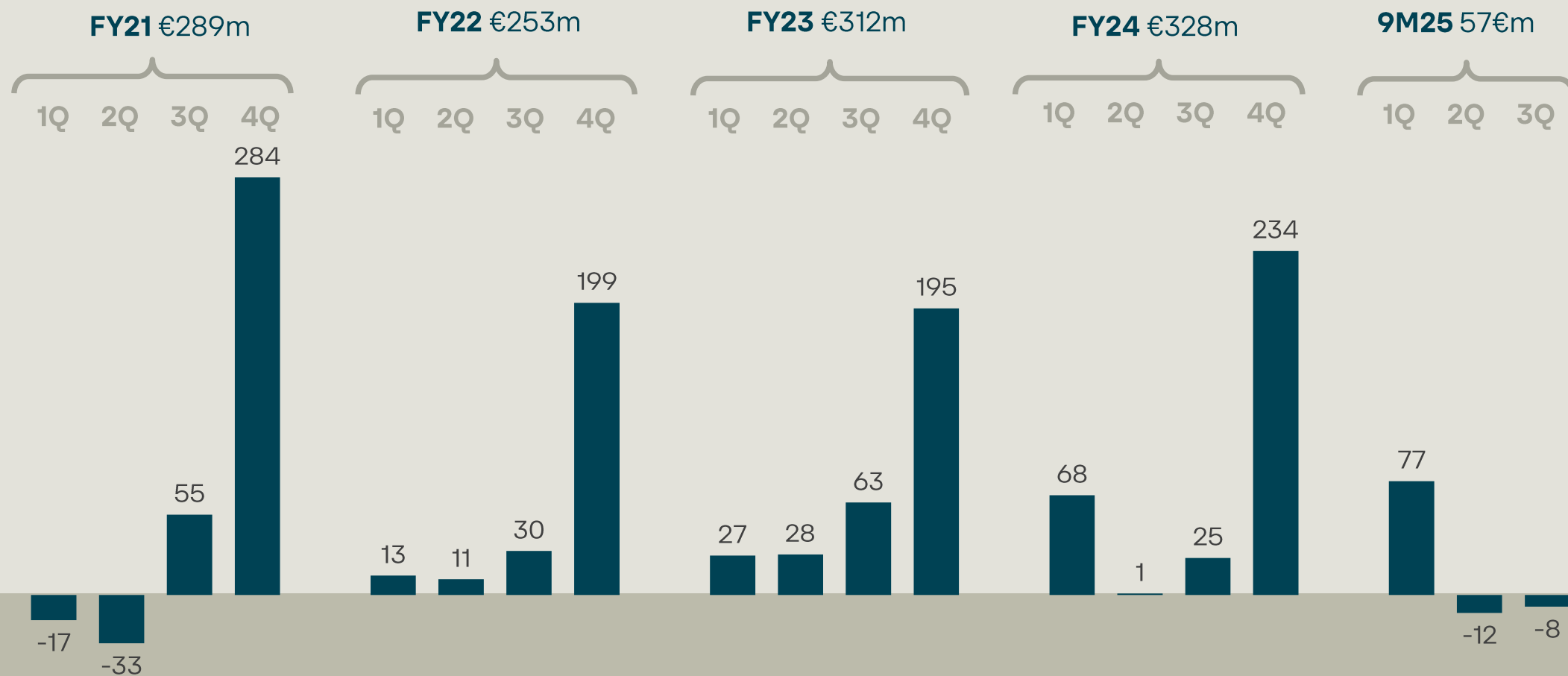
+0.6pp

- Revenues +7% driven mainly by double-digit growth in PPAA & Healthcare, as well as Financial Services and Energy & Industry
- EBITDA and EBIT grew at double digit rates in absolute terms year-on-year
- EBIT margin increased from 6.1% to 6.7% in 3Q25

1. EBIT before Other Operating Income & Expenses, including: staff reorganization, impairments, capital gains, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.



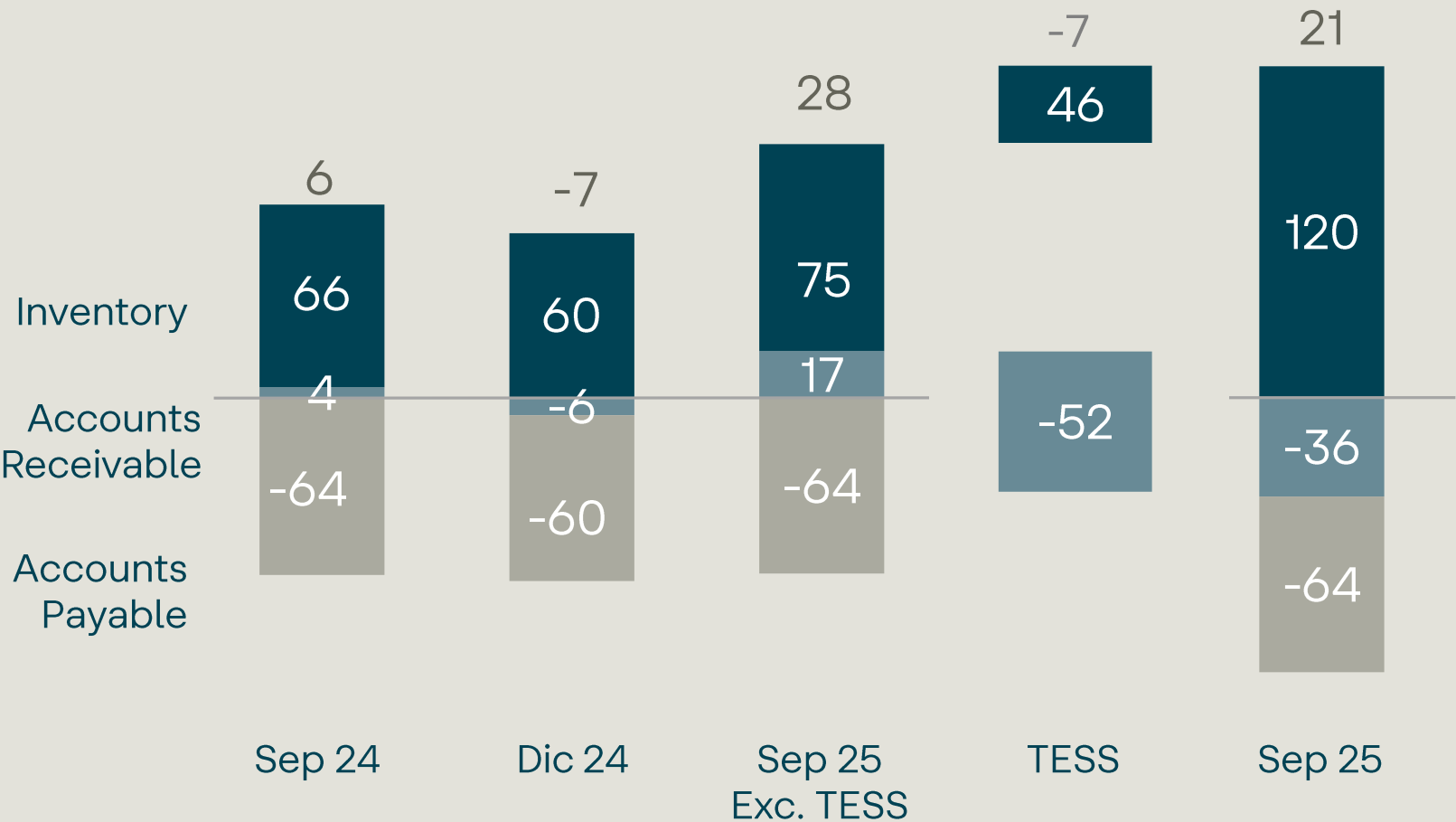
# 9M25 FCF Generation



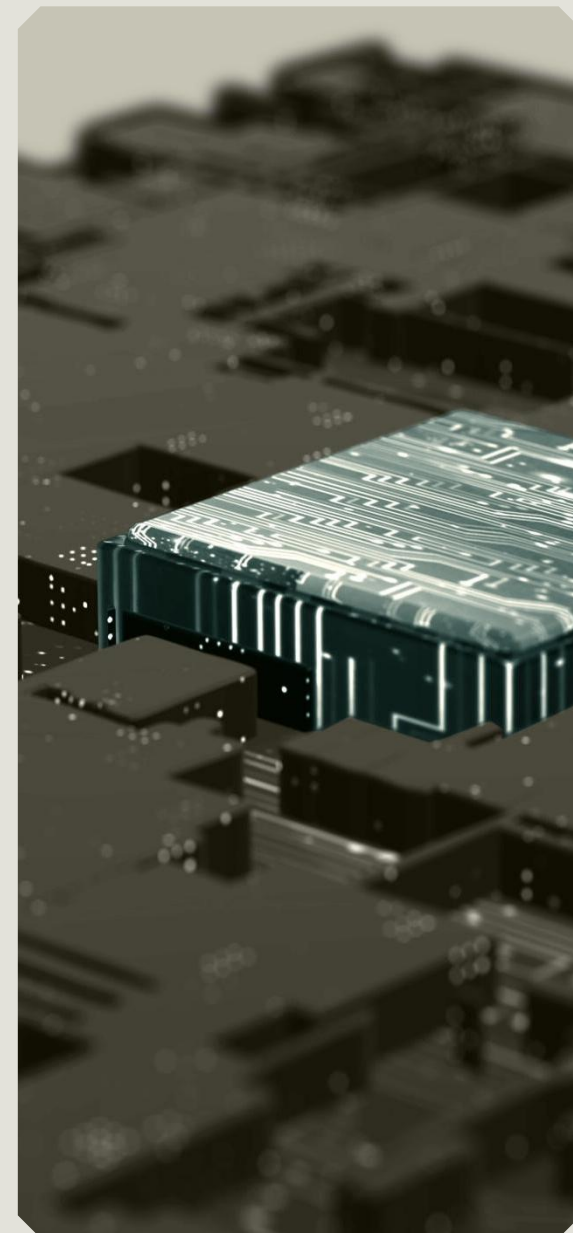
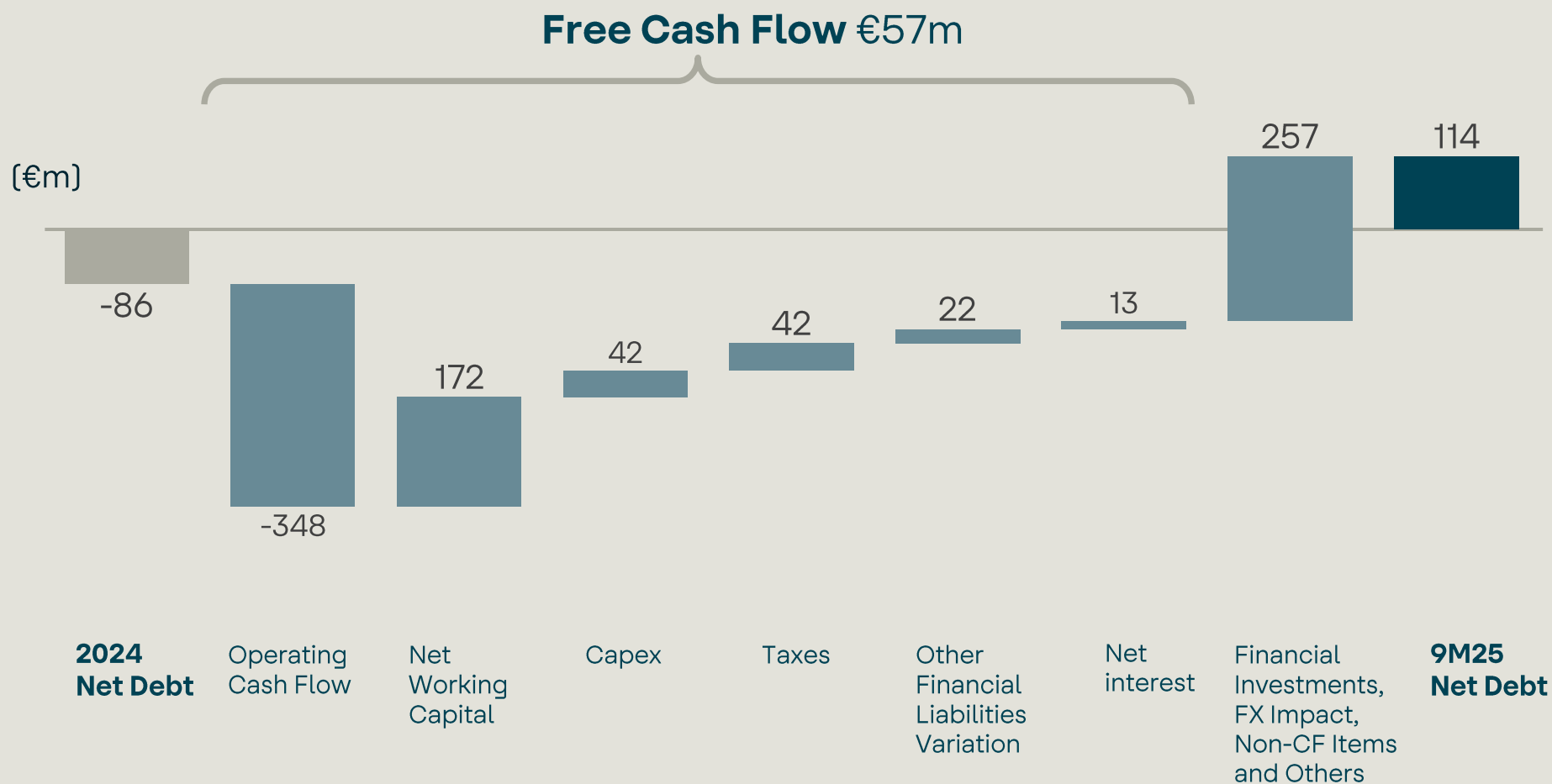
Quarterly reported FCF (€m)

# Net Working Capital Evolution

## Net Working Capital ST+LT (DoS)



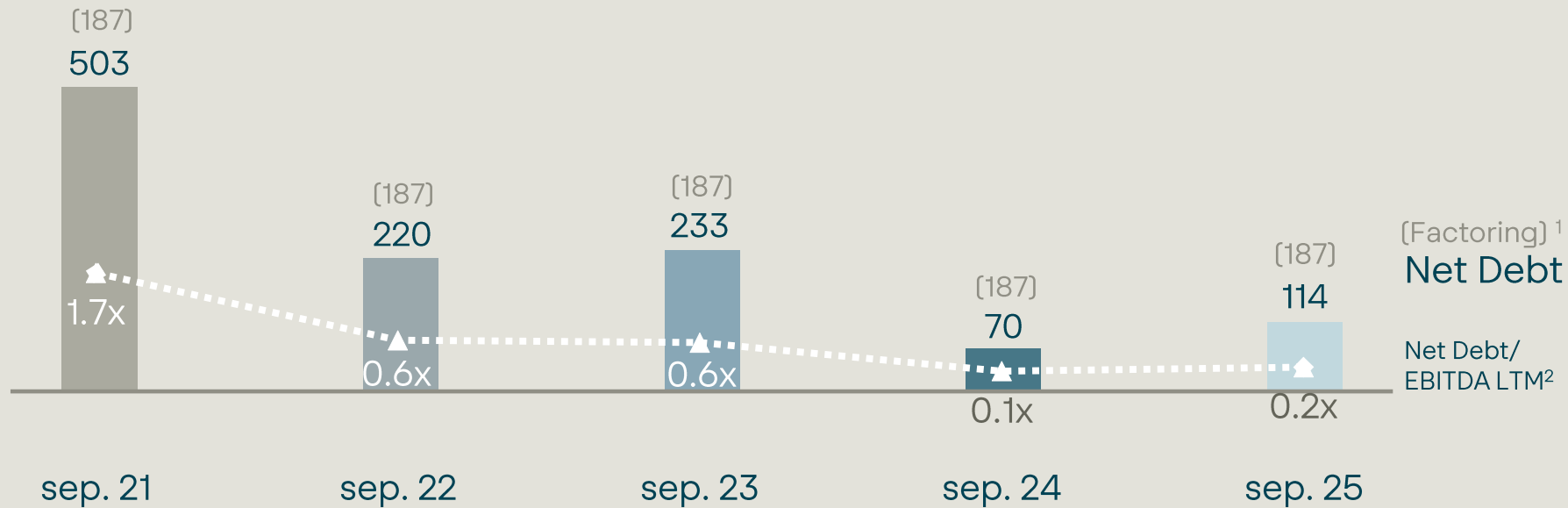
# 9M25 Net Debt bridge





# Net Debt/EBITDA Evolution

## Net Debt (€m)

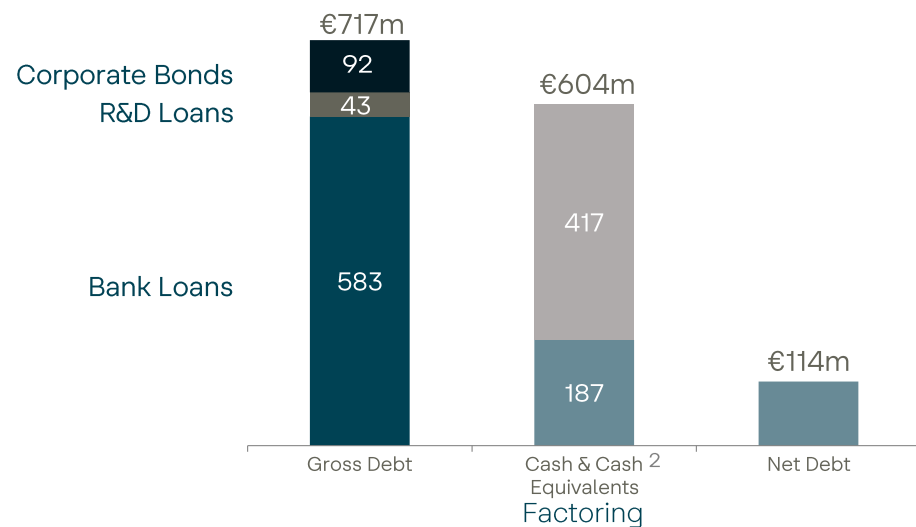


1. Non-recourse factoring; 2. EBITDA LTM excluding IFRS 16, extraordinary items related to employee restructuring plans



# Diversified Debt Structure

## Gross and Net Debt Structure



Other available credit facilities: €790m<sup>1</sup>

	9M25	9M24
Average life (years)	3.2	1.5

## Gross Debt Maturity Profile

