

# Carbon Reduction Plan 2026

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# 1 About this report

Indra Group has the commitment to publish relevant climate change information in a manner consistent with our commitment to transparency, integrity, and completeness so that stakeholders can make informed decisions about Indra Group, as specified in the Group's **Sustainability Policy** and the **Code of Ethics and Legal Compliance**.

Therefore, the **Carbon Reduction Plan 2026** provides a visual overview of the Group's climate change strategy and performance in the 2025 financial year.

The information included in this report to comply with the PPN006 and associated guidance is based on the audited and independently assured sustainability data of greenhouse gas (GHG) emissions used in the preparation of the **2025 Consolidated Non-Financial Information Statement and Sustainability Information for Indra Sistemas, S.A. and its subsidiaries** (henceforth the [2025 Sustainability Report](#)). The 2025 Sustainability Report has been prepared in accordance with the Corporate Sustainability Reporting Directive (CSRD<sup>1</sup>) and the European Sustainability Reporting Standards (ESRS<sup>2</sup>) and complies with the requirements in matters of non-financial information<sup>3</sup>. The Sustainability Report has been verified by an independent entity, refer to independent verification report included in the 2025 Sustainability Report.

The information presented in this **Carbon Reduction Plan 2026** includes the greenhouse gas (GHG) emissions associated with Indra Group's operations in the United Kingdom, which form part of the independently assured data used in the preparation of the 2025 Sustainability Report.

For more information on the Indra Group's Climate Change strategy, refer to the 2025 Sustainability Report. Should any discrepancy be found between this report and the 2025 Sustainability Report in its [Spanish version](#), please refer to the Spanish version.

## 1.1 Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard<sup>4</sup> and uses the appropriate Government emission conversion factors for greenhouse gas company reporting<sup>5</sup>.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard<sup>6</sup>.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier Indra Sistemas, S.A.:

Josep Maria Recasens

CEO

Date: 6<sup>th</sup> July 2026

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1 Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU, as regards corporate sustainability reporting.

2 Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards.

3 Act 11/2018, amending the Spanish Code of Commerce; the consolidated text of the Spanish Companies Act, approved by Royal Legislative Decree 1 of 2 July 2010 and the Act on Auditing Accounts in matters of non-financial information and diversity.

4 <https://ghgprotocol.org/corporate-standard>

5 <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

6 <https://ghgprotocol.org/standards/scope-3-standard>

## 2 Commitment to achieving Net-Zero

In 2024, Indra Group's Board of Directors sped up its decarbonisation strategy and approved new and more ambitious goals. In line with the Paris Agreement goals of limiting global warming to below 1.5°C and achieving climate neutrality by 2050, the aim of the decarbonisation pathway is to achieve Net-Zero emissions throughout the Group's value chain by 2040.

During the year, the Group defined the levers for decarbonisation and short-, medium- and long-term actions to achieve those targets and is in the process of preparing the associated Financial Plan.

At the same time, the Group has made progress in implementing the decarbonisation actions within the ESG Plan framework. The degree of implementation and performance is addressed in detail in section [3.5.1. Actions related to climate change adaptation and mitigation](#).

Lastly, Indra Group is advancing towards its emission reduction targets in accordance with established reduction milestones. The monitoring of targets is addressed in section [3.5.2. Targets related to climate change adaptation and mitigation](#).

### 2.1 Emissions reduction targets

Indra Group recognises the agreements reached at the Climate Summit in Paris in 2015 and intends to be an active agent in this collective effort to reduce the impact of climate change.

To fulfil this commitment, in 2020, the Board of Directors approved a roadmap for reducing emissions, setting targets based on the science for 2030 and 2040, with the intention of achieving carbon neutrality in 2050 as reflected in the 2020-2023 Sustainability Master Plan.

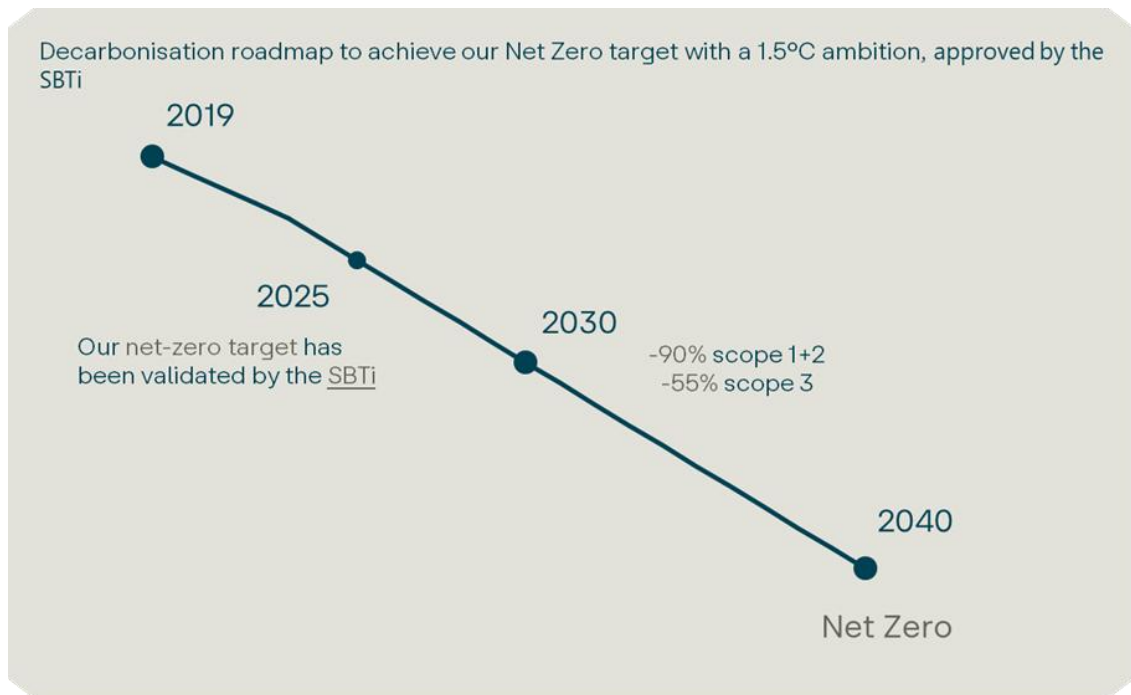
Considering the strong performance in terms of achieving its targets, Indra Group decided in 2024 to accelerate its decarbonisation pathway and set new and more ambitious targets. This new pathway was approved by the Board of Directors in January 2024 and the associated targets are validated of the Science Based Target initiative (SBTi) in March 2025.

The decarbonisation pathway – in line with the Paris Agreement goal of limiting global warming to 1.5°C – aims to achieve Net-Zero emissions throughout the Group's value chain by 2040.

#### GHG emission reduction targets

The Group has set itself the target of achieving Net-Zero emissions throughout its value chain by 2040, establishing intermediate targets to be met by 2026 and 2030 for Scopes 1, 2 and 3, covering the Group's own operations and its value chain. These targets are as follows:

1. Indra Group commits to reduce absolute scope 1 and 2 GHG emissions 90% to 893 tCO<sub>2</sub>e by 2030 from a 2019 base year. Indra Group also commits to reduce scope 3 GHG emissions 55% per million EUR value added within the same timeframe.
2. Indra Group commits to maintain at least 90% absolute scope 1 and 2 GHG emissions reductions from 2030 through 2040 from a 2019 base year. Indra Group also commits to reduce scope 3 GHG emissions 97% per million EUR value added within the same timeframe.



Indra Group's emission reduction targets were set using the Net-Zero Standard, developed by the Science Based Targets initiative (SBTi), in line with the 1.5°C COP26 commitments. In March 2025, SBTi conducted a validation of the objectives, and these can be found on the [SBTi website](#).

#### Changes to the carbon footprint calculation methodology

During 2025, Indra Group updated its methodology for calculating GHG emissions in order to align it with the methodological requirements set out in the Science Based Targets initiative (SBTi) for validation of the Group's Net-Zero target for 2040.

In this context, changes have been made to Scope 3 categories 4 (upstream transportation), 6 (business travel) and 7 (employee commuting). In particular, emissions associated with hotel stays have been excluded (their inclusion is optional under the GHG Protocol's Corporate Value Chain, Scope 3 Standard), emission factors for air transport adjusted for radiative forcing (RF) have been replaced with factors without RF, and emission factors for all modes of transport have been updated to incorporate Well-to-Tank (WTT) emissions, so that the associated emissions are reported in Well-to-Wheel (WTW) terms.

The 2025 carbon footprint inventory reflects the new calculation criteria. In order to ensure methodological consistency and the comparability of reported information over time, Indra Group has also restated its historical inventories, including the base year.

## GHG Emissions

To monitor its Transition Plan and decarbonisation targets, Indra Group maintains a comprehensive inventory of greenhouse gas (GHG) emissions across its value chain, covering Scopes 1, 2 and 3. This inventory enables the Group to track and report emissions at country level. The calculated GHG emissions for Indra Group's UK operations in 2025 are set out below:

UK GHG Emissions (absolute emissions)	2019 (Base year)	2024	2025
Scope 1. Direct emissions	0	18	74
Scope 2. Indirect emissions (market-based)	0	24	62
<b>Scope 1 + 2</b>	<b>0</b>	<b>42</b>	<b>136</b>
Scope 3. Indirect emissions (included sources) <sup>7</sup>	108,340 <sup>8</sup>	167	336
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>	<b>501,353</b>	<b>449,121</b>	<b>575,995</b>

Table 1: Greenhouse gas emissions of Indra Group in the United Kingdom.

Group GHG Emissions (absolute emissions)	2019 (Base year)	2024	2025	2025 vs 2019	2025 vs 2024
Scope 1. Direct emissions	2,733	1,831	1,534	-44%	-16%
Scope 2. Indirect emissions (market-based)	6,198	832	1,394	-78%	+68%
<b>Scope 1 + 2</b>	<b>8,931</b>	<b>2,663</b>	<b>2,928</b>	<b>-67%</b>	<b>+10%</b>
Scope 3. Indirect emissions	492,422	446,461	573,067	+16%	+28%
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>	<b>501,353</b>	<b>449,121</b>	<b>575,995</b>	<b>+15%</b>	<b>+28%</b>

Table 2: Indra Group absolute greenhouse gas emissions compared to the base year.

<sup>7</sup> This figures are the sum of the following Scope 3 emission sources, as selected for reporting by UK Government: Transportation and distribution of products, Waste generated, Business travel, Employee commuting and Transportation and distribution of products sold by Indra to customers

<sup>8</sup> This figure refers to the Indra Group's emissions in 2019.

Group GHG Emissions (Intensity emissions)	2019 (Base year)	2024	2025	2025 vs 2019	2025 vs 2024
Scope 1. Direct emissions	0.9	0.4	0.3	-67%	-26%
Scope 2. Indirect emissions (market-based)	1.9	0.1	0.2	-87%	49%
<b>Scope 1 + 2</b>	<b>2.8</b>	<b>0.5</b>	<b>0.5</b>	<b>-81%</b>	<b>-2%</b>
Scope 3. Indirect emissions	153.7	92.2	105.0	-32%	14%
<b>Total GHG Emissions (tCO<sub>2</sub>e / M€)</b>	<b>156.5</b>	<b>92.7</b>	<b>105.5</b>	<b>-33%</b>	<b>14%</b>

Note: Emission intensity calculated as the CO<sub>2</sub>e equivalent emissions of the Group divided by million EUR Operating Profit.

Table 3: Indra Group intensity greenhouse gas emissions compared to the base year.

Refer to [2025 Sustainability Report](#) chapter 3. ESRS E1. Climate change for comprehensive details on Indra Group's climate change strategy and performance.

### Scope 1 and 2 Carbon Reduction : Projected vs. Actual

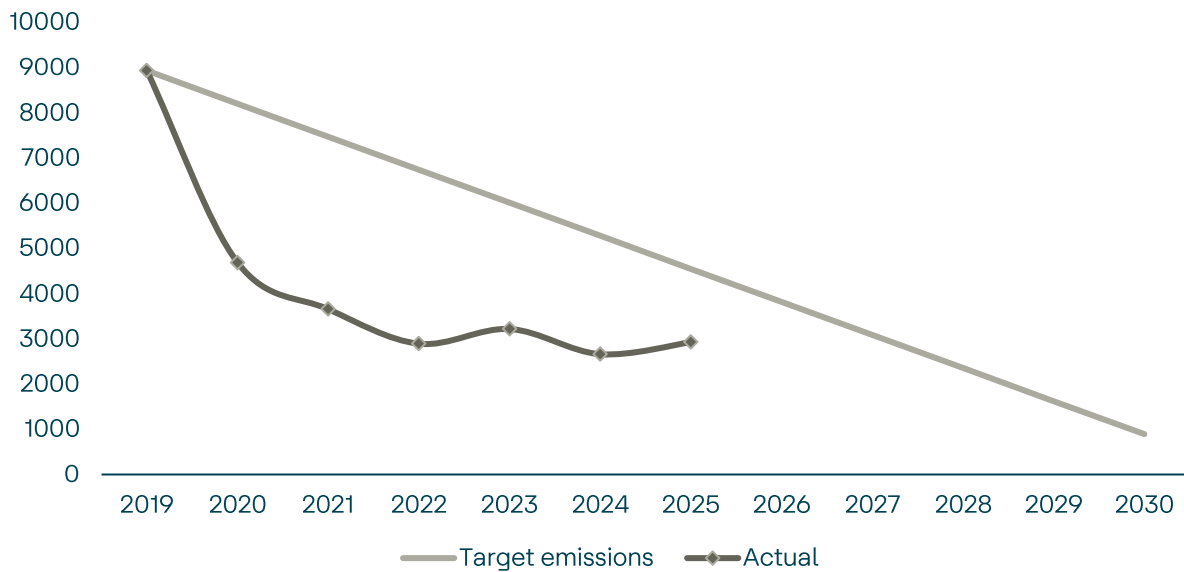


Chart 1: Evolution of Indra Group's Scope 1 and 2 emissions

## Scope 3 Carbon Reduction : Projected vs. Actual

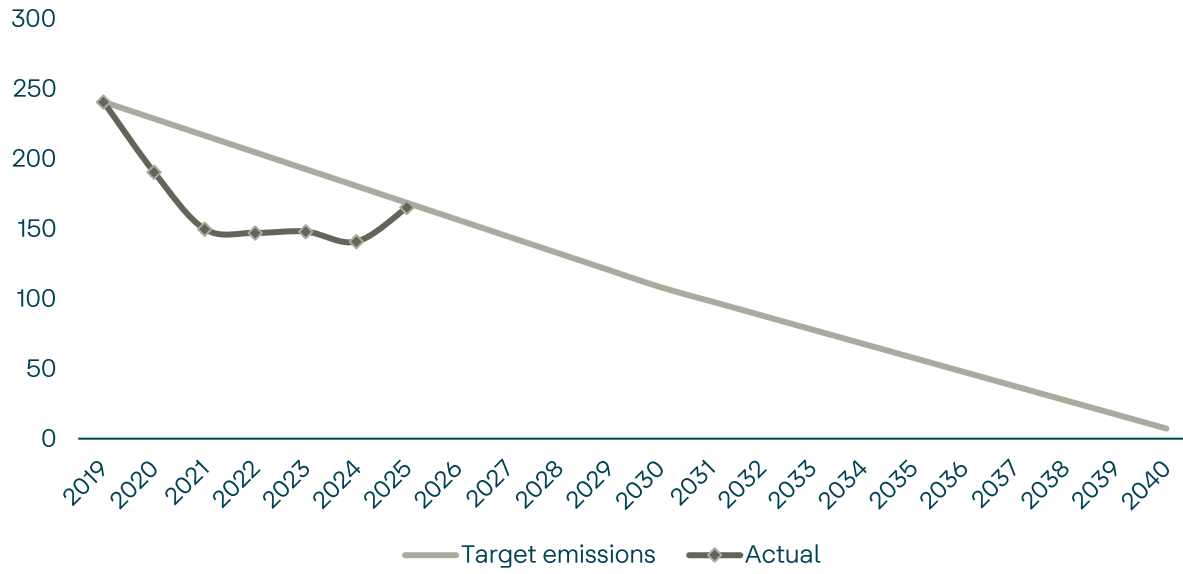


Chart 2: Evolution of Indra Group's Scope 3 emissions

## 3 Carbon Reduction Projects

### 3.1 Completed Carbon Reduction Initiatives

Indra Group recognises the agreements reached in the Paris Agreement and intends to be an active agent in this collective effort to reduce the impact of climate change. To achieve this, it had a 2020-2023 Sustainability Master Plan to reduce its carbon footprint, which sets out initiatives across five core areas:

- **Sustainable mobility:** The move towards more sustainable mobility and reduced reliance on travel due to the normalisation of remote work has resulted in a reduction in emissions from business travel and commuting of 48,405 tCO<sub>2</sub>e (down 45% compared with 2019).
- **Energy eco-efficiency:** Reductions in emissions from energy consumption thanks to improved climate control systems and more efficient electricity usage at our locations. These measures have achieved a reduction of 575 tCO<sub>2</sub>e (down 9% compared with 2019).
- **Green energy:** Reductions from rise in use of green energy. These measures have achieved a reduction of 5,401 tCO<sub>2</sub>e (down 87% compared with 2019).
- **Sustainable procurement:** Indra implemented processes to select more sustainable suppliers to work with, resulting in a reduction of 26,588 tCO<sub>2</sub>e compared to 2019 (down 21% compared with 2019).
- **Ecodesign:** Reductions as a result of introducing ecodesign criteria, which reduce the amount of energy required to power the products we sell. These measures reduction in emissions does not apply until the ecodesign product is delivered.

The carbon emission reduction achieved by these schemes equate to 80,609 tCO<sub>2</sub>e, a 16 % reduction against the 2019 baseline and the measures will be in effect when performing the contract.

### 3.2 Future Carbon Reduction Initiatives

In 2024, Indra developed an ESG Plan 2024-2026, inspired by the UN Sustainable Development Goals, which includes an area of action to reduce its carbon footprint:

- **Energy Efficiency:** Reductions in emissions from energy consumption thanks to improved climate control systems and more efficient electricity usage at our locations. These measures have an expected reduction of 817 tCO<sub>2</sub>e by 2026.
- **Green energy:** Reductions from rise in use of green energy. These measures have an expected reduction of 767 tCO<sub>2</sub>e by 2026.
- **Responsible sourcing:** reducing emissions by incorporating environmental requirements when contracting suppliers, business partners and other partners and obtaining actual emissions data from these companies. These measures have an expected reduction of 55,750 tCO<sub>2</sub>e by 2026.
- **Ecodesign:** reducing emissions of Indra Group' products by training its employees to introduce ecodesign criteria, which seeks to minimize the environmental impact of products throughout the entire life cycle thanks to materials with a lower environmental impact, energy efficiency and optimized resource consumption.
- **Sustainable mobility:** Indra Group expects reductions in emissions related to sustainable mobility among its employees.
- **Circular economy:** Indra Group aim is to improve the recyclability of its waste and give it a second life reducing the emissions related to its treatment.

Refer to [2025 Sustainability Report](#) chapter 3.5.1. Actions related to climate change adaptation and mitigation.

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