

indra

INDRA

Corporate presentation

March 2010

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WHO WE ARE



- The premier IT company in Spain and a leading IT multinational in Europe and Latam
- € 2,513 M in revenues
- 30,000 professionals
- 106 countries
- € 500 M invested in R&D in three years

HISTORY

1921

Constitution of the first company that later became Indra

1993

Constitution of Indra

1999

Indra IPO. Indra begins to quote in the Madrid Stock Exchange

2006

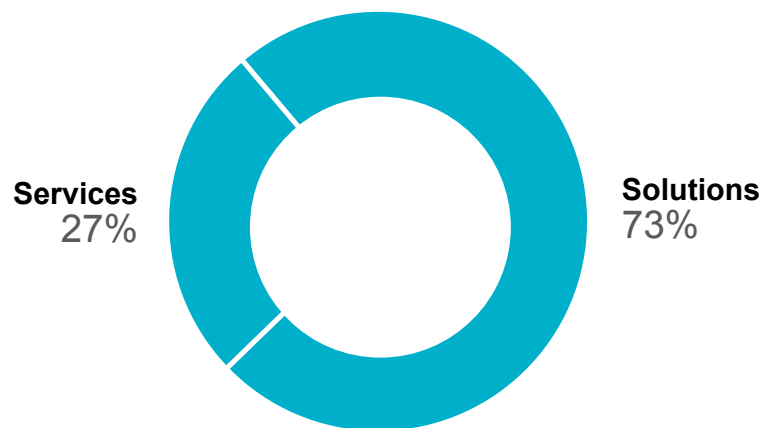
Incorporation of Azertia and Soluziona

2008

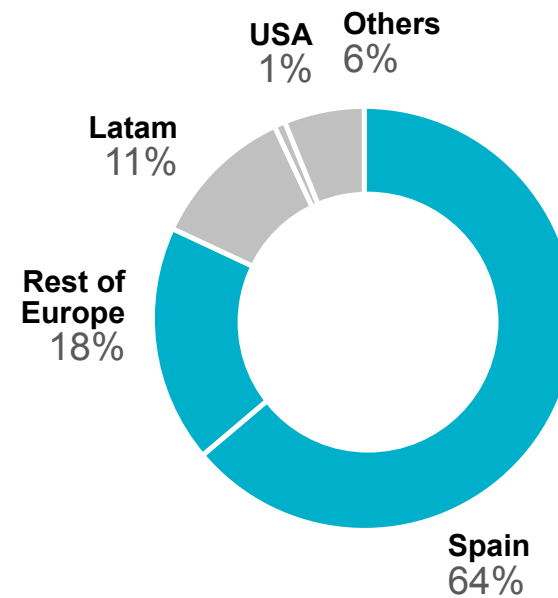
A group formed by more than 30,000 professionals with thorough knowledge of both our clients' businesses and technology

LEADER IN SEGMENTS AND VERTICAL MARKETS

Distribution by offering



Distribution by geography



STRONG INTERNATIONAL PRESENCE FOCUSED ON GEOGRAPHICAL MARKETS WITH HIGH POTENTIAL GROWTH

More than
20.000 projects
per year

References in
more than
106 countries...

...which
represent
85%
of World
GDP

Over
30
subsidiaries

Algeria	Chile	Luxembourg
Andorra	China	Macedonia
Angola	Colombia	Malta
Argentina	Congo	Mexico
Armenia	Costa Rica	Moldavia
Australia	Croatia	Monaco
Austria	Czech Republic	Morocco
Bahrain	Dominican Republic	Mozambique
Belgium	Ecuador	Netherlands
Belize	Egypt	New Zealand
Bolivia	El Salvador	Nicaragua
Bosnia	Ethiopia	Nigeria
Herzegovina	Finland	Norway
Botswana	France	Oman
Brazil	Germany	Panama
Bulgaria	Greece	Paraguay
Cameroon	Guatemala	Peru
Canada	Honduras	Philippines
Cape Verde	Hungary	Poland
	India	Portugal
	Indonesia	Puerto Rico
	Ireland	Romania
	Italy	Russia
	Jordan	Rwanda
	Kazakhstan	Saudi Arabia
	Kenya	Serbia and Montenegro
	Latvia	Singapore
	Libya	Slovakia
	Lithuania	South Africa
		South Korea
		Spain
		Switzerland
		Syria
		Tunisia
		Turkey
		Uganda
		Ukraine
		United Arab Emirates
		United Kingdom
		United States
		Uruguay
		Venezuela
		Vietnam
		Zambia
		Zimbabwe

DIFFERENTIAL BUSINESS MODEL



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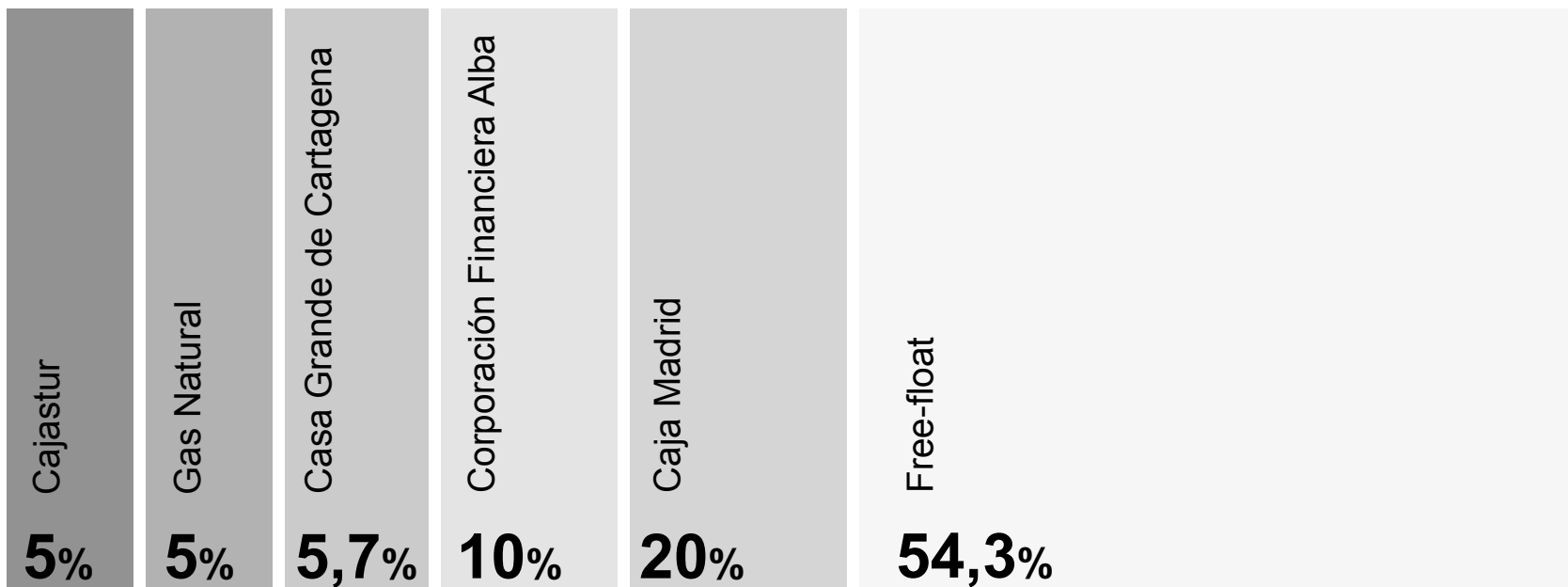
05 Offering and main clients by market

06 Awards and reputation

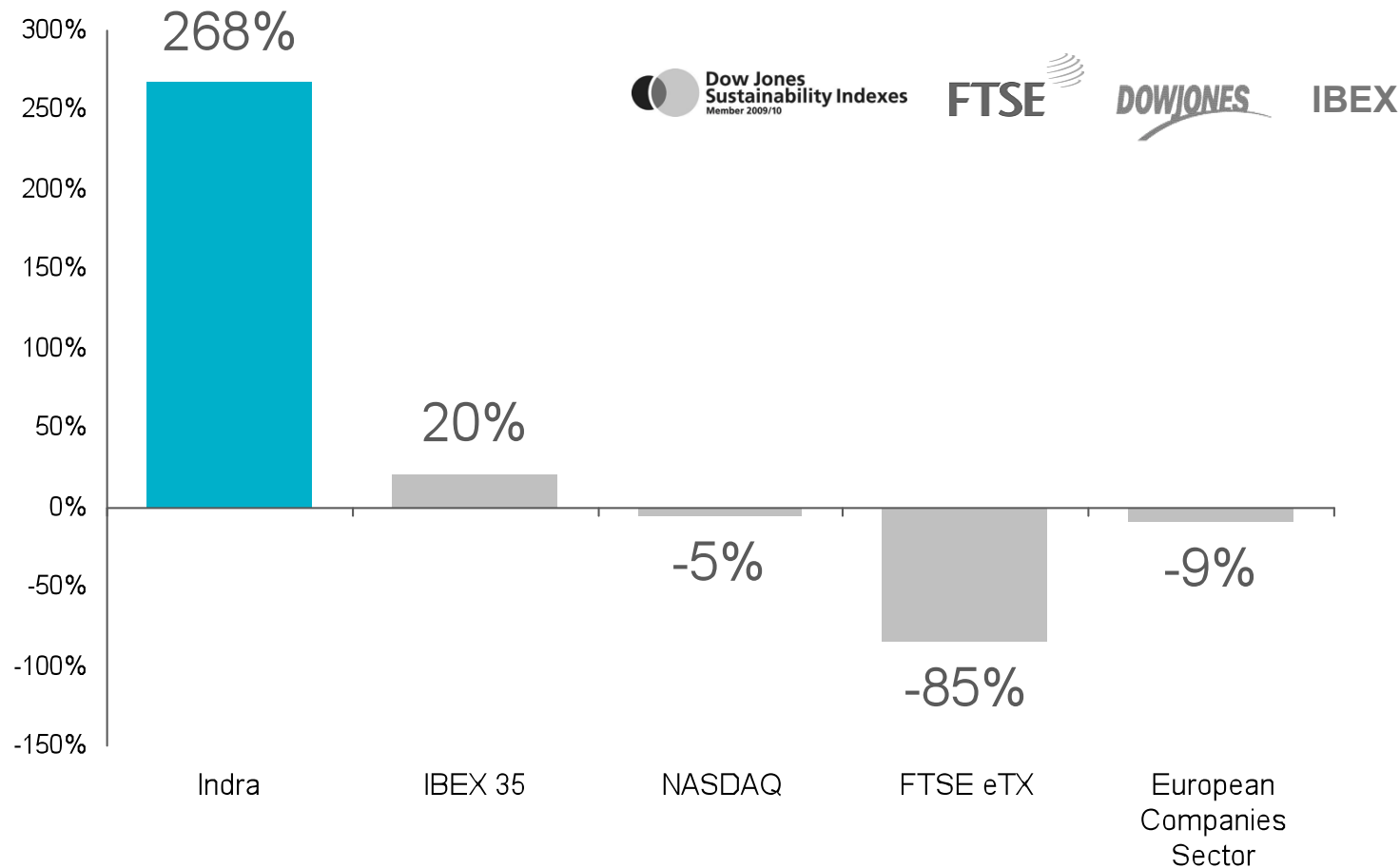
MAIN SHAREHOLDERS

**2nd European
IT services company**
by market capitalization

€2.300 M
Market
capitalization



SINCE THE IPO, INDRA HAS SHOWN A MORE STABLE PERFORMANCE THAN THE SECTOR AVERAGE



Stock Market Performance IPO – December 2009

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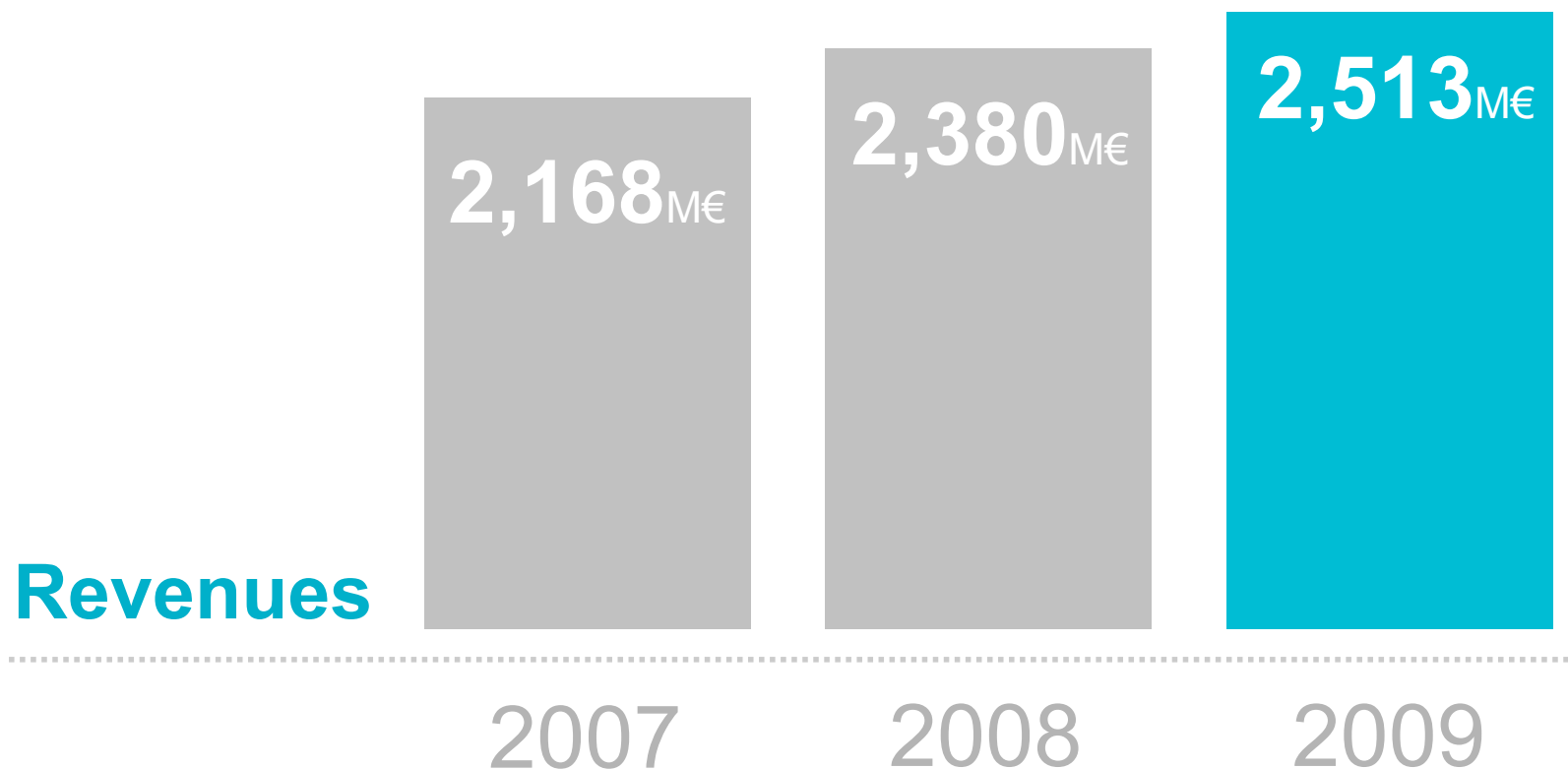
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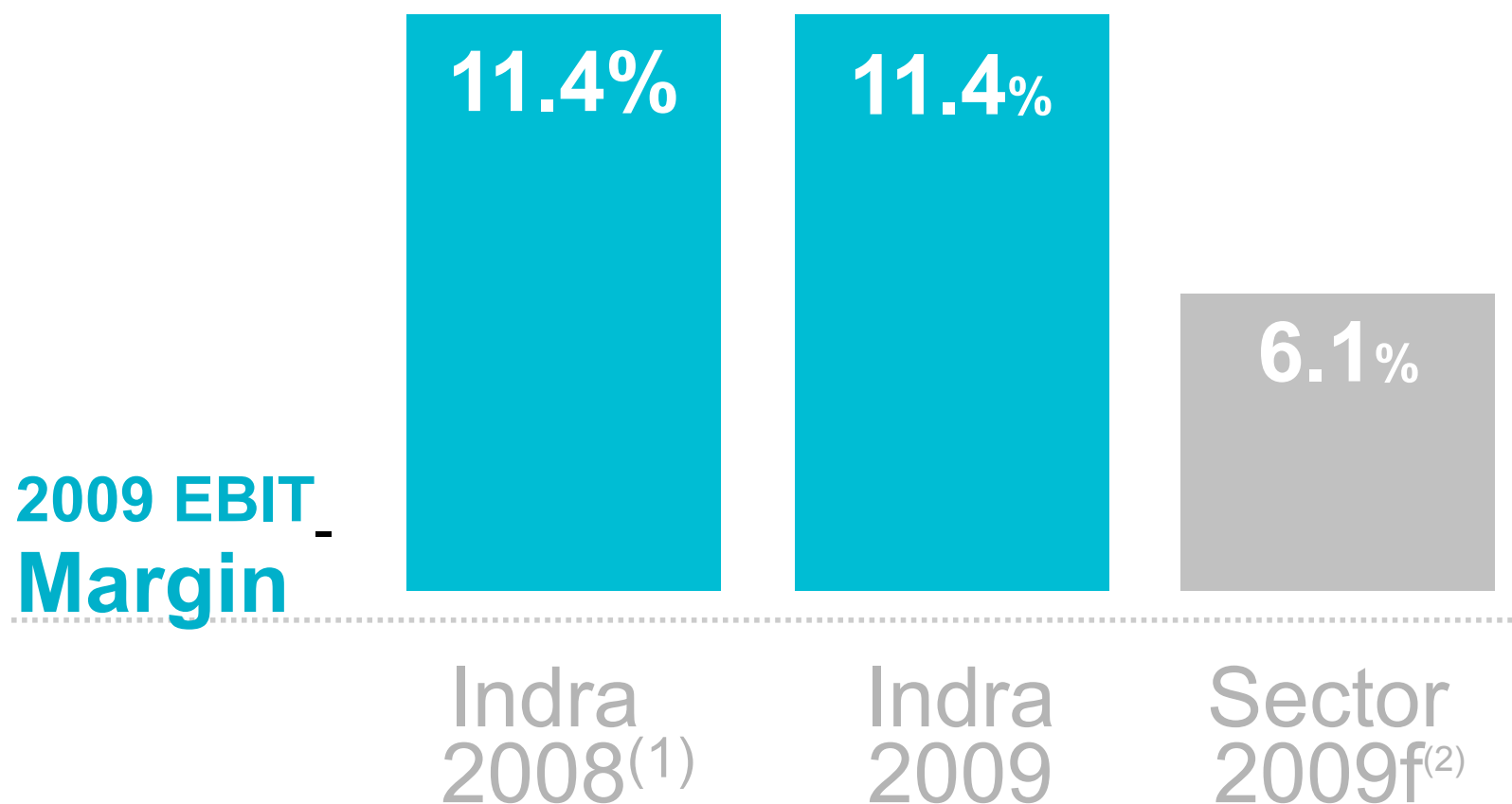
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2009: ANOTHER YEAR OF GROWTH



PROFITABILITY LEVELS HIGHER THAN SECTOR AVERAGE



(1) Excluding the extraordinary integration costs
(2) Average of the 12 principal European companies in market capitalization

2010 GOALS

2000-2009

Achieving or exceeding
**annual goals,
every year**

2010 Revenues growth

2% - 4%

2010 Order intake growth

>5%

2010 EBIT Margin

11.4%

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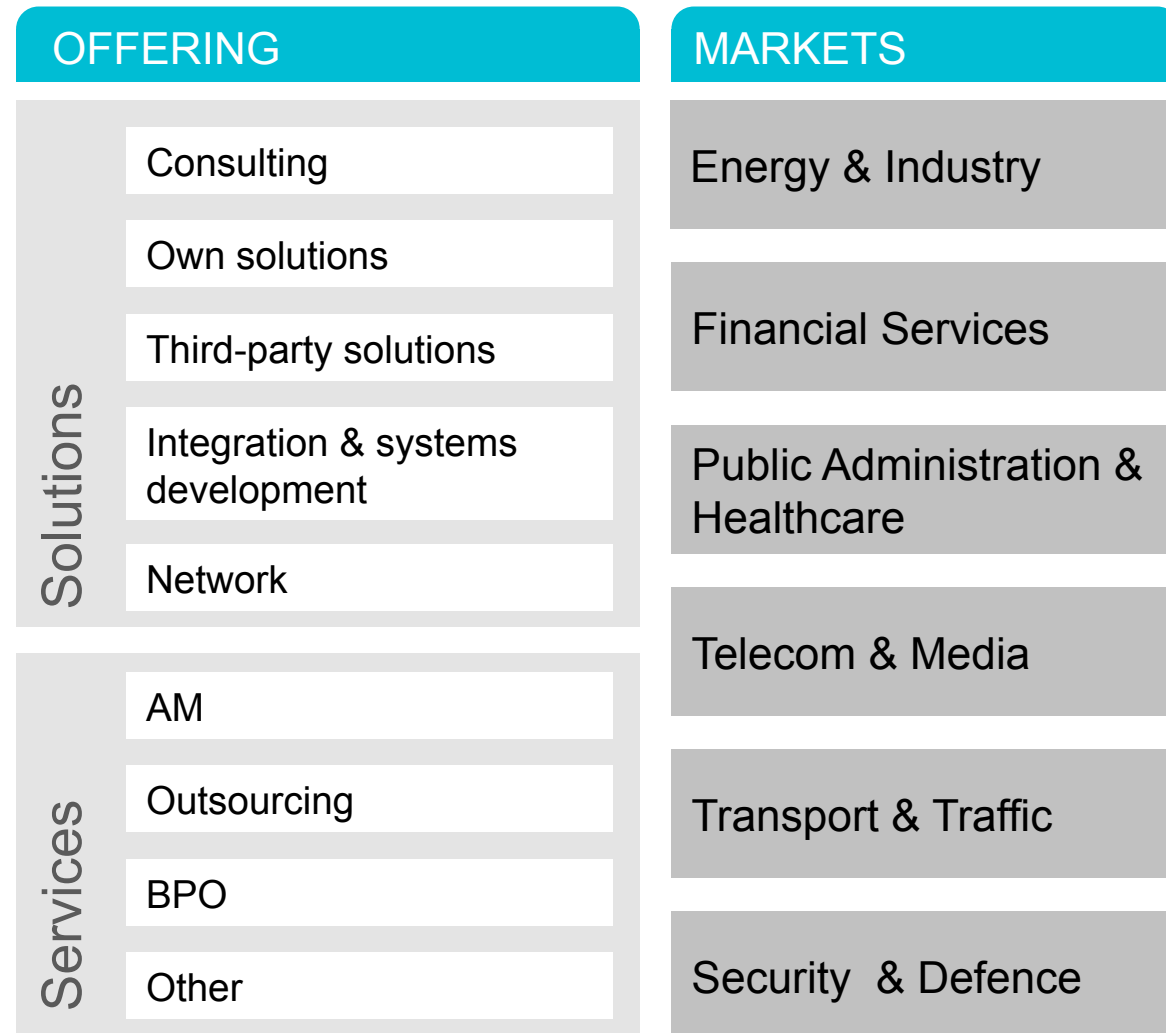
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MANAGEMENT MODEL



INNOVATION + TALENT

R&D&i 3 years

€ 500M

Collaboration with more than 120 universities and research centres

30,000 professionals

83% graduates and higher qualifications

Over 40 nationalities

International:

More than 9,000 professionals



SOFTWARE LABS

20

Software
Labs



Project
management
methodology
CMMi 3



ISO 20000
ITIL
Best Practices

24 hours a day
3,500 professionals



OUR APPROACH TO SUSTAINABILITY

Indra is a business project conceived with an outlook of long term sustainability linked to the positive performance of the company from both an economical and environmental point of view as well as social.

- Indra's business model is based on a culture encompassing innovation, client orientation, the quality of solutions and services, the talent of its professionals and the commitment with society and the environment.



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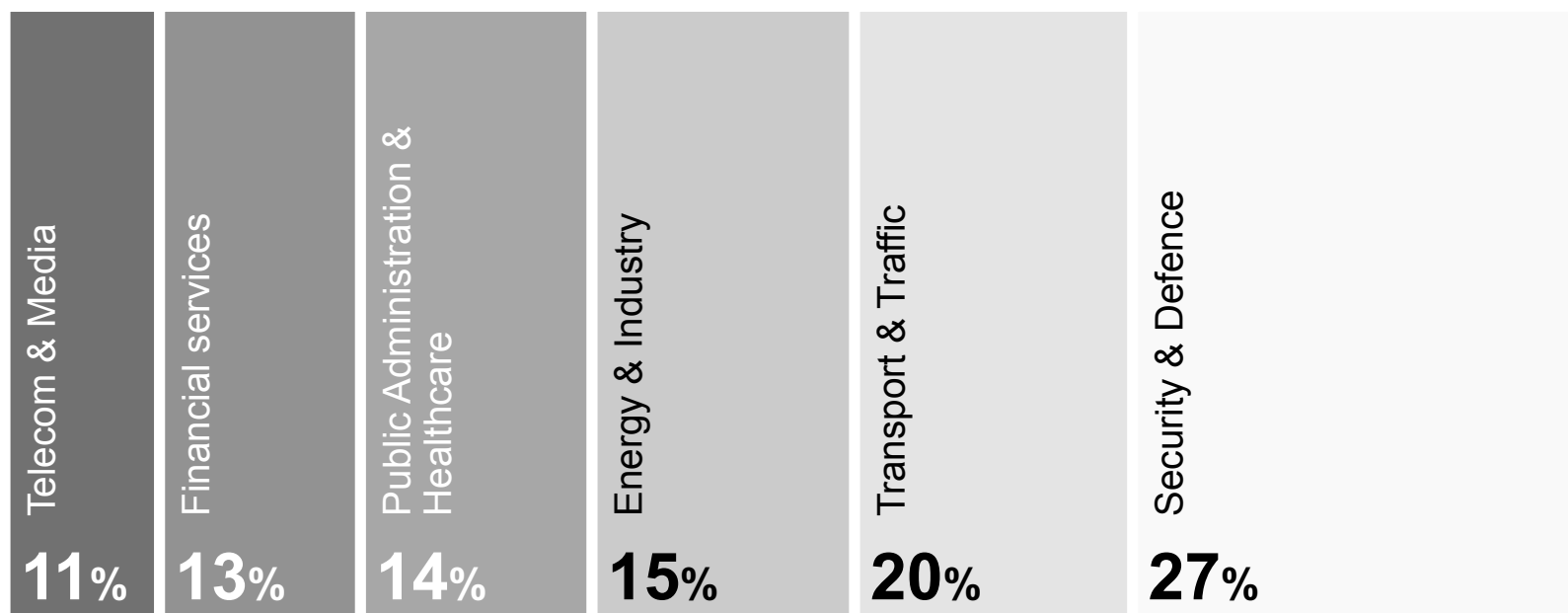
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VERTICAL MARKETS



TELECOM & MEDIA

Over **240 million mobile clients**
worldwide are managed with Indra systems

Offering

- Business Support Systems (BSS): Customer care, sales, customer loyalty, invoicing, portals
- Operations Support Systems (OSS): Networking planning, network inventory, network O&M, interconnection, mediation
- Management and support for audio-visual production companies
- Digital television services
- Satellite communications stations
- IT infrastructures

Main clients

Telefónica	Orange	Telecinco
UNI2	Quiero	France Telecom
Grupo RTVE	Optimus	Wanadoo
VIVO	Anacom	Marcatel
TMN	British Telecom	ETB
Vodafone	(BT)	El Mundo
Recoletos	Jazztel	Endemol
UNI 2	Sogecable	Movistar
Retevisión	AOL	Comcel
Supercable	Antena 3	
Portugal Telecom	ONO	
(PT)		

FINANCIAL SERVICES

9 of the **10**
leading Spanish financial organisations
are Indra clients

Offering

- Core Banking
- Risk management: credit, market, operational...
- Corporate banking: international trade, factoring, confirming, leasing, renting...
- Means of payment and finance
- Payment systems and compensation
- Private Banking and Personal Banking
- Comprehensive insurance management
- Electronic loss processing
- Multi-channelled: financial terminal, internet, telephone banking...
- Management information systems: commercial, risks, ...
- Outsourcing infrastructures and applications management
- Outsourcing operations

Main clients

Grupo BBVA	Caixa de Catalunya	Banamex
Grupo Santander	Caixa Galicia	Fonacot
Caja Madrid	Caixanova	Barclays
MAPFRE	Ibercaja	Banco Pastor
Banco Sabadell	Inversis	Rural de Servicios
RCI Banque	Banco Espirito Santo	Informáticos (RSI)
Confederación Española de Cajas de Ahorros (CECA)	Banco Popular	Liberty Seguros
Bankinter	Unicaja	Seguros Ocaso
Caja del Mediterráneo	Kutxa	Caser
Bancaja	BBK	Adeslas
La Caixa	Infocaja	Linea Directa
		Aseguradora
		Axa Seguros

PUBLIC ADMINISTRATION & HEALTHCARE

25 million
electronic health records

- Over 300 voting systems and 2,000 millions of voters

Offering

- Electronic administration
- Identification systems
- Comprehensive tax management
- Information to the public
- Digital cities
- Governance plans
- Vote recounting systems
- Judicial management systems
- Cadastral management systems
- Personal health record
- Health ERP
- Welfare information system
- Electronic prescriptions
- Clinic stations
- Digital medical images
- Telemedicine and monitoring
- Socio-health attention
- Health surveillance and prevention of work related risks
- Multi-channel information portal for citizens

Main clients

Administración Central del Estado Español Generalitat de Catalunya Junta de Andalucía Gobierno de Canarias Generalitat Valenciana Servicios Andaluz de Salud Junta de Castilla La Mancha	Ministerio de Interior y Justicia de Venezuela Ministério do Interior (Portugal) Ministerio del Interior de Argentina Defensor del Pueblo Ministerio de Fomento, Educación y Vivienda de Chile	Fundación Favaloro Administraciones Tributarias de México y Chile Asamblea Regional de Murcia Ayuntamiento de Vitoria Biblioteca Nacional Correos Centro Superior de Investigaciones Científicas
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ENERGY & INDUSTRY

Over **140 utilities companies**
use Indra technology solutions

- More than 100 million clients are managed via commercial systems of Indra

Offering

- Energy Markets
- Generation Solutions
- Commercial and Distribution Open Utilities
- Solutions for the Petroleum Industry
- Solutions for the Water Industry
- Technical consultancy
- Control and Measurement Systems
- Modelling and Monitoring
- Outsourcing

Main clients

Grupo Unión Fenosa	Grupo PP&L	Sara Lee
REE	GALP	Metrovacesa
Gas Natural	Petrobras	ONCE
Repsol YPF	Renault	Navantia
CEPSA	Danone	Unipapel
Enel	Arcelor	ENRESA
Viesgo	Fagor	Altadis
Iberdrola	Sidenor	Ford
Endesa	Nestle	Repsol YPF
AES Brasil	Diesel	AENOR
Canal Isabel II	Metrovacesa	Carbueros Metálicos
Agbar	Mercedes-Benz	SidMed
Mosenergo (Rusia)	Cinentradas.com	Prosegur
Elektro (Brasil)	Grupo Planeta	Ence
Grupo EDF	Carrefour	Bic

TRANSPORT & TRAFFIC

More than 1.000 installations
of air traffic management in 80 countries

Offering

- Air traffic management (ATM) and airport management
- Infrastructure and transport operator management
- Ticketing and railway systems
- Traffic and toll gate control
- Sea traffic and port management
- Outsourcing

Main clients

AENA	Renfe	Empresa de
Eurocontrol	ADIF	Ferrocarriles de
Oslo Airport	FEVE	Chile (EFE)
Iberia	DGT	Transporte
Aerolíneas	Iberpistas	Metropolitano de
Argentinas	Ferrocarriles de la	Barcelona (TMB)
Madrid, Valencia,	Generalitat de	Empresa Municipal
Maracaibo,	Catalunya (FGC)	de Transportes de
Shanghai, Lisboa,	Ferrocarriles de la	Madrid (EMT)
Sant Louis,	Generalitat	Consortio de
Santiago de Chile,	Valenciana (FGV)	Transporte de
Valparaiso		Asturias (CTA)
subways		

SECURITY & DEFENCE

More than 3,400 km of terrestrial
and maritime border guarded

Offering

- Intelligence, Surveillance, Detection, Command and Control
- Integrated logistics systems
- Satellite control and communications
- Simulators
- Automatic test systems
- Avionics equipment and systems
- Support: Maintenance and upgrades

Main clients

Spanish Ministry of Defence	Chilean Air Force	Raytheon
Spanish Air Force	National Guard of Venezuela	Airbus
Spanish Army	Barcelona Port Authority	EADS
NATO	Ministry of Defence of New Zealand	MBDA
Eurofighter		General Dynamics
Hispasat		Lockheed Martin
US Navy		
German Navy		
Portuguese Air Force		

HORIZONTAL OFFERING SUMMARY

IT CONSULTANCY	OUTSOURCING	SECURITY	THIRD PARTY SOLUTIONS	NETWORKS
Technology and Resources Management	IT Management and ITIL Consultancy	Security architectures	ERP	Unified Communications
Enterprise Content Management	Customer support	Electronic signature and certification	BI	Corporate connectivity
Digital Markets	Infrastructure management	Identity management	CRM	Transport networks
Geospatial and Emerging Technologies	Application management	Management centres	Self - Service IVR	Radio communications
Architectures and Technological Platforms	Technological support for processes	Infrastructure protection		IP Contact centre infrastructures
	Technological updating	Border surveillance		
		Intelligent video-surveillance system		
		Secure communications		

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QUALITY

- More than 20,000 projects managed per year
- 96% of highly satisfied or satisfied clients
- Among the first 20 companies worldwide in Project Management



UNE-EN ISO 9001:2000



Project management
methodology **CMMi 3**



ISO 20000
ITIL Best practices

Certifications in the
Defence industry
PECAL 2210

Certifications in the
Aerospace industry
UNE-EN 9100

ENVIRONMENT

- We are committed to carrying out our activities within the parameters of sustainable development, maintaining control over and managing the environmental issues related to them.
- Our environmental policy and goals constitute the framework to achieve this commitment and the continuous improvement of our environmental behaviour.



UNE-EN ISO 14001



European Regulation
761/2001(EMAS)

AWARDS

COMPUTERWORLD

Award for "Best Service Company 2007" granted by the Computerworld 2008 Awards

Cambio 16 Award for the most thriving company in the technology industry

Cambio 16



"Madrid Excellent" award for customer trust and excellent management

Award "Cinco Días for Corporate Innovation 2008" for the simulation system for training the safety and emergency forces

Cinco Días



Chosen "Company with the most future" in the 2008 edition

First position in the classification of the III Corporate Governance Ranking within the Ibex 35 companies



SEGURITECNIA
REVISTA DECANA INDEPENDIENTE DE SEGURIDAD

"Safety Trophy" for the development and implementation of a small weapons simulator

"Information Transparency" Award



Award "TAW for web accessibility 2007" for the Portal of the Ministry of Public Works developed by Indra

Award "Excellence of the technological modernisation of the Justice system"

ILUSTRE COLEGIO NACIONAL DE SECRETARIOS JUDICIALES



Annual award for dealing with social works using technological innovation

Award for "Best Spanish Multinational Company" 2006

Emprendedores

INVERSIÓN

Good Corporate Governance 2006 Award

Award for the contribution to society for the application of Electronic Certification Technologies





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