

INDRA SIMPLIFIES ITS SALES PORTFOLIO STRUCTURE BY SEGMENTING IT AND MAKING IT EVEN CLEARER

- **The new structure of what Indra has to offer is based on the application in all markets of greater clarity, segmentation and simplification of the product portfolio.**
- **The new focus on end-to-end solutions, the development of value propositions and the most innovative products, supports and responds to Indra's key objectives, which are: a new specialised model for the company and its businesses, driving the evolution of its products and the transformation of the offering and commercial tools to boost sales growth.**
- **The new brand identifies and differentiates Indra in the market and in society and seeks to support the new business strategy. This is an evolutionary development that respects the legacy and essence of Indra, linked to the concept "At the Core". Indra has not only renewed its logo, colour scheme and styles, but also the visual identity of all its markets, with distinctive values to strengthen them.**
- **Indra has stressed new values that identify and guide the company: leadership, flexibility, focus and reliability.**
- **The Minsait brand now brings all of Indra's IT businesses, backed up by the endorsement of "An Indra Company", maintaining its disruptive spirit, and a series of particular values, that stem from Indra's own in-house values.**

Madrid, 17 September, 2018.- Indra has completely transformed the structure of its sales offer, while renewing its brand and its values, in order to reinforce its competitive positioning and boost its growth.

This renewal of the structure of the business offer and of the brands and commercial positioning has been applied individually in all the company's markets: both in Transport and Defence (T&D), and in the Information Technology businesses (IT), now integrated into the "Minsait - An Indra Company" brand.

This improvement of the business offer and the commercial positioning is based on the application by Indra in all of its markets of a greater clarity, segmentation and simplification, which is complemented with a commitment to an end-to-end solutions, development of value propositions and the most innovative product. Thus, Indra conveys a more integrated and clear proposition, that responds to what customers seek and require, which gives Indra a highly differentiated positioning in the market.

The renewal of the structure of the commercial offer aims to support and respond to key objectives for Indra, such as:

- A new specialised operational and organisational model for the company and its businesses.
- The boosting of the evolution of the products and the transformation of the offer.
- New commercial processes and tools to strengthen the growth of sales.
- Actions for improvement in efficiency and productivity to improve operating margins.

Fernando Abril-Martorell, Chairman and CEO of Indra, says: "The new structure of our offer strengthens the transformation of Indra's business portfolio towards high-value technological solutions. We present a differential offer, focused on end-to-end value propositions, strengthened with innovative solutions, constantly adapting to digital technologies and with high impact and return for customers. Alongside this, the new brands and values will help us to promote other essential aspects, such as the intense cultural transformation being promoted at Indra."

Transport and Defence: sales territories and differential strategies in each market

The new Transport and Defence (T&D) commercial offer, which integrates the Air Traffic, Transport and Defence and Security markets, focuses on a model of solutions that places the customer at the centre and on the empowerment of experience, leadership, specialisation and innovation, Indra's key strengths in each of these markets.

This reorganisation has meant the defining for each market of a new supply structure, one that is clearer and with a simpler and more focused portfolio, as well as its own sales territory and a strategic component that is different from that of the competition. With this, Indra aims to boost the T&D business going forward and take advantage of its strong growth potential and positive prospects.

In the Transport market, the transformation of offering hinges on the combination of reliability, knowledge and experience that Indra possesses with factors such as integration, multi-modality, specialisation and Mobility As-a-Service. All this with the commitment to innovation placed at the heart of its differential value proposition in the market.

Transportation solutions are integrated under the Indra Mova Solutions sub-brand, which allows Indra to position itself as a go-to player in mobility solutions, clarifying the commercial offering, injecting innovation and unifying the sales narrative.

In the Air Traffic market, the renewal of the offer is based on aspects such as innovation and leadership, which have been key to the building of long-term relationships with customers, as they provide global management solutions to suit each of them.

Indra bets on knowledge and on the trust of the customer as a cornerstone of differentiation, aiming to be a true partner, connecting people, places, data and skies and making everything work every step of the journey.

Indra positions itself in the Air Traffic market as the only partner that integrates the client journey into its own offer.

Equally, the evolution of the Defence and Security product portfolio is based on its leadership position in aspects such as flexibility, specialisation and technology, together with the close ties and trust of its customer and its solid experience.

Based on these assets, Indra presents in Defence and Security a value proposition focused on innovation, which stands out in the market through agility and the ability to integrate new technologies in the traditional world.

Minsait: value propositions, end-to-end solutions with a tangible impact

For its part, Indra has consolidated all of its Information Technology (IT) businesses into a corporate entity that is 100% owned by Indra to improve the transformation capacity of that business, thanks to greater agility in decision-making and facilitating the business orientation towards the areas of greatest value and growth within the specific field of Information Technology.

The transformation regarding the commercial offer of the IT businesses, which are now grouped under the Minsait brand, is based on a commitment to focus on value propositions that integrate end-to-end solutions segmented for 20 industries, integrated into these markets: Energy, Industry and Consumer, Financial Services, Public Administration Agencies and Telecommunications and Media.

This segmentation demonstrates the high degree of specialisation, sector-specific knowledge and innovation of Minsait, and demonstrates its great capacity to achieve tangible impacts for each industry with a transformational approach.

Minsait's new sales-driven focus is complemented by greater clarity and simplification of its offer, by integrating it under a single product sub-brand: Onesait.

Minsait's portfolio also includes a cross-section of digital transformation, enhanced with the integration of Paradigma, which includes Consulting, Digital Technology and Cybersecurity. And a wide and distinctive range of Services.

This renewed commercial offer highlights Minsait's differential ability to integrate the core world with the digital world, as well as its leadership in innovation and digital transformation, its knowledge and its ability to impact on its customers. In parallel, it highlights its flexibility to evolve at the same pace as its customers, coupled with its agility and openness based on products and value solutions. In this way, it seeks to continue steering the business towards areas of greater value and growth.

New visual identity and values

The renewal process of the commercial offer and the far-reaching general transformation of the company are reflected in the new brand and the values of Indra. Both have evolved to help Indra to identify and differentiate itself in the market and in society in this new phase.

The purpose and the new values defined for Indra are what identify the company. "At the Core" is the concept that is presented together with Indra, since it defines and reflects its strategic evolution: Indra is the technological partner of its customers' core operations, it is at the heart of their businesses and it focuses on what really matters.

The new values that identify and guide Indra are:

- Leadership. Generating real impact through tangible results.
- Flexibility. Enhancing proximity to the customer and differentiating Indra from its competitors.
- Focus. Projecting progress in a clear direction, which is crucial in the specialisation of business.
- Reliability. Building trust and long-term relationships based on experience and excellence.

The new Indra brand represents an evolution that respects the legacy and essence of the company, and at the same time helps to achieve a better differentiation in the market, and to reinforce the company's new strategy and the commercial muscle. For this reason, not only has the Indra logo been renewed, but also the visual identity of all its markets.

The Indra logo is evolving. Seeking the essence of the company, it dispenses with the old symbol, and thus it becomes a more solid and transparent brand, which gains strength, solidity and visibility.

The Indra colours are inspired by elements of nature that constitute the essence of our planet. The main colour from now on is Amazonian blue, which helps the brand convey reliability and leadership. The visual identity also has secondary colours such as blue mist, strata grey and white, which give dynamism and light to the brand. Sun yellow will help focus on and identify what really matters to our customers and to society as a whole.

The new photographic style will also help Indra convey its brand idea and reinforce its values.

In the Transport and Defence markets, the Indra brand is maintained and a differentiating value is given to each of them in order to strengthen them. As a firm commitment to specialisation, each market will have its own colour that will be complementary to the corporate colours, as well as a photographic style that exemplifies its industry and environment.

- In Defence and Security, strength and solidity are conveyed through the colour green.
- In Air Traffic, closeness to the customer is transmitted through the use of blue.
- And in Transport, a constant commitment to innovation is expressed through purple.

Meanwhile, in IT, Indra is grouping all its businesses under the Minsait brand. A brand that evolving in terms of its visual environment and its relationship with the Indra brand, which will always be reinforced by the endorsement "An Indra Company".

In addition, it maintains its multi-coloured spirit, given its rich, nuanced, dynamic and flexible identity. Its hallmark: the creation of solutions with impact to drive the reinvention of its customers' business, is expressed with the slogan "Mark Making the way forward".

Minsait has defined its own values, which spring from Indra's own values and help guide its behaviour.

BrandFor has acted as Indra's branding consultant.

Further information and resources are available in www.indracompany.com/es/prensa

About Indra

Indra is one of the leading global technology and consulting companies and the technological partner for core business operations of its customers world-wide. It is a world-leader in providing proprietary solutions in specific segments in Transport and Defence markets, and the leading firm in Digital Transformation Consultancy and Information Technologies in Spain and Latin America through its affiliate Minsait. Its business model is based on a comprehensive range of proprietary products, with a high-value focus and with a high innovation component. In the 2017 financial year, Indra achieved revenue of €3.011 billion, with 40,000 employees, a local presence in 46 countries and business operations in over 140 countries.

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