

Indra

TECHNOLOGICAL SOLUTIONS AND SERVICES ALL OVER THE WORLD

Indra is a global company whose strength lies in consulting, technology, innovation and talent. It is a leading firm that provides world-class, value added solutions and services to sectors such as Transport & Traffic, Energy & Industry, Public Administration & Healthcare, Financial Services, Security & Defence, and Telecommunications & Media.

indracompany.com

At Indra we are passionate about what we do. We have an in-depth understanding of our client's needs, and we find ways to make the most difficult tasks seem easy. Fulfilling commitments is not an option, but rather a habit we have acquired through our technical and management expertise. Innovation is our cornerstone, and we use our experience to exceed expectations in each and every solution and service we offer. When faced with a major technical challenge, Indra is the answer.

$\stackrel{\text{Sales:}}{\models} \xrightarrow{} () () ()$

Among the first four European IT services companies by market capitalization

7% of sales is invested in R&D

A project that looks to the future: innovating for sustainability

Indra does business around the world, with highly competitive differentiated offer and a proven capacity to implement and deliver complex solutions and services.

Growing with our clients: commitment and reputation

Our long-term commitment to our clients has earned us a solid reputation in the markets where we operate.

Talent management: we believe in the value of our people

Innovation in our solutions, services and processes is only possible thanks to our talented team of professionals.

Sustainability: commitment to society

We foster innovation and knowledge. Thus, we contribute to the sustainability of our business and to the progress of society.

Corporate governance: united in excellence

Our excellence is based on our experience and the quality of our relationships with shareholders and investors.





Dow Jones Sustainability Indexes Member 2012/13 We firmly believe in the value of our people.

42.000

Highly trained professionals who provide the innovative solutions and services that are characteristic of our company.



SOFTWARE LABS & CENTRES OF EXCELLENCE

Solutions and services based on innovation and specialisation to improve and optimise our client's results

SOFTWARE LABS

At Indra, we have defined our own global

delivery model. This model is based on a Software Labs network comprised of 20 high-performance software development centres around the world. These operate as a single virtual centre, providing uninterrupted 24-hour service.

A nearshore - offshore local development model, constant dedication to R&D and commitment to generate high-quality technology are the cornerstones of Indra's vision in this area.

CENTRES OF EXCELLENCE

Specialisation, innovation and service. By combining our knowledge of the technology and businesses of our clients, we have been able to develop a network of more than 30 Centres of Excellence around the world. These centres operate as advanced R&D and Innovation laboratories that apply the latest technology to develop customised solutions for our clients.

Centres of Excellence

Software Labs

Spain Badajoz Ciudad Real Gijon La Coruña Lerida Madrid Malaga Salamanca Valencia

> Brazil Campinas Salvador de Bahia Goiana

Slovakia

Bratislava

Moldavia

Argentina

Buenos Aires

Chisinau

Cordoba

San Luis

Colombia Bogota Pereira

Mexico Ouerétaro

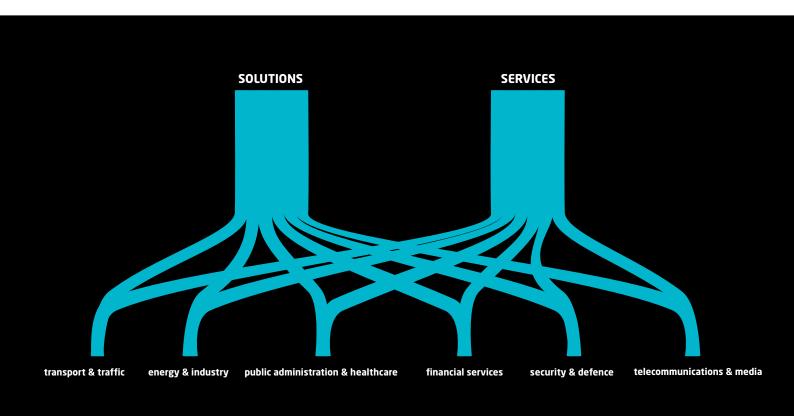
Panama Panama City

Phillippines Manila

Italy Napols



Spain	Alcobendas	SOA, Core banking, E-administration, Modernisation and process management,
		Road, maritime and tollbooth traffic, Geospatial technology, Enterprise 2.0, Airlines
	Aranjuez	Tactical communications and Electro-optical systems
	Barcelona	Cadastre and tax and process management, Digital cities and Tourism
	Badajoz	E-administration
	Ciudad Real	Energy, Healthcare
	Gijon	ATM
	La Coruña	Autonomous public administration and HR for Public Administration
	Leon	Security and E-learning
	Madrid	Energy
	San Fernando de Henares	Simulation, land and railway transportation, and testing bench
	Sevilla	e-Healthcare
	Toledo	Digital imaging
	Torrejon de Ardoz	ATM, aerial defence and electronic warfare
	Valencia	Healthcare
Germany	Munich	Simulation
-	Friedrichshafen	Aeronautical information systems
Slovakia	Bratislava	Energy and Aeronautical charting systems
United Kingdom	Tolworth (London)	ATM
Argentina	Buenos Aires	IT infrastructure management, Microfinance investment centre, Airlines
Brazil	Campinas	Energy
	Curitiba	Land and railway transportation
	Brasilia	Payment methods
	Sao Paulo	Airlines
Chile	Santiago de Chile	IT infrastructure management, Land and railway transportation
Colombia	Bogota	BPO and Document Management
Mexico	Mexico City	Multilingual services, Land and railway transportation, Logical security and
		Document management
Panama	Panama City	Energy
Portugal	Lisbon	Customs taxes
USA	Orlando	Testing bench and Simulation
China	Beijng	Sensors
Phillippines	Manila	Energy
Australia	Sydney	ATM
		ТОТАІ



Technological innovation = Sustainable growth

At Indra, we provide our clients with a complete range of Solutions and Services. This offering is comprised of a comprehensive management model to meet our client needs and to provide them with customised solutions that apply technological and business knowledge to take on new challenges. Furthermore, Indra establishes a long-term commitment with our clients through our management services and evolution of our solutions and business processes.

Solutions

Leaders in all markets and with an international presence that enables us to satisfy even the most demanding challenges of our clients.

We combine our strategic and business consulting capacities with our in-depth technological know-how in order to provide excellent solutions.

At Indra, we are dedicated to develope our highly competitive own solutions, which enables us to provide clients with unique solutions that adjust to their needs. We continuously invest in R&D to maintain an innovative, proven and wide range of solutions in our target markets.

Services

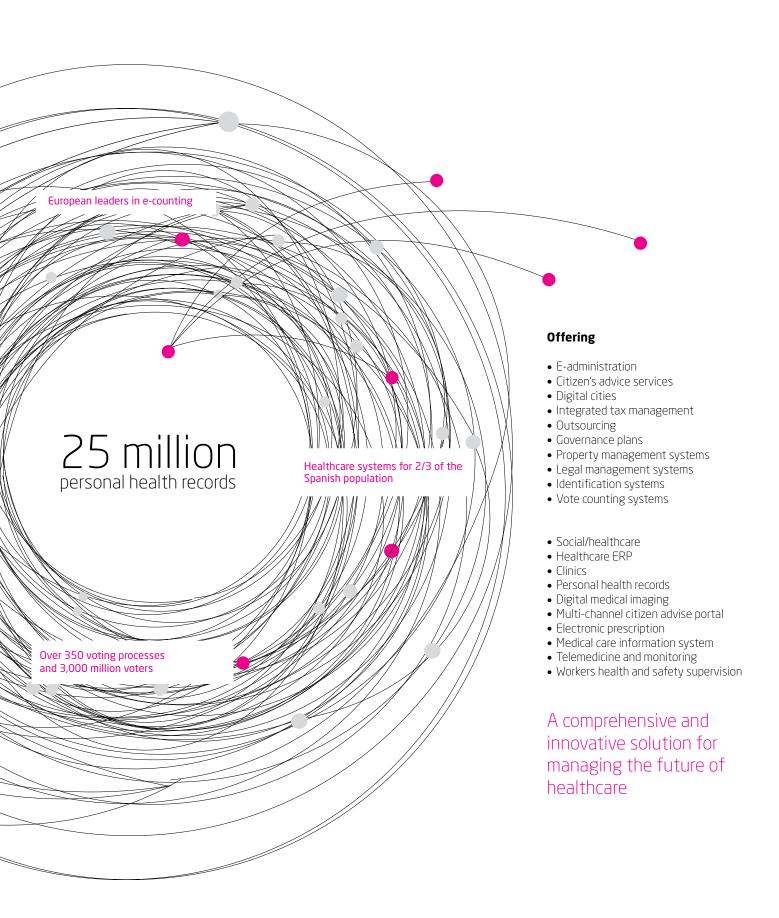
Indra is a technological partner with a strategic vision.

Through our services offering, Indra takes on the IT functions and the business processes of our clients, where the technology and added value are strategic and differential elements (BPO).

We consider outsourcing to be the way to build strong bonds with our clients as their technological partners, where collaboration is linked to the evolution of business, sharing objectives, risk and benefits.

PUBLIC ADMINISTRATION & HEALTHCARE

Indra knows how to successfully meet the goals set by Public Administrations: to implement solutions and services that provide a higher quality service to the citizen



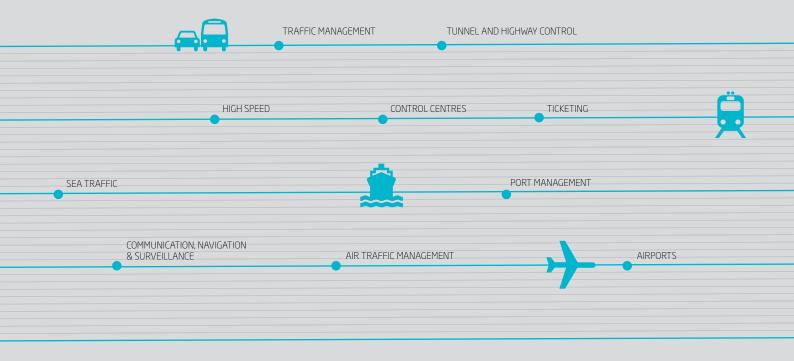
Security, sustainability and efficiency. Three words that have a special meaning in the transport and traffic market. Technological solutions and services that add value to transportation networks and infrastructures

World leader in air traffic management:

over 3,000 facilities in over 140 countries

Offering

- Air Traffic Management (ATM)
- Communication, navigation and surveillance (CNS)
- Airports
- Rail traffic management
- Road and sea traffic management
- Ticketing and tolling



Global vision and solutions adapted to local needs The best combination of experience and industry know-how Solutions for the entire financial and insurance company value chain

Management of over 90 types of business processes in financial institutions

Offering

- Core banking
- Risk management: credit, market, operational, etc.
- Corporate banking: international commerce, factoring, confirming, leasing, renting, etc.
- Payment methods and financing
- Payment compensation systems
- Private and personal banking
- Multi-channel: financial terminal, Internet, telebanking, etc.
- Information management systems: commercial, risks, etc.
- Infrastructure outsourcing and application management
- Operations outsourcing
- Integrated insurance company management systems
- Insurance framework
- Claims framework
- Advanced client management
- Pay as you Drive
- Solvency II
- Specific solutions for Life, Non-life and Health
- Special solutions for guarantees and loans, global risk

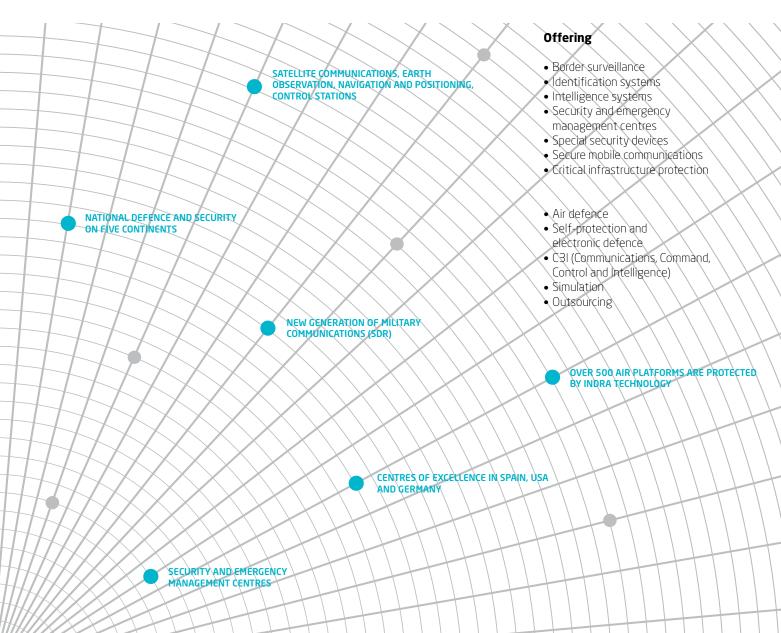
Austria, France, Germany, Italy, Portugal, United Kingdom, USA, Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela, Angola and the Philippines



At Indra, we offer our clients the most advanced technology in security and defence to make the world a safer place

Surveillance in over





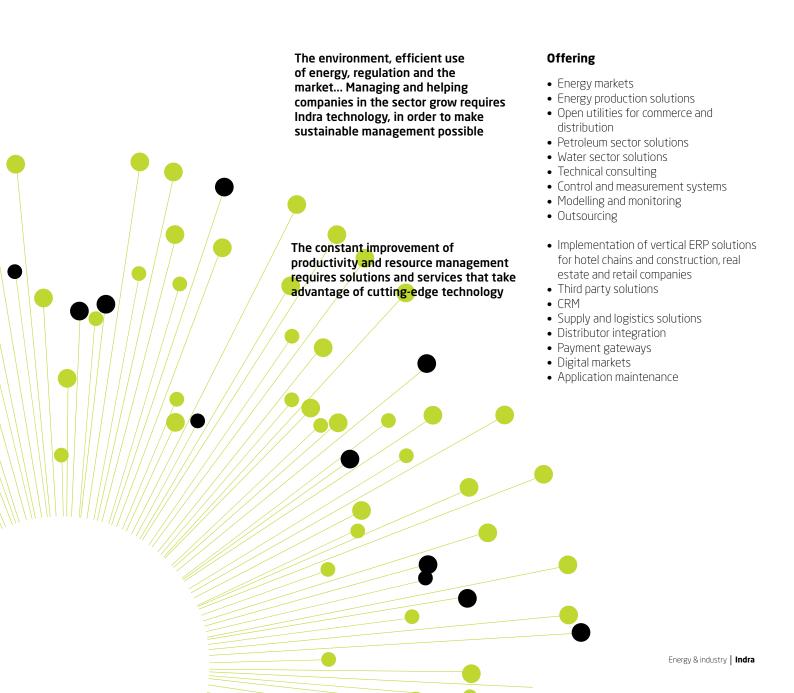
TELECOMUNICATIONS & MEDIA

Indra helps its clients to maintain a competitive edge in the telecommunications sector by providing solutions and services that improve customer service and enable continual cost reduction



Our objective: to assist energy and industrial companies to improve their efficiency and management capabilities

Over 140 utilities companies around the world use Indra technological solutions





Projects in more than



Offices in more than





USA

Contactless ticketing technology for Saint Louis light rail and railway networks.

Mexico

Outsourcing of processes and payment methods for Bancomer.

Argentina <u>Simulation centre for</u> lorry driving.

Brazil

Development of Revenue Accounting services with Aracs system for GOL airlines.

Chile

Renovation of the operational and financial core of Caja de Compensación Los Héroes.

Ecuador

Air space surveillance station in the Galapagos Islands.

Peru

Commercial services management of Lima's Water company.

Germany

Satellite communication systems for the Navy.

Italy

Renewable energy control centre for Enel Green Power.

Lithuania Traffic management system for Lithuania's railway network.

Norway

Scrutiny of the elections to the Norwegian Parliament.

Spain

Technology outsourcing for Prisa Group.

Romania

Surveillance system for the maritime border of the Black Sea.

United Kingdom

Development of the future flight plans.

Russia Air traffic management.

Turkey

Technology for the identification of chemical, biological, radiological, and nuclear threats.

Morocco

Technology platform for Morocco's railway network.

Bangladesh

Management systems for the Central Bank of Bangladesh.

China

Flight simulation for Hainan Airlines.

India

Access control systems for Bombay's new metro.

Philippines

Commercial management systems for the main electricity companies.

Australia

Ground-based air navigation aid systems.