



WHO WE ARE

INDRA HIGHLIGHTS

A technology company providing real time, smart, efficient solutions and services to clients all around the world

Public Administrations & Healthcare

Transport & Traffic

Energy & Industry

Security & Defense

Financial Services

Telecom & Media

€2.7bn revenues in 2011

>35,000 employees

€1.7bn Market Cap

Strong track record
Meeting guidance consistently

Headquarters in Madrid
Subsidiaries in 45 countries

indra

A LEADING TECH COMPANY

3

WHO WE ARE – INDRA SNAPSHOT

DIFFERENTIAL OFFERING BASED ON SOLUTIONS

Smart grid

Border control

Simulation

ATM

Application Management

Air Defense Systems

Tax collecting system

IT Outsourcing

Core insurance

Voting

BPO

Aerospace

Cyber security

Cloud computing

Analytics

64%

36%

Solutions

Services

Higher margins with strong differentiation

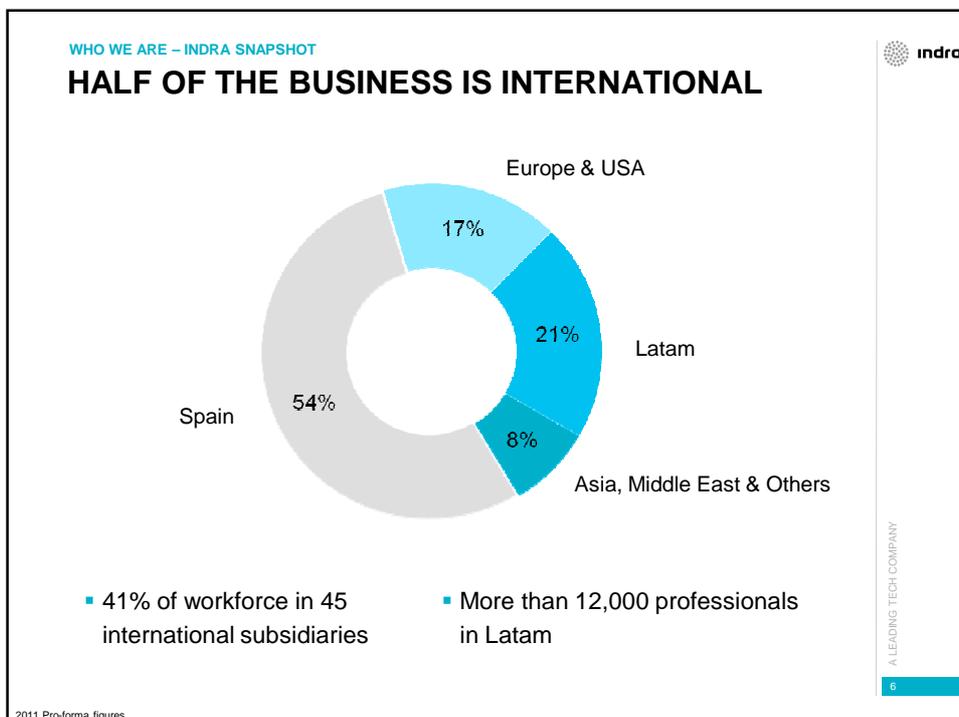
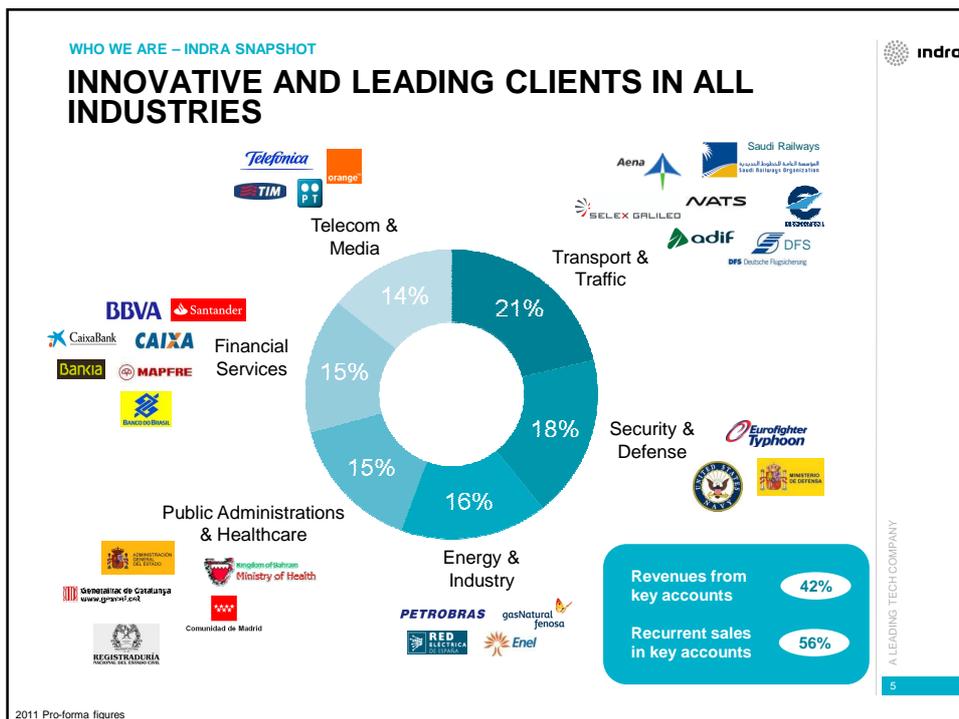
Lower margins, but higher recurrence

indra

A LEADING TECH COMPANY

4

2011 Pro-forma figures



WHO WE ARE – INDRA SNAPSHOT

LEADERSHIP AND GLOBAL POSITION

- World leader in air traffic management
- Global player in transportation and land traffic
- 140 utilities in 40 countries use Indra technology solutions
- Security and national defense in 5 continents
- 240 million mobile telco clients managed with Indra systems in 20 countries
- Latest generation offer for the whole value chain in financial services & insurance
- Healthcare and e-Government solutions
- Over 300 electoral processes and 2bn. voters in 3 continents

indra

A LEADING TECH COMPANY

7

WHO WE ARE – HISTORICAL PERFORMANCE

A GROWTH COMPANY (EVEN THROUGH THE DOWNTURN)

Year	Annual sales growth (%)
2007	+10%
2008	+6%
2009	+2%
2010	+5%
2011	+5%

Year	Domestic sales growth (%)	International sales growth (%)	Corporate clients (%)	Public clients (%)
2007	7%	16%	7%	-10%
2008	3%	11%	7%	-10%
2009	-3%	10%	7%	-10%
2010	-3%	11 ⁽¹⁾	7%	-10%
2011	-3%	17%	7%	-10%

Annual sales growth: +10%, +6%, +2%, +5%

Domestic sales growth: 7%, 3%, -3%, -3%

International sales growth: 16%, 11%, 10%, 17%

Corporate clients: 7%

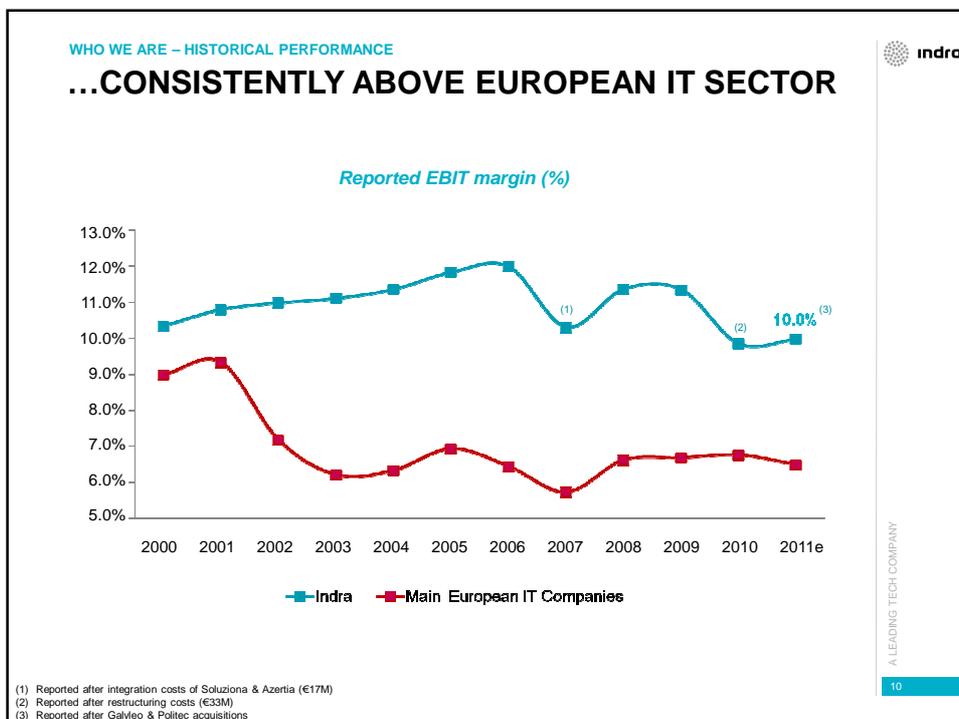
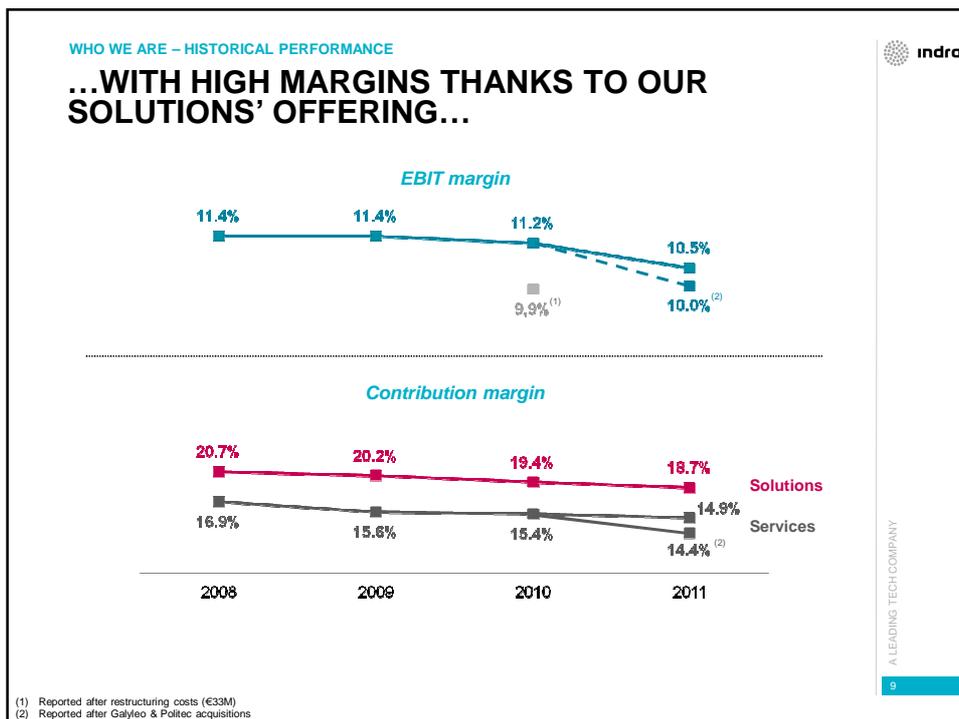
Public clients: -10%

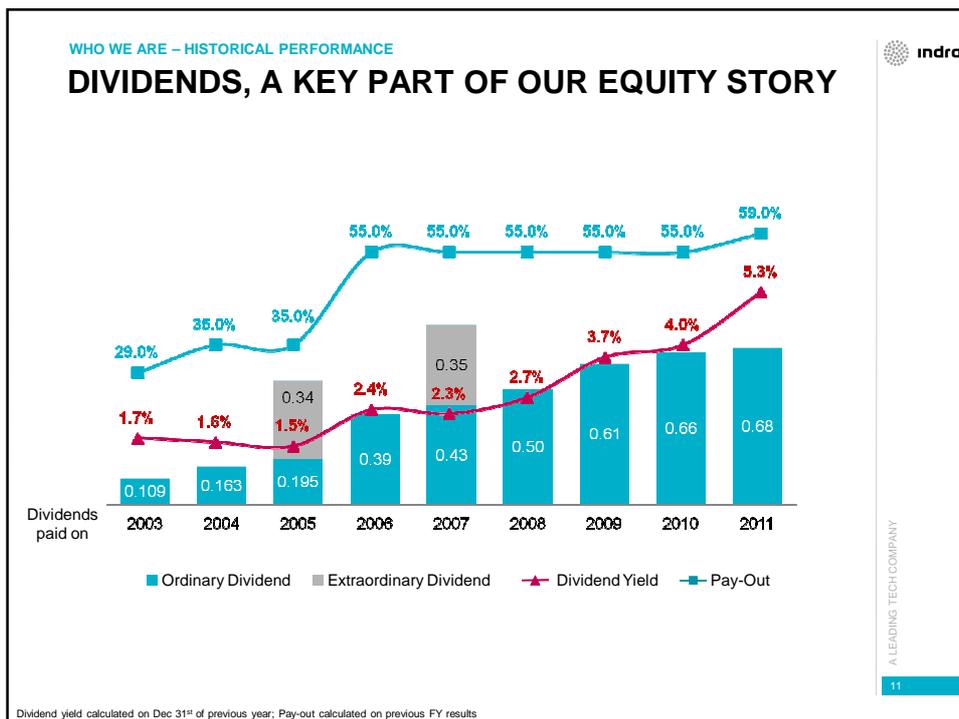
(1) Excluding the impact of Galileo and Politec acquisitions

indra

A LEADING TECH COMPANY

8





INDEX

- Who we are
- What we achieved in 2011
- Outlook

indra
A LEADING TECH COMPANY
12

WHAT WE ACHIEVED IN 2011

LOOKING BACK AT 2011: A TOUGH MARKET



Difficult market and industry conditions ...

- Weak developed markets with lower demand for solutions
- Pricing pressures
- Increased global competition
- Declining H2

... but, with some sunshine rays:

- Strong growth in emerging markets with early cycle infrastructure, healthcare and security investments
- Strong demand for services
- Supplier concentration by local markets and clients

A LEADING TECH COMPANY

13

WHAT WE ACHIEVED IN 2011

MEETING GUIDANCE



	Guidance 2011 (as of January 2011)	Real 2011 (ex Galyleo & Politec acquisitions)	
Δ Revenues	> 2%	+ 3%	✓
Order Intake	> 2010	+2%	✓
	Book-to-bill > 1.0x	Book-to-bill = 1.11x	
EBIT Margin	≥ 10.5%	10.5%	✓
	Guidance 2011 (including Politec & Galyleo)	Real 2011 (including Politec & Galyleo)	
Updated Guidance (as of Nov 2011)	Revenues €2,675M EBIT margin 10%	Revenues €2,688M EBIT margin 10%	✓

A LEADING TECH COMPANY

14

WHAT WE ACHIEVED IN 2011

GEOGRAPHY: SHAPING OUR GLOBAL PRESENCE



Latam

- Acquisition of Politec in Brazil
 - 5,000 professionals
 - Strong position in Energy, Financial Services and Public Administration verticals
 - Relevant synergies

Asia, Middle East & Others

- New subsidiaries: platform for future growth
 - Total number of subsidiaries: 17
 - Circa 900 professionals
- Largest contract awarded in Indra's history

Developed markets

- Acquisition of Galyleo in Italy
 - 426 professionals
 - Well positioned in Telecom, Public Administration and Energy verticals
 - Platform to develop Indra's presence in certain clients and verticals

A LEADING TECH COMPANY

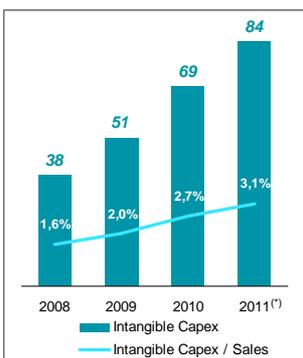
15

WHAT WE ACHIEVED IN 2011

FOCUSED INVESTMENTS TO TAKE ADVANTAGE OF THE EMERGING DEMAND FOR SOLUTIONS



Gross Intangible CAPEX evolution



Year	Intangible Capex	Intangible Capex / Sales
2008	38	1,6%
2009	51	2,0%
2010	69	2,7%
2011(*)	84	3,1%

Main Investment Areas 2011

Smart Systems

- Energy
- Transport and Traffic
- Defense
- Security

Information Technologies

- Financial Services
- eGovernment
- Cloud Computing
- Analytics

(*) 2011 Intangible Capex net of subsidies stands at €69m

A LEADING TECH COMPANY

16

WHAT WE ACHIEVED IN 2011

2011 RESULTS: P&L MAIN HEADLINES (I)

	Ex Galileo & Politec	Variation vs. 2010	Reported ⁽¹⁾
Order Intake (€M)	2,927	+2%	2,976
Revenues (€M)	2,626	+3%	2,688
EBIT margin	10.5%	-0.7 pp	10.0%
Net profit (€M)	191	+1%	181

(1) Reported after Galileo & Politec acquisitions

indra
A LEADING TECH COMPANY
17

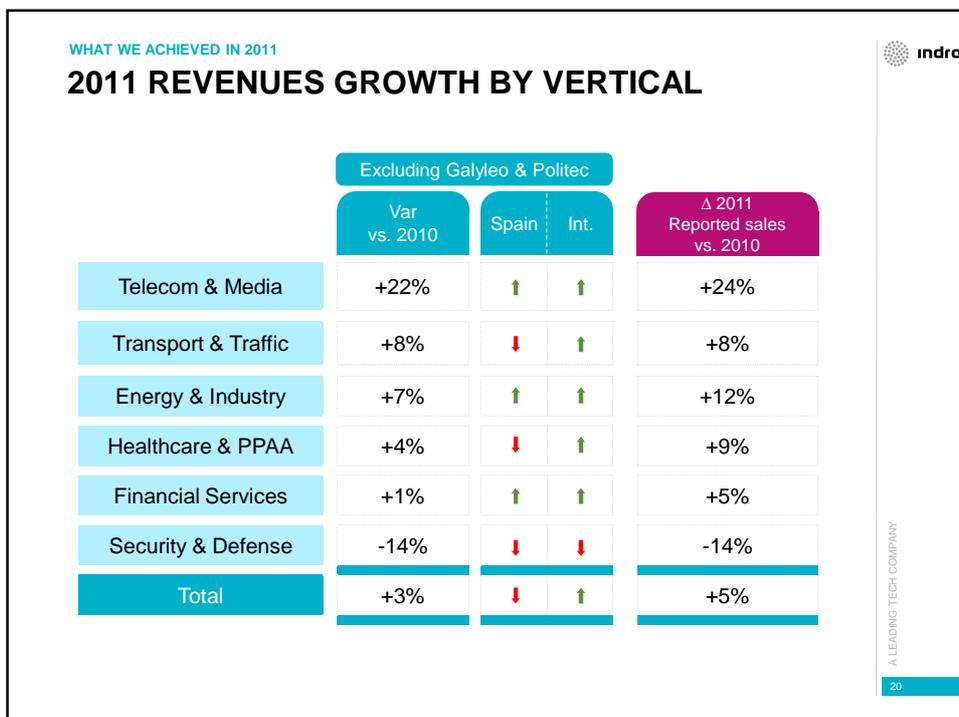
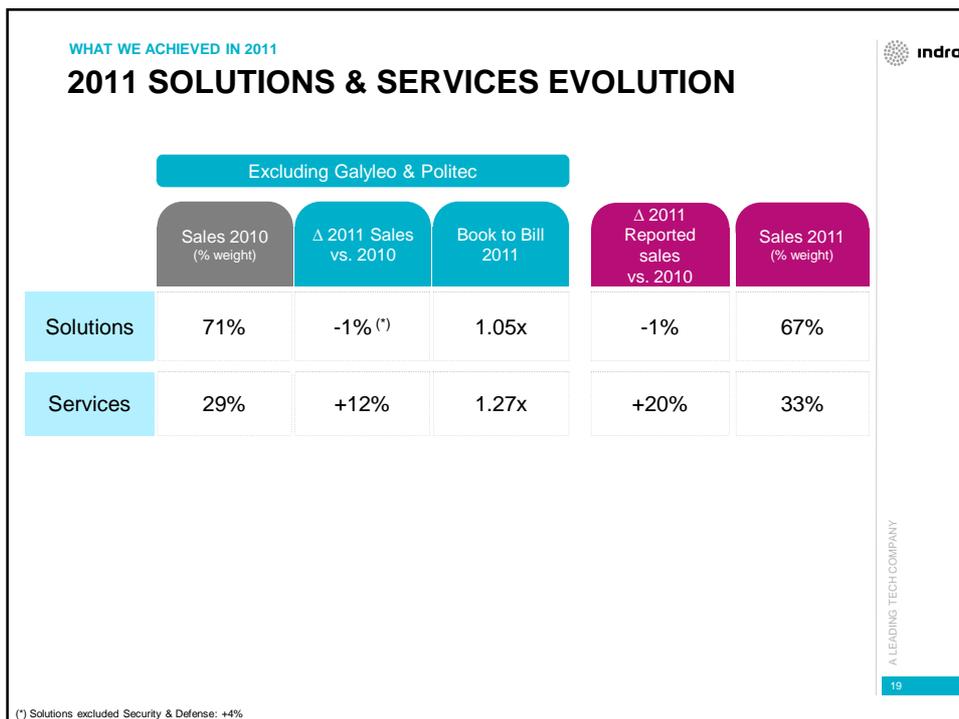
WHAT WE ACHIEVED IN 2011

2011 RESULTS: OTHER HEADLINES (II)

	Ex Galileo & Politec	Variation vs. 2010	Reported ⁽¹⁾
Net Working Capital (DoS)	100	7	98
CAPEX (€M) (net of subsidies)	108	37	111
Net debt (€M)	411	136	514

(1) Reported after Galileo & Politec acquisitions

indra
A LEADING TECH COMPANY
18



WHAT WE ACHIEVED IN 2011

2011 DOMESTIC & INTERNATIONAL EVOLUTION

Excluding Galileo & Politec

	Sales 2010 (% weight)	Δ 2011 Sales vs. 2010	Book to Bill 2011	Δ 2011 Reported sales vs. 2010	Sales 2011 (% weight)
Domestic	61%	-3%	1.04x	-3%	57%
International	39%	+11%	1.21x	+17%	43%
Europe & USA	18%	+1%	1.00x	+6%	18%
Latam	15%	+20%	1.20x	+30%	18%
Asia, Middle East & Others	7%	+18%	1.65x	+18%	7%

indra

A LEADING TECH COMPANY

21

INDEX

Who we are

What we achieved in 2011

Outlook

indra

A LEADING TECH COMPANY

22

OUTLOOK

A CHALLENGING ENVIRONMENT IN THE NEXT TWO YEARS

indra

A LEADING TECH COMPANY

23

- Uncertain macro conditions 2012 – 2013, with very tough conditions in Spain
- Continued pricing pressures and increased competition
- Strong overall demand for services and for solutions in emerging markets

OUTLOOK

UNCERTAIN MACRO CONDITIONS DRIVE MARKET DYNAMICS IN 2012 AND BEYOND

indra

A LEADING TECH COMPANY

24

Market dynamics

Asymmetric market development	<ul style="list-style-type: none"> Weaker overall global growth in 2012 Challenging macro environment in Spain Differential growth rates in emerging markets
Demand for smarter solutions	<ul style="list-style-type: none"> Pockets of growth in developed markets Accelerated adoption of smart systems in emerging markets
Demand for cost reduction and process efficiency	<ul style="list-style-type: none"> Industrialization of services Increased adoption of delivery models based on cloud computing
Demand for one-stop providers	<ul style="list-style-type: none"> Continued supplier concentration Increased relevance of integration capabilities

OUTLOOK

IMPLEMENTATION OF ONGOING PROGRAMS DEFEND PROFITABILITY

Sources of margin pressure

- Weak pricing environment
- Negative impact of business mix evolution (services vs. solutions)
- Cost of international growth
- Short term dilutive impact of acquisitions

Levers to defend margins

- Redesigned delivery platforms
- Leverage CAPEX invested in solutions
- Control in overheads
- Improvement in Latam subsidiaries

Extraordinary expenses for implementation
(1% of revenues in 2012; 0.5% in 2013)

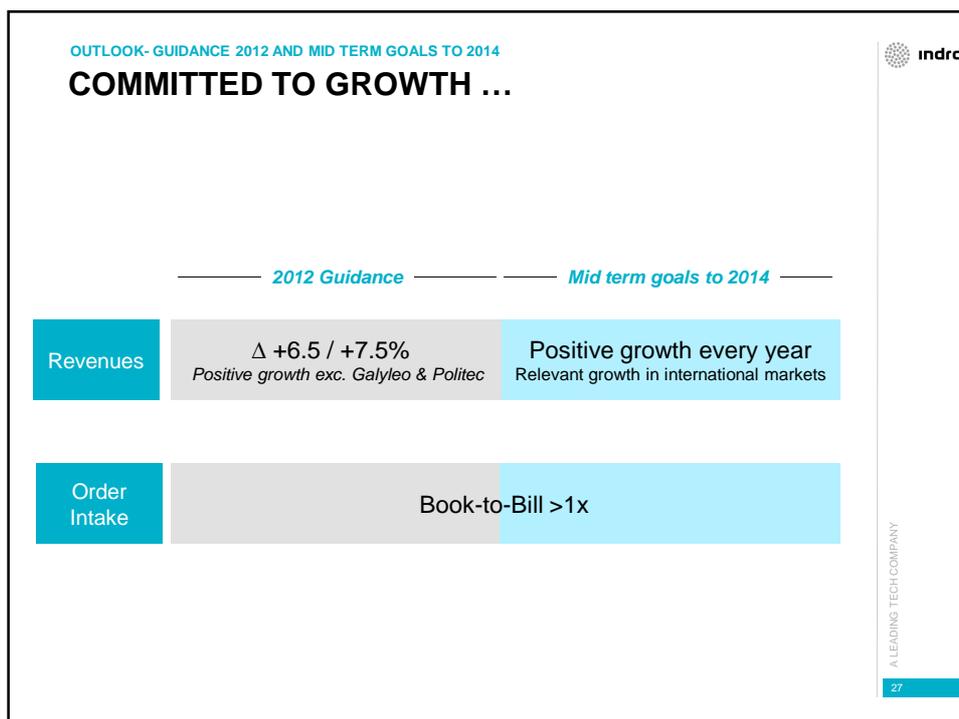
indra
A LEADING TECH COMPANY
25

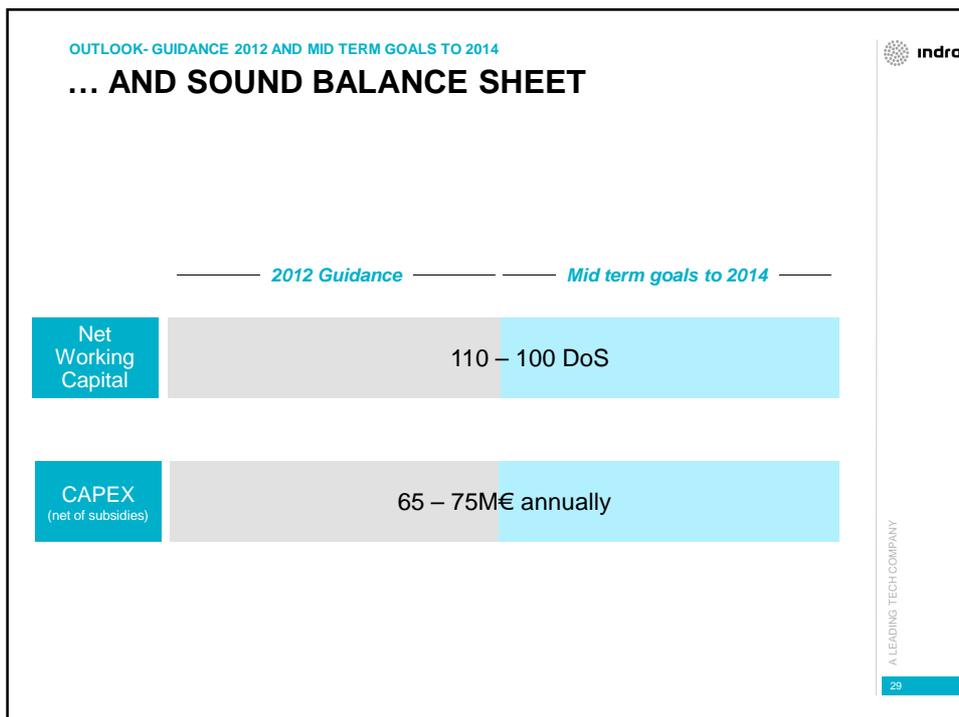
OUTLOOK

A FOUR LEGGED EFFICIENCY PROGRAM

Software	<ul style="list-style-type: none"> ▪ Network of specialized centers ▪ Automation and industrialization ▪ Increased production flexibility 	IGD	Launch 1Q 2012
Control Systems	<ul style="list-style-type: none"> ▪ Standardization and serialization ▪ Globalization of Supply Chain ▪ Reduced time to market 	TGP	Launch 2Q 2012
Services delivery	<ul style="list-style-type: none"> ▪ Virtualization ▪ Flexibilization ▪ Focused on private cloud services 	FlexIT	Launched 4Q 2011
Integration of acquired companies	<ul style="list-style-type: none"> ▪ Extension of global offering ▪ Improvement of local operations ▪ Deployment of Indra operational model and methodologies 	POLITEC Galileo	Launched 3Q 2011

indra
A LEADING TECH COMPANY
26





OUTLOOK

Playing to win

indra

A LEADING TECH COMPANY

30



indra

Avda. de Bruselas 35
28108 Alcobendas,
Madrid España
T +34 91 480 50 00
F +34 91 480 50 80
www.indracompany.com

