RESULTS 2017

MADRID, FEBRUARY 27TH 2018

www.indracompany.com

CONTENTS

1. INTRODUCTION & KEY FIGURES

- *Revenues, EBIT and Net Profit in 2017 grew +11%, +21% and +82% respectively, as a result of Tecnocom's contribution and the acceleration in Indra's organic growth.*
- *Revenues, EBIT and Net Profit ex Tecnocom in 2017 grew +2%, +23% and +88% respectively.*
- *Indra fulfilled all the guidance metrics (ex Tecnocom) announced for 2017 in terms of revenues, EBIT margin and FCF before working capital.*
- *Cash flow generation reached €186m in 2017, backed by the improvement in profitability*

Indra

MAIN FIGURES	2017* (€M)	2016 (€M)	Variation (%) Reported / Local currency
Net Order Intake	3,248	2,744	18.3 / 18.3
Revenues	3,011	2,709	11.1 / 11.2
Backlog	3,612	3,129	15.4
Gross Operating Profit (EBITDA)	266	229	16.1
EBITDA Margin	8.8%	8.5%	0.3 pp
EBITDA Margin ex restructuring costs from Tecnocom	*9.4%*	*8.5%*	*0.9 pp*
Operating Profit (EBIT)	196	162	21.1
EBIT margin	6.5%	6.0%	0.5 pp
EBIT margin ex restructuring costs from Tecnocom	*7.0%*	*6.0%*	*1.0 pp*
Net Profit	127	70	81.5
Net Debt Position	588	523	12.5
Free Cash Flow	186	184	1.6
Basic EPS (€)	0.738	0.427	72.8

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Indra ex Tecnocom

MAIN FIGURES	2017 (€M)	2016 (€M)	Variation (%) Reported / Local currency
Net Order Intake	3,020	2,744	10.0 / 10.1
Revenues	2,756	2,709	1.7 / 1.8
Backlog	3,395	3,129	8.5
Gross Operating Profit (EBITDA)	258	229	12.6
EBITDA Margin	9.4%	8.5%	0.9 pp
Operating Profit (EBIT)	199	162	23.1
EBIT margin	7.2%	6.0%	1.2 pp
Net Profit	132	70	88.4

MAIN HIGHLIGHTS

2017 Order intake increased by +18% in local currency and reported terms backed by Tecnocom's consolidation and the positive evolution of Indra's IT business.

Excluding Tecnocom's integration, 2017 Order Intake would have increased by +10% (both in local currency and reported terms), accelerating its growth to +30% in local currency (+28% reported) in 4Q17, with positive performance in both the T&D and IT businesses.

2017 Revenues amounted to €3,011m, increasing by +11% in local currency and in reported terms, as a result of Tecnocom's contribution and Indra's organic growth (+2%).

- Excluding Tecnocom, 2017 Revenues would have grown +2% in local currency and reported terms backed by the positive evolution in Public Administrations (mainly Elections), Energy & Industry (better dynamics in the Oil & Gas sector) and Air Traffic management.
- Excluding Tecnocom, 4Q17 Revenues would have increased by +8% in local currency (+6% in reported terms) thanks to the IT segment contribution (with all verticals posting growth) and the Transport business (+8%).

2017 EBITDA increased by +16% vs last year, to €266m.

- EBITDA margin stands at 8.8% in 2017 (or 9.4% excluding Tecnocom's restructuring costs) vs 8.5% in 2016.

EBIT up +21% in 2017, implying an EBIT margin of 6.5% in 2017 (vs 6.0% in 2016), as result of the operational improvement in IT.

- IT EBIT margin up to 3.2% vs 0.1% in 2016 backed by the Elections business and the slight improvement in Financial Services and Public Administrations & Healthcare (ex Elections).
- T&D EBIT margin down to 11.6% vs 13.0% 2016, because of by Defence & Security due to the lower activity in the Eurofighter program.
- Excluding Tecnocom's restructuring costs, EBIT margin would have reached 7.0% in 2017.
- Excluding Tecnocom, EBIT margin would have reached 7.2% in 2017 and 9.9% in 4Q17.

Tecnocom (which started to consolidate since April18th 2017) added €255m of Revenues and €-4.3m of EBIT in the period (including €12.2m of integration costs).

- 2017 Tecnocom's EBIT margin before restructuring costs stands at 3.1%. IT would have contributed positively to the IT EBIT margin if we exclude those costs.
- Operating synergies communicated at the time of the deal (€30.5m) are being delivered faster than expected, and with lower restructuring costs.

2017 Free Cash Flow stands at €186m, showing very positive performance, driven by the operational improvement in the period.

- Operating Free Cash Flow prior to changes in Working Capital stood at €264m vs €228m in 2016 (+16%) as a result of the operational improvement.

Net Debt down to €588m, versus €680m registered in September 2017.

- Net Debt/EBITDA LTM decreased vs 2016, to 2.2x, offsetting the impact of the 2017 acquisitions.
- Excluding the companies acquired in 2017, Net Debt would have reached €309m. Net Debt/EBITDA LTM would have declined to 1.2x.

Net profit of the Group increased by +82% in 2017, to €127m (vs €70m in 2016). EPS also up +73% vs 2016.

Indra fulfilled all the guidance metrics (ex Tecnocom) announced for 2017 in terms of revenues, EBIT margin and FCF before working capital.

2. ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS (IFRS)

INCOME STATEMENT

- Order Intake grew +18% in both local currency and reported terms, as a consequence of Tecnocom's contribution and the positive organic evolution of Indra's orders. Excluding Tecnocom, Order Intake would have increased by +10% (in local currency and reported terms), accelerating its growth in 4Q17 (+30% in local currency; +28% in reported terms) thanks to the positive performance of the orders in both T&D and IT segments.
- 2017 Revenues reached €3,011m, which implied a growth of +11% in local currency and reported terms, backed by the contribution from Tecnocom and Indra's organic growth (+2%). By segments, revenues in IT increased by +23% in local currency and reported terms (with all verticals posting growth), thanks to Tecnocom's consolidation and the contribution from the Election business. In contrast, revenue in T&D (Transport & Traffic and Defense & Security) declined by -3% in 2017 in both local currency and reported terms. Exchange rates barely had impact in 2017 sales (negative impact of €-2m).

  Excluding Tecnocom (whose activity is only concentrated in the IT segment), sales would have totaled €2,756m, increasing +2% in local currency and reported figures. Excluding Tecnocom, 2017 IT sales would have grown +6% in local currency and reported terms, highlighting the growth posted in Public Administrations & Healthcare (mainly by the Elections Business) and Energy & Industry (due to better dynamics in the Oil & Gas sector).
- 4Q17 Revenues reached €895m (+20% local currency; +18% reported). Excluding Tecnocom, revenues (€806m) would have increased by +8% in local currency (+6% reported) thanks to the IT business (all verticals posted growth) and Transport.
- Tecnocom, which started to consolidate since April 18th 2017, added €255m of sales and of €-4.3m of EBIT (including €12.2m of integration costs) in 2017 reported figures. EBIT margin was -1.7%, or 3.1% excluding the impact from the integration costs assigned to Tecnocom (€12.2m). EBIT figure also includes the PPA Amortization (€5m). In comparable terms, 2017 Revenues would have declined by -7.5% and 2017 estimated EBIT (excluding the impacts associated with the integration) would have reached 2.9% vs 4.4% in 2016. Operating synergies communicated at the time of the deal (€30.5m) are being delivered faster than expected, and with lower associated restructuring costs.
- Other income reached €58m in 2017, slightly lower than in 2016 (€63m). This item is mainly composed of R&D capitalization (€38m) and subsidies (€11m).
- OPEX (Operating Expenses) increased by +10% in 2017 in reported terms to €2,803m vs €2,543m in 2016. Excluding Tecnocom, OPEX would have remained almost flat:
  - Materials consumed and other operating expenses increased by +10% as a result of Tecnocom's consolidation and higher revenues.
  - Personnel expenses increased +11% in 2017 to €1,486m as a consequence of Tecnocom's integration. Excluding this impact, personnel expenses would have decreased by -3% in reported figures, which compares with a -6% fall of Indra's average workforce (excluding Tecnocom) during the period.
- EBITDA increased by +16% in 2017 to €266m, which implies an EBITDA margin of 8.8% (vs 8.5% in 2016). Excluding total restructuring costs (€15.9m), EBITDA margin would have reached 9.4% in the period.

- EBIT margin reached 6.5% in 2017 (or 7.0% excluding total restructuring costs) vs 6.0% in 2016, somehow negatively affected by Tecnocom's consolidation and its associated integration costs. Excluding Tecnocom, EBIT margin would have reached 7.2% in 2017.
    - T&D EBIT margin went down to 11.6% vs 13.0% 2016, mainly explained by Defence & Security, due to the lower activity in the Eurofighter program.
    - IT EBIT margin went up to 3.2% vs 0.1% in 2016 driven by the Elections business, and the slight improvement in Financial Services and Public Administrations & Healthcare (ex Elections).

  4Q17 EBIT margin accelerated to 8.0% (vs 7.6% in 4Q16), as a consequence of the operational improvement in IT and despite the negative impact derived from Tecnocom's consolidation. Excluding Tecnocom, Indra's organic EBIT margin in 4Q17 would have reached 9.9%.
- D&A reached €71m in 2017, higher level than in 2016 (€68m).
- Despite the pick-up in Net Debt levels, Financial Results improved to €-32m in 2017 (vs €-39m in 2016) due to the reduction in its average borrowing costs (down by -0.6pp to 2.2% in 2017 and vs 2.8% in 2016) and the positive impact of certain FX hedging and other financial results.
- Profit or loss of the equity accounted investees decreased to €-0.5m.
- Tax expenses reached €34m in 2017, equivalent to a tax rate of 21%, which implies a significant reduction in the tax rate versus 2016, as a result of the benefits associated with better usages of the tax credits in Brazil (this impact took place in 3Q17).
- Net profit of the Group went up +82% and totaled €127m in 2017 vs €70m registered in 2016. EPS grew +73% vs 2016.

BALANCE SHEET AND CASH FLOW STATEMENT

- 2017 Free Cash Flow was €186m (vs €184m in 2016), showing a very positive performance in 4Q17 totaling €142m (versus €140m in 4Q16).
- Operating Cash Flow before net working capital grew +16% and reached €264m vs €228m in 2016, mainly as a result of the improvement in operating activity.
- 2017 Net Working Capital variation was negative (€-20m), as a consequence of the Inventories and Clients increase (associated with the contribution from Tecnocom) which were mostly offset by the positive performance of Suppliers management.
- Net Working Capital decreased to €-6m (vs €33m at December 2016) despite the impact from the companies acquired (whose NWC amounts to €69m in 2017, equivalent to 8 DoS). As a result, Indra's Net Working Capital is equivalent to -1 Days of LTM Sales (DoS) or -9 DoS excluding the impact from the companies acquired. In 4Q17, NWC improved in +5 DoS backed by the positive evolution from Suppliers management.
- Other Operating Changes were €56m in 2017 vs €-10m in 2016. This improvement is due to the fact that this line in 2016 included the cash outflow related to the Redundancy Plan and fewer payments in 2017 vs 2016 to the Public Administration (VAT, Social Security, Personnel Income Tax withholding). Besides, in 4Q17, this line includes some Spanish Ministry of Defence payments related to some multiyear contracts (included in this line given its long term nature).
- 2017 Taxes totaled €-53m compared to €-47m in 2016, as a consequence of the improvement in profitability of the company vs last year.
- CAPEX (net of subsidies) totaled €40m vs €28m in 2016. Intangible investments reached €26m vs €19m in 2016 due to higher investment in the Air Traffic Management (ATM) segment. Tangible investments amounted to €14m vs €9m in 2016. Gross CAPEX (excluding subsidies) reached €52m in 2017 vs €39m in 2016.
- Net debt increased to €588m in 2017 (vs €523m in December 2016), mainly as a consequence of the acquisition's payments of Tecnocom, Paradigma and GTA (€248m) and their debt consolidation (€10m). Net Debt/EBITDA LTM ratio stands at 2.2x. Excluding the companies acquired, this ratio would have been reduced to 1.2x (vs 2.3x in 2016) and net debt would have declined to €309m.

- Gross debt borrowing costs were 2.2%, improving +0.6pp vs 2016.
- Non-recourse factoring lines amounted to €187m, in line with the figures reported in the last 6 quarters.

HUMAN RESOURCES

Final Workforce	2017*	%	2016	%	Variation (%) vs 2016
Spain	25.081	63	18.951	55	32
America	11.326	28	12.091	35	(6)
Europe	1.811	5	1.632	5	11
Asia, Middle East & Africa	1.802	5	1.620	5	11
TOTAL	**40.020**	**100**	**34.294**	**100**	**17**

(*) Displayed data includes Final workforce of Tecnocom and Paradigma

Average Workforce	2017*	%	2016	%	Variation (%) vs 2016
Spain	24.517	61	19.474	55	26
America	11.921	30	12.952	36	(8)
Europe	1.836	5	1.584	4	16
Asia, Middle East & Africa	1.730	4	1.637	5	6
TOTAL	**40.004**	**100**	**35.647**	**100**	**12**

(*) Displayed data includes Tecnocom's average workforce for the entire 2017 period

At the end of 2017, total workforce amounted to 40,020 professionals, which implies an increase of +17% compared to 2016 mainly due to the integration of Tecnocom and Paradigma. Excluding this impact, total workforce would have decreased by -3% vs 2016:

- Final workforce in Spain increased by +32%, mainly due to the integration of Tecnocom. Excluding Tecnocom, headcount in Spain would have increased by +3%.
- In America, including Tecnocom's headcount, total workforce went down by -6% mainly due to the decline in certain labor-intensive projects in Latin American subsidiaries (mainly in Brazil associated with a specific contract for Elections). Excluding the integration, total workforce would have decreased by -13%.
- Europe's headcount increased by +11% compared to 2016 as a consequence of Tecnocom's consolidation. However, if we exclude the impact of the acquisition, total workforce would have decreased by -5%.
- In Asia, Middle East & Africa (AMEA) workforce increased by +11% vs 2016. Tecnocom had no impact in this region.

Average workforce in 2017 increased by +12% compared to the same period of last year, largely due to the integration of Tecnocom. Excluding Tecnocom's impact, average workforce would have fallen by -6% vs 2016 explained by the fall in America and Spain, where average workforce decreased by -16% and -1%, respectively.

3. ANALYSIS BY VERTICAL MARKETS

3.1 Transport & Defence

T&D	2017 (€M)	2016 (€M)	Variation (%) Reported	Variation (%) Local currency	4Q17 (€M)	4Q16 (€M)	Variation (%) Reported	Variation (%) Local currency
Net Order Intake	1,248	1,241	1	1	503	343	47	48
Revenues	1,183	1,224	(3)	(3)	372	377	(2)	(1)
- Defence & Security	596	599	(1)	(1)	188	198	(5)	(5)
- Transport & Traffic	587	625	(6)	(6)	184	179	2	4
Book-to-bill	1.05	1.01	4		1.35	0.91	49	
Backlog / Revs LTM	2.00	1.88	6					

2017 T&D Revenues went down by -3% (both in local and reported terms) as a consequence of the drop in Transport & Traffic (-6% in local currency and reported terms) and the slight decrease in Defense & Security (-1% in local currency and reported terms).

4Q17 Revenues dropped by -1% in local currency (-2% reported terms) due to the slowdown in Defence & Security (-5% in local currency and reported terms) as a consequence of the lower activity in the Eurofigther program, and despite the improvement in Transport & Traffic (+4% in local currency and +2% reported terms). Within this vertical, Transport accelerated its growth in 4Q17 (+8%).

2017 Order Intake grew +1% both in local and reported figures, with strong acceleration in 4Q17 (+48% in local currency; +47% reported terms) in both Defense & Security and Transport & Traffic, being higher in the Defense & Security vertical. Both book-to-bill and Backlog/Revenues LTM ratio improved in the period. Book-to-bill ratio was 1.05x vs 1.01x in 2016. Backlog/Revenues LTM reached 2.00x vs 1.88x.

Defence & Security

- 2017 Revenues in Defence & Security dropped by -1% both in local currency due to the lower activity in Eurofighter program vs 2016. Excluding this effect, revenues would have slightly increased due to the positive dynamics in the Airborne Surveillance and Logistics fields.
- 4Q17 Sales decreased -5% both in local and reported terms. As it also happened in 3Q17, this decline was mainly due to the concentration of the Eurofighter production during the first half of 2017.
- By regions, activity in Spain (c.40% of total sales) kept its pace of double digit growth backed by the underway multiannual projects signed with Spain's MoD (electronic systems forming part of the integrated mast for the F110 frigate, electronic systems of the 8x8 armored vehicle and the simulator for the helicopter NH90). On the contrary, there was a slowdown in Europe (Eurofighter activity) and Latam (due to a specific project finished in Ecuador last year).
- 2017 Order Intake grew +6%, registering a strong growth in 4Q17, mainly as a consequence of new orders of the Eurofighter program, whose revenues will not be materialized until 2020 onwards.

Transport & Traffic

- Revenues in Transport & Traffic dropped by -6% (both in local currency and reported terms), but improved its performance in 4Q17. By segments, 2017 sales in Air Traffic Management (c.50% of the vertical's revenues) delivered a positive performance (+3%), backed by the higher activity in the European programs. The Transport division declined (-13%) in 2017 mainly due to the drop in the international market, with lower activity in some relevant projects, delays in the tender of some contracts and the strategic review of the business carried out during the year and already finished.
- 4Q17 Revenues went up +4% in local currency (+2% reported figures) helped by the improvement in the Transport segment vs previous quarters, which grew +8% in 4Q17 vs declines in previous quarters. It is worth highlighting the positive activity in certain projects in Spain (Control & Enforcement and Operational Systems) and AMEA (Ticketing).
- Region wise, Spain and Europe showed a better relative performance in 2017, whilst AMEA and America suffered as a consequence of the lower activity levels in both regions.
- 2017 Order Intake dropped -3% in local currency (-4% reported terms) with a significant improvement from 9M17 (-13%). 4Q17 Order Intake registered a strong growth (+16% in local currency; +15% in reported terms) boosted by the Transport division, mainly in Spain and America.

3.2 IT

IT	2017* (€M)	2016 (€M)	Variation (%) Reported	Variation (%) Local currency	4Q17* (€M)	4Q16 (€M)	Variation (%) Reported	Variation (%) Local currency
Net Order Intake	2,000	1,504	33	33	393	321	22	25
Revenues	1,828	1,485	23	23	524	381	37	40
- Energy & Industry	481	400	20	21	140	106	31	34
- Financial Services	605	476	27	27	168	124	36	39
- Telecom & Media	236	212	12	11	65	51	28	32
- PPAA & Healthcare	506	398	27	27	151	101	50	53
Book-to-bill	1.09	1.01	8		0.75	0.84	(11)	
Backlog / Revs LTM	0.64	0.55	15					

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

2017 IT sales grew +23% in both local and reported terms, mainly as a consequence of the consolidation of Tecnocom (whose activity is only concentrated on the IT segment) and the growth of the Elections business and, to a lesser extent, by the Energy & Industry vertical.

Excluding the impact of Tecnocom's acquisition, 2017 sales would have grown +6% in local currency and in reported terms. Public Administrations and Healthcare has been the vertical with the best performance due to the Elections business. It is also worth highlighting the growth of Energy & Industry followed by Financial Services (flat performance). Telecom & Media is the only vertical that showed declines due to the cancellation of the BPO contract with Vodafone. Excluding Elections business and Tecnocom, IT sales would have slightly decreased (-0.8%).

Revenues in Digital solutions (Minsait) reached €314m vs 2016 and accounts for c. 17% of the total IT revenues, implying a growth of +0.3% vs 2016 (difficult comparison vs 2016 as last year included the contribution from cibersecurity and biometrics solutions from a relevant contract in Latam). However, Minsait 4Q17 sales grew +25%.

2017 Order Intake in the IT business went up +33% in local currency and in reported terms, resulting in a Book-to-Bill ratio of 1.09x vs 1.01x in 2016. Excluding the impact of Tecnocom, Order Intake in 2017 would have grown +18% in local currency and reported terms pushed by Public Administration (Election business) & Healthcare and Energy & Industry. Excluding the Elections business and Tecnocom, Order Intake would have increased +6%.

Backlog / Revenues LTM improved to 0.64x vs 0.55x in 2016.

Energy & Industry

- 2017 Sales in the Energy & Industry vertical went up by +21% in local currency and (+20% reported figures), as a consequence of the impact of Tecnocom´s acquisition and the organic growth of the vertical.
- Excluding Tecnocom´s contribution, 2017 sales would have increased +3% in local currency and +2% in reported figures, backed by the better dynamics in the Oil & Gas sector and higher activity in certain corporate clients.
- Energy segment (c. 70% of total sales) posted a better relative performance than Industry segment (c. 30% of total sales).
- All geographies posted growth (America, Europe and AMEA) except for Spain as a consequence of the sector's consolidation in recent years and the fact that the decision making process of certain relevant clients was partially delocalized outside Spain to its own core countries. This decline was offset by the growth achieved in the international market.
- 2017 Order Intake grew +22% in both local and reported terms vs 2016. Excluding Tecnocom, 2017 Order Intake would have grown +9% in local currency and reported terms, highlighting the good dynamics in the Oil & Gas sector, mainly in America.

Financial Services

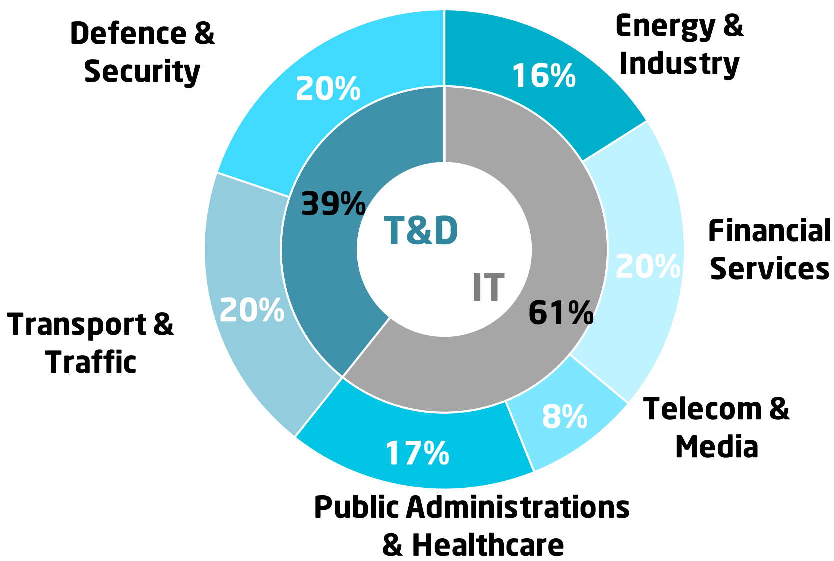
- Financial Services went up by +27% in both local and reported terms, mainly as a consequence of the impact of Tecnocom´s acquisition. Its main activity is concentrated in the Banking segment (c.90% of the vertical's revenues vs c. 10% of the Insurance segment).
- In 2017, the Banking segment posted better relative performance vs the Insurance segment, mainly as a consequence of the impact of Tecnocom and the transition towards digital among the main clients in the Banking segment.
- Excluding the impact of Tecnocom, 2017 sales would have been flat in both local and reported terms. The Banking segment growth (favorable evolution in Digital and Outsourcing) offset the Insurance segment drop.
- 4Q17 Sales ex Tecnocom grew +3% in local currency. It is worth highlighting the growth registered in Europe (thanks to the positive activity in Italy). America decreased slightly where the company continues with the repositioning towards private vs public clients in Brazil (where some references had already been achieved), as well as the finalization of the problematics projects in Brazil.
- 2017 Order Intake grew +23% in both local currency and in reported figures vs 2016 due to Tecnocom integration. Ex Tecnocom, 2017 Order Intake would have decreased -2% in local currency and in reported terms. The Order Intake growth in America, (chiefly in 4Q17), did not offset the difficult comparison in Spain, where a relevant BPO contract was signed with a Spanish banking entity last year.

Telecom & Media

- Telecom & Media grew +11% in local currency (+12% reported terms), mainly as a consequence of the impact of Tecnocom.
- Excluding Tecnocom acquisition, 2017 revenues would have decreased -5% in local currency (-4% in reported terms) as a consequence of the worse relative performance of Spain (cancellation of the BPO contract with Vodafone) which affected the first half of 2017.
- 4Q17 Sales ex Tecnocom registered growth of +9% in local currency (+5% reported terms) due to the elimination of the negative effect of the BPO contract above mentioned. It is worth highlighting the 4Q17 growth showed in Spain and Europe.
- The Telecom segment (c. 90% of total sales) registered better relative performance vs Media (c. 10% of total sales). Excluding Tecnocom, Telecom segment would have also registered a better relative performance than Media (Tecnocom has a limited weight in the Media segment).
- 2017 Order intake grew +33% both in local currency and reported terms vs 2016. Ex Tecnocom, Order Intake would have increased +16% in local currency (+17% reported terms), accelerating its growth in America in the fourth quarter.

Public Administrations & Healthcare

- 2017 sales in Public Administrations & Healthcare grew +27% both in local currency and reported figures as a consequence of, among other aspects, the Election business and the impact of Tecnocom's acquisition.
- Excluding the impact of the acquisition of Tecnocom, 2017 sales would have increased +22% in local currency and in reported terms. Besides, sales excluding the Elections business would have decreased -3.7% vs 2016.
- The Elections business had a very positive performance in 4Q17 due to the holding of elections in some countries of America and AMEA.
- Region wise, of note is the positive performance of AMEA as a consequence of the Elections business. The environment in Spain remains very competitive with ongoing pricing pressure.
- 2017 Order Intake grew +58% in local currency (+57% reported terms). Ex Tecnocom grew +53% in local currency (+52 reported terms) due to the Election Business. Excluding the Election Business, Order Intake would have grown +9% due to the digital contract signed in Italy.



4. ANALYSIS BY REGION

Revenues by Region	2017*		2016		Variation (%)		4Q17*	4Q16	Variation (%)	
	(€M)	(%)	(€M)	(%)	Reported	Local currency	(€M)	(€M)	Reported	Local currency
Spain	1,387	46	1,164	43	19	19	402	301	33	34
America	656	22	653	24	0	(0)	189	173	9	16
Europe	492	16	524	19	(6)	(6)	133	172	(23)	(23)
Asia, Middle East & Africa	477	16	368	14	30	31	171	112	53	56
TOTAL	**3,011**	**100**	**2,709**	**100**	**11**	**11**	**895**	**759**	**18**	**20**

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Region wise, it should be noted the growth of Asia, Middle East & Africa (+31% in local currency; 16% of total sales) thanks to the positive performance of the Elections business, and in Spain, country with the largest revenues share of total sales (+19%; 46% of total sales), on the back of the integration of Tecnocom. Besides, it is worth mentioning America (flat performance; 22% of total sales), which posted +16% growth in 4Q17 in local currency (+9% reported). On the contrary, Europe is the only region that showed declines in 2017 (-6% in local currency; 16% of total revenues), due to the slowdown in the Eurofighter project over the last quarter.

Excluding the impact of Tecnocom, whose main activity is concentrated in Spain and Latam (and only in the IT business), 2017 sales would have increased by +1% in Spain, while sales in America would have fallen -5%, in both local and reported figures. 4Q17 sales (ex Tecnocom) would have posted almost double digit growth in Spain and America in both local and reported terms (+9% in local and reported figures).

Spain

- 2017 revenues went up by +19%, where both the T&D segment (c. 30% of total revenues in Spain) and the IT segment (c. 70% of total revenues) posted growth. Excluding Tecnocom, whose sales only belong to the IT business, sales would have increased by +1% in 2017 (growth in T&D and flat in IT).
- 4Q17 revenues, excluding the impact of Tecnocom, posted growth in both IT and T&D. Within IT, all verticals increased (led by Energy & Industry), except for Public Administrations & Healthcare (which slowdowns). Regarding T&D, both Defence & Security and Transport & Traffic verticals grew at double digit rates.
- Within the T&D segment, Defence & Security remained the leading performer in 2017 (double digit growth) backed by the underway multiannual projects signed with Spain's MoD (electronic systems forming part of the integrated mast for the F110 frigate, electronic systems of the 8x8 armored vehicle and the simulator for the helicopter NH90, among others).
- Within the IT segment, it should be highlighted the upgrowth posted by Financial Services (Tecnocom's Financial Services vertical represents approximately half of its total sales) and Energy & Industry in 2017, thanks to the contribution from Tecnocom. Excluding the impact of Tecnocom, sales would have declined, being Financial Services and Energy & Industry the verticals with the best relative performance (slight declines) compared to Public Administrations and Healthcare (affected by pricing pressure) and Telecom & Media (affected by the termination of the BPO contract with Vodafone).
- Order Intake in 2017 grew by +3% in both local and reported figures. Excluding Tecnocom, Order Intake would have increased by +2%. Of note is the double digit growth posted by the Transport business in 4Q17.

America

- 2017 revenues in America remained flat in both local and reported figures. Excluding Tecnocom, sales would have decreased -5% in local currency and in reported figures mainly due to the decline in the T&D segment (in both Defence & Security and Transport & Traffic). Regarding the IT segment, sales decreased slightly.
- 4Q17 Sales increased +16% in local currency (+9% reported), thanks to the contribution from Tecnocom. Excluding this impact, sales would have increased +9% in local currency (+3% reported), with the IT segment showing better relative performance vs T&D. Thus, 4Q17 sales in America (ex Tecnocom) reverted its trend vs previous quarters (-11% in local currency in 9M17).
- The activity in America is concentrated in the IT segment (c.80% of total sales in the region). 2017 sales (ex Tecnocom) showed better relative performance in Energy & Industry, followed by Financial Services. The largest drop in sales was registered in the Public Administrations & Healthcare vertical, where the company continues with the repositioning towards private vs public clients.
- The drop in 2017 revenues was more pronounced in the T&D segment due the difficult comparison of the Defence & Security vertical vs 2016 (project in Ecuador) and also due to the lower activity in the Transport division.
- By country, excluding Tecnocom´s impact, revenues went up in Argentina (Elections business) and Mexico (positive performance in Financial Services), while sales declined in Brazil (repositioning of the company towards private vs public clients), the Dominican Republic (Elections business in 2016) and Ecuador (project in Defence & Security executed in 2016).
- Order Intake went up by +23% in local currency and +24% in reported terms driven by the IT segment, where Energy & Industry stands out, followed by Financial Services. Excluding Tecnocom, Order Intake would have increased +19% in local terms (+20% in reported terms).

Europe

- 2017 Revenues went down by -6% in both local and reported terms, being the drop more pronounced in the T&D segment (slight growth in the IT segment). The contribution from Tecnocom barely had impact in the overall sales of the region.
- 4Q17 sales decreased -23% in both local currency and reported terms, due to the deceleration in Airborne Surveillance Systems (Eurofighter) above mentioned.
- Within the T&D segment (c.75% of revenues in the region), 2017 sales have been affected by the lower activity in the Eurofighter program, mainly in the last quarter. The good dynamics in the Air Traffic Management business have not offset the decline posted by Defence & Security (largest vertical in the region).
- The IT segment (c. 25% of total revenues in the region) posted growth in 2017. By verticals, it is worth highlighting the growth registered in Financial Services and Energy & Industry, thanks to the positive performance in Italy, country which concentrates the vast majority of our IT business in Europe.
- Order Intake grew +53% in local currency and reported terms, thanks to the renewal of the Eurofighter multiannual contracts (Defence & Security vertical) and the digital contracts signed with the Public Administration in Italy.

Asia, Middle East & Africa (AMEA)

- 2017 Revenues in Asia, Middle East & Africa (AMEA) grew by +31% in local currency (+30% in reported terms). The integration of Tecnocom had no impact as it has not presence in the region.
- 4Q17 Revenues increased by +56% in local currency (+53% in reported terms), being the region with the best performance in the fourth quarter. 4Q17 sales were boosted by both the IT segment (Elections business) and the T&D segment (in both Defence & Security and Transport & Traffic), posting in both cases double digit growth.
- Within the T&D segment (c.70% of revenues in the region, where Transport & Traffic has higher share of revenues than Defence & Security), 2017 Revenues went down slightly due to the lower activity in the Transport business, a trend that has been reverted in 4Q17. On the contrary, the IT segment (c.30% of sales in the region) posted a strong increase in 2017 thanks to the contribution from the Elections business.
- 2017 Order Intake in AMEA grew by +11% in local and reported terms. The strong Order Intake associated with the Election's project offset the double digit decline in the T&D segment.

5. OTHER EVENTS OVER THE PERIOD

On November 30th Indra made public a Relevant Fact about the objectives of the new strategic plan for the company for 2018-2020 period.

Guidance

	2016 (1)	CAGR 2016-2020 (2)
Revenues (€M)	**3,121**	**Low single digit**
EBIT (€M)	**180**	**>10%** (p.a. growth)

	2015-2017E		2018-2020E
Total Cash Flow (€M)	**~610** (3)	[~€775m since First Investors Day]	**550-650** (6)
CAPEX (€M) (4)	**100-110**		**150-200**
Other uses (€M) (5)	**Restructuring Plan** **Tecnocom acquisition** **Onerous projects** **Deleverage** (consensus end FY17)	**129** **191** **~145** **~40**	**Continue deleveraging** **Reinstate dividend policy** **Selective bolt-on acquisitions**

1. Pro-forma values including full consolidation from Tecnocom
2. Organic growth. Constant exchange rates as of 2016 (average FX in 2016)
3. Includes the estimated CF generated in 2015-2017E, excluding the estimated impact from the cash outflows from Tecnocom acquisition (191€M), headcount plans (129€M), onerous projects (~145€M) and the accumulated CAPEX in the period
4. Accumulated CAPEX in the 2015-2017E and 2018-2020E period respectively
5. The uses of the cash flow generated in the 2018-2020E period are contingent upon fulfilment of the Strategic Plan
6. Includes the FCF generated in the period according to Indra's definition, excluding CAPEX and the last part of the pending cash outflows associated with the headcount reduction plan in Spain (~40€M)

On December 21st Indra's Board of Directors has appointed Cristina Ruiz Ortega as Executive Director of the Company.

The appointment of Cristina Ruiz takes place as part of the corporate reorganization announced in the Strategic Plan 2018-2020 that sets out the incorporation of all IT businesses into a new fully owned subsidiary of Indra for which she will be responsible reporting directly to the CEO/Chairman.

The new management structure implies the disappearance of the COO position. As a result, Javier de Andrés who held that position, leaves the Company.

6. EVENTS FOLLOWING THE CLOSE OF THE PERIOD

On January 26th, Board of Directors has appointed Ignacio Mataix as responsible for T&D business (which comprises Defense and Security, Transport and Air Traffic Management) and will report directly to the CEO/Chairman, Fernando Abril-Martorell.

Ignacio Mataix will fill the vacancy left on the Board of Directors after the resignation presented today by Juan March de la Lastra –proprietary director representing the shareholding interest of Corporación Financiera Alba- to meet his professional commitments as a result of a redistribution of functions within the Alba Group. Corporación Financiera Alba will continue represented in the Board of Directors by Santos Martínez-Conde.

With the appointment of Cristina Ruiz and Ignacio Mataix, the Company completes the implementation of its new management structure, which seeks to increase results orientation and strategic flexibility, add greater value to the product portfolio, accelerate the commercial transformation in order to increase sales orientation, and keep improving productivity in order to increase competitiveness and margins.

ANNEX 1: CONSOLIDATED INCOME STATEMENT

	2017* €M	2016 €M	Variation €M	Variation %	4Q17* €M	4Q16 €M	Variation €M	Variation %
Revenues	**3,011.1**	**2,709.3**	**301.8**	**11**	**895.2**	**758.6**	**136.6**	**18**
Other income	58.0	62.9	(4.9)	(8)	23.9	32.6	(8.7)	(27)
Materials consumed and other operating expenses	(1,315.7)	(1,199.1)	(116.6)	10	(412.6)	(364.5)	(48.1)	13
Personnel expenses	(1,486.0)	(1,342.2)	(143.8)	11	(410.4)	(347.8)	(62.6)	18
Other results	(1.1)	(1.5)	0.4	NA	(0.4)	(0.2)	(0.2)	NA
Gross Operating Profit (EBITDA)	**266.3**	**229.4**	**36.9**	**16**	**95.7**	**78.7**	**17.0**	**22**
Depreciations	(70.6)	(67.8)	(2.8)	4	(23.7)	(21.4)	(2.3)	11
Net Operating Profit (EBIT)	**195.6**	**161.5**	**34.1**	**21**	**72.0**	**57.3**	**14.7**	**26**
EBIT Margin	***6.5%***	***6.0%***	***0.5 pp***	**NA**	***8.0%***	***7.6%***	***0.4 pp***	**NA**
Financial Result	**(32.3)**	**(39.3)**	**7.0**	**(18)**	**(10.5)**	**(8.9)**	**(1.6)**	**18**
Profit/(loss) of equity-accounted investees	(0.5)	1.7	(2.2)	NA	(0.4)	0.2	(0.6)	NA
Earnings Before Taxes	**162.8**	**123.9**	**38.9**	**31**	**61.1**	**48.6**	**12.5**	**26**
Income tax expenses	(33.8)	(53.5)	19.7	(37)	(17.8)	(26.2)	8.4	(32)
Profit for the period	**129.1**	**70.4**	**58.7**	**83**	**43.2**	**22.5**	**20.7**	**92**
Attributable to minority interests	(2.2)	(0.4)	(1.8)	NA	(0.9)	(0.6)	(0.3)	NA
Net Profit	**126.9**	**69.9**	**57.0**	**82**	**42.4**	**21.8**	**20.6**	**94**

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Earnings per Share (according to IFRS)	2017*	2016	Variation (%)
Basic EPS (€)	0.738	0.427	73
Diluted EPS (€)	0.672	0.413	63

	2017*	2016
Total number of shares	176,654,402	164,132,539
Weighted treasury stock	603,063	346,306
Total shares considered	172,010,724	163,786,233
Total diluted shares considered	200,216,246	183,734,414
Treasury stock in the end of the period	813,376	333,508

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Figures not audited

Basic EPS is calculated by dividing net profit by the average number of outstanding shares during the period less the average treasury shares of the period.

Diluted EPS is calculated by dividing net profit (adjusted by the impact of the €250m convertible bond issued in October 2013 with a conversion price of €14.29 (and with a conversion price of 13.79€ since 28/04/2017, first trading day of the new shares after the Capital Increase associated with the Tecnocom's acquisition) and the €250m convertible bond issued in October 2016 with a conversion price of €14.629, and taking into account the repayment of €95m of the convertible bond issued in 2013), by the average number of outstanding shares during the period less the average treasury shares of the period and adding the theoretical new shares to be issued once assuming full conversion of the bonds.

The average number of shares used in the calculation of the EPS and dilutive EPS for treasury shares, total number of shares and theoretical shares to be issued related to the convertible bonds, are calculated using daily balances.

ANNEX 2: INCOME STATEMENTS BY BUSINESSES

2017*

M€	T&D	IT	Eliminations	Total
Total Sales	1,183	1,828	-	3,011
Inter-segment sales	-	-	-	-
External Sales	**1,183**	**1,828**	**-**	**3,011**
Contribution Margin	**224**	**258**	**-**	**482**
Contribution Margin (%)	***18.9%***	***14.1%***	***-***	***16.0%***
EBIT	**137**	**58**	**-**	**196**
EBIT Margin (%)	***11.6%***	***3.2%***	***-***	***6.5%***

4Q17*

M€	T&D	IT	Eliminations	Total
Total Sales	372	524	-	895
Inter-segment sales	-	-	-	-
External Sales	**372**	**524**	**-**	**895**
Contribution Margin	**56**	**94**	**-**	**150**
Contribution Margin (%)	***15.0%***	***17.9%***	***-***	***16.7%***
EBIT	**32**	**40**	**-**	**72**
EBIT Margin (%)	***8.6%***	***7.7%***	***-***	***8.0%***

2016

	T&D	IT	Eliminations	Total
Total Sales	1,224	1,495	(10)	2,709
Inter-segment sales	0	10	(10)	-
External Sales	**1,224**	**1,485**	**-**	**2,709**
Contribution Margin	**233**	**145**	**-**	**378**
Contribution Margin (%)	***19.1%***	***9.8%***	***-***	***14.0%***
EBIT	**160**	**2**	**-**	**162**
EBIT Margin (%)	***13.0%***	***0.1%***	***-***	***6.0%***

4Q16

	T&D	IT	Eliminations	Total
Total Sales	377	383	(2)	759
Inter-segment sales	0	2	(2)	-
External Sales	**377**	**381**	**-**	**759**
Contribution Margin	**79**	**35**	**-**	**114**
Contribution Margin (%)	***20.8%***	***9.2%***	***-***	***15.0%***
EBIT	**58**	**(1)**	**-**	**57**
EBIT Margin (%)	***15.4%***	***-0.2%***	***-***	***7.6%***

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Figures not audited

ANNEX 3: CONSOLIDATED BALANCE SHEET

	2017* €M	2016 €M	Variation €M
Property, plant and equipment	105.6	103.4	2.2
Intangible assets	352.2	284.9	67.3
Investments in associates and other investments	232.1	184.9	47.2
Goodwill	802.7	471.9	330.8
Deferred tax assets	165.8	178.4	(12.6)
Non-current assets	**1,658.4**	**1,223.6**	**434.8**
Non-current assets held for sale	26.9	31.2	(4.3)
Operating current assets	1,321.9	1,271.8	50.1
Other current assets	160.3	131.5	28.8
Cash and cash equivalents	699.1	673.9	25.2
Current assets	**2,208.2**	**2,108.5**	**99.7**
TOTAL ASSETS	**3,866.6**	**3,332.0**	**534.6**
Share Capital and Reserves	640.8	368.3	272.5
Treasury stock	(9.4)	(3.4)	(6.0)
Equity attributable to parent company	**631.4**	**364.9**	**266.5**
Minority interests	17.5	13.0	4.5
TOTAL EQUITY	**648.9**	**378.0**	**270.9**
Provisions for liabilities and charges	70.2	99.2	(29.0)
Long term borrowings	1,016.4	1,136.0	(119.6)
Deferred tax liabilities	20.8	12.4	8.4
Other non-current liabilities	136.5	98.8	37.7
Non-current liabilities	**1,243.9**	**1,346.4**	**(102.5)**
Liabilities related to non-current assets held for sale	0.0	0.0	0.0
Current borrowings	271.0	60.7	210.3
Operating current liabilities	1,328.2	1,238.4	89.8
Other current liabilities	374.6	308.6	66.0
Current liabilities	**1,973.7**	**1,607.7**	**366.0**
TOTAL EQUITY AND LIABILITIES	**3,866.6**	**3,332.0**	**534.6**

Current borrowings	(271.0)	(60.7)	(210.3)
Long term borrowings	(1,016.4)	(1,136.0)	119.6
Gross financial debt	(1,287.3)	(1,196.7)	(90.6)
Cash and cash equivalents	699.1	673.9	25.2
Net Debt	***(588.2)***	***(522.8)***	***(65.4)***

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Figures not audited

ANNEX 4: CONSOLIDATED CASH FLOW STATEMENT

	2017* €M	2016 €M	Variation €M	4Q17* €M	4Q16 €M	Variation €M
Profit Before Taxes	**162,8**	**123,9**	**38,9**	**61,1**	**48,6**	**12,5**
Adjusted for:						
- Depreciations	70,6	67,8	2,8	23,7	21,4	2,3
- Provisions, capital grants and others	(5,3)	(2,9)	(2,4)	11,6	33,4	(21,8)
- Share of profit / (losses) of associates and other investments	0,5	(1,7)	2,2	0,4	(0,2)	0,6
- Net financial results	32,3	39,3	(7,0)	10,5	8,9	1,6
Dividends received	**3,2**	**1,8**	**1,4**	**3,2**	**0,8**	**2,4**
Operating cash-flow prior to changes in working capital	**264,2**	**228,3**	**35,9**	**110,4**	**112,9**	**(2,5)**
Recievables, net	(79,6)	87,7	(167,3)	(45,0)	47,1	(92,1)
Inventories, net	(20,7)	1,4	(22,1)	0,1	8,0	(7,9)
Payables, net	80,1	(23,1)	103,2	40,3	(5,7)	46,0
Change in working capital	**(20,2)**	**65,9**	**(86,1)**	**(4,6)**	**49,4**	**(54,0)**
Other operating changes	**56,0**	**(10,1)**	**66,1**	**87,5**	**22,0**	**65,5**
Tangible, net	(13,9)	(9,0)	(4,9)	(7,7)	(3,4)	(4,3)
Intangible, net	(26,2)	(18,9)	(7,3)	(7,9)	(4,0)	(3,9)
Capex	**(40,0)**	**(27,9)**	**(12,1)**	**(15,6)**	**(7,4)**	**(8,2)**
Net financial result	**(21,0)**	**(25,7)**	**4,7**	**(10,1)**	**(10,7)**	**0,6**
Income taxes paid	**(52,5)**	**(46,9)**	**(5,6)**	**(25,2)**	**(26,3)**	**1,1**
Free Cash Flow	**186,5**	**183,6**	**2,9**	**142,4**	**139,9**	**2,5**
Short term financial investment variation	0,4	(2,4)	2,8	(0,3)	1,4	(1,7)
Financial investments/divestments, net	(192,3)	(3,9)	(188,4)	(48,3)	(0,6)	(47,7)
Dividends of subsidiaries paid to minority interests	(0,1)	(0,9)	0,8	0,0	0,0	0,0
Dividends of the parent company	0,0	0,0	0,0	0,0	0,0	0,0
Shareholders contribution	(5,2)	0,0	(5,2)	0,0	0,0	0,0
Change in treasury stock	(6,1)	(0,3)	(5,8)	(0,7)	(1,2)	0,5
Cash-flow provided/(used) by financing activi	**(16,8)**	**176,0**	**(192,8)**	**93,2**	**139,5**	**(46,3)**

Initial Net Debt	**(522,8)**
Cash-flow provided/(used) in the period	(16,8)
Foreign exchange differences and variation with no impact in cash	(48,6)
Final Net Debt	***(588,2)***

Cash & cash equivalents at the beginning of the period	**673,9**	**341,6**	**332,3**
Foreign exchange differences	(13,7)	17,3	(31,0)
Increase (decrease) in borrowings	55,8	139,0	(83,2)
Net change in cash and cash equivalents	(16,8)	176,0	(192,8)
Ending balance of cash and cash equivalents	**699,1**	**673,9**	**25,2**
Long term and current borrowings	**(1.287,3)**	**(1.196,7)**	**(90,6)**
Final Net Debt	***(588,2)***	***(522,8)***	***(65,4)***

(*) Displayed data includes Tecnocom consolidation since April 18th, 2017

Figures not audited

ANNEX 5: ALTERNATIVE PERFORMANCE MEASURES (APMS)

Due to the application of the Alternative Performance Measures (APM) published by the European Securities and Markets Authority (EMSA), Management of the Group considers that certain APMs provides useful financial information that should be considered to evaluate the performance of the Group by users. Additionally, Management uses these APMs for making financial, operating and strategic decisions, as well as to evaluate the Group performance. It should be noted that the amounts of the APMs have not been subject to any type of audit or review by the auditors of the Company.

Net Operating Profit (EBIT):

Definition/Conciliation: It is defined in the consolidated income statement.

Explanation: Metric that the Group uses to define its operating profitability, and Investors use to the Company's valuation.

Likewise, the Group uses as an indicator the performance of the EBIT margin that is the result of the ratio between EBIT and the amount of sales for the same period. This indicator is interpreted as the operating profit of the Group for each euro of sales.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Gross Operating Profit (EBITDA):

Definition/Conciliation: Represents the Net Operating Profit (EBIT) plus Depreciations and Amortizations.

Explanation: Metric that the Group uses to define its operating profitability, and Investors use to the Company's valuation.

Likewise, the Group uses as an indicator the performance of the EBITDA margin that is the result of the ratio between EBITDA and the amount of sales for the same period. This indicator is interpreted as the operating profit of the Group plus Depreciations and Amortizations for each euro of sales.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Net Financial Debt:

Definition/Conciliation: Represents Cash and Cash equivalents less Non-current Loans and Borrowings and less Current Loans and Borrowings. Net Financial Debt is obtained by subtracting the balances corresponding to the headings of the Consolidated Balance Sheet, "Long and Current borrowings with Credit Institutions" and "Financial Liabilities for Issuance of Non-current and Other Marketable Securities", the amount of the heading "Cash and cash equivalents".

Explanation: Financial proxy that the Group uses to measure its leverage.

Likewise, the Group uses the ratio Net Financial Debt over EBITDA as an indicator of its leverage and repayment capacity of its financial debt. For that reason, the figure used to calculate the ratio for intermediate periods is made by taking into consideration the equivalent last twelve months EBITDA immediately preceding the calculation date of the ratio.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Free Cash Flow:

Definition/Conciliation: These are the funds generated by the Company excluding dividend payments, net financial investments/divestments and others, and the investment in treasury stock.

Explanation: It is the treasury made by the operations of the Group that is available to providers (shareholders and financial creditors) once the investment needs of the Group are already satisfied, and Investors use to the Company's valuation.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Contribution Margin:

Definition/Conciliation: It is the different between revenues and direct and indirect costs of the segments or businesses of the Group. Direct costs are those directly attributable to the sales recognized in a specific period of time and include the cost of the headcount or subcontractors used in the projects as well as any incurred costs related to the development and completion of the project; such as material costs, travel expenses of the project, among others. Indirect costs are those which, although are linked to a segment or businesses of the Group, are not directly attributable to billable projects or to revenues accounted for a specific period of time; such as, commercial costs, cost of making offers, the cost of Management of a specific segment, among others. Contribution Margin does not include overheads as these costs are not directly attributable to a particular segment or business.

Explanation: Contribution Margin measures the operating profitability of a segment or business of the Group excluding overheads as these costs are not directly attributable to a particular segment or business.

Likewise, in order to ease the comparison between segments with different relative weight in the total revenues of the Group, it is used the contribution margin ratio over revenues of a segment or business. This indicator is interpreted as the contribution margin for each euro of sales of a specific segment.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Order Intake:

Definition/Conciliation: It is the amount of contracts won over a period of time. Order Intake cannot be confused with revenues or the net amount of sales because the amount of a contract won in a specific period of time (and that computes as Order Intake in that period of time) can be executed over several years.

Explanation: As it is the amount of the contracts won over a period of time, Order Intake is an indicator of the future performance of the Group.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

Backlog:

Definition/Conciliation: It is the amount of accumulated Order Intake less revenues executed, plus/minus forex adjustments and the renegotiation of the contracts, among others. It is the pending revenues figure until the completion of the project to complete the Order Intake figure.

Explanation: As it is the amount of the contracts won pending to be executed, Order Intake is an indicator of the future performance of the Group.

Coherence in the criteria applied: There is no change in the criteria applied compared to last year.

ANEXX 6: GLOSSARY

AMEA: *Asia, Middle East and Asia.*
BPO: *Business Process Outsourcing.*
Book-to-Bill: *Order intake/Revenues ratio.*
CAPEX: *Capital Expenditure.*
DoS: *Days of Sale.*
EBITDA: *Earnings Before Interests, Taxes, Depreciations and Amortizations.*
EBIT: *Earnings Before Interests and Taxes.*
EPS: *Earnings Per Share.*
FCF: *Free Cash Flow.*
IT: *Information Technology*
LATAM: *Latinamerica.*
LTM: *Last Twelve Months.*
MoD: *Ministry of Defence.*
ND: *Net Debt.*
OPEX: *Operating Expenses.*
PPA*: Purchase Price Allocation.*
R&D: *Research & Development.*
T&D: *Transport & Defence.*

DISCLAIMER

This report may contain certain forward-looking statements, expectations and forecasts about the Company at the time of its elaboration. These expectations and forecasts are not in themselves guarantees of future performance as they are subject to risks, uncertainties and other important factors that could result in final results differing from those contained in these statements.

This should be taken into account by all individuals or institutions to whom this report is addressed and that might have to take decisions or form or transmit opinions relating to securities issued by the Company and in particular, by the analysts and investors who consult this document.

INVESTOR RELATIONS

Ezequiel Nieto
Phone: 91.480.98.04
enietob@indra.es

Rubén Gómez
Phone: 91.480.57.66
rgomezm@indra.es

Gonzalo García-Carretero
Tfno: 91.480.86.15
ggarciacarretero@indra.es

David Martínez
Tfno: 91.480.98.00
dmgirbal@indra.es

SHAREHOLDER OFFICE
91.480.98.00
accionistas@indracompany.com

INDRA
Avda. Bruselas 35
28108 Madrid
www.indracompany.com