

Indra



March 2006

Cheuvreux: European IT & Technology Conference

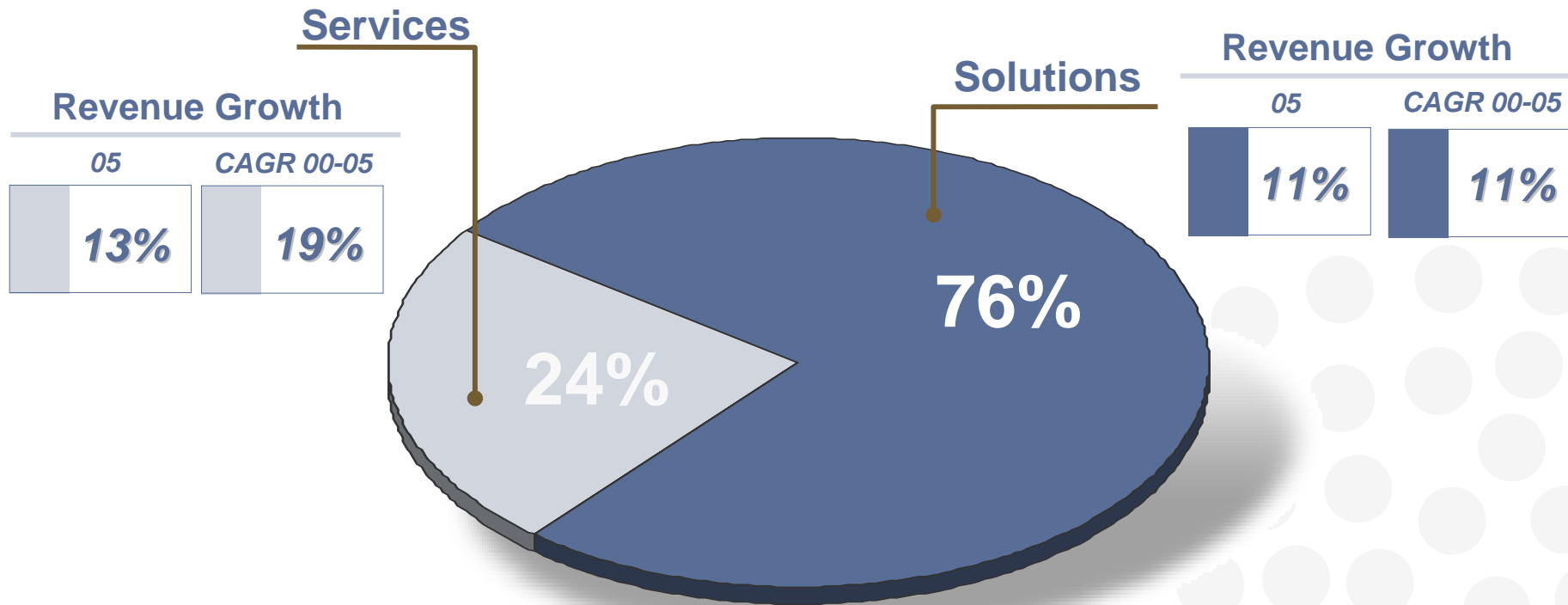
Disclaimer

- This document contains statements including forward looking statements regarding future performance of the Company.
- Analyst and investors must be aware that such statements about the future do not constitute any guarantee about the future performance of the Company and involve risks and uncertainties, therefore actual performance may differ materially from that contained in said forward looking statement

- **Leader in the Spanish market**
- **85% Free – Float. - High liquidity level**
- **Differential business model**
- **Corporate Governance best practices**

Offering - Segments

High value offering



% over sales

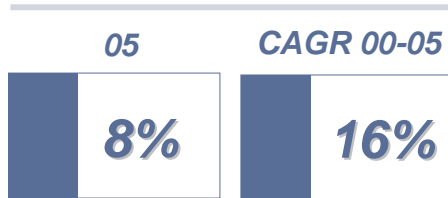
2005



Sales Breakdown

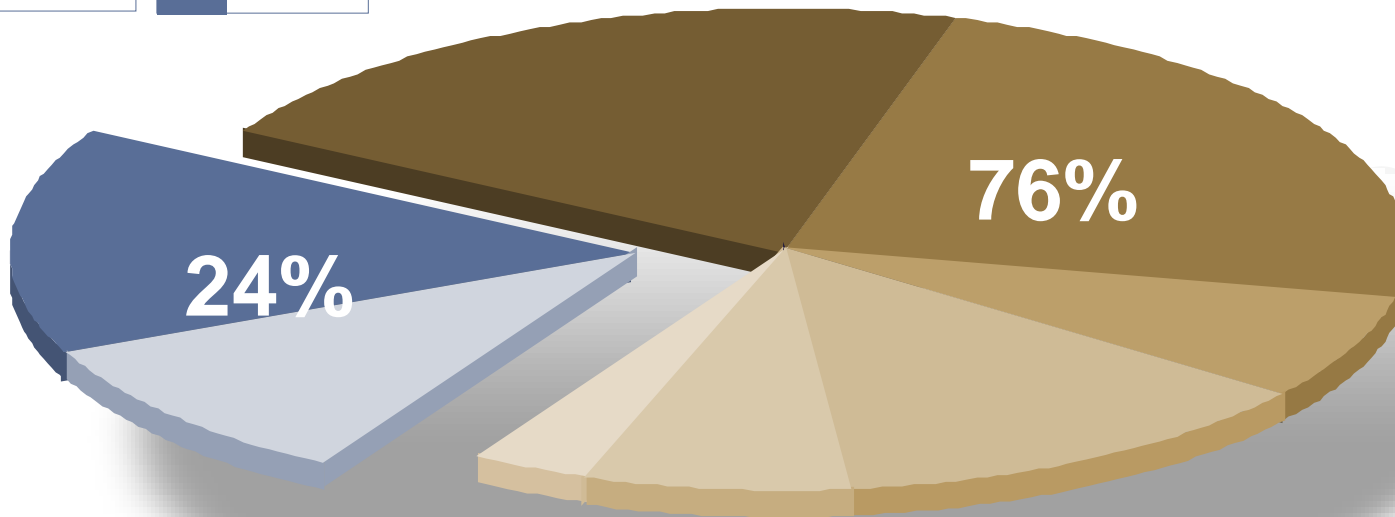
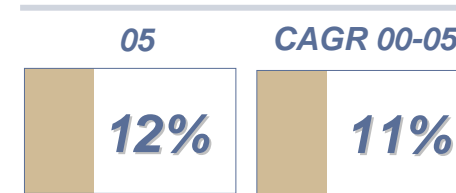
Defence Electronics

Revenue Growth



Information Technologies

Revenue Growth



% over sales

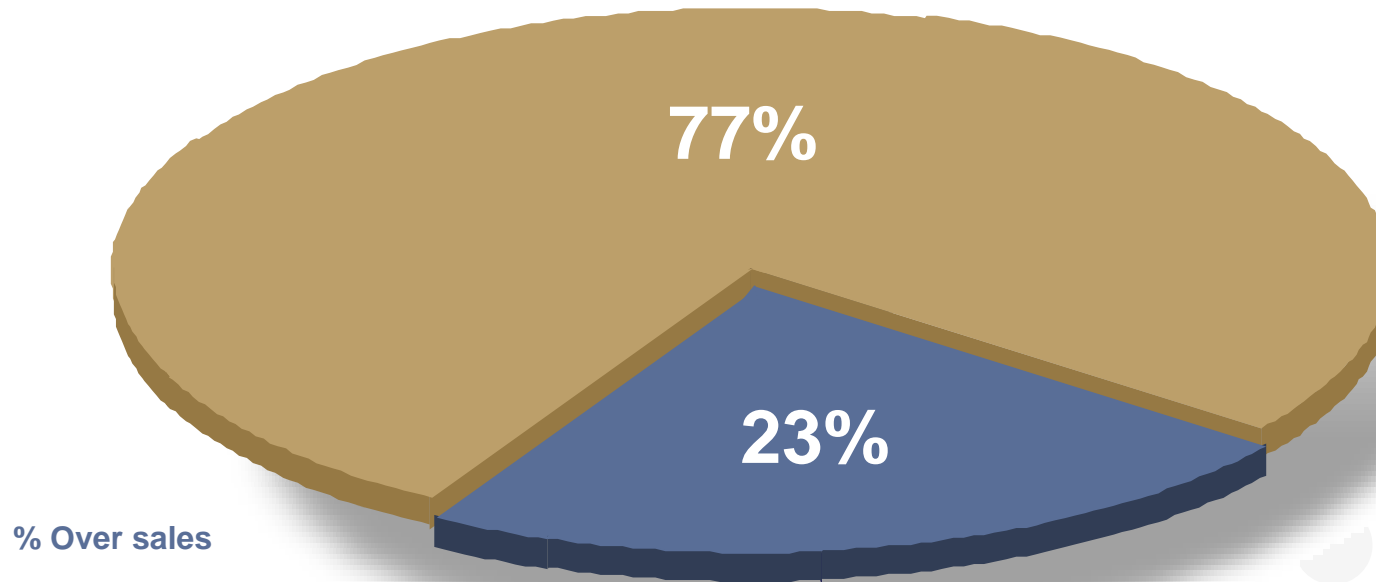


2005

Customers



CAGR 00-05 (revenues)



CAGR 00-05 (revenues)



(*) 17% excluding elections

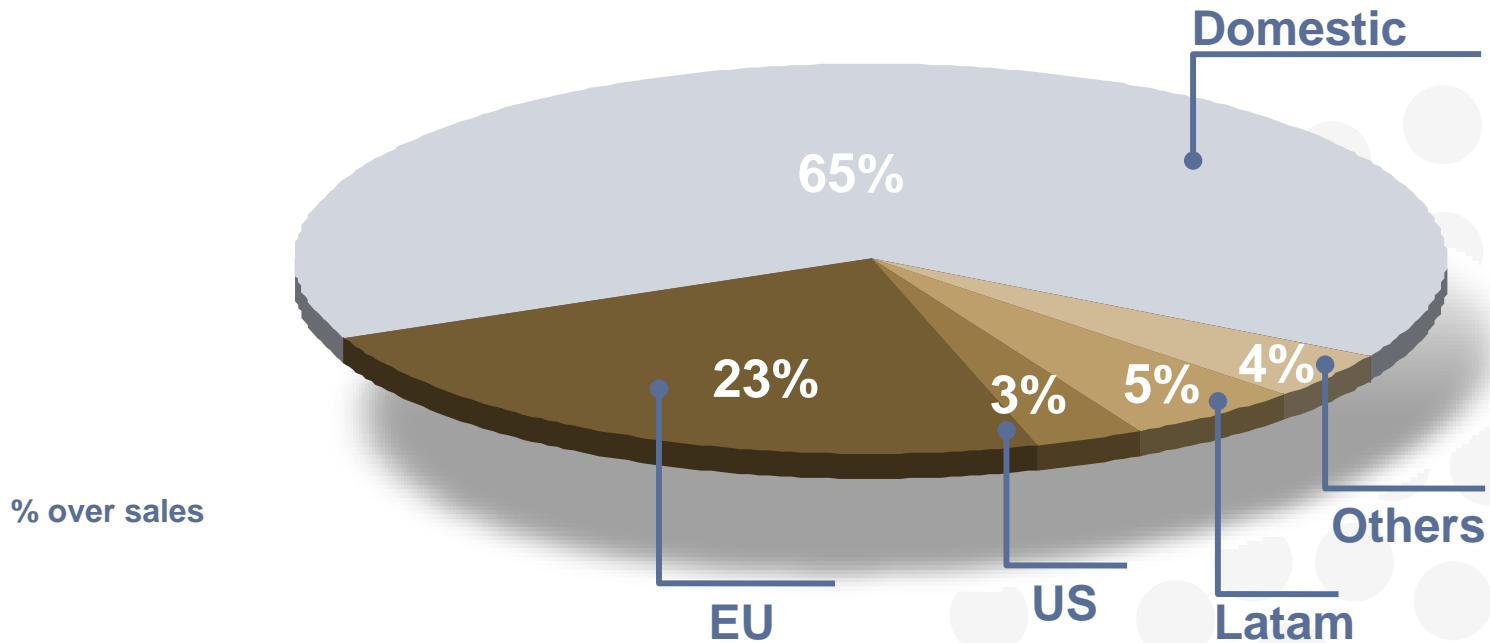
2005



Geographical markets

Revenue Growth

	05	CAGR 00-05
Spain	+10%	+14%
International	+14%	+17% (*)



(*) Ex - elections

2005



High growth and profitability

	2005 (€M)	Δ over 04	CAGR 00-05
Revenues	1,202	11%	12%
Order Intake	1,417	16%	14%
Backlog	1,623	19%	11%
EBIT Margin	11.8%	1.2 p.p.	--
Net Profit	104	30%	22%

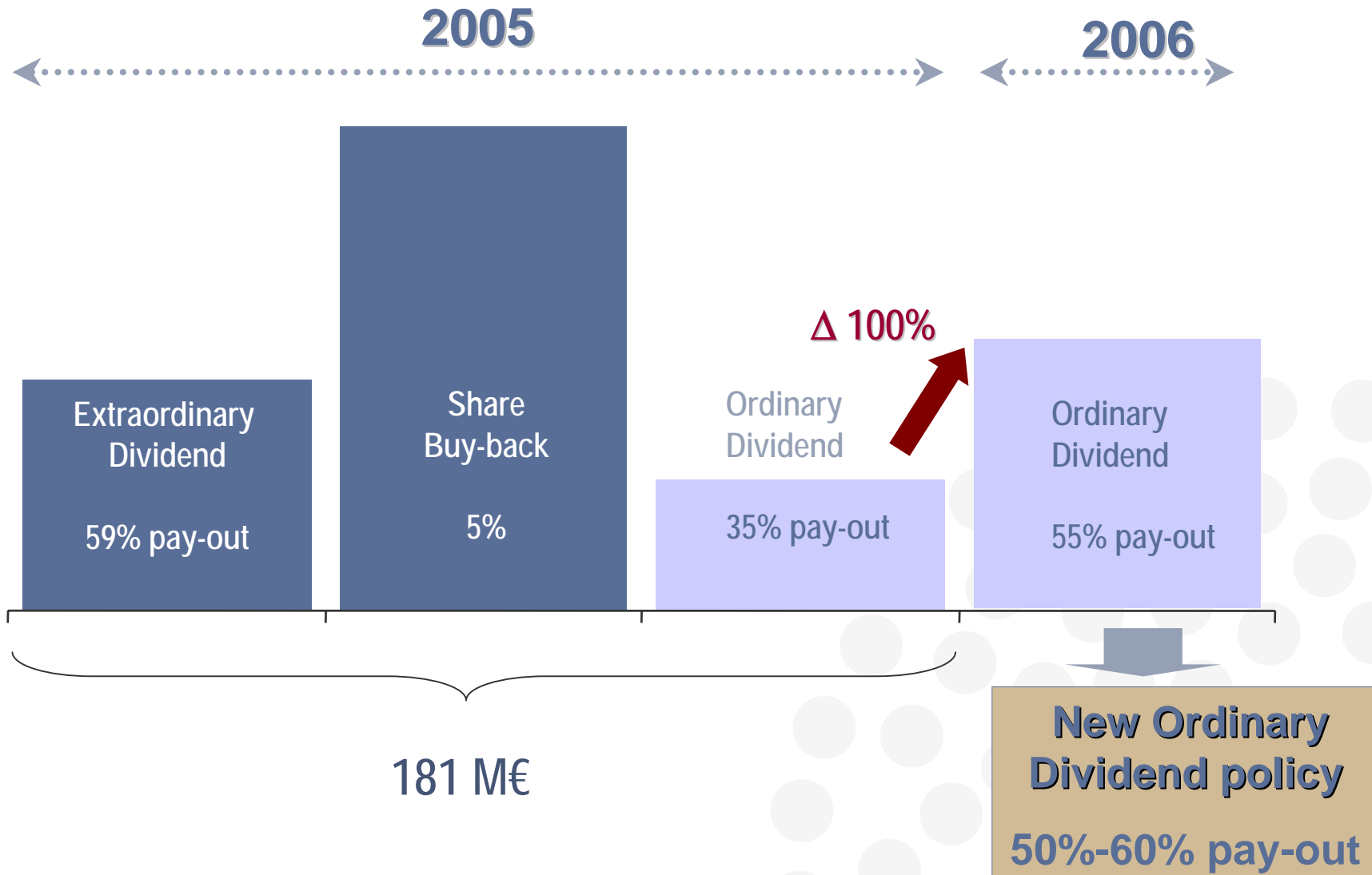
Exceeding, another year, demanding goals

	Closing	Goals
Δ Revenues	+ 11%	9% - 10%
Order Intake	Δ 16% 18% > Revenues	> 2004 > Rev 05
EBIT Margin	11.8%	> 11.5%
	Closing	Δ over 04
Cash Flow	166 M€	24%
Net Cash	54 M€	(151) M€

2005



... with higher ordinary shareholders remuneration



1999-2005



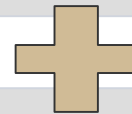
Strong performance since IPO

7 YEARS

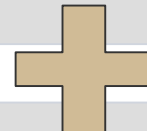
Growing at double digit



Improving profitability



Achieving every year all annual goals



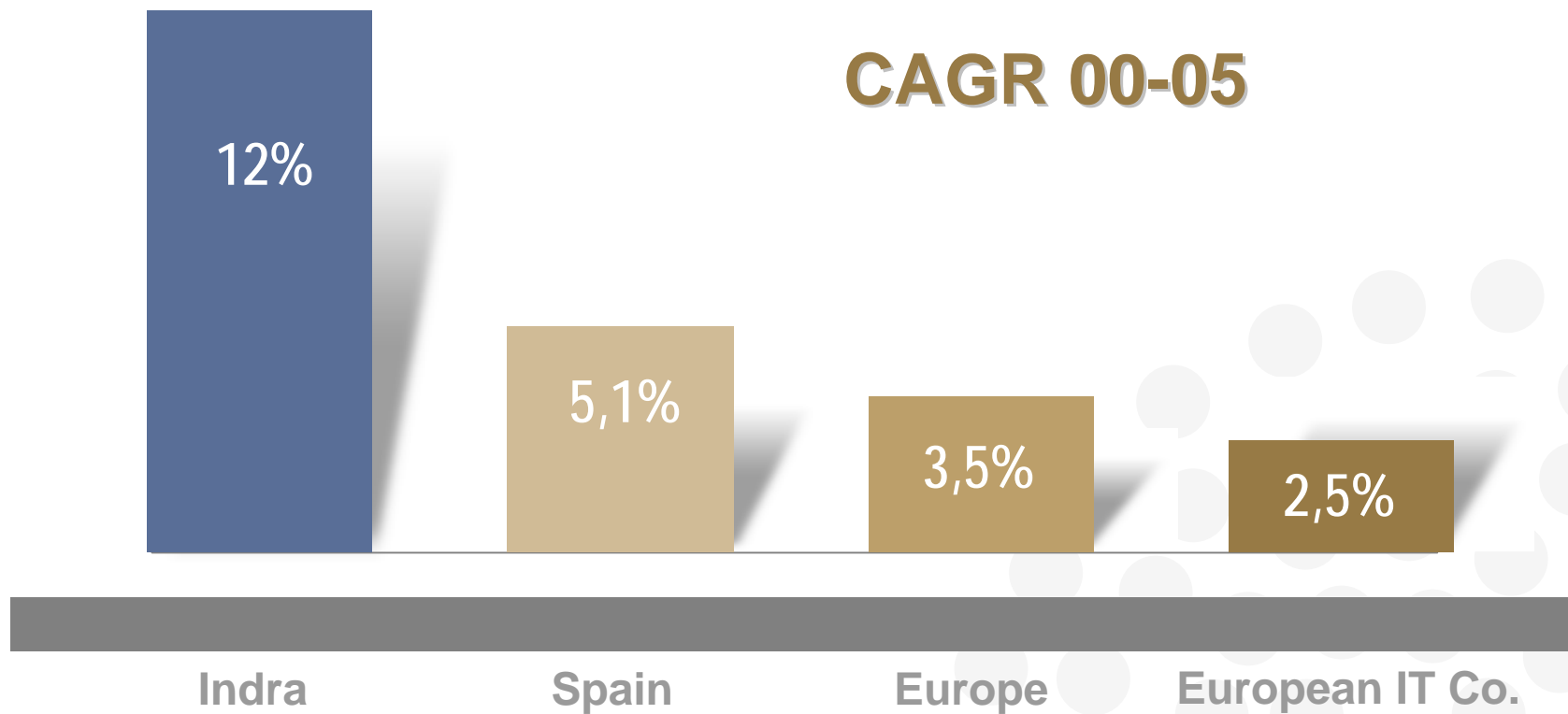
Improving Shareholders remuneration

2000 - 2005

Outperforming Industry



In revenue growth...

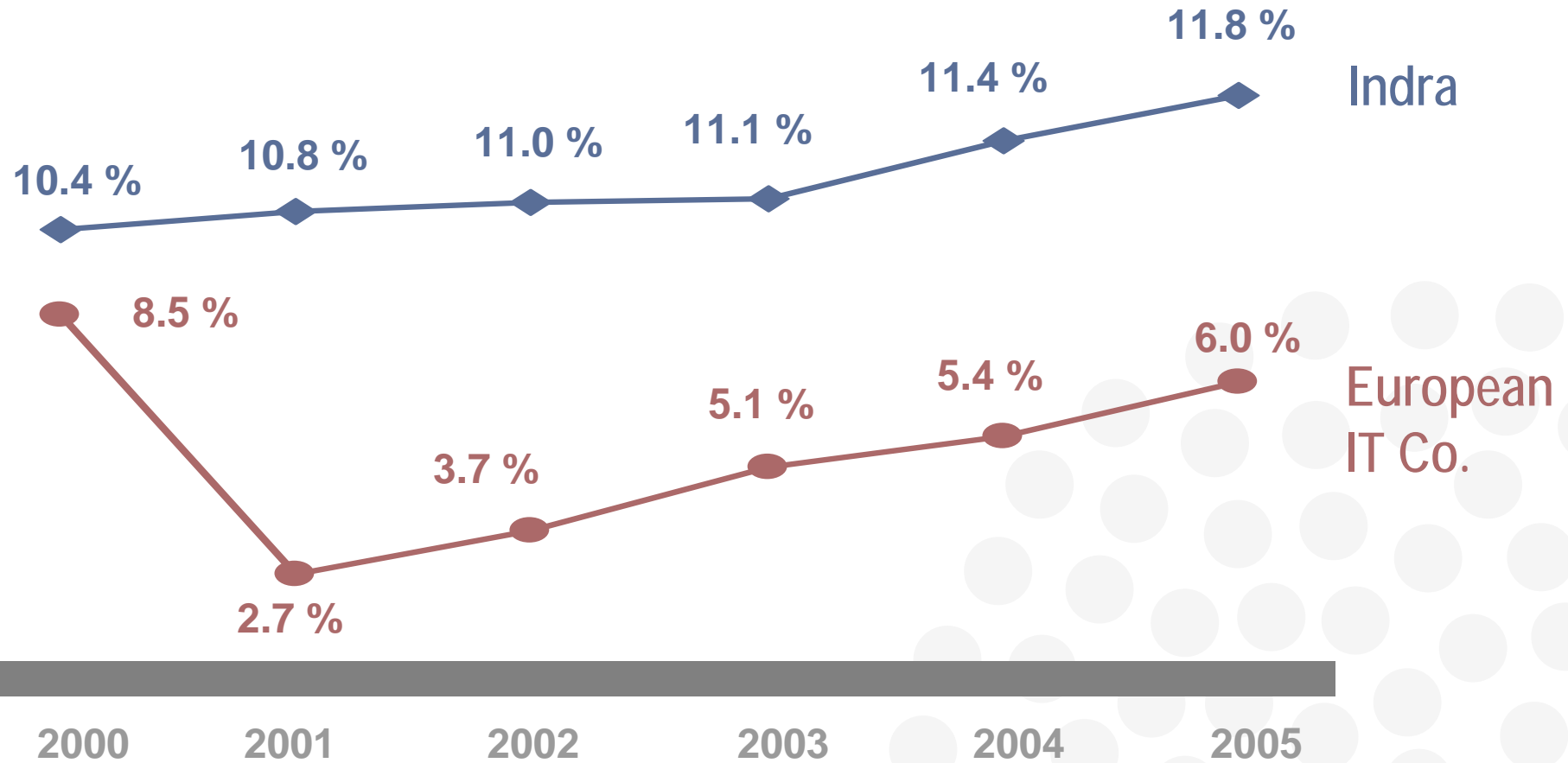


2000 - 2005

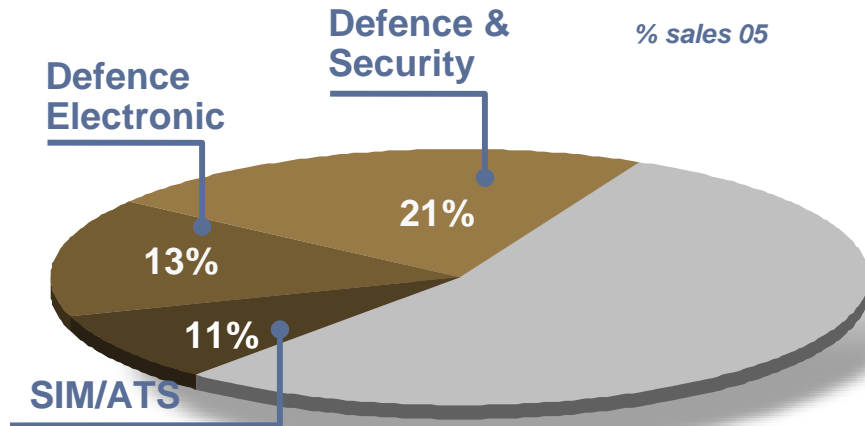


Outperforming the industry

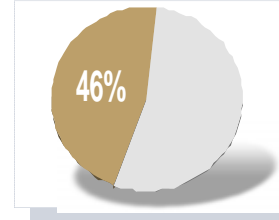
...and in profitability



Position & Growth Defence



05 International



Revenue Growth

05 / 04

9%

CAGR 00-05

16%

POSITIONING

- Leader in Spain
- High value offering
- Large European programs
- US market
- NATO

DRIVERS FOR GROWTH

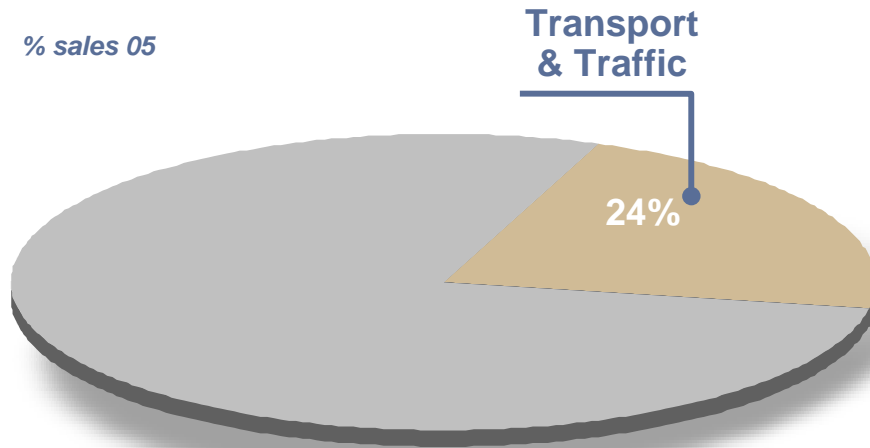
- Spanish large programs
- Europe & NATO: EFA, A-400, AGS, TIGER...
- Homeland Security
- US Navy
- Other international opportunities
- New demand for a new threat

Position & Growth

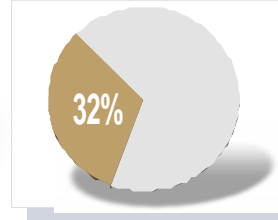
Transport & Traffic



% sales 05



05 International



Revenue Growth

05 / 04

12%

CAGR 00-05

19%

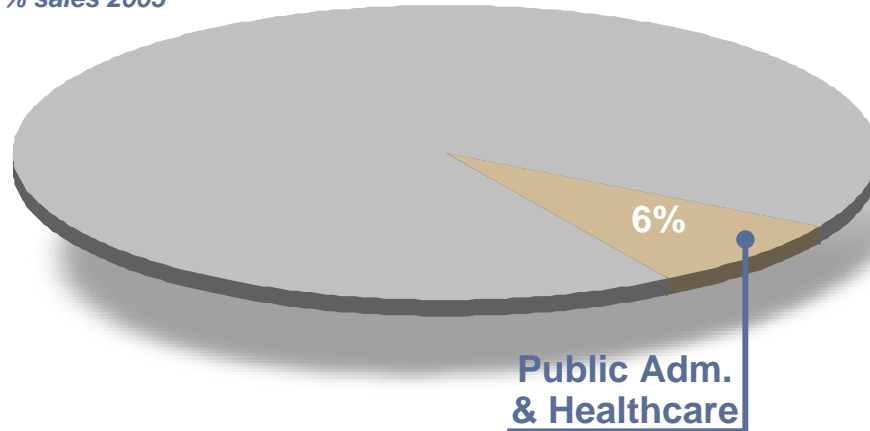
POSITIONING

- Spanish main supplier in management and control systems
- Leading international player in Air Traffic Management (ATM)
- Strong international position in Ticketing and Road systems
- New offer for High Speed Trains

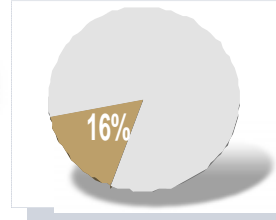
DRIVERS FOR GROWTH

- ATM: Single European Sky
- Market development in Asia, Eastern Europe, and US
- Increase in demand and safety requirements
- New railway systems

% sales 2005



05 International



Revenue Growth (*)

05 / 04

21%

CAGR 00-05

13%

POSITIONING

- Spanish market leading supplier
- Advance solutions: Healthcare, e-Government , Tax and Identification Systems
- International leadership in Elections systems

DRIVERS FOR GROWTH

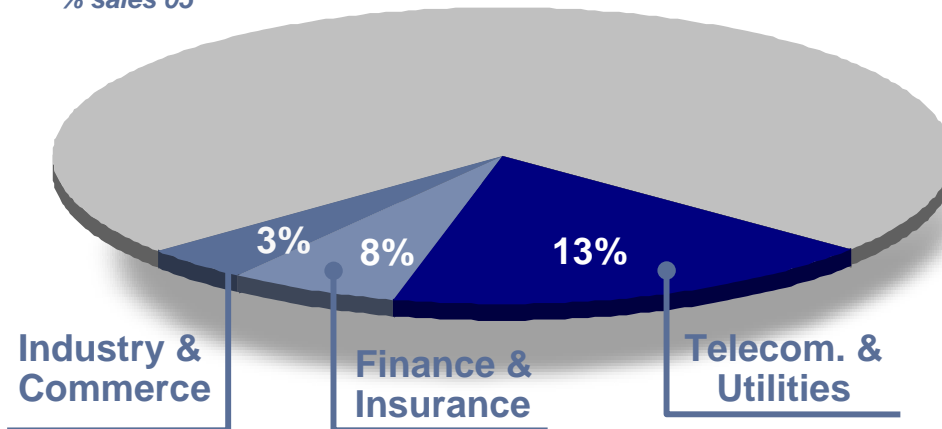
- Citizen demand for quality services
- Decentralization process
- Demand for secure Identification Systems
- Change in demand: higher value services
- Opportunities in international markets: Health & Tax

Position & Growth

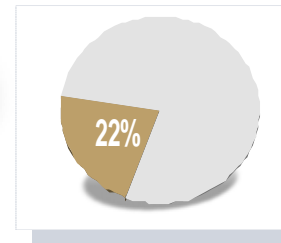
Commercial markets



% sales 05



05 International



Revenue Growth

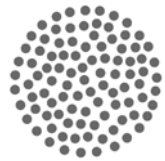
	05 / 04	CAGR 00-05	
	9%	8%	T&U
	33%	19%	F&I
	11%	6%	I&C

POSITIONING

- Strong position in large Spanish customers
- Telecoms: 1st service provider
- Utilities: High expertise in network management systems
- Finance: Improved position in high value offering
- International presence based on clients

DRIVERS FOR GROWTH

- Telecoms:
 - ✓ Latam market
 - ✓ BPO & AM
- Utilities: Externalization
- Finance: "Integral management systems" solutions and BPO
- International opportunity: Latam & Europe



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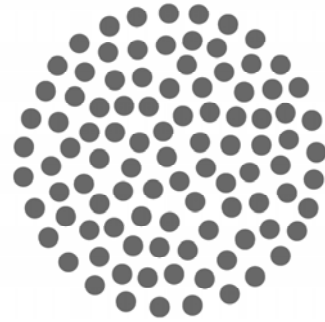
Outlook 2006



Another year of high growth

2006
INDRA
GOALS

Δ Sales	9-10%
Order Intake	> Sales 06
EBIT margin	12%



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The value of anticipation