



# RESULTS 9M17

November 7<sup>th</sup>, 2017

## **CONFERENCE CALL DETAILS**

### **LIVE EVENT:**

The Company will host a conference call for investors and analysts today at 18:30 (CET).  
Please find below conference call telephone numbers:

Spain: +34 914 142 021

France: +33 172 001 510

UK: +44 203 043 2440

US: +1 646 722 4907

Access code: 52872403#

Access to the live event:

<http://event.onlineseminarsolutions.com/r.htm?e=1523278&s=1&k=1E9A5132646F303AAD933BF9487D363D>

### **WEBCAST REPLAY:**

A recording of the conference call will be available for 30 days on the following telephone numbers:  
Replay dial number:

Spain: +34 917 896 320

UK: +44 203 367 9460

US: + 1 877 642 3018

Access code: 311095#

Access to the Webcast Replay:

<http://event.onlineseminarsolutions.com/r.htm?e=1523278&s=1&k=1E9A5132646F303AAD933BF9487D363D>

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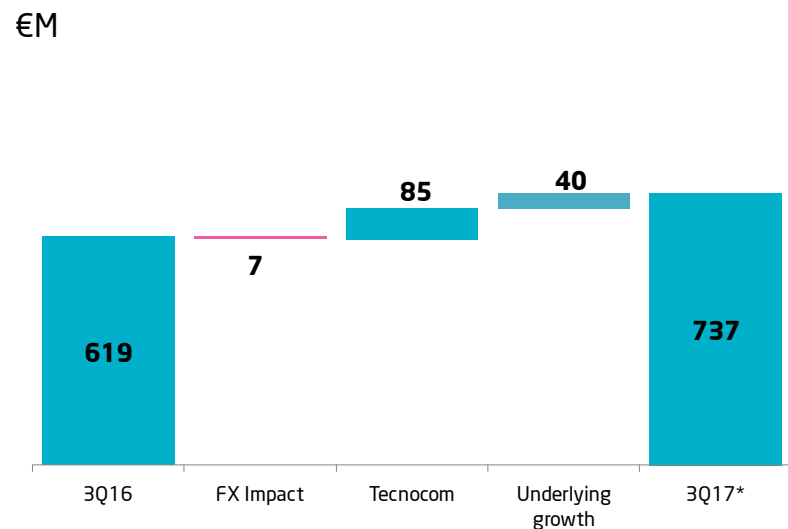
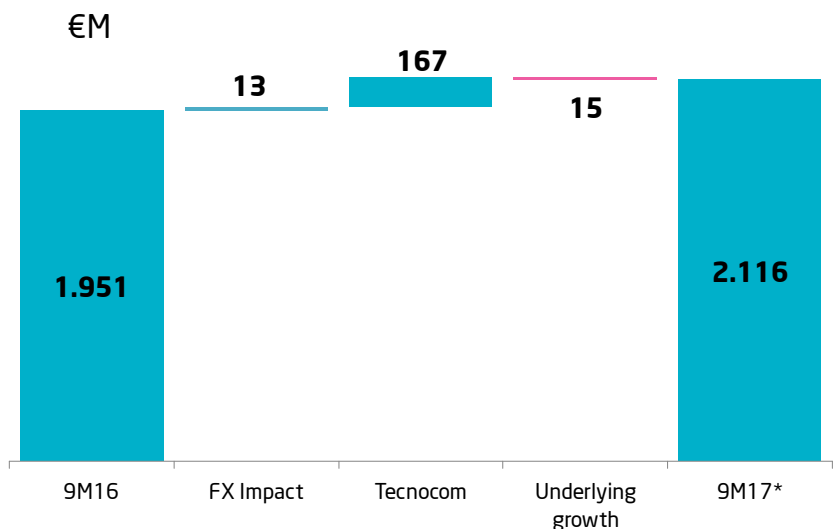
# MAIN HEADLINES

- 1 9M17 Order Intake up 13%, Revenues +8.5% and EBIT +19% due to TecnoCom's consolidation and the acceleration of organic growth in 3Q17
- 2 Organic revenues (ExTecnoCom) -1% in 9M17 and +7% in 3Q17. Turn around happening as expected, mainly backed by Elections and ATM
- 3 EBIT margin of 5.8% in 9M17 vs 5.3% in 9M16, both T&D and IT margins improving
- 4 Solid performance of the cash flow generation (€44m) due to the improvement of the operations and NWC in 3Q17 (€75m FCF in 3Q17)
- 5 Net Debt/EBITDA LTM down to 2.5x on TecnoCom consolidation. Ex-TecnoCom 9M17 Net Debt/EBITDA LTM would have decreased to 1.9x
- 6 9M17 Net Income grew +76% totaling €85m and 9m17 EPS up by 68%
- 7 2017 guidance confirmed (Revenues, EBIT margin and FCF pre-working capital, pre-TecnoCom)
- 8 TecnoCom's integration evolving as expected (impact of €167m sales & €5m EBIT since April 18<sup>th</sup>). Cost synergies confirmed and restructuring costs lower than expected

# REVENUES UP +8% IN REPORTED TERMS

9M17 Sales Growth	
Reported	+8%
Local Currency	+8%
Organic Terms (Ex-Tecnocom) <sup>(1)</sup>	-1%

3Q17 Sales Growth	
Reported	+19%
Local Currency	+20%
Organic Terms (Ex-Tecnocom) <sup>(1)</sup>	+7%

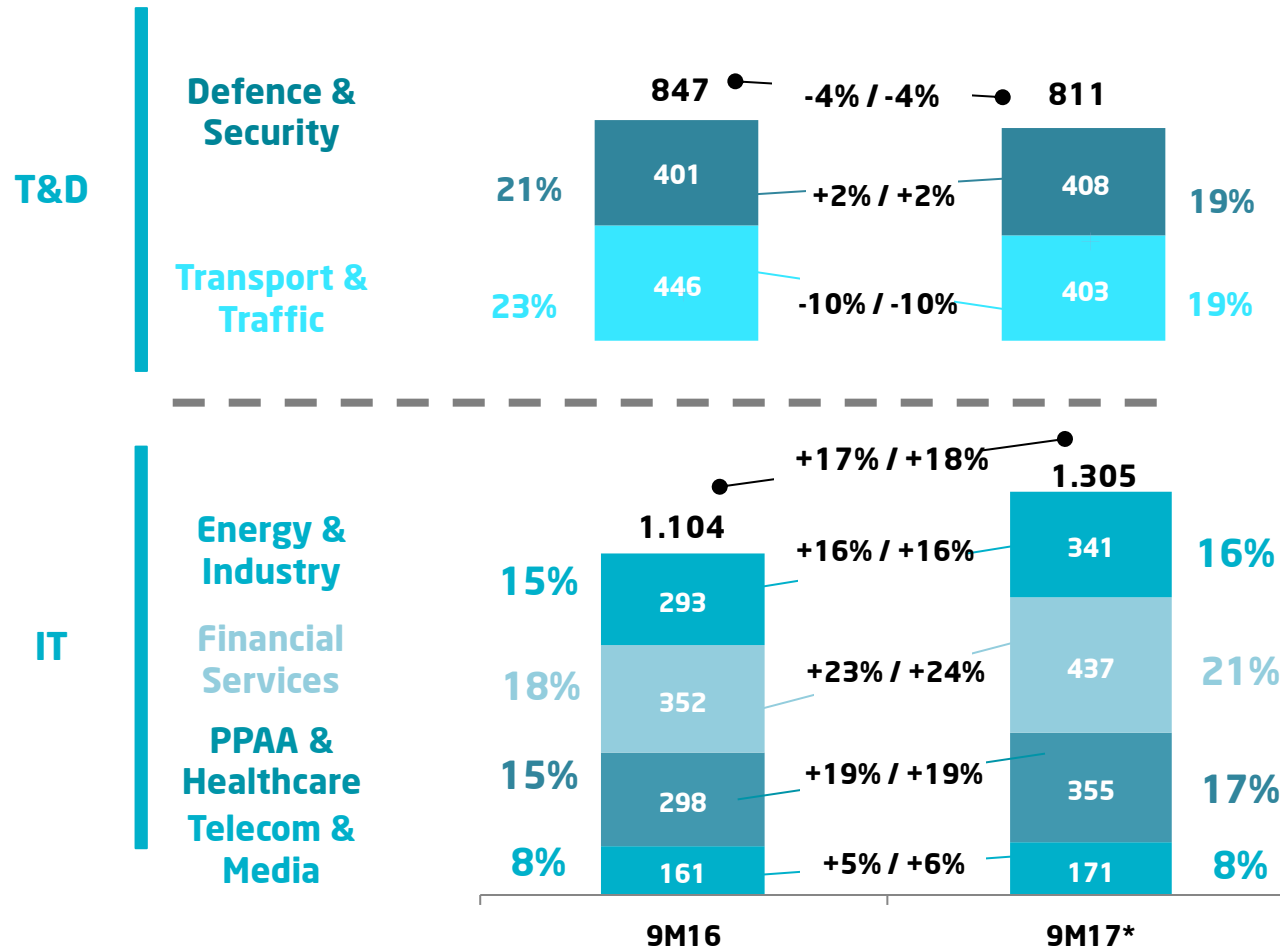


(1) Sales excluding Tecnocom and in local currency  
 (\*) Displayed data includes Tecnocom consolidation since April 18th, 2017

# REVENUES BY VERTICAL

*Revenues (€M)*

Local Currency / Reported

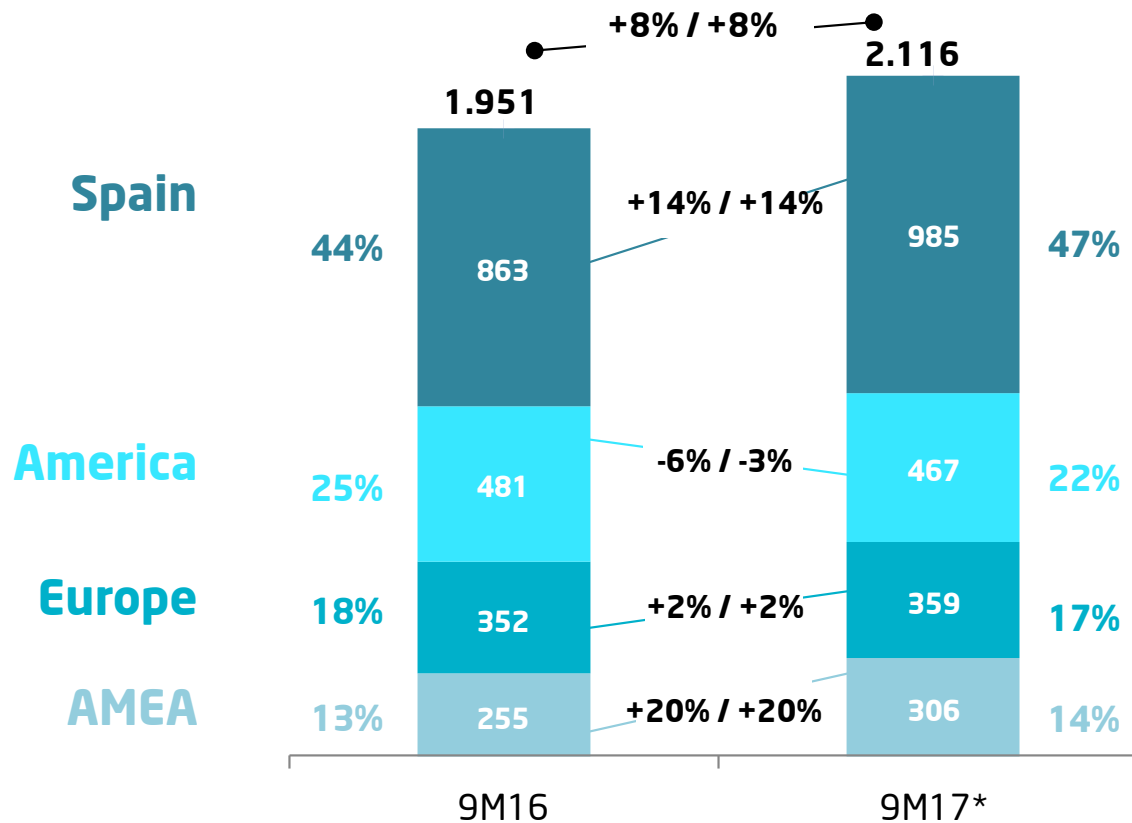


(\*) Displayed data includes TecnoCom consolidation since April 18th, 2017

# REVENUES BY REGION

*Revenues (€M)*

Local Currency / Reported

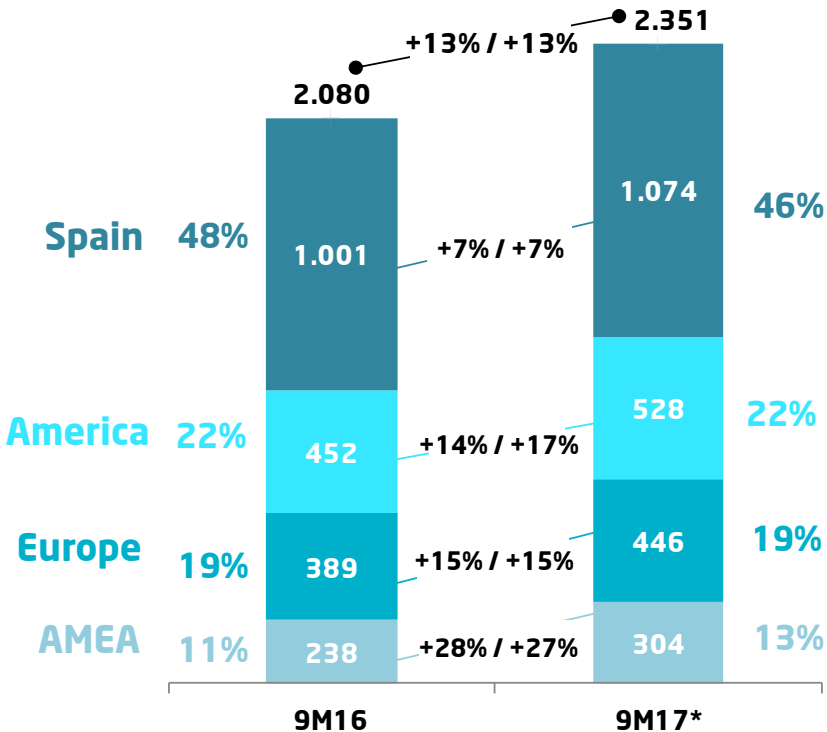


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# ORDER INTAKE UP +13% IN REPORTED TERMS

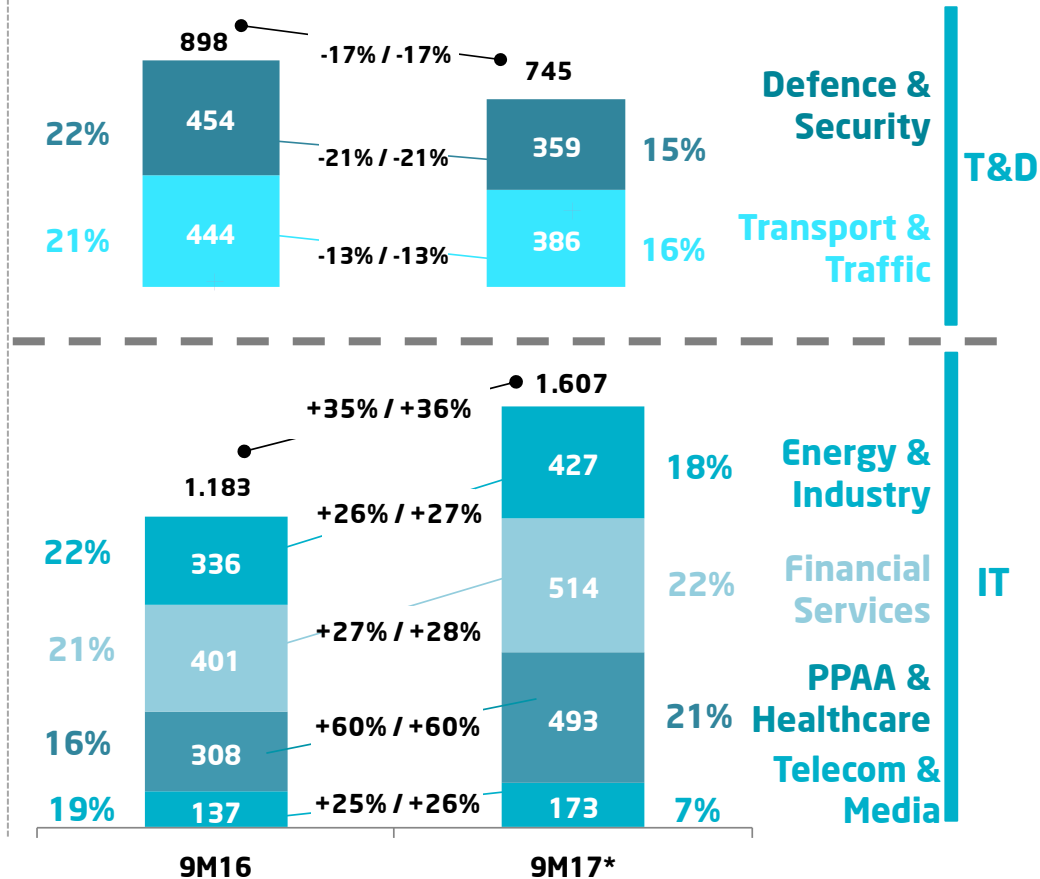
## Order Intake by Region (€M)

Local Currency / Reported



## Order Intake by Vertical (€M)

Local Currency / Reported



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



## BRAZIL

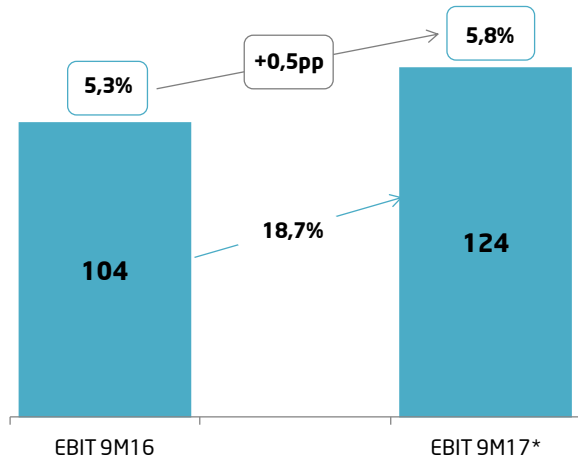
(local currency)	9M16	9M17	Variation
Order Intake	529,3	586,8	+11%
Revenues	625,2	569,1	-9%
EBIT <sup>(*)</sup>	-15,3	-11,6	-24%
EBIT Margin <sup>(*)</sup>	-2,4%	-2,0%	+0,4 pp

**6 out of the 7** onerous projects already **closed/finished**

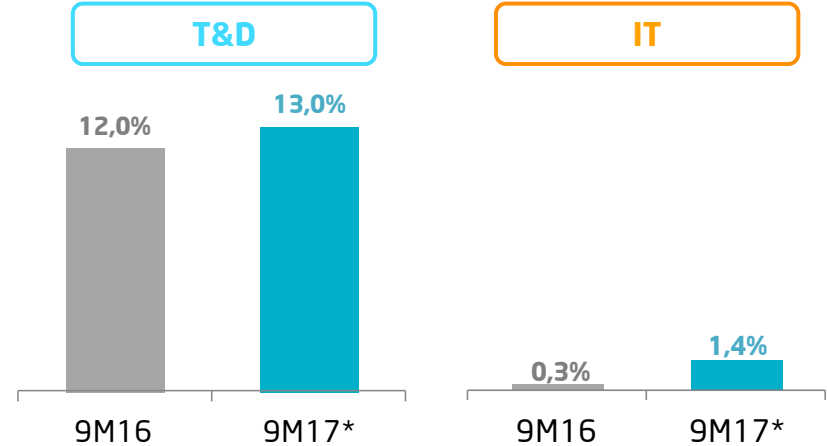
(\*) EBIT includes contingencies

# EBIT MARGIN EVOLUTION

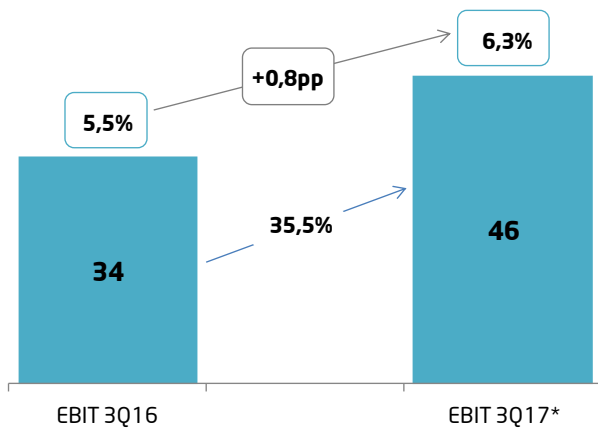
9M EBIT Margin Evolution



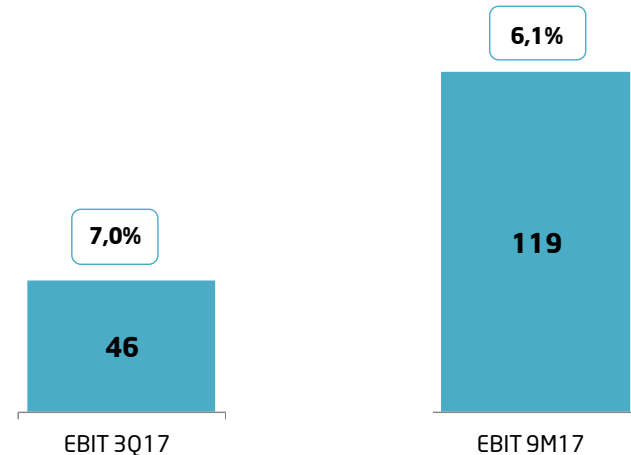
9M EBIT margin by Divisions



3Q EBIT Margin Evolution



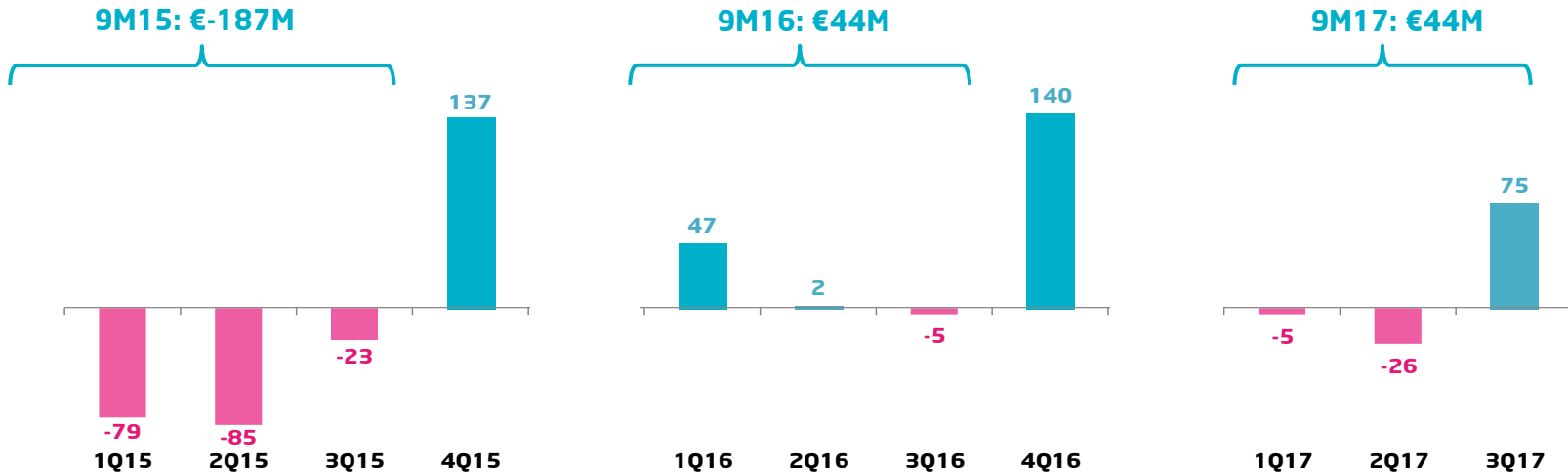
EBIT Margin Evolution Ex-Tecnom



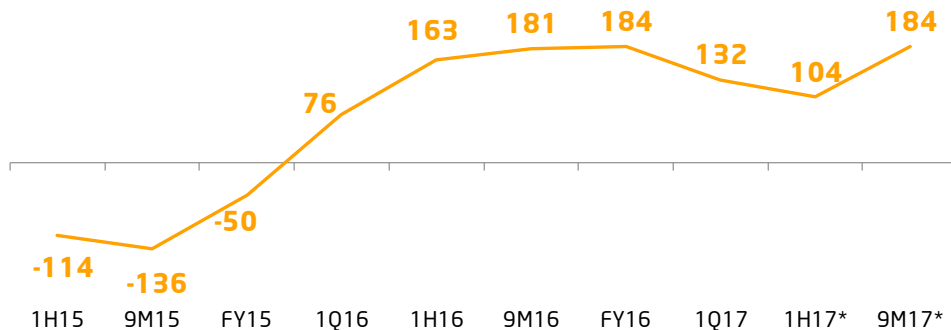
(\*) Displayed data includes Tecnom consolidation since April 18th, 2017

# STRONG OPERATING FCF GENERATION DUE TO OPERATING IMPROVEMENT AND 3Q17 NWC

*Quarterly FCF (€M)*

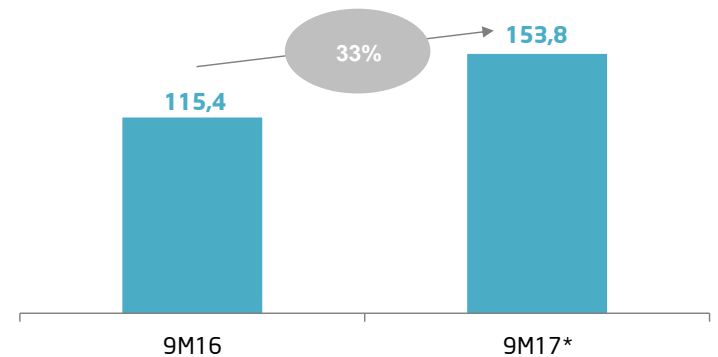


*Accumulated FCF LTM (€M)*



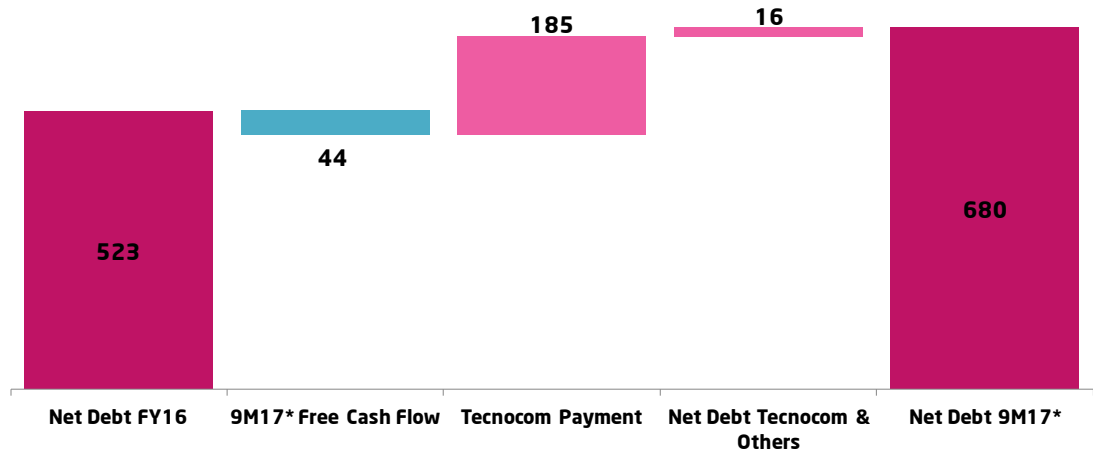
(\*) Displayed data includes Tecnomcom consolidation since April 18th, 2017

*OPERATING FCF BEFORE WC (€M)*

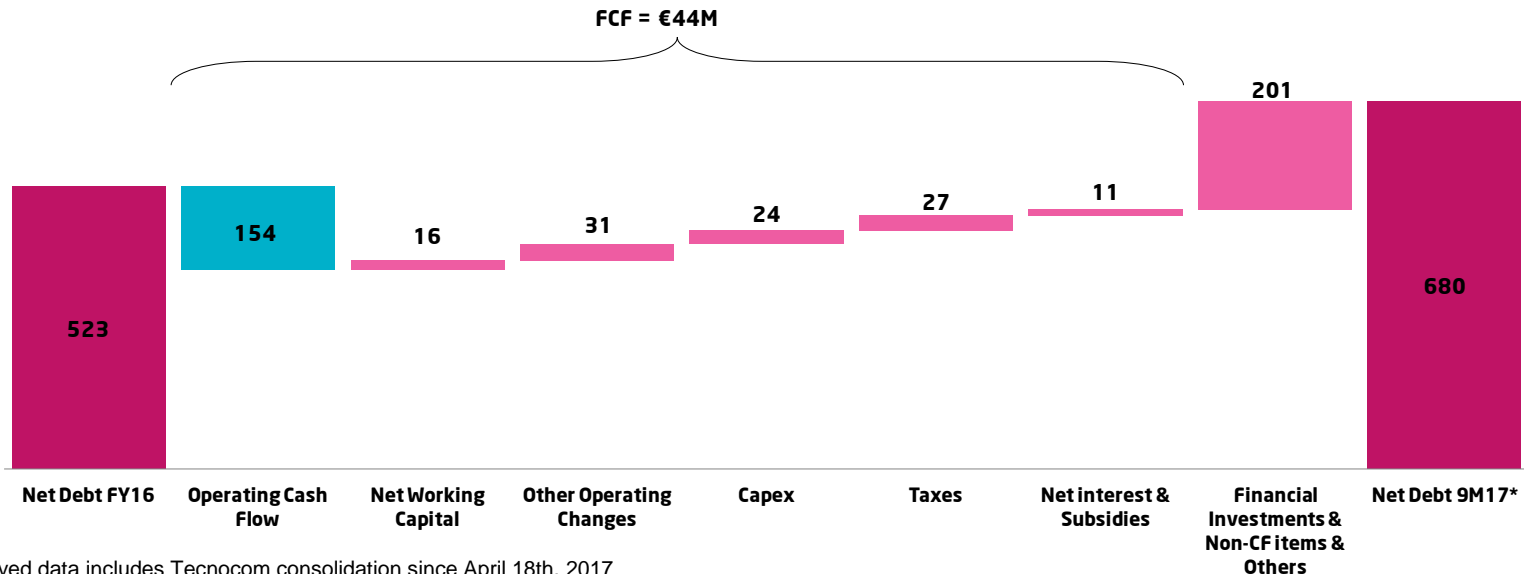


# NET DEBT BRIDGE

*Net Debt Bridge - TecnoCom's split(€M)*



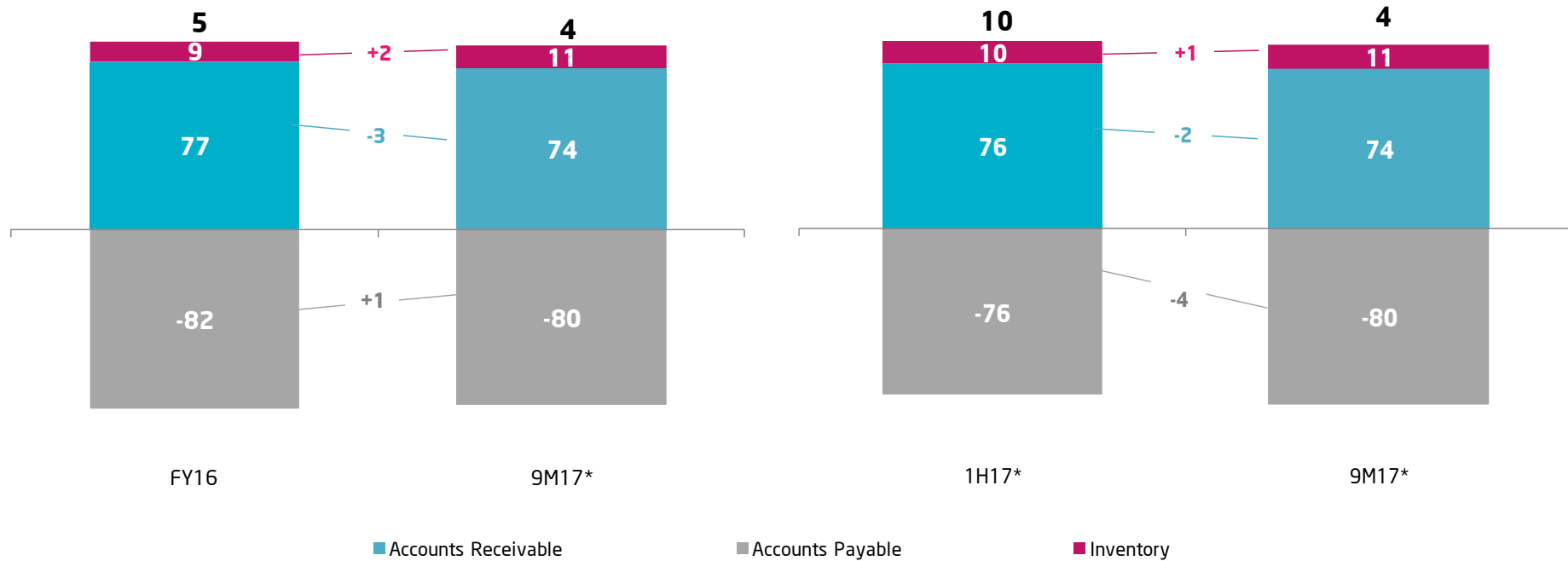
*Net Debt Bridge - Cash Flow (€M)*



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

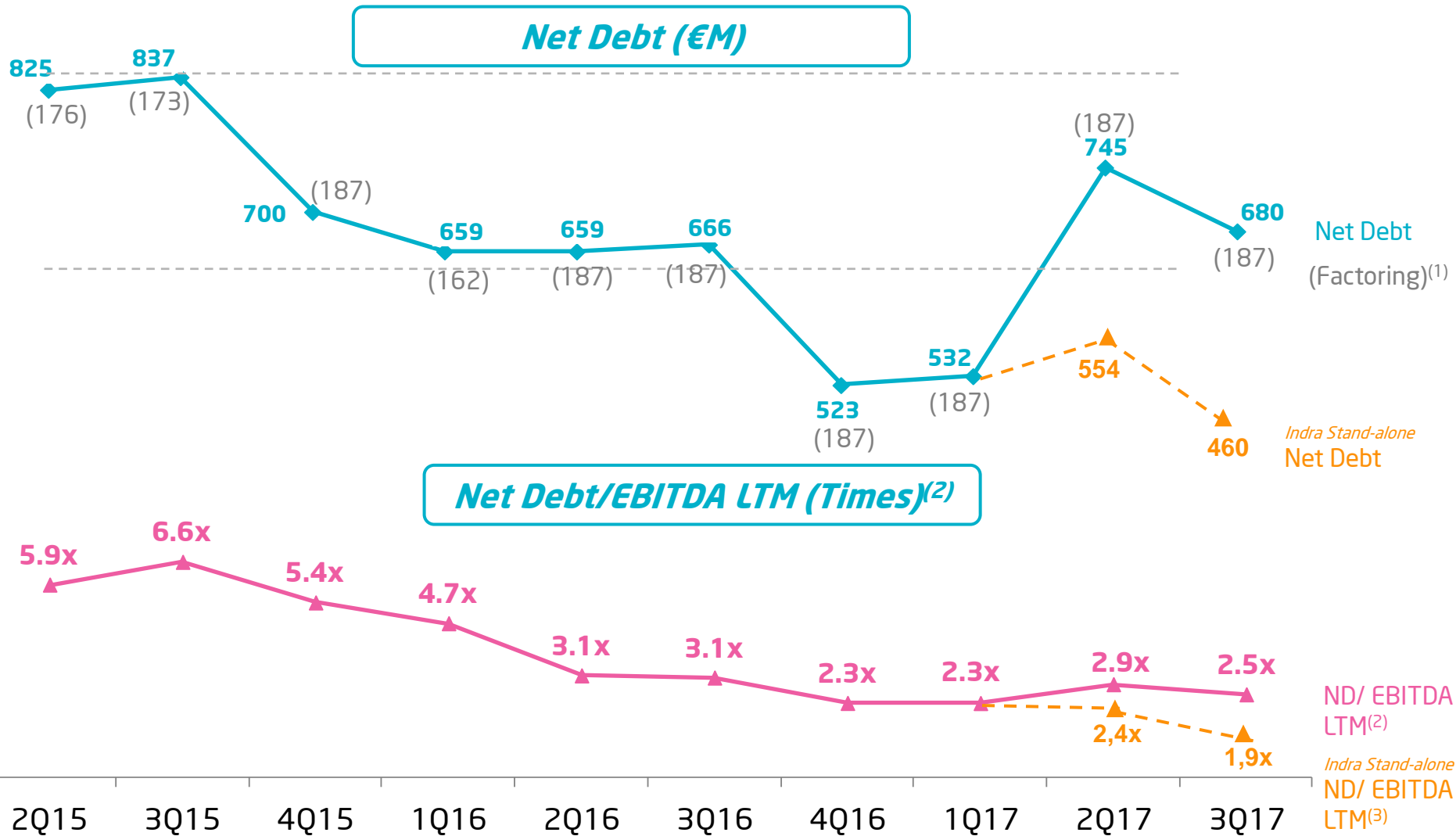
# NET WORKING CAPITAL EVOLUTION

Net Working Capital (DoS)



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

# NET DEBT EVOLUTION



(1) Non-recourse factoring

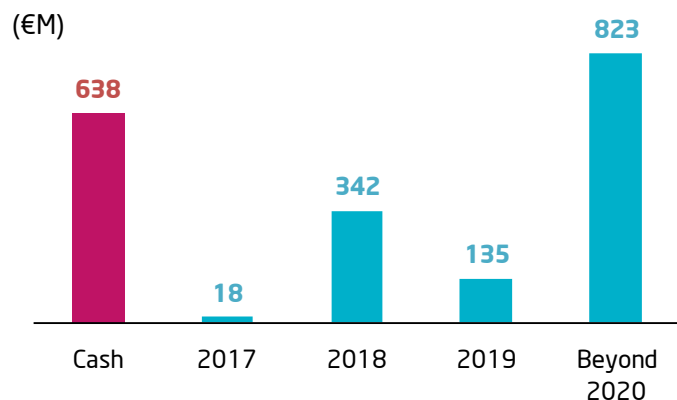
(2) 2Q17 and 3Q17 ratio includes LTM EBITDA Indra & LTM EBITDA Tecnom (part of this data is considered as if Tecnom would have been managed by the former Management)

(3) 2Q17 and 3Q17 ratio includes Indra Net Debt and LTM EBITDA Indra, both excluding Tecnom effect

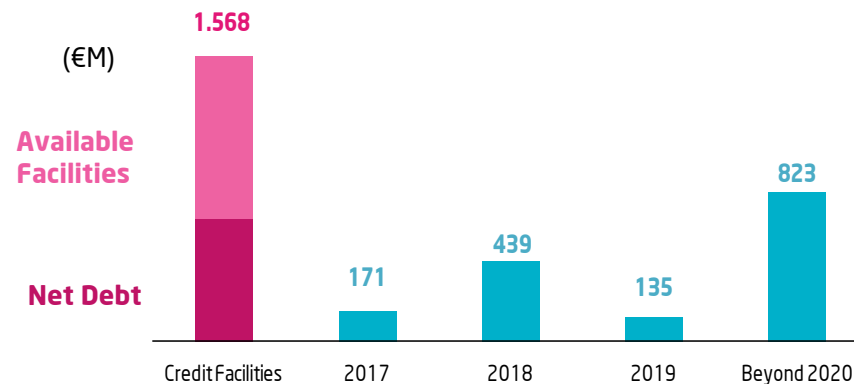
## DEBT STRUCTURE

(€M)	9M17*		2016	
	Total	% of total	Total	% of total
L/T Debt	1,192	90%	1,136	95%
S/T Debt	127	10%	61	5%
Gross Debt	1,318	100%	1,197	100%
Cost of Gross Debt	2.2%		2.8%	
Cash & Others	638	n.m.	674	n.m.
<b>Net Debt</b>	<b>680</b>	<b>n.m.</b>	<b>523</b>	<b>n.m.</b>
Cost of Net Debt	3.0%		3.3%	

Gross Debt Maturity Profile



Available Credit Facilities



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



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