Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

indra

2018 Results

Indra grew its backlog, order intake and revenue, and improved its profitability and capital structure in 2018

- **2018 order intake grew in local currency (+9%) above revenues (+6%). Organic revenues[1] up +1%. Backlog surpassed €4bn and grew +13% in reported terms.**
- **2018 EBITDA up +10%. EBITDA Margin improved to 9.4% in 2018 vs 8.8% in 2017. EBIT improved to €199m in 2018 vs €196m in 2017.**
- **Transport came back to growth and profitability in 2018, posting revenue and order intake expansion and positive EBIT margin.**
- **Minsait (IT) registered order intake (+10%) and revenue (+9%) growth. Digital solutions sales increased by +28% (21% of Minsait sales) and Brazil kept showing revenue and margin expansion.**
- **2018 Free Cash Flow totaled €168m, reducing the Net Debt/EBITDA LTM ratio to 1.6x (vs 2.2x in 2017).**
- **Indra fulfilled its guidance 2018.**

Madrid, February 28, 2019 - Fernando Abril-Martorell, Chairman and Chief Executive Officer of Indra:

"2018 results start to show the benefits coming from the implementation of the transformation, investment, efficiency and cultural change initiatives announced in our new strategic plan 2018-2020, as well as from the positive performance of the new organizations in both IT and T&D.

Order intake and backlog kept growing above revenues for another quarter. Organic revenues (in local currency and adjusting the contribution of acquisitions) increased in 2018. The company´s profitability improved again, EBITDA grew in absolute terms and as a percentage of sales, in a year with less contribution of the Eurofighter program and the Elections business.

Cash generation was very solid once again, amounting to €168m, which allowed us to enhance our leverage to 1.6x Net Debt/EBITDA.

The T&D division showed robust order intake and backlog growth and margin improvement. The Transport segment stood out, showing revenue expansion and coming back to profitability. For its part, Minsait (IT) registered order intake, backlog and revenue growth.

1 Organic revenues: revenues adjusted by foreign exchange impact and perimeter changes of consolidation (acquisitions and divestments). Foreign exchange impact is adjusted by calculating the revenues with the average forex of the previous period. Perimeter changes are adjusted taken into account the acquisitions as if they had been consolidated in the previous period. The acquisitions included are: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

In conclusion, 2018 results showed Indra´s return to revenue growth, improvement in profitability and capital structure and debt reduction. We have fulfilled or over fulfilled the guidance committed with the financial community for 2018. Likewise, the expansion of the order intake and backlog, even above revenues, improves the visibility of our future growth. In 2019, Indra expects to continue with its efforts in the transformation process and the cost initiatives in order to offset the persisting competitive pressure that all its businesses face, chiefly Minsait".

MAIN FIGURES	2018 (€M)	2017 (€M)	Variation (%) Reported / Local currency	4Q18 (€M)	4Q17 (€M)	Variation (%) Reported / Local currency
Net Order Intake	3,437	3,248	5.8 / 9.1	972	896	8.4 / 11.8
Revenues	3,104	3,011	3.1 / 5.8	930	895	3.9 / 5.7
Backlog	4,065	3,612	12.5	4,065	3,612	12.5
Gross Operating Result (EBITDA)	293	266	10.1 / 11.2	110	96	14.9 / 15.6
EBITDA Margin	9.4%	8.8%	0.6 pp	11.8%	10.7%	1.1 pp
Operating Result (EBIT)	199	196	1.9 / 3.0	84	72	17.1 / 17.7
EBIT margin	6.4%	6.5%	(0.1) pp	9.1%	8.0%	1.1 pp
Net Profit	120	127	(5.6)	65	42	53.8
Net Debt Position	483	588	(17.9)	483	588	(17.9)
Free Cash Flow	168	186	(10.2)	213	142	49.9
Basic EPS (€)	0.680	0.738	(7.9)	NA	NA	NA

T&D	2018 (€M)	2017 (€M)	Variation (%) Reported / Local currency	4Q18 (€M)	4Q17 (€M)	Variation (%) Reported / Local currency
Revenues	1,188	1,183	0.4 / 1.4	410	372	10.4 / 11.0
Operating Result (EBIT)	157	137	13.9	57	32	80.1
EBIT margin	13.2%	11.6%	1.6 pp	14.0%	8.6%	5.4 pp

Minsait (IT)	2018 (€M)	2017 (€M)	Variation (%) Reported / Local currency	4Q18 (€M)	4Q17 (€M)	Variation (%) Reported / Local currency
Revenues	1,916	1,828	4.8 / 8.6	520	524	(0.7) / 2.0
Operating Margin	91	99	(8.2)	27	61	(55.6)
% Revenues	4.8%	5.4%	(0.6) pp	5.2%	11.7%	(6.5) pp
Operating Result (EBIT)	43	58	(26.5)	27	40	(33.0)
EBIT margin	2.2%	3.2%	(1.0) pp	5.2%	7.7%	(2.5) pp

Main Highlights

2018 **backlog** grew +13% in reported terms, with both the T&D division and Minsait (IT) reporting robust growth. T&D backlog amounted to €2.7bn and Minsait (IT) backlog totaled €1.3bn. Both divisions improved its Backlog/Revenues LTM ratio in 2018 vs 2017; 2.3x vs 2.0x in T&D and 0.7x vs 0.6x in Minsait (IT).

2018 **order intake** up +9% in local currency (+6% in reported figures). Both T&D and Minsait (IT) registered growth:

- **2018 order intake in T&D** increased by +8% in local currency, boosted by the Transport & Traffic vertical, where it is worth highlighting, amongst others, the maintenance phase of the Mecca-Medina high speed railway contract, within the Transport segment.
- **2018 order intake in Minsait (IT)** increased by +10% in local currency, which is a very positive performance taking into consideration the difficult comparison vs the previous year (Elections business in AMEA). All verticals posted strong growth (also Public Administrations & Healthcare excluding the Elections business), where it is worth noting the contracts signed with Repsol, Enel, Telefónica, as well as the contracts achieved in the financial sector with key clients, mid-sized banks and those related to the payment means business.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

2018 **revenues** rose +6% in local currency (+3% in reported terms), mainly due to the contribution of acquisitions[1] and the company´s organic growth.

- **2018 revenues in the T&D division** went up +1% in local currency. Transport & Traffic (+7% in constant currency) registered growth both in the Transport segment (relevant contracts in AMEA and America, with Ecuador standing out) and in the Air Traffic Management segment (European and international programs, especifically in Algeria and China). The growth posted by Transport & Traffic offset the slowdown of Defence & Security (-4% in local currency), chiefly impacted by the lower contribution of Eurofighter.

- **2018 revenues in Minsait (IT)** went up by +9% in local currency, mainly explained by the contribution of acquisitions, as well as by the positive dynamics in Energy & Industry (key clients in the Utilities and the Oil & Gas sectors, and the Hotels sector) and Financial Services (key clients and mid-sized banks), which showed double digit growth in local currency. Telecom & Media sales up +8%, while Public Administrations & Healthcare went down by -12%, affected by the lower contribution of Elections in AMEA.

- FX impact amounted to €-82m in 2018.

Digital solutions revenues reached €402m (21% of Minsait sales), which implies and increase of +28% (+17% organically) vs 2017.

Tecnocom restructuring process finished in 1H18. Operating synergies continue to be delivered as expected.

2018 **EBITDA** improved by +10%, equivalent to an EBITDA Margin of 9.4% vs 8.8% in 2017. In 4Q18, EBITDA Margin up to 11.8% vs 10.7% in 4Q17.

- **EBITDA Margin in the T&D division** improved to 16.2% in 2018 vs 13.7% in 2017, mainly thanks to the profitability increase in the Transport segment.

- **The Operating Margin in Minsait (IT)** was 4.8% in 2018 vs 5.4% in 2017, which implies an improvement in profitability excluding the Elections business.

2018 **EBIT** improved to €199m vs €196 in 2017, an increase of +2%. 4Q18 EBIT was €84m vs €72m in 4Q17. 4Q18 EBIT Margin was 9.1% vs 8.0% in 4Q17.

The CNMC fine provision in 3Q18 totaled €13.5m. A provision reversal of €12m took place in 4Q18. This provision is related to the future payment to the Treasury for some employees over 50 years affected by the restructuring plan (amount initially estimated in €40m).

The IFRS 15 application had an impact of €14m in revenues and €-5m in EBIT in 2018.

The estimated impacts associated with **the IFRS 16 application** are the following (which will be more detailed in the release of 1Q19 results):

- Increment of non-current assets by €150m/€200m, in the item “assets for the right of use”.
- Increment of current and non-current liabilities by the same amount, in the items “financial liabilities for non-current leases” and “financial liabilities for current leases”.
- Increment of the EBITDA by €30m/€40m.
- Limited positive impact on EBIT and limited negative impact on net profit.

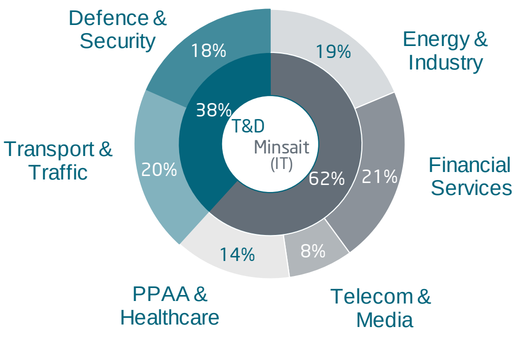
Net profit of the group was €120m and decreased -6% vs 2017, affected by the lower extraordinary tax income in Brazil vs 2017 (c. €20m).

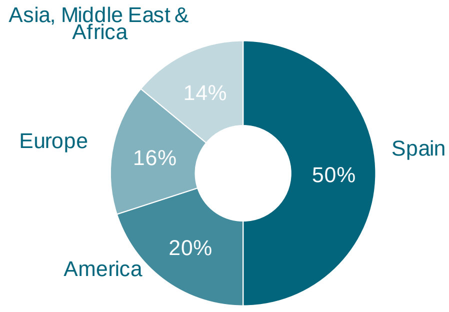
Free Cash Flow totaled €168m in 2018 vs €186m in 2017. There was a strong cash generation in the fourth quarter (€213m in 4Q18 vs €142m in 4Q17), again with a very positive contribution of working capital in the last days of the year.

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

Net debt decreased to €483m in 2018 vs €588m in December 2017. Net Debt/EBITDA LTM ratio stood at 1.6x vs 2.2x in 2017**.**

Sales by verticals and regions:





Outlook 2019

- **2019 Revenues**: low single digit growth in local currency versus 2018 reported revenues (€3,104m).
- **2019 EBIT**: growth of more than 10% in absolute terms vs 2018 reported EBIT (€199m).
- **2019 Free Cash Flow**: more than €100m before net working capital.

Human Resources

At the end of the year, total workforce amounted to 43,707 professionals, an increase of +9% vs 2017. 2018 average headcount increased by +4% (including Tecnocom´s average workforce for the entire 2017 period).

Other events over the period

On 17 October 2018 Indra has effected the ordinary redemption in full of the bonds convertible into shares issued in 2013 and admitted to trading in the Freiverkehr Multilateral Trading Facility of the Frankfurt Stock Exchange, not previously converted or exchanged for shares for a principal amount of EUR 154,800,000.

Events following the close of the period

At the session held on 31 January 2019 the Board of Directors resolved to appoint Mr. Miguel Sebastián Gascón and Mr. Antonio Cuevas Delgado as proprietary directors representing the shareholding interest of Sociedad Estatal de Participaciones Industriales (SEPI), to fill the vacancies existing since the resignation of Mr. Adolfo Menéndez and Mr. Juan Carlos Aparicio. Likewise, the Board of Directors has resolved to appoint Mr. Miguel Sebastián member of the Audit and Compliance Committee replacing Mr. Juan Carlos Aparicio and to appoint Mr. Antonio Cuevas member of the Executive Committee and Nomination, Compensation and Corporate Governance Committee replacing Mr. Adolfo Menéndez.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

Analysis by division

Transport & Defence (T&D)

T&D	2018 (€M)	2017 (€M)	Variation (%) Reported	Variation (%) Local currency	4Q18 (€M)	4Q17 (€M)	Variation (%) Reported	Variation (%) Local currency
Net Order Intake	1,323	1,248	6	8	422	503	(16)	(14)
Revenues	1,188	1,183	0	1	410	372	10	11
- Defence & Security	570	596	(4)	(4)	181	188	(4)	(3)
- Transport & Traffic	617	587	5	7	229	184	25	26
Book-to-bill	1.11	1.05	6		1.03	1.35	(24)	
Backlog / Revs LTM	2.29	2.00	15					

2018 T&D revenues went up by +1% in local currency (flat in reported terms). The growth posted by Transport & Traffic (+7% in local currency) offset the drop of Defence & Security (-4% both in local currency and reported figures), mainly dragged down by the lower contribution of the Eurofighter program.

4Q18 sales recorded double digit growth (+11% in local currency; +10% in reported terms), boosted by Transport & Traffic (+26% in local currency). Both Transport and Air Traffic Management (ATM) grew at double digit.

2018 order intake increased by +8% in local currency (+6% in reported terms), pushed by Transport & Traffic, where it is worth noting the order intake related to the maintenance phase of the Mecca-Medina high-speed railway contract.

Backlog/Revenues LTM ratio improved to 2.29x in 2018 vs 2.00 in 2017. Book-to-bill ratio reached 1.11x in 2018 vs 1.05x in 2017.

Defence & Security

- 2018 Defence & Security sales went down by -4% both in local currency and reported figures, chiefly impacted by the lower activity of the Eurofighter program.
- Region wise, most of the activity of the vertical in 2018 was concentrated in Spain (c.45% of the sales) and Europe (c. 35% of the sales).
- 4Q18 sales went down by -3% in local currency (-4% in reported terms), mainly due to the lower contribution of the Eurofighter program.
- 2018 order intake remained almost flat (-1% in local currency), which is a very positive performance taking into consideration the sharp drop of the Eurofighter order intake. It is also worth highlighting the performance in AMEA (contract to supply a deployable forensic laboratory in Australia).

Transport & Traffic

- 2018 Transport & Traffic sales up +7% in local currency (+5% in reported terms). Transport registered revenue growth (+8% in local currency; c.50% of the sales of the vertical), chiefly backed by some relevant contracts in AMEA and America (Ecuador). Moreover, Air Traffic Management grew (+5% in local currency; c.50% of the sales of the vertical), thanks to the European and international programs, which continue to post good dynamics (ATM contracts in Algeria and China).
- Region wise, most of the activity of the vertical in 2018 was distributed among AMEA (c. 35% of sales), Spain (c. 25% of sales) and Europe (c. 20% of sales).

- 4Q18 Transport & Traffic sales grew by +26% in local currency thanks to the double digit growth achieved in both Transport (+22% in local currency) and ATM (+30% in local currency). It is worth mentioning the robust growth registered in AMEA (ATM international programs and some relevant Transport contracts).

- 2018 order intake went up by +17% in local currency (+13% in reported terms), boosted by the Transport & Traffic vertical, where it is worth highlighting Transport (Mecca-Medina high-speed railway contract).

Minsait (IT)

Minsait (IT)	2018 (€M)	2017 (€M)	Variation (%) Reported	Variation (%) Local currency	4Q18 (€M)	4Q17 (€M)	Variation (%) Reported	Variation (%) Local currency
Net Order Intake	2,114	2,000	6	10	550	393	40	44
Revenues	1,916	1,828	5	9	520	524	(1)	2
- Energy & Industry	580	481	21	25	163	140	17	20
- Financial Services	661	605	9	13	180	168	7	9
- Telecom & Media	240	236	2	8	62	65	(4)	1
- PPAA & Healthcare	436	506	(14)	(12)	115	151	(24)	(22)
Book-to-bill	1.10	1.09	1		1.06	0.75	41	
Backlog / Revs LTM	0.70	0.64	10					

2018 Minsait (IT) sales went up by +9% in local currency (+5% in reported figures), chiefly helped by the contribution of acquisitions[1] and the positive dynamics registered by Energy & Industry and Financial Services, which grew at double digit in local currency. Telecom & Media sales grew +8% while Public Administrations & Healthcare went down by -12%, mainly impacted by the difficult comparison vs 2017 (Elections business in AMEA).

Digital solutions sales amounted to €402m (which represents 21% of Minsait sales), implying an increase of +28% (+17% organic growth) vs 2017. It is worth highlighting the areas related to innovation, digital customer experience, process robotization, data science, including advanced analytics, and cybersecurity with strong growth rates.

4Q18 sales up +2% in local currency (-1% in reported terms), with all verticals growing except Public Administrations & Healthcare (-22% in local currency, explained by the negative impact of the Elections business). It is worth noting the positive performance of Energy & Industry (+20% in local currency) and Financial Services (+9% in local currency).

Minsait (IT) order intake grew by +10% in local currency (+6% in reported figures) in 2018. All verticals posted growth at double digit rates except for Public Administrations & Healthcare, whose order intake fell due to the difficult comparison over the previous year (Elections business in AMEA). Excluding the Elections business, Minsait order intake would have grown +19% in reported terms.

Backlog/Revenues LTM improved to 0.70x vs 0.64x in 2017. Book-to-bill ratio reached 1.10x vs 1.09x in 2017.

Energy & Industry

- 2018 Energy & Industry revenues increased by +25% in local currency (+21% in reported figures), being the Minsait (IT) vertical that posted the best performance in the period, backed by the inorganic contribution of acquisitions[1], the growth reached by key clients in both the Utilities (Enel) and the Oil & Gas (Repsol) sectors, as well as by the positive performance of the Hotels sector. Both Energy (c.65% of the sales of the vertical) and Industry (c.35% of the sales of the vertical) registered positive performances.

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

- By geography, Spain (c. 55% of sales) and America (c. 25% of sales) concentrated most of the activity of the vertical.
- 4Q18 sales went up by +20% in local currency (+17% in reported terms), being the Minsait (IT) vertical that recorded the best performance also in the quarter. Of note is the double digit growth reached in Spain (key clients in the Oil & Gas sector), America (Service sector) and Europe (the performance of the Italian subsidiary stood out).
- 2018 order intake grew +34% in local currency (+29% in reported figures), boosted by both Energy (key clients in the Utilities and the Oil & Gas sectors) and Industry (Service and Hotels sectors).

Financial Services

- 2018 Financial Services sales increased by +13% in local currency (+9% in reported terms), mainly backed by the inorganic contribution of acquisitions[1], as well as by the better performance of the payment means business.
- Region wise, Spain (c. 70% of the sales) and America (c. 25% of the sales) concentrated most of the activity of the vertical in 2018.
- 4Q18 sales grew by +9% in local currency (+7% in reported terms), helped by the positive performance registered by Spanish mid-sized banks and the payment means business in Chile.
- 2018 order intake rose by +28% in local currency (+25% in reported figures). Spain (key clients and mid-sized banking sector) and America (mid-sized banking sector and the payment means business) registered double digit growth.

Telecom & Media

- 2018 Telecom & Media revenues grew by +8% in local currency (+2% in reported terms) mainly due to the contribution of acquisitions[1].
- By geographies, most of the activity of the vertical in 2018 was concentrated in Spain (c. 50% of sales) and America (c. 40% of sales).
- 4Q18 sales up +1% in local currency (-4% in reported figures), chiefly explained by the contribution of acquisitions and the higher activity registered in Spain.
- 2018 order intake went up by +16% in local currency (+9% in reported figures), with both Spain and Brasil recording very positive performances (largely Telefónica).

Public Administrations & Healthcare

- 2018 Public Administrations & Healthcare sales slowed down by -12% in local currency (-14% in reported terms), highly affected by the difficult comparison vs the previous year (Elections business in AMEA). Excluding the Elections business, sales would have slightly increased (+1%)
- Region wise, Spain (c. 55% of the sales) and America (c. 20% of the sales) concentrated the main activity of the vertical.

---

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

- 4Q18 revenues decreased by -22% in local currency due to the difficult comparison versus the previous year (Elections business). Excluding the Elections business, sales would have grown at double digit rates, thanks to the positive performance of Public Administrations in both Spain and Italy.
- 2018 order intake went down by -31% in local currency (-33% in reported figures), explained by the difficult comparison vs the previous year (Elections business). Excluding the Elections business, order intake would have grown +5% in reported terms. It is worth noting the double digit growth of Spain and Europe (Italy). Nevertheless, order intake in America slowed down as a consequence of the repositioning towards private clients vs public clients.

Analysis by Region

Revenues by Region	2018		2017		Variation (%)		4Q18	4Q17	Variation (%)	
	(€M)	(%)	(€M)	(%)	Reported	Local currency	(€M)	(€M)	Reported	Local currency
Spain	1,556	50	1,387	46	12	12	444	402	11	11
America	609	20	656	22	(7)	4	179	189	(5)	3
Europe	504	16	492	16	2	3	140	133	6	6
Asia, Middle East & Africa	434	14	477	16	(9)	(7)	167	171	(3)	(3)
Total	**3,104**	**100**	**3,011**	**100**	**3**	**6**	**930**	**895**	**4**	**6**

By geographies, it is worth highlighting the growth posted in Spain (+12%; 50% of total sales) and America (+4%; 20% of total sales), pushed by the inorganic contribution of acquisitions[1] and the organic growth registered in both regions. Sales in Europe also went up (+3%; 16% of total sales) while in AMEA decreased (-7% in local currency; 14% of total sales) due to the difficult comparison vs 2017 (Election business). Excluding the Election business, sales would have grown close to mid-single digit.

4Q18 revenues increased in local currency in all geographies (Spain +11%; Europe +6%; America +3%) except for AMEA (-3%) where the strong growth posted in Transport (+22%) did not offset the difficult comparison versus last year (Election business).

2018 order intake grew by +9% in local currency (+6% in reported terms). It is worth highlighting the growth registered in Spain (+17%) and America (+15% in local currency), mainly thanks to the contribution of acquisitions. AMEA order intake went up by (+1% in local currency) due to the strong performance in Transport, which almost offset the decline registered in the Elections business. However, order intake in Europe decreased (-10% in local currency) as a consequence of the fall registered in the Eurofighter program and the difficult comparison vs 2017 in Air Traffic Management (ATM).

Spain

- 2018 revenues went up by +12%, mainly pushed by the contribution of acquisitions as well as by the organic growth registered in the region. Both divisions, T&D and Minsait (IT), posted growth.
- 2018 Minsait (IT) revenues (c.75% of total sales in the region) recorded double digit growth in all the verticals.
- 2018 T&D revenues (c.25% of total sales in the region) registered growth helped by the positive performance of Defence & Security, backed by the underway multiannual projects signed with Spain's MoD (mainly electronic systems forming part of the integrated mast for the F110 frigate and electronic systems of the 8x8 armored vehicle).
- 4Q18 sales grew by +11%. Minsait (IT) registered double digit growth while T&D remained flat.

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

- 2018 order intake rose +18%, mainly driven by Minsait (IT).

America

- 2018 revenues increased by +4% in local currency (-7% reported figures), chiefly driven by the contribution of acquisitions[1] as well as by the organic growth registered in the region, with both divisions, Minsait (IT) and T&D, showing growth.
- By countries, Brazil, the most relevant country in America (c.30% of total revenues in the region), posted revenue growth of +7% in local currency, and EBIT margin reached 6.3% vs -3.9% in 2017. Order intake went up by +11% helped by Energy & Industry and Financial Services. It is also worth mentioning the growth posted (in local currency) in Mexico (mid-single digit), Colombia, Chile and Peru (double digit growth rates).
- The activity in America is mostly concentrated in Minsait (IT) (c.80% of total sales in the region). All Minsait verticals posted growth (Energy & Industry stood out posting double digit growth) except for Public Administrations & Healthcare, as a consequence of the repositioning towards private vs public clients.
- 2018 T&D revenues (c.20% of total sales in the region) registered mid to high single digit growth in local currency. The growth achieved in Transport & Traffic (double digit) offset the decline in Defence & Security.
- 4Q18 sales went up by +3% in local currency (-5% in reported terms), with T&D showing better relative performance than Minsait (IT). It is worth mentioning the growth recorded in Transport (relevant contract in Ecuador).
- 2018 order Intake grew by +15% in local currency (+2% in reported terms), with both T&D and Minsait (IT) showing growth.

Europe

- 2018 revenues up +3% in local currency. The increase of Minsait (IT) offset the decline in the T&D business.
- 2018 T&D sales (c.65% of revenues in the region) declined. Transport & Traffic growth did not counteract the decrease in Defence & Security (lower contribution of the Eurofighter program).
- 2018 Minsait (IT) sales (c. 35% of total revenues in the region) posted double digit growth. It is worth mentioning Energy & Industry due to the positive performance of the Italian subsidiary.
- 4Q18 sales increased by +6% in local currency. The double digit growth registered in Minsait (IT) along with the growth posted in Transport, offset the decline in Defence & Security (lower contribution of the Eurofighter program).
- 2018 order Intake went down by -10% in local and in reported terms, mainly affected by the lower activity registered in the T&D division (due to the fall registered in the Eurofighter program and the difficult comparison vs 2017 in ATM).

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

Asia, Middle East & Africa

- 2018 revenues in AMEA decreased by -7% in local currency (-9% in reported terms) mainly affected by the difficult comparison vs last year (Elections business). Excluding the Elections business, sales would have increased close to mid-single digit.
- 2018 T&D sales (c.75% of total revenues in the region) posted close to double digit growth, mainly pushed by Transport & Traffic (largest vertical in the region), showing both Transport (Mova Traffic contracts) and Air Traffic Management (Algeria and China ATM contracts) very positive performances.
- 2018 Minsait (IT) revenues (c.25% of total sales in the region) registered double digit fall, affected by the difficult comparison versus last year (Elections business).
- 4Q18 sales went down by -3% in local currency and reported terms, as a consequence of the decrease posted by Public Administrations & Healthcare (Elections business). On the positive side, it is worth highlighting the double digit growth registered in the Transport & Traffic vertical (double digit growth both in Transport and in ATM).
- 2018 order Intake in AMEA went up by +1% in local currency (-3% in reported terms). The strong order intake in Transport & Traffic (maintenance phase of the Mecca-Medina high-speed railway contract) and Defence & Security (contract to supply a deployable forensic laboratory in Australia) offset the strong decline in the Elections business due to the difficult comparison vs last year.

Appendices

Consolidated Income Statement

	2018 €M	2017 €M	Variation €M	Variation %	4Q18 €M	4Q17 €M	Variation €M	Variation %
Revenue	**3,103.7**	**3,011.1**	**92.6**	**3**	**930.1**	**895.2**	**34.9**	**4**
In-house work on non-current assets and other income	85.3	58.0	27.3	47	31.9	23.9	8.0	33
Materials used and other supplies and other operating expenses	(1,290.5)	(1,315.7)	25.2	(2)	(430.7)	(412.6)	(18.1)	4
Staff Costs	(1,606.9)	(1,486.0)	(120.9)	8	(422.6)	(410.4)	(12.2)	3
Other gains or losses on non-current assets and other results	1.4	(1.1)	2.5	NA	1.2	(0.4)	1.6	NA
Gross Operating Result (EBITDA)	**293.0**	**266.3**	**26.7**	**10**	**109.9**	**95.7**	**14.2**	**15**
Depreciation and amortisation charge	(93.7)	(70.6)	(23.1)	33	(25.7)	(23.7)	(2.0)	8
Operating Result (EBIT)	**199.3**	**195.6**	**3.7**	**2**	**84.3**	**72.0**	**12.3**	**17**
EBIT Margin	***6.4%***	***6.5%***	***(0.1) pp***	**NA**	***9.1%***	***8.0%***	***1.1 pp***	**NA**
Financial Loss	**(34.7)**	**(32.3)**	**(2.4)**	**7**	**(6.8)**	**(10.5)**	**3.7**	**(35)**
Result of companies accounted for using the equity method	(0.7)	(0.5)	(0.2)	NA	(0.0)	(0.4)	0.4	NA
Profit (Loss) before tax	**163.9**	**162.8**	**1.1**	**1**	**77.4**	**61.1**	**16.3**	**27**
Income tax	(41.7)	(33.8)	(7.9)	23	(11.5)	(17.8)	6.3	(35)
Profit (Loss) for the year	**122.2**	**129.1**	**(6.9)**	**(5)**	**65.9**	**43.2**	**22.7**	**53**
Profit (Loss) attributable to non-controlling interests	(2.5)	(2.2)	(0.3)	NA	(0.8)	(0.9)	0.1	NA
Profit (Loss) attributable to the Parent	**119.8**	**126.9**	**(7.1)**	**(6)**	**65.1**	**42.4**	**22.7**	**54**

Earnings per Share (according to IFRS)	2018	2017	Variation (%)
Basic EPS (€)	0.680	0.738	(8)
Diluted EPS (€)	0.625	0.672	(7)

	2018	2017
Total number of shares	176,654,402	176,654,402
Weighted treasury stock	457,647	603,063
Total shares considered	176,196,755	172,010,724
Total diluted shares considered	202,188,320	200,216,246
Treasury stock in the end of the period	428,489	813,376

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 also 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. Likewise, this calculation takes into consideration the redemption of the bond issued in 2013, which took place in 17/10/2018), 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.*

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

- 2018 revenues went up +3% in reported figures (+6% in local currency). 4Q18 revenues went up by +4% in reported figures (+6% in local currency).
- Other Income went up by €+27m in 2018 due to the higher investment in R&D (€61m in 2018 vs €38m in 2017), in line with the increase in intangible assets (CAPEX).
- Personnel expenses increased by +8% in 2018, chiefly due to the impact of acquisitions[1] (Tecnocom started to consolidate since 18th April 2017, along with the costs associated with its integration).
- 2018 EBITDA increased +10% vs 2017, equivalent to 9.4% margin vs 8.8% in 2017. 4Q18 EBITDA margin reached 11.8% vs 10.7% in 4Q17.
- 2018 D&A increased €+23m. This increase is explained by the intangible assets that started its commercialization phase and by the amortization of intangible assets from the Price Purchase Allocation (PPA) associated with Tecnocom (€7.4m).
- 2018 EBIT improved to €199m vs €196m in 2017, implying +2% increase.
- 4Q18 EBIT amounted to €84m vs €72m in 4Q17. 4Q18 EBIT Margin reached 9.1% vs 8.0% in 4Q17.
- Financial results worsened by €2m vs 2017 due to the lower financial income from the cash position in Brazil (€-2m), hedging adjustments (€-1m) on projects (changes in milestones and scopes), and the expense (€-1m) of higher amount of gross debt despite its lower cost. There has also been other financial income (€+2m), mainly dividends.
- 2018 Profit before tax reached €164m vs €163m, improving +1% in spite of higher D&A.
- 2018 Tax expenses was equivalent to a tax rate of 25% vs 21% in 2017. This increase is explained by the temporary non-deductible costs related to the CNMC fine as well as by impact of the optimization of the Company´s taxable income in Brazil in 2017.
- Net profit of the group stood at €120m (-6% vs 2017) affected by the lower extraordinary tax income in Brazil vs 2017 (c. €20m).

Income Statement by Division

2018 M€	T&D	IT	Eliminations	Total
Total Sales	1,188	1,916	-	3,104
Contribution Margin	230	264	-	494
Contribution Margin (%)	*19.4%*	*13.8%*	-	*15.9%*
EBIT	157	43	-	199
EBIT Margin (%)	*13.2%*	*2.2%*	-	*6.4%*

4Q18	T&D	IT	Eliminations	Total
Total Sales	410	520	-	930
Contribution Margin	74	71	-	145
Contribution Margin (%)	*18.1%*	*13.6%*	-	*15.6%*
EBIT	57	27	-	84
EBIT Margin (%)	*14.0%*	*5.2%*	-	*9.1%*

2017	T&D	IT	Eliminations	Total
Total 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	T&D	IT	Eliminations	Total
Total 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%*

Figures not audited

1 Acquisitions: Tecnocom, which started to consolidate on 18 April 2017; Paradigma, which started to consolidate on 1 January 2018; ACS (Advanced Control Systems) which started to consolidate on 1 October 2018.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

Consolidated Balance Sheet

	2018 €M	2017 €M	Variation €M
Property, plant and equipment	108.4	104.1	4.3
Property investments	1.4	1.5	(0.1)
Other Intangible assets	373.5	352.2	21.3
Investments for using the equity method and other non-current financial assets	249.3	232.1	17.2
Goodwill	811.9	802.7	9.2
Deferred tax assets	160.4	165.8	(5.4)
Total non-current assets	**1,704.9**	**1,658.4**	**46.5**
Assets classified as held for sale	14.1	26.9	(12.8)
Operating current assets	1,283.3	1,321.9	(38.6)
Other current assets	121.1	160.3	(39.2)
Cash and cash equivalents	917.8	699.1	218.7
Total current assets	**2,336.4**	**2,208.2**	**128.2**
TOTAL ASSETS	**4,041.3**	**3,866.6**	**174.7**
Share Capital and Reserves	660.5	640.8	19.7
Treasury shares	(3.7)	(9.4)	5.7
Equity attributable to parent company	**656.8**	**631.4**	**25.4**
Non-controlling interests	20.9	17.5	3.4
TOTAL EQUITY	**677.7**	**648.9**	**28.8**
Provisions for contingencies and charges	65.6	70.2	(4.6)
Bank borrowings and financial liabilities relating to issues of debt instruments and other marketable securities	1,358.6	1,016.4	342.2
Deferred tax liabilities	2.7	20.8	(18.1)
Other non-current financial liabilities	135.8	136.5	(0.7)
Total Non-current liabilities	**1,562.7**	**1,243.9**	**318.8**
Liabilities classified as held for sale	0.0	0.0	0.0
Current bank borrowings and financial liabilities relating to issues of debt instruments and other marketable securities	42.3	271.0	(228.7)
Operating current liabilities	1,364.2	1,328.2	36.0
Other current liabilities	394.3	374.6	19.7
Total Current liabilities	**1,800.9**	**1,973.7**	**(172.8)**
TOTAL EQUITY AND LIABILITIES	**4,041.3**	**3,866.6**	**174.7**

Current bank borrowings and financial liabilities relating to issues of debt instruments and other marketable securities	(42.3)	(271.0)	228.7
Bank borrowings and financial liabilities relating to issues of debt instruments and other marketable securities	(1,358.6)	(1,016.4)	(342.2)
Gross financial debt	(1,401.0)	(1,287.3)	(113.7)
Cash and cash equivalents	917.8	699.1	218.7
Net Debt	***(483.2)***	***(588.2)***	***105.0***

Figures not audited

Consolidated Cash Flow statement

	2018 €M	2017 €M	Variation €M	4Q18 €M	4Q17 €M	Variation €M
Profit Before Tax	**163.9**	**162.8**	**1.1**	**77.4**	**61.1**	**16.3**
Adjusted for:						
- Depreciation and amortization charge	93.7	70.6	23.1	25.7	23.7	2.0
- Provisions, capital grants and others	(41.6)	(5.3)	(36.3)	(21.7)	11.6	(33.3)
- Result of companies accounted for using the equity method	0.7	0.5	0.2	0.0	0.4	(0.4)
- Financial loss	34.7	32.3	2.4	6.8	10.5	(3.7)
Dividends received	**1.3**	**3.2**	**(1.9)**	**1.2**	**3.2**	**(2.0)**
Profit (Loss) from operations before changes in working capital	**252.8**	**264.2**	**(11.4)**	**89.4**	**110.4**	**(21.0)**
Changes in trade receivables and other items	6.8	(67.4)	74.2	(17.8)	(40.4)	22.6
Changes in inventories	(24.2)	(20.7)	(3.5)	41.1	0.1	41.0
Changes in trade payables and other items	45.4	123.9	(78.5)	143.4	123.1	20.3
Cash flows from operating activities	**27.9**	**35.8**	**(7.9)**	**166.7**	**82.8**	**83.9**
Tangible (net)	(24.7)	(13.9)	(10.8)	(12.4)	(7.7)	(4.7)
Intangible (net)	(54.7)	(26.2)	(28.5)	(18.8)	(7.9)	(10.9)
Capex	**(79.4)**	**(40.0)**	**(39.4)**	**(31.2)**	**(15.6)**	**(15.6)**
Interest paid and received	**(17.1)**	**(21.0)**	**3.9**	**(6.4)**	**(10.1)**	**3.7**
Income tax paid	**(16.7)**	**(52.5)**	**35.8**	**(4.9)**	**(25.2)**	**20.3**
Free Cash Flow	**167.5**	**186.5**	**(19.0)**	**213.4**	**142.4**	**71.0**
Changes in other financial assets	0.1	0.4	(0.3)	(0.2)	(0.3)	0.1
Financial investments/divestments	(47.3)	(192.3)	145.0	(7.7)	(48.3)	40.6
Dividends paid by companies to non-controlling shareholders	(0.1)	(0.1)	0.0	(0.1)	0.0	(0.1)
Dividends of the parent company	0.0	0.0	0.0	0.0	0.0	0.0
Shareholders contributions	0.0	(5.2)	5.2	0.0	0.0	0.0
Changes in treasury shares	(3.6)	(6.1)	2.5	(0.7)	(0.7)	0.0
Cash-flow provided/(used) in the period	**116.5**	**(16.8)**	**133.3**	**204.8**	**93.2**	**111.6**

Initial Net Debt	**(588.2)**
Cash-flow provided/(used) in the period	116.5
Foreign exchange differences and variation with no impact in cash	(11.5)
Final Net Debt	***(483.2)***

Cash & cash equivalents at the beginning of the period	**699.1**	**673.9**	**25.2**
Foreign exchange differences	(4.6)	(13.7)	9.1
Increase (decrease) in borrowings	106.8	55.8	51.0
Net change in cash and cash equivalents	116.5	(16.8)	133.3
Ending balance of cash and cash equivalents	**917.8**	**699.1**	**218.7**
Long term and current borrowings	**(1,401.0)**	**(1,287.3)**	**(113.7)**
Final Net Debt	***(483.2)***	***(588.2)***	***105.0***

Consolidated cash flow statement from this report onwards will integrate other operating changes in each of the working capital items. The breakdown according to the previous reporting is the following:

	2018 €M	2017 €M	Variation €M	4Q18 €M	4Q17 €M	Variation €M
Changes in receivables (net)	1.2	(79.6)	80.8	(34.8)	(45.0)	10.2
Changes in inventories (net)	(24.2)	(20.7)	(3.5)	41.1	0.1	41.0
Changes in payables (net)	20.8	80.1	(59.3)	87.6	40.3	47.3
Changes in working capital	**(2.2)**	**(20.2)**	**18.0**	**93.9**	**(4.6)**	**98.5**
Other operating changes	**30.1**	**56.0**	**(25.9)**	**72.8**	**87.5**	**(14.7)**
Cash flows from operating activities	**27.9**	**35.8**	**(7.9)**	**166.7**	**82.8**	**83.9**

Figures not audited

- 2018 Operating Cash Flow before net working capital reached €253m vs €264m.
- Cash Flow from operating activities amounted to €28m in 2018 (vs €36m in 2017), thanks to the positive contribution of changes in trade payables and other items.
- Net Working Capital (Operating Current Assets – Operating Current Liabilities) was €-81m, equivalent to -10 Days of Sale (DoS). In 2017, Net Working Capital totaled €-6m (equivalent to -1 DoS), or €-82m restated for IFRS 15 and 9 (equivalent to -10 DoS). Net Working Capital remained stable (-10 DoS), since the increment of inventories (mainly due to the IFRS 15 application and the serial production of especific T&D related products) was offset by the reduction in receivables.
- Non-recourse factoring lines remain stable at €187m, same figure as in December 2017.
- CAPEX (net of subsidies) stood at €79m in 2018, twice the amount reached in 2017 (€40m), in line with the higher investment commitments announced by the Company in the Strategic Plan 2018-2020. Intangible investments increased to €55m in 2018 vs €26m in 2017 and tangible investments amounted to €25m in 2018 vs €14m in 2017.
- Financial Results was €17m in 2018 vs €21m in 2017, explained by the lower payments of gross debt interests (€2m) mainly due to Brazil and the financial income coming from dividends received.
- 2018 Tax payment was lower than 2017, due to some tax refunds from the Spanish tax authorities related to 2016 and 2017 fiscal years, which were collected in 1Q18 and 4Q18.
- 2018 Free Cash Flow was €168m vs €186m in 2017. There was a cash generation in the fourth quarter (€213m in 4Q18 vs €142m in 4Q17), again with a very positive contribution of working capital in the last days of the year.
- Net Debt down to €483m in December 2018 vs €588m in December 2017. Net Debt/EBITDA LTM ratio stood at 1.6x vs 2.2x in 2017.
- Gross debt borrowing costs were 2.0%, improving 0.2 pp vs 2017.

Investor Relations
+34.91.480.98.00
irindra@indra.es
www.indracompany.com

Human Resources

Final Workforce	2018	%	2017	%	Variation (%) vs 2017
Spain	26,622	61	25,081	63	6
America	13,071	30	11,326	28	15
Europe	2,073	5	1,811	5	14
Asia, Middle East & Afric	1,941	4	1,802	5	8
Total	**43,707**	**100**	**40,020**	**100**	**9**

Average Workforce	2018	%	2017*	%	Variation (%) vs 2017
Spain	25,775	62	24,517	61	5
America	11,909	28	11,921	30	(0)
Europe	2,008	5	1,836	5	9
Asia, Middle East & Afric	1,879	4	1,730	4	9
Total	**41,572**	**100**	**40,004**	**100**	**4**

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

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.

Organic Revenues

Definition/Conciliation: Revenues adjusted by foreign exchange impact and perimeter changes of consolidation (acquisitions and divestments). Foreign exchange impact is adjusted by calculating the revenues with the average forex of the previous period. Perimeter changes are adjusted taken into account the acquisitions as if they had been consolidated in the previous period.

Explanation: Metric that reflects the revenue growth excluding the impacts coming from the perimeter changes (acquisitions and divestments) and the foreign exchange.

Coherence in the criteria applied: First time this metric is reported.

Operating Result (EBIT):

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

Explanation: Metric that the Group uses to define its operating profitability and widely used by investors when evaluating businesses.

Likewise, the Group uses it as an indicator of the performance of the EBIT margin, which is the result of the ratio between EBIT and the amount of sales for the same period. This indicator is explained 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.

Operating Margin

Definition/Conciliation: Represents the Operating Result (EBIT) plus staff reorganization costs, integration and acquisition costs, amortization of intangible assets from acquisitions, equity based compensation and possible fines.

Explanation: Metric that the Group uses to define its operating profitability before certain extraordinary costs and widely used by investors when evaluating Information Technology businesses.

Likewise, the Group uses it as an indicator of the performance of the Operating Margin (%) that is the result of the ratio between Operating Margin and the amount of sales for the same period.

Coherence in the criteria applied: Information Technology company´s report this metric.

Gross Operating Result (EBITDA):

Definition/Conciliation: It is calculated by adding the Depreciations and Amortizations to the “Operating Result (EBIT)” as indicated in the consolidated income statement

Explanation: Metric that the Group uses to define its operating profitability, and widely used by investors when evaluating businesses.

Likewise, the Group uses it as an indicator of the performance of the EBITDA margin, which is the result of the ratio between EBITDA and the amount of sales for the same period. This indicator is explained 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 Non-current Loans and Borrowings and Current Loans and Borrowings less Cash and Cash equivalents. 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. It is calculated starting from “Profit Before Tax” as indicated in the consolidated statement of cash flows; adding depreciation and amortization, deducting provisions, capital grants and others, adding result of companies accounted for using the equity method, adding financial losses, adding dividend received, adding cash flow from operating activities, deducting capex, deducting interest paid and received and deducting income tax paid.

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. It is an indicator used by investors when evaluating businesses.

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

Contribution Margin:

Definition/Conciliation: It is the difference 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 over the total revenues of the Group, it is used the contribution margin ratio over revenues of a segment or business. This indicator is explained 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: Order intake is an indicator of the future performance of the Group because it is the amount of the contracts won over a period of time.

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: Backlog is an indicator of the future performance of the Group because it is the amount of the contracts won still to be executed.

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

Glossary

AMEA: Asia, Middle East and Africa.

ATM: Air Traffic Management.

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.

IT: Information Technology

LTM: Last Twelve Months.

MoD: Ministry of Defence.

OPEX: Operating Expenses.

PPA: Purchase Price Allocation.

R&D: Research & Development.

T&D: Transport & Defence.

Contacts

Ezequiel Nieto
Tfno: +34.91.480.98.04
enietob@indra.es

Rubén Gómez
Tfno: +34.91.480.57.66
rgomezm@indra.es

Gonzalo García-Carretero
Tfno: +34.91.480.86.15
ggarciacarretero@indra.es

David Martínez
Tfno: +34.91.480.98.00
dmgirbal@indra.es

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.