

**indra**

# 1H21 Results



July 27<sup>th</sup>, 2021

## CONFERENCE CALL DETAILS

### LIVE EVENT:

The Company will host a conference call for investors and analysts today at 18:30 (Spanish time).

Please find below conference call telephone numbers:

Spain: +34 911140101

France: +33 170710159

UK: +44 2071943759

US: +1 6467224916

Access Code: 89808667#

Access to the live event:

<https://onlinexperiences.com/Launch/QReg/ShowUUID=41725B2D-FD69-46C8-B890-4769463EFDD8>

### WEBCAST REPLAY:

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

Replay dial number:

Spain: +34 910387491

France: +33 (0) 170710160

UK: +44 20 3364 5147

US: +1 (646) 722-4969

Access code: 425010708#

Access to the Webcast Replay:

<https://onlinexperiences.com/Launch/QReg/ShowUUID=41725B2D-FD69-46C8-B890-4769463EFDD8>

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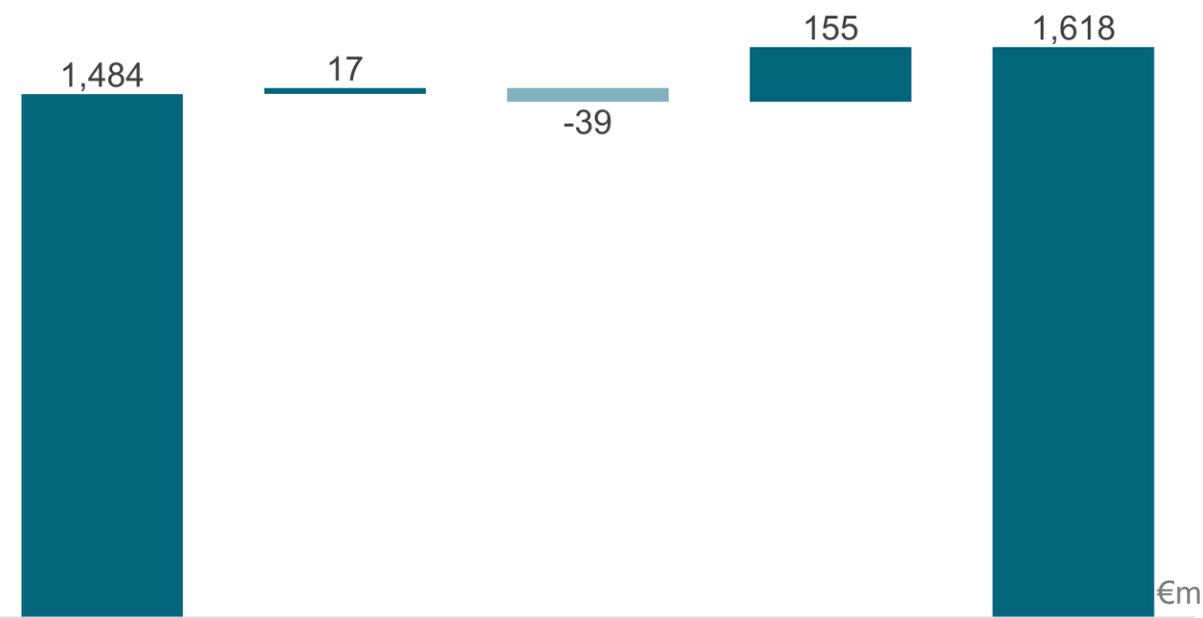
# Main 1H21 headlines

- 1 Net Profit reached €55m in 1H21 vs €-75M in 1H20 and €34m in 1H19 (+63%)
- 2 1H21 revenues went up +11.6% in local currency vs 1H20 (+9% reported) and +10% in local currency vs 1H19 (+5% in reported), accelerating its growth until +18% in local currency in 2Q21 vs 2Q20
- 3 Reported EBIT stood at €100m in 1H21 vs -€78m in 1H20 and €79m in 1H19 (+27%)
- 4 1H21 revenues in Minsait increased by +9% in constant currency vs 1H20 and +11% vs 1H19, pushing EBIT margins above 5% in the period (vs -6.2% in 1H20 and 2.8% in 1H19)
- 5 1H21 T&D revenues went up +16% in local currency vs 1H20 and +8% vs 1H19; Defence & Security outperformed with +22% in local currency
- 6 Cash generation in 1H21 was €-25m (excluding €-25m of the workforce transformation plan) vs €-88m in 1H20
- 7 Net debt reached €546m vs €670m in June 2020. Net Debt / EBITDA LTM ratio stood at 2.1x in June 2021 vs 2.7x in June 2020 and the lowest level at the end of a 1H for the last 6 years
- 8 Backlog reached again a new historic high for Indra (€5,366m). Backlog/Revenues LTM stood at 1.7x in 1H21

# Revenues evolution

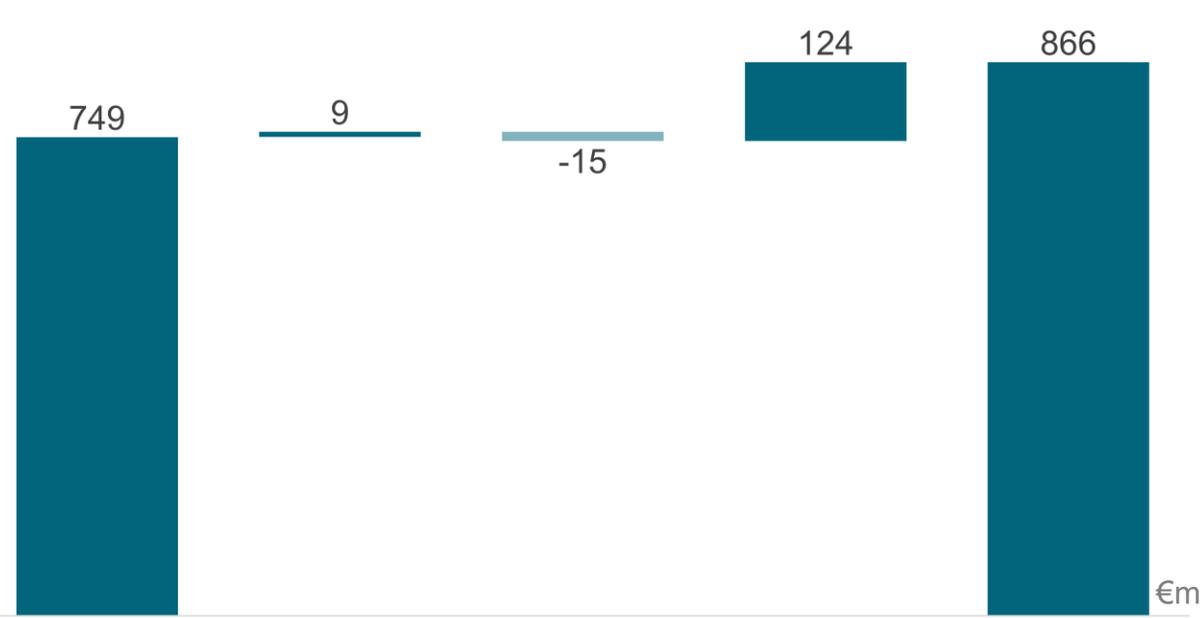
## 1H21 Revenues Evolution

Reported	+9.0%
Local Currency	+11.6%
Organic <sup>1</sup>	+10.3%



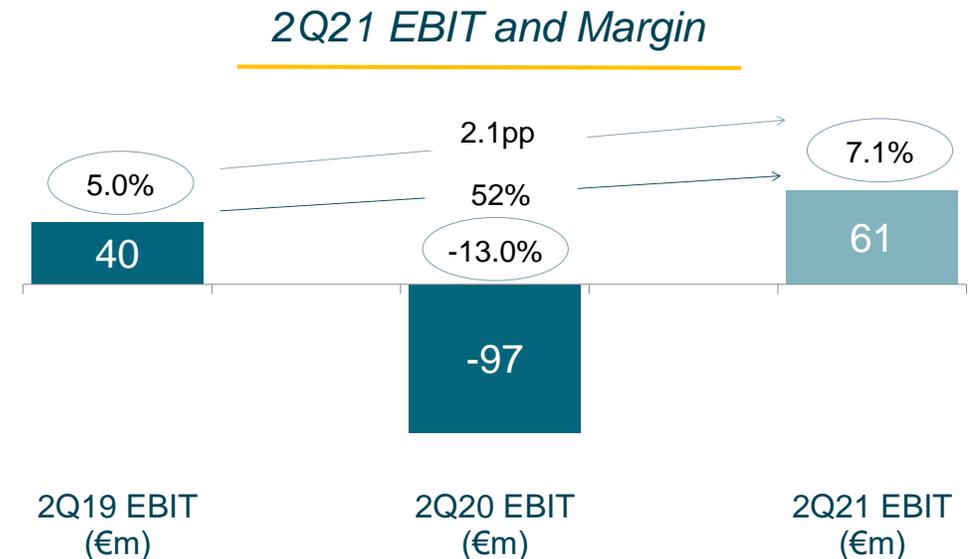
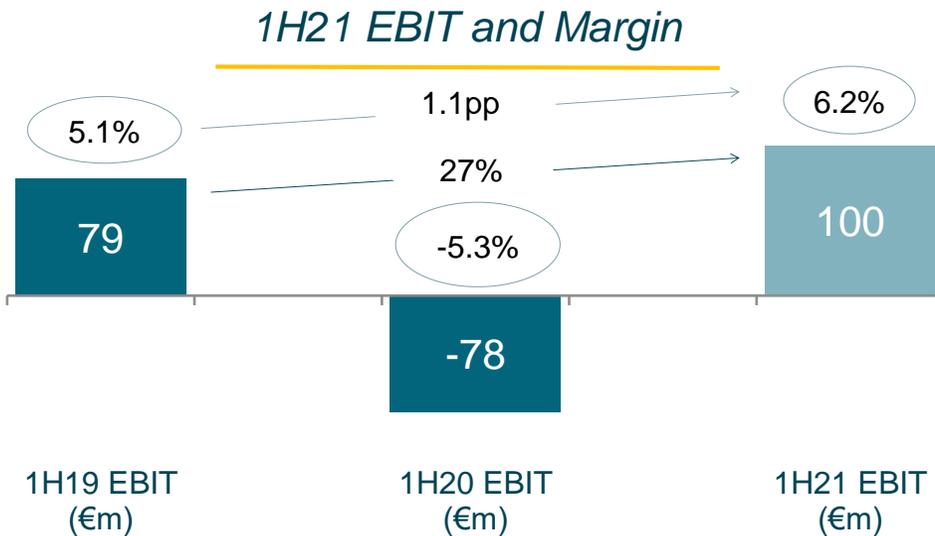
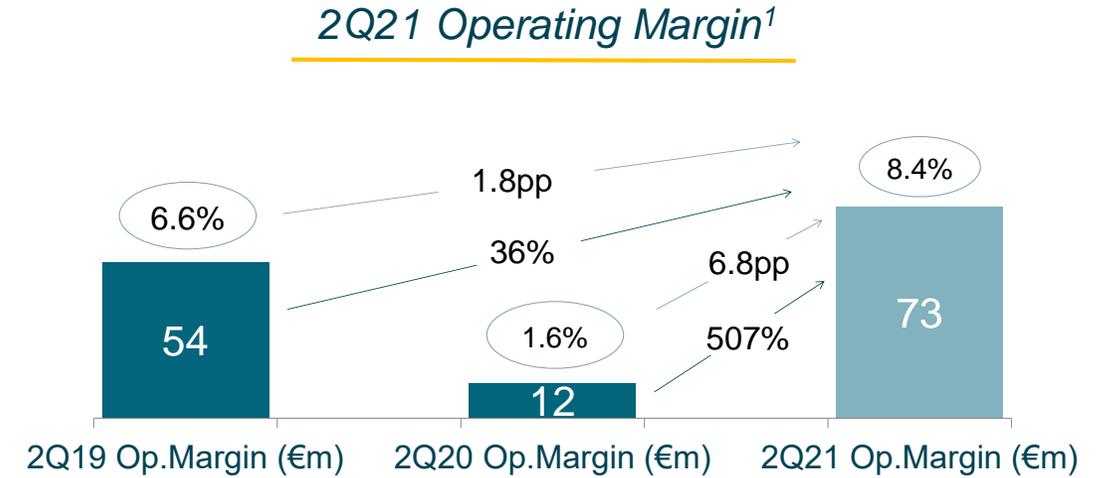
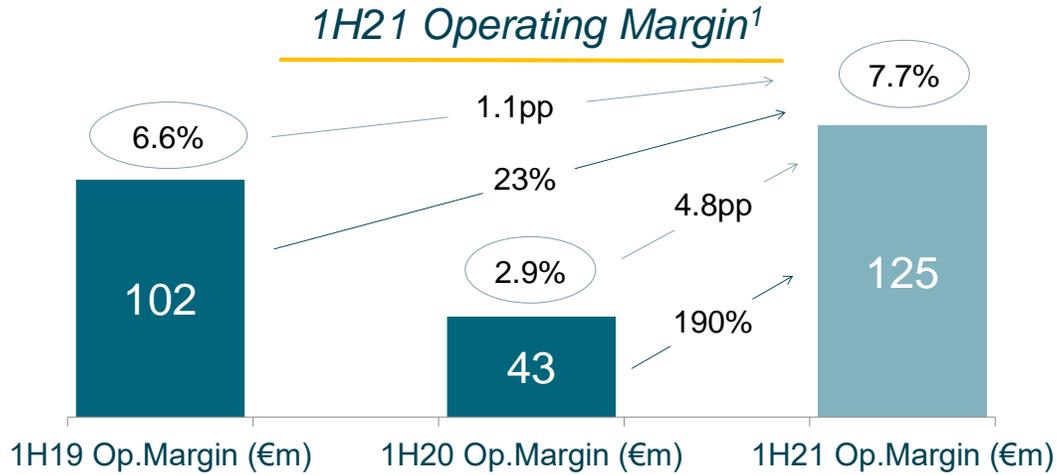
## 2Q21 Revenues Evolution

Reported	+15.6%
Local Currency	+17.6%
Organic <sup>1</sup>	+16.3%



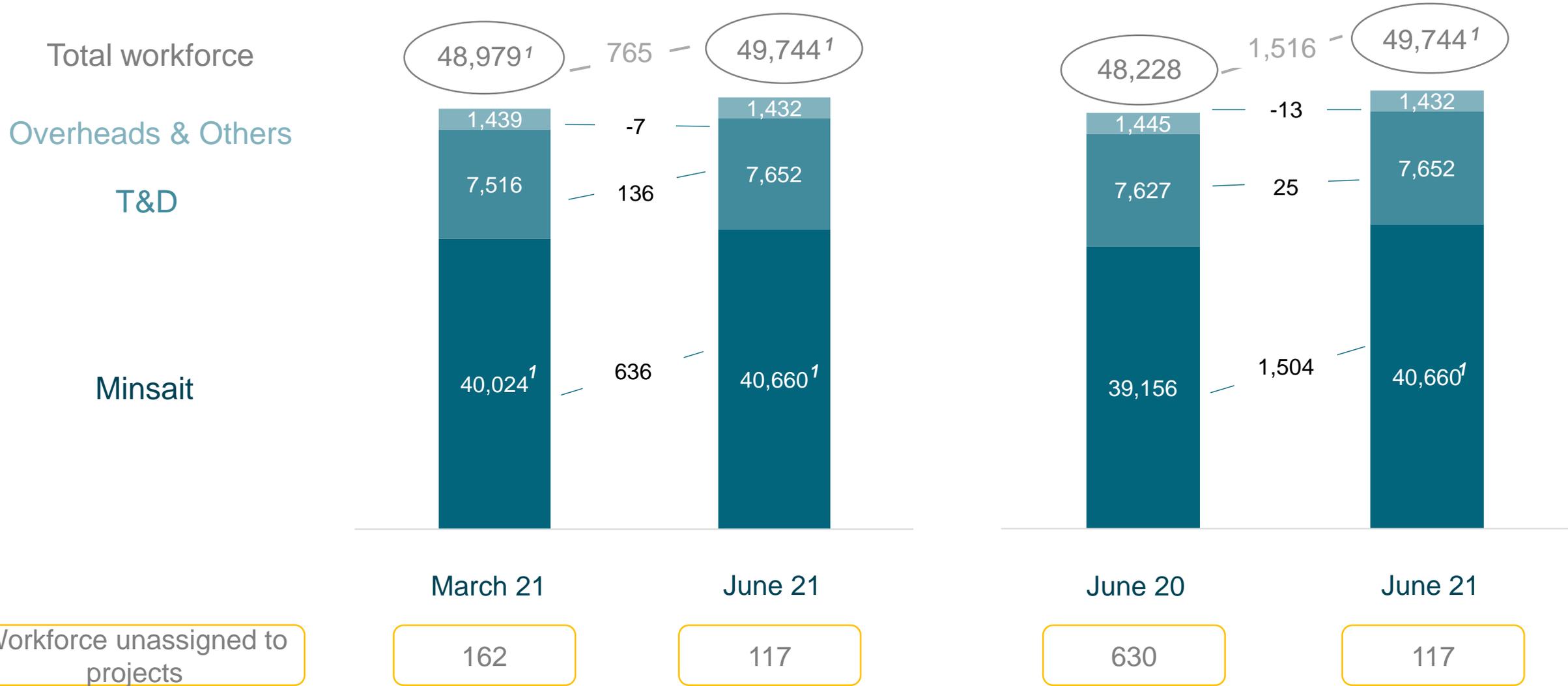
1. Excluding the impact of the SmartPaper acquisition which started to consolidate on January 1<sup>st</sup>, 2021 and the FX impact

# Operating Margin and EBIT evolution



1. EBIT before Other Operating Income & Expenses, including: staff reorganization, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

# Workforce evolution



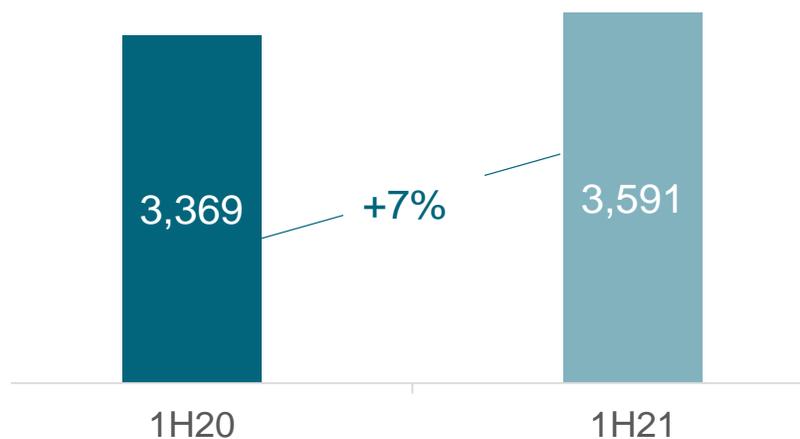
1. SmartPaper workforce included (1,047 employees as of 31/12/2020)

# 2021 Guidance

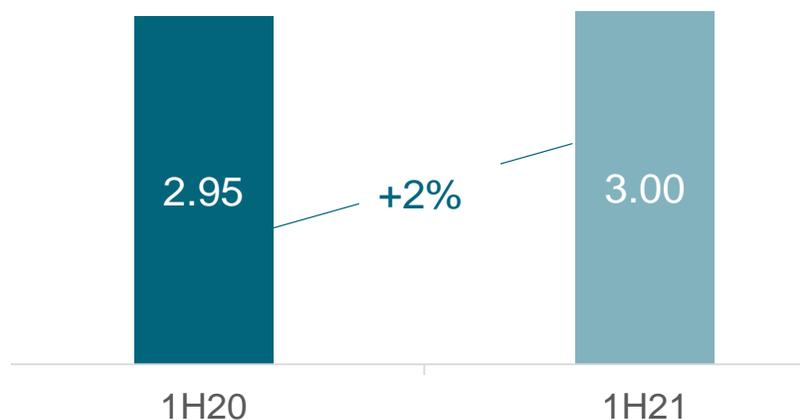
	Previous Guidance 2021	Upgraded Guidance 2021
Revenues (in constant currency)	>€3,200m	>€3,200m
EBIT	>€200m	>€220m
FCF before cash for workforce transformation plan	>€120m	>€130m

# T&D backlog and order intake

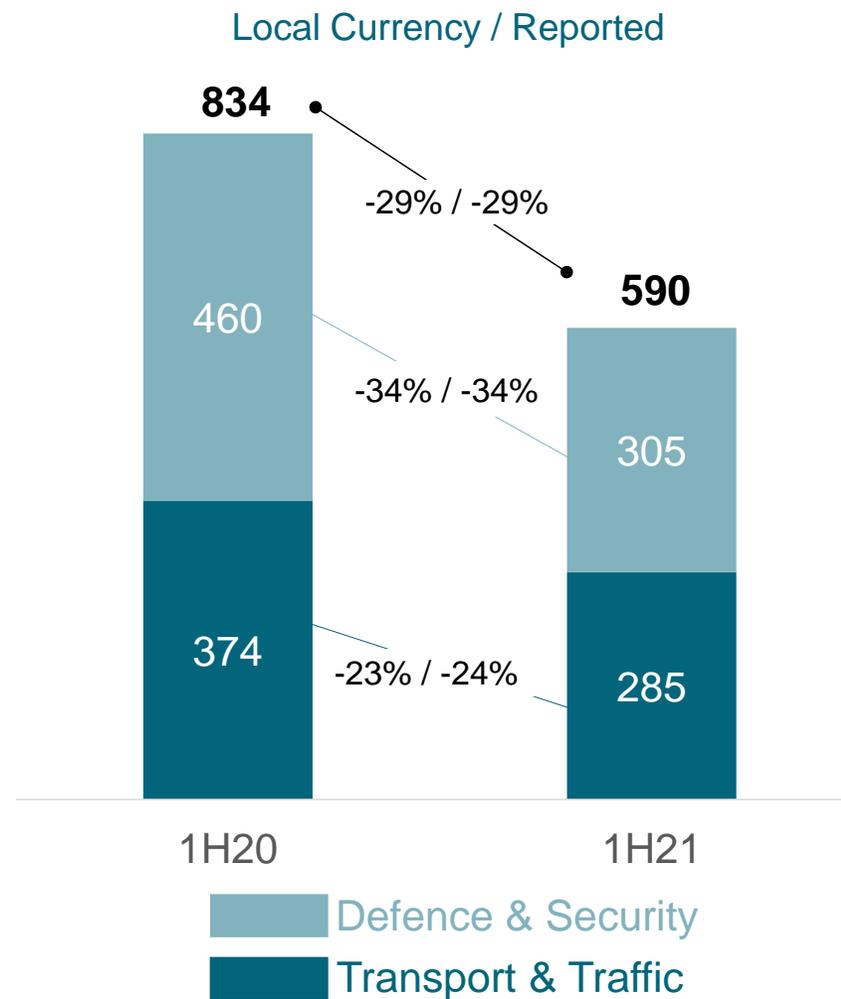
## 1H21 T&D Backlog(€m)



## 1H21 T&D backlog/revs LTM



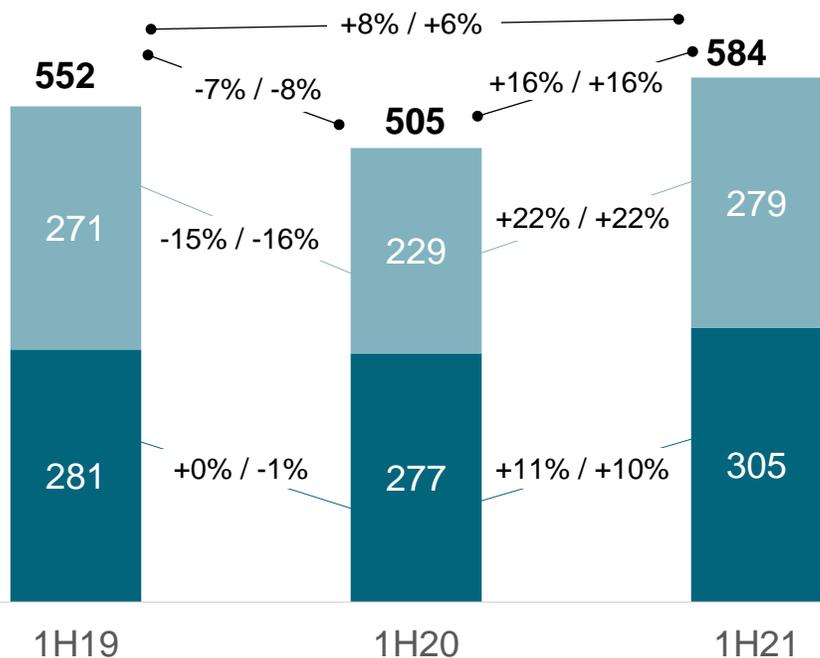
## 1H21 T&D Order Intake (€m)



# T&D revenues

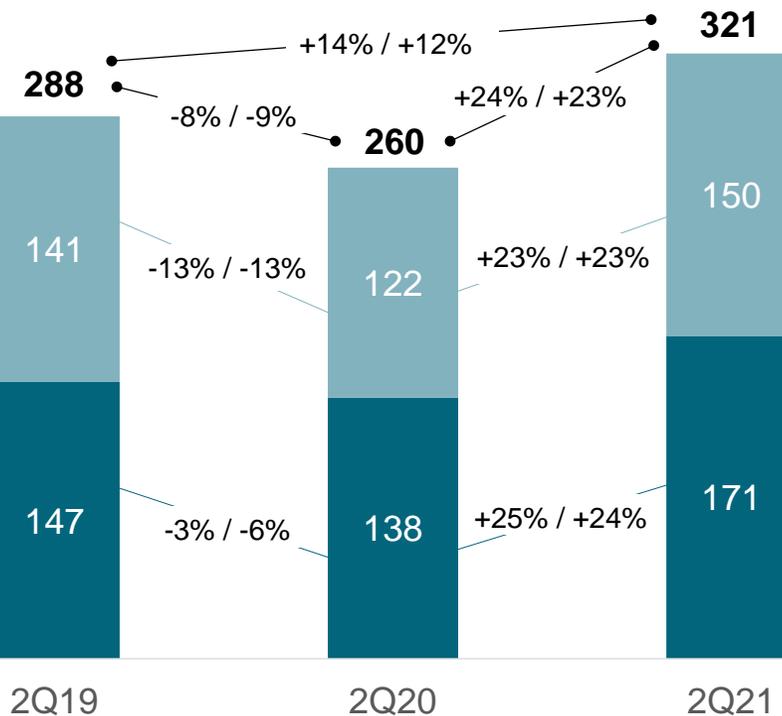
## 1H21 Revenues (€m)

Local Currency / Reported



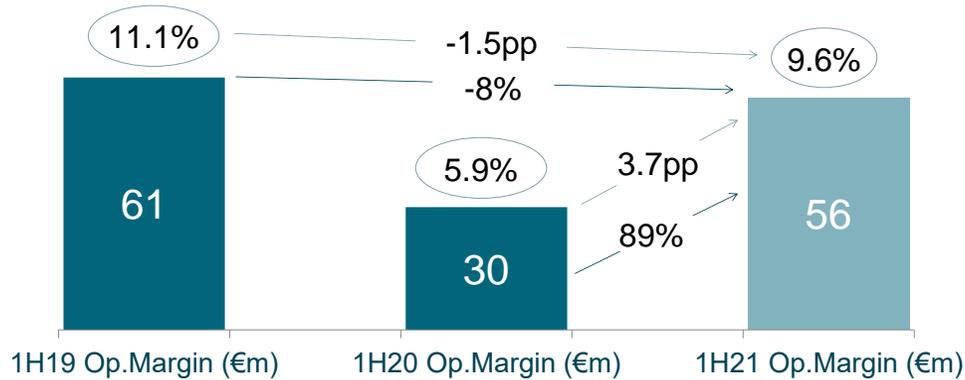
## 2Q21 Revenues (€m)

Local Currency / Reported



# T&D Operating Margin and EBIT evolution

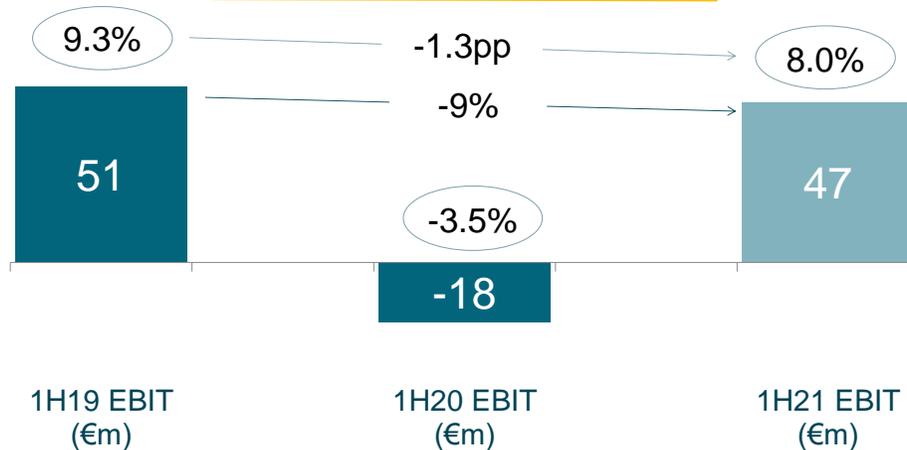
## 1H21 Operating Margin<sup>1</sup>



## 2Q21 Operating Margin<sup>1</sup>



## 1H21 EBIT and Margin



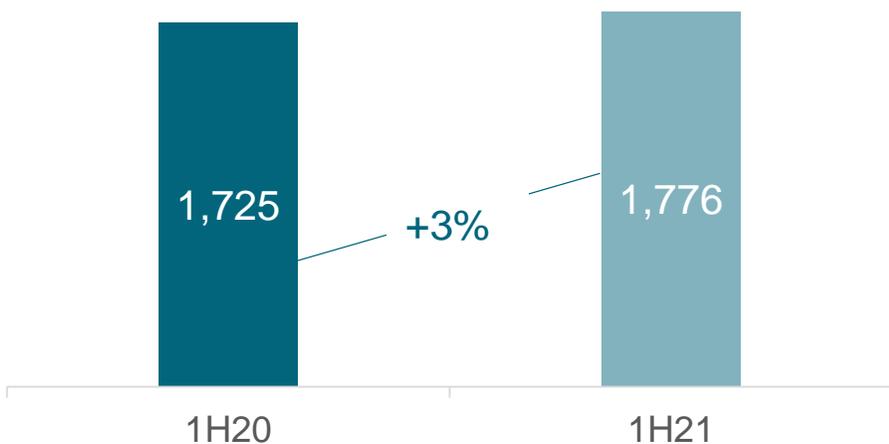
## 2Q21 EBIT and Margin



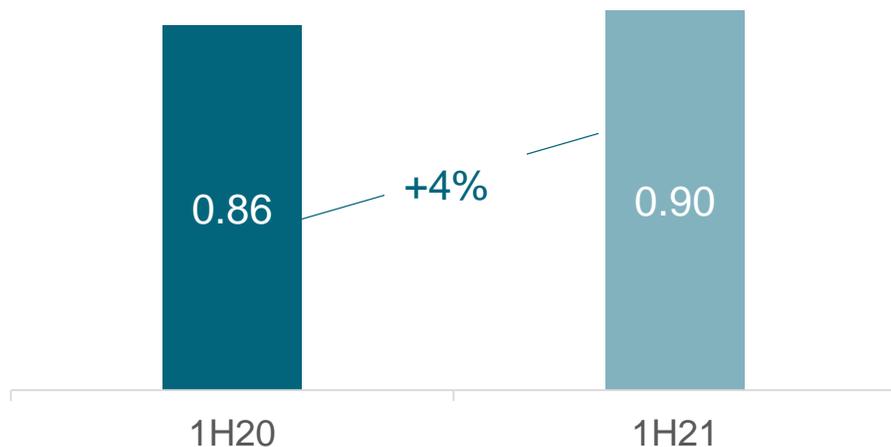
1. EBIT before Other Operating Income & Expenses, including: staff reorganization, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity-based compensation.

# Minsait backlog and order intake

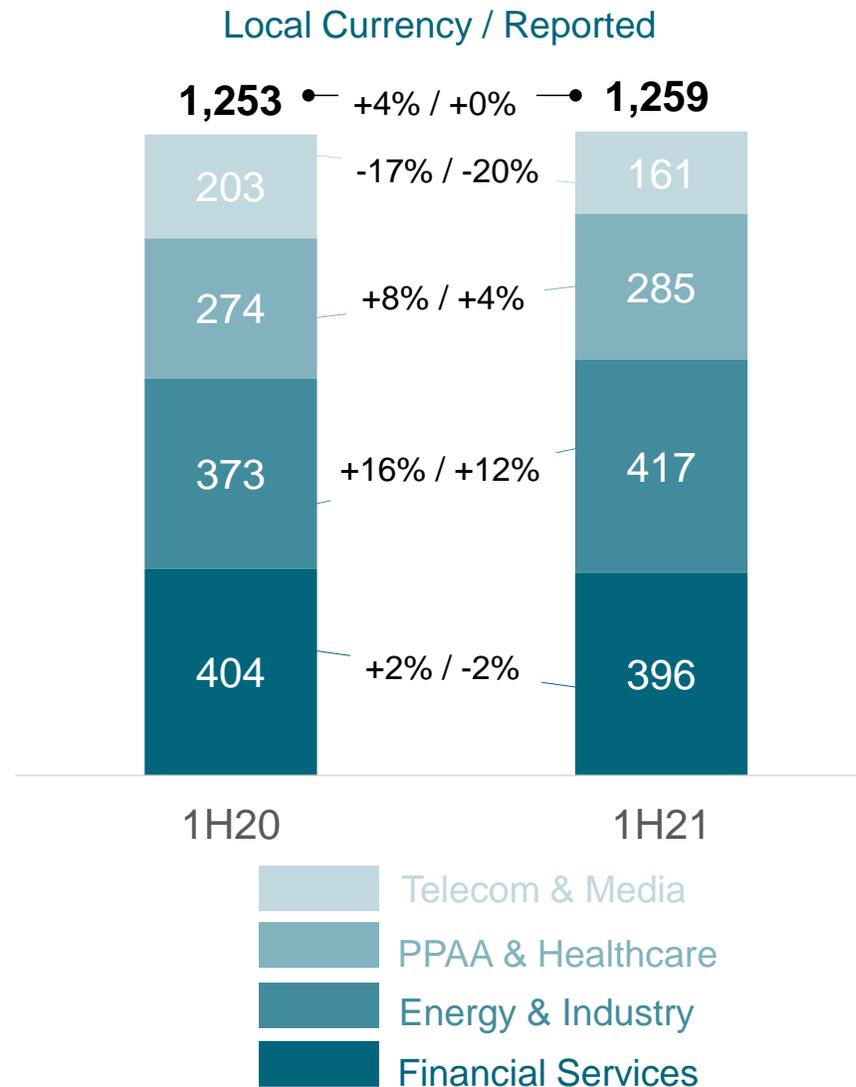
1H21 Minsait Backlog(€m)



1H21 Minsait backlog/revs LTM



1H21 Minsait Order Intake (€m)



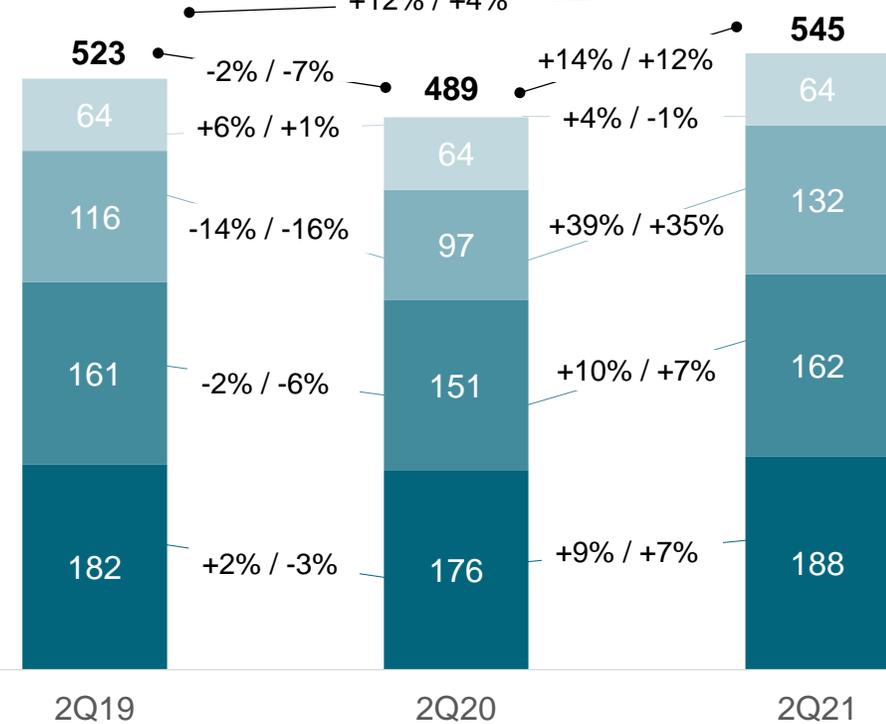
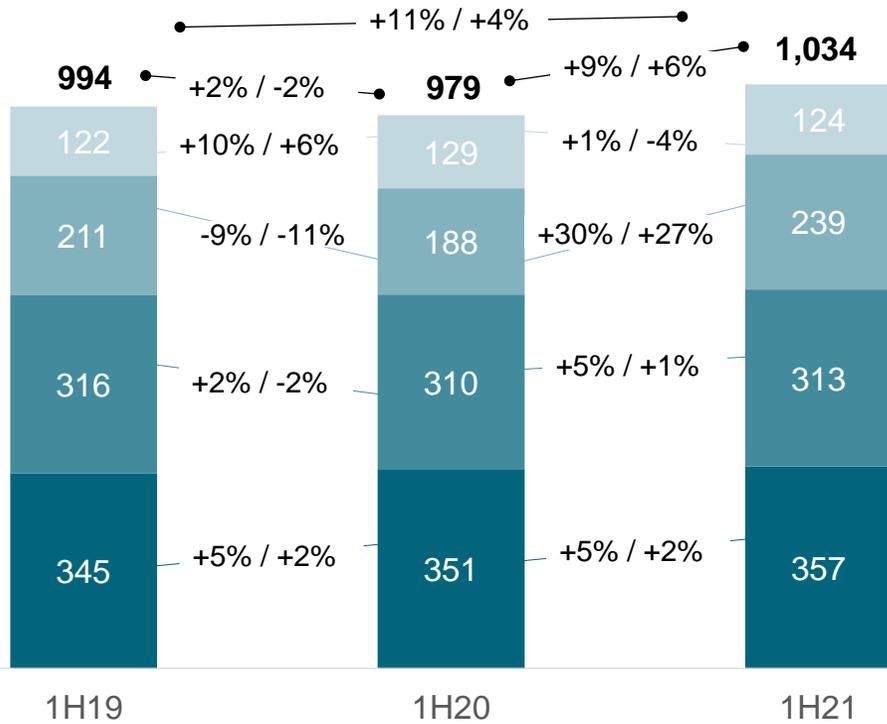
# Minsait revenues

1H21 Revenues (€m)

2Q21 Revenues (€m)

Local Currency / Reported

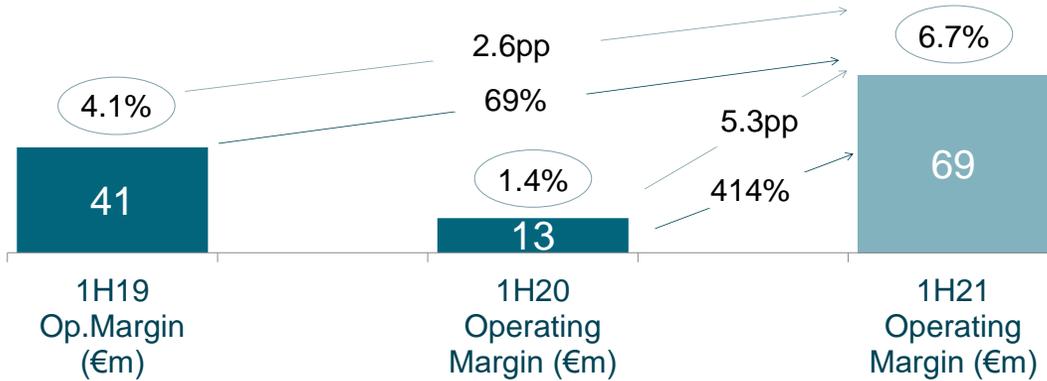
Local Currency / Reported



- Telecom & Media
- PPAA & Healthcare
- Energy & Industry
- Financial Services

# Minsait Operating Margin and EBIT evolution

1H21 Operating Margin<sup>1</sup>



2Q21 Operating Margin<sup>1</sup>



1H21 EBIT and Margin



2Q21 EBIT and Margin



1. EBIT before Other Operating Income & Expenses, including: staff reorganization, integration and acquisition costs, fines, amortization of intangible assets (PPA from acquisitions) and equity based compensation.

# FCF Generation

FY17 €186m

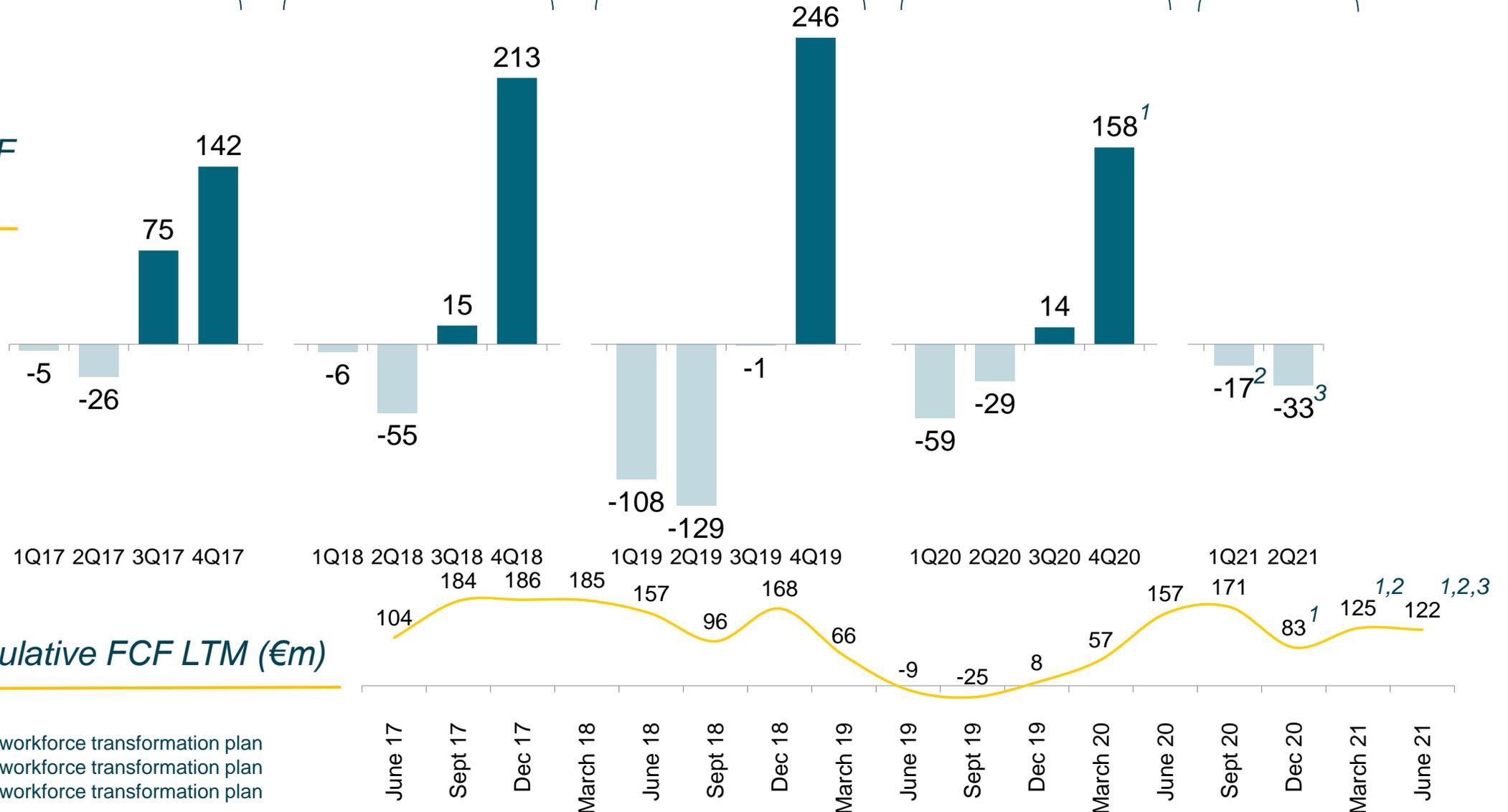
FY18 €168m

FY19 €8m

FY20 €83m

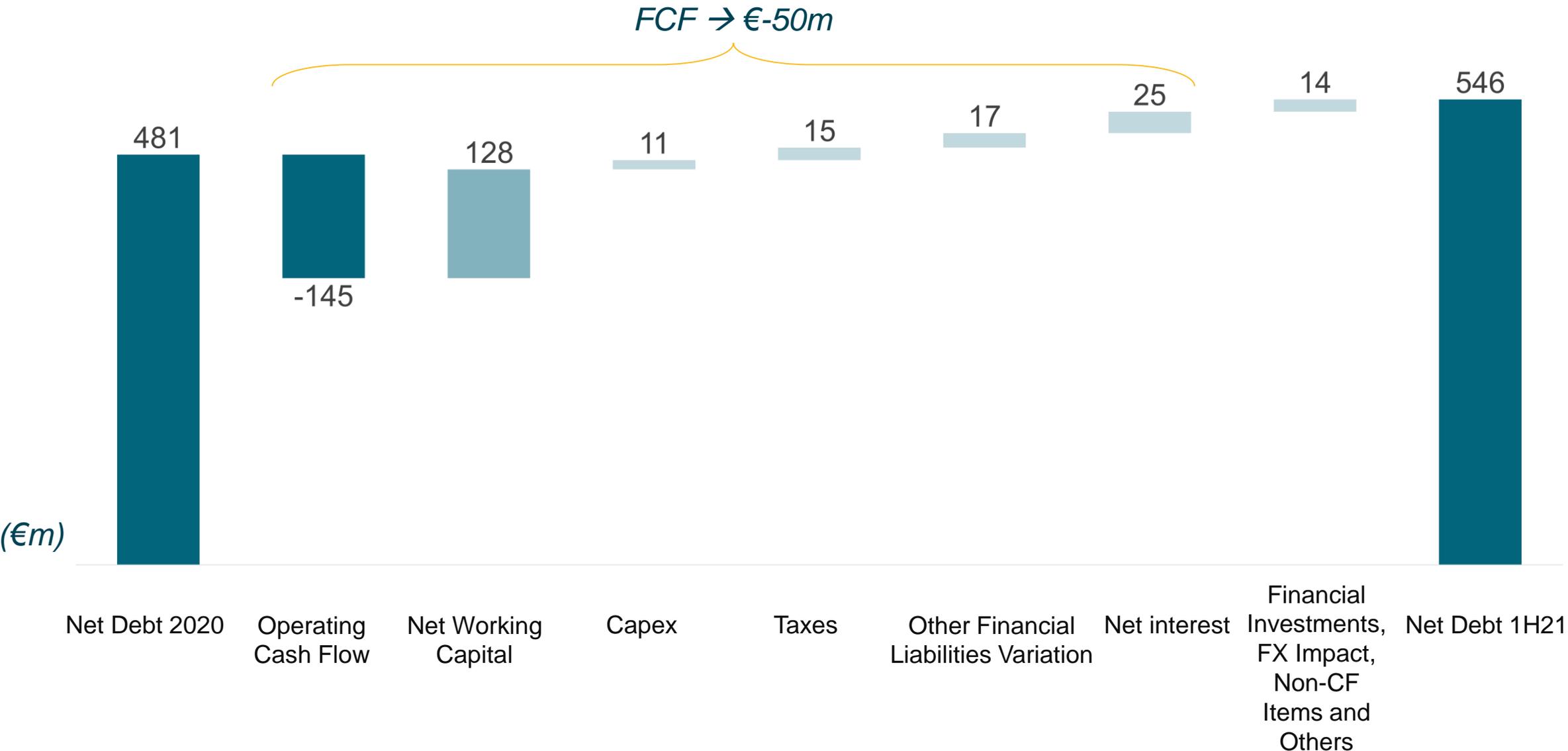
1H21 €-50m

Quarterly FCF  
(€m)



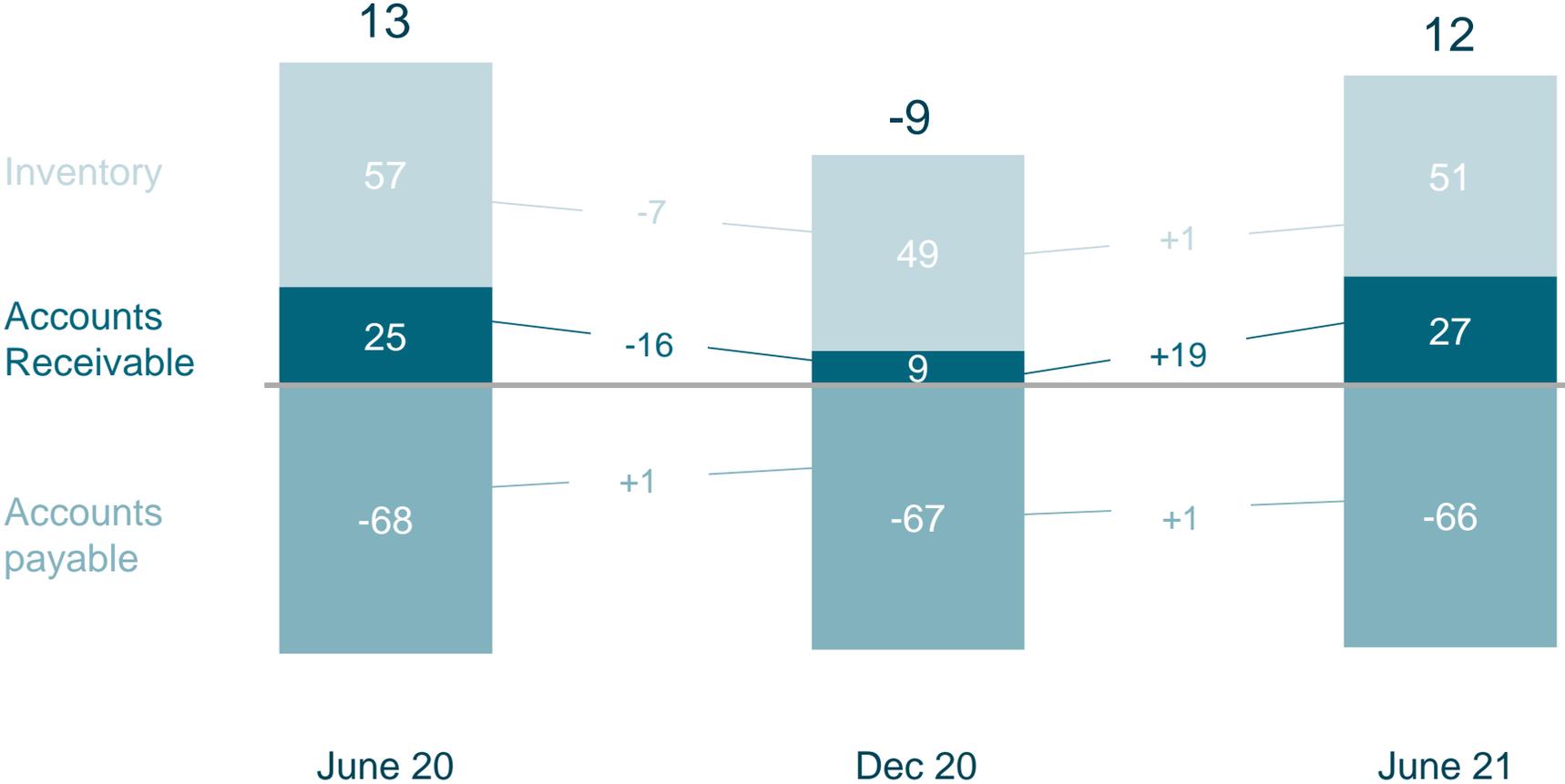
1. Includes €-38m of the workforce transformation plan  
 2. Includes €-11m of the workforce transformation plan  
 3. Includes €-14m of the workforce transformation plan

# Net Debt Bridge



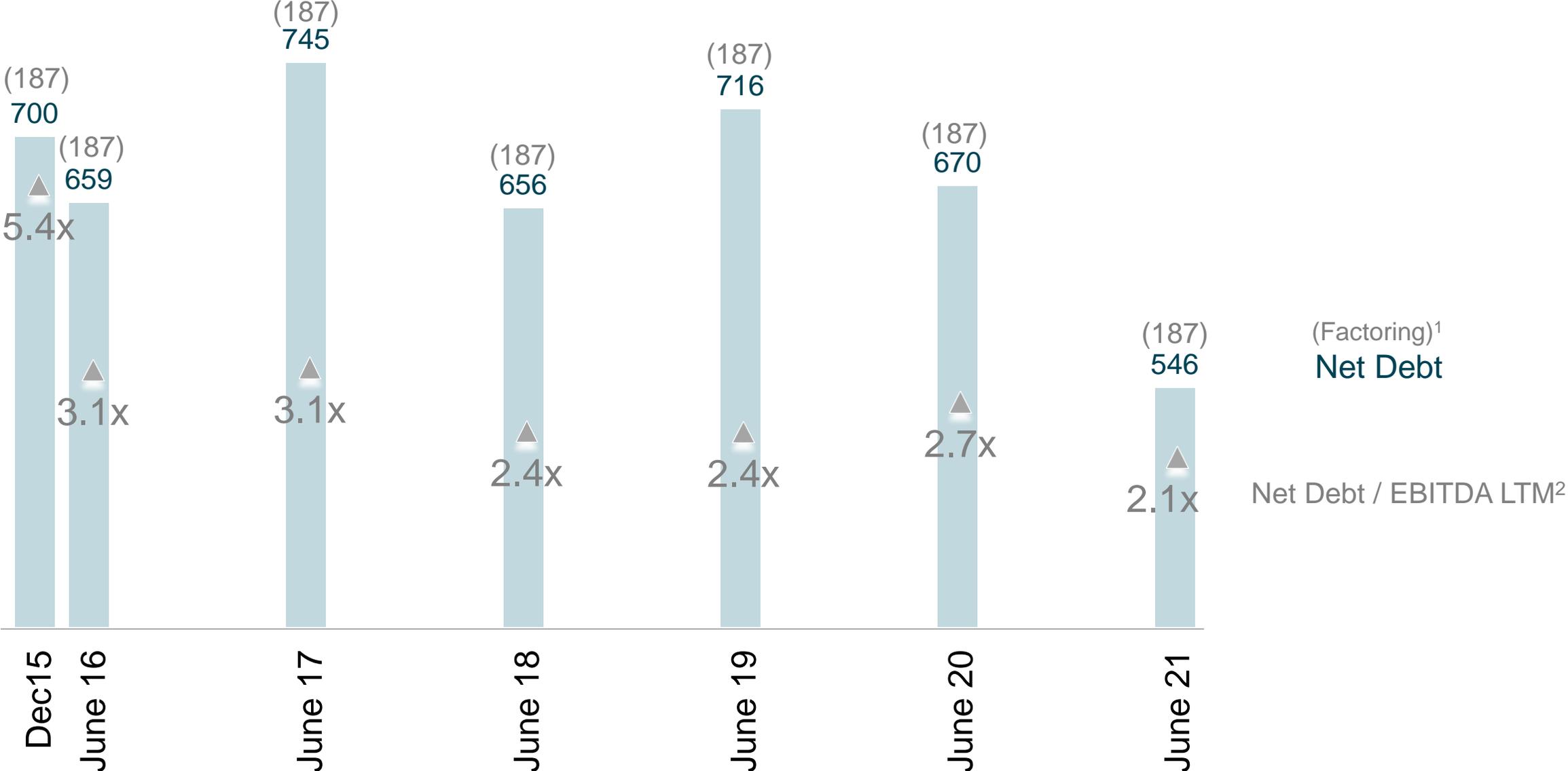
# Net Working Capital Evolution

*Net Working Capital (DoS)*



# Net Debt Evolution

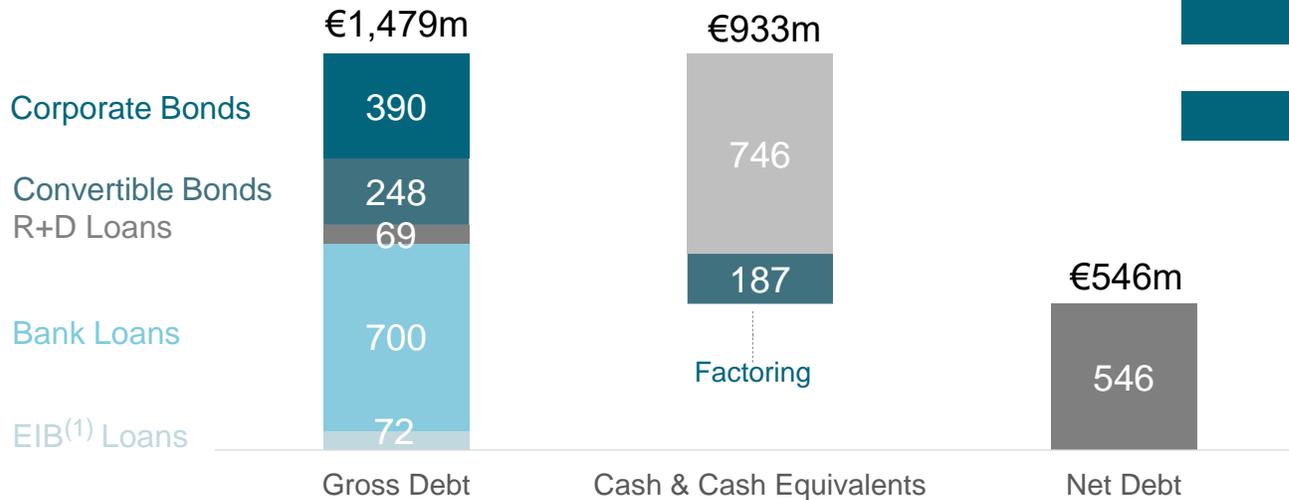
Net Debt (€m)



1. Non-recourse factoring; 2. EBITDA LTM excluding IFRS 16 (€36M).

# Diversified debt structure

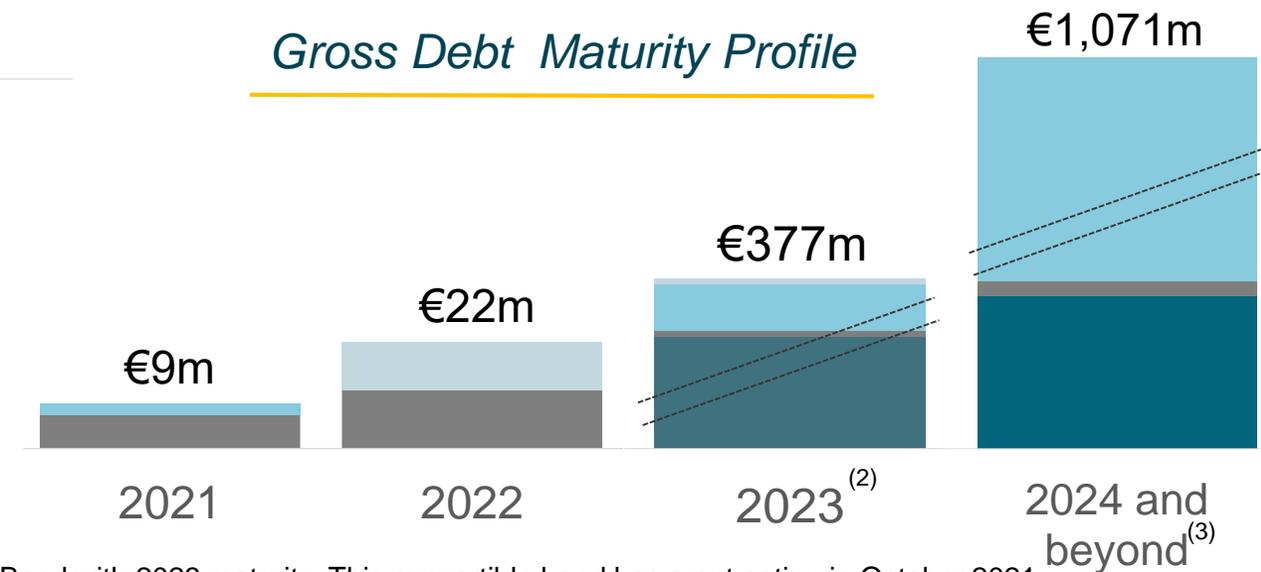
## Gross and Net Debt Structure



	1H21	% total	2020	% total
L/T Debt	1,204	81%	1,373	82%
S/T Debt	275	19%	293	18%
Gross Debt	1,479	100%	1,666	100%
Cost of Gross Debt	1.9%		1.9%	

Cash & Others	933	n.m.	1,185	n.m.
<b>Net Debt</b>	<b>546</b>	<b>n.m.</b>	<b>481</b>	<b>n.m.</b>

## Gross Debt Maturity Profile



Other available credit facilities: €88m

	1H21	FY20
Average life (years)	3.1	3.2

1. European Investment Bank. 2. Including €248m Convertible Bond with 2023 maturity. This convertible bond has a put option in October 2021 which has not been considered as part of 2021 maturities. 3. €298m Corporate Bond with 2024 maturity



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