

1.2 BUSINESS MODEL

BUSINESS MODEL

Innovation is the foundation of Indra's business model, the key to its sustainability as a company and the crucial factor that differentiates the solutions and services it provides.

Innovation



Indra is built on the talent to innovate, using technology to meet the challenges that our clients face.

Clients

Indra's business model is based on building first-rate socio-technological relationships with its clients. In other words, Indra strives not only to be a mere service provider, but rather to be a key ally in its clients' innovation and, in this way, contribute decisively towards achieving their business objectives. It is the demanding nature of this type of client, resulting from their own competitive experiences, that drives us to develop innovative solutions with high added value that fulfil their needs completely.

As a result, Indra is the socio-technological partner of choice for the largest Spanish companies with a global presence, as well as a growing number of companies in international markets. In fact, many of our solutions have been developed working side by side with our clients to provide effective responses to their actual needs.



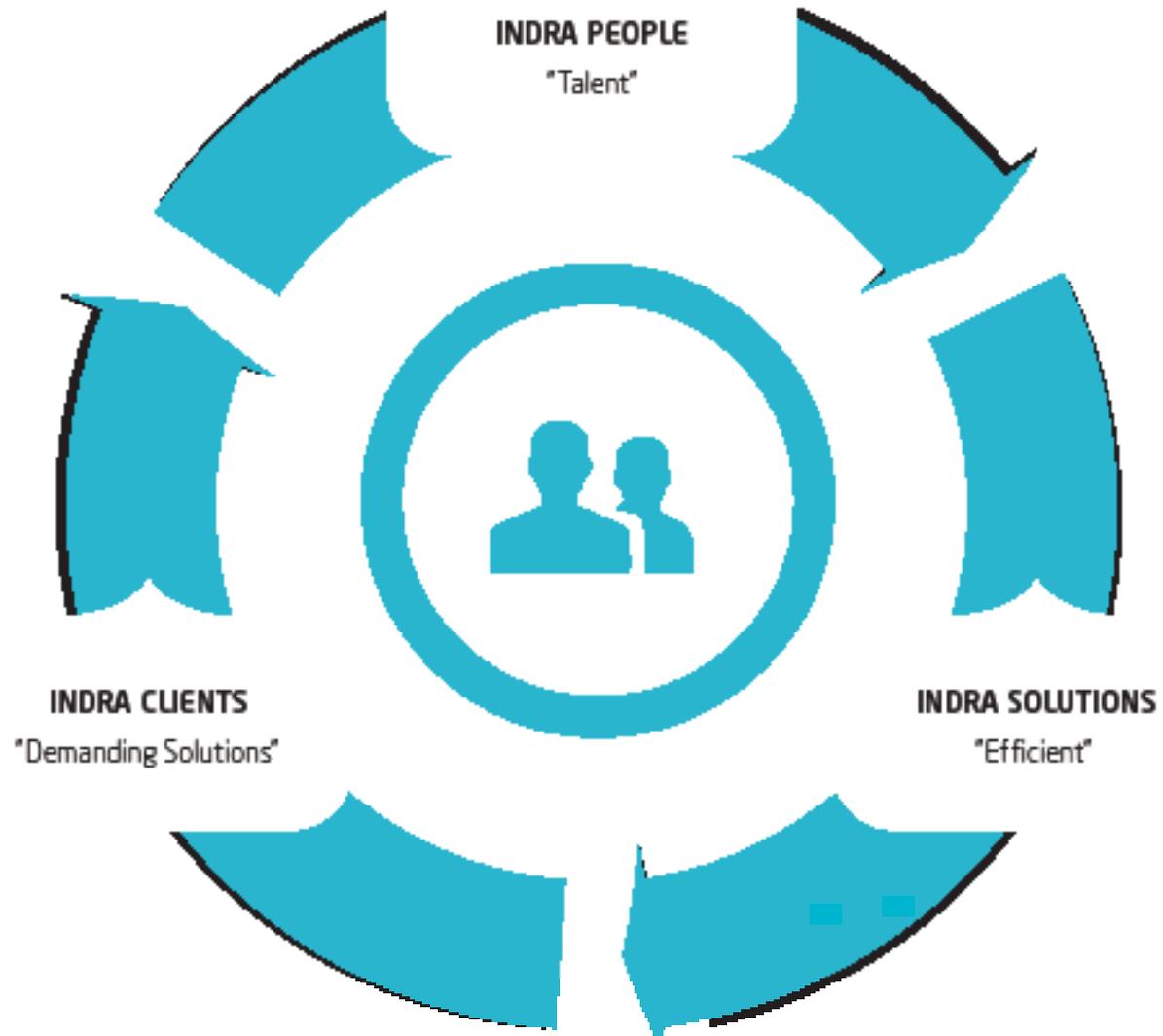
In-house technology and solutions

from its very beginnings, Indra had been strongly committed to developing its own technologies and solutions, providing the innovation for the range of solutions and services it offers, covering the entire value chain of the sector, from consultancy, development and integration to outsourcing. Our commitment to in-house technology and solutions is what sets Indra apart and enables it to compete under the best conditions and to break into new markets. Indra boasts a range of in-house solutions in all of the varied sectors that it operates in (Transport and Traffic, Energy and Industry, Public Administration and Healthcare, Financial Services, Security and Defence, Telecom and Media). It is this diversity that enables Indra to take advantage of synergies that arise between the sectors and to exploit cross-applications of the capabilities developed in each of the sectors in other fields. All this is possible thanks to the impressive efforts in innovation.

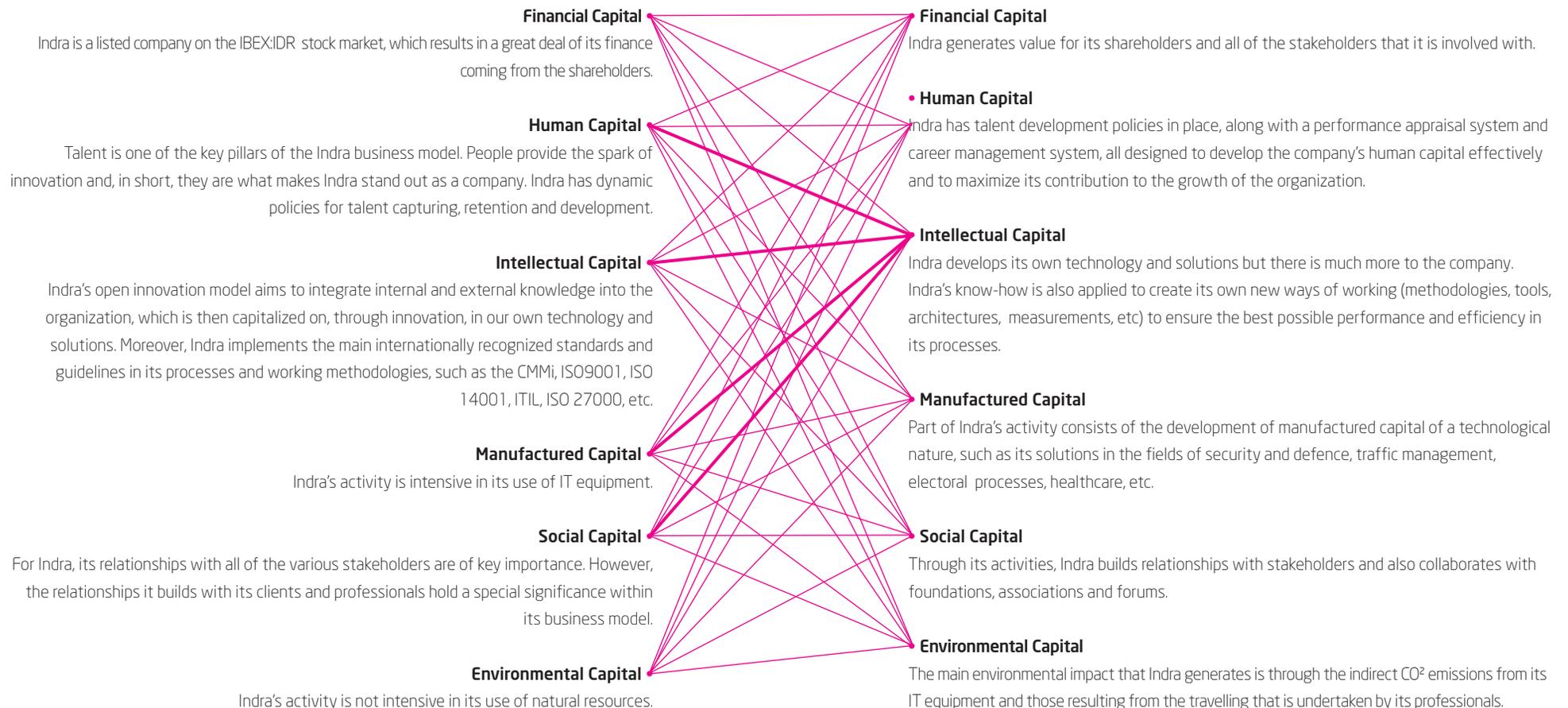


Talent

we are now operating in an increasingly global economy in which it is highly likely that the only lasting competitive advantage that companies can secure is in the talent of its professionals. In a world that is constantly becoming more technological, we must never forget that the capacity for innovation comes only from people. It is people who create, learn, teach and drive new ways of working and thinking. Therefore, the management of our human capital is crucial to Indra and the capturing, development and retention of talent is a strategic priority.



6 CAPITALS MODEL*



*Based on the International Integrated Reporting Committee (IIRC) model