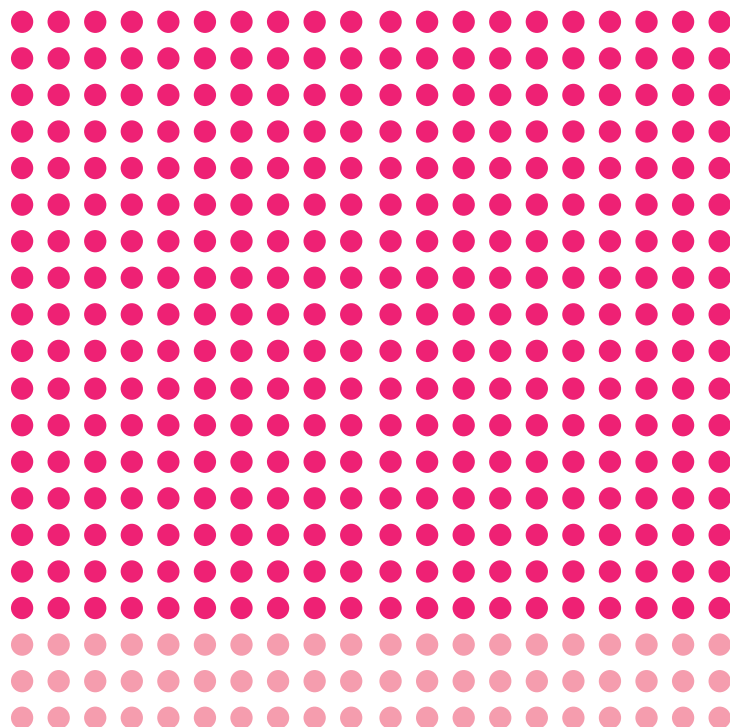


Economic value generated

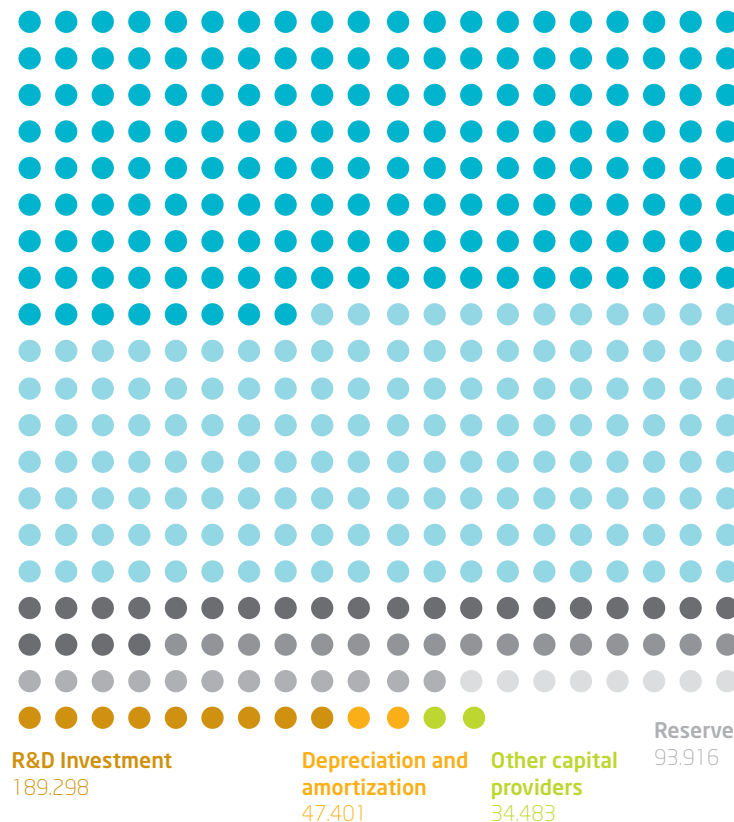
Customers
2.688.495



Other net income
154.225



Economic value distributed and retained



Employees
1.076.011

Suppliers
1.236.290

Society
53.711

Shareholders
111.610

Reserves
93.916

R&D Investment
189.298

Depreciation and amortization
47.401

Other capital providers
34.483

(Amounts are in thousands of Euros)

The impacts of our activity

| Economic impact | | Social impact | | Environmental impact | |
|----------------------------------|--|---|---|----------------------|--|
| Our Businesses | | | | | |
| Transport and Traffic | <ul style="list-style-type: none">Technology brings greater efficiency to our transport routes and it reduces administration costs. | <ul style="list-style-type: none">Mobility of people is a key aspect of sustainabilityOur accessible ticketing solutions confer mobility to people with disabilities. | <ul style="list-style-type: none">Efficiency in our transport routes translates into a reduction of our environmental impact with lower fuel consumption and CO2 emissions. | | |
| Energy and Industry | <ul style="list-style-type: none">We provide solutions to energy and industrial companies which help them to become more efficient. | <ul style="list-style-type: none">We offer maintenance outsourcing and technological platform support to industrial and consumer goods companies so they can optimize their response to customer claims and enquiries. | <ul style="list-style-type: none">The greatest energy efficiency provided by our solutions is geared towards preserving natural resources.Our environmental solutions manage the protection of ecosystems. | | |
| Public Administration and Health | <ul style="list-style-type: none">We provide solutions and services which help public administration to become more efficient. | <ul style="list-style-type: none">We provide solutions to those areas of high social impact such as electoral processes, health, employment, education, dependency, etc.We bring public administration closer to the people. | <ul style="list-style-type: none">Our Electronic Administration solutions cut paper usage and people's need to travel thanks to computerized processes. | | |
| Financial Services | <ul style="list-style-type: none">We provide solutions and services which help financial services companies to become more efficient. | <ul style="list-style-type: none">We collaborate with social projects: rural employment support, Latin American microloans | | | |
| Security and Defence | <ul style="list-style-type: none">Our simulation services and products constitutes an important reduction of costs as well as an increase in security. | <ul style="list-style-type: none">We offer technology to provide security to citizens and infrastructures.Indra complies with Spanish legislation concerning defence material exports. | <ul style="list-style-type: none">Our space technology activities provide a huge variety of solutions and R&D projects which contribute to improving the environment. | | |
| Telecom and Media | <ul style="list-style-type: none">We provide solutions and services which help telecommunication and media companies to become more efficient. | <ul style="list-style-type: none">Our DTTV services facilitate people's access to public administration and interactive audiovisual content. | | | |

| Economic impact | | Social impact | | Environmental impact |
|------------------|--|---|---|----------------------|
| Our Stakeholders | | | | |
| Shareholders | <ul style="list-style-type: none">• We generate economic value for our shareholders.<ul style="list-style-type: none">➢ Our business strategies are geared towards sustainability and long term benefits in order to maintain value growth. | <ul style="list-style-type: none">• We constitute a socially responsible and environmentally friendly investment. | | |
| Employees | <ul style="list-style-type: none">• We generate employment in the communities in which we operate.<ul style="list-style-type: none">➢ We promote the hiring of local professionals.➢ Our policies for recruiting, retaining and developing talent are of key importance to our company.➢ We view diversity as a driving force behind innovation. | <ul style="list-style-type: none">• We have employees in countries where human rights are not enshrined by law.<ul style="list-style-type: none">➢ The highly-qualified nature of our professionals means that there is a low risk of violation of their human rights, but all the same, the company strives to minimize it. | <ul style="list-style-type: none">• Worker commutes and business travel generate CO2 emissions<ul style="list-style-type: none">➢ Indra follows a Mobility Policy aimed at maximizing efficiency in all travel. | |
| Clients | <ul style="list-style-type: none">• Our technology helps our clients to become more competitive and to achieve greater productivity.<ul style="list-style-type: none">➢ We strive to maximize the value of our solutions and services, namely by substantial investments in R&D. | <ul style="list-style-type: none">• IT Security is paramount for the sustainability of our activities.• Some of our business activities are aimed at public administration clients in countries where there is a risk of corruption and bribery.<ul style="list-style-type: none">➢ We constantly apply the best practices and certifications regarding IT Security➢ Our company has a Code of Ethics and Professional Conduct as well as a Compliance Program aimed at eliminating the risk of corruption. | <ul style="list-style-type: none">• We create solutions in those areas that are beneficial for the environment: green building, energy efficiency, traffic management, electric cars, etc. | |
| Suppliers | <ul style="list-style-type: none">• Purchasing from local suppliers boosts economic development.<ul style="list-style-type: none">➢ We favour local suppliers in all purchasing processes. | <ul style="list-style-type: none">• Hiring suppliers generates indirect employment. Our value chain generates social impact.<ul style="list-style-type: none">➢ We ask our suppliers to adhere to basic ethical principles. | <ul style="list-style-type: none">• Our value chain generates environmental impact.<ul style="list-style-type: none">➢ Indra includes environmental criteria in the pre-selection processes and in the assessment of suppliers. | |

| | Economic impact | Social impact | Environmental impact |
|------------------------|---|---|--|
| Partners | <ul style="list-style-type: none"> • Collaboration with our Partners is a key aspect of open innovation models. <ul style="list-style-type: none"> ➤ We follow a well defined policy of alliances. | | |
| Environment | <ul style="list-style-type: none"> • Technology has important potential for the improvement and preservation of the environment. <ul style="list-style-type: none"> ➤ Our company develops solutions and services with a high environmental value for our clients as well as for society in general. Indra is aware of the fact that improving the environment constitutes a business opportunity and so we develop solutions and services with this need in mind. | | <ul style="list-style-type: none"> • We consume high amounts of energy due to the extensive use of computer equipment, which translates into high indirect CO2 emission levels. <ul style="list-style-type: none"> ➤ Indra strives to minimize energy consumption and waste generation by means of various initiatives. |
| Knowledge Institutions | <ul style="list-style-type: none"> • Having the support of the business sector is essential for knowledge institutions. <ul style="list-style-type: none"> ➤ We support knowledge institutions by means of Collaboration Agreements and University Chairs. | | <ul style="list-style-type: none"> • We consume high amounts of energy due to the extensive use of computer equipment, which translates into high indirect CO2 emission levels. <ul style="list-style-type: none"> ➤ Indra strives to minimize energy consumption and waste generation by means of various initiatives. |
| Society | <ul style="list-style-type: none"> • Technology and innovation contribute to the social and economic development of a country. • Taxes related to business activities contribute to the economic sustainability of those communities in which we operate. <ul style="list-style-type: none"> ➤ We have a solution plan for sustainability that includes all our products and services that are of social and environmental value. ➤ Our Accessible Technologies Chairs are aimed at reducing the digital divide of people with disabilities. ➤ Our presence in countries considered tax havens is solely for commercial purposes. | <ul style="list-style-type: none"> • Technology and innovation contribute to the social and economic development of a country. <ul style="list-style-type: none"> ➤ We have a solution plan for sustainability that includes all our products and services that are of social and environmental value ➤ Our Accessible Technologies Chairs are aimed at reducing the digital divide affecting people with disabilities. | |