

Brand Behavior

Communication and Branding

Indra



Index

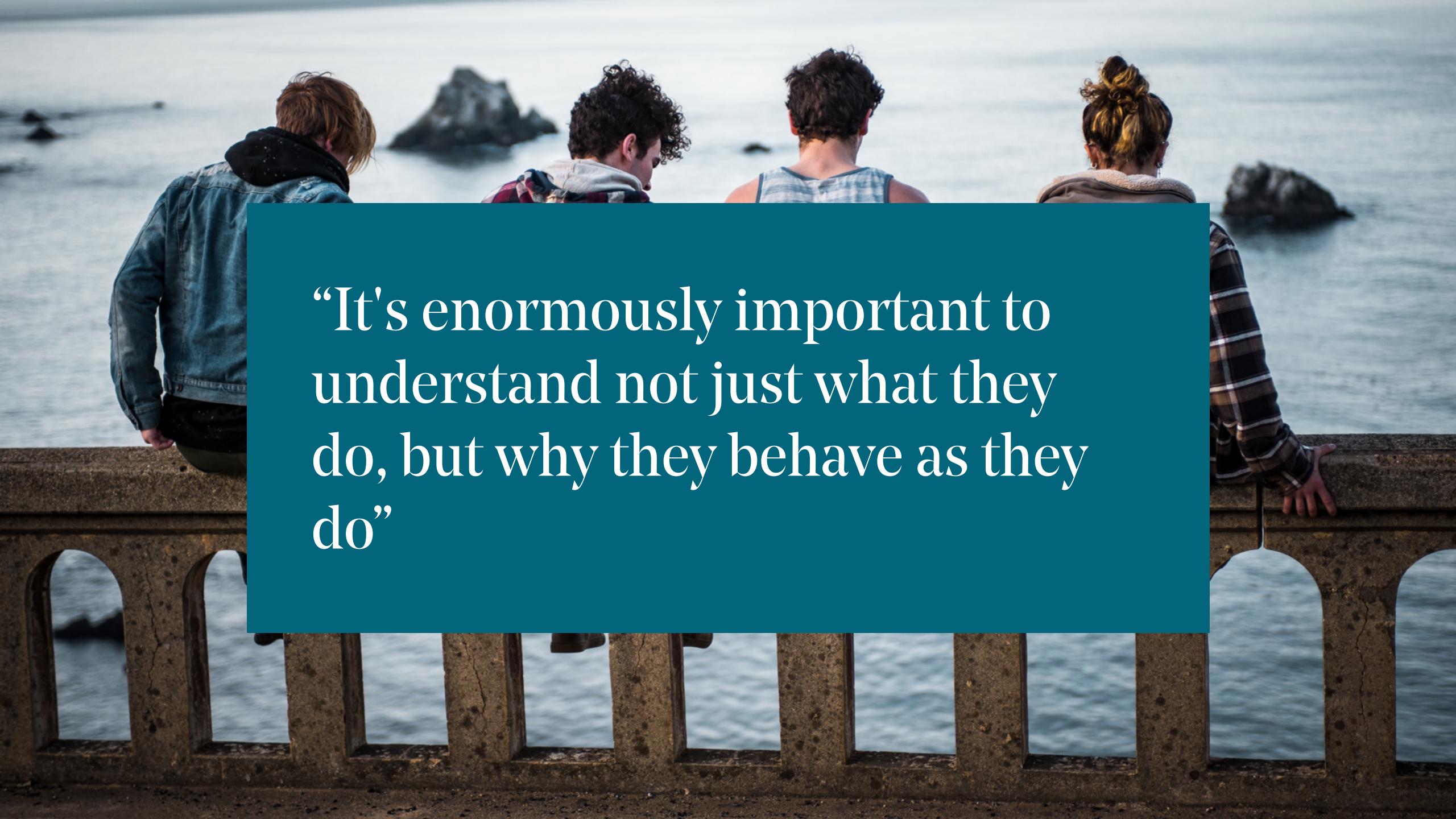
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Brand Behavior

The behavior of a brand are the set of **actions and experiences** that the brand builds both externally (customer contact points) and internally (employee behavior).

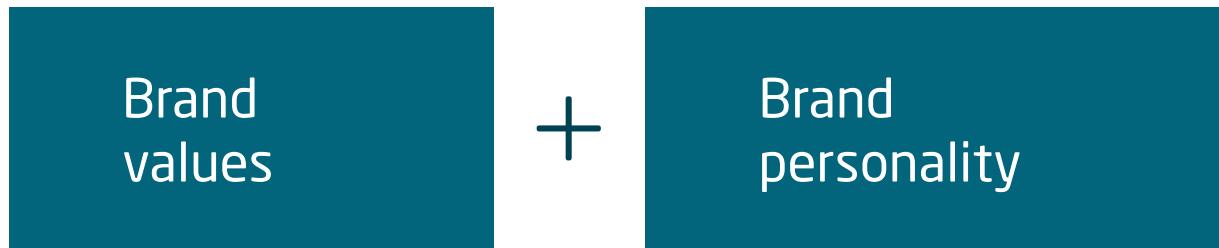
These behaviors allow **activating a brand's personality** and provide it with credibility through specific actions that generate real value in the brand's day-to-day operations.



A photograph of four people standing on a stone pier, looking out at the ocean. The pier has a railing with arched cutouts. The people are seen from behind, wearing casual clothing. The ocean and some rocks are visible in the background.

“It's enormously important to understand not just what they do, but why they behave as they do”

The attitudinal identity (behavior) should be based on the brand essence, giving it consistency and credibility:



To be

Who are we?
What are we like?

To do

How do we act?

Brand Behavior

Brand Behavior

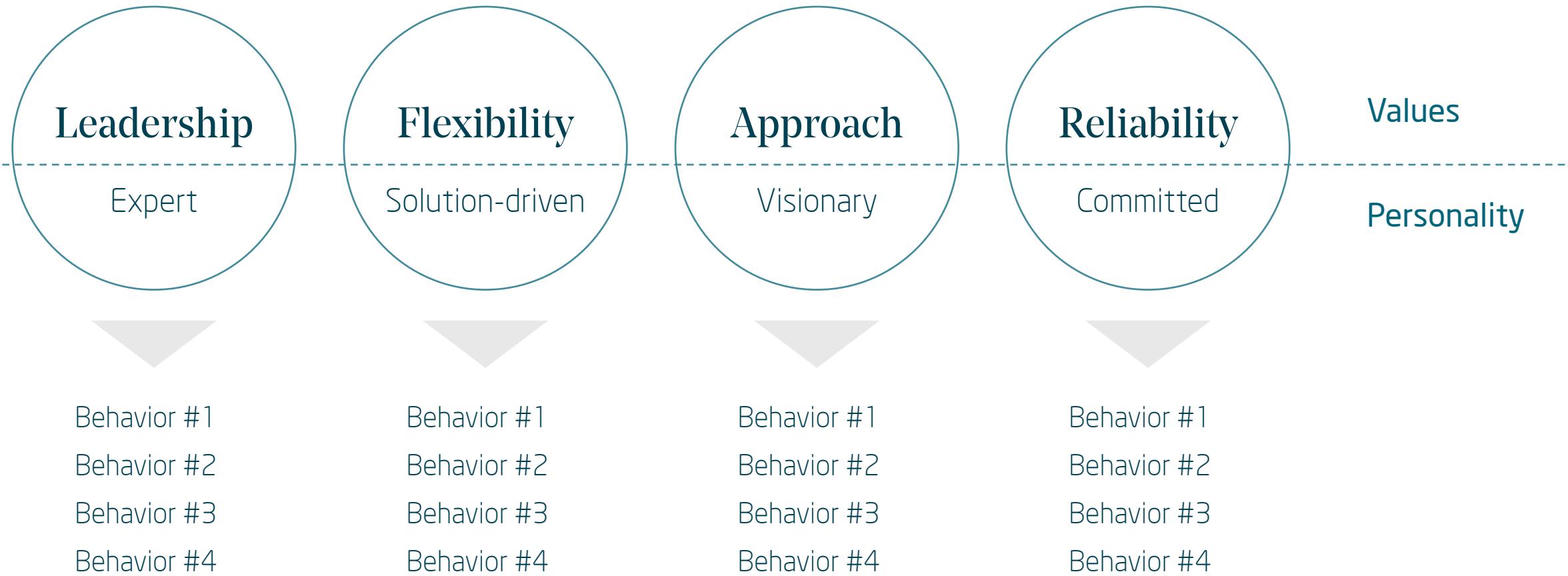
Indra

Taking into account the essence of the Indra brand, its attitudinal identity or behavior that should be adopted by all of the company's employees are developed:



When defining behaviors for each of the values, it is essential to define both what it means and what it does not mean, so that behavioral guidelines can be developed for any employee.

For each of the values and personality traits of the Indra brand, 4 behavioral traits are developed:



Activating value Leadership



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Leadership & Expert



Who are we?

We are a company with the capacity to **lead** the market through real results, **generating a true impact** and positively influencing our clients and society.

What are we like?

We are **a leading brand** with a proven track record, establishing a solid reputation and great recognition. We know what we are doing and we know what we are talking about.

Dos

How do people behave within the company?

#1 We listen, learn and teach

We must be open to listen to new and different perspectives and points of view as well as to share and share our knowledge with the other members of the team.

#2 We reward and motivate

It is essential to reward and recognize the good work of our colleagues, encouraging them to continue achieving their goals. Always keeping a good working environment.

#3 We challenge ourselves

We are always looking for more and more ambitious goals, but always achievable.

#4 We are exemplary

A word to the wise is enough, our behavior and work should be an inspiration to our colleagues. We never ask for something that we ourselves are not capable of doing.

Don'ts

How do people within the company **not** behave?

We do not reward for no reason

Whenever we reward someone, we have to have a reason, we should not always reward the same people.

We never criticize an opinion

No matter how crazy an opinion may be, we never criticize or judge, all points of view contribute.

We do not force things

We should not teach or set an example by forcing things, but by making them feel curiosity, interest or ambition for them.

Activating value **Flexibility**



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Flexibility & Resolute



Who are we?

We are a company with a unique ability to face new challenges in an agile, proactive and **flexible** way, promoting a vision of the future and proximity to the client.

What are we like?

We are a brand that always seeks **to respond** to real needs in an agile and determined way. We are forward-looking and are always prepared to adapt in providing relevant solutions.

Dos

How do people behave within the company?

#1 We adapt

We are receptive to change and adapt to the realities of the environment and our customers.

#2 We collaborate and work as a team

We work side by side not only with our colleagues, but also with our partners and customers, making the most of our work.

#3 We don't see problems, we see solutions

We are decisive, we are not afraid of adversity, we are practical and we always look for possible solutions to any problem.

#4 We trust and delegate

We are patient and confident in the different ways of doing things right, as well as in our team's ability to do it.

Don'ts

How do people within the company **not** behave?

We are not satisfied

When it comes to being decisive, we do not have to look for the simplest or most basic answer, but the one that best suits our client's needs.

We do not disengage

Even if we delegate and trust our work, we are always on the lookout to make sure that everything runs according to plan.

We do not point out

We assume mistakes as a team, we don't point the finger of blame, we all learn and improve.

Activating value Focus

Approach

Visionary

Behavior #1
Behavior #2
Behavior #3
Behavior #4

Focus & Visionary



Who are we?

We are Indra, a company with a **strong focus** on generating value for our stakeholders (customers, employees, partners, shareholders, society), providing vision and identifying in each case what really matters.

What are we like?

We are a **visionary** brand with the ability to identify what really matters, with great powers of anticipation, and one that is always moving forward. We aim to advance in a clear direction.

Dos

How do people behave within the company?

#1 We prioritize tasks

We are efficient in our work, we focus on what matters, prioritizing the most relevant tasks.

#2 We identify the needs

We detect the needs of our environment (customers, colleagues), understand them and always try to anticipate them.

#3 We add value

We do not provide a basic service, we go out of our comfort zone and build differential solutions in the market capable of making a difference, always providing ideas for constant improvement.

#4 We build in the same direction

We are all part of the same boat and we are all rowing in the same direction, working as a team for a common goal.

Don'ts

How do people within the company **not** behave?

We don't 'gallop through tasks'

We always prioritize the most relevant tasks in a justified manner; we do not prioritize agility over quality.

We are careful

We try to anticipate needs but always being sure of what we do.

We are not arrogant

We have a vision of our future, but we don't know everything.

Activating the value Reliability



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Reliability & Commitment



Who are we?

We are a company with a **confidence** built on solid experience, intelligence and passion for accuracy, guaranteeing quality and establishing solid and lasting relationships.

What are we like?

We are a brand of substance that **keeps its word**, undertakes to behave responsibly and puts all its talent into the business of building lasting relationships based on trust.

Dos

How do people behave within the company?

#1 We are direct, clear and honest

We express clearly and directly what we mean without giving rise to misunderstandings. We are honest with our work and that of our colleagues, we recognize our mistakes, and we have the capacity for self-criticism.

#2 We are always close

We are a support to solve the challenges of our clients or partners, working as a team and building long-lasting and trusting relationships with our clients.

#3 We have our promise, and we keep it

We are consistent and realistic with what we say, we set achievable goals that we can meet without breaking our word. Always looking for the best solution.

#4 We are people dealing with people

We build relationships with the people around us, facilitating interaction and closeness.

Don'ts

How do people within the company **not** behave?

We are not careless

We express clearly and directly what we want to say, always tactfully and politely.

We do not invade your space

We are aware of the lines that separate us and we always respect them.

We do not abuse trust

We build close and professional relationships without going overboard on trust if it does not lead to it.

In general, all Indra employees must adopt the behavior defined for the brand:



- #1 We listen, learn and teach
- #2 We reward and motivate
- #3 We challenge ourselves
- #4 We are exemplary



- #1 We adapt
- #2 We collaborate and work as a team
- #3 We do not see problems, we see solutions
- #4 We trust and delegate



- #1 We prioritize tasks
- #2 We identify needs
- #3 We add value
- #4 We build in the same direction



- #1 We are direct, clear and honest
- #2 We are always close
- #3 We have our promise, and we keep it
- #4 We are people dealing with people

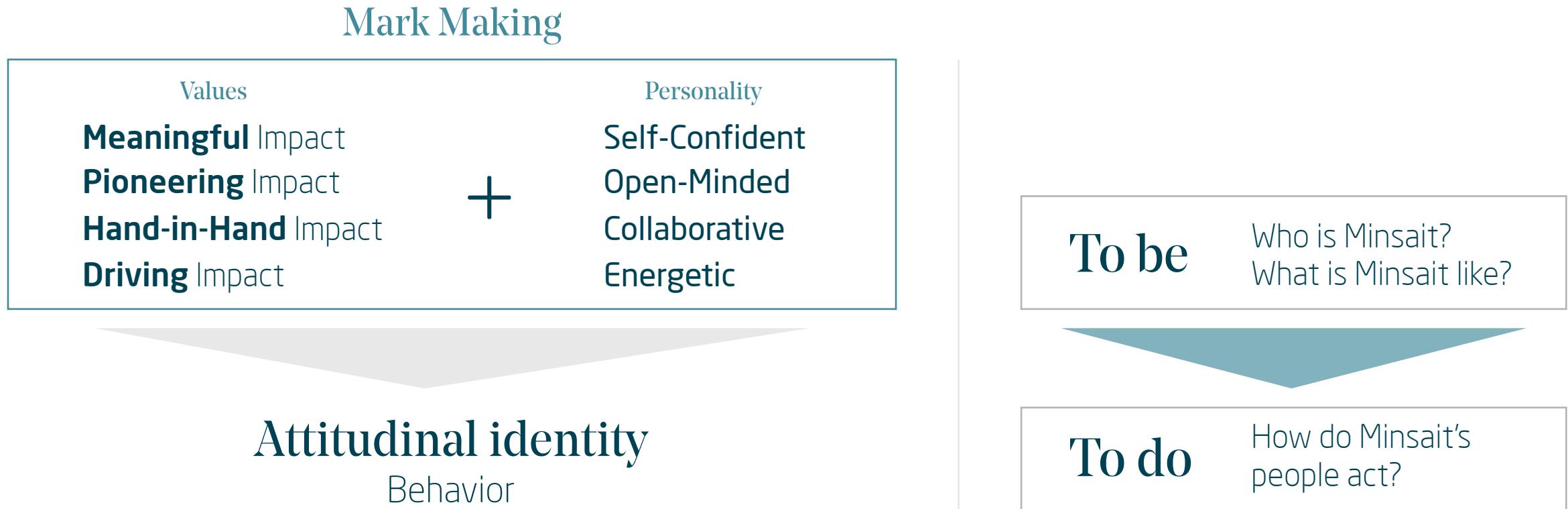
The behavior must be **understood and put into practice by all Indra employees, thus creating an environment that represents what we really want to be.**

Brand Behavior

Brand Behavior

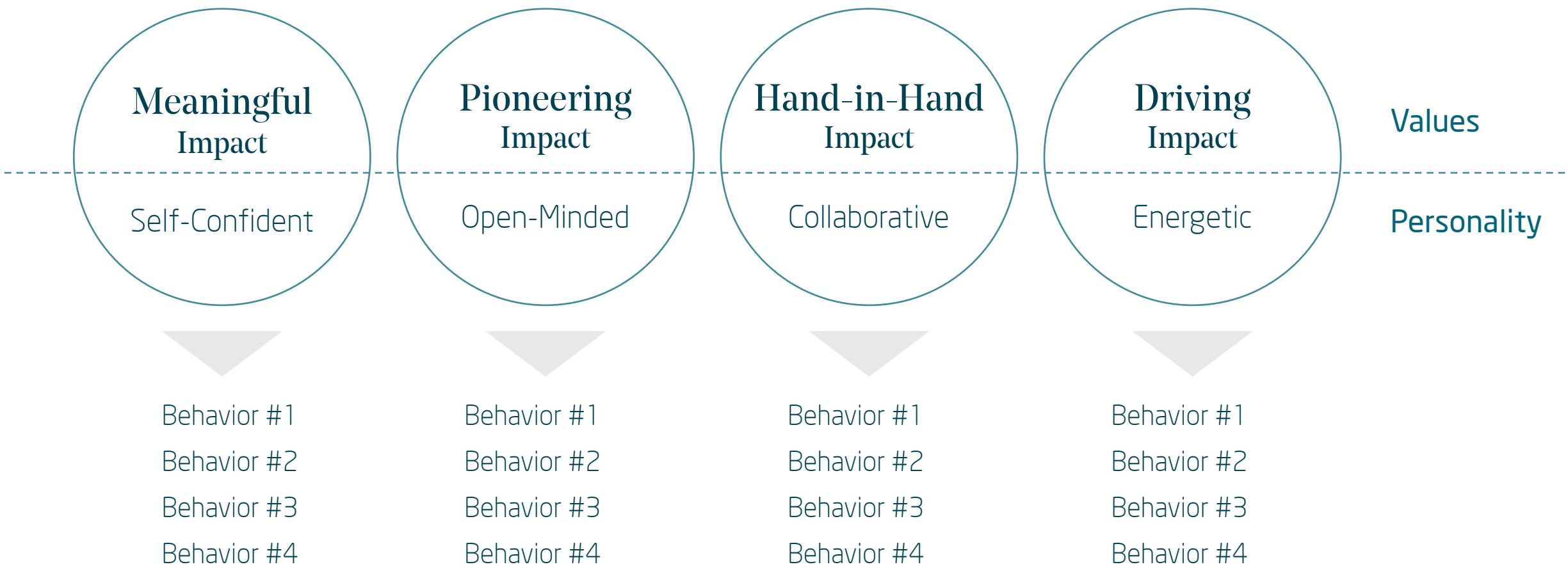
Minsait

Taking into account the essence of the Minsait brand, its attitudinal identity or behavior to be acquired by all company employees are developed:



When defining behaviors for each of the values, it will be essential to define both what it means and what it does not mean, so that behavioral guidelines can be developed for any Minsait employee.

For each of the values and personality traits of the Minsait brand, 4 behavioral traits are developed:



Activating the value Meaningful Impact

Meaningful
Impact

Self-Confident

Behavior #1
Behavior #2
Behavior #3
Behavior #4

Meaningful & Self-confident



Who are we?

At Minsait, we seek the **determination** to put experience, talent and intelligence at the service of each customer, providing tangible solutions that can make a difference.

What are we like?

We are **self-confident** and we show it through a firm, self-assured attitude.

Dos

How do people behave within the company?

#1 We listen, learn and teach

We must be open to listen to new and different perspectives and points of view as well as to share and share our knowledge with the other members of the team.

#2 We know what we do

If we don't trust ourselves, no one else will. We are talented and experienced, we always say things in a decisive and confident manner, transmitting credibility and determination in everything we do and say.

#3 We challenge ourselves

We are always looking for more and more ambitious goals, always making a difference.

#4 We are exemplary

A word to the wise is enough, our behavior and work should be an inspiration to our colleagues. We never ask for something that we ourselves are not capable of doing.

Don'ts

How do people within the company **not** behave?

We are not arrogant

We are self-confident but we don't brag about what we know, there is always room for improvement and learning something more.

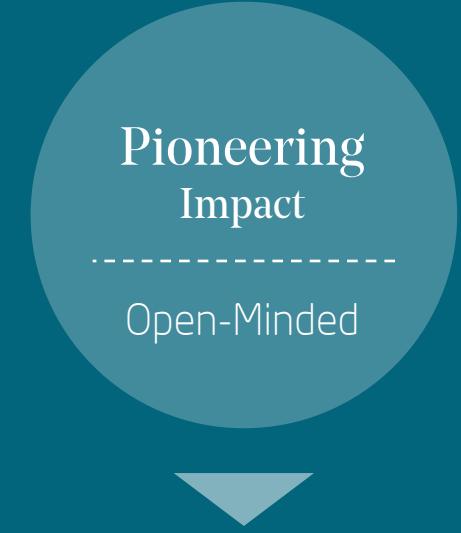
We do not force things

We have a firm and confident attitude but we do not impose things, we share our knowledge and experience.

We do not get frustrated

We always set goals and challenges that are achievable and within our capabilities, and we should not allow failure to achieve them to frustrate us.

Activating the value
**Pioneering
Impact**



Pioneering
Impact

Open-Minded



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Pioneering & Open-minded



Who are we?

We are a team committed to the **discovery** and opening of new ways as a guarantee of transformation and impact generation through innovation.

What are we like?

We are always **open to new ideas** and to discovering worlds beyond the conventional and familiar.

Dos

How do people behave within the company?

#1 I only know that I know nothing

We are curious people and we are interested in everything we do. We are not satisfied with just knowing the basic things, but we go even further. Each project is a new world to discover and a new opportunity to make a difference.

#2 Out of Comfort Zone

We accept new perspectives and points of view. Sometimes we have to change the perspective and step out of our comfort zone to discover new ways to make an impact.

#3 Adaptation capacity

We don't just adapt, we evolve. We are receptive to change and adapt to the realities of the environment and our customers, which allows us to demonstrate our innovative talent.

#4 We set a before and after

We are insistent and persistent and we never leave the client indifferent with our work, we do things in a way that no one else has done, breaking new ground.

Don'ts

How do people within the company **not** behave?

We are not satisfied

When it comes to being decisive, we do not have to look for the simplest or most basic answer, but the one that best suits our client's needs.

We never criticize an opinion

No matter how strange an opinion may be, we never criticize or judge, all points of view contribute.

We do not risk without reason

We look for new ways of doing things and adding value, but always thinking about results based on knowledge. 'We know what we do'.

Activating the value Hand-in-Hand Impact



Hand-in-Hand
Impact

Collaborative



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Hand-in-Hand & Collaborative



Who are we?

We are a team committed to a **collaborative knowledge** and talent-based culture, shaping a true 'partner' for our clients and ensuring joint growth.

What are we like?

We believe in the power of **bringing people** and projects **together** in order to generate greater combined value.

Dos

How do people behave within the company?

#1 There is strength in numbers

We work side by side not only with our colleagues, but also with our partners and customers, growing together and generating the maximum possible impact in our work.

#2 We trust and delegate

We have patience and trust in our team and our customers, there are always different ways to do things right.

#3 One more member of the team

Our customers are no longer clients, they are part of the team, and we make them feel like one. It's not their business, but ours, and it's not their needs, but ours.

#4 We are people dealing with people

We build relationships with the people around us, facilitating interaction and closeness.

Don'ts

How do people within the company **not** behave?

We do not disengage

Even if we delegate and trust our work, we are always on the lookout to make sure that everything runs according to plan.

We do not invade your space

We are aware of the lines that separate us and we always respect them.

We do not point out

We assume mistakes as a team, we don't point the finger of blame, we all learn and improve.

We do not abuse trust

We build close and professional relationships without going overboard on trust if it does not lead to it.

Activating the value Driving Impact



Behavior #1
Behavior #2
Behavior #3
Behavior #4

Driving & Energetic



Who are we?

We are a team with **continuous momentum**, strength and enthusiasm for everything we do, demonstrating a proactive attitude in everything we do.

What are we like?

We are **proactive and dynamic**; we are always going forward with vitality and enthusiasm.

Dos

How do people behave within the company?

#1 Always up!

We always face challenges with enthusiasm and energy. There is no such thing as mistakes, only learning.

#2 Look on the bright side

We always see the positive side of things, there is never a boring project, but an opportunity to learn different ways to make a difference.

#3 We anticipate needs

We anticipate the needs of our environment (customers, colleagues), understand them and seek a solution that generates impact.

#4 We prioritize tasks

We are proactive and efficient in our work, we focus on what matters, prioritizing the most relevant tasks.

Don'ts

How do people within the company **not** behave?

We do not rush

We are proactive and dynamic and we try to anticipate the needs but always being sure of what we do.

We don't 'gallop through tasks'

We always prioritize the most relevant tasks in a justified and proactive manner, but we do not prioritize agility over quality.

In general, all Minsait employees must adopt the behavior defined for the brand:



- #1 We listen, learn and teach
- #2 We know what we do
- #3 We challenge ourselves
- #4 We are exemplary



- #1 I only know that I know nothing
- #2 Out of Comfort Zone
- #3 Adaptation capacity
- #4 We set a before and after



- #1 There is strength in numbers
- #2 We trust and delegate
- #3 One more member of the team
- #4 We are people dealing with people



- #1 Always up!
- #2 Look on the bright side
- #3 We anticipate needs
- #4 We prioritize tasks

The behavior must be understood and put into practice by all Minsait employees, thus generating an environment that represents what we really want to be.

Brand Behavior

Indra & Minsait

Indra's brand values are transversal to the entire company and are directly related to Minsait's values, and therefore behaviors are also linked to each other.

| Indra | minsait An Indra company | Degree of linkage | Strategic considerations |
|--------------------------------|--------------------------------------|---|---|
| Leadership Expert | Meaningful Impact Self-Confident |  | <ul style="list-style-type: none"> Indra's brand values are corporate and common to the entire organization, these are declined and adapted to those of Minsait, integrating aspects that make the brand more disruptive |
| Flexibility Solution-driven | Hand-in-Hand Impact Collaborative |  | <ul style="list-style-type: none"> Minsait's most distinctive value is Pioneering Impact, which defines its differentiation and is not directly linked to Indra |
| Approach Visionary | Driving Impact Energetic |  | <ul style="list-style-type: none"> Therefore, there are many cross-cutting behavioral issues between the two brands that need to be addressed together |
| Reliability Committed | Pioneering Impact Open-Minded |  | <ul style="list-style-type: none"> That mentioned, many of the actions should be transversal to the company and seek a balance with specific actions to reinforce differences |

Behavior

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- #2 We reward and motivate
- #3 We challenge ourselves
- #4 We are exemplary



- #5 We adapt
- #6 We collaborate and work as a team
- #7 We do not see problems, we see solutions
- #8 We trust and delegate



- #9 We prioritize tasks
- #10 We identify needs
- #11 We add value
- #12 We build in the same direction



- #13 We are direct, clear and honest
- #14 We are always close
- #15 We have our promise, and we keep it
- #16 We are people dealing with people



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Indra
At the core