2026-2030 MEDIUM-TERM INCENTIVE, APPROVED BY THE ORDINARY GENERAL SHAREHOLDERS´ MEETING HELD ON JUNE 30, 2026

Resolution approved:

To approve a Medium-Term Incentive Plan consisting of the award of Indra Sistemas, S.A. shares to the Group's management and employees, including the person holding the position of Indra CEO (hereinafter, the "Plan"), pursuant to the following basic terms and conditions:

1. Description of the Plan: the Plan consists of the award to Participants (as this term is defined below) of a specific number of Indra shares in the form of variable remuneration, based on compliance with the multi-annual targets established for each of the cycles into which the Plan is to be divided. The targets will be approved by the Board of Directors for each of the Plan's cycles, at the recommendation of the ARCGC, within the framework set out in the Indra Director Remuneration Policy that is in force at the relevant time.

2. Aim: to encourage commitment to the Company and its strategic plan from Indra Group managers and employees, including the Group's CEO, linking their remuneration to the creation of value for Indra's shareholders and to the sustainable achievement of strategic objectives in a way that is aligned with best practices in matters of remuneration, and offering a competitive remuneration package that will help Indra retain the managers and employees who occupy key positions at the Group. For the purposes of the contents of this Plan, it will be understood that 'Indra Group' refers to the group of companies whose dominant company is Indra, in the manner described in Article 42 of the Spanish Commercial Code.

3. Participants in the Plan: managers and employees of the Indra Group, including its CEO, who are invited to participate in the Plan and who agree to its governing terms and conditions may become participants in the Plan, provided that they comply with the requirements established to this end from time to time (hereinafter, the "Participants").

4. Duration of the Plan: the Plan will have a total duration of five years, and it will be divided into three cycles, each of which will last for three years (i.e. the shares that correspond to each cycle will be awarded once three years have elapsed following the beginning of each cycle) and each of which will be independent of the others. The first cycle will be understood to begin on 1 January 2026 (with the award of the relevant shares during 2029, once the accounts for the 2028 financial year have been prepared and audited), the second cycle will begin on 1 January 2027 (with the award of the relevant shares during 2030 once the accounts for the 2029 financial year have been prepared and audited), and the third cycle will begin on 1 January 2028 (with the award of the relevant shares during 2031 once the accounts for the 2030 financial year have been prepared and audited).

5. Maximum number of Indra Sistemas, S.A. shares included in the Plan: the maximum total number of Indra shares that will be awarded to Participants under the terms of the Plan at the end of each cycle will be the number that results from dividing the maximum amount allocated to that cycle by the Baseline Value, which will be defined in the following way:

- For the first cycle (2026-2028), it will be €52.2387.
- For the second cycle (2027-2029) and the third cycle (2028-2030), it will be the weighted average Indra share price during the thirty market trading days prior to 1 January of the first year of each cycle.

In the event that the targets set out in the Plan have been met, the person holding the position of Indra CEO will be entitled, at the end of each of the three cycles, to receive a number of shares with a value that is equivalent, taking account of the Baseline Value, to 160% of the Fixed Annual Remuneration established in the Remuneration Policy for the CEO. In the event of maximum compliance with the targets set out in the Plan, a number of shares will be awarded with a value that is equivalent, taking account of the Baseline Value, to 200% of the Fixed Annual Remuneration (125% of the target). For the first cycle, these amounts will be proportionally adjusted from the date of his appointment by co-option.

The maximum number of shares corresponding to the Chief Executive Officer for the three cycles of the Plan amounts to ninety-two thousand eight hundred and eighty-nine (92,889). For the Plan's first cycle, this maximum number of shares amounts to twenty-three thousand and forty-one (23,041) taking into account the effective date of his appointment by co-option. In any case, the number of shares to be paid will depend on the degree to which the Plan's objectives are met. For each of the remaining cycles, the Board of Directors, following a report by the ARCGC, will determine the maximum amounts that are to serve as a basis, depending on the relevant Baseline Value, for establishing the maximum number of shares that may be subject to award, and this maximum amount may not under any circumstances exceed 200% of the Fixed Annual Remuneration amount for each of the Plan's remaining cycles.

The number of shares that are effectively awarded to the CEO at the end of each cycle under the terms of this Plan, along with the number of shares effectively awarded to the Group's other managers, will be subject to notification in the manner set out in the applicable legal provisions.

6. Requirements and conditions for the award of shares: the specific number of Indra shares that, within the maximum number established, will be awarded to Participants at the end of each cycle, will be determined on the basis of compliance with the financial and economic targets set, the creation of value for shareholders, and the targets linked to sustainability. For each of the Plan's cycles, the Board of Directors will approve the corresponding targets, at the proposal of the ARCGC, within the framework set out in the Indra Director Remuneration Policy that is in force at the relevant time.

For each of these established metrics, the Board of Directors will, at the proposal of the ARCGC, determine an achievement scale that will at least include (i) a minimum compliance threshold, below which no incentive payment will be made, (ii) a target compliance level, for which 100% of the incentive assigned to the target in question will be paid, and (iii) a maximum compliance level. In all cases, the weighted payment percentage will be limited to 125%.

The Annual Report on Directors' Remuneration will give details of the specific targets, weightings and, where relevant, the applicable achievement scales for the cycles of the Plan that remain ongoing at the time in question.

7. Evaluation and settlement: Notwithstanding the fact that the incentive accrues at the close of the last financial year in each cycle of the Plan, participants will not receive the shares to which they may be entitled (where applicable) until the Board of Directors, following a report from the ARCGC, makes an appraisal of the degree to which the targets set out in the previous section of this agreement have been met.

When evaluating compliance with targets, in accordance with the provisions of the Remuneration Policy the Board and the ARCGC may discount any circumstances that relate to the ordinary course of business and that have had an effect on the achievement of those targets and fall outside the director's direct management responsibilities. In addition, when assessing targets, the Board and the ARCGC may give weight to other circumstances, such as the macro-economic situation or Indra's relative performance as compared with comparable market or business sectors, among other factors.

In certain special circumstances that result from internal or external factors, the ARCGC may propose that the Board apply other criteria or require the achievement of other goals in order to calculate medium-term remuneration. The details of any such adjustments will be broken down in the relevant Annual Remuneration Report.

The award of shares will be subject to the permanence conditions set out in the CEO's contract, notwithstanding compliance with any other conditions and requirements that may be established or any normal exceptions that may be applied for reasons of opportunity. In the event that, while the Plan remains in force, the CEO is removed from his post for reasons due to the Company, he will be entitled to receive the incentive payment at the same time as the other Participants and calculated in the same way, proportionally for the number of days that have elapsed between the date on which the cycle in question began and the effective date of his departure. He/she will not be entitled to any incentive when his/her contract is terminated as the consequence of a serious and culpable breach by the CEO of his/her legal, statutory or contractual obligations, provided that the breach in question is duly proven and confirmed by the courts in the event of any disagreement over its existence.

The CEO may not transfer the shares received during a period of three years following their award, unless he/she directly or indirectly owns a number of shares that is equivalent to twice his/her fixed annual remuneration, or unless the Board of Directors specifically authorises them to do so due to the existence of exceptional and justifiable circumstances. In any case, shares awarded to the CEO will be subject to a one-year holding period from the date they are awarded.

8. Cancellation and reimbursement: With regard to the shares awarded (or to be awarded) within the framework of the Plan, the Board of Directors will assess, after receiving a report from the ARCGC, whether it should: i. wholly or partially cancel the right to receive any shares that are pending award (malus), and/or ii. be wholly or partially reimbursed for the shares awarded within twenty-four months of their award (clawback), when the circumstances provided for in the CEO's contract have arisen, as detailed in Section 3.3 of this Remuneration Policy.

9. Delegation of powers: The powers necessary to implement, develop, formalise, execute and pay the Plan, and to adopt any resolutions and sign any public or private documents that may be required or convenient for it to be fully effective are delegated to the Board of Directors, which is expressly authorised to appoint a substitute to exercise these powers, which shall include powers to correct, rectify, amend or supplement this agreement.

In particular, purely by way of illustration, and notwithstanding any other grant of powers or authorisation that already exists, the following powers are delegated to the Board of Directors, which is expressly authorised to appoint a substitute to exercise these powers:

a) To prepare and establish the specific conditions for the Plan where they are not provided for in this present agreement, with the power to approve rules for the operation of the Plan including, though not limited to, the possibility of identifying cases for the advance payment of the incentive.

b) To name the beneficiaries of the cycles of the Plan, and to set the maximum number of shares to be assigned to each beneficiary.

c) Where applicable, to revoke previously agreed designations and assignments of shares, when deemed appropriate.

d) To decide not to implement the Plan or any of its cycles, or to render the Plan or its cycles wholly or partially without effect, and to exclude certain groups of potential Participants or Indra Group companies, when the circumstances make this advisable.

e) To the extent that the legal rules that apply to some of the participants or to certain Indra Group companies make this necessary or advisable, or when this is required or becomes advisable for legal, regulatory, operational or other similar reasons, to adapt the basic conditions established, either generally or specifically, including (though not limited to) the possibility of adapting the mechanisms by which shares are handed over, without altering the maximum number of shares linked to the Plan, and to provide for and execute the total or partial settlement of the incentive in cash.

f) To formalise and implement the Plan in the way it deems convenient, taking all the actions required for its optimum execution.

g) To draft, sign, submit and publish any public or private communications and documents that may be necessary or convenient in relation to any public or private body, in order to ensure the implementation and execution of the Plan.

h) To take any action, make any declaration or complete any process with any public or private body, organisation or registry in order to obtain any authorisation or verification required for the implementation and execution of the Plan.

i)To name, where applicable, the banking, depositary or savings institution or institutions that are to provide the Company with services in relation to the formalisation and administration of the Plan, and to negotiate, agree to and sign the relevant contracts with the banking institution or institutions selected, along with any other contracts or agreements that may be appropriate with any other institutions and, where applicable, with the beneficiaries, in relation to the implementation and execution of the Plan, in the terms and conditions deemed appropriate.

j)To adapt the contents of the Plan in line with any circumstances or company operations that may arise during the time that it remains in force, in the terms and conditions deemed necessary or useful at any time to ensure its purpose.

k) And, in general, to take any action and sign any documents deemed necessary or useful to ensure the validity, efficacy, implementation, development, execution, settlement and correct operation of the Plan.

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