



OUR ORGANISATION

Isdefe (Ingeniería de Sistemas para la Defensa de España, SA, SME, MP), is a State Public Sector company, created in 1985 and attached to the Ministry of Defence, being the National Institute of Aerospace Technology (INTA), which owns all the shares of its capital stock.

Isdefe is the Spanish Administration's in-house technical service provider in the field of Defence and Security and, as such, provides services to the Ministries of Defence, Interior and the rest of the General State Administration. Likewise, it places its knowledge and experience at the disposal of the administrations of other allied countries and of international public organisations, with a presence in initiatives of interest to Defence and Security, working, among others, for the European Commission, the European Defence Agency (EDA), the European Border and Coast Guard Agency (Frontex), the EU Agency for the Space Program (GSA) and Satellite Navigation (ESA), and the North Atlantic Treaty Organisation (NATO).



Our mission, vision and values



Our mission



Support the Ministry of Defence, Public Administrations and International Institutions in areas of technological and strategic interest, offering services of the highest quality in consulting, engineering, and in the management, technical operation and maintenance of space complexes.



Our vision



Move forward as a leading multidisciplinary consulting and engineering company, developing innovative, high-quality, economically and socially profitable projects.



Our values

Independence

Our unique purpose is to always defend the interests of the Spanish Administration against any type of industrial, commercial or economic constraint.

Proactivity

We anticipate needs, creating innovative solutions.

Global vision

We are a multidisciplinary organisation, with a workforce with a hugely diverse skillset, which as a whole provides comprehensive coverage of our services.



Commitment

We are committed to both the public bodies to whom we provide services, as well as to our employees and the rest of society, through a work methodology based on ethics and professionalism.

Experience and knowledge

Our activity is based on exploiting the know-how obtained through 35 years of providing services, offering efficient solutions.



Our corporate purpose

Isdefe's corporate purpose is set out in article 2 of the articles of association:

Provision of engineering, consulting and technical assistance services, especially those for Defence and Security.

Design, development and implementation of projects and programmes related to contracts for construction, supplies and services related to the areas indicated in the previous paragraph.

Support, assistance and advice to national industry at the request of the Ministry of Defence.

Provision of advisory and assistance services in matters of Industrial Cooperation Agreements associated with programmes for the acquisition of material and Defence contracts, as well as support for the negotiation, implementation and monitoring of international Defence programmes in which Spain participates and of Defence projects abroad, including humanitarian aid and peacekeeping efforts.

Support and technical assistance specialised in cutting-edge technology fields such as:

- Space vehicle data acquisition and monitoring stations.
- Launch and landing sites.
- Equipment calibration, testing and certification facilities for aerospace projects.
- Testing facilities for new aerospace projects.
- Aeronautical space information and documentation centres, as well as others dedicated to the analysis, processing and distribution of information from satellites. Other activities related to aeronautical and space engineering.





Sectors of activity and services

We provide **engineering, consulting and technical assistance services** in the following sectors of activity:



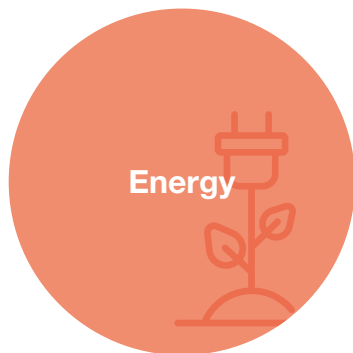
Defence and Security



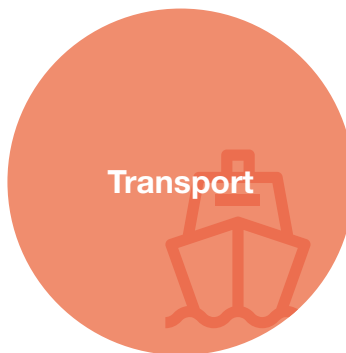
Information and Communications Technology (ICT)



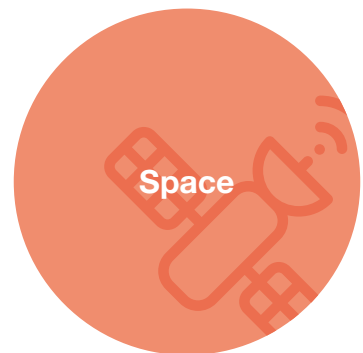
Public Administrations



Energy



Transport



Space





Strategies, objectives and lines of action

The company's Strategies, Objectives and Lines of action are determined by its status as a **public company and compliance with the laws and regulations that govern the Public Sector**, its code of ethics and the assessment of risks that may affect it.

Isdefe's strategy places special emphasis on:

- Offering support to the Administration in areas included in the National Security Strategy and in its technological modernisation.
- Driving the transformation and development of human resources and promoting the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration (AGE) and its public bodies.

Furthermore, it reaffirms our commitment to participation in programmes led by international organisations, in particular the new framework of the European Defence Action Plan.

This policy of action will strengthen us in the defence and security context in which we were created, and will enable us to adapt to new needs, combining our innovative developments with the knowledge, experience and synergies obtained in other sectors of activity.

Isdefe's good corporate governance approach implies a commitment to a governance **management model** that is based on **ethics, regulatory compliance and transparency** to fulfil its purpose of supporting the Ministry of Defence, Public Administrations and International Institutions in areas of technological and strategic interest, and in the management, technical operation and maintenance of space complexes, as reflected in our company's mission and values.





The Strategic Objectives were set for the period 2017-2021:

- Ensure compliance with all its requirements as an **in-house technical services provider for the Administration.**
- Provide **financial sustainability** and **balance.**
- Drive the **modernisation of management and digital transformation.**
- Promote **professional development.**
- Maintain an **international presence.**

Our Strategic Lines of action for the period 2017-2021 have focused on:

- **Continuing** to consolidate Isdefe as the Administration's In-House Service Provider of technology, fundamentally related to defence and security, which offers high added value, as well as analysing and planning the resources for the activity in areas considered “non-instrumental”.
- **Improving** economic/financial sustainability in the short and medium term.
- **Achieving excellence**, based on innovation, in services and areas of strategic interest for the Ministry of Defence and other General State Administration (AGE) bodies
- **Promoting** the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration (AGE) and its public bodies.
- **Developing** Human Resources, training, motivation, recognition and retention of talent within the framework of the public sector.
- **Promoting participation** in projects and programmes led by international organisations and institutions (EU, NATO, EDA, OSCE, ESA, Eurocontrol,...) and, especially, within the new framework of the European Defence Action Plan.
- **Maintaining our commitment** to Social Responsibility and our dedication to Public Service.





Digital transformation in the company

The aim of digital transformation at Isdefe is to promote the modernisation of corporate services, incorporating new technologies into processes and following the lines set out in the Digital Transformation Plan of the General State Administration and its Public Bodies.

In this regard, in 2020 the company drew up the **Isdefe Digital Transformation Action Plan**, which is underpinned by six dimensions: People, Processes, Security, Data, Digital Positioning and Technology.



Throughout 2020, efforts have gone into, among others, the following lines of action included in the Plan:

- **Identification of the processes** within each functional area and documenting these using a unique methodology, for their subsequent analysis, optimisation and automation, with the aim of continuously improving them.
- **Acquisition of collaborative tools** that improve the productivity of workforce.
- **Digital transformation of the expense management process** for its implementation in 2021.
- **Implementation of a single portal for receiving invoices** and launch of a pilot project to provide mobility solutions to operational personnel.
- **Extending the use of the electronic certificate and corporate e-signature card** to the entire Isdefe workforce.



Our business in figures

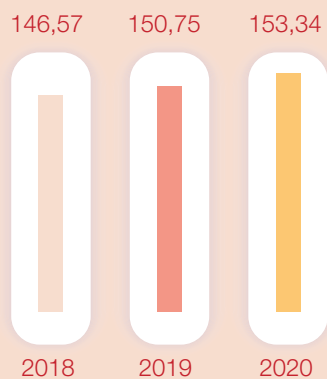
Isdefe, as **the in-house technical services provider of the General State Administration and of the entities, agencies and bodies linked or dependent on it** and by virtue of article 3 of the Public Sector Contracts Law 9/2017, must offer services to public sector which exceed 80% of its overall turnover.

This figure must be reflected in the report on the annual financial statements for the corresponding year, verified by external auditors and recorded in the Auditor's Opinion. The rest of its activity, in which it does not act as a government in-house service provider, was carried out for both national and international institutions.

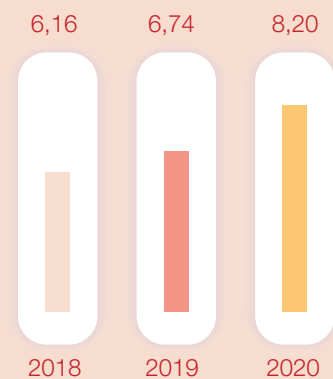
Likewise, its condition as a government in-house provider means that its results are calculated based on the actual costs incurred plus a sustainability margin (4%), which is established in the resolution of the current approved pricing¹.



Total turnover
(Millions of €)



Net profit/loss
(Millions of €)



1. For more information, see the "Pricing" section in the Non-Financial Information Statement: <https://www.isdefe.es/informaci-n-no-financiera>



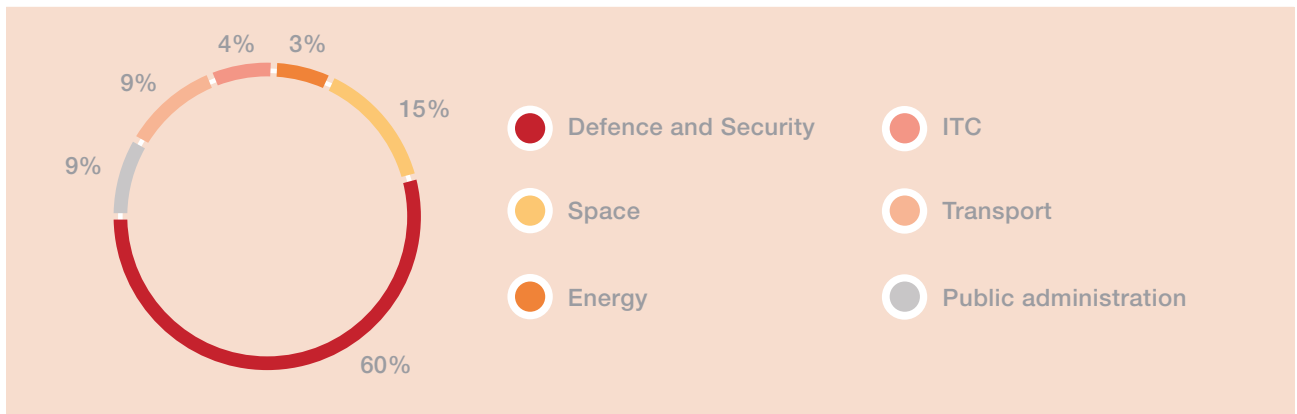
Isdefe's activity

The turnover resulting from Isdefe's activities as a **in-house service provider** for the last three years was as follows:



Engineering and consulting activities

Isdefe's activity mainly focuses on the area of Defence and Security, though a significant amount of work is carried out in the other sectors in which it operates:

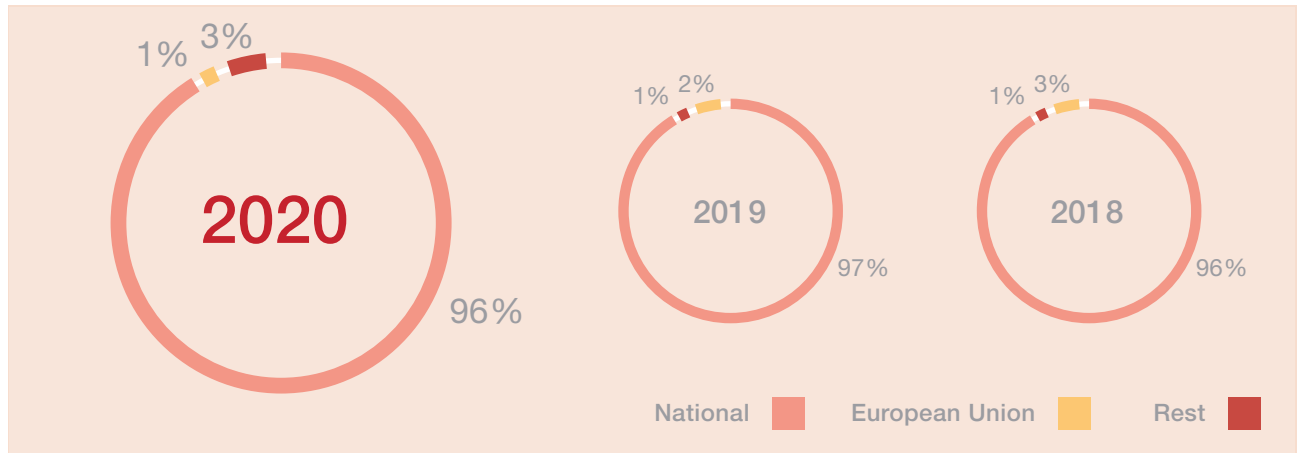


The three sectors with the highest volume of activity in the past year were **Defence and Security** accounting for 60% of the total, followed by the **Space** (15%) and **Transport** (9%) sectors.



Isdefe's activity by geographical location

The evolution of Isdefe's activity based on its geographical location is as follows:



Where we are

Our head office is located at Calle Beatriz de Bobadilla, 3, in Madrid, where 77% of our staff is located. We also have other work centres from where we operate located in: Torrejón de Ardoz, Robledo de Chavela, Villafranca del Castillo, Cebreros, Canarias and Cartagena.

Most of our operational activities, however, are carried out in the work centres of the institutions and customers we serve.

77%
of our staff is located at
Calle Beatriz de Bobadilla
3, Madrid.





Isdefe's workforce as of 31 December 2020

Isdefe has a workforce made up of **1,622** people, of which 92% correspond to Operating Units and 8% to Corporate Services, with the following breakdown by work centre:





International projection

In addition to the activity which Isdefe carries out at the national level on behalf of the Administration in areas of technological and strategic interest, it also carries out activities in abroad and in international organisations, especially at the European level in which it does not act as an in-house technical service provider (<20% of its activity).

The Spanish Administration in general, and the Ministry of Defence in particular, have numerous interests in the international arena and a constant global presence.

Isdefe is a tool of the Administration in its Foreign Action Strategy. Isdefe's action strategy focuses on European multilateral organisations and the administrations of allied countries.

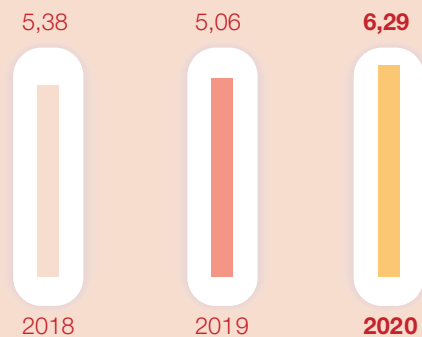
Objectives

The following objectives have been set:

- Ensure participation in initiatives and organisations in the interests of defence and security.
- Align the activity with the interests of the General State Administration (AGE) in general and the Ministry of Defence in particular, following the lines of the State's Foreign Action Strategy.
- Support MINDEF and its European representatives, and strengthen partnerships and relationships of trust with European companies.
- Focus the activity on the company's areas of excellence.
- Acquire knowledge to reinforce the activity of Isdefe as an in-house technical service provider.

Evolution of International Activity

(Millions of €)





1. OUR ORGANISATION

In 2020, our international activity has mostly taken place in the European arena, focused on increasing participation in the programmes of European Union bodies within the new European security and defence framework, and on supporting the administrations of allied countries, derived mainly from bilateral relations and interministerial agreements.

In 2020, Isdefe was the first organisation to officialise its entry into the NATO Not-for-Profit (NfP) framework, to provide consulting and project management services, research studies and the development of future capabilities.

Isdefe has promoted the concept of a European Government In-house Provider by promoting alliances with other equivalent European organisations (IABG, Fraunhofer, TNO, FOI, etc.).

During this period we have acted as one more tool of the Ministry of Defence and the General State Administration to help promote Spain's position abroad.

Areas of action by sectors of activity

Defence and Security

- European Commission.
- European Defence Agency (EDA).
- European Border and Coast Guard Agency (FRONTEX).
- Organisation for Joint Armament Cooperation (OCCAR).
- NATO: Communications and Information Agency (NCIA), Airborne Early Warning & Control Programme Agency (NAPMA), Support and Procurement Agency (NSPA), Cooperative Cyber Defence Centre of Excellence (CCDCOE).
- Peruvian Armed Forces Procurement Agency (ACFFAA), Ministry of Defence of Peru.
- National Office of Cataloguing of the Ministry of Industry and Energy of Saudi Arabia.
- National Office of Cataloguing of Peru.

Transport

- European Union Aviation Safety Agency (EASA).
- Single European Sky Joint Undertaking (SESARJU).



Space

- European Space Agency (ESA).
- European Union Agency for the Space Programme (EUSPA).
- European Global Navigation Satellite System Service Centre (GSC).
- Galileo Security Monitoring Centre (GSMC).
- European Union Satellite Centre (SatCen).
- National Aeronautics and Space Administration (NASA).

Public Administrations

Technical assistance in international projects co-financed by the Spanish Administration, to supervise the correct planning and execution by Spanish companies (Egypt, Jordan, Kenya, Senegal, Madagascar, Bolivia, Uganda, Honduras, Ivory Coast).





Entities and organisations to which we provide services

Public Administration





National Public Organisations





1. OUR ORGANISATION

International Public Organisations



Multilateral Organisations



Values and commitments

1,622

Specialised employees

87%

Engineers and graduates

37%

Women

We are know-how

Defence and security

- › Planning
- › Command and control networks and systems
- › Platforms
- › Technology centres
- › Logistics
- › Intelligence and electronic warfare systems
- › Security for information systems and critical infrastructures
- › Strategic infrastructures
- › Border surveillance and control
- › Technological and industrial management
- › Crisis and emergency management systems

Space

- › Space stations and infrastructures
- › Satellite applications

Transport

- › Traffic management
- › Transportation centres
- › Advanced concepts

Public administrations

- › Consulting for the Transformation of the Administration's Operations
- › Technological Modernisation and Digital Transformation
- › Support for the Economic Management of the Civil Service

Energy

- › Diversification and energy efficiency

Information and Communications Technology


- › Radioelectric spectrum
- › Communications networks and systems




42.47 h.
Of training Employ
year




€153 M
Total Turnover



84%
On permanent
contracts



€396,463
Of investment in RD&I



COMMITMENT TO
EXCELLENCE

PROMOTION OF
TECHNOLOGICAL
TALENT
Grants

INNOVATION
AT THE SERVICE
OF DEFENCE AND
SECURITY

TRUST OF THE
ADMINISTRATION

INTERNATIONAL
PRESENCE IN
INITIATIVES FOR
NATIONAL DEFENCE

SATELLITE
COMMUNICATIONS AND
OBSERVATION
OF THE EARTH

SAFE
TRANSPORT

**BUDGETARY AND
PROGRAMMING
GUARANTEE**
IN THE PROGRAMME
OFFICES

SUPPORT FOR THE GENERAL
STATE ADMINISTRATION IN
**DECISION-
MAKING**

SECURITY OF
INFORMATION AND CRITICAL
INFRASTRUCTURES



**AGENDA
2030**