



**OUR
COMPANY**

■ About Us

Isdefe (Ingeniería de Sistemas para la Defensa de España, S.A., S.M.E., M.P.) is a company of the National Public Institutional Sector that was created by a Council of Ministers agreement in 1985. It reports to the Ministry of Defence through the Secretary of State for Defence, and its capital stock is wholly owned by the National Institute of Aerospace Technology (INTA).

Isdefe was created to be an agency that can provide technical support on complex projects, especially in the aeronautical sector and in information and communication technologies, and to the Ministry of Defence in systems engineering work, especially with the modernisation programmes of the Armed Forces. Isdefe is the in-house technical services provider of the General State Administration (GSA), and provides consulting services to agencies of the Administration. It is the technological provider of reference in the field of Defence and Security and, as such, provides services to the Ministries of Defence, Interior and the rest of the GSA, making its knowledge and experience available to the administrations of other allied countries and international public bodies.



Isdefe is involved in initiatives of interest to Defence and Security, and works for, among others, the European Commission, the European Defence Agency (EDA), the European Border and Coast Guard Agency (Frontex), the European Space and Satellite Navigation Agencies (ESA and GSA), and the North Atlantic Treaty Organization (NATO).

Mission, vision and values



Mission

To support the Ministry of Defence, Public Administrations and international institutions in areas of technological and strategic interest by providing the highest quality consulting and engineering services, as well as by managing, operating and maintaining space complexes.



Vision

To progress as a leading multidisciplinary consulting and engineering company by developing high-quality innovative projects that are economically and socially profitable.



Values

Independence

What sets us apart is our relentless determination to defend the interests of the Spanish Administration against any type of industrial, commercial or economic constraints.

Proactivity

We anticipate needs, providing innovative solutions.

Global vision

We are a multidisciplinary organisation with a wide range of job profiles that, when combined, allow us to provide comprehensive services.

Commitment

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

Experience and know-how

Our activity is based on offering knowledge developed over our 35+ years of lending services and providing efficient solutions.

■ Our corporate purpose

The corporate purpose of Isdefe is set out in Article 2 of its **Articles of Association**:

To provide engineering, consulting and technical assistance services, especially those involving Defence and Security.

To prepare, develop and carry out projects and programmes related to works, supplies and service contracts related to the areas specified in the previous section.

To provide advisory and assistance services in matters of Industrial Cooperation Agreements associated with material procurement programmes and defence contracts, as well as to support the negotiation, execution and monitoring of international defence programmes to which Spain is a party, and of defence projects abroad, including humanitarian aid and peacekeeping programmes.

To support, assist and advise the national industry at the request of the Ministry of Defence.

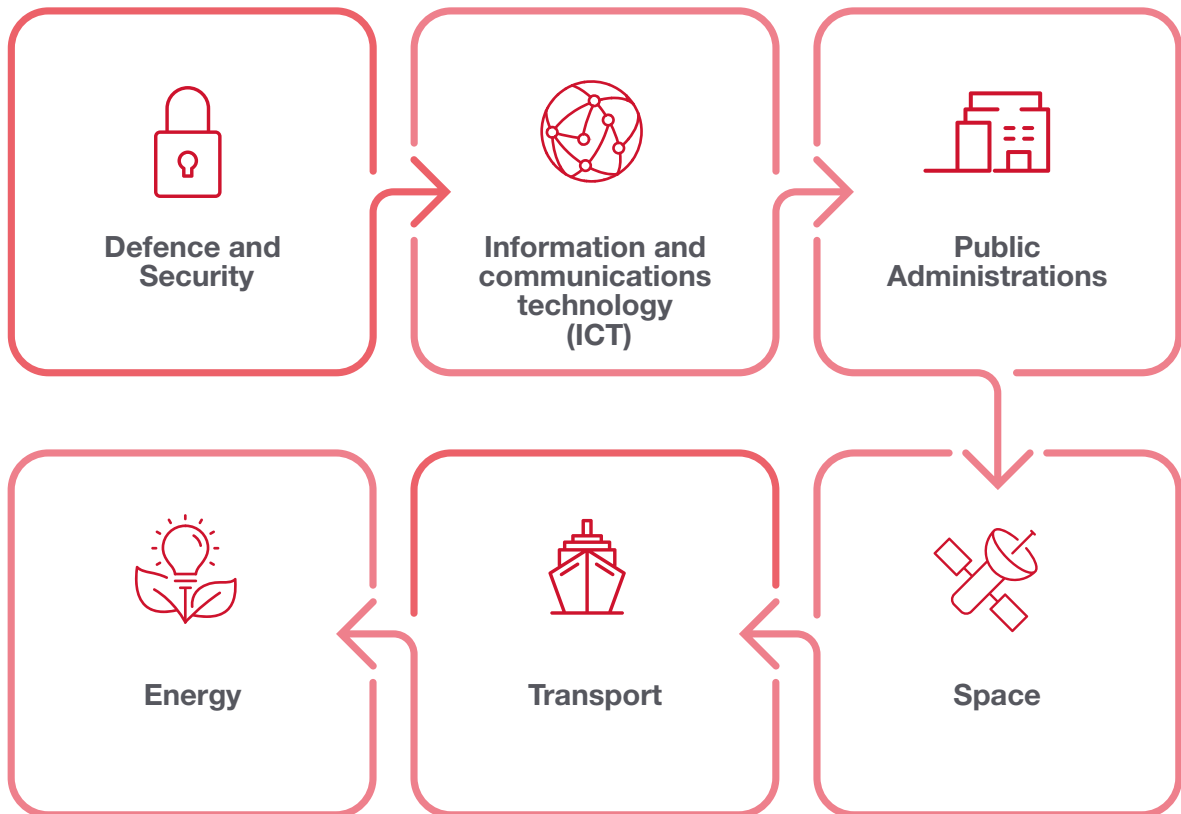


To provide technical support specialising in cutting-edge fields of technology such as:

- » Space vehicle data acquisition and monitoring stations.
- » Launch and landing fields.
- » Facilities to calibrate, test and certify equipment for aerospace projects.
- » Facilities to conduct experiments on new aerospace projects.
- » Aeronautical and space information and documentation centres, as well as others dedicated to the processing, analysis 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:



Isdefe's activity is focused on the field of Defence and Security.

We are knowledge



Defence and security

- › Defence Planning
- › Platform acquisition and sustainability programme
- › Technology centres
- › Logistics and supply chain systems
- › Intelligence and electronic warfare systems
- › Security in information systems and critical infrastructure
- › Strategic infrastructure
- › Border surveillance and control systems
- › Technological and industrial management
- › Crisis and emergency management systems



Space

- › Space stations and infrastructure
- › Satellite applications



Transport

- › Traffic management
- › Transport hubs
- › Advanced concepts



Public administrations

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



Energy

- › Energy diversification and efficiency



Information and communication technologies

- › Radio spectrum
- › Communications networks and systems



■ Corporate strategy

Isdefe renewed its corporate strategy in late 2021; **the new strategy corresponds to the period 2022-2025.**

Principles of the new strategy:

- » **To respond efficiently and sustainably** to the increased demand for our services, taking into account our public nature and status as an In-House Provider of the Public Administration.
- » **To provide high value-added services** in technological and strategic areas, while maintaining our status as a In-House Provider of the Administration.
- » **To enhance Isdefe's position as a leading company in the Defence and Security sector** and in the areas encompassed in the National Security Strategy.
- » **To guide the GSA** through the challenges facing it:
 - European Funds.
 - Digital Transformation.
 - Energy.
- » **To ensure our economic and financial sustainability** in the short and medium term.
- » **To strengthen Isdefe's staff** as the company's main asset and improve our equality policies.
- » **To put the customer at the centre** of Isdefe's management model.
- » **To enhance Isdefe's presence** in European institutions and international bodies in initiatives involving our areas of activity that are of interest and generate a return for the GSA in general, and the Defence Ministry in particular.
- » **To innovate** to anticipate needs and gain the knowledge needed to incorporate emerging technologies in order to achieve the challenges of the Administration.
- » **To promote transparency and contribute to the achievement of the 2030 Agenda** and strengthen environmental, social and governance sustainability aspects.



Pillars of Transformation

The principles of action defined, needed to respond to the needs of the State Administration during the next cycle, have been grouped into four pillars of transformation:



Company



People



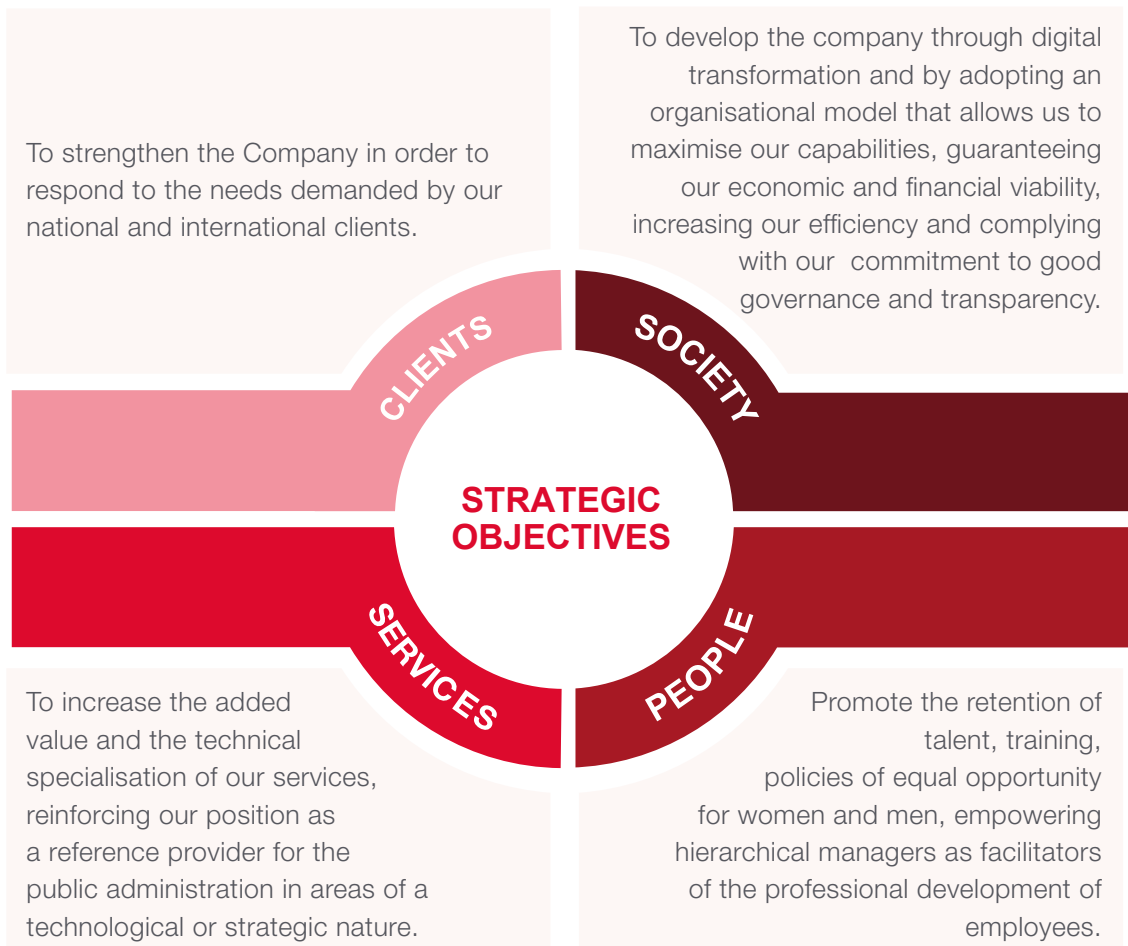
Services



Clients

Strategic Objectives:

» Four Strategic Objectives are defined that set the company's priorities and guide Isdefe's course in the short and medium term, so that it can address the new challenges, both internal and external.



Strategic Lines:

» To achieve the Strategic Objectives, a set of Lines has been defined in which to focus the efforts and actions to be implemented during the period 2022-2025.

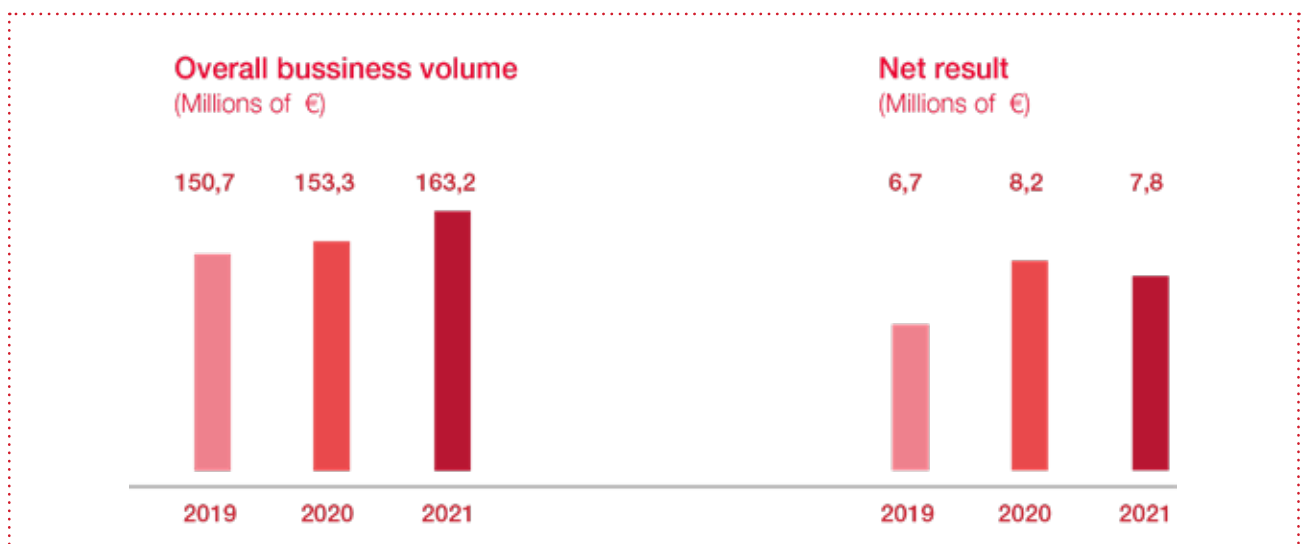


■ Our business by the numbers

Isdefe, as the In-House Technical Service Provider of the General State Administration and its associated or dependent bodies, entities and organisations, and, by virtue of Article 32 of the Public Sector Contracts Law 9/2017, is required to provide over 80% of its services to the public sector.

This figure must be reflected in the report of the annual accounts for the corresponding year, verified by the external auditors and recorded in the Audit Opinion Report. The rest of its activity, outside its function as an in-house provider, was carried out for both national and international institutions.

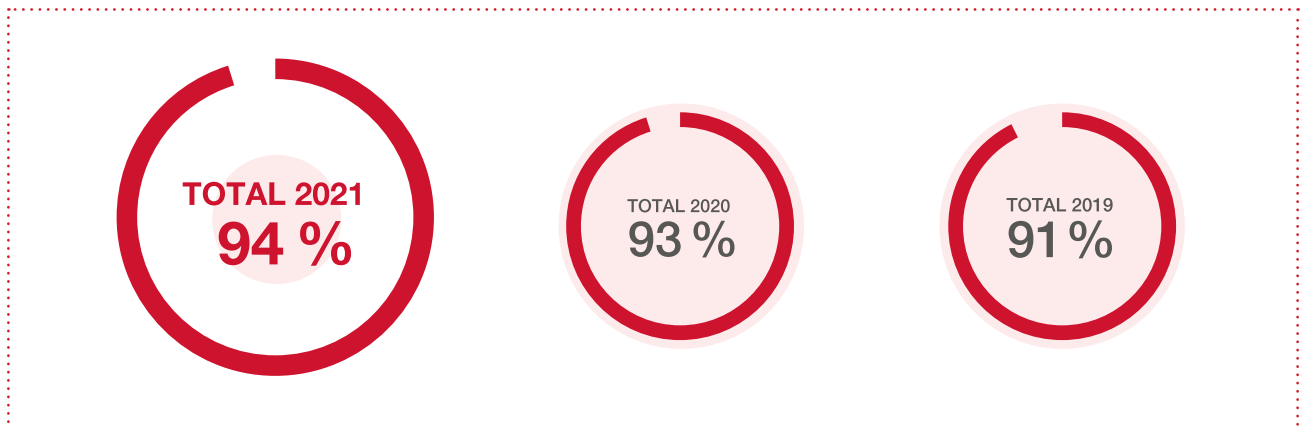
Isdefe, in its condition as an instrumental provider, determines that its results are a consequence of the actual costs incurred plus a sustainability margin (4%), which is set out in the resolution on the currently approved rates¹.



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

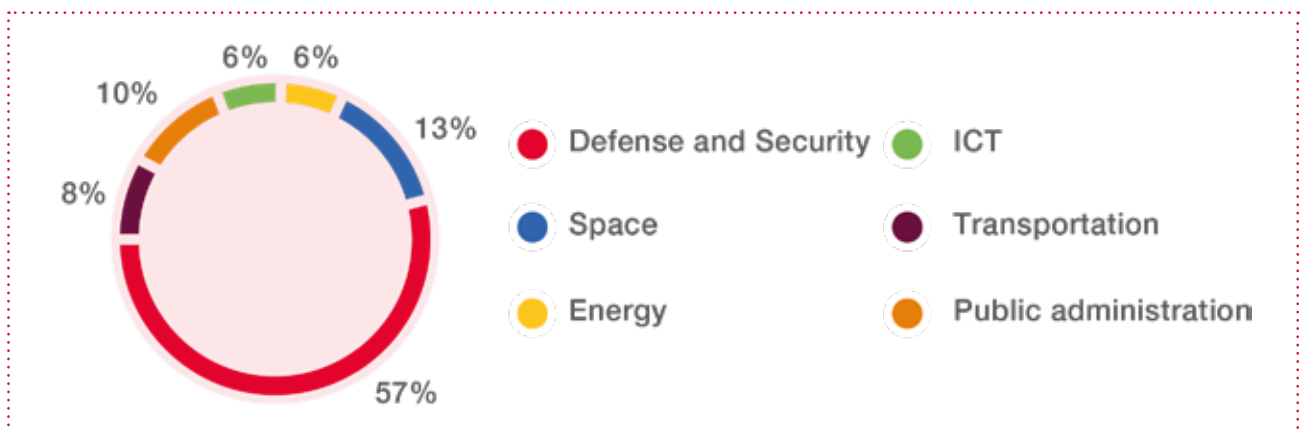
■ Isdefe Activity

The trend in the turnover from Isdefe's activities as an **In-House Service Provider** has been as follows:



Engineering and consulting activities

Isdefe's activity focuses mainly on the field of Defence and Security, although important work is undertaken in various sectors of activity:

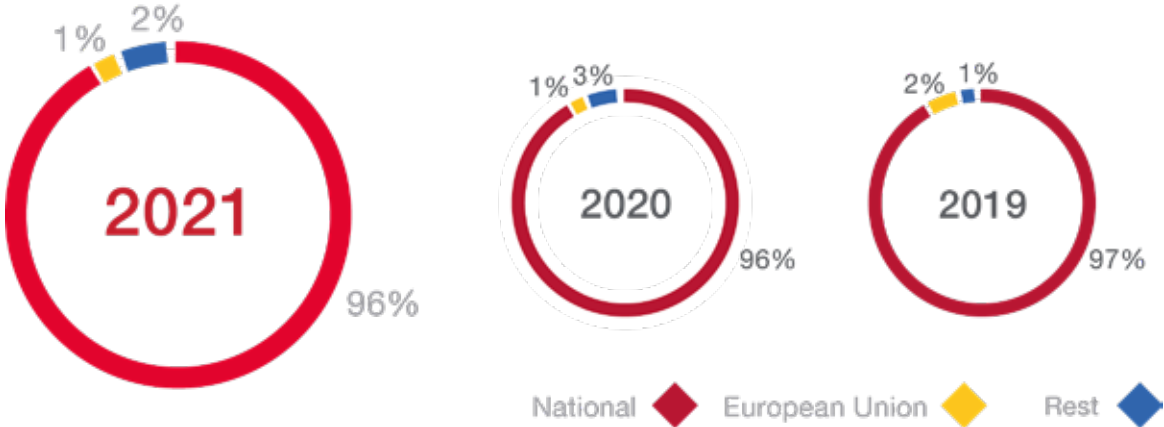


The three sectors with the highest volume of activity in the past year were:

- » **Defence and Security** (57%).
- » **Space** (13%).
- » **Public Administration** (10%).

Activity of Isdefe by geographical location

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



■ Where we are

Our headquarters are located at Calle Beatriz de Bobadilla, 3, Madrid, where 77 % of our staff is located. Other work centres where we carry out part of our operations are located in: Torrejón de Ardoz, Robledo de Chavela, Villafranca del Castillo, Cebreros, the Canary Islands and Cartagena.

Most of the operational activities, however, are carried out in the workplaces of the institutions and clients to whom we provide services.



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

Isdefe's staff as at 31 December 2021

Isdefe has a staff of **1,748** employees, 91% of whom work in Operating Units and 9% in Corporate Services, with the following distribution by work centre:



■ International scope

In addition to the activity that Isdefe carries out nationally on behalf of the Administration in areas of technological and strategic interest, it also engages in activities in international organisations and other countries, especially within Europe.

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

Isdefe is a tool for the Administration's Foreign Action Strategy. For this reason, Isdefe's international activity strategy focuses on European multilateral organisations and the administrations of Spain's allies.

Objectives

The following targets have been established:

- » Be present in initiatives and organisations of interest to defence and security.
- » Align international activity with the interests of the GSA in general and of the Ministry of Defence in particular, in keeping with the Foreign Action Strategy of the State.
- » Focus its activity on the areas of excellence of the company.
- » Acquire knowledge to enhance Isdefe's activity as an In-House Provider.

Evolution of International Activity

(Millions of €)



In 2021, the bulk of our international activity took place in Europe, focused on increasing participation in programmes of European Union bodies as part of the new European security and defence framework, and on supporting the administrations of allied countries, mainly derived from bilateral relations and inter-ministerial agreements.

In 2021, Isdefe was the first organisation to formalise its **entry into NATO's new Non-for-Profit (NfP) framework**, for the provision of consultancy and project management services, research studies and development of future capacity requirements.

In this period, we provided an additional tool to the Ministry of Defense and the General State Administration to better project Spain's standing internationally.

Areas of action by sector 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 Programme Management Agency (NAPMA), Support and Procurement Agency (NSPA), Cooperative Cyber Defence Centre of Excellence (CCDCOE).
- » National Cataloguing Office and Purchasing Agency of the Armed Forces of Peru (ACFFAA), Ministry of Defence of Peru.
- » Directorate of State Procurement of the National Defence Ministry of Colombia.
- » Military Airworthiness Authority of the Ministry of Defence of the United Arab Emirates.

Transport

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

Space

- » European Space Agency (ESA).
- » European Union Agency for the Space Programme (EUSPA).
- » European Centre for Satellite Navigation Services (GSC).
- » Galileo Security Monitoring Centre (GSMC).
- » European Union Satellite Centre (Satcen).
- » National Aeronautics and Space Administration (NASA).

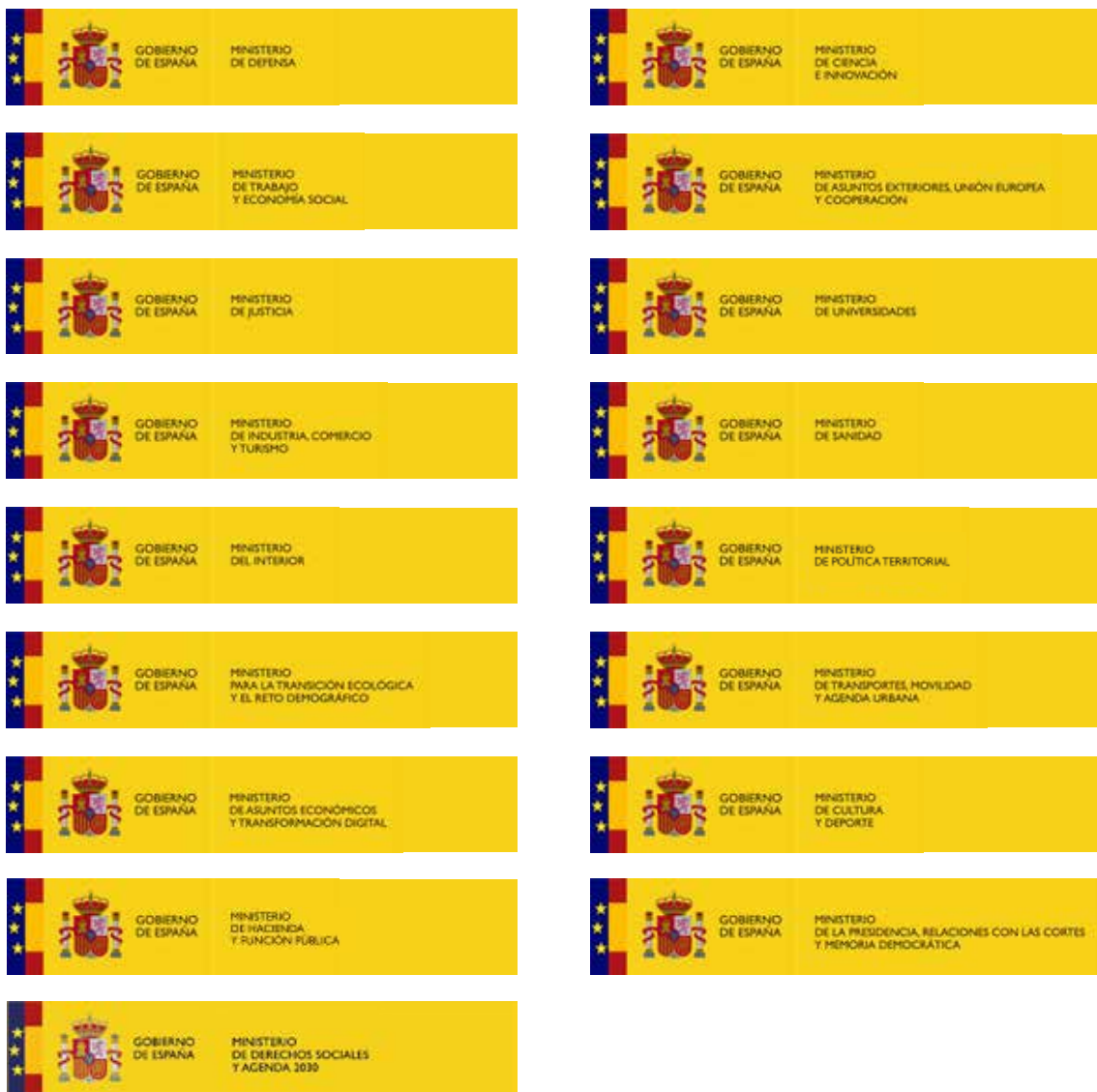


Other Public Administrations

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

■ Entities and organisations to which we provide services

Public Administration



National Public Agencies



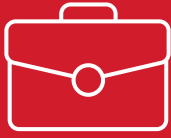
International Public Bodies



Multilateral Organisations



■ Large numbers



€163M
Total Turnover



93.8 %
In-house Service Provider



1,748
Staff



47 h.
Training employee/year



77%
Permanent contracts



92%
Engineers and graduates



€824,506
Investment in innovation



17
Innovation projects



12,000 h
Digital skills training

■ Values and commitments

