



2014 Annual Report

Executive Summary



2014 Annual Report

This document is a summary of the 2014 Isdefe Annual Report, which details the company's corporate governance and performance for the year in three areas: economic, social and environmental.



Isdefe publishes a corporate social responsibility report annually that adheres to the directives and principles of the Global Reporting Initiative's (GRI) international standard, which sets the methods for determining the content, scope and coverage of the report and ensures the quality of the information provided.

In keeping with its environmental commitment, the paper versions of the 2014 Annual Report and Executive Summary are issued in limited quantities. The digital versions of both documents are available on our corporate website at www.isdefe.es.

The information contained in this executive summary fulfills the requisites in version 3.1 of the GRI to achieve an application level of A.

	C	B	A
GRI CHECK			✓

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Isdefe

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LETTER FROM THE PRESIDENT

After some years of financial hardships for the industry, the year 2014 saw a reversal in the trend of the Spanish economy thanks to the significant reforms carried out by the government, to the adaptation of Spanish companies to the new conditions, and to the efforts made by every Spanish citizen in this time of crisis. In recent months Spain has become one of the fastest growing economies in Europe, something that our country and its corporate fabric, both public and private, must take advantage of.

This improving economic setting offers numerous opportunities to those companies that have undertaken major restructuring efforts during this time. Such is the case with Isdefe. The work done in recent years to consolidate the company during times of economic recession was key to successfully confronting an increasingly complex, changing and competitive environment.

In 2014 Isdefe was able to position itself and adapt in order to meet the growing demand for its services from the government. It transformed its organisational and economic model and applied the principles of efficiency, economy and quality to all of its activities, the main goal being to create value for the public sector. Similarly, it

continued with its internationalisation strategy to search for new opportunities, and it consolidated its standing with other governments and international organisations.

Among the numerous activities carried out, of the utmost importance was Isdefe's contribution in the area of defence and security, which stems from the experience gained over many years and the knowledge from which has been applied to other sectors. The company's contributions have proven essential to the Ministry of Defence.

This report highlights some of the most significant achievements and results obtained in various areas of activity in the past year, none of which would have been possible without the talent, efforts and dedication of each and every Isdefe employee, to whom I am very grateful. I also wish to congratulate the Board of Directors for its work, and, most of all, I am thankful to our clients for placing their trust in the company once more.

Pedro Argüelles Salaverría
Secretary of State for Defence
President of Isdefe



LETTER FROM THE CHIEF EXECUTIVE OFFICER

This 2014 Isdefe Annual Report, which I have the pleasure to introduce, reflects the company's main activities for the past fiscal year and provides information on its financial, social and environmental management.

In 2014 we implemented the 2014-2016 Strategic Plan, advancing and consolidating the strategic areas and activities that this plan lays out for the company.

As indicated in the plan, Isdefe continued to solidify its status nationally as the in-house provider for the Ministry of Defence and for all government agencies for those activities related to defence and security, as well as for activities involving air transport, ICT, process reengineering and modernisation for the regional governments, energy efficiency, aerospace projects and the management of space complexes, and support to Defence Technology Centres, as specified in the company's corporate purpose.

Over the course of 2014 the company achieved sustained growth for its international activity in Latin America and the Middle East. It also enhanced its activities in multinational organisations.

Isdefe had an income of 139.16 million euros in 2014, a 5.91% increase over 2013, an operating income of 5.5 million euros and an after-tax income of 4.85

million euros. This increased revenue resulted from the consolidation of key areas of activity combined with the company's activity abroad.

In the area of R&D Isdefe maintained its presence in national and international projects, especially in fields related to defence, security and air transport. The company is also an active participant in the H2020 programme.

With the entry into force of Law 19/2013 on transparency, access to public information and good governance, Isdefe published the Transparency Portal on its corporate website in an effort to promote transparency in the company's management and activity. It also published information on how the company uses public funds.

Lastly, I would like to express my appreciation to those institutions and clients that place their trust in the company, as reflected by the high scores reported on the survey of perceived quality, to the Board of Directors for its support, and to every employee for their commitment and professionalism, attributes that are reflected in the quality and excellence of our services.

Francisco Quereda Rubio
Chief Executive Officer



THE ORGANIZATION

SERVING THE SPANISH GENERAL STATE ADMINISTRATION

Ingeniería de Sistemas para la Defensa de España, S.A. (Engineering Systems for the Defence of Spain) – Isdefe, is part of the National Public Sector and specialises in providing solutions to the main national and international challenges facing the government through its consulting, technical assistance, engineering and turnkey projects.

Isdefe is the in-house technical services provider for the General State Administration (AGE) and for those agencies, entities and organisations reporting to it. Its president is the Secretary of State for Defence.

On 31 December 2014, Isdefe had a team of 1,551 individuals committed to excellence.

STRATEGY & OBJECTIVES

In 2014 Isdefe launched a new 2014-2016 Strategic Plan intended to transform the company so it can face new internal and external challenges.

It is based on four Strategic Areas:



ISDEFE FIGURES



139.36 M€
in turnover



4.52 M€
on R&D&I projects



4.84 M€
net profit



974 men
581 women

MISSION

To provide support to the Ministry of Defence, public agencies and international organizations in areas of technology and strategic interest through high quality services of consultancy, engineering and management, and the technical management, operation and maintenance of ground space stations.

VISION

Our purpose is to advance as a leading multidisciplinary consulting and engineering company by developing innovative, high-quality projects that are financially and socially profitable to our clients.

VALUES

Independence

We are noted for always defending our clients' interests against any type of conditioning factor, be it industrial, commercial or financial.

Global Vision

We are a multidisciplinary organization with a wide variety of professional profiles that combine to yield comprehensive coverage for the services we provide.

Proactivity

We anticipate the needs of our clients and of their projects, providing innovative solutions.

Commitment

By working ethically, transparently and professionally, our commitment is three-fold: to our clients, our organization and also to the rest of society.

Experience and know-how

Isdefe's activity is based on offering the knowledge accumulated over its 30 years of providing services, offering efficient solutions that are tailored to the needs of its clients.



INTERNATIONAL PRESENCE

Isdefe, in keeping with the objectives specified in its 2014-2016 Strategic Plan, has enjoyed significant success in its continuing internationalisation efforts. In 2014, in addition to achieving sustained growth in Latin America, Isdefe increased its activity in Europe through contracts with multilateral organisations, and it successfully maintained its presence in the Middle Eastern market.

Isdefe's sales activity consolidated the company's presence in marketplaces like Ecuador and Peru, and in Europe in organisations like EUROCONTROL, ESA (European Space Agency), EDA (European Defence Agency) and NATO. It also brought in new clients like the European Aviation Safety Agency (EASA) and multilateral organisations like the Inter-American Development Bank (IDB) and the Development Bank of Latin America (CAF).

One of the company's main sales milestones in 2014 was its consolidation in Ecuador through the permanent establishment of a branch there in late 2013, which has led to increased contracts for the execution of projects for the Ministry of Transport and Public Works and for the Ministry of Education. Another success in the Latin American market was the awarding of our first contract with the Peruvian navy. In Europe, Isdefe was awarded its first contract from the Supervisory Authority of Europe's Global Navigation Satellite System (GNSS).

GEOGRAPHIC PRESENCE

Isdefe has several offices and work centres throughout Spain. Our headquarters are at no. 3 Beatriz de Bobadilla St. in Madrid.





OUR BUSINESS MODEL

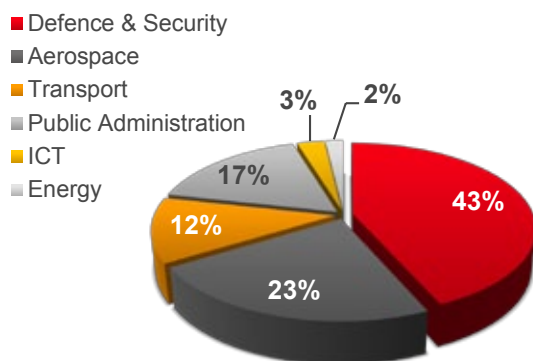
VOLUME OF ACTIVITY

Isdefe is the government's in-house provider of consulting, technical assistance and engineering services in the areas of Defence and Security. As such, it is the main sector that provides the bulk of the company's turnover, at 43%, followed by Aerospace at 23%.

The experience in these sectors and the know-how acquired have led the company to provide technical support and consulting services to the public sector, with government agencies accounting for 17% of Isdefe's turnover and the Transport sector for 12%.

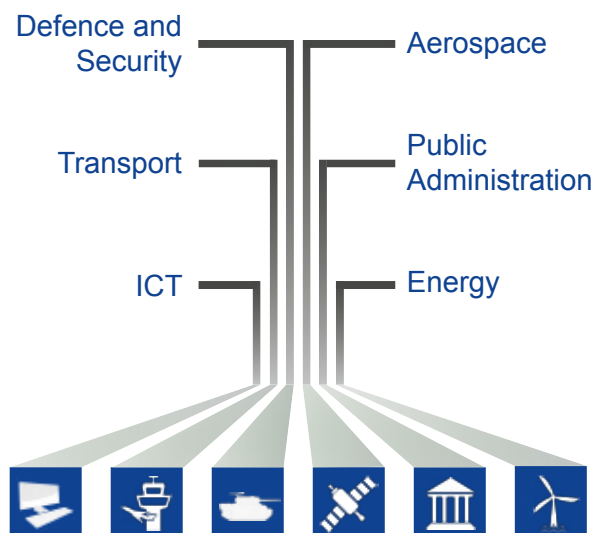
Last but no less significant, as these sectors are equally important strategically to the company, are the ICT sector, at 3%, and the Energy sector at 2%.

► 2014 Turnover by sector of activity



SOLUTIONS BY SECTOR

Isdefe brings its own capabilities to customers in areas of technology and strategic interest in the following areas of knowledge:



SERVICES

HIGHLY QUALIFIED AND INDEPENDENT

► Consulting and Technical Assistance: "SUPPORTING DECISION MAKING"

Isdefe works alongside the client to:

- Plan and support system life cycles.
- Develop the organization of their projects.
- Assist with the regulatory, verification and certification processes.

► Engineering "DESIGNING SOLUTIONS"

Isdefe is capable of transforming a client's requirements into detailed projects that provides a complete solution so its needs.

► Turnkey projects "IMPLEMENTING SOLUTIONS"

When so requested, Isdefe is able to provide with the comprehensive solutions they need.

SUSTAINABLE INNOVATION

Areas of Knowledge

In the area of R&D, Isdefe maintained its presence both in Europe and domestically, in particular in the areas of defence, security and transport. This meant achieving good levels of success despite streamlined efforts and the ensuing reduction in internal investments in the aforementioned areas.

Sectors of knowledge	No of projects
Defence and Security	16
Transport	14
Public Administration	1
Aerospace	1
Total	32

R&D&i projects in progress

According to CDTI data on the provisional results for the European Commission's Seventh Framework Programme (FP7) for R&D, which has lasted seven years, Isdefe was the leading company in Spain, and sixth in Europe, in terms of the rate or return obtained in the area of security. Of the notable projects in Spain in this area, Isdefe was involved in PERSEUS and CLOSEYE, both part of the Borders Surveillance programme, in which Spain plays a key role.

In anticipation to the company's participation in the H2020 programme, in 2014 Isdefe prepared bids for the tender processes opened in an effort to maintain its involvement and prominence in the areas of security and transport and to develop R&D in other strategic areas.

R&D&i investment

- **4.52 M€** in R&D&i projects
- **3.18 M€** in partial operating & financing subsidies for R&D&i projects

► Success stories: TREE PROJECT



One of the main success stories at Isdefe in the last six years in the area of R&D involves the research conducted on modelling and simulating the behaviour of

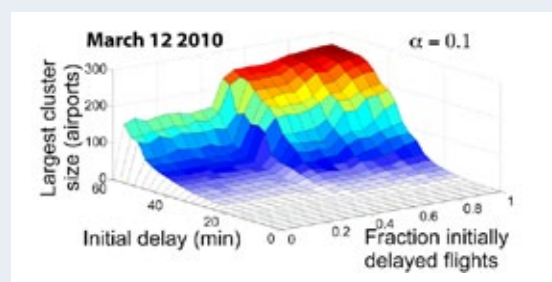
transport networks, mainly that aimed at studying the propagation of delays in the European air transport network.

This research was started by Isdefe for the dual purpose of consolidating our presence in the European Single Sky, or SESAR, programme, and of making the most of our own research, stemming from the non-stop dedication of the team devoted to this area of research.

The TREE project (data-driven modelling of the network- wide extension of the Tree of REactionary delays in ECAC area) involves the development and validation of a powerful simulation tool capable of characterising the propagation of (primary and reactionary) delays in the European air transport network. The main development concerns the modelling of flight links. While various research studies on the propagation of delays in air transport networks only consider those flights sharing the same airplane as linked, the model developed as part of the TREE project also regards those flights that must share the same crew and/or some of their passengers as linked.

The results of the project have led to a great deal of interest in the SESAR programme itself. Even though the project is not scheduled to be complete until September 2015, both the potential of the novel tool and the commercial interest it has sparked have resulted in the initial actions being taken by Isdefe to protect the fruits of its intellectual property.

The expansion in this area of R&D has endowed Isdefe with the abilities and tools needed to provide solutions to problems typically found in air transport networks from a macro and microscopic perspective, solutions that are backed by statistical results.





ACTIVITIES REPORT

DEFENCE & SECURITY



We are a leading company in the industry, providing consulting and engineering services to the Ministry of Defence, the Armed Forces, the Ministry of Interior, National Security Forces and Agencies and Civil Protection Forces.

We offer specialized experience and knowledge in every phase of the system life cycle: capabilities planning, definition of requirements, viability and feasibility studies, contracting specification and programme management support; monitoring and validation, certification and testing; maintenance and logistics.

Strategic areas

- Command and Control Networks and Systems.
- Platforms: Procurement and Maintenance.
- Logistics and Supply Chain Systems.
- Remotely Piloted Aircraft Systems (RPAs).
- Cyber-Security
- Intelligence and Electronic Warfare Systems.
- Border Surveillance and Control Systems.
- Protection of Critical Infrastructure.
- Crisis and Emergency Management.
- Unique construction and infrastructure projects.
- Technology Centers.

The activities in this area included:

General Directorate for Armaments and Materiel (DGAM): support in moving the Programme Offices from the headquarters as part of the transition process to aid in studies involving the sizing and standardisation of methodologies.

Joint Chiefs (EMACON): adaptation of the networks and systems infrastructure at the new base in Retamares (old NATO headquarters) in preparation to launch the Joint Cyberdefence Command, and transferring the Operations Command and the Intelligence Centre of the Armed Forces.

Army's Logistical Support Command (MALE): definition and start-up of a new interactive technical publications service based on the S1000D standard that provides documentation in an electronic format and helps improve the quality of logistical data, as well as to implement improvements in the reliability and maintainability of weapons systems.

Air Force's Logistical Support Command (MALOG): in the area of air command and control systems, support in completing the installation phase of HW systems for NATO's Air Command and Control agency, ARS-TO, in the CARS bunker, located in the Torrejón Air Base, allowing the start of the integration and testing phase for this agency after the acceptance of the software for Automatic Data Processing (ADP) and Voice Communications.

Navy's Logistical Support Command (JAL): support activities for the S-80 Submarine Programme by tracking the process of implementing the combat system, verifying the development of this system's software and analysing the cost of the programmes in progress. Through the Submarine Technical Certification Programme (PCTSUB), Isdefe continued cooperating with the Spanish navy to implement its submarine certification programme.

National Institute for Aerospace Technology (INTA): support with the certification and qualification of manned military aircraft (EF2000, NH-90, Tigre-HADE, A400-M, C-295M), development of command and control systems, specifically the development of software to recognise patterns in video and to generate virtual terrains, and implementation of new features in the control stations for the MILANO and DIANA RPAs.

Civil Guard: support in development of new capabilities to provide interoperability. Adaptation of European border protection systems (EUROSUR-NCC) to comply with integration and centralisation requirements.

NATO Communications and Information Agency (NCIA): in the area of the PMIC project (Programme Management and Integration Capability), onsite support in the management, integration and validation of systems at the NCIA's facilities in Brussels and The Hague. Of particular relevance in 2014 was the implementation of cross-system processes in support of the Agency's new services.

Military Industries Corporation (MIC), part of Saudi Arabia's Ministry of Defence: review of every process in the Logistics Department, proposing a new organisation and management model for the spare parts warehouses, and support in the implementation of the parts cataloguing process using NATO standards.

European Agency for Border Management (FRONTEX): conducted an analysis on the problem of monitoring those areas where the presence of forests and vegetation hampers surveillance.

Ecuador's Ministry of Transport and Public Works and Ministry of Coordination for Strategic Sectors: development of the first phase of the Master Plan for the Port of Guayaquil and consulting on the design of the ASTINAVE public/private shipyard.

AEROSPACE

We are a leading provider of operational, management and maintenance services for Space Stations and Infrastructure.

Isdefe is also capable of executing advanced aerospace engineering projects throughout their entire life cycle in the areas of space communications and Earth observation.

Strategic areas

- Space Infrastructure.
- Satellite Communications.
- Earth Observation.



The activities in this area included:

Operation, maintenance and technical support of space complexes in Spain: **NASA's** Madrid Deep Space Communications Complex (MDSCC) in Robledo de Chavela (Madrid), the **European Space Agency's (ESA)** Deep Space Station DSA-2 in Cebrenos (Ávila) and the **European Space Astronomy Centre (ESAC)** in Villafranca (Madrid), and the **National Institute for Aerospace Technology's (INTA)** Canaries Space Centre (CEC).

European Space Agency (ESA): support in the development of scientific programmes as part of the Frame Contract for Science.

European GNSS Agency (GSA): definition of operations and operational procedures for the GNSS Service Centre Operations & Hosting Services (GSCOPS) project and support in the deployment and start-up of the Spanish Competent Galileo PRS Authority (CPA), which, in the future, will provide Galileo Public Regulated Services (PRS).



TRANSPORT

We specialize in consulting and technical assistance activities, and in providing managing and engineering services for regulatory and supervisory bodies, as to authorities that provide transportation services, both in the area of air transport and other means of transport.

Isdefe is capable of providing life-cycle management services for systems associated with the provision of transportation, its supervision and safety analysis.

Strategic areas

- Traffic Management.
- Transport Centers.
- Advance Concepts.

The activities in this area included:

Enaire: support in the placement into service of a new voice communications system for en route and approach air traffic at the Canaries Control Centre, and, as part of the iTEC Programme, development of specifications for the future joint control post for the air traffic control systems of Germany, the United Kingdom, Netherlands and Spain.

Aena: support in the deployment and start-up process of the Airport Collaborative Decision Making (A-CDM) platform, including the certification of the Adolfo Suárez Madrid-Barajas Airport as an A-CDM airport.

Civil Aviation General Directorate (DGAC): support in defining policy in the sector through airport, air navigation and air transport strategies and to the USOAP Programme Office to monitor the implementation in Spain of International Civil Aviation Organisation (ICAO) regulations.

Spanish Aviation Safety and Security Agency (AESA): support in developing the regulations for the European Single Sky and its implementation nationally by inspecting the providers of air navigation services to ensure compliance with operational safety regulations.

Civil Aviation Accident and Incident Investigation Commission (CIAIAC): support to the ministry by analysing serious accidents and evaluating and processing safety recommendations.

ESSP (European Satellite Services Provider): preparation of an EGNOS Multi-modal Action Plan, including an analysis of advanced EGNOS applications for aviation and a study of the viability of EGNOS-based instrument approaches to non-instrument runways.

Port Authority of the Bay of Algeciras (APBA): preparation of a Technology Development Plan and guidance on the preliminary design of a Process Coordination Centre.

PUBLIC ADMINISTRATION

Isdefe advises public officials in their search for solutions to improve and modernise by reformulating and increasing efficiency in the performance of their tasks. Isdefe's knowledge of government agency regulations, methods, organisation, process reengineering and computerised solutions enables it to propose more effective and efficient management methods.

In the area of industrial technology management, Isdefe's global and multidisciplinary vision and its independence from commercial interests makes it a leader in defining and formulating technology/ industrial plans and policies and in evaluating R&D proposals.

Strategic areas

- Improving and Modernizing Public Administrations.
- Technological and Industrial Management.



The activities in this area included:

General Directorate for Armaments and Materiel (DGAM), Ministry of Defence: development and implementation of the first phase of the Balanced Scorecard aimed at tracking its strategic goals, support in defining technology projects such as the future F-110 frigate, and registering and evaluating the Ministry of Defence's R&D results.

Financial Affairs General Directorate, Ministry of Defence: support for its Contract Modernisation Programme by cooperating in the launch and management of various centralised contracting projects (fuels, postal services, security services and office supply services).

State Office for Justice, Ministry of Justice: continued support to the Ministry's technology modernisation initiatives, such as the LexNET computer notification system, the Integrated Judicial System for managing cases in courts, the Minerva case management system, the ongoing activity to deploy a new organisational model for the Judicial Office, which has been implemented in the cities of Ceuta and Melilla, and the new Tax Office, already in operation in Ceuta, as well as cooperation in coordinating with other countries participating in the e-CODEX European initiative.

State Office for Research, Development and Innovation, Ministry of Economy and Competitiveness: consulting service to the Office in its task of promoting corporate innovation in the area of managing the Binding Detailed Opinions for tax deductions for R&D activities.

Office for Industry and SMEs, Ministry of Industry, Energy and Tourism: executive tracking of the information relative to the execution of industrial projects financed by grants awarded as part of the Reindustrialisation Programme.

National Market and Competition Commission (CNMC): assistance in implementing the Regulatory Cost Information Model (IRC model), which will allow for the assessment and control of the costs to be paid to the owners and operators of the electricity and gas generation and distribution grid within the existing regulatory framework

European Defence Agency (EDA): study and analysis of Europe's defence capabilities within the framework of the Capability Development Plan (CDP) used by the Agency to conduct a periodic analysis of the available and necessary capabilities in the short, medium and long term.



ICT

Isdefe supports the government in its development of the Information Society, providing services related to ICT market planning and regulation, commercializing the electromagnetic spectrum, digital development strategies such as the transition to Digital Terrestrial Television, Digital Dividend, as well as the latest technical advances to society (Smart Cities).

Strategic areas

- Electromagnetic Spectrum.
- Communications Networks and Systems.

The activities in this area included:

State Office for Telecommunications and for the Information Society, Ministry of Industry, Energy and Tourism: cooperation in developing the Digital Agenda for Spain through its two main areas of activity - developing telecommunications and promoting the Information Society. Support in executing the Digital Dividend, as well as coordinating pilot projects to determine the electromagnetic compatibility of LTE and DTT services in the 800-MHz band. Support in the oversight and execution of the New Infrastructures programme to aid in the deployment of superfast networks and broadband infrastructure.

National Market and Competition Commission (CNMC): verification of the results of the regulatory accounting systems of certain operators, analysis of the level of development of broadband infrastructure and of the conditions for competition in the market.

ENERGY

In the area of Energy Diversification and Efficiency, we provide engineering and technical assistance services to the group of national and international public sector institutions and organizations to aid them in developing energy policies, in implementing public sector energy services models with the lowest environmental impact and in conducting energy audits and certifications of the solutions implemented.

Strategic areas

- Energy Diversification and Efficiency.



The activities in this area included:

Institute for Energy Diversification and Savings (IDAE): support in executing the Investment Fund for Energy Diversification and Savings (FIDAE) by conducting energy studies and suggesting bid proposals for municipal lighting systems and district heating systems, and energy improvement studies for public buildings. For the IDAE Technical Office for Energy Efficiency in Government Agencies, Isdefe began a new work cycle with the Energy Efficiency Directive aimed at achieving the 3% annual energy renewal commitments at consumption centres for the General State Administration.

Ports of the State: aid in promoting R&D in the area of integrating renewable energy and energy efficiency initiatives for the national ports system, and draft of a proposal for the Smart Green Energy

Ports and Harbours (SEPORHA) project aimed at positioning Spain's ports as benchmarks in Europe in the development and demonstration of a new, sustainable and innovative energy model.

Ministry of Economy and Competitiveness: comprehensive consulting in the development and oversight of international projects associated with developing bilateral or multilateral agreements between the Spanish government and other countries, such as the work to build a 2.17-MW solar photovoltaic plant in Azraq (Jordan), contracted by the Ministry of Renewable Energy and Mineral Resources, and aid in bidding and evaluating offers to construct a 120-MW wind farm in Gulf El-Zayt (Egypt).

CLIENTS

National Organizations

Public Administration



Key National Organizations and other clients



International Organizations

Public Organizations



Multilateral Organizations



COMMITMENTS

TO THE STAFF

Isdefe has a very qualified team of professionals that is highly trained and committed to the organization and its clients.

No. of employees on 31/12/2014	1,555
Personnel expenses	93,603,516
No. of employees with university degrees	1,246
No. of permanent employees	1,444
Average age	41.48

Health and Safety

Since its founding Isdefe has been committed to creating a healthy working environment and to preserving the health and safety of its employees through proper work practices.

Equal Opportunity, Work-Life Balance and Diversity

Isdefe encourages the professional and personal development of all its employees by ensuring equal opportunity.

Recognitions



"Workplace Equality" Award from the Ministry of Labor and Social Security.



"Reconcile Network" Award.

Training

In the 2014-2016 Strategic Plan, training becomes a strategic element, given Isdefe's view of its people as its greatest asset.

- ▶ **102,420** hour of training
- ▶ **770,350 €** invested in training
- ▶ **1,158** employees have received training
- ▶ **50,897 €** subsidies in individual training and initiatives

TO THE SOCIETY



Global Compact

Since November 2009, Isdefe has expressed its voluntary commitment to social responsibility through its adoption of the United Nations Global Compact and its involvement as a member of the Spanish Network of the Global Compact.

The Global Compact is an international initiative that promotes an ethical commitment among companies to ensure their strategy and their daily operations comply with the ten basic principles of conduct and action in the areas of human rights, labour, environment and anti-corruption.

Code of Ethics

Since 2013, Isdefe has had a Code of Ethics that provides an operating guide for how Isdefe employees should behave in their jobs. This new Code reinforces the corporate culture under the umbrella of three fundamental ethics principles: integrity, professionalism and respect.

Over the course of 2014 Isdefe consolidated the implementation of its Code of Ethics by putting in place the control mechanisms and other instruments needed by employees to enforce it.

Social Action

Various social actions are scheduled over the course of the year. These activities feature participation by company employees in cooperation with non-profits and NGOs in initiatives that are consistent with the conduct of Isdefe's activities.



Promoting Excellence & Knowledge

Isdefe is party to various partnership agreements with renowned universities, professional colleges and associations.



TO QUALITY

The quality policy is designed to ensure the satisfaction of our clients and to contribute to cutting service and product costs. The goal is to have Isdefe recognized as a leader in quality.

► **UNE-EN ISO 9001 Standard from AENOR.** Consulting, engineering and technical assistance, in the conception, design, development, implementation and maintenance of communications systems, command and control, air navigation, airports, aerospace systems logistics, security, information technology systems and infrastructure management, as well as in the area of management of industrial cooperation agreements and technology transfer.

► **PECAL/AQAP 2110.** PECAL/AQAP 2110 Quality Management System, by Ministry of Defence for consulting services and technical support in the area of systems engineering to Ministry of Defence. Certified since 8 November 2002.



Client satisfaction

Isdefe, in keeping with the quality commitment it has with its clients, conducts an annual "Satisfaction Survey" of all its clients so as to determine both those aspects of its service that the clients consider most important and their degree of satisfaction with each aspect. These surveys are carried out at the conclusion of the contractual commitment and afford us a significant amount of information regarding the opinion that clients have of the services provided by Isdefe.



The level of satisfaction attained in 2014 was 8.66 out of 10.

TO THE ENVIRONMENT

At Isdefe we are aware of the need to take care of the environment. We are committed to working to reduce the environmental impact of our activity. To this end, we have had an AENOR-certified UNE-EN ISO 14001:2004 Environmental Management System since 2007.

► UNE-EN ISO 14001 Environmental Management Systems



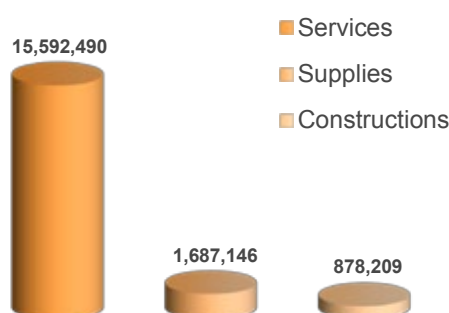
Consulting, engineering and technical assistance services involving the creation, design, development, implementation and maintenance of communications, command and control, air navigation, airport and aerospace systems, logistics, security, information technology and infrastructure management systems, as well as the oversight of industrial cooperation and technology transfer agreements.

TO SUPPLIERS

Isdefe's contracts are governed by the Law on Public Sector Contracts and are in strict compliance with the principles of disclosure, competition, transparency, equality, non-discrimination and confidentiality. The Contracts Department enforces these principles. Isdefe, in compliance with Article 2 of Royal Legislative Decree 3/2011 of 14 November, and so as to ensure transparency and the public's access to all information on its contracting activities, has a "Contracting" section on its webpage where it publishes all tender announcements for contracts in excess of €50,000, as well as the applicable regulations and procedures.

Interested parties can send any queries or comments to: UnidadContratacion@isdefe.es.

► Purchases, contracts and sub-contracts (€)





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