



General Policy

POL-MNF-0041 R&D Vision and Policy

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This document was drawn up according to the structure, rules and standards defined in PRG-MNF-0127- E4-ES

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POL-MNF-0041/-E2

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R&D Vision

Indra is committed and has the mission to steer its R&D activities:

- Enabling and speeding up the development and evolution of the disruptive own technological offering and with a high added value.
- Maximizing the options of technological differentiation and the growth of a high added value business through:
 - The identification and catching of ideas, initiatives and assets, both internal and external (open ecosystem).
 - Enabling access to funding sources and easing to achieve them.

With the aim of:

- Making Innovation a strategic lever for differentiating our offering.
- Focusing on Innovation to answer our strategic business needs.
- Becoming a benchmark of Innovation and a hub that attracts startups.
- Capitalizing on internal talent for generating differential and innovative initiatives.

Therefore, Indra's vision is based on sustainability and the company's good practices with its public, economically, environmentally and socially. The company must be an innovative company with our internal public and external, as well as with the institutions that cultivate and develop it, and the communities with which they act.

R&D Policy

Innovation was, is and always will be a key aspect of our competitiveness. Therefore, it is critical for the long-term sustainability of Indra.

Accordingly, Indra has drawn up and implemented an R&D Management system, by our Executive Board wish and engagement, on the basis of the requirements of the UNE 166002:2021 R&D&i Management standard.

To fulfil this commitment and to achieve the set goals, our Direction has established the following core principles:

- To determine and develop an R&D Management system based on the requirements of the UNE 166002:2021.
- To establish and fulfil all the R&D general targets.
- To involve and engage all Indra professionals in order to seek their participation in the management, the application and the improvement on a continuing basis of the R&D Management system, therefore enhancing the Innovation culture.
- To ensure that the R&D projects and activities developed by Indra, correspond to our clients, partners and concerned parties needs and expectations, therefore their requirements will be fulfilled as well as the legal, regulatory and internal set of standards of the R&D Management system.
- To introduce the R&D continuous progress, and thus to increase the efficiency of the R&D Management system.

All professionals at Indra accept these principles, and it is our responsibility to put them into practice by complying with the corresponding internal regulations, performing the functions

assigned to them, and transmit them for their application to suppliers, subcontractors, associates and collaborators that participate in our operations. Likewise, within our area of responsibility, we have to provide the necessary resources and encourage its compliance.

Indra's Direction is committed to leading the compliance with this R&D Policy, since it considers that the alignment with these principles favors the sustainability of the company, maximizing the value of Indra for its employees, clients, shareholders and others groups of interest.