

Innovation Policy

POL-MNF-0041

Policy

Version: 3.0

The Innovation Policy includes senior management's commitment to innovation as a strategic lever for growth, competitiveness and technological leadership of the Indra Group. It establishes the principles governing the Innovation Management System, serving as a framework for strategy design, compliance with requirements, and continuous improvement.

This policy promotes a culture of innovation aligned with corporate objectives, integrating sustainability, ethics and collaboration with the different actors of the innovative ecosystem.

Prepared by:

Escalante García, Manuel - Technology (CTO)

Approver:

Indra's Board of Directors on 30/09/2025

Scope:

Global

The valid version is the one currently published in BIC

This Restricted (Limited Distribution) document is the property of Indra Group and may not be used for purposes other than those for which it was provided, nor reproduced, in whole or in part, nor transmitted or communicated to any person outside the organisation without the authorisation of the owner.

1 Vision and Mission of Innovation at Indra

At Indra Group, Innovation constitutes a strategic element to ensure its position as a global technology leader in the Defence, Air Traffic, Space, and Digital Transformation sectors. Its vision is to lead the creation of advanced technologies that generate real impact and sustainable value for its clients, employees and society, aligning innovation with business objectives and the principles of sustainability, efficiency and technological autonomy.

Specifically, the mission of the CTO office is to lead the **strategy and technological investment** of the Indra Group, ensuring alignment with the business, to develop a **high-value Product Portfolio**, maximising synergies between markets. In addition to maturing and **incorporating next-generation technologies** with high disruptive potential, driving a **culture of innovation, digital transformation, and operational efficiency**.

2 Management's Commitments to Innovation

The Management of the Indra Group promotes an open, diverse and collaborative innovative culture, encouraging structures and processes that integrate innovation throughout the organisation, committing to:

- **Establish and maintain an Innovation Management System** based on the requirements of the UNE 56001 standard.
- **Align the innovation strategy with** the objectives of the new Strategic Plan "Leading the Future".
- **Promote the generation of proprietary knowledge and technology** by enhancing investment in Innovation, both self-financed and through external funds.
- **To promote collaboration with innovation ecosystems**, such as universities, technology centres, startups and industrial alliances.
- **Stimulating internal talent**, recognising the creativity and active participation of professionals in innovation processes.

3 Innovation Policy Principles

The basic principles on which the Innovation Policy is based are as follows:

1. **Strategic orientation:** Innovation must respond to business challenges, anticipate market needs and consolidate Indra's position as a European benchmark.
2. **Promotion of flexible structures:** The Indra Group establishes and maintains adaptable organisational structures, including units dedicated to innovation.
3. **Operational excellence and sustainability:** Innovation must generate balanced value between technological impact, operational efficiency, environmental impact and economic return.
4. **Governance and transparency:** The innovation policy, strategy and portfolio are managed using criteria of traceability, risk assessment and effective communication with stakeholders.
5. **Continuous improvement:** The innovation system is periodically reviewed through indicators, audits, management reviews, and lessons learned from completed projects.

4 Leadership and involvement of the team

The professionals of the Indra Group are responsible for promoting and participating in innovation. Management provides the availability of resources and the right environment for innovative ideas to become tangible solutions.

This Policy is communicated, applied and reviewed continuously, in line with the evolution of the context, the market and the organisation.

Tech for the future

Avda. de Bruselas, 35
28108 Alcobendas
Madrid, Spain
T +34 91 480 50 00

indracompany.com

