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A WORD FROM THE CHAIRMAN

It is undoubtedly difficult to be aware that we are immersed in a deep industrial and technological transformation on worldwide scale and that our future does not belong to us, when living as if in a protected bubble.

In the light of this risk, TECNALIA has to face its present by going outside its comfort zone as a non-profit-making Foundation, as well as removing itself from the temptation of being protected by its key technological social role in the environment techno-industrial system.

On the contrary, we must be agents of the European industrial-technological renaissance as well as the main European industrial technological system. We must meet the conditions required to play this role thanks to the high quality of the technologists who are part of TECNALIA and our technological collaboration networks.

2017 was a year of quiet work which has enabled us to maintain a solid scoreboard and to know just who we are, the degree of efficiency of our work, as well as the improvement needed in our organisation. The market reality and weaknesses force us to extend our focus both in a geographical scope as well in our type of clients, and finally address the rationalisation of our assets and the transformation of our technological capabilities in industrial projects.

All of this falls under the frame of the TECNALIA Project which we launched in 2017. This plan has taken us a step further and positioned TECNALIA in a new R&D and innovation environment, where the key factors were market orientation and ongoing management improvement. We have made an effort to stop a negative trend and position the organisation at a starting point which in the second half of 2016 will translate into measures aimed at not missing the boat towards the future.

2017 results were good in comparison to 2016 and I have to thank the entire team of TECNALIA for their effort. To continue moving forward, the technological and managerial skills of people need to become the focal point of interest. Our technologists not only make the difference but they also make TECNALIA innovative and transforming. In this sense, we have encouraged the set up of an Oversight Committee made up of technologists, and its Chairman attends all the Executive Committee meetings.

We need to delve deeper into the steps we have taken and comply with the mission we were created for, i.e. to be the technological leader and reliable partner of the industrial network. And I would like to add more to be players of the new industry.

Now more than ever, we have a greater responsibility. The rate of technological transformation and the loss of centrality in Europe are forcing Europeans to place the focus on reinforcing our industrial and technological capacities. And the importance of this is sufficient to make us take another look at implementation. This plan allows us to add value to all stakeholders, whether they be part of TECNALIA and our technological collaboration networks.

We meet the conditions required to play this role thanks to the high quality of the technologists and the favourable context for TECNALIA. We have an outstanding team which combines knowledge, passion and vocation, as well as of being a technological leader.

In sum, this is a new step to consolidate and adapt TECNALIA to the huge challenges our industry is facing. We have an outstanding team which combines knowledge, passion and commitment to TECNALIA’s mission. This team is aware of our responsibility and service vocation, as well as of being a technological leader.

Turning the threats encountered into opportunities through technological transformation has always been and continue to be our purpose.

— EMILIANO LÓPEZ ATXURRA
CHAIRMAN OF TECNALIA

A WORD FROM THE CEO

All the innovation impact studies reveal the clear link between competitiveness, growth, employment and social welfare, with a growing systematic commitment to R&D and innovation.

At TECNALIA we are convinced of this and our mission is precisely that of maximising the impact of our R&D and innovation activity, transforming technology into GDP. To do so, on the one hand technological excellence is essential whilst on the other, orientation to the problems and needs of companies. Only in this way can research become something real and tangible.

In 2017, we want a bit further and developed our own methodology and tool to measure the impact of our activity to enable the systematically measurement of compliance with our mission. As a result, we have calculated that for every Euro invested by the Basque Public Institutions in TECNALIA, 1.562 in GDP were generated at TECNALIA, with a tax return of €1.7. For each job position at TECNALIA, 1.5 other jobs were maintained in the Basque Country, and for every Euro invested by a company in R&D with TECNALIA, an income of €4 was added to its Income Statement.

Combined with this relevant impact of our activity, 2017 was also a turning point in our results which had significantly improved in comparison to 2016. This was a particularly good year in our collaboration with companies, as we have increased our joint activity by over 40%. Since our establishment, we have collaborated with over 6,300 companies, 70% of which are SMEs. Today TECNALIA collaborates with two out of three Basque companies involved in R&D and innovation activities.

We continue making progress to achieve a correct balance between this close relationship with the companies and the pursuit of technological excellence from collaboration. In 2017, we have published 98 scientific joint indexed publications with other universities and research centres and have co-directed 68 Doctoral Theses. Furthermore, in 2017 TECNALIA continued to improve its position in the ranking of organisations regarding the number of European patents, to become the second Spanish organisation.

I would also like to highlight that a growing and significant part of the activity we carry out with companies is related to digital transformation. Whatever the business, it will be increasingly digital and at TECNALIA we offer a truly differentiating combination: a state-of-the-art knowledge of the digital world together with our in-depth insight of the sectors where we work. We have over 350 experts whose mission is to efficiently and effectively increase and maximise TECNALIA digital potential at the services of business.

In sum, this is a new step to consolidate and adapt TECNALIA to the huge challenges our industry is facing. We have an outstanding team which combines knowledge, passion and commitment to TECNALIA’s mission. This team is aware of our responsibility and service vocation, as well as of being a technological leader.

— IÑAKI SAN SEBASTIÁN
CEO AT TECNALIA

“We have to be an agent of European industrial technological renaissance as well as the main players in the new industry”
TECNALIA is a benchmark Research and Technological Development Centre in Europe.

We are an organisation committed to a mission that unites us: transforming technology into GDP, and a vision that makes us different: being agents of industrial transformation.

OUR PEOPLE

TECNALIA’s best asset is our team, made up of 1,445 experts who work to transform technology into GDP, in order to improve People’s quality of life by generating business opportunities for Companies.

Experts from 27 different countries are divided into 21 headquarters; they are responsible for visualising, identifying and developing comprehensive technological solutions with creativity and imagination, to offer comprehensive technological solutions paying personalised and multi-disciplinary attention to each one of companies we work with.

Figures on 31 December 2017

COLLABORATION WITH COMPANIES

We want to accompany companies in the international arena with our R&D and innovation potential and advanced services, while our technological excellence is acknowledged and the value of our alliance forging capacity is recognised.

We are committed to maintaining a business relationship model which is increasingly strategic and based on trust, collaboration and a shared technological strategy to achieve the highest value-adding proposal to boost their competitiveness.

Over the last seven years, we have collaborated with over 6,300 companies, 75% of which are SMEs.

We collaborate with two out of three Basque companies involved in R&D and innovation activities. Likewise, we collaborate with 25 of the IBEX 35 companies.
GOVERNING BODIES

Meeting of the Foundation’s Board of Trustees on 22nd June 2016 in Donostia-San Sebastian.

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Hipólito Suárez / Javier Fernández de Retana
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José Emorita
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EPTISA CINSA INGENIERÍA Y CALIDAD, S.A.
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EUSKALTEL, S.A.
Manuel Salaverria
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Ibon Aperribay
SIDENOR ACEROS ESPECIALES, S.L.
José Antonio Jainaga
SIEMENS GAMESA RENEWABLE ENERGY INNOVATION & TECHNOLOGY, S.L.
Antonio de la Torre
TUBICEX, S.A.
Diego Herrero de la Torre
VELATIA, S.L.
Javier Ormazabal
VICERAY CADENAS, S.A.
Jesús Navas
ZIV APLICACIONES Y TECNOLOGÍA, S.L.
Norberto Santiago

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Adolfo Morais
María Aquirre
Alexander Arriola
Iosu Madariaga
Altor Patxi Oregi
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Javier Hernando
BIKZIA PROVINCIAL COUNCIL
José Mª Bilbao
GUIPUZCOA PROVINCIAL COUNCIL
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José Luis Martín

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Gotzone Sagardui
DONOSTIA-SAN SEBASTIÁN CITY COUNCIL
Ernesto Gasco
VITORIA-GASTEIZ CITY COUNCIL
Nerea Malgosa
ADEGI
Patxi Sasigain
CEBEK
Iñaki Garclinoño
SEA - EMPRESARIOS ALAVESES
Pascal Gómez

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BASQUE ECONOMIC COMMISSION
BASQUE GOVERNMENT

VENDEMAILLAS COMMITTEE

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BASQUE GOVERNMENT
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JOSEBA JAUREGUI
MONTSE PARDO
JOSE TESÁN

NURIBERNA COMMITTEE

ERSTE BANK

INSTITUTIONAL TRUSTEES

BASQUE GOVERNMENT
Estíbaliz Hernáez
Adolfo Morais
María Aquirre
Alexander Arriola
Iosu Madariaga
Altor Patxi Oregi

APPOINTED TRUSTEES
JON AZUA
JON BARRINECHEA
PEDRO MIGUEL ETXENIKE
Mª CARMEN GALLASTEGUI
IRÁKIL GARMENTA
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MONTSE PARDO
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NURIBERNA COMMITTEE

ERSTE BANK
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IBERDROLA, S.A.
Iñaki Garmendia

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SIEMENS GAMESA RENNEWABLE ENERGY INNNOVATION & TECHNOLOGY, S.L.
Josquin Fernandez
FINANCIAL INFORMATION

Figures on 31 December 2017

- 47.1% PRIVATELY FUNDED
- 24.5% EUROPE
- 26.3% BASQUE GOVERNMENT
- 2.1% OTHER ADMINISTRATIONS

Income 2017

<table>
<thead>
<tr>
<th>Concept</th>
<th>€K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-competitive Public Funding</td>
<td>20,535</td>
</tr>
<tr>
<td>Competitive Public Funding</td>
<td>34,529</td>
</tr>
<tr>
<td>Private Financing</td>
<td>46,124</td>
</tr>
<tr>
<td>Others</td>
<td>2,787</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>103,974</strong></td>
</tr>
</tbody>
</table>

Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>€K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current Assets</td>
<td>101,592</td>
</tr>
<tr>
<td>Current Assets</td>
<td>116,950</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>218,542</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equity</th>
<th>€K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td>97,666</td>
</tr>
<tr>
<td>Non-current Liabilities</td>
<td>67,812</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>53,064</td>
</tr>
<tr>
<td><strong>Total Equity &amp; Liabilities</strong></td>
<td><strong>218,542</strong></td>
</tr>
</tbody>
</table>

K€ = THOUSANDS OF EUROS
THE DATA SHOWN HERE HAVE BEEN EXTRACTED FROM THE ANNUAL FINANCIAL REPORT, AUDITED BY DELOITTE.

AUDITORS’ LETTER

The data shown here have been extracted from the annual financial report, audited by Deloitte.
## Partly-Owned and Sponsored Companies

### Partly Owned Companies (*NTBCs*)

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>INCORPORATION</th>
<th>OWNERSHIP %</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TECNALIA Certificación, S.L.</td>
<td>2008</td>
<td>100%</td>
<td>Certification of products and systems</td>
</tr>
<tr>
<td>Sugar Factory</td>
<td>2006</td>
<td>100%</td>
<td>Design and produce virtual games and provide broadcasting services and edit radio and TV programmes</td>
</tr>
<tr>
<td>Laboratorios Santatia, S.L.</td>
<td>2004</td>
<td>100%</td>
<td>Manufacture of pharmaceutical products</td>
</tr>
<tr>
<td>GO4IT - Revolver Software Solutions, S.L.*</td>
<td>2015</td>
<td>90%</td>
<td>Software Systems that simplify and speed up the updating of legacy IT systems (Cobol, Clipper, etc.)</td>
</tr>
<tr>
<td>BIOSTYNAICHAO, S.L.*</td>
<td>2015</td>
<td>86%</td>
<td>Company developing technology for the production of 1,3-Butadiene (compound for the manufacture of rubber) based on organic raw materials</td>
</tr>
<tr>
<td>DIGMET 2013, S.L.*</td>
<td>2013</td>
<td>81%</td>
<td>Smelting furnace for steel dust treatment</td>
</tr>
<tr>
<td>ESI Process Consulting</td>
<td>2006</td>
<td>80%</td>
<td>Quality certification and consultancy services for software system development and maintenance environments</td>
</tr>
<tr>
<td>INGRIDALIA, S.L.*</td>
<td>2017</td>
<td>66%</td>
<td>Development, production and commercialisation of functional foods and food supplements based on the use of organic raw materials</td>
</tr>
<tr>
<td>WINIS*</td>
<td>2013</td>
<td>64%</td>
<td>Network game platform</td>
</tr>
<tr>
<td>OceanTec Energías Marinas, S.L.*</td>
<td>2008</td>
<td>51%</td>
<td>Development of ocean energy capturing devices</td>
</tr>
<tr>
<td>TECNALABAGUA, A.I.E.</td>
<td>2014</td>
<td>50%</td>
<td>Environmental Quality Control Body</td>
</tr>
<tr>
<td>Aurea Pay&amp;Pay Solutions, S.L.*</td>
<td>2016</td>
<td>46%</td>
<td>Smart bracelet management</td>
</tr>
<tr>
<td>NAUTILUS Floating Solutions, S.L.*</td>
<td>2013</td>
<td>40%</td>
<td>Offshore floating platform for wind turbines</td>
</tr>
<tr>
<td>BELA (Basque Electrical Laboratories Alliance)</td>
<td>2017</td>
<td>33%</td>
<td>Electrical testing laboratory</td>
</tr>
<tr>
<td>NeoSurgery, S.L.*</td>
<td>2003</td>
<td>32%</td>
<td>Development and manufacture of innovative products for neurosurgery</td>
</tr>
<tr>
<td>FESSA Technology, S.L.U.*</td>
<td>2016</td>
<td>28%</td>
<td>Functional electrical stimulation devices</td>
</tr>
<tr>
<td>VIXION S.L.*</td>
<td>2017</td>
<td>25%</td>
<td>Design, development and commercialisation of digital information capturing, monitoring and analysis solutions to adapt industrial processes to Industry 4.0</td>
</tr>
<tr>
<td>IIT Plasma Technologies, S.L.*</td>
<td>2014</td>
<td>20%</td>
<td>Development and manufacture of plasma heating systems for the foundry sector</td>
</tr>
<tr>
<td>TEXTIA Innovative Solutions, S.L.*</td>
<td>2014</td>
<td>18%</td>
<td>Development, manufacture and operation of applications based on textile technology developed by Textia</td>
</tr>
<tr>
<td>METAPOSTA, S.A.</td>
<td>2010</td>
<td>8%</td>
<td>Internet mailbox and safe allowing invoice reception and storage, paypals, bank slips, policies… with full legal validity and safety</td>
</tr>
<tr>
<td>Centro de Ensayos, Innovación y Servicios, S.L. (CEIS)</td>
<td>1999</td>
<td>5%</td>
<td>Electrical testing laboratory and consultancy services</td>
</tr>
</tbody>
</table>

### Active Sponsored Companies (*NTBCs*)

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>INCORPORATION</th>
<th>OWNERSHIP %</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robococept XXI, S.L.*</td>
<td>2013</td>
<td>0%</td>
<td>Advanced robotic engineering for handling solutions</td>
</tr>
<tr>
<td>GPON Doctor S. Coop.*</td>
<td>2011</td>
<td>0%</td>
<td>Telecommunications engineering technical services</td>
</tr>
<tr>
<td>Agla 4D*</td>
<td>2010</td>
<td>0%</td>
<td>Improved construction processes using Virtual Reality</td>
</tr>
<tr>
<td>Optimove, S.L.*</td>
<td>2010</td>
<td>0%</td>
<td>Software to increase energy efficiency in industrial processes.</td>
</tr>
<tr>
<td>Laycolean, S.L.*</td>
<td>2009</td>
<td>0%</td>
<td>Innovative energy saving products in public lighting installations</td>
</tr>
<tr>
<td>Die Development, S.L.*</td>
<td>2008</td>
<td>0%</td>
<td>Research, development and manufacture of tools related to steel hot forming</td>
</tr>
<tr>
<td>NEM, S.L. Nuevas Estrategias de Mantenimiento*</td>
<td>2007</td>
<td>0%</td>
<td>Smart maintenance of complex systems</td>
</tr>
<tr>
<td>Tratamientos Superficiales Ontech, S.A.*</td>
<td>1995</td>
<td>0%</td>
<td>Development and use of thermal surface treatments and coatings</td>
</tr>
</tbody>
</table>

### Two New Technology-Based Companies Launched in 2017

**INGREDALIA, S.L.**

Development, production and commercialisation of functional foods and food supplements based on the use of organic raw materials.

**VIXION, S.L.**

Design, development and commercialisation of digital information capturing, monitoring and analysis solutions to adapt industrial processes to Industry 4.0.

### NTBCs in Figures

**31 December 2017**

- Employment in active NTBCs: 286
- Turnover of active NTBCs (K EMS): 1.32
- Active sponsored NTBCs: 21
- Partly-owned NTBCs: 13

The survival rate of TECNALIA’s NTBCs 5 years after their establishment is of 80%, compared to the 50% of European NTBCs.
TECNALIA VENTURES

Through TECNALIA Ventures, TECNALIA develops an entrepreneurship ecosystem which contributes to commercialising and maximising the value of its technological assets. To do so, we focus our efforts on connecting the three main pillars of any innovation eco-system: “Minds”, “Management” and “Money”.

Thus, in 2017 TECNALIA obtained €3 million income from the Sale of Industrial Property.

Moreover, according to the 2017 Report issued by the European Patent Office (EPO), TECNALIA is the second Spanish organisation in European patent applications, with an outstanding success ratio of 95% regarding EPO/PCT applications granted.

Every year TECNALIA applies for 3.1 patent from each of its 100 researchers, which is the highest ratio in comparison to other organisations with similar profiles.

Furthermore, it is worth highlighting that in 2017 TECNALIA set up two New Technology-Based Companies (NTBCs): INGREDALIA, S.L. and VIXION, S.L.; and four more are expected to be launched in 2018.

IMPACT FROM THE ACTIVITY

The R&D and innovation activity carried out by TECNALIA generates a positive impact, which can and must be measured from different perspectives such as financial, scientific-technological, social or environmental impact.

To facilitate systematic measurement of them, TECNALIA has developed its own measurement methodology and tool, which improves traditional models, adapting them to the R&D and innovation reality in general and to the Technology Centres in particular.

This impact assessment model is the result of TECNALIA’s own experience and collaboration with other R&D and innovation stakeholders at national and European levels.

This is a tool in continuous development which enables us to assess the degree of compliance of the Centre’s mission and vision and contributes to the setting-up and achievement of strategic goals.

Some of the results obtained regarding the measurement of the impact of our activity in 2017 are as follows:

For every Euro invested by Basque Public Institutions in TECNALIA, a GDP of €14.2 is generated.

For every Euro invested by Basque Public Institutions in TECNALIA, a tax return of €1.7 is generated.

For every job position at TECNALIA, 3 other jobs were kept in the Basque Country.

For every Euro invested by a company in R&D with TECNALIA, an income of €6 is added to their Income Statement.
NEW AWARD FOR ORGANIC AEROGEL-BASED THERMAL SUPERINSULATION PRODUCT

Along with KEEY Aerogel firm, we have been awarded with the Public Award for the most environmentally sustainable construction products at the innovation competition organised by the World Materials Forum in Nancy (France). The development of the new aerogel-based superinsulating material (SICLA) enables a major reduction in energy consumption (savings of up to 40%). Prior to this award, we received the Business Ideas Competition for Innovation in Raw Materials Award in Berlin in May.

FIRST CABLE-DRIVEN ROBOT FOR 3D PRINTING OF LARGE PARTS

This robot, designed by TECNALIA in cooperation with the Catalan Institute IAAC, was presented at the BiFabriCity Fair. It facilitates on-site production of large parts and even small buildings. The new cable-operated robot, known as Cogiro, facilitates the production of large customised parts, as well as the acquisition of real-time information on the construction progress. This innovative technology includes the latest developments in the field of cable-operated robotics, digital manufacturing and 3D printing.

HAR-EM ANACKNOWLEDGES TECNALIA’S SOCIAL INCLUSION

The Association for Promoting Inclusion HAR-EM has acknowledged the inclusive action developed by TECNALIA in more than 15 years as a good practice. This activity, which is worthy of recognition and dissemination as a social innovation model, has contributed to generate a good working and emotional environment for all the teams that have taken part in it. This is essential for R&D and innovation organisations where teamwork and creativity are some of the keys to success.

FIRST INDUSTRIAL LABORATORY ON BLOCKCHAIN TECHNOLOGY

At TECNALIA, we have created the first Blockchain industrial laboratory, a technology that provides reliability, safety and transparency for transactions. This is a pioneer facility in Europe, where companies can experiment with their challenges and needs, see demonstrations and real success stories, and test technological solutions and business models related to this technology. Participation platforms, electronic voting and traceability systems for the energy manufacturing and automotive sectors will be tested in this laboratory, among others.

30 YEARS DEVELOPING ADVANCED SURFACES AND COATINGS

We have been developing advanced surface and coatings to solve industrial problems for over 30 years. We currently have an International Excellence Group (GIE) which applies Surface Engineering to solve problems related to wearing, fatigue, ageing or corrosion. Some of the key milestones in 2017 included the deployment of the TribosLAB experiment for the testing of solid lubricants and coatings in space on board the International Space Station; the creation of four NTBCs; and our ongoing collaboration with companies in the aerospace, biomedical and metal-mechanical sectors, in particular.

TECNALIA WON THE EUROPEAN INNOVATION AWARD FOR ITS FAILURE PREDICTION SYSTEM FOR INDUSTRY 4.0 DEVELOPED WITH NEM SOLUTIONS

The Award was jointly granted to TECNALIA and NEM Solutions by EARTO, the highest European association in the field of innovation, for the “Impact Delivered” category which rewards the best technology transfer practice. The technology awarded, called AURA, is based on Big Data and has been industrialised and patented by NEM Solutions, in cooperation with TECNALIA.

At the award ceremony, TECNALIA stated “we are proud to see this technology where we have collaborated from the start, offering great results to companies in the Railway and Wind/Power Sectors, through NEM Solutions products and services”.

On the other hand, NEM Solutions, highlighted that “AURA controls over 65,000 assets every day worldwide, contributing to increase their useful life by 30% and therefore improving our clients’ businesses”.

PIONEERS IN WAVE ENERGY HARVESTING AND SUPPLY

OCEANTEC Energías Marinas, a company promoted by TECNALIA, celebrated the first year of its wave energy collector prototype connected to an electrical grid at the Bilbao Marine Energy Platform (BIMEP) facilities. With this prototype, OCEANTEC has validated all expected generation goals and simulations and this is the first device with these characteristics to be connected to the national grid. The next milestones will be the construction, installation and validation of a 1:1 scale collector prototype also connected to the grid in 2018 and 2019. This will be followed by the launching of a mini commercial farm to facilitate their first sales between 2020 and 2022.

TECNALIA'S SOCIAL INCLUSION

The award was presented at the BBConstrumat Fair. It aggregates 57 Basque companies and 195 from the rest of Spain.

AWARD FOR THE BEST DOCTORAL THESIS ON SMART CONTROL 2017

TECNALIA’s researcher Eukene Imatz received the Mathworks Award to the best Smart Control PhD Thesis 2017 for the thesis entitled “Neuro-Fuzzy Modelling of Multi-field Surface Neuroprostheses for Hand Graft”. It is a thesis on the application of smart computing techniques to an upper limb neuroprosthesis to provide the grasping or object handling function to people with motor disabilities in upper limbs. The award was organised by the Intelligent Control Group of the Spanish Committee in Automatic Control (CEA).

AENOR CERTIFIES OUR EXCELLENCE IN R&D AND INNOVATION MANAGEMENT

The R&D and Innovation Management System certificate granted by AENOR certifies that the organisation complies with the requirements of the standard UNE-EN ISO 50002, committed to continuous improvement. In its certification TECNALIA has underlined that the system is robust and has an innovative design, in which TECNALIA’s own model ISAMPE stands out as one of its greatest assets for innovation management.

AENOR has also highlighted that the model is fully deployed throughout the organisation, providing numerous strengths: leadership, commitment from management, strategic surveillance and competitive intelligence processes, co-creation and management of technological alliances, existence of International Excellence Groups, asset protection and valuation processes and exploitation of R&D and innovation results, among other aspects.
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