



ANNUAL REPORT 2014



TABLE OF CONTENTS

A year of implementation	4
2014 IN REVIEW	
Key capability programmes	7
» Air-to-Air Refuelling	7
» Remotely Piloted Aircraft Systems (RPAS)	7
» Satellite Communications	8
» Cyber Defence	8
Cooperative projects	9
» Maritime Surveillance	9
» Counter-IED	9
» European Air Transport Fleet	10
Support to operations	11
» Support to procurement	11
» Exercises and training	11
i. Helicopter availability	11
ii. Fixed-wing training	11
Preparing the future	13
» Preparatory Action	13
» Research & Technology	13
» Certification	13
» Standardisation	14
» Single European Sky Air Traffic Management Research (SESAR)	15
» Energy and Environment	15
Fostering cooperation	16
Continued partnerships	18
10 years of EDA	21
2014 in figures	22

More information on the European Defence Agency is available at: www.eda.europa.eu

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« *The logic for greater pooling of defence efforts and resources is compelling, and largely uncontested: but the difficulties of translating that into concrete action are only too familiar. In the EDA we have a valuable instrument of which much is expected.* »

Federica MOGHERINI

Head of the Agency and High Representative of the Union for Foreign Affairs & Security Policy/
Vice-President of the European Commission

Written answers to the European Parliament
Brussels, 6 October 2014

A YEAR OF IMPLEMENTATION



Last year was an important one for the European Defence Agency, and not only because it celebrated its 10th anniversary. As I am just taking office as Chief Executive, I first want to extend my congratulations to the Agency's teams and to Claude-France Arnould, who all put a lot of time and effort into delivering on the taskings set by Member States.

In 2014, EDA especially focused on the implementation of the guidance and taskings provided by the December 2013 European Council, with a particular focus on the four key capability programmes identified by Member States (see page 7). In this regard, the launch of negotiations with industry regarding the acquisition of a multinational fleet of multirole air-to-air refuelling aircraft on the basis of common requirements was a major milestone.

Other cooperative projects also yielded tangible results, demonstrating the clear added value of defence cooperation at the EU level. Together with Member States, the Agency continued to organise multinational exercises aimed at improving the readiness of European aircrews that will be better prepared when they deploy to future operations. In 2014 alone, more than 70 fixed-wing and rotary-wing aircraft took part in EDA-organised live-flying events, involving around 200 European aircrew.

With a view to strengthening European defence industry, and in order to address the effect of the decline in European defence spending in research & technology (R&T), EDA focused its efforts on activities generating R&T projects, dual-use research and is supporting the Commission in setting up the Preparatory Action on CSDP-related research (see page 13). New incentives have also been proposed in order to facilitate the launch of the cooperative defence programmes that our industrial base needs in order to thrive. VAT exemption has been granted to several EDA projects and is now a major incentive for Member States to commit to collaborative projects. Significant progress was also achieved in the field of standardisation and certification.



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As tasked by the European Council, the Agency and the European External Action Service prepared a draft Policy Framework for systematic and long-term cooperation, which was endorsed by Defence Ministers in November. The Agency has also submitted proposals for a pooled procurement mechanism in order to facilitate cooperative acquisition and support of defence equipment.

2014 was the first year during which the Agency operated under its new organizational structure, which will better serve the needs and interests of Member States. Over the course of the year, this new structure was slightly fine-tuned in order to reflect some emerging priorities, such as the Agency's role as military coordinator for the deployment of SESAR. Meanwhile, cooperation with external stakeholders such as Eurocontrol, OCCAR, EASA, NATO or the European Space Agency were strengthened.

I believe it is safe to say that 2014 was a busy year for EDA. However, I am already looking forward to the many challenges ahead, with a view to the next European Council that will again put the spotlight on defence issues. This is a rendezvous we cannot miss. Under the guidance of Federica Mogherini, the new Head of the Agency, I will make sure to focus on the continued involvement of our organisation in support of Member States.

Jorge DOMEQ
EDA Chief Executive





2014
IN REVIEW

KEY CAPABILITY PROGRAMMES

Over the course of 2014, significant progress has been achieved in a number of capability-development projects, starting with the four key programmes identified by the December 2013 European Council.

Air-to-Air Refuelling

A key enabler for air power projection as well as air combat operations, air-to-air refuelling (AAR) has long been identified as a major shortfall of European armed forces. Under the auspices of EDA, and in close collaboration with OCCAR as well as the NATO Support Agency, work is now on-track to set up a next-generation strategic multirole tanker capability by 2020. Participating Member States include the Netherlands, leading the activity, as well as Poland and Norway. **An industrial solution has been identified in December 2014 on the basis of a common requirement.** Negotiations have been engaged with Airbus Defence & Space for the purchase of A330 MRTT (Multi Role Tanker Transport) aircraft, with a contract award expected by the end of 2015 and an initial operating capability by mid-2020.

Additionally, another major milestone was reached in 2014 with the signature of a technical assistance agreement between EDA, the Italian Ministry of Defence and industry on certification trials, allowing the Agency to exchange technical data for the benefit of Member States.

Remotely Piloted Aircraft Systems (RPAS)

Following agreement of a Common Staff Target (CST) for a Medium Altitude Long Endurance Remotely Piloted Aircraft System (MALE RPAS), **Germany, France and Italy have set up a working group** to analyse operational and technical requirements and to assess options for a future European MALE RPAS programme. EDA is actively supporting this initiative through a number of collaborative activities involving interested Member States. These include work on air traffic insertion, airworthiness certification, harmonisation of RPAS flight crew training and licensing requirement. EDA will also facilitate the enlargement of the current trilateral MALE RPAS activity to additional nations.

The **"European MALE RPAS Community"** for systems that are either already in service or will achieve Initial Operating Capability (IOC) within the next five years is facilitating information exchange and best practice, with a primary focus on training. Italy has offered initial building blocks to develop European training options for RPAS, including its national training installation in Amendola.



Meanwhile, a new interface between EDA, the European Commission, Eurocontrol, the European Space Agency, Industry and the SESAR Joint Undertaking was designed in order to ensure the best possible coordination of activities for the integration of RPAS into non segregated airspace. In 2014, two new collaborative R&T projects were launched in the framework of the EDA Joint investment Programme for RPAS Air Traffic Insertion. In order to fully exploit civil-military synergies, the Agency is also investigating with the European Commission possible funding for RPAS payload technologies within Horizon 2020.

Satellite Communications



The Common Staff Target for the next generation of Governmental Satellite Communications **was endorsed by the Steering Board on 4 November 2014**. This will lead to the Preparation Phase of a potential future cooperative programme, to be completed by the end of 2016 under the lead of Spain. The objective is to assess the benefits of various cooperation models and satellite architectures and demonstrate the added-value of a cooperative approach for Member States' consideration. To support this, a call for tenders for a feasibility study has been launched, with the active participation of the European Space Agency, and a call on Satcom Research & Technology challenges. Cooperation is also being pursued with the European Commission in order to assess potential future synergies.

Meanwhile, the 'EU Satcom Market' for pooled procurement of commercial Satellite Communications continues to grow since it became operational in 2012. **In 2014, Germany, Greece and Austria joined the initiative**, bringing the total number of countries involved to 11. Since

the launch of the project, 20 orders have been processed through this procurement cell, for a total value of about €3m. The project is currently being reviewed in order to streamline requirements, including support to CSDP operations and missions.

Cyber Defence

In 2014, EDA conducted several activities in the areas of education, training, exercises, human factors and technologies related to Cyber Defence. The Agency organised a series of "cyber awareness" seminars in support of the operational headquarters in Larissa of operation EUFOR RCA (Central African Republic), and exercises for high level military decision makers. **A major milestone was the contribution to the Cyber Defence Policy Framework, tasked by the Council and approved at the end of the year.** The Cyber Defence Research Agenda was further coordinated with the European Commission and the European Space Agency, and EDA staff participated in the Commission's call evaluations. Informal coordination also took place with NATO through regular staff talks. Cyber Defence was also one of the projects in the Multinational Capability Development Campaign (MCDC), which was successfully brought to an end in 2014.

A preparation phase is also underway on the federation of cyber ranges and development of deployable Cyber Defence situational awareness kits for operational headquarters. This is expected to be concluded by 2015. Initiatives for the pooling of Member States' demand for cyber defence services provided by the private sector, such as training, are also under preparation.



COOPERATIVE PROJECTS



Maritime Surveillance

In October 2014, the Maritime Surveillance (MARSUR) project officially reached an **operational level of maturity**, which was demonstrated during the Euronaval defence exhibition in Paris. A technical solution allowing European navies to connect their maritime information systems, MARSUR is currently supported by 17 Member States and Norway. The project aims to improve the common "recognised maritime picture" by facilitating exchange of operational maritime information and services such as ship positions, tracks, identification data, chat or images.

The MARSUR system is designed to become the potential "military layer" of the wider Common Information Sharing Environment (CISE) project led by the European Commission. MARSUR could work in conjunction with other "systems of systems" to ensure efficient interaction with other European maritime security stakeholders and also in support of CSDP missions such as EUNAVFOR Atalanta.

Counter-IED

Following the successful deployment of an EDA-developed Counter-IED (Improvised Explosive Devices) laboratory in Afghanistan, **eleven Member States established a follow-on Joint Deployable Exploitation Analysis Laboratory (JDEAL)**. A permanent C-IED technical exploitation training facility was officially opened on 4 November 2014 in the Netherlands. In a second step, the establishment of two deployable laboratories is planned, in order to have at least one available for upcoming operations/missions by the second half of 2015.



A revised Capability Development Plan

On 8 October 2014, the Steering Board endorsed the revised Capability Development Plan (CDP) as a key driver for future capability improvement. The Steering Board also agreed on a list of priority actions emerging from this revised CDP. This list was derived on the basis of inputs gathered in the CDP, ranging from identified military and technical trends and information provided by the Member States, the European Union Military Committee (EUMC), capability shortfall assessments as well as Pooling & Sharing analysis. This updated list provides a renewed focus on high-end warfare as well as a larger maritime dimension.

European Air Transport Fleet

Launched in 2011 by 20 participating nations with an overall objective to address the airlift shortfall in the European Union, the European Air Transport Fleet (EATF) partnership has **successfully completed its first phase**, which ran from 2012 to 2014. This allowed all stakeholders, together with the European Air Transport Command (EATC), to lay the foundations of this partnership through a number of tangible activities such as exercises, training events, procedures harmonisation and diplomatic clearances. Participating nations also voted in favor of the establishment of a permanent training facility in Zaragoza, Spain. The second phase is expected to run until 2017 and will consolidate the initial achievements.

SUPPORT TO OPERATIONS

Support to procurement

Support to EU and CSDP operations is an important task of the European Defence Agency. **In 2014, the Agency provided contracting assistance** for procurement of Air-to-Ground Surveillance and Reconnaissance (AGSR) services for Operation EUFOR Althea in Bosnia and Herzegovina. Building on this 'test case', the Agency will sign a Cooperation Arrangement with the Athena mechanism early in 2015, allowing the Administrator or Operation/Mission Commanders to call upon EDA to provide technical and administrative support for procurement.

Exercises and training

In line with its mission to enhance EU Member States' defence capabilities, and building on previous successful achievements in that domain, in 2014 the EDA also organised a number of education and operational training activities across its Directorates. **More than 70 fixed-wing and rotary-wing aircraft took part in EDA-organised live-flying events, involving around 200 European aircrews.**

I. Helicopter availability

To date, 174 helicopters, 329 crews and over 12.000 personnel have participated in seven live exercises organised as part of the Helicopter Exercise Programme. In July 2014, Portugal hosted Hot Blade 2014, a successful training event during which 827 hours were flown by

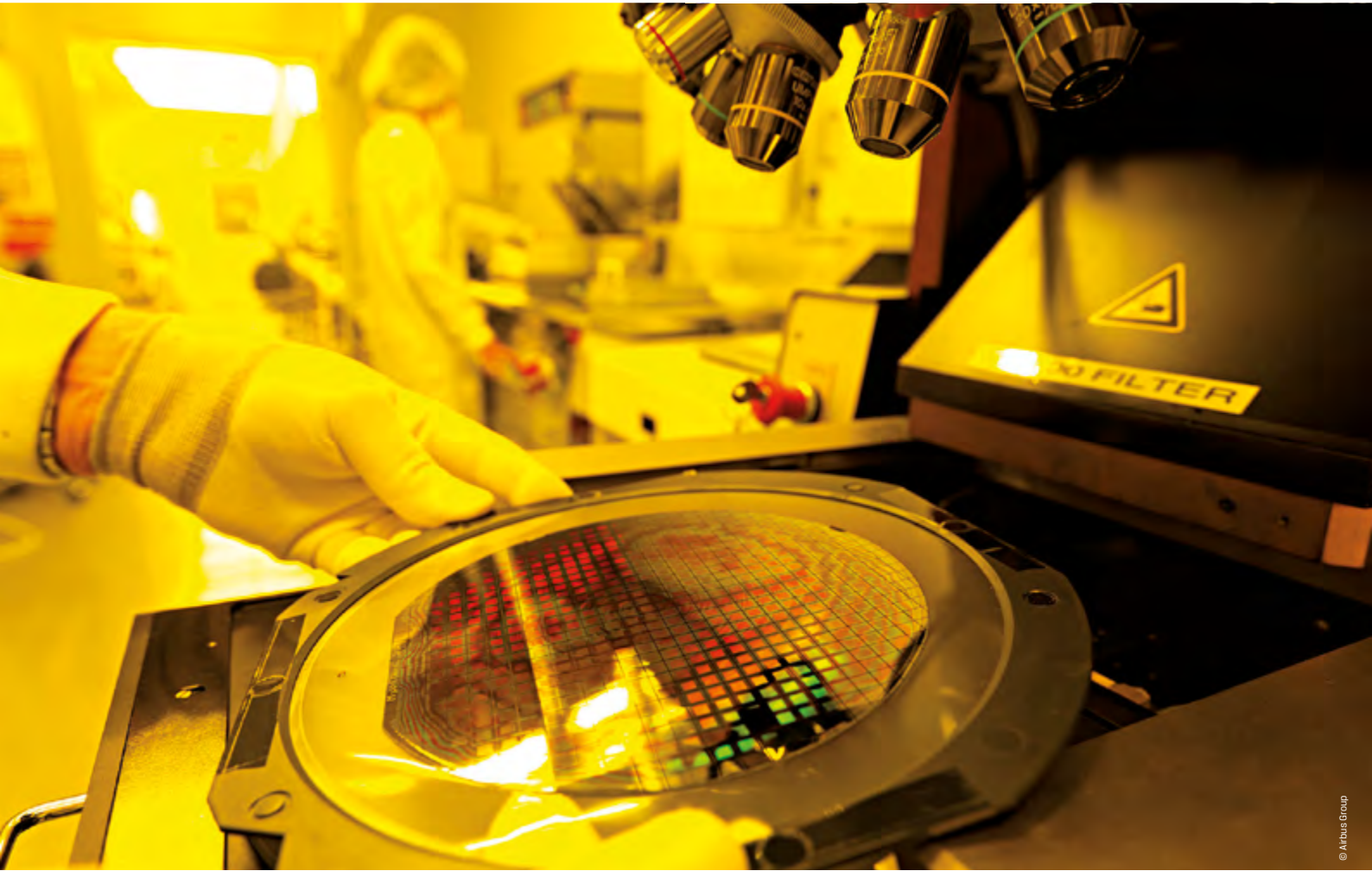
twenty-five helicopters, 10 fast-jet and 4 transport/utility aircraft from six different nations. This was the biggest helicopter exercise held in Europe in 2014. Future exercises are expected to take place in Italy (2015) and Finland (2016). This year, the Helicopter Tactics Course trained a further 148 crew members from 9 countries, using its "whole crew" simulators.

II. Fixed-wing training

The first edition of the European Air-to-Air Refuelling Training (EART) exercise, organised by EDA in cooperation with the European Air Transport Command (EATC) and the Dutch armed forces, took place in Spring 2014 in Eindhoven. Tanker aircraft from Germany, the Netherlands and Italy gathered on the Dutch airbase to practice air-to-air refuelling operations in a realistic environment.

In June, Bulgaria hosted the 2014 edition of the European Air Transport Training (EATT) exercise. Dedicated to military transport assets, the event gathered more than 450 participants, 19 crews and 10 transport aircraft from five different type coming from 10 countries. In September the first edition of the European Advanced Airlift Tactic Training Course (EAATTC) took place in Zaragoza, Spain, where six crews from five countries graduated. The Annual Air Transport Symposium was hosted in Athens in October, gathering participants from the European air forces including all existing air transport organizations. More than 70 experts were briefed about common shortfalls and exchanged lessons learnt.





PREPARING THE FUTURE

Preparatory Action

The European Defence Agency is supporting the European Commission in its efforts to define the content, governance and modalities of the Preparatory Action on research related to CSDP. As mandated by the European Council, **this Preparatory Action aims to test the relevance and viability of CSDP-related research at EU level** and therefore prepares for the inclusion of a thematic programme for CSDP research in the next framework programme (2021-2027). Before the Preparatory Action, Commission and EDA will implement two pilot projects, as the European Parliament amended the EU general budget to include this activity. These projects, starting in 2015/2016, will test the cooperation between the Commission and EDA in terms of EDA implementing Union objectives and managing Union budget.

EDA's support role will build on its experience in defining and managing cooperative defence research projects and setting Strategic Research Agendas. The Agency's capability process also provides the contextual background and can help Member States define the broader policy objectives to frame the CSDP-related research. **A workshop has already been co-organised with the Commission in 2014**, bringing together EDA, the European Commission and the Member States. Additional workshops involving also industry will be organized in 2015.

Research & Technology

The European Council invited EDA and the European Commission to work closely with Member States in order to develop proposals to further stimulate research for dual-use technologies. Work is progressing well with a focus on several areas such as Key Enabling Technologies and, the development of micro- and nano-electronics.

In 2013 the Agency launched an initiative on the European Structural and Investment Funds to support dual-use research and innovation projects. **In 2014, a Portuguese pilot case supported by the Agency** attracted a positive

decision to be co-funded by 60% of a total budget of €1.3m. Moreover, EDA delivered a methodology in support of industry on how to access European Structural and Investment Funds, as well as guidance to defence ministries on the Operational Programmes development-process. In 2015 EDA support will continue, and be extended to transnational and inter-regional cooperative projects. In addition, EDA will explore other potential tools, such as COSME and the combination of EU funding instruments, in support of dual-use research and innovation.

Meanwhile, the European Defence Agency is developing the concept for Critical Defence Technologies, through a list of which was endorsed by the Steering Board on 26 June 2014. This will provide an input for the update of the Strategic Research Agendas as well as guidance for future investment.

Certification

Building on the experience gained from the European Military Airworthiness Requirements (EMAR) development process, EDA is focusing on RPAS certification, where the harmonisation of rules and regulations has the greatest potential for synergy in the short- and long-terms.

Remotely Piloted Aircraft System (RPAS) operations will significantly increase in number, technical complexity, and sophistication. This provides an opportunity to align civil and military certification requirements as far as possible, which should result in substantial benefits for all stakeholders.

Therefore EDA has established an **"Airworthiness Regulatory Framework Working Group for Military RPAS"** with Member States. The primary goal of the Working Group is to develop a joint and comprehensive European approach to military RPAS airworthiness. The overall objective is to agree on common safety requirements for segregated (military) and non-segregated airspace, allowing for the integration of RPAS into European Airspace.



Standardisation

Member States' military airworthiness authorities (MAWA) are harmonising their requirements for aircraft maintenance and certification **through the MAWA Forum within EDA**. This will pave the way for cross-recognition, time- and cost-reduction of the certification process and, potentially, pooling multinational maintenance and operation of aircraft. Building on activities on European Military Airworthiness Requirements, work has also been launched to develop the airworthiness requirements necessary for military RPAS to operate in non-segregated airspace.

The European Military Airworthiness Requirements agreed upon by Member States are being transposed into national regulations: they should be used for the support of the A400M and are expected to yield financial and operational benefits.

Meanwhile, the Agency is also **pursuing further standardisation** in the areas of ammunition qualification (for which a roadmap is being implemented), diplomatic clearances for military transport aircraft, and clearances of tankers/receivers.

In line with the European Council tasking, EDA and the Commission prepared **a roadmap for the development of defence standards**, which was noted by Council in July 2014. NATO STANAGs will be utilised to the maximum extent possible to avoid duplication. A new process for the development of European security and defence standards was initiated in EDA in line with the Council Conclusion from 2013 and was approved in November by Member States and by the Commission in January 2015. This concludes the Council Tasking on Standardisation.

Single European Sky Air Traffic Management Research (SESAR)

The European Defence Agency facilitates **the coordination of the military views** as stated in the Commission Implementing Regulation 409/2013, with a view to ensuring that the military's interests are taken into account. This activity is coordinated with the EU Military Staff, NATO and EUROCONTROL.

EDA has established a SESAR Cell

which provides in-house expertise to:

- Support States in the assessment of the operational and financial impact that the implementation of the Single European Sky/ SESAR will have on military aviation;
- Gather requirements in order to safeguard the interests of the military community with regard to SESAR deployment, bringing them to the attention of the European Commission;
- Identify means to mitigate and reduce, to the extent possible, operational implications and potential costs of SESAR activities and synchronize with civilian actors.

EDA is also providing support to the SESAR JU for the Air Traffic Management Master Plan update Edition 2015 and RPAS Definition Phase.

At the request of Member States, EDA provided a shared understanding of the military views on the SES II+ regulation (which aims to recast the institutional framework of the Single European Sky) to the Italian Presidency.

In addition, the Agency's Steering Board has tasked EDA to define the modalities to become the **Military Coordinator and SES Interface** in close cooperation with Commission and Member States, and pursue dialogue with relevant international organizations. This activity will be pursued early in 2015.

Energy and Environment

EDA's restructuring in January 2014 brought together several existing work strands related to **energy and the environment** into a single programme covering Capability, Armaments and R&T perspectives. Current work, which reflects the recently revised priorities within then capability development plan, is focussing on improving energy efficiency in deployed camps, technology roadmaps to improve access to EU funding instruments, biofuels and human factors.



FOSTERING COOPERATION



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Pooled procurement

On 30 June 2014, the European Defence Agency and Saab Dynamics AB finalised a multi-annual framework agreement for the provision of different types of ammunition for the "Carl-Gustaf" recoilless anti-tank weapon. This framework agreement will last five years and includes a possible renewal of two more years, with an estimated value of up to €50m.

This comes under a procurement arrangement between EDA and Estonia, Latvia, Lithuania, the Czech Republic, and Poland, agreed on 23 April 2013 and in which EDA acts as the central purchasing body, taking the leading role in the procurement procedure for Carl-Gustaf ammunition in the framework of EDA's Effective Procurement Methods (EPM) initiative. EDA will also be in charge of managing the framework contract to fully exploit the effects of pooling demand. The agreement also allows other EDA Member States to join the initiative at a later stage.

As tasked by the European Council, the Agency has developed **proposals to incentivise cooperation**, mainly through fiscal measures and pooled procurement. During the November 2014 Steering Board, Defence ministers welcomed this progress as a basis for further work:

- **Fiscal measures:** in March 2014, the Belgian Ministry of Finance granted VAT exemption on a case-by-case basis to EDA ad hoc projects and activities. Three projects have benefitted from that exemption: JDEAL, C-IED Manual Neutralisation Techniques and EU Satcom Market. For the exemption to apply, EDA should have a role in administering the programme in support of Member States. They will however remain the end-users of a capability purchased through that process.
- **Pooled procurement:** working on a tasking from the European Council, EDA has developed proposals for the establishment of a **pooled procurement mechanism** to facilitate cooperative acquisition and support of defence equipment, while improving interoperability. The proposals will be discussed further with Member States with a view to Ministerial endorsement in late-Spring 2015.

During the November 2014 Steering Board, Defence Ministers adopted a **Policy Framework to foster more systematic and long-term defence cooperation**, as mandated by the December 2013 European Council. This aims to provide a coherent basis for defence cooperation in Europe from priority setting through in-service support, disposal and decommissioning. It complements the Code of Conduct on Pooling & Sharing, whose main objective is to mainstream cooperation into national defence planning.

The Policy Framework will provide a stronger **and more coherent basis** for defence cooperation in Europe. Member States will pursue coherence through existing processes within the EU and NATO and take advantage of the European framework to incentivise cooperation. In this regard, the European Defence Agency will pursue greater synergies with wider EU policies and activities as well as with OCCAR in the field of programme management. EDA will also develop inclusive proposals to coordinate the use of capabilities.

The European Defence Agency has submitted to Ministers an EDA analysis of the **key trends of the European Defence Technological and Industrial Base (EDTIB)**, in order to offer Member States factual elements based on which tailored instruments and policies could be developed in order to strengthen the European defence industrial sector. EDA has also launched work on the notion of balance in the EDTIB looking first on the specificities of the Central and Eastern European defence industries. EDA has also started working on key defence skills and competences to identify essential skills for the future EDTIB, highlighting existing and future gaps. Relevant action plans to support the wider Supply Chains more generally and Small and Medium-sized Enterprises (SMEs) in particular are being implemented, including in the light of possible synergies with the Commission, focusing on areas identified by the European Council.

The Agency has also **developed dedicated tools** to foster compatibility and harmonisation of defence procurement procedures, support the correct implementation of the Defence and Security Procurement Directive 2009/81/EC and improve market access across the wider supply chain. To facilitate increased Security of Supply in benefit of cross-border contracting and Pooling & Sharing among Member States, the Agency is also supporting and monitoring the implementation of the Framework Arrangement for Security of Supply. A Code of Conduct on Prioritisation was established in 2014 to involve industry. Further potential actions related to Security of Supply have been identified as a basis for contributing to the Commission-led roadmap for a comprehensive EU-wide Security of Supply regime, in line with the European Council tasking. As to other EU regulation impacting the defence sector, the Agency has further progressed in designing a harmonised approach among Member States towards the implementation of the REACH Regulation.





CONTINUED PARTNERSHIPS

- The Agency continues to reinforce its relations with third parties. Cooperation with **Norway**, through its Administrative Arrangement, continues to be mutually beneficial. The Framework for Cooperation with **Switzerland** and the Administrative Arrangement with the **Republic of Serbia**, concluded in 2012 and 2013 respectively, are facilitating participation in the Agency's projects and programmes. In 2014 both countries joined EDA's Collaborative Database, and the Defence Test and Evaluation Base.
- The Administrative Arrangement with the **European Space Agency**, which was signed in June 2011, has helped improve synergies regarding space-related technologies and will be further called upon in the domain of governmental satellite communications capabilities. Beyond the coordination of studies in areas such as satellite communication or Earth observation, a first Implementing Arrangement was signed in December 2011 on a jointly funded demonstrator on RPAS (DeSIRE project); the first phase was successfully concluded in December 2013, and the second phase launched in 2014. Testing flights are expected to take place in 2015. ESA and EDA will further cooperate in the domain of ISR and cyber security in space.



- The Arrangement with OCCAR is supporting Member States' collaborative programmes through their life-cycle. In the priority area of Air-to-Air Refuelling, OCCAR is supporting the contributing States as the contracting organisation for acquisition of multi-role tanker transport aircraft. To facilitate direct exchange of classified information, a **Security Arrangement between EDA and OCCAR** was concluded in 2014.
- On 19 November 2014, the European Defence Agency and **EUROCONTROL** have also taken an important step to strengthen their cooperation by signing a joint work programme covering the coming two years. This puts in place a close cooperation between the two organisations in the domain of the Single European Sky ATM research programme (SESAR). It provides a more detailed view on the contributions from both organisations and outcomes to be achieved within this framework with a first key step being to ensure that military views are fully taken into account in related work on SESAR development.
- The Agency continues to ensure complementary and mutually-reinforcing capability development with **NATO**, in particular with Allied Command Transformation (ACT), in a spirit of transparency and reciprocity. Further progress has been achieved in coordinating activities

in a number of areas of common interest. Contacts with the NATO International Staff are also taking place, including on NATO's interest in wider EU policy areas such as Single European Sky. The Agency continues to contribute to the work of the EU-NATO Capability Group and enjoys close cooperation with three Centres of Excellence: C-IED, Cyber and MCM. Contacts with NATO remain important, notably on Pooling & Sharing and NATO activities within the framework of "Smart Defence".

- In 2014, the informal dialogue with the **United States** continued to develop, with a focus on synergies between Pooling & Sharing and related initiatives, and policy issues.
- On 27 March 2014, the EDA's **Annual Conference** provided a platform for debate and discussion with the defence community. More than 500 high-level participants from government, military, and industry gathered in Brussels for the event, making it a comprehensive rendez-vous on European defence. The conference was the first organised since the European Council in December 2013, which brought an increased level of focus and political support for European defence cooperation.



10 YEARS OF EDA

The European Defence Agency **celebrated its tenth birthday in 2014**. Created in July 2004, EDA was set up to provide a renewed impetus for more defence cooperation at European level. Over the years, the Agency has remained focused on its roles: to support Member States in the development of their defence capabilities, while strengthening the critical European defence industrial and technological base.

To mark this milestone, EDA organised a **special joint academic session** together with the European Security and Defence College (ESDC) at the Agency's premises in Brussels. It gathered more than 150 participants around two main panel discussions dedicated to the geopolitical and economical context of European defence cooperation and to capability development issues.

This joint session also provided an opportunity for EDA Chief Executive Claude-France Arnould to roll-out the special book published by the Agency to mark its first decade. Entitled "10 Years of Working Together", it offers a unique insight into European defence matters.

Divided in three main sections, the book aims to provide readers with an overview of the history and achievements European defence cooperation, seen through the lens of the Agency. In the first chapter, it reviews the road to European defence cooperation, from the very first attempts of the late 1940s to the birth of the European Defence Agency in 2004. It then goes on to showcase some of the Agency's most successful or promising projects and efforts through a dozen of "success stories" highlighting some of the past achievements and future milestones. The book also includes a wide selection of independent views from government, industry and academia on the way forward in European defence matters. **More than 15 Prime Ministers, Ministers of Defence, Chief Executive Officers or leading researchers contributed to the book.**

2014 IN NUMBERS



BUDGET
€ 30.53M

18 NEW PROJECTS
FOR A TOTAL VALUE OF
€ 69M

THE AGENCY HAS BEEN MANAGING A
PROJECT PORTFOLIO
WORTH
€ 87.4M*

126 STAFF



AS OF 31/12/2014



70 AIRCRAFT
200 AIRCREW

TOOK PART IN EDA-ORGANISED
LIVE-FLYING EVENTS

3 NEW COUNTRIES JOINED

THE EU SATCOM MARKET
PROCUREMENT CELL

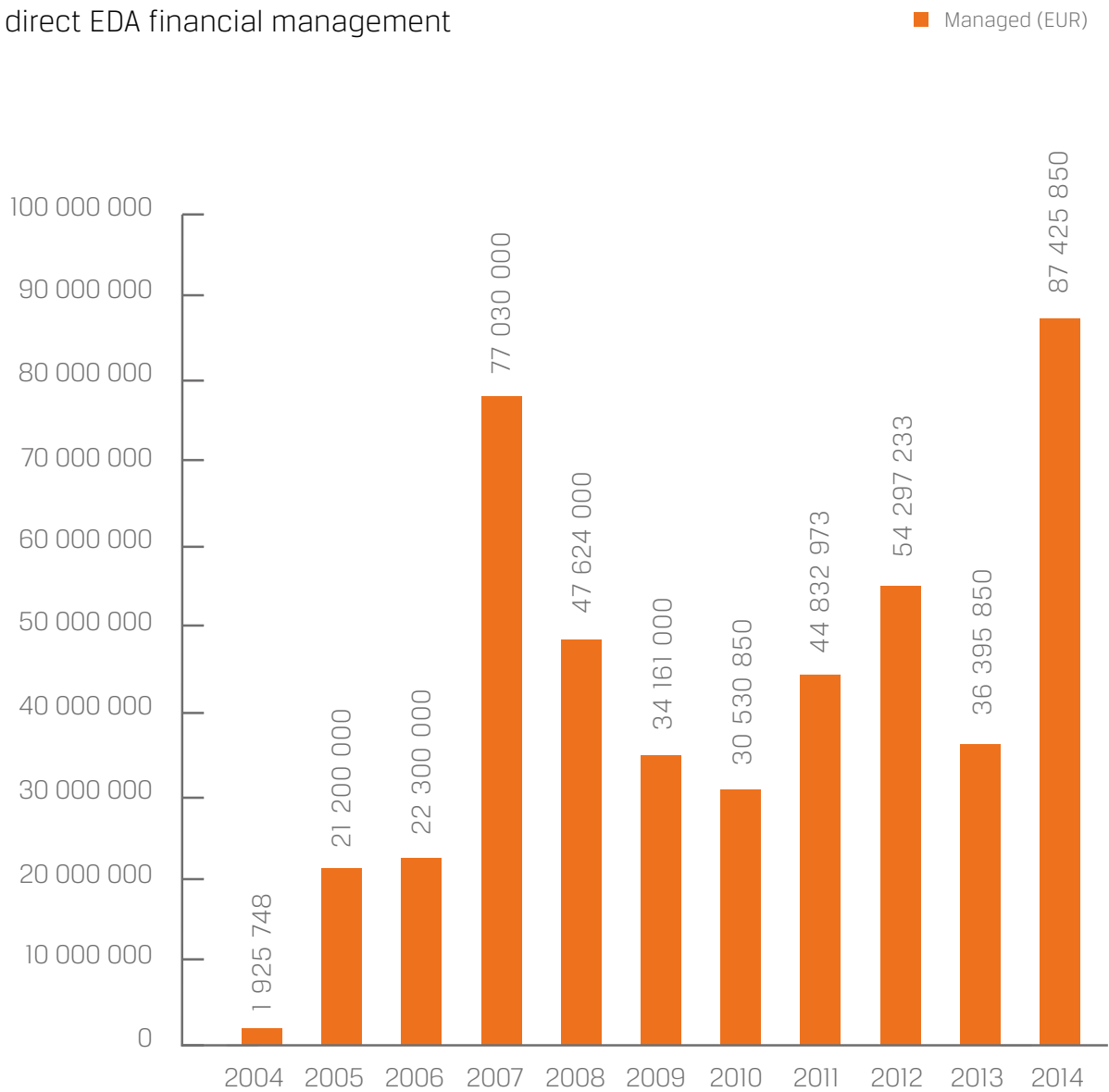
MORE THAN
400 HIGH-LEVEL PARTICIPANTS



ATTENDED THE
ANNUAL CONFERENCE

* Cat A & B projects under direct EDA financial management

Value of Cat A & B projects under direct EDA financial management





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