

## **COMPANY POLICIES**

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## **COMPANY POLICY OF RHEINMETALL ITALIA SpA**

Rheinmetall Italia SpA (Rhl), operating since 1952 in the field of defense electronics, guarantees air defence, borders and the security of its customers, ensures and supports the needs and dreams of the people who work there and their families while guaranteeing profit to its investors.

The world around us changes daily and to thrive over the next decade and beyond, we must look ahead, understand the trends and forces that will shape our business in the future, and move quickly to prepare for what is to come. It is in the present that we must build our future.

Rhl has undertaken a profound transformation process in recent years, through which it has clearly defined its strategic vision: to become one of the major Italian private players in the defense market.

The pillars of this vision are:

- Excellence in the field of system integration, in order to provide complete services for protection and security.
- Technological Leadership in short and very short range air defense radar systems.
- Hub in the Italian market for the products of the Rheinmetall group.
- Reference partner for customers and suppliers to create mutual and lasting value together.

This vision is supported in all choices and actions by the Leadership Team, and is supported by the values shown below, which all Rhl colleagues should acknowledge and apply.

The company believes in a respectful workplace and believes that the greatest value of the company is its people, their history, their experience. The best results are achieved when people are empowered to work together, regardless of gender, age, religion, or background. With a multipolar vision it is possible to define a growth path that is based on passion and enthusiasm.

For this reason, the Leadership Team is committed to building an inclusive and value-based work environment, based on merit, with the right people in the right place and at the right time, in which everyone feels free to propose actions and initiatives aimed at innovation .

People make the difference, but they must be able to work in the context of a modern business model, capable of meeting the challenges that come from the increasingly Volatile, Uncertain, Complex and Ambiguous external world. For this reason, the company has decided to equip itself with the best professional skills, both technical and otherwise, which are essential for achieving the objectives it has set itself.

The Leadership Team undertakes to always communicate the system of corporate objectives promptly and transparently and to promote the culture of measurement using KPIs, maintaining a system of processes that aim for excellence, with challenging objectives and a clear roadmap for their achievement.

As part of its activity, Rhl considers being part of the Rheinmetall AG group, a leader in the international market of security systems, as well as services and components for mobility, to be a strong point, of which it

fully embraces the guidelines and strategies. Rhl undertakes to locally promote the Group's Mission, Vision, and Values and to apply the directives issued.

Within its Business Units, Air Defence, and radar Systems (ADRS), Rhl promotes an integrated and synergistic approach with the subsidiary Rheinmetall Air Defence of Zurich, to become a global point of reference in air defense systems. Within the BU, **Passion**, **Commitment**, and the pursuit of **Simplification** are considered the fundamental values, as are all initiatives and behaviors that are oriented towards **customer focus**, the "do mentality" and of "doing what one says" (walk the talk).

The leadership team, based on the above principles, aims to:

- Provide safe and healthy working conditions to prevent work-related injuries and illnesses.
- Protect the safety and health of workers by complying with legal requirements and continuously improving the prevention and protection of personnel, including consultation and participation of workers and their representatives.
- Ensure that the management system complies with current standards for Quality Management Systems, personnel safety, and environmental protection.
- Encourage customer focus, including assessing their satisfaction in terms of product conformity and punctuality.
- Meet the shareholders' objectives by achieving group goals.
- Enhance the work environment by involving, motivating, developing, and training personnel, ensuring an inclusive working environment where the differences between groups and individuals are not a source of discrimination but a subject of genuine attention and listening.
- Involve, empower, and retain suppliers to contribute and participate in common success.
- Promote analysis to understand the factors that influence the company's operating context, in order to have a reference framework for the requirements of all interested parties and, consequently, their objectives.
- Manage risks through activities such as identification, assessment, treatment, and subsequent elimination or reduction and activity monitoring to demonstrate the adequacy of their choices.
- Protect the environment by complying with current environmental regulations and preventing pollution.
- Ensure that all employees and collaborators have a respectful conduct within the work environment and towards third parties, reflecting inclusion, the Code of Ethics, and the values of Rhl.
- Ensure compliance with corporate ethics principles and rules of conduct defined in the context of an Ethical Code and an Organizational Model pursuant to Legislative Decree 231/01 aimed at preventing, according to Italian law, the commission of crimes and behaviors contrary to the values that the company intends to promote.
- Ensure compliance with Group guidelines on Compliance policies to prevent and avoid corruption (both public and private) and money laundering offenses in commercial and financial contexts.

- Ensure the timely management of reports received through company whistleblowing channels, in accordance with Legislative Decree 24/2023.
- Ensure compliance with principles related to Privacy in accordance with the new European GDPR regulation.
- Pursue continuous improvement by implementing operational excellence practices and measuring processes and comparing them with internal and external reference benchmarks.
- Pursue all the above objectives through sustainable strategies.

These objectives and the general guidelines pursued, which illustrate the inspiring principles underlying all company processes, are explained in detail in the policies of each management, shown below.

This document is reviewed at least annually by the Leadership Team to verify its validity, correspondence with the Rheinmetall Group policy, the degree of implementation and determine any improvement actions.

CEO Rheinmetall Italy SpA

## **"FINANCIAL ADMINISTRATION, CONTROL AND PURCHASING" POLICY**

The "Finance, Control and Purchasing Administration" ensures the performance of all administrative, tax and corporate obligations, carries out the activities related to management control with particular regard to the control of the economic and financial balance of the Company, according to the following main guidelines:

- Compliance with civil, tax and group guidelines;
- Continuous updating of professional skills in relation to continuous regulatory updates;
- Orientation towards the achievement of set objectives;
- Timeliness in preparing the annual statutory and group financial statements, the monthly group financial statements and the monthly management reports;
- Attention in conducting relations with entities outside the company such as credit institutions, ministries, administrative control bodies (board of statutory auditors, auditing firms, Supervisory Board/SB);
- Reliability in the planning and control of the Company's management performance through the analysis of deviations from forecasts and a constant flow of information to the Leadership Team, the board of directors and the board of statutory auditors, on the evolution of management relating to the reference period;
- Monitoring of liquidity and financial control through monthly financial forecasts in the short and medium term;
- Compliance with payment terms;
- Control of receipts, collaborating with the individual company areas in the activities aimed at reminders of overdue payments;
- Involvement, motivation, and continuous updating of personnel, as they are an important resource and corporate asset, in relation to the evolution of the Company itself and of the business divisions and of the Group;
- Setting up and coordination of activities and documents for obtaining and managing public funding through constant collaboration with the individual company areas;
- Commitment to provide economic/financial trend data to all company areas with consequent constant control and continuous updating in order to promptly communicate any anomalies that may arise.

As far as the area relating to Purchase Contracts is concerned, the "Finance, Control and Purchasing Administration" plays the role of supplier to all company areas.

A significant part of our products is made through the purchase of materials and components and the sub-supply of Groups manufactured to design but also of Hardware and Software Units developed directly by the Supplier (Commercial Off The Shelf).

Specialized Suppliers are assigned the task of designing, developing and qualifying functionally complex objects or significant parts of them.

An extensive outsourcing process affects all activities deemed non-strategic (services, maintenance, etc.) entrusting the supply with crucial tasks for the proper functioning of the Company.

The factors that determine the choice of supplier are respect for the environment, product and service quality, personnel safety, timeliness, delivery accuracy and the cost of the activities, products and services supplied to us.

Also, in the case of purchases, the achievement of ambitious objectives requires that all those involved, Bodies, company personnel and Suppliers, share the same objectives, have the necessary skills and adequate resources.

This must be attained by putting into practice leadership and partnership with transparency and competence that motivate and promote ethical behavior, aimed at continuous improvement for the benefit of all and it specifically guarantees:

- Availability in the Company of human and technical resources suitable for the complexity of the purchasing tasks;
- Verification of the qualitative and quantitative evolution of supply needs;
- Careful and continuous verification of the possibilities offered by the market and strengthening of the marketing activity;
- For each specialty:
  - Selection of a sufficient number of Suppliers of adequate capacity;
  - Definition of collaboration and supply agreements;
  - Maximize the use of Suppliers' specialist skills;
  - Information and promotion of the use of new technologies available from supply;
- Clear identification of the requirements of the supply through the use of Concurrent Engineering internally and/or with the supplier;
- Verification of potential Suppliers and any technical alternatives proposed by the market;
- Support to suppliers for the correct interpretation of the requirements of the requests for quotations;

- Control of suppliers in collaboration with both Integrated Quality and areas with specific technical expertise;
- Correct and transparent awarding of Orders and Supply Contracts;
- Management of relations between the Company and Suppliers and commitment to solving supply-related problems;
- Correct and complete communication with Suppliers;
- Participation in the corporate make-or-buy process.

The "Finance, Control and Purchasing Administration" also ensures the management of Contracts and Licenses, in fact, an essential obligation of the corporate mission of Rheinmetall Italia SpA, is the full and absolute compliance with all Laws and Regulations concerning Equipment (Law 185/90 and subsequent amendments).

All employees and collaborators are required to observe national and international legislation diligently and assiduously when this is not in conflict with Italian laws.

Rheinmetall Italia SpA has an organizational structure and a clear and defined chain of responsibilities which allow to mitigate the risks associated with the regulations on the handling of armament material. In this regard, adequate information and training of personnel on Export Control is envisaged.

Administration, Finance,  
Control and Purchases



## **"HUMAN RESOURCES, FACILITY MANAGEMENT & ICT POLICY**

The right people, in the right role at the right time are the company's most important asset.

The company takes care of their research, selection, placement, training, development, motivation and involvement in accordance with the following guidelines:

- The search and selection activities are based on transparency, ethics, respect for the individual, diversity, and inclusion. They are aimed at hiring people of high potential, motivated and open to change, dedicated to the success of RHI, its people and its values, who have the ambition and ability to assume increasing responsibilities within the organization.
- The company takes care of the integration and continuous training of its personnel to facilitate not only the acquisition of technical-specialist skills, but also the promotion of the development of behaviors consistent with the values in which it recognizes itself, with particular attention to awareness, product quality, personnel health and safety and environmental protection. The company monitors the training process and its effectiveness.
- The Company is aware that the involvement of personnel and all stakeholders, together with the active participation of all collaborators, are a primary strategic element.
- It promotes the development of internal professionalism and the careful selection of external collaborations in order to acquire competent and motivated human resources.
- The "Human Resources, Facility Management ICT & Compliance" Department, together with the hierarchical line, identifies the development plans of collaborators, takes care of training, creating an innovative and inclusive work environment aimed at achieving objectives.
- The company promotes a culture that seeks opportunities by balancing experience, digital transformation, and compliance.
- The company stimulates a climate of trust and open communication in order to facilitate the individual fulfillment and personal and professional growth of collaborators together with the achievement of one's objectives.
- The company implements a path aimed at achieving results through the sharing of objectives, delegation, and individual responsibility.
- The company promotes the development of inter-sector teams with specific and interdisciplinary skills by pursuing the continuous improvement of processes and projects.
- The company creates and implements a coherent system of company rules, safeguarding their respect and implementation by all personnel at all levels.

- The Company operates in an integrated manner with respect to the Group's philosophy.
- The Company promotes equality, opposing any type of discrimination - direct or indirect - based on gender, age, sexual orientation, nationality, disability, political opinions, religious confessions, and any other personal characteristics.
- The Company promotes and guarantees respect for equal opportunities - in all phases of the employment relationship - favoring gender balance and supporting the full development and enhancement of individual people's potential.
- The Company recognizes the value of balancing professional and private life, developing specific programs and initiatives to support work-life balance;
- The Company launches communication campaigns and training initiatives aimed at making its employees aware of Diversity & Inclusion issues
- Rheinmetall respects the right to reasonable remuneration for all employees. Remuneration follows the principle of fairness and performance ("pay for role, merit for performance").
- Rheinmetall rewards excellence, promotes the principles of equal opportunity and diversity in the workplace and considers the personal values of its employees.
- Rheinmetall integrates employees with disabilities or health problems into working life while promoting their strengths and potential.

The "Human Resources, Facility Management ICT & Compliance" are assigned the tasks relating to the management of corporate processes subject to:

- the requirements dictated by the UNI ISO 45001 standard, for personnel safety;
- to the requirements dictated by the UNI EN ISO 14001 standard, for the protection of the environment;
- the requirements established by UNI/PdR 125, for gender equality;
- to the rules, laws and regulations on occupational health and safety and environmental protection;
- to the rules concerning the protection and safeguarding of classified information dictated by the National Security Authority.

All the activities relating to obtaining and maintaining the CIS-COMSEC approvals are also delegated to the “Human Resources, Facility Management ICT & Compliance” document.

The company takes environmental, health and safety aspects into account in all company activities, identifying and avoiding potential risks for people and the environment. Based on these principles and the values expressed in the Code of Ethics, the company undertakes, by making human, instrumental and economic resources available, to pursue the objectives of continuous improvement as regards health and safety in the workplace and the environmental impact, as an integral part of its business and as a strategic commitment with respect to the more general purposes of the entire company .

The adoption of the Integrated Management System makes it possible to implement the efficiency of the processes and guarantee the effectiveness of the results, pursuing the fundamental principle which is that of continuous improvement and such as to guarantee the achievement of the general objectives .

The “Human Resources, Facility Management ICT & Compliance” in full compliance with Group directives and in compliance with legislative obligations, fulfills its duties through:

- Maintenance and technological improvement of the company's Information Systems at the state of the art.
- Continuous monitoring and safeguarding of the databases accessible on the company network.
- Adoption and continuous updating of computer security systems for internal and external protection against viruses and cyberattacks.
- Continuous maintenance, updating, and optimization of fixed and mobile company telephone services and network accessibility.
- Environmental protection and compliance with all significant requirements, including current environmental laws and regulations, applied to all company processes, and the implementation of energy-saving policies whenever possible.
- Management, maintenance, and continuous updating of workplace layouts, taking into account the safety and psychophysical well-being of all workers, while also adhering to principles of gender equality and respect for diversity.
- Commitment to minimizing and preventing pollution and environmental impacts associated with production processes and existing facilities, with particular reference to air emissions, external noise, waste production (especially hazardous waste), and the consumption of resources and hazardous substances/mixtures. Continuous maintenance, verification, and improvement of environmental management, worker safety, and health in the workplace through organizational procedures and specific information and training activities to enhance the system's performance.

- Commitment to preventing injuries and illnesses of workers during work activities.
- Commitment to maintaining applicable legal compliance and other prevention-related requirements.
- Priority given to relationships with suppliers capable of providing products and services compliant with the Environmental and Health & Safety Management System.
- Dissemination of the company's commitment to environmental, health, and safety protection to customers and suppliers, while actively collaborating with regulatory authorities.
- Management of risk prevention and protection service through the identification and subsequent elimination or reduction of risks, including those resulting from possible changes due to the introduction of new activities/processes.
- Competence, involvement, motivation, information, and continuous training of staff in line with company policies.
- Protection of state and military secrets in accordance with the provisions of the National Security Authority.
- Ensuring the management and handling of Classified Materials in accordance with the provisions of the National Security Authority.
- Implementation, maintenance, and technological updates of the company's Access, Surveillance, and Security systems.
- Ensuring the availability and efficiency of services such as secretarial services, company vehicles, mail, cafeteria, and nursing facilities.
- Maintaining relations with external institutions and managing related communications.

The Company promotes gender equality in all its forms, to this end the "Human Resources, Facility Management ICT & Compliance" department is assigned all the tasks relating to the management, training and promotion of issues concerning gender equality and prevention of all those behaviors that could harm this equality.

This Management, therefore, bases its Policy also on the following principles:

- Respect for the constitutional principles of parity and equality;
- Adoption of policies and measures to promote female employment, especially that of young women and qualified ones;
- Adoption of measures that promote effective equality between men and women in the company, including equal opportunities in the workplace, equal income, equal access to career and training opportunities, full implementation of paternity leave in line with the best European practices;

- Promotion of welfare policies in support of the "silent work" of those who take care of the family, in compliance with paragraph 1 art. 3 of the Constitution (formal equality) which mentions "All citizens have equal social dignity and are equal before the law, without distinction of sex, race, language, religion, political opinions, personal and social conditions."
- Adoption of specific measures in favor of equal opportunities, in line with the provisions of par. 2 art. 3 of the Constitution (substantial equality) which mentions "It is the duty of the Republic to remove the obstacles of an economic and social nature which, by effectively limiting the freedom and equality of citizens, prevent the full development of the human person and the effective participation of all workers to the political, economic and social organization of the country".
- Integration of the principle of gender equity so that its voluntary adoption becomes a reference for all corporate activities;

Starting from these principles, the "Human Resources, Facility Management ICT & Compliance" Department, by making all the necessary resources available, undertakes:

- To apply human resource management and development practices that promote an inclusive culture of professional growth, guaranteeing equal opportunities for all personnel;
- To communicate internally and externally, the will to pursue gender equality, the enhancement of diversity and to support female empowerment, raising awareness of women's abilities as well as the possibility of participating and sharing responsibilities on an equal footing with men and with the society itself, freeing itself from cultural and social presuppositions and fixed roles;
- To promote respect for the culture of inclusion and the related corporate strategy;
- To promote governance of the organization aimed at defining adequate organizational safeguards and gender equality in high-level corporate leadership;
- To define HR processes relating to the various stages that characterize the life cycle of a resource in the organization based on principles of inclusion and respect for diversity;

- To provide opportunities for growth and inclusion of women in the company; promoting women's education, training and personal development and empowerment;
- To pursue remuneration equity by gender;
- To protect parenthood and work-life balance.

Human Resources, Facility Management & ICT

## **"PROGRAM MANAGEMENT AND INTEGRATED PLANNING" POLICY**

The "Program Management and Integrated Planning" plays the role of supplier towards the end customer (external customers) and towards the Administration, Finance Control and Company Sales (internal customers) and customer towards all other company areas.

The "Program Management and Integrated Planning" contributes to the realization of the company's economic objectives and to the satisfaction of both external and internal customers by ensuring the delivery, in compliance with the pre-established requirements in the Offer phase, of materials and services that meet the executive obligations (times, costs, quality) established by the Sales Contracts.

The "Program Management and Integrated Planning" ensures, through a structure in which the Program Managers, the PMO, the After Sales and the new Integrated Planning Function are present, the planning, control, and monitoring of all the activities related to the fulfillment of the contractual requirements, monitoring the current results and any deviations from the planned and promoting all the necessary corrective actions. It also sets itself the objective, through the new "ToT Projects and Industrial Business" Function, of setting up and developing in a structured way, and in total coordination with the other Company Functions, the Technology Transfer initiatives, both for acquisition and possible transfer, as well as building, in connection with Sales, a development plan for a new BtoB concept based on skills which are not exclusively related to radars but are still present in the company.

The mission we set ourselves, having brought together under a single area not only Program Management, PMO, After Sales, Integrated Planning, and ToT and Industrial Business Projects but also Offer Management, is to act as guarantors of the sustainability of all business initiatives undertaken by the Company.

The fundamental pillars on which our policy is based are the following:

- Contribute to the maintenance and updating of the technological skills currently present in the Company, also promoting the acquisition of new ones that may be strategic for the business.
- Maintain and update their skills in terms of planning, management, and control of complex supply programs to the end customer. Contribute to the improvement of productivity and efficiency of the various business processes:
  - Highlighting the deficiencies with respect to the needs of the programs and making proposals for improvement;
  - Promoting cross-sector teamwork;
- Pursue the satisfaction of the end customer;
  - Complying with all contractual requirements;

- Promoting communication to and from the Customer both in the offer phase and in the management of the contract and in the after-sales phase;
- Pursue internal customer satisfaction, especially Sales;
  - Responding promptly to requests for offers with sustainable proposals;
  - Supporting Sales in the contract negotiation phase.

Program Management and  
Integrated Planning



## **"PRODUCTION" POLICY**

The "Production" is decisive in contributing to the realization of the company's economic objectives and to the satisfaction of the end customer through the production and delivery, in compliance with the planned times and costs, of equipment and/or systems that meet the performance and quality requirements. It also guarantees customer assistance activities for the maintenance of such equipment, as well as the organization and execution of demonstrations and exhibitions of its equipment.

The "Production" is strategically oriented to meet the above objectives through:

- A work environment increasingly on a human scale, competitive and stimulating, oriented towards continuous improvement and goal achievement. An environment where the worker is at the center of the project and is encouraged to be so, in order to have gratification in pursuing company objectives which must increasingly be perceived as personal objectives,
- A modern structure in which the means, resources and skills necessary to ensure the capabilities of Manufacturing, Assembly, Integration and Testing are present for all the devices to be supplied within the context of the orders/contracts agreed with the Customer and entrusting outsourcing the processes available on the market, while maintaining the know-how for the key technologies. The in-house manufacturing activities are mainly oriented towards the manufacturing of the units defined in the corporate "core business" and the use of new or strategically important technologies, as well as the solution of problems arising in the context of outsourcing activities.

The "Production" undertakes to pursue a policy based on the following fundamental points:

- Proactivity, determination, and competence as the main indicators of merit for assessing the potential and growth (both economic and responsibility) of personnel within the company.
- Dissemination, at each stage of the supply chain, of awareness, of the importance and weight of one's work with respect to the final objective
- Dissemination at all levels of the culture of "Continuous Improvement" and "Lesson Learned"
- Maintenance and updating of skills for the management of production activities and for the execution of production, assembly, integration and commissioning, testing, delivery to the customer and after-sales assistance for the systems to be supplied;
- Maintaining and updating the technological and digital skills necessary for:
  - Optimally support the development of new products;

- Ensure the supply of spare parts for key products;
- Be an attractive partner for co-production orders;
- Ensure the transfer of internal know-how for key products.
- Availability of an adequate number of resources with the necessary skills for the activities to be performed in the Company and for the control of those outsourced;
- Improvement of productivity and efficiency in the "Production" area, through production engineering:
  - that takes charge of the development of new production processes with modern, digital, and innovative technologies;
  - that takes charge of the analysis and evaluation of the processes, cycles, and work phases in progress, in order to pursue continuous improvement;
  - which guarantees the involvement in the product development phase of highly qualified production personnel (Concurrent Engineering), to guarantee a more oriented development towards the production process, minimizing the time between design and series production;
- Pursuit of end customer satisfaction through:
  - Delivery of tested products, meeting the performance requirements and manufactured according to standards appropriate to the quality of the supply and within the expected times;
  - Creation of communication channels with the aim of better supporting the customer in the after-sales phase by anticipating possible needs;
  - Creation of an increasingly flexible and performing structure that can quickly meet the needs of Technical Assistance to the customer on site;
  - Guarantee of the availability of facilities (ranges, etc.) for ballistics activities, ammunition storage, etc.

Production

## **“ENGINEERING” POLICY**

"Engineering" plays a fundamental role in the achievement of company objectives and in achieving end customer satisfaction through the design of equipment that meets performance and quality requirements and the related logistical support, in compliance with planned times and costs.

"Engineering" is strategically oriented towards satisfying the objectives of corporate programs, both with external and self-financed customers, operating in an integrated manner within the corporate context of a leading company, within the Group, for the design of systems and radars and related logistical support, as well as satisfying the needs of design and continuous updating of the products, object of the marketing and sales activities of Rheinmetall Italia SpA, both in the defense sector, in particular in the field of anti-aircraft defense, and in the civil and space sector.

"Engineering" pursues a policy based on the following fundamental points:

- Maintaining a structure including the resources and skills necessary for system design, hardware (electrical - electronic), software and logistical support activities, as well as planning and controlling them within a matrix organization.
- Continuous updating of skills, through education and training activities, to maintain know-how within the company in step with the continuous evolution of techniques and technologies.
- Creation of prototypes of new products and modifications-improvements of existing and already established products, to keep them competitive and adapted to market needs.
- Investments in equipment, infrastructure and hardware, software and system tools to support the processes of interest.
- Support to "Research, innovation and technology" for the definition of innovative solutions, both at an architectural and technological level, then taking care of their subsequent implementation in the development.
- Improved productivity and efficiency, through:
  - Use of the most modern planning and design techniques and tools.
  - Involvement of Production, Purchasing and Quality personnel already in the initial phase of product development (Concurrent Engineering).
- Pursuit of end customer satisfaction through:

- Design, development, and validation of products that meet all specification requirements, including the protection of consistency, integrity and availability of the information processed and of the functions provided, the Safety and Environmental Sustainability of the product itself.
- Preparation of logistical support that is increasingly suited to the needs of the customer throughout the life cycle of the product.

Engineering

## **“RESEARCH, INNOVATION AND TECHNOLOGY” POLICY**

"Research, innovation and technology" plays a fundamental role in achieving the company's short, medium, and long-term objectives through the identification and development of "enabling" technologies and their use in the conception of products that meet present and future needs of the market.

"Research, innovation and technology" is strategically oriented towards satisfying the corporate objective of a leading company, within the Group, for the design of radar systems and to satisfy the need for continuous updating of the products covered by the marketing and sales activities of the Rheinmetall Italia SpA and the ADRS Business Unit, both in the defence sector, in particular in the field of anti-aircraft defence, and in the civil and space sector.

“Research, innovation and technology” pursues a policy based on the following fundamental points:

- Maintaining a structure including the resources and skills necessary for basic technological research and development activities, technical support to Sales, product strategy and technical coordination of offers.
- Continuous updating of skills, through education and training activities, to maintain know-how within the company in step with the continuous evolution of techniques and technologies.
- Investments in studies and basic research for products and technologies of interest to the company. Creation of technological demonstrators for new products/solutions and modifications-improvements of existing and already established products, to keep them supportable, competitive, and suitable for market needs.
- Improvement of efficiency through the involvement, right from the initial phase of conception and feasibility study of the product/solution, firstly of the skills of Engineering, but also of Production, Purchasing and Quality (Concurrent Engineering).
- Investments in equipment and hardware and software infrastructures to support the processes of interest.
- Support to promotional activities of new products/technologies, or modernization of existing products, through presentations, demonstrations, organization or participation in events, etc.

- Cooperation with research institutes, universities, and companies in the sector, or of particular technological interest, for the creation of synergies and collaborations both in the technological field and in the proposition of new systems or specific solutions for customers.

Research, innovation, and technology

## **"SALES" POLICY**

The "Sales" are intended to be the connecting element between:

- Customer satisfaction, through understanding their needs, transferring these needs to the company, and proposing products that meet them;
- the satisfaction of shareholders through the creation of an order intake that meets corporate objectives.

To this end, the "Sales" policy complies with the following guidelines:

- Availability of internal and external resources with the necessary skills to carry out marketing and sales activities in the relevant markets;
- Creation and maintenance of communication channels with the Customer, aimed at detecting their needs and monitoring their satisfaction;
- Continuous political-economic analysis of the market in order to verify its potential;
- Continuous deepening of knowledge on the products, technologies and potential of the Company and the Group, in order to be able to create sales opportunities and take advantage of any that may arise.

The role of "Sales" is integrated with the Marketing & Sales function of the ADRS Business Unit and relies on the support of the "Strategies" and "Marketing" functions based at Rheinmetall Air Defence AG. is simultaneously responsible for the development of Rheinmetall Italia, understood as the use of its technologies and capabilities to increase its business volume, including the analysis of diversification opportunities, acquisitions, and mergers. Specifically, this second objective is particularly linked to the Italian territory, where Rheinmetall Italia currently records a very limited turnover.

"Sales" make a profound contribution to directing the strategies of Rheinmetall Italia and the Business Unit and the development of new technologies, through a structured communication process for the dissemination of information relating to the market and emerging requirements from existing and potential customers.

Sales

## **"INSTITUTIONAL RELATIONS AND STRATEGIC AFFAIRS" POLICY**

The "Institutional Relations and Strategic Affairs" Department (RA) constitutes Rhl's primary interface towards national and foreign institutions, ensuring a constant and orderly broad-spectrum institutional communication channel.

This role of general representation, carried out in close coordination with all Company Management, is aimed at creating an "institutional framework" of reference to support the strategic mission that the Rheinmetall AG Group has conferred on Rhl.

The RA Management ensures a direct relationship channel with the following national institutions:

- Presidency of the Republic;
- Senate of the Republic and Chamber of Deputies;
- Presidency of the Council of Ministers (Office of the Diplomatic and Military Advisor);
- Ministry of Defence (in its various articulations; Cabinet of the Minister, The Secretariat General of Defence / National Armaments Directorate, Defence General Staff, Army General Staff, Airforce General Staff, Navy General Staff, Defence company - AID, Difesa Servizi SpA, etc.);
- Ministry of Foreign Affairs and International Cooperation (with particular reference to the Unit for the Authorizations of Armament Materials and relations with the Italian embassies located abroad);
- Ministry of European Affairs;
- Ministry of Economy and Finance;
- Ministry of Economic Development - MiSE;
- Ministry of the Interior.

The RA Management also ensures a direct channel with the following foreign institutions:

- Governments and Armed Forces of "strategic" countries for Rhl (Switzerland, Germany, Kuwait, Egypt, UAE, etc.);
- Foreign embassies and diplomatic representations accredited in the Italian Republic;
- European Union (EU Commission - DG Defense, EU Council, EU Parliament, etc.);
- NATO, OCCAR, ASD, EDA, etc.

Lastly, the RA function ensures a direct channel with the national and foreign industrial sector:

- In Italy with the Italian Federation of Italian Aerospace, Defense and Security Companies (AIAD), Leonardo SpA, Fincantieri SpA, MBDA, Elettronica SpA etc. and with, if necessary, Research Institutes in the sector - the so-called "Think Tank" (IAI, Aspen Institute, etc.).
- Abroad, with potential industrial partners of Rhl as well as with trade associations in the Defense and Aerospace sector (BDSV, etc.)



In regular coordination with all Company Departments, RA carries out both "own activities" (institutional visits to the plant, institutional meetings of top management, distribution and updating of country fact sheets, etc.) and "on call" support activities (facilitation contacts with potential customers/institutions, support for commercial visits in Italy and abroad on the protocol side, obtaining entry visits, various authorizations, etc.).

Institutional Relations and Strategic Affairs

## **"COST MANAGEMENT" POLICY**

The "Cost Management" department has the task of developing a new culture of awareness of costs/expenses and investments by thinking about what is truly necessary and optimizing the cash-out. The benefits of this management will be reinvested with a view to a human centric vision, in activities aimed at the well-being of the employees.

The "Cost Management" department is responsible for generating value to be reinvested within the organization itself, without at the same time generating obstacles to the normal performance of production activities.

The main activity is to challenge, through objective and qualitative examinations, the requests for expenditure/costs/investments of the financial year regardless of whether the expenditure budget has already been approved and made available.

The challenge will be the element that will help optimize economic resources and generate value to be reused in the company itself for the benefit of all workers.

Management will help develop a new culture of awareness of costs/expenses and investments through reasoning on what is truly necessary and optimization of cash-out, in order to improve people's well-being in everyday working life.

Management also has the task of promoting the reduction of contractors by increasing the growth of internal talent.

Cost Management

## **"GENERAL COUNSEL" POLICY**

The "General Counsel" management performs a consultative function towards all the other Company areas (Internal Clients) and the corporate administration.

Its mission is to protect the company from and in disputes with national and international parties, it participates in ordinary and extraordinary projects by providing legal guidance.

The fundamental pillars on which our policy is based are the following:

- Respect for the people and cultures of the countries where we operate.
- Maintain and update one's skills to guarantee efficient technical-legal supervision within the company.
- Maintain a spirit of service and active cooperation with the other corporate areas.
- Pursue internal customer satisfaction

General Counsel

## **“INTEGRATED QUALITY” POLICY**

The "Integrated Quality" aims to contribute to the success of the company through:

- Continuous improvement of business processes
- The achievement and improvement of customer satisfaction.

These objectives are pursued through the following activities:

- ✓ Performance monitoring and process optimization: To offer management decision-making tools in a timely manner and to stimulate a risk-based approach. This activity is expressed through internal and external audits and through the monitoring of the defined KPIs. For the KPIs, automatic calculation methods are preferred and as much "real time" as possible
- ✓ Product and Quality Assurance activities: To guarantee the external customer and the stakeholders of company processes that these processes are followed in compliance with the provisions. The control also includes the qualification, monitoring and surveillance of suppliers, considered crucial for the company's success.
- ✓ Qualification and validation activities of manufacturing processes and products.
- ✓ Configuration Management: To ensure the identification and control of physical and functional attributes throughout the life cycle of the supplied products.

For all the activities listed above, training and the use of state-of-the-art practices / methodologies / techniques aimed at operational excellence are encouraged.

The style for executing the above activities is continuous collaboration with all company functions and customers and suppliers. Problem management is seen as a value-added activity, where corrective action is seen as an element of business growth.

In all the activities of the Integrated Management System, the principles and requirements of the international reference standards are taken as a reference (e.g. UNI EN ISO 9001 and UNI EN 9100, NATO AQAP 2110 and 2210; UNI ISO 45001, UNI CEI EN ISO/IEC 17025; UNI EN ISO 14001; UNI/PdR 125).

In addition to the certifiable standards, with a view to continuous improvement, the introduction into the management system of practices and practices deriving from management models for excellence or deriving from benchmarking with external companies, belonging to the Rheinmetall group and not, is encouraged.

The minimum sub-objectives for the management system are:

- Maintenance of Certifications:
  - UNI EN ISO 9001
  - UNI EN 9100
  - ISO 45001
  - UNI EN ISO 14001
  - UNI/PdR 125
- Achievement and maintenance of the AQAP 2110 and 2210 Qualification
- Reduction of Non-Conformity costs and consequent improvement of company efficiency
- Improved performance in the management of Non-Conformities in terms of time and effectiveness of corrective actions
- Maintain the efficiency of the configuration management process by optimizing the time to issue documentation and manage configuration changes.
- Introduction and management of proactive monitoring tools for all processes.

Integrated Quality

## "BUSINESS CONTINUITY MANAGEMENT" POLICY

Rheinmetall Italia SpA undertakes to guarantee the ability to continue to carry out its business in the face of the occurrence of events of such gravity as to compromise the normal operation of its critical processes. As part of the Management System, Rheinmetall Italia SpA also aims to achieve the following strategic objectives:

- *Guarantee the safeguarding and protection of human lives* in the face of a crisis event;
- *Guarantee operational continuity and minimize the impact on the business* in the event of a crisis, ensuring rapid restoration of the normal state of business activities;
- *Ensure the resilience* of the Rheinmetall Italia SpA *infrastructures*;
- *Protect the interests of the Rheinmetall AG Group* and increase the *trust of its customers and partners*.

These strategic objectives are pursued through:

- Definition and formalization of this continuity policy with precise objectives, compatible and consistent with the strategic direction of the company;
- Definition of a Business Continuity plan, which includes repeated tests to ensure the adequacy and continuous updating of the technical and organizational solutions adopted;
- Definition and formalization of an organizational structure, with precise roles and responsibilities in the area of continuity management, promoting the involvement of all corporate functions;
- Creation and maintenance of a system for appointing "deputies" for functions deemed essential for the continuity of the Company's business
- Integration of continuity management with business processes, in line with available resources and existing operating methods;
- Communications to personnel regarding the need to meet the objectives, policies, and applicable mandatory requirements (laws, regulations);
- Planning and ensuring the availability of resources (material, human and in terms of quantity and expertise);
- Training activity;
- The commitment to develop, maintain and improve over time the activities related to Business Continuity to respond to the changing needs of the business and corporate processes;

- The adoption and maintenance of a process for identifying potential threats for the company and the impacts that these threats, if materialized, could cause on the products and services provided, in order to define a system capable of improving resilience, the ability to recover and react in the face of a crisis;
- The definition of a communication process to be followed in the event of a crisis both internally and externally, for example customers and the media.

BCM Manager

## ENERGY POLICY

### **Commitment of the management**

As part of our corporate responsibility, we define our energy policy with the general objectives and principles of action for our company in the field of energy in our integrated management manual.

Our company manages and implements an energy management system within the certification group, maintaining and continually improving its effectiveness.

The energy management manual of the certification group forms the foundation of the energy management system we have established. Its application ensures that all processes affecting energy performance are planned, controlled, and monitored.

With this statement, the management obliges all employees to conduct their activities in accordance with the descriptions contained in the certification group's energy management manual and subsequent work instructions.

Our goal is to consistently improve our energy performance. Through result assessments, the management regularly reviews internal audits and periodic reports on the operational use of energy, suitability, adequacy, and the effectiveness of the energy management system.

We are committed to continually improving and developing our energy management system.

### **Energy policy**

In our company, reducing energy-related services is an important component of our corporate policy. Therefore, in our daily activities, it is an essential objective to optimize energy consumption to the fullest extent possible within technical and economic constraints through rigorous processes.

In addition to systematically identifying, analyzing, and evaluating energy-related aspects significant to our business models, our responsibility in managing energy resources compels us to achieve and review the defined energy-saving objectives. For this reason, we have set strategic and operational objectives in areas where this is technically and organizationally possible, as well as economically sustainable. It is self-evident for us not only to comply with energy laws and regulations but also to meet the requirements we have established to reduce energy consumption. To monitor progress, we use suitable monitoring programs. By



purchasing energy-efficient products and services, we also contribute to reducing the environmental burden and, at the same time, our energy costs. Every employee is involved in our energy management system as part of their role and responsibility and is expected to contribute to defining the resulting processes and supporting the implementation of the adopted measures. Through information and training, we promote energy-conscious behavior among our employees and all individuals working for us. For this purpose, we provide the necessary resources.

Managers are required to apply the applicable management procedures in their areas of responsibility to the measures implemented within our energy policy, monitor their effectiveness, and continually develop them in parallel with new discoveries and/or requirements.

The energy policy is regularly reviewed to ensure its update.

Human Resources, Facility Management & ICT

Energy Management Coordinator