

CORPORATE POLICY

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RHEINMETALL ITALIA S.p.A. CORPORATE POLICY

Since 1952, Rheinmetall Italia S.p.A. (Rhl) has been operating in the field of defense electronics, ensuring air defense, border security, and the protection of its clients. It supports and upholds the needs and aspirations of its employees and their families while being attentive to the needs of suppliers, the community, and its investors.

The world around us has profoundly changed in recent years. The increasing frequency and intensity of conflicts and military disputes are leading to a growing demand for security. Security—for territories, citizens, businesses, and infrastructure—is essential for sustainable and long-term growth. As an economic entity, Rhl feels a strong responsibility to contribute to a safer world through its products and services, committing to a business model that is also socially and environmentally sustainable.

It is in the present that we must build our future and the future of those we care about. People make the difference. Their stories and experiences are the greatest value of our company. To meet the challenges of an increasingly Volatile, Uncertain, Complex, and Ambiguous world, we must create an environment where they can grow with passion and enthusiasm, contributing not only to their own well-being but also to that of the broader community.

For this reason, the Leadership Team is committed to maintaining an inclusive work environment, based on merit, where the right people are in the right place at the right time. Everyone should feel free to propose actions and initiatives aimed at innovation. The best results are achieved when people are empowered to work together, regardless of gender, age, religion, or background.

Following the transformation process of recent years, Rhl remains firmly anchored to its strategic vision: to be one of the leading private players in the Italian defense market.

The pillars of this vision are:

- Excellence in system integration, aimed at providing comprehensive services for protection and security
- Technological leadership in short- and very short-range air defense radar systems.
- A hub for Rheinmetall Group products in the Italian market.

This vision is upheld in every decision and action of the Leadership Team through the values that have distinguished us in recent years and that we will continue to foster—result orientation, care for our people, and innovation. All Rhl colleagues are expected to recognize and apply these values in their work.

The Leadership Team is committed to communicating the company's strategy and objectives clearly and in a timely manner, while continuing to promote a culture of measurement through KPIs. We maintain a process system aimed at excellence, with ambitious goals and a clear roadmap for achieving them.

We are all fully aware of the crucial role and responsibility our products play in the defense, protection, and security of our clients and their populations. This is why we always act, and will continue to act, with

awareness and ethics. Ethical reflection is complex and demanding, but it is a responsibility we feel called to uphold because the protection—even armed protection—of democracy is a fundamental pillar of democratic societies and the freedom of us all.

As part of its operations, Rhl views its inclusion in the Rheinmetall AG group—a global leader in security systems, as well as mobility services and components—as a key strength. Rhl fully embraces the group's directives and strategies and is committed to promoting its Mission, Vision, and Values locally, while applying the guidelines issued by the parent company.

Within its Business Unit, Air Defence and Radar Systems (ADRS), Rhl fosters an integrated and synergistic approach with its sister company, Rheinmetall Air Defence in Zurich, with the aim of becoming a global reference point for air defense systems. In the BU, **Passion, Commitment**, and the pursuit of **Simplicity** are core values. Additionally, all initiatives and behaviors that **focus on customer**-centricity, a “**do mentality**,” and “**walking the talk**” are strongly encouraged.

Based on the principles outlined above, the Leadership Team aims to:

- Provide safe and healthy working conditions to prevent work-related injuries and illnesses.
- Protect the safety and health of employees by complying with legal requirements and continuously improving prevention and protection measures, including through the consultation and participation of workers and their representatives.
- Ensure that the management system complies with the current standards for Quality Management Systems, employee safety, and environmental protection.
- Foster customer focus by evaluating customer satisfaction in terms of product conformity and punctuality.
- Satisfy shareholders by achieving the group's objectives.
- Enhance the workplace environment by involving, motivating, developing, and training employees, ensuring an inclusive work environment where diversity among groups and individuals is respected and given proper attention.
- Engage, empower, and retain suppliers to contribute to and participate in mutual success.
- Promote thorough analysis to understand the factors influencing the company's operating environment, providing a reference framework for the requirements of all stakeholders and the corresponding objectives.
- Manage risks by identifying, assessing, addressing, and then eliminating or mitigating them, while monitoring activities to ensure the adequacy of the company's decisions.
- Protect the environment by complying with current environmental regulations and preventing pollution.

- Ensure that all employees and collaborators maintain respectful behavior within the workplace and toward third parties, reflecting inclusivity, Rhl's Code of Ethics, and its values.
- Ensure compliance with principles of corporate ethics and conduct rules defined in a Code of Ethics and an Organizational Model pursuant to Italian Legislative Decree 231/01, aimed at preventing crimes and behaviors that conflict with the values promoted by the company.
- Ensure adherence to Group guidelines regarding Compliance policies aimed at preventing and avoiding corruption (both public and private) in commercial matters and money laundering.
- Guarantee timely management of reports received through corporate whistleblowing channels, in accordance with Legislative Decree 24/2023.
- Ensure respect for privacy principles in compliance with the European General Data Protection Regulation (GDPR).
- Pursue continuous improvement by implementing operational excellence practices, measuring processes, and benchmarking against internal and external standards.
- Achieve all the above objectives through sustainable strategies.

These objectives and general guidelines, which reflect the guiding principles underlying all company processes, are detailed in the policies of each department, as outlined below.

This document is reviewed at least annually by the Leadership Team to assess its validity, alignment with Rheinmetall Group's policies, and the level of implementation, and to determine any necessary improvement actions.

CEO Rheinmetall Italia S.p.A

POLICY ON “ADMINISTRATION, FINANCE, CONTROL, AND PURCHASING”

The “Administration, Finance, Control, and Purchasing” department ensures the execution of all administrative, tax, and corporate obligations and conducts management control activities, with particular attention to maintaining the economic and financial balance of the company, according to the following main guidelines:

- Compliance with civil and tax regulations and group guidelines.
- Continuous updating of professional skills in relation to ongoing regulatory changes.
- Focus on achieving set objectives.
- Timeliness in the preparation of both the annual financial statements (civil and group) and the monthly group financial reports and management reporting.
- Care in managing relationships with external entities, such as credit institutions, ministries, and administrative control bodies (board of auditors, auditing firms, and supervisory bodies).
- Reliability in planning and controlling the company’s performance through variance analysis against forecasts and providing constant information flow to the Leadership Team Meeting, the Board of Directors, and the Board of Auditors regarding the evolution of management during the reference period.
- Monitoring liquidity and financial control through monthly financial forecasts for the short and medium term.
- Adherence to payment terms.
- Management of receivables, collaborating with various business areas to expedite overdue payments.
- Involvement, motivation, and continuous training of personnel as vital resources and corporate assets, particularly regarding the evolution of the company, its business divisions, and the group.
- Structuring and coordinating activities and documentation for obtaining and managing public funding through ongoing collaboration with various business areas.
- Commitment to providing economic and financial performance data to all business areas, maintaining constant oversight and continuous updates to promptly communicate any emerging anomalies.

Regarding the area of Purchasing Contracts, the “Administration, Finance, Control, and Purchasing” department acts as a supplier to all business areas.

A significant portion of our products is manufactured through the purchase of materials and components, as well as the subcontracting of custom-built assemblies and 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 thereof.

An extensive outsourcing process encompasses all activities deemed non-strategic (services, maintenance, etc.), entrusting critical tasks to suppliers that are essential for the smooth operation of the company.

The factors that influence supplier selection include environmental compliance, product and service quality, personnel safety, timeliness, delivery accuracy, and the cost of activities, products, and services provided to us.

In the context of purchasing, achieving ambitious objectives requires that all parties involved—Entities, company personnel, and Suppliers—share these objectives, possess the necessary skills, and have access to adequate resources.

This must be achieved through the exercise of leadership and partnerships conducted with transparency and expertise, which motivate and promote ethical behavior aimed at continuous improvement for the benefit of all. In particular, it ensures:

- The availability of human and technical resources within the company that are adequate for the complexity of purchasing tasks.
- Monitoring the qualitative and quantitative evolution of supply needs.
- Careful and continuous assessment of market opportunities and enhancement of marketing activities.
- For each specialty:
 - Selection of a sufficient number of Suppliers with adequate capabilities.
 - Definition of collaboration and supply agreements.
 - Maximization of the utilization of Suppliers' specialized competencies.
 - Information dissemination and promotion of the use of new technologies available from suppliers.
- Clear identification of supply requirements through the use of Concurrent Engineering, both internally and with suppliers.
- Assessment of potential Suppliers and any technical alternatives proposed by the market.
- Support for suppliers in the correct interpretation of request for proposal requirements.
- Supplier monitoring in collaboration with both Integrated Quality and the areas with specific technical expertise.

- Fair and transparent awarding of Orders and Supply Contracts.
- Careful management of relationships between the company and Suppliers and commitment to resolving supply-related issues.
- Accurate and complete communication with Suppliers.
- Participation in the company's make-or-buy process.

The "Administration, Finance, Control, and Purchasing" department also manages Contracts and Licenses. A fundamental obligation of Rheinmetall Italia S.p.A.'s corporate mission is full and absolute compliance with all laws and regulations pertaining to Armament Materials (Law 185/90 and subsequent amendments).

All employees and collaborators are required to diligently and consistently adhere to national and international legislation, provided it does not conflict with Italian laws.

Rheinmetall Italia S.p.A. has established a clear and defined organizational structure and chain of responsibilities to mitigate risks related to regulations on the handling of armament materials. In this regard, appropriate information and training for personnel on Export Control is provided.

Regarding contract management, where applicable, the organization has also established an "Offset management" function with the necessary expertise and competencies to ensure full compliance with the contractual Offset requirements for its clients.

Administration, Finance,
Control and Purchasing

“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

POLICY ON PROGRAM MANAGEMENT AND INTEGRATED PLANNING

“Program Management and Integrated Planning” acts as a supplier to the final Customer (external Customers) and to the Company's Finance & Controlling and Sales functions (internal Customers), while serving as a Customer towards all other Corporate Functions.

“Program Management and Integrated Planning” contributes to the achievement of the Company's economic objectives and to the satisfaction of both external and internal Customers by ensuring the delivery, in full compliance with the requirements defined during the Offer phase, of materials and services that meet the contractual execution obligations (time, cost, quality) established by Sales Contracts.

Through its organization, “Program Management and Integrated Planning” ensures the control and monitoring of all activities related to the fulfillment of contractual requirements, by tracking current results and any deviations from plan, and by promoting all necessary corrective actions.

The main goal of the Directorate is to guarantee the sustainability of the execution of orders in the portfolio, starting from the Offer phase, as well as to set up and systematically develop, in total coordination with the other Corporate Functions, Technology Transfer initiatives—whether related to acquisition or potential disposal.

To achieve this goal, it is essential to rely on the best professional expertise in the disciplines managed within its area of responsibility.

The fundamental pillars of our policy are as follows:

- Contribute to the maintenance and updating of the technological competences currently available within the Company, while also promoting the acquisition of new ones that may be strategic for the business.
- Maintain and update expertise in terms of planning, management, and control of complex Customer supply programs. Contribute to the improvement of productivity and efficiency across the various corporate processes by:
 - Highlighting gaps with respect to program needs and putting forward improvement proposals.
 - Promoting cross-functional teamwork.
- Pursue the satisfaction of the final Customer by:
 - Complying with all contractual requirements.
 - Promoting communication to and from the Customer both in the Offer phase, during contract execution, and in the post-sales stage.
- Pursue the satisfaction of internal Customers, in particular Sales and Finance, by:
 - Responding promptly to requests for quotations with sustainable proposals.
 - Supporting Sales during contract negotiation.

- Guaranteeing the planned financial margins of the orders.

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

The Engineering function plays a crucial role in achieving the company's objectives and ensuring customer satisfaction by designing systems that meet performance and quality requirements, as well as providing logistical support, all while adhering to planned timelines and costs.

Strategically, Engineering aims to meet the objectives of corporate programs, whether for external clients or self-funded projects, by operating integratively within the company's leading context and across the Group. This involves designing systems and radar technologies and providing logistical support while continuously updating products, focusing on defense—particularly in anti-aircraft systems—as well as civil, space, and cyber sectors.

The Engineering function is guided by the following key points:

- Maintaining a structure that includes the necessary resources and competencies for system, hardware (electrical and electronic), software design, and logistical support, as well as planning and controlling these activities within a matrix organization.
- Internalizing key competencies to support the strategic expansion of the company into new cyber and space businesses.
- Continuously updating skills through training and education to ensure the retention of know-how that aligns with ongoing technical and technological advancements.
- Developing prototypes of new products and enhancing existing successful products to keep them competitive and aligned with market needs.
- Investing in tools, infrastructure, and hardware and software systems that support the relevant processes.
- Supporting “Research, Innovation, and Technology” to define innovative solutions, both architecturally and technologically, and ensuring their implementation during development.
- Improving productivity and efficiency through:
 - Utilizing the latest planning and design techniques and tools.
 - Engaging Production, Purchasing, and Quality personnel early in the product development phase (Concurrent Engineering).
 - Applying an AGILE approach, based on cost-benefit analyses, for managing development activities in all design phases.

- Pursuing final customer satisfaction by:
 - Designing, developing, and validating products that meet all specification requirements, including protecting the integrity, consistency, and availability of processed information and provided functions, as well as ensuring product safety and environmental sustainability.
 - Providing increasingly adequate logistical support for the customer's needs throughout the product lifecycle.

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

“BUSINESS DEVELOPMENT AND SALES” POLICY

The **Business Development and Sales** Directorate is the cornerstone of Rheinmetall Italia’s strategic growth, ensuring the connection between:

- **Customer satisfaction**, through proactive listening to operational needs, their translation into concrete and timely technological solutions, and the proposal of coherent and innovative systems and services;
- **The creation of value for shareholders**, through a solid and qualified commercial pipeline that enables the achievement of the Company’s economic and financial objectives.

This policy is based on a systemic vision, oriented toward enhancing internal competences and generating sustainable value. The operational guidelines are:

- **Integrated market coverage** through area managers supported by specialist technical and analytical expertise;
- **In-depth and continuous knowledge** of the technological, regulatory, and operational context in which institutional Customers operate;
- **Ability to anticipate** threats and future needs thanks to the integration of market intelligence and geopolitical analysis;
- **Strategic and consistent promotion of the Company’s offering**, through targeted and distinctive external communication.

The Directorate is organized into four logical units:

1. Area Management

Responsible for geographic and/or product markets, area managers manage direct relationships with Customers, contribute to the definition of tailored offers, and ensure the achievement of the Directorate’s sales targets. Their work is strengthened by the technical, strategic, and informational support of the dedicated units.

2. Sales Engineering

Supports area managers in defining technological solutions aligned with the real operational needs of Customers. The team interacts with system and product engineering functions, contributing to the formulation of credible, flexible, and scalable offers.

3. Business Intelligence

Collects, analyzes, and interprets data from open sources and operational experience, including those drawn from ongoing conflicts. Leveraging artificial intelligence, it develops insights to understand the evolution of threats and operational concepts, providing key input for the continuous improvement of the Company’s offering.

4. Strategic Marketing

Manages the external projection of the Company's technological and commercial identity. Through participation in international trade fairs and events, it strengthens the Company's competitive positioning, promotes the distinctive features of its offering, and stimulates the interest of new stakeholders and partners.

The Directorate is an integral part of the Marketing & Sales function of the ADRS Business Unit and works in coordination with the Strategy and Marketing structures of Rheinmetall Air Defence AG. This cooperation ensures a cohesive, multinational vision of opportunities and technological priorities.

Business Development and Sales

“PUBLIC AFFAIRS AND GOVERNMENT RELATIONS” POLICY

The “Public Affairs and Government Relations” 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.).

Public Affairs and Government Relations

“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

“CYBER & SPACE” POLICY

The Cyber & Space Division is responsible for coordinating Rheinmetall Italia’s activities in the cyber solutions and space sectors, facilitating the company’s positioning in relevant markets. To this end, the Division identifies the framework within which the company positions itself, aiming to support business activities while simultaneously developing expertise in these sectors.

The Division operates both within the Group and externally, in close coordination with the relevant company divisions, serving as the company’s point of contact within the Leadership Team on matters of expertise. It ensures that the necessary support is provided to the divisions involved in Cyber & Space activities, taking into account the varying timelines of the related businesses. Specifically, concerning the cyber segment, the Division facilitates the adoption of critical decisions within the rapid timelines required by such activities, maintaining constant communication with the ES Division.

Additionally, the Division’s activities include identifying potential opportunities by exploring possible partnerships and evaluating funding opportunities for initiatives. To achieve this, it interfaces closely with other Divisions, engaging with companies and stakeholders within the Cyber & Space industrial sector.

Cyber & Space

“QUALITY” POLICY

The Quality function is committed to contributing to the success of the Company through:

- The continuous improvement of business processes;
- The achievement and enhancement of Customer satisfaction.

These objectives are pursued through the following activities:

- Performance monitoring and process optimization: to provide management with timely decision-making tools and to foster a risk-based approach. This activity is carried out through internal and external audits and the monitoring of defined KPIs. Preference is given to automated calculation methodologies and, where possible, real-time data collection.
- Operation and Project Quality Assurance: to ensure that business processes are conducted in full compliance with established requirements. This also includes qualification, monitoring, surveillance, and development of suppliers, regarded as critical to the Company's success.
- Qualification and validation of manufacturing processes and products.
- Configuration management: to ensure the identification and control of physical and functional attributes throughout the entire product lifecycle.

For all the above activities, training and the use of advanced practices, methodologies, and techniques aimed at operational excellence are encouraged.

Activities are performed in continuous collaboration with all Company functions, Customers, and suppliers. Problem management is regarded as a value-adding activity, and corrective actions are viewed as opportunities for Company growth.

In all activities of the Integrated Management System, reference is made to the principles and requirements of international standards (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; UNI/CEI EN ISO 50001).

In addition to certifiable standards, with a view to continuous improvement, the integration into the management system of practices and models derived from excellence frameworks or benchmarking with external companies, whether part of the Rheinmetall Group or not, is encouraged.

Minimum sub-objectives for the management system are:

- Maintenance of certifications:
 - UNI EN ISO 9001
 - UNI ISO 45001
 - UNI EN 9100
 - UNI ISO 45001
 - UNI EN ISO 14001
 - UNI/PdR 125
 - Achievement and maintenance of NATO AQAP 2110 and 2210 qualifications

- Reduction of non-conformity costs and consequent improvement of Company efficiency
- Improvement of non-conformity management performance in terms of timing and effectiveness of corrective actions
- Maintain the effectiveness of the configuration management process by optimizing documentation issuance times and configuration change management
- Introduction and management of proactive tools for monitoring all processes *riduzione dei costi di non conformità e conseguente miglioramento dell'efficienza aziendale*

Quality is a crucial element for corporate growth, as it plays an active role in accelerating processes and optimizing operations. It does not merely guarantee high standards but also serves as a bridge between the various business areas, fostering integration and collaboration across departments. This synergistic approach enhances overall efficiency, reduces waste, and stimulates innovation. Quality thus becomes a strategic lever, contributing not only to achieving Company objectives but also to creating a virtuous cycle of continuous improvement and excellence throughout the organization.

CEO Rheinmetall Italia S.p.A

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