



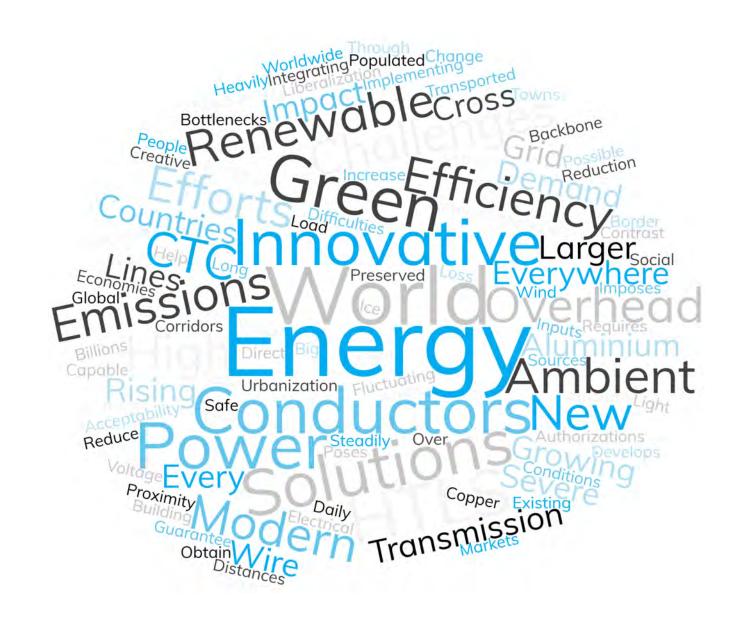




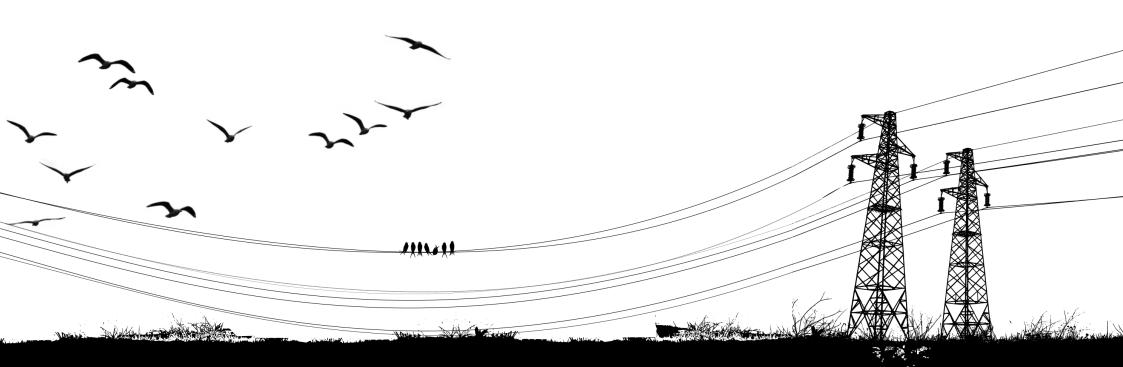


Little Book of our

Corporate Culture







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www.deangeliprodotti.com











OUR **FINGERPRINT**

What we are and what we aim to be





We have our good reasons to write this document down

For years we have been working hard to build and define a distinctive culture of our organization, representing a conscious heritage, clearly visible, and tangible, available to all our employees and partners, so that it can help us to attract and motivate the best talents, to **explain who we are** and what to expect from us to customers, suppliers, banks, to direct the collective behavior of the team

towards our long-term vision.

Netflix and Bretton Putter



INNOVATION THESIS

A vision that leads us

De Angeli Prodotti is at the forefront of a **GREEN REVOLUTION** to save the Planet. **ENERGY TRANSITION** helps **DECARBONIZATION**, requested **WORLDWIDE** to mitigate **CLIMATE CHANGE**, involves substantial investments in **RENEWABLE ENERGY**, and poses the challenge of **ELECTRIC MOBILITY**.

CONNECTION of **MULTIPLE INTERMITTENT ENERGY SOURCES** requires a **MORE INTEGRATED**, **SECURE** and **FLEXIBLE POWER GRID**.

DIGITALIZATION is an enabling and pervasive technology.

All above while in **DEVELOPING COUNTRIES**, a **GROWING SHARE OF POPULA- TION** has access to **ELECTRICITY**!

VISION



OUR GOALS ARE CLEAR

Our team has always worked to achieve certain goals.



Most Innovative in the World for Overhead Lines!



More and More High Technology Products for Windings!



Efficiency and Service for Mass Market Products!

GOALS



MOST INNOVATIVE FOR OVERHEAD LINES





HTLS Conductors



ACCM

Aluminium Conductor Composite Multistrand



ACCS

Aluminium Conductor Composite Single



ACCS-Sens

Aluminium Conductor Composite Single **With monitoring system**



GOALS





FOR MASS MARKET



Internal Energy Production

Safety and Consignement Stock

Lean Organization

Investments



GOALS



OUR VALUES ARE SOUND

Our corporate culture is based on some fundamental values, to which our people are faithful, that pervade the entire organization and find full expression in our products.

Our values are the core of our company.











We chose after long debate

5 fundamental values

TEAM SPIRIT





The values have to become behaviors

A good culture based on **strong values** is not alone guarantee of good business.

In other words, **culture is the basis of success** but does not produce it.

For corporate culture to make a difference, the proclaimed values must take shape and substance in **behaviors** and in **skills**.



The values put into practice

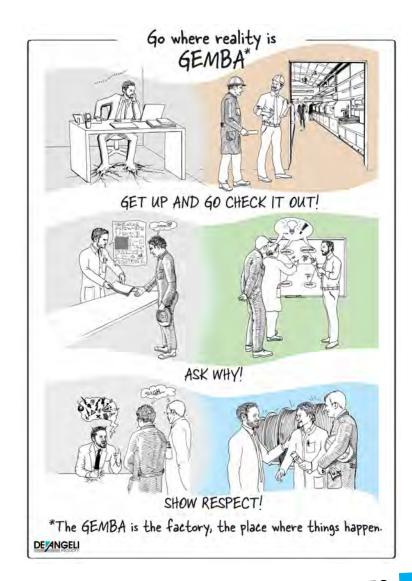
The values must

be really **put into practice**,

recognized,

and rewarded

at all levels of the organization.





INNOVATION



"An unexamined life is not worth living."



Socrates

Challenge **with no awe** the prevalent technical and commercial assumptions

Maverick

Add value to your product day by day

Mastro Geppetto

Disassemble and assemble major projects in small parts looking for practical solutions

Lego Man

Work with the best

Steve Jobs

When you're back, take a leap forward

Steve Jobs

You don't want to leave without leaving a trace

Elon Musk

QUALITY



"Our great mistake is to try to exact from each person virtues which he does not possess, and to neglect the cultivation of those which he has."



You don't stop to symptoms but you identify underlying causes asking yourself at least 5 Whys

Toyota

Meticulously build quality day by day, on good and bad days, and feel personally responsible

Starred Chef

Marguerite Yourcenar

Think of **good products** and solutions for the customer, not of big profits

Family man

Understand what needs to be done right now and what can you improve later

Make the concierge proud because you keep everything clean *Mop*



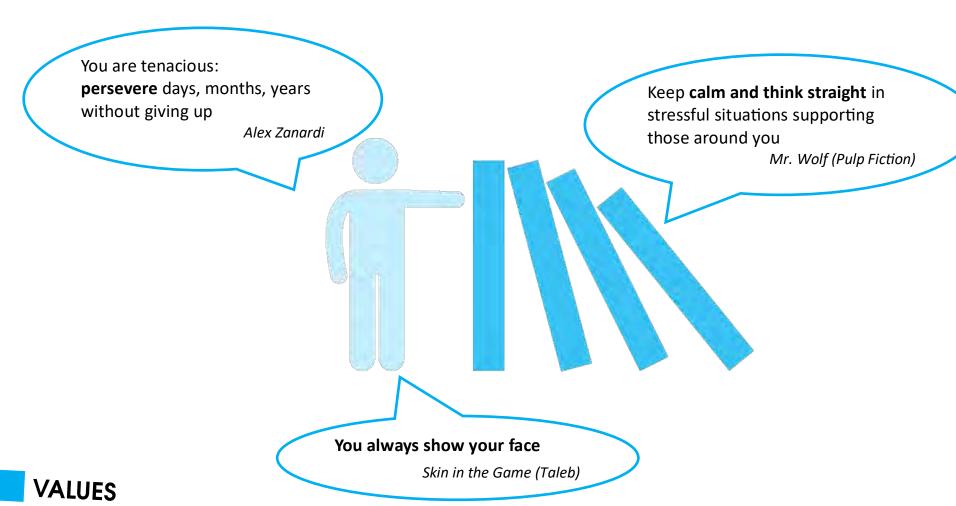
RESILIENCE



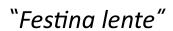
"When the sea is calm, everyone is a sailor."

Popular saying





BALANCE



Augustus



You know you can make wise decisions even if you don't have all the information and time you want

Churchill

You're ready for action and don't fall in the analysis/paralysis trap

Clint Eastwood

Act with **conscious reference** to the **company values** and to achieve long-term vision

Act with caution

Augustus

Keep the company simple, ultra-flat and concrete

Kiss, Keep It Simple Stupid

Just take the smart risks, avoid those fools

Mike McDermott— <u>not</u> Lester "Worm" Murphy



TEAM SPIRIT



"Zero tolerance for bullshit"





You are glad to contribute to **mixed groups** outside your specialty

Ajax '70

You are an inspiration to others with your **great commitment and listening will** *One of us*



You share information openly in verbal and written form, in an articulate and concise way

Lutero

You are always Open: Open Space, Open Minded, Open Innovation, Open Doors *Pannella*

You fight bureaucracy and any rigidity, politics, mediocrity that infect organizations

Entrepreneur

You **trust** others, **delegate** a lot, leave **room for young people** and encourage them



In the office building we have created a dedicated area to give voice to our Corporate Philosophy. We have not been short of commitment and imagination, and in a museum-like way we have exposed for all our colleagues and customers the main key points about our identity and direction: who we are and where we go.





We have summarized here our innovative management code

DECALOGUE OF ORGANIZATIONAL BEHAVIOR

1. TRUST

Put full **trust, trust** in the whole team, from the youngest to the oldest members. "Human beings should be treated as an **end** in themselves and not as a **means** to something else" (Immanuel Kant)

2. DELEGATION

Because you trust people, support the intelligence of your colleagues and extend delegation to boost initiative.

(3m's Boss William McKnight)

3. SELF-DISCIPLINE AND PERSEVERANCE

Such a broad delegation requires self-discipline: train it! Persevere days, months, years, decades with consistency.

"Perseverance is human" (Pietro Trabucchi)

4. SAY NO TO BUREAUCRACY!

Despise and **fight bureaucracy** like arthritis and don't get lost in stupid details. "Zero tolerance for bullshit" (Marchionne)

5. CHALLENGE

Share with colleagues and enjoy the **TASTE OF THE CHALLENGE**: don't be afraid to make mistakes, think big and aim high.

"Big Hairy Audacious Goals" (Jim Collins - Good to Great)



6. COMMUNICATEEE!!!

Communicate to everyone at least 7 (seven/00) times, transparent and straight to the point, listen double, then start over again.

Wise Man

7. MIXED GROUPS of Problem Solving

Create small, well-assorted groups (A3) that, without needing useless hierarchy, concretely tackle the problems.

"Getting the right things done" (Pascal Denis A3)

8. SIMPLE AND FLAT

Keep the company **simple**, **ultra-flat and concrete**. *Keep It Simple Stupid*, *Kiss (Kelly Johnson)*

9. DO THE SAME AS AUGUSTUS

Act without delay but with caution: **do – correct – adjust the shot.**"Festina lente" (Augustus)

10. THE MANAGEMENT OF THE FUTURE is not a dream

Passion 35% + Creativity 25% + Initiative 20% + Intellect 15% + Diligence 5% + **Obedience 0%** = **100% Value**(Gary Hamel)

AND AT THE END REMEMBER: WE LIVE FOR THE CLIENT!

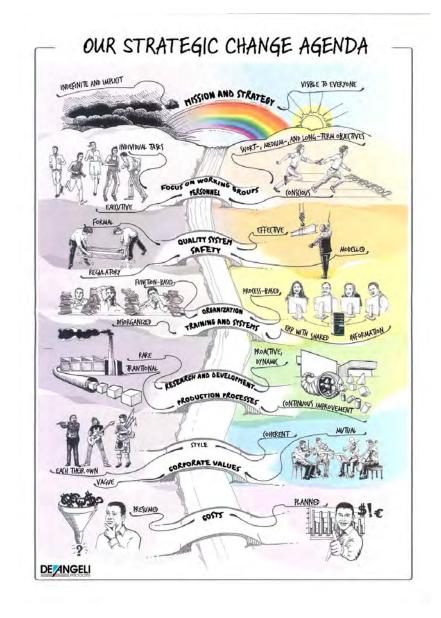
The whole team works for the customer, but watch out:



On the pitch since always, on the road since 1995,

on the run since 2007!

The Strategic Change Agenda in 2007 set in motion a revolution in many areas, moving us from the gray and boring bank of the river to the green, creative and fun one.



ORGANIZATION



The Organizational Modernization has repositioned the company without sparing any business sector.

From traditional products with pyramidal organization and executive behaviors



To high tech products and flat learning organization, continuous improvement,





We have **put EVERYTHING** in the catalog, when we talk of conductors for power transmission!

Year after year, innovation after innovation, faithful to our **First Strategy Line**:

The most innovative in the world for Power Transmission Conductors

we have developed a **complete range of products that puts us at the forefront** of our competitors.

Take your choice!

THE PRODUCTS



TAKE YOUR CHOICE



STANDARD PHASE CONDUCTOR

FOR POWER LINES
AND RAILWAYS













GROUND WIRE



CU

OPGW

SMART CONDUCTOR

For distributed real-time power lines monitoring system

HTLS CONDUCTOR

HILS



LOW SAG DOUBLE AMP EASY INSTALL

INVAR CORE ACSS



VIBRATION NO CREEP EFFECT HIGH PERFORMANCE

GAP-TYPE

FLEXIBLE

SPECIAL HTLS CONDUCTOR







SAFE POWERFUL STRONG & LIGHT

Aluminium Conductor Composite Multistrand



HVCRC®

High Voltage Composite Reinforced Conductors

SURFACE TREATED CONDUCTOR









Wire Shapes









ROUND TRAPEZ

EZ.

Custom Shap



We have developed conductors suitable for all types of electrical machines, able to improve their reliability and performance.

Motors, transformers, generators, e-mobility powertrains, high frequency applications!

A complete portfolio of **High Tech** Magnet Wires, capable of responding to all the future challenges of the World of Energy and E-mobility.

Choose your wire!

THE PRODUCTS



CHOOSE YOUR WIRE



FLEXIBLE

CONDUCTORS

ELECTRIC MOTORS

PUMPS DRIVES INDUSTRIAL



PPSU

TRANSFORMERS

POWER - DISTRIBUTION



FROM 5 TO 88 STRA LOW THICKNESS ENAMER RADIAL BONDING NETTING MULTIPLE CTC

WRAPPED CONDUCTORS

HIGH PERFORMANCE TAPES **ENAMEL COATING** DIAMOND-DOTTED TAPES

EXTRUDED CONDUCTORS

RADIAL & AXIA SOLVENT FREE COUPLING SPECIAL CONFID FOR SHELL-TIPE WINDINGS

MULTIPLE WIRES

CU AND AL FOR WINDING CONNECTIONS STD & CREPE PAPER UP TO 630 mm²

LARGE MOTORS AND GENERATORS

MICA

LOW DIELECTRIC LOSSES HIGH CORONA RESISTANCE

GLASS FIBRE

PEEKVEST

OR ENAMELED MECHANICAL RESISTANCE RES AVAILABLE

THERVEST 240

THERVEST 220

POLYIMIDE - FEP

HIGH ADHESION ABLE WITH GLASS HIGH DIELECTRIC RESISTANCE

240° C

POLYIMIDE - FEP

LITZ WIRES

HIGH PERFORMANCE POWERTRAIN

CHARGING STATION

INVERTER TECHNOLOGY FOR DATACENTER UPS

FROM 0.05mm CU!

WORKS IN HE

ROUND OR FLAT

CU AND AL

OXIDIZED

E-MOBILITY

AUTOMOTIVE POWERTRAIN **ENGINEERED** FOR HAIRPIN CONSTRUCTION

GUARANTEED THICKNESS

GUARANTEED BDV

RESISTANT TO PARTIAL DISCHARGES



Which destination for our products?

Our bare conductors for Overhead Lines are everywhere:

- for new transmission lines and repowering of existing lines
- for energy distribution
- for the electrification of railways

Our magnet wires are needed:

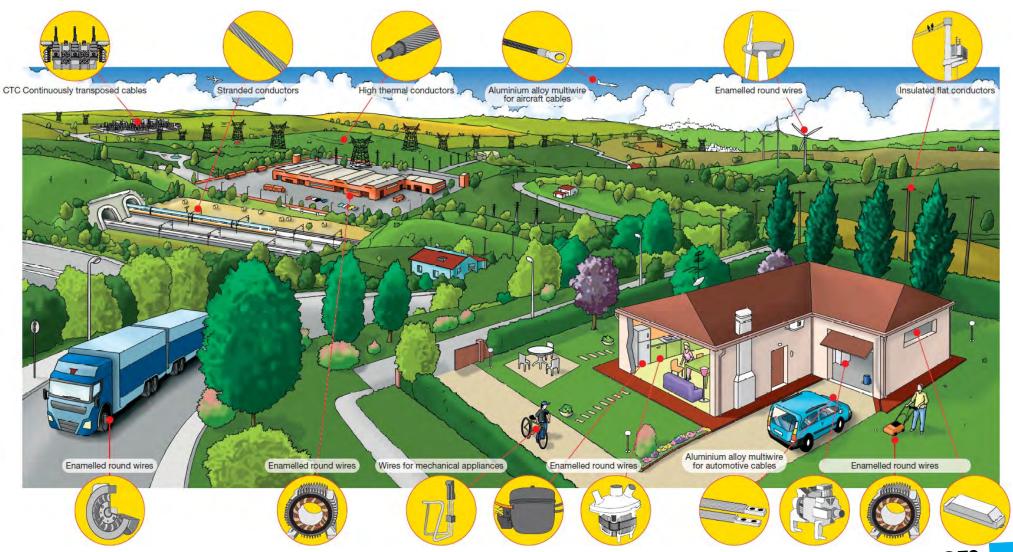
- for electric motors and compressors
- for generators
- for power and distribution transformers
- and for the growing e-mobility industry





DE ANGELI PRODOTTI

... they are present in every area of the Energy Sector! every wire, everywhere.



THE PRODUCTS



What do we offer to our customers?

We don't want to (necessarily) sell our products.

We want to understand what it takes to find the best solution together (JOB TO BE DONE).

- There's a need to repower transmission lines with light and safe
 High Temperature Conductors?
- → Here we develop our ACCM:

 a compact 7-wire carbon fiber core, high temperature

 Aluminium-Zirconium alloy and related fittings.
- There's a need for a magnet wire to wind a very high frequency motor?
- ⇒ Here we develop a flat compact Litz cable with flash-enameled, capillary wires, with filling rate > 80%.

And so on... TAILOR MADE

SALES

Anthony Ulwick



... an advanced Customer Relationship Management

We build with patience long-term personalized relationships

We study together with the customer **all key points**, benefits and problems of their specific needs, in order to guarantee answers at all technical and commercial levels:

- Compliance with specifications (physical and documentary)
- On Time Delivery (OTD)
- Personalized solutions
- Clarity of communication
- Timely and accurate after-sales assistance





Over time we have built an extensive customer network...



















SALES

Bare conductors for overhead lines



... in continuous expansion

























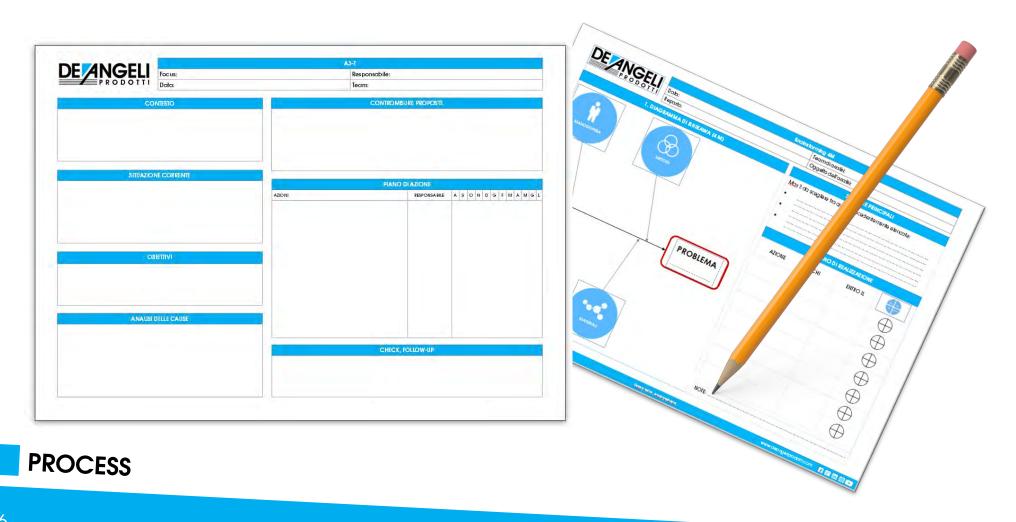
Conductors for electrical windings

SALES



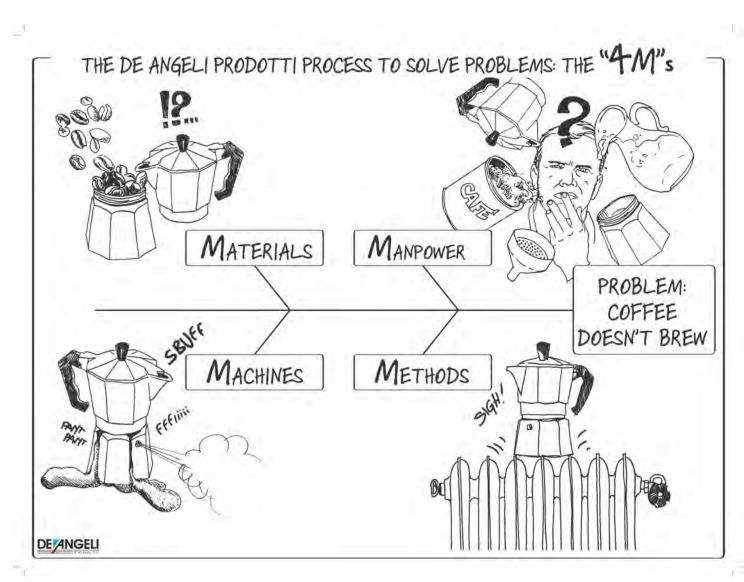
We have built an army of Problem Solvers

gathered together in small A3 groups...





...to hunt for the root causes of every problem



PROCESS



We have explicitly put **Safety First**

Our mottos are:

SAFETY FIRST Safety starts with me

And one month a year we all go to the DOJO for a refresher

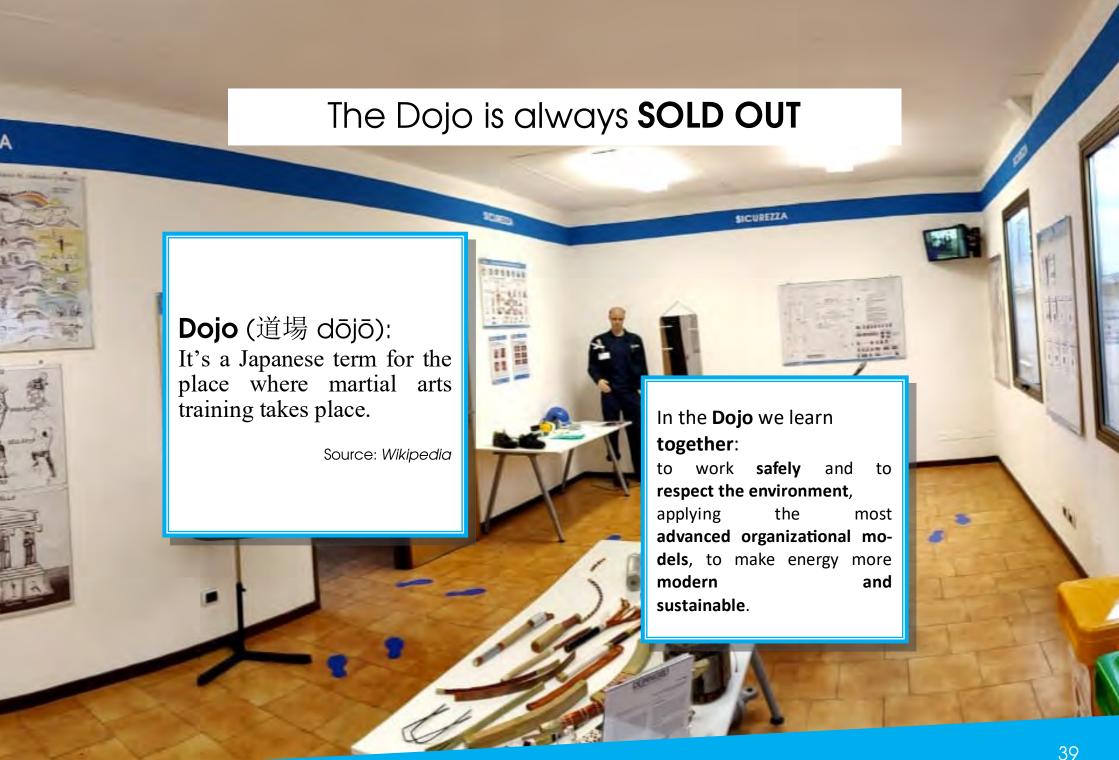








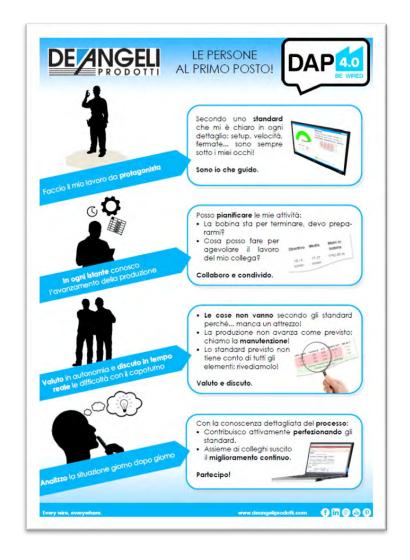
SAFETY





We put people at the center of our **Industry 4.0 project...**

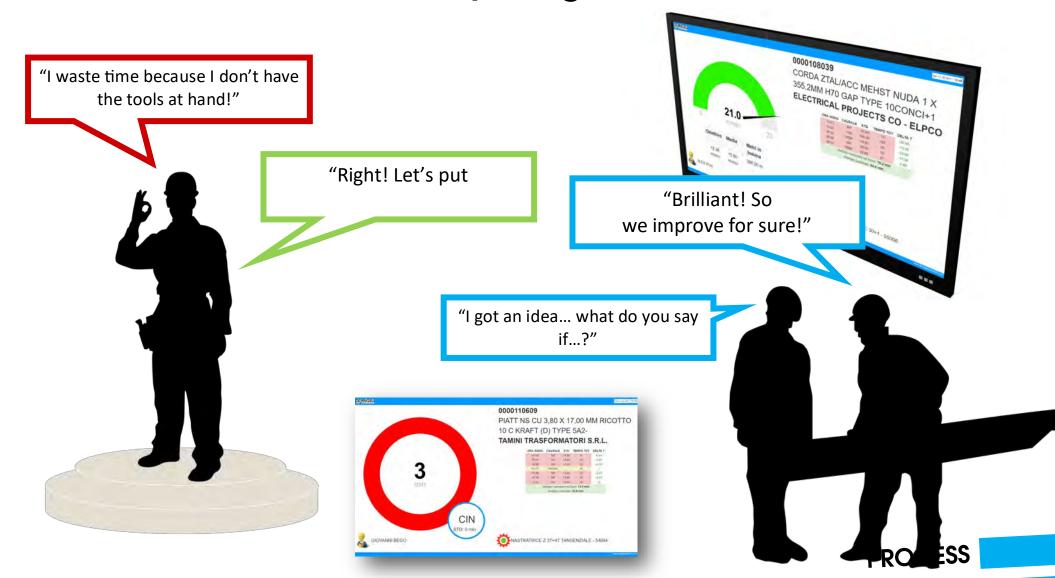




PROCESS



...so that all the workers in the factory become protagonists





For the **sake of transparency** every month we write all the important things in a Newsletter

We write everything, absolutely everything!

And every colleague with the curiosity to read it has an **overview** equal to that of the president.



COMMUNICATION



We do not leave anyone alone!

We have a monthly program of awards for the most ingenious ideas of improvement called IDEAngeli



CONTINUOUS IMPROVEMENT



Continuous improvement has become a vocation for someone in our company

A nice team of experienced and patient people, who come from all areas of the organization:

- looks at all processes with a critical eye
- manages Kaizen events in the factory and offices
- · develops the skill matrices for each colleague
- creates clear and friendly procedures that support each competence required does continuous training to help everyone reach the highest level of skill

CONTINUOUS IMPROVEMENT



Our CONTINUOUS IMPROVEMENT TEAM

continues to grow...



CONTINUOUS IMPROVEMENT



Some smart examples...

short

morning

We do Flash Meetings and (every morning!) **involving everyone**: in order not to make the problems old, them immediately on the spot, attack them as they are still little

Our ancestors would say: *hic et nunc*

We have a **Control Room open to everybody,** where you can see the company under X-rays:

the **strategy** explained easy our detailed **projects** budget and reports in real time **P&L** and **Balance** sheets



reunion

to



MANAGEMENT



...and that's not enough.

that we have in progress today.



In another Control Room we regularly carry out

Stand-up Meetings for the over 80 projects of

Investment,

Improvement,

Organization



Last but not least: we make a good **TPM (Total Productive Maintenance)**

MANAGEMENT



Training is never enough (and involves everyone)

We stop our machines to train our people, I'm not kidding!

We participate in frequent and various internal and external courses, including the famous "soft skills" (i.e. learning to treat others) and everyone that has gone to the course then makes a concise edition for interested colleagues.

The motto is that at least one beautiful thing we course we do in the company.

learned in the

The "3 breaths" of Andrea...

TRAINING

Francesco's gate



A few little joking examples...:-)

Did Francesco learn that the customer gets 80% of their opinion on the company in the first 3 minutes?

⇒ Here we **repaint the gate a beautiful corporate blue**.

Had Andrea learned that the **Amygdala pushes us to hasty reactions**?

- ⇒ Here we are careful to take **three deep breaths before reacting**.
- ♦ Some colleagues went to a course to stop arguing but it wasn't enough... it's just for laughs :-)

Keep in mind that **all the contents of the courses are stored in a DMS**, our state-of-the-art Document Management System, available to all those who want to know more.

TRAINING



A clarification at this point



If by chance you looked at the company and you should realize that **not everything is fully completed** as it is written in this document, pay attention that somewhere above it is written that culture is:

What we are and what we aspire to be

TO BE AND TO BECOME



In short, it is substantial but it is also **ASPIRATIONAL**

It links the Past with the Future

In a week it will surely be better.

TO BE AND TO BECOME



The growing role of our Technical Team

Products,
Processes,
Management Training Ground.

So that's it:
the company is rapidly evolving and the culture is leading us
to where we decided to go.

Many years ago the chief engineer was 80 years old and he was a team on his own.

The new Chief Engineer is less than 40 years old and has been leading a growing group of engineers in their twenties and thirties for more than a decade who:

- are developing the product portfolio towards High Tech
- are redesigning and industrializing the production processes
- are representing the future of the factory as the glorious old guard approaches retirement.

All while they learn our Corporate Culture.

RESEARCH & DEVELOPMENT





What awaits the young engineer/technician who enters the company

Immediate Freedom and Responsibility

Complete management of development projects from A to Z:

- in contact with the customer
- with the material supplier
- in the factory with the workers to prototype

Logically with the support of a team full of enthusiasm and skills.

It is scary, and not for everyone, but an engineer in our company learns in 2 years what in a typical bureaucratic-multinational-hyperspecialized giant learns in 20 years.

Therefore we need **smart and courageous people** to whom in return we offer great room for human, organizational and professional growth.

PROFESSIONAL GROWTH



How the company grows its talents

We have a strong idea!

All the managers come from within, and have done their job, so they know their stuff very well!

- The **sales manager** was born as a technical employee, then quality manager, now he discusses contracts worth tens of millions of euros.
- The **export manager** was a worker in the factory, then quality manager, now he runs 100.000 km/year, and the **sales manager for Italy** is no exception.
- The new production planner is a young man who has just left the factory.
- The future **manager of the wire drawing department** comes from the worker-shift supervisor progression.
- The new manager of the Litz department was a worker at the Transposed Cable.
- The current quality manager comes from the technical office...

And so on, but it's all like this, believe it:

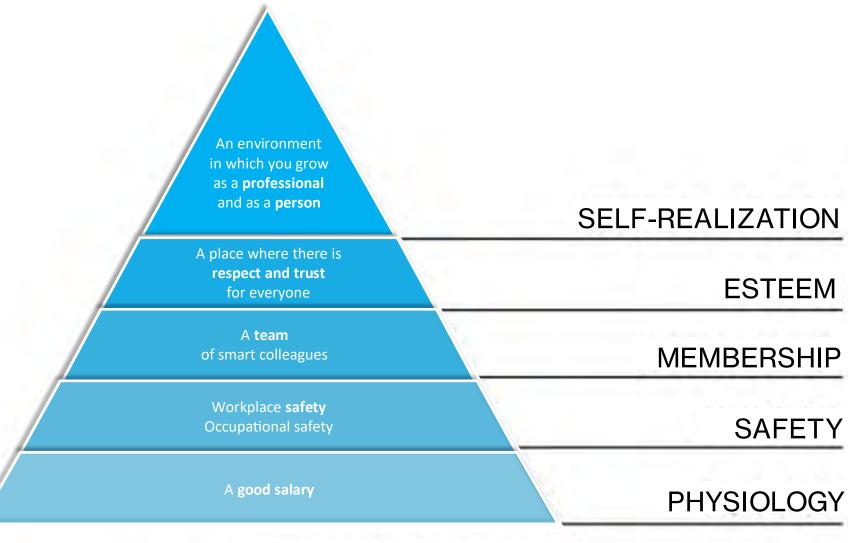
whoever has talent with us at the first good opportunity makes a career.

PROFESSIONAL GROWTH



What the company offers you

A complete and balanced response to all your expectations



PROFESSIONAL GROWTH

MASLOW'S PYRAMID OF NEEDS (1954)



We take Article 3. of the Italian Constitution seriously

Art. 3



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.

It is the duty of the Republic to remove the obstacles of economic and social nature which, by limiting the freedom and equality of citizens, prevent the full development of the human person and the effective participation of all workers in the political, economic and social organization of the Country.

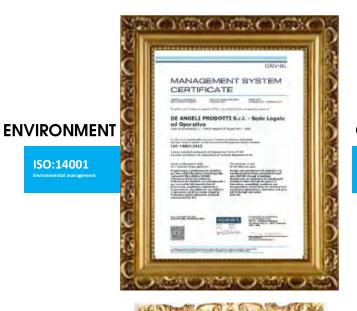
In De Angeli Prodotti everyone is welcome.

PERSONNEL MANAGEMENT



We pay attention to all the important issues of business activity

and have certified our organizational system in various areas





SAFETY

ISO:45001









IATF 16949





In order to improve ourselves we have obtained the

SA8000:2014 Certification

Corporate Social Responsibility





CERTIFICATIONS



8 PRINCIPLES FOR AN ETHICALLY CORRECT COMPANY

| 1 | CHILD LABOR | The organization must not be found using child labor, as required by current legislation. |
|---|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | FORCED AND COMPULSORY LABOR | No use of forced labor, people should be recruited of their own accord. |
| 3 | HEALTH AND SAFETY | Each workplace should make provisions for the health and safety of workers. This includes access to medical care, prevention of accidents, hygienic workplace, among others. |
| 4 | FREEDOM OF ASSOCIATION AND RIGHT TO COLLECTIVE BARGAI-NING | Organizations must respect the right of employees to form and join trade unions of their choice, without discrimination for members and representatives. |
| 5 | DISCRIMINATION | The organization should not make discrimination in the following areas : race, colour, nationality, religion, ideologies, trade union membership, recruitment, gender. |
| 6 | DISCIPLINARY PRACTICES | Every worker should be treated fairly and humanely. No abuse of employee, harsh punishment or corporal punishment should be permitted. |
| 7 | WORKING HOURS | The organization just complies with the standard working hours , according to National Contracts. No overuse of workers or overtime is permitted. |
| 8 | REMUNERATION | Appropriate wage should be allotted to employees, according to National Contracts, and overtime hours should be remunerated. |



The company is fortunate (so far) to grow and hire

Who do we select?

We have a small commission, of which the president is always part for all levels (worker, technical, commercial, ecc.) that interviews all new candidates:

We are looking for people who, after half an hour of conversation, we understand that it would be nice to have them on the team.

Who makes a career?

The responsible person.

PERSONNEL SELECTION



The responsible person...

Motivated, disciplined and strongly determined

He does not run away from problems and takes charge of them

He supports colleagues and is an example for them

He keeps calm and clear in difficult times

PERSONNEL SELECTION





... follows Seneca and Marcus Aurelius

- Avoid hasty reactions
- Remind yourself of the impermanence of things
- Choose goals in your power to obtain
- Be virtuous
- Pause and take a deep breath
- Put problems in perspective
- Speak little and well
- Choose your company well
- Respond to insults with humour
- Do not talk too much about yourself
- Speak without judging
- Reflect on your day that just passed by

How to be a Stoic (M. Pigliucci)

Certainly not easy...:-/

PERSONNEL SELECTION



An organizational trait has risen to be a symbol of our culture: the **Open Space**

The deep meaning of Open Space is precisely the word "Open"

You are always OPEN

Open Space

Open Minded

Open Innovation

Open Doors...

CORPORATE CULTURE



And no one should be afraid of making a mistake

"Ma Nino **non aver paura**Di tirare un calcio di rigore
Non è mica da questi particolari
Che si giudica un giocatore
Un giocatore lo vedi dal **coraggio**Dall'**altruismo** e dalla **fantasia**."

"Nino don't be afraid
To kick a penalty
It is not from these details
That you tell a player
A player you tell from courage
From altruism and fantasy."

La leva calcistica della classe '68 [The football class '68] (F. De Gregori)

CORPORATE CULTURE







