

We're only thirty years old



30 since 1995
DE'ANGELI
PRODOTTI
every wire, everywhere.



«Io c'ho vent'anni
Perciò non ti stupire se dal niente faccio drammi
Ho paura di lasciare al mondo soltanto denaro
Che il mio nome scompaia tra quelli di tutti gli altri
Ma c'ho solo vent'anni
E già chiedo perdono per gli sbagli che ho commesso
Ma la strada è più dura quando stai puntando al cielo
Quindi scegli le cose che son davvero importanti»

*«I'm twenty years old
So don't be surprised if I make a drama out of nowhere
I'm afraid of leaving nothing to the world but money
That my name will disappear among everyone else's
But I'm only twenty
And I already ask forgiveness for the mistakes I've made
But the road is harder when you're aiming for the sky
So choose the things that are truly important»*

Måneskin, ***Vent'anni***, Teatro d'ira - Vol. I
(Sony Music e RCA Records 2021)



**We're only
thirty years old**



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SUMMARY

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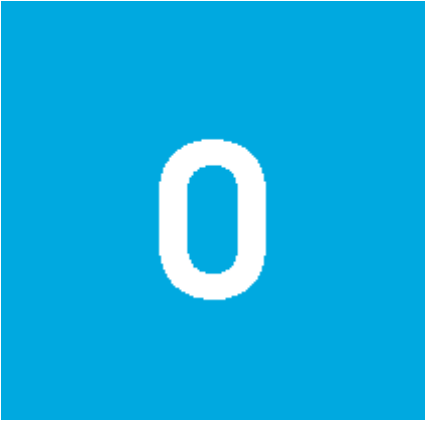
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0

GETTING STARTED

0

THE PRESIDENT'S LETTER

Dear friends,

We decided to celebrate our thirtieth anniversary by opening the company doors and welcoming collaborators, customers, suppliers, and institutions. This isn't just a symbolic gesture: it's the most direct way to demonstrate how much a manufacturing company can impact the social and economic fabric of the country.

Visiting the factory means experiencing firsthand the value of industrial work, discovering how much culture and innovation thrive between machinery and people, and understanding that a significant part of the future is being built here.

Especially for young people, walking through these gates means experiencing the beauty of Made in Italy, imagining a path of professional growth, and realizing that factories aren't closed places, but open spaces brimming with opportunities.

Our role in society

Over time, we have defined our mission: to design and build cutting-edge conductors that enable the Energy Transition.

It is a responsibility that involves us fully, because it involves customers, suppliers, collaborators, local communities, and the entire ecosystem.

The transition to cleaner energy is the crucial challenge of our century: it means decarbonizing to combat climate change, investing in renewable sources, supporting electric mobility, and building more widespread, secure, and digital networks.

While industrialized countries are redesigning an economic model geared toward sustainability, in many parts of the world, millions of people are accessing electricity for the first time.

It is in this scenario that we want to be a leading player, providing our skills, creativity, and innovation to contribute decisively to this epochal transformation.



Our organizational model

Our path has always been rooted in Italian industrial tradition. We chose to grow here, investing in people, Research and Development laboratories, and cutting-edge facilities, without pursuing shortcuts through delocalization.

The values that guide us — Quality, Innovation, Balance, Team Spirit, and Resilience — have become a shared heritage throughout the organization.

We have combined these with a management model based on trust and responsibility, enthusiasm for challenge, continuous improvement, and ongoing dialogue with our most sophisticated customers.

In a production facility that moves tens of thousands of tons of materials, safety is and remains our primary commitment. Alongside this, we have been pursuing a program for years to train and develop the next generation, which today allows us to entrust positions of responsibility to qualified young people, ready to lead the company into the future.

The meaning of this volume

We wanted to gather together in these pages our philosophy, the most significant milestones, the projects, and the innovations that have marked our growth. This isn't just an industrial chronicle, but a concrete testimony to how a close-knit team can transform visions and values into results.

As you browse through the book, you'll discover the faces and stories of those who bring our company to life, the technologies that set us apart, and the investments that look ahead: from the development of electrical infrastructure and power transformers, to the training of new skills, to the creation of digitalized products like the Smart Conductor, ready to serve the smart grids of tomorrow.

I wish you happy reading, and to those visiting us on this special occasion, a sincere welcome to our company.

You'll also discover that, **while we don't take ourselves too seriously**, in the field we take things very seriously!

The President
Luca Mora

1

OUR HISTORY

1

OUR HISTORY

We turned 30!

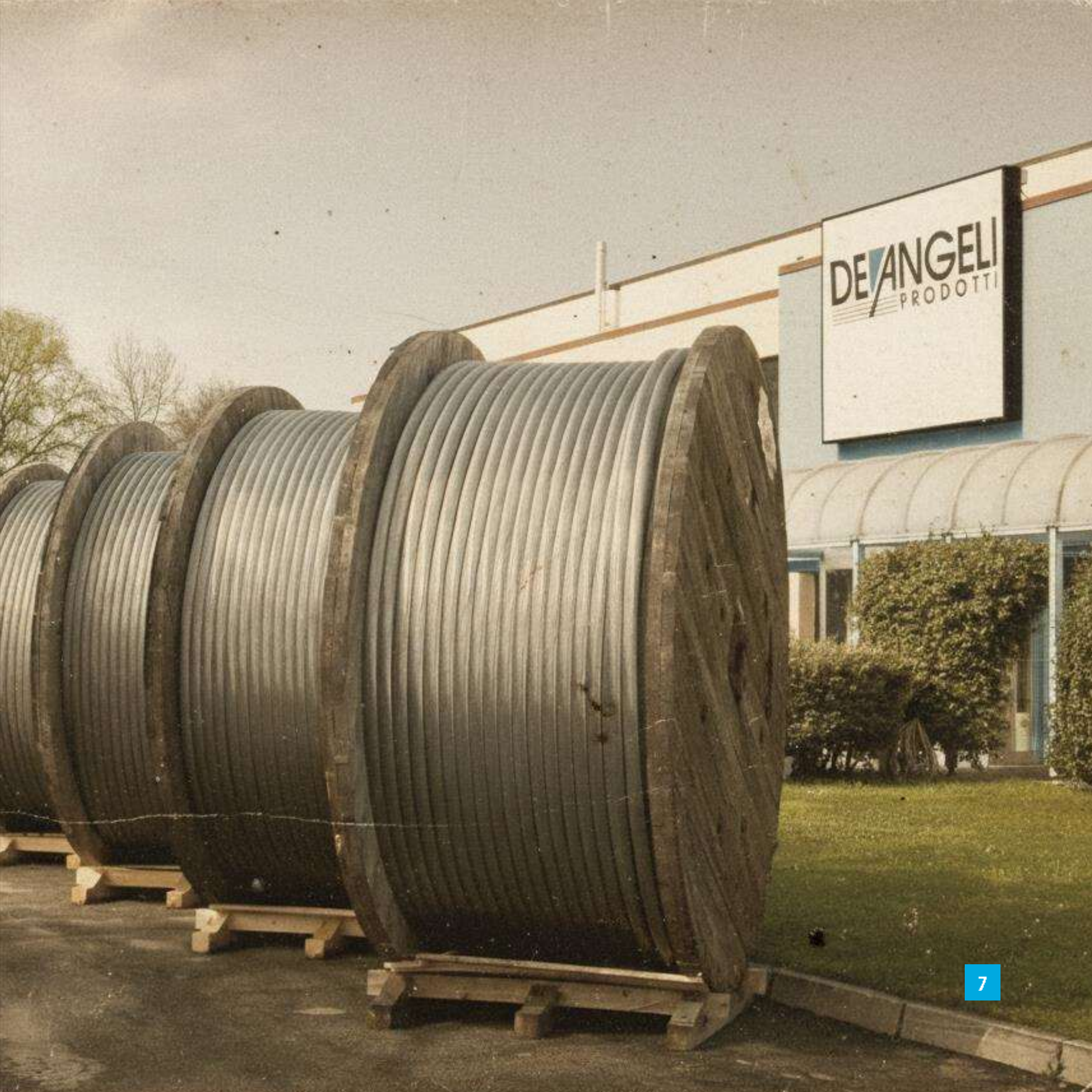
It's not just a number, a milestone that tells the story of a journey that began in 1995, what we might call our "*Big Bang*". From that moment, step by step, patiently facing the uphill climb, De Angeli Prodotti took shape, growing into the company we know today.

What have we learned on this journey

Over these thirty years, we've learned that luck always plays a role, but our true strength has been **not passively waiting for opportunities**, but rather building the conditions, day after day, to recognize and seize them at the right time. We've discovered that enthusiasm can light a spark, but it's perseverance that fuels the fire: it's **discipline, daily commitment, and never giving up that make lasting growth possible**.

This growth hasn't been sudden or ephemeral, but solid and concrete. It didn't arise from strokes of luck or isolated insights: it's the fruit of the determination of the people who put their expertise, passion, and responsibility at the service of the company every day. It was our employees, with their ingenuity and energy, who transformed a small business into a company capable of speaking to the world. Some have been with us from the beginning, true custodians of the original spirit, others have joined along the way, bringing new ideas and fresh inspiration: together, they have made what we have become possible.

We didn't get this far by chance: we had the courage to believe in the future when it wasn't yet written. We invested in cutting-edge technologies, expanded and transformed our facilities, and made ambitious decisions in the name of sustainability. We focused on innovations that made us more competitive and on infrastructures that made us stronger. But if there's one investment that has made the biggest difference, it's our investment in **people**. We've always put them at the center: **training them, nurturing them, creating the conditions for them to grow alongside us**. Because without people, no technology or strategy would ever have had the strength to become a reality.



Today, looking in the mirror, we realize that despite the transformations and successes, the values that guide us remain the same as they were on day one: the curiosity that drives us to always seek new paths, the pioneering spirit that leads us to go beyond the limits of the present, the desire to grow and improve without ever settling. These values were our compass yesterday, they are today, and they will be tomorrow.

Thirty years after our *Big Bang*, we can look back and feel proud of the journey we've made. But the most important thing is that we continue to look forward, with the same energy, the same ambition, and the same passion as then. Because our story doesn't end here: the most beautiful chapters are yet to be written, and we will do it together, with the strength of our people and the values that have made us who we are.

1.1

We turned 30!

Thirty years are not just an anniversary: they are a journey. And in our case, a journey that began with the "Big Bang" of 1995, when De Angeli Prodotti took its first steps amidst uncertainty and ambition. Since then, we've come a long way, often uphill, with obstacles that have tested us and goals that have given us the push to keep going. What have we learned?

First of all, yes, luck played its part. But as Louis Pasteur recalled:



"Fortune favors the prepared mind"

Opportunity isn't enough; you need the ability to seize it.

We've also learned that enthusiasm, while valuable, isn't enough. True strength lies in perseverance, in the determination that doesn't give up in the face of difficulties, **always giving it your all**. Angela Duckworth expressed it clearly:



"Enthusiasm is common. Endurance is rare."

These two lessons – preparation and resilience – have become part of our DNA and have made our thirtieth anniversary possible.

Known as the "Greek eye", "the eye of Allah", or "Nazar", this amulet symbolizes protection from the evil eye and adversity. Its origins are ancient, and the color blue is associated with protection against negative energies and the envy of others.

1.2

A gradual but continuous growth

Looking back, from 1995 to 2025, our history reads like a graph that rises without sudden jolts but with admirable consistency.

We went from almost nothing in the early years to a turnover of €300 million, and every milestone speaks of commitment, patience, and vision.

It wasn't a stroke of luck, but a growth path built day by day. Our development was like the growth of a tree: from the solid roots of '95, a plant grew, branching out, season after season, until it became what it is today.

The numbers remind us of this, of course, but also the images of our company, which is evolving alongside those who work there, ever larger and ever more ready to look ahead.

In addition to increasing numbers, the physical space in which we work has also increased: the company has grown in size, doubling its indoor and outdoor areas, building four new production departments, and even a tower that has become a symbol of innovation and modernity.

We have invested in sustainability, covering all our roofs with photovoltaic panels and planning to extend the coverage to the parking lot, so that every square meter reflects our commitment to the environment.

The number of people has increased, the number of products has increased, and the turnover reflects it: a result that is not only financial, but concrete proof of an organization growing in size, responsibility, and ability to look ahead.

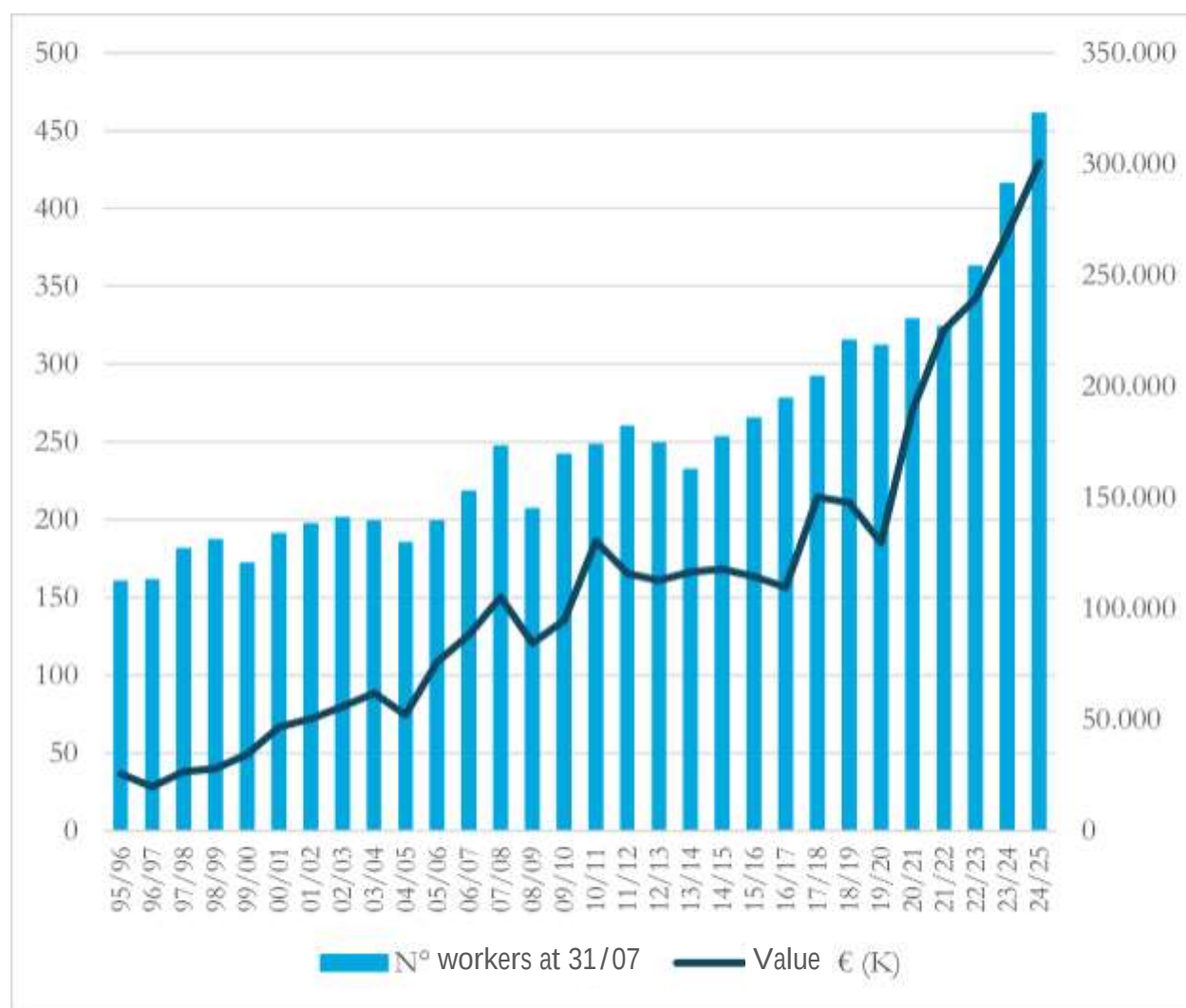
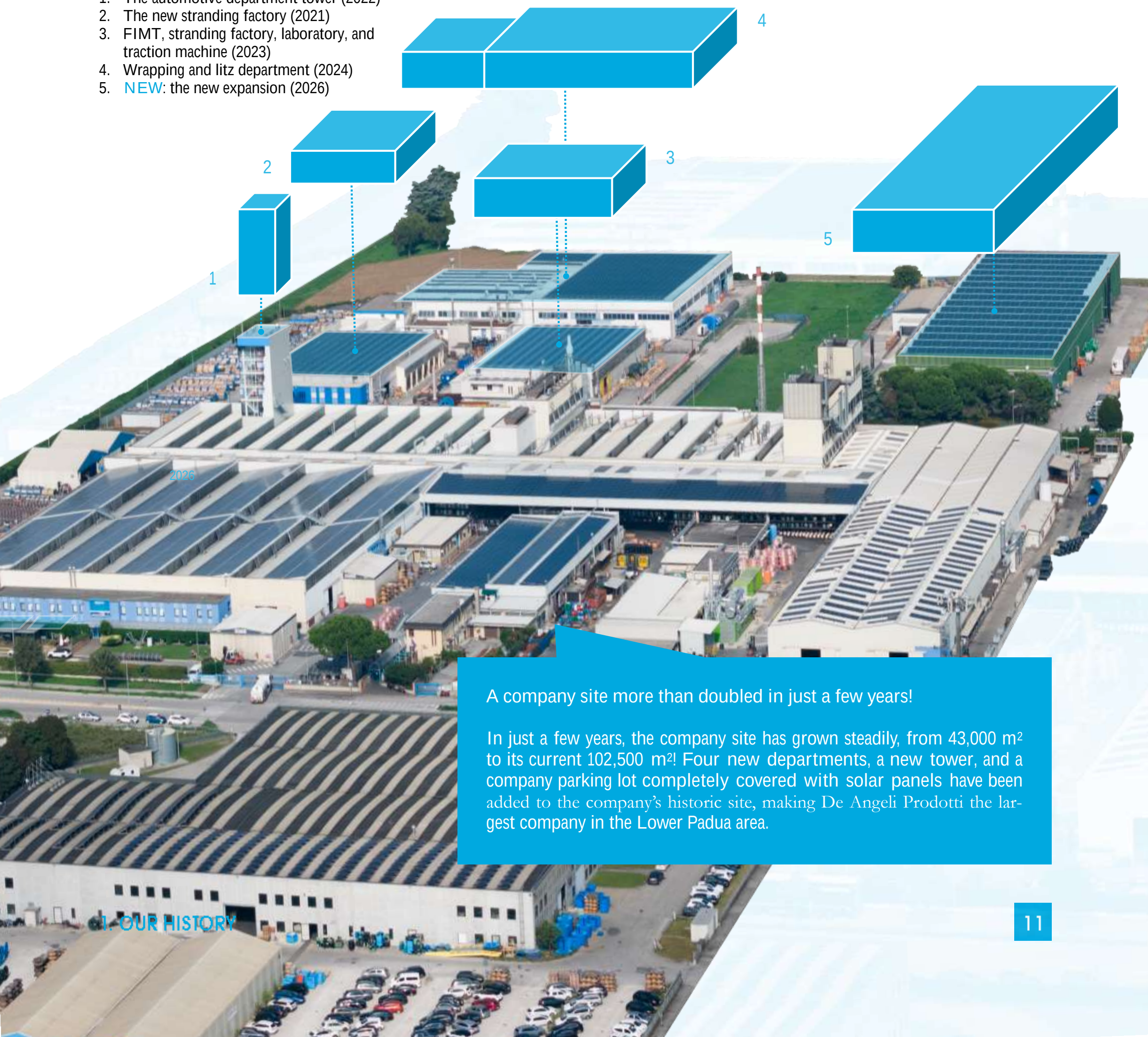


Chart: Turnover and number of workers employed in De Angeli Prodotti over the years

1. The automotive department tower (2022)
2. The new stranding factory (2021)
3. FIMT, stranding factory, laboratory, and traction machine (2023)
4. Wrapping and litz department (2024)
5. **NEW**: the new expansion (2026)



A company site more than doubled in just a few years!

In just a few years, the company site has grown steadily, from 43,000 m² to its current 102,500 m²! Four new departments, a new tower, and a company parking lot completely covered with solar panels have been added to the company's historic site, making De Angeli Prodotti the largest company in the Lower Padua area.

1.3

Long live our veterans!

We celebrate with great affection our colleagues who have worked with us for 30 years, since the company's inception. Their presence is a point of reference for everyone.

With expertise, experience, and enthusiasm, they continue to make an important contribution every day, demonstrating that passion and professionalism are ageless. They are a concrete example for younger people: they transmit knowledge and values, and teach with patience and willingness, helping those taking their first steps to grow. Our sincere thanks go to them for the journey we have shared, for their unwavering commitment, and for their desire to continue to be here today, with the same energy as always.

Heartfelt thanks to all of you, the great protagonists of our history.



1.4

Thanks to our teachers of always!

We extend a special thought to our retired colleagues, who are part of our “Hall of Fame”.

They played a key role in the most important chapters of the company’s history, contributing with their work, passion, and ideas to making the company what it is today.

Their commitment and teachings did not end with their retirement: they continue to help us through the skills, gestures, and spirit of those who were fortunate enough to work alongside them.

For us, they remain an example and a living memory, people who have left an indelible mark and whom we will always carry in our hearts.

We extend our heartfelt thanks to all of you, the true pioneers of our history.



1.5

In 1995 we made a few simple conductors for high voltage lines

At the beginning, our production was essential, almost minimal: a few simple conductors for high-voltage lines. Nothing comparable to today's complexity and variety. Yet, in that very simplicity lay a promise: starting from a concrete, reliable foundation and building a path of innovation from there. 1995 thus marked the starting point of our adventure: few solutions, but a strong desire to grow and the awareness that this was only the beginning of a much more ambitious journey.



TAKE YOUR "POOR" CHOICE

STANDARD PHASE CONDUCTOR

FOR POWER LINES AND RAILWAYS



CU

AAC

AAAC

Wire Shapes



ROUND

1.6

Today we have the largest range on the market

Today, the landscape has completely changed. From the limited production of our early days, we've evolved into the widest range on the market. It's not just about quantity: it's variety that sets us apart. We've expanded our portfolio with courage and intelligence, listening to customer needs and anticipating industry trends. What was once a limited catalog has become a comprehensive offering, capable of meeting every need with innovative solutions. This proves that we didn't settle for simply following the market, but wanted to lead it.

DE'ANGELI
Cable & Wire Solutions

TAKE YOUR CHOICE

[f](#)
[in](#)
[p](#)
[v](#)

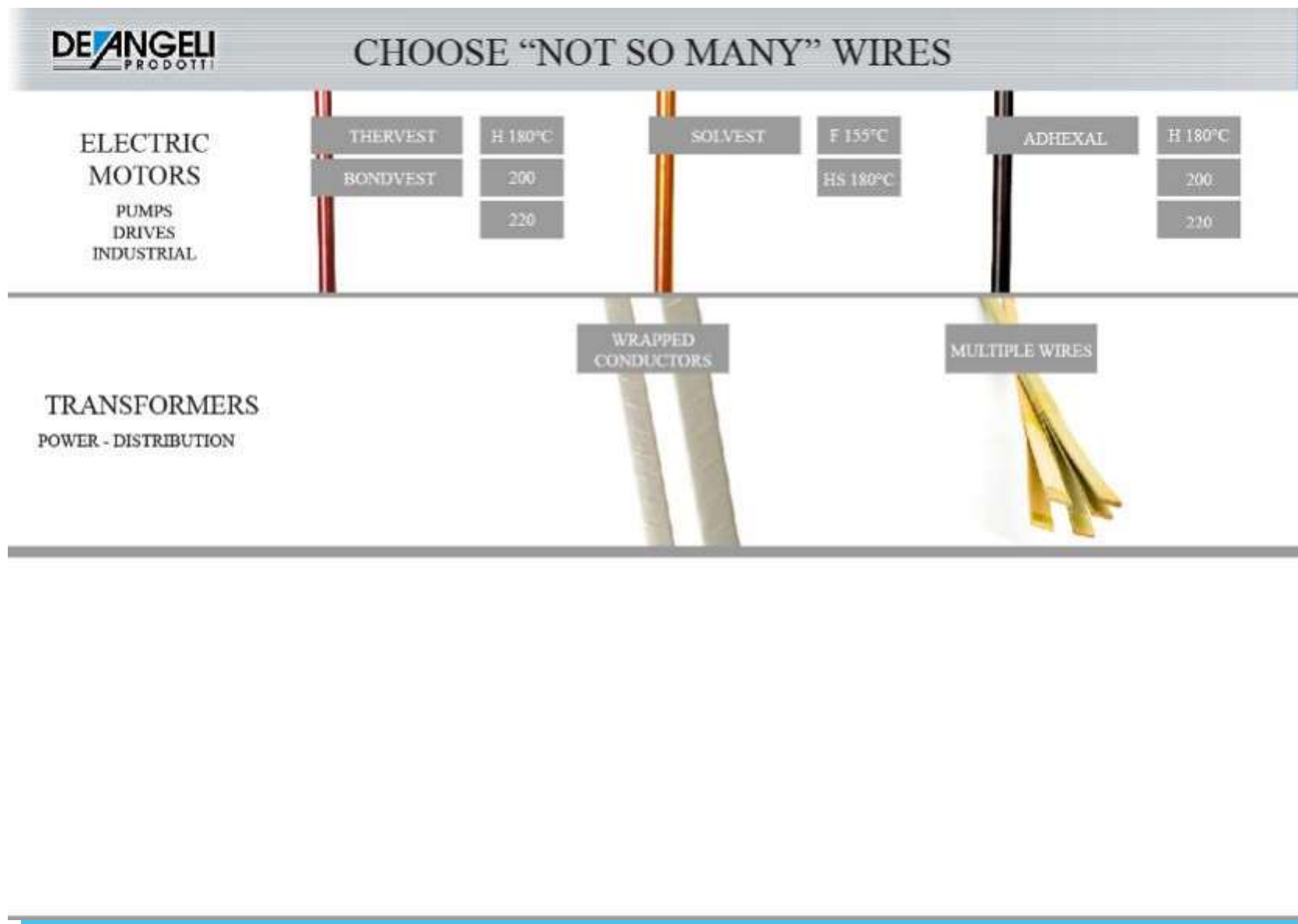
www.deangelibridges.com

STANDARD PHASE CONDUCTOR FOR POWER LINES AND RAILWAYS	CU	AAC	AAAC	ACSR AACSR	AAAC-SHC Low losses	OPPC
GROUND WIRE	ACS	OPGW	SMART CONDUCTOR For distributed real-time power lines monitoring system			
HTLS CONDUCTOR	INVAR CORE LOW SAG DOUBLE AMP EASY INSTALL	ACSS LOW CREEP REDUCED VIBRATION LIMITED COST	GAP-TYPE NO CREEP EFFECT HIGH PERFORMANCE			
	SPECIAL HTLS CONDUCTOR	ACCS Aluminium Conductor Composite Single	ACCS-SENS For monitored installation	ACCM Aluminium Conductor Composite Multistrand	HVCRC® High Voltage Composite Reinforced Conductors	
SURFACE TREATED CONDUCTOR	COLOURED Low visual impact	SANDBLASTED Low corona effect	ANTI-ICE Coated	Wire Shapes ROUND TRAPEZ. Z Customized shapes		

1.7

In 1995 we only made round enameled wire and simple ribbons

At the beginning our products spoke a simple language: round enameled wire and taped strips, nothing more. It was a direct, concrete, almost artisanal approach. These products allowed us to enter a competitive sector with the professionalism of those who know how to do simple things well. Today they may seem like modest solutions, but they were our springboard. Without that initial phase, we would not have been able to build the technical solidity that distinguishes us today.



1.8

Today we make High Tech Magnet Wires for the electric cars of the future

The leap is impressive: today we produce High-Tech Magnet Wires that power the electric machines of the future. A comprehensive range that speaks of research, expertise, and the ability to innovate in a sector crucial to the energy transition. From the simple products of our early days, we have evolved into high-tech solutions that not only follow change, but lead it. This is concrete proof that our growth has not only been quantitative, but qualitative: we have transformed our expertise into a sustainable competitive advantage.



CHOOSE YOUR WIRE



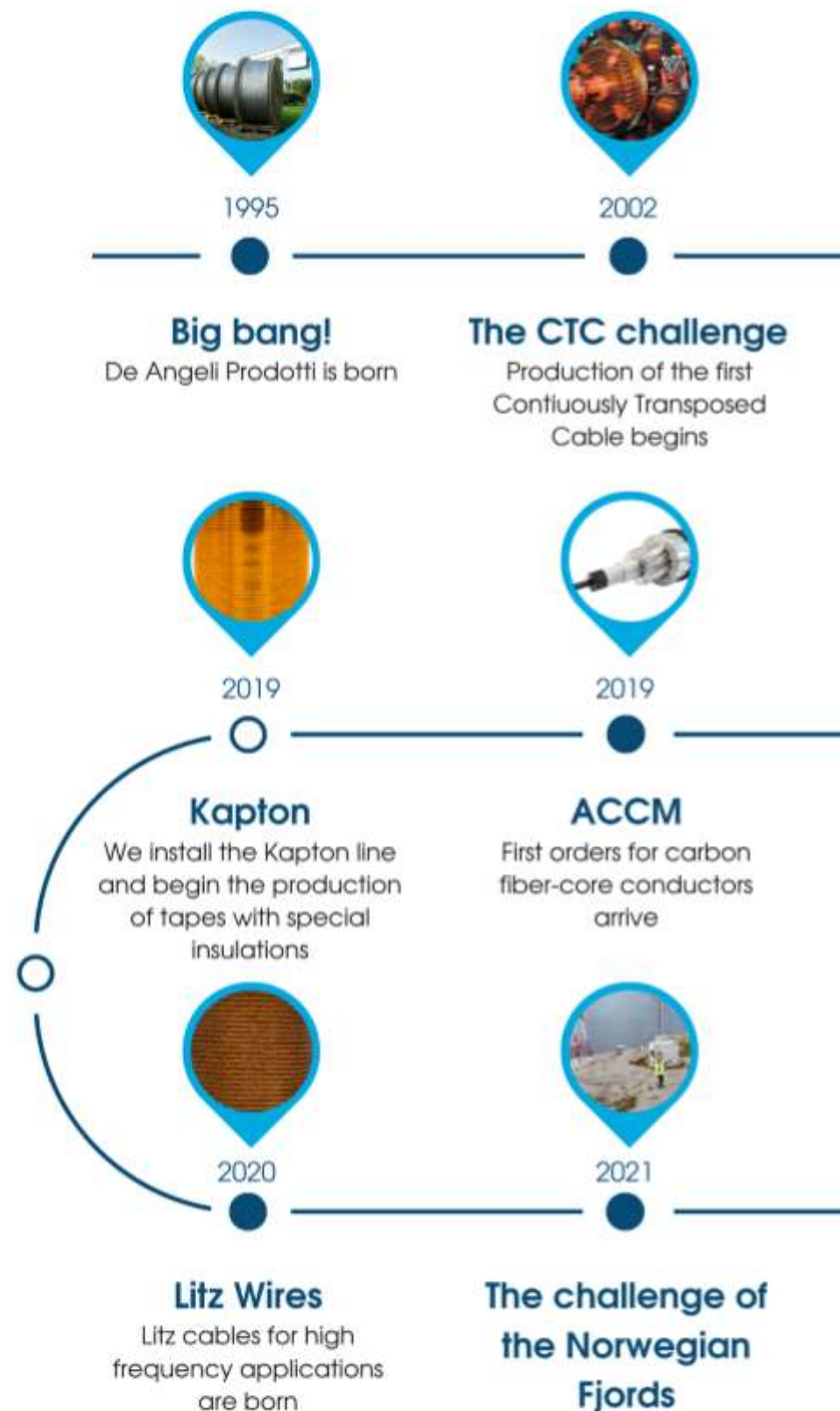
Application	Product	Temperature	Other Features
ELECTRIC MOTORS PUMPS DRIVES INDUSTRIAL	THERVEST	H 180°C	HIGH PERFORMANCE COPPER WIRES Corona Resistant
	BONDVEST	200	
		220	
	SOLVEST	F 155°C HS 180°C	SOLDERABLE COPPER WIRES
	ADHEXAL	H 180°C 200 220	HIGH PERFORMANCE ALUMINUM WIRES
TRANSFORMERS POWER - DISTRIBUTION	CTC Continuously Transposed Cable		FROM 5 TO 60 mm² LOW THICKNESS ENAMEL RADIAL BONDING NETTING MULTIPLE CTC
	WRAPPED CONDUCTORS		HIGH PERFORMANCE TAPES ENAMEL COATING DIAMOND-DOTTED TAPES
	EXTRUDED CONDUCTORS		PPSU SOLVENT FREE
	MULTIPLE WIRES		RADIAL & AXIAL COUPLING SPECIAL CONFIGURATION FOR SHELL-TYPE WINDINGS
	FLEXIBLE CONDUCTORS		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		GLASS OR ENAMELED HIGH MECHANICAL RESISTANCE MULTIPLE COATINGS AVAILABLE
	POLYIMIDE - FEP		HIGH ADHESION AVAILABLE WITH GLASS HIGH DIELECTRIC RESISTANCE
E-MOBILITY AUTOMOTIVE POWERTRAIN	PEEKVEST		ENGINEERED FOR HAIRPIN CONSTRUCTION GUARANTEED THICKNESS GUARANTEED BDV RESISTANT TO PARTIAL DISCHARGES
	THERVEST 240		
	THERVEST 220		
	POLYIMIDE - FEP	240° C	
	LITZ WIRES		HIGH PERFORMANCE POWERTRAIN CHARGING STATION RENEWABLE ENERGY INVERTER TECHNOLOGY FOR DATA CENTER UPS FROM 0.05mm CUL WORKS IN HF ROUND OR FLAT CU AND AL OXIDIZED

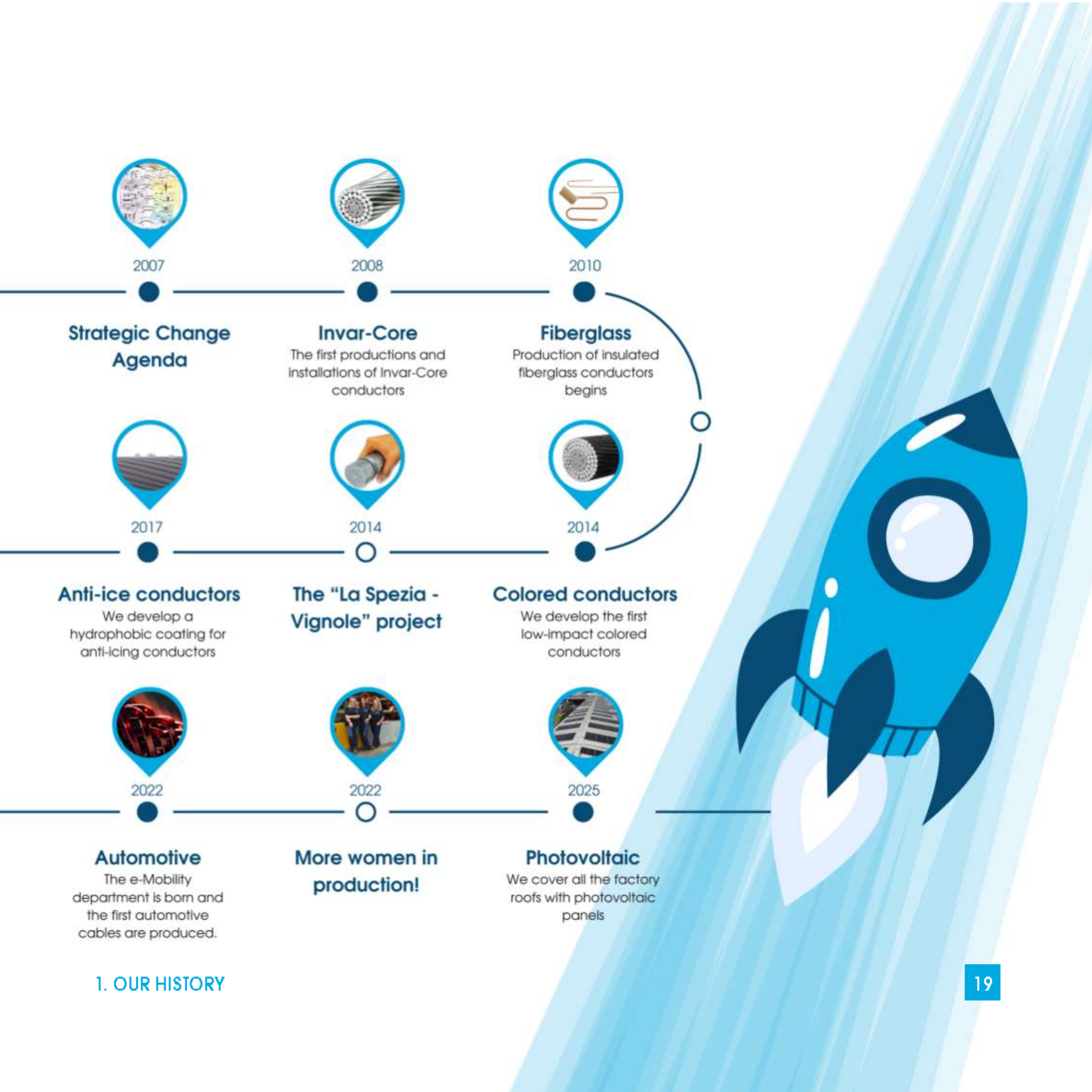
1.9

Some courageous and memorable stages mark our history

Looking at our timeline is like flipping through the pages of a practical manual on the art of change: it begins in 1995, our “*Big Bang*”, when we made a few simple conductors and had far more courage than resources; it continues in 2002 and the leap in complexity arrives with the CTC, Continuously Transposed Cable, a choice that then seemed an impossible climb but now appears as an inevitable turning point. In 2007, we turned on the internal spotlight with the Strategic Change Agenda: not a manifesto, but a cultural building block that clarifies mission, objectives, and processes and aligns people, methods, and technology. From then on, change became method: in 2008, the first Invar-Core were born, in 2010 we introduced innovative materials and insulation such as fiberglass, in 2013 we worked on efficiency with high-emissivity conductors and the “*La Spezia-Vignole*” project, in 2014 ACCM entered industrial production, in 2016 we increased capacity with the fourth CTC line, in 2017 the Anti-Ice conductor arrived, in 2019 ACCM moved from the factory to the field with the first installation and we signed the first contracts for carbon fiber-core conductors. Each step is not a single “*stroke of genius*”, but the result of a continuous cycle of listening, experimentation, standardization of what works, and restarting.

Meanwhile, we have also changed in scale and footprint: the plant doubled its covered and uncovered areas, four new departments and a (majestically decorated!) tower were created, a symbol of technological ambition. We cover roofs with photovoltaic panels and design new solar surfaces, ensuring that sustainability isn't a separate issue, but a daily choice. The catalog evolves from essential products to high-tech Magnet Wires for the electric cars of the future; lean culture and information systems drive continuous improvement; our teams grow in skills and vision, moving from following standards to helping write them. This explains a graph that climbs smoothly but steadily: from “*almost nothing*” in 1995 to 300 million in 2025. The timeline before you doesn't just show dates: it demonstrates a posture. Seeing early, daring enough, making things real. Facing uncertainty not as a threat, but as an opportunity to better align ourselves with our “*why*”. This is the common thread that unites all our images: the belief that the future isn't something you wait for, it's something you prepare for. And when it arrives, it finds us already there.







1.10

The start of production of CTC in 2002

The year 2002 was a turning point. We decided to enter a highly complex sector with the CTC (Continuously Transposed Cable), the flagship product of power transformer technology. At the time, it was perceived as a foolish gamble: like attempting to climb K2 in 1954. It required extraordinary investment, expertise, and courage. Yet, precisely thanks to that decision, we raised our game, gaining a leading role in a key segment. All things considered, it was one of the happiest decisions in our history.

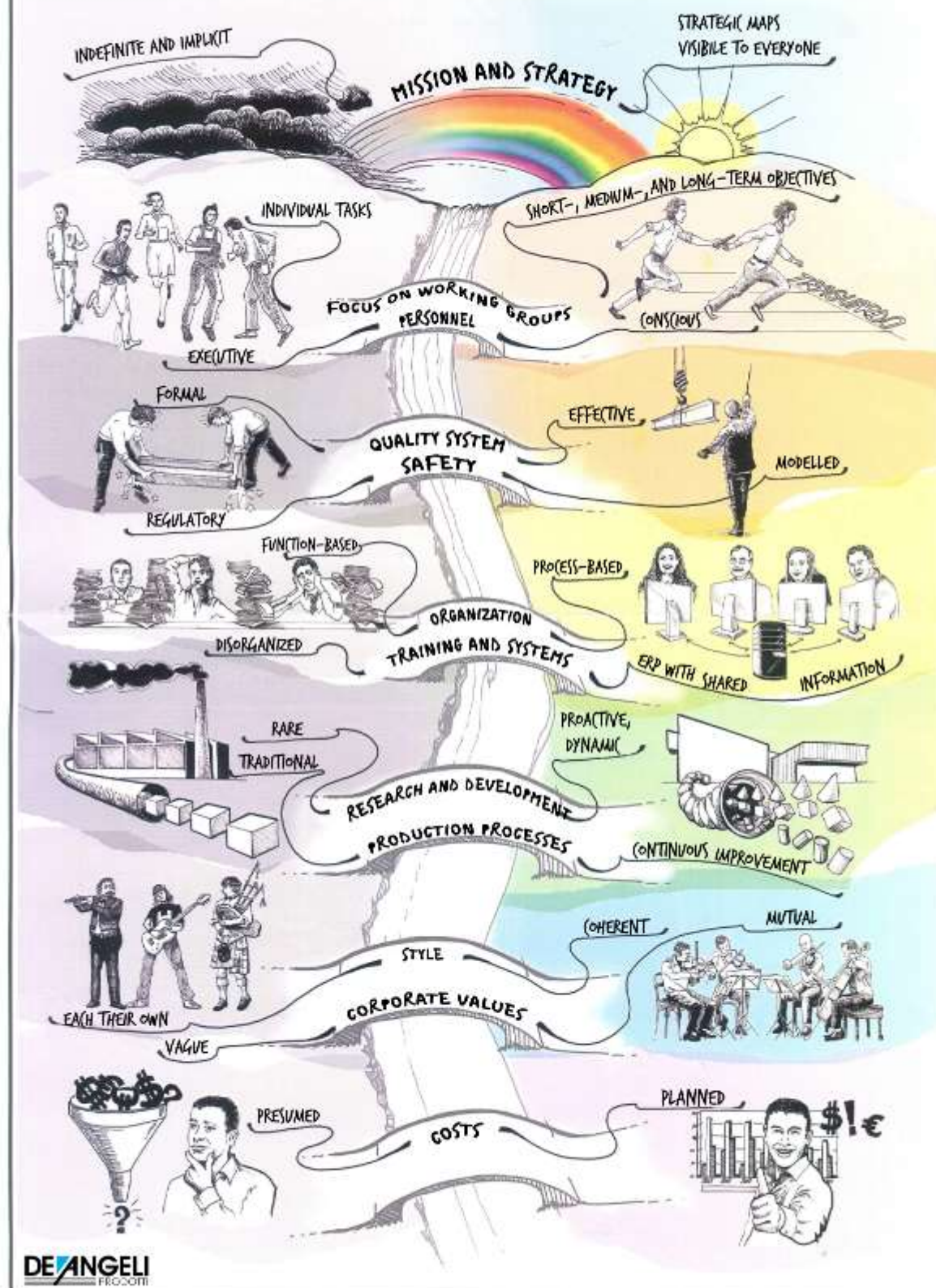


1.11

The strategic change agenda in 2007

The year 2007 was a watershed year, the moment we stopped to look inside ourselves with honesty. From that soul-searching, the Strategic Change Agenda was born: not just a simple graphic, but a guiding light that guided us toward a profound transformation. That highly representative image contained not just actions to be taken, but a declaration of intent: to change our mindset, moving from a fragmented, executive approach to a conscious, integrated, and shared model. We made our mission and objectives visible to everyone, providing transparency and direction. Daily work became more accountable: no longer just tasks performed, but results built together. Quality and safety went from being regulatory requirements to an effective system, while the structure was strengthened with integrated processes and the introduction of ERP, which made information shared and reliable. Research and development also underwent a transformation: from isolated activities to proactive levers, with continuous improvement in production processes. We defined and shared our corporate values, transforming them into concrete behaviors, and made cost management planned and transparent. The Agenda pushed us to standardize the best we knew how and, at the same time, to constantly improve it. This decision had an immediate impact: faster decision-making, greater mutual trust, and a new collaboration between departments that previously communicated little. From that moment on, our growth was no longer just quantitative but above all qualitative, supported by a shared culture and concrete tools. We laid the foundation to face future challenges and become an organization that produces, learns, and continually innovates.

OUR STRATEGIC CHANGE AGENDA



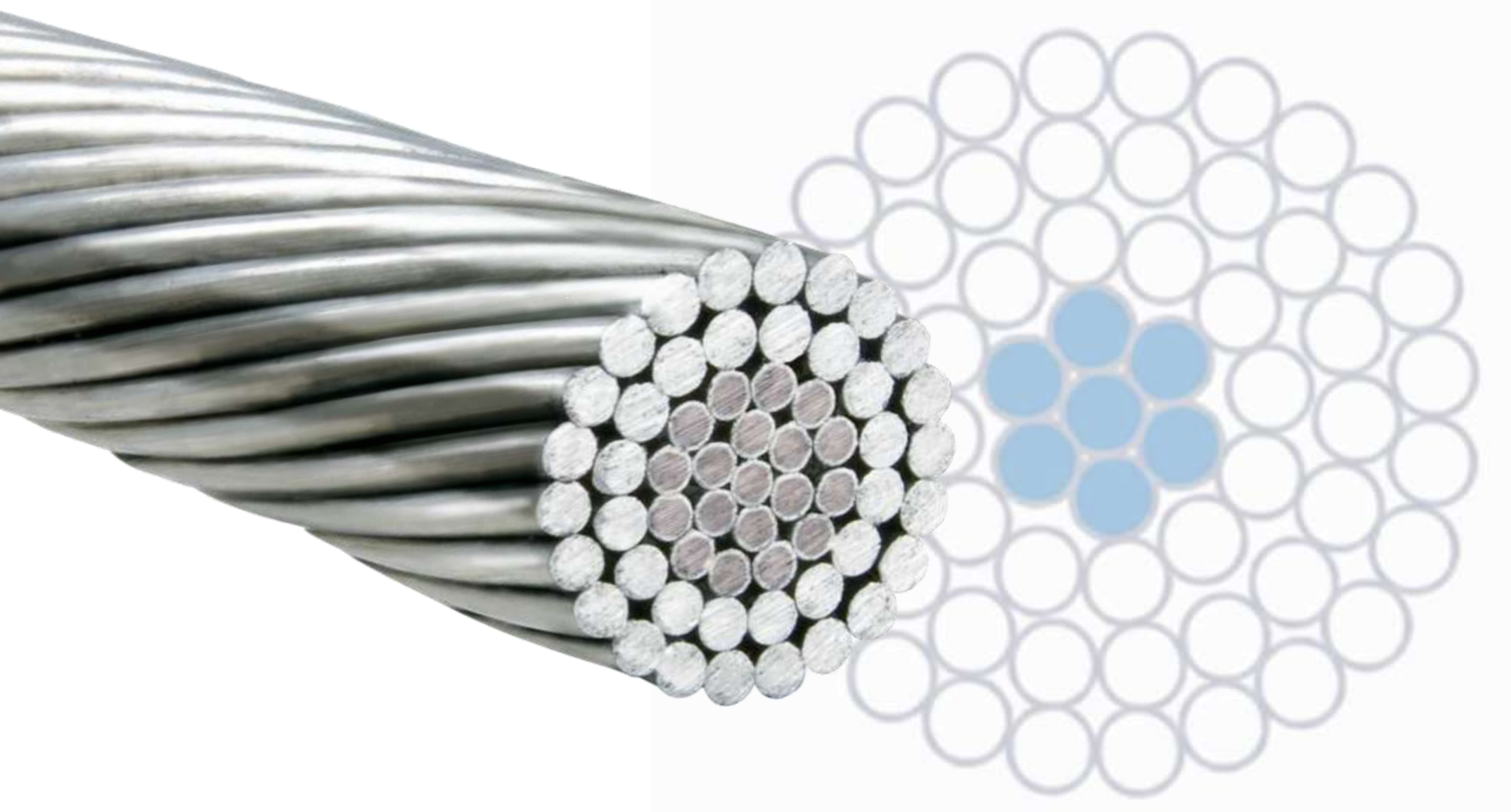
1.12

The invar core is a “discovery” from 2008

After years of development and testing in collaboration with an Italian utility, in 2008, the first major Italy-France inter-connection project was completed, and De Angeli Prodotti, using Invar core technology, was chosen to supply the conductors.

The 380kV Piosasco-Venaus line was a major step in the modernization of the Italian grid and its resilience, allowing for greater energy exchange with the French counterpart.

It was the cornerstone from which numerous innovative conductor projects developed, still used today for repowering power lines and connecting renewable sources.

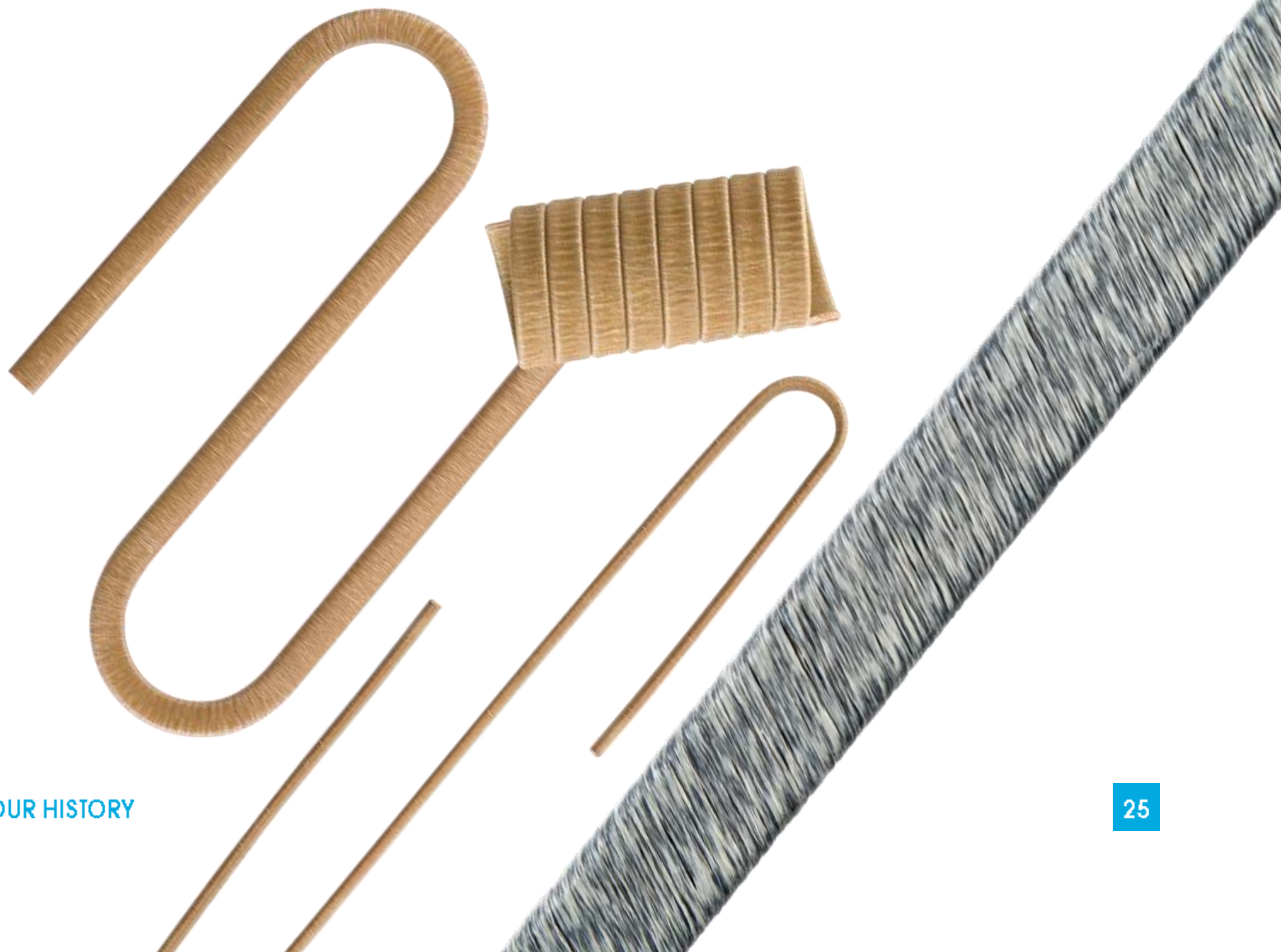


1.13

Electroglass and Fiberglass insulated conductors were born in 2010

Since 2010, De Angeli Prodotti has introduced a line of glass fiber-insulated conductors, including glass-polyester composites (Daglas), to its product range. These conductors are developed to ensure reliable performance even under the most demanding conditions.

Designed for use in stators and rotors of high-power motors, wind generators, turbines, and nuclear power plants, these conductors offer high mechanical strength, thermal stability, and dielectric safety. The combination of glass fibers and enamel ensures long-lasting protection against physical stress, vibration, and external agents, preserving the efficiency and longevity of electrical machines over time.



1.14

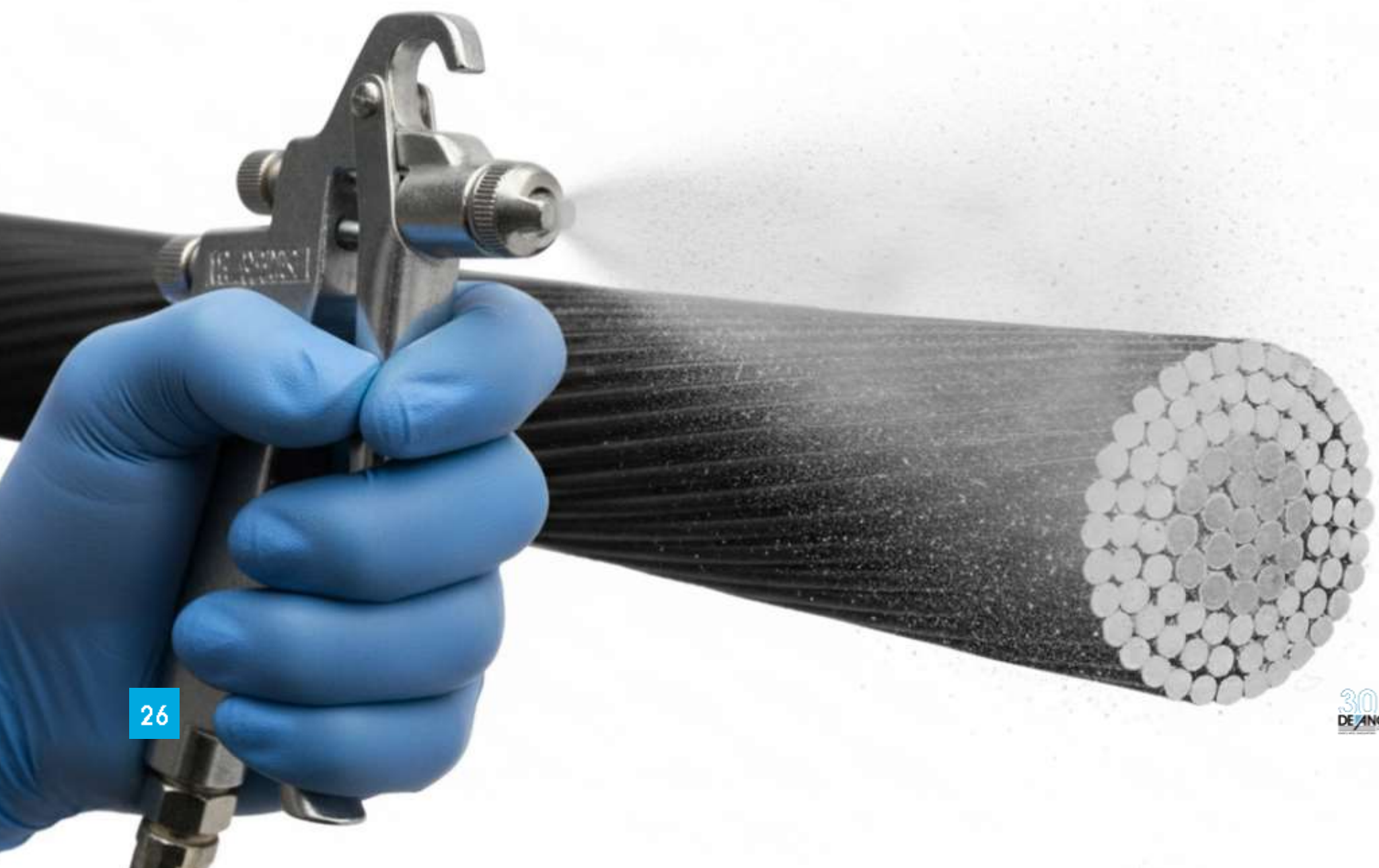
In 2014 the first colored conductors...

Colored Conductors represent an innovative solution to reduce the visual impact of power lines and improve their acceptability. Thanks to an eco-friendly and solvent-free process, a thin layer of paint adheres perfectly to the conductor, ensuring durability and uniformity.

The technology is the result of over a year of research and development, culminating in the installation of a new dedicated production line.

The first application was carried out with a utility in Austria, where the black conductors blended harmoniously into the Alpine landscape.

In addition to their aesthetic value, the increased emissivity (up to 0.8) improves range and reduces energy losses. To date, hundreds of kilometers of colored conductors have been installed, with further projects already planned.



1.15

... and the “La Spezia - Vignole” project

In 2014, De Angeli Prodotti achieved a milestone with the renovation of the La Spezia–Vignole transmission line, a critical hub for the Italian electricity grid.

Thanks to the development of an innovative Ø49 mm high-temperature aluminum alloy conductor, the company achieved a more than 50% increase in current capacity and a 26% reduction in losses, overcoming the limitations of the old system.

The project, approved by Terna and implemented in partnership with RODA S.p.A., helped reduce congestion on the national grid, marking a symbolic moment in De Angeli Prodotti’s ability to combine innovation and reliability.



1.16

Winter arrived in 2017 with the “anti-ice” conductors

The development of Anti-ICE Conductor technology represents a milestone for De Angeli Prodotti, born from the need to combat ice overload and ensure electricity service continuity. The super-hydrophobic coating based on nanoparticles limits or eliminates ice formation on conductors, preventing breakages and network interruptions.

The first installations took place in Italy to resolve a critical case of a span that was out of service every year due to excessive ice. This technology then spread to Northern Europe, where ice buildup on conductors is very common. It is now the subject of advanced research in countries such as Norway and Canada, where ice accumulation represents a constant and particularly severe challenge.

Extreme cold favors snow accumulation and ice formation on conductors, increasing the weight of power lines and jeopardizing the stability of pylons. This represents a constant challenge for the resilience of infrastructure in extreme environments.



Major contracts for carbon fiber-core conductors in 2019

The year 2019 brought us one of the most significant achievements in our recent history: contracts for carbon fiber-cored conductors. This achievement dates back to 2006, when we patented ACCM. For over a century, electricity grids had remained essentially unchanged, while the world raced toward electrification and renewable energy. We had the patience to wait, the foresight to believe, and the strength to anticipate a solution that the market would eventually demand. And when change arrived, we were ready. Those contracts are proof that vision, combined with perseverance, can truly change a company's destiny.





A photo taken on a construction site in Belgium during the installation of a conductor for the Belgian electricity grid operator. An example of the constant commitment of our engineers and technicians to customer service, even beyond production.

1.18

2019 is also the year of Kapton!

Since 2018, De Angeli Prodotti has been producing taped polyimide conductors coupled with FEP, an advanced solution for applications requiring maximum reliability at high temperatures.

This technology combines thermal and dielectric resistance with the adhesive properties of the FEP coating, offering thin, flexible insulation capable of operating safely at temperatures above 200°C. This achievement has enabled the development of more compact and efficient electric motors, supporting sustainable mobility and modern industrial electrification systems.



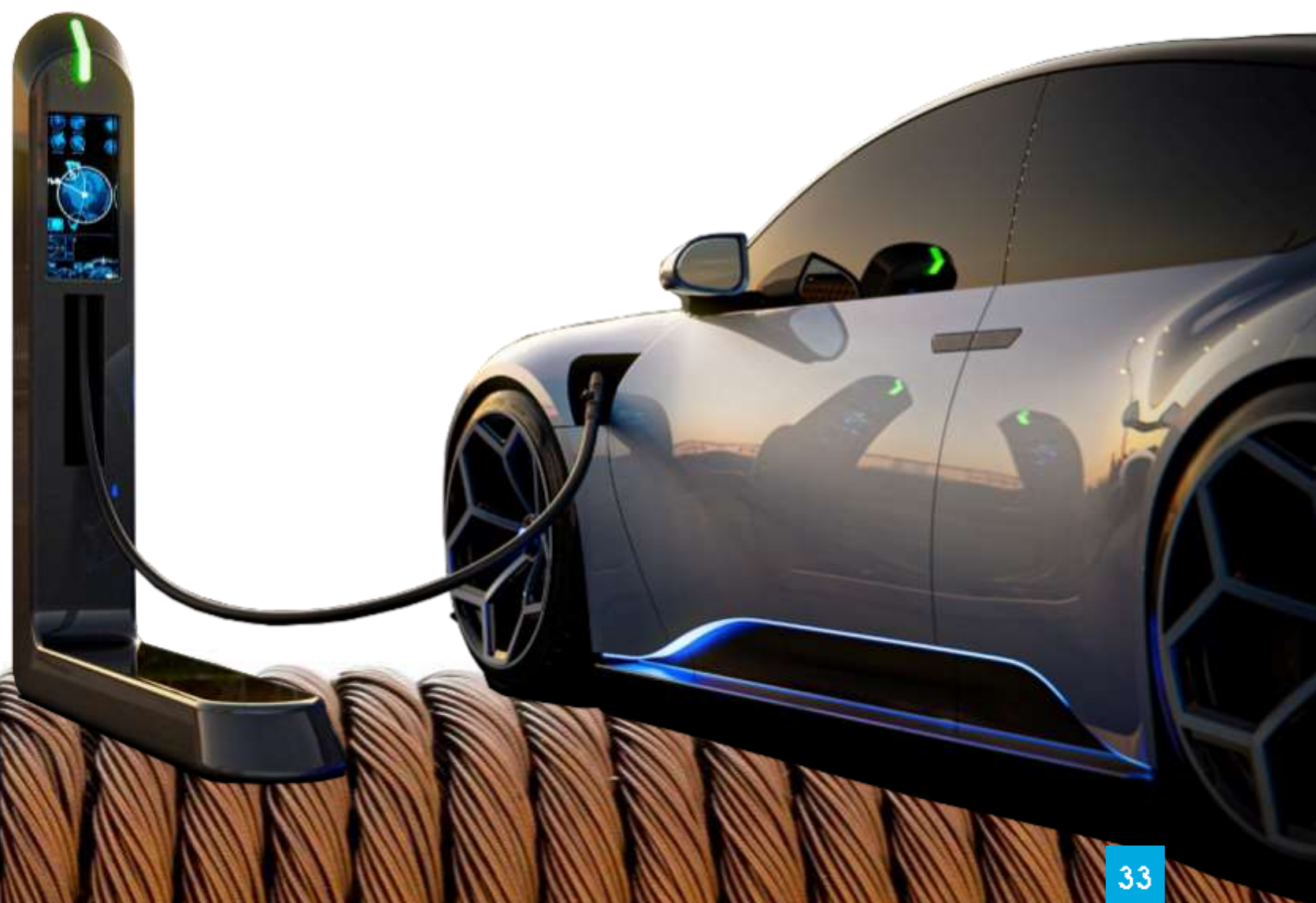
1.19

The Litz department was born in 2020

New power electronics require ever-higher operating frequencies. To meet this challenge, De Angeli Prodotti has developed innovative solutions in the field of Litz wires: twisted conductors composed of hundreds, even thousands, of individually insulated wires, capable of ensuring maximum efficiency even at high frequencies.

This technological advancement has led us to create strands with extremely thin wires, with a diameter of just 0.05 mm (less than half the diameter of a human hair).

This result translates into a key product for higher-performance charging stations and more efficient metropolitan transport systems.



1.20

2021 and the great challenge beyond the Norwegian fjords

In 2021, we reached one of the most important milestones in our history: the creation of a special conductor for Statnett, the Norwegian electricity grid, for the new 380 kV line crossing the fjords.

The project required joint investments: a major Norwegian utility believed in our ability to innovate, while we modified the stranding machine, reinforced the floors, and expanded the warehouse to accommodate the enormous 3,750 mm reels that carry up to 45 tons of conductor.

The result was a record-breaking conductor, one of a kind, which made De Angeli Prodotti the sole supplier of this product, which will also be installed on the longest span in the world.

This achievement demonstrates our mentality: to face challenges with courage and transform them into opportunities for innovation and growth.



Photo: the coils used have a diameter of 3,750 mm and required special low-bed trucks for exceptional transport.

A tall, red and white lattice tower stands on a rocky cliff. The tower is made of metal and has a complex, crisscrossing structure. It is positioned on the left side of the image. In the background, a deep blue fjord stretches out, surrounded by steep, forested mountains. Another similar tower is visible in the distance on the right. A person in a yellow safety vest and red helmet stands on the rocky ground in the foreground, providing a sense of scale. A small white box is also visible near the base of the tower.

A beautiful photo of Vittoria Bottin in Stavanger, in the Norwegian fjords, visiting the Statnett installation site. Notice the impressive infrastructure built to support the conductor.

This project has been called one of the most spectacular infrastructures ever built in Norway, given the enormous size of the conductor, the towers, and the equipment, but above all because it is built on one of the most spectacular and visited fjords on the coast.

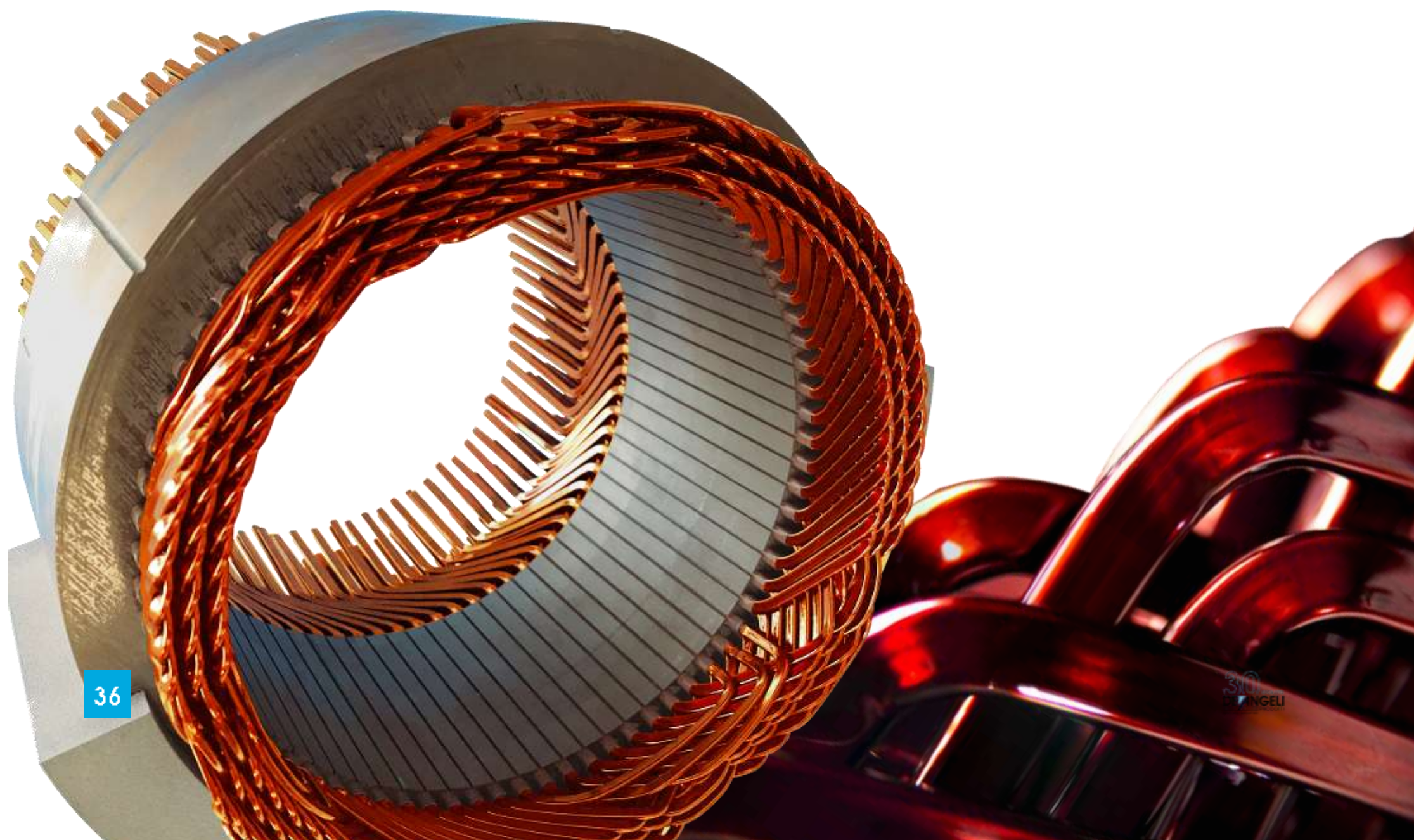
1.21

In 2021 we enter the future of automotive

In 2021, we fired up our e-mobility adventure, starting production of the first conductors dedicated to the automotive sector. This was a strategic choice, in line with the energy transition and the European ban on the sale of gasoline and diesel cars starting in 2035.

Since then, we have equipped ourselves with a fully dedicated department, investing in new production lines and high-performance materials such as PAI, PI, and PEEK, capable of meeting the needs of the most modern electric motors. Today, our products are used in hairpin stators (pictured below), rotors, steering systems, and cooling components for electric vehicles, helping to increase their efficiency and reliability.

Looking ahead, we know that the mobility of the future will be here, and we are proud to play a leading role in this epochal transformation.



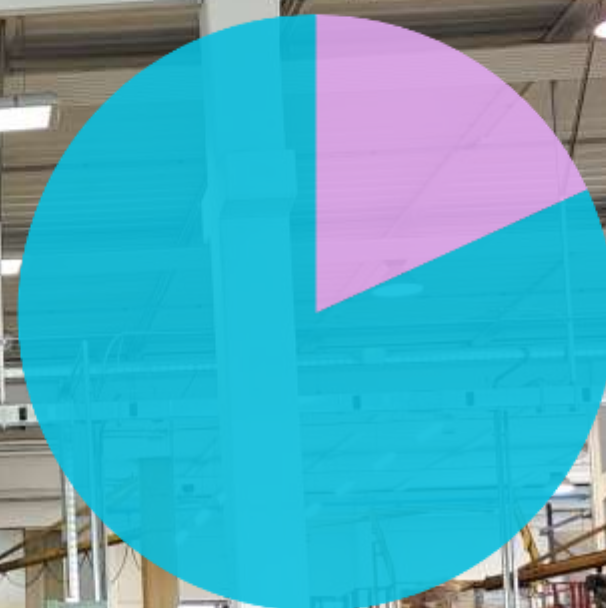
1.22

In 2022 women's strength enters the production department

Before 2022, the presence of women in production departments was almost symbolic: just 2 women out of 331 total employees, or 0.6% of the workforce. In just four years, thanks to a clear and courageous decision, the situation has changed radically. By September 2025, women had risen to 85 out of 467 employees, equal to 18.2%.

It's not just a number: it's the tangible sign of a company that has decided to truly open up, leveraging the skills, energy, and perspectives that enrich department life every day.

Women in production
in September 2025



Women in production
in September 2021



1.23

In 2025 we finally covered all the roofs with photovoltaic panels!

A concrete response to environmental protection and sustainable development. Inaugurated on July 30, 2011, the photovoltaic system was expanded in the summer of 2025 to meet the company's new energy needs and significantly increase the share of energy from renewable sources. Originally, the system covered only one facility, but with the progressive increase in our energy needs, we chose to extend the panels to all company-owned roofs, strengthening our commitment to an increasingly sustainable energy mix!

How will solar energy production change from 2025?

Before	After
2.300 solar panels	4.200 solar panels
7.000 m ²	16.000 m ²
600 kWp	2.500 kWp
670.000 kWh	2.750.000 kWh

Lower emissions, greater environmental protection!

The savings in tons of oil equivalent (TOE) and carbon dioxide (CO₂) released into the air each year are significant. This is equivalent to planting approximately 900 trees each year. Over 20 years, this is equivalent to planting 18,000 trees!



2

A SHARED MENTALITY

2

A SHARED MENTALITY

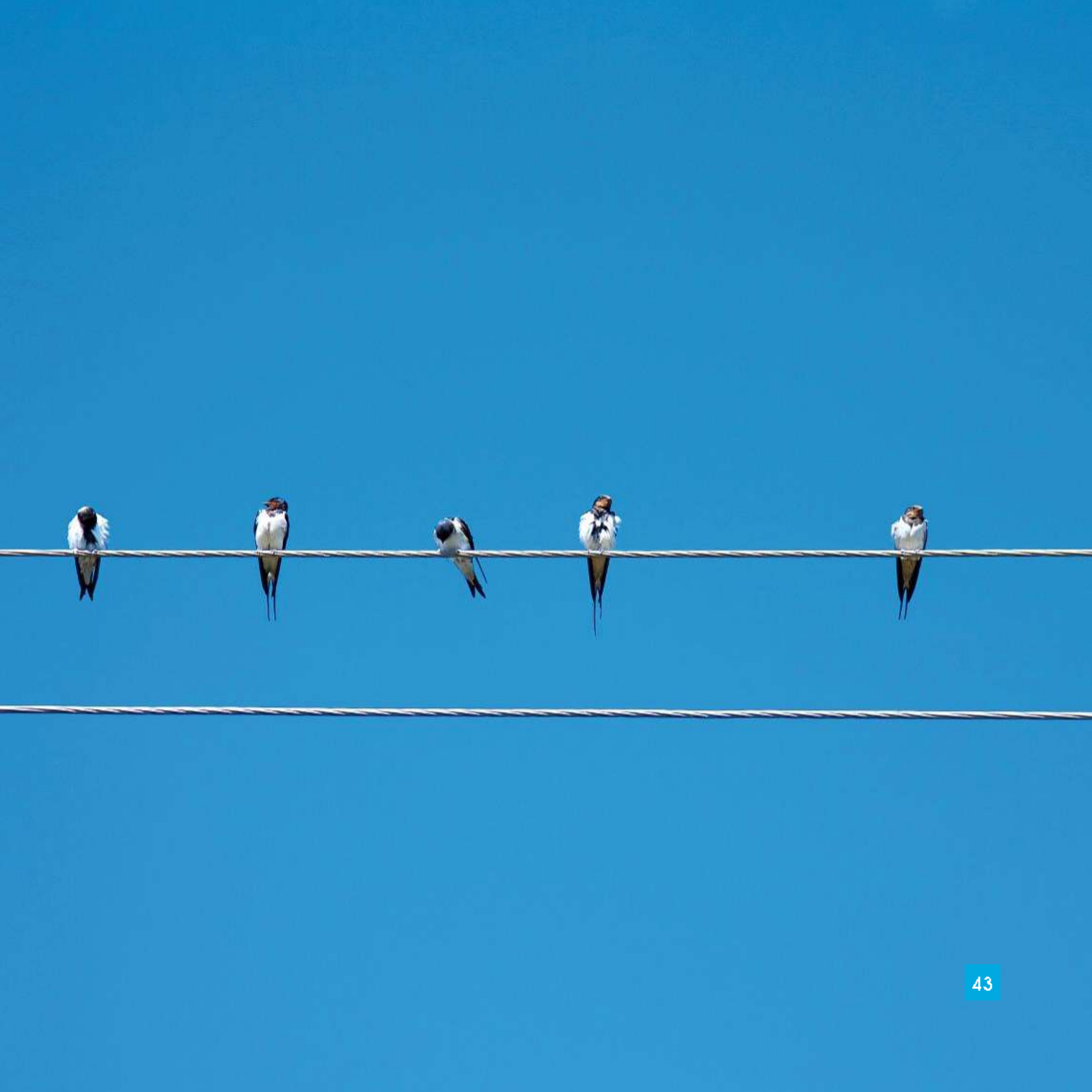
That is a mindset? It's how we look at the world, how we react to challenges, and how we transform difficulties into opportunities. It's not an abstract concept: it's **the lens through which we interpret reality and guides our choices, day after day.**

In a company, mindset is what holds together people with different backgrounds, experiences, and personalities. This is particularly evident in our company: everyone brings original ideas, specific skills, and personal approaches, yet we all pull in the same direction. It's precisely this variety of perspectives that enriches us and allows us to find innovative solutions. There's no "*one recipe*", but many voices that harmonize in a common chorus.

Our secret lies in a shared mindset: a compass that keeps us oriented even when the going gets complicated. Thanks to it, differences don't generate divisions, but become resources that integrate and complement each other. An idea launched in the workshop can find new nuances in the technical office, and vice versa: the thoughts of each individual become the heritage of the group.

All this is possible because our corporate philosophy isn't written down in documents or official speeches, but lives within people. It's a set of values that are absorbed naturally: from the example of our most experienced colleagues, from our daily actions, from the way we approach problems and celebrate successes. It's not a rule imposed from above, but a way of working that each of us embraces and carries forward with conviction. This is how culture becomes an integral part of everyone's identity, shaping behaviors, choices, and relationships.

Thus, what might seem like a limitation (so many different minds, so many personalities) becomes our competitive advantage. It makes us quick to adapt, strong in facing change, creative in finding new paths. It's a mindset that has guided us for thirty years and will continue to guide us in the future.



2.1

Our mindset is made up of layers, from what we see on the surface down to the depths where it is anchored

Learn about our reflections on strategy, philosophy, and management!

On the occasion of our company's thirtieth anniversary, we want to offer you an even deeper dive into our culture.

This will not be a stylistic exercise, but a living journey to better understand one another, adding to what has already been shared in *"The Little Book of Our Corporate Culture"* and in the *"OPEN FACTORY booklet – The Company Opens to Everyone"*.

A journey that aspires to be stimulating, perhaps at times surprising or counterintuitive, but always authentic: because it stems from the desire to share with all of you the deep roots of our identity and the ideas that continue to guide our vision and our growth.



Download the Little Book
of our Corporate Culture



Download the
Open Factory book

Let's dig deeper!

Of course, not literally, but deep into the company's concepts and philosophy!

This is the third volume we've produced here at De Angeli Prodotti: after *"The Little Book of our Corporate Culture"* and *"The Big Book of Open Factory"* comes the *"30-Year Book"*!

We've said so much, but there's still so much left to say! I've been lucky enough to work here for 14 years (so far), so I only missed the first 16, and what I've come to understand is that the **corporate culture and philosophy** behind all the processes and decisions wouldn't even fit in an encyclopedia. Yet we've tried to encapsulate them, with the help of diagrams and graphics, in hundreds of pages that represent and describe who we are.

I've put my imagination into it, but I can assure you **it's all true!**

Nicola Lazzaro (Marketing Manager)



2.2

Our strategy is an evolutionary process that in a context of uncertainty needs authoritative guides

Our strategy doesn't stem from a rigid plan, but from a process that evolves over time, nourished by experiences and the “*breath of history*”. In a context that sociologists like Giddens and Bauman describe as a “*risk society*”, uncertainty is not the exception, but the norm. The real challenge is to live with it, transforming it into a lever for change.



“Taking action always means taking a risk..” (Anthony Giddens)



“The only certainty of the liquid age is uncertainty itself.” (Zygmunt Bauman)

A major corporate milestone like the 2007 “Strategic Change Agenda” was born precisely from a deep dissatisfaction with the existing situation, which sparked a profound reflection. Could the global subprime crisis, with the subsequent collapse of Lehman Brothers, have been the wake-up call? That context of instability was the real trigger that prompted us to question ourselves. Like Columbus, who was searching for a trade route and discovered a new continent, we too questioned our entire organization and strategy, even going beyond our initial objectives. Innovation often doesn't arise from a linear plan but from openness to the unexpected and radical rethinking.

In this sense, our philosophical and managerial mindset has become the profound framework underlying our vision (Innovation Thesis), strategy, values, and even the Decalogue of Organizational Behavior.

Along this journey, some authors and schools of thought, a small selection of which you'll find below, have become true companions: they help us build a deep, diverse, yet coherent corporate culture that our team members can draw upon and relate to.



Photo: The De Angeli Prodotti team in Gallio for a weekend dedicated to “Resilience” (2007)

Values, mission, and vision have a long history

In companies, we often hear talk of “Mission”, “Strategy”, “Values”, etc. but just as often, we don’t perceive their true meaning or find it in practice in the offices, in meetings, or on the factory floor.

Thus, back in 2007, a group of colleagues, somewhat confused by what was being asked of us, met several times to jointly decide what would become our Strategic Change Agenda. We therefore found ourselves having to force ourselves to hypothesize, imagine, and perhaps even dream about the De Angeli Prodotti of the future. It wasn’t easy, believe us!

It was a bit like having to create a sculpture starting from a marble cube, starting by removing large pieces of material, then smaller and smaller ones until we saw what we had imagined come to life, turning it into a work of art. And that’s exactly what happened!

The Strategic Change Agenda has become our compass, our Mission our guiding light, and our Values the driving force that still guides our strategies and decisions today, concretely and daily.

A truly representative example of how we delved into practice and analyzed every single aspect was a weekend in Gallio (see photo on previous page) dedicated to the topic of “Resilience”, a term now widely used and understood, but whose meaning was often debated at the time, and which remains one of our cornerstone Values today.

Through classroom sessions and practical exercises, we were able to experience firsthand what this term truly means and how Team Spirit, another of our Values, allows us to achieve important and perhaps unimaginable results.

Clear and simple concepts for concrete and effective actions!

Francesco Zemignan (*Sales Department Manager*)



2.3

To break paradigms we have activated divergent thinking and creative destruction thanks to greater intensity of talent, know-how and capital

To evolve, we must break with dominant paradigms. Kuhn explains that progress isn't just linear, but rather made up of revolutions born from crises. And it's precisely in moments of disruption that the most fertile paths for innovation open up. And here at De Angeli Prodotti, we've learned that only by embracing uncertainty can we transform it into opportunities for growth.



"Paradigm shift is a revolutionary, not an evolutionary, process." (Thomas Kuhn)

We need divergent thinking, like artistic thinking, capable of seeing what doesn't yet exist. And we need to accept that, as Schumpeter taught, innovation is also creative destruction: to make room for the new, we must let go of something old.



"The new never arises from the old, except by destroying it." (Joseph Schumpeter)

Solow reminds us that the real engine of growth is not the accumulation of capital, but technological progress, which depends not only on us as individual economic actors but on a broader ecosystem of which we are part.



"Most economic growth comes from factors we do not directly control." (Robert Solow)

To create the conditions for continuous innovation within the company, we constantly increase the intensity of talent, know-how, motivation, and financial resources. It's not enough to accumulate resources: we need to make them interact, generate cross-fertilization, cultivate creativity and collaboration. This requires an ambitious balance: carefully managing the present without ever forgetting the future. It means maintaining and improving what already works, and, on the other, having the courage to experiment, launch new technologies, and strategic initiatives that pave the way for a different and better tomorrow.

From following standards... to writing them!

Sixteen years ago, when I joined the company, *"I was the technical office"*. Most products were standard, and we simply adapted to existing standards or specifications. From that embryonic beginning, an innovation process was born, leading us to become a team of more than 20 engineers today, developing products that were previously unavailable on the market, and becoming part of the committees that write future standards. This path has shaped all of the past few years, allowing us to distinguish ourselves and establish ourselves in the European market as one of the most innovative players in the sector.

Davide Peroni (R&D Manager)



2.4

We use philosophy as a toolbox to make newer, better-looking cables

We therefore have deep, philosophical anchors that influence the way we think and act in the workplace. When we can activate reflective thinking, transcending the automatic and unreflective practices of everyday life, these anchors become a valuable toolbox — not only for dealing with complex situations, but also for living and working with greater awareness and independent judgment.

In the workplace, philosophy may at first seem out of place. But it's precisely when decisions become complex that philosophical thinking becomes a practical and powerful tool. As Gianrico Carofiglio writes:



“Some people wonder why we study philosophy, a discipline that apparently has no practical use. Well, philosophy helps us not take things for granted. Nothing. Philosophy is a tool for understanding what’s around us — literature is probably more effective for understanding what’s inside us — but we truly understand what’s around us if we don’t take for granted the truths someone else has thought to lay out for us. Doing philosophy — that is, thinking — means learning to ask and ask questions. It means not being afraid of new ideas. It means not stopping at appearances. It means being able to say no to those who would impose their way of thinking and seeing the world on us.”

With philosophy, we deploy the Trident and make it a hat trick

Philosophy is fascinating and profound, and many study it to understand it or to teach it. As an entrepreneur, I love it above all because I can apply it concretely in my business. Among this selection of profound thinkers and reasoning that strengthen our corporate culture, everyone, without exception, is truly formidable in making a difference in business management. I struggle to decide who to choose for my testimony, but if I really must, I invite you to even consider deploying this Trident of Immortals:

- ◆ Davidson’s Interpretative Charity: all interlocutors, even the most humble, polemical, or imprecise, are taken on board, and no signal — even the weakest — is overlooked;
- ◆ Husserl’s Phenomenology: the suspension of judgment frees a clear and lucid gaze for the ambitious, profound, and true — not merely superficial and plausible — understanding of reality;
- ◆ Peirce and Dewey’s pragmatism: experimental verification and self-correction dynamically bring the idea closer to its truth, understood not in an abstract or merely technical sense but as a continually evolving practical consequence.

I don’t know if you can see what happens if we really manage to get these champions to play together in the company: a hat trick and a guaranteed victory!

Luca Mora (CEO)



2.5

Humble, open to dialogue, pragmatic and contrarian

Socrates reminds us of the value of doubt (“*I know that I know nothing*”) and dialogue as a method for generating authentic understanding. It is in the question, rather than the answer, that the search for truth is ignited. Doubt thus becomes a creative force that pushes us to look beyond certainties, opening the way to new ideas and possibilities. And it is in the exchange of different perspectives that shared wisdom is born.



“True knowledge is knowing that you don't know.” (Socrate)

American pragmatism (Peirce, Dewey) shows us that ideas have value only if they help us act better in reality, with full awareness of practical choices..



“The meaning of a concept consists in the practical effects it implies.” (Charles Sanders Peirce)



“Knowing means modifying the environment effectively.” (John Dewey)

Popper warns us: every theory is valid until disproved. Questioning our most deeply held beliefs is healthy, not destructive.



“Science advances because of our attempts to disprove our own theories.” (Karl Popper)

What a team!

Here at De Angeli Prodotti, I'm lucky to work with talented and highly skilled colleagues from whom I learn something every day.

We collaborate together, discuss, and support each other on projects involving various areas of the plant. Everyone has the opportunity to learn from their colleagues, fueling a virtuous cycle that helps our company grow and enhances the value of team spirit.

As we take small steps toward improvement together, the company makes giant leaps toward excellence.

Giacomo Sarti (*Plant Manager*)



2.6

Phenomenology is the eyewash that cleanses our vision when faced with complex and blurry situations.

Phenomenology plays a key role in our understanding of reality, particularly with the practice of epoché, or suspension of judgment. This essentially means suspending all hasty judgments, preconceptions, and mental habits. It is an invitation to look again, with an open gaze, to grasp the authentic essence of what we observe. Husserl calls this approach phenomenological reduction: it involves going beyond appearances to discover the profound truth of a situation, not just its similarity to others we have already experienced. This probing gaze is invaluable for building strategies truly suited to our reality, avoiding prefabricated and repetitive responses, and seeking authentic and true solutions. Raised to an even more challenging level, it helps us integrate technical-scientific knowledge with a deeper understanding of the role that subjective experience plays in the formation of our knowledge. It's also a question of ambition, for those of us who run businesses that compete in the market: **we're not satisfied with a plausible but superficial interpretation; we want it to be truly true and work.**



"Going to the things themselves means rediscovering the world with new eyes." (Edmund Husserl)

From problem to lesson learned!

When we detect an event, a significant problem, in our company, we engage in a careful, open analysis, involving all stakeholders transparently and without bias. The aim is to find the root cause of the problem, understand the reason for the anomaly and why we failed to detect the deviation. This is achieved through problem-solving techniques:

- ◆ 8D Report, which helps us systematically document the problem analysis, the corrective actions taken, and the preventive measures to prevent its recurrence.
- ◆ 5 Whys, where we repeatedly ask ourselves "why?" to get to the root of the problem.
- ◆ Ishikawa diagram (fishbone), which allows us to visualize the possible causes of a problem, divided into categories (methods, materials, machinery, labor, environment, measures).

But let's not stop there. It's essential to clearly write down the lesson learned, share it, disseminate it to the team and organization, and apply it in future processes to avoid errors.

Andrea Vanni (*Quality Manager*)



2.7

On the pitch we regulate ourselves well because we have chosen that it is right this way, over time we have become accustomed to it and we care about the consequences of our actions

There are many ways to evaluate the right thing to do in a given situation, and it's not always easy to make the best choice because different aspects of the question seem contradictory. With Kant, we approach ethics as duty: an action is right if it respects a universal principle, regardless of the consequences. This principle is the categorical imperative, which invites us to act only according to those maxims that we can will to become universal laws.



"Act so that the maxim of your action may hold as a universal law." (Immanuel Kant)

Virtue ethics focuses on a person's moral qualities rather than rules or results, and has its roots in Aristotle. Courage, temperance, justice, generosity, and prudence become internal guides for making decisions and acting with integrity.



"We are what we repeatedly do. Excellence is not an act, but a habit." (Aristotele)

The consequentialist theory, which evaluates the goodness of actions based on their effects, is well explained by John Stuart Mill, who also believed in a hierarchy in the quality of pleasures.



"The value of an action lies in the amount of happiness it produces." (John Stuart Mill)

Each approach has strengths and limitations, but it allows for the valorization of different perspectives: this is why a mature enterprise is aware of them and integrates them, without absolutizing any one. Hume adds a crucial caveat: we cannot automatically move from facts to values. Knowing *"how things are"* is not enough to decide *"how they should be"*. Values must be chosen, not deduced.



"You cannot deduce an 'ought' from an 'is'." (David Hume)

A man with short grey hair, wearing a blue t-shirt and khaki pants, is walking towards the camera in a factory setting. He is waving his right hand. In the background, there are large blue spools of wire and a white machine with the word 'AGGIO' on it.

We are walking on a journey and we question ourselves to be ever more concretely responsible

Perhaps you remember **Socrates's Ethical Intellectualism** from your distant school days?

The great man argued that knowledge of the good is necessary and sufficient to accomplish it: those who do evil, in short, do so only out of ignorance, not out of evil will, so we simply need to help them discover the good.

It's a wonderful theory for its optimism, and it would be wonderful if the intellect "had the muscles" and willpower to do good, but it's a bit like thinking that if I learn what it takes to run fast — especially a lot of training — then, as a necessary consequence, I will do what it takes to run like a hare!

Therefore, asking ourselves the 3 critical questions is probably not enough to make us upright men and resolve moral dilemmas: "*What is my duty?*" (Kant), "*What kind of person should I be?*" (Aristotle), "*What better consequences should I choose?*" (Mill). But shared reflection within the team, moving from purely intuitive judgments to informed assessments, is a good foundation that we practice at De Angeli Prodotti to become ethically responsible in practice:

- ◆ Kant imposes on us the duty of Sustainability
- ◆ Aristotle and the Stoics teach the entire team to cultivate virtues
- ◆ Mill helps us always seek win-win solutions rather than zero-sum win-lose ones.

Does that seem like enough to you?

Luca Mora (CEO)

2.8

People first! Interpretive charity is humanity cubed, which is needed by the organization that goes beyond technical skills.

Davidson, with his wonderful idea of interpretive charity, invites us to listen to others, starting from trust in their rationality. For us, this attitude applies not only to the top management of the company, but to all organizational levels, even the humblest, and even to incomplete, contradictory, or polemical points of view. It's the opposite of what we see daily on talk shows, where everyone is in over their heads. If applied widely within a company, it becomes a concrete way to build bridges instead of barriers and create comprehensive understandings of everyone's experience, without neglecting even the weakest signals. It means bringing everyone on board, valuing the intelligence and potential of every organizational member or stakeholder. At first, it requires a few deep breaths and a great deal of self-discipline, but once you get the hang of it, it changes your way of being in the world!



"Understanding someone means attributing reasonableness to them." (Donald Davidson)

Furthermore, the myth of Prometheus and Epimetheus, recounted in Plato's Protagoras, reminds us that technical knowledge (fire) is not enough: justice, empathy, and so-called soft skills are also needed. When Epimetheus distributes nature's gifts to living beings but neglects humans, Prometheus steals fire and technology to compensate and is harshly punished. But Zeus intervenes and also gives humans a sense of mutual respect and justice: essential qualities for living together and not succumbing to chaos. The message is clear: without interpersonal and moral skills, even the most advanced technical ability is insufficient. To build culture, tools alone are not enough: humanity is needed.



"The men shared the fire, but without respect they would have perished." (Platone)



People are the true resources

We in the Human Resources Department are well aware of how fundamental relationships are to corporate life, precisely because the foundation of our work is to bridge the gap between the needs of the organization and those of its people. Sometimes we find ourselves facing delicate situations, but we also witness small and large gestures that strengthen the work environment.

In a company like ours, it can be taken for granted that only technical skills, production, time, and numbers matter, but we cannot forget that people are the true resources. We too learn every day that truly listening can make the difference in making others feel recognized, welcomed, and understood. For this reason, the company has been investing for years in regularly organizing soft skills courses, focusing on active listening, conflict management, effective communication, and engaging staff at all levels! These topics, although they may seem a bit “*abstract*”, are actually fundamental to everyone’s daily work and personal life. We can therefore affirm that “*technical skills aren’t enough in a company*”! Mutual respect, empathy, the desire to build healthy relationships, and teamwork are also essential. Ultimately, corporate culture isn’t created by manuals or procedures: it’s created by people, every day, with their actions, the way they communicate, understand each other, and collaborate.

Daniela Maschio, Giulia Ceravolo, Anna Furlan, Chiara Mancin, Anna Trovò (HR Department)

2.9

We want to integrate the complexity of real human behavior into our decision-making and organizational systems.

Max Weber distinguishes between different types of action: instrumental (for a purpose), value-based (because it's right), affective, or traditional. Recognizing the motivation that drives our choices makes us more lucid and aware. This helps us understand not only what we do, but why we do it. And it allows us to direct our energies toward goals that have authentic meaning, for ourselves and for those around us.



“Understanding the subjective meaning of action is the first step to understanding its consequences.” (Max Weber)

Thaler and **Kahneman’s behavioral economics** revolutionized the way we look at economic decisions, challenging the unrealistic assumptions of classical and neoclassical economics, which held that individuals are always rational, consistent, and driven by self-interest. In reality, our choices are often influenced by cognitive biases, habits, contexts, and mental shortcuts. Kahneman, with his model of fast and slow thinking systems, helps us understand that we often make decisions intuitively and automatically, while only rarely engaging in analytical and reflective thinking.



“Fast thinking is intuitive and instinctive, slow thinking is reflective and logical: both are useful, but we don’t always realize which one we’re using.” (Daniel Kahneman)

Thaler, instead, proposes the concept of “nudge”: a way to design decision-making contexts that help people make better choices, without imposition.



“If you want people to choose better, give them a little push.” (Richard Thaler)

In our company, this means accepting the complexity of human behavior and adopting tools that make different types of communication, policies and work organization more effective.

In my work, I discover every day that behavioral economics is much more real than so-called perfect rationality. Strategic and commercial decisions don’t follow linear logic: they are influenced by emotions, perceptions, and relationships. Every client thinks differently, and the real challenge is knowing how to grasp these nuances and transform them into opportunities. I’ve been with this company for seven years, and in that time I’ve learned that behind every decision there aren’t just numbers, but stories and people. This is what makes our work special: understanding, building trust, and building authentic value.

Vittoria Bottin (*Sales Manager*)



2.10

We put the why before the how and identify important goals that prevail over immediate results

Simon Sinek, with his *“Start with Why”*, reminds us that a solid strategy always begins with a profound meaning, not an objective numerical target. People follow a “why”, not a “how much”. When the reason is clear, numbers follow as a natural consequence. It’s meaning that generates belonging, motivation, and the strength to face any challenge.



“People don’t buy what you do, but why you do it.” (Simon Sinek)

Bill George proposes the concept of “True North”: an internal ethical compass that guides choices over time. In a changing world, staying true to your values is more important than staying true to the plan.



“Success comes from being true to who you are, not what others want you to be.” (Bill George)

The concepts of Purpose and Deep Purpose are also connected to this horizon. Joey Reiman reminds us that a company finds its true strength when it focuses on a purpose that goes beyond immediate profit.



“Purpose is the driving force behind a company’s soul.”

“Purpose-driven businesses create lasting value for all stakeholders.” (Joey Reiman)

Ranjay Gulati expands on this perspective by speaking of a genuine and profound commitment: not just a superficial slogan, but a compass that transcends any utilitarian consideration, capable of guiding every daily decision of the entire team.



“A deep purpose is not declared, it is practiced every day.” (Ranjay Gulati)

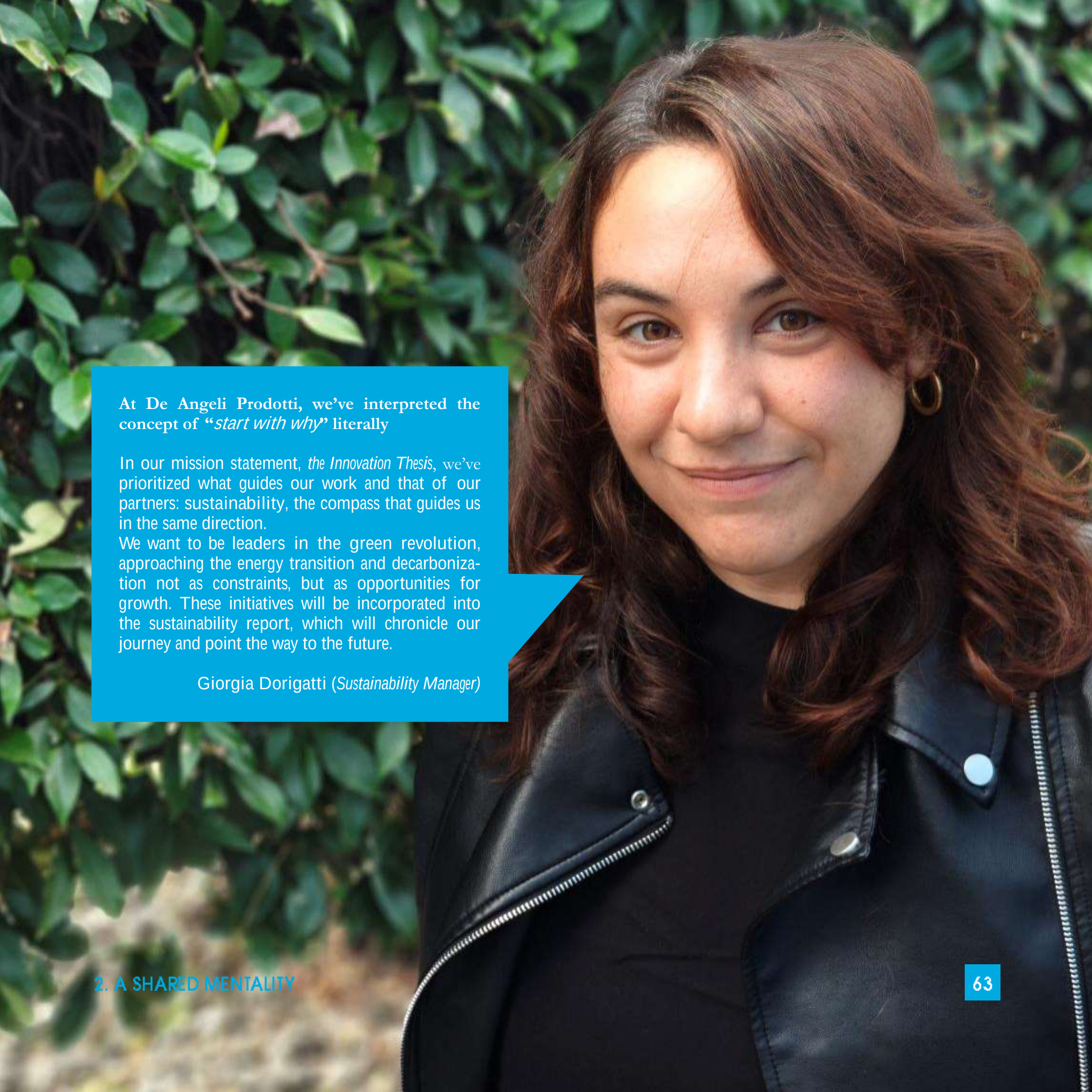
The practical thinking that underlies these ambitious approaches once again calls upon phenomenology and pragmatism, the former calling for the suspension of the immediate pursuit of the achievement of an objective according to prevailing beliefs, the latter aiming for far-reaching and long-term effectiveness in the practical effects of thought.



“Practical-philosophical thinking reverses the order of priorities: precisely in view of and in support of a practice that aims for excellence and self-correction, mere functionality takes a back seat. The focus is not on results, but on goals.” (Stefania Corsini)



“The truly practical man gives free rein to his thoughts on a given matter without narrowly asking himself at every moment what advantage he will be able to gain.” (John Dewey)

A portrait of Giorgia Dorigatti, a woman with long, wavy brown hair, smiling slightly. She is wearing a black leather jacket over a black top. The background is a dense green leafy bush.

At De Angeli Prodotti, we've interpreted the concept of "*start with why*" literally

In our mission statement, *the Innovation Thesis*, we've prioritized what guides our work and that of our partners: sustainability, the compass that guides us in the same direction.

We want to be leaders in the green revolution, approaching the energy transition and decarbonization not as constraints, but as opportunities for growth. These initiatives will be incorporated into the sustainability report, which will chronicle our journey and point the way to the future.

Giorgia Dorigatti (*Sustainability Manager*)

2.11

Thanks to lean culture we involve everyone in the elimination of waste and continuous improvement

Lean Management — which we have been applying in our company for decades — teaches us to eliminate what doesn't create value: not only material waste, but also unnecessary organizational complexity. It fosters a culture of continuous improvement, accessible to all.

We have learned to use Toyota system tools such as 5S, Kaizen, Kanban, and A3 groups for strategy management. We have put the customer first, focused on the highest quality, placed importance on staff training, created a Dojo for managing culture, the environment, and safety, adopted visual management in the various work environments (*gemba*), established long-term relationships with suppliers, worked exclusively on a pull-to-order basis, had a continuous improvement team with accurate productivity measurements, and implemented widespread leadership to support interdisciplinary teams. We have shared responsibility and actively involved all team members, allowing them to showcase their skills, propose new ideas, and grow within the organization, and so on, driven by a widespread desire for improvement. But what we like most about Lean is the centrality of people and their unlimited growth in terms of skills, problem-solving abilities, collaboration, and energy.

Everything is connected and enhanced thanks to our IT team, which works constantly to design and refine our corporate information system (known to friends as “the computer”), which, also through artificial intelligence and digitalization, helps humanize our world of work by enhancing human capital, facilitating dialogue between people both in the offices and on the factory floor, and allowing us to focus on creativity, critical thinking, and innovation.

Lean: a spark that became a culture

We started in 2010, with a small 5S project at the Wrapping Dept. From that spark, year after year, we organized kaizen and 5S projects, pursuing continuous improvement projects, and embracing the teachings of Lean. Over time, we involved more and more colleagues, with different roles and skills, discovering that our true strength lay not only in our methodologies, but above all in our ability to work together. We created a significant synergy with the Information System that allows us to monitor results in real time, making progress in every department tangible and visible to everyone.

Today, we are a united and organized group, aware of the challenges we face and guided by the belief that improvement is not a finish line, but an ongoing journey.

Ezio Fantinato (*IT Manager*)

Francesco Gallocchio (*Continuous Improvement*), Lamberto Cuoghi (*Continuous Improvement*)



2.12

The entrepreneur combines thought and action to support a team that wants to have a positive impact on the community and the environment

In all this, a crucial question also emerges: what role can the entrepreneur play today? They are no longer (just) the decision-maker or manager of a profit-driven organization. They are a mediator between thought and action, a creator of meaning, a bridge between the complexity of the present and the vision of the future.

The entrepreneur who studies, reflects, listens, who takes on the human risk of change, is today more than ever a practical intellectual worker. One who must combine rigor and empathy, strategy and responsibility, results and values to create an overall positive impact on society and the environment.

As Antonio Gramsci wrote:



"I hate the indifferent. I believe that living means being partisan. Anyone who truly lives cannot help but be a citizen and take sides."

Being an entrepreneur, therefore, also means refusing to let others think for us and taking on the responsibility of creating a clear and far-sighted vision, an ambitious and shared meaning, building a motivated and brilliant team, capable of working together to achieve common goals.

From words to deeds

So, 30 years spent as an entrepreneur is a true coming-of-age story (I must have learned, you might say?), but then I wonder if so many ambitious concepts developed over time aren't just words?

As an entrepreneur, am I truly capable of being this craftsman of thought put into practice, who creates a shared culture and vision within the team, a champion of change based on a long-term plan, who leads with empathy and not just KPIs, who doesn't centralize but enables, who manages risk responsibly to generate a positive impact for society as a whole? No, I'm not capable (obviously, a lifetime isn't enough to become this good individually), but I have contributed, and continue to contribute, every day with commitment to ensuring that, over time, we've all created the organizational tools and a strong team, collectively capable of moving from words to deeds!

Luca Mora (CEO)



2.13

Thirty years is a short time but it is still a good starting point to launch yourself into the future.

Building on these first thirty years of history, our increasingly solid corporate culture, and the many companions and mentors who have inspired us, we have arrived here with excellent products and a strong team, capable of learning from mistakes, adapting, and growing together.

Over time, we have developed increasingly clear goals, grounded in solid values that guide us every day to transform complexities and problems into concrete, ever-evolving opportunities.

On this thirtieth anniversary, we feel our duty is to confidently continue our journey, respecting and developing our roots, with the energy of those who want to leave a positive mark on the world.

Since the future cannot be inherited, we must imagine and build it. And we want to build it together: with courage, responsibility, and a great deal of passion.

Thirty years of strength and vision: from experience to transition 5.0

Thirty years is a significant achievement, but it's also an age when you're at the height of strength, experience, and maturity.

We look back with pride on our achievements and, with renewed enthusiasm, we're ready for the challenges of the future: we support the ecological transition with major investments for greater sustainability and reduced energy consumption.

A concrete example is the "Automotive Tower", which we chose to decorate magnificently and which we stand on in this photo. From it, you can clearly see the solar panels that cover the entire company and the trigenerator that helps us self-produce the energy we need!

Giacomo Bragante (*Maintenance Engineer*)
Daniele Zamborlin (*Purchase Manager*)



3

A VISION GUIDES US

3

A VISION GUIDES US

Our recent history and our future are intertwined around a profound belief: De Angeli Prodotti aims to be a leader in the green revolution. This isn't a slogan, but a clear direction that guides investments, research, and daily decisions. The world is experiencing a momentous shift: the energy transition is accelerating, and decarbonization is a global imperative to slow climate change. This requires massive investments in renewable energy and presents unprecedented challenges, such as electric mobility and the need for more connected, secure, and flexible networks. The energy revolution is not an isolated phenomenon: it is fueled by digitalization, a pervasive technology that is transforming the entire energy system. At the same time, billions of people in developing countries are accessing electricity for the first time: a historic transition that brings with it both responsibility and opportunity. In this complex and dynamic landscape, we don't simply observe: we want to be active participants, capable of proposing concrete innovations with real impact. To address a transformation of this magnitude, clear and shared objectives are needed. We have summarized them in simple yet powerful tools like the three iconic lines of our strategy. They are the references that allow us to remain consistent, move as a team, and transform our vision into tangible results. This way, the vision doesn't remain an abstract ideal, but becomes part of our way of working. It's a shared experience that strengthens our collective identity and prepares us to face the challenges of the future. The *Dojo* is proof that our company doesn't simply declare goals, but invests in making them a shared heritage.



DE ANGELI
PRODOTTI

ENERGY TRANSITION

3.1

The Innovation Thesis guides us

We look to the future with the certainty that the energy transition is not just a challenge, but an opportunity to reshape the way the world produces and uses energy. Innovation is key to making electricity grids smarter, mobility more sustainable, and energy access a universal right. In this context, De Angeli Prodotti chooses to be a driver of change: not just a technology provider, but a key player in a global project that unites progress, responsibility, and vision. The summary of all these concepts is our *Innovation Thesis*!

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 POPULATION** has access to **ELECTRICITY** for the first time!

3.2

Our goals are clear

Behind every decision made by De Angeli Prodotti lies a clear direction: to grow as a leader in our industry by focusing on innovation, technology, and efficiency. Over the years, we have translated this vision into three strategic lines that guide our daily work and distinguish us in the market: developing cutting-edge solutions for transmission conductors, creating increasingly technologically advanced winding products, and ensuring efficiency and service for standard products. These guidelines embody our commitment to continuous improvement, anticipating future challenges, and offering tangible value to our customers.



**Most Innovative in the World
for Overhead Lines!**



More and More **High Technology** Products
for **Windings!**



**Efficiency and Service
for Mass Market Products!**

3. A VISION GUIDES US



4

**WE HAVE
SOLID VALUES**

4

WE HAVE
SOLID VALUES

Our values are the foundation upon which De Angeli Prodotti stands and the common thread that unites all our people. Quality is our primary commitment: not only in the finished product, but in every phase of production, thanks to the experience and dedication of those who work in production and the laboratory. Team Spirit is what drives us every day: the belief that only together can we achieve greater goals, supporting one another as a true community. Innovation is our way of thinking: the curiosity and expertise of a Research and Development department that always looks ahead and opens new technological avenues. Resilience is the quiet strength of our people, the tenacity with which we face and overcome difficulties, transforming them into opportunities for growth. Finally, Balance is what allows us to make courageous decisions while maintaining the stability needed to remain successful even in the most challenging times.

These values live every day inside and outside the factory: they are not words, but behaviors, choices, and attitudes that give concrete form to our identity. In this chapter, we've chosen to tell our stories through those who truly embody them: real people, with their faces and words. The following illustrations combine images and quotes, demonstrating how quality, team spirit, innovation, resilience, and balance are lived realities, not abstract concepts. This is how our values become tangible and inspire everyone who comes into contact with De Angeli Prodotti.

To bring them even more to life, we've chosen to pair them with works of art. Each value has found its visual expression, becoming part of a journey that tells not only who we are, but also how we want to grow. From this choice, our corporate museum (in photo) was born: a special place, open year-round, where values become a tangible experience, accessible to employees, customers, suppliers, and external visitors.

Wandering among the works means entering the heart of our corporate culture: not a static exhibition, but a journey that invites reflection, self-discovery, and rediscovery of the profound meaning of our work. It's a way to remind ourselves that the company's true strength comes from the energy of its people and the values that guide them, and that these very values, made visible and shared, will continue to chart our course for the future.



DE'ANGELLI
P R O D O T T I
Every wire, everywhere.

4.1

Our values are solid

Every organization needs solid reference points to face the challenges of the present and look confidently to the future. For us, these are our values: not a set of words written on a document, but a compass that guides every decision and every action. They are the force that holds our people together, the glue that transforms a group into a team capable of moving together toward common goals. They are what allows us to remain consistent even in times of change, when bold decisions are needed and we need to stay on course.

Values live in every corner of the company, from production lines to offices, in spontaneous behaviors, in daily relationships, and in the innovations we bring to market. They are the foundation that makes it possible to build reliable products, quality services, and a shared culture that lasts over time. Talking about them means talking about ourselves, because without values, there would be no identity, and without identity, there would be no future.

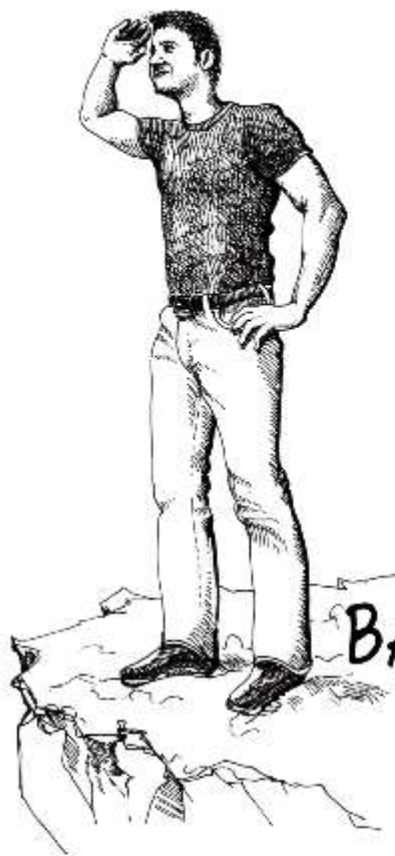
Our corporate culture is based on some
fundamental values,

to which our **people** are faithful,

that pervade the entire **organization**

and find full expression in our **products.**

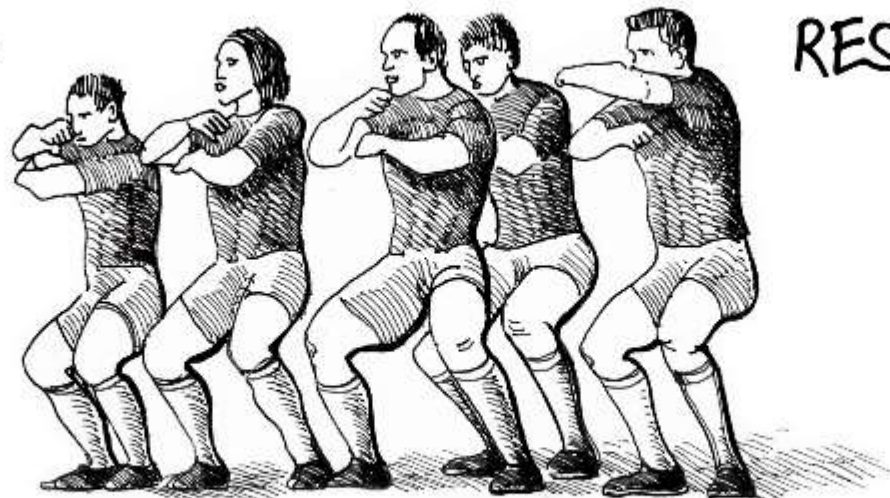
**Our values are
the core of our company.**



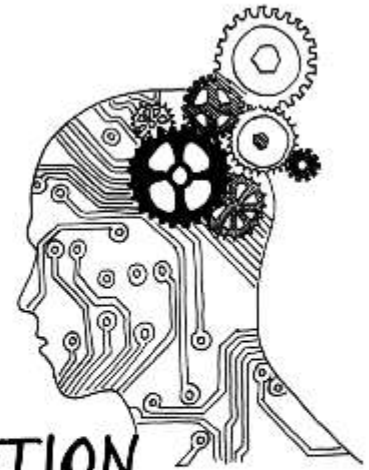
BALANCE



QUALITY



TEAM SPIRIT



INNOVATION

RESILIENCE



4.2

Quality is fundamental for us, both in products and in service.

QUALITY

Our **biggest mistake** is to try to awaken in each one's own **those qualities** that he does not possess, neglecting to **cultivate** those he has.

Marquerite Yourcenar

Don't stop at the symptoms but identify root causes asking yourself at least **5 whys**

Toyota

You understand **what needs to be done well now** and what you can improve later

The People

Build carefully quality **day by day**, on good days as in the bad ones, and you feel it **personally responsible**

Starred Chef

You think about **good products** and solutions for the **customer**, not to big profits

Good Family Man

DE/ANGELI



We place the utmost importance on continuous quality control provided by our expert staff, both in production and in the laboratory.

For us, quality isn't just a technical requirement, but a true way of working. Every product that leaves our departments carries with it the care and attention of those who have followed it step by step, from raw materials to the final product. It's a constant commitment that knows no shortcuts: thorough checks, cutting-edge tools, and an expert eye that captures every detail are part of our daily routine. Therefore, quality isn't a goal to be achieved, but a journey we walk together every day.

Quality improves when every mistake is transformed into a learning opportunity.

In fact, a mistake isn't just a sign of failure, but a valuable source of information that allows you to identify weaknesses, correct processes, and improve skills. In this way, mistakes stop being obstacles and become drivers of growth, generating awareness and stimulating continuous improvement. A culture that values lessons learned from mistakes leads to stronger results, more efficient processes, and more resilient people.

Andrea Vanni (Quality Manager)



4. WE HAVE SOLID VALUES

4.3

We make courageous choices but remain steadfast

BALANCE

Festina lente

Augusto

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

Churchill

Take action by **referring consciously to values** of the company and for the achievement of the vision long term

Kaplan (Execution)

You are ready for action and **not you fall into the trap** analysis/paralysis

Clint Eastwood

Keep the business **simple, ultra-flat and concrete**

Kiss, Keep It Simple Stupid

Act without hesitation but with caution

Augusto

Just take the **smart risks**, avoid those fools

Mike Mc Dermott
not Lester "Worm" Murphy
(Rounders)



We make courageous decisions while maintaining the stability needed to remain successful even in times of crisis. For us, balance isn't immobility, but the ability to move forward with clarity even when everything around us seems uncertain. It's what allows us to take intelligent risks, to face pressure without losing our bearings, and to distinguish what's a priority from what can wait. Across our departments, this means finding creative solutions every day to balance quality, time, and resources, without ever sacrificing excellence. It's this same balance that makes us a team: it helps us enhance individual talents, transform shortcomings into opportunities, and stay united, even on the most challenging days.

Balance is the compass that keeps us from losing our way, even on the most stormy days.

In our department, we often find ourselves having to make quick decisions and find creative solutions balancing essential top-notch quality, time, and resources. Balance allows us to stay calm, face pressure with clarity, and proceed one step at a time, distinguishing what truly matters from what can wait.

It's this same balance that allows us to work as a united team, leveraging each person's strengths and turning shortcomings into opportunities through teamwork.

Gianluca Bertelli (*Enamelling Dept. Manager*)

EQUILIBRIO

Festina lente

Sei che puoi fare decisioni
sagge anche se non hai
tutte le informazioni e
il tempo che vorresti

Churchill

Agisci riflettendoti
coscientemente ai valori
dell'azienda e per il
raggiungimento della visione
di lungo termine

Kaplan (Education)

Sei pronto all'azione e non
cadi nella trappola
analisi/paralisi

Clare Evans

Tieni l'azienda semplice,
ultrapiatte e concreto

Kiss, Keep It Simple St...

4.4

We are tenacious and resist adverse events

RESILIENCE

When the sea is calm
they are all sailors

Proverb

You are tenacious: you
persevere days, months, years
without drop your arms
Alex Zanardi

You always show your face
Skin in the Game (Taleb)

Stay calm and clear-headed
in stressful situations
supporting those around you
Mr. Wolf (Pulp Fiction)



DE/ANGELI

The people who work at De Angeli Prodotti have the tenacity to face and overcome any difficulty to the fullest.

If I were to define resilience with a motto, applied to the world of sports as well as work, I would choose “*I bend but I don’t break*”.

It might seem like the exact opposite of what we often hear, but the ability to adapt to events without definitively giving in leads the way, constantly seeking solutions that, over time, will translate into the ability to effectively resist adversity.

A bit like reeds in the wind, we can’t know when they will happen or how strong the impact of hostile events will be, but we can choose how to deal with them. In sports, events almost never unfold as initially predicted: injuries, tenacious opponents, course conditions, technical failures, in short... perseverance wins.

Over the years I’ve worked there, I’ve seen the company endure and face numerous challenges: unfavorable market conditions, rising energy prices, and intense competition from emerging countries. I’ve put the concept of resilience into practice through innovation and product diversification, which has led to continued economic and employment growth.

Roberto Amistà (*Timing and Methods*)



DE ANGELI
PRODOTTI

4. WE HAVE SOLID VALUES

Constant research and development to continuously grow

INNOVATION

A life without research
it is not worth living

Socrate

Challenge **without**
reverential fear the prevalent
technical and commercial
hirings

Maverick

Assemble and disassemble
large projects in small parts to
search for practical solutions

Legg Man

If you fall behind,
take a leap forward

Steve Jobs

Add **day after day**
value to the product

Master Geppetto

You work with **the best**

Steve Jobs

You don't want to leave
without **leaving a trace**

Elon Musk



DE/ANGELI

Our Research and Development department is staffed by qualified people capable of proposing new, cutting-edge technological solutions.

For us, innovation is never an end in itself: it stems from listening to the needs of the market and our customers, and becomes the driving force that allows us to anticipate change rather than endure it. Every new idea is the result of curiosity, courage, and continuous experimentation, and takes shape thanks to an environment where people are encouraged to try, fail, and try again until an intuition becomes a concrete reality.

Every innovative conductor we develop is not only the fruit of research, but the result of a journey that begins with the concrete needs of our customers. For us, innovation means supporting companies not only with new materials and technologies, but also with the direct presence of our engineers on site. It's there that we gather feedback, observe the details that make the difference, and transform challenges into solutions. For us, innovation means being alongside our customers at every stage: from idea to implementation, up until the moment our product actually goes into operation and demonstrates its value.

Nicola Piovanello, Michele Bolner, Giovanni Peron, Davide Peroni, Debora Mimo
(Technical and R&D Department)



4. WE HAVE SOLID VALUES

4.6

We are united and we are all rowing in the same direction



TEAM SPIRIT

Zero tolerance for bullshit
Marchionne

Please contribute to **mixed working groups** outside from your specialization
Ajax '70

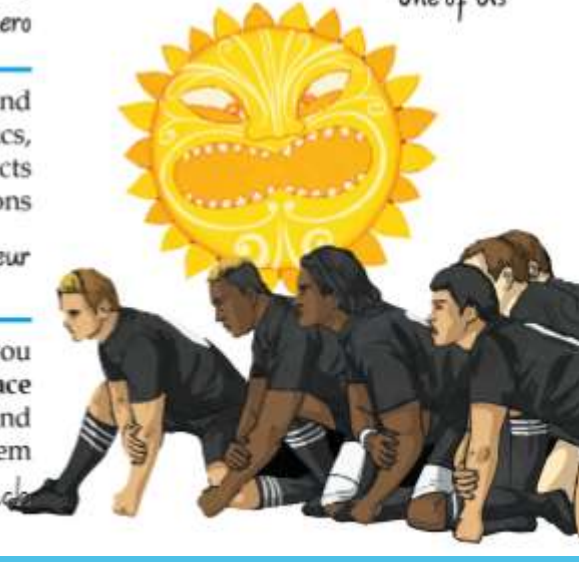
You are Always Open:
Open Space, Open Minded,
Open Innovation, Open Doors
Pannella

Share information openly in verbal form and written, in an articulated and concise way
Lutero

Be an inspiration to others with your **great commitment and listening skills**
One of Us

Fight bureaucracy and every rigidity, politics, mediocrity that infects organizations
Entrepreneur

Put your **trust** in others, you **delegate** a lot, you leave **space** to **young people** and encourage them
Coach



DE/ANGELI

Common goals motivate us and push us to work together and collaborate as a true team.

Team spirit is our true strength!

Our company's most important value is team spirit.

All other values (from quality to innovation, from resilience to balance) are concretely applied and multiply only when the team works in harmony.

Being a team means collaborating every day, bringing together different generations, corporate roles, cultures of origin, specific skills, and genders.

Mutual respect and trust are the foundations of our great strength, allowing us to face challenges and achieve increasingly ambitious goals.

Be aware that team spirit fosters dissent, and everyone must have the psychological security to express it with confidence.

When everyone contributes their talents, they become part of a greater result, one that no one could achieve alone.

Team spirit is what unites us, helps us grow, and makes us truly unique.

Luca Mora (CEO)



Produciamo energia pulita	
POTENZA ISTANTANEA	Kw
ENERGIA PRODOTTA	MWh
EMISSIONI IN ATMOSFERA	ton
NETTOLIO RISPARMIATO	ton

4.7

Our values are so concrete that we have certified them in every way

We pay attention to all the important aspects of business operations and have certified our organizational system in various areas. These aren't just certificates hanging on the walls, but daily commitments that guide our work and give our customers the certainty of having a serious and reliable partner at their side.

Quality is our starting point, and is guaranteed by ISO 9001 certification, which attests to solid and controlled processes at every stage. In the automotive sector, one of the most rigorous in the world, we meet the highest standards with IATF 16949 certification, a sign of an organization capable of meeting complex and stringent technical requirements.

At the same time, we regard environmental protection as a duty to the planet and to future generations: ISO 14001 recognizes our environmental management systems and our commitment to reducing the impact of our activities.

Social responsibility is another cornerstone of our culture: with SA8000, we have formalized what has always been part of our DNA: respect for people, their rights, and working conditions.

Safety and energy complete the picture: ISO 45001 demonstrates our ongoing commitment to protecting the health and safety of workers, while ISO 50001 demonstrates our ability to manage energy efficiently and sustainably, reducing waste and consumption.

Together, these certifications demonstrate a company that goes beyond simply declaring its values, making them concrete, measurable, and internationally recognized. They demonstrate that the principles we believe in **don't just remain on paper**, but truly guide our way of being and working every day.





5

TEN RULES PLUS ONE

5

TEN RULES PLUS ONE

Every company has its own rules, often written in official documents or procedures that end up locked away in a drawer. Not so with us: we've chosen to put down in black and white **ten simple principles**, understandable to everyone, that impact the way we work every day. **These aren't imposed from above**, but a shared pact born from collective experience and observation of company life. Ultimately, ten clear rules are more powerful than pages and pages of manuals: they remind us that organizational culture is made up of concrete behaviors, not abstract words. This Decalogue is the compass that guides us in everyday situations: when we need to trust each other and leave room for colleagues' ideas, when we need to persevere even if the road is long, when we need to simplify rather than complicate, or have the courage to face challenges without backing down. These rules encourage us to communicate more and better, to create mixed work groups to solve problems quickly and effectively, to avoid getting trapped in bureaucracy, and to always maintain a customer-centric focus. Each of them **isn't just a concept**, but a concrete way of doing things. In this chapter, we won't just list them: we'll explain them through **practical examples**, everyday incidents, and situations that show how these principles truly take shape and become a living part of our identity. Because the value of a rule lies not in writing it, but in seeing it embodied by real people, in moments of shared work. The Decalogue is, ultimately, our way of reminding ourselves who we are and how we want to grow. It's a mutual commitment that keeps us united and allows us to face the future without losing sight of the essentials: trust, collaboration, simplicity, and passion for what we do. As we browse the following pages, we'll discover how these ten rules aren't just theoretical guidelines, but practical tools for living our **organizational culture** every day, transforming it into positive energy and concrete results.

DECALOGUE OF ORGANIZATIONAL BEHAVIOUR

1. TRUST

Put **trust, trust, trust** in the whole team, from the youngest to the most experienced
"Man as an end and never just as a means" (Immanuel Kant)

2. DELEGATION

Because you trust, **incubate the intelligence of your colleagues** and
practice delegation wider to stimulate the initiative.
(3m's Boss William McKnight)

3. SELF-DISCIPLINE AND PERSEVERANCE

So much delegation requires **self-discipline: train it!**
Persevere days, months, years, decades with consistency.
"Persevering is human" (Pietro Trabucchi)

4. DOWN WITH BUREAUCRACY!

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

5. CHALLENGE

Share with colleagues and savor the **TASTE OF THE CHALLENGE:**
Don't be afraid to make mistakes, think big and aim high.
"Big Hairy Audacious Goals" (Jim Collins - Build to Last)

6. COMMUNICATIOOOON!!!

Communicate to everyone at least 7 (seven/00) times, transparently and to the point,
listen twice as long, then start again.
Anonymous Essay

7. MIXED Problem Solving GROUPS

Form **small, well-matched groups (A3) without the need for unnecessary hierarchy**
address the problems concretely.
"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 LIKE AUGUSTO...

Act without hesitation but with caution: **do - correct - adjust the shot**
"Festina lente" (Augusto)

10. THE MANAGEMENT OF THE FUTURE is not a dream

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

E AND FINALLY MEMENTO: WE LIVE FOR THE CUSTOMER!

The whole team works for the customer, but be careful:
in close contact **with the technical side of the customer.**

We trust people from the start. We don't control everything: we prefer to encourage autonomy, assigning clear tasks and realistic goals, offering support when needed, and allowing for individual creativity. We actively involve new or less experienced people, listening to ideas that differ from our own, without imposing ourselves or asserting a higher position.

Trust starts with us: we are the first to lead by example, with openness, transparency, and responsibility.

What values does it arise from?

- ◆ Team Spirit: trust is the invisible glue that holds a team together, especially when things get tough.

Our implementation tools

- ◆ Assume that every idea has underlying value: listen thoroughly before judging.
- ◆ Show trust by acting first: propose, ask for feedback, share doubts and solutions without fear.
- ◆ Involve those with less experience and give weight to their suggestions, even if they differ from yours.
- ◆ Seek advice even from those who don't have a formal "expert" role: trust is horizontal.
- ◆ Be transparent in your decisions: explain what you do and why, even when it's uncomfortable.

A practical example of trust

We chose to trust engineers and department heads, even those new to the company, entrusting them with the production development of our innovative drivers. We didn't impose strict supervision or seek immediate validation: we recognized their potential and gave them the space to act independently, valuing their ideas and supporting them in challenging moments.

Trust began with us, with a concrete act of openness and responsibility: we fully involved them, listening to them even when their proposals diverged from those of more experienced experts. For example, we entrusted Giacomo Sarti with the ACCM, the flagship of our carbon-core drivers. The result speaks for itself: today, several products, just like the ACCM, have become successful projects, and Giacomo is our young Plant Manager.

An example of how trust, understood as horizontal and active trust, can transform into real value for everyone.

The entire Operational Excellence team. A team of people who actively collaborate on multiple projects, earning and instilling trust. The team is made up of engineers, department heads, and managers from various company areas.



Delegating is an act of trust, not perfection. We also give space to those who are still growing, allowing them to make decisions and gain skills and self-confidence. We know that delegating doesn't mean “*doing everything our way*”, but rather guiding the team toward achieving the final result.

We remain present: we ask, we listen, we share our knowledge. We don't intervene out of anxiety or ego, but to help people grow or make adjustments.

What values does it arise from?

- ◆ Team Spirit: because a team grows when everyone can take action.
- ◆ Innovation: because every person is a potential node to be activated.

Our implementation tools

- ◆ Accept that the final outcome may be different from what you would have done.
- ◆ Be available for clarification, but avoid intervening: distinguishing between “*helping*” and “*replacing*” is essential.
- ◆ If you delegate, assign responsibility for the outcome, not just the task.
- ◆ Adapt your delegation style to the person: some need more structure, others more freedom.
- ◆ **Don't judge** a single effort: delegating means investing in improvement over time.

A practical example of delegation

In our company, delegation has never been a formal gesture: it's a conscious investment in the growth of our people, especially our young people. We believe that every team member is a potential hub to be unlocked.

That's why we entrusted Vittoria Bottin with the responsibility of bringing our high-voltage conductors to international markets, Gianluca Bertelli with the leadership of the Enamelling Department, including coordinating its major expansion, and Fabio Bagatella with the implementation of all scheduled maintenance throughout our complex plant.

Everyone was entrusted not only with a task, but also with the responsibility for its outcome. We offered support, not control, clearly distinguishing between leadership and substitution.

These experiences demonstrate that delegation, when born of trust and team spirit, is a powerful lever for innovation and shared development.



We are disciplined and consistent, even when no one is watching. We meet commitments and deadlines with integrity and precision, approaching every task, even the most repetitive, with care. We organize our work methodically and don't give up in the face of obstacles, analyzing the problem methodically and systematically. We ask for help when more than one person is needed to complete a task within the required timeframe, and we collaborate to achieve the result. We remain patient and thorough, persevering until we reach our goal.

What values does it arise from?

- ◆ Resilience: because only those who persevere with clarity truly overcome obstacles.
- ◆ Quality: because without continuity there is no excellence, only luck.

Our implementation tools

- ◆ Organize your day methodically: set priorities, block out time, and maintain focus.
- ◆ Meet deadlines even if no one is checking in on you: your reliability is built in silence.
- ◆ **Don't wait for someone** to tell you what to improve: direct your development yourself.
- ◆ **Don't abandon a task at the first sign of difficulty**: find another way, not another excuse.
- ◆ Focus on the result, not the hours spent: work smart, not just a lot.

A practical example of self-discipline and perseverance

For over 30 years, we have been pursuing, with perseverance and method, an ambitious and exemplary project: reducing energy consumption, eliminating solvents, and eliminating emissions in the production of enameled copper flat wires. It's a commitment that requires patience, rigor, and clarity, especially because it's not a "*major breakthrough*", but rather a slow and silent effort, driven by continuous improvement.

Every new technology introduced in the Enamelling department, every regulatory update, every goal we choose to set ourselves is an opportunity to go deeper. **We don't stop at difficulties, we don't get discouraged if the result takes time: we rely on method, quality, and perseverance.**

The idea remains valid, the potential is high, and the progress tells us we're headed in the right direction. That's why we'll never give up!

A team of process engineers, technicians, department heads, and operators who study the challenges of the Enamelling department every day, achieving results and improvements that allow us to develop cutting-edge products in this sector as well.



5.4

4. Down with bureaucracy!

We eliminate the superfluous to work better. We eliminate unnecessary roles or committees, optimize processes, and simplify workflows, eliminating activities that don't add value. We work to be more agile and efficient, **not to maintain complicated bureaucratic structures merely for the “sake of form” or compliance.** If a form, a meeting, or a green light isn't needed, we eliminate it. If we have the choice between filling out a file or doing something, we choose doing it.

What values does it arise from?

- ◆ Balance: because simplicity is organizational power.
- ◆ Quality: because only those who have time to dedicate to content can build something solid.

Our implementation tools

- ◆ Ask yourself a question for each step you take: does it add value or is it just formality?
- ◆ Simplify wisely: cut unnecessary activities even if *“they’ve always been done this way”*.
- ◆ When you can, take action instead of filling in: concreteness comes before formality.
- ◆ Reduce steps for other steps as well: a process is truly efficient only if it's efficient for everyone.
- ◆ Avoid multiple approvals for the same topic: if responsibility is clear, approval is superfluous.

A practical example of simplified bureaucracy

For years, we have managed our strategy through mixed groups called A3T, structured without unnecessary hierarchies. In these groups, each participant is able to freely contribute their ideas, regardless of role or seniority. The coordinator is not a boss, but rather the person who demonstrates the greatest commitment and passion for the topics discussed and their implementation. The opinion and proposal of the newest member (if valid) carries the same weight as that of the highest-ranking member and is taken into consideration immediately, without hesitation. This approach eliminates unnecessary steps and enhances concreteness, focusing on valuable contributions rather than form or position, fully consistent with our commitment to simplifying and working with agility.



An example of a successful A3T: “A3 enameled wires”. Pictured are some of the project managers: Luigi Bertipaglia (customer technical support), Gianluca Bertelli (enamelling department manager), Andrea Roncon (enamelling technologist), and Alex Caron (enamelling shift supervisor).

We challenge ourselves, every day. We don't settle for less: we aim high, even when results aren't guaranteed. Challenges push us to grow, especially when faced together. We see problems as opportunities to improve as individuals, as a team, and to continually challenge ourselves. We value attempts, not just successes: when we fail, we learn; when we succeed, we share how.

What values does it arise from?

- ◆ Innovation: because every new idea is born from a challenge.
- ◆ Resilience: because every difficult goal requires effort, setbacks, and relaunches.

Our implementation tools

- ◆ Choose goals that make you a little uncomfortable: if they don't scare you at least a little, you're not growing.
- ◆ **Question what you've always done:** innovation comes from doubt, not from routine.
- ◆ Offer support to those who take the initiative: boldness is strengthened when shared with the entire team.
- ◆ If you make a mistake, analyze what went wrong and share it: failure is a resource, not a failure.
- ◆ When you achieve a result, pave the way for others: share the journey, not just the finish line.

A practical example of challenge

In the late 1990s, it was considered unthinkable for an outsider to enter the CTC (Continuously Transposed Cable) sector, the most highly technological magnet wires for large power transformers, traditionally controlled by a few long-standing manufacturers.

Despite widespread skepticism, we decided to invest millions of euros and challenge established opinions, determined to establish ourselves in a complex and competitive market.

Today, thanks to that courageous decision, we are among the most established players in an industry experiencing extraordinary growth, consistent with our strategy of focusing on increasingly technologically advanced magnet wire products.

This journey is a concrete demonstration of how challenge, supported by innovation and resilience, is the engine of our growth and success.

Some members of the team of engineers, technicians, and operators working in the Continuously Transposed Cable department. An example of how experience and innovation enable the creation of cutting-edge, high-quality products. In 2002, the CTC was a challenge; today, it's a concrete reality!



We communicate clearly, openly, and continuously. We repeat important messages, across multiple channels and to everyone, without excluding anyone. We never assume that saying it once is enough. We use simple words and avoid ambiguity.

We listen carefully, even to those who speak little. If something isn't clear, we ask; if they don't understand, we explain further: communication isn't over when you speak, it's over when the other person understands.

What values does it arise from?

- ◆ Team Spirit: because without communication there is no teamwork.
- ◆ Quality: because clarity prevents errors, inefficiencies, and misunderstandings.

Our implementation tools

- ◆ **Promote and listen** to everyone's opinions, even those who don't speak much or are at a lowly organizational level.
- ◆ If something isn't clear, **don't wait**: ask for clarification immediately, without fear.
- ◆ **Create time for discussion within the team**, even in informal settings.
- ◆ Rephrase your message if you realize it hasn't been understood: **communication also means adapting**.
- ◆ **Listen carefully**: don't interrupt or think about your response while the other person is speaking.

A practical example of communication

Every month, we practice open and inclusive communication through our internal Newsletter, dedicated to all colleagues, regardless of role or function. In this space, we share all topics relevant to company life: from successes to failures, without filters or omissions.

We make important data accessible, such as accident-free days, TOE saved thanks to photovoltaic, cogenerator, and tri-generator systems, or the percentage of waste recovered each month. No aspect is overlooked: total transparency is guaranteed.

Anyone interested (and willing to dedicate a few minutes to reading) can access a comprehensive and clear overview, on the same level of knowledge as the CEO. And for the lazy ones... the newsletter is read by Vittor-IA!

Because for us, communication is not a formal act: it is a daily tool for participation, listening, and shared awareness.



Hi, I'm Vittor-IA!

Find out how we communicate
at De Angeli Prodotti!

WATCH THE VIDEO!

5. TEN RULES PLUS ONE



7. Mixed Problem Solving groups

We solve problems together, with diverse perspectives. We form mixed teams, combining different skills, roles, experiences, and perspectives. **We don't wait for permission:** we act with initiative, clarity, and shared responsibility. In our teams, everyone speaks, everyone listens, no one leads. Discussion leads to action, not endless debate. Disagreement is useful if it helps find solutions. And when a solution works, we transform it into a process, to provide a positive contribution to all the other teams.

What values does it arise from?

- ◆ Team Spirit: because results come from collaboration among peers.
- ◆ Innovation: because a variety of perspectives generates new solutions.

Our implementation tools

- ◆ Involve people with different roles and perspectives: a good team isn't made up of similar people, but complementary ones.
- ◆ Bring clarity: each group must know why it exists, what it needs to solve, and when.
- ◆ Evaluate the group on the impact of the solutions, not on the number of meetings held.
- ◆ **Don't seek consensus** at all costs: embrace disagreement as a lever to improve the final decision.
- ◆ If a team gets stuck on theory, ask: *"Who else can help me solve this better?"*

A practical example of a mixed-stakeholder problem-solving team

The IDE*Angeli* project activates our collective intelligence every day. It engages every member of the company, from production departments to offices, to identify and propose ideas that improve efficiency, functionality, and the quality of corporate life, starting from what everyone knows best: their own daily work. We believe that the most valuable knowledge often resides in those who do things every day, in every corner of the company. That's why we welcome proposals at every level, from small details to the most ambitious goals, and each month we select the most effective idea, rewarding it and implementing it with the name of the proposer next to the result.

Since 2017, we have awarded 111 IDE*Angeli*: concrete proof of our commitment to building solutions together, valuing diverse perspectives, without hierarchies or formalism.

Because for us, problem solving is active collaboration and shared improvement.



TI
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5. TEN RULES PLUS ONE

We choose the simplest path for everyone: if it doesn't exist, we create it with clear and precise instructions. We get straight to the point, without unnecessary words or steps. We simplify structures, processes, and roles, eliminating anything that doesn't add value.

We scientifically search for problems in our processes. If we improve or make something more efficient, we don't just change our own part, we impact everyone's.

What values does it arise from?

- ◆ Balance: because less complexity means more focus on the essential.
- ◆ Quality: because quality is also measured by the clarity of what we do.

Our implementation tools

- ◆ When possible, choose the clearest path, not the longest.
- ◆ Eliminate any step, process, or role that doesn't have a real impact: if it's not needed, remove it.
- ◆ If a problem recurs, get to the bottom of it methodically: don't patch things up, find the cause and fix it for good.
- ◆ Don't just simplify your part: make the process more streamlined for everyone who works on it after you.
- ◆ If something works well, ask yourself how you can create a standard elsewhere, creating a true methodology.

A practical example of a simple and flat organization

Despite our size, we strive every day to keep the company lean, fast, and flat in decision-making processes. We work in shared open spaces, without barriers between functions or roles, and we make decisions quickly, but only after fully understanding the data and the direction to follow. This allows us to act clearly and without missing opportunities.

A concrete example? A few years ago, we received a large order for colored high-voltage conductors, before we even had the production line to manufacture them. In just a few months, and without unnecessary steps, we designed, purchased, assembled, and started up the new line, successfully completing production.

All this was possible because every day we choose the clearest, fastest, and most beneficial path for everyone. We eliminate the redundant and put into motion what really matters.



A small group of people working on the (literally “in” the photo) coloring line. Their work allows us to create one of our most unique and sought-after products: low-impact colored cables!

Let's act **quickly, but with clarity**. Let's not delay out of fear: let's start small and with the data we have at hand, and observe the results. Making quick decisions doesn't mean being impulsive, but effective.

Time must be used wisely: let's set realistic deadlines, which we respect **to give others the time and space to act**.

Making mistakes is part of the game: if we do, we acknowledge them, share them, and learn quickly.

What values does it arise from?

- ◆ Balance: because choosing when to act is as important as what to do.
- ◆ Resilience: because knowing how to adapt quickly is what keeps us moving.
- ◆ Innovation: because improvement comes from the action-correction-action cycle.

Our implementation tools

- ◆ Decide with the data you have: **don't wait for absolute certainty** to begin.
- ◆ Start small: test, observe, then quickly adapt if necessary.
- ◆ Act effectively, not hastily: speed isn't haste, it's concentration.
- ◆ Before postponing a decision, ask yourself: "*Am I avoiding it out of perfectionism or responsibility*"?
- ◆ Use mistakes as direction indicators, not as personal failures.
- ◆ **Respect others' time** as well as your own: set clear and realistic deadlines, then stick to them.

Un esempio pratico di azione veloce ma prudente

Quando abbiamo concepito lo Smart Conductor per il monitoraggio delle linee ad alta tensione, abbiamo intuito un bisogno reale, pur in assenza di un mercato già formato. Non ci siamo bloccati in attesa di certezze: abbiamo agito con lucidità e misura, realizzando un primo prototipo veloce, usando componenti esterni per testare rapidamente l'idea.

Quel primo passo ci ha permesso di capire cosa serve davvero per trasformare l'intuizione in un prodotto industrializzabile. Da lì, abbiamo acquistato le linee produttive necessarie e abbiamo imparato gradualmente a usarle, consolidando competenze un passo alla volta. Abbiamo trovato i partner per le componenti critiche, come morse ed elettronica, costruendo l'ecosistema necessario.

Oggi abbiamo finalmente un cliente pioniere pronto a testare il nostro Smart Conductor: una sfida nata da una decisione rapida, ma non affrettata. Un esempio di come sappiamo agire con efficacia, adattarci, e migliorare strada facendo.

A group of six De'Longhi employees, three men and three women, are standing in a factory setting. They are wearing blue and black work uniforms with the De'Longhi logo. To their left is a large industrial machine with several spools of fiber in various colors (purple, orange, blue, red). The machine has various rollers and guides. The background shows a typical industrial environment with metal structures and overhead lighting.

The FIMT (Fibers in Metal Tube) line is one of our most recent investments. It puts optical fibers in our conductors of the future! A team of engineers, technicians, and operators work every day to create one of our company's latest products.

10. The management of the future is not a dream

We create the management and leaders of the future every day, at every level. We don't wait for instructions: we propose, guide, and put passion into what we do. We apply creativity even to small problems, because every change stems from an idea. We work with discipline to pursue a purpose, not because we passively follow orders. We don't accept things "because it's always been done that way": we take responsibility for improving them.

What values does it arise from?

- ◆ Innovation: because only those who dare can change.
- ◆ Team Spirit: because leadership is distributed.
- ◆ Resilience: because building the future requires strength, not obedience.

Our implementation tools

- ◆ Propose an improvement every month, even if it's small: innovation is a practice, not a stroke of genius.
- ◆ When faced with a problem, avoid looking for the culprit: ask yourself what you can do to improve the situation.
- ◆ If something isn't working, **don't wait for instructions**: intervene with common sense and then share what you've done.
- ◆ Challenge the habit when it no longer makes sense: ask "*why?*" before saying "*ok*".
- ◆ Be disciplined: follow effective methods, not because they're imposed, but because you've responsibly chosen them.

A practical example of future management

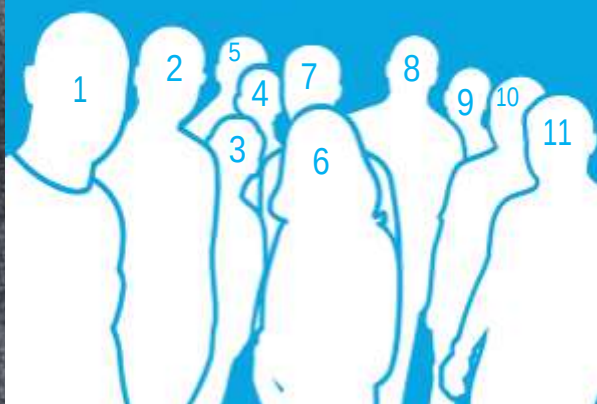
Our management isn't a choice dictated by chance or seniority: we offer trust and career opportunities aligned with each individual's great passions, which we sincerely admire. When, during a crucial period, all department heads were approaching retirement at the same time, the company made a courageous choice: instead of simply appointing more experienced successors, it chose to place its trust in a new generation of thirty-year-old professionals.

Examples of this approach abound! They were given the opportunity to showcase their distinctive skills, highlighting what made them unique. They weren't expected to have "*all the skills ready*", but instead chose to leave room for initiative, creativity, and a desire to learn.

This decision overturned traditional logic: the focus wasn't just on resumes or seniority, but on **personal value and passion**. Because the management of the future isn't measured in years of service: it's built, day after day, by putting your true self into play.



An example of our future leaders!



1. Nicola Lazzaro from IT clerk to Marketing Manager
2. Francesco Zemignan from Laboratory clerk to Sales Manager
3. Mattia Bellan from Maintenance Tech. to Installation Supervisor
4. Mattia Brunello from Machine Operator to Shipping Clerk
5. Mauro Tegani from Machine Operator to Planning Clerk
6. Maristella Vianello from Administration and Accounting to Sales Manager
7. Dennis Ganguzzi from Machine Operator to Programming
8. Mirco Andreotti from Machine Operator to Taping Department Manager
9. Cesare Carli from Machine Operator to IT clerk
10. Andrea Gian from Shift Supervisor to Sales Manager
11. Marco Bissoli from Machine Operator to Drawing Department Manager

And finally, memento: WE LIVE FOR THE CUSTOMER!

The customer is at the center of everything we do: it's for them that we design, produce, and improve every day. It's not just about "serving" them, but about understanding their deepest needs and supporting them with technical expertise, proximity, and reliability. For us, living for the customer means putting ourselves in their shoes, anticipating their needs, and building a lasting relationship of trust. At the same time, we never lose sight of the technical aspect: our strength lies precisely in being a concrete partner, capable of communicating with their engineers, specialists, and departments, delivering solutions that truly work. The entire team works with this mindset: not as suppliers, but as an integral part of the customer's journey to success.

What values does it arise from?

- ◆ **Quality:** because living for the customer means guaranteeing impeccable, safe, and reliable products and services. Quality is the first form of respect for those who choose us.
- ◆ **Team Spirit:** because no one can meet all of a customer's needs alone. It requires the coordinated contribution of different departments, united by a common goal: to satisfy and support those on the other end.
- ◆ **Innovation:** because customer demands are constantly evolving. Maintaining standards isn't enough to stay at their side: you need to be able to propose new solutions, anticipate needs, and offer added value.
- ◆ **Resilience:** because challenges are never lacking, and customers often involve us in their problems. Being resilient means facing unexpected events, difficulties, and changes without losing sight of mutual trust and quality of service.

Our implementation tools

- ◆ **Active listening and ongoing dialogue:** we meet with customers frequently, gather feedback, and understand their needs, both stated and implicit.
- ◆ **Dedicated technical expertise:** our engineers and specialists work alongside the client, speaking the same technical language and co-designing solutions.
- ◆ **Co-development projects:** we don't just supply products; we work together to build customized innovations.
- ◆ **Certified and controlled quality:** each process is monitored and verified to ensure consistent standards, which the client can experience firsthand.



6

SUSTAINABILITY INSIDE AND OUT

6

SUSTAINABILITY INSIDE AND OUT

At De Angeli Prodotti, being “sustainable” means working to ensure our business thrives today without ruining tomorrow: reducing waste, using fewer resources, and respecting people and the environment. This is the driving force behind every decision we make.

From the outside, it’s immediately obvious: our products are essential for developing the electricity grid, improving connections, and promoting a cleaner, greener energy transition. Simply put, we are an active part of the global revolution toward decarbonization!

But there’s also an internal dimension, perhaps less visible but equally important: for years, we’ve been working to make our production more responsible, safe, and environmentally friendly. It’s not just the final product that matters, but also how it’s made! This ongoing commitment encompasses international certifications, emissions monitoring, self-generated energy, and caring for people and supplier relationships. External and internal, global and local: we embrace sustainability on multiple fronts, challenging ourselves every day to go one step further.

DE ANGELI
every wire, everywhere. **PRODOTTI**

Produciamo energia pulita

POTENZA ISTANTANEA
instantaneous power

ENERGIA PRODOTTA
energy produced

TONNELLATE DI CO₂ NON IMMESSE IN ATMOSFERA
CO₂ not emitted in atmosphere

TONNELLATE EQUIVALENTI DI PETROLIO RISPARMIATE
fuel oil saved

Kw

MWh

ton

ton

UFFICI

OFFICES



6.1

Agenda 2030

The 2030 Agenda is the UN plan endorsed by 193 countries: a list of 17 goals to make the world more sustainable, fair, and environmentally friendly by 2030. For us, it's more than just an international program: it's a way of expressing how we want to work, today and tomorrow.

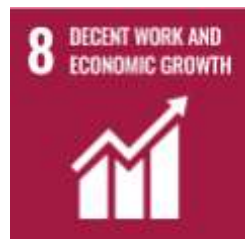
Our commitment is focused on three fronts, which we've been pursuing for years:

- ◆ **Social responsibility** → We put people at the center. With SA8000 and ISO 45001 certifications, we guarantee safety and respect, and with ongoing training, we help everyone grow, both at work and as individuals.
- ◆ **Environmental sustainability** → Reducing our impact is a goal we pursue every day. With ISO 14001, we monitor our processes, and through R&D, we seek increasingly sustainable solutions, together with our suppliers.
- ◆ **Economic sustainability** → Over the years, we have built expertise, products, and customers, creating solid and lasting value for the communities and markets in which we operate.

Three directions, one belief: sustainability is the thread that binds together everything we do inside and outside the company.

What is the 2030 Agenda for De Angeli Prodotti?

For us, the 2030 Agenda is a compass that unites corporate growth with respect for people and the environment. We promote health and safety in the workplace, invest in ongoing training, and believe in inclusive employment based on equal opportunities and social responsibility. With our products, we support innovative infrastructure and sustainable cities, promoting the energy transition and reducing consumption. We are committed to responsible and circular production, reducing waste and emissions thanks to cutting-edge technologies, renewable energy, and careful resource management. All our actions contribute to the Sustainable Development Goals with consistency and vision.



6.2

All, absolutely all of our emissions

When it comes to sustainability and climate change, greenhouse gas emissions are a central issue. To provide a comprehensive picture, we use an international classification that divides emissions into three categories, called *Scopes*.

- ◆ Scope 1 concerns direct emissions generated by the company's internal activities, such as the fuels used in our production plants.
- ◆ Scope 2 covers indirect emissions related to purchased energy, such as electricity drawn from the grid.
- ◆ Finally, there is Scope 3, the most complex: it includes everything that happens along the supply chain, from suppliers to transportation, to the production of raw materials.

Since 2020, we have been carefully monitoring our Scope 1 and 2 emissions: an important step, considering that we are now considering 20% more regulatory emission categories than we were aware of before 2020. But this effort alone is not enough, because many companies are now doing it. The real challenge is tackling Scope 3, which means looking beyond our gates and taking responsibility for what happens before and after our production. That's why we've decided to engage with suppliers, request reliable data, foster greater awareness, and initiate shared improvement processes. It's not just about reducing environmental impact or having a comprehensive vision: it's an investment in shared growth — for us, for them, and together.

+ 20%

Emission categories
controlled compared to 2020



- 35%

CO₂ per kg produced
since 2020

6.3

We produce our own energy*

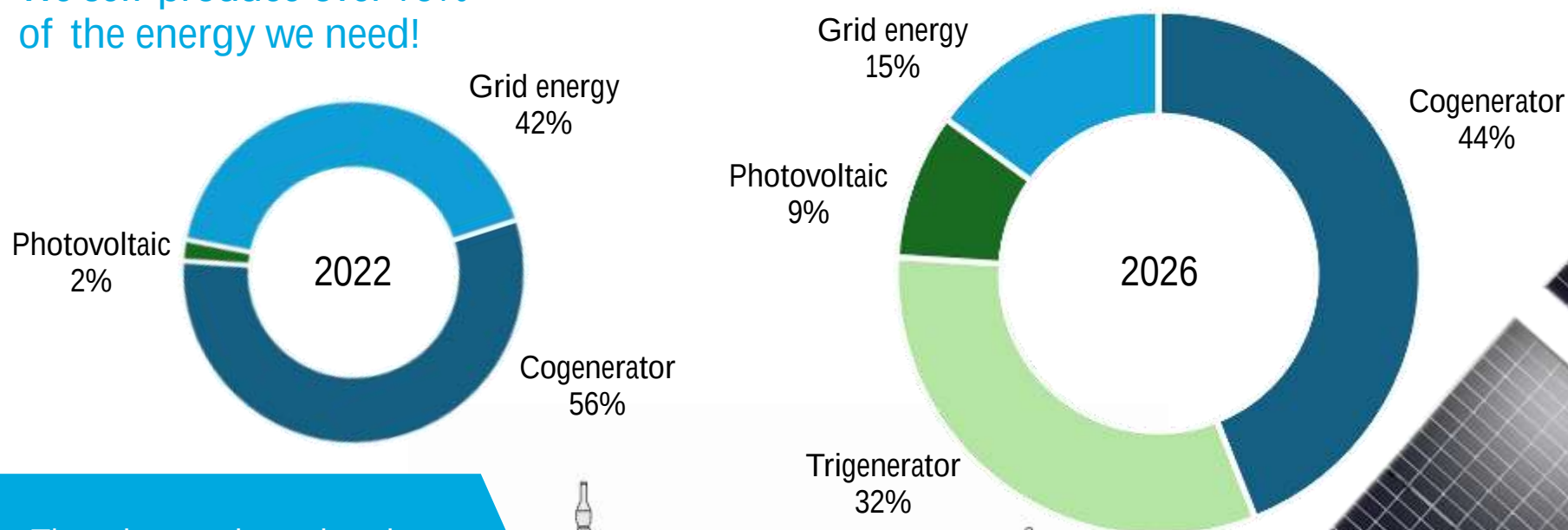
Since 2011, we've chosen a specific and ambitious path: **producing our own energy**. It was a far-sighted decision, because it doesn't just mean saving money, but above all reducing our environmental impact and becoming a leader in the energy transition. Our solar panels capture sunlight every day and transform it into clean, renewable, zero-kilometer energy.

Alongside photovoltaics, cogeneration and trigeneration systems harness the heat from our industrial furnaces: what would otherwise be waste, here becomes a resource. No waste, just extra energy.

Thanks to these technologies, we are now able to cover over 75% of our energy needs (which isn't yet 100%, but it's almost there!), drastically reducing grid demands and atmospheric emissions.

And we're not stopping there. From 2025, **all of the company's roofs will be covered with solar panels**, transforming every available surface into a clean power plant. We are also building a new photovoltaic shelter for the parking lot: a tangible symbol of how we intend to exploit every space and opportunity to become increasingly self-sufficient and sustainable. Our goal is clear: a future in which the energy we consume is the same as the energy we produce.

* We self-produce over 75% of the energy we need!



The trigeneration plant is capable of simultaneously generating electricity, heat, and cooling, using fewer resources and reducing waste.



6.4

Partners in sustainability

For De Angeli Prodotti, sustainability doesn't stop at the company's borders: it's a journey that embraces the entire value chain and involves those who, alongside us, help shape our products. This is why we see suppliers not as mere external players, but as true strategic partners with whom we share goals, responsibilities, and vision, in line with the SDGs of the 2030 Agenda and our sustainability policy.

We don't simply choose suppliers based on the quality of their products or services: we seek partners who comply with ethical, social, and environmental standards, because we believe that only in this way can we grow together in a solid and responsible way. Collaborating in this direction means raising the bar for quality, promoting innovation, and spreading best practices throughout the supply chain.

The results we present today are not the result of chance, but rather the result of ongoing dialogue, systematic commitment, and constant work to build relationships based on mutual trust, transparency, and the desire to look to the future as a shared journey.

This approach allows us not only to reduce risks and impacts along the value chain, but also to generate new opportunities. Working together with our suppliers means encouraging them to innovate, improve their processes, and introduce more sustainable practices that over time become a shared asset. It also means fostering a culture of responsibility that extends well beyond our plants, involving communities, regions, and markets.

Sustainability, in fact, is not a goal achieved alone, but a path built step by step with those who walk alongside us. It is a commitment that requires perseverance, the ability to listen, and a willingness to get involved, but it brings enormous value in return: mutual trust. In this way, we create a virtuous ecosystem in which every player, large or small, has the opportunity to contribute and benefit from shared progress. And it is precisely in this network of solid and responsible relationships that we see our true competitive advantage: growing together, with consistency and vision, towards a better future.



95% of our suppliers have signed our code of conduct



89% of our suppliers operate under contracts that include sustainability clauses



94% of our suppliers have signed the declaration of commitment to Corporate Social Responsibility.

6.5

We put people at the center

From the very beginning, we've focused on our team: responsible, independent people with a desire to take on new challenges every day. We believe that people make the difference, and that's why we put them at the center of all our decisions.

We don't discriminate based on origin: people from 20 different countries, from Europe and the rest of the world, work for us. This wealth of cultures, languages, and perspectives makes us stronger and more innovative. We've also increased the female presence in production, from 0.6% in 2021 to 18.2% in 2025.

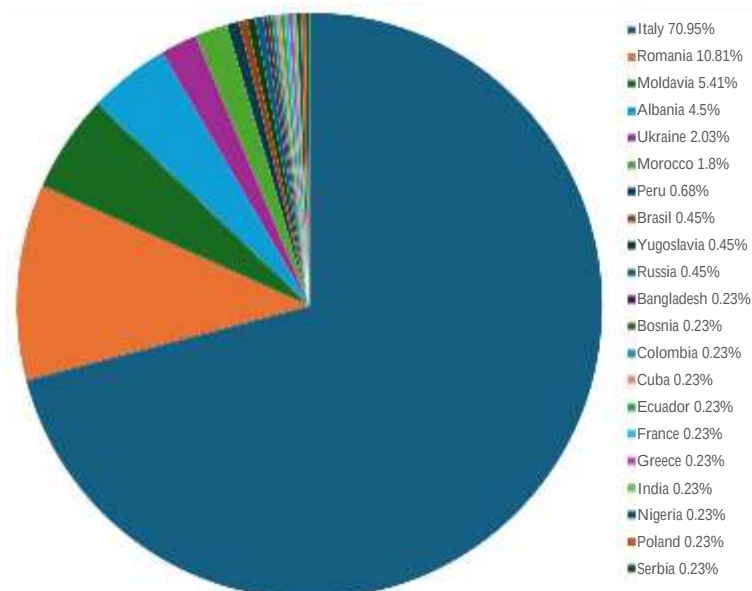
This is a significant milestone, but we want to continue growing in inclusion and equality. With SA8000 certification, we guarantee a fair, safe, and respectful work environment: no discrimination, no exploitation.

And then there's training: in the last year, we've dedicated over 5,600 hours to safety, technical skills, and soft skills. We've also created our own company DOJO (in photo), which we consider a true training ground: a space where every colleague can periodically receive safety training. Because training isn't optional: it's the heart of a suitable, safe, and inclusive work environment.



A mosaic of cultures

70.95% of our employees are Italian, but nearly 30% come from other countries, bringing with them languages and traditions that enrich our company every day. This diversity is fully integrated into all roles and at all levels. Thus, our company becomes a mosaic of cultures working together, demonstrating that value always comes from people. The diversity of backgrounds is the spark that fuels new ideas and solutions, making our team better equipped to face global challenges and transforming differences into opportunities for shared growth.





7

OUR TEAM

7

OUR TEAM

These pages contain the beating heart of De Angeli Prodotti: our people. There are so many of them, with diverse backgrounds, skills, departments, and offices, but all united by a value we feel is deeply rooted in ourselves: Team Spirit. It's not an abstract concept or a catchphrase; it's what we experience every day when we work side by side, facing challenges, finding solutions, and sharing successes.

Ours is a horizontal organization, where ideas have no barriers and can express themselves, from the production department to the technical office, from the warehouse to the administration. This is demonstrated by the *IDEAngeli* project, a space designed specifically to give everyone a voice, where every contribution counts and becomes an opportunity to improve together. Because we believe that innovation and growth are not the fruit of a few, but the result of a collective effort.

Looking at these photographs, you can grasp the beauty of our diversity and the strength of the whole: a community that doesn't simply "*do its job well*", but pulls in the same direction, with passion and determination. This is the true wealth that distinguishes us and allows us to look to the future with confidence: a united team, capable of playing a different game every day, but all on the same side.





Our Sales Department is fully staffed! Always on the front lines, understanding market needs and turning them into solutions.





The Administration Office: order, precision, and a lot of patience are the hallmarks of our administrative team.

A group of four people, three women and one man, are sitting on a set of wooden steps outdoors. They are positioned in front of a modern building with large glass windows that reflect the sky and surrounding greenery. The woman on the far left has long dark hair and is wearing a white blazer over a white top and black trousers. The woman next to her has shoulder-length brown hair and is wearing a pink sleeveless top and light blue wide-leg trousers. The woman in the middle has short brown hair and is wearing a black and white striped sleeveless top and grey trousers. The man on the far right has short grey hair and is wearing a dark grey polo shirt and blue jeans. They are all smiling and looking towards the camera. The ground in front of them is covered with green grass.

Our Purchasing Department:
everything starts with them, from
raw materials to finding suppliers
and opportunities.

The Quality Laboratory, where perfection meets science and test after test we achieve ever higher standards.



Department heads and process engineers, side by side: the team that holds together the factory and innovation every day.



The R&D team, our driving force of innovation: a young, curious, and determined group constantly seeking the best solutions for an ever-evolving market.



The Information System is the digital heart of the company: it manages the connections, data, and artificial intelligence that guide our work.





Warehousing and shipping are the bridge between our factory and our customers: a task that requires coordination, speed, and great reliability.

Behind every order and every product lies calculation and planning: the Programming and Costing team organizes time, resources, and costs to make everything work as best as possible.





In the Litz Department, threads and skills are intertwined: here, unique products are born, the result of artisanal precision and advanced technology.

LA SICUREZZA
PRIMA DI TUTTO

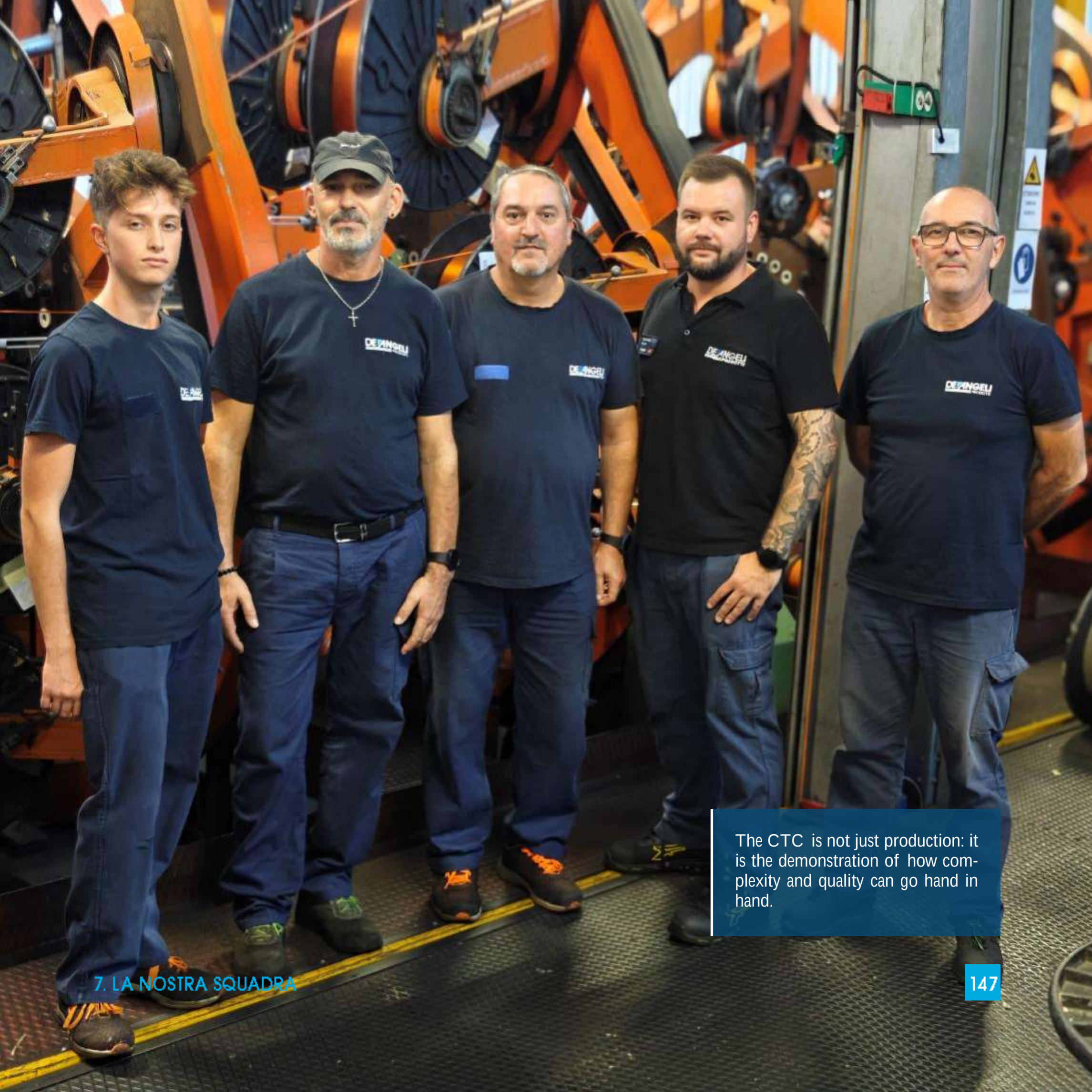
Safety first! This is what the sign at the entrance to our Dojo says, and our Safety Team fully embodies this mantra. They work every day to assess risks and ensure the safety of all our staff to avoid injuries and accidents.



The Purification department is proof that industrial innovation and respect for the environment can go hand in hand.



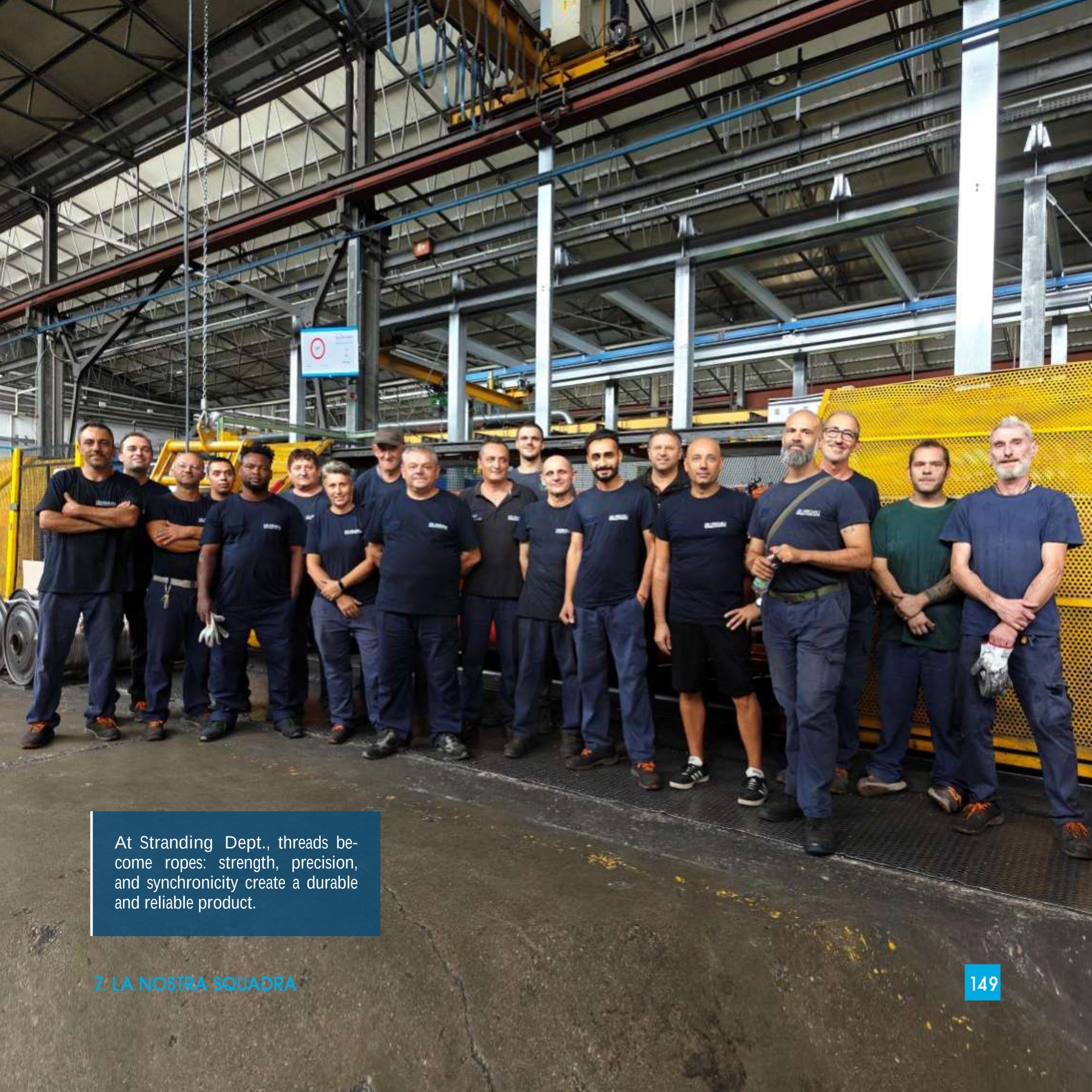
From copper to the final line, the CTC is the heart of a production process that combines industrial strength and attention to the smallest detail.



The CTC is not just production: it is the demonstration of how complexity and quality can go hand in hand.



In the Wrapping Department, we work with millimetric precision: each layer, each winding contributes to protecting and strengthening our conductors.



At Stranding Dept., threads become ropes: strength, precision, and synchronicity create a durable and reliable product.



Every weave is the result of experience and technique: the Stranding Dept. is a department where the details make the difference.



Starting with products designed and developed with the customer, from the individual thread to the final result, Stranding Dept. builds teamwork that holds the entire company together.

At Drawing Dept., metal takes shape: increasingly thinner wires, obtained with precision and controlled force. The material transforms from a rough semi-finished product into perfect round and flat wires, ready to become part of our products.





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The Wire Drawing Department is a department where technology meets manual skill, giving life to processes that seem simple but require great experience.



The Workshop is the hidden technical heart: a place made of expertise, tools, and expert hands that solve problems in record time.



In the Enamelling Dept., wires are no longer simple conductors: here they acquire resistance, insulation, and unique electrical properties. This is a department where chemistry meets mechanics, transforming complex processes into impeccable results.





The Enamelling Dept. is where invisible details become crucial to the performance of the electric motors of the future.

In the Enamelling Dept., every enameled wire is the product of a meticulously crafted process that makes our products reliable over time.





In the Enamelling Dept., the teams work alongside the process engineers: together they transform the wires into perfect enameled products, the result of technology and constant monitoring.

8

**THE FUTURE IS
ALREADY HERE**

8

THE FUTURE IS ALREADY HERE

Our future is already here and is based on investments, new services, energy and digital transition and our young people.

Our company's future is full of opportunities, which we intend to seize with targeted and ongoing investments.

The energy transition and the digitalization of electricity grids are the pillars on which we are building our growth.

We are expanding our production capacity for conductors intended for a sustainable transition, which reduces environmental impact and contributes to a greener future.

At the same time, we are developing innovative products for Smart Grids, which are essential for making electricity grids more reliable, intelligent, and flexible.

This is complemented by *servitization*, with new services that complement our products and offer comprehensive customer support, strengthening our long-term partnerships.

Our vision is far-reaching: we aim for business continuity through collaboration between generations and the growing role of young people, already present at key positions within the organization.

The combination of experience and new energy is the guarantee of a solid and innovative future.

We are convinced that our success will continue, above all, thanks to our people: together, with team spirit and a shared vision, we will continue to grow and write new chapters in our history.



Smart Conductor: our contribution to the digitalization of electricity grids

De Angeli Prodotti's strategy is geared toward supporting the digitalization of electricity grids by developing innovative solutions that increase efficiency, reliability, and sustainability. Our flagship project in this direction is the Smart Conductor, a patented conductor with an integrated real-time monitoring system.

What do we monitor with the Smart Conductor?

Thanks to the optical fiber integrated inside the conductor, the Smart Conductor allows real-time monitoring of:

- ◆ temperatures and deformations,
- ◆ vibrations and acoustic analysis,
- ◆ any faults or breakages.

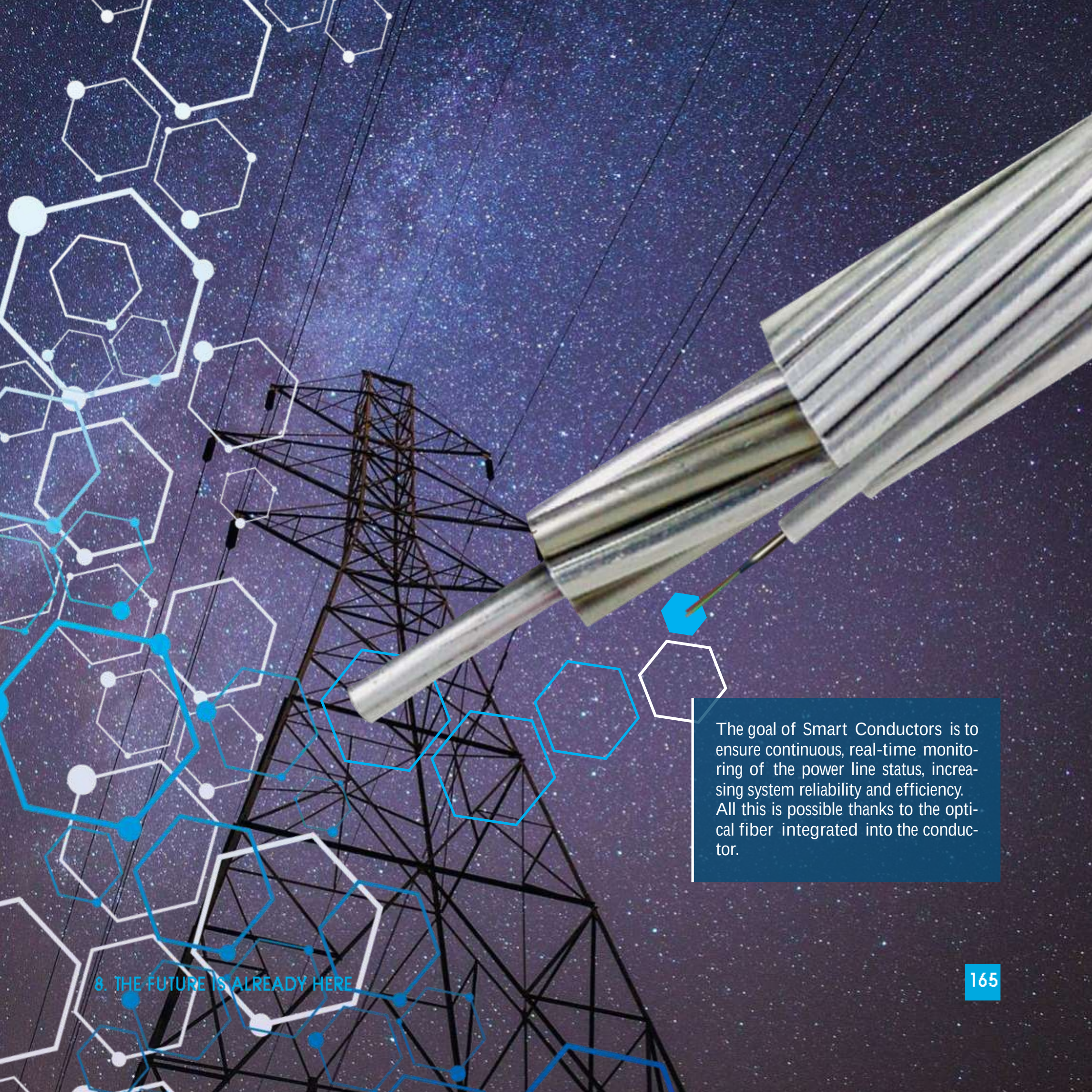
This continuous information accompanies the line throughout its operational life, allowing for complete and constant control.

What are the advantages of the Smart Conductor?

The benefits are numerous and impactful:

- ◆ Preventative and targeted maintenance, reducing or eliminating service disruptions;
- ◆ Full compatibility with existing infrastructure, with savings of up to 75% in total costs;
- ◆ Reduced environmental impact and land consumption;
- ◆ Optimal power flow management and lower operating costs;
- ◆ Greater reliability and efficiency of electricity grids.

The Smart Conductor represents a breakthrough in the intelligent management of overhead lines, combining technological innovation, sustainability, and value for utilities.



The goal of Smart Conductors is to ensure continuous, real-time monitoring of the power line status, increasing system reliability and efficiency. All this is possible thanks to the optical fiber integrated into the conductor.

Value-added services: our servitization strategy

De Angeli Prodotti's strategy is not limited to providing advanced technological solutions, but increasingly aims to complement our products with dedicated services, in a true servitization process. The goal is to offer our key partners comprehensive support, going beyond simple product delivery, transforming us into a partner capable of accompanying them throughout the entire production process.

A real example of complete customer support

A concrete example is our ongoing investment to support our partners in the production of transformer column windings, with our Continuously Transposed Cables (CTC) and Paper Wrapped Flat Wires.

This allows transformer manufacturers to increase their production capacity, currently challenged by the growing demand for transformers related to the Energy Transition.

Thanks to this approach, we offer not only high-quality materials, but also integrated solutions that enable our customers to be more competitive, efficient, and ready to meet the challenges of the future.





The “core” of power where technology meets energy: in the windings of the transformer columns, electrical energy is made available safely and continuously.

8.3

So much beautiful youth on the pitch and in the control room

Our future is
already here!



Here at DAP, the future is built with the significant contribution of young people, who bring new energy to our company. Our Organizational Decalogue prioritizes trust and meritocratic delegation: not just words, but concrete actions, because young men and women already hold key roles with significant responsibilities. We have experienced firsthand that collaboration between generations is an extraordinary asset: the experience of seniors and the energy and fresh perspective of juniors create a unique synergy, capable of fueling a spiral of continuous improvement and innovation. In this way, knowledge is renewed, new ideas find space, and the organization becomes more solid and dynamic. For our team, investing in young people means ensuring business continuity, facing future challenges, and seizing the opportunities of the energy and digital transition.

With the energy of youth in our engine, we accelerate with confidence!

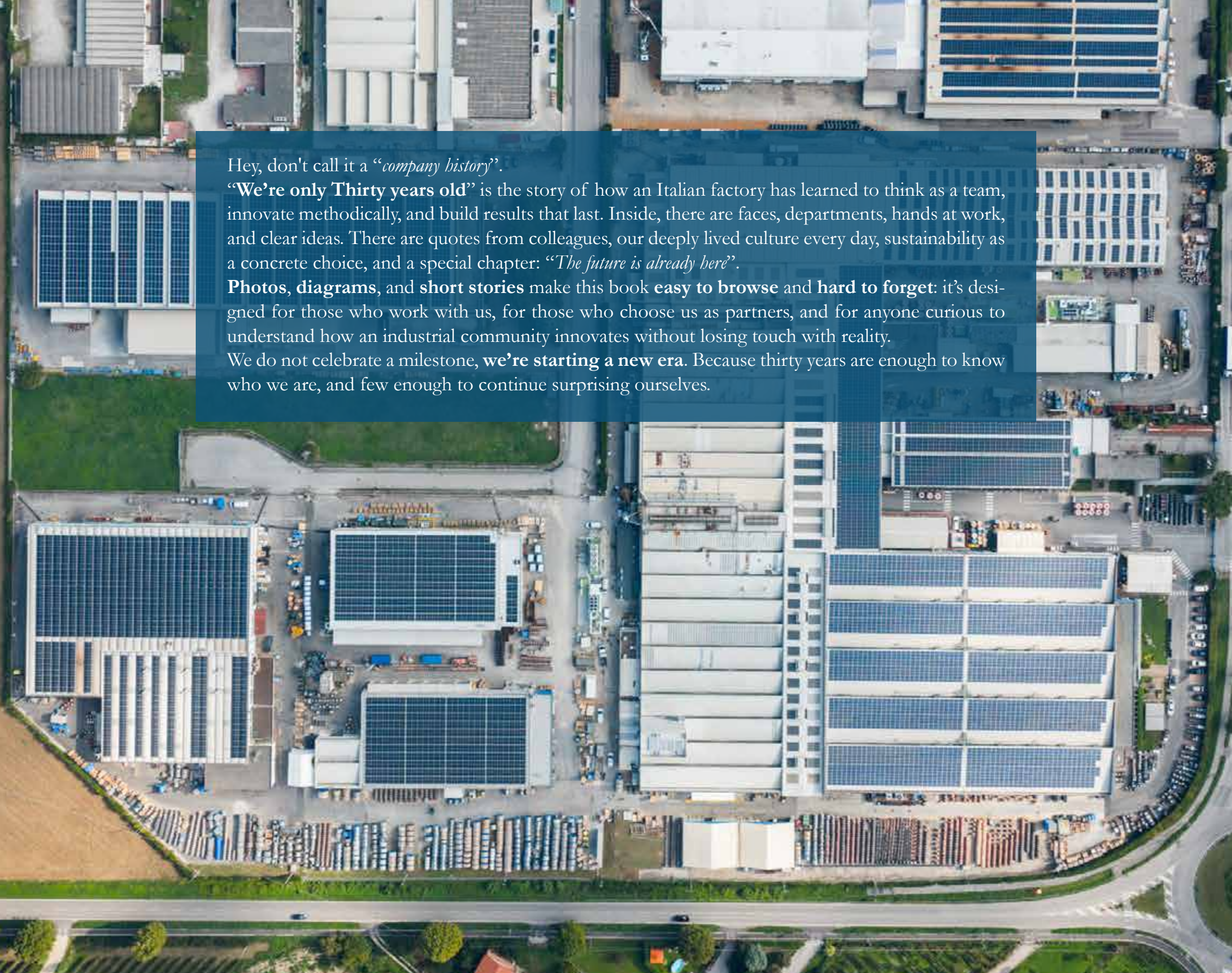


«It struck me what quality went to form a Man of Achievement [...] I mean Negative Capability, that is, when a man is capable of being in uncertainties, mysteries, doubts, without any irritable reaching after fact and reason.»

John Keats



Every wire, everywhere.



Hey, don't call it a “*company history*”.

“**We’re only Thirty years old**” is the story of how an Italian factory has learned to think as a team, innovate methodically, and build results that last. Inside, there are faces, departments, hands at work, and clear ideas. There are quotes from colleagues, our deeply lived culture every day, sustainability as a concrete choice, and a special chapter: “*The future is already here*”.

Photos, diagrams, and short stories make this book **easy to browse** and **hard to forget**: it’s designed for those who work with us, for those who choose us as partners, and for anyone curious to understand how an industrial community innovates without losing touch with reality.

We do not celebrate a milestone, **we’re starting a new era**. Because thirty years are enough to know who we are, and few enough to continue surprising ourselves.