

## INVESTMENT AND INNOVATION POLICY

Sociedad Anónima de Electrónica Submarina, S.M.E. ("SAES"), is a technology company specialising in underwater acoustics and multi-influence, with a strong commitment to innovation throughout its value chain. With a forward-looking perspective, SAES, along with its shareholders and other stakeholders, establishes the Company's strategy in terms of investment and innovation.

SAES regards innovation, **operational efficiency, and digital transformation** as fundamental pillars of its strategy and recognises the importance of promoting and developing technological innovation initiatives that enhance its competitive capacity, increase productivity, and reduce costs, in order to achieve operational and technological excellence in the most advanced solutions. These achievements will contribute to establishing SAES as a benchmark for a sustainable, strategic, and international defence industry company, in accordance with the Company's core Values.

This Policy is based on the following principles of action:

- Foster **innovation** throughout the value chain and establish **collaborations with the innovation ecosystem**.
- Drive the Company's **digital transformation** towards its strategic objectives, renewing the corporate **culture**, valuing **people as the axis of change**, developing increasingly autonomous and intelligent new products and services, and enhancing the operational efficiency of our processes and **the continuous improvement** of our assets.
- Promote **Research, Development, and Innovation (R&D&i)** activities in line with priority R&D&i areas and the Digital Transformation Plan.
- Keep SAES at the forefront of **new technologies and business models** by fostering an innovative culture that encourages idea **generation and creativity**.
- Establish a common governance model for investment and R&D&i projects to ensure **rational and unified management of innovation efforts** within SAES and compliance with the Company's strategic objectives.

The set objectives are carried out in compliance with the Sustainability Policy and the **Sustainable Development Goals** established therein.

SAES is deeply involved at the highest level in the design, development, and monitoring of this Policy, providing appropriate tools and resources to achieve and meet the set objectives; this ensures its continuous alignment with the Company's Purpose, Vision, Mission, and Values, taking into account the needs and expectations of stakeholders.

This Policy is developed considering the compliance with legal, regulatory, and contractual requirements, customer satisfaction, and continuous improvement.