

## Quality Policy – Royal IHC

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At Royal IHC, quality is a strategic enabler for Core Strength and Smart Growth. Our Quality Management System supports predictable execution, scalable growth and a strong license to operate across all markets in which we operate.

### Our strategic intent

We deliver value through:

- **Operational Excellence** – predictable, first-time-right execution, effective cost control and continuous performance improvement.
- **Customer Value** – understanding, meeting and where appropriate exceeding customer and stakeholder requirements across the full lifecycle of our products and services.
- **Product Leadership** – innovation, engineering excellence and protection of intellectual property to support high-tech, scalable solutions.

These principles underpin both our Core Strength (reliable delivery, cost competitiveness, productivity) and Smart Growth (high-margin equipment, services, Defence and technology-driven solutions).

### Governance and management system

Our business processes are embedded in a Quality Management System that is applied across all applicable Royal IHC operations and entities and:

- applies a process approach and risk-based thinking.
- supports informed decision-making and transparent governance.
- enables continual improvement of the effectiveness of the management system.

Quality objectives are derived from company strategy and translated into measurable outcomes. Performance is monitored through management reporting and periodically reviewed to support learning and continuous improvement.

### Compliance and assurance

Royal IHC operates safely, responsibly and compliantly at all times. We:

- comply with applicable laws, regulations, and contractual and normative requirements.
- apply enhanced assurance, security and compliance controls where required, including in Defence and other regulated markets.
- manage externally provided processes to ensure consistent quality and controlled risk across the value chain.

### People and culture

Quality is everyone's responsibility. We:

- Engage employees and stakeholders in the management system and its objectives.
- Expect directors, leaders and managers to demonstrate visible quality leadership.
- Foster a culture of accountability, continuous improvement and speaking up.

Through this policy, Royal IHC commits to continually improving the effectiveness of the Quality Management System that supports our strategic objectives, strengthens trust with customers and stakeholders, and enables sustainable, compliant growth.

Derk te Bokkel (CEO)

Bert-Jan ter Riet (COO)

Bert-Jaap Dijkstra (CFO)