

***PRINCIPLES OF
ORGANIZATION MODEL
MANAGEMENT AND CONTROL
UNDER
THE LEGISLATIVE DECREE No.
231 OF JUNE, 8Th 2001***

GS1 ITALY

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INTRODUCTION

Legislative Decree No. 231 of 8 June 2001 (the "**Legislative Decree no. 231/01**" or "**Decree**"), establishes a regime of administrative liability (comparable, in substance, to criminal liability), borne by legal persons (the "**Entity(s)**"), which is in addition to the liability of the natural person who materially committed the individual crime and which aims to involve, in the punishment of the same, the Entities in whose interest or advantage this crime was committed.

The Entities, moreover, may adopt organisational, management and control models suitable for preventing the commission of offences.

By resolution of the Board of Directors, GS1 Italy ("**Company**") adopted the organisation, management and control model provided for by Legislative Decree no. 231/01 (the "**Model**"). The Model has been updated over time with resolutions of the Board of Directors.

This document, called "**Principles of the Model**", has been prepared in order to illustrate the general principles of Legislative Decree no. 231/01 and to briefly describe the content of the Model.

1. REGULATORY FRAMEWORK

1.1 Crimes

The relevant offences on the basis of Legislative Decree No. 231/01 and such as to constitute the administrative liability of the Entity are expressly listed by the Legislator and include:

- i. crimes committed to the detriment of the Public Administration, referred to in art. 24 and 25 of D. Lgs. n. 231/01, as amended by Law 69/2015 and Law no. 3 of 9 January 2019;
- ii. computer crimes and unlawful processing of data, introduced by art. 7 of Law no. 48/2008, which inserted in Legislative Decree no. 231/01 art. 24-bis, and amended by Legislative Decrees no. 7 and 8 of 2016 and by Legislative Decree no. 105/2019,
- iii. crimes of organized crime, introduced by art. 2, paragraph 29 of Law no. 94/2009, as amended by Law 69/2015, which included in Legislative Decree no. 231/01 and amended art. 24-ter, and last amended by Law no. 236 of 11 December 2016,
- iv. offences relating to counterfeiting coins, public credit cards, stamp duty and identification instruments or signs, introduced by art. 6 of Legislative Decree no. 350/2001, converted into Law no. 409/2001, as amended by Law no. 99/2009, which inserted in Legislative Decree. No. 231/01, art. 25-bis, and subsequently amended by Legislative Decree No. 125/2016;
- v. crimes against industry and commerce, introduced by Law no. 99/2009, which inserted art. 25-bis.1 into Legislative Decree No. 231/01;
- vi. corporate crimes, introduced by art. 3 of Legislative Decree 61/2002, as amended by Law 190/2012, Law 69/2015 and Legislative Decree no. 58/2017, which included into Legislative Decree no. 231/01 and amended art. 25-ter, and by Legislative Decree no. 38 of 15 March 2017,

- vii. crimes with the purpose of terrorism or subversion of the democratic order, introduced by art. 3 of Law no. 7/2003, which inserted in Legislative Decree no. no. 231/01 art. 25-quarter;
- viii. practices of mutilation of the female genital organs, introduced by art. 8 of Law no. 7/2006, which included in Legislative Decree No. 231/01, article 25-quarter.1,
- ix. crimes against the individual personality, introduced by art. 5 of Law no. 228/2003, which included art. 25-quinquies into Legislative Decree no. 231/01, as amended by Law 199/2016,
- x. offences of insider dealing and market manipulation, provided for in Part V, Title I-bis, Chapter II, of the consolidated text referred to in D. Lgs. 58/1998, introduced by art. 9 of Law no. 62/2005, which inserted in D. Lgs. no. 231/01, art. 25-sexies,
- xi. offences provided for and punished by Articles 589 and 590 of the Criminal Code, inherent, respectively, to manslaughter and serious or very serious culpable injuries, if they have been committed in violation of accident prevention regulations and on the protection of hygiene and health at work, as introduced by Article 9 of Law No. 123/2007, which included Article 25-septies into Legislative Decree No. 231/01,
- xii. Offences provided for and punished by Articles 648, 648 *bis* and 648 *ter* and 648 *ter. 1* of the Criminal Code, involving, respectively, receiving stolen goods, laundering and use of money, goods or utilities of illegal origin, as well as self-laundering, as introduced by Article 63 of Legislative Decree no. 231/2007 and Law 186/2014, which included into Legislative Decree no. 231/01 and amended art. 25-octies,
- xiii. crimes relating to copyright infringement provided for by Law no. 633 of 22 April 1941, introduced by Law no. 99/2009, which included in Legislative Decree No. 231/01, art. 25-novies,
- xiv. crime of inducement not to make declarations or to make false declarations to the judicial authority, introduced by Law no. 116/2009 ratifying and executing the United Nations Convention against Corruption, which included in Legislative Decree no. no. 231/01 art. 25-decies,
- xv. crimes of a transnational nature¹, provided for and punished by articles 416, 416 bis, 377 bis and 378 of the Criminal Code, by art. 74 of Presidential Decree 309/1990 and by art. 12 of Legislative Decree no. 286/1998, introduced by Law 146/2006,
- xvi. environmental crimes, introduced by art. 2 of Legislative Decree no. 121/2011, as amended by Law 68/2015 and Legislative Decree 21/2018, which inserted into Legislative Decree no. 231/01 and amended art. 25-undecies;
- xvii. Employment of illegally staying third-country nationals introduced by Legislative Decree No. 109 of 16 July 2012, which inserted Article 25-duodecies into

¹ *Transnational offences are those characterised, in addition to the involvement of an organised criminal group, by the presence of an international element, which occurs when: (i) the offence is committed in more than one State, (ii) or is committed in one State, but a substantial part of its preparation, planning, direction or control takes place in another State, (iii) or it is committed in one State, but an organized criminal group engaged in criminal activities in more than one State is involved in it, (iv) or it is committed in one State but has substantial effects in another State.*

Legislative Decree No. 231/01, as subsequently amended by Law No. 161 of 17 October 2017, which introduced paragraphs 1 *bis* and 1 *ter*;

- xviii. crimes of racism and xenophobia introduced on 12 December 2017 by the European Law 2017 "*Provisions for the fulfilment of the obligations deriving from Italy's membership of the European Union*" which inserted art. 25-terdecies, as amended by Legislative Decree 21/2018 which repealed art. 3, paragraph 3-bis of Law 654/1975 referred to by the Decree (art. 25-terdecies);²
- xix. crimes of fraud in sports competitions, abusive exercise of gaming or betting and games of chance exercised by means of prohibited machines, introduced by Law no. 39/2019, which inserted art. 25-quaterdecies into Legislative Decree no. 231/2001;
- xx. tax crimes, introduced by Law no. 157/2019, which included into *Legislative Decree no. 231/2001*.

1.2 Offenders

Pursuant to Legislative Decree No. 231/01, the Company's liability arises where the types of offences analysed above are committed by the following parties:

- i) natural persons who hold top positions (representation, administration or management of the Entity or of one of its organisational units with financial and functional autonomy) or persons who exercise, in fact, management and control (the "**Top Managers**");
- ii) natural persons subject to the direction or supervision of one of the Top Managers (the "**Subordinate Subjects**").

Pursuant to article 5, second paragraph of Legislative Decree no. 231/01, the Entity is not considered liable if the above-mentioned persons have acted in their own exclusive interest or in the interest of third parties.

1.3 Offences committed abroad

In the cases and under the conditions provided for in Articles 7, 8, 9 and 10 of the Criminal Code, the Entities having their main office in the territory of the Italian State are also liable in relation to crimes committed abroad, provided that the State of the place where the act was committed does not proceed against them.

In addition, Italian jurisprudence has established that foreign entities that act, in any way (through secondary offices, agents, representatives, etc.) in the Italian territory are subject to Legislative Decree no. 231/01.

1.4 The prerequisites for liability

In order for the Entity to be liable, the following conditions must be met:

- i) one of the crimes expressly provided for by Legislative Decree no. 231/01 has been committed;

² In accordance with the provisions of art. 8, paragraph 1, Legislative Decree no. 21 of 1 March 2018, from 6 April 2018 the references to the provisions of art. 3, paragraph 3-bis of Law 654/1975, wherever present, are intended to refer to the crime of "Propaganda and incitement to commit a crime for reasons of racial, ethnic and religious discrimination" (art. 604-bis of the Criminal Code)

- ii) there is criminal liability of at least one person included in the organization of the Entity (Top Managers or Subordinate Subjects);
- iii) there is an "interest" or "advantage" for the Entity;
- iv) the Company has not adopted and applied an organization and management model suitable for preventing crimes of the kind that occurred.

1.5 Sanctions

The penalties provided for administrative offences dependent on crime are:

- (a) Administrative fine;
- (b) Disqualification sanctions;
- (c) Confiscation;
- (d) Publication of the judgment.

1.6 Conducts exempts from liability

Articles 6 and 7 of Legislative Decree No. 231/01 provide for specific forms of exemption from the administrative liability of the Entity.

In particular, in the case of crimes committed by Top Managers, Article 6 of Legislative Decree no. 231/01 provides for exemption if the Entity demonstrates that:

- i) the management body adopted and effectively implemented, before the commission of the act, "*organizational and management models suitable for preventing crimes of the kind that occurred*";
- ii) the task of supervising the operation and compliance of the models as well as proposing their updating has been entrusted to a Supervisory Body of the Entity, endowed with autonomous powers of initiative and control;
- iii) the persons who committed the crime acted by fraudulently circumventing the models;
- iv) there was no omission or insufficient supervision by the Supervisory Body.

With regard to the Subordinate Subjects, Article 7 of Legislative Decree no. 231/01 provides for the exemption of liability in the event that the Entity has adopted and effectively implemented, before the commission of the crime, a model suitable for preventing crimes of the kind that occurred.

Legislative Decree No. 231/01 provides that this Model responds to the need to:

- identify activities in the context of which there is a possibility of criminal offences being committed;
- provide for specific protocols aimed at planning the formation and implementation of the Authority's decisions in relation to the crimes to be prevented;
- identify methods of managing financial resources suitable for preventing the commission of such crimes;
- provide for information obligations towards the Supervisory Body;
- introduce an internal disciplinary system suitable for sanctioning non-compliance with the measures indicated in the model.

2. ORGANIZATION, MANAGEMENT AND CONTROL MODEL

2.1 Reasons for adopting the Model

Transparency and fairness of Company management are very important factors for the Company. A fundamental tool for the prevention of crimes by Directors, Employees, External Collaborators (i.e. agents, consultants, business partners, temporary workers, etc.) is an internal control system.

For this reason, the Company has deemed it appropriate to adopt the Model and has established the Supervisory Body with the task of verifying its operation, effectiveness, compliance and taking care of its updating. The Company, in fact, condemns the commission of crimes in the conduct of corporate activities and intends to prevent it through constant monitoring of risky activities.

The adoption of the Model therefore represents, first of all, the desire to improve the Company's governance system, beyond the benefits provided for by Legislative Decree no. 231/01.

It should be noted that, in the construction of the Model, the Guidelines drawn up by Confindustria were taken into account both in the construction and in the choice of adoption of specific procedures to prevent individual crimes.

2.2 Structure of the Model

The Model consists of:

- **General Part**, dedicated to the essential components of Legislative Decree no. 231/01 and the Code of Ethics;
- **Special Parts** which provide specific procedures for the prevention of crimes that can be theoretically carried out in the Company and against which the Company has intended to protect itself. For each Special Section, the activities at risk of crime have been identified in the annex "Mapping of areas at risk and methods of committing crime", the Directorates/Areas within which activities at risk of crime could be carried out, and the methods of committing them.

The structure of the Model is aimed at ensuring a more effective and streamlined updating activity: the General Part contains the formulation of general principles of law to be considered substantially invariable; the Special Parts, given the particular content, will be subject to constant updates.

2.3 Crimes against the Public Administration

The crimes provided for by Legislative Decree no. 231/01 to the detriment of the Public Administration presuppose the establishment of relationships with public officials and/or persons in charge of public services belonging to the Public Administration and/or to subjects assimilated to it belonging to the Italian State, the European Union and foreign countries.

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.4 Corporate offences

The criminal provisions contained respectively in articles 2621, 2622, 2625, 2626, 2627, 2628, 2629, 2629-bis, 2632, 2633, 2635, 2636, 2637 and 2638 of the Italian Civil Code are expressly accepted in article 25-ter of Legislative Decree no. 231/01.

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.5 Offences committed in violation of accident prevention regulations and on the protection of hygiene and health at work

Article 9 of Law no. 123/2007 introduced into Legislative Decree no. 231/01 art. 25-septies which extends the administrative liability of entities to the crimes of manslaughter and serious or very serious culpable personal injury referred to, respectively, in art. 589 and 590, third paragraph, of the Criminal Code, committed in violation of accident prevention regulations and on the protection of hygiene and health at work.

Therefore, in light of the regulations on hygiene and health at work and the obligations to which both the Company, as Employer, and its employees are subject pursuant to Legislative Decree 81/2008, it was deemed appropriate to proceed with a further examination of the Company organization and the occupational safety management system adopted, also by making use of the internal professionals who are part of this system, identifying the activities considered more specifically sensitive in relation to this type of crime.

2.6 Receiving stolen goods, money laundering, use of money, goods or utilities of illegal origin and self-laundering

Article 25-octies of Legislative Decree no. 231/01 extended the administrative liability of entities to the crimes of receiving stolen goods, money laundering, use of money, goods or utilities of illegal origin and self-laundering, referred to, respectively, in articles 648, 648-bis, 648-ter and 648-ter.1 of the Criminal Code.

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.7 Crimes against industry and commerce

Article 25-bis.1 of Legislative Decree no. 231/01 extended the administrative liability of entities to crimes against industry and commerce, such as fraud in the exercise of trade (Article 515 of the Criminal Code), the sale of industrial products with false signs (Article 517 of the Criminal Code), illegal competition with threat or violence (Article 513 *bis of the* Criminal Code), sale of non-genuine foodstuffs as genuine (Article 516 of the Criminal Code).

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.8 Computer crimes and unlawful data processing

Article 24-bis of Legislative Decree no. 231/01 extended the administrative liability of entities to computer crimes.

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.9 Private Corruption and Incitement to Private Corruption

Law no. 190 of 6 November 2012 introduced the crime of corruption between private individuals, provided for by art. 2635 of the Civil Code.

Subsequently, Legislative Decree no. 38 of 15 March 2017 amended its structure and further included in the catalogue of predicate offences the "*incitement to corruption between private individuals*" (Article 2635-bis, Italian Civil Code).

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

2.10 Employment of illegally staying third-country nationals and illegal intermediation and labour exploitation

Article 25-duodecies of Legislative Decree no. 231/01 extended the administrative liability of the Entities to the crime of employing third nationals whose stay is illegal.

In addition, Law no. 199 of 29 October 2016 included in Legislative Decree no. 231/01 the crime of "*Illegal intermediation and exploitation of labour*" (Article 603-bis, of the Criminal Code).

The Company carried out an analysis aimed at identifying the activities at risk of crime, in order to better identify the safeguards necessary for any improvement of the control system currently in place.

3. SUPERVISORY BODY

3.1 Identification

The Supervisory Body (hereinafter, for the sake of brevity, also the "**SB**") is the body that, established by the Company within its structure, is provided with the authority and powers necessary to supervise the operation and compliance with the Model in absolute autonomy, as well as to take care of its updating, proposing any changes to the Company's Board of Directors.

The Company's SB is made up of individuals who have been deemed to have the most professional characteristics to carry out this role of internal control within the Company. The Company has opted for the appointment of a body made up of three members: the first two chosen from outside the Company from among professionals with proven experience in the field of Legislative Decree 231/2001 and lawyers with the requirements of independence and professionalism; the third is within the Company. In this way, the requirements of the SB provided for by law are intended to be guaranteed.

The SB has adopted its own Regulations, governing the appointment, composition, term of office, functioning, tasks, powers and responsibilities of the SB.

3.2 Appointment of the members of the Supervisory Body

In the exercise of their functions, the members of the SB must ensure compliance with the following requirements:

- a) autonomy and independence. The requirements of autonomy and independence are fundamental and presuppose that the SB is not directly involved in the management activities that are the subject of its control activity;
- b) professionalism. The SB possesses, internally, technical and professional skills appropriate to the functions it is called upon to perform, as well as a wealth of tools and techniques to be able to carry out its activities effectively. These characteristics, combined with independence, guarantee objectivity of judgment;
- c) continuity of action. The SB carries out, on an ongoing basis, the activities necessary for the supervision of the Model with adequate commitment and with the necessary investigative powers; it is a structure referable to the Company, so as to ensure due continuity in supervisory activities; takes care of the implementation of the Model, ensuring that it is constantly updated; does not carry out operational tasks that could condition and contaminate the overall vision of the business activity that is required of him.

The Board of Directors is free to revoke the appointment conferred on the members of the SB at any time, provided that there is just cause for revocation.

3.3 Functions and powers of the Supervisory Body

The tasks of the SB are:

- ensure that the recipients of the Model comply with the provisions contained therein and collect all reports relating to the commission of crimes referred to in the Decree or in any case not compliant with the Model;
- supervise the adequacy and effectiveness of the Model to prevent the crimes referred to in the Decree;
- take care of the updating of the Model by proposing to the Board of Directors the adaptation to the changed Company conditions or the introduction of new offences in Legislative Decree no. 231/01. In particular, the SB conducts periodic reconnaissance of the Company's activities in order to update the mapping of activities at risk of crimes;
- carry out periodic targeted checks on certain operations or specific acts carried out as part of the activities at risk of crime, as defined in the special parts of the Model and keep the documentation relating to the information received and the activities carried out in relation to the control activities envisaged;
- promote the training of the Recipients of the Model, as defined within it;
- verify that the record of information regarding compliance with the Model is kept in order to provide evidence of the effective functioning of the Model;
- coordinate with the other corporate functions in order to control activities at risk of crime by preparing suitable documentary evidence of the consultations between the SB and other corporate functions.

In order to carry out its activities, the SB must coordinate with the competent functions present in the Company for the monitoring of the control system.

It is also necessary for the SB to have access to all relevant Company documentation.

In particular, the competent functions must transmit to the SB:

- the measures and/or information of the Judicial Police and/or the Judicial Authority, or of any other authority, which shows that investigations are being

carried out for the offences referred to in the decree that may involve the Company and/or its personnel and/or external collaborators;

- requests for legal assistance made by employees in the event of legal proceedings being initiated against them;
- decisions relating to the request, disbursement and use of public funding;
- all information, including from other functions/bodies as part of their control activities, from which relevant profiles may emerge with respect to compliance with the rules set out in the Decree;
- all information concerning the effective implementation of the Model, with particular reference to disciplinary proceedings concluded or in progress and sanctions imposed or dismissal measures.

In any case, the SB has the power and duty to request information on all aspects of the Company's activities that may expose the Company to the risk of committing the offences referred to in Legislative Decree no. 231/01.

3.4 Information flows to and from the Supervisory Body

The SB has the task of informing the corporate bodies according to the following two lines of *reporting*:

- the first, on an ongoing basis, directly to the Managing Director;
- the second, on a periodic basis, to the Board of Directors. Every year, the SB submits a written report on the implementation of the Model to the Board of Directors.

Notwithstanding the above, the SB may be convened at any time by the aforementioned bodies or may, in turn, submit a request to that effect, to report on the operation of the Model to the Company.

The Company also communicates, in appropriate ways, the adoption and contents of the Model to **Third Parties**, who are asked to comply with them: any non-compliance constitutes a serious breach of the relationship of trust, to the point of jeopardising, in the most serious cases, the continuation of the relationship.

Third Parties are required to immediately inform the SB, in the event that they receive a request for violation of the Model, by sending a report by the Whistleblowing policy, available on the Company's website: https://gs1it.org/content/public/6a/e0/6ae05779-3d20-4af2-bdfb-04cb6d486634/gs1_italy_procedura_whistleblowingv1.pdf

4. CODE OF ETHICS

The Company has always operated with integrity, in compliance not only with the laws and regulations in force, but also with the moral values that are considered indispensable by those whose ultimate goal is to always act with fairness, honesty, respect for the dignity of others, in the absence of any discrimination of persons based on sex, race, language, personal conditions and religious and political beliefs.

With this in mind, the Company has adhered to the principles set out in Legislative Decree no. 231/01 through the adoption of the Model, and the Code of Ethics which is an integral part of it.

5. DISCIPLINARY SYSTEM

5.1 General principles

Violation of the provisions of the Model, of the procedures contained therein and in its annexes, of the Company protocols and their updates undermines, in itself, the relationship of trust existing between the Company and employees and/or Third Parties.

Article 6, paragraph 2, letter e) of Legislative Decree no. 231/01 provides that the organization and management models must "introduce a disciplinary system suitable for sanctioning non-compliance with the measures indicated in the model".

Consequently, the regulation of the disciplinary system and the measures that apply in the event of non-compliance with the provisions of the Model and the attached Code of Ethics is set in the Model.

The application of disciplinary sanctions is independent of the outcome of any criminal proceedings, since the rules of conduct established by the Model are adopted by the Company in full autonomy and regardless of the type of offence that violations of the Model, its annexes, Company protocols and their updates may cause.

5.1.4 Measures against Third Parties

Any conduct carried out by Third Parties in contrast with the guidelines indicated in the Code of Ethics or in the Model may determine, in accordance with the provisions of the specific contractual clauses, the immediate termination of the contractual relationship, without prejudice to any request for compensation for any damage caused to the Company.

6. TRAINING AND COMMUNICATION

6.1 General principles

The Company guarantees a wide and detailed disclosure, inside and outside its structure, of the Model and/or the Model Principles.

6.2 Communication to corporate bodies

The Model is communicated to the corporate bodies.

6.3 Employee communication

The Model was delivered to all employees who signed the appropriate declaration of receipt.

In addition, an electronic copy of the Model is published on the Company's intranet and a paper copy is posted on the Company's bulletin boards, available to staff.

The principles and contents of the Model are also disseminated through specific training courses in which employees, at any level, are required to participate.

The training course programme is defined by the Supervisory Body in agreement with the Board of Directors.

6.4 Communication to Third Parties and the Market

The General Part of the Model are brought to the attention of Third Parties who have had or will have legal relationships with the Company, also through publication on the Company's website.

7. OBLIGATIONS OF THIRD PARTIES PURSUANT TO LEGISLATIVE DECREE NO. 231/2001

Third Parties, aware of the provisions of the Decree and of the fact that the activities of the Company, its employees and collaborators in various capacities are based on full compliance with current legislation and abstention from any conduct capable of constituting the hypotheses of crime referred to in the Decree, undertake to carefully read this document - Principles of the Model - containing a summary of the Model and the Code of Ethics adopted, pursuant to the Decree, by the Company and undertake to do everything in their power to ensure that none of their Top Management and/or Subordinate Subjects, as defined respectively in art. 5, first paragraph, letters a) and b) of the Decree, in the conclusion or execution of contractual relations with the Company, behaves, engages in acts and/or facts or incurs omissions that may, directly and/or indirectly, constitute any of the crimes provided for by the Decree and from the commission of which the administrative liability of the Company may arise and/or, in any case, assumes such attitudes as to induce him to violate the Model, the Code of Ethics and/or the Decree.

Without prejudice to the foregoing, in the event that the Third Party is a Professional, the same undertakes, in the conclusion or execution of contractual relations with the Company, to base its conduct on principles of transparency and fairness, as well as not to carry out acts and/or facts or not to incur omissions that may, directly and/or indirectly, to integrate any of the offences provided for by the Decree and the commission of which the administrative liability of the Company may arise and/or, in any case, not to adopt attitudes such as to induce it to violate the Model and/or the Decree.

Likewise, the Professional undertakes to do everything in his power to ensure that, in the conclusion or execution of contractual relations with the Company, none of its employees and/or collaborators in general behaves, carries out acts and/or facts or incurs omissions that may, directly and/or indirectly, constitute any of the crimes provided for by the Decree and the commission of which the administrative liability of the Company may arise and/or, in any case, assumes attitudes such as to induce him to violate the Model and/or the Decree.