

Carraro Group Code of Ethics

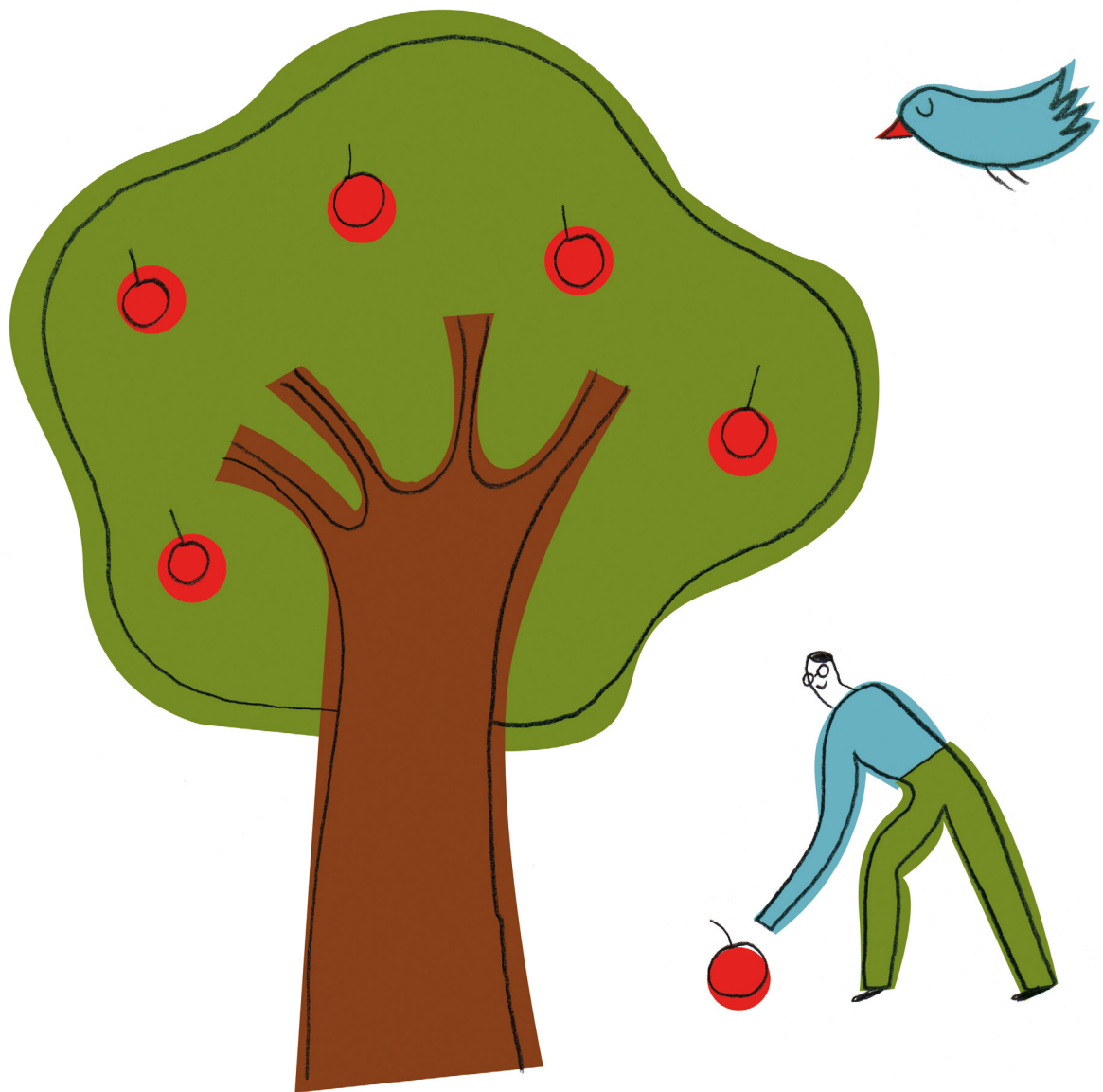


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- › **Changes** by the President of Carraro Spa on 01 August 2020

Foreword

This Group Code of Ethics (hereinafter also “Code”) is an official document of Carraro Spa, with the first version adopted by a resolution of the meeting of the Carraro Spa Board of Directors held on 29 March 2007 and subsequently updated and adopted also by each Carraro Group Company (hereinafter also “Carraro Group” as defined in point B).

The Code therefore sets out ethical duties and responsibilities in the conduct of corporate business and activities, to which each Person concerned, as defined below, must conform in the performance of their duties. Knowledge and observance of the Code by all who work for or have business relationships with Carraro Group, or with one or more Group companies, is therefore of fundamental importance, which is why the Code will be disseminated through suitable means (as provided for in point III, 2, 2.1a.)

The Code of Ethics is based on the national and international regulations, guidelines and main documentation on the subject of corporate social responsibility and corporate governance, human rights and the environment, such as, for example, the United Nations Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the European Convention on Human Rights, and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work. The Code, which has also been updated in line with the internationally recognised best practices, furthermore incorporates the principles set out by the Group’s sustainability policies: the Anti-corruption Policy, the Human Rights Policy, the Environmental Policy, Health and Safety in the Carraro Group, and the Diversity Policy.

The Code of Ethics introduces and binds each Carraro Group Company (hereinafter also the “Company”) and all Recipients, if applicable, to the principles and rules of conduct for the reasonable prevention of the offences indicated in Legislative Decree No. 231 of 8 June 2001.

Introduction

A) Carraro Group Overview

The Carraro Group is a multinational global leader in the production of power transmission systems.

The Carraro Group’s development is a case history in business success that has implemented strategies hinged on diversification, innovation and internationalisation to become a multinational world leader in the power transmission systems business.

Carraro was founded in 1932 and initially focused on the production of agricultural seed drills in an inter-regional market. In the 1950s, the company entered the agricultural tractor market with the 1958 production of the first “Tre Cavallini” (Three Little Horses) branded tractor.

In the 1970s and 1980s, Carraro experienced a growth spurt with development of the core business activities. In 1973, the company extended further, developing the business of the ‘axles and drives’ division, specialising in the design and construction of axles and drives for agricultural tractors and earth-moving machines.

In the mid-1980s, supported by the development of core activities, Carraro began decentralising accessory production through the acquisition and incorporation of companies specialised in activities functional to the core business. The Carraro Group was thus formed.

The 1990s were a period of change for the Group, which was launching its internationalisation process with the creation of numerous sales branches in various countries around the world.

On 27 December 1995 the holding company Carraro Spa was listed on the Italian Stock Exchange.

In 1997 Carraro signed a joint venture agreement in India, with a 51% share, with a major Indian industrial group, Escorts Ltd. This resulted in the development of the project to create a production centre in the country. In 1998 Carraro started the construction of the Carraro India

Ltd plant in Pune, which officially began production in 1999. Over the years, the Group also signed further acquisition agreements leading to the establishment of new production plants in Poland, the United States, Argentina and Germany.

The extension of the industrial platform also continued, both in Italy and abroad, with the 2005 opening of the second Carraro production facility in India in Pune (Turbo Gears Ltd.), specialising in manufacturing gears and components, and the creation of Carraro Qingdao, the Group's first facility in China. Confirmation of the centrality of the Indian market came in 2006 when Carraro developed important extension projects; first with the acquisition of the entire capital of Carraro India, and subsequently, with the creation of a new research centre in Pune, Carraro Technologies India, devoted to the research and development of new products.

An important turn in Carraro's production activities then took the form of the acquisition (in May 2006) of the majority share (67%) in Elettronica Santerno, a company specialising in the design and production of systems for the power electronics, automation and energy conversion sectors.

On 17 October 2007 Qingdao saw the opening of the new Carraro China plant. The plant covers a total area of 23,000 square metres and manufactures drive systems for stationary applications (such as escalators), integrated drives for fork-lifts and material handling, axles for agricultural tractors, and earth-moving machines.

After the compression of the markets of 2009 and the revision phase of the global production platform were overcome, in May 2014 the new Carraro Brasil facility was opened, at Caxias do Sul, a Brazilian city situated in the State of Rio Grande do Sul close to some of the Group's main customers to strengthen Carraro's presence in the Brazilian market.

The three-year period from 2014 to 2017 marks a redesign of the medium and long-term strategy, with the decision to draw the Group's focus back to its core business: drive systems and agricultural tractors. The strategy was implemented also by withdrawing from the segments of minigears for light power tools (Minigears SpA), mining drives (O&K Antriebstechnik & Co.) and power electronics for photovoltaics (Elettronica Santerno SpA), at the same time as reinforcing the capital through a significant capital increase.

The Carraro Group's activities, coordinated by Carraro Spa in its role of strategic guidance and control, are divided into the following business areas:

› **Drivelines (axles, transmissions, components)**

Specialized in design, manufacturing and marketing of transmission systems mainly for agricultural and construction equipment, and also markets a wide range of gears for very diverse sectors, from the automotive industry to material handling, agricultural applications and construction equipment.

› **Vehicles (tractors)**

Focused in design and manufacturing of specialised tractors (for vineyards and orchards from 60 to 100 hp) for third-party brands as well as a specialised Carraro-brand range.

B) Definitions

- › **“Code”**: shall mean this Code of Ethics;
- › **“Legislative Decree no. 231/2001”**: Legislative Decree No. 231 of 8 June 2001, containing the *“Regulations on the administrative liability of legal persons, companies and associations, including associations without legal personality, pursuant to Article 11 of Law No. 300 of 29 September 2000”*, which introduced administrative liability of bodies with or without legal personality for some types of offences committed to their advantage or in their interest by persons who hold positions of representation, administration or management of the body and those supervised or managed by such persons;
- › **“Carraro Group”**: shall mean all the companies, directly or indirectly, controlled by Carraro Spa;

- › **“Public Official”**: shall mean, pursuant to Article 358 of the Italian Criminal Code, those who *“provide public services”*, defined as an activity regulated by the provisions of public law and authoritative acts, but characterised by the lack of authoritative and certification powers (examples of Public Official are: professors, university researchers and university top management, members of tender commissions, local health authorities, etc.);
- › **“Model”**: shall mean the organisation, management and control model, of which the preparation, effective implementation and adequacy in preventing the perpetration of some offences by subjects in *top-management positions* (persons who hold representative, administrative or management positions within the company or one of its organisational units) or *persons reporting to them*, enables the company that has established the Model to be exempt from the administrative liability established by Legislative Decree no. 231/2001 in the event that the aforementioned types of offence are committed;
- › **“Supervisory Body”** or **“SB”**: The Supervisory and Control body of each Group company, if appointed, or differently, the Supervisory and Control body of Carraro Spa, with autonomous initiative and control powers, which has been vested with the task of supervising the operation and compliance with the Code of Ethics and the Model, when adopted;
- › **“PA”** or **“Public Administration”**: shall mean the State and other public bodies that exercise various activities in pursuit of the public interest;
- › **“Public Official”**: is understood, pursuant to Article 357 of the Criminal Code, as a person who *“performs a legislative, judicial or administrative function”*. Public functions are administrative functions regulated by the provisions of public law and by authoritative acts, characterised by the formation and manifestation of the will of the Public Administration or by its implementation by means of authoritative or certification powers (examples of Public Officials are magistrates, officials of the Police or the Financial Police etc.).

C) References to legislation

- › Legislative Decree no. 231/2001;
- › Code of Conduct on Internal Dealing, Procedure for the internal management and disclosure of Confidential Information, with particular reference to Price Sensitive information, procedure for keeping and updating the register of persons who have access to Price Sensitive information of Carraro Spa, and in general all the policies and internal procedures of the Company and/or instructions and/or any operative or organisational provisions.

Recipients

The Code is addressed to all persons to whom it concerns, both in Italy and abroad, i.e. members of corporate bodies, employees, project collaborators (hereinafter all defined as “employees”), agents, contractors, consultants and suppliers of the Company.

I. General Principles

The Carraro Group bases its activities on the principles of this Code and one of its indispensable objectives is compliance with current laws and regulations in the countries in which it operates.

Carraro Group does not maintain business relations with parties whose activities are not guided by the principles underpinning this Code.

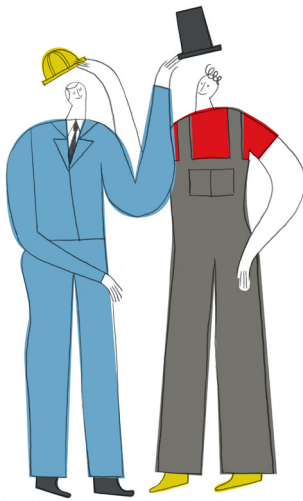
Carraro Group promotes and disseminates rules of conduct conforming to the principles of legality, loyalty, propriety, and professional reliability to the employees of the Group at all levels. The rules of conduct are intended to preserve the integrity of Carraro Group assets and to safeguard the respectability of its image.

On the basis of this document, Carraro Group enters into a long-term commitment which compliments and provides an ethical basis to the Group's industrial development strategy and economic objectives.

Carraro Values

Carraro Group has always acted following values and principles that have been the foundations for its success. These values and principles have been handed down since the Group was founded and as from 2011 have been set forth, clearly defining the contents with the aim of representing the company climate and culture, aware that these are factors which make up a significant part of the Group's intangible assets.

Today, with our companies operating on all continents and with 13 production sites around the globe and 6 R&D centres, the Carraro Values have been consolidated into five mainstays and are constantly shared with all employees, through a programme that involves all the Group's production units.



WE ARE ACCOUNTABLE

Keywords:

Ethics
Respect
Quality
Accountability

“We are accountable at all levels for product results and quality. We promptly and clearly express problems that we find, without fear of negative consequences. We highlight and communicate all situations that could jeopardise quality without accepting any exceptions.

We are accountable, conducting ourselves in a consistent, transparent and ethical manner towards everyone with whom we deal or who is part of our Group, showing respect for other cultures and diversity. We offer people and our shareholders the opportunity to feel that they are an active part of a successful company.”



WE CREATE VALUE

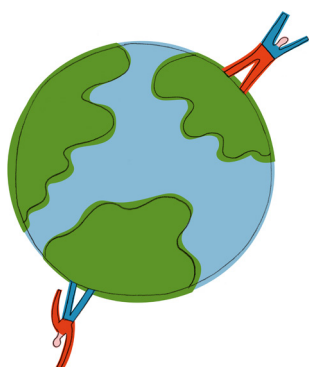
Keywords:

Awareness
Standardisation
Simplicity

“We create value for our shareholders and our collaborators, ensuring the continuity of the company. When deciding which steps to take, we ensure the excellence of quality of our products and services while keeping their economic impact in mind.

We create value by developing and adopting standards, both for excellence in our internal production processes and for customer service, that reflect our benchmarks for results that are sustainable and continuously improve over time.

We create an executive culture in which emphasis is placed on decision making that is effective, with a focus on continual improvement. We acknowledge, value and reward outstanding results.”



WE DEVELOP TALENTS

Keywords:

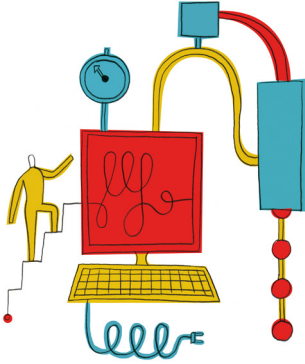
Teamwork
International
Development of people

“We develop talents without barriers by working with groups that are cross-functional, transversal at a business level and international, facilitating relationships at each level and promoting integration in order to solve problems and produce results.

We develop common knowledge and skills. We listen actively and pay attention to the needs of the people with whom we deal, valuing contributions from everyone.

We develop talents in a committed, continuous and systematic manner by fostering people in-house, as well as by moving them from one function to another.

We value their ideas and their differences, celebrating their successes and promoting them within a stimulating company context.”



WE STIMULATE INNOVATION

Keywords:

Change
Innovation
Knowledge
Skill

“We stimulate change and are curious. We are interested in innovative ideas and study new methods of approach in order to propose even more effective and competitive solutions.

We stimulate product and process innovation, and for this purpose we invest time and resources, adopting a long-term approach in order to foresee business trends, across all company areas, seize future opportunities, and ensure the success of our Group.

We adapt ourselves quickly to new situations and deploy the best resources in order to develop innovative approaches, while constantly comparing ourselves with the external world in order to identify improvements that can be implemented in every area.”



WE WORK TOGETHER

Keywords:

Partnership
Passion
Reliability

“We work together with our customers and suppliers in order to find the best technical, process and product solutions. We are open to sharing our skills.

We are reliable and communicate in an open and professional manner with the people with whom we deal. We respect agreed deadlines by managing any changes to be implemented within the organisation in a timely and transparent manner. We share useful information in order to clarify requirements and reciprocal expectations, and we commit ourselves to exceed expectations through our distinctive skills and flexibility.

We work with passion, we understand the reality of our customers and suppliers, and we are active in defining solutions that create mutual advantages over the long term.”

II. Specific principles

1. Conduct in Business Management

1.1. Honesty and integrity in relations

Carraro Group condemns any form of discrimination and/or abuse in both internal and external relations.

All employees are obliged to conduct themselves in a manner that conforms to Company policies, which cannot ever, even if intended to pursue corporate objectives, translate into actions contrary to law, to applicable regulations, or to company procedures with reference to individual positions, both with respect to colleagues and to third parties with whom they enter into contact.

In relations between the Company and third parties, and particularly with the Public Administration, all Persons concerned must act according to ethical principles and applicable laws, and are expressly prohibited from unlawful favouritism, concerted practices, corruption or solicitation of personal advantages for themselves or for others.

All employees are obliged to manage any problem arising with maximum transparency, propriety and fairness, acting in a spirit of collaboration with managers and following their instructions.

All employees and those who purchase goods or services on behalf of the Company must act in accordance with the principles of propriety, transparency, cost efficiency, quality, lawfulness, and with the care that a prudent man would exercise.

The Company undertakes not to consciously maintain direct or indirect financial, economic or commercial relations with parties that in any way breach regulations on child and female labour and/or illegal procurement or use of labour obtained from trafficking of immigrants or the slave trade.

Any activity, service or initiative, including advertising and the use of information technology systems or tourism methods or means that could favour or facilitate pornography, child prostitution and/or sex tourism is prohibited, as well as instigating or inciting discriminatory behaviour based on negating, trivialising or condoning the Holocaust or crimes of genocide, crimes against humanity or war crimes.

1.2. Fair competition

In its relations with customers and suppliers, the Company undertakes to respect the principles and laws protecting competition and to act in a fair and proper manner on markets, relying on the quality of its products and respect for contractual agreements.

Persons concerned shall also refrain from any undue pressure, action or conduct that may in any way affect the performance of the business activities of other parties, or free market competition.

1.3. Prohibition of giving / accepting gifts, benefits and promises of favours

Without prejudice to the provisions of point II, 3), 3.1 on relations with the Public Administration, the direct or indirect offer of money, gifts or benefits of any nature to managers, officials, or staff of clients, suppliers, consultants in order to influence them in the performance of their duties and/or achieve undue advantage is prohibited.

Acts of courtesy are permitted provided that they are of modest value or in any case do not compromise the integrity or reputation of one of the parties and cannot be interpreted by an impartial observer as intended to acquire undue and/or improper advantages.

Directors, managers and employees are prohibited from accepting gifts, including holiday gifts, for themselves or for others, or other benefits, with the exception of gifts of modest value and/or given as part of normal and proper acts of courtesy, which in any case do not compromise

the integrity or reputation of the parties and which cannot be interpreted by an impartial observer as intended to acquire undue and/or improper advantage.

Employees who receive unsolicited gifts or other benefits of considerable value which are inconsistent with the above provisions shall notify the Company promptly in writing, which may order their return. Where this is not possible, the gift must be made available to the Company.

1.4. Conflict of interest

Each person concerned must avoid situations and decisions that could involve real or apparent conflicts of interest with the Company.

This requirement is to be understood as also extending to the activities of employees outside working hours, where such activities could appear to produce a conflict of interests with the activities of the Company.

By way of non-exclusive example, the following situations could give rise to a conflict of interests:

- › performing a top management role (managing director, director, department head) and having economic relations with suppliers, clients, or competitors (holding shares, professional duties, etc.) including through family members;
- › accepting money or favours from persons or firms that have or intend to enter into business relations with the Company;
- › undertaking commercial transactions on behalf of the Company with family members up to the second degree of kinship contrary to company procedures for transactions with related parties;
- › undertaking commercial transactions with business partners without any reference to the price, the quality of provided service, or other measurable factors;
- › exploiting one's own position in order to pursue interests that conflict with those of the Company;
- › using information acquired in the performance of one's duties to one's own advantage or to the advantage of third parties, or that conflicts in any way with the interests of the Company.

Any situation that may constitute or give rise to a conflict of interests must be immediately communicated to the superior or internal supervisor, who shall proceed to notify the Supervisory Body.

1.5. Handling of confidential and/or price sensitive information

Each person concerned must abstain from disclosing or using any confidential news or information concerning company activities for their own benefit or for the benefit of third parties.

All information and other material obtained by persons concerned as a result of their work cannot be disclosed externally unless duly authorised in advance.

Purely by way of non-exclusive example, confidential information is considered as: commercial, industrial and strategic plans, information regarding product know-how and technological processes, financial transactions, operating strategies, investment and disinvestment strategies, accounting, financial and economic data before such data is made public, company manuals and procedures, personal data of employees and databanks relating to clients, suppliers, collaborators and employees, information concerning the company organisation.

The obligation to refrain from disclosing reserved and confidential information remains effective after ceasing to hold company office or an employment and/or collaboration relationship.

All documentation (including copies) generated within the Company, together with all information and other material obtained by Persons concerned as a result of their position within the Company or from business relations with the Company is and shall remain the exclusive property of the Company.

All Persons concerned are obliged to forward such documents, information and material to the Company on the Company's request, and in all cases upon cessation of any existing employment or business relationship with the Company.

Confidential information includes the highly important "price sensitive" information, i.e. information of a specific nature relating to the Company which is not of public domain and which, if disclosed, is capable of materially influencing the price of shares of the listed company.

Italian and European laws identify specific groups of individuals, both employees and external to the company, who, having access to "price sensitive" information in virtue of their role or activity inside or outside the organisation, are prohibited to trade these shares, to spread said information to others and to recommend to others to trade these shares. Other rules oblige every listed company to keep an official register of these persons.

"Price sensitive" information shall be externally communicated only by persons authorised under applicable law and according to the formal procedures adopted by the listed company in accordance with the principles of parity and simultaneousness in the spreading of information.

1.6. Watchfulness in business and money laundering prevention

Persons concerned must pay special attention in receiving and spending cash money, credit bills and valuable goods in order to avoid the risk to put fake or counterfeit values into the marketplace.

Persons concerned must never undertake or become involved in activities that involve receiving stolen goods, laundering (i.e. acceptance or processing), using proceeds, goods or values coming from any form or manner of criminal activity.

For this reason, employees shall carry out a prior verification of normally available information (including financial information) on commercial counterparties, consultants and suppliers, in order to ensure their respectability and the legitimacy of their activities.

The Company must always comply with the applicable legislation on the subject of preventing money laundering and combating organised crime, both national and international, making sure also that the transactions it is a party to do not present, even only potentially, the risk of facilitating the receiving or replacement or use of money or goods or other benefits deriving from criminal activities or self-laundering of money or goods or other benefits.

Directors and employees of the Company are required to strictly observe laws, company policies and procedures and/or instructions and/or any operative or organisational provisions in any business they undertake even intercompany, ensuring the full traceability of financial flows in and out and the full compliance of such operations to money laundering prevention rules.

1.7. Privacy protection

Performing its business activities, the Company collects a significant quantity of personal data and confidential information, which it undertakes to process in compliance with all applicable laws and according to best practice in matters of confidentiality and privacy.

The Company respects the subjective right of persons concerned to the protection of their personal data, whether they be employees, clients or suppliers, providing them with complete and updated information on the processing of such data – both ordinary information and any sensitive information – acquired by the Company itself or to be acquired and/or processed in the course of its activities, requiring their consent whenever necessary and processing such data exclusively for the purposes for which it is intended.

Furthermore, the Company guarantees a high level of security in the selection and use of its

information technology systems used for processing personal data and confidential information, and declares that it has adopted all security measures required by currently applicable law for the protection of such information.

1.8. Contributions and sponsorship

The Company may accept requests for contributions and sponsorships for activities that regard social and environmental themes, sport, entertainment or art, provided that the event and/or initiative is worth supporting and that such requests are not received from bodies and associations in relation to which there are suspicions or evidence of belonging to or contiguity with criminal organisations or that are suspected of illegal practices and/or of facilitating illegal activities in any way.

The Company must pay particular attention, in these activities, to possible personal or corporate conflicts of interest.

Sponsorship may only take place subject to specific agreements and to available information being checked, to verify the reputation of the sponsored party and merit of the event.

1.9. Protection of industrial and intellectual property

The Company acts in compliance with industrial and intellectual property rights lawfully held by third parties, as well as with laws, regulations and agreements, also at an EU and/or international level, to protect said rights.

In this regard, all Persons concerned shall respect the legitimate industrial and intellectual property rights of third parties and shall refrain from any unauthorised use of said rights, aware that infringement of said may have negative consequences for the Group. Specifically, information shall be checked and requested during relations with the owners of industrial property rights, as well as concerning any claims to said rights from third parties.

In particular, Company employees and staff, in carrying out their activities, shall refrain from any conduct that may encroach industrial property rights, alter or counterfeit distinguishing marks of industrial products, or of patents, drawings or industrial models, whether national or international, and shall also refrain from importing, marketing or in any case using or circulating industrial products with distinguishing marks that are counterfeit or altered or that encroach industrial property rights.

All Persons concerned shall refrain from unlawfully and/or improperly using, in their own interests or in the interests of the company or of third parties, intellectual works (or parts thereof), protected pursuant to copyright law.

1.10. Fighting organised crime

The Group strongly condemns and fights with all means available to it, any form of organised crime, including mafia-related crime.

Special attention shall therefore be adopted by those concerned, if they operate in geographic areas in Italy and abroad, historically affected by phenomena of organised crime, to prevent the risk of criminal infiltration.

Special attention shall be paid by those concerned to identify information on the reputation, reliability and lawfulness of activities carried out, when establishing and maintaining relations with business partners such as suppliers, agents, consultants, contractors, clients and partners.

2. Human resources and employment policy

2.1. Protection of employees and development of skills

Carraro Group has instructed all its employees to act with diligence, accuracy, impartiality and honesty, not only in the performance of their own tasks, but also in inter-company relationships and relations with third parties.

Honesty and professionalism of employees are indispensable values and conditions for the achievement of the Company's objectives.

The Company undertakes to foster the development of the skills and expertise of each employee, promoting a working environment and conduct oriented towards:

- › protection of safety, health and integrity and the prevention of discrimination and abuse of any kind;
- › optimisation/valorisation of innovative and entrepreneurial spirit within the limits of each employee's responsibility;
- › principles of merit and ability with the limits necessary for the organisation of work;
- › equal work and professional advancement opportunities for each employee;
- › definition of roles, responsibilities, authorities and availability of information in order to ensure that each member of the organisation can carry out their duties in the interests of the Company.

Employees are required to collaborate in order to maintain an environment of decorum and mutual respect of the dignity of each employee, and to foster the acquisition of new skills and knowledge.

Specifically, employees of the Company:

- › may not serve under the effect of alcoholic or narcotic substances;
- › must be sensitive to the needs of those who could suffer physical discomfort as a result of the effects of "passive smoking" in the workplace, including in countries where smoking in the workplace is permitted;
- › must avoid conduct that could create an intimidatory or offensive environment for colleagues, or that could subject them to marginalization or discredit in the workplace.

Specifically, in hierarchical relationships, no situations should occur in which the exercise of the principle of authority is detrimental to the dignity and professionalism of employees.

2.2. Health and safety

The Company undertakes to disseminate and consolidate a culture of safety, fostering awareness of risks and respect for applicable prevention and protection regulations, promoting responsible conduct by all. The Company also works to preserve and improve the working conditions, health, and safety of employees, particularly by preventative action.

The Company's goal is therefore to protect Company's assets and human and financial resources, constantly pursuing the necessary synergies not only within the Company, but also with suppliers, companies and clients involved.

For this purpose the Company undertakes technical and organisational initiatives through:

- › analysis of risk and the criticality of processes and resources to be protected;
- › attention in the choice of technologies;
- › supervision and updating of working methods;
- › providing training and communication initiatives.

2.3. Employees' obligations

The Code is an integral and substantive part of each employee's employment contract.

Consequently, the Company requires all employees to strictly observe the provisions of the Code. Any breach of the Code's provisions is therefore treated with firmness, with the consequent adoption of appropriate sanctions, according to the provisions of point III, 2), 2.2c hereunder.

Employees are therefore obliged:

- › to fully comply with the provisions of the Code regarding their specific responsibilities, including participation in any training activities;
- › to act and conduct themselves in accordance with the Code and abstain from any conduct that could be detrimental to the Company or compromise its honesty, impartiality or reputation;
- › to promptly notify any breaches of the Code to the Company's Supervisory Body by the methods established at point III, 2), 2.2a hereunder;
- › to comply with all internal regulations adopted by the Company to ensure observance of the Code and to identify any breaches thereof;
- › to consult the Supervisory Body, by the methods indicated at point III, 2), 2.2a, in order to obtain clarifications on the interpretation of the Code;
- › to cooperate fully with any investigations into breaches of the Code, maintaining the strictest confidentiality with regard to the existence of such investigations, and to participate actively, when requested, in reviews of the operation of the Code.

The Company shall make every effort to ensure that its employees, both those occupying top positions and those reporting to them, together with all those who act on behalf of the Company, do not take actions which could constitute offences that could lead to the application of one of the monetary and/or restrictive sanctions provided by Legislative Decree 231/2001, where applicable, in the event that such actions are taken to the advantage or in the interests of the Company or any other Carraro Group company.

2.4. Policy of selection

Personnel recruitment is carried out on the basis of correspondence between candidate profiles and corporate requirements, in a context of equal opportunities for all candidates. Information requested is strictly linked to verification of professional profile and aptitudes, respecting the privacy and opinions of candidates.

Employees are prohibited from accepting or soliciting promises or payments of money, goods, benefits, pressure or services of any kind that could be intended to promote the recruitment, transfer, or promotion of an employee.

The personnel are employed with regular employment contracts; no irregular form of work is tolerated and nor is the use of personnel without regular permission to stay.

The Company does not facilitate in any way whatsoever the entry into or transport within the Italian territory of foreign nationals not in possession of the documentation required by law. Likewise, the Company does not facilitate in any way whatsoever the presence of foreign nationals residing in the country under illegal conditions.

The Company rejects all forms of exploitation of the needs of workers and refrains from all relations with intermediaries which are even merely suspected of recruiting workforces by exploiting the needs of workers.

2.5. Use of Company assets and information systems

Each employee is obliged to diligently safeguard and use company equipment made available to them for the performance of their duties, acting responsibly to avoid both improper use that could damage the equipment or reduce its efficiency, and use for personal purposes.

Any even unintentional use of company equipment in violation of existing laws is forbidden even though said use could bring an interest or benefit to the Company or any Carraro Group entity.

Any use of information technology instruments in violation of laws in force, or causing offence to personal liberty, integrity and human dignity especially with reference to underaged individuals is strictly forbidden.

Any use of information technology instruments that may cause undue intrusion or damages to

information technology systems of third parties is forbidden too.

Persons concerned are required:

- › to strictly observe company policies and procedures and/or instructions and/or any operative or organisational provisions on IT security and to use company equipment (i.e. personal computers, telephones and other communication devices) according to these rules;
- › to avoid any conduct that could jeopardise security, integrity, functionality, efficiency and protection of Company's communication or information system;
- › not to send messages or images via email which are illegal, offensive, defamatory, inappropriate or have discriminatory content regarding gender, age, sex, inability or material which promotes sexual harassment or pornography;
- › to avoid sending or forwarding inappropriate chain or pyramid mail that may cause such a traffic overload over the Company's network to reduce its functionality and having a negative impact on labour productiveness;
- › not to load loaned or unauthorised software programmes onto company systems, and to not make unauthorised copies of licensed programmes for personal, company or third-party use, or sell said programmes;
- › not to reproduce, distribute, present in public, copy, duplicate, unlawfully sell software and/or database contents infringing copyright law.

3. Relations with Public Administration

3.1. Relationships with Public Administration and with Authorities

Relations with the Public Administration must be characterised by maximum transparency, clarity, propriety, and respect of respective roles, and must be conducted in a manner that does not lead to partial, false, ambiguous or misleading interpretations on the part of any institutional party with whom any relations are maintained.

Contacts with both Italian and foreign Public Administrations are limited to those who are specifically and formally authorised by the Company to deal with or have contacts with such administrations, public officials, bodies, organisations and/or institutions.

Specifically, the promise or offer, either directly or indirectly, of money, gifts of any nature or other benefits to managers, officials or employees of the Public Administration or their relatives, whether Italian or of other countries, in order to influence the independence of judgement of such public officials or to induce them to secure undue advantages is prohibited.

Unlawful payments made directly by employees of the Company or through intermediaries in Italy or abroad are considered acts of corruption.

Employment of ex-employees of the Italian or foreign Public Administrations, or their relatives up to the second grade of kinship, who participate or have participated actively in business negotiations with, or endorsed applications made by the Company to the Italian or foreign Public Administration is also prohibited.

Other conduct which is not permitted during business negotiations with representatives of the Public Administration includes, purely by way of example, the promotion, in any manner, of employment or commercial opportunities that could benefit public officials and/or public service representatives, the solicitation, obtainment or exchange of confidential information that could compromise the integrity and reputation of both parties, and in general any act that is intended to induce Italian or foreign public officials and/or public service representatives to undertake any action or omission in breach of the regulations of the organisation to which they belong.

It is prohibited to allocate subsidies or funding, even sums of modest value, obtained from the government or other public bodies for purposes other than those for which they granted.

Finally, the Company condemns any conduct intended to obtain any type of contribution, financing, concessional loan or other disbursement of the same type from the state or other public body by means of altered or falsified declarations and/or documents or through the omission of information, or more generally through artifices or deceptions, including by the use of a computer or data transmission system, which are intended to mislead the disbursing body.

3.2. Relationships with the Judicial Authority and Authorities with powers of inspection

The Company acts in accordance with the law and, within the limits of its own authority, does not obstruct the proper administration of justice.

In the performance of its activities, the Company operates in a lawful and proper manner, collaborating with the representatives of judicial authorities, the force of order and any public official that has powers of inspection.

During any type of access conducted by the Public Administration, employees involved must immediately notify their hierarchical superior, the department head or internal person that they report to, if they have not already been notified, of the presence on Company premises of members of the Public Administration, and must scrupulously abide by any instructions that the department head or internal person that they report to may give. In all cases, the department head or internal person that they report to shall manage relations with members of the Public Administration or persons engaged or delegated by them. The department head or internal supervisor must immediately notify the Supervisory Body of the inspection/access/assessment and of its outcome.

The Company requires employees to provide any person carrying out inspections or verifications on behalf of the Public Authority with the utmost cooperation and collaboration.

It is prohibited to destroy or alter registrations, minutes, accounts, and any other type of document, or to lie or make false declarations to the competent authorities.

No person may attempt to persuade others to provide false or misleading information to the competent authorities.

No person may undertake economic activities, confer professional positions, give or promise gifts, money, or other benefits to anyone carrying out verifications and inspections or to the competent judicial authorities. Those who, due to their employment, are subject, including in a personal capacity, to investigation, inspections, or writs of subpoena, and/or those who are notified of other judicial orders must inform their hierarchical superior or, failing this, their department head or internal supervisor. In all cases the department head or internal supervisor must inform the Supervisory Body of such occurrences.

Relations with the judicial authorities and judicial police, of any rank and degree, shall take place with the utmost transparency, fairness and assistance; in this regard, Persons concerned, particularly when involved in legal proceedings, shall refrain from adopting a conduct that is unforthcoming or omit information or that may result, even indirectly and/or involuntarily, in obstructing the work of legal bodies. Likewise, Persons concerned shall refrain from any pressure or threats, also physical violence, or any offer of money or other benefits, to induce a subject to avoid making statements or to make false statements to the judicial authorities.

4. Relationships with the stakeholders

4.1. Shareholders and the financial community

Relations with shareholders are managed by the Investor Relations department of the listed company. Directors encourage and facilitate the widest possible participation of shareholders in Shareholders' Meetings.

Communications made available to shareholders of the listed company and the financial community are as a matter of practice disseminated through meetings that are intended to

provide complete information to those concerned. The website “www.carraro.com” is promptly updated with financial statement data and press releases, in full compliance with applicable regulations.

4.2. Suppliers

The Company requires that suppliers with which it maintains contractual relations act in accordance with human rights, employee rights and environmental law.

Specifically, by way of example, the Company requires suppliers to abstain from using child or underage labour, discrimination, abuse or compulsion in detriment of workers, and that they comply with environmental legislation.

The selection of suppliers and the definition of purchase conditions for goods and services for the Company is regulated by values and parameters of competition, objectivity, respectability, propriety, impartiality, fairness of price, quality of goods and/or services and by accurate assessment of guarantees of service and the general range of offers.

Purchase processes must be oriented to the pursuit of maximum competitive advantage for the Company, and to loyalty and impartiality to each supplier that possesses the necessary requirements.

Specifically, Company employees responsible for such processes are obliged:

- › not to exclude any supplier possessing the necessary requirements from the opportunity to compete in bids for contracts, adopting objective and documented criteria in its selection of a shortlist of candidates;
- › ensuring sufficient competition in the selection of suppliers;
- › suppliers are selected also based on their capability to ensure compliance with laws, applicable regulations and this Code of Ethics.

Specifically, the employee that acts on behalf of the Company may not:

- › receive any form of consideration from third parties for any action carried out as part of their duties or contrary to their duties;
- › accept any form of condition from third parties extraneous to and not authorised by the Company in the taking of decisions relating to the selection of a supplier.
- › In order to guarantee maximum transparency and efficiency in the purchasing process, the Company also provides for:
 - › the segregation of duties of the unit requesting the supply and the unit that approves the spending;
 - › the traceability of awards made by keeping information and contractual documents for the periods established by applicable regulations and cited in internal purchase procedures.

Products and/or services purchased must in all cases be justified by actual corporate requirements as demonstrated by and resulting from internal evidence of the purpose of the purchase, identification of those requesting the purchase and the expenditure authorisation process, within the limits of available budgets, and in all cases in accordance with internal procedures.

On conclusion of the process, and in all cases before payment of the relevant invoice, the Company verifies the quality, adequacy and promptness of the service received and the fulfilment of all obligations assumed by the supplier.

The stipulation of a contract with a supplier must always be based on relations of the utmost clarity, avoiding, where possible, entering into contractual relations that involve forms of reciprocal dependency.

Shared adherence to the Code is a necessary condition for establishing and maintaining relationships with suppliers.

Where it emerges that a supplier, in the performance of its activities for the Company, has

acted in a manner that is not compliant with the content of this Code, the Company is entitled to take appropriate action to terminate the existing relationship and in all cases to preclude any further collaboration.

4.3. Customers

In their relations with clients and in accordance with internal procedures, employees must pursue maximum client satisfaction, in full observance of the principles of maximum collaboration, availability, professionalism, transparency, confidentiality and protection of privacy.

The Company undertakes to guarantee adequate quality standards for products/services. Such standards are subject to periodic monitoring.

The Company further undertakes to acknowledge suggestions and complaints by clients by the use of appropriate and punctual communication systems.

Communications to clients are characterised by clarity and intelligibility, and comply with applicable regulations.

The Company also undertakes to not use misleading or untruthful means of advertising and to disclose information which is true in advertising, sales or any other type of communication, undertaking and guaranteeing that the products and services provided to customers correspond to business standards and the above information.

The Company does not employ elusive or irregular practices, and provides clients with complete communications in order to avoid omitting any detail that may be significant in influencing clients' decisions.

4.4. Inter-company relationships

Carraro Spa requires Group companies to adhere to the values expressed in the Code of Ethics and to collaborate fairly in the pursuit of its objectives, in absolute accordance with the law and applicable regulations.

The Company abstains from any conduct that is prejudicial to the integrity, independence or image of one of the companies of the Group.

The circulation of information within Carraro Group, in particular information used to compile the consolidated financial statements and other communications, must take place in accordance with the principles of truthfulness, propriety, completeness, clarity, transparency, in respect for the independence of each company and specific spheres of activity. The management and coordination activities of Carraro Spa are carried out through official communications to the corporate bodies of Group companies. Any business relations existing between Carraro Group companies must be duly formalised and conducted in accordance with the principles of propriety, the reality of underlying economic relations and protection of respective interests.

4.5. Political organisations and associations

Employees may involve themselves in political or association activities only if they participate in a personal capacity, in their own free time, at their own cost and in accordance with applicable law.

The Company may not make direct or indirect contributions in any form, or allocate funds and financing in support of political entities unless admissible and provided for by law and applicable regulations, and in all cases subject to the preceding prohibition regarding employees.

4.6. Environmental protection

The Company is committed to ensuring that the projects, processes, methods and materials take into account the development of scientific research and environmental best practices in order to respect the balance of the ecosystem, prevent pollution of the environment and landscape and safeguard public safety.

The Company operates an environmental management system that complies with applicable national and international regulations. The system is based on the following fundamental principles:

- › containment and reduction of polluting emissions;
- › constant optimisation of the employment of resources;
- › development of products and services that are compatible with the environment.
- › containment of the production of waste, in particular dangerous waste;
- › reduction of the use of dangerous substances, replacing them where possible;
- › encouraging the development and distribution of sustainable technologies capable of efficiently managing the consumption of water, energy and combustibles to mitigate the risks linked to climate change.

The Company wishes to preserve public confidence in the integrity of its activities through constant efforts to adopt technical devices for reduction of the environmental impact of its industrial activities.

5. Administrative and Accounting management policy and principles for market abuse prevention

Accounting records and Financial Statements are based on generally accepted accounting principles (International Accounting Standards, at present: IAS/IFRS).

Each operation and transaction must be lawful, authorised, coherent and appropriate, and must be adequately recorded in order to enable verification of the process of decision, authorisation and execution.

Consequently, each corporate department is responsible for complying with corporate operational procedures, the authenticity and truthfulness of documentation and information produced in the course of its activities, and collaborating to ensure that management actions are promptly reflected in a proper and truthful manner in financial statements, reports and other legally required company communications to shareholders, the public and the audit company.

Supporting documentation must be readily available and filed according to suitable criteria that allow them to be easily consulted, including by internal and external control bodies.

Furthermore, the Company prohibits any conduct by any person that is intended to support, encourage, facilitate and induce members of company bodies and department heads to breach one or more of the principles indicated hereunder.

The Company requires that all directors, department heads and employees conduct themselves in a proper and transparent manner in the performance of their duties, particularly in relation to any request by shareholders, the management body, other corporate bodies and the audit company in the exercise of their respective institutional functions.

Company directors are prohibited from any conduct intended to cause damage to the integrity of corporate assets.

Company directors must not undertake company transactions in breach of statutory provisions protecting creditors which are liable, even potentially, to cause damage to creditors.

External communication of information concerning the Company must be made exclusively by the department responsible for such communications and in accordance with company procedures that are intended to guarantee its veracity and proper dissemination.

Specific attention is drawn to the dissemination of communications regarding extraordinary transactions undertaken by any Carraro Group company concerning solicitation of investment, admission to stock market listing, takeover bids and stock-for-stock takeover bids, or commercial initiatives, negotiations and agreements of particular importance. In this regard, the Company carries out verifications and checks in order to ensure that legally required company communications, information on the company's situation provided to shareholders or to the

market, and information on expected economic, financial and asset data (of both the Company and Carraro Group), as well as statements requested for the purpose of soliciting investment and documents to be published in the occasion of takeover bids or stock-for-stock exchanges are always made in accordance with fundamental principles of truthfulness, correctness, transparency, prudence, and are aimed at favouring the acquaintance with the Company's policies, programs and projects.

Equally, transactions concerning listed and unlisted securities undertaken on the behalf of and in the interests of both the Company and Carraro Group must be based on the principles of propriety, compliance with law and applicable regulations, truthfulness and transparency, giving market operators a full and correct understanding of the transaction and its underlying motives and providing informed guidance on investment choices and the protection of savings.

III. Diffusion and Monitoring

1. The body responsible for the diffusion and monitoring of the Code of Ethics: the Supervisory Body

The Supervisory Body (SB), as defined above, is responsible for monitoring the performance and compliance with the Code of Ethics.

The SB is an internal body of the Company, vested with powers of initiative and control which it exercises autonomously and independently of the Board of Directors, the Company's other control bodies and any external body.

The SB is also vested with powers of inspection and control not only in relation to the Code of Ethics, but also concerning the Model, when adopted (to which the Code is annexed, therefore constituting an integral part thereof), and of its maintenance by means of periodic updating, specifically to prevent the perpetration of offences indicated by Legislative Decree 231/2001.

The SB has the task of formulating proposals aiming to adapt the Code to applicable regulations, taking account of the evolution of practice in this regard.

Persons concerned who become aware of breaches of the principles of the Code and other events liable to alter its scope and effect are obliged to promptly notify such occurrences by the methods set out at point III, 2), 2.2a hereunder.

The SB is also responsible for promoting the dissemination of the Code among Persons concerned and assisting those who report non-compliant conduct, ensuring that the Company protects them from pressure, interference, intimidation and retaliation.

2. Diffusion and monitoring procedures

2.1. Diffusion

2.1a. Communication and training

In order to ensure that all Persons concerned are informed, and for it to have binding force, the Code is:

- › circulated within the Company by consigning a copy to employees when they are recruited. A copy of the Code is posted on the corporate Intranet and made available for consultation at the Internal Audit and/or Human Resources departments.
- › disseminated externally (to both the Company and the Carraro Group) as widely as possible, addressed to agents, contractors, consultants and suppliers and by publication on the website www.carraro.com.

Furthermore, in order to enable the Code to be fully operational, the Company:

- › guarantees prompt dissemination of the Code and subsequent updates and amendments among Persons concerned;

- › provides an adequate training programme to employees;
- › guarantees that employees who report breaches of the Code are not subject to any form of retaliation;
- › gives the competent bodies the power to adopt fair disciplinary measures that are commensurate with the type of breach of the Code, in accordance with the legal and contractual provisions applicable to each individual case;
- › carries out periodic checks to verify compliance of the provisions of the Code.

Carraro encourages employees to constructively contribute to the contents of the Code, both in the implementation phase and subsequently, when any failings or necessary updates may become evident (following evolution of regulations or consolidated international practice, and experience acquired in the application of the Code itself), which must be reported to the SB.

2.1b. Issues relating the interpretation of the Code of Ethics

Persons concerned who have questions relating to the interpretation and application of specific provisions, or who require clarifications of the Code, should contact the Supervisory Body.

2.1c. Amendments and revisions

The Code is subject to periodic revision by the Board of Directors of Carraro Spa and any substantial update, amendment, or supplement thereto must be approved by the Board using the same method used for its initial adoption.

The Chairman and Managing Director of Carraro Spa do, however, have the power to make any modification of an exclusive formal character, provided that the content remains substantially unchanged. The Board of Directors and the Supervisory Body of Carraro Spa must be promptly notified of such amendments or supplements.

2.1d. Conflicts with the Code of Ethics

The Code must be considered as prevalent in the event that even a single obligation of the Code conflicts with the provisions of the internal regulations or procedures of the Company.

2.2. Monitoring

2.2a. Reporting breaches

Persons concerned have an obligation to familiarize themselves with the Code, to actively contribute to its implementation, to report any failings or any actual or potential breach to the Whistleblowing Manager, as defined in the Whistleblowing Guidelines procedure as follows:

1. in writing, to the Company postal address or by delivery in person (closed envelope to the attention of the Whistleblowing Manager) or
2. electronically, (preferred option) using a dedicated web platform arranged by Parent Company, available at the link www.carraro.com, Corporate governance section.

The Company has established specific rules and a dedicated Whistleblowing procedure available to view online on the aforementioned platform.

2.2b. Treatment of infringements

Once it has detected any breaches of the Code, the Supervisory Body instructs the competent bodies to instigate the relevant disciplinary procedures by the methods established by the disciplinary system at point III, 2), 2.2c hereunder, according to the type of transgression and the applicable rules.

Persons who make a report in good faith must not suffer any adverse consequences. Their names and the related information are kept confidential, except as provided for by law.

2.2c. Penalty system

Compliance with the provisions of the Code must be considered an essential part of the contractual obligations of employees of the Company, under and for the purposes of the applicable rules.

Therefore, any breach by employees of the provisions of the Code constitutes a violation of their primary obligations of their employment and a disciplinary offence, with all legal consequences, including with respect to the maintenance of their employment, and may also involve actions for compensation for damages arising therefrom.

For Persons concerned who are not employees, observance of the Code constitutes a precondition for the continuation of the existing professional/collaborative relationship with the Company. Therefore, any breach of the provisions of the Code may constitute a breach of their contractual obligations, with all legal consequences, including in relation to the rescission of the contract and/or assignment, and may involve compensation for damages suffered by the Company.