



Automobili Lamborghini S.p.A.

Legal Headquarter in Sant'Agata Bolognese (BO), 40019, Via Modena 12
Tax code and VAT number 03049840378

Organizational Model

Pursuant to Legislative Decree June 8, 2001, n. 231, bearing provisions governing administrative liability of legal entities, companies and associations including those that are not incorporated and subsequent modifications and integrations.

General section

Organizational Model approved the first time by the Board of Directors in 2010 and afterwards updated several times, most recently with the deliberation dated December 3rd, 2020



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Glossary

<i>4-Eyes Principles</i>	Essential principle of the Internal Control System for which no operation, transaction or business activity may be carried out without the authorization of at least two people belonging to different functions, according to the proxy and delegation system in place
<i>Managing Director</i>	Member of the Board of Directors of Lamborghini S.p.A.
<i>Activities exposed to the risk of crime or sensitive activities</i>	Indicate the processes, operations or acts or set of operations and acts in the performance of which, in relation to the types of crimes, it is abstractly possible, on the part of the people who carry out their activity for the Company, the commission of a crime included in these cases
<i>Areas exposed to the risk of crime</i>	Functions, offices and/or departments within which crimes may abstractly be committed
<i>CCNL</i>	National Collective Labour Agreement of "Industria metalmeccanica e della installazione di impianti", applied by Automobili Lamborghini S.p.A.
<i>Ethic Code</i>	The Ethic Code adopted by Automobili Lamborghini S.p.A. contains the general ethical principles of conduct, recommendations, obligations and prohibitions that the Company, employees and collaborators of Automobili Lamborghini are required to know and respect. The Ethic Code constitutes integration and completion of the Organizational Model and of any act or procedure or rule adopted to ensure the fulfilment of the latter.
<i>Board of Directors</i>	The Board of Director of Automobili Lamborghini S.p.A.
<i>Collaborators</i>	It is meant any person who has a collaborative relationship in place, without being subject to subordination, agency, representation and/or other professional relationships that are not of a subordinate nature.
<i>Sales Partner</i>	It is meant subjects or organizations that sell Lamborghini brand products, spare parts, after-sales services, and financial services to final customers on the basis of licenses issued by Automobili Lamborghini S.p.A., involving individuals or legal entities as external business partners. These subjects have a contractual relationship with Automobili Lamborghini S.p.A. and act in the interest or at the request of the Company.
<i>Decree o D.Lgs 231/01 or Decree 231/01</i>	Legislative Decree no. 231 of 8 June 2001, as successively revised and integrated
<i>Recipients</i>	Parties responsible for complying with the provisions of this Model pursuant to the Decree, such as, by example, but not limited to, Corporate Bodies, Managing Directors, Statutory Auditors, Employees, Consultants, Agents, Collaborators and Partners, as well as those who operate on behalf of the Company and all those who, directly or indirectly, permanently or temporarily, establish, for any reason whatsoever, including de facto, relations or negotiation/collaboration, relations in the interest of or on behalf of the Company itself.



<i>Employees</i>	All persons who have a subordinate or self-employed relationship with Automobili Lamborghini S.p.A. including managers and FSE, as defined in art. 2, paragraph 1, letter (a) of Legislative Decree 81/08.
<i>Entity</i>	Collective organization with a certain organizational autonomy, to which Legislative Decree 231/2001 applies and refers, which makes specific reference to legal identity, companies and associations even without legal identity (e.g. corporations, partnerships, associations, foundations, cooperatives and mutual insurance companies, consortia with external activity).
<i>Suppliers</i>	Suppliers of goods and services of Automobili Lamborghini S.p.A. that do not belong to the definition of Partner.
<i>Audi Group or Group</i>	It is meant the Group of Audi AG Ingolstadt - to which Automobili Lamborghini S.p.A. belongs - and which in turn is part of the VW Group, headed by Volkswagen AG.
<i>Automobili Lamborghini, Lamborghini, AL, Company</i>	Automobili Lamborghini S.p.A. - company with sole shareholder part of the Audi Group, based in Sant'Agata Bolognese (BO), via Modena 12, which adopts this Model
<i>Guidelines</i>	The "Guidelines for the construction of Organization, Management and Control Models pursuant to Legislative Decree 231/2001", prepared by Confindustria (Confederation of Italian Industry)
<i>Model, Organizational Model or MOGC</i>	Organizational, Management and Control Model adopted by Automobili Lamborghini S.p.A., pursuant to articles 6 and 7 of the Decree. The Model is constituted in its entirety by the General Section, the Special Sections and the Annexes.
<i>Company Organs</i>	Board of Directors and Shareholder's meeting of Automobili Lamborghini S.p.A.
<i>Company's control organs</i>	It is meant the Statutory Auditors, appointed in accordance with the Italian Civil Code and the Independent External Auditing Company in charge of the legal audit in accordance with Legislative Decree 39/2010.
<i>Independent body or OdV</i>	Indicates the Body responsible for supervising the operation and compliance with the Model, appointed by the Board of Directors of Automobili Lamborghini S.p.A. in accordance with art. 6 of Legislative Decree 231/01
<i>General section</i>	The part of the Model containing, among other things, the description of the functions of the Model and the Independent Body, as well as a description of the organization and structure of Automobili Lamborghini S.p.A.
<i>Special Section</i>	The parts of the Model expressly dedicated to each family of crime identified as relevant to the activity of Automobili Lamborghini S.p.A., which describe the specificity of the crimes, the Areas and Activities exposed to the crime risk, the main features of the control and prevention system, as well as the control and monitoring activities of the Independent Body
<i>Public Administration o P.A.</i>	It is meant all public entities and parties (State, Ministries, Regions, Provinces, Municipalities, etc..) and public law bodies, concessionaires, contracting authorities, mixed limited liability companies, etc..) and all other entity who perform in some way the public function in the interest of the community and therefore in the public interest.



<i>Crimes</i>	The types of crime to which the provisions of the Decree apply. The Organizational Model of Automobili Lamborghini S.p.A. includes the list of the Crimes provided for by the Decree updated on the date of approval of the MOGC.
<i>Internal control system</i>	The set of procedures, processes, application practices and management and information systems adopted by Automobili Lamborghini S.p.A. and aimed at the governance and control of all company activities. The Internal Control System also includes the rules for the assignment of powers of signature.
<i>Health and Safety Management System (In Italian "SGSL") at workplace</i>	Company organizational system aimed at ensuring the achievement of the objectives of health and safety at work, in compliance with the provisions of art. 30 of Legislative Decree 81/2008 and suitable to prevent the crimes referred to in Articles. 589 and 590 c.3 of the Penal Code committed in violation of accident prevention rules on the protection of health and safety at work.
<i>Disciplinary system</i>	The disciplinary system adopted according to articles 6 and 7 of the Decree
<i>Apical subjects</i>	Indicates the individuals with autonomous power to make decisions in the name and on behalf of the Company, within the exercise and limits set by their respective mandates. Pursuant to Article 5, paragraph 1, letter A) of Legislative Decree 231/2001, these are persons who are representatives, directors or managers of the company or one of its organizational units with financial and functional autonomy as well as by people who exercise, even de facto, management and control thereof
<i>Persons subject to others' direction or Subordinated</i>	Indicates individuals subject to the direction or supervision of one of the Apical persons as indicated in art. 7 of the D.Lgs. n. 231/2001
<i>TUS</i>	Consolidated Law on Security, as per Legislative Decree n.81 of 9 April 2008 and subsequent revisions and integrations



1. LEGISLATIVE DECREE JUNE 8, 2001 NO. 231

1.1. Liability of legal entities, companies and associations

The Legislative Decree 8 June 2001, No. 231 (hereinafter also referred to as the “Decree”) has introduced in the Italian Legal system the administrative liability related to crimes of legal entities (with the definition of Entity it refers to Companies, Association, consortium, hereinafter also referred to as “Entities”) for types of crimes committed in its interest or for its benefit by (i) individuals who hold a representative, administrative or managerial position in the Entities or in one of their organizational units that enjoys financial and functional independence, or individuals that, represent, manage and control, also *de facto* the Entities, (ii) or individuals subordinate to the management or supervision of one of the subject referred above. This responsibility is added to the (criminal) liability of the natural person who has committed the offense.

The extension of liability aims to involve in the punishment those Entities that have benefited, directly or indirectly, from the commission of the offence. The sanctions laid down by the Decree could be pecuniary or disqualification as mentioned in the par.1.4 General Part of this Model.

Furthermore, it is worth mentioning that the Entity’s liability is provided for attempted crimes and for crimes committed abroad, within Entity’s operation that has its headquarters in the territory of the Italian State, unless the Judicial Authority of the State in which the crime has been committed decides to start the prosecution.

1.2 Types of crime

The responsibility of the Entity is foreseen not for any kind of crimes but only for the crimes expressly indicated by the Legislator within the Decree. Annex A reports the types of offences referred to the Decree at the date of the Model approval (Types of Crimes) divided in categories. Referring to Annex C for more details, a summary grouped by families of these crimes is provided as:

- Offences in relations to the **Public Administration** (e.g. bribery, graft/extortion, embezzlement against the State, fraud against the state, computer fraud against the State, and improper induction to give or promise utility) as mentioned in the Artt. 24 and 25 of D.Lgs. 231/2001;
- **Computer crimes and illegal data processing** (e.g. unauthorized access to computer or remote system, installation of equipment designed to intercept, prevent or interrupt computer or electronic communications, damage to computer systems or telecommunications) as mentioned in the Art. 24 bis of D.Lgs. 231/2001);
- Offences related to **criminal association** (e.g. mafia-style association, including also foreign mafia, election exchange between politics and mafia, kidnapping aimed at robbery or extortion) as mentioned in the Art. 24 ter of D.Lgs. 231/2001);
- Offences against **public faith** (e.g. forging money, public credit notes, revenue stamps or instrument of recognition signs as mentioned in the art. 25 bis of D.Lgs. 231/2001);
- Offences against **industry and commerce** (e.g. disruption of the freedom and commerce, fraudulent trading, sale of industrial products with false signs) as mentioned in the art. 25 bis.1 of the of D.Lgs. 231/2001;
- **Corporate crimes** (e.g. false corporate communications, impeding control, unlawful influence over quota/shareholders’ meeting, private corruption as mentioned in the art. 25 ter of D.Lgs. 231/2001, amended by Law 262/2005 and recently with the D.Lgs. n. 39/2010, with Law 190/2012, with D.Lgs. 38/2017 and lastly with Law 3/2019);
- Offences related to **terrorism or subversion of democracy** as mentioned in the art. 25 quater of D.Lgs. 231/2001;
- Offences against **individuals** (e.g. crimes concerning trafficking or of maintaining individuals to slavery or servitudes) as mentioned in the art. 25 quater.1 and in the art. 25 quinquies of D.Lgs. 231/2001;



- Offences on **Market Abuse** (e.g. abuse of inside information and market manipulation) as mentioned in the art. 25 sexies of D.Lgs. 231/2001;
- **Transnational Crimes** (e.g. Criminal association and the crimes concerning the impediment to justice, when are considered as transnational crimes);
- Crimes related to the **violation of health and safety at workplace** (e.g. Manslaughter and culpable serious or very serious injuries committed in violation of the regulations referring to respecting health and safety at the workplace) as mentioned in the art. 25 septies of D.Lgs. 231/2001
- **Receiving, Money laundering, using of money, goods or profit from illegal activities and self- laundering** crimes (overall mentioned in the art. 25 octies of the D.Lgs. 231/2001)
- Crimes in **violation of Copyright Law** as mentioned in the art. 25 nonies of D.Lgs. 231/2001
- Crimes of **inducing individuals into not making statements or in making false statement to judicial authorities** as mentioned in the art. 25 decies of D.Lgs. 231/2001
- **Environmental crimes** as mentioned in the art. 25 undecies of D.Lgs. 231/2001
- Crimes of **employment of citizen of foreign countries whose stay is illegal** as mentioned in the art. 25 duodecies of D.Lgs. 231/2001
- Crime of **racism and xenophobia** (art. 25 terdecies D.Lgs 231/2001);
- Crimes of **fraud in sports competitions**, abusive gaming or betting and gambling exercised by means of prohibited equipment (art. 25 quaterdecies D.Lgs 231/2001);
- **Tax crimes** (art. 25 quinquiesdecies of D.Lgs 231/2001);
- **Smuggling offences** (art. 25 sexiesdecies of D.Lgs 231/2001).

In addition to these cases, there is also the offence set out in art. 23 of the Decree, which provides that anyone who, in the performance of the activity of the entity to which a penalty or precautionary disqualification measure has been applied, violates the obligations and prohibitions inherent in such penalties or measures, as set out in the following paragraph, is punished.

1.3 Requirements for liability and authors of crimes

For the administrative liability of Entities, it is necessary that the supposed crimes have been committed in the interest or for the benefit of the Entity from one of the following persons:

- Individuals who hold a representative, administrative or managerial position in the Entities or in one of their organizational units that enjoys financial and functional independence, or individuals that, represent, manage and control, also *de facto*, the Entities ("**Apical Subjects**");of
- Individuals subordinated to the management or supervision of one of the subject referred above ("**Subordinated**");

Moreover, the Entity's liability is subject to the following conditions:

- The crimes committed in the interest of the Entity, namely in order to privilege the entity, regardless from the fact that the goals have been actually reached;
- The crime has advantaged the entity regardless from the intention of the individual who has committed it.

Therefore, the Entity is not responsible if the authors of the crime have committed it in their own interest or in the interest of third parties.

The responsibility pursuant to the Decree is an additional one and not a replacement or an exclusion of the responsibility for individuals who materially have committed the crimes and it is autonomous from the latter; in fact, pursuant to the art. 8 of the Decree, the Entity could be considered liable even though the author is not punishable, has not been found or the crime is extinguished for causes different from amnesty.



1.4 Crimes committed abroad

According to art. 4 of D.Lgs. 231/2001, the entity may be called to answer in Italy in relation to Offences - envisaged by the D.Lgs. 231/2001 - committed abroad¹

The Descriptive Report to the D.Lgs. 231/2001 underlines the necessity of not leaving unpunished a criminal situation that can actually occur in practice, also in order to avoid any circumvention in the regulatory system in question.

The assumptions, on which the Company's liability for crimes committed abroad is based, are as following:

- I. the Offence must be committed by a person functionally linked to the entity, pursuant to Article 5, paragraph 1, of Legislative Decree no. 231/2001;
- II. the entity must have its head office (HQ) in the territory of the Italian State;
- III. the Company may respond only in the cases and under the conditions set out in Articles 7, 8, 9, 10 of the Criminal Code (in cases where the law provides that the guilty party - a natural person - is punished at the request of the Minister of Justice, proceedings are taken against the Company only if the request is also made against the company itself)² and, also in compliance with the principle of legality set out in Article 2 of Legislative Decree no. 231/2001, only in relation to offences for which its liability is provided for an ad hoc legislative provision;
- IV. if the cases and conditions referred to the aforementioned Criminal Code articles are present, against the entity shall not proceed the State at the place where the offence was committed.

1.5 Sanctions provided in the Decree

Art. 9 of the Decree foresees the following sanctions that can be imposed on the Entity:

- a) pecuniary sanctions;
- b) disqualification/prohibitory sanctions;
- c) confiscation/forfeiture;
- d) publication of the judgment.

The **pecuniary sanctions** are established by the Judge through a system of "quotas", that cannot be less than 100 and not more than 1000 and the amount of every single quota shall be within a minimum of € 258 and a maximum of € 1.549. In case of pecuniary sanction, the Judge determines:

- the number of quotas in consideration to the seriousness of the crime, the level of Entity's liability and the activities implemented for avoiding or mitigating the consequences of the event and for preventing the commission of further crimes.
- the amount of single quota based on the economic and financial conditions of the Entity.

The sanction to be imposed in concrete terms is established by the Judge, on the basis of the criteria established by art. 11 of the Decree or, in other words, the seriousness of the fact, the degree of responsibility of the Entity, the activity performed by the Entity to delimit or mitigate the consequences of the fact and prevent the commission of further Offences, economic and financial conditions of the Entity.

¹ Article 4 of D.Lgs. 231/2001 provides as follows : "1. In the cases and under the conditions provided for by articles 7, 8, 9 and 10 of the criminal code, the entities having their headquarters in the territory of the State are also liable in relation to crimes committed abroad, provided that the local State does not proceed against them in which the fact was committed .

2. In cases where the law provides that the guilty party is punished at the request of the Minister of Justice, proceedings are taken against the entity only if the request is also formulated against the latter".



It is worth mentioning that in case of homicide and personal injury linked to the violation of the health and safety at work place cannot be sanctioned with a fine less of 1000 quotas. Moreover, in some cases, the pecuniary sanction can be increased.

The **prohibitory sanctions** can only be applied, in conjunction with the pecuniary sanction, when expressly provided for and in relation to administrative offenses specifically listed in the Decree if certain conditions are fulfilled, and are:

- disqualification from conducting business;
- interruption or annulment of authorizations, licenses, permission functional to the commission of the crime;
- prohibition of entering into agreements with the Public Administration, except for obtaining a public service;
- exclusion from facilities, loans, grants and subsidies, as well as the revocation of those already granted if any;
- prohibition of advertising goods and services.

The prohibitory sanctions have duration from 3 months up to 2 years and in particular and exceptional serious cases can be imposed also in a definitive way.

Prohibitory sanctions are applied only in relation to those Offences for which they are expressly provided for and provided that at least one of the following conditions is met:

- a) the entity has obtained a significant profit from the commission of the offence and the offence was committed by persons in a top management position or by persons subject to the management of others when, in the latter case, the commission of the offence was determined or facilitated by serious organisational shortcomings;
- b) in the event of repetition of the offences.

On the contrary, the application of prohibitory sanctions is excluded when the entity has engaged in the reparative conduct envisaged by Article 17 of D.Lgs. 231/2001 and, more specifically, when the following conditions are met:

- a) the entity has fully compensated the damage and has eliminated the harmful or dangerous consequences of the offence or has in any case effectively taken action in this regard;
- b) the company has eliminated the organisational shortcomings that led to the offence through the adoption and implementation of organisational models suitable for preventing offences of the type that occurred;
- c) the entity has made available for confiscation the profit obtained.

In choosing the applicable prohibitory sanction, the Judge must comply with the same criteria already seen above for monetary measures. In particular, it is required that the prohibitory sanction has the character of specificity, i.e. it relates to the specific activity to which the offence committed by the entity refers.

Among the various prohibitory measures, that of suspension from carrying out the activity cannot be applied except when the imposition of any other sanction is inadequate².

It is also possible that several prohibitory sanctions may be applied jointly.

Moreover, the prohibitory sanction could be applied also as interim measures when there are strong evidence of the entity's responsibility and when there are specific and well proved elements that raise the possibility of further crimes of the same nature being committed. The precautionary measures may not last more than one year.

² In cases where the conditions exist for the application of a disqualification sanction involving the interruption of the Entity's activity, if the Entity performs a public service or a service of public necessity whose interruption may cause serious harm to the community, or if the interruption of the activity, given the size of the Entity and the economic conditions of the territory in which it is located, it may have significant repercussions on employment, it is provided that the Judge may, in place of the disqualification sanction, order that the activity of the Entity continue under the guidance of a commissioner for a period equal to the duration of the sanction that would have been imposed.



The **confiscation** of the price or the profit of the crime is always applied in case of conviction judgment of the entity; in the case in which the confiscation of the price or profit of the crime is not possible, the confiscation could be order for other amount of money, goods or other goods of the same value of the price or the profit of the crime (confiscation for equivalent).

The **publication of the judgment** consists in the publication of an abstract of the conviction or the entire judgment with the expenses borne exclusively by the Entity on one or more newspaper decided by the judge and in the publication in the municipality in which the Entity has its principal office.

1.6 Elements that exempt the Entity from liability

The Decree expressly provides, in artt. 6 and 7, the exemption from the administrative liability of the Entity for crimes committed for its advantages and/or interest when the Entity has adopted effective organizational, management and control Model (hereinafter the "**Model**"), capable of preventing the commission of the crimes listed in the law.

In particular, in case in which the crime has been committed by the Apical Subjects, the Entity is not responsible if proves that:

- The management body of the Entity has adopted and effectively implemented, prior to the commission of the crime, organizational, management and control models capable of preventing the commission of crimes of the same nature of the one committed;
- The task of supervising on the functioning and on the effective compliance of the Model has been entrusted to an Independent Body provided with independent decision making and control powers;
- The individuals that have committed the crimes have fraudulently circumvented said organizational and management models;
- There is no evidence of omitted or insufficient control by the Independent Body on the functioning and compliance of the organizational and management models

In the case of an Offence committed by Apical Subjects there is, therefore, a presumption of responsibility of the Entity due to the fact that these subjects express and represent politics and, therefore, the will of the Entity itself.

In order to be exempt from liability, the Entity must, therefore, demonstrate its extraneousness to the facts alleged against the Apical Subject by proving the existence of the above-mentioned competing requirements and, consequently, the circumstance that the commission of the crime does not derive from its own "organizational fault".

For the crimes committed by the Subordinated, the Entity can be held liable when it has been proved that the commission of the crimes was made possible by the failure to comply with the obligations of managing and supervision. In this case, the Decree has recognized the Entity's liability for violation of the control and supervising powers, that are, typically, the tasks of the top management of a Company (or of the subjects delegated by them).

There is no failure to comply with the obligations of managing and surveillance, if the entity, prior to the commission of the crime, has adopted and effectively implemented an organizational, management and control model capable of preventing the commission of crimes of the same nature of the one committed.

The burden of proof of demonstrating that the organizational model has not been adopted, however, unlike in the case of a crime committed by the Apical Subjects, lies with the prosecution.

The simple adoption of the Model by the management body is not sufficient for the exemption of the responsibility of the entity, being necessary that the Model would be suitable, efficient and effective. On this regard, the Decree lists the main requirements that the organization, management and control model has to meet.



In particular, to prevent crimes, the Model shall (Art. 6 c. 2 of Decree):

- Identify and define the activities of the companies where the crimes listed in the Decree can be committed;
- Provide for specific protocols with the aim of planning the making and implementation of the decision within the Entity in relation to the crimes to be prevented;
- Establish the procedure of finding and management of economic resources capable of preventing the commission of such crimes;
- Provide for duties of information towards the Independent Body entrusted of supervising and of compliance of the organizational, management and control model, in order to allow the concrete operational capability;
- Introduce an internal disciplinary system capable of sanctioning the failure to comply with the measures indicated in the organizational, management and control model, in order to guarantee its effectiveness.

Moreover, with reference to the effective implementation of the Model, it is provided for (Art. 7 c.4):

- Regularly check and eventual modification of the Model when some violation of the prescriptions have been discovered or when change in the organization or in the activity of the company has been carried out;
- Introduction of an internal disciplinary system in order to sanction the failure to comply with the measures indicated in the Model.

At these requirements, it shall be added, with reference of the crimes committed for violation of the prescriptions of health and safety at workplace, those specifically listed in Art. 30, c. 1, of D.Lgs. 9 April 2008, No. 81 (“**D.Lgs. 81/08**”), according to which the organizational Model shall be construed in a manner that allows the company’s system to fulfil all the obligations contained herein.

Moreover, the Model shall provide for suitable registration system of all the fulfilment of all the activities described above and an articulation of functions able to ensure all the technical competence and all the required powers necessary for the check, evaluation, management and control of the risk.

1.7. The Holding’s liability for the crime committed in the Subsidiary

As also highlighted by the Confindustria Guidelines in their latest updated version, the holding/controller company may be held liable for the offence committed in the subsidiary's activity if:

- a crime has been committed in the immediate and direct interest or advantage not only of the subsidiary but also of the holding;
- natural persons functionally linked to the holding have participated in the commission of the crime by making a causally significant contribution (Cassation, Fifth Penal Section, sentence no. 24583 of 2011), proven in a concrete and specific manner.

1.8. The Organisation, Management and Control Model in the context of the Company's organisational structure

The Organizational, Management and Control Model is an integral part of the organizational, administrative and accounting structure that the entrepreneur has the duty to establish pursuant to art. 2086 of the Italian Civil Code.

In fact, in its being oriented towards preventing the commission of the Offences provided by Legislative Decree 231/2001, it is an element that minimizes the risk of sanctions that could potentially have a negative impact on the business continuity and, at the same time, offers a valid tool for the timely detection of critical situations.

In this sense, the Board of Directors provides for the continuous updating and cares for the constant implementation of the Organizational Model.



2 AUTOMOBILI LAMBORGHINI ORGANIZATIONAL, MANAGEMENT AND CONTROL MODEL

2.1 The Company and its organizational structure

Automobili Lamborghini S.p.A. is a company part of the Audi Group, a German multinational group active in the automotive sector, which in turn is part of the VW Group.

The Company, with registered office in Sant'Agata Bolognese, Via Modena, 12, carries out study, design, development and production, sales, repair and rental of vehicles and prototypes, its engines, accessories and spare parts for its own account and/or for third parties as well as study, design, production and sales, for its own account or for third parties, of articles and clothing accessories, and licensing.

The activity of research and development in the field of composite and innovative materials, the sale and licensing of patents, trademarks, industrial designs as well as the organization of events, and sports car racing complete the description of the Company's object.

Automobili Lamborghini is 100% controlled by AUDI AG and has also the object to carry out the activity of acquisition of shareholdings in other companies/entities, in the automotive field.

The Company carries out its role of holding for all industrial and commercial activities of the Group in Italy and therefore it controls:

- 100% of Volkswagen Group Italia S.p.A.
- 100 % of Italdesign Giugiaro S.p.A.
- 100 % of Officine del Futuro S.p.A. (in liquidation from 31/12/2019)
- 100% of Ducati Motor Holding S.p.A.

The Company has a "traditional" administration and control system, composed by the following bodies:

- i. Board of Directors with the managing power of the Company pursuant to in Art. 2380-*bis* of the civil code;
- ii. Statutory Auditors with "administrative control" functions pursuant to Art. 2403 of civil code;
- iii. External Auditors in charge of the accounting control pursuant to civil code;

The Company has established an internal Comitato di Direzione that is regulated according to appropriate Standing Orders. It consists of the direct reports to the Chief Executive Officer and meets regularly to discuss and approve the main activities concerning the Company, including policies, procedures, and the compliance projects also launched at Group request.

Today the Company has a workforce divided into different functional areas so called:

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With reference to the areas abovementioned, it is clarified that Legal activities are allocated within the Finance Department, while the activities of Compliance & Risk Management (GRC) reports directly to the Chief Executive Officer according to Group guidelines. This organizational solution has also been implemented at the request of the VW Group, in order to guarantee full segregation and independence of legal activities from compliance activities and vice versa.

2.2 Purposes of the Company

Among the purposes that the Company is pursuing, there is the need to ensure the legality, correctness and transparency in the management of its business and its activities, in order to safeguard either its position and image in the market either the expectation of its shareholders, clients and employees thus the community.

In order to reach aforementioned purpose, the Company has adopted, since time, a business governance system construed in accordance to and responding to the best international practice.

In consideration of the foregoing, the Company has deemed consistent with its business policy and objectives the adaptation of its governance system to the provisions set forth in the Decree and proceed to the preparation, adoption and progressive updating of an organizational, management and control model.

With the adoption and constant updating of this Model, Automobili Lamborghini intends to pursue the following main purposes:

- to determine in all those who operate in the name and on behalf of and in any case in the interest or to the advantage of the Company and, in particular in the "231 risk areas", or in the areas where the relevant crimes under the Decree can be carried out, the awareness of the duty to comply with the provisions contained therein and more generally with the company regulations;
- inform the Recipients that the commission, even attempted, of a crime and administrative offence relevant under Legislative Decree 231/01 - even if carried out for the benefit or in the interest of the Company - represents a violation of the Organizational Model and/or the Ethic Code and constitutes an offence punishable by criminal and administrative sanctions, not only against the perpetrator of the Offence, but also against the Company, with the consequent application to the same of the relevant sanctions;
- allow the Company, thanks to a close control and monitoring of the areas with respect to the potential commission of Offences relevant for the purposes of the Decree and the implementation of ad hoc instruments, to intervene promptly to prevent or contrast the commission of the Offences themselves.

2.3 Preparatory activities prior to the adoption and updating of the Model

▪ *Provision of the Decree and Guide Lines of Confindustria*

The preparation and subsequent updates of the Model have been preceded by several preliminary activities in line with the provision of the Decree:

- a) "identification of risks", i.e. analysis of the company's context in order to recognize in which area/sector of the business and according to which modalities, hypothetically a crime indicated in the Decree could occur;
- b) "construction of the control system" (c.d. protocols regarding the scheduling of training and implementation of the entity's decision scheduling), i.e. evaluation of the entity's existing system and its eventual adaptation in order to render it suitable to effectively struggle the



identified risks, namely to reduce risks to an "acceptable level" taking into account: i) the probability of occurrence of the event; ii) impact of the event.

With the compliance of these requirements, the organization and management models can be adopted on the basis of code of practice drawn up by the trade union associations considered as suitable by the Ministry of Justice.

Automobili Lamborghini in this regards, has construed its organizational Model according to the methodology and criteria indicated in the "Guidelines of Confindustria for the construction of organizational, management and control Models pursuant to D.Lgs. 231/2001" ("**Confindustria Guide Lines**") issued on March 7th, 2002 and subsequent, repeatedly amended and most recently in July 2014.

It should be noted, however, that the possible deviation from specific topics of the Guide Lines used as reference does not affect, itself, the validity of the Model.

The single Model, due to the fact that has to be developed with reference to the concrete Entity' peculiarity, may differ from the Guide Lines (which, by their nature, are of a general standard) for a better respond to the prevention requirements as mentioned in the Decree.

▪ **Operational steps and applied methodology**

Since the Model is a "document issued by the Company's Management", in accordance with the provision of Article 6, paragraph 1, letter a) of the Decree, the adoption, the following amendments and integrations are in the responsibility of the Company's Board of Director or of the Managing Directors.

The following phases of activities have been carried out for the preparation and any subsequent updates of the Model, with a further preliminary phase related to the sharing with the management with the aim of an effective involvement in the activities necessary to the adoption of the Model.

The above mentioned preliminary activities have been carried out through a *self-assessment* activity (with the support of external consultants) related to the examination of the Company's documentation (charts, *policy*, procedures, proxies etc.) of the processes, Company's practice and interviews with the personnel. All the documentations with the evidences of the work carried out are stored in the Company's headquarter and are integral part of the Automobili Lamborghini's Model.

The same activities, as applicable, will be implemented for any future Model's updates.

▪ **Mapping of "area at risk of crime" and analysis of potential risks**

The first phase of activity was related to the identification within the Company's areas whereby theoretically is possible to assume the probable commission of the offenses referred to the Decree.

Afterwards, for every "area", specific activities at risk of crime (sensitive activities) pursuant to the Decree have been identified and for each of said area, have been acknowledged the possible forms of offenses committed.

In the identification of the sensitive activities have been considered either the activities that are directly linked at crime risk, either those "instrumental", namely those activities that - even not directly relevant pursuant to the Decree - might be, in principle, as conditions, occasions or means for the commission of crimes.



▪ **Risk assessment**

After the mapping of the area at risk of crime, an evaluation of the internal control system has been carried out through:

- I. Check, within the risk area and with reference to the activities above described, of the preventive control (i.e. formalized procedures, operative practice, segregation of duties, system of financial resources management etc.) that potentially exists within the Company and their suitability to guarantee that the risk of commission of crimes are reduced to an "acceptable level" ("*as is analysis*");
- II. Identification, within the existing control system, of possible lack or criticality and the subsequent corrective actions necessary to improve said system ("*gap analysis*").

Within said activity, the suitability of the financial resources system adopted by the Company has been evaluated, with the aim to ensure the accountability, traceability and transparency of the expenses.

▪ **Construction of the other sections of the Model**

In this phase the further sections of the Model have been construed through:

- a) the update of the Ethic Code of the Company in order to adjust its contents with the aims contained in the Decree and the Guide Lines;
- b) the provision of a standard contractual clause to be inserted in the main contracts concluded by the Company with its supplies, clients, distributors, brokers and with all the third parties with whom it has relationship in activities considered at risks pursuant to the Decree;
- c) the definition of the disciplinary and sanctioning system (in addition to the provision foreseen in the applicable CCNL) as consequences to the possible violation of the Ethic Code and the Model;
- d) the appointment of an Independent Body with the provision of powers, prerogative and faculties necessary to fulfill the needs of control on the functioning, effectiveness and compliance with the Model.

2.4 Adoption of the Model

Automobili Lamborghini has since 2010 officially adopted its own Organizational, Management and Control Model based on Decree 231/01 requirements.

Afterwards to the date of the first adoption, the Company has initiated the subsequent updates of the Model, in correspondence with the progressive introduction of new crimes in the D.Lgs. 231/2001 and organizational changes that have affected the Company over years.

In particular, from the date of the last update (12 March 2019) until today, the organizational changes, as well as the relevant regulatory changes pursuant to Legislative Decree 231/2001 (which have carried out to the introduction of new cases among those that may determine liability under the Decree, including tax crimes that are of particular relevance), have brought to the launch of a new project to update the Model.

The purposes that the Company intended to pursue with the adoption of the Model are, in addition to what has already been indicated in paragraph 2.2, the following:

- Create in every subjects that act in the name, behalf and interest of the Company, the culture of lawfulness and the awareness of the possibility of being sanctioned, both on the administrative and



criminal side, in case of violation of the provisions contained therein, not only for them individually but also toward the Company;

- Condemn any form of illicit behaviour carried out by every subjects that act in the name, behalf and interest of the Company, for being contrary both to the provision of the law and to the ethical principles adopted and followed by the Company;
- Guarantee to the Company, due to a controlling and monitoring action of the business activities in the areas at risk, the concrete and effective possibility to promptly intervene in order to prevent the commission of the crimes.

Moreover, the Model proposes to:

- Raise awareness and disseminate to all levels of the company the rules of conduct and protocols for planning the training and implementation of the Company's decisions in order to manage and, consequently, avoid the risk of commission of crimes;
- Entrust the Independent Body of specific duties and adequate powers in order to proper monitor the effective implementation and the continuous functioning and update of the Model, as well as evaluate that over time the Model remains valid and functional;
- Enable the check on decisional processes, authorization and their development within the Company, in order to ensure the preventive characterization and traceability of them in every relevant field;
- Show the training responsibilities and in the Company's decisions implementation;
- Define the methods for conferring authorization powers consistent with organizational and management responsibilities, making known the delegations of power, responsibilities and tasks within the Company, ensuring that the acts with which powers, delegations and autonomy are conferred are consistent with the principles of preventive control;
- Evaluate the activities of all the subjects that interact with the Company, within the area at risk crime as well as the functioning of the Model, ensuring the necessary periodical update in a dynamic sense, in the case in which analysis and evaluation carried out show the need to undertake correction and update.

2.5 The Model and the governance of the Company

With the adoption of the Model, the Company wanted to complete and improve its governance system represented by a structured and organic set of rules, policies, codes of conducts, procedures and control systems in order to prevent the commission of the different type of crimes provided in the Decree and considered as relevant for the Company.

In particular, the adoption of the Organizational Model, has entailed the integration of the policy system, procedures, directives and controls - where deemed appropriate - with the aim to adjust it for the fulfilment of the following fundamental principles:

- i) Verifiability, accountability, coherence and adequacy of every operation;
- ii) Separation of functions involved in the management of each process;
- iii) Clear definition and formalization of the responsibilities and of the powers granted by the Company to single subject;
- iv) Need that each important operation has an adequate internal authorization;
- v) Provision of limits in the exercise of powers in the name and on behalf of the Company;
- vi) Consistency between the powers formally granted and those concretely exercised within the organization of the Company;



- vii) Consistency between the control systems (*included the policies, the procedures, the organizational structure, the processes and the IT system*) and the Ethic Code adopted by the Company;
- viii) Documentation of the performed controls.

Consistently with the above mentioned principles, the governance system of Automobili Lamborghini is composed of the following elements, synthetically considered:

- ***Ethic Code***

An essential element of the preventive control system is represented by the adoption and the implementation of ethical principles relevant for the prevention of the Crimes provided in the Decree, explained in the Ethic Code which, although distinct and independent from the Model, is an integral part of the latter, by virtue of the purpose pursued by Lamborghini to operate both internally and externally in full compliance with the principles of legality and fairness.

The Ethic Code of Lamborghini incorporates locally the principles of the Ethic Code of the Volkswagen Group and contains the set of values that the Company recognizes, respects and shares and which it requires compliance with all those who work with (or for) the Company.

The Model and the Ethic Code are closely related and should be understood as an expression of a single body of rules adopted by the Company in order to promote the high moral principles of fairness, honesty, legality and transparency in which Lamborghini believes and to which it unifies its activities.

The Model responds to the need to prevent, through the implementation of specific rules, processes and procedures, the commission of the Offences provided for by the Decree and in general by law.

The Ethic Code is an instrument of more general scope that establishes the behaviours that the Company intends to respect and enforce in carrying out its business activities to protect its reputation and image in the market.

The Ethic Code therefore illustrates the fundamental ethical principles for the Company and the related rules of conduct, which guarantee its implementation, regulating in concrete terms the behavioral principles to be observed in carrying out the Company's activities in order to guarantee the proper functioning, reliability and good reputation of the Company and the Group. The Ethic Code constitutes an effective tool for preventing unlawful conduct by all those who are acting in the name and on behalf of the Company and/or the Group or in any case to operate with them.

- ***Organizational Structure***

The company organization charts - made available through the company intranet - show the Departments that report directly to the Chief Executive Officer of the Company and the Organizational Units that report to the individual Departments.

The structure of roles and of the tasks and responsibilities assigned, is made in accordance with the principle of powers and with the consistency between the responsibility formally granted and those concretely undertaken by every individual within the organization.

In case of organizational changes, the company's chart is duly and periodically updated in accordance to the governance principles of the Company.



▪ **Proxies and internal signatures**

The Company has adopted a formalized system of power of attorney and internal proxies consistent with the powers concretely exercised by the individual's belongings to the Company's organizational structure. The system of powers of attorney and delegations adopted by Lamborghini, in compliance with the principle of segregation of duties, clearly and precisely assigns powers to be exercised with single signatures, providing specific limits beyond which, in application of the dual signature criterion, any operation, action or transaction may be carried out in the name and on behalf of the Company only with the joint signature of two attorneys.

Moreover, the system of joint signature representation is generally based on the principle of hierarchical independence between those who hold the power of joint representation.

▪ **Paper communication and computer procedures**

The Company's activity is regulated by several policies, procedures, directives, paper and IT communication that show the operational instruction of the working activities and the related control systems. Specifically, said procedures regulate the way of development of the company's processes, with the provision of control to be carried out in order to guarantee the correctness, transparency and traceability of the company's activities.

These procedures are contained, inter alia, in the Quality Manual ("QMS") and are available for all the employees through the company's *intranet*.

The *policies* and the directives with the aim of ensuring that the tasks assigned within the organization are consistent with the overall Company's objectives and that responsibilities and competences are transparent, are also published on the Company's intranet page and approved at the level of the Comitato di Direzione, except delegation given to the *Policy Team*.³

Specific training activities are organized within each O.U. or at overall Company's level.

▪ **System of management and control of financial resources**

The Company has a management system on the financial resources able to ensure the separation and the hierarchical independence of the individuals that are in charge of the related decisions, those in charge of the implementation of said decisions and those that are in charge of the controls of the use of such financial resources.

Limits to the decision powers for the use of the financial resources are established, through quantitative threshold consistent with the management competence and the organizational responsibility assigned within the Company.

The management control system provides for procedures suitable to check the use of the financial resources; moreover, said procedures are aimed to guarantee a complete traceability of the expenses also in order to maintain an adequate efficiency and economy of the company's activities.

The management and control system of the resources is divided in two phases:

- The first phase of the planning of the company's activities and definition of the *budget*, is aimed to systematize and to show and render transparent the assignment of the financial resources, with the definition of the field of activities among which said resources could be used. The financial resources allocation at budget level is made according to the main cost centers. The resources planning provides the financial shelter for possible expenses surplus in case it is deemed necessary, for example in case of not foreseen need related to *health and safety on the workplace* on the basis which cannot be extended. In fact, the Company, recognizing the leading and essential character that a correct management of *the security* has within the exercise of the company's activities, ensures the shelter for possible costs and expenses "extra-

³ Team composed by referents of HR, Compliance & Risk Management and Quality.



budget" according to the authorized levels required by the company's procedures and subject to the necessary accountability of the expenses made.

- The second phase of reporting and analysis of the results, notices possible delta between the planning and the report allowing the competent hierarchical levels to investigate the causes of said gaps.

The activities of management control ensure that the actual behaviors correspond to those planned and shared at the beginning of each financial year, through the budget approval procedures.

- **System of environmental management and quality**

The Company has adopted a system of the quality management according to the rule UNI EN ISO 9001:2015 and a system of environment and energy management consistent to the standard ISO 14001:2015 and ISO 5001:2011. These systems are certified and contribute to give clear evidence to the concerned company's process and to bring, also through "audit" and controls carried out at scheduled timing, more attention on the compliance with the related procedures and instructions.

Moreover, the certification allows a proper check on the compliance with and efficacy of the procedural system, being integrated in the broader control framework of the Decree 231/2001.

- **System of communication and training for personnel**

The Company has a communication and training system for the personnel having as object the Ethic Code, the Model, the system of notification of illicit facts (the so called *Whistleblower System*), the policies, procedures and rules of conduct to be adopted with particular reference to the individuals that act in the area considered as at risk of commission of crimes pursuant to the Decree. Detailed description of said communication and training activities is contained in the following paragraph 5.

- **Disciplinary and sanctioning System**

In order to ensure the effective and concrete application of the Model, the Company has adopted a sanctioning system with the aim of punishing the violation of the Ethic Code and the other provisions of the Model - as well as the procedures, directives, policies and all the rules that are part of it - of all its Recipients. In fact, this system provides:

- i) Disciplinary measures aimed at sanctioning possible violation carried out by employees and by the management of the Company pursuant to the provisions set forth in the laws and in the collective labour agreement for the protection of the workers;
- ii) Sanction measures of contractual nature and other measures against the different individual that, for different reasons (e.g. suppliers, commercial partner, Statutory and external Auditors etc.) have significant relationship with the Company and to which compliance to the Model and with the Ethic Code is required.

- **Compliance & Risk Management**

The activities of Governance, Risk, Integrity & Compliance involve the entire company, its processes, its culture and the surrounding environment, whose constituent elements interact and address every issue in respect of the interrelationships that accompany the complex world of business.

To guide and manage business activities, limiting errors and identifying and containing potential risks, Lamborghini has therefore equipped itself with structures and professional skills to support decision-making processes, conforming to the principles and projects of the Group, international



best practices of compliance and to a system of risk management and related controls aimed at increasing awareness towards a suitable business management.

▪ **Controlling and Monitoring Activities**

The above mentioned governance Model is subject to continuous inspecting and monitoring activities carried out by special control body, either internal either external to the Company, each for the part of competence. In particular:

- an **Independent Body** appointed by the Board of Directors with the task of supervising the functioning and the compliance of the Model and its updating and implementation;
- an **External Auditors Company** and the **Statutory Auditors** that carry out all the checks in the field of account control as foreseen by the law and the legality control foreseen within the civil code;
- the **internal "Quality" function** within the periodical check foreseen in the related management system;
- The **external certification companies** of the environmental management system and quality through periodical *audit* carried out for the certification renewal.
- **Internal Audit of the Group** which, as a third line of defence, periodically carries out process audits as described in Policy "0038_ Internal Audit".

2.6 The contents of the Model

The Model is construed by all the "components" listed in the last paragraph and by all the procedures, directives and group's policies and all the management control systems there cited and/or mentioned in this document.

The Model consists of one "General Section" and related annexes, including in particular the "Special Sections".

The General Section contains:

- i) A concise description of the Decree and its content;
- ii) The general rules and principles of the Model;
- iii) The tasks and the functioning of the Independent Body;
- iv) The disciplinary system;
- v) The definition of a communication, information and training system on the Model;
- vi) The definition of the system of notification of illicit facts (*whistleblowing system*);
- vii) The provision of periodical check and update of the Model.

The "Special Section" is divided into individual sections elaborated with reference to the specific cases of Crimes for which it has been deemed that there is a current risk of verification of them in the interest or to the advantage of the Company, including, in particular:

Section A	Offenses in relations to the Public Administration
Section B	Computer crimes
Section C	Corporate crimes
Section D	Private corruption
Section E	Crimes against intellectual property
Section F	Crimes in violation of Copyright Law
Section G	Offences against individuals and crimes of employment of citizen of foreign countries whose stay is illegal



Section H	Crimes of manslaughter and serious injuries committed in violations of the regulations on health and safety at the workplace
Section I	Receiving, Money laundering, using of money, goods or profit from illegal activities and self- laundering crimes
Section J	Transnational crimes
Section K	Environmental crimes
Section L	Crimes of racism and xenophobia
Section M	Crimes of fraud in sports competitions
Section N	Tax crimes
Section O	Smuggling offences

For each Special Section, it has been indicated:

1. the list of crimes;
2. the general principles of conduct to be adopted in relation to the Offences considered;
3. the company processes or activities deemed to be at risk of commission of the Offences and, within each of them, the protocols and specific prescriptions present in the Internal Control System for the prevention of the specific risk occurrence;
4. the control and monitoring activities entrusted to the Independent Body.

More particular, the purpose of each Special Section, is:

- a) To provide to the Recipients of the Model an indication of the general principles and the specific rules of conduct to be compliant with in order to obtain a correct implementation of the Model;
- b) To provide to the Independent Body and the managers of the Company's O.U. called upon to cooperate with it with the principles and operational tools necessary to enable them to carry out the control, monitoring and verification activities assigned to them

It should be noted that this document has been structured in such a way as to guarantee a more effective and streamlined updating and possible implementation of the same: corporate developments or changes in the Company's business, as well as legislative evolution such as, by way of example, a possible extension for the type of crime that, according to certain modification in the legislation, become part or somehow connected with the Decree - could render necessary Model integration.

2.7 Adoption of the Model by the subsidiary companies

In consideration of the importance that taking part of a companies' group might have according to the Decree and further to the prior value that the Group companies assigned to the principle of legality, correctness and transparency in the company and business management, also the companies Volkswagen Group Italia S.p.A. Italdesign Giugiaro S.p.A. and Ducati Motor Holding S.p.A, being part of the same Group of Automobili Lamborghini S.p.A. and subject to the entire control of the latter, have adopted, through a resolution of each Board of Directors, of an Organizational, Management and Control Model according to the Decree.

With the aim to achieve the maximum coordination between the four companies in question and to render, in this way, more efficient the implementation of the Model, in the Independent Body, appointed by each companies, could be present one or more persons in common, proceed to information exchange and attend the respective meeting.

2.8 Modifications of the Model

Since the Model is an "act issued by the Executive Body", in compliance with the provision set forth in article 6, paragraph 1, letter a) of the Decree, the adoption, subsequent amendments and additions are left to the competence of the Board of Directors of the Company or, to the CEO, unless subsequently ratified by the same Board as depositary of the original power to dispose in relation to the Model.



In the event of modifications or updates made by the CEO, the same shall promptly inform the Independent Body and Board of Statutory Auditors.

In any case, the Independent Body may evaluate and express an opinion on proposals to update and/or revise the Model before they are actually adopted.

By way of example, the Company evaluates the updating of the Model and its adjustment in relation to any changes and/or additions that may be necessary as a result of:

- changes to the Company's internal structure and/or the way in which business activities are carried out;
- changes in business areas;
- news of attempts or the commission of offences considered by the Model;
- news of new possible ways of committing the offences considered by the Model;
- regulatory changes;
- results of controls;
- significant violations of the provisions of the Model.

In order to ensure that changes to the Model are made with the necessary timeliness and effectiveness, in the event of organizational changes that involve changes in the name of the company's Organizational Units or in the documents that describe and regulate individual activities, and in any case of changes of a descriptive⁴ nature, the updating is carried out by the Policy Team, which informs the Independent Body and deals with communication activities.

The review activities performed are formal and the respective records are kept.

2.9 Recipients of the Model and areas at risk of crime

The compliance with the provisions contained in the Model and in the Ethic Code is mandatory for all its Recipients, i.e.:

- The members of the corporate bodies;
- Employees and management;
- Collaborators, suppliers and every person that is in relation with the Company and that somehow represent it in front of third parties.

The Company refuses every derogation from the application of the provisions contained in the Model by its recipients.

Possible violation of the Model shall be sanctioned in the term and way provided in the Disciplinary and Sanctioning System (see paragraph 4 below).

3 INDEPENDENT BODY

3.1 Independent Body's composition and its appointment

According to the provisions of the D.Lgs. 231/2001 - art. 6, paragraph 1, lett. a) and b) - the Entity may be acquitted from liability arising from the commission of crimes by the subjects qualified ex. art 5 of D.Lgs. 231/2001, if the Governing Body has, among other things, entrusted to monitor the implementation and compliance with the Model, as well as to promote its upgrade, to a Body with autonomous powers of initiative and control.

In accordance with this requirement and following the instructions provided by the Confindustria Guide Lines, Automobili Lamborghini has therefore identified its own Independent Body (hereinafter OdV) in order to ensure, in relation to its organizational structure and the degree of risk of commission of

⁴ The expression "changes of a descriptive nature" refers to elements and information that derive from acts deliberated by the CEO (e.g. the redefinition of the organization chart) or from company functions with specific delegation (e.g. new company procedures), which only need to be implemented for the purposes of a more up-to-date representation of the processes, but which do not impact on the construction of the control system.



offenses under the Decree, the effectiveness of controls and activities of which the same Body is in charge of.

In particular, Automobili Lamborghini has chosen to appoint a collective Body, placed in a staff position with respect to the Governing Body, composed by three members, namely:

- an internal member of the Company with the tasks of independence, professionalism and integrity;
- two external members, including a Statutory Auditor, characterized by independence, integrity, autonomy and professional skills as well as legal experts in criminal and corporate sector.

This solution is able to provide, in relation to the Company's size and to its organizational complexity, the effectiveness of controls in charge of the Independent Body.

The Independent Body is appointed by the Board of Directors and remains in charge for a period of 3 accounting periods or for the less period of time established at the time of the appointment but in any case not less than one accounting period, with renewal option.

At moment of the appointment, the Board of Directors establishes the fee of the OdV's external members.

The Board of Directors, during the company's budget formalization, approves an adequate financial provision, proposed by the OdV, available to the latter for every need necessary to the correct performance of its task (i.e. expert advisory, business trips, etc.).

Taking into account the peculiarity of the powers of the Independent Body and the related professional content in the performance of supervisory and control tasks, the same may be supported by dedicated personnel.

Finally, it may avail itself of the assistance of Lamborghini's Organizational Units where necessary from time to time and may also use external consulting functions when this is required for the most effective and independent performance of its duties.

3.2 Regulation of the Independent Body

The OdV has the task to draft an own internal document (i.e. hereinafter Regulation) in order to govern the aspects and the detailed arrangements of its actions which is made known to the Board of Directors.

The Independent Body is free to determine the provisions of its Regulations, within which must, in any case, be disciplined the following activities, which constitute the minimum content:

- Type of checking and surveillance activities by the OdV;
- Type of activities related to the update of the Model (such as, by way of example, the promotion of the verification activity of the Areas at risk of Crime in case of the introduction of new cases of predicate crimes, or specific cases occurred during the mandate of the OdV);
- Type of activities carried out to fulfill the task of information and training of the Recipients of the Model;
- The management of the information flow from and to the OdV;
- The functioning and the internal organization of the OdV (e.g. summons and decisions of the Body, management of conflict of interest situations, minutes of meetings, etc.).

3.3 Termination of the office

The members of the OdV, identified by resolution of the Board of Directors, remain in office for three financial years or for the different period established at the time of appointment, after explicit verification that the eligibility requirements described in paragraph 3.4 below continue to apply.

Upon expiry of the term, the OdV remains in office until the new appointment or re-election in the subsequent Board of Directors.

Termination of office may also occur due to resignation, forfeiture, revocation or death.



Members of the OdV who renounce their appointment are required to give written notice to the Board of Directors, the Board of Statutory Auditors and the OdV itself so that they can be replaced promptly.

The members of the OdV may only be revoked for just cause by the Board of Directors, after consulting the Statutory Auditors. By way of example, there is just cause in the event of failure to comply with the supervisory obligations provided for each member of the OdV, unjustified absence from three or more meetings of the OdV in a calendar year, the existence of a conflict of interest, the impossibility of fulfilling one's duties as a member of the OdV, the attribution of operational tasks incompatible with the functions of the OdV, etc., etc.

The revocation of the office of a member of the OdV may be requested to the Board of Directors by the OdV itself, giving reasons for the request.

In addition, any termination of the employment relationship between the internal member of the OdV and the Company will result in the termination of the appointment of the person concerned. Likewise in the event of termination of another appointment (e.g. Compliance Officer) if the same was the explicit prerequisite for appointment as a member of the OdV.

Forfeiture occurs if, after appointment, the requirements expressly indicated in the following paragraph are no longer met and has immediate effect.

In the event of resignation, forfeiture, revocation or death, the Board of Directors shall replace the member of the Independent Body who has ceased to hold office, after consulting the Statutory Auditors.

The members thus appointed remain in office for the remaining term of the Independent Body.

In any case of forfeiture, revocation, resignation or other hypothesis of termination of office, the entire Independent Body also forfeits its office if this results in the loss of the majority of its members. In this case, the Board of Directors shall promptly reconstitute it.

3.4 Requirements of the Independent Body

According to the provisions set forth in Art. 6, par. 1, of the Decree, the Independent Body has the task of supervising the functioning and compliance to the Organizational, Management and Control Model, taking care of the updating and is provided with initiative and control powers.

In particular, the Company's OdV fulfils, in its collegial composition, pursuant to the provisions set forth in the Decree and Confindustria Guide Lines, to the following requirements:

- **Autonomy and Independence**, because:
 - The control activities carried out by the OdV are not subject to any form of interference and/or conditioning by internal individuals of the Company;
 - Reports directly to the company's top management, namely the Board of Directors with the possibility of reporting directly to the shareholder and the Statutory Auditors;
 - It has not been granted any operational tasks nor it is involved in the decisions and operative tasks for guaranteeing the impartiality of its judgment;
 - It has been granted to adequate financial resources in order to allow the correct development of its activities;
 - The OdV's internal rules of functioning are established and adopted by the OdV itself.
- **Professionality** because the professional skills present in the OdV allow it to rely to a sound knowledge either on the side of the inspecting activity and the control system either to legal knowledge; in this regard, the OdV can rely on the company functions and internal resources and external consultant.
- **Continuity of action**: since the OdV, also thanks to the presence of an internal component, is systematically dedicated to the supervisory activity provided for by the Decree and continuously receives information relevant to the completeness and timeliness of monitoring;



- **Honorability and absence of conflict of interests and convictions** to be understood in the same meaning of the requirements provided by the law with reference to the Managing Directors and Statutory Auditors.

The Board of Directors evaluates the permanence of said requirements and operational conditions, and that the OdV's members are in possession of the subjective requirements of honorability and competence and are not involved in conflict of interests in order to further guarantee the OdV's autonomy and independence.

In particular, the person designated as a member of the Independent Body must issue a declaration in which he or she certifies that he or she meets the subjective requirements of eligibility and is required to promptly notify the Board of Directors of any facts that may affect the continued fulfilment of these requirements.

3.5 Functions, Activities and Powers of the Independent Body

Pursuant to the provisions set forth in art, 6, par. 1 of the Decree, to the OdV is entrusted the supervising, the functioning and compliance of the Model and taking care of its update. In general, the OdV has the following duties:

- **Check and Surveillance** of the Model, namely:
 - Check the adequacy of the Model, in order to prevent the commission of illicit behaviors, and underline the possible commission;
 - Check the effectiveness of the Model, namely the consistency between the concrete behavior and those formally listed in the Model;
 - Carry out analysis on the maintaining during the times of the requirements of soundness and functionality of the Model.
- **Update** of the Model, namely:
 - To be active in order to have the Company's Model update, proposing, whether necessary, to the Board of Directors or CEO, proposals for any updates and adjustments to be made through modifications and/or additions that may become necessary as a result of: i) significant violations of the provisions of the Model; ii) significant changes to the Company's internal structure and/or the way in which business activities are carried out; iii) regulatory changes;
- **Information and training** of the Model, namely:
 - Promote and monitor initiatives aimed to spread the knowledge of the Model among all the individuals that are obliged to comply with its provisions and, in particular, of employees and managers of the company;
 - Promote and monitor all the initiatives, including courses and communications, aimed to foster the knowledge of the Model by the Recipients;
 - Evaluate all the requests of clarification and/or consultancy coming from the O.U. or company's resources or the administrative and controlling bodies where linked or referred to the Model.
- **Management of the information flow** from and toward the OdV, namely:
 - Ensure the exact fulfillment, by all the involved subjects, of all the reporting activities related to the compliance of the Model;
 - Examine and evaluate all the information and/or warnings received and related to the compliance to the Model, included possible violation to it, in compliance with the *whistleblowing system* described in section 3.7.;
 - Inform all the concerned bodies, below specified, about the activities executed, the related results and the scheduled activities;



- Report to the competent bodies, for the necessary measures, the possible violations of the Model and the responsible individuals, making sure that the relevant investigations are carried out by the bodies in charge;
- promote the implementation of an effective internal communication channel to allow the sending of relevant information for the purposes of Legislative Decree 231/2001, guaranteeing the protection and confidentiality of the reporting party;
- In case of controls from institutional subjects, included the Public Authority, supply all the necessary information to the inspecting bodies;
- follow-up activities, namely check the implementation and the functionality of the proposed solution.

On the organizational level, the OdV, in addition to the adoption of its own Regulations, provides to:

- develop and implement a periodic Activity Plan (normally annual) aimed at monitoring the effective application of company procedures and controls in areas at risk and their effectiveness;
- carry out targeted checks on specific operations or specific acts carried out within the areas of activity at risk;
- coordinating with the various Organizational Units in order to improve the monitoring of activities in areas at risk, collecting, processing and storing relevant information regarding compliance with the Model;
- conduct internal investigations to ascertain any violations of the provisions of the Model, in compliance with the policies and procedures defined also in coordination with the Group.

In order to carry out its duties, the OdV has been entrusted with all the necessary powers to ensure a proper and efficient surveillance on the functioning and compliance of the Model.

The OdV, also through its own resource, has the power, by way of example:

- carry out, even without notice, all the checks and inspections deemed necessary for the proper performance of its duties;
- in respect with the actual regulations, have free access, in all the functions and Organizational Units, to all the records and documents of the Company, without any kind of prior consent or need of authorization, in order to obtain any information, data or document deemed necessary;
- interviews, where necessary, the individuals that can supply useful indication or information on the execution of the company's activities or malfunction or violation of the Model;
- uses, under its own surveillance and responsibility, the help of all the Company's structure or external consultants;
- having, for every need related to the correct development of its duties, the financial resources allocated by the Board of Directors.

The meetings of the OdV are recorded in minutes and a copy of the minutes is kept by the OdV in a special archive in paper and electronic format. The minutes may be entrusted to an external person chosen by the OdV, who remains bound by the obligation of secrecy on what is recorded.

The OdV should report the results of its activity to the Board of Directors of Automobili Lamborghini S.p.A. or to the Managing Directors delegated for that purpose, if appointed, according to Art. 2381 of the Civil Code.

In particular, the OdV should report the detected violation of the Model in order to adopt the appropriate sanction and in case of occurrence of cases that underline serious criticalities of the Model; it shall propose modifications or integrations.

The OdV shall prepare for the Board of Directors a report, at least every six months, on the activity performed and its result and on the implementation of the Organizational, Management and Control Model within the Company; this report (only for information) shall be forwarded to the Statutory Auditors.



The OdV's activities are unquestionable by every company's bodies, structure and function, with the exception of the surveillance duty of the Board of Directors on the adequacy of the composition of the OdV and on its activity, being the Board of Directors responsible on the functioning and efficacy of the Model.

3.6 Information flow towards Independent Body

Information regarding violations, even potential ones, of the Model and/or the Ethic Code, , must be sent to the OdV immediately. These include, not exhaustively:

- Possible orders received by the superior and deemed inconsistent with the law, internal provisions or the Model/Ethic Code;
- Possible requests or offers of money, gift or other benefits coming from or addressed to everybody (*with particular attention when are involved public officers or person in charge of a public service*) not in accordance with the provisions of the Law, of the Ethic Code or of the directive defined by the actual *policies*;
- Possible important budget gap or expenses anomaly not duly reasoned, as emerged by the request of authorization in the accounting phase of the controlling;
- Possible omissions, negligence or falsification in the accounting or in the filing of the documentation the basis for the accounting records;
- The actions and/or notices coming from the police or any other public authority in which emerge the performance of investigation related, also indirectly to the Company, its employees or the component of the company's bodies;
- Requests of legal advices to the Company, coming from employees pursuant to the CCNL, in case of starting of a proceeding for a crime against them;
- Possible warning, not timely noticed by the competent functions, of lack or inadequacy of the work tools or protection devices that the Company has made available, and every other dangerous situation related to the health and safety at the workplace;
- Criticalities, anomalies or untypical issues that arise from the control activities carried out by the company's functions concerned (included particular situation such as a serious *turnover* of the personnel);
- Injures at work, almost ("quasi") injures or dangerous behaviors happened to employees of the Company and/or external company within supply or outsourcing or agreement with the Company;
- visits, inspections and assessment started by the competent authorities (such as, by way of example: ASL, INPS, INAIL, Tax Police, Labor Inspector etc.) and their conclusion, possible evidences and the sanctions imposed;

All the information related to the Company's activities that could become relevant for the development of the duties assigned to the OdV, are obligatorily and immediately transmitted to OdV, such as, without limitation:

- notices related to organizational changes (e.g. change in the company's chart, amendment to the existing procedures of adoption of new one, or directives or policies relevant for the Internal Control System);
- update and change in the powers and proxies system;
- possible communication of the external Auditor related to deficiency in the internal control system;
- decision related to the requests, allocation or use of public funds;
- the recap statement related to the public tenders, at local or national level to which the Company has attended and won; and the recap statement of the agreements concluded with Public Administration after a private negotiation;
- The timely reports on health and safety at the workplace and namely the minutes of the timely meeting pursuant to Art. 35 of D.Lgs. No. 81/2008,
- Changes of the situation at risks or potentially;
- Tasks conferred to the external auditors' company;



- The communication, of the Statutory and external auditors, of every criticality arose, even if solved;
- Copies of the possible communication made to Vigilance Authorities (e.g. Antitrust Authority, Privacy Authority, Data Protection Authority, etc.);
- The results of internal audits in general and in particular those related to assess the effective compliance with the Model and the Ethic Code or in any case related to activities that the Model identifies as sensitive activities.

In addition, in respect of each sensitive area at crime risk, the Independent Body has agreed with the heads of the various O.U., further specific and detailed information flows, requiring the regular delivery of information and documents of which examination allows to the OdV to promptly ascertain the consistent application of procedures and the respect of the control as described by the Model.

3.7 The Notification system

The Company's personnel and all those who work in the name and on behalf of the Company or, in any case, anyone who wishes to come into contact with the Supervisory Body may do so by writing to the following e-mail address

odv@lamborghini.com

Or by mailing address: to the Independent Body at Automobili Lamborghini S.p.A. - Modena Str. n. 12, 40019 S. Agata Bolognese (BO)

These reporting channels, to which all members of the OdV have access, may also be used to report information relating to the commission of Offences or practices that are not in line with the rules of conduct and the principles of the Model and the Ethic Code. In this case, the OdV acts in such a way as to guarantee the authors of the reports against any form of retaliation, discrimination, penalisation or any consequence deriving from them, ensuring their identity is kept confidential, without prejudice to legal obligations and the protection of the rights of the Company or of persons accused wrongly and/or in bad faith.

Nevertheless, in order to give a further guarantee of confidentiality, in compliance with art. 6, paragraph 2 bis, D.Lgs. 231/2001⁵, an additional e-mail box has been set up:

odv-anonymous@lamborghini.com

The above email address is accessible only to the two external lawyers members of the OdV and not to the internal member, so as to ensure even more the confidentiality about the identity of the whistleblower, whose name will therefore not be known by anyone within the Company, however without prejudice to the legal obligations and the protection of the Company rights or of persons falsely and/or in bad faith accused. In particular, confidentiality obligations cannot be opposed when the information requested is necessary for investigations or proceedings initiated by the judicial authorities following the report.

The OdV, in any case, acts in conformity with the Policy that covers the implementation at local level of the VW Group whistleblower system (U_003 and KRL 3), which is responsible for collecting reports concerning only the conduct of employees, including management, of the Company and members of corporate bodies, by anyone made and received through one of the channels indicated above, or through Group channels:

- Email: whistleblower-office@audi.de;

⁵ This article, as a result of the changes introduced with the L. 179/2017 on whistleblowing, requires that organizational models provide for a) one or more channels that allow the persons indicated in Article 5, paragraph 1, letters a) and b), to submit, in order to protect the integrity of the entity, detailed reports of unlawful conduct, relevant under this decree and based on precise and consistent facts, or violations of the organization and management model of the entity, of which they have become aware due to the functions performed; these channels guarantee the confidentiality of the identity of the reporter in the reporting management activities; b) at least one alternative reporting channel suitable to guarantee, by computerised means, the confidentiality of the identity of the whistleblower; c) the prohibition of acts of retaliation or discrimination, direct or indirect, against the whistleblower for reasons related, directly or indirectly, to the report; d) in the disciplinary system adopted pursuant to paragraph 2, letter e), sanctions against those who violate the measures for the protection of the whistleblower, as well as those who make intentional or grossly negligent reports that prove to be unfounded.



- Web platform: www.bkms-system.com/audi
- 24/7 hotline: +800.444.46300 (for free from Germany); + 49-5361-946300 costs based on local phone provider
- Postal Address: Audi Investigation Office - AUDI AG -I/FG-C - 85045 Ingolstadt -Germany
- Ombudspersons: www.ombudsleute-der-volkswagen-ag.de; <http://www.ombudsmen-of-volkswagen.com>

The Whistleblower System operates according to the principles of legality, confidentiality and protection of whistleblowers from possible forms of retaliation and discrimination and is, in any case, implemented in such a way as not to affect the proper performance of the functions assigned to the OdV or conflict with the provisions of the Model.

In fact, the OdV is in any case involved in the process of managing reports sent to one of the Group's channels, albeit in different ways depending on the seriousness of the facts reported and the classification made.

In this regard, the Policy adopted distinguishes between serious violations (so-called "serious regulatory violation"), other violations (so-called "other regulatory violation") and unsubstantiated or unfounded reports.

It should also be noted that employees are required to observe the duty of diligence and the duty of loyalty to the employer, pursuant to Articles 2104 and 2105 of the Italian Civil Code, so that the correct fulfilment of the obligation to provide information by the employee cannot give rise to the application of disciplinary sanctions. It is expressly provided for the nullity of any retaliatory measure against the reporter, implemented, for example, with retaliatory or discriminatory dismissal measures, or with job changes.

Any retaliatory or discriminatory conduct committed against the whistleblower or in any case aimed at violating the measures for the protection of the whistleblower and implemented by the management bodies or persons working on behalf of the Company shall be sanctioned in accordance with the procedures set forth in paragraph 4 of the General Section below.

The information provided to the OdV is intended to facilitate and improve its control planning activities and does not require it to systematically and punctually verify all the phenomena represented. It is, therefore, the responsibility of the OdV to establish in which cases and how to act.

To this end, it is in any case necessary that the reports are based on precise and concordant factual elements, precisely to allow the recipient of the reports to immediately assess their relevance.

3.8 Filing of information

The meetings between the various bodies (OdV, Statutory Auditors and External Auditing Company) must be recorded in minutes and copies of the minutes must be kept in a special archive.

All information, reports and reports provided for in this Model are kept by the OdV in a special and confidential computer and/or paper archive in accordance with the provisions of Legislative Decree no. 196/2003 as amended and supplemented for a period of 10 years.



4 DISCIPLINARY SYSTEM

Art. 6, paragraph 2, letter e) and Art. 7, paragraph 4, letter b) of D.Lgs. 231/2001 indicate, as a condition for the effective implementation of the Model, the application of a disciplinary system suitable to sanction non-compliance with the measures indicated in the Model itself.

The definition of an effective disciplinary system is, therefore, an essential prerequisite of the Model's overriding value with respect to the administrative liability of entities.

In compliance with the regulatory provisions, therefore, the Company has established a specific disciplinary system aimed at sanctioning the failure to comply with the measures indicated in the Model and in the Ethic Code, which is an integral part of the former.

Subject to the penalty and disciplinary system set forth in this Model are all employees, managers, directors, collaborators of the Company, as well as all those who have contractual relations with the latter (agents, consultants and suppliers in general), within the scope and limits of the relations themselves.

The disciplinary system, outlined below, also applies to those who have a contractual relationship with the Company:

- violate the protection measures provided for workers who have sent hints, such as, by way of example, the prohibition of retaliation and measures to protect the identity of the reporter;
- make intentional or grossly negligent reports that prove to be unfounded;
- in any case, violate the rules and provisions of the *whistleblowing* procedure.

It should be noted that the application of the disciplinary system is independent of the actual commission of an Offence or the establishment and outcome of any criminal proceedings against the perpetrator of the violation, since the rules of conduct imposed by the Model and the Ethic Code are adopted voluntarily by the Company in full autonomy and the application of sanctions is related solely to their non-compliance.

In any case, the principles of timeliness and immediacy make it inappropriate to delay the imposition of the disciplinary sanction pending the outcome of any proceedings before the Judicial Authority (see Confindustria Guidelines, chapter III, point 4, page 50).

4.1 Sanctions for employees and measures for management

▪ **General Principles and punishable conducts**

The compliance, by the employees and management of the Company, with the provision of the Model, the Ethic Code and company's protocols and the procedures provided in the Model or there recalled, or from the same recalled (or that however regulate the carrying out of sensitive activities), are integral part of their contractual obligation pursuant to article 2104 of the Civil Code.

Any failure to comply with said provision, shall be deemed as a breach of the contractual obligations resulting from the employ relationship by the employees and/or the manager and shall bring the application of sanctions and/or disciplinary measures, in compliance with the procedures established in the applicable rules as below indicated, with all the consequences prescribed by the law, also referring to the preservation of the job and the obligation to restore all the damages that could arise.

The Disciplinary System is applied in case of failure to comply with the internal procedures, directives, principles and *policies* (as well as the order conveyed by the Company either oral either written) provided for or cited in this Model or in the Ethic Code, in particular in the case in which the following punishable conducts take place (typical infringement):

- Failure to comply with the Ethic Code and the Company's procedure/directives to which the Model makes reference;



- Lack of control by the Function responsible (Manager) or the personnel in charge of O.U;
- Lack or false evidence of the activities carried out related to the ways of documentation, storage and control in area at risk of crime in order to decrease their transparency and hinder checks;
- Violation and/or avoidance of the control system, by removing destroying, altering or omission of the documentations foreseen by the procedures in force or the obstruction the concerned individuals and the Independent Body from the control or access to the requested information and to the documentation;
- Failure to comply with the provisions related to the signature powers and the proxies;
- Lack of supervision by the hierarchical superior of the individuals under their control regarding the effective application of the Model and of the Ethic Code and of the company's procedures;
- Failure to comply with the duty to inform the Independent Body;
- Communication to the Independent Body, to the hierarchical superior or to other subjects with the duty to report to the OdV, of a warning about one of the conducts described above, acknowledging that said warning is false or mischievous;
- Lack of information of the Independent Body and/or the direct hierarchical superior or a Model's infringement for which there is a direct and sure evidence;
- Lack of communication/training/updating to the internal and external personnel operating in the areas potentially at risk of crimes.

▪ **Sanctions for employees**

The disciplinary sanctions that could be inflicted to the employees - in compliance with the procedure set forth in Art. 7 of Worker Statute and possible applicable special law - are those provided in the sanctions apparatus of CCNL of Industry Sector and precisely:

- Oral warning;
- Written warning;
- Fine of an amount not more than three hours of salary calculated on the minimum tariff;
- Suspension from work and suspension from salary for a maximum of three days;
- Dismissal with notice
- Dismissal without notice.

▪ **Measures towards management**

In case of violation, by the Company's management of the provisions and procedures established in the Model or in the Ethic Code or the adoption, in relation to relevant activities for the areas at crimes risk, of a conduct not in compliance with the provisions of the Model or the Ethic Code towards the responsible will be adopted the following measures, in compliance with Art. 7 of the Worker Statute, shall be inflicted:

- in case of not serious violation of one or more procedural or conduct rules established in the Model or in the Ethic Code, the manager shall become object, after an oral warning, of a written warning in which the compliance is recalled, that is a condition precedent of the maintenance of the trust relationship with the Company, taking into account the responsibilities assigned to the manager;



- in case of serious violation of one or more provision of the Model or of the Ethic Code or reiteration of one or more of the violation above described, that are - after the necessary assessment carried out by the Company - a serious breach for serious fault or with intent of the manager, the Company could dismiss the Manager with the recognition of compensation in substitution of the notice period.
- where the violations of one or more provisions of the Model or of the Ethic Code are so serious that a prosecution of the trust relationship, even temporal, is not possible any longer, the Company should proceed with the dismissal, without notice and without the recognition of compensation in substitution of the notice period, pursuant to Art. 2119 of Civil Code and relevant provision of the applicable CCNL.
- among the sanctions, the suspension of any powers of attorney granted to the executive may also be ordered and exclusion from the incentive program that may be applicable in the year in which the violation was found.

In addition to those stated above, the Company retains the right to take action against the manager object of the measures indicated above, in order to seek damages of the Company or those that the Company has to pay to third parties.

▪ **Verification of violation and imposing sanctions activity. Disciplinary system**

The assessment of the infringement, eventually on the basis of the warning of the Independent Body, having sought the opinion of the superior of the author of the warned conduct, the management of the disciplinary proceedings and the imposition of sanctions are of competence of the company's functions concerned.

In any case, the imposition of sanctions to employees and managers shall be made on the basis of a proportion between the infringement committed and sanction imposed, according to the following increasing level of gravity:

- Violation of internal procedures/directives provided for or cited in the Model or in the Ethic Code, failure to comply with oral or written orders coming from the Company, or adoption, in relation to activities relevant for the areas at risk of crime, of conducts not in compliance with the provisions set forth in the Model, in the Ethic Code or in the procedures there cited;
- Violation of internal procedures/directives provided or cited in the Model or in the Ethic Code or adoption, in relation to activities relevant for the areas at crime risks, of conducts not in compliance with the provisions set forth in the Model, in the Ethic Code or in the procedures there cited that could expose the Company to an objective risk of commission of one of the crimes;
- Adoption, in relation to activities relevant for the areas at risk of commission of crimes, of conducts evidently not in compliance with the provisions set forth in the Model, in the Ethic Code or in the procedures there cited and aimed in a unambiguous way to the commission of one or more crimes;
- Adoption, in relation to activities relevant for the areas at risk of commission of crimes, of conducts evidently not in compliance with the provisions set forth in the Model, in the Ethic Code or in the procedures there cited, such as determining the concrete imposition of the sanctions provided in the Decree to the Company.

The disciplinary sanction (in the case of employees) and the contractual remedies (in the case of management) shall be proportioned with the degree of responsibility and autonomy of the employee and manager, the possible existence of previous situations of infringement, intent of the conduct as well as its gravity, being this the level of risk that the Company could reasonably expect - according to the Model -from the conduct censured.



In addition, the OdV is required to be involved in the procedure for the imposition of sanctions, in the sense that the sanction is imposed only after appropriate notification to the OdV.

The OdV must also be notified of any dismissal measures relating to disciplinary proceedings. This is without prejudice to the provisions of Art. 7 of the L.300/1970 and the CCNL applicable in the subject of sanctioning proceeding, that have to be deemed integrally recall. In particular:

- No disciplinary decision shall be adopted without the prior information of the charge to the employees and having heard him in his defense;
- the disciplinary measures more serious than the oral warning shall not be imposed before five days from the information in writing of the fact that has caused the charge and during which the employee could file its justification, eventually with the advice of a union's representative;
- if a decision is not taken in the six days after the file of said justifications, those shall be deemed to be accepted;
- the sanction shall be executed through a written and reasoned measure;
- in the case in which the infringement charged could lead to the dismissal, the employee could be suspended as a precautionary measure until the moment in which the dismissal shall be imposed, provided however the right to the salary;
- for the recidivism the disciplinary measures older than two years shall not be taken into account.

4.2 Measures for Managing Directors

In the event of violation of the provisions contained in the Model and/or the Ethic Code by one or more members of the Board of Directors, the other Directors and/or the Statutory Auditors and/or the OdV shall inform, without delay and in writing, the Board of Directors, the Board of Statutory Auditors and the OdV, by means of communication to the chairmen of the aforementioned bodies (or to one of their members if the report directly concerns the chairman).

After examining the report, the Board of Directors and the Statutory Auditors, after verifying the validity of the objections, including, if necessary, by hearing the person concerned, and after hearing the OdV, adopt the appropriate measures permitted by current legislation according to the concrete gravity of the violation, convening the Shareholders' Meeting if necessary.

In any case, the Company's right to exercise liability and compensation actions is unaffected.

4.3 Measures for the members of Statutory Auditors

In case of infringement of the provisions contained in the Model and in the Ethic Code by one or more members of the Statutory Auditors, the Board of Directors and/or the Independent Body shall inform without delay, in writing the entire Statutory Auditors in the person of the President and for undertaking the appropriate measures allowed by the law in force, included the revocation of the office.

In the most serious cases, the Board of Directors, having sought the opinion of the Statutory Auditors, shall call the Shareholder Meeting in order to undertake the appropriate measures.

In any case, this is without prejudice to the faculty of the Company to undertake legal actions and to ask for damages.

4.4 Measures for collaborators and commercial partners



Any conduct by collaborators, consultants or other third parties linked to the Company by a contractual relationship not of employment (e.g. dealers and importers), in violation of the provisions of the Decree, the Ethic Code and / or the Model for the parties under their jurisdiction, may result in the application of penalties or termination of the contractual relationship, without prejudice to any claim for compensation if such conduct results in damage to Lamborghini.

To this end, the agreements of consultancy or collaboration with parties outside the Company make express reference, among the contractual obligations, to the respect of the law, the principles contained in the Ethic Code and, as far as applicable, in the Model⁶.

In the event that the non-compliance results in a serious breach or the application by the Company of one of the administrative sanctions provided for in the Decree or in any case in the event that the relationship of trust between the Company and the counterparty is no longer valid, in application of art. 1456 Civil Code. Lamborghini has the right to terminate the existing contract.

For less serious violations, which do not irreparably determine the disappearance of the relationship of trust, in compliance with the contractual clauses, adequate and proportionate penalties will be applied.

The OdV is informed of the violation ascertained and the actions taken against the third party.

5. INFORMATION AND TRAINING

5.1 Information and training of Recipients

In order to ensure the effectiveness of the Model, the Company ensures adequate knowledge and disclosure of the rules of conduct contained therein to the members of the Corporate Bodies and to all employees (including seconded employees), external collaborators and third parties who have relations of any kind with the Company.

This objective concerns all the resources falling within the above categories, whether already present in the Company or to be employed in the future.

The level of training and information is implemented in specific and appropriate ways in relation to the function performed by the Recipients.

In this context:

- i. The adoption and the update of the Model shall be communicated to the employees, to the Head of O.U. and Managers through the intranet section and are subject to information/training in the specific parts.
- ii. The Ethic Code and evidences on the Model adoption are available to new employees by the *Human Capital & Organization* together with the rest of the documentation that is delivered during the hiring process.

All statements of acknowledgment and commitment to the respect of the Ethic Code and/or the Model are stored by the *Human Capital & Organization*.

In addition, adequate training of the Company's personnel and collaborators on the contents of the Decree and the Model and/or the Ethic Code is provided for.

In particular, it is envisaged that the principles of the Model, and in particular those of the Ethic Code which is part of it, are illustrated to company resources through specific training activities (e.g., courses and seminars, also on-line, questionnaires, etc.), in which participation is compulsory and whose implementation methods are monitored by the OdV which verifies the preparation of specific training plans.

⁶ In the event that the contractual counterparty has in turn adopted a Ethic Code or equivalent document, it is possible to insert a clause in which each party acknowledges that it undertakes to observe its own code of ethics, after verifying the consistency of the principles expressed therein with those declined by counterparty.



The courses and other training initiatives on Legislative Decree 231/2001 and on the principles of the Model are differentiated according to the role and responsibility of the resources involved, i.e. through the provision of more intense training characterized by a higher degree of in-depth study for those who qualify as "Apical subjects" in the same way as the Decree, as well as for those operating in sensitive activities that present a higher risk. In brief:

- i. Activity of general training: an activity of general training aimed to inform the Recipients of the provisions of the Decree and the content of the Model and the Ethic Code adopted by the Company and addressed to all the employers and managers;
- ii. Activity of specific training: an activity of specific training to those acting in areas at risk of crime, aimed to inform the Recipients, in particular on: **a)** the specific risks to which the area concerned is exposed and **b)** the principles of conducts and the company's procedures and directives that they have to be compliant with, during their activities.

The definition of the training courses, their timing and the methodology of implementation are determined by the Compliance Officer jointly with Head of *Human Capital and Organization*, taking care of the definition of the control of the attendance to the courses and of the quality of the contents of the training's program.

The participation to the training course is mandatory; failure to participate shall be considered as a Model's infringement and could lead to the application of disciplinary sanctions as defined in the chapter n. 4.

The Heads of the O.U. will have the duty to inform the collaborators under their controls about the Model as well as guarantee the participation to the training courses.

The information and training activities actually carried out, is properly recorded and the related documentation shall be retained by the *Compliance Officer*.

5.2 External Collaborators and Partners

The activity of communicating the contents and principles of the Model is also addressed to third parties who have contractually regulated collaborative relationships with the Company or who represent the Company without dependence.

The Company's external collaborators and partners (e.g. dealers, importers, suppliers, business partners) are informed of the adoption of the Ethic Code and the Model and of the Company's need for their behaviour to comply with the principles of conduct established therein.

To this end, the Company assesses the methods (e.g. suitable diffusion on the Intranet site according to the different types of external collaborators and partners), with which to inform third parties about the policies and procedures followed by the Company in compliance with D.Lgs. 231/2001 and to ensure that these subjects comply with the regulations and principles expressed by the Ethic Code, also providing for the possible inclusion of appropriate contractual clauses.

The adoption by the Company of the Model pursuant to D.Lgs. 231/01 and the Ethic Code is, in fact, highlighted in the contractual clauses included in the contracts, which refer to the website www.lamborghini.com where the General Part of the Model and the Ethic Code can be consulted.

The supplier or the third party, by signing the contract, declares to accept as an integral part of the contract the adherence to the Ethic Code (and to the Model, for the applicable parts) of Automobili Lamborghini S.p.A.

The Company does not begin or continue any relationship with those who do not intend to commit to the principles contained in the Ethic Code and in the Model 231 (the latter limited to any aspects, from time to time, applicable), except in the event that third parties do not have their own code similar to that adopted by the Company.