Code of Conduct

CFC Group

cfc.com.au

Message from the Group Chairman

At the CFC Group, we believe that it takes more than just strong performance to build a great company. It also requires a commitment to core values and the highest standards of ethics and integrity. As an independent private company, that commitment is more important than ever.

The purpose of this Code of Conduct is to ensure that everyone involved with the CFC Group understands our core values and, more importantly, demonstrates those values at the individual, team and company-wide levels. The five core values that guide our actions every day as employees and decision-makers are respect, integrity, persistence, passion and accountability.

This Code of Conduct, together with any company or business-specific approved policies, provides an outline to help you understand what is expected from you and to help you make good decisions.

We all share the commitment to make our core values a CFC Group advantage. Our directors, senior management, myself, and all CFC Group managers, employees, contractors, suppliers and customers are accountable to the highest standards of integrity and full compliance with the regulations and policies that affect the conduct of our businesses. We expect and will tolerate nothing less.

Please join me in making the CFC Group a great group of companies.

Regards,

Philip Cardaci
Group Executive Chairman

CFC Group RIPPA Values

RIPPA

R RESPECT	We respect each other and the world around us.
I INTEGRITY	We act at all times with honesty and will do what we say.
P PASSION	We have pride and belief in everything we do.
P PERSISTENCE	We work hard with urgency to make it happen.
A ACCOUNTABILITY	We are accountable for our actions and results including everyone's safety.

Introduction

The CFC Group is a diversified investment and development group consisting of the following businesses; Centurion Transport, Construction Equipment Australia, Cape, Dunstans and KCU.

Why is this important?

The CFC Group believes that sustainable ethical business conduct is of absolute importance to every stakeholder of our group. Our RIPPA values are the foundation on which we do business and they govern all our behaviours. We are committed to being the best in the industry and a good corporate citizen working with all our stakeholders to find the best balance of sustainable and ethical outcomes for all of them.

Who must follow our code?

The short answer to this is everyone. The longer answer is every employee, agent, contractor, shareholder, director, regulator, supplier or customer of the CFC Group. We also seek to work with third parties who operate under principles that are similar to this Code. We expect all our sub-contractors and their employees to act in a way that is consistent with our Code and follow its principles.

What is expected of me?

As a condition of our employment, and agreement of supply of service including provision of contractor or subcontract works, each one of us has an obligation to honour what is outlined in this Code and to assume personal responsibility for implementing them into our daily work lives. Unethical behaviour on the part of one person reflects on all of us.

Responsibilities of all employees

All employees are required to be familiar with the contents of this Code and have a detailed understanding of their obligations while carrying out their duties. This means you are required to:

- Behave in a lawful manner and comply with any relevant legislative, industrial and administrative requirements.
- Conduct yourself in a professional and ethical manner at all times and not bring the CFC Group into disrepute.
- Be prepared to take personal responsibility and be accountable for your own conduct, actions and omissions.
- Report breaches of CFC Group policies and procedures.

If you supervise others

You have additional responsibilities under this Code:

- Be accountable for the actions or omissions of yourself, your employees, subcontractors and contractors particularly where those acts or omissions are sufficiently serious, repeated or widespread enough that you should have been aware of and corrected them.

- Ensure your employees, subcontractors and contractors understand their duties, responsibilities and obligations, and receive adequate information, instruction and training to perform them effectively, efficiently and safely.
- Inform employees, subcontractors and contractors of the performance standards and results expected and provide your employees with constructive feedback on their performance.
- Create the appropriate environment of trust and cooperation that allows employees, subcontractors and contractors to raise issues without fear or favour.
- Ensure that suppliers and customers respect and act within the spirit of the Code

Where to go for help

If you have any questions or concerns regarding a breach of policy, the ethics or legality of an issue affecting you, a fellow employee, contractor, supplier, subcontractor, customer or visitor, you should first seek advice from your immediate Manager. If the issue concerns your Manager, or you are uncomfortable in bringing the matter to their attention, there are a number of other avenues for raising a question or concern.

You can contact:

- Your next level of management
- The Human Resources Department
- A member of your organisations leadership team
- The CFC Group Whistleblower Service (www.whistleblowingservice.com.au/cfc)

These people are responsible for promptly responding to your questions and concerns regarding business conduct in line with this Code. Some situations may however require advice and input from additional external sources.

The CFC Group will respect your privacy and confidentiality of information at all times, and employees, contractors, subcontractors or visitors who identify themselves when disclosing an issue or serious breach of the Code shall be protected from disciplinary action, reprisals, discrimination, harassment or victimisation arising from the disclosure, provided that the disclosure is made in good faith and based on reasonable grounds. If the person making the disclosure is involved in any behaviour in breach of this Code, then their good faith disclosure may be treated as a mitigating factor.

SECTION 1

Protecting our safety, health and the environment

Workplace health and safety is at the core of CFC Group's culture. All of CFC's people, no matter where they are, or what their role in the Group is, understand that Safety is non-negotiable.

The CFC Group's expectation is that anyone that interacts with the CFC Group will go home to their families without injury, every day. We also work to minimise damage to any equipment, facility or area of the environment within our control.

At the CFC Group, workplace health and safety is not negotiable. This policy applies to everyone working for the CFC Group, any of its subsidiaries or on its behalf including employees, contractors, subcontractors, customers and suppliers. The CFC Group's strong safety culture is built around our Think Safe Act Safe principles. These principles are based on strong leadership, positive behaviours, robust systems and shared accountability.

The ultimate goal is to have a team culture that delivers zero harm.

It is your responsibility to:

- Prior to commencing work, ensure you are fit to perform your duties.
- Perform all work safely.
- Comply with safe operating procedures and workplace safety rules.
- Use protective equipment where provided, as trained.
- Stop work that you believe is unsafe, may harm health, or damage the environment.
- Ensure that your own work and safety, and that of others, is never affected by alcohol or drugs (medically prescribed or otherwise).
- Make sure you know the emergency procedures that apply to your work area.
- Ask for help and advice if you are unclear about your safety, health and environment responsibilities.
- Use our incident report systems to report risks, incidents and hazards.

Unacceptable behaviour includes but is not limited to:

- Any activity or work that might be hazardous to yourself, others the environment or our assets.
- Discriminating, threatening, intimidating or acting violently towards anyone at work or in the communities where we operate.
- Smoking in CFC buildings and vehicles.
- Being under the influence of illegal drugs or alcohol while on duty or in the workplace.
- Use of any technology whilst operating motor vehicles or company machinery/ equipment that distracts your attention.

SECTION 2

Our People

The CFC Group values and respects its employees, promotes self-development through training, and expects its employees to treat each other with dignity and respect as brand ambassadors of the group.

Treating each other fairly and with respect

The CFC Group recognises the dignity of the individual, respects and trusts each employee, and promotes self-development through training that broadens work-related skills. Every employee has a unique role in making the CFC Group a more inspiring and rewarding place to work. Respect is one of our core values.

As CFC Group employees we are brand ambassadors and representatives of the group, and have an obligation to deal with each other fairly and to treat each other with dignity and respect.

It is your responsibility to:

- Know what is expected of you in your role
- Have open and constructive performance conversations with your Manager and other supervisors.
- Ask for the help you need to perform your duties and to develop your capabilities.
- Contribute to a workplace that values and encourages different constructive opinions, perspectives and cultures.
- Ensure that anything you state about yourself, a colleague or any other person is true and correct.

Unacceptable behaviour includes but is not limited to:

- Starting or spreading rumours that may damage another person's reputation, including when using social media.
- Discriminating, intimidating, offending, harassing or misleading colleagues, customers, suppliers or members of the general public.
- Reckless or negligent acts or omissions that cause, or could cause, damage or harm or adversely affect the employment relationship.
- Intentionally damaging the CFC Group's interests, employee relations or our public reputation.

Working in a positive environment free from prejudice and harassment

We strive to contribute to an environment conducive to transacting business and one that allows us to develop, take initiatives, find new ways to solve problems, be accountable for our actions and foster teamwork. We foster an environment where everyone can be comfortable calling out unacceptable behaviours.

It is your responsibility to:

- Embrace and champion diversity in the workplace.
- Help the CFC Group find and retain a diverse workforce that actively shares and celebrates its diversity.
- Actively work to make our workplace free from harassment or discrimination of fellow employees, visitors, business partners or other individuals or organisations by not tolerating any demeaning, insulting, embarrassing or intimidating behaviour.
- Actively discourage the viewing, forwarding, display or storage of any material in the workplace that is offensive to any individual or organisation. If you unknowingly receive offensive material, dispose of it immediately.

Unacceptable behaviour includes but is not limited to:

- Discriminating, harassing or bullying anyone at work or during out of hours activities, including when using social media.
- Not doing anything when you see harassment or discrimination.
- Allowing race, colour, religion, gender, age, sexual orientation, disability or any other characteristic protected by law to influence your decision making when it comes to the recruitment, selection, development and advancement of employees.
- Physical contact such as pinching, touching, grabbing, kissing or hugging.
- Sexual jokes or suggestive comments about a person's body or appearance.

To find out more information refer to the CFC Group People and Privacy policies located on our intranet.

Respecting each other's privacy

The CFC Group is committed to respecting people's privacy and the confidentiality of the personal information of its employees, customers, subcontractors and contractors.

We will only acquire, use and keep personal information about you that we reasonably need for the functions and activities of our businesses, where you have given your consent (express or implied) or as we are required or authorised to do so by law.

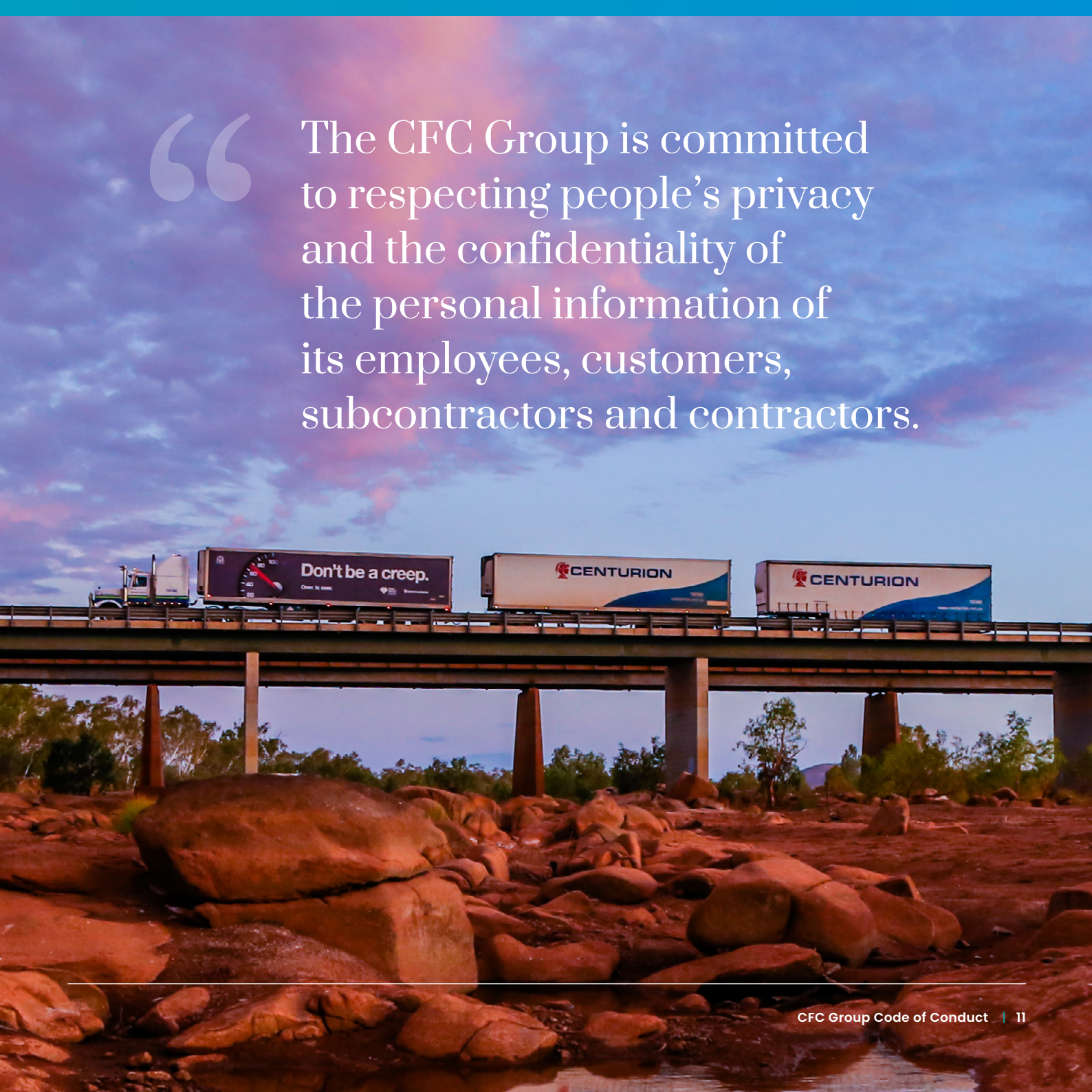
Our privacy policies located on our websites contain further information about the types of information we may collect and hold, how we may use and manage your information and how will keep it secure.

It is your responsibility to:

- Understand that access to and knowledge of the personal information is restricted to those within the CFC Group that have a legitimate need to know in connection with the functions and activities of our businesses.
- Only use the personal information of others that you are authorised to access and use in the manner expressly authorised by us.
- Respect the privacy of every employee, contractor, supplier and customer of the CFC Group.
- Understand you have rights to access your own personnel records and to have that information corrected or verified if it is incorrect, out of date or incomplete.

Unacceptable behaviour includes but is not limited to:

- Accessing and using personal information that you are not allowed to access or use, including because you have no valid business reason to access or use.
- Providing personal information to someone inside or outside the CFC Group without ensuring that it is appropriate to do so.
- Not taking adequate steps to ensure personal information is managed securely.



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SECTION 3

Our Business Partners

The CFC Group competes fairly and ethically in competitive markets, obtaining competitive information through acceptable means, and prioritises maintaining our reputation for integrity, quality, reliability, sustainability, and timely delivery.

Relationships with clients

The CFC Group competes for business in highly competitive markets. We compete vigorously and fairly and only obtain competitive information through acceptable means. When we design, test and supply products or services for our customers we do not compromise CFC Group's reputation for integrity and consistently high quality, reliability, sustainability and on time delivery of products and services.

Customers are the lifeblood of our businesses. While we compete for business vigorously, there are important limitations in the way we obtain and conduct business. Fair dealings, compliance with the law, and the profitable operation of our businesses must all be compatible objectives.

It is your responsibility to:

- Not give, solicit or accept bribes, kickbacks, or any other form of improper payment, direct or indirect, to or from any representative of a customer, employee representative group, government official or government in order to obtain a benefit or contract.
- Not enter formally or informally into any understandings, agreements, or plans with competitors about prices, terms or conditions contracts, distribution, territories or customers.
- Not exchange or discuss prices, terms or conditions of sale or any other competitive information with competitors, nor do we engage in other conduct that violates any law or regulation.
- Not obtain competitive information through unacceptable means including any form of espionage, paying money or giving favours or other consideration to the employee of a competitor in exchange for such information.

Unacceptable behaviour includes but is not limited to:

- Agreeing with a competitor to refuse to deal with another competitor, supplier or customer.
- Intentionally disclosing future prices to competitors through customers or other means.
- Disparaging or misrepresenting a competitor or any competitor's products or services.

Relationships with suppliers

We hold our suppliers to the same standards of integrity to which we hold ourselves. While building long-term relationships with suppliers is beneficial for both parties, we will always be objective in awarding or conducting business and will not solicit or be influenced by actions that could compromise, or be seen to compromise, our decision-making. We award business to our suppliers based on their ability to meet our needs and commitments, their reputation for service, their high standards for quality and delivery, and their price structures - in short, for the very same reasons our customers award business to us.

It is your responsibility to:

- Use an objective process to source and select suppliers.
- Work only with suppliers who comply with all legal and regulatory requirements.
- Ensure suppliers adhere to relevant Modern Slavery laws.
- Work with suppliers whose ESG and sustainability goals are aligned with ours, especially if they emit carbon on our behalf.
- Regularly review ongoing contracts with suppliers to ensure market competitiveness at all times.
- Help suppliers understand our expectations as they relate to our Code.
- Report to your Manager any activity by suppliers that is inconsistent with their contract with us or this Code.

Unacceptable behaviour includes but is not limited to:

- Disclosing competitive information concerning bid prices, tender or contract information that does, or could favour or disadvantage a supplier.
- Receiving any personal or financial benefit from a supplier that is, or is seeking to do business with us.
- Allowing your business decisions to be influenced, or appear to be influenced, by personal or family interests or friendships that are not in the best interests of the CFC Group.

Gifts and favours

We only give or accept gifts and entertainment that are for business purposes and are not material or frequent. It's important that relationships with suppliers, customers and potential suppliers and customers be based on, and be seen to be based, lawful, efficient and fair business practices. Reasonable business entertainment that is in the best interests of the CFC Group is allowed. However, we do not allow suppliers, customers or potential suppliers and customers to influence our decision making or award business based on gifts or favours of any kind.

It is your responsibility to:

- Not solicit or accept a gratuity, or gift with a market value of more than $150 from any person that has or may have a business relationship with the CFC Group, without approval from a member of the Leadership team of your business.
- Only accept gifts relating to attendance at a social function if a member of the organisation giving the gift accompanies you and treats your attendance as a furtherance of the business relationship.
- Ensure that if you are offered or receive an unsolicited gift, including entertainment and services, prohibited by this Code, you inform your Manager and determine the most appropriate action.

Unacceptable behaviour includes but is not limited to:

- Accepting repetitive gifts, no matter how big or small as they may be perceived as an attempt to create an obligation to the giver.
- Accepting gifts of money or unexplained rebates.
- Concealing or assisting in the concealment of, the giving or receiving of gifts and entertainment that are not authorised by this Code.

Avoiding conflicts of interest

A conflict of interest exists or may arise when an employee is or could be influenced by a personal interest (financial or otherwise) that competes, or may compete, with the employees' duties to the CFC Group. A conflict of interest situation that leads to biased or partially biased decisions may constitute corrupt conduct. You may often be the only person aware of the conflict or potential for conflict.

To ensure that your honesty and integrity is not questioned it is your responsibility to:

- Recognise and disclose any real or perceived conflict of interest to your Manager as soon as you become aware.
- Disclose any outside jobs or affiliations with any organisations that do business with the CFC Group, to your Manager and Human Resources.
- Not misuse your position or make decisions that may, or may appear to, obtain a benefit of any kind for yourself, family members, relatives, close friends or associates.
- If you are uncertain whether a conflict exists, you should discuss the matter with your Manager.

Unacceptable behaviour includes but is not limited to:

- Where you have a personal or financial interest or you know that a family member, relative, friend or associate has such an interest in a business matter you personally deal with or are involved in any way.
- Not declaring to your Manager close personal relationships with the people you or the CFC Group deals with in the workplace that go beyond the level of a professional working relationship.
- Allowing yourself to be in, or remain in, a situation where a conflict of interest situation exists (as far as possible).
- Secondary employment that conflicts with your duties or the work with CFC Group that is not declared.
- Misusing your position to secure future employment advantages outside of CFC Group.

SECTION 4

Protecting our assets and financial integrity

The ongoing sustainability of the CFC Group is dependent on having continued financial health and business success. We therefore have a stake in protecting the Group's interests including physical assets, intellectual property, confidential information and other resources.

Safeguarding company property

During your employment, you may be entrusted with company funds, property, equipment, information or other resources. We have a responsibility to protect these and safeguard them against unauthorised or improper use.

It is your responsibility to:

- Not use or authorise the use of company funds, property, equipment or other resources for personal benefit, unless permitted according to company policy.
- Only use company funds sensibly and appropriately to conduct CFC business and account for all transactions with receipts and expense reports.
- Not remove or deal with company property or other resources without authorisation according to CFC procedures, since this may be regarded as theft and will be subject to police prosecution.
- Take every precaution to prevent theft, damage or misuse of company property or resources under your responsibility including locking up cabinets, storage areas and laptop computers when not in use.
- Ensure all company property for which you are responsible is well looked after and maintained in a clean, safe and working state.
- Return all CFC property if you're no longer working with us.

Unacceptable behaviour includes but is not limited to:

- Using our property for personal gain or for the personal benefit of people outside the CFC Group other than in the course of the CFC Group's normal business operations.
- Not maintaining or operating company property (including company vehicles) and equipment in a safe and responsible manner.
- Loading unlicensed software on to a CFC computer without approval of your Manager.
- Reselling scrap or waste product for your personal financial gain.

Protecting confidential information and intellectual property

During your employment, we may access or be entrusted with information regarding the financial status, strategic business plans, personal information or other information that could be considered confidential. The CFC Group and everyone with authorised access has a responsibility to safeguard this information against unauthorised use or disclosure. This responsibility does not end when you leave the Group; you must continue to respect the confidentiality of information even after your departure

It is your responsibility to:

- When accessing, or possessing confidential information, you take all reasonable measures to safeguard it, and do not disclose it to unauthorised persons, including other employees and third parties who are not authorised to receive such information.
- Ensure the establishment of appropriate confidentiality agreements with third parties before the disclosure of confidential information to them.
- Safeguard all passwords and identification codes to prevent unauthorised access to the CFC Group's computers and electronic data.
- Not reproduce licensed or internally developed software for personal use or use by any other business, organisation or other third party.

Unacceptable behaviour includes but is not limited to:

- Accessing information that you do not need to know to do your job.
- Discussing confidential information of the CFC Group in a public area such as a lunchroom.
- Not returning all notes, records, data and equipment back to the company on you leaving employment.

Information and technology

Our information and technology systems are a key component of our business operations and are provided for authorised business purposes. Incidental and occasional personal use of these facilities is permitted but employees must refer to the conditions of usage outlined in the relevant policy. The CFC Group reserves the right to monitor, record, disclose, audit, and delete without prior notice the nature and content of an employee's activity using our Group's email, phones, voicemail, internet and other systems.

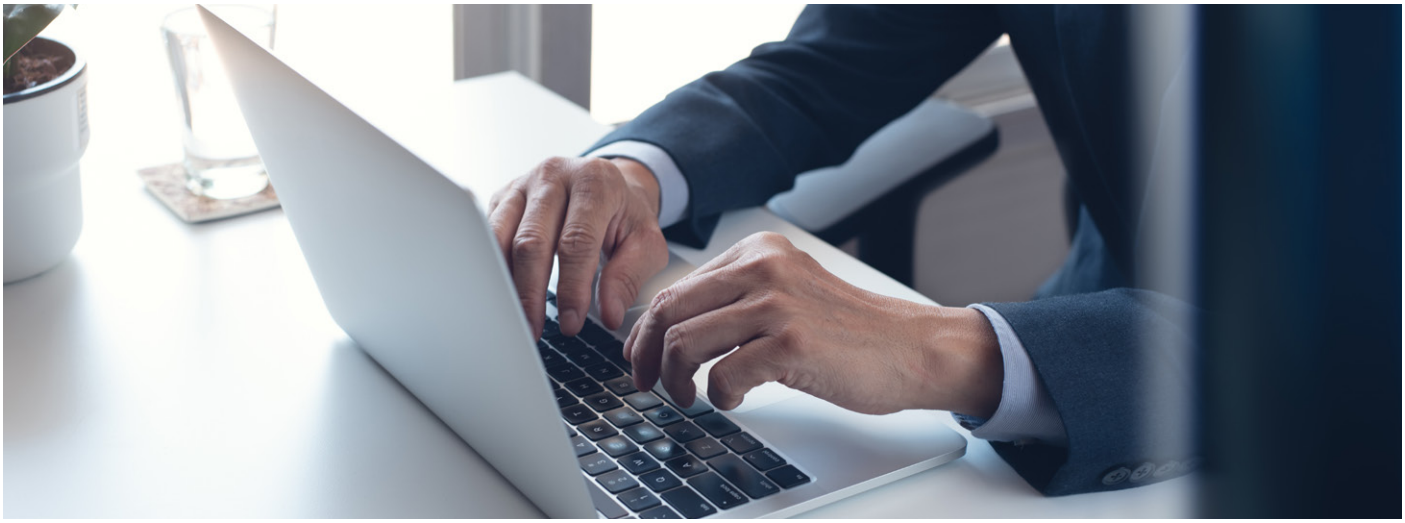
It is your responsibility to:

- Keep technology equipment safe and secure at all times, this includes laptops, tablets and mobile phones.
- Keep information secure during storage, distribution and disposal.
- Only collect information that is needed to conduct our operations.
- Maintain a level of cyber security awareness commensurate with your role.

Unacceptable behaviour includes but is not limited to:

- Installing or using unauthorised or banned software.
- Sending or forwarding illegal, sexually explicit, discriminatory, harassing or otherwise inappropriate material.
- Sending mass emails for non¬business related purposes.
- Copying or sending CFC Group confidential information without a valid business need and express permission.

To find out more information refer to the CFC Group Information & Technology and Assets policies located on our intranet.



Preventing fraud

You commit fraud when in the course of your employment you commit any deceitful or intentionally dishonest conduct, involving acts or omissions or the making of false statements, orally or in writing, with the objective of obtaining money or other benefit from a person/organisation for him/herself or another, or evading a liability.

It is your responsibility to:

- Act with propriety in all company activities and ensure that all procedures are followed.
- Not use your position to gain any personal advantage (for you or others).
- Safeguard company assets against theft, misuse or improper use.
- Report any fraudulent activity or suspicion of such activity to your Manager.

Unacceptable behaviour includes but is not limited to:

- Presenting false medical information to secure employment.
- Falsely reporting time worked to earn more pay.
- Misrepresenting sales to obtain unauthorised pricing for a customer.
- Misstating financial information in our company's books and records.

To find out more information refer to the CFC Group People, Procurement, Anti-Bribery and Corruption policies located on our intranet

Keeping accurate company records and reporting with integrity

Company records, including our financial statements, contracts and agreements, must always be accurate. No matter what type of document or how insignificant it might seem, the information contained in a company record must always be truthful and complete. Financial records must reflect all components of the financial transactions and events. Likewise, all of your transactions, no matter what the dollar amount, must be properly authorised, executed and recorded.

It is your responsibility to:

- When incurring expenses in performing company business and seeking reimbursement from CFC Group, you file expense reports that are accurate and complete and provide receipts, as required by company procedure.
- Maintain CFC Group's books and records in accordance with accepted accounting principles and do not make false, artificial, or misleading statements or entries in the company's books, records, accounts, or financial statements.
- Not modify, misrepresent or fail to disclose information or data in order to mislead or misinform management and do not engage in the practice of not recording funds or keeping secret assets of any kind for any purpose whatsoever.
- Ensure expense sheets, purchases or other financial business transactions that you initiate are authorised by another individual who has the authority to do so, as required by company procedures.
- Archive information as required by law or company regulations using reliable and appropriate methods and technologies.

Unacceptable behaviour includes but is not limited to:

- Falsifying, omitting, altering or concealing any information or otherwise misrepresenting the facts on a company record.
- Encouraging or allowing anyone else to compromise the accuracy and integrity of our records.
- Removing or destroying records before the specified date without obtaining permission.

> Company records, including our financial statements, contracts and agreements, must always be accurate

SECTION 5

External communications

Employees should not disclose company information to external parties and should direct them to the Marketing Department. When using social media, employees should not speak on behalf of the Group or its companies and be mindful of the public nature of social platforms.

Making public statements

If you are contacted and asked to discuss company business with any external party such as the press or market analysts, do not provide any information. Instead, you should politely advise the outside party that you are not authorised to discuss the subject, and refer them to the Marketing Department.

Similarly, when using social media you should be clear that you do not speak on behalf of the Group or its companies. Never lose sight of the fact that social media is public media. Think before you post.

It is your responsibility to:

- State that the materials and opinions you are posting are yours and not the company's.
- Take every possible precaution to ensure that you are not disclosing any confidential information about the CFC Group.
- Refrain from using any CFC or third party logos or trademarks without express permission.

Unacceptable behaviour includes but is not limited to:

- Posting photos, images, videos or audio clips of our facilities, without permission.
- Giving the impression that your views are the views of the Group or our companies.
- Causing disadvantage, embarrassment or offence to others in the workplace when using social media.

Compliance

All employees, subcontractors, customers and suppliers must be aware that breaches of this Code may lead to disciplinary action. In cases of serious breach, this may lead to termination of employment or contracts. The Police will be involved, as required, in all breaches involving criminal behaviour and the CFC Group will cooperate with prosecution to the full extent of the law. The CFC Group will also always act to recover costs from employees if their actions result in personal financial gain or burden the company with additional costs.

If you encounter what you think is illegal, unethical, harassment or discrimination behaviours you must report these concerns to your Manager or Human Resources Department.

Types of non-compliance code:

- Violation of this Code
- Concealing violation of this Code
- Failure to reasonably prevent violation of this Code within your area of responsibility e.g. not undertaking management responsibilities with due diligence and care
- Failure by a Manager, who is aware of a violation, to act on a violation of this Code

Examples of improper behaviour may include:

- Inaccurate financial reporting or record keeping
- Accounting and auditing irregularities
- Bribery, corruption or illegal payments
- Criminal conduct and violations of the law
- Discrimination and harassment
- Product quality issues
- Safety and environmental hazards
- Conflicts of interest
- Modern slavery or illegal work and employment practices
- Theft or fraud
- Workplace violence
- Not doing anything when you see improper behaviour.

To find out more information refer to the CFC Group Compliance, People, Privacy and Whistleblower policies located on our intranet.

CFC Group Locations

CEA

CEA is the leading distributor for world-renowned capital equipment brands JCB agricultural and construction equipment, Atlas Copco, Ditch Witch, Dynapac and Komptech.

CAPE, DUNSTANS AND KCU

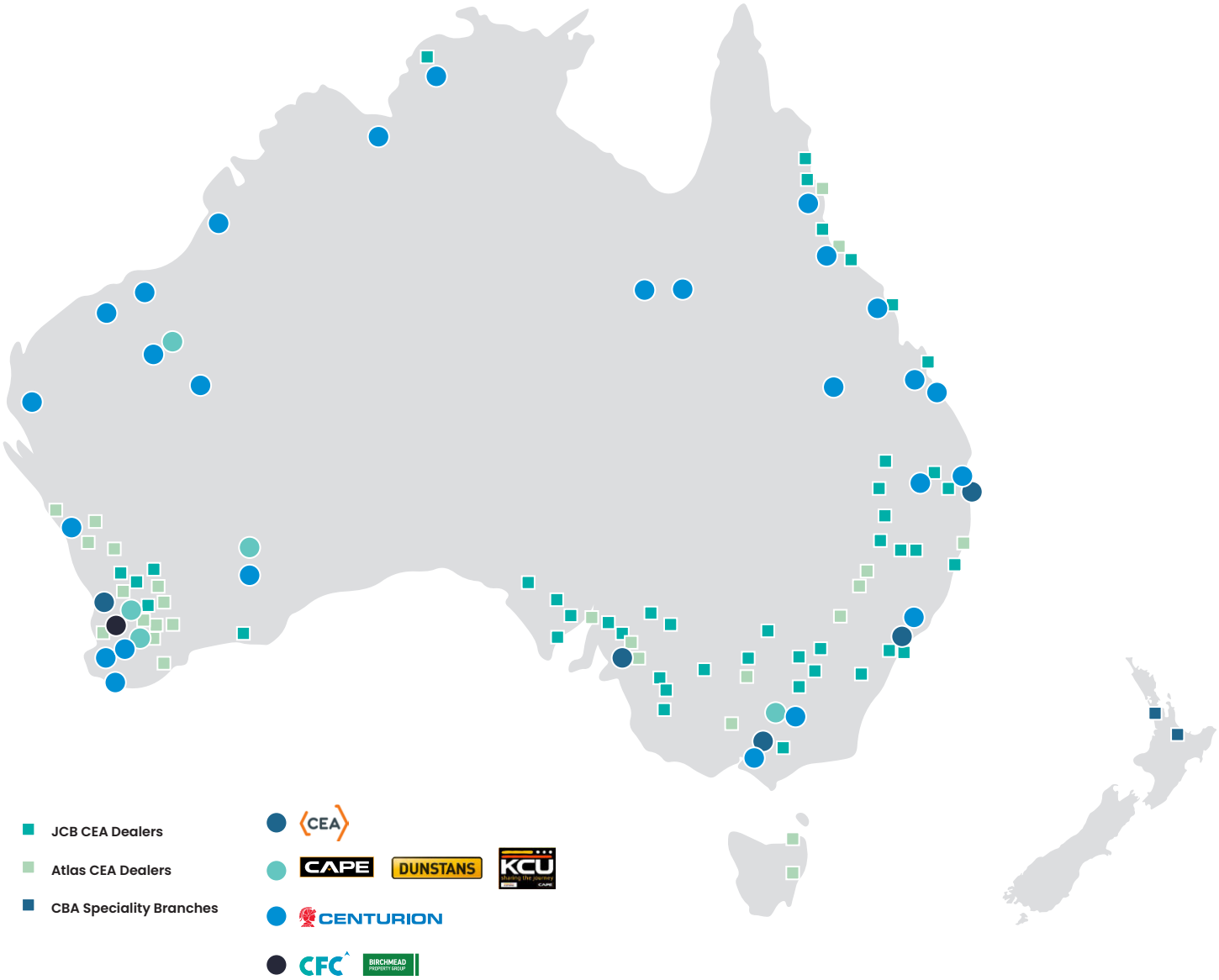
A union of Cape Crushing and Earthmoving and Underground Services Australia, Cape is a trusted and respected West Australian company that provides world class solutions to businesses operating in the resources, utilities and infrastructure sectors.

CENTURION

Centurion is one of Australia's largest independently owned and operated transport and logistics companies. Centurion is based in Perth, Western Australia but operates across Australia.

CFC GROUP

CFC Group is an Australian, privately owned and operated group with diversified interests through distribution, logistics, mining and utility services.


JCB CEA Dealers
Atlas CEA Dealers
CBA Speciality Branches
CEA
CAPE
DUNSTANS
KCU
CENTURION
CFC
BIRCHMEAD

COMPLETE AND SIGN

My commitment statement

I acknowledge and agree that:

- [ ] I have received this Code;
- [ ] I have read and understood this Code;
- [ ] I will and must comply with this Code; and
- [ ] If I fail to comply, there may be disciplinary consequences including the termination of my employment or contract for services.

DATE

SURNAME

FIRST NAME

SIGNATURE

BUSINESS UNIT

MANAGER'S NAME

SIGNATURE

DATE

CENTURION
THINK

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