The Mack Defense, LLC vision is to maintain its role within the Volvo Group as the lead for Government sales at the Federal / Ministerial level by:

- Creating value for customers in our chosen markets
- Pioneering products and services for the Government Markets
- Driving quality, safety, and environmental care
- Implementing a deliberate continuous process improvement structure

**Quality**

- **Customer Focus**
  Quality is a measure of our performance as experienced by our customers. Success in the market depends on our ability to continuously provide our customers with products and services that meet or exceed their expectations.

- **Process Approach and Continuous Improvement**
  Quality excellence will be achieved by identifying, documenting, visualizing, and continuously improving our processes. Customer needs shall be transformed into individual action items and results monitored against measurable objectives. This way, every individual can understand how to contribute to customer satisfaction and Quality Improvement.

**Environment**

- **Holistic View**
  The mission of the Mack Defense, LLC is to secure short and long-term profitability by delivering world-class products and services to our governmental customers in order to increase shareholder value for Volvo Group and to establish a long-term global presence.

  We support the conversion of natural resources into competitive and innovative quality products for customers while protecting the environment, meeting or surpassing our compliance obligations and creating a positive long-term social, cultural, and economic benefit for the region, its people, employees, customers, suppliers and stakeholders.

- **Resource Efficiency**
  By taking the complete lifecycle of our products and industrial operations into account, we shall:
  - Minimize our consumption of natural resources
  - Minimize and responsibly manage our waste and residual products
Commitment and Participation by Everyone

At Mack Defense, LLC, we understand our responsibility toward the environment and community in which we live and work. We support the responsible stewardship of resources, including air, land, and water. Responsible stewardship, combined with a continual improvement process, makes possible sustained economic development and an improved quality of life.

Continuous Improvement

Environmental Care shall be integrated in all our operations and be improved continually by:
  o Formulating, communicating and monitoring clearly defined goals
  o Engaging our employees

By continually improving the Environmental & Quality Management Systems, Mack Defense, LLC is committed to satisfying all interested parties by demonstrating excellence in environmental and quality performance that consistently fulfills our compliance obligations, including all applicable local, state and federal regulations, and customer requirements, while delivering our product at the best possible cost on a timely basis.

The full participation of all employees is expected and necessary in order to meet the commitments as set forth in this policy.

[Signature]
David C. Hartzell, Sr.
President

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