



2023 SOCIAL IMPACT REPORT



**SAVING LIVES
PREVENTING INJURIES
& MAKING FLEETS
MORE PRODUCTIVE**





ABOUT **THIS REPORT**

Over the past two years, Safe Fleet has broadened and deepened its commitment to Corporate Social Responsibility by establishing a set of key priorities, milestones, and metrics to measure our progress in a more meaningful way. Building on our inaugural 2019 Social Impact Report, this Fall 2023 report takes an in-depth look at Safe Fleet Corporate Environmental, Social and Governance (ESG) initiatives and results from 2020 through today.

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LETTER FROM THE PRESIDENT



Mike Schulte
President, Safe Fleet

At Safe Fleet, we recognize our responsibility to all our stakeholders and the broader communities in which we do business. This perspective informs our company's operations, business practices, and relationships throughout the world.

Being a good corporate citizen starts with our name – Safe Fleet. It extends to how we care about the markets we serve and the people that work in and are served by those markets. Caring about our communities matters to our 1,900+ employees who have come together through the acquisition of 25+ best-in-class brands. We are all united in one core purpose – Saving Lives, Preventing Injuries, and Making Fleets More Productive.

I see that purpose every day in how we live our core values: 1) Safety Driven, 2) Customer Focused, 3) Respect & Trust-Based, 4) Innovation Led, and 5) Performance Minded. When I meet with stakeholders and customers across the globe, I see evidence of those core values and the impact of our mission to make vehicles smarter, so people are safer.

When I reflect on what we've achieved since our first Social Impact Report in 2019, I am incredibly proud of our team members and their progress and commitment to that purpose. In May 2022, we published our first Environmental, Social, and Governance (ESG) Policy which solidifies our commitment. We focus our ESG efforts in the areas where we have the best opportunities to make a positive impact on our business and stakeholders, as well as broader society, including the following core ESG priorities:

1. Protecting and Advancing Safety
2. Promoting Health, Safety & Well-being in the Workplace
3. Fostering an Ethical Culture of Compliance & Best Practices
4. Always Innovating – Continuous Improvement
5. Driving Societal Change Through Community Engagement
6. Growing Our Environmental Stewardship

In 2022, we also began establishing baselines and targets for each of these six focus areas and developed scorecards for measuring our progress.

This 2023 Social Impact report provides our customers, our partners, our employees, our investors, and our broader stakeholders with some of the many examples of how Safe Fleet is creating a positive impact on society.

In keeping with our ESG focus and priorities outlined here, all of us at Safe Fleet are committed to pursuing our daily business ethically, purposefully, and responsibly, always staying true to our fundamental safety-driven mission and values.

Our culture, our operations, and our integrated platform of smart solutions – serving everyone on our roads, from school children to transit riders, from law enforcement professionals to firefighters, from food delivery workers to utility van drivers – are all geared to save lives, prevent injuries, and make fleets more productive.

At every Safe Fleet location, and in every fleet vehicle market we serve, we are united in our vision to leave every community safer and more productive than we found it.

ABOUT SAFE FLEET

SAFE FLEET IS COMMITTED TO SAVING LIVES, PREVENTING INJURIES, AND MAKING FLEETS MORE PRODUCTIVE.

This purpose forms the foundation for everything we do. You'll see it in the solutions we develop, the associations we belong to, the reasons Safe Fleet team members are energized to come to work every day, and what our customers say about us and the value we bring to their work lives. Our purpose is so genuine and transparent, that even the families of our customers and team members notice.

At Safe Fleet, we are Driving Safety Forward.™ Here's how.

OUR PURPOSE

**SAVING LIVES
PREVENTING INJURIES
& MAKING FLEETS
MORE PRODUCTIVE**

OUR VISION

To be the leading global provider of safety solutions for fleet vehicles. We are committed to saving lives, preventing injuries and making fleets more productive.

OUR MISSION

We design, manufacture, sell, install and service Smart Safety Solutions™ that improve productivity and reduce the risk of injury to operators, passengers, and pedestrians. We unify best-in-class brands into an integrated safety platform for fleets of every type. By making fleets smarter, we make people safer.



SAFETY DRIVEN

We believe that everyone deserves to be safe; that without safety first, efficiency and productivity are not even a possibility.



CUSTOMER FOCUSED

We are guided by market needs and customer satisfaction during the design and delivery of our advanced safety solutions.



RESPECT & TRUST-BASED

We foster an environment of mutual respect and teamwork and act as trusted advisors to our co-workers, customers and industry.



INNOVATION LED

We are entrepreneurial in spirit; never satisfied with the status quo and always striving to drive safety forward through continuous innovation.



PERFORMANCE-MINDED

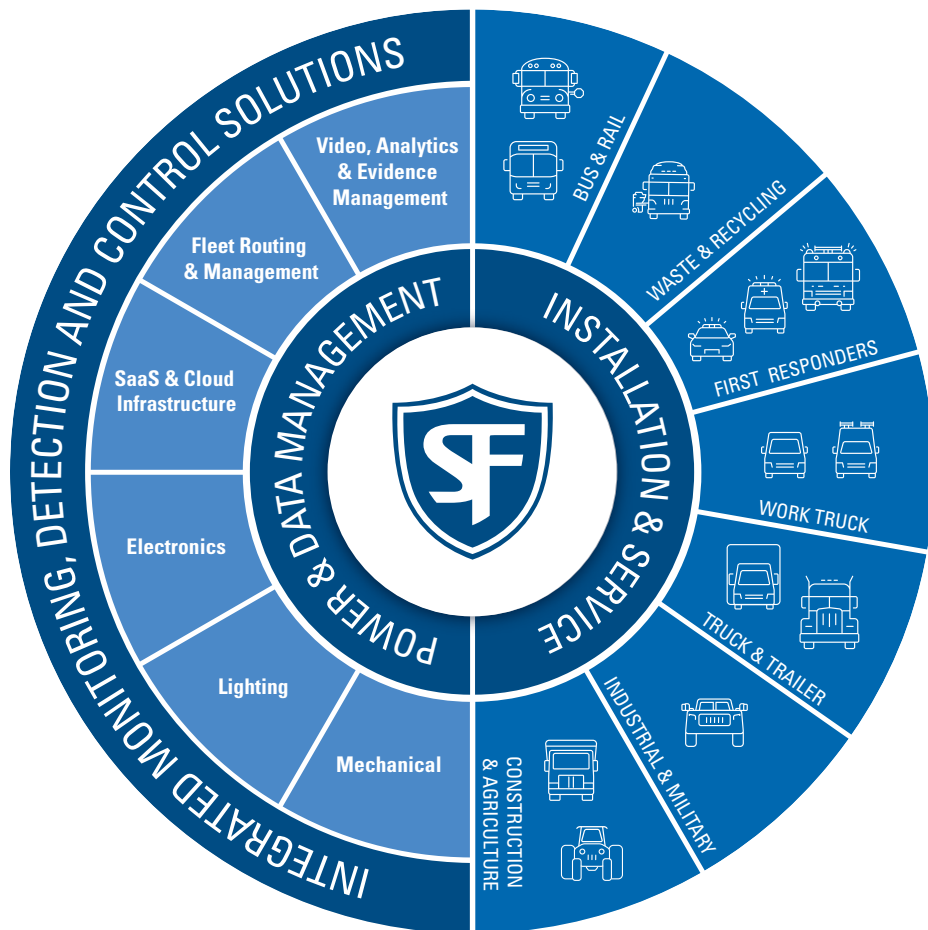
We are committed to delivering profitable growth through a mindset of continuous improvement.

OUR CORE VALUES



THE POWER OF THE SAFE FLEET PLATFORM

Safe Fleet has unified industry-leading brands and best-of-breed smart solutions to form an integrated safety platform for fleet vehicles of every type. With our broad portfolio of market leading safety solutions, Safe Fleet continues to innovate and deliver the solutions fleets need to survive and thrive in a changing world – and ensure that drivers, passengers, and everyone around them arrive home safely.



SAFE FLEET BY THE NUMBERS

#1 MOBILE VIDEO SUPPLIER IN THE AMERICAS
OMDIA/IHS 2020

1.5 MILLION+ VIDEO SYSTEMS INSTALLED

1900+ EMPLOYEES
 IN **16** MANUFACTURING & **13** SERVICE CENTERS


2.5 MILLION+ SAFE FLEET EQUIPPED VEHICLES

1 INTEGRATED SAFETY PLATFORM

25+ BEST-IN-CLASS SAFETY BRANDS

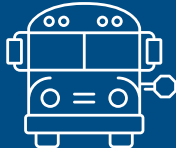
OUR SOCIAL IMPACT AT-A-GLANCE


SAFE FLEET IS A FAMILY OF PEOPLE
WORKING TOGETHER TO ACHIEVE A
COMMON GOAL – DRIVING SAFETY
FORWARD AROUND THE WORLD.



PROTECTING AND ADVANCING SAFETY


The Predictive Stop Arm™ Helps Reduce
40 Million+
Illegal Passing Incidents That Lead to Injury






Safe Fleet ClearLane™
current statistical results
demonstrate an average

98%
Accuracy



Protecting Officers with
600 ALPR
systems



PROMOTING HEALTH, SAFETY & WELL-BEING IN THE WORKPLACE

47 Environmental Health
& Safety Programs



GOALS:

ZERO
Safety Incidents

Outperform Peers –
DART/TRIR scores

20%
Improvement in DART/TRIR

RESULTS:

50%
Reduction
in Reportable
Safety Incidents

3 Facilities with
ZERO
Incidents in 2022



FOSTERING AN ETHICAL CULTURE OF COMPLIANCE & BEST PRACTICES

40% Below Industry Average
Phishability Factor 

 **3,100** Compliance Courses Completed

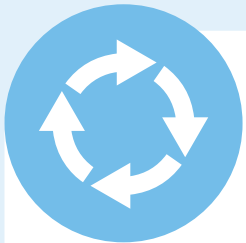
- ✓ SOC 2 Type II
- ✓ ISO27001 Certified
- ✓ CJIS-compliant



DRIVING SOCIETAL CHANGE THROUGH COMMUNITY ENGAGEMENT

40,000 KN95 MASKS

Donated to First Responders



ALWAYS INNOVATING – CONTINUOUS IMPROVEMENT

45 
Kaizens



127
CI Projects



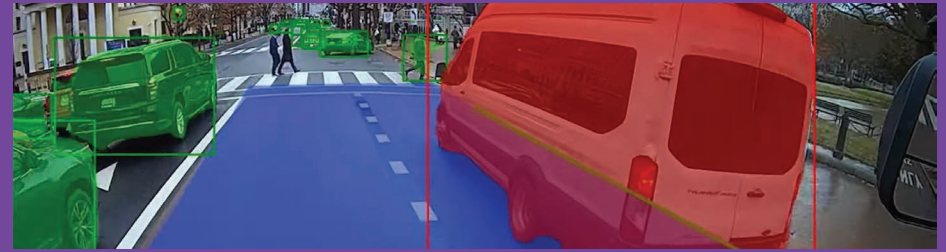
GROWING OUR ENVIRONMENTAL STEWARDSHIP

70%
Reduction in energy consumption with LED lighting 


93%
Reduced coolant waste with Evaporator implementation

Reduce 3rd party waste removal by
55,000
Gallons 

OUR KEY PRIORITIES FOR SOCIAL RESPONSIBILITY



SECTION 1: PROTECTING AND ADVANCING SAFETY

We save lives. **Safety** is in our name and our collective DNA. Every day, everything we do helps fleet operators, passengers, pedestrians and the general public get home safely, across all the markets we serve, and via our safety-driven thought leadership and product design, manufacturing, delivery and support.



SECTION 2: PROMOTING HEALTH, SAFETY & WELL-BEING IN THE WORKPLACE

We've created an organizational culture that elevates safety as a top priority. Achieving a safe workplace means that safety is an integral part of the management process and all other processes down to the front lines of every Safe Fleet business unit. We accomplish this through the engagement, development, and empowerment of our people in a tolerant, supportive, and inclusive environment, founded on mutual respect, trust, and teamwork, to help them achieve their full potential.



SECTION 3: FOSTERING AN ETHICAL CULTURE OF COMPLIANCE & BEST PRACTICES

Our culture and company policies target 1) prohibition of corruption and improper trade practices, 2) safeguarding data privacy and cybersecurity with responsible technology and processes, 3) application of our high ethical standards to our supply chain, and 4) driving conformity with all applicable laws, regulations, industry standards, and stakeholder requirements.



SECTION 4: ALWAYS INNOVATING – CONTINUOUS IMPROVEMENT

With an ingrained entrepreneurial spirit and continuous improvement mindset, we ensure that not only our mission-critical safety products and services, but also our operations and processes to develop, manufacture and deliver them, meet or exceed customer, market and societal needs.



SECTION 5: DRIVING SOCIETAL CHANGE THROUGH COMMUNITY ENGAGEMENT

We help drive societal change through consistent engagement in the communities we live and work in, and those in which we serve, through initiatives like the Stop for School Buses Act, or our Welcome House partnership, an organization that supports men struggling with substance abuse.



SECTION 6: GROWING OUR ENVIRONMENTAL STEWARDSHIP

Safe Fleet is planning the framework for more sustainable development in our manufacturing facilities for a better environment, economy, and society. Reducing our carbon footprint and energy consumption, preventing pollution, and increasing productivity and innovation are just a few of our goals over time to help us increase sustainability.



SECTION 1:
PROTECTING AND ADVANCING SAFETY

We save lives. Safety is in our name and our collective DNA. Every day our products help fleet operators, passengers, and pedestrians get home safely.

Every product or solution we develop plays a role not just in the immediate circumstance it's designed to address, say capturing video evidence onboard a school bus or for an officer in pursuit of a car thief. These systems play a role in the larger picture, too – the Smart, Connected City.

Smart cities provide us with increased safety, efficiency, mobility, and employment opportunities. And Safe Fleet plays a pivotal role in bringing these benefits to communities from coast to coast, through connectivity. Video capture and advanced fleet safety and efficiency technology connect fleets for improved multi-agency sharing, immediately increasing the safety of fleet employees and those around them and paving the way for the range of benefits mentioned above.



*We care about the people, and care about the locations we are in. We add value when **we are part of the community**, part of every market we serve.”*



Mike Schulte
President

Safety is our Business Model

Smart cities exist today, but future iterations will deliver ever increasing value to the communities in them. These communities will continue to be served by innovative, safety-minded businesses that develop products and technologies for fleets of all kinds and sizes.

These are the businesses Safe Fleet actively targets for growth, both organically and via acquisitions, to bring safety and productivity to larger and broader audiences. Safe Fleet's growth model contemplates investments to enable each business unit to sustain and improve service to its markets.

Safe Fleet further employs our 'Power of the Platform' strategy, leveraging solutions and technologies developed by one business unit to markets they would otherwise not be able to reach, through the broader and wider reach of Safe Fleet as a whole. In this way, Safe Fleet *drives safety forward* in new, innovative and impactful ways for people and fleets the world over.

Several Safe Fleet innovations from 2019 to 2022 expanded the boundaries of emerging safety tech.

These proprietary solutions solve complex problems that impact the lives of drivers, passengers, and pedestrians.

Not only do they protect people in and around vehicles from serious injury, but actually help monitor, detect, and eventually change the unsafe behavior.



Violation Detection – Using AI and Advanced Technology for Greater Roadway Law Adherence and Safety

THE ILLEGAL PASSING SUITE, FEATURING THE PREDICTIVE STOP ARM™ AND AUTOMATED SMART STOP ARM VIOLATION TICKETING FOR SCHOOL BUS

Illegal school bus passes rack up 40+ million stop-arm violations annually in the US. The [Safe Fleet Illegal Passing Suite](#) is a comprehensive and integrated solution designed to enhance the safety of students where they are at greatest risk – outside the bus. The Safe Fleet Illegal Passing Suite of products increases awareness that the bus is stopping and students are present, increases a student's ability to avoid risk and reinforces best driving practices by enabling enforcement against those who illegally pass a stopped school bus. Taking a holistic approach, it starts with the [Safe Fleet Hi-Visibility Stop Arm](#) and [Driver Alert](#) (LED device mounted on the rear of the bus) that inform oncoming motorists the bus is about to stop.



THE PREDICTIVE STOP ARM™ (PSA™) FOR SCHOOL BUS

Unmatched in the industry, Safe Fleet's game-changing **Predictive Stop Arm** combines radar and predictive analytics to determine whether an approaching vehicle is likely to stop in time to safely allow children to cross the road. If the system predicts a vehicle is unlikely to stop, an audible alert is issued, telling students to stay back.

This is a completely new and innovative solution to a long-standing issue. It's also the only solution in the market that actively engages with the students themselves – giving them control over their own safety.

Further, the **PSA** is the only solution that reduces risk to students attributable to distracted motorists or motorists under the influence.

*People are going to see these added safety features and parents are going to say, “well, why didn't we have this a long time ago?” It's going to be a no-brainer at that point. The systems you could say would be life savers. **It only makes sense to have these safety features on-board.”***



Alfredo Escalera
Fleet Supervisor for the
Seminole County Public
Schools, Florida



THE SMART STOP ARM CAMERA FOR SCHOOL BUS

The [Safe Fleet Smart Stop Arm Camera](#) rounds out the suite by capturing violations as they occur, using AI, advanced algorithms and analytics to capture the license plates of offenders and enable ticketing by local law enforcement.

The Safe Fleet Smart Stop Arm Camera raises the bar in comparison to other stop arm cameras. Traditional systems capture an image of the violation and forward those images to the appropriate authorities for analysis, review, and processing. The Safe Fleet smart system does all the heavy lifting, capturing, and analyzing the data and bundling the ticket package for the authorities to process. Drivers are alerted of their violations faster, making awareness and education a priority. This results in safer roads and safer kids.

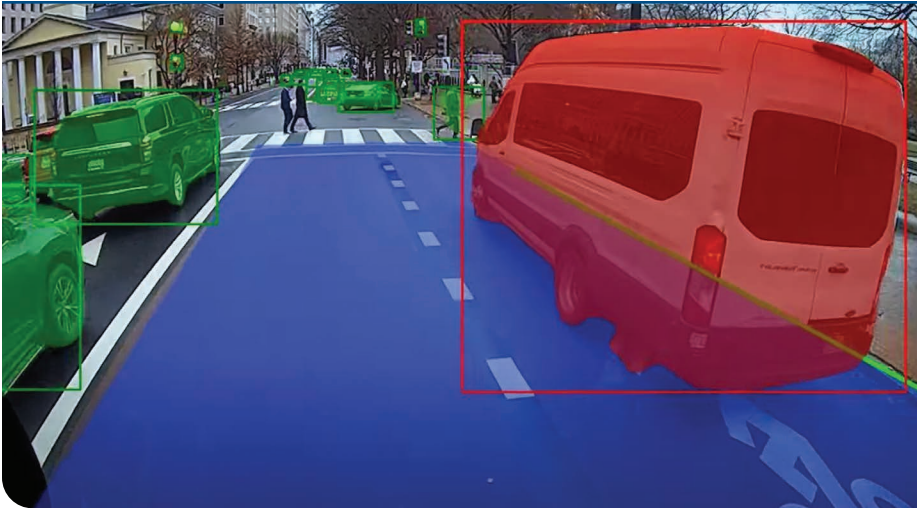


***We have a golden obligation
to transport students safely.***

*Implementing these technologies
is going to help us
improve their safety and
make sure they have a
valued experience."*



Dr. Don Rowls, Flagler District
Transportation Director, Florida



AUTOMATED BUS LANE ENFORCEMENT (ABLE) – CLEARLANE™ FOR TRANSIT

Safe Fleet ClearLane™ helps keep dedicated bus lanes clear of unauthorized vehicles, freeing lanes for more efficient and safe service. **ClearLane** uses AI and sophisticated algorithms to identify a broad range of violations and automatically issue violation notices to drivers who block lanes. Buses are safer and more efficient. As a result, drivers are under less pressure to meet posted schedules and are less likely to change lanes to navigate blockages.

The New York City Metropolitan Transportation Authority (MTA) reports their ABLE-only routes show a 5% improvement in efficiency over other routes and a decrease in bus collisions. Their ABLE program has resulted in over 313,000 violations across 16 routes. The program has been so successful, the MTA intends to implement **ClearLane** on at least 500 more buses next year.

Clearlane also helps make the roadway safer in busy urban environments. More passengers on the bus, results in fewer cars on the road. Plus it eases blockages on roads and on pathways designed for vehicles, improves operator conditions on-board, alleviates driver stress and creates safer greener communities.

Public transportation provides mobility services and access to employment, community resources, medical care, and recreational opportunities across the country. It helps level the playing field, providing equal access to services for everyone. Public transportation helps reduce road congestion, ride times, air pollution and energy consumption.



Knowing the **fire fighters**,
knowing the **police officers**,
knowing the **transit bus drivers**,
knowing the **school districts** and
what they are all worried about.

*This is why being involved
with our community is so
important.”*



Mike Schulte
President

Safety Advancements – Using AI and Advanced Technology for greater community safety

Safe Fleet Advanced Technology is now deployed on a majority of school bus fleets nation-wide and some of the largest and forward-thinking transit and law enforcement agencies in the country. These advanced technology solutions are innovative and effective. They also result from collaborative consulting with key customers to refine and develop solutions to real-world challenges that aren't being met with any other technology available today.





AUTOMATED LICENSE PLATE RECOGNITION (ALPR) FOR LAW ENFORCEMENT

Combining the traditional dashcam with integrated and cost-effective Automatic License Plate Reader solutions, the [Safe Fleet FOCUS H2 with ALPR](#) records high-definition evidential video and detects vehicles automatically without officer intervention. A force multiplier, the system compares captured data against hotlists, alerting the officer when a match is made. Police officers can continue to conduct routine tasks until the system alerts them, increasing their efficiency and effectiveness.

Utilizing state-of-the-art AI technology, the Focus H2 reads license plates and determines a vehicle's color, type, make, and model. To minimize officer distraction, the system can be configured to alert officers only when they come across a vehicle associated with a violent or dangerous suspect.

Traditional systems conduct character recognition with infrared cameras. Safe Fleet systems use machine learning for superior object recognition and data delivery accuracy greater than 98%. This use of AI

helps maintain a smaller footprint and provides better resiliency than systems that only feature IR cameras.

Why is this important? These systems can help law enforcement be more efficient, but they also help keep officers safer. ALPR ensures officers can automatically stay informed about stolen vehicles or persons of interest, without requiring a call to dispatch or manually running a National Crime Information Center (NCIC) check. Without ALPR, officers pull suspects over and call dispatch to gather additional information. ALPR mitigates risk by enabling the officer to assess the situation before pulling the driver over.

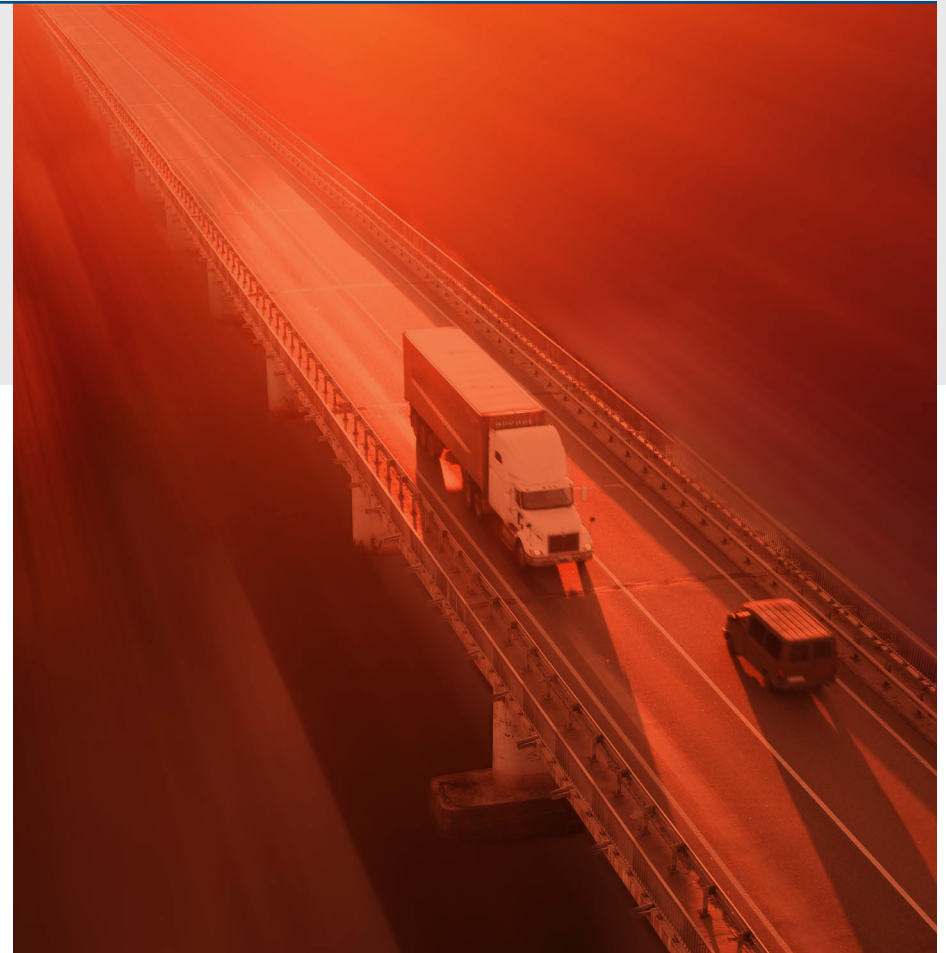
Officers and communities are benefiting from the additional safety these systems deliver, with major metropolitan agencies leading the charge. One such agency has put its trust in Safe Fleet, driving safety forward with over 600 Safe Fleet ALPR systems.

Exciting New Products – With a Focus on **Protecting Workers** and **Advancing Safety**

MOBILE MULE™ AI – DRIVER BEHAVIOR FOR MULTIPLE MARKETS

Furthering our work of pairing AI with other technologies to overcome challenges and advance safety in a new way is Safe Fleet's **Mobile Mule AI**. This solution powered by machine-learning and featuring a dual dash-cam, monitors a driver for signs of distraction and issues alerts when those signs are detected.

What makes **Mobile Mule AI** stand out from the pack is its use of AI to understand distinctions among various forms of distraction (sleeping, using the phone, not focusing on the road, etc.) and issue alerts accordingly. Data captured from the system enables driver coaching for improved driver and fleet safety and lower operational costs. The system also uses AI to protect the identity of the driver (through blurring or blocking the driver's image) – eliminating concern the driver is being watched or will face a penalty.



***Distracted driving is
a huge problem.***

*It doesn't just affect a
driver or fleet, **it affects
everyone on the road.***



Joseph Schechter, VP
Rear View Safety



AIR VUE™ – ADVANCED WIRELESS VIDEO TRANSMITTER TECHNOLOGY FOR SEMI-TRAILERS

Providing easy-to-use rear view camera technology for drivers of semi-trailers improves safety for vehicles, loading bay staff and facility operators / owners, as well as anyone sharing the road with semi-trailers during reverse operations.

Traditional systems require the driver of the trailer to press a pairing button to connect the cab (monitor) of a trailer to the rear trailer camera each time they start the vehicle. This process is unreliable and cumbersome. Many drivers forgo the pairing process altogether. The result – damage claims from loading bay operators / owners and claims from other road users.

Safe Fleet Air Vue™ wirelessly connects the rear-view camera to an in-cab monitor, cutting installation time and costs by up to 70%, ensuring the correct 'trailer camera to monitor' match and providing automatic, smooth, buttonless pairing.

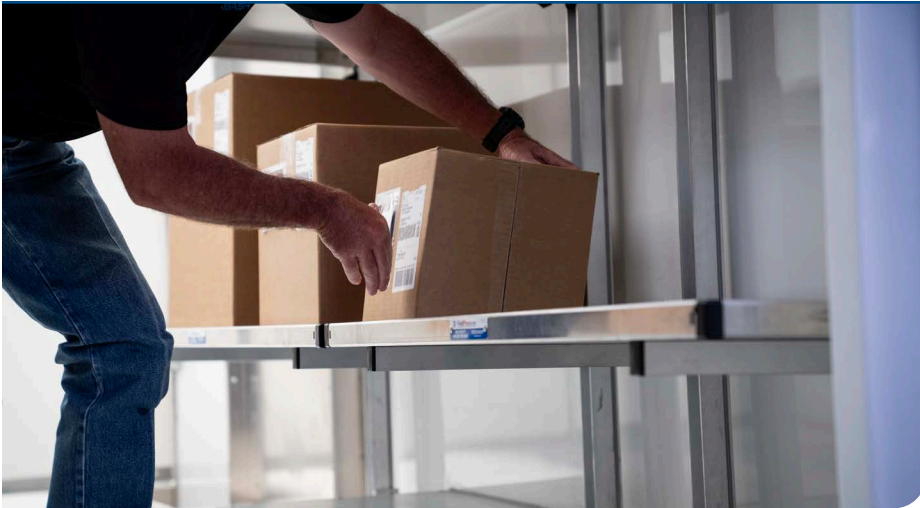


AUTOMATED TARP SYSTEMS AND RAPID TARP PROGRAMS FOR THE TRUCKING INDUSTRY

Keeping truck drivers and the people they share the road with safer, automated tarp systems make it easier for drivers to protect their loads and keep them where they belong – in the truck.

Automated tarp systems enable truck drivers to stay on the ground or in the cab by reducing the need to climb on vehicles and incur tarping related injuries (60% of bulk hauling truck driver injuries occur during manual tarping processes).

Even with an automated tarp, operating a loaded truck with a damaged tarp puts everything at risk – the payload, the truck driver and everyone else on the road. That's why Safe Fleet developed a new program to get replacement tarps into the hands of truckers who need them as fast as possible. The **Rapid Tarp Program** ships a replacement tarp out the same day if an order is placed by noon. That's maximum safety for an injury-prone profession!



FOLDPRO SHELVING™ – MAKING IT EASIER AND SAFER FOR DELIVERY DRIVERS TO DO THEIR JOBS WELL AND FAST

Because speed and safety are what counts in last mile delivery, **FoldPro Shelving** boasts a unique design engineered to offer one-handed operation with enhanced durability and productivity.

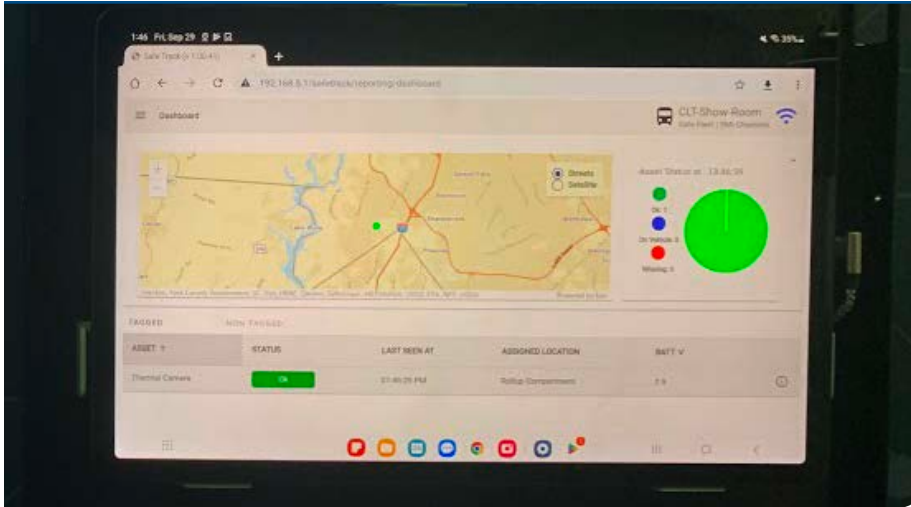
One-handed operation provides drivers with efficiency gains and reduced risk of repetitive strain and injury. The easy-to-use design also makes the role of delivery driver accessible to people of all ages and physical abilities.



THE CONNECTED BUS – DELIVERING EDUCATION TO UNDERSERVED POPULATIONS

Connected to the cloud through Wi-Fi or a Cellular Network, Safe Fleet's **Connected Bus** offerings help a school district improve student safety and route efficiency through greater bus operational insight. It also provides access to a wide range of value-add functionality such as Live GPS, Driver Directions, Student Tracking and Parent Notification, Automatic Video Uploads, Live Video Streaming and Mobile Hotspot.

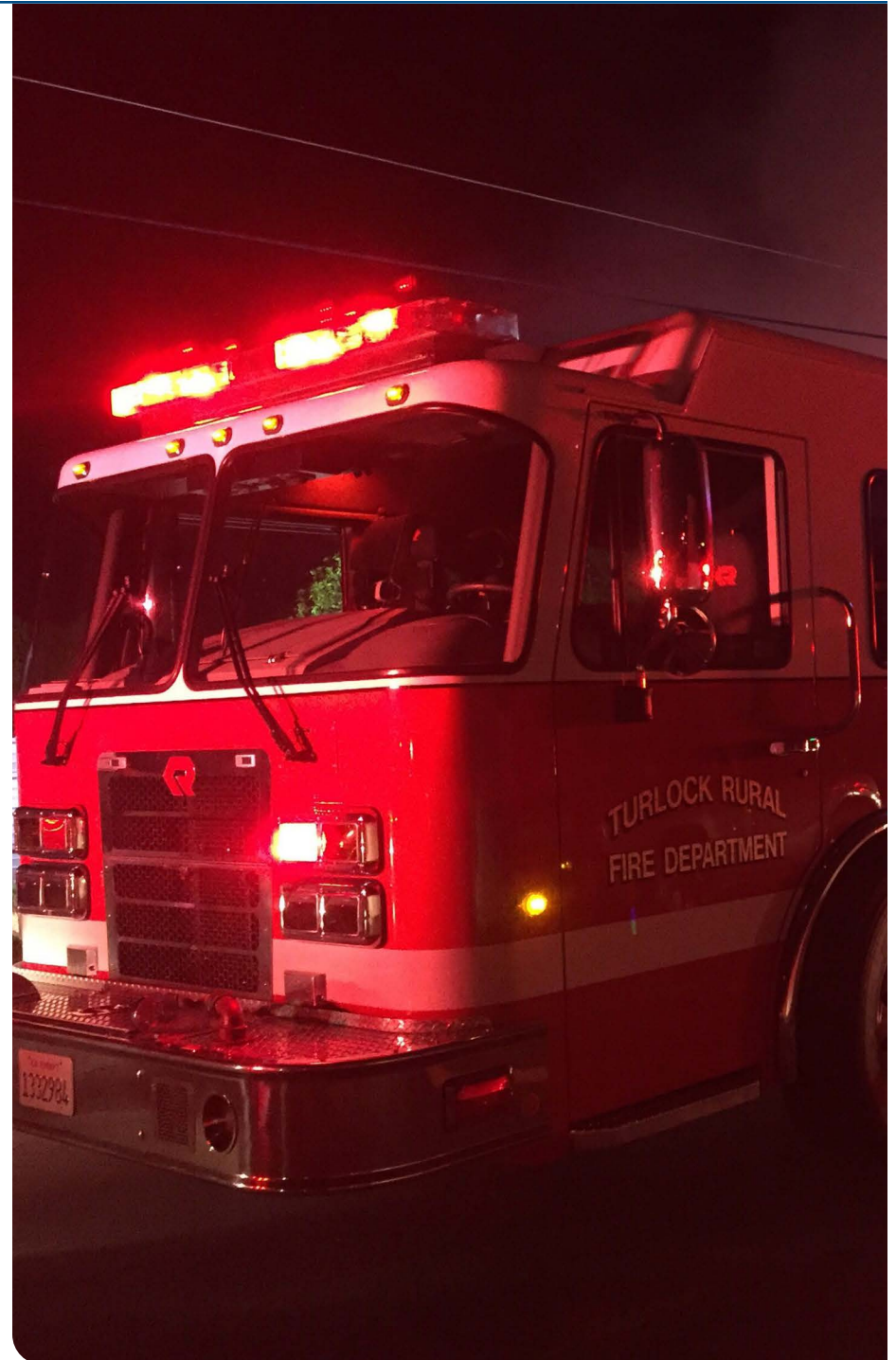
During the COVID-19 pandemic, Safe Fleet's **Connected Bus Mobile Hotspot** ensured continued educational access to underserved students across the country, sparing these children the disadvantage of not enjoying this basic right. And Safe Fleet's **Connected Bus** technology is well-positioned to support this enhanced educational access whenever and wherever needed going forward.



SAFETRACK – KNOW YOU ARE PREPARED FOR THE BATTLE AT HAND

Seconds count and lives are on the line when battling a blaze, so it's imperative that firefighters know the tools they need are on the truck and stored in the proper compartments before they show up at the scene. Just as important, those same tools must be back on the truck and in the right locations so firefighters are ready for the next call.

The [Safe Fleet Safe Track](#) system helps firefighters and emergency personnel do their jobs more safely and quicker. Safe Track displays all high-value, tagged assets on a driver's dashboard monitor. Firefighters can see at-a-glance if key assets are onboard and whether or not they are stored in the right locations. Assets onboard and in the correct locations are displayed in green. Yellow indicates the asset is onboard and in the wrong location. Red assets are not onboard, but [Safe Fleet Safe Track](#) provides firefighters with the last known GPS coordinates of when those assets were last on the truck.



Safety in Action – What Safe Fleet Means to Our Partners and Customers

SAFE FLEET AMERICAN VAN PARTITION – JARED PRIDMORE LITERALLY LIVES TO TELL THE TALE

Jared Pridmore, an auto glass industry veteran of 27 years, spent most of those years transporting glass without the use of a safety partition.



Recently opening his own business, he and his wife Amanda conducted online research and discovered the merits of safety partitions.

Zeroing in on the quality of product available on the Safe Fleet, American Van website, Amanda insisted on ordering a partition for their new company van. This life-saving decision is one neither will forget.

A few weeks after installing their partition, Jared and his co-worker were struck from behind by an un-insured, drunk driver traveling between 80 and 90 MPH. The six windshields Jared’s van was carrying slammed into the partition, shattering on impact.

Today, Jared says he’ll never own another van without an American Van partition. Without that partition, Jared and his co-worker would be telling a completely different story. Instead, their story is a reminder of the importance of making safety a priority – and Safe Fleet’s key role in doing just that.

Watch the video here: <https://www.youtube.com/watch?v=8d3iAn5bDCM>



STAFFORD POLICE DEPARTMENT – SAFE FLEET HAS THEIR BACK WITH THE FOCUS X2 BODY CAMERA

The FOCUS X2 Body Camera is a significant safety leap forward for law enforcement officers. Designed for intuitive use, the device operates as an extension of the officer – providing full-shift evidence capture for the rigorous needs of today’s police force. Here’s what our customers have to say:



It makes me feel safe, I know that everything that is happening on scene is being properly recorded.”



Officer Maria Molina
Stafford Police Department
Houston, TX



*We are here to maintain the trust of the public. We have nothing to hide. We want to have clear, sharp audio and video that we can show instantly. And this technology affords the opportunity to **show from the officer’s perspective exactly what occurred in that moment.** So it’s just another way, another step that we are taking with Safe Fleet to do everything that we can to remain as transparent as possible.*

I strongly encourage and advise any law enforcement agency that is operating without body-worn cameras or without Safe Fleet in-car systems you are really missing the mark. You are really missing the protection you are able to provide your officers, you are missing the protection you are able to provide your citizens.”



Assistant Chief Glyn Horn
Stafford Police Department
Houston, TX

COLLABORATING TO INCREASE SAFETY – A RELATIONSHIP WITH WABASH, A LEADING VAN BODY MANUFACTURER, ENABLES SAFE FLEET TO SHOWCASE THE POWER OF THE PLATFORM

You know you are making the right moves when your customers come knocking on your door to help them solve their safety and product efficiency challenges.

Safe Fleet's American Mobile Fleet Services (AMFS), a leading nationwide mobile field installation provider, had supplied services indirectly to one of the largest home delivery fleets in the world – but had never had a direct relationship with this large and influential organization.

That changed recently when Wabash introduced the Safe Fleet team to Wabash's largest last mile delivery customer. Through this introduction, Safe Fleet presented the Advanced Mobile Onsite Documentation System (AMODS™) to this large fleet. Until then, this home delivery fleet had no way of tracking issues and repair activity on their substantial fleet of vehicles. We demonstrated how AMFS uses AMODS for a pre-vehicle inspection prior to any work being performed, and a post-inspection highlighting the work that has just been completed.

This simple presentation resulted in two wins.

This home delivery provider is now interested in having AMFS provide inspection services on their fleet of vehicles, and they'd like to track the service using Safe Fleet's AMODS™ Solution.



More broadly, is they now see Safe Fleet as the Trusted Fleet Safety Experts we are and have come to us for help solving their slip, trip and fall challenges. These issues put their staff at risk of injury, slow down their customer response time and add increased operational costs to their bottom line.

And it's the Power of the Platform that ultimately will help address these slips, trips, and falls, bringing together proven Safe Fleet products including lighting, treadware, vehicle shelving and more to help drive safety forward on a global basis.



*Nobody can do what we do.
The Power of the Platform
separates Safe Fleet from everyone
else. We are the trusted fleet safety
advisors. Once
our customers
understand this, an
endless number of
opportunities come
our way."*



Bob Dakin, Director of
Sales, Last Mile and
Strategic Accounts





**SECTION 2:
PROMOTING HEALTH, SAFETY AND
WELL-BEING IN OUR WORKPLACE**



At Safe Fleet, we've created an organizational culture that emphasizes safety as our top priority.

Achieving a safe workplace means that safety is an integral part of the management process and all other processes, down to the front lines of every Safe Fleet business unit.

Safety also plays a foundational role in the continuous improvement mandates that form a core element of the Safe Fleet Business System. Improvement arises from safe practices, safe policies, and a safety-first mindset.

We say safety is in our name, and it's also our first order of business."



Bob Parks
Vice President
Human Resources

Standardizing safety at Safe Fleet starts with uniform programs that can be easily implemented and followed at all Safe Fleet locations. We have developed 47 environmental health and safety programs for use at all Safe Fleet manufacturing, service, installation, and technology centers of excellence. Each of these programs meets our highest level of standards, which in some cases even surpass already rigorous legal and regulatory requirements.

Each manufacturing facility adheres to a comprehensive safety and environmental program that aims at achieving **zero safety incidents across Safe Fleet**. Guiding us in this goal are our Safety Absolutes, which are instilled in every Safe Fleet team member.

Driving Safety Forward for our customers is only possible when we drive safety forward at home.

Michael Forte, Environmental Health & Safety Director



THE SAFE FLEET SAFETY ABSOLUTES

SAFE FLEET

Safety is our first name and our first order of business.

OUR VISION

Zero Safety Incidents is an **ACHIEVABLE GOAL**. We strive to create a workplace which is free from recognized and significant hazards. We seek to continually minimize the risk of injury or illness to our workforce.

OUR EXPECTATIONS



Safety Goals and Key Achievements

We use several methods to help us strive towards and track fulfillment of our safety goals.

The Safe Fleet Environmental Health and Safety Leading Indicator Scorecard helps lead us forward, focusing on activities at our manufacturing sites that can help prevent safety incidents from occurring.

Scorecard indicators include safety inspections and weekly safety walks, job hazard analysis, incident investigation programs, machine guarding and power press assessments, personal protective equipment (PPE), and weekly housekeeping audits. Being proactive helps us prevent incidents from occurring while maintaining as safe an operating environment as possible.





*There have been a lot of great wins at Safe Fleet. We have **several locations at Safe Fleet with zero recordable injuries** for over a year. This is really impressive, and it makes all the effort worthwhile.”*



Michael Forte, Environmental Health & Safety Director



We also measure two lagging indicators, related to reportable incidents, across all Safe Fleet manufacturing facilities. The first metric is Days Away or Restricted Time incidents (DART), which refers to incidents where a workplace injury prevents or restricts an employee’s ability to continue a normal work routine. The second metric is Total Recordable Incident Rate (TRIR). Both of these measures are U.S. Occupational Safety and Health Administration (OSHA) calculations to determine a company’s safety record compared to its peers.

Across Safe Fleet, we always strive to accomplish two overarching DART and TRIR goals:

1.

Out-perform our company peers in each of our operating locations

2.

Improve our scores by at least 20% annually at each of our locations

Our commitment to creating and continually improving our safety processes has paid off with metrics that have exceeded our targets.



Safety Training, Committees and Other Safety Initiatives

Safe Fleet is establishing itself as a best-in-class operation with the metrics to prove it. We reduced our reportable safety incidents by roughly 50% in 2022 over 2021. And our DART and TRIR numbers are consistently below our peer comparison groups.

In 2022, three Safe Fleet locations (in California, Illinois, and Minnesota) even achieved DART and TRIR targets of zero incidents for the calendar year, compared to industry averages of 2.2 and 3.2, respectively.

During 2022, we also had multiple locations celebrate anniversaries of zero recordable injuries for the prior 12 months.

Congratulations, Safe Fleet team members!

Our safety policies across Safe Fleet are supported by active safety committees at each location. Committees are comprised of a mix of people in leadership roles and individual contributors. Members conduct many of the proactive tasks noted in the Leading Indicator Scorecard, such as safety walks and incident reviews.

We invest in regular, ongoing safety training at each facility, and we issue a monthly safety newsletter to further educate on the subject. We participate in annual fire safety events and have all our fire safety equipment examined by a professional outside company each year.

Safe Fleet non-manufacturing locations also participate in in-depth audit programs that look at everything about the governance of our safety committees, first-aid teams and posted policies and procedures.

Employee Practices / Policies: Protecting Safety in our Workplace

Safe Fleet values the principles of diversity, equity and inclusion and prioritizes tapping into a diverse talent pool and developing an inclusive workplace that is open to and encourages a broad range of experiences and perspectives among our employees.

- Diversity encompasses the ways in which people differ—for example, by race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, language, and socioeconomic status.
- *Equity* involves efforts to provide avenues that enhance the ability of all such groups to succeed in the workplace.
- Inclusion calls for creating environments in which individuals or groups can be and feel welcomed, respected, supported, and valued to fully participate. It is a culture of belonging where every person's voice adds value.

To promote this ideal in practice, we are evolving as an organization and actively engaged in identifying ways—from candidate recruitment, screening and hiring, to employee placement, onboarding, training, and advancement—to build support structures that better attract, retain, and maximize the contributions of diverse populations across all Safe Fleet business units.

Above and beyond the requirements of creating a respectful and inclusive work environment free of harassment and discrimination (we conduct annual training to this effect), Safe Fleet took steps to provide additional financial support to qualifying employees in need during the COVID-19 pandemic.

This idea came about when Safe Fleet locations in two of the hardest hit regions of the US were seeing infection rates increasing at an alarming rate. Our employees were suffering. Their families were suffering. The Safe Fleet family lost people to the pandemic.



*With COVID, we took a step back and said, we must take care of our own here. **The company and executive team donated funds to support team members and their families.***



Mike Schulte
President

Employee Engagement Initiatives

The well-being of every Safe Fleet team member is critical to the well-being of the organization. As a result, we encourage open dialogue within the company and conduct regular check-ins and ask for feedback from every employee at Safe Fleet.

Open dialogue and check-ins often follow an informal approach. More formally, Safe Fleet also conducts company-wide employee engagement surveys roughly every two years. These surveys are facilitated by a third party, using validated questions structured by organizational psychology and survey design experts for a well-rounded view of the engagement health of the organization.

The surveys allow us to gauge and calibrate alignment towards our mission, vision, and goals. They also provide critical opportunities for us to:

Gather candid feedback from all levels of the organization.

Identify opportunities to make Safe Fleet a workplace of choice.

Confirm that the impact of prior survey-initiated activities are positively impacting overall employee engagement

Survey results are reviewed at the executive, business unit, and site levels. Key initiatives are identified and developed based on survey insight, implemented accordingly across the organization, and assessed through employee input during the next survey.

The most recent company-wide survey highlighted three opportunities for improvement at the broader Safe Fleet level. True to our seriousness of purpose in this area, we developed and implemented responsive action plans to address voiced needs for:

- Improved shop floor communication
- Enhanced employee appreciation and recognition processes and tools standardization
- Increased awareness of professional growth and advancement opportunities within Safe Fleet

We have worked hard to create and maintain an organization that is closely aligned with our core values, vision, and mission by linking each strategic initiative and activity back to those core values. And because of our open-door communication policies, regular messaging (for example, through quarterly CEO remarks and company town halls) and employee surveys, the Safe Fleet team has a better understanding and perspective of our vision than ever before.

Our team shares widespread enthusiasm and commitment to the three core reasons we are in business today:

1. **SAVING LIVES**
2. **PREVENTING INJURIES**
3. **MAKING FLEETS MORE PRODUCTIVE**

Safe fleet is a family of people working together to achieve a common goal – driving safety forward around the world. Good teamwork is essential to this mission and is fostered through social committee-driven events that help our teams bond together outside of work. These events also help us show our appreciation for the hard work and dedication every Safe Fleet team member delivers each day.

We're also taking the time to celebrate our wins and share them across the organization, so we can educate and foster appreciation among all Safe Fleet teams and their individual members about each other's valuable contributions for the greater good of our products and businesses as a whole.



*This is the only way we grow and **keep being successful.***



Mike Schulte
President

Living Our Values

Living our values is central to Safe Fleet's mission, starting with building a company culture that is founded on respect, trust-based and customer-focused.

For "internal customers," customer-focused means taking care of our own workforce. Do Safe Fleet personnel have the right tools to do their jobs effectively and safely? Are we taking care to maximize their well-being while at work? Do employees feel valued? Do they see how their contributions drive safety forward for our external customers?

For external customers, customer-focused means our products and services must help them solve real-world challenges. We must provide quality products, service, and their support. And their success must be truly important to us.



The Safe Fleet Heroes program is a continuous improvement initiative that enables production employees to present their ideas for improving productivity, quality, and safety, and be recognized as a Safe Fleet Hero for their involvement. We have no greater resource at our disposal than our associates on the factory floor. They do their very best all day, every day, to ensure that the quality of our products meets or exceeds customer expectations. For our individual contributors and production teams alike, our 'Heroes' program promotes positive behavior, helps drive business results and provides us the opportunity to celebrate our successes as a team."



Bob Shupp, Sr. Vice President
Operations and Supply Chain

Quarterly town halls offer a regularly scheduled communication portal to the entire organization. They also serve to remind us of our corporate values and how any initiative or project must add up to S.C.R.I.P.

- S. Safety Driven**
- C. Customer Focused**
- R. Respect and Trust-Based**
- I. Information Led**
- P. Performance Minded**



SAFETY DRIVEN



CUSTOMER FOCUSED



RESPECT & TRUST BASED



INNOVATION LED



PERFORMANCE-MINDED



*Town Halls are about making us feel **connected to how we are serving customers and what that means.** Showing us our products in action and how they are solving the problems and meeting the needs of people and organizations who come to us for answers.”*



Lori Jetha
VP Marketing

Our executive team is credited for being tireless at sharing our values and helping every one of us understand where we fit as individuals, as team members and as business units in the “One Safe Fleet” vision.



Living our values also flows into our bi-annual leadership conferences. It's prominently displayed in our annual one-page strategic summary, every corporate presentation and distilled into every piece of customer-facing documentation. Our values manifest themselves in meetings, implementations, on the shop floor, service calls and partnerships. We wear our values on our sleeves.

Our values are front and center in our performance reviews, where we measure ourselves against programs aligned to our strategic corporate initiatives that tie into our values.

You can also see us living our values in the acquisitions we've made. Each acquisition must fit into the S.C.R.I.P. model and enhance our safety capabilities in the markets we serve. But even more than that, Safe Fleet strives to foster better work environments at each business we acquire and bring safety to larger constituencies.

Saving lives, preventing injuries and making fleets more productive.



A Safety Consultant's Perspective

*In my previous role, I was a safety consultant, managing several accounts, including Safe Fleet. I had started my career with excitement, knowing I would be improving the work lives of people who may not have a voice, by making health and safety recommendations to various employers. Many of these employers were going through the motions. They checked a box and didn't implement the recommendations, and instead filed them for reference. But Safe Fleet was different. **Safe Fleet took my recommendations and put them into practice immediately. I decided Safe Fleet is the company I want to work for.***



Michael Forte, Environmental Health & Safety Director



*It's powerful, where this is taking us and what it's leading to and the telling of stories how one business innovation gets pulled into a completely different business, **leading to wins for the organization and product and customer success.***



Kara Butler, Director, Human Resources, Passenger Transportation, Law Enforcement & Waste



**SECTION 3:
FOSTERING AN ETHICAL CULTURE OF
COMPLIANCE AND RISK MANAGEMENT**

Creating an ethical work environment, one that demonstrates continuous compliance and risk management improvement ties into our core value of being a safety-driven, customer-focused organization.

Cybersecurity and Data Security

The nature of our business dictates that we manage sensitive internal and customer-owned data. Some of our more sophisticated customers are creating their own data security requirements. Where once they would have relied solely on their own IT teams, customers can now benefit from layered security and expertise from different industries such as the combined offerings of Safe Fleet platforms and Microsoft Azure.

In addition to our own data security teams, we leverage customer requirements and consult with third-party experts and auditors to provide a comprehensive data security and compliance program that is aligned with leading cyber security frameworks and standards. This enables us to identify and effectively mitigate risks related to confidentiality, integrity, and availability of company and customer data, and ensure that it remains secure and protected.

Managing and safeguarding this data is of critical importance to us. We conduct regular and ongoing audits, demonstrating our commitment to robust security measures and effective governance. Safe Fleet offers solutions that are SOC2 reported, ISO27001 certified, and CJIS-compliant.

By continuously prioritizing data security, we uphold the best interests of our customers, our company, and its owners.



FORTIFYING THE FRONT LINES

Since 2020, Safe Fleet has conducted cyber security training programs using KnowBe4, the world's largest integrated platform for security awareness training. Every Safe Fleet employee is required to take and pass the training.

Through KnowBe4, every Safe Fleet employee is also entered into a simulated phishing attack every month. And every month a new phishing campaign is devised and distributed to combat increasingly sophisticated and complex external cyber-attacks.

Our goal is to reach a consistent and achievable average of 3%. To aid this effort, we've implemented a Phish Alert button on the ribbon of our email program, which has already proven effective at furthering awareness of phishing and helping to isolate and stop attacks more efficiently.

WIN!

With the help of this program, Safe Fleet employees are averaging a consistent 3.5-3.6% phishability factor against an industry average of 5.8%.

These results are reported to Safe Fleet executives regularly.

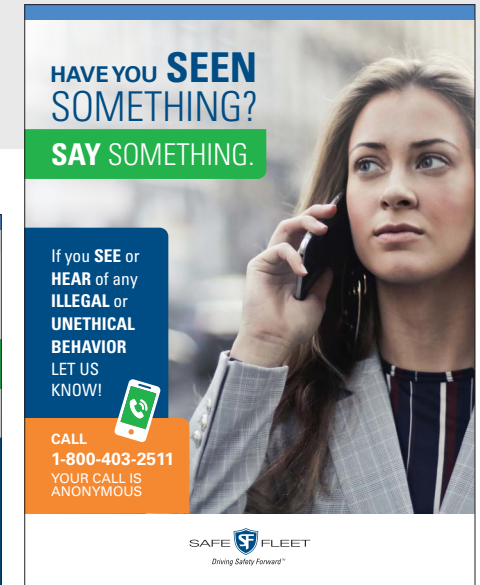


The Safe Fleet Whistleblower Policy

One of our core values is respect and trust-based. Integrity provides the foundation for both qualities. And maintaining integrity is what motivated our establish of a formal whistleblower process at Safe Fleet.

We always strive to maintain a strong compliance culture where employees feel empowered to make a positive impact on our company's success by speaking up if they become aware of unethical, illegal, or unsafe conduct in the workplace.

With the support of a third-party platform, Safe Fleet established a formal and rigorous process that includes an anonymous hotline available to every Safe Fleet team member worldwide, spanning the U.S., Canada, U.K. and Taiwan. The toll-free number is manned 24 hours a day, seven days a week, by independent call-takers offering local language support.



Sample posters that were distributed throughout Safe Fleet promoting the Whistleblower program.



*When employees feel comfortable calling out improper conduct, it encourages others to do the same, which helps make **Safe Fleet a more ethical, successful and satisfying place to work.***



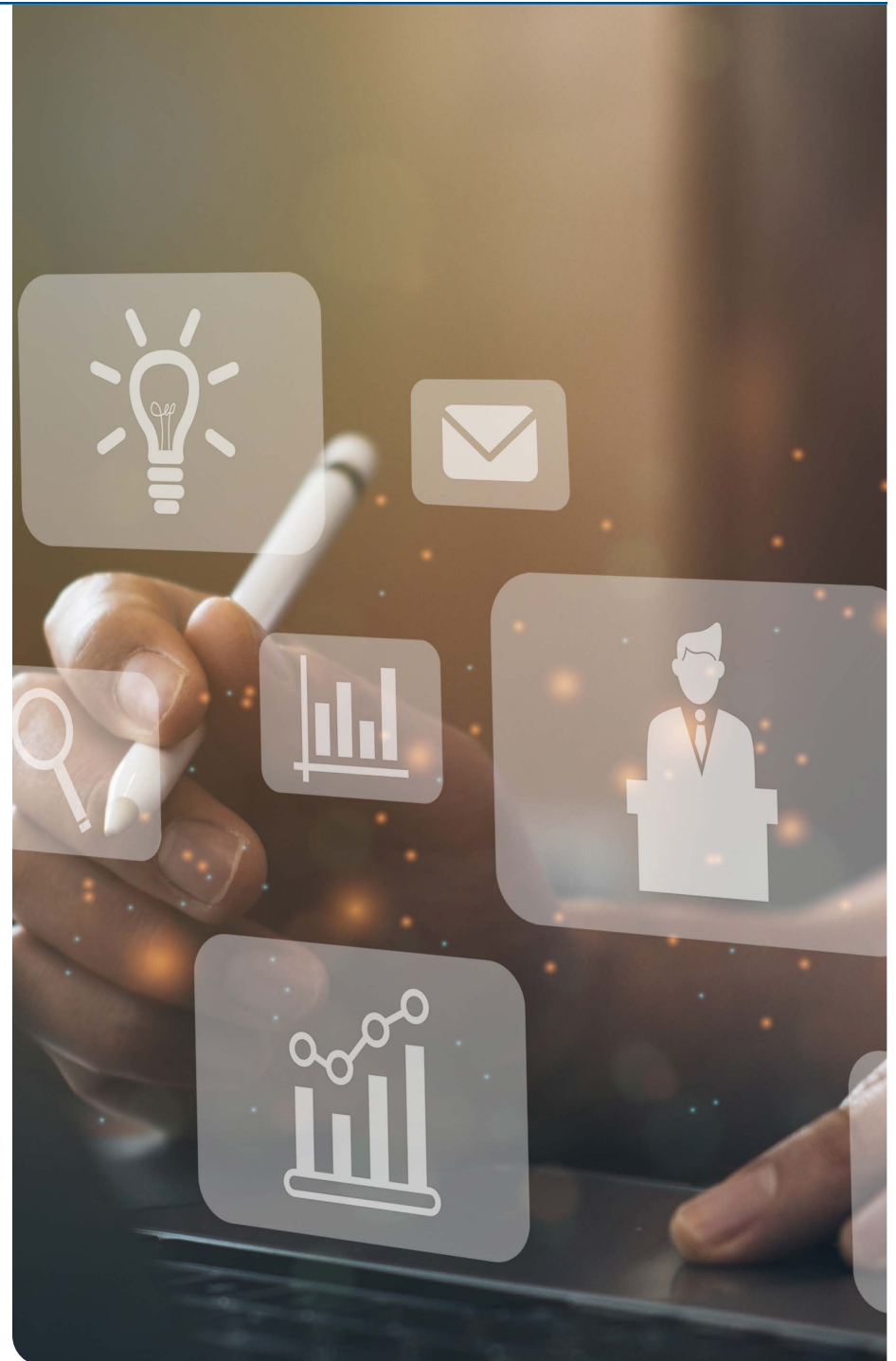
Andrew Schmolka
Sr. Vice President and
Chief Legal Officer

Compliance Training

To safeguard the high level of trust our customers, suppliers, end users and other stakeholders have placed in our company, we must ensure that integrity and proper conduct are at the forefront of every decision we make and every action we take. As Safe Fleet grows, we are naturally conducting business with larger accounts, which also are spread across larger, more diverse geographic markets.

This phenomenon has reinforced our need to ensure employees continue to meet stakeholder and legal obligations. In recognition of this responsibility, Safe Fleet mandated the regular completion of compliance training, offered through Thomson Reuters' Compliance Learning platform, by a significant segment of our workforce. Course assignments and ongoing refresher training enrollment are based on organizational roles. Courses include Ethics and Compliance Essentials, Global Competition Law, and U.S. Customs Compliance Essentials, among many others highly relevant to Safe Fleet's businesses.

To date, the aggregate number of courses completed by employees is over 3,100.



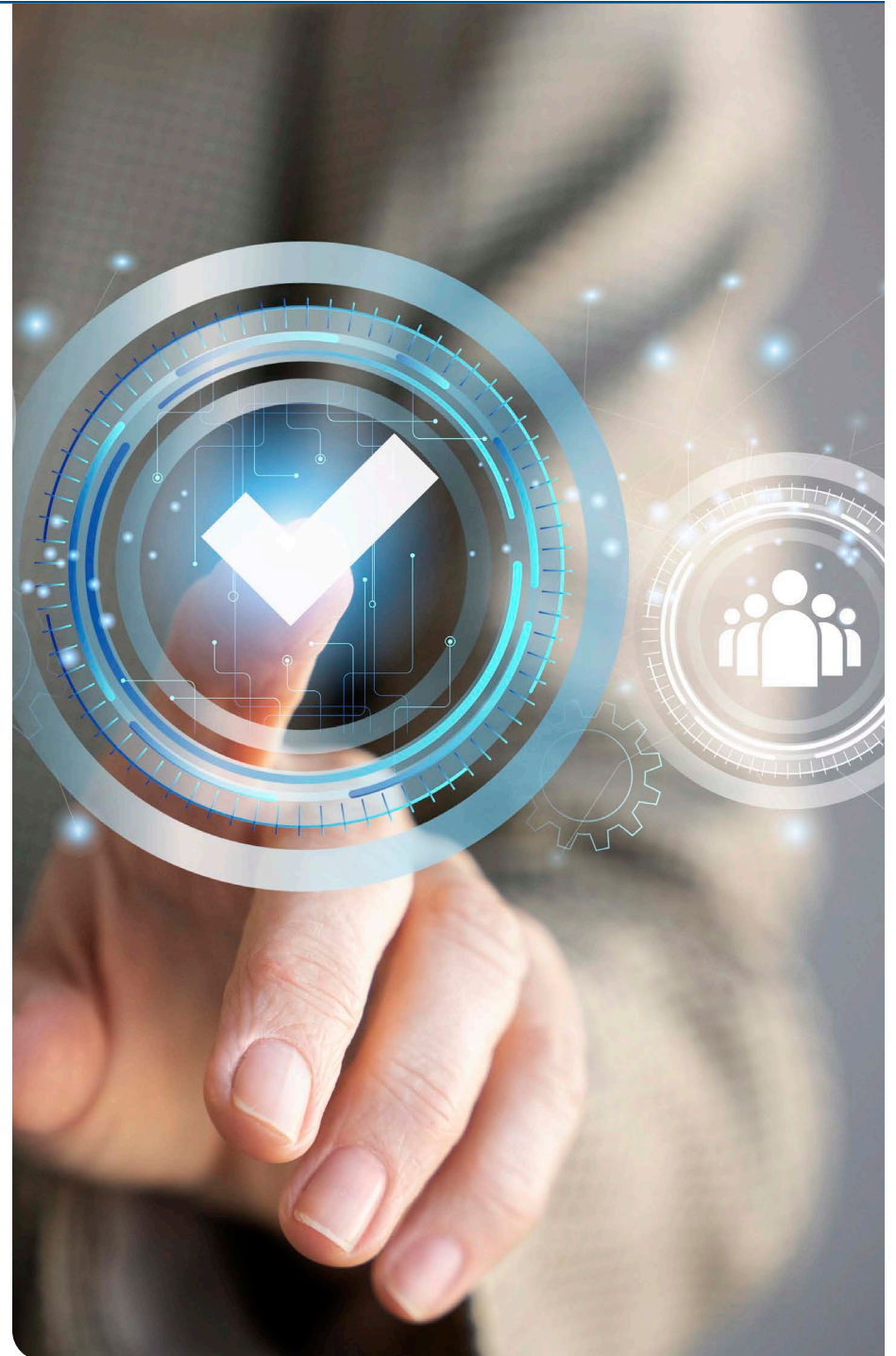
Foreign Corrupt Practices Act (FCPA) and Trade Law Compliance

Safe Fleet policy prohibits bribery and corruption and requires strict compliance with the FCPA and all applicable anti-corruption laws. We do business in an up-front, above-board manner. We are committed to maintaining the highest ethical standards and enforcing the integrity of our business practices everywhere we do business.

The Safe Fleet FCPA and Anti-Corruption Laws / Compliance Policy ensures all Safe Fleet employees are aware of the FCPA and each employee engages in ethical and legal practices.

A well-documented process exists to address any concerns that are raised. These would be referred to Safe Fleet's designated Compliance Manager in this area. Any escalation would include the Safe Fleet Chief Financial Officer and Chief Legal Officer, who are responsible for remediating specific issues and any of their potential implications for broader risk management, as well as reporting to and coordinating with the board of Directors, as appropriate.

The same process and escalation workflows apply to export law compliance, which regulate the import and export of goods that may pose potential risk to U.S. national security.



Data Privacy

We are committed to protecting the privacy of personally identifiable information (PII) shared with us by our customers and prospects. As part of this effort, Safe Fleet focuses on compliance with the legal and regulatory regimes prescribed by the California CCPA and other individual U.S. states, CASL in Canada, GDPR in Europe and requirements in the UK.

Due diligence reviews have been conducted throughout Safe Fleet to better understand and safeguard our businesses' collection, storage, transfer, and use of the PII of customers and prospects. Reviews are also conducted with newly acquired companies after they join the Safe Fleet family. A full overview of the information we collect, how we use it and protect it, can be found in the data privacy policy posted on the Safe Fleet website.



Data privacy compliance is not limited to publishing a privacy policy that discloses company practices. It requires living up to your privacy commitments, and we aim to do just that."



Andrew Schmolka
Sr. Vice President and
Chief Legal Officer

Code of Conduct

Safe Fleet employees are the Company's most important resource. Employee efforts produce more than products and services — they produce the Company's success and lead it towards the future. Safe Fleet and its employees have a partnership built upon mutual respect and trust. To maintain this relationship, the Company and our employees are committed to upholding certain principles:

- Every individual is treated with kindness and dignity.
- Co-workers operate as members of a team.
- We are committed to encouraging creativity and initiative by providing an environment for all employees to develop their skills and abilities.
- Managers are responsible for communicating expectations to employees and providing honest and timely feedback on performance.
- We operate with the highest levels of personal conduct and integrity. We honor our commitments to our customers and employees.

OPPORTUNITY
 PEOPLE
 SUCCESS
 ASPIRATION
 RESPECT
 CONTENT
 HELP
 NETWORK
 STRATEGY
 SUPPORT
 PROCESS
 CAREER
 SOLUTION
 PLANING
 COMMUNITY
 ACHIEVEMENT
 BUSINESS
 GROUP
 POSITION
 DIRECTING
TEAM
 MANAGEMENT
 COLLABORATION
 RISK
WORK
 SOLUTION
 VISION
 MOTIVATION
 GOAL
 LEADER
 SOCIAL
 PROFESSION
 ASESMENT
 COMMUNICATION
 RESOURCE
 HANDSHAKE
 RESOURCE

SECTION 4: ALWAYS INNOVATING – CONTINUOUS IMPROVEMENT



Two of our core corporate values – Innovation Led, and Performance Minded, drive our Continuous Improvement (CI) Strategies.

Since Safe Fleet's inception, we have invested in a culture of continuous improvement, implementing structures to ensure that we consistently evaluate our business, practices and processes, and identify ways we can do better.



*The key to being performance minded, is not to beat people over the head to do better, but **provide the tools and processes to improve every day.***



Mike Schulte
President



It starts with our Safe Fleet Business System – a set of customer-focused processes within Safe Fleet that used consistently across the organization, enables us to execute our business strategy and win in the markets we serve.



The Continuous Improvement Mindset

This collective mindset of continuous improvement drives how we support our communities, what we do for environmental sustainability, how we hire, and how we treat our people and our customers, in addition to developing world-class solutions to solve real-world safety problems.

This mindset permeates the organization at every level, with teams constantly evaluating if something can be done better, faster, and at a lower cost. Every employee is encouraged to use best practices and identify new ways to do things more efficiently and effectively, whether that is introducing new ideas, new processes, or even new products to our market.



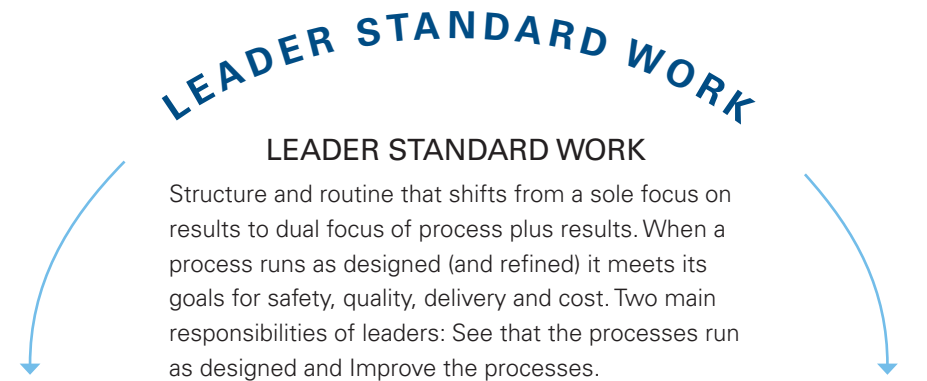
CI Structure & Toolset

To ensure we stay focused and invested in continuous improvement, we have created an organizational structure to promote – and a set of metrics and scorecards to measure – progress. “Lean” business and management principles are at the forefront of this approach.

Creating a lean enterprise at Safe Fleet involves using lean tools like the A3 problem solving approach, Demming’s Plan, Do, Check, Act problem solving cycle (PDCA), Value Stream Mapping (VSM), the 5-why’s, 5S, and Kaizen. But it also requires a solid foundation of communications, a change in culture, leadership, and ongoing strategies to effect and accelerate change. And finally, it uses standardized templates, processes, and scorecards to measure progress.



Our approach and toolset can be best illustrated by the Golden Triangle of sustainability:



LEADER STANDARD WORK

LEADER STANDARD WORK
Structure and routine that shifts from a sole focus on results to dual focus of process plus results. When a process runs as designed (and refined) it meets its goals for safety, quality, delivery and cost. Two main responsibilities of leaders: See that the processes run as designed and Improve the processes.

STANDARDIZED WORK

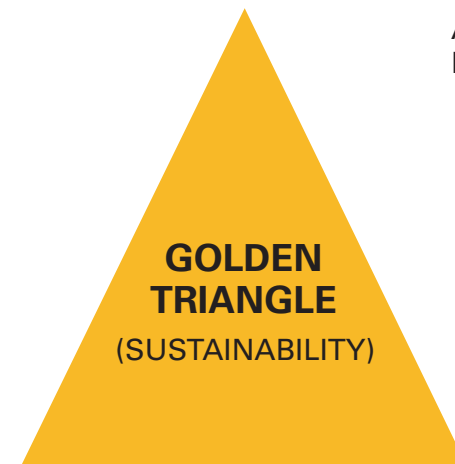
To standardize a method is to choose out of the many methods the best one, and use it. If you think of “standardization” as the best that you know today, but which is to be improved tomorrow.

VISUAL CONTROL

The ability to see whether the process / activities are performing as desired – recognizing normal from abnormal

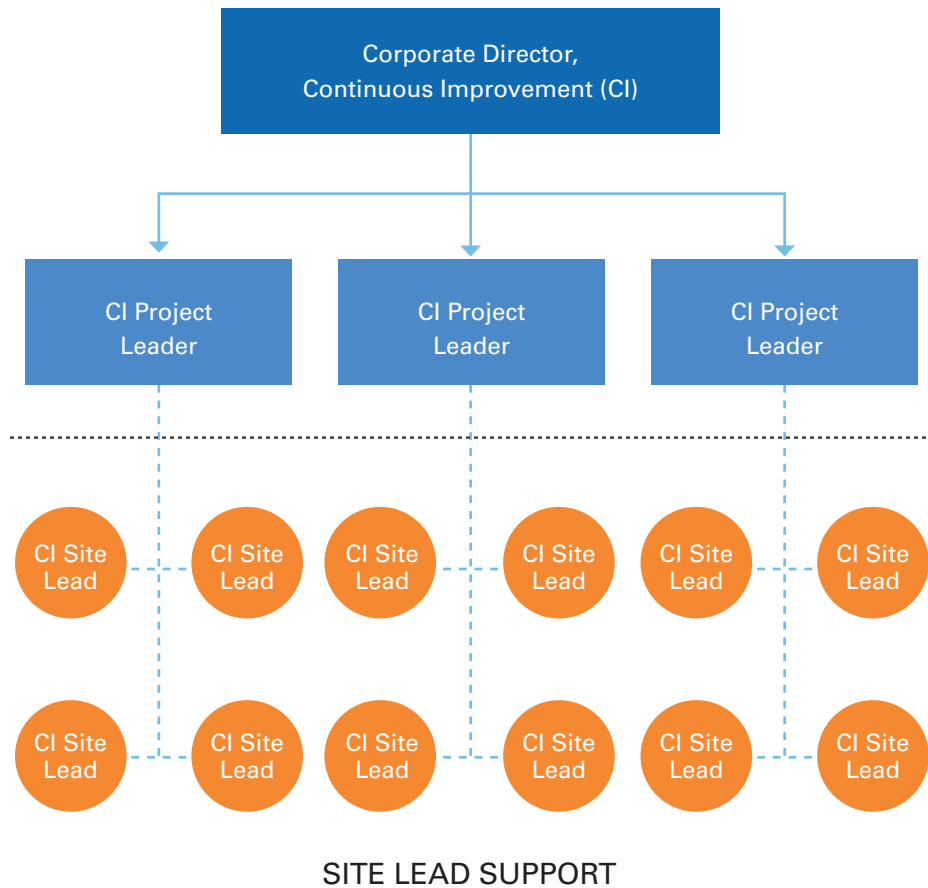
ACCOUNTABILITY MANAGEMENT

Problem Assignment
Ensure right person is assigned and accountable. Tiered Management or Boardwalk
Process Discipline and Follow Up to maintain the system
Escalation Process
Not Problem Solving



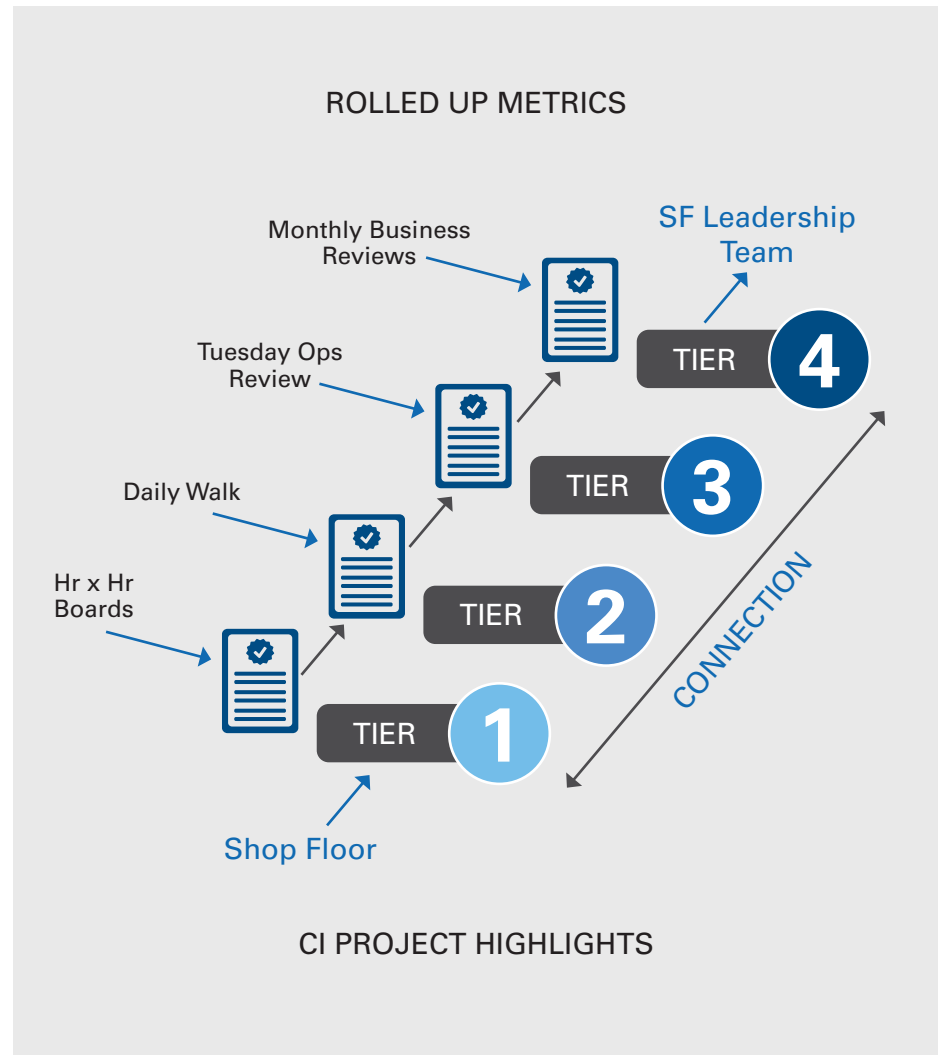
Safe Fleet has a corporate CI team that delivers continuous improvement learning, guidance, and leadership, with CI leads at every manufacturing site.

CORPORATE CI STRUCTURE



CI Leaders ensure that focus, urgency, accountability, transparency, continuous learning, and ownership pervade our culture from top to bottom in our organization. A tiered management approach ensures early detection and escalation of issues for timely resolution, fostering a culture of accountability.

ROLLED UP METRICS



CI Project Highlights

From 2020 through 2023 we've completed 45 Kaizens and 127 CI projects. All these CI projects created a higher level of collaboration across functions and levels of the organization and generated impressive results.

PRESIDENT'S KAIZEN

We conduct President's Kaizens to show the need for change to achieve a standard of excellence, challenge the culture to change, and create an impact in a short time. President's Kaizens usually happen over a week, including teams that span from shop floor to senior management (including Safe Fleet's President).

In May of 2022, the President's Kaizen at Safe Fleet's Charlotte facility covered three key projects. The goals were to level load production, eliminate costly handling damage, and reduce employee turnover rate.

Working together during that week and subsequent follow-up sessions, the team was able to achieve excellent results that resulted in improved labor savings, reduced scrap rates and better employee retention.


In May 2023, the President's Kaizen in Safe Fleet's Eagan, Minnesota facility focused primarily on improving the plant's assembly manufacturing processes. Using the Safe Fleet Lean tools, the team was able to improve the assembly processes and significantly improve the touch time for the ergo rack assembly process.

May 2022 – Charlotte, NC



May 2023 – Eagan, MN





SECTION 5:
**DRIVING SOCIETAL CHANGE THROUGH
COMMUNITY ENGAGEMENT**

Good Corporate Citizenship

A good corporate citizen is an organization that demonstrates unwavering moral and ethical standards in how it conducts business and interacts with its customers, employees, shareholders, and communities.

It is said that at the heart of good corporate citizenship lies the goal of making the world a better place. This is true of Safe Fleet. In fact, making the world a better place is directly related to three of our core values: Safety-Driven, Customer-Focused and Respect-and Trust-Based.

People conduct their daily business more safely and productively because of the products and services we provide. People come home safely to their loved ones every day because Safe Fleet products fulfilled their purposes – including warning of potential danger, extinguishing fires while protecting the firefighters, supplying law enforcement with accurate, detailed, and defensible evidence, and providing camera vision to eliminate blind spots during large vehicle operation.

The above and numerous other examples speak to the broader good that Safe Fleet is serving in all of the markets and geographies where we operate.

At Safe Fleet, We are Driving Safety Forward™

Engagement with Industry Associations to Promote Safety

The phrase “It takes a village to raise a child,” originates from an African proverb meaning that it takes many people working together to provide a safe, healthy environment for children to flourish. This could not be truer as it relates to student safety on and off the bus.



*At Safe Fleet, we see our place in the industry as leading the way with technology, but it requires education, advocacy, technology and industry collaboration to **reduce fatalities around the bus.***



Chris Akiyama
Vice President
School Bus



Safe Fleet participates in virtually every school bus industry association in North America, including most U.S. state associations. Of principal importance is our involvement in the School Bus Manufacturers Technical Council (SBMTC), National Association of State Directors of Pupil Transportation Services (NASDPTS), National Congress on School Transportation (NSCT in the U.S.) and the CSA D250 Standards in Canada. These are the main organizations that create specifications for school buses.

Through our involvement in these associations, and as a leading supplier of government-mandated school bus safety devices, Safe Fleet is a highly influential and major contributor in helping each of these organizations thrive and improve student safety within their respective areas.

Safe Fleet as Influential Advocate for **Student Safety Outside the Bus**

Following a 2018 fatal accident in which three students were killed and another injured after a motorist failed to stop for a school bus, the National School Transportation Association (NSTA) initiated a push for legislation to protect students outside the bus.

Safe Fleet played a pivotal role in advocating with NSTA, including a Capitol Hill Technology Demonstration in 2019 that drew bi-partisan interest from U.S. Senators Todd Young (R-Ind) and Gary Peters (D-Mich) and U.S. Reps Julia Brownley (D-Calif) and the late Jackie Walorski (R-Ind).

The resulting Stop for School Buses Act was passed as a provision of the Infrastructure Investment and Jobs Act signed by President Joe Biden two years ago. This law mandated that the National Highway Traffic Safety Administration (NHTSA) research education, advocacy and technology that will enhance student safety around the bus. The legislation specifically highlights leading bus safety technologies, such as radar and proactive notification systems, featured in Safe Fleet products.



We were heavily involved in getting this legislation passed – legislation that requires an in-depth study of how to make school buses safer. In my 25-year career, this is the highlight. We did something. We effected change.”



Chris Akiyama
Vice President
School Bus

As this study progresses, industry engagement and awareness tied to this legislation already have positively impacted school bus and student safety, and we'll continue to see those beneficial effects for years to come.

National School Bus Safety Week, 2019 – Capitol Hill Technology Demonstration

Safe Fleet was the driving force behind a technology showcase on Capitol Hill during the 2019 National School Bus Safety week, collaborating with the NSTA to build support for the Stop for School Buses Act and awareness of the issue of illegal school bus passing.

A crowd of NAPT attendees (key industry participants / influencers), NSTA members, school bus manufacturers, the media and the four originating co-sponsors of the school bus safety bill (U.S. Senators Todd Young and Gary Peters and U.S. Representatives Julia Brownley and the late Jackie Walorski), discussed increased driver distraction, lack of awareness of rules and regulations related to sharing the road with school buses, and the increasing safety risks to students.



The highlight of the event was the technology demonstration of three solutions that together form an innovative, effective, and comprehensive approach to increasing student safety outside the bus.

The Safe Fleet Driver Alert

Notifies motorists that the school bus is about to stop via LED signage mounted on the back of the bus.

The Safe Fleet Predictive Stop Arm™

Uses radar and predictive analytics to determine whether oncoming vehicles are likely to illegally pass the school bus. The system audibly alerts students to stay back when risk is present.

The Safe Fleet Stop Arm Camera

integrated with Verra Mobility ticketing – Records footage of the violation and processes the captured license plate for ticketing.

This event, which marked the first time a comprehensive, innovative, and effective suite of market-ready technologies was demonstrated live for such a large group of influential people, was a resounding success. Safe Fleet's game-changing Predictive Stop Arm attracted heavy interest, securing dozens of TV news stories across the nation, including a 30-minute special interest story.

<https://www.youtube.com/watch?v=So8Go5CgCtU>



Being a Safety Leader

Safe Fleet proactively defines the safety agenda in the industries we serve, often well in advance of any legislation. Our purpose of Saving Lives, Preventing Injuries and Making Fleets more Productive entails pursuit of broad-stroke technology efforts that require advocacy to influence and advance legislation over time, as well as achievement through product innovation of frequent safety advancement milestones along the way. While Safe Fleet helps to drive the forward-looking, big-picture convergence of technology, transportation, and smart cities infrastructure, we are hyper-focused day to day on delivering innovative enhancements of essential safety products for fleet operators, students, passengers, law enforcement officers and the general public.

For example, Safe Fleet is leading the charge with advanced technology that eliminates vehicle blind spots through camera vision and AI object detection to help drivers achieve road safety excellence. We're also developing advanced camera vision and monitor technology to replace vision-limiting vehicle mirrors, improving safety and reducing vehicle operating costs. And we're helping to guide the industry towards the day when vehicles will be able to communicate with each other to prompt cars to brake automatically for school buses and first responders.

In the interim, we are Driving Safety Forward with technology like Safe Fleet's Around Vehicle Monitoring, Enhanced Camera Vision, Data Aggregation and Digital Evidence Management and Sharing solutions.

Safety Leadership

Leading by example, Doug Campbell, Safe Fleet's School Bus National Accounts Manager, is an outstanding advocate for student safety and a role model for anyone who wants to effect positive change with tact, dedication, hard work, and heart. Doug received the 2023 NSTA Vendor Partner of the Year Award in recognition of the value of his efforts to his peers, the industry and the children who ultimately benefit from his tireless work.

Most notably, Doug invested countless hours in creating awareness of the Stop for School Buses Act. Doug's drive to meet and exceed expectations contributed to one of the most successful events in NSTA history, which helped to pass ground-breaking legislation that will have significant and lasting effects on our nation for years to come.



SAFETY ASSOCIATIONS WE BELONG TO AND INFLUENCE

NHSTA (National Highway Traffic Safety Administration)	SBMTC (School Bus Manufacturers Technical Council)	NSTA (National School Transportation Association)
NAPT (National Association for Pupil Transportation)	NASDPTS (National Association of State Directors of Pupil Transportation Services)	CSA D250 (Standards Council of Canada)
FORS (Fleet Operators Recognition Scheme)	SMMT (Society of Motor Manufacturers and Traders)	AVI (Association of Vehicle Installers)
RHA (Road Haulage Association)	Cold Chain Federation	Construction Equipment Association
Logistics UK	FAMA (Fire Apparatus Manufacturers Association)	FEMA (Fire Equipment Manufacturers Association)
NFPA (National Fire Protection Association)	NFPA / Water Additives and Wetting Agents	IFDA (International Foodservice Distributors Association)
FLA (Florida Trucking Association)	NPTC (National Private Truck Council)	NTEA (National Truck Equipment Association)
APWA (American Public Works Association)	CMTC (California's Mfg Network)	CTEA-AETC (Canadian Transportation Equipment Assoc.)
ISRI (Institute of Scrap Recycling Industries)	NARA (North American Renderers Association)	NTDA (National Trailer Dealers Association)
RIPWA (Rhode Island Public Works Association)	OWMA (Ontario Waste Management Assoc.)	SWANA (Solid Waste Association of North America)
NWRA (National Waste & Recycling Association)	NATDA (North American Trailer Dealers Association)	AFLA (Advancing Corporate Fleet Worldwide)
NAFA (North American Fleet Management Assoc.)	CalCIMA (California Construction & Industrial Mat'l Assoc.)	DCA (Detachable Container Assoc.)
HDMA (Heavy Duty Manufacturers Association)	IFAJ (Industrial Fabrics Association)	NDA (National Demolition Assoc.)
San Diego Reg'l East County Chamber of Commerce	CARI (Canadian Assoc. of Recycling Industries)	ABC (Associated Builders & Contractors (Eastern Pennsylvania Chapter)
ACT (Americas Commercial Transportation Research Do)	ATA (American Trucking Association)	

Thought Leadership to Advance Safety

When we say advancing safety is our primary driver as a company, we mean it. It's true in every market we serve, but nowhere more so than for our Fire, Emergency, and Industrial (FEI) Group. And thought leadership is a critical component of what we do to advance safety.

While our whole FEI sales team is out selling, our approach to that effort is also educational. We support firefighters' training at big and small conferences and seminars almost every weekend throughout the U.S.. We even participate in international events like the 2022 Fire and Rescue Conference in the U.K.

At many of these events, Safe Fleet sponsors and teaches Hands-On Training (HOT). We are universally regarded as subject matter experts who educate firefighters not just on the proper use of our products, but also sound firefighting tactics and strategies more broadly.

The "Brass Tacks and Hard Facts" YouTube channel operated by our Elkhart Brass business unit furthers Safe Fleet's mission of driving advanced safety. Our training videos provide crucial industry knowledge and best practices information to our growing audience of thousands of firefighters nationwide.



Volunteering, Sponsorship, and Technical Expertise to **Advance Safety**

Safe Fleet plays a significant role in helping to develop the safest bus drivers for enhanced student safety. Safe Fleet team members invest their time, often on weekends, to participate in the National Safety Competitions. These events are designed to train bus drivers for driving safety excellence. The downstream effect? Safer students.

Safe Fleet also sponsors events, contributing marketing and financial support to advance safety for school buses and the students who ride them.

Safe Fleet's FEI employees also volunteer their time in two other key organizations to serve our overarching safety goal: the non-profit Fire Apparatus Manufacturer's Association (FAMA), which is committed to enhancing firefighting apparatus quality, and the Fire Equipment Manufacturer's Association (FEMA), with a similar commitment to enhancing firefighting components and services.

Safe Fleet also actively contributes to the work of various firefighting industry technical committees, which focus on making specific fire truck components better and safer, such as two National Fire

Protection Association (NFPA) committees to improve firefighter safety and firefighting tactics and inform the development of water additives and wetting agents, respectively.



Leadership Through the Support of Social Programs

SUPPORTING THE TEAM

A great company has their team's back, which includes supporting programs and initiatives that reflect a corporate moral fiber. When you work at Safe Fleet, it doesn't take long to hear examples of the company caring for their own, from formal to informal and large to small. Perhaps no single example stands out more than the company and its executive leadership team's creation of a fund in 2020 to support Safe Fleet employees and their families in need during the COVID-19 pandemic. In response to the suffering, fear and uncertainty generated by the pandemic, Safe Fleet stepped up to help alleviate hardship.



Welcome House partners with a lot of local employment agencies and vendors. One major barrier for those in recovery is the loss of their driver's licenses. A game-changer and very unique, Safe Fleet is the only supporter who provides transportation services to our program members."



Micah Haen
Associate Vice President
Welcome House

SUPPORTING THE COMMUNITY – WELCOME HOUSE

Advancing safety can assume many forms – and not always related to processes and solutions. Sometimes, advancing safety comes down to just lending a helping hand.

Safe Fleet is a proud supporter of – and hires workers from – the Welcome House, a residential sober-living facility that works with adult men from all walks of life who are recovering from substance abuse.

Employment is a significant contributor to each person's recovery. Earning a paycheck helps build a sense of value and accomplishment. To offer these opportunities, Safe Fleet regularly conducts presentations at Welcome House, offering work to interested individuals.

Safe Fleet also regularly supports Welcome House fundraiser activities. Program members see Safe Fleet's commitment firsthand and recognize our contributions to the greater good of the organization as a whole.

Welcome House – A Success Story

A few years ago, I sat in on a Safe Fleet presentation at Welcome House, which led to a production line job. The Welcome House program and working at Safe Fleet has meant a great deal to me. I feel like Safe Fleet took a big chance on me and I'm so grateful. When I first started my job, I had no way to get to and from work. Safe Fleet rented an Enterprise van and shuttled six or seven of us back and forth. Safe Fleet made it possible for me to re-build my life. I'm even more grateful today. Not long ago, I was offered a promotion which made a big impact on my self-confidence and self-worth. Just as important to me, I enjoy what I do, and I feel confident and respected at Safe Fleet."

Anonymous, Welcome House Program Graduate



The Safe Fleet team member reflecting on their experience was one of our first hires from the Welcome House program. They are a great asset to Safe Fleet and an outstanding Welcome House success story."



Bob Parks
Vice President
Human Resources



UNIQUE HIRING PARTNERSHIPS AND HELPING PEOPLE GAIN ACCESS TO DEPENDABLE, SAFE, EMPLOYMENT

Safe Fleet has also partnered with a hiring agency in Minnesota that works with immigrants from Myanmar (formerly Burma). We have employed a substantial number of people through this partnership in our Minnesota manufacturing facility. This immigrant hiring program has been a terrific win-win opportunity for company and employees alike. Safe Fleet has successfully tapped into an under-represented but productive workforce, while helping individuals settle into a new community with reliable employment. In this way, we've achieved great things together.

SPONSORSHIP TO HELP ADVANCE SAFETY

Safe Fleet also enthusiastically supports first responder organizations, including the New York City Fire Department (FDNY), Back the Blue, and Survive Alive, a program designed to educate kids on how best to escape a burning house.

CARING FOR THE FRONT LINES IN TIMES OF NEED

In the early days of the COVID-19 pandemic, Safe Fleet filled an urgent need of first responders by donating 800 on-hand surgical masks from our Belton, MO facility to the local Belton fire department, Belton Missouri Police Department and Belton Regional Medical Center.

Safe Fleet then expanded our commitment by donating an additional tens of thousands of KN95 Protective Masks to fire departments and law enforcement agencies across the country.



We wanted to show our support and care for our extended 'First Responder Family.' Since we are in the business of supplying fleet safety equipment to help protect the lives of firefighters, law enforcement officers, bus drivers and commercial vehicle operators, we used our strong global supply chain to work through shortages and quickly source and secure the shipment of masks to the public safety professionals who needed them most urgently."



John R. Knox
Chairman and CEO

GIVING FOR THE SAKE OF GIVING

We also support local communities where we work in myriad other ways. Safe Fleet employees are quick to identify needs in their local community and rally their peers, and the organization as a whole, to support those needs.

Examples include:

- Providing turkeys to as many families as possible during the holiday season
- Participating in “Trunk or Treating” events at Halloween (see explanation to right)
- Donating backpacks to students for the back-to-school season

What’s Trunk-or-Treating?

Many organizations participate in Halloween Trunk-or-Treating events as a safer alternative to traditional Trick-or-Treating. Trunks of vehicles are dressed up in Halloween decorations and contain candy that is handed out to children as they pass.

It’s not only about our business of taking care of communities; it’s also about facilitating opportunities for our employees to engage with their communities.”



Kara Butler, Director, Human Resources,
Passenger Transportation,
Law Enforcement & Waste

Safe Fleet Mirrors, in Elkhart, IN, provided a recent example of giving to our communities, which also exhibited notable creativity and team-building. This division challenged all of its employees to organize into teams and compete against each other for a grand prize based on fund-raising success. The winning team purchased the most high-value back-to-school essentials for students at local Concord Community Schools who don't otherwise have access to them.

This successful initiative resulted in the following much-needed (and appreciated!) donations:

43 Packages of Loose-Leaf Paper	72 Composition Notebooks
22 1" Binders	20 Boxes of Ziploc Bags
21 Boxes of Pencils	12 Boxes of Colored Pencils
10 Packages of Markers	6 Packages of Highlighters
16 Erasers	16 Packs of Index Cards
46 Boxes of Crayons	15 Packs of Pens
293 Spiral Notebooks	56 Boxes of Tissue
34 Backpacks	155 Glue Sticks
16 Scissors	15 Bottles of Sanitizer
346 Pocket Folders	484 Pairs of Earbuds

Safe Fleet Mirrors helped local students with donations of essential school supplies.





**SECTION 6:
GROWING OUR ENVIRONMENTAL STEWARDSHIP**

Safe Fleet's environmental sustainability program is in its early stages of development but already has produced positive results. And as we expand the plan's scope and implementation, Safe Fleet's sustainability wins will grow commensurately.

Setting Goals for Environmental Sustainability

Safe Fleet is developing a framework for operating our manufacturing facilities more sustainably, to provide environmental, economic, and broader societal benefits. Our sustainability goals include:

- Minimize our carbon footprints
- Reduce our energy consumption
- Prevent pollution
- Increase productivity and innovation

Reducing our Carbon Footprint and Energy Consumption

As a first step towards carbon footprint reduction, we need to better understand our baselines. With the help of Morris Engineering, we are conducting audits at Safe Fleet manufacturing facilities, starting with a pilot program at our Elkhart Brass location.

Our objective is to identify incremental more energy-efficient, carbon-neutralizing opportunities in the following areas:

- Controls
- Mechanical and electrical systems
- Lighting
- Building envelope
- Water
- Distributed energy generation
- Renewables

While Safe Fleet facilities historically have sourced energy in conventional, less sustainably conscious ways, we are now looking to seize opportunities to consume energy more conservatively and to use energy brokers to help us lower energy costs. Our Charlotte site is lined up to be our first participant in this project, aiming to reach a 25% renewable energy target in its initial roll-out year.

We are also in the process of replacing Safe Fleet manufacturing locations' fluorescent lighting fixtures with LED lighting and controls like motion sensors, which should help us to achieve a 70% reduction in lighting energy consumption.

Waste & Pollution Reduction

We are also pursuing waste and pollution reduction goals through the deployment of advanced technology – initially, at three of our locations. By way of background, spent coolant from manufacturing processes cannot be washed down the drain, even if the end-product is water-soluble. Bio-degradable coolant is contaminated with metals and oils. Safe Fleet's typical historical practice had been storing 55-gallon drums of waste coolant at Safe Fleet facilities and relying on third-party waste removal companies to haul away by truck the filled drums throughout the year.

Recently, however, Safe Fleet invested in three evaporators to reduce the amount of coolant waste generated and ultimately hauled away, thereby reducing waste volume and disposal costs while also mitigating the risk of a contamination event.

How Does an Evaporator Work?

Safe Fleet's system automatically feeds coolant waste into an evaporator unit, which heats it to a boiling temperature. The boiled coolant releases benign water vapor to the atmosphere and isolates metal and oil remnants in a collection tank for safe removal.

Safe Fleet has installed these three evaporators at its FRC, Elkhart Brass and Prime Design locations. Each evaporator reduces waste by approximately 93%, leaving behind only a charcoal briquette-sized waste solid for further disposal. With these evaporators in place, we're pursuing coolant waste reduction targets of 25% and 50%, respectively, over the next two years.

WIN!

We expect our efforts to reduce these Safe Fleet sites' third-party waste removal requirements from 59,000 to only 4,000 gallons on an annual basis.

A Sneak Peek Into Where We Are Going

One of Safe Fleet's earliest green initiatives was our implementation of an onsite vending system for many smaller plant supplies. Through the use of vending machines at 80% of our manufacturing locations to distribute gloves, drill bits and other items used for plant operations, we were able to reduce product packaging and pallets.

And Safe Fleet's Charlotte location deserves special mention as a gold award-winning facility for environmental excellence in going above and beyond to achieve and maintain wastewater levels far below legal compliance standards. Charlotte has won this award twice in the past three years, which is a source of great pride.

Looking ahead, the rapidly advancing science of energy conservation offers an eye-opening range of innovative, sustainably-minded solutions

that we are considering for our business operations. For example, we plan to evaluate "rejuvenated energy," which involves capturing heat released from furnaces or ovens and re-introducing it into tanks for hot-water use. Other energy efficiency gains might even be achievable using motors on variable speed drives or electronic controls that we can custom-program.

Over time, we'd like to form cross-functional Green Teams at every Safe Fleet site. These teams would include personnel from our Finance, Human Resources, Operations and Engineering Departments at each location. Each team would have a stake in its facility's environmental footprint and sustainability goals to achieve.

Once we have a refined understanding of our baseline energy consumption at each location, we hope to be able to implement programs aimed at reducing that consumption by 10–20% annually.





I think as we look at environmental sustainability opportunities at Safe Fleet, the sky is the limit. Already, I'm really excited to get our first three evaporators up and running in 2023, so we can substantially reduce the nearly 60,000 gallons of waste that we've been having transported from those Safe Fleet properties."



Michael Forte, Environmental Health & Safety Director

While broadly speaking, as a company, we may be in the relatively early stages of our more advanced-level sustainability journey, we have robust plans with some important wins under our belt and strong momentum going forward.

Closing Thoughts

The period since March 2020 has produced substantial global upheaval due to the COVID-19 pandemic and its aftermath. We are proud that through it all, Safe Fleet has been able to overcome numerous financial, operational, and societal challenges, while maintaining our focus on social responsibility and marking excellent progress in all six of our priority areas in that realm.

As highlighted throughout this report, our shared purpose to save lives, prevent injuries, and make fleets more productive continues to drive positive outcomes in the markets and communities we serve. We look forward to even more progress in the years to come.



When you consider everything we are doing to cement our safety culture and prevent injuries from ever happening at Safe Fleet, it is just huge. We hire independent, third-party experts to conduct industrial hygiene audits every two years at our Safe Fleet locations, with impressive results. For instance, our recent air quality study at Elkhart Brass showed us significantly better than OSHA compliance standards. Folks in manufacturing often resign themselves to saying “it’s a risky job, it’s a dirty job.” But at Safe Fleet, we are always striving to make it less so, through non-stop prioritization of safety and continuous improvement through lean initiatives. Our DART and TRIR statistics are consistently superior to our industry peers. People really need to step back and appreciate what that means and all the things that go into making that happen.”



Michael Forte, Environmental Health & Safety Director



At Safe Fleet we are always working hard to Drive Safety Forward, both at home for our own teammates and in the field with every organization and fleet we are proud to call our customer.

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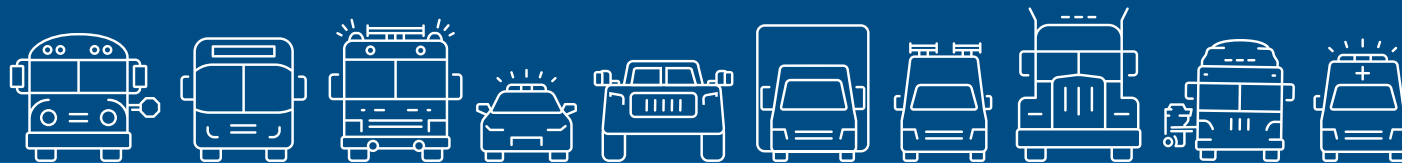
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