



STATEMENT of QUALITY POLICY

The strategic direction of Mechanical Systems Remanufacturing (“MSR”) is to be a key supplier of new, refurbished and reconditioned railroad equipment used to transport passengers and freight. This is accomplished by identifying and addressing issues of concern of our interested parties and by providing the best in quality of products, on time, at a competitive price and timely after-sales service. Maintaining our reputation as an organization committed to meeting customer requirements is essential to our continued growth and success.

In a period of rapidly changing technology and ever-increasing competition, MSR is committed to maintaining and continually improving the effectiveness of our quality management system which is based on the ISO 9001 quality management standard and the AAR M-1003 Specification for Quality Assurance. This will enable us to continually achieve a high level of quality in production and delivery.

I trust that everyone at MSR will join with me in a personal commitment to quality as a way of operating our business. I will review the quality policy at least annually to ensure its continuing relevance to MSR.

A handwritten signature in blue ink that reads 'RMK'.

Robert M^cKeracher
President

February 25, 2021

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