

1.0 PURPOSE

The purpose of this business continuity plan is to establish a general guideline in the event of disaster caused by factors beyond our control (e.g., natural disasters, manmade events, cyber-attacks, etc.), to restore operations to the widest extent possible in a minimum time frame.

2.0 SCOPE

This plan applies to all Boyd Corporation facilities. Each facility may have a more defined plan specific to their geographic location, business organization, and process requirements.

The scope of this plan only applies to emergency situations, disasters and/or business threat occurred locally. The actions and expectations of the recovery plan may need to be adjusted if the disaster and/or business threat occur nationwide or globally (e.g., warfare, worldwide health threats).

3.0 GENERAL RESPONSIBILITY

It is the responsibility of Boyd Corporate Management to establish, implement, maintain, and revise this procedure. The Corporate Management team shall lead and direct executing this Business Continuity Plan at time of disaster.

All Boyd facilities are expected to implement preventive measures where possible to minimize the potential effects of such emergency events.

At time of disaster, Boyd must ensure the safety of employees ahead of all actions to be taken to restore operations.

Specific roles and responsibilities are outlined in this document.

4.0 DEFINITION

Disaster - Any loss of utility service (power, water), connectivity (internet, communications), or catastrophic event (weather, natural disaster, vandalism) that cause an interruption in the service provided by Boyd's operations.

BRT – Business Recovery Team

5.0 PROCEDURE**5.1 General Business Continuity Capabilities**

Boyd Corporation has the following general capabilities to minimize interruption at the time of emergency situations:

- Global senior level corporate management organization

- Worldwide manufacturing facilities with duplicate capabilities or similar where minimal set up required to adapt new processes
- Global supply chain footprint with wide range of sourcing networks
- Consolidated ERP systems to ensure ease of data transfer and adaptability between facilities
- IT processes in place to ensure data security, back up, and retention

5.2 Business Continuity Assessment

The Plant Manager of the affected facility shall be the primary contact and focal point for Business Continuity Planning. His/her immediate objective in the event of a Disaster is to assess facility condition and determine if the condition and surrounding environment is safe for Boyd employees to continue to work and maintain production flow.

If the assessment deems that the facility cannot continue to operate safely, the Plant Manager is to close the facility and notify Corporate Management immediately.

If the Plant Manager of the affected facility is not available due to injuries or other safety issues, Boyd Corporate Management will assign a person to assume Plant Manager responsibility.

5.3 Business Continuity Plan

5.3.1 Response Phase:

Evaluate the current situation and make immediate decision on a path to restore operations and delivery to customers. The path to restoration can be either restore the affected facility and resume operation, or transfer processes to a compatible Boyd facility as a temporary recovery location.

See appendix A for a matrix of compatible Boyd manufacturing locations.

Form a Business Recovery Team to develop the business recovery plan. See section 5.4 for guideline of roles and responsibilities of each Business Recovery Team member.

5.3.2 Resume Phase:

The BRT shall implement the plan to resume operation processes in the shortest time possible. The BRT Lead shall coordinate the activities between BRT members and maintain communications and status with Boyd Corporate Management. Each BRT member shall ensure their actions and responsibilities are met and to escalate to the BRT Lead for additional resource needs.

5.3.3 Recovery Phase:

Once the resume process has been implemented, the BRT shall determine a timeline to recover and new target dates for commitments previously made to customers.

5.3.4 Restoration Phase

The BRT team will determine a plan to restore the affected facility and a timeline to restore operations at the original manufacturing location.

5.4 Business Recovery Team (BRT)

The affected facility Plant Manager is automatically assigned as the Business Recovery Team Lead unless otherwise reassigned by Boyd Corporate Management.

The BRT Lead will form a Business Recovery Team (BRT) with cross-functional experience to establish a plan to resume operations and long-term recovery of the affected site.

Table 1: Guideline for Business Recovery Team roles and responsibilities

<u>Business Recovery Role</u>	<u>Recommended Boyd Function for BRT Role</u>	<u>Responsibilities</u>
Business Recovery Team Lead	Plant Manager	<ul style="list-style-type: none"> Initial facility assessment to determine if it can continue to operate safely or plant closure will be required Communicate situation to Corporate Management Form Business Recovery Team Lead and coordinate BRT members to ensure activities are followed through or provide / seek resources as needed Maintain communications and status updates with Corporate
Operations Recovery Team	Engineering, Operations, Quality & Procurement	<ul style="list-style-type: none"> Evaluate facility conditions and potential options to recover operations (restore current facility or transfer) Identify facility or supplier with similar capability and develop action plan to transfer operation Coordinate with customer to establish immediate qualification plan for contingent manufacturing location or new source Re-direct material supplies to recovery facility Arrange transportation to move equipment and tools from affected facility to recovery facility
Facility Restoration Team	Facility & Maintenance	<ul style="list-style-type: none"> Assess facility damage and develop plan to restore affected facility and production processes Provide support at recovery to ensure processes are implemented for operations recovery

Data Maintenance and Transfer Team	IT	<ul style="list-style-type: none"> • Immediately recover IT data of affected facility • Set up applicable system and transfer applicable data / information to recovery manufacturing location
Customer Communications Team	Sales and Customer Service	<ul style="list-style-type: none"> • Communicate facility situation and recovery plans to customer • Coordinate with customer and BRT to execute recovery plan
External Communications Team	Corporate Marketing	<ul style="list-style-type: none"> • Public announcement of facility situation; manage media communications
Employee Communications & Wellness Team	HR (Local and Corporate)	<ul style="list-style-type: none"> • Communicate and follow up with employees on recovery plan, immediate actions by the organization, temporary work assignment or temporary physical working location...etc • Coordinate with local government agencies to provide applicable employee assistance programs
Support	Corporate Operations Management	<ul style="list-style-type: none"> • Ensure local leadership is available to manage disaster recovery activities (if Plant Manager is not available) • Align corporate resources to assist with disaster recovery actions

5.5 Supply Chain Continuity

If a disaster event occurs at a supplier’s facility, Boyd will immediately evaluate current stock levels within Boyd’s inventory at the time of Boyd’s awareness of the situation and determine a timeframe when production will be impacted.

Boyd will immediately review current available supply sources and identify potential new sources. Boyd Supply Chain will coordinate with the potential recovery source(s) to ensure minimal or no interruption to our manufacturing timeline.

Boyd’s Customer Service Team will communicate the situation and potential source change to customers to coordinate required source change processes (ex: change approval, temporary deviation, FAI/PPAP requirements) to ensure the new sourcing strategy will not affect intended form, fit and function of the product.

Boyd Operations will coordinate with the recovery new supplier to ensure internal validations are performed to continue to meet customer requirements and design intent.

6.0 Appendix A

The following table groups the Boyd facilities with similar capability, which can be potentially considered as recovery sites at the time of Disasters.

Engineered Material / Converting Processes:	North America	Magnolia, Arkansas
		Chatsworth, California
		San Jose, California
		Elkhart, Indiana
		Grand Rapids, Michigan
		Monroe, North Carolina
		Beaverton, Oregon
		Gaffney, South Carolina
		Gallatin, Tennessee
		Seattle, Washington
	Juarez, Mexico	
	Europe	Nivelles, Belgium
		Stochov, Czech Republic
		Syke, Germany
		Weiler, Simmerberg, Germany
		Gliwice, Poland
	Asia Pacific	Guangdong, China
		Shenzhen, China
Wuxi, China		
Noida, India		
Singapore		
Chonburi, Thailand		
BacNinh, Vietnam		
Thermal	North America	Wetumpka, Alabama
		Woburn, Massachusetts
		Laconia, New Hampshire
		Niagara Falls, New York
		Lancaster, Pennsylvania
		Allenton, Wisconsin
		Juarez, Mexico
	Europe	Bologna, Italy
		Gliwice, Poland
		Ashington, UK
	Asia Pacific	Shanghai, China
		Shenzhen, China
		Vadodara, India
		BacNinh, Vietnam