

Business Continuity Plan



FRISA Aerospace &
Precision Plants

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1 – INTRODUCTION

FRISA AEROSPACE and FRISA Precision recognizes the need to adopt specific measures, processes and procedures that could be considered and implemented during a serious incident that threaten the People and Property and would make it impossible or impractical to keep the Operating Continuity of the Organization. These types of incidents might be by Natural Disasters, Intentional damages to facilities or assets and Accidental events.

Purpose: This Business Continuity Plan (BCP) purpose is to ensure the BUSINESS CONTINUITY during any critical incident that result in disruption of normal operations.

Objective: The goal of this plan is to facilitate the timely recovery or restart of critical processes in an effective and efficient manner. The BCP is designed to protect: People, Property and Operating Continuity of the Organization and to provide the capability to meet legal, regulatory, customers and other requirements.

See BCP I-001 BCP BASIC GUIDE

2 – SCOPE

The scope of this Business Continuity Plan is limited to the FRISA AEROSPACE and FRISA Precision and all their operations and offices based in Santa Catarina N.L.

The Business Continuity Plan Scope will be considering some of next risks

- **Natural:** Internal flooding, external flooding, high winds, hurricane, epidemic, pandemic.
- **Intentional:** Bomb threats, civil disorder, sabotage, explosion, strikes, media-attacks, intentional fire, security issues, cyberattacks, and others (Internal and External).
- **Accidental:** Chemical spills, electrical, gas, water, power supply failure/fluctuation, telecommunications failure, gas and water leaks, explosion, fatalities, serious accident, fire, sourcing / supply chain (single sale source), logistics Human Resources (employee absenteeism), late payment of bills and payroll.

The history of natural disasters around the site area, the historical site events, Potentially Severe Events (PSEs) and information from local entities, could be very useful for the scope of Risks.

3 – DISTRIBUTION LIST

The BCP document is available on the internal Documents Control System known by the Aerospace and Precision management team.

CONSIDERATIONS:

- a) The Plan will be distributed to members of the business continuity team and management. The business continuity team leader should maintain a master copy of the document.
- b) Provide copies of this plan within the Emergency Operations Center (EOC) through a QR code to ensure that team members can quickly review roles, responsibilities, tasks, and reference information when the team is activated.
- c) An electronic copy of this plan should be stored at: https://frisait-my.sharepoint.com/:f/g/personal/share_admin_frisa_com/ElluSTX-ggJAIYBLyOtz2l8BcliKjdxnH8eOfP4HkbylyA?e=z2YHwi which is a secure and accessible website that would allow team member access if company servers are down.

This is the updated list / table of employees for tracking those who could receive or update the BCP.

Name	Phone	Office Location
Jose Bravo	+52 81 8153 0300 x 368	FRISA Aerospace
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Esteban Alfaro	+52 81 1588 6423	FRISA Aerospace
Ricardo García	+52 81 8153 0300 x 2058	FRISA Aerospace
Alberto López	+52 81 1555 5385	FRISA Forjados
Homero Salazar	+52 81 1798 1834	FRISA Forjados
Hector Juarez	+52 81 8153 0300 x 2206	FRISA Aerospace
Zaib Reyes	+52 81 8153 0300 x 532	FRISA Aerospace
Jose Maldonado	+52 81 8153 0300 x 353	FRISA Aerospace
Joel Flores	+52 81 8153 0300 x 2244	FRISA Aerospace
Rodolfo Rivera	+52 81 8153 0300 x 2332	FRISA Aerospace
Felipe León	+52 81 8153 0300 x 2312	FRISA Aerospace
Emigdio Ríos	+52 81 8153 0300 x 2340	FRISA Aerospace
Rene Leal	+52 81 8153 0300 x 475	FRISA Precision
Osvaldo González	+52 81 8153 0300 x 2442	FRISA Aerospace
Pablo Cantú	+52 81 1321 9463	FRISA Aerospace
Jose Cardoza	+52 81 1905 2471	FRISA Aerospace
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Didier Varela	+52 81 1636 4839	FRISA Aerospace
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Arturo Virgen	+52 81 8153 0300 x 561	FRISA Forjados
Sandra Medina	+52 81 8153 0300 x 342	FRISA Forjados
Osvaldo Elizarrarás	+52 81 8686 4184	FRISA Aerospace
Israel Barragan	+52 81 8153 0300 x 2417	FRISA Aerospace
Luis Barboza	+52 81 8153 0300 x 2423	FRISA Aerospace
José Cuauhtemoc	+52 81 8153 0300 x 2328	FRISA Aerospace
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Confidentiality Statement: The access to the business continuity plan should be strictly controlled. Company data includes private personnel data, proprietary patents and designs, and marketing information. The information in this plan should be distributed only to company personnel with a “need to know” and with the understanding that they will hold this information confidential and will not disclose any information in this plan to third parties without the prior written consent of the company or the filing by the third party of a binding non-disclosure statement that has been vetted by the legal department.

4 – ASSUMPTIONS, DEFINITIONS

This plan can only be effective under the following assumptions:

- If we have an event that needs to be investigated to validate the potential consequences to our people and property and operation continuity of the site.

- If we have a Crisis declaration
- If we need to invoke the BCP Team
- If we need to Communicate the Crisis
- If we need to apply a Disaster Recovery Plans
- If we need a Crisis Update
- If we have a new BCP Team Members onboard
- If we have important changes, transferences, or new products
- If we need to perform internal updates, reviews, or validations (Test and Maintenance)

DEFINITIONS AND ACRONYMS:

- **BCP** – Business Continuity Plan, is a proactive plan to avoid and mitigate risks associated with a disruption of operations. It details steps to be taken before, during and after an event to maintain the financial viability of an organization
- **BIA** – A Business Impact Analysis predicts the consequences of disruption of a business function and process and gathers the information required to develop recovery strategies. Potential loss scenarios should be identified during a risk assessment, which is a process to identify potential hazards and analyze what could happen if that hazard occurs.
- **RTO** – The Recovery Time Objective is the duration of time and a service level within which a business process must be restored after a disaster in order to avoid unacceptable consequences associated with a break in continuity.
- **MAD** – Maximum Acceptable Downtime (MAD), when the organization could go without the functions listed.
- **Crisis:** An intense, unexpected and unstable state that disrupts normal operations has highly undesirable outcomes and requires out-of-the-ordinary measures to restore order and normality.
- **Crisis Management (CM):**Is the management at a strategic level of the medium and long-term consequences of an incident.
- **Disaster:** any unplanned event that results in the inability of the business to support operations in whole or in part. A business is vulnerable to three different types of disaster: natural disasters, intentional damage or accidental damage.

5 - BUSINESS RISK ASSESSMENT

All the business functions operations performed by each department are responsible to perform the Business Risk Assessment and the Business Impact Analysis every two (2) years and after any major system or operational change which has resulted in a material effect on the risk associated with a given operation.

Business Risk Assessment: This action has the objective to identify the BUSINESS-CRITICAL FUNCTIONS essentials for continued service or production, each owner area or department will be responsible to identify the **primary functions** performed by them

Business Risk Evaluation: This action is conducted by each owner function and must be focused to analyze on each primary function the Level of Consequences and Likelihood to determine the Priority level. It is required to determine the severity of the risk based on the customer expectations as it is applied because It could be different for different programs, engines, military/commercial, etc. NOTE: The Likelihood score determination considers the current existing DEFENSES-BARRIERS and CONTROLS on each primary function analyzed.



PRIMARY FUNCTIONS LIST

Management	Team Leader	Team members
Department - Area	Business Position	Date Completed
	Phone Number	

PRIMARY FUNCTION	Description	Type of Risk	Risk	Likelihood	Impact of Loss / Consequence	Priority Value	Priority Clasification

See PRIMARY FUNCTION LIST per each department in the following link:
https://frisait-my.sharepoint.com/:f/g/personal/share_admin_frisa_com/ElluSTX-gqJAIYBLyOtz2l8BcliKjdxnH8eOfP4HkbylyA?e=z2YHwi

6 – BUSINESS IMPACT ANALYSIS (BIA), RISK ESCALATION

Once the primary functions have been identified, the operations and processes should be ranked in order of priority: **Essential, Important and Non-essential.**

What - Priority classification	Why - Description	MAD – Maximum Acceptable Downtime
Priority A: Very High (Essential)	Functions absolutely - essential to remain operational	Up to 48 hours after disaster declaration
Priority B: High and Medium (Important)	Functions that are critical and should be performed in a timely manner following the completion of priority “A” functions	3 – 7 days after disaster declaration
Priority C: Low and Very Low (Non-essential)	Functions that enhance operations but are less time critical for the company to remain operational.	8- 30 days after disaster declaration

CRITICAL BUSINESS FUNCTIONS LIST: This list is completed by each owner area and **JUST** include functions, activities, process, products and services that cannot be interrupted or unavailable for hours or several business days due to the significant negative impact on the organization and must be restored in the event of a disruption. (See Documents of References)



CRITICAL FUNCTIONS LIST

Management	Team Leader	Team members	
Department - Area	Business Position	Date Completed	
	Phone Number		

CRITICAL - FUNCTION	Description	Priority Classification	Why is Essential or Important Impact of Loss	MAD – Maximum Acceptable Downtime

See CRITICAL FUNCTIONS LIST per each department in the following link:
https://frisait-my.sharepoint.com/:f/g/personal/share_admin_frisa_com/ElluSTX-ggJAIYBLyOtz2l8BcliKjdxnH8eOfP4HkbylyA?e=z2YHwi

Risk Register: The Risk Register is part of the BCP reviews and the site is committed to reduce the level of Consequence and Likelihood (Current situation versus Target Intention).



FRISA

RISK REGISTER

Management	Team Leader	Team members
Department - Area	Business Position	Date Completed
	Phone Number	

Priority and Risk Score	Risk	Consequences		Likelihood	
		Current	Target	Current	Target

See RISK REGISTER per each department in the following link: https://frisait-my.sharepoint.com/:f/g/personal/share_admin_frisa_com/ElluSTX-ggJAIYBLyOtz2l8BcliKjdxnH8eOfP4HkbylyA?e=z2YHwi

RISK ESCALATION: According to the level of Priorities of some Critical Business Functions. The site could be following the RISK RECOMMENDATIONS and AUTHORITY GUIDANCES that can include immediate actions required.

RISK RECOMMENDATIONS and AUTHORITY: This table could be used as a guidance for the different internal Org. authority levels to take the best ways in terms of RISK MANAGEMENT PROCESS decisions.		
PRIORITY	RISK RECOMMENDATIONS	OWNERS REQUIRED
Priority A DANGER (21-25)	Immediate action required to reduce Danger and Exposure	Corporate, Site Director and Managers must be responsible for accountability
Priority B EXTREME CAUTION	Strength Defenses Matrix (SDM) must be completed and action plan	Site Director and Managers must be responsible for accountability

(16-20)	must be followed and reviewed in a regular basis	
Priority B CAUTION (11-15)	SDM must be completed and action plan must be followed and reviewed in regular basis to assure outcome	Managers, Leaders and Supervisors must be responsible for accountability
Priority C WARNING (6-10)	Validate Engineering, Oversight and Administrative Controls with Supervisors and Operators	Leader and Supervisor levels supported by the experts
Priority C ACCEPTABLE (1-5)	Ask yourself if this is the right RISK LEVEL SCORE and recalibrate. Complete Safety roundtables with Operators	Leader and Supervisor levels supported by the experts

RISKS ESCALATIONS STEPS: Once the BCP team agreed about the Critical Risks and consequences to be escalated, they need a previous escalation analysis that consider the potential scenarios: impacts, damages (people, property), operating continuity, fines, penalties, community, customers, reputation, business interruption, compliance, government relationship, etc.

- The escalation could be immediately according to the RISK Priority / importance level or during the BCP Operational rhythms meetings
- The BCP team will be working with the Owner that involves the Critical Function on Horizontal and Vertical ways: Upper and Lower to escalate the Risks as well. This action requires to achieve a consensus to escalate the risk, then the BCP leadership team and owner should be preparing a meeting review with the RISK OWNERS and RESPONSIBLE to discuss the RISK Consequences-Impacts and Likelihood
- Additionally, budget funds will be defined by each area as part of the annual investments in order to reduce or eliminate risks and respond if there is an event that affects the continuity of business and operations.
- The Working Minutes should include the next steps required on each escalated risk as: vertical and horizontal escalation, strength defenses matrix validation, results of validation. new risk score, etc.
- Meeting registers must be describing the escalated and NOT escalated risk ITEMS, the working minutes register should be consolidated and maintained by the Quality team.

7 - RECOVERY PLAN

RECOVERY STRATEGIES: The BCP consider some internal and external strategies or actions, to restart those Critical Business Functions identified previously as essentials or important, in order to continue to provide critical services in a disaster situation, for example: alternative production sites, third party manufacturers, new equipment, labor, IT, utilities, transporters, communications, maintenance, contractors, suppliers, customer negotiation, competitors, insurance, etc. Table below could be completed with data of each owner and/or function.



RECOVERY PLAN & IMMEDIATE ACTIONS

Management	0	Team Leader	0	Team members	0
Department - Area	0	Business Position	0	Date Completed	0
		Phone Number	0		

CRITICAL - Function	Recovery Time Objective (RTO)	RECOVERY – STRATEGIES Resources required Internal and External	RESP.	Due date	Immediate Action Required	Resp	Due date

In case of an emergency, if computer information were unavailable, we could be doing:

- Home office
- Working from other FRISA site
- Use of alternative internet ways to get/send information
- Use alternative communication ways with FRISA Corporate

See RECOVERY PLAN & IMMEDIATE ACTIONS per each department in the following link: https://frisait-my.sharepoint.com/:f/g/personal/share_admin_frisa_com/ElluSTX-gqJAIYBLyOtz2l8BcliKjdxnH8eOfP4HkbylyA?e=z2YHwi

Internal and External Services Bottleneck: The identified bottleneck of services as Laboratory, NDT, raw material have been reviewed and they are manage through their Business Risk Assessment. Also for Laboratory and NDT additional suppliers have been identified in Section 8 (Alternative Production Sites) in case of a service bottleneck.

Budget for One Month Shutdown: FRISA has an insurance to reassure a one month shutdown. Also in case of a shutdown FRISA Aerospace already has the majority of

OEMs Approvals and AS9100 to move production to a sister facility, this is reflected in Section 8 (Alternative Production Sites).

8 - ALTERNATIVE PRODUCTION SITES

8.1 FRISA AEROSPACE

8.1.1 Alternative Production Sites – Forging

Process	Frisa Aerospace	Alternative 1: Frisa Garcia Plant	Alternative 2: Ringmasters
Blanking, Punching, Piercing	Press 1: Hydraulic 3500 ton Lake Erie Press. Daylight: 1000mm Max OD: 1100mm . <i>Forging Furnaces:</i> <i>HF1, HF2, HF3.</i>	1. Press 5: 8000 ton SMS Meer - Wagner Press. Daylight: 2500mm . Max OD: 2600mm . <i>Forging Furnaces:</i> GHF01 , GHF02 , GHF03 , GHF04 , GHF05 , GHF08 , GHF09 , GHF10 , GHF13 , GHF14 , GHF17 2. Press 6: 5000 ton SMS Meer - Wagner Press. Daylight: 1450mm . MaxOD: 1400mm . <i>Forging Furnaces:</i> GHF06 , GHF07 , GHF11 , GHF12 , GHF15 .	1. Press 3: 1600 Ton SMS-Wagner. Daylight: 1240mm Max OD: 1015mm* <i>Forging Furnaces:</i> 4F8, 4F9, 4F24 2. Press 2: 2500 ton SMS-Wagner. Daylight: 1600mm Max OD: 1320mm* <i>Forging Furnaces:</i> 4F7, 4F20, 4F21, 4F22
Blanking, Punching, Piercing	Press 2: Hydraulic 8000 ton SMS Meer - Wagner Press. Daylight: 1800mm Max OD: 1700mm <i>Forging Furnaces:</i> <i>HF11, HF12, HF34, HF37</i>	1. Press 5: 8000 ton SMS Meer - Wagner Press. Daylight: 2500mm . Max OD: 2600mm . <i>Forging Furnaces:</i> GHF01 , GHF02 , GHF03 , GHF04 , GHF05 , GHF08 , GHF09 , GHF10 , GHF13 , GHF14 , GHF17	N/A
Blanking, Punching, Piercing	Press 3B : Hydraulic 6000 ton	1. Press 5: 8000 ton SMS Meer - Wagner Press.	N/A

	Hydromec Press. Daylight: 1800mm Max OD: 1700mm . <i>Forging Furnaces</i> <u>HF25, HF26</u>	Daylight: <u>2500mm</u> . Max OD: <u>2600mm</u> . <i>Forging Furnaces:</i> <u>GHF01, GHF02, GHF03,</u> <u>GHF04, GHF05, GHF08,</u> <u>GHF09, GHF10, GHF13,</u> <u>GHF14, GHF17</u>	
Rolling	Rolling Mill 1: 400 ton Horizontal Wagner Rolling Mill. Max OD: 4980mm . Max H: 600mm . <i>Forging Furnaces:</i> <i>HF4, HF5, HF6, HF7,</i> <i>HF10, HF17, HF19,</i> <i>HF31.</i>	1. Rolling Mill 5: 500-ton SMS Meer - Wagner Horizontal Rolling Mill. Max OD: 8000mm . Max H: 1700 mm . <i>Forging Furnaces:</i> <u>GHF01, GHF02, GHF03,</u> <u>GHF04, GHF05, GHF08,</u> <u>GHF09, GHF10,</u> <u>GHF13, GHF14,</u> <u>GHF17.</u> 2. Rolling Mill 6: 315-ton SMS Meer – Wagner Horizontal Rolling Mill. Max OD: 4380mm . Max H: 530mm . <i>Forging Furnaces:</i> <u>GHF06,</u> <u>GHF07, GHF11,</u> <u>GHF12, GHF15.</u>	N/A
Rolling	Rolling Mill 2: 315-ton Vertical Wagener Rolling Mill. Max OD: 1000mm . Max H: 390mm . <i>Forging Furnaces:</i> <i>HF1, HF2, HF3,</i> <i>HF4, HF12</i> <i>Natural Backup:</i> <i>Rolling Mill 1</i>	1. Rolling Mill 6: 315-ton SMS Meer – Wagner Horizontal Rolling Mill. Max OD: 4380mm . Max H: 530mm . <i>Forging Furnaces:</i> <u>GHF06,</u> <u>GHF07, GHF11,</u> <u>GHF12, GHF15.</u>	1. Rolling Mill 2: 160-ton Wagner Rolling Mill. Max OD: 3150mm <i>Forging Furnaces: 4F8, 4F9,</i> <i>4F24</i> 2. Rolling Mill 3: 120-ton Wagner Rolling Mill. Max OD: 2435 mm <i>Forging Furnaces: 4F7,</i> <i>4F20, 4F21, 4F22</i>
Rolling	Rolling Mill 3: 1000-ton Horizontal SMS Meer - Wagner Rolling Mill.	1. Rolling Mill 5: 500-ton SMS Meer - Wagner Horizontal Rolling Mill. Max OD: 8000mm .	N/A

	Max OD: 4500mm. Max H: 800mm. Forging Furnaces: HF20 , HF21 , HF22 , HF23 , HF24 , HF32, HF33, HF35, HF36, HF39	Max H: 1700 mm. <i>Forging Furnaces:</i> GHF01 , GHF02 , GHF03 , GHF04 , GHF05 , GHF08 , GHF09 , GHF10 , GHF13 , GHF14 , GHF17 .	
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* It only covers a portion of the capacity of the equipment.

* [Forging furnaces related to each equipment is the ideal plan, but it is flexible based on needs](#)

Note 1: All Frisa Aerospace Plant forging furnaces comply with AMS2750, RRP 54000, DMP 11, S-291, P&W MCL F-40 Supp.B

Note 2: In all the above alternatives, forging furnaces would need a stage of compliance to the required Specs and Customer Approvals.

Note 3: Furnaces García HF13, HF14 comply with AMS2750, RPS 953, DMP 11, S-291, P&W MCL F-40 Supp.B

8.1.2 Alternative Production Sites - Heat Treatment

Process	Frisa Aerospace	Alternative 1: Frisa Garcia Plant	Alternative 2: Frisa Garcia Plant
Heat Treatment Temperature Range 400°C - 1000°C	HT Furnace #1: Temp Range: 400°C-1000°C. Dimensions: 144"X144"X48". Tolerance: +/-6°C (400°C-800°C). +/-10°C(801°C-1000°C) Certifications: NADCAP.	HT Furnaces Line 6: Temp Range: 485°C - 980°C. Dimensions: 177"X177"X59". Tolerance: +/-6°C (485°C-780°C) +/-10°C (780°C-980°C). Certifications: NADCAP	HT Furnaces Line 5: Temp Range: 485°C-1050°C. Dimensions: 315"X315"X78". Tolerance: +/-8°C (485°C-700°C) +/-13°C (700°C-1050°C). Complies with AMS2750 and API6A.
Heat Treatment Temperature Range 500°C - 1100°C	HT Furnace #3: Temp Range: 500°C-1100°C. Dimensions: 144"X144"X48". Tolerance: +/-8°C (500°C - 1000°C) +/-10°C(1001°C-1100°C). Certifications: NADCAP.	HT Furnaces Line 6: Temp Range: 485°C-980°C. Dimensions: 177"X177"X59". Tolerance: +/-6°C (485°C-780°C) +/-10°C (780°C-980°C). Certifications: NADCAP	HT Furnaces Line 5: Temp Range: 485°C-1050°C. Dimensions: 315"X315"X78". Tolerance: +/-8°C (485°C-700°C) +/-13°C (700°C-1050°C). Complies with AMS2750 and API6A. .
Heat Treatment Temperature Range 600°C - 1200°C	HT Furnace #2: Temp Range: 600°C-1200°C. Dimensions: 144"X144"X48". Tolerance: +/-8°C (600°C - 1000°C) +/-10°C(1001°C-1200°C). Certifications: NADCAP. HT Furnace #4:	HT Furnaces Line 6: Temp Range: 485°C-980°C. Dimensions: 177"X177"X59". Tolerance: +/-6°C (485°C-780°C) +/-10°C (780°C-980°C).	HT Furnaces Line 5: Temp Range: 485°C-1050°C. Dimensions: 315"X315"X78". Tolerance: +/-8°C (485°C-700°C) +/-13°C (700°C-1050°C).

	Temp Range: 600°C-1200°C. Dimensions: 144"X144"X48". Tolerance: +/-8°C (600°C - 1000°C) +/-10°C(1001°C-1200°C). Certifications: NADCAP. HT Furnace #8: Temp Range: 600°C-1200°C. Dimensions: 144"X144"X48". Tolerance: +/-6°C (600°C – 800°C) +/-8°C(801°C-1000°C) +/-10°C (1001°C-1200°C). Certifications: NADCAP	Certifications: NADCAP	Complies with AMS2750 and API6A
Heat Treatment Temperature Range 500°C - 1100°C	HT Furnace #6: Temp Range: 500°C-1100°C. Dimensions: 144"X144"X48". Tolerance: +/-8°C (500°C - 1000°C) +/-10°C(1001°C-1100°C). Certifications: NADCAP. HT Furnace #7: Temp Range: 500°C-1100°C. Dimensions: 144"X144"X48". Tolerance: +/-6°C (500°C - 800°C) +/-8°C(801°C-1001°C) +/-10°C(1001°C-1100°C). Certifications: NADCAP. HT Furnace #9: <u>Temp Range: 500°C-1100°C.</u> <u>Dimensions: 66"X66"X48".</u> <u>Tolerance: +/-6°C (500°C - 800°C) +/-8°C(801°C-1000°C) +/-10°C(1001°C-1100°C).</u> <u>Certifications: NADCAP.</u>	HT Furnaces Line 6: Temp Range: 485°C-980°C. Dimensions: 177"X177"X59". Tolerance: +/-6°C (485°C-780°C) +/-10°C (780°C-980°C). Certifications: NADCAP	HT Furnaces Line 5: Temp Range: 485°C-1050°C. Dimensions: 315"X315"X78". Tolerance: +/-8°C (485°C-700°C) +/-13°C (700°C-1050°C). Complies with AMS2750 and API6A

8.1.3 Alternative Production Sites – Machining

Process Capacity	Frisa Aerospace	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Alternative 6	Alternative 7	Alternative 8
		Frisa Santa Catarina	Frisa García	Jaitec	Numerical Precision	GKN	Fischer Tool & Die Inc.	TYMMSA	NPI Monterrey
Turning Range 1 (0-32")	27	4	N/A	13	4	N/A	N/A	3	N/A
Turning Range 2 (32-48")	18	4	N/A	0	3	4	N/A	5	5
Turning Range 3 (48-60")	33	3	N/A	1	3	4	3	N/A	1

Turning Range 4 (60-80")	10	N/A	24	N/A	N/A	N/A	N/A	5	N/A
Turning Range 5, 6 Y 7 (80-144")	4	N/A	4	N/A	N/A	N/A	N/A	6	N/A

8.1.4 Alternative Laboratory & NDT suppliers

Supplier	Type	Location	Person	Contact number	Email	Tests
Element Monterrey	Mechanical Testing	Carretera Monterrey-Salttillo No. 3279-B Santa Catarina, NL, México	Brenda Noriega	+ 52-81-8032-4444	brenda.noriega@exova.com	Room and Elevated Tensile Test, Impact, Stress Rupture, Creep, Hardness Test (HBW, RC), Metallography
Westmoreland	Mechanical Testing	221 Westmoreland Drive, Youngstown, Pennsylvania, 15696, United States	James Bacon	724-537-3131	techserv1@wmtr.com	Room and Elevated Tensile Test, Impact, Stress Rupture, Low & High Cycle Fatigue, Cyclic Rupture, Bend Testing, Creep, Crack Propagation Measurement, Fracture Toughness, Hardness Test (HBW, RC, Vickers), Metallography, Chemical Testing, Corrosion.
Dickson Testing Company	Mechanical Testing	11126 Palmer Avenue, South Gate United States	Esther Angeles	562-862-8378	esther.angeles@dicksontesting.com	Room and Elevated Tensile Test, Impact, Stress Rupture, High Cycle Fatigue, Cyclic Rupture, Bend Testing, Creep, Fracture Toughness, Hardness Test (HBW, RC), Metallography, Chemical Testing, Corrosion.
Laboratory Testing Inc.	Mechanical Testing	2331 Topaz Dr, Hatfield, PA 19440,	Joe Farrel	800-219-9095	jfarrell@labtesting.com	Room and Elevated Tensile Test, Impact,

		United States		X. 2198		Stress Rupture, Creep, Hardness Test (HBW, RC), Metallography.
Element Monterrey	NDT	Carretera Monterrey-Salttillo No. 3279-B Santa Catarina, NL, México	Rocio Saucedo	(81) 80-32-44-44 X. 109	rocio.saucedo@element.com	FPI, Etch
Element Materials Technology Hountington Beach	NDT	18100 S Wilmington Avenue Rancho Dominguez, CA, 90220-5909 USA	Rick Gerards	310-632-8500	rick.gerards@element.com	FPI, Etch, UT
Element Materials Technology Hartford Inc	NDT	80 Kimberly Drive, P.O. Box 69 South Windsor, CT 06074	Dorene Chapman	860-289-8225	Dchapman@element.com	FPI, Etch, UT, MPI
Mistras	NDT	8427 Atlantic Avenue Cudahy, CA 90201	Kelly Brown	323-583-1653	kelly.brown@mistrasgroup.com	FPI, Etch, UT
Bowman Plating Co. Inc.	NDT	2631 E 126th St. Compton, CA 90222	Omar Vazquez	310-639-4343 ext. 156	omarv@bowmanplating.com	FPI, Etch, UT
Metal Finishing Company	NDT	1423 S. McLean Blvd. Wichita Ks 67213	Trevor Ball	(316)267-7289 (Ext. 274)	tball@metalfinishingco.com	FPI
Team Industrial Services, TCM Division	NDT	2249 E Seymour Ave Cincinnati, OH 45212	Stanley Till	513-658-8205	Stanley.Till@teaminc.com	FPI, Etch, UT
Valence Surface Technologies	NDT	492 Prospect Avenue, West Springfield, MA 01089	Matthew Flores	310-613-6758	Matthew.Flores@valencest.com	FPI, Swab ETCH
Morrells Electro Plating Inc.	NDT	436 E. Euclid Ave. Compton, CA 90222	José Castañeda	310-639-1024 ext. 135	josec@morrellsplating.com	FPI

Harrison Electropolishing	NDT	13002 Brittmoore Park Dr, Houston, TX 77041	Felipe Borrego	832-467-3100	shipping@harrisonep.com	ETCH
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8.2 PRECISION SITE

8.2.1 Alternative Production Sites – Machining

Process Capacity	Frisa Precision	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	Alternative 6	Alternative 7	Alternative 8	Alternative 9
		Frisa Aerospace	Frisa Santa Catarina	Frisa García	Jaitec	Numerical Precision	GKN	Fischer Tool & Die Inc.	TYMMS A	NPI Monterrey
Turning Range 1 (0-32")	6	13	4	N/A	13	4	N/A	N/A	N/A	N/A
Turning Range 2 (32-48")	10	18	4	N/A	N/A	3	4	N/A	N/A	N/A
Turning Range 3 (48-60")	2	16	3	N/A	1	3	4	3	N/A	N/A
Turning Range 5 (60-100")	1	2	N/A	24	N/A	N/A	N/A	N/A	N/A	N/A
5 Axis Vertical Mill	3	N/A	N/A	N/A	N/A	N/A	N/A	2	N/A	N/A

[*For some products, customers are an alternative for the machining](#)

8.2.2 Alternative Production Sites – Special Processes

Supplier	Type	Location	Person	Contact number	Email	Tests / Processes
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<i>Morrells Aerospace</i>	NDT	<i>436 E. Euclid Ave. Compton CA 90222</i>	<i>José Castañeda</i>	<i>310-639-1024 ext. 135</i>	<i>josec@morrellsplating.com</i>	<i>Anodizing, Chemical Film Coating & Painting, FPI</i>
<i>Bowman</i>	NDT	<i>2631 E 126th St, Compton, CA 90222</i>	<i>Omar Vazquez</i>	<i>310-639-4343 ext. 156</i>	<i>omarv@bowmanplating.com</i>	<i>Anodizing, Chemical Film Coating & Painting, FPI, Etch, UT</i>
<i>Element HB</i>	NDT	<i>18100 S Wilmington Avenue Rancho Dominguez, CA, 90220-5909 USA</i>	<i>Rick Gerards</i>	<i>310-632-8500</i>	<i>rick.gerards@element.com</i>	<i>Anodizing, Chemical Film Coating & Painting, FPI, Etch, UT</i>

9 - CRISIS PREPAREDNESS

The aim of a Crisis Management Plan - CMP is to be well prepared for a crisis, to ensure a rapid and adequate response to the crisis, maintaining clear lines of reporting and communication in the event of a crisis and agreeing rules for crisis termination. **See Crisis Management Plan FA M-007**

The site could follow the next Golden Rules to identify, communicate, escalate crisis, and track lessons learned using ISA Software

- 1. Immediate CP Event Alert:** When a crisis, Potential Continuity Operations Event or Business Continuity Event occurs, the involved BCP point of contact notify through a Hangouts chat to the complete BCP team in order to define the immediate actions to take as first response.
- 2. BC Event Alert:** The investigators team should be preparing the ALERT, using ISA Software
- 3. Investigation:** Owner area & Emergency Response Team identifies root causes and corrective actions.
- 4. Investigation report:** The EHS Accident procedure **FF-SYMA P-016** should be used for the investigation event.
- 5. Assessment:** Owner area and Experts will assess: Building, People and Operations to identify: Impacts- Consequences, Incident duration, Root causes, Corrective actions, Lessons Learned, etc.

- 6. Lessons Learned:** All Lessons Learned must be shared using ISA Software with similar areas, process, or activities.
- 7. Communication:** Vertical (Upper - Lower) and Horizontal levels performing similar activities should be informed about the event by the pertinent communications media
- 8. Escalation:** This could be immediately according to the potential of the crisis or Priority / importance level, during other site operational meetings or during the BCP Team meeting.
- 9. Mandatory Actions Required:** All Lessons Learned and the mandatory actions required should be closed by the similar Process Owners. They need to provide closure evidence of each action and Lesson Learned to the Quality and EHS teams.
- 10. Tracking System:** Quality and EHS teams are responsible to upload the event report and corrective actions using the tracking ISA software and the right event classification (Potential Continuity Operations Event or Business Continuity Event).
- 11. KPIs:** See KPIs that are tracked in Section 12 of this BCP

EMERGENCY OPERATIONS CENTERS (EOC): In case of Crisis activation or ALTERNATE RECOVERY LOCATION, the following EOC could be used in order of preference or availability to continue with critical activities.

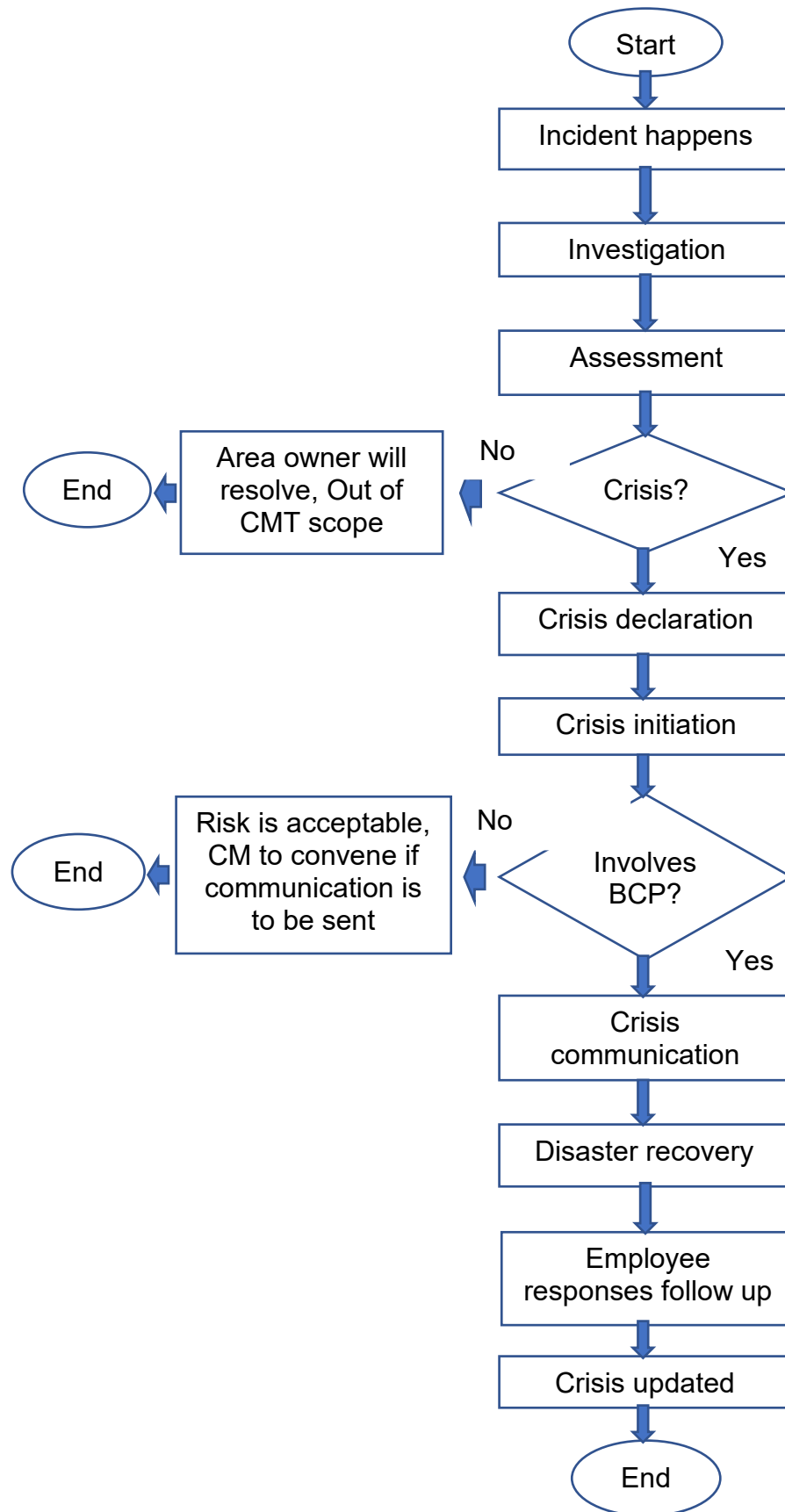
AEROSPACE SITE

OPTION	LOCATION	DETAILS
1	Sala War Room	FRISA Aerospace Machining Building 2 nd floor
2	Sala Dirección Ti 6-4	FRISA Aerospace Main Building 2 nd floor
3	Precision - Main Meeting Room	Frisa Precision facility 2nd room

PRECISION SITE

OPTION	LOCATION	DETAILS
1	Precision - Main Meeting Room	Frisa Precision facility 2nd room
2	Sala War Room	FRISA Aerospace Machining Building 2 nd floor

3	Sala Dirección Ti 6-4	FRISA Aerospace Main Building 2 nd floor
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CRISIS MANAGEMENT THINK MAP

10 - EVACUATION PROCEDURES

In case of an emergency, the internal procedure “**FF-SYMA P-007 Emergency Response**” must be followed.

11 – ROLES & RESPONSIBILITIES

See **BCP Team Organizational Chart FA ORG-002** in case to apply the Business Continuity Plan or the Crisis Management Plan

FRISA Aerospace and Precision	Designated Employee(s)	Alternate
Role: Site Leader	Name: Jose Bravo Contact Information: Phone: + 52 81 8153 0300 x 368	Name: Omar Urbina Contact Information: Mobile: +52 81 8153 0300 x 537
Responsibilities: <ul style="list-style-type: none"> • Communicate with key stakeholders as needed • Contact with FRISA Corporate team • Take Key decisions on behalf of FRISA owner • Ensure the BCP and CRISIS MANAGEMENT PLAN has been activated • Provide important information to the Communication Department for distribution • Approve the content of the internal and external communication • Determine the need for and activate the use of an alternate operation site and other continuity tasks • Keep key staff apprised of any changes to situation • Approve any Emergency spend. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

BCP – Crisis Management Team (CMT)	Designated Employee(s)	Alternate
Role: Team Leader	Name: Karina Perez, Orlando Saldivar Contact Information: Phone: +52 81 8153 0300 x 539, +52 81 1077 1573	Name: Francisco Aldecoa Contact Information: Phone: +52 81 8262 9329
Responsibilities: <ul style="list-style-type: none"> • Lead the event investigation with the owner area and others • Analyze the event impacts and the levels of immediate and future consequences: Internal and externals • Identify if it is necessary to activate the BCP and Crisis Management Plan (CMP) • Contact with the site leader to inform that the BCP – CMP must be activated • Activate the BCP and CRISIS MANAGEMENT PLAN and invoke the team members • Manage the Kick Off meeting • Share with the Crisis Management Team (CMT) the event investigation – Business Impact Analysis: Internal and External 		

- Validate with the CMT the Maximum Allowable Downtime (MAD) and the Recovery Time Objective (RTO)
- Assign roles to the Crisis Management members, **See FA M-007 CRISIS MANAGEMENT PLAN**
- Activate the Communication Plan: Internal – External and Communicate with key stakeholders as needed
- Determine the need for and activate the use of an alternate server or site and other continuity tasks
- Provide important information to the Communication Department for approval and Distribution
- Report Crisis status information to the upper and horizontal org levels
- Validate with the Staff (key members) all high levels decisions
- Manage relations with Staff (Key members) in terms of reports, questions and concerns
- Keep key staff apprised of any changes to situation
- Incident tracking
- Assure completion of mitigation and recovery actions
- Document the Business Continuity Event report and share lessons learned inside and with sisters plants
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

IT	Designated Employee(s)	Alternate
Role: SIF IT Leader	Name: Jose Manuel Mendez Contact Information: Phone +52 81 8153 0300 x 410	Name: Gerardo Antonio Ruiz Contact Information: Phone: +52 81 8153 0300 x 2177
Responsibilities: <ul style="list-style-type: none"> • Maintain of SIF Systems online and secure. • Coordinate with the Infrastructure team in case SIF needs to be redeployed in a new system due a catastrophic failure of the system. • Inform critical events to our manager to keep informed the business about the issue and until the event has been solved. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

IT	Designated Employee(s)	Alternate
Role: SIF OT Leader	Name: Esteban Alfaro Contact Information: Phone: +52 81 1588 6423	Name: Ricardo García Contact Information: Phone: +52 81 8153 0300 x 2058
Responsibilities: <ul style="list-style-type: none"> • Maintain communication channels with PLCs and or IoT devices from OPC Servers. • Maintain OPC Services healthy. • Maintain data acquisition systems online. 		

- Maintain of SIP systems online and secure
- Maintain SAP ME/MII systems online and secure
- Monitor and maintain security against cybersecurity threats and work closely with the Infrastructure team.
- Coordinate with the Infrastructure team in case SIP or SAP ME/MII needs to be redeployed in a new system due a catastrophic failure of the system.
- Coordinate with the Infrastructure team in case that network connectivity has to be redeployed in case a catastrophic failure with the network.
- Monitor and maintain the control network healthy
- In case of events that disrupts the business continuity or security systems lead the investigation and implement a plan for mitigation as immediate action and a plan to solve or mitigate the occurrence for long term
- Inform critical events to our manager to keep informed the business about the issue and until the event has been solved.
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

IT	Designated Employee(s)	Alternate
Role: Infrastructure Leader	Name: Alberto López Contact Information: Phone: +52 81 1555 5385	Name: Homero Salazar Contact Information: Phone: +52 81 1798 1834
Responsibilities: <ul style="list-style-type: none"> • Report damages on the IT equipment and infrastructure: Connectivity, Servers, IT Rooms, etc. • Determine if it is necessary to move to an alternative site • Support IT requirements of the Emergency Crisis Room • Coordinate and provide support in case of business relocation: Connectivity, Telephony, TV, Video Conference room, etc. • Support alternatives in case for rerouting of telecom lines • Monitor network performance • Identify if more phone lines are required • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Maintenance	Designated Employee(s)	Alternate
Role: Maintenance Leader	Name: Hector Juarez Contact Information: Phone: +52 81 8153 0300 x 2206	Name: Zaib Reyes Contact Information: Phone: +52 81 8153 0300 x 532 Name: Juan A. Reyes Contact Information: Phone: .+52 81 8153 0300 x 2408
Responsibilities: <ul style="list-style-type: none"> • Ensure the machines availability to support production 		

- Ensure preventive maintenance completion
- Ensure power supply availability
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

Manufacturing	Designated Employee(s)	Alternate
Role: Cold area leader	Name: Jose Maldonado Contact Information: Phone: +52 81 8153 0300 x 353	Name: Joel Flores Contact Information: Phone: +52 81 8153 0300 x 2244
Responsibilities: <ul style="list-style-type: none"> • Comply with safety, quality and delivery standards • To manage available resources such as machine capacity, manpower and budget • To meet production and financial plans • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Manufacturing	Designated Employee(s)	Alternate
Role: Hot area leader	Name: Rodolfo Rivera Contact Information: Phone: +52 81 1790 6471	Name: Felipe León / Emigdio Rios Contact Information: Phone: +52 81 1026 2875 / +52 81 8153 0300 x 2340
Responsibilities: <ul style="list-style-type: none"> • Assure trained operators for machines, forklifts and cranes. • Assure that the Equipments are available for Forging, Heat treatment and polish • Assure to follow all the safety, environmental, quality and customer's requirements. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Manufacturing	Designated Employee(s)	Alternate
Role: Precision Operations leader	Name: José Maldonado Contact Information: Phone: +52 81 81853 0300 x 353	Name: Rene Leal Contact Information: Phone: +52 81 81853 0300 x 475
Responsibilities: <ul style="list-style-type: none"> • Comply with HS&E and Quality standards • Comply with customers delivery requirements • Meet production and financial targets • Ensure manpower trained and with proper skills to operate • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Quality	Designated Employee(s)	Alternate
Role: Laboratory & NDT leader	Name: Osvaldo González Contact Information: Phone +52 81 1211 4110	Name: Pablo Imanol, Jose Cardoza Contact Information: Phone: +52 81 1321 9463 , +52 81 1905 2471
Responsibilities: <ul style="list-style-type: none"> • Validation of outsourced services of Mechanical & NDT testing • Validation on internal testing services Lab Administration • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Quality	Designated Employee(s)	Alternate
Role: Quality Leader	Name: Francisco Aldecoa Contact Information: Phone: +52 81 8153 0300 x 581	Name: Carolina Conde Contact Information: Phone: +52 81 8153 0300 x 460
Responsibilities: <ul style="list-style-type: none"> • Conduct internal audits and statistical analysis to detect potential quality problems and propose improvements • Conduct customer audits and follow-up activities derived from such audits • Analyze and perform follow up activities to non-conformities, rejections, claims, to identify and implement corrective actions • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Quality	Designated Employee(s)	Alternate
Role: Plant Quality	Name: Raul Torres Contact Information: Phone: +52 81 8153 0300 x 581	Name: Roberto Magallanes Contact Information: Phone: +52 81 8153 0300 x 2145
Responsibilities: <ul style="list-style-type: none"> • Monitor the behavior of quality indicators and perform statistical analyses for existing problems. • Implement corrective actions to avoid rejections and reprocessing. • Carry out process audits focused on the early detection of potential quality problems in the plant. • Monitor and follow up on process and final inspection activities. • Monitor and follow up on the plant quality indicators. • Analyze and follow up and respond to non-conformities and rejections, identifying and implementing corrective actions. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Logistics	Designated Employee(s)	Alternate
Role: Logistics Leader	Name: Aldo Horta Contact Information: Phone: +52 81 8153 0300 x 567	Name: Bernabé López Contact Information: Phone: +52 81 1977 2934
Responsibilities: <ul style="list-style-type: none"> • To coordinate logistics activities according to sales orders • Responsible for all the finish product preparation before shipping process • To meet all legal regulations for export process • To make sure parts are delivered on time on customer's facilities • Responsible of the internal invoicing process • Responsible for internal audit process to the warehouse inventories • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Sales	Designated Employee(s)	Alternate
Role: Sales Leader	Name: Cynthia Rodríguez Contact Information: Phone: +52 81 1216 3172	Name: Edith Miranda Contact Information: Phone: +52 81 8254 0335
Responsibilities: <ul style="list-style-type: none"> • Responsible for ensuring compliance of the contract sales and customer service, through the definition and implementation of adequate planning and control schemes that allow maximizing the profitability of the business. • Responsible to ensure that the collection is made according to the annual budget to secure the cash flow metrics. • Responsible for the development and implementation of a customer portal called Frisa Now. • Responsible of meeting the annual budget of the contract sales. • Communicate internal and external marketing initiatives related with sales, new products, etc. • Responsible for developing manuals to ensure the standardization of the commercial and collection processes. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

HR	Designated Employee(s)	Alternate
Role: Communication Leader	Name: Dulce García Contact Information: Phone: +52 81 1467 9860	Name: Ruben Romero Contact Information: Mail: ruben.nava@frisa.com

Responsibilities:

- To support internal communication functions in the company.
- Design, develop and implement communication campaigns for clients (web, merchandize, ads and brochures), and for other internal initiatives of the company.
- Evaluate and present the best suppliers for the company's different communication campaigns, as well as to coordinate and follow up of the projects in hand.
- Create content propositions for internal magazine and values campaigns.
- Manage internal and external media to assure the information transmission to all stakeholders.
- Support PR and external image to promote the company's presence in relevant media.
- Keep employees informed with relevant and accurate information within the company.
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

Health	Designated Employee(s)	Alternate
Role: Medical Services Leader	Name: Ana Paola Cantu Contact Information: Mail: ana.cantu@frisa.com	Name: N/A Contact Information: Mail: servmed.superalloys@frisa.com
Responsibilities: <ul style="list-style-type: none"> • To manage preventive and corrective medical attention in the different sites of the company, as well as to plan health and wellness campaigns to prevent most dangerous and/or frequent illnesses • Assure attention and focus to occupational health issues in all sites of the company • Attend, monitor and follow up to all work related injuries Monitoring DOME program to quickly identify and attend chronic diseases • In charge of the medical consultation staff and consult workers when needed • Coordinate first aid brigades • Establish workforce health diagnostics through periodical check-ups • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Patrimonial Security	Designated Employee(s)	Alternate
Role: Patrimonial Security Leader	Name: Francisco López Contact Information: Phone +52 81 1765 5546	Name: Contact Information: Phone:
Responsibilities: <ul style="list-style-type: none"> • Manage and oversee performance of security guards to assure the safety of the company and employees 		

- Make daily rounds to access points in the company, as well as to evaluate said points to identify possible risks.
- Coordinate responsibilities, functions and schedules of the security guards.
- Manage the open and closure of the different buildings within the sites according to the necessary schedules, as well as keeping company keys inventory
- Assure the right operation of access points and permanently verify the physical safekeeping of the company (walls, accesses, CCTV, lighting, etc)
- Updating and maintaining standards of BASC certification.
- Make pertinent investigations in case of security breaches, thefts or accidents pertinent to Safety and Security function
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

Labor	Designated Employee(s)	Alternate
Role: HR Leader	Name: Fary Mileny Gonzalez Contact Information: Phone +52 81 8287 7805	Name: Ana Gabriela Davila Contact Information: Phone: +52 81 8153 0300 x 2074
Responsibilities: <ul style="list-style-type: none"> • Keep a close relation with the union as well as the blue collar employees, to support the correct operation of HR systems and politics. • Maintain a healthy relation with operations in order to identify and mitigate possible risks in labor matters. • Receive and take care of official government entities requests, visits and inspections • Participate and attend institutional events • Support central HR departments, such as payroll, compensation, development and learning processes. • To be the initial and primary contact to all employees in their site; including since the new hire onboarding to the employee resignation/termination • Manage, support and develop the HR site analysts in all labor law and labor relations related issues. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Raw Material	Designated Employee(s)	Alternate
Role: Raw Material leader	Name: Diana Romero Contact Information: Phone +52 81 1611 6025	Name: Didier Varela Contact Information: Phone: +52 81 1636 4839
Responsibilities:		

- Ensure supply of raw material for production
- Manage and supervise raw material department
- Define purchasing strategies and develop of raw material contracts
- Manage and control inventories and raw material warehouses
- Collect, identify, store and sale raw material scrap
- Allocate raw material for production releases
- Develop raw material suppliers
- Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis

Purchasing	Designated Employee(s)	Alternate
Role: Purchasing leader	Name: Norma Rodríguez Contact Information: Phone +52 81 1609 7529	Name: Martha Aguilera Contact Information: Phone: +52 81 2152 7692
Responsibilities: <ul style="list-style-type: none"> • Make sure that all MRP materials are purchased according to established parameters • For indirect materials and services, submit PO according to procedure • Materials in warehouses are stored properly • Assure that all people (Purchasing and Warehouse) knows and accomplish the procedures for their specific position • If any member of the staff cannot execute the job, assign replacement • For energy suppliers, keep in touch with account managers 		

Finance	Designated Employee(s)	Alternate
Role: Finance Leader	Name: Arturo Virgen Contact Information: Phone: +52 81 8153 0300 x 561	Name: Sandra Medina Contact Information: Phone: +52 81 8153 0300 x 342
Responsibilities: <ul style="list-style-type: none"> • Post-pandemic exercise to evaluate financial counterparty response to Frisa's liquidity needs in order to reinforce relationship with the best responders and continue diversifying our counterparties • Complement off-balance financial structures with additional alternatives • Sustain meetings with operating and commercial areas along with our insurance broker to assess alignment with our insurance policy guidelines • Together with the IT team, elaborate a response plan in case our system fails and learn ways to identify a potential cyber attack and how to respond • Accelerate development plan for our Treasury analyst in order to take over the Treasury department's main activities in case our lead Treasurer becomes absent • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Engineering	Designated Employee(s)	Alternate
Role: Metallurgy Leader	Name: Osvaldo Elizarrarás Contact Information: Phone: +52 81 8686 4184	Name: Luis Barboza / Israel Barragán Contact Information: Phone: +52 81 1760 9774 / +52 81 1965 8487
Responsibilities: <ul style="list-style-type: none"> • Ensure all metallurgist training is completed according to their responsibility level • Databases per customer must be available for back ups reference • Document all acquired knowledge constantly in a technical database • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Engineering	Designated Employee(s)	Alternate
Role: Engineering Leader	Name: Osvaldo Elizarrarás Contact Information: Phone: +52 81 8686 4184	Name: Jose Cuauhtemoc Flores Contact Information: Phone: +52 81 8153 0300 x 2328
Responsibilities: <ul style="list-style-type: none"> • Ensure all engineers training is completed according to their responsibility level. • Ensure all engineers fully understand and align their activities to comply with Engineering KPIs. • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Legal	Designated Employee(s)	Alternate
Role: Environmental Leader	Name: Leidy San Martín Contact Information: Phone +52 81 8153 0300 x 2061	Name: Alejandro Castellanos Contact Information: Phone: +52 81 8153 0300 x 2393
Responsibilities: <ul style="list-style-type: none"> • Support the development and maintain the overall ownership and execution at the corporate level for the Environmental Management System (EMS) • Ownership and accountability for the ISO 14001:2015 certification program • Tracking of corrective actions to closure. • Define applicability of national and international regulatory requirements through processes and controls • Understand the roles and responsibilities specified in the Crisis Management Plan to attend the crisis 		

Industrial Security	Designated Employee(s)	Alternate
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Role: EHS Leader	Name: Orlando Saldivar Contact Information: Phone +52 81 1077 1573	Name: Rafael González Contact Information: alejandro.penav@frisa.com Phone +52 81 8153 0300 x 2113
Responsibilities: <ul style="list-style-type: none"> • Support investigation of accidents and incidents • Identification of hazard and risks • Contingency plan training • Develop and validate emergency procedures • Validate with the CMT the Maximum Allowable Downtime (MAD) and the Recovery 		

12 – TESTING, MONITORING & DRILLS

The BCP should be reviewed at least once a year, **See BCP F-002 CHECKLIST FOR BCP VERIFICATION**

Operational Drills should be performed according to the **Contingency Plan FA-SYMA M-004**

Desktop Drills are based in the development of Risk Maps and Strength Defense Matrix described in Section Testing, Drills, Risks Maps & Strength Defense Matrix, Training of **BCP I-001 BCP Basic Guide**

Key Performance Indicators – KPI's used to monitor how effectively are we performing/achieving the Business Continuity Plan are:

- Trained Personnel – Trained BCP Team Members and Risk Vertical and Horizontal Levels personnel / Total personnel to be trained
- BCP Completed Reports - Potential BC Events reports investigated on time/ No. Potential BC Events occurred
- Corrective Actions Closure rate – Corrective actions closed on time
- Completion of Drills – BCP Risk Drills completed vs scheduled

13 – COMMUNICATION

Contact Information: Contact information for each audience identified previously should be compiled and immediately accessible during an incident. Lists should be updated regularly, secured to protect confidential information and available to authorized users at the EMERGENCY OPERATIONS CENTER or an alternate location for use by members of the crisis communications team. **See Section 15 of this document.**

14 - TRAINING

See BCP I-001 BCP Basic Guide

15 - KEY CONTACT LIST

List of Contacts: This section contains the contact details considered essential for Operation Continuity and should be updated yearly or as any change or update are required include internal and external contacts.

FRISA Aerospace

Alternative Production Sites - Forging

Facility	Person	Contact numb	Email	Process
Frisa Santa Catarina Plant	Saturnino Padron	+52 81 8153 0300 x 2204	saturnino.padron@frisa.com	Forging
Frisa García Plant	Javier Martinez	+52 81 8153 0300 x 2268	javier.martinezb@frisa.com	Forging
Ringmasters	Jorge Gonzalez	+1-313-378-6887	jogzz@frisa.com	Forging

Alternative Production Sites - Heat

Facility / Supplier	Person	Contact number/s	Email	Process
Frisa Santa Catarina Plant	Israel Cruz	+52 81 8153 0300 X. 2131	israel.cruz@frisa.com	Heat Treatment
Frisa García Plant	Jesus Escontrias	+52 81 8153 0300 X. 2221	jesus.escontrias@frisa.com	Heat Treatment

Alternative Production Sites - Machining

Facility / Supplier	Person	Contact number/s	Email	Process
Frisa Santa Catarina Plant	Jose Roberto Monter	+52 81 8153 0300 x 379	roberto.monter@frisa.com	Machining
Frisa García Plant	Baldemar Bernal	+52 81 8153 0300 x 2135	baldemar.bernal@frisa.com	Machining
Jaiter	Denise Balderas	+52 8183-976645	denise.balderas@jaiter.com	Machining
GKN	Ryan D'Angelo	+1 860-533-2164	Ryan.DAngelo@usa.gknaerospace.com	Machining
Numerical Precision	Daniel Ruiz	+52 8115776085	daniel.ruiz@numerical.net	Machining
Fischer Tool & Die Inc.	Ted Fischer	+1 734-206-8165	tfischer@fischertool.com	Machining
TYMMSA	Javier	+52 81 8316 5820 x	jmorales@tymmsa.com	Machining

	Morales	102		
NPI Monterrey	Daniel Ruiz	+52 81 1297 9102	daniel.ruiz@numerical.net	Machining

STAFF

Name	Position	Work phone	E-mail
Jose Bravo	Division Manager	+52 81 8153 0300 x 368	jose.bravo@frisa.com
Omar Urbina	Operation Manager	+52 81 8153 0300 x 537	omar.urbina@frisa.com
Francisco Aldecoa	Quality Manager	+52 81 8262 9329	faldecoa@frisa.com
Eric Gonzalez	Supply Chain Manager	+52 81 1050 8866	egonzalez@frisa.com
Boyd Adams	VP Sales	(562) 983-8138	boyd.adams@frisa.com
Leidy San Martin	Environmental Leader	+52 81 8153 0300 x 2061	leidy.sanmartin@frisa.com
Orlando Saldivar	EHS Leader	+52 81 1077 1573	orlando.saldivar@frisa.com
Hector Juarez	Maintenance Manager	+52 81 8153 0300 x 2206	hector.juarez@frisa.com
Jose Maldonado	Machining Manager	+52 81 8153 0300 x 353	jose.maldonado@frisa.com
Raul Torres	Plant Quality Manager	81530300 x 581	raul.torres@frisa.com
Osvaldo Elizarrarás	Engineering Manager	+52 81 8686 4184	oelizarraras@frisa.com
Rodolfo Rivera	Hot area Manager	+52 81 8153 0300 x 2332	oelizarraras@frisa.com

FRISA Precision

Alternative Production Sites - Machining

Facility / Supplier	Person	Contact number/s	Email	Process
<i>Frisa Santa Catarina Plant</i>	Jose Roberto Monter	+52 81 8153 0300 x 379	roberto.monter@frisa.com	Machining
<i>Frisa García Plant</i>	Baldemar Bernal	+52 81 8153 0300 x 2135	baldemar.bernal@frisa.com	Machining
<i>Jaiter</i>	Denise Balderas	+52 8183-976645	denise.balderas@jaiter.com	Machining

<i>GKN</i>	Ryan D'Angelo	+1 860-533-2164	Ryan.DAngelo@usa.gknaerospace.com	Machining
<i>Numerical Precision</i>	Daniel Ruiz	+52 8115776085	daniel.ruiz@numerical.net	Machining
<i>Fischer Tool & Die Inc.</i>	Ted Fischer	+1 734-206-8165	tfischer@fischertool.com	Machining
<i>TYMMSA</i>	Javier Morales	+52 81 8316 5820 x 102	jmorales@tymmsa.com	Machining
<i>NPI Monterrey</i>	Daniel Ruiz	+52 81 1297 9102	daniel.ruiz@numerical.net	Machining

Alternative Production Sites - Special Process

Facility / Supplier	Person	Contact number/s	Email	Process
<i>Morrells Aerospace</i>	José Castañeda	310-639-1024 ext. 135	josec@morrellsplating.com	Anodizing, Chemical Film Coating & Painting, FPI
Bowman	Omar Vazquez	310-639-4343 ext. 156	omarv@bowmanplating.com	Anodizing, Chemical Film Coating & Painting, FPI, Etch, UT
Element HB	Rick Gerards	310-632-8500	rick.gerards@element.com	Anodizing, Chemical Film Coating & Painting, FPI, Etc

STAFF

Name	Position	Work phone	E-mail
Jose Bravo	Division Manager	+52 81 8153 0300 x 368	jose.bravo@frisa.com
Omar Urbina	Operation Manager	+52 81 8153 0300 x 537	omar.urbina@frisa.com
Francisco Aldecoa	Quality Manager	+52 81 8262 9329	faldecoa@frisa.com
Eric Gonzalez	Supply Chain Manager	+52 81 1050 8866	egonzalez@frisa.com

Boyd Adams	VP Sales	(562) 983-8138	boyd.adams@frisa.com
Leidy San Martin	Environmental Leader	+52 81 8153 0300 x 2061	leidy.sanmartin@frisa.com
Orlando Saldivar	EHS Leader	+52 81 1077 1573	orlando.saldivar@frisa.com
Hector Juarez	Maintenance Manager	+52 81 8153 0300 x 2206	hector.juarez@frisa.com
Jose Maldonado	Machining Manager	+52 81 8153 0300 x 353	jose.maldonado@frisa.com
Raul Torres	Plant Quality Manager	81530300 x 581	raul.torres@frisa.com
Osvaldo Elizarrarás	Engineering Manager	+52 81 8686 4184	oelizarraras@frisa.com
Rodolfo Rivera	Hot area Manager	+52 81 8153 0300 x 2332	oelizarraras@frisa.com

Key Suppliers

Supplier	Type	Phone	Mail
Alfredo Garza (Kost)	Food Company	M:8442274948	agarza@kost.mx
Ana Cristina (PROMEDIC)	Nurses	M:8117980986	coordinador.poniente@promedic.com
Alvaro Chimal (Grupo Gesti)	Security Guards	M:8123705119	a.chimal@grupogesti.com
Sergio Rodríguez (conexion)	Employee transportation	M:8112555948	srodriguez@conexiontransportes.com
Juan Carlos Aguilar (IRCA Consultores)	Environmental Law consulting	M:812350-8251 P:811505-9330	jcaguilar@ircaconsultores.com

Key Customers: Each Sales engineering is responsible to contact customers following FRISA's customer database

Local Emergency Services

Service	Location	Telephone
Ambulance	EMME	83-56-76-76
Fire Service	Bomberos	83-42-00-53
Primary Care	Emergencias Civil Protection	86-76-18-66
Police	Policía	86-76-19-00

Insurance and Finance Companies

Service	Company	Telephone	E-mail
Insurance broker	Odessa	81-8363-9119	francisco.guzman@odessa.com.mx
24-Hour helpline: 911			

16 – MAINTAIN, RELATED DOCUMENTATION & REVIEW

BCP MAINTENANCE AND SCHEDULE: It is responsibility of the BCP leader and all involved crew to maintain the information within this plan. This business continuity plan will be reviewed at least once a year, to ensure the contacts, suppliers and related documents are up to date. Record details of the plan reviews in the table below.

Record Retention: The organization establishes specific guidelines for the classification, retention, storage, and disposal of records. The following policies and/or guidelines are part of the records used in support of the business functions. See internal procedure FF P-004 Control of Records

Related Documentation: There are documentation sources that can assist in responding to emergency situations

Document Title	Scope	Contact
FF P-034 Control of Electronic Backups	Maintain the reliability, availability, and integrity of the information	Jose Manuel Mendez IT Manager jose.mendez@frisa.com
FA-MTO P-001 Maintenance	Preventive Maintenance & Critical Spare List	Hector Juarez Operations Manager hector.juarez@frisa.com
FF P-026 Risk Management	Detection of risks and points of failure during production on key processes	Jose Bravo General Manager jose.bravo@frisa.com
FF-SYMA P-007 Emergency Response	Contingency & recovery plans (Environmental)	Orlando Saldivar Safety Leader orlando.saldivar@frisa.com
FA-SYMA M-004 Contingency Plan.	For environmental contingencies like floods or fires, there is a contingency	Orlando Saldivar Safety Leader orlando.saldivar@frisa.com

		plan that contains different scenarios that might arise	
Review Date	Issue	Changes Made	
5/Dec/2012	Initial	Created by Luis Mijares	
02/08/2013	Issue 1	Update of contact names and phone numbers	
24/03/2016	Issue 2	Update of contact names and phone numbers. Update of operation ranges for heat treatment furnaces (SA) Update of reference to Maintenance procedure	
23/09/2016	Issue 3	Update of contact names, phones numbers, e-mail and address Update of Machining suppliers and Heat Treating temperatures	
13/02/2017	Issue 4	Update of contact names and phone numbers Update of priority and impact in Business Risk Assessment and Impact Analysis. Update of employees and responsibilities, Update of Forging, HT and Machining information Update of list of contacts. Update of approved laboratory & NDT Suppliers	
21/02/2018	Issue 5	Update Superalloys Plant for FRISA Aerospace Distribution list not applicable, document available on Documents Control System Update FRISA Aerospace contacts Update contacts for forging and Heat Treatment alternatives Update equipment information about Heat Treatment equipment and alternative 1 (García L6) Update name of Exova Monterrey per Element Monterrey Update of Machining equipment and alternatives Update of Forging equipment for FRISA Aerospace, Alternative 1 and 2	
08/08/2019	Issue 6	Update Superalloys Plant for FRISA Aerospace in the bc of the document Update FRISA Aerospace Contacts Update contacts for forging and Heat Treatment alternati Update equipment information about Heat Treatment, Forging and Machining and alternatives Update name of Laboratories that are now from Element group Certified Steel Treating Corporation is removed as a Heat Treatment alternative	
28/12/2020	Issue 7	A complete update was performed to the structure of the document with the intention to make it robust and in compliance with global protocols	

10/09/2021	Issue 8	Added Internal and External Services Bottleneck and Budget for One Month Shutdown information in Section 7. Contacts are updated (June 29 th , 2022, August 2 nd , 2022)
19/01/2024	Issue 9	A complete contact update was performed to the contact lists to keep it up to date. Update links where the information is stored. Update of all Alternative Production Sites Plant Quality Role was added. A homologation was made on the Maintenance Role Forging Furnaces per equipment was updated in section 8.1.1 Heat Treatment Furnace #9 was added to section 8.2.1 Roles and Responsibilities Designated and Alternate were updated. The key Contact List was updated in each alternative production site process. Contacts to the documentation of section 16 were updated.