



Quad's Business Continuity Plan

Current as of March 27, 2020

Quad has both Pandemic Preparedness and Emergency Response plans that address business continuity in the event of a crisis situation. The objective of these plans is to best maintain employee safety, health and well-being and essential business operations, which includes critical technology and information systems, to deliver client product and services with minimal impact wherever possible.

In the event of a crisis, Quad's Pandemic Response and Implementation Team and relevant Emergency Response Team(s) will be engaged to respond.

- The Corporate Pandemic Response and Implementation Team consists of the CEO, Executive Vice Presidents, and key leaders from all operational groups, including but not limited to Manufacturing, Logistics, Agency Solutions, Scheduling, Ink, Paper, Information Systems, Human Resources, and Communications, as well as our chief medical officer. The company's Compliance and Risk Officer serves as the "quarterback" for the corporate team.
- The site-specific Emergency Response Team consists of the Plant Director, Department Manager, Imaging Operations Manager, Business Solutions Manager, Client Services Manager, Corporate Scheduling Manager, and the VP of Sales. The Plant Director serves as the "quarterback" for the local team.

In a crisis situation, Quad's critical areas of focus are as follows:

- **Employee Safety, Health and Well-Being.** In a crisis, Quad's first priority is to ensure the safety, health and well-being of our employees. Each site has emergency protocols.
- **Execution of Contingencies.** Depending on the type and extent of the crisis, all reasonable measures will be implemented including but not limited to:
 - Moving work to appropriate contingency facilities within Quad's existing manufacturing network. The specific contingency plan will be created based on available capacity at the time of the crisis event.
 - Redundancy within our manufacturing platform, data center and network, as well as integrated ERP and backup systems, will help Quad transition volume, where possible, to other facilities.
 - Quad's electronic scheduling systems enable real-time visibility to available capacity within our manufacturing network, making it faster and easier to execute contingency plans.
 - If an event or circumstance causes a disruption in paper supply, Quad will take steps to coordinate available inventories to satisfy immediate production needs and identify resources for future production for clients using Quad Paper Services or on-site storage.
 - Asking non-impacted employees to work overtime to keep production on-schedule.

- Adjusting delivery schedules to minimize delays or cancellations in production.
- Outsourcing to trusted partners.

Despite having contingency plans in place, there may be circumstances beyond our control (like government guidance, orders or rise in the pandemic) that may leave no options available and/or make it impossible or impracticable for us to perform. If this occurs, it will be timely communicated to you.

- **Customer Engagement.** Upon identification of a crisis, Quad will notify impacted clients promptly and provide ongoing updates regarding manufacturing plans for their products or services. Under most circumstances, these updates will come from the Customer Account Manager (i.e., customer service representative).

Additional questions about Quad's Corporate Pandemic Preparedness and Emergency Response plans should be directed to your Quad Sales or Client Services representative who can facilitate an answer.