



Carpenter Business Continuity Plan for COVID-19

We take the health and well-being of our employees, our customers, our suppliers and local communities very seriously. We understand that you may have questions about our ability to maintain our business continuity and the safety of our employees, customers, suppliers and local communities during this challenging time.

We want to reassure you that we have activated our COVID-19 business continuity protocols globally and are monitoring the situation on a daily basis to ensure that we are able to continue to deliver Carpenter Technology products to our customers. Accordingly, we have initiated the following actions:

Business Continuity Protocols: We have business continuity protocols in place and activated, which includes our supply chain. Our plans include provisions to maintain critical supplies and employee availability to continue operation of essential manufacturing operations for all company production locations. We are implementing protocols as circumstances dictate including continued delivery of critical supplies and careful planning of employee availability to ensure uninterrupted manufacture and delivery of products to our customers. We have activated a Carpenter Technology COVID-19 Rapid Response Team to implement and monitor these various protocols. For example, the Team has put protocols in place to address situations in which an employee may have been exposed to COVID-19 and in which decontamination may be necessary to quickly restore areas at our facilities if or when potential viral contamination is suspected.

Carpenter Technology's COVID-19 Rapid Response Team: Carpenter's COVID-19 Rapid Response Team meets on a daily basis to implement prompt action to ensure business continuity and to ensure the safety of our employees and other stakeholders. This Team reports directly to our CEO and consists of dedicated members of the Company's key functional areas, including: Commercial; Operations; Environmental, Health and Safety; Information Technology; Finance; Communications; Legal and Human Resources. The Rapid Response Team also consults regularly with the Company's Site Teams, as well as the functional leadership of Metallurgy, Research and Development, Supply Chain, Customer Service and Commercial Market Managers. The Team also consults regularly with health advisors, and they are staying in sync with the latest information from the U.S. and world health authorities and governmental agencies to ensure appropriate action is taken promptly.

Communications: Our CEO, Leadership Team and COVID-19 Rapid Response Team have been sharing information regularly with employees, customers and suppliers about ongoing actions to maintain business continuity and the health and safety of our colleagues, customers, suppliers, and communities.

Our People: We are taking all appropriate steps to keep our employees safe, wherever they are in the world, by limiting travel to affected regions, fully implementing the advice of our health and security advisors, and following the advice of relevant authorities. We are in constant contact with our employees to provide updates on safety and our business continuity plans, as well as details of resources available to help them and their families through this challenging time. Current precautions implemented to support our employees include:



- Following government recommendations on self-isolation, prevention, and response;
- Implementation of remote work plan for all business activities that can be done remotely;
- Maintaining remote access to data and systems on a secure basis for employees working remotely;
- Implementation of additional cybersecurity measures and training to protect sensitive data and systems;
- Implementation of flexible work plans to allow the continued work of employees impacted by school and daycare closings;
- Strictly prohibiting all business travel to Centers for Disease Control and Prevention (CDC) restricted areas;
- Prohibiting all business-related travel;
- Implementation of protocols for medical screenings of employees and visitors to our facilities who:
 - have developed symptoms associated with COVID-19, including fever over 100.4 degrees Fahrenheit, cough or respiratory distress
 - have a confirmed case of COVID-19,
 - have traveled internationally or to New York City, or have come in close contact with someone who has traveled to these areas,
- Implementation of a 21-day self-isolation program prior to return for employees who have a suspected or confirmed case of COVID-19
- Increasing available resources to address employee questions regarding health and actively support those employees who are in 21-day self-isolation program.

We have taken additional actions to keep our employees safe and operations ongoing at our facilities where remote work is not possible:

- Implementation of protocols to effectively isolate, manage and contain any suspected or confirmed cases of COVID 19 onsite;
- Implementation of modularization of activities in all manufacturing facilities; these include operating in “pods”, 30 minutes of airtime between shifts, and separate, designated facilities such as breakrooms and bathrooms;
- Implementation of rigorous cleaning regime that includes regular cleanings between shifts and deep cleaning procedures when required;
- Requiring PPE for employees when social distancing isn’t possible; Implementation of entrance screening, including temperature scans, at all manufacturing and distribution facilities.

Providing work practices and standards to support employees during the COVID-19 pandemic: Based on facts, information from health and governmental authorities, community transmission assessments, and our ability to continue to deliver essential products and services to our customers, our teams continue to make critical decisions about work arrangements for our employees. Carpenter Technology has implemented work practices to appropriately manage the work environment for employees during



the COVID-19 pandemic, including practices designed to address local regulations and different health circumstances in various regions.

Supporting our customers and suppliers: Our business teams are in communication with our customers and suppliers to answer their questions with the best information available about the status of Carpenter Technology product deliveries, equipment orders, and construction projects. We will continue to be responsive and work hard to provide excellent service and stay connected during this challenging time.

Reinforcing and practicing good hygiene: Continued practice of personal hygiene remains an active part of our efforts, and our sites have implemented increased cleaning and disinfecting frequency in parallel with reinforced training of proper hygiene with all employees. EH&S Managers at our sites play a key role in supporting infection containment activities, managing site health-related activities, maintaining required PPE and supplies, and serving as a focal point of communication.

Screening visitors and applying health protocols: We have added additional protocols for visitors to our sites which include, among other measures, requirements to complete a COVID-19 questionnaire and temperature screening before being allowed to enter a Carpenter site and other measures. Please check in advance with the responsible Carpenter Technology representative if you would like to visit one of our locations.

Supply Chain / Subcontractors: Our business continuity plans extend to our suppliers and subcontractors. We have been liaising closely with our suppliers and subcontractors to assess their own business continuity plans to ensure that they are sufficiently robust to support our business operations.

Essential Business: While some states and counties have issued “Stay at Home” or “Shelter in Place” orders requiring certain businesses to close, Carpenter is able to continue physical operations under these orders due to the critical nature of the products that Carpenter provides. More specifically, Carpenter’s business falls into an exempt category under the most state and county orders as an Essential Business and operation engaged in the manufacture, distribution and supply chain for critical products such as steel and steel products and is considered “critical infrastructure” to the State and the United States as an industrial base manufacturer under definitions issued by the U.S. Department of Homeland Security for the supply of materials to the defense, medical, aerospace and energy industries.

We are conscious that you are likely receiving a high volume of communications about COVID-19, but we hope the above provides you with the reassurance that we can continue to partner together uninterrupted during this challenging time.