Glassbox Business Recovery and Continuity Plan

Last updated: August 2019

Last reviewed: August 2020





Purpose

In accordance with Glassbox Business Continuity and Disaster Recovery Policy (published on January 2016), the purpose of this business continuity plan is to prepare Glassbox in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events), and to restore services to the widest extent possible in a minimum time frame. All Glassbox sites are expected to implement preventive measures whenever possible to minimize network failure and to recover as rapidly as possible when a failure occurs.

The plan identifies vulnerabilities and recommends necessary measures to prevent extended service outages. It is a plan that encompasses all Glassbox system sites and operations facilities.

1.1 Scope

The scope of this plan is limited to Glassbox's handling with extended service outages caused by factors beyond our control. This is a business continuity plan, not a daily problem resolution procedures document.

1.2 Plan Objectives

- Serves as a guide for Glassbox recovery teams.
- References and points to the location of any data that resides outside this document.
- Provides procedures and resources needed to assist in recovery.
- Assists in avoiding confusion experienced during a crisis by documenting, testing and reviewing recovery procedures.
- Identifies alternate sources for supplies, resources and locations.
- Documents storage, safeguarding and retrieval procedures for vital records.

1.3 Assumptions

- Key people (Team Leaders or Alternates) will be available following a disaster.
- A national disaster such as nuclear war is beyond the scope of this plan.
- This document and all vital records are stored in a secure off-site location and not only survived the disaster but are accessible immediately following the disaster.
- Each support organization will have its own plan consisting of unique recovery procedures, critical resource information and procedures.

1.4 Disaster definition

Any loss of utility service (power, water), connectivity (system sites), or catastrophic event (weather, natural disaster, vandalism) that causes an interruption in the service provided by Glassbox operations. The plan identifies vulnerabilities and recommends measures to prevent extended service outages.



1.5 Recovery teams

- Emergency Management Team (EMT)
- Location Response Coordinator (LRC)
- Local Restoration Team (LRT)
- Incident Response Team (IRT)

See **Appendix A** for details on the roles and responsibilities of each team.

1.6 Team member responsibilities

- Each team member will designate an alternate backup.
- All the members should keep an updated calling list of their work team members' work, home, cell phone numbers both at home and at work.
- All team members should keep this binder for reference at home in case the disaster happens during after normal work hours. All team members should familiarize themselves with the contents of this plan.

1.7 Instructions for using the plan

1.7.1 Invoking the plan

This plan becomes effective when a disaster occurs. Normal problem management procedures will initiate the plan and remain in effect until operations are resumed at the original location, or a replacement location and control is returned to the appropriate functional management.

1.7.2 Disaster declaration

The Emergency Management Team and Location Response Coordinator are responsible for declaring a disaster for Technical Services and activating the various recovery teams as outlined in this plan.

In a major disaster situation affecting multiple business units, the decision to declare a disaster will be determined by Glassbox management. The Emergency Management Team/Location Response Coordinator will respond based on the directives specified by Glassbox management.

1.7.3 Notification

Regardless of the disaster circumstances, or the identity of the person(s) first made aware of the disaster, the Emergency Management Team must be activated immediately in the following cases:

• Two (2) or more systems and/or sites are down concurrently for five (5) or more hours



 Any problem at any system or network facility that would cause the above condition to be present or there is certain indication that the condition above is about to occur.

1.7.4 External communications

Corporate Public Relations personnel are designated as the principal contacts with the media (web, radio, television, and print), regulatory agency, government agencies and other external organizations following a formal disaster declaration.

1.7.5 Emergency management standards

Data backup policy

Full and incremental backups preserve corporate information assets and should be performed on a regular basis for audit logs and files that are irreplaceable, have a high replacement cost, or are considered critical. Backup media should be stored in a secure, geographically separate location from the original and isolated from environmental hazards.

Department specific data and document retention policies specify what records must be retained and for how long. All organizations are accountable for carrying out the provisions of the instruction for records in their organization.

Technical Services follows these standards for its data backup and archiving:

Tape retention policy

Backup media is stored at locations that are secure, isolated from environmental hazards, and geographically separate from the location housing the system including by storing media on cloud servers.

Billing tapes

- Tapes greater than seven years old are destroyed.
- Tapes less than seven years old must be stored locally offsite.
- The system supervisor is responsible for the transition cycle of tapes.

System image tapes

- A copy of the most current image files must be made at least once per week.
- This backup must be stored offsite.
- The system supervisor is responsible for this activity.

Offsite storage procedures

Cloud servers shall be used for storing Glassbox sensitive data.

1.7.6 Emergency management procedures



The following procedures are to be followed by system operations personnel and other designated Glassbox personnel in the event of an emergency. Where uncertainty exists, the more reactive action should be followed to provide maximum protection and personnel safety.

Note: Anyone not recognized by the Technical Services staff as normally having business in the area must be challenged by the staff who should then notify security personnel.

These procedures are furnished to Glassbox management personnel to take home for reference. Several pages have been included to supply emergency contacts.

In the event of any situation where access to a building housing a system is denied, personnel should report to alternate locations. Primary and secondary locations are listed below.

Alternate locations London ECIV 8AB

Workplace: Glassbox UK offices - 71 Central Street,

• Attempt to contact your immediate supervisor or management via telephone. Home and cell phone numbers are included in this document.

<u>Workplace: Glassbox Israel offices – Basel 25, Petah Tikvah, Israel</u>

• Attempt to contact your immediate supervisor or management via telephone. Home and cell phone numbers are included in this document.

Workplace: Glassbox US offices – 333 W 39th street suite 501 New York, NY, 10018

• Uttempt to contact your immediate supervisor or management via telephone. Home and cell phone numbers are included in this document.

<u>Alternative Workplace - worldwide</u>

 Due to the data retention methods Glassbox uses, all employees of Glassbox shall have the ability to continue perform their duties from the personal residence while using remote access to Glassbox databases and solution.

1.7.7 In the event of a natural disaster

In the event of a major catastrophe affecting Glassbox facility, immediately notify any member of the Emergency Management Team.

Procedure	STEP	ACTION



1	Notify Regional Technical Manager of pending event, if time permits.
2	 If impending natural disaster can be tracked, begin preparation of site within 72 hours as follows: Verify the readiness of alternative locations for the employees to work from their homes (including access to company database. Basic necessities are acquired by support personnel when deployed.
3	 24 hours prior to event: Create an image of the system and files Back up critical system elements Create backups of e-mail, file servers, etc. Notify senior management

1.7.8 In the event of a fire

In the event of a fire or smoke in any of the facilities, the guidelines and procedures in this section are to be followed.

If fire or smoke is present in the facility, **evaluate the situation and** determine the severity, categorize the fire as *Major* or *Minor* and take the appropriate action as defined in this section. Call the emergency call center as soon as possible if the situation warrants it.

- Personnel are to attempt to extinguish minor fires (e.g., single hardware component or paper fires) using hand-held fire extinguishers located throughout the facility. Any other fire or smoke situation will be handled by qualified building personnel until the local fire department arrives.
- In the event of a major fire, call the emergency call center and immediately evacuate the area.
- In the event of any emergency situation, system site security and personal safety are the major concern. If possible, the operations supervisor should remain present at the facility until the fire department has arrived.
- In the event of a major catastrophe affecting the facility, immediately notify the **Regional Technical Manager.**

Procedure

STEP	ACTION
1	Dial the emergency call center to contact the fire department
2	Immediately notify all other personnel in the facility of the situation and evacuate the area.



3	Alert emergency personnel on: UK facility – Yaron Morgenstern - 44-780-388- 9300 Israel facility – Yoav Schreiber – 972-54-449-7259 US facility – Gaby Koren – 1-201-290 -6869 Provide them with your name, extension where you can be reached, building and room number, and the nature of the emergency. Follow all instructions given.
4	Alert the Regional Technical Manager. He/she will notify the Emergency Management Team Coordinator. Note: During non-staffed hours, security personnel will notify the Regional Technical Manager responsible for the location directly.
5	Notify Building Security. Local security personnel will establish security at the location and not allow access to the site unless notified by the Regional Technical Manager or his designated representative.
6	Contact appropriate vendor personnel to aid in the decision regarding the protection of equipment if time and circumstance permit.
7	All personnel evacuating the facilities will meet at their assigned outside location (assembly point) and follow instructions given by the designed authority. Under no circumstances may any personnel leave without the consent of supervision.

1.7.9 In the event of a network services provider outage

In the event of a network service provider outage to any facility, the guidelines and procedures in this section are to be followed.

Procedure

STEP	ACTION
1	Notify Regional Technical Manager of outage.
	Determine cause of outage and timeframe for its recovery.



If outage will be greater than 1 hour, route all calls to alternate location.
alternate location.

1.7.10 In the event of a flood or water damage

In the event of a flood or broken water pipe within any computing facilities, the guidelines and procedures in this section are to be followed.

Procedure

STEP	ACTION
1	Assess the situation and determine if outside assistance is needed; if this is the case, dial the emergency call center immediately.
2	Immediately notify all other personnel in the facility of the situation and to be prepared to cease operations accordingly.
3	If water is originating from above the equipment, power down the individual devices and cover with protective shrouds located in the facility.
4	 Water detected below the raised floor may have different causes: If water is slowly dripping from an airconditioning unit and not endangering equipment, contact repair personnel immediately. If water is of a major quantity and flooding beneath the floor (water main break), immediately implement power-down procedures. While power-down procedures are in progress, evacuate the area and follow supervisor's instructions.

1.8 Plan review and maintenance

This plan is intended to be a living document and as such must be reviewed on a regular basis. The plan will be reviewed annually (in addition to a review following a material change to Glassbox technology) and an annually business impact analysis shall be performed to the plan by either external industry expert or by Glassbox's



compliance team or IT director. The plan shall be exercised on an annual basis. The test may be in the form of a walk-through, mock disaster or component testing, while such test shall include, *inter alia*, (i) a test regarding the ability to recover from a data corruption event for critical functions and applications; (ii) testing to ensure Glassbox functions meets the establish recovery time objective set forth in this Plan; (iii) testing and validations of connectivity to clients' systems in order to ensure the continuation of all services required by the clients; and (iv) the testing and validation of Glassboxs capacity in space, systems and personnel to handle the volume needed to restore critical services in the recovered state. Additionally, with the dynamic environment present within Glassbox, it is important to review the listing of personnel and phone numbers contained within the plan regularly. Any critical issues identified during the testing shall be addressed within 45 days of issue identification.

The plan will be stored in a common location where it can be viewed by system site personnel and the Emergency Management Team. Each recovery team will have its own directory with change management limited to the recovery plan coordinator.

The Recovery Plan Coordinator will be responsible for the plan. A recovery plan coordinator will be assigned for each company location. Their specific responsibilities are as follows:

- Provide hard copy of plan to all team members. Team members must store copy at home, in a personal car, or electronically via a hand-held device or laptop computer.
- Regularly review and update information in the disaster recovery plan (e.g., contact lists, equipment inventories). Communicate with the Emergency Management Coordinator to get up-to-date information periodically.
- Hold initial team meeting to get team members acquainted with the plan and hold annual/semi-annual meetings to review the plan on an ongoing basis.
- Maintain an accurate record of the locations of alternate sites, equipment suppliers, data storage locations, portable power generators and implementation plans.

2. Alert/Verification/ Declaration phase

2.1 Notification of incident affecting the site

On-duty personnel responsibilities

If in-hours:

Upon observation or notification of a potentially serious situation during working hours at a system/facility, ensure that personnel on site have enacted standard



emergency and evacuation procedures if appropriate and notify the Location Response Coordinator.

If out of hours:

Technical Services personnel should contact the Location Response Coordinator.

2.2 Provide status to EMT

The Location Response Coordinator will contact the Emergency Management Team and provide the following information when <u>any</u> of the following conditions exist: (**See Appendix B for contact list**)

- Two or more facilities are down concurrently for five or more hours.
- Any problem at any system or location that would cause the above condition to be present or there is certain indication that the above condition is about to occur.

The LRC will provide the following information:

- \(\) Location of disaster
- ♦ Type of disaster (e.g., fire, hurricane, flood)
- Summarize the damage (e.g., minimal, heavy, total destruction)
- Emergency Command Center location and phone contact number; a meeting location that is close to the situation, but away from the disaster scene
- An estimated timeframe of when a damage assessment group can enter the facility (if possible)

The EMT will contact the respective market team leader and report that a disaster has taken place.

2.3 Decide course of action

Based on the information obtained, the EMT decides (with the LRC) how to respond to the event: mobilize IRT, repair/rebuild existing site (s) with location staff, or relocate to a new facility.

2.4 Inform team members of decision

<u>If a disaster is not declared</u>, the location response team will continue to address and manage the situation through its resolution and provide periodic status updates to the EMT.

<u>If a disaster is declared</u>, the Location Response Coordinator will notify the Incident Response Team members immediately for deployment.

<u>Declare a disaster</u> if the situation is not likely to be resolved within predefined time frames. The person who is authorized to declare a disaster must also have at least one



(1) backup who is also authorized to declare a disaster in the event the primary person is unavailable.

2.5 EMT notifies account teams/customers

EMT members contact team members to inform them of the situation. If known, advise as to when operations will be restored or what actions will be taken to restore operations.

3. Disaster declared: mobilize incident response team/Report to command center

Once a disaster is declared, the Incident Response Team is mobilized. This recovery team will initiate and coordinate the appropriate recovery actions. IRT members assemble at the Command Center as quickly as possible.

The LRT remains at the affected site to perform a preliminary damage assessment (if permitted) and gather information until the IRT arrives.

3.1 Conduct detailed damage assessment (This may also be performed prior to declaring a disaster)

- 1. Under the direction of local authorities and/or LRC/IRT assess the damage to the affected location and/or assets. Include vendors/providers of installed equipment to ensure that their expert opinion regarding the condition of the equipment is determined ASAP.
 - A. Participate in a briefing on assessment requirements, reviewing:
 - (1) Assessment procedures
 - (2) Gather requirements
 - (3) Safety and security issues
 - B. Document assessment results using Assessment and Evaluation Forms

contained in Appendix C

Building access permitting:

- Conduct an on-site inspection of affected areas to assess damage to essential hardcopy records (files, manuals, contracts, documentation, etc.) and electronic data
- Obtain information regarding damage to the facility (s) (e.g., environmental conditions, physical structure integrity, furniture, and fixtures) from the LRC/LRT.



- 2. Develop a Restoration Priority List, identifying facilities, vital records and equipment needed for resumption activities that could be operationally restored and retrieved quickly
- 3. Develop a Salvage Priority List identifying sites and records which could eventually be salvaged
- 4. Recommendations for required resources
- 5. Contact the EMT and decide whether the situation requires the initiation of business recovery plans (long-term disaster months) or if work can return to the primary location (short-term week or so).

3.2 Contact EMT/decide whether to continue to business recovery phase

The LRC gathers information from the IRT and other sources; contacts the EMT and provides the EMT with detailed damage assessment information.

Based on the information obtained from the LRC, the EMT decides whether to continue to the business recovery phase of this plan. If the situation **does not** warrant this action, continue to address the situation at the affected site (s). Provide periodic status updates to the EMT Leader.

The business recovery phase of this plan will be implemented when resources are required to support full restoration of system and/or facility functionality at an alternate recovery site (e.g., another company office, vendor hot site, cold site) that would be used for an extended period of time.

NOTE: During the Initial Response Phase, if required, service may be shifted to alternate sites of Glassbox, including in other regions (i.e. services to customer in US shall be provided by Glassbox personnel in UK or Israel etc.) to allow operations to begin functioning and provide continuance service to its customers. Initially reduced service may be provided until sites can be fully restored. Glassbox working methods (which allow each employee of Glassbox to provide its regular services to clients remotely while using a laptop and an internet connection, and based on a storage of Glassbox system and data over cloud drivers with continuity backups) shall allow Glassbox to provide continually support and services to the clients despite any occurrence of a disaster.

4. Business recovery phase (3 hours - full recovery)

This section documents the steps necessary to activate business recovery plans to support full restoration of systems or facility functionality at an alternate/recovery site that would be used for an extended period of time (including by working remotely at the residence of each of the employees). Coordinate resources to reconstruct business operations at the temporary/permanent system location, and to deactivate recovery teams upon return to normal business operations.



4.1 Glassbox System and facility operation requirements

The system and facility configurations for each location are important to re-establish normal operations. Since there are no specific requirements, Glassbox shall locate alternate offices as soon as possible while the services shall be provided as usual to clients.

4.2 Secure funding for relocation

Make arrangements in advance with suitable backup location resources. Make arrangements in advance with local banks, credit card companies, hotels, office suppliers, food suppliers and others for emergency support. Depending on the incident, its severity and alternate location option selected, contact the appropriate alternate site organization, the local bank office and other relevant firms.

4.3 Notify EMT and corporate business units of recovery Startup

Using the call list in **Appendix B**, notify the appropriate company personnel. Inform them of any changes to processes or procedures, contact information, hours of operation, etc. (may be used for media information)

4.4 Operations recovered

Assuming all relevant operations have been recovered to an alternate site, and employees are in place to support operations, the company can declare that it is functioning in a normal manner at the recovery location.

5. Appendixes

5.1 Appendix A: Glassbox recovery teams

The business continuity response teams' coverage shall be available and accessible $24 \times 7 \times 365$ and trained to fulfill all required duties of a response team set forth in this plan.

5.1.1 Emergency management team (EMT)

Charter:

Responsible for overall coordination of the disaster recovery effort, evaluation and determining disaster declaration, and communications with senior management.



Support activities:

The Emergency Management Team:

- Evaluate which recovery actions should be invoked and activate the corresponding recovery teams
- Evaluate and assess damage assessment findings
- Set restoration priority based on the damage assessment reports
- Provide senior management with ongoing status information
- Acts as a communication channel to corporate teams and major customers
- Work with vendors and IRT to develop a rebuild/repair schedule

5.1.2 Location Response Coordinator (LRC)

Charter:

Responsible for overall coordination of the disaster recovery effort for their region, establishment of the command center, and communications with Emergency Management Team

Support activities:

- Notify the Incident Recovery Team
- Gather damage assessment information and report it to EMT
- Determine recovery needs
- Establish command center and related operations. The command center is a prearranged meeting facility where EMT/LRT/IRT members meet to coordinate damage assessment and business recovery tasks for the affected operations
- Notify all Team Leaders and advise them to activate their plan (s) if applicable, based upon the disaster situation
- If no disaster is declared, then take appropriate action to return to normal operation using regular staff
- Determine if vendors or other teams are needed to assist with detailed damage assessment
- Prepare post-disaster debriefing report
- Coordinate the development of site-specific recovery plans and ensure they are updated semi-annually

5.1.3 Location Response Team (LRT)

Charter:

The Location Response Team (LRT) is responsible for the initial alerting/notification of the problem to the LRC during normal business hours. During off hours, the LRT will be notified along with the LRC. In the event of a disaster declaration, this team will become a part of the Incident Response Team.

Support activities:

- Provide the following information to the LRC in the event of an outage:
 - a. Type of event
 - b. Location of occurrence



- c. Time of occurrence
- Coordinate resumption of voice and data communications:
 - a. Work with management to re-route voice and data lines, especially when alternate

site (s) or alternate work locations are predefined

- b. Recover voice mail and electronic mail systems when requested by EMT
- c. Verify voice mail and electronic mail are operational at the alternate site
- d. Review Glassbox Minimum Acceptable Operational Requirements checklist to

determine if sufficient resources are in place to support operations

- Coordinate resumption of information system operations:
 - a. Work with management to recover critical systems, applications and infrastructure

at recovery site (s) or alternate work locations

- b. Recover critical data files and related information when requested by EMT
- c. Ensure that network and perimeter security is re-established at alternate location
- c. Verify normal, secure operation of systems and servers at alternate site
- d. Review Glassbox Minimum Acceptable Operational Requirements checklist to

determine if sufficient resources are in place to support operations

5.1.4 Incident Response Team (IRT)

Charter:

The Incident Response Team (IRT) is formed to deploy to the disaster location when a disaster is declared and to facilitate technology restoration activities.

Support Activities

- Provide recovery support to the affected location and operations
- Coordinate resumption of voice and data communications:
 - a. Work with management to re-route voice and data lines, especially when alternate

site (s) or alternate work locations are predefined

- b. Recover voice mail and electronic mail systems when requested by EMT
- c. Verify voice mail and electronic mail are operational at the alternate site
- d. Review Glassbox Minimum Acceptable Operational Requirements checklist to

determine if sufficient resources are in place to support operations

- Coordinate resumption of information system operations:
 - a. Work with management to recover critical systems, applications and infrastructure

at recovery site (s) or alternate work locations



- b. Recover critical data files and related information when requested by EMT
- c. Ensure that network and perimeter security is re-established at alternate location
- c. Verify normal, secure operation of systems and servers at alternate site
- d. Review Glassbox Minimum Acceptable Operational Requirements checklist to

determine if sufficient resources are in place to support operations

- Upon notification of disaster declaration, review and provide support as follows:
 - Facilitate technology recovery and restoration activities, providing guidance
 - on replacement equipment and systems, as required.
 - 2. Coordinate removal of salvageable equipment at disaster site that may be used for alternate site operations.

5.2 Appendix B: Recovery team contact lists

5.2.1 Emergency Management Team (EMT)

Name	Address	Mobile/Cell Phone			
Yaron	22 Hillcourt Avenue,	44-780-3889300			
Morgenstern	London, UK				
Yoav Schreiber	45 Haatzmaut St.,	972-54-4497259			
	Petah Tikva, Israel				
Yaron Geuta	21 Netzach Israel St.,	972-54-5597042			
	Hod Hasharon, Israel				
Hanan Blumstein	13 Lea Amster 13, Petah	972-54-6586661			
	Tikva, Israel				
Duncan	10 Park Drive,	44-7823-323323			
MacPherson	Rustington, West				
	Sussex, BN163DZ, UK				
Itzhak Tambor	35 Rabi Yehuda Hanasi 972-52-4409966				
	St., Petah Tikva, Israel				
Hila Bazar	4 Eilot Road St.,	972-54-5597010			
	Ganney-Tikva, Israel				

5.2.2 Location Response Coordinator (LRC)

Name	Add	dress			Mobile/Cell Phone
Hanan Blumstein			Amster kva, Israel	•	972-54-6586661

5.2.3 Location Response Team Members (LRT) - UK

Name	Address	Mobile/Cell Phone
Yaron	22 Hillcourt Avenue,	44-780-
Morgenstern	London, UK	3889300



Duncan	10	Park	Drive,	44-7823-323323
MacPherson	Rustington,		West	
	Sussex, BN163DZ, UK			

5.2.4 Location Response Team Members (LRT) - Israel

Name	Address	Mobile/Cell Phone
Hanan Blumstein	13 Lea Amster 13,	972-54-6586661
	Petah Tikva, Israel	
Yaron Geuta	21 Netzach Israel St.,	972-54-5597042
	Hod Hasharon, Israel	

5.2.5 Location Response Team Members (LRT) - US

Name	Address	Mobile/Cell Phone
Gaby Koren	386 Concord St. Cresskill	1-201-290 -6869
	NJ 07626, USA	
Karene Davison	518 Gregory Ave. Unit C803 Weehawken, NJ 07086,USA	1-917-803-2700

5.2.6 Incident Response Team (IRT)

Name	Address	Mobile/Cell Phone
Hanan Blumstein	13 Lea Amster 13,	972-54-6586661
	Petah Tikva, Israel	
Yaron Geuta	21 Netzach Israel St.,	972-54-5597042
	Hod Hasharon, Israel	

5.3 Appendix C: Forms

5.3.1 Incident/Disaster form

Upon notification of a incident/disaster situation the On-Duty Personnel will make the initial entries into this form. It will then be forwarded to the ECC, where it will be continually updated. This document will be the running log until the incident/disaster has ended and "normal business" has resumed.

TYPE OF EVENT



	-
	-
	-
LOCATION	
	-
	-
	-
	-
	-
BUILDING ACCESS ISSUES	
	-
PROJECTED IMPACT TO OPERATIONS	
	-
	-
	_
	-
	-
	-
RUNNING LOG (ongoing events)	
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	-
	-



5.3.2 Critica	l equipment status	form	
COLUCAL EQUIDA	AENT STATUS		
CRITICAL EQUIPN ASSESSMENT AN	D EVALUATION F	ORM	
Recovery Team:			
Recovery rearri.			
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<u>quipment</u>	[STAT <u>Condition</u>		Comments
	<u>Condition</u>		<u>Comments</u>
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	<u>Condition</u>	Salvage	
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	<u>Condition</u>	Salvage	
	Condition	Salvage	
	Condition	Salvage	
5	Condition	Salvage	
5	Condition	Salvage	
2	Condition	Salvage	
7	Condition	Salvage	





Legend

Condition: OK - Undamaged

DBU - Damaged, but usable

DS - Damaged, requires salvage before use D - Destroyed, requires reconstruction