



AWR Lloyd's recommended covid-19 crisis management framework

**EMERGENCY
BASICS**



**WAR
ROOM**



**HEALTH &
SAFETY FIRST**



**KEEP CALM,
COMMUNICATE
& CARRY ON**

**SURVIVE &
THRIVE**



**COST
REDUCTION**



**LIQUIDITY
MEASURES**



**OFFENSE &
LONG TERM**



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WAR ROOM

- Establish centralized and dedicated Emergency Action Team with clearly defined authority and action powers
- Weekly Wake-Up Calls with all senior management: sense of urgency
- Establish digital and physical War Room for monitoring (tracking tools), comms and management during crisis.
- Quickly establish issues and opportunity map, stress tests, trigger-points, cascade of action plans with ownership and deadlines: (i) Health & Safety, (ii) Operations & Logistics, (iii) Liquidity & CF



HEALTH & SAFETY

- Adopt conservative protocols: hygiene measures, social-distancing and other precautions
- Keep all employees continuously up-dated with all global and local official information and guidance
- Consider feasibility for contingency provision of medical care for staff (and communities?) in worst-case scenario where government and private health care systems are overwhelmed
- Pivot CSR programme to focus on Covid-19 relief



KEEP CALM & CARRY ON

- CEO and senior management should 'over-communicate' with all employees with focus on morale-boosting messages and advice
- Focus on practical, operational and logistical issues (and learn from case studies –eg Korean and Chinese power and energy companies ?) to ensure smooth 'carry on'
- Customers and other key stakeholders will also need personalized individual attention and reassurance with active communication to work through issues realistically and calmly



COST REDUCTION

- Top-down and bottom-up analysis of all capex, operating costs and working capital planned 2020-21
- Apply War Room scenarios and stress-tests to cashflow at all levels, departments and operating units to assess impact
- Assess feasibility, impact, pros and cons of cancelling, postponing or reducing each cost item
- Consider closure of certain operations, lay-offs, leave-without-pay incentives, contract renegotiation



LIQUIDITY MEASURES

- Stress-tests: bank covenants, fund flow, default etc. Drawdown plan on all facilities. Dividend policy.
- Government fiscal and crisis support opportunities
- List all potential liquidity measures: feasibility, impact, pros-cons, speed
- Equity issuance, sell-down, strategic partner and divestment options
- Assess new funding instruments: green bonds, transition bonds, PE or infra fund and SPV structures, securitization, tokenization



OFFENSE & LONG TERM

- Period of global crisis is an opportunity to build trust, intimacy and loyalty with key customers and stakeholders
- Opportunity to take more radical action to pivot resources and accelerate the transition to more sustainable and resilient areas of growth
- Identify M&A, CVC and new customer opportunities: eg distressed assets, new tech trends and customers who lose their usual suppliers
- Learn lessons for longer term strategic resilience and flexibility: case studies, new business models



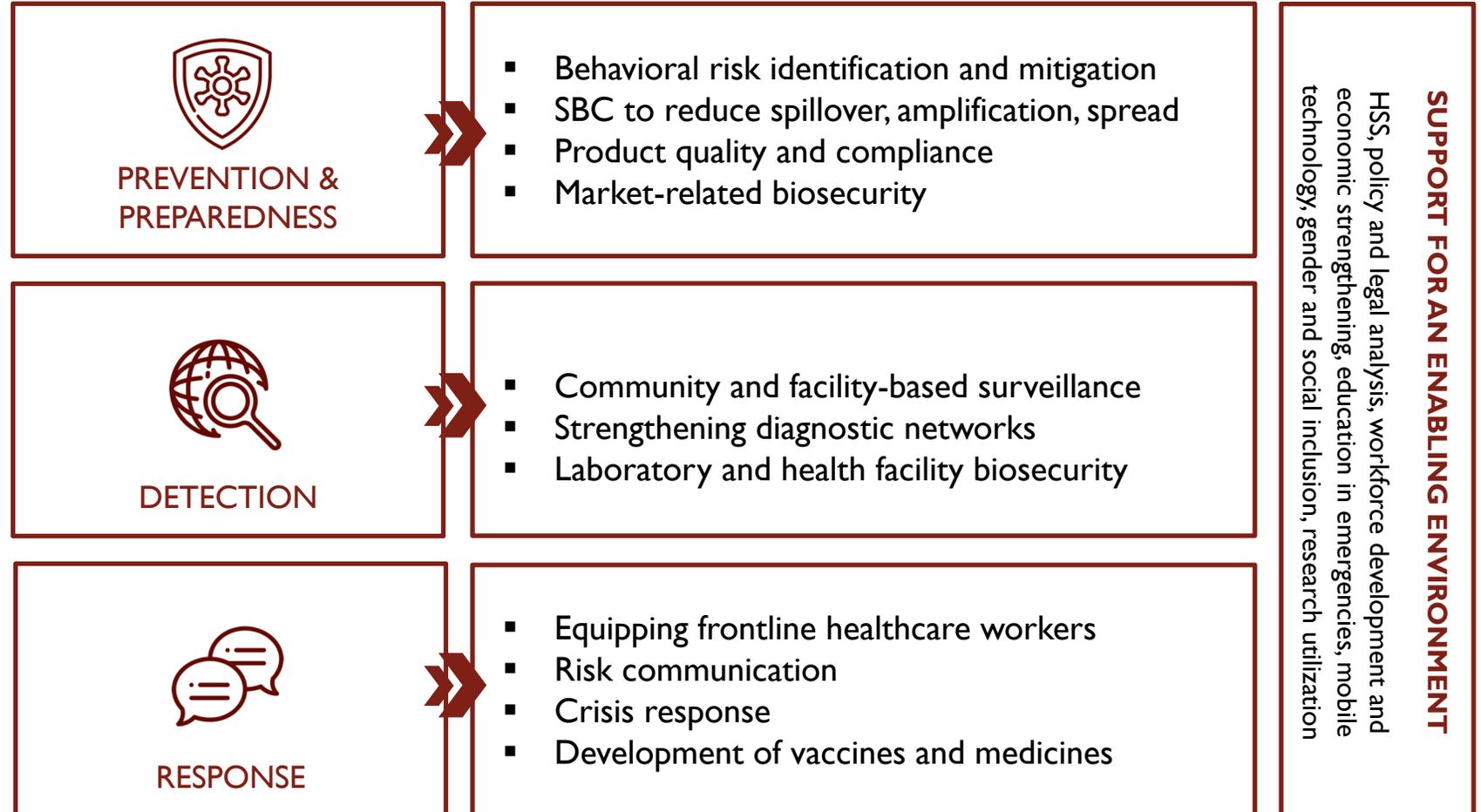
FHI 360: INTRODUCTION*

FHI 360 is an international nonprofit working to improve health around the world. With 4,000 staff, FHI 360 serves more than 60 countries via work grounded in research and science. FHI 360 is currently working on covid-19 response operations throughout Asia. Activities include:

1. Technical assistance to develop emergency response plans and protocols for hospitals and governments
2. External quality assurance
3. Procurement of covid-19 related supplies
4. Assistance with specimen transport
5. Training for laboratory staff on biosafety, sample collection and handling, packaging, cold-chain and storage
6. Supporting virtual platforms to provide accurate covid-19 information to citizens, foster civil society collaboration, and link vulnerable community members who may need services
7. Technical assistance to develop messaging around covid-19

FHI 360 COVID-19 PREVENTION, PREPAREDNESS, DETECTION & RESPONSE CAPABILITIES

* www.fhi360.org





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We have completed over 400 assignments with international clients investing in Asia as well as Asian clients who need support with their growth and capital markets strategies.



Our service approach is independent, discrete, customized, and hands-on. Our clients see us as 'in-house' advisors and as long-term strategic and implementation partners.



As disruptive mega-trends and geopolitical uncertainties increasingly impact all sectors, clients are looking to us for fresh perspectives, innovative thinking, and on-the-ground implementation support.

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