



AWR Lloyd's C-19 advisory services



AWR LLOYD RECOMMENDED C-19 RISK MANAGEMENT FRAMEWORK

CONTINUITY
BASICS

WAR ROOM

HEALTH & SAFETY FIRST

KEEP CALM,
COMMUNICATE
& CARRY ON

SURVIVE &
THRIVE

COST REDUCTION

LIQUIDITY MEASURES

OFFENSE &
LONG TERM



AWR LLOYD CORE SERVICE MODULES

1

PROJECT CONTINUITY

AWR Lloyd has a partnership with global health NGO, FHI 360 to provide best practice health and safety protocols and project continuity advisory for major infrastructure, energy and resource projects.

2

CORPORATE STRATEGIC INNOVATION

AWR Lloyd is advising its clients on corporate finance resilience and how to use the disruptive forces of the pandemic to accelerate corporate transformation, restructuring and innovation.



AWR Lloyd's recommended C-19 Risk Management Framework



WAR ROOM

- Establish centralized and dedicated Crisis 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 best practice protocols: hygiene measures, physical 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 to ensure smooth corporate, operational and project continuity.
- 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 2020-22
- 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

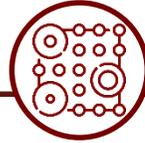


Project Continuity Service



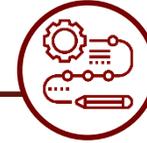
COMPREHENSIVE RISK ASSESSMENT

- Review of site location, existing health resources and current response plans
- Assessment of workforce health resilience, including any living, working and welfare space risk factors
- Can be conducted online by interviews or virtual site visits



COVID-19 RISK MATRIX TOOL

- Proprietary risk matrix system developed by AWR Lloyd with accompanying Excel spreadsheet.
- Enables a proportionate response to Covid-19 threat severity
- Supports cost-control and manages operational disruption.



PROJECT CONTINUITY PLAN

- Tailored actions in response to gaps identified by risk assessment.
- Includes 4 key components;
 - ✓ Preparedness Plan
 - ✓ Escalation Plan
 - ✓ Response Plan
 - ✓ Recovery Plan



GLOBAL COVID-19 TECHNICAL REVIEW

- Expert review of industry-specific occupational hazard elements that may be exacerbated by COVID-19
- Can be integrated as a component of current safe-to-work assessments



GLOBAL BEST PRACTICE PROTOCOLS & CASE STUDIES

- Review of peer industry or company management of COVID-19
- Includes interviews with industry experts and thought-leaders influencing COVID-19 response

PROJECT CONTINUITY IMPLEMENTATION

- Participation in H&S meetings
- Guidance on communication and Social Behavioral Change
- Expert review of threat severity escalations and COVID-19 test data



AWR Lloyd partner for Covid-19 HSE risk advisory: FHI 360



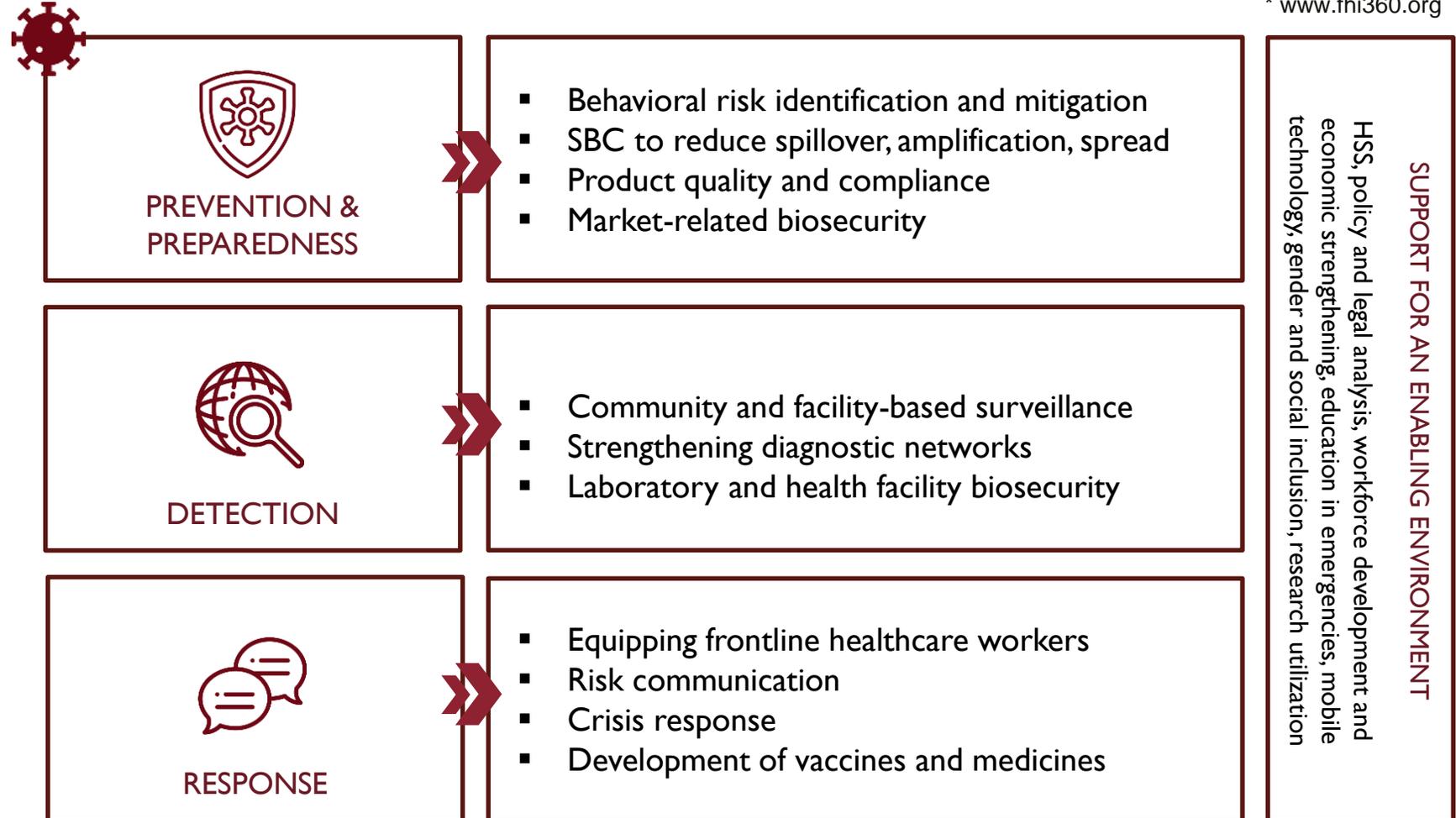
* www.fhi360.org

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





AWR Lloyd has a 21-year track record delivering bespoke strategic advice, M&A support, and industry intelligence to some of the world's biggest and most successful companies.



We have completed over 500 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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