

CLEPA COVID-19 Impact Pulse Check

1. To what degree do you **expect issues with customers cancelling or delaying orders** for the next 3 months?

In EU :	No	0- 20%	20-40%	40 – 60%	>60%
In China :	No	0- 20%	20-40%	40 – 60%	>60%
In US/Mexico :	No	0- 20%	20-40%	40 – 60%	>60%
In Latin America :	No	0- 20%	20-40%	40 – 60%	>60%

2. What is the **total estimated effect** on your company's **revenue in 2020**?

- a) **0-5%** below plan
- b) **5-10%** below plan
- c) **10-20%** below plan
- d) **20-30%** below plan
- e) **30%** below plan

Please comment on your response (e.g., observations):

3. What is the **total estimated effect** on your company's **EBIT in 2020**?

- a) **0-5%** below plan
- b) **5-10%** below plan
- c) **10-20%** below plan
- d) **20-30%** below plan
- e) **30%** below plan

Please comment on your response (e.g., observations):

4. **How long** will it take until your company has **fully recovered** from the COVID-19 impact?

- a) **<6** months
- b) **6-12** months
- c) **12-24** months
- d) **>24** months

5. Which **measures** does your company implement to **adjust its production capacities** in response to the COVID-19 crisis?

- a) Temporary **shut-down of plants**
- b) **Reduction of shifts**
- c) **Other measures:**
- d) **None**

Please comment on your response (e.g., observations):

6. Which **overall measures** have you introduced in response to the COVID-19 crisis?
- a) Establishment of company-wide **crisis management center**
 - b) Introduction of **employee protection measures** (e.g., hygienic measures, distribution of protection equipment, adapting shift patterns)
 - c) Screen and safeguard **supply chain** (e.g., analyze risk of supply chain disruption, initial actions to address anticipated shortages)
 - d) Identification and mitigation **risk of declining sales** (e.g., identify affected current/future projects, proactive interactions with customers)
 - e) **Financial stress testing** (e.g., definition of company-specific scenarios, actions to maintain own and ecosystem's financial health)
 - f) **Other, please specify:**
 - g) **None**
7. Which **measures** has your company introduced to **enable non-production employees to work remotely**?
- a) Simplified **work from home policy** (e.g., no authorisation required)
 - b) **Alternating work schedules** (e.g., half of workforce in home office)
 - c) **Home office as default**
 - d) **Other:**
 - e) **None**
8. What **measures** do you plan regarding your **workforce in Europe**?
- a) **Lay-offs**
 - b) Introduction of **short-term work**
 - c) Decrease in **external employees**
 - d) **Other:**
 - e) **None**
9. What do you think will change in the **“new normal” for your company**, i.e. the situation after **COVID-19**?
- a) Increase in **regional sourcing**
 - b) Increase in **local production**
 - c) Regular **simulation of supply chain risks** (e.g. incl. modelling of implications on cash and liquidity situation)
 - d) Changes in **sales channels**
 - e) Changes in **product portfolio**
 - f) Lowering of **break-even point** (due to fixed cost reduction)
 - g) Increase in **remote work**
 - h) Other **consequences** (please specify):
 - i) **No changes**

10. Do you expect **issues with the logistics/transportation/customs procedures**?

- a) **Yes**, when China starts delivery again
- b) **Yes**, within Europe (e.g., given the border closing)
- c) **Partially** in certain countries, e.g.
- b) **No**

11. What kind of useful **support measures** do you expect from **governments**?

- a) **Fiscal support** – tax suspension
- b) **Cash infusion**/access to liquidity
- c) **Labour market measures** (e.g., short term work)
- d) Extended **credit lines**
- e) **Other**: