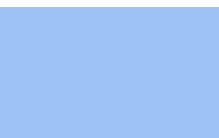


Business continuity and crisis management

Introduction

April 2020



In crisis, ensure stable business and manage cash to maintain performance

O&C crisis management

Fields of action for crisis management



Business continuity



Secure customer engagement

Adjust customer journey to accommodate crisis requirements and communicate actively on changes and issues



Protect workforce

Protect employees' health and security and communicate actively that well-being is highest priority. Change working norms, making remote work practical and simple whenever possible and adjust production/service schedules



Stabilize business operations end to end

Ensure supply chain stabilization through logistics and supplier engagement, production capacity optimization, active inventory and demand management



Stabilize IT

Assess potential risks, plan for continuity, monitor status of people, process and systems and involve employees



External spend and cash management



Test financial scenarios

Develop different scenarios and suitable solutions to be prepared and quick to act when needed



Reduce spend

Find ways to reduce external and internal spend without enduring negative effects on business model and growth potential



Optimize cash management

Get a complete view of the entire financial value chain, free up tied-in working capital, speed up cash conversion cycle

Create transparency, take action and monitor to ensure business continuity

O&C's approach

Create transparency

- **Screen available documents and services** to assess as-is status of available internal and external business continuity plans and measures
- **Assess the documents' quality and re-move gaps** in terms of
 - compliance and comprehensiveness and
 - applicability
- **Develop and install dashboard to provide daily status on relevant items**
 - Sales, customers
 - Workforce
 - Process and systems
- **Communicate available information and concrete next steps** to employees and external vendors/ partners

Take action

- **Set up and allocate task force** to fill the previously identified gaps (content and training) in documents and services in the business continuity plans
- Take concrete actions, such as
 - **Adjustment and completion of business continuity plans** for critical IT systems/ applications
 - **Ad hoc development and provision of trainings** for employees
 - **Establishment of IT VIP level support**
 - **Introduction of regular updates** for the employees and external vendors/ partners
 - **Securing key stakeholder accessibility** and availability
- **Feed status dashboard** with required input

Continuously monitor and mitigate risks through people, system and application status dashboard