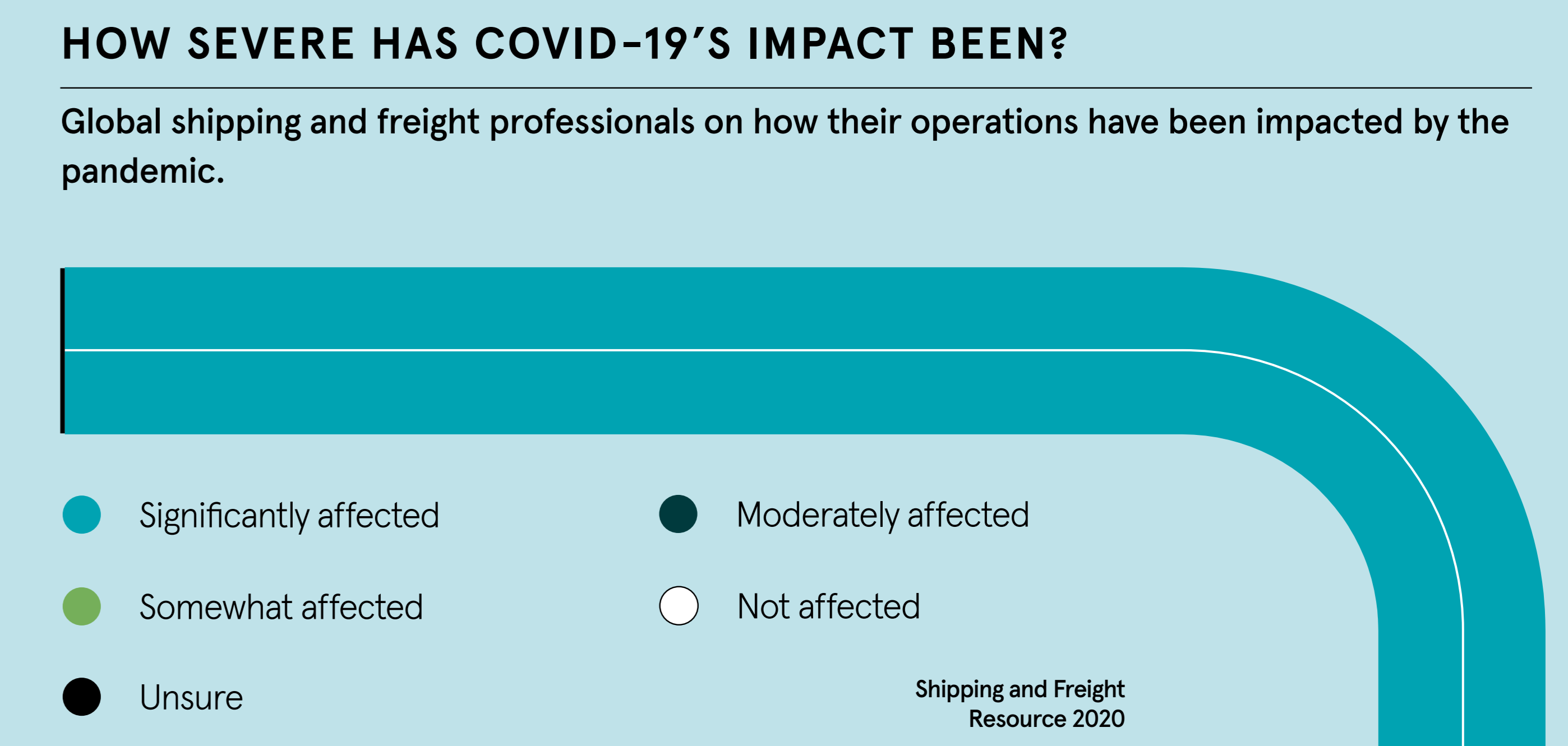


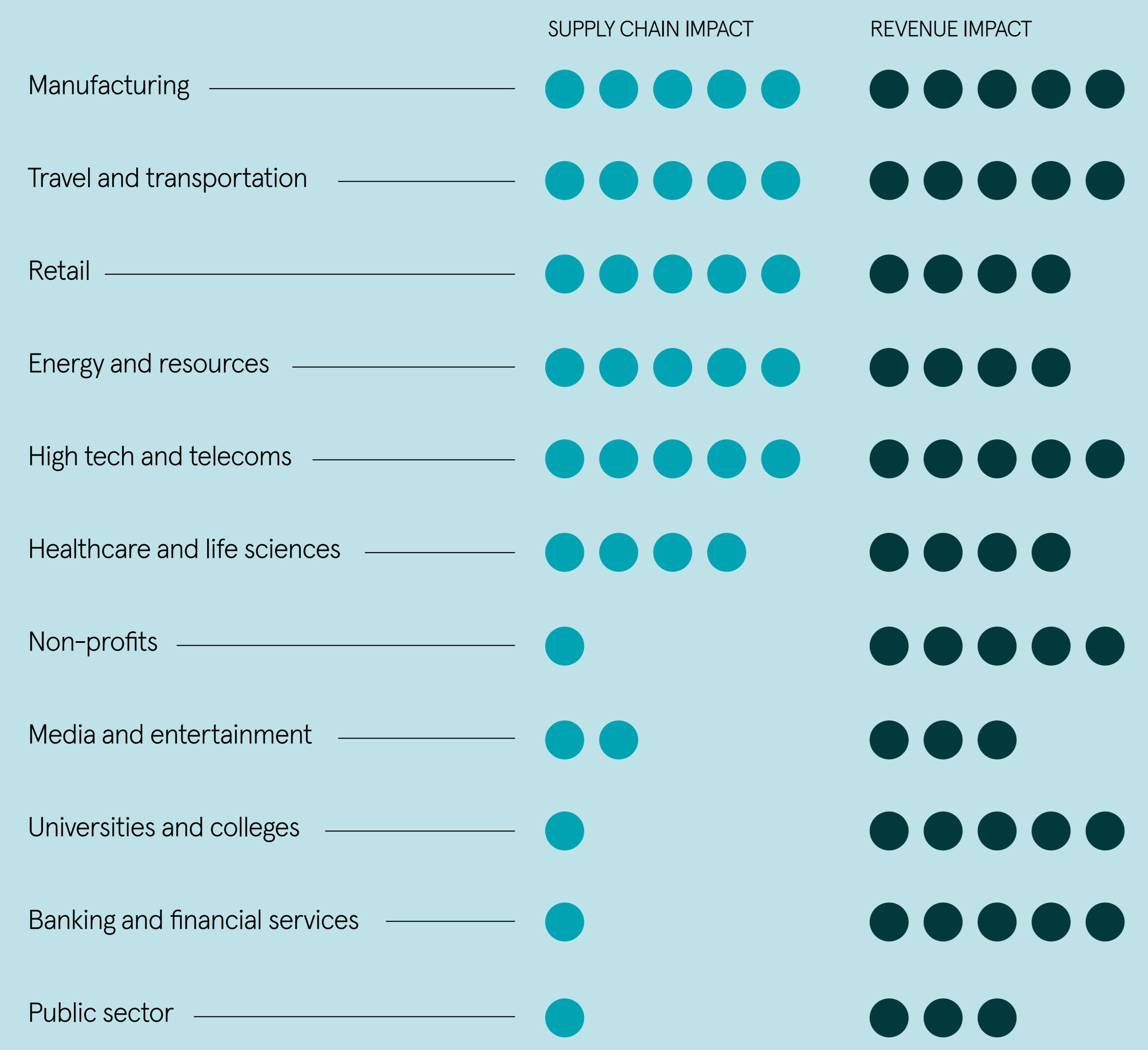
# SUPPLY CHAIN SHOCK

COVID-19 has disrupted almost every element of daily life around the world, and its impact on global supply chains has been unprecedented. With international travel halted, customer demand affected, and at least 51,000 companies around the world with tier-1 suppliers in China's worst-affected regions left high and dry, the ramifications have been severe. So, how are supply chains faring now, and how are organisations planning to build resilience for the future?



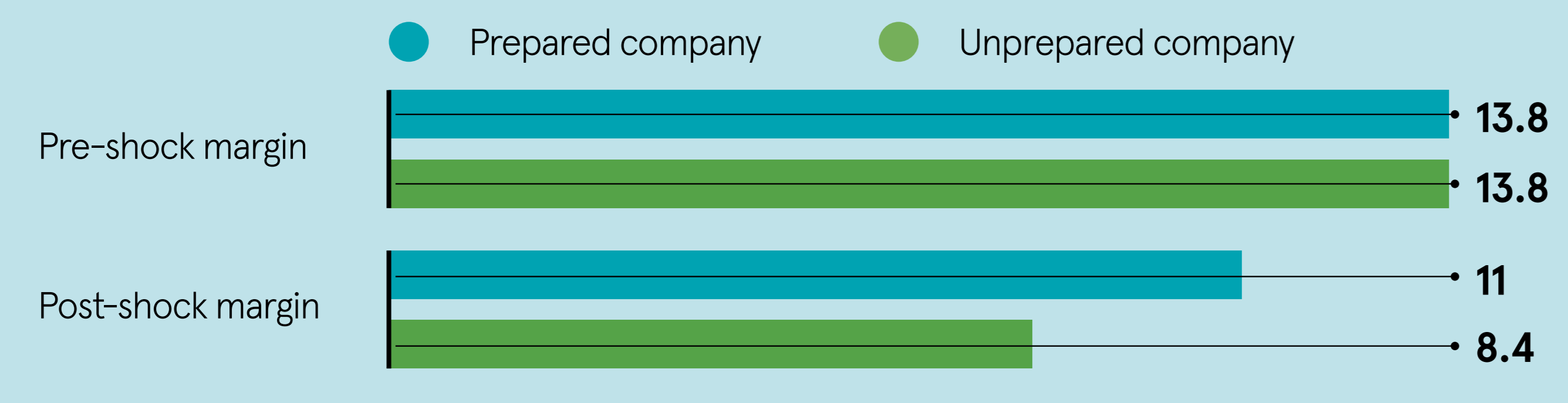
## WHOSE SUPPLY CHAINS HAVE WEATHERED THE STORM?

COVID's impact on supply chain and revenue across sectors worldwide, where one dot denotes 'minor impact' and five dots denote 'severe impact'



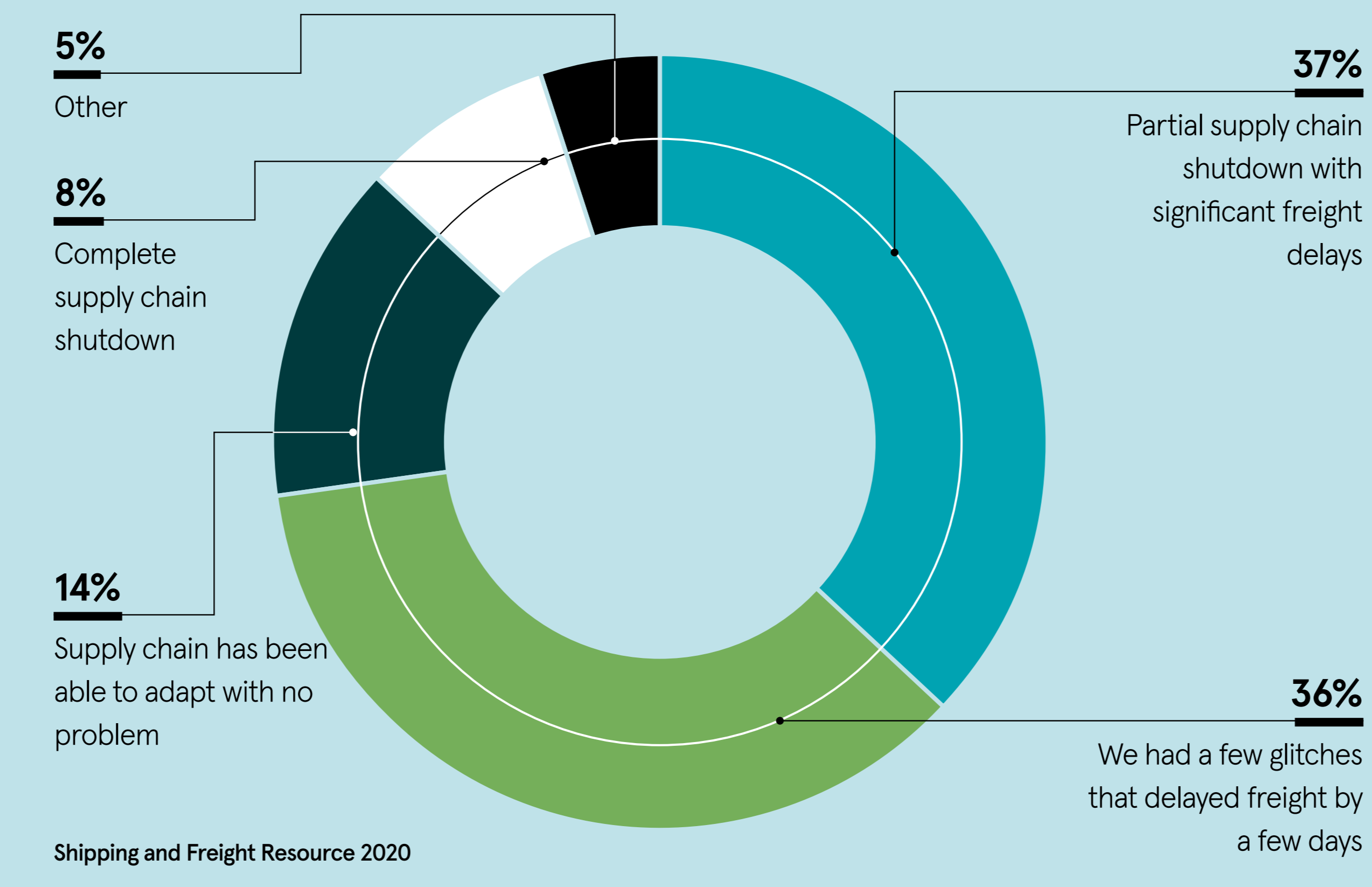
## WHY BEING PREPARED REALLY PAYS

The following is based on automotive companies - one of the most heavily exported manufacturing sectors - taking opposite approaches to dual-siting production, holding inventory, and carrying more comprehensive insurance; numbers show the impact a 50-day supply chain disruption has on profit margins



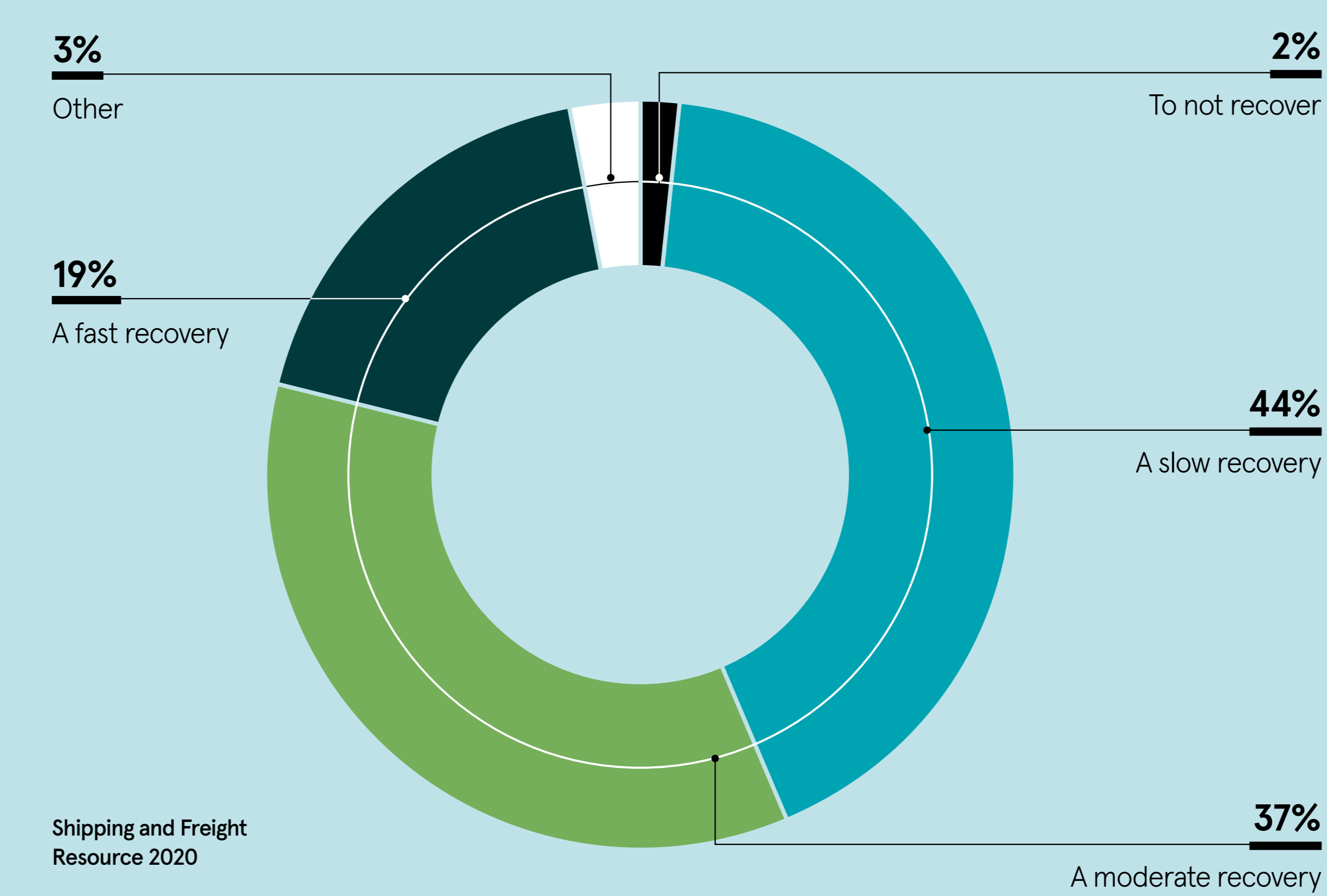
## SUPPLY CHAINS NOT AS ADAPTABLE AS THEY NEED TO BE

Global shipping and freight professionals on how they reacted to the pandemic



## GETTING BACK TO NORMAL TAKES TIME

Global shipping and freight professionals are positive for the future, but don't expect a speedy recovery



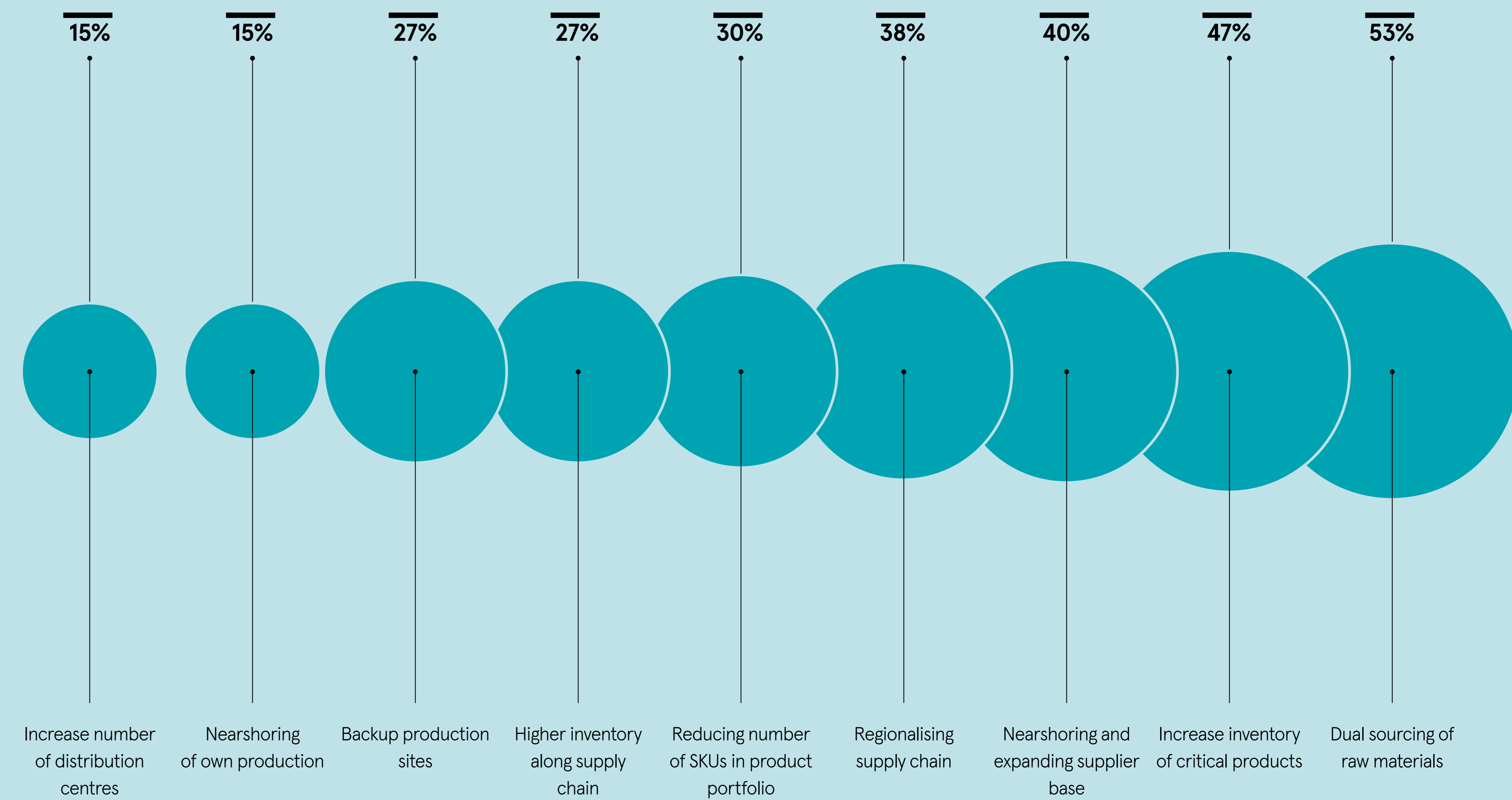
## MAKING PLANS FOR A STRONGER FUTURE

Supply chain leaders rate their resilience today and going forward



## HOW SUPPLY CHAIN LEADERS ARE BUILDING RESILIENCE

Top strategies global business leaders have chosen to ensure they can weather and adapt to future disruptions in supply chain and production



59%