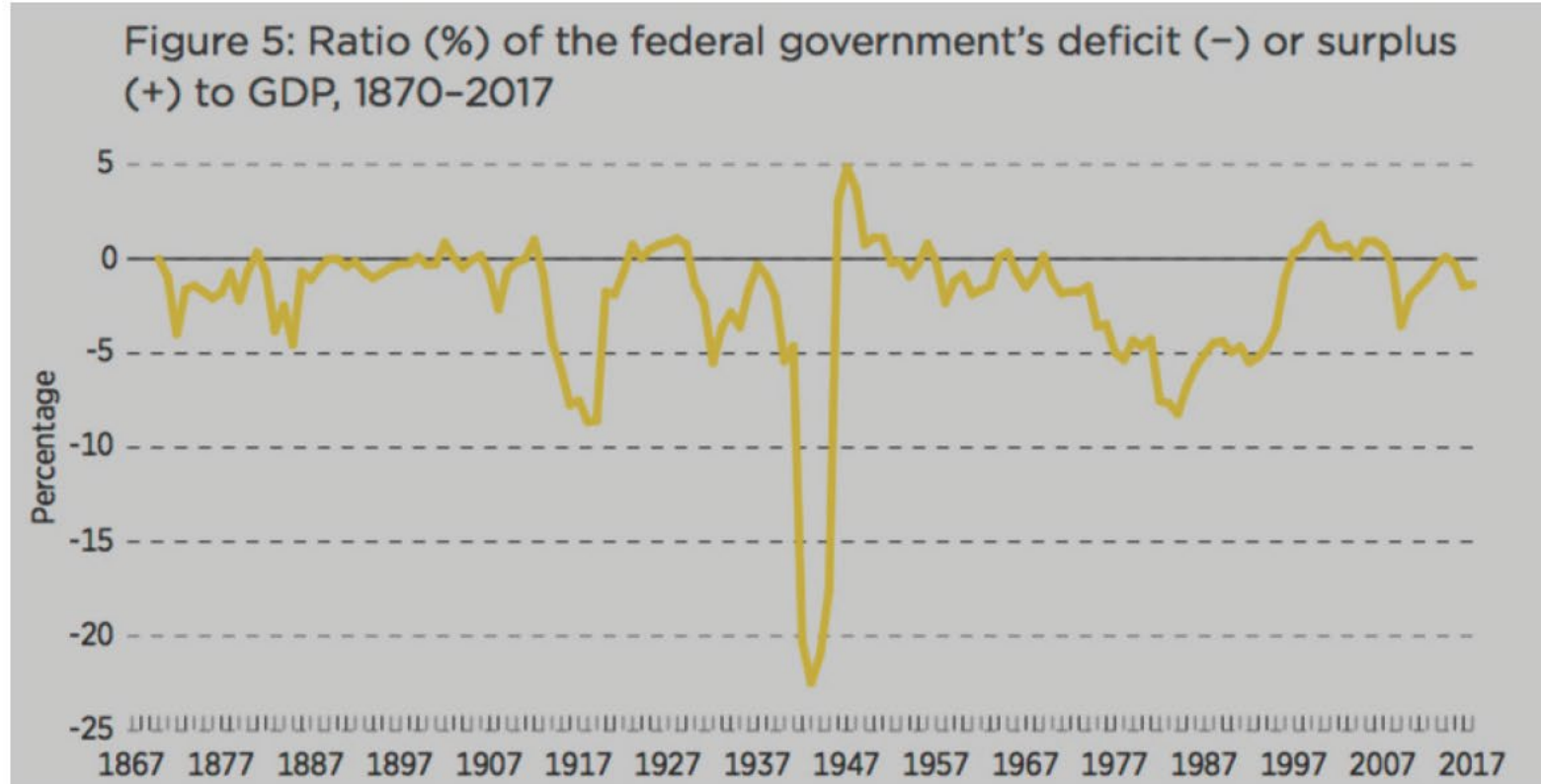


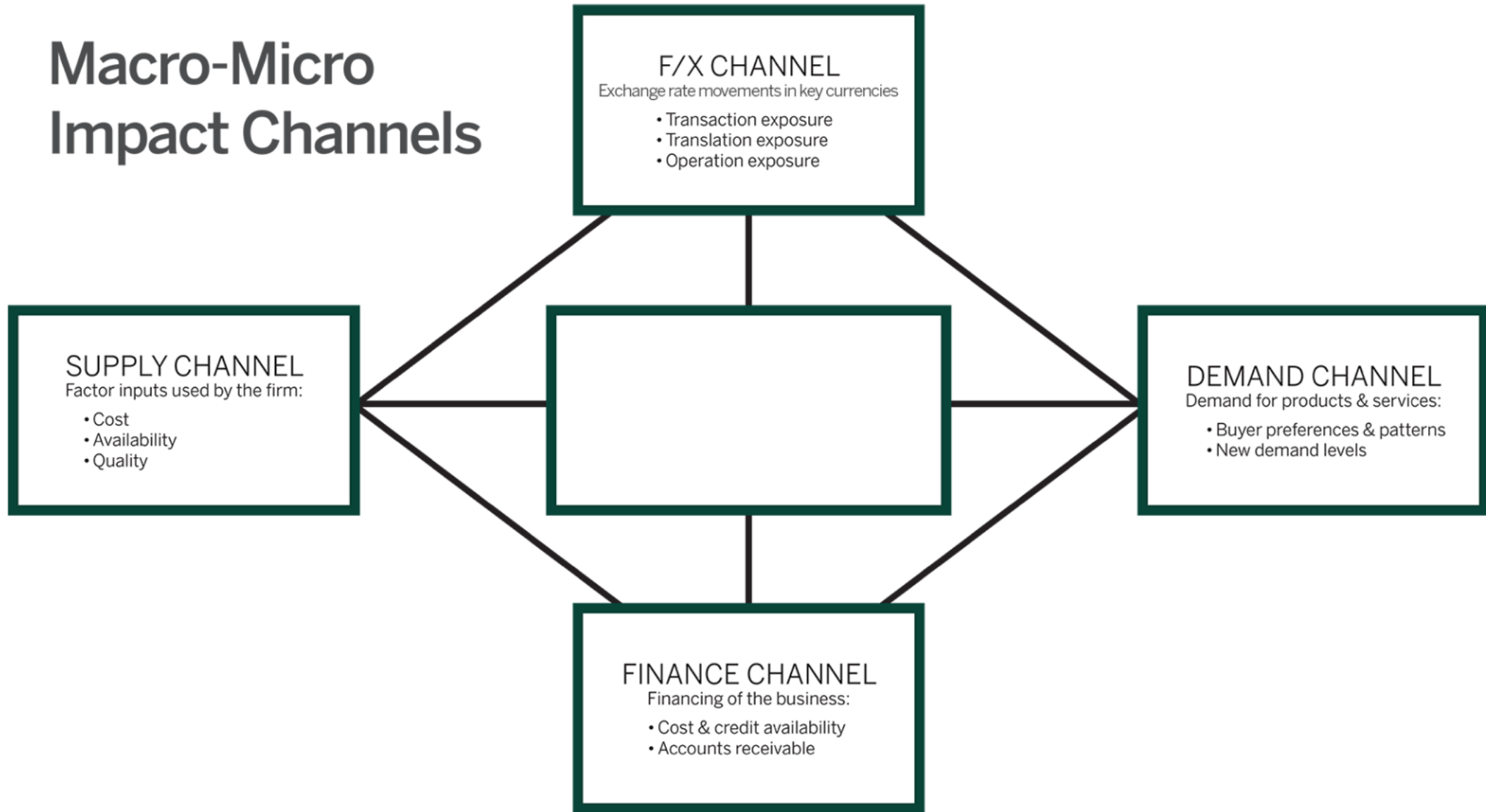
# Debts & Deficits in History

(Canada)

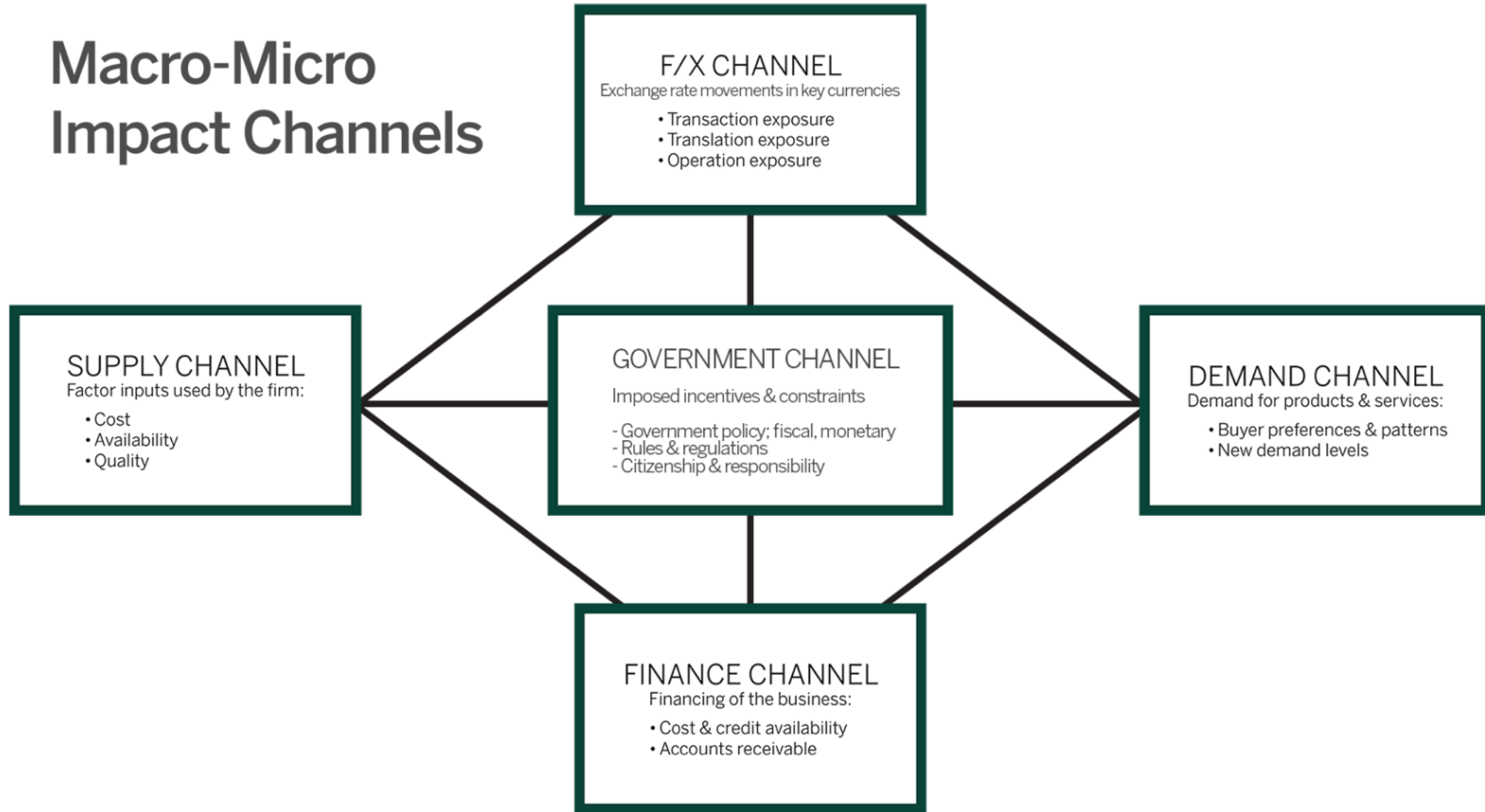


Source: Fraser Institute

# Macro-Micro Impact Channels

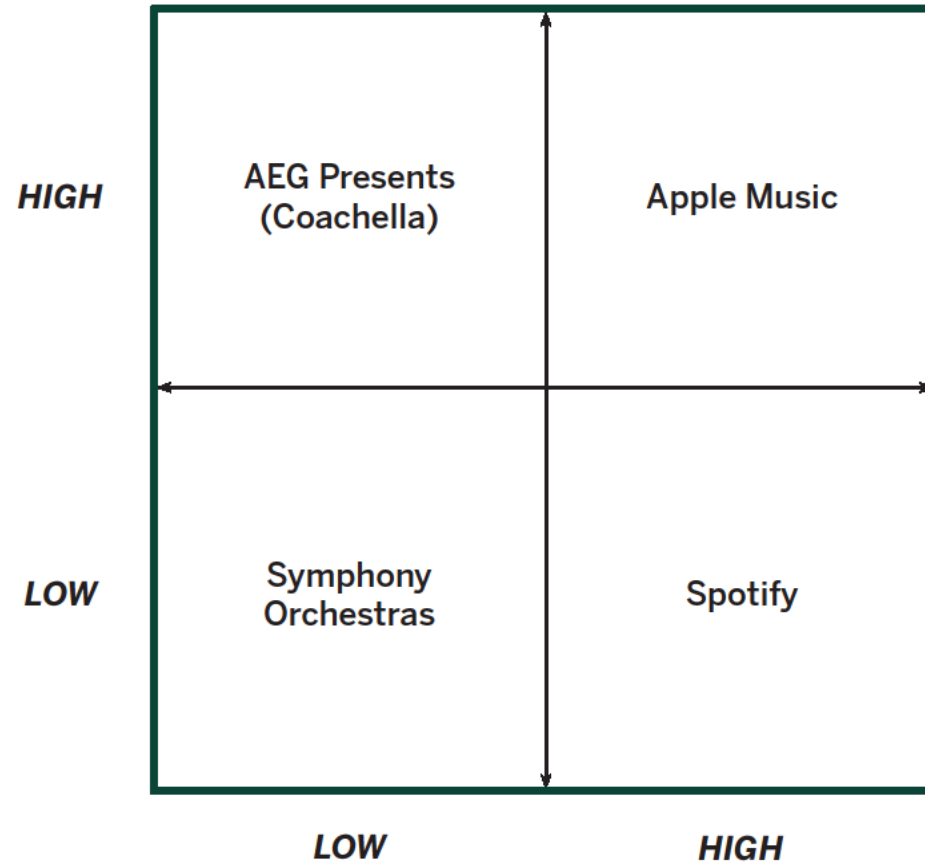


# Macro-Micro Impact Channels



### Financial Resilience

- Strong balance sheet (cash, low debt)
- Access to credit
- Corporate parent shelter



# How concerned should your business be?

Business Resilience Matrix

### Business Model Resilience

- Solid business fundamentals (P&L)
- Staple/non-discretionary purchase
- Low to moderate cash outlay
- Digital or *digitizable* purchase and fulfillment

### Financial Resilience

- Strong balance sheet (cash, low debt)
- Access to credit
- Corporate parent shelter

HIGH

LOW



LOW

HIGH

### Business Model Resilience

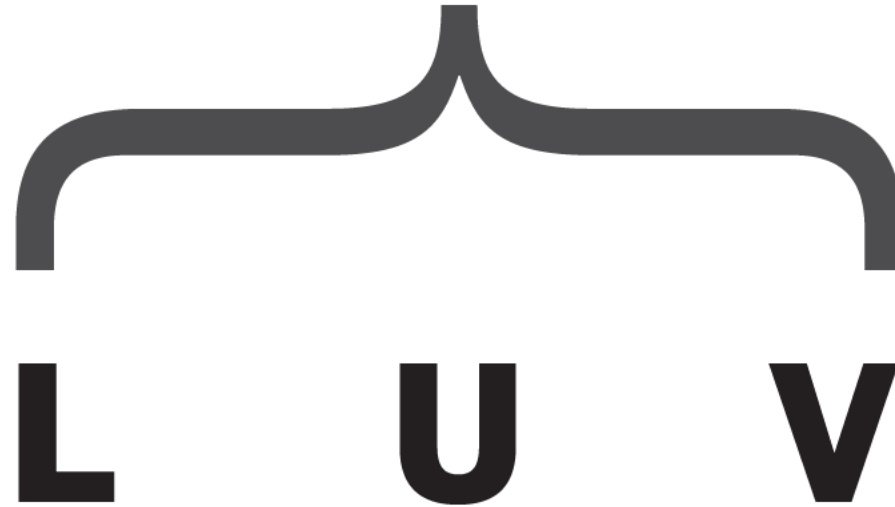
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# How concerned should your business be?

Business Resilience Matrix

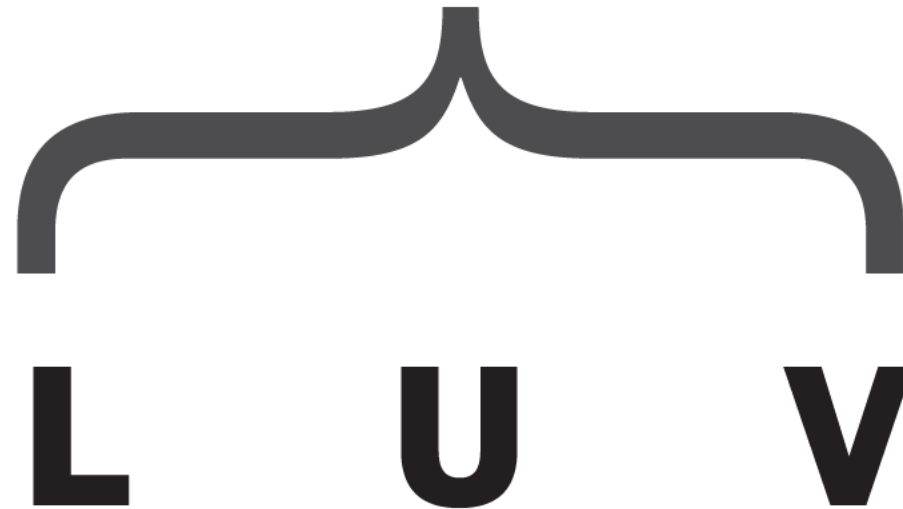
# Strategy & Leadership for Alternative Futures

Alternative Recovery Scenarios

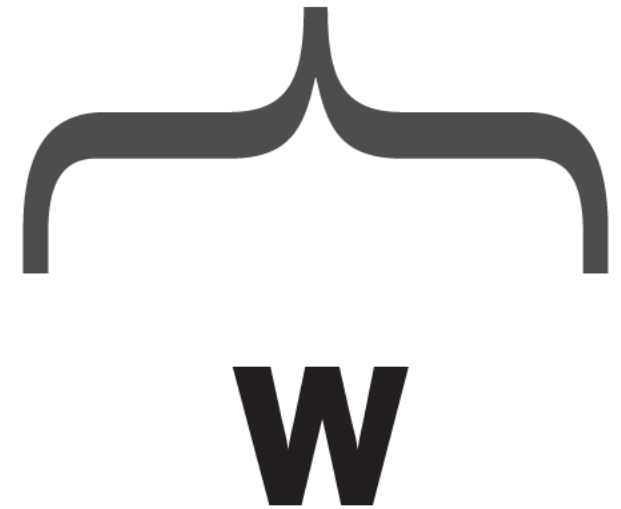


# Strategy & Leadership for Alternative Futures

Alternative Recovery Scenarios

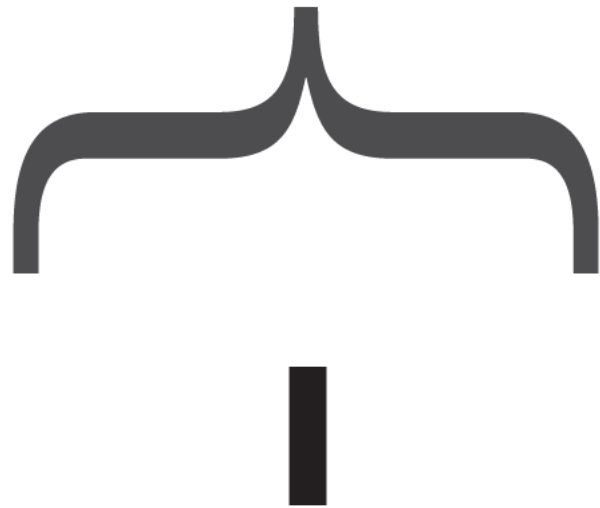


Sine Wave Recovery

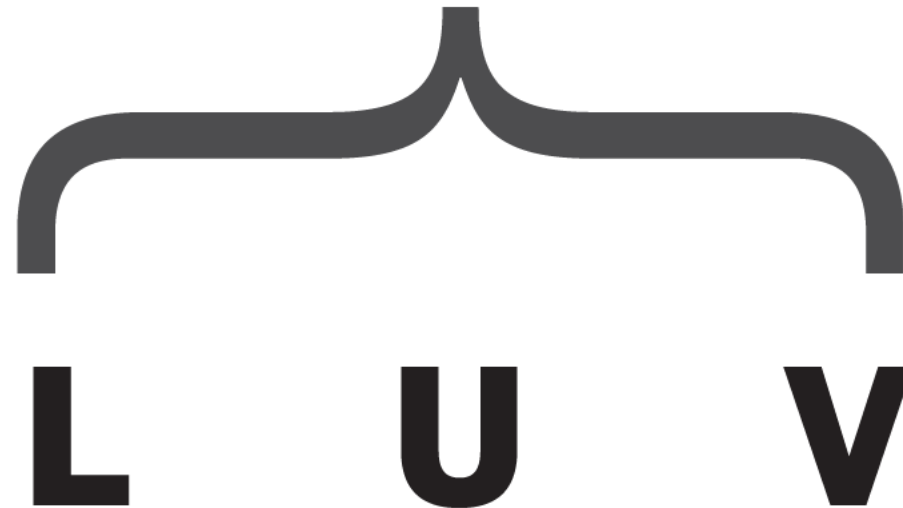


# Strategy & Leadership for Alternative Futures

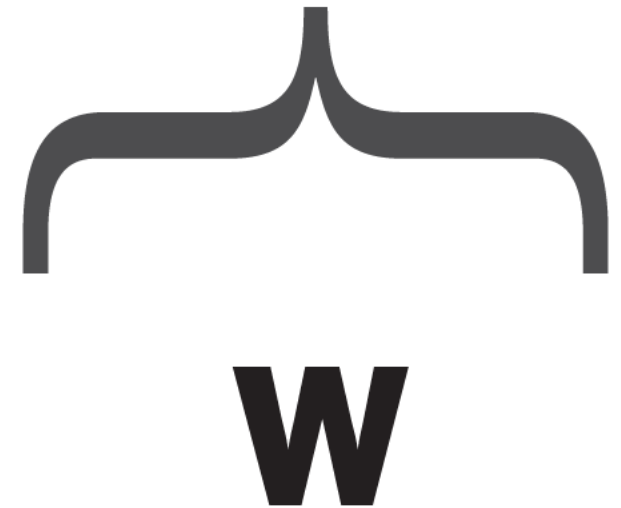
Current Crisis Period



Alternative Recovery Scenarios



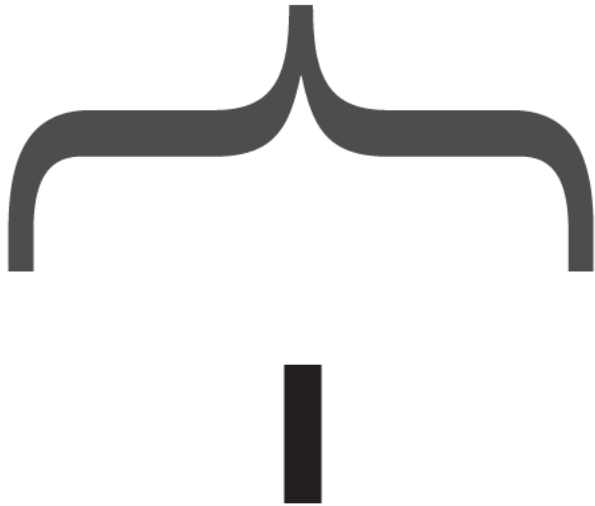
Sine Wave Recovery





# Strategy & Leadership for Alternative Futures

Current Crisis Period



## **Key Themes & Priorities:**

1. Health & safety (employees, customers, etc.)
2. Cash & credit lines
3. Communication with key stakeholders
4. Cost reduction
5. CSR/ “Good Corporate Citizenship”
6. Government relationships
7. Maintenance and care of equipment & facilities
8. Sales retention