**2020 Strategy and Impact**

| **Strategy** | | |
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| Financial | others | 'preserve financial flexibility',  ‘sharing contribution’,  ‘credit reduced’,  "pay salaries"  "largely maintained cash"  "spend reducing compensation"  "preserve flexibility"  'sell shares',  "focus our portfolio"  'exit our joint venture investment',  'lease concessions and deferrals',  'prohibiting non essential',  'approach based discounted cash',  'exited underperforming contracts assets',  'largely maintained cash equivalents',  'assist companies mitigating financial impact',  'focus portfolio',  'focus portfolio core services offerings'，  'payment defer'  'stop paying dividends', |
| Additional funding | 'raise additional capital',  'additional funding',  'obtain financing',  'to borrow these additional', |
| Reduce costs | 'reduce costs',  'actions to reduce fixed costs',  'essential spend reducing',  'reduce operating expenses',  'non essential spend reducing compensation',  'eliminating non essential spend',  'essential spend reducing', |

| **Strategy** | | |
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| Operations  Management |  | 'retain sufficient',  'reduce demand',  'avoid large gatherings',  'remote working arrangements',  “reduction force closure"  "demand travel behavior"  "measure maintain"  "maintain good relationships"  "demand airline cargo"  'impose travel restrictions'  'force closure airframe maintenance',  'remote working',  'employee layoffs',  'store closures', |
| Customer | 'capture the customer'  'attract new customers',  "capture customer demand"  "defense customers believe",  "segment commercial customers"  "demand variability customers" |
| Employee | "restrictions employee’s disruptions"  'retain key employees',  "employees absence formal"  'compensation and benefits furloughs reduction',  'reduce staffing',  "portion furloughed",  'freeze new hiring reducing',  "workforce subsequently retain"  'furloughing our employees will',  'hiring reducing or',  'attract retain necessary skilled labor',  'spend reducing compensation benefits furloughs',  'discouraging employee attendance',  'rehiring capable employees',  'compensation reductions', |
| Commercial Activities | 'decrease in commercial airline activity'  "exit underperforming"  "exit joint venture"  'decrease commercial',  'ensure uninterrupted service',  'support services prolonged',  "deferred arrangements",  'perform critical functions',  'ensure business continuity',  "ability provide aftermarket"  "mitigate demand variability"  "preserve flexibility liquidity"  'taken actions to preserve flexibility',  'improve profitability'  "increasing discount rates"  'seek work demand',  'provide aftermarket support'  'provide aftermarket support and services',  'response to the impact',  'added services',  'bargaining agreement retained',  'decreased commercial aircraft',  'including slower recovery',  'prohibiting non essential business travel',  'providing facemasks',  'advertising cancellations',  'decrease technology spending',  'promote digital transformation',  'online sales',  'facilitated online teaching'  'procurement transformation initiatives',  'labor allowed capture customer',  'concessions deferrals',  'decided sell composites manufacturing'  'decrease material  'core services offerings',  'costs assurance act furloughing employees',  'demand services taking measures maintain',  'ability secure new',  'adopted policies prohibiting',  'airframe maintenance',  'assessing impact',  'plan assumptions including slower recovery',  'provided financing activities',  'total rent payments deferred arrangements',  'sell composites',  'provide unique skill sets necessary' |
|  | Facility | 'facility are largely being maintained',  'closure offices',  'facility precautionary measure',  'limiting availability facility',  'maintenance facilities retain contract', |
|  | Production | 'reduce production levels',  'stoppage',  'reduce operations',  "temporarily suspend",  "closure airframe maintenance"  "lower productivity"  'obtain regulatory approval’  'prolonged work stoppage',  'production reduce',  'reduce inventory levels',  'reduce production levels',  'stoppage',  'reduce operations',  "temporarily suspend",  "closure airframe maintenance"  "lower productivity"  'obtain regulatory approval  'prolonged work stoppage', |
|  | Supply | 'obtain sufficient materials',  'require additional resources',  'obtain components',  'obtain supplies',  'find alternate sources',  "decrease material"  'obtain clinical supplies’  'seek alternative suppliers', |
|  | Predict  Evaluation | "predict the impact",  "changes certain assumptions",  "adjusting business plan",  'or adjusting our business',  "assessing impact changes",  "increase evaluate sensitivity",  "require considerable management"  "decided sell composites",  "commercial operators evaluate"  'progressively increase evaluate',  'utilized quantitative assessment',  'assessing impact', |
|  | Skilled  Assemble | "quickly reassemble skilled",  "provide unique skill",  "skilled personnel return"  "quickly reassemble" |
|  | Stimulus | "relief and stimulus",  "provide relief stimulus"  'stimulus measures to assist', |

| **Impact** | |
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|  | 'airline cargo services reduced',  "exacerbate other risks discussed",  "absences lower productivity",  "cargo services reduced",  "operating loss",  "disruptions supply",  "temporarily suspended",  "absence formal restrictions",  "economic disruption",  "impact of change",  "affect demand airline",  "extent pandemic prolong",  "foreign governments deducted",  "formal restrictions",  "impacts demand services",  "negatively impacts demand",  "economic and market uncertainty",  "flying overall decline",  "reduced profitability",  "experienced increase sales",  "affected travel demand",  "affect business operating",  "unable quickly reassemble",  "aftermarket growth trends",  'delay clinical development',  "affected atravel demand"]  'reduced profitability',  'absences lower productivity'  'adversely affect business',  'adversely affect demand',  'adversely affect demand airline',  'impacted volatility stock price',  'tax deferral',  'world disruptions',  'absence formal restrictions',  'services reduced',  "worker absence",  "employees absence",  "damage employee relations",  'commercial customers decreased',  'disruptions business material',  'disruptions supply',  'disruptions supply chain business operations' |