

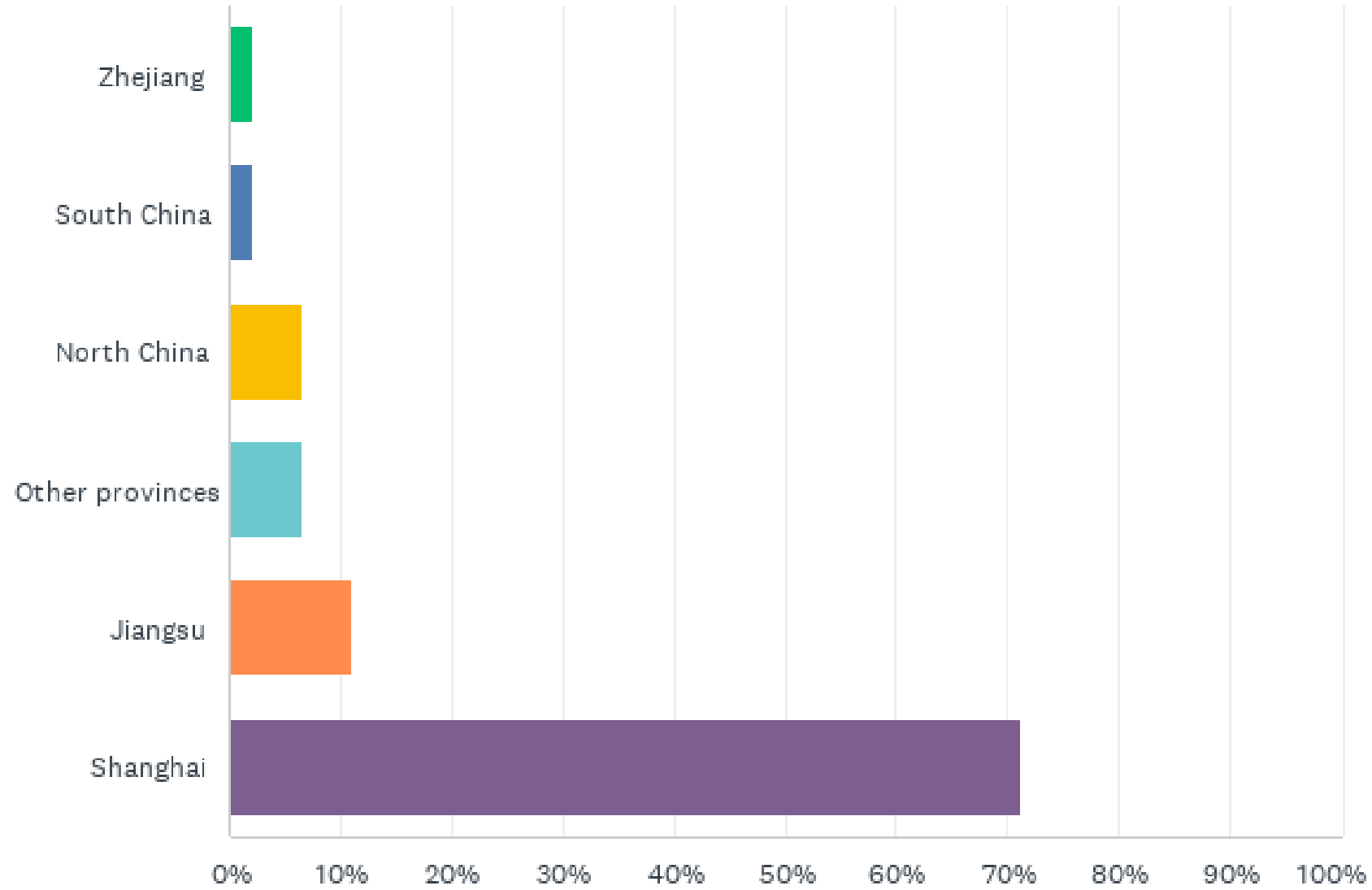


NBA China Member Survey: Impact of COVID-19 Outbreak on Your Business

- Data collected May 5-14, 2022



Q1: Where does your company operate in China?



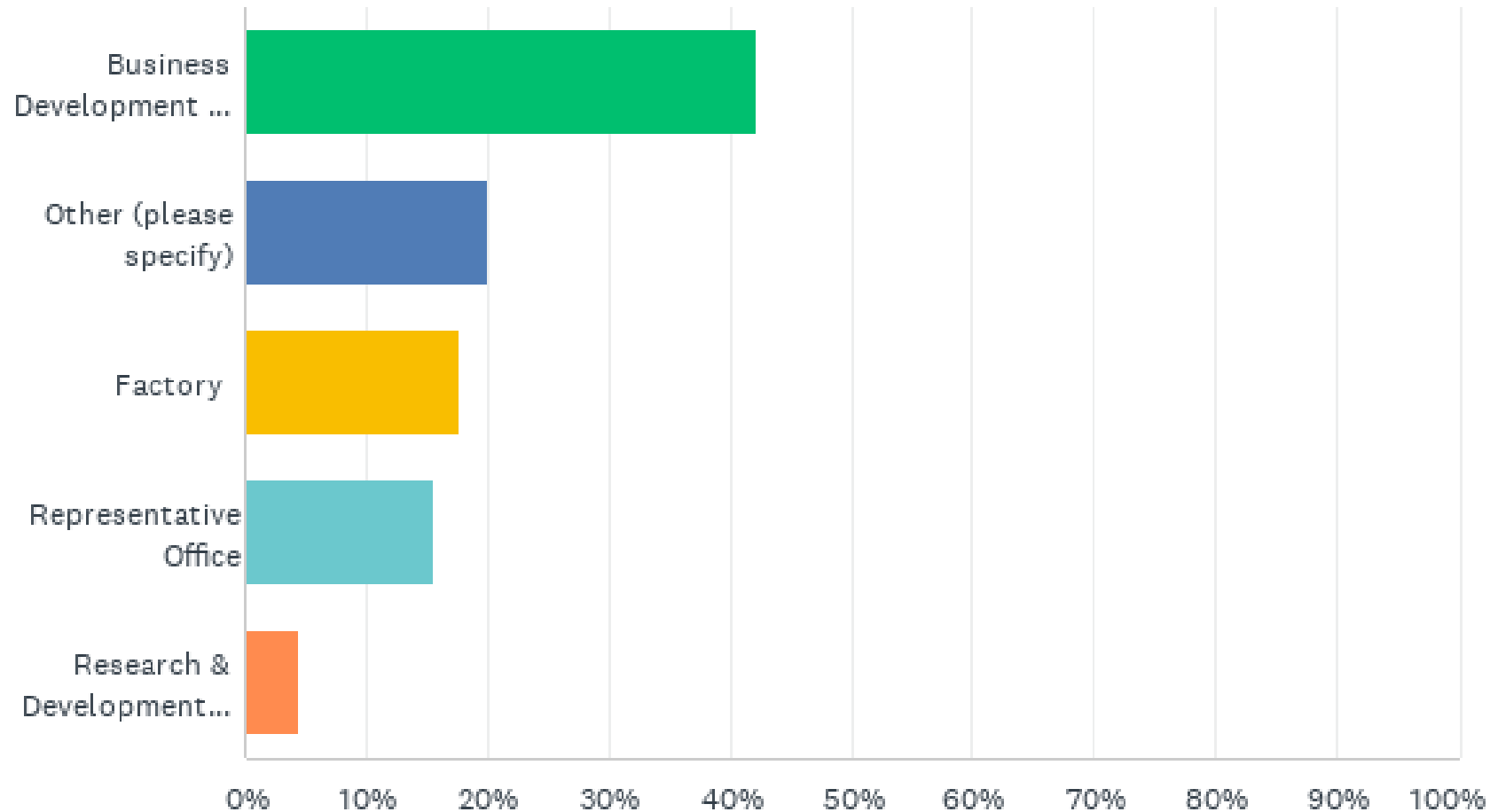
Q2: Which industry does your company (or you if individual member) belong to?

ANSWER CHOICES	RESPONSES
Maritime	24.44%
Trading	13.33%
Manufacturing	11.11%
Other	8.89%
Energy	6.67%
Chemical	6.67%
FMCG	4.44%
Construction	4.44%
Finance/Banking	4.44%
Legal	4.44%
Consulting	4.44%
Health	2.22%
Furniture/Design	2.22%
Education	2.22%
F&B	0.00%

Others: Aquaculture, travel business, industrial equipment



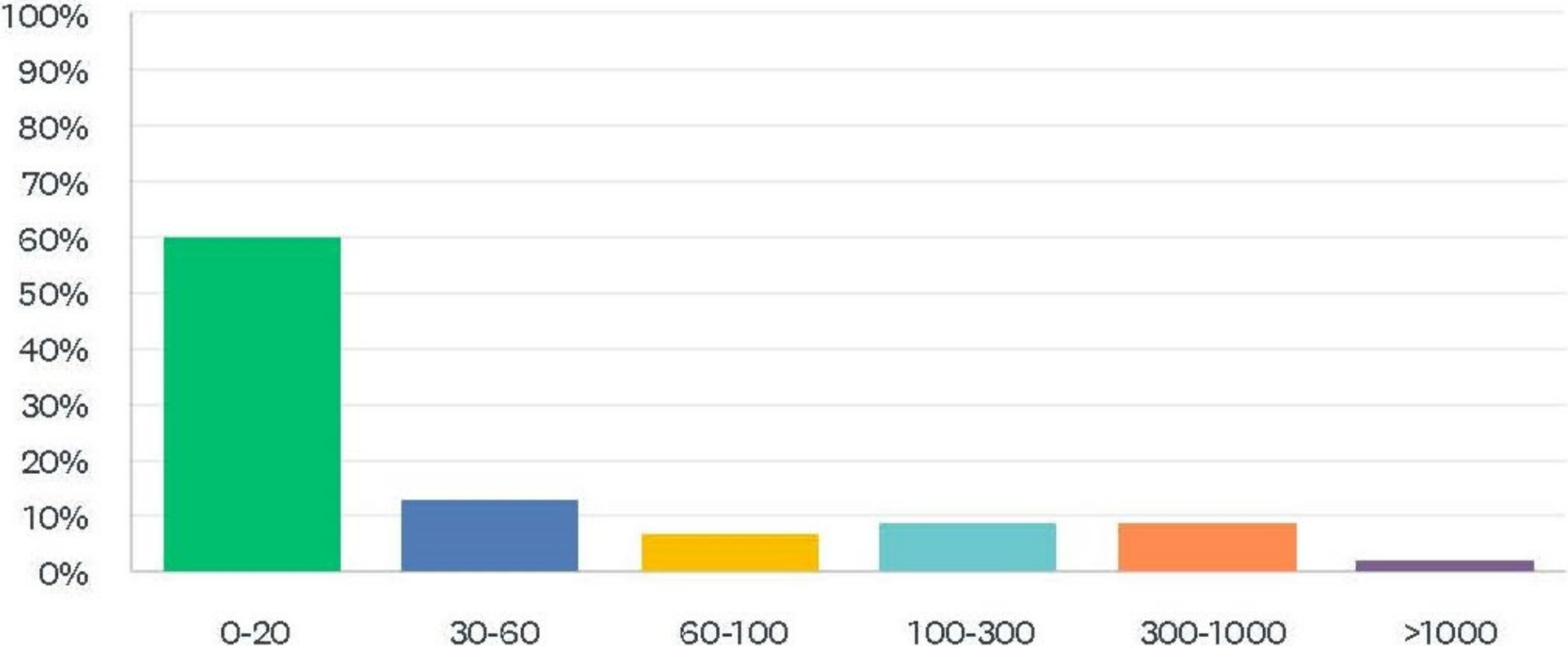
Q3: What functions does your company have in China?



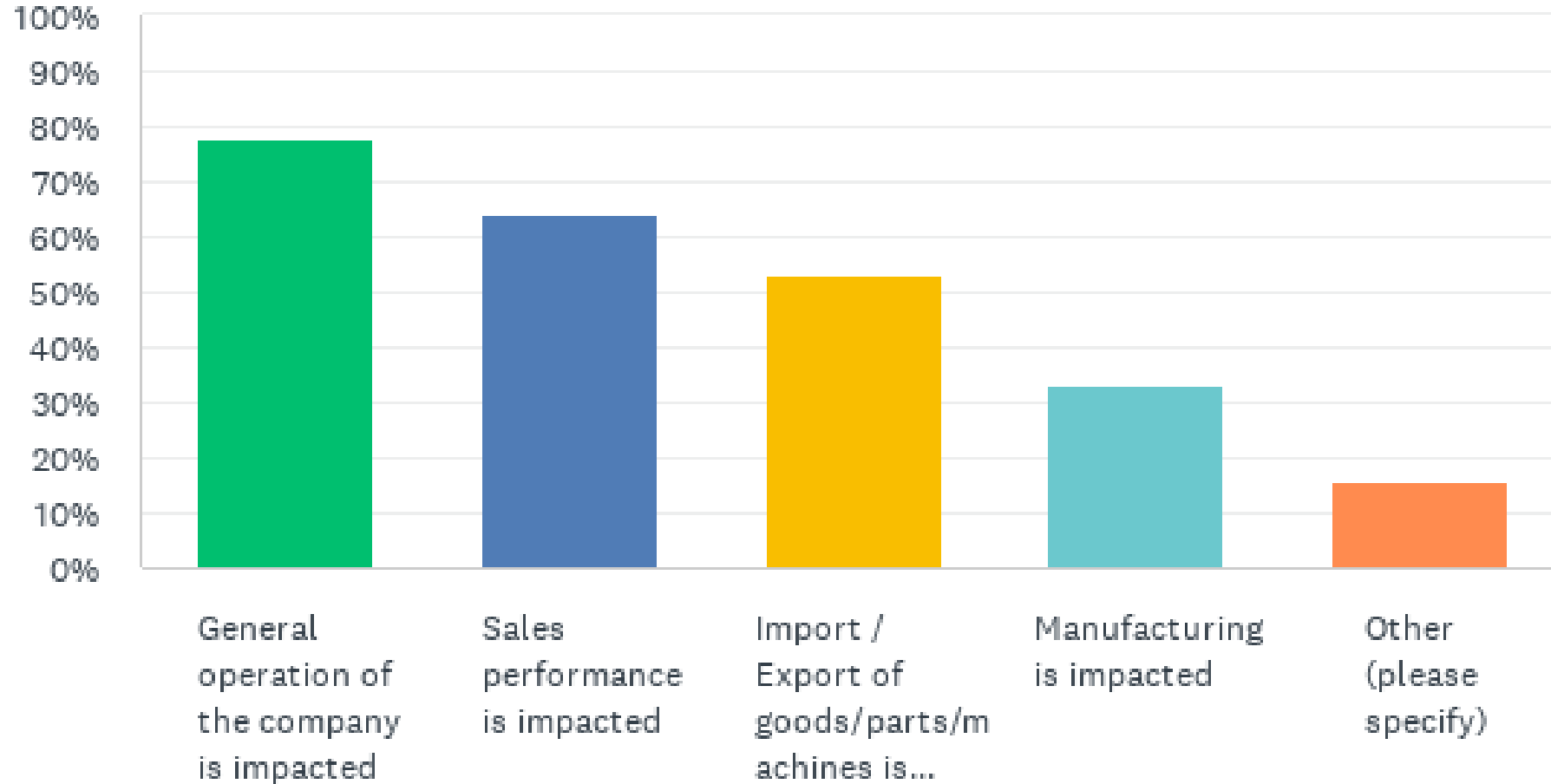
Others: Supply chain, industrial park, professional service/consulting, trading, project management



Q4: How many employees does your company have in China?



Q5: How has your company been affected by the COVID-19 outbreak?



Q5 continued: (others specified)

Other mentioned scenarios include:

- clients restricted from visiting China to sign contracts
- financial activities
- process slowdown with government and partners
- difficulties of import, operation, business travel
- clients diverted projects to other countries



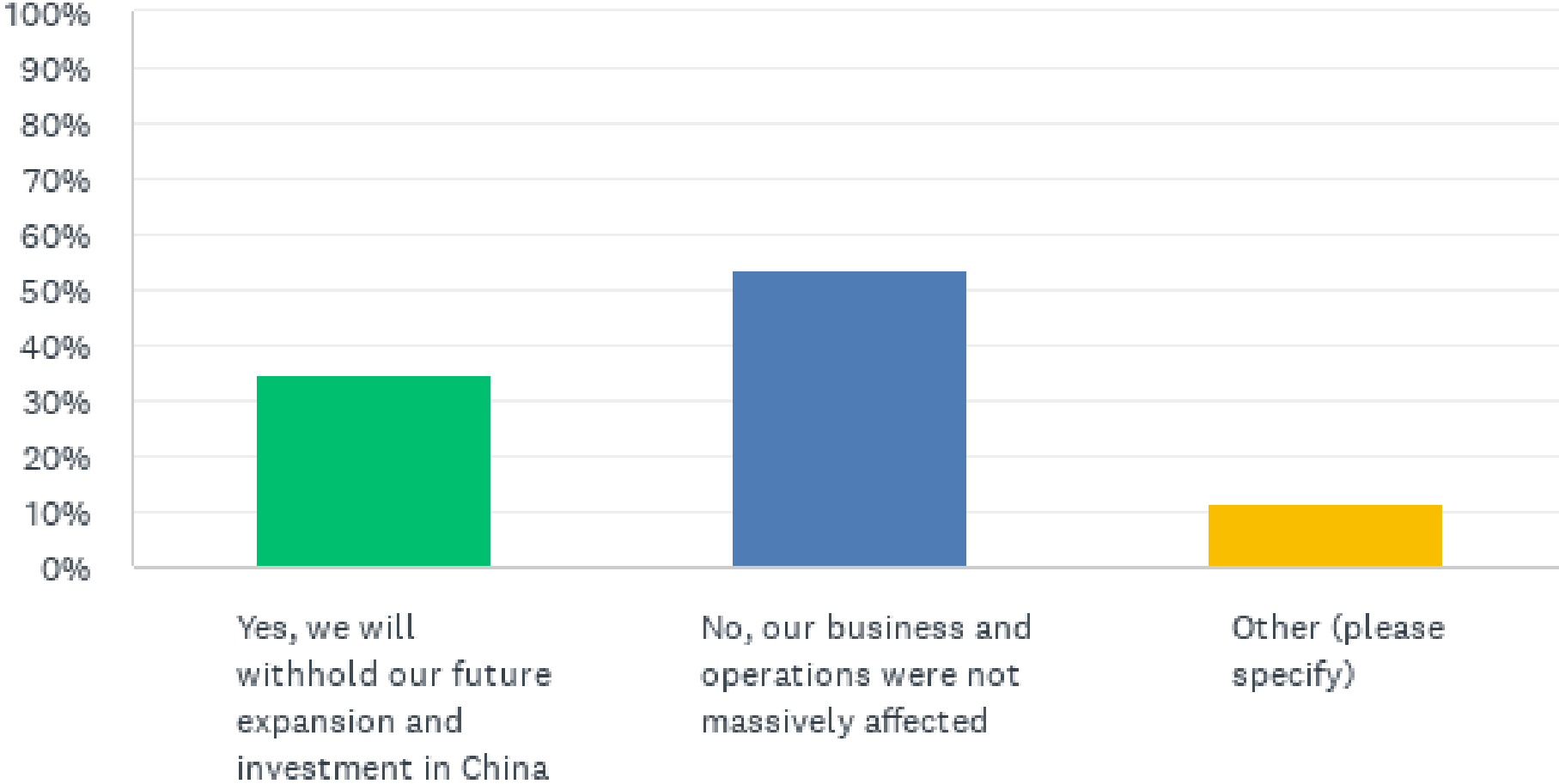
Q6 continued: (others specified)

Other mentioned scenarios include:

- construction progress slowed down
- government offices are closed
- international travel restrictions/not receive overseas visitors
- essential parts shortage for manufacturing equipment
- engineers can't attend to project sites/can't return home or to work
- difficult to build strategic partnership when confronted with uncertain market



Q7: Will your company alter operations during the covid-19 outbreak?



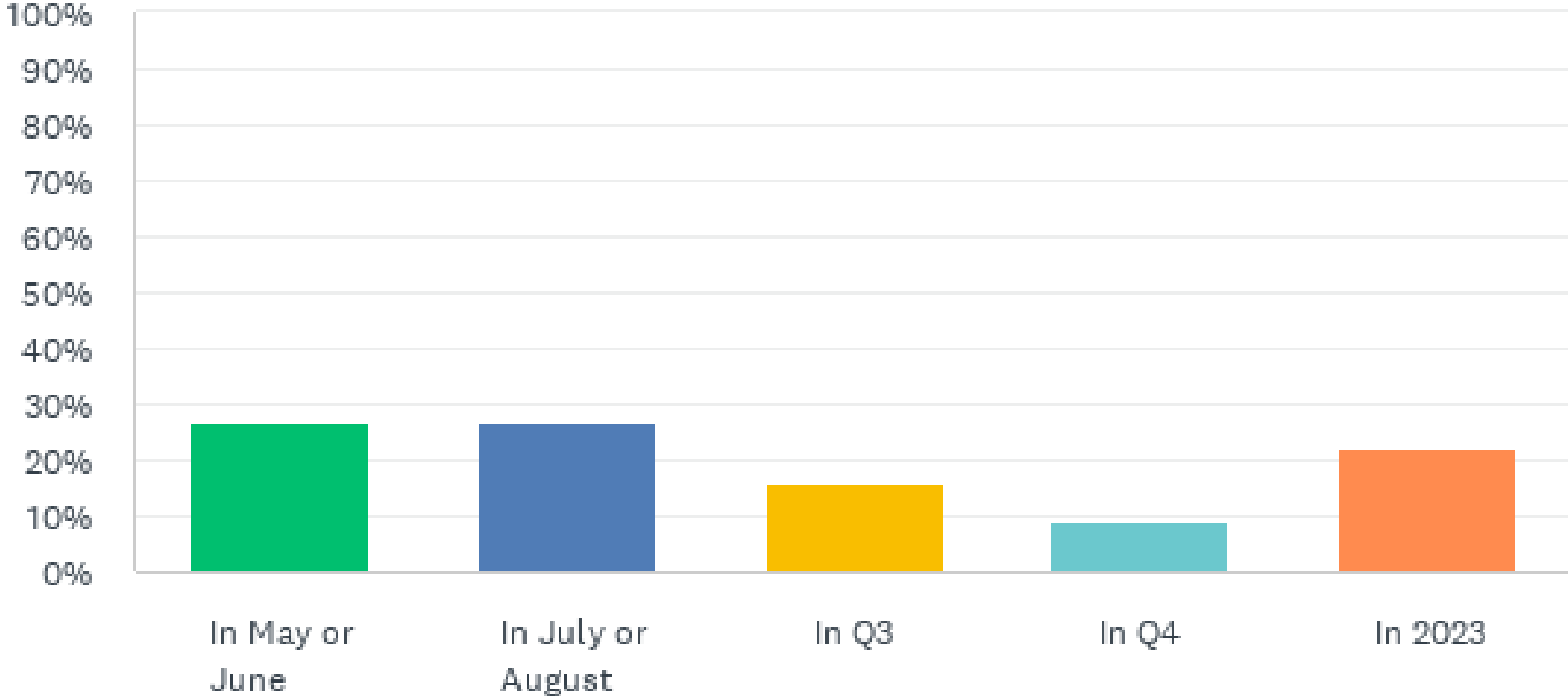
Q7 continued: (Others specified)

Other mentioned opinions include:

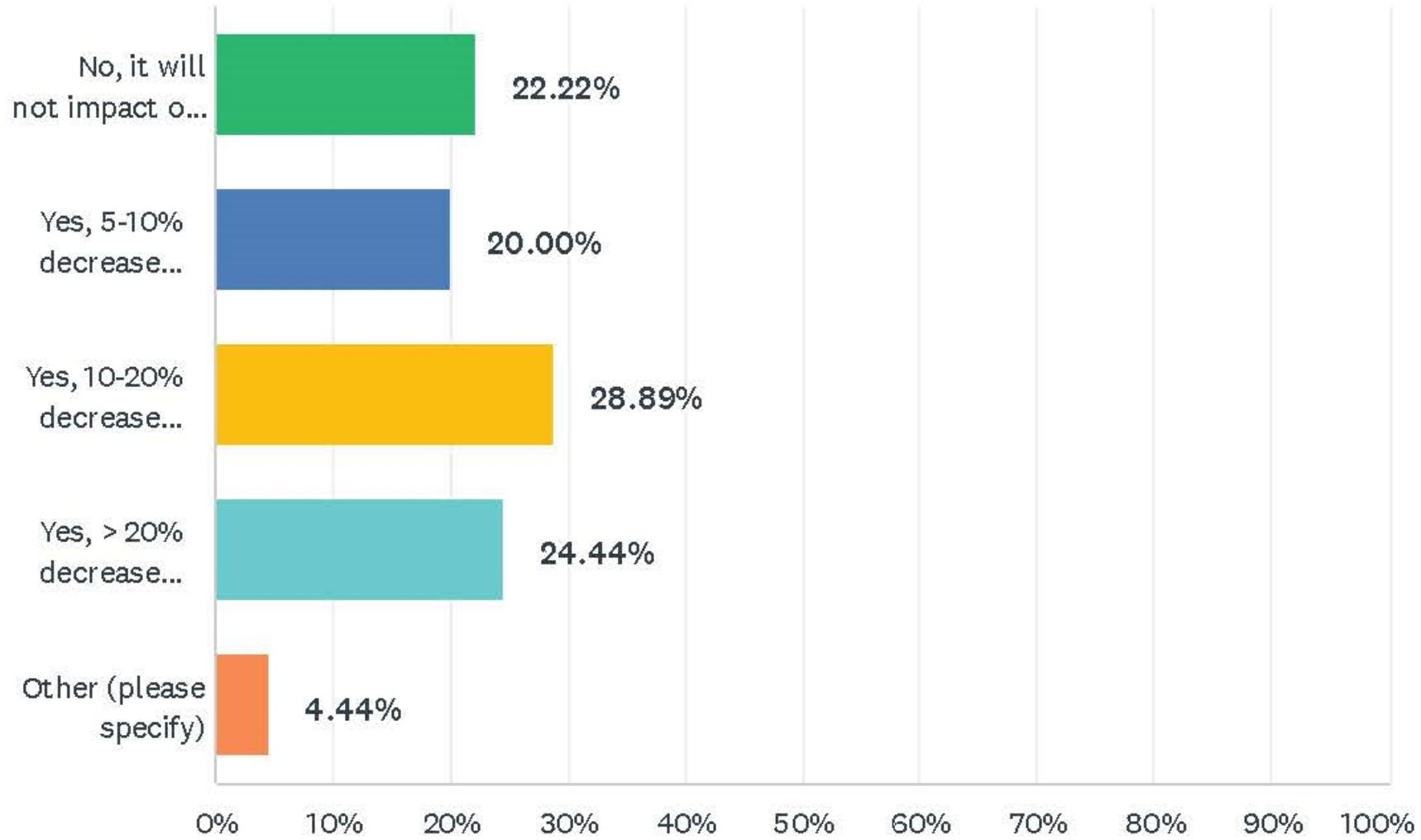
- set different priorities temporarily
- wait and see
- will make changes where applicable
- not being considered yet



Q8: When do you foresee to get back to normal business operation?



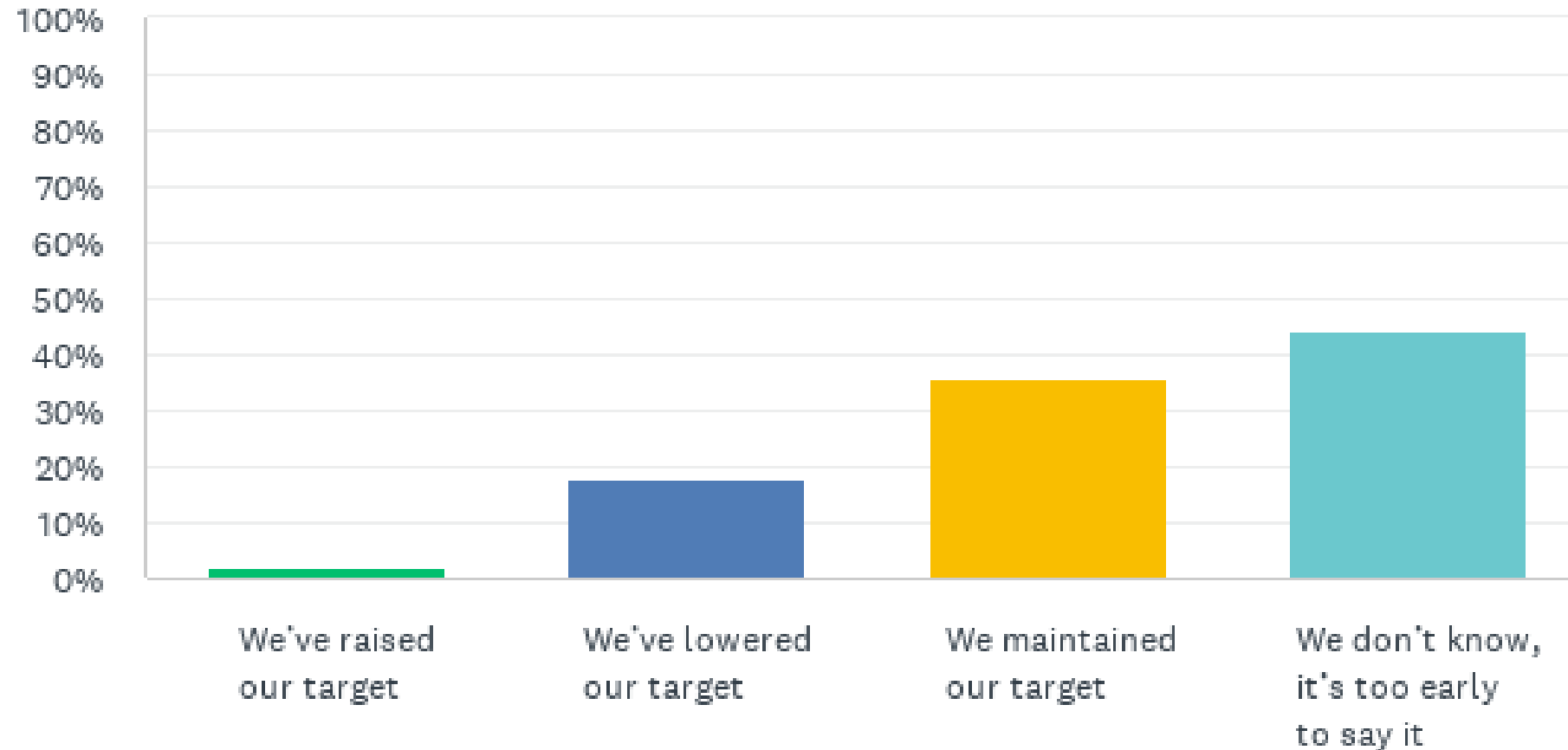
Q9: Will the current Covid-19 outbreak impact your company's yearly revenue targets?



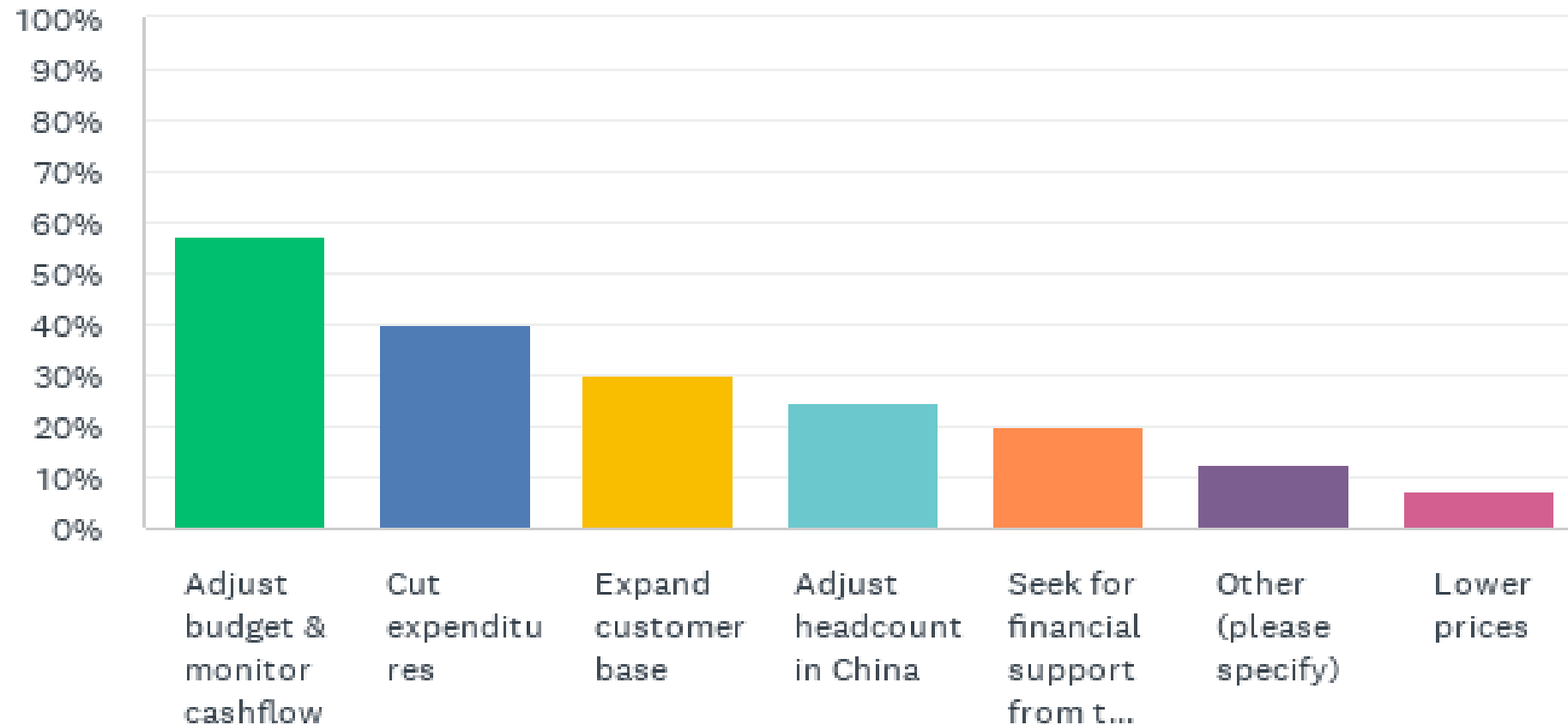
Others: Not if back to near-normal operation within 1-2 months



Q10: Has your company planned to adjust the business performance target?



Q11: What actions would your company take to cope with decreased revenue? (if expected a decrease in revenue)



Others: decrease business activities; apply tax & office rentals discount; risk mitigation in supply chain; partial transfer of manufacturing out of China,



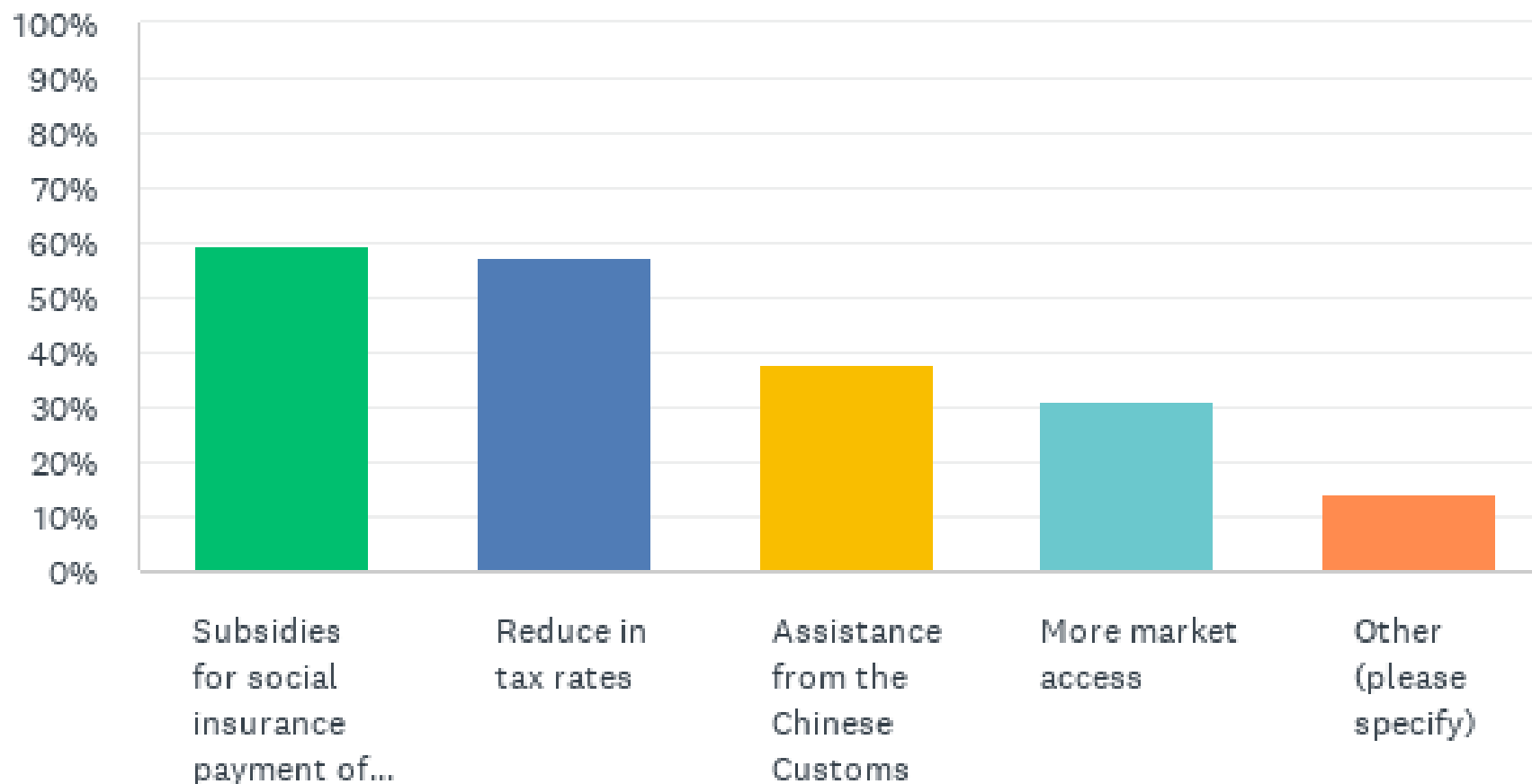
Q12: What preventative measures will your company undertake to manage future local outbreaks in China?

ANSWER CHOICES	RESPONSES
Find alternative transport solutions	45.45%
Diversifying supplier base	40.91%
Increasing safety stock	34.09%
Facilitating WFH arrangements	22.73%
Facilitate longer stays in production sites	20.45%
Shifting work to other countries	18.18%
None	13.64%
Shifting work to other less impacted areas in China	11.36%
Relocation of regional functions from China	11.36%
Other (please specify)	2.27%

Others: change business model



Q13: What kind of government support would be most helpful to you?



Q13 continued: (others specified)

- Rent subsidies
- China reopens for foreign business visitors
- Ease travel restrictions
- Predicts on regulatory regime



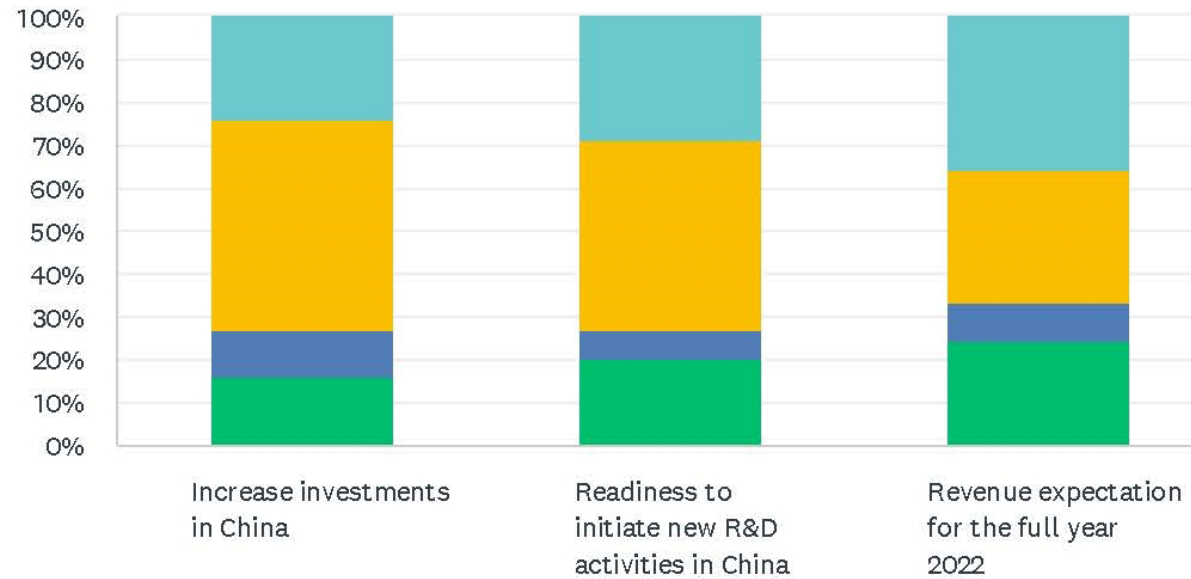
Q14: How does your overseas headquarter perceive your situation?

ANSWER CHOICES	RESPONSES
HQ knows comprehensively	33.33%
HQ understands & shows necessary supports	24.44%
HQ understands but have difficulties to provide supports	22.22%
HQ needs more information since the situation varies rapidly	11.11%
Other (please specify)	8.89%

Others: HQ in China



Q15: Consider recent Russia-Ukraine war and its impact: How would you evaluate the following aspects when you compare them with the situation in January 2022:



■ has worsen...
 ■ has improv...
 ■ no change
 ■ too soon to...

	HAS WORSENERED CONSIDERABLY	HAS IMPROVED CONSIDERABLY	NO CHANGE	TOO SOON TO EVALUATE
Increase investments in China	15.56% 7	11.11% 5	48.89% 22	24.44% 11
Readiness to initiate new R&D activities in China	20.00% 9	6.67% 3	44.44% 20	28.89% 13
Revenue expectation for the full year 2022	24.44% 11	8.89% 4	31.11% 14	35.56% 16



Q16: Which aspects of your business are you re-evaluating or changing due to Russia-Ukraine war?

ANSWER CHOICES	RESPONSE
Political risk analysis (China's positioning regarding the war)	53.33%
Transportation/logistics routes	48.89%
Material/component sourcing	40.00%
Increasing costs (due to e.g. new sourcing, alternative transportation routes)	33.33%
None of the above	20.00%
Direct customers (direct customer(s) in Russia)	17.78%
Indirect customers (customer's customer(s) in Russia)	13.33%
Currency of payments	11.11%
Other (please specify)	0.00%

