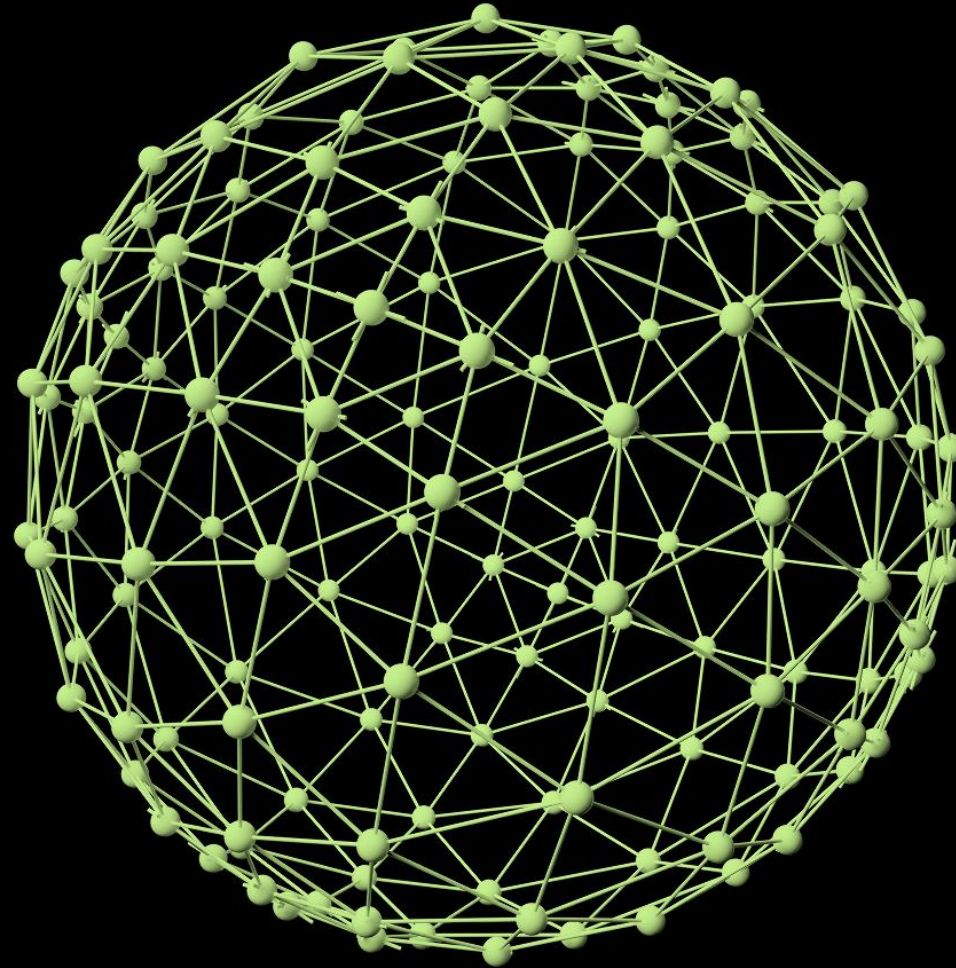


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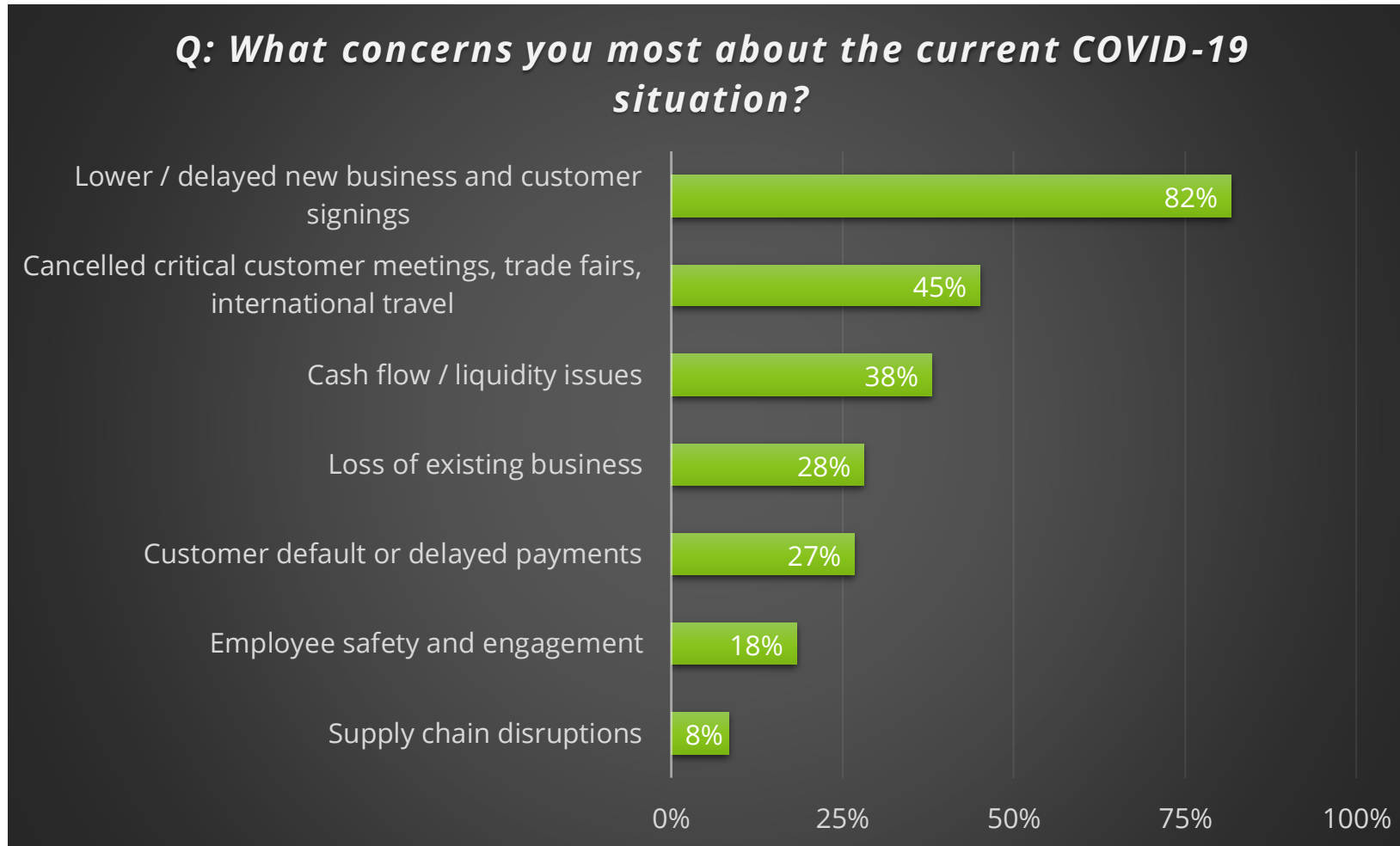


APRIL 2020 - REPORT

Scale-ups

COVID-19 Survey Results

Lower or delayed new business and customer signings is the key concern amongst scale-ups, whilst liquidity concerns 1 in 3

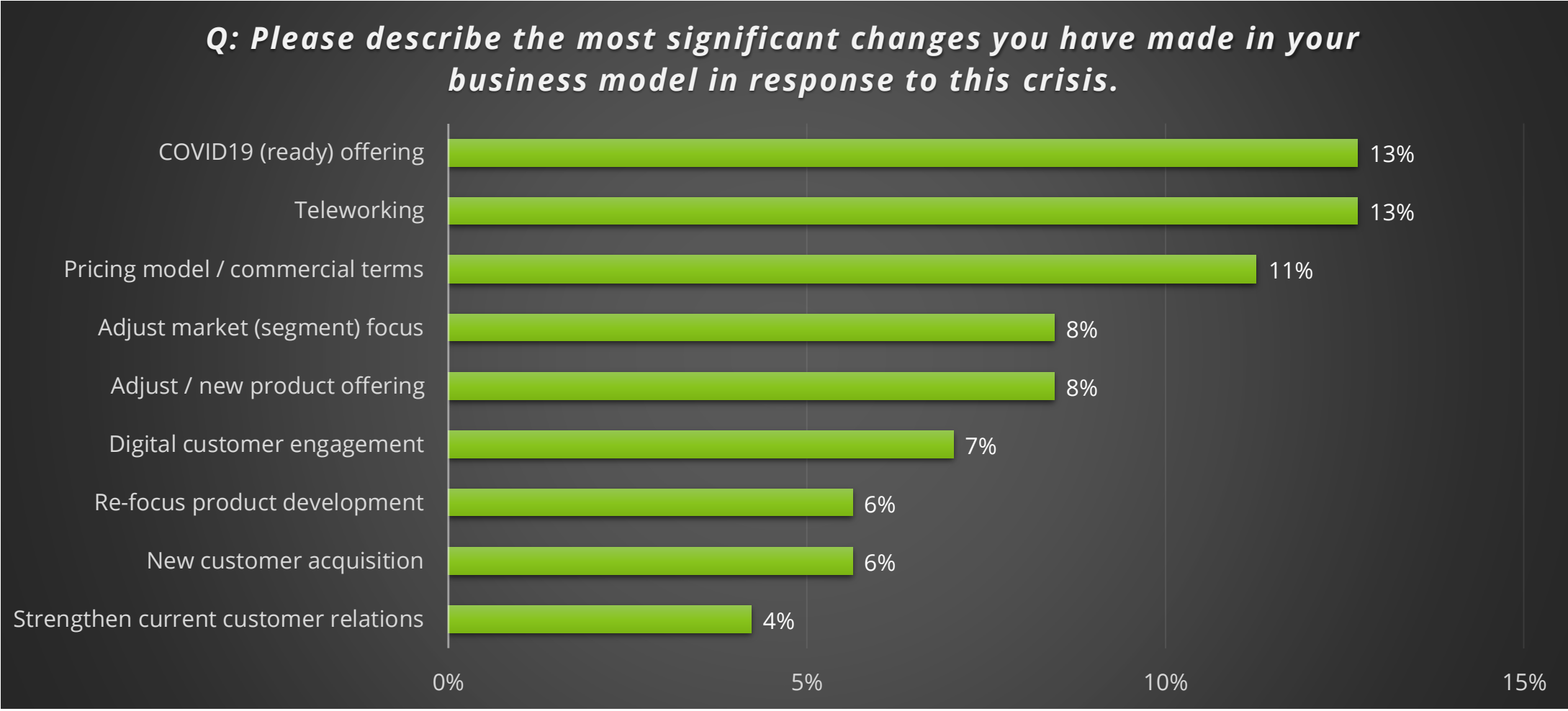


Company size

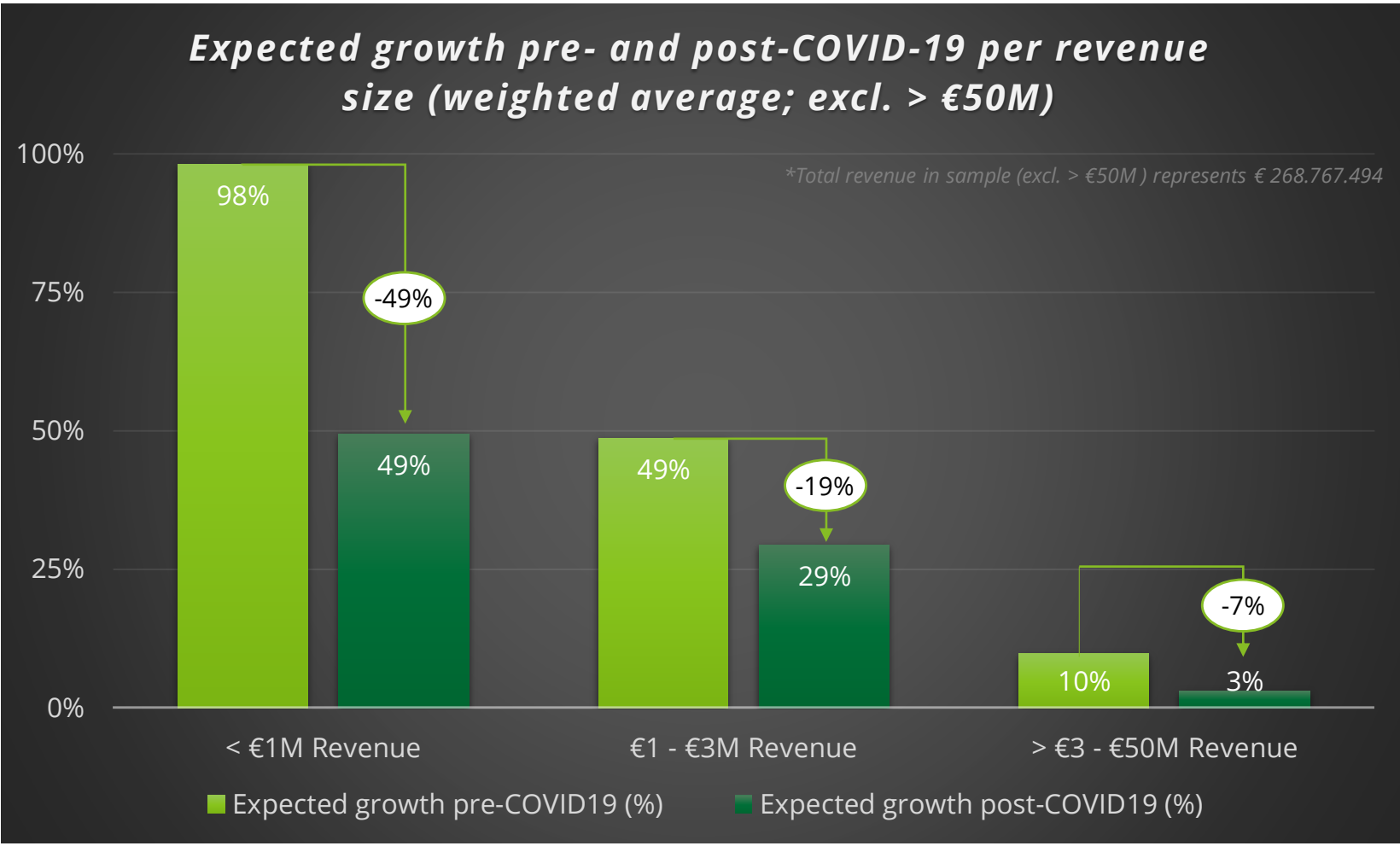
For half of the larger scale-ups cash flow / liquidity issues and customer default or delayed payments are a key concern, bringing it much higher on their agenda compared to smaller scale-ups.*

However, new business and customer signings remains the highest concern which needs to be mitigated for.

Several scale-ups are fine-tuning their business model and way-of-working, with many having adjusted their offering to be most relevant within the current context



Growth expectations are tempered significantly by the COVID-19 crisis, with smaller companies as expected taking a larger hit in relative terms

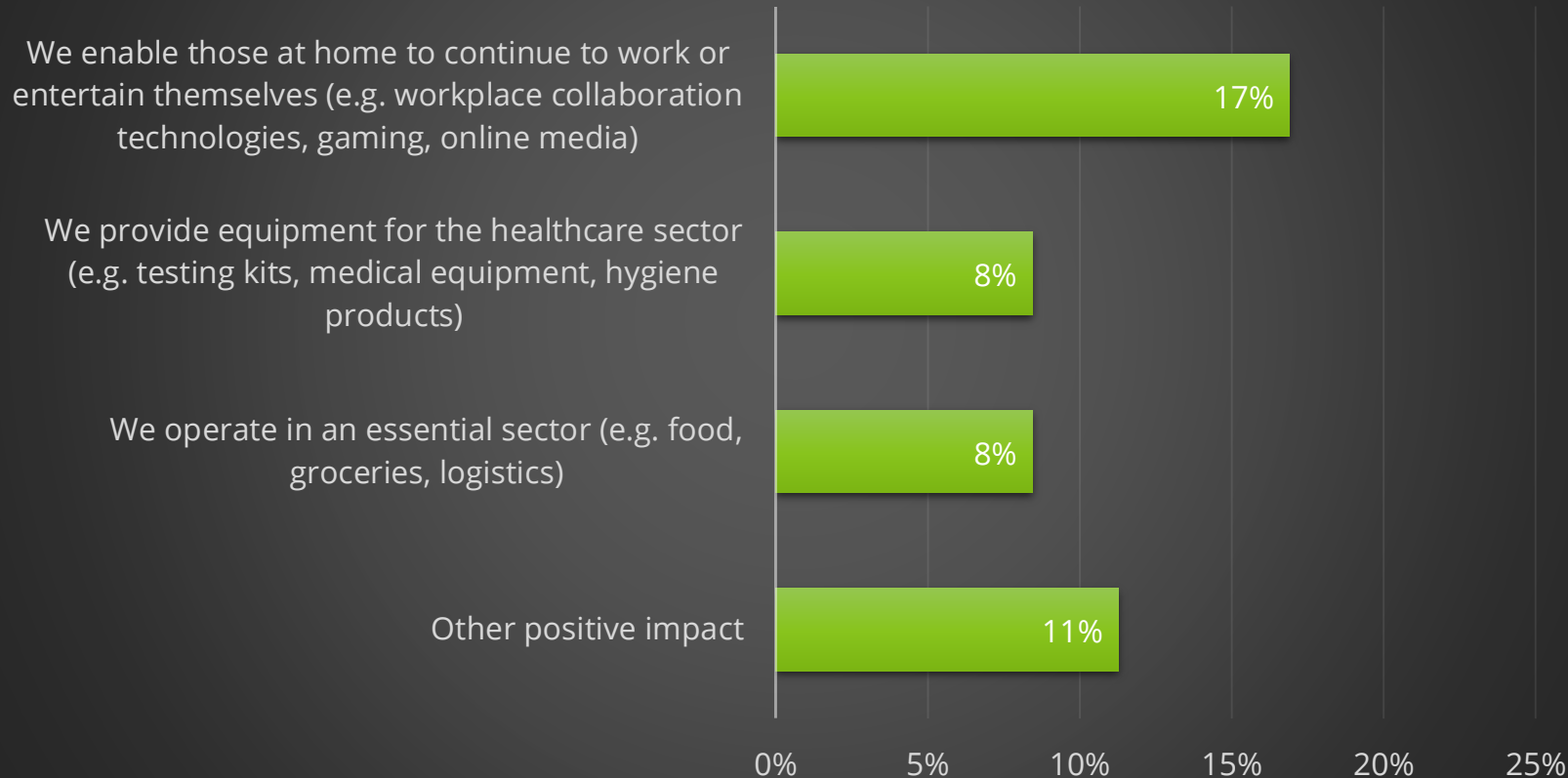


Growth impact

Scale-ups with lower revenue had larger initial growth expectations and are consequently impacted more compared to the more mature ones.

However, scale-ups see opportunities for additional growth, in particular those working in crucial sectors and essential services

Q: If you expect a positive impact for your company, what are the drivers for additional growth?

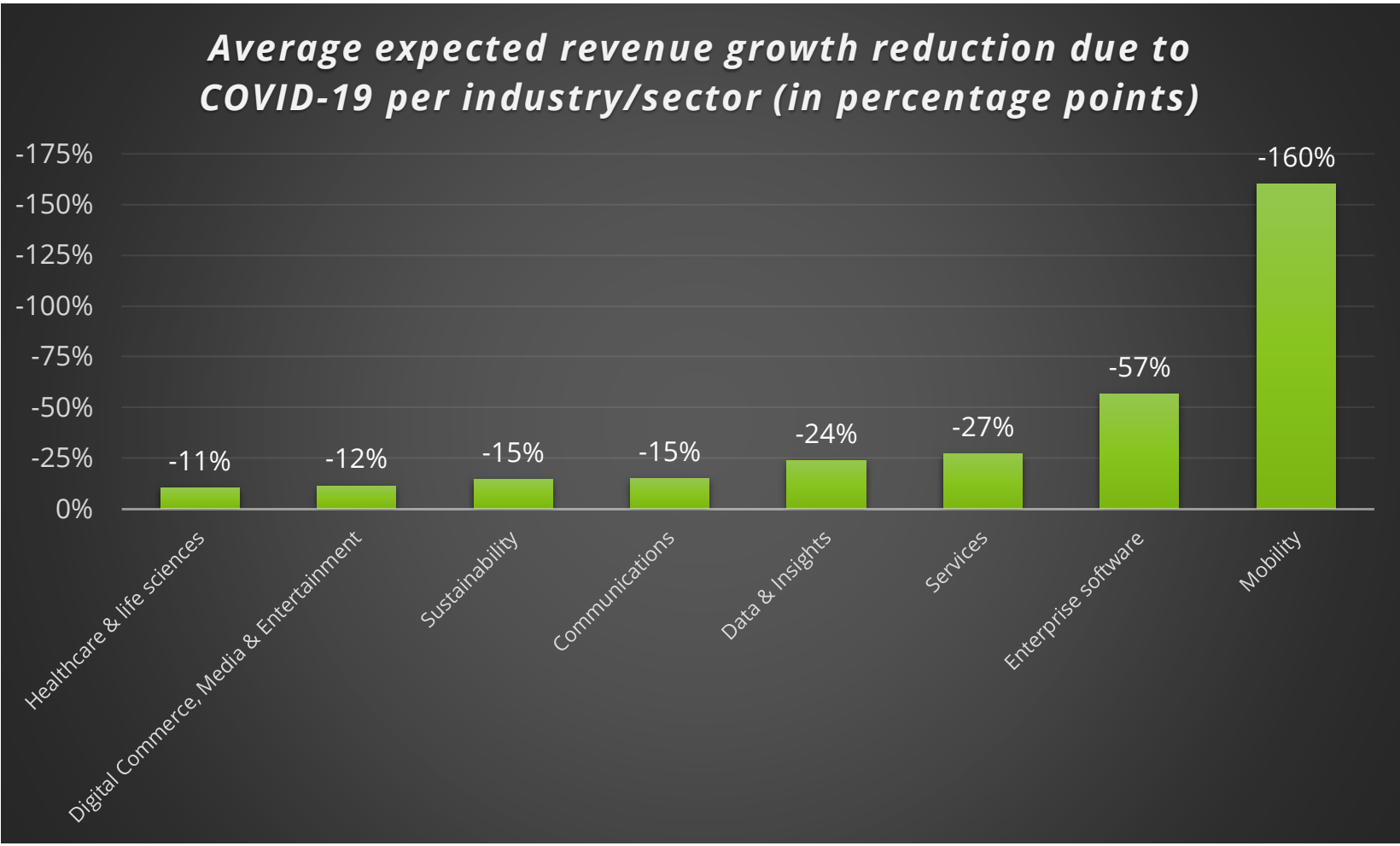


Positive factors

Most important opportunities for growth can be found through services that help us being comfortable at and working from home (17%).

Scale-ups active in these sectors and in providing healthcare and essential services nuance the negative growth expectations.

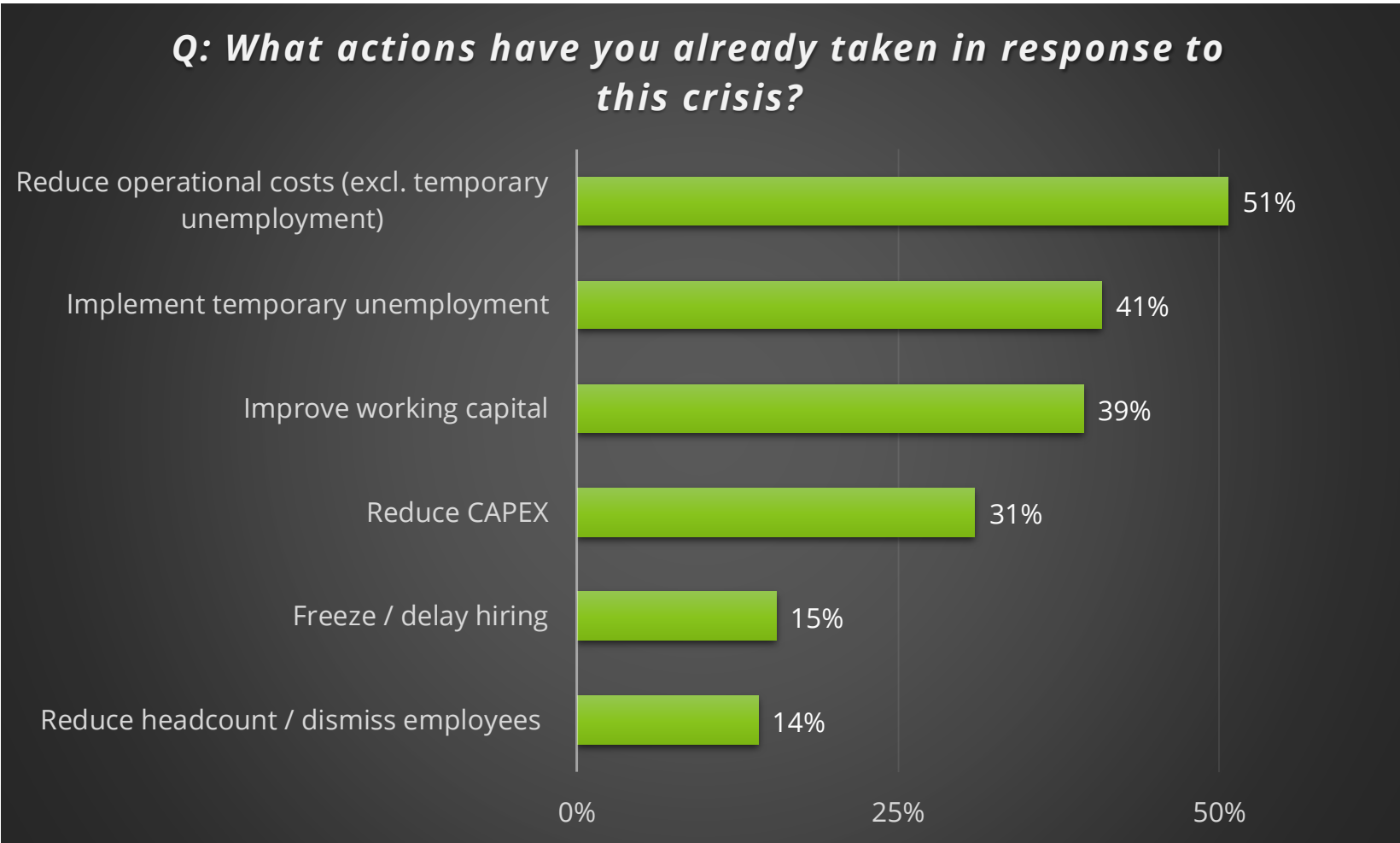
This message is confirmed when looking at impact on growth plans per sector: scale-ups active in healthcare seeing least impact, while the Mobility sector is hit hardest



Industry Future

It remains to be seen whether these effects will persist as we recover from this crisis. MaaS-innovators for instance may thrive in the future as a result of a new vision of companies and consumers towards Mobility.

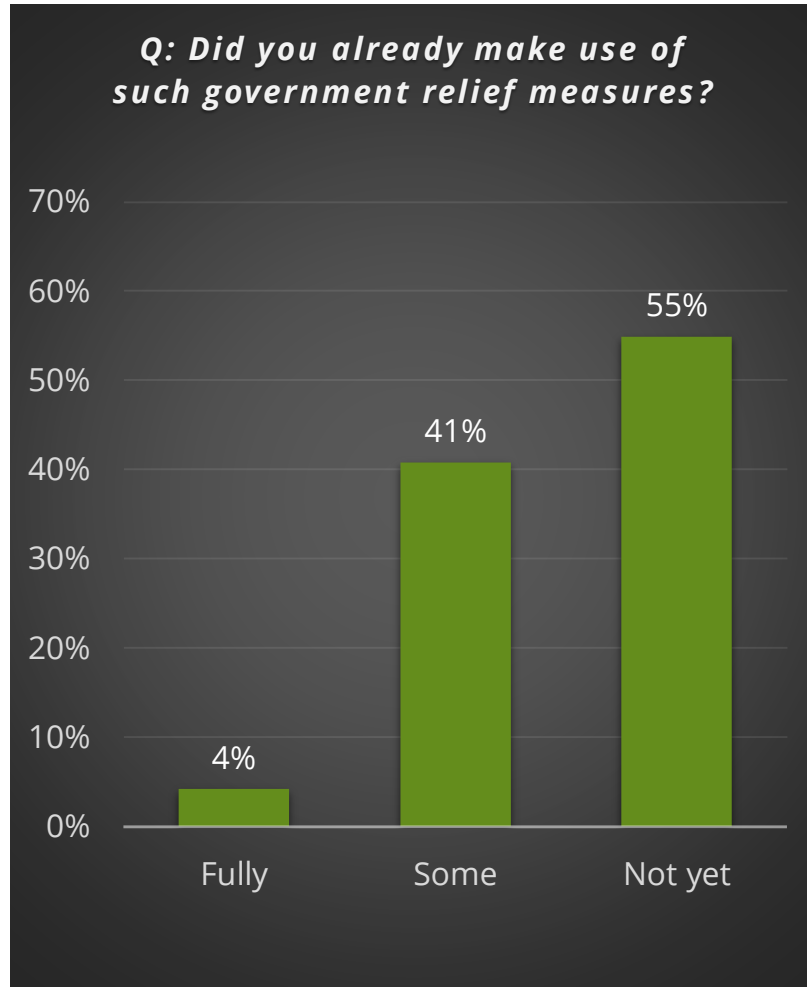
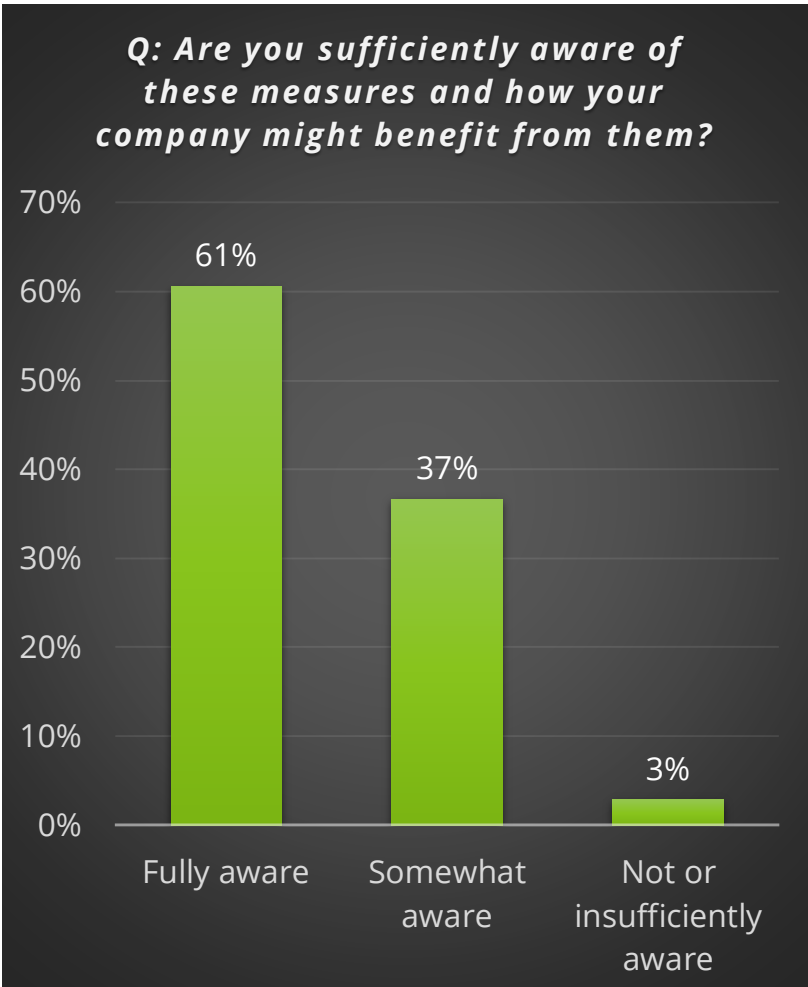
Scale-ups are focused on reducing operational costs and improving working capital, whilst only 1 in 7 has been forced to reduce headcount



Workforce size

Scale-ups are clearly focused on reducing operational costs (excl. temporary unemployment), but only 14% has thus far reduced their workforce, with it primarily being the case amongst scale-ups with a larger workforce.

Many scale-ups are closely monitoring government relief measures. However, many still have to make full use or benefit from such measures



Awareness versus usage

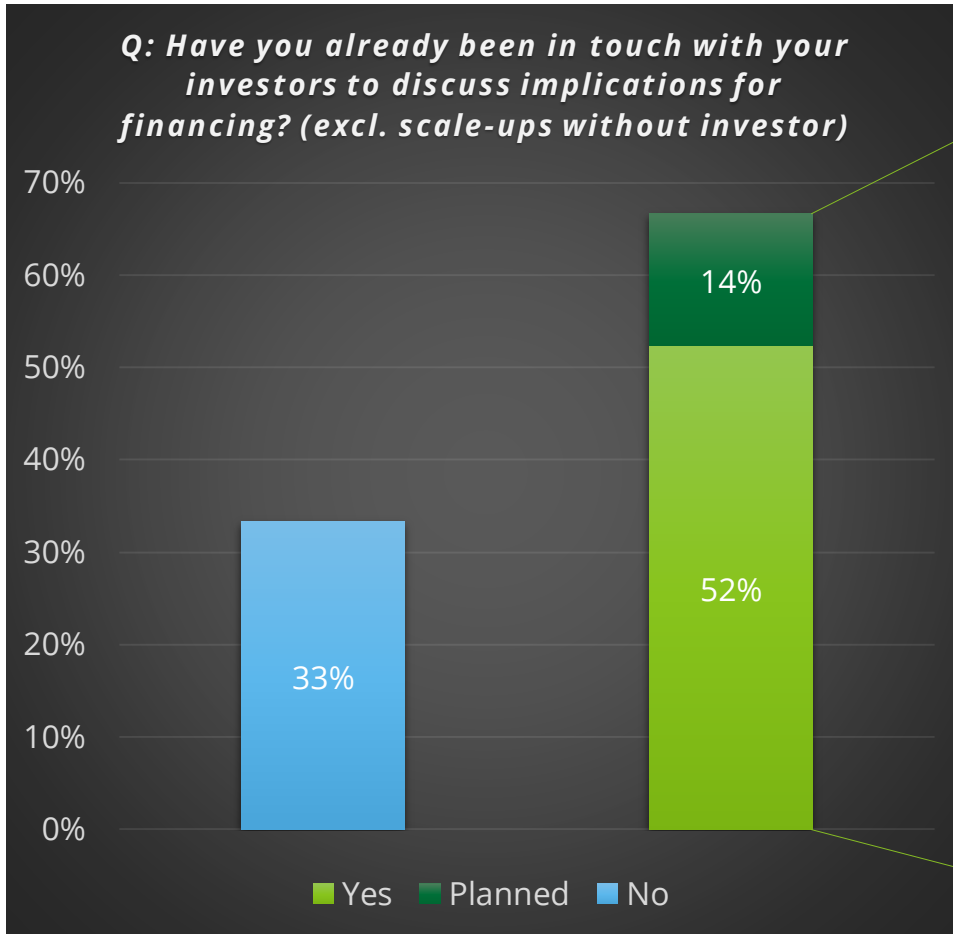
When used, measures are primarily temporary unemployment and deferred tax payments.

		Used		
		Fully	Some	Not yet
Aware	Fully	7%	47%	47%
	Somewhat	0%	35%	65%
	Not or insufficiently	0%	0%	100%

Source: Deloitte COVID-19 Scale-ups Survey, April 2020. N = 71
Total "awareness" does not equal 100% due to rounding.

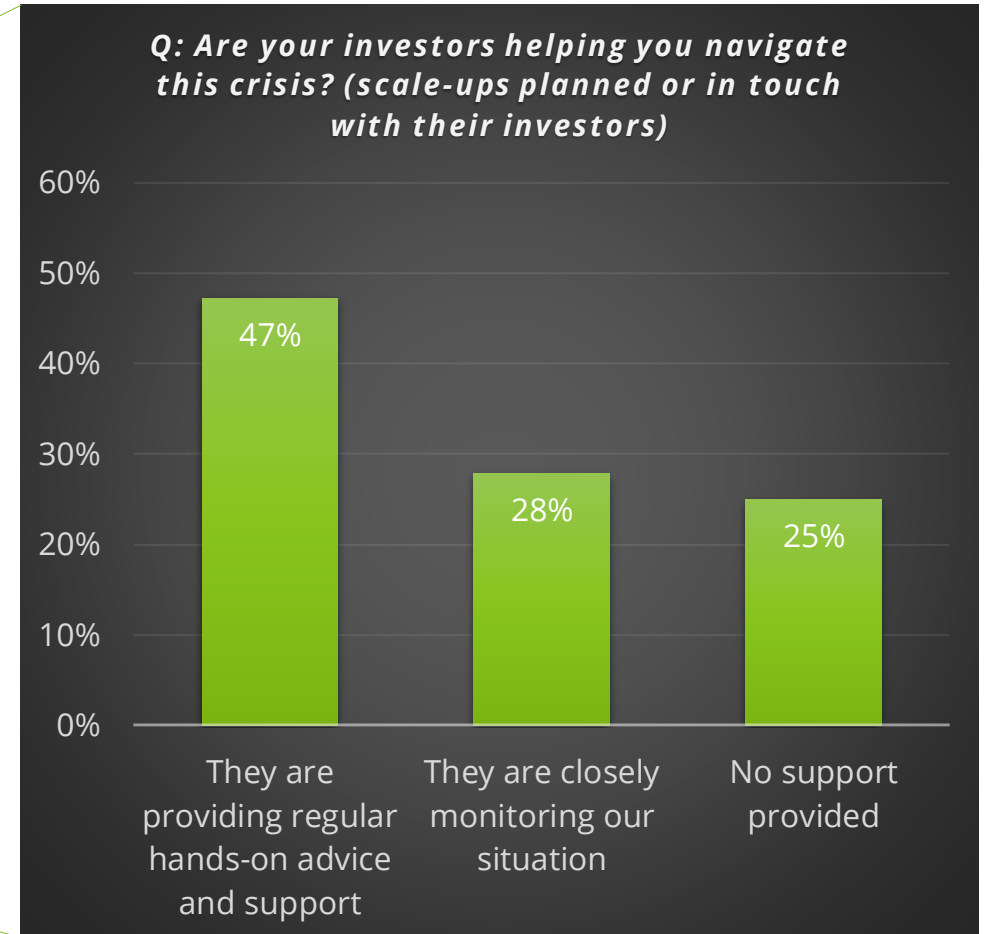
** Table shows awareness level versus usage. Total "fully aware" does not equal 100% due to rounding.

2 in 3 scale-ups are discussing with their (external) investors, which can provide hands-on advice and support



Source: Deloitte COVID-19 Scale-ups Survey, April 2020.

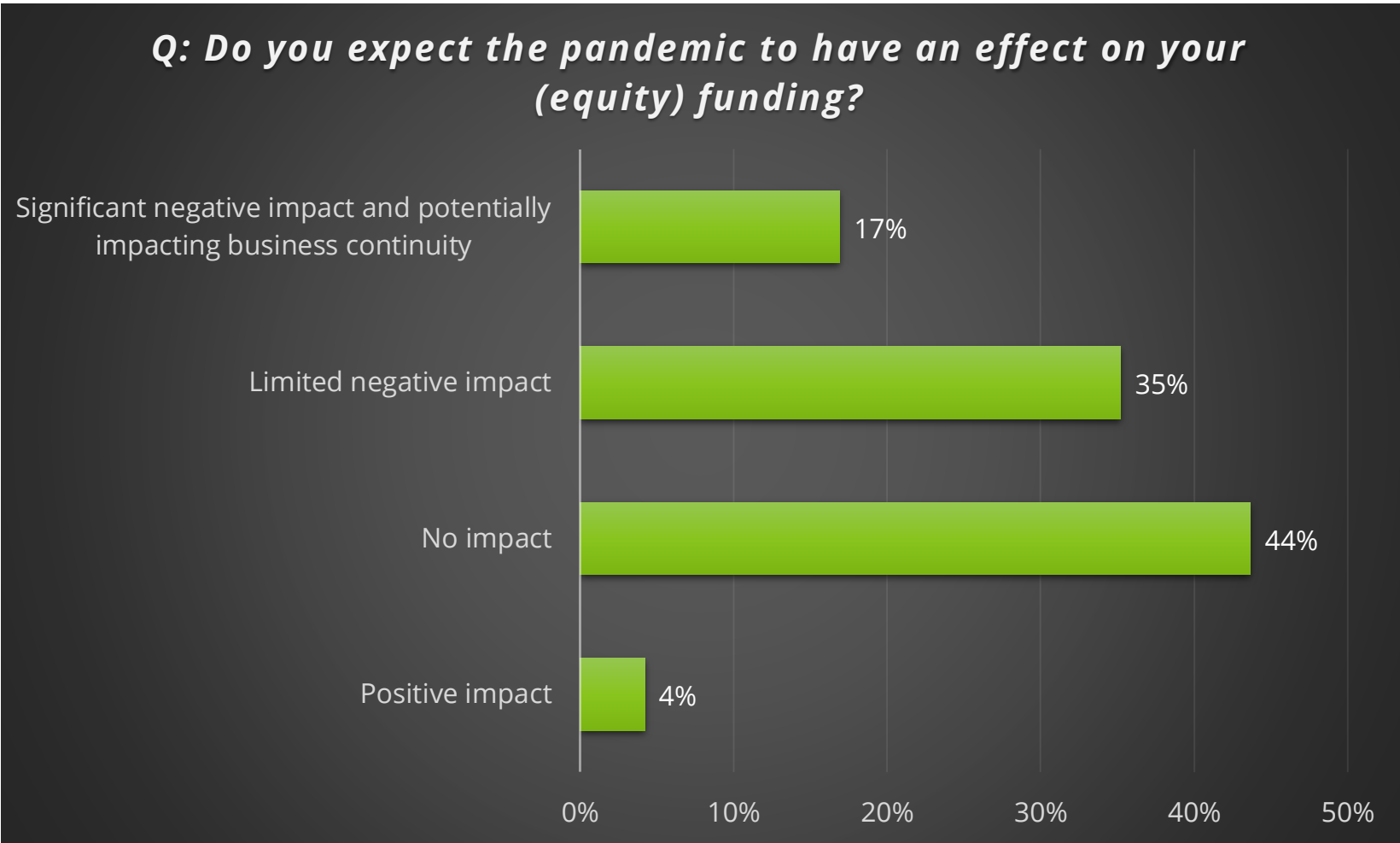
N = 63



Source: Deloitte COVID-19 Scale-ups Survey, April 2020.

N = 36

Almost half of the scale-ups think the pandemic will not have an impact on their funding, while only 1 in 5 is expecting significant negative impact



Financing

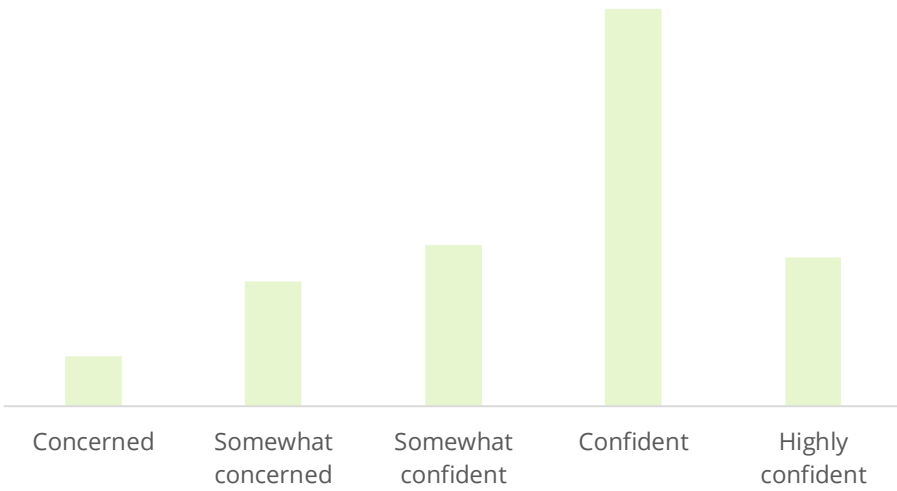
With 4 out of 5 scale-ups expecting no, limited or even positive impact on their financing, most scale-ups appear to remain confident about the future.

For the remaining scale-ups – although limited to 17% – impact on financing could have dire consequences, potentially even disrupting their business continuity.

Overall, scale-ups remain mostly confident that they will overcome the COVID-19 crisis and 2 in 3 expect to continue their growth trajectory

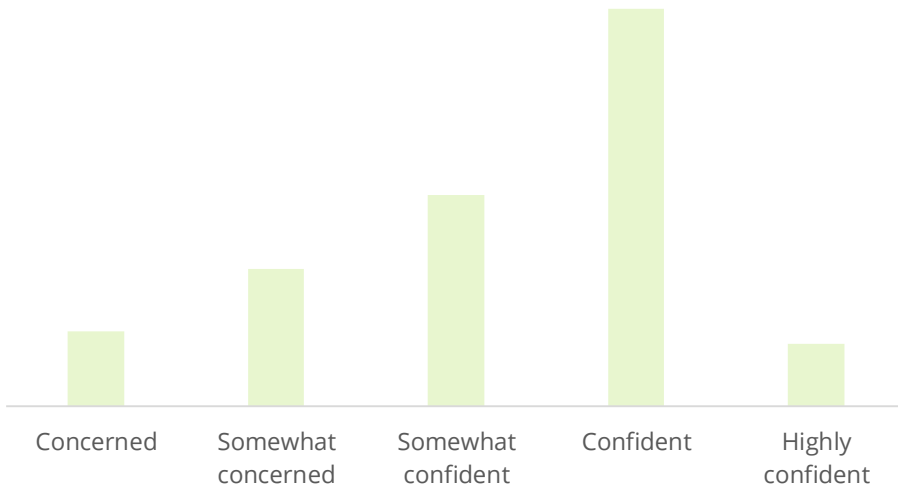
Q: How confident are you that your business will weather this storm successfully?

 **7/10**



Q: How confident are you that your business will come out stronger and be able to continue or even accelerate its growth trajectory?

 **7/10**



* Average confidence level ranging from 1 - highly concerned, to 10 - highly confident. Source: Deloitte COVID-19 Scale-ups Survey, April 2020. N = 71



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