## COVID-19 FLOW THROUGH / FLEX - NORTH AMERICA | March 2020 YoY change

Flow Through: when revenues increase relative to budget or previous year and defined as the percentage of incremental profit that "flows" to the bottom-line from each incremental dollar of topline revenue.

Flex: when revenues decrease relative to budget or the previous year and defined as the amount of profit that is "flexed" or saved as revenue declines.

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