PwC Georgia has put together a team of experts to support your business activities. Critical information on the characteristics of COVID-19 and its impacts on business activity are difficult to assess and are changing overnight.

Our Business Transformation Team provides support to clients in time sensitive and critical scenarios, consistent with the challenges that COVID-19 impacted businesses are now experiencing.

There are six response areas to two main stages which should be considered by management teams as they seek to stabilise their business position:

**Six response areas and main stages under COVID-19 to support**

- **Crisis management and response**
- **Workforce**
- **Operations and supply chain**
- **Finance and liquidity**
- **Tax, trade and regulation**
- **Strategy and brand**

**Common issues that many organizations are facing from COVID-19**

You are not alone. We are here to help.

PwC Georgia
PwC Georgia
@PwC_Georgia
+995 32 250 8050
ge_office@pwc.com
www.pwc.com/ge
<table>
<thead>
<tr>
<th>COVID-19 Recovery and Stabilisation Stage</th>
<th>Develop tactical responses to the challenges of navigating the COVID-19 “new normal”</th>
</tr>
</thead>
</table>
| **Maintaining HR critical operations and managing the changes.** | - Change management and communications  
- Reward and employment services  
- Workforce data and analytics advice, workforce modelling |
| **Considering workforce rights, practices and policies** | - Advice on rights and obligations of the parties - outlining the opportunities and potential risks;  
- Review and preparation of employment agreements, policies, orders and/or addendums;  
- Assist in negotiations with employees, trade unions, Ministry of Health etc.  
- Consultation on labor safety and data protection |
| **Managing contractual obligations in force majeure events** | - Review, identify and analyse obligations affected by the COVID-19 pandemic or future force majeure events;  
- Prepare force majeure notice;  
- Renegotiation of contractual clauses to avoid litigation or preparation for future outbreaks;  
- Representation in a litigation and/or arbitration |
| **Managing liquidity and Cash Flow** | - Review and improvement of cash flow management processes  
- Develop and implement cash flow automatisation tools  
- Outsource regular cash flow reporting process  
- Assist in cash flow budgeting and forecasting |
| **Optimising the tax costs** | - Identify tax savings opportunities in current tax positions  
- Assist in managing tax risks within business and operating model changes  
- Assist in time efficient VAT refunds  
- Help with upskilling tax workforce  
- Outsource tax functions  
- Restructuring/Insolvency advice |
| **Assisting financial service transactions and justifying TP policies** | - Analyze current Transfer Pricing (TP) policy and advising on potential changes  
- Perform regression analysis to substantiate margins. And benchmark studies  
- Restructure current financial transactions to assist with cash flow |
| **Strengthening Internal Controls and ensuring improved operations** | - Evaluate design and operational effectiveness of internal controls (including IT, security, fraud controls)  
- Reassess key business risks (operational, financial, IT, security)  
- Internal Audit co-sourcing/outsourcing |
| **Managing Disaster Recovery process** | - Recovery Plan development, considering impact of the crisis and criticality of processes, services and systems  
- Support in management and supervision of the recovery process and establish proper escalation and reporting procedures |
COVID-19 Strategize Stage
Design a strategy for merging stronger in the post COVID-19 economy

Rethinking workforce strategy and organisational Design including the HR function
- Workforce strategy development
- Strategic workforce planning, considering the changes in business processes, business needs, headcount requirements (optimisation, hiring, transition, other)
- Organisational redesign (structure, processes, technology)
- HR function effectiveness review and HR process optimisation

Managing the risks and establishing Business Continuity Governance system
- Assessment of risks, Threat Analysis (TA) and Business Impact Analysis (BIA) development
- Business Continuity (BCP) and Disaster Recovery (DRP) plan development / update
- BCP test program’s and scenarios’ development and/or execution

Optimising income and expenses
- Independence business review through evaluation of income and expense measures
- Recommendations on cost cutting, investment cuts, extra financing, etc.

Substantiating TP policy as well as margins and markups
- Perform a detailed industry analysis to support low margins taking into account a country’s specific response to the crisis
- Prepare Transfer Pricing (TP) documents that explain its response to the crisis and the effect on the business
- Participate in conversations with the revenue services to explain new approaches used

Contact
For a deeper discussion, please contact PwC Georgia transformation Team:

Nana Chkhobadze  
Capital Markets and Accounting Advisory Services (CMAAS)  
nana.chkhobadze@pwc.com

Nini Eliashvili  
People & Organization  
nino.eliashvili@pwc.com

Ben Pietersen  
Transfer Pricing  
ben.pietersen@pwc.com

Shota Kvachakidze  
Risk Assurance Services  
shota.kvachakidze@pwc.com

George Chanturidze  
Tax Services  
george.chanturidze@pwc.com

Vano Gogelia  
Legal Practice  
vano.gogelia@pwc.com

© 2020 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see pwc.com/structure for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.