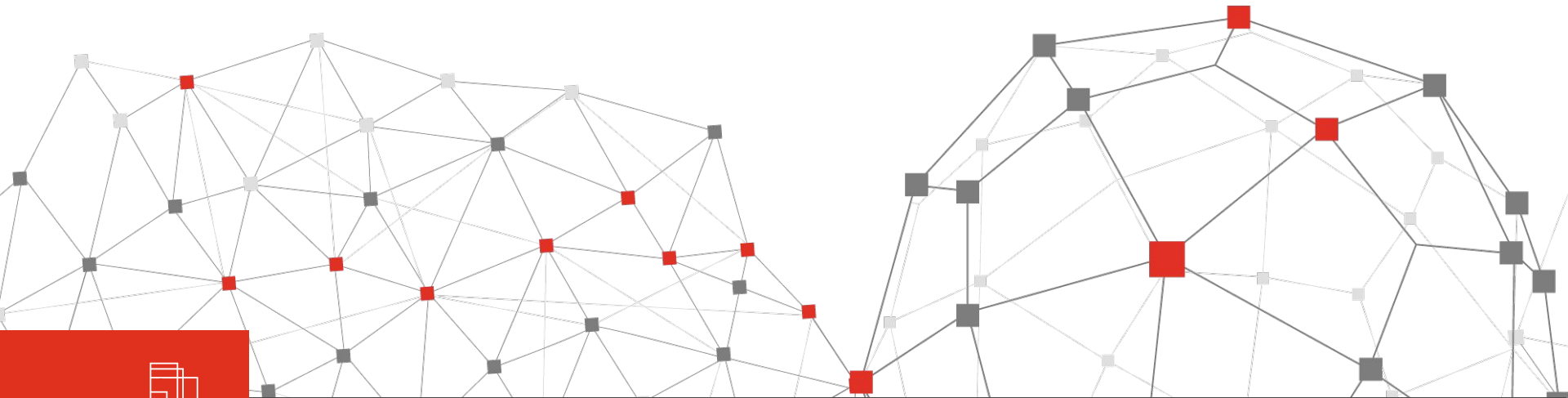


COVID-19

Responding to potential business impacts in Kazakhstan



We are working closely with organisations in Kazakhstan and globally to help them prepare and respond.

Is your business facing issues with remote working?

Do any of below questions sound familiar to you?

- You don't know how to best arrange remote working for your employees?
- You don't have a disaster recovery or business continuity plan?
- You are facing issues with capabilities of your IT systems for remote working?
- Your cash planning and forecasting systems are not good enough?
- You need any business advice related to COVID-19 impact to your business?

Contact us.

We are here to work together with you to support your business in adapting and returning from “survival” to “business-as-usual” in new reality.

Call or WhatsApp / Telegram / SMS us via any of below numbers:

+7 705 299 3270

+7 778 111 4946

+7 708 310 9168

Calls are accepted from 9 a.m.
till 8 p.m.

Messages are accepted 24/7.

Please text us #COVID and leave your name, company name and contact details (mobile or email) and we will contact you shortly.

Continuing business remotely under COVID-19

Setting up responses for key business impact areas

As the COVID-19 related reactions continue to evolve in Kazakhstan, companies across many industries are facing notable challenges to which they need to respond rapidly.

We propose our assistance to adapt the key impact areas of your business quickly, taking into account the necessity to work remotely, to stabilise it and refocus from survival to a continuity in the new reality.



**Crisis
Management**



**IT systems &
infrastructure**



**Workforce
mobilization**



**Finance &
liquidity**



**Supply
chain**

Continuing business remotely under COVID-19

1. Establish crisis management plan

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ Lack of a crisis management team with clearly established responsibilities❑ Inability to handle the situation due to company's unpreparedness	<ul style="list-style-type: none">❑ Establish a crisis team to coordinate response efforts and define objectives❑ Clearly define objectives and expectations for the period of crisis❑ Review company capabilities and resources❑ Determine strategies for engaging with key internal and external stakeholders	<ul style="list-style-type: none">❑ Set up crisis management team and their work plan❑ Define critical roles and positions to ensure business continuity❑ Develop stakeholder engagement plan
<ul style="list-style-type: none">❑ Lack of an effective crisis management plan❑ Uncoordinated internal priorities that can lead to further miscommunication	<ul style="list-style-type: none">❑ Establish crisis reaction / management plan❑ Develop different scenarios and test company's readiness regarding each of them❑ Increase the transparency of communication channels❑ Proactively anticipate where disruption is most likely to impact the business	<ul style="list-style-type: none">❑ Develop / update crisis management plan❑ Develop business impact scenarios❑ Calculate potential business impact according to each prepared scenario❑ Prepare operational response for different crisis scenarios❑ Develop critical risks matrix and mitigation

Continuing business remotely under COVID-19

2. Prepare IT infrastructure and systems (1 of 2)

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ IT hardware infrastructure does not allow remote working	<ul style="list-style-type: none">❑ Define employee hardware needs / availability (laptops, routers)❑ Define server capacity❑ Establish remote access to servers❑ Ensure that an adequate corporate VPN hardware / software is available for remote workers❑ Select Cloud and online collaboration tools❑ Establish VoIP systems	<ul style="list-style-type: none">❑ Analyse the needs of the company and provide hardware requirements / options available❑ Server capacity testing❑ Vendor selection framework support❑ Recommend Software solutions for VPN, VC's and remote collaboration tools
<ul style="list-style-type: none">❑ No internet connectivity between employees / servers	<ul style="list-style-type: none">❑ Establish connectivity (sim cards with internet etc.)❑ Perform connectivity capacity testing	<ul style="list-style-type: none">❑ Define critical connectivity capacity / needs❑ Help selecting connectivity provider / tools❑ Communication security testing
<ul style="list-style-type: none">❑ No IT software to execute business and monitor productivity / teams	<ul style="list-style-type: none">❑ Establish employee communication channels / requirements❑ Select virtual meetings software / Video conference❑ Select project management software / arrangements❑ Launch employee time monitoring / management software	<ul style="list-style-type: none">❑ Perform analysis of the needs of the company and provide options available
<ul style="list-style-type: none">❑ Hardware failures - No access to infrastructure (servers etc.) and maintenance	<ul style="list-style-type: none">❑ Conduct emergency situations modeling❑ Control server temperature management systems❑ Prepare IT staff / Security staff to do maintenance remotely	<ul style="list-style-type: none">❑ Help with critical infrastructure tests❑ Preparing guidelines for critical reaction❑ Emergency situations modeling

Continuing business remotely under COVID-19

2. Prepare IT infrastructure and systems (2 of 2)

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ Internet connectivity remote connection to corporate network is not secure	<ul style="list-style-type: none">❑ Assess IT infrastructure security❑ Perform security testing❑ Prepare security guidelines (password policy etc)❑ Monitor the communication security	<ul style="list-style-type: none">❑ Perform security testing❑ Penetration testing❑ Vendor selection framework support❑ Conduct security scanning for existing vulnerabilities❑ Exploitation and confirmation of identified vulnerabilities❑ Risk assessment of identified existing vulnerabilities❑ Prioritisation of further remediation actions
<ul style="list-style-type: none">❑ Lack of Information Security (IS) awareness	<ul style="list-style-type: none">❑ Ensure staff understand the importance of IS❑ Counter opportunistic cybersecurity threats❑ Prepare and observe General Data Protection regulations	<ul style="list-style-type: none">❑ Conduct IS training for staff❑ Development of awareness campaigns❑ Phishing attack/social engineering simulation
<ul style="list-style-type: none">❑ Unclear understanding of further steps and investment decisions related to Information Security	<ul style="list-style-type: none">❑ Take stock of current Information Security processes, relevant systems and existing risks	<ul style="list-style-type: none">❑ Identify related IS and IT risks❑ Determine maturity level of current IS processes❑ Develop roadmap and investment strategy on IS development
<ul style="list-style-type: none">❑ Respond to information security incidents with remote workforce	<ul style="list-style-type: none">❑ Analyse and prioritise incidents	<ul style="list-style-type: none">❑ Review incident response plan/processes❑ Benchmarking of incident management

Continuing business remotely under COVID-19

3. Manage workforce and productivity

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ Facing employee and client safety risks	<ul style="list-style-type: none">❑ Review workers flexibility with HR - define groups of remote and office workers❑ Establish hygiene policies and practices for both groups❑ Provide employees with technological and other required infrastructure to minimize any physical contacts with clients and etc.❑ Ensure workforce safety: test emergency contact systems and ensure the accuracy of contact information for all employees	<ul style="list-style-type: none">❑ Define critical skills mapping & workforce architecture❑ Identify upskilling needs to cover skills gaps in the value-creating areas of the business❑ Develop strategic workforce planning & infrastructure developing
<ul style="list-style-type: none">❑ Lack of tools to ensure and measure the productivity of remote workers	<ul style="list-style-type: none">❑ Define business continuity plans for critical roles / functions❑ Identify key profit drivers❑ Move employees within the organization to sustain the value-creating areas of the business❑ Refine performance expectations and new productivity measures❑ Develop and roll out remote working training❑ Identify key weaknesses and ramp up remote working capabilities	<ul style="list-style-type: none">❑ Develop strategic workforce planning & infrastructure developing❑ Develop new communication channels to help drive employees online
<ul style="list-style-type: none">❑ Communication issues between management and employees	<ul style="list-style-type: none">❑ Develop a rapid communication plan in response to the crisis❑ Stand-up a dedicated team to manage and implement the response❑ Increase internal communication transparency;❑ Proactively anticipate where disruption is most likely to impact the business	<ul style="list-style-type: none">❑ Develop communication strategy and remote working policies❑ Help with identification and responding to legal/regulatory issues, including effective governance to monitor your organization's response

Continuing business remotely under COVID-19

4. Manage finance and liquidity (1 of 2)

Common challenges + worries	Suggested next steps	How PwC can help you
<input type="checkbox"/> Unclear cash position and cash forecasts	<input type="checkbox"/> Develop a dynamic short-term cash flow forecasts and ongoing processes <input type="checkbox"/> Model various cash flow scenarios and mitigating actions <input type="checkbox"/> Identify surplus assets that provide short-term liquidity	<input type="checkbox"/> Model cash flow forecast and budgeting tools <input type="checkbox"/> Develop payment control and monitoring framework/methodology <input type="checkbox"/> Perform stress testing in different scenarios
<input type="checkbox"/> Inability to understand and secure Foreign Exchange Rate (FX) risk	<input type="checkbox"/> Review current FX processes and controls <input type="checkbox"/> Evaluate FX risk exposure	<input type="checkbox"/> Develop FX uncertainty management plan <input type="checkbox"/> Develop metrics and hedging tools to mitigate cash impacts
<input type="checkbox"/> Cost optimization issues	<input type="checkbox"/> Perform key suppliers and critical list of expenses <input type="checkbox"/> Identify costs that need to be reduced with minimum business impact	<input type="checkbox"/> Develop costing optimization methods <input type="checkbox"/> Conduct zero-based budgeting methods <input type="checkbox"/> Provide methodology toolkit: operating model design, tools, and templates
<input type="checkbox"/> Failing to meet financial stakeholders' requests	<input type="checkbox"/> Identify pockets of extra working capital and establish initiatives to quickly convert this into cash <input type="checkbox"/> Analyze credit agreements to understand covenant headroom and incremental borrowing capacity <input type="checkbox"/> Arrange financing / credit line with the banks <input type="checkbox"/> Identify any net funding shortfalls	<input type="checkbox"/> Develop basic cash forecast model <input type="checkbox"/> Model cash flow forecast with recommendations <input type="checkbox"/> Cash collection support by deploying cash collection mechanisms / teams
<input type="checkbox"/> Tax and trade compliance issues	<input type="checkbox"/> Evaluate tax, trade and tariff implications of alternatives to your supply chain <input type="checkbox"/> Understand any required changes in reporting and disclosures required for tax and customs compliance <input type="checkbox"/> Seek advice on utilizing tax losses, other tax attributes impact	<input type="checkbox"/> Develop tax and trade recommendations to optimize global and regional value chains and operating models <input type="checkbox"/> Model the impacts of cross-border tax regimes on tax attributes and financial cost

Continuing business remotely under COVID-19

4. Manage finance and liquidity (2 of 2)

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ Internal Audit operates under a Business as Usual scenario	<ul style="list-style-type: none">❑ Revisit the FY20 plan (re-prioritise, add, defer, cancel)❑ Provide the required support to the business to respond to current events❑ Consider the impact on FY21 Internal Audit planning	<ul style="list-style-type: none">❑ Refresh IA governance materials by sharing best practice and examples❑ Perform staff training remotely, e.g. on emerging risk areas or data analytics❑ Co-sourcing/outsourcing of Internal Audit staff
<ul style="list-style-type: none">❑ Risk management - Negative behavioural impacts on risk culture	<ul style="list-style-type: none">❑ Consider impact on risk culture across the organisation❑ Ensure compliance with internal policies and practices	<ul style="list-style-type: none">❑ Reassess and critically challenge risks while focusing on key fraud and security risk areas❑ Update risk map and risk register
<ul style="list-style-type: none">❑ Risk management - Non-compliance with regulations	<ul style="list-style-type: none">❑ Continue to meet compliance/regulatory requirements❑ Be cognisant of potential regulatory/government enforced changes due to COVID-19	<ul style="list-style-type: none">❑ Perform regulatory and/ or compliance-related reviews❑ Provide resources, particularly specialists, with agile, remote staffing options
<ul style="list-style-type: none">❑ Risk management - Lapse of key fraud controls and management attention	<ul style="list-style-type: none">❑ Employ data analytics❑ Analyse behavioural patterns of long term staff	<ul style="list-style-type: none">❑ Monitor key fraud risk controls (e.g. payments, supplier management, payroll)❑ Identify data analytics techniques you can employ❑ Undertake the analytics remotely using data sent via our secure portal

Continuing business remotely under COVID-19

5. Prevent supply chain disruptions

Common challenges + worries	Suggested next steps	How PwC can help you
<ul style="list-style-type: none">❑ Disrupting supply model due to a slowdown in global supply chains	<ul style="list-style-type: none">❑ Build a tiered factual base of supply: what's available and constrained, and set the mechanism to regularly update the data❑ Communicate regularly with supply chain stakeholders❑ Review how border requirements differ for alternative shipment routes	<ul style="list-style-type: none">❑ Prepare dynamic dashboards to track and monitor supply and network risks❑ Identify supply remediation options and analyze the timing of impact and/or costs for levers like rerouted freight
<ul style="list-style-type: none">❑ Scarcity of critical parts or ingredients	<ul style="list-style-type: none">❑ Set up a 'situation room' where mitigations can be coordinated.	<ul style="list-style-type: none">❑ Establish processes of allocations and demand shaping❑ Assessment of critical third party service providers and suppliers, implementing mitigation/recovery plans❑ Identify alternative suppliers by category
<ul style="list-style-type: none">❑ Inability to identify supply priorities of critical products	<ul style="list-style-type: none">❑ Understand the impact that delays could have on supply/production❑ Identify supply constraint remediation lever and validate them and cost alternative supply chains.	<ul style="list-style-type: none">❑ Analyse lead time and critical inventories to maximise customer service levels on critical products❑ Demand sensing and forecasting
<ul style="list-style-type: none">❑ Non-proper allocation of inventory	<ul style="list-style-type: none">❑ Understand inventory, supply impact and risk exposure❑ Develop expected-case and worst-case scenarios designed to help ensure that supply aligns to demand — and there are plans for each	<ul style="list-style-type: none">❑ Optimise warehousing by automation to operate in excess stock/lower labour scenarios❑ Identify proper ways of inventory allocation, product placement, storage and retrieval systems❑ Prepare methodology of inventory management and requirements

We are here to work alongside you

Contact us

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Supply chain

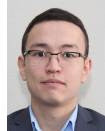


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Thank you

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