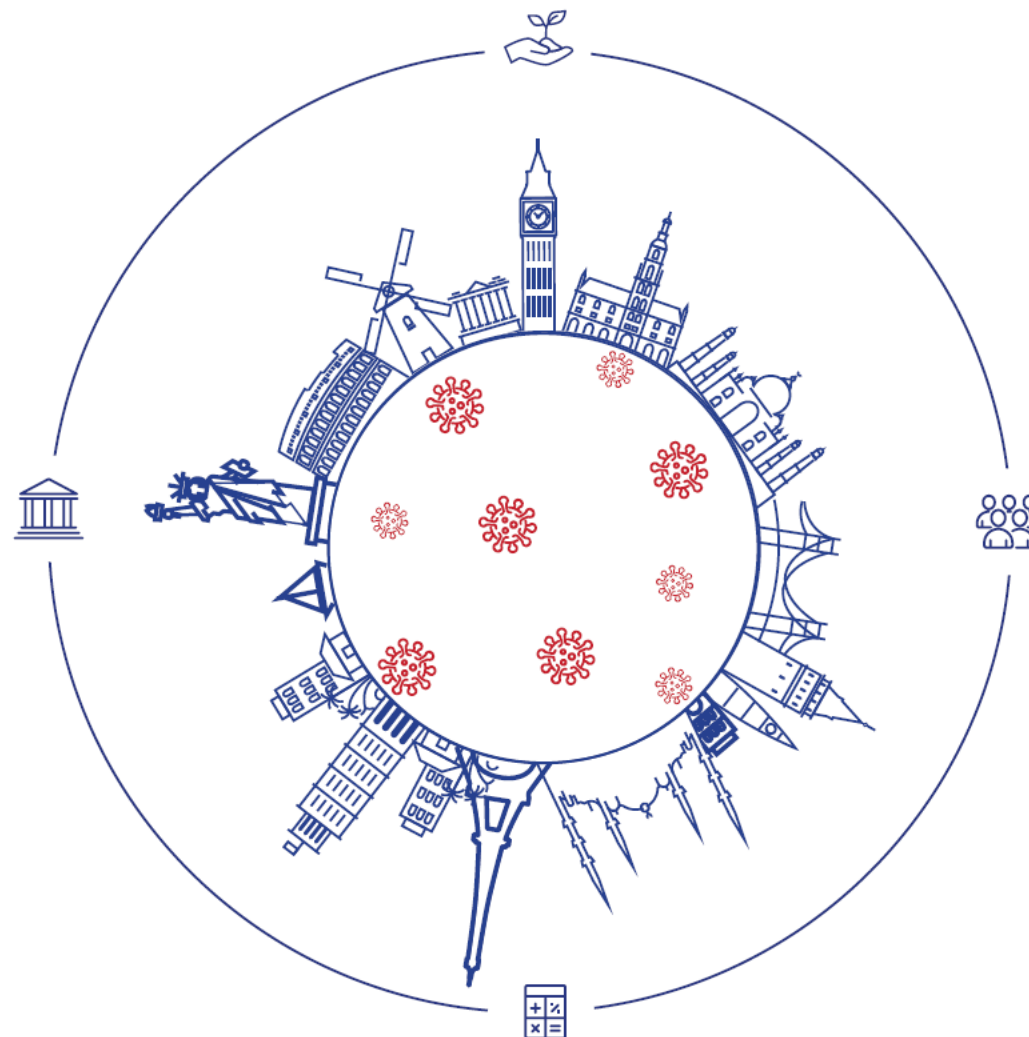




# ПАНДЕМИЯ:

## РАСКРЫТИЕ ТЕМЫ В ГОДОВОМ ОТЧЕТЕ



# ПАНДЕМИЯ COVID-19

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Vodafone Group Plc  
Annual Report 2020

Developing a new 'social' contract (continued)

## COVID-19: Our rapid, comprehensive and coordinated response to support society...

Vodafone is committed to doing its utmost to support society during this period of uncertainty and change. As a provider of critical connectivity and communications services enabling our digital society, we announced a five-point plan to help the communities in which we operate.

### 1

#### Maintain network service quality

In assisting governments and citizens, it is essential that we are able to maintain a minimum level of resilience and quality of service on our networks. This ensures essential connectivity and communications services, enabling citizens who are staying at home to continue to work, learn, socialise and be entertained. This was our first priority.

As customers work from home to an unprecedented degree using video conferencing over fixed broadband, uplink data from the customer to our network increased by as much as 100% in some markets. Download traffic has increased by 44% in aggregate.

Overall, mobile data usage increased by around 15% across Europe, peaking at 30% in Spain and Italy. In Africa, where there is limited fixed broadband, mobile data usage increased by around 20%, reaching 40% at its peak in South Africa.

In response, we brought forward planned network upgrades, adding four Terabits per second of additional capacity to our networks during March and April. In our cable and fibre networks, we upgraded the number and size of interconnection points with other operators and by the end of April had increased our capacity by 60%.

Our engineers continue to play an essential role when equipment at premises needs attention. In Germany, our 5,000 customer engineers managed to decrease repair times by around 40%, aided by the ability of customers to make immediate appointments and reduced travel times.

### 2

#### Provide network capacity and services for critical government functions

We are offering hospitals additional network capacity and services such as video conferencing and unlimited fast connectivity for healthcare workers. This allows remote consultations, removing the need for non-essential travel to hospitals and has allowed updates and test practices to be shared between hospitals and clinical staff.

In Italy, Vodafone has provisioned vital connectivity for new hospitals in Cusano, Varese and the new Fiera Milano hospital in Milan.

Vodafone UK has provided emergency coverage for temporary new hospitals including the 4,000 bed Nightingale Hospital at London's ExCel Centre and similar facilities in Manchester, Cardiff and Glasgow.

Vodafone Romania has installed new mobile sites for temporary military hospitals in Bucharest and Constanta.

In South Africa and Lesotho, Vodafone has provided 20,000 and 1,000 devices respectively to Ministries of Health departments for field workers engaged in testing and related data collection.

To guarantee connectivity for patients, Vodafone Spain has provided 30,000 5G+ with 4G+ of data to hospitals and care centres for the elderly – ensuring that people who are affected by COVID-19 in nursing homes, residences or small hospitals can stay connected to their families.

In Italy, Vodafone has donated more than 1,200 smartphones and tablets to hospitals, foundations and non-profit organisations to enable patients to remain in touch with relatives.

In the UK, Vodafone has announced that 125,000 NHS workers who are existing customers will benefit from 30 days free unlimited mobile data.

Vodafone Germany and Austria have repurposed and offered for free their Emergency Eye technology which was previously used to provide detailed virtual health assessments via smartphone – removing the need for patients to leave the house and lowering the risk of infections as a result.



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## Chairman's statement

# A year of significant progress.

In Kenya, mobile internet usage rose 100% as COVID-19 users with symptoms.

Vodafone Romania has installed new mobile sites for temporary military hospitals in Bucharest and Constanta.

Facilities With schools offering free resources, that are re-educational.

3 Improve of information Recognising accurate in offering all critical info free access.

In the UK, mobile equipment Northern Ireland and Scotland.

In South Africa, mobile equipment Northern Ireland and Scotland.

In Germany, mobile equipment Northern Ireland and Scotland.

In Germany, mobile equipment Northern Ireland and Scotland.

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In Germany, mobile equipment Northern Ireland and Scotland.



This report covers our 2019/20 financial year, which ended on 29 February 2020.

That year was one of significant progress, as we achieved our turnaround goals, further improved our business for customers, and firmly established ourselves on a strong financial footing.

However, while the entire Tesco business has dealt with some serious challenges through the last five years of turnaround, undoubtedly the most significant of these occurred after our 2019/20 year end, with the global outbreak of COVID-19.

As Dave reflects in his Group Chief Executive's review, our more than 400,000 colleagues have risen to the challenge incredibly, working day and night to ensure our customers have access to the food and essentials they need, in a safe environment. I cannot commend them highly enough for their efforts, which have been nothing short of inspirational.

The remainder of this report addresses, for the most part, the 2019/20 financial year – before the greatest impact of the significant changes that COVID-19 brought to our business, and indeed our society as a whole.

Our priority is to keep an absolute focus on serving customers and to play our part in feeding the nation, as the situation with COVID-19 continues to dominate our current trading following the year end. Given these circumstances, we have included commentary on COVID-19 in this report where possible, while recognising that, at the time of writing, the situation is rapidly evolving.

For the latest updates on our response to the COVID-19 outbreak, I would encourage you to visit [www.tescopic.com/covid-19](http://www.tescopic.com/covid-19).

### Highlights

- Significant progress in the financial year ended 29 February 2020 marked the completion of our turnaround.
- Announced the proposed sale of our businesses in the UK, which will release material value, and allow us to simplify our structure.
- Appointed a new Group Chief Executive, Ken Murphy, in October 2020.

After the year end, we also announced the sale of our businesses in Thailand and Malaysia, which was unanimously approved by the Board, will be completed by the end of the year, and focus the Group. On completion, we have taken the decision to return to our shareholders through a special dividend.

### CEO succession

In October 2019, we shared the business plan for the year ending 2020, and the Board, which was done an outstanding job in turn, reconnecting Tesco to its core customers.

The Board undertook a thorough search for the best possible candidate and, as a result, appointed Ken Murphy to take up the role of Group Chief Executive.

Ken will bring to Tesco a wealth of experience from his international retail businesses, a strong track record in commercial and brand management, and a Board in the recruitment process, which is a good fit for the strong culture of the company.

On behalf of the whole Board, I am extremely grateful to Dave for everything that he has achieved, and we look forward to welcoming Ken Murphy to the Board, and to Tesco, in October.

John Allan  
Non-executive Chairman

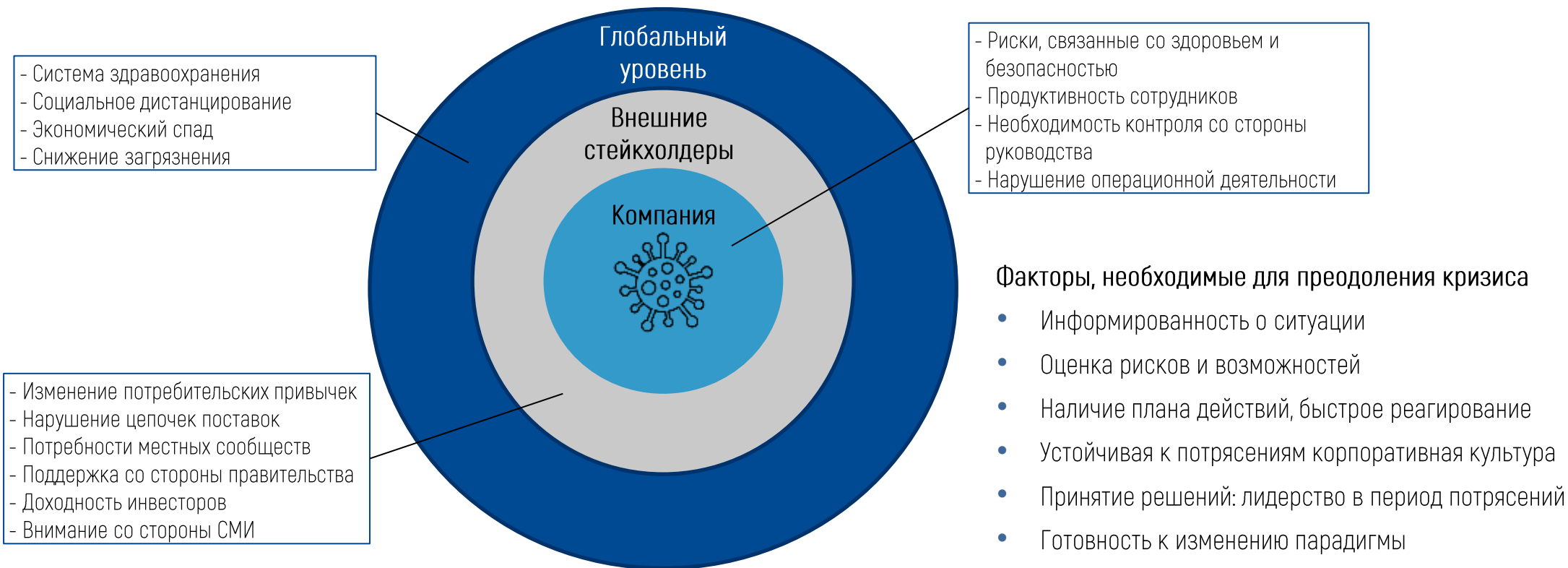
Dear fellow shareholders,  
As I write, the world is facing an unprecedented set of challenges. The coronavirus pandemic (COVID-19) is spreading rapidly, with tragic consequences for many people across many geographies. Global efforts to stop the virus are also having significant economic consequences. And in an oil market where demand has fallen, supply has sharply increased.

Though unprecedented, a global energy company like BP should be prepared for such challenges.

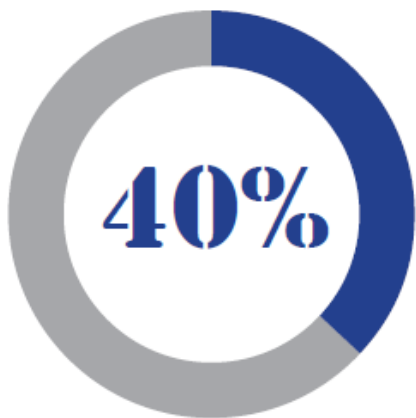
# ПАНДЕМИЯ COVID-19 И ESG

Кризис, вызванный пандемией коронавируса COVID-19, способствовал повышению значимости ESG-повестки.

Воздействие пандемии COVID-19 на деятельность компании и внешнюю среду



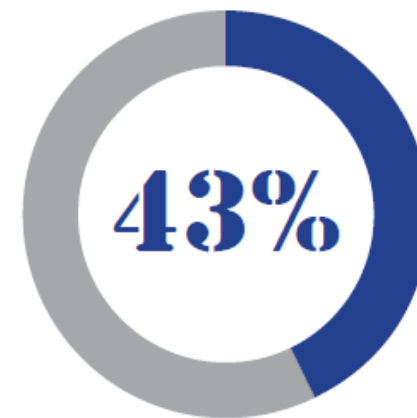
# IR: ТЕНДЕНЦИИ В РАСКРЫТИИ



IR-команды повысили уровень детализации в текущем раскрытии

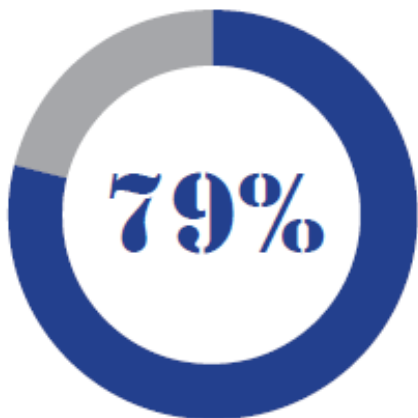


IR-команды повысили частоту объявлений во время пандемии



компаний пересмотрели прогноз на год в свете пандемии

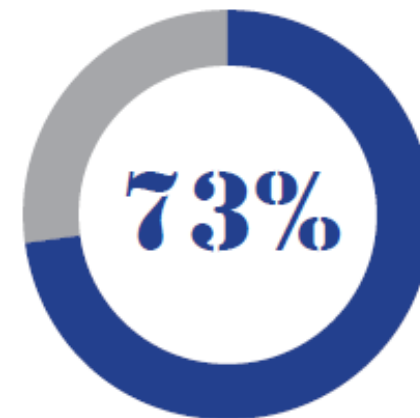
# IR: ТЕНДЕНЦИИ В РАСКРЫТИИ



IR-команд отметили рост количества запросов, связанных с ESG, со стороны инвесторов



компаний отметили рост интереса со стороны инвесторов к социальным вопросам



компаний пришли к выводу, что пандемия способствовала росту внимания к ESG на будущую перспективу

# ВЛИЯНИЕ НА БИЗНЕС

Влияние на  
операционные  
и финансовые  
показатели

В какой степени  
ограничения и  
связанные меры  
повлияли на  
операционную  
деятельность,  
показатели бизнеса

Изменение  
рыночного  
окружения и  
контекста

Рыночная  
динамика как  
ключевой  
внешний фактор

Адаптация  
стратегии и  
инвестицион-  
ной  
программы

Обновления или  
изменения  
стратегии и  
приоритетов

Изменение  
прогноза,  
управление  
ожиданиями

Обновление  
guidance, отзыв  
или изменение  
целевых  
показателей

Значимость  
фундаменталь-  
ных  
показателей

Что обеспечит  
долгосрочную  
устойчивость?

# УСТОЙЧИВОСТЬ И ОТВЕТСТВЕННОСТЬ



# ОБЩИЙ КОНТЕКСТ И «НОВАЯ ЭТИКА»



# РАЗДЕЛЫ ОТЧЕТА



## ВСТУПЛЕНИЕ / ОБЗОР КОМПАНИИ

- Принятые меры
- Гибкость реагирования
- Чуткость, внимание к нуждам всех вовлеченных сторон
- Стратегическая устойчивость бизнеса



## ОБРАЩЕНИЯ

- Упоминание важных аспектов и направлений
- Эмоциональная чуткость
- Позиция компании в целом



## АНАЛИЗ РЕАЛИЗАЦИИ СТРАТЕГИИ, РЕЗУЛЬТАТОВ

- Влияние внешних и внутренних факторов
- Адаптация к изменениям
- Планируемые шаги

# РАЗДЕЛЫ ОТЧЕТА



## КОРПОРАТИВНОЕ УПРАВЛЕНИЕ

- Значение корпоративного управления для устойчивости
- Качество и надежность менеджмента
- Прозрачность, эффективность, подотчетность акционерам
- Размер вознаграждений



## РИСК-МЕНЕДЖМЕНТ

- Качество риск-менеджмента
- Влияние рыночной, экономической, социальной ситуации на карту рисков
- Анализ реализовавшихся и потенциальных вызовов



## УСТОЙЧИВОЕ РАЗВИТИЕ И РАБОТА СО СТЕЙКХОЛДЕРАМИ

- ESG-стратегия: приоритеты, шаги, действия
- Социальная политика
- Благотворительность
- Работа с местными сообществами
- Уважение и внимание ко всем стейкхолдерам

# О CITIGATE DEWE ROGERSON MOSCOW



ВЕДУЩЕЕ АГЕНТСТВО В СФЕРЕ КОРПОРАТИВНЫХ  
И ФИНАНСОВЫХ КОММУНИКАЦИЙ



ЧАСТЬ МЕЖДУНАРОДНОЙ СЕТИ  
CITIGATE DEWE ROGERSON  
И ХОЛДИНГА HUNTSWORTH GROUP



БОЛЕЕ 25 ЛЕТ НА РОССИЙСКОМ РЫНКЕ

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Мадрид, Милан, Москва, Мумбаи, Нью-Йорк, Париж, Пекин, Сан-Франциско, Сингапур,  
Стокгольм, Франкфурт, Чикаго, Шанхай и Эдинбург.