



Providing the Bigger Picture

Message from the Chairman of the Chamber Board of Directors

Dear Chamber Members,

2011 was a challenging year for the American Chamber of Commerce (Chamber) and our Members due to the uncertainties in the global economy and its potential impacts to Ukraine and due to the process business has gone through to understand and adapt to the priorities and focus of Ukraine's new leadership. The Chamber and its Executive team remain focused on providing access, information, and high level engagement on behalf of our Members to key decision makers, who have the responsibility to develop and manage the process of implementing comprehensive economic reform which is desperately needed to ensure that Ukraine is able to successfully compete in the challenging global market place and attract the much needed domestic and foreign investment.

Throughout 2011, the Chamber focused on the strategic priorities set by the Board of Directors which were: Increasing Ukraine's Competitiveness; Energy Independence through equal access and fair competition; developing a more efficient and competitive Agricultural Industry based upon free market principles; EURO 2012 as an important stimulus for infrastructure development and promoting Ukraine.

In addition the Board and Administrative Team of the Chamber made significant efforts to strengthen the Committee structure

and Policy Team performance to ensure the correct mix of Committees and Working Groups is in place, proper human resources are developed, effective advocacy and lobbying activities are undertaken by the Committees and these activities are properly communicated to internal and external stakeholders. We know, based on the feedback from our Members, that this is the most important value the Chamber offers to many of our Members. We have made significant progress and I am proud of the work done by the Board, the Chamber staff, the co-chairs of the Committee's and Working Groups and the many Members who actively participate. The work of the Committee's depends on this and I encourage you to get your teams involved in the areas that are important to your businesses. This is the only way we can effectively push for change.

The Chamber also further developed numerous segmented Networking events, allowing our Membership to have access to the wealth of experience and opportunities that their fellow Members of the Chamber also bring to the table. The Chamber has focused in further developing a well-rounded offering of benefits and services by being proactive, innovative, and customer-service-oriented to ensure that it continues to offer the highest value for all Members.

I want to thank the Board members for their time and service to the Chamber, I want to thank the Chamber Team for all of their



hard work and effort and I want to thank the many Members who actively spend their time and resources of their organizations to support the Chamber's efforts on behalf of all of its Members.

I wish you a successful remainder of 2011 and best wishes for 2012.

*Sincerely,
Ian Borden
Chamber Board of Directors*

Message from the Chamber President

Dear Chamber Members,

The beginning of 2011 was yet another interesting time for the business community in Ukraine as the country's economy started to recover from the lingering impact of the global financial crisis and President Yanukovich continued to pursue an agenda of economic reforms. Then mid 2011 ushered in more financial uncertainty driven by the Euro zone which has created a bit of trepidation within the business community towards the end of the year as I pen this note. This uncertainty has raised the importance of the role that the American Chamber of Commerce in Ukraine plays as a "Key to your Success" and a focal point for increasing the competitiveness of the country. The Chamber has been pleased at our ability to engage with the current leadership of the nation helping to push forward the important reforms that were stalled in the past. We look back on 2011 as a challenging and productive year for both the Chamber and Ukraine and forward to the upcoming year as many in the business community, including myself, remain cautiously optimistic as to what the future holds for the great country in which we live and work.

We at the Chamber continue to focus our efforts on ensuring that the organization remains relevant and value-added by being nimble and adjusting to the needs of our Membership as the business, investment, and political landscape changes. We will continue to focus on the future, doing what we can on behalf of our Members, to identify new opportunities, to protect their interests through focused lobbying and advocacy efforts aimed to increase Ukraine's competitiveness, to provide quality segmented Networking opportunities, as well as, to serve as strong information platform helping all of our Members to succeed. The road ahead will be challenging, but, with the engagement of the Board of Directors, qualified staff of the Chamber and the vast Chamber Membership, we will focus on the future and look forward to reveling in the successes of the Chamber and each of our Members.

This 2011 Annual report is designed to provide you with a brief snapshot of the major activities and accomplishments of your Chamber over the last year. We look forward to working with our Membership in 2012 and beyond, as we all strive to succeed in this challenging and rewarding environment.

*Sincerely,
Jorge Zukoski
Chamber President*



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Administrative Staff as of December 1st, 2011

PRESIDENT

Mr. Jorge Zukoski

POLICY TEAM

Dr. Yaroslav Voitko

Policy Manager

Ms. Svitlana Burlaka

Policy Officer (Committees)

Mr. Oleksandr Chornyy

Policy Officer

Ms. Natalya Plikha

Policy Officer (Communications)

Mr. Denys Sobolev

Policy Officer / Agricultural Issues

Ms. Antonina Kanchiy

Policy Officer (Committees)

Ms. Yaroslava Marusyk

Policy Officer (Committees)

Ms. Valeriya Tsyganenko

Policy Officer (Committees)

Ms. Olena Bochkovska

Policy Team Assistant

Ms. Olga Gvozdova

Policy Team Assistant

MEMBERSHIP TEAM

Ms. Alyona Bilokha

Membership Development Coordinator

Mr. Roman Kravets

Membership Relations Coordinator

Ms. Tetyana Sidorko

CRM Coordinator

Ms. Olga Skrypka

Membership Development Assistant

Ms. Tatyana Kravchenko

Membership Programs Coordinator

COMMUNICATIONS TEAM

Ms. Olena Shynkarenko

Communications and Marketing Manager

Ms. Tetyana Ostapenko

Publications Coordinator

Ms. Zena Kleshchar

Web-content / E-Publications Coordinator

Mr. Volodymyr Yantsov

Technical Support Coordinator

Ms. Anastasia Politiuk

Communications Coordinator

EVENTS TEAM

Ms. Victoria Matsak

Event Manager

Ms. Olena Arustamova

Senior Event Coordinator

Mr. Oleksandr Matkovsky

Event Coordinator

Ms. Krystyna Kovalenko

Gourmet Club Assistant

Ms. Kseniya Alekankina

Event Assistant

ADMINISTRATIVE TEAM

Ms. Nadiya Polishchuk

Administrative & Financial Manager

Ms. Kateryna Smol

Chief Accountant

Ms. Olena Potylko

Accountant

Ms. Anna Septa

HR Coordinator

Ms. Vitalina Ivakhnenko

Administrative Coordinator

Mr. Andriy Fabrikant

System Administrator

Ms. Vitalina Novak

Administrative Assistant

Ms. Anna Poida

Receptionist

Mr. Volodymyr Poplavets

Driver

Mr. Igor Zabailovych

Driver



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2011 Chamber Official Service Providers

The exclusive "Official Service Provider" status of the American Chamber of Commerce in Ukraine (Chamber) is granted to Chamber Member organizations that provide goods and services to the Chamber under special agreements that are on a pro-bono basis or at greatly reduced rates. These goods and/or services are relevant to the successful operation of the Chamber allowing the Chamber to fulfill the Mission and Vision of the organization while providing relevant value added services to the Membership.



2011 Chamber Official Service Providers

ASTELIT LLC

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BUSINESS life – brand for businesses: small & medium enterprises and corporations.

BUSINESS life provides customers with the most up-to-date mobile telecommunication services and innovative offers to maximize the effectiveness of clients' business.

BUSINESS life differentiates with its advantageous tariffs for services and products, unique proposals for roaming, mobile marketing services for any kind of business and convergent services (Rent of Channels, Fixed Telephony and Internet). Moreover, clients get additional advantages through simple and lucrative BUSINESS PLUS loyalty program.



Customised mobile solutions

2011 Chamber Official Service Providers

AUDIT FIRM "RSM APIK"

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Audit Company "RSM APIK" was created in July 1993. During the period of company's activity our specialists have provided audit services to more than 400 companies and 80 banks. RSM APIK is one of the leading audit companies on Ukrainian market of audit and consulting services. Since September 2007 our firm has become a member of RSM International network, which is the seventh largest accounting and audit organization in the world. On the one hand this is acknowledgement of our high professional level on the other hand it gives a possibility to cooperate with colleagues from more than 630 offices in 72 countries and to provide support of your business practically in any place in the world. The Company's main areas of activity are the provision of various types of audit and related services to commercial banks. High rate of proficiency of the company and its contribution to the development of bank audit methodology have gained recognition in business spheres, state institutions, and in the professional audit community of Ukraine. RSM APIK is the only audit company in Ukraine, which has become a member of Association of Ukrainian Banks.

RSM APIK has lengthy experience of work with large joint-stock companies and state enterprises specializing in the most important areas of the economy (fuel and energy complex, technical connection and telecommunication, insurance business, and the like). We have also developed extensive contacts with 100% foreign-owned companies and banks.

RSM APIK

2011 Chamber Official Service Providers

Benefit Systems is the creator and operator of the first multi-branded loyalty program platform in Ukraine – Maxi. Maxi Program will soon become the most capable and powerful sales stimulation tool for the Retailers in all of Ukraine.

Maxi is shaped by characteristics of local retail market, designed to become top of the wallet card for all members of the household. Bonus system of the Maxi Card allows individuals to earn on their everyday purchases such as grocery shopping, clothes and goods purchasing, extending to more substantial transactions as travelling, electronics and booking holidays. Then cardholders enjoy the freedom to redeem their collected bonuses like cash in whole of the Maxi Network as they wish.

The Merchant partners of Maxi program are enabled to understand and analyze their databases and shopping behavior, targeting each segment with individual offers thus start building a true customer relationship on the Maxi Platform.

With close launch date Maxi has already partnered with 20 Retail groups from all key sectors. Number of outlets will be around 500 in 3 big cities at the Launch in summer 2010. Target is to grow to 3000 outlets in 18 months. The number of cardholders at the Launch is expected to be more than 600,000 which will grow to 1,000,000 cards within 6 to 9 months. 3 years perspective is 5 million cardholders.

Ambitious strategy of Maxi is founded on Shareholders' financial dedication of 8 million USD into the project together with the vibrant team that is lead by international experts in loyalty marketing in Retail sector and Payment Card systems. Chairman Jurg Weber and CEO Irem Tuzunalper have extensive experience of creating, launching and expanding loyalty programs in Turkey. Among their accomplishments are Advantage Card, the loyalty card program that reached 1 bln usd in card spending, and World Card, resulting in 8 bln usd in card spending with 6 million credit cards.

BENEFIT SYSTEMS

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2011 Chamber Official Service Providers

BRAIN SOURCE INTERNATIONAL

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Brain Source International is an executive search and selection company specializing in the recruitment of the middle and top management for international and local companies in the emerging markets of Eastern Europe and CIS.

Our motto since 1999: "European standards of recruitment". The headquarter is located in Kyiv, Ukraine.

Today Brain Source International employs a staff of 27 professional consultants.

Our regional offices are present in Kyiv, Kharkiv, Donetsk, Lviv, Dnepropetrovsk and Tbilisi (Georgia).

Recruiting company Brain Source International belongs to the BSI Group of companies: our partners are Acumen Outsourcing (temporary staff and services) and Total HR Assessment (HR consulting).

Welcome to Brain Source International!

BRAIN ▲ SOURCE
INTERNATIONAL

2011 Chamber Official Service Providers

CARLSBERG UKRAINE

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The owner of Carlsberg Ukraine company is Carlsberg Group. Carlsberg is the largest brewing group in Northern and Eastern Europe which is on the fourth place in the brewing industry all over the world. Company owns portfolio of 500 beer brands and great amount of brands of non-alcoholic beverages. The number of employees who work in "Carlsberg Breweries" in 50 countries all over the world is 43,000 people. The company's production is sold on more than 150 markets.

The structure of the "Carlsberg" group in Ukraine is the following: PJSC Slavutich Brewery in the city of Zaporizhzhya, Kyiv brewery "Slavutich" and Lvivska brewery. In Ukraine company presents the following brands: "Slavutich", "Lvivske", Tuborg, "Baltika", Carlsberg, Holsten, Corona, "Arsenal", "Khmilne", "Kvas Taras", Top Tea, Negra Modelo, Somersby, Guinness, Kilkenny, Harp.

For more information, please visit: www.carlsbergukraine.com

The logo for Carlsberg Ukraine features the word "Carlsberg" in a large, green, stylized font with a crown above the letter 's'. Below it, the word "Ukraine" is written in a smaller, green, sans-serif font. A curved line separates the two words.

Carlsberg
Ukraine

2011 Chamber Official Service Providers

Public Joint Stock Company Citibank is a 100% – owned subsidiary of Citigroup, Inc. (headquartered in New York, U.S.A.) which delivers its financial services through Institutional Clients Group, Global Consumer Group and Global Wealth Management.

PJSC Citibank was registered by the National Bank of Ukraine in May, 1998 and on October 30, 1998 the Bank was granted the package of banking licenses authorizing it to conduct all principal banking operations for corporate customers (residents and non-residents).

PJSC Citibank has a dedicated local corporate banking and treasury team, which actively co-operates with our Institutional Clients Group and Treasury specialists to introduce innovative products to the Ukrainian Market.

Citi Ukraine offers a range of market-leading Cash Management, Trade and Securities products and services to our clients delivered via our award winning online banking platform “CitiDirect” enabling us to be closer to our clients throughout Ukraine.

Citi has launched custody services for Ukrainian securities and also Agency & Trust services including on and offshore escrow services. We continue to invest in the development of our products and services and are proud to be the bank of choice for many multinational companies with offices in Ukraine.

PJSC Citibank transfers best corporate practices from Citi’s global operations into the growing Ukrainian business to build a reliable and effective franchise.

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2011 Chamber Official Service Providers

COCA-COLA BEVERAGES UKRAINE LIMITED

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Coca-Cola Beverages Ukraine (CCBU) is a part of Coca-Cola Hellenic – the largest European bottling company (registered in Greece in 2000) that produces and distributes soft drinks under the Coca-Cola Company franchising. CCBU offers a diverse range of non-alcoholic beverages in the sparkling, juice, water, tea and energy categories.

CCBU established a representative office in Ukraine in 1992, immediately after the country had gained independence. Coca-Cola was one of the first international companies to invest in Ukraine. In the 19 years since then, Coca-Cola System investments in the country have reached US\$ 276 million and € 114 million.

The company is committed to sustainable development and supports initiatives which contribute to the environmental protection, resources management and improvement of local communities' well-being. In the years of operation in the Ukrainian market, the Coca-Cola system in Ukraine has received numerous awards in recognition of its achievements in business, product innovation, high-quality production and corporate citizenship. The plant was certified on compliance to international and Ukrainian standards requirements in Quality Management, Food Safety Management, Environmental Management, Occupational Health & Safety Management.

The Coca-Cola logo is displayed in its classic red script font with a registered trademark symbol.

2011 Chamber Official Service Providers

Credit Agricole Corporate and Investment Bank was back in 1993 the first fully operational Western bank in Ukraine under Credit Lyonnais brand and since 2004 under Calyon brand.

18 years of experience, 4 more years of any other western bank in an environment where experience is a key, made and still makes Credit Agricole Corporate and Investment Bank the foreign bank of reference.

Credit Agricole Corporate and Investment Bank:

- Has the best ratings assigned by FITCH.
- Three years in a row (2008, 2009, 2010) named the most trustable bank in Ukraine (the Expert, Ukrainian economic weekly).
- No1 bank in terms of cash management.
- A leader in Foreign Exchange and local currency Money Market transactions performed for international companies.
- A leader in M&A transactions servicing.

Credit Agricole Corporate and Investment Bank belongs to Credit Agricole Group. Credit Agricole is retail bank leader in France and in Europe. Credit Agricole is a first-class partner for the economies in which it operates. More than 160 000 employees work to satisfy the banking requirements of 49 million customers in 70 countries.

In Ukraine the Credit Agricole Group also owns a 200 outlets retail bank – Credit Agricole Bank (former Index Bank), which it purchased in 2006.

Credit Agricole Bank is mostly devoted to retail and SME businesses, whereas Credit Agricole Corporate and Investment Bank is devoted to bigger corporations, western and local.

CREDIT AGRICOLE CORPORATE AND INVESTMENT BANK

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 **CRÉDIT AGRICOLE**
CORPORATE & INVESTMENT BANK

2011 Chamber Official Service Providers

DENZA WORKSPACE

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Founded in 2001, DenzaWorkspace is a well-established Ukrainian company with foreign investments, today is quickly enlarging its presence in ergonomic office furniture market segment. The core line of our business is creation of professional corporate environment for our clients using the latest products and trends in office environment design. Our many offerings help ensure that individuals who spend hours each day at work, do so in maximum comfort and with minimal long-term health risks. To achieve this result, we combine products from European leaders in their respective fields such as Herman Miller, LD Seating chairs, and Della Valentina Office furniture.

In essence, we provide a turn-key solution to clients that not only want to buy the furniture, but also want to make fit-out in their offices. Our construction department will handle all the issues with approvals and permissions from the authorities.

Among our clients in Ukraine, such big international names as ING Bank, Procter and Gamble, US Embassy, DLA Piper, Canon, Credit Suisse and many others multinational business leaders. We create working environments that inspire and foster productivity. We work with our clients to align their workspaces with business objectives to adapt their environment to accommodate change. We provide a comprehensive portfolio of services, from relocation to interior design and fit out, space planning to inventory management. The breadth of our expertise means that you don't have to source multiple suppliers. We work in partnership with our clients and suppliers to deliver best value and service.

DE  ZA WORKSPACE
ARCHITECTURE FURNITURE DESIGN

2011 Chamber Official Service Providers

EURO LEASING

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Website: www.lease.com.ua

Euro Leasing – an innovative company, which since its foundation in 2004 has maintained a confident lead in the Ukrainian transport leasing market. The company provides services to the financial and operational leasing of cars, commercial vehicles and agricultural machinery, as well as range of additional services to fleet management.

Euro Leasing's client strategy ensures the competitiveness of clients through a wide range of services, flexible financial terms of agreement, cost-effective transport solutions and the highest standards of customer service. Today more than 500 large-scale Ukrainian and foreign companies, representatives of SMEs make up Euro Leasing clients portfolio.

As the official leasing partner of the American Chamber of Commerce, the company aspires to set an example for customer service on the Ukrainian leasing market. Its employees adhere to principles of proficiency and transparency and take an individual approach to every customer.



2011 Chamber Official Service Providers

HEWLETT-PACKARD INTERNATIONAL TRADE B.V. REPRESENTATIVE OFFICE IN UKRAINE

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Hewlett-Packard Company – a leading global provider of computing and imaging solutions and services – is focused on making technology and its benefits accessible to individuals and businesses through simple appliances, useful e-services and an Internet infrastructure that's always on. HP has 86,000 employees worldwide in more than 120 countries. Hewlett-Packard Representative Office in Kiev, Ukraine, to provide local presence of Hewlett-Packard in the fast developing market, as well as partners', customers' and marketing research. HP has strong intention to invest into the Ukraine as a high potential and important market. HP is strongly oriented for providing its ultimate quality service through authorized service centers located in Kiev and regional service centers in the biggest cities of the country.



2011 Chamber Official Service Providers

INTERFAX-UKRAINE NEWS AGENCY

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The Interfax-Ukraine News Agency – a company belonging to the international group Interfax Information Services – has been a provider of information in the political and economic information market of Ukraine since 1992. Over this time, the agency has earned the reputation of being the most authoritative and competent supplier of timely and objective information, in the format of high-quality and popular news products.

News reports from Ukraine are available to clients in almost every country of the world through the distribution channels of Interfax International. Currently the agency markets more than 45 information products on political and economic subjects in three languages (Ukrainian, Russian and English).

Interfax-Ukraine is an Official Service Provider of the American Chamber of Commerce in Ukraine.

Please note that all American Chamber Members are granted with special discounts (from 5% to 30% depending on the services). A 2 week free of charge trial period can be granted to you for testing any services of Interfax-Ukraine (on-line or off-line format).

interfax
ІНТЕРФАКС УКРАЇНА

2011 Chamber Official Service Providers

ISA PRIME DEVELOPMENTS

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ISA Prime Developments is a closed joint stock company with foreign invested capital. The company owns business centres Horizon Park, located on 4 M. Hrinchenko Str., and on 12, Amosova str., in Kyiv, close to down town and currently developing other business centres on Zhilyanska Str. and Gorkogo str. All the business centres have unique qualities and strategic locations making them the perfect choice for international clients. Among its 50 tenants are: the American Chamber of Commerce in Ukraine, Unilever, Cisco Systems, Philips, Nokia, Siemens, L'Oreal, Regus, Ferrero, Platinum Bank, Life:, LaFarge and many other famous companies. ISA Prime Developments offer the highest standards of property management provided by New Horizon Property Services Ltd. The buildings are equipped with fully integrated HVAC systems, indoor and outdoor parking facilities, many in house amenities such as cafes, banks, mini markets, dry cleaning, notary and travel service providers and 24 hour live guarded and CCTV security.



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2011 Chamber Official Service Providers

KLS

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The KLS company provides full range of services in the sphere of transportation of personal and office property in Kyiv, regions of Ukraine and throughout the world. The company possesses a widely developed regional network of representatives in Ukraine and reliable partner network practically in all countries of the world, thanks to which all projects are implemented on time, on budget and to the highest standards.

KLS's motto is: 100% responsibility, 100% quality and 100% professionalism. The high quality services provided by KLS have been experienced by representatives of many Ukrainian and international organizations, among which is the American Chamber of Commerce in Ukraine.



2011 Chamber Official Service Providers

KRAFT FOODS UKRAINA

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Website: www.kraftfoods.com.ua

Kraft Foods Ukraine is a part of Kraft Foods Inc. and one of the largest food companies in Ukraine with its 1600 employees. Kraft Foods entered the Ukrainian market in 1994, the year it acquired the Chocolate Factory "Ukraine" in Trostyanets. In 1999 despite the economic downturn in the country, Kraft Foods Ukraine acquired the Salted Snacks plant in Stari Petrivtsi.

KFU products are sold in all cities and towns around Ukraine, as well as in Moldova, Azerbaijan, Belarus', Georgia, Armenia, Kyrgyzstan, Kazakhstan, Uzbekistan, Tadjikistan, Turkmenistan and Mongoliya.

The key brands in Ukraine are: KORONA, MILKA, BARNI; TUC; OREO; LYUKS; JACOBS, CARTE NOIRE.

Kraft Foods Ukraine is the leader of Ukrainian coffee market and salted snacks market with its Lyuks brand.



2011 Chamber Official Service Providers

Kyivstar is one of the most respected companies and the number 1 operator in the telecommunications market of Ukraine. About 25 million customers have been chosen its services.

Now it is the best and most expensive brand of the country. In September 2010 Kyivstar brand was valued at \$2.52 billion by independent Deloitte newspaper research. In addition, long-term studies show that Kyivstar is the most recognized and preferred brand among Ukrainians. It is also confirmed by the annual rankings of the international institution Reputation Capital

In October 2010 Kyivstar has entered a new phase of its evolution after the merger with Beeline-Ukraine. It became the Ukrainian business unit of the international telecom player VimpelCom Ltd. Kyivstar and Beeline-Ukraine (Ukrainian Radio Systems CJSC and Golden Telecom LLC) are the part of the combined company in Ukraine

Kyivstar provides voice and data services through the full range of technologies in wireless and fixed networks, including broadband Internet access for individuals and households, small and medium enterprises, and corporate services and converged multi-service solutions for large and national companies. Services are provided under the brands Kyivstar, djuice and Kyivstar Business.

Kyivstar mission has remained the same for many years: to improve the lives of Ukrainians through the highest quality telecommunications services. The company works daily to strengthen the quality of communication, coverage and service.

Kyivstar network and coverage has been found by telecommunications specialists as one of the best in Eastern Europe. Annually the service quality assessed by subscribers takes almost maximum score – 4.7 points out of 5. Such high rates are the result of the right company focus and customer satisfaction has always been and will be a number 1 priority.

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KYIVSTAR

2011 Chamber Official Service Providers

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Founded in 1975, Microsoft is the worldwide leader in software, services and solutions that help people and businesses realize their full potential. In 2003 Microsoft opened a regional office in Ukraine aimed at developing the software market, promoting Microsoft products, and providing partner and customer support, as well as introducing and localizing the newest technologies and implementing social initiatives in Ukraine and Belarus. Microsoft is the American Chamber of Commerce Official Business Productivity Provider, ensuring that the Chamber and its members can benefit from the latest Microsoft technologies and solutions.

Microsoft®

2011 Chamber Official Service Providers

MTS UKRAINE

15 Leipzigska St.

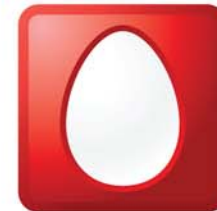
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“MTS Ukraine” is one of the largest wireless providers in Ukraine. Its network covers 98% of the territory of Ukraine and 99% of its population. MTS provides mobile and fixed-line services to 18 mln subscribers. Investments are mainly directed at infrastructure and new technologies development. Today the company offers the widest range of telecommunication services on the market at the most favorable prices. Among most popular innovative services provided exclusively are 3G wireless broadband internet (MTS Connect), BlackBerry® mobile mail and convergent services for businesses based on combination of fixed and mobile technologies.



MTS

2011 Chamber Official Service Providers

NIKO CORPORATION

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Website: www.niko.ua

"NIKO" is one of the leading national corporation operating in Ukraine since 1992 and uniting more than 29 companies with a wide range of activities. Though "NIKO" is mostly known as the automobile corporation, it has also formed the large-scale structure consisting of transportation, insurance, logistics, engineering, construction, investment, asset management and financial companies with more than 2000 employees.

Our major achievements:

- "Trade house-"NIKO" company has been "No1 Importer" of Mitsubishi in Ukraine for 5 consecutive years.
- During 4 consecutive years "NIKO" was recognized as the best automobile company in 2005, 2006, 2007 and 2008 ("TOP100. Ukrainian Best Companies" rate by "Ekonomika" publishing house).
- Based on the 2007 fiscal year sales result Mitsubishi Motors Ukraine has become No 1 in Europe.
- "NIKO" has been included in the Nationwide Rate "Gvardiya" (Best Ukrainian Companies) for 4 consecutive years (publishing house "Kontrakty").
- Mitsubishi Motors presented by "NIKO" was recognized as the "Brand of the year 2008".
- Our top managers have been recognized as the best managers of Ukraine for last 5 years.
- "NIKO" is on the general list of top 20 importers and tax payers in Kyiv and Ukraine.

NIKO®

2011 Chamber Official Service Providers

Ukraine International Airlines (UIA) is Ukraine's leading international carrier, connecting Ukraine with nearly 3,000 locations in the world and operating over 500 flights a week from Kiev, Odessa, Lvov, Donetsk, Kharkov and Simferopol on its own aircraft and cooperating with partner airlines.

Ukraine International Airlines (UIA) sets exciting new strategic and growth targets. Now we can see the preliminary results of our efforts.

One of the key objectives we had set was a substantial restructuring of our business model to transform UIA into a network airline. Historically UIA provided direct flights mainly from Kiev to European capitals. Now we have introduced a new model of flight schedule when passengers can travel in many directions, both to the West and to the East, using convenient connections in the modernized Boryspil international airport that is turning into a hub. The airport's plans to consolidate in 2012 all transit flows under one roof of the new Terminal D with throughput capacity of 15 million passengers a year give us a lot of inspiration.

In summer 2011, we have not only opened new routes between Kiev and Samara, Astana, and Moscow, not only increased the number of flights to our already developed destinations, but also have further developed the network of domestic flights in Ukraine. The city of Kharkov will this month be added to the list of UIA daily and double-daily flights between Kiev and Lvov, Simferopol, Odessa, Donetsk and Dnepropetrovsk. UIA's international partnerships network allow passengers to reach any point on the globe.

We are pleased with the preliminary results of the summer season. During the six months from April to September we carried about 1.4 million passengers, a 20% increase over the previous summer. At the same time the crucial passenger load factor has risen from last year's 66% to over 80% this summer. But the most important fact for us is a powerful – 10 times! – growth in our transit passengers traveling through Kyiv. It is this rapid "rise" of transit passengers flying with UIA that shows the real success of the new schedule model UIA has been implementing during the summer months.

In future, we will further develop this model, launch new routes and open more directions and new horizons to our passengers.

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2011 Chamber Official Service Providers

UKRAINIAN MARKETING GROUP

Ukrainian Marketing Group® (UMG®) is the leading company of UMG® Group of companies (UMG®) which also incorporates: MEMRB-UMG®; Retail audit Services Branding Agency "MARKA"; COMCON – Ukraine (U-TGI); COMCON – Pharma Ukraine.

Today UMG® provides a full range of Market Research Services in Ukraine, all CIS countries, Western Europe and USA. UMG® conducts all types of Ad-hoc Market Research Services.

It uses advanced world-wide methods and own research methodologies which cover detailed market analysis and brand positions and include: Tracking Syrvey (U-Track, TRACE); Unique price research (CBC); Innovation research; Consumer Landscape; Advertising Effectiveness Study; Advertising Testing (Adjust) and other.

UMG® experts have professional experience in modern methods of research conducting:

- FGDs, In-depth interviews, ethnography study (observation), in-home visits, accompanied shopping (qualitative);
- F2F, CATI (CATI – center network in five CIS countries), PAPI, CAPI, On-line panel for Consumers surveys via Internet (quantitative);
- desk research, expert surveys, qualitative & quantitative surveys (complex strategic research).

UMG® arranges market research services in accordance with international standards of marketing and social research ICC/ESOMAR and AMA code of ethics.

Our experience: Beiersdorf, Cadbury, XXI Century Investments, Citibank, Coca-Cola, Fox-trot, Furshet, L'Oreal, MTI, Nestle, Pepsi-Co, Philip Morris, Procter&Gamble, Samsung, Sandora, Telenor, Tetra Pak, MTS, Utel, Veres, Vitmark, SABMiller, Soyuz-Viktan, Ukrtelecom, UBDP and many others.

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2011 Chamber Official Service Providers

UPS is an Official Service Provider of the American Chamber of Commerce through provision of delivery services.

Conscientious of its past and present, UPS is looking toward the future by identifying ways to reduce waste and recycle used materials. UPS leads the industry when it comes to recycling and source reduction. Some of the company's initiatives have been recognized by organizations such as The Alliance for Environmental Innovation. In its operations UPS is extremely concerned with environmental aspects of its activities using reusable sort bags, recycled computer paper, recycled paper for envelopes and delivery notices etc., keeping electronic records of all delivery information while reducing costs, preserving performance, and maintaining appearance.

UPS has strong product responsibility before its clients and environment having developed a special Authorized Return Services (ARS) for customers who benefit through cost-effectiveness, quality assurance, and resource conservation.

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2011 Chamber Official Service Providers

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WorldAPP is the industry leader in web-based data collection technologies, and provides Web-based applications for collecting, managing, and leveraging data throughout the enterprise.

WorldAPP is an Official Service Provider of the American Chamber of Commerce through the provision of an innovative on-line surveying platform, Key Survey, allowing the Chamber to quickly and rapidly react to changing needs of the Membership through the capture of reliable and timely information.

WorldAPP's online enterprise data management solution, Key Survey, enables customer service, marketing, and HR departments to gather feedback on customer satisfaction, product feedback, and employee feedback. Key Survey's core technology is an information collection utility designed to help companies gather data from any point, through any medium, and disseminate this information across the enterprise.

WorldAPP
WEB CENTRIC DATA COLLECTION TECHNOLOGIES

The Chamber in Ukraine

The American Chamber of Commerce in Ukraine (Chamber) is among the most active and effective non-government, non-profit business organizations operating in Ukraine. One of our principal activities is to represent the internationally oriented investment community as well as to facilitate the entrance of potential new investors into this market. The Chamber advocates on behalf of Members from more than 50 nations across the globe not only in front of the Ukrainian government, but also in front of all other governments, which are economic partners of Ukraine, on matters of trade, commerce, and economic reform. Chamber Member organizations represent the largest strategic and institutional investors operating in Ukraine who have committed a majority of the foreign direct investment into this market. The Chamber's diverse Membership base unites companies from a variety of regions and countries, including North America, Europe, Asia, Russia, and Ukraine.

During 20 years of its operations in Ukraine the Chamber has been actively working on establishing cooperation with the Ukrainian authorities to improve the business environment and attract and retain domestic and foreign investment into the Ukrainian economy. Our goal is to promote fair and transparent rules of doing business in Ukraine and Ukraine's integration into the larger global community.

The Chamber is an active and engaged Member of the Domestic and Foreign Investment Advisory Council under the President of Ukraine as well as a participant of the Working Groups under the organization. The Chamber continues to serve as a proactive Member of a wide variety of Public Councils, Expert Groups within the Ukrainian Ministries, the State Committees and Committees of the Ukrainian Parliament

The value-added Chamber Membership benefits offered to Member companies and affiliated diplomatic missions and donor community include but are not limited to: effective



and proactive Advocacy and Lobbying Activities; access and involvement in Chamber Committees and Working Groups; value-added contacts and stratified Business Networking; effective communication platform; wide va-

riety of socially oriented and family focused events and activities; streamlined Express Business Visa Services; a money saving Member 2 Member Discount Program; continuously expanding Gourmet Club, etc.

Calendar of Chamber Events



JANUARY

January 12th

- Parliamentary Hearings “On the State and Prospects of Hydrocarbon Production in Ukraine and Implementation of the State Monopoly on these Activities”

- Chamber Toastmasters Club Meeting

January 14th

- New Data Center Site Visit

January 14th

- Special Agricultural Committee Meeting

January 17th

- Meeting of the Working Group for the Development of the National Concept for CSR in Ukraine under the Verkhovna Rada Committee for Industrial and Regulatory Policy and Entrepreneurship

January 19th

- Chamber “Insiders View” Meeting — Current Political Situation and Possible Scenarios for Further Developments through the Prism of Reforms
- Statutory Meeting of the Public Council under the State Service of Financial Monitoring of Ukraine
- Chamber Tax Committee Meeting
- Chamber English Language Movie Premiere “The Tourist”

January 20th

- Chamber Legal Committee Meeting
- Chamber Traditional “Welcome Back” Business Networking Cocktail

January 21st

- Round Table under the Ministry of Economic Development and Trade of Ukraine “Trade Policy of Ukraine from Joining WTO till the Free Trade Area with EU Interaction of Government and Business: Results, Problems, and Prospectives”

- Chamber Fuel and Energy Committee Meeting

January 24th

- Statutory Meeting of the Public Council under the Ministry of Finance of Ukraine
- Chamber Banking and Financial Services Committee Meeting

January 25th

- Statutory meeting of the Public Council under the Ministry of Foreign Affairs of Ukraine
- Statutory meeting of the Public Council under the Antimonopoly Committee of Ukraine

January 26th

- Annual Members Appreciation Reception and New Chamber Membership Card Presentation
- Chamber Toastmasters Club Meeting

January 27th

- Round Table “Development of a Dialogue in the Grain Sector and Prospects for Investment” jointly organized by the EBRD and Ministry of Agricultural Policy and Food of Ukraine

- Chamber Healthcare Committee Meeting

January 28th

- Meeting of the Public Collegium under the State Tax Service of Ukraine

January 31st

- Chamber Banking and Financial Services Committee Working Group on Draft Law #6376 “On Derivatives” Meeting



Annual Members Appreciation Reception

FEBRUARY

February 1st

- Chamber HR Committee Meeting
- Chamber English Language Movie Premiere “Burlesque”

February 2nd

- Chamber Joint Real Estate and Travel & Tourism Committees Meeting
- Chamber Toastmasters Club Meeting
- Seminar “Insights into Investing in the Regions with the Chamber” entitled “Luhansk Oblast: Investment Climate and Business Opportunities”

February 3rd

- Regular meeting of the Consultative and Expert Council under the State Commission on Securities and Stock Market
- Chamber IT Committee Working Group on E-Government Meeting
- Statutory meeting of the Public Council under the Ministry of Justice of Ukraine
- IMF meeting with the Chamber’s Agricultural Committee Grain Traders

February 4th

- Chamber Telecom Committee Meeting
- Chamber CSR Committee Meeting

February 7th

- Working meeting with Mr. Vitaliy Zakharchenko, Head of the State Tax Service of Ukraine
- Chamber Agricultural Committee meeting with US Trade Representative Ms. Betsy Hafner
- IPR Committee Meeting

February 8th

- Statutory meeting of the Public Council under the National Commission for Communication Regulation of Ukraine
- Chamber Real Estate Committee Meeting

February 9th

- Chamber Agricultural Committee Meeting
- Chamber Logistics & Transportation Committee Meeting
- Chamber Toastmasters Club Meeting



Luhansk Oblast: Investment Climate and Business Opportunities Seminar

February 10th

- Working meeting with Mr. Khomutynnik, Head of the Parliamentary Committee on Tax and Customs Policy
- Presentation “The Ways of Financial Ombudsman Service Establishment in Ukraine”
- Chamber Fuel and Energy Committee Meeting
- Chamber “Umbrella Day” Business Networking Cocktail

February 11th

- Meeting with the World Bank devoted to public consultations on “Strategy of Partnership with Ukraine”

February 14th

- Round Table “Ukraine’s Path to Growth and Energy Prosperity: Engaging American Business” with participation of Yuriy Boiko, Minister of Energy and Coal Industry of Ukraine

February 15th

- Chamber Travel and Tourism Committee Meeting
- Special Legal Committee Meeting
- Chamber English Language Movie Premiere “No strings attached”

FEBRUARY

Calendar of Chamber Events



Joint Chamber and Expert Magazine Round Table on Tax Code

February 16th

- Open Legal Committee meeting with participation of Ms. Kseniya Lyapina, Deputy Head of the Parliamentary Committee on Industrial and Regulatory Policy and Entrepreneurship
- Chamber Tax Committee Meeting
- Chamber Toastmasters Club Meeting

February 17th

- Chamber Legal Committee Meeting

February 21st



- Chamber "In-Focus" Meeting with Mr. Vitaliy Zakharchenko, Head of the Tax Service of Ukraine
- Regular meeting of the Public Council under the Ministry of Foreign Affairs of Ukraine

February 22nd

- Meeting of the Economic Reform Committee under the President of Ukraine
- Statutory Meeting of the Public Council under the State Customs Service of Ukraine

February 23rd

- Guest Session of the International Trade Club in Ukraine
- Joint Chamber and Expert Magazine Round Table on Tax Code
- Chamber Joint Healthcare, IT and IPR Committees Meeting

February 24th

- Chamber HR Committee Meeting

February 25th

- Chamber Leadership Seminar "Be The One"
- Chamber "Business Leaders League" Meeting

February 28th

- Chamber Customs Committee Meeting
- Chamber Travel Club Meeting "Corporate Travel Management"
- Chamber Banking and Financial Services Committee Meeting of the Public Council under the State Customs Services of Ukraine

MARCH

March 1st

- Round Table “Ten Myths about Advertising of Medicines”
- Meeting of the Public Council under the National Commission on Communications Regulation

March 2nd

- OSAC Forum – Best Security Practices

March 4th

- Chamber “In-Focus” Meeting with Mr. Ihor Kaletnik, Head of the State Customs Service of Ukraine

March 9th

- Chamber Agricultural Committee Meeting

March 10th

- Open Meeting of the Public Council under the National Commission on Communications Regulation

March 11th

- Chamber Special Legal Committee Meeting with Mr. Yuri Miroshnychenko
- Chamber CSR Committee meeting with participation of Ms. Ksenia Liapina, Deputy Chair of the Parliamentary Committee for Industrial and Regulatory Policy and Entrepreneurship

March 12th

- Chamber First Ping-Pong Tournament

March 15th

- Chamber IT Committee Meeting

March 16th

- Chamber Customs Committee Meeting
- Chamber “St. Patrick’s Day” Business Networking Cocktail

March 17th

- International Conference “Customs Reform and Political Will”
- Chamber Legal Committee Meeting
- Chamber Travel and Tourism Committee meeting with participation of Mr. Oleg Lytviak, Director of State Enterprise “National Tourist Office”

March 18th

- Round Table Discussion “Public Private Partnership and its Use in the Reform of the Housing and Public Utility Sector” under the Parliamentary Committee on Industrial and Regulatory Policy and Entrepreneurship

March 23rd

- Chamber Tax Committee Meeting
- Parliamentary Hearings “Land in the Ukrainian Destiny: Situation in the Land Sector, Legislative Support of Land Relations, and Implementation of Land Laws”

Calendar of Chamber Events



Chamber “In-Focus” Meeting with Mr. Ihor Kaletnik, Head of the State Customs Service of Ukraine

- Chamber Joint Logistics & Transportation and Customs Committees Meeting with participation of Mr. Igor Muratov, Director of the Department of Customs Regimes and Organization of Customs Registration, State Customs Service of Ukraine

- Chamber English Language Movie Premiere “Red Riding Hood”

March 24th

- Chamber Knowledge Seminar on Personal Data Protection
- Chamber Fuel and Energy Committee Meeting

March 25th

- Chamber PR Committee Meeting

MARCH

March 26th–27th

- 2011 Annual Chamber Indoor Football Championship Cup

March 28th

- Chamber Banking and Financial Services Committee Meeting

March 29th

- Round Table “Draft Customs Code: Opportunities and Challenges. Ukrainian Realities and International Practice”
- 5th Business Roundtable with the Government of Ukraine’ under the auspices of the Economist Magazine “Ukraine Summit – Can Real Reform Be Delivered?”

March 30th

- Open Telecom Committee Meeting
- Chamber Toastmasters Club Meeting

March 31st

- Meeting of the Working Group “On the Way to Comprehensive Free Trade Area between Ukraine and EU” within the National Convention on the EU in Ukraine
- Chamber HR Committee Meeting
- Chamber Marketing Club – Networking as a Marketing Tool



Annual Chamber Indoor Football Championship

APRIL

April 1st

- Explore Hidden Treasures of Georgia with the Chamber

April 5th

- Meeting of the Public Council under the National Commission on Communications Regulation

April 6th



- Chamber “In-Focus” Meeting with the leadership of the Party of Regions

- Meeting of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy
- Joint Chamber and State Agency on Investment and Development Working Group on LLC
- Chamber Toastmasters Club Meeting

April 7th

- Web Conference “How to Reform the Customs Legislation?”

April 8th

- Round Table “Compliance of Temperature Regime in the Cold Chain. Ukrainian and European Experience”
- Coordinating Council on the National Program for Preparing Ukraine’s Agricultural Sector for Association with the European Union

April 11th

- Meeting with Mr. Viktor Tykhonov, Vice Prime Minister of Ukraine
- Chamber IT Committee Meeting

April 12th

- Joint Chamber and State Tax Service of Ukraine Working Group Meeting
- Chamber Seeds Working Group Meeting
- Open Lecture on “An Incentive–Robust Program for Financial Reform” by Dr. Charles Calomiris, Columbia University Graduate School of Business

April 13th

- Chamber Knowledge Seminar “Practical Tools for Transformation of Bank’s Accounts in Accordance with IFRS”
- Chamber Healthcare Committee Meeting



Chamber Family Event “Easter Egg Hunt”

Calendar of Chamber Events

- Chamber Toastmasters Club Demonstration Meeting “Learn How You Can Easily Improve Your Presentation Skills to Further Your Career”

April 14th



- Insights into Investing in the Regions with the Chamber “Investing in Sumy Region: Removing Restrictions” with the special guest Mr. Yuriy Chmyr, Governor of Sumy Region
- Chamber Legal Committee Special Meeting with participation of People’s Deputy Ms. Kseniya Lyapina
- Special Chamber Legal Committee Meeting
- Chamber “Blossoming Spring” Business Networking Cocktail

April 16th

- All-Ukrainian Toastmasters Speech Contest
- Chamber Family Event “Easter Egg Hunt”

April 18th

- Chamber COI Committees Engagement Event

April 19th

- Chamber “In-Focus” Meeting with Mr. Valery Pyatnytskyi, Deputy Minister of Economic Development and Trade of Ukraine
- Chamber Banking and Financial Services Committee Meeting

APRIL

Calendar of Chamber Events



Chamber Toastmasters Club Meeting

April 20th

- Chamber Knowledge Seminar “Legal Aspects and Latest Developments of International Trade in Ukraine”

April 20th

- Chamber Tax Committee Meeting
- Chamber Toastmasters Club Meeting

April 20–21th

- First International Conference “Energy Policy of Ukraine: Unconventional Gas Focus”

April 21st

- Meetings of the Expert Group on VAT refund issues working under the supervision of Mr. Sergiy Tigipko, Vice Prime Minister of Ukraine
- Chamber Agricultural Committee Meeting

April 22nd

- Chamber Open IPR Committee Meeting with the participation of Mr. Olexiy Yanov, Deputy Chairman of the State Service for Intellectual Property of Ukraine
- Chamber Customs Committee Meeting

April 26th

- Chamber English Language Movie Premiere “Hop”

April 27th

- Insights into Investing in the Regions with the Chamber: “Lviv Region: Investment Climate and Potential of the Region” with the participation of Mr. Mykhailo Tsymbalyuk, Governor of Lviv Region
- Meetings of the Expert Group on VAT refund issues working under the supervision of Mr. Sergiy Tigipko, Vice Prime Minister of Ukraine

April 27–29th

- 6th International Investment Forum in Ternopil

April 28th

- Meeting with Mr. Mykola Prysiashnyiuk, Minister of Agricultural Policy and Food of Ukraine
- Chamber Fuel and Energy Committee meeting
- Chamber HR Committee Meeting

April 29th

- Open Telecom Committee Meeting with participation of Mr. Sergii Siomka, Director of the Department for Organization of Customs Control and Clearance, State Customs Service of Ukraine

MAY

May 11th

- Parliamentary Hearings “On the Status and Prospects of Economic Relations with the EU (FTA) and the Customs Union”
- Chamber Toastmasters Club Meeting

May 12th

- Chamber CSR and PR Committees Joint Meeting
- Chamber “May Holidays After-Party” Business Networking Cocktail

May 16th

- Chamber Customs Committee Meeting

May 17th

- Chamber Knowledge Seminar “Compliance with Listing Requirements for Ukrainian Banks”

May 18th

- Chamber “Expert View” Meeting “2011 Index of Economic Freedom: Promoting Economic Opportunity and Prosperity”
- Chamber Joint Logistics & Transportation and Legal Committees Meeting with participation of Mr. Volodymyr Kartak, Director of the Department of State Property, Ministry of Infrastructure
- Chamber “Business Leaders League” Meeting



*Chamber Knowledge Seminar
“Efficient Fraud Counteraction for Companies”*

May 19th

- Chamber Knowledge Seminar “Efficient Fraud Counteraction for Companies”

May 20th

- Chamber Knowledge Seminar: “Prospects for Unconventional Gas Extraction in Ukraine: Environmental and Technological Aspects”

May 21st

- Conference “New Customs Code of Ukraine as an Instrument of Business Facilitation”

May 23rd

- Chamber IT Committee Meeting

May 24th

- Regular Meeting of the Working Group “On National Projects” of the Committee on Economic Reforms

May 25th

- Conference on Legal Compliance with the New UK Bribery Act and Other Anti-Corruption Laws

May 26th

- Regular Meeting of the Public Council under the State Service for Financial Monitoring of Ukraine
- Regular Meeting of the Public Council under the Ministry of Healthcare of Ukraine with participation of Mr. Oleksandr Anishchenko, Minister of Healthcare of Ukraine

May 27th

- Second Chamber Summit of Innovative HR Solutions: Promoting Talent Development of the Future HR Leaders
- Insights into Investing in the Regions with the Chamber: “Kharkiv Region – The Territory of your Business” with the participation of Mr. Mikhail Dobkin, Governor of Kharkiv Region

May 30th

- Chamber Banking and Financial Services Committee Meeting
- Regular Meeting of the Public Council under the Antimonopoly Committee of Ukraine

May 31st

- Working Meeting on regulation of matters regarding customs clearance of drugs, organized by the Ministry of Healthcare of Ukraine
- Chamber Knowledge Seminar: “Latest Requirements to General Safety of Non-Food Products”
- Chamber Telecom Committee Meeting



JUNE

June 1st

- Chamber Real Estate Committee Meeting
- Chamber Knowledge Seminar: "Do's and Don'ts of Acquisition in Ukraine: Practical Advice on How to Make a Deal Successful"

June 2nd

- Second International Agro-Investment Forum "World Food Security: Challenges and Investment Opportunities for the Agricultural Sector" within the framework of XXIII International Exhibition "AGRO-2011"
- Chamber Agricultural Committee Meeting

June 7th

- Interactive Discussion: Driving Ukraine's Competitiveness through XXI Century Solutions
- Chamber Legal Committee Meeting

June 9th

- Chamber Knowledge Seminar: "How Safe is the Green Tariff? Risks for Managing Ukrainian Renewable Energy Projects"
- Meeting on Potential Implications of FTA for Ukraine's Agricultural Sector at the National Institute for Strategic Studies

- Hearings of the Parliamentary Committee on Industrial and Regulatory Policy and Entrepreneurship "On the Implementation of Laws to simplify Business Dealings"

June 10th

- Meeting of the Committee on Economic Reforms under the President of Ukraine

June 15th

- Chamber Fuel & Energy Committee Meeting with participation of Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine
- Parliamentary Hearings "On the Current State and Development of the Pharmaceuticals Industry in Ukraine"

June 16th

- Debates on "Holding Major Sports Events Will Strengthen a Country's Economy"
- Chamber Business Networking Cocktail "Smile Power Day"

June 17th

- Chamber Training Program: "Effective Problem Solving"

June 20th

- Press conference of Mr. Mykola Prysiazhniuk, Minister on Agrarian Policy and Food of Ukraine "Land Reform: Concerns and Consequences"
- Chamber IT Committee Meeting
- Chamber Banking and Financial Services Committee Meeting

June 21st

- Chamber Joint Healthcare and IPR Committees Meeting
- Hearings of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy "Public Discussion of the Draft Customs Code of Ukraine"

June 22nd

- Chamber Customs Committee Meeting with Mr. Igor Muratov, Deputy Director of the Directorate for Organization of Customs Control and Clearance, Director of the Department of Declaring and Customs Regimes, State Customs Service of Ukraine

June 23rd

- Meeting of the Domestic and Foreign Investors Advisory Council under the President of Ukraine
- Chamber Knowledge Seminar: "Management Tools for Dealing with the Foreign Corrupt Practices Act"



- Chamber Joint Logistics & Transportation and CSR Committees and the Ukrainian Road Safety Association Meeting

- Chamber "Business Leaders League" Meeting

June 29th

- Chamber Telecom Committee meeting with the participation of Mr. Igor Kurus, Director of the National Project "Open World"

June 30th

- Chamber HR Committee Meeting



Chamber "Business Leaders League" Meeting

JULY



2011 Chamber Annual Charitable American Independence Day Picnic

July 1st

- Chamber Open Travel and Tourism Committee Meeting with Mr. Oleksiy Baranov, Head of the Department of Infrastructure, Transport and Tourism Development, Ministry of Infrastructure of Ukraine
- Anti-Corruption Business Consultation Event
- Meeting with Mr. Sergiy Lekar, Deputy Head of the State Tax Service of Ukraine

July 2nd

- 2011 Chamber Annual Charitable American Independence Day Picnic



chamber TV

July 4th

- Meeting with Mr. Igor Kaletnik, Head of the State Customs Service of Ukraine, Mr. Sergii Siomka, Director of the Department for Organization of Customs Control and Clearance and Mr. Sergii Gila, Director of the Department for Customs Payments
- Sponsors of the Chamber Annual Charitable American Independence Day Picnic Appreciation Party

July 5th

- Chamber "In-Focus" Meeting: "Ukraine – On the Road to Stability through Reforms" with Guest Speaker Mr. Yuriy Kravchenko, Deputy Chairman of the Antimonopoly Committee of Ukraine

Calendar of Chamber Events

- Meeting of the Public Council under the National Commission of Communications Regulation
- Volunteers of the Chamber Annual Charitable American Independence Day Picnic Appreciation Party

July 7th

- Round Table "Key Aspects of Functioning of the Agricultural Credit – Mortgage Company"
- Deliberation of the Draft Law "On Internal Trade"

July 8th

- Round Table "Prospects of Establishing a Women's Caucus in the Verkhovna Rada"
- Chamber Working Group on Draft Subsoil Code Meeting with participation of Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine

July 12th

- Seminar "Ukraine: Leaping Towards Recovery" (London, UK)
- Meeting of the Working Group on Sea Ports Development

July 13th

- Open Seminar on the Promotion of Foreign Direct Investment to Ukraine under the Ministry of Economic Development and Trade of Ukraine and Japan International Cooperation Agency
- Meeting of the Parliamentary Committee on Healthcare titled "On Urgent Measures of the Local Market Protection Against Defective and Counterfeit Medicines and Improvement of Price Policy in the Sphere of Medicines and Medicinal Products Turnover"

JULY

July 14th

- Chamber Healthcare Committee Meeting with participation of Ms. Inna Demchenko, Deputy Head of the State Service of Ukraine on Medicines and Mr. Sergiy Dubovytsky, Director of the Department of State Control Organization, State Service of Ukraine on Medicines
- Meeting of the Coordinating Council on the Agricultural Reform
- Chamber English Language 3D Movie Premiere "Harry Potter and the Deathly Hallows: Part 2"

July 15th

- Chamber Customs Committee Meeting

July 19th

- Chamber Knowledge Seminar: "Court and Administrative Methods of Protecting Intellectual Property Rights and Data Exclusivity in the Pharmaceutical Sector"



Chamber Open IT Committee Meeting

- Statutory Meeting of the Public Council under the State Agency on Science, Innovation and Informatization of Ukraine
- Chamber Knowledge Seminar: "Court and Administrative Methods of Protecting Intellectual Property Rights and Data Exclusivity in the Pharmaceutical Sector"
- Podium-discussion "EURO 2012: Goal of the Year or own goal? Play and win together!"
- Statutory Meeting of the Public Council under the State Agency on Science, Innovation and Informatization of Ukraine

July 21st

- Chamber Logistics & Transportation Committee Meeting
- Chamber "Taste of Havana" Business Networking Cocktail

July 22nd

- Chamber Tax Committee Meeting

July 25th

- Meeting between the Leadership of the Chamber Agricultural Committee and Mr. Mykola Prysiachniuk, Minister of Agricultural Policy and Food of Ukraine

Calendar of Chamber Events

July 26th

- Chamber Knowledge Seminar: "Corporate Conflicts: Analysis of the Methods of Hostile Takeover and Legal Means of Combating Them. Analysis of Recent Court Practice"

July 27th



- Chamber Open IT Committee Meeting with Mr. Olexiy Mervinsky, Head of the State Service on Personal Data Protection of Ukraine, Mr. Volodymyr Kozak, Deputy Head of the State Service on Personal Data Protection of Ukraine, and Ms. Oksana Zolotareva, Head of the Sector for Cooperation with the State Service on Personal Data Protection of Ukraine of the Ministry of Justice of Ukraine

July 28th

- Deliberation of Kyiv Development Strategy by 2025
- Round Table "Land and Construction. Current Situation and Ways of Improving the Legislation"

July 29th

- Chamber Training Program: "Presentation Excellence"



- Chamber Open Fuel & Energy Committee Meeting with Mr. Vitalii Demianiuk, Deputy Head of the State Agency for Investment and National Projects of Ukraine

July 30th

- 2011 Chamber Paintball Tournament

AUGUST

August 1st

- Chamber Knowledge Seminar: "Innovating for a Digital Future"

August 2nd

- Presentation of the Foreign Direct Investment Web-Portal developed by USAID Local Investment and National Competitiveness (LINC) Project

August 4th

- Chamber Agricultural Committee Meeting
- Chamber HR Committee Meeting

August 9th

- Meeting of the Chamber Working Group on Sea Ports Development

August 15th

- Chamber Banking and Financial Services Committee Meeting

August 17th

- Chamber Fuel & Energy Committee Meeting with Mr. Volodymyr Ignashchenko, Counselor to the Minister, Ministry of Environment and Natural Resources of Ukraine

August 19th

- Chamber "Sky High" Business Networking Cocktail

August 29th

- Chamber HR Committee Meeting



Chamber "Sky High" Business Networking Cocktail

August 30th

- Chamber English Language Movie Premiere "The Change-up"

August 31st

- Chamber "In-Focus" Meeting: "Ukraine – On the Road to Stability through Reforms" with Guest Speaker Mr. Volodymyr Gorzheev, First Deputy Head of the State Veterinary and Phytosanitary Service of Ukraine, Deputy Senior Inspector of Veterinary Medicine of Ukraine

SEPTEMBER



Chamber Traditional "Welcome Back" Business Networking Cocktail

September 6th

- Meeting of the Economic Reforms Committee under the President of Ukraine
- Chamber "In-Focus" Meeting: "Ukraine – On the Road to Stability through Reforms" with Guest Speaker Mr. Oleksiy Pshenychka, Deputy Head of the State Inspection of Ukraine on Consumer Rights Protection



September 7th

- Chamber Round Table on New Immigration Rules with Guest Speaker Mr. Andriy Olefirov, Director-General for Consular Service, Ministry of Foreign Affairs of Ukraine
- Meeting of the Chamber Working Group on Sea Ports Development
- Meeting of the Public Council under the State Agency on Science, Innovation and Informatization of Ukraine



Calendar of Chamber Events

September 8th

- Chamber Knowledge Seminar: "KYC (Know Your Customer) Culture! How to Enhance It?"
- Meeting with Mr. Vitaliy Zakharchenko, Head of the State Tax Service of Ukraine
- Chamber Traditional "Welcome Back" Business Networking Cocktail

September 9th

- Chamber Agricultural Committee Meeting
- Chamber Customs Committee Meeting

September 13th

- Meeting of the Working Group on developing the Draft Law "On National Manufacturers" chaired by Ms. Natalia Korolevska, Head of the Parliamentary Committee on Industrial and Regulatory Policy and Entrepreneurship
- Chamber Knowledge Seminar: "Loan as a Marriage – Lending to Corporate Clients"

September 14th

- Meeting with Mr. Oleksiy Liubchenko, Director of Department for Taxation of Legal Entities, State Tax Service of Ukraine

September 15th

- Chamber Travel and Tourism Committee Open Meeting with Mr. Konstantin Dubrovsky, Consular Officer, U.S. Embassy Kyiv, Ukraine



September 15th–18th

- Yalta European Strategy (YES)

September 16th

- Chamber Training Program: "Introduction to Project Management"

SEPTEMBER

September 19th

- Chamber Banking and Financial Services Committee Meeting
- Meeting with Mr. Oleksiy Liubchenko, Director of Department for Taxation of Legal Entities, State Tax Service of Ukraine

September 20th

- Regular Meeting of the Public Council under the State Commission on Financial Markets Regulation of Ukraine
- Chamber Real Estate Committee Open Meeting with Mr. Hryhoriy Kaletnik, Head of the Parliamentary Committee on Agrarian Policy and Land Relations



September 20th–22nd

- Business Community Meeting with President Yanukovich (New York City)

September 21st

- Chamber Tax Committee Meeting
- Chamber English Language Movie Premiere “John–ny English Reborn”

September 22nd

- Round Table “On Establishing Favorable Conditions for Developing IT Industry in Ukraine”
- Regular Meeting of the Public Council under the State Service of Financial Monitoring of Ukraine
- Annual “Partnership for Successfully Competing in the Global Economy 2011–2012” Report Presentation



*Chamber Logistics & Transportation Committee Open Meeting
“Infrastructure and Public-Private Partnership: Road Construction”*

September 23rd

- Statutory Meeting of the Public Council under the State Service on Personal Data Protection of Ukraine

September 28th

- Chamber Logistics & Transportation Committee Open Meeting “Infrastructure and Public-Private Partnership: Road Construction”

September 29th

- Chamber HR Committee Meeting



- Chamber Knowledge Seminar: “Preparation and Assurance of Sustainability Reports”

September 30th

- Chamber Telecom Committee Meeting
- Chamber Knowledge Seminar: “Entering Upstream Oil and Gas Market in Ukraine”
- III International Economic Forum “Innovations. Investments. Kharkiv Initiatives!”

OCTOBER

October 1st–2nd

- X Chamber Annual Outdoor Football Tournament

October 5th

- II Luhansk International Investment Forum 2011

October 6th

- Chamber Knowledge Seminar: “Investment Arbitration as an Efficient Investment Protection Tool”
- Chamber PR Club Meeting “How to Measure the Effectiveness of PR Campaigns?”
- Chamber Diplomatic Insiders Club Meeting



Chamber Marketing Club – How Can the eMarket Increase Sales and Brand Awareness

October 7th

- II International Black Sea Economic Forum (Livadia)

October 12th

- Chamber Fuel and Energy Committee Meeting

October 13th

- Chamber Joint IT and HR Committees Meeting
- Chamber Marketing Club – How Can the eMarket Increase Sales and Brand Awareness

October 17th

- Chamber Banking and Financial Services Committee Meeting

October 18th

- Chamber “Jazz Evening” Business Leaders League Meeting

October 21st

- Meeting of the Chamber Working Group on Sea Ports Development

October 24th

- Chamber Healthcare Committee Meeting

October 25th

- Chamber CSR Committee Meeting

Calendar of Chamber Events



Chamber “Halloween” Business Networking Cocktail

October 27th

- Round Table “Secretary’s Clinton 21st Century Statecraft Agenda: Contribution of Internet Freedom to Economic Innovation” with the participation of Mr. Alec Ross, Senior Advisor for Innovation to US Secretary of State Hillary Clinton
- Chamber HR Committee Meeting
- Chamber “Halloween” Business Networking Cocktail

October 28th

- Chamber Training Program: “Negotiation Skills”

NOVEMBER

November 1st

- Chamber Knowledge Seminar: "Extreme Conquests of the South Pole: Lessons for Leaders"

November 2nd

- Chamber Tax Committee Meeting

November 3rd

- Meeting of the Chamber Working Group on Personal Data Protection

- Chamber COI Event: "Get in the Game"

November 9th

- Chamber English Language 3D Movie Premiere "Puss in Boots"

November 17th

- Chamber Knowledge Seminar: "Bank Acquisitions and Bank Consolidation"
- Chamber "In-Focus" Meeting with H.E. John Tefft, Ambassador of the United States of America

November 21st

- Chamber Banking and Financial Services Committee Meeting

November 22nd

- Chamber Fuel and Energy Committee Meeting

November 23rd

- Chamber "Get to Know the Candidates" Business Networking Cocktail



Chamber COI Event: "Get in the Game"

DECEMBER

December 1st

- Annual Meeting and Board of Directors Elections

December 2nd

- Chamber Knowledge Seminar "New Customs Code of Ukraine: Opportunities and Challenges"
- Chamber Working Group on Personal Data Protection Meeting

December 3rd

- Chamber Family Event "Christmas"

December 5th

- Chamber "In-Focus" Meeting with Valeriy Pyatnytskiy, Ukrainian Government Commissioner on European Integration

December 8th

- Chamber Round Table "Developing and Promoting Regions: Best Practices and Implementation in Ukraine before and after EURO-2012"

December 15th

- Chamber "Christmas in the Air" Business Networking Cocktail



*Chamber Meeting with Mr. Mykola Prysiashniuk,
Minister for Agricultural Policy and Food of Ukraine*

Chamber Success Stories in 2011

Chamber Policy Related Success Stories in 2011

In 2011 the Policy Team of the American Chamber of Commerce in Ukraine (Chamber) worked hard generating wins, progresses, and engagements in practically every aspect of Chamber policy activities on behalf and in the interests of our Membership. The Chamber successfully advocated for a number of progressive pieces of legislation and regulations to continue the implementation of reforms aimed at attracting investments, which is a cornerstone in ensuring the Ukrainian economy becomes more competitive.

2011 ushered in a whirl wind of advocacy and lobbying activities that resulted in achievements serving as highly qualified and balanced expert view for the respective state executive and legislative institutions, and contributing to public private partnership development. A few examples of the Chamber's success stories are listed below (but not limited to the following):

- The Chamber continued developing the Partnership and Competitiveness Initiatives to a brand new level which now includes not only national but also regional and international competitiveness. On September 22nd, 2011 the Chamber presented an analytical report "Partnership for Successfully Competing in the Global Economy 2011-2012" (Ukr / Eng), an action-oriented program of policy, legal, and regulatory reforms designed to improve Ukraine's competitiveness in the global economy that the Chamber has created in partnership with relevant stakeholders and policy makers. Three years in a row this document has served as a reliable summary of recommendations for key decision makers and as a valuable analytical overview of different industries and sectors.
- In the framework of the Partnership Project, the Chamber presented its analytical report "The Role of Informa-

tion and Communications Technology (ICT) in National Competitiveness" during an interactive discussion with Mr. Sergiy Tigipko, Vice Prime Minister – Minister of Social Policy of Ukraine, and Mr. Orlando Ayala, Microsoft Corporate Vice President – Chairman of Emerging Markets.

- In February 2011 the Chamber launched the series of events entitled "Insights into Investing in the Regions with the Chamber" which are aimed at increasing competitiveness of the Ukrainian regions. During 2011 four regions – Luhansk, Sumy, Lviv, and Kharkiv – had an opportunity to share their experience and success stories in managing different businesses, present their investment potential and projects to the Chamber Members as well as find reliable investors for the presented projects.



Verkhovna Rada of Ukraine passed a new wording of the legislation regulating organization and holding of the EURO-2012 European Football Championship finals in Ukraine.

Throughout the year Mr. Jorge Zukoski, Chamber President and other members of the Policy Team visited many regions of Ukraine (Luhansk, Lviv, Odesa, Kharkiv, Crimea) and delivered the Chamber's message and ideas on the further development of relations with local governments and business leaders.

- Consistent lobbying activities of the Chamber resulted in the adoption of Draft Law #7402 "On Amendments to the Law of Ukraine "On Product Sharing Agreements" regarding State Guaranties" on June 17, 2011 by the Verkhovna Rada of Ukraine. On July 8, 2011 the President of Ukraine signed the respective Law after urging from the Chamber in this regards. The Law is considered to be an important stimulus for attracting investment in Ukrainian upstream sector and achieving energy independence of Ukraine.

- On May 25, 2011 the Cabinet of Ministers of Ukraine decided to set a quota-free regime for wheat and barley exports. The Chamber implemented a wide range of advocacy, analytical, and lobbying activities since the introduction of grain export quotas to terminate this non-transparent non-market oriented regime in the agricultural market.
- The proactive position of the Agricultural Committee Members and its vigorous advocacy campaign has resulted in adoption of the Draft Law #8217 "On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine (regarding Improvement of Certain Provisions of the Tax Code of Ukraine)" in the second reading. The Law creates equal conditions for grain exporters and ensures fair competition within the agricultural industry at large, and grain trade in particular.
- On August 1, 2011 the President of Ukraine signed the Law "On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine (regarding Improvement of Certain Provisions of the Tax Code of Ukraine)" introducing the practice of covering tax liabilities in consideration for the investment projects on certain subsoil areas and allowing energy companies to account capital expenditures as a tax-payment once approved by the Market Regulator.
- After appeals from the American Chamber of Commerce to President Viktor Yanukovich, the Draft Law #8324 "On Amendments to the Certain Laws of Ukraine regarding Provision of the State Support for Development of Agriculture" was vetoed and, thus, an export quota auction scheme was not introduced.
- On February 3, 2011 the Verkhovna Rada of Ukraine passed a new wording of the legislation regulating organization and holding of the EURO-2012 European Football Championship finals in Ukraine. President Yanukovich subsequently signed the legislation into law on February 25.

Adoption of the Law is a progressive sign as it envisages a mechanism for timely preparation for EURO-2012, particularly in terms of proper and timely procurement of goods and services with public funds.

- On August 2, 2011 the President of Ukraine has signed the Law "On State Land Cadastre" which provides the legislative grounds for creation of the unified and integrated land database in Ukraine, principles of its updating, amending, and controlling as well as ensuring more transparent functioning of the sphere by minimizing the number of necessary steps for state registration of land plots.
- High-level dialogue between the Chamber and the Parliamentary Committee on Finance, Banking, Tax and Customs Policy that resulted in the adoption of Draft Law #8130-d "On Amendments to the Customs Code and Other Certain Legislative Acts of Ukraine" by Verkhovna Rada on November 3rd, 2011 with Chamber proposals.
- On July 1, 2011 the Chamber on behalf of OECD Anti-Corruption Network for Eastern Europe and Central Asia (ACN) co-organized Anti-Corruption Business Consultation Event on the role of private sector in the fight against corruption in Ukraine which was a perfect platform to exchange views on the risks of corruption in the private sector, usefulness of internal compliance programs to prevent corruption, and measures taken by the government to fight corruption in the framework of the ACN Istanbul Action Plan.



First International Conference "Energy Policy of Ukraine: Unconventional Gas Focus"

- The Chamber together with the Ministry of Energy and Coal Industry of Ukraine co-organized the First International Conference “Energy Policy of Ukraine: Unconventional Gas Focus” which took place on April 20–21, 2011 in Kyiv. The Conference was devoted to discussing the prospects of unconventional gas exploration, development and production in Ukraine.
- The Chamber contributed to the preparation of the Draft Concept of the National Strategy of Business Social Responsibility in Ukraine. The Chamber CSR Committee Members have prepared the Special Annex to the Draft Concept of the National Strategy of Business Social Responsibility in Ukraine which was submitted to People's Deputy Ms. Ksenia Liapina. This Document includes examples – successful CSR cases already implemented by Chamber Member Companies which will serve the educational purposes of forming positive attitude of the government and society towards socially responsible companies.
- In response to the appeal of the Chamber Legal and Healthcare Committees, the Ministry of Healthcare of Ukraine jointly with the Ministry on Economic Development and Trade of Ukraine, Ministry of Finance of Ukraine, State Customs Service of Ukraine and State Tax Service of Ukraine supported in their official letters the Chamber's position that introducing of the VAT on medicines with possible rate differentiation is inappropriate and untimely at present.
- On August 4, 2011 the Chamber received the official response from the Ministry of Economic Development and Trade of Ukraine in which it supports Amendments to the Technical Regulation on Rules of Food Products Labeling developed by the Chamber.



Analytical report “The Role of Information and Communications Technology (ICT) in National Competitiveness”

- The National Bank of Ukraine has cancelled the requirement to obtain a license for cross-border payments under security agreements by adopting the Resolution “On Amendments to the Procedure of Issuing Individual Licenses for Cross-Border Payments for Payments of Banking Metals and Carrying Out of Certain Currency Operations”. The Chamber was very vocal in this achievement;

- On September 23, 2011 the Chamber received the official letter from the Ministry of Health of Ukraine in which, with reference to Chamber's appeals regarding Items 3, 6, 7 and 10 of the Procedure of State Registration (Re-registration) of Medicinal Products, the Ministry informed that it had decided not to introduce the amendments proposed earlier in regards to the registration procedure itself as well as the documents required for registration.
- The National Bank of Ukraine supported Chamber Proposals to the Draft Law “On Derivatives” which the regulator determined as necessary for improving the said draft legislation.
- The Members of the Working Group on Draft Labor Code within the Chamber HR Committee worked closely with the Ministry of Social Policy, the Confederation of Employers, the Association of Employers, and the State Employment Center discussing the Draft Labor Code and participated in three meetings with Mr. Sergiy Tigipko, Vice-Prime Minister – Minister of Social Policy of Ukraine informing him on the Chamber Proposals to the Document and providing the rationale for them.
- On September 14 and September 19, 2011 Members of the Chamber Agricultural Committee held two meetings with Mr. Oleksiy Liubchenko, Director of Department for Taxation of Legal Entities, State Tax Service of Ukraine (STS) and discussed a number of issues related to VAT administration in grain trade. As a result of these meetings, the Chamber sent the Letter aimed at improving access to relevant STS information.
- The Chamber Agricultural Committee welcomes President's decision to sign recently adopted Draft Law #9239 “On Approval of Rates of Export Duties for Certain Categories of Agricultural Crops” which abolishes existing export duties for a number of cereals (except for barley) that Chamber has strongly advocated for.
- Memorandum of Understanding on Grain Exports was signed with the Ministry of Agricultural Policy and Food of Ukraine on October 10th which aims at providing predictability and avoiding market interventions regarding grain exports for 2011/2012 marketing year based on clear identification of exportable volumes for grain, and establishing export limitations with the goal of ensuring food security for Ukraine.

- Verkhovna Rada of Ukraine has not supported the Draft Law #8065 “On Amendments to Article 21 of the Law of Ukraine “On Advertising” regarding Restriction of Advertising Medicinal Products” which was under its consideration since February 2011. The Chamber has strongly advocated against any restrictions on advertising of pharmaceuticals and, thus, welcomes this step of the Ukrainian Parliament which proves its readiness to promote European standards in this sphere.
- On October 20th, 2011 the Law #3773-VI “On Legal Status of Foreigners and Stateless Persons” was signed by the President of Ukraine. The American Chamber of Commerce in Ukraine considers this step to be a positive development and welcomes President’s decision to continue the path towards improvement of immigration legislation.



Memorandum of Understanding on Grain Exports was signed between the Chamber and the Ministry of Agricultural Policy and Food of Ukraine

The listed Chamber Policy success stories represents proof of how powerful common efforts of the Chamber and our Members could be in pushing forward the policy agenda of the internationally oriented investment community, initiating and lobbying for legislative changes, and building a stable partnership with state institutions. In 2012 and beyond the Chamber is looking forward to continued cooperation with our Members as well as with the President of Ukraine and relevant decision makers and will set even more ambitious goals where we will count on your support and involvement so that they can be accomplished for the benefit of the business community and Ukraine at large.

Chamber Events Related Success Stories in 2011

Business Networking Cocktails

Remain one of the most popular events in the Business Networking of the American Chamber of Commerce in Ukraine (Chamber) offerings and over the years has grown dramatically and is always a very effective Business Networking opportunity open to all Chamber Members. These events are usually hosted by one of the Chamber Gourmet Club Restaurants who work hard to ensure that Chamber Members have pleasant evening in an environment that is conducive to quality Networking. **New interactive activity – Business Speed Networking** – organized by Door Company helped the willing ones build new contacts and expand their business network.

Captains of Industry (“COI”) Events

In 2011 the Chamber organized a range of successful senior level Business Networking Events named **Captains of Industry (“COI”) Events** providing CEOs, Country Managers and General Directors of Chamber Member Companies, Ambassadors and other prominent guests an opportunity to engage in high-level Networking with fellow Members and VIP guests while enjoying delicious food and beverages in an interesting venue.

Chamber “Business Leaders League” Meetings

In 2011 the Chamber launched a series of innovative high level Business Networking events allowing COIs, senior managers of Member companies and diplomats to get together in a friendly and professional atmosphere that is conducive for high-level Business Networking utilizing innovative Networking tools while enjoying delicious food and beverages.

Marketing Club

The Chamber in conjunction with our first event Primary Sponsor, Pulse, continued to organize a series of innovative Business Networking and educational events, entitled the Chamber Marketing Club, where the leading marketing and advertising minds in Ukraine and world join together to socialize and Network while sharing best practices and catching up on the last trends in the fast paced and creative sphere of marketing in Ukraine.



Annual Charitable American Independence Day Picnic

Chamber Family and Sport Events

The Chamber has been organizing Football, Paintball, Ping-Pong, and other sport tournaments for many years and these fun and highly competitive sporting events are an excellent Team building and Networking opportunity that has grown in size and popularity among Chamber Members bringing out the best our Membership has to offer. The Chamber would like to thank Puma Ukraine for their support of all Chamber Sporting events. Another popular type of event among the Chamber Members is family events. They gather parents and kids to play together and celebrate national holidays.

Annual Charitable American Independence Day Picnic

The Chamber was proud to continue the long standing tradition of organizing the Annual Charitable American Independence Day Picnic attracting over 3500 guests. This family holiday was celebrated with tasty American food, numerous fun contests, face-painting, ice-cream, cotton candy, cold beer and soft drinks. As this year Picnic theme was connected football, guests had an opportunity not only to enjoy a variety of football themed activities but also take photos with Euro2012 Mascots – Slavko and Slavek!

Chamber Communications Related Success Stories in 2011

Media Exposure

The Chamber's activities in 2011 were extensively covered by leading national and international media. The organization also continues its long-lasting win-win co-operation with partners in mass media sector as well as establishes new partnerships.

**business
ukraine**
What you need to know.

Business Ukraine

In 2011 the Chamber continued together with Chamber Member Open Borders Media its monthly project entitled Chamber News in Business Ukraine as an answer to the rapidly changing Ukrainian economic and political situation that requires new sources of information as well as business skills and strategies. The Chamber is pleased to contribute to Business Ukraine as an informative and practical English-language publication in order to provide Chamber Members and other readers with up-to-date information on the Chamber Policy, Advocacy and Lobbying related activities and other targeted analytical business related information, comprehensive overview of events and services provided by the Chamber to Members.

In 2011 the American Chamber of Commerce in Ukraine (Chamber) has extended its external communications, managing to both successfully continue its co-operation with existing strategic media partners as well as establish new partnerships.

The Chamber continues to play the role of the leading opinion leader in business and economic issues both within the expert community as well as with the wider public. The Chamber's activities in 2011 were extensively covered in national and international media, and the Chamber representatives participated in a wide range of domestic and international events to share expertise and make the voice of internationally oriented business community of Ukraine heard and listened to.



Delo and Delo.ua

In 2011 the Chamber started a new era of co-operation with one of the leading business media in Ukraine. Within the strategic partnership, the Chamber is actively involved as an expert into various Delo.ua publications and events, the Chamber Competitiveness scorecard is published on a regular basis with the participation of the President of the Chamber, Committee Co-Chairs. Chamber Members are invited to provide their expert views and success stories, speak about new trends and personalities in business. The Chamber is also actively involved in the preparation of special editions of Delo newspaper issued on a monthly basis.



Interfax

The Chamber is proud to have the privilege to share the latest news with its Membership in partnership with Interfax-Ukraine news agency. Chamber Members receive Interfax Morning News on a daily basis in the mailbox as well as a run string on the home page of the Chamber website (www.chamber.ua) that is constantly updated with breaking news.

WHAT'S ON

www.whatson-kiev.com

Ukrainian Journal of Business Law

Chamber Member Yuridicheskaya Praktika Publishing's "Ukrainian Journal of Business and Law" (UJBL) continued its cooperation with the Chamber in 2011. The Journal's readers include managers and lawyers of leading international and Ukrainian companies; visitors and employees of foreign embassies in Ukraine; Ukrainian embassies abroad, representatives of international organizations; members of leading business associations, airlines, participants of trade and industrial exhibitions and conferences. The Chamber is pleased to have had such a wonderful opportunity to update the international community in Ukraine on its important Policy activities.



What's On

In the current marketplace an effective Networking platform is crucial to build business relationships and the Chamber is pleased to be a leader in providing such a platform. The Chamber is proud to continue the long-lasting and beneficial cooperation with What's ON magazine. Chamber Business Networking events have been covered in the Kyiv Life section of the magazine, promoting a variety of Chamber events and stressing the importance of the Networking platform that the Chamber is successfully providing to its Membership. The Chamber is thankful to What's ON magazine and is looking forward to expanding the cooperation with new and creative ideas.

Chamber Speaks Out

The President of the Chamber was invited as the leading expert to participate in a number of Conferences, Round Tables and Summits to share best practices, expertise and advice on the possible ways of Ukraine's further development with a view to creating better business environment in the country, promoting Ukraine and attracting new investment.

The Chamber was actively involved in the work of Adam Smith Conferences, International Conference "Energy Policy of Ukraine: Unconventional Gas Issues", Second International Agro-Investment Forum, YES Yalta Economic Summit, Black Sea Economic Forum, XI International Economic Forum in Truskavets, II Lugansk International investment forum, a series of roundtables on DCFTA, Tax Code, Trade issues, Fuel and Energy.

The President of the Chamber was invited to participate and moderate a meeting of the President of Ukraine with senior representatives of US businesses that took place in New York in September 2011.

Chamber Innovations in 2011

In 2011, the American Chamber of Commerce in Ukraine (Chamber) introduced a wide range of innovative initiatives that add value and help the Members to be successful and competitive through introduction of new effective policy related innovations, new exciting networking events, as well as cutting edge communications platforms.

Chamber Policy Innovations in 2011

Chamber Policy Tracker

Starting the new business season in September 2011, the Policy Team of the American Chamber of Commerce in Ukraine (Chamber) developed a new value-added publication **"Chamber Policy Tracker"** which summarizes main advocacy and lobbying activities and reflects both the efforts of the Chamber Policy Team and valuable contribution from active Chamber Members, as well as from the expert community. Policy Tracker is a well-structured and, therefore, easy instrument to follow and track all policy successes, meetings, correspondence, government relations, and achieving Chamber policy priorities. It is published on a monthly basis and includes major 'Policy Wins', 'Policy Progresses', and 'Policy Engagements' by the Chamber.

Reform of the PR Committee

In May 2011 the Chamber started conducting the on-line Survey of Chamber PR Committee Members with the aim to identify priorities and challenges the Committee faces in the nearest future, and provide the best organizational framework for the current Committee agenda. Considering the results of the survey, the recommendation was advanced to reform the PR Committee by establishing a Working Group on EURO-2012, Chamber PR Club, and using Knowledge Seminar format to cover experience and practice-sharing components of the PR Committee agenda.



First Chamber PR Club Meeting "How to Measure the Effectiveness of PR Campaigns"

Chamber PR Club

First Chamber PR Club Meeting took place on October 6th, 2011 and gathered over 70 PR specialists for discussing ongoing development of this sphere. Following the reformatting of the Chamber PR Committee, the Chamber PR Club assumed its new format creating a platform for ideas and experience sharing in practical ways by communicating, networking, and exploring new ideas for PR activities development. The Meeting was devoted to the discussion of How to Measure the Effectiveness of PR Campaigns. PR professionals from McDonald's Ukraine, METRO Cash & Carry Ukraine, Interpipe, and GfK Ukraine shared their practical recommendations for evaluating this important communications indicator. The event ended with a business networking focusing on the launch of the new Chamber PR Club as well as sharing ideas on the next Club's Meeting.

Reform of the Legal Committee

Following the request of the Board of Directors regarding strategic planning sessions with the Committees Leadership aimed at identifying of assets for increasing their efficiency on May 30th the Chamber conducted Chamber Legal Committee strategic meeting devoted to its priorities and further activity. Considering results of the meeting and a strong need of improving effectiveness of Committee's performance, and increasing the value that Committee adds to Chamber Membership it was decided to reform Chamber Legal Committee into the following Working Groups:

- **Anticorruption Working Group** – Members of the working group will study the influence of the recently adopted Law of Ukraine #7487 "On the Fundamentals of Prevention and Fight against Corruption in Ukraine" on Ukrainian competitiveness, will develop Chamber position and communicate with the state authorities in this respect.
- **Working Group on Bar Legislation.** Members of the Working group will study the Draft Law (all three versions) and then create the Committee's position regarding the issue and address relevant policy makers. Currently there is the Parliament decision (Resolution #1430/P dated November 4th, 2010) to return these Draft Laws for amendment/modification.
- **Working Group on Legal Infrastructure Matters.** Working group members will focus on monitoring, studying and developing recommendations, amendments and suggestion to legislation regarding economic entities activity including the Joint Stock Company Law, legislation on Limited Liability Companies, etc.



Insights into Investing in the Regions with the Chamber "Investing in Sumy Region: Removing Restrictions"

Insights into Investing in the Regions with the Chamber series

A new platform for discussing and promoting regional investment opportunities for the Chamber Membership, members of the diplomatic community, and broader circles of international investors. This activity is described in more detail in the 'Competitiveness' section.

Secretarial/Facilitation functions for the Domestic and Foreign Investors Advisory Council (DFIAC) under the President of Ukraine

The Chamber, as a proud Council member, together with its Member Company PwC, was instrumental in investors' side preparations for the first Plenary Meeting of the DFIAC held on June 23, 2011 and establishing eight Working Groups under the Council (these include: Agriculture, including food processing; Banking and Financial Services; E-Government; Energy and Fuel; Hi-Tech; Industry and Manufacturing; Infrastructure Development; Intellectual Property rights). Chamber Policy Team Members act as secretaries/facilitators of relevant Working Groups. This presents a unique opportunity to move the Chamber agenda forward and push for necessary economic reforms at the highest levels of Ukraine's political establishment.

Chamber Events Innovations in 2011

Speed Business Networking

The American Chamber of Commerce in Ukraine (Chamber) together with its Member DOOR was pleased to add new interactive activity – Business Speed Networking to traditional Chamber Business Networking Cocktail helped the willing ones build new contacts and expand their business network.

Chamber “Business Leaders League” Meetings

In 2011 the Chamber launched a series of innovative high level Business Networking events allowing COIs, senior managers of Member companies and diplomats to get together in a friendly and professional atmosphere that is conducive for high-level Business Networking utilizing innovative Net-working tools while enjoying delicious food and beverages.



Captains of Industry Meeting: Ukrainian Golf Experience



First Chamber “Business Leaders League” Meeting

Captains of Industry Meeting: Winner Imports and the American Chamber of Commerce’s Ukrainian Golf Experience

Golf is one of the few sports that is widely associated with business as many big deals over the years have happened while playing a round of golf and getting to know the people that you are playing with. In the minds of golf purists, a perfect golfer would be one who handles both victory and defeat with grace and dignity. The first American Chamber of Commerce’s Ukrainian Golf Experience was designed for players of all levels from beginners who have never played before to expert golfers who have been playing around the world for years.

The First Chamber Ping-Pong Tournament

The First Chamber Ping-Pong Tournament took place in March at the Blockbuster Entertainment Complex. Chamber Members had an opportunity to enjoy the best Sport Business Networking in Kyiv, sip complimentary cold draft beer and eat delicious snacks kindly provided by our sponsors while playing as well as when relaxing in between the games!

Chamber Communications Innovations in 2011

New Communication Platform

The year 2011 was marked by a complete reformatting of the Chamber Membership Communications system. With a view to providing Members with more relevant information in a less time-consuming format, the Chamber decided to substantially reduce the number of e-publications going to Members' mailboxes, at the same time making them as efficient and informative as possible.



Chamber LIVE

The new structure of Membership publications

Daily publications

Interfax Front Page. This publication was introduced in 2010, but has during the last year become one of the most popular and awaited for Chamber electronic publications (according to the Membership Satisfaction Survey). The publication is sent to the entire Membership everyday in order to inform them on the most significant changes in national political and economic environment, as well as to highlight Chamber's involvement into the process of relative decision making aimed at protecting the interests of the Membership.

Weekly publications

Chamber Weekly Bulletin (Monday)

The publication is designed to inform Chamber Members about all activities in and around the Chamber. The Bulletin provides schedules and agendas for events that the Chamber organizes as benefits for the Membership such as: upcoming Committee meetings, Chamber Business Networking Cocktails, sport events, "In-Focus" meetings, English Language Movie Premieres, and many others. The publication also provides the most recent news of Chamber Members, as well as announcements of Partners' events. As in 2011 the Chamber stopped sending separate reminders about upcoming events, the Weekly Bulletin is now the main source of information

NEW! COI Executive Summary (Wednesday)

The publication was launched in September 2011. It is designed exclusively for Captains of Industry of Chamber Member Companies to provide them with the brief and easy to consume update on the most important activities within the Chamber – both advocacy and lobbying, as well as business networking.

Gourmet Club Newsletter (Thursday)

The publication contains a regular update on Gourmet Club Members offers and is disseminated among the Gourmet Club Subscribers only.

Advocacy and Legislation Update (Friday)

This concise electronic publication is aimed to provide Chamber Members interested and/or actively involved in Chamber Policy activities with an overview of the Chamber's current Advocacy and Lobbying initiatives including: ongoing policy activities and progresses; communication with appropriate Ukrainian State authorities; success stories; comprehensive overview of the engagement of the Chamber Industry and Sector specific Committees and Working Groups. The publication serves as an effective communication tool providing Member companies with insight and early warnings regarding issues that may impact their business and inviting Members, who are experts in their respective fields, to share information and join efforts to successfully address common issues that impact the investment community active in Ukraine.

Monthly publications

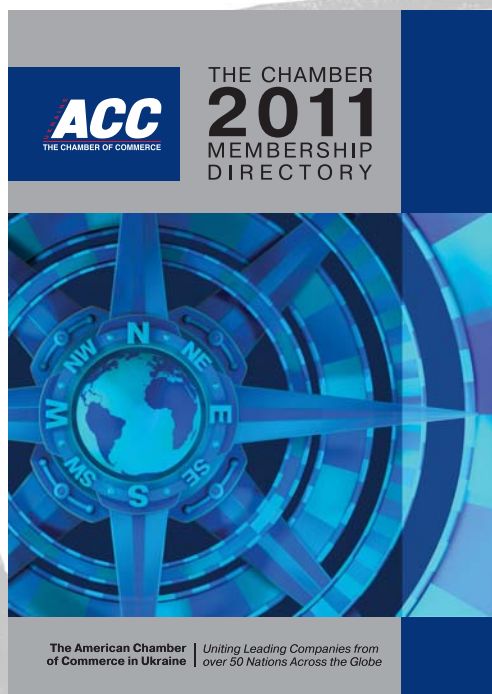
NEW! Policy Tracker. The publication was launched in September 2011. It reflects both the efforts of the Chamber Policy Team and valuable contribution from the active Chamber Members, as well as from expert community. The e-publication is disseminated among the entire Membership on the first working day of a month covering the period of the month that has passed.

Membership Card Offers. The publication contains all fresh offers provided by Chamber Members within Member2Member Discount Card Program and are issued on the 1st Friday of every month. It plays both informative as well as promotional role and gives a chance to active Member2Member Program participants to promote their company within the large and valuable target audience.

Annual publications

Annual Report. The Chamber Annual Report is an electronic publication designed to summarize the Chamber's activities, progress and success during the past year highlighting Chamber Advocacy and Lobbying Activities, Committees and Working Groups Update, Networking and Family Events Description, Publications and Information Support, Discount Card Program and Gourmet Club Information, and much more.

Membership Directory and Country Profile. Chamber Membership Directory and Country Profile is a highly sought after Membership benefit that provides contact details and description of each Member company, highly-valuable Country Profile section, as well as other useful information about the Chamber and the business and diplomatic community active in Ukraine. It is available in both – best-quality printed version and user-friendly electronic edition. High level decision makers of the leading international and local Member Companies who operate on the territory of Ukraine and who are the largest strategic and institutional investors in Ukraine are the readerships of the Chamber Membership Directory, as well as key decision makers in the EU and US, diplomatic and donor missions, Ukrainian governmental authorities and Ambassadors of Ukraine abroad. The Membership Directory also contains comprehensive Country Profile Section of the Membership Directory. Country Profile is comprised of analytical articles that relate to specific economic and business interest areas as well as political trends kindly provided by our Members who are experts in their respective fields.



2011 Chamber Membership Directory



2011 Annual Report

Ad-hoc publications

Policy Flash. The publication provides information on a significant achievement in the Chamber Policy activities. It is designed to inform the entire Membership about the Chamber's success stories that occurred due to the efficient co-operation of all interested stakeholders within the organization and beyond.

Meeting Highlights. The publications contains reports on meetings with state officials held by the Chamber.

Video Tools

Chamber Live. Striving to create new opportunities for Chamber Members and to go with the times and innovative technologies in the rapidly changing environment, the Chamber continues to develop the concept of using video tools. In 2011 the Chamber launched a brand new communication service – ChamberLIVE that provides on-line Live Video Broadcast of the most important and interesting Chamber events including Chamber Committees and "In-Focus" meetings with state officials as well as presentations and round-tables which are now only a few clicks away from your desk.



Competitiveness Partnership Video. Developing its strategic project "Partnership for Successfully Competing in the Global Economy", in 2011 the Chamber in conjunction with Chamber Member – Radioactive Films created a new video product – the film providing expert views by leading decision makers, business, diplomatic and expert community representatives on what is competitiveness, what it means to Ukraine and how the country can become more successful in the global competition for attracting new investment.

Promotional Opportunities Video. Striving to create value added opportunities for Members as well as fully inform them on the promotional tools the Chamber offers we have created a video presentation highlighting benefits of supporting Chamber events and once again advertising our most active sponsors.

Ukrainian Government Relations

The American Chamber of Commerce in Ukraine (the Chamber) philosophy and operations in Ukraine have always been guided by the simple symbiotic relationship: only in a prosperous, strong and favorable environment business is able to grow, hire more employees, and find new customers, vendors and partners, which in turn leads to information and technology dispersion and greater benefit to the host country and its people.

In 2011 the advocacy and policy activity priorities of the Chamber were focused on identifying further opportunities for strengthening the Ukrainian economy and business climate, including but not limited to:

- Increasing Ukraine's competitiveness;
- Energy independence through equal access and fair competition;
- Developing a more efficient and competitive agricultural industry based upon free market principles;
- EURO 2012 as an important stimulus for infrastructure development and promoting Ukraine.

As an organization that strives to be a reliable partner for the Ukrainian Government in investment and economic policy, the Chamber together with its Board of Directors and Member Companies who are leaders in different industry sectors united efforts with relevant Government agencies, the private sector as well as experts from non-governmental organizations to focus on developing and strengthening positive trends in business climate of Ukraine as well as opposing those that can lead to its worsening and create disadvantages for businesses and/or an un-level playing field.

In 2011 the Chamber Board of Directors and the Policy Team continued to be involved in a proactive dialog with many Ukrainian state officials ensuring that the Membership receives value-added, tangible and successful advocacy solutions. The Chamber worked diligently to establish new relationships as well as to develop existing ones with the top figures of both executive and legislative branches of power. The Cabinet of Ministers of



Chamber "In-Focus" Meeting with Mr. Vitaliy Zakharchenko, Head of the State Tax Service of Ukraine

Ukraine, many ministries and state committees, selected committees of the Verkhovna Rada, Administration of the President of Ukraine, Regional State Administrations – our business association was working closely with all of them addressing those issues and problem areas that generated the greatest concern from the Membership and which the Chamber was able to positively influence through active and targeted advocacy and lobbying efforts.

Throughout the year the Chamber Membership was provided with a wide variety of opportunities to engage in a positive dialogue with key decision makers within the Ukrainian Government through Chamber Committees and Working Group Meetings, General Membership Meetings, "In-Focus" and "Insiders' View" meetings, "Government Facing" events, creating innovative tools like "Insights into Investing in the Regions with the Chamber" series, as well as through newly established PR Club and renovated Diplomatic Insiders' Club.

In 2011 the Chamber participated in many important events and hosted meetings with many Ukrainian and foreign state officials and experts. Below are just some of the officials and VIPs who addressed and communicated with the Chamber Membership and leadership:

- **Mr. Andriy Kluyev**, First Vice Prime Minister of Ukraine – Minister of Economic Development and Trade of Ukraine;
- **Mr. Sergiy Tigipko**, Vice-Prime Minister – Minister of Social Policy of Ukraine;
- **Mr. Viktor Tykhonov**, Vice Prime Minister of Ukraine, Minister for Regional Development, Housing and Utility Industry;
- **Mr. Mykola Prysiazhniuk**, Minister for Agricultural Policy and Food of Ukraine;
- **Mr. Igor Kaletnik**, Head of the State Customs Service of Ukraine;
- **Mr. Vitaliy Zakharchenko**, Head of the Tax Service of Ukraine;
- **Mr. Sergiy Lekar**, Deputy Head of the State Tax Service of Ukraine;
- **Mr. Pavlo Klimkin**, Deputy Minister for Foreign Affairs of Ukraine;
- **Mr. Valeriy Pyatnytskyi**, Deputy Minister of Economic Development and Trade of Ukraine;
- **Mr. Volodymyr Ignaschenko**, First Deputy Minister of Ecology and Natural Resources of Ukraine;
- **Mr. Oleksiy Pshenychka**, Deputy Head of the State Inspection of Ukraine on Consumers Rights Protection;
- **Mr. James Roberts**, Lead Expert for Economic Freedom and Growth of the Heritage Foundation (USA);
- **Mr. Oleksandr Yefremov**, Chairman of the Faction of the Party of Regions, and a number of People's Deputies from the Party of Regions;
- **Mr. Yaroslav Sukhyj**, Deputy Head of the Parliamentary Committee on the Social Policy and Labor;
- **Mr. Vitalii Khomutynnik**, Head of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy;
- **Ms. Tetiana Bakhteyeva**, Head of the Parliamentary Committee on Public Health;
- **Mr. Oleksandr Peklushenko**, First Deputy Head of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy;
- **Mr. Anatolii Kinakh**, People's Deputy of Ukraine and President of the Ukrainian League of Industrialists and Entrepreneurs;
- **Mr. Hryhorii Kaletnik**, Head of the Parliamentary Committee on Agricultural Policy and Land Relations;



Chamber Meeting with Mr. Mykola Prysiazhniuk, Minister for Agricultural Policy and Food of Ukraine

- **Mr. Yuriy Karakay**, Head of the Subcommittee on Strategy of Financial, Banking, Tax and Customs Policy Development, Cooperation with International Organizations and Regulators of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy;
- **Mr. Leonid Kozhara**, Deputy Head of the Parliamentary Committee on Foreign Affairs;
- **Mr. Volodymyr Makeyenko**, People's Deputy of Ukraine, Head of the Parliamentary Committee on Regulations, Deputies' Ethics and Provision of the Activity of the Verkhovna Rada of Ukraine;
- **Ms. Kseniya Liapina**, Peoples' Deputy of Ukraine, Our Ukraine faction;
- **Ms. Natalia Korolevska**, Head of the Parliamentary Committee on Industrial and Regulatory Policy and Entrepreneurship;
- **Mr. Volodymyr Korniyenko**, First Deputy Minister of Transport and Communications;



Chamber "In-Focus" Meeting with Mr. Ihor Kaletnik, Head of the State Customs Service of Ukraine

- **Mr. Sergii Siomka**, Deputy Head of the State Customs Service of Ukraine, Director of the Department for Organization of Customs Control and Clearance;
- **Mr. Igor Muratov**, Director of the Department of Customs Regimes and Organization of Customs Clearance, State Customs Service of Ukraine;
- **Mr. Anatolii Gutnyk**, Director of the Department for the Classification, the State Customs Service of Ukraine;

- **Mr. Oleksandr Moskal**, Deputy Director of the Department for Declaring Management and Customs Regimes, the State Customs Service of Ukraine;
- **Mr. Oleksii Zadorozhnyi**, Deputy Director of the Department for Income Tax from the State Tax Service of Ukraine, the State Customs Service of Ukraine;
- **Mr. Yurii Kargapolov**, Director of the Department for the Development Strategy of Communications, the State Customs Service of Ukraine;
- **Mr. Viktor Vozniuk**, Counselor, the State Customs Service of Ukraine;
- **Mr. Andriy Olefirov**, Director-General for Consular Service, Ministry of Foreign Affairs of Ukraine;
- **Mr. Olexiy Yanov**, Deputy Chairman of the State Service for Intellectual Property of Ukraine;
- **Mr. Olexiy Mervinskyy**, Head of the State Service of Ukraine on Personal Data Protection of Ukraine;
- **Mr. Oleksiy Baranov**, Head of the Department of Infrastructure, Transport and Tourism Development, Ministry of Infrastructure of Ukraine;
- **Mr. Yuriy Kravchenko**, Deputy Chairman of the Antimonopoly Committee of Ukraine;
- **Mr. Volodymyr Gorzheev**, First Deputy Head of the State Veterinary and Phytosanitary Service of Ukraine;
- **Ms. Liudmyla Ezhova**, Member of the National Commission for Communications Regulation of Ukraine;
- **Mr. Mykola Sokyrko**, Head of Department of Licensing and Radio Frequencies, National Commission for Communications Regulation of Ukraine;
- **Ms. Tetiana Ivlyeyeva**, Head of Economic Department, National Commission for Communications Regulation of Ukraine;
- **Ms. Liubov Tkachenko**, Deputy Head of Economic Department — Head of Division of Mutual Payments, National Commission for Communications Regulation of Ukraine;
- **Ms. Oksana Kordina**, Head of the Division on Analysis of the Ministry of Economy of Ukraine;
- **Mr. Oleg Lytviak**, Director of State Enterprise "National Tourist Office";
- **Mr. Vitaliy Portnikov**, Political Observer, Radio Liberty, chief editor of the TBi TV Channel;
- **Mr. Andriy Yermolaev**, President of the Center of Social Research "Sofia";
- **Mr. Kost Bondarenko**, Politologist, Chief-Editor of the "Lievyi bereg" newspaper;
- **Mr. Vadym Karasiov**, Director of the Institute on Global Strategies;
- **Mr. Vladyslav Kaskiv**, People's Deputy of Ukraine, Chair of the State Agency for Investment and Management of National Projects.



Inaugural Meeting of the Domestic and Foreign Investors Advisory Council (DFIAC) under the President of Ukraine

The American Chamber of Commerce in Ukraine as an organization representing the largest strategic and institutional investors who have committed a majority of the foreign direct investment into the market place remains committed to assist the national Government in fully developing the potential of the economy by advocating for comprehensive legislative and regulatory reform to allow Ukraine becoming more competitive and innovative European country enabling the attraction of much needed domestic and foreign investment.

In 2011 the Chamber utilized different advocacy venues on both national and regional levels aiming to facilitate the entrance of the new investors into Ukrainian market through linearization of the national business environment and improvement of the current legislative framework.

The Chamber is an active Member of the **Committee of Economic Reforms under the President of Ukraine** Victor Yanukovich and supports the concept for intensive and comprehensive reforming of all spheres of economy in Ukraine. The Chamber has engaged interested Chamber Member Companies into the **Regional Economic Development Working Group** that allowed providing comments and feedback regarding many important reforms. A number of useful initiatives are implemented under the auspices of the **Domestic and Foreign Investors Advisory Council (DFIAC) under the President of Ukraine**, of which the Chamber is a proud member.



Chamber "In-Focus" Meeting with Mr. Yuriy Kravchenko, Deputy Chairman of the Antimonopoly Committee of Ukraine

Below is a brief description of events hosted by the Chamber or where it was instrumental as an active participant.

In January 2011 the Chamber became a member of **the Public Councils under the Antimonopoly Committee of Ukraine, the Ministry of Foreign Affairs of Ukraine, the Ministry of Finance of Ukraine, and the State Service on Financial Monitoring of Ukraine.**

On January 12, the Chamber Fuel and Energy Committee Members as well as the Chamber Policy Team participated in **the Parliamentary Hearings "On the State and Prospects of Hydrocarbon Production in Ukraine and Implementation of the State Monopoly on these Activities"**. The Chamber welcomed the recommendations made as a result of the Parliamentary Hearings regarding the lack of viability of introducing the state monopoly on hydrocarbon production in Ukraine as a positive sign of the existing political will to attract both foreign and domestic investors into oil and gas exploration and production in Ukraine.

On January 21st the Chamber took part in a **Round Table "Trade Policy of Ukraine after Ukraine's Accession to the WTO. Cooperation Between Public and Private Sector: Opportunities, Concerns and Prospects"** organized by the Ministry of Economic Development and Trade of Ukraine in conjunction with the Chamber Member "Vasil Kisil & Partners" and other companies, attended by Government representatives, Peoples' Deputies and private sector members.

On February 14th, 2011, Washington DC, the Chamber took part in the **Round Table "Ukraine's Path to Growth and Energy Prosperity: Engaging**

American Business" together with participation of **Mr. Yuriy Boiko**, Minister of Energy and Coal Industry of Ukraine, **Mr. Volodymyr Makukha**, Deputy Minister of Energy and Coal Industry of Ukraine and **Mr. Volodymyr Ihnaschenko**, First Deputy Minister of Ecology and Natural Resources. The United States' of America Delegation was represented by Mr. Robert Hormats, Under Secretary for Economic, Energy and Agricultural Affairs of the U.S. State Department, Ambassador Richard Morningstar, U.S. Special Envoy for Eurasian Energy. During the Round Table participants discussed accomplishments that have been made in reforming the Ukrainian energy sector, boosting its investment potential and engaging interested investors in a dialog to identify additional areas that need to be addressed to pave the way for additional capital allocation into the Ukrainian energy sector.

On February 22nd **Mr. Ian Borden, Chairman of the Board and Mr. Jorge Zukoski, President of the American Chamber of Commerce in Ukraine, Members of the Economic Reform Committee, participated in the Discussion of the National Action Plan for 2011 chaired personally by President Viktor Yanukovich.** The meeting was devoted to approving the plan of economic reforms for 2011, defining the priorities and criteria of success in all of the areas of the national economy. Among the speakers of Round Table were Mr. Andriy Klyuev, First Vice Prime Minister of Ukraine; Mr. Kostyantyn Gryshchenko, The Minister of Foreign Affairs of Ukraine; Mr. Yuriy Boyko, Minister of Energy and Coal Industry of Ukraine; Mr. Vladyslav Kaskiv, Head of State Agency for Investment and Management of National Projects of Ukraine.

In February 2011 the Chamber also hosted a high-level **"In-Focus" Meeting with the Head of the State Tax Service, Mr. Vitaliy Zakharchenko**. Earlier this month, on February 7th, Chamber President together with the Leadership of the Chamber Tax Committee and Policy Team conducted a working meeting with Mr. Vitaliy Zakharchenko. One of the key outcomes of the meeting was establishment of a new advocacy venue, a **Working Group on Tax Issues to be co-chaired by the relevant State Tax Service officials and the American Chamber of Commerce Tax Committee Leadership**.

On March 4th the Chamber conducted another meeting in the **"In-Focus" series**, this time with **Mr. Igor Kaletnik, Head of the State Customs Service of Ukraine**. Chamber Members had an opportunity to discuss the most important and crucial provisions of the Draft Customs Code. Mr. Kaletnik highly evaluated the Chamber's engagement in developing a more transparent business environment, and it was also agreed to work on specific industry based issues in special Working Groups to be established within the framework of various Joint Working Groups to be established between the Chamber and the State Customs Service of Ukraine.

On March 23rd, 2011 Chamber participated in the **Parliamentary Hearings "Land in the Ukrainian Destiny: Situation in the Land Sector, Legislative Support of Land Relations, and Implementation of Land Laws"** held by the Verkhovna Rada Committee on Agrarian Policy and Land Relations and attended by chairmen of Ukrainian regional and village councils, representatives of NGOs and international organizations.

Expanding cooperation with the Verkhovna Rada of Ukraine, the Chamber held a high-level In-Focus



Chamber "In-Focus" Meeting with Mr. Volodymyr Gorzheev, First Deputy Head of the State Veterinary and Phytosanitary Service of Ukraine, Deputy Senior Inspector of Veterinary Medicine of Ukraine

Meeting on April 6th, with **Mr. Oleksandr Yefremov, Chairman of the Faction of the Party of Regions in Verkhovna Rada of Ukraine** and a group of key People's Deputies from the Party of Regions faction.

On April 22st and April 27th the Chamber was invited to join the meetings of **the group of experts working under the supervision of Mr. Sergiy Tigipko, Vice Prime Minister of Ukraine, on the issues of solving**

the VAT refund issues for grain traders and amending the Tax Code to include proposals from the business community. The Chamber members' experience in grain trade was discussed as well as the ways to release the current grain stocks out of the country by the time the new harvest comes in, as well as the need to veto or to amend the legislation that could lead to market monopolization and creating discriminatory conditions for the market participants.

On April 19th, 2011 the Chamber held an In-Focus meeting with **Mr. Valeriy Pyatnytskyi, Deputy Minister of Economic Development and Trade of Ukraine**, one of Ukraine's principal negotiators on the issues of European integration and cooperation with the World Trade Organization. During the meeting Mr. Pyatnytskyi stressed the dire need of bringing the customs and other trade-related legislative framework in compliance with European standards and encouraged Chamber Members to submit their expert suggestions and comments in this area.

On April 20–21, the Chamber co-organized **the first international conference "Energy Policy of Ukraine: Unconventional Gas Focus"** which took place in Kyiv. The Conference was devoted to discussing the prospects of unconventional gas exploration, development and production in Ukraine. This event was supported by the **Ministry of Energy and Coal Industry of Ukraine** and brought together key experts from government authorities, business and scientific community, providing a platform for sharing the expertise in the energy sphere.

On April 28, the Chamber held a meeting with **Mr. Mykola Prysiazniuk, Minister for Agricultural Policy and Food of Ukraine**. The purpose of the meeting was to discuss recommended solutions to the issues of major concern to the international business community that are stifling additional investment into this important sector of Ukraine's economy.

On June 2nd, the Chamber Policy Team took part in **the Second International Agro-Investment Forum “World Food Security: Challenges and Investment Opportunities for the Agricultural Sector”** with participation of **Mr. Mykola Prysiashnyuk**, Minister of Agricultural Policy and Food of Ukraine, **Mr. Charles Riemenschneider**, Director of the **FAO Investment Centre**, **Ministers of Agriculture from Latvia, Lithuania, Estonia, Saudi Arabia, Hungary, Bulgaria and other countries.**

On July 7th the Chamber Policy Team participated in **the Round Table** devoted to the discussion of peculiarities, prospects and advantages of **the Agricultural Credit – Mortgage Company (AGRO CMC)**, which was held in the premises of the Ministry of Agricultural Policy and Food of Ukraine. The Round Table was attended by bankers and traders who discussed issues related to AGRO CMC functioning, including: scheme of financing, requirements for its borrowers and lenders, principles and terms of refinancing.

On July 5th, 2011 the Chamber held an In-Focus Meeting with **Mr. Yuriy Kravchenko**, **Deputy Chairman of the Antimonopoly Committee of Ukraine.** Addressing Chamber Membership Mr. Kravchenko stressed the role of Antimonopoly Committee in developing economy by protecting competitors and moving forward competition and appreciated Chamber's efforts to increase Ukrainian competitiveness.

On July 14th, Chamber Policy Team participated in **the meeting of the Coordinating Council on the Agricultural Reform organized by the Ministry of Agricultural Policy and Food of Ukraine.** The Council members discussed further steps required for the development of the National Program for Preparing the Ukrainian Agrarian Sector for Association with the EU; designing strategies and identifying areas of reforms in

the Ukrainian agrarian sector; and securing its integration into the single agricultural market of EU Member States.

On August 31 the Chamber was pleased to hold an “In-Focus” Meeting with **Mr. Volodymyr Gorzheev**, **First Deputy Head of the State Veterinary and Phytosanitary Service of Ukraine**, **Deputy Senior Inspector of Veterinary Medicine of Ukraine.** Addressing the Chamber Membership Mr. Volodymyr Gorzheyev updated participants on changes caused by the administrative reform, in particular establishment of the State Veterinary and Phytosanitary Service of Ukraine and informed about its status, current structure, functions and priorities.

On September 6th the Chamber was pleased to host “In-Focus” meeting in the “Ukraine on the Road to Stability through Reforms” series with **Mr. Oleksyi Pshenychka**, Deputy Head of the State Inspection of Ukraine on Consumers Rights Protection, and following experts of the **State Service for Technical Regulation of Ukraine: Ms. Olena Andriychuk**, Deputy Head of the Department on International Cooperation – Head of Division on WTO and European Integration, **Mr. Gennadiy Krysko**, Deputy Head of Division on Advertising Control, **Ms. Valentyna Gordiyenko**, Head of Department on Technical Regulation, **Mr. Vitaliy Sofiychenko**, Head of Department on State Supervision and Metrological Control, **Mr. Anatoliy Nelpov**, Advisor to the Head of the State Inspection on Consumers Rights protection of Ukraine.

Also on September 6th, 2011 **Mr. Jorge Zukoski**, **President of the American Chamber of Commerce in Ukraine and Members of the Economic Reform Committee and Government of Ukraine participated in the meeting of the Committee, chaired personally by President Viktor Yanukovych.** The Chamber continues to support the work of President Yanukovych's Economic Reform Committee as implementation of comprehensive legislative and regulatory reform is a critical success factor to ensure the Ukrainian economy is able to grow and develop into a powerhouse in the heart of Europe.



Chamber Round Table on New Immigration Rules with Guest Speaker Mr. Andriy Olefirov, Director-General for Consular Service, Ministry of Foreign Affairs of Ukraine

On September 7th a **Chamber Round Table** was jointly conducted with the **Ministry of Foreign Affairs of Ukraine** and was devoted to the discussion of the upcoming changes in legislation on immigration issues, in particular on new procedures regarding obtaining visa/residency permits for foreigners.

In 2011, the Chamber addressed the Cabinet of Ministers, Presidential Secretariat, and Parliament of Ukraine and other **Governmental institutions with many important issues** including but not limited to:

- On the Draft Law #8217 “On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine regarding Improvement of Certain Provisions of the Tax Code of Ukraine” (the Parliament, Minister of Agrarian Policy and Food of Ukraine);
- On the Draft Law #8217 “On Amendments to the Tax Code of Ukraine and other Legislative Acts of Ukraine regarding Improvement of certain norms of the Tax Code of Ukraine” (Head of the State Tax Service of Ukraine);
- Regarding Information Share between State Tax Service of Ukraine and companies operating in agricultural sphere (Head of the State Tax Service of Ukraine);
- On VAT refund in agricultural sphere (Minister of Finance of Ukraine);
- Provisioning under the loans secured by the security granted for the benefit of a sole agent acting on behalf of the lenders (Head of the National Bank of Ukraine);
- Regarding banking sector stability and reforms of the deposit insurance system in Ukraine (Head of the President’s Administration of Ukraine, Head of the NBU);
- Request to veto the Law of Ukraine #8295 “On Amendments to Certain Legislative Acts of Ukraine regarding simplification procedures of termination of legal entities and individual entrepreneurs” (President of Ukraine);



During Chamber “In-Focus” Meeting Devoted to the Prospects of Customs Development in Ukraine

- Regarding development of life insurance services market (Prime Minister of Ukraine);
- On Draft Law #8576 “On Derivatives” (the Parliament);
- Regarding REPO (the National Bank of Ukraine);
- On Draft Law of Ukraine on currency regulation and currency control (the Ministry of Economic Development and Trade of Ukraine);
- On Law #3024-VI “On Amendments to Certain Laws of Ukraine regarding Regulation of Banks Activity” (the Parliament);
- Regarding Participation of Foreign Businesses and Individuals in Ukrainian Banks (Head of the NBU);
- On Consumer Lending regarding Amendments to the Resolutions of the NBU #368 and #279 (Head of the NBU);
- Proposals to the Draft Law #8130-d “On Amendments to the Custom Code of Ukraine and other Legislative Acts of Ukraine” (the Parliament);
- Proposals to the certain draft resolutions of the Cabinet of Ministries of Ukraine (Head of state customs service of Ukraine);

- On customs control and clearance of goods imported into Ukraine (Head of the State Customs Service of Ukraine);
- Regarding Special Investigation on Import into Ukraine Vehicles (Minister of Economic Development and Trade of Ukraine);
- Support signing the Draft Law #7402 "On Amendments to the Certain Legislative Acts of Ukraine regarding Implementing Product Sharing Agreements" (President of Ukraine);
- Regarding Oleskyy and Yuzivskyy regions PSA tender (President of Ukraine);
- Regarding Ukraine join the Extractive Industries Transparency Initiative (President of Ukraine);
- On Draft Resolution of the National Electricity Regulation Commission of Ukraine (Head of the National Electricity Regulation Commission of Ukraine);
- Proposals to the Tax Code of Ukraine (Minister of Social Policy of Ukraine);
- Regarding VAT and penalties (Head of the State Tax Service of Ukraine);
- On the Draft Law "On the introduction of changes to the Land Code of Ukraine (regarding the acquisition of the property rights on land by the legal entities)";
- On Protection of Intellectual Property Rights on Medicines (Minister of Healthcare of Ukraine);
- Regarding returning prepayments to the telephone subscribers within the framework of e-commerce (State Tax Service of Ukraine);
- On the Draft Law "On Internal Trade" (Ministry of Economic Development and Trade of Ukraine);
- On the Draft Law #7412 "On Amendments to Article 9 of the Law of Ukraine "On Medicines" (the Parliament);
- Amendments to the Technical Regulation on Rules of Food Products Labeling (Minister of Economic Development and Trade of Ukraine);
- Regarding VAT on imported medicines (Minister of Finance of Ukraine, Minister of Social Policy of Ukraine, Minister of Healthcare, Head of State Customs Service of Ukraine, Head of Antimonopoly Committee of Ukraine);
- Improving Road Safety Legislation (President of Ukraine, Prime Minister of Ukraine);
- Proposals to the Draft Labor Code #1108 (Minister of Social Policy);
- On Draft Resolution "On Amendments to Procedures of State Registration (Re-registration) of Medicines" (Prime Minister of Ukraine, Minister of Healthcare of Ukraine);
- Proposals on issues that restrain business development (the Parliament);
- Regarding the issue of consistency of the measures taken by Australian government

Ukrainian Government Relations



Second International Agro-Investment Forum "World Food Security: Challenges and Investment Opportunities for the Agricultural Sector"

- with the obligations taken under WTO membership (including TRIPS and TBT) (Minister of Economic Development and Trade of Ukraine);
- Proposals to the Draft Decree "On Improving State Regulation of Prices of Medicines and medical supplies procured by the budget" (Ministry of health of Ukraine);
- Entrepreneurship development in Ukraine (the Parliament);
- Regarding the Draft Law #5164 "On Amendments to Certain Legislative Acts of Ukraine regarding Ban on Advertising, Sponsoring and Promoting Sales of Tobacco Products" (Administration of the President of Ukraine).

The background of the slide is a stylized, low-angle photograph of a modern cable-stayed bridge. The bridge's structure is rendered in shades of blue and white, with the cables fanning out from a central pylon. The bridge deck and railings are visible in the foreground, leading the eye towards the pylon. The sky is a deep blue, and the overall composition is clean and professional.

2011–2012 Partnership for Successfully Competing in the Global Economy

2011–2012 Partnership for Successfully Competing in the Global Economy

The “Partnership for Successfully Competing in the Global Economy” (Partnership) was first published by the American Chamber of Commerce in Ukraine in 2009. It is a special working product of the Chamber developed with input from the Chamber Board of Directors, the Chamber Policy Team, the Chamber Committees and Working Groups in conjunction with numerous respected analysts and experts with the primary goal to join key policy makers and the private sector in building a strong and competitive Ukrainian economy. This year Ukraine is gradually recovering after the global economic crisis, struggling with new serious international economic and political challenges and implementing essential and painful but, crucial reforms.

In 2011 the Chamber has even more intensified its co-operation with different institutions taking the Partnership to a whole new level, and now it is perceived not only as a strong instrument of internal and external communication of the Chamber but as a concept of building and development strong and fruitful relations among all stakeholders of the strong Ukraine: government, business, expert, diplomatic, donor and international communities.

2011–2012 Partnership Report, the third annual publication within the project already, has been extended and additional reform agendas have been added. The Chamber has targeted eight key economic sectors and six state policies for the commencement of this Partnership and has selected indicators to measure Ukraine’s progress that would lead to the country’s increased competitiveness. These are:



Mr. Sergiy Tigipko, Vice-Prime Minister — Minister of Social Policy of Ukraine and Mr. Orlando Ayala, Microsoft Corporate Vice President — Chairman of Emerging Markets, during the Interactive Discussion: Driving Ukraine’s Competitiveness through XXI Century Solutions



2011–2012 Partnership for Successfully Competing in the Global Economy Report Presentation

Economic Sectors:

- Agriculture
- Banking and financial services
- Fuel and energy
- Information and communication technologies
- Real estate and construction development
- Retail trade
- Telecommunications and data transmission
- Travel and tourism

State Policies:

- Customs policy
- Healthcare policy
- Human resources and labor policy
- Tax policy
- Intellectual property rights
- Antibribery policy.
- A special ICT insert with professional recommendations and an Action Plan was developed and included into the Chamber’s Partnership Report and submitted to relevant government agencies as general recommendations of the Chamber developed in conjunction with the Chamber Board of Directors, Committees and Working Groups.

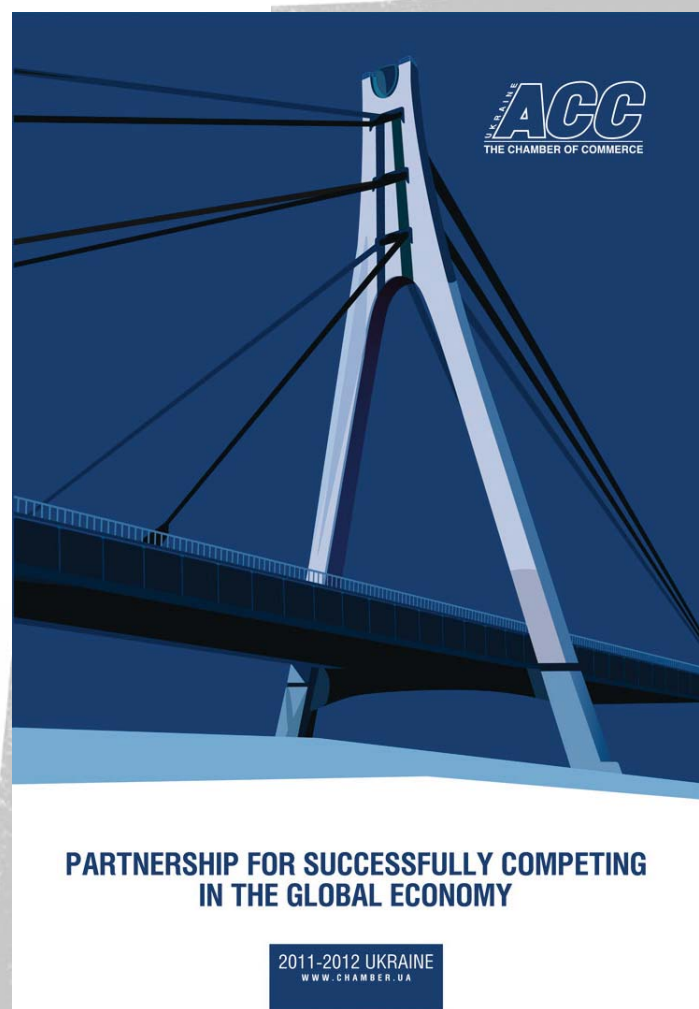
2011–2012 Partnership for Successfully Competing in the Global Economy

The current version of the Partnership Report discusses further strategies for improving competitiveness of Ukraine and highlights some crucial reforms that are needed and initiatives to be implemented to create a competitive, strong, and stable independent country with a vibrant market economy that benefits both the state and her people.

Throughout 2011 the Chamber continued to promote the Partnership to ensure cooperation of the investment community and government agencies to move the reform agenda forward.

The Chamber Policy Team has been working on dissemination of information about the Partnership to different officials, organizations and allies:

- English and Ukrainian versions of the 2011–2012 Partnership Report have been sent together with a Cover Letter to all representatives of the Ukrainian State sector that the Chamber has been working with on relevant policy issues;
- Partnership project was presented to a wide number of state authorities during special policy meetings with the Chamber Leadership.
- Hard copies have been delivered to Ambassadors, Members of Diplomatic Insiders Club, NGOs' and IFIs' leadership.
- A special 'corner' on the Chamber's website as well as on the websites of our Partnership Coalition Members has been updated highlighting all relative updates and developments;
- Partnership banners have been placed on the sites of Chamber's Partnership Coalition Members:
 - Association of the Tax Consultants
 - Public Council under the Parliament Committee for Tax and Customs Policy
 - The Entrepreneurs Council under the Cabinet of Ministers of Ukraine
 - State Customs Service Public Council
 - IT Association, etc.



2011–2012 "Partnership for Successfully Competing in the Global Economy" Report

The Competitiveness Partnership Action Plan clearly states and contains the list of legislation identified as important for the further reforms implementation. The Chamber will continue to serve as a basis to monitor further developments and identify progress in legislation adoption.

By the end of the year 2011 the Chamber was able to double the membership of its Partnership coalition compared to the beginning of the year to include such authoritative organizations as Foundation for Effective Governance (FEG), the Ukrainian League of Industrialists and Entrepreneurs, International Trade Club, Ukrainian Association of International Economists and others.

Regional and International aspects of Ukraine's competitiveness have become a new aspect for the Chamber's activities in 2011. Regional competitiveness is studied in conjunction with FEG, and international aspects are a part of the joint project with the American Chamber of Commerce in the Czech Republic. Region-specific recommendations have been developed by the Chamber for 5 pilot regions of Ukraine and, eventually, will include all Ukraine regions. The results of the Chamber's activities in this respect will be further reflected on a separate web page dedicated to competitiveness issues.



Chamber Committees and Working Groups

Chamber Committees

- Agricultural Committee
- Banking and Financial Services Committee
- Corporate Social Responsibility Committee
- Customs Committee
- Fuel and Energy Committee
- Healthcare Committee
- Human Resources Committee
- Intellectual Property Rights Committee
- Information Technologies Committee
- Logistics and Transportation Committee
- Real Estate Committee
- Tax Committee
- Telecom Committee
- Travel and Tourism Committee



Working Groups and Councils

- Anticorruption Working Group
- Bar Legislation Working Group
- Certification and Standardization Working Group
- EURO 2012 Working Group
- GMO Working Group
- Legal Infrastructure Matters Working Group
- Overseas Security Advisory Council
- Seeds Working Group
- Waste Packaging Management Working Group

Chamber Clubs

- Diplomatic Insiders Club
- Marketing Club
- PR Club
- Toastmasters Club
- Travel Club



Responsible Board Member:

Andrzej Rozycki, Cargill

Co-Chairs:

Andrzej Rozycki, Cargill

Ivan Miroschnichenko, Noble Resources Ukraine

Secretary:

Oleg Samus, Suntrade S.E. / Bunge Ukraine

Mission: Chamber Agricultural Committee maintains its Mission statement of supporting and promoting the development of Ukrainian agricultural sector. The Committee's main goal includes developing the Ukrainian agricultural sector through positive interaction with corresponding policy-makers and other stakeholders.

Developing a more efficient and competitive agricultural industry based upon free market principles is among Chamber's main Policy Priorities for 2011. Agricultural Committee is one of the most important Chamber advocacy platforms that addresses issues within the Ukrainian agricultural industry, open to all interested Chamber Members. The Committee's main goal includes developing the Ukrainian agricultural sector through positive interaction with corresponding policy-makers and other stakeholders. The Chamber is a Member of the Public Council of the Ministry of Agrarian Policy and Food of Ukraine and Coordination Council on Agricultural Policy under the Cabinet of Ministers of Ukraine that would allow proactive advocacy of the Committee's priorities in the future.

Current Committee's Priorities are:

- Grain export restrictions management.
- VAT reimbursement according to the legislation.
- Land reform. In Ukraine agricultural land should be commodity. This will foster market and provide farmers access to financing.



Chamber Agricultural Committee Meeting

Agricultural Committee

The Committee believes grain export restrictions are one of the major obstacles on the way to developing the efficient agricultural sector in Ukraine. The Chamber has always played a proactive role in resolving grain trade issues this year. Our first success came with the abolishment of export quotas that were closing a way for fair competition and efficient grain trade while deteriorating financial situation for the industry in general. The "second best option" came with introduction of grain export duties by the Government of Ukraine.

Due to active involvement of the Committee Leadership and Committee Members we were able to provide persuasive arguments against export taxes for the relevant stakeholders (including the President of Ukraine, the Prime Minister, relevant Ministers and Parliamentary Committees) and initiated an active lobbying campaign that played their role in Parliament's decision on abolishment of export duties through adoption of the respective draft law. In order to avoid further policy complications in grain trade the Chamber in cooperation with other stakeholders developed and signed with the Ministry of Agricultural Policy and Food a Memorandum of Understanding on export that proposes declaring exports and establishing export limitations.

Thanks to Chamber Members and leadership of Mr. Andrzej Rozycki, Chamber Board Member, we are gaining ground in the hard-fought battle on the VAT system in Ukraine. The Chamber supported the recent amendments to the Tax Code of Ukraine that brought some relief with VAT reimbursements though creating some issues with its administration. The Committee conducted a series of meetings with the State Tax Service leadership on reimbursement of VAT accumulated during previous years, resulting in sending to the STS the set of specific proposals that would allow avoiding further VAT issues and improve its administration. We consider VAT administration as an important factor for the agricultural sector's development and it has to be based on the best international practices. Agricultural Committee members actively support Chamber initiatives.

Agricultural Committee endorses cancellation of the land sale moratorium through adoption of the last piece of important legislation, i.e. Law on the Land Market which will be the cornerstone finalizing functioning land market in Ukraine.

The Chamber Agricultural Committee has actively used a number of formal platforms for promotion of its views and lobbying activities, including Domestic and Foreign Investors Advisory Council under the President of Ukraine, and Coordination Council on Agrarian Reform under the Ministry of Agrarian Policy and Food of Ukraine.

In order to make its further lobbying activities more targeted and efficient through development certain vision by its key stakeholders in the Government of Ukraine, the Chamber has commissioned development of the Strategy for the Development of the Grains and Oilseeds Sector. This analytical document was prepared by the independent consulting agency Berlin Economics and helps facilitating the stable development of agricultural sector and contribute to economic growth and welfare of Ukraine. Earlier in the year the Chamber Members developed the position paper "Grain & Oilseed Market Regulation in Ukraine: How to Balance Food Security, Farmers Interests and International Commitments?" and sent it to relevant Ukrainian decision makers, international organizations' representatives, and the diplomatic community accredited with the Ministry of Foreign Affairs of Ukraine. These analytical documents were well received and some items implemented (e.g., abolishment of export quotas and replacing them with export duty, with the further step forward by eliminating export duties (except for barley) and liberalizing the grains market).

Major policy successes

On September 8th, 2011, Members of the Chamber Agricultural Committee conducted the meeting with Mr. Vitaliy Zakharchenko, Head of the State Tax Service of Ukraine and on September 14 and September 19, 2011 there were conducted two follow-up meetings with Mr. Oleksiy Lybchenko, Director of Department for Taxation of Legal Entities, State Tax Service of Ukraine (STS).

There were discussed a number of issues related to VAT administration in grain trade, including:

- serious problems for functioning of grain industry and negative signs for investors resulting from certain aspects of VAT administration and uneven VAT refunds;
- practice of holding diligent tax payers accountable for dishonest practices along their supply chain;
- problems with VAT write-offs based on re-auditing the periods which were already audited and so called 'remote' audits (when tax officers do not come to the companies to check the books again);
- issues with operations that are considered null and void by the STS and being on paper only despite of the nature of the business where the real commodities are traded;
- criminal charges filed against companies' officials and companies disrupt their operations.



Chamber Agricultural Committee Meeting

As a result of the abovementioned meetings, the Chamber sent the letter with a suggestion that companies should have access to larger amount of information available to the STS in order to check “reliability” of a deal before signing contracts and proposing possible participation of Member Companies in the horizontal monitoring program recently introduced by the STS.

Chamber Agricultural Committee was actively involved in resolving issues in grain trade which resulted in sending a letter on October, 29th, 2011 that included providing persuasive arguments against export taxes for the relevant stakeholders (including President, Prime Minister, relevant Ministers and Parliamentary Committees) that played their role in Parliament’s decision on abolishment of export duties (except for barley) through adoption of the respective draft law. We also sent the support letter to the President in favor of this draft law and requested to enact it.



Chamber Agricultural Committee Meeting

American Chamber of Commerce in Ukraine, in conjunction with the European Business Association, has commissioned the creation of a Strategy for the Development of the Grains and Oilseeds Sector by the independent consulting agency Berlin Economics. The strategy includes eight main elements ranging from agricultural trade policy to infrastructure and marketing systems, agricultural taxation and social policy.

On October 10, 2011 the abovementioned strategy was presented to the policy-makers of the Ministry of Agricultural Policy and Food of Ukraine.

The study suggests that Ukraine should send a clear signal to producers, traders and customers that it is committed to being a reliable source of agricultural production and exports. As outlined in the study, this requires eliminating export taxes for grains, harmonization of Ukrainian rules and procedures with international standards, implementation of a modern system of profit taxation in agriculture, and a radical reform of the agricultural education and research system. To protect truly needy consumers from the impact of high food prices, a targeted social assistance program should be implemented.

On October 10th, 2011 The Chamber Agricultural Committee sent support letter to the President of Ukraine regarding recently adopted Draft Law #9239 “On Approval of Rates of Export Duties for Certain Categories of Agricultural Crops” which abolishes existing export duties for the set of cereals (except for barley) and with recommendations to sign it.

Earlier in the year the Chamber Members developed the position paper “Grain & Oilseed Market Regulation in Ukraine: How to Balance Food Security, Farmers Interests and International Commitments?” and sent it to relevant Ukrainian decision makers, international organizations’ representatives, and the diplomatic community accredited with the Ministry of Foreign Affairs of Ukraine. These analytical documents were well received and some items implemented (e.g., abolishment of export quotas and replacing them with export duty, with the further step forward by eliminating export duties (except for barley) and liberalizing the grains market).



Responsible Board Member:

Jacques Mounier, Credit Agricole Corporate and Investment Bank

Co-Chairs:

Jacques Mounier, Credit Agricole Corporate and Investment Bank

Vladyslav Rashkovan, UniCredit Bank

Secretary:

Oleksiy Lukash, PRAVEX-BANK

Mission: active participation in the Ukrainian banking system development and promotion of high quality banking standards and values as well as support and development of initiatives of the Ukrainian government and local banking association towards establishment of local banking environment harmonized with the best international banking practices. The Banking Committee has established itself as one of the most active and productive Chamber Committees involved both in lobbying and networking activities.

Current Priorities facilitation of the efficient dialog between the NBU and banking community; anti-money laundering legislation, advocating for proper regulation of foreign exchange market.

The Chamber is a Member of the Public Councils under the Ministry of Finance, State Committee for Securities and Stock Market, State Committee for Regulation of Financial Services Market of Ukraine and participates regularly at its meetings. Alongside with this, the Chamber Banking and Financial Services Committee members participate actively in the meetings of the Verkhovna Rada Committee for Finance, Banking Activity, Tax and Customs Policy.

Examples of major issues that the Committee actively discussed, advocated for and addressed to the state authorities include but are not limited to the following:

- **Depository system in Ukraine and creation of a State-owned Central Securities Depository** – the Committee is following the process of its development. The Committee is cooperating closely with the USAID concerning the participation in the working group on the State-owned Central Securities Depository;
- **Draft Law # 8295 “On Amendments to Certain Laws of Ukraine to Simplify Procedures of Termination of Legal Entities and Private Entrepreneurs Activities”** – the Committee addressed the letter to the President of Ukraine, asking him to veto it. However, the Law was signed;
- **NBU Regulation #279 regarding level of negatively-classified banks’ assets** – The Committee set the Working Group on the issue, sent the Chamber position to the NBU, as well as an additional letter, closely cooperates with the Forum for Leading International Financial Institutions. At the moment the Committee is discussing the possible further steps in this regard;
- **Banking issues in the Tax Code** – The Committee through the specially established Chamber sub-Working Group on the Tax Code – banking issues will continue its lobbying activities and draft comments to the provisions of the Tax Code which raise ambiguous interpretation;

- **Law #2677-VI dated 04.11.2010 “On Amendments to the Law of Ukraine “On Enforcement Proceedings” and Other Legislative Acts of Ukraine On Improving the Procedure for Enforcement of Court Decisions and Other Bodies (Officials)”** – the Committee follows closely the process of its implementation;
- **Stability of the Banking Sector and Deposit Insurance Reform in Ukraine** – the Committee together with the FLIFI has sent a position paper with proposals concerning this matter. We received the NBU response. At the moment the Committee is discussing the possible further steps in this regard;
- **Resolutions of the Board of the National Bank of Ukraine # 189 dated 14.05.03 and # 22 dated 31.01.2011 regarding financial monitoring by the banks** – the Committee sent to the NBU its position paper with clear proposals and received an answer;
- **NBU Resolution #572 “On Regulation of Issues Regarding Realization of Certain Currency Transactions” obliging banks to use separate analytical accounts to monitor UAH transactions of foreign investors after the official document is issued** – the Committee sent the letter to clarify certain provisions of the Resolution and received the answer. At the moment the Committee is discussing the possible further steps in this regard;
- **The Draft Law #3062 (Law of Ukraine #2258-VI) “On Amendments to the Law “On Anti-Money Laundering”** – The Committee addressed the President, the relevant state officials and FATF with its position. The Chamber Policy Team and experts of the Chamber Committee participated in the Working Meeting with Mr. Sergiy Gurzhiy, Head of State Financial Monitoring Committee of Ukraine devoted to Anti-Money Laundering (AML) Law where among other issues Parties decided to sign the Memorandum of Cooperation in near future. The Committee together with the Chamber Legal Committee has drafted the position in regards to the Law and will meet with representatives of the State Financial Monitoring Committee to discuss unresolved issues;



Chamber Banking and Financial Services Committee Meeting

- **Draft Law “On Amendments to Certain Legislative Acts of Ukraine regarding Functioning of Payment Systems and Development of Clearing Settlements” developed by the National Bank of Ukraine** – the Committee developed its position and addressed the NBU with its recommendations to the draft, and will continue monitoring this issue;
- **Draft Law of Ukraine #6376 “On Derivatives”** – The Committee has addressed the relevant state officials with its position, has invited the representatives of the Parliament Committee on Finance and Banking – People’s Deputies – authors of the Draft to discuss the issue; has sent the Letter to the Parliament Committee on Finance and Bank-

ing asking for feedback in regards to the Chamber proposals to the Draft and plans to set the Open Meeting with representatives of different state authorities (NBU, Securities Commission, State Committee for Financial Markets Regulation) to discuss the issue. On July 13 the Chamber sent its proposals to the Draft Law on Derivatives;

- **Amendments to the Draft Law #0884 “On Amendments to Certain Laws of Ukraine (regarding regulation of banking activity)”, developed by the NBU dealing with increase of the minimum banking capital** – the Committee decided to monitor the text availability of such a legislative initiative, inform the Chamber B&F Committee Members and ask for comments;

- **Draft Law on Bankruptcy Procedures** – after the presentation of the Chamber partner Foundation for Effective Governance on their concept of the new Draft Law, their presentations were circulated for comments by the Committee Members;
- **Draft Law #7041 “On the State Regulation of the Market of Rating Services”** – The Committee has sent the Chamber Letter and will communicate with state authorities to discuss the issue;
- **Draft Law #6216 “On Amendments to the Law of Ukraine “On Joint Stock Companies” (regarding improvement of the mechanism of activity)** – the Committee advocates for cancellation of the listing procedure for the public joint stock companies with one shareholder;



Banking and Financial Services Committee Meeting

- **Payment instructions for FX and payment orders in UAH and USD to be received via SWIFT from non-resident investors instead of paper based instruction** – the Committee has sent the position on the discussed matter;
- **Forum for Leading International Financial Institutions** – the Chamber Banking and Financial Services Committee continues to cooperate with the Forum;
- **NBU intention to amend the consumer lending procedures at Ukrainian banks by introducing modifications to Resolutions #368 and 279** – the Committee prepared its position on the issue and addressed NBU with its proposals;
- **Non-resident ownership of banks** – the Committee prepared its position on the issue and addressed NBU with its proposals.

Committee Achievements

• **POLICY WIN:** National Bank of Ukraine Cancels the Requirement to Obtain a License for Cross-Border Payments under Security Agreements.

The National Bank of Ukraine has adopted the Resolution "On Amendments to the Procedure of Issuing Individual Licenses for Cross-Border Payments for Payments of Banking Metals and Carrying Out of Certain Currency Operations", registered in the Ministry of Justice of August 18th, #988/19726. According to the Resolution, the regulator abolished the requirement for Ukrainian entities to obtain an NBU license to make cross-border payments to non-resident creditors under guarantees/suretyships securing loans granted to Ukrainian borrowers. Due to this, the banks can now purchase currencies to make those payments; non-banking financial institutions are still not able to do that, but they can use owned foreign currencies. The piece of legislation will become effective on September 5, 2011.

The legislation signifies an important development in achieving the mission of the Chamber Banking & Financial Services Committee towards the establishment of local banking environment harmonized with the best international banking practices, as well as promotion of high quality banking standards and values.

Lobbying Engagements

POLICY PROGRESS: National Bank of Ukraine Supports Chamber Proposals to the Draft Law "On Derivatives". In response to the Chamber Letter on the Draft Law #8576 "On Derivatives" dated May 30, 2011 the Chamber has received the official letter from the National Bank of Ukraine. According to the position of the NBU, the Chamber proposals to the said draft legislation are supported by the regulator and deemed necessary.

Important Meetings within 2011

- Statutory Meeting on establishing a new composition of the Public Council under the State Service of Financial Monitoring of Ukraine – January 19th
- Statutory meeting on establishing a new composition of the Public Council under the Ministry of Finance of Ukraine – January 24th
- Presentation "The ways of Financial Ombudsman Service Establishment in Ukraine" organized by Blue ribbon analytical and advising center – February 10th
- Chamber Knowledge Seminar "Practical Tools for Transformation of Bank's Accounts in Accordance with IFRS" – April 13th
- Chamber Knowledge Seminar "Compliance with Listing Requirements for Ukrainian Banks" – May 17th.



Chamber Banking and Financial Services Committee Meeting



Responsible Board Member:

Jason Murphy, British American Tobacco Ukraine

Co-Chairs:

Tetiana Babenko, METRO Cash&Carry Ukraine

Yuriy Bykoriz, Slavutich, Carlsberg Group

Secretary:

Anna Chumak, International Institute of Business

Mission: to promote social investment practices among domestic and international business community in Ukraine through upholding best CSR business practice, sharing and learning information amongst the Chamber Members, building effective partnership and coordinating activities with variety of international organizations and agencies operating in Ukraine and worldwide and civil society organizations in support of CSR development goals, raising public awareness in Ukraine.

Current Priorities:

- Involvement and advocating on behalf of the business community for the adoption of the CSR legislation base in Ukraine, particularly engagement in drafting and supporting the work on the **National Concept of Business Social Responsibility Development in Ukraine** done within the Verkhovna Rada Committee for Industrial and Regulatory Policy and Entrepreneurship;
- Facilitating to the creation of the common understanding of the corporate social responsibility in Ukraine by all interested parties in order to build trust between business, society and government;
- **Promoting and sharing the best CSR practices** among the business community, among others – experience in implementing International Standard ISO 26000, ethics of advertising as the component of socially responsible business, etc.;
- Advocating for the formation of mechanisms of the public recognition of socially responsible companies;
- Consideration of **ecology issues**, ways of minimizing the impact of businesses upon the natural environment, legal obstacles to the development of environmentally friendly technologies;
- **Protection of labor rights** and need to attract attention of the government to compliance with the requirements set out in UN Global Compact and UN Declaration of Human Rights.

Specific deliverables of the Committee for 2011:

1. Promotion of CSR best practices among the business community:

- Working with the Ministry of the Social Policy of Ukraine on arranging the State Competition for awarding the companies with best CSR practices. Criteria are to be developed in conjunction with the Chamber CSR Committee Members.
- Supporting the ratings on socially responsible companies. Acting as the Expert / Joining the Board of the Rating.
- Submission of the relevant CSR business cases from Chamber Member Companies to serve as appendix to CSR development Concept, which was presented by MP Kseniya Lyapina.

2. Facilitating to the creation of the common understanding of the corporate social responsibility in Ukraine by all interested stakeholders:

Chamber CSR and PR Committees Joint Meeting



- Implementing the requirements of socially responsible business for all suppliers of the Chamber Member Companies, i.e. working out a set of obligatory requirements in such areas as labor protection and security, ecology, etc. for all companies – suppliers with the condition of obligatory implementation within the next two years.

3. Engagement in and special support of national programs promoting Ukraine in 2011–2012:

- Inviting representatives of East Europe Foundation (EEF) to the Committee Meeting for the presentation of the project “How to make our cities cleaner before EURO 2012” and discussion of the possibility of joint work with regional administrations of Ukraine within the project.
- Brand campaign for Ukraine – using the existing initiatives to promote Ukraine through international networks, supporting programs like Discover Ukraine.

The major issues that the Chamber Committee actively worked on include discussion and sharing of the best practices on the corporate social responsibility sphere, research on the possibilities, challenges and opportunities for the development of social responsibility concept in Ukraine.

On March 11th, 2011 the Chamber CSR Committee held its meeting with participation of People's Deputy Ms. **Ksenia Liapina**, **Deputy Chair of the Parliamentary Committee for Industrial and Regulatory Policy and Entrepreneurship**. The meeting was devoted to the presentation of the **Draft Concept of the National Strategy of Business Social Responsibility in Ukraine** developed by the Consultative Council under Parliamentary Committee.



Chamber CSR Committee Meeting



Chamber CSR and PR Committees Joint Meeting

Corporate Social Responsibility Committee

On June 23rd, 2011 the Chamber CSR Committee held a joint meeting with the **Ukrainian Road Safety Association** and Chamber Logistics & Transportation Committee which devoted to the discussion of the safety of roads in Ukraine with participation of **Mr. Vasyl Volga**, Head of the State Commission on Financial Markets Regulation of Ukraine, **Mr. Mykhaylo Berlin**, President of Ukrainian Road Safety Association, **Mr. Sergiy Budnyk**, Ministry of Internal Affairs of Ukraine, **Mr. Mykola Horbakh**, Ministry of Infrastructure of Ukraine, Ms. Barbara Kroll, Global Road Safety Partnership (GRSP).



Responsible Board Member:

Peter Chernyshov, Slavutich, Carlsberg Group

Co-Chairs:

Igor Dankov, PwC

Alexandr Gutsal, Slavutich, Carlsberg Group

Secretary:

Vitaliy Naumenko, KPMG-Ukraine

Mission: to contribute to the development of the customs legislation that would be simple, modern, adaptable, realistic and tangible and to develop a professional Forum for discussion of the customs issues.

Committee Priorities

- **Cooperation with the State Customs Service of Ukraine** – The Chamber was very pleased to further establish close and effective working relationship with the State Customs Service of Ukraine during the recent “In-focus meeting” with Mr. Ihor Kaletnik, Head of the State Customs Service and other representatives of the State Customs Service allowing Chamber Member Companies to provide professional feedback and deliver their concerns and recommendations during the reform process. The Chamber Customs Committee sent the letter to the Head of the SCSU under the results of this meeting and received the answer. The Committee also continues the ongoing cooperation with the SCSU for prompt solving of the problems with customs clearance faced by the Chamber member companies (e.g., Philip Morris and Slavutich, Carlsberg Group). On July 4 the Chamber hold meeting with the Head of the State Customs Service of Ukraine. Currently the Committee is working on arranging the next in a series of meetings with the leadership of State Customs Service of Ukraine.
- **Draft Customs Code** – the Chamber Customs Committee experts are included into the Working Group under the Cabinet of Ministers of Ukraine which is engaged in elaboration of the Draft Customs Code and the latter being currently included into the Working Group under the the Parliamentary Committee on Finance, Banking, Tax and Customs Policy. The Committee sent its proposals to the Draft Law #8130-д of 12th of May and presented them at the WG meeting. Previously the Committee as well sent to the Parliamentary Committee regarding draft laws #8130 and #8130-1 “On Amendments to Customs Code of Ukraine and other Legislative Acts”. The Committee Leadership and Policy Team took part in the Parliamentary Committee hearings on the draft Customs Code, Mr. Igor Dankov presented the Chamber position on it (June 21st). Currently the Committee is monitoring the process of the Draft Customs Code finalizing in the Parliament of Ukraine;

- **Self-correcting mistakes in the customs declarations** – the Committee sent its proposals to the Parliamentary Committee on Finance, Banking, Tax and Customs Policy with proposals, how to amend the legislation (SCSU Resolution # 1242 dated 19.10.10 and draft Customs Code). It received the positive answer;
- **Electronic declaring and pilot project “e-customs”** – The Committee is following the process of its implementation.
- **Tax Code** – The Chamber Customs Committee experts contribute to providing comments to the Tax Code which will be incorporated into general Chamber position;
- **Draft Resolution of the Cabinet of Ministers of Ukraine “On Amendments to the Procedure of Control over Customs Value Definition”** – The Committee sent the position and is ready to cooperate with the state authorities on the issue;

- **Customs clearance** – the Chamber addressed the State Customs Service of Ukraine regarding certain issues related to customs clearance timing in Chop’s customs office;
- **Royalties** – the Chamber maintains the dialog with the State Customs Service of Ukraine, Ministry of Economy of Ukraine regarding clarifying the procedure of the customs treatment of royalties;
- **Express deliveries** – The Committee has addressed the relevant state officials with its position and is ready to cooperate with the state authorities to discuss the issue;
- **Methodology of the cost calculations related to the customs clearance procedures** – In regards to the Draft Order “On Amendments to Methodological Recommendations on application of Certain Provisions of the Customs Code of Ukraine on Customs Value Determination of Goods, Imported into the Customs Territory of Ukraine” the Co-Chair of the Customs Committee Mr. Igor Dankov (PWC) has developed the comments to improve the procedure of royalties’ treatment which were sent to the State Customs Service of Ukraine.



Joint Customs and Logistics & Transportation Committees Meeting

Committee Achievements

- The **Chamber Customs Committee** has been actively involved in the process of consideration and preparation of the Draft Customs Code by cooperating with the Cabinet of Ministers of Ukraine as well as the State Customs Service of Ukraine.
- **Chamber Participation in the Parliamentary Committee's Hearings titled "Public Consultation of the Draft Customs Code of Ukraine".**

The Chamber Customs Committee Leadership and Policy Team was invited and, thus, participated in the Public Hearings of the Draft Customs Code of Ukraine held on June 21st, 2011 by Parliamentary Committee on Finance, Banking Activity, Tax and Customs Policy. The event was attended by Peoples' Deputies, representatives of the Cabinet of Ministers of Ukraine, Ministry of Finance, Ministry of Economic Development and Trade, State Customs Service of Ukraine, international organizations, business associations, as well as experts and scientists.

Round Table "Draft Customs Code: Opportunities and Challenges. Ukrainian Realities and International Practice"



- The Chamber participated in the **Parliamentary hearings "On the Status and Prospects of Economic Relations with the EU (FTA) and the Customs Union"** held on Wednesday, May 11th, 2011 at the Verkhovna Rada of Ukraine. The goal of this event was to discuss the relations of Ukraine with the EU member countries and the Customs Union countries (Russia, Kazakhstan and Belarus) in the context of the state foreign policy priorities.

People's Deputies, Government officials, representatives of the diplomatic corps in Ukraine, international organizations and associations participated in the discussions. The participants of the hearings were updated on the latest developments in relations between Ukraine and the EU, as well as the Customs Union. The speakers stated that the most potential benefits for our state could be brought by a combination of successive negotiations with the EU on the conclusion of Association Agreement, including the Free Trade Area, on the most favorable conditions for Ukraine with simultaneous development of equal and mutually beneficial economic relations with the CIS countries, including the Customs Union members.

Despite the fact that the points of view of speakers differed, they all agreed that the main goal of any negotiation process must be protection of the national interests of Ukraine. The overwhelming majority of participants spoke for the acceleration of the process of concluding the Deep and Comprehensive Free Trade Agreement (DCFTA) with the European Union – this is the position strongly supported by the American Chamber of Commerce in Ukraine.

- On Tuesday, December 7th, 2010 Chamber Policy Team and experts of the Chamber Customs Committee participated in another **Meeting of the Working Group on creation of the Customs Code under Vice-Prime-Minister of Ukraine Mr. Sergiy Tigipko**. The participants discussed the differences in opinions to amending different parts of the Draft Customs Code. The Chamber expressed its position highlighting main provisions of the Customs Code.
- In December Chamber Customs Committee leadership and experts joined the **working group on the Draft Customs Code at the Parliament Committee on Taxation and Customs Policy**.

Lobbying Engagements

• **POLICY PROGRESS: Chamber held a Meeting with Mr. Igor Kaletnik, Head of the State Customs Service of Ukraine.** On July 4th, 2011 Mr. Jorge Zukoski, the Chamber President, Mr. Igor Dankov and Mr. Alexander Gutsal, the Chamber Customs Committee Co-Chairs, and Chamber Policy Team held a meeting with **Mr. Igor Kaletnik**, Head of the State Customs Service of Ukraine, **Mr. Sergii Siomka**, Director of the Department for Organization of Customs Control and Clearance and **Mr. Sergii Gila**, Director of the Department for Customs Payments. The main goal of the meeting was to discuss further steps for enhancing cooperation between our organizations in order to balance the interests of the business community and the Government. Mr. Igor Kaletnik, Head of the State Customs Service of Ukraine stated that the State Customs Service of Ukraine fully supported the Chamber position on reduction of penalties in case of self-disclosure of taxes underpayment and proposed to consider the possibility of sending to responsible governmental authorities the joint letter concerning necessary amendments to the Tax Code of Ukraine. In response to the Chamber appeal on refraining from introducing VAT on imported medicines, Mr. Kaletnik proposed to arrange a meeting between the representatives of the State Customs Service of Ukraine and pharmaceutical companies that are the members of the Chamber. In order to help the Chamber Member companies to address their questions to the high-ranking customs officials and achieve solutions.

• **POLICY FLASH: Draft Customs Code of Ukraine.** As a result of the permanent dialogue between the American Chamber of Commerce and the Parliamentary Committee on Finance, Banking Activity, Tax and Customs Policy, on May 12th, 2011 the Draft Law #8130-d “**On Amendment to the Customs Code and Other Certain Legislative Acts of Ukraine**” was submitted to the Verkhovna Rada of Ukraine by Mr. Vitaliy Khomutynnik, Head of the Parliamentary Committee on Finance, Banking Activity, Tax and Customs Policy. On May 17th it was passed in the first reading.

As part of the advocacy activities on amending Customs Code the Chamber has worked with the Parliamentary Committee on Finance, Banking Activity, Tax and Customs Policy **presenting the official position on the amendments to the Customs Code of Ukraine.**

Commenting on the adoption of the Draft Law #8130-d, Mr. Vitaliy Khomutynnik mentioned that in the process of preparation of the Draft #8130-d the Parliamentary Committee led by him maintained a constant dialogue with the representatives of entrepreneurs and international business associations, and with the American Chamber of Commerce in particular.

Mr. Khomutynnik predicts that the Draft might be adopted as a whole in September by the Verkhovna Rada of Ukraine to enter into force from January 1st, 2012.

• **POLICY ENGAGEMENT.** To maintain the dialogue with the state customs institutions, the Chamber Policy Team participated in the Conference “New Customs Code of Ukraine as an Instrument of Business Facilitation” on May 21st, 2011 with participation of **Mr. Sergiy Scholomitskiy**, Head of the Secretariat of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy, and **Mr. Sergiy Siomka**, Director of the Department for Organization of Customs Control and Clearance of the State Customs Service of Ukraine.

The participants discussed the pros and cons of the new version of the Draft Customs Code of Ukraine. In spite of different views, all of them fully agreed that simplification of the customs procedures and reform of the customs service will reduce costs for enterprises engaged in foreign trade activities and improve investment climate in Ukraine.



Chamber Customs Committee Meeting

Important Meetings within 2011



Chamber Customs Committee Meeting with Mr. Igor Muratov, State Customs Service of Ukraine

- Meeting with Mr. Igor Kaletnik, Head of the State Customs Service of Ukraine, Mr. Sergii Siomka, Director of the Department for Organization of Customs Control and Clearance and Mr. Sergii Gila, Director of the Department for Customs Payments – July 4th
- Chamber Customs Committee meeting with Mr. Igor Muratov, Deputy Director of the Directorate for Organization of Customs Control and Clearance, Director of the Department of Declaring and Customs Regimes, State Customs Service of Ukraine – June 22nd
- Hearings of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy “Public Discussion of the Draft Customs Code of Ukraine” – June 21st
- Conference “New Customs Code of Ukraine as an Instrument of Business Facilitation” – May 21st
- Web Conference “How to Reform the Customs Legislation?” – April 7th
- Chamber Customs Committee Leadership participation in the Meeting of the Parliamentary Committee on Finance, Banking, Tax and Customs Policy – April 6th
- Round Table “Draft Customs Code: Opportunities and Challenges. Ukrainian Realities and International Practice” – March 29th
- International Conference “Customs Reform and Political Will” – March 17th
- Open Meeting of the Public Council under the State Customs Services of Ukraine – March 10th
- Chamber “In-Focus” Meeting with Mr. Ihor Kaletnik, Head of the State Customs Service of Ukraine – March 4th
- Working meeting with Mr. Khomutynnik, Head of the Parliamentary Committee on Tax and Customs Policy – February 10th



Responsible Board Member:

Didier Casimiro, TNK-BP

Co-Chairs:

Alfiya Jumayeva, AES Ukraine

Polina Schelkova, Shell

Secretary:

Yaroslav Petrov, Asters

Mission: To promote further development and modernization of Ukraine's energy sector by attracting investment, in support of the vision of a more energy self-reliant Ukraine.

Committee Priorities

Upstream sector

- The work on Draft of the Subsoil Code of Ukraine;
- Work on the improvement of the Procedures for issuance of and for conducting auctions for the sale of special permits (licenses) for the subsoil use. Active advocacy campaign of the Committee resulted in the abolishment of the practice of issuing new licenses for the subsoil use on an annual basis.

Midstream sector

Work towards liberalization of gas market and providing equal access to infrastructure.

Downstream sector

Harmonization of Ukrainian oil products standards with the ones in the EU and establishment of effective quality control system.

Electricity sector

- Household tariffs increase up to economically justified levels and elimination of all types of cross-subsidies elimination.
- Implementation of new incentive tariff methodology aimed at investments attraction, assets modernization, and energy efficiency.
- Electricity market restructuring: implementation of bilateral agreements and balancing the market.
- Connection rules and connection fee methodology implementation.

To implement the above priorities the Committee has formed several **Working Groups** which bring together experts on specific issues and then present the results of their work to the whole Committee for further advocating and lobbying efforts:

- Chamber Working Group on PSA tender procedures;
- Chamber Working Group on the Draft Subsoil Code;
- Chamber Electricity Sector Working Group.



Chamber Fuel and Energy Committee Meeting

Since its formation the Chamber Fuel and Energy Committee has continuously worked on improving the legislative base to promote exploration for traditional hydrocarbon resources as well as foster the use of renewable energy sources. This is crucial to attract both foreign and domestic investors into Ukraine's energy sector while taking into account international best practices and supporting more energy self-reliant Ukraine.

Draft Subsoil Code

The Committee Members have formed the Chamber Working Group on the Draft Subsoil Code, which will develop Chamber position with specific practical proposals

to energy sector investment attractiveness and present the results of work to the whole Committee for consideration and further lobbying activities before the Government and Verkhovna Rada of Ukraine.

Program of Presidential Reforms in Energy Sector

The Committee Members recognize the importance of the implementation of the reforms in the energy sector stated in the Presidential Program of Economic Reforms.

At the same time, recognizing that not all of the reforms planned for 2010–2011 were implemented completely, the

Committee decided to advocate for the adoption of the most important reforms, in particular, to push for certain pieces of legislation which need to be improved or amended, review regularly the Official Schedule of the Presidential Program of Economic Reforms in the energy sector till 2014, and address relevant state authorities on the issues.

In 2012 the Committee plans to further lobby for the most important items on its agenda working closely with the leadership of the Ministry of Energy and Coal Industry, Ministry of Ecology and Natural Resources as well as continue close cooperation with Council for Coordination of the Economic Reforms Implementation under the President of Ukraine and International Financial Institutions.

Committee Achievements

- **POLICY WIN: President of Ukraine has signed the Product Sharing Agreement (PSA) Law with Chamber Proposals including the Stabilization Clause.** On July 8th, 2011 the President of Ukraine has signed the Draft Law #7402 “On Amendments to the Law of Ukraine “On Product Sharing Agreements” regarding State Guarantees” which was adopted by the Verkhovna Rada of Ukraine on June 17th, 2011 with Chamber Proposals. The American Chamber of Commerce in Ukraine (Chamber) believes that there is the important milestone achieved after Chamber focused its lobbying and advocacy activities on the introduction of the so called “stabilization clause” in the Ukrainian legislation. The Law improves investment attractiveness of oil and gas exploration in Ukraine as it provides investors with the state guarantees throughout the project’s length. **Considering the long-term duration of exploration projects, the stabilization clause is critically important for the progressive development of the Ukrainian upstream sector and corresponds with the best European and international practices.** This provision is also of great importance after Ukraine’s accession to the European Energy Community which demands the consistent harmonization of Ukrainian laws with the European legislation. The stabilization clause in the PSA legislation is key to attracting investment to Ukraine as every investor wants to have guarantees that laws and investment conditions that exist at the beginning of the project will not change over the course of its implementation.

- **POLICY WIN: Tax Code Amendments Related to the Fuel and Energy Sector.** On August 1st, 2011 the President of Ukraine signed the Law “On Amendments to the Tax Code of Ukraine and Certain Legislative Acts of Ukraine (regarding Improvement of Certain Provisions of the Tax Code of Ukraine)” introducing the practice of covering tax liabilities in consideration for the investment projects on certain subsoil areas and allowing energy companies to account capital expenditures as a tax-payment once approved by the Market Regulator.



Chamber Fuel and Energy Committee Meeting

Lobbying Engagements

- **POLICY ENGAGEMENT:** Recognizing that the mechanism of Production Sharing Agreement ("PSA") is an effective way to encourage the much needed investment in Ukraine's oil and gas sector, the Chamber Policy Team together with Fuel and Energy Committee has renewed its efforts to align Ukraine's PSA legislation with the global best oil and gas practices. As part of these important advocacy activities the Chamber has addressed the Pres-



Open Fuel and Energy Committee Meeting

ident of Ukraine, Cabinet of Ministers of Ukraine and Interagency Commission on PSA Execution with the official position on the improvement of the tender procedures for the execution of the PSAs. The Chamber suggested such amendments to the legislation of Ukraine as introduction of a pre-qualification stage, establishment of the clear bid criteria, description in the tender documentation of the so-called "non-biddable conditions", inclusion of a PSA Evaluation Model in the tender documentation, public opening of the bids and their further publication for the public scrutiny.

- **POLICY ENGAGEMENT:** On January 12, 2011 the Chamber Fuel and Energy Committee Members and the Chamber Policy Team participated in the Parliamentary Hearings "On the State and Prospects of Hydrocarbon Production in Ukraine and Implementation of State Monopoly on these Activities".

Among the speakers there was the Deputy Minister for Fuel and Energy of Ukraine Mr. Igor Kyryushin who stated in his speech that the current state and development of oil and gas industry of Ukraine are of crucial importance for effective functioning of the national economy, energy and national security of state.

The participants of the hearings noted that provisions of the Subsoil Code of Ukraine do not contain limitations with regard to the form of ownership of subsoil users, creating conditions for the development of a competitive environment in oil and gas production sphere. Thus, it was stated that **introduction of the state monopoly for this type of activities will not contribute to the development of a competitive playing field in this sphere**, which in turn will not be beneficial to the effective satisfaction of the social needs in this production, as well as **will complicate attracting private and particularly foreign investments** necessary for the development of this industry.

- **POLICY ENGAGEMENT:** on July 29th, 2011 the Chamber Fuel and Energy Committee held an open meeting with Mr. Vitalii Demianiuk, Deputy Head of the State Agency for Investment and National Projects of Ukraine who presented the National Project "LNG Terminal" and updated on its implementation process, advantages and new opportunities. Committee Members decided to continue cooperation with the State Agency for Investment and National Projects of Ukraine aimed at diversification of energy sources and increasing Ukraine's energy independence.

Important Meetings within 2011

• **POLICY PROGRESS: Chamber Fuel and Energy Committee Enhances Cooperation with Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine.** On August 17th, 2011 Chamber Fuel and Energy Committee held its meeting with **Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine** who informed the participants on problematic issues in the implementation of Product Sharing Agreements. The participants also discussed implementation of incentive regulatory regime in Energy Sector. The Committee Members decided to create a Working Group on PSA Tender Procedures under the Fuel and Energy Committee to work on the improvement of PSA legislation. Participants also agreed to elaborate proposals on subsoil legislation, in particular White Book and Green Book of Subsoil Use within the framework of Draft Subsoil Code Working Group.

• **POLICY ENGAGEMENT: Round Table “Ukraine’s Path to Growth and Energy Prosperity: Engaging American Business”** that took place in Washington, DC on February 14 hosted by the Chamber with the participation of Minister Yuri Boyko and Ms. Iryna Akimova’s from the Presidential Administration with senior US government officials and senior executives of major oil and gas companies to discuss Ukraine’s stated intent for Energy Independence and how our member companies could help to achieve that goal.

- **Parliamentary Hearings “On the State and Prospects of Hydrocarbon Production in Ukraine and Implementation of the State Monopoly on these Activities”** – January 12th
- **Round Table “Ukraine’s Path to Growth and Energy Prosperity: Engaging American Business”** with participation of Yuri Boiko, Minister of Energy and Coal Industry of Ukraine Volodymyr Makukha, Deputy Minister of Energy and Coal Industry of Ukraine and Volodymyr Ihnashchenko, First Deputy Minister of Ecology and Natural Resources – February 14th, Washington, DC
- **First International Conference “Energy Policy of Ukraine: Unconventional Gas Focus”** – April 20–21th
- **Chamber Knowledge Seminar: “Prospects for Unconventional Gas Extraction in Ukraine: Environmental and Technological Aspects”** – May 20th

- **Chamber Working Group on Draft Subsoil Code Meeting** with participation of Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine – June 8th
- **Chamber Fuel & Energy Committee Meeting with participation of Mr. Volodymyr Ignashchenko, Counselor to the Minister of Environment and Natural Resources of Ukraine** – June 15th
- **Chamber Open Fuel & Energy Committee Meeting with Mr. Vitalii Demianiuk, Deputy Head of the State Agency for Investment and National Projects of Ukraine** – July 29th
- **Chamber Fuel & Energy Committee Meeting with Mr. Volodymyr Ignashchenko, Counselor to the Minister, Ministry of Environment and Natural Resources of Ukraine** – August 17th



Chamber Fuel and Energy Committee Meeting



Co-Chairs:

Borys Danevych, Paritet Law Firm

Serhiy Kalashnyk, Eli Lilly Vostok S.A.

Secretary:

Arkadiy Lytvak, Pfizer H.C.P. Corporation

Mission: to improve Ukraine's business environment in the pharmaceutical field, exchange of relevant and timely information, organize discussions and take joint actions aimed at promoting the commercial interests of Member pharmaceutical companies. Among the issues the Healthcare Committee is addressing registration and licensing procedures in two primary spheres: registration procedures for pharmaceutical companies and licensing for pharmaceutical wholesalers. Since its creation the Committee has been working in close cooperation with the US Embassy Foreign Commercial Service and in recent years has been successfully cooperating with Association of Pharmaceutical Research and Development (APRAD).

Current Priorities of the Committee are:

- Setting up and further development of reimbursement system in Ukraine in respect to medicinal products;
- Adoption of the new up-to-date and western-type Law "On Medicinal Products";
- Improvement of IPR protection of medicinal products and compliance with intellectual property rights of innovative pharmaceutical companies; improving situation in regards to public procurement issues;
- Improvement of the procedure of state quality control over imported medicines and registration of medicinal products;
- Improvement of regulation of medical products turnover and prevention of the trafficking of medicinal products;
- Contributing to reforming the national healthcare system, defining priority steps to be taken, monitoring of consequences of administrative reform for healthcare sphere;
- Development of system of clinical trials by taking into consideration a great potential of export of professional intellectual products in Ukraine, improvement of their regulations and cancelling VAT on imported drugs for clinical trials by changes in the legislation in force

Committee Achievements:

POLICY WIN: On October 6th the Verkhovna Rada voted down the Draft Law #8065 "On Amendments to Article 21 of the Law of Ukraine "On Advertising" regarding Restriction of Advertising Medicinal Products" which was under its consideration since February 2011. Believing that advertising practices should be strictly in line with the EU legislation, the Chamber actively advocated to prevent restrictions of advertising medicinal products. In its appeals the Chamber Healthcare Committee expressed its conviction that barriers to free market should not be imposed in the pharmaceutical sector and that the issue of advertising of OTC medicines should be regulated but there should be no bans on advertising, as such practices are not used in the Western countries. The Chamber has strongly advocated against restrictions on advertising of pharmaceuticals, and thus welcomes this step of the Ukrainian Parliament which testifies to its readiness to promote European standards in this sector.



Chamber Joint Healthcare and IPR Committees Meeting

Committee Meetings and Lobbying Engagements

Healthcare Committee's Meeting on **October 24th** was devoted to the discussion of price registration issues, possible changes to IPR legislation concerning medicinal products and new Good Manufacturing Practice (GMP) compliance requirements and possible changes to imported medicines control. The participants of the Meeting had an opportunity to put practical questions to **Mr. Valeriy Stetsiv**, Director of the Department of Pharmaceutical Sector Development in the Healthcare Sphere, Ministry of Health of Ukraine, and **Ms. Yanina Tolkacheva**, Head of the Section on Medical Technologies, Standardization and Certification of the Department for Regulatory Policy in the Sphere of Circulation of Medicines and Products in the Healthcare System, Ministry of Health of Ukraine. The main focus of the discussion was the CMU Resolution #932 "On Improvement of Government Regulation of Prices for Medicines and Medicinal Products Procured from the State and Local Budgets" that was adopted on August 8th, 2011. Its adoption became a logical step towards implementation of the state registration of medicines prices. Many procedural questions regarding price declaration and registration were explained by the state officials. Further, presentation titled "Price Registration of Medicinal Products: Perspectives and Consequences" was delivered by **Mr. Oleksiy Bezhevets**, Attorney-at-Law, Partner. He covered the issues concerning price registration procedure of medicinal products, ideology and methodology of this process and answered the questions regarding application documents.

On October 18–19th at Ukrainian Pharmaceutical Forum organized by Adam Smith Conferences' **Mr. Borys Danevych**, Healthcare Committee Co-chair participated in the discussion about the role of associations in the pharmaceutical business in Ukraine and Europe: authority, opportunities and influence and **Mr. Jorge Zukoski**, **Chamber President**, has moderated a session devoted to the Ukrainian pharmaceutical industry's potential for development.

On September 2nd Chamber's representative was elected to the Public Council of the Ministry of Health at its Statutory Meeting.

On August 23rd the Chamber submitted Proposals to the CMU Draft Resolution "On Improving the **State Regulation of Prices on Medicines and Medical Supplies Procured by the State Budget Costs**" to **Mr. Oleksandr Anishchenko**, Minister of Healthcare of Ukraine.



Chamber Healthcare Committee Meeting

On July 26th the Chamber appealed to **Mr. Mykola Azarov**, Prime-Minister of Ukraine, **Mr. Oleksandr Anishchenko**, Minister of Healthcare of Ukraine, and **State Committee on Regulatory Policy and Entrepreneurship of Ukraine** regarding the Draft Resolution "On Amendments to the **Procedures of State Registration (Re-registration) of Medicines**".

On July 14th the Chamber Healthcare Committee held a meeting with **Ms. Inna Demchenko**, Deputy Head of the State Service of Ukraine on Medicines and **Mr. Sergiy Dubovytsky**, Director of the Department of State Control Organization, State Service of Ukraine on Medicines devoted to the discussion of functioning of medicines quality control system. Following the meeting, Chamber Healthcare Committee Members appealed to the GOU regarding the Draft Resolution "On Amendments to the Procedures of State Registration (Re-registration) of Medicines", requesting to refrain from introducing additional changes in the procedure of medicines registration.

On July 4th the Chamber appealed to **Mr. Fedir Yaroshenko**, Minister of Finance of Ukraine, **Mr. Sergiy Tigipko**, Vice Prime Minister of Ukraine – Minister of Social Policy of Ukraine, **Mr. Oleksandr Anishchenko**, Minister of Healthcare of Ukraine, **Mr. Igor Kaletnik**, Head of State Customs Service of Ukraine, and **Mr. Vasyl Tsushko**, Head of the Antimonopoly Committee of Ukraine regarding the issue of VAT on import medicines. Please click here to view the Letter (UKR).



Chamber Healthcare Committee Meeting

On June 30th the Chamber Position Paper regarding the Draft Law #7412 “On Amendments to the Article 9 of the Law of Ukraine “On Medicines” was sent to Ms. Tetyana Bakhteeva, Head of the Parliamentary Committee on Healthcare.

On June 21st the agenda of the Healthcare Committee Meeting was devoted to the discussion of practical aspects of import substitution policy implementation, ways of cooperation in development of new medicinal products between local and foreign pharma producers, protection of economic competition and perspectives of pharmaceutical sector reforms in general.

On June 15th **Mr. Borys Danevych**, Healthcare Committee Co-Chair presented Committee’s position in the Parliamentary Hearings titled “On Current Situation and Perspectives of Devel-

opment of Pharmaceutical Sector of Ukraine” that took place at the Verkhovna Rada of Ukraine, emphasizing the importance of investment attractiveness and creation of non-discriminatory conditions for all pharmaceutical market participants.

On June 7th The Chamber Letter on the issues of intellectual property rights protection of pharmaceutical products was sent to **Mr. Mykola Paladiy**, Head of State Intellectual Property Rights Committee and to **Mr. Oleksandr Anishchenko**, Minister of Healthcare of Ukraine. It is stated in the letter that the Draft Concept of the State Target Program “Development of Import Substitution Production in Ukraine and Substitution of Imported Medicinal Products by National Ones, Including Biotechnological, Products and Vaccines” for years 2011–2021 contains discriminatory policy rules against foreign manufacturers and preferences to the national pharmaceutical manufacturers. Therefore, implementation of import substitution program contradicts international agreements that Ukraine signed as a member of the World Trade Organisation. In the letter, The Chamber warned the Ministry of Healthcare of Ukraine and State Committee on Protection of Intellectual Property Rights about the consequences the implementation of the Draft Concept can lead to and

Healthcare Committee

asked to find another comprehensive solution to this issue.

On May 19th the leaders of pharmaceutical companies – Chamber Members participated in the Healthcare Committee Strategic Planning Session which was devoted to the discussion of priorities and immediate future actions of the Committee.

In March 2011 Round table titled “Ten Myths about Advertising of Medicines” was jointly organized by the Chamber Healthcare Committee, Industrial Television Committee, Association of Pharmaceutical Research and Development (APRAD) and other non-governmental organizations. As a result of the meeting, the statement against the Draft Law # 7007 “On the Amendments to Certain Healthcare Legislation” regarding strengthening control of the turnover of medical products, food products for special dietary consumption, functional food products and dietary additives” was prepared and it **was agreed to develop unified standards of advertising of medical products**.

In February 2011 Healthcare Committee has initiated discussion of Personal Data Protection issue in the framework of Joint Committee Meetings (Healthcare, IT and IPR) with **Mr. Olexiy Mervinsky**, Head of the State Service of Ukraine on Personal Data Protection.



Responsible Board Member:

George Nassar, Procter & Gamble Ukraine

Steven Fisher, Citibank

Co-Chairs:

Alena Kozlova, Ukrsibbank

Aleksandr Rudnitsky, JT International

Secretary:

Anna Radysh, SC Johnson

Mission: sharing experience, knowledge and skills with other HR professionals; promoting the professional development of Members through exposure to new knowledge, skills and information resulting in the enrichment of the personnel function within Member's respective organizations; increasing awareness of HR throughout the American Chamber of Commerce Membership. The HR Committee continues to meet regularly serving as an excellent networking, information and experience-sharing forum for all interested Chamber Members addressing their day-to-day HR needs.

Current Priorities of the Committee are:

- Strengthening of the advocacy activities in the part of improving/amending the national labor legislation (esp. Draft Labor Code, General Agreement) to further exclude the current gaps in the national labor regulations together with unstable migration rules both prevent an optimal allocation of human capital from outside Ukraine and seriously penalizes Ukraine's attractiveness for foreign specialists in different kinds of economic activity.
- Continuing being the platform for sharing best practice, experience, knowledge and skills with HR Community within the framework of regular Committee Meetings and Knowledge Seminars; promoting and implementing effective professional training for the tomorrow HR specialists aiming to raise the level of human capital ("HR University" Project implemented at the Ukrainian universities).

The Committee is actively involved in sharing best practices in such HR spheres as employees' compensation, motivation, corporate culture, demonstration of employers' responsibility in regards to the employees, HR role in company's sustainable development, employment termination, talent development, etc.

At the meetings Committee Members also discuss problematic issues in the employment area, including legal, immigration and tax matters regarding the employment of Ukrainian and foreign citizens and share their experience gained in resolving these issues.



Chamber HR Committee Meeting

Committee Achievements

In May 2011 Chamber HR Committee Educational Project "HR University" that has been jointly conducted for the last two years with the HR department of the Kyiv National Economic University (KNEU) was officially closed at the Chamber Summit for HR Innovations. The project targeted future specialists in the field of personnel management.

On September 7th **Chamber Round Table** was conducted jointly with the **Ministry of Foreign Affairs of Ukraine** and was devoted to the discussion of upcoming changes in legislation on immigration issues, in particular on new procedures regarding obtaining visa/residency permits for foreigners. **Mr. Andriy Olefirov, Director-General for Consular Service, Ministry of Foreign Affairs of Ukraine**, updated Chamber Members on expected changes in immigration requirements in Ukraine, highlighting main aspects of the new visa legislation, specifically the Resolution of the Cabinet of Ministers "On Approval of Rules for Issuing Visas for Entering Ukraine and Transit Through its Territory" #567 (the Resolution) that comes into force on September 10th, 2011. **Policy Briefing on New Immigration Rules** that contains answers to some of the frequently asked questions submitted by Chamber Members was prepared by HR Committee Members – **Ms. Julia Kadibash**, Senior Manager, HRS Group, PwC and **Ms. Olga Tazhnianska**, Senior Consultant, HRS Group, PwC.

On October 20th, 2011 the Law #3773-VI "On Legal Status of Foreigners and Stateless Persons" was signed by the President of Ukraine and the status of temporary residents in Ukraine was clarified. The American Chamber of Commerce in Ukraine considers this step to be a positive development and welcomes President's decision to continue the path towards improvement of immigration legislation. The Chamber appreciates the willingness of the Government of Ukraine to standardize the visa and temporary residence rules and practices and bring them closer to the EU standards. HR Committee has been actively advocating for granting family members of foreign employees in Ukraine the right to obtain temporary residence permits which is of concern for foreigners working in Ukraine.

Lobbying Engagements

The Chamber HR Committee participates in the Working Group on Draft Labor Code chaired by Mr. Sergiy Tigipko, Vice Prime Minister – Minister of Social Policy of Ukraine, and continues to advocate for implementation of balance of interests between employers and employees. The Members of the HR Committee Working Group on Draft Labor Code developed a Chamber position and provided suggestions from Chamber Member Companies in regards to the Draft Labor Code.

Throughout 2011 the Members of the Working Group on Draft Labor Code within the Chamber HR Committee represented by the HR and legal professionals from Chamber Member companies KPMG, PwC, SC Johnson, and Ukrsibbank (BNP Paribas) worked closely with the Ministry of Social Policy, the Confederation of Employers, the Association of Employers, and the State Employment Center.

Following the request of Mr. Sergiy Tigipko the Chamber HR Committee provided the Ministry of Social Policy with the international best practices on a variety of topics. In addition, **Ms. Alena Kozlova**, HR Director, JSC Ukrsibbank, BNPP, Chamber HR Committee Co-Chair, and **Ms. Anna Radysh**, HR Director, SC Johnson, Chamber HR Committee Secretary prepared a **Chamber Policy Briefing** that was distributed to HR Committee Membership.

On September 27 the Working Group within the HR Committee developed **Six Key Chamber Proposals to the Draft Labor Code** that were sent to the Ministry of Social Policy of Ukraine in order to represent employers' position during the governmental discussion of the document with the Federation of Trade Unions of Ukraine.

Committee Meetings

On October 27th the agenda of the HR Committee Meeting included Presentation on "Labor Contract Termination Procedure – Common Mistakes and How to Avoid Them" followed by a brief analysis of court practices by **Mr. Sergiy Danylenko** and **Mr. Ivan Mishchenko**, ENGARDE Attorneys at Law; and Presentation titled "Organizational Culture Management" by Ms. Yaroslava Loyanych, HR-Center Leader, Kyiv-Mohyla Business School.

At the HR Committee Meeting that was held on **September 29th** the agenda of the Meeting was devoted to the discussion of the HIV prevention problem as it relates to HR issues. Presentation titled "HIV Prevention in Ukraine and Potential for PPP in this Sphere" was delivered by **Ms. Iryna Nahorna, Project Manager, HIV/AIDS Prevention in Eastern Europe, German Agency for International Cooperation (GIZ)** and Presentation titled "The Implementation of HIV Prevention Program at the Workplace" was made by **Ms. Maria Kalacheva, Head of HR Management & Administration Department, Auchan Ukraine Hypermarket**. During Q&A session participants discussed a possibility of joining PPP projects regarding HIV prevention at the workplace and expressed their concerns regarding social perception, non-discrimination and tolerance of HIV positive staff employment.

On August 29th HR Committee Meeting took place. The first part of the Meeting included Update on Current Immigration Requirements in Ukraine and a Brief Summary of Expected Changes by **Ms. Julia Kadibash**, Senior Manager, HRS Group, PwC and **Ms. Olga Tauzhnianska**, Senior Consultant, HRS Group, PwC. The second part of the meeting was devoted to the "Practical aspects of the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Elimination of Excessive State Regulation of Road Transport" implementation and were covered by **Mr. Vasyl Bryantsev**, Head of the Regulatory and Legal Section, Department of State Automobile Inspection, Ministry of Internal Affairs of Ukraine. In his update he focused on the issuance of such documents as certification of the right to use a corporate vehicle and travel sheets for corporate vehicles. New legislation on the corporate vehicles use – Law of Ukraine #3565-VI "On Amendments to Certain Legislative Acts of Ukraine on Elimination of Excessive State Regulation of Road Transport" dated July 5, 2011 was presented by **Ms. Yuliya Cherkashina**, Attorney-at-Law, Senior Associate, Paritet Law Firm.

On August 4th HR Committee Meeting devoted to the activities of the HR Committee Working Group on Draft Labor Code was held. Discussion on the finalization of the Chamber position on Draft Labor Code under the leadership of **Ms. Alena Kozlova, Head of the Working Group on Draft labor Code** took place. The Members were updated on HR Committee Leadership's work at the WG on Draft Labor Code chaired by Mr. Sergiy Tigipko, the Vice-Prime Minister – Minister of Social Policy of Ukraine.

On June 30th Chamber HR Committee Meeting's agenda included two presentations. **Ms. Yuliya Cherkashina**, Attorney-at-Law, Senior Associate and **Ms. Oleksandra Hlozman**,

Associate, Paritet Law Firm delivered a presentation titled “Corporate Car – a Privilege or a Risk for a Company?”, highlighting general market tendencies and approaches to documentary procedure. Ms. Olena Sergeyeva, MBA Program Lecturer, Edinburgh Business School in Ukraine conducted a workshop and led a discussion devoted to “Career and Talent Management in the Current Environment”. At the end of the Meeting, the Members discussed issues related to external talent pool creation and approaches to employees' motivation under conditions of limited budget.

On May 27th the Second Chamber Summit of Innovative HR Solutions took place at the Premier Palace Hotel with the support of the event sponsors **JT International Company Ukraine** and **Deloitte**. As a key note speaker, **Dr. George Logush**, Vice President Kraft Foods, Area Director Ukraine, Eastern Europe and Central Asia, Kraft Foods Ukraine – Vice Chairman of the American Chamber of Commerce Board of Directors at that time, provided his special insight into the role of HR leaders in the successful development of a company. **Ms. Alena Kozlova**, HR Committee Co-chair, shared the Committee's vision on conducting advocacy activities related to improving and amending the national labor legislation to further exclude the current gaps in the national labor regulations. **Mr. Aleksandr Rudnitsky**, HR Committee Co-chair, highlighted the importance of Chamber “HR University” Project and awarded Top “HR University” graduates with the valuable presents.

On February 24th the agenda of the HR Committee Meeting included presentation titled “Talent Development – Building Organization from Within” (as a practice sharing from Procter & Gamble) by **Mrs. Larysa Rushchak**, HR Director, Procter & Gamble Ukraine LLC. The presentation focused on the issues such as when and how to set graduate recruitment; who to grow and promote; “price to pay” when you build from within; benefits and watch-outs of building from within in today's Eastern Europe, etc. Participants of the meeting had many questions about recruiting process, examples of entry roles, growth potential, etc. She stressed that business processes and company's culture needed to be protected from producing “clones” and managers need to have superb skills in situational leadership and ability to apply different leadership styles.



Chamber HR Committee Meeting



Co-Chairs:

Michael Doubinsky, Doubinsky & Osharova

Yuri Omelchenko, Microsoft Ukraine

Secretary:

Taras Kyslyy, Egorov Puginsky Afanasiev & Partners

Mission: to advocate on behalf of the Chamber Members for the protection of intellectual property rights in Ukraine. The main goal of the Committee is to improve the legislative and regulatory system with regard to IPR that will contribute to the increase of the competitive level of economy and create incentives for innovations.

In 2011 the IPR Committee, among other things, dealt with the issue of “gray and parallel imports” which creates problems and obstacles for many legally operating companies in Ukraine. Also, some new issues came up this year related to the practical aspects of import substitution policy implementation, protection of economic competition, and prospects for pharmaceutical sector reforms in general.

In addition, the IPR Committee was focused on the issue of copyright and related rights as well as patent rights in the sphere of laser disks production, role of Customs in intellectual property protection, and implications of administrative reform for the structure and current responsibilities of the State Service for Intellectual Property of Ukraine.

With this in mind, in April 2011 the Chamber was pleased to host an Open IPR Committee Meeting with Mr. Olexiy Yanov, Deputy Chairman of the State Service for Intellectual Property of Ukraine who informed the participants that the State Service for Intellectual Property of Ukraine is a newly established central executive body managing IPR issues which is coordinated by the Ministry of Education, Youth and Sports of Ukraine, and described its priorities and its influence on the system of IPR in Ukraine.

The IPR Committee has drafted two Position Papers regarding some Draft Laws. The first Position Paper was titled Draft Law #6523 “On Amendments to Certain Legislative Acts regarding the Regulation of Issues of Copyright and Related Rights” with the main goal to improve IPR regulation, but also includes the norms that could have significant adverse impact on producers or importers of some equipment and media materials that are used for private reproduction of copyright objects. The second document Draft Law #7205 “On Amendments to Certain Legislative Acts of Ukraine regarding Intellectual Property” aims at bringing the existing legislation into conformity with the EU legislation. However, the offered amendments have major conceptual drawbacks and in some cases do not fully adjust the existing legislation to the EU *acquis communautaire*, which was stated in the Committee’s Position Paper.



*Chamber Open IPR Committee Meeting with Mr. Olexiy Yanov,
Deputy Chairman of the State Service for Intellectual Property of Ukraine*

This year the IPR Committee reached progress with its Position Paper on the Draft Law #6595 “On Amendments to Certain Legislative Acts (regarding Protection of Citizens’ Health from the Use of Tobacco)” that offered, among other things, the mandatory use of only black and white colors for marking tobacco products, and this provision contravenes the provisions of the TRIPS. The Chamber’s position was supported by the Ministry of Economic Development and Trade of Ukraine. This Draft Law was rejected in September, 2011 and as we can see it now, the Chamber’s letter could be one of many factors that influenced this Draft Law’s rejection.



Responsible Board Member:

Dmitry Shymkiv, Microsoft Ukraine

Co-Chairs:

Andrii Suchyk, GlobalLogic Ukraine

Irina Volk, Microsoft Ukraine

Secretary:

Oleg Klimenko, Incom Company

Mission: to improve the environment for the further development of a sustainable and well-regulated Information Technologies market in Ukraine. Another Chamber's hi-tech committee, i.e. Telecommunications Committee, sees its Mission in lobbying interests of Chamber Member companies operating in the Ukrainian telecom industry, providing the most efficient solutions of various problems faced by its Members. The IT and Telecom Committees work in close conjunction with each other and pursue mutual goals such as creation of a necessary environment for efficient development of IT and telecommunications sectors.

Committee priorities for 2011:

- To participate in development of the new tax legislation for IT sector.
- To lobby for unification of e-signature standards (aligned with international ones) to enable practical e-signature use with all Ukrainian institutions, authorities, banks, courts etc.
- To promote e-government initiatives between various Ukrainian authorities, share with them cases showing successful implementation of e-government projects in other countries.
- To continue dialogue with the State Service on Personal Data Protection of Ukraine in order to ensure smooth and balanced process of practical implementation of Personal data protection regulations in Ukraine;
- To develop and lobby necessary amendments to the current Law of Ukraine On Personal Data Protection to bring it in line with the best EU practices.
- To develop amendments to the Tax Code, local accounting standards in order to clarify the treatment of various types of transactions with software licenses.



Chamber IT Committee Meeting

In 2011 Chamber IT Committee Members actively discussed Law of Ukraine #2297-17 “On Personal Data Protection” and established cooperation with the newly created State Service on Personal Data Protection of Ukraine. The first meeting with Mr. Oleksiy Mervinskyi, Head of the State Service of Ukraine on Personal Data Protection was held in the framework of Joint Chamber Healthcare, IPR, and IT Committees Meeting on February 23rd. In his presentation titled **Discussion of Main Positions of the Law “On Personal Data Protection”** Mr. Oleksiy Mervinskyi addressed the most significant myths that exist regarding this Law from the point of view of the State Service. He also described key plans and objectives of the State Service of Ukraine on Personal Data Protection for 2011.

Continuing cooperation with State Service on Personal Data Protection of Ukraine on July 27, 2011 the Chamber IT Committee held an open meeting with **Mr. Oleksiy Mervinskyi, Head of the State Service on Personal Data Protection of Ukraine**, **Mr. Volodymyr Kozak**, Deputy Head of the State Service on Personal Data Protection of Ukraine, and **Ms. Oksana Zolotareva**, Head of the Sector for Cooperation with the State Service on Personal Data Protection of Ukraine of the Ministry of Justice of Ukraine. Mr. Mervinskyi gave extensive information about the state register of personal data, including the respective normative base, its main features and functions, registration procedure of a database, etc. During the Q&A session the participants and governmental officials discussed the most common problems, faced by companies while registering their databases, as well as other uncertainties of the current legislation. It was agreed between Committee Members and guest speakers to continue cooperation with the State Service on Personal Data Protection of Ukraine within the framework of open meetings with Committee Members and developing Chamber recommendations on improvement of legislation in personal data protection.

Chamber IT Committee members were also involved into developing a Draft Code of Conduct of Marketing and Advertising Markets Players in Personal Data Protection.

Chamber IT Committee Members also focused on the ICT's role in developing the knowledge economy. On June 7, 2011 the Chamber and Microsoft jointly held an interactive discussion "Driving Ukraine's Competitiveness through XXI Century Solutions" designed to highlight opportunities to improve Ukraine's competitiveness through the use of information and communication technologies. The event was attended by Mr. Sergiy Tigipko, Vice Prime Minister and Minister for Social Policy of Ukraine, and Mr. Orlando Ayala, Microsoft Corporate Vice President – Chairman of Emerging Markets. During this event an analytical report "The Role of Information and Communications Technology in National Competitiveness" was presented which later became a part of the Chamber annual analytical product entitled "Partnership for Successfully Competing in the Global Economy". The aim of this publication is to increase the awareness of the ICT's role in national competitiveness, as today country's competitiveness depends upon the technological progress that has become a powerful driver



Chamber Joint IT and HR Committees Meeting: "Implementation of the Law "On Personal Data Protection" in HR and IT Areas"

of social and economic development and contains an overview of the current status of this sector as well as recommendations to improve Ukraine's competitiveness with the help of ICT.

In 2011 the Chamber became a Member and actively participated in the meetings of the Public Council under the State Agency for Science, Innovations and Informatization, and the Public Council under the State Service on Personal Data Protection.



Responsible Board Member:

Jacquot Boelen, METRO Cash & Carry

Co-Chairs:

Michal Janikowski, METRO Cash&Carry

Oleg Kalenskyy, UVK

Secretary:

Victoria Papenkova, CMS Cameron McKenna

Mission: Creation of the communication platform for experience exchange between shipping and logistics companies, express delivery carriers, FMCG companies and retail chains, discussion of logistics issues and their solution. The Chamber Logistics and Transportation Committee is established to ensure the dialogue of Chamber Members – market participants and representatives of government on all levels, including the Parliament of Ukraine, Cabinet of Ministers, certain Ministries (Ministry of Infrastructure in particular) and state agencies. The goal of cooperation is a formulation of absolutely transparent and beneficial rules of game – for the participants of economic activity and for the state in general.

Committee priorities for 2011:

- Fostering the dialogue with the state agencies (UkrAvtoDor, Ministry of Infrastructure of Ukraine, municipalities, Committee for Preparation to Euro-2012 etc.) to develop the logistics infrastructure in Ukraine
- Deepening cooperation between the business sector (logistics operators, cargo-owners, forwarding & transportation companies etc.) and state-owned regulatory bodies – with a view to improve state's regulatory function and amend the local logistics-related laws closer to European standards and practices
- Development of unified standards and procedures, introduction of advanced technologies and know-how's, creation of knowledge base and development of more efficient supply chain models
- Introduction of common pallet labeling standards in Ukraine and development of harmonization of operational strategies for retailers, suppliers and 3PL-providers
- Optimization in supply chain with the help of Electronic Data Interchange (EDI) technologies and expansion of Efficient Consumer Response (ECR)

There is a consent among the Committee Members of the necessity to develop and properly regulate Ukraine's own logistics infrastructure (including ports, hubs, roads, truck fleets etc.). The Members will advocate for Ukraine to become a well developed transit country and for the need of reforms' acceleration in infrastructure.

Taking into account that Efficient Consumer Response (ECR), a movement that provides new principles of collaborative management along the supply chain, promotes the removal of unnecessary costs and presents a new level of response to consumer demand, is globally a public and transparent initiative of leading market players aimed at increasing the end-consumer's satisfaction level through harmonizing the interaction processes of all market players, it was agreed at the last Logistics & Transportation Committee leadership to finalize the process of ECR establishment in Ukraine.



Chamber Joint Logistics & Transportation and Legal Committees Meeting

Lobbying Engagements

Chamber Working Group on Sea Ports Development was established under the leadership of Ms. Victoria Papenkova, Secretary of One of the key issues is involvement in the drafting of a Chamber's proposal regarding special legislation governing activities of seaports in Ukraine. Activities of the Working Group have already resulted in a official position developed and submitted to legislative and governmental authorities urging to adopt a special sea port law taking into account both strategic interests of the state as related to such important infrastructure facilities as seaports and private interests of investors engaged in business related to carriages by sea and cargo handling.

On July 12, 2011 the Chamber Logistics & Transportation Committee addressed Mr. Viktor Yanukovich, President of Ukraine, Mr. Mykola Azarov, Prime-Minister of Ukraine, and Mr. Volodymyr Lytvyn, Head of the Verkhovna Rada of Ukraine with the Proposals on improving roads safety legislation.

Committee Meetings

On September 28th the Chamber Logistics & Transportation Committee held an open meeting on “**Infrastructure and Public-Private Partnership: Road Construction**” with representatives of State Roads Service of Ukraine and State Agency for Investment and National Projects of Ukraine. Over 70 participants from Chamber Member-companies had an opportunity to engage in the dialog with government officials regarding the prospects of road construction financing considering the prospects of public-private partnership implementation. **Mr. James Weiss**, Managing Director for Infrastructure Development at Strabag AG (Austria), familiarized the participants with Strabag AG experience in regards to what conditions motivate private companies to invest in road construction. He stressed the importance of long-term political commitment, necessity for political stability in the country and land availability for successful realization of PPP projects. **Mr. Vitaliy Demianyuk**, Deputy Head of the State Agency for Investment and National Projects of Ukraine, informed Chamber Members that the State Agency advocated for the implementation of PPP procedures as it was among the most realistic ways to attract major investments to improve infrastructure of Ukraine. **Ms. Tereziya Babych**, Head of the Department for Foreign Economic Activities, the State Road Service of Ukraine (Ukravtodor), presented the perspectives of road sector development in Ukraine highlighting the current projects that are being implemented by the State Road Service.

The Meeting became possible due to significant organizational support provided by Mr. Wolfram Rehbock, Attorney-at-law, Partner, Arzinger, initiator and moderator of this event.

On September 7th agenda of the Working Group on Sea Ports Development Meeting was devoted to the examination and discussion of expert opinions of the Working Group Members regarding the status of seaports and development of the Chamber position with respect to the legislative amendments that are necessary for development of sea ports and sea transport area. **Mr. Pavlo Mishchenko**, Senior Associate, Arzinger shared his expert vision on seaports status and functions. Mr. Andriy Pidhayny, Lawyer, Portinvest provided participants with information on the prospects of various ways of assessing port duties.

On August 9th the Chamber Working Group on Sea Ports Development Meeting took place was focused on key points of the Draft Law on Seaports developed by the Ministry of Infrastructure of Ukraine covered by **Mr. Andriy Pidhayny**, Lawyer, Portinvest. The speaker provided the definition of seaports, highlighted the main aspects of seaports reorganization, specified economic status and functions of the seaports as well as touched upon prospects of establishing seaport register and main directions of their development. The discussion was also devoted to the definition of the seaports, their economic status, role of local authorities in seaports activity coordinating, mechanism of seaports duties calculation.



Chamber Open Logistics & Transportation Committee Meeting



Round Table "Compliance of Temperature Regime in the Cold Chain. Ukrainian and European Experience"

Chamber Open Logistics & Transportation Committee Meeting of **June 23rd** was devoted to the discussion of the adverse implications for the economic and social losses of Ukraine from traffic accidents and possible solutions to this problem. In the framework of the Decade of Road Safety Actions, the following agenda items were covered by the speakers: the role of legislation in addressing road safety issues, road safety as the priority of national security of the state, NGOs as advocates of the legitimate interests of citizens, participation of traffic police in implementing the UN Global Plan of the Decade of Road Safety Actions, responsible approach to car fleet management of Slavutich, Carlsberg Group.

On May 18, 2011 Chamber Logistics & Transportation and Legal Committees held a meeting with Ms. Lina Tarasova, Deputy Director of the Department of State Property, Ministry of Infrastructure devoted to the discussion of sea ports infrastructure development in Ukraine and perspectives of adoption of the Draft Law #0881 "On Sea Ports of Ukraine" within the framework of the Public-Private Partnership implementation. As a result of the Meeting, the Members concluded that the Draft Law # 0881 "On Sea Ports of Ukraine" should be amended and should provide for the conditions of private investments attraction into the sea port industry of Ukraine. The Draft Law # 0881 "On Sea Ports" does not reflect the sector's needs in its current version and does not resolve the outstanding issues specified in the President's Economic Reforms Program with respect to further development of transport infrastructure. The Logistics & Transportation Committee initiated a media campaign, disseminated its position on the Draft Law # 0881 "On Sea Ports" and a corresponding press-release was published in various mass media.

On April 8th Round Table "Compliance of Temperature Regime in the Cold Chain. Ukrainian and European Experience" took place in conjunction with the Ukrainian Cold Chain Association. The discussion was devoted to monitoring of temperature conditions in supply chain of chilled and frozen products. The event was attended by 46 delegates representing 32 Member and Non-Member companies and organizations related to the supply chain of chilled and frozen foods, as well as Ukrainian project organizations and international projects of assistance to Ukraine.

On March 23 Joint Logistics & Transportation and Customs Committees Meeting devoted to the customs related matters, notably: implementation of “E-Customs” project and problematic areas of customs valuation in Ukraine took place at the Chamber. Mr. Igor Muratov, Director of the Department of Customs Regimes and Organization of Customs Registration, informed the attendees on the latest developments connected with the implementation of e-declaration that will promote simplification and harmonization of customs procedures, acceleration of goods customs clearance, automation of customs procedures, large-scale introduction of paperless technologies. He presented the necessary steps for application of electronic declaration. Mr. Denys Shendryk, Senior Customs Consultant, PWC, made the presentation concerning the concept of customs value, methods of determining the customs value, application of the basic method, features of the reserved method, disputes regarding the customs value and innovations of the new Tax Code of Ukraine.



Chamber Working Group on Sea Ports Development

On February 9th the Chamber Logistics and Transportation Committee held its regular meeting. The Meeting was devoted to Efficient Consumer Response (ECR) platform and optimization in supply chain through expansion of ECR movement that provides new principles of collaborative management along the supply chain, promotes the removal of unnecessary costs and presents a new level of response

to consumer demand. Ms. Elena Domoratskaya, National Accounts Customer Logistics Leader, Procter & Gamble, made a presentation titled Efficient Consumer Response Collaboration between Suppliers and Retailers in Russia. She shared with audience Russian experience of ECR implementation and answered the question why ECR matters. In his presentation titled “New Ways of Working Together”, Mr. Michal Janikowski, Head of Supply Chain, METRO Cash & Carry noted that cooperation between retailers and suppliers is inevitable. He provided a review of key trends and industry opportunities, listing such trends as urbanization, aging population, increasing spread of wealth, increased impact of consumer technology adaptation, growth of consumer service demand, raising importance of health and well-being, etc. Mr. Alexander Rodionov, General Manager, Procter & Gamble Ukraine LLC delivered a presentation titled Category Management in Use in which he focused on the definition of Category Management, emphasizing that it is a consumer focused, data-driven method of making decisions. In conclusion Mr. Alexander Rodionov highlighted key obstacles to development of ECR movement in Ukraine such as insufficient collaboration and trust between key market players. He stated that Procter & Gamble Ukraine and METRO Cash & Carry are ready to become initiators of ECR movement in Ukraine and invest funds into its establishment.



Responsible Board Member:

Ian Borden, McDonald's Ukraine

Co-Chairs:

Timur Bondaryev, Arzinger

Olga Troian, McDonald's Ukraine

Secretary:

Oleg Knysh, METRO Cash&Carry

Mission: information and experience sharing between the Chamber Members involved in the real estate sphere; cooperation with corresponding legislative and executive bodies with the objective to introduce necessary amendments into Ukrainian legislation which in its turn will promote the real estate development in the country, reduction of the bureaucratic obstacles involved in real estate transactions, transparency in real estate transactions, facilitation of foreign investment in Ukrainian real estate development projects, availability of long term financing for the real estate projects.

Committee Priorities

- **Cancellation of agricultural land sale moratorium** – the Committee is developing the position in regards to the issue in conjunction with the Agricultural Committee;
- **Amendments to the land legislation of Ukraine regarding land ownership entitlement** (with a particular focus on legitimizing land rights of foreign subsidiaries in Ukraine and joint ventures, amendments to Article 82 of the Land Code of Ukraine named “Legal Entities’ Ownership Title to Land”) and the increased transferability of land lease rights – The Committee has addressed the relevant state officials with its position and is ready to cooperate with the state authorities to discuss the issue;
- **Target purpose of the land plots within the categories** – the Committee is developing the position in regards to the issue;
- **VAT refund for real estate investors** – The Chamber Real Estate Committee will unite efforts with the Chamber Tax Committee to work out the position on the VAT;
- Comments to the Decision of Kyiv City Council “**On Amendments to the Decision #810/3385 of Kyiv City Council dated July 19th, 2005 “On Regulation of the Issues of Land Plots Sale in Kyiv City**”;
- Enhancement existing land legislation to stimulate the renewable development (use of agricultural lands for development and operating of renewable energy utilities);



Chamber Real Estate Committee Meeting

- **Classification of open/residential and commercial space** – The Chamber Real Estate Committee will update the Classification of open/residential and commercial space;
- **Transferability of construction permits** – The Chamber Real Estate Committee will work on the legal issues, con-

nected with transferability of construction permits and will make a position of the Chamber Real Estate Committee on this matter;

- Comments to the Draft Law “**On Land Market**”;
- Drafting legislation on land leases regulation to make land leases renewal process transparent.

Committee Achievements

- **POLICY PROGRESS: Chamber Real Estate Committee Meeting with Mr. Hryhoriy Kaletnik.** On September 20th, 2011 the Chamber Real Estate Committee held a meeting with **Mr. Hryhoriy Kaletnik, Head of the Parliamentary Committee on Agrarian Policy and Land Relations** to discuss the Draft Law #9001-1 “On Land Market”.

Mr. Kaletnik informed that the main priority of the Draft Law “On Land Market” is to complete the necessary legislative basis for implementation of the land reform in Ukraine. As far as rights of foreign companies to own agricultural lands are concerned, the aim of the Draft Law “On Land Market” is not to hold back the reached level of agricultural production, food security and export potential. Ukraine is using the same legislative provisions in line with many countries by implementing a moratorium on sale of lands to foreign individuals for at least 10 years.

As a result of the discussion it has been agreed that the Chamber will prepare its proposals to the Draft Law on Land Market and send it for Committee’s consideration.

- **POLICY WIN: President of Ukraine has signed the Law “On State Land Cadastre”.** On August 2nd, 2011 the President of Ukraine signed the Law “On State Land Cadastre” which was adopted by the Verkhovna Rada of Ukraine on July 7th, 2011. The Chamber sees this as a positive step in the right direction and is pleased to have been involved in the process of moving this important issue forward. The Law provides the legislative grounds for creation of the unified and integrated land database



Chamber Open Real Estate Committee Meeting with Mr. Hryhoriy Kaletnik, Head of the Parliamentary Committee on Agrarian Policy and Land Relations

in Ukraine, principles of its updating, amending, and controlling as well as ensuring more transparent functioning of the sphere by minimizing the number of necessary steps for state registration of land plots.

- The **Chamber Policy Team** and the **Chamber Real Estate Committee Leadership** were actively involved into the preparation of the law intended to reform the construction sector in Ukraine. The special **Working Group was created under the Cabinet of Ministers of Ukraine** to bring together members of the Chamber Policy Team as well as representatives of the private sector, state officials and experts in Real Estate sector, architecture and construction. The following spheres were in the scope of the Working Group activities: designing and engineering (architecture); land plots allocation, state surveillance and inspections as well as interaction with the local self-governance. On Monday, November 15th, 2010 the Chamber participated in the **special meeting with Mr. Sergiy Tigipko, Vice Prime Minister, Mr. Anatoliy Yatsuba, Minister of Regional Development and Construction, and representatives of Regional Administrations**. The meeting was devoted to the presentation and discussion around the Draft Law “On Regulation of the City Construction”. According to the Draft Law, out of 93 procedures that should be implemented to start building only 23 remain and 9 of them are obligatory for the investor.

Important Meetings within 2011

- Chamber Real Estate Committee Open Meeting with **Mr. Hryhoriy Kaletnik, Head of the Parliamentary Committee on Agrarian Policy and Land Relations** – September 20th
- Press conference of **Mr. Mykola Prysiachniuk**, Minister on Agrarian Policy and Food of Ukraine “Land Reform: Concerns and Consequences” – June 20th
- **Deliberation of Kyiv Development Strategy by 2025** – July 28th
- Round Table “**Land and Construction. Current Situation and Ways of Improving the Legislation**” – July 28th
- Meeting with **Mr. Viktor Tykhonov**, Vice-Prime-Minister of Ukraine – April 11th
- Parliamentary Hearings “Land in the Ukrainian Destiny: Situation in the Land Sector, Legislative Support of Land Relations, and Implementation of Land Laws” – March 23rd



Responsible Board Member:

Floris Schuring, KPMG

Co-Chairs:

Slava Vlasov, PwC

Oleg Chayka, KPMG Ukraine Ltd.

Secretary:

Ivan Yurchenko, Vasil Kisil & Partners

Mission: promoting the reform and improved application of the taxation system in Ukraine, recognizing that a predictable, equitable and effective tax system is a significant factor both in general facilitation of business and in positive development of the economy of Ukraine, and facilitation of information-sharing on tax issues among the Membership. Top professionals from advisory firms and business entities have formed the core group of the Tax Committee.

The Tax Committee is one of the most active and impactful Chamber Committees actively involved both in lobbying and networking activities.

Current Committee's Priorities are:

- Tax Code – the Chamber Tax Committee is actively involved in the discussion of the Tax Code implementation and advancing proposals for its amendment. At this stage the Chamber is paying attention to the provisions of the Tax Code which raise ambiguous interpretation as well as to the secondary legislation which will be issued for the implementation of the Code, assist Chamber Members in having clear understanding of the Tax Code provisions and lobby their interests. The main issues discussed and lobbied for under Tax Code are: timely and efficient VAT reimbursement, royalty issue, deductibility of royalties, consulting fees, engineering fees; issues related to application of penalties under the Tax Code; determination of resident's status for foreign nationals under the Tax Code, Income Tax for foreign employees;
- The other tax issues important for industry, such as: balancing the rights and obligations of the taxpayers and tax authorities; introducing extended tax periods and deadlines for tax filing (e.g., annual corporate income tax filing and quarterly VAT filing); ensuring fair and unbiased trials and resolution of tax disputes;
- Harmonization of Ukrainian tax legislation and practices with those of the EU and OECD.



Chamber Tax Committee Meeting

The Chamber Tax Committee continued its mutually beneficial cooperation with the State Tax Service of Ukraine via the special Working Group, as well as with the Parliamentary Committee on Finance, Banking, Taxation, and Customs Policy, and other relevant policy makers. The goal is to communicate and advocate for the issues on the Chamber Tax Committee's agenda, to make sure that the Tax Code and other customs legislation correspond to both business and state interests, as well as enhance the competitiveness of Ukraine's tax system and investment attractiveness.

On January 28th the Chamber participated in a **meeting of the Public Collegium under the State Tax Administra-**

tion of Ukraine. Opening the **Meeting Mr. Sergiy Lekar, Deputy Head of the State Tax Administration**, highly estimated the Public Collegium's activity and informed about establishing a new advisory body under the State Tax Service, called **Public Council**. The **Public Council** will be created according to the Regulation of the Cabinet of Ministers of Ukraine #996 "On Public Participation in Formulating and Implementing in the State Policy" dated November 3rd, 2010. Mr. Lekar mentioned that the main task of the Public Council is to ensure direct dialog between Government and Society and to provide the opportunity to participate in decision making process.

Taking into account the importance and complexity of the recent Tax Reform for the Chamber Membership and the Chamber Tax Committee's continued active engagement in the process of amending provisions of the Tax Code to rectify inconsistencies and deliver additional clarity, transparency and efficiency into the taxation regime, the Chamber has utilized different venues and policy opportunities to push forward the business community's taxation agenda.

On, February 7th **Mr. Jorge Zukoski, Chamber President, together with the Leadership of the Chamber Tax Committee and Policy Team conducted a working meeting with Mr. Vitaliy Zakharchenko, Head of the State Tax Service of Ukraine (STSU).** The Chamber, on behalf of our Membership, has worked through an extensive agenda mainly concentrating on issues related to the implementation of the Tax Code with special attention to building a mechanism between the Chamber Tax Committee and the STSU leadership. During the meeting it was decided to develop a **Working Group on Tax Issues** between the Chamber and the State Tax Service of Ukraine to work on issues related to taxation of legitimate tax payers that the Chamber represents. The First Meeting of the Working Group on Tax Issues between the Chamber and State Tax Service of Ukraine was held on March 2nd.

On February 10th **Mr. Jorge Zukoski, Chamber President, together with the Head of the Chamber Working Group on the Tax Code Mr. Slava Vlasov and Policy Team held a working meeting with Mr. Vitaliy Khomutynnik, Head of the Parliamentary Committee on Tax and Customs Policy.** Participants of the Meeting discussed ways of future cooperation between the Chamber and the Parliamentary Committee including creation of the **Special Joint Working Group on Tax Code** issues as well as participation of the Chamber experts in the Parliamentary Committee Working Group on Developing proposals and amendments to the Tax Code of Ukraine.

On May 14th, 2011 **the Cabinet of Ministers of Ukraine, in the Letter signed by Vice Prime Minister, Minister of Social Policy of Ukraine Mr. Sergiy Tigipko** requested the Chamber to provide it with a summary of problematic issues which Chamber Member companies faced after the enforcement of the Tax Code of Ukraine and which needed to be improved in the further legislative acts. In this regard the Chamber called the Member companies for involvement and as a result received a number of highlighted problematic issues as well as well-balanced and concrete proposals on their solution. Thus, on May 31st, 2011 and June 8th, 2011 the Chamber addressed Mr. Sergiy Tigipko two **Letters and Annexes with problematic tax issues and proposals on their improvement.**

Taking into account that Tax issues, including VAT refund, continue to be a problem for many Chamber Members, **Mr. Jorge Zukoski, the Chamber President, and the Chamber Policy Team** held a meeting with Mr. Sergiy Lekar, Deputy Head of the State Tax Service of Ukraine, and other high-ranking tax officers on July 1st, 2011. **The main goal of the meeting was to develop a mechanism of further cooperation between our organizations in order to balance the interests of the business community and the Government.** The Chamber informed the representatives of the State Tax Service about growing concerns expressed by Chamber Member companies regarding existing tax pressure and additional tax inspections of companies. These inspections are prevalent among companies that are applying for VAT refunds, and there is also a pressure on companies to pay corporate profit taxes as a percentage of turnover regardless of whether these companies made profits or not. The officials of the State Tax Service assured the Chamber leadership that they operate only within the confines of the law and **stated that they were ready to consider any specific information the Chamber could provide to them.**

Further meetings with **Mr. Vitaliy Zakharchenko, Head of the State Tax Service** and his team took place in September and October 2011 and primarily dealt with solving the issues of VAT refunds and its proper administration. A working group on these matters was established which held several rounds of talks to clarify the business and government positions and look for possible solutions.



Chamber Tax Committee Meeting



Co-Chairs:

Sviatoslav Gorban, MTS Ukraine

Sergey Gavrish, Alcatel-Lucent Ukraine

Secretary:

Vitaliy Izgorev, Ukrtower

Mission: lobbying interests of the Chamber Member companies operating in the Ukrainian telecom industry by providing the most efficient solution to the various challenges faced by its Members. The Committee works in close conjunction with other Chamber Committees to pursue mutual goals that stimulate creation of necessary environment for efficient development of the telecommunications sector in Ukraine.

The Chamber Telecommunication Committee works in close co-operation with the Chamber IT Committee pursuing mutual goals such as creation of a necessary environment for efficient development of the Information and Communication (ICT) sector.

Current Committee's Priorities are:

- Drafting amendments to the Law on Telecommunications to discuss how to improve the telecoms Law;
- Mobile payments and e-commerce: the Committee has addressed the State Tax Service with its position regarding some problematic aspects in this area;
- Terms of equipment repair according to the Customs Code of Ukraine;
- Profit tax for engineering services;
- Rules and technical requirements for IMS architecture;
- Mobile number portability and usage of personal numbers;
- VAT issue in content's buy and sell;
- Relocation of granted licenses;
- International roaming regulation attempts – operator's position clarification;
- SMP regulation: status, updates and perspectives;
- Draft amendments to the Laws on Telecommunications and Radio-frequency resource, as well as Regulations # 391 and 392 that concern radio-electronic means and radiating devices;
- Digital television – development of concerted business model;
- Customers' Black Lists – inter-operators' database – feasibility and implementation;
- Clearance of and tender for 3G frequencies.



Chamber Telecom Committee Meeting

The Chamber Telecom Committee has developed ties with government officials and experts for efficient development of the telecommunications sector in Ukraine. In March 2011 the regular Telecom Committee Meeting was attended by representatives of the National Bank of Ukraine, the National Commission for Communications Regulation, and the Antimonopoly Committee of Ukraine. The government officials and representatives of telecommunications companies discussed such issues as mobile banking and payments, number portability and usage of personal numbers, international roaming regulation attempts, VAT issue in content's buy and sell, the rules and technical requirements for IMS architecture, as well as the problems of Ukrainian legislation that prevent the abovementioned sphere from developing properly.

In April 2011 the Telecom Committee held open meetings with participation of Mr. Sergii Siomka, Director of the Department for Organization of Customs Control and Clearance, State Customs Service of Ukraine; Mr. Anatolii Gutnyk, Director of the Department for the Classification, State Customs Service of Ukraine; Mr. Oleksandr Moskal, Deputy Director of the Department for Declaring Management and Customs Regimes, State Customs Service of Ukraine; Mr. Oleksii Zadorozhnyi, Deputy Director of the Department for Income Tax, State Tax Service of Ukraine; Mr. Viktor Vozniuk, Counselor, State Administration of Communications of Ukraine and Mr. Yurii Kargapolov, Director of the Department for the Development Strategy of Communications, State Administration of Communications of Ukraine. The meeting was devoted to a number of questions, such as: mobile number portability and use of personal numbers, terms of equipment repair according to the Customs Code, profit tax for engineering services and new requirements for Ukrainian telecom legislation.

In June the Chamber Telecom Committee held the meeting with the participation of Mr. Igor Kurus, Director of the National Project "Open World". The meeting was devoted to a number of questions such as: adoption of new technology in education, telecommunication infrastructure sharing between mobile operators, as well as mobile payments.

The Chamber Committee continued cooperating with the members of the National Commission for Communications Regulation of Ukraine aiming at elaboration and adoption of progressive decisions in this sector. Commission's representatives participated in the Chamber Telecom Committee meeting in September devoted to further regulation of rates on mutual access to the network of service providers, SMP regulation and prospects of 3G licenses implementation in Ukraine. The Chamber is also a member of the Public Council under the National Commission for Communications Regulation of Ukraine.



Chamber Telecom Committee Meeting Devoted to Customs Issues



Responsible Board Member:

Yuri Miroschnikov, Ukraine International Airlines

Co-Chairs:

Valeria Luyk, Sky Travel HRG Ukraine

Pavlo Mishchenko, Arzinger

Secretary:

Alexandra Plakhota, Premier Palace Hotel

Mission: to encourage participation of the Chamber Members in an organized policy initiative to promote Travel and Tourism related issues in Ukraine. The Travel and Tourism Committee's goals and objectives include increase of Ukraine's participation in international travel and tourism organizations and forums; promotion of the development of the Ukrainian business and leisure hospitality infrastructure; simplification of the bureaucratic requirements for foreigners to travel in Ukraine; increase the ready availability of international standard business facilities; promotion of Ukraine as a desirable destination for international holiday travellers; sharing knowledge and experience among Chamber Members involved in the travel and hospitality arenas.

Committee Priorities:

- Engaging in the comprehensive improvement of the legislation regulating the aviation industry of Ukraine;
- Lobbying the **Committee position** regarding the most important aspects of the Tax Code affecting travel and tourism industry and containing irregularities with other pieces of Ukrainian legislation; engagement into the work of the new Chamber advocacy venue – **Working Group on Tax Issues**;
- Improvement of the current legislation related to electronic documents to eliminate difficulties with electronic tickets usage;
- Simplification of the credit card payment procedure (change the ‘perception’ of credit cards in Ukraine);
- **Chamber Travel Club** – formation of a new and innovative platform for the travel & tourism professionals from one side and for the Member companies, embassies, and partners from another side to maintain a regular dialog, to expand business networking opportunities, to obtain new value-added and useful information in the sphere of travel and tourism;
- Latin transliteration of the streets’ names on direction and road signs in Kyiv. Implementation of the project by the State authorities is planned considering the upcoming EURO 2012.



Chamber Open Travel and Tourism Committee Meeting with Mr. Oleksiy Baranov

Important Meetings within 2011

- **Mr. Aurelien Mousset and Ms. Lada Zhurbelyuk, Arzinger** – meeting was devoted to the discussion of recent trends in hospitality industry, perspectives for its development as well as on the overview of recent changes to legal framework for hospitality industry
- **Mr. Oleg Lytviak**, Director of State Enterprise “National Tourist Office” (NTO). During the meeting participants discussed participation of Ukrainian delegation in international tourist exhibitions and joining efforts aimed at the promotion of tourism to Ukraine.
- **Mr. Oleksiy Baranov**, Head of the Department of Infrastructure, Transport and Tourism Development, Ministry of Infrastructure in Ukraine updated the participants on changes in the activity of the Ministry of Infrastructure due to the administrative reform. Participants discussed the possibilities for combining efforts for the popularization of tourism and transport sector in Ukraine and further development and improvement of legal framework for the industry.
- **Mr. Konstantin Dubrovsky**, Consular Officer, U.S. Embassy Kyiv, Ukraine. The meeting addressed changes and updates of U.S. Visa Application Process as well as Chamber’s U.S. Express Business Visa Service.
- Chamber Travel and Tourism Committee held a **Chamber Travel Club** meeting dedicated to Corporate Travel Management which provided opportunities for getting to know how to manage business travel most efficiently, who is your best business travel partner, tips for bidding process for business travel management.



Open Travel and Tourism Committee Meeting with Mr. Konstantin Dubrovsky

Chamber Travel and Tourism Committee Members actively monitored the legislative base in the travel and tourism industry, were engaged in the dialogue with legal experts and state authorities with the aim of improving acting legislation and developing new regulations. For the achievement of its objectives the Travel and Tourism Committee the Chamber maintained close cooperation with U.S. Embassy Kyiv, Ukraine and the Ministry of Infrastructure of Ukraine regarding Travel and Tourism Committee priorities achievement.

Chamber Knowledge Seminars and Training Programs

The Knowledge Seminars of the American Chamber of Commerce in Ukraine (Chamber) are focused on specific areas of business, mainly on Chamber Policy Priorities 2011. These events serve as another innovative tool providing Members with a unique opportunity to obtain a direct access to cutting-edge technologies and hear from the true leaders in a number of industry sectors.

Along with other benefits of being a Chamber Member, companies and organizations can gain from co-organizing Chamber Knowledge Seminars through sharing their experience, presenting best practices and new approaches in the market, discussing new ideas, know-how, etc.

During the events many important issues and areas are discussed assisting Members' employees to continue professionally developing, growing and successfully competing.

Examples of the Chamber Knowledge Seminars held in 2011 include but are not limited to

- **"Investment Arbitration as an Efficient Investment Protection Tool"**. Seminar aimed at helping investors to understand the basics of investment arbitration and describing the protection mechanisms available to them and their investment under the applicable investment treaties.
- **"Corporate Conflicts: Analysis of the Methods of Hostile Takeover and Legal Means of Combating them. Analysis of Recent Court Practice"**. Seminar addressed the latest developments in corporate conflicts and suggested some practical ways to avoid them, as well as the issues of preventing hostile takeovers in Ukraine.
- **"Entering Upstream Oil and Gas Market in Ukraine"**. Seminar concentrated at the most important legal issues that local and foreign companies should be aware of when entering Ukrainian oil and gas market.

- **"How Safe is the Green Tariff? Risks for Managing Ukrainian Renewable Energy Projects"**. Seminar focused on the young but fast-growing Ukrainian renewable energy sector, particularly on the risks in Ukrainian solar and wind energy projects and ways to avoid and overcome those risks.

- **"Prospects for Unconventional Gas Extraction in Ukraine: Environmental and Technological Aspects"**. Seminar was delivered with the support of Mr. Victor Tkachonov, Vice Prime Minister of Ukraine; Ministry of Regional Development, Construction and Municipal Economy of Ukraine; and Ministry of Fuel and Coal Industry of Ukraine. Seminar focused on Ukraine's energy independence and intensive work on creating the legislative framework for unconventional gas exploration and extraction. Seminar created a communication platform for representatives of the ministries and Regional Administrations and Regional Councils of 10 regions with the Chamber Member companies, as well as Diplomatic Community.

- **The Chamber Training Program** as a new educational tool has been developed and successfully maintained by the Chamber and Chamber Member DOOR in 2011. The events are focused on various respects of personal growth and development of personal soft skills.

The Chamber Training Program is a 'Members Only' benefit provided to develop and improve knowledge skills that helps to accomplish bigger, long-terms goals in the future. The topics of these programs are based on the results of the Chamber Members' Survey.

Examples of the Chamber Training Programs held in 2011 include:

- **"Introduction to Project Management"**. Program was useful for those who managed or would manage projects, for everyone who faced with a very complex task which

should be structured and planned in a right way, or in situations when employees of different departments would be involved in the project for a specified period of time.

- **"Presentation Excellence"**. Program was helpful to those who wanted to develop and deliver business presentations in English, while using MS Power Point or any other software. During the Program events the participants structured and applied their project management knowledge and skills, got individual trainer's recommendations concerning improvement of those skills.

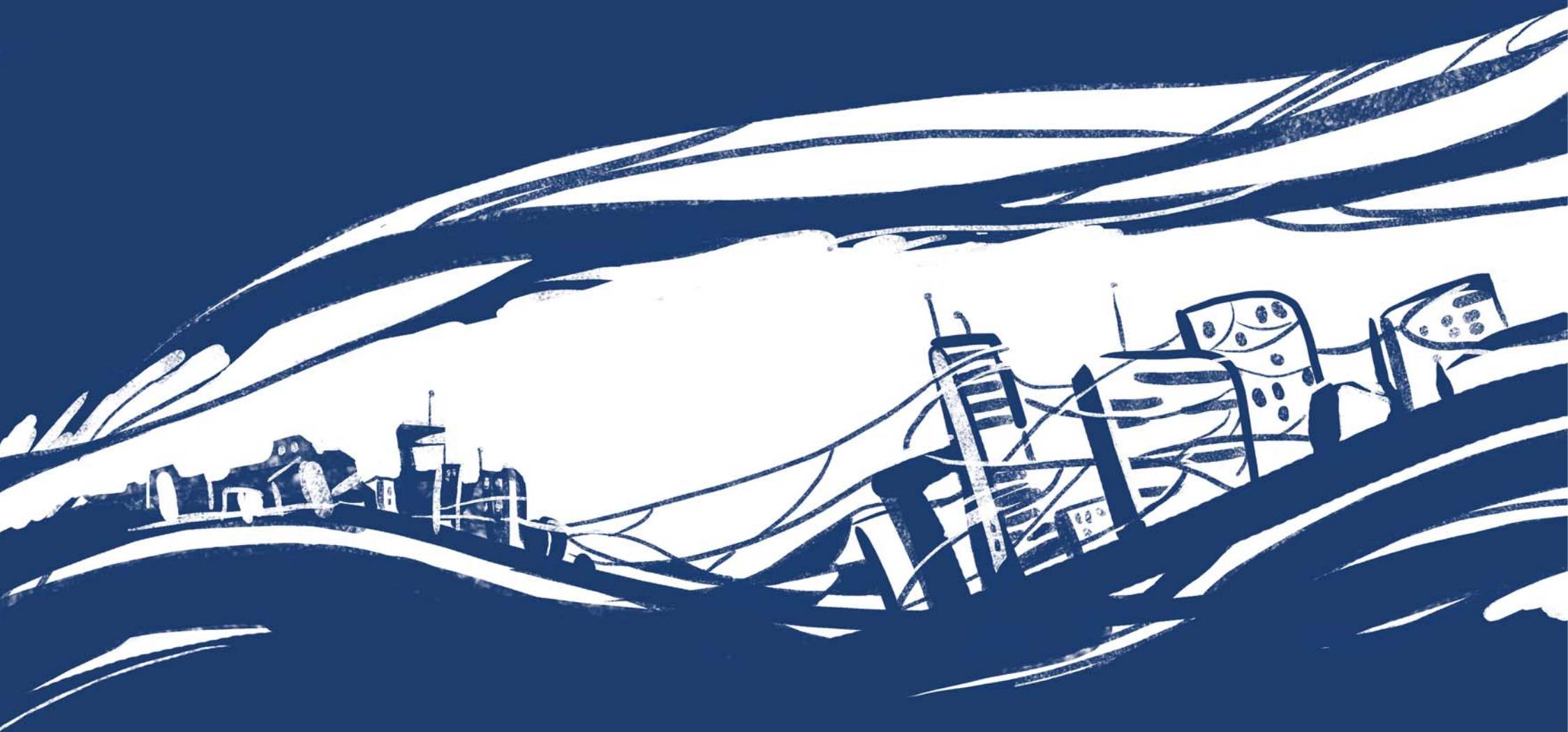
- **"Effective Problem Solving"**. Program was a blend of tutor-led and experiential learning focused on improving problem-solving and decision-making competences. As these processes often happen very quickly, the participants learned how to break the process down into stages, practice each individual stage and finish it by putting them all together.



Chamber Knowledge Seminar: "How Safe is the Green Tariff? Risks for Managing Ukrainian Renewable Energy Projects"

Chamber Business Networking & Social Activities

The American Chamber of Commerce in Ukraine would like to thank all Sponsors and Partners for the valuable contribution and support of our events in 2011: American Medical Centers, Arizona BBQ, Avon Cosmetics Ukraine, Boris, Brown-Forman Ukraine LLC, Carlsberg Ukraine, Coca-Cola Ukraine Limited, D*Lux Complex, Danone, DOOR Ukraine, Euro Leasing, Ferrari Store, Gala Radio, Gillette, Hyatt Regency Kyiv, InterContinental Kyiv, Kievrianta LLC, Kinomania LLC, KLM Airfrance, KLS, Kraft Foods Ukraina, Mars, Mary Kay, McDonald's Ukraine, Metro Cash & Carry Ukraine, Microsoft Ukraine, Miller Brands Ukraine, a subsidiary of SABMiller plc, Nestle, Obriy, Opera Hotel, Perry Contruction, Premiere International, Premiere Palace, Pulse, Puma Ukraine, Radioaktiv films, Sam's Steak House, Shooter's, SKY Travel HRG, Street Art Beat, Tarantino, Ukraine International Airlines, UPS, What's on, Winner Imports Ukraine, Zelmer.



Business Networking

Captains of Industry Events

The Chamber Captains of Industry events take place a few times during the year providing the senior most representative of Chamber Member Companies, Ambassadors and other prominent guests an opportunity to engage in high-level Networking with fellow Members and VIP guests while enjoying delicious food and beverages in an interesting venue.

On April 18th, we invited Chamber Captains of Industry (COI) and Committee Leaders to a special COI **Committee Engagement Event** which took place at Premier Palace Hotel. The main goal of the meeting was highlighting the importance of the engagement and support of Chamber Member companies in forming the policy agenda of the Chamber Committees to make them even more impactful and successful providing added value to the Membership. The meeting was attended by close to 150 Chamber COIs of key companies active in Ukraine. All 16 Chamber Committees were represented by the Chamber Board Members who are responsible for their activities as well as the elected Committee Leadership and Chamber Staff who manage the Committee process. After the presentations and the film screening, COIs interested in the ac-

tivities of a particular Committee had the opportunity to discuss Committee priorities and ways of improving company's engagement with the Chamber. The event provided a unique opportunity for COIs to engage in an interactive dialog with the Chamber Team and with each other to improve the activities of the Committees by turning them into more effective tools of protecting and promoting Chamber Members' interests by better defining their objectives and tools for their implementation.

On August 30th, the Chamber in conjunction with the **Winner Imports Ukrainian organized Captains of Industry Meeting: Winner Imports and the American Chamber of Commerce's Ukrainian Golf Experience** was designed for players of all levels from beginners who have never played before to expert golfers who have been playing around the world for years. The beginners learned the basics of this sport as well as played a few holes during the Golf Clinic hosted by the Royal Kyiv Golf Club resident professional, Alex Iguchi who runs the AMI Golf Academy, a former pro golfer working at Pebble Beach, one of the most famous golf courses in the world.



Chamber COI Committee Engagement Event

In November the **Chamber COI Event "Get in the Game"** took place at the modern sports arena, one of the most anticipated openings of the year – National Sport Complex "Olimpiyskiy". Guests had opportunity to enjoy excursions around the renovated "Olimpiyskiy" stadium which gave all guests a chance to visit not only the skyboxes but also the back-stage pass to experience the entire state of the art stadium!

Chamber “Business Leaders League” Meetings

Chamber “Business Leaders League” Meetings are targeted to COIs, senior managers of Member companies and diplomats.

The first Chamber “Business Leaders League” Meeting took place in February and provided for Chamber Managers Club members (which includes: COIs (Captains of Industry) as well as designated senior managers of Chamber Member Companies along with Ambassadors and senior Embassy staff) an opportunity to engage in high-level Business Networking while enjoying delicious food and beverages.

On May 18th, we brought together the most successful business elite of Ukraine to spend some quality time with the Chamber. Meeting took place at the Sharpei Billiard Club, a member of Chamber Gourmet Club program.

The Chamber is pleased to announce the winners of the Chamber Billiard Business Tournament:

Russian billiard – Vladyslav Rashkovan
(UniCredit Bank, OJSC)

Pool – Ihor Fedorowycz (Sich Security Services)

In June “Business Leaders League” Meeting took place in luxurious venue – Cafe Teatr. All guests had opportunity to enjoy Spectacular show – acrobatic duet “Love story” and “Brightly black” as well as tasty food and beverages provided by our Sponsors.

The Chamber was pleased to organize the Chamber “Jazz Evening” Business Leaders League Meeting on October 18th at Brunello Bar of Hyatt Regency Kyiv Hotel. Guests had the great evening, where they could invite their business partners or fellow colleagues from non-member Companies and show off the Chamber and strengthened their contacts.

In November American Chamber of Commerce in Ukraine organized the Chamber “Wine Testing” Business Leaders League Meeting for Chamber Managers Club members and gave an opportunity to enjoy excellent Networking, the wine tasting with a professional sommelier and special wine tasting menu with food created to match the delicious wines.



Chamber “Jazz Evening” Business Leaders League Meeting

Chamber Business Networking Cocktail

Networking remain one of the most popular events in the Chamber's Networking offerings and over the years has grown dramatically and is always a very effective Networking opportunity open to all Chamber Members. These events are usually hosted by one of the Chamber Gourmet Club Restaurants who work hard to ensure that Chamber Members have pleasant evening in an environment that is conducive to quality Networking. Chamber continued to introduce new interesting themes for each Business Networking Cocktails including different business networking activities and co-hosting with other business clubs and associations active in the Ukrainian market.



Chamber Traditional "St. Patrick's Day" Business Networking Cocktail



Chamber "Halloween" Business Networking Cocktail

In 2011 the Networking Cocktails included:

- Chamber Traditional "Welcome Back" Business Networking Cocktail at Arizona BBQ;
- Chamber "Umbrella Day" Business Networking Cocktail at Jardin restaurant;
- Chamber Traditional "St. Patrick's Day" Business Networking Cocktail at O'Brien's Irish Pub;
- Chamber "Blossoming Spring" Business Networking Cocktail at Brasserie Jean-Claude restaurant;
- Chamber "May Holidays After-Party" Business Networking Cocktail at IQ Bar;
- Chamber "Smile Power Day" Business Networking Cocktail at Stare Zaporizhzhya restaurant;
- Chamber "The Taste of Havana" Business Networking Cocktail at Mai Tai Lounge Kyiv;
- Chamber "Asian Spice" Business Networking Cocktail on the roof;
- Chamber Traditional "Welcome Back" Business Networking Cocktail at Arizona BBQ;
- Chamber "Halloween" Business Networking Cocktail at IQ Bar;
- Chamber "Get to Know the Candidates" Business Networking Cocktail at Lucky Pub;
- Chamber "Christmas" Business Networking Cocktail

Chamber Travel Club

The Chamber in conjunction with Sky Travel HRG Ukraine and Premier Palace Hotel continued series of innovative Networking and educational events entitled The Chamber Travel Club. The main idea of the Chamber Travel Club is to offer a new and innovative platform under which everyone is able to obtain useful information regarding new possibilities and opportunities in the sphere of business tourism, leisure and hospitality offers and special programs and packages, discounts for transport, new tourism venues, and other useful In-Brief helping our Members to be successful and save money in the sphere of corporate and leisure travel. In April The Chamber together with its Member Sky Travel HRG Ukraine invited all interested Members to spend a wonderful weekend exploring hidden treasures of Georgia, a country with amazing history and numerous historical mementoes.



*Chamber Travel Club Meeting:
Corporate Travel Management*

Business Networking



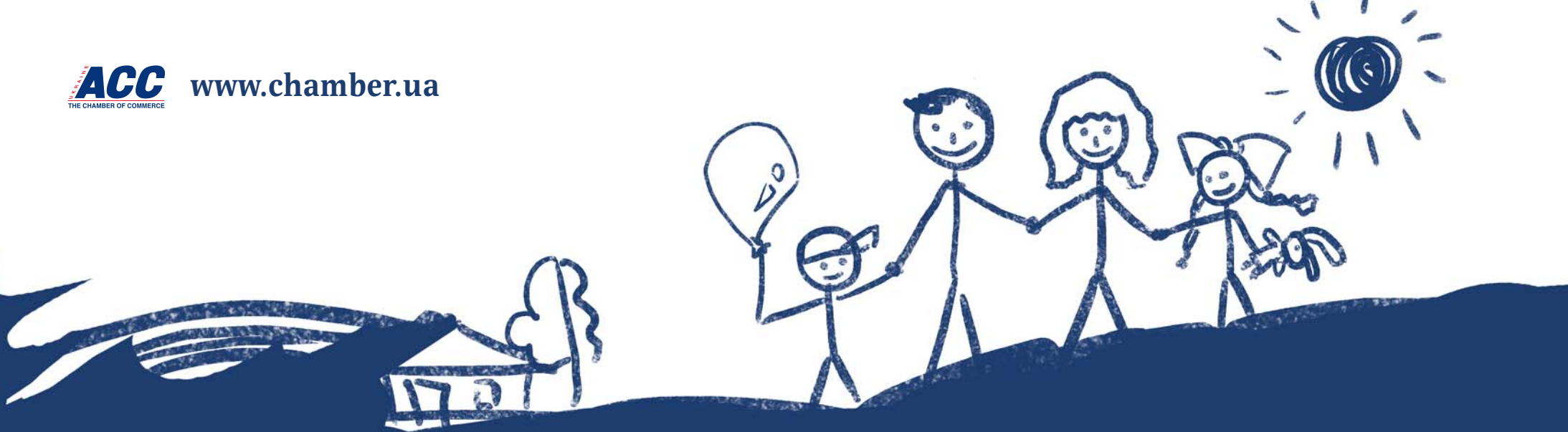
Chamber Marketing Club

Chamber Marketing Club – How Can the eMarket Increase Sales and Brand Awareness

The Chamber continued a series of innovative Networking and educational events, entitled The Chamber Marketing Club, where the leading marketing and advertising minds of Ukraine and world join together to socialize Network while sharing best practices and catching up on the last trends in the fast paced and creative sphere of marketing in Ukraine. The target audience is focused but not limited to marketing, PR, advertising and other similarly related spheres of activities. During Marketing Club gatherings, all guests are surrounded by a sea of hip, smart and sophisticated marketing execs that enjoy the evening and make valuable contacts.

The Chamber together with Chamber Member Pulse was pleased to invite all interested and marketing-oriented Members to join the next interactive Chamber Marketing Club entitled “Networking as a Marketing Tool” that took place on Thursday, March 31st. The Chamber Marketing Club introduced Philippe Margraff, Commercial Director for EURO 2012, who talked about the advantages of the sport events as a truly ideal networking tool for developing B2B relationships with clients.

The Chamber in conjunction with a Member-Company Pulse held yet another #1 Marketing Event in Kyiv – Chamber Marketing Club entitled “How can the eMarket Increase Sales and Brand Awareness”. Special presentations from Google and a brand-new marketing company E2Market brought the participants up to date on matters of the fastest growing market – the Internet. Masters of Marketing discussed the ways to increase sales and brand awareness, optimize the business and sell products online without investing a huge amount of money with the help and powerful resources of the Internet. As usual, the event became a nice networking opportunity for all guests who got a chance to enhance their useful contacts while enjoying complementary beer, punch, soft drinks and snacks.



Social/Family and Team Building Events

Football Tournaments

The American Chamber of Commerce in Ukraine (Chamber) has been organizing Annual Indoor and Outdoor Football Tournaments for many years and this fun and highly competitive sporting event is an excellent team building and Networking opportunity that has grown in size and popularity among Chamber Members bringing out the best the Membership has to offer. It is an exciting competition that highlights sportsmanship and enables employees of Member companies to show off their talents both inside and outside the office.

In March 2011 Annual Chamber Indoor Football Championship Cup gathered 22 teams and lasted 2 weekends in a row. All the matches took place in the professional gym of Sports Complex of T. Shevchenko National University. The following participants took part in the Tournament:

Audit firm "RSM Apik", Avis Ukraine, Coca-Cola Beverages Ukraine Limited, ContourGlobal Ukraine, Deloitte., DHL, Ernst & Young, Euro Leasing, Horizon Capital, Investment Capital Ukraine, ISTIL Group, JTI, KPMG, Monsanto Ukraine, OK Internet, Piraeus Bank ICB, Premier Palace Hotel, Puma Ukraine, PwC, US Embassy, Uvecon Consulting Company, Winner Automotive.

Congratulations to the Winners!

1st place – ISTIL Group

2nd place – Coca-Cola Beverages Ukraine Limited

3rd place – Premier Palace Hotel

Best Player – Yuriy Ysakovskiy, ISTIL Group

Best Goalkeeper – Artem Rempen, Premier Palace Hotel

Best Forward – Sergiy Golovanov, Coca-Cola Beverages Ukraine Limited

Best Full-back – Kyschik Sergiy, ISTIL Group

The Chamber hosted the 10th Chamber Annual Outdoor Football Tournament where 17 teams proudly represented their companies during the competition which highlighted team work and a healthy lifestyle through sport. This year teams participated at the football field "Polit" including: Arzinger, Baker Tilly Ukraine, Coca-Cola Beverages Ukraine Limited, ContourGlobal Ukraine, Deloitte., DenzaWorkspace, Ericsson Ukraine, Ernst & Young, ISTIL Group, Nestle Ukraine, Puma Ukraine, Shell, Sitronics IT, US Embassy, Winner Automotiv, Winner Imports Ukraine.



Chamber Travel Club Meeting: Corporate Travel Management

The winners of the 10th Chamber Annual Outdoor Football Tournament were:

1st place – ISTIL Group

2nd place – ContourGlobal Ukraine

3rd place – Euro Leasing

Best Player – Taras Shpychka – ISTIL Group

Best Goalkeeper – Maksym Kotlyarov – ContourGlobal Ukraine

Best Forward – Yuriy Usakovsky – ISTIL Group

Best Full-back – Taras Gnatiyk – Euro Leasing

VII Chamber Paintball Tournament



In July the Chamber hosted the VII Annual Chamber Paintball Tournament inviting all interested Chamber members along with their families to enjoy the fun outdoor event. Ten teams had a chance to compete for the Chamber Paintball Cup and nice prizes from the sponsors.

The tournament was organized in cooperation with Gepard Paintball Club at a venue located just in a few minutes drive from Kyiv. Well-planned paintball fields made the tournament a successful sport event. All attendees were able not only to support their teams but also enjoy table tennis, water soccer, tasty snacks, beer and soft drinks!

This year winners:

1st place — Sayenko Kharenko

2nd place — Winner Imports Ukraine

3rd place — Shooters

VII Chamber Paintball Tournament

Chamber Family Event “Easter Egg Hunt”

Family oriented events remain popular within the Chamber community gathering parents and kids who are like to play sports, celebrate national holidays and work together for the benefit of charities and those who are in need.

In 2011 the Chamber invited all interested Chamber Members to a Chamber Family Event entitled

“Easter Egg Hunt” where all attendees had a wonderful opportunity to Network, enjoyed the beautiful weather that spring has brought with it and the hospitality of Kureni Restaurant.

The Chamber was thrilled to have you join our Halloween-dedicated “Spooktacular Haunted House” Family event that will take place in Chamber Gourmet Club Member Arizona BBQ.

Especially for you and your kids we created traditional haunted house which offers lots of thrills and treats!



Chamber Family Event “Easter Egg Hunt”

Chamber Family Event “Spooktacular Haunted House”

For those who were looking for the biggest, best and scariest haunted house in Kyiv, we were happy to provide this exciting and crazy-wild event! Especially for Chamber Members and their kids we created a traditional haunted house which offers lots of thrills and treats. While the kids enjoyed a whirlwind of the spookiest adventure ever where scare awaited them at every turn, the parents could enjoy spending time networking.

Chamber English Language Movie Premiere

One of the favorite Family Events are English Language Movie Premiers with the Chamber, where

Members can gather with friends and family and watch an interesting movie in a good company, enjoying complimentary drinks and snacks.

In 2011 the Chamber held 9 Movie Nights. Chamber Members had an exclusive opportunity to experience screening of the following movies in English: “The Tourist”, “Burlesque”, “No Strings Attached”, “Red Riding Hood”, “Just Go With It”, “Hop”, “Harry Potter and the Deathly Hallows: Part 2”, “The Change-Up”, “Johnny English Reborn”



*Chamber English Language 3D Movie Premiere
“Harry Potter and the Deathly Hallows: Part 2”*

American Independence Day Picnic

On July 2nd, the American Chamber of Commerce in Ukraine held the traditional Annual Charitable American Independence Day Picnic in Kyiv. Despite the inclement weather, approximately three thousand five hundred people gathered together at the event at Spartak Stadium this year.

This family holiday was celebrated with tasty American food, numerous fun contests, face-painting, ice-cream, cotton candy, cold beer and soft drinks. As this year Picnic theme was connected with football, guests had an opportunity not only to enjoy a variety of football themed activities but also take photos with Euro2012 Mascots – Slavko and Slavek!



American Independence Day Picnic



American Independence Day Picnic

The occasional rain did not scare Picnic guests who enjoyed Frisbee, football and volleyball games on the field of green grass. This year's Kids Zone was especially popular! Water zorbing, trampolines, inflatable castle, countless sweets, and other amusements made the day for the children impossible to forget.

The culmination of the celebration was stunning and breathtaking fireworks which took place right after the Grand Raffle and amazing Ukrainian and American Anthems performed by Oleksiy Kuznetsov, the winner of the popular TV Show X-Factor, and Zlata Ognevich, one of the front-singers for the national Eurovision 2011 contest.

The Chamber is grateful to all the sponsors without whom this event would not have been such a success: soft drinks and Kids' Zone activities from Coca-Cola, cold draft beer and kvas from Slavutich, Carlsberg Group, amazing fireworks provided by TNK-BP Commerce, and delicious wine from METRO Cash&Carry. Stage and sound equipment provided by Zinteco made the live music a wonderful addition to the fun. Besides, since it is a charitable event, special thanks to East Europe Foundation who is the corporate matching grant partners for the Picnic. Finally, thanks to all those numerous sponsors and partners who provided great Grand Raffle prizes.

Chamber Gourmet Club

Gourmet Club of the American Chamber of Commerce in Ukraine (Chamber) is a network of best restaurants in Kyiv, the ultimate goal of which to provide Chamber Members with awareness of most luxurious and delicious restaurants ready to welcome them with special offers and discounts.

Throughout 2011 Gourmet Club has been working toward expanding the number of its active Members endowing Chamber Cardholders with variety of choices and venues. We are proud to announce that the number of Gourmet Club Members has reached the point of 70, having such restaurants as Tarantino, MaLLina Cafe, Cafe Teatr, Sam's Steak House, Porta Pia, Mai Tai Lounge Kyiv and others joined and ready to great Chamber Members with high-level service and special discounts.

In 2009 the Chamber developed and launched a new Gourmet Club web-site which has been successfully operating gaining more and more popularity among Chamber Members in 2010–2011. Increased in 2010 and stable in 2011 visiting ratings indicate of the fact that Gourmet Club web-site is one of the first source Chamber members refer to when looking for a place to eat out. The above mentioned results and accomplishments were gained due to the active Internet Marketing Advertising Campaign the Chamber has organized together with Chamber Member Prodigy Marketing Agency.



B-Hush Rooftop Bar

Chamber Gourmet Club



Terracotta Restaurant

With the help unique advertising layouts specially developed by Chamber Member Tabasco Creative Agency, Gourmet club has been actively promoted in printed media – Business Ukraine and What's On! Gourmet Club pages in social networks (Facebook, Twitter, Linked In) created an even easier access to news, updates and discounts of restaurants–participants. Therefore we have managed to reach all kinds of audience – from current Internet users to conservative magazine and newspaper–readers.

Active and dynamic Gourmet Club is constantly seeking new restaurants to join the network in order to provide Chamber Member with the widest range of benefits and discounts and satisfy all the tastes.



Arena Entertainment Catering

2a Basseina St., Kyiv,
"Palats Sportu" metro station



Arena Sport Zone Restaurant

Basseyynaya St., 2 floor, Kyiv,
RK ARENA ENTERTAINMENT,
+380 44 492 00 00



Arena Beer House

2a, Baseyna St., Kyiv,
+380 44 492 00 01



Arena Dance Club

2a, Baseyna St., Kyiv
+380 44 492 00 00



Arena Entertainment Delivery service of dishes

2a, Baseyna St.
Kyiv, "Palats Sportu" metro station;
+380 44 492 00 03



Arena Stars Cabaret

2a Basseinaya St, 3 floor
Kyiv, "Khreshchatik" metro station
+380 44 209 37 97



Arizona BBQ

Naberezhno-Khreshchatyts'ka St. 25
Kyiv, Podilskiy district,
"Kontraktova ploscha" metro station
+380 44 425 24 38



Art Club 44

44 Khreshchatik St.
Kyiv, "Khreshchatik" metro station
+380 44 279 41 37



b-hush rooftop bar

2A Velyka Zhytomyrska St., Kyiv,
InterContinental Kyiv, 11 floor
+380 44 219 19 19



Balance Menu

L'va Tolstogo St. 14
Kyiv, "Ploscha L.Tolstogo"
metro station;
+380 44 466 5 888



Bar on 8

5, Alla Tarasova St.
Kyiv, "Maidan nezalezhnosti"
metro station
(Saint Sophia Square),
Hyatt Regency Kyiv hotel, 8th floor
+380 44 581 12 34



Bar Non-Stop

6 Peremogy Avenue
Kyiv
+380 44 236 05 01



Bellini's Bar

Bogdana Khmel'nyts'kogo St. 53
Kyiv, Shevchenkivskiy district,
"Universitet" metro station
+380 44 581 70 70



Belmondo

17 Gogolevska St.
Kyiv, "Vokzalna" metro station
+380 44 362 58 86,
+380 98 736 17 75



Billiard Club Sharpei

26 Moskovs'kyi Avenue
Kyiv
+380 44 390 17 12



Bocconcino

Mechnykova St. 2
Kyiv, "Klovskya" metro station
+380 44 593 37 10



Bon-Bon Confectionery House

3 Leontovicha St.
Kyiv, "Teatralna" metro station
+380 44 234 74 94
+380 44 381 91 95



Cafe de Paris

34b Andriyivskyy Descent
Kyiv, "Kontraktova ploscha"
metro station
+38044 221 221 8



CafeTeatr

10/2 Mechnykova St.
Kyiv "Klovskya" metro station
+380 67 233 96 97



Carlsberg Bar Kyiv

1/13 Rohnidyns'ka St.
Kyiv, "Ploscha L.Tolstogo" metro
station
+380 44 289 19 09



Ciro's Pomodoro

12 Shota Rustaveli, St.
Kyiv, "Palats Sportu"
metro station;
+380 44 221 45 45



Comme il Faut French fine dining

2a Velyka Zhytomyrs'ka St., 1 floor
Kyiv, "Maidan nezalezhnosti" metro station
InterContinental
+380 44 219 19 19



D*LUX

3 Grushevskogo St.
Kyiv,
+380 44 200 90 09



Dejavu

30 Bohdana Khmel'nitskogo St.
Kyiv, "Universitet" metro station
+380 44 235 98 02



Doversol

81 Chervonoarmiys'ka St.
Kyiv, Pecherskiy district, "Palats Ukraina" metro station
+380 44 531 13 78
+380 67 501 16 69



Dukhmiana Pich

4th km of the New Obuhovskaya route
Kyiv,
Kyiv region, Lesniki village,
+380 44 22 88889



Dumka

20 Akademika Tupoljeva St.
Kyiv, Svyatoshinskiy district, "Svyatoshin" metro station
+380 44 221 39 00



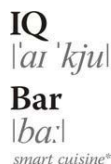
Grill Asia

5 Alla Tarasova St.
Kyiv, "Maidan nezalezhnosti" metro station
(Saint Sophia Square)
+380 44 581 1234



Hostinaya

15/3 Olesya Honchara St.
Kyiv, "Zoloti Vorota" metro station
+380 44 272 54 37



IQ Bar

25 Lva Tolstogo St., Kyiv
+380 44 234 53 55



Jardin

38/40 Tarasa Shevchenka blvd.
Kyiv, Shevchenkivskiy district, "Universitet" metro station
+380 44 362 12 10



Kalinka Malinka

47 Mayakovskoho Ave
Kyiv
+380 44 515 03 22



Karavan

10 Klovs'kyi Descent
Kyiv, "Klovska" metro station
+380 44 280 95 77



Korsar

14 Sagaidachnogo Petra St.
Kyiv, Podilskiy district, "Pochtova ploscha" metro station
+380 44 425 55 21
+380 44 425 55 78



Kupecheskiy Dvor

Stolychne hw. 24km
Kyiv,
+380 67 246 62 46



L'Accento

5 Lesi Ukrainky blvd.
Kyiv, Pecherskiy district, "Pecherska" metro station
+380 44 200 50 02



La Terrazza

80, Artyoma St., Donetsk,
+380 62 343 44 38



Lale Cafe

14 Sofiiv'ska St.
Kyiv, Pecherskiy district, "Maidan nezalezhnosti" metro station
+380 44 278 75 66



Le Grand Cafe

4 Muzeynyi provulok,
Kyiv, Pecherskiy district, "Maidan nezalezhnosti" metro station 01001
+380 44 278 72 08
+380 44 278 43 47



Lobby Bar

2a Velyka Zhytomyrska St., Kyiv,
InterContinental Kyiv, 1 floor



Lucky Pub – Beer bar and restaurant

13 Rognidyn'ska St.
Kyiv, "Palats Sportu" metro station
+380 44 499 13 13



Mai Tai

66 Chervonoarmiys'ka St.
Kyiv, "Respublikansky stadion"
metro station
+380 44 583 55 53



Mallina

27 b Sagaydachnogo St.
Kyiv, "Pochtova ploscha"
metro station
+380 44 417 81 19



Martini Terrazza Restaurant

2a Baseina St.
Kyiv, "Palats Sportu" metro station
+380 44 561 61 81
+380 44 492 00 00



Mocco

15, Khreshchatyk St.
Kyiv, Pecherskiy district,
"Khreshchatik" metro station
+380 44 230 92 30



Monaco

20, Velyka Zhytomyrs'ka St.
Kyiv, Shevchenkivskiy district,
"Maidan nezalezhnosti"
metro station
+380 44 466 68 85



Nobu

12, Shota Rustaveli St.
Kyiv, "Palats Sportu" metro station
+380 44 246 77 34



Okidoki

www.okidoki.kiev.ua
Kyiv
+380 44 666 444



O'Panas

10 Tereshchenkivs'ka St.
Kyiv, Shevchenkivskiy district,
"Zoloti Vorota" metro station
+380 44 585 05 23
+380 44 235 21 32



O'Brien's Irish Pub and Restaurant

17a Mykhailivs'ka St.
Kyiv, Shevchenkivskiy district,
"Maidan nezalezhnosti"
metro station
+380 44 279 15 84
+380 44 279 02 14



Olivera

2a Velyka Zhytomyrs'ka St.
Kyiv, "Maidan nezalezhnosti"
metro station
InterContinental, 2 floor
+380 44 219 19 19



Patifon Karaoke Klub

2a Baseyna St.
Kyiv, "Palats Sportu" metro station;
+380 44 492 00 00



Paris Dakar

46 Dmytriivska St.
Kyiv
+380 44 490 81 56

Chamber Gourmet Club



Pena

30/18 Yaroslaviv Val St.
Kyiv, "Zoloti Vorota" metro station
+380 44 234 17 01



Restaurant of Boutique-Hotel Riviera on Podol

15 Sagaidachnogo Petra St.
Kyiv, "Pochtova ploscha"
metro station
+380 44 581 28 98



Roof Top Lounge

5-7/29 Tarasa Shevchenka blvd.
Kyiv, "Ploscha L. Tolstogo"
metro station
+380 44 244 13 04



Sam's Steak House

37 Zhilyanska St.
Kyiv, "Respublikansky stadion"
metro station



San Tori

41 Sagaidachnogo Petra St., Kyiv
+380 44 469 49 94



Shangrila

5/2 Yaroslavskaya St.
Kyiv, "Kontraktova ploscha" metro
station
+380 44 417 73 16



Skatert Samobranka

26-a Bogatirskaya St.
Kyiv
+380 44 592 00 20



SOHO

1 Students'ka St.
Kyiv, Shevchenkivskiy district,
"Lukyanivska" metro station
+380 44 484 03 51



Stare Zaporizhzhya

27 Sagaidachnogo Petra St.
Kyiv, "Pochtova ploscha"
metro station;
+380 44 425 51 61



Swing

6/11 Velyka Zhytomyrs'ka St.
Kyiv, Shevchenkivskiy district,
"Maidan nezalezhnosti"
metro station
+380 44 279 28 65



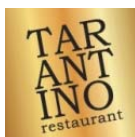
Taj

10 Baseina St.
Kyiv, Pecherskiy district,
"Palats Sportu" metro station
+380 44 331 93 93



Tampopo

55 Saksagans'kogo St., Kyiv,
+380 44 289 29 99
+380 44 284 30 26



Tarantino

35 Sagaydachnogo St.
Kyiv, "Kontraktova ploscha"
metro station
+380 44 463 73 90



Tavern "Love and Hunger"

Village Romankov
Kyiv, "Lisova" metro station
+380 44 332 75 00



Teatro

53 Bogdana Khmel'nyts'kogo St.
Kyiv, Shevchenkivskiy district,
"Universitet" metro station
+380 44 581 70 70



Terrace

60a Vozdvizhenska vul.
Kyiv, "Kontraktova ploscha" metro
station
+380 44 531 99 33



Terracotta

5-7/29 Tarasa Shevchenka blvd.
Kyiv, Shevchenkivskiy district,
"Ploscha L.Tolstogo"
metro station
+380 44 244 12 35
+380 44 244 12 42



Tike

31 P. Sagaydachnogo vul
Kyiv, "Pochtova ploscha"
metro station
+380 44 417 40 62



Trypillya

Novoobuhivska trassa, 27 km
Kyiv, Kiev oblast,
+380 44 585 55 66
+380 44 351 78 42
+380 44 585 55 72
+380 50 383 31 17



Varenichna №1

28 Esplanadna st., Kyiv,
"Palats Sportu" metro station;
+380 44 221 95 39

Chamber Gourmet Club

www.gourmetclub.ua

Membership Discount Programs

Member2Member Membership Discount Card Program is one of the most sought after benefits for Chamber Members. The Chamber promotes the use of Chamber Membership Cards among the employees of the Chamber Member companies to create a reputable well-recognized promotional vehicle for fellow Members to utilize. The Chamber Discount Program not only allows participating Members to raise the awareness, profile and revenues of their companies, but it also gives the representatives of every Chamber Member Company the benefit of having access to the many discounts that are on offer.

Member companies enjoy Discounts for the services, structured by the following categories:

- Advertising, Media & Printing Services
- Airlines
- Business Services
- Car Leasing & Sales
- Consultancy, Investment & Marketing Research
- Educational & Training Services
- Express Delivery Services
- Healthcare and Beauty Services
- Hotels
- Insurance
- IT/Telecom Services
- Legal Services
- Moving and Relocation Services
- Office Furniture and Equipment
- Real Estate: Offices, Leasing Services, Land Services
- Retail Establishments
- Travel Services

There is an increasing number of participants of the Program that grows on the regular basis. The latest discount updates can be found at www.chamber.ua/discount. Members can also subscribe for RSS and get the latest updated directly to their mailboxes.

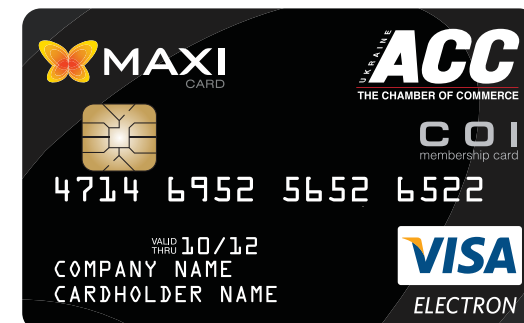
Maxi Loyalty Program

Your Chamber Membership Card is enhanced to provide additional value added functionality. The Chamber and first multi-brand loyalty program in Ukraine, Maxi, has again collaborated to bring you all the privileges of earning rewards while shopping.

With your card you can get discounts and collect bonuses whenever you shop in the Maxi retail network, which includes brands from the entire lifestyle spectrum, from your favourite fashion shops to travel agents and mobile operators such as Turtess Travel and MTS.

You can redeem collected bonuses to purchase goods, like paying with cash, in any shop of Maxi network you choose. The network will be rapidly growing and will account for several thousand locations where you can use your Chamber Membership Card.

Just watch out for the Maxi butterfly on the store entrance and keep an eye on the MAXI website: www.maxicard.ua to know where you can save and earn rewards.



New Members in 2011

- ADECCO UKRAINE
- Antika Law Firm
- Architecture Line Company
- ArtBuild Hotel Group
- ATA LLC
- AWT Bavaria
- Baibarza Fedichin
- BDO Legal Ukraine
- Benish GPS Ukraine
- BritMark Insurance Brokers
- Brown-Forman Ukraine LLC
- Ciklum
- Commercial Law Center, Charitable Organization
- Consumer Health Technologies
- Credit Broker Agency Ltd
- DDM Studio
- Diana Lux Logistic
- Digital Ventures
- DTEK Oil&Gas
- Europ Insurance Brokers
- ExxonMobil Exploration and Production Ukraine B. V.
- Fidem Life PJSC
- Flextronics-Ukraine
- Gestalt Consulting Group Ltd
- Giles Legal Practice, The
- Goal Training Educational Center
- Grand Corporation
- Grayling Ukraine LLC
- Groupon UA Ltd
- Gryphon Investment Consulting Group LLC
- GSP
- HLB UKRAINE
- IBcontacts Ltd.
- Indigo Insurance Company ALC
- Inflat Cruise&Ferry Ukraine
- Innoware Ukraine
- International Federation of Red Cross and Red Crescent Societies
- Jansen Capital Management
- Kodak (Eastern Europe) Limited Representative Office in Ukraine
- Kompetenz Team Ukrainian-German Law Firm LLC
- Kyiv Mohyla Business School

- Lafarge Gips
- Lavina Music
- Legal Alliance Company
- Leroy Merlin Ukraine
- LP Group
- Mapia LLC
- Michelin Ukraine LLC
- Millennium Commercial Enterprises Ltd. (MCE)
- MoneyGram International
- Mriya Agroholding
- MVP LEGAL GROUP LLC
- Myronivsky Hliboproduct
- Nestle Ukraine LLC
- Nobel Ilac Sanayi ve Ticaret A.S.
- OJSC Mykolaivcement, Lafarge Ukraine
- Olytsky, Yatsenko and Partners Law Firm
- OTP Credit LLC
- Pioneer Hi-Bred Ukraine
- Portinvest LLC
- PR KVADRAT Limited Liability Company
- Publicis Visage
- Raiffeisen Aval Asset Management LLC
- Reikartz Hotels & Resorts
- Rokada LLC
- Running Code
- RUSSIA Fachspedition Dr. Lassmann G.m.b.H.
- Save Travel d/b/a KievApartment.com
- Scania Ukraine LLC
- SME Capital
- Softjourn, Inc.
- SPN Ogilvy
- StreetArtBeat
- Sumitec Ukraine
- Summit Motors Ukraine
- TGL Ukraine Ltd
- TMF Ukraine LLC
- Transinvestservice
- UCRAFARMA S.A.
- Ukrainian Exchange PJSC
- Ukrainian National Lottery
- Ukrainian Universal Exchange
- Ukrtower LLC
- USAID – Ohio State University Parliamentary Development Project II
- USAID – Ukraine National Initiatives to Enhance Reforms – PACT
- USAID AgroInvest Project in Ukraine–Chemonics International Inc.
- USTAS Technologies, Inc.
- Visum Capital
- Vronskiy, Vronskaya and Partners Law Firm LLC
- WellTravel

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