



Message from the Chairman of the Chamber Board of Directors

Dear Chamber Members,

As each of you are aware, it is critically important to establish strong relationships throughout the world based upon the rapid expansion of the Global Economy which is why the leaders of the American Chamber of Commerce in Ukraine (Chamber) are focused on improving overall investment climate and business environment in Ukraine. From the latest results of the World Bank's recent "Doing Business 2014", it appears that our efforts are starting to see some initial results since Ukraine is among the economies that have improved the most in 2012/13 in 11 areas. The results confirm that Ukraine is on the right track; however, the ease of doing business should be felt across all industries, with greater speed as well as sustainably!

At the Chamber of Commerce, we are committed to ensuring the improvement of the image of Ukraine in the eyes of foreign investors and sustainable improvement of overall business conditions as well as in the health of the communities that our companies serve and offer quality products. We are also committed to representing each member of the Chamber through collective collaboration.

In order to successfully represent our membership, the Chamber has maintained continuous and effective dialogue between the business community and the Government of Ukraine. Such mutually beneficial cooperation allows the Chamber to provide our Members with timely information, high level engagement and access to key opinion leaders. In 2014, I would strongly encourage you and your teams to get more involved in Key Stakeholder meetings, Designated Committees as well as other Networking opportunities since this is the way to gain the most from the Chamber.

As you are aware, our key priorities for 2013 are outlined below and we have had some major forward moving developments and initiatives based upon this direct focus.

- 1. Partnering in development of Efficient and Competitive Agricultural Industry regulation Based upon Free Market Principles;
- 2. Increasing Ukraine's Competitiveness;





Message from the Chairman of the Chamber Board of Directors

- 3. Improving the Legislative and Regulatory Environment for the Food and Beverage Industry;
- 4. Striving for Energy Independence through Equal Access and Fair Competition.

The results of the 2013 Chamber Membership Satisfaction Survey demonstrated that 90.3% of COIs; 96.3% of Business Leaders, and 95.1% of General Members believe that the Chamber activities correspond to their business needs and that our priorities and key focus areas are on the right track.

Based upon the continuous review of progress on key initiatives as well as looking for ways to add more value to our members, we have launched a new Women's Executive Leadership Development Initiative (WELDI) providing high level support to further advance Women Executives in the business communities in Ukraine. This initiative has been applauded by Men and Women across the government and business sectors based upon the positive impact that it has already delivered.

In the Report, you will be able to read our success stories and sectors reviews, as well as learn about business best practices that encourage the Chamber to work toward implementation of the comprehensive economic reform that Ukraine desperately needs. You will also find information with regard to the progress that we have made in building committed and cooperative business networks and the contact information of all Members of the Chamber. For example, the new lobbying and business networking platform for compliance professionals of Member companies, Chamber Compliance Club has started to give mutually beneficial results and we have introduced new value added electronic publications.

On behalf of the Board of Directors I would like to thank each one of you for the support and dedication to the Chamber. We will continue working together and also to invest in our partnership to achieve a better future for Ukrainians and the businesses that operate in this market, a market that is ripe with resources and opportunities.

I wish you and your company a very successful close to 2013 and a prosperous 2014 and beyond.

Sincerely yours, Walter R. Gordon Chamber Board of Directors



Message from the Chamber President

Dear Chamber Members,

Starting our collective journey back in 1991 Ukraine, her people and the internationally oriented business community that the American Chamber of Commerce in Ukraine (Chamber) represents have been laying the ground work for the country to become a truly independent, democratic, and successful free market in the heart of Europe. In the course of this long and quite challenging journey the country managed to achieve quite a lot and 2013 will be remembered as a particularly interesting year that ushered in many positive accomplishments that were designed to assist in realizing Ukraine's European aspirations.

The role and influence of the Chamber, as the leading business association uniting internationally oriented investors in Ukraine, has also grown. Many significant improvements for the benefit of the business community operating in Ukraine were achieved almost in every sector of the country's economy. Business, the expert, donor and diplomatic community as well as the government were working together to accomplish the stated goal of moving towards implementing Ukraine's a European choice with the concept of signing the Associated Agreement (AA) that includes a Deep and Comprehensive Free Trade Agreement (DCFTA) at the end of the year. The Chamber was pleased with the level of engagement of the Membership in driving numerous policy achievements, actively working within the Chamber Committees and Working Groups, while also participating in high profile Business Networking events. The Chamber also focused on constantly developing the internal and external communications platform in 2013 to increase member engagement as well as influence key policy makers.

In 2014 and beyond the Chamber will 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





Message from the Chamber President

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.

This 2013 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 2014 and beyond, as we all strive to succeed in this challenging and rewarding environment.

Sincerely, Jorge Zukoski Chamber President



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About the Chamber in Ukraine

ver the years the American Chamber of Commerce in Ukraine has become one of Ukraine's leading business associations. The Chamber's principal activities include representing the foreign investment community and facilitating the entry of potential new investors into the Ukrainian market. The Chamber's Member companies represent many of the largest strategic and institutional investors operating in Ukraine. They come from over 50 countries across the globe and have committed a majority of the total foreign direct investment into this dynamic marketplace. The Chamber unites companies from a variety of regions and countries, including North America, Europe, Asia, and the CIS.

The Chamber cooperates with the Ukrainian government to improve the business environment and promote fair and transparent rules of doing business in Ukraine, as well as to integrate Ukraine into the larger global community. That is why the Chamber remains an active and engaged member of the Domestic and Foreign Investors Advisory Council (DFIAC), the Economic Reforms Committee under the auspices of President of Ukraine, the Investment Council of the Ministry of Revenues and Fees, and a wide variety of the public councils that exist within the various Ukrainian ministries and state services. The Chamber uses these venues to effectively push its policy agenda forward.

The Chamber's primary mechanisms for developing and implementing advocacy and lobbying-related initiatives are the Chamber Committees and Working Groups.

Taking into account the Membership's business needs and personal interests, the Chamber arranges various types of events that allow them to communicate, establish new contacts, and expand their activities.

Other value-added Chamber Membership benefits include exclusive individual and corporate discounts from Chamber Members within the Chamber Discount Program; the continuously expanding Chamber Gourmet Club, which already unites over 120 restaurants; a brand new Chamber Leisure Club; streamlined Express Business US Visa Services; and much more.





Administrative Staff as of November 25, 2013

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Administrative Staff as of November 25, 2013

PRESIDENT

Mr. Jorge Zukoski

POLICY TEAM

Dr. Yaroslav Voitko Policy Manager

Ms. Natalya Plikha

Senior Policy Officer

(Communications)

Ms. Tetyana Prokopchuk

Senior Policy Officer

(Tax, Customs & HR Issues)

Mr. Denys Sobolev

Policy Officer (Agricultural Issues)

Ms. Nataliya Baliuk

Policy Officer (Competitiveness)

Ms. Dina Narezhneva

Policy Officer (Energy Issues)

Mr. Volodymyr Kushil

Policy Officer (Energy Issues)

Ms. Iryna Syrotenko

Policy Officer

(Food & Beverages Committee)

Ms. Yevgeniya Piddubna

Policy Officer

(Food & Beverages Committee)

Ms. Olga Gvozdova

Policy Officer (Healthcare Issues)

Ms. Iryna Bogdan

Policy Officer

(Banking & Financial Issues)

Ms. Nataliya Gotvianska

Policy Officer (Committees)

Ms. Lesya Lysyak

Junior Policy Officer

Ms. Olena Stepanova

Policy Team Assistant

MEMBERSHIP & COMMUNICATIONS TEAM

Ms. Olena Shynkarenko

Communications and Marketing

Manager

Ms. Olga Skrypka

Senior Membership

Development Coordinator

Mr. Andriy Derkach

Communications Coordinator

Ms. Julia Gritsenko

Membership Programs Coordinator

Ms. Vitalina Ivakhnenko

POS & Marketing Coordinator

Mr. Borys Kuleshov

Technical Support Coordinator

Ms. Maryna Vatulina

SMM Coordinator

Ms. Julia Mikeshyna

CRM Coordinator

Ms. Daria Shulga

Content Coordinator

Ms. Anna Poida

Membership Development

Assistant

EVENTS TEAM

Ms. Victoria Matsak

Event Manager

Ms. Mariya Shulga

Senior Event Coordinator

Mr. Oleksandr Matkovsky

Policy Events Coordinator

Ms. Anna Popova

Event Assistant

Mr. Borys Ryabinchuk

Event Assistant

ADMINISTRATIVE TEAM

Ms. Nadiya Polishchuk

Administrative & Financial Manager

Ms. Kateryna Smol

Chief Accountant

Ms. Olena Potylko

Accountant

Ms. Valeria Kuzmina

HR Coordinator

Ms. Anastasia Romenska

Personal Assistant

Mr. Vitaliy Sadalskiy

System Administrator

Ms. Lilia Topol

Receptionist / Administrative Assis-

tant

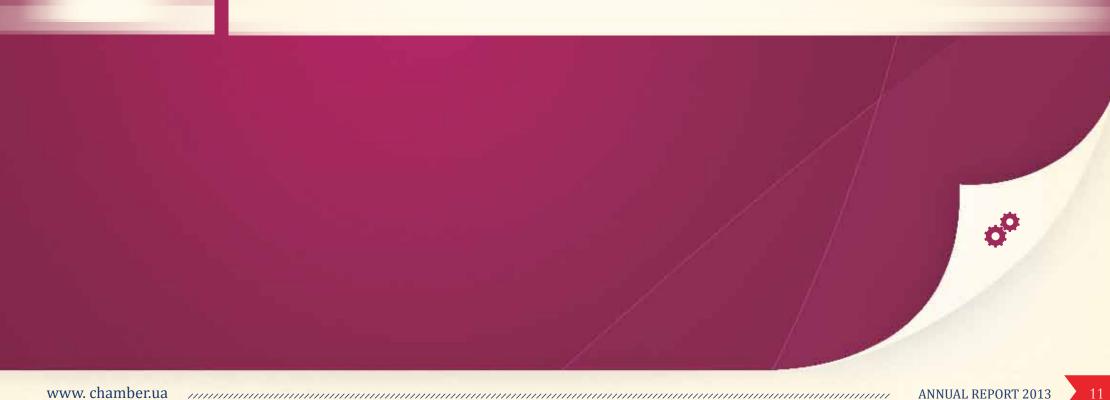
Mr. Alexander Bondarenko

Driver

Mr. Volodymyr Poplavets

Driver





ANNUAL REPORT 2013



About 2013 Chamber Official Service Providers

fficial Service Provider" status from 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, either

on a pro bono basis or at greatly reduced rates.

These goods and/or services help the Chamber to fulfill its mission and vision while providing value added services to its Membership.





















































Astelit LLC

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Astelit is a Ukrainian company that's been operating in the GSM business on the Ukrainian market under the brand life:) since January 2005. The company's shareholders are the leading Turkish mobile operator Turkcell (NYSE:TKC) and the Ukrainian financial and industrial holding SCM.

Mobile operator life:) is a dynamically growing company that provides its subscribers with high-quality mobile communications services for attractive tariffs in all regions of Ukraine.

In Q3 2013, life:) served 12.2 million subscribers. Its network now covers 98% of the Ukrainian population.

life:) is the market leader in introducing innovative services. The company was the first to introduce on the Ukrainian market a range of innovations that are now familiar and common for most mobile phone users in Ukraine. Among them are EDGE technology, MeloRing, Voice

SMS, Push-to-Talk, Mobile TV, free access to social networks, and online chat with call-center operators.

life:) cooperates with 438 roaming partners, providing its clients roaming services in 183 countries. It is one of the largest employers in the country, employing over 1,000 people, and has indirectly created more than 50,000 jobs.

As a leader on the Ukrainian mobile communications market, life:) has a responsibility towards its customers, the state, and society. It also has a mandate to help preserve environmental and natural resources.

Astelit LLC has more than once been recognized as a top enterprise, both for its business successes and for its social initiatives.





Audit firm "RSM APiK"

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Audit Company "RSM APiK" launched in July 1993. Over the years our specialists have provided audit services to more than 500 companies and 80 banks. RSM APiK is one of the leading audit companies on the Ukrainian audit and consulting services market.

Since September 2007 RSM APiK has been an independent member of RSM International, the seventh largest accounting and audit network in the world (www.rsmi.com). Our membership in this network is an acknowledgement of our excellence, and allows us to cooperate with colleagues from more than 700 offices in 100 countries worldwide, providing support to businesses in practically any corner of the world.

RSM APiK's priority is providing various audit and audit-related services to commercial banks. The firm's high proficiency and its contribution to the development of bank audit methodology are widely recognized in business circles, by state institutions, and by Ukraine's professional audit community. RSM APiK is the only audit firm in Ukraine to have become a member of the Association of Ukrainian

Banks.

RSM APiK has significant experience working with large joint-stock companies and state enterprises operating in key industries (including fuel and energy, connection and telecommunications, insurance, and manufacturing). We have also developed extensive contacts with 100% foreign-owned companies and banks.





Benefit Systems LLC

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Benefit Systems is the creator and operator of MAXI, the first multibranded loyalty program in Ukraine. With some 200,000 cardholders in 2012, the MAXI Program represents an efficient sales stimulation tool for retailers in Ukraine.

MAXI is designed as a top-of-the-wallet card for all household members. The MAXI CARD bonus system allows participants to earn on everyday purchases like clothes or gasoline as well as on insurance policies, electronics, holidays, and more. Afterwards, cardholders can redeem their accumulated bonuses in the MAXI network as they wish.

The MAXI Program enables its partner retailers to analyze databases and their customers' shopping behavior, which allows for targeting each segment with individual offers and building true customer relationships.

The MAXI Program has launched in Kyiv, Dnipropetrovsk, Kharkiv, Donetsk, Lvov, Simferopol, and Odessa, and will soon be expanding to

other major cities. There were expected to be a million cardholders in 2013.

MAXI's ambitious strategy is based on shareholders' financial commitments and on a dynamic team led by international experts in loyalty marketing.





Brain Source International

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Brain Source International is a staff selection and recruitment company that specializes in mid-level and senior management recruitment for international and local companies in the Eastern Europe and CIS markets.

Since 1999 our motto has been: "European standards in recruiting."

Our head office is located in Kyiv. We maintain regional offices in Kharkiv, Donetsk, Lviv, Dnipropetrovsk, Odessa, Moscow, and Tbilisi, Georgia.

According to an independent survey of job seekers, Brain Source is among the recruitment market leaders in Ukraine. Our team of professional consultants specializes in various business sectors.

In addition to Brain Source International, the Brain Source Corporation also owns the Total HR Company, which provides HR consulting,

temporary staff search, and other services.

Develop your career and build yourself a strong team with Brain Source International's help!



www. chamber.ua



Carlsberg Ukraine

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Carlsberg Ukraine is owned by the Carlsberg Group, one of the leading brewing groups in the world, with a large portfolio of beer and other beverage brands. Carlsburg Group employs more than 41,000 employees and sells its products in more than 150 markets. In 2012 Carlsberg Group sold more than 140,000,000,000 liters of beer. It was the official sponsor of the UEFA EURO 2012 championship, jointly held by Poland and Ukraine.

Carlsberg Group in Ukraine maintains breweries in Zaporizhia, Kyiv, and Lviv and employs over 3,500 employees. Carlsberg Group's Ukrainian portfolio includes such beer and soft drink trademarks as Lvivske, Baltika, Carlsberg, Tuborg, Slavutich, Minske Zhigulivske, Holsten, Corona, Arsenal, Negra Modelo, Kvas Taras, Khmilne, Somersby, Guinness, Kilkenny, Harp, Warsteiner, and Grimbergen.

According to AC Nielsen, in 1H 2013 Carlsberg Ukraine was second

in terms of beer market volume in Ukraine, with 28.7% of market share. The company holds 31.4% of the Ukrainian kvas market in volume terms.





Citibank, PJSC

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PJSC Citibank is a 100%-owned subsidiary of Citigroup, Inc. (head-quartered in New York) that delivers its financial services through the Institutional Clients Group, the 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 was granted a banking license package 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 that actively co-operates with our Institutional Clients Group and with 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. They're delivered via our award-winning CitiDirect online banking platform, enabling us to

get closer to our clients throughout Ukraine.

Citi has launched custody services for Ukrainian securities as well as agency and trust, including on and offshore escrow services.

PJSC Citibank was the winner of Euromoney magazine's award for Best Cash Management Bank in Ukraine for 2012 and of Global Finance magazine's award for Best Corporate Internet Bank in Ukraine in 2012. Expert Magazine named PJSC Citibank as the Most Reliable Bank in Ukraine for 2013.

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 its growing Ukrainian business to build a reliable and effective franchise.



www. chamber.ua



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CMS Cameron McKenna opened its office in Ukraine in the summer of 2007. At the moment we have a four-partner practice in Kyiv, with each partner distinguished by significant experience on the Ukrainian market, and more than 20 lawyers.

CMS Cameron McKenna is the first law firm in Ukraine with headquarters in London. Our team combines both local and international lawyers, which ensures that our clients receive the benefit of in-depth local knowledge and international best practices.

We are consistently highly ranked in the fields of corporate and M&A, commercial, banking and finance, energy and natural resources, and real estate by the major international directories, such as Chambers Global, IFLR, and Legal 500. We have also been recognized Best International Law Firm in Ukraine in 2009-2011 and 2013 by Yurydychna Practyka.

Our Energy Projects and Construction (EPC) practice group in Kyiv is a leader in the Ukrainian energy sector, with the team ranking as a Top Energy practice in the country (Chambers Europe 2012-2013, Corporate INTL Legal Awards 2010, Top 50 law firms in Ukraine, and Ukrainian Law Firms 2009-2012).

Founded in 1999, CMS is a full-service top 10 global law firm, based on number of lawyers (Am Law 2012 Global 100). With 55 offices in 30 countries across the world employing 2,800 lawyers, CMS has long-standing expertise in advising both in its local jurisdictions and across borders. CMS acts for a large number of Fortune 500 and FT European 500 companies and for the majority of the DAX 30. Its revenues totaled €837.7 million in 2012.

CMS provides a wide range of expertise across 17 expert practice and sector areas including corporate, energy, life sciences/pharmaceuticals, TMT, tax, banking and finance, commercial, competition, dispute resolution, employment, intellectual property, and real estate and construction.



Law. Tax



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Coca-Cola Ukraine Limited is a Ukrainian registered enterprise with 100% foreign capital and has been registered in Ukraine since 1992.

Coca-Cola Ukraine is an affiliate of the Coca-Cola Company, which has its headquarters in Atlanta, Georgia.

Coca-Cola Ukraine Ltd. and its bottling partner, Coca-Cola Beverages Ukraine Ltd., form the Coca-Cola System in Ukraine.

One of the company's primary roles and responsibilities is the protection of its trademarks and the development of its image in Ukraine. The company carries out a whole range of marketing activities and marketing research programs related to its operations.

Coca-Cola Ukraine in its every action emphasizes its commitment as a socially responsible corporate citizen. We aspire to continue working towards the integral and sustainable growth of Ukraine, placing a special priority on enriching the lives of the community and preserving the environment. The Company carries out numerous socially important projects and is a major sponsor of numerous important sporting, cultural, and public events in Ukraine.





CREDIT AGRICOLE BANK, PJSC

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Credit Agricole Bank is a customer-oriented universal bank that ranks in the Top 20 among Ukrainian banks. It can boast the highest Fitch ratings that a bank in Ukraine has ever received.

Credit Agricole occupies solid positions and has sound expertise in the following: cash management for very large international companies; agricultural sector financing (it employs a team of agricultural experts); servicing M&A transactions; servicing non-residents working or residing in Ukraine; funding products for individuals and companies; providing a full range of products for individuals (deposits and loans, safety deposit boxes, credit cards, VIP packages, VIP branches).

Credit Agricole is a leader in car loans to individuals and provides banking services to almost 30,000 business customers and 405,000 individuals. It is the bank for large international and Ukrainian corporations, financial institutions, SMEs, private entrepreneurs, diplomatic missions, and international charitable organizations, as well as for private individuals. Its network of 205 points of sale covers all of Ukraine and 70% of its 2,650 employees work in the country's regions.

Credit Agricole belongs to the powerful Credit Agricole Group. Credit Agricole has been present in Ukraine since 1993, first via its corporate and investment banking subsidiary and later via a retail bank.

On November 19, 2012 two Credit Agricole subsidiaries successfully merged.





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Founded in 2001, DenzaWorkspace is a dynamic and well-established company that's a leader in the sphere of development and realization of interior solutions for commercial real estate. The core line of our business is creation of a professional corporate environment for clients using the latest products and trends in office premises design.

We provide a comprehensive portfolio of services including: office workspace planning; elaboration of architectural and design projects; fit-out decoration and engineering works; general contractor and project management services; and furniture supply services. Our wide range of services and products helps us ensure that employees who spend hours each day at work do so in maximum comfort and with minimal long-term health risks. To achieve this goal, we use products from leading European furniture manufacturers such as Herman Miller (England), Estel (Italy), and DVO (Italy).

In essence, we provide a turn-key solution to clients that not only want to buy furniture, but also want holistic design solutions for their offices. Our construction department handles all issues associated with approvals and permission from the authorities.

The breadth of our expertise means that you don't have to source multiple suppliers – we can provide a comprehensive solution in all areas. We're dedicated to providing timely solutions and services of the highest quality.





Hewlett-Packard UA LLC

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Hewlett-Packard is a technology company that operates in more than 170 countries and has over 324,000 employees worldwide. The first HP entity in Ukraine was founded in 1997.

HP focuses on simplifying technology experiences for all of its customers – from individual consumers to the largest businesses. With a portfolio that spans IT infrastructure, personal computing and printing, software, services, and outsourcing, HP is among the world's largest IT companies.

HP Ukraine focuses on providing a local HP presence in a fast developing market, as well as partner, customer, and marketing research. HP intends to invest in Ukraine as a high potential and important market. It's strongly oriented towards providing quality service through authorized service centers located in Kyiv and through regional service centers in the country's biggest cities.



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Hudson Global Resources, LLC

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Hudson Global (NASDAQ: HSON) is a leading provider of services in permanent recruitment, provision of contract professionals, talent management, and complete outsourced solutions worldwide. It has approximately 2,000 employees serving clients and candidates in more than 20 countries.

Across the world and around the corner, Hudson connects, advises, and supports organizations and their employees in the interests of their mutual success. Specialized recruitment and talent management solutions help to attract, engage, and develop great people and then turn them into great performers, adding value and increasing productivity at every stage of the employment cycle.

Hudson Global established its office in Kyiv in 1996 and is now represented by a team of 25 full-time employees working with a wide array of international and Ukrainian clients. Hudson has two core businesses: specialized recruitment and talent management.

Specialized recruitment involves searching and selecting for senior and middle management positions. Hudson provides specialized recruiting services with a focus on the key industries, providing clients with experts from specific sectors and markets.

Talent management involves consulting services in the human resources sphere. The goal is for our clients to hire the right people, in line with a number of tools (such as personality profiling, testing of reasoning ability, motivational drivers, and assessment centers). We develop and shape potential (via development centers, development plans and career guidance, 360 feedback, coaching, and leadership team development) and engage, manage, and retain company talent (via competency modeling, performance management, employee engagement surveys, and corporate assessment centers).





Interfax-Ukraine News Agency

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The Interfax-Ukraine News Agency, a member of the international Interfax Information Services group, has been a provider of information on Ukraine's political and economic information market since 1992. During this time the agency has earned a reputation as the most authoritative supplier of timely and objective information, in high-quality and popular news product formats.

Among its clients are leading Ukrainian and foreign mass media concerns, commercial and mediatory companies, investment funds, banks and financial institutions, foreign companies and representative offices, public organizations, embassies, and trade missions.

News reports from Ukraine are available to clients in almost every country in the world through Interfax International's distribution channels. Currently the agency markets more than 40 informational products on political and economic subjects in four languages (Ukrai-

nian, Russian, English, and German). The agency's product portfolio is constantly expanding to encompass new information services.





ISA Prime Developments

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ISA Prime Developments is a closed joint stock company with foreign invested capital.

The company owns the Horizon Park business center, located at 4 Hrinchenko St. and the business center at 12 Amosova St., close to downtown. It previously developed other business centers: on Zhilyanska St., Schovkovychna St., and Naberezhno- Kreschetytska St. All of these unique properties are located strategically, making them the perfect choices for international clients.

Among ISA's many tenants are the following: the American Chamber of Commerce in Ukraine, Cisco Systems, Philips, NSN, Siemens, L'Oreal, Regus, Shell Oil, 3M, IBM, Pfizer Ferrero, Platinum Bank, life:), and LaFarge. ISA Prime Developments offers the highest in property management standards, courtesy of New Horizon Property Services Ltd. The buildings are equipped with fully integrated HVAC systems;

indoor and outdoor parking facilities; in-house amenities such as cafes, banks, mini markets, dry cleaning, and notary and travel service providers; and 24-hour live guarded and CCTV security.





Kraft Foods Ukraina

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Kraft Foods Ukraina is a Ukrainian enterprise belonging to Mondelēz International, the world's largest producer of chocolate, biscuits, and candy, and the world's second largest producer of gum. Kraft Foods Ukraina is one of the leaders on the Ukrainian food market in the coffee, salted snacks, biscuit, and chocolate categories.

The company has been operating in Ukraine since 1995. It comprises the Trostyanets Ukraine chocolate factory and its subsidiary, Chipsy LUKS LLC. Currently it employs about 1,800 people.

Kraft Foods Ukraina has since 2003 been responsible for business growth on the Moldovan market. Since 2005 it has been responsible for the Belarus, Georgia, Armenia, and Azerbaijan markets and since 2008 it has been responsible for the Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, Turkmenistan, and Mongolia markets.





KLS Ltd.

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Web-site: http://www.kls.ua

KLS was founded by a group of professionals with considerable experience in the moving industry. The aim was to render moving services for international and Ukrainian companies and organizations, as well as for individuals. Our moving services include international moving of household goods and personal belongings, office moving, and residential and apartment moving. Our mission is to grant the best quality moving services and to function as a relocation consultant to our customers. Our main task is to assist members of the foreign community in moving their personal belongings to Ukraine and then to provide them with moving services as they leave the country.

Once they've used our services our customers tend to remain with us, due to our friendly, customer-driven approach, our flexible management policies, and our ability to provide high-level moving services in general. We're proud to number among our customers numerous embassies, international organizations, and leading Ukrainian companies.

Moving is a part of our customers' lives and we try to make it as pleasant as possible. We share with our customers the best that moving can bring: the happiness that comes from having your own personal affects in a foreign country, the joy that comes from a smooth move. We serve to instill confidence and comfort in our customers, and to treat them with respect.

If your business is growing or if your office premises aren't right for your company, we're at your disposal, ready to make your move a painless one. Show us what to move and we'll move it: we'll handle everything.





Kyivstar JSC

53 Dehtyarivska St., Kyiv 03113 Ukraine

Phone: +38 (044) 209-0070 Fax: +38 (044) 232-2184 E-mail: info@kyivstar.net

Web-site: http://www.kyivstar.ua

Kyivstar is Ukraine's number one telecom operator and one of its leading brands in general. According to the annual Ericsson survey, Kyivstar runs one of Europe's best mobile networks, covering all of Ukraine's cities and towns, over 28,000 of its villages, its national and regional highways and roads, and most of its sea and river coastlines. Kyivstar offers EDGE/GPRS service throughout its entire coverage area and roaming services in 195 countries on five continents.

Business users and households enjoy Kyivstar's fixed-line services and broadband Internet access based on FTTB, offered under Kyivstar's Home Internet brand.

Kyivstar is a Ukraine business unit of Vimpelcom Ltd., a global telecom group operating on the European, Asian, and African markets.

For more information please visit <u>www.kyivstar.ua</u> and <u>www.vimpel-com.com.</u>





Microsoft Ukraine, LLC

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Kyiv 01032 Ukraine

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Fax: +38 (044) 496-0317

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Web-site: http://www.microsoft.ua

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 an office in Ukraine with the goal of developing the software market, promoting Microsoft products, and providing partner and customer support, as well as of introducing and localizing the newest technologies and implementing social initiatives in Ukraine. Microsoft is an American Chamber of Commerce Official Business Productivity Provider, ensuring that the Chamber and its members can benefit from the latest Microsoft technologies and solutions. For more information please visit http://www.microsoft.ua.





MTS Ukraine Private Joint Stock Company (PrJSC "MTS Ukraine")

15 Leipzigska St., Kyiv 01601 Ukraine

Phone: +38 (044) 230-0257 Fax: +38 (044) 230-0256 E-mail: mts@mts.com.ua

Web-site: http://www.mts.com.ua

MTS Ukraine is a mobile communications pioneer in Ukraine. The first mobile phone call in Ukraine took place in faraway 1993; 20 years later, every second Ukrainian uses MTS communication.

MTS Ukraine is a 100% affiliated company of JSC Mobile TeleSystems (MTS), the largest mobile phone operator in the CIS and in Central and Eastern Europe. Together with its affiliated companies MTS services over 100 million subscribers in Russia, Ukraine, Belarus, Armenia, and Turkmenistan. The company posted UAH 9.1 billion in profits in 2012.

The MTS Ukraine network covers more than 98% of Ukrainian territory – a space on which lives 99% of the country's population. It services about 22 million subscribers.

MTS constantly supports innovation, offering such new technologies as CDMA-450 in Ukraine and 3G (UMTS) in Russia, Belarus, Turk-

menistan, and Armenia. MTS was the first company in Ukraine and one of the first in Russia to launch protected corporate e-mail Black-Berry service. In addition, it continues to work actively in the area of convergent and M2M services.

World experts have recognized MTS for its innovation and its high service quality. In 2008 MTS became the first and only CIS brand to earn a place on the BRANDZ™ Top 100 Most Powerful Brands, a ranking published by the Financial Times and Millward Brown, a leading global market research and consulting firm (MTS was in 89th place). Its brand value was estimated at \$8.77 billion.

In 2012 MTS took fifth place in this rating.





NIKO Group of Companies

4 Naberezhno-Khreshchatytska St.,

Kyiv 04070 Ukraine

Phone: +38 (044) 200-4111 Fax: +38 (044) 200-4222 E-mail: office@niko.ua

Web-site: http://www.niko.ua

The NIKO Group's companies have been successfully operating on the Ukrainian market since 1992.

Our key activities include:

- automotive business: retail, service, import, and distribution (our dealer network includes 15 dealership centers located in Kyiv, Donetsk, Dnipropetrovsk, Zaporizhia, Lviv, and Chernivtsi. NIKO represents such famous automobile brands as Mitsubishi, Mazda, Nissan, Ford, Renault, Citroën, Peugeot, Infiniti, Audi, and Porsche);
- financial sector operations: insurance, leasing, financing and lending, investment and asset management;
- construction;
- logistics services
- customs brokerage;
- corporative social responsibility.

The major companies comprising the NIKO Group are:

- Trade house NIKO
- NIKO Trading
- NIKO-Ukraine
- NIKO Avant Motors AutoAlliance
- NIKO-Ukraine Left Bank
- NIKO-Dnepropetrovsk
- NIKO-Donetsk
- NIKO-Tendence Auto
- NIKO Skyline Motors
- NIKO-Zaporozhye
- NIKO-Zakhid
- Zakhid Motors
- NIKO-Chernivtsi
- WEST AVTO
- NIKO-Invest
- Indigo

- NIKO Asset Management Company
- Finance company 'NIKO Capital
- N-TRANS
- Ukrainian Terminal
- Krona Charitable Foundation.





Ukraine International Airlines (UIA)

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Web-site: http://www.flyUIA.com

In 2013 Ukraine International Airlines (UIA) celebrated its twenty-first anniversary and started implementing a long-haul flight program, launching its first long-haul route, connecting Kyiv and Bangkok.

Its highest priority is safe and reliable air transportation, combined with high service standards and comfort for passengers.

UIA is a privately owned carrier with a fleet consisting of 37 modern airliners:

31 medium-haul Boeing 737s (including one 737-300SF freighter), five medium-haul Embraer-190s, and one long-haul Boeing 767.

The airline connects Ukraine with over 80 capitals and key cities in Europe, Asia, the Middle East, and the CIS, providing connections with its international partners' flights to more than 3,000 other destinations worldwide. UIA operates over 800 international and domestic flights

per week. Its base airport is Kyiv Boryspil (KBP).

UIA expects to have carried 4.5 million passengers in 2013. Tickets for UIA flights are currently for sale in over 123 countries worldwide.

UIA was the first airline in the former USSR to start operating western-built Boeing 737 aircraft. It was also the first Ukrainian airline to use Boeing 737-800 New Generation aircraft and the first airline in the CIS to take part in the IATA quality register and to obtain an IOSA (IATA Operational Safety Audit Programme) Certificate. The certificate was successfully confirmed for the fifth time in 2013, meaning that UIA's operational and safety standards are fully in line with international requirements. UIA's Technical Division provides a full technical maintenance range for western-built aircraft.





Ukrainian Marketing Group®

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E-mail: info@umg.com.ua Web-site: http://www.umg.ua

The Ukrainian Marketing Group® (UMG®) is the leading company of the UMG® Group of companies (UMG®), which also incorporates:

- RTRI-Retail Tracking Research International
- MARKA Branding Agency
- COMCON- Ukraine (COMCON TrendsTM)
- COMCON- Pharma Ukraine

Today UMG® provides a full range of market research services in Ukraine, all of the CIS countries, Western Europe, and the USA.

UMG® offers all types of ad-hoc market research services, using advanced worldwide methods and its own research methodologies:

- Tracking surveys (U-Track);
- Unique price research (CBC);
- Innovation research;
- Consumer landscape;

- Advertising effectiveness studies;
- Advertising testing (Ad just); and more.

UMG® experts have professional experience in modern research methods:

- FGDs, in-depth interviews, ethnography studies (observation), inhome visits, accompanied shopping (qualitative);
- F2F, CATI (the company has a CATI- center network in five CIS countries), PAPI, CAPI, online panels for consumer surveys via the Internet (quantitative);
- desk research, expert surveys, qualitative and quantitative surveys (complex strategic research).

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





UPS

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Web-site: https://www.ups.com/content/ua/en/index.jsx?WT.

svl=BrndMrk

Founded in 1907 as a messenger company in the United States, UPS has grown into a \$53 billion corporation by clearly focusing on the goal of enabling commerce around the globe. Today UPS is a global company with one of the most recognized and admired brands in the world. As the largest express carrier and package delivery company in the world, we are also a leading provider of specialized transportation, logistics, capital, and e-commerce services. The company's services including small package delivery, heavy freight transportation, and supply chain management as well as trade financing and customs clearance to help companies simplify international trade, streamline worldwide operations, and improve revenue. Every day, we manage the flow of goods, funds, and information in more than 220 countries and territories worldwide. Today the largest express carrier and largest package carrier in the world, UPS continues to develop the frontiers of lo-

gistics, supply chain management, and e-commerce, combining flows of goods, information, and funds. It's a company that has never shied away from reinventing itself, as a reading of its history demonstrates. Headquartered in Atlanta, Georgia, UPS employs 397,100 employees throughout the world and in 2012 generated revenues exceeding \$54.1 billion on a total global package volume of 4.1 billion. In 2012, for the eighteenth consecutive year in a row, UPS was rated "America's Most Admired Company" in its industry in a survey conducted by Fortune magazine. UPS was the only company in the survey to score above an 8.38 on Fortune's 10-point scale, and was ranked number one in the country for four of the eight attributes or criteria used to rank companies. UPS was ranked number one among all companies for quality of management, financial soundness, use of corporate assets, and social responsibility. In 2012 UPS was recognized by Interbrand as one of the top 100 global brands. That research firm evaluated each company's financial strength, how the company's brand influences consumer demand, and the brand's ability to secure ongoing customer demand.





Winner Imports Ukraine, Ltd.

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An official importer of Ford, Jaguar, Land Rover, Volvo, and Porsche, Winner has been on the Ukrainian market for over 20 years. During this time it's sold 100,000 vehicles and opened over 63 modern dealerships. In representing the world's brands Winner offers its customers freedom of movement, opens new horizons, and helps them faster achieve their goals.

We import and distribute high-quality, exclusive cars with superior driving characteristics and state of the art environmental and safety technology. Our current network of full-service dealerships comprehends Kyiv, Donetsk, Dnipropetrovsk, Odessa, Kharkiv, Zaporizhia, Lviv, Rivne, Ivano-Frankivsk, Kirovohrad, Kramatorsk, Kherson, Mykolayiv, Mariupol, Dniprodzerzhynsk, Sevastopol, Simferopol, Luhansk, Khmelnytsky, Cherkasy, Sumy, Mukacheve, Chernivtsi, Vinnytsya, Poltava, Zhytomyr, Ternopil, Chernihiv, Kre-

menchuk, and Brovary. We add new dealer locations continuously to meet the growing demands of our customers.

We not only supply Ukraine with the finest European vehicles, we offer services that meet Western European standards. Corporate and institutional buyers enjoy special terms arranged by our dedicated Fleet Sales department.





2013 Chamber Official Service Providers

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WorldAPP is a leading provider of flexible web-based data collection, integration, and presentation solutions for enterprises in the technology, healthcare, education, and other sectors. Fortune 1000 companies worldwide rely on WorldAPP to leverage customer, employee, and market data and solve critical business problems. Unlike pure SaaS vendors, whose business models limit customization, or whose internal efforts can't scale, WorldAPP's strategic development team partners with business lines to rapidly build flexible and extensible scaling point solutions. The company's powerful CORE data collection engine automates complex processes and integrates with best-of-breed and legacy systems, speeding delivery of web-based customized solutions that make integrated data engineering applications (IDEAS) real.

The company's products include: Key Survey Professional Unlimited, Key Survey Workgroup, and Key Survey Enterprise. Professional service offerings include survey scanning, paper surveys, mail services, data entry, and survey design.

Key Survey and Extreme Form are official licensees of the distinguished TRUSTe Privacy Seal Program and are certified by the EU Safe Harbor Privacy Program, with authorization to securely host consumer data from any country.







Calendar of Chamber Events 2013*

*Calendar of Events the Chamber conducted and participated in during 2013.

January

- 9th Meeting under the State Veterinary and Phytosanitary Service of Ukraine
- Discussion of the Rules of Electrical Installations Connection to Electricity Grids under the Ministry of Energy and Coal Industry of Ukraine
- World Bank Workshop on Construction Industry Transparency Initiative
- 17th Meeting of the Economic Reforms Committee under the President of Ukraine
 - Welcome Back Business Networking Cocktail
- Chamber Customs Committee meeting with participation of representatives of the Customs Payments Department of the State Customs Service of Ukraine
 - Meeting with Mr. Roman Bogachev, Deputy Minister of Health of Ukraine

- 22nd
- Meeting devoted to discussion of the situation on the grain market and issues with the new inspection tariffs chaired by Mr. Ivan Bisyuk, First Deputy Minister of Agricultural Policy and Food of Ukraine
- Public consultation meeting on the disputable issues related to the Draft Law "On Internal Trade" led by Mr. Ihor Prasolov, Minister of Economic Development and Trade of Ukraine





January

- 28th
- Working meeting of pharma industry associations with representatives of the Ministry of Health of Ukraine devoted to import licensing for medicinal products
- Meeting at the State Service on Regulatory Policy and Entrepreneurship Development devoted to discussion of the final version of draft Amendments to Order
- 31st
- Chamber HR Committee meeting: Successful Entry to the 2013 with "Investing in People" held jointly by the Chamber and the Ukrainian National Committee of the International Chamber of Commerce (ICC Ukraine)
- Chamber Annual Members Appreciation Reception

- 29th
- Discussion of the State Program for Enhancement of Economic Development of Ukraine for 2013-2014
- Chamber Anti-Corruption Working Group meeting with Mr. Viktor Solovyov, Head of Anti-Corruption Department of the National Security and Defense Council of Ukraine
- 30th
- Meeting with Mr. Oleksandr Klymenko, Minister of Revenues and Fees of Ukraine
- Meeting of the Public Council under the State Agency for Science and Innovations
- Meeting devoted to discussion of certain aspects of grain market functioning organized by the Ministry of Agricultural Policy and Food of Ukraine





February

- Meeting of the Chamber Working Group on Post-Consumer Waste Recycling with participation of Mr. Volodymyr Slabiy, UkrPEK
- Meeting on Guarantee Fund Law held at the Economic Reforms Center under the President of Ukraine
- Meeting with Ms. Oleksandra Kuzhel, Head of the Parliamentary Committee on Entrepreneurship, Regulatory and Antimonopoly Policy
 - Chamber Customs Committee meeting with participation of Mr. Yaroslav Prokopenko, Head of Customs Audit Department of the State Customs Service of Ukraine
 - EBRD 2012 Transition Report "Integration Across Borders"
 - Chamber English Language Movie Premiere "Gangster Squad"
- The Chamber Customs Committee Working Group on External Trade meeting with Ms. Svitlana Zaytseva, Head of Division on Cooperation with the World Trade Organization of the Ministry of Economic Development and Trade of Ukraine

- 11th Meeting with Mr. Kostyantyn Gryshchenko, Vice Prime Minister of Ukraine
- Meeting in the State Service of Ukraine on Medicinal Products with participation of Mr. Oleksii Soloviov, Head of the State Service and Ms. Inna Demchenko, First Deputy Head of the State Service
 - Meeting of the Ukrainian League of Industrialists and Entrepreneurs Economic Council "Summary of the Results of the Economic Development of Ukraine in 2012 and the Priorities for 2013"





February

- 12th Inaugural Meeting of the Public Council under the Ministry of Foreign Affairs of Ukraine
 - Regular Meeting of the Public Council under the National Commission of Ukraine for Regulation of Communications and Informatization
- 13th St. Valentine's Business Networking Cocktail
- Meeting with Ms. Olga Semenchuk, Head of the Veterinary and Sanitary Expertise and Foodstuffs Safety Department
- Chamber Government-Facing Conference "Dialog between Government and Business: International Best Practices in Customs Valuation"
- Panel Discussion devoted to Activities of Transnational Corporations in Ukraine
 - OECD Eurasia Competitiveness Program Meeting devoted to boosting Ukraine's Competitiveness
- 21th Open Meeting of the Coordination Council on Development of Small and Medium Business
 - Meeting with Mr. Gennadiy Kuznetsov, Head of Food Processor League

- Meeting of the Working Group on improving the Draft Law "On Internal Trade" under the Council of Entrepreneurs under the CMU
- 26th Meeting with the Ministry of Health of Ukraine and the State Service of Ukraine on Medicinal Products
- Chamber Knowledge Seminar: "New Criminal Procedure Code: Obligatory Minimum of Knowledge of an Entrepreneur"

 The Innaugural Chamber Shopping Night



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March

- 5th Chamber Meeting with Mr. Vitaliy Khomutynnik, Chairman of the Verkhovna Rada Committee on Tax and Customs Policy
 - Ministry of Infrastructure Collegium Meeting with participation of Mr. Oleksandr Vilkul, Vice Prime Minister of Ukraine and Mr. Volodymyr Kozak, Minister of Infrastructure of Ukraine
 - Chamber English Language Movie Premiere "This is 40"
- 6th Meeting at the Ministry of Health of Ukraine
 - Chamber Knowledge Seminar: "Winning with Analytics"
- 12th Meeting of the Working Group of the State Expert Center under the Ministry of Health of Ukraine
- Chamber Knowledge Seminar: "Women's Leadership in the Corporate World"
 - Meeting of the Public Council under the Ministry of Infrastructure of Ukraine
- Meeting of the Chamber Working Group on Personal Data Protection with participation of Mr. Volodymyr Kozak, Deputy Head of State Service of Ukraine on Personal Data
 - Business Networking Cocktail "St. Patrick`s Day"

- Chamber Meeting with Mr. Mykola Prysyazhnyuk, Minister of Agricultural Policy and Food of Ukraine
 - Chamber HR Committee Meeting with representatives of the Ministry of Social Policy of Ukraine
- Joint Chamber Tax and Customs Committees Meeting with representatives of the Higher Administrative Court of Ukraine





March

- Ministerial Discussion on Sea Ports Development with participation of Mr. Dmytro Demydovych, Deputy Minister of Infrastructure
- Meeting of the Working Group on Improving the Draft Concept of Internal Trade Development under the Council of Entrepreneurs under the Cabinet of Ministers of Ukraine
- Chamber "In-Focus" Meeting with H.E. Leonid Kozhara, Minister for Foreign Affairs of Ukraine
- 27nd Chamber Meeting with the Leadership of the Ministry of Revenues and Fees and Presidential Administration of Ukraine
 - Chamber Knowledge Seminar: "Compliance Procedures in a Pharmaceutical Company"
 - Meeting of the Chamber Working Group on Sea Ports Development with participation of Mr. Dmytro Demydovych, Deputy Minister of Infrastructure of Ukraine
- Meeting with Mr. Roman Bogachev, Deputy Minister of Health of Ukraine

- 29th Chamber Training Program: "Effective Presentation in English"
 - Chamber Training Program: "Business Correspondence"
- 30th -31st Chamber Annual Indoor Football Tournament





April

- Meeting of the Parliamentary Committee on Industrial and Investment Policy
- Signing of a Memorandum of Cooperation with the Ukrainian Chamber of Commerce and Industry
- 2nd Meeting of the Committee on Economic Reforms headed by the President of Ukraine
- Chamber Customs Committees Meeting with representatives of the Higher Administrative Court of Ukraine

Chamber Round Table "Future Gas Market Framework in

- 3rd Meeting of the Verkhovna Rada Committee on Tax and Customs Policy
 - Chamber English Language Movie Premiere "Jack the Giant Slayer"
- 16th Chamber Meeting with Mr. Yurii Kolobov, Minister of Finance of Ukraine
- Chamber Knowledge Seminar: "Labor Disputes, Their Causes, Preventative Remedial Devices and Resolution Options"
 - uses, Chamber English Language Movie Premiere «Oblivion»

Ukraine: Investors' Vision"

- Meeting of the re-established Council of Exporters and Investors under the Ministry of Foreign Affairs of Ukraine
- Chamber Knowledge Seminar: "Tax Checks: How To Minimize Troubles"
- 6th-7th Chamber Annual Indoor Football Tournament

Meeting of the Verkhovna Rada Committee on Tax and Customs Policy with participation of Mr. Oleksandr Klymenko, Minister of Revenues and Fees of Ukraine

- Meeting with IMF mission to Ukraine regarding gas related issues
- Conference of Exporters of Foodstuffs to Moldova in PET and Tetra Pak packaging

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12th



April

- - Regular meeting of the Public Council under the State Service of Ukraine on Medicinal Products with Mr. Oleksii Solovyov, Head of the State Service of Ukraine on Medicinal Products
 - Chamber Marketing Club "What happened to the big idea?"
- Meeting with representatives of the State Service for Regulatory Policy and Entrepreneurship, the State Employment Center of Ukraine chaired by Mr. Oleksandr Potimkov, First Deputy Head of the State Service for Regulatory Policy and Entrepreneurship
 - Spring Business Forum in Lviv
 - Edutainment Lecture by Jeff Evans, World's Famous Beer Expert
- 21st Chamber Family Event "Easter Egg Hunt"
- - Joint Meeting of the Chamber Diplomatic Insiders Club and Forum of Leading International Financial Institutions

- 24th Business Leader League Meeting "Spring is in the air"
- Roundtable on "Improvement of the IPR Protection System in Ukraine" held by the Ministry of Foreign Affairs of Ukraine jointly with other executive power bodies
 - Meeting at the Economic Reforms Coordination Center devoted to Draft Subsoil Code discussion





May

- 5th Kyiv Rus Themed Chamber COI Business Networking Event
- Round Table Discussion "The Improvement of the Intellectual Property Rights Protection"
 - Hearings of the Verkhovna Rada Committee on Fuel and Energy Complex, Nuclear Policy and Nuclear Safety entitled "Shale Gas Exploration and Production in Ukraine: Outlook and Challenges"
 - Chamber Training Workshop on Ukraine's National Competitiveness Index
 - First International Investment and Innovation Forum
- Meeting of the Working Group under the Ministry of Health of Ukraine headed by Mr. Roman Bogachev, Deputy Minister of Health of Ukraine
 - Business Networking Cocktail "May holidays have ended"
- Expanded meeting of the Board of the Ukrainian League of Industrialists and Entrepreneurs

- 20th Chamber COI Meeting with Vice Prime Minister of Ukraine Oleksandr Vilkul
 - Meeting of the Chamber Food & Beverage Committee & Agricultural Committee Leadership with Mr. Oleksandr Verzhykhovskyi, acting Head of Department of Veterinary Medicine, State Veterinary and Phytosanitary Service of Ukraine
- Meeting with Mr. Yurii Ohlashennyi, Expert on Foodstuffs Safety of the EU-funded Project "Implementation of Ukraine's Commitments under WTO and ENP Frameworks in the Rural Sector"
 - Chamber English Language Movie Premiere "Great Gatsby"
- Meeting at the Ministry of Health of Ukraine devoted to introduction of the compulsory licensing concept in Ukraine
- 23rd Meeting with Heads of Diplomatic Missions and Prime Minister Azarov
 - Chamber Travel Club Meeting: "How to Manage Your Travel Most Efficiently"



May

- Hearings of the Verkhovna Rada Committee on Environmental Policy, Use of Natural Resources and Elimination of Consequences of Chornobyl Disaster
 - Chamber Customs Committee Leadership's discussion with representatives of the Ministry of Ecology and Natural Resources of Ukraine
 - Chamber Compliance Club Meeting
- Inaugural meeting of the Public Council under the Ministry of Revenues and Fees of Ukraine
 - Chamber Agricultural and Food & Beverage Committees expert meeting with officials of the State Veterinary and Phytosanitary Service of Ukraine
- 29th Chamber Travel Club Meeting: "How to Manage Your Travel Most Efficiently"
 - Meeting at the Ministry of Ecology and Natural Resources of Ukraine
- Chamber Agricultural Committee's expert meeting with officials of the Ministry of Agricultural Policy and Food of Ukraine

- Chamber Government-Facing Workshop Devoted to EU Experience in Improving Market Access For Patients
 - Chamber HR Committee meeting was held with participation of Ms. Olena Valetenko, Head of Department of Temporary Residence, Registration of Foreigners and Stateless Persons of the State Migration Service of Ukraine





June

- Chamber Information and Communication Technologies Committee meeting with participation of Ms. Olga Belkova, People's Deputy of Ukraine from the UDAR Political Party
- 3rd-7th ECACC Transatlantic Conference (Washington DC and New York)
- 5th Chamber Round Table on Regulatory Rate of Return in Electricity Sector
 - Chamber Knowledge Seminar: "How to Organize a System of Occupational and Fire Safety in the Company"
- Two-day discussion of the EBRD-proposed concept of signing a Memorandum of Understanding for the Ukrainian Anti-Corruption Initiative and Proposal for the Ukrainian Business Ombudsman Institution
- Regular meeting of the President's Committee for Economic Reforms

 Meeting of the Chamber Working Group on Milk Prices
 - Meeting of the Chamber Working Group on Milk Prices with People's Deputies from the Parliamentary Committee on Agricultural Policy and Land Relations

- Chamber Business Leader League Event "SKY HIGH"
- 13th-14th First International Annual Business Conference "ABC: Ukraine & Partners"
- Working Meeting with Ms. Natalia Korolevska, Minister of Social Policy of Ukraine





June

- 18th
- Chamber Knowledge Seminar: "The Phantom Menace: How to Protect Your IT Products from Your Own Developers"
- Chamber Compliance Club Meeting
- Chamber Meeting with Ms. Raisa Bogatyryova, Minister of Health of Ukraine
- 27^{th}
- Chamber Customs Committee Meeting with Mr. Stepan Deryvolkov, First Deputy Minister of Revenues and Fees of Ukraine and representatives of the Ministry of Revenues and Fees of Ukraine

- 20th
- Chamber PR Club Meeting "Digital Communications"
- 21st
- Chamber In-Focus Meeting with Ms. Iryna Akimova, First Deputy Head of the Presidential Administration of Ukraine and Representatives of the Government of Ukraine
- 25th
- Chamber Knowledge Seminar: "HR-Specialist's To Do List Everything You Should Know about Latest Changes in Employment Legislation"
- 26th
- Business Networking Cocktail "Summertime Fun"





July

- Working Meeting with Mr. Gorzheev, Head of the State Veterinary and Phytosanitary Service of Ukraine
- Working Meeting with Mr. Prasolov, Minister of Economic Development and Trade of Ukraine
- 6th Chamber Annual Charitable American Independence Day Picnic
- 9th Special meeting with Ms. Elizabeth Kendall, Director for Intellectual Property and Innovation, Office of the US Trade Representative
- Chamber Healthcare Committee meeting with Ms. Olena Nagorna, Head of the State Expert Center under the Ministry of Health of Ukraine
- Chamber Food & Beverage Committee meeting with participation of representatives of the National Project "Clean City" and National Commission for the State Regulation of Public Utilities
 - Meeting of Council on Investment and Entrepreneurship Stimulation under the Ministry of Revenues and Fees of Ukraine
 - Chamber Working Group on Sea Ports Development meeting with participation of Mr. Mykola Panochko from the Land Management Office

- Chamber's Leadership meeting with Minister of Energy and Coal Industry of Ukraine Eduard Stavytsky
- 24th Beer Sommelier Project: Edutainment Workshop by British Writer Pete Brown
- Walking Tour For Kids "Following Kyiv's' legends and mysteries"
- Meeting with the State Service of Ukraine on Medicinal Products headed by Ms. Inna Demchenko, First Deputy Head of the State Service





August

- 7th Meeting of the Working Group under the State Service of Ukraine on Medicinal
- 8th Business Networking Cocktail "Lazy Day"
- 9th Meeting under the Ministry of Health of Ukraine headed by Mr. Roman Bogachev, Deputy Minister of Health of Ukraine
- 12th Chamber Round Table on Draft Projects on Excise Policy
- Meeting in the State Service of Ukraine for Regulatory Policy and Entrepreneurship Development
- 15th Meeting of the Working Group under the State Service of Ukraine on Medicinal Products
 - Meeting under the Ministry of Health of Ukraine
- 17th Chamber Paintball Tournament
- Conciliation Board under the Ministry of Economic Development and Trade of Ukraine and the Council of Entrepreneurs of

- Meeting arranged by the State Service for Regulatory Policy and Entrepreneurship with participation of representatives of the Ministry of Social Policy of Ukraine, the State Employment Center of Ukraine and the State Migration Service of Ukraine
- 29th Kick-off working meeting devoted to discussion of possible ways of initiating the Efficient Consumer Response (ECR) platform in Ukraine
 - Meeting on discussing the first results of public anti-corruption expertise of draft legislative acts conducted by the Committee on Fighting Organized Crime and Corruption of the Verkhovna Rada of Ukraine





September

- Meeting of the Verkhovna Rada Committee on Entrepreneurship, Regulatory and Antimonopoly Policy
 - Meeting of the Verkhovna Rada Committee on Tax and Customs Policy with participation of Mr. Ihor Kaletnik, First Vice Chairman of the Verkhovna Rada of Ukraine; Mr. Andrii Ignatov, Deputy Minister of Revenues and Fees of Ukraine; and representatives of the Ministry of Finance of Ukraine
 - Meeting of the Verkhovna Rada Committee on Environmental Policy, Use of Natural Resources and Elimination of Consequences of Chornobyl Disaster
 - Chamber Seminar on Veterinary Control with Engagement of the EU Experts
 - Welcome Back Business Networking Cocktail
- Joint Chamber meeting with representatives of the Food Processors League
- Chamber Round Table "Electricity Market: a Few Steps Away from Introducing Reforms"
 - Parliamentary Round Table "Excise Policy in Ukraine in the Light of Possible Association Agreement with the European Union"

- 17th Chamber Antimonopoly Working Group Meeting with Mr. Serhii Shershun, State Authorized Person of the Antimonopoly Committee of Ukraine
- Meeting with Leadership and Representatives of Tax and Customs Audit Department of the Ministry of Revenues and Fees of Ukraine
 - Meeting with Mr. Mykola Zlochevskyi, Deputy Secretary of the National Security and Defense Council of Ukraine





September

- Meeting of the Working Group on Harmonizing Taxation and Accounting Rules in the Context of Amendments to Chapter III of Tax Code of Ukraine functioning within the Council on Investment and Entrepreneurship Stimulation under the Ministry
 - of Revenues and Fees of Ukraine
 - Meeting with representatives of the Ministry of Health of Ukraine
- Meeting of the Public Council under the Ministry of Revenues and Fees of Ukraine
 - Round Table "Searching for New Sources and Routs of Hydrocarbons Supply in the Context of Ensuring the Energy Security of the State" organized by the Ministry of Energy and Coal Industry of Ukraine
- Chamber Knowledge Seminar: "Control Exercised by Tax 26th Authorities: From Informational Requests to Challenging Tax Assessments"
 - Meeting with Mr. Kostyantyn Gryshchenko, Vice Prime Minister of Ukraine
 - Chamber Marketing Club "The Future Is Better than You Think"

28th-29th

Chamber Annual Outdoor Football Tournament

30th

PPP Expert Group meeting initiated by Public Private Partnership Development Program (USAID)





October

- 2nd Chamber Knowledge Seminar: "HR Branding. New Approaches. Best Practices. Examples. Ideas. Workshop"
- Ghamber Knowledge Seminar: "Wireless Technologies an Innovative Approach to Your Business Optimization and Your Company's Image Improvement"
- 5th Chamber Annual Outdoor Football Tournament
- Chamber Customs Committee Meeting with the Customs Affairs Department Representatives
- Chamber COI meeting with Mr. Vitaliy Khomutynnik, Head of the Parliamentary Committee on Tax and Customs Policy

 Chamber English Language Movie Premiere "Gravity"
- 10th Chamber Business Leader League Meeting "Delicious Autumn"

- Chamber Round Table "Credit Histories Market: Problems and Perspectives of Development"
 - Chamber Round Table "Credit Histories Market: Problems and Perspectives of Development"





October

- Chamber Customs Committee Working Group on External Trade Meeting "EU Ukraine Cooperation: Preparation for Signing and Implementing the Association Agreement and DCFTA"
 - Chamber Workshop: "Mediation in Employment and Labor Law and Reasons Behind It"
- 22nd Partnership For Ukraine To Successfully Compete In The Global Economy Report Presentation
- 23nd Chamber Toastmasters Club Demonstration Meeting

 IV Ukrainian Grain Congress
- Chamber Knowledge Seminar: "Corporate Security. Cheaters, Spies, Reconnoiters: Do You Have Them?"
 - IV Luhansk International Investment Forum
- Chamber Knowledge Seminar: "Compliance with Labor Safety Regulation in a Company: Legal Peculiarities Everything Each HR-Specialist Should Know"
 - Round Table "Prospects for the E-Commerce Legislation" under the Parliamentary Committee on Finance and Banking

- Chamber Joint Anti-Corruption Working Group Compliance Club Meeting with Mr. Victor Chumak, Head of the Parliamentary Committee on Fighting Crime and Corruption
 - Chamber Round Table "Corporate Hospitality: What Ukraine Could Learn"
 - Chamber Government-Facing Event devoted to implementation of import licensing mechanism in Ukraine
- 30th All Hallows' Eve" Costume Party
 - Conference on changes in Ukraine's Tax System in regard to the Association Agreement with the EU
 - Public Council under the Ministry of Health of Ukraine
- Chamber Workshop: "Requirements to the Primary Documents of Business Entity"



November

- International Conference "Actual Issues of Exportation and Importation of Medicinal Products"
- 5th DFIAC Plenary Meeting
- 6th WEF Plenary Session
- Chamber Hospitality & Tourism Working Group Meeting with Participation of Mr. Philip Johnson, Expert in Sustainable Tourism Development
 - Public Council under the State Service of Ukraine on Medicinal Products
- 14th Get to know the Candidates" Business Networking Cocktail
- 19th Meeting with Mr. Ihor Kaletnik, First Deputy Chairman of the Verkhovna Rada of Ukraine
 - Round Table on Transfer Pricing in the Ministry of Revenue and Duties of Ukraine

- 20th Chamber Knowledge Seminar: "Contractual Law. Ensuring the Performance of Obligations (Pledge, Mortgage)"
- 21st Travel with the Chamber "Baku Oriental Fairy Tale"
- Chamber Seminar: "Eastern European Association Agreement Model: Major Challenges for Business, Mechanisms of Adaptation, Transition Periods and State Support"
- 26th Chamber Annual General Membership Meeting

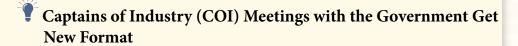






Because it's always striving to add new value to Chamber Membership and ensure the success of its Members, the Chamber is constantly developing innovative new approaches in all spheres of its activity, including in its advocacy and policy initiatives, the events it holds, and its communications and marketing work. It also constantly works to develop new Membership benefits.

Chamber Policy Innovations



The Chamber has changed the format for Chamber COI meetings with representatives of the Ukrainian government – this time engaging in such a dialogue exclusively Chamber Leadership, COIs of Chamber Members Companies, and relevant Committees' Leadership. In 2013 the Chamber arranged a number of events during which members of the Chamber's Board of Directors and of various of its committees, as well as the Board of Directors of the Forum for Leading International Financial Institutions, could meet with the following: Ms. Iryna Akimova, First Deputy Head of the Presidential Administration; Mr. Oleksandr Klymenko, Minister of Revenues and Fees; Mr. Yurii Kolobov, Minister of Finance; and Mr. Oleksand Vilkul, Vice Prime Minister. Steps for future cooperation were discussed at these events.

Council on Investment and Entrepreneurship Stimulation under the Auspices of the Ministry of Revenues and Fees is Born

Based on agreements reached by Mr. Jorge Zukoski, Chamber President, and Mr. Oleksandr Klymenko, Minister of Revenues and Fees on January 30, 2013, the Chamber helped establish the Council on Investment and Entrepreneurship Stimulation under the auspices of the Ministry of Revenues and Fees. The goal is to protect Members' interests. The Council will serve as a platform for constructive dialogue between the Ministry and investors in terms of developing tax and customs policy, improving services, and attracting investment to Ukraine in a way consistent with internationalbest practices. Mr. Zukoski is a Board Member of the Council.

Government-facing Events Strengthen Relations with Foreign Authorities

As part of the Chamber's ongoing cooperation with the tax and customs authorities and to give Chamber Members the chance to exchange international best practices, the following events took place in 2013:

— On February 15, the Ministry of Revenues and Fees (the State Customs Service of Ukraine) and the Chamber organized the «**Dialogue Between Government and Business: International Best Practices in Customs Valuation» conference.** Among the participants were representatives of the World Trade Organization (WTO) and World Customs Organization (WCO); the leadership of the State Customs Service's Customs Duties Department; regional customs officers; and



representatives of the Ministry of Economic Development and Trade, the American Chamber of Commerce in Ukraine, the Commercial Law Development Program (CLDP), and the US Embassy in Ukraine.

— On July 12, the Chamber in conjunction with the Ministry of Revenues and Feesheld an international conference on the introduction of transfer pricing rules in Ukraine. The Federal Tax Service of Russia, the French Embassy, and Adetef, the Technical Assistance Agency within the French Ministry of the Economy and Finance, provided support. Speakers were Mr. Dmitry Volvach, Director of Transfer Pricing and the International Directorate of the Federal Tax Service of Russia; Ms. Olga Kirova, Head of the Inter-Regional Inspectorate of the Federal Tax Service of Russia for Pricing for Taxation Purposes; and Ms. Caroline Lavigne, General Directorate of Public Finances (DGFiP), Ministry of Economy of France. The tax consultant viewpoint was provided by Dr. Matthias Kaut, Partner, KPMG (Germany), and by Ms. Natalia Valkovskaya, Partner, KPMG (Russian Federation).

Chamber Compliance Club

In response to a survey of Chamber COIs and Business Leaders the Chamber Compliance Club – a new lobbying and business networking platform for compliance professionals at Member companies – has been born. The Club was created to advocate for the further expansion of compliance practices among the Chamber Membership, to serve as a discussion platform, and to help develop the compliance community in Ukraine. The Club's work covers corporate integrity and business

ethics, risk assessment and management, and prevention of corruption, money laundering, and internal fraud.

Chamber Policy-related Activity Report: Agriculture/Food & Beverage Industry

To meet the growing needs of the Chamber Food & Beverage and Agricultural Committees and to serve as an information platform, the Chamber launched a new publication in 2013. It's issued monthly and includes a map of the Committees' issues and a round-up of activities they've completed.







Chamber Events Innovations

The Chamber is Ukraine's best business networking platform and constantly strives to improve its events by using innovative technologies, developing fresh digital programs, providing Chamber Members with new opportunities, and encouraging professionals to fulfill their potential.



New Business Networking Components During Chamber Events

This year the Chamber introduced the latest in its series of Chamber Membership Card Events: the Inaugural Chamber Shopping Night at the Gap store in downtown Kyiv.

Guests got an exclusive 20% discount on the entire new Gap collection and spent a wonderful evening shopping, networking, and having fun with colleagues and family.

SPONSORS OF THE EVENT: Carlsberg Ukraine, Coca-Cola Ukraine Limited, GAP Ukraine, METRO Cash & Carry Ukraine

The Chamber also held an amateur photo contest this autumn. Not only was it a chance for Members to show off their talents and win valuable prizes, it also served as a great business networking opportunity, taking place as it did during one of the Chamber's Business Leaders League Meetings.

SPONSORS OF THE EVENT: Ukraine International Airlines

(UIA), Sky Travel HRG Ukraine, Auchan Hypermarket, Grill do Brasil



Special Beer Sommelier Project

Thanks to Chamber Member Carlsberg Ukraine, a special project meant to bring Ukrainian beer culture to a whole new level was born. The Chamber teamed up with Carlsberg Ukraine to present events dedicated to the beers of world. These "edutainment" events made learning enjoyable. Kyiv beer fans had the pleasure of meeting Jeff Evans, a British writer and blogger and world-famous beer sommelier, and Thomas





Noesner, Technical Director of Warsteiner Group International.

PRIMARY SPONSOR: Carlsberg Ukraine



New Digital Platforms Facilitate Business Networking

In 2013 Chamber events featured an innovative new business networking tool. Thanks to tablets kindly provided by Hewlett-Packard UA LLC and software developed by Chamber professionals, the Chamber could help Members get even more out of business networking events by accessing lists of event guests to find potential business partners as quickly as possible.

SPONSOR: Hewlett-Packard UA LLC.



Chamber Communications and Marketing Innovations



A New Chamber Online Presence

It's not enough just to introduce innovations. You also have to let the world know about them. That's why the Chamber Membership and Communications Team has been doing its best to further enhance the Chamber's online presence by:

• developing a new Chamber social media concept, to deliver key

messages, provide comprehensive support for Chamber lobbying initiatives, and offer new promotional benefits to Chamber Members;

• developing targeted new electronic publications that meet the very specific needs of Chamber Members.



The Chamber in the Mass Media - A Comprehensive New **Approach**

To accomplish Chamber objectives and priorities and to ensure a truly comprehensive advocacy and lobbying platform, in 2013 the Chamber upgraded its media strategy, focusing on targeted media campaigns in support of Chamber lobbying initiatives. Member company experts help implement the campaigns, thus making the voice of Ukraine's business community heard.



A Video Content Twist

To support for the Chamber's business networking platform and further develop its video content, the Chamber recently launched video announcements of all its upcoming business networking events. These videos are short and straight to the point, catching the attention of potential attendees and encouraging them to get even more involved in Chamber events. The videos also represent a new promotional benefit for the Chamber's generous sponsors.

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New Membership Initiatives

This year the Chamber also launched a new project for top-level female Member Company executives – the Women Executive Leadership Development Initiative (WELDI). The program offers selected participants a series of professional development opportunities, so that they can hone their leadership skills and increase their personal effectiveness in the workplace.



New Ways to Promote Ukraine

In 2013 the Chamber joined the "Guide to Europe" project, conducted by the Czech American Chamber of Commerce and uniting AmChams across Europe. The publication covers key cultural and business events in the European countries. The Chamber is using this opportunity to promote Ukraine as a great destination for travelling and doing business, thus boosting the country's image in the European business community.



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he Chamber's operations in Ukraine have always been guided by the simple vision of symbiosis: only in a prosperous and favorable environment can a business grow, hire more employees, and find new customers, vendors, and partners. This in turn disperses information and technology and benefits the entire country and its people.

In 2013 the Chamber's advocacy and policy priorities focused on identifying ways to strengthen the Ukrainian economy and business climate. These included:

- Developing a more efficient and competitive agricultural industry based on free market principles;
 - Increasing Ukraine's competitiveness;
- Improving the legislative and regulatory environment for the food and beverage industry by taking advantage of new opportunities;
- Striving for energy independence through equal access and fair competition.

As an organization that strives to be a reliable partner to the Ukrainian government in investment and economic policy, the Chamber has united with relevant governmental agencies, the private sector, and non-governmental organizations to develop and strengthen positive trends in Ukraine's business climate and oppose trends that create disadvantages for businesses and/or a non-level playing field.

In 2013 the Chamber Board of Directors and Policy Team continued their dialogue with Ukrainian state officials, to ensure that the Membership receives value-added, tangible, and successful advocacy solutions. The Chamber worked diligently to establish new relationships and develop existing ones with top figures in both the executive and legislative branches. The Cabinet of Ministers, numerous ministries and state committees, Verkhovna Rada committees, the Administration of the President, Regional State Administrations – we worked with all of them to address issues of concern to the Membership and were able to positively influence them via our targeted advocacy and lobbying efforts.





Throughout the year the Chamber Membership got a wide variety of opportunities to engage with key government decision makers during Chamber Committees and Working Group Meetings, General Membership Meetings, "In-Focus" meetings, Government-Facing events, and the rejuvenated Diplomatic Insiders Club.

In 2013 the Chamber participated in numerous important events and hosted meetings with numerous 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 in 2013:

- Mr. Vitaliy Khomutynnik, Chairman of the Verkhovna Rada Committee on Tax and Customs Policy
 - Mr. Oleksandr Vilkul, Vice Prime Minister of Ukraine
 - **Mr. Volodymyr Kozak,** Minister of Infrastructure of Ukraine
- Mr. Mykola Prysyazhnyuk, Minister of Agricultural Policy and Food of Ukraine
 - **H.E. Leonid Kozhara,** Minister for Foreign Affairs of Ukraine
 - **Mr. Gennadiy Kuznetsov**, Head of the Food Processor League
- **Mr. Leonid Kozachenko,** Head of the Council of Entrepreneurs under the Cabinet of Ministers of Ukraine
- **Mr. Dmytro Demydovych,** Deputy Minister of Infrastructure of Ukraine

- **Mr. Roman Bogachev,** Deputy Minister of Health of Ukraine
- **Mr. Yurii Kolobov,** Minister of Finance of Ukraine
- **Mr. Oleksandr Klymenko,** Minister of Revenues and Fees of Ukraine
- **Mr. Oleksii Soloviov,** Head of the State Service of Ukraine on Medicinal Products
- **Mr. Oleksandr Potimkov,** First Deputy Head of the State Service for Regulatory Policy and Entrepreneurship of Ukraine
- Mr. Oleksandr Verzhykhovskyi, Acting Head of the Department of Veterinary Medicine, State Veterinary and Phytosanitary Service of Ukraine
- **Ms. Olena Valetenko,** Head of the Department of Temporary Residence, Registration of Foreigners, and Stateless Persons of the State Migration Service of Ukraine
 - Ms. Olga Bielkova, People's Deputy of Ukraine
 - **Ms. Natalia Korolevska,** Minister of Social Policy of Ukraine
- **Mr. Michael Camuñez,** US Commerce Department Assistant Secretary for Market Access and Compliance
- **Mr. Serhii Arbuzov,** First Deputy Prime Minister of Ukraine
- **Ms. Raisa Bogatyryova,** Minister of Health of Ukraine



- **Ms. Iryna Akimova,** First Deputy Head of the Presidential Administration of Ukraine
- **Mr. Stepan Deryvolkov,** First Deputy Minister of Revenues and Fees of Ukraine
- **Mr. Volodymyr Gorzheev**, Head of the State Veterinary and Phytosanitary Service of Ukraine
- Mr. Ihor Prasolov, Minister of Economic Development and Trade of Ukraine
- **Ms.** Elizabeth Kendall, Director for Intellectual Property and Innovation, Office of the US Trade Representative
- Dr. Patrizia Tosetti, Directorate-General for Health and Consumers, European Commission
 - **Dr. Riccardo Luigetti,** European Medicines Agency
 - Ms. Zofia Ulz, Main Pharmaceutical Inspector, Poland
- **Ms. Yulia Kovaliv,** Economic Reforms Coordination Center mandated by the President of Ukraine
- Mr. Oleh Pendzyn, Ministry of Economic Development and Trade of Ukraine
- Mr. Valerii Tsaplin, National Commission for State Energy Regulation of Ukraine
 - Mr. Mykhailo Brodsky, Head of the State Service for Entrepre-

neurship and Regulatory Policy of Ukraine

- **Mr. Artem Kadomskiy,** First Deputy Head of the State Agency of Land Resources of Ukraine
- Mr. Yurii Zmii, Counselor to the First Deputy Chairman of the Verkhovna Rada Committee on Agrarian Policy and Land Relations
- Ms. Oksana Strilchuk, Counselor to the Deputy Chairman of the Verkhovna Rada Committee on Agrarian Policy and Land Relations
- **Mr. Oleksandr Nechytaylo**, Secretary of the Fourth Judicial Chamber of the Higher Administrative Court of Ukraine





- **Ms. Arina Litvinova**, Kyiv City District Court
- Mr. Anton Polyanychko, Deputy Head of the Secretariat of the Fourth Judicial Chamber of the Higher Administrative Court of Ukraine
- **Ms. Ludmyla Cherpitska,** Judge of the Higher Administrative Court of Ukraine
- **Ms. Kateryna Leontovych,** Judge of the Higher Administrative Court of Ukraine
- **Mr. Vitaliy Zvarych,** Head of the Customs Payments Department of the State Customs Service of Ukraine
- **Ms. Svitlana Demchuk,** Head of the Customs Valuation Division of the State Customs Service of Ukraine
- **Mr. Valerii Piatnytskyi,** Ukrainian Government Commissioner for European Integration, Head of Ukraine's delegation for negotiations with the WTO
- Mr. Roy Santana, Counselor of the Market Access Division of the World Trade Organization
- Mr. Craig Clark, Deputy Director, Tariff and Trade Affairs Directorate of the World Customs Organization
- **Mr. Fernando Peña**, Attorney for the Office of International Trade, US Customs and Border Protection

- Mr. Vladyslav Suvorov, Deputy Head of the Customs Value Department Customs Valuation Control Officer of the State Customs Service of Ukraine
- Mr. Yaroslav Prokopenko, Head of the Customs Audit, Risk Analysis, and Management Department of the State Customs Service of Ukraine
- **Ms. Lesya Kachurovska,** Head of the Customs Audit Service of the State Customs Service of Ukraine





- **Ms. Svitlana Zaytseva,** Head of the Division on Cooperation with the World Trade Organization of the Ministry of Economic Development and Trade of Ukraine
- Ms. Olga Semenchuk, Head of Veterinary and Sanitary Expertise and Foodstuffs Safety, State Veterinary and Phytosanitary Service of Ukraine
- **Mr. Oleh Proskuryakov**, Minister of Ecology and Natural Resources of Ukraine
 - Mr. Mykola Panochko, Land Management Office
- **Ms. Olena Nahorna,** General Director of the State Expert Center State Enterprise
- Mr. Eduard Stavytsky, Minister of Energy and the Coal Industry of Ukraine
 - **Mr. Andrii Shevchenko**, People's Deputy of Ukraine
- Mr. Serhii Krukhmaliov, Director of the Tax and Customs Audit Department of the Ministry of Revenues and Fees of Ukraine
- Mr. Dmitry Volvach, Director of the Transfer Pricing and International Directorate of the Federal Tax Service of Russia
- **Ms. Olga Kirova,** Head of the Inter-Regional Inspectorate of the Federal Tax Service of Russia for Pricing for Taxation Purposes

- **Ms. Caroline Lavigne,** General Directorate of Public Finances, Ministry of Economy and Finance of the French Republic
- **Mr. Ihor Tymofeev,** Head of the Customs Control Directorate of the Customs Affairs Department
- **Ms. Olena Shapovalova,** Head of the State Agency of Ukraine on Tourism and Resorts
- Mr. Oleh Semenenko, Deputy Director of the International Relations Department Head of the Customs Cooperation Directorate
- **Mr. Ihor Muratov,** Head of the Office of Customs Regime Application of the Directorate for the Organization of Customs Control and





Customs Clearance of the Customs Affairs Department

Mr. Andrii Ocheret, Head of the Office of Special Customs Procedures of the Directorate for the Organization of Customs Control and Customs Clearance of the Customs Affairs Department

Mr. Oleksii Krupoder, Senior State Inspector of the Information and Communication Department

Mr. Serhii Shershun, State Authorized Person of the Antimonopoly Committee of Ukraine

The American Chamber of Commerce in Ukraine, as an organization representing the largest strategic and institutional investors, those who have committed a majority of the foreign direct investment to this market, remains committed to helping the government develop the country's economy. It's doing this by advocating for the comprehensive legislative and regulatory reform that will allow Ukraine to become a competitive and innovative European country that can attract much-needed domestic and foreign investment.

In 2013 the Chamber used different advocacy venues to attract new investors to Ukraine, rationalizing the national business environment and improving the legislative framework.

The Chamber is an active Member of the **Committee of Economic Reforms under the auspices of President of Ukraine** Viktor Yanukovych and supports comprehensive reform of all spheres of the economy in Ukraine. A number of useful initiatives are implemented under

the auspices of the **Domestic and Foreign Investors Advisory Council** (**DFIAC**) **under the auspices of the President of Ukraine**, of which the Chamber is a proud member.

Throughout the year Mr. Jorge Zukoski, the President of the American Chamber of Commerce in Ukraine, together with members of the Economic Reform Committee and the government, participated in Committee meetings chaired personally by President Yanukovych.

Below is a brief description of other events the Chamber hosted or in which it was a key participant.

Mr. Zukoski's meeting with with Mr. Oleksandr Klymenko, Minister of Revenues and Fees, to discuss the results of cooperation in 2012 and identify an action plan for future cooperation between Chamber Member Companies and Mr. Klymenko's newly established Ministry (January 30).

First meeting of the Customs Committee Working Group on External Trade with Ms. Svitlana Zaytseva, Ministry of Economic Development and Trade (February 7).

Meeting of the Chamber Leadership with **Mr. Kostyantyn Gryshchenko, Vice Prime Minister** responsible for the social sphere and public health (February 11).

"Dialogue between the Government and Business: International Best Practices in Customs Valuation" conference organized jointly by the Ministry of Revenues and Fees and the Chamber, with the participation of representatives of the World Trade Organization and of the



World Customs Organization and of a number of high-level customs valuation professionals (February 15).

Meeting of Chamber President Mr. Zukoski and the leadership of the Chamber's Tax and Customs Committees with the **Leadership of the Verkhovna Rada Committee on Tax and Customs Policy** to outline areas of cooperation in 2013 (March 5).

Meeting of Mr. Zukoski and the leadership of the Chamber Agricultural and Food & Beverage Committees with Mr. Mykola Prysyazhnyuk, Minister of Agricultural Policy and Food (March 15).

Meeting of the Chamber Tax Committee with Mr. Oleksandr Nechytaylo, Secretary of the Fourth Judicial Chamber of the Higher Administrative Court, Ms. Arina Litvinova, Kyiv City District Court, and Mr. Anton Polyanychko, Deputy Head of the Secretariat of the Fourth Judicial Chamber of the Higher Administrative Court of Ukraine, to discuss unified enforcement of the Tax Code of Ukraine (March 18).

"In-Focus" meeting with **H.E. Leonid Kozhara, Minister of Foreign Affairs**, devoted to current trends in Ukraine's foreign economic policy, such as the chairmanship of the Organization of Black Sea Economic Cooperation, OSCE activity, and the relationship with the European Union in the context of the signing of the DCFTA (March 26).

Meeting with Ms. Iryna Akimova, First Deputy Head of the Presidential Administration, Mr. Oleksandr Klymenko, Minister of Revenues and Fees, and Ministry representatives to discuss current tax

and customs issues and outline ongoing cooperation in various strategic industries.

Round table to present the **Chamber Position Paper "Chamber Vision of the Gas Market Framework in Ukraine,"** including representatives of the Verkhovna Rada, the National Commission for State Energy Regulation, NJSC Naftogaz Ukrainy and PJSC Ukrtransgaz, as well as energy experts, oil and gas industry representatives, and media figures.





Meeting of the Chamber Board of Directors; of the Co-Chairs of the Chamber's Tax, Customs, and Banking and Financial Services Committees; of members of the Steering Committee of the Chamber Fuel and Energy and Agricultural Committees; and of the Board of Directors of the Forum for Leading International Financial Institutions with **Mr. Yurii Kolobov, Minister of Finance,** to discuss current issues in the financial, tax, and customs spheres.

Meeting of the senior managements of Member Companies with **Vice Prime Minister Oleksandr Vilkul** to discuss key aspects of the 2013-2014 Economic Recovery Program, including infrastructure development, the prospects for hosting the 2015 European Basketball Championship, developing housing and public utilities, and introducing the e-government concept (May 20).

Workshop on "How to Improve Market Access for Ukrainian Patients: EU Experience" supported by APRaD, hosted by the Delegation of the European Union to Ukraine, and attended by officials of the State Service on Medicinal Products and the Ministry of Health (May 31).

Round Table on the Regulatory Rate of Return in the Electricity Sector with representatives of the Ministry of Economic Development and Trade, the National Commission for State Energy Regulation, and the Economic Reforms Coordination Center mandated by the President of Ukraine, as well as with energy experts and electricity industry representatives (June 5).

The First "ABC: Ukraine & Partners" International Annual Business

Conference, organized by the government with the participation of the Chamber Board of Directors, the Chamber Leadership, and numerous representatives of Chamber Member Companies (June 13-14).

Mr. Zukoski's meeting with Ms. Nataliya Korolevska, Minister of Social Policy (June 17).

Mr. Zukoski's meeting with Ms. Raisa Bogatyryova, Minister of Health, to establish a strategic partnership between the business community and the Ministry that would facilitate a level playing field for all pharmaceutical market representatives and improve Ukraine's health-care business environment (June 18).

"In-Focus" meeting with the participation of Ms. Iryna Akimova, First Deputy Head of the Presidential Administration; Mr. Igor Prasolov, Minister of Economic Development and Trade; Mr. Oleksandr Klymenko, Minister of Revenues and Fees; Mr. Mykhailo Brodsky, Head of the State Service for Entrepreneurship and Regulatory Policy; and Mr. Artem Kadomskiy, First Deputy Head of the State Agency of Land Resources (June 21).

Meeting between Mr. Zukoski and Mr. Ihor Prasolov, Minister of Economic Development and Trade (July 3).

Meeting of the Chamber Healthcare Committee with Ms. Olena Nahorna, General Director of the State Expert Center State Enterprise (SEC), SEC officials Ms. Olesia Zhelobetska, Ms. Hanna



Ukrainian Government Relations

Moiseieva, and Ms. Olha Antipova, as well as with Ms. Olha Baula, the Minister's Adviser and the Head of the Scientific and Expert Council of the Ministry of Health.

Mr. Zukoski's meeting with Mr. Volodymyr Horzheyev, Head of the State Veterinary and Phytosanitary Service, and his team of experts to discuss urgent issues on the food industry agenda (July 2).

Special meeting with Ms. Elizabeth Kendall, Director for Intellectual Property and Innovation, Office of the US Trade Representative (USTR), who was visiting Ukraine in connection with the US government's designating Ukraine a "Priority Foreign Country" under Special Section 301 of the US trade legislation for IPR violations (July 9).

International conference on introduction of transfer pricing rules in Ukraine featuring guest speakers from the Federal Tax Service of Russia, the General Directorate of Public Finances (DGFiP), and the French Ministry of Economy and Finance, held by the Chamber in concert with the Ministry of Revenues and Fees (July 12).

Mr. Zukoski's meeting with Mr. Eduard Stavytsky, Minister of Energy and the Coal Industry (July 22).

Government-facing event on the best European veterinary control practices presented by EU experts – Mr. Tony Wheale,

Official Controls Consultant, London, UK, and Mr. Maurizio Ferri, Veterinary Officer of the Italian Veterinary Service/Ministry of Health, hosted by the Chamber Food & Beverage Committee (September 12).

"Electricity Market: A Few Steps Away from Introducing Reforms" round table, devoted to discussion of Draft Law #0916 "On Operating Principles of the Electricity Market of Ukraine" (September 16).





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Mr. Zukoski's meeting with Mr. Mykola Zlochevskyi, Deputy Secretary of the National Security and Defense Council (NSDC), to discuss the importance of healthcare sector reforms to improving patient access to world-class medicines; food security and the sustainability of the agricultural sector; and improving intellectual property protection in Ukraine (September 18).

Meeting of the Chamber President and the Chamber Healthcare Committee Leadership with Mr. Kostyantyn Gryshchenko, Vice Prime Minister, and Mr. Oleksii Soloviov, Head of the State Service on Medicinal Products, to discuss the Insulin Pilot Project, import licensing regulation, and the "Vision 2020" strategic study of the healthcare sector initiated by the Chamber (September 26). New meetings will be added

On October 18, the Chamber Customs Committee Working Group on External Trade hosted a meeting devoted to the "EU – Ukraine Cooperation: Preparation for Signing and Implementing the Association Agreement and DCFTA" with Dr. Valery Pyatnitskiy, Ukrainian Government Commissioner for European Integration, Mr. Nicholas Burge, Head of Trade and Economic Section of the Delegation of European Union to Ukraine, and Mr. Jocelyn Guitton, Trade Affairs Manager of the Delegation of European Union to Ukraine.

In order to discuss the perspectives of cooperation on strategically important initiatives and current tendencies in the sphere of economic competition, on October 16 Mr. Jorge Zukoski, Chamber President met with Mr. Vasyl Tsushko, Head of the Antimonopoly Committee of Ukraine and his team of experts.

On October 16, the Chamber in close cooperation with the World Bank and FLIFI organized a Round Table "Credit Histories Market: Problems and Perspectives of Development", which gathered credit histories bureaus, banks representatives and stakeholders from the National Bank, State Commission for Regulation of Financial Services Markets, and the Ministry of Revenue and Duties.





Ukrainian Government Relations

On October 9, Mr. Jorge Zukoski, Chamber President together with Members of the Chamber Board of Directors and Co-Chairs of the Chamber Tax and Customs Committees met with Mr. Vitaliy Khomutynnik, Head of the Verkhovna Rada Committee on Tax and Customs Policy and Leadership of Committee to discuss the current status of cooperation and outline further steps.

On October 8, the Chamber Customs Committee Members met with representatives of the Directorate of Customs Value, Goods Classification and Activities on Regulation of Foreign Economic Activity of the Customs Affairs Department of the Ministry of Revenue and Duties of Ukraine to discuss practical issues in the customs valuation sphere.

On October 22, the Chamber held a Presentation of its Analytical Report "2013-2014 Partnership for Ukraine to Successfully Compete in the Global Economy" at the Hyatt Regency Hotel. Among the guests were senior leaders from Chamber Member Companies, senior level representatives of the Government of Ukraine, key policy makers, as well as coalition partners from the expert, NGO, donor and diplomatic communities.

On October 31, the Chamber held an off-the-record meeting with the recently appointed Ambassador of the United States of America in Ukraine Geoff Pyatt. The meeting was devoted to U.S.-Ukrainian bilateral political and economic relations, including the prospects for their development in light of the forthcoming signing of the Association Agreement, including establishment of the Deep and Comprehensive Free Trade Area between Ukraine and the European Union.

In search of new mechanisms for overcoming corruption as an obstacle for doing business in Ukraine, on October 28 the Chamber Anti-Corruption Working Group and Chamber Compliance Club organized a meeting with Mr. Victor Chumak, Head of the Parliamentary Committee on Fighting Crime and Corruption to discuss current activities and identify areas for future cooperation.

On October 28, the Chamber organized a Government-Facing Event devoted to implementation of import licensing mechanism in Ukraine, which was held in the State Service of Ukraine on Medicinal Products in the framework of the Working Group on improvement of import licensing conditions. A special guest invited by the Chamber for this event was Mr. Marcin Tomasik, Co-Head of the Dentons CEE Life Sciences Group, Warsaw.

On November 13, the representatives of the Chamber Agricultural Committee held a meeting with Mr. Vladislav Goncharenko, Head of the State Agricultural Inspection to discuss the issues topical for grain industry as well as establish good working relations with Inspection's and other participating state officials.



2013-2014 Partnership for Ukraine to Successfully Compete in the Global Economy





2013-2014 Partnership for Ukraine to Successfully Compete in the Global Economy

he American Chamber of Commerce in Ukraine launched its large-scale annual "Partnership for Ukraine to Successfully Compete in the Global Economy" (Partnership Report) project back in 2008. The project aims to combine the efforts of public officials and business to create effective tools to address pressing economic policy issues in the country, thus boosting the country's competitiveness and helping it to overcome the consequences of the global economic and financial crisis.

The Partnership has been conceived as an action-oriented program of policy, legal, and regulatory reform designed to improve Ukraine's competitiveness in the global economy. To make the Partnership operational, the Chamber has focused on selected sectors and policy areas, largely grounding its choice in the most relevant indicators from the Global Competitiveness Index (GCI), an internationally recognized measure of competitiveness formulated by the World Economic Forum (WEF). The Chamber intends to help Ukraine to improve its rankings in key indicators and believes that it is realistic to expect significant progress in the near future.

A wide variety of institutions and experts both from Ukraine and abroad have contributed to the Report, and we gratefully acknowledge their indispensable input. These include the leadership of Chamber Committees and numerous Working Groups, lawyers, practitioners, researchers, Chamber Policy Team members, and representatives of partner organizations (numbering more than 20 business associations, research centers, and institutes).

Continuous dialogue among various stakeholders, such as private sector representatives, experts, NGOs, the donor community, and international financial institutions, as well as Ukrainian political elites, is critical for developing structured, consensus-driven policies and thus improving competitiveness and the business environment in Ukraine.

The Partnership's objective is not simply to analyze the barriers and obstacles that businesses and investors face in Ukraine or the difficulties that the government must confront during the reform process. It rather establishes an action-oriented, structured program that engages the government directly. This program is available for use by the government, the Chamber, its Members, independent think-tanks,





2013-2014 Partnership for Ukraine to Successfully Compete in the Global Economy

NGOs, donor organizations, international financial institutions, and other stakeholders who seek to promote positive change and reform in Ukraine. The goal of this project is to stimulate a dialogue between the public and private sectors on national development strategy and to monitor the status of reforms.

In 2013-2014 a special section of the Report is dedicated to restarting lending, as we believe that doing so will allow Ukraine to advance the banking sector and ensure a stable local currency funding base. These essential steps will positively influence the economy's competitiveness across all industry sectors. Action plans indicating both immediate and long-term steps for increasing Ukraine's competitiveness in the global economy traditionally make up an integral part of the Partnership Report.

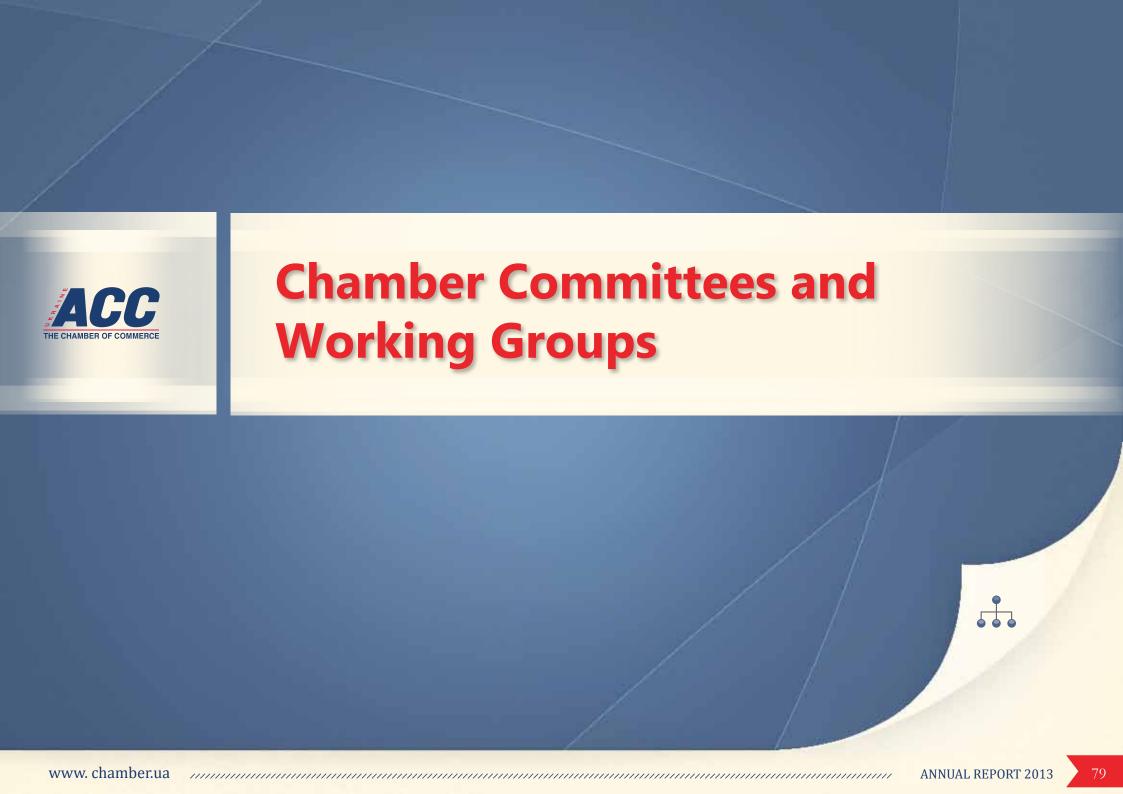
In the Report, we provide a brief summary of recent findings and developments in different sectors and policy areas.

Also, the Chamber continues to broaden its coalition with partners. In 2013 the Chamber signed a memorandum of cooperation with the Ukrainian Chamber of Commerce and Industry, the International Center for Policy Studies, and the European Economic Chamber of Trade, Commerce, and Industry. We hope to further develop this partnership, as it represents a strong internal and external communications instrument for the Chamber.

Regional aspects of Ukraine's competitiveness were also important parts of the Chamber's activities in 2013. Several presentations about

the country's regions took place before the end of 2013, aimed at raising competitiveness and attracting investment. Deep cooperation with regional and local authorities allows the Chamber to quickly find business solutions and to fully understand the implications of decisions that have already been made.







n 2013 the Chamber Policy Team worked hard to generate wins and progress in practically every aspect of the Chamber's policy activities on behalf of our Membership. The Chamber successfully advocated for a number of progressive pieces of legislation and regulations. The goal is to continue reform and attract investment, which are crucially important if the Ukrainian economy is to become more competitive.



Chamber Agricultural Committee

Committee Leadership:

Mr. Mikhail Ganevitch, Cargill AT, LLC – Responsible Board Member and Co-Chair

Mr. Vladimir Osadchuk, Noble Resources Ukraine - Co-Chair

Mr. Dmitry Gorshunov, Bunge Ukraine - Co-Chair

Committee Mission:

Support and promote development of a market-based agricultural sector as crucial for the overall development of Ukrainian economy.





Committee Priorities in 2013:

- Continue a dialogue with the governmental authorities to ensure predictability, efficiency, and transparency of governmental policy in the agricultural sector.
- Continue advocating for free market principles as the basic precondition for the sustainability and security of the national economy in general and to improve the competiveness of the agricultural sector and boost investment in it in particular.
- Resolve the VAT arrears issue and introduce a new taxation policy supporting growth in agriculture and the activities of agricultural producers; secure timely VAT refunds for exporters.
- Foster a clear government policy on GMO and food safety using well-developed international standards.
- Ensure that the agricultural land market efficiently operates in a way that is favorable for the rural population that owns and farms the land, for agricultural producers, and for other key market participants.
- Simplify and liberalize governmental control procedures (certification, registration, etc.) with the purpose of creating a favorable business climate and attracting more investment to the agricultural sector.
- Continue playing a leading rule in facilitating an efficient dialogue between stakeholders in the agricultural sector, including governmental authorities, business, and NGOs, regarding various legislative initiatives related to the economy at large and the agricultural sector in particular.

- Provide efficient, timely, and quality information to Chamber Members, outside counterparts, and governmental authorities.
- Foster the development and efficiency of agro logistics, with a focus on port terminals and grain hoppers, in cooperation with the Chamber Logistics & Transportation Working Group.
- Ensure equal access to the Ukrainian market by foreign producers and importers of agricultural machinery in accordance with WTO norms; consult with the government on optimizing agricultural machinery to support Ukrainian agriculture's growth and its contribution to the Ukrainian economy (in terms of import duties and local manufacturing and subsidy schemes).





Committee Successes in 2013:

- POLICY WIN: New Tariff Methodology Under Order #96
- **POLICY WIN:** Addendum to the Memorandum of Understanding Liberalizing Wheat Exports Signed
- POLICY WIN: Grain Export Memorandum of Understanding Signed
- POLICY WIN: Consideration of GMO Destruction Issues Has Been Discontinued
- POLICY PROGRESS: Consideration of the Draft Order on Utilization of Products Containing GMO Dropped
- POLICY PROGRESS: Grain Market Deregulation Initiative Supported by the Verkhovna Rada
- POLICY PROGRESS: Chamber Receives Clarification on Administrative Barriers for Grain from the Dnipropetrovsk Administration
 - POLICY WIN: Monopolization by Agrarian Exchange Is Blocked



Committee Leadership:

Mr. Sevki Acuner, EBRD – Responsible Board Member

Mr. Taras Kyrychenko, Pravex-Bank - Co-Chair

Mr. Ihor Olekhov, Baker & McKenzie-CIS, Limited - Co-Chair

Committee Mission:

To develop the Ukrainian banking system and promote high quality banking standards and values. To support and develop initiatives of the





Ukrainian government and local banking associations towards establishing a local banking environment harmonized with international best banking practices. The Committee has proved to be one of the Chamber's most active and productive Committees in terms of both lobbying and networking.

Committee Priorities in 2013:

- Insurance market development new draft/MTPL legislation/pension reform/tax system;
 - Stock market development;
 - Development of the Ukrainian credit bureau market;
- Foster transparency in the banking and financial services market/combat cyber crime;
 - FATCA implementation;
 - Reduction of cash in circulation;
- Improve protection of creditors' rights (and, in the judicial system, protection of rights in court);
 - Foster bank charitable programs and develop philanthropy in society.

Main Committee Successes in 2013:

- POLICY WIN: Ukrainian Banks May Take into Account Mortgages Registered in Old Registers for Calculating Loan Loss Provisions
- POLICY WIN: National Bank of Ukraine Cancels the Necessity to Foresee the Maximum Amount of Interest Rate Increase in Loan Agreements with Floating Interest Rate



Chamber Customs Committee

Committee Leadership:

Mr. Peter Chernyshov, Carlsberg Ukraine – Responsible Board Member

Mr. Igor Dankov, EY - Co-Chair

Mr. Vitaliy Naumenko, KPMG-Ukraine Ltd. - Co-Chair

Mr. Alexandr Gutsal, Carlsberg Ukraine - Co-Chair



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Committee Mission:

To contribute to the development of simple, modern, adaptable, realistic, and tangible customs legislation and to develop a professional forum for discussing customs issues.

Committee Priorities in 2013:

A. Improve Customs Legislation

- 1. Promote proper implementation of the Customs Code of Ukraine:
- bring the currency control rules into compliance with the Customs Code of Ukraine;
- improve regulation of customs regimes and taxation according to customs regimes;
 - develop and implement the authorized economic operators regulation.
- 2. Improve customs valuation according to WTO requirements and international best practices:
 - define a reasonable list of documents supporting declared customs value;
 - create a procedure for release of goods against financial guarantee;
- clearly define reasons for which the customs authorities can require additional documents for confirmation of customs valuation;

- amend the procedure for filing a customs value declaration inasmuch as it concerns the mechanism for consulting with the customs authorities;
 - make the algorithm for customs valuation control clearer;
- arrange a joint event (conference) with the State Customs Service of Ukraine on customs valuation, with participation of international experts;
- amend the Resolution of the Cabinet of Ministers of Ukraine #446 "On Approval of the Procedure for Inclusion of the Amount of Royalty and other License Fees in the Price That Was Actually Paid or Should be Paid for Valued Goods During Customs Valuation";
- 3. Create a system of checks and balances to govern relations between the state and the business community:
- develop proposals for the Draft Law "On the Procedure for Reimbursement of Damages Inflicted on Individuals and Their Property by Illegitimate Decisions, Actions, or Lack of Action of Customs Authorities, Organizations or Their Officers, or Other Employees in Discharge of Their Official (Professional) Functions";
- elaborate the Draft Law on compensation of losses caused by unlawful actions on the customs authorities' part;
- 4. Initiate reform of the system of administrative penalties for violation of customs regulations:



- draft a Chamber position paper on this issue;
- develop relevant proposals.
- 5. Ensure Ukraine's commitments to the World Trade Organization in the context of amendments to the Customs Tariff of Ukraine and duty rate changes:
- establish effective cooperation with the Ministry of Economic Development and Trade;
- establish an ad–hoc Working Group on External Trade within the framework of the Chamber Customs Committee.

B. Stakeholder Interaction

- 1. Develop cooperation with the Ministry of Revenues and Fees even further:
 - arrange two meetings with the Ministry Leadership;
- continue to arrange regular meetings of Chamber Member Companies and Ministry representatives in 2013 on customs issues according to agreements reached in 2012;
 - collaborate with the relevant authorities to develop customs regulations;
- develop cooperation with the State Service for Regulatory Policy and Entrepreneurship Development towards adapting customs regulations.

- 2. Further develop cooperation with the Verkhovna Rada Committee on Tax and Customs Policy.
- <u>C. Lobby the interests of Chamber Member Companies in the customs legislation sphere</u>
- Resolve problematic issues that impact certain industries or at least several Chamber Member Companies;
 - Support legislative initiatives that Member Companies suggest;
- Provide proposals on customs issues to stakeholders and control their proper fulfillment.

Main Committee Successes in 2013:

- POLICY WIN: Chamber Position is Incorporated in the CMU Resolution Regulating Processing of Goods
- **POLICY WIN:** Now Customs Clearance of Goods is Possible Without a Letter from the Ministry of Ecology and Natural Resources on Absence of Ozone Depleting Substances
- POLICY FLASH: Chamber Successfully Facilitates Clarification of Import of Goods in Aerosol Packaging
- POLICY PROGRESS: Draft Order on Authorized Economic Operator Fully Incorporates Chamber Proposals





Chamber Energy Committee

Committee Leadership:

Mr. Graham Tiley, Shell - Responsible Board Member

Mr. Oleh Krykavskyy, Shell – Co-Chair

Ms. Yulia Nosulko, DTEK- Co-Chair

Mr. Vitaliy Radchenko, CMS Cameron McKenna - Co-Chair

Committee Mission:

To further develop and modernize Ukraine's energy sector by attracting investment, in support of the vision of a more energy self-reliant Ukraine.

Committee Priorities in 2013:

Upstream sector

- Work on Ukraine's subsoil legislation, including advocating for the adoption of the Draft Subsoil Code.
- Improve the regulatory framework in subsoil use with a focus on unconventional gas and offshore developments.
 - Advocate to improve PSA-related legislation.
- Raise public awareness on environmental issues associated with unconventional hydrocarbon exploration and production.

Midstream sector

- Work towards further liberalization of the gas market and equal access to infrastructure.
- Advocate for a level playing field and transparency on Ukraine's gas market.

Downstream sector

• Harmonize Ukrainian oil product standards with the EU's and establish an effective quality control system.





Electricity sector

- Implement new incentive tariff methodology directed at attracting investment, modernizing assets, and fostering energy efficiency.
- Electricity market restructuring implement bilateral agreements and a balancing market.
- Increase household tariffs to economically justified levels and eliminate all types of cross-subsidies.

Renewable energy sector

- Further develop Ukraine's renewable energy sector.
- Advocate for viable local content regulations.
- Work towards ensuring an appropriate place for renewable energy on Ukraine's electricity market.

Main Committee Successes in 2013:

- POLICY FLASH: Ukraine and Royal Dutch Shell Sign a Production Sharing Agreement for the Yuzivske Shale Gas Field
- POLICY FLASH: Rules for Connecting Electrical Installations to Electricity Grids Take Force
- POLICY PROGRESS: Parliament Adopted the Draft Law Introducing New Electricity Market Model in Ukraine



Chamber Food & Beverage Committee

Committee Leadership:

Mr. Walter Gordon, Coca-Cola Ukraine Limited – Responsible Board Member

Mr. Sergey Movchan, Danone LLC - Co-Chair

Ms. Natalya Bondarenko, Carlsberg Ukraine - Co-Chair

Ms. Lana Sinichkina, Arzinger – Co-Chair



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Committee Mission:

Ensure sustainable development of a market-based food and beverage industry as a reliable and efficient supplier of quality products for both domestic and international consumers.

Committee Priorities in 2013:

- Improve the national food safety legislation by bringing it in line with the EU's legislation; this should include introduction of workable international standards in Ukraine and the streamlining of government inspection procedures.
- Modernize sanitary regulations for catering facilities and bring them in line with international best practices.
- Introduce international quality standards and labeling requirements that allow for more efficient export-import operations.
- Increase lobbying capacity and maintain dialogue with the Ukraine government regarding implementation of the Trade Law.
- Use WTO principles to protect the interests of Ukrainian business and oppose "unfriendly" actions by foreign countries.
- Improve packing industry regulation and develop an action plan to achieve global standards in waste management.

To ensure effective targeted advocacy for its priorities, the Chamber Food & Beverage Committee maintains six Working Groups:

- 1) Chamber Working Group on Food Safety
- 2) Chamber Working Group on Post-Consumer Waste Recycling

- 3) Chamber Working Group on Introducing International Quality Standards and Labeling Requirements
- 4) Chamber Working Group on Streamlining Alcohol Production and Circulation Issues
 - 5) Chamber Working Group on External Trade Issues
 - 6) Chamber Working Group on Price Controls and Antimonopoly Legislation

Main Committee Successes in 2013:

- POLICY WIN: Introduction of New Excise Duty Stamps Postponed Until August 1, 2013
 - POLICY FLASH: Veterinary Tariffs Amended and Take Force
- **POLICY FLASH:** Draft Law Banning the Use of Palm Oil in Production of Foodstuffs is Sent for Revision
- **POLICY FLASH:** Tripling of Beer Excise Unsupported by Profile Parliamentary Committee
- **POLICY FLASH:** Significant Proportion of Chamber Proposals Included in the Current Version of Ministerial Draft Law on Internal Trade
- POLICY FLASH: Parliamentary Committee Recommends That VRU Reject Draft Law #2643 on Food Supplements
- POLICY PROGRESS: Draft Law «On Packaging and Packaging Waste» Sent to the Cabinet of Ministers for Authorization
- POLICY PROGRESS: Controversial Draft Laws on Waste Management Repealed by VRU Committees



- **POLICY PROGRESS:** Chamber Initiative on Proper Vinegar Labeling Supported by the Ministry of Agrarian Policy and Food
- **POLICY FLASH:** Clause on Determination of Monopolistic Position of a Retail Network by its Turnover and Related Restrictions Withdrawn from the Draft Law on Internal Trade
- **POLICY PROGRESS:** Profile Parliamentary Committee Recommends Adopting Draft Law #2172 Regulating Milk Products as a Whole Excluding Clause 16-1
- POLICY PROGRESS: Responsible VRU Committee Recommends That Parliament Adopt as a Base Draft Law #2202a Aimed at Reducing the Number of Veterinary Documents
- **POLICY PROGRESS:** Vinegar Producers Are Now Obliged to Indicate True Information About Raw Materials Origin
- **POLICY WIN:** Chamber Amendments to CMU Resolution on Registration of Special Foodstuffs Aimed at Harmonization with the European Legislation Incorporated



Chamber Healthcare Committee

Committee Leadership:

Mr. Jean-Paul Scheuer, Sanofi-Aventis Ukraine LLC – Responsible Board Member

Mr. Borys Danevych, Danevych Law Firm – Co-Chair

Ms. Oksana Vasyutinskaya, Sanofi-Aventis Ukraine LLC - Co-Chair

Mr. R. Nolan Townsend, Pfizer H.C.P. Corporation - Co-Chair

Committee Mission:

The Chamber Healthcare Committee's mission is to improve Ukraine's business environment in the pharmaceutical field, exchange relevant and timely information, organize discussions, and take joint actions to promote the commercial interests of Member pharmaceutical companies.

Committee Priorities in 2013:

- Ensure clear and transparent state price regulation and state price declaration methodology that applies equally to all market players;
- Prevent new discriminatory barriers for foreign manufacturers and import licensing as a non-tariff trade barrier;





- Facilitate stable, transparent, and efficient quality control of imported medicines;
- Improve the procedure for state registration/re-registration of medicinal products and medical devices;
- Ensure that IP rights protection in Ukraine corresponds to international best practices;
- Respond to legislative initiatives that could establish rules governing medical promotion and how medical representatives interact with doctors;
 - Prevent a total ban of medicine advertising;
- Interact with the State Customs Service concerning critical issues in customs clearance of medicinal products;
 - Prevent application of VAT exclusively to imported medicines;
- Prevent a discriminatory reimbursement system (if one is introduced in Ukraine).

Main Committee Successes in 2013:

- POLICY WIN: Obligatory Confirmation of GMP Certificate is Postponed till February 15, 2013
- **POLICY WIN:** Amended Procedure for Expert Evaluation of Registration Materials for Medicines Takes Force
- POLICY PROGRESS: Ministry of Health Approves New Local GMP Confirmation Procedure
- POLICY PROGRESS: Draft Order Amending Import Licensing Conditions Is Published by the Ministry of Health



Chamber Human Resources Committee

Committee Leadership:

Mr. Antoine Brun, Procter & Gamble Ukraine LLC – Responsible Board Member

Ms. Ilona Antonova, Japan Tobacco International (JTI) – Co-Chair Ms. Mariana Marchuk, Baker & McKenzie - CIS, Limited – Co-Chair Ms. Olga Melnychenko, PwC – Co-Chair

Committee Mission:

Disseminate experience, knowledge, and best practices among HR professionals; promote Members' professional development by exposing them to new skills and information, so as to enrich the personnel function of Member organizations. Use Member expertise to help develop the country's legislative environment and its professional standards in the HR field.

Committee Priorities in 2013:

• Cooperate with the government and the responsible Verkhovna Rada Committee on various HR-related issues (the Draft Labor Code; pension reform; legalization of wages and employment; further development of the legislative and regulatory framework for private employment agencies and third party employment provider activities based on the Law of Ukraine "On Employment"; the personal income tax and single social contribution) in order to make the labor legislation simple,



modern, adaptable, realistic, and tangible, as well as to create the conditions for investment in Ukraine.

- Conduct overviews of the Ukrainian labor market and legislative framework, with the active involvement of the Chamber Member Companies.
- Develop activities within the framework of the Chamber HR University to ensure a platform for shaping the new generation of Ukrainian HR professionals; this work is to be driven by Chamber Member Companies based on international and local best practices.

Main Committee Success in 2013:

POLICY FLASH: Representative Offices Now Have Equal Rights with Other Legal Entities in Terms of Vehicle Registration Procedures



Committee Leadership:

Mr. Dmitry Shymkiv, Microsoft Ukraine, LLC – Responsible Board Member

Mr. Oleg Yakymchuk, Google Ukraine - Co-Chair

Mr. Dmitry Popinako, Innoware - Co-Chair

Mr. Vadym Shestakov, Danevych Law Firm - Co-Chair

Committee Mission:

To improve the environment for the further development of sustainable and well-regulated information technology and telecom sectors in Ukraine. The ICT Committee sees its mission to be to lobby the interests of Chamber Member companies operating in the Ukrainian ICT industry, providing the most efficient solutions to various problems that its Members face.

Committee Priorities in 2013:

Legal and tax issues

• Develop amendments to the Tax Code and to local accounting





standards to clarify the treatment of various transactions involving software licenses;

- Improve and develop e-commerce legislation (e-payments);
- Develop and lobby for the necessary amendments to the current Law of Ukraine "On Personal Data Protection" to bring it in line with the best EU practices and to ensure smooth and balanced implementation of personal data protection regulation in Ukraine;
 - Help improve the new tax legislation for the IT sector.

Telecom sector

- Rules and technical requirements for IMS architecture;
- Mobile number portability and use of personal numbers;
- International roaming regulation attempts clarify the position of operators;
- Customer black lists inter-operators' database: feasibility and implementation;
- Clearance of and tender for 3G frequencies; implementation of nationwide roaming.

E-government expertise

- Establish cooperation with the governmental authorities regulating the ICT sector;
- Promote e-government initiatives between various Ukrainian authorities; inform them about cases in which e-government projects have been successfully implemented in other countries;

• Lobby for unification of e-signature standards (aligned with international standard) to enable practical e-signature use at all Ukrainian institutions, authorities, banks, courts, etc.

Start-up platform creation

• Establish a platform for a dialogue among government, investors, and technological entrepreneurs.

Main Committee Successes in 2013:

POLICY FLASH: State Service on Personal Data Protection Recommends Applying the Corporate Code of Conduct to Cross-Border Transfer of Personal Data

POLICY PROGRESS: Chamber's Proposals Included in the New Draft Law "On e-Commerce"



Chamber Tax Committee

Committee Leadership:

Mr. Floris Schuring, KPMG Ukraine Ltd. - Responsible Board Member

Mr. Slava Vlasov, PwC - Co-Chair

Mr. Oleg Chayka, KPMG Ukraine Ltd. - Co-Chair

Mr. Ivan Yurchenko, Vasil Kisil & Partners - Co-Chair



Committee Mission:

To reform and improve the application of Ukraine's tax system, recognizing that a predictable, equitable, and effective tax system is a significant factor in both generally facilitating business and developing the Ukrainian economy.

Committee Priorities in 2013:

- Develop amendments to the Tax Code of Ukraine as well as regulations and bylaws, all based on international best practices and the recommendations of Chamber Member Companies; work in close cooperation with the Verkhovna Rada Committee on Tax and Customs Policy, the Ministry of Revenues and Fees, the Ministry of Finance, and other stakeholders.
- Balance the rights and obligations of taxpayers and the tax authorities; improve tax administration by introducing a mechanism to ensure the responsibility of the tax authorities and the principle that a minor mistake on a taxpayer's part should not affect its right to a tax deduction.
- Ensure fair and unbiased resolution of tax disputes through close cooperation with the judicial authorities and by unifying court practices.
- Harmonize Ukrainian tax legislation and practices with those of the EU and OECD, especially in regard to transfer pricing rules; introduce tax consolidation (the fiscal unity concept).

- Facilitate tax system predictability and transparency and put forward tax initiatives that will improve the Ukrainian investment climate.
- Work with the tax authorities and stakeholders to enhance the VAT refund mechanism, expedite the receipt of VAT refunds by VAT payers, and extend the accelerated VAT refund mechanism to more VAT payers.

Main Committee Successes in 2013:

- **POLICY WIN:** President Signs the Law Postponing Responsibility of Legal Entities in the Process of Introducing New Reporting Systems with Cash Operations Registers
- POLICY PROGRESS: Chamber Proposals Incorporated in the Adopted Draft Law on Transfer Pricing
- **POLICY WIN:** Signed Law Fully Incorporated Chamber Proposal on 5 Percentage Point CIT Deviation related to Transfer Pricing Concept
- **POLICY FLASH:** Ministry of Revenue and Duties of Ukraine Clarified VAT Taxation of Software Products Supply Transactions
- **POLICY FLASH:** Adaptation Period for Implementing New Reporting System with Cash Operations Registers Clarified



Chamber Legal-related Working Groups

Mr. Serhiy Chorny, Baker & McKenzie CIS - Responsible Board Member

The Chamber Legal-Related Working Groups originated in the Chamber Legal Committee and were created as a forum for professional exchange among attorneys from Chamber Member law firms and Chamber Member companies.

Chamber Anti-Corruption Working Group

Mr. Yaroslav Petrov, Asters - Co-Head of the Working Group

Mr. Igor Svitlyk, Arzinger - Co-Head of the Working Group

Working Group Mission:

Provide a general overview of the situation as regards corruption in Ukraine and help foster specific legislation to counteract it; identify potential lobbying activities in this area.

Working Group Activities in 2013:

In 2013 the Working Group met five times. Participants reviewed recent legislative anti-corruption developments, heard a wide range of

presentations, and discussed current issues in this sphere.

In 2013 the Chamber Anti-Corruption Working Group addressed the Administration of the President of Ukraine, the Parliamentary Committee on Organized Crime Control and Fighting Corruption, and the Ministry of Justice with position papers that raised a number of crucial issues.



Chamber Antimonopoly Working Group

Mr. Eduard Tregubov, Salkom Law Firm – Head of the Working Group

Working Group Mission:

The Working Group concentrates on reforming economic competition protection law and on maintaining close contacts with the government authorities.

Working Group Activities in 2013:

Among other things, the Working Group contributes to greater awareness of the activities of the Antimonopoly Committee of Ukraine and its priorities. It also promotes an effective dialogue between the authorities and the business community. In September 2013, the Working Group organized a meeting with Mr. Serhii Shershun, State Authorized Person of the Antimonopoly Committee of Ukraine.





Chamber Hospitality & Tourism Working Group

Mr. Steven Fisher, Citibank - Responsible Board Member

Mr. Lada Shelkovnikova, Arzinger - Head of the Working Group

Working Group Mission:

The Chamber Hospitality & Tourism Working Group was created to encourage the participation of Chamber Members in an organized policy initiative to promote hospitality- and tourism- related issues in Ukraine. The Hospitality & Tourism Working Group's goals and objectives include increasing Ukraine's participation in international hospitality and tourism organizations and forums; promoting development of the Ukrainian business and leisure hospitality infrastructure; simplifying the bureaucratic requirements to which foreigners travelling in Ukraine are subject; increasing the ready availability of international standard business facilities; promoting Ukraine as a desirable destination for international holiday travelers; and sharing knowledge and experience among Chamber Members involved in the travel and hospitality arenas.

Working Group Activities in 2013:

In 2013 the Working Group held four meetings at which partici-

pants reviewed recent legislative developments in hospitality and tourism, heard presentations on different topics, and discussed a number of crucial issues.

On June 20, Mr. Jorge Zukoski, Chamber President, met with Ms. Olena Shapovalova, Head of the State Agency on Tourism and Resorts. The parties agreed to follow up on a number of initiatives that they could implement jointly and improve the legislative and regulatory environment for the hospitality and tourism sector. It was also agreed that the Chamber would play an active role in preparing for the EuroBasket-2015 event.

Following that meeting, two Chamber Hospitality & Tourism Working Group members joined the Working Group of the State Agency on Tourism and Resorts to a create the State Targeted Program on Tourism and Resort Development till 2022.

Among other things, Hospitality & Tourism Working Group Members have addressed the State Agency with position papers regarding categorization of hotels and provided expert analysis of certain draft legislation and of the State Targeted Program on Tourism and Resorts Development till 2022. The Working Group is currently planning its next steps as regards these issues.



Chamber Logistics & Transportation Working Group

Mr. Vladyslav Karpets, Coca-Cola Beverages Ukraine Limited – Head of the Working Group

Working Group Mission:

Create a communication platform for the exchange of experience among logistics companies, express delivery carriers, FMCG companies, and retail chains; serve as a forum for discussion and resolution of logistics issues towards the development of absolutely transparent and beneficial rules of the game for participants in economic activity and for the state in general.

Working Group Priorities:

- Develop the logistics infrastructure in Ukraine (including roads, hubs, railways, seaports, container shipping, etc.);
- Develop solid transportation companies in the local market (both forwarders and hauliers, including special transport);
- Implement new standards for national cold chain logistics in Ukraine;
 - Improve fiscal management in transportation.

The Working Group also works to improve the legislative framework and the regulatory acts related to logistics and transportation infrastruc-

ture development. It is particularly interested in improving transport rules, taxi transportation regulation, and interaction between railways and seaports, among other issues.



Chamber Real Estate Working Group

Mr. Ian Borden, McDonald's Ukraine – Responsible Board Member

Mr. Oleksiy Feliv, BEITEN BURKHARDT – Co-Head of the Working Group

Mr. Dmitry Sennychenko, Jones Lang LaSalle – Co-Head of the Working Group

Working Group Mission:

The Chamber Real Estate Working Group's goal is to foster sharing of information and experience among Chamber Members involved in real estate. It also seeks to cooperate with legislative and executive bodies towards amending Ukrainian legislation. This will in turn will promote real estate development, reduce bureaucratic obstacles, foster transparency, facilitate foreign investment, and make available long term financing for real estate projects.

Working Group Priorities:

1. Provide comments on the Draft Law "On the Land Market" emphasizing the following issues:



- Foreign companies should be allowed to buy non-agricultural land for commercial purposes;
 - It should be possible to transfer lease rights to state/municipal land;
 - There need to be clear and transparent land auction procedures.
- 2. Foster consistent application of land plot categorization; there is no need to change the purpose of land use within one category;
 - 3. Enhance existing land legislation to stimulate renewable development;
- 4. Improve the land lease regulation law to make the land lease renewal process more transparent;
- 5. Improve the legislation so as to simplify procedures in the construction sector.

The Working Group will continue to work to improve the legislative framework and the regulatory acts in the real estate sphere. Crucial areas of concern are regulation of real estate agents' activity, the transferability of land lease rights, land plot categorization, and more.

Chamber Working Group on Seaport Development

Mr. Mikhail Ganevitch, Cargill AT, CJSC – Responsible Board Member

Ms. Victoria Papenkova, CMS Reich-Rohrwig Hainz LLC – Head of the Working Group

Working Group Priorities:

- 1. Develop and improve concession legislation for successful implementation of PPP projects in Ukraine;
- 2. Develop and improve the container shipment regulatory environment;
 - 3. Improve port dues regulation.

Working Group Activities in 2013:

- The Working Group held a meeting devoted to registration of artificially created land plots with the participation of Mr. Mykola Panochko, Land Management Office of the State Agency on Land Resources.
- The Working Group sent its Position Paper on Container Shipping to Vice Prime Minister Oleksandr Vilkul.
- The Working Group gathered senior management of Member Companies for a meeting with Vice Prime Minister Vilkul to discuss key aspects of the 2013-2014 Economic Recovery Program, including infrastructure development, concession legislation, and seaport development.
- The Chamber participated in Odessa FDI Forum 2013 Focus: Infrastructure, devoted to attracting investment to the Odessa region; the event was organized by the Odessa Region State Administration.
 - The Chamber was invited to a meeting of the Coordination



Council of the Seaports of Ukraine and became a member of that body. The meeting of the Presidium of the Council took place at the Odessa Merchant Seaport and was devoted to organizational issues, such as setting up committees and drafting their preliminary agenda and goals.

- The Working Group held a meeting devoted to concession payments and container shipping with the participation of Mr. Dmytro Demydovych, Deputy Minister of Infrastructure, and Mr. Yurii Vaskov, Acting Head of the Administration of Seaports, Head of Odessa Port.
- The Chamber took part in the discussion of seaport development that surrounded the Ministry of Infrastructure's presentation of the Seaports Development Strategy.
- The Working Group sent a position paper on Ukrainian seaport development and better regulation of concession relations to Mr. Volodymyr Kozak, Minister of Infrastructure, and Mr. Borys Kolesnikov, Head of the Parliamentary Committee on Transport and Communications.
- The Chamber participated in a meeting of the Public Council of the Ministry of Infrastructure devoted to current Ministry activities. It was co-chaired by Mr. Volodymyr Korniyenko, Deputy Minister of Infrastructure.
- The Chamber Working Group on Seaports Development held a meeting devoted to proposals for improving concessionary legislation and land legislation and to enhancing protection of private investors' rights.

Chamber Compliance Club

Mr. Timur Khasanov-Batirov, DTEK – Head of the Compliance Club

Chamber Compliance Club is a new lobbying and business networking platform for compliance professionals of Chamber Member companies established in June 2013 and aimed at sharing experience regarding compliance in different spheres of economic activity.





Chamber Knowledge Seminars

hamber Knowledge Seminars represent an exceptional promotional tool designed to enhance the sharing of valuable knowledge and expertise about trending issues among Member Companies. A Chamber Knowledge Seminar is organized by one or several Chamber Members for the rest of the Membership. It is an excellent way to hit a target audience with information on important issues in a company's field and to expand a client portfolio.

Organized in a workshop format that allows for both presentations and discussions, a Chamber Knowledge Seminar involves participants in a dialogue on specific areas of business. Chamber Knowledge Seminars take place in two Chamber facilities: the Chamber Conference Facility and the Chamber Reception Hall. Each can accommodate approximately 80 persons.



Chamber Knowledge Seminars held in 2013:

- "Labor Disputes, Their Causes, Preventative Remedial Devices, and Resolution Options"
 - "The New Criminal Proceedings Code of Ukraine and Taxpayers"
 - "Tax Checks: How to Minimize Trouble"
- "How to Organize an Occupational and Fire Safety System at Your Company"
 - "Retaining Top Talent Are You at Risk of Losing Them?"
- Chamber Knowledge Seminar: "Control Exercised by Tax Authorities: From Informational Requests to Challenging Tax Assessments"
- Chamber Knowledge Seminar: "HR Branding. New Approaches. Best Practices. Examples. Ideas. Workshop"
- Chamber Knowledge Seminar: "Wireless Technologies an Innovative Approach to Your Business Optimization and Your Company's Image Improvement"
- Chamber Knowledge Seminar: "Corporate Security. Cheaters, Spies, Reconnoiters: Do You Have Them?"
- Chamber Knowledge Seminar: "Compliance with Labor Safety Regulation in a Company: Legal Peculiarities Everything Each HR-Specialist Should Know"
- Chamber Knowledge Seminar: "Why Is Information Security Essential for Business?"
- Chamber Knowledge Seminar: "Contractual Law. Ensuring the Performance of Obligations (Pledge, Mortgage)"







EXTERNAL COMMUNICATIONS: SHIFTING GEARS



New Tasks

The American Chamber of Commerce is constantly strengthening every area of its activity, so that it can maintain its position as a leading business association in Ukraine. In 2013 the Chamber identified a new way of strengthening its external communications: articulating Member concerns and publicizing Member positions about specific legislative initiatives and strategic priorities in the mass media, thus helping move the Chamber's broad policy agenda forward.



New Tools

Targeted media campaigns not only helped the Chamber spread the word about crucial reforms and highlight Chamber activities to improve the business environment. They also familiarized a wider audience with the specific challenges that businesses face and with ways to address them to make various sectors more competitive and attractive for investors. Identifying communications channels, engaging experts, developing new press event concepts and, of course, establishing new partnerships with different mass media sources were what the Chamber focused on in 2013. The overarching goal was to influence the policy process by shaping public opinion.



New Partnerships

The Chamber has maintained longstanding partnerships with the print media (Business Ukraine, the Ukrainian Journal of Business Law, KyivWeekly, and Business Magazine) and with online sources (Delo.ua, Interfax-Ukraine, and Ekonomicheskie Izvestia). This year we established a number of new bonds with both general business media outlets (such as Kontrakty.ua, UNIAN, Forbes.ua, Comments.ua, and Zerkalo Nedeli) and sector specific ones (such as Banker magazine, Human Resources Ukraine, Hotelier & Restaurateur, and Banking TV).



New Approaches

We have developed individual media approaches for every sector and every issue that the Chamber Membership has identified as a priority. The Chamber's 2013 media campaigns can be divided into two groups.

Those in the first group dealt with strategic issues, promotion of necessary reforms, and sharing of best practices. Successful campaigns promoted Ukrainian gas market reform, liberalization of the agricultural sector, adoption of comprehensive electricity market legislation, better IPR protection, better tax and customs legislation, and Ukraine's economic integration with Europe.

The campaigns in the second group mostly aimed at firefighting and protecting international and domestic investors from controversial, and in many cases dangerously harmful, legislative initiatives. Most of these

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campaigns were sector specific and driven by certain Chamber Committees. Regulation of milk prices, establishment of import licensing procedures for medicinal products, introduction of a waste packaging tax, regulation of internal trade activities – such were the crucial issues that these campaigns tackled.



Next Steps

The Chamber will continue to identify new mechanisms for moving the policy agenda forward. An effective communications strategy that can evolve in response to Ukraine's constantly changing environment is an essential precondition for the success of the Chamber and its Membership.



INTERNAL COMMUNICATIONS: FOCUSING ON EFFICIENCY

Internal communications have always been a priority for the Chamber. Our electronic publications, Committee and Working Groups updates, and high-traffic website remain our strategic channels for communicating with our diverse Membership: for delivering information about various business networking opportunities, new advocacy initiatives, and other benefits the Chamber offers.



Chamber Electronic Publications

The Chamber's targeted e-publications are designed to cover all areas of its activities. Every day the Chamber issues a number of different publica-

tions and updates, and it's important to manage your personal subscriptions carefully so that you miss nothing. Please check out our current array of publications, and if you find something that you are not yet subscribed to, just visit your personal profile section at the Chamber's website - http://chamber.ua/myprofile - and add the publication.



Daily

Interfax-Ukraine Front Page. Introduced in 2010, this everyday morning publication updates you on the most significant developments in Ukrainian economic and political life. You'll see how the Chamber is getting involved in policy making and defending the interests of the Membership.







Weekly

Weekly Bulletin (Monday). One of the Chamber's main E-publications, this one informs readers about upcoming Chamber events, includes updates from Chamber Membership Card Program participants, and includes other important announcements. It also contains special sections dedicated to member news, partner events, and conferences supported by the Chamber.

COI Executive Summary (Wednesday). The Chamber's exclusive Captains of Industry E-publication highlights the most important Chamber activities and events in a brief and easy to grasp form. Advocacy, lobbying, and business networking initiatives are all covered.

Advocacy and Legislation Update (Thursday). Want to stay updated on current Chamber advocacy and lobbying initiatives; ongoing policy activities; success stories; actual and draft legislation; and Committee and Working Group activities? Then make sure you're subscribed to the Chamber's Advocacy and Legislation Update.



By-Weekly

Business Leaders League (Tuesday). Events to attend, initiatives in which the engagement of Chamber Business Leaders is needed, and useful tips on how to promote businesses via the Chamber - you'll find that and much more in this publication that's exclusively for BLLs.

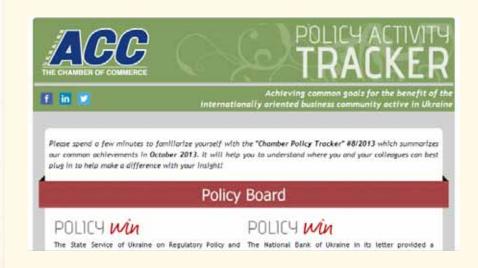
Upcoming Business Events (Friday). This e-publication is designed to inform all interested Chamber Members about Chamber Member Company events. It includes information about conferences supported by the Chamber and about Member and Partner events.



Monthly

Policy Tracker. First issued in September 2011, this publication informs readers about achievements in the past month and about current policyrelated activities and media campaigns.

Membership Card Offers (first Friday of the month). Discounts and



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special offers from participants in all Chamber Membership Card Programs: the Discount Program, the Leisure Club, the Gourmet Club, and the MAXI program. Learn how to save with your Chamber Membership Card with this targeted e-publication.

Chamber Policy-related Activity Report: Agriculture/Food & Beverage Industry (second Friday of the month). This Chamber Policy-related Activity Report reports on important milestones achieved by the Chamber Agricultural and Food & Beverage Committees, as well as sums up media coverage of topics important to the Chamber and its Members.

Membership Update (third Friday of the month). The informational digest informs the General Membership about new additions to the Chamber Family.

Banking & Finance News Bulletin - This publication is designed for the Chamber Banking & Financial Services Committee and informs interested Chamber Members about specific information in the B&F sphere., It includes valuable comments from market players. It's issued on the day the Committee meets.



Ad-Hoc

Policy Flash. This e-publication informs Members about significant achievements in Chamber Policy activities. It's issued when Chamber advocacy activities result in favorable legislation.

Meeting Highlights. Missed a meeting? This e-publication will fill you in

on what you missed, briefing you on everything you need to know about Chamber meetings with state officials and other decision makers.

Promotional Opportunities. Designed to help Chamber Members identify promotional opportunities during Chamber events and other activities, this e-publication offers news about sponsorship possibilities and available promotional channels.



Chamber Website

In addition to serving as an information library, our website, www.chamber.ua, reaches each and every Chamber Member Company employee. You can register for targeted business networking events, manage e-publication subscriptions, share details about ongoing projects, and obtain feedback.



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Annual Publications



Chamber Annual Report.

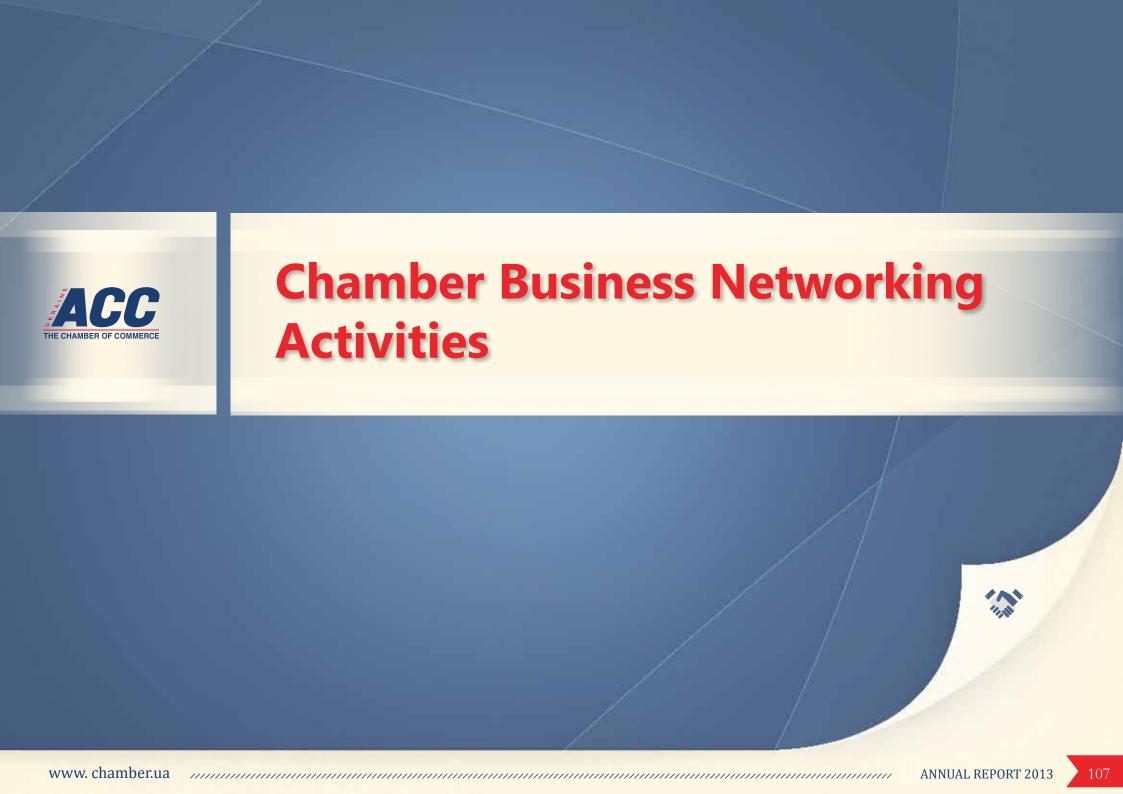
The Chamber Annual Report summarizes the Chamber's activities, progress, successes, and innovations during the past year. This electronic publication contains information about Chamber advocacy and lobbying activities, Committee and Working Group activity, networking, family events, publications, information support, the Chamber's discount card program, the Gourmet Club, and much more.

Country Profile – Ukraine at a Glance includes analytical articles that provide a comprehensive overview of Ukraine's economy by sector. It provides unique insight and is developed with the help of leading experts from among the American Chamber of Commerce Membership.

The publication includes a Membership Directory insert with contact details of each Member company. It is available in both a high-quality printed version and an electronic edition.

The Chamber's Country Profile gives your company an excellent opportunity to highlight its knowledge and expertise to tens of thousands of readers from around the world.







Chamber Business Networking Activities

Chamber Annual Members Appreciation Reception

Every year the Chamber has the pleasure of gathering senior executives from all its Member Companies for a must-attend business networking event – the Chamber's Annual Members Appreciation Reception.

The year 2013 was a challenging one for the country, but the business community and the Chamber navigated it effectively by working together to make a positive impact on the business and investment environment. This event is designed to express appreciation and serve as a forum at which we can share plans and solicit continued support from Members and Partners, so we can come back even stronger in 2014.

The 2013 Annual Members Appreciation Reception was hosted by Fairmont Grand Hotel Kyiv. Over 300 guests gathered in the hotel's luxurious ballroom.

A special extended edition of the **Chamber's Country Profile** - **Ukraine at a Glance** and **COI Membership Cards** were provided during the evening.

SPONSORS OF THE EVENT: Carlsberg Ukraine, Coca-Cola Ukraine, Metro Cash & Carry Ukraine.

Chamber Captains of Industry (COI) Events

Chamber COI Business Networking Event: Kyiv Rus

This high-profile business networking event designed exclusively for ambassadors and CEOs of Chamber Member Companies took place in the luxurious ballroom of the Hyatt Regency Kyiv.

Captain's Kyiv Rus Ale, handcrafted in small batches by Carlsberg's brew masters, was one of the gustatory highlights of the evening. Guests





were invited to indulge in a special gourmet tasting menu, created to match the delicious beverages served throughout the evening.

Guests could also have their photos taken while wearing Kyiv Rus costumes and take home their very own bottle of Captain's Kyiv Rus Ale.

Annual General Membership and COI Committees Engagement Event

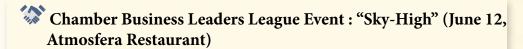
This is one of the most important senior level business networking events of the year for the Chamber. Attendees get to hear directly from key policy makers about their visions for reform and for developing the economy and business environment; in addition, they learn more about Chamber advocacy and policy initiatives.

SPONSORS OF THE EVENT: Carlsberg Ukraine, Coca-Cola Ukraine, Metro Cash & Carry Ukraine, UKRPLASTIC PUBLIC CORPORATION, Piraeus Bank ICB, Galnaftogaz Concern PJSC.

Chamber "Business Leaders League" Meetings

Chamber Business Leaders League Event: "Spring is in the Air" (April, 24, Pravda Bar)

A delicious menu, unlimited drinks, a DJ performance, and contemporary art from Scissorhands on display stimulated a wonderful round of business networking at this event for a targeted audience.



Guests enjoyed a special menu prepared by the restaurant and delicious wines, all while making new contacts and discussing current affairs as the sun set over a picturesque panorama of Kyiv.

SPONSOR OF THE EVENT: Science and Technology Centre in Ukraine (STCU).





Chamber Business Leaders League Event: "Delicious Autumn!" (October 10, Opera Hotel)

A special menu prepared by Opera Hotel kept guests happy, and there were delicious wines from UniWine, cold draft beer from Carlsberg Ukraine, and soft drinks from Coca-Cola Ukraine.

An amateur photo contest took place during the event, with the most talented Chamber Members winning valuable prizes.

SPONSORS OF THE EVENT: Carlsberg Ukraine, Coca-Cola Ukraine, Hertz International, Inkerman, KyivWeekly, Metro Cash & Carry Ukraine, Pravda Bar, Opera Hotel, UIA, UniWine, Science and Technology Center in Ukraine, Scissorhands.

Business Networking Cocktails

Chamber Business Networking Cocktails are at the heart of the Chamber's event activities. Organized monthly at a Chamber Gourmet Club Member Restaurant, they allow the Ukrainian business community to get together, build new contacts, and exchange ideas in a friendly, informal atmosphere. Each cocktail party has a unique theme and there are various networking activities, treats, and entertainment.

In 2013 the Chamber held nine Business Networking Cocktails, attracting close to 1,500 guests from Chamber Member Companies:

Chamber "Welcome Back" Business Networking Cocktail

- St. Valentine's Business Networking Cocktail
- St. Patrick's Day
- Chamber "The May Holidays Have Ended" Business Networking Cocktail
 - Chamber "Summertime Fun" Business Networking Cocktail
 - Chamber "Lazy Day" Business Networking Cocktail
 - Chamber "Welcome Back" Business Networking Cocktail
 - Chamber "All Hallows' Eve" Costume Party





Chamber "Get to Know the Candidates" Business Networking Cocktail

Chamber "Christmas Holiday Party" Business Networking Cocktail

SPONSORS IN 2013: Acumen International, Auchan Hypermarket, British-Ukrainian Chamber of Commerce, Carlsberg Ukraine, Coca-Cola Ukraine, Dejavu Restaurant, DOOR Ukraine, D*Lux, Eco-cuisine Restaurant Dom, Gala Media (Gala Radio, Gala TV, Gala Net), InterContinental Kyiv, Lucky Pub, KyivWeekly, METRO Cash & Carry Ukraine, National Opera Restaurant, O'Brien's Irish Pub, Oskar, Senator Apartments, Sky Travel HRG Ukraine, Tampopo Restaurant, Tolstoy Restaurant-club, UIA.

Chamber Marketing Club

Marketing Club meetings provide all Chamber Members with a great opportunity to discuss crucial questions, share marketing tools and best practices, debate the merits of channel marketing through touch points, and much more.

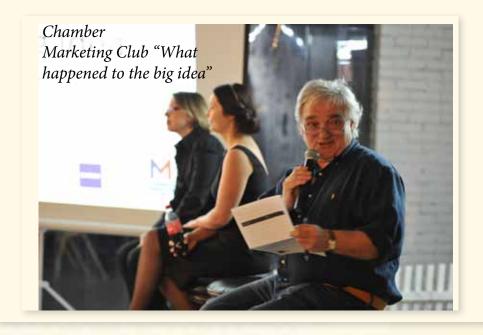
- Marketing Club events held in 2013:
- Chamber Marketing Club "What Happened to the Big Idea?" SPONSORS OF THE EVENT: Carlsberg Ukraine, Coca-Cola Ukraine Limited, and Shooters.
 - "The Future Is Better Than You Think"

SPONSORS OF THE EVENT: Atlantic Group, Carlsberg Ukraine, Coca-Cola Ukraine, Hertz, Indigo ambitious project, Pulse, Shooters, StartUp Ukraine.

Chamber Travel Club

Chamber Travel Club Meeting: "How to Manage Your Travel Most Efficiently"

SPONSOR OF THE EVENT: Coca-Cola Ukraine, Delta Air Lines,





Hertz International, Metro Cash & Carry Ukraine, Obriy American Express, Radisson Blue Ukraine, Sky Travel HRG Ukraine.

Chamber English Language Movie Premieres

The Chamber's English-language movie premiers are exclusive events in Kyiv. They give Members the chance to watch world movie premiers in English, an experience that no cinema in Kyiv can offer. These popular events offer guests both entertainment and business networking opportunities. Members see a good movie in good company, along with complimentary drinks and snacks.

Movies shown in 2013:

Chamber English Language Movie Premiere: "Gangster Squad"

Chamber English Language Movie Premiere: "This is 40"

Chamber English Language Movie Premiere: "Jack the Giant Slayer"

Chamber English Language Movie Premiere: "Oblivion"

Chamber English Language Movie Premiere: "Great Gatsby"

Chamber English Language Movie Premiere: "Gravity"

Chamber English Language Movie Premiere "Captain Phillips"

MOVIE SPONSORS IN 2013: Carlsberg Ukraine, Coca-Cola Ukraine, Kraft Foods Ukraine, Kinomania LLC.

Chamber Social/Sport and Team Building Events

The American Chamber of Commerce in Ukraine has been organizing annual indoor and outdoor football tournaments for years. These fun sporting events provide excellent team building and networking





opportunities and have grown in size and popularity, bringing out the best the Membership has to offer. Each is an exciting competition that promotes sportsmanship and enables Member company employees to show off their talents.



Annual Chamber Indoor Football Tournament

The Chamber gathered 28 teams for this event, which took place at the NTUU KPI Sport Complex.

The XII Annual Chamber Indoor Football Tournament was supported by the Mini Football Federation of Ukraine and the Futsal Federation of Kyiv.

Participating Companies:

3M Ukraine **AES** Ukraine Alekseev, Boyarchukov and Partners Astelit LLC

Beiersdorf Ukraine LLC Asters

British American Tobacco Coca-Cola **Beverages**

Ukraine Ukraine Limited

Deloitte & Touche USC, PJSC DHL

Ericsson Ukraine Ernst & Young LLC

ISTIL Group HLB UKRAINE

Japan Tobacco International (JTI) KPMG-Ukraine Ltd

Kraft Foods Ukraina Mars Ukraine Monsanto Ukraine, LTD Tetra Pak Ukraine, SE Zeppelin Ukraine LLC Nestlé Ukraine LLC

Puma Ukraine PwC.

Sanofi-Aventis Ukraine LLC SC Johnson

Sumitec Ukraine Shell

Winners: 1st place - ISTIL Team, 2nd place - PricewaterhouseCoopers Team, 3rd place - Coca-Cola Ukraine Limited Team.







Football Outdoor Tournament

Participating Companies:

JTI Mars Ukraine

Shell Nestlé Ukraine LLC

Deloitte & Touche USC British American Tobacco Ukraine

Whirlpool Europe s.r.l. **Ernst & Young**

ISTIL Group Porsche Leasing Ukraine LLC

Coca-Cola Ukraine Limited Asters

Sanofi-Aventis Ukraine LLC

Winners: 1st place - Istil Team, 2nd place - JTI Team, 3rd place - Coca-Cola Ukraine Team.

SPONSORS OF THE TOURNAMENT IN 2013: Auchan Hypermarket, American Medical Centers, Carlsberg Ukraine, Coca-Cola Ukraine, Kraft Foods Ukraine, KLS Ltd, Mini Football Federation of Ukraine, Puma Ukraine, Style Equiptime, Mini Football Federation of Ukraine, Futsal Federation of Kiev.

Annual Paintball Tournament

The tournament took place at the Gepard Paintball Club, located in a beautiful location just outside Kyiv.

Chamber Members, their families, and their friends got a great opportunity to relax during this exciting paintball game. Besides the tournament itself there were entertainment, burgers, popcorn, free cold draft beer, kvass, and soft drinks.

Tournament Winners:

1st Place – Astelit

2nd Place – Carlsberg Ukraine

3rd Place – Sayenko Kharenko

SPONSORS IN 2013: Auchan Hypermarket, Carlsberg Ukraine, Coca-Cola Ukraine, Gepard Paintball Club, Grill do Brasil, Indigo, Jolly Time, Kraft Foods, Metro Cash & Carry.



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Chamber Family Events



Easter Egg Hunt

The traditional Easter Egg Hunt Family Event took place at Kureni Restaurant. Children enjoyed a fascinating entertainment program with animators and, of course, hunted down Easter eggs filled with goodies. Adults enjoyed networking while sipping cold draft beer and nibbling on snacks provided by the sponsors.

SPONSORS OF THE EVENT: Carlsberg Ukraine, Kureni Restaurant.





"Following Kyiv Legends and Mysteries" Walking Tour for Kids

Chamber Members and their kids had a thrilling adventure, exploring Kyiv's most mysterious corners. The group looked into those locations once favored by Kyiv's wizards and learned mysterious new things about the city in which they live.

SPONSORS OF THE EVENT: Auchan Hypermarket, Carlsberg Ukraine, Coca-Cola Ukraine, Kureni Restaurant, Nestle Ukraine LLC.

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Chamber Annual Charitable American Independence Day Picnic 2013





Chamber Annual Charitable American Independence Day Picnic 2013

ne of the Kyiv's most highly anticipated outdoor events, the Chamber's Annual Charitable American Independence Day Picnic, once again gathered friends of the United States, on July 6 at Spartak Stadium.

Close to 6,000 people got together to spend a beautiful Saturday with family and friends while enjoying picnic-style food, drinks, and live performances by acts such as Duck and Cover, Alex Mochanov, and CountryAnApolice. Thanks to the Picnic's Gold Sponsor, Lavina Concert, guests even got the chance to see Gorchitza play. People just couldn't help themselves from dancing.





The interactive Kids Zone, courtesy of Primary Sponsor Danone, kept the little ones entertained with carnival rides, a bouncy castle, trampolines, and interactive games, not to mention some special surprises. The weather was perfect both for the infield contests led by Sergey Velichanskiy, the event's host, and for spreading out blankets and relaxing on the grass with drinks provided by Soft Drinks and Beer Sponsors Coca-Cola Ukraine and Carlsberg Ukraine.

After a performance of the Ukrainian and American national anthems the sky above the stadium lit up with a spectacular fireworks display sponsored by Winner Imports Ukraine. The organizers are already planning more excitement for July 2014!

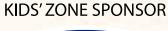


Chamber Annual Charitable American Independence Day Picnic 2013

PRIMARY SPONSORS:



SOFT DRINKS SPONSOR



WINE SPONSOR







PRIMARY ENGLISH LANGUAGE MEDIA PARTNER

WHAT'S ON

FIREWORKS SPONSOR



STAGE & SOUND SPONSOR



GOLD SPONSORS:

























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Chamber Annual Charitable American Independence Day Picnic 2013

SILVER SPONSORS:















BRONZE SPONSORS:

3M, American Councils for International Education: ACTR/ACCELS, APOTEX CANADA, Cargill, Colgate-Palmolive Ukraine, Delta Medical, DHL, Grand Admiral Club, Hyatt Regency Kiev, InterContinental Kyiv, Leater, LLC MEDIALAN", Motorola Solutions, Move One, Nestle Ukraine, Procter & Gamble Ukraine, SC Johnson, Scissorhands/Alina Pivnenko, Senator Apartments, Ukraine International Airlines (UIA), Wrigley Ukraine

CATERING PARTNERS:















VOLUNTEER SPONSORS:

Staff Service Ukraine









Chamber Women's Executive Leadership Development Initiative (WELDI)

n 2013 the Chamber successfully launched a new program to develop the professional skills of senior-level female executives working at Chamber Member companies - the Chamber Women's Executive Leadership Development Initiative (WELDI).

WELDI is an invitation-only program targeted to top-level female talent at the leadership level. These women have significant experience in the corporate world but can still benefit from additional professional skills development, so that they can better rise to the tops of their organizations.

WELDI offers selected participants a series of professional development opportunities, free of charge, on a monthly basis, helping them hone their leadership skills and increase their personal effectiveness in the workplace.

WELDI Participants:

The WELDI program will be offered on an invitation-only basis to a select group of women, nominated by the top officials of their organizations. Participants:

- Are senior-level females on the leadership teams of Chamber Member Companies
- Have 15+ years of professional experience
- Are considered "high potential" and "top talent" by their management

- Are committed to professional advancement and have a strong drive for self-improvement
- Are employed in any area: HR, finance, sales, marketing...
- W Speak English

At the moment the WELDI audience consists of 200 participants from more than 100 companies.

In 2013 seven WELDI events are planned to be held. After the launch event, the **Women in Leadership Forum: Acting Like a Leader, Talk**-





Chamber Women's Executive Leadership Development Initiative (WELDI)

ing Like a Leader meeting, which was held in partnership with the Kyiv Mohyla Business School (kmbs) on June 19, 2013, the Chamber started organizing its WELDI Monthly Professional Development Series. Five sessions have taken place so far:

Networking Skills for Women: It's Not Just Who You Know, It's What You Do With It, delivered by Ms. Juliana Gomez of Microsoft (July 3)

The Language of Leadership for Women, delivered by Lara Homans of kmbs (August 7)

Interest-Based Negotiation: The Path to Cooperation, delivered by Galyna Yeromenko, Ukrainian Mediation Center at kmbs (September 4)





**Projecting Your Professional Image: Can the Head Wear Heels? delivered by Barbara Zehnder, Image Consultant (October 2)

Career Development: The Role of Coaches, Mentors, and Sponsors presented by Olga Malashenko, Pfizer Ukraine; Anna Podgornaya, Microsoft Ukraine; Kateryna Timonkina, T&P; Maria Krasilowez, Tetra Pak and moderated by Courtney Zukoski, WELDI founder (November 6)

The Chamber is working to offer even more value-added benefits and professional development opportunities for WELDI participants.





Membership Discount Programs

Chamber Gourmet Club



The Chamber Gourmet Club is a network of Kyiv's best restaurants, those serving high-quality food and offering impeccable service, not to mention providing Chamber Membership Card Holders with privileges and discounts. Over the years the Chamber Gourmet Club network has grown to encompass more than 100 restaurants all over Ukraine and the list of participants is rapidly expanding.

In 2013 the Gourmet Club expanded its number of active members, giving Chamber Cardholders a variety of choices and venues. We are proud to announce that we now have 122 Gourmet Club Members, including, lately, Mario, Bruce Lee, L'entrecote, Walter's Ristorante, BBQ Island, and Barkas.

The Gourmet Club is constantly seeking new restaurants to join the network, so as to offer Chamber Members the widest range of benefits and discounts and satisfy all tastes.

Chamber Leisure Club

In 2013 there was a brand new addition to the list of Chamber Membership Card programs: the Chamber Leisure Club.

The Chamber Leisure Club is a specialized discount project designed to provide additional benefits and privileges, and focusing on the best leisure services providers in Kyiv:

- Fitness, beauty, and wellness center
- Moor entertainment (cinemas, theaters, entertainment centers, etc.)
- Outdoor entertainment (carting, golf, horseback riding, paint-ball, etc.)

The Chamber Leisure Club now unites more than 50 participants and is a great addition to the successful Chamber Gourmet Club. Along with the Chamber Discount Program, these initiatives give our Membership Cardholders an all-in-one solution for both business and pleasure.





Membership Discount Programs

Chamber Discount Program

This is one of the most sought-after benefits for Chamber Members. Holders can use Chamber Membership Cards to get discounts in the following sectors:

Accommodation and hotels

Advertising, media, and printing

Airlines and travel services

Business services

Car leasing and sales

Consulting and outsourcing

Delivery and logistics

Education and training

Furniture and equipment

Healthcare and beauty services

Insurance

IT and software

Legal services

Real estate

Restaurants

Retail establishments

In offering discounts Chamber Member companies get access to a valuable target market and can utilize a reputable, well-recognized promotional vehicle, thus boosting their profiles.

The range of discounts is constantly expanding, and you can find the latest updates at www.chamber.ua/discount. Members can also subscribe for RSS and get the latest developments updated directly to their mailboxes.

Maxi Loyalty Program **MAXI**

The Chamber Membership Card has now been enhanced to provide an additional value. The Chamber and Maxi, the first multi-brand loy-

alty program in Ukraine, have collaborated to bring you all the privileges of earning rewards while shopping.

Using your card you can now get discounts and collect bonuses whenever you shop in the Maxi retail network, which includes brands from the entire lifestyle spectrum.

You can redeem the bonuses you collect to purchase goods in any Maxi network shop you choose. The network is rapidly growing and will eventually include several thousand locations at which you can use your Chamber Membership Card.

Just look for the Maxi butterfly on the store entrance and keep an eye on the Maxi website, www.maxicard.ua, to learn where you can save and earn rewards.



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Restaurant	Address	
Ani	72 Velyka Vasylkivska Street, Kyiv	http://gourmetclub.ua/restaurants/ani/
Antwerpen	38 Pushkins'ka Street, Kyiv	http://gourmetclub.ua/restaurants/antwerpen/
ARISTOCRATE RESTAURANT	10/12 Artema Street, Kharkiv	http://gourmetclub.ua/ restaurants/aristocrate- restaurant/
Arizona BBQ	25 Naberezhno- Khreshchatyts'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/arizona- bbq/
Art-Club 44	44 Khreshchatyk Street, Kyiv	http://gourmetclub. ua/restaurants/art- club-44/
Atmosfera	5-7/29 Tarasa Shevchenka Boulevard / Pushkinska Street, Kyiv	http://gourmetclub.ua/ restaurants/atmosfera/
Bacchus	16/2 Ivana Franka Street, Kyiv	http://gourmetclub.ua/ restaurants/bacchus/
Bar on 8	5 Ally Tarasovoi Street, Kyiv	http://gourmetclub.ua/ restaurants/bar-on-8/
Barkas	49A Volodymyrska Street, Kyiv; 11 Naberezhno- Khreshchatytska Street, Kyiv	http://gourmetclub.ua/ restaurants/barkas/

Restaurant	Address	
BBQ ISLAND	5-EI Brovarskyi Avenue, Kyiv	http://gourmetclub.ua/ restaurants/bbq-island/
Beefy's	65 Velyka Vasylkivska Street, Kyiv	http://gourmetclub.ua/ restaurants/beefys/
Bellini's Bar	53 Bohdana Khmel'nyts'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/bellinis- bar/
Belmondo	17 Hoholivs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/belmondo/
BIBLIOTECH smart cafe	120 Saksahans'kogo Street, Kyiv	http://gourmetclub.ua/ restaurants/bibliotech- smart-cafe/
Billiard Club "Sharpei™"	26 Moskovs'kyi Avenue, Kyiv	http://gourmetclub.ua/ restaurants/billiard- club-sharpei/
Bruce Lee	2 Prorizna Street, Kyiv; 24 Chernishevskoho Street, Dnipropetrovsk	http://gourmetclub.ua/ restaurants/bruce-lee/
Buena Vista Latin House	8/14 Velyka Zhytomyrs'ka Street, Kyiv	http://gourmetclub. ua/restaurants/buena- vista-latin-house/
Ciro's Pomodoro Kharkov	181 Moskovs'kyi Avenue, Kyiv	http://gourmetclub. ua/restaurants/ciros- pomodoro-kharkov/

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Restaurant	Address	
CITRONELLE	23 Bohdana Khmel'nyts'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/citronelle/
Cote d'Azur	15 Petra Sahaidachnoho Street, Kyiv	http://gourmetclub.ua/restaurants/cote-dazur/
D*LUX	3 Mykhaila Hrushevs'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/dlux-/
Da Vinci Fish Club	12 Volodymyrs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/da-vinci- fish-club/
Dark Side	14A Ihorivs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/dark-side/
Dejavu	30 Bohdana Khmel'nyts'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/dejavu/
DK Restaurant	103 Stolychne Highway, Kyiv	http://gourmetclub. ua/restaurants/dk- restaurant/
DOM	7 Borysa Hrinchenka Street, Kyiv	http://gourmetclub.ua/ restaurants/dom/
Doversol	81 Velyka Vasylkivska Street, Kyiv	http://gourmetclub.ua/restaurants/doversol/
Dukhmiana Pich	4th km of the New Obuhivs'ka Highway, Lisnyky village, Kyiv region	http://gourmetclub. ua/restaurants/ dukhmiana-pich/

Restaurant	Address	
Dumka	20 Akademika Tupoleva Street, Kyiv	http://gourmetclub.ua/ restaurants/dumka/
Ethnic Ukrainian restaurant "Hutir Tihiy"	449 Holovna Street, Serhii village, Chernivets'ka oblast	http://gourmetclub. ua/restaurants/ethnic- ukrainian-restaurant- hutir-tihiy/
Food Time	16/4 Verkhnii Val Street, Kyiv	http://gourmetclub.ua/ restaurants/food-time/
Forte cafe bar	35D Predslavyns'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/forte-cafe- bar/
Golden Gate Pub	15 Zolotovorotska Street, Kyiv	http://gourmetclub. ua/restaurants/golden- gate-pub/
GORILLA	34A Lesi Ukrainky Boulevard, Kyiv	http://gourmetclub.ua/ restaurants/gorilla/
Grand Admiral Club	16 Radyanska Street, Irpin, Kyiv Region	http://gourmetclub. ua/restaurants/grand- admiral-club/
Grill Asia	5 Ally Tarasovoi Street, Kyiv	http://gourmetclub.ua/ restaurants/grill-asia/
Indigo	3 Kudryashova Street, Kyiv	http://gourmetclub.ua/ restaurants/indigo/
Jelsamino	6/11 Sofii Perovs'koi Street, Kyiv	http://gourmetclub.ua/ restaurants/jelsamino/





Restaurant	Address	
JUST C.A.F.E.	39 Bohdana Khmel'nyts'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/just-cafe/
Karavan	10 Klovs'kyi Descent, Kyiv	http://gourmetclub.ua/ restaurants/karavan/
Kazbek	30A Lesi Ukrainky Boulevard, Kyiv	http://gourmetclub.ua/ restaurants/kazbek/
Khinkali	4 Shota Rustaveli Street, Kyiv	http://gourmetclub.ua/ restaurants/khinkali/
Knyazhiy Grad	2 Velyka Zhytomyrs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/knyazhiy- grad/
Kozachok	118 Kirovohradska Street, Kyiv; 11 Tsentralna Street, Kyiv; 46 Komarov Street, Mila village, Kyiv Region; "Kyiv-Boryspil" Road, 7 km from the CP of Kyiv; 69th km of Simferopol-Yalta road, Hurzuf	http://gourmetclub.ua/ restaurants/kozachok/
Koza-Dereza	52A Atrema Street, Kyiv	http://gourmetclub. ua/restaurants/koza- dereza/
Krep de Shin	25 Hoholivs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/krep-de- shin/

RestaurantAddressKuvshin96 Velyka Vasylkivska Street, Kyivhttp://gourmetclub.ua/ restaurants/kuvshin/Landysh lounge-cafe16 Antonovycha Street, Kyivhttp://gourmetclub.ua/ restaurants/landysh-lounge-cafe-/Laterrasse5 Marshala Grechka Street, Kyiv; 1B Obolonskyi Avenue, Kyivhttp://gourmetclub.ua/ restaurants/laterrasse/L'entrecote5B Baseina Street, Kyiv; 1B Obolonskyi Avenue, Kyivhttp://gourmetclub.ua/ restaurants/lentrecote/LEO20 Parkova Road, Kyivhttp://gourmetclub.ua/ restaurants/leo/Lev Restaurant18 Teatralna Street, Lvivhttp://gourmetclub. ua/restaurants/lev-restaurant/Lipsky Osobnyak15 Lyps'ka Street, Kyivhttp://gourmetclub. ua/restaurants/lipsky-osobnyak/Lobby bar at ALFAVITO35D Predslavyns'ka Street, Kyivhttp://gourmetclub.ua/ restaurants/lobby-bar-at-alfavito-/Lucca11 Solomyanska Street, Kyivhttp://gourmetclub.ua/ restaurants/lucca/Lucky Pub13 Velyka Vasylkivska Street, Kyivhttp://gourmetclub.ua/ restaurants/lucky-pub			
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	Lucky Pub	•	





Restaurant	Address	
Ludi CASUALFOOD	5 Velyka Vasylkivska Street, Kyiv	http://gourmetclub. ua/restaurants/ludi- casualfood/
Lyon Wine bar	23A Prorizna Street, Kyiv	http://gourmetclub.ua/ restaurants/lyon-wine- bar/
Mai Tai Lounge	66 Velyka Vasylkivska Street, Kyiv	http://gourmetclub.ua/ restaurants/mai-tai- lounge-/
MaLLina cafe	27B Petra Sagaydachnogo Street, Kyiv	http://gourmetclub.ua/ restaurants/mallina- cafe/
Marakuya	29 Marshala Tymoshenka Street, Kyiv	http://gourmetclub.ua/ restaurants/marakuya/
Mare Azzuro	1/10 Bankova Street, Kyiv	http://gourmetclub. ua/restaurants/mare- azzuro/
Mario	14A Lva Tolstoho Street, Kyiv	http://gourmetclub.ua/ restaurants/mario/
Marrakesh	24 Petra Sahaidachnoho Street, Kyiv	http://gourmetclub.ua/restaurants/marrakesh/
Matreshka	27rd km of new Obukhivska Highway, Kyiv	http://gourmetclub.ua/ restaurants/matreshka/

Restaurant	Address	
Mille Miglia Ristorante and Enoteca	22 Yaroslaviv Val Street, Kyiv	http://gourmetclub. ua/restaurants/mille- miglia-ristorante-and- enoteca/
Mimino	10A Spaska Street, Kyiv	http://gourmetclub.ua/ restaurants/mimino/
Mocco	15 Khreshchatyk Street, Kyiv	http://gourmetclub.ua/ restaurants/mocco/
Myslyvets Grill-	147/5 Saksahans'koho	http://gourmetclub.ua/
restaurant	Street, Kyiv	restaurants/myslyvets- grill-restaurant-/
National Opera	50 Volodymyrska Street,	http://gourmetclub.ua/
Restaurant	Kyiv	restaurants/national-
(N.O.R.)		opera-restaurant-nor/
Nirvana	28V Lesi Ukrainky Boulevard, Kyiv	http://gourmetclub.ua/ restaurants/nirvana/
Nobu	12 Shota Rustaveli Street, Kyiv	http://gourmetclub.ua/ restaurants/nobu/
Non-Stop	6 Peremogy Avenue, Kyiv	http://gourmetclub.ua/ restaurants/non-stop/
O'BRIEN'S	17A Mykhailivs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/obriens/
O'CONNOR'S	15/8 Khoryva Street, Kyiv	http://gourmetclub.ua/ restaurants/oconnors/





Restaurant	Address	
O'Panas	10 Tereshchenkivs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/opanas/
Pache	3 Kost'ol'na Street, Kyiv	http://gourmetclub.ua/ restaurants/pache-/
Pan und Pani	45-49 Marzellen Street, Cologne, Germany	http://gourmetclub.ua/ restaurants/pan-und- pani/
PANORAMA CLUB	1/2 Khreshchatyk Street, Kyiv	http://gourmetclub.ua/ restaurants/panorama- club/
Paris Dakar	46 Dmytrivs'ka Street, Kyiv	http://gourmetclub. ua/restaurants/paris- dakar/
Petrovsky Brovar	131 Osipova Street, Brovary	http://gourmetclub.ua/ restaurants/petrovsky- brovar/
Piano restaurant	35D Predslavyns'ka Street, Kyiv	http://gourmetclub. ua/restaurants/piano- restaurant/
Pirosmani	44 Stetsenka Street, Kyiv	http://gourmetclub.ua/restaurants/pirosmani/
Platium	475 Anatoliya Solovyanenka Street, Kozyn, Kyiv Region	http://gourmetclub.ua/ restaurants/platium/

Restaurant	Address	
Podkova	91 Zolotovorots'ka Street, Kozyn village, Kyiv	http://gourmetclub.ua/ restaurants/podkova/
Pravda Bar and Restaurant	5 Druzhby Narodiv Boulevard, Kyiv	http://gourmetclub.ua/ restaurants/pravda-bar- and-restaurant/
Razgulyaevo	70 Stolychne Highway, Kyiv	http://gourmetclub. ua/restaurants/ razgulyaevo/
Restaurant of Riviera Boutique Hotel	15 Petra Sahaidachnoho Street, Kyiv	http://gourmetclub.ua/ restaurants/restaurant- of-riviera-boutique- hotel/
Sam's Steak House	37 Zhylyans'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/sams-steak- house/
SAN TORI	41 Petra Sahaidachnogo Street, Kyiv	http://gourmetclub.ua/ restaurants/san-tori/
SEREBRO restaurant and music bar	Mechnykova Street, Kyiv	http://gourmetclub.ua/ restaurants/serebro- restaurant-and-music- bar/
Shangri-La	41 Petra Sahaidachnoho Street, Kyiv	http://gourmetclub.ua/ restaurants/shangri-la/
Shynok	28V Lesi Ukrainky Boulevard, Kyiv	http://gourmetclub.ua/ restaurants/shynok/





Restaurant	Address	
SkyArtCafe	1-3 Chervonoarmiis'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/skyartcafe/
Smacotella	4A Heroiv Stalinhradu Avenue, Kyiv	http://gourmetclub.ua/restaurants/smacotella/
Sorry Babushka	18/24 Dmytrivs'ka Street, Kyiv	http://gourmetclub. ua/restaurants/sorry- babushka/
Spotykach	16 Volodymyrs'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/spotykach/
Stare	27 Petra Sahaidachnoho	http://gourmetclub.
Zaporizhzhya	Street, Kyiv	ua/restaurants/stare- zaporizhzhya/
STAROKIEVSKY	17-19 Bratska Street, Kyiv	http://gourmetclub. ua/restaurants/ starokievsky-/
Surprise	3 Pyrohova Street, Kyiv	http://gourmetclub.ua/restaurants/surprise/
Tampopo	55 Saksahans'koho Street, Kyiv	http://gourmetclub.ua/restaurants/tampopo/
Tandyr	11D Kyivs'ka street, Kozyn, Kyiv Region	http://gourmetclub.ua/ restaurants/tandyr-/
TARANTINO	35 Petra Sahaidachnoho Street, Kyiv	http://gourmetclub.ua/ restaurants/tarantino/

Restaurant	Address	
Tarelka fun- restaurant	62/20 Dmytrivs'ka Street, Kyiv	http://gourmetclub. ua/restaurants/tarelka- fun-restaurant-/
Tavern "Love and Hunger"	28th km of the New Obuhivs'ka Highway, Romankiv Village, Kyiv Region	http://gourmetclub. ua/restaurants/tavern- love-and-hunger-/
Tavern "Syto- Pyano"	19A Dniprovs'ka Embankment, Kyiv	http://gourmetclub. ua/restaurants/tavern- syto-pyano/
Teatro	53 Bohdana Khmel'nyts'koho Street, Kyiv	http://gourmetclub.ua/ restaurants/teatro/
Tequila House	8A Spaska Street, Kyiv	http://gourmetclub.ua/ restaurants/tequila- house/
Terrace	60A Vozdvyzhens'ka Street, Kyiv	http://gourmetclub.ua/ restaurants/terrace/
Terracotta	5-7/29 Tarasa Shevchenka Boulevard / Pushkinska Street, Kyiv	http://gourmetclub.ua/ restaurants/terracotta/
The Hub Restaurant	103 Stolychne Highway, Kyiv	http://gourmetclub.ua/ restaurants/the-hub- restaurant/





Restaurant	Address	
The Premier Palace's Lobby Bar	5-7/29 Tarasa Shevchenka Boulevard / Pushkinska Street, Kyiv	http://gourmetclub. ua/restaurants/the- premier-palaces-lobby- bar-/
Tike	31 Petra Sahaidachnoho Street	http://gourmetclub.ua/ restaurants/tike/
Tolstoy restaurant-club	19 Velyka Vasylkivska Street, Kyiv	http://gourmetclub. ua/restaurants/tolstoy- restaurant-club/
Trattoria Gustosa	5 Ivana Mazepy Street, Kyiv	http://gourmetclub.ua/ restaurants/trattoria- gustosa/
Tres Francais	3 Kost'ol'na Street, Kyiv	http://gourmetclub. ua/restaurants/tres- francais/
Trypillya	27th km of the New Obuhivs'ka Highway, Pidhirtsi Village, Kyiv Region	http://gourmetclub.ua/ restaurants/trypillya/
Uruk	11 Yaroslaviv Val Street, Kyiv	http://gourmetclub.ua/ restaurants/uruk/
Varenichnaya №1	28 Esplanadna Street, Kyiv	http://gourmetclub. ua/restaurants/ varenichnaya-1/

Restaurant	Address	
Viller	4A Heroiv Stalinhradu Avenue, Kyiv	http://gourmetclub.ua/ restaurants/viller/
WALTER'S RISTORANTE	10 Sofiyivska Street, Kyiv	http://gourmetclub.ua/ restaurants/walters- ristorante/
Ya - karaoke restaurant	17/18 Naberezhno- Khreshchatytska Street, Kyiv	http://gourmetclub. ua/restaurants/ya- karaoke-restaurant/

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Leisure Club Participants 2013

Company Name	Address	Website
Alpiyskiy Aquariu m Fitness Center	8 Protasiv Yar Street, Kyiv 45 Heroiv Stlinhradu Avenue, Kyiv	www.alpfitness.com.ua www.aquarium.ua
ATMASFERA 360	57/3 Velyka Vasylkivska Street, Kyiv	www.atmasfera.com. ua
BACKSTAGE Beauty Salons	18 Velyka Vasylkivska Street, Kyiv; 4A Chervonozoryanyi Avenue, Kyiv; 50 Anny Akhmatovoi Street, Kyiv; 8 Mishugy Street, Kyiv	www.backstage.ua
BARHAT	21 Velyka Vasylkivska Street, Kyiv	www.barhat.in.ua
Chic Outlet Shopping	9/2 Velyka Vasylkivska Street, office 41, Kyiv, AVIAREPS AG	www. chicoutletshopping. com
City Beach Club	172 Horkoho Street, Kyiv	www.facebook.com/ citybeachkiev
Drive-in theater "KINODROM"	2 Povitroflotskyi Avenue, Kyiv	www.kinodrom.kiev. ua
FIORI Flower Company	7/14 Akademika Bohomoltsya Street, Kyiv; 101 Stolychne Highway, Kyiv; 4A Baseina Street, Kyiv; Kultury Street, Kharkiv; 10 Rishelyevska Street, Odesa	www.fiori.ua

Company Name	Address	Website
Floating Studio "ALPHA" FORZA Karting	39 Predslavynska Street, Office 107, Kyiv 23 Naberezhno-Lugova	www.studioalpha.com. ua www.forza-karting.
	Street, Kyiv	com.ua
GANZ Paintball Club	1 Hlushkova Avenue, Pavilion 21, Kyiv	www.ganz-paintball. com
"Gepard" Paintball Club	139 Peremohy Avenue, Kyiv, Tourist Complex "Prolisok"	www.gepard.ua
GolfStream Kiev Golf Club	Hrivnyovske Highway, Gavronschyna Village, Makarovskyi District, Kyiv Region, Ukraine	www.KievGolfClub. com
Grand Prix	101 Volodymyrska Street, Kyiv	www.grand-prix.kiev. ua
Kiev Academic Drama Theatre on Podol	20B Andriyivsky Descent, Kyiv	www.theatreonpodol. com
Kika-style	30B Lesi Ukrainky Boulevard, Kyiv; 10 Shota Rustaveli Street, Kyiv; 18 Antonovycha Street, Kyiv; 101 Stolychne Highway, Kyiv	www.kika-style.com. ua
Kinopalats	1 Instytutska Street, Kyiv	www.kinopalace.net



Leisure Club Participants 2013

Company Name	Address	Website
Kinopanorama	19 Shota Rustaveli Street, Kyiv	www.kinopanorama. com.ua
Kviten beauty salon	45 Peremohy Avenue, Kyiv	www.facebook.com/ pages/%D0%A1%D0 %B0%D0%BB%D0% BE%D0%BD-%D0%B A%D1%80%D0%B0% D1%81%D0%BE%D 1%82%D1%8B-%D0 %9A%D0%B2%D1 %96%D1%82%D0% B5%D0%BD%D1% 8C/243545799108793
Kyiv cinema	19 Velyka Vasylkivska Street, Kyiv	www.kievkino.com.ua
LINIA KINO CINEMA CHAIN	5 Hryshka Street, Kyiv; 13 Hlushkova Avenue, Kyiv; 12 Malynovskogo Street, Kyiv	www.liniakino.com
NSC Olimpiyskiy	55 Velyka Vasylkivska Street, Kyiv	www.nsc-olimpiyskiy. com.ua
ODESA-KINO	3 Peremohy Avenue, Kyiv; 36 Perova Boulevard, Kyiv	www.kinoodessa.com
OSKAR CINEMA	1B Obolonskyi Avenue, Kyiv	www.oskar.kiev.ua

Company Name	Address	Website
Pecherskiy Fitness Club Royal Kyiv Golf Club	46/2 Moskovska Street, Kyiv 1 Polyova Street, Severynivka Village,	www.pecherskiy-club. com www.golfkiev.com
Royal Yachting	Makarivskyi District, Kyiv Region Pier 1, Naberezhno- Khreshchatytska Street, Kyiv	www.royal-yachting. com.ua
Ski Club "KYIV KASHTAN" SOFIYSKIY Fitness Center	23A Protasiv Yar Street, Kyiv 4 Rylskyi Lane, Kyiv	www.kashtan-ski.org. ua www.sofiyskiy.com.ua
Thai Culture and Thai Massage Center "Energy of Thailand"	12/7 Serhiya Gusovskogo Street, Kyiv	www.thailand-energy. com
The 5th Element	29A Elektrykiv Street, Kyiv	www.5el.com.ua
The Kievan Rus Park	Kopachiv village, Obukhivskuy district, Kyiv Region	www.parkkyivrus.com
The Royal Horse Club	36 Chapaeva Street, Lisknyky Village, Kyiv region	www.royalhorses.com. ua



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Company Name	Address	Website
TONI&GUY International Hairdressing Salon	10 Prorizna Street, Kyiv	www.toniandguy.ua
VLADIMIR TARASYUK hair studio	"5 Georgievskiy Lane, Kyiv; 36 Vorovskogo Street, Kyiv	www. vladimirtarasyuk.com
VT STYLE	2B Mykilsko-Slobidska Street, Kyiv	www. vladimirtarasyuk.com
XTENSION by Vladimir Tarasyuk	75 Olesya Honchara Street, Kyiv; 22B Obolonskiy Avenue, Kyiv; 29 Marshala Tymoshenka Street, Kyiv	www. vladimirtarasyuk.com
Yin Yang Salon	10 Olenivska Street, Kyiv	www.yysalon.com.ua





Welcome to New Members in 2013

AbbVie

Abris Capital Partners LLC

AC Alliance Ltd

Archer Software

Arricano Real Estate PLC

AstraZeneca Ukraine LLC

Baxter CIS B.V.

BILLA-Ukraine FIE

Case New Holland

Castrol Ukraine LLC

Challenge Aero Ukraine

COMARCH S.A. (Comarch LCC

Ukraina)

Cratia Ltd.

Dr. Reddy's Laboratories LLC

East Balt Ukraine

Ecosoft SPC LLC

EPTISA Servicios de Ingeniería,

S.L.

Estee Lauder Ukraine LLC

EXPERT LLC, Audit and

Consulting Group

Fitofarm JSC

Fozzy-Food LLC, Fozzy Group

Frontera Resources Corporation

Gazenergo-Ukraine PJSC

Geo Alliance Group

GFC Audit Company

Globalink Logistics Group Ltd.

Grammarly

Grand Admiral Club

Havas Engage Ukraine

Hermes-Trading LLC

Hertz International / Discover the

World Marketing Ukraine

HPC UKRAINA, SC of HPC

Hamburg Port Consulting GmbH

I.L.C. Trade Company

Inkerman International

Kroll Advisory Solutions

Kyani Ukraine

Limco Logistics LLC

Lviv Business School of the

Ukrainian Catholic University

(LvBS)

M+O Corporation

Misechko and Partners Law Firm,

LLC

More Hotel PJSC

Multi Development Ukraine LLC

Nadra Group

National Democratic Institute

Ukraine

Nexia DK. Auditors & Consultants

NIK LLC

NIX Solutions Ltd

Nutricia Ukraine

Optimum Media Ukraine LLC

OTIS Private JSC (Ukraine)

Pan-Ukraine Ltd.

Pharmagate LLC

Porcelain Swiss-Ukrainian medical

company

Promotion Outsourcing

SE 'Ukrainian Terminal'

Secnet Distribution Ltd.

Svitla Systems, Inc.

Tactic Legal

TEC RAS Logistic Ltd

TORO Creative Union

UKRPLASTIC PUBLIC

CORPORATION

UNIPHARM, INC

Unitrade Group Inc.

USAID Financial Sector

Development Program (FINREP-

II Project) implemented by

Financial Markets International,

Inc.

Volvo Ukraine LLC

WATSONS

yoCard

Zavadetskyi, Khomych Advocates

American Chamber of Commerce in Ukraine

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