

2018

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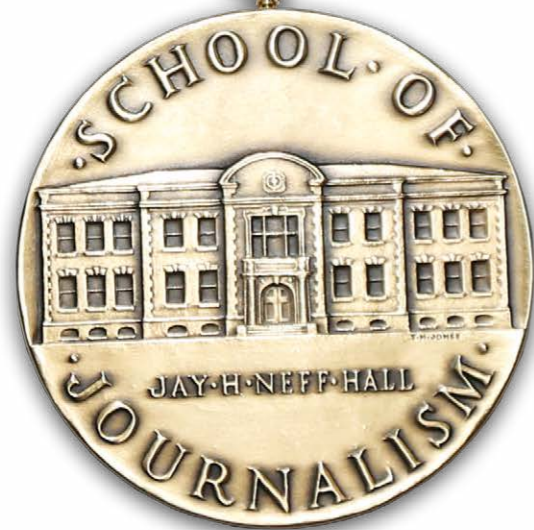
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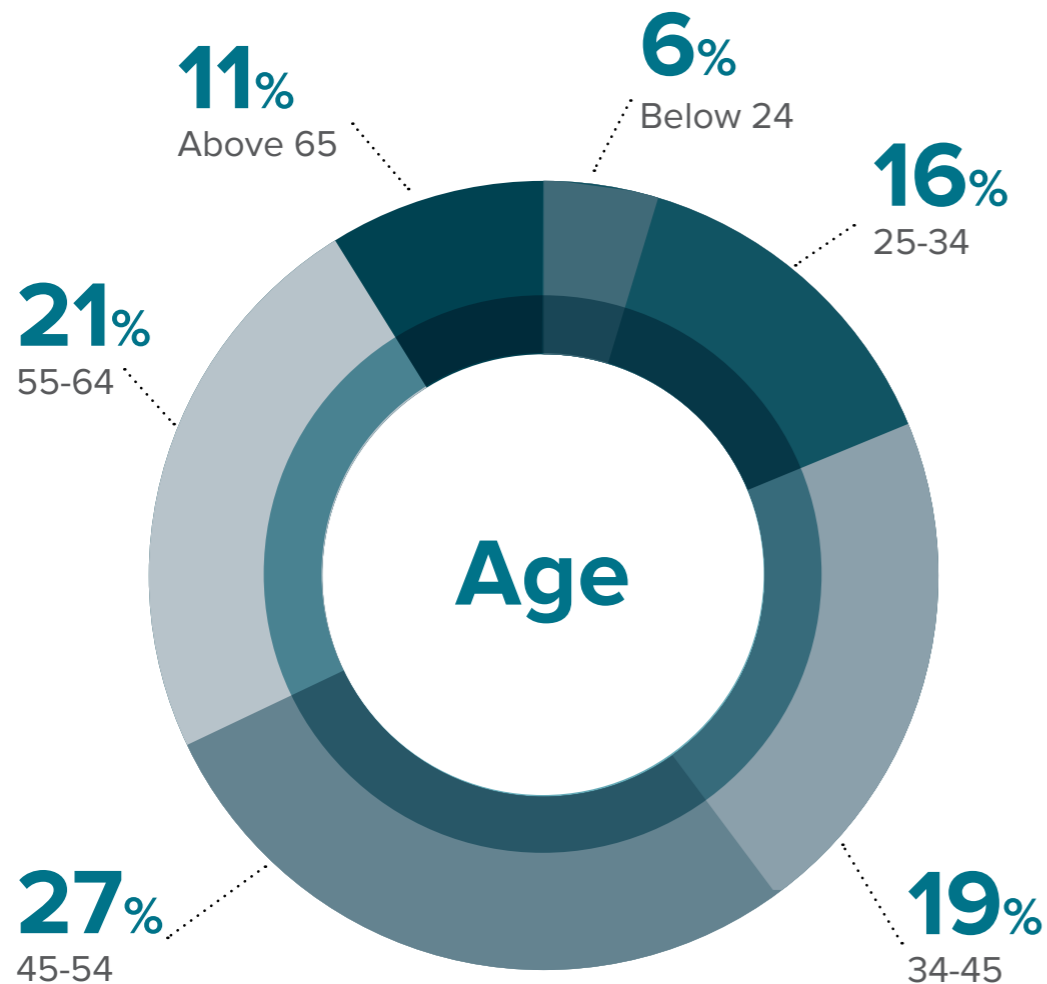
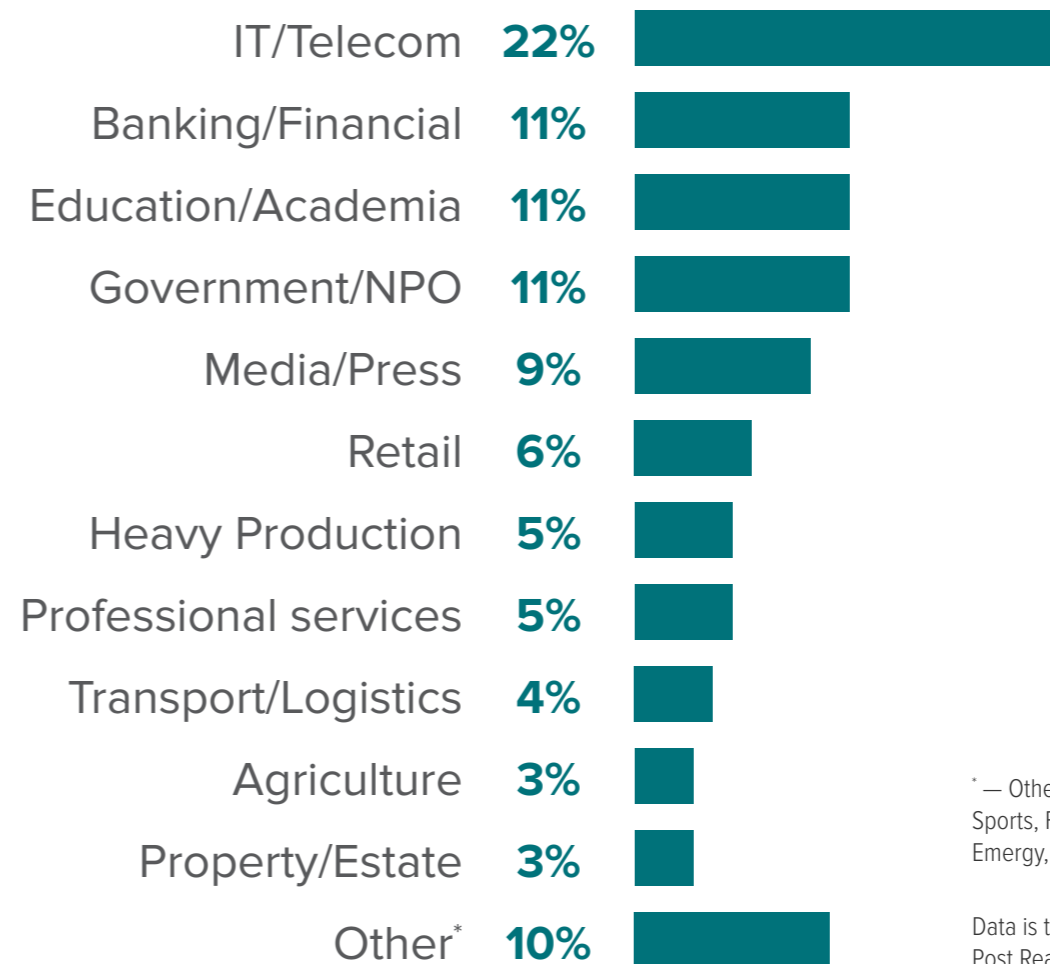
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KYIV POST READERS PROFILE

Occupation



Industry



* — Other (Music / Culture / Sports, FMCG, Oil / Gas / Emery, HoReCa)

Data is taken from EY Kyiv Post Readership Survey

WEBSITE + SOCIAL MEDIA

High Traffic

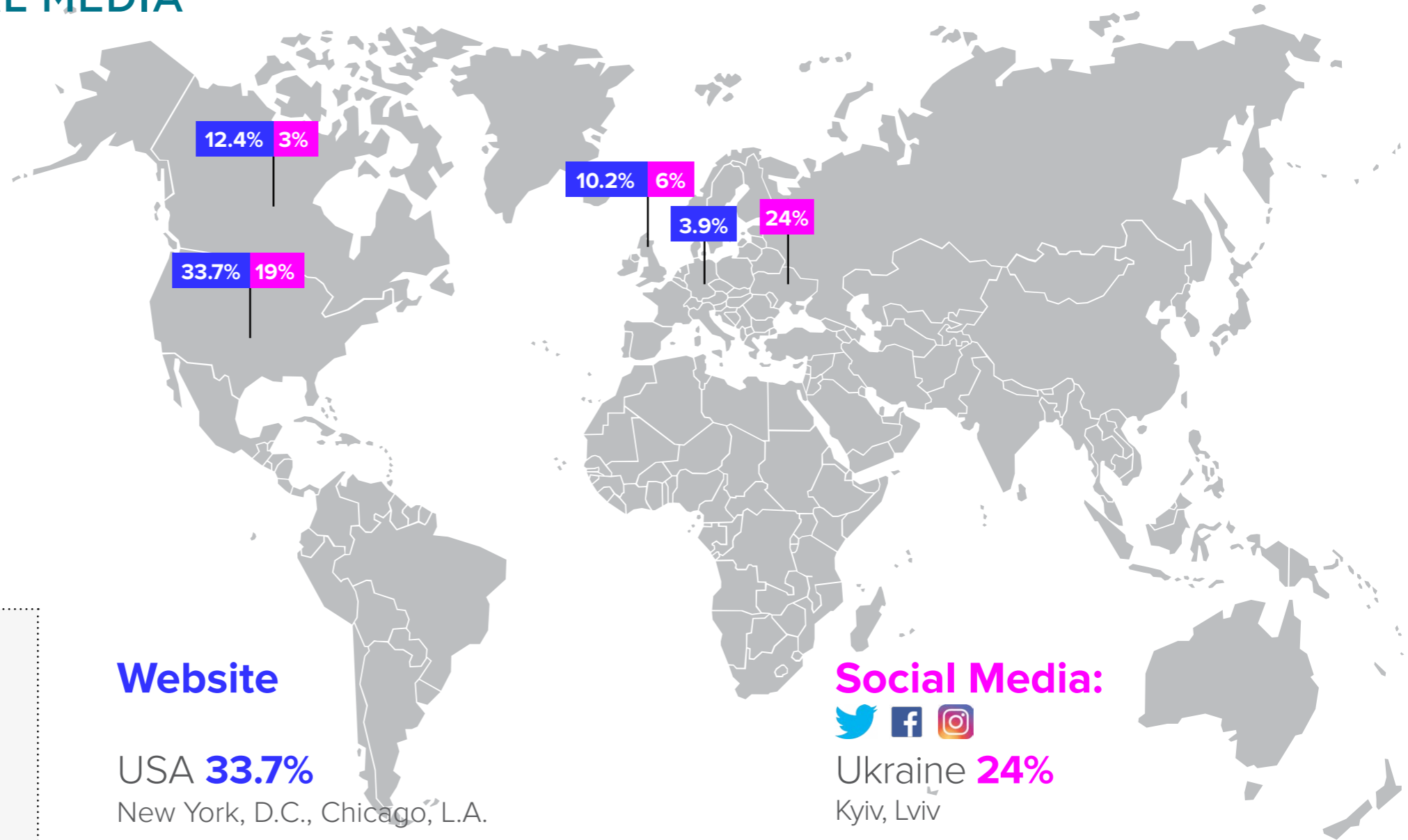
63.5 million
page views in 2014

180,000+
followers on Twitter

3 minutes
average time on site

Quality audience

- Business owners and executives; diplomats; government officials; experts and middle management; academia/researchers; students/young professionals
- Among our readers are such organizations and companies as NATO, IMF, World Bank, EBRD, OSCE, US State Department, European Commission, Harvard University, Chicago University, Ciklum, SoftServe, Porsche Leasing, Winner, Australian department of foreign affairs and many others



Website

USA **33.7%**
New York, D.C., Chicago, L.A.

Canada **12.4%**
Toronto, Ottawa, Edmonton, Calgary

UK **10.2%**
London, Birmingham, Leeds, Edinburgh

Germany **3.9%**
Berlin, Munich, Frankfurt, Hamburg

Other Markets **39.8%**

Social Media:



Ukraine **24%**
Kyiv, Lviv

USA **19%**
New York, Washington D.C

U.K. **6%**
London, Leeds

Canada **3%**
Toronto, Edmonton

Other Markets **48%**

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Memories of the
momentous day

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Discovering the truth
about Ukraine

12 BUSINESS LEADERS
Those who helped
build the economy

22 UKRAINE TIMELINE
Key events that
shaped the nation

August 19, 2016
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YEARS
OF UKRAINE'S
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OF UKRAINE'S
INDEPENDENCE





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- **Leading restaurants** (e.g. Praga, Goodman, Beef);
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- **Business centers** (e.g. Illynsky, Horizon Business Park);
- **Fitness centers** (e.g. 5th element);
- **Airlines** (e.g. Lufthansa, Austrian Airlines)
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- **Retail** (e.g. Soyuz Pechat kiosks)
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See full distribution list [here](#).

AUDIENCE

- Business executives and owners, diplomats, experts, academia, middle management, young professionals and students
- **Core:** professionals at international companies based in Ukraine
- **Median age** — 35 - 45
- **Growing audience** of English-speaking Ukrainian professionals

February 10, 2017 Business 9

Advertising market finally in recovery phase

say, in 2016, digital advertising accounted for a significant chunk — more than a quarter — of Ukraine's advertising pie.

In its latest forecast, the All-Ukrainian Advertising Coalition expects nearly 30 percent growth in internet advertising, which is set to rise from Hr 3 billion or \$73 million to almost Hr 4 billion or \$90 million in 2017.

The main drivers of growth in 2017 will be mobile ads, paid search (a search engine) and digital video advertising, which is expected to continue.

The figures also suggest that TV ads, as well as public media (billboards, street and road signs, etc.), will likely lose their share as the EuroMarket, Revolution and advertising should take about 10 percent of Hr 1.5 billion (\$43.2 million) will go to television channels — an increase of 30 percent compared to 2016.

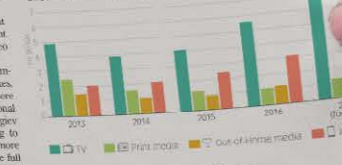
Print media is also expected to grow slightly next year, increasing its share of the market from the current Hr 1.1 billion (\$28 million) to Hr 1.3 billion (\$35 million), or 17 percent.

Upcoming spring events, including the World Hockey Championship Division I Group A matches, and the Eurovision Song Contest in May will likely help the domestic advertising market.

Ukraine's advertising market



breakdown of Ukrainian advertising market



Mobile advertising market in Ukraine



Ukraine's advertising market is expected to grow this year for the first time since 2013.

Credit Agricole expands in Ukraine with new branch for business in Lviv

Interview with Larisa Burdunava, Management Board Member of Credit Agricole Bank, in charge of Corporate Business, SME and agriculture.

Why has Credit Agricole Bank opened a specialized branch, MNC desk for corporate business in Lviv?

It's pleasant to acknowledge that Credit Agricole is seen as the bank of choice for the segment of international companies in Ukraine.

The bank now counts more than 1,000 international customers in its portfolio and an important segment of them are from the Western Ukraine region.

Another reason is that many Ukrainian companies are interested in European markets now and we constantly strive to provide these our clients with the appropriate opportunities and tools to take part in the European market place.

Moreover, a close proximity to Poland will help our bank to deliver better services to our clients such as providing relations and support with our Polish colleagues from Credit Agricole Bank Polska.

It should be noted that Credit Agricole Bank was the first foreign bank which began operating back in 1993 during Ukraine's early years of independence. Since those times, our bank has maintained strong relationships with international clients of Credit Agricole Group and other international companies. Since those early years in Ukraine, we have successfully served our clients who are businesses or manufacturing facilities throughout Ukraine.

In recent years, we have seen the growth of foreign investments in Ukraine, where the western region has shown a great potential. New and existing investors actively finance new projects, create new production capacities and jobs in the region. Therefore, such level of development and reliable financial support is needed to meet quickly and individual needs of our clients.

From which countries Credit Agricole Bank clients are? What are your expectations for the future?

The largest amount of companies in our international portfolio are French, German and US clients. At the present time, we are also seeing an increased interest in cooperation with Polish companies who wish to invest in the region, not only from large corporations but also from the SME sector (small & medium enterprises). As well as Ukrainian companies have shown great interest in developing their operations in Poland. Apart from this, we work with many corporations which are based in the EU, Japan and other Asian markets.

On the subject of Asian companies, there has been an increase on their part in actively grow their rate of the production capacity near Lviv. Therefore, we can say that we are growing in diversity. For instance, recently we met with Korean companies, some of which are already present in Ukraine and others who are considering coming to our market.

What currencies do you use? For example, how do you work with USD?

It depends on the client's demands. For Ukrainian companies, it's the Ukrainian currency and when dealing with foreign currency, the US dollar and the Euro are the go-to funds to operate with. When it comes to working with companies from Asian markets — we are capable of working with some national currencies, but generally speaking, working with traditional currencies such as the US dollar and the Euro works just as well as they are recognized and traded globally.

Which changes can we expect for business in Lviv after the opening MNC Desk of Credit Agricole Bank?

Having a specialized branch in the Western region means one more step forward for strengthening our bank's position which will allow us to provide our customers with the best expertise at the local level by meeting their investment expectations and needs. We want to be closer to our customers, because success and beneficial cooperation can be attained only when both parties understand each other's needs well and are ready to respond and react accordingly.

It's no wonder that our new corporate slogan "A whole bank just for you" resonates well between Credit Agricole Group and its customers. It means that we mobilize and foster all the efforts to provide our clients with the utmost bank they are waiting for. We offer our customers the best professional expertise, our best practices and international know-how. We mobilize all of the bank's business line in order to fully meet the needs of our customers. In a nutshell, we are exactly where our customers are.



Ukraine has steadily been growing several years by developing potential both to Ukrainian companies as attracting foreign investments, momentum, Credit Agricole Bank help support the region and its investment in a new regional branch which will greatly facilitate its multi-national business and potential.

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Feb. 28 Outsourcing	March 7 Corporate Social Responsibility	March 21 Insurance	April 4 Transport & Logistics	April 18 Information Technology
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Kharkiv's Turboatom may finally get sold this year

BY EVAN OSTRYNIAK

Kharkiv's prized state-owned turbine producer Turboatom is slated for privatization this year. A strategic asset that produces nuclear, hydroelectric and thermoelectric power stations, the State Property Fund wants to sell its 75 percent stake worth up to \$500 million.

The crown jewel in the state's privatization portfolio has long been coveted by Russian investors.

And there's good reason why. Turboatom nearly doubled its net profit in 2013, earning some \$73 million. That gives the State Property Fund's best record of selling state-owned assets at rock-bottom prices to assist, or at times to a single bidder, its unclear who will get the treasured company.

The top of Turboatom's impressive financials, Turboatom plans to increase revenue to 11.2 billion this year, up from 10.4 billion in 2013, while the company seeks technological upgrades and better management, both of which the state is not able to adequately provide.

Since this year's budget was first prepared in mid-December, the company has been on and off the privatization list several times. Yet on Jan. 20, the State Privatization Fund finally confirmed that it would be put on the table.

Turboatom's sale still needs approval from the Cabinet of Ministers. Also, a new government may be in place by December given the current political instability, and it might not view it as favorable to the nation's interests.

According to analyst Yaroslav Yehor, one group led by Presidential Administration head Andriy Bohdanov, who owns a portfolio of energy assets, wishes to sell the turbine manufacturer to a Russian company in order to "ensure economic relations with Moscow."

A second group under current Deputy Prime Minister Yuri Boyko prefers the state spin since Turboatom plays a key role in several domestic rearmament projects. Both Bohdanov and Yehor are considered candidates as the nation's next prime minister.

Any sale of the state's share in Turboatom will depend on demand. So far the company appears to have few bidders. The Russian market power giant Rosatom looks to be the most likely candidate. The company's foreign unit chief, secretary Yulia Shaska told the Kyiv Post that Rosatom "will participate



Acting Deputy Prime Minister Yuri Boyko (center), who opposes the privatization of Turboatom, visited the plant on Feb. 4. (Courtesy)

Turbine maker seen as most valuable asset on state privatization schedule for 2014

Load energy analyst Yuri Korotkiy of the Institute of Energy Strategy said that Rosatom "has ambitious plans to build 40 reactors around the world... and could use Turboatom turbines."

Ukraine-born Russian businessman Konstantin Gligorichin is also considered to be a candidate for purchasing the asset, though analysts doubt he can compete with Rosatom. He owns 15 percent of Turboatom through his Energy Standard company. He reports

privatization. But since Turboatom's market is concentrated mostly in the Commonwealth of Independent States, Korotkiy observed, Russia might be the only taker.

Turboatom sells 40 percent of its output abroad, including to Russia, Kazakhstan, Finland, India and Cuba. Of the 10 large turbines it produced last year, seven remained in Ukraine, three were installed in Russia and one went to Kazakhstan. According to company chief executive officer Viktor Subbotin, new orders include steam and condenser turbines for several Russian nuclear power plants.

"Its products are primarily in demand in the former Soviet Union," Ebers Capital analyst Dmytro Chumak stated. "And substituting them would be expensive. (The company) is highly specialized, making it difficult to compete."

The risk of not selling to a Russian

company has a similar stake as well. "Rosatom and Russian companies can create stiff competition for Turboatom if another company buys it or if it remains public. Turboatom could be gradually squeezed out of its markets," Korotkiy said.

Aside from Turboatom, other major assets being put up for sale this year, according to the Jan. 20 approved list, include rail car maker Avtozavod, chemical factories Sumsykhimprom and Odessa Potash Plant, and minority stakes in Zaporizhzhia Coal Mine, Dniproenergo and Dniprospetsenergo. The Cabinet of Ministers expects privatization proceeds to reach \$2 billion this year. The approved budget deficit for this year, meanwhile, is \$6.7 billion.

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Naftogaz warns 11 oblasts of gas cuts over unpaid \$3 billion bill

BY MARK BACHNEVYCH

Naftogaz, Ukraine's state-owned oil and gas monopoly, has threatened 11 oblasts with gas supply cuts for failing to pay bills totaling some \$3 billion, which, coincidentally, is the rough equivalent of what Russia's Gazprom said Ukraine owed it.

"Naftogaz said on Feb. 13 it will intentionally reduce gas deliveries to a 'technical minimum.' Company spokesman Olena Yareva said that means enough will be given for pipes to not freeze.

Energy experts disagreed on how much room temperatures will drop as a result. Oleksandr Iodychuk, head of international energy club Orkhid, told Ekspres.com that temperatures could drop to as low as 10 C, whereas Dmytro Marchuk of the Energy Strategy Institute said the Kyiv five temperatures will be less than 15 C.

Curiously, Naftogaz forgot to mention its largest debtors are located in Kyiv, and its Donetsk, Luhansk, Dnipropetrovsk and Kharkiv where President Viktor Yanukovich's political base lies. Their combined debt is \$1.8 billion as of Jan. 1, according to investment house Dnipro Capital. After Kyiv, Donetsk was the largest debtor, owing some \$500 million to Naftogaz. The 11 municipal heating companies that Naftogaz mentioned were in Vinnytsya, Zhytomyr, Zaporizhzhia, Lviv, Chernivtsi, Cherkasy, Kherson, Sumy, Odessa, Volyn and Kirovohrad.

Some of the oblasts Naftogaz singled out have rebelled against President Viktor Yanukovich. Militant activists have seized government buildings in Zhytomyr, Lviv and Volyn while Chernihiv, Cherkasy and Saryi have witnessed large-scale anti-government protests. So called national councils have been created in these regions to rival local governing councils that protesters say are not doing their jobs, according to lawmaker Taras Shevchuk. Local courts have ruled that they are illegal.

Acting Deputy Prime Minister Yuri Boyko specifically mentioned the debt-ridden oblasts where national councils operate in an interview with TSN-TV. "Overall, the bill has increased in those oblasts where so-called national councils hold power," said Boyko. "We really have seen arrears rise for gas in these specific regions."

But when asked to comment on why the eastern oblasts weren't mentioned in the Naftogaz news release, Yareva of Naftogaz said she "just publishes what other departments give me. I don't know who the largest debtors in eastern Ukraine are."

A separate Kyiv Post inquiry emailed to Naftogaz went unanswered.

However, Mararych of the Energy Strategy Institute downplayed any political undertones in Naftogaz's news release.

"Although Naftogaz this week paid \$4.5 billion to Gazprom, mainly with



A company official inside one of Kyivenergo's thermal energy plants that belongs to Rinat Akhmetov, the nation's richest billionaire, speaks on a phone. The city's municipal heating company owes more than \$500 million to Naftogaz for unpaid gas deliveries.

Largest Naftogaz debtors by region as of Feb. 1

Consumer	Debt before Naftogaz (hryvnia)
City of Kyiv	5.01 billion
Donetsk Oblast	4.44 billion
Dnipropetrovsk Oblast	3.76 billion
Kharkiv Oblast	2.95 billion
Luhansk Oblast	2.88 billion

Source: Dnipro Capital

proceeds from a domestic bond issuance that the nation's central bank swapped up, it still owes another \$4.8 billion. Ukraine presumably was going to pay the difference with a \$2 billion conditional resource that Russia promised to buy, but Dmytro Pokras, Russian President Vladimir Putin's spokesman, said on Feb. 20 that political turmoil in Ukraine has since calmed down.

Mararych mentioned Naftogaz is always due money from municipal heating companies, a trend that has existed for seven to eight years.

What complicates the matter is that each region has its own gas price which is lower than the one and ranges 20-30 percent, and sometimes higher. The state covers the difference via sub-

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- Education;
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World in Ukraine

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World in Ukraine
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Editor's Note: SWISS INVESTORS ASKED FOR A PART OF UKRAINE'S STOLEN WEALTH WITH DIFFERENT METHODS. TO SPONSOR THIS NEWS FEATURE, PLEASE CONTACT THE KYIV POST'S ADVERTISING DEPARTMENT AT advertising@kyivpost.com or call 380 9786.

Ambassador: Switzerland knows right from wrong

BY BRIAN BONNER
BONNER@KYIVPOST.COM

Switzerland is famous for its neutrality in foreign policy, especially non-involvement in foreign wars during back to 1815. It is neither a member of the European Union nor the NATO military alliance.

But it knows right from wrong and, in Russia's three-year war against Ukraine, has stood by Ukraine with annual bilateral aid of \$45 million, additional amounts of humanitarian aid, active participation in peace-monitoring missions and its own sanctions against the Kremlin.

"We are neutral. That's certainly a Swiss quality. At the same time, we respect and expect others to respect international law," Swiss Ambassador to Ukraine Guillaume Scheurer told the Kyiv Post in an interview at the Swiss Embassy, which also houses his residence, in Kyiv. In the case of Crimea, the decision and the declarations of the Swiss government were fast and very clear that this (Russian) occupation has been made illegally, not according to international law. The same with respect to international borders. The same for the sovereignty and territorial integrity of Ukraine. We respect international law and we expect others to respect international law."



St. Moritz's ski resort is shown after sunset on Feb. 6. St. Moritz, one of the oldest and most famous ski resorts in the Swiss canton of Graubünden, is hosting the World Alpine Skiing Championships until Feb. 19 and hopes to host the 2022 Winter Olympics. (AFP)

Switzerland has also adopted the same sanction against Russia as the rest of the European Union — and suffered the consequences in terms of lost trade and investment with Russia. "They are completely in line with EU standards. Switzerland shall not be used to circumvent sanctions," Scheurer said.

Big investor
Just as importantly, Russia's war has not deterred Swiss companies from doing business in Ukraine. Scheurer counts 100 Swiss companies active in Ukraine, providing \$4.9 billion in cumulative foreign direct investment, usually ranking 8th or 9th among individual countries.



Switzerland's Ambassador to Ukraine Guillaume Scheurer during an interview with the Kyiv Post at the Swiss Embassy and ambassador's residence. (Kostyantyn Chernichuk)

It's an impressive number for a country of only eight million people that, nonetheless, is a European economic powerhouse. Switzerland boosted a gross domestic product of \$662 billion in 2016 — at least seven times higher than Ukraine, according to World Bank data. Switzerland is, by far, the largest Swiss company in Ukraine, making chocolates and other food, employing 5,000 people — including 2,000 in Lviv.

But Swiss companies are involved in many other aspects of Ukrainian life, from innovative technologies (ABB) to pharmaceuticals (Actavis, Sanofi), inspection of products for

export (NCS), manufacturing of sanitary products (Gabetti) and glass (Vitrovyck), health care (Novartis), shipping (Mediterranean Shipping Company), trade in agricultural products (Risol, Alkermid), eye products (Alcon), iron ore production (Ferrexpo) and other sectors.

"This is a clear statement through

Liechtenstein and Norway that have a free trade agreement with Ukraine that went into effect on June 1, 2012.

Risol's case
But Ukraine's hostility towards investors at home is harming its image abroad.

As Ukrainian President Petro Poroshenko was visiting investment in Ukraine at a Jan. 17 meeting with Swiss President Doris Leuthard, Swiss agricultural company Risol said it was facing illegal harassment from Ukrainian prosecutors. The bogus case put plans for an additional \$70 million in investment in "great danger," according to a Jan. 20 letter from Risol S.A. director Marc Gilleron to Poroshenko, asking for presidential intervention.

"All these events occurred at a time when you, Mr. President, were attending the World Economic Forum in Davos (Jan. 17-20), trying to reassure the delegates of the European countries that the investment climate in Ukraine was improving and called on those countries to help Ukraine financially by investing in it," Gilleron wrote.

Such shutdowns or state-spon-

Swiss investor: Prosecutors waged illegal campaign of harassment

Company front page 11

transaction, but the new head of the post, Serhiy Kryzhanovskiy, refused to provide it. Kryzhanovskiy and the press service of Chornomorsk Port still not comment.

But prosecutors told the Kyiv Post that Risol got the three hectares land plot for rent on Sept. 29, while the Odessa Oblast Council signed the rent agreement on Sept. 14.

According to a Kyiv Pechersk District Court ruling, prosecutors wanted Khajshvili to pay a fine of \$200,000 for causing harm to the state. In December, the court seized cars that belonged to Khajshvili to ensure payment.

Prosecutors deny claims
Risol lawyers said the Kyiv Post on Feb. 7 that the Crimean department of the Prosecutor General's Office has no right to investigate in Odessa Oblast, where Risol is located.

Moreover, Risol claims that Matos had no right to change the jurisdiction of the case, as he has done several times in the proceedings against Risol.

In the letter to Poroshenko, Risol claimed the prosecutors and the Security Service of Ukraine had carried out illegal armed raids, the seizure of documents and items without returning them, illegal bugging and more.

Risol also asked Ukrainian lawmakers for help in bringing the case to the attention of Prosecutor General Yuriy Lutsenko.

Samopomich Party lawmakers Ivan Myroshchenko and Tarlo Kostelnyk then filed requests with Lutsenko demanding information about Matos' actions. The lawmakers got an official response in January from Matos himself, essentially telling them that there was no reason for Lutsenko to intervene, and that the case was none of the lawmakers' business. ■

Switzerland trying to help Ukraine reclaim \$70 million taken in Yanukovich times

BY JOSH KOVENSKY
KOVENSKY@KYIVPOST.COM

Swiss banks have frozen \$70 million in assets allegedly stolen by ex-President Viktor Yanukovich and his cronies.

It's a small amount of the estimated \$40 billion taken during Yanukovich's corrupt reign, which the EuroMaidan Revolution ended on Feb. 22, 2014.

Ukraine's prosecutors, however, view the money held in Switzerland as recoverable. "It's a priority for us," said Eugene Yermil, head of international cooperation at the General Prosecutor's Office.

Former officials who stashed suspicious cash in Swiss banks include Yanukovich, the former president; Mykola Azarov, the former prime minister; Andriy Bohdan, the former head of Yanukovich's administration; and Yuriy Ivanyschenko, an ex-member of parliament.

President Petro Poroshenko and Swiss President Doris Leuthard spoke on the phone twice since the beginning of 2017, both times reaffirming their commitment to speeding up the asset recovery process and agreeing on "further steps."

But Andriy Slesar, an expert at Transparency International Ukraine, suggested that the statements were more a reflection of the lack of progress made than anything else.

"There should be a concrete dialogue between the law enforcement organs of both countries," Slesar said.

Crucial steps
Switzerland first froze the money of former Ukrainian top officials in February 2014, days after Yanukovich fled Ukraine, for three years.

Swiss law makes the process slightly easier. Evidence of an involving crime doesn't need to be established in order to conduct



Protesters gathered in Kyiv in October to protest Ukraine's money laundering. The demonstration was an attempt to pressure foreign governments into stopping an effort to return money stolen by ex-President Viktor Yanukovich. (GUMAN)

an administrative freeze: an amount \$70 million out of the \$500 million identified by prosecutors, which will expire in February 2018.

Yermil came into office in June, after the ouster of former Prosecutor General Viktor Shokin, who was not active in asset recovery. Prosecutor General Yuri Lutsenko hired Yermil, who served in Ukraine's Embassy in Rome and the country's secretary

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extension of an administrative freeze: an amount \$70 million out of the \$500 million identified by prosecutors, which will expire in February 2018.

Yermil came into office in June, after the ouster of former Prosecutor General Viktor Shokin, who was not active in asset recovery. Prosecutor General Yuri Lutsenko hired Yermil, who served in Ukraine's Embassy in Rome and the country's secretary

About

Launched in 2008, project is dedicated to international communities in Ukraine. It explores Ukraine's bilateral ties with a specific country and life of that country's business community in Ukraine. The project is series of articles and an interview with the Ambassador. Previous "World in Ukraine" issues featured Germany, China, Japan, Austria, India, France, Canada and many other countries.

Partnership option:

- Company logo in two "World in Ukraine" announcements on the Kyiv Post front page or inside
- Branding of the pages with company logo
- 1/3 or 1/2 page visual ad layout or business advisor (PR column)
- Mention "In Partnership with XXX" under editorial heading

Advertiser (non-partner) option:

Visual ad layout or business advisor (PR column)

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Branding of the pages with company logo

1/3 or 1/2 page visual ad layout or business advisor (PR column)

Visual Ads and Guides



Map

Company logo and business card on the map

Visual ad placement

- Your company's visual (brand or product)
- From 2 to 30 blocks

Lifestyle focus



25th Ukraine Independence Special

Eurovision 2017 Special

Branding of the pages with company logo

About:

Series of articles and interviews dedicated to a specific lifestyle topic or industry

2016 Lifestyle Focus topics include:

- Sport and Fitness;
- Night life;
- Ukrainian Cuisine;
- Lviv as tourist destination;
- Health & Medicine;
- Summer Travel Guide;
- Organic Consumerism;
- Georgian Cuisine, etc.

Partnership option:

- Company logo in the two Lifestyle announcements on the Kyiv Post in Lifestyle section
- Branding of the pages with company logo
- Visual ad layout
- Mention: "In Partnership with XXX" under the editorial heading

Advertiser (non-partner) option:

- Visual ad layout

1/3 or 1/2 page visual ad layout

Chemonics Ukraine ARDS Project
Monitoring and Impact Evaluation Expert

The USAID Agriculture and Rural Development Support (ARDS) Project is seeking a qualified professional to fill the position of **Monitoring and Impact Evaluation Expert**.

For more information on this vacancy, please visit the link: <https://www.kyivpost.com/classifieds/jobs/monitoring-impact-evaluation-expert-2>

Send electronic submissions to ards.hr@ukraineards.com by February 20, 2017. Please submit your CV and cover letter with "M&IE Expert [+YOUR NAME]" in the subject line. No telephone inquiries, please. Only finalists will be contacted.

Deloitte.

Deloitte is seeking qualified specialists for an anticipated Trade and Competitiveness Program in Ukraine. The program will aim to increase competition in domestic markets, improve the competitiveness of Ukrainian firms in markets abroad, and expand opportunities for Ukrainian firms to export goods and services. Deloitte is seeking candidates for the following positions:

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Link: <https://www.kyivpost.com/classifieds/jobs/chief-party-cop>

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Link: <https://www.kyivpost.com/classifieds/jobs/trade-facilitation-lead>

Operations & Procurement Manager
Link: <https://www.kyivpost.com/classifieds/jobs/operations-procurement-manager>

M&E Manager
Link: <https://www.kyivpost.com/classifieds/jobs/monitoring-evaluation-manager-2>

Deputy Chief of Party
Link: <https://www.kyivpost.com/classifieds/jobs/deputy-chief-party-dcop>

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Business Enabling Environment Lead - Legal/Regulatory
Link: <https://www.kyivpost.com/classifieds/jobs/business-enabling-environment-lead>

Business Enabling Environment Lead - Small and Medium Enterprises (SMEs)
Link: <https://www.kyivpost.com/classifieds/jobs/business-enabling-environment-lead>

Qualified candidates should send a resume and cover letter to tcrcruitment@deloitte.com with the subject line the position you are applying for. Only short-listed candidates will be contacted.

WORLD BANK GROUP

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The World Bank is looking for a Social Development Specialist based in the World Bank's Kyiv (Ukraine) Office. The main responsibilities will be focused on ensuring that the World Bank's projects with the Government of Ukraine are pro-poor and socially responsible. In addition, the staff person will carry out social development work in the areas of mainstreaming citizen engagement across the World Bank portfolio and supporting conflict and displacement response and peacebuilding-recovery activities. The successful candidates must have an advanced Degree (Master's Degree or equivalent) in the Social Sciences, Economics, or Political Science and at least 5 years of relevant external and/or Bank experience. Sound knowledge and familiarity with social safeguards policy requirements and international financial institutions, demonstrated knowledge in social risk management in development projects, especially in social risk management in large infrastructure, is highly desirable as well as experience in peacebuilding and recovery programming.

All interested candidates should apply via the World Bank website www.worldbank.org no later than February 27, 2017.

INTEGRITES
International Law Firm

International Law Firm Integrates is looking for a position of Associate/Senior associate Arbitration Practice
For our office in Kyiv

REQUIREMENTS TO CANDIDATES:

- Successful work experience as a (senior) associate for at least 2 years in a reputable international or leading Ukrainian law firm.
- Outstanding analytical thinking, stress resistance, multitasking, legal writing and research skills.
- Master degree in law (reputable Ukrainian university, LLM or internship abroad is a plus).
- Good practical knowledge of arbitration proceedings (ICAC at the UCCI, UNCITRAL, ICC, VIAC, SCC, LCIA, ICSID etc.).
- English: Advanced

Please send your CV with a photograph and a cover letter to anna.kuzenkova@integrates.com

International Law Firm Integrates is looking for a position of Associate/Senior associate (Pharma and Real Estate Practices)
For our office in Kyiv

REQUIREMENTS TO CANDIDATES:

- Successful work experience as a (senior) associate or in-house.
- Outstanding analytical thinking, stress resistance, multitasking, legal writing and research skills.
- Master degree in law (reputable Ukrainian university, LLM or internship abroad is a plus).
- Post-graduate experience starting from 4 years, legal experience in pharmaceutical or real estate company will be a plus.
- English: Advanced

Please send your CV with a photograph and a cover letter to anna.kuzenkova@integrates.com.

Chemonics Chemonics International, an international development consulting company, seeks technical specialists for the anticipated USAID Trade and Competitiveness Activity in Ukraine. The objective of this five-year project is to encourage start-up businesses and small and medium-sized enterprises, increase domestic competition, and support the competitiveness of Ukrainian firms in international markets.

Chemonics seeks experts in the following areas:

- Business enabling environment
- Trade policy and trade facilitation
- Government advising and institutional strengthening
- Business and trade development
- Export promotion
- Value chain facilitation
- Public-private partnerships
- Monitoring and evaluation
- Grants and procurement management

Advanced degree in a relevant field (e.g. business, trade, economics) required. Knowledge and minimum five years of leadership experience required. Prior experience working on a USAID-funded project strongly preferred. English fluency strongly preferred.

Please send a CV to UkraineTACRecruit@chemonics.com by March 31, 2017, including the candidate's surname and area of expertise in the subject line. Applications will be considered on a rolling basis. Early applications are encouraged. Only short-listed candidates will be contacted. No telephone inquiries please.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Оголошує тендер №83249549 на закупівлю послуг письмового перекладу (шляхом укладання рамкової угоди терміном до 2 років)

Тендерну документацію можна завантажити з сайту www.giz.de/en/worldwide/38393.html (Розділ «Закупівлі») або надіслати запит із вказанням номера тендеру в темі листа на електронну адресу procurement-ua@giz.de.

До відомо: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH підтримує уряд Німеччини в досягненні цілей у сфері міжнародного співробітництва заради сталого розвитку.

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MINI RESUME

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Німецька урядова компанія Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH оголошує тендер № 83250269 на закупівлю Конференц-послуг шляхом укладання рамкового договору строком до 2-х років.

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2. SPECIAL EDITIONS

Legal Quarterly Doing Business



Ukraine slowly warms to cashless economy

By Denis Kravtsov
kravtsov@kyivpost.com

Many Ukrainians think it is much safer to keep their money under the mattress than in the bank. The country's top officials and lawmakers, many of them millionaires, tend to keep their vast savings in cash, according to their recently filed electronic declarations of assets. But even with distrust in the banking sector, the number of cashless operations is slowly increasing in Ukraine.

Slow growth

In the first nine months of 2016 Ukrainians have made in total 1,272 million cashless payments worth 11.398 billion – more than for the whole year of 2015, according to the National Bank of Ukraine. Today, 35.8 percent of all the payments in Ukraine are cashless, up from just 8 percent in 2011.

Based on the data for July – September 2016, the most popular way to pay cashless is through a shop's point-of-sale terminal – that's 35.9 percent of the cashless payments were conducted, while 33.1 percent were in-card payments, and 27.1 percent were internet transactions. The remaining 3.2 percent were made through self-service devices.

BY DENIS KRAVTSOV
[KYIV POST LEGAL QUARTERLY]

KYIV POST LEGAL QUARTERLY JAN. 2016

How to go cashless, and why?

The country's high cash circulation is fueling the nation's corruption problem, says VISA country manager for Ukraine, Georgia and Armenia Dmytro Krepak. "Cashless means transparency. Cash, on the other hand, is a key element of the shadow economy and corruption in our society," Krepak told the Kyiv Post.

Currently, there are over 51.1 million active payment cards in Ukraine, but that's owing to the fact that an average Ukrainian has more than two cards. And the country's potential is huge, for Krepak says only one-fifth of Ukrainians trust banks and online transactions, and hence they're still a lot of customers waiting to discover cashless services.

The National Bank of Ukraine plans to bring the amount of circulating cash from 18.1 to just 9.5 percent of GDP by 2020, as part of their Cashless Economy project. Reducing the amount of paper money will increase the database of taxpayers, reduce expenditures on supporting monetary circulation and printing bills, and allow cashless money to be used for economic purposes.

A woman buys an electronic ticket for a Ukrainian train. Payments for public transport and utilities are still the two most frequent cash transactions in Ukraine. (Volodymyr Petrov)

The top five banks behind the most internet transactions in 2015 were PrivatBank, Antykoruptsiivnyi Bank Avul, Alfa Bank Ukraine, the hubbank and First Ukrainian International Bank. The number of cashless payments is slowly increasing, but slow growth shouldn't mislead one into thinking that Ukraine is moving to cashless economy at a rapid pace.

The numbers are still very small compared to developed countries and the United States, where citizens have almost forgotten about the times when they had to queue in public transport or in a store. Compared to other cashless economies, Ukrainians are only beginning to move towards a cashless economy.

The Swedish National Bank, Riksbank, in 2016, Ukraine was among those countries in the world with the highest cash-to-GDP ratio. The amount of cash circulation in the economy equaled 18.1 percent of the country's gross domestic product. In comparison, in Poland the same figure was 9 percent, in Canada – 3.8 percent, and in Sweden – 2.2 percent.

"It's been a long time since I last used cash in Sweden. It's been a long time since I last used cash in Sweden," says Gustav Henman, a Swede, who visits Ukraine. "You more or less forget about the whole concept of paper money after a couple of years of only card payments."

Henman even says he enjoys using cash for a change – as long as it's not stolen. "It's a bit nostalgic and exotic in some way," Henman told the Kyiv Post. "But surely it's convenient not to handle cash. You more or less forget about the whole concept of paper money after a couple of years of only card payments."

Terminals needed

Although more than 50 percent of Ukrainians' salaries are paid in a cashless form, 80 percent of all spending are done with cash.

Another reason for people to withdraw money they receive on their bank card is the scarcity of point-of-sale terminals in the country. There are 200,000 retail terminals in Ukraine, while VISA's Krepak thinks that the country needs 1 million at least.

After retail, the focus is on making payments for public transport and utilities cashless – these are the two most frequent cash transactions in Ukraine.

"Cashless is convenient," says Yaroslava Boyko, a coordinator at Kyiv Smart City, a group of volunteers that is implementing technology and cashless solutions in public transport and other municipal systems. "Even if one's time."

The NBU also promises to push for utility companies to issue electronic bills. There already are intermediary services that collect utility bills in an electronic form for a customer to pay online.

"Migration to cashless is a global trend, and Ukraine is not an exception here," says Krepak of VISA. "Consumer experience and this is what electronic payments offer – they make overall consumer experience better."

Tryna Kholod, the CEO of consultancy firm E-Commerce Expert says the development of a so-called cashless society in Ukraine will indicate the stability of the country's development and will send a positive signal to the European Union, which Ukraine longs to join.

She thinks that currently not all of Ukraine's transactions are clear, agreeing with VISA's Krepak that cashless payments will help the market become "well-organized and transparent."

"Cashless payments will get most of the transactions out of the shadows, and will show their real volume," Kholod said.

29

PRINT | LEGAL QUARTERLY

About the project

- Launched in 2014 with four editions issued in March, July, September and December of 2014
- Special glossy supplement of the Kyiv Post — Legal Quarterly focuses on industry and legal practice.
- Topics covered include changes in the theme of accounting, auditing, retail consumption and others.
- Editorial materials are prepared by the Kyiv Post's top business writers in collaboration with Ukraine's top experts in the legal profession

Distribution

- Circulation: 7,000 print + online pdf version
- Premium places of Kyiv Post newspaper distribution
- Targeted distribution (CEO of top 500 companies, leaders of government agencies and international organizations)
- Kyiv Post and partner events

2018 Publication Schedule

- March 30
- June 29
- September 28
- December 21



Advertising options

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About the project

100 page special edition coming out in June 2018

Format

- Interviews
- Analytical articles
- Infographic materials
- Editorials/op-eds

Sectors covered

Agriculture

Brightest star on economic horizon still needs lots of investment.

IT/Telecommunications

Ukraine's innovators help revive nation's economy.

Energy

An industry mired in corruption is undergoing transformation.

Legal Services

Maturing market weathers tough times.

Real Estate

Bargains abound as construction slows in all segments.

Consumer goods

Expensive imports have triggered boom in domestic goods.

Banking

Industry mostly closed for business as it cleans house.

Logistics

Ukraine's sea ports can move so much more.

Auditing

Ukraine's slow climb in World Bank's Doing Business rankings.

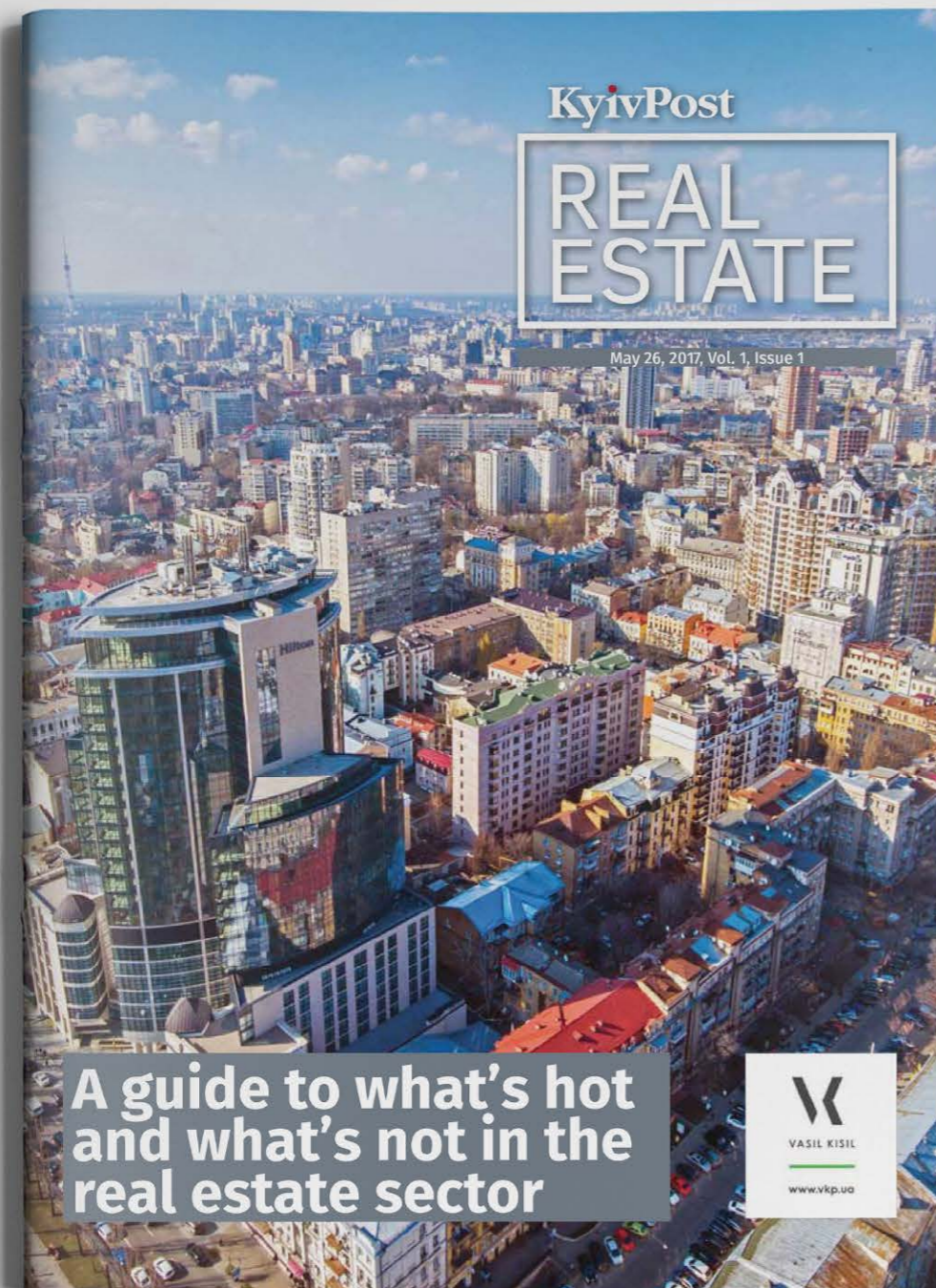
Tourism

Now that world knows where Ukraine is, how about visiting us?

Business Associations

A directory of leading business

2018 Publication Schedule — June



PRINT | REAL ESTATE

About the project

With our 22 years of respected reporting experience, the Kyiv Post Real Estate special supplement aims to deliver the most up-to-date news concerning trends in both the commercial and residential Ukrainian real estate marketplace, updates concerning local and international investors as well as profiles of successful practitioners, summaries of recent court cases, new and amended laws and what to expect in 2017.

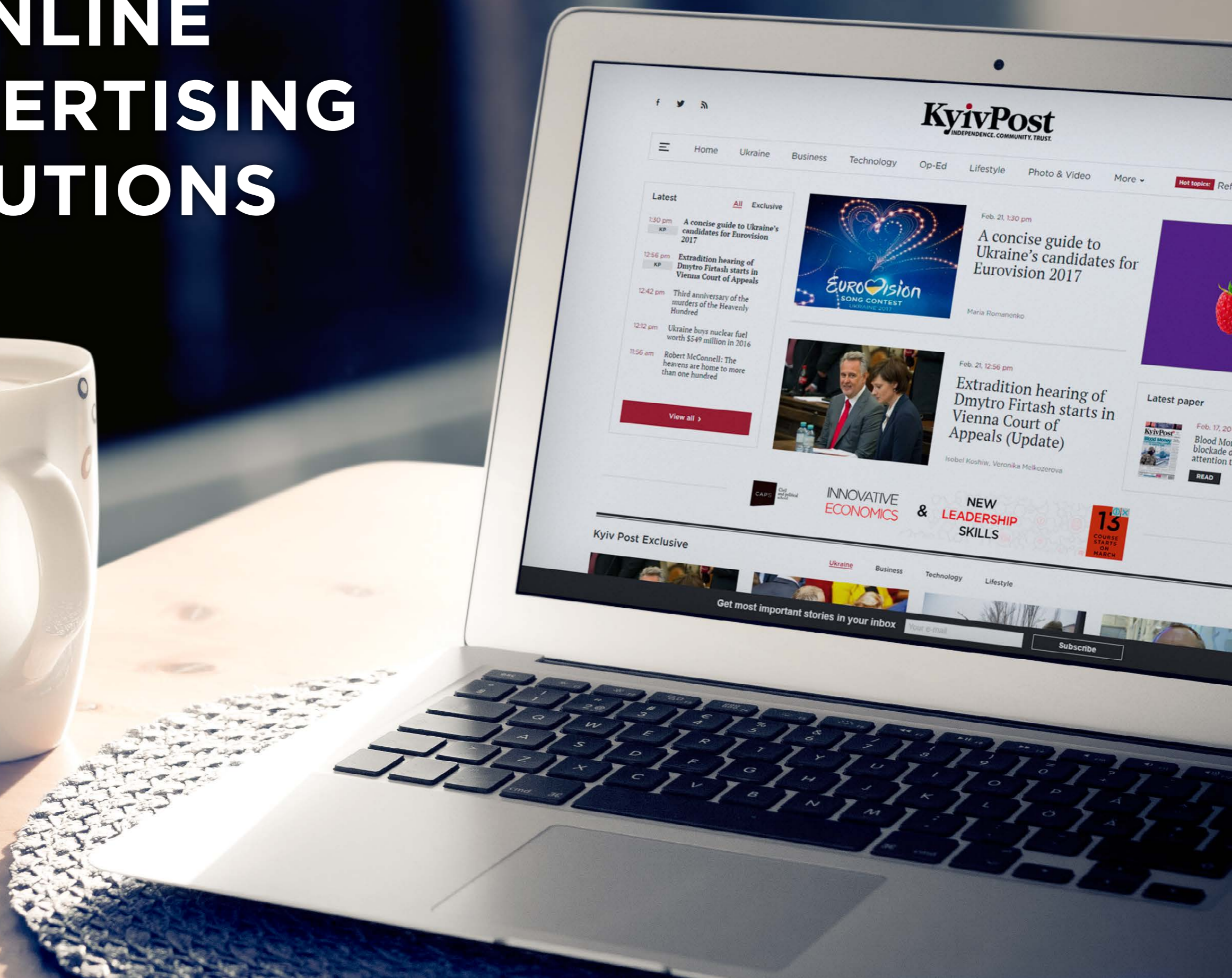
Distribution

- 7,000 print copies
- 2 x per year (June, October)
- Online PDF
- National distribution

2018 Advertising rates

- Full page 205 x 270 mm: 33,000 Hr
- 1/2 page (Vertical): 99.5 x 270 mm: 20,350 Hr
- 1/2 page (Horizontal): 181 x 116 mm: 20,350 Hr
- 1/3 page 181 x 75.3 mm: 12,245 Hr
- 1/4 page 87.5 x 116 mm: 7,200 Hr
- Business Adviser: 14,815 Hr

3. ONLINE ADVERTISING SOLUTIONS



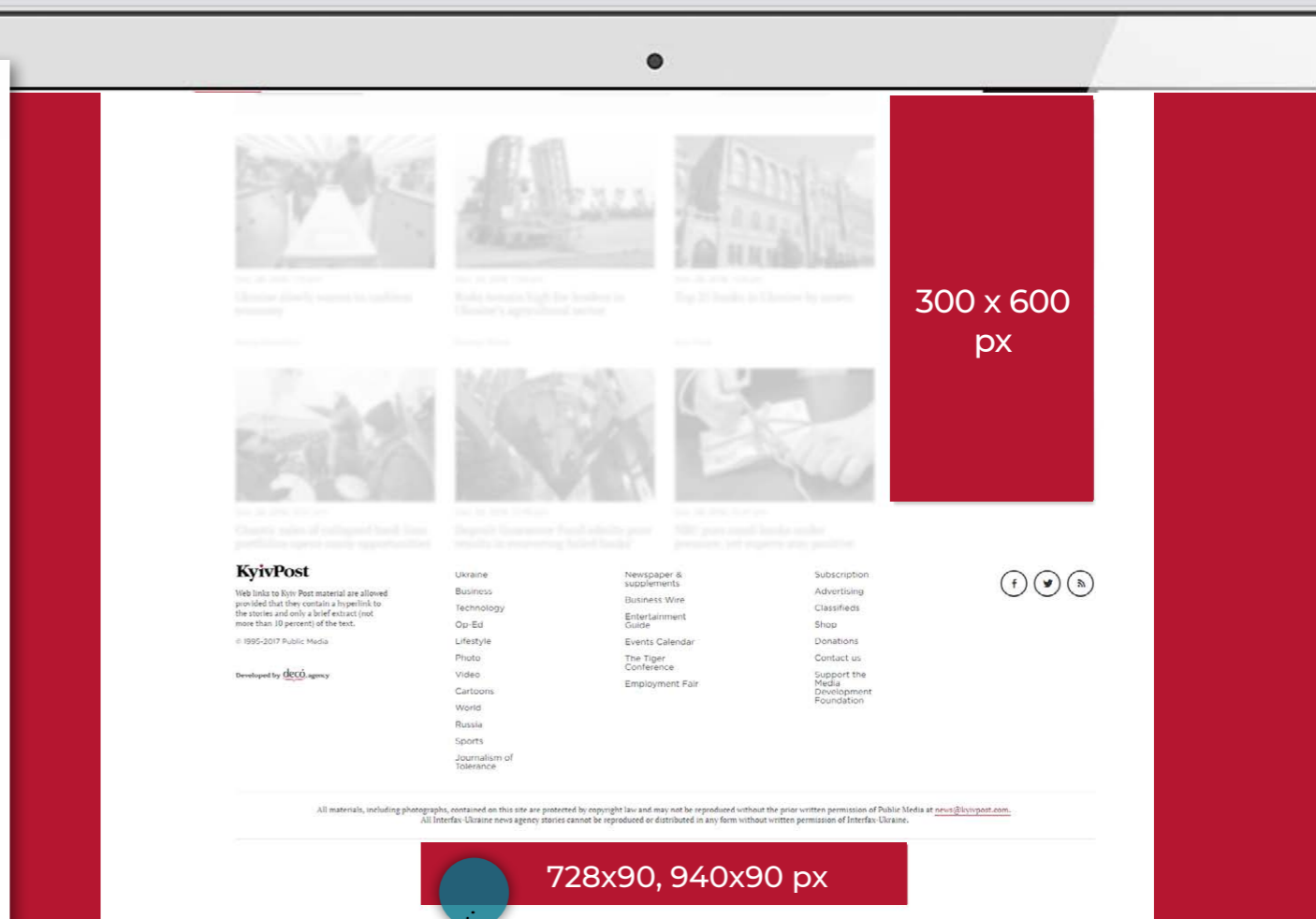
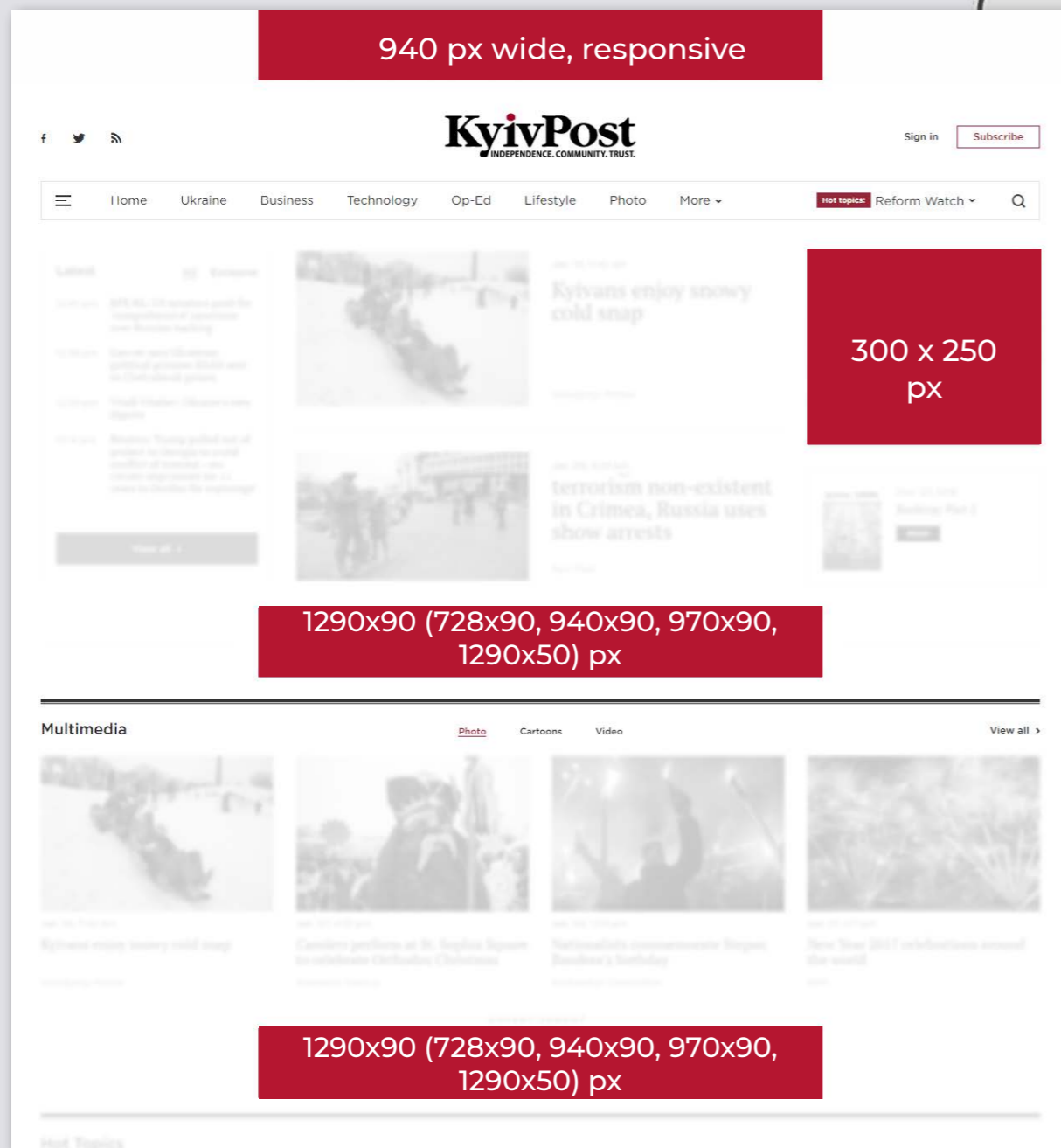
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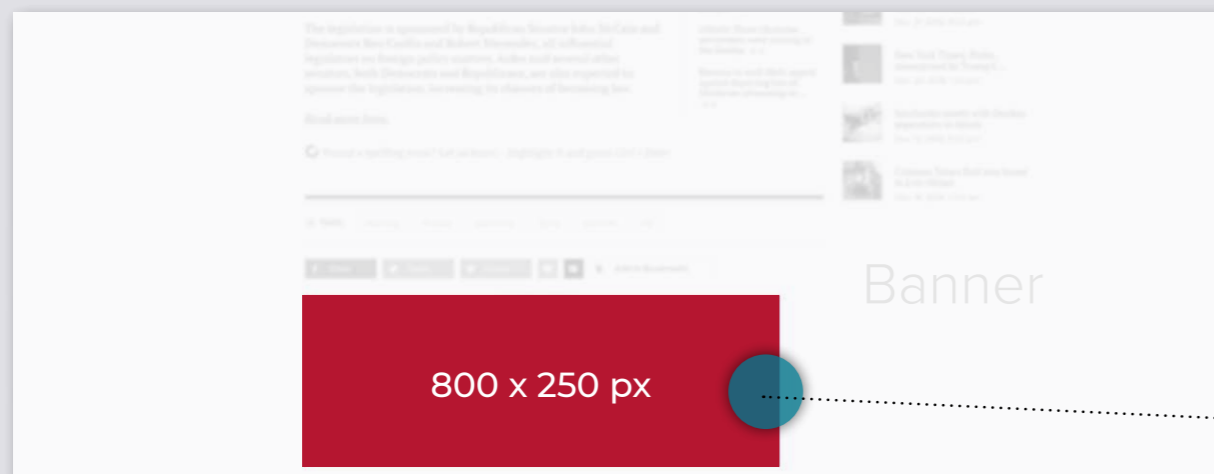
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A man in a blue suit is seen from behind, standing at a podium with a laptop and microphone, addressing a large, blurred audience in a conference hall. The scene is lit with warm, orange-toned lights.

4. KYIV POST CONFERENCES

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- 10. Providing maximum value and creative branding solutions** for each sponsor



KYIV POST CONFERENCES | VALUE FOR SPONSORS

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- Company logo placement in announcements in the partnership email blasts

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- Placement on the conference brandwall
- Opportunity to play company's video ad on the screens at the conference venue
- Acknowledgement during the opening and closing remarks
- 3 free tickets to the event
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- Opportunity to distribute company-branded gifts to the audience
- Opportunity to interactively present company's product/service

Post-conference stage:

- Kyiv Post multimedia coverage of the event
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KyivPost

EMPLOYMENT FAIR

Bringing best companies and best
candidates together since 2004

Best Candidates

About Employment Fair:

Community event that brings leading employers and candidates together, and provides career coaching opportunities

Interactive format

- All-day interaction between companies and candidates
- Experience exchange between HR specialists
- Key-note speakers (CEOs of the companies, leading recruiters sharing best career planning advice, representatives of civil service and international organizations)
- Company presentations

Value Proposition

Brand building

- Present business and strengthen the brand
- Establishing an image of a leading employer

Cost-Effective Recruitment

- Save time, money and human resources to establish maximum number of direct contacts with 1000 potential applicants
- Share recruiting experiences with other market players

76%

have higher education from the leading Ukrainian and international universities

50%

are early to mid-career professionals with over 3 years of work experience

Majority knows at least one foreign language

Majority has experience studying or working abroad

Best Companies



www.fabotapros.ua





KyivPost

CEO

Breakfast

The **Kyiv Post CEO Breakfasts & Dinners** gather top level **CEO's** and **Government officials** to discuss important subjects that affect doing business in Ukraine in order to help transform it for the better. The event is considered as an off the record conversation where guests can feel free to openly express their opinions and viewpoints.

KyivPost

CEO

Dinner



Straight Talk

Straight Talk gathers top level business, government and opinion leaders in an engaging, very direct and to the point Q&A discussion on topics relating to business in Ukraine with the aim to alleviate the miscommunications between government and businesses.



UKRAINE: VISION 2020

November 29, 2016 | Hilton Ky

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6th
**TIGER
CONFERENCE**



KYIV POST CONFERENCES | TIGER CONFERENCE 2015

Key Facts:

20 speakers from Ukraine, USA, EU, Israel and Japan

380 participants:

- Diplomats, top government officials, executives of leading Ukrainian and international companies, international organizations and civil society

40 media representatives:

- Local and international media
- Bloomberg, BBC, The Economist among publications represented at the event

Panels:

1. Rule of Law
2. New Economy
3. Energy
4. Visionary Leadership

Among speakers:

- **Davit Sakvarelidze**, Deputy Chief Prosecutor of Ukraine and Regional Prosecutor of Odesa
- **Edward Chow**, Senior Fellow, Energy and National Security Program at Center for International and Strategic Studies, Washington D.C.
- **Andrei Kirilenko**, Visiting Professor of Finance at the Brevan Howard Centre for Financial Analysis, Imperial College Business School, London
- **Erez Eshel**, Former Director and Head of the Ein Prat Israeli Social Leadership Pre-Military School
- **Natalie Jaresko**, Minister of Finance of Ukraine

CUSTOMIZED EVENTS

Tell us your business goals.
We will organize an event
to meet them



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