



Oleksandr Komarov

CEO

JSC 'Kyivstar' (Part of VEON group)

BRIEF BIOGRAPHY:

I joined VEON* in 2013 as Chief Commercial Officer of mobile operator Beeline Kazakhstan. In 2015 was appointed CEO of 'Beeline' in Kazakhstan, where I led the company to solid revenue growth and the transformation from telco to the digital service provider. At the end of 2018 Beeline Kazakhstan has become a leader in Kazakhstan's mobile telecom market for the first time in twenty years history. In addition to that role, I was appointed CEO of Kyivstar in July 2018 with a mission to reinforce Kyivstar's position as the leading provider of connectivity and internet services in Ukraine and transform the business from telco to digital.

Before joining VEON, I served as Director General of GroupM Ukraine (WPP Group), one of the largest marketing communication companies in the world, and held several senior marketing and commercial roles within international and Ukrainian companies. I was born in Kyiv, hold an MBA from the Stockholm School of Economics, a Postgraduate Marketing Diploma from Chartered Institute of Marketing (UK) and am also

a graduate of the Kyiv Polytechnic Institute. During the last 15 years, I taught leadership, management, and strategy courses on the MBA programs in the International Institute of Business and Chartered Institute of Marketing (<https://iib.com.ua/en/>)

** VEON is a leading global provider of connectivity and internet services with shares on NASDAQ (since September 2013) and Euronext (since April 2017) stock markets. Present in some of the world's most dynamic markets, VEON provides more than 212 million customers with voice, fixed broadband, data, and digital services. VEON currently offers services to customers in 10 countries: Algeria, Armenia, Bangladesh, Georgia, Kazakhstan, Kyrgyzstan, Pakistan, Russia, Ukraine, Uzbekistan*

Why do you think membership in the American Chamber of Commerce is important for business operating in Ukraine?

I believe that the key benefits of membership in the American Chamber of Commerce in Ukraine are as follows.

- Opportunity to contribute to joint efforts of the international network of business professionals and investors aimed at building a strong and healthy economic environment in Ukraine.
- Open avenue for contributing to transparent consultation with the Government on important regulatory and decision-making processes, which include industry-specific issues as well as the development of general rules for doing business in Ukraine.

These major benefits are available to the Chamber members because of the Chamber's well-deserved reputation of being a trusted leading platform in maintaining effective dialogue between the business community and the Government. The Chamber's credibility within Government and business circles is undisputed and its quality expertise on various issues is widely recognized. It would be a great privilege for me to continue contributing to the strengthening of the Chamber's reputation as a Board Member.

What motivates you to be a Chamber Board Member?

As I mentioned before, I am Ukrainian, I am a father of three children, and I want to improve life in Ukraine in a broad sense! My main motivation is to make a positive impact for society and the country in which we live. I was thrilled to have an opportunity to serve as a Chamber Board member during 2020 and my motivation to continue for another year stems from impactful accomplishments that became possible as a result of such service. Some of the key examples include:

- **Elimination of the “digital divide” between cities and villages.** You may have heard of an ambitious digital infrastructure project of mobile telco industry on LTE(4G) launch in the 900 MHz spectrum to facilitate quality mobile data/voice coverage practically across the entire country. LTE-900 – is an unprecedented

nation-scale project, which became possible because Kyivstar volunteered to share its licensed radiofrequency spectrum with other operators for the sake of economic development and technological progress in the country and to resolve the deadlock situation, that impeded the project before. The necessity to set general framework for cooperation within the project between the industry and the government was consistently driven by Kyivstar and it was eventually fixed by signing of the Memorandum of Understanding during the investment forum in Mariupol on 29 October 2019. Kyivstar also initiated important regulatory steps for further telco industry's development, which created conditions for project implementation. They were later supported by the government, in particular – limitations for outdated CDMA technology use, ways for combating radio interference, avoiding increase of the tax burden in 2020, reducing the cost of 900 MHz licenses, promoting the principles of tech neutrality and spectrum sharing in the new legislation. As a result of consistent advocacy efforts driven by the Company and with support of relevant authorities, only past 3 months since the project's start on 1 July 2020, Kyivstar provided new LTE coverage within 3,3 thousand settlements with a total population of over 1,9 million. Our Company plans to ensure quality mobile coverage for 86% of the country's population by end of 2020 and for at least 90% during the next year. By the way, the CAPEX for this project was not planned beforehand and requires, tentatively, up to UAH 5 billion only from Kyivstar.

• **Implementation of electronic workflow.** As a leader in Ukraine's telco market, Kyivstar cannot keep away from today's challenges related to the Covid-19 pandemic. Respective quarantine regime compelled most organizations to adopt remote work. At times like this, advantages of the electronic workflow are especially obvious (documents are prepared and aligned much faster, considerable decrease of costs for logistics, delivery and processing of documents). However, millions of primary accounting documents continue to be generated in predominantly printed form. The problem lies in uncertainty as to what should be regarded as the date of the document's compilation when applying electronic signature, so businesses prefer to avoid risks of potential penalties on behalf of the tax authorities. Kyivstar initiated changes to relevant legislation that would address such uncertainty and allow to use e-workflow solutions by any business in Ukraine. Such legislative changes were aligned with relevant stakeholders during expert meetings within the Chamber. As a result, the draft law #4101, initiated by the Cabinet of Ministers, as well as some other registered draft laws foresee solution offered by Kyivstar and there is a high chance of its implementation into legislation starting from next year. I am delighted to highlight that it is the Chamber that served as a platform for advocating win-win changes that would be beneficial for all businesses in the country.

• **Launch of 4G in Kyiv metro.** Another example of a meaningful infrastructure project, which brings our capital closer to European smart cities. It was a disappointment for over a million passengers of Kyiv metro each day to be unable to stay online and use digital services while commuting under the ground. It was even a bigger disappointment for the operators to keep the project on hold for months due to overly intricate and unclear bureaucratic ways suggested to them for gaining access to the metro infrastructure. I am proud to share that following proactive and consistent Kyivstar advocacy efforts, and with great support and engagement of the American Chamber of Commerce, in March 2020 Kyiv city local council adopted a decision on access to communal infrastructure, opening up transparent and clear way not only for this project but for telco access to city communal infrastructure in general. 4G equipment was installed on all 45 stations (out of total 46) and within the tunnels of metro two months faster than planned and our customers may enjoy the speed of 50 Mbit/s on average.

• **Combating theft and damage of telecommunications equipment.** During 2015-2019 more than 116,000 cases of theft and damage to telecommunications networks were recorded, resulting in more than UAH 1.9 billion of losses to operators. Telecommunications operators and providers are forced to spend

huge sums on the restoration of telecommunications networks, rather than on investment in industry development and the introduction of new technologies. Due to adoption of the draft law # 2654, which was voted into law by the Parliament following strong industry advocacy led by Kyivstar, the administrative and criminal liability for damage, destruction and theft of components of telecommunications networks was significantly increased. Another adopted legislative change (draft # 2426) foresees introduction of the special procedure for receiving scrap metal elements of telecommunication networks. Adopted positive legislative changes became possible due to support of the Chamber.

- **New legislation on e-communications (draft law #3014).** Adoption of new legislation on radio frequency resource and electronic communications (with active support and engagement of the Chamber) according to the best world practices is a revolutionary development for the market and fixes the principles of technological neutrality, trade, transfer, lease and sharing of radio-frequency spectrum in national legislation. This will significantly increase the efficiency of spectrum use. Also, the introduction of new progressive norms and the abolition of outdated legislation will allow for the wider introduction of new electronic services for the population, which will contribute to the effective implementation of the concept of the President "State in a Smartphone".

I fully support and share Chamber's mission to be a positive driver of change in Ukraine just as I share Kyivstar's ambitious goal to improve the daily lives of people and businesses in a simple, innovative and responsible way. This and such accomplishments as mentioned above drive my enthusiasm and commitment to work. That is why I believe that membership within the Chamber Board opens more opportunities to lead positive important changes in Ukraine.

Why do you feel you are qualified to serve on the Chamber Board? What skills would you bring to the Board?

Kyivstar represents one of the biggest industries in the national economy, and is one of the largest employers, taxpayers and investors in the country. It is a highly innovative business as well. We are moving from telecom to digital service provider, creating opportunities for the digital economy growth. Being on the edge of innovation, we provide new connectivity opportunities to Ukrainians that bring people closer. I believe that I proved my readiness to share the innovative practices we employ at Kyivstar, my stakeholder map in government and business circles to drive necessary changes aimed at fostering a healthy business culture in our country. I am willing to continue dedicating my time, expertise and efforts to serve the needs of the international business community in Ukraine. Moreover, given the fact that the digital agenda and implementation of President's initiative 'State in a Smartphone' would remain in the list of top priorities for the Government and the business for several years to come, the telecom industry would be the unifying driving force for empowering such important changes.

Apart from Kyivstar's impact as a top contributor to economic development, our Company is a socially responsible business. I am proud of the fact that Kyivstar was one of the first companies to lend a helping hand to the state in the common fight against continued COVID-19 spread. Shortly after the government introduced the quarantine regime in the country, our CSR charity contribution amounted to UAH 30 million for purchasing medical equipment and means of personal protection for Ukrainian hospitals. Kyivstar also

provided bonuses to almost 70,000 doctors to ensure they are online during times of crises and provided free of charge calls to use government resources related to COVID-19. In total, Kyivstar allocated more than UAH 80 million for charity activities and programs aimed at tackling the COVID-19 and its negative consequences. I believe that such example of leadership and sense of urgency to help for common well-being testifies vividly a proper qualification to serve on the Chamber Board.

How have you been active in the Chamber over the course of the last two years?

As acting Chamber Board member and a Responsible Board Member for the Chamber Mobile Telecom Committee, I take part in all major events organized by the Chamber and am in continuous active dialogue with Members of the Chamber Board and the Chamber's President. I support my team's productive and close cooperation with the Chamber and regularly oversee their involvement in all relevant Chamber activities. Kyivstar is actively involved in Chamber activities with a clear focus on legal, regulatory and public issues within the Chamber Mobile Telecom Committee as well as on activities of the Chamber's Compliance Committee and of other Committees. Apart from that, our company gladly provided sponsorship support to several Chamber's events.

What activity or Committee would you participate in and be responsible for?

I would like to continue driving transparent, proportionate and fair changes in regulatory environment to foster sustainable development of such important sectors of economy as telecom, IT, fintech, big data, infrastructure, and taxation. Speaking of the telecom sector, it is necessary to continue implementation of industry's ambitious digital infrastructure project (LTE-900) mentioned above. It is important that large investment projects such as this continue to be carried out in close partnership with the Government. At the same time, I would be eager to continue delivering Chamber's messages on removing general barriers to business in Ukraine and on improving investment climate as well as to promote wider Chamber's agenda during every suitable engagement opportunity whether with the Government or investor stakeholder.

Thank you for taking time to read my application for the Chamber Board Member and, should you decide to support it, I would do my best to live up to your expectations.
