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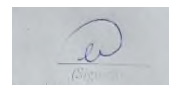
Bachelor's Qualification Work
“SMEs sustainable development practices”
(on the basis of “Printec Ukraine LLC “ELC””)

Bachelor's student of

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Specialty 292 – International Economic Relations *(First Name, Last Name)*

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Abstract:

Entrepreneurship is the driving force behind the development of the national economy. SMEs play an important role in every national economy. Entrepreneurial activity in the XXI century is determined not only by economic goals, but also by social and environmental goals. The importance of sustainable entrepreneurship can be considered a unique perspective that links the creation of economic, social and environmental values with a focus on the well-being of future generations. Companies considering environmental and social aspects are considered to be innovative.

This work deeply analyzes sustainable development from a theoretical point of view, examines global and European experience in implementing the goals of sustainable development of small and medium-sized businesses, explores the formation of optimal strategies for sustainable development of SMEs.

Keywords: sustainable development, small and medium enterprises (SMEs), strategy, management, sustainable development goals

Підприємництво є рушійною силою розвитку національної економіки. МСП відіграють важливу роль у кожній національній економіці. Підприємницька діяльність у XXI столітті визначається не лише економічними цілями, а й соціальними та екологічними цілями.

Важливість сталого підприємництва можна вважати унікальною перспективою, яка пов'язує створення економічних, соціальних та екологічних цінностей з орієнтацією на добробут майбутніх поколінь. Компанії, які розглядають екологічні та соціальні аспекти, вважаються інноваційними.

Ця робота глибоко аналізує стійкий розвиток з теоретичної точки зору, розглядає світовий та європейський досвід реалізації цілей стійкого розвитку малого та середнього бізнесу, досліджує формування оптимальної стратегії сталого розвитку МСП.

Ключові слова: стійкий розвиток, малі та середні підприємства (МСП), стратегія, менеджмент, цілі стійкого розвитку

Предпринимательство является движущей силой развития национальной экономики. МСП играют немаловажную роль в каждой национальной экономике. Предпринимательская деятельность в XXI веке определяется не только экономическими целями, но и социальными и экологическими целями. Важность устойчивого предпринимательства можно считать уникальной перспективой, связывающей создание экономических, социальных и экологических ценностей с ориентацией на благосостояние будущих поколений. Компании, рассматривающие экологические и социальные аспекты, считаются инновационными.

Эта работа глубоко анализирует устойчивое развитие с теоретической точки зрения, рассматривает мировой и европейский опыт реализации целей устойчивого развития малого и среднего бизнеса, исследует формирование оптимальной стратегии устойчивого развития МСП.

Ключевые слова: устойчивое развитие, малые и средние предприятия (МСП), стратегия, менеджмент, цели устойчивого развития

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PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**

Specialty: 292 “International Economic Relations”

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APPROVED

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TASK

FOR BACHELOR'S QUALIFICATION WORK

Ruslan Mirzodaiev

(Name, Surname)

1. Topic of the work **SMEs sustainable development practices (on the basis of "Printec Ukraine LLC "ELC")**

Supervisor of the work **Sci. in Economics, L.V. Zharova,**
(surname, name, degree, academic rank)

Which approved by Order of University from **"22" December 2022 №22-12/2022- 1C**

2. Deadline for bachelor's qualification work submission **"19" May 2022**

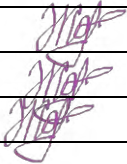
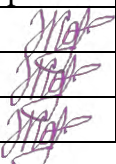
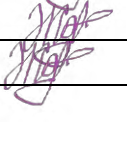
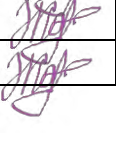


3. Data-out to the bachelor's qualification work materials received during the internship, open data from the enterprise, data from the open sources, results from the previous research works during studies, like projects and course-work

4. Contents of the explanatory note (list of issues to be developed) The work has the classical structure – theory, methodology and analysis, and practical aspects. The Chapter on theoretical and methodical bases of sustainable entrepreneurship covers the essence and content of the Concept of sustainable entrepreneurship, the World and European experience in implementing sustainable goals for small and medium business development, and the formation of the optimal strategy for sustainable development of SMEs. Analytical parts focused on economic analysis of the activity of Printec Ukraine LLC "ELC," assessing the company's sustainability. The practical part highlighted ways to integrate the components of sustainable development into the

overall policy of the enterprise. Conclusions include the strategy for the company's resilience in conditions of wartime uncertainty and an analysis of the effectiveness of the proposed solutions.

5. List of graphic material (with exact indication of any mandatory drawings)
 Graphs, figures, and tables illustrated the Printec Ukraine LLC "ELC," illustration of sustainable development priorities in the region, competitiveness matrix.

6. Consultants for parts of the work


Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	L.V. Zharova		
2	L.V. Zharova		
3	L.V. Zharova		

7. Date of issue of the assignment

Time Schedule


№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	intime
2.	II chapter	14.03-10.04.2022	intime
3.	III chapter	11.04-24.04.2022	intime
4.	Introduction, conclusions, summary	25.04 – 01.05.2022	intime
5.	Pre-defense	07.06.2022	intime

Student _____
 (signature)

Supervisor _____
 (signature) 

Conclusions: Overall work is composed on a high level. Students compound deep research on the specific economic topic – sustainability of entrepreneurial activities of small and medium enterprises. The study covers most contemporary issues like – the impossibility of doing business as usual and the development of small and medium enterprises during the war period. All tasks formulated to reach the research aim - to explore the theoretical and methodological foundations of sustainable entrepreneurship and analyze SMEs' sustainable development practices – were fulfilled. The practical part of the research fully connected the theory and methodology with the precise enterprise.

The work can be highly graded in case of successful public defense.

Supervisor _____
 (signature) 

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INTRODUCTION

The relevance of the topic. Entrepreneurship is the driving force behind the development of the national economy. SMEs play an important role in every national economy. Entrepreneurial activity in the XXI century is determined not only by economic goals, but also by social and environmental goals. Sustainable entrepreneurship means the development of enterprises based on three determinants that keep the system in equilibrium.

Formal SMEs contribute up to 60% of total employment and up to 40% of GDP in emerging economies (World Bank, 2015) [19]. Globalization council (2009) study reveals that SMEs have more flexibility than MNCs to easily adapt and change to meet important environmental & social targets [23].

Today, Ukraine is in the process of reforming the domestic economy to the standards, norms and rules of the European Union. Ukraine's integration into the European Union opens up new opportunities in front of Ukrainian business. At the same time, integration poses certain threats and requires to be responsible, competitive, resilient to crisis, stressful economic situations.

Every region of Ukraine is interested in sustainable and effective development small and medium business. This is the range of actors that is most mobile economic change, focused on the needs of a particular consumer (client), provides self-employment and the creation of new workers seats.

The relevance of the study of the problems of sustainable development of the enterprise determined the object and subject of our study, as well as its logic, sequence and structure.

Review of publications. Academic literature on business and sustainability is relatively poor. At the same time, progress has been made through corporate responsibility and green manufacturing initiatives in the business world provide only a partial approach to way to implement a sustainable business strategy in practice. Analysis of domestic research on how entrepreneurship (Vasilieva L.M., Zhivko Z.B., Zhuk O.I., Megedin N.R., Tverdokhlib V.V., Shelenko D.I. etc.) and sustainable

development (Bogolyubov V.M., Burkinsky B.V., Danilishin B.M., Todoryuk S.I.), national normative declarative documents on sustainable issues development and support of entrepreneurship allows argue that the role of entrepreneurship is sustainable development is not covered fully enough. It due to the fact that the relationship of entrepreneurship and sustainable development are socio-ecological, ie process character, requiring an interdisciplinary approach. The latter complicates the research process, multiplying the volume of its objects, directions and tasks.

The purpose of the work is to explore the theoretical and methodological foundations of sustainable entrepreneurship and analyze SMEs sustainable development practices.

Tasks of the work:

- Define the essence and content of the Concept of Sustainable Entrepreneurship;
- Analyze world and European experience in implementing sustainable goals small and medium business development;
- Investigate the formation of the optimal strategy for sustainable development of SMEs;
- To give the general characteristic and the analysis of economic activity of LLC Printek Ukraine LLC ELC;
- Investigate the financial condition of Printek Ukraine LLC ELK LLC;
- Analyze the company's management;
- Analyze of enterprise policy in compliance with the relevant sustainability criteria;
- Develop a strategy for the company's resilience in the face of wartime uncertainty and determine its effectiveness.

Object of research - SMEs sustainable development practices on “Printec Ukraine LLC “ELC””.

Subject of research - innovative approaches to improving the practice of sustainable development on “Printec Ukraine LLC “ELC””.

Printec Ukraine LLC “ELC” is a private enterprise established in 2007, which offers a wide range of information and communication solutions for financial institutions, large retailers, telecommunications service operators and government agencies. As part of the international Printec Group of Companies, the company provides a high level of customer service and holds a leading position in the market of transactional technologies.

Thus, despite the decrease in sales, the Company maintained a fairly high level of profitability, profitability and asset security. This is a consequence of the planning and implementation of marketing and commercial policies, close attention to improving operational processes.

Methods and the information sources of the study. Statistical, analytical literature, comparative research methods were used in the work. The study used official company data, as well as data from the Official Website of the State Statistics Committee of Ukraine, the UN Statistics Division, the UN website Sustainable Development Goals.

Own contribution in solving the problem, the possibility of its practical application. Findings can be used by policymakers, business practices and researchers understand the enormous opportunities and potential of SMEs to play an important role in development sustainable development practices, hence their great importance for achieving the global sustainable development goals.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL BASES OF SUSTAINABLE ENTREPRENEURSHIP

1.1. The essence and content of the Concept of sustainable entrepreneurship

The concept of sustainable development is continued in the concept of sustainable enterprise. The authors of the concept believe that sustainable enterprise eliminates the causes of many crises only if that it connects its own economic development with solving environmental problems. The success of the enterprise, according to this concept is systemic interaction of environmental, economic and organizational aspects of the enterprise.

The World Commission on Environment and Development (WCED) has developed a report entitled "Our Common Future" (1987) [39].

The Brundtland Report stated that environmental problems are primarily the result of the non-sustainable patterns of consumption and production in the globe and called for a strategy that unite development and the environment. The report also developed the guiding principles for sustainable development as it is still understood to-date.

It is originally rooted in earlier concerns about environmental protection. The notion of SD had already been mentioned in 1980, when the International Union for the Conservation of Nature (IUCN), the World-Wide Fund for Nature (WWF), and the United Nations Environmental Program (UNEP) published the "World Conservation Strategy" and coined the term "sustainable development."

The concept of SD is multidimensional with various aspects, such as: economic, social, institutional, environmental, cultural, educational, moral, temporal, political, spatial ... etc. (Holden, 2014) [9]. These aspects may be expressed by activities as follows: safeguarding the ecology through conservation of plant and animal species, meeting basic human needs, assuring durable ecological sustainability, and promoting inter- and intergenerational equity. The guiding principle of SD is "development that

meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987) [37].

In terms of the economic dimension, it means growth which is balanced both in its contents and quality, which does not exploit natural resources. The aim of the social dimension is to improve human wellbeing, secure the intergenerational transfer of welfare and to equip society with the skills and knowledge required for meeting the challenges of SD. Whilst, the primary goals of the environmental dimension; are to reduce the usage of nonrenewable resources, to preserve nature’s generative capacity, secure biological diversity, and to improve the condition of the environment (Mensah, 2019) [21].

The call of the Brundtland commission (1987) for designing new ways to measure and assess progress toward sustainable development, has been subsequently echoed in Agenda 21 of the 1992 Earth Summit [13]. The two principles of agenda 21 are cooperating globally to combat poverty and environmental damage, and drafting national development agendas based on common interests.

Agenda 21 unfolds in 4 sections:

- 1) Social and Economic Dimensions; which is dedicated to combating poverty, and achieving a more resilient population,
- 2) Conservation and Management of Resources for Development, which is dedicated to protecting the environment, and conserving biodiversity,
- 3) Strengthening the Role of Major Groups; which is dedicated to protecting the rights of children, youth, women and vulnerable workers, and strengthening the role of NGOs, local authorities and private sector, and
- 4) Means of Implementation; which is dedicated to innovation, technology transfer, international cooperation, and financial mechanisms.

In September 2000, the world leaders gathered in New York to adopt the United Nations Millennium Declaration. The Declaration committed nations to eight targets - with a deadline of 2015. The commitment to “spare no effort to free our fellow men, women and children from the abject and dehumanizing conditions of extreme poverty” (UN, 2000) [12] and its inspiring framework of eight goals - known as the MDGs -

was meant to enable people worldwide to improve their lives and their prospects. The eight MDGs range from halving extreme poverty rates to halting the spread of HIV/AIDS and providing universal primary education (UN, 2015) [18].

The 2005 United Nations World Summit called on governments to draft national development strategies, within the framework of the MDGs. A national sustainable development strategy (NSDS) can be defined as “a coordinated, participatory and iterative process of thoughts and actions to achieve economic, environmental and social objectives in a balanced and integrative manner” (UNDESA, 2002) [21]. NSDS are meant to reflect the country’s ownership and commitment to the implementation of the MDGs through the integration of economic, social, and environmental policies across sectors and generations, and the development of the necessary enabling conditions.

The MDGs reshaped decision-making by putting people and their immediate needs at the forefront and achieved remarkable gains worldwide. Yet evidence demonstrate that further progress will require a firm political will, and collective efforts.

The United Nations Conference on Sustainable Development in Rio de Janeiro, June 2012 (Rio+20), was the third international conference on 23 sustainable development aimed at reconciling the economic and environmental goals of the global community. The conference focused on two themes in the context of sustainable development: green economy and an institutional framework (Allen et al., 2018) [14]. The conference urges a process to develop a new set of Sustainable Development Goals (SDGs) which will carry on the momentum generated by the MDGs and focus on building a sustainable world where environmental sustainability, social inclusion, and economic development are equally valued. The new set of SDGs are to take effect from 2015 and to encourage focused action on SD in all sectors of global development agenda (Weitz et al., 2017) [21]. Ever since, SD was identified as one of the five key priorities in the UN action agenda, highlighting the key role SD should play in international and national development policies, programs and strategies.

Since 2015, when the United Nations Agenda 2030 was launched Sustainable development in the business world has highlighted the need for a global approach to social, environmental and economic aspects.

The guiding principle of the Agenda 2030 is “Leaving No One Behind”. It environmental and unfolds in 4 sections:

- 1) A political Declaration,
- 2) a set of 17 SDGs and 169 targets,
- 3) Means of Implementation, and
- 4) a framework for follow up and review.

It is indivisible, in a sense that it must be implemented in an integrated manner, as its goals and targets are closely interlinked. The scale and ambition of the Agenda are unprecedented, introducing goals that are global in nature and universally applicable. It takes into account the different national realities and capacities and the variant levels of development as well as the implementation challenges. All countries have a shared responsibility to achieve the SDGs, and all have a meaningful role to play locally, nationally and on the global scale (Figure 1.1).



Figure 1.1. 17 sustainable development goals

The importance of sustainable entrepreneurship can be considered a unique perspective that links the creation of economic, social and environmental values with a focus on the well-being of future generations. Companies considering environmental and social aspects are considered to be innovative.

A common feature of such entrepreneurs is that their goal is not only to achieve profitability by meeting specific needs, but also to achieve a positive impact on society and the environment.

One can note that sustainable entrepreneurship definitions encompass three attributes: 1) balancing environmental and social concerns with economic gains (action orientation), 2) creating new value and innovation (process orientations), and 3) transforming companies, sectors, or economies toward sustainability (effect orientation).

Thus, sustainable entrepreneurship can be defined as a type of business development practice that provides new opportunities for innovative corporate activities at the nexus of ecological and social issues.

So, innovation in business is the creation and successful application of a new idea in business. An innovation can be a new product, service or the introduction of more efficient ones production processes, which increases the profits business. That's why innovation is about implementation of ideas and concepts that create value - commercial, social or organizational.

1.2. World and European experience in implementing sustainable goals small and medium business development

Empirical evidence suggests that environmental and social factors are increasing strategic for large companies that are increasingly integrating sustainable development into their corporate strategies and actively report on it. But small and medium-sized businesses significantly lags behind in sustainable development reporting. Yes, according to the Global Reporting Initiative base (GRI) [40], reporting on the sustainable development of small and medium-sized businesses over the past seven years is only 10-15%.

Such statistics are understandable. After all, small and medium-sized businesses have limited financial and human resources to integrate sustainable development into

their strategies, and to report on it. Research shows that small and medium-sized businesses often do not introduce new, more sustainable ones technology, because he believes that such technology is too complex and expensive, and does not have knowledge of financial rewards from their use. Owners of small and medium enterprises do not always understand how they can use sustainable practices for their own growth, and to adapt to such megatrends as increasing globalization, digitalization, new industrial revolution and demographic change.

However, research shows that in certain countries and in certain sectors of the economy it is small and medium-sized businesses dominate the implementation of sustainable practices. Yes, in the UK and Finland's small and medium-sized businesses account for more than 90% and 70% of the clean technology market in accordance.

World Bank research confirms that small and medium-sized businesses are significant benefits of seizing opportunities in national markets for clean technologies that are unattractive or impenetrable to large corporations, especially in low-income countries.

Small and medium-sized businesses are increasingly integrating at the end of the global value chain, when links between corporations and local suppliers may be limited and poorly developed.

Also, the share of social enterprises that are an effective tool for meeting social needs. Social enterprises offer innovative solutions problems of poverty, social exclusion, unemployment and filling gaps social services. In 2008-2014, employment in social enterprises in Belgium increased by 12% and amounted to 17% of total employment in private business in 2015. In the UK in 2015 year, 41% of social enterprises created as many jobs as 22% of their small colleagues and medium business in other areas.

In Sweden, large companies are required by law to submit annual non-financial reports Sustainability. We see that more and more companies are actually doing this. According to according to some recent research, about 70% of companies report sustainability based on the Sustainable Development Goals. That is, they base their own work on achieving sustainability by combining their own operating activities with

different goals and objectives. The Swedish government has used all possible tools to encourage companies to act responsibly and pursue a modern and reliable sustainable development policy. The government expects that business will take a step towards sustainability. At the same time, the government supports business in the form of a Strategy exports, which was approved in 2015 and facilitated economic activity Swedish companies in emerging markets. The document identified several pilot countries. Working with emerging markets is challenging, first and foremost on sustainability. That is why the government has made a candid statement of its expectations, noting that all Swedish companies should behave constantly in emerging markets, and adjust their corporate social policy accordingly responsibility. For example, the iZettle project. It software solution that allows you to pay by credit card in any conditions, and this greatly facilitates the work for small businesses. Sweden wants to become country of non-cash payments. People usually do not have cash and pay for everything credit cards even in small shops. But iZettle owes its appearance it is to farmers who are not professional sellers. Farmers supply their own goods on the market for sale. It would be too expensive and inconvenient for them to have full-fledged payment terminal. One gentleman who wanted to help his own wife-farmer with the sale of goods on the market, developed an application together with a small and a simple card reader. This application has become popular and has been released for a year international level. It began to be used in many developing countries. Work is underway to improve the application in cooperation with Swedish banks.

Characteristic is the correlation of the share of small and medium enterprises that implement sustainable practices, and the availability of external incentives from the state and the market. Growing demand for environmentally friendly goods and services, legislation in the form of taxes and harmful types of economic activities and tax incentives for desired activities, as well as financial assistance from governments kind of interpreted signals of modern megatrends for small and medium businesses.

The governments of most European countries are actively supporting small and medium-sized enterprises by providing access to the knowledge and resources needed to move towards sustainability development. The biggest step in this in the history of

the European Union was adopted at the end of 2019, the European Green Course is a new EU development strategy, according to which the EU. committed to becoming the world's first climate-neutral bloc by 2050.

In particular, the Association Agreement between Ukraine and the European Union contains provisions aimed at strengthening links in trade, environment and social policy, and further promoting trade between Ukraine and the EU.

This means that all trade agreements with the EU will contain environmental and labor standards, encouraging partners to grow, encouraging partners to adapt to sustainable development under the 2030 Agenda and the Sustainable Development Goals.

Experience shows that the readiness and capacity of small and medium enterprises take advantage of sustainable development opportunities often face resource constraints, limited skills and lack of knowledge. But modern trends can overcome these barriers. Digitalization offers great opportunities for Ukrainian small and medium business to participate in the global economy. Digital technology allows you to improve market information and access global markets and knowledge networks for relatively low price.

Thus, sustainable development and CSR for domestic business are opportunities, a reference point for development and a threat to those who do not respond to new market and regulatory requirements to increase efficiency use of resources through the transition to a clean, circular economy, recovery biodiversity and pollution reduction.

1.3. Formation of the optimal strategy for sustainable development of SMEs

Analysis of publications showed a lack of adequate, fairly simple and an affordable consulting tool for small and medium businesses that allows you to form the optimal strategy for your sustainable development. At the same time without

strategy the company does not have a well-thought-out action plan that helps quickly and easy to adapt to changing external conditions, including crisis.

If we turn to world practice, such problems are solved by creating consulting zones for entrepreneurs. For example, in the United States there is American Small Business Development Centers (SBDC) [41], which provides SMEs free business consulting on business planning and many other topics. If you take Ukraine, the Ministry is solving this problem digital transformation, which from the end of 2019 began to create consulting zones for entrepreneurs on the model of SBDC.

But this program, like the prototype - SBDC, is designed mainly to provide off-line consultations (while on-line consultations are provided only for by appointment and strictly during working hours) [2].

Therefore, the development of a verbal model (VM) of formation is relevant optimal strategy for sustainable development of service enterprises in a crisis for consulting SMEs nonstop on-line. That will enable management such enterprises make effective management decisions with minimal loss of time and money.

The possibilities of applying economic and mathematical methods in management and marketing are often limited. In many cases this is due to lack of statistical and other information in small and medium enterprises, and also the lack of such specialists with the necessary qualifications. Especially It should be noted that in times of crisis it is impossible to use statistics data obtained under normal conditions. In this situation, expert assessments are available the only way to solve such problems [3]. The benefits of expert assessments can be attributed to the ease of use for forecasting almost any situations, including in the context of incomplete information. In particular, the EFQM model [4], which helps organizations manage change and increase productivity, contains about 160 criteria, divided into 9 groups, the vast majority of which quality.

The application of the EFQM model involves conducting research and measuring the power of the enterprise's managerial potential, evaluating the effectiveness of the management system of any organization. In addition, the model can help in conducting the so-called self-assessment. However, the assessment in

quality competitions, including the main European “EuropeanQualityAward”, is external, and under the actual “self-assessment” is meant an independent study by managers of their management system.

When the improvement model was introduced in Europe as a model of the European Quality Award, it immediately went beyond the competition of the best “quality” and began to be seen as a tool that allows organizations to assess the level of their development against the benchmark, to identify the advantages of their management systems, and to identify areas where it is advisable to make improvements.

The main "outputs" of self-assessment initially were: a list of strengths, a list of areas for improvement and a score assessment of the management system according to the criteria of the model. Many organizations today consider these "outputs" as significant for the organization and continue to improve their performance by applying the EFQM model. As in any business, for some it turns out to be more successful, for someone less, but someone could not improve their performance.

However, while the EFQM model has evolved and changed, so have the skills to work with it, new opportunities for using it, and many organizations have realized that this tool can be quite effective in improving business through benchmarking, i.e. exchanging best practices, studying best management practices. In 1999, a major revision of the model was carried out, and the word "business" was removed from its name (before 1999, the model was called "EFQMBusinessExcellenceModel"). This is primarily due to the fact that many non-profit organizations also saw the EFQM model as an improvement tool and successfully used it to improve the quality of management. Moreover, in 1999, a separate category for public sector organizations appeared in the structure of the European Quality Prize.

As a European interpretation of the TQM philosophy, EFQM concepts can be easily accepted in those organizations where the principles of total quality-based management are laid down at the genetic level.

Table 1.2

The EFQM model as an improvement tool of management [27]

Concept and content	Comments
1) Result orientation Achieving results that meet the interests of all stakeholders	Most organizations know their financial results, but this is not enough.
2) Orientation to the consumer Creation of significant value for the consumer, maximum satisfaction of the needs and wishes of present and future consumers	The idea is as old as the world. Remember the Soviet "The customer is always right!" on the walls of consumer services? And now, finally, the time is coming when more and more organizations give this slogan meaning
3) Leadership and constancy of purpose Leaders personify the behavior model for employees, demonstrating constancy of purpose, they are able to convince them that they are right and lead people	"Continuity of purpose" does not rule out the possibility of changes in strategic and operational plans, but requires stability in relation to the values of the organization and business principles.
4) Process Approach to Fact-Based Management Managing an organization through interdependent and interrelated fact-based systems and processes, including the opinions of all stakeholders, rather than relying solely on the intuition and emotions of managers	The best organizations are not managed "out of the bunker"; decisions should not be relied on any kind of "guess". No one has yet canceled the intuition of top management, but also no one has canceled the fact that it is better to manage systematically, and to manage a system of processes is more efficient than to manage people
5) Development and involvement of people Employees will be able to realize themselves fully when they sincerely share common values, and the organizational culture is based on trust and encouragement of their initiative	The activity of the labor collective will then be most effective when the staff understands that their opinion is taken into account, realizes the degree of their impact on business results, and also when they can feel the results of efforts to improve the activities of their enterprise on their own salary
6) Continuous learning, innovation and improvement Making effective changes using knowledge and looking for opportunities to innovate and improve	The best organizations are in a process of continuous learning, both from their experience and from the example of others, using external and internal benchmarking. Openness allows you to receive and use the ideas of all stakeholders
7) Development of partnerships Development and support of fruitful partnerships based on the principles of trust, knowledge sharing and joint activities	Deming's Fourth Commandment: End the practice of purchasing at the cheapest price Strive to obtain all deliveries of a given component from only one supplier on the basis of establishing a long-term relationship of mutual loyalty and trust. The goal in this case is to minimize the total, not just the initial costs.
8) Corporate and Social Responsibility Building a long-term structure in which the organization seeks to understand and meet the expectations of all stakeholders, including society at large	Western organizations began to realize the importance of the social responsibility factor for business development only recently, but many Russian enterprises (especially city-forming ones) have been doing this for a long time, but often to the detriment of their core business. There are a growing number of organizations that are discovering that people prefer to work for organizations that care about society. Human resource management and social responsibility are very strongly interconnected.

The semantic completion of the “full package” of business improvement according to EFQM is the RADAR assessment matrix.

RADAR is an evaluation engine based on the EFQM model. The abbreviation RADAR means the system assessment cycle: Results (results) - Approach (approach) - Deployment (implementation, deployment of the approach across organization levels) - AssessmentandReview (assessment (or self-assessment) and revision (analysis for revision and attempts to update)).

The four stages of the cycle and the stages of assessment (self-assessment) are given in Table. 1.3.

Table. 1.3

4 stages of the cycle and the stages of assessment (self-assessment) [25]

Cycle stages	What is assessed	How it's done in the best organizations
Results	The main achievements of the company, its performance indicators: financial, production, management system indicators - all that reflect the implementation of organizational policy and strategy	The results reflect positive trends and/or a stable good position, are in line with the set goals and are the best relative to other organizations. Achieving such results is justified by the use of competent approaches
Approach	The company's plans and the reasons for their adoption, the effectiveness of the approaches used to achieve the planned results	Approaches applied are rational, well-thought-out, well-planned and regulated, clearly focused on meeting the needs of stakeholders. The approaches being developed are integrated into the corporate policy and strategy and are interconnected
Deployment	Breadth, systematic application of approaches; how they are deployed within the organization to implement the adopted plans and strategies	Approaches are developed for all areas of activity and are strictly systematized
Assessment and Review	How the organization studies the approaches used, analyzes the results obtained, identifies areas for further improvement	The approach and its implementation are the subject of constant measurement and study, the results obtained are used to identify and rank strengths and weaknesses, plan and implement improvement activities

Thus, in accordance with the structure of the EFQM model, the group of criteria "Results" is evaluated by the indicator Results, and the criteria of the group "Opportunities" are analyzed taking into account Approach, Deployment, AssessmentandReview.

CHAPTER 2. ECONOMIC ANALYSIS OF THE ACTIVITY OF PRINTEK UKRAINE ELK LLC, ASSESSMENT OF THE COMPANY'S SUSTAINABILITY

2.1. General characteristics and analysis of economic activity of “Printec Ukraine LLC “ELC””

“Printec Ukraine LLC “ELC”” (hereinafter – LLC) was established in 2007 and belongs to the Printec Group of Companies, which is a recognized leader in the field of transactional technologies "business client" in Central and Eastern Europe. The Printec Group offers a range of technology solutions that help improve everyday human relationships by making life easier.

Printec Group was founded in 1988 in Athens, Greece. Initially, the Printec Group's business focused on products related to computer peripherals. But later, realizing the potential of transactional technologies, its founders expanded the scope of their business to the introduction of electronic payments. This allowed Printec to become one of the most innovative companies in Greece and to start operations in other countries.

The strategy of forming partnerships with the world's leading IT solution providers, together with the accumulation of its own experience, soon allowed Printec to expand its scope of activities and fully realize its potential by entering the markets of Southeast Europe. Printec Bulgaria Ltd, founded in 1992, was the group's first subsidiary outside Greece. Printec Cyprus Ltd was opened in Cyprus in 1995.

At the beginning of the XXI century. The group continued to expand through its acquisition of NCR Corporation's business units in Croatia, Romania, Slovakia and Slovenia. As a result, the Printec Group has become in Bosnia and Herzegovina, Moldova, Serbia and Montenegro, Northern Macedonia, Albania, Kosovo, Ukraine and the Czech Republic.

Headquarters of Printec Group is located in Vienna (Austria) now. Representative offices are located in 16 European countries, the total number of employees is more than 900 people.

Thanks to more than 30 years of market experience and a well-coordinated team of professionals working around the world, Printec Group is today most companies in the Central and Eastern European market. Printec's solutions are designed to meet the needs of financial institutions, large retailers, telecommunications operators and government agencies.

Printec is a partner of the world's leading OEMs, as well as NCR's largest partner worldwide. The group also collaborates with such IT leaders as VeriFone, FICO-Tonbeller, Glory and many others.

The founder and sole participant of Printec Ukraine ELC LLC, which owns a 100% share in the authorized capital, is Printec Holding Limited, registered in Nicosia, Republic of Cyprus.

“Printec Ukraine LLC “ELC””, hereinafter referred to as the Company, registered by the Podilska District State Administration in the city of Kyiv on November 8, 2007 under 07 1 071 102 0000 023790. Identification code 35442628.

The Company is a member of: PRINTEC HOLDINGS LIMITED COMPANY, Address: Nicosia, Strovolos, st. Stasin 43, CYPRUS.

Location of Printec Ukraine LLC “ELC” there are: 04080, KYIV, PODILSKY DISTRICT, KOSTIANTYNIVSKA STREET, BUILDING 71, LIT.S.

Types of economic activity:

46.66 wholesale of other office machinery and equipment

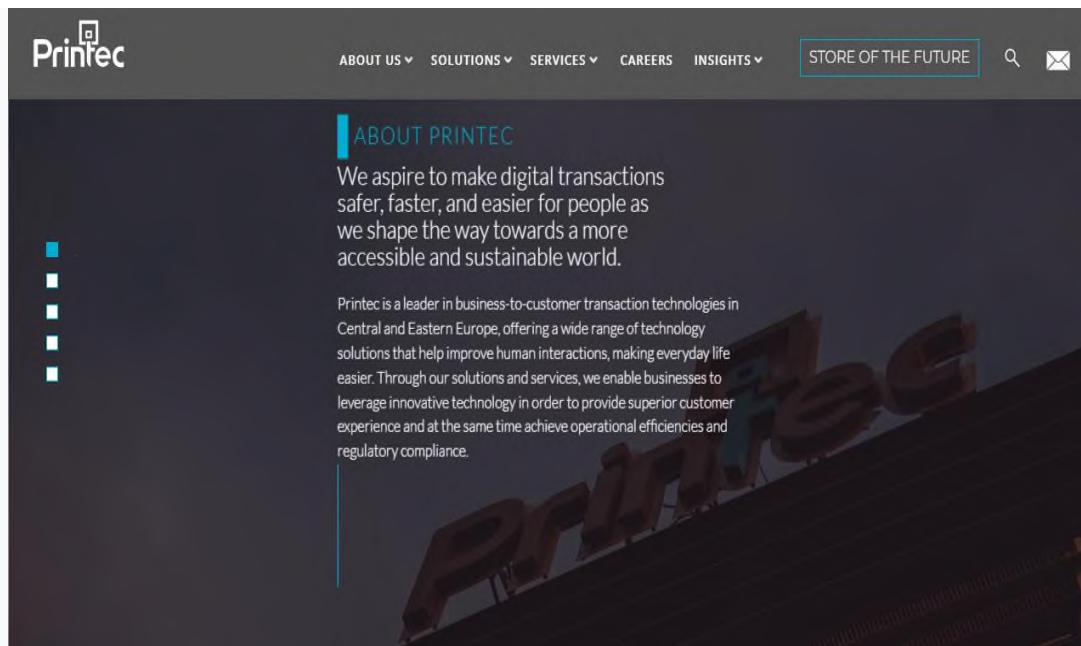
46.69 wholesale of other machinery and equipment

62.01 computer programming

62.02 consulting on informatization

63.11 data processing, posting of information on web sites and related activities

95.12 repair of communication equipment



Pictures 2.1. Official site of «Printec Ukraine LLC “ELC”»*

* <https://www.printecgroup.com/>

Printec provides its customers with access to a wide range of innovative technologies, trying to provide a high level of service. The company's solutions allow you to implement numerous daily transactions ranging from cash transactions through ATMs and ending with transactions with 3 cards, self-service solutions, etc.

The company has 26 service centers located in all regions of Ukraine: Bila Tserkva, Vinnytsia, Dnipro, Zhytomyr, Zaporizhia, Ivano-Frankivsk, Kyiv, Kropyvnytskyi, Kryvyi Rih, Lutsk, Lviv, Mukachevo, Mykolaiv, Odessa, Poltava, Rivne, Sumy, Uzhhorod, Uman, Kharkiv, Kherson, Khmelnytsky, Cherkasy, Chernivtsi, Chernivtsi, Khmelnytsky.

The company's **vision** is to always be a high-tech brand, offering simple and reliable solutions.

Mission - the company achieves its goals by focusing on three main principles: commitment to its customers, employees, society.

The main values of the company:

1. Diversification.

- We diversify our business.
- We embrace diversity in all its forms and respect individuality.

- We give people space to think and act in new ways.
- 2. Focus on the result.
- We achieve our goals with enthusiasm and meticulousness.
- 3. Entrepreneurship.
- We inspire our employees to seize every opportunity, show initiative and expand their opportunities.
- 4. Customer orientation.
- We serve our customers with inspiration.
- We understand their business and create innovative solutions based on their individual needs.
- 5. Trust.
- We trust our people in the right conduct of business with all the competence, professionalism, experience and cooperation at all levels.

Business strategy of “Printec Ukraine LLC “ELC”” is to increase the number of equipment maintenance by providing the required level of service in Ukraine, as well as increasing sales of software products by using products in the portfolio of the Group of companies and support from vendors working at the level of Printec Group.

The company's position in the market.

“Printec Ukraine LLC “ELC”” offers software and hardware solutions for ATM networks (ATMs), terminal networks (EFT / POS) based on its own P3, as well as queue management systems. In addition, the company provides service of ATMs SLM / FLM and EFT / POS-terminals.

Today in the market of Ukraine POS-terminals of two brands - CastEess and VenFone are used, and the largest distributor of the last is LLC Printek Ukraine ELS. The company is also active in the market of banking equipment and is the largest distributor of ATMs of the NCR brand.

As for trade POS-terminals, during the reporting year, their number, on the contrary, grew steadily - from 349 thousand at the end of 2019 to 386 thousand units at the end of 2020. Most of them (224 thousand units) belonged to JSC DB "Privatbank". At the same time, the number of active payment cards in the first two

quarters of 2020 decreased significantly: from 42.2 million at the end of 2019 to 36.4-36.6 million units. But in the third and fourth quarters of 2020, the situation changed and the number of active payment cards began to grow. The leaders in October-December were private banks, whose card growth was higher than in Privatbank. The total number of active payment cards in Ukraine at the end of 2020 amounted to 40.4 million.

The growing popularity of card payments in Ukraine (with a corresponding increase in payment infrastructure) is an important guarantee of business development of this company.

Management structure and principles.

According to the charter of “Printec Ukraine LLC “ELC””, the management and control bodies of the company are:

- General meeting of members of the company;
- Management of the company;
- Supervisory Board, if the decision to establish it is made by the General Meeting of Participants.

The Meeting of Participants is the highest governing body of the company. The members of the company participate in the General Meeting in person or through their representatives. The exclusive competence of the General Meeting of Participants is:

- determination of the main activities of the company and its structural units, approval of their annual results, plans and reports on their implementation;
- amendments to the Company's Charter;
- exclusion of a participant from the company;
- determination of forms of control over the activities of the executive body, creation and determination of the powers of the relevant controlling bodies;
- approval of annual reports and balance sheets of the company;
- election of the collegial executive body of the company, members of the Supervisory Board of the company, setting the amount of their remuneration, etc.

The collegial executive body of the company is the Directorate, which manages the current activities of the company. The Management Board consists of two members - the Director and the Financial Director, who are elected by the decision of the General Meeting.

The Directorate is headed by the Director, who, subject to statutory restrictions, has the right to take the following actions alone:

- carry out direct management of the current economic activity of the company;
- represent the company in Ukraine and abroad;
- dispose of movable and immovable property of the company;
- enter into civil law agreements, including foreign economic ones, on behalf of the company;
- make decisions, issue orders and directives on all issues of the company's activities, except those that fall within the exclusive competence of the General Meeting and the Directorate;
- perform other functions assigned to it in accordance with the Charter.

The main structural units of the company's head office:

- service department;
- technical department;
- commercial department;
- administrative department.

The most important decisions, which according to the Articles of Association constitute significant transactions, are made by the Company's Management Board collegially and must be approved (signed) by all members of the Management Board.

2.2. Research and analysis of financial state of “Printec Ukraine LLC “ELC””

Due to the decline in business and financial activity in Ukraine against the background of the global pandemic COVID-19 and related quarantine restrictions,

sales of “Printec Ukraine LLC “ELC”” in the reporting year decreased compared to the previous year (Table 2.1). At the same time, the company remains profitable: in 2020 the profit from operating activities amounted to UAH 22,414 thousand, and net profit - UAH 18,572 thousand.

Table 2.1

Results of activity of “Printec Ukraine LLC “ELC”” for 2018-2020*

№	Indicator	2020	2019	2018	Deviation (+,-)	
					2020/2019	2020/2018
1	Net income from sales of products (goods, works, services), thousand UAH	310308	454982	277740	-144674	32568
2	Profit from operating activities, thousand UAH	22414	38223	28081	-15809	-5667
3	Net profit, thousand UAH	18572	30470	15003	-11898	3569
4	Profitability of sales on operating profit, %	7,2	8,4	10,1	-1,2	-2,9
5	Profitability of sales on net profit, %	6,0	6,7	5,4	-0,7	0,6

* <https://www.printecgroup.com/>

Profitability of sales on operating profit in the reporting year amounted to 7.2% (in 2019 8.4%, in 2018 - 10.1%), on net profit - 6.0% (in 2019 - 6.7%, in 2018 - 5.4%). This indicates that despite the competitive environment, difficult financial and socio-economic conditions in which the Company's business operates in Ukraine, the management managed to ensure the effective operation of “Printec Ukraine LLC “ELC””.

The total value of the Company's assets during the reporting year has not changed: at the beginning of the year this figure amounted to UAH 81,906 thousand, at the end of the year - UAH 78,824 thousand.

Liquidity and liabilities. Ensuring financial stability, liquidity and solvency is one of the main tasks of *Printek Ukraine LLC "ELC"*. The Company's management regularly takes measures to determine the compliance of the company's activities with the development targets and potential opportunities; detection of various deviations from norms, disproportions, structural deformations; finding opportunities to correct adverse and risky situations; influence on the factors that cause changes in the level of liquidity and solvency.

As of the end of 2020, the majority of assets of Printek Ukraine LLC "ELC" was formed due to highly liquid and medium liquid assets (Table 2.2). The share of highly liquid assets (cash and cash equivalents) in the reporting year decreased from 44.2% RO 36.6%, and the share of medium liquid assets (goods and receivables) remained almost unchanged (26.5% as of 31.12.2019 up to 26% on 31.12.2020).

Table 2.2.

Grouping of assets of Printec Ukraine LLC "ELC" by level of liquidity*

Indexes	Date					
	31.12.2020		31.12.2019		31.12.2018	
	thousand UAH	%	thousand UAH	%	thousand UAH	%
Highly liquid assets A1	28877	36,6	36201	44,2	11814	20,9
Average liquid assets A2	20506	26,0	21687	26,5	20783	36,8
Low-liquid assets A3	11074	14,1	10708	13,1	11560	20,5
Illiquid assets A4	18367	23,3	13310	16,3	12277	21,8
Balance	78824	100,0	81906	100,0	56434	100,0

* <https://www.printecgroup.com/>

In general, the asset structure at the end of 2020 will be characterized as balanced; the share of illiquid and low-liquid assets, although increased since the beginning of the year, is only 37.4%. This positively indicates the liquidity of the Company's balance sheet, which, provided timely management decisions, allows to achieve proper asset management efficiency.

The Company's management takes the necessary measures to plan and control settlements with debtors, constantly monitors the performance of contracts and payment calendar in order to avoid the risk of late repayment of receivables.

In 2020, the structure of liabilities of "Printec Ukraine LLC "ELC"" changed significantly. (Table 2.3). First of all, this is due to a significant increase in the company's equity: if as of December 31, 2019 the Company's equity amounted to UAH 34,585 thousand, then as of December 31, 2020 it already amounted to UAH 53,078 thousand (increase by 53.5%).

Table 2.3

**Grouping of liabilities of “Printec Ukraine LLC “ELC””
on the urgency of repayment***

Indexes	Date					
	31.12.2020		31.12.2019		31.12.2018	
	thousand UAH	%	thousand UAH	%	thousand UAH	%
Urgent liabilities P1	22475	28,5	43147	52,7	47138	83,5
Short-term liabilities P2	3271	4,2	4174	5,1	5378	9,5
Long-term and permanent liabilities P3 + P4	53078	67,3	34585	42,2	3918	7,0
Balance	78824	100,0	81906	100,0	56434	100,0

* long-term liabilities are shown collectively taking into account the negative value of the company's equity at the end of 2018

* <https://www.printecgroup.com/>

Accordingly, this led to a sharp decrease in the share of term liabilities, which at the end of 2019 was 52.7%, and at the end of 2020 - only 28.5%. The share of short-term liabilities also decreased, but slightly - from 5.1% at the beginning of the reporting year to 4.2% on 31.12.2020.

In terms of the impact on liquidity, a significant reduction in the share of term and short-term liabilities is a positive factor. In addition to a significant increase in equity, the strengthening of liquidity was facilitated by other factors, among which is a significant reduction in current accounts payable on long-term liabilities - from 24 278 thousand UAH. as of December 31, 2019 to UAH 3,676 thousand as of December 31, 2020, as well as a decrease for the same period of current accounts payable for goods, works, services from UAH 16,775 thousand to UAH 14,865 thousand.

To determine the absolute liquidity of the balance sheet of the enterprise is required. that the following conditions are met simultaneously:

$$A1 \geq P1, A2 \geq P2, A3 \geq P3$$

For balance sheet indicators of “Printec Ukraine LLC “ELC”” as of December 31, 2020, all three conditions are met (early liabilities P3 are absent as of this date). This is evidence that the risks associated with liquidity and timely repayment of liabilities by the Company are minimal.

The company confidently fulfills the requirement for current liquidity:

$$A1 + A2 \geq P1 + P2$$

as well as the requirement for long-term liquidity $A3 \geq P3$ (non-excess of the value of illiquid assets over the value of long-term liabilities).

Analysis of relative indicators of liquidity and financial independence of “Printec Ukraine LLC “ELC”” for 2018-2020 also indicates a positive trend (Table 2.4).

Table 2.4

**Relative indicators of liquidity and financial independence
of “Printec Ukraine LLC “ELC””***

Indexes	On the date		
	31.12.2020	31.12.2019	31.12.2018
Absolute liquidity ratio	1,12	0,77	0,22
Intermediate liquidity ratio	1,70	1,07	0,43
Total liquidity ratio	2,35	1,45	0,84
Debt ratio	0,33	0,58	1,02
Coefficient of financial stability	0,67	0,42	0,07

* <https://www.printecgroup.com/>

As of the end of 2020 and compared to the previous year, the values of all three liquidity ratios have improved: absolute liquidity, which shows the Company's ability to cover its current liabilities with the most liquid part of assets - cash and cash equivalents (from 0,77 to 1,12), intermediate liquidity, ie the ratio of receivables and cash to the amount of current liabilities (from 1,07 to 1,70); total liquidity, which demonstrates the ability of the company to cover its current liabilities through current assets (from 1,45 to 2,5).

All liquidity ratios of the enterprise as of 31.12.2020 exceed the recommended values, which are for the absolute liquidity ratio of $\geq 0.2-0.25$; for the intermediate liquidity ratio of $\geq 0.6-0.8$; for the total liquidity ratio of ≥ 1.0 .

The debt ratio, which characterizes the degree of independence of the Company from external sources, gradually decreases from year to year, which is a positive factor, and the financial stability (stability) ratio, which is calculated as the ratio of equity and long-term liabilities to total assets exceeds recommended value: at the end of 2020, this ratio was equal to 0.67 with a target value ≥ 0.5 .

Balanced financial policy and positive dynamics in the management of assets, capital and liabilities of “*Printec Ukraine LLC “ELC”*” provide a high level of liquidity and solvency of the Company, allow it to timely and fully fulfill its obligations and implement plans to ensure sustainable business development.

2.3. Management analysis of “Printec Ukraine LLC “ELC””

HR-management. The total number of employees of “*Printec Ukraine LLC “ELC”*” as of the end of 2020 was 166 people.

Employees and their interests are the main and most important priority of the domestic policy of “*Printec Ukraine LLC “ELC”*”. Guided by the understanding of corporate social responsibility, the Company provides a high level of comfort and safety in the workplace in accordance with Ukrainian legislation on labor protection, supports the Unified level of wages and creates maximum opportunities for professional development of employees.

The Company's personnel policy is based on its strategy and corporate values. Management of “*Printec Ukraine LLC “ELC”*” strictly adheres to the requirements labor legislation, existing in the legislative field, regulations and rules. Each employee of the Company considers the team, the relationship with which is built on the principles of trust, respect, openness, freedom decision-making within the competence and responsibility for the end result.

The companies that are part of the Printec Group are governed by the Code of Business Conduct and Ethics, which sets out the rules and responsibilities assigned to each member of the team in order to adhere to corporate values and principles. In particular, the Code guarantees and ensures:

- healthy and safe working conditions: creation of a comfortable and safe working environment in accordance with current legislation and regulations;
- wages and working hours: compliance with local legislation on the minimum wage, working hours and the required level of employee benefits;

- freedom of association: allowing employees to unite legally and peacefully in trade unions or other types of associations;
- non-discrimination: prohibition of discriminating against people on the basis of any factors, including ethnicity, age, religion and sexual orientation;
- lack of child labor: a ban on hiring people who have not reached the age allowed by labor law and have not completed compulsory education;
- lack of forced employment: non-use of forced labor and refusal to create jobs where working conditions are not voluntary;
- Lack of disciplinary pressure: Prohibition of harassment, violence or intimidation;
- responsible environmental management that fully complies with local legislation and industry standards.

“Printec Ukraine LLC “ELC”” provides a sufficient level of motivation for its employees. Wages are paid to employees regularly twice a month. Also, based on the results of the work, employees are rewarded, and other forms of staff incentives are used.

Labor costs, according to the report on financial results for 2020, amounted to UAH 58,833 thousand. (2019: UAH 54,704 thousand) This figure increased by 75% over the year.

During 2020, the number of employees decreased from 186 to 166 people, including 85% men and 15% women.

Coming to work in the Company, new employees have ample opportunities to develop their careers. Opportunities for training and self-improvement are open to all employees without exception. Trainings and trainings with employees are a constant phenomenon; The company regularly organizes and conducts training aimed at improving the skills of its employees.

During 2020, employees of *“Printec Ukraine LLC “ELC”*” participated in trainings and seminars, specialized forums and other events on banking business and technologies.

Active participation of the team of “*Printec Ukraine LLC “ELC”*” in "live" and online conferences, forums, exhibitions related to the banking business, modern technologies and equipment, allows you to keep your hand on the pulse of the market, to understand its needs and opportunities for further development.

Management of cross-border activities of the enterprise. Risk management.

The Printec Group has developed a detailed Business Continuity Plan to respond quickly to incidents that could significantly impair service delivery and affect important business operations. This Plan allows you to quickly recover from significant disruptions to critical business transactions to protect employees, assets, business information and customer interests.

The business continuity plan is designed to allow the company to resume operations as soon as possible given the scale and severity of the problem, and covers the following most important areas:

- data backup and recovery;
- critical systems and services;
- safety of employees and the community, cooperation with regulatory authorities;
- alternative ways of communicating with customers and third parties;
- alternative jobs for employees;
- sustainability of cooperation with the most important suppliers and contractors.

Guided by the general policy of the Group of Companies, “*Printec Ukraine LLC “ELC”*” pays much attention to the issues of risk identification and assessment, as well as the selection of appropriate methods and tools for risk management.

The second stage involves the recognition (identification) of risk, ie determining its nature and the preconditions for its occurrence. In the third stage, risk assessment is performed when the company's management determines what threats the business poses to this risk, how serious they are, assesses the possible consequences of the risk on the company's activities, develops the best approach to influence the situation.

In the fourth, last, stage of risk management, measures aimed at preventing, reducing or limiting risk are identified. Risk prevention is to avoid it, ie to avoid a risk situation; Risk reduction is used in situations where risk cannot be avoided, but it can be influenced, and the retention (acceptance) of risk - when the risk occurs despite all the measures taken by the company.

The market of banking equipment and software and hardware solutions for terminal networks, in which the Company operates, depends on the development of modern payment technologies and their distribution, as well as on the general financial system, level of business activity, economic conditions and legal regulation of business and trade.

Thus, the researched company during 2018-2020 demonstrated stable indicators of economic activity, carried out anti-crisis measures in economic activity, adapted management to the challenges of the time. Today, the company is in economic turbulence associated with a new challenge - the military events in Ukraine. At present, economic indicators of economic activity, of course, cannot have a positive trend. Therefore, the company must develop a new strategy for crisis management of its activities to ensure the stability of its economic system and to stabilize key economic indicators.

CHAPTER 3. WAYS TO INTEGRATE THE COMPONENTS OF SUSTAINABLE DEVELOPMENT IN THE OVERALL POLICY OF THE ENTERPRISE

3.1. Analysis of enterprise policy in compliance with the relevant sustainability criteria

In order to form the company's policy for compliance with the relevant sustainability criteria, the company has developed a *Business Continuity Plan*.

Printec has in place a robust Business Continuity Plan (BCP) and recovery procedures on how the Organization will respond more effectively to incidents that will significantly disrupt our services and critical operations. Through our Business Continuity program, we plan to quickly recover and resume critical business operations after a significant business disruption and respond by safeguarding our employees and assets, making a financial and operational assessment, protecting the firm's and clients' data and assets, and allowing our clients to conduct business without delays. In short, our Business Continuity Plan is designed to permit our organization to resume operations as quickly as possible, given the scope and severity of the significant business disruption.

Business Continuity Plan addresses issues related to:

- data backup and recovery
- all mission critical systems and services
- safety of employees, community, and collaboration with regulatory authorities
- alternative communication paths
- alternate physical locations for employees
- resilience of critical suppliers and contractors.

Printec has established a Governance structure with specific roles and responsibilities to manage effectively the BCP schema:

1. Printec's top management involvement and buy in,
2. the role of the Business Continuity Manager,

3. Correspondents from all the Business Units/Departments and
4. testing exercises at least once a year.

In March 2020, the company conducted BCP training in preparation for the pandemic to hit our region.

The company's specialists tested the extended model of work at home and asked employees to evaluate their experience

The gaps covered Purchased more laptops for more flexibility, installed Jabber to resolve phone signal issues, issued internet USB sticks fro those with unstable Wi-Fi network, created a COVID19 Crisis Communication Channel through Teams.

The company was ready to move to an extended homework scheme as soon as the pandemic struck reached our region and governments began publication of quarantine mandates.

The operational model of the company is continuously adjusted based on the evaluation of the situation with employees either working from home or from company premises, or with variations of those models (hybrid model).

The 7 Crisis Focus Areas:

1. Crisis Management (CM) Governance: A robust governance structure is in place to facilitate crisis response.

2. Business Continuity Plans & Capability Gaps: Business Continuity Plans are activated, and any documented capability gaps are quickly addressed based on the situational needs.

3. Situational Awareness & Insights: Legitimate sources of information are identified, and relevant fact about the situation are cascaded to various company teams.

4. Third Parties' Business Risks: Printec has identified its high-risk third parties in case a major incident affects their operations as well and has examined operational and legal backups.

5. Crisis Response Process: A robust process is in place and all people are informed and trained on how to respond in crisis situations.

6. Communication & Engagement: Established crisis communication channels and strategy ensure timely distribution of information internally and externally.

7. Lessons Learnt & Post-Crisis Analysis: All such situations are a learning process; thus, they are documented to ensure improved processes in the future.

Situational awareness and understanding. The company began monitoring the pandemic long before it struck areas of activity. Managers monitored the spread and official reports and calculated the time when it will reach operating area of the company. They also took active measures to release travel recommendations for our people who are planning about visiting countries that have already been affected by the virus.

Crisis Management Governance. The Crisis Management Team was activated proactively, and specific roles were set amongst the members. Additionally, upper management was constantly informed and was taking immediate decisions as the situation was unfolding. The company also enhanced policies arsenal with specific policies and processes regarding the new situation.

Business Continuity Plans & Capability Gaps. As the situation was unfolding and the virus was approaching our areas, it was clear that our normal operations would soon need to change. We run a work from home exercise where we tested how each department would operate outside of company premises. The company activated the Business Continuity Plans and the Business Continuity Manager was coordinating the exercise. The exercise run smoothly, and we discovered some valuable insights regarding equipment needs, which were immediately covered in preparation of the actual pandemic. Consequently, once the pandemic arrived, all people could smoothly transition to a work-from-home operational model.

Third Parties' Business Risks. At the same time, we were reviewing existing agreements with third parties and assessing risks related to contractual liability for unforeseen costs, delay penalties (i.e., linked to SLAs), or termination risk, insurance coverage, force majeure etc. That way we were able to prioritize and potentially find alternatives, so that our operations would keep running smoothly and we and our customers would not be affected.

Capability. To improve our response, we researched academic and online resources and designed a crisis response process for the specific event of a pandemic, addressing the relevant risks and utilizing the available resources.

Situational Awareness & Communication. Throughout this process we informed all Company entities, functions, and facilities about the approach that we will follow for the pandemic and the relative response protocols.

Crisis Response Process. As the pandemic hit, we advised all teams on who holds the mandate for decision-making and/or implementation of actions required, given the need to potentially act at a much quicker pace than usually, to mitigate a risk proactively.

Communication & Engagement. Communication during a situation like a pandemic is vital for the effective application of the crisis plans and the smooth continuation of our operations. All stakeholders were effectively informed in a timely manner, management, employees at all levels, partners, customers, government agencies, providers. We set up specialized channels in Teams and in our intranet (PrintecHub) where we would regularly share information regarding the situation and offered a channel where the Crisis Management Team could be reached by anyone in the company. We started issuing statements, updated action plans and new developments as early and as often as possible. We informed personnel on a regular basis, about actions and preventive measures to be taken to protect & support them and their families. We were quick to spot any misinformation and promptly correct it. We asked for feedback from stakeholders to accurately adapt strategy and tactics. We released surveys to get feedback and comments from our employees regarding the new operational model. We kept our customers & external stakeholders aware on the Crisis management and promoted confidence in our business resilience through clear, official messages since information on any crisis pertaining to the organization should come from the Organization first.

Lessons Learnt & Post-Crisis Analysis. As the situation was unfolding, we researched lessons learnt from similar situations that had occurred in the past, so that we could be adequately prepared for what was coming. After each phase of the crisis

was passing, we would gather a formal analysis of what was done well, what could be done better next time and how to improve various elements of the crisis response plan. We adopt these lessons learned in the Corporate organizational framework and we created new policies & procedures. Through this new framework we cascaded the knowledge acquired to the entire organization via regular or ad-hoc awareness sessions, adjusted BCP scenario testing etc. As the situation is still unfolding, we keep gathering additional information to finetune our operations and future responses.

To help the efforts to prevent the spread of the pandemic, Printec teamed up with its customers and other technology providers in the industry, sharing the know-how and the technical expertise to enable and accelerate the adoption of the Contactless payments and the availability of more accessible services through a variety of devices in the Self-service channel. Our R&D team developed innovative UV-light modules to ensure sanitized and disinfected (COVID-19 free) surfaces and safe interaction.

2020 was a year with a double challenge for Customer Services: ensure uninterrupted Customer Operations under new conditions and fully support our Digital Transformation. Aiming in customer excellence, investing in continuous learning of new skills and modernizing our services are core elements of our strategy and the main drivers of ongoing and future initiatives.

Our Services organization consists of an extensive network of experienced field and backoffice engineering teams that covers a large geographical area. This unique combination in our Services profile can support in:

- Providing and enhancing the new era of customer experience,
- supporting fact-based business decisions based on quality KPIs and
- offering services that bring added value to our customers to support growth, unlock synergies and optimize operational efficiency.

Business & Product Focus. e-Payments skyrocketed. 2020 saw a huge increase in e-payments and e-commerce, while cash use decreased significantly. Largely this was COVID-driven, when many countries were in total or partial lockdown for many weeks or months, and people could only use digital channels to purchase goods or

services. Enabler for digital transformation of business processes. We provide an end-2-end solution to cover eSignature requirements for all use cases; customer facing or internal, face2face or remote, online or offline. It is a flexible workflow engine to dynamically design the signing process. The entire process is executed in realtime, while the signed document can be approved and submitted instantly. Our eSignature platform is fully compliant with eIDAS 910/2014 regulation that went active as from 1st of July 2016. The solution supports all eSignature levels (Simple, Advanced & Qualified), as defined in the regulation, and can be combined with Trust Services from any Certification Authority.

The benefits are obvious:

- Going paperless with electronically signed documents that have same legal value as paper-based.
- Customize customer journey for better customer experience and satisfaction.
- Process automation speeds up business processes and decision making.
- Cost reduction & increased revenue through improved efficiency.

X-core is a software solution for self-service kiosks (e.g. ATMs). Leveraging the functionality of the existing kiosk application, x-core delivers a true personalized experience responding to the needs of today's digital consumers. Unlocking the possibilities of kiosks, stores can now stand out and offer customers extended self-service possibilities without losing human touch. At the same time, employees are redeployed to focus on customer consultation and other value adding services.

Benefits :

- Omni-channel transactions: Deliver superior customer service across all channels, physical and digital; unlock kiosk potential and enable customers to perform a wide range of transactions.
- Personalized experience: Create a unique experience for your customers with a tailor-made interface and customized campaigns and offers to ensure they get the most out of your services. Increased productivity:
 - Staff can be redeployed to focus on customer service and revenue generating activities, optimizing staff to customer ratio and profitability per employee.

- Profit optimization: Decrease cash handling and CIT costs, as well as infrastructure costs, while increasing your revenue with custom CRM sales offers and real-time reactions of your staff.

PrintecShield: Our Cybersecurity Program. For every organization, the ability to respond quickly to unforeseen events helps reduce the impact of a cyberattack. We aim to make cyber resilience a competitive advantage for our organization by adopting a holistic approach that not only addresses technology, people, and skills, but also processes and governance as well for all aspects of our business operations and all involved stakeholders. The challenges and lessons learned during this time gave us the opportunity to improve further our cybersecurity program, called “Printec Shield”. “Printec Shield”: was launched in 2019 and since then we make efforts to continuously enhance it. Consequently, within 2020 we took initiatives that covered its five functions Identify -> Protect -> Detect -> Respond -> Recover.

Data Protection Program. Printec is committed to compliance with all relevant EU and Member State laws regarding personal data, and the protection of the rights and freedoms of individuals whose information Printec collects and processes. The GDPR has been in effect for three years now, and every year we are following an approach of continuous improvement. The framework of our GDPR program remain solid, but our policies, training, exercises, assessments etc. keep getting specialized and more detailed through the years, as the organization’s awareness is maturing.

Protecting the security and privacy of personal data, no matter where they come from or where they flow, is important to Printec. Printec complies with mandatory privacy laws worldwide, and is implementing a Group-wide Program to safeguard personal data which:

1) is based on a risk-based approach following uniform methodology in all Printec entities;

2) examines every aspect of our operations;

3) ensures everyone’s involvement and commitment.

- *Policies and Standards.* Our existing privacy and data protection policies and internal standards and governance are regularly updated with particular regard to personal data lifecycle, individual rights, data breaches, data access, and security.

- *Data Inventory.* Knowing what data we hold is key in managing them appropriately and consistently. Based on a cross-functional, company-wide effort, we inventory and map the data that each unit within Printec processes. We also inventory our products and services.

- *Data Risk.* Management Data risk management requires understanding the threats, vulnerabilities and risks associated with processing the specific types of personal data we handle.

- *Incident Response.* We have implemented a thorough, group-wide data incident response process that is integrated in our business continuity processes.

- *Data Protection Officer (DPO).* A Group Data Protection Officer, who the Board of Directors considers to be suitably qualified and experienced, has been appointed to oversee Printec's compliance with this policy on a day-to-day basis.

- *Training & Awareness.* Printec conducts on a regular basis a Data Protection Awareness program which aims at providing general & specialized training to all personnel. The content of the training is specialized further year by year, as the employees' understanding of the GDPR is gradually improving. Departmental sessions are also introduced.

Digital Transformation: COREBIT. On the 1st of January we went live with our digital transformation project named COREBIT, which included our new ERP, SAP S/4HANA Cloud and also SAP Field Service Management Solution, in Greece and Croatia. This rollout is the cornerstone of our own digital transformation, as it fundamentally changes how we work. The COREBIT project is:

- A major transition for our organization, and more so for our finance, sales, supply chain and field service operations.
- A state-of-the-art platform by SAP offering extensive benefits to our customers and partners including speed, efficiency and transparency.

- An innovative project with the first SAP S/4HANA Cloud & SAP FSM implementation in Greece.

A multinational team from 14 different countries worked together and managed to pull off the blueprint design and a full-blown launch for 2 countries, in the record time of 11 months! And it all happened under an uncharted, COVID-19-driven, fully virtual environment. Our project was delivered in time, in budget and in scope, against all odds. This is even more important as statistically, according to Gartner, up to 75% of implementations (ERP-only, pre-pandemic) fail to meet their objectives.

Digital Transformation: Change Management. In order for Printec to secure a successful implementation for COREBIT, it introduced in parallel with Project Management a Change Management process. Right after the blueprinting phase, a Change Management Team was formed and undertook the task of supporting the organization both for the period before launch and more importantly, for the “change shock” after launch. Projects like an ERP implementation are hardly only “technology projects” or simply “IT projects”. More often than that, they require substantial changes in everyday operations and processes. Judging from the result, COREBIT implementation was successful since both Greece and Croatia managed to sustain their operational levels and absorbed the “shock of change”. Furthermore, besides the experience that was gained regarding the deployment of COREBIT in the pilot countries that will be used for the next phase of the project, Printec also gained know-how in Change Management and this will not only facilitate COREBIT phase II but any other project in the future.

Digital Transformation: Innovation Initiative 2.0. Innovation 2.0 was created to encourage our people, individually or in teams, to develop their ideas and communicate them by submitting complete proposals for improvements that will be related to one or more of the following categories:

1. Our Work improving our internal processes, increasing productivity and resources efficiency.
2. Our Business suggestions that will positively impact our revenue and profitability.

3. Our Customers improving customer experience.
4. Our People ideas that will improve life at Printec.

Program Stages:

- 1) Idea Submission Period Every employee in the Group was invited to submit their idea(s) based on the above categories, either individually or with a team of colleagues.
- 2) Pre-Selection & Ideas Grooming The ideas were collected and evaluated by the pre-selection committee based on three main criteria: a) the benefits that will generate b) the novelty they will bring and c) their feasibility 15 ideas were preselected and progressed to the second round. All shortlisted ideas were assigned to a mentor who worked with the team, helping them to refine their idea following a BMC (Business Model Canvas) and defining the deliverables for the next and final stage, the Bootcamp.
- 3) Bootcamp & Final Presentations The Bootcamp The teams collaborated in a limited time-frame (4 days) to build a proof of concept for their idea. The deliverable could be a functional prototype, a pitch video or a detailed presentation. During Bootcamp, participants had dedicated time to work on their projects. They forgot their formal roles and titles and self-organized focusing on their deliverables. Final Presentations Following the Bootcamp, the teams presented their outcome to the Judging Committee who decided the 4 winning ideas.

Digital Transformation: JIRA. Atlassian JIRA has been selected as the Project Management and Ticketing tool for the Professional Services Department. The project started in May 2020 and ended in December 2020. Adopting the Jira as a PS & PM tool was challenging not from a technical point of view, but from the fact that it was necessary to change the way the PS and PMO organizations had been operating for so many years. It brought radical changes in the daily way of working and definitely important benefits. Jira has allowed the company to increase efficiency and productivity.

With its help you can access all the information about different projects in one place, precisely control the resource distribution and potential, work better schedule and planning. For software development and Jira's new projects also help set priorities, especially when working on various projects, as when registering all tasks and their priority can be easily determined which task is more important and has a higher priority than others. Jira allows you to closely monitor all projects, starting with any. Moreover, project tracking can be performed not only from the project managers, but also from anyone who is interested to and has proper access.

Focusing on People. In the time while face-to-face collaboration was replaced with videoconferencing and e-mails, team discussions with online chats, HR Team stayed close to the management team and the employees, organizing work from home, providing guidelines for managing teams remotely and helping people to adapt to a new reality. Printec has developed a code of conduct document "One Group, one code", which is published on the company's website and on the intranet and translated into all local languages jurisdiction.

According to Printec's Code of Conduct, each employee should conduct company business with integrity and in compliance with applicable laws. The Company will not tolerate victimization, bullying or harassment in the workplace. Any such behavior is facing disciplinary repercussions and even termination of employment. Printec's commitment to UN Global The CD was also published on corporate website displaying ethical activities and positive interaction with stakeholders for example, employees, partners, customers and communities.

Digitizing the Recruitment Process. In 2019, company introduced new hiring platform, Workable, to help him change the candidate experience, improve employer branding, and finally recruit the best talents from the market. Now receive job descriptions and offer letters faster. The recruitment process has become digital, recruiters and hiring managers were trained to use the new tool efficiently.

Reinventing Onboarding. It is known that onboarding is the process that helps newcomers adjust in their new working environment and role. As 2020 signaled a new decade that focuses on employee experience and promotes simplicity, flexibility and

digitalization, company decided to come up with a new onboarding program. Company came up with our new onboarding program, Printec Take-Off.

Printec Take-Off impacted the content and the process and was based in the following 6 priorities:

1. Offer a consistent onboarding experience across Printec.
2. Ensure everyone gains a good understanding of our business.
3. Focus on culture-boarding.
4. Introduce experience-based and dynamic storytelling.
5. Promote onboarding as a team sport.
6. Automate the process.

Talent Attraction & Selection. Printec's commitment is to attract, engage, develop and retain the right people, in the right roles at the right time to deliver on business goals. Printec will never advertise a job referencing discriminatory criteria such as race, gender or age. Likewise, the company ensures job applicants are not asked to give information about their marital status, pregnancy, intent to have children or similar information which may lead to discriminatory hiring decisions.

A Digitized Recruitment Process. In 2019, company introduced new hiring platform, Workable, to help change the candidate experience by sharing the job descriptions and offer letters faster, improve employer branding and finally recruit the best talents from the market. The recruitment process has become faster and more transparent.

Diversity. Printec's commitment to Global Compact's principles on Labor is reflected in its Code of Conduct, in policies such as the Hiring Policy, as well as in processes such as the Performance and Development Process which describe how employees are selected and regularly evaluated. The company supports and is committed to the practice of equal opportunity in all aspects of employment and advancement. With Diversity as one of its Values, Printec prides itself on having an authentically diverse culture: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences. Printec understands that employees with disabilities share the same general employment rights

as other workers. Printec has a good mix of female and male although our industry is an area which is by nature male dominated.

Performance & Development. Company shaping a workplace and culture that allows employees to find balance and focus on what matters: professional success while realizing their personal aspirations. Printec's People Calendar helps stay on track and set aspirational targets, collaborate and contribute to achieve results, grow, recognize and reward our people. Printec Performance Development (PPD) helps set effective goals, understand which behaviors lead to success and how giving and receiving feedback builds trust. The performance cycle consists of Performance Planning (beginning of the year) and the Performance Review (middle and end of the year). Individual Development Plan is an important part of the PPD that formulates our training activities and shapes professional growth. This is part of the Performance Planning and reviewed during Performance Reviews.

LinkedIn Learning: Our digital learning platform. In 2020 company introduced LinkedIn Learning, a robust online learning platform serving the transformation learning experience, while helping us adopt a learning habit, upskilling and reskilling potential. More than 200 users getting access to LinkedIn Learning, showing personal commitment to continuously improve and develop new skills from structured learning. Focus is to leverage the endless possibilities of this robust online platform and gain access to a wide variety of topics and Printec-made content, as well as benefit from the personalized learning paths that can be designed by the individual, the manager or the organization. With over 16,000 courses taught by real-world experts and more than 50 new courses added every week, the library is always up-to-date with the most in-demand business, technology, and creative content. The platform has more than 100 unlocked courses that are available to anyone with a LinkedIn account.

We Care Program. Printec's targets are to generate continuous growth and economic value through long term performance improvement, provide innovative & optimal solutions responding to customer's requirements and sustain longstanding relationships with key vendors/partners and behave with transparency towards them. Our "We Care" program has been established under a clear framework. The "We

Care” and the Environmental & Recycling policies set the guidelines regarding what activities we participate in and how we engage with the community. The CSR Committee ensures that the policies are being followed and sets a CSR strategy for the whole company. Under this scope, in 2019 a network of more than 80 Ambassadors was established at Printec. Employees from all countries volunteered and started supporting our “We Care” program through various initiatives. For better monitoring, each country assigned one “We Care” coordinator who is responsible for the implementation of the ‘We Care’ activities per pillar at a country level.

So, Printec recognizes the importance of goals for a sustainable world, coordinates its activities with several goals, contributing to their strengths achieving them.

As a result of the analysis of all the above-mentioned programs and activities of the company, we compiled a table of correspondences of these activities with the 17 Sustainable Development Goals (Table 3.1).

Table 3.1

Compliance of Printec Ukraine LLC “ELC” program activities with 17 Sustainable Development Goals*

Target	Activity	Target	Activity
1. No Poverty	We Care Program – For Society	10. Reduced Inequality	Strategic Goals, Focusing on our people – Reward
2. Zero Hunger	We Care Program – For Society	11. Sustainable Cities and Communities	-
3. Good Health and Well-being	CS proactive measures for COVID, COVID measures for our people	12. Responsible Consumption and Production	We care program – For Society, For Environment
4. Quality Education	Strategic Goals, Focusing on our people – Performance & Development	13. Climate Action	-
5. Gender Equality	Focusing on our people – Diversity, Reward	14. Life Below Water	-
6. Clean Water and Sanitation	-	15. Life on Land	We care program – For Environment
7. Affordable and Clean Energy	-	16. Peace and Justice Strong Institutions	Business ethics, anti-corruption & Whistleblowing measures
8. Decent Work	Strategic Goals,	17. Partnerships	We care program – For

and Economic Growth	Focusing on our people – Talent Attraction & Selection, How we work	to achieve the Goal	society, For environment
9. Industry, Innovation and Infrastructure	2020 Products in focus, Digital Transformation		

* Developed by the author

We also analyzed the company's policy for compliance with the the 10 Principles of the UNGC (Table 3.2).

Table 3.2

**Compliance of Printec Ukraine LLC “ELC” policy
with 10 UNGC principles***

Principle	Printec Commitment
<i>Labour</i>	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Focusing on Our People - How we work
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	
Principle 5: Businesses should uphold the effective abolition of child labour	
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	Focusing on Our People - Performance & Development
<i>Environment</i>	
Principle 7: Businesses are asked to support a precautionary approach to environmental challenges	We care program - For Environment
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	
<i>Anticorruption</i>	
Principle 10: Business should work against corruption in all its forms, including extortion and bribery	Focusing on Our People - How we work
<i>Human rights</i>	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	We Care Program COVID measures for our people
Principle 2: Businesses should make sure that they are not complicit in human rights abuses	Focusing on our people

* Developed by the author

Thus, we have identified significant work done by the company in implementing and adhering to the fundamental ideas of sustainability of medium and small businesses, enshrined in the United Nations Global Compact and 17 Sustainable Development Goals. Note that the company analyzed uses a wide range of tools,

including next-generation decision platforms, and resources to help businesses take action to achieve the SDGs.

3.2. Development of a strategy for the company's resilience in conditions of wartime uncertainty

Under modern conditions, the stability of the company's position in the markets is positive dynamics of financial and economic results, business capitalization, business success in many ways determined by the degree of adaptation of the enterprise to the dynamic changes of the external and internal business environment, which is characterized by a lack of relevant information, the risk of implementation economic operations, the instability of the political and economic situation in the country. Therefore providing sustainability of enterprise development is one of the priority strategic tasks.

It should be noted that the company's activities are accompanied by many risks, so in the process of ensuring strategic stability it is necessary to take into account the impact as external (legislative-administrative, political, socio-demographic) and internal (innovative) production, financial, sales) types of business risks.

Having examined the compliance of the company's activities with the Sustainable Development Goals and assessed the contribution to the implementation of each of the 17 goals, as well as in view of the new challenges in Ukraine related to military events, we propose to pay attention to the development of an updated strategy for the stability of the enterprise in conditions of military uncertainty.

Note that Printec needs to have a robust business plan (BCP) and recovery procedures in place to help the Organization will respond more effectively to incidents that will significantly disrupt their services and critical operations. Since the timing and impact of disasters and disruptions are unpredictable, Printec's maturity level is constantly growing as to be flexible in responding to real incidents as they occur and

minimize their impact to the organization's and its stakeholders smooth and proper operation.

Faced with uncertainty about future events in the short and long term, the company plans to quickly recover and resume important business operations after significant business failures and respond by protecting its employees and assets, conducting financial and operational valuations, protecting company and customer data and assets. allowing its customers to do business without delay. To this end, it is recommended that the Business Continuity Plan be improved to allow the organization to resume operations as soon as possible, given the scale and severity of significant business disruptions.

The following algorithm of maintenance of strategic stability of the enterprise is offered:

- 1) diagnostics of current stability of the enterprise on the basis of a certain set of indicators;
- 2) factor analysis of internal and external environment in order to determine strategic factors stability of the enterprise;
- 3) determination of optimal criteria of stability and substantiation expediency of their use;
- 4) determining the level of strategic resilience;
- 5) analysis alternative measures and sources necessary to return the company to equilibrium;
- 6) formulation of recommendations to ensure the appropriate level of strategic sustainability and development of measures regarding its increase;
- 7) implementation of measures and control over the course of their implementation.

Let's define possible steps of the company according to the specified algorithm.

1. Diagnosis of the current stability of the enterprise on the basis of a set of indicators, carried out in the previous paragraph, showed the following.

The company has developed the We Care corporate social responsibility program to include all activities and communications that involve the well-being of people and the company's responsibility to society and the environment.

The principles of corporate responsibility and sustainability go beyond compliance and charity. According to the company, sustainability is not an initiative for them; it is integrated into their core strategy and embedded in business, processes and ways of working in all countries of presence.

The company's vision of sustainable development is formulated around three main pillars and focuses on creating sustainable value for employees and their families, society and the environment.

Since 2014, when Printec first became a signatory to the UN Global Compact initiative, the company intends to increase its environmental and social impact year after year, joining the efforts of other member companies and global organizations for a sustainable future.

As one team of more than 900 people, expanded in 16 countries, Printec works responsibly and stops any opportunity to positively impact the communities it serves and the industries it affects in general.

For the past seven years, the company has been demonstrating steady growth Coverage of the We Care program. Internally, there was an increase in participation and people volunteering, and outwardly the company performs more and more actions that positively affect society all our regions.

Even through 2021, an admittedly rough year due to the pandemic, company managed to support they people and communities. Her priority was health and wellness, and to demonstrate continuation in long-term activities like supporting children and families, especially during a year that was needed the most. They adapted, utilized We Care activities as a way to reconnect with colleagues and they community after prolonged quarantines, and we stayed loyal to vision: to continue doing business responsibly by aligning our strategy and operations with the Ten Principles on human rights, labor, environment and anti-corruption, supporting in

Printec way, the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

In 2020 company introduced a new system to collect KPIs to measure the impact of activities and a detailed depiction that aligns activities with the SDGs and the 10 Principles of the United Nations Global Compact.

Additionally, made significant steps in Digital Transformation, which can only be described as the beginning of a great journey that we are looking forward to seeing through in the upcoming years.

In 2021, the company planned to improve its own strategy with a more detailed plan that will demonstrate its growing positive impact on communities with a commitment to fully reconcile its We Care program and its program operations with the UN Global Compact. If 2020 taught one, it is the prosperity of all important for the prosperity of the individual. And that This is how the company sees Printec as a bigger member a global society whose growth cannot be considered in isolation from the growth and well-being of society as a whole.

The analysis of 2021 showed that it was extraordinary and complex. The COVID-19 pandemic seriously affected everyone's life and created great instability and uncertainty. Printec responded immediately and with clear priorities by activating and taking steps to ensure the safety and care of its people community, as well as material support to those who need it most directly or through cooperation with stakeholders, such as public authorities (eg Ministry of Education), customers or suppliers.

Early in 2020, when Covid-19 crossed Europe's borders, our Group Crisis Management Committee performed a COVID-19 risk assessment and together with the Group & Local Management teams, decided on the next reasonable steps to manage the potential risk, protect the health & safety of our people and ensure the required level of operational resilience through uninterrupted high-quality support to our customers.

Printec's Business Continuity Plans were activated, both at Group-level (Head Office) as well as local operational level. The plans had to be continuously adjusted in

order to cover the extended needs imposed by a pandemic scenario which has never occurred before (i.e., a risk affecting all operating entities in all 16 countries of our presence, all premises and all employees). Internal measures and guidelines were - and still are - officially updated and publicly released, translated in local languages as early as possible so that there is enough time ahead for all stakeholders to adjust.

Due to the rapid spread of the Covid-19 virus, large scale social distancing measures have been imposed globally. Business travel and gatherings were cancelled and banned until further notice and within a few hours fully replaced by online meetings. While our people worked either fully from home or on rotation or on a stand-by at home scheme depending on the pandemic conditions at their location, all Printec business activities remained operational.

Our efforts were focused in securing people's jobs despite the turbulent times we were in. To achieve this, we needed to ensure our customers are being supported like before, to identify new opportunities, and to locate and propose efficiencies based on our experience and expertise.

The participation and support of Printec employees was outstanding! As One Printec, they respected the internal rules, followed preventive measures, offered their time and dedication to implement local We Care activities supporting the communities (e.g., providing the essentials to the elderly, donating technological equipment and books to the younger students, supporting animal shelters) while at the same time they never lost an opportunity to attend a mental health seminar, a well-being activity or a training opportunity provided by Printec.

The COVID risk assessment was updated regularly to reflect any changes in legislation or WHO guidance that may impact how the work activity should be carried out, for example if there is a change in local or national restrictions.

The company-wide Business Continuity Management (BCM) Program is in place to support the maintenance of critical business processes in the event of a major internal or external incident. The aim of the BCM Program is to exercise a duty of care to employees, protect customer and company assets and minimize the financial, regulatory, reputational and strategic impact of such incidents.

2. Factor analysis of the internal and external environment of the company will be determined using the method of PEST-analysis (Table 3.3). The assessment of the probability of change of factors (from 1 to 10, where 1 is a low probability, 10 is a high probability) was based on the subjective judgment of the author.

Table 3.3

PEST analysis of the company's external environment *

Sphere of macroenvironment	Macro-environmental factors	Influence of factors from 1 to 10
1. International	1. Control of changes in the market 2. Introduction of the latest international technologies and innovations to optimize work	6 8
2. Political	1. Government stability 2. Change of legislation 3. State influence in the industry, including the share of state ownership 4. State regulation of competition in the industry	8 6 8 10
3. Economic	1. General characteristics of the economic situation (rise, stabilization, decline) 2. Exchange rate and refinancing rate 3. Inflation rate 4. Unemployment rate	10 6 7 8
4. Socio-demographic	1. Demographic change 2. Changing the structure of income 3. Attitude to work and leisure 4. Social mobility of the population	5 7 7 4
5. Technological	1. State technical policy 2. Significant trends in R&D 3. New products (speed of updating and mastering new technologies)	5 4 7

*Developed by the author

Regarding the economic situation and its impact on the sustainability of the studied enterprise should be emphasized as follows.

The state program to stimulate the development of entrepreneurship provided for the period from 1.04.2022 to the termination / abolition of martial law:

- the right to use the simplified system of business taxation (private individuals and legal entities) with a turnover of up to UAH 10 billion;
- reduced the single tax rate from 5% to 2% of turnover excluding VAT;

- exemption from payment of the single tax for taxpayers of groups 1 and 2;
- exemption from land fees and environmental tax in the territories where hostilities are (were) conducted, or which were temporarily occupied by the armed forces of Russia and more.

Based on the results of the analysis, the following main conclusions were obtained:

1. Business is characterized by a significant degree of resistance to external factors, as the number of indicators that signal the special sensitivity of the complex.

2. The most significant factors that can affect the sustainability of Printec Ukraine LLC “ELC” are the following groups of factors:

- legislative regulation of the industry, taxation, as well as certification and permitting procedures, which requires constant monitoring.

- introduction of the most modern technologies of management and provision of services in order to increase business efficiency and attract new customers by increasing the competitiveness of the service process.

- the sphere of improvement of distribution processes of the company's services due to the improvement of existing channels and introduction of fundamentally new mechanisms of interaction with the client;

- increase the effectiveness of marketing policy through the development and implementation of loyalty programs and the involvement of the most modern means of e-commerce.

3. Before determining the optimal criteria for the resilience of the company in the face of military risks, let's define that one of the urgent problems of the analyzed company, as well as its competitors in the banking system and trade and automated payment systems, ATMs, software, is cybersecurity for business during the war: how to prevent harmful traffic, phishing attacks, virus infections and other threats? Massive cyberattacks against state structures of Ukraine and business began even before the full-scale invasion: on January 13-14, February 15-16 and on the night of February 23-24. According to the criminals, these attacks were to paralyze the work of strategic life support facilities as much as possible.

Examples of cyberattacks are phishing emails, account hacking and theft of personal or corporate data, and programs that hide files and block access.

Thus, the issue of protection of information resources comes first for the company.

This threat is in line with Sustainable Development Goals 9. Industry, innovation and infrastructure "Creating Sustainable Infrastructure, Promoting Comprehensive and Sustainable Industrialization and Innovation." Consider 14 indicators that measure progress towards the ambitious Goal 9. We have determined that this problem corresponds to task 9.4. Contribute to the accelerated development of high-tech processing sectors emerging industries based on use chains "education - science - production" and cluster approach by areas: development innovation ecosystem; information development telecommunication technologies (ICT); application ICT in agriculture, energy, transport and industry; high-tech engineering; creation new materials; development pharmaceutical and bioengineering industries.

Accordingly, we have chosen Indicator 9.4.1. The share of value added by cost production of enterprises belonging to high-tech processing sector industry (in particular, production) pharmaceutical products and preparations; computers, electronic and optical products; air and space aircraft devices, related equipment according to the NACE), in the general appendix cost of production costs, %.

In our opinion, the main criterion for the company's stability in the face of information attacks during the war is **cyber resilience**. Implementing and ensuring the company's cyber resilience is a large complex project that requires not only financial investment, but also a certain level of maturity and readiness of the company for it. Therefore, the most effective approach to the implementation of such a project is the gradual implementation of elements of each category in accordance with the business development strategy. It is in the balance of cyber resilience and business goals that the necessary flexibility is found to ensure the company's growth and security.

The concept of cyber resilience includes, in addition to security, a number of tasks and processes related to information technology (such as backup and disaster

recovery) and brand protection. Moreover, the issues of stability and continuity of services in this concept relate to the company itself and to external contractors who provide such services.

4. Quantitative assessment of the company's cyber resilience was carried out through the analysis of various sets indicators that allow to assess the parameters of cyber resilience: physical, information/technical, management, organizational, sectoral, regional, national and transnational.

It is determined that the studied company has a low level of cyber resilience, characterized by persistent deterioration of all parameters cyber resilience, increasing cyber risks, increasing the time needed to restore continuity business.

5. Analysis of alternative measures and sources needed to return the company to a state of equilibrium in cybersecurity has identified solutions that help in cyber defense. Each of them can be used separately or combine with other cybersecurity services:

a) *Commvault* solutions are for backup data, disaster recovery of all files, programs and virtual machines, disaster recovery, data protection on devices users. They can be integrated into data protection devices HyperScale. Software is available to run on local, virtual or cloud work environments.

b) Comprehensive solutions from *Fortinet and Barracuda* are aimed at protection of the entire infrastructure of the company. Among the main areas protection: protection of corporate mail from phishing attacks or malware, protection against multi-level attacks and filtering corporate traffic, protection of the corporate network from unauthorized users, detection of abnormal behavior network users and protection of IT infrastructure endpoints from known and unknown attacks. Services work in any environment: in the cloud, on a virtual machine or in cash company equipment.

c) *AntiDDoS* helps to counteract DDoS attacks of various levels aimed at restricting access to IT systems or company resources. During the first 14-30 days after connection, the service studies traffic, coming to the client, and captures the data for further analysis. In the future, the solution continues to monitor the structure of

traffic, which receive subnets (resources) from the Internet. To be determined deviations from legitimate traffic, AntiDDoS automatically directs it will be cleaned and only then redirected to the original route.

We offer a project to increase the level of information security of the company.

The project will include the following activities (Figure 3.1).

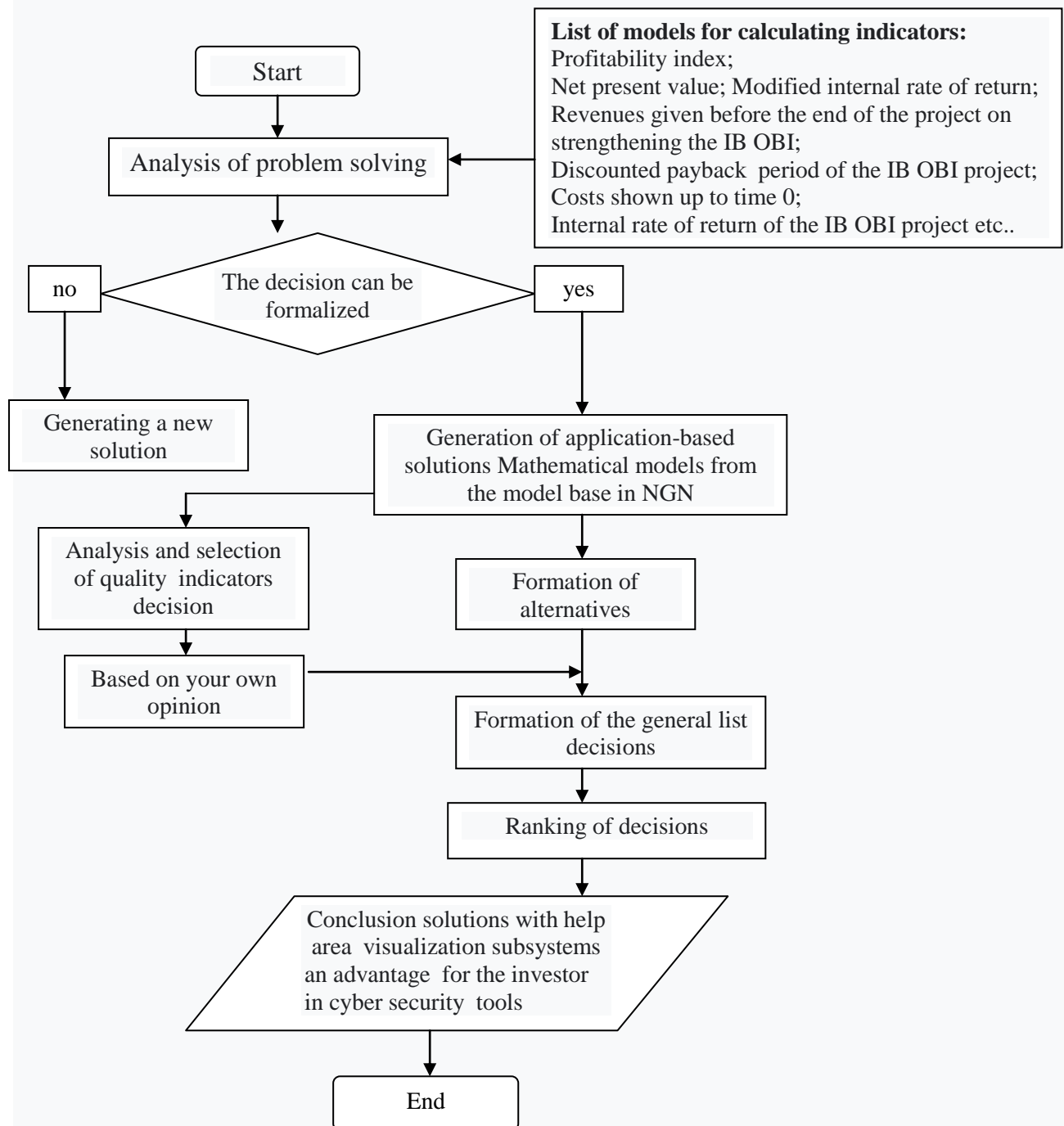


Figure 3.1. Block diagram of the estimation algorithm effectiveness of information security measures*

*Developed by the author

Thus, we have proposed an approach to the implementation and effective operation of the system of protection against cyber attacks on the company's information system. This is an important part of the company's information security and sustainability.

3.3. Analysis of the effectiveness of the proposed solutions

The difficulty of assessing the real effect of investing in the company's information security is due to a fairly large list of factors specific to the information security and cyber security sector. In general, we note only a significant impact on the efficiency of investing such factors as :

- 1) the ever-changing landscape of cyber threats;
- 2) different strategies and tactics of the attacking party (computer attackers);
- 3) rapid development of technical means of information protection and cybersecurity, etc.

An additional difficulty in assessing the effectiveness of investing in information security is related to the uncertainty of the results of the operation of information security tools. Uncertainty factors are present at the design stage. For example, due to the fact that there may be a situation in which the defense will spend hundreds of thousands of USD. to protect against complex targeted cyberattacks, and the attacking side is often enough to resort to small costs ("investment in cyberattacks") apply the methods of social engineering. Such tactics of application of methods of social engineering in some cases helped to bypass the most modern means of information protection. Thus, during the implementation of projects in the field of information security, the level of functionality of information security tools may decrease.

The actual end result of the implementation of information security tools can be considered the amount (in monetary terms) that corresponds to the losses (preventable damage from cyber attacks).

This parameter can be formalized as follows:

$$D_i = D_i' - D_i'', \quad (1)$$

D_i' , D_i'' - damage from attacks, in accordance with and after the implementation of information security tools and measures.

That is, the amount of prevented damage from cyberattacks reflects the share of lost profits, due to the fact that the appropriate means and measures to combat threats were not implemented.

The total amount of prevented damage from cyberattacks will be:

$$P = \sum_{i=1}^n P_i + R_i \quad (2)$$

R_i = the amount of financial resources that are returned directly. Such resources may be, for example, funds that would be collected as penalties for employees who violated the company's information security policy, etc.

Determining the specific costs of information security is quite complex. Such costs include the following cost items:

- maintenance of the information security department;
- costs for the purchase, operation, repair of hardware and software information security;
- other.

As a result of calculations of net present value (NPV), the index profitability (PI), internal rate of return (IRR), modified internal rate of return (MIRR), the discounted payback period of the project (DPB) we obtained the results for the three scenario results of the calculation with the goal making an informed decision on the feasibility of investing in information security projects (Table 3.4).

Table 3.4

**Costs and possible receipts of funds as a result of measures
increasing the information security of the enterprise***

Measures to raise the level information security	Costs, thousand USD	Receipts, thousand USD			
		Marking	Min	Mid	Max
M1 (technical, for example, purchase of a new firewall)	65	P1	160	270	420

M2 (organizational, for example, trainings for employees Department of IS)	35	P2	90	170	300
M3 (other)	20	P3	50	100	190
Sum	120		300	540	910

*Developed by the author

Descriptive statistics of the final distribution of the amount of prevented damage from cyberattacks are presented in Table 3.5.

Table 3.5

Indicator	Value
Average value	33,9
Standard error	0,74
Standard deviation	7,4
Sampling variance	470,2
Min value	5
Max value	35,1

*Developed by the author

Simulation results for different scenarios of the investment process in IB OBI for test example is shown in Table 3.6.

Table 3.6

Evaluate the effectiveness of information security projects for different scenarios*

Scripts	Revenues for the period, thousand y.e.
Pessimistic	31
Most likely	45
Optimistic	62

*Developed by the author

At the final stage of testing for each of the scenarios we determine the indicators the effectiveness of the project to improve information security (Table 3.7).

Table 3.7

Indicators of IT project performance by scenarios

Indicator of the effectiveness of the investment project in information security	Marking parameter	Scenario variant		
		Spes	Smp	Sop
Profitability index	PI	0,85	1,2	1,11
Net present income	MIIR	9,2	27,0	13,3

Modified internal rate of return	NPV	0,12	0,18	0,17
Internal rate of return of the project	IIR	0,14	0,22	0,18

*Developed by the author

Analysis of the results of calculations, allowed to draw the following conclusion (for given input data) that all scenarios except pessimistic meet the conditions approved with by the project management company to invest in information security measures and measures aimed at increasing the level of its information security. In order for the company's management to make a final decision on the feasibility of investing in information security, it is necessary to determine the proximity of each of considered scenarios to the hypothetical ideal project.

CONCLUSIONS AND PROPOSALS

It turned out that Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development in SMEs can be defined as the concept and practice undertaken by small, micro-, or medium-sized businesses which embraces business conducted in a socially responsible manner with regard to the way they relate to local and global social, environmental, and economic issues.

The importance of sustainable entrepreneurship can be considered a unique perspective that links the creation of economic, social and environmental values with a focus on the well-being of future generations. Companies considering environmental and social aspects are considered to be innovative.

A common feature of such entrepreneurs is that their goal is not only to achieve profitability by meeting specific needs, but also to achieve a positive impact on society and the environment.

One can note that sustainable entrepreneurship definitions encompass three attributes: 1) balancing environmental and social concerns with economic gains (action orientation), 2) creating new value and innovation (process orientations), and 3) transforming companies, sectors, or economies toward sustainability (effect orientation).

Thus, sustainable entrepreneurship can be defined as a type of business development practice that provides new opportunities for innovative corporate activities at the nexus of ecological and social issues.

So, innovation in business is the creation and successful application of a new idea in your business. An innovation can be a new product, service or the introduction of more efficient ones production processes, which increases the profits of your business. That's why innovation is about implementation of ideas and concepts that create value - commercial, social or organizational.

“Printec Ukraine LLC “ELC”” (hereinafter – LLC) was established in 2007 and belongs to the Printec Group of Companies, which is a recognized leader in the field

of transactional technologies "business client" in Central and Eastern Europe. The Printec Group offers a range of technology solutions that help improve everyday human relationships by making life easier.

Business strategy of "Printec Ukraine LLC "ELC"" is to increase the number of equipment maintenance by providing the required level of service in Ukraine, as well as increasing sales of software products by using products in the portfolio of the Group of companies and support from vendors working at the level of Printec Group.

Balanced financial policy and positive dynamics in the management of assets, capital and liabilities of "Printec Ukraine LLC "ELC"" provide a high level of liquidity and solvency of the Company, allow it to timely and fully fulfill its obligations and implement plans to ensure sustainable business development.

Printec has in place a robust Business Continuity Plan (BCP) and recovery procedures on how the Organization will respond more effectively to incidents that will significantly disrupt our services and critical operations. Through our Business Continuity program, we plan to quickly recover and resume critical business operations after a significant business disruption and respond by safeguarding our employees and assets, making a financial and operational assessment, protecting the firm's and clients' data and assets, and allowing our clients to conduct business without delays. In short, our Business Continuity Plan is designed to permit our organization to resume operations as quickly as possible, given the scope and severity of the significant business disruption.

Thus, we have identified significant work done by the company in implementing and adhering to the fundamental ideas of sustainability of medium and small businesses, enshrined in the United Nations Global Compact and 17 Sustainable Development Goals. Note that the company analyzed uses a wide range of tools, including next-generation decision platforms, and resources to help businesses take action to achieve the SDGs.

Due to the rapid spread of the Covid-19 virus, large scale social distancing measures have been imposed globally. Business travel and gatherings were cancelled and banned until further notice and within a few hours fully replaced by online

meetings. While our people worked either fully from home or on rotation or on a stand-by at home scheme depending on the pandemic conditions at their location, all Printec business activities remained operational.

Our efforts were focused in securing people's jobs despite the turbulent times we were in. To achieve this, we needed to ensure our customers are being supported like before, to identify new opportunities, and to locate and propose efficiencies based on our experience and expertise.

The participation and support of Printec employees was outstanding! As One Printec, they respected the internal rules, followed preventive measures, offered their time and dedication to implement local We Care activities supporting the communities (e.g., providing the essentials to the elderly, donating technological equipment and books to the younger students, supporting animal shelters) while at the same time they never lost an opportunity to attend a mental health seminar, a well-being activity or a training opportunity provided by Printec.

The COVID risk assessment was updated regularly to reflect any changes in legislation or WHO guidance that may impact how the work activity should be carried out, for example if there is a change in local or national restrictions.

The company-wide Business Continuity Management (BCM) Program is in place to support the maintenance of critical business processes in the event of a major internal or external incident. The aim of the BCM Program is to exercise a duty of care to employees, protect customer and company assets and minimize the financial, regulatory, reputational and strategic impact of such incidents.

We analyzed how Printec recognizes the importance of goals for the sustainable world, coordinates its activities with several goals, helping to achieve them.

As a result of the analysis of all programs and actions of the company we have made the table of conformity of these actions 17 to the Sustainable Development Goals. We also analyzed the company's policy for compliance with the the 10 Principles of the UNGC.

Thus, we have identified significant work done by the company in implementing and adhering to the fundamental ideas of sustainability of medium and

small businesses, enshrined in the United Nations Global Compact and 17 Sustainable Development Goals.

Having examined the compliance of the company's activities with the Sustainable Development Goals and assessed the contribution to the implementation of each of the 17 goals, as well as in view of the new challenges in Ukraine related to military events, we propose to pay attention to the development of an updated strategy for the stability of the enterprise in conditions of military uncertainty.

One of the urgent problems of the analyzed company, as well as its competitors in the banking system and trade and automated payment systems, ATMs, software, is cybersecurity for business during the war. Accordingly, we have chosen Indicator 9.4.1. *The share of value added by cost production of enterprises belonging to high-tech processing sector industry.*

In our opinion, the main criterion for the company's stability in the face of information attacks during the war is cyber resilience.

Implementing and ensuring the company's cyber resilience is a large complex project that requires not only financial investment, but also a certain level of maturity and readiness of the company for it. Therefore, the most effective approach to the implementation of such a project is the gradual implementation of elements of each category in accordance with the business development strategy.

Quantitative assessment of the company's cyber resilience was carried out through the analysis of various sets indicators that allow to assess the parameters of cyber resilience: physical, information/technical, management, organizational, sectoral, regional, national and transnational.

Analysis of the results of calculations, allowed to draw the following conclusion (for given input data) that all scenarios except pessimistic meet the conditions approved with by the project management company to invest in information security measures and measures aimed at increasing the level of its information security.

In order for the company's management to make a final decision on the feasibility of investing in information security, it is necessary to determine the proximity of each of considered scenarios to the hypothetical ideal project.

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APPENDICES

Дата (рік, місяць, число)

Підприємство **ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА** за ЄДРПОУ**ЕЛ.ЕЛ.СІ."**Територія **Голосіївський р-н м. Києва** за КОАТУУОрганізаційно-правова форма **Товариство з обмеженою відповідальністю** за КОПФГВид економічної діяльності **Оптова торгівля іншими машинами й устаткуванням** за КВЕДСередня кількість працівників¹ **157**Адреса, телефон **01033 м. Київ, вулиця Володимирська, будинок № 101, літера А, тел. (044) 390-95-19, (044) 390-95-19**

Одиниця виміру: тис. грн. без десяткового знаку (окрім розділу IV Звіту про фінансові результати)

Складено (зробити позначку «v» у відповідній клітинці):

за положеннями (стандартами) бухгалтерського обліку

за міжнародними стандартами фінансової звітності

КОДИ		
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Баланс (Звіт про фінансовий стан)

на 31 грудня 2020 р.

Форма № 1

Код за ДКУД

1801001

АКТИВ	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Нематеріальні активи	1000	8 438	10 899
первісна вартість	1001	11 731	15 567
накопичена амортизація	1002	(3 293)	(4 668)
Незавершені капітальні інвестиції	1005	3 214	19
Основні засоби	1010	1 473	7 241
первісна вартість	1011	4 807	13 008
знос	1012	(3 334)	(5 767)
Інвестиційна нерухомість	1015	-	-
первісна вартість	1016	-	-
знос	1017	-	-
Довгострокові біологічні активи	1020	-	-
Первісна вартість довгострокових біологічних активів	1021	-	-
Довгострокові фінансові інвестиції:	1030	-	-
які обліковуються за методом участі в капіталі інших підприємств			
інші фінансові інвестиції	1035	-	-
Довгострокова дебіторська заборгованість	1040	185	208
Відстрочені податкові активи	1045	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	13 310	18 367
II. Оборотні активи			
Запаси	1100	17 746	14 804
Виробничі запаси	1101	10 378	9 066
Незавершене виробництво	1102	-	-
Готова продукція	1103	7 368	5 738
Товари	1104	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	8 409	11 408
Дебіторська заборгованість за розрахунками:			
за виданими авансами	1130	1 073	2 563
з бюджетом	1135	4 679	531
у тому числі з податку на прибуток	1136	4 617	461
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	-	-
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	-	-
Інша поточна дебіторська заборгованість	1155	158	266
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	36 201	28 877
Готівка	1166	-	-
Рахунки в банках	1167	36 201	28 877
Витрати майбутніх періодів	1170	275	1 233
Інші оборотні активи	1190	55	775
Усього за розділом II	1195	68 596	60 457

АКТИВ	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	81 906	78 824

ПАСИВ	Код рядка	На початок звітного періоду	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований капітал	1400	12 416	12 416
Капітал у дооцінках	1405	-	-
Додатковий капітал	1410	282	214
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	21 887	40 448
Неоплачений капітал	1425	-	-
Вилучений капітал	1430	-	-
Усього за розділом I	1495	34 585	53 078
II. Довгострокові зобов'язання і забезпечення			
Відстрочені податкові зобов'язання	1500	-	-
Довгострокові кредити банків	1510	-	-
Інші довгострокові зобов'язання	1515	-	-
Довгострокові забезпечення	1520	-	-
Довгострокові забезпечення витрат персоналу	1521	-	-
Цільове фінансування	1525	-	-
Усього за розділом II	1595	-	-
III. Поточні зобов'язання і забезпечення			
Короткострокові кредити банків	1600	-	-
Векселі видані	1605	-	-
Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями	1610	24 278	3 676
товари, роботи, послуги	1615	16 775	14 865
розрахунками з бюджетом	1620	1 869	1 745
у тому числі з податку на прибуток	1621	-	-
розрахунками зі страхування	1625	24	23
розрахунками з оплати праці	1630	201	186
за одержаними авансами	1635	-	1 980
за розрахунками з учасниками	1640	-	-
із внутрішніх розрахунків	1645	-	-
Поточні забезпечення	1660	3 852	2 768
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	322	503
Усього за розділом III	1695	47 321	25 746
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	-	-
Баланс	1900	81 906	78 824

Директор

Ейсмонт Ю.А.

Головний бухгалтер

Ніколаєва А.М.

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ."
ЗВІТ ПРО ФІНАНСОВІ РЕЗУЛЬТАТИ
ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2020 РОКУ
(у тисячах гривень)

Дата (рік, місяць, число)	2021	01	01
Підприємство	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ."		
Територія	Голосіївський р-н м. Києва		
Організаційно-правова форма	Товариство з обмеженою відповідальністю		
Вид економічної діяльності	Оптова торгівля іншими машинами й устаткуванням		
Середня кількість працівників ¹	157		
Адреса, телефон	01033 м. Київ, вулиця Володимирська, будинок № 101, літера А, тел. (044) 390-95-19, (044) 390-95-19		
Одиниця виміру: тис. грн. без десяткового знаку (окрім розділу IV Звіту про фінансові результати)			
Складено (зробити позначку «v» у відповідній клітинці):			
за положеннями (стандартами) бухгалтерського обліку	v		
за міжнародними стандартами фінансової звітності	-		

Звіт про фінансові результати (Звіт про сукупний дохід)
за 2020 р.

Форма №2

Код за ДКУД 1801003

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	310 308	454 982
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(246 032)	(388 731)
Валовий :			
прибуток	2090	64 276	66 251
збиток	2095	-	-
Інші операційні доходи	2120	2 814	14 875
Дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121	-	-
Адміністративні витрати	2130	(24 834)	(19 551)
Витрати на збут	2150	(7 583)	(7 112)
Інші операційні витрати	2180	(12 259)	(16 240)
Фінансовий результат від операційної діяльності:			
прибуток	2190	22 414	38 223
збиток	2195	-	-
Доход від участі в капіталі	2200	-	-
Інші фінансові доходи	2220	1 163	1 065
Інші доходи	2240	68	52
Фінансові витрати	2250	(891)	(1 784)
Втрати від участі в капіталі	2255	-	-
Інші витрати	2270	(26)	(151)
Фінансовий результат до оподаткування:			
прибуток	2290	22 728	37 405
збиток	2295	-	-
Витрати (дохід) з податку на прибуток	2300	(4 156)	(6 935)
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	-
Чистий фінансовий результат:			
прибуток	2350	18 572	30 470
збиток	2355	-	-

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ «ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ.»
ЗВІТ ПРО ФІНАНСОВІ РЕЗУЛЬТАТИ
ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2019 РОКУ
(у тисячах гривень)

II. СУКУПНИЙ ДОХІД

Найменування показника	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Дооцінка (уцінка) необоротних активів	2400	-	-
Дооцінка (уцінка) фінансових інструментів	2405	-	-
Накопичені курсові різниці	2410	-	-
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	-	-
Інший сукупний дохід	2445	-	-
Інший сукупний дохід до оподаткування	2450	-	-
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	-	-
Інший сукупний дохід після оподаткування	2460	-	-
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	18 572	30 470

III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

Найменування показника	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Матеріальні затрати	2500	11 062	16 273
Витрати на оплату праці	2505	58 833	54 710
Відрахування на соціальні заходи	2510	9 644	9 698
Амортизація	2515	4 114	2 541
Інші операційні витрати	2520	67 471	55 529
Разом	2550	151 124	138 751

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Середньорічна кількість простих акцій	2600	-	-
Скоригована середньорічна кількість простих акцій	2605	-	-
Чистий прибуток (збиток) на одну просту акцію	2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	-	-
Дивіденди на одну просту акцію	2650	-	-

Директор

Головний бухгалтер

Ейсмонт Ю.А.

Ніколаєва А.М.

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ «ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ.»
ЗВІТ ПРО РУХ ГРОШОВИХ КОШТІВ
ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2020 РОКУ
(у тисячах гривень)

Дата (рік, місяць, число)

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(найменування)

КОДИ		
2021	12	31
35442628		

Звіт про рух грошових коштів (за прямим методом)
за 2020 р.

Форма № 3

Код за ДКУД

1801004

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
I. Рух коштів у результаті операційної діяльності			
Надходження від:			
Реалізації продукції (товарів, робіт, послуг)	3000	258 570	452 493
Повернення податків і зборів	3005	-	-
у тому числі податку на додану вартість	3006	-	-
Цільового фінансування	3010	-	-
Надходження авансів від покупців і замовників	3015	115 803	92 528
Надходження від повернення авансів	3020	176	666
Надходження від боржників неустойки (штрафів, пені)	3035	1	3
Інші надходження	3095	1 096	957
Витрачання на оплату:			
Товарів (робіт, послуг)	3100	(185 159)	(319 470)
Праці	3105	(47 249)	(43 281)
Відрахувань на соціальні заходи	3110	(11 168)	(10 669)
Зобов'язань із податків і зборів	3115	(39 608)	(40 848)
Витрачання на оплату зобов'язань з податку на прибуток	3116	(150)	(3 962)
Витрачання на оплату зобов'язань з податку на додану вартість	3117	(27 623)	(25 625)
Витрачання на оплату зобов'язань з інших податків і зборів	3118	(11 835)	(11 261)
Витрачання на оплату авансів	3135	(43 547)	(38 388)
Витрачання на оплату повернення авансів	3140	(31 192)	(58 660)
Інші витрачання	3190	(1 710)	(12 013)
Чистий рух коштів від операційної діяльності	3195	16 013	23 318
II. Рух коштів у результаті інвестиційної діяльності			
Надходження від реалізації:			
фінансових інвестицій	3200	-	-
необоротних активів	3205	-	-
Надходження від отриманих:			
відсотків	3215	1 138	1 065
дивідендів	3220	-	-
Надходження від деривативів	3225	-	-
Інші надходження	3250	-	-
Витрачання на придбання:			
фінансових інвестицій	3255	-	-
необоротних активів	3260	-	-
Виплати за деривативами	3270	-	-
Інші платежі	3290	-	-
Чистий рух коштів від інвестиційної діяльності	3295	1 138	1 065
III. Рух коштів у результаті фінансової діяльності			
Надходження від:			
Власного капіталу	3300	-	-
Отримання позик	3305	-	-
Інші надходження	3340	-	-
Витрачання на:			
Викуп власних акцій	3345	-	-
Погашення позик	3350	(24 475)	-
Сплату дивідендів	3355	-	-

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ."
 ЗВІТ ПРО РУХ ГРОШОВИХ КОШТІВ
 ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2019 РОКУ
 (у тисячах гривень)

Інші платежі	3390	-	-
Чистий рух коштів від фінансової діяльності	3395	(24 475)	-
Чистий рух грошових коштів за звітний період	3400	(7 324)	24 383
Залишок коштів на початок року	3405	36 201	11 814
Вплив зміни валютних курсів на залишок коштів	3410	-	4
Залишок коштів на кінець року	3415	28 877	36 201

Директор

Головний бухгалтер

Ейсмонт Ю.А.

Ніколаєва А.М.

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ."
ЗВІТ ПРО ВЛАСНИЙ КАПІТАЛ
ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2020 РОКУ
(у тисячах гривень)

Дата (рік, місяць, число)

Підприємство ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ «ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ.» за ЄДРПОУ

(найменування)

КОДИ		
2021	01	01
35442628		

Звіт про власний капітал
за 2020 р.

Форма № 4

Код за 1801005
ДКУД

Стаття	Код рядка	Зареєстрований капітал	Капітал у дооцінках	Додатковий капітал	Резервний капітал	Нерозподілений прибуток (непокритий збиток)	Неоплачений капітал	Вилучений капітал	Всього
1	2	3	4	5	6	7	8	9	10
Залишок на початок року	4000	12 416	-	282	-	21 887	-	-	34 585
Коригування :									
Зміна облікової політики	4005	-	-	-	-	-	-	-	-
Виправлення помилок	4010	-	-	-	-	-	-	-	-
Інші зміни	4090	-	-	-	-	-	-	-	-
Скоригований залишок на початок року	4095	12 416	-	282	-	21 887	-	-	34 585
Чистий прибуток (збиток) за звітний період	4100	-	-	-	-	18 572	-	-	18 572
Інший сукупний дохід за звітний період	4110	-	-	-	-	-	-	-	-
Розподіл прибутку									
Виплати власникам (дивіденди)	4200	-	-	-	-	-	-	-	-
Спрямування прибутку до зареєстрованого капіталу	4205	-	-	-	-	-	-	-	-
Відрахування до резервного капіталу	4210	-	-	-	-	-	-	-	-
Внески учасників:									
Внески до капіталу	4240	-	-	-	-	-	-	-	-
Погашення заборгованості з капіталу	4245	-	-	-	-	-	-	-	-

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ."
 ПРИМІТКИ ДО ФІНАНСОВОЇ ЗВІТНОСТІ
 ЗА РІК, ЩО ЗАКІНЧИВСЯ 31 ГРУДНЯ 2020 РОКУ
 (у тисячах гривень)

Підприємство: ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ «ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ.»
 Територія: Голосіївський р-н
 Орган державного управління:
 Організаційно-правова форма господарювання: Товариство з обмеженою відповідальністю
 Вид економічної діяльності: Оптова торгівля іншими машинами й устаткуванням
 Одиниці виміру: тис. грн.

Дата (рік, місяць, число)
 за ЄДРПОУ
 за КОАТУУ
 за СПОДУ
 за КОПФГ
 за КВЕД
 Контрольна сума

2021	01	01
35442628		
8036100000		
46.69		

Примітки до фінансової звітності
 за 2020 рік

Форма № 5

Код за ДКУД

I. Нематеріальні активи

Групи нематеріальних активів	Код	Залишок на початок року		Надійшло за рік	Переоцінка (дооцінка +, уцінка -)		Вибуло за рік		Нараховано амортизації за рік	Втрати від зменшення корисності за рік	Інші зміни за рік		Залишок на кінець року	
		первісна (переоцінена) вартість	Накопичена амортизація		Первісної (переоціненої) вартості	Накопиченої амортизації	Первісна (переоцінена) вартість	накопичена амортизація			Первісної (переоціненої) вартості	Накопиченої амортизації	Первісна (переоцінена) вартість	Накопичена амортизація
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Права користування природними ресурсами	010	-	-	-	-	-	-	-	-	-	-	-	-	-
Права користування майном	020	-	-	-	-	-	-	-	-	-	-	-	-	-
Права на знаки для товарів і послуг	030	-	-	-	-	-	-	-	-	-	-	-	-	-
Права на об'єкти промислової власності	040	-	-	-	-	-	-	-	-	-	-	-	-	-
Авторські та суміжні з ними права	050	1 304	582	-	-	-	-	-	265	-	-	-	1 304	847
	060	-	-	-	-	-	-	-	-	-	-	-	-	-
Інші нематеріальні активи	070	10 427	2 711	3 836					1 110				14 263	3 821
Разом	080	11 731	3 293	3 836					1 375				15 567	4 668
Гудвіл	090	-	-	-	-	-	-	-	-	-	-	-	-	-

3 рядка 080 графа 14

вартість нематеріальних активів, щодо яких існує обмеження права власності

вартість оформлених у заставу нематеріальних активів

вартість створених підприємством нематеріальних активів

3 рядка 080 графа 5

вартість нематеріальних активів, отриманих за рахунок цільових асигнувань

3 рядка 080 графа 15

накопичена амортизація нематеріальних активів, щодо яких існує обмеження права власності

(081) -

(082) -

(083) 16

(084) -

(085) -

(12)

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II. Основні засоби

Групи основних засобів	Код	Залишок на початок року		Надійшло за рік	Переоцінка (дооцінка+, уцінка-)		Вибуло за рік		Нараховано амортизації за рік	Втрати від зменшення корисності	Інші зміни за рік		Залишок на кінець року		у тому числі			
		первісна (переоцінена) вартість	знос		первісної (переоціненої) вартості	знос	первісної (переоціненої) вартості	знос			первісна (переоцінена) вартість	знос	одержані за фінансовою орендою		передані в оперативну оренду			
													Первісна (переоцінена) вартість	знос	Первісна (переоцінена) вартість	знос		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Земельні ділянки	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Інвестиційна нерухомість	105	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Капітальні витрати на поліпшення земель	110	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Будинки, споруди та передавальні пристрої	120	51	34	-	-	-	51	35	1	-	-	-	-	-	-	-	-	-
Машини та обладнання	130	3 284	1 947	688			34	34	821				3 938	2 734	-	-	-	-
Транспортні засоби	140														-	-	-	-
Інструменти, прилади, інвентар (меблі)	150	125	95	331			55	55	52			-	401	92	-	-	-	-
Робоча продуктивна худоба	160														-	-	-	-
Багаторічні насадження	170														-	-	-	-
Інші основні засоби	180	117	28	6253			19	8	603			-	6 351	623	-	-	-	-
Бібліотечні фонди	190	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Малоцінні необоротні матеріальні активи	200																	
		1 230	1 230	1 214			126	126	1214				2 318	2 318	-	-	-	-
Тимчасові (нетитульні) споруди	210	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Природні ресурси	220	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Інвентарна тара	230	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Предмети прокату	240	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Інші необоротні матеріальні активи	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Разом	260	4 807	3 334	8 486	-	-	285	258	2 691	-	-	-	13 008	5 767	-	-	-	-

3 рядка 260 графа 14	вартість основних засобів, щодо яких існують передбачені чинним законодавством обмеження права власності	(261) - _____
	вартість оформлених у заставу основних засобів	(262) - _____
	залишкова вартість основних засобів, що тимчасово не використовуються (консервація, реконструкція тощо)	(263) - _____
	первісна (переоцінена) вартість повністю амортизованих основних засобів	(264) <u>3 678</u>
	вартість основних засобів, призначених для продажу	(265) - _____
3 рядка 260 графа 5	вартість основних засобів, придбаних за рахунок цільового фінансування	(266) - _____
3 рядка 260 графа 15	вартість основних засобів, що взяті в операційну оренду	(267) - _____
	знос основних засобів, щодо яких існують обмеження прав власності	(268) - _____
3 рядка 105 графа 14	вартість інвестиційної нерухомості, оціненої за справедливою вартістю	(269) - _____

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III. Капітальні інвестиції

Найменування показника	Код	За рік	На кінець року
1	2	3	4
Капітальне будівництво	280	-	-
Придбання (виготовлення) основних засобів	290	7 113	-
Придбання (виготовлення) інших необоротних матеріальних активів	300	1 358	19
Придбання (створення) нематеріальних активів	310	1 028	-
Формування основного стада	320	-	-
інші	330	-	-
Разом	340	9 499	19

Із рядка 340 графа 3 Капітальні інвестиції в інвестиційну нерухомість (341) -
 Фінансові витрати, включені до капітальних інвестицій (342) -

IV. Фінансові інвестиції

Найменування показника	Код	За рік	На кінець року	
			довгострокові	Поточні
1	2	3	4	5
А. Фінансові інвестиції за методом участі в капіталі в:				
асоційовані підприємства	350	-	-	-
дочірні підприємства	360	-	-	-
спільну діяльність	370	-	-	-
Б. Інші фінансові інвестиції в:				
частки і паї у статутному капіталі інших підприємств	380	-	-	-
акції	390	-	-	-
облігації	400	-	-	-
інші	410	-	-	-
Разом (розд. А + розд. Б)	420	-	-	-

Із рядка 1035 гр. 4 Балансу Інші довгострокові фінансові інвестиції відображені:
 за собівартістю (421) -
 за справедливою вартістю (422) -
 за амортизованою собівартістю (423) -

Із рядка 1160 гр. 4 Балансу Поточні фінансові інвестиції відображені:
 за собівартістю (424) -
 за справедливою вартістю (425) -
 за амортизованою собівартістю (426) -

V. Доходи і витрати

Найменування показника	Код	Доходи	Витрати
1	2	3	4
А. Інші операційні доходи і витрати			
Операційна оренда активів	440	-	-
Операційна курсова різниця	450	2 493	8 433
Реалізація інших оборотних активів	460	26	-
Штрафи, пені, неустойки	470	1	20
Утримання об'єктів житлово-комунального і соціально-культурного призначення	480	-	-
Інші операційні доходи і витрати, у тому числі:	490	294	3 806
відрахування до резерву сумнівних боргів	491	-	-
непродуктивні витрати і втрати	492	-	918
Б. Доходи і втрати від участі в капіталі за інвестиціями в:			
асоційовані підприємства	500	-	-
дочірні підприємства	510	-	-
спільну діяльність	520	-	-
В. Інші фінансові доходи і витрати:			
дивіденди	530	-	-
проценти	540	-	-
фінансова оренда активів	550	-	-
інші фінансові доходи і витрати	560	1 163	-
Г. Інші доходи і витрати:			
реалізація фінансових інвестицій	570	-	-
реалізація необоротних активів	580	-	-
реалізація майнових комплексів	590	-	-
неопераційна курсова різниця	600	-	-
безоплатно одержані активи	610	68	-
списання необоротних активів	620	-	26
інші доходи і витрати	630	-	-

Товарообмінні операції з продукцією (631) -
 Частка доходу від реалізації за бартерними контрактами з пов'язаними сторонами (632) - %
 Із рядків 540-560 графа 4 фінансові витрати, уключені до собівартості продукції основної діяльності (633) -

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VI. Грошові кошти

Найменування показника	Код	На кінець року
1	2	3
Готівка	640	-
Поточний рахунок в банку	650	28 430
Інші рахунки в банку (акредитиви, чекові книжки)	660	447
Грошові кошти в дорозі	670	-
Еквіваленти грошових коштів	680	-
Разом	690	28 877

З рядка 1090 гр. 4 Балансу (Звіту про фінансовий стан) Грошові кошти, використання яких обмежено (691) -

VII. Забезпечення і резерви

Види забезпечень і резервів	Код	Залишок на початок року	Збільшення за звітний рік		Використано у звітному році	Сторновано невикористано у суму у звітному році	Сума очікуваного відшкодування витрат іншою стороною, що врахована при оцінці забезпечення	Залишок на кінець року
			нараховано (створено)	додаткові відрахування				
1	2	3	4	5	6	7	8	9
Забезпечення на виплату відпусток працівникам	710	3 852	4 951	-	6 035	-	-	2 768
Забезпечення наступних витрат на додаткове пенсійне забезпечення	720	-	-	-	-	-	-	-
Забезпечення наступних витрат на виконання гарантійних зобов'язань	730	-	-	-	-	-	-	-
Забезпечення наступних витрат на реструктуризацію	740	-	-	-	-	-	-	-
Забезпечення наступних витрат на виконання зобов'язань щодо обтяжливих контрактів	750	-	-	-	-	-	-	-
Забезпечення витрат, що будуть здійснені в 2020, але відносяться до 20XX	760	-	-	-	-	-	-	-
Інші резерви	770	-	-	-	-	-	-	-
Резерв сумнівних боргів	775	11	-	-	-	-	-	11
Разом	780	3 863	4 951	-	6 035	-	-	2 779

VIII. Запаси

Найменування показника	Код	Балансова вартість на кінець року	Переоцінка за рік	
			збільшення чистої вартості реалізації	уцінка
1	2	3	4	5
Сировина і матеріали	800	1 609	-	-
Купівельні напівфабрикати та комплектуючі вироби	810	-	-	-
Паливо	820	26	-	-
Тара і тарні матеріали	830	-	-	-
Будівельні матеріали	840	-	-	-
Запасні частини	850	7 423	-	-
Матеріали сільськогосподарського призначення	860	-	-	-
Тварини на вирощуванні та відгодівлі	870	-	-	-
Малоцінні та швидкозношувані предмети	880	8	-	-
Незавершене виробництво	890	-	-	-
Готова продукція	900	-	-	-
Товари	910	5 738	-	-
Разом	920	14 804	-	-

З рядка 920 графа 3 Балансова вартість запасів:

відображених за чистою вартістю реалізації	(921) -
переданих у переробку	(922) -
оформлених у заставу	(923) -
переданих на комісію	(924) -
активи на відповідальному зберіганні (позабалансовий рахунок 02)	(925) 54 920

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IX. Дебіторська заборгованість

Найменування показника	Код	Всього на кінець року	у тому числі за строками непогашення		
			до 12 місяців	від 12 до 18 місяців	від 18 до 36 місяців
1	2	3	4	5	6
Дебіторська заборгованість за товари, роботи, послуги	940	11 408	11 357	2	49
Інша поточна дебіторська заборгованість	950	266	266	-	-

Списано у звітному році безнадійної заборгованості (951)

-

Із рядків 940 і 950 графа 3 заборгованість з пов'язаними сторонами (952)

-

X. Нестачі і втрати від псування цінностей

Найменування показника	Код	Сума
1	2	3
Виявлено (списано) за рік нестачі і втрат	960	918
Визнано заборгованістю винних осіб у звітному році	970	-
Сума нестачі і втрат, остаточне рішення щодо винуватців за якими на кінець року не прийнято (позабалансовий рахунок 072)	980	-

XI. Будівельні контракти

Найменування показника	Код	Сума
1	2	3
Дохід за будівельними контрактами за звітний рік	1110	-
Заборгованість на кінець звітного року:		-
валова замовників	1120	-
валова замовникам	1130	-
з авансів отриманих	1140	-
Сума затриманих коштів на кінець року	1150	-
Вартість виконаних субпідрядниками робіт за незавершеними будівельними контрактами	1160	-

XII. Податок на прибуток

Найменування показника	Код	Сума
1	2	3
Поточний податок на прибуток	1210	4 156
Відстрочені податкові активи: на початок звітного року	1220	
на кінець звітного року	1225	
Відстрочені податкові зобов'язання: на початок звітного року	1230	
на кінець звітного року	1235	
Включено до Звіту про фінансові результати - усього	1240	4 156
у тому числі: поточний податок на прибуток	1241	4 156
зменшення (збільшення) відстрочених податкових активів	1242	
збільшення (зменшення) відстрочених податкових зобов'язань	1243	-
Відображено у складі власного капіталу	1250	-
у тому числі: поточний податок на прибуток	1251	-
зменшення (збільшення) відстрочених податкових активів	1252	-
збільшення (зменшення) відстрочених податкових зобов'язань	1253	-

XIII. Використання амортизаційних відрахувань

Найменування показника	Код	Сума
1	2	3
Нараховано за звітний період	1300	4 066
Використано за рік усього	1310	-
в тому числі на: будівництво об'єктів	1311	-
придбання (виготовлення) та поліпшення основних засобів	1312	-
з них машини та обладнання	1313	-
придбання (створення) нематеріальних активів	1314	-
погашення отриманих на капітальні інвестиції позик	1315	-
придбання МНМА	1316	-
придбання (виращування) довгострокових біологічних активів	1317	-

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XIV. Біологічні активи

Групи біологічних активів	Код рядка	Обліковуються за первісною вартістю										Обліковуються за справедливою вартістю				
		залишок на початок року		надійшло за рік	вибуло за рік		нараховано амортизації за рік	втрати від зменшення корисності	вигоди від відновлення корисності	залишок на кінець року		залишок на початок року (неаудована)	надійшло за рік	зміни вартості за рік	вибуло за рік	залишок на кінець року
		первісна вартість	накопичена амортизація		первісна вартість	накопичена амортизація				первісна вартість	накопичена амортизація					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Довгострокові біологічні активи - усього	1410	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
в тому числі:																
робоча худоба	1411	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
продуктивна худоба	1412	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
багаторічні насадження	1413	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1414	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
інші довгострокові біологічні активи	1415	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Поточні біологічні активи - усього	1420	-	X	-	-	X	X	-	-	-	X	-	-	-	-	-
в тому числі:																
тварини на вирощуванні та відгодівлі	1421	-	X	-	-	X	X	-	-	-	X	-	-	-	-	-
біологічні активи в стані біологічних перетворень (крім тварин на вирощуванні та відгодівлі)	1422	-	X	-	-	X	X	-	-	-	X	-	-	-	-	-
	1423	-	X	-	-	X	X	-	-	-	X	-	-	-	-	-
інші поточні біологічні активи	1424	-	X	-	-	X	X	-	-	-	X	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

3 рядка 1430 графа 5 і графа 14

вартість біологічних активів, придбаних за рахунок цільового фінансування

(1431)

-

3 рядка 1430 графа 6 і графа 16

залишкова вартість довгострокових біологічних активів, первісна вартість поточних біологічних активів і справедлива вартість біологічних активів, утрачених унаслідок надзвичайних подій

(1432)

-

3 рядка 1430 графа 11 і графа 17

балансова вартість біологічних активів, щодо яких існують передбачені законодавством обмеження права власності

(1433)

-

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XV. Фінансові результати від первісного визнання та реалізації сільськогосподарської продукції та додаткових біологічних активів

Найменування показника	Код рядка	Вартість первісного визнання	Витрати, пов'язані з біологічними перетвореннями	Результат від первісного визнання		Уцінка	Виручка від реалізації	Собівартість реалізації	Фінансовий результат (прибуток +, збиток -) від	
				дохід	витрати				реалізації	первісного визнання та реалізації
1	2	3	4	5	6	7	8	9	10	11
Продукція та додаткові біологічні активи рослинництва - усього	1500			-	(-)	-	-	(-)	-	-
у тому числі:		-	-	-	-	-	-	-	-	-
зернові і зернобобові	1510		(-)		(-)			(-)		
з них:										
пшениця	1511	-	(-)	-	(-)	-	-	(-)	-	-
соя	1512	-	(-)	-	(-)	-	-	(-)	-	-
соняшник	1513									
ріпак	1514	-	(-)	-	(-)	-	-	(-)	-	-
цукрові буряки (фабричні)	1515									
картопля	1516	-	(-)	-	(-)	-	-	(-)	-	-
плоди (зерняткові, кісточкові)	1517									
інша продукція рослинництва	1518	-	(-)	-	(-)	-	-	(-)	-	-
додаткові біологічні активи рослинництва	1519	-	-	-	-	-	-	-	-	-
Продукція та додаткові біологічні активи тваринництва - усього	1520									
у тому числі:		-	-	-	(-)	-	-	-	-	-
приріст живої маси - усього	1530	-	-	-	(-)	-	-	-	-	-
з нього:										
великої рогатої худоби	1531	-	(-)	-	(-)	-	-	-	-	-
свиней	1532	-	-	-	-	-	-	-	-	-
молоко	1533	-	(-)	-	(-)	-	-	-	-	-
вовна	1534	-	(-)	-	(-)	-	-	-	-	-
яйця	1535	-	(-)	-	(-)	-	-	-	-	-
інша продукція тваринництва	1536	-	-	-	-	-	-	-	-	-
додаткові біологічні активи тваринництва	1537	-	(-)	-	(-)	-	-	-	-	-
продукція рибництва	1538	-	-	-	-	-	-	-	-	-
	1539	-	-	-	(-)	-	-	-	-	-
Сільськогосподарська продукція та додаткові біологічні активи - разом	1540		-	-	(-)	-	-	-	-	-

Директор

Ейсмонт Ю.А.

Головний бухгалтер

Ніколаєва А.М.

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ «ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ.»
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Дата (рік, місяць, число)
 Підприємство ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ПРІНТЕК УКРАЇНА ЕЛ.ЕЛ.СІ." за ЄДРПОУ
 Територія Голосіївський р-н м. Києва за КОАТУУ
 Організаційно-правова форма Товариство з обмеженою відповідальністю за КОПФГ
 Вид економічної діяльності Оптова торгівля іншими машинами й устаткуванням за КВЕД
 Одиниця виміру: тис. грн.

КОДИ		
2020	01	01
35442628		
8036100000		
46.69		

ДОДАТОК ДО ПРИМІТОК ДО РІЧНОЇ ФІНАНСОВОЇ ЗВІТНОСТІ
"Інформація за сегментами"
за 2020 рік

Форма N 6

Код за ДКУД

1801009

I. Показники пріоритетних звітних господарський сегментів
 (господарський, географічний виробничий, географічний збутовий)

Найменування показника	Код рядка	Найменування звітних сегментів						Нерозподілені статті		Усього	
		Оптова торгівля іншими машинами й устаткуванням									
		Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік
1	2	3	4	5	6	7	8	9	10	11	12
1. Доходи звітних сегментів:											
Доходи від операційної діяльності звітних сегментів	010	313 122	469 857	-	-	-	-	-	-	313 122	469 857
з них:											
доходи від реалізації продукції (товарів, робіт, послуг):											
зовнішнім покупцям	011	310 308	454 982	-	-	-	-	-	-	310 308	454 982
іншим звітним сегментам	012			-	-	-	-	-	-		
інші операційні доходи	013	2 814	14 875	-	-	-	-	-	-	2 814	14 875
Фінансові доходи звітних сегментів	020	1 163	1 065	-	-	-	-	-	-	1 163	1 065
з них:											
інші фінансові доходи	022	1 163	1 065	-	-	-	-	-	-	1 163	1 065
Інші доходи	030	68	52	-	-	-	-	-	-	68	52
Усього доходів звітних сегментів	040	314 353	470 974	-	-	-	-	-	-	314 353	470 974
Нерозподілені доходи	050	x	x	x	x	x	x	x	x	-	-
з них:											
доходи від операційної діяльності	051	x	x	x	x	x	x	x	x	-	-
фінансові доходи	052	x	x	x	x	x	x	x	x	-	-

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Найменування показника	Код рядка	Найменування звітних сегментів						Нерозподілені статті		Усього	
		Оптова торгівля іншими машинами й устаткуванням						Звітний рік	Минулий рік	Звітний рік	Минулий рік
		Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік				
1	2	3	4	5	6	7	8	9	10	11	12
Усього доходів підприємства (р. 040 + р. 050 - р. 060)	070	314 353	470 974	-	-	-	-	-	-	314 353	470 974
2. Витрати звітних сегментів:											
Витрати операційної діяльності	080	246 032	388 731	-	-	-	-	-	-	388 731	388 731
з них:											
собівартість реалізованої продукції (товарів, робіт, послуг): зовнішнім покупцям	081	246 032	388 731	-	-	-	-	-	-	246 032	388 731
Адміністративні витрати	090	24 834	19 551	-	-	-	-	-	-	24 834	19 551
Витрати на збут	100	7 583	7 112	-	-	-	-	-	-	7 583	7 112
Інші операційні витрати	110	12 259	16 240	-	-	-	-	-	-	12 259	16 240
Фінансові витрати звітних сегментів	120	891	1 784	-	-	-	-	-	-	891	1 784
з них:											
Інші фінансові витрати	122	-	-	-	-	-	-	-	-	-	-
Інші витрати	130	26	151	-	-	-	-	-	-	26	151
Усього витрат звітних сегментів	140	291 625	433 569	-	-	-	-	-	-	291 625	433 569
Нерозподілені витрати	150	x	x	x	x	x	x	x	x	4 156	6 935
з них:											
фінансові витрати	152	x	x	x	x	x	x	x	x	x	x
податок на прибуток	154	x	x	x	x	x	x	4 156	6 935	4 156	6 935
Вирахування собівартості реалізованої продукції (товарів, робіт, послуг) іншим звітним сегментам	160	-	-	-	-	-	-	-	-	-	-
Усього витрат підприємства (р. 140 + р. 150 - р. 160)	170	291 625	433 569	-	-	-	-	4 156	6 935	295 781	440 504
3. Фінансовий результат діяльності сегмента (р. 040 - р. 140)	180	22 728	37 405	-	-	-	-			22 728	37 405
4. Фінансовий результат діяльності підприємства (р. 070 - р. 170)	190	22 728	37 405	-	-	-	-	4 156	6 935	18 572	30 470
5. Активи звітних сегментів	200	78 293	77 227	-	-	-	-	531	4 679	78 824	81 906
з них:	201										
Необоротні активи	202	18 367	13 310	-	-	-	-	-	-	17 746	13 310

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Найменування показника	Код рядка	Найменування звітних сегментів						Нерозподілені статті		Усього	
		Оптова торгівля іншими машинами й устаткуванням									
		Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік
1	2	3	4	5	6	7	8	9	10	11	12
Оборотні активи	203	14 804	17 746	-	-	-	-	-	-	9 640	21 060
Дебіторська заборгованість	204	14 236	9 640	-	-	-	-	-	-	36 531	9 578
Гроші, ВМП, інші	205	30 886	36 531	-	-	-	-	531	4 679	31 417	41 210
Нерозподілені активи	220	x	x	x	x	x	x	-	-	x	x
з них:	221	x	x	x	x	x	x	-	-	x	x
Необоротні активи	222	x	x	x	x	x	x	-	-	x	x
Оборотні активи	223	x	x	x	x	x	x	-	-	x	x
Усього активів підприємства	230	78 293	77 227	-	-	-	-	531	4 679	78 824	81 906
6. Зобов'язання звітних сегментів	240	25 745	47 321	-	-	-	-	-	-	25 745	47 321
з них:	241										
Довгострокові зобов'язання	242	-	-	-	-	-	-	-	-	-	-
Поточні зобов'язання і забезпечення	243	25 745	47 321	-	-	-	-	-	-	25 745	47 321
Нерозподілені зобов'язання	260			x	x	x	x	-	-		
Усього зобов'язань підприємства (р. 240 + р. 260)	270	25 745	47 321	-	-	-	-	-	-	25 745	47 321
7. Капітальні інвестиції	280	4 066	3 487	-	-	-	-	-	-	4 066	3 487
8. Амортизація необоротних активів	290	9 499	2 461	-	-	-	-	-	-	9 499	2 461

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II. Показники за допоміжними звітними географічний виробничий сегментами
 (господарський, географічний виробничий, географічний збутовий)

Найменування показника	Код рядка	Найменування звітних сегментів						Нерозподілені статті		Усього	
		Україна									
		Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік	Звітний рік	Минулий рік
1	2	3	4	5	6	7	8	9	10	11	12
Доходи від реалізації продукції (товарів, робіт, послуг) зовнішнім покупцям	300	310 308	454 982	-	-	-	-	-	-	310 308	454 982
Балансова вартість активів звітних сегментів	310	78 824	77 227	-	-	-	-	531	4 679	79 355	81 906
Капітальні інвестиції	320	4 066	3 487	-	-	-	-	-	-	4 066	3 487

III. Показники за допоміжними звітними географічними збутовий сегментами
 (виробничий, збутовий)

Найменування показника	Код рядка	Найменування звітних сегментів						Нерозподілені статті		Усього	
		Україна									
		Звітний рік 3	Минулий рік 4	Звітний рік 5	Минулий рік 6	Звітний рік 7	Минулий рік 8	Звітний рік 15	Минулий рік 16	Звітний рік 17	Минулий рік 18
1	2	3	4	5	6	7	8	15	16	17	18
Доходи від реалізації продукції (товарів, робіт, послуг) зовнішнім покупцям	350	310 308	454 982	-	-	-	-	-	-	310 308	454 982
Балансова вартість активів звітних сегментів	360	78 824	77 227	-	-	-	-	531	4 679	79 355	81 906
Капітальні інвестиції	370	4 066	3 487	-	-	-	-	-	-	4 066	3 487

Директор

Ейсмонт Ю.А.

Директор фінансовий

Кравченко О.В.