

COME BACK ALIVE annual Report



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THIS YEAR, JUST LIKE ALL SEVEN YEARS OF THE WAR, WAS A TEAM EFFORT

Taras Chmut, CEO

2020 was challenging for the entire world, for Ukraine, the Army and the Foundation as well. We had to get usual things done while facing new challenges.

The Foundation continued to operate to reinforce the country's defense capacity. We were bringing thermal imaging devices, drones and mobile surveillance systems to the frontline. We were providing sniper, demining, artillery, management and leadership courses. The Foundation changed its CEO and structure. We made a significant progress in an analytic work. We started new directions.

The Report describes it all. What it does not describe are things without which 2020 would not have been possible for us. And we want to say this now. This year, just like all seven years of the war, was a team effort. Supporters, Foundation's friends, founders, staff and members of the current Supervisory Board. We are grateful to everyone who was with us.

We remember those who passed away.

Thank you for entrusting us with saving lives. Thank you for staying with us. Let's make the history together in 2021.

MAKING THE HISTORY AND SAVING LIVES TOGETHER

We are ambitious **ABOUT MAKING AN IMPACT** ON HISTORY AND SAVING LIVES

We are bringing together people who are very different to pursue our common aim.

MUTUAL SUPPORT

We're striving to help our colleagues without burdening them.

Values OF THE FOUNDATION

SIMPLICITY

To be straightforward, honest and respectful to others and avoiding any manipulations and lies.

Responsibility

We deliver results with high quality and in a timely fashion; we respect our commitments and we are aware of the impact our actions make on the organization's reputation.

Passion and Self-Commitment

Comfortable working environment and salary are not our main goals.

Self-Development

We solve problems through self-development.

PERSISTENCE

We strive to influence the events, change the course of war, history and society's mentality, with responsible selection of tools and resources allocation.

WE REMAIN TRANSPARENT AND APOLITICAL

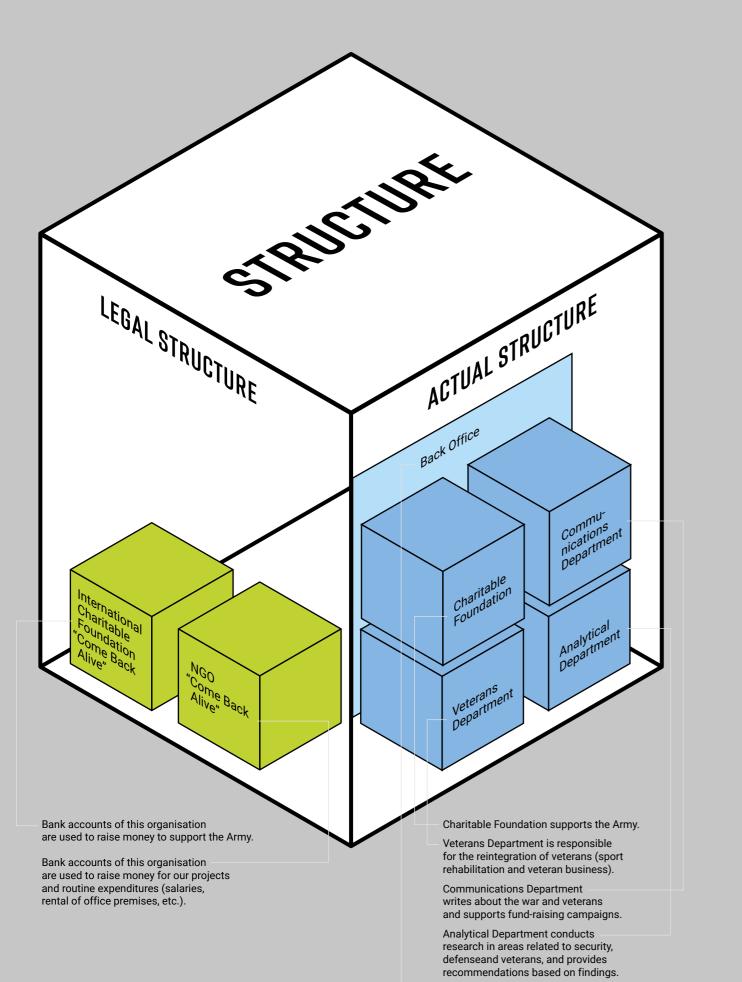
Since its foundation, the organisation is voluntarily accountable to its sponsors. All funds raised and expenses made are published on our website.*



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Our current employees, volunteers, members of the Supervisory Board and other persons associated with the Foundation may not be members of any political parties, hold any public offices or be engaged in any political propaganda. We may, however, express our personal opinions and interact with politicians in any manner that does not involve promotion or any use of the Foundation's resources for the benefit of any political organisation.





Back Office supports the organisation and handles legal matters, finance & accounting, asset management.

TRANSPARENCY OF FUNDING IS OUR REPUTATION'S BACKBONE

ALL MONEY IS USED as efficiently as possible

Money raised to support the Army is spent as if it was our own.

Prior to any purchase, we verify whether it is really necessary, what is the selling price and why it cannot be procured by the state.

Money to support the Army by providing any equipment and services of instructors is raised "for the brand" rather than on the project basis. This gives us space to decide what to buy and for whom and whether to provide it for permanent or temporary use, and therefore makes decision-making more agile.

WE HAVE OPEN REPORTING ON OUR OWN INITIATIVE

Since its inception, the Foundation has become voluntarily accountable to its sponsors — although this is not required by legislation.

All funds raised and expenses made are published on <u>our website in a consolidated table</u>,* that provides the sponsors with the following information:

- · their donation, among other contributions;
- spending;
- funds raised;
- · items procured and selling price.

Such accountability contributes to a higher trust to the Foundation; however, it might become an issue if the sponsors do not agree with certain expenditures. This is why all projects that are not immediately pertinent to the Foundation are kept separately and have separate sources of funding.

As a fund-raising campaign to collect money for administrative expenses starts, relevant reports will be made public, too.



WE ARE FOCUSING ON SPECIFIC PROJECTS ONLY

This means that we clearly position ourselves and the projects we do without wasting any efforts and resources elsewhere. Whatever new initiatives the Foundation gets involved, it always has to answer the question: "What are we going to focus on?"

MONEY IS AMONG THE FOUNDATION'S MOST LIMITED RESOURCES; THIS IS WHY WE ARE USING IT MORE EFFICIENT THAN THE STATE AND OTHER PLAYERS

Savings are achieved through involving volunteers and services pro bono. Our staff accept being paid less. This makes our salary donors confident that their money is used efficiently.

OUR APPROACH HELPS REDUCE OUR OPERATIONAL BUDGET DOWN TO THE LEVEL THAT THE CURRENT FUNDRAISING EFFORTS MAY COVER.

FUNDRAISING FOR ADMINISTRATIVE EXPENSES IS MADE SEPARATELY FROM RAISING MONEY FOR THE ARMY.

MILNER UAL Raised since 2014



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as a key to the foundation's efficiency and transparency

Since 2020, governance in the Foundation is performed by the CEO and the Supervisory Board.

The Supervisory Board is responsible for:

· general strategy;

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- interim strategy control;
- CEO replacement.

The Supervisory Board may close the Foundation if it becomes incapable of continuing with its mission.



Vitaliy Deynega Founder & Chairman of the Supervisory Board

Oleksandra Baklanova Managing Parter at pro.mova, Strategy Expert





OUR TEAM PEOPLE WHO ARE SAVING OUR DEFENDERS' LIVES



Taras Chmut CEO of the Foundation



Natalia Kalmykova **Director of Operations** & GR



Andriy Rymaruk Head of Department





Mariya Zavyalova Editor-in-Chief

Veterans Department



Dmytro Lavrenchuk Head of Department

Oleg Karpenko Military Liaison Manager & Fundraiser

Maksym Lymanskiy

Journalist

Taras Shpuk

Consultant



Ruslan Shpakovych Sniper Instructor



Creative Director

Financial Department



Anastasiya Shvedska Warehouse Manager



Project



Vadym Karpyak Director General, Initiator of Host of "Freedom of Speech" "Promprylad.Renovation" **ICTV** Talk Show

Andriy Moruga "Armor" System Instructor



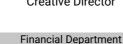
Iryna Loyuk Grant Manager & Lawyer

Analytical Department



Anton Shevchenko Data Analyst

Oleksiy Novikov









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Yevgeniy Antypenko Special Engineering Training Instructor Administrative Department



Olga Semenova

HR & Administrative

Consultant

Anastasiya Pologeyko

Chief Accountant



Pavlo Klimkin Minister of Foreign Affairs of Ukraine from 2014 to 2019



Igor Kravchenko War Veteran & Co-Founder of Veteran Business



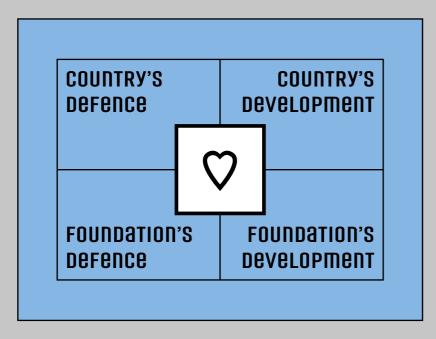
Vadym Mordanov "Armor" System Instructor



Anna Kolesnikova Office Manager & Project Assistant



OUR STRATEGY IS FOCUSED ON UKRAINE'S DEFENCE AND DEVELOPMENT



WE WORK FOR THE FUTURE. WE HAVE PLANS FOR UP TO 2023

DEFENDING THE COUNTRY: NOT FIGHTING FIRES BUT PREVENTING THEM

We are here when the state is slow to find a solution and implement it.

We strengthen the country where it is not capable of delivering high quality.

We are developing Ukrainian territorial defence forces and strengthening their readiness to fight the enemy in a fullfledged war.

IN 2021, WE WILL:

- Deploy 45 additional mobile surveillance systems along the frontline.
- Hold the annual veteran forum.
- Organise the Defenders' Parade on the Independence Day
- Implement V-Corp, a project to develop veteran businesses.
- Deliver six leadership courses.



DEVELOPING THE COUNTRY: a positive change maker

Pushing the change: we are proactively finding weak spots, creating pilot projects and sharing experience, models and technologies with the country.

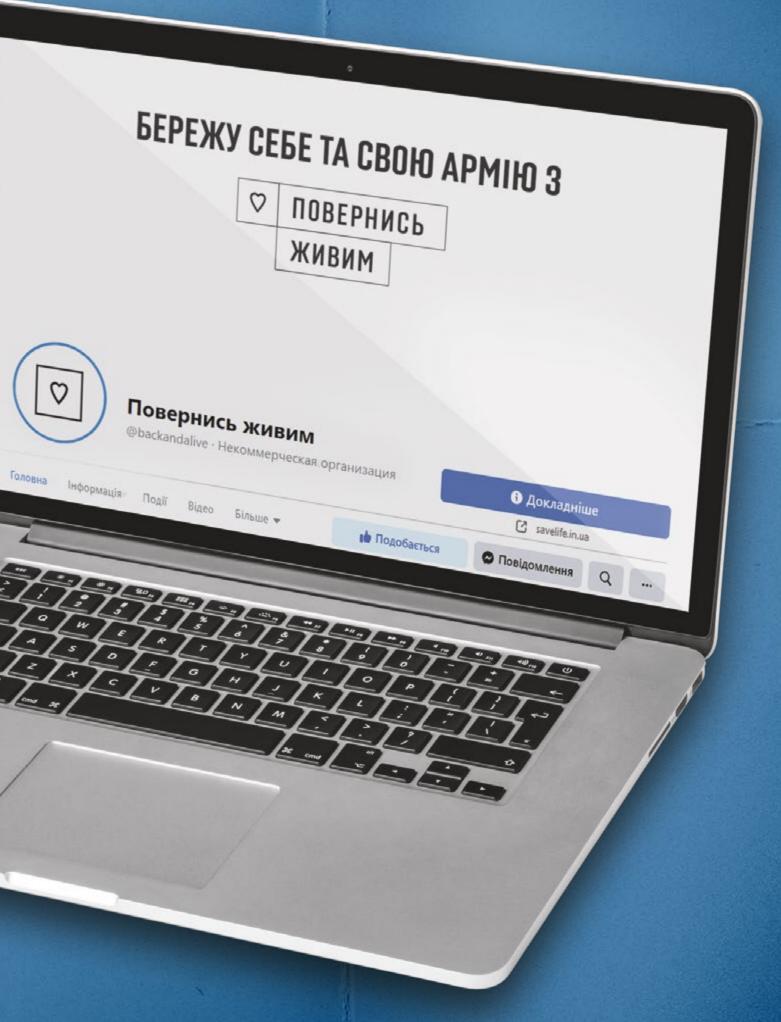
We are looking at war from the strategical point of view and are getting ready to new type combat operations by reinforcing the Navy, UAVs and Special Operations Forces.

We are platform for professional security and veteran debates.

Ukrainian and foreign institutions ask us to provide our research into security matters.

We are a constructive, objective, unbiased and modern voice of national security and defence.

- 10 sports ambassadors will launch their projects across the country.
- Run two campaigns to raise public awareness of the war and the need to support the Army.
- Make our annual calendar.
- Launch Armor 2.0.





Повернись живим

MLN USERS **ARE FOLLOWING OUR** FACEBOOK PAGE

OVER 950 THERMAL VISORS PREVENT ENEMY'S NIGHT ACTIONS

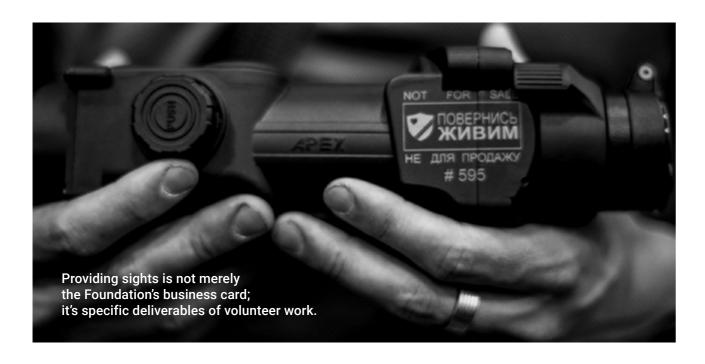
WITH OUR THERMAL IMAGING DEVICES, THE SERVICEMEN OVERWATCH OVER 400 KM OF THE FRONTLINE AT DAY AND AT NIGHT

Since 2016, the Foundation provides thermal imaging devices for temporary use only. As a deployment ends, we collect them, check and repair, if required. This is how they remain serviceable for a longer time. When the next unit is deployed, we provide it with as many thermal imaging devices as they need depending on how many devices are already provided by the state and what area they will be operating in.

Thermal imaging devices are required to:

- conduct area reconnaissance and identify personnel and vehicles;
- patrol;
- · watch moving objects.





SAFETY AND LIVES OF THE MILITARY ARE THE KEY PRIOROTY AT WAR

We designed a mobile surveillance system. Now the troops are capable of seeing the enemy actions along the line of contact. They are seeing them on the screen with a clear and good-quality picture.



SAVING LIVES WITH REAL INPUTS



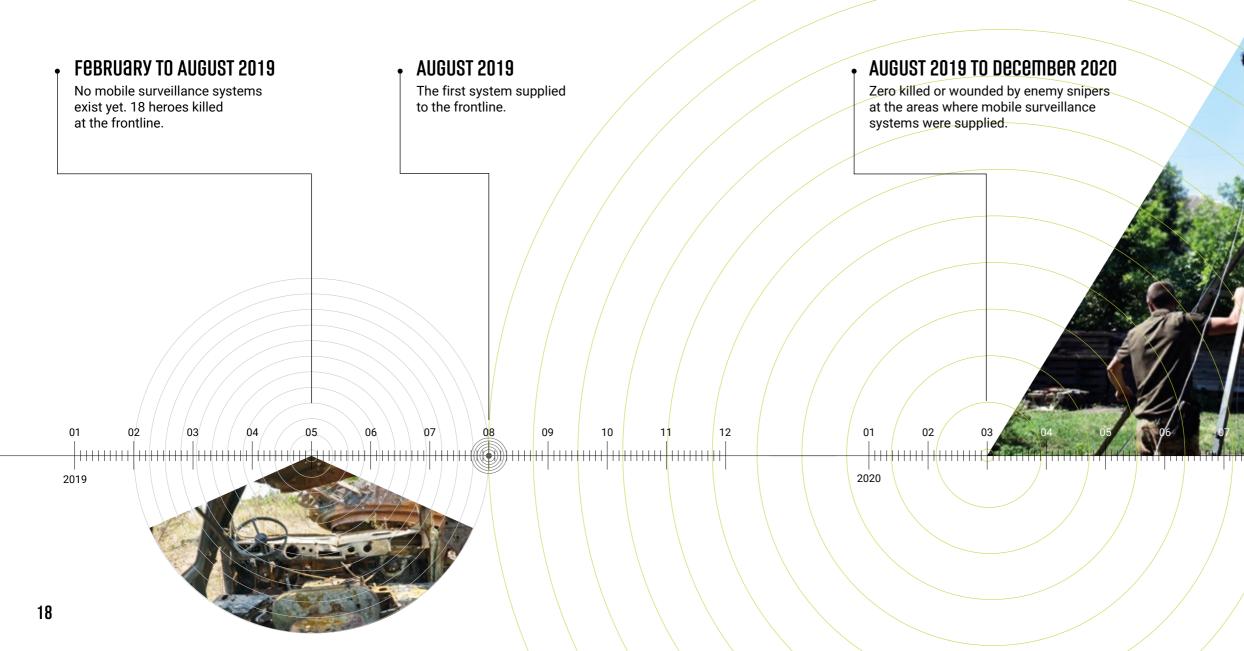
This easy-to-use device protects our military against enemy snipers.

35000000 UAH amount worth of cameras supplied

WHAT DOES A MOBILE SURVEILLANCE SYSTEM DO?

Troops are watching the enemy from protected positions.

It takes just 10 minutes to get the system ready to operate. The system can be put in a convenient place and moved if required.





It provides a good-quality image and is capable of all-round surveillance. Videos can be recorded and saved.

Production cost of one complex - 95,000 hryvnias. Join the project



MILITARY ARE OPERATING TO WIN. WE ARE OPERATING WITH THEM

400 0003

Purchased mobile reconnaissance systems and supplied them to the frontline



195 0003

Designed and produced a full-size inflatable artillery model for training, finding enemy's fire positions and deception



60 000≣ Equipped a mobile UAV station for a Mountain Assault Brigade



20 000 22 000₹

PROJECTS IMPLEMENTED

DISTANCE TRAVELLED BY

OUR VEHICLES OVER THE YEAR

IN 2020

Equipped a climbing gym for a SOF unit



Designed a new

compact-size mobile surveillance system



Rescue Breeze, a quick response team, IS TAKING CARE OF THE SOLDIERS' HEALTH

Come Back Alive and Rescue Breeze have been closely cooperating since November 2017. We are providing funding for the team's needs. The team consists of professional medics and a vehicle with medical equipment. Funding for the team is allocated from sponsors' donations. However, money for medications, immediate needs and vehicle repair is collected separately through fund-raising campaigns. Rescue Breeze is subordinated to the Foundation's Military Department.

In 2020, Rescue Breeze was deployed in the JFO together with combat units. The team's vehicle is capable of completing any task in the tactical environment.

Whenever combat medical teams of mechanised brigades were not complete, Rescue Breeze would fill in the gaps.

The team was providing all kinds of treatment to the military - whether or not combat-related. The med-







EFFICIENT ARMY IS ABOUT PROFESSIONAL MILITARY AND SAVED LIVES. THIS IS WHY WE TRAIN

WE HELP COMMANDERS **BECOME TRUE LEADERS CAPABLE OF MAKING CONSISTENT MANAGEMENT** DECISIONS

We cooperate with Center for Leadership of UCU in training program "Management & Leadership in Military Units".

A 3-day leadership course was adapted to the military environment. Training is delivered in the following formats: theory lessons, practice and team work.

We train officers not only to lead the troops using doctrine but also be capable of motivating their subordinates. The course provides insights into leadership qualities, task planning, feedback management, delegating tasks in the team and individually

WE TRAIN HOW TO **PROTECT THE STATE BORDER**, **COUNTER SABOTAGE TROOPS** AND SECURE CRITICAL FACILITIES

We are cooperating with the Army Command and were involved in the Joint Effort 2020 exercise. The Foundation's instructors delivered training to the territorial defence brigade in Kherson Region. Reservists and active duty officers received training in:

- fundamentals of engineering safety;
- · fundamentals of explosive ordnance placement and disposal in open areas;
- · fundamentals of EOD in buildings and vehicles;
- · artillery fire adjustment;
- firing from closed fire positions using "Armor" system.



WE PROVIDE THEORY LESSONS AND HELPING TO PRACTICE THE SKILLS IN AN ENVIRONMENT CLOSE TO THE COMBAT CONDITIONS

In 2020, our instructors continued delivering theory and practical courses to the Ukrainian military deployed in Eastern Ukraine.

We have trained over 2,500 sappers over the period of the Foundation's existence. They received engineering skills and learned about various types of explosives.

Over 400 snipers enhanced their shooting skills with our sniping instructors.

Over 3,500 grenade launcher operators, artillery soldiers and tankies mastered indirect firing skills.

We are constantly improving our training programs. We factor tactics and weapon systems employed by Russian occupants in Donbas into our training.

Almost

4 000 000 UAH was allocated to countering coronavirus in 2020

OFFICERS Conter for Leadership



COUNTERING CORONAVIRUS SINCE THE OUTBREAK **OF THE PANDEMIC**

The Foundation immediately responded to the corona crisis. We quickly found, bought and sent 1,000 PCR testing kits to the frontline.

In collaboration with Dila Laboratory, we tested nearly 560 people for coronavirus in all units deployed along the frontline. Later, we were testing units before deployments to the JFO.

We purchased over UAH 850,000 worth individual protective equipment and disinfectant and supplied it to combat medics in various branches of the Joint Forces.

Jointly with the Ministry of Foreign Affairs, we started the "Protect Your Defender" project. We bought 1,200 biohazard protective suits and reagents for the AFU's PCR laboratories (5,000 tests).



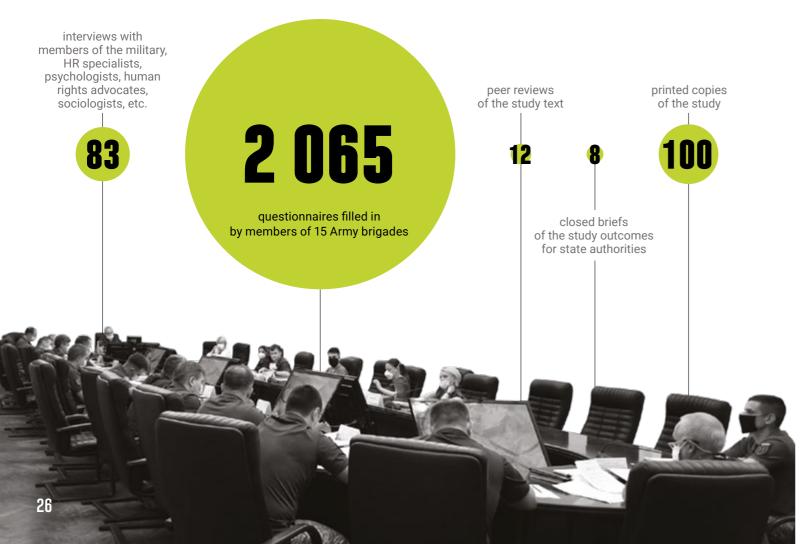
UAVS USED BY THE RECCE



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KNOWLEDGE, EXPERIENCE AND LESSONS LEARNED ARE ADDITIONAL BENEFITS OF OUR ARMY THAT ARE PROVIDED BY THE FOUNDATION

IN 2020, WE CONDUCTED A LARGE-SCALE RESEARCH INTO THE AFU STAFFING PROBLEMS "WHY ARE SERVICEMEN LEAVING THE ARMY?"



OUR ANALYTICAL DEPARTMENT IS CONDUCTING RESEARCHES IN UKRAINIAN DEFENSE AND SECURITY FIELD, AND PROVIDES ANALYTICAL SUPPORT FOR COME BACK ALIVE

Study on countering the spread of COVID-19 in the Armed Forces of Ukraine:

- 10 interviews with epidemiologists, infectiologists and health care experts;
- produced a testing algorithm for the military;
- study results presented to the AFU Medical Corps Command.

Our analysts are also involved in drafting the Law of Ukraine on Territorial Defence of Ukraine.

As part of preparation to the III International Veteran Forum "Ukraine Is Where We Are", we made an executive summary on the foreign experience of veteran reintegration through facilitation of their employment and entrepreneurship and, to a certain extent, exploring the needs of the Ukrainian veterans in this area.

WE WORK FOR THE COUNTRY'S GOOD, THIS IS WHY COMMUNICATION WITH THE GOVERNMENT IS AN IMPORTANT PART OF OUR OPERATIONS

We built relationship with all tiers of military command and control agencies, signed a memorandum with the General Staff of the AFU, and participated in a number of meetings with representatives and institutions operating in the security and defence sector.

We are constantly working to make sure that the number of thermal imaging devices and thermal sights purchased by the Ministry of Defence of Ukraine is growing.

HIGH-QUALITY COMMUNICATIONS ARE OUR FORCE

2020 demonstrated a significant growth of community on all Come Back Alive's platforms. Despite the pandemic, elections and overall drop of share of war and army in Ukraine's media environment, all media platforms of the Foundation were demonstrating an ongoing growth.

This is important because the Communications Department is trying to increase the flow of donations supporting the Foundation's projects. PR activities of the communications team are primarily aimed to increase the loyal audience and increase Foundation's recognition among Ukrainians with a good financial standing and active position.

Facebook	
253 000 000 +	Post coverage
610 000 +	New followers
1 200 +	Publications
Website	
600 000 +	Visitors
1 200 000 +	Unique views
1 300 000 +	Page views

TOP 3 ACHIEVEMENTS IN 2020



TOP 1 in Ukrainian Facebook according to Facebook



Doubling of the monthly number of website visitors



Public reporting about over 15 mln of collected donations

VETERANS WERE FIGHTING FOR UKRAINE; NOW THEY ARE BACK AND READY TO CHANGE THEMSELVES AND THE COUNTRY IN PEACETIME. WE ARE WORKING TO SUPPORT THEM

THE VETERANS DEPARTMENT IS PROVIDING SUPPORT TO ATO/JFO VETERANS

Veterans coming back from war need social adaptation. The state and the society should make a joint effort to create an environment that would support this. We lack both of these. The Foundation became a facilitator between them. We help veterans adapt and help the state and the society create a necessary environment for this. To make sure this is done in an efficient way, we involve veterans in our initiatives. The Veterans Department is working to:

- increase the number of socially active veterans. Everyone will be able to unveil their potential, knowledge and skills;
- help veterans start their own business. We want every veteran who has an idea of their own project and is ready to develop themselves, study and grow professionally, to be able to do that. To uncover their own potential, create new jobs for other veterans and grow Ukraine's economy;
- develop the veteran community. The Foundation helps specific veteran groups communicate, share experience, build various initiatives and keep in touch;
- help the state build and implement its veteran policy. The Ministry of Veterans was established with assistance and upon the initiative of the Foundation. We are lobbying changes in the legislation governing veteran entrepreneurship. The Foundation is making every effort to make sure that rules and regulations are helping veterans adapt to civilian life and find their place in it.

SPORTS Rehabilitation

Invictus Games

The Foundation is a co-organiser of the Invictus Games. It is not only an international sports event, but also a powerful community of former and active duty military. Through sports, they are changing their mindset and get motivated to grow and win. All this, in combination with the support from people with similar experience, family and society helps veterans overcome the impacts of injuries, wounds and diseases.

In 2020, we organised two general events and two training events for 20 basketball players. We conducted 8 online meetings with US participants of Invictus Games.

Now we are getting Ukraine's national team to the 2022 Invictus Games to be hosted in Hague.

Invictus Games 2.0

The 2020 Invictus Games did not occur due to the guarantine. However, training cannot be put on hold because the Games are more than just a competition event. It is about rehabilitation. This is why we organised our own event, Invictus Games 2.0 ONLINE, jointly with Stratcom Ukraine. The Foundation was involved in the event's organisation, participation brief and training program, and in the recording of results. It was a multi-sports competition: swimming, archery, track&field, indoor rowing, power lifting, and track cycling. 192 veterans signed up for the competition. Only 72 of them made it up to the finals. The finals and the award ceremony took place on December 13, 2020.

Sports ambassadors

The Foundation helps veterans recover through sports, including through sports ambassadorship. This format is used, for examples, in the U.S., in Air Force Wounded Warrior Program. Ambassadors share their experience of physical and psychological recovery and support others.

We help veterans become leaders who will lead by example and bring their brothers and sisters in arms to sports rehabilitation in their communities. We are teaching them how to deliver lessons, courses and workshop, and make training programs. We are also planning to establish a sports ambassador club. The Foundation is running this project jointly with the Ministry of Veterans and Stratcom Ukraine.

VETERAN BUSINESSES



Veterans & Volunteers Forum "Ukraine Is Where We Are"

In 2020, we dedicated the International Veterans Forum "Ukraine Is Where We Are" to successful reintegration of veterans through entrepreneurship. The Foundation

trepreneurship. The Foundation interviewed 600 veterans about starting their own business and about their issues and needs. The Foundation's Research Department analysed international experience and based on the findings made produced a list of needs of veteran entrepreneurs. It was discussed at the Forum.

This had the following implications:

- The President of Ukraine approved the development and implementation of veteran business support program;
- The Foundation started cooperation with the ATO veteran entrepreneur association to make a business association;
- The Foundation started the "Business Mentors" project.

"Those who save one life save the world"



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Business mentors

The Foundation launched this project to provide support to veteran entrepreneurship. We want veterans get experience in all stages of business development, from the idea to launch and development. For this, we are bringing together public authorities and local governments, NGOs, businesses and donors, and use best international practices.

The project was in top 5 among 194 applications submitted to IREX, a competition of initiatives aimed to support veterans during the pandemic, and received \$100,000 worth funding. We are planning to establish a state funding program, open an entrepreneurship advisory centre and mentors club consisting of members of medium and large businesses.

VETERAN COMMUNITY

Defenders Parade in Kyiv

Come Back Alive is a co-founder the Defenders Parade taking place on the Independence Day of Ukraine. The Foundation first got involved in the event's organisation back in 2019. This is when it also organised a flash mob to support the Ukrainian political prisoners; media reported at least 50,000 participants of the Parade. Active duty military and veterans of the Russia-Ukraine war made 48 columns. The Come Back Alive volunteers and donors were walking in a separate column for the first time in the Parade. There was over 200 people in that column.

Among the supporters of the Parade were Marko Galanevych, Yanina Sokolova, Sergiy Prytula, Maksym Nefyodov, Volodymyr Vyatrovych, Volodymyr Omelyan, Uyana Suprun, Georgiy Tuka, Kurt Volker (then US State Department Special Representative for Ukraine) and William Taylor (chargé d'affaires ad interim for Ukraine).

THE REAR OF OUR FOUNDATION

SUPPORT DEPARTMENT

Reliability of our office operations

→ Safety

Comfort

→ Cosiness

HR AND RECRUITMENT

Human resources management

Searching for new employees and volunteers

Team coordination

Development and training of employees

FUNDRAISING

Raising donations for the Army

- → Finding money and resources for projects
- → Finding money for salary projects

FINANCE, ACCOUNTING AND LEGAL MATTERS

- Documenting of donations and administrative expenses
- → Accounting
- Management accounting
- → Legal support

ADDITIONAL AREAS OF OPERATIONS

Provided by pro bono partners

- → Training support
- Advisory support
- Professional media and creative services

OUR BACK OFFICE ARE THE PEOPLE WHO WORK TO HELP US WORK FOR UKRAINE



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FINANCE AND GRANTS

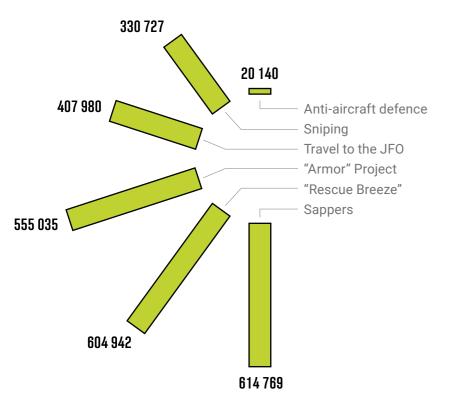


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NGO "COME BACK ALIVE"

TRAINING PROGRAMS AND TRAVEL EXPENSES, UAH

THERMAL IMAGING **equipment** (TEMPORARY USE)



406 THERMAL IMAGING DEVICES

30 THERMAL SIGHTS

10 **Range Finders**

MILITARY PROJECTS, UAH

43 550

Daytime optics TVs Thermal imaging devices Tablets, computers & spares Imitation field device Other items and ad hoc procurements Equipment for the "Armor" project Repair of optics and sights Equipment for sappers Sniping equipment UAVs project Mobile surveillance system

OTHER PROJECTS

+ receipts - spending **+1 791 841**≣ -1 (531 1003 PROTECT YOUR DEFENDER

400 0003 -1 PCR TESTING IN THE JFO

> 359143 Leadership courses FOR THE MILITARY

+172 325 ੋ -124755 \ INVICTUS GAMES



-39 7353 WALL OF MEMORY

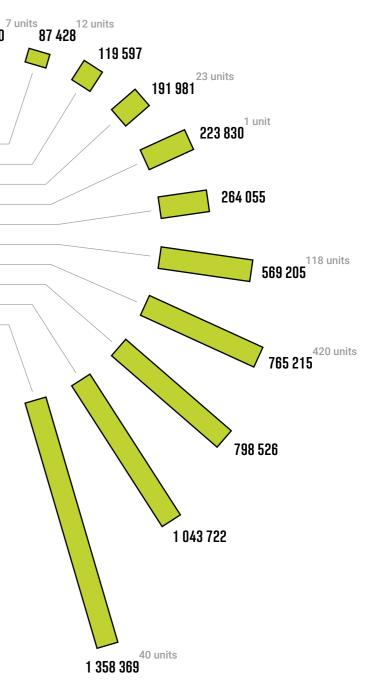
IREX'S PROGRAMS IN UKRAINE

NGO "ISAR YEDNANNYA"

NGO "INTERNEWS UKRAINE"

INTERNATIONAL RENAISSANCE FOUNDATION

PARTNERS:



OUR ADDRESS

Kyiv, 32 Bogdana Khmelnytskogo Street, office 41 Phones: (+38 044) 338 33 38, (+38) 068 500 88 00 Working hours: 10:00 to 19:00 (Mon to Fri)

SUPPORT US



Support the Ukrainian Army from any bank card



Support Come Back Alive from any bank card



PrivatBank card: 5168742216368088 Vitaliy Deynega



Wire transfers from abroad



Become a donor of Come Back Alive in Ukraine and from abroad

Wire transfers: Beneficiary: International Charitable Foundation "Come Back Alive" IBAN: UA22322669000026007300905964 USREOU code: 39696398 Payment purpose: Charitable support for the military