BUSINESS IN BELARUS

RECIPE BOOK

SO SUCCESSFUL
THAT IT WILL
MAKE YOU
LONG FOR MORE

The origins of Belarusian cuisine go back deep into the history of the Grand Duchy of Lithuania. It was then that noble and royal cuisine was formed. The Grand Duchy of Lithuania had a lot of nobility; in some regions of Belarus they accounted for 20% of the total population. It was a huge number of people who adhered to a certain food culture.

The National Agency of Investment and Privatization is pleased to announce the publication of its new *Business in Belarus: Recipe Book* from the top managers of leading foreign investing companies operating in Belarus.

Beginning a business in a new country is much more complicated than just whipping up a quick omelet. It can be compared with making a soufflé — unpredictable, exhilarating and with fantastic rewards if you cook it right. But how can you avoid getting your fingers burned when starting a new business?

In this book you can find true stories of twelve entrepreneurs who have grasped the opportunity for growth by setting up their own profitable businesses in Belarus. The businesspeople give their advice and share with the reader their secret recipes for how to implement your ideas, have a good start, gain confidence and make a profit.

Belarus is becoming a promising investment platform for building and expanding international business today. This is the reason why thousands of foreign companies have located in Belarus, and continue to expand and invest actively in the region.

Foreign companies do not just do business in Belarus, but also try to understand how people live, what they want and dream about in order to offer them something new and special. Belarus has its own unique history, culture, and of course cuisine, which we are trying to preserve and develop.

Being very busy people, entrepreneurs naturally spend almost all the time running their companies, but apparently they do a little cooking as well. In the book the businesspeople share with us recipes for their favorite Belarusian dishes that they have discovered and fallen in love with.

Belarusian cuisine has absorbed the tastes of our ancestors and the magnanimity of the Belarusian people. It reached its real zenith in the epoch of the Grand Duchy of Lithuania between the thirteenth and fifteenth centuries. It was a powerful state which included the lands of modern Belarus, Lithuania and Kyiv, Chernihiv, and Volhynia regions of Ukraine together with western Russia, stretching from the Baltic to the Black Sea. The Grand Duchy played a major role in European politics. The Belarusian lands were the territorial core of the state and provided the foundations for its power, and the Old Belarusian language was the official language and a means of communication between people of different nationalities. In Belarus, there were kings and dukes, and great magnates such as the Radzivil (Radziwiłł) and the Sapieha families, who could easily afford royal food. These famous powerful clans owned real estate in many countries and traveled a lot. They always brought something new from their journeys, including culinary novelties. Some historians believed that all advanced ideas had first appeared in Belarus, and then later reached the neighbors. Few people know that for a while the best European chefs worked for the Radzivil family. It is not surprising that the French and Italians "borrowed" from the Belarusians some recipes for delicious dishes.

We invite you to explore the book and get acquainted with the culture and traditions of the Belarusian people by tasting our delicious national dishes, which are imbued with the spirit of various historical epochs. Try to cook them together with the leading business-people that have been working in Belarus for many years and look closely how Belarus with its investment opportunities can be the key ingredient of your company's recipe for success.

Welcome to Belarus!

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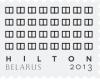




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NIKOLAJUS IVANOVAS, DIRECTOR OF VMG INDUSTRY FLLC



The stable political situation and diligence of the Belarusians are evidence that you can implement any ideas here.

VMG Industry FLLC in Mahilioù is one of the largest investment projects of VMG International Holding. We have been operating in Belarus since 2012 and today, our company employs more than 1,200 people. Business in Belarus in the field of woodworking has become a profitable investment, enabling us to expand the activities of our company and to find new customers outside our home country. We have our own recipe for doing business, just as every housewife has her own special cooking recipe.

Belarus is one of the leading top ten forest countries of Europe. Today, almost 40% of its territory is covered by forests. When choosing a country to expand our business, we took into consideration the fact that apart from the availability of raw materials Belarus offers additional attractive factors to foreign investors. Among them are relatively cheap labor force and, of course, the opportunity to operate on special preferential terms with a number of duty and tax privileges within the framework of the free economic zones.

A stable political situation in Belarus, combined with the diligence of the Belarusians is evidence that here you can implement any ideas. Moreover, the absence of a language barrier and the similar mentality create a real formula for success. All those factors predetermined our decision to choose Belarus as a destination for business.

Someone begins to cook a specialty with ready-made dough, while we start from the very beginning, taking unprocessed wood and running all processing stages at the factory. In order to make your dish tasty and healthy, you should not just follow the recipe, but do it with feeling. The same happens in our company — whether it is the production of furniture, layer glued articles for furniture or particle board — we put our hearts in work and always follow the rules. Our rules are clear. Firstly, we follow the international quality standards. Secondly, our company respects the country that provides us with excellent opportunities by complying with the laws and requirements of the Republic of Belarus. If you follow these requirements and do your best, your business will definitely be a huge success.

Lithuania and Belarus have not only common business interests, but also a millennial shared history of the Grand Duchy of Lithuania. Therefore, our countries have common culinary traditions. The most famous national dish in Lithuania is *cepelinai*, and in Belarus it is called *kliocki*. Try them, for they will make your mouth water.



VMG Industry Foreign Limited Liability Company is a subsidiary of VMG Woodworking Holding with its headquarters in Klaipeda (Lithuania). VMG Holding includes several enterprises on the territory of the Republic of Lithuania, in Belarus and Ukraine. It is one of the largest manufacturers and exporters of furniture, layer glued articles for furniture and particle boards. VMG Industry FLLC is a resident of Mahilioŭ Free Economic Zone.

KLIOCKI

It is most likely that *kliocki* appeared simultaneously in several places and among different nations, so it is difficult to single out one definitive place of origin. *Kliocki* are cooked almost everywhere, they just differ in the ingredients and technology.

What can be said with certainty is that the Belarusians have succeeded more than others in the art of making potato *kliocki*. They are cooked in all areas of the country, where they can be stuffed with pork, bacon, sauerkraut, cottage cheese or apples, usually garnished with fried mushrooms and onions or sour cream, and served as a main dish or a side dish. They are certainly very delicious and nourishing.

As potato *kliocki* are an old dish, they have a long history and their own legends. Belarusian *kliocki* became the hero of a miraculous rescue when an ancient town was besieged by enemy. Despite the siege, women kept on doing their domestic chores, including cooking. A woman saw an enemy soldier spying through the window and in a blaze of anger she threw what was ready to hand at him; it turned out to be a *kliocka*. When the spy returned to his camp to report on the situation in the beleaguered town, he told his generals that it had large food stocks and that its people shot *kliocki*. Consequently, the siege was lifted, and the town was saved.

Ingredients

5-6 potatoes, peeled
1 egg
3 tbsp wheat flour
1 large onion
100g bacon or brisket

Potatoes only need a few ingredients to be transformed into delicious warming kliocki.

- 1. Grate half of the potatoes and drain. Boil the remaining potatoes, then mince them.
- 2. Combine the two halves of potatoes and add the egg, flour, salt, and remaining potato starch from the potato juice, and mix well. Roll the potato mixture into small balls with lightly floured hands. Cook the kliocki in boiling salted water for 5 to
- 10 minutes, or until they rise to the surface.
- For the dipping sauce, chop the onion and bacon. Fry the bacon to dissolve grease, then add the onion and cook until brown and softened.
- 4. Place the kliocki on serving plates, spoon over the sauce. Finish with sour cream if desired.





IGOR KOBZEV,

DEPUTY HEAD OF THE REPRESENTATIVE OFFICE OF AUGUST-BEL IN BELARUS

When choosing a site for our business expansion, we compared offers from many different countries and decided that Belarus was the best option for us. It has an attractive environment for foreign investors, primarily for production and export, tax and customs benefits, attractive natural and human resources. We can also observe that the mechanisms to support the priority sectors of the economy and infrastructure of the regions are constantly improving, and the attractiveness of Belarus for business is growing day by day.

The terms and conditions for investors are so comfortable in Belarus that a new production company is usually created in the minimum time frame. For example, our new factory in Puchavičy district was built very quickly — the construction began in 2008, and the first starting complex was put into operation in June 2009. The authorities gave us all kinds of assistance in obtaining the permits for the construction promptly and launching the project.

We largely owe our success to our highly qualified specialists. The personnel play a significant role in business, being a very important and valuable asset. I am proud that we have managed to create a team of professionals who know and love their job.

Our products enable agricultural producers to yield good crops, which means that the Belarusians will always have high-quality products in abundance. No lunch is complete without soup. In our factory cafe, where the employees and company guests can have a free lunch, the most popular dish is beetroot soup. You must try it when you come to Belarus. It is so finger-licking good that you will feel like eating it again and again!



CJSC August-Bel is the most modern producer of chemical crop protection products in Belarus, which has been successfully operating in the market for seven years. The plant produces chemical agents of herbicides, fungicides, seed protectants and insecticides. The first phase of the plant was launched by Russian company August in 2009. The product range includes more than sixty types of high-quality and technologically advanced products.

BEETROOT SOUP

Cold soup recipes appeared a long time ago. Beetroot soup, *okroshka* and sorrel soup are related to cold soups, traditionally served on hot summer days, when refreshing food is particularly relevant.

Beetroot soup got its name from its main ingredient. It is typical of the Belarusians to call dishes by the name of their main ingredient or preparation method. For example, the word *draniki* (more familiar to foreign guests as potato pancakes) derived from the preparation method, i.e. grating potatoes, and sorrel soup got its name from the compulsory ingredient of this soup — sorrel.

The Slavs began to eat beets with the advent of Christianity from the Byzantine Empire. They spread quickly and became one of the most favorite and popular vegetables. There are a lot of tasty dishes that can be cooked with beets, for example, a very popular soup called baćvińnik is made from young beet leaves and sprouts. There are also baked stuffed beets and all kinds of salads and snacks, including the well-known beetroot salad called vinaigrette.

The Belarusians make beet kvass, beet jam, beet candies, and even homemade beet sugar. The recipes can be found in old cookbooks. Wonderfully refreshing cold beetroot soup is very appealing in the summer. It can be prepared on the basis of beet kvass, or boiled beets.

Every region of Belarus can boast of its own special recipe for this dish, but here is the most popular and common one.

Ingredients

зl	iters	water
3 -		small raw beetroots
1		lemon, juice only
3		eggs
2		small fresh cucumbers
1 b	unch	green onions
1 t	bsp	sugar
		salt, to taste

To serve

sour cream parsley

- Cut out three small sheets of kitchen foil and fold the foil carefully around the beets. Preheat the oven and bake the beetroots until softened.
- Peel the baked beetroots and grate them.Cover with boiling water and set aside to cool.
- 3. Boil the eggs, then cut two of them. Chop

- finely the cucumbers and the spring onions.
- 4. Add the lemon juice, sugar, salt, eggs, cucumbers, onions into the cooled beet broth and slightly mix all the ingredients.
- 5. Divide the broth between serving bowls, add the sour cream and top with the boiled egg halves and chopped parsley.





Belarus is an invaluable asset for business and a guaranty of commercial success. It is the country to invest in and to make money in.

JLLC Game Stream (Wargaming-Belarus) is an unusual phenomenon in the Belarusian economy. We have made remarkable progress from a small enterprise to international recognition without any significant support or third-party financing, just thanks to our own efforts, talent, professionalism, and our ideas. Today, Game Stream has more than 2,200 employees. They are young, ambitious and educated people, who create the world's best computer products.

What is our secret? There is no secret. The "recipe" for running the company is actually quite simple. The first important thing is to do what you like doing, otherwise do not even start. It is extremely important to be engaged in what you are really interested in. We have devoted ourselves to things that we love, even though at first we did not think it would be a commercial success.

Secondly, it is crucial to create a team of like-minded people devoted to the business. We are a company of amazing people dedicated to our common idea which unites us. We trust and support each other day by day. The main value of our business is people working here, so we have created maximum comfortable conditions and a special atmosphere of creativity to build a strong team of talented people. We do not bother them, just let our team do their best.

You should also choose the right financial model and rely on your own assets without attracting external funds. We did not take out any loans, nor did we sell a share of the business. It may have been very difficult, but it taught us how to use money and strike a balance between what we can afford and what we need.

Remember to diversify your activities. Harmonious diversification of your business will make it as stable as possible and optimize the existing risks. Besides, try to become part of global economic processes, as it offers various advantages, such as international integration, mutual cooperation and partnership, and access to international markets. Last but not least, do not forget to work hard, be persistent and patient, and this strategy will soon yield a good result. Today, Belarus has created all the necessary conditions for running an efficient and successful business. The Belarusian government actively promotes the development of IT-sphere, which has led to the creation of the High-Tech Park, of which our company is a resident.

Moreover, Belarus has a unique combination of stability, diligence, tolerance and professional skills. Belarus is an invaluable asset for business and a guaranty of commercial success, it is the country to invest in and make money in. However, I think there is no universal recipe for success. Take all the above mentioned essential ingredients and create the best things, otherwise do not do it at all!

The best way to understand the Belarusian nation and its old culture is to get acquainted with its history and culinary traditions. I recommend trying *kulaha*. Cooking it looks like magic, and it does not only taste delicious, but also stimulates creativity, thanks to special enzymes produced in the cooking process. You don't believe me? Try it and see for yourself.



JLLC Game Stream was founded in 2005 to develop intelligent systems software. The company, also known as a famous game developer, has created a lot of bright and unique computer games. In 2009, the company created ORDER OF WAR computer game, which was released by the largest Japanese company Square Enix, and was named Best Strategy Game GDC 2009. At the moment, the studio continues working on WORLD OF TANKS (the game set the Guinness World Record for Most Players Online Simultaneously in 2011 and 2013, also was awarded twice the Golden Joystick, one of the most prestigious and oldest gaming awards).



BERRY KULAHA

Ingredients

300g fresh or frozen strawberries, hulled and chopped

300ml ... water
50g rye flour
1 lemon, juice only
120g honey

30 ml cognac

To serve

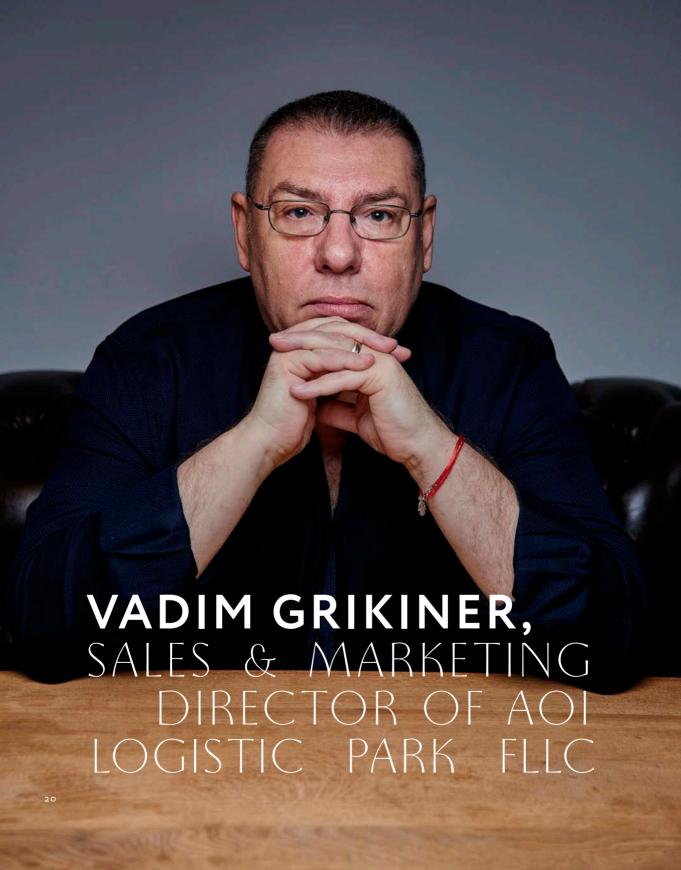
fresh mint leaves whipped cream extra strawberries, chopped *Kulaha* is an old Belarusian dessert which has been passed down from generation to generation.

Originally, *kulaha* was part of a ritual feast dedicated to pagan god Kupala, who was as important to the Slavs as Eros was to the Greeks. With the advent of Christianity, the accents of the feast changed, and a new word Jan was added to the god's name in honor of John the Baptist. Gradually, the ritualistic meaning of *kulaha* was lost and it became an ordinary but healthy dessert consisting of fresh ingredients, such as rye flour, berries and honey.

Here is the oldest recipe for *kulaha*. Put any berries (strawberries, blackberries, blueberries, blackcurrants, etc.) into a pot and cover them in cold water. Place the pot over the fire and boil for a few minutes until the berries are soft. Then add rye flour, keep stirring to avoid lumps, and simmer until thickened. Once cool to $30-40^{\circ}\text{C}$, add honey to taste.

The ancestors of modern Belarusians cooked *kulaha* following this old recipe, certainly in a pot and in a stove. However, Belarusian cuisine has changed and evolved over the centuries. Therefore, let us make this appetizing Belarusian dessert, but in a modern version.

- Heat a heavy-based frying pan and brown the rye flour in it.
- **2.** Place the strawberries into a blender and puree them until smooth.
- Mix half of the strawberry puree and the fried flour, then add water and, stirring continuously, bring to the boil.
- **4.** Once cool to 30–40°C, pour in the lemon juice and cognac, and add the remaining strawberry puree and honey. Blend well all the ingredients together.
- 5. Pour into glasses and cool.
- **6.** To serve, top each serving with whipped cream, mint leaves and pieces of fresh fruits.



Why Belarus? Being a center point of Europe at the crossroads connecting the East and the West, the North and the South, Belarus is strategically positioned to serve as a transit transport corridor between the EU and EAEU, Europe and Asia.

The main objective of our company is to create a modern logistics center, which is capable of providing a full range of services. The main idea of the logistics center is its multimodality; we aim to combine three modes of transport: aircraft, auto vehicles and railways. We have everything to implement this idea, because our site is in close proximity to the airport and the railway line.

The creation of the Customs Union and later the EAEU has opened up new prospects for the development of logistics, making the country attractive for logistics parks construction.

We at AOI Logistic Park feel that the same basic business rules apply in Belarus as everywhere throughout the world. In the twenty-first century, the level of globalization is so high that you are part of the world economy, whether you want it or not. That is why we use business recipes that have already proved themselves in our projects in other parts of Europe. However, just like in cooking, there is always a local flavor.

There are some simple ingredients that help us to create a successful business. First of all, it is knowledge of the product. We are intimately familiar with our project and remember its every detail, no matter how small and insignificant it may appear. It is very important to know the market. We are always aware of all new developments in our field by following the latest trends. We never stop educating ourselves, being prepared for each event. If there is anything we do not know, we hire the best consultants to perform the task.

AOI Logistic Park is a close-knit team. We have created a team of the best professionals who work together as one. We believe in what we do and love our job. Even if we make mistakes, it never means failure, but always a lesson. The trick is to learn from mistakes as much as from success.

I am absolutely sure that in order to be the best in your field, it is important to be aware of how your competitors are doing business. We monitor it and know exactly which direction to choose, so that we stay ahead. We always do our homework and plan all our actions in advance, as good strategic management is essential for long-term business success.

And there is one more thing that the CEO of Virgin Richard Branson called a secret ingredient and that may be even more important for any recipe to come out just right. He advised, "Happiness is the secret ingredient of successful businesses. If you have a happy company, it will be invincible." We definitely agree with it.

It is unlikely that there is anyone who has visited Belarus, whether on a business trip or vacation, and resisted the temptation to bring back home something with national flavor. Belarusian national alcoholic and non-alcoholic beverages, well-known for many centuries in our country with a rich culinary heritage, may be good souvenirs from Belarus. I recommend paying special attention to an interesting drink called *krambambulia* and its old recipe.

BELARUS 2009 AOI-LOGISTIC

AOI Logistic Park FLLC is a real estate development company, registered in Minsk FEZ in 2009. AOI Logistic Park is engaged in the construction of a multimodal logistics park with an area of 79 hectares, adjacent to Minsk National Airport. The founders of the company are the Belgian company Antwerpse Ontwikkelings-en Investiringsmaatshappij NV and the Lithuanian company UAB Euroturtas.

KRAMBAMBULIA

Apart from national dishes, each country has its own national drink. In Belarus it is *krambambulia*, which was very popular and loved in the past. Nowadays, *krambambulia* retains its popularity, especially with numerous guests of Belarus.

Krambambulia is a liqueur based on vodka or alcohol with honey and spices. Alcohol strength varies from 20 to 40% by volume.

There are two opposing versions of the origin of *krambambulia*. Some researchers believe that it is a traditional Belarusian drink, which has been widely consumed since the eighteenth century. There are several arguments to support this idea. First of all, sustainable spices supply chains were developed, because there couldn't be real *krambambulia* without spices, and secondly, the Belarusians did not use to drink straight vodka, preferring various fruit liqueurs and tinctures, such as *krambambulia*.

However, there are other experts who say that *krambambulia* received its name from the German cherry liqueur called Krambambuli, which was produced in Danzig. Students were fond of that drink, and gradually it became a household name. As a result, practically all strong drinks were called Krambambuli. The popularity of the word was also associated with *Der Krambambulist*, a famous students' song that was published in Halle in 1745 by privy councilor Christoph Friedrich. In the nineteenth century it was translated into Russian by Nikolay Yazykov.

This wonderful drink is surprisingly easy to prepare at home. There are several ways of making *krambambulia*, so let us choose the definitive recipe for classical old *krambambulia*.

Ingredients

- 1. In a saucepan, mix half of the vodka and water. Add the spices and the orange peels, place the saucepan on the stove and bring to the boil, then on a lower heat, cook for 5 minutes.
- 2. Remove from the stove. Once cooled to 30°C, add the honey and the remaining vodka. Cover and leave to infuse at room temperature, then filter the liquid through clean muslin.
- **3.** Krambambulia is ready.









The reason why we decided to start our investment project in Belarus is an opportunity to become the pioneer in this market.

Galleria Minsk is a landmark project for the city and the whole country. It is an ultra-modern shopping and entertainment center, which is located in the heart of the capital, in the historical, cultural and business center of the city — in Pieramožcaŭ Avenue, one of the main thoroughfares in Minsk.

Galleria Minsk will be unique not only because of its architectural and design solutions that can rank among the top ten facilities in Eastern Europe, but also due to the new brands which will enter the Belarusian market when Galleria opens.

Given the uniqueness of its location, architectural and engineering solutions, Galleria Minsk can be considered the city's hallmark. It makes me very happy that it is our company that is implementing such a remarkable project in Belarus.

The reason why we decided to start our investment project in Belarus is an opportunity to become the pioneer in this market. I am very pleased that our company happens to be the first to work on such a unique project, which has no equals in Belarus.

In order to realize our ambitious plans, we entered into an investment agreement with Minsk City Executive Committee, which enabled us to minimize the costs at the initial stage and at the same time receive preferential terms and incentives for the investment project.

From the very beginning of the design process, the company paid particular attention not only to modern approaches and technologies of construction, but also the choice of the best designers, planners and builders.

Furthermore, in order to succeed in business, especially if it is related to mass consumption, you should know the market, but most importantly, you should approach the needs of the final consumers with reverence.

These are the main ingredients of our company's success.

Welcome to our complex in the historical center of Minsk and be sure to try a delicious royal dessert called *archas*. You will certainly like this delicacy as much as famous Belarusian dukes did and you will feel like a true king or queen.



Galleria Concept JLLC is an organization created to implement the investment project on the construction of Galleria Minsk, one of the largest multifunctional shopping and leisure centers in Belarus, which includes a hotel of the world's most famous hotel operator, the Hilton.

ARCHAS

In the past there were no cakes, candies, ice cream or other delicacies, but life was still rather "sweet", with honey, homemade sugar, jam and various berry and fruit desserts as the main sweet dishes. There were also numerous dessert recipes based on milk and milk products. One of these is *archas*. It is a dessert that looks like delicate cottage cheese and is usually served with whipped cream, cinnamon and raisins. This rich dessert has been popular since the seventeenth century.

Jan Sabieski (John III Sobieski, Jan III Sobieski), King of Poland and Grand Duke of Lithuania (1674-1696), liked archas so much that he often ordered his cook to prepare this delicacy for him and his beloved wife. The love story of Jan Sabieski and Marie Casimire d'Arquien, also known as Marysieńka, lent some romantic glamor to the dish. She was a poor French foster child of the Polish Queen, but Marie Casimire was in the flower of her beauty at the court. Jan was twelve years older than Marie and was already a famous politician when they first met. However, despite their mutual attraction, they could not be together. She married another man, but was fairly unhappy. Marie and Jan had been in correspondence for some time, when the letters gradually became warmer and deeper and in 1661 they secretly declared their love for each other. Three years later, Jan's mother, who was against their marriage, and Marie's husband died. Marie and Jan were meant for each other, and in 1665 they got married. In 1674, Jan III Sabieski became the King of Poland and Grand Duke of Lithuania. Despite all the hardships, Marie and Jan maintained their lifelong love for each other.

Ingredients

1 liter.... milk200ml... ryazhenka150g..... sour cream

4 eggs
150g . . . sugar

To serve

whipped cream ground cinnamon

Archas is easy to cook, as it requires only patience, accuracy and, of course, love.

- Separate the egg yolks from the egg whites. In a separate bowl, cool and whisk the egg whites. Beat the egg yolks and the sugar together until creamy.
- 2. Pour the milk into a saucepan, add the sour cream and mix well. Then gently fold into the whipped yolks and whites. Place on the
- stove and on a low heat, stirring constantly, and bring to the boil, until the milk curdles.
- Pour the mixture into a linen napkin, tie and hang up it in a cool place to drain well and chill.
- 4. Transfer to pretty little dessert glasses.
 Serve with the whipped cream and a dusting of cinnamon.





Belarus is distinguished by many opportunities that are exceptionally favorable for investors.

Kapsch CarrierCom offers a fully integrated solution for landline, mobile and cable network operators, as well as for energy supply companies. Kapsch CarrierCom helps carriers around the world equip, virtualize and future-proof their networks.

Kapsch CarrierCom has built, integrated and optimized carrier-grade networks for some of the world's largest operators, including Telekom Austria Group in the CEE region, Orange and Bouygues in France and Chunghwa Telecom in Taiwan. We were also responsible for the digitalization of fixed networks in Austria. Moreover, the company expanded into providing the first mobile networks/GSM in Europe.

Belarus is of great importance for us. We believe that the environment for business development in Belarus is extremely favorable, with great demand for our services due to technology — this gives us hope for a favorable market situation and a steady pace of business development.

Belarus is distinguished by many solutions that are exceptionally favorable for investors.

A range of services provided by Kapsch CarrierCom helps its clients achieve a leadership position among competitors.

I would like to point out that we protect our client's technology investments by ensuring that all products and solutions fully meet the latest industry standards; thus, our engineers hold national and international certifications. We test, stage and approve all of our clients' solutions in our state-of-the-art lab before they are deployed in the live environment.

Market focus, competences, global presence and solutions are our fundamental principles for business success.

The Kapsch Group conducts various activities. Just like in cooking, we prefer combining a variety of ingredients. Enjoy one of the delicious dishes of Belarusian cuisine — *tarkavanka*, which is a wonderful combination of what seems at first glance incompatible — potatoes and apples. Its delicate flavor and aroma will make all hearts warm.



Kapsch CarrierCom is a leading global manufacturer, systems integrator and supplier of end-toend telematics and telecommunications solutions. The company offers innovative, business and mission-critical solutions for rail and urban public transport operators, carrier networks and energy supply companies. With nine research and development centers in Europe and Asia, Kapsch CarrierCom is constantly pushing the boundaries of technology. In addition, the company works with an ecosystem of strategic partners to maximize value for clients and help them increase their business success. The company has more than 790 employees in 23 countries around the world.

TARKAVANKA

For the past two hundred years potatoes have become so popular in Belarus that now they are called "second bread". Belarusian cuisine takes pride in the variety of dishes made from potatoes.

A special potato mixture is used for cooking *tarkavanka*. It is a combination of finely grated potatoes and their extract. This potato mixture is also used for *draniki*, or potato pancakes. The method of processing potatoes derives from the Belarusian word *tarka*, which means "grater".

Tarkavanka has a delicate taste and aroma. The recipe always includes apples. You don't need to be afraid of this combination. Apples in Belarusian cuisine can be used for making both desserts and main courses. They can taste sweet when they baked with honey or in apple pies, or they can taste salty and sour when pickled or used to garnish poultry, meat and fish.

Tarkavanka is easier to make than you may think. The best way is to bake it in a pot, but modern versions of cooking tarkavanka in molds are also possible. According to its true connoisseurs, in order to enjoy the unique taste, it is best to eat tarkavanka with milk.

Ingredients

6-8 potatoes, peeled
60g butter
1 onion
100g ... raisins
2 fresh apples, peeled
salt
ground black pepper

Here is a classical recipe for a tender and juicy tarkavanka. For this recipe, you will need a clay pot.

Preparation method

- Chop the onion and fry it in butter. Cut the apples into thin slices. Plump the raisins by soaking them in boiling water.
- 2. Finely grate the potatoes, add the salt, pepper, fried onion, apples and raisins.

Mix well all the ingredients.

3. Preheat the oven to 180°C. Oil the pot and put the prepared mixture into it. Bake for an hour, checking after 10 minutes, turning occasionally, until cooked through. Serve warm.





The developing pharmaceutical market of the Customs Union and state support for the industry were decisive factors in choosing the country to set up our business.

Farmland was one of the first pharmaceutical companies in Belarus with foreign investment. It was organized on the basis of the existing Niaśviž Pharmaceutical Plant in 1998. Being the first presupposes a lot of responsibility, but we have never been afraid to progress and open up new vistas. Today, Pharmland holds the leading position in the domestic pharmaceutical market.

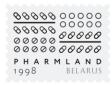
It is no secret that success of any business is largely determined by the right choice of the future market to operate in. The developing pharmaceutical market in the Customs Union and state support for the industry were decisive factors in choosing the country to set up our business. Over the years of successful performance we have been convinced that investing in Belarus was the right choice.

The Belarusian pharmaceutical market is very promising, with a large capacity and potential for growth. The government of Belarus has been actively working on creating conducive conditions for the development of the country's pharmaceutical industry.

Pharmacological companies receive a variety of preferences from the state, such as an exemption from import duties and VAT on technological equipment and components, and allocation of budgetary funds for license acquisition for drugs to treat socially important diseases, as well as the development of new medicines and product promotion in foreign markets. All of these factors certainly have a positive impact on our company's activities.

The company itself is primarily the people who work for it. There is a saying: "Personnel make all the difference." It is true. From this point of view, Belarus has a real advantage over many other countries. Highly qualified employees work for our company and we pay a lot of attention to their training and motivation. I sincerely believe that Pharmland owes its success to the high professionalism of its team, where each member cares for human health and life.

May you always enjoy good health! It requires doing sports, leading a healthy lifestyle and... drinking oatmeal $kisie\ell$! It is not only delicious but also very wholesome.



Established in 1998, Belarus-Dutch joint venture Pharmland LLC is one of the major private pharmaceutical companies in Belarus. The company is engaged in pharmaceutical development and production of finished dosage forms, manufacturing more than 150 kinds of medicines.

OATMEAL KISIEĹ

A highly treasured dish of Belarusian cuisine, oatmeal $kisie\ell$ is an elixir of beauty, health and longevity. It was a compulsory dish of any menu for special occasions, regardless of wealth or status. $Kisie\ell$ was respected by all, the rich and the poor alike.

Oatmeal *kisiel* is very good for health and is prepared on the basis of oat sourdough, which is obtained by fermentation of oats with all the intensive health properties of this cereal. Eating oatmeal *kisiel* on an empty stomach in the morning helps to relax the bowels, improve digestion and metabolism, in a week it will definitely result in fresh complexion and increased energy level.

Traditionally, freshly prepared kisiel was served cool and eaten like a jelly with honey, fresh berries, cream or milk. The ancestors of modern Belarusians also ate kisiel with sweet compote called uzvar, prepared without sugar, with dried pears giving it a sweet taste. In the modern version, it is advised to make an oatmeal cocktail to serve as a drink in pretty small dessert bowls or martini glasses.

Ingredients

300 g ... oatmeal
3 liters ... water
1 liter ... cream
300 g ... honey
5 g ground cinnamon

To serve

fresh mint leaves bearberries

- 1. Grind the oatmeal, then cover with hot water (not more than 60°C) and leave it to turn sour in a dark place for several days. When a pleasant slightly sour smell appears, it means the sourdough is ready.
- 2. Pass the sourdough through a sieve or muslin cloth. Remove the oil-cake, pour the remaining liquid into a big saucepan and place on the stove. Bring to the boil
- on a low heat, gently stirring.
- 3. Cool the kisiel to 30°C, then add the honey, cream, and cinnamon and blend well. If necessary, add some water, mixing to the consistency of yogurt. Set aside in the fridge to chill the kisiel well.
- 4. To serve, pour into dessert bowls or glasses, finish with the fresh mint leaves and several bearberries.





SERGEY KOSTYUCHENKO,

CHAIRMAN OF THE BOARD OF PRIORBANK, RAIFFEISEN BANK INTERNATIONAL AG*

I have been managing Priorbank since 1990 and I can point out that the Bank has been consistently showing positive financial performance, gaining traction, expanding its loan portfolio and increasing its investments in the Belarusian economy.

Raiffeisen Bank consciously came to Belarus as an investor and experience shows that due to the country's potential we are here for a long time. I can say with certainty that Belarus possesses a comfortable investment climate with relatively low competition. This is clearly evident from the success of our Austrian stockholder, the RZB Group. For all the thirteen years of operation in the Belarusian market Raiffeisen has been receiving a steady income. Moreover, Priorbank is by many indicators the most efficient bank in the Group. There is a simple explanation for it.

I mean European technologies and an approach to doing business that fits perfectly into the transparent "rules of the game" created for business in Belarus. Furthermore, our human resources, with the high operational discipline and professionalism of our Belarusian management, ensure excellent performance.

The advantage of Belarus for foreign businesses is a developed legal framework that gives certain preferences for investors. The vector chosen for the development of the country's economy enables us to make accurate predictions, reduce risks and plan further development of the business.

I think that the formula for a successful business in Belarus is the ability to manage properly all the opportunities that the country offers.

I believe that even the most daring business project can begin to "sparkle" with prospects like a delicious dish with a harmonious taste.

As for my business recipe, first and foremost, it includes love for the business, passion and fervor.

If you ask me about my favorite dish, I will undoubtedly say it is *varenyky*. Why so? The answer is quite simple. It is like in business — first of all, you need to make an effort, be a bit persistent, add love and patience to cook *varenyky*, and in the end you get an unusually delicious dish.



Priorbank OJSC is a subsidiary of Raiffeisen Bank International AG. which owns 87.74% of stocks. Priorbank ranks as a systemically important financial institution of Belarus. The Bank is a market leader in the field of financial innovation. It was one of the founders of the national card system BELKART. The Bank initiated the integration of modern developments in the field of cashless settlements and electronic banking systems into the Belarusian banking sector. It was the first bank in the country that issued international plastic cards Visa and MasterCard. The Bank was repeatedly named the Bank of the Year according to the ratings of such influential journals as The Banker, Euromoney, and EMEA Finance.

Raiffeisen Bank International AG is a leading corporate and investment bank in the financial markets of Austria and Central and Eastern Europe, which operates an extensive network of subsidiary banks, leasing companies and a range of providers of other specialized financial services.





VARENYKY

Ingredients For the dough

200 g semi-fat cottage cheese

200 g sour cream 3 eggs

1 kg wheat flour1 tbsp . . . sugar

1/3 tsp .. salt

For the filling

fresh or frozen cherries, stones removed sugar ground cinnamon

For the sour cream sauce

3g gelatin
1 glass .. water
500g sour cream
sugar

ground vanilla

Belarusian cuisine has developed through centuries, with its roots stretching to antiquity. It is very varied and shares its origins with the culinary traditions of other Eastern and Northern European nations. Belarusian cuisine is very close to Lithuanian and Polish, with traces of Russian, Ukrainian, German, Italian, and French influences. However, it does not mean that Belarusian food cannot be considered authentic. On the contrary, the ancestors of modern Belarusians just borrowed the best ideas from their neighbors and adapted them to meet their own preferences.

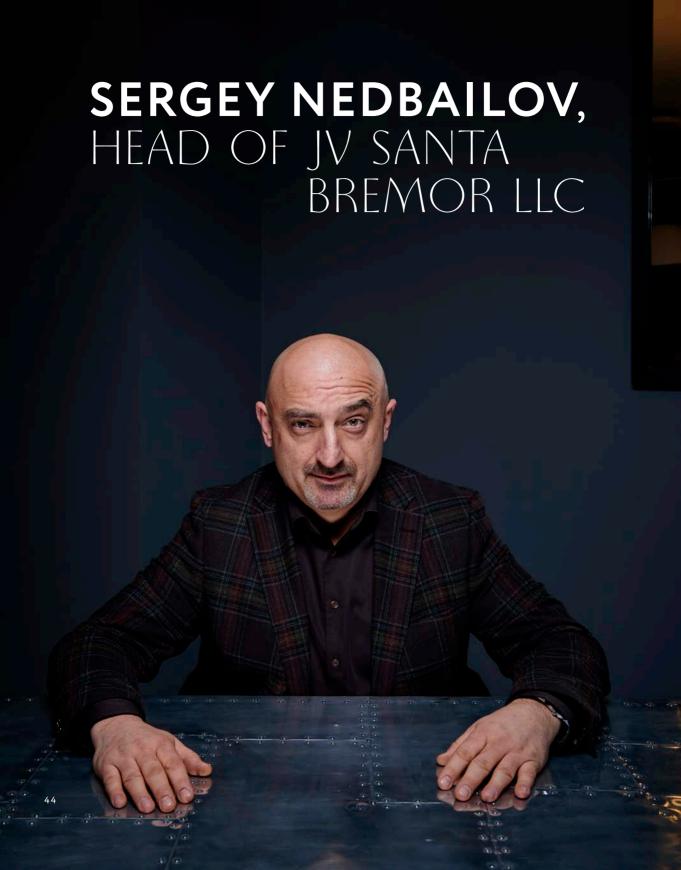
For example, *varenyky* were traditionally thought to be a Ukrainian dish; however, they were borrowed from the Turks and slightly modified. *Varenyky* have never been considered traditional Belarusian food, but at the same time they have always enjoyed great popularity throughout the country. Belarusians have their native dishes of dough stuffed inside, such as *kaldyny* and *pieliuchi*. These dishes have savory fillings of mushrooms, fish, meat or vegetables. The Belarusians like *varenyky* as a sweet dish, with sweet fillings, such as cottage cheese, fresh berries or jam.

Varenyky is an easy make-ahead dish. They can be frozen to be cooked when needed — just put the frozen varenyky into boiling water to make this attractive time-saving dish. However, the main reason to cook this warming and ultimate comfort food is its delicious taste.

- Combine the flour, cottage cheese, sour cream, two eggs, sugar and salt in a large mixing bowl and mix to make soft dough, then set aside in the fridge to cool for 30 minutes.
- 2. For the filling, mix the cherries, cinnamon and sugar.
- 3. For the sour cream sauce, soak the gelatin in warm water and bring to the boil. Add the sugar, sour cream, vanilla. Mix well and then leave the sauce to cool.
- 4. Roll out the dough, and brush it with

- the remaining beaten egg to glaze. Using the cookie cutter of your choice, cut out 8 to 16 circles (depending on the size of the cutter). Place the berry filling in the center of each circle, fold in two, flour and join the ends to stick together.
- Bring a large pan of salted water to the boil, add the prepared varenyky and cook for 5 to 7 minutes.
- **6.** Arrange the *varenyky* on a warm serving dish, pour the sour cream sauce over it and serve immediately.





Belarus is a growing and emerging market with free niches for capital investment, a high level of investment protection, and preferences given to investors.

The history of our company began on March 30, 1998, when the Belarusian–German joint venture Santa Bremor Limited Liability Company was registered as a resident of Brest Free Economic Zone. The first product that established us as a manufacturer was Matias herring fillets in vacuum packaging. It was a completely new, innovative product that we introduced to Belarusian customers. However, in order to develop successfully, it is necessary not just to succeed only once, but to strengthen your position. An important step and an important milestone in the company's development was the creation of a legendary product — capelin roe in sauce Ikra No. 1 in 2002. Santa Bremor introduced a new product category of "capelin roe in sauce" in the market, and currently remains its leader.

Any product can be sold once, but if you want to gain customer loyalty, your must offer tasty and high-quality products. The understanding of these two factors is one of the main components of success in the food business. We are constantly expanding our product range, spare no expenses on development and always invest in modern production equipment. The key features of the company are innovative products and new technologies; these are the things that have enabled us to earn our credibility.

Belarus is a growing and emerging market with free niches for capital investment, a high level of investment protection, and preferences given to investors. We have achieved truly impressive results, growing from a small regional enterprise into a real industrial giant, and we keep on moving forward. Today, the company exports its products to thirty countries. I believe that the secret of successful business is not to fear to be the pioneer, although sometimes it can be the toughest way.

Another strong argument in favor of investing into Belarus is its hard-working, clear-thinking and honest people who are a key driver of a company's growth. Innovation, taste and quality, new technologies and, of course, the team of professionals are the main ingredients of the recipe for Santa Bremor's success. It is crucial to have all the ingredients complementing each other to make your business successful.

As the history of Santa Bremor is intimately connected with herring, our company practices a special attitude to this product, so I would like to share with you my favorite recipe for cooking herring with beetroot and potatoes. Try it and you will definitely like it.



The Belarusian-German joint venture Santa Bremor Limited Liability Company is one of the largest manufacturers of food products in Eastern Europe, the world leader in caviar processing (capelin, herring, cod, pollack, flying fish, pink salmon, and salmon roe). Santa Bremor is one of the best sellers of readyto-eat fish and seafood in Russia, the leading domestic manufacturer and the most recognizable fish food brand in Belarus. The brand portfolio includes more than fifteen trade names, such as Santa Bremor, Russian Sea, Matias, Ikra No. 1 and others. The company manufactures more than 900 products in eleven categories.

HERRING WITH BEETROOTS AND POTATOES

Herring as a vital foodstuff appeared thanks to the fisherman Willem Beykeltson from Bierflint, a village in Flanders. At first, people did not eat herring at all, and it was even considered inedible. Eventually, about six hundred years ago, an ordinary seaman Willem Beykeltson came up with an idea to clean, split and salt the fish into barrels right on board the ship. Salted herring gradually became a common dish in Holland.

That method of salting was very convenient for transportation and trade. As a result, salted herring soon appeared on the menu of the ancestors of modern Belarusians. It was imported from the Baltic Sea and the North Atlantic and was available to all social estates. Even the poor enjoyed herring; they usually made special gravy from herring brine. The recipe was simple: finely chopped onions, herring brine and sunflower oil were mixed; boiled potatoes or bread could be dipped into that herring gravy.

Herring was of particular importance not only on the menu of the Belarusians, but also for the Belarusian economy, as it was almost the main item of import between the sixteenth and eighteenth centuries. In the 1830s, after Belarus had been incorporated into the Russian Empire, herring was second only to French wines among the imported goods.

Nowadays herring retains its position as a strategic product in Belarus. It is on the menu for virtually every party or celebration.

Meanwhile, you can pickle herring at home, using a deliciously simple way to make it.

Ingredients

400 g... fresh herring fillet
1 tsp.... sugar
3 tsp.... sea salt
10..... allspice berries
1 tsp.... black peppercorns
1 tsp.... cloves
1 tsp.... coriander seeds
2 tsp.... vinegar
1 tsp.... mustard powder

To serve

2 large onions 350 ml ... water

> boiled potatoes and beets sunflower oil dill

- 1. Grate the onions, squeeze onion juice out of the onion purée. In a medium saucepan, mix the onion juice and water, then add the mustard, vinegar, sugar, salt and spices.
- 2. Place the marinade on the stove and bring to the boil. Reduce the heat and simmer gently for 5 minutes, stirring occasionally, then re-
- move from the stove. Once to cool, cover the herring fillets with the marinade. Set aside in the fridge to marinate well for 8 to 10 hours.
- 3. To serve, lay the herring in the center of a serving plate, and spoon the sunflower oil. Serve with boiled potatoes and beetroots, garnish with a sprig of fresh dill.





The fact that Henkel, one of the world's largest investors, has entered the Belarusian market means that the western partners are confident of the feasibility of their investments.

The strategy of any business is to find your niche in the market, arrange cost effective production and make money. The fact that Henkel, one of the world's largest investors, has entered the Belarusian market means that the western partners are confident of the feasibility of their investments. The country has everything for sustainable business development, such as transparency, consistency, stability, good infrastructure and excellent staff.

In 2003, I was able to explain to the German partners that the market size and local conditions required setting up production in Belarus, moving from import to local production, and using domestic raw materials. When we were considering the creation of a plant on the territory of Belarus, our annual sales were less than 1,000 tons.

Today, we manufacture about 60,000 tons of goods annually and in the next four or five years we plan to increase the amount to 100,000 tons. We organize the production step by step, and modernize our plant. Currently, we have six production lines, with only one final stage to complete before the plant is fully automated. We have significantly expanded our product range. We started from four products and now there are 160 of them.

There is very tough competition in the market for dry building mixes. Therefore, today we do not only have to manufacture the products, but also provide service. We supply our products with technical specifications and manuals. What we do helps us to increase our market share. A wide range of products, service and quality are the main criteria for the market. We keep the highest product quality standards, strictly following all the requirements.

The conditions for doing business in Belarus are improving. The state demonstrates the political will to develop private business. We feel this positive impact on our company. What is my recipe for doing business? It is rather simple. The activities of Henkel are based on the principles of quality and professionalism. These are the basic ingredients of our success.

It is a Belarusian tradition to give our guests a hospitable welcome. We always try to acquaint our foreign partners with Belarusian cuisine and its specialties. *Mačanka* is a true national dish. This is the very dish to surprise our guests. When you come to Belarus, do not miss the opportunity to taste *mačanka* and see how warm-hearted Belarusians are.



Henkel Bautechnik JLLC is a construction chemicals branch of Henkel Concern in Belarus. The company was established to set up the production of import-substituting goods in 2004. At present its market share is 25% of its segment in Belarus. Ceresit products manufactured in Belarus have been repeatedly winning awards as the best construction mixes in Belarus since 2006. Henkel Corporation is an international concern with a turnover of over 20 billion euros, which specializes in the production of detergents and cleaning products, building mixes and household adhesives, industrial technologies, cosmetics and perfumery. Henkel Enterprises are represented in 125 countries, with more than 200 plants currently operating worldwide.

MAČANKA WITH LAMB

Ingredients

200g ... rack of lamb

1 garlic clove

40ml ... white wine

15g flour

10g butter

50g fresh ceps, cut in long pieces

500ml ... milk salt ground white pepper sunflower oil

To serve

fresh herbs

spring fresh thyme

Belarusian cuisine is very diverse and has absorbed the best culinary traditions from many nations. However, there are many dishes that can certainly be considered purely native to Belarus. A good example of this is $ma\check{c}anka$ or, as it is sometimes called, makanka. It may require a certain amount of effort to explain to foreign guests what $ma\check{c}anka$ is, but it can be usually compared to a sauce or gravy. However, the European tradition to pour sauce over the dish did not catch on with the Belarusians. In Belarus, people prefer to dip something bigger into small but tasty relishes, rather than vice verse. At first it was bread, pancakes and then even potatoes.

There are numerous recipes for *mačanka*. Most typically, it is cooked with meat products, such as bacon, salo, sausages, ribs, with onions and white sauce. There are, however, other types of *mačanka*: with cheese and honey, poppy milk, eggs and bacon, with herring brine and even linseed.

Looking for an authentic Belarusian dish? Look no further! We will show you the way to cook hearty and delicious lamb *mačanka*.

- 1. Season the lamb well with salt and freshly ground white pepper. Heat a large frying pan and add the oil. Once hot, place the lamb, add the garlic and thyme and fry on all sides until golden brown on top. Pour in the white wine and cover the frying pan, warm for several minutes, and then remove from the heat.
- 2. Take the lamb out of the frying pan. Fry the
- ceps in the remaining oil and fat, add the butter and flour, pour in the wine, then milk, and stew until the mačanka thickens.
- 3. To serve, place the lamb in a warm bowl, pour in the hot mačanka, garnish with freshly chopped herbs and top each serving with several cranberries. Draniki, pancakes or other dishes to be dipped into are served separately.





It was sixteen years ago that EY (Ernst & Young) came to Belarus; since then, the company has proved that Belarus has plenty of talented and hardworking people who know how to work in a team.

EY (Ernst & Young) has become the leading assurance and advisory company in Belarus not because of sheer luck, a chancy set of circumstances or a lack of competition. EY's success comes from the contribution that each EY family member has been making every day over the last 160 years globally and sixteen years in Belarus to build a better working world.

Step by step, we were developing the country practice in line with the firm's motto: "Quality in Everything We Do". Our staff grew to 18 employees in five years and further to 50 specialists in 2010. Today, EY Belarus is the unquestioned leader in the country's professional services market, employing a total of 280 people.

But what does it take to deliver such impressive results? Just as any chef has his or her own secret how to make a dish unique and delicious, so does every successful company have its own recipe for success that is based on high expertise, passion, and strong commitment.

Success can be compared with pickles, one of the most favorite foods in Belarus. They may seem very simple at first glance, but you can't make pickles really delicious without a precise recipe, the right ingredients and mastery.

Universities are hothouses for growing future professionals who have varied skills and competences, goals and expectations. Fourth- and fifth-year students, as well as graduates join EY as interns and upon completion of their internship the best and brightest ones are offered permanent employment. Thus, we place our fresh and green staff in the EY pickling brine from the very beginning of their professional career, so that they can absorb our traditions and values. By doing this, we provide them with multiple opportunities for professional and personal growth and help them turn into professionals of high standing, who can deliver excellence anywhere.

Each newcomer is assigned a counselor, a mature and wise "cucumber" who has been working for our firm for seven to ten years, understands our priorities and knows the taste and value of success. Those who are young and green cannot jump out of the brine and have little choice but to be pickled properly.

The EY brine is primarily about the corporate culture, which is based on our values and main pillars, such as high expertise, exceptional client service, innovative approach, inclusive culture, professional development of our staff, social responsibility and mutually beneficial cooperation with governmental agencies.

For the majority of our staff EY is the first employer. Educating them from the very beginning has proved to be much more effective. No wonder that EY is the most attractive employer in the global professional services market, according to Universum rankings. Today, our office in Belarus employs the highest number of graduates with economic or accounting background and fluency in English. The EY family strives to attract, develop and inspire young talented people in order to grow future leaders to carry out our mission: "Building a Better Working World".



EY (Ernst & Young) is a global leader in assurance, tax, transaction and advisory services. EY today is an international organization with 212,000 professionals working at more than 720 offices in 150 countries.

EY has been operating in Belarus since 1994; the office was opened in 2000.



PICKLED CUCUMBERS

It is popularly believed that making pickled cucumbers is a purely Slavic tradition, but history suggests that the Greeks and the Romans were the first to do it. The ancient Romans and Greeks began to plant cucumbers in the days of Homer and beyond. The word "cucumber" in Greek means "unripe". The Romans planted them into wheeled pots that were rotated to follow the sun. Just for the record, a hangover recipe based on cucumber pickle was invented by the Romans, as it was their weakness after hearty feasts.

The Slavs borrowed that tradition from the Byzantine Empire with the advent of Christianity, when cucumbers were often planted by monks. According to another version, cucumbers came to Belarusian cuisine from the Tatars, who had cultivated the plant since the eleventh century. Archeological excavations and finds of cucumber seeds in the Volga River basin, where the Golden Horde was situated at the time, supported this claim. A century later, fresh, salted and vinegar-pickled cucumbers were already mentioned on the list of common products.

In the modern Belarusian culinary tradition, pickled cucumbers are a must at any feast or celebration.

Ingredients

1-1.5 kg.. fresh small cucumbers, washed

1-2 liters. water
2 tbsp.... salt

10 cherry and black currant leaves

1 dill stem with seeds2 horseradish leaves

4-5 garlic cloves

- Chop the dill and slice the garlic. Divide the leaves, chopped dill and garlic into two equal parts.
- 2. Layer the cucumbers with the first part of the mixture in a sterilized jar. Push them down to get as many as you can inside. Add the salt and the remaining part of the mix-
- ture to fill up the jar. Cover in cold water, until all of the cucumbers are coated in.
- 3. Cover the jar tightly with a sterilized lid.
- 4. Flip the jar and leave at room temperature for 24 hours to allow the flavors to develop before using. Then set aside in a cool place.

 Use within 2 or 3 weeks. No expiry date.







We value Belarusian consumers, who are open to innovations and hold well-known international brands in high esteem.

Sustainable development is an indispensable condition for HEINEKEN N.V. to run its business successfully. Therefore, eight years ago Belarus was chosen as an effective platform for the business expansion. Since becoming part of the Dutch Group, the brewery in Babrujsk has passed the integration stage, and today it is a technologically advanced production facility with modern equipment, which produces goods that meet international quality standards.

Today HEINEKEN continues to strengthen its position in the Belarusian market. Thanks to investments, we systematically develop the production of licensed brands and implement a strategically important program of import substitution: we reduce imports in the domestic market, providing consumers with a wide choice of new quality products.

HEINEKEN does not just do business around the world, but also tries to understand how people live in these countries in order to offer them something new and special. Belarus has its own unique history and culture, which we are trying to preserve and develop.

The values of our company in Belarus are quality, respect, development, responsibility and a united team. We strive to become more efficient and friendlier to the environment, to work for the good of society in an open dialog with the business environment. Our goal is to become the most socially responsible brewer in Belarus, and we are improving con-

sistently year by year.

The company's impressive performance is only possible due to the daily work: we do what is right for our customers, clients, consumers and the business environment. Only those people who believe in what they do, understand their own value, are motivated and guided by common sense can achieve success. Every CEO should set a good example. I would like to note that the Belarusians are well-educated, very responsible, ambitious and hard-working people. All of us need to be united in a big friendly team. Teamwork is one of the factors of the company's success. We believe in team spirit, cultivate trust, encourage mutual assistance and understanding, and we value each employee working towards a common goal. I highly appreciate the employees' proactivity. Business development is impossible without innovative ideas, especially in the difficult times in which we are living today. The main source of them is our employees.

My goal as general manager is to achieve our targets and create conditions for sustainable growth. Focus and discipline will ensure success.

No-one will be surprised if I say that beer is more than just a drink, and many tasty dishes can be made from it. Since olden times, beer has been an important ingredient of many culinary delights. It is actively used in different culinary traditions around the world. But the most unusual and perhaps the most delicious dish cooked with beer that I have tried in Belarus happens to be... soup! I advise everyone to try this delicacy.



The HEINEKEN Company is one of the world's largest brewers. The structure of the Dutch group consists of 140 breweries in more than 71 countries. HEINEKEN has been operating in the Belarusian market since December 2007, producing licensed and Belarusian beer and kvass brands. Among them are Bobrov, Rečyckaje, Amstel, Zlatý Bažant, Okhota, Gösser, Doctor Diesel, Zhigulevskoe, and Chatni kvass. The portfolio of HEINEKEN in Belarus also includes imported brands, such as Heineken® and Krusovice.

HRAMATKA

Ingredients

To serve

white bread croutons

Hramatka is an old and slightly forgotten dish of Belarusian cuisine. It had been very popular in public catering until the mid-nineteenth century, when it was displaced by coffee and tea. In fact, hramatka performed the social functions of those drinks. Probably hramatka was served not only as a beverage, but also as a soup, as in the past one dish could serve several purposes. People began every morning with hramatka, it could be also served during a conversation as we drink coffee nowadays. Hramatka was prepared with beer, for this reason it had a slightly bitter, but pleasant taste, which could be compared with coffee. There is a similar dish in Polish cuisine, which is called Beer soup.

Grand Duke of Lithuania Žyhimont (Sigismund I, Zygmunt I) the Old (1506–1548) was a big lover of *hramatka*. According to legend, his young Italian wife Bona Sforza was at first very suspicious of her new homeland — the Grand Duchy of Lithuania. It was only *hramatka* that made her change her mind. What is the secret of this drink? It is high time to cook and taste this royal dish.

- Mix together the beer and water in a bowl, then add the bread crumbs and mix again.
- 2. In a saucepan, gently warm the mixture over a low heat, until the bread crumbs soften.
- 3. Add the sour cream, sugar, cumin, cinnamon and grated ginger.
- Keep stirring while warm for several minutes.
- Remove from the saucepan and filter the mixture, using a fine sieve.
- **6.** To serve, pour in a glass or a bowl with the croutons on the side.



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