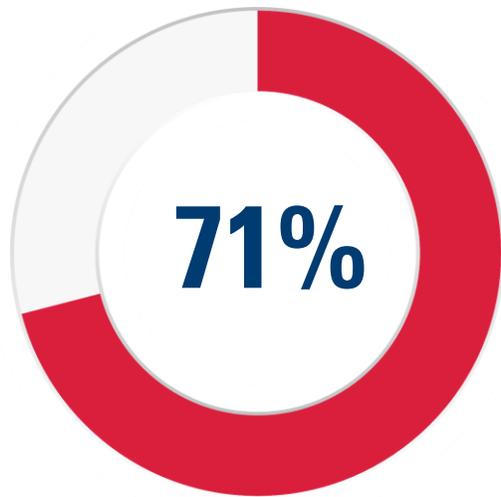


AmCham Ukraine Survey  
**DOING BUSINESS DURING WAR IN UKRAINE**

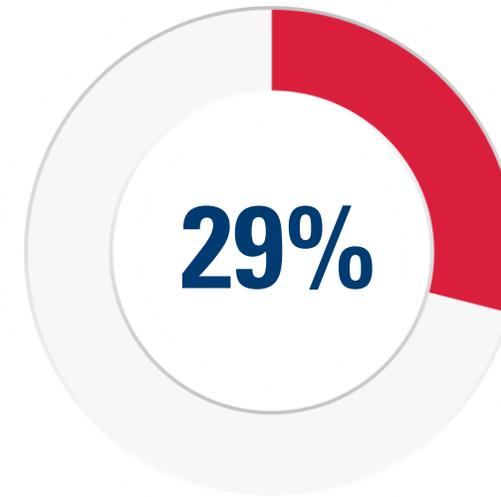
Week 8

The Survey was conducted on April 12 – April 18, 2022

103 AmCham member companies' representatives: biggest Ukrainian and international investors



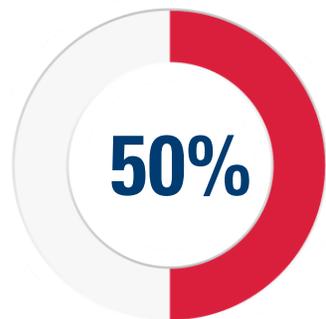
CEOs



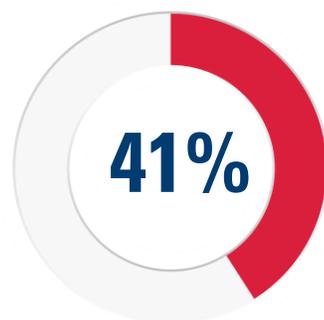
top-managers



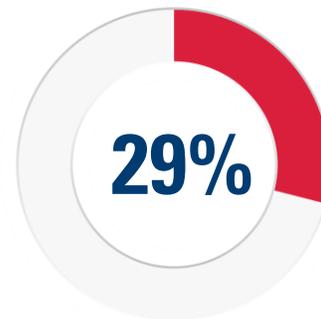
# Does your organization continue to operate in Ukraine after almost 50 days of war?



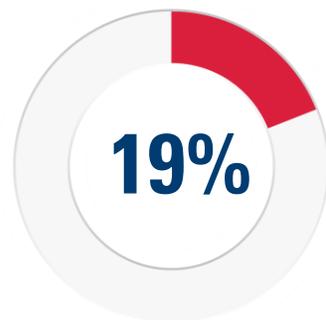
**work partially**



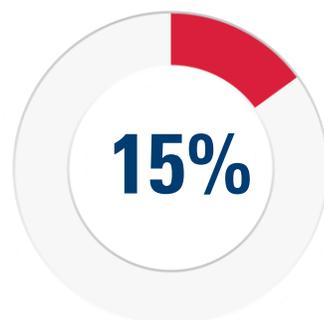
**fully operational**



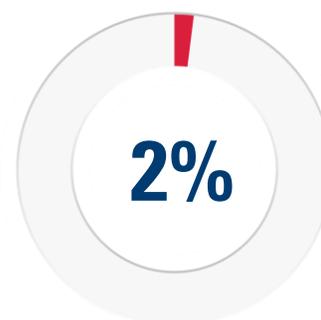
**relocated within  
Ukraine**



**relocated outside  
Ukraine**



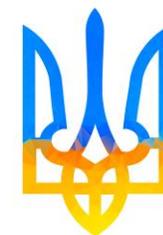
**closed offices in some  
regions**



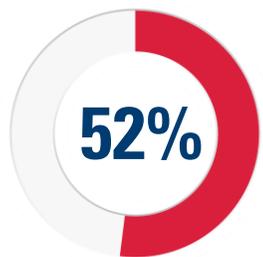
**total shut down**

## other:

- ✔ partial relocation to Western Ukraine
- ✔ team is partially relocated within and outside Ukraine
- ✔ remote work
- ✔ partial resumption of work in some regions
- ✔ very limited operations, no production
- ✔ stores on the territories of active military battles are closed for sales



# What is your company doing differently during the war to continue operations?



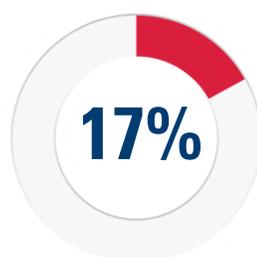
**reshape business models**



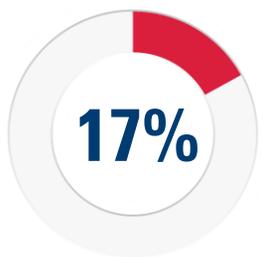
**implement cost-cutting efforts**



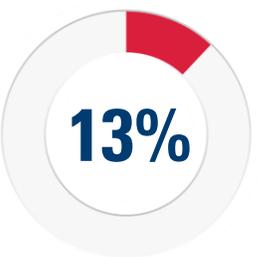
**launch new business directions/services**



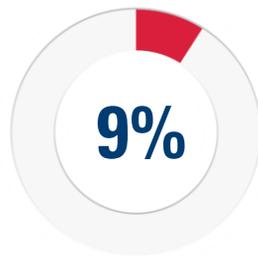
**take projects from parent offices in other countries**



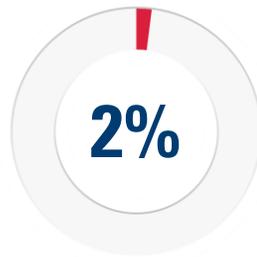
**no changes**



**search for new clients outside Ukraine**



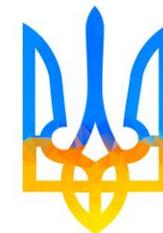
**search for financing in different countries**



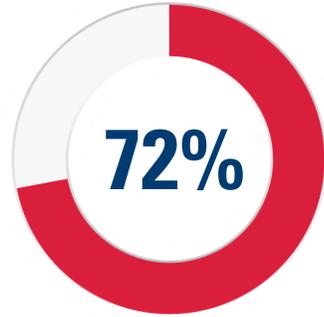
**sell assets**

## other:

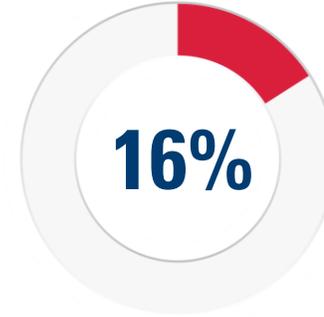
- ✓ remote work
- ✓ implementation of donor-funded development programs
- ✓ change in the redistribution of work
- ✓ negotiating decrease of lease payment
- ✓ change in planning – from long term to daily operations
- ✓ empower local teams to make faster decisions
- ✓ focus on people's safety and protect assets and inventories
- ✓ relocation of staff to offices of parent company
- ✓ change of logistics channels
- ✓ priority on defense and strategic infrastructure
- ✓ no sales targets
- ✓ change of organizational structure for effective volunteering of employees



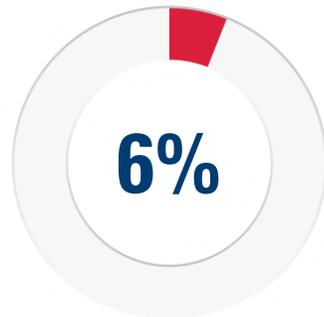
# Does your organization continue to pay salaries during the war?



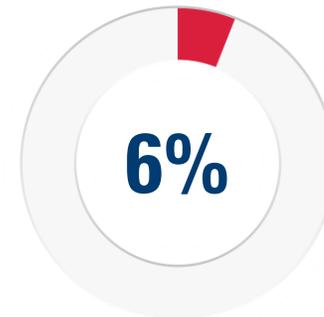
**full salary and extra support**



**full salary**



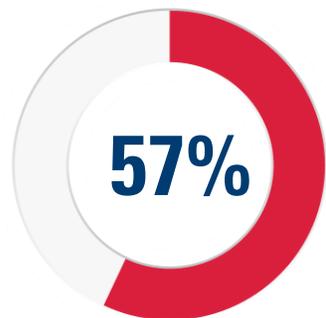
**partially reduced salary**



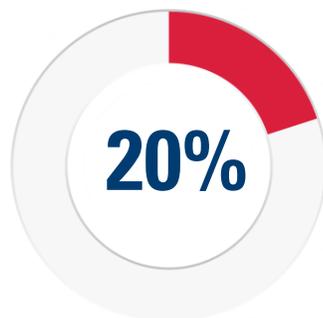
**50% of salary**



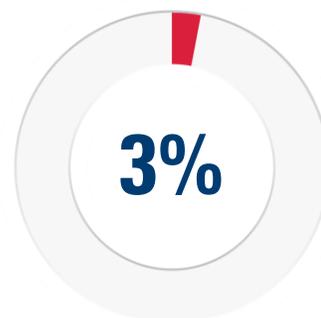
# Have your company's plants/factories/facilities/storehouses/offices been damaged during the war?



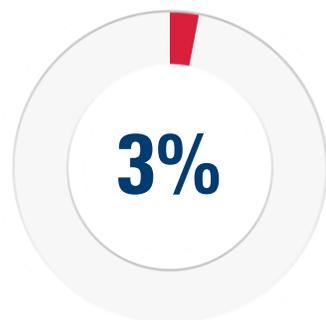
**no damage**



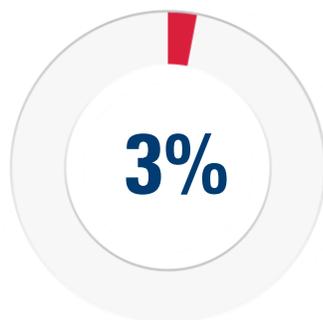
**minor damage**



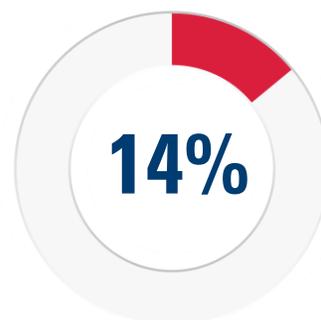
**unrepairable damage**



**still under  
occupation**



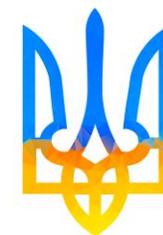
**I don't know yet**



**other\***

**\*other:**

- ✔ assets are safe, but many projects of clients are subject of damage
- ✔ lost of some corporate cars
- ✔ lost of new vehicles of significant value
- ✔ no physical offices inside Ukraine
- ✔ significant damage and complete destruction depending on the location

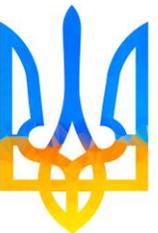
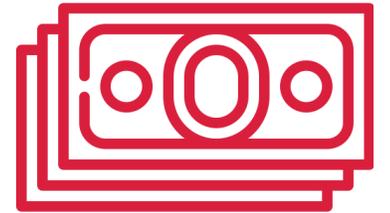


# What approximate financial losses have your organization suffered during the war?

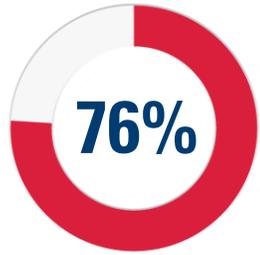


Approx. total financial losses of **59** companies (who responded) out of **103**

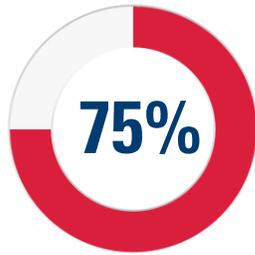
**554 million dollars**



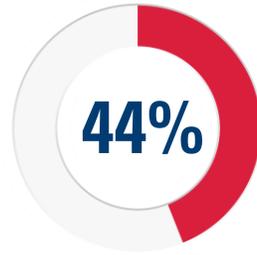
# Does your organization continue to provide support to the humanitarian drive?



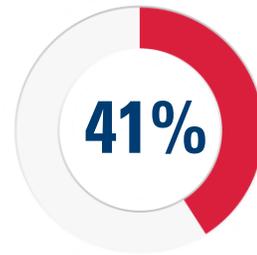
employees as  
volunteers



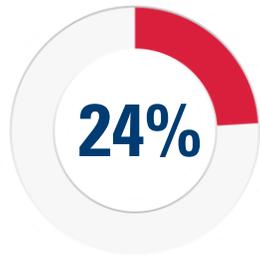
financially



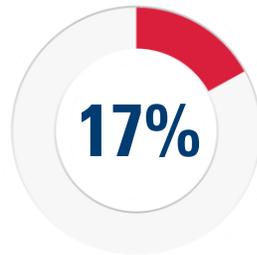
provide in-kind  
goods



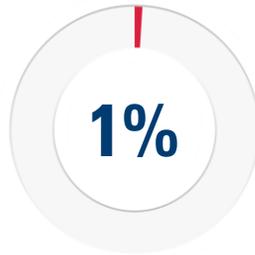
provide  
services



provide  
medicines



provide protection  
means



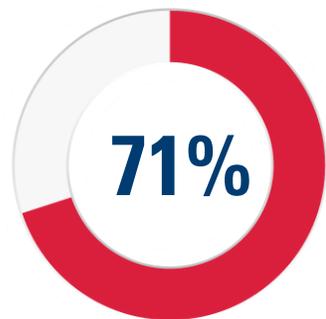
no support

## other:

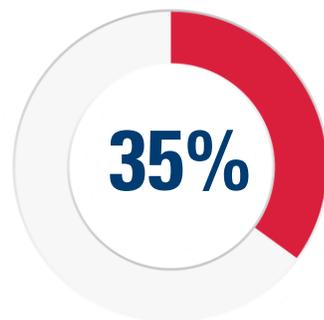
- ✓ provide vehicles
- ✓ started a non-profit to raise funds and supplies
- ✓ employees financially support different areas
- ✓ aid fund has been set up
- ✓ informational support, online school and online kindergarten for Ukrainian kids



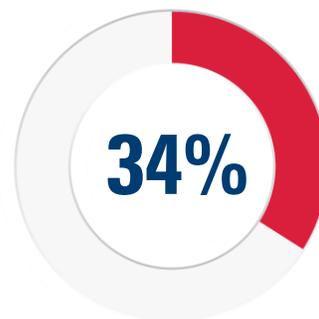
# Does your organization continue to support Ukraine's territorial defense units/defense forces?



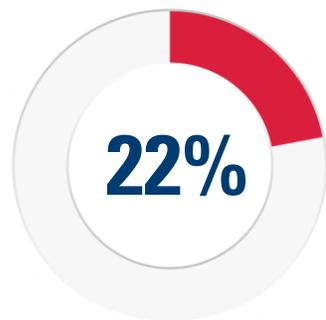
some employees in territorial defense units



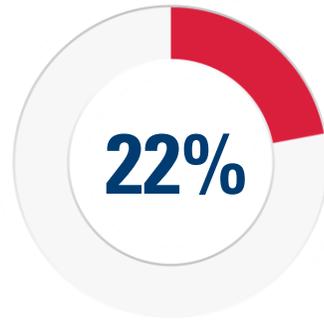
with goods and medicines



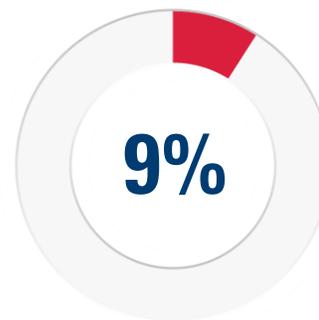
financially



with services



provide protection means



no support

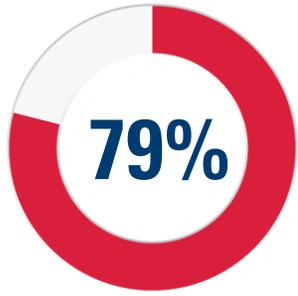
## other:

- ✓ provide vehicles
- ✓ provide equipment, spare parts, materials, oil, grease upon request
- ✓ individual support by employees



# What are the biggest challenges for your organization after almost 50 days of war?

## safety and security of employees

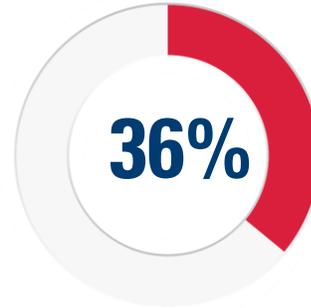


- ✓ export-import operations – **26%**
- ✓ relocation – **14%**
- ✓ damaged assets and property – **10%**
- ✓ supply shortages – **9%**
- ✓ access to financing – **8%**
- ✓ access to raw materials – **3%**

## logistics and transport



## absence of clients/orders

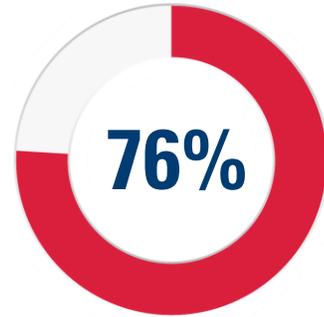


## other:

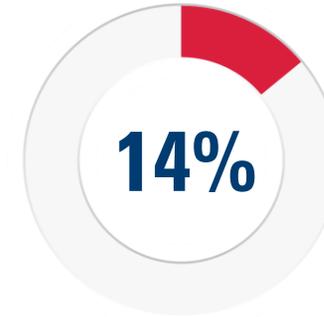
- ✓ decline in clients' businesses
- ✓ collect outstanding debt
- ✓ closure of administrative systems
- ✓ lack of insurance coverage
- ✓ export restrictions on suppliers' side due to security concerns
- ✓ uncertainty as of pipeline of projects
- ✓ re-thinking of sustainable business model for 2022
- ✓ non-receipt of money from business partners for goods, provided in the pre-war period
- ✓ attempts to forcibly hand out summonses to employees at checkpoints
- ✓ dramatic decrease of users and payments for services



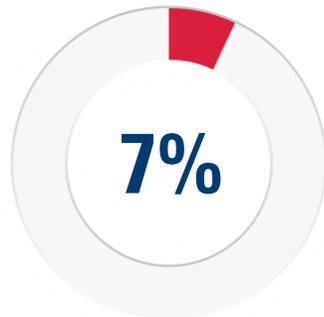
# Have any of your company's employees been injured or killed during the war?



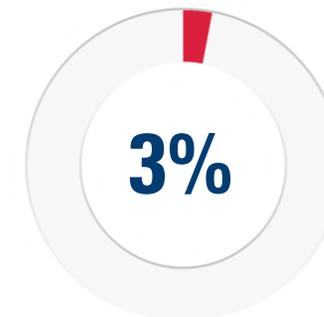
all safe



some employees injured



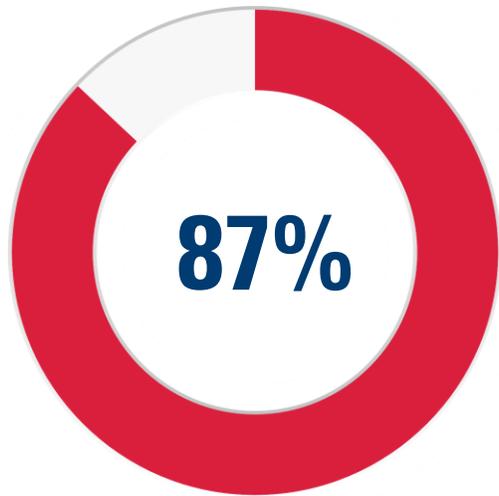
some employees killed



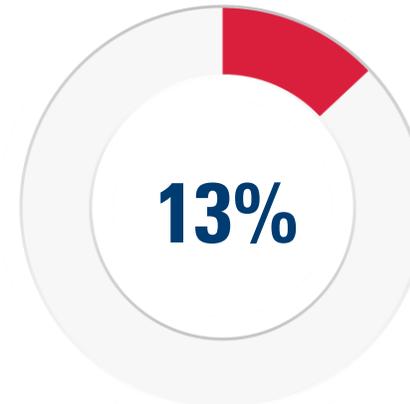
I don't know



# Is your company ready to actively participate in Ukraine's post-war economic rebuilding?

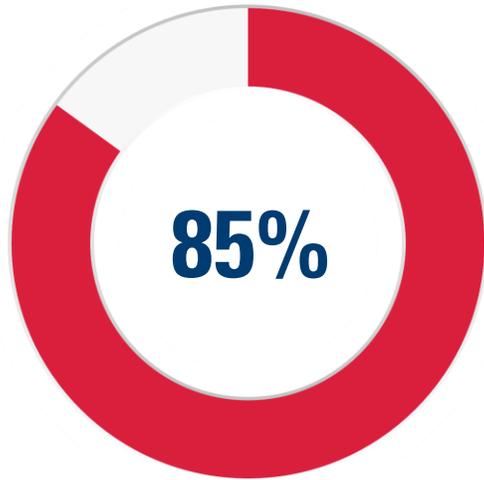


**yes**

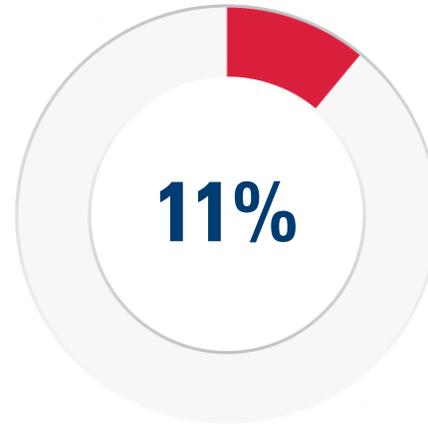


**I don't know yet**

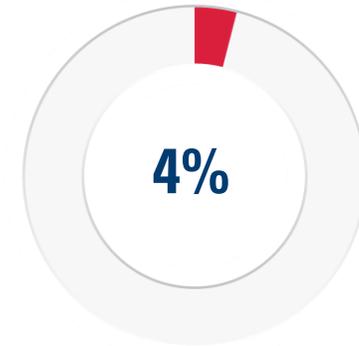
Do you support that companies following business ethics and ESG policies mustn't work in murderous pariah regime in Russia that continues to commit genocide and war crimes across Ukraine?



**yes**



**I don't know**



**no**