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AMERICAN CHAMBER
OF COMMERCE
UKRAINE

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AmCham/Citi Survey

**DOING BUSINESS
IN WARTIME UKRAINE**

SEPTEMBER 2023





RESPONDENTS

127

AMCHAM MEMBER COMPANIES' REPRESENTATIVES



CEOs

70%

TOP-MANAGERS

30%



DOES YOUR COMPANY CONTINUE TO OPERATE IN UKRAINE AFTER 1.5 YEARS OF RUSSIA'S FULL-SCALE WAR IN UKRAINE?


 **YES**
98%

fully operational

84%

partially operational

16%

 **OTHER**
2%

business is partially operating:
damaged assets and assets located
close to the war zone are not
operational

trying to start operations
in Ukraine, had none pre-war



WHAT ARE YOUR COMPANY'S KEY CHALLENGES WITH REGARD TO DOING BUSINESS OVER THE NEXT SIX MONTHS?

safety and security of staff

91%

Russia's missile attacks on vital infrastructure and business assets

66%

employees' health and mental well-being

65%

economic and consumer recession

45%

access to electricity, water, mobile network, or heat supply

44%

attract and retain top talent

43%

logistics and transport issues

30%

inability to achieve planned financial results and access to financing

24%

pressure on business from state authorities

23%

regulatory challenges

23%

lack of clients and business partners

19%

cyber threats and data breaches

15%

OTHER

- conscription of employees and issues with reservation of critical personnel
- assets under occupation
- clients' access to financing
- customers' fear of traveling to Ukraine
- issues with business trips to clients abroad and border crossing delays
- acceptance of private financing through Ukrainian Government's projects
- lack of local market capacity to place large risks
- implementation of GBS global corporate system during the war
- Authorised Economic Operator (AEO) status
- general uncertainty with regard to the war
- corruption

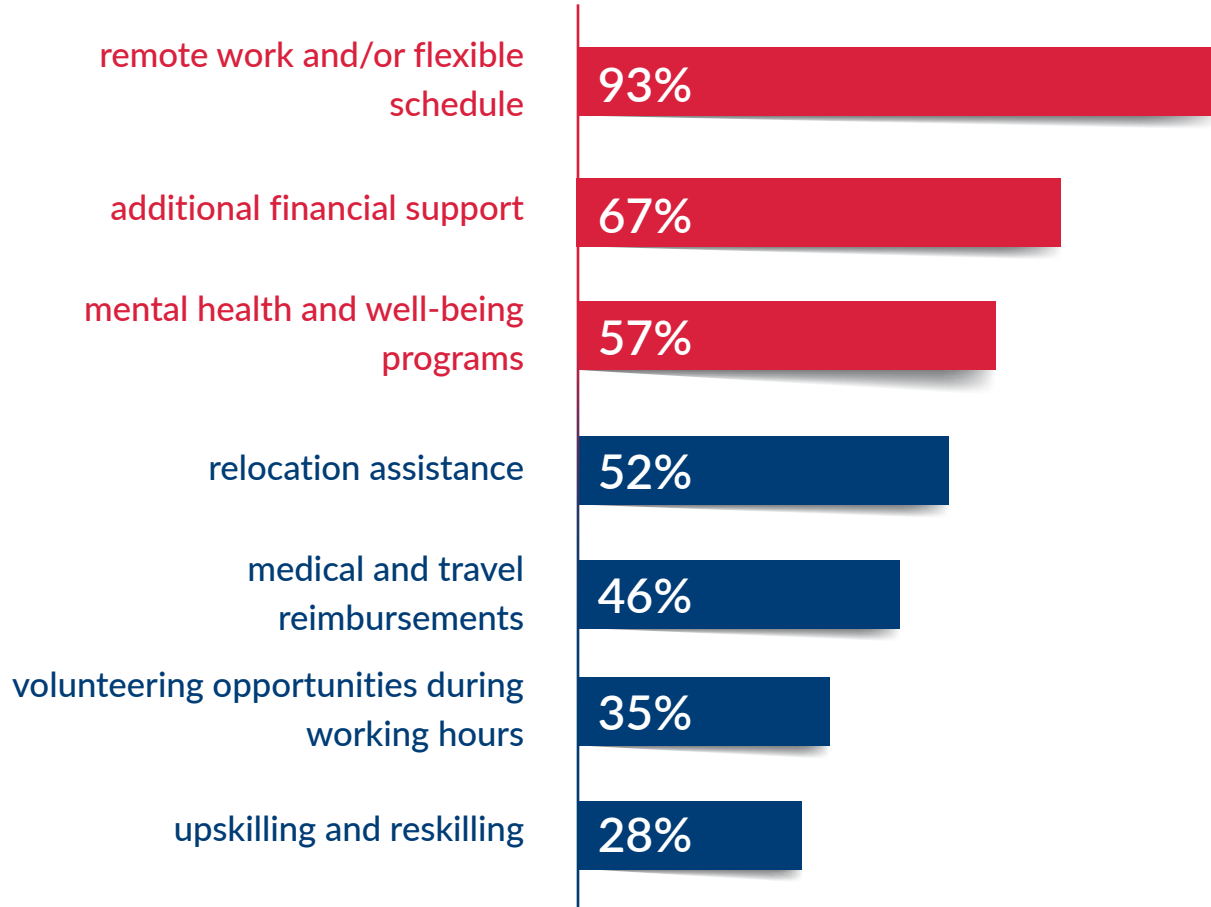


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WHAT SUPPORT DOES YOUR COMPANY PROVIDE FOR EMPLOYEES, IF ANY, DURING THE WAR?



OTHER

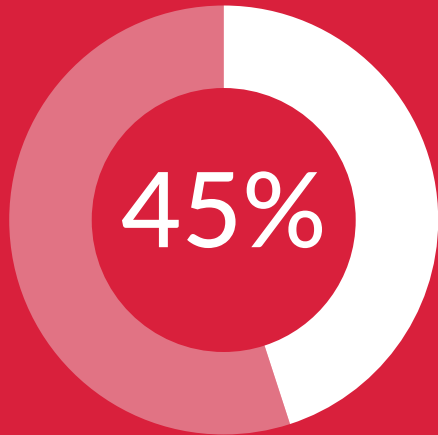
- set of tools and programs to support employees and their families during blackouts
- support with power stations/power banks
- extra days off and vacation days
- annual bonuses
- fund to help war-affected employees and their families
- big capability program for new hires
- preparation of evacuation points for emergency situations



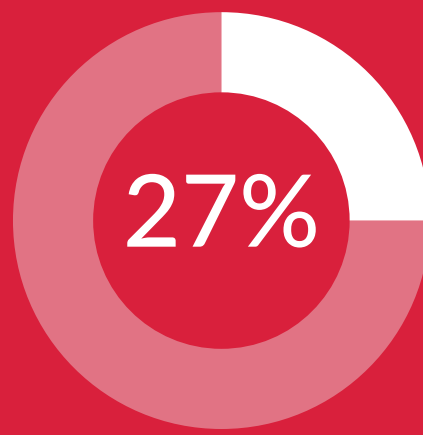
HOW DO YOU FORECAST YOUR COMPANY'S FINANCIAL HEALTH AT THE END OF 2023?



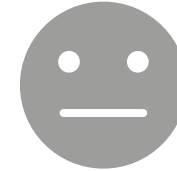
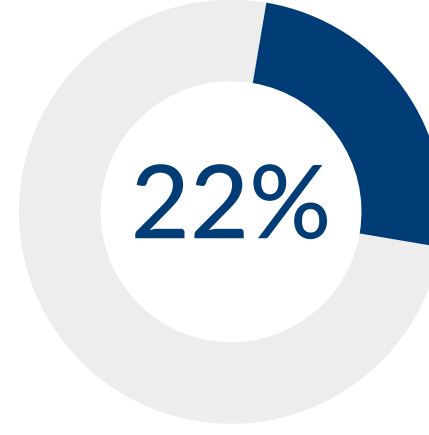
WILL ACHIEVE PLANNED FINANCIAL RESULTS



WILL ACHIEVE MORE THAN WAS PLANNED



WILL FAIL TO ACHIEVE PLANNED FINANCIAL RESULTS



OTHER
6%

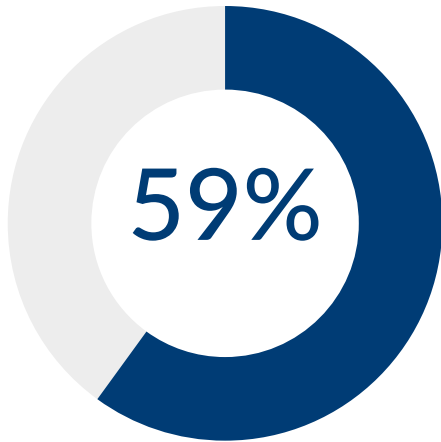
- will almost achieve planned results
- will achieve adjusted financial results
- did not plan/budget any financial targets for 2023
- impossible to predict



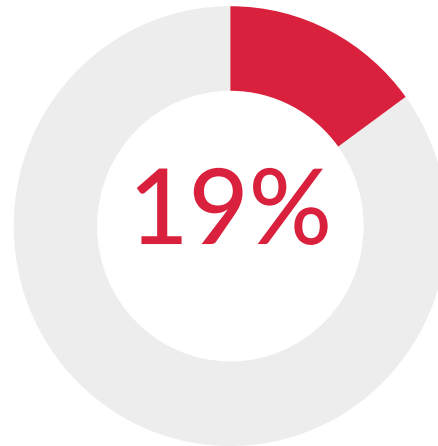
TO WHAT EXTENT ARE YOU CONFIDENT ABOUT UKRAINE'S ECONOMIC RECOVERY IN 2024?



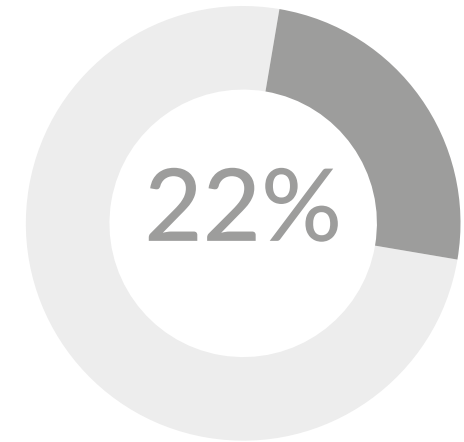
SOMEWHAT
CONFIDENT



CONFIDENT



NOT CONFIDENT

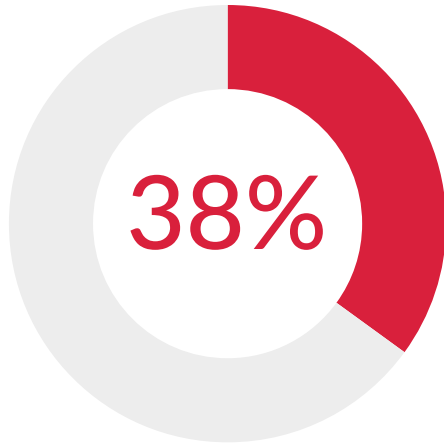




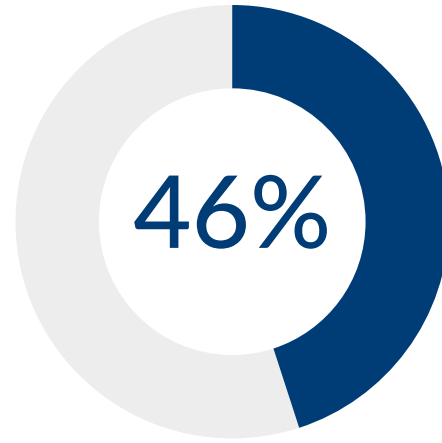
HOW WOULD YOU DESCRIBE YOUR OVERALL OUTLOOK ON DOING BUSINESS AND POTENTIALLY INVESTING IN UKRAINE IN 2024?



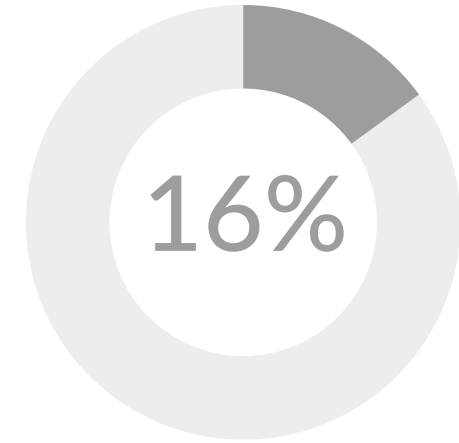
OPTIMISTIC



NEUTRAL



PESSIMISTIC





WHAT IS THE BIGGEST OPPORTUNITY TO ATTRACT FOREIGN DIRECT INVESTMENT TO UKRAINE IN 2023 AND BEYOND?

UKRAINE'S VICTORY

COUNTRY-WIDE REBUILDING
AND RECOVERY

EU ACCESSION

PUBLIC-PRIVATE PARTNERSHIPS
TO ATTRACT FUNDS AND STATE
PROGRAMS TO STIMULATE
INVESTMENTS

SECURITY GUARANTEES/INSURANCE
FOR INVESTMENTS

SPHERES



SECURITY AND DEFENSE



INFRASTRUCTURE
AND CONSTRUCTION



AGRICULTURE



IT AND TECHNOLOGIES



ENERGY
AND RENEWABLES



HIGH-TECH PRODUCTION

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WHAT GOVERNMENT SUPPORT WOULD BE MOST HELPFUL IN UNBLOCKING INVESTMENT FOR YOUR COMPANY POST-WAR?

1 STRUCTURAL REFORMS

2 RULE OF LAW, REAL AND EFFECTIVE JUDICIAL REFORM

3 LEVEL PLAYING FIELD

4 FIGHT AGAINST CORRUPTION

5 WAR AND POLITICAL RISK INSURANCE

6 REBUILDING VITAL INFRASTRUCTURE

7 EUROPEAN INTEGRATION AND LEGISLATION HARMONIZATION

8 SECURITY OF INVESTMENTS

9 SIMPLE AND ATTRACTIVE TAXATION

10 LESS PRESSURE FROM STATE AUTHORITIES ON TRANSPARENT BUSINESS

11 PROVISION OF CREDIT FINANCING

12 BUREAUCRACY REDUCTION

13 DEREGULATION

14 STIMULATING TALENTS TO RETURN BACK TO UKRAINE

15 SUPPORT OF SMEs



WHAT PRIVATE COMPANY GOODS OR SERVICES WOULD BE MOST HELPFUL IN ATTRACTING MORE INVESTMENT IN YOUR INDUSTRY POST-WAR?

1 DEMINING

2 IT AND DIGITAL SOLUTIONS

3 INFRASTRUCTURE AND LOGISTICS

4 FINANCIAL SERVICES

5 MANUFACTURING AND CONSTRUCTION

6 LEGAL SERVICES

7 INSURANCE SERVICES (BUSINESS & MEDICAL)

8 AUDIT AND CONSULTANCY SERVICES

9 HEALTHCARE

10 EDUCATION AND UPSKILLING



WHAT IS YOUR KEY TAKEAWAY FROM DOING BUSINESS ON THE GROUND DURING RUSSIA'S FULL-SCALE INVASION OF UKRAINE?



RESILIENCE & UNITY

Resilience and bravery of Ukrainians are astounding — everything is possible for Ukrainians when they are united



PEOPLE FIRST

People are the greatest asset of any company — war brings out the best in people



ADAPTABILITY & FLEXIBILITY

Be autonomous and flexible, and never give up



CRISIS MANAGEMENT & PLANNING

Plan ahead, react fast and be prepared — manage the situation, and don't be managed



CONTINUITY AMID HARDSHIP

Business continuity and growth are tough but doable with the right people