

UKRAINE & GERMANY:

FROM COOPERATION TO GROWTH. NEW PARTNERSHIPS. SHARED SUCCESS

Ukraine today is more than a market of opportunities — it is a country of strong partnerships, technological expertise, and remarkable business resilience.

The companies in this brochure already cooperate successfully with Ukraine, building local presence and long-term German-Ukrainian partnerships — driven by investment, innovation, and sustainable growth.

Service Desk Ukraine brings together companies that believe in Ukraine's potential and help create new opportunities for sustainable growth.

Empowering Business Connections





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SERVICE DESK UKRAINE

established in August 2022 within the German Eastern Business Association, serves as a central point of contact for economic stakeholders from Ukraine and Germany. It supports networking, coordinates emergency economic assistance, and facilitates the involvement of German companies in Ukraine's long-term reconstruction.

Since its launch, more than 400 companies have approached the Service Desk Ukraine with inquiries, project ideas, and partnership proposals. A core element of its work is the coordination of the "Recovery Ukraine" working group and contributions to strategic reconstruction efforts with strong participation from German industry.

The Service Desk Ukraine also develops position papers and practical materials on reconstruction, financing instruments, and project frameworks, helping companies navigate the Ukrainian market. It maintains close cooperation with relevant stakeholders across Germany, Ukraine, and Europe.

Since October 2022, the free monthly newsletter 'Update Recovery Ukraine' has reached around 2,500 subscribers, providing insights on projects, opportunities, and key developments. In addition, more than 250 events have been organized or supported, strengthening exchange and cooperation between German and Ukrainian partners.

CONTENTS:	
HHLA International GmbH (HIG).....	3
Deloitte.....	4
Bayer	5
PwC Germany.....	6
Global Clearance Solutions (GCS)	7
CMS.....	8
The Zeppelin Group.....	9
Finance in Motion	10
MC-Bauchemie	11
GOLAW	12
Raiffeisenbank International Group (RBI)	13
AHP International.....	14
IMPACTA LAW	15

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HHLA INTERNATIONAL GMBH (HIG)

headquartered in Hamburg, is responsible for the international business activities of HHLA Group. The company focuses on developing and managing international terminals as well as intermodal and logistics operations, thereby strengthening connectivity between seaports and hinterland markets across Europe and adjacent regions.

A central pillar of HIG's portfolio is Container Terminal Odessa (CTO) in Ukraine. HHLA has been active in Odessa since 2001, developing a modern, state-of-the-art container terminal. CTO is the leading container terminal in Ukraine and serves as a key logistics hub for the region. The terminal offers a common-user infrastructure with Western European service standards, high productivity levels, and the capability to handle large vessels. With a capacity of up to 850,000 TEU and strong connections to road and rail networks, CTO plays a crucial role in linking maritime transport with hinterland logistics. To further strengthen hinterland connections in Ukraine, HIG established the Ukrainian Intermodal Company (UIC) in Odessa. UIC focuses on organizing container transports by rail between the Port of Odessa and key economic centers within the country. By bundling cargo into dedicated block trains and offering reliable rail services, UIC supports a modal shift from road to rail and increases efficiency and sustainability of inland transport. In addition to container handling, the terminal is being further developed into a multipurpose port by expanding activities in general and bulk cargo. Despite the significant operational challenges in recent years, CTO remains a strategic asset for HHLA, underlining its long-term commitment to Ukraine and the region. Beyond Ukraine, HIG benefits from the extensive network of its sister company METRANS, a leading intermodal rail operator in Europe.

In 2025, HHLA also invested in a new transshipment terminal in Batiovo, located approximately 10 km from the Slovak and Hungarian borders. The terminal is designed to strengthen rail transport not only between the EU and Ukraine, but also further into the neighboring regions beyond, enabling efficient flows in both directions. It allows for seamless transshipment between European standard-gauge and Ukrainian broad-gauge rail systems (and vice versa) for containerized as well as bulk cargo.

Strategically, HIG aims to integrate its international terminals and logistics activities into HHLA's broader network, with a strong focus on Central and Eastern Europe and the development of transport corridors towards Central Asia. By combining operational expertise, technological innovation and strong partnerships, HIG contributes to building efficient, resilient, and sustainable supply chains – in line with HHLA's guiding principle: 'The Power of Networks.'



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DELOITTE

supports Ukraine's recovery and long-term economic development through our Future of Ukraine initiative, which brings together the capabilities of our global network to work alongside the Ukrainian government, international donors, and private investors. We position ourselves as a trusted partner at the interface of public sector priorities, donor funding frameworks, and private sector execution, with the aim to translate recovery ambitions into investable and scalable projects.

A central focus of our work is supporting Ukraine on its path towards EU accession and approximation to the European Single Market. We have worked closely with the Ukrainian Deputy Prime Minister for European and Euro-Atlantic Integration to provide economic policy advisory services and develop forward-looking studies that inform reform priorities and support structured dialogue with partner institutions. In parallel, we are engaged in building and structuring a robust pipeline of recovery projects across key sectors such as energy, infrastructure, and agriculture. Digital transformation is another key pillar of our engagement. In close cooperation with the Ukrainian Ministry of Digital Transformation and international partners, we support initiatives such as the establishment of an AI Center of Excellence and the development of innovative, technology-driven solutions for reconstruction, including AI-enabled digital twin approaches. These efforts aim to position Ukraine at the forefront of digital innovation while enabling efficient and transparent project planning and delivery.

A key challenge remains the effective operationalization of available funding. While substantial financial resources have been mobilized at European and international levels, turning these commitments into tangible, on-the-ground projects requires robust structures, particularly long-term public-private partnerships and a more systematic, portfolio-based approach. Unlocking this potential calls for strong, integrated ecosystems that bring stakeholders together in a coordinated manner. Deloitte's Future of Ukraine Initiative is uniquely positioned to bridge these actors, combining deep local presence in Ukraine with a truly global network, and working hand in hand with government institutions, international donors, and private investors. Building on this foundation, we remain committed to strengthening these partnerships, transforming funding into meaningful opportunities and delivering measurable impact on the ground.

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BAYER AG

is a life science company and a global leader in healthcare, agriculture and nutrition. Our innovative products are designed to address the challenges of a rapidly growing and aging population. We are helping farmers to produce more while restoring nature, working towards treating the untreatable and curing disease, as well as empowering billions to live healthier lives with trusted self-care solutions.

Bayer started operating in Ukraine since 1992. Around 700 employees currently work to present innovative products and knowledge about them to Ukrainian customers. All three divisions of Bayer operate in Ukraine: Pharmaceuticals, Consumer Health and Crop Science.

Our seed plant opened in Ukraine in 2018 upon investments of around 200 million euros. With 100 on-site employees and around 300 seasonal workers, it is one of the largest and newest seed plants in Ukraine and Eastern Europe. The seeds produced are used both in Ukraine and exported to the EU. Bayer is one of the largest investors in the region. Our tax payments account for about 25% of the local community budget.

Bayer is investing additional 60 million euros in its seed production facility in Ukraine since 2023. This investment includes a new seed dryer, a sustainable energy supply plant, state-of-the-art agricultural field equipment, storage facilities, two bomb shelters for employees and visitors, and a solar power plant.

From the outset of Russia's full-scale invasion of Ukraine, we stand by the people of Ukraine who can fully count on our solidarity and support. We're fully committed to Ukraine's future through investing in the country and supporting its rebuilding. We will also continue to prioritize the safety of our 700 colleagues in Ukraine and will continue to support them.

During wartime, Bayer has already allocated close to 35 million euros (market value) in donations to the Red Cross, medical products and seeds donations, shelter and volunteering initiatives. Main projects include hospital reconstruction, purchasing ambulances, supporting 4,200 farmers with seeds and digital solutions, and collaborating with the Swiss NGO Fondation Suisse de Déminage (FSD) to facilitate demining of farmland and raising risk awareness.



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PWC GERMANY

is Germany's leading auditing and consulting firm. Our clients face diverse challenges, strive to put new ideas into practice and seek expert advice. They turn to us for comprehensive support and practical solutions that deliver maximum value. Whether for a global player, a family business or a public institution, we leverage all of our assets: experience, industry knowledge, high standards of quality, commitment to innovation and the resources of our expert network in 136 countries. Building a trusting and cooperative relationship with our clients is particularly important to us – the better we know and understand our clients' needs, the more effectively we can support them.

Regarding Ukraine, PwC is supporting German and international companies in (re-) entering the Ukrainian market, expanding existing activities and assessing investment opportunities. In close cooperation with PwC Ukraine, whose several hundred professionals are present in Kyiv, Dnipro and Lviv, PwC Germany combines international advisory experience with strong local market expertise.

A key focus lies on guiding companies through the specific opportunities and risks of the Ukrainian market. PwC conducts due diligence reviews and risk analyses, supports market entry strategies and assists clients in evaluating partners, projects and investment structures. In addition, PwC helps companies access financing instruments provided by international development banks such as the EBRD, IFC and EIB. These instruments can play an important role in enabling private-sector engagement, supporting reconstruction and reducing investment risks.

In this context, we support all types of companies. These range from European Defense Tech start-ups seeking to use battlefield testing opportunities to accelerate product development, to Ukrainian start-ups and scale-ups providing mission-critical capabilities such as Counter-UAV technologies for Western European nations. We also support multinational companies looking to contribute to Ukraine's reconstruction while the military conflict is still ongoing. PwC is in close exchange with the public sector, donor organisations and international stakeholders involved in Ukraine's recovery and reform process. The reconstruction of Ukraine will require substantial investment in infrastructure, energy, healthcare, construction, digitalisation and public administration. PwC contributes its expertise in project structuring, governance, transparency, financing and risk management to help create reliable conditions for private investment and international cooperation.

Through its Ukraine-related services, PwC acts as a trusted partner for companies seeking to understand, enter and develop the Ukrainian market. PwC is committed to supporting Ukraine's economic resilience, reform process and reconstruction while helping businesses make informed, responsible and sustainable investment decisions.

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GLOBAL CLEARANCE SOLUTIONS (GCS)

is a Switzerland based provider of integrated technological and operational solutions for explosive threat mitigation. Founded in 2015, the company develops and deploys mission ready systems while delivering end to end clearance services for landmines, ERW and IEDs across humanitarian, military, and commercial sectors. With German engineering, a multinational expert team and operations in more than 30 countries, GCS reduces explosive risks, restores safe land usage, and enables secure movement as a full-solution provider.

GCS has been active in Ukraine since the full-scale invasion launched in 2022, supporting nationally coordinated humanitarian demining efforts through its Ukrainian subsidiary and a permanent in-country team. Working in cooperation with Ukrainian authorities and partner organizations, GCS contributes to the clearance of land contaminated by landmines and explosive remnants of war, with a focus on large-area clearance tasks required for recovery and reconstruction.

GCS is an accredited Mine Action Operator in Ukraine. Its activities include the deployment and operational support of mechanical demining systems, operator and technician training, and Explosive Ordnance Risk Education for municipal authorities, first responders and locals. Clearance support focuses in particular on agricultural land and former battle areas, where mechanical clearance complements survey, clearance and land-release processes conducted under humanitarian mine action standards.

To support sustained operations, GCS maintains local service and maintenance capability in Ukraine, enabling the long-term availability of deployed clearance assets and contributing to the development of national demining capacity.

By combining technological capability, operational experience and a permanent local presence, GCS is actively engaged in supporting humanitarian demining activities in Ukraine.



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CMS

is one of the world's leading international law firms, ranked among the top five globally, with around 90 offices in more than 50 countries and over 7,200 lawyers worldwide. We are an award-winning, full-service firm advising businesses, financial institutions, governments and public-sector bodies across all key industries.

CMS in Germany.

CMS is strongly positioned in Germany, with more than 750 lawyers in 8 offices. Our teams provide comprehensive, business-focused legal advice across all areas of commercial law, including corporate/M&A, dispute resolution, employment, real estate, intellectual property, banking & finance, regulatory, construction and tax matters. The sector-focused approach ensures that our legal advice is tailored to the commercial realities of each client, with dedicated groups including for energy, defence, automotive, infrastructure & projects, PE & VC, funds, insurance, life sciences, technology, media & communications, hospitality, and private clients. Our deep local roots and market connections further enhance the practical value of our support.

CMS Ukraine

The Kyiv office of CMS brings together 8 partners and over 30 domestic and internationally qualified lawyers, offering a full-service legal practice aligned with the expectations of global organisations and investors. Core strengths include corporate/M&A, banking & finance, dispute resolution, competition and real estate, with strong sector expertise in energy, agribusiness, infrastructure, life sciences and technology.

CMS Ukrainian Desk

For businesses with operations or interest in Ukraine, CMS offers dedicated support through its Ukrainian Desk in Germany. Acting as a central point of contact, the Desk provides comprehensive information and project advice, and offers a range of services to help businesses succeed in the Ukrainian market: detailed information on available supporting measures in Ukraine; Information on German and European funding opportunities for Ukrainian projects; Up-to-date reporting on significant developments in Ukrainian law; Dedicated client advice in cooperation with the CMS office in Kyiv. With strong teams in both Germany and Ukraine, and the wider CMS international network, we provide seamless cross-border legal support.

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THE ZEPPELIN GROUP

The Zeppelin Group is a global sales and service provider with extensive industry expertise in the fields of construction, drive and energy. The company's success is built on its established brands Zeppelin Cat, Zeppelin Rental and Zeppelin Power Systems as well as its plant engineering division, Zeppelin Systems. Zeppelin supports its customers with a comprehensive portfolio of services – ranging from consulting, engineering and sales to rental and project solutions as well as service, maintenance and digital solutions. With approx. 12,000 employees in 29 countries, Zeppelin is a high-performing, globally positioned group. In the 2025 fiscal year, Zeppelin generated revenue of 4.4 billion euros.

Zeppelin has been active in Ukraine for 30 years and employs around 400 people in the country today. Since the start of the war, the Zeppelin Group has consistently adapted its activities as a solutions provider in the infrastructure and energy sectors to the security situation. In regions not directly affected by the war, Zeppelin continues its business operations to the extent possible. Despite the current situation, the demand remains strong, particularly in the construction and agricultural sectors. In addition, Zeppelin is currently seeing strong demand in the areas of energy supply – specifically heat and electricity. Furthermore, once the war ends, the demand for mining machinery is also expected to rise.

At the same time, Zeppelin is committed to supporting its local workforce and stands ready to contribute to the reconstruction of critical infrastructure once conditions allow. In this way, Zeppelin aims to contribute to economic growth, stability and future prospects for the country and its people.



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FINANCE IN MOTION

is a Germany-based impact asset manager specializing in sustainable investments in emerging markets. For more than 20 years, the company has been mobilizing public and private capital to support economic development, financial inclusion, climate resilience, and the energy transition across high-growth regions, including Eastern Europe and Ukraine. Today, Finance in Motion structures, manages, and advises over EUR 4 billion across multiple investment vehicles spanning private debt and private equity strategies. Its geographic footprint includes Europe, the Caucasus, the Middle East and North Africa, Sub-Saharan Africa, and Latin America. Across all activities, a strong focus is placed on achieving measurable environmental and social impact alongside long-term financial sustainability.

Ukraine has been a key market for Finance in Motion for many years. Through long-standing partnerships with local financial institutions, the company contributes to strengthening the resilience of the Ukrainian private sector. Particular emphasis is placed on supporting micro, small, and medium-sized enterprises (MSMEs), agribusinesses, and renewable energy projects and energy efficiency investments.

Finance in Motion Asset Management S.à r.l. manages investment funds active in Ukraine, including the European Fund for Southeast Europe (EFSE) and the Green for Growth Fund (GGF). These funds provide financing through local partner institutions and support initiatives that enhance access to finance, promote green investments, improve energy efficiency, and strengthen energy security.

In Ukraine, key areas of engagement include:

- financing for MSMEs and agribusinesses;
- support for financial inclusion, including women-led enterprises;
- green finance and energy-efficiency investments;
- renewable energy and sustainable infrastructure;
- advisory and capacity-building support for local financial institutions.

Finance in Motion combines international investment expertise with strong regional presence and local partnerships. It works closely with financial institutions, development finance institutions, and public sector stakeholders to channel long-term capital into sectors critical for Ukraine's economic resilience and recovery.

Finance in Motion remains committed to supporting sustainable private sector development and a green, resilient recovery of Ukraine.

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MC-BAUCHEMIE

Established over 60 years ago, MC-Bauchemie has grown to become one of the world's leading international producers of innovative construction chemicals and advanced building technologies. With a global team of 3,500 employees operating in over 40 countries, MC has built a strong reputation for delivering sophisticated, high-performance solutions tailored to the evolving needs of the construction industry. Our continuous commitment to research, development, and technical excellence allows us to stay at the forefront of innovation and provide measurable value to our partners worldwide.

For three generations, MC-Bauchemie has remained a privately owned company, guided by long-term vision, stability, and reliability. This independence enables us to focus on sustainable growth and to build strong, lasting relationships with our customers. We believe that trust, consistency, and close collaboration are the foundation of success. That is why we offer not just products, but comprehensive technical support, expert consulting, and customized solutions designed to ensure efficiency, durability, and peace of mind for all project stakeholders.

Since 2005, MC-Bauchemie has been successfully operating in the Ukrainian market, steadily strengthening its presence and expanding its capabilities even in the toughest times for the country. Today, the company runs a modern production facility in the city of Berezan (Kyiv region), equipped to meet high international quality standards. In addition, we operate a fully certified, state-of-the-art concrete laboratory, enabling us to test, develop, and optimize solutions for even the most demanding construction challenges.

One of our key strengths is our team of highly qualified technical consultants, located in the largest cities across Ukraine. Their expertise and hands-on approach allow us to provide immediate support, practical recommendations, and tailored solutions directly on-site. This ensures that our customers benefit from the full potential of MC technologies in real-world applications.

Our integrated approach enables us to clearly demonstrate the advantages of concrete technology using MC products compared to traditional concrete mixtures. We ensure fast production and reliable delivery of materials, helping our partners meet tight deadlines without compromising on quality. At the same time, we provide comprehensive service, including laboratory support and technical assistance at every stage of the project.



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GOLAW

is a leading Ukrainian full-service law firm with a strong international presence, operating through offices in Kyiv (Ukraine) and Berlin (Germany). Founded in 2003, the firm has been advising national and international clients to the highest professional standards for over two decades.

Consistently recognised by the world's most authoritative legal rankings – including The Legal 500, Chambers & Partners, Benchmark Litigation and IFLR 1000 – GOLAW ranks among the TOP-5 law firms in Ukraine.

We understand the dynamics of German-Ukrainian business relations from daily practice. Our dedicated German Desk and permanent Berlin office provide German and European investors with a direct, on-the-ground point of contact. The Berlin office focuses in particular on:

- Guiding companies through market entry into Ukraine
- Legal support for Ukraine reconstruction projects
- Structuring investments in Ukrainian infrastructure
- Establishing and protecting trade relationships

We advise across all major areas of business law:

- Corporate Law & M&A – market entry, restructuring, joint ventures and cross-border transactions
- Tax & Customs – domestic and international tax planning, representation in audits and disputes
- Dispute Resolution & Litigation – representation before Ukrainian courts and in international arbitration
- Criminal Law & White-Collar Defence – defence and risk management in anti-corruption and business crime matters
- Renewable Energy & Infrastructure
- Real Estate & Construction
- Antitrust & Competition – merger clearance, competition compliance and policy advice
- Employment Law – employment contracts, staff relocation and workforce management

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RAIFFEISENBANK INTERNATIONAL GROUP (RBI)

From the homebase in Austria and through its network in CEE, RBI offers companies a broad range of products in corporate and investment banking and with its network of universal banks in CEE, companies of all sizes as well as private customers are supplied with high-quality financial service.

Raiffeisen Bank is the largest Ukrainian bank with foreign capital, operating in the Ukrainian market for more than 30 years and is significant part of RB Group's 'Rebuild with Ukraine' initiative. RBI Group has launched 'Rebuild with Ukraine' strategic initiative last year. Through this initiative, we aim to act as a bridge between global capital and local opportunities. By combining international expertise, strategic financing, and a strong local presence, we support the reconstruction of infrastructure, the modernization of industries, and the creation of sustainable growth opportunities. Its product offering ranges from Cash Management and Payroll Services to Trade Finance, Capital Markets / Treasury as well as Corporate Finance instruments.

Today, the Bank is a key contributor to Ukraine's economic resilience during the full-scale war. It continues to finance businesses, support entrepreneurs, invest in critical sectors of the economy, and contribute to the country's recovery.

Key Facts

- More than 30 years of experience in the Ukrainian market

- 2.6 million clients choose Raiffeisen Bank every day

- UAH 1.9 billion in humanitarian aid provided to support Ukraine and Ukrainians — Raiffeisen Bank has been ranked the #1 bank in Ukraine by volume of humanitarian assistance for four consecutive years

- One of the leading lenders to Ukrainian businesses

Raiffeisen Bank publishes as well an Investors Guide, that offers a guidance for companies interested to set up a company on the ground or invest in Ukraine. In case of interest, contact one of our representatives.

Responsible Business and Social Impact.

Since the first days of the full-scale invasion, Raiffeisen Bank has been consistently supporting Ukraine — both financially and through large-scale humanitarian and social initiatives. The bank cooperates with leading charitable foundations, medical institutions, and NGOs, supporting children's, educational, veteran, and inclusion-focused projects, while also financing programs for people affected by the war.



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AHP INTERNATIONAL

is one of Europe's leading providers of global business development, strategic consulting, trade promotion and foreign direct investment advisory.

AHP International has a local presence in Ukraine with its own office in Kyiv. Currently, we are providing the essential base and services to international economic development organizations seeking to be active and representative in Ukraine. Recent customers include German Government agencies, U.S. states economic development organizations and the Canadian government. Our economic development portfolio for Ukraine consists of: Trade Promotion (Trade Mission – both inbound and outbound), Capacity Building (mentoring of Ukrainian managers) and FDI Promotion (preparation of Ukrainian regions to become attractive in western destinations).

We also see the first corporate engagement of our clients mainly active in the fields of infrastructure, energy and medical care. Ukraine is one of most digitized countries in Europe, AHPI is assisting Ukrainian and Global corporates in benefiting from the competence of the Ukrainian tech sectors.

Our Ukrainian operations are led by Dmytro Pankratov in Kyiv, he works closely with our CEE-lead Karolina Kaptur in Warsaw and our founding partner Stefan Peikert in Berlin.

For over two decades, out of our offices in Berlin, Heidelberg and Warsaw we operate a network of consultants throughout the world, including Europe, North America, Asia-Pacific, Africa and Latin America. From Greater Philadelphia we offer US businesses professional access and expertise in entering and developing international markets. For global clients we are a key resource to develop the world's single largest market – the USA and Canada.

AHP International's consultants in Berlin, Warsaw, Heidelberg and Philadelphia are specialists in Strategy, Growth & Implementation. We deliver with German Quality, Polish flexibility and American spirit - a combination hard to beat!

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IMPACTA LAW

The Company delivers clear, strategic and practical legal advice on complex, high stakes matters. Combining deep sector expertise with commercial insight, the firm helps clients make informed decisions with confidence. Its advice is accountable, forward-looking and supported by a strong commitment to client service.

Clients rely on IMPACTA LAW for advice across the full spectrum of business law, from company formation and mergers and acquisitions to contract drafting, employment matters, market entry strategies, tax and customs, real estate and construction, energy and infrastructure, banking and finance, and dispute resolution. They turn to IMPACTA LAW particularly when facing decisions with significant transactional, regulatory, sanctions, litigation or enforcement implications, where early risk assessment and prevention are essential to protecting business continuity and long-term value.

The firm advises large corporations, international investors, financial institutions, senior executives and high-net-worth individuals. It acts as a trusted local partner on projects that are critical to Ukraine's reconstruction, resilience and the development of key sectors of the economy.

A German contact office facilitates engagement with clients and institutions across Europe.

Matters are staffed through coordinated, cross-practice teams with on-the-ground presence in Ukraine and led by dedicated partners responsible for strategy and execution. Continuous partner involvement ensures that legal advice remains closely aligned with clients' commercial objectives and is delivered efficiently, pragmatically and with measurable impact.

OST-AUSSCHUSS DER DEUTSCHEN WIRTSCHAFT

The German Eastern Business Association (Ost-Ausschuss der Deutschen Wirtschaft) is the major regional initiative of the German economy for 29 countries in Central Europe, Eastern and Southeastern Europe, in the South Caucasus and in Central Asia.

We support our members in their projects, arrange contacts and answer questions about market entry. In close cooperation with the federal government and the governments of the partner countries, we work to reduce trade barriers and improve economic conditions in the region. Through the Ukraine Working Group and the Ukraine Service Desk, the German Eastern Business Association provides platforms that facilitate dialogue with Ukrainian partners and involve German companies in reconstruction planning. The German Eastern Business Association is supported by six central associations of German business including the Federation of German Industries (BDI) and the German Chamber of Industry and Commerce (DIHK) and has over 350 member companies.

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OA-Updates
Recovery Ukraine

