



Rebuilding Ukraine: Opportunities for Swedish Private Sector

Kyiv, Ukraine
August 2024

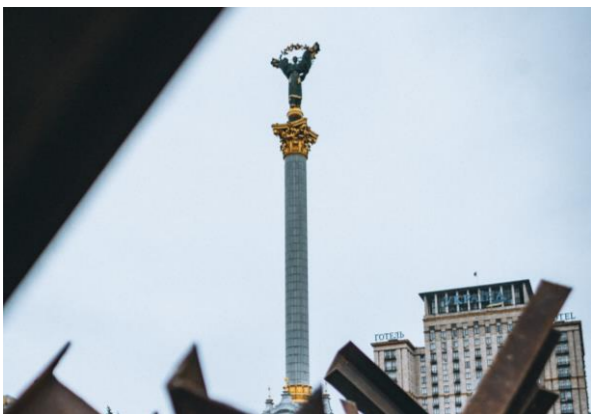


With Business Sweden back in Ukraine, we're eager to support Swedish contribution to Ukraine's rebuilding



The war is ongoing...

- **Since February 2022, the Ukrainian people have been defending their territory against Russia's full-scale military invasion.** This has not only severely impacted Ukraine's economy by occupying territories, destroying infrastructure, and disrupting supply chains but has also led to a social crisis with millions of displaced persons seeking refuge abroad or within the country
- Through resolute resistance against Russia, supported by international allies, **Ukraine has managed to withstand and reclaim control of over 40% of the territories occupied in 2022**



...and there are massive needs...

- Ukraine's ongoing struggle to defend its territories showcases its commitment to European values and a strong determination to continue on the path towards Euro-Atlantic integration. While the effort to regain control over its territory persists, a new challenge emerges – **the task of rebuilding the unprecedented damage** to energy, transport, industrial, healthcare, and other infrastructure, which has already **exceeded USD 152 bln**
- With robust support from the international community and Ukraine's willingness to cooperate, the upcoming reconstruction efforts present **significant opportunities for international businesses.** As we explore the diverse possibilities in this evolving landscape, **Sweden's crucial role in Ukraine's resurgence becomes evident, facilitating a smooth transition toward a green, digital, and inclusive economy**



...and Swedish companies have substantial opportunities to support in the rebuild of Ukraine

- Having re-established its on-the-ground presence in Kyiv in October 2023, **the Business Sweden team is pleased to present the "Rebuilding Ukraine: Opportunities for Swedish Private Sector" guide** for Swedish companies seeking ways to contribute their solutions and expertise to Ukraine's recovery and renewal journey
- Through this regularly updated guide, we aim to provide you with **current information on Ukraine's economic situation and prospects, ongoing procurement opportunities, investment frameworks, and practical aspects of conducting business with Ukraine** in these challenging times

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Illustrative overview

Economy	Security	SE in UA	Damage & Needs	Key sectors
Intern. tenders I	Intern. tenders II	Intern. tenders III	Intern. tenders IV	Ukrainian tenders
Team Sweden	Engagement	Incentives	De-risking	Opportunities
Legal aspects	Business protection	Martial law	Travels to UA I	Travels to UA II

Despite the effects of Russia's ongoing military aggression, Ukraine still has the potential as Europe's largest untapped emerging economy

Ukraine Economy and Key Strengths

Besides the massive rebuild opportunities, Ukraine is an attractive destination for international businesses due to its...

- Strategic position as a vital **hub linking Europe and Asia**
- Skilled and educated **labor force**
- Attractive **cost levels**
- Substantial **natural resources**
- Global significance in **agriculture, metallurgy, and mining** industries
- **Ongoing reforms** to improve the business climate

The Ukrainian economy has fully recovered from the shock caused by Russia's invasion in February 2022

- Economic recovery in 2023 was driven by **large government and private consumption, international financial aid and exceptional performance of the agricultural sector**. In 2024, export focused industries and private investments are expected to drive further recovery
- Ukraine's real **GDP grew by 5.7% YoY in 2023, and by 4.1% YoY in the first half of 2024**

Snapshot of Key Industries

Agriculture

As a top agricultural producer, in 2021 Ukraine secured its position as world's:



3rd largest exporter of corn



1st largest exporter of sunflower oil



6th largest exporter of wheat



3rd largest exporter of barley

Mining

As of 2021, Ukraine ranked 25th in mining globally (among 165 countries):



6th largest producer of iron



7th largest producer of manganese



5th largest producer of titanium



7th largest kaolin producer

With the ongoing fighting mainly confined to specific areas, Ukraine's security situation is relatively stable but needs to be closely monitored

Since the beginning of the Russian invasion in 2014, the Ukrainian people have been defending their territory against Russia's military forces. Launched in its full scale in February 2022, the invasion has severely impacted Ukraine's economy and led to a social crisis



- As of August 2024, the Russian invasion of Ukraine is ongoing. Active fighting is mainly concentrated in the **South-Eastern frontline areas of Luhansk, Donetsk, Zaporizhzhia, Kherson, and Kharkiv regions**. There have been aviation bombings and artillery attacks in the Russia-bordering districts of **Sumy and Chernihiv regions**, with the entire country facing rocket and drone attacks
- There is also a potential threat **from Belarus to the north of Kyiv** – the Ukrainian Armed Forces are deployed in defensive positions to respond to any respective threats
- Overall, the security situation in Ukraine is **relatively stable**, but it can change rapidly and requires continuous monitoring

Operational Information – General Staff of the Armed Forces of Ukraine



Interactive Map: Russia's Invasion of Ukraine – Institute for the Study of War



Map of the war in Ukraine – DeepState UA



SOURCE: INSTITUTE FOR THE STUDY OF WAR

Sweden and Ukraine have robust connections in terms of investment and trade, presenting ample opportunities for further collaboration

Swedish Investments in Ukraine

- As of 2024, more than **80 Swedish companies** are operating in Ukraine, spanning sectors like agriculture, machinery, IT, engineering, retail, and automotive. These industries offer strong opportunities for expanding trade and investment between the two countries
- With significant production base in Ukraine, Sweden stands as **Ukraine's 12th largest FDI partner** with over **USD 661 mln** invested into Ukraine's economy by Swedish companies as of 2024, setting up a base for further investments in the respective sectors

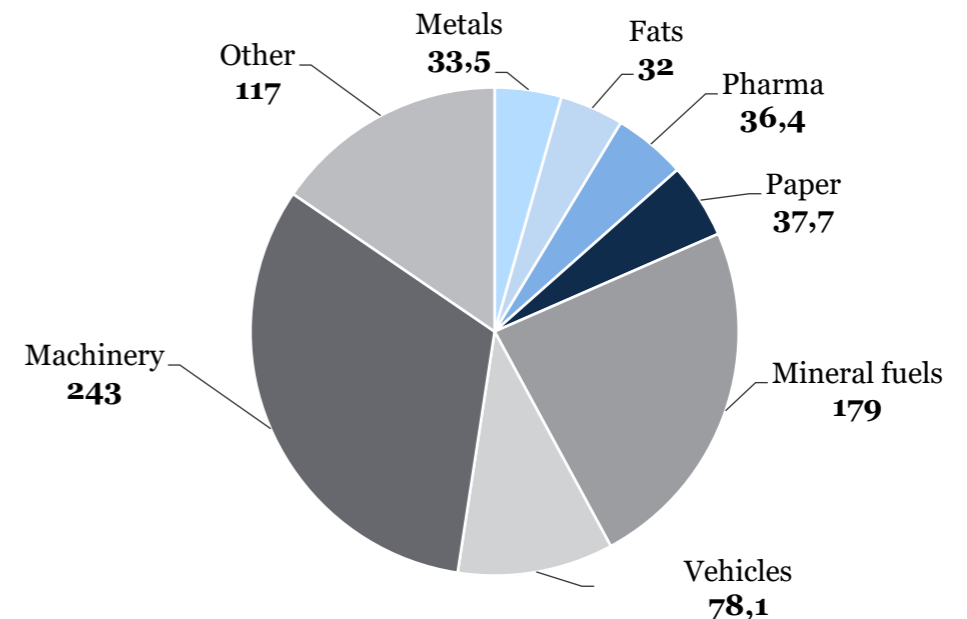
Exports & Imports between Sweden and Ukraine

- Historically, Ukraine has not been a key export market for Sweden. As of 2024, Ukraine ranks as the **40th largest importer** of Swedish goods and services. However, with the ongoing and upcoming reconstruction efforts, Swedish businesses are gaining more relevance in Ukraine. While individual deals still play a big role, Sweden's exports to Ukraine is already growing: 47% year-on-year growth was recorded in 2023 – from **USD 515 mln** in 2022 to **USD 757 mln** in 2023
- Swedish supplies to Ukraine include **machines, equipment, paper products, vehicles, and pharmaceuticals**. Ukraine, in turn, plays a pivotal role in Sweden's trade, particularly in **metals, timber, furniture, chemicals, and heavy machinery**

Swedish companies in Ukraine, 2024 [EXAMPLES]



Sweden's exports to Ukraine in 2023, USD mln

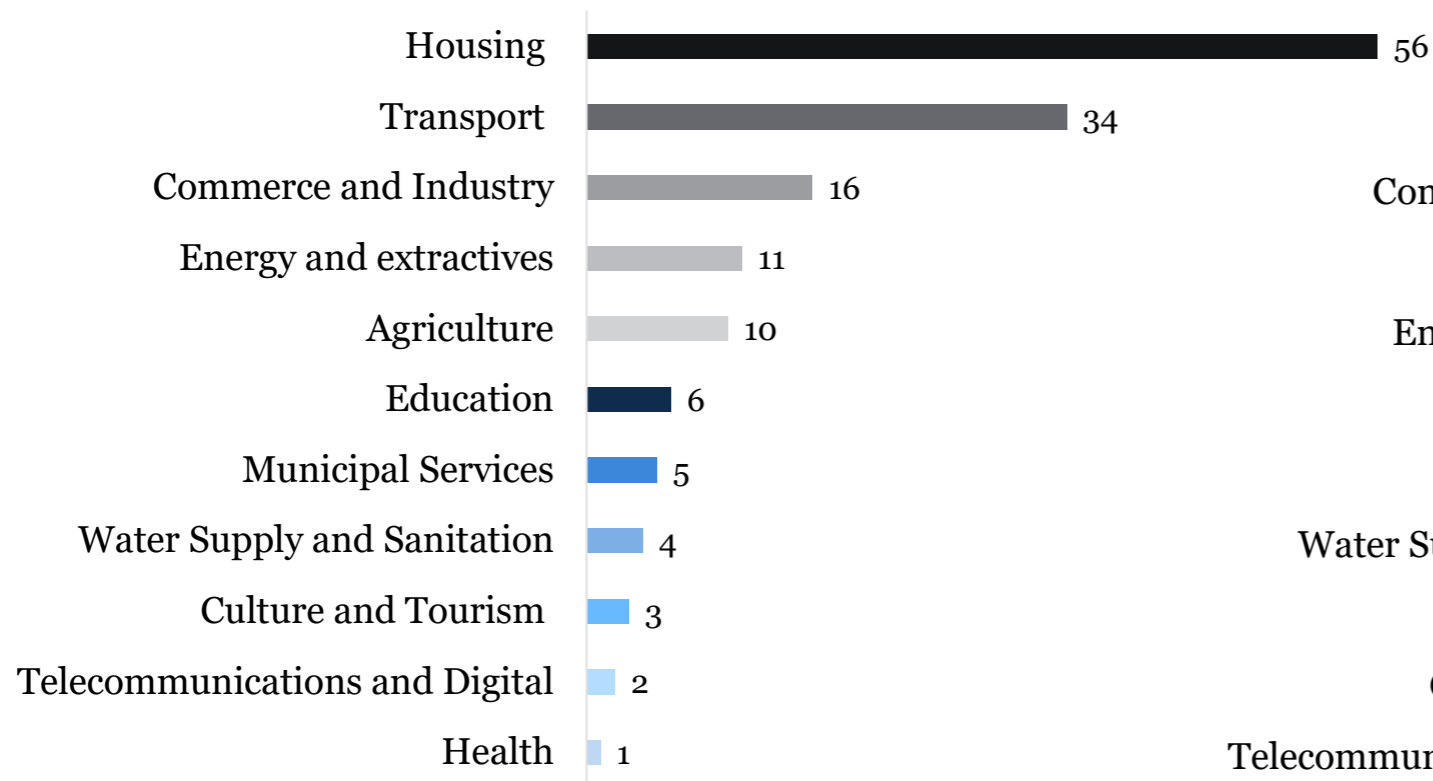


SOURCE: NATIONAL BANK OF UKRAINE, MINISTRY OF FOREIGN AFFAIRS OF UKRAINE, INTERNATIONAL TRADE CENTER

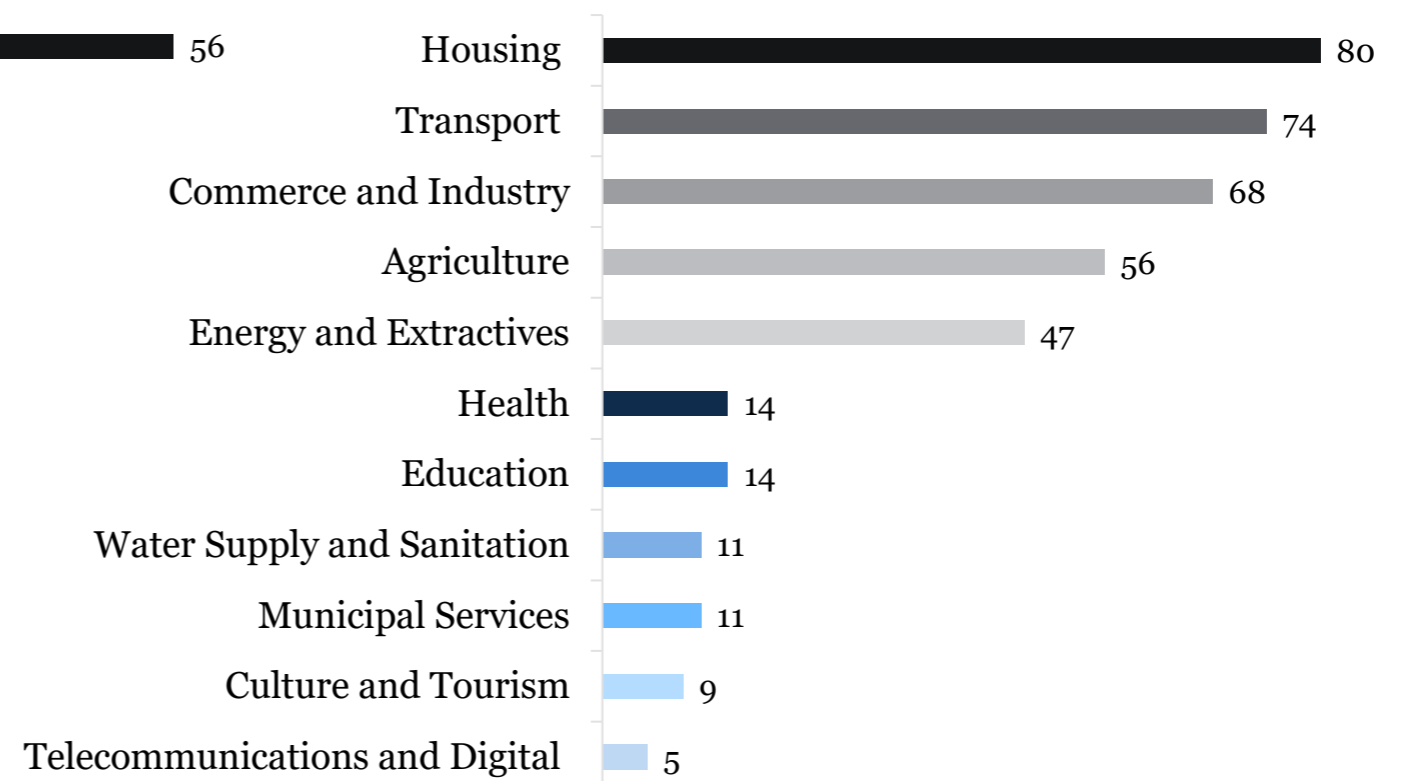
In its second year, Russia's invasion of Ukraine continues, with significant human and economic consequences

Collaborative findings from the Government of Ukraine, World Bank Group, European Commission, and United Nations (RDNA3) reveal over **USD 152 bln in direct damages from Russia's invasion** (December 2023). Despite challenges leading to a 29.1 percent GDP contraction in 2022, Ukraine maintained stability and returned to growth in 2023. The estimated cost of its upcoming reconstruction for the next decade **exceeds USD 486 bln**, factoring in inflation, market conditions, surge pricing, rising insurance premiums, and a shift toward more energy-efficient and smart solutions. This represents an unprecedented private investment opportunity for Swedish businesses

Damage per key sector of Ukraine's economy (Dec 2023, USD bln)



Reconstruction needs per key sector (Dec 2023, USD bln)



SOURCE: RDNA3

As the Government of Ukraine prepares for the reconstruction, Swedish businesses may start exploring opportunities in the future priority sectors

- As of August 2024, the Government of Ukraine, in partnership with the European Union, implements **the Ukraine Plan** to outline **the country's recovery and development vision** for the next four years. The indicators and reforms included in the Plan will contribute to general economic growth, development of the business climate, entrepreneurship culture, and will also accelerate the process of Ukraine's integration into the European Union
- The plan will be carried out as part of the EU's Ukraine Facility program, which has **allocated EUR 50 bln in financial support to Ukraine over four years**. The first regular installment of **EUR 4,2 bln** is expected to be disbursed to Ukraine in the summer of 2024, pending the decisions of the European Commission and the EU Council. Ukraine has successfully implemented reforms in public financial management, state-owned enterprise management, the business environment, energy, and mine action to reach this stage

Key sectors for Ukraine's post-war reconstruction (Ukraine Plan)



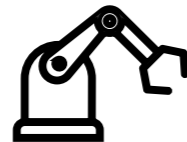
Energy



Agri-food

"Green"
industriesCritical raw
materials

IT and telecom



Processing

Transport and
logistics

Main pillars of the EU's Ukraine Facility Program

EUR 38,27 bln Direct support to the state budget

- Funding will be available as concessional loans (EUR 33 bln) and grants (EUR 5,27 bln)
- 20% of the grant funds (EUR 1,05 bln) will be allocated to the needs of Ukraine's regions

EUR 6,97 bln Investment Fund

- Special investment instrument to stimulate investment in priority sectors available for Ukrainian private and state-owned companies
- Funding will be available to investors through the EBRD, EIB and other international institutions

EUR 4,76 bln Technical and administrative support

- Technical assistance to the Government – harmonization of legislation with the EU, structural reforms, capacity building
- Coverage of interest on concessional loans under the program

Swedish companies can make a substantial contribution to Ukraine's reconstruction through participation in international and local tenders

- In 2023, the **European Union and over 20 individual countries offer financial support to Ukraine**, including donor funding for IFIs and UN agencies procuring works, goods, and services to address immediate needs and reconstruction via their respective procurement platforms
- With the **direct aid to Ukraine's budget exceeding USD 42,6 bln in 2023**, Ukrainian government entities and state-owned enterprises conduct **numerous reconstruction-related tenders** via the public electronic procurement system **Prozorro**
- As **both international and local tenders are open to international participation**, Swedish companies can contribute to the rebuilding of Ukraine by providing sustainable solutions, technology, or participating in projects through respective procurement opportunities

Key international procuring entities



NEFCO



Key Ukrainian procuring entities



UKRENERGO
State enterprise | National power company



Procurement opportunities of IFIs and UN agencies can be utilized through a step-by-step approach



<p>1. Identify procuring organizations by sectors</p>	<p>Energy Supply, Housing, Logistics, Winterization, Agriculture, Healthcare, SME, Policy Reforms, Social Sector, and other</p>	<p>Privatization, Energy Security And Efficiency, Financial Sector, Trade, Infrastructure, Anti-corruption, and other</p>	<p>Water Resource Management, District Heating, Housing, Energy Efficiency, and other</p>	<p>Infrastructure Reconstruction and Mine Action, Energy and Environment, Healthcare, Social Sector, Food Security, Education, and other</p>
<p>2. Find Tender Opportunities</p>	<p>World Bank website > Browse Contract Awards and Notices by Country > Ukraine</p>	<p>EBRD Client E-Procurement Portal (ECEPP) > Procurement Notices > Keywords: Ukraine</p>	<p>Nefco website > Projects > Procurement > Browse Procurement notices by Country > Ukraine</p>	<p>United Nations Global Marketplace (UNGM) portal > Browse Procurement notices by Country > Ukraine</p>
<p>3. Learn more about procurement procedures</p>	<p>World Bank Procurement Regulation</p>	<p>EBRD Procurement Policies and Rules and Related Bank Policies</p>	<p>Nefco Procurement Policy and Procedures</p>	<p>UN agencies have varying procurement procedures, please review regulations of each agency (e.g. UNOPS)</p>
<p>4. Prepare a competitive proposal</p>	<ul style="list-style-type: none"> • Cite relevant technical and regional experience involve in-country partners, consider joint ventures • Ensure full responsiveness to tender/proposal requirements before submission • Follow standard bidding document forms and conditions • Address document clarifications and extensions early • Ensure full responsiveness to tender/proposal requirements attend scheduled pre-tender/proposal clarification meetings 			
<p>5. Submit an offer</p>	<p>Via World Bank website</p>	<p>Via ECEPP</p>	<p>As indicated in the respective tender specifications</p>	<p>Offers are accepted via the UN Quantum system</p>

Procurement opportunities of IFIs, UN agencies and other development organizations can be utilized through a step-by-step approach (II)



<p>1. Identify procuring organizations by sectors</p>	<p>Democracy, Rule of Law, Governance, Economic Development, Critical Infrastructure, Healthcare, and other</p>	<p>Energy Infrastructure Restoration, Energy Supply, Heating Supply</p>	<p>Good Governance, Sustainability, Economic Development, Energy and Climate Protection</p>	<p>Infrastructure, Municipal Services, Urgent Energy Efficiency</p>
<p>2. Find Tender Opportunities</p>	<p>TetraTech business opportunities website > Work Group Filter > Choose relevant USAID project (e.g. UCEM, SACCI, etc.)</p>	<p>TetraTech business opportunities website > Ukraine Energy Support Fund</p>	<p>GIZ website > Doing business with GIZ > Procurement > Tenders > E-procurement platform > Find notices > Ukraine</p>	<p>EIB website > Work with us > Procurement > Ukraine Ted portal > Browse by Business Opportunity > Ukraine</p>
<p>3. Learn more about procurement procedures</p>	<p>Supplier's Guide (USAID Energy Security Project's example)</p>	<p>General procurement information</p>	<p>Terms and Conditions for supplying services and works</p>	<p>Guide to Procurement for projects financed by the EIB</p>
<p>4. Prepare a competitive proposal</p>	<ul style="list-style-type: none"> Cite relevant technical and regional experience involve in-country partners, consider joint ventures Ensure full responsiveness to tender/proposal requirements before submission Follow standard bidding document forms and conditions Address document clarifications and extensions early Ensure full responsiveness to tender/proposal requirements attend scheduled pre-tender/proposal clarification meetings 			
<p>5. Submit an offer</p>	<p>Via TetraTech business opportunities website</p>		<p>As indicated in the respective tender specifications</p>	

Success in tendering with IFIs or UN agencies relies on a thorough grasp of the intricacies of procurement procedures

Understanding of the tendering process with IFIs or UN

- Tenders from **IFIs and UN agencies follow rules and procedures** designed to ensure an efficient and transparent selection process. Swedish companies can participate in opportunities related to Ukraine, as these **tenders are typically open to international involvement**
- Although each organization may have its own procurement guidelines and use a different tendering platform, there are **similarities in the generally applied selection methods and procurement types**. Understanding the specifics of an organization's procurement procedures before entering a tendering opportunity is crucial for developing a competitive proposal
- Certain organizations, such as UN agencies, appreciate **proactive marketing efforts from potential bidders** who introduce their products and services to relevant program and procurement officials. This is particularly important for facilitating procurement through selective or direct tendering

Single digital pipeline – DREAM pipeline

Digital Restoration EcoSystem for Accountable Management

In order to identify and track reconstruction-related tendering opportunities of international actors, one can also refer to the **Digital Restoration Ecosystem for Accountable Management (DREAM)**, which is a state digital ecosystem that provides a **single digital pipeline for all reconstruction projects**

Procurement types

Open Tendering	<ul style="list-style-type: none"> • Competitive method involving a public invitation to submit bids • Allows for wide participation and ensures transparency
Selective Tendering	<ul style="list-style-type: none"> • Involves an invitation to a pre-qualified or pre-selected group of suppliers to submit bids • Applied in specialized or complex projects
Direct Contracting	<ul style="list-style-type: none"> • Applied for procuring specific goods, works, or services needed in emergencies or for highly specialized requirements
Framework Agreements	<ul style="list-style-type: none"> • Established with suppliers to provide goods or services as needed during a specified period • Allows for flexibility and efficient procurement
Request for Proposal (RFPs)	<ul style="list-style-type: none"> • Used when the contract requirements are not well-defined • Allows for negotiations with bidders to refine proposals

Swedish companies may contribute to the rebuilding of Ukraine by engaging in local tenders on Prozorro



Using local public procurement system – Prozorro

- Swedish entities can participate in local Ukrainian public procurement procedures upon completing the registration on **public electronic procurement system Prozorro** via any of the e-trading platforms
- Registration with an e-trading platform **may require providing company details, paying a registration fee, opening a Ukrainian bank account**, etc. Procuring bodies may impose additional eligibility criteria, including **technical base, employees, experience** in similar contracts
- **Evaluation** is based on: (1) solely the **lowest price**; (2) several criterions, where the **lowest price shall have 70+% of the total weight**
- Announcements on procurement procedures shall be **published in English**, if the cost of procurement exceeds: (1) for goods and services – EUR 130+ thsd, (2) for works – EUR 5+ thsd

Ukrainian entities obliged to procure through Prozorro



Government bodies



Government-owned and related entities



Local authorities

Procurement types

Negotiated Procedure

- Permits the direct award without a formal tender process when a contract is reached following negotiations (urgent procurement need, lack of competition, etc.)

Open Tender

- The most commonly used procurement method allowing for any tenderer to submit a bid
- Applicable for various procurement items

Restricted Tender

- Utilized for contracts exceeding EU thresholds and when the qualitative selection of bidders is needed
- Involves two stages, starting with qualification selection

Competitive Dialogue

- Can be employed for works or services when a contracting authority cannot specify the exact technical or qualitative characteristics, necessitating negotiations

Team Sweden network can provide extensive assistance to Swedish companies aiming to invest in Ukraine



Team Sweden is a network that combines strengths of government agencies, organizations, companies, entities and industry experts to promote and support Swedish interests globally. Comprising a network of government agencies, industry associations, and other key stakeholders, **Team Sweden functions as a unified force to enhance Sweden's competitiveness and influence on the international stage.** This coordinated effort ensures a cohesive approach to economic promotion, trade, and diplomacy. Team Sweden coordinates state support to promote Swedish exports abroad

Team Sweden support examples

Swedfund – Development Finance Institution

Swedfund aims at eliminating poverty through sustainable business by offering:

- **Equity, loans and funds**
- **Project Accelerator support**
- **Technical Assistance**



[More about offerings](#)

EKN – Export Credit Agency



EKN insures against the risk of not receiving payment from export transactions by offering **various guarantee instruments** (e.g. buyer credit guarantee, counter guarantee, working capital credit guarantee, etc.)



[More about Ukraine guarantee](#)

Energimyndigheten – Energy Agency



Energimyndigheten supports commercialization and exports of energy-related innovations by offering services related:

- **Investment promotion**
- **Trade and business promotion**



[More about offerings](#)

Sida – International Development Cooperation Agency



Sida is responsible for Sweden's assistance to developing countries via the following frameworks:

- **Guarantee instrument**
- **Challenge Fund**
- **Public Private Development Partnership**



[More about offerings](#)

SEK – Export Credit Corporation



SEK secures access to financial solutions on a commercial basis to the Swedish export industry via various **loans and credit instruments** (e.g. social, green, sustainability linked, export, etc.) **and factoring services**



[More about offerings](#)

Kommerskollegium – Agency for Internal Market



Kommerskollegium facilitates free and open trade with transparent rules by offering:

- **Educational programs**
- **Support for exporters**
- **Troubleshooting services**



[More about offerings](#)

Swedish companies may explore different options for engaging in Ukraine, varying in scale and depth of involvement

Each key model for engaging in Ukraine requires several steps to ensure success

Operation Model	Supplying to Ukraine Directly	Establishing a Partnership with a Ukrainian Company	Setting up a Local Presence
Key Benefits	<ul style="list-style-type: none"> Reduced Exposure to Risks Related to War Ability to Swiftly Adjust to the Rapidly Changing Environment 	<ul style="list-style-type: none"> Using a “Minimal Presence” Approach as a Foundation for Future Expansion Leveraging Established Business Networks and Relationships 	<ul style="list-style-type: none"> Availability of Various Government Investment Incentives Schemes Improved Access to Procurement Opportunities
Crucial Steps	<p>1. Evaluate the Market for Your Product</p> <ul style="list-style-type: none"> Research is essential before starting export efforts—determining market size, demand, and competition. Local consultancies, government bodies, or business associations can provide valuable insights The Business Sweden team in Kyiv can assist with market analysis to support your business venture 	<p>1. Seek Expert Guidance in Finding a Fit</p> <ul style="list-style-type: none"> Various organizations can aid in finding the right partner fit: business associations (e.g. European Business Association, etc.), industry unions (e.g. Furniture Cluster, IT Cluster, etc.), government bodies (e.g. Regional Development Agencies, etc.) The Business Sweden team in Kyiv is open to inquiries, leveraging its strong network in Ukraine 	<p>1. Explore Pre-vetted Investment Opportunities and Sites from Local Institutions</p> <ul style="list-style-type: none"> Ukraine offers strong investment support, with free services from government and donor-backed institutions like UkraineInvest and Advantage Ukraine, featuring catalogues of pre-selected opportunities and sites At every stage of the selection process, rely on local legal experts experienced in facilitating foreign investments
	<p>2. Develop Effective Logistical Arrangements</p> <ul style="list-style-type: none"> It is crucial to plan and establish delivery routes before committing to contracts. Address both organizational (delivery, customs clearance) and legal (taxes, duties, certification) aspects to ensure a successful export operation Consider referring to Business Sweden Trade and Invest Facilitation team in Stockholm for respective support 	<p>2. Ensure Thorough Verification of Potential Partners</p> <ul style="list-style-type: none"> Swedish companies should investigate potential partners by: reviewing legal, tax, and reputation records; assessing political ties of owners and management; verifying relevant experience, e.g., foreign partnerships Beneficial to refer to legal advice via local law offices at both partner verification, negotiations and closing stages 	<p>2. Review Availability of Government Investment Incentives</p> <ul style="list-style-type: none"> While many schemes focus on the processing sector to aid Ukraine’s shift from a resource-based economy, there are also incentives tailored for sectors like IT, logistics, hospitality, healthcare, education, waste management, energy, etc., crucial for Ukraine’s future development For more details, see p. 16
	<p>3. Explore Relevant Export Credit Guarantees</p> <p>Various options may be available to mitigate risks in export operations to Ukraine—such as Swedish EKN for exports from Sweden or other European ECAs if operating through a subsidiary in the respective country</p>	<p>3. Comply with Local Regulations</p> <p>Building strong logistics for the partnership (e.g., distribution, tendering, manufacturing) requires professional legal advice to navigate tax, customs, certification, and other local laws</p>	<p>3. Explore Various Investment Risk Mitigation Options</p> <ul style="list-style-type: none"> For starting projects in Ukraine there are war risk insurance to manage trade and investment risks For more details, see p. 17

Ukraine has a developing investment incentives matrix offering different sets of stimuli to accelerate foreign investment

- In an effort to boost FDI in Ukraine, the Ukrainian Government launched a series of reforms in 2019-2022 aiming to **introduce investment incentives mechanisms similar to those in neighboring countries**
- Foreign businesses investing in Ukraine can access tax and financial incentives through **the Significant Investments Law, Industrial Parks Law, and Diia.City Regime**, which offer benefits such as **corporate tax breaks, import duty exemptions, and special provisions for IT companies and startups**
- The Business Sweden team in Kyiv can assist in navigating these incentives, providing expert guidance on leveraging the respective mechanisms to maximize benefits and streamline the investment process

	<i>State Support for Investment Projects with Significant Investments</i>	<i>State Support for Industrial Parks</i>	<i>Virtual economic zone “Diia* City” for IT sector</i>
<i>Available Incentives</i>	Up to 30% of CAPEX compensation via: tax and duties exemption, land plots allocation, infrastructure construction / costs compensation, grid connection fees compensation	Taxes and duties exemption, compensation of interest rates on loans, non-refundable financing, grid connection fees compensation	Reduced labor tax rates, 9% exit capital tax or 18% CIT, venture investment tools, strengthened IP protection, simplified employment models (gig-contracts), 25-year legal stability guarantees
<i>Project Requirements</i>	<ul style="list-style-type: none"> • EUR 12+ mln of capital investments, 10+ new jobs, up to 5 years of project implementation • construction or modernization of related facilities 	Industrial park creation & management OR industrial park membership	<ul style="list-style-type: none"> • 9+ employees with salaries of EUR 1,200+ • 90%+ of total net income and royalties consists of income from IT-related operations
<i>Eligible Industries</i>	Processing, minerals extraction for processing, waste management, warehousing and logistics, R&D, healthcare, hospitality, arts & culture, tourism, telecommunications	Processing, waste management, R&D, IT and telecommunications	Software development, IT education digital marketing and advertising, R&D in IT and Telecom, esports, virtual assets management

* - FROM UKRAINIAN “ДІЯ” (DIIA) - ACTION

Swedish companies can rely on multiple trade and investment de-risking mechanisms for doing business in Ukraine

Trade and Investment De-risking Mechanisms Available as of August 2024

Institution	Coverage	Project Thresholds	Operation/ Object Type	Conditions	Allocated Funding/ Other Details
MIGA – Multilateral Investment Guarantee Agency	Political risks, including war risks	From USD 5 mln	Investments, refinancing for international companies	<ul style="list-style-type: none"> Coverage for up to 20 years General tariff: 2% of the contract amount Other conditions set on an individual basis 	USD 320 mln provided since February 2022
EKN – Exportkreditnämnden	Financial liabilities risks	N/A	Swedish exports to Ukraine	<ul style="list-style-type: none"> Coverage of up to SEK 100 mln per applying company group No fee applied 	SEK 333 mln available for 2024
ECA – Export-credit Agency of Ukraine	Financial liabilities risks	Up to UAH 200 mln (SEK 52 mln)	Investments, including investment loans for exports from Ukraine	<ul style="list-style-type: none"> Coverage for up to 20 years General tariffs: 0,5 – 8,05% for investment agreements OR 0,95 – 4,05% for investment loans Other conditions set on individual basis 	<ul style="list-style-type: none"> No special budget allocated Provided from the overall capital of UAH 2 bln (SEK 500 mln)
U.S. DFC – International Development Finance Corporation	Political risks, including war risks, financial liabilities risks	From USD 10 mln	Investments, refinancing for Ukrainian and international companies	<ul style="list-style-type: none"> General tariffs: 2% of the contract amount OR from 50% of the loan amount Other conditions set on individual basis 	USD 800 mln provided since February 2022
Private insurance providers	War risks	N/A	Buildings, vehicles, inventory, goods in transit, etc.	<ul style="list-style-type: none"> Coverage of up to UAH 30 mln (SEK 7,8 mln) for up to 1 year Tariffs: 1,5% – 5% of the object value 	As of August 2024, provided by 6 insurers : ARX, INGO, Oranta, Universalna, Arsenal, and UNIQA
Other European and non-European ECAs	Political risks, including war risks, financial liabilities risks	Vary per organization	Exports and investments by respective countries' companies to/into Ukraine	<ul style="list-style-type: none"> Generally require local presence in respective countries Other conditions vary per organization 	As of August 2024, provided by ECAs of 13 countries , including UK, Germany, Italy, Japan, and other

- Swedish companies looking to participate in projects in Ukraine can explore **war risk insurance coverage** to mitigate potential trade and investment risks
- Since February 2022, significant funds have been allocated to support investments in Ukraine with war risk insurance, including **USD 320 mln from MIGA** (with an additional USD 200 mln available) and **USD 800 mln from the U.S. DFC**, which plans to extend its program
- Companies aiming to establish trade operations with Ukraine can utilize insurance and guarantee offerings by **Swedish EKN** and **Ukrainian ECA**. For those with production bases outside Sweden, ECAs from respective countries offer additional support
- For companies with a presence on the ground in Ukraine, **options are available to insure assets against war-related risks** such as buildings, vehicles, cargo, inventory, and more with private insurance providers
- It's advisable to **examine specific conditions related to each project**. New war risk insurance mechanisms, expected to be accessible to Swedish companies, are anticipated from the EBRD

The energy sector is one of the most promising areas for Swedish companies to engage in Ukraine, and the BuS team is actively seeking out opportunities

- Before the full-scale invasion, **Ukraine's energy sector was crucial to its economic growth and national security**, contributing up to 14% of GDP. Ukraine had one of Europe's largest power systems: 7th in installed capacity (56 GW) and 9th in electricity generation (~156 bln kWh/year)
- Since October 2022, **Ukraine's energy infrastructure has been heavily targeted by Russian drone and missile attacks**. By May 2024, over 60% of its generation facilities had been damaged, destroyed, or seized. This pressure has forced Ukrainian society to adapt to power outages, invest in backup power, and prioritize sustainable energy solutions. The government, municipalities, the private sector, and international institutions are focused on revitalizing this sector
- To address the vulnerability of the centralized energy system, a Strategy for Distributed Generation Development through 2035 was adopted in July 2024, emphasizing on **building resilient infrastructure with quick solutions like gas turbines and piston generation, along with renewable energy sources**. The government is actively encouraging businesses and citizens to develop small-scale energy facilities by simplifying conditions and offering incentives
- Swedish companies are well-positioned to capitalize on opportunities in Ukraine's energy sector by leveraging their technological expertise and sustainability leadership

<i>Equipment and Solutions Supply via Public Procurement</i>	<i>Equipment and Solutions Supply to the Private Sector</i>	<i>Installation of Power Generation Capacities</i>	<i>Cooperation with Local Producers or Distributors</i>
<ul style="list-style-type: none"> • To ensure rapid recovery, IFIs, UN agencies, and other development organizations frequently initiate energy equipment procurements for Ukraine. The Ukraine Energy Support Fund was established to help mobilize international funds, with donor contributions exceeding EUR 550 mln • Ukrainian public entities are also tendering emergency equipment. For example, Ukrnafta, the largest Ukrainian oil and gas company, plans to build over 1,000 MW of gas turbine and gas piston generation, valued at USD 1 bln, in 2024 	<p>Ukraine's diverse private sector is responding to significant power cuts by installing their own energy production facilities to meet their needs:</p> <ul style="list-style-type: none"> • The local construction hypermarket chain Epicentr plans to build 100 MW of gas-fired generation and rooftop solar power plants, with an investment exceeding USD 120 mln • NOVA Group, the largest logistics operator, is establishing Nova Energia, a company dedicated to generating energy regularly, including electricity produced from solar and gas sources 	<p>Introduced in 2024, exemptions from VAT and customs duties on imported energy equipment, along with simplified construction rules, are creating lucrative opportunities for new power generation projects. Significant investments are already underway:</p> <ul style="list-style-type: none"> • Norwegian-Swedish company Fenix Repower has signed an MoU with the Ukrainian government to develop a new onshore wind project in Ukraine • German company Goldbeck Solar, in partnership with the EBRD, plans to develop 500 MW of solar projects in Ukraine over the next three to five years 	<p>Due to the extensive damage to energy infrastructure, the recovery process will be prolonged, sustaining a high demand for diverse energy equipment over the long term. International players are already making strategic investments to capitalize on these opportunities:</p> <ul style="list-style-type: none"> • In collaboration with Ukrainian partners, Turkish generator manufacturer Dalgakiran invested in new facilities in the Kyiv region in 2024 • The Ukrainian-Polish consortium Energo-Plus is investing in the production of high-voltage frequency converters in the Poltava region
<i>Short to Medium Term</i>		<i>Long Term</i>	

With significant reconstruction needs, international support, and strong Swedish offerings, BuS is proactively focusing on the municipal infrastructure sector

- Since 1991, Ukraine has struggled with **outdated Soviet infrastructure and limited funding** during its market economy transition. Since 2014, **decentralization reforms** have funneled funds directly to municipalities, driving key projects like **Mariupol's water system, Lviv's waste processing complex, and Kyiv's Dnipro water station**, supported by government, municipal, international, and private investments
- Russia's full-scale invasion in 2022 targeted Ukraine's municipal infrastructure, **severely damaging key systems**. For example, Mykolaiv's water supply was hit, leading to pipe corrosion and a two-year drinking water shortage. As of early 2024, Ukraine's infrastructure damage totals **USD 9 bln**, with over **255 water facilities, 84 major heating plants, and 35 waste management sites destroyed**
- Rebuilding Ukraine's municipal infrastructure, estimated at **USD 11 bln**, will focus on **energy efficiency, smart city technologies, and data-driven management** for greater resilience. The reconstruction will emphasize inclusivity through universal design, ensuring accessibility for all, presenting significant opportunities in the sector
- Business Sweden team in Kyiv works strategically in this sector, focusing on water, heat, and waste management

<i>Equipment and Solutions Supply via Government Procurement</i>	<i>Equipment and Solutions Supply via DFIs' and IFIs' Procurement</i>	<i>Cooperation with Local Producers or Distributors</i>	<i>Public-Private Partnerships</i>
<p>Swedish companies can access various tenders funded by government and municipal budgets:</p> <ul style="list-style-type: none"> • Water: Dnipro and Kharkiv water supply companies tendered water and pipe units for UAH 135 mln (SEK 35 mln) and UAH 80 mln (SEK 21 mln) • Heat: Rivne opened a tender for a solid fuel boiler worth UAH 140 mln (SEK 36 mln), while Kyiv's heating equipment tenders in 2023 totaled UAH 463 mln (SEK 121 mln) • Waste: In 2023, Ukrainian authorities invested UAH 358 mln (SEK 93 mln) in procuring garbage trucks 	<p>Numerous IFIs, DFIs, and other international actors are actively offering procurement opportunities for infrastructure projects:</p> <ul style="list-style-type: none"> • NEFCO announced a tender for the Chernihiv municipal enterprise to replace heating pipelines and restore thermal insulation, with a budget of EUR 5 mln • Swedfund has financed feasibility studies in Ukraine for critical infrastructure, with over 15 projects underway as of 2024, totaling more than EUR 9 mln in funding 	<ul style="list-style-type: none"> • The Ukrainian government is actively promoting the involvement of domestic manufacturers in state procurements. The industry is well-developed, with examples such as Ecosoft, a water purification system producer, Kriger Boiler Equipment Plant, and Kobzarenko Plant, which specializes in manufacturing municipal infrastructure machinery • Local producers are generally open to partnerships with international companies to expand their capabilities and diversify their product offerings 	<ul style="list-style-type: none"> • Ukraine is actively expanding its PPP initiatives to improve municipal infrastructure, including water supply, wastewater management, and heating. These reforms are critical for post-war reconstruction and have created new PPP opportunities • Recent examples include a PPP in the Dnipropetrovsk region approved in 2023 to enhance water supply, wastewater treatment, and sewage management
Short to Medium Term		Long Term	

BuS is focusing on the healthcare sector to leverage Sweden's expertise and support Ukraine's ongoing reforms and reconstruction efforts

- Ukraine has implemented **significant healthcare reforms since 2016** to tackle corruption and improve accountability. The **National Health Service of Ukraine**, established in 2017, now covers over 32 mln Ukrainians, **reducing informal payments** for primary healthcare **by 65%**. Efforts to improve procurement have also improved efficiency in using the state funds since 2019
- Despite these advances, the healthcare sector has faced major challenges since February 2022 due to the ongoing war. The war has disrupted infrastructure and services, leading to increased damage to healthcare facilities and pharmacies. There have been more than **1,600 attacks on health care** since the escalation of the war, which have caused about **USD 1.4 bln** in damage to Ukraine's health sector, notably affecting primary health care centers and hospitals. The number of damaged facilities increases regularly. Recovery and reconstruction needs are estimated **at USD 14.2 bln** over ten years, with immediate 2024 priorities totaling **USD 872.6 mln**
- International investment is crucial to overcoming these challenges, **supporting the healthcare system, and ensuring access to quality care**. The Business Sweden team in Kyiv strategically focuses on identifying and investing in opportunities to address these needs

<i>Equipment and Solutions Supply via Government Procurement</i>	<i>Equipment and Solutions Supply via DFIs' and IFIs' Procurement</i>	<i>Cooperation with Ukrainian Healthcare Innovation</i>	<i>Setting up Local Healthcare-Related Operations</i>
<ul style="list-style-type: none"> • Swedish companies can participate in tenders funded by the Ukrainian budget. The 2024 budget allocates UAH 12.1 bln (SEK 3 bln) for purchasing medicines, medical products, and equipment by the structures of the Ministry of Health of Ukraine • Recent examples of successful healthcare supplies by Swedish companies in Ukraine include the purchase of 15 innovative Elekta Harmony linear accelerator systems for UAH 540 mln (SEK 137 mln) in 2023, ordered by the Ministry of Health and managed by Medical Procurement of Ukraine 	<p>International donors are making significant investments to support Ukraine's healthcare system as the effects of the invasion worsen. Examples include:</p> <ul style="list-style-type: none"> • The HEAL Ukraine Project (USD 500 mln) by Word Bank, procuring resources to enhance mental health and rehabilitation services, restore and upgrade primary health care facilities, modernize war-damaged hospitals, etc. • In 2023, the World Health Organization supported health facilities impacted by the war by means of installing 14 modular primary care facilities 	<p>In response to the severe impact of the war on various segments of the population, Ukrainian society is driving innovative solutions that require foreign investments:</p> <ul style="list-style-type: none"> • The Superhumans Center in Lviv has been established as a modern facility offering prosthetics, reconstructive surgery, rehabilitation, and psychological support for adults and children affected by the war • Ukrainian bionic prosthetics manufacturer Esper Bionics has raised USD 5 mln in 2024 to produce 500 robotic hands per year and expand its production capabilities 	<p>Swedish companies have established a successful presence in Ukraine's healthcare sector, setting the stage for further expansion:</p> <ul style="list-style-type: none"> • Medicover (Sinevo Ukraine) is a prominent leader in the Ukrainian diagnostics market, known for its extensive range of high-quality laboratory tests and services that have set a benchmark in the industry • The Swedish-Ukrainian Medical Center Angelholm operates in Chernivtsi, providing a comprehensive array of medical services that cater to diverse healthcare needs
<i>Short to Medium Term</i>		<i>Long Term</i>	

Ukraine features a variety of convenient legal structures for conducting business, as well as a multifaceted tax system with moderate tax rates

Alternatives for Legal incorporation

Swedish companies willing to **enter the Ukrainian market via a relevant legal structure** have the option to:

1. Create a **Ukrainian legal entity** to conduct business in Ukraine or
2. Operate directly through a **representative office** within Ukraine or managed from Ukraine

Notably, both options allow for foreigners to be appointed as heads of these structures

Limited Liability Company (LLC)

- The most widely preferred legal entity structure **comparable to an “Aktiebolag”**. Charter capital should be divided into units based on participants’ contributions. There are: (1) no restrictions on the maximum number of shareholders; (2) no special requirements regarding allowed business activities
- LLC can be **established within 24 hours** with no registration fees: (1) offline through public service centers, regional offices of the Ministry of Justice, or with the assistance of a notary, (2) online through Diia public services platform

Representative Office

- Two types available: **(1) Non-commercial representative office**, which may not engage in business activities and is limited to representing the headquarters, including marketing, client relations, and market research; **(2) commercial representative office**, which allows for conducting business activities
- Representative office has **no legal entity status** – it **acts on behalf of the headquarters**. Establishment is processed within 20 business days by the Ministry of Economy of Ukraine. The registration fee is approx. USD 75

Primary state & local taxes (under the Ukrainian Tax Code)

Corporate Income Tax

- 18% basic rate
- Special rates apply to insurance and gambling activities

Personal Income Tax

- 18% basic rate
- 5% on dividends from resident companies
- 9% on dividends from non-resident companies

Value Added Tax

- 20% basic rate
- Levied on sale/import of goods (services) within/into Ukraine, and export of goods out of Ukraine

Withholding Tax

- 15% rate
- Applicable to non-residents
- Lower rates may apply in view of respective bilateral tax treaties

Military Contribution Fee

- 1,5% rate
- Levied on personal income that is subject to personal income tax

Unified Social Contrib.

- 22% rate with a limit set at 15 times the statutory minimum salary (approx. EUR 2600)

Ukraine has a robust business protection infrastructure that seeks to address individual business issues and tackle corruption

- Since the Revolution of Dignity in 2014, **Ukraine has undergone substantial changes to enhance the business environment and address corruption.** Despite aligning with the EU requirements to establish a robust anti-corruption framework focused on both prevention and response, according to a survey by Ukraine's Corruption Prevention Agency as of April 2023 **55% of businesses identified corruption as Ukraine's third most significant challenge**, following Russia's invasion and the imbalances in low income/high cost of living
- To support businesses in **addressing cases of abuse by authorities or matters related to corruption** and to facilitate a dialogue for policy enhancement, the below **institutions provide their services free of charge to businesses** operating in Ukraine

Business Ombudsman Council



- **Business Ombudsman Council (BOC)** is an independent and equidistant institution which mission is to **protect legal business rights before the state**
- BOC considers **entrepreneurs' complaints** about state bodies' malpractice and helps to settle disputes at the pretrial stage
- Since its establishment in 2014, **BOC processed 12+ thsd complaints** helping businesses save UAH 25+ bln



[Submit a complaint](#)

Parliamentary Commission on Investors Protection



- **Temporary Special Commission (TSC)** of the Verkhovna Rada of Ukraine on Protection of Investors' Rights is a **parliamentary body responsible for parliamentary oversight in the sphere of investment activities**
- TSC works with business associations and specialized authorities to promote investment attraction
- **TSC considers both individual business complaints and proposals for improvement of Ukrainian business-related legislation**



[Submit a complaint](#)

Swedish companies looking to start business in Ukraine should be well-informed about the martial law framework and its potential impact on their operations

- On February 24, 2022, **martial law** was imposed by the President of Ukraine, aiming to defend Ukraine's sovereignty and territorial integrity. As of August 2024, martial law is extended until at least November 9, 2024, with probable extension until the end of the war
- **Martial law can lead to the establishment of temporary state bodies, notably military administrations.** Military administrations possess specific powers, including the authority to enforce compulsory labor, utilize resources, and impose restrictions on movement. Temporary restrictions may be imposed on constitutional rights and freedoms during martial law, as defined by the Presidential Decree
- As of July 2024, the **below martial law restrictions affecting business activities are in place.** In addition, on May 2024, the National Bank of Ukraine abolished a number of currency restrictions.



Special financial restrictions

- Ukraine's National Bank has introduced **the following currency and capital controls**, including:
 - **Semi-regulated currency exchange rate**
 - **Liberalization of certain cross-border monetary transfers**, in particular, with regard to: (1) payments for services, works and IP rights; (2) rent/lease payments; (3) payments by certain representative offices to foreign HQs; (4) dividend repatriation; (5) payments under “old” cross-border loans (i.e., till June 20, 2023), and (6) payments under “new” cross-border loans (i.e., after June 20, 2023).
 - **Cash limits:** Daily withdrawal for individuals is capped at UAH 100 thsd (approx. USD 2,4 thsd) for individuals
 - **Special permits:** Required for specific transactions, granted upon request by the Cabinet of Ministers of Ukraine, among other exceptions



General restrictions

- **Ongoing mobilization:** All men of 18 to 60 are obliged to register with the military and have their military registration documents on them and present it at the request of a representative of the authorized authorities. Men aged 25 to 60 are subject to official general mobilization to the Armed Forces of Ukraine and other military units for the national defense purposes. This may affect business operations in case an employee is drafted. Reservation of employees from mobilization is a lengthy and complicated process, with difficulties in meeting the qualifying criteria
- **Travel ban:** In view of the ongoing mobilization efforts, potential conscripts are prohibited from leaving the territory of Ukraine. This may affect business operations in case an employee is required to participate in an official delegation or a business negotiation outside Ukraine

Given the ongoing threats to personal safety and operations, travelling to Ukraine requires proper risk management, while also considering practicalities

- As of August 2024, **Swedish Ministry for Foreign Affairs advises against all travel to Ukraine** due to the security situation. Please check the [Sweden Abroad website](#) for details and updates. Noteworthy, in May 2024, the British FCDO updated its travel advice to allow for essential travel to Ukraine's western regions of Zakarpattia, Ivano-Frankivsk, Ternopil, Chernivtsi, Volyn, Rivne, and Zhytomyr (except for within 50 km of the borders of Volyn, Rivne and Zhytomyr with Belarus) becoming the first ease of the travel advice towards Ukraine by a Western country since February 2022
- **Conditions in Ukraine are subject to rapid change**, with local regulations and measures potentially shifting without advance notice. The ongoing threats to personal well-being and operations necessitate a strong approach to risk management, taking respective practicalities into consideration

Aerial Threats and Shelters

- The risk of Russian aerial attacks on targets all over the country remains high, requiring to **promptly seek the nearest shelter in the event of an air raid alarm** or upon hearing the appropriate signal outdoors
- Attacks can endure for several hours and are frequently initiated at night, necessitating additional precautions to be taken beforehand. This includes keeping essential supplies like **water, food, medication**, etc., as well as **valuables and documents**, packed and ready
- There are **air raid apps** available such as [Air Alert](#) and [Alerts Map](#). Some resources (e.g. Telegram channels such as [Why Alert?](#) or [Monitoring](#)) offer real time monitoring of aerial threats nationwide
- The persistent danger of aerial attacks, especially those employing ballistic rockets, highlights the necessity of being ready **to seek shelter in the event of an actual assault**. This entails proactively identifying nearby cover options before any movement. Check **shelter maps** for [Kyiv](#), [Lviv](#), [Odesa](#), [Ivano-Frankivsk](#), [Chernihiv](#), [Dnipro](#)

Local Limitations

- It is necessary to adhere to the local **curfew hours**, typically enforced from 12:00 a.m. to 5:00 a.m., during which public presence is restricted
- Traveling within Ukraine could face delays due to **heightened security measures** by the authorities, particularly at checkpoints

Cyber and Intelligence Threats

- Cyber and intelligence threats pose a significant risk to Swedish businesses in Ukraine
- It is strongly recommended to have **robust information security systems and protocols** in place, including for personal devices

Limited Consular Assistance

- Swedish Embassy in Kyiv is unable to offer in-person consular assistance or assist with departure or evacuation from Ukraine
- Engaging **private risk and security companies** may be beneficial after conducting thorough research and due diligence

Numerous options are available for arranging the logistical aspects of traveling to Ukraine, all of which can be customized to suit specific business needs

- With Ukraine's airspace still closed, Swedish visitors have the choice **to fly to a European airport close to the Ukrainian border** and then continue their journey by ground transportation
- **Warsaw, Poland**, stands out as a major hub for international travelers heading to Kyiv, Lviv, and other cities in central and western Ukraine. **Chisinau, Moldova**, is a preferred option for those bound for Odesa. Both **Warsaw (WAW)** and **Chisinau (RMO)** international airports provide a range of international flight choices from various origins, along with options for connecting trains and buses to different destinations within Ukraine. For travelers seeking non-stop flights from Stockholm, Warsaw might be the top choice, given the options provided by **LOT** and **Wizz Air**
- Hotel and apartment booking services, such as Booking or Airbnb, are readily accessible. It is important to check availability of shelters at the reserved accommodation
- Swedish citizens can enter Ukraine **without a visa for stays of up to 90 days. No COVID-19 restrictions apply** effective July 2023



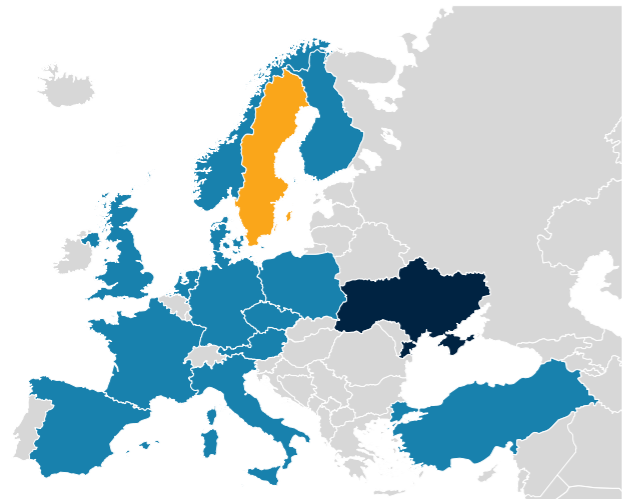
- Opting to enter Ukraine by train can be a reliable choice considering the **predictability of travel times, desired comfort levels** (possibility of booking a sleeping car and in-car border crossing), and **the range of options available**. Train tickets can be purchased through the [Ukrainian Railways website](#), via [Polrail Service](#) for passengers traveling through Poland, with similar services available in other connecting countries. Considering the high demand, utilizing **the services of travel agents may be beneficial**
- Connections include routes linking Kyiv, Lviv, and other Ukrainian cities with Warsaw, Chelm, Przemysl (Poland), Chisinau (Moldova), Vienna (Austria), Budapest (Hungary), Prague (Czech Republic), Kosice (Slovakia), and more. Find out additional details on the [Visit Ukraine portal](#). The **Kyiv-Warsaw route**, which is the most popular connection, **takes 16 hours**, factoring in the time for border crossing
- Trains are also widely regarded as a reliable choice for traveling within the country, with an extensive network of connections and rare delays



- Traveling to Ukraine by bus or car offers a wider range of starting points and destinations. However, the option is less reliable in terms of travel duration. While it can sometimes be much quicker than trains, unpredictable delays are common, particularly during occasional [Polish farmers' blockades of the Ukrainian border](#)
- Tickets for buses can be obtained via international operators such as [Flixbus](#) or [Ecolines](#), while car renting options may be limited to offerings available at the respective starting point countries. Considering the high supply, difficulties in booking the tickets should not be an issue. The **Kyiv-Warsaw route typically takes from 12 to 17 hours**, factoring in the time for border crossing
- Traveling by car requires proper planning, including choosing a border crossing checkpoint. Some services offer **real-time information regarding queues** at the given border checkpoints at the Ukrainian border with Poland, Slovakia, Hungary, Romania, and Moldova ([1](#), [2](#))

BuS is gradually expanding the team in Ukraine and is also utilizing the full BuS resources of in our headquarters, Europe and globally

Business Sweden Core Team in Kyiv



 Ukraine
  BuS HQ
  Other BuS presence in Europe



Andreas Giallourakis



**Trade
Commissioner
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- **Responsible for Business Sweden's operations in Ukraine**
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Business Sweden has a unique governmental and private sector mandate to provide support to Swedish companies around the world

AN OFFICE NETWORK WITH INDUSTRIAL EXPERTISE ON ALL CONTINENTS...



...SUPPORTING COMPANIES THROUGH OUR CONSULTING SERVICES

COMMERCIAL AGENDA [ORGANIC GROWTH]	When you need to plan, set and drive your organic growth agenda , including strategic market expansion aspects, such as market selection or market entry analyses, as well as more operational sales acceleration aspects, such as finding new customers or partners or winning a local tender
MERGERS & ACQUISITIONS [INORGANIC GROWTH]	When you are pursuing in-organic growth and need deal cycle advisory support , including setting an acquisition strategy, identifying and qualifying potential prospects, specific tech scouting, joint ventures or post-merger support
PUBLIC AFFAIRS	When your business is affected by new policies or you are expanding into new markets where rules, regulations or opinions are different and local expertise or public stakeholder engagement is needed and you need support in navigating processes and strengthening relationships
SUPPLY CHAIN MANAGEMENT	When you need supply chain management support , such as setting your manufacturing footprint , identifying and evaluating your potential or existing suppliers or short-term risks and disruptions handling as well as searching for more proactive business intelligence monitoring
BUSINESS INCUBATION & OPERATIONS	When your company needs hands-on support on administrative and legal matters on your markets, such as legal establishment, finding office space, finance and payroll support or finding the right people for your local operations
GOVERNMENT-ENABLED SERVICES	When your company is operating a field which is prioritized by Sweden, we perform invest promotion & advisory, small business programs, business delegations and events, mega projects, trade & invest facilitation and other subsidized services related to trade and invest in Sweden

We shorten time to market, find new revenue streams and minimise risks

Passionate about the success of Swedish companies abroad and foreign companies in Sweden

Unique in combining analytical skills with key stakeholder access

Local, hands-on and agile



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