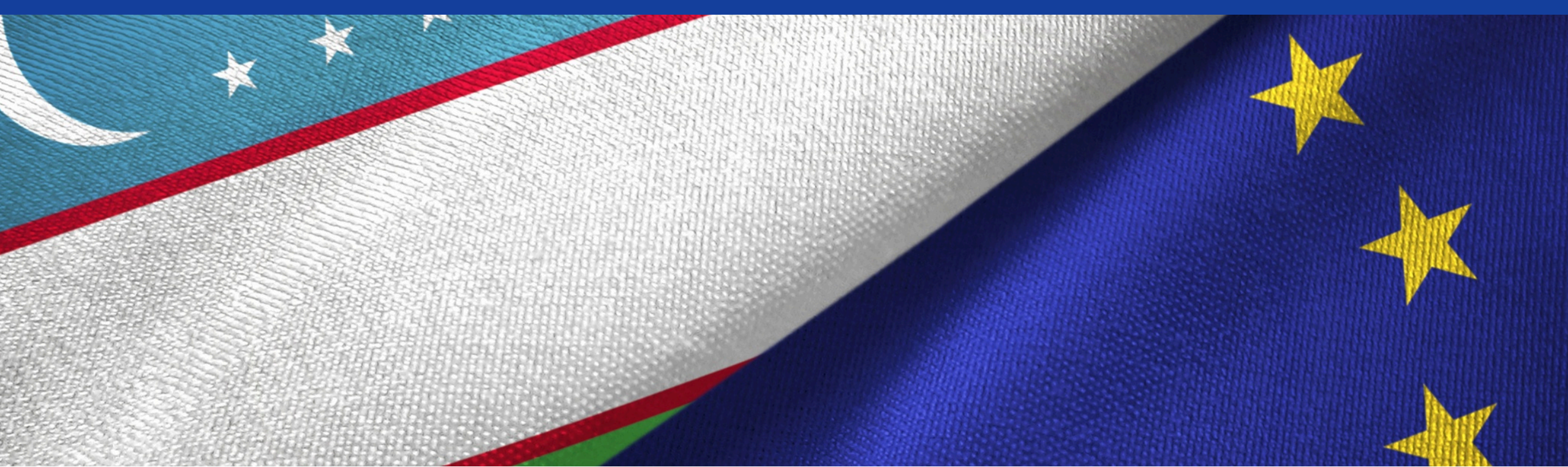




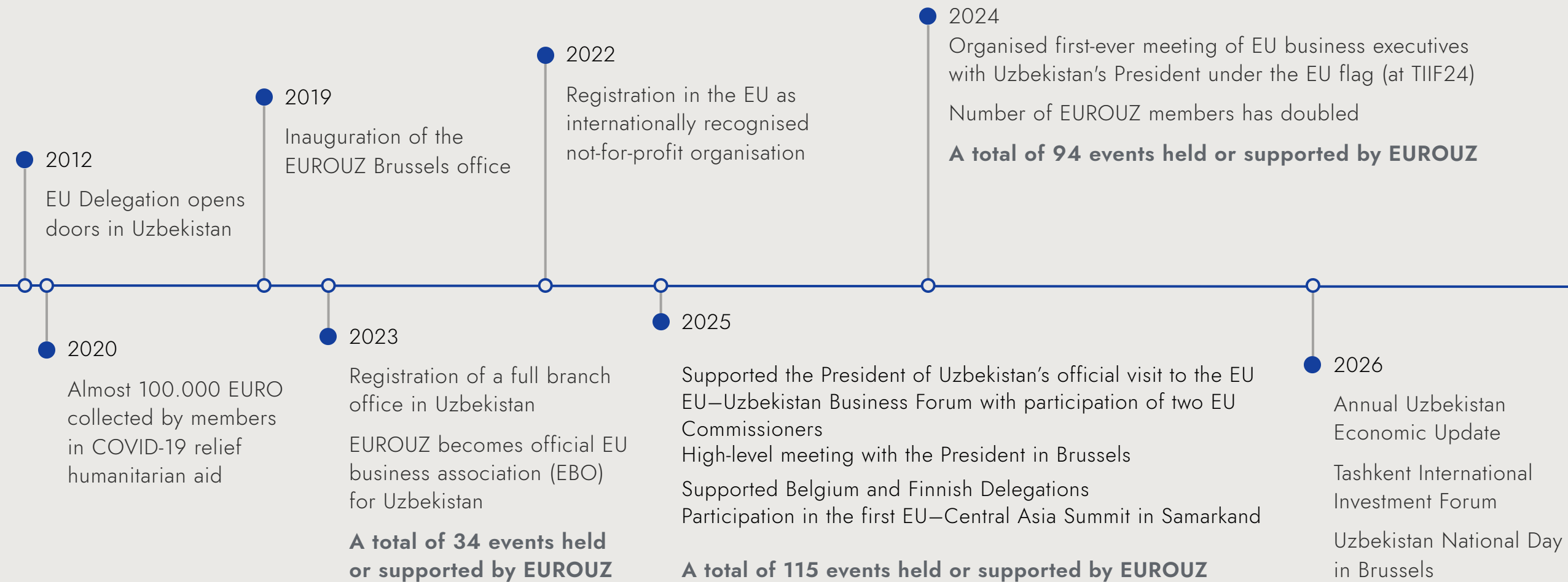
EUROPE'S PRINCIPAL BUSINESS & TRADE CHAMBER IN UZBEKISTAN



THE POWER TO CONNECT

WE ARE TEAM EUROPE

- EUROUZ is one of the European Union's 59 formally recognized **European Business Organisations (EBO)** worldwide, limited to one per country.
- EUROUZ represents & supports the interests of businesses from the **European Economic Area, Switzerland, the UK & Uzbekistan**, comprising the largest European business network in Uzbekistan.
- We are a not-for-profit international association, with branches in **Tashkent & Brussels**, fully **funded by membership fees**.



MEET OUR MEMBERS

In September 2026 EUROUZ network is comprised of 170+ companies, here are just some of them...



THREE PILLARS OF **EUROUZ** WORK

Europe-Uzbekistan
Association for Economic Cooperation

1

360°, In-Depth Market Information

- Exclusive market update newsletters
- Special events with first-hand market updates from key stakeholders
- Organizing & managing economic missions to Uzbekistan & to Europe
- Individual market information services
- News portal: <http://Uzbek.Review> with 7,000+ subscribers

These services provide unparalleled insights into developments in Uzbekistan, specifically tailored to your business needs at any time.

2

Powerful industry advocacy

- Collective engagement with public stakeholders on industry concerns via EUROUZ committees
- Supporting individual members' engagement/dialogue with key public stakeholders
- Advisory support on government relations in Uzbekistan and the EU
- Leveraging support from key public stakeholders on members' needs
- Enhancement of B2B engagements
- Support in the establishment of common industry positions on common issues

3

High Precision networking

- Regular high-impact networking events within our vast business network (breakfast & dinners)
- Uzbekistan's Executive & Diplomatic Leaders (CEO's) Club
- Direct introductions of members to all key industry players (inquiry-based)
- Industry-specific member-only events
- Special member-only discounts for industry events in Uzbekistan
- Facilitation of both formal and informal dialogue with key stakeholders

By combining these key pillars, EUROUZ provides comprehensive support for navigating and thriving in complex realities of doing business in Uzbekistan

EMPOWERING EUROUZ MEMBERS WITH 360° MARKET INFORMATION

ur UZBEK REVIEW

ly Bulletin Monthly Review [Premium] Financial Markets EUROUZ Website Upcoming Events Videos Archive Leaderbo



**Uzbekistan Update:
November 1 - 15, 2025**

Biweekly update on key developments in Uzbekistan

8000+ subscribers

Number of transactions	Close (U)
24	100.2
421	100
310	100
121	3.2
1	305
4	19
891	4.1
765	39
170	15
1,267	7
11,276	
15,250	

Cutting-Edge Market Information Hub

Bi-weekly updates
via the Uzbek
Review news portal.

Monthly PDF reports
with key insights and
trends.

Event-focused
newsletters for
strategic planning.

Individual Market Insights & Guidance

Map and engage
with critical
stakeholders.

Plan and execute
strategic
engagements.

Facilitate multi-
stakeholder
dialogue

Advanced Scenario Planning

Analyze plausible
market scenarios
and trends.

Understand sector
dynamics and
stakeholder shifts.

Plan proactively for
emerging
opportunities.

INDUSTRY ADVOCACY (COMMITTEES)



ESG Committee
[ESG] - Launched 2023



Executive & Diplomatic
Leaders Club
[CXO] - Launched 2024



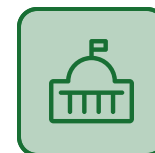
Healthcare & Life Sciences
Committee
[HLS] - Launched 2023



Banking, Regulation &
Economic Affairs Committee
[BREA-C] - Launched 2025



Human Resources & Capacity
Building Committee
[HRC] - Launched 2023



Corporate Governance &
Compliance Committee
[CGC-C] - Launched in 2025



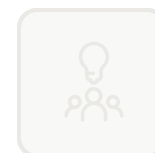
Intellectual Property &
Competition Committee
[IPC] - Launched 2024



Industry, Energy &
Infrastructure Committee
[IEGC-C] - Launched in 2026



Public Relations & Strategic
Communications Committee
[PR-SC] - Launched 2024



*Any member can propose a
new committee!*



UZBEKISTAN'S LEADING NETWORK FOR BUSINESS LEADERS
with 115 events organised & supported in 2025

WHY JOIN



EUROUZ
Europe-Uzbekistan
Association for Economic Cooperation

?

Obtain new Strengths

- Gain a deep comprehension of **local market insights** in Uzbekistan and **keep constantly updated** with the developments
- Gain ability to approach public stakeholders & regulators with a **coordinated industry position**, through EUROUZ Committees, jointly with other members

S

Address the Market Weaknesses

- Obtain the ability to **connect with key stakeholders faster & easier** through the EUROUZ network support
- Improve the **quality of dialogue with industry & public sector stakeholders** through expert guidance & professional advice

W

Discover new Opportunities

- Become part of one of the **largest and most diverse business communities** in Uzbekistan
- Gain the ability to find out and **get involved in new projects at an early phase**, before the competition does
- Expert support to **identify & approach key stakeholders** relevant to your business goals

O

Mitigate current & potential Threats

- Exercise influence & **address your problems** through coordinated **high-level dialogue & lobbying** of your industry interests with public stakeholders
- **Discover risks & address them** through dialogue before they hit your business margins
- Maintain & develop relationships via the EUROUZ

T

EU-standards corporate governance, elected by members on annual basis

BOARD OF DIRECTORS 2026-2028



Olivier Kueny
European Investment
Bank (EIB)



Ketevan Antidze
Commerzbank AG



**Pierre-Paul
Antheunissens**
EDF Power Solutions



Andi Aranitasi
European Bank for
Reconstruction and
Development (EBRD)



**Vera Bell
Crowe**



Zafar F. Vakhidov
Vakhidov & Partners



Dan Marius-Vasile
Franklin Templeton



Oybek Shaykhov
East-West Group SA



Abdulkhamid Muminov
PwC Central Asia &
Caucasus

HONORARY BOARD MEMBERS AND NON-VOTING MEMBER

EU-standards corporate governance, elected by members on annual basis

HONORARY BOARD MEMBERS 2026-2028



Prof. Dr. Klaus Mangold
Mangold Consulting GmbH



Louis Skyner
Dentons

NON-VOTING MEMBER 2026-2028



H.E. Toivo Klaar
Ambassador of European Union
to Uzbekistan

focused on efficiency & aiming to provide highest value for members



**Atabek
Alimdjanov**

Secretary
General

Based in
Tashkent



**Iskandarbek
Bakhodirbekov**

Deputy
Director

Based in
Tashkent



**Anisa
Zakirova**

Head of
Committees &
Communications

Based in
Tashkent



**Oybek
Shaykhov**

Adviser

Based in
Tashkent



Lola Bakieva

Chief of Staff,
Process
Coordinator

Based in
Istanbul



**Amirbek
Salimov**

Research &
Administrative
Coordinator
(part-time)

Based in
Bonn



**Nozima
Khabibullaeva**

Event
Coordination
Manager

Based in
Tashkent



**Amirbek
Djavadov**

Member
Relations
Assistant

Based in
Tashkent

UZBEKISTAN COUNTRY PROFILE 2025 & MEMBERSHIP DIRECTORY



THE EUROUZ EUROPEAN PASSPORT

Membership Benefits



TYPES OF MEMBERSHIP AT



Membership types	Benefits	Annual Cost	One-off fee
Large Business Premium	1. Priority support to all business needs in UZB & EU 2. Guaranteed free access to all EUROUZ events	5.500 EUR	1000 EUR
Large Business Essential	1. Full rights in EUROUZ community membership 2. Access to EUROUZ events for 1 person	3.500 EUR	1000 EUR
International SME Premium	1. Priority support to all business needs in UZB & EU 2. Guaranteed free access to all EUROUZ events	2.250 EUR	500 EUR
International SME Essential	1. Full rights in EUROUZ community membership 2. Access to EUROUZ events for 1 person	1.250 EUR	500 EUR
UZB SME Premium	1. Priority support to all business needs in UZB & EU 2. Guaranteed free access to all EUROUZ events	1.500 EUR	350 EUR
UZB SME Essential	1. Full rights in EUROUZ community membership 2. Access to EUROUZ events for 1 person	1000 EUR	350 EUR

TYPES OF MEMBERSHIP AT



	BENEFIT TYPE	ESSENTIAL	PREMIUM	Chamber Partners / EU Investment Agencies / Non-profits
1	Take part and vote at the annual EUROUZ General Assembly (1 vote per member);	YES	YES	YES
2	Participate in all events organized and endorsed by EUROUZ, including those exclusive to members. Secure early attendance invitations and speaking opportunities at events focused on business, trade, and investment in Europe and Uzbekistan, hosted by EUROUZ or partners.	up to 1 person	up to 3 people	up to 1 person
3	Access full EUROUZ market insights and further research beyond the bi-weekly Uzbekistan market reports on topics relevant to your business	YES	YES	YES
4	Gain access to the contact information of other members and partners, diplomatic missions and officials through introductions made by EUROUZ, fostering new networking and collaboration opportunities.	YES	YES	YES
5	Access EUROUZ members' discounts by partners.	YES	YES	YES
6	Engage in or lead EUROUZ committees to discuss industry-specific issues with Uzbekistan's government or EU institutions on behalf of EU & Uzbekistan businesses.	YES	YES	-
7	Get more exposure on your role in Uzbekistan market via our website and in our publications, specifically within the news section of the report.	2 features / year	4 features / year	1 feature / year
8	Collaborate on events hosted by EUROUZ members & partners and promote your events to EUROUZ's database of pertinent contacts.	YES	YES	YES
9	Obtain EUROUZ and partner network support for your public relations in the EU and Uzbekistan.	YES	YES	YES
10	Individual market insights and advice sit down with EUROUZ Secretary General.	30 min / quarter	up to 2 h / quarter	30 min / quarter
11	Leverage the opportunity to promote your services in EUROUZ's monthly newsletter, distributed to over 5,000 international business representatives.	1 time per year	3 times per year	1 time per year
12	Get featured on EUROUZ's website front page as a leading sponsor of Europe-Uzbekistan economic cooperation, showcasing your commitment and enhancing brand visibility.	-	YES	-
13	Organize one annual thematic event in collaboration with and in support of EUROUZ, focusing on topics and industries relevant to your business. Events can be held virtually at no extra cost or in person, with expenses covered by member.	-	YES	-
14	Obtain priority invitations & best seating arrangements at events organized by EUROUZ and partners.	-	YES	-
15	On-demand GR support in coordinating your business visits/missions incl. meetings with officials from UZ and the EU as well as B2B events set-up	-	2 visits per year	1 economic mission/year
16	Secure individual support from the EUROUZ, aimed at identifying and negotiating with Uzbek or European counterparts in alignment with the member's goals and objectives, including Due Dilligence support	-	2 h / month	2 h / month



THE POWER TO CONNECT

APPLY FOR EUROUZ MEMBERSHIP



Click here

LET'S DO
GREAT THINGS
TOGETHER.

info@eurouz.com