İSTANBUL VE MARMARA, EGE, AKDENİZ, KARADENİZ BÖLGELERİ DENİZ TİCARET ODASI
ISTANBUL & MARMARA, AEGEAN, MEDITERRANEAN, BLACKSEA REGIONS CHAMBER OF SHIPPING

Sayı : 38591462-720-2026-2832 19.10.2026
Konu : Ukrayna'daki Kamu-Özel İşbirliği Projeleri Hk.

Sirküler No: 796

Sayın Üyemiz,

Türkiye Odalar ve Borsalar Birliği (TOBB) tarafından Odamıza gönderilen 15.10.2026 tarihli Ek'te sunulan yazıda;

Kiev Ticaret Müşavirliği'nden iletilen yazıya atfen; Ukrayna Yeniden İnşa, Altyapı ve Ulaştırma Bakanlığı tarafından hazırlanan ve ülkenin yeniden inşası sürecinde hayata geçirilmesi planlanan 'Portfolio of Priority Public-Private Partnership Projects in Ukraine' başlıklı öncelikli Kamu-Özel İşbirliği projeleri kapsamında, çeşitli alanlardaki yatırım projelerinin yer aldığı belirtilmektedir.

Yazıda devamla, Ek'te yer alan projelerden biri veya birkaçıyla ilgilenen firmaların, Ek'teki Formu (Company Profile) İngilizce doldurarak en geç 1 Kasım 2026 tarihine kadar kiev@ticaret.gov.tr e-posta adresi üzerinden Kiev Ticaret Müşavirliği'ne iletmesi talep edilmektedir.

Bilgilerinize arz ve rica ederim.

Saygılarımla,

e-imza
İsmet SALİHOĞLU
Genel Sekreter

Ek:TOBB'dan Alınan 15.10.2026 Tarih ve 15317 Sayılı Yazı (25 Sayfa)

Dağıtım:
Gereği:
- Tüm Üyeler (Odamız web sitesi)

Bu belge, 5070 sayılı Elektronik İmza Kanuna göre Güvenli Elektronik İmza ile İmzalanmıştır.

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Bilgi için: Merve TÖNEL **Telefon:**
E-Posta: merve.tonel@denizticaretodasi.org.tr
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Odamızda Sıfır Atık Yönetimi Sistemi Uygulanmaktadır. SIFIR ATIK

TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ

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Sayı : E-34221550-720-15317 **Tarih**: 15.10.2026
Konu : Ukrayna'daki Kamu-Özel İşbirliği Projeleri Hk.

Tüm Oda ve Borsalar
(Genel Sekreterlik)

İlgi : Kiev Ticaret Müşavirliği'nin 13.10.2026 tarihli e-posta mesajı.

İlgide kayıtlı yazıda; Ukrayna Yeniden İnşa, Altyapı ve Ulaştırma Bakanlığı tarafından hazırlanan ve ülkenin yeniden inşası sürecinde hayata geçirilmesi planlanan 'Portfolio of Priority Public-Private Partnership Projects in Ukraine' başlıklı öncelikli Kamu-Özel İşbirliği projeleri kapsamında, çeşitli alanlardaki yatırım projeleri yer almaktadır.

Ekte yer alan projelerden biri veya birkaçıyla ilgilenen firmaların, ekteki Formu (Company Profile) İngilizce doldurarak en geç 1 Kasım 2026 tarihine kadar kiev@ticaret.gov.tr e-posta adresi üzerinden Kiev Ticaret Müşavirliğine iletmesi gerekmektedir.

Bilgilerinizi ve konunun ilgili üyelerinize duyurulmasını rica ederim.

Saygılarımla,

e-imza
Mustafa BAYBURTLU
Genel Sekreter Yardımcısı

EK:
1- Kiev Ticaret Müşavirliği PPP (23 Sayfa)
2- Company Profile Form (1 Sayfa)

Ministry for Recovery,
Infrastructure and Transport
of Ukraine

Portfolio of Priority

Public-Private Partnership Projects in Ukraine

Container terminal of the port "Chornomorsk"

Ministry for Recovery, Infrastructure and Transport of Ukraine

Historically, the most powerful container terminal in Ukraine operated onthe territory of the Black Sea Container Terminal under the management of a private operator, which handled about 50% of the Ukrainian market. The concession will allow to unlock the potential of 500+ thousand TEU/year

Concession term 40 years

Investment commitments
(Projected capacity of the Concession Object in 3 years from the beginning of the concession)

from 3.0 million tons
general and bulk cargoes

from 250 thousand TEU
containers

Assets to be transferred to the concession

CSPC

- real estate objects (buildings, structures, sites, within berths 1-6)
- machinery and equipment (crane equipment, gripping mechanisms) within berths 1-6
- vehicles within berths 1-6

USPA

- berths No. 1-6,
- buildings and structures
- machinery and equipment (electric speakers, etc.)

Expected results

From $ 50 million	minimum investment
From $1,120 million	revenues to budgets for the concession period
1000+	jobs retained

Retention and indexation of salaries and a prohibition on layoffs for 5 years

Ferry terminal of the port "Chornomorsk"

Ministry for Recovery, Infrastructure and Transport of Ukraine

A unique facility in Ukraine, located at the intersection of international trade corridors. It handled an average of 1.7 million tons of cargo per year during 2015–2018, utilizing only part of its total capacity (4.5 million tons). Until 2022, regular ferry services operated from Chornomorsk to Poti and Batumi (Georgia), Varna (Bulgaria), and Samsun and Istanbul (Turkey). Currently, the ferry service is not operational, with only a few vessel calls recorded. Since September 2020, the Ministry in cooperation with the EBRD and IFC, has been preparing a concession project aimed at restoring cargo flows to the Chornomorsk Ferry Terminal and increasing state budget revenues. The tender has already attracted interest from a large number of ferry operators from Japan, Turkey, Azerbaijan, Bulgaria, Ukraine, Greece, and Denmark

Concession term 35 years

Investment commitments

Investments in infrastructure modernisation and terminal service development

Assets to be transferred to concession

CSPC

- Real estate within berths No. 26-28 (administrative and service buildings, etc.)
- drawbridges, machinery and equipment,other assets within berths No. 26-28v

USPA

- berths No. 26–28
- buildings, transformer substations, utility
- networks, and other infrastructure
- machinery and equipment, and other assets

Expected results

From USD 391 million	revenues to budgets for the concession period
218	jobs retained

Retention and indexation of salaries and a prohibition on layoffs for 5 years

The second terminal of the port "Chornomorsk"

Ministry for Recovery, Infrastructure and Transport of Ukraine

The second terminal has a cargo turnover potential of up to 1million 600 thousand tons per year. The concession will create new jobs and unlock trans-shipment potential for a range of cargoes, such as grain, oil, building materials and containers

Concession term ~30 years

Investment commitments

To be determined based on the results of the Feasibility Study. An increase in cargo handling volumes to

1.6 million tonnes per year is expected.

Assets to be transferred to the concession

CSPC

- real estate objects within berths No. 7-9 (administrative and service buildings, etc.),
- drawbridges, machinery and equipment, other assets

USPA

- berths No. 7-9
- buildings, transformer substations, engineering
- networks, other infrastructure
- machinery and equipment, other assets

Expected results

~180 New jobs

Increase revenues to the state and local budgets

Lviv Northern Bypass

Ministry for Recovery, Infrastructure and Transport of Ukraine

Scope of PPP Project

23.2 km

- 23.2 km of road connecting M-06 (Kyiv – Lviv - Chop), M-09 (Lviv - BCP "Rava-Ruska Hrebenne") and M-10 (Lviv - BCP "Krakovets – Korczowa" via T-14-14)
- The segment of road T-14-14 from km 0+000 to 4+135 is not part of the project

Project duration 15 years

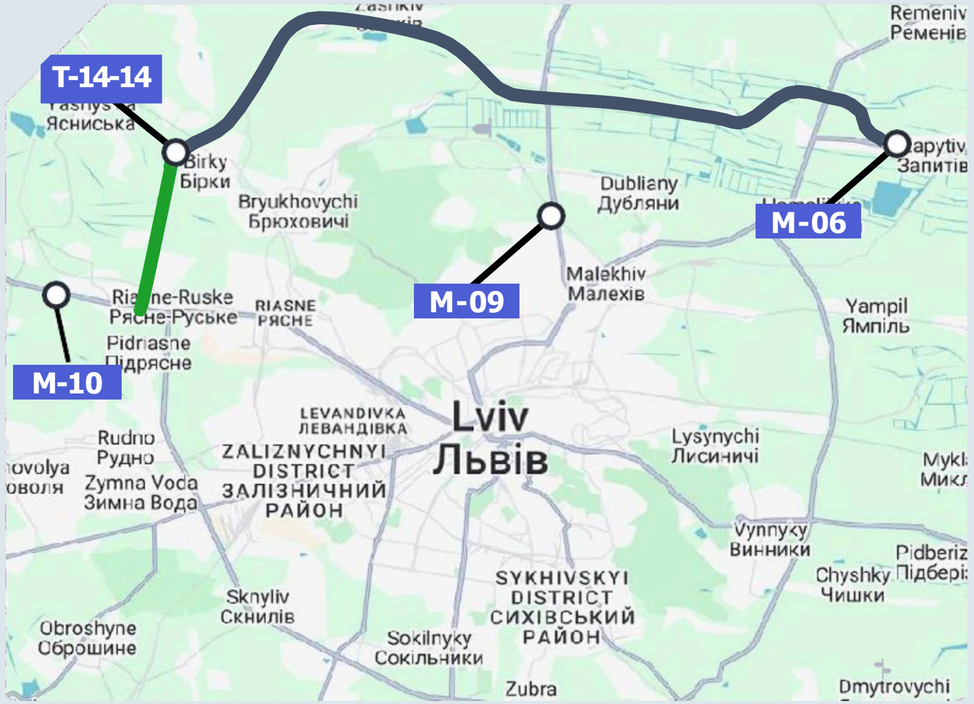
Project Description

The Greenfield Project focuses on the construction of the Lviv Northern Bypass and the provision of long-term maintenance of the road and associated infrastructure over the project term. The Project comprises 23.2 km of new high-capacity road, forming the northern section of the Lviv ring road.

- The Project is planned to be implemented as an availability payment-based PPP.
- Design documentation ready, now being updated
- Land mostly secured

Key facts

- Strategic greenfield bypass creating a missing northern section of the Lviv ring road, enabling full redistribution of transit traffic around the city
- Infrastructure link connecting M-06 with M-09, M-10 and M-11, integrating major national and international transport corridors around Lviv
- Expected to redirect transit traffic from Lviv urban network, and redistribute north–south traffic flows along optimal routes without entering the city
- Brings positive economic value and Vaue-for-Money in comparison to traditional procurement option



Key private partner's responsibilities

1) Receiving relevant approvals
2) Financing for initial capital investments
3) Design
4) Road rehabilitation works
5) Road maintenance in accordance with contracted KPIs

Lviv Northern Bypass

Ministry for Recovery, Infrastructure and Transport of Ukraine

Preliminary investments estimate

Investment range (excl. VAT) approximately:

USD 335–410 mln

in Initial rehabilitation of the selected road segments

Scope of works

Construction

23.2 km from T-14-14 to M-06, including:

21.4 km of four-lanes road (1 category)

1.8 km of four-lanes road (2 category)

Required minimum **4 years** for completing design and construction

Next steps

1) Finalize Concept Note
2) Develop Feasibility study and perform efficiency analysis
3) Tender preparation
4) Tendering

M-09/M-10/M-11 Road Corridor

Ministry for Recovery, Infrastructure and Transport of Ukraine

PPP Object

196 km

consisting of:

- M-09: 62 km, from Lviv to BCP "Rava-Ruska/Hrebenne"
- M-10: 62 km, from Lviv to BCP "Krakovets/Korczowa"
- M-11 – 72 km, from Lviv to BCP "Shehyni/Medyka"

Project duration 15 years

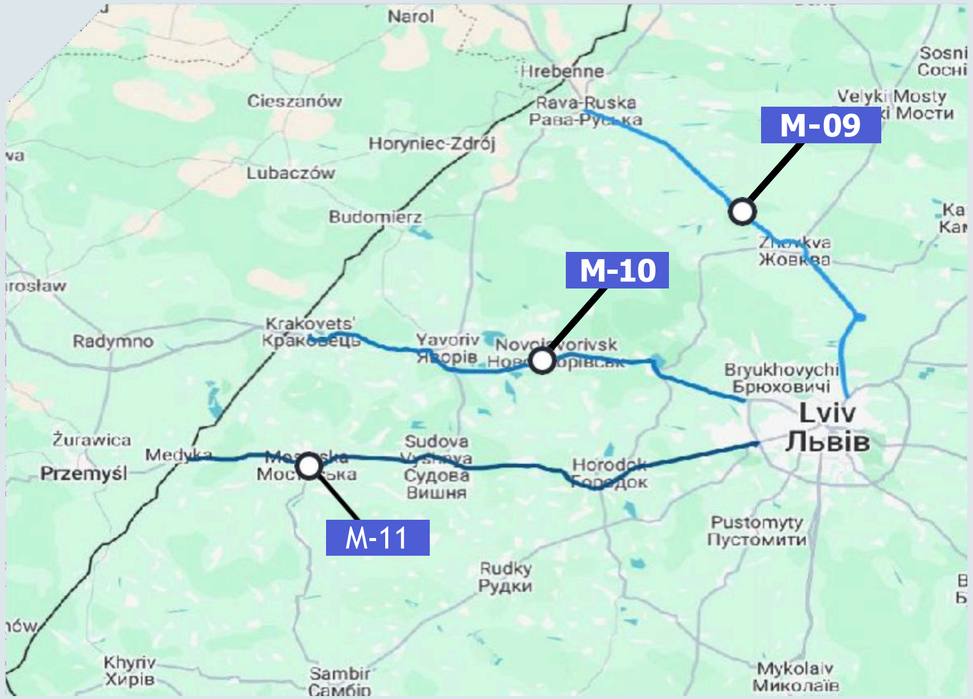
Project Description

The Project focuses on rehabilitating key sections of the M-10 and M-11 roads and providing long-term maintenance of the full length of these roads, as well as M-09 road segment (which is currently under rehabilitation and should be finished by the end of 2026).

- The Project is planned to be implemented as an availability payment-based PPP.
- Design documentation mostly developed
- Land mostly secured

Key facts

- Core EU–Ukraine logistics corridor linking Lviv with 3 of the busiest border crossing points to Poland
- High-capacity transport route, combining inte sive passenger and freight traffic flows
- Part of the core and comprehensive TEN-T network, including the North Sea–Baltic Corridor, ensuring long-term relevance for European transport system.
- Key logistics backbone for the Lviv region, facilitating efficient distribution of goods, supporting transit flows towards and from the EU.
- Brings positive economic value and Value-for-Money in comparison to traditional procurement option

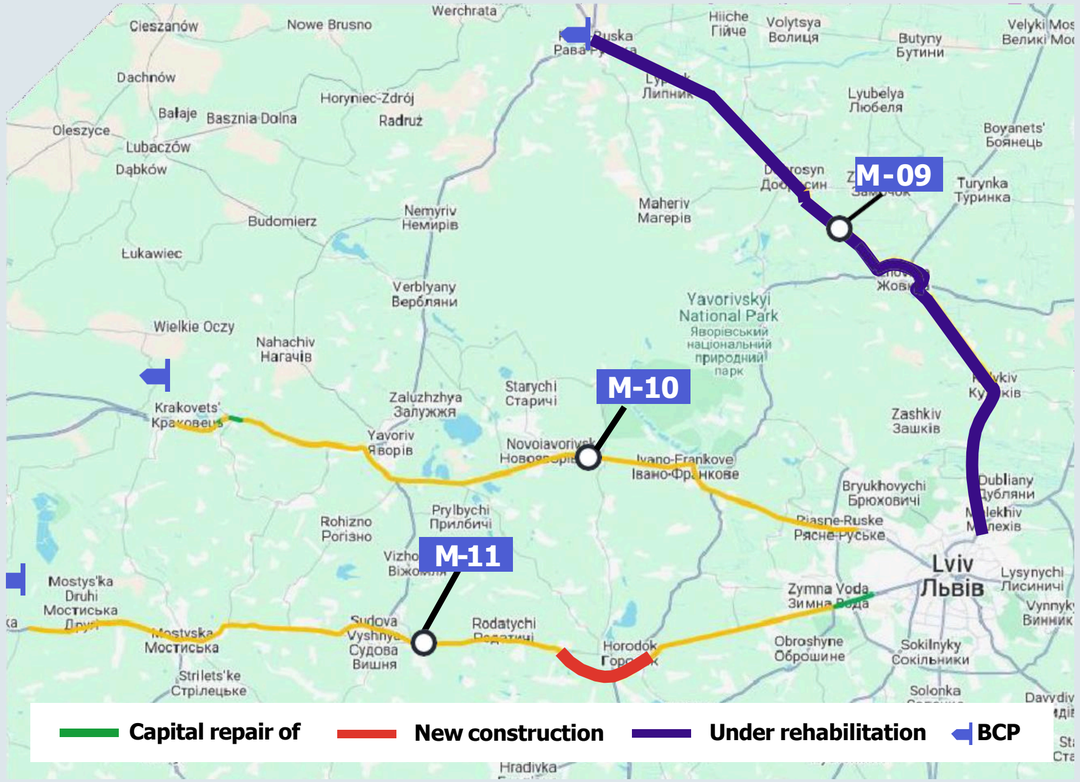


Key private partner's responsibilities

1) Receiving relevant approvals
2) Financing for initial capital investments
3) Design
4) Road rehabilitation works
5) Road maintenance in accordance with contracted KPIs

M-09/M-10/M-11 Road Corridor

Ministry for Recovery, Infrastructure and Transport of Ukraine



Preliminary investments estimate

Investment range (excl. VAT) approximately:

USD 600-730 mln

in Initial rehabilitation of the selected road segments

Scope of works

Capital repair

- **129 km** of M-10 and M-11
- Upgrading a two-lane road to a three-lane road
- Required **2 or 3 years** for completing for M-10 and M-11 respectively

Construction

- **5.5 km** of M-11
- Finalization of new construction of Horodok bypass with two-lanes road
- Required **2 years** for completing

Next steps

1) Finalize Concept Note
2) Develop Feasibility study and perform efficiency analysis
3) Tender preparation
4) Tendering

M-07/M-19 Road Corridor

Ministry for Recovery, Infrastructure and Transport of Ukraine

PPP Object

128.3 km

consisting of:

- M-07: Kyiv–Kovel–Yahodyn (towards Lublin), from the Yahodyn–Dorohusk BCP to Kovel - 69.6 km.
- M-19: Domanove–Kovel–Chernivtsi–Terebleche, from Kovel to Lutsk - 58.7 km

Project duration 15 years

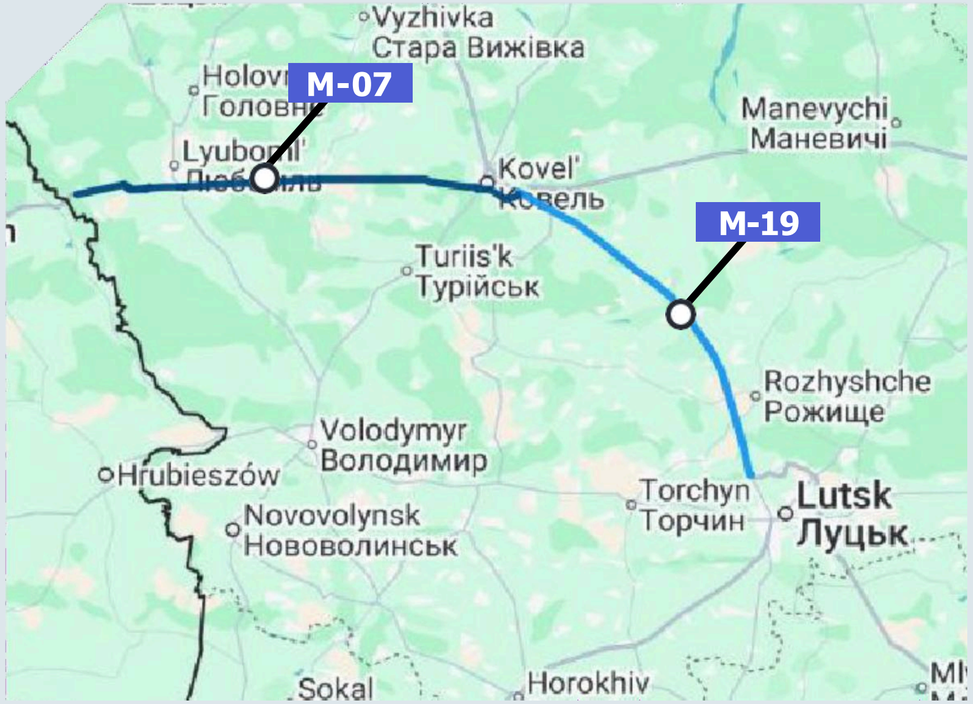
Project Description

The Project involves rehabilitation of key sections of the M-07 and M-19 highways, and maintenance of the whole Yahodyn–Kovel–Lutsk corridor, aimed at improving road technical condition, safety and operational performance.

- The Project is planned to be implemented as an availability payment-based PPP.
- Design documentation partially developed
- Land mostly secured

Key facts

- Core EU–Ukraine logistics corridor, connecting north-west Ukraine with Poland and supporting cross-border mobility.
- Major freight and transport route, facilitating international trade flows as well as humanitarian and military logistics
- Part of the North Sea–Baltic TEN-T network, reinforcing Ukraine's integration into the European transport system.
- Key regional backbone for Volyn and neighboring regions, linking Western Europe with major nodes (Kovel, Lutsk) and further connecting to Ukrainian road network
- Brings positive economic value and Value-for-Money in comparison to traditional procurement option

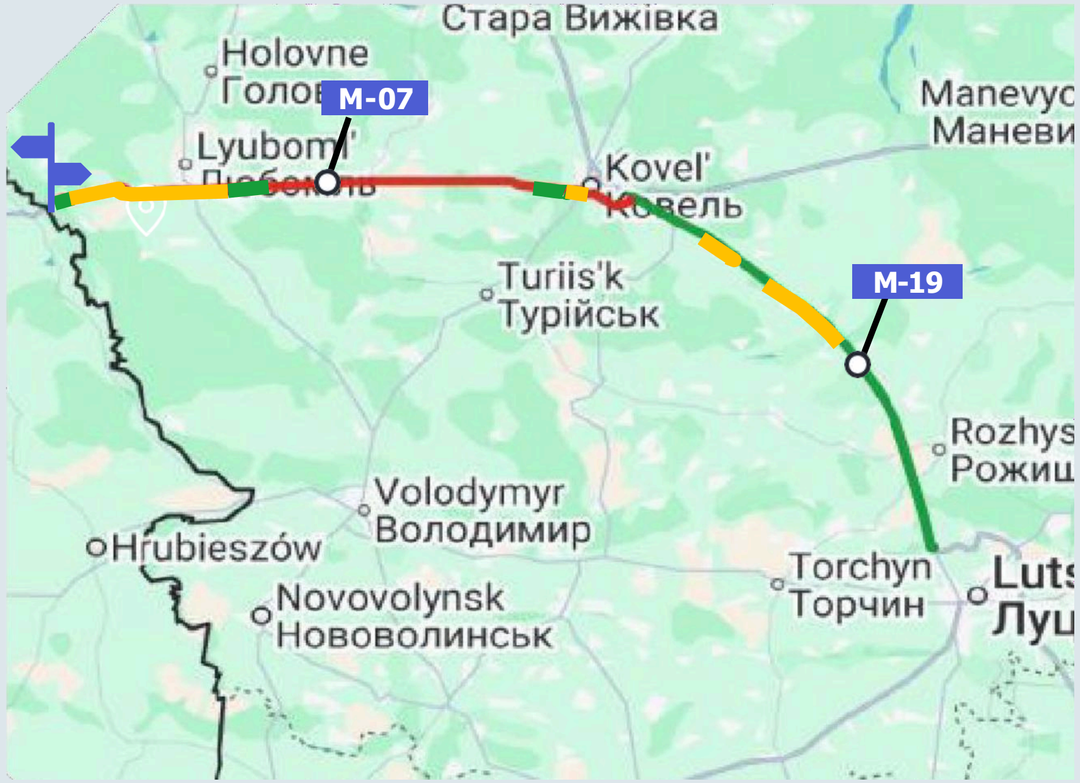


Key private partner's responsibilities

1) Receiving relevant approvals
2) Financing for initial capital investments
3) Design
4) Road rehabilitation works
5) Road maintenance in accordance with contracted KPIs

M-07/M-19 Road Corridor

Ministry for Recovery, Infrastructure and Transport of Ukraine



Preliminary investments estimate

Investment range (excl. VAT) approximately:

USD 300-360 mln

in Initial rehabilitation of the selected road segments

Scope of works

Reconstruction

- **35.2 km** of M-07
- Upgrading a two-lane road to a four-lane
- **3 years** for design and construction

Capital repair

- **32.7 km** of M-19 and M-07
- No change to the existing two-lane configuration
- **2 years** for design and construction

Next steps

1) Finalize Concept Note
2) Develop Feasibility study and perform efficiency analysis
3) Tender preparation
4) Tendering

Reconstruction of the transport corridor M-15 Odesa – Reni

Ministry for Recovery, Infrastructure and Transport of Ukraine

Investment direction

The reconstruction (new construction) of the M-15 Odesa-Reni road (to Bucharest) is one of the strategic national projects of critical importance for the security, economy and European integration of Ukraine. The project covers more than 300 km of road, dozens of bridges, overpasses, and bypasses

It is the only high-capacity land route connecting Odesa, Ukraine's main Black Sea port, with the strategically important Danube ports of Reni, Izmail, and Kiliia. The M-15 provides efficient connectivity between the city of Odesa and border crossing points with Romania. The M-15 is a key transport corridor in southern Ukraine and forms part of the European route E87

Initiator

Ministry for Recovery, Infrastructure and Transport of Ukraine

Geography

Odesa oblast

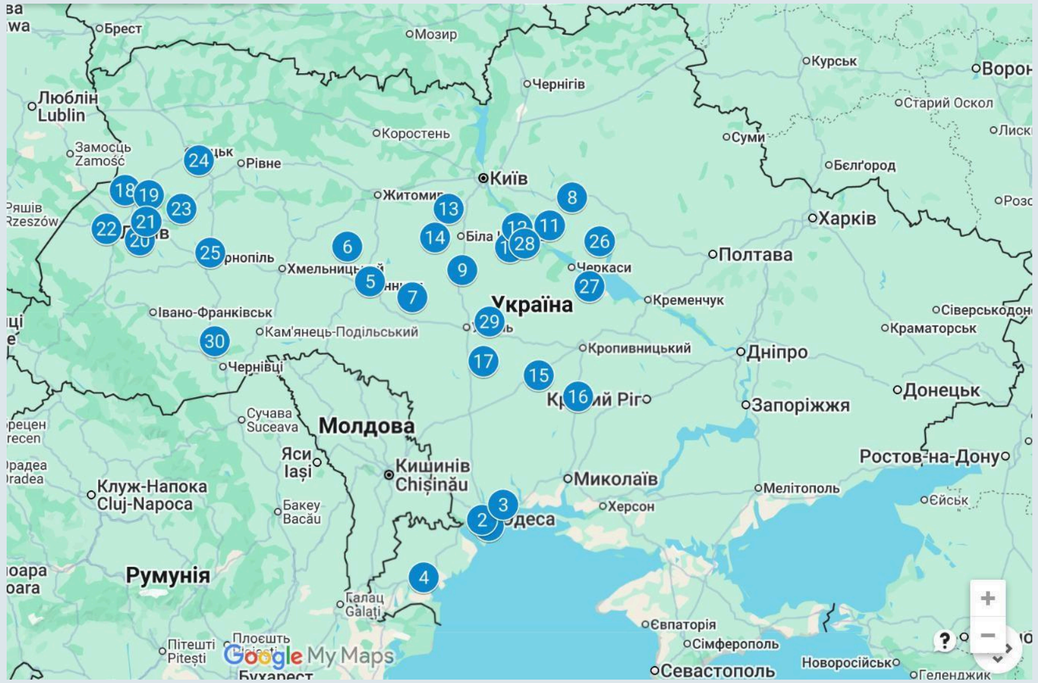
Cost USD 1.2 billion

National Weight-in-Motion System

Ministry for Recovery, Infrastructure and Transport of Ukraine

PPP Asset Description

- **National WIM monitoring network is supposed to be a single investment asset**
- **The scope of PPP is 30 WIM complexes in 9regions**



Potential regions

- Vinnytsia
- Kyiv
- Lviv
- Odesa
- Chernivtsi
- Kirovohrad
- Rivne
- Ternopil
- Cherkasy

WIMs in proximity to the frontline are not included in the project scope as a risk mitigation measure

CAPEX

USD 23 mln

Construction of 10 service zones near public roads

Ministry for Recovery, Infrastructure and Transport of Ukraine

Investment direction

Construction of 10 service areas near public roads on approaches to border crossing points under concession arrangements, with subsequent maintenance

The project envisages the construction of multi-functional service facilities near key border crossing points. Instead of chaotic stops on the side of the road, drivers will be able to use specially equipped facilities that meet international standards of logistics and comfort

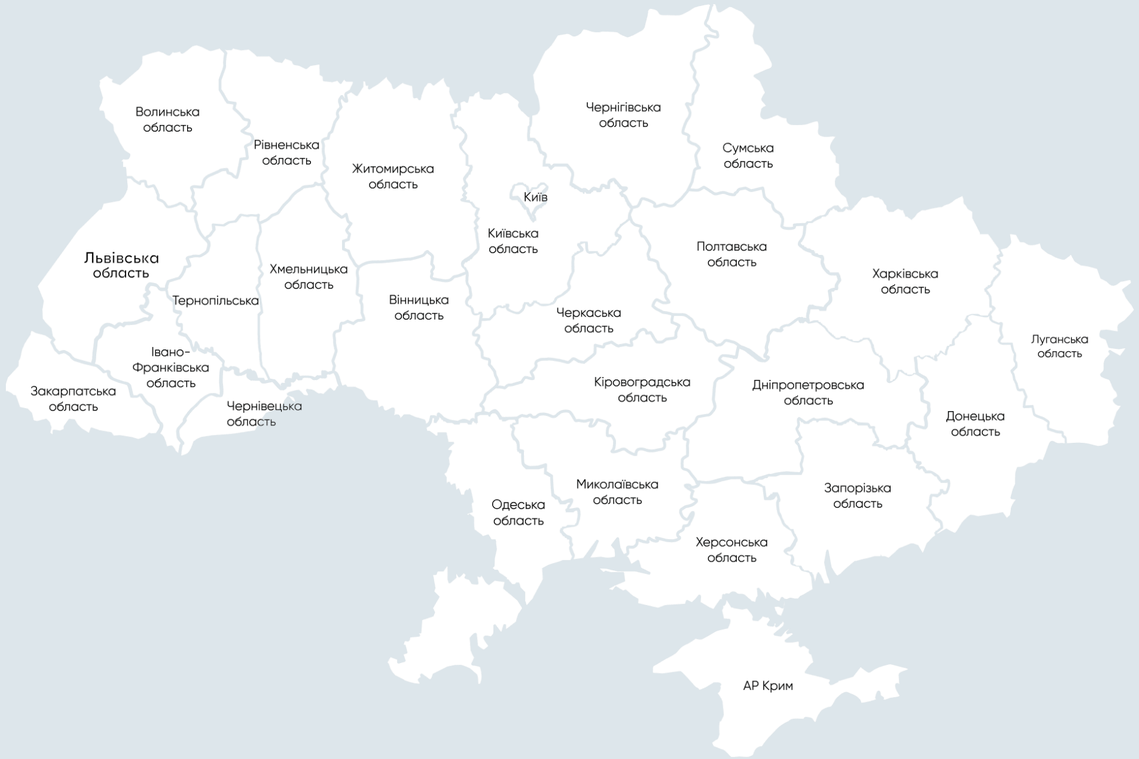
Cost USD 53 million

Initiator

Ministry for Recovery, Infrastructure and Transport of Ukraine

Geography

The entire territory of Ukraine



Concession of Intermodal Hub "Sknyliv" — Logistics Gateway of Lviv on European Gauge 1435 mm

Ministry for Recovery, Infrastructure and Transport of Ukraine

Project Objective

Creation of an Intermodal hub at the junction of 1435/1520 mm tracks — a key node for foreign trade cargo flows of Lviv and Western Ukraine

Expected Project Outcomes

Next-generation terminal: handling 1435/1520 mm trains; 1,400 TEU +600 TEU under customs control; connection to bypass road; serving the Lviv economy

Next Steps

- Engage IFC
- Prepare preliminary feasibility study and concept note

Key Project Areas

1) Track reconstruction with a front of up to 40 platform units;
2) Territory expansion (Lviv City Council) + bypass road;
3) Container yard, customs zone, warehouse;
4) Bulk cargo transshipment point

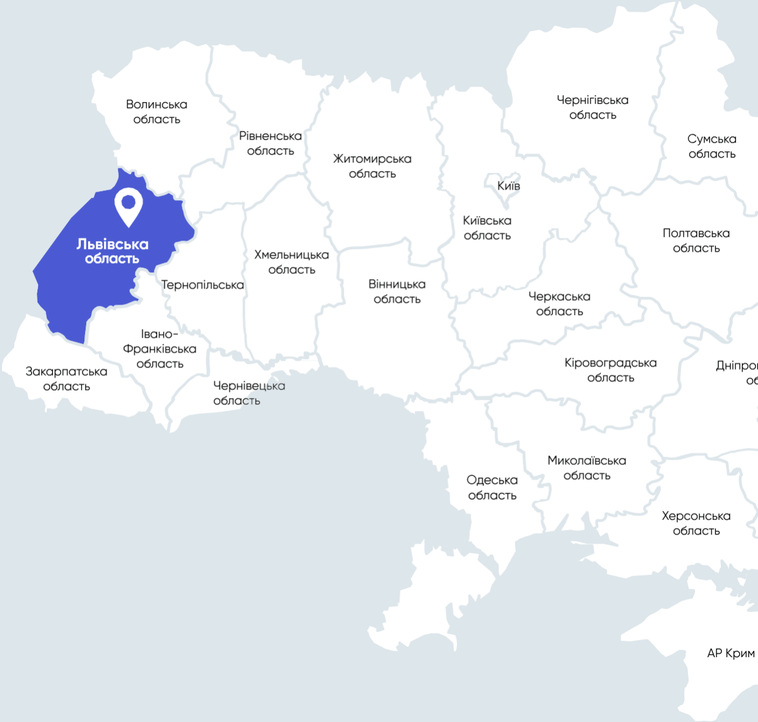
PREREQUISITES AND PREVIOUS PROJECT PHASES:

PCD completed. European gauge Mostyska–Sknyliv (EU grant €73.5 mln) commencing. Lviv City Council supports expansion.

Can be combined with Lisky project (hub «Sknyliv" is part of CTS Lisky).

USD 40 mln

(basic reconstruction). To be adjusted after assessment of the new land plot.



Concession of Kyiv Station Complex

Ministry for Recovery, Infrastructure and Transport of Ukraine

Project Objective

The project combines a transport mul-ti-modal hub and a large-scale project of real estate development (offices, housing, commercial real estate) involv-ing leading global real estate players

Key Project Areas

Comprehensive reconstruction and com-mercialization of Kyiv-Pasazhyrskyi sta-tion complex:

- Central Station (22,119 m², 1932, major renovation 2001) and Southern Station (21,148 m², 2001)
- Construction of office and retail premis-es (~64.5 mln USD)
- Development of commercial spaces in the passage (~59.6 mln USD)
- Reconstruction of retail spaces (~0.6 mln USD)

Fastiv Station as a potential restoration component

Possibility of bundling Kyiv and Fastiv railway stations into a single PPP project and tender package

Expected Project Outcomes

- Creation of a modern multimodal transport hub in-tegrating railway, urban, suburban connections and Kyiv Boryspil Express
- Redevelopment of ~43,000 m² of existing station space (Central and Southern stations) and creation of new commercial facilities
- Growth of non-fare revenue, elimination of opera-tional losses of the asset
- Improvement of service quality for 9.8 mln passen-gers/year and development of inclusive infrastructure

PREREQUISITES AND PREVIOUS PROJECT PHASES:

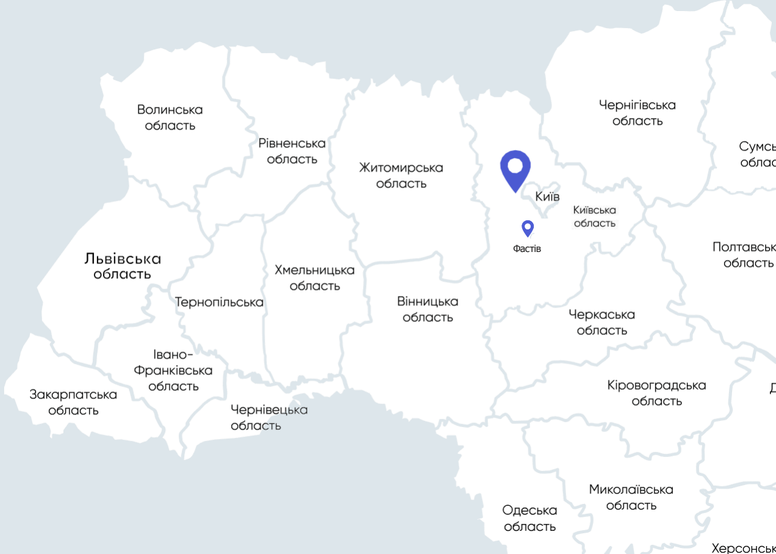
The concept note (June 2021) con-firmed commercial feasibility. EY "Strategic Recommendations" report (IFC/GIF, 2020–2021) — PRA-analysis, assessment of commercial potential

Next Steps

- Engage IFC
- Update data at current prices
- Prepare updated concept note

CAPEX

USD 125 mln



Concession of Lviv Station Complex

Ministry for Recovery, Infrastructure and Transport of Ukraine

Project Objective

Transformation of Lviv Station — the second busiest in the country — into a modern multimodal transport and commercial hub "Gateway to EU» with real estate development on 4.5 ha

Expected Project Outcomes

- Station building renovation (landmark of 1904, 25,292 m²)
- Shopping mall up to 120,000 m², parking for 760 spaces
- Redevelopment of suburban station (1,600 m²)
- Congress center, hotel, offices (phases 2–3)

Next Steps

- Engage IFC
- Update data at current prices
- Prepare concept note

Key Project Areas

Passenger flow — 3.5 mln people (2025).

The 25,292 m² building requires renovation;

zone of 4.5 ha — development potential.

3 phases: ~348,000 m² GBA, ~272 mln USD

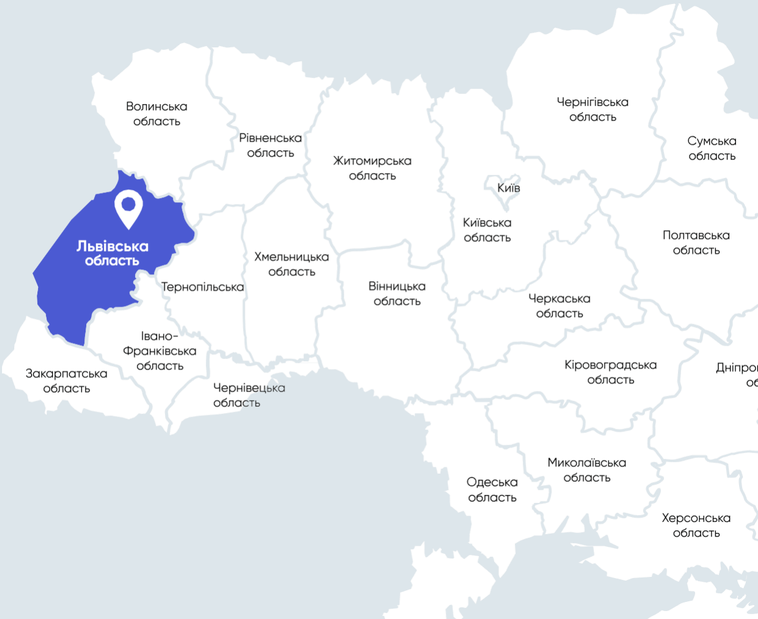
PREREQUISITES AND PREVIOUS PROJECT PHASES:

Pre-feasibility study completed (most prepared project).

EY Report (IFC/GIF, 2021) — PRA analysis, full financial model (DCF)

CAPEX

USD 107.5 mln



Concession of Odesa Station Complex

Ministry for Recovery, Infrastructure and Transport of Ukraine

Project Objective

The objective of the project is to develop the commercial potential of Odesa Station.
Two development options have been proposed for the Station

The first option envisages the construction of a small shopping center above the tracks with a total area of GBA 5,500 sq. m. This project is not typical for the local market and features a high degree of construction complexity (platform above the tracks)

The second option, which could potentially be combined with the first, —is the construction a hotel with 73 rooms, as well as an adjacent parking lot for 37 parking spaces

Key Project Areas

- Construction of retail trade premises above platforms, GBA is 5,500 m^2
- Construction of a hotel, GBA is 3,300 m^2, number of rooms – 73

PREREQUISITES AND PREVIOUS PROJECT PHASES:

EY Report (IFC/GIF, 2021) — PRA analysis, financial model

USD 11,6 mln

Next Steps

- Engage IFC
- Update data at current prices
- Prepare concept note

Reconstruction and technical modernization of the existing Kaidatska Pumping and Filtration Station (Dnipro city)

Ministry for Recovery, Infrastructure and Transport of Ukraine

Estimated cost —

USD 70.56 mln

Current status

The Municipality provided a full package of output data for the analysis

With the support of UNICEF, technical solutions are currently under development

Next steps:

- **Preparation of a concept note and a feasibility study (FS) for the PPP project**

Construction of a new wastewater treatment plant line with a capacity of 50,000 m^3/day, on Yenkovska Street, Uzhhorod city

Ministry for Recovery, Infrastructure and Transport of Ukraine

Estimated cost —

USD 29.4 mln

Current status

The Municipality provided a full package of output data for the analysis

With the support of UNICEF, technical solutions are currently under development

Next steps:

- Preparation of a concept note and a feasibility study (FS) for the PPP project

Reconstruction of Water Supply and Wastewater Facilities Khust, Zakarpattia Oblast

Ministry for Recovery, Infrastructure and Transport of Ukraine

Estimated cost —

USD 41 mln

Current status

The Municipality provided a full package of output data for the analysis

With the support of UNICEF, technical solutions are currently under development

Next steps:

- Preparation of a concept note and a feasibility study (FS) for the PPP project

Modernization of the water supply and sewage system in the city of Zhovkva, Lviv region

Ministry for Recovery, Infrastructure and Transport of Ukraine

Estimated cost —
USD 32 mln

Current status

The Municipality provided a full package of output data for the analysis.

Next steps:

- **Preparation of a concept note and a feasibility study (FS) for the PPP project**
- **The search for investors for the competition is ongoing**

Ministry for Recovery,
Infrastructure and Transport
of Ukraine

Serhiy DERKACH

First Deputy Minister for Recovery, Infrastructure and Transport of Ukraine

WhatsApp: +380 97 137 48 98

mailto: derkach@mtu.gov.ua

COMPANY PROFILE

Date:

Company Name	
Name of the Project (i) the Company Is Interested In	
Year of Establishment	
Type of Entity	
Areas of Activity	
Company Web-site	
Chief Executive Officer (CEO)	
Certifications	
International Partners	
Key Projects / Relevant Experience	
Contact Person (Name, Position, E-mail, Phone)	
Links to Annual Financial Reports	