NEW UZBEKISTAN

The Big Country with Big Opportunities

"Reform in Action"

A report exploring Uzbekistan's attractiveness to foreign investors

JUNE 2025

Hudson Sandler with the cooperation of

Ministry of Investment, Industry and Trade of the Republic of Uzbekistan

Invest Uzbekistan

A nation opened for business

"Uzbekistan's digital economy is accelerating at remarkable pace — and Uzum is proud to be part of that transformation. As investors look to emerging markets with strong fundamentals and youthful, tech-savvy populations, Uzbekistan stands out as a rare opportunity to build, scale, and lead in the region."

Uzum

"Our long-term commitment goes beyond power generation, with localization being one of our key strategies in Uzbekistan: we mobilize global capital, deep expertise, and advanced technology to accelerate Uzbekistan's green transition and build lasting regional cooperation. ACWA Power is proud to be the leading investor in the country's energy sector, playing a vital role in supporting its decarbonization goals."

ACWA Power

"Uzbekistan is an exciting investment destination thanks to its growth opportunity. Industries like mining, banking and energy are developing fast, and it is not a coincidence that Uzbek companies in these sectors have already attracted significant amounts of international debt capital."

London Stock Exchange

"The results of our new notes offering on international capital markets demonstrate investor confidence in the economic reforms underway in Uzbekistan."

Navoi Mining and Metallurgical Company

"Uzbekistan's commitment to economic reform and transparency is creating new opportunities for global investors."

Franklin Templeton

"We believe that Ipoteka Bank has the potential to become one of the highest profit contributors to the OTP Group."

OTP Group

"Under the visionary leadership of His Excellency Mr. Shavkat Miromonovich Mirziyoyev, the President of the Republic of Uzbekistan, the world has witnessed the formation of a unique enabling environment for long-term infrastructure investment by Foreign Direct Investors in the Republic of Uzbekistan. Guided by His Excellency the President's "Uzbekistan 2030" Strategy, the Republic of Uzbekistan has delivered progressive reforms and a clear commitment to win-win Public Private Partnerships."

Vision Invest

"The urban transformation of Uzbekistan creates an ideal environment for sustainable and architectural innovation, and we look forward to continued collaboration as the country's landscape continues to evolve."

Koç Construction

For more information on investing in Uzbekistan, please access the PwC report 'Investment Guide Uzbekistan'

Invest Uzbekistan

pwc

Uzbekistan stands at a defining moment in its transformation. The success of the country in attracting foreign investment and driving trade is no longer a promise, but a reality. Spearheading this process has been the "Uzbekistan-2030" strategy, a future-focused roadmap designed to transform every facet of our national economy. At its core is a commitment to fostering a dynamic, innovation led environment that champions private enterprise, green energy and digital technology.

No fewer than 18 companies have lined up initial public share offerings (IPOs), proof that Uzbekistan is finding favour with private capital. It is an exciting stage in the country's journey from development capital to equity markets.

Uzbekistan has taken bold steps to overhaul its tax structures, streamline regulations, and modernise its legislative framework to make doing business simpler, faster, and more transparent. Underpinning these many and various developments is an exponential growth in foreign direct investment (FDI). In 2024, FDI increased by 53.6 per cent to reach $11.9 billion, with projections indicating a rise to over $42 billion in 2025.

Together, these initiatives signal a confident, forward-leaning Uzbekistan—open to the world and ready for the future. New Uzbekistan truly is *'The Big Country With Big Opportunities.'*

Executive Summary

Reform in action: Uzbekistan is undergoing rapid transformation through sweeping changes in infrastructure, governance, and economic diversification.

The country is rapidly emerging as a green energy powerhouse. The five gigawatt wind farm in Karakalpakstan developed by ACWA will be the largest such facility in Central Asia, able to meet the energy needs of some 4.5 million households. This is just the largest of a number of projects in what is now a burgeoning sector.

Momentum has also stepped up in the tech sector, not least with the Tashkent IT Park. Here plans are afoot for Uzbekistan's first AI-enabled and sustainable 10-megawatt data centre. Uzbek consumers themselves are eager adopters of tech services, and e-commerce is forecast to account for between nine and 11 per cent of the total retail market by the end of 2027.

Why do the investors keep coming? One key attraction is Uzbekistan's enviable demographic profile. With its growing population - 40 per cent of whom are under 25 - the country offers both an enthusiastic and talented labour force with a rapidly expanding consumer base.

To equip young people for the jobs of the future, the Government has launched the Digital "Uzbekistan-2030" strategy, which focuses on advancing digital infrastructure, e-Government services and IT education. A hugely beneficial spin-off is the empowerment of young people politically, economically and socially.

Company formation and registration have been streamlined and the process can be completed in a single day. The Tashkent International Arbitration Centre is on hand to resolve disputes. Meanwhile, the Government remains committed to an ambitious privatisation programme.

A major recent development was the appointment of the US investment giant Franklin Templeton as Trustee and Fund Manager of the new sovereign wealth fund, the Uzbekistan National Investment Fund (UzNIF). This will comprise minority stakes in 18 state-owned enterprises and have an initial value of $1.68 billion.

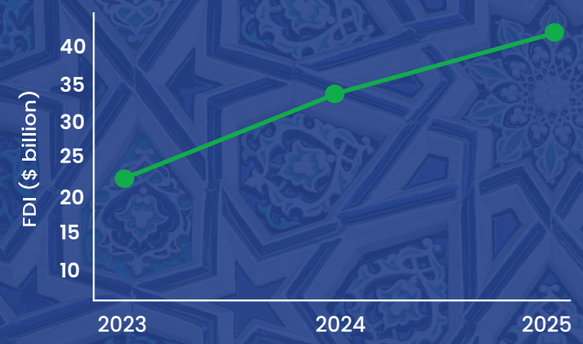
Openness to the world is underlined by the increased range and sophistication of Uzbekistan's transport system. The rail network covers 7,400 kilometres, with high-speed trains linking Tashkent, Samarkand, Bukhara and Andijan. Next year, the high-speed line is expected to be extended to Khiva, making it more accessible for both business and tourism.

There is a main-road network of 42,500 kilometres and in 2024 road transport carried 1.4 billion tonnes of cargo. Uzbekistan's central position in Eurasia gives it access to a number of routes, including the eastern approach via Kazakhstan to China and the Russian Far East and to the south through ports in Iran and Pakistan. To the north and west, lie Russia and Europe.

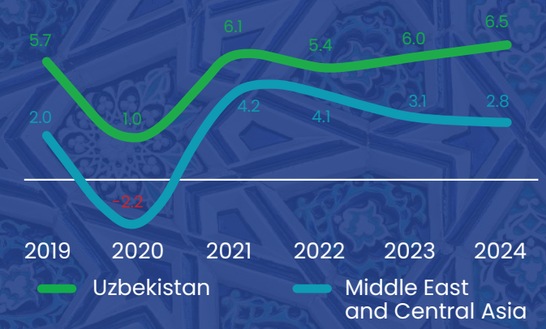
Meanwhile, a new cargo terminal is under construction at Tashkent International Airport and work began in December 2024 on a rail line linking Uzbekistan, Kyrgyzstan and China. However the trade winds blow in the years ahead, the country is well-placed to catch them.

Uzbekistan has struck partnership deals with the US, Japan, France, Kazakhstan and Azerbaijan, and is progressing agreements with others, including the UK and EU. Now, on a broader stage, the country is welcoming a wide range of companies and people. Could Uzbekistan be your reliable business partner in the heart of Eurasia?

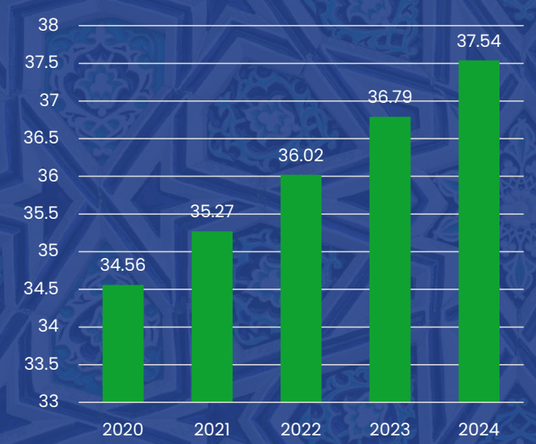
FDI GROWTH RATE



GDP GROWTH RATE %



POPULATION GROWTH RATE



As of April 2025, Uzbekistan had established 28 Special Economic Zones (SEZs), 389 Small Industrial Zones (SIZs), 23 technology parks, and 355 clusters. These zones host a total of 6,997 enterprises, including 1,032 in SEZs, 2,981 in SIZs, 2,606 in technology parks and 378 in clusters.

So, this is Uzbekistan in 2025, a young and confident country with a rich heritage, pushing into the future, increasingly attractive to investors and home to the industries of tomorrow. The country is constantly refining and sharpening its FDI offer and more broadly reforming its laws and taxes to create an ever more welcoming environment for people and businesses.

Legislating for growth

Passing a new law cannot make a country rich but failing to sweep away old regulations and restrictions can keep it from achieving its potential. With this in mind, the Government has conducted a root and branch reform of laws, regulations and taxes to sweep away those that inhibit growth.

Among the most radical of these initiatives was the cut in VAT from 15 per cent to 12 per cent in January 2023. Elsewhere, the excise tax on mobile communication devices has been abolished. Turnover tax has been simplified, with a unified rate of four per cent across the board.

In more specific areas, the rate of tax levied on sub-soil activities has been reduced for those mining iron from five per cent to two per cent. Since February 7 2024, income earned by energy companies from the sales of green energy certificates has been exempt from Corporate Income Tax (CIT).

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It would be wrong, however, to see all of these changes solely as a series of tax giveaways. Reform means also dispensing with tax breaks that have outlived whatever usefulness they may have once had. On New Year's Day 2025, a range of subsidies and fiscal incentives for exporters was abolished, bringing the country closer to World Trade Organisation rules.

On the same day, income tax and turnover tax benefits for exporters and re-exporters were scrapped.

Other countries preach about the reform of taxes and regulations. Uzbekistan practises it.

Prospective transactions and flourishing relationships

Partnership is key to many major investments in Uzbekistan, fruitful collaborations across national frontiers and around the world that benefit all involved.

One such is in the critical minerals sector. Over the next three years, Uzbekistan plans to launch 76 projects worth more than $2.6 billion designed to expand the extraction and processing of 28 essential minerals.

This has proved of great interest to the United States, with its policy of increasing global access to minerals. Thus, in September 2024, the two countries signed a memorandum of understanding relating to the development of mineral resources, and the topic of mutually beneficial opportunities in this area was recently discussed between US Secretary of State Marco Rubio and Uzbek Foreign Minister Bakhtiyor Saidov.

On April 9 2025, the Uzbek Government stated that meetings had taken place in Washington between Uzbek officials and American business executives and that these had resulted in agreements covering mineral exploration, extraction and processing in Uzbekistan, along with the provision of innovative US technologies and the training of Uzbek specialists to operate them.

Elsewhere, Japan is partnering with Uzbekistan in the transformation of its IT landscape. Both parties aim to increase the number of IT professionals in Uzbekistan, and Japan is planning significant investments that will support Uzbekistan's digital strategy to increase the country's IT exports to $5 billion by 2030.

In November, a three-year co-operation plan was signed by Uzbekistan and the Japan Bank for International Co-operation involving non-sovereign debt financing for Japanese-led projects in Uzbekistan.

"Uzbekistan is one of the most promising countries to work with for Japan," said Akihiko Tanaka, President of the Japan International Co-operation Agency. "The country has demonstrated a strong will for economic and democratic development."

From Europe, France has partnered with Uzbekistan on joint projects covering trade, investment and financial co-operation, together worth €6.5 billion. Also announced was a separate Franco/Uzbek partnership covering mineral extraction / processing, energy, infrastructure, transport and other key sectors. There is a proposal from President Shavkat Mirziyoyev for an Uzbekistan-France Investment Council, and agreement has been reached on the first Uzbekistan-France Regional Forum, to be held in Samarkand next year.

Back closer to home, Uzbekistan signed in November 2024 at COP 29 a three-way green energy partnership involving Kazakhstan and Azerbaijan to develop a deep-sea power transmission cable along the Caspian Sea. This will facilitate the export of renewable energy to Europe.

Setting out on the fast lane to equity markets

A partnership of a different kind was entered into with Franklin Templeton, the global investment fund giant that looks after assets worth $1.5 trillion. The company has been appointed Trustee and Manager of the country's new sovereign wealth operation, the National Investment Fund of Uzbekistan (UzNIF). The fund was established in August 2024 and has been endowed with strategic stakes ranging from 20 per cent to 40 per cent in state-owned enterprises, which in total have a current value of $1.68 billion.

UzNIF will give international investors the opportunity to share in Uzbekistan's modernisation success story and will strengthen the country's capital markets. The intention is to list the fund on both the Tashkent Stock Exchange and a leading international market, yet to be selected.

Franklin Templeton opened an office in Tashkent in April 2025 supported by a strong local team. Marius Dan, Franklin Templeton's CEO for Central Asia at Templeton Global Investments, said:

"Through our management of the National Investment Fund of the Republic of Uzbekistan, Franklin Templeton aims to support the country's transition by enhancing corporate governance, preparing state-owned enterprises for public listings, and attracting long-term capital to drive sustainable growth."

This major strategic link-up is only the most visible sign of Uzbekistan's journey to full participation in the world's capital markets. Another step on this journey came in late 2024, when the world's fourth-largest gold producer, Navoi Mining and Metallurgy Company (NMMC), issued $1 billion of dual notes on the London Stock Exchange. These comprised $500 million in four-year notes at 6.7 per cent and $500 million in seven-year notes at 6.95 per cent, with the issue more than 5.5 times subscribed, an indication of growing international investor confidence in Uzbek enterprises. What's more, NMMC announced in May 2025 the successful placement of a new $500 million corporate bond in London.

NMMC is the country's largest single industrial enterprise and there are expectations of an IPO in the second half of this year.

In May 2024, the National Bank of Foreign Economic Activity in Uzbekistan (NBU) floated international bonds totalling $411 million on the London Stock Exchange. The issue comprised a $300 million tranche with a five-year maturity and a $111 million tranche with a three-year maturity denominated in local currency at 1.4 trillion Soums (UZS) to support its core operations including foreign credit lines.

"Since 2019, Uzbekistan's sovereign and corporate issuers have raised over 12 billion USD equivalent via bonds listed on the London Stock Exchange. This includes $2.84 billion raised this year alone, underscoring a continued strong level of demand from international institutional investors."

LONDON STOCK EXCHANGE

The dual nature of the issue demonstrates the commitment of the NBU to engage with global investors across multiple currencies.

Korzinka is Uzbekistan's largest supermarket chain, operating more than 150 stores across 12 regions of the country. The company recently raised $110 million in equity funding, welcoming two new minority shareholders: the Abu Dhabi Investment Authority and the Uzbek-Oman Investment Company.

Elsewhere in the banking world, the Uzbek Industrial and Construction Bank Joint-Stock Commercial Bank (SQB) followed hard on the heels of NBU's issuance, with a $400 million bond issue in July 2024. Launched with a yield of 9.25 per cent it attracted interest from investors in more than 20 countries across Europe, the US and Middle East.

Making a hat-trick of financial institutions TBC Bank Uzbekistan, a subsidiary of Georgia's TBC Bank, announced a $38.2 million equity investment from its shareholders to support its recent rapid and profitable growth. The London-listed parent invested $23 million and the European Bank for Reconstruction and Development (EBRD) and the International Finance Corporation (IFC) have each invested $7.6 million.

Proceeds will help TBC Uzbekistan to issue consumer loans and launch new products, driving innovation in the financial services sector.

Vakhtang Butskhrikidze, CEO of TBC Bank Group PLC, said "Uzbekistan's digital transformation is a catalyst for the country's economic development and we at TBC are proud to play a key role in this process. As we continue to scale at pace, we are expanding the range of digital financial services within our ecosystem and deploying AI, including our proprietary Uzbek language LLMs. Alongside other private sector players and stakeholders within Government, we are committed to ensuring Uzbekistan's global competitiveness, positioning the country to seize the opportunities the future holds."

Uzum is Uzbekistan's first technology "unicorn" — a digital ecosystem valued at over $1 billion. Founded in 2022 by Djasur Djumaev and partners, the company was created to offer digital solutions that help people across the country solve everyday challenges and develop their businesses.

Today, Uzum provides services in e-commerce, banking, and fintech. More than 17 million people — over half of Uzbekistan's population — use the platform's services every month.

The company launched its first product, the Uzum Market e-commerce platform, in October 2022. This was followed by the launch of Uzum Nasiya (an installment payment service) and Uzum Bank (a digital bank) in November 2022. In May 2023, Uzum introduced Uzum Tezkor, an express-delivery service for restaurants, cafés and shops.

In March 2024, Uzum raised over $100 million in a Series A round, reaching a valuation of more than $1 billion. The funding supported national investments in IT, logistics, and the company's growing fintech services.

Today, over 16,000 merchants sell their goods through Uzum Market, and more than 2,900 restaurants and retailers in 25 cities use Uzum Tezkor for deliveries. Uzum Bank launched a virtual Visa debit card with a credit option in late 2024, with more than 1.5 million cards issued by April 2025.

Uzum has created more than 11,000 jobs and supports thousands of small and medium-sized businesses across the country — helping build a more connected and inclusive digital economy in Uzbekistan.

Nikolay Seleznev, Chief Strategy and Business Development officer of Uzum, said "Uzbekistan is increasingly on the radar of international investors. When we raised over $50 million in equity financing last March, it was a strong signal of confidence not only in Uzum's model but in the country's long-term potential. As Uzbekistan's national innovation champion, we are proud to be transforming lives, supporting financial inclusion for millions of customers, empowering thousands of entrepreneurs through our ecosystem, and driving business growth across the country."

IN CONVERSATION WITH

Djasur Djumaev Uzum's CEO and Founder:

Uzum is a homegrown success story; how is the Company shaping Uzbekistan's digital economy?

Uzum is Uzbekistan's first unicorn. Founded in 2022, the company integrates e-commerce, express delivery, digital banking, and fintech services into a single platform tailored to local consumer needs. It serves millions of users across Uzbekistan and is playing a central role in accelerating the country's digital transformation.

What's next for Uzum as it continues to scale within Uzbekistan and beyond?

Uzum is focused on expanding access to digital financial services, particularly for the unbanked population, and deepening the integration of its fintech and e-commerce operations. The company aims to scale its logistics network, roll out new lending and payment products, and eventually expand beyond Uzbekistan into other underserved markets in Central Asia.

Uzbekistan is emerging as a hub for digital innovation; how are national reforms supporting this growth?

Uzbekistan is undergoing a rapid digital and economic transformation driven by ambitious Government reforms. Initiatives such as "Digital Uzbekistan 2030" and a strong focus on financial inclusion have created a supportive environment for innovation. For companies like Uzum, this reform agenda, combined with a young, tech-savvy population, makes Uzbekistan a dynamic environment for building and scaling digital services.

"Uzbekistan is a key partner for the European Investment Bank as we expand our support across Central Asia. From renewable energy to water management and improved access to finance for SMEs, our investments reflect a strong alignment with Uzbekistan's national priorities and the EU's Global Gateway strategy."

European Investment Bank

"As investors in Uzbekistan, we are impressed by the pace of Government reforms, the highly educated young population, the infrastructure, legislative changes, and the strong support for entrepreneurship — particularly the development of banks and fintech projects."

ipotekabank otp group

"Following Uzbekistan's recent financial liberalisation, the country has experienced significant economic growth and continues to seek deeper international investment. At StoneX, we strongly believe in the potential of this opportunity and look forward to supporting Uzbekistan's continued integration into global financial markets."

StoneX

"At Vision Invest, we are honoured and privileged to contribute to the Republic of Uzbekistan's transformative development journey, by investing in partnership with the Public Sector, in marquee infrastructure projects that deliver tangible value, high level of localization of the supply chain and transfer of know-how, sustainability and enduring social and economic prosperity for the citizens of the Republic of Uzbekistan."

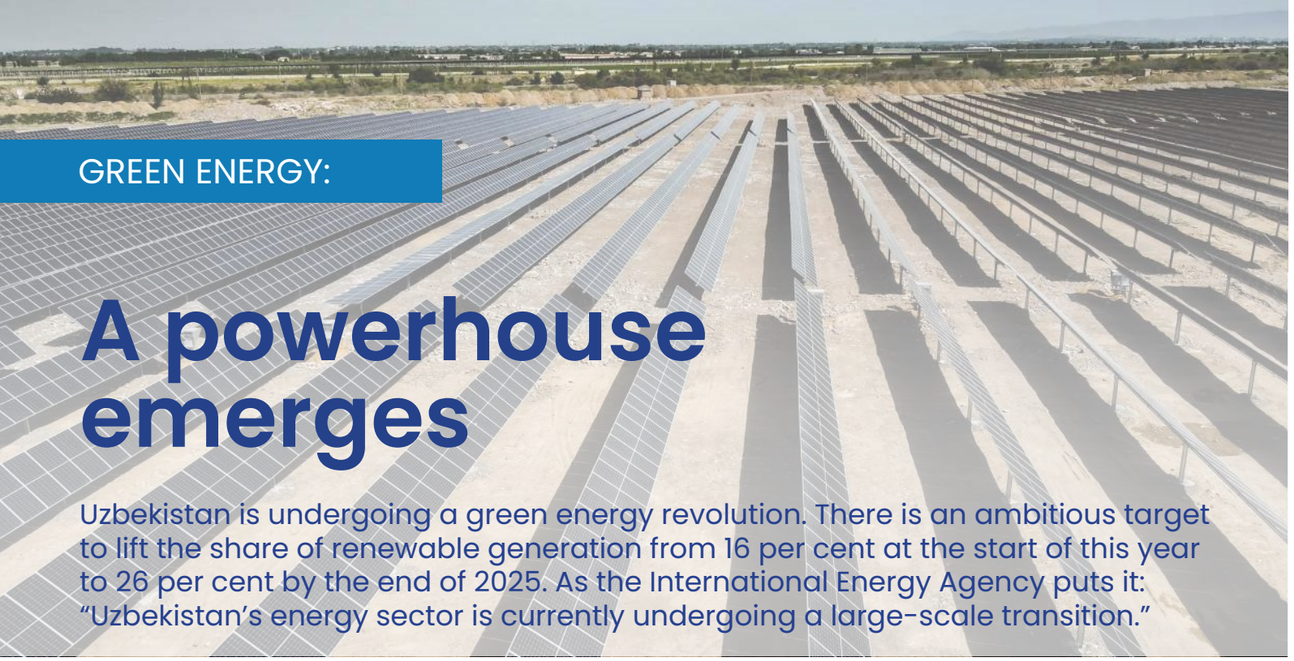
VISION INVEST

"The ongoing economic reforms and commitment to modernization within the country has created a favourable environment for strategic investments. Our recent initiatives in retail and logistics underscore our confidence in the growth trajectory of Uzbekistan."

UzOman INVESTMENT COMPANY

"In summary, if you were going to design an emerging market, starting from scratch, Uzbekistan would probably come close to being the ideal model."

PEEL HUNT



GREEN ENERGY:

A powerhouse emerges

Uzbekistan is undergoing a green energy revolution. There is an ambitious target to lift the share of renewable generation from 16 per cent at the start of this year to 26 per cent by the end of 2025. As the International Energy Agency puts it: "Uzbekistan's energy sector is currently undergoing a large-scale transition."

A flagship project is ACWA Power's huge Karakalpakstan wind farm in the north-west of Uzbekistan, with five gigawatt generating capacity and two gigawatts of electricity storage capacity. All power generated will be sold to JSC National Electric Grid of Uzbekistan under an initial 25-year contract.

This $6.2 billion investment, announced in May 2024, will create the largest wind farm in Central Asia, meeting the electricity demand of millions of households. ACWA Power will take the lead in developing, financing, constructing, engineering, operating and maintaining the plant.

ACWA's portfolio includes solar, wind, battery storage, and green hydrogen (GH2), which is one of the company's pioneering fields.

ACWA has become the largest power and water developer in the region. It operates power generation and de-salination water plants in 14 countries and employs more than 4,000 people.

ACWA's total investment portfolio is worth a massive $107.5 billion. Its assets can generate 78.8 gigawatts per day of power and produce 9.5 million cubic metres of desalinated water every day.

"Uzbekistan has set clear and ambitious goals for its renewable energy future — and ACWA Power is proud to be a long-term partner in helping deliver them. Our investment in the Karakalpakstan wind project reflects both the scale of the opportunity and the strength of Uzbekistan's commitment to green, sustainable growth."

Abid Malik, President - Central Asia, ACWA Power

In July, US group Sayar announced a $115 million project to use medical waste to generate thermal energy. Initially, the project had a target of processing 6,000 tonnes of waste annually at medical institutions in Tashkent, Samarkand and Bukhara, based on direct investment of $7 million. This was to generate 30 gigawatts a year.

However, from 2026 Sayar proposes to attract a further $108 million in direct investment and to expand processing capacity to 90,000 tonnes of waste, generating 300 gigawatts a year. This energy will be sold initially to medical institutions with an option to supply other customers.

This innovative approach with reduced dependence on traditional energy sources and the need for new infrastructure will lift economic growth, and with it, job creation. An Uzbek subsidiary, Sayar Green, has been established to handle the project.

Elsewhere in the world of clean energy, in March 2025 French nuclear fuels company Orano agreed with Uzbekistan's state-owned uranium producer Navoiyuran to work on the industrial development of the South Djengeldi uranium mining project. Japan's ITOCHU Corporation is taking a minority stake in the venture.

ITOCHU's activities include energy, textiles, machinery and food.

The South Djengeldi project is expected to sustain production for over a decade, reaching peak annual production capacity of 700 tonnes of uranium. Navoiyuran stated in the first phase of deposit development that projected investments will amount to $214 million across three years, with an expected average annual uranium production of 500 tonnes.

Back in November 2023, Minister of Mining and Geology Bobir Islamov said Orano planned to invest up to $500 million in uranium mining and processing in Uzbekistan.

Since nuclear power plants are an important component of any clean energy strategy, this investment plays a critical role in supporting Uzbekistan's nuclear industry and its energy security and sustainability goals.

Another of Uzbekistan's French partners is Voltalia, the renewable energy group. In November 2024 the EBRD provided financing of up to $54.6 million to Voltalia subsidiary Sarimay Solar to build and operate a 100 megawatt alternating current greenfield solar photovoltaic plant in Uzbekistan.

When up and running the plant is forecast to generate up to 252 gigawatt hours of electricity a year, cutting CO2 emissions by more than 141,000 tonnes.

More recently, in March 2025, Voltalia signed a power purchase agreement (PPA) with state-owned JSC Uzenergosotish for a multi-faceted energy project. Work on the solar and storage aspects of the 526 megawatt scheme will begin in the first quarter of 2026, while construction of the wind element is scheduled to begin in the third quarter.

In a separate agreement, Voltalia is to implement a 500-kilowatt "agrivoltaic" pilot scheme in the Tashkent region. Such schemes allow for the dual use of land for both agriculture and energy generation.

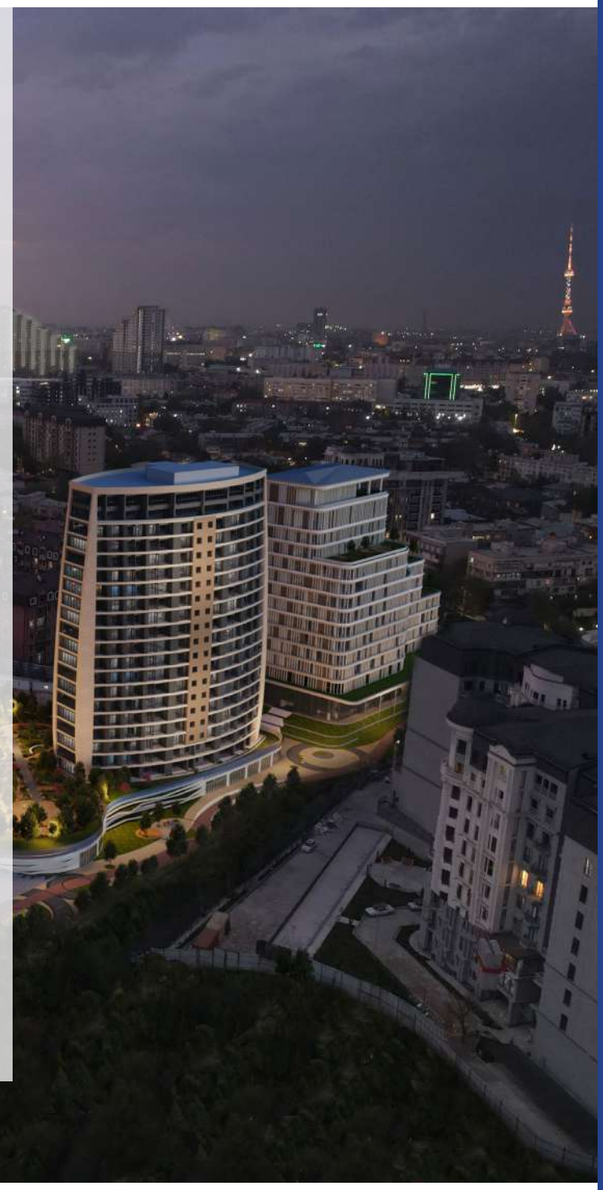
In January 2025, Sejin of South Korea announced that it was to invest $55 million to generate 16 megawatts of electricity from the conversion of landfill gas at the Ohangaron site, while the Tadweer Group of the United Arab Emirates is to invest $200 million in to process 1,500 tonnes of waste a day and produce 363 million kilowatt hours of electricity annually in the Bukhara and Navoi regions.

These investments will not only improve Uzbekistan's recycling record – currently just four to five per cent of the 14 million tonnes of waste produced a year is recycled – but they also demonstrate keen international interest in participating in the country's green evolution.

Some partnerships are of relatively long standing. America's Air Products group invested $1 billion in 2019 when it bought a synthetic gas processing facility in Qashqadaryo Province from the state-owned energy company Uzbekneftegaz JSC. Further expansion is planned.

Turkey's Koç Construction operates across 15 construction sites in cities including Tashkent, Samarkand and Bukhara, employing over 6,500 individuals in Uzbekistan. With a focus on turnkey projects and sustainable urban development, the company is poised to contribute significantly to Uzbekistan's evolving infrastructure.

Yusuf Sarikoç, Chairman of the Board of Koç Construction, said, "At KOÇ Construction, we believe that the ongoing development of Uzbekistan's urban landscape presents vast opportunities for growth and transformation. By investing in cutting-edge construction technologies and fostering strong partnerships, we are helping to shape a future where modern infrastructure and sustainability go hand in hand, contributing to the long-term prosperity of the country."



IN CONVERSATION WITH

Ömer Sarıkoç, Koç Construction's Vice Chairman

KOÇ Construction has established itself as a leader in Uzbekistan's infrastructure sector. How is the Company contributing to the development of the nation's construction economy?

KOÇ Construction is cooperating with world class architects and engineers to implement contemporary and innovative technologies. Sustainability and ESG measures are carefully investigated, and integrated design methods are incorporated into every project, initiatied from early feasibility stages.

Modern construction equipment and materials are introduced in most of our projects. We target further improvements and upgrade with every completed project and aim to achieve enhanced construction standards and expectations for the sector.

A further milestone for successful execution of modern construction has been the establishment of our own architecture and engineering company, Design Factory. With our proven in-house engineering team, we not only can deliver efficient standards of advanced technologies, but also cooperate with local consultants and authorities in order to adapt and enhance local design norms.

In addition, we make a significant contribution to the local economy with our 6,500 employees.

As KOÇ Construction continues to grow and expand its portfolio, what are the key strategies for scaling operations within Uzbekistan and beyond?

KOÇ Construction's portfolio and projects have expanded continually during recent years. We have reinvested all revenues back into our expanding business, improved our equipment and machinery, added company owned concrete plants, established our architecture & engineering capability, and furniture & decoration companies as well as a catering facility, which in turn enabled us to operate as a self-sufficient construction enterprise covering all needs internally. We are further increasing our team members and workforce for the upcoming New Tashkent City development, and focusing on new infrastructure, healthcare and transportation investments. We are also targeting neighbouring countries, and will develop projects in Tajikistan and Kazakhstan.

With Uzbekistan's growing demand for modern infrastructure, how is KOÇ adapting to meet the needs of an expanding urban population?

With the rapid young and educated population growth and demand for modern and comfortable urban environments, combined with industrial, business and workplace requirements, KOÇ is aiming to follow worldwide trends. In our projects, we integrate contemporary design and construction methods with local climate conditions, cultural values and social dynamics. Our aim is to create sustainable, functional, people-centric and contextually responsive spaces.

On the residential development side, we design and integrate plenty of green areas, sports facilities, walkways and social areas where the residents enjoy their leisure time. For commercial and retail mixed-use developments we introduce pedestrian-focused streets lined with shops and restaurants, reinforcing the site's role as a dynamic social and interactive hub. We include terraces, social areas, gym and sports facilities open to tenants. Color palettes are thoughtfully chosen with soft tones to harmonize with the surrounding environmental context, ensuring seamless integration within its urban fabric.

We also build and renovate major Tashkent city parks which offer vital urban areas in central metropolitan districts for the expanding population.

“

Uzbekistan’s clear vision for energy development and its welcoming investment climate have enabled us to implement significant power projects, and we are proud to be the country’s energy solutions partner on this journey of sustainable high growth.”

aksa

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With Uzbekistan’s growing focus on accelerating sustainable development and environmental resilience in partnership with international developers, Miahona is pleased to support these ambitious strategies by showcasing our best-in-class practices and technologies. Miahona, through planned investment in multiple projects across the country, aims to improve water supply security, treatment quality, and environmental impact.”

Miahona
مياهنا

IT PARK:

Momentum continues to build

Tashkent's IT Park increasingly buzzes with activity as Uzbekistan's tech journey gathers speed. The rapid expansion of e-commerce and the Government's commitment to digital education provide a welcoming environment for ventures of all kinds in the IT space. As we shall see, significant growth is forecast.

Big news at the IT Park has been the decision by DataVolt, the designer, developer and operator of data centres, to invest $3 billion in an AI-enabled and sustainable data centre. Indian conglomerate Larsen & Toubro was contracted to build the centre and work started in May 2024.

A second centre will be built in the Bukhara region. Each facility will eventually have a capacity of 250 megawatts. These investments may lead to others; DataVolt alone will invest up to $5 billion in total in Uzbekistan by 2030.

DataVolt anticipates the centres will prove a magnet for attracting major foreign IT companies and investors to Uzbekistan, with the country's renewable power drive being an important consideration in attracting investment.

Rajit Nanda, DataVolt CEO, said: "As digital transformation accelerates, the demand for secure, scalable, and energy-efficient infrastructure is growing rapidly. In addition, it relies on seamless, reliable, and inclusive terrestrial connectivity supported by a telecom sector that is becoming more open, agile and innovation-driven. We see the momentum building in this area and are fully committed to supporting this journey by investing in world-class data centers that empower business and Government institutions to keep pace with innovation."

Elsewhere, Uzbekistan's commitment to growing its e-commerce sector was highlighted in December 2024 when Prime Minister Abdulla Aripov signed legislation restricting e-commerce activity to Uzbekistan-registered companies. The new rules will come into effect in July 2025. This is part of the country's formalising e-commerce rules in line with international best practice and offering predictability and stability to foreign investors.

This will be increasingly important given the swiftness with which the country's e-commerce market is growing, driven by rising consumer demand, widespread adoption of digital technologies and an improving business environment.

Supporting all this is the country's tech education strategy, part of its Digital "Uzbekistan-2030" blueprint. This strategy is two-pronged: it seeks to spread digital literacy while at the same time using digital technology to deliver effective education more broadly.

To these ends, Uzbekistan has partnered with the United Nations and the Islamic Development Bank, the former working to help cultivate a sustainable digital economy and the latter providing financing of $160.25 million for a "Smart Ed" project to improve the quality and efficiency of educational services.

As part of this, the Government is building 58 "state of the art" fully enabled digital schools, involving 2,431 classrooms. It is estimated that 620,000 pre-school children and 1.2 million schoolchildren will benefit from this more specialist approach.

The digital education strategy feeds into Uzbekistan's wider ambition to enhance its status as a regional technology hub, with a workforce that is skilled in IT and digital reinforcing the country's attractiveness for tech-related foreign investment.

STRATEGIC AND CORPORATE INVESTMENT:

An ever-diversifying roster

Variety is the name of the game in terms of inward investors into Uzbekistan. A Chinese maker of electric vehicles rubs shoulders with an Egyptian sugar company and a supplier of building materials.

But first to Wilmar International, the food production company from Singapore which is to build a $100 million plant in the village of Surum, near Tashkent. This project is significant because it is intended to allow the export of flour, feed and vegetable oils to the Middle East and Central Asia, signalling Wilmar's intention of integrating Uzbekistan into its global supply chain.

This, in turn, should enhance Uzbekistan's appeal as a regional manufacturing hub.

Nile Sugar, part of Egypt's Orascom Investment Holdings, announced in October 2024 a $400 million investment in the cultivation of sugar beets and the production of sugar with a new factory in Jizzakh. It will have the capacity to process 12,000 tonnes of sugar a day and will employ advanced water-conserving technology.

The company's customers include Coca-Cola, Heinz, Pepsi, Hero and Nestle.

Also in Jizzakh, Chinese electric-vehicle maker BYD opened a new factory in June 2024 through a joint venture with UzAuto, the state-owned Uzbek motor group. BYD is to invest $160 million in the plant, which is expected initially to produce 50,000 cars rising to 500,000 in the future.

The investment helps set up Uzbekistan as an export hub for electric vehicles to Central Asia and further afield.

"With a rapidly growing population, Uzbekistan represents an expanding market, making it an ideal location for consumer goods investment. The increasing demand for quality products aligns with Coca-Cola's commitment to serving local communities and supporting regional growth."

Coca-Cola

"With a longstanding presence across Central Asia, we see Uzbekistan as one of the region's most exciting reform stories. As investor interest continues to grow, we look forward to deepening our work across capital markets, dispute resolution, public policy and project finance."

SQUIRE PATTON BOGGS

"As a proactive and long-term investor in Uzbekistan, Halyk is proud to support the country's dynamic economic development. With a total investment and financing portfolio approaching $1.5 billion, we are continuing our contribution to sustainable growth across key sectors of the Uzbek economy."

Halyk

TOURISM:

Travels in a magical land

The allure of Uzbekistan lies in its rich heritage and legendary fables. Even the names of the cities – Tashkent, Samarkand, Bukhara – are redolent of historic cultures and trade along the ancient silk road.

The Country's magnificent architecture, rich culinary traditions, magnificent scenery and cultural events on offer all contribute to the rapid growth of tourism in Uzbekistan.

In 2024, Uzbekistan welcomed over 10 million international visitors, a remarkable increase from the 6.6 million in 2023. This surge was undoubtedly driven by strategic initiatives such as simplified visa regimes, development of new tourism routes, infrastructure investments and hosting of major events

The Government's strategic goal is ambitious. It wants the 10 million who visited in 2024 to increase to 15 million by 2030. These numbers are ambitious, with the country constantly developing its offer. President Shavkat Mirziyoyev is contributing directly to the discussion, highlighting that "Muynak airport [in northwestern Uzbekistan] could become a venue for extreme tourism, with parachuting and skydiving."

For Uzbek tourism, it seems the sky is quite literally the limit.

Conclusion

The British Museum's hugely popular "Silk Roads" exhibition, from September 2024 to February 2025, will have introduced large numbers of visitors from around the world to the charm and mystique of Central Asia for the first time. But Uzbekistan's rich heritage is now sitting alongside a dynamic and expanding economy.

The International Monetary Fund (IMF) published on April 23, 2025, the concluding statement of its latest economic health check:

"The economy has continued to perform strongly. Real GDP growth was robust at 6.5 per cent in 2024, supported by strong domestic demand. The external current account deficit narrowed by 2.6 per centage points of GDP to five per cent in 2024 on the back of strong remittances, high commodity prices, rapidly growing non-gold exports, and the winding down of a one-off increase in imports in 2023. International reserves remain ample."

Furthermore, the Government fiscal deficit has been reduced.

A key element in Uzbekistan's appeal to foreign investors is the support provided by the Government. There is a constant campaign to eliminate all remaining barriers to growth and to refine and sharpen investment incentives.

In other words, Government employees are working on your behalf – not something that can be taken for granted in all countries. For the foreign direct investor, the message is unambiguous: Uzbekistan in part of your team.

Why invest in Uzbekistan? Not only is the fiscal and regulatory climate among the most welcoming anywhere, but the legal framework protecting foreign investors is rigorous and robust. Furthermore, Uzbekistan is focused on restoring its historic position as a central east-west trading hub, putting the country's economic role back up to where it belongs.

Uzbekistan truly is 'The Big Country With Big Opportunities', with 2025 demonstrating the progress being made through **Reform In Action**.

SECTORS IN FOCUS:

For in depth sector analysis, access PwC's report "Investment Guide Uzbekistan" here:

Agriculture

Uzbekistan is wholly committed to its agricultural sector, as can be seen by the ten-year 2020-2030 strategy for the sector. This aims to liberalise Uzbek agri-business both at home and in terms of exports. Further, its objective is a sustainable sector.

This is of vital importance in Uzbekistan, where 49 per cent of the population lives in rural areas and agriculture contributes 19.2 per cent to GDP. The country is home to some of the richest agricultural land in the world, and grows an impressive range of crops, including wheat, cotton, fruits and vegetables.

The Government accords a high importance to nurturing the sector, not least with fiscal incentives. These include zero per cent Corporate Income Tax on companies in which at least 90 per cent of profits arise from sales of crops and two agricultural free economic zones (FEZs) have been established, in Bukhara and Karakalpakstan.

Oil and gas

Along with agriculture, oil and gas is a key primary industry, with abundant resources in Uzbekistan and the sector making a significant contribution to state revenues and export earnings. Oil and gas employment is jobs-rich and skills-rich, very much in line with the Government's ambitions for the economy.

The country's proven natural-gas reserves were estimated in 2024 at 675.9 billion cubic metres; in the same year, reserves of oil and condensate totalled 19.5 million tons.

Uzbekneftegaz, the state-owned corporation, is responsible for overseeing the oil and gas sector and is a major operator in its own right, accounting for 60 per cent of the country's gas production. Two major foreign investors have been active in Uzbekistan for many years. One is Russia's Lukoil, involved since 2004, and the other is the China National Petroleum Corporation, which came on board in 2006.

Energy

Uzbekistan is in transition from traditional energy sources to more sustainable ones. In the process, it is confirming that renewable energy is not just good for the environment but for employment and skills as well.

At present, thermal power plants remain the chief energy source, producing 79 per cent of total output. This dwarfs the shares of hydro-power (ten per cent), solar power (nine per cent) and wind generation (one per cent).

But times are changing and in 2024 work was put in hand on solar and wind projects that are expected to generate the equivalent of one billion cubic metres of natural gas. They have created 5,000 construction jobs and will bring 200 new permanent jobs. Alongside this are continuous upgrades to the country's existing generation systems, along with its transmission and distribution network.

Textiles

The textile business has a long and honourable history in Uzbekistan and is deeply-rooted in the national imagination. However, today it is a thoroughly modern sector and eager to compete with all comers internationally.

One advantage is the abundance of raw materials to be found in the country, especially leather, cotton fibre and - famously - silk. But Uzbekistan's textile industry is not content to operate simply as a supplier of commodities and is instead climbing the value chain to finished and semi-finished goods, such as clothing and knitwear.

Big export markets for Uzbek textiles include countries with long traditions of their own in this field, including China, Russia and Turkey. Foreign investors have already brought expertise and technology to the sector, and the country aims for export earnings to reach $6.5 billion in 2026.

Uzbekistan is set to become a key player in global textiles.

SECTORS IN FOCUS:

Chemicals

Uzbekistan's highly-educated and adaptable workforce is undoubtedly a major element in the success of its chemicals industry. In its own way, this human capital is as important as the natural resources available to the sector, such as phosphates, natural gas and limestone.

Agricultural enterprises represent the majority of the industry's customers and ever-increasing demand has been met by soaring production volumes, with major chemical firms in Uzbekistan raising output by 91.5 per cent between 2020 and 2024.

Beyond agriculture there is also huge potential for other products, including plastics, rubber and detergents. For example, in 2024, Uzbekistan exported plastic products worth $31.8 million, contributing to the $3.6 billion of chemical-industry exports.

Pharmaceuticals

This sector has been buoyed by a growing population and a streamlined distribution system that gives patients access to the latest treatments. A key opportunity lies in the scope for import substitution in this space.

Uzbekistan has established five special economic zones for the pharmaceutical sector. Among the advantages on offer are exemptions from VAT and Customs duties on imported materials to be used in exports, a 50 per cent refund of foreign registration expenses for local manufacturers and up to 20 per cent preference in Government procurement.

In addition is the unlimited validity of state registration certificates for new pharmaceutic products. As in other sectors, Uzbekistan's adaptable and well-educated workforce is a key ingredient to success in this sector.

The ICT sector

Uzbekistan's tech-literate employees and tech-savvy consumers make this an investment hotspot for anyone seeking to profit from the country's burgeoning growth. A third player in this space is the Uzbek Government, whose Digital "Uzbekistan – 2030" strategy set out to integrate IT into public administration, along with healthcare, finance and agriculture.

Among the Government's headline priorities are modernization of digital infrastructure, the enhancement of e-Government services, the development of human IT capital and the strengthening of cybersecurity systems through innovation-driven approaches.

Six mobile operators are in business in Uzbekistan. Not so long ago, Brussels, the heart of the EU, had just two. But with the share of the economy accounted for by the ITC sector in 2024 standing at a relatively-modest 2.4 per cent, there is enormous potential for growth.

Education

Uzbekistan has shown impressive results in strengthening its education system, making investment in the sector an attractive option.

Education spending in 2024 reached four per cent of GDP, underlining an approach that views human capital as a keystone for future economic success. For investors, there are opportunities across the age range, from pre-school to university.

The authorities are looking for investors to build and manage pre-school facilities, possibly via public-private partnerships (PPPs). In terms of secondary education, it plans to use PPPs to modernise school premises and to make them energy efficient.

For higher education, the Government has an ambitious plan to enrol 50 per cent of each age group, and it will build 30 new universities to achieve this. Partners in this endeavour, including foreign universities, are being sought.

SECTORS IN FOCUS:

Healthcare

Uzbekistan presents an environment conducive to increased demand for healthcare services. As incomes rise and the population grows, so too do expectations for medical care and treatment.

This has meant a steady increase in the size of the private healthcare sector. While the public health sector remains dominant, the balance is shifting, not least as Uzbeks seek to avoid the biggest killers in the country: cancer, heart disease and diabetes.

Already private healthcare makes a notable contribution in areas such as diagnostics, outpatient care services and laboratory testing. The Government is keen to see increased involvement by private healthcare providers and is encouraging PPPs to develop and operate medical facilities.

Incentives include a zero per cent Corporate Income Tax rate, VAT exemptions and property tax relief.

Construction materials

Cement dominates in this sector, unsurprisingly given Uzbekistan's extensive limestone reserves. Production is racing ahead by leaps and bounds, with major businesses in this sector reporting 2024 output of 16 million tons, a 34.2 per cent increase on 2023.

Unusually, perhaps, cement trades on the Uzbek Commodity Exchange. In the same year, sales on the exchange shot up by 58 per cent to reach six millions tons. A steady drumbeat of construction activity is underpinning a key sector, as illustrated by the fact that in 2024 new capacity was opened that increased production by seven million tons.

Uzbekistan's geographical location makes it the obvious choice to export construction materials from to neighbouring countries. For investors seeking alternatives to cement, Uzbekistan offers promising opportunities in the export of granite, marble slabs, and ceramic tiles.

Tashkent Pharma Park

This has been described as a unique investment facility, a 130-hectare site offering a remarkable suite of opportunities for growth. The park is comprised of interlocking parts that add up to an unbeatable environment for pharma businesses.

There is a high-tech industrial zone, a Pharmaceutical Technical University, R&D centres, laboratories, a pharmacopoeia centre and supporting infrastructure. Thus, it offers a remarkable space in which business can interact with academics, with researchers and with other businesses.

Fiscal incentives include zero per cent customs duties on imported construction materials and equipment, deferred import VAT for up to 120 days, and zero per cent tax on land, property, and water usage.

Uzbekistan IT Park

Now six years old, the park has become an established feature on the Uzbek business scene. There are enviable fiscal incentives for IT companies, including zero per cent Corporate Income Tax, 7.5 per cent personal income tax and exemptions from some import customs charges.

These incentives have initially been provided through to 2028 and subsequently extended until 2040 for entities with at least 50% of total revenue generated from export sales.

But the IT park is far more than simply a supplier of tax breaks. It has been configured to be tailor-made to the needs of IT business. There is specialised infrastructure and facilities, including the "one-stop shop" that welcomes newly-arrived foreign businesses with help on establishing a business, navigating assorted regulators and opening a local bank account.

The IT Park is justly renowned as an exemplar of its kind.

International Transport Corridors

Uzbekistan's position at the crossroads of Eurasia has, in many ways, been the making of the country, contributing to its strong commercial tradition and its culture of friendship and hospitality.

But nothing stands still, and the country's external links need burnishing once more, providing major opportunities for investors.

Uzbekistan is currently engaged in what may be called a multi-directional transport strategy, This involves working simultaneously on a number of projects covering most points of the compass. There is the east-west corridor linking China with markets in Europe, of which Uzbekistan is expected to form a key part.

Then there is the China-Iran rail corridor, via Afghanistan and Uzbekistan, and the China, Kyrgyzstan and Uzbekistan rail route.

A road corridor is planned from China and Tajikistan to Uzbekistan, with a possible extension to Turkmenistan and Iran.

In all, a golden age of road and rail building is dawning in Eurasia. Will investors be able to resist?

THE INVESTMENT PROMOTION AGENCY

The Investment Promotion Agency under the Ministry of Investment, Industry, and Trade of the Republic of Uzbekistan (Agency) is resolutely committed to cultivating a dynamic and investor-friendly environment. Our primary mission is to support foreign investors in navigating and leveraging new business opportunities across diverse sectors in Uzbekistan.

Established in 2019 the Agency serves as a vital "One-Stop-Shop"for foreign investors exploring Uzbekistan's abundant and business-friendly landscape. As the primary point of contact with the government, we simplify the investment process by providing comprehensive support and guidance, ensuring that investors navigate the regulatory landscape with ease.

By acting as a bridge between foreign investors and local entrepreneurs, we promote strategic trust and build meaningful partnerships that contribute to the economic growth and mutual prosperity of all parties involved. Our commitment is to streamline the investment experience, making Uzbekistan an attractive and accessible destination for global business.

Invest Uzbekistan

invest.gov.uz/en

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INVESTMENT OPPORTUNITY OVERVIEW

The tables below are extracted from the comprehensive Investment Guide Uzbekistan report jointly produced by PwC in partnership with the Ministry of Industry and Innovative Development of Uzbekistan (MIIT). To explore these complementary insights in full, scan the QR code below to access the PwC report.

LIST OF COMPANIES WITH EQUITY STAKES OFFERED FOR PUBLIC SALE

"Uzagrosugurta" JSC

EIIC "Uzbekinvest" JSC

"Maxsusenergogaz" JSC

"Syrdarya Thermal Power Station" JSC

"Tashkent Thermal Power Station"

"Uzbek Leasing International" JSC

"Yulkurilish" JSC

"Navoiyazot" JSC

"UMS" LLC

"Uzbekistan GTL" LLC

"Turakurgan Thermal Power Station" JSC

"Muborak Thermal Power Center" JSC

"Navoi Thermal Power Station"

"Uzagroleasing" JSC

"Uzsuvqurilish" JSC

"UzAuto Motors" JSC

"Uzbekhydroenergo" JSC

"New Angren Thermal Power Station" JSC

"Fergana Thermal Power Center" JSC

"Takhiatash Thermal Power Station"

"Tashkent Tractor Plant" LLC

"Shargunkumir" JSC

"UzAuto Motors Powertrain" JSC

"Uztransgaz" JSC

"Angren Thermal Power Station" JSC

"Tashkent Thermal Power Center" JSC

"Texnopark" LLC

"Sherobod Cement Plant" LLC

"Uzmetkombinat" JSC

Source: Decree of the President of the Republic of Uzbekistan (2025)

LIST OF MAJOR STATE-INVOLVED ENTERPRISES PLANNED FOR (IPO) AND/OR (SPO) ON DOMESTIC AND INTERNATIONAL STOCK MARKETS

JSC **"Navoi Mining and Metallurgical Company"**

JSC **"Almalyk Mining and Metallurgical Complex"**

JSC **"Regional Electric Networks"**

JSC **"National Investment Fund of the Republic of Uzbekistan"**

JSC **«National Electric Grid of Uzbekistan»**

JSC **"Uztransgaz"**

SE **"Navoiyuran"**

JSC **"Uzbektelecom"**

JSC **"Uzbekistan Airports"**

JSC **"Uzbekistan Airways"**

JSC **"Uzbekhydroenergo"**

JSC**"Hududgazta'minot"**

Source: Decree of the President of the Republic of Uzbekistan (2025)

Investment Campaign Partners

Partners that played a crucial role in Uzbekistan's growth and rising potential through investments and initiatives, deeply integrated into the country.

STRATEGIC PARTNERS

ACWA POWER

uzum

KOC CONSTRUCTION

GENERAL PARTNERS

VISION INVEST

ipotekabank otp group

PARTNERS

aksa

Coca-Cola

DATAVOLT

European Investment Bank

Halyk

Miahona

SQUIRE PATTON BOGGS

StoneX

TBC BANK

UzOman INVESTMENT COMPANY

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