
DIGEST
MORIS

Our 20-year history is a solid foundation. Today we are opening a new chapter, where professional expertise is inseparably interwoven with responsibility towards the state.

At MORIS, we shape new perspectives. Today we combine reliable legal protection for Ukrainian business, support for international companies, as well as the development of strategic projects for the Defense Forces and the state. When a legal practice strengthens the economy while also being a reliable partner to the military, it stops being just a business. It becomes part of national resilience.

In this issue, we share how we transform challenges into solutions:

- **Resilience in action:** advising on projects that are changing the country's landscape here and now.
- **Institutional trust:** why market leadership is about the ability to be a reliable pillar of support for clients and partners at every stage and under any circumstances.
- **A value benchmark:** how we continue to invest in education and culture, building a future worth fighting for.

WE CONTINUE OUR JOURNEY NOT OUT OF INERTIA, BUT WITH A CLEAR UNDERSTANDING OF OUR MISSION.

BECAUSE BEING A LEADER MEANS BEING GREATER THAN ONE'S OWN AMBITIONS.
IT MEANS BEING MORIS.

MORIS



A WORD FROM THE FOUNDER

"Now, you can win the case, and if you do, justice will prevail. But if you lose it, justice will also prevail."

John Grisham. A Time to Kill. 1989

...IT'S ALL ABOUT STRATEGY

Ask yourself: is the result you would like to achieve a fair result? Will this result bring you emotional and moral satisfaction?

The thing is, building the right strategy is impossible without understanding exactly what your victory looks like to you. What traits and characteristics will it have? In what state would you like to meet or receive it? Who should feel and share it together with you?

Only after giving yourself honest answers can you plan the path to this victory — build a strategy by identifying weaknesses and strengths, and by developing and strengthening defensive and offensive tools.

Along this path, it is crucial for you and your legal team to be ready to make the right decisions in situations of uncertainty. The decisive factors of success will not be knowledge or experience taken separately, but a fusion of the two, which turns into your rational intuition. And it is precisely **rational intuition that will tell you whether you are ready for a compromise**, which, by definition, means that both sides are dissatisfied with the outcome but accept it nonetheless.

There are no absolute values and no absolute justice. **Justice means honouring agreements.** And the strength of your legal advisors lies in their ability to achieve and ensure this justice.

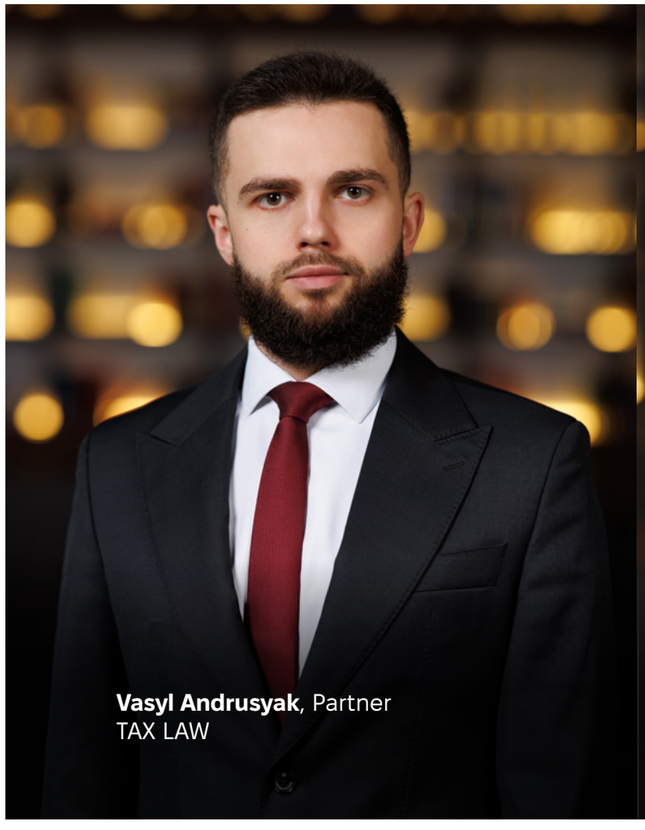
MORIS. For over 20 years, ensuring justice for our Clients.

Andriy Romanchuk,
MORIS Founder, Deputy Commander of
"the "Lava" Unmanned Systems Regiment
of 2nd Corps of the National Guard
"Khartiia"





Maryan Martynyuk, Senior Partner
CORPORATE AND M&A



Vasyl Andrusyak, Partner
TAX LAW



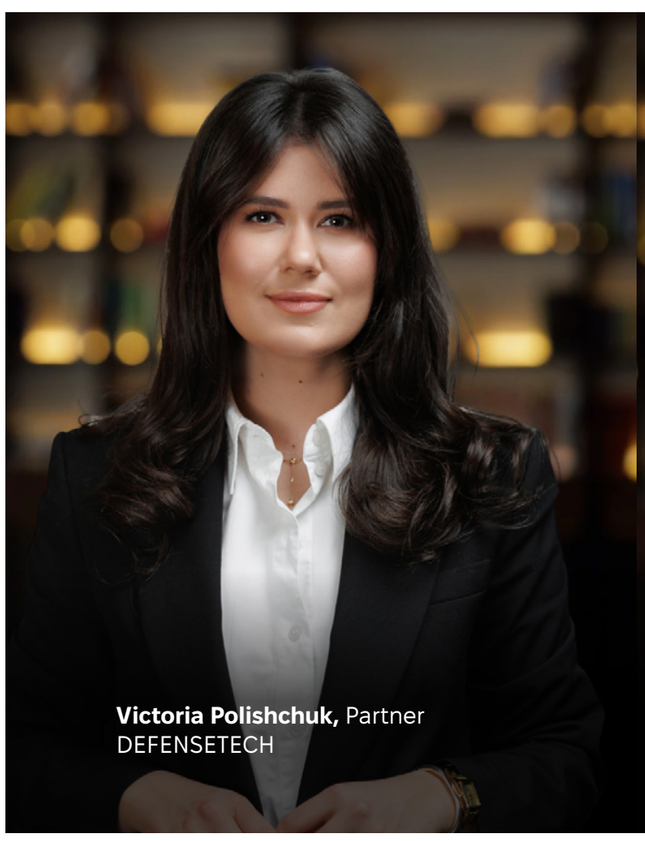
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WHITE-COLLAR CRIME
AND BUSINESS PROTECTION



Oksana Kobryn, Partner
LAND AND AGRICULTURAL LAW



Stanislav Peliuk, Partner
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Victoria Polishchuk, Partner
DEFENSETECH



Andriy Savchuk, Partner
DISPUTE RESOLUTION



Roman Tytykalo, Partner
REAL ESTATE AND CONSTRUCTION



WE HELP THE DEFENSE FORCES

Any strategy for the future rests on a single assumption: that tomorrow will come. For us at **MORIS**, a secure state is not just a backdrop, but a basic condition for business to exist. That is why today around 40% of our team's resources are directed to military projects. This cannot be called "charity," because it is the strategic deployment of our main weapon — the law, where it creates the maximum effect for the country.

WE SUCCESSFULLY ADVOCATED FOR CHANGES TO THE LAWS SO THAT VOLUNTEERS, WOUNDED SERVICEMEN, AND THE FAMILIES OF THE FALLEN WOULD RECEIVE PROPER STATUS AND SOCIAL GUARANTEES FROM THE STATE.

6,912

HOURS OF **PRO BONO** WORK FOR **THE MILITARY** IN 2025

WE PROVIDE LEGAL SUPPORT TO THE PATRONAGE SERVICE OF KHARTIIA AND AZOV. SINCE 2014, WE HAVE BEEN PROVIDING PRO BONO DEFENSE TO "AZOV" VOLUNTEERS AND REPRESENTING THEIR INTERESTS AND THE INTERESTS OF THEIR FAMILIES IN COURT.

WE EMPHASISE THE IMPORTANCE OF CREATING A MILITARY JUSTICE SYSTEM.

A DEDICATED PARTNER OF THE DEFENSE FORCES OF UKRAINE SINCE 2014, PROVIDING EXPERT LEGAL SUPPORT TO LEADING MILITARY UNITS, INCLUDING:

- 2nd Corps of the National Guard of Ukraine "Khartiia"
- 1st Corps of the National Guard of Ukraine "Azov"
- 3rd Army Corps
- 42nd Separate Mechanised Brigade

MORIS advocates for the restoration of the military justice system.



УКРАЇНСЬКА ПРАВДА

ПІДТРИМАТИ УП

АНДРІЙ РОМАНЧУК
керуючий партнер юридичної компанії MORIS

Як домогтися справедливого правосуддя для військових

ПОНЕДІЛОК, 19 ЧЕРВНЯ 2023, 12:10

Військові злочини – одна з найскладніших категорій справ, які ми сьогодні маємо. І проблема не тільки у їхній специфіці, суспільній значущості наслідків і навіть не в кількості, що в умовах такої війни є значною і надалі зростатиме.

Річ у тім, що на сьогодні, на десятому році війни, ми не маємо ані військових органів досудового розслідування, ні військових прокурорів, ні спеціалізованих судів.

"WE ARE NOW AT A POINT WHERE WE MUST ACT WITHOUT DELAY TO ESTABLISH A MILITARY JUSTICE SYSTEM: PREPARE THE LEGISLATIVE FRAMEWORK, STRENGTHEN INSTITUTIONAL CAPACITY, AND LAUNCH THE WORK OF THE RELEVANT STRUCTURES. THIS IS ALSO A HUGE MORAL RESPONSIBILITY TOWARD OUR DEFENDERS. THEY, MORE THAN ANYONE, DESERVE JUSTICE IN THE STATE FOR WHICH THEY SHED THEIR BLOOD".

ANDRIY ROMANCHUK,
MORIS FOUNDER





FROM LEGAL SUPPORT TO INSTITUTIONAL CHANGE

We are proud of our many years of partnership with the “Khartiia”, “Azov”, and 3rd Separate Assault Brigade and their patronage services. However, more than 2 years ago our cooperation reached a new institutional level.

The MORIS team was involved in the process of changing the army's organisational structure and its transition to the corps system. In particular, we took part in creating a groundbreaking structure — the 2nd Corps of the National Guard of Ukraine “Khartiia”. This is an extremely complex task of building an efficient, well-governed, and lawful model of a military formation, and we are proud that our team has had the opportunity to take part in shaping the military structure of the future.

“We don't just wait for tomorrow — we professionally secure it”.

A two-way exchange of strength

This cooperation is not a one-way street. By giving the army legal confidence, we in turn gain unique experience in crisis management and leadership under conditions of absolute uncertainty.

For clients: it means a team forged by today's most difficult challenges.

For the team: it is the feeling of direct involvement in Victory, which is the highest form of corporate motivation.

5,300 HOURS OF PRO BONO WORK FOR KHARTIIA IN 2025

The team's personal involvement is our highest guarantee: MORIS founder Andriy Romanchuk today personally serves in the ranks of “Khartiia”, combining many years of strategic advisory experience with an understanding of the army's real needs. As of 2026, Andriy Romanchuk is Deputy Commander of "the "Lava" Unmanned Systems Regiment of 2nd Corps of the National Guard "Khartiia", one of the most technologically advanced units of the modern army.

Andriy explained his decision with a simple principle — **“Either you are in the army, or you are for the army”.**

MAKE A DONATION FOR THE NEEDS OF "THE "LAVA" UNMANNED SYSTEMS REGIMENT OF 2ND CORPS OF THE NATIONAL GUARD "KHARTIIA"

THIS YEAR OF COOPERATION WITH KHARTIIA HAS BEEN AN EVENTFUL ONE:

In 2025, with MORIS's support, the Khartiia Hub was opened in Ivano-Frankivsk — a unique space created to educate civilians and support veterans and military families.



Together with the Aspen Institute Kyiv and the 2nd Corps of the National Guard of Ukraine "Khartiia", we held the seminar "Resilience and Responsibility: Leadership in Wartime".



We provided legal support for the “Khartiia Fest” — the first charity music festival aimed at uniting the military and society.

We take particular pride in our cooperation with **the Commander-in-Chief of the Armed Forces of Ukraine (2021-2024), General Valerii Zaluzhnyi.** You have, of course, heard of the 'million-dollar case' — the story of the inheritance passed on from Hryhorii Stepanets, an American of Ukrainian descent, to our 'Iron General.' But you may not have known that it was our team that provided the legal support behind it.

So let us briefly recall how

Hryhorii Stepanets, an American of Ukrainian descent, bequeathed 1 million dollars to Valerii Zaluzhnyi and the Armed Forces of Ukraine.

Hryhorii was originally from Ukraine; he immigrated to the United States of America in 1989 and since then had worked as a developer and inventor at Microsoft.

As lawyers, our role was to conduct all negotiations with the testator's side and to successfully organise the process of transferring the inheritance for the needs of the Armed Forces of Ukraine. And that is exactly what we accomplished.

This case was an interesting challenge for us, as we needed to carefully work through the inheritance process taking into account both Ukrainian and U.S. legislation, since the will was drawn up in the United States of America, while the inheritance took place in Ukraine. We managed to find the right, effective approaches and to fulfil the request promptly. We immediately engaged our US-based legal colleagues into the process to obtain the necessary support and legal assistance quickly in the USA.



This case gave us the friendship of a person admired not only by our entire team but by the nation as a whole.

We thank General Zaluzhnyi for everything he has done for our country. For years of courage, resilience, and endurance.

We are deeply grateful to the soldiers of our Defense Forces for granting us the opportunity to work, live, and build a free country. And we will do everything to protect their rights.



MORIS MILITARY LAW PRACTICE



Artem Luchnikov
Major General,
Special Counsel
Military Law

Modern challenges require modern approaches and solutions. We did not invent this, but we certainly apply it in our daily work.

Given the growing number of military law cases, both in terms of defending service members and advising businesses in this field, we invited Major General of the Armed Forces of Ukraine (Reserve) Artem Luchnikov to join us. In 2024, he joined our team as a special counsel on military law matters.

Major General Luchnikov has more than 30 years of both combat and command experience serving in the Armed Forces of Ukraine.

Head of the Main Personnel Directorate of the General Staff of the Armed Forces of Ukraine (2021–2024).

Veteran of the russian-Ukrainian War

"THANKS TO MAJOR GENERAL LUCHNIKOV'S EXPERIENCE AND EXPERTISE, WE WILL BE ABLE TO BECOME EVEN MORE EFFECTIVE IN MATTERS RELATED TO **PROTECTING THE RIGHTS OF SERVICE MEMBERS** AND THEIR FAMILY MEMBERS, MILITARY **SERVICE** MATTERS, AND CONSULTING ON **MOBILISATION LEGISLATION**, AMONG OTHER THINGS. IN ADDITION, WE ADVISE BUSINESSES ON OBTAINING THE STATUS OF A CRITICALLY IMPORTANT ENTERPRISE AND ON RESERVING THEIR EMPLOYEES LIABLE FOR MILITARY SERVICE (TEMPORARY EXEMPTION FROM MOBILISATION)".

ANDRIY ROMANCHUK,
MORIS FOUNDER

SUPPORT FOR MILTECH PROJECTS



For the MORIS team, working in the Defense & MilTech sector is more than just a practice area. It reflects 12 years of "hands-on" experience, where legal solutions translate into real combat capability. From protecting the rights of an individual servicemember to supporting the development of cutting-edge weaponry — we are building the legal foundation for those who hold the front line and shape the future of the defense industry.

An example of such cooperation is our work with Mariia Berlinska's VD Drones. We believe that the military, the civil sector, and business must be one team, each with its own area of responsibility, but with a shared goal.

It is also important for us to talk about the prospects of the Ukrainian defense industrial complex on the international stage, which is why we take part in events held outside Ukraine that outline the strategic significance of business localisation — from political and strategic aspects to practical legal guides ("How-Tos"). We presented a detailed roadmap for entering the Ukrainian defense market and the key aspects of operating within it.

In 2026, MORIS Senior Partner Maryan Martynyuk and counsel Mykola Kotenko spoke at the "Security Tech Leadership" program run by Victory Drones and KSE, where they shared with developers and founders a roadmap for legal survival and scaling in the MilTech sector.



WOMEN IN DEFENSE TECH TOGETHER WITH BLOMSTEIN AND MORIS

In addition, the MORIS team took part in the A&O Shearman Munich Defense Summit — an event for companies and investors dedicated to current legal issues and regulatory changes in the defense sector.

At the summit we talked about how Ukraine's defense industry has transformed over the four years of the full-scale war, from a centralised state system into a dynamic innovation ecosystem tested in combat conditions.

Today, Ukraine's defense industrial complex is the epicentre of global technological change. MORIS supports this movement by providing comprehensive services for MilTech startups, ammunition manufacturers, armoured vehicle repair enterprises, and more.



WHAT WE DO IN THE DEFENSE SECTOR

LEGAL SUPPORT FOR DEFENSE TECH:

we advise on export control matters and support market entry, the establishment of joint ventures, and the localisation of weapons and ammunition production in Ukraine.

REGULATORY AND SANCTIONS COMPLIANCE:

we advise on dual-use goods, export control, and compliance with international sanctions.

PROTECTING TECHNOLOGICAL ADVANTAGE:

we ensure the registration of intellectual property rights for military innovations and support R&D projects.

SUPPORT FOR HUMANITARIAN DEMINING:

we help with the certification of operators and equipment, and support procurement in this field.

GOVERNMENT RELATIONS (GR):

we support the process of designating enterprises as critically important for national security (reservation).

SUPPORT FOR PROCUREMENT AND CUSTOMS PROCEDURES:

we ensure the legal compliance of supplies and facilitate customs clearance for defense needs.

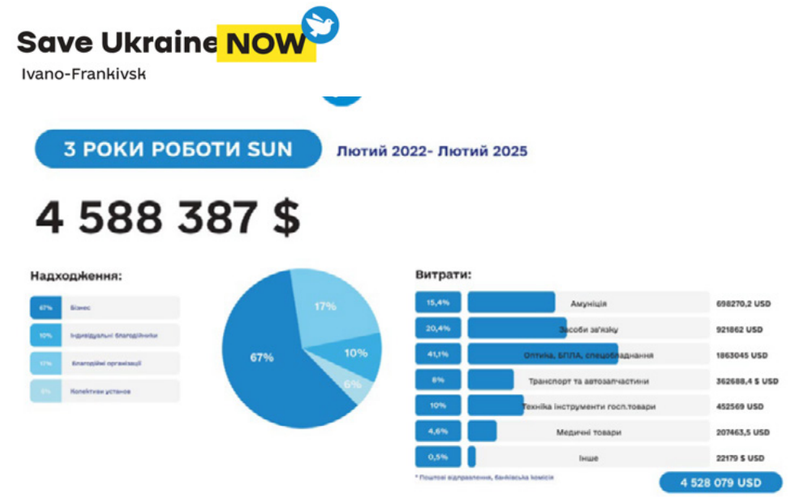


DURING RUSSIA'S FULL-SCALE INVASION, WE UNITED AROUND #SAVEUKRAINENOW

With the start of the full-scale invasion, our top priority became providing service members with the most essential supplies: personal protective equipment, optical devices, drones, first-aid kits, and more. To make our volunteer activities coordinated and effective, together with our partners we established the #SaveUkraineNow Coordination Center. MORIS Founder Andriy Romanchuk became Chairman of the Center's Supervisory Board. Thanks to #SUN, assistance to the military became systematic and significantly more effective.

We concentrated our efforts on supplying units permanently stationed in our home region of Prykarpattia. These include the 10th Separate Mountain Assault Brigade "Edelweiss," the 41st Separate Mechanised Brigade, and the 102nd Separate Territorial Defense Brigade.

In 2026, the Center reached a new milestone in its development: #SaveUkraineNow officially began a partnership with the 2nd Corps of the National Guard of Ukraine "Khartiia".





"TO DATE, THROUGH THE EFFORTS OF THE #SAVEUKRAINENOW COORDINATION CENTER, FOR THE NEEDS OF MILITARY UNITS WE HAVE MANAGED TO RAISE MORE THAN USD 7 MILLION. WE ARE NOT STOPPING AND CONTINUE TO PROVIDE FURTHER ASSISTANCE, BUT WE ARE PROUD OF WHAT HAS BEEN ACCOMPLISHED AND THE VOLUME OF ASSISTANCE THAT WE HAVE PROVIDED TO OUR DEFENDERS".

ANDRIY ROMANCHUK,
MORIS FOUNDER



MORIS IS:

60+ PROFESSIONAL
LAWYERS
9 PARTNERS
9 COUNSELS

Our collaboration has evolved into something much bigger. Many of our colleagues have grown alongside us. Some have been with us since their student years, others relocated together with the company from Ivano-Frankivsk to Kyiv. Some have been with us since the firm's founding, while for others MORIS is the only entry in their employment record. We have managed to build a team of professionals, a team of people devoted to their craft. And we are, without a doubt, proud that some of the strongest professionals on the Ukrainian legal market have remained devoted to MORIS for many years.

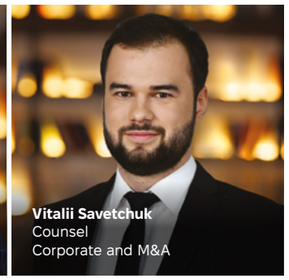
MORIS IS A TEAM THAT HAS STOOD THE TEST OF TIME

COUNSELS

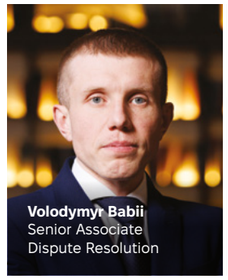

Olga Gryschenko
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Strategic Areas

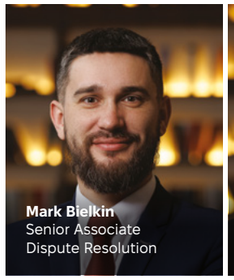

Artem Luchnikov
Special Counsel
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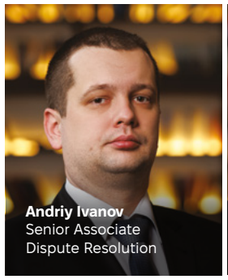

Mykola Kotenko
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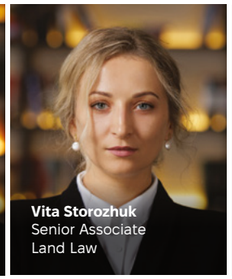

Vitalii Savetchuk
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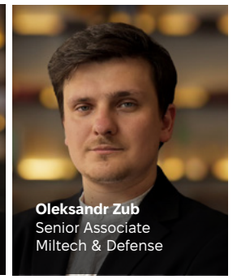
SENIOR ASSOCIATES


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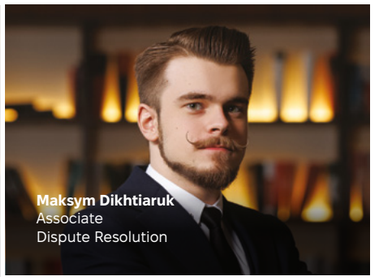

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ASSOCIATES

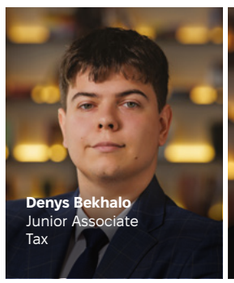

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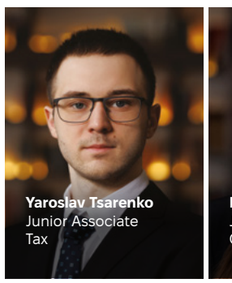

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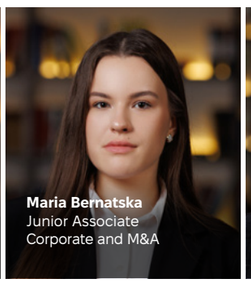

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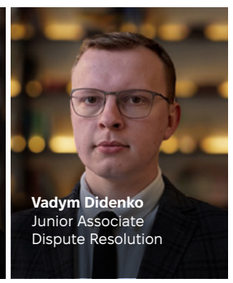
JUNIOR ASSOCIATES & PARALEGALS


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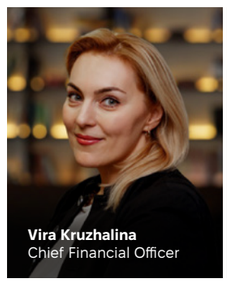

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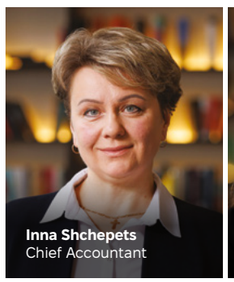

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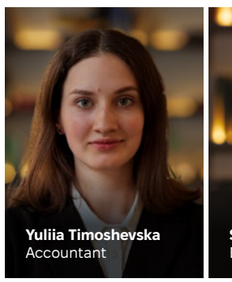

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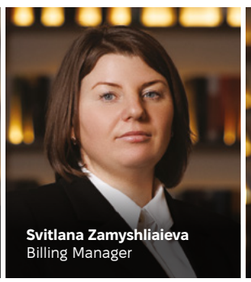

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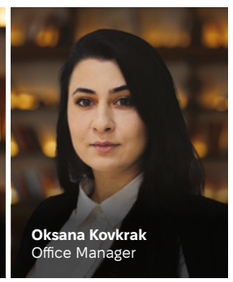
BUSINESS SUPPORT TEAM


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Chief Financial Officer


Inna Shchepets
Chief Accountant

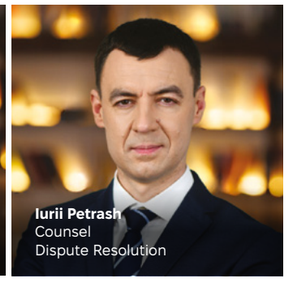

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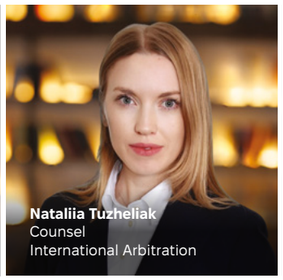

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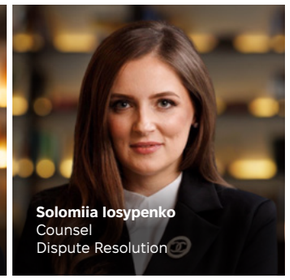

Oksana Kovkrak
Office Manager

COUNSELS

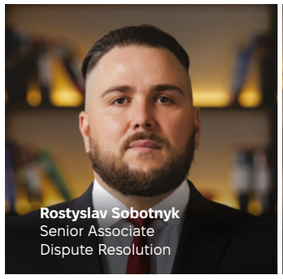

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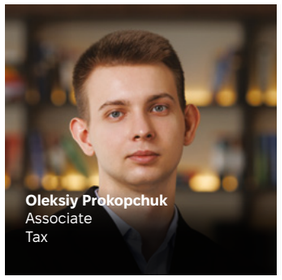

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Crime and Business Protection

ASSOCIATES

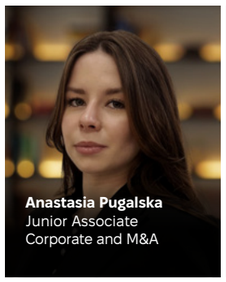

Oleksiy Prokopchuk
Associate
Tax

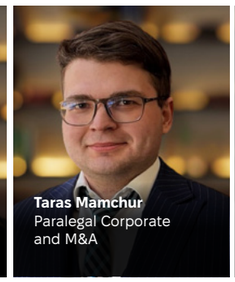

Natalia Lukianchuk
Associate
Corporate and M&A

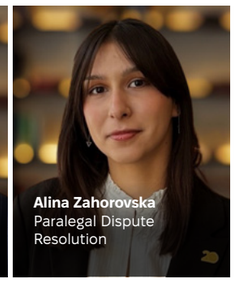

Iryna Khrin
Associate
Corporate and M&A

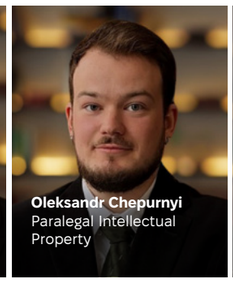

Yana Bogdanova
Associate
White-Collar Crime and Business Protection

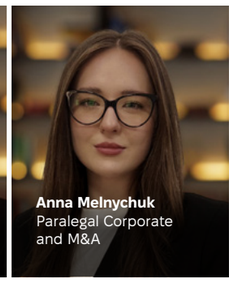
JUNIOR ASSOCIATES & PARALEGALS


Anastasia Pugalska
Junior Associate
Corporate and M&A

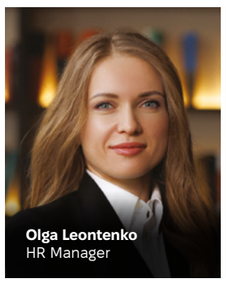

Taras Mamchur
Paralegal Corporate and M&A


Alina Zahorovska
Paralegal Dispute Resolution


Oleksandr Chepurnyi
Paralegal Intellectual Property


Anna Melnychuk
Paralegal Corporate and M&A

BUSINESS SUPPORT TEAM


Olga Leontenko
HR Manager

Marta Mykytiuk
PR Manager

Serhii Maksymchuk
business support team

Yuliia Klieshko
business support team

Serhii Khvostyk
business support team

LEGAL EXPERTISE

- AGRICULTURAL LAW
- ANTI-CORRUPTION ISSUES
- BANKING LAW AND FINANCIAL RESTRUCTURING
- DISPUTE RESOLUTION
- MILITARY LAW AND DEFENSE
- INTELLECTUAL PROPERTY AND TECHNOLOGY
- COMPETITION LAW
- CORPORATE, COMMERCIAL AND M&A
- WHITE-COLLAR CRIME AND BUSINESS PROTECTION
- INTERNATIONAL TRADE
- REAL ESTATE AND CONSTRUCTION
- SPECIAL SITUATIONS
- DATA PROTECTION AND CYBERSECURITY
- TAX
- PRIVATE CLIENTS
- CAPITAL MARKETS
- FAMILY AND INHERITANCE LAW
- SPORTS LAW
- LABOUR LAW
- FORENSIC
- GR AND STRATEGY
- PRO BONO AND CHARITABLE ORGANISATIONS

OUR EXPERTISE DRIVES YOUR SUCCESS

INDUSTRY

- BANKING AND FINANCIAL SECTOR
- CONSTRUCTION AND DEVELOPMENT
- MANUFACTURING AND CONSTRUCTION INDUSTRY
- HOSPITALITY AND RESTAURANT BUSINESS
- PUBLIC SECTOR
- RESEARCH AND HEALTHCARE
- ENERGY AND NATURAL RESOURCES
- INVESTMENTS
- INFORMATION TECHNOLOGY
- LOGISTICS AND INFRASTRUCTURE
- MECHANICAL ENGINEERING
- ART
- OIL AND CHEMICAL INDUSTRY
- DEFENSE INDUSTRY AND AVIATION
- RETAIL TRADE AND FOOD INDUSTRY
- AGRICULTURE
- SPORT
- INSURANCE
- TELECOMMUNICATIONS



RECOGNITION

Today, any awards and distinctions have lost their former significance. Priorities have changed, and all of us are waiting for just one Victory.

But often, for a client, it is precisely the company's position in the rankings that becomes decisive when choosing legal counsel — especially when the company is recognised in international rankings.

Today, MORIS is recognised by such international rankings as Chambers Global, Legal 500, IFLR, World Tax, Best Lawyers, and others.

These awards attest to our dedication, expertise, and impeccable reputation in the legal services market. We are proud of our achievements and strive to reach new heights together with our clients.

Chambers RANKED IN Global 2026 MORIS

Legal500

IFLR1000

ITR WORLD TAX

BENCHMARK LITIGATION

Best Lawyers

ВИБІР КЛІЄНТА 100 НАЙКРАЩИХ ЮРИСТІВ УКРАЇНИ

UKRAINIAN LAW FIRMS A HANDBOOK FOR FOREIGN CLIENTS

ЛІДЕРИ РИНКУ рейтинг юридичних компаній України

Tax Directors Handbook

HR brand юридичної фірми

ПРОВІДНИХ ЮРИДИЧНИХ ФІРМ УКРАЇНИ 50 EST. 1997

WE ARE ENTRUSTED WITH MAJOR PROJECTS

These projects tested our strength and professionalism, and with each such challenge we realised — "We really can do it!"

We have quite a few large-scale projects, and we would like to highlight some of them here.

IFCEM ІВАНО-ФРАНКІВСЬКЦЕМЕНТ



#TOPCASES

FINANCIAL RESTRUCTURING OF PERSHA PRYVATNA BROVARNYA

The MORIS team worked on the financial restructuring of monetary liabilities of some of the largest domestic beverage producers — PJSC Radomyshl Brewery and LLC Persha Pryvatna Brovarnya to a state-owned bank. The restructured liabilities totalled almost UAH 2 billion. This case is unique in that the restructuring was carried out under a special procedure provided for by the temporary Law of Ukraine "On Financial Restructuring." What makes this procedure exceptional is its voluntary nature, the specific manner of applying restructuring mechanisms, the consideration of both debtor and creditor interests, and the time limits that foster the actual restoration of the debtor's business operations and the recovery of the banking system.



SUPPORT FOR THE DEVELOPMENT PROJECT FOR THE CREATION OF THE M8 BUSINESS CENTRE

The MORIS team provided full legal support throughout the implementation of the development project to transform the mechanical assembly shop of the Arsenal plant in Kyiv into the modern M8 business centre, which involved acquiring premises from all owners, attracting investors to finance the project, and carrying out the construction.



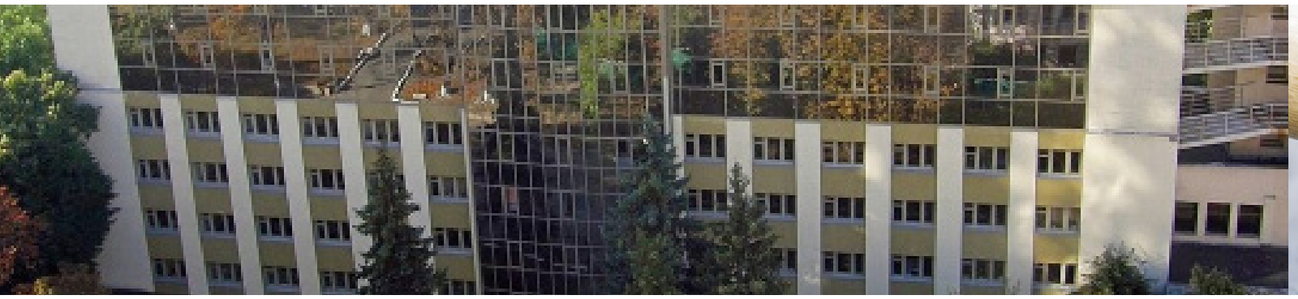
SALE OF THE CHORNOMORETS STADIUM TO AN AMERICAN INVESTMENT COMPANY

During 2018–2020, the Deposit Guarantee Fund unsuccessfully attempted to sell the Chornomorets Stadium (the "Stadium") at public auctions. It was only on the 21st attempt that the Stadium was sold to the American investment company Allrise Capital Inc. Throughout this time, the MORIS team was actively involved in court proceedings against the Stadium's former owner, who was trying to retain control over it. For some time, the Stadium was also the focus of attention of law enforcement agencies, and it was unlawfully placed under seizure several times, which were subsequently always lifted by the courts with the involvement of the MORIS team. Today, our experts provide the Client with a full range of legal services aimed at maintaining full legal and actual control over all buildings of the Stadium.



PARKOVY CONVENTION AND EXHIBITION CENTER

The MORIS team provided legal support to the Client in obtaining merger clearance from the Antimonopoly Committee of Ukraine for the acquisition of a 100% share in the authorised capital of the company that owns the Parkovy Convention and Exhibition Center in Kyiv.



THE CASE OF KYIV NATIONAL LINGUISTIC UNIVERSITY

The Kyiv National Linguistic University (the "University") was granted a land plot for permanent use, on which a well-known Ukrainian developer was obligated to build three sections of an apartment building under an investment agreement. However, the developer refused to transfer to the University the dormitories intended for the University's students and located in this new building, deciding to keep them for itself.

The MORIS team represents the interests of the University (the land user) and secured a judgment whereby the Grand Chamber of the Supreme Court applied the provisions on permanent land use by analogy of law and recognised that ownership of everything built on a land plot held by a person under the right of permanent use belongs to the land user.



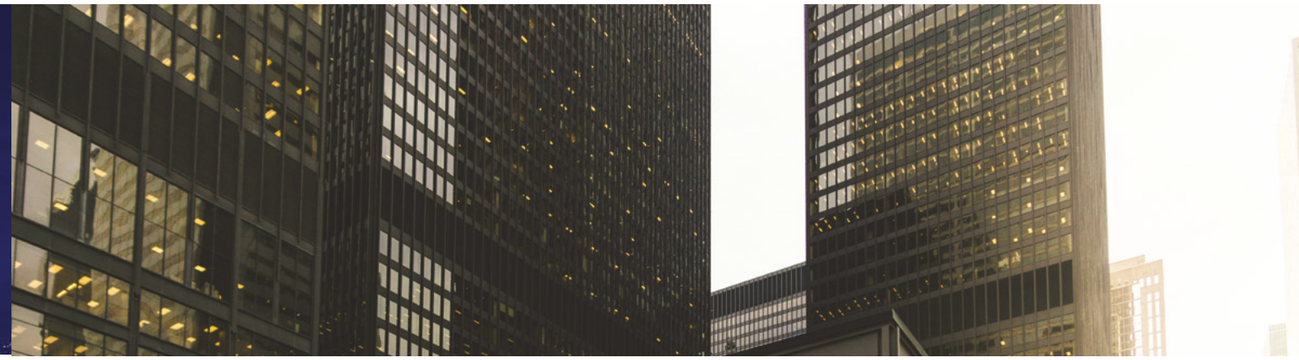
PROTECTION OF INTELLECTUAL PROPERTY RIGHTS OF UEFA DURING THE CHAMPIONS LEAGUE IN UKRAINE

The MORIS team worked on improving the legal framework governing the acquisition of UEFA's intellectual property rights directly related to the hosting of the UEFA Champions League Final in Ukraine in 2018. The purpose of this draft law was to establish a system of key measures aimed at creating conditions for ensuring the protection and enforcement of UEFA's intellectual property rights during the UEFA Champions League and UEFA Women's Champions League finals of the 2017/2018 season in Ukraine, as well as to prevent parasitic marketing (ambush marketing).



CORPORATE RESTRUCTURING OF IVANO-FRANKIVSKCEMENT

In connection with the implementation of the European market entry strategy of our Client, Ivano-Frankivskcement PrJSC, the MORIS team of experts carried out the corporate restructuring of a group of companies with the establishment of the CemInWest SA holding company in Switzerland, and also provided full legal support for the holding structure and ongoing support for its activities. As a result of this restructuring, our Client gained access to investment resources in foreign markets and to credit facilities from European banks. MORIS experts provided advice on the tax aspects of structuring the holding company using foreign jurisdictions, taking into account the effectiveness of the law enforcement and judicial systems in protecting property and countering raiding, investment attractiveness for potential buyers, optimal tax burden, and ease of management. The jurisdictions considered included Cyprus, Switzerland, Austria, and the Netherlands. In addition, the MORIS team analysed the impact of tax changes (CFC, PoEM, TP, and amendments to double taxation treaties), on the functioning of the holding structure.



SUPPORT FOR CASES OF THE DEPOSIT GUARANTEE FUND

Since 2015, the MORIS team has been providing a wide range of legal services to the Deposit Guarantee Fund and the banks under its management. MORIS experts have represented more than 20 insolvent banks in over 400 court cases and enforcement proceedings across all court instances and jurisdictions. Through coordinated efforts, we managed to recover assets worth almost UAH 8 billion for the banks. In addition, our team provided forensic services and assisted in tracing the assets of the owners of insolvent banks.



SUPPORT FOR THE PROMPRYLAD.RENOVATION INVESTMENT PROJECT

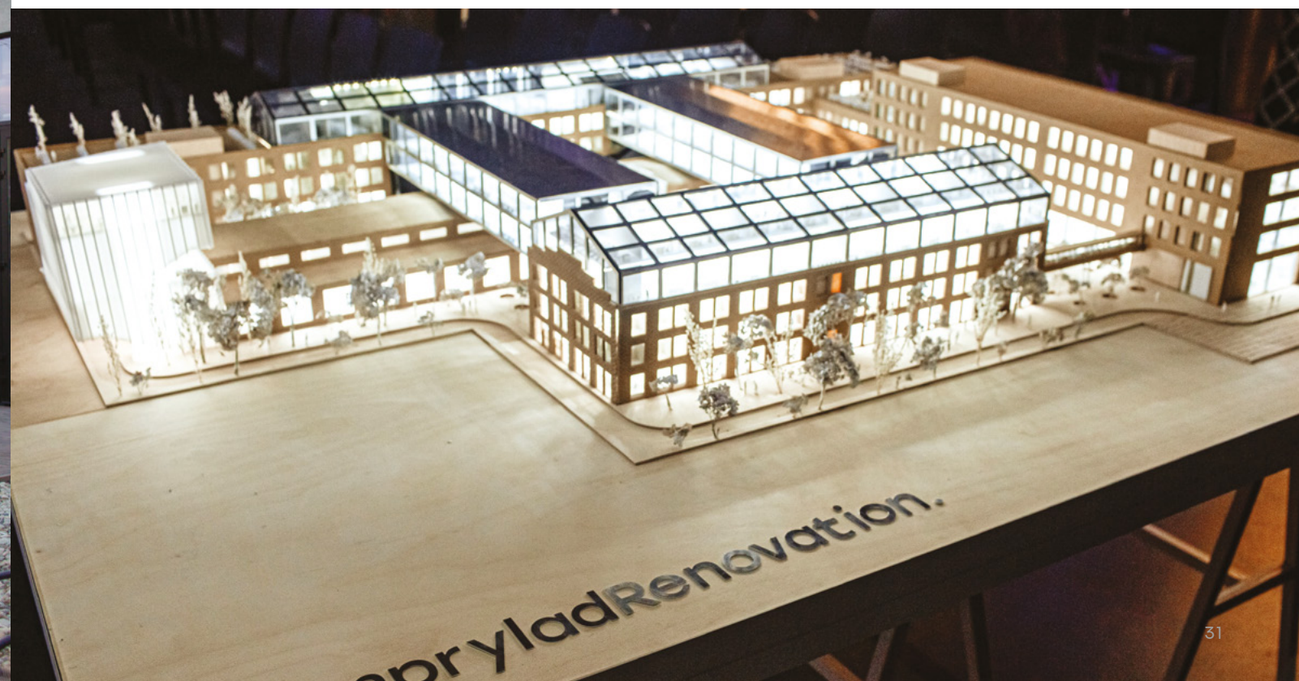
Promprylad.Renovation is an innovation centre based on premises of an old plant, operating at the intersection of four areas of regional development: the new economy, urban design, contemporary art, and education. The MORIS team is the client's principal legal advisor in the implementation of this impact investment project with a total budget of USD 25 million. Our experts are involved in developing and improving the corporate structure, as well as in preparing the legal roadmap for investing.





"PROMPRYLAD.RENOVATION IS AN INNOVATIVE PROJECT WITH A CORPORATE MODEL THAT IS ENTIRELY NEW TO THE MARKET, REQUIRING NON-STANDARD SOLUTIONS AND COMPLEX, INTEGRATED APPROACHES. WORKING WITH MORIS GIVES US CONFIDENCE THAT ALL ISSUES ARE ALWAYS ADDRESSED THOROUGHLY AND COMPREHENSIVELY, AND THAT THE SOLUTIONS FOUND ARE OPTIMAL FOR THE PROJECT. WE VALUE NOT ONLY THE PROFESSIONAL APPROACH AND YEARS OF EXPERIENCE OF MORIS EXPERTS, BUT ALSO THE FLEXIBILITY AND SPEED IN SOLVING COMPLEX TASKS".

YURIY FYLYUK,
CEO AND INITIATOR OF PROMPRYLAD.RENOVATION PROJECT, ENTREPRENEUR, RESTAURATEUR, FOUNDER OF THE TEPLE MISTO PLATFORM, AND THE IDEOLOGIST BEHIND URBAN SPACE 100





VERHOLY RELAX PARK

VERHOLY
RELAX PARK

We are proud to have supported one of the most notable investment deals in Ukraine's hospitality sector — the acquisition of a stake in the premium Verholy Relax Park complex in the Poltava region.

Verholy Relax Park is a premium resort and hotel complex in the Poltava region, distinguished by a high level of service, well-thought-out architecture, and a harmonious natural landscape.

One of the most stylish out-of-town hotels in Ukraine, which has become a landmark venue for the business community and popular among tourists.

THE MORIS TEAM PROVIDED FULL LEGAL SUPPORT FOR THE PROJECT:

STRATEGY:

developed a complex, multi-tiered structure for the investment deal.

IMPLEMENTATION:

preparation of a full package of transaction documents and agreements.

PROTECTION OF INTERESTS:

full representation of the client at all stages of negotiations up to the finalisation of the deal.



KRYLA KARPATY BY EDEM

THE MORIS TEAM JOINED THE IMPLEMENTATION OF THE KRYLA KARPATY BY EDEM PROJECT — A NEW-FORMAT MOUNTAIN RESORT COMPLEX CREATED BY THE EDEM GROUP NEAR BUKOVEL.

At the preparation stage and during the actual construction of the facility, our lawyers provided legal support for the project. In particular, we worked on the legal structuring of infrastructure solutions and advised on the practical aspects of implementing a large-scale village in a mountainous area.

It was important for us to help our partners lay a solid legal foundation that would allow premium service to be integrated into the natural landscape of the Carpathians. We are glad to be involved in creating projects that set new quality standards in the Ukrainian real estate market.



LAND WITHOUT CORRUPTION: A MANIFESTO OF TRANSPARENCY AND LEGAL RESILIENCE

We continue to summarise the outcomes of strategically important initiatives, and one of them was the "Land Without Corruption" Project, which we implemented during 2024-2025 with the support of the AGRO Program, funded by the U.S. Government.

This is our contribution to building a culture of zero tolerance for corruption in one of the most sensitive sectors of the economy.

"Grey" schemes and raiding hinder the agricultural sector and undermine trust in the state and the rule of law. That is why our approach was as practical as possible: to give landowners and communities tools that work "here and now".



> "LAND WITHOUT CORRUPTION" IS A CONTRIBUTION TO CREATING AN ENVIRONMENT WHERE THE LAW IS STRONGER THAN CONNECTIONS, AND TRANSPARENCY IS THE NATURAL NORM. WE ARE GRATEFUL TO OUR PARTNERS AT CHEMONICS INTERNATIONAL AND THE AGRO PROGRAM FOR TRUSTING US TO BE PART OF THESE CHANGES.

THE PROJECT IN NUMBERS

700
CASES OF CORRUPTION IN LAND RELATIONS STUDIED

GUIDANCE MATERIALS PUBLISHED
20

310
CONSULTATIONS PROVIDED

11
DRAFT LAWS ANALYSED FOR THE PRESENCE OF CORRUPTION RISKS AND GAPS IN LEGAL REGULATION THAT INCREASE THE RISK OF CORRUPTION

2
EVENTS HELD

PARTICIPANTS COMPLETED TRAINING
101

3
TRAINING MODULES CREATED TO RAISE LEGAL AWARENESS AND REDUCE THE LEVEL OF CORRUPTION IN LAND RELATIONS

We are leaving behind two powerful intellectual products that will continue to serve the professional community and society independently:

Practical Guide:

A detailed guide to countering corruption and raiding. This is not a theoretical work but a "roadmap" — from documenting a bribery demand to the procedures for approaching the competent authorities.

Educational Ecosystem:

A training course consisting of three modules that equip participants with the knowledge to combat abuse and protect property rights.

THE MATERIALS REMAIN FREELY ACCESSIBLE TO EVERYONE:

TAKE THE TRAINING COURSE

VIEW THE GUIDE



WE HAVE OFFICES IN KYIV AND IVANO-FRANKIVSK

Both of these spaces are special to us. They symbolise our growth and development milestones.

The office in Ivano-Frankivsk will always remind us of our roots, where we started, and how rapidly we expanded, quickly earning the trust of the Prykarpattia market. It was here that we gained confidence in ourselves and an understanding that we wanted and were able to take a step toward the capital.

2007 marked a major stage in our company's growth — we opened an office in the heart of the capital and relocated most of our team to Kyiv. We grew and developed alongside our clients.

Our goal is to support them every step of the way, helping their businesses reach new heights. As we continue to grow, it's crucial to maintain a sense of security and confidence that the path we are on is the right one.



WE ARE TRUSTED BY LEADING CLIENTS

VICTORY DRONES
AVANGARDCO
CASCADE SYSTEMS
KSE Kyiv School of Economics
ВЕРТИКАЛЬ
ФГВФО
ХАРТІЯ
GUNIA
IFCEM
NEW PRODUCTS group
USAID FROM THE AMERICAN PEOPLE
ПРОМ ПРИЛАД
PORTO FRANKO
VIDI Автодинастія
PARKOVY
KARPAT NAFTOCHIM
TEDIS UKRAINE
blago developer
VERHOLY RELAX PARK
ФРЕНДЛІ ВІНДТЕХНОЛОДЖІ
ПАТ БІО МЕД СКЛО
respeecher
ALLRISE | CAPITAL
eco berry
BUSIN Insurance company БУСІН Страхова компанія
Lima EW BY CASCADE SYSTEMS
УКРТЕПЛО
ПЕРША ПРИВАТНА БРОВАРНЯ ESTD 1 2004 ДЛЯ ЛЮДЕЙ – ЯК ДЛЯ СЕБЕ!
ALSTOM mobility by nature
GOODVALLEY Since 1994 Home of Quality
INTERPIPE
greenteam
axpo
FRANKOF

MORIS KEY FIGURES

8,770+
HOURS OF PRO BONO WORK
IN 2025

96%
OF CASES RESOLVED
IN FAVOUR OF OUR CLIENTS

TOP-50
MORIS is ranked among the top 50 leading law firms of Ukraine

2004 — Company establishment

2007 — Geographic expansion and the opening of an office in Kyiv

2010 — Increase in the number of Partners

2012 — Advising on some of the largest deals in Ukraine

2016 — 35 lawyers on the team

TOP-10
LAW FIRMS
OF UKRAINE

60+
LAWYERS
AT THE FIRM

12+
YEARS OF AVERAGE
EXPERIENCE
OF THE FIRM'S
LAWYERS

WE ARE ALWAYS FOCUSED ON RESULTS

520 BILLION UAH
WON IN
CLIENT CASES

49
DRAFT LAWS
DEVELOPED

480
clients
served

2018

TOP-15
MORIS is ranked among the top 15 law firms of Ukraine

2021

2023 — Expansion of criminal law and business protection practice

2024 — Strengthening the military law practice

2025 — Expansion of the international arbitration practice

2 OFFICES
KYIV AND IVANO-FRANKIVSK

22+
YEARS OF
EXPERIENCE



WE WORK SYSTEMATICALLY TOWARD SECURING COMPENSATION FROM RUSSIA FOR DAMAGES RESULTING FROM HOSTILITIES

SOONER OR LATER, THEY WILL BE HELD ACCOUNTABLE

Russia's armed aggression against our state is causing enormous economic and social damage. Protecting the interests of our clients who have been affected by russian aggression is an important part of MORIS work. Our lawyers meticulously gather and analyse evidence, representing our clients' interests in both national and international forums. We develop effective strategies for recovering damages caused by the destruction of property, business interruptions, and other economic losses. Our goal is to protect our clients' interests and achieve justice.

One of the most notable examples is a case that MORIS won in late 2023. It concerns compensation by russia for damages caused to a large petrochemical company that, with the start of the full-scale invasion, was forced to suspend its operations and mothball its production due to the heightened danger. Significant losses were also caused by the destruction of logistics. To recover the losses suffered by our client, we filed a claim for damages against russia and its ministry of defense.

MORIS litigation practice group secured a court decision awarding one of the largest compensation amounts of **USD 300 million** for the losses suffered by our client as a result of the russian federation's armed aggression.

MORIS'S INTERNATIONAL ARBITRATION PRACTICE GROUP

MORIS has significantly strengthened its position in the field of **international dispute resolution and arbitration.** We provide comprehensive legal support in cross-border disputes. Our approach combines in-depth knowledge of international law, practical experience, an individual approach, and strategic thinking aimed at effectively resolving the most complex disputes our clients face at the international level.

MORIS has many years of experience in international commercial arbitration, sports arbitration, and the recognition and enforcement of arbitral awards. We continue to strengthen our position in international arbitration, especially given the growing number of cases involving Ukrainian agricultural companies, as well as new challenges, including the expropriation and destruction of assets resulting from the war.

Our international dispute resolution and arbitration team comprises lawyers with many years of experience representing clients across various jurisdictions and industries.

Among the key people on MORIS's **international dispute resolution and arbitration team are Khrystyna Kostiushko and Nataliia Tuzheliak.**

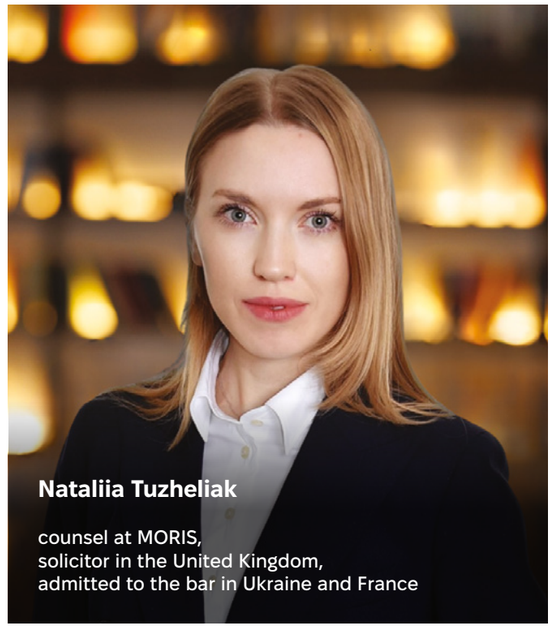


Khrystyna Kostiushko,

of counsel, solicitor in the United Kingdom,
attorney-at-law in Ukraine

Khrystyna Kostiushko has more than ten years of professional experience at leading law firms in Paris and Kyiv. She has acted as an attorney and administrative secretary of arbitral tribunals in international arbitration proceedings across various jurisdictions and under various institutional rules.

Khrystyna has significant experience in investment treaty arbitration and commercial arbitration. She has represented major companies and investors in litigation.



Nataliia Tuzheliak

counsel at MORIS,
solicitor in the United Kingdom,
admitted to the bar in Ukraine and France

Nataliia Tuzheliak specialises in complex commercial and investment arbitration, with over 15 years of legal experience.

She is a member of the Council of the Committee on International Law of the Ukrainian Bar Association

and an Associate in the International Arbitration Group at **White & Case** (Paris). Nataliia is also an active member of the Ukrainian Arbitration Association.

#BEMORE INTERNSHIP PROGRAMME

At the start of a career, it is important for every motivated student to be part of something bigger and more meaningful, to belong to a professional team committed to making a positive impact on the development of the legal profession and contributing to significant projects. That is why our top priority is to share with young people the experience that will help them on their future path.

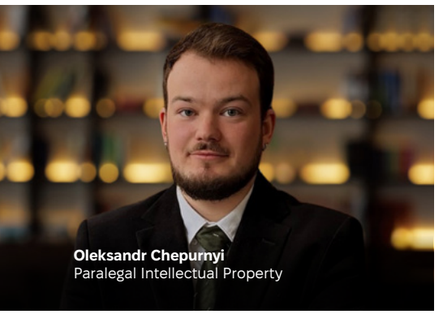
One such initiative is the #BeMore internship program, which offers far more than just the first steps in professional life.

MORIS CONTINUES TO DEVELOP ITS ANNUAL #BEMORE INTERNSHIP PROGRAMME FOR YOUNG PROFESSIONALS

It is about shared trust, shared values, and shared goals.

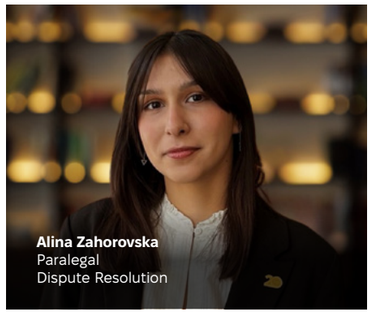
The programme is designed to give ambitious young lawyers the opportunity to begin their professional journey with the support and mentorship of senior colleagues. Through the transfer of knowledge, skills, and expertise, students grow while sharing their fresh perspectives and innovative ideas with us. This process creates a sense of continuity between generations and opens up opportunities to find modern solutions for our clients.

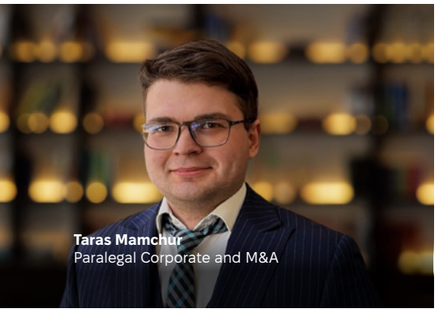
INTERNS #BEMORE 2025



> AN INTERNSHIP AT MORIS IS LIKE DIVING INTO COLD WATER — AT FIRST YOU HESITATE, THEN YOU FINALLY TAKE THE PLUNGE, AND AFTER THAT YOU WANT TO DO IT AGAIN AND AGAIN. BEING ACTIVELY INVOLVED IN THE WORK OF A TEAM OF LEADING SPECIALISTS GIVES YOU A STRONG PUSH TOWARD CONTINUOUS SELF-DEVELOPMENT.
>
> **OLEKSANDR CHEPURNYI**
> PARALEGAL

> MY INTERNSHIP AT MORIS WAS A VALUABLE EXPERIENCE OF PROFESSIONAL GROWTH: I WORKED ON REAL LEGAL CASES, LEARNED, AND RECEIVED PRACTICAL ADVICE FROM THE TEAM. THE SUPPORT OF MY MENTOR, OPEN COMMUNICATION, AND A MOTIVATING ATMOSPHERE HELPED ME CLEARLY DEFINE MY FUTURE PROFESSIONAL DIRECTION.
>
> **ALINA ZAHOROVSKA**
> PARALEGAL





> I AM VERY GLAD THAT I COMPLETED MY INTERNSHIP AND JOINED MORIS, BECAUSE IT IS TRULY AN ENVIRONMENT WHERE YOUTH MEETS EXPERIENCE. I FEEL THAT THIS IS EXACTLY WHERE I BELONG, AND THAT INSPIRES ME TO KEEP MOVING FORWARD.
>
> **TARAS MAMCHUR**
> PARALEGAL



OUR BELIEF IN YOUNG PEOPLE IS THE ENERGY THAT DRIVES MORIS

In the legal business, people often talk about a "talent shortage," but at MORIS we see things differently.

For us, young colleagues are not just "fresh blood" — they are a genuine part of our DNA and one of the main reasons for our pride.

We realised long ago that, instead of searching for the perfect lawyers, we would rather help them become such lawyers right here with us. Our support for young people is not about formal HR programs — it is about real investment in the future of the profession.

We consistently support national and international moot courts, including Jessup, we are developing a strategic partnership with American University Kyiv (AUK) for students of non-legal majors (BD, PR), and we are sincerely proud to be recognised as the most desirable employer among law students at Taras Shevchenko National University of Kyiv (according to The Best KNU Employers 2024).

WHY ARE WE PROUD OF THIS?

WE LEARN FROM ONE ANOTHER.

This has never been a one-way street. Partners share their experience and values, while young people bring passion, bold ideas, and drive to MORIS that keeps us from "resting on our laurels."

WE GIVE AMBITION ROOM TO GROW.

When the energy of a young lawyer meets the experience of a mentor, the result is achievements we take great pride in. We are truly delighted when our former interns become professionals with whom we go on to conquer the highest peaks side by side.

WE INVEST IN THE FUTURE.

MORIS today is a place where young people can be themselves, make mistakes, learn, and grow. We do not just hire lawyers — we help shape the leaders who will change this market tomorrow.

> IT IS IMPORTANT TO US THAT EVERY YOUNG LAWYER WHO CHOOSES MORIS FEELS THAT THEY BELONG HERE. THEIR VOICE IS HEARD, AND THEIR AMBITIONS ARE SUPPORTED.



MORIS SUPPORTS THE ORTHODOX CHURCH OF UKRAINE

We share the view that Ukraine's independence is impossible without a united autocephalous Ukrainian church, free from russian influence. That is why, together with many other Ukrainians, we were truly delighted when, in 2018, thanks to the efforts of state authorities, politicians, diplomats, public figures, and representatives of the Ukrainian clergy, Ukraine was granted the Tomos — the right to an independent autocephalous Orthodox church. This was, without doubt, a landmark event that brought Ukraine closer to spiritual unity and a final break with russia. Thousands of religious communities in Ukraine expressed their wish to transfer to the Orthodox Church of Ukraine.

Since 2019, we have been helping communities transfer from the Ukrainian Orthodox Church (moscow patriarchate) to the Orthodox Church of Ukraine. We have gone through many complex court proceedings, yet nearly 2,000 cases have been decided in favour of the Orthodox Church of Ukraine. These litigations are often complex and take years to resolve, but it is always important for us to see them through to the end and achieve a positive outcome. We would like to describe one such case here.

In April 2024, MORIS attorneys achieved a historic victory: the Grand Chamber of the Supreme Court, for the first time, recognised as lawful the transfer of a community from the Ukrainian Orthodox Church (moscow patriarchate) to the Orthodox Church of Ukraine.

At that time, MORIS attorneys secured the successful outcome in a long-running dispute before the Grand Chamber of the Supreme Court.

This dispute arose back in 2019, when the religious community of the village of Kalynivka (Zhytomyr region) decided to transfer from the Ukrainian Orthodox Church (moscow patriarchate) to the Orthodox Church of Ukraine, but that decision was challenged in court. The Grand Chamber of the Supreme Court ruled in favour of the community and confirmed the legality of the transfer. This court decision is significant not only for the above particular community — it is also important for other religious communities of the Orthodox Church of Ukraine, as it established a precedent for protecting their rights in court proceedings. There are currently more than 50 such cases, and since 2019 approximately 1,700 transfers to the Orthodox Church of Ukraine have taken place.







ART EXHIBITION "THE REAL SHEVCHENKO"

The "Real Shevchenko" exhibition at the Art Museum of Prykarpattia (Ivano-Frankivsk) was an art project held with the support of MORIS, which presented visitors with 37 original paintings from 1836-1860 depicting the life of Taras Shevchenko.

The aim of the project was to reveal Taras Shevchenko not only as a poet, but also as an artist with a distinctive style. This was the first time that such a large number of the artist's works had been exhibited in a regional museum.

An equally important place in the exhibition was occupied by the painting "Portrait of V.A. Zhukovsky"(1838), by Karl Briullov, who was Taras Shevchenko's teacher at the Academy in St. Petersburg. It was through the sale of this painting that Briullov was able to buy Shevchenko out of serfdom.

During the course of the project, the "Real Shevchenko" exhibition was visited by 21,174 people, and 437 guided tours were held.

The exhibition ran from 26 October to 28 November 2021. And we sincerely hope that when the long-awaited peace comes to Ukraine, we will show the whole world the Ukrainian heritage of the Great Kobzar.



> "THIS IS A MAJOR EVENT FOR US. IT WAS HANDLED BY A TEAM THAT WOULD HARDLY HAVE FIT INTO AN ENTIRE MOVIE THEATER. I WOULD LIKE TO THANK, IN PARTICULAR, THE REPRESENTATIVES OF THE NATIONAL TARAS SHEVCHENKO MUSEUM, WHO MADE IT POSSIBLE TO BRING THE PAINTINGS TO IVANO-FRANKIVSK. SUCH CULTURAL EVENTS ARE EXTREMELY IMPORTANT — ESPECIALLY SINCE IVANO-FRANKIVSK, FOR THE FIRST TIME IN ITS HISTORY, SAW GENUINE PAINTINGS BY TARAS SHEVCHENKO."
>
> **ANDRIY ROMANCHUK**,
> MORIS FOUNDER







NOT BY LAW ALONE



THE BABYLONIAN LIBRARY PUBLISHING HOUSE

ВАВИЛОНСЬКА БІБЛІОТЕКА

MORIS IS THE FOUNDER OF THE BABYLONIAN LIBRARY PUBLISHING HOUSE — A PROJECT DEDICATED TO TRANSLATING AND PUBLISHING WORLD CLASSICS AND UKRAINIAN DOCUMENTARY NOVELS.

At some point, this idea came to one of our partners, and we believed in it. This project turned out to be truly authentic, and every book published has a piece of our soul in it.

We believe that a book in today's world is a product that is not only communicative, but also aesthetic — which is why every book from the 'Babylonian Library' is an exclusive illustrated edition in high-quality translation.

Among its publications are books that have become hallmarks of our company's communications. We often give them as gifts to clients, colleagues, and partners.

Among them: 'Radio Aphrodite' by Oleh Kryshtopa, published in 2025, which has already received the Shevchenko National Prize and was shortlisted for the BBC Book of the Year — 2025. This documentary novel tells the story of the Ukrainian insurgent radio, which covered the struggle against the occupiers — first German, then russian. It is a story not only of courage and bravery, but also of betrayal, love, friendship, and trust.

'Brotherhood' by Oleh Kryshtopa. This is a documentary novel based on materials from the investigative case file of the Brotherhood of Saints Cyril and Methodius: interrogation records, confessions, and reports. In the book, the brotherhood's members come to life — young people who unexpectedly found themselves in the hands of the political police and each faced the ordeal in their own way. Panteleimon Kulish, Mykola Kostomarov, Mykola Hulak, and Taras Shevchenko come to life on the pages of the book.

MORIS LIBRARY

When we were building our office, we naturally wanted to create a space that would meaningfully set it apart from every other workplace and create an association with our company. We have also always had a great love and respect for books. So when we created the library project, it became clear that this was exactly the distinctive feature we had dreamed of for our office. The MORIS library occupies a large wall 15 meters long and 5 meters high, and holds over 3,000 books.

We support the idea of bookcrossing and are glad to be able to help promote reading among Ukrainians. Anyone who visits us can take a book to read or share one of their own so that the library keeps growing and others can read more and more interesting works.

This library fits well with the concept we follow — creating a unique space for personal growth and the exchange of ideas.



ECOSYSTEM OF PARTNERSHIPS: THE POWER OF INTERACTION BEYOND THE LAW

For MORIS, cooperation is not just a trend, but the foundation of our business philosophy. We are part of a complex social architecture, where every partnership is an investment in the resilience and development of the country.

We choose to cooperate where we see the genuine power of synergy and an alignment of values. This allows us to extend the impact of our expertise across diverse spheres of life: from social protection to supporting the new economy.

COLLABORATION WITH LA STRADA-UKRAINE

The protection of fundamental human rights is where every state governed by the rule of law begins. In partnership with the CIVIL SOCIETY ORGANIZATION "LA STRADA - UKRAINE", we combine our 20 years of practice with their unique experience in peacebuilding and gender equality. This is not a classic pro bono work. It is our response to systemic challenges: from preventing domestic violence to creating legal protection mechanisms for the most vulnerable groups in society. We transform complex legal provisions into real protection, where human dignity becomes an unconditional priority.

SYNERGY WITH PROJECTOR INSTITUTE

Knowledge should work proactively. That is why our partnership with Projector Institute began with the live sharing of experience. Our lectures for the community's female students on the basics of starting a business are MORIS's contribution to shaping a new generation of Ukrainian entrepreneurs. We share our expertise so that ideas can turn into viable projects, protected from a legal and compliance standpoint. Supporting women's leadership in innovative industries is a strategic step toward building a modern and resilient Ukrainian economy.

> FOR US, COLLABORATION MEANS BREAKING DOWN THE BOUNDARIES BETWEEN THE LEGAL PROFESSION AND SOCIAL CHANGE. WHEN EXPERTISE MEETS THE DRIVE AND VALUE-DRIVEN MISSION OF OUR PARTNERS, THE RESULT CHANGES THE RULES OF THE GAME.

MEMBERSHIP IN THE U.S.-UKRAINE BUSINESS COUNCIL

The U.S.-Ukraine Business Council (USUBC) was founded in 1995 to advance the trade and investment interests of U.S. companies in the promising Ukrainian market.

USUBC is a powerful platform that brings together businesses from both countries to create new opportunities. As members of USUBC, we at MORIS share their mission: to build strong strategic ties between the U.S. and Ukraine and help investors find common ground. It is a space where big ideas turn into real projects, and we provide them with a solid legal foundation.



In 2022, when the challenges became unprecedented, we realised it was time to act together. This is how the **Ivano-Frankivsk Business Association (IFBA) was established.**

This association of owners and top management reflects a hub of intellectual and resource capacity that transforms business interests into a development strategy for the entire city. One of the key instruments of this synergy has become the Western Ukrainian Business Forum, which the Association organises every year.

It is an event that goes far beyond regional scale, bringing together thought leaders, investors, and government representatives for a candid dialogue about the future of the economy. The forum has become a platform where new partnerships are born and a vision for the country's recovery takes shape.

OUR PRIORITIES IN THIS COLLABORATION:

ARCHITECTURE OF THE ENVIRONMENT:

Creating an ecosystem where local business gains the resources for a quality leap forward.

ADVOCACY OF INTERESTS:

Building a civilised dialogue and lobbying for the rights of the business community at all levels.

REPUTATIONAL CAPITAL:

Scaling the brand of Ivano-Frankivsk business so that it becomes a recognisable mark of quality.

STRATEGIC INFLUENCE:

Participation in global initiatives that change the rules of the game in the market and in the city.

THERE ARE EVENTS WORTH WRITING LONG READS ABOUT, AND TO DESCRIBE EACH ONE, THIS DIGEST SIMPLY WOULD NOT BE ENOUGH. YET THESE ARE EXACTLY WHAT LIFE IS MADE OF, SO WE HAVE BRIEFLY GATHERED HERE SOME OF THE MOMENTS FROM THE PAST YEAR THAT DROVE US AND GAVE US MEANING. WE ARE SHARING THEM WITH YOU.



We topped the list of the best law firm employers for young talent according to The Best KNU Employers 2024 rating, from the Taras Shevchenko National University of Kyiv.



Vasyl Andrusyak at the Western Ukrainian Business Forum

We supported the national rounds of Jessup Ukraine.





Serhii Zhadan and Andriy Romanchuk at the Western Ukrainian Business Forum.

We visited Ivan Marchuk's exhibition in the center of Vienna. We advised the maestro on copyright protection matters. We are proud to stand alongside those who make history.





Stanislav Peliuk — speaker at the Yurydychna Praktyka forum.



Andriy Romanchuk — founder of MORIS — received the Honorary Award “For Honor and Professional Dignity” from the Ukrainian Bar Association.



Maryan Martynyuk traveled to the U.S. on a working visit as part of the U.S.-Ukraine Business Forum and attended the National Prayer Breakfast.



COMPASS OF VALUES: LEADERSHIP THROUGH DIALOGUE AND RESPONSIBILITY

The collaboration between MORIS and the Aspen Institute Kyiv is a unique partnership. It is a space where legal expertise meets a philosophy of responsible leadership. We take part in building a leadership community and in a moderated dialogue about ethics, justice, and leadership in wartime. This is our contribution to building quality networking and a community of like-minded people who will tomorrow make key decisions in the state and in business.

One of the key events of 2025 was the seminar "Resilience and Responsibility: Leadership in Wartime," which we held jointly with the Aspen Institute Kyiv and the Khartiia Corps. This event brought together those who demonstrate resilience across different dimensions: the military, business leadership, and the civic sector.

We talked about things that cannot be written into law, yet form the very foundation of law:

WARTIME ETHICS:

how to make fair decisions when there are no ready-made answers.

HUMANITY AS A CHALLENGE:

preserving dignity in everyday choices.

LESSONS OF RESILIENCE:

how the experience of war transforms the understanding of leadership in business and government.



THE ASPEN INSTITUTE KYIV

RECOGNITION THAT INSPIRES

A special moment for our team was when MORIS founder Andriy Romanchuk (Deputy Commander of the "Lava" UAV Regiment, Khartiia Corps) received the "Award for Value-Oriented Leadership" from the Aspen Institute Kyiv.

This honor is not just a personal achievement. It is a confirmation of MORIS's vision: crisis-leadership experience gained within the Defense Forces is a direct contribution to building a good society.

WE BELIEVE THAT THE ASPEN PRINCIPLE — "DIFFERENT VOICES — ONE COMMUNITY" — TODAY IS THE KEY TO OUR SHARED VICTORY AND FUTURE RECOVERY.

MORIS AND UKRAINIAN BAR ASSOCIATION

An all-Ukrainian public organisation established in 2002 with the aim of uniting lawyers to create a strong and influential professional community that would become a powerful voice for the Ukrainian legal community.



MORIS has been the UBA's general partner for many years, and MORIS partners have been elected to the Association's Board for several consecutive terms. In 2023, MORIS Senior Partner Maryan Martynyuk became a member of the UBA Management Board.

MORIS lawyers have also taken part in the working group that developed the Code of Ethics for Legal Business, and MORIS Founder Andriy Romanchuk is a member of the UBA Ethics Committee. This document sets out the ethical rules of legal business, establishing standards of ethical and professional conduct, and serves as a guide for the functioning of the legal sector.

> "THE UBA SHOULD BE THE DRIVING FORCE IN THE DEVELOPMENT OF THE LEGAL COMMUNITY. OVER THESE MORE THAN 20 YEARS, WE HAVE MANAGED TO DO SOMETHING QUITE IMPORTANT AND CHALLENGING — TO UNITE ALL REPRESENTATIVES OF THE LEGAL PROFESSION. OUR GOAL IS TO TRANSFORM THE UBA INTO A PLATFORM FOR ALL REPRESENTATIVES OF THE LEGAL SECTOR AND TO ESTABLISH UNIFIED PROFESSIONAL STANDARDS. LAWYERS ADHERING TO THE SAME RULES WILL HELP STRENGTHEN AND REINFORCE THE RULE OF LAW AND CIVIL SOCIETY".
>
> **ANDRIY ROMANCHUK**,
> MORIS FOUNDER

PRIORITY AREAS OF UBA'S WORK

INITIATING AND MODERATING PROFESSIONAL DISCUSSION

on the identity of the lawyer in Ukraine, the development of the legal profession, and the role of the lawyer in society;

ACTIVE SUPPORT FOR STUDENTS

together with the League of Law Students, leading educational institutions that train lawyers and work on reforming the education system in Ukraine;

FOSTERING PROFESSIONAL VALUES AND STANDARDS OF PRACTICE FOR LAWYERS,

regardless of their field of activity, and ensuring their observance by the entire legal community;

ACTIVE PARTICIPATION IN REFORMING THE BAR INSTITUTE

and developing self-governance of the Bar.



Since the start of the russian federation's war against Ukraine, the UBA has actively defended our state's independence on the legal front, serving as the voice of Ukrainian legal community worldwide. The UBA is directing all its efforts toward imposing sanctions on the aggressor country, boycotting businesses that continue to operate in russia, and advocating for initiatives at the international level. Within the first months of the war, more than 70 leading law firms joined the UBA's initiative, jointly announcing the termination of legal services to companies that continue operating in the russian federation.

STATEMENT OF UKRAINIAN LAW FIRMS ON TERMINATION OF BUSINESS WITH COMPANIES THAT CONTINUE OPERATING IN THE RUSSIAN FEDERATION

Over 20 years of operating in Ukraine's legal services market, MORIS has become a reliable partner for its clients, the best and, for many of our lawyers, the only place of work, and a socially active and responsible business.

We have broadened and deepened our professional expertise, turning complex legal challenges into successful solutions for our clients.

Our strengths are legal strategy, dispute resolution, corporate law, tax law, competition law, and business protection. In addition, we have extensive expertise in real estate and construction, international arbitration, military law, and more.

Over these years, we have worked hard to build a team where the foundation is an atmosphere of mutual support and trust, along with conditions for professional growth. We are united by the values of patriotism, professionalism, and adherence to the highest ethical standards.

Our success is recognised every year in international and national rankings of the best law firms. We value and further enhance our recognition both in the market and within the professional community.

MORIS's achievements extend far beyond winning court cases. We actively support social initiatives, charitable and cultural projects. We take part in drafting legislation, thereby helping to change the country's legal system and strengthen the rule of law. We support startups, helping them grow and develop.

Our 20th anniversary is an important milestone in our history, symbolising not only past achievements but also opening new horizons for future accomplishments. It is also an occasion to take stock, celebrate our achievements and the people who made them possible. We have both people and accomplishments to be proud of.

MORIS



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MORISGROUP

MORIS-LAW-FIRM