

1995

30
years

2025



Association
of European
Businesses

MEMBERSHIP
CAMPAIGN 2026:

ADJUSTING SAILS, MAINTAINING COURSE



PERFORMANCE
METRICS

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DEAR PARTNERS,

I am glad to welcome you on behalf of the Association of European Businesses. I am pleased that you watching this presentation, which means that you want to get acquainted with the results of our activities and make a decision on joining the AEB.

On the following pages, you will find key highlights and achievements of the recent past as well as an overview of the key benefits of AEB membership. We hope these arguments will support your decision to join the AEB in 2026.

2025 marked a significant milestone for us, our 30-year anniversary. AEB history is a story of belief in our mission, of dedication, of sharing and collaboration, of achieving unthinkable success, and overcoming the most unexpected and disruptive challenges. Today, we continue to navigate largely uncharted waters and evaluate competing priorities while staying anchored in our values and mission. Hence, this year's slogan: Adjusting Sails, Maintaining Course.

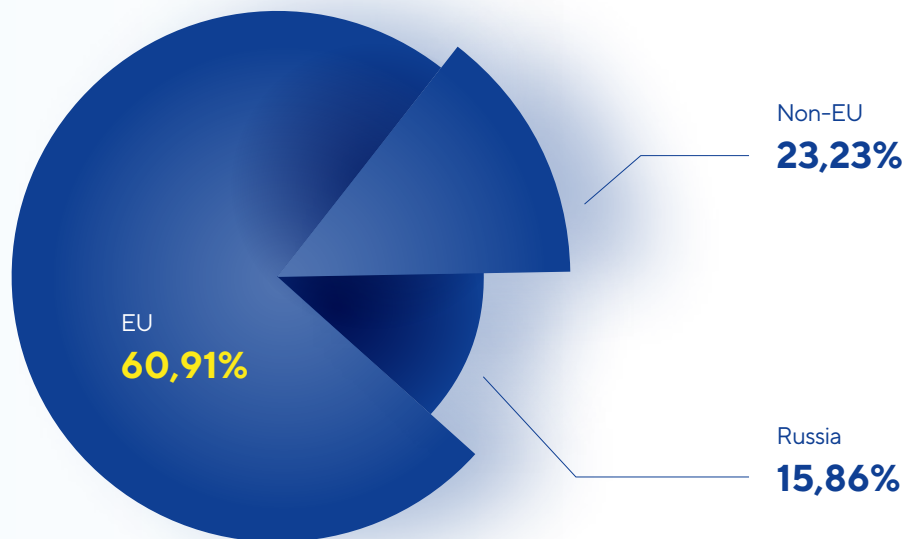
A series of festive events have shown that we have become even more united, we have done everything in our power to stay close with our members and help solve the most pressing GR and business issues.

Joining the AEB you not only support the Association and our members, but also help us maintain course for an eventual revival of foreign business in Russia.

Thank you for your time and hope to see you in our Members soon!

Kind regards,
Tadzio Schilling

STRENGTH IN NUMBERS*



AEB – THE MAIN
REPRESENTATIVE BODY
OF FOREIGN INVESTORS
IN RUSSIA

30
years
of work

2 000+
completed investment
projects**

120+
regular events
per year

340+
committee meetings
per year

34
represented
countries

353
member companies
(31.12.2024)

6 500+
community
members

15 000+
mentions
in media

80+
committees
and working
groups

10+
periodic
publications

* as of 31.12.2024.

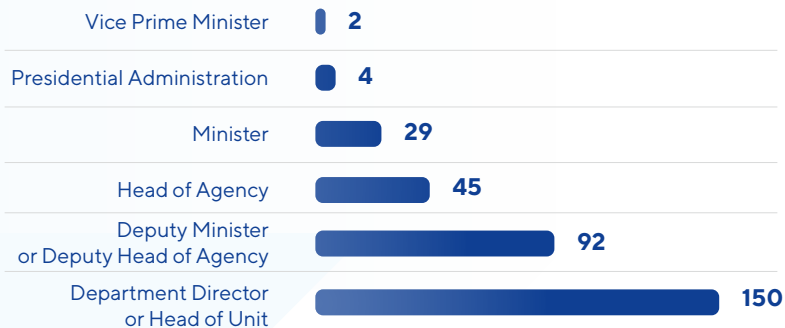
** projects and investments by the AEB members since 1995, based on the information by the Ministry of Economic Development

MAKING YOUR NEEDS BE HEARD AT THE HIGHEST LEVEL



350+

meetings with RU,
EAEU, and Central
Asia countries
decisionmakers*



HIGHLIGHTS

(selected examples of AEB meetings with key stakeholders, 2025 YTD)

Denis Manturov

First Deputy Prime
Minister

Maxim Oreshkin

Deputy Head of the
Presidential Executive
Office

Anton Kobyakov

Adviser to the
President

Vyacheslav Volodin

Chairman of the
StateDuma

Elvira Nabiullina

Governor of the
Central Bank

Sergey Lavrov

Minister of Foreign
Affairs

Anton Siluanov

Minister of Finance

Maxim Reshetnikov

Minister of Economic
Development

Mikhail Murashko

Minister of Health

Maksut Shadayev

Minister of Digital
Development

Anton Alikhanov

Minister of Industry
and Trade

Daniil Egorov

Head of the Federal
Tax Service

Maxim Shaskolskiy

Head of the Federal
Antimonopoly Service

Yury Zubov,

Head of Rospatent

Alla Samoylova,

Head of
Roszdravnadzor

Bakytzhan Sagintaev,

Chairman of the
Board, EEC

Alexey Dronov,

Chairman of the
EAEU Court

Ruslan Davydov

Minister for Customs
Cooperation, EEC

Gohar Barsegyan

Minister for
Agricultural and
Industrial sector, EEC

Maxim Ermolovich

Minister for
Competition, EEC



* as of 31.12.2024.

MAKING YOUR NEEDS BE HEARD AT THE HIGHEST LEVEL ↗ ↗

Participation in **key business forums in Russia, EAEU and Central Asia**

2 business missions (to Tashkent and Astana)

Regular meetings with Heads of Economic section of **EU Member States and EBO**

HIGHLIGHTS

(selected examples of AEB participation in key business forums and business missions, 2025 YTD)

Saint Petersburg International
Economic Forum 2025

Saint Petersburg International
Legal Forum 2025

Eastern Economic Forum
2025

Annual General Meeting of the
International Roundtable of
Household Appliance
Manufacturer Associations

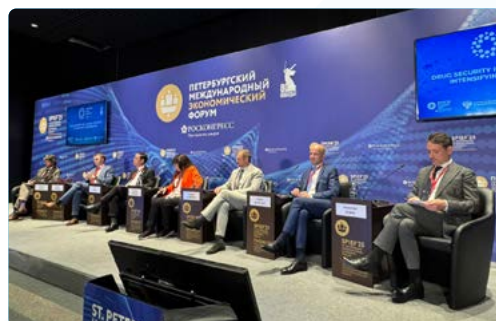
Eurasian Economic Forum
2025

Tashkent International Investment
Forum and Astana International
Forum

Annual Congress of the Russian
Union of Industrialists and
Entrepreneurs

Moscow International Automotive
Forum (IMAF) 2025

Russian Pharmaceutical Forum
named after N.A. Semashko



CONVERTING EXPERTISE AND ACCESS INTO TANGIBLE GR RESULTS

80+
Committees
and Working
Group

350+
Committee
Meetings*

400+
Lobbying
Letters*

Position Paper
on Key Issues
and Regulatory
Developments

**AEB GR
Academy**

HIGHLIGHTS

(selected examples of AEB advocacy tangible results, 2025 YTD)



Return of European companies and support of those that stayed. Engaged in a discussion to facilitate the return of European businesses and providing dedicated support to those member companies that continued operations in the region.

Inclusion of dividends and license in customs value. Engaged in ongoing dialogue with financial authorities to advocate against the inclusion of dividends and license fees in the customs value of goods.

Protection of Intellectual Rights. Defended the patent rights of original medicines rightsholders

Regulation of Marketplaces. Actively working on initiatives to shape fair and clear regulatory frameworks for online marketplaces.

Government Sub-Commission. Advocate for streamlined dividend approval rules and secured support for members' critical financial transactions.

Eco Fee and Recycling Rates. Close cooperation with the Ministry of Industry and Trade and PPK REO re new rules and rates on recycling fees

Parallel Import. Interaction with the Ministry of Industry and Trade re exclusion or inclusion of brands from the list of goods subject to parallel imports

Migration Initiatives. Advocate to preserve the Highly Qualified Specialist (HQS) immigration status and proposed solutions to minimize its potential negative impact on the workforce.



PROVIDING REAL-TIME RELIABLE INFORMATION IN A FAST-CHANGING WORLD

AEB COMMUNICATIONS:



Platform for obtaining information

Information support 24/7/365

Knowledge and data base

Press conferences

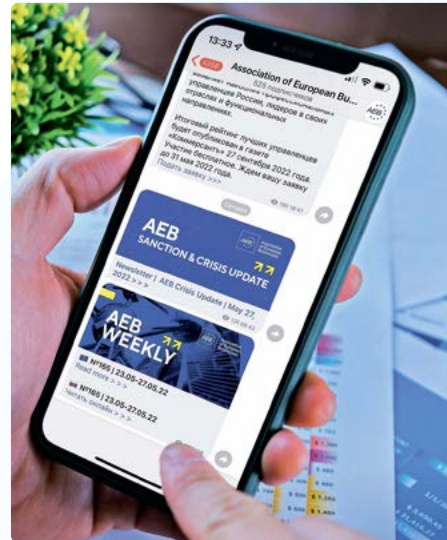
> 15,000
daily readers of our
newsletters

> 15,000
media quotes /
mentions in 2024

> 6,000
mailings per year

> 1400
subscribers
to AEB TG
channel

> 10
flagship
publications



FORGING CONNECTIONS, UNITING MARKET LEADERS



77

open events
and conferences

20

business missions
and federal forums

8

GR Academy
events

16

webinars on key
business issues



**AEB ANNIVERSARY
FLAGSHIP CONFERENCE**

EUROPEAN BUSINESS IN RUSSIA:

2025 — A WINDOW OF OPPORTUNITY?

360

participants

23

speakers



SPEAKERS OF THE PLENARY SESSION:

Alexander Grushko

Deputy Minister of Foreign
Affairs

Alexey Sazanov

State-Secretary, Deputy
Minister of Finance

Vladimir Ilychev

Deputy Minister of Economic
Development

Anatoly Aksakov

Deputy, Chairman of the
Banking Committee,
State Duma

Alexander Shokhin

President, Russian Union of
Industrialists and
Entrepreneurs (RSPP)

Alexey Mordashov

Chairman of the Board,
Severstal

Irina Panarina

Country President,
AstraZeneca



AEB ANNIVERSARY SUMMER RECEPTION

ONCE UPON A TIME...

OUR DREAM,
OUR STORY,
OUR FUTURE



482

participants
of the Anniversary
Summer Reception

240

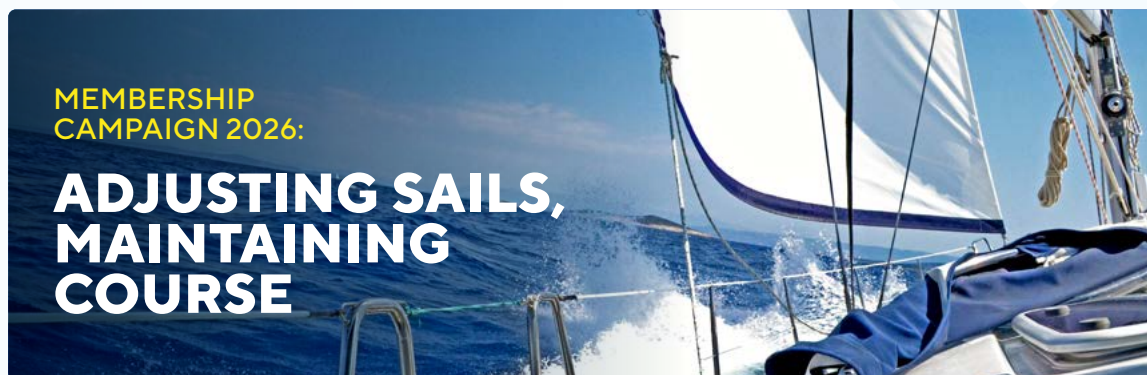
stakeholders
and business
partners

29

sponsors
and partners
supported
the event



JOIN THE AEB



WHY JOINING THE AEB IN 2026:



Remain in a business community of like-minded people

Help maintain bridges between Europe and Russia

Show your solidarity and help preserve our heritage

YOUR MEMBERSHIP BENEFITS:

1. **Access to key decision makers** in Russia, the EU, and the greater Eurasian region via AEB GR meetings and high-level events
2. **Shape industry agenda** by leveraging proven AEB lobbying power
3. **Protect your interests** through dialogue with key stakeholders in Russia, EU, and Eurasia
4. **Explore prospect markets** by joining business missions (Central Asia, South Caucasus)
5. **Showcase your expertise** (speaking at events, submitting articles for publications)
6. **Benefit from the wealth of knowledge** of 80+ committees and working groups
7. **Stay on top of the business agenda** with timely and relevant information (AEB Daily Update, AEB Weekly, publications, various analytics)
8. **Gain visibility** for company's key experts (Committee Chairs, Board, etc.)
9. **Promote your company**, goods/services (Sponsorship & Advertising, AEB Loyalty program)
10. **Leverage the networking platform** to connect with market players & potential partners

SPONSORSHIP OPPORTUNITIES 2026

Our 2026 events offer a platform to highlight your brand and strengthen its presence within the business community.



CALENDAR REVIEW 2026

MONTH	CONFERENCES/OPEN EVENTS	REGIONAL EVENTS	SPECIAL EVENTS
JANUARY			AEB Automobile Manufacturers Committee Annual Press-Conference
FEBRUARY	Winter cocktail (Moscow)		
	AEB-JBC-JETRO Customs Committees' Meeting		
MARCH	HR Conference		
	From Farm to Fork Conference		
APRIL	Flagship Conference	Open conference (Krasnodar)	
	Customs conference	Open conference (St Petersburg)	
MAY	Open conference Moscow M&A		
	IPR Conference		
JUNE	Accounting Conference		
	Summer cocktail (Moscow)		
JULY	Summer Tax Conference		
AUGUST			IMAF 2026 (St Petersburg)
SEPTEMBER	GR Conference	Opening of business season (St Petersburg)	Joint Networking Reception with AmCham
OCTOBER	Logistics Day		
	Pension Conference		
DECEMBER	Annual Tax Conference	Christmas cocktail (St Petersburg)	
	Migration conference		