



Association
of European
Businesses

MEMBERSHIP CAMPAIGN 2027:

TOMORROW BEGINS TODAY



PERFORMANCE
METRICS



[AEBRUS.RU](https://aeb.rus.ru)





DEAR PARTNERS,

On behalf of the Association of European Businesses, it is my distinct pleasure to welcome you to the launch of our 2027 membership campaign.

As you watch this presentation, you are looking beyond the present. You are looking at the potential for growth, collaboration, and mutual benefit. On the following pages, you will discover not only the achievements that have defined our past year but also the unparalleled advantages of being part of the AEB community.

Our campaign returns with the same conviction that guided us in 2026: Tomorrow Begins Today. We believe this idea is worth repeating - not because we lack new words, but because its relevance has only grown stronger. In a world of rapid change, the future is not a one-time opportunity; it is a constant responsibility. We are not waiting for the landscape to settle - we are actively shaping it, day by day.

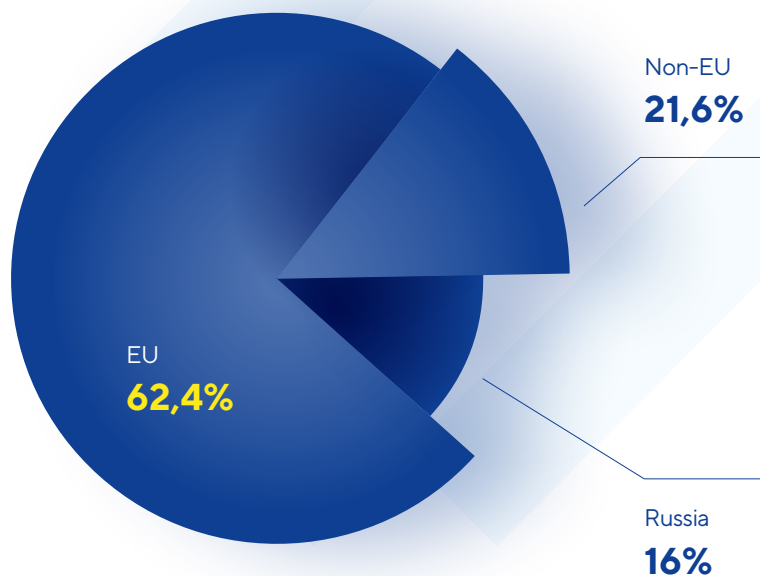
The AEB's 30-year legacy is a testament to this continuous effort. We have weathered storms and celebrated triumphs, always evolving while remaining anchored to our core values. Today, the landscape continues to shift, and we face new complexities. Yet, we do not stand on the sidelines. We move forward, united in purpose, adapting our strategies to ensure our collective voice remains powerful and clear.

We have proven time and again that our collective strength is our greatest asset. We learn, adapt, and build. By renewing your membership or joining the AEB as a new member, you become a part of this enduring momentum. You secure your stake in the future of the business community and ensure that "tomorrow" holds the promise of opportunity.

Thank you for your consideration. We look forward to welcoming you on board!

**Kind regards,
Tazio 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

330+ committee meetings per year

33 represented countries

338 member companies (31.12.2025)

6 500+ community members

15 000+ mentions in media

80+ committees and working groups

10+ periodic publications



MAKING YOUR NEEDS BE HEARD AT THE HIGHEST LEVEL

540+

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

Vice Prime Minister	2
Presidential Administration	5
Minister	● 25
Head of Agency	■ 87
Deputy Minister or Deputy Head of Agency	■ 131
Department Director or Head of Unit	■ 121

HIGHLIGHTS

Denis Manturov

First Deputy Prime Minister

Maxim Oreshkin

Deputy Head of the Presidential Executive Office

Anton Kobyakov

Adviser to the President

Elvira Nabiullina

Governor of the Central Bank

Anton Alikhanov

Minister of Industry and Trade

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 Shalaev

Head of Rosstandart

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

Sergey Shklyayev

Minister for Customs Cooperation, EEC

Gohar Barsegyan

Minister for Agricultural and Industrial sector, EEC

Maxim Ermolovich

Minister for Competition, EEC



MAKING YOUR NEEDS BE HEARD AT THE HIGHEST LEVEL 77

HIGHLIGHTS

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

2 business missions (EAEU countries)

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

Saint Petersburg International Economic Forum 2026

Saint Petersburg International Legal Forum 2026

Eastern Economic Forum 2026

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

Eurasian Economic Forum 2026

Verona Eurasian Forum

Annual Congress of the Russian Union of Industrialists and Entrepreneurs

Moscow International Automotive Forum (IMAF) 2026

Russian Pharmaceutical Forum named after N.A. Semashko



CONVERTING EXPERTISE AND ACCESS INTO TANGIBLE GR RESULTS



80+
Committees and Working Group

330+
Committee Meetings*

595
Advocacy letters

Position Paper on Key Issues and Regulatory Developments

AEB
GR Academy

HIGHLIGHTS

Deposits of non-residents. AEB has worked closely with CBR and Ministry of Finance to resolve the issue of non-resident creditors' deposits, which had been restricted under Presidential Decree No. 377. These advocacy efforts culminated in the adoption of Presidential Decree No. 550 of August 4, 2026, which exempted deposits of foreign individuals and registered branches from the special account regime and granted direct access to funds credited to type "C" accounts between June 1 and August 4, 2026.

HQS salary threshold. The AEB actively opposed the proposed HQS salary threshold increase (from RUB 250,000 to 717,000) via high-level meetings with multiple ministries, and engaged with the RSPP, State Duma, and Presidential Administration. Despite these persistent efforts, the draft law passed with the threshold intact. However, the AEB secured two key concessions: the new threshold was postponed to March 1, 2027, and transitional provisions were introduced to protect existing HQS work permit holders.

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.

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



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



> 15,000

daily readers of our
newsletters

> 15,000

media quotes /
mentions in 2025

> 6,000

mailings per year

> 1500

subscribers
to AEB TG
channel

> 10

flagship
publications

AEB COMMUNICATIONS:

Platform for obtaining
information

Information support
24/7/365

Knowledge
and data base

Press
conferences



FORGING CONNECTIONS, UNITING MARKET LEADERS



80+

OPEN EVENTS
AND CONFERENCES

20+

BUSINESS MISSIONS
AND FEDERAL FORUMS

8

GR ACADEMY
EVENTS

20+

WEBINARS ON KEY
BUSINESS ISSUES



RENEW YOUR MEMBERSHIP



MEMBERSHIP CAMPAIGN 2027:

TOMORROW BEGINS TODAY

WHY RENEW YOUR MEMBERSHIP OR JOIN IN 2027:

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 2027



Our 2027 events offer a platform to highlight your brand and strengthen its presence within the business community.

← 10 →

STRENGTH
IN NUMBERS

MAKING YOUR
NEEDS BE HEARD
AT THE HIGHEST
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CONVERTING
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PROVIDING REAL-
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INFORMATION IN
A FAST-CHANGING
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FORGING
CONNECTIONS,
UNITING MARKET
LEADERS

RENEW YOUR
MEMBERSHIP

**SPONSORSHIP
OPPORTUNITIES
2027**

FLAGSHIP TRACK

CONFERENCE / OPEN EVENTS TRACK

REGIONAL TRACK

SPECIAL TRACK

