



Association
of European
Businesses

AEBRUS.RU

2025

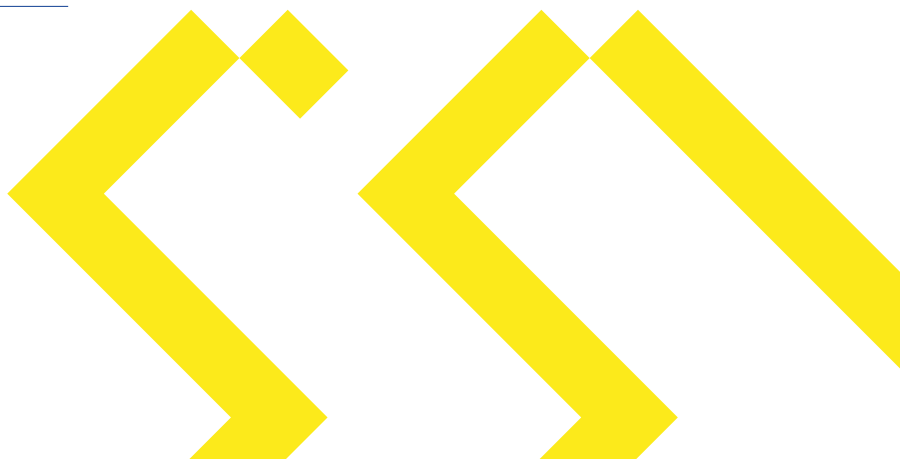
ANNUAL REPORT



STRONGER TOGETHER

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INTRODUCTION



**THOMAS
STAERTZEL**

CHAIRMAN OF THE
BOARD, ASSOCIATION
OF EUROPEAN
BUSINESSES



**TADZIO
SCHILLING**

CHIEF EXECUTIVE
OFFICER, ASSOCIATION
OF EUROPEAN
BUSINESSES

DEAR READERS,

We are delighted to present the AEB Annual Report 2025, offering a brief yet comprehensive insight into the Association's initiatives and accomplishments throughout the past year. The report highlights essential AEB milestones, the successes of Committees and Working Groups, key events, communication metrics, and membership statistics.

In 2025 AEB celebrated its 30th anniversary. On this occasion, we organized a festive business program which encompassed a flagship conference, a gala networking reception, and meetings in the AEB regional offices in St. Petersburg and Krasnodar. Additionally, we published an anniversary edition of the "Business Quarterly" magazine to reflect on the past, appreciate the present and look toward the future.

We worked for the benefit of our members, staying true to our core mission statement: providing best-in-class support to companies, ensuring transparent and open channels of communication with stakeholders on all sides, and proposing constructive strategies to restore trust and mend broken relationships.

Based on data from the AEB Member Satisfaction Survey, the main expectation of companies regarding AEB membership in 2025 was networking opportunities (78%), showing a rise from the 2024 figure (67%). The top three other anticipated benefits included: conferences and events (68%), participation in Committee activities (62%), and high-level meetings (57%). Regarding engagement dynamics, nearly half of the respondents (49%) reported increased involvement with the Association over the past year.

Concerning the GR agenda, AEB representatives traditionally held numerous meetings with public authorities. In total, there was a record number of GR touchpoints with decision-makers from Russia, the EAEU, and Central Asia – over 540. AEB Committees and Working Groups drafted and sent an unprecedented number of letters (more than 590) to governmental agencies and authorities to promote the interests of European businesses operating in Russia.

In terms of networking, the AEB's events continued to provide excellent opportunities for sharing perspectives, connecting experts, and building business relationships. In 2025, the Association organized about 100 events for its members, including various conferences featuring high-ranking officials and esteemed practitioners.

We express our heartfelt gratitude to the Members of the Board, the Council of National Representation, the Auditing Commission, and the Chairs of the Committees, Subcommittees, and Working Groups for their professionalism and tireless efforts aimed at reaching our joint mission. We would also like to thank all AEB members for their committed and diligent work in pursuit of the Association's flourishing and growth.

AEB AT A GLANCE

30

YEARS
OF WORK



98%

OF MEMBERS REPORT AEB
EXCEEDED OR MET EXPECTATIONS*

6500

AEB COMMUNITY
PARTICIPANTS



3

OFFICES IN
RUSSIA

30

EMPLOYEES

338

MEMBERS

33

REPRESENTED
COUNTRIES

330 000+

AEB WEBSITE VIEWS

110 000+

AEB WEBSITE VISITS

9000+

AEB WEBSITE UNIQUE VISITORS

100+

REGULAR
EVENTS



1500+

AEB TELEGRAM
CHANNEL SUBSCRIBERS

6900+

MEDIA
MENTIONS

7

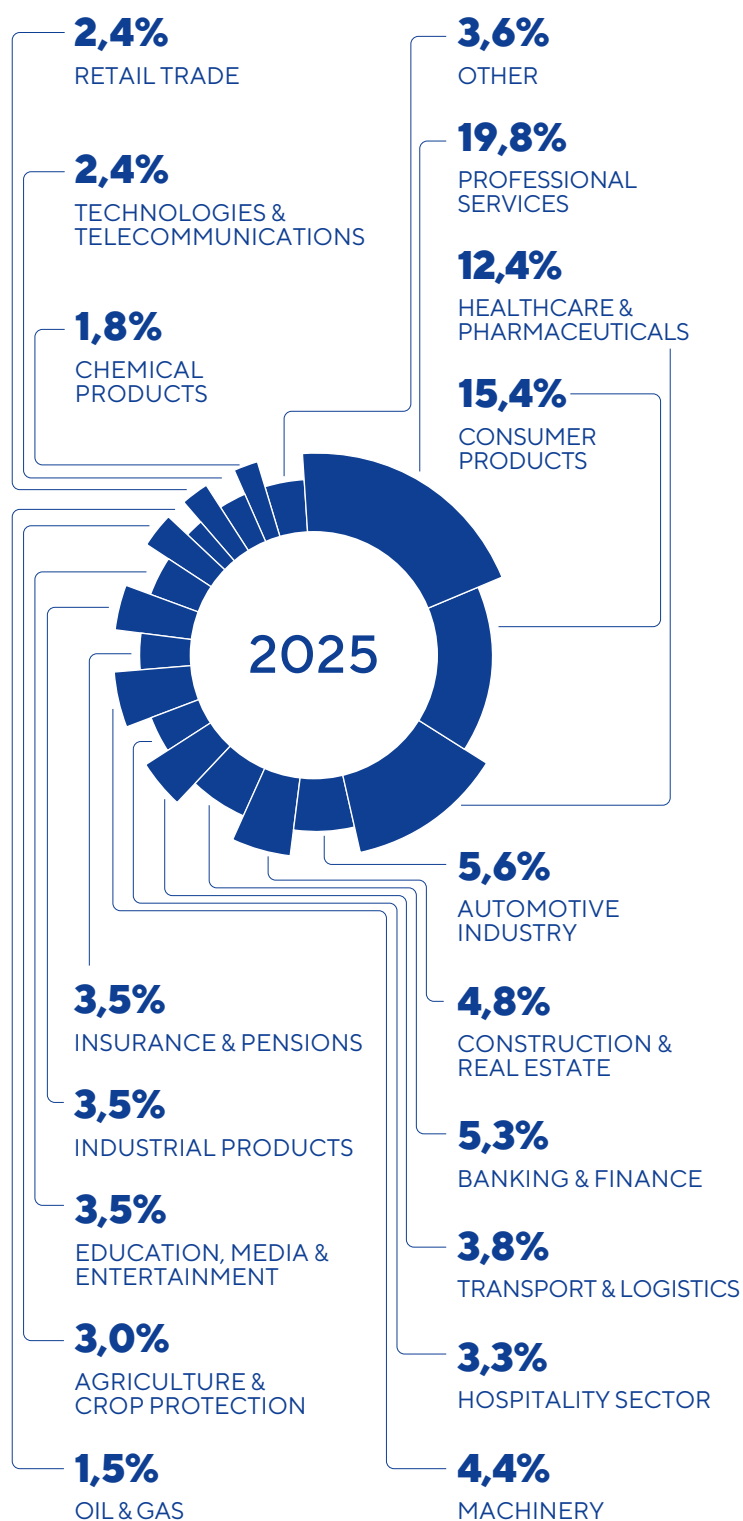
PERIODICAL
PUBLICATIONS



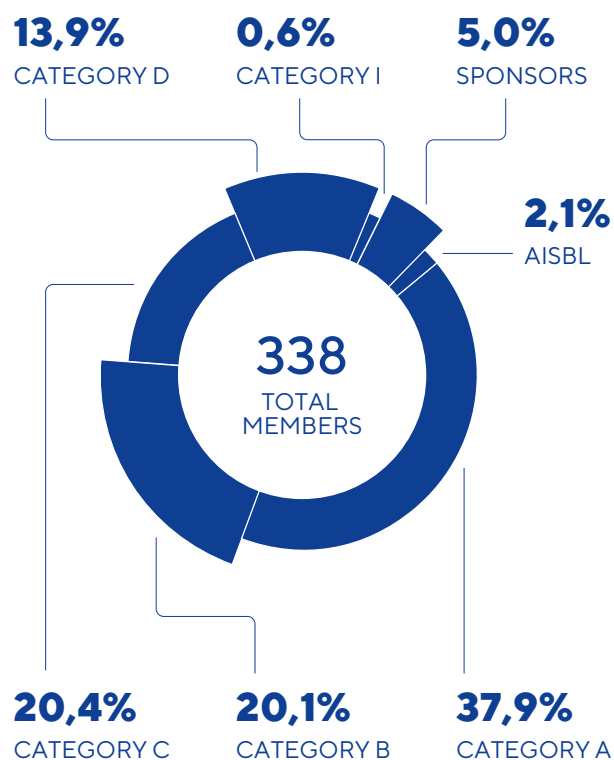
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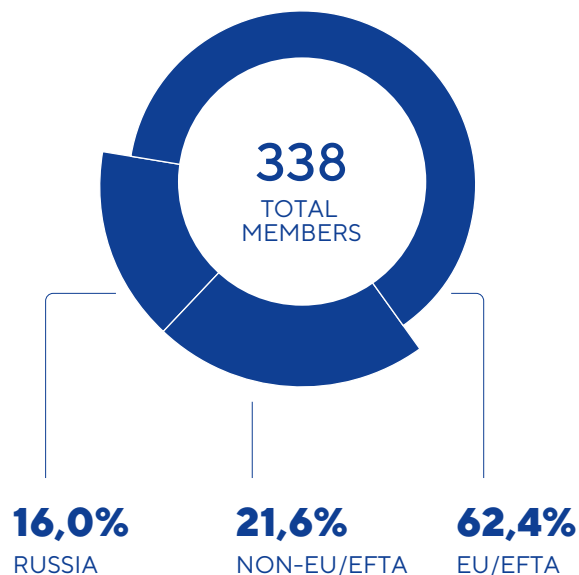
MEMBERS BY INDUSTRY



MEMBERS BY CATEGORY



MEMBERS BY COUNTRY



AEB 2025 MILESTONES



AEB ANNIVERSARY FLAGSHIP
CONFERENCE “EUROPEAN
BUSINESS IN RUSSIA:
2025 – A WINDOW
OF OPPORTUNITY?”



CONFERENCE SESSIONS:

More than just profit: the importance of friendships in business relations between Russia and Europe

In search of islands of cooperation: when and how to start rebuilding broken relations?

The art of keeping doors open: what insights from Central Asia for the 21st century?

20
SPEAKERS

360
PARTICIPANTS



On April 1, 2025 AEB organized its Anniversary Flagship Conference “European Business in Russia: 2025 – a Window of Opportunity?” at the premises of the RBC News Center.

Opening remarks were delivered by Thomas Staertzel, AEB Board Chairman.

The first session was moderated by Philippe Pegorier, AEB Board Deputy Chairman; Partner, Kesarev. The panelists were: Alexey Grigoryev, Head of Representative Office, METRO; Alexander Ivlev, B1, Coordinator of the Foreign Investors Advisory Council (FIAC); Maurice Leroy, Ex-Minister of City Affairs, Honorary Member of Parliament, France; Filippo Li Gotti, CEO, Marcegaglia RU.



The second session moderated by Tadzio Schilling, AEB CEO, featured the following speakers: Alexander Grushko, Deputy Minister of Foreign Affairs; Alexey Sazanov, State-Secretary, Deputy Minister of Finance; Irina Panarina, Country President, AstraZeneca; Anatoly Aksakov, State Duma Deputy, Chairman of the Banking Committee; Alexander Shokhin, President, Russian Union of Industrialists and Entrepreneurs (RSPP); Vladimir Ilychev, Deputy Minister of Economic Development; Alexey Mordashov, Chairman of the Board, Severstal.



The third plenary session was moderated by Ulf Schneider, AEB Board Member; President, Schneider Group. The floor was given to: Georgy Arzumanyan, Deputy Director, Industrial Policy Department, Eurasian Economic Commission; Mikhail Goncharov, Secretary General, International Coordinating Council on Trans-Eurasian Transportation; Alexey Maslov, Professor, Director of the Institute of Asian and African Studies, Moscow State University; Roman Sabirov, CEO, Philips; Mikhail Maslov, CEO and co-founder, Maslov Agency; Nail Gimaliev, CEO, Brother.

AEB 30TH ANNIVERSARY GALA RECEPTION “ONCE UPON A TIME... OUR DREAM, OUR STORY, OUR FUTURE”

On July 3, 2025 a gala reception celebrating AEB's 30th anniversary was organized in Moscow.

Almost 500 guests — representatives from member companies, long-standing business partners, and friends of the Association — attended the event titled “Once Upon a Time... Our Dream, Our Story, Our Future,” which unfolded in a warm atmosphere rich with conversation and networking opportunities.





In his welcoming speech, Tadzio Schilling, AEB CEO, highlighted that over 30 years the Association has built strong partnerships with public authorities, businesses, and international institutions; advocated for hundreds of regulatory improvements benefiting the business climate; hosted thousands of events, creating invaluable networking and knowledge-sharing platforms; and supported members in a challenging environment full of unexpected turns. He also expressed heartfelt gratitude to all sponsors, official suppliers, partners, and contributors who supported the event.

Participants emphasized the significance of AEB as a platform for constructive dialogue and expressed confidence in the continuation of fruitful work. The reception served not only as a moment to reflect on the Association's history but also as a chance to discuss the prospects for further collaboration.

The enchanting celebration concluded with an AEB birthday cake and a traditional raffle.



“Since 1995, AEB has been a trusted voice for European businesses, navigating economic shifts, fostering dialogue, and advocating for fair and sustainable business environments. Through challenges and transformations, AEB has remained a unifying force, helping members adapt and thrive.”



Tadzio Schilling,
AEB CEO

480+

PARTICIPANTS



AEB 30TH ANNIVERSARY "BUSINESS QUARTERLY"



A special edition of the "Business Quarterly" periodical titled "30 Years of AEB: Our Dream. Our Story. Our Future" was published to mark the AEB's 30th anniversary.

The magazine focused on the Association's history, featuring remarkable milestones and interesting facts about three decades of activities. It included insights from AEB Board Chairs and CEOs regarding their greatest achievements and memorable events; companies' experiences of entering the Russian market in the 1990s, and their impressions of joining the Association. Additionally, it highlighted the results of many years of successful work by various Committees, articles from member companies addressing issues anticipated to be on the business community's agenda in the near future, and much more.

We express our gratitude to all those who provided invaluable contributions to this publication: the authors of the opening speeches and topical articles, the interviewees, including the current and former AEB Board Chairpersons, as well as previous AEB CEOs, partners and Board members who sent their congratulations to the Association.

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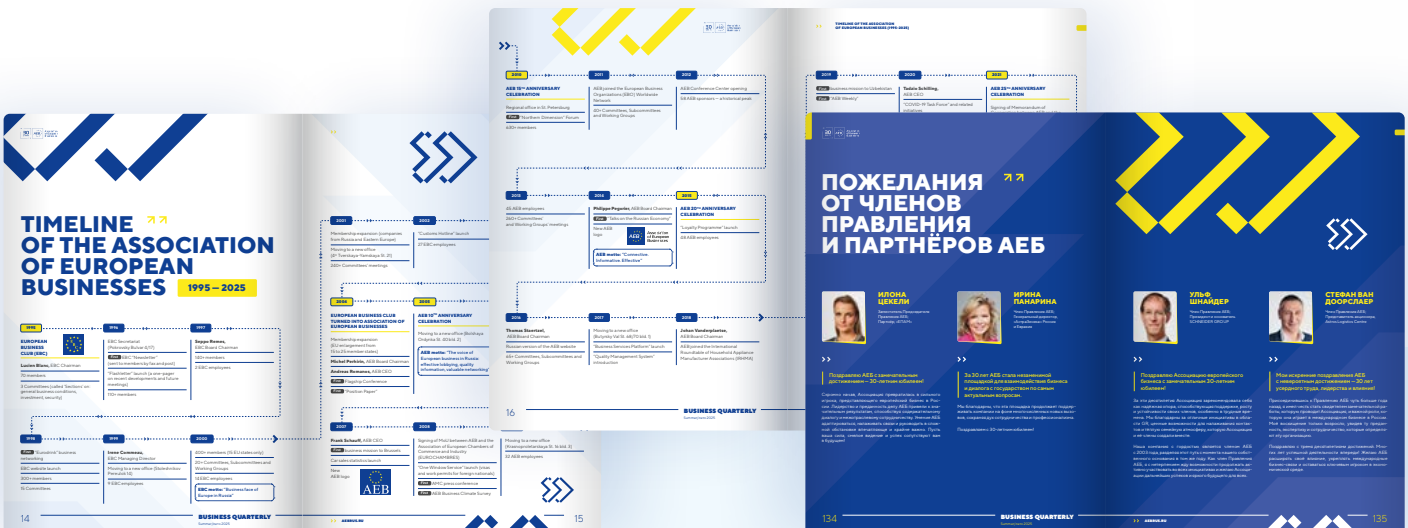
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“In this magazine, we reminisce about past achievements, highlight the successes of the present, express respect and acknowledge the contributions of those who have already made a significant impact on the AEB development, as well as those who continue to strive for the prosperity of the Association. With confidence and enthusiasm, we look ahead, ready to conquer new heights and reach new milestones.”

Thomas Staertzel,
AEB Board Chairman



“I am grateful to all AEB members for the trust, professionalism, and expertise you have extended to us, as well as for your enduring support and persistent efforts in pursuing our joint mission. It is both a privilege and an honor to serve you! Together, we have completed a long journey of 30 years, and now we are starting a new adventure – into a future full of opportunities.”

Tadzio Schilling,
AEB CEO

Q&A WITH AEB BOARD CHAIRPERSONS

WHAT DO YOU CONSIDER YOUR
PROUDEST ACHIEVEMENT DURING
YOUR LEADERSHIP PERIOD AT AEB?

THOMAS STAERTZEL

My previous tenure (2016-2018) was a period of intense collaboration. For several years, AEB organized annual business missions to Brussels in order to discuss EU-Russia economic relations with European policy-makers and partner associations. Strengthening the bridging role, alongside our diverse lobbying efforts on behalf of members, became AEB's key priorities during that period.



ILONA ZEKELY

Serving as Chairperson of the AEB Board has been a great honor and responsibility. The role demands a strong commitment to the highest professional standards and integrity. I take pride in having contributed and strengthening the AEB's role as a reliable and respect-



JOHAN VANDERPLAETSE

In 2020-2021, we faced unprecedented challenges. Despite the tremendous difficulties posed by the COVID-19 pandemic, our work continued to adapt to the changing circumstances and demands. Our members' support and commitment to the mission of AEB remained steadfast. Our primary goal during this challenging time was to ensure



PHILIPPE PEGORIER

Since 2014, the situation in EU-Russia relations has changed drastically due to the war in Ukraine. While European, American and Russian politicians exchange economic and political positions and focus on the new front of the game, especially in terms of trade, competition, and cooperation, more than ever, AEB provides companies with the



WHAT WAS THE MOST MEMORABLE
EVENT ON THE AEB AGENDA?

THOMAS STAERTZEL

For me, the most memorable moments on the AEB agenda have always been the high-level meetings with our key stakeholders –supranational authorities and decision-makers. These meetings brought AEB's vital role in representing the interests of European business in Russia.



The scale of our efforts in 2024 is particularly impressive, over 150 meetings with public authorities and

BUSINESS QUARTERLY
Summer 2024

AEBRUS.RU

AEB 30TH ANNIVERSARY IN THE REGIONS

FESTIVE EVENT IN KRASNODAR

On October 23, 2025 a meeting and reception of the AEB Southern Regional Committee, dedicated to the 30th anniversary of the Association and the 22nd anniversary of the Southern Regional Committee, took place in the conference hall of the Krasnodar International Trade Center.

The AEB CEO Tadzio Schilling congratulated the Committee members on this significant occasion, emphasized the Committee's role in the development of the Association, and presented certificates of appreciation to the most active members on behalf of AEB.

Congratulations were extended to the Committee by representatives from the Krasnodar Krai Administration, leaders from the Russian Ministry of Foreign Affairs Representation in Krasnodar, regional branches of the Russian Union of Industrialists and Entrepreneurs, and representatives from the management of Kuban State Agrarian University and Kuban State University.





FESTIVE EVENT IN ST. PETERSBURG

On December 3, 2025 the AEB North-Western Regional Committee organized a conference “AI in business: an indispensable assistant or a fashion trend.” This event served as a fitting culmination of the regional activities celebrating two significant milestones: the AEB’s 30th jubilee and the Committee’s 15th anniversary.

Participants included representatives of the Agency for Economic Development of the Leningrad Region and the St. Petersburg regional branch of “Delovaya Rossiya”, as well as AEB member companies.

The conference comprised the following sessions: “Fireside chat: intelligent investments in new realities” and “Enterprise AI: opportunities and challenges.”

During the first session, moderated by the AEB CEO Tadzio Schilling, participants discussed effective strategies for developing investment projects using artificial intelligence technologies. Speakers noted that implementing innovative practices in investment project support helps reduce project lead times, improve the quality of assistance, and enhance interactions with investors.

The second session was moderated by Elena Kiyanova, NWRC Chairperson. This discussion focused on practical developments and tips for applying AI tools in business processes. Representatives from the business community highlighted the use of artificial intelligence in human resources management. The session included comments and questions from participants, reflecting ongoing interest in the topic.

The event concluded with a networking reception.





GR AGENDA

The extensive AEB GR calendar encompassed participation in key conferences and major forums in Russia, EAEU and Central Asia with many GR touchpoints on the margins; numerous meetings with Russian public authorities and high-ranking officials including over 40 Ministers and Heads of Agencies, more than 90 Deputy Ministers/Deputy Heads of Agencies, about 120 Department Directors/Heads of Units.



IMPRESSIVE LOBBYING POWER:

80+

COMMITTEES, SUBCOMMITTEES, WORKING GROUPS

330+

COMMITTEES' AND WORKING GROUPS' MEETINGS

590+

LOBBYING LETTERS

ACCESS TO POLICY-MAKERS:

540+

GR TOUCHPOINTS WITH DECISION-MAKERS FROM RUSSIA, EAEU, CENTRAL ASIA



GR MEETINGS

MEETING WITH ANTON KOPYAKOV, ADVISER TO THE PRESIDENT OF RUSSIA

On February 25, 2025 a meeting was held with Anton Kopyakov, Adviser to the President of Russia and Executive Secretary of the Roscongress Organizing Committee. The main topics of discussion included further cooperation with the Foundation and AEB's participation in key events.

MEETING WITH ANTON ALIKHANOV, MINISTER OF INDUSTRY AND TRADE OF RUSSIA

On February 26, 2025 Anton Alikhanov, Minister of Industry and Trade of Russia, met with representatives of AEB member companies. The meeting was attended by the Deputy Minister, the Director of the Department of Europe, North America, and the CIS, the Head of the Department of State Policy in the Sphere of Technical Regulation, and the Directors of Industry Departments. The parties discussed current issues regarding the operations of European companies in the Russian market.



MEETING WITH MAXIM ORESHKIN, DEPUTY HEAD OF THE RUSSIAN PRESIDENTIAL ADMINISTRATION

On February 27, 2025 the AEB delegation, headed by Tadzio Schilling, AEB CEO, met with Maxim Oreshkin, Deputy Head of the Russian Presidential Administration. The discussions focused on key issues related to European business activities in Russia, including the workings of the Government Sub-Commission, temporary external management, the draft law on expropriation, new consumer protection rules in the Union State of Russia and Belarus, regulation of marketplaces, and IPR protection in the pharmaceutical industry.

MEETING WITH ANTON SILUANOV, MINISTER OF FINANCE OF RUSSIA

On March 13, 2025 the AEB delegation met with Anton Siluanov, Minister of Finance of Russia. In a Q&A session moderated by the AEB CEO Tadzio Schilling, the Minister answered questions from various AEB Committees. The parties discussed current issues regarding the activities of European companies in the Russian market.

MEETING WITH SERGEY LAVROV, MINISTER OF FOREIGN AFFAIRS OF RUSSIA

On July 1, 2025 a traditional meeting was held between the AEB management and Sergey Lavrov, Minister of Foreign Affairs of Russia. The parties discussed a number of current foreign economic issues, including the operations of foreign businesses in Russia. Particular attention was given to the importance of continuing a constructive dialogue between the business community and the Russian authorities in the interests of sustainable economic development.





BRIEFING BY ELVIRA NABIULLINA, HEAD OF THE CENTRAL BANK OF RUSSIA

On September 16, 2025 a high-level meeting was organized between the CEOs and executives of AEB member companies and Elvira Nabiullina, Governor of the Bank of Russia. Also present from the Central Bank were First Deputy Chairman Vladimir Chistyukhin and Heads of Departments. In her speech, Elvira Nabiullina highlighted the key trends in the development of Russia's financial and banking sector. Participants addressed issues relevant to foreign businesses in Russia, such as cross-border payments, credit and monetary policy, and the regulation of financial and non-financial organizations.

BRIEFING BY MAXIM SHASKOLSKIY, HEAD OF THE FEDERAL ANTIMONOPOLY SERVICE

On November 26, 2025 an annual briefing by Maxim Shaskolskiy, Head of the Federal Antimonopoly Service, was organized. Maxim Shaskolskiy, along with his colleagues from the FAS, answered questions from AEB member companies regarding the interaction of retail chains with suppliers, the regulation of marketplaces, factors influencing prices for food products, and the risks and prospects for the development of artificial intelligence.



GR HIGHLIGHTS

CHANGES IN TAXATION

In 2025, another round of significant amendments was introduced to the Tax Code of the Russian Federation, increasing the tax burden on both large and medium-sized businesses in 2026 and subsequent periods. The most notable change is the increase in the value-added tax (VAT) rate from 20% to 22% effective 1 January 2026, as well as the reduction in the turnover threshold that allows companies applying the simplified taxation system to remain exempt from VAT. This potentially increases the risks associated with dealing with small-business counterparties. A number of changes also affect the taxation of IT companies, including an increase in social contribution rates. Outside the scope of the Tax Code, a new “technology levy” is being introduced, with the parameters of its collection to be determined later by the Russian Government. This levy will apply to companies importing or producing electronic goods and components in Russia. Its introduction expands the list of payments that are non-tax in form but tax-like in substance, significantly increasing the overall fiscal burden on businesses.

In response to the introduction of Pillar II rules by many foreign jurisdictions in respect of Russian companies that are members of multinational groups with a foreign parent company, and with the aim of preventing the taxation abroad of profits taxed in Russia at reduced rates, a minimum corporate income tax at a rate of 15% was introduced starting in 2026. At the same time, the provisions being introduced differ substantially from the OECD Model Rules: in particular, the effective tax rate will be determined not for all Russian group entities on an aggregate basis, but for each one individually, which distorts the assessment of the group’s overall level of taxation in Russia.

No transitional provisions are envisaged for the application of the new rules. Furthermore, stabilization clauses that limit the deterioration of the position of taxpayers under a number of preferential tax regimes (SZPK, Advanced Development Zones (TOR), etc.) will not apply.

Cross-border transactions, especially those involving related parties, remain a focus for the legislator. Thus, the suspension of certain provisions of double tax agreements with European countries remains in effect, which, combined with the increase in the income tax rate in 2024, results in a substantial rise in the tax burden on the payment of dividends, interest, and royalties to foreign companies. Combined with the existing approval-based regime for outbound payments, particularly dividends, this significantly reduces the potential for maintaining and developing business in the Russian Federation. Unfortunately, the extension of previously adopted measures to mitigate the consequences of the suspension of double taxation agreements does not apply to transactions with related parties.

Certain changes are also being introduced to tax administration approaches. Beginning in 2026, desk tax audits may be conducted on an extraterritorial basis by tax authorities other than those at the taxpayer’s place of registration. At the same time, taxpayers will be allowed to challenge the decisions of tax authorities at the taxpayer’s location, whereas previously such disputes were considered at the location of the tax authority. Tax audit materials may be reviewed via videoconferencing, in accordance with the procedure to be approved by the Federal Tax Service of Russia.

The above-described legislative changes introduced in 2024–2025 and expected in 2026, demonstrate a gradual increase in the tax burden, including for foreign groups operating in the Russian Federation. This may become a limiting factor for companies that, despite the current environment, continue to conduct business in Russia or are considering entering the Russian market.



CUSTOMS TRENDS: REGULATION AND PRACTICE

ISSUES OF RETROSPECTIVE CHANGES TO THE EAEU FEA CN CODE

The ongoing issue of customs authorities retroactively changing the Eurasian Economic Union (EAEU) Foreign Economic Activity Commodity Nomenclature (FEA CN) codes for goods that have already been released remains a significant concern. This practice extends to past periods where the initially declared codes were not challenged, creating uncertainty and risk for businesses.

To address this issue, businesses propose legislative amendments aimed at establishing the concept of “sustainable practice” to limit such retrospective reclassifications. Indicators of a “sustainable practice” would include:

- › EEC and the Federal Customs Service (FCS) decisions and clarifications;
- › preliminary classification decisions;
- › results from prior customs control;
- › relevant court rulings.

Proposals aim to amend Federal Law No. 289-FZ and FCS Order No. 926, stating that code adjustments after release should only occur if the underlying “sustainable practice” changes. While the EAEU Treaty permits the retrospective application of EEC decisions that benefit businesses, applying amended decisions from EAEU Court appeals to past periods presents significant administrative and judicial complexities.

LAW ENFORCEMENT PECULIARITIES

A concerning trend involves filling legislative gaps with court rulings or letters from the Russian Ministry of Finance. For instance, a September 2025 letter from the Ministry mandates that royalty payments must be fully included or excluded from customs value, which contradicts established Supreme Court practice permitting partial inclusion based on direct relation to imported goods.

This creates a dilemma: businesses and customs must adhere to the Ministry’s “official clarification,” while courts will rely on Supreme Court interpretations during appeals. This inconsistency underscores the need for clear, legally stable guidelines, including anticipated clarifications on methodologies for assessing dividends in customs value.

THE PROBLEM OF INCLUDING DIVIDENDS IN CUSTOMS VALUE

In 2025, controls tightened on dividends distributed by importers. The Supreme Court’s approach, initially applicable to supplier-recipients, now extends to non-founding shippers. The number of cases involving the inclusion of dividends in the customs value of raw materials has increased, even when these goods contribute minimally to profits. While importers



occasionally succeed in reducing charges, this often requires disclosing extensive commercial data.

The issue is evolving at the EAEU level. Kazakh customs now impose duties on dividends, and EAEU Court rulings permit the inclusion of payments labeled as dividends without providing criteria to differentiate them from “real” dividends. International discussions at the World Customs Organization indicate a lack of uniformity, with countries like Uruguay supporting inclusion while Japan opposes it. This lack of clarity heightens risks for legitimate companies and negatively impacts the investment climate, prompting ongoing dialogue with regulators and potentially leading to a Constitutional Court review.

AGENCY FEES AND EXCHANGE RATES

Sanctions and payment restrictions have increased fees for payment agents and added complexity to currency conversion. The Ministry of Finance clarified that pre-declaration payment-related expenses are included at the actual cost incurred. If payment occurs post-declaration without a fixed rate, the Central Bank of Russia exchange rate on the declaration date applies. Recent court practices support this, rejecting additional assessments based on recalculated rates.

Regarding agent fees, if the agent only transfers funds without any commercial involvement (and does not act as an intermediary per EEC Regulation No. 112), their fee is not included in the customs value.

COUNTRY OF ORIGIN: KEY CHANGES

Russian Government Resolution No. 1341 (August 30, 2025) simplified the procedures for confirming the origin of goods subject to increased duties. It expanded the list of goods from “unfriendly” countries to include items such as certain oils, mineral water, and machinery of American origin.

For goods from countries with free trade agreements, providing both preferential and non-preferential certificates is no longer required; a preferential certificate along with a declaration of origin suffices. The Russian Chamber of Commerce and Industry can now issue origin certificates for certain goods from “unfriendly” states and parallel imports based on foreign-issued certificates, although this practice is not yet widespread. These changes reduce the administrative burden on bona fide importers while indicating a continued focus on protecting the domestic market. Further unification efforts continue at the EEC level.

USE OF NAVIGATION SEALS IN THE EAEU

Starting February 11, 2026, the EAEU has implemented navigation seals to track goods transport under the April 2022 Agreement, with the aim of minimizing controls. However, plans to mandate seals for all road-transported goods under transit, export, and mutual trade regimes – without exemptions for Authorized Economic Operators (AEOs) – raise significant concerns.

Given the current strain on profitability in the transport sector, this blanket approach risks excessive control and introduces additional administrative and financial burdens. Existing data exchange between EAEU customs authorities and international instruments like the TIR Convention already facilitate efficient tracking. It is proposed that the revised EEC Council Decision No. 147 should permanently exempt goods transported under the TIR Convention or declared by AEOs from the requirement for mandatory navigation seals.

“RUSSIAN SHELF”: HOW EFFECTIVE IS THIS MEASURE?

In 2025, the updated draft law on the “national” or “Russian” shelf was developed.

As in previous versions, the essence of the proposed regulation is to empower executive authorities to establish mandatory minimum shares of domestic goods in the assortment and display in Russian retail.

The regulation is meant to promote domestic non-food products and goods from the EAEU member states by equalizing competitive opportunities of Russian producers with international brands.

The main novelty in the drafted regulation is its linkage to consumer protection, granting Rospotrebnadzor the authority to monitor and supervise compliance with the introduced quotas and to penalize violations. This fundamentally changed the nature of the regulation: instead of incentivizing retail for partnerships with national suppliers, it is being transformed into mandatory requirements and administrative control.

The inclusion in the minimum quota of goods produced in EAEU countries under private labels of retail chains, regardless of their origin, has been eliminated. This creates a barrier to the introduction of foreign know-how in Russia and other EAEU countries. Consumers will face a limited range of competitively priced private label goods, while retail will experience reduced profitability and competitive differentiation.

These changes confirm the Association’s assessment of this draft law as an excessive, unproductive, and ineffective regulatory initiative.

The excessiveness results from the fact that, even without special regulatory support, the expansion of domestic goods in

retail has already become a sustainable market trend based on consumers’ conscious choice based on price-quality ratio.

The unproductiveness of the draft law is explained by a number of factors:

1. There is a risk of transition from market regulation to administrative-political regulation, when the proposed administrative control over the assortment of goods will be extended not only to selected non-food products, but to other product categories as well. This can disrupt fundamental mechanisms of the consumer market, posing serious risks to its proper functioning and jeopardizing social stability.
2. The term of “national goods” which are defined as goods that simultaneously meet the criteria of production being located in the territory of the EAEU member states, the citizenship of the EAEU member states for producers, and the ownership of the trademark by persons not under foreign control, contradicts to the stated idea of the “Russian shelf”. By applying the above criteria, the “national shelf” risks being filled with goods that, for example, were manufactured in China and have undergone minimal processing in the EAEU, which could lead to the displacement of Russian manufacturers from the shelf.

The criterion of “not being under foreign control” creates a discriminatory situation for international companies that made significant investments, transferred advanced technologies and know-how, localized production, and continue to operate in Russia. The draft law basically legalizes products assembled in Russia by foreign components as national goods, but at the same time discriminates against and unlawfully excludes foreign companies localized in Russia.

3. The adoption of the law would create long-term structural risks by entrenching the raw materials model and providing a “greenhouse environment” for uncompetitive production. For Russian producers, focus on a protected domestic market, guaranteed by administrative quotas, would reduce incentives for improving quality, reducing costs and prices, maintaining supply chain discipline, as well as a loss of export potential in international markets.

The ineffectiveness stems from a number of specific shortcomings in the draft law.

1. It fails to take into account differences between retail and wholesale (small wholesale) trade formats — only those retail operators who own their own retail premises would be subject to the regulation under the Trade Law. Wholesale operators who do not maintain retail premises and operate exclusively from warehouses would basically be excluded from the regulation, which contradicts the principle of fair competition.
2. The draft introduces a new article to the Trade Law, establishing responsibility for retail chains to ensure a minimum share of

non-food products on the shelf space of their stationary retail equipment. But it lacks objective, clear, and transparent measurement criteria. Therefore, the draft law carries significant risks of complicating operational processes in trade as to monitoring display, the availability of quoted goods, and interaction with Rospotrebnadzor.

3. The draft law does not regulate the liability of retail enterprises for failure to comply with quotas in cases of temporary unavailability of goods on the sales floor due to shortages of quoted goods by suppliers, spoilage of goods, sales due to impulse purchases, etc.

AEB proposes focusing on incentive and market-based measures to support domestic producers, which have already proven their effectiveness in other sectors:

- › fiscal incentives (e.g. reduced VAT on goods made in Russia, targeted tax benefits);
- › targeted government support (preferential loans, tax reductions, foreign trade measures);
- › marketing support.



COMPULSORY LICENSING: A THREAT TO INNOVATION OR A TOOL TO FIGHT DEFICIENCY?

In 2024-2025 more than 20 lawsuits were initiated seeking compulsory licenses for pharmaceuticals. In some cases, compulsory licenses have already been granted by the court.

Several key issues hinder the effective and balanced application of the compulsory licensing mechanism and contribute to unfair practices.

UNJUSTIFIED REDISTRIBUTION OF BURDEN OF PROOF

In case of a compulsory license the plaintiff must prove that:

- › they really wish to and are prepared to use the invention;
- › the patent holder is not using or insufficiently using the patented invention;
- › this results in an inadequate supply of the product in the market.

In practice, in some cases, courts placed the burden of proof of negative facts on the patent holder (the defendant).

In fact, any potential licensee can make a claim against an innovative company's entire patent portfolio without providing any compelling evidence, forcing the right holder to expend colossal resources refuting it. This violates not only the procedural principles of adversarial proceedings and equality of parties but also constitutional guarantees of judicial protection.

UNLIMITED SCOPE OF LICENSE

According to the Civil Code of the Russian Federation (hereinafter — the Code), the court must determine the terms of the license, including the scope of the invention use. A compulsory license should be proportionate to the objective — to fill a proven deficiency.

However, in some precedents, courts, having established insufficient supply, have ordered the patent holder to grant a license without specifying its quantitative scope.

Thus, the licensee gains the ability to produce and sell an unlimited quantity of products, directly competing with the right holder, who has borne all the costs of R&D, preclinical and clinical trials. Since the licensee does not bear these costs, it can offer the product at a lower price.

Granting an unlimited license also conflicts with Russia's international obligations under the TRIPS Agreement, which explicitly requires that the scope and duration of a compulsory license be limited to the purpose for which it was granted. In the case of insufficient use, the purpose is merely to compensate for a proven deficiency, but not to establish parallel, unlimited production.

FORMALISTIC DEFINITION OF INSUFFICIENT SUPPLY AND DEMAND

In some cases, courts have determined demand for an innovative drug simply based on the total number of patients with the relevant diagnosis in the country.

However, this approach does not take into account key factors of real life:

- › the prescription of a specific drug is a doctor's decision based on individual indications, contraindications and clinical recommendations;
- › the availability of other therapeutic alternatives, including the right holder's own drugs;
- › the actual number of patients who were prescribed this particular drug and who are willing to receive it.

This kind of formalism allows recognizing practically any drug as being deficient, since the total number of patients almost always exceeds the number of those who are indicated for and actually prescribed a specific innovative product.

ABUSE OF THE INSTITUTE OF DEPENDENT INVENTIONS

The Code provides for another basis for compulsory licensing: the presence of a so-called "dependent invention."

Initially, this provision was intended to resolve situations where one innovative solution is objectively impossible to use without the use of an earlier, "first" invention.

Unfair companies often deliberately create and patent technical solutions that may be formally considered "dependent," but basically represent only minor modifications of the original inventions, or even entirely different technical solutions aiming at creating a formal basis for a claim for a compulsory license with respect to the original invention.

In practice, courts sometimes recognize inventions in completely different technical fields as dependent. This approach creates a precedent whereby almost any technical solution, even slightly related to the original drug, can be deemed "dependent."

Another problem is that biosimilars' manufacturers present an "important technical achievement" as optimization of the production process, even though their final product is in no way superior to the original drug in terms of therapeutic properties. Courts sometimes accept these arguments, despite the fact that

a true technical achievement in pharmaceuticals should be considered the creation of a drug with improved efficacy or safety.

Furthermore, the lower price of a biosimilar is sometimes cited as a "significant economic advantage", although this is simply due to the absence of expensive R&D costs. This approach clearly ignores the very essence of the patent system — ensuring that the patent holder can recoup their investment in innovation.



CONCLUSION

The mass character of new court cases demonstrates that compulsory licensing in Russia has become a practical tool.

Existing judicial practice has revealed a number of systemic shortcomings, the failure to address which could lead to disbalance of interests and the unjustified seizure of intellectual property rights.

An important step could be transferring the authority to issue compulsory licenses under Article 1362 of the Code to the Intellectual Property Rights Court, which possesses the necessary competencies to resolve disputes in this area.

Compulsory licensing may remain a legal tool as a last resort to prevent potential abuse. However, its application must be balanced, predictable, and consistent with both international law and constitutional principles of property protection.

EXTENDED PRODUCER RESPONSIBILITY: IMPROVING REGULATION

The topic of extended producer responsibility (EPR) has remained a constant focus of the AEB Working Group on Waste Management throughout 2025 and will remain relevant in 2026. This is due to the following factors:

1. Testing of new mechanics as part of the EPR experiment, which was conducted from 01.09.2024 to 01.09.2025 in accordance with paragraph 1 of the Decree of the Government No. 750 of 01.06.2024 "On conducting an experiment with respect to certain groups of goods, including packaged goods." Based on the results of the experiment, it is planned to extend its duration and amend current legislation, which will most likely enter into force as early as in 2026-2027.
2. The development of the EPR system is not completed with the EPR reform, which began with the entry into force of the Federal Law "On Amendments to the Federal Law 'On Wastes of Production and Consumption' and certain legislative acts of the Russian Federation" of 04.08.2023 No. 451-FZ. Amendments are constantly being made to existing regulations, requiring monitoring and timely response:
 - › On October 20, 2025, the draft Federal Law "On Amendments to the Federal Law 'On Production and Consumption Waste' and Article 7 of the Federal Law 'On Amendments to the Federal Law 'On Production and Consumption Waste' and Certain Legislative Acts of the Russian Federation" was published on the Federal Portal of Draft Regulatory Legal Acts. The Draft is currently undergoing a regulatory impact assessment. The rules and deadlines for submitting reports will be amended, the suretyship agreement as a method of securing payment of the environmental fee will be excluded from the legislation, the status of the packaging producer will be clarified, etc.
 - › Draft Law No. 1026193-8 "On Amendments to the Code of the Russian Federation on Administrative Offenses" in terms of clarifying liability for certain violations in the field of waste disposal has passed its first reading in the State Duma and is currently being revised taking into account the comments received.
 - › Draft Decree of the Government "On the values of the basic rates of the environmental fee and the coefficient taking into account the complexity of extracting waste from the use of goods for further disposal, the availability of technological capabilities for their disposal taking into account changes in the physical, chemical and mechanical properties of materials during repeated use (taking into account possible cycles of processing waste from the use of goods), the demand for secondary raw materials for use in the production of goods (products)" (project ID 02/07/08-25/00158905), providing for an increase in the current values of the rates of the environmental fee by several times.
 - › Specific amendments to other Decree of the Government and Orders of the Ministry of Industry and Trade.

3. The new rules for reporting, payment of environmental fees, and liability measures applied to recyclers and importers contain requirements that can be interpreted in different ways and require clarification and/or amendments to current regulations.

The Working Group advocates for a consistent and balanced approach in regulatory decisions to create clear and understandable regulatory requirements that are enforceable and do not interfere with the core activities of regulated entities. It also emphasizes the need to create predictable terms for payment of environmental fees and a reasonable approach to setting base rates for environmental fees that do not lead to a sharp increase in the cost of finished products.

The main proposals for amending the current regulatory framework recommended by the Working Group:

- › Spare parts, components, raw materials, goods for internal use (marketing and certification samples), and their packaging should be excluded from regulation, as they are used in companies' internal operations and are disposed of without harming the environment as part of industrial waste management and office building waste management. However, accounting and reporting for these regulated categories creates significant difficulties for companies.
- › The experiment revealed the problem of having to submit dozens of reports daily and pay the environmental fee for each delivery, which creates a significant administrative burden. The procedure must be simplified, and the requirement to submit reports and pay the environmental fee no later than 90 calendar days from the date of the decision to issue a declaration for domestic consumption must be introduced.
- › In order to exclude double liability for the same violation (issuance of false recycling certificates by the recycler), it is necessary to clarify part 2 of Article 8.5.1 of the Code of Administrative Offenses, indicating that sanctions do not apply to cases where the reporting of importers/producers is recognized as false due to false recycling certificates. Since, in accordance with paragraph 5 of Article 24.2-2 and paragraph 8 of Article 24.2-4 of the Code of Administrative Offenses, this violation is already subject to certain sanctions against the recycler in the amount of the requirement to pay an environmental fee.
- › It is necessary to take a balanced approach to plans to increase the basic rates of environmental fees and increasing coefficients, and take into account not only environmental but also economic realities when making decisions.
- › It is recommended to maintain the current mechanism of the suretyship agreement as a way to ensure payment of the environmental fee, and to refine it taking into account the problems identified during the experiment conducted in 2025.

DIGITAL LABELING OF GOODS: CHALLENGES AND SOLUTIONS

By the end of 2025, digital labeling was implemented in Russia for 33 product categories (with another 17 under experimentation), and has been actively expanding across the EAEU: the permit-based regime at checkouts is covering more and more items, and the GIS MT system is showing increasing effectiveness in combating illicit trade, facilitated by new preferences for labeling imports at AEO warehouses and enhanced interaction among regulatory authorities based on system data.

However, year after year, the business community faces a number of unresolved issues where no significant progress has been made, including:

- › Defining, at the level of the 10-digit EAEU HS code, which products fall into a particular labeling category, as well as determining exceptions from labeling within specific product categories.
- › Ensuring the free circulation of labeled goods across the EAEU based on the mutual recognition of product labeling codes.
- › Clarifying the role of labeling in protecting intellectual property rights and expanding the volume of information available to market participants from the GIS MT.

Furthermore, in 2025, new issues deserving attention emerged, such as:

- › Defining new product categories for experiments where goods are partially or fully incorporated into another product risks creating secondary and tertiary labeling of both the final product and its components.
- › Discussing a draft resolution and conducting an experiment on a mechanism to confirm the “Manufacturer” status of goods in Russia to combat “pseudo-Russian production.”

Given the challenging economic and logistical situation, evolving regulations, and increasing administrative burdens, resolving these issues is essential to facilitate the work of the entire product traceability system.

RECOMMENDATIONS

Within the framework of the described problems, AEB member companies have developed a number of recommendations and proposals that will allow market participants to implement digital product labeling with less difficulty and achieve the project’s goals as stated by the regulator.

1. When making decisions on introducing labeling for new product categories:
 - › Improve the quality of product definitions: refine which specific items are included in mandatory labeling lists. It is crucial to account for industry specifics and complex supply chain scenarios, such as when a product is used both as a standalone item and as a component of another labeled or unlabeled product, or when an item sold as a single unit is imported as separate parts. Failure to address this creates a risk of double-labeling, which increases costs for both the product and its components.
2. To improve the operation of the commodity monitoring system in industries where labeling is already implemented:
 - › Harmonize implementation across the EAEU: ensure that mandatory labeling for new product categories is introduced seamlessly and simultaneously across all five EAEU member states. This unified approach would prevent trade barriers and complexity for businesses operating throughout the Union.
 - › Develop intellectual property protection mechanisms: advance the regulatory framework, methods, and technical tools for protecting intellectual property rights. The focus should be on creating effective mechanisms that specifically safeguard the rights of bona fide market participants from counterfeiting and brand infringement.
 - › Strengthen protection against counterfeits in e-commerce by implementing mechanisms to verify authenticity and protect brands on online platforms, as current markings do not guarantee product originality.
 - › Integrate brand protection into the digital labeling system as a top priority, ensuring intellectual property rights are respected in labeled goods circulation per EAEU Protocol No. 26.
 - › Establish transparent mechanisms to combat “pseudo-Russian production,” including not only halting suspicious goods but also allowing return to circulation if illegality is unproven and compensating losses of bona fide participants.
 - › Implement a unified “Single Window” interface for submitting information once to multiple regulatory bodies (EGAIS, Mercury, GIS MT, tax, customs, etc.), reducing duplicate reporting.
 - › Harmonize data requirements across regulatory authorities to eliminate redundant preparation of information for different government bodies.
 - › Align national digital labeling systems within the EAEU and ensure mutual recognition of codes, removing the need to use multiple traceability systems for the same product category.
 - › Establish uniform operational scenarios across Russia and the EAEU for handling goods as standalone items or as components of temporary/permanent product sets.

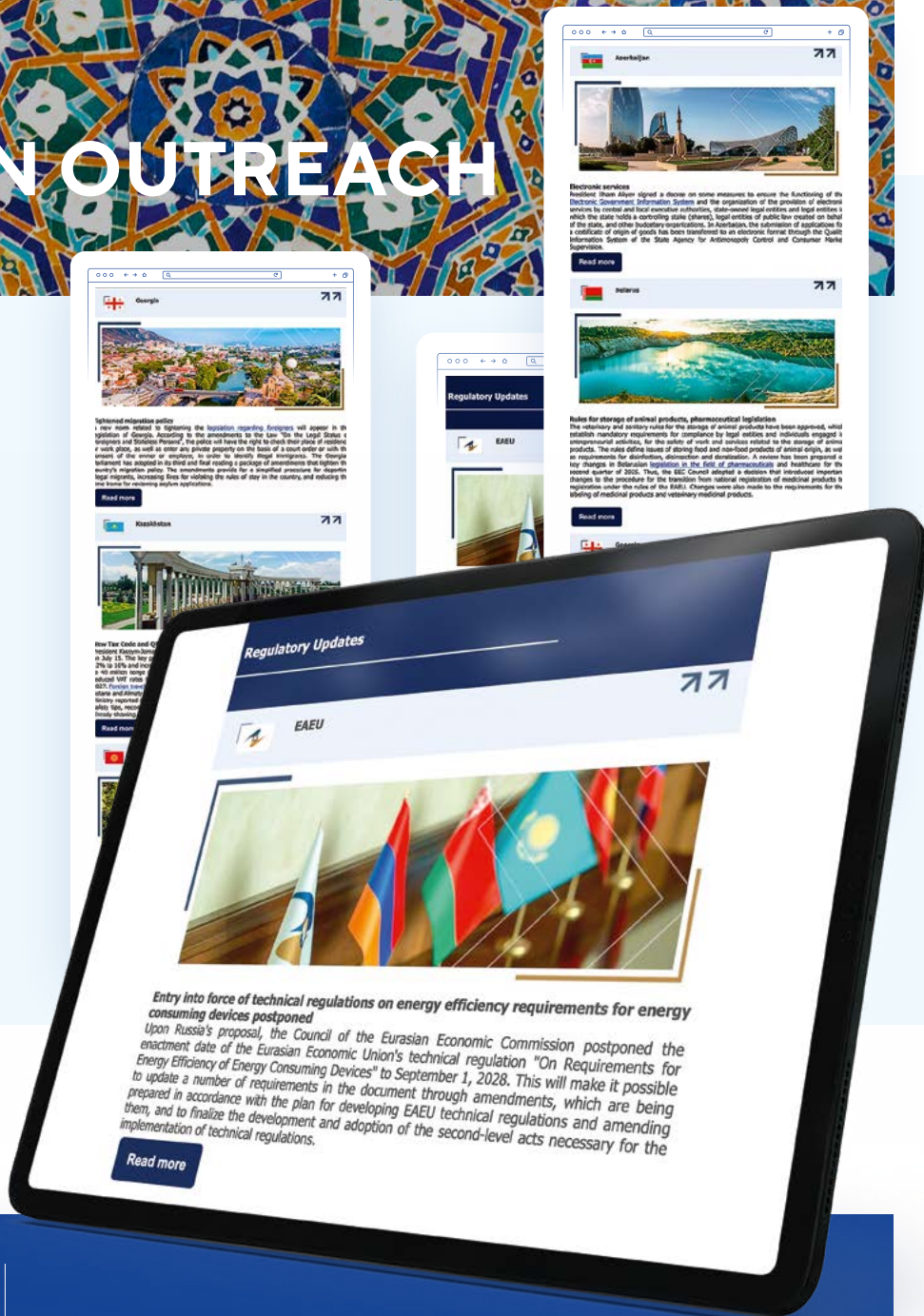


EURASIAN OUTREACH

EURASIAN NEWSLETTER

In 2025 AEB continued its unique collaboration with the European Business Association of Kazakhstan (EUROBAK), the Europe-Uzbekistan Association for Economic Cooperation (EUROUZ) and the European-Belarusian Business Association (EBBA) in the format of the Eurasian Newsletter. It aimed to present consolidated data on economic, legislative and integration issues of Central Asia and the South Caucasus region, as well as to share the Associations' key news items, events and initiatives.

EURASIAN NEWSLETTER



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ASSOCIATIONS' KEY EVENTS

PARTICIPATION IN FORUMS, MEETINGS WITH OFFICIALS

MEETING WITH THE EEC MINISTER IN CHARGE OF COMPETITION AND ANTITRUST REGULATION

On February 27, 2025 AEB organized an open meeting for its members with Maxim Yermalovich, EEC Minister in charge of Competition and Antitrust Regulation.

The Minister and his colleagues discussed competition issues within the cross-border markets of the EAEU, focusing on the conditions and opportunities for business. They also addressed public procurement topics within the Eurasian Economic Union.

Participants had the opportunity to ask the Minister questions regarding the regulation of marketplaces in the EAEU, the pharmaceutical market, antitrust regulation, and anticompetitive practices, among others.



ASTANA INTERNATIONAL FORUM

On May 29, 2025 the AEB CEO Tadzio Schilling attended the Astana International Forum "Connecting minds, shaping the future."



The Forum served as a platform for dialogue to address key global challenges in foreign policy, sustainability, energy, economics, and finance.

The Forum's mandate was "to reignite multilateralism, spark transformative dialogue, and engineer practical approaches to our most pressing global challenges—catalysing a movement of future-focused, pragmatic optimism."

The primary goal of the AEB's visit was to maintain connections with Eurasian stakeholders and to discuss specific steps for furthering cooperation and expanding business relations between Kazakh and European businesses.

MEETING WITH THE EEC CHAIRMAN OF THE BOARD

On June 17, 2025 a working meeting was held at the EEC headquarters between Tadzio Schilling, AEB CEO, and Bakytzhan Sagintaev, Chairman of the Board of the Eurasian Economic Commission.

During the meeting, they discussed the prospects for cooperation between the Commission and AEB. Bakytzhan Sagintaev emphasized that the Eurasian Economic Commission, along with the EAEU states, is striving to create favorable conditions for business and considers AEB a reliable partner for effective interaction with business circles.

Following the meeting, both parties confirmed their mutual interest in further developing dialogue among entrepreneurs in the Eurasian space. Bakytzhan Sagintaev also congratulated Tadzio Schilling on AEB's 30th anniversary and wished him a fruitful and productive time at the Eurasian Economic Forum.



IV EURASIAN ECONOMIC FORUM

On June 26–27, 2025 the IV Eurasian Economic Forum convened in Minsk.

Held under Belarus' presidency of the Eurasian Economic Union for 2025, the Forum focused on the strategy of Eurasian economic integration. It featured a series of thematic discussions on competition, antitrust regulation, labor, and customs legislation in the region.

The AEB CEO Tadzio Schilling attended the event alongside several member companies, advocating AEB's positions with key supranational and national stakeholders. During a session dedicated to cooperation in the EAEU's agricultural sector, the AEB CEO presented the experiences of AEB member companies in cooperation projects within the agro-industrial system.



MEETING WITH THE EEC MINISTER FOR CUSTOMS COOPERATION

On July 10, 2025 the AEB leadership met with Ruslan Davydov, Member of the Board (Minister) for Customs Cooperation of the Eurasian Economic Commission.

The discussion centered on enhancing collaboration in customs regulation within the Eurasian Economic Union, including

potential improvements to customs procedures and trade facilitation measures.

Both sides also explored opportunities for AEB experts to contribute to the EEC's specialized working groups and initiatives.

EURASIAN LOGISTICS DAY

On October 13, 2025 a joint event "Eurasian Logistics Day. Logistics in a new world: changes, challenges, solutions" was organized by AEB and the International Coordinating Council on Trans-Eurasian Transportation (CCTT) at the AEB premises.

The opening remarks were made by Tadzio Schilling, AEB CEO, Mikhail Goncharov, CCTT Secretary General, and Alexey Shilo, Deputy Minister of Transport of the Russian Federation.

The plenary session dedicated to international logistics featured the participation of Ruslan Davydov, Member of the EEC Board (Minister) for Customs Cooperation, Arzybek Kozhoshev, Member of the EEC Board (Minister) for Energy and Infrastructure, and Jurgen Huschka-Wanka, President of the Group of European Trans-Eurasian Forwarders and Operators (GETO), CCTT Deputy Chairman.



Speakers and guests discussed changes related to the safety confirmation of goods imported into the EU, current Russian trade routes, and practical aspects of holding customs representatives and carriers administratively liable. They also addressed changes in the transport and forwarding operations regime, the impact of the "Chestny Znak" system on logistics, and settlement issues with foreign counterparties.

XVIII VERONA EURASIAN ECONOMIC FORUM



On October 30–31, 2025 AEB representatives traditionally participated in the XVIII Verona Eurasian Economic Forum, organized by the Conoscere Eurasia Association.

The Forum brought together international business circles in Istanbul. Under the central theme, "New Energy for New Economic Realities," discussions focused on the new realities of energy cooperation, transport and logistics infrastructure as factors in successful global economic development, and the role of digital technologies in shaping economic development.

The AEB CEO Tadzio Schilling moderated a session on innovative strategies in energy cooperation.

AEB GR ACADEMY



In 2025 the AEB GR Academy continued to strengthen its impact by preparing high-quality training programs in the field of GR and equipping professionals with skills to navigate government relations and regulatory challenges.

The intensive courses and expert-led workshops are aimed at enhancing skills in government engagement, strategic GR planning and fostering knowledge exchange of professionals in the various industries.

The AEB GR Academy hosted two fundamental courses, four master classes, two exclusive "Deep Dive" sessions and the GR conference.



"HIGHLIGHTS OF 2024. SOCIO-ECONOMIC AND GR TRENDS FOR 2025" MASTER CLASS

On January 29, 2025 the AEB GR Academy opened the year with a master class "Highlights of 2024. Socio-economic and GR trends for 2025." It focused on summarizing the legislative results of the past year and presenting an outlook on possible GR trends for 2025.



“GR MANAGEMENT: METHODS AND TECHNOLOGIES OF INTERACTION WITH PUBLIC AUTHORITIES” FUNDAMENTAL COURSE

On March 20–21 and October 23–24, 2025 the intensive two-day sessions brought together GR professionals from various sectors looking to deepen their GR expertise. The audience had the opportunity to apply the knowledge gained about the process of passing legislative initiatives in the Russian Federation and the EAEU, as well as the methodology and main tools of GR, including crisis management, through interactive group assignments.



“TAX AND CUSTOMS LEGISLATION: LEVERAGING GR TOOLS FOR RISK MANAGEMENT” MASTER CLASS

On April 4, 2025 the master class “Tax and customs legislation: leveraging GR tools for risk management” was organized. It focused on the interaction between business and public authorities in tax and customs regulation, highlighting practical GR approaches to navigate the challenges posed by these regulations.



“THE ART OF PARTICIPATION. PREPARING FOR MAJOR ECONOMIC EVENTS” MASTER CLASS

On April 17, 2025 the AEB GR Academy held a master class titled “Art of participation: preparing for major economic events.” Philippe Pegorier, AEB Board Deputy Chairman, shared valuable insights on how to prepare for participation in economic forums and apply the information gathered during these events to drive business goals.

“REGULATORY INITIATIVES IN THE UNION STATE. KEY GR ASPECTS FOR BUSINESSES” MASTER CLASS

The summer was marked by a master class titled “Regulatory initiatives in the Union State: key GR aspects for businesses” organized on June 24, 2025. The event covered the intricacies of the regulatory decision-making process within the Union State.



“DEEP DIVE. MEASURING SUCCESS: KEY PERFORMANCE INDICATOR OF GR FUNCTIONS” SESSION

On July 2, 2025 the GR Academy hosted a “Deep Dive” session titled “Measuring success: key performance indicators of GR functions,” which covered issues related to performance assessment in government relations.



GR CONFERENCE “AT THE EDGE OF TOMORROW: GR IN THE FACE OF A NEW WORLD ORDER”

On October 2, 2025 AEB organized a GR conference titled “At the edge of tomorrow: GR in the face of a new world order.” Speakers shared their vision on the challenges and opportunities for professionals in the field of GR, discussing issues of alliance formation and the use of public relations. Conference participants took advantage of a unique opportunity to gain insight into the dialogue between the government and business from the perspective of government agencies. The transformational potential of artificial intelligence in GR practice was also discussed. The session “Transforming GR: will AI disrupt GR and when?” highlighted opposing views on the future of the GR profession. The event brought together more than 80 participants.



"PERSUADING WITHOUT POWER: SKILLS/ STRATEGIES FOR IMPACTFUL GR MEETINGS" SESSION

On November 27, 2025 the AEB GR Academy held an exclusive "Deep Dive" session titled "Persuading without power: skills and strategies for impactful GR meetings," led by the AEB CEO Tadzio Schilling. This intensive training was designed to equip government relations professionals with practical skills to enhance their effectiveness in high-stakes negotiations.



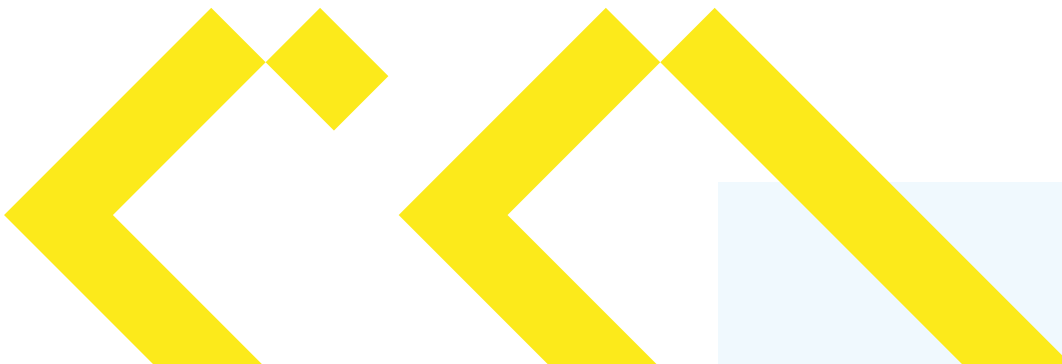
"The art of negotiation is the skill of shaping outcomes through insight, trust and strategic dialogue without force and driving strategic progress."

Tadzio Schilling,
AEB CEO



"Interest in the course spans companies across industries, highlighting its practical relevance and the growing recognition that influence is driven by strategic communication and skills, not just authority."

Olga Silnitskaya,
AEB Deputy CEO, GR Director



KEY CONFERENCES AND FORUMS

RUSSIAN BUSINESS WEEK 2025

On February 13, 2025 during the Russian Business Week 2025, organized by the Russian Union of Industrialists and Entrepreneurs, an international forum titled “2025 – the Year of New Opportunities” was held.

Tadzio Schilling, AEB CEO, participated in the forum as a speaker. The discussions centered on the prospects for strengthening cooperation to restore sustainable supply chains, measures to increase productivity, the importance of digitalization, the need to remove overly strict investment restrictions, addressing growing labor shortages, and enhancing the effectiveness of international trade regulation mechanisms.

The forum was attended by Anton Alikhanov, Minister of Industry and Trade of Russia; Maxim Reshetnikov, Minister of Economic Development of Russia; and Andrey Slepnev, Member of the Board (Minister) for Trade of the Eurasian Economic Commission.



“HEALTHY LIFE” FORUM

On March 5, 2025 Tadzio Schilling, AEB CEO, participated in a discussion at the “Healthy Life” Forum organized by Roscongress. The session was dedicated to ensuring pharmaceutical safety as a strategic priority for the state and business in the public interest.

Discussions focused on key issues related to the preservation and improvement of pharmaceutical safety in the Russian market. This included establishing access to innovative medicines, the principles for forming the list of vital and essential medicines, the criteria for strategically important medicines, and strategies for preventing drug shortages.



THE INTERNATIONAL ROUNDTABLE OF HOUSEHOLD APPLIANCE MANUFACTURER ASSOCIATIONS SUMMIT 2025

On March 20–22, 2025 the Annual General Meeting of the International Roundtable of Household Appliance Manufacturer Associations (IRHMA) was held in Shanghai, China.

Tadzio Schilling, AEB CEO, and Pavel Rudyakov, Chairman of the AEB Home Appliances Manufacturers Committee, participated in the meeting. It was also attended by associations representing various home appliance manufacturers, including the European Association of Home Appliance Manufacturers, the Korean Electronics Association, the China Household Appliance Association, the South African Association of Home Appliance Manufacturers, and the Japan Electronic Manufacturers Association.

The gathering discussed key industry developments such as COP30, emerging trends and recent regulatory changes, including topics related to the circular economy, waste management, the use of artificial intelligence, and trends in digitalization.



INTERNATIONAL MOSCOW AUTOMOTIVE FORUM IMAF 2025



On May 13, 2025 the 16th International Moscow Automotive Forum IMAF 2025 was held as part of the International exhibition of spare parts and automotive components MIMS Automobility Moscow 2025.

Olga Silnitskaya, AEB Deputy CEO, delivered a welcoming speech, emphasizing that IMAF aims to serve as a catalyst for positive change, uniting representatives from government, business, science, and the expert community.

Forum speakers discussed current challenges facing market participants, strategies and development prospects for the automotive industry, and necessary government support measures for automotive suppliers and automakers.

RUSSIAN PHARMACEUTICAL FORUM NAMED AFTER N.A. SEMASHKO

On May 13, 2025 AEB participated in the 32nd Russian Pharmaceutical Forum named after N.A. Semashko. During the event, AEB engaged in discussions and presented the Association's position on key industry issues. Additionally, AEB representatives strengthened their relationships within the business community and with government officials.



ST. PETERSBURG INTERNATIONAL LEGAL FORUM

On May 19-21, 2025 the 13th St. Petersburg International Legal Forum took place. The Forum serves as the largest platform for dialogue among representatives from the legal, business, political, and law enforcement communities on legal issues.

AEB organized two sessions: "Personal Data Protection: Stimulus or Barrier to Technological Development?" and "Class Actions: What Awaits Business?"

Additionally, AEB presented the position of European business at several sessions, including: "10 Years of the EAEU Court: Strengthening the Union's Internal Market and Defending Business Interests," "35 Years of Antitrust Regulation: Achievements and Future Directions," "Sanctions Navigator: Adapting Business to New Realities."



EBO WORLDWIDE NETWORK SUMMIT IN BRUSSELS



On June 2-6, 2025 Tazio Schilling, AEB CEO, participated in the traditional meeting of the European Business Organization Worldwide network. This network unites 60 European Business Organizations from around the globe, aiming to support European business interests in markets outside the European Union.

Participants of the event held a series of meetings with officials and decision-makers in Brussels and shared their views on the challenges and prospects for business across various regions of the world.

ST. PETERSBURG INTERNATIONAL ECONOMIC FORUM

Within the framework of the 28th St. Petersburg International Economic Forum, held from June 18-21, 2025, Tazio Schilling, AEB CEO, participated in several sessions and panel discussions, including "Drug Security in a Global Context: Intensifying Cooperation," "The Geopolitical Situation and the New Reality for International Business with Russia," "International Cooperation in Taxation: Today's Priorities," and "Modern Technologies in a Multipolar World."

Additionally, AEB participated in discussions regarding the potential return of foreign companies to the Russian market, exploring the conditions and criteria necessary for this transition.

Beyond the formal sessions, AEB engaged in important meetings with public authorities on the sidelines of the Forum.



EASTERN ECONOMIC FORUM 2025

On September 3–5, 2025 the 10th Eastern Economic Forum was organized. For AEB, the Forum continues to serve as a platform for ongoing GR engagement with key stakeholders and for defending the interests of its members.

Tadzio Schilling, AEB CEO, participated in the session titled “Freedom of Enterprise in Russia: Developing State Mechanisms to Protect and Support Business.” During this session, panelists discussed the state assistance tools that are most in demand among businesses and future steps to reduce the administrative burden on the business sector. Tadzio emphasized the position of foreign businesses in Russia and underscored the need for a constant and open dialogue between authorities and business representatives.



MOSCOW FINANCIAL FORUM

On September 18, 2025 Tadzio Schilling, AEB CEO, along with representatives from AEB member companies, participated in the 10th anniversary Moscow Financial Forum.

During the session titled “New Digital Platform Solutions for Business,” Tadzio Schilling shared his strategic outlook on the development of digital business infrastructure and the transition to unified platform ecosystems, which serve as the main drivers of capitalization growth and corporate sustainability in the modern economy.



BALTIC REGIONAL INVESTMENT FORUM BRIEF'25

On September 18, 2025 the Baltic Regional Investment Forum BRIEF'25 took place. The main topic was “Global Trade Wars and Recession Risks: Challenges for Russian Industry.”

Olga Silnitskaya, AEB Deputy CEO, participated in the Forum's plenary discussion.

Speakers, representing various scientific institutions and businesses, discussed factors that decisively influence economic dynamics in Russia, the necessary conditions for creating a healthy business environment, and catalysts for economic modernization.





“NATIONAL HEALTHCARE 2025” FORUM

On October 22, 2025 the AEB CEO Tadzio Shilling participated in the “National Healthcare 2025” Forum. He spoke at the session titled “Accessibility of Innovations: Guaranteeing Drug Security,” where he presented the AEB’s position on key

challenges and proposed solutions for regulatory policy improvements related to the development, registration, and accessibility of innovative pharmaceuticals.



“PRAVO-300” FORUM

On October 24, 2025 AEB participated in the “Pravo-300” Forum. The event gathered the business community and legal professionals to discuss trends in the Russian legal system. The AEB CEO Tadzio Schilling's presentation was part of the key session titled “Synergy of Jurisprudence and GR.” During the discussion, Tadzio emphasized the critical role of professional GR in protecting business interests amid geopolitical instability.

He highlighted the most effective formats for dialogue between companies and the government.

The event brought together over 200 representatives from the legal and corporate communities, underscoring the growing demand from the business sector for transparent and constructive interaction with the government.

COMMITTEES' AND WORKING GROUPS' REPORTS



INDUSTRIAL COMMITTEES

AGRIBUSINESS COMMITTEE

CHAIRPERSON

Dirk Seelig, Managing Director, CLAAS

ORGANIZED EVENTS

AEB events

A joint event "From Farm to Fork" organized by the AEB Seed, Crop Protection, Agribusiness, and Food Processing Committees

Date

19.03.2025

AEB external events

Meeting with A. Alikhanov

Date

26.02.2025

COMMITTEE MEMBERS

CLAAS; EkoNiva-Technika Holding, LLC (part of EkoNiva group); Kuhn Vostok; United Industrial

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

1

COMMITTEE ACTIVITIES, 2025

In 2025, the AEB Agribusiness Committee remained a platform for dialogue and advocacy, focusing on key regulatory challenges and fostering industry collaboration.

The year began with the second annual joint conference "From Farm to Fork" on March 19, co-organized with the AEB Seed, Crop Protection, and Food Processing Committees. The event highlighted modern trends and innovations in agriculture and the food industry. In particular, experts from leading financial, agricultural, and industrial organizations discussed regenerative agriculture, biological solutions, digitalization of agriculture, the use of unmanned technologies and the implementation of environmentally friendly practices in production. Attention was also focused on changes in consumer preferences and the challenges faced by the agro-industrial complex in the current economic realities.

A core workstream in 2025 was regulatory monitoring and advocacy on measures affecting agricultural machinery imports and operations. The Committee submitted comments on the draft Order defining the procedure for confirming imports of new self-propelled machinery under 2024 recycling fee coefficients, highlighting the need for transparent and non-discriminatory quota allocation. The Committee also followed implementation of the December 2024 Government Resolution introducing a five-fold increase in the recycling fee for agricultural machinery in 2025 with subsequent annual indexation until 2030, as well as the related quota mechanism

administered by the Ministry of Agriculture and the Ministry of Industry and Trade.

The Committee representatives continued participation in the Interagency Working Group on Combating Illicit Trafficking in Machine-Building Products.

Other significant regulatory developments monitored included the government decision to defer recycling fee payments for domestic machinery producers until December 2025 (Resolution No. 157) and changes to the preferential lending

procedure that require confirming the Russian origin of purchased equipment, effectively excluding imported machinery from eligibility.

The Committee also facilitated dialogue during the AEB briefings with key stakeholders. Through continuous engagement and advocacy, the Committee worked to protect its members' interests, promote fair market conditions, and contribute to a stable operating environment for the agricultural sector in Russia.

INDUSTRIAL COMMITTEES

AIRLINE COMMITTEE

COMMITTEE ACTIVITIES, 2025

Since early 2022, in a reciprocal response to international sanctions, Russia closed its airspace to airlines from the EU and other sanctioning nations. This forced EU carriers, along with numerous others, to suspend all operations to and from Russia – a situation that remains unchanged.

Concurrently, financial sanctions led Visa and MasterCard to halt transaction processing within Russia and for Russian-issued cards globally. Russia's Central Bank further restricted transfers from Russian entities to companies registered in "unfriendly" countries. These measures are part of a broader landscape in which over 10,000 Russian companies and individuals – including airlines and airports – have been sanctioned worldwide, prompting counter-restrictions from the Russian government against citizens of sanctioning states.

A significant shift occurred on December 1, 2025, when Decree No. 872 was signed, establishing a temporary procedure for the entry and exit of Chinese citizens. This Decree permits Chinese nationals to enter Russia for tourism and business for up to 30 days, effective until September 14, 2026.

This stands in contrast to the European Commission's 19th sanctions package, which restricts multi-entry visas for Russian nationals, and aligns with China's introduction of visa-free entry for Russians as of September 15, 2025. The airline and tourism sectors anticipate substantial growth in travel between Russia and China as a result.

CHAIRPERSON

Vadim Besperstov, Manager Russia and CIS, Emirates

COMMITTEE MEMBERS

Air France; Emirates Group; Ethiopian Airlines Group; TMG flydubai

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

3

Airlines globally depend on IATA's TIMATIC database to verify passenger visa requirements. However, Russian authorities currently do not provide prompt updates to IATA on changes to visa policies. This delay prevents real time global dissemination, risking incorrect boarding denials, inadmissible passengers, and potential penalties from the Russian border control.

To ensure compliance and smooth operations, Committee members have formally requested that the Russian Ministry of Foreign Affairs and Ministry of Transport establish a rapid notification procedure to inform IATA immediately of any changes to bilateral visa agreements.

The Committee continues its active dialogue with Russian authorities. Recent meetings have been held with Elvira Nabiullina, Governor of the Central Bank of Russia, and Yevgeny Kontemirov, Head of the Department for the Protection of Personal Data Rights at Roskomnadzor, addressing critical issues such as airline funds repatriation, personal data processing, and corporate VPN usage.

The Committee remains committed to monitoring legislative and enforcement developments and advocating for solutions that support operational stability and compliance in this evolving environment.

INDUSTRIAL COMMITTEES

AUTOMOBILE MANUFACTURERS COMMITTEE

CHAIRPERSON

Alexey Kalitsev, CEO, AGR

ORGANIZED EVENTS

AEB events	Date
AMC Press-conference "Overview 2024"	13.01.2025
AEB external events	Date
ROAD Press-Conference	23.01.2025
IMAF 2025	13.05.2025

COMMITTEE MEMBERS

AGR; BMW Russland Trading; Chery Automobile Rus; Haval Motor Rus; Honda Motor; Hyundai Motor CIS; Kia Russia & CIS; Mazda Motor Rus; MB RUS; MMC Rus; Peugeot Citroën Rus (Groupe PSA); Porsche Russland; Subaru Motor; Suzuki Motor Rus

NUMBER OF
COMMITTEE
MEETINGS

39

NUMBER OF
LOBBYING
LETTERS

32

COMMITTEE ACTIVITIES, 2025

In 2025, the automotive industry continued to adapt to new realities. Local production of new models resumed at plants left behind by European and Asian partners who had suspended their operations in Russia. This process is not progressing quickly and requires significant effort for many reasons, including lengthy negotiations with new partners, a shortage of technology and adequate production capacity, logistical issues, etc.

The import of new cars from China and other countries became a significant obstacle to the rapid development of local production. The government had to implement a series of measures aimed at reducing or even halting vehicle imports to Russia.

A substantial increase in disposal fee rates, along with attempts to introduce 100% identification of imported vehicles, helped reduce the overall inflow of new cars from abroad. However, this led to uneven sales throughout the year. The first half of the year saw a significant sales decline. Although the second half demonstrated steady growth — supported by expectations of a disposal fee hike against a backdrop of high key interest rates — the year's final results were lower than the previous year's.

Throughout the year, the Committee continued to support its members in seeking new opportunities. It operated in close collaboration with its members and stakeholders, participating in key industry discussions by voicing its position at dedicated meetings and in official correspondence.

The Committee believes the government's initiatives to incentivize and support production localization are central to state support and are well understood by its members. At the same time, the Committee, whose membership includes both companies interested in localization and those focused solely on imports, supports the principle of maintaining a diverse model range for consumers.

Relations with consumers and changes in consumer protection regulations remained on the AMC's agenda throughout the year.

Other critical issues that are the focus of the AMC's activities include:

- › state support measures;
- › increases in the disposal fee rates;
- › certification procedures and technical regulations;
- › recognition by Russian certification bodies of test result certificates issued in other countries for vehicle type approval purposes;
- › after-sales service and logistics;
- › the used car market and its transparency;
- › other issues.

The Motorcycle Manufacturers Subcommittee monitored the motorcycle market and analyzed available statistics to identify various channels for motorcycle supplies to Russia.

Monthly press releases provided stakeholders and the external audience with expert evaluations of the market situation.

INDUSTRIAL COMMITTEES

BANKING COMMITTEE

COMMITTEE ACTIVITIES, 2025

2025 was characterized by the active work of the Banking Committee. Members of the Committee actively participated in the preparations for high-level meetings with federal executive authorities and also engaged in discussions of the most important issues within AEB.

Throughout 2025, the Committee discussed such topics as: digital ruble; cross-border payments; "cashbackers issue"; tourists' payments; BNPL.

The Committee members also participated in the preparation and organization of the high-level meeting with the Governor of the Central Bank of Russia, E. Nabiullina.

CHAIRPERSON

Mikhail Chaikin, General Director, ING BANK (EURASIA)

ORGANIZED EVENTS

AEB events

AEB annual briefing with CBR Governor, E. Nabiullina

Date

16.09.2025

COMMITTEE MEMBERS

Banca Intesa; Bank Credit Suisse (Moscow); BNP Paribas Bank; Center-invest Bank; Citibank; COMMERZBANK (EURASIJA); Credit Agricole CIB; Credit Europe Bank; Deutsche Bank Ltd.; ING Wholesale Banking in Russia; Natixis Bank; OTP Bank; Raiffeisenbank; Rosbank; UniCredit Bank; VISA

NUMBER OF
COMMITTEE
MEETINGS

8

NUMBER OF
LOBBYING
LETTERS

8

INDUSTRIAL COMMITTEES

CONSTRUCTION EQUIPMENT COMMITTEE

CHAIRPERSON

Dmitry Serbin, Project General Manager, Government Regulation Department, Komatsu CIS

COMMITTEE MEMBERS

Caterpillar Eurasia; Hitachi Construction Machinery Eurasia; Liebherr Russland; Komatsu CIS; United Industrial

NUMBER OF
COMMITTEE
MEETINGS

3

The Committee continued to monitor the impact of increased utilization fees for construction and special equipment, which came into force in 2024 and were further indexed in 2025. Members reported that higher fees significantly affect the cost of imported machinery and, consequently, the competitiveness of foreign manufacturers in Russia.

During the meetings, Committee members discussed possible approaches to mitigate negative consequences for foreign companies, including clearer and more predictable rules for compensation mechanisms linked to localization levels. The Committee also highlighted the risk that further growth of utilization fees without adequate compensatory measures may lead to a reduction of model ranges and withdrawal of certain high-tech machines from the Russian market.

There is a continued shift in demand towards domestically produced and localized equipment, driven both by existing restrictions and by support measures for Russian manufacturers and parallel imports. In a number of segments (including heavy and specialized machinery), however, the share of foreign equipment remains significant, and localization projects involving foreign manufacturers are viewed as an important factor in renewing the machinery fleet.

COMMITTEE ACTIVITIES, 2025

The AEB Construction Equipment Committee continues to actively discuss and address various topics related to the construction equipment market in Russia, with a particular focus on the business environment for foreign manufacturers of construction and road machinery. In 2025, the work was focused on several key topics, including regulatory developments, the impact of utilization fees, and amendments to the Technical Regulation.

The Committee continued to follow the discussion of amendments to the Technical Regulation of the Customs Union "On the Safety of Machinery and Equipment" (TR CU 010/2011). Particular attention was paid to the tightening of conformity assessment procedures, the transition to certification, and clarification of requirements for documentation and marking of imported machines. In this regard, Committee members exchanged practical experience on how the proposed changes may affect the import and placing on the market of construction and road machinery.

INDUSTRIAL COMMITTEES

CONSTRUCTION INDUSTRY AND BUILDING MATERIAL SUPPLIERS COMMITTEE

COMMITTEE ACTIVITIES, 2025

The Committee represents within AEB a variety of businesses with very heterogeneous industrial and commercial backgrounds and with a diversity of interests but with construction materials as a common bound.

In 2025, the Committee focused on the following issues:

- › experiment on labeling of dry building mixes;
- › fines for excessive axle load;
- › draft GOST R on environmental declaration;
- › draft Technical regulation on the safety of building materials;
- › railway shipments;
- › cement trading on the stock market.

The Committee worked to improve interaction with ministries and agencies, as well as other industry associations.

CHAIRPERSON

Vitaliy Bogachenko, Director of Corporate Relations and Sustainable Development, Cementum

DEPUTY CHAIRPERSON

Dmitry Tesakov

COMMITTEE MEMBERS

BASF; Cementum; Ceramic Solutions Rus;
Eberspaecher Climate Control Systems RUS;
HeidelbergCement Rus; Knauf Group CIS; LARTA
GLASS; Omya; RheinSet; ROCKWOOL; Saint-
Gobain; SLK Cement; Tikkivala

NUMBER OF
COMMITTEE
MEETINGS

2

NUMBER OF
LOBBYING
LETTERS

3

INDUSTRIAL COMMITTEES

CROP PROTECTION COMMITTEE

CHAIRPERSON

Varvara Oglezneva, CEO, SumiAgro Russia

ORGANIZED EVENTS

AEB events

Expend meeting of CPC and Seed Committee with participation of Yakov & Partners on:

- › scenarios for the development of the Russian agrarian sector for the next 5-10 years;
- › opportunities for developing the production of pesticide active ingredients in Russia.

Extended meeting of CPC, Seed Committee, Agribusiness Committee and Food Processing Committee with participation of BEFL and Yakov & Partners on:

- › Russia's largest agricultural landowners in 2025: key research findings;
- › artificial intelligence in the Russian agricultural sector.

AEB external events

Panel session "I Love My Land" at the International Forum "Anticounterfeit" in Minsk (organized jointly with the International Association "Anticounterfeit")

Date

17.03.2025

16.10.2025

Date

07.10.2025

COMMITTEE ACTIVITIES, 2025

CPC activities and efforts were concentrated on two important issues.

CPP state registration procedure: establishing a clear state ecological expertise procedure, excluding requirements made by experts for additional trials that are not specified in the registration trial programs approved by the Ministry of Agriculture; ensuring regular approval of Hygienic Standards to determine residues of pesticide active substances in environmental objects. These issues were actively discussed with Rosprirodnadzor and the Institute of Hygiene, Pesticide Toxicology, and Chemical Safety named after F. Erisman.

Combating counterfeit pesticides: throughout the year, CPC has been working efficiently on this issue with the International Association "Anticounterfeit". One positive result was the panel session "I Love My Land" held at the International Forum "Anticounterfeit" in Minsk on October 7. CPC proposals were included in the Forum Resolution, which was submitted to the authorized state authorities.

Additionally, monitoring of another key issue — the planned introduction of quotas for pesticide imports to the Eurasian Economic Union — has continued.

COMMITTEE MEMBERS

ADAMA; BASF; BAYER; SIPCAM; SumiAgro; Syngenta; Synthesia Chemi; UPL

NUMBER OF
COMMITTEE
MEETINGS

35

NUMBER OF
LOBBYING
LETTERS

12

INDUSTRIAL COMMITTEES

ENERGY COMMITTEE

COMMITTEE
ACTIVITIES, 2025

The most important issues for the Energy Committee in 2025 were:

- › alternative sources of energy and ESG issues;
- › AI implementation and its impact on energy needs and the development of energy systems;
- › LNG trade and production in Russia and the world: trends and perspectives;
- › the current situation in Russian and global oil and gas trade in the context of Europe, China, India, as well as its future prospects;
- › the existing restrictions on the Russian energy sector.

The issues were addressed at Committee meetings and organized events, as well as during the participation of the AEB Independent Energy Advisor in an Expert Council meeting under the State Duma Energy Committee, which focused on contemporary challenges in managing energy assets using AI technologies.

Among other activities were:

- › The meeting by Armen Tadevosyan and Tadzio Shilling with Elena Matveeva on July 10, the coordinator of the State Duma Subcommittee on Lake Baikal Protection and Sustainable Development. Potential cooperation regarding sustainable development initiatives was discussed.
- › The participation of the AEB Independent Energy Advisor in an Expert Council meeting under the State Duma Energy Committee on December 16, dedicated to contemporary challenges in managing energy assets using AI technologies, included interactions with Igor Ananskikh, First Deputy Chairman of the State Duma Committee on Energy, representatives from the Russian Ministry of Digital Development, Communications and Mass Media, and leading companies in the fuel and energy sector.
- › The letter suggesting that State Duma Energy Committee Head Shulginov hold a meeting with AEB representatives in 2026 was prepared at the end of December 2025.
- › Cooperation and coordination with the AEB Sustainability Committee, EnergyNet, and Gubkin Russian State University of Oil and Gas regarding the energy transition topic.

CHAIRPERSON

Armen Tadevosyan, AEB Independent Energy Advisor;
Business Strategy and Sustainable Projects Director,
ECOWAY

ORGANIZED EVENTS

AEB events	Date
Meeting with Maxim Nechaev, Consulting Director at S&P Global Commodity Insights	26.06.2025
Meeting with Igor Yushkov, leading analyst at the National Energy Security Fund	21.10.2025
Meeting with Maria Belova, Implementa Head of Research	13.11.2025
Open joint meeting of the Sustainability Committee and Energy Committee "Energy transition, AI and the new techno- industrial landscape"	20.11.2025

COMMITTEE MEMBERS

Chevron Neftegaz Inc. Moscow Branch; MAN Energy Solutions Rus; Mitsubishi Corporation (Russia); MOL-Russ; Shell Exploration and Production Services (RF) B.V.; TotalEnergies EP Russie, Representative office in Moscow; Top Lubricants; Uniper Global Commodities SE; VNG Handel & Vertrieb GmbH

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

2

INDUSTRIAL COMMITTEES

FOOD PROCESSING COMMITTEE

CHAIRPERSON

Tatiana Tkachenko, Government Relations Director, H&N (Logika moloka)

ORGANIZED EVENTS

AEB events

"From Farm to Fork"

Date

19.03.2025

COMMITTEE MEMBERS

Arnest UniRus; Bacardi Russia; BAYER; Bonduelle-Kuban; CAMPARI RUS; Cargill; EkoNiva-Technika Holding; Ehrmann Stupino; Ferrero Russia; FILIPPO BERIO; H&N (Logika moloka); Haleon Rus; HERBALIFE NUTRITION; JACOBS DOUWE EGBERTS; KraftHeinz Vostok; Mars; Mondelez; Multon Partners; Nestle; Nutricia; PepsiCo; Perfetti Van Melle Co.; P.R. Rouss (Pernod Ricard Rouss); SOLGAR Vitamin; Zentis Russland

NUMBER OF
COMMITTEE
MEETINGS

5

NUMBER OF
LOBBYING
LETTERS

11

COMMITTEE ACTIVITIES, 2025

The most important GR issues for Committee members were addressed to the Ministry of Agriculture, Ministry of Industry and Trade, Ministry of Economic Development, EEC:

- › labeling;
- › EAEU technical regulations;
- › anti-dumping measures;
- › EEC rules for trans-border trade;
- › marketplace regulation;
- › customs tariffs regulation.

In 2025 the Committee held one open event – "From Farm to Fork" and five meetings (four closed meetings and one extended meeting with the Agrobusiness Committee, Seed Committee and Crop Protection Committee).

The issues of marketplaces and trade regulation remained a key priority. Committee members began drafting amendments to the Law on the Fundamentals of State Regulation of Trade Activities, including as part of the AEB Digital Economy Working Group.

Labeling issues were regularly monitored by industry representatives and discussed at Committee meetings. In collaboration with the AEB Labeling Working Group, the Committee also prepared and submitted official correspondence on these matters.

The Committee actively contributes to formulating key questions for high-level AEB meetings with major stakeholders, including Anton Alikhanov, Minister of Industry and Trade of the Russian Federation; Maxim Yermolovich, EEC Minister in charge of Competition and Antitrust Regulation; and Maxim Shaskolskiy, Head of the Federal Antimonopoly Service.

The Special Nutrition Working Group was created at the beginning of 2025 with the aim of focusing on the specific regulatory features of special nutrition products. The WG members implemented GR activities on the following topics:

- › introduction of increased duties on dietary supplements and special nutrition products;
- › government procurement of special nutrition and the "second is a crowd" approach;
- › draft law on the prescription of dietary supplements, followed by work on the corresponding subsidiary documents;
- › development of Amendment No. 1 to Technical Regulation 027/2012 "On the Safety of Certain Types of Specialized Food Products, Including Dietary Therapeutic and Dietary Preventive Nutrition," along with the corresponding acts.

The WG members monitored regulatory changes, including:

- › introduction of labeling for certain types of specialized food;
- › Technical Regulation 021/2011 "On Food Safety" and 027/2012 "On the Safety of Certain Types of Specialized Food Products, Including Dietary Therapeutic and Dietary Preventive Nutrition."

The Working Group held four meetings and prepared three letters. The Chairperson of the Working Group participated as a speaker in one of the sessions at the forum "Pharmtech and Ingredients."

INDUSTRIAL COMMITTEES

HEALTH & PHARMACEUTICALS
COMMITTEECOMMITTEE
ACTIVITIES, 2025

The most important GR issues for pharmaceutical companies were as follows:

- › protection of Intellectual property rights of pharmaceutical producers — necessity to set criteria on insufficient use of patents;
- › compulsory licensing by the courts and the need to transfer such to the Intellectual Property Rights Court;
- › participation in discussion regarding the list of strategically significant medicines (SZLS) formation criteria with the Ministry of Industry and Trade, Ministry of Healthcare and Ministry of Finance;
- › approach to defining an innovative medicinal product and mechanisms for accelerating market entry and financing;
- › issues of adjusting the principles and mechanisms for including and excluding drugs in the list of vital and essential drugs (VED);
- › EDL pricing and mechanisms of price re-registration in case of shortage due to the price (Government Decree No. 1771), routine price indexation (Government Decree No.865);
- › possibilities to expand drug provision within the framework of the federal project “Fight against cardiovascular diseases”;
- › prolongation of state financing of oncological care within the framework of the national project “Long and active life”;
- › requests for adjustment of customs value of goods from the Federal Customs Service of Russia;
- › importation into the Russian Federation of orphan drugs in foreign packaging, deficit of medicines criteria;
- › traceability of raw materials and API;
- › issues of critical infrastructure in healthcare;
- › updating the Code of Good Practices in the Pharmaceutical Industry (AEB);
- › cooperation with the Eurasian Economic Commission on health issues.

The Committee’s issues were addressed at high-level AEB briefings and Committee’s meetings with Anton Alikhanov, Minister of Industry and Trade of Russia; Anton Siluanov, Minister of Finance of Russia; Sergey Glagolev, Deputy Minister of Healthcare of Russia; Maxim Shaskolskiy, Head of the Federal Antimonopoly Service of Russia; Timofey Nizhegorodtsev, Deputy Head of the Federal Antimonopoly Service of Russia; Alexander Petrov, State Duma Health Protection Committee; Yuri Zubov,

CHAIRPERSON

Yana Kotukhova, Government Affairs and Communications Director in Russia and EAEU, Servier

ORGANIZED EVENTS

AEB events

Meeting with Dmitry Galkin, Head of Pharmaceutical Industry Development, Ministry of Industry and Trade of Russia

Date

21.10.2025

Joint open meeting by the Sustainability Committee and the Healthcare and Pharmaceuticals Committee “Sustainable Development in the Pharmaceutical Industry”

24.11.2025

Joint strategic session on pharmaceuticals for GMs with AIPM and Inpharma

11.12.2025

COMMITTEE MEMBERS

Aristo Pharma; Astellas Pharma; AstraZeneca Pharmaceuticals; BAYER; BIOCAD; Bionorica; Boehringer Ingelheim; Canon Medical Systems; Chiesi Pharmaceuticals; Egis Pharmaceuticals PLC (Hungary); Fidia Pharma; Fresenius Medical Care AG; GE Healthcare; GlaxoSmithKline Trading; Haleon Rus; Heel Russia; Ipsen; Johnson & Johnson; Karl Storz; Karl Zeiss; Lundbeck Rus; Merck; MirVracha; NAOS VOSTOK; Nizhpharm; Novartis Group Russia; Novo Nordisk; P.A.M. Pharm Cyprus LTD; Philips; Procter & Gamble; Queisser Pharma; Reckitt Benkiser Healthcare; Roche Diagnostics Rus; Roche Moscow; Sandoz; Sanofi Russia; Samsung; Siemens Healthcare; Servier; Teva; TRB Chemedica; Varian Medical Systems

NUMBER OF
COMMITTEE
MEETINGS

5

NUMBER OF
LOBBYING
LETTERS

21

Head of the Federal Service for Intellectual Property; Ekaterina Priezheva, Deputy Minister of Industry and Trade; Dmitry Galkin, Head of the Pharmaceuticals Industry Development Department of the Ministry of Industry and Trade of Russia.

Committee's issues were presented at the external events: "Healthy Society" Forum, Semashko Russian Pharmaceutical Forum (during closed session with regulators), "Drug Safety Forum" (SPIEF); "National Healthcare Congress" (by Roscongress); Expert Council meetings of the State Duma Committee on Health Protection; "Pharmtech" Forum, Coordination Counsel on Foreign Investments, Governmental Interdepartmental Working Group on Intellectual Property Protection.

The cooperation with AIPM and Infarma on IPR issues resulted in:

- › A joint closed session with regulators organized at the Semashko Forum.
- › A coordinated position regarding the formation of SZLS criteria, with several joint suggestions developed.
- › A decision to continue the practice of organizing joint sessions during industrial forums and to share letters on IPR and potentially other key issues among all three associations for alignment.
- › A joint strategic session on pharmaceutical industry issues for CEOs was organized.
- › Further deepening of the associations' cooperation regarding all key industrial issues.

INDUSTRIAL COMMITTEES

HOME APPLIANCES MANUFACTURERS COMMITTEE

CHAIRPERSON

Pavel Rudyakov

ORGANIZED EVENTS

AEB events

Energy efficiency technical regulation for energy consuming appliances: application of TR EAEU 048/2019 and European best practices

Date

20.11.2025

AEB external events

Roundtable of the 20th International Exhibition "World of Climate"

Date

26.02.2025

Annual General Meeting of IRHMA (The International Roundtable of Household Appliance Manufacturer Associations) in China

20.03.2025

COMMITTEE ACTIVITIES, 2025

In 2025 the Committee focused on such issues as Russia traceability labeling regulation "Chestniy Znak", ROHS, F-gases regulation, energy efficiency labeling, technical regulations, waste management. It also enhanced its international cooperation with IRHMA members (APPLiA, CHEAA, KEA, etc.).

Apart from this, AEB supported the members on development of the Uzbek new ROHS regulation, energy efficiency and recycling regulation.

The Committee participated in numerous GR meeting with authorities of the Russian Federation as well as EAEU and sent 23 lobbying requests to the state, the majority of which were related to "Chestniy Znak", ROHS and energy efficiency and F-gases regulation.

The main results of the Committee's activities in 2025 are as follows:

- › The Russian Ministry of Industry and Trade accepted the AEB's proposal to postpone EAEU Energy Efficiency Technical Regulation 048-2017 by 3 years until September 2028 and approved the necessary regulatory act.
- › The Russian Ministry of Industry and Trade accepted the AEB's proposal and canceled the F-gas licensing process for air conditioners and refrigerators that use mixed F-gases (such as R-410).

- › The EAEU Commission included AEB in the ROHS working group and preliminary accepted our suggestion to maintain the current declaration procedure instead of requiring costly local tests.
- › The Uzbek Technical Regulation Agency “Uzstandard” accepted the AEB’s proposal to postpone the ROHS regulation by one year until February 2027 and promised to create a working group to prepare changes to the current regulation.
- › The Uzbek Technical Regulation Agency “Uzstandard” accepted the AEB’s proposal regarding the draft Energy Regulation.

The Committee organized the Annual Energy Efficiency Conference for the sixth time, which served as a platform for dialogue between the Eurasian Economic Commission and experts from Gosstandard of the Republic of Belarus, colleagues from Kazstandard (Kazakhstan State Standardization Body), and members of the International Roundtable of Household Appliance Manufacturer Associations (IRHMA), including APPLiA, CHEAA, and KEA.

The Committee organized a meeting with “Chestniy Znak” and agreed to hold monthly meetings throughout 2026 to support AEB members in implementing new regulatory requirements, which will be mandatory for electronic products starting in June 2026.

COMMITTEE MEMBERS

Ariston Thermo Rus; BDR Thermea Rus; Brother; BOSCH Group; Carl Zeiss; Delonghi; Groupe SEB-Vostok; JTI; Kaercher; Lemana PRO; Liebherr; Mitsubishi Electric; Philips; Procter & Gamble; Samsung; SMEG; Systeme Electric; Tenacta; Vendor Green; Versuni; Yamaha Music

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

23

The Committee became a member of the Council for Technical Regulation and Standardization at the Ministry of Industry and Trade of Russia, which will improve engagement with legislators and key stakeholders, fostering relationships that can support the strategic goals of the Committee.

INDUSTRIAL COMMITTEES

HOTELS & TOURISM COMMITTEE

COMMITTEE ACTIVITIES, 2025

The Committee published the AEB “Business Quarterly” for the third quarter of 2025, titled “Setting Trends in Hospitality and Tourism.” Members of the Hotels and Tourism Committee, along with representatives from other AEB Committees, contributed data, trends, and outlooks covering the following topics:

- › Hospitality business: anticipating and acting ahead of trends.
- › The evolving profile of luxury guests: a Moscow perspective.
- › Managing hotels amid staffing shortages: maintaining service quality despite personnel challenges.
- › Trends and tendencies in Russia’s business and corporate events market.

CHAIRPERSON

Stanislav Kondov, Cluster General Manager, Radisson Collection Hotel Moscow

COMMITTEE MEMBERS

Accor Groupe; Ararat Park Hotel Moscow; Astoria Hotel, a Rocco Forte Hotel; Baltschug Kempinski Moscow Hotel; Continental Hotel; Corintia Hotel, St. Petersburg; Hilton Russia; Lotte Hotel Moscow; Metropol Hotel Moscow; MICE Excellence; Radisson Collection Hotel Moscow; Swissotel Krasnye Kholmy Moscow

- › Climate tourism in Russia: potential and prospects for serviced apartment hotels.
- › Development of inbound tourism: insights from the airline industry.
- › Legislative developments affecting the tourism sector in 2025.

Key themes addressed by the Committee members throughout 2025 included:

- › Guest profiles, with most visitors arriving from Arab countries (such as UAE, Saudi Arabia, Kuwait), influencing service timing (breakfast, housekeeping, room service) and cultural considerations including prayer needs and complaints about public washing rituals.

NUMBER OF
COMMITTEE
MEETINGS

3

- › The impact of the Middle East conflicts reducing visitors from Arab countries.
- › Significant migration law changes, including ruID, QR codes, 72-hour advance visit notifications, and the Amina mobile app for Moscow and Moscow Region, alongside mobile network regulations such as limits on SIM cards per person and SIM registration challenges for foreign nationals, have exacerbated staffing shortages and reduced tourist inflows.
- › Market consolidation concerns, notably Yandex's acquisition of AcademService, sparking fears of monopolization and commission rates rising to levels seen on platforms like Expedia (up to 27%).
- › The Intervention Song Contest in Moscow on September 20, 2025. VTB Bank provided tailored solutions for foreign visitors, including mobile biometrics and SIM card registration services.
- › Adoption of AI tools by Committee members for preparing financial and preliminary event budgets based on historical invoice data, helping to save time on project planning.

INDUSTRIAL COMMITTEES

INSURANCE & PENSIONS COMMITTEE

CHAIRPERSON

Marina Sotova, CEO, Thuricum Insurance Company

ORGANIZED EVENTS

AEB events

Open event organized jointly by the AEB Insurance and Pensions and Legal Committees "Current issues in speciality risk insurance and claims handling"

Date

26.02.2025

Open Committee meeting organized jointly by the AEB Insurance and Pensions and Sustainability Committees "Sustainable development in insurance"

17.06.2025

AEB external events

Meeting with the CBR Director of Insurance Market Department I. Smirnov

Date

30.09.2025

COMMITTEE ACTIVITIES, 2025

In 2025, the Committee demonstrated active engagement both within its meetings and through letter-writing efforts with government authorities.

Among the topics considered throughout the year were:

- › IT outsourcing;
- › changing the requirements for the business reputation of officials of insurance companies;
- › Federal Law No. 55-FZ;
- › requirements for internal control rules;
- › approach to calculating interest rate risk;
- › IT security requirements;
- › amended requirements for the internal auditor;
- › mandatory third-party liability insurance;
- › IFRS 17;
- › Draft Federal Law No. 588441-8 "On Amendments to Certain Legislative Acts of the Russian Federation" (regarding qualification requirements and requirements for the business reputation of financial institution officials);

- › Bank of Russia Instructions “On Amendments to Bank of Russia Regulation No. 757-P”;
- › Draft Federal Law No. 405773-8 “On Amendments to the Law of the Russian Federation ‘On the Organization of Insurance Business in the Russian Federation’ and Certain Legislative Acts of the Russian Federation” (regarding the creation by Russian insurers of an effective and rational corporate governance system comparable to international regulatory standards).

The Committee also held productive meetings with government authorities, including an annual meeting with I. Smirnov, Director of the Insurance Market Department of the Central Bank of Russia.

Additionally, the Committee organized a joint meeting with the AEB Automobile Manufacturers Committee and NSIS concerning the recall campaign.

Committee members are involved with AIDA and are an integral part of the AIDA Insurance Legislation Working Group (AIDA Russian Chapter). The Chair of the Working Group is Capitolina Tourbina.

Furthermore, Committee members actively interacted with other AEB Committees (Legal, Banking), including joint letter-writing efforts and collaborative events.

COMMITTEE MEMBERS

B1; Capitolina Tourbina; Chubb Insurance Company; GARDIA Insurance Company; GERSA; Kucher Kuleshov Maximenko & Partners (KKMP); NPF “Future”; Pension Solutions NPF; Protecta Trade Insurance; SCOR Moscow Representative Office; SL Legal; SOGAZ Insurance Group; Thuricum Insurance Company; T-Insurance; Zetta Life

NUMBER OF
COMMITTEE
MEETINGS

11

NUMBER OF
LOBBYING
LETTERS

10

INDUSTRIAL COMMITTEES

IT & TELECOM COMMITTEE

COMMITTEE ACTIVITIES, 2025

Members have been actively involved both within the Committee and in the broader work of AEB.

Throughout the year, key topics affecting the majority of AEB members were discussed at meetings. These topics included personal data, deepfakes, advertising labeling, IT accreditation, labeling of legal entity calls, VPN, communications law, the refusal of SAP import substitution, an initiative to ban foreign corporate cloud services and software for storing and processing personal data, restrictions on calls via foreign messengers, SAP Concur, the digital ruble, IT localization, cross-border transfer of personal data, regulations for AI use, SIM card registration and biometrics, and the increased practice of blocking corporate VPNs.

CHAIRPERSON

Maria Ostashenko, Partner, ALRUD Law firm

ORGANIZED EVENTS

AEB events

"Deepfakes: risks and opportunities for business" organized jointly by the AEB IT & Telecom and Intellectual Property Committees

Date

10.07.2025

Joint open event "Personal data in 2025: in search of clarity"

25.11.2025

AEB external events

Meeting with Roskomnadzor (Y. Kontemirov)

Date

22.10.2025

COMMITTEE MEMBERS

ALRUD Law Firm; Antal Talent; Axenix; B1; Bacardi Russia; Boehringer Ingelheim; Brother; Cargill; COMMERZBANK (EURASIJA); EPAM Law Offices; GARDIA Insurance Company; GE Healthcare; GROUPE SEB-VOSTOK; H&N; JTI Russia; Kappa RUS; Lemana PRO; MB RUS; Melling, Voitishkin & Partners; Mikenopa; Morgan Lewis; Nestle Rossiya; Orange Business Services; Oriflame; Pepeliaev Group; Philip Morris Sales and Marketing; Procter & Gamble; Raiffeisenbank; Samsung Electronics; Sanofi Russia; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; Shell Exploration and Production Services (RF) B.V.; VEGAS LEX; Yves Rocher Vostok

The Committee also organized several events addressing these pressing topics and participated in the activities of other Committees. All events saw high attendance and active discussion.

In 2025, the Committee successfully conducted its annual meeting with Roskomnadzor.

NUMBER OF COMMITTEE MEETINGS

5

NUMBER OF LOBBYING LETTERS

8

INDUSTRIAL COMMITTEES

RETAIL TRADE COMMITTEE

CHAIRPERSON

Alexey Grigoriev, Director Public Policy, METRO Russia

DEPUTY CHAIRPERSON

Alexander Perekrest, GR Lead, Lamoda

ORGANIZED EVENTS

AEB events

Meeting with N. Kuznetsov, Ministry of Industry and Trade

Date

24.06.2025

COMMITTEE ACTIVITIES, 2025

In 2025, the main issues addressed by the Committee included the following:

- › draft law on the "Russian shelf";
- › regulation of the platform economy and marketplaces, particularly regarding discounts at the expense of marketplaces;
- › price regulation;
- › consumer rights protection in light of Decree of the Union State No. 6;
- › labeling of goods;
- › regulation of alcohol and tobacco sales;
- › market research.

The Committee paid special attention to the new national trade model developed by the Ministry of Industry and Trade at the request of the President of the Russian Federation, aimed at renewing the Trade Law and related acts.

The Committee interacted with other AEB Committees and actively participated in discussions with the Legal Committee, Food Processing Committee, and Non-Food FMCG Working Group.

It also continued external communications with government authorities, notably by organizing a meeting with N. Kuznetsov, Director of the Internal Trade Development Department at the Ministry of Industry and Trade, and by participating in AEB meetings with high-level government officials. Committee members remained represented on the Expert Council of the Federal Antimonopoly Service, focusing on the development of competition in retail.

Positions formulated by the Committee were presented to government authorities and the State Duma, resulting in the rejection of several draft laws related to price/markup regulation.

Committee priorities for 2026 were defined during the latest Committee meeting in December.

COMMITTEE MEMBERS

Hyperglobus; Lamoda; Lemana PRO; METRO Cash&Carry; M.Video; New Fashion; Oniverse Group (Calzedonia)

NUMBER OF
COMMITTEE
MEETINGS

12

NUMBER OF
LOBBYING
LETTERS

12

INDUSTRIAL COMMITTEES

SEED COMMITTEE

COMMITTEE ACTIVITIES, 2025

The Committee is increasingly becoming a venue for obtaining exclusive information and exchanging opinions on current, critical, and sensitive issues. It also facilitates discussions on experiences regarding "How to Maintain a Business in the Current Environment," as well as non-industry topics such as dividend payments, tax regulation, and HR matters. This format appears to be more suitable for today's realities.

COMMITTEE MEMBERS

BASF; BAYER; Betaseed; KWS; Limagrain; Syngenta

NUMBER OF
COMMITTEE
MEETINGS

7

NUMBER OF
LOBBYING
LETTERS

5

CHAIRPERSON

Igor Bruevich, CEO, KWS RUS

DEPUTY CHAIRPERSON

Denis Zhuravsky, Director for Public-Private Partnerships in Russia, Syngenta

ORGANIZED EVENTS

AEB events

Extended meeting of Seed Committee and CPC with participation of Yakov & Partners

Date

17.03.2025

Meeting to analyze the results of the 2024 sowing campaign and discuss prospects for the 2025 sowing campaign with agroholdings and farmers

21.05.2025

Extended meeting of CPC, Seed Committee, Agribusiness Committee and Food Processing Committee with participation of BEFL and Yakov & Partners

16.10.2025

CROSS-SECTORAL COMMITTEES

COMPLIANCE & ETHICS COMMITTEE

CHAIRPERSON

Ekaterina Cheburkova, Compliance Director RU&BCCA, PepsiCo

DEPUTY CHAIRPERSONS

Hayk Aleksanyan, GR Manager, Nizhpharm

Roman Butenko, Counsel, Melling, Voitishkin & Partners

ORGANIZED EVENTS

AEB events

Joint open event "Personal Data in 2025: In Search of Clarity"

Date

25.11.2025

Joint roundtable "Distributors as a Risk Zone: Balancing Anti-Corruption Compliance and Antitrust Law"

03.12.2025

effectively implement the risk assessment process. These meetings provided a platform for in-house professionals and external consultants to share actionable insights on navigating complex compliance landscapes.

On November 25, 2025 the AEB Compliance and Ethics Committee, in conjunction with the AEB IT and Telecom Committee, the AEB Legal Committee, and the Employment Law Subcommittee, organized the joint open event titled "Personal Data in 2025: In Search of Clarity." The meeting served as a platform for experts and practitioners to address the evolving regulatory landscape of personal data. Speakers provided a detailed overview of the latest changes in legislation and enforcement practices, including new consent requirements and alternative grounds for data processing. They discussed critical compliance issues such as the localization of HR systems, the implications of increased penalties for business operations, and ongoing legislative initiatives concerning data localization in the Russian Federation.

On December 3, 2025 the AEB Compliance & Ethics Committee and the AEB Legal Committee organized a joint roundtable titled "Distributors as a Risk Zone: Balancing Anti-Corruption Compliance and Antitrust Law." The roundtable provided a comprehensive discussion on effectively managing the risks arising from relationships with distributors. The panel featured speakers from key industries, including representatives from the FMCG and pharmaceutical sectors, as well as experts in antitrust law and the automotive industry. The panel identified major corruption risks within distribution channels, examined available tools for their mitigation, and analyzed the specific antitrust risks associated with the termination of contracts and subsequent interactions with FAS Russia.

For the AEB Compliance and Ethics Committee, an important part of its activities in 2025 was the preparation of the spring 2025 issue of the "Business Quarterly," which summarizes and addresses the most relevant compliance and ethics challenges facing businesses today.

COMMITTEE ACTIVITIES, 2025

In 2025, the Committee held expert meetings that fostered active discussions on key compliance topics. The sessions focused on practical experiences, challenges, and evolving best practices. A primary topic was FCPA updates, where experts analyzed recent enforcement trends and their implications for regional operations. Significant attention was given to internal investigations. Discussions covered the multidisciplinary approach essential for success, integrating legal, HR, and operational perspectives. Experts addressed the full investigation lifecycle — from initial triggers and evidence collection to final reporting and legal ramifications — highlighting the critical intersection of procedure and cross-functional collaboration. The agenda also featured annual risk assessments, examining methodologies to refresh and

NUMBER OF
COMMITTEE
MEETINGS

4

COMMITTEE MEMBERS

ADVANT Beiten; AGR; Akzo Nobel Coatings; ALRUD Law Firm; Arnest UniRus; AstraZeneca Pharmaceuticals; B1; BAYER; Beiersdorf; Belskiy & Partners; Boehringer Ingelheim; BOSCH Group; BRAND & PARTNERS; Buhler Service; Business Solutions and Technologies; Ceramic Solutions Rus; Coleman Group; Colgate-Palmolive; Credit Agricole CIB; Denuo; EPAM Law Offices; Fresenius Medical Care AG; GARDIA Insurance Company; H&N; HeidelbergCement Rus; International Tobacco Group; JACOBS DOUWE EGBERTS; JTI Russia; Karl Storz (KSTE WOSTOK); Kept; Kesarev; KT&G Global Rus; Lamoda; Lemana PRO; Lidings Law Offices; Limagrain RU; M.Video; MB RUS; Melling, Voitishkin & Partners; Merck; METRO Cash&Carry; MOL-Russ; Mondelez; New Fashion; Nextons; Nizhpharm; NOYTECH Logistics Rus; Novo Nordisk; Orange Business Services; PepsiCo; Peugeot Citroën Rus (Groupe PSA); Philips; Procter & Gamble; Protecta Trade Insurance; Reckitt Benckiser (RB Hygiene); Reckitt Benckiser Healthcare; RheinSet; Risk Advisory Group Ltd; Roche Diagnostics Rus; ROCKWOOL; Sapozhnikov & Partners; SCHNEIDER GROUP; SERVIER; Shell Exploration and Production Services (RF) B.V.; T-Insurance; Teva; Thuricum Insurance Company; UniCredit Bank; WELLGO Group

CROSS-SECTORAL COMMITTEES


CUSTOMS & TRANSPORT COMMITTEE

COMMITTEE ACTIVITIES, 2025

Members and experts of the AEB Customs and Transport Committee have been actively engaged across multiple platforms to advance key customs and transport policies leading to 90+ GR touchpoints.

- › Eurasian Economic Commission (EEC) expertise: active participation in EEC Expert Groups on Customs Value, Customs Duty Payment, and the Authorized Economic Operator program, contributing to discussions on the EAEU Customs Code and Customs Regulation.
- › Federal Customs Service (FCS) Advisory Council: regular work within the Permanent Commissions of the Expert Advisory Council under the FCS, addressing practical issues including customs valuation, duty administration, control procedures, prevention of offences and other issues.
- › Consolidated business dialogue: coordination through major business associations (RSPP, Delovaya Rossia, Opora Rossii, Russian Chamber of Commerce) to develop a unified business position on critical issues. These include proposed amendments to the EAEU Customs Code and Federal Law No. 289 on Customs Regulation, covering topics such as bonded warehouses, pseudo-transit, container transportation, customs legislation and enforcement practice.

CHAIRPERSON

Wilhelmina Shavshina, Partner, Head of the International Trade and Customs Regulation Group, B1 Group

DEPUTY CHAIRPERSONS

Alexander Perrote, Customs Project Manager, Lemana PRO
Vadim Zakharenko, IRU General Delegate to Eurasia

ORGANIZED EVENTS**AEB events**

Roundtable of AEB, JETRO & JBC customs committees

Date

25.02.2025

AEB Roundtable "Transport logistics and customs declaration: formalization and dispute resolution" at TransRussia

20.03.2025

AEB Customs Conference

03.04.2025

AEB-CCTT Logistics Day

13.10.2025

ORGANIZED EVENTS

AEB events

Expert Roundtable on Dividends and Fiscal Reconstruction 17.10.2025

AEB-CCTT Sustainable TransEurasian Transport Corridors 28.10.2025

AEB external events

Digital logistics roundtable in association with TranRussia Connect 18.02.2025

CCTT Roundtable "International Cooperation for Transport Corridor Development" 28.03.2025

IV International conference on professional personnel for logistics and international transport projects 14.05.2025

Roundtable "Pharmaceutical Logistics: Future of Rail and Maritime Shipping" 15.05.2025

EEC's Seminar on Intelligent Customs Crossing Points 16.10.2025

NUMBER OF
COMMITTEE
MEETINGS

22

NUMBER OF
LOBBYING
LETTERS

22

Dividends in customs value: a dedicated meeting with the Ministry of Finance and the Federal Customs Service was held on February 7, 2025. This engagement led to the discussion and subsequent publication of an official Ministry of Finance Explanation for the FTS on the topic on February 10, 2025.

Customs control procedures: the Committee initiated discussions with the Ministry of Finance and FCS on procedural improvements, specifically advocating for the submission of unlimited data during controls and the issuance of a single decision per control result. This addresses the increased cost of appeals following recent changes to the Taxation Code. A follow-up meeting on November 19, 2025 resulted in an agreement for the FCS to provide relevant statistical data, while AEB experts will prepare a detailed rationale to support the proposed legislative changes to 289-FZ.

Working Groups' activities:

Logistics Working Group: focused on current logistics legislation, including discussions of Federal Law No. 140 on expedition services. The WG successfully organized the high-profile AEB-CCTT Eurasian Logistics Day, featuring senior officials from the Russian Ministry of Transport and the Eurasian Economic Commission, alongside leading logistics companies. Cooperation with the CCTT has been strengthened through joint participation in major industry events like TransRussia and Cold Chain Eurasia.

Customs Valuation Working Group: intensified work on critical issues such as the inclusion of dividends and royalties in customs value, tax reconstruction, and reclassification practices. In collaboration with the AEB Taxation Committee, an Expert Roundtable on Dividends and Fiscal Reconstruction was held, leading to the creation of dedicated work streams for engagement with the Government, World Customs Organization (WCO), EEC, Constitutional Court, and Ministry of Finance.

Moving forward, the Committee will continue to monitor developments in customs legislation and enforcement practices, ensuring consistent advocacy for a transparent and efficient business environment.

COMMITTEE MEMBERS

ADVANT Beiten; AGR; Air Liquide; Akzo Nobel Coatings; Alfa Laval Potok; Almi; ALRUD Law Firm; ALUMNI Partners; Astros Logistics; B1; Bacardi Russia; BAYER; Beiersdorf; Belskiy & Partners; BMW Russland Trading; Boehringer Ingelheim; Bonduelle-Kuban; Brother; Business Solutions and Technologies; CAMPARI RUS; Cargill; Carl Zeiss; Caterpillar Eurasia; Ceramic Solutions Rus; Chiesi Pharmaceuticals; CLAAS; Commonwealth Partnership (CMWP); Delonghi; Denuo; Denuo Branch in St. Petersburg; DHL Express; EkoNiva-Technika Holding; EPAM Law Offices; Evonik; FBK Legal; Ferrero Russia; Focke Service; Fresenius Medical Care AG; GE Healthcare; GROUPE SEB-VOSTOK; H&N; Haleon Rus; Heel Rus; HERBALIFE NUTRITION; Herinckx Trade Solutions; Hitachi Construction Machinery Eurasia; Honda Motor RUS; International Road Transport Union, Permanent Delegation to Eurasia; International Tobacco Group; ITMS Russia; JACOBS DOUWE EGBERTS; JETRO; JTI Russia; Kappa RUS; Kept; Kesarev; Knauf Group CIS; KraftHeinz Vostok Ltd; KT&G Global Rus; LAB Industries; Lemana PRO; Lex Borealis; Lidings Law Offices; L'Oreal; M.Video; Mars; Melling, Voitishkin & Partners; METRO Cash&Carry; Mitsubishi Electric (Russia); MMC Rus; Mondelez; Multon Partners; Nestle Rossiya; New Fashion; Nextons; Nizhpharm; NOYTECH Logistics Rus; Oniverse; Pepeliaev Group; PepsiCo; Perfetti Van Melle Co., Ltd; Peugeot Citroën Rus (Groupe PSA); Philip Morris Sales and Marketing; Philips; Pirelli Tyre Russia; Porsche Russland; Procter & Gamble; Reckitt Benckiser (RB Hygiene); ROCKWOOL; Saint-Gobain; Samsung Electronics; Sandoz; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; SERVIER; Shevryev and Partners, Bureau of Attorneys; Sumi Agro; Suzuki Motor Rus; Systeme Electric; Tablogix Holdings Ltd; Tenacta; Thuricum Insurance Company; Top Lubricants; UNITED INDUSTRIAL; VEGAS LEX; Versuni; WELLGO Group; Yamaha Music; Zentis Russland; Zetta Life

CROSS-SECTORAL COMMITTEES

FINANCE & INVESTMENTS
COMMITTEECOMMITTEE
ACTIVITIES, 2025

In 2025, the Committee continued to serve as an information platform for discussion of sanctions, developments in counter-sanctions regulation and enforcement practice, as well as macroeconomic updates.

Throughout the year, the Committee organized the following events and initiatives:

- › *Six AEB Macro/Regulatory/Sanctions Updates.* Since early 2022, the Committee has consistently served as a forum for discussing sanctions, regulatory developments, and economic trends. This series of updates remains in high demand among AEB members, regularly attracting a broad audience and generating extensive discussion and numerous practical questions from participants.
- › *Conference “At the Crossroads: Russian M&A Market Outlook for 2025”.* This event served as a one-stop platform for obtaining the most up-to-date insights into the current state of the Russian M&A market and its outlook for 2025. The discussion focused on key turning points, recent changes, and expected developments. The conference was attended by high-level officials of the Ministry of Finance and the Ministry of Industry and Trade.
- › *AEB International Update “From Alaska with...? Key takeaways for business from the US-Russia Summit”.* During this event, eminent experts analyzed the outcomes of the US-Russia Summit held on 15 August 2025, discussed the prospects for further negotiations, and assessed potential implications for business.
- › *Briefing on results of the AEB business climate survey 2025 “Strategies and Prospects for European Companies in Russia”.* The Committee is an organizer of this survey conducted by AEB in cooperation with GfK-Rus. The survey results were presented to AEB members, followed by an expert discussion focusing on the economic drivers behind business sentiment. 2025 survey results showed that companies became less optimistic in their assessments of short-term prospects, but more positive in their medium- and long-term expectations. It also assessed the business environment, key barriers to operations, impact of sanctions, sustainability strategies, HR challenges, and implementation of digital technologies. The full survey is available on the AEB website and is actively used in preparation for meetings with companies and government officials at various levels.

CHAIRPERSON

Andrey Zharskiy, Partner, ALRUD Law Firm

ORGANIZED EVENTS

AEB events

	Date
AEB Macro Update “Russia Macro-Economic Outlook: High Hopes, High Stakes” <i>(online)</i>	14.02.2025
AEB Sanctions Update “Overview of Recent Restrictions and Developments. What Business Needs to Know” <i>(online)</i>	13.03.2025
Conference “At the Crossroads: Russian M&A Market Outlook for 2025” <i>(offline)</i>	28.05.2025
Briefing on the results of the annual survey “Strategies and Prospects for European Companies in Russia” <i>(hybrid)</i>	09.06.2025
AEB Sanctions Update “Overview of Recent Restrictions and Developments. What Business Needs to Know” <i>(online)</i>	07.08.2025
AEB International Update “From Alaska with...? Key takeaways for business from the US-Russia Summit” <i>(online)</i>	20.08.2025
AEB Regulatory Update “Recent Developments in Counter-Sanctions Regulation and Practice” <i>(online)</i>	17.09.2025
AEB Sanctions Update “Overview of Recent Restrictions and Developments. What Business Needs to Know” <i>(online)</i>	11.11.2025
AEB Sanctions Update “The EU 19th Sanctions Package: Legal and Economic Risk Assessment and Mapping for Residents of SEZs” <i>(hybrid)</i>	16.12.2025

ORGANIZED EVENTS

AEB external events

Moscow Financial Forum 2025

Date

18.09.2025

GOVERNMENT
SUB-COMMISSION TASK
FORCE MEETINGS

5

NUMBER
OF LOBBYING
LETTERS

1

In 2025, the Government Sub-Commission Task Force, a temporary structure formed in 2023 within the AEB Finance and Investments Committee, continued to function – to address issues related to the Government Sub-Commission approval procedures and practices for dividend payments and transactions, conditions of presence of foreign companies in the Russian market, discussion of takeaways from relevant GR meetings, and other issues. The Task Force held five meetings and prepared one letter regarding clarifications on intragroup transactions without a change of the ultimate beneficial owner.

COMMITTEE MEMBERS

Accor Groupe; ADVANT Beiten; ALRUD Law Firm; Arval; Auto Partners; Axenix; B1; Bacardi Russia; Beiersdorf; Bellerage; Belskiy & Partners; BNP PARIBAS BANK; Bonduelle-Kuban; Business Solutions and Technologies; BWV 1068; CAMPARI RUS; Cargill; Ceramic Solutions Rus; Citibank; Colgate-Palmolive; Denuo; Egis Pharmaceuticals; EkoNiva-Technika Holding; EPAM Law Offices; FCM Leasing; Fidentia/O2 Consult; GE Healthcare; GERSA; GROUPE SEB-VOSTOK; Haleon Rus; Heel Rus; HeidelbergCement Rus; ING Wholesale Banking in Russia; Kappa RUS; Kept; Kesarev; KraftHeinz Vostok Ltd; KT&G Global Rus; Kucher Kuleshov Maximenko & Partners (KKMP); Lemana PRO; Lidings Law Offices; Marillion; Mars; MB RUS; Mitsubishi Corporation (Russia); MOST SERVICE, member of Bruck Consult; Nextons; Novo Nordisk; OTP Bank; Pension solutions NPF; Pepeliaev Group; Perfetti Van Melle Co., Ltd; Peugeot Citroën Rus (Groupe PSA); Philip Morris Sales and Marketing; Philips; Pirelli Tyre Russia; Protecta Trade Insurance; Raiffeisenbank; Reckitt Benckiser Healthcare; Rosbank (branch of TBank); Sanofi Russia; Sapozhnikov & Partners; SCHNEIDER GROUP; SERVIER; Sterngoff Audit; Tenacta; Thuricum Insurance Company; Tikkivala; VEGAS LEX; Vendor Green Rus; VISA

CROSS-SECTORAL COMMITTEES

HUMAN RESOURCES COMMITTEE

CHAIRPERSON

Irina Aksenova, Deputy General Manager, Key Accounts, Coleman Group

ORGANIZED EVENTS

AEB events

Roundtable "Moscow Tripartite Agreement for 2025-2027: What Employers Should Expect and What They Should Do"

Date

21.01.2025

Webinar "Employers, Beware! 2025 Has Begun: Risks and Opportunities"

18.02.2025

COMMITTEE ACTIVITIES, 2025

In accordance with HR Committee Rules the HR Committee consists of four active Sub-Committees:

- › AEB Assessment, Training & Development Sub-Committee chaired by Ekaterina Strizhova, BOSCH Group;
- › AEB Compensation and Benefits Sub-Committee chaired by Olga Dudnichenko, Ponimau;
- › AEB Labour Law Sub-Committee chaired by Evgeny Reyzman, Melling, Voitishkin & Partners;
- › AEB Recruitment & Relocation Sub-Committee chaired by Yulia Maslova, Adviros.

Each Sub-Committee organized two or more Sub-Committee meetings as well as two or more events. In total: there were 10 events and 13 Sub-Committees meetings organized by the HR Committee.

Among all the meetings and events held by the HR Committee, the following events should be mentioned separately:

- › AEB Annual HR Conference “30 Years in Search of Better Ways” which was jointly organized by four AEB HR Sub-Committees.
- › Annual joint cross-regional session organized by the AEB HR Committee, AEB Southern Regional Committee and AEB North-Western Regional Committee “HR Spotlight of the Russian regions”.

COMMITTEE MEMBERS

Accor Groupe; ADVANT Beiten; Air France; ALRUD Law Firm; AstraZeneca Pharmaceuticals; Avito; B1; BAYER; BDR Thermea RUS Ltd; Bonduelle-Kuban; BOSCH Group; Brother; Buhler Service; Cargill; Caterpillar Eurasia; Center for Creative Leadership; Ceramic Solutions Rus; Chevron Neftegaz Inc. Moscow Branch; Coleman Group; Credit Agricole CIB; Deutsche Bank Ltd.; DHL Express; GARDIA Insurance Company; GERSA; Honda Motor RUS; Hyundai Motor CIS; ING Wholesale Banking in Russia; ITMS Russia; JACOBS DOUWE EGBERTS; JTI Russia; Kappa RUS; Kept; Kesarev; KT&G Global Rus; LAB Industries; Lemana PRO; M.Video; Marillion; Melling, Voitishkin & Partners; METRO Cash&Carry; Mitsubishi Electric (Russia); MMC Rus; Mondelez; Morgan Lewis; NAVIEN RUS; Orange Business Services; Oriflame; Pepeliaev Group; Peugeot Citroën Rus (Groupe PSA); Philip Morris Sales and Marketing; Philips; ROCKWOOL; Sapozhnikov & Partners; SCHNEIDER GROUP; SERVIER; The International School of Moscow; TotalEnergies EP Russie, Representative Office in Moscow; Vendor Green Rus; VISA

NUMBER OF
COMMITTEE
MEETINGS

17

ORGANIZED EVENTS

AEB events

	Date
AEB HR Conference “30 Years in Search of Better Ways”	25.03.2025
Webinar “On Important Trends in Judicial Practice in Labor Disputes”	30.04.2025
Webinar “Current Business Risks and Motivation”	19.06.2025
Webinar “Strategy and Tactics of HR Operations: Fine-Tuning Taking into Account Current Judicial Practice (Part 1)”	30.09.2025
Joint Cross-Regional Annual Session “HR Spotlight of the Russian Regions: Priorities and Solutions for the Russian HR Market”	16.10.2025
“HR Budget 2026: Cut Not Invest – Where to Place the Comma?”	20.10.2025
Roundtable “Soft Skills in the Work of SHES Specialists”	22.10.2025
Webinar “Strategy and Tactics of HR Operations: Fine-Tuning Taking into Account Current Judicial Practice (Part 2)”	30.10.2025
Joint event organized jointly with the AEB PR & Communications Committee “PR for HR or HR for PR”	27.10.2025
Webinar “Pro-Recruitment: Tools to Hire Production Staff in Russia”	18.11.2025
Webinar “Strategy and Tactics of HR Operations: Fine-Tuning Taking into Account Current Judicial Practice (Part 3)”	20.11.2025
Open event “The Evolution of HR: Personnel Development as a Strategic Asset in a Changing World”	28.11.2025

CROSS-SECTORAL COMMITTEES

INTELLECTUAL PROPERTY COMMITTEE

CHAIRPERSON

Anton Bankovsky, Attorney at Law, Ivanov, Makarov & Partners

DEPUTY CHAIRPERSONS

Pavel Sadovsky, Partner, EPAM Law Offices

Irina Stepanova, Counsel, Nextons

Yuri Yakhin, Counsel, Melling, Voitishkin & Partners

ORGANIZED EVENTS

AEB event

AEB IPR Annual Conference
"Intellectual Property in the Modern
Era – Challenges, Solutions, and
Development"

Date

27.05.2025

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

1

COMMITTEE ACTIVITIES, 2025

On May 27, 2025 AEB hosted its Annual Intellectual Property Conference titled "Intellectual Property in the Modern Era: Challenges, Solutions, and Development." Speakers representing the regulator included officials from the Eurasian Patent Office, the Eurasian Economic Commission, the Intellectual Property Court, Rospatent, the Federal Antimonopoly Service, and the Russian Center for Intellectual Property. The second part of the event featured presentations by AEB member companies (Melling, Voitishkin & Partners; ALRUD; Ivanov, Makarov & Partners; B1; Fidentia/O2 Consult; Nextons; ADVANT Beiten; SEAMLESS Legal; Denuo). Participants addressed key issues such as protecting rights holders from the premature termination of trademark protection, trends in pharmaceutical patent disputes, and the intersection of intellectual property and artificial intelligence.

COMMITTEE MEMBERS

ADVANT Beiten; AGR; AliExpress; ALRUD Law Firm; ALUMNI Partners; AstraZeneca Pharmaceuticals; B1; BASF; BAYER; Beiersdorf; BMW Russland Trading; Boehringer Ingelheim; BOSCH Group; Business Solutions and Technologies; CAMPARI RUS; Carnelutti Russia Law Firm; Colgate-Palmolive; Credit Agricole CIB; Delonghi; Denuo; EPAM Law Offices; FBK Legal; Ferrero Russia; Fidentia/O2 Consult; JACOBS DOUWE EGBERTS; JURALINK; Kept; Kesarev; Lemana PRO; Lidings Law Offices; L'Oreal; M.Video; Marillion; Mars; MB RUS; Melling, Voitishkin & Partners; Merck; METRO Cash&Carry; MMC Rus; Mondelez; Morgan Lewis; Multon Partners; NAOS VOSTOK; Nextons; Nextons St. Petersburg; Nizhpharm; Novartis Group Russia; Novo Nordisk; Pepeliaev Group; Perfetti Van Melle Co., Ltd; Philip Morris Sales and Marketing; Philips; Procter & Gamble; Quality partners; Reckitt Benckiser (RB Hygiene); Reckitt Benckiser Healthcare; RheinSet; Samsung Electronics; Sanofi Russia; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; SERVIER; Shevyrev and partners, Bureau of attorneys; SL LEGAL; Syngenta; Tenacta; Teva; VEGAS LEX; Vlasta-Consulting

CROSS-SECTORAL COMMITTEES

LEGAL COMMITTEE

COMMITTEE
ACTIVITIES, 2025

On February 26, 2025 the AEB Legal Committee jointly with the AEB Insurance and Pensions Committee organized the open event “Current Issues in Speciality Risk Insurance and Claims Handling”. The meeting addressed key legal aspects of modern risk coverage. The discussions focused on corporate liability (D&O) and cyber risk insurance, analyzing current coverage models and regulatory trends. A significant part of the agenda was dedicated to legal strategies and best practices for insurance claims settlement. Furthermore, the event explored arbitration as a preferred mechanism for resolving complex insurance disputes.

On November 25, 2025 the AEB Legal Committee, in conjunction with the AEB IT and Telecom Committee, the AEB Compliance and Ethics Committee, and the Employment Law Subcommittee, organized the joint open event “Personal Data in 2025: in Search of Clarity”. The meeting served as a platform for experts and practitioners to address the evolving regulatory landscape of personal data. The speakers provided a detailed overview of the latest changes in legislation and enforcement practices, including new consent requirements and alternative grounds for data processing. They discussed critical compliance issues such as the localization of HR systems, the implications of increased penalties for business operations, and ongoing legislative initiatives concerning data localization in the Russian Federation.

On November 26, 2025 AEB organized its annual meeting with Maxim Shaskolskiy, Head of the Federal Antimonopoly Service. Key topics of discussion included the legal framework governing the interaction between retail chains and suppliers, the evolving regulation of digital marketplaces, and factors influencing food price dynamics. The conversation also addressed the associated risks and future prospects for the development and application of artificial intelligence technologies.

On December 3, 2025 the AEB Compliance and Ethics Committee and the AEB Legal Committee organized a joint roundtable “Distributors as a Risk Zone: Balancing Anti-Corruption Compliance and Antitrust Law”. The roundtable provided a comprehensive discussion on the effective management of risks arising from relationships with distributors. The panel featured speakers from key industries, including representatives from the FMCG and pharmaceutical sectors, as well as experts in antitrust law and the automotive industry. The panel identified main corruption risks within distribution

CHAIRPERSON

Ekaterina Erova, Senior Associate, Melling, Voitishkin & Partners

DEPUTY CHAIRPERSON

Ilya Shlykov, Head of Legal, Great Wall Motor Rus

ORGANIZED EVENTS

AEB events	Date
Joint event “Current Issues in Speciality Risk Insurance and Claims Handling”	26.02.2025
Joint open event “Personal Data in 2025: in Search of Clarity”	25.11.2025
Annual briefing by Maxim Shaskolskiy, Head of the Federal Antimonopoly Service	26.11.2025
Joint roundtable “Distributors as a Risk Zone: Balancing Anti-Corruption Compliance and Antitrust Law”	03.12.2025

NUMBER OF
COMMITTEE
MEETINGS

7

NUMBER OF
LOBBYING
LETTERS

8

channels, examined available tools for their mitigation, and analyzed the specific antitrust risks associated with the termination of contracts and subsequent interactions with the FAS Russia.

In 2025, the Legal Committee placed special emphasis on Decree No. 6 concerning consumer rights protection. The year's activities included organizing several dedicated meetings and drafting numerous letters. Based on this work, the Committee outlined clear follow-up steps to be implemented in the coming year to advance this crucial initiative.

COMMITTEE MEMBERS

ADVANT Beiten; AGR; Advocates Bureau Yug; Akzo Nobel Coatings; ALRUD Law Firm; AliExpress Russia; AstraZeneca Pharmaceuticals; Astros Logistics; B1; BAYER; Barry Callebaut; BASF; Beiersdorf; Belskiy & Partners; Bionorica; BMW Russland Trading; Boehringer Ingelheim; BRAND & PARTNERS; CAMPARI RUS; Cernelutti Russia Law Firm; Center for Creative Leadership; Credit Agricole CIB; Denuo; Eastconsult; EPAM Law Offices; FBK Legal; Ferrero Russia; Fresenius Medical Care AG; GERSA; Great Wall Motor Rus; GROUPE SEB-VOSTOK; HeidelbergCement Rus; International Tobacco Group; Ipsen; JACOBS DOUWE EGBERTS; JURALINK; Karl Storz (KSTE WOSTOK); Kept; Kesarev; Kia Russia & CIS; Komatsu CIS; KT&G Global Rus; LAB Industries; Law Company TAXOLOGY; Lemana PRO; Lidings Law Offices; L'Oreal; M.Video; Marillion; MB RUS; Melling, Voitishkin & Partners; Merck; METRO Cash&Carry; MOL-Russ; Mondelez; Morgan Lewis; Nestle Rossiya; Nextons; Nizhpharm; NOYTECH Logistics Rus; Novartis Group Russia; Omya; Orange Business Services; Peugeot Citroën Rus (Groupe PSA); Pepeliaev Group; Pension Solutions NPF; Philip Morris Sales and Marketing; Procter & Gamble; ROCKWOOL; Sanofi Russia; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; Seldico; SERVIER; Shell Exploration and Production Services (RF) B.V.; Shevyrev and partners, Bureau of attorneys; SL LEGAL; Syngenta; T-Insurance; Tenacta; Teva; Thuricum Insurance Company; Uniper Global Commodities SE; VEGAS LEX; Versuni; VISA

CROSS-SECTORAL COMMITTEES

MIGRATION COMMITTEE

CHAIRPERSON

Ludmila Shiryayeva, Government Relations Director, Tax, Law and Business Support, B1 Group

DEPUTY CHAIRPERSONS

Alexey Filipenkov, Partner, Visa Delight
Andrey Slepov, Partner, ADVANT Beiten
Kazbek Sasiyev, Associate, Nextons

ORGANIZED EVENTS

AEB event

AEB Annual Migration Conference

Date

09.12.2025

AEB external events

Russian Tripartite Commission WG meeting regarding business trips of foreign citizens

Date

07.02.2025

COMMITTEE ACTIVITIES, 2025

In 2025, the AEB Migration Committee focused on key migration issues, including:

- › Digital profiles for foreigners, incl. geolocation, and mobile apps ruID and Amina.
- › New entry rules for foreigners from visa-free countries.
- › The Concept of the State Migration Policy of the Russian Federation for 2026–2030, approved by Presidential Decree No. 738 on October 15, 2025.

The Committee drafted letters to authorities concerning the following topics:

- › *Ministry of Labor* regarding targeted organized hiring of foreigners, confirmation of Russian language and history knowledge exams, quotas for blue-collar workers.
- › *MVD, Ministry of Digital Development, Communications and Mass Media, and RF Government* on entry rules from visa-free countries.
- › *MVD* on geolocation tracking for foreign citizens.
- › *MVD* on state duty payments and the Amina app.
- › *MVD, Ministry of Digital Development, Communications and Mass Media, and RF Government* on stay duration limits in Russia for international drivers entering visa-free.

- › *RSPP* – comments on the draft law concerning targeted organized hiring of foreign nationals.
- › *MVD* addressing AEB members' migration challenges (for the AEB Migration Conference).
- › *Ministry of Labor* seeking clarifications on current regulatory legal acts related to the employment of foreign nationals in Russia, along with proposals for their improvement.

The Committee held quarterly meetings on topical migration issues. The meeting on September 24, 2025 featured Tatiana Skvortsova, Director of the Digital Identification Technology Development Department at the Ministry of Digital Development of the Russian Federation, and Evgeny Kugakov, Head of Moscow's Migration Policy Department. They discussed digital profiles, visa-free entry rules, and the apps ruID and Amina.

At year-end, the Committee hosted its traditional AEB Migration Conference, titled "Migration Legislation and Practice." Attendees included representatives from the Department for Labor Migration Issues of the Migration Department of the Main Directorate of the Ministry of Internal Affairs for the Moscow Region, the Ministry of Digital Development of the Russian Federation, the Ministry of Economic Development of the Russian Federation, and the Government of Moscow, as well as AEB experts. The participants discussed the following topics:

- › Migration concept.
- › Digital services for foreign citizens – Amina and RuID.
- › Moscow migration policy for 2025–2026.
- › Overview of key changes in migration legislation in 2025.
- › Hot topics in HQS employment.
- › Appointment of a foreign general director: from challenges to solutions.
- › Personal data processing issues related to hiring foreign employees.

The Committee continues to monitor changes in migration legislation and inform members in a timely manner.

ORGANIZED EVENTS

AEB external events

Date

Russian Tripartite Commission WG meeting on draft law on organized hiring of foreign workers	20.03.2025
Meeting of the Expert Council under the RF Government on the migration situation in Russia and the new migration concept	28.04.2025
Meeting with Belorussian National Agency of Investment and Privatization (NAIP)	18.05.2025
Russian Tripartite Commission WG meeting on register of controlled foreign nationals	23.05.2025
Russian Tripartite Commission WG meeting on organized employment including impact to Taxation Code, Labor Code and budgeting process of Russia	18.12.2025

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

16

COMMITTEE MEMBERS

ADVANT Beiten; Adviros; AGR; Alfa Laval Potok; ALRUD Law Firm; B1; Beiersdorf; Bellerage; Buhler Service; Business Solutions and Technologies; CAMPARI RUS; Cernelutti Russia Law Firm; Caterpillar Eurasia; Center for Creative Leadership; Chevron Neftegaz Inc. Moscow Branch; Credit Agricole CIB; Denuo; Deutsche Bank Ltd.; GE Healthcare; Honda Motor RUS; Intermark Relocation; International Tobacco Group; ITMS Russia; JTI Russia; Kept; Kesarev; KT&G Global Rus; LAB Industries; Lemana PRO; Lidings Law Offices; Marillion; Melling, Voitishkin & Partners; Metropol Hotel Moscow; Mitsubishi Corporation (Russia); MOST SERVICE, member of Bruck Consult; Multon Partners; Nextons; Oniverse; P.R. Rouss (Pernod Ricard Rouss); Pepeliaev Group; Perfetti Van Melle Co., Ltd; Philip Morris Sales and Marketing; Quality partners; Reckitt Benckiser (RB Hygiene); Reckitt Benckiser Healthcare; Roche Diagnostics Rus; Samsung Electronics; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; Seldico; SERVIER; Shell Exploration and Production Services (RF) B.V.; TotalEnergies EP Russie, Representative Office in Moscow; UniCredit Bank; Visa Delight; VISA

CROSS-SECTORAL COMMITTEES

PRODUCT CONFORMITY ASSESSMENT COMMITTEE

CHAIRPERSON

Alexey Soldatov, Technical Regulation Manager, BOSCH Group

DEPUTY CHAIRPERSONS

Dmitry Miklin, Director for Government Relations, Herbalife
Tatiana Shcherba, Senior Manager, Technical Regulation and External Affairs Division, Procter & Gamble

ORGANIZED EVENTS

AEB event

"Technical Regulation and Conformity Assessment in the Eurasian Economic Union"

Date

04.12.2025

COMMITTEE MEMBERS

Avon Beauty Products Company; BASF; BAYER; CAMPARI RUS; Carl Zeiss; Caterpillar Eurasia; Denuo; Denuo Branch in St. Petersburg; Ferrero Russia; Evonik; GROUPE SEB-VOSTOK; HERBALIFE NUTRITION; Hitachi Construction Machinery Eurasia; Kaercher; Kesarev; Mitsubishi Electric (Russia); Nestle Rossiya; New Fashion; Omya; Perfetti Van Melle Co., Ltd; Philip Morris Sales and Marketing; Procter & Gamble; Reckitt Benckiser (RB Hygiene); ROCKWOOL; Saint-Gobain; SCHNEIDER GROUP; Samsung Electronics; Systeme Electric; Tikkivala; UNITED INDUSTRIAL; VEGAS LEX; Versuni

NUMBER OF
COMMITTEE
MEETINGS

7

NUMBER OF
LOBBYING
LETTERS

13

COMMITTEE ACTIVITIES, 2025

In 2025, the Product Conformity Assessment Committee was engaged in the following issues:

- › The excessive burden of product conformity assessment in the development of draft Federal Law No. 517404-8, "On Amendments to the Federal Law 'On Standardization in the Russian Federation.'"
- › Risks for consumers and the market in online retail related to the draft Protocol "On Amendments to the Treaty on the EAEU regarding the confirmation of the safety of e-commerce goods originating from third countries."
- › Amendments to the Treaty on the EAEU and acts of the Commission.
- › Confirmation of conformity for household gas appliances in accordance with TR EAEU 037/2016.

Committee achievements:

- › A substantive and detailed response from the EEC to the request clarified that the key factor in determining whether a particular household gas appliance falls under TR EAEU 037/2016 is the procedure for identifying the product, which the applicant conducts independently or with the involvement of an expert organization. The classification of products as subject to mandatory conformity confirmation does not necessarily stem from the requirement to present conformity documents for that product during customs clearance.
- › The conference on "Technical Regulation and Conformity Assessment in the Eurasian Economic Union" was held at a high level, strengthening governmental relations with bodies of the Russian Federation as well as the EEC.

Members of the Product Conformity Assessment Committee will continue to collect major problems identified in the field of technical regulation and standardization, especially within the framework of the EAEU.

CROSS-SECTORAL COMMITTEES

PUBLIC RELATIONS &
COMMUNICATIONS
COMMITTEECOMMITTEE
ACTIVITIES, 2025

During 2025, the Committee held five meetings: three Committee meetings and two open events. This combination of meeting formats allowed for discussions on yearly activities as well as the most pressing and relevant topics, such as:

- › online communication skills;
- › external and internal communications and their interaction;
- › digitalization;
- › communication awards;
- › volunteering;
- › sustainable development and CSR.

The Committee Chair and its members actively participated in AEB events (GR Academy, open events, briefings) and meetings, including interactions with other Committees.

The Committee also drafted a plan for the next year, which includes topics such as:

- › using express research in PR;
- › how to cultivate brand ambassadors within a company;
- › PR support for B2B events;
- › native content;
- › AI;
- › influencer relations: how to effectively work with bloggers;
- › volunteering: how to select projects to support;
- › interactions with media.

CHAIRPERSON

Marina Tatarskaya, IACC Manager, CIS Region, Ferrero

DEPUTY CHAIRPERSONS

Irina Belogurova-Bruyevich, Head of Marketing, Communications, and Sales Support, GARDIA Insurance Company

Elizaveta Melkumyants, Communications Manager, JACOBS DOUWE EGBERTS

ORGANIZED EVENTS

AEB event

Open joint meeting organized jointly with the AEB Sustainability Committee "Sustainable development and responsible business. Vector 2025"

Date

14.03.2025

Joint event organized jointly with the AEB HR Committee "PR for HR or HR for PR"

27.10.2025

NUMBER OF
COMMITTEE
MEETINGS

3

COMMITTEE MEMBERS

ADVANT Beiten; Adviros; Accor Groupe; ALRUD Law Firm; Ararat Park Hotel Moscow; Arval; AstraZeneca Pharmaceuticals; Avon Beauty Products Company; B1; BAYER; Beiersdorf; Boehringer Ingelheim; Bonduelle-Kuban; BOSCH Group; Caterpillar Eurasia; Cementum; Chevron Neftegaz Inc. Moscow Branch; COMMERZBANK (EURASIJA); Carnelutti Russia Law Firm; Dow Chemical; DHL Express; EPAM Law Offices; Ferrero Russia; GERSA; Great Wall Motor Rus; Hotel Baltschug Kempinski Moscow; Hyundai Motor CIS; ING Wholesale Banking in Russia; Intermark Relocation; ITMS Russia; JACOBS DOUWE EGBERTS; Kesarev; LARTA GLASS; Macro – Advisory Ltd.; Marillion; Melling, Voitishkin & Partners; Metropol Hotel Moscow; Mitsubishi Electric (Russia); MOST SERVICE, member of Bruck Consult; Mondelez; Nextons; ORIFLAME; Pepeliaev Group; Philip Morris Sales and Marketing; Procter & Gamble; Raiffeisenbank; ROCKWOOL; SAPOZHNIKOV & PARTNERS; SCHNEIDER GROUP; SEAMLESS Legal; Signify Eurasia; Subaru Motor; Suzuki Motor Rus; Syngenta; Tablogix; Tikkivala

CROSS-SECTORAL COMMITTEES

REAL ESTATE COMMITTEE

DEPUTY CHAIRPERSON

Anton Alekseev, Counsel, EPAM Law Offices

ORGANIZED EVENTS

AEB event

Webinar “Legal & Tax Update in Real Estate”

Date

22.04.2025

NUMBER OF
COMMITTEE
MEETINGS

1

COMMITTEE ACTIVITIES, 2025

The AEB Real Estate Committee was founded in 2003 and brings together real estate professionals from a variety of areas including project and facilities managers, consultants, engineering and design companies, financiers, and other service providers.

The Real Estate Committee has always had four primary objectives around which its activities are structured: to facilitate the information exchange regarding real estate, construction and development issues in Russia; to monitor and analyze legal requirements in real estate (current, new, draft); to present business expertise in the field and to be a platform for industrial discussions between AEB and relevant governmental bodies; to increase the attractiveness of Russian real estate market for foreign investors.

COMMITTEE MEMBERS

ADVANT Beiten; ALRUD Law Firm; ALUMNI Partners; B1; Belskiy & Partners; Better Chance; Business Solutions and Technologies; Canelutti Russia Law Firm; Caterpillar Eurasia; Coleman Group; Commonwealth Partnership (CMWP); Denis Bushnev; Denuo; EPAM Law Offices; FBK Legal; Ferrero Russia; Intermark Relocation; Italcantieri; Kucher Kuleshov Maximenko & Partners (KKMP); Law Company TAXOLOGY; Lemana PRO; Melling, Voitishkin & Partners; NAOS VOSTOK; New Fashion; Nextons; Nextons St. Petersburg; Pepeliaev Group; Perfetti Van Melle; Saint-Gobain; Sapozhnikov & Partners; SCHNEIDER GROUP; Tablogix; Thuricum Insurance Company; Vlasta-Consulting

CROSS-SECTORAL COMMITTEES

SAFETY, HEALTH,
ENVIRONMENT &
SECURITY COMMITTEECOMMITTEE
ACTIVITIES, 2025

In 2025 the Committee continued to discuss trending issues aimed at creating and preserving the favorable physiological and mental climate in companies. The Committee members actively exchanged information and expert opinions. The focus was on the following issues:

- › personal protective equipment;
- › first aid training;
- › application of AI in the work of SHES specialists;
- › new rules of fire safety;
- › risk-based supervision, including the preventing visits of state inspectors;
- › recruiting employees through employment agencies.

On October 22, the Committee held the online roundtable titled "Soft Skills in the Work of SHES Specialists." During the roundtable, the main trends in the labor market and their impact on the competencies of SHES specialists were presented. Participants discussed the skills needed by SHES specialists. A key part of the event was a master class on developing soft skills such as persuasion and argumentation, the ability to convey unpleasant information, and conflict management. Due to the significant interest in the topic of soft skills, member companies suggested continuing discussions and training in 2026.

Based on the results of its work in 2025, the Committee decided to continue the exchange of best practices on first aid and soft skills, organize discussions on investigating serious accidents, and hold joint meetings with other AEB Committees.

As part of the Committee's development, active recruitment of new members continued. These efforts aim to involve SHES specialists from AEB member companies in the Committee's work and strengthen the AEB's position on relevant issues.

CHAIRPERSON

Tatyana Borisova

ORGANIZED EVENTS

AEB events

Roundtable "Soft Skills in the Work of SHES Specialists"

Date

22.10.2025

COMMITTEE MEMBERS

ADVANT Beiten; Adviros; AGR; Akzo Nobel Coatings; ALRUD Law Firm; ALUMNI Partners; AstraZeneca Pharmaceuticals; Avon Beauty Products Company; B1; BASF; BAYER; Bellerage; Bonduelle-Kuban; Brother; Buhler Service; Business Solutions and Technologies; Cargill; Caterpillar Eurasia; Cementum; Chiesi Pharmaceuticals; Coleman Group; Corporate Counselling Services Sarl; Denis Bushnev; Deutsche Bank Ltd.; DHL Express; Dow Chemical; EPAM Law Offices; Ferrero Russia; Fresenius Medical Care AG; GE Healthcare; GERSA; H&N; Haleon Rus; HeidelbergCement Rus; Ikon Tyres; ITMS Russia; JACOBS DOUWE EGBERTS; JTI Russia; Kappa RUS; Karl Storz (KSTE WOSTOK); Kept; Kesarev; Komatsu CIS; Kucher Kuleshov Maximenko & Partners (KKMP); LAB Industries; Lamoda; LARTA GLASS; Lemana PRO; Lidings Law Offices; Marillion; Mars; MB RUS; METRO Cash&Carry; Multon Partners; Nestle Rossiya; Novartis Group Russia; Novo Nordisk; Orange Business Services; P.R. Rouss (Pernod Ricard Rouss); Pepeliaev Group; PepsiCo; Perfetti Van Melle; Reckitt Benckiser Healthcare; RheinSet; Risk Advisory Group Ltd; Roche Diagnostics Rus; ROCKWOOL; Saint-Gobain; Sandoz; Sanofi Russia; SERVIER; Syngenta; Systeme Electric; TIAR-Center; Tikkivala; TotalEnergies EP Russie, Representative office in Moscow

NUMBER OF
COMMITTEE
MEETINGS

4

NUMBER
OF
LOBBYING
LETTERS

2

CROSS-SECTORAL COMMITTEES

SMALL & MEDIUM-SIZED ENTERPRISES COMMITTEE

CHAIRPERSON

Andreas Bitzi, Founder, Quality partners

DEPUTY CHAIRPERSON

Oksana Bogdanova, Counsel, Law Company TAXOLOGY

NUMBER OF
COMMITTEE
MEETINGS

4

COMMITTEE ACTIVITIES, 2025

In 2025, the Small and Medium-Sized Enterprises Committee discussed MinFin Order No. 86n, which extends the list of offshore zones and its implications for SMEs; support instruments provided by the SME Corporation; outcomes of SPIEF 2025 relevant to SMEs; business fragmentation related to SMEs; amendments to the simplified tax system (USN) affecting SMEs and other changes for SMEs under Federal Law No. 425 of November 28, 2025; updates to social insurance contributions for SMEs effective from 2026; and other related issues. Furthermore, the Committee prepared a digest of court practices addressing business fragmentation issues concerning SMEs.

COMMITTEE MEMBERS

ADVANT Beiten; Antal Talent; Arval; Auto Partners; B1; Banca Intesa; Bauke van der Meer Tax and Legal Services (CIS) B.V.; Bellerage; Brother; Business Solutions and Technologies; Carnelutti Russia Law Firm; Center-invest Bank; Ceramic Solutions Rus; Denuo; DHL Express; DISPAK; EKE-Engineering; Fidentia/O2 Consult; Gefera Media; HERBALIFE NUTRITION; Intermark Relocation; Italcantieri; JFL Consulting; JTI Russia; JURALINK; Kesarev; Kucher Kuleshov Maximenko & Partners (KKMP); Law Company TAXOLOGY; LIEBHERR-RUSSLAND; Macro-Advisory Ltd.; Marillion; MB RUS; MOST SERVICE, member of Bruck Consult; Nextons; Oriflame; Pavia e Ansaldo; Pepeliaev Group; Perfetti Van Melle; Philip Morris Sales and Marketing; PORTAL; Protecta Trade Insurance; Quality partners; Raiffeisenbank; Sapozhnikov & Partners; SCHNEIDER GROUP; Tablogix; The International School of Moscow; Vlasta-Consulting; Welcome Abroad Relocations; Zentis Russland; Zetta Life

CROSS-SECTORAL COMMITTEES

SUSTAINABILITY COMMITTEE

COMMITTEE
ACTIVITIES, 2025

In 2025, the AEB Sustainability Committee evolved from what used to be the "Green Initiative". That change reflected shift (i) from initiative towards a full-fledged Committee and (ii) from green only to a broad set of sustainability areas covered by the Committee's activities.

The year began with a two kick-off meetings to update existing members and onboard new ones in terms of Committee's background, objectives and plans. It followed by a joint meeting with the PR and Communications Committee on March 14, titled "Sustainable Development and Responsible Business. Vector 2025". This session set the tone, exploring key national trends, the evolving ESG rating landscape, and corporate reporting practices with experts from RSPP, Promsvyazbank/ expert council of EPS rating (environment, people, state (in Russian – «ЭКГ-рейтинг»)), and ACRA rating agency.

The Committee's work gained significant momentum through deep dives into sector-specific sustainability challenges. A joint meeting with the Insurance and Pensions Committee on June 17 examined "Sustainability in Insurance," discussing ESG-integrated risk management and available financial products.

The pivotal "Waste Market – Moving Towards Circularity" event on July 1, co-organized with the Embassy of Switzerland, convened industry leaders for a roundtable and a visit to the "Sborka" eco-center, fostering practical dialogue on business opportunities in Russia's circular economy transition, including in terms of b2b collaborations.

A key partnership was forged with the International Coordinating Council for Trans-Eurasian Transport (CCTT), resulting in a roundtable on October 28, "A Low-Carbon Future for Eurasian Transport Corridors." The discussion focused on green logistics, digital platforms for GHG emissions accounting, and the development of sustainable supply chains.

Further emphasizing cross-sector collaboration, the Committee held two major open meetings with the AEB Energy Committee. The first, on November 20, explored the synergy between "AI and Energy Transition," featuring insights from the "Energynet" Center at MTS Office.

CHAIRPERSON

Roman Ishmukhametov, Senior Associate, Melling, Voitishkin & Partners

ORGANIZED EVENTS

AEB events

	Date
"Sustainable Development and Sustainable Business" jointly with the AEB PR and Communications Committee	14.03.2025
"Sustainable Insurance" jointly with the AEB Insurance and Pensions Committee	17.06.2025
"Sustainability in Pharma" jointly with the AEB Health and Pharmaceuticals Committee	20.11.2025
"AI and Energy Transition" jointly with the AEB Energy Committee	24.11.2025

AEB external events

	Date
"Russian Waste Market" jointly with the Swiss Embassy	01.07.2025
Roundtable "A Low-Carbon Future for Eurasian Transport Corridors" jointly with CCTT	28.10.2025

NUMBER OF
COMMITTEE
MEETINGS

5

COMMITTEE MEMBERS

Accor; Adviros; Air France; AstraZeneca; B1; BASF; Bayer; Bonduelle; Brother; Buhler Group; Business Solutions and Technologies; BWV 1068; Carnelutti Russia Law Firm; Cementum; Center-invest Bank; Chiesi Pharmaceuticals; Citibank; CLAAS; COMMERZBANK (EURASIJA); Denuo Legal; Ferrero; H&N; Haleon; Herinckx Trade Solutions; ING Wholesale Banking in Russia; Italcantieri; ITMS; JACOBS DOUWE EGBERTS; JETRO; Kept; Kesarev; KraftHeinz Vostok; Lamoda; LARTA GLASS; Lidings; Manpower; Mars; Melling, Voitishkin & Partners; Mitsubishi Corporation; Mondelez; NAOS; Nestle Rossiya; Nizhpharm; Novo Nordisk; Pension Solutions NPF; Philip Morris Sales and Marketing; Philips; Ponimau; Portal; Protecta Trade; Raiffeisenbank; Roche; Saint Gobain Russia & CIS; Samsung; SEAMLESS LEGAL; SL LEGAL; SOGAZ Insurance Group; Specta; Systeme Electric; Thuricum; TIAR-Center; Tikkivala; Uniper; UNITED INDUSTRIAL; VEGAS LEX; WELLGO

The second, on November 24, addressed “Sustainable Development in the Pharmaceutical Industry” at the SKOLKOVO School of Management, with keynote intervention by SKOLKOVO itself followed by case-studies from Roche, AstraZeneca, Servier, and BIOCAD.

The Committee also held dedicated internal meetings. On October 8, experts from the Russian Academy of Science and HSE University provided macroeconomic and climate-economics perspectives vital for strategic planning of AEB members’s activities in Russia. The year concluded with a session on December 25 to review 2025 achievements, outline priority topics for 2026 and to host fire-side chat discussion with Russia’s top sustainability experts from Gazprombank, Sovcombank, SKOLKOVO School of Management, Forbes Russia, Center for Sustainable Development Technologies, HSE and others.

Throughout the year, the Committee engaged numerous AEB members from very different industries, leading experts, and institutional partners, establishing itself as a go-to platform for knowledge-sharing, networking and unleasher of sustainability relating opportunities within our business community. Priorities for 2026 include topics such as GR dimension of Russian “ESG localization”, regulatory and tax incentives for sustainable investments, further deep dive into legal sides of sustainability, opportunities for “sustainable” partnerships in FMCG, as well as in hospitality management, travel, fashion and lifestyle.

CROSS-SECTORAL COMMITTEES

TAXATION COMMITTEE

CHAIRPERSON

Nina Goulis, Partner, Kept

DEPUTY CHAIRPERSON

Ksenia Litvinova

ORGANIZED EVENTS

AEB events

	Date
Open event “Practical Aspects of Participation in Tax Monitoring” (<i>hybrid</i>)	08.04.2025
Open meeting with FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 on tax control issues (<i>hybrid</i>)	25.04.2025

COMMITTEE ACTIVITIES, 2025

The Committee continued to work through general Committee activities and its substructures — the following Working Groups (WGs):

- › WG on digitalization;
- › WG on domestic operations and tax administration;
- › WG on international operations;
- › WG on tax monitoring.

In 2025, the Taxation Committee had:

- › 11 Committee meetings, including:
 - nine regular Committee meetings
 - two informal Taxation Committees’ meetings jointly with the Russian-German Chamber of Commerce, CCIFR, and AmCham

- › 19 Working Group meetings;
- › 9 open events, including:
 - two tax conferences
 - two open meetings with FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1
 - two events on tax monitoring
 - two roundtables on transfer pricing
 - one expert roundtable on inclusion of dividends in customs value
- › 9 lobbying letters.

During the year, the Committee had the following key GR touch points:

- › event on tax monitoring with participation of FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1;
- › meeting with FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 on tax control issues;
- › meeting with FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 and FNS Currency Control Division of International Cooperation and Capital Movement Control Directorate on currency control issues;
- › participation of the AEB CEO at the St. Petersburg International Economic Forum 2025 in the session “International Cooperation in Taxation: Today’s Priorities”;
- › FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 annual event re tax monitoring with support of AEB and the Russian-German Chamber of Commerce;
- › participation of high-level representatives of the Ministry of Finance and the Federal Tax Service in the AEB summer tax conference;
- › participation of Committee members in Moscow Financial Forum 2025;
- › meeting with the Ministry of Finance re AEB proposals to the draft law on minimum taxation of MNE groups (Pillar 2);
- › roundtable on transfer pricing organized by FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 and Inter-Regional Inspectorate for Pricing for Taxation Purposes;
- › participation of high-level representatives of the Ministry of Finance, State Duma Committee on Budget and Taxes and Federal Tax Service in the AEB winter tax conference;
- › second roundtable on transfer pricing organized by FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 and Inter-Regional Inspectorate for Pricing for Taxation Purposes (with participation of FNS International Taxation Directorate).

Furthermore, on December 10, 2025 the Federal Tax Service held its annual meeting of the Advisory Council on Taxation of Foreign Investors and Commercial Organizations with Foreign Investment (chaired by Daniil Egorov, Head of the Federal Tax Service, and moderated by Julia Shepeleva, Deputy Head of the Federal Tax Service). The discussion covered a broad range of issues, including tax administration, tax monitoring, withholding tax, international taxation and transfer pricing, dividend taxation, country-by-country reporting and automatic exchange of financial information, corporate income tax, VAT, and other matters. The event was attended by representatives of AEB, AmCham, CCIFR, the Russian-German Chamber of Commerce and China Council for the Promotion of International Trade (CCPIT).

ORGANIZED EVENTS

AEB events

	Date
Open meeting with FNS Inter-Regional Inspectorate for Largest Taxpayers No. 1 on currency control issues (<i>hybrid</i>)	29.05.2025
Roundtable “Tax Monitoring. Advantages, Development Prospects, Disadvantages” (jointly with the Russian-German Chamber of Commerce) (<i>hybrid</i>)	09.07.2025
Summer Tax Conference “Tax System Development. Trends, Challenges, Prospects” (<i>offline</i>)	17.07.2025
Roundtable on transfer pricing (<i>hybrid</i>)	25.09.2025
Expert roundtable “Inclusion of Dividends in Customs Value: Where We Stand, What to Do Next” (jointly with the AEB Customs and Transport Committee) (<i>offline</i>)	17.10.2025
Winter Tax Conference “Tax Results of the Year. Dialogues on What Matters” (<i>offline</i>)	02.12.2025
Second roundtable on transfer pricing (<i>hybrid</i>)	04.12.2025

AEB external events

	Date
St. Petersburg International Economic Forum 2025 (Session “International Cooperation in Taxation: Today’s Priorities”)	19.06.2025
Moscow Financial Forum 2025	18.09.2025
Meeting of the RF Federal Tax Service Advisory Council on Taxation of Foreign Investors and Commercial Organizations with Foreign Investment (FNS FIAC meeting)	10.12.2025

NUMBER OF
COMMITTEE
MEETINGS

11

WG
MEETINGS

19

NUMBER
OF LOBBYING
LETTERS

9

COMMITTEE MEMBERS

ADVANT Beiten; AGR; Akzo Nobel Coatings; AliExpress Russia; ALRUD Law Firm; ALUMNI Partners; Aristo Pharma; AstraZeneca Pharmaceuticals; Astros Logistics; Auto Partners; Axenix AxTeam; B1; Bacardi Russia; BASF; BAYER; Beiersdorf; Bellerage; Better Chance; BMW Russland Trading; BNP PARIBAS BANK; Boehringer Ingelheim; BRAND & PARTNERS; Business Solutions and Technologies; CAMPARI RUS; Cargill; Carl Zeiss; Carnelutti Russia Law Firm; Cementum; Ceramic Solutions Rus; Citibank; CLAAS; Colgate-Palmolive; COMMERZBANK (EURASIJA); Credit Agricole CIB; Delonghi; Denuo; Deutsche Bank Ltd.; DHL Express; Egis Pharmaceuticals; EkoNiva-Technika Holding (part of EkoNiva group); EPAM Law Offices; Faurecia Automotive Development; FBK Legal; FCM Leasing; Ferrero Russia; Fidentia/O2 Consult; Fresenius Medical Care AG; GE Healthcare; Great Wall Motor Rus; GROUPE SEB-VOSTOK; H&N; Heel Rus; HeidelbergCement Rus; Honda Motor RUS; IC MANAGEMENT; Ikon Tyres, Ltd; Ipsen; ITMS Russia; Iveco Russia; JACOBS DOUWE EGBERTS; JTI Russia; JURALINK; Kappa RUS; Karl Storz (KSTE WOSTOK); Kept; Knauf Group CIS; KraftHeinz Vostok Ltd; Kucher Kuleshov Maximenko & Partners (KKMP); Lamoda; LARTA GLASS; Law Company TAXOLOGY; Lidings Law Offices; L'Oreal; M.Video; Macro – Advisory Ltd.; Marillion; Mars; MB RUS; MEF LEGAL; Melling, Voitishkin & Partners; Merck; METRO Cash&Carry; Mitsubishi Corporation (Russia); MMC Rus; MOL-Russ; Mondelez; Multon Partners; NAOS VOSTOK; Nestle Rossiya; Nextons; Nextons St. Petersburg; Nizhpharm; Novartis Group Russia; NOYTECH Logistics Rus; Olson Consulting; Oriflame; OTP Bank; Pepeliaev Group; PepsiCo; Perfetti Van Melle Co., Ltd; Peugeot Citroën Rus (Groupe PSA); Philip Morris Sales and Marketing; Philips; Pirelli Tyre Russia; Procter & Gamble; Raiffeisenbank; Reckitt Benckiser (RB Hygiene); Reckitt Benckiser Healthcare; ROCKWOOL; RP Canon Medical Systems; Sanofi Russia; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; Seldico; SERVIER; Shell Exploration and Production Services (RF) B.V.; Sterngoff Audit; Systeme Electric; Teva; Thuricum Insurance Company; TIAR-Center; Tikkivala; Top Lubricants; TotalEnergies EP Russie, Representative office in Moscow; VEGAS LEX; Zalesov, Timofeev, Gusev and Partners; Zentis Russland

WORKING GROUPS

NON-FOOD FMCG WORKING GROUP

CHAIRPERSON

Nikita Nizkous, Public Affairs Director, L'Oreal

ORGANIZED EVENTS

AEB events

“Trademark holders’ rights protection in e-commerce: current practice and regulatory perspectives”

Date

28.03.2025

WORKING GROUP MEMBERS

Arnest UniRus; Avon Beauty Products Company; Colgate-Palmolive; Estee Lauder Companies; Haleon Rus; HERBALIFE NUTRITION; LAB Industries; L'Oreal; Oriflame; Procter & Gamble; Reckitt Benckiser Healthcare

WORKING GROUP ACTIVITIES, 2025

In 2025, WG members actively participated in discussions and proposed various lobbying initiatives concerning both industrial and cross-sectoral issues, including customs rates, the “Russian shelf” proposal, and labeling.

The WG played an active role in shaping the AEB strategy regarding the subordinate legislation to the Law on Digital Economy No. 289-FZ, adopted on July 31, 2025.

NUMBER OF
WORKING GROUP
MEETINGS

3

NUMBER OF
LOBBYING
LETTERS

4

WORKING GROUPS

TOBACCO PRODUCTS
WORKING GROUPWORKING GROUP
ACTIVITIES, 2025

The most important GR issues for WG members were the following:

- › introduction of licensing for wholesale and retail trade;
- › amendments to Article 1711 of the Criminal Code of the Russian Federation;
- › EAEU regulation on nicotine-containing products;
- › transition to "digital excise";
- › labeling of radio-electronic products;
- › government standards, regulation of chemical products, amendments to Federal Law No. 98;
- › combatting illegal trafficking of technological equipment;
- › eleventh session of the Conference of the Parties (COP11) to the WHO FCTC;
- › COP11/MOP 4, CIS initiatives.

CHAIRPERSON

Sergey Slipchenko, CEO, Philip Morris Sales and Marketing

WORKING GROUP MEMBERS

International Tobacco Group; ITMS Russia; JTI Russia; KT&G Global Rus; Philip Morris Sales and Marketing

NUMBER OF
WORKING GROUP
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

1

WORKING GROUPS

WORKING GROUP
ON ANIMAL HEALTHWORKING GROUP
ACTIVITIES, 2025

In 2025, the Working Group held four meetings and one event dedicated to the EAEU food security and veterinary medicinal products situation.

CHAIRPERSON

Svetlana Degtyareva, Boehringer Ingelheim

ORGANIZED EVENTS

AEB events

"EAEU Food Security and Veterinary Medicinal Products Situation"

Date

27.03.2025

WORKING GROUP MEMBERS

AVPHARM; Boehringer Ingelheim; Elanco; Mars; Nestle Rossiya

NUMBER OF
WORKING GROUP
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

1

The Working Group paid particular attention to the following topics:

- › Quality control of veterinary drugs and delivery of quality control reagents for veterinary drug testing.
- › Unified EAEU market for veterinary medicinal products (VMPs): development and regulation; implementation of the Decision of the Council of the Eurasian Economic Commission No. 1 of January 21, 2022 (as amended on September 27, 2023) "On the Rules Regulating the Handling of Veterinary Drugs in the Customs Territory of the Eurasian Economic Union".
- › Certification issues related to inspections of foreign enterprises.
- › Registration dossier update process.
- › Veterinary pharmaceutical logistics.

WORKING GROUPS

WORKING GROUP ON LABELING AND TRACK & TRACE SYSTEM

CHAIRPERSON

Vera Volkova, Director of the Practice of Digital Technologies and Business Transformation, B1

NUMBER OF
WORKING GROUP
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

6

WORKING GROUP ACTIVITIES, 2025

In 2025, the Working Group focused on the following issues: opposing the new state duty for labeling, clarifying the expedited regulatory process under Presidential Decree No. 475, resolving breakdowns in automated data exchange between customs and the CRPT, and addressing concerns about granting a private operator quasi-supervisory powers to verify "Russian production" status. Based on these discussions, the Working Group compiled a comprehensive list of questions and proposals for official dialogue with the Ministry of Industry and Trade, scheduled for 2026.

WORKING GROUP MEMBERS

ADVANT Beiten; AGR; Akzo Nobel Coatings; ALRUD Law Firm; ALUMNI Partners; AliExpress; Arnest UniRus; AstraZeneca Pharmaceuticals; Avon Beauty Products Company; Axenix AxTeam; B1; BAYER; BDR Thermea RUS; BMW Russland Trading; Bacardi Russia; Bonduelle-Kuban; Brother; Business Solutions and Technologies; Cargill; CLAAS; Colgate-Palmolive; EPAM Law Offices; GROUPE SEB-VOSTOK; H&N; HERBALIFE NUTRITION; Haeon Rus; Honda Motor RUS; Ikon Tyres, Ltd; International Tobacco Group; JACOBS DOUWE EGBERTS; JTI Russia; Kaercher; Karl Storz; KraftHeinz; KT&G Global Rus; Lamoda; Lemana PRO; L'Oreal; Mars; Merck; METRO Cash&Carry; MMC Rus; Mondelez; MOST SERVICE, member of Bruck Consult; Multon Partners; Nestle Rossiya; New Fashion; Nextons; Novartis Group Russia; Oniverse; Oriflame; Perfetti Van Melle; Philip Morris Sales and Marketing; Philips; Procter & Gamble; Quality partners; Reckitt Benckiser (RB Hygiene); Reckitt Benckiser Healthcare; RP Canon Medical Systems; Samsung Electronics; SEAMLESS Legal; SERVIER; TIAR-Center; Versuni; Vlasta-Consulting

WORKING GROUPS

WORKING GROUP ON MEDICAL DEVICES

WORKING GROUP ACTIVITIES, 2025

The most important GR issues for the Working Group in 2025 were as follows:

- › digital labeling of radio-electronic products, including spare parts and components of medical devices;
- › registration issues for medical devices;
- › import substitution and the national regime in the procurement of goods for state and municipal needs;
- › application of standard technical characteristics for medical devices;
- › VAT on foreign production: prospects and potential changes.

These issues were addressed at Working Group meetings and high-level briefings with Anton Alikhanov, Minister of Industry and Trade of Russia; Anton Siluanov, Minister of Finance of Russia; and Maxim Shaskolskiy, Head of the Federal Antimonopoly Service.

CHAIRPERSON

Galina Rezvan, Government Affairs Director, GE Healthcare

ORGANIZED EVENTS

AEB events

Meeting with Tatiana Demidova,
Head of the Budget Policy in the
Contract System Department of the
Ministry of Finance of Russia

Date

22.05.2025

NUMBER OF
WORKING GROUP
MEETINGS

5

NUMBER OF
LOBBYING
LETTERS

2

WORKING GROUP MEMBERS

Carl Zeiss; Fresenius Medical Care AG; GE Healthcare; Johnson & Johnson; Karl Storz; Nizhpharm; Philips; Roche Diagnostics Rus; RP Canon Medical Systems; Samsung Electronics; SERVIER; Siemens Healthcare; Varian Medical Systems

WORKING GROUPS

WORKING GROUP ON PARALLEL IMPORTS

CHAIRPERSON

Denis Khabarov, Partner, Melling, Voitishkin & Partners

NUMBER OF
WORKING GROUP
MEETINGS

1

NUMBER OF
LOBBYING
LETTERS

1

WORKING GROUP ACTIVITIES, 2025

In 2025, the WG's activities focused on monitoring and providing feedback on key regulatory developments regarding the parallel import mechanism. Working Group members actively engaged in refining product lists, which included analyzing draft orders from the Ministry of Industry and Trade and submitting proposals to relevant authorities, such as excluding specific healthcare products and well-supplied consumer goods from certain brands.

WORKING GROUP MEMBERS

AGR; ALRUD Law Firm; B1; BAYER; Carnelutti Russia Law Firm; Denuo; DISPAK; EPAM Law Offices; Hyundai Motor CIS; Kesarev; M.Video; MB RUS; Melling, Voitishkin & Partners; Nizhpharm; Novartis Group Russia; Peugeot Citroën Rus (Groupe PSA); Roche Diagnostics Rus; ROCKWOOL; SCHNEIDER GROUP; SERVIER; Shevyrev and partners, Bureau of attorneys; Systeme Electric; VEGAS LEX; Vlasta-Consulting

WORKING GROUPS

WORKING GROUP ON THE REGULATION OF CHEMICAL PRODUCTS

WORKING GROUP ACTIVITIES, 2025

In 2025, the focuses of the Working Group were as follows:

- In-depth work on several drafts of the Russian Technical Regulation "On Safety of Chemicals" to support the development of modern and transparent chemical regulation in Russia and to remove barriers to doing business present in the drafts.
- Comments on the Technical Regulation of EAEU 041/2017 "On Safety of Chemicals".

- Ongoing dialogue with the Ministry of Finance of Russia regarding the exclusion of alcohol-containing chemical products used for laboratory diagnostics and biopharmaceutical production from the scope of Federal Law No. 171-FZ, dated November 22, 1995, "On State Regulation of the Production and Circulation of Ethyl Alcohol, Alcoholic and Alcohol-Containing Products, and on Restrictions on the Consumption (Drinking) of Alcoholic Products".

The WG members prepared a comprehensive analysis of the draft legislative acts, and the AEB position was officially posted on www.regulation.gov.ru as well as submitted to the Ministry of Industry and Trade.

The WG identified the most pressing issues and addressed them through several letters to representatives of the Ministry of Industry and Trade, as well as to the EEC, which should facilitate the harmonization of the application of adopted and drafted acts, enabling chemical industry enterprises to prepare for the entry into force of the technical regulations.

CHAIRPERSON

Irina Kartashova, Director for Technical Regulation and External Relations, Procter & Gamble

DEPUTY CHAIRPERSONS

Tatyana Dvoryakina, AVON Beauty Products Company
Olga Limonchenko, LAB Industries

ORGANIZED EVENTS**AEB events**

Conference "Technical Regulation and Conformity Assessment in the Eurasian Economic Union"

Date

04.12.2025

NUMBER OF
WORKING GROUP
MEETINGS

3

NUMBER OF
LOBBYING
LETTERS

8

WORKING GROUP MEMBERS

Akzo Nobel Coatings; Arnest UniRus; Avon Beauty Products Company; BASF; BAYER; Bellerage; BOSCH Group; Dow Chemical; Denuo; Evonik; Kaercher; LAB Industries; L'Oreal; Merck Life Science; Omya; Philips; Philip Morris Sales and Marketing; Procter & Gamble; Reckitt Benckiser (RB Hygiene); ROCKWOOL; Syngenta; Tikkivala; Versuni

WORKING GROUPS

WORKING GROUP ON WASTE MANAGEMENT

WORKING GROUP ACTIVITIES, 2025

In 2025, the Working Group maintained a constant focus on Extended Producer Responsibility (EPR) and engaged in active dialogue with regulatory authorities.

Based on the results of the EPR experiment, which was conducted from September 1, 2024, to September 1, 2025, the Working Group made a number of proposals to improve the current legislation and extend the experiment.

CHAIRPERSON

Pavel Rudyakov

ORGANIZED EVENTS**AEB events**

Roundtable "Extended Producers Responsibility: Bank Guarantee and Suretyship Agreement. Risks and Opportunities"

Date

18.06.2025

ORGANIZED EVENTS

AEB events

Roundtable "Extended Producers Responsibility Reform: a Change for the Better?"; presentation of the AEB "Business Quarterly" magazine on EPR prepared by WG

Date

12.12.2025

AEB external events

First meeting of the Business Club of the Union of Recyclers of Russia "Dialogue on Environmental Fee: Wastes, Money, Responsibility"

Date

17.09.2025

WORKING GROUP MEMBERS

AGR; Akzo Nobel Coatings; Arnest UniRus; Avon Beauty Products Company; B1; BASF; BAYER; Belskiy & Partners; Brother; Business Solutions and Technologies; Cementum; Cinalab; CLAAS; Denuo; Dow Chemical; Egis Pharmaceuticals; EkoNiva-Technika Holding; Ferrero Russia; H&N; Haleon Rus; HeidelbergCement Rus; Ikon Tyres, Ltd; ITMS Russia; JTI Russia; Kaercher; Kappa RUS; Kept; Kesarev; KraftHeinz Vostok Ltd; Kucher Kuleshov Maximenko & Partners (KKMP); LAB Industries; Lamoda; LARTA GLASS; Lemana PRO; L'Oreal; M.Video; Mars; Melling, Voitishkin & Partners; METRO Cash&Carry; Mitsubishi Corporation (Russia); Multon Partners; Nestle Rossiya; New Fashion; P.R. Rouss (Pernod Ricard Rouss); PepsiCo; Perfetti Van Melle Co., Ltd; Philip Morris Sales and Marketing; Philips; Procter & Gamble; Quality partners; Reckitt Benckiser (RB Hygiene); ROCKWOOL; Samsung Electronics; Sapozhnikov & Partners; SARIA Russia; SCHNEIDER GROUP; SERVIER; SIPCAM RUS; Syngenta; Systeme Electric; TIAR-Center; Tikkivala; Versuni

NUMBER OF
WORKING GROUP
MEETINGS

4

NUMBER OF
LOBBYING
LETTERS

14

Through the efforts of the Working Group, the experiment was extended until 2028.

AEB representatives were included in the Working Group established under the Ministry of Natural Resources to discuss legislative amendments.

On September 17, 2025, AEB participated in the first meeting of the Business Club of the Union of Recyclers of Russia, which was established in August 2025. During the event, AEB presented the existing problems in the EPR mechanism identified during the experiment and proposed solutions. All AEB proposals were supported by the Head of Rosprirodnadzor, S. Radionova.

The Working Group took an active stance regarding the initiative from the Ministry of Natural Resources to raise environmental fees. Through joint efforts with other business associations, the initiative was put on hold, resulting in the environmental fee remaining the same as previously approved for 2026.

The Working Group also addressed the issue of liability for providing inaccurate waste disposal documents. The AEB's position on the relevant draft law was communicated to the Ministry of Natural Resources and the State Duma.

Several events were organized for AEB members:

- › open meeting on the practical aspects of EPR reporting;
- › roundtable "Extended Producer Responsibility: Bank Guarantee and Suretyship Agreement. Risks and Opportunities";
- › roundtable: "Extended Producer Responsibility Reform: A Change for the Better?"

An edition of the AEB "Business Quarterly" magazine dedicated to EPR was published, covering the following topics: current problems in the EPR mechanism, the register of recyclers, suretyship agreements and bank guarantees, reduction coefficients, results of the experiment, court practices, and environmental fees.

REGIONAL COMMITTEES

NORTH-WESTERN
REGIONAL COMMITTEECOMMITTEE
ACTIVITIES, 2025

The activities of the North-Western Regional Committee in 2025 continued to focus on developing relationships with government authorities as well as municipal and regional chambers and associations.

The Committee held two large conferences and several joint events, totaling 13 events and 16 Subcommittee meetings. Staff shortages and labor relations remained topics of interest in the region, alongside a continued focus on customs and logistics. These issues resurfaced in Committee meetings and events throughout 2025.

Committee members actively participated in events aimed at strengthening relations with government structures in St. Petersburg and the Leningrad Region, including SPIEF'25 and BRIEF'25. The Committee held meetings with both the Labor Inspectorate of St. Petersburg and the North-Western Customs Administration (SZTU), which continue to be prominent partners for AEB and its member companies in the region.

In 2025, the Committee continued to develop its corporate volunteering initiatives, participating in and co-organizing corporate volunteering and charity events.

CHAIRPERSON

Elena Kiyanova, Manager, Corporate Affairs North Region,
Philip Morris Sales and Marketing

DEPUTY CHAIRPERSONS

Elena Novoselova, Deputy General Manager, Regional
Development, Russia & CIS, Coleman Group

Sergey Vasiliev, Legal Director, Head of Foreign Trade and
Customs Regulation Practice, Denuo

Diana Voronina, GR Manager, JACOBS DOUWE EGBERTS

ORGANIZED EVENTS

AEB events	Date
Winter Conference	22.01.2025
Joint event with Corinthia Hotel "Meeting the Talented People of St. Petersburg"	30.01.2025
Cultural outing	28.02.2025
Webinar "Electronic Transactions in 2025 in Corporate Law and Real Estate"	20.03.2025
Meeting with St. Petersburg Labor Inspectorate	20.04.2025
Annual Meeting with the North- Western Customs Administration	09.06.2025
"AI in Business" Conference	03.12.2025
AEB external events	Date
Business brunch with the Leningrad Region Chamber of Commerce and Industry "Trade and Economic Opportunities in Uzbekistan"	19.03.2025

ORGANIZED EVENTS

AEB external events

	Date
IX St. Petersburg International Labor Forum	04.04.2025
Volunteer Event in Knyazevo	23.05.2025
"Green Games" Volunteer Event	31.05.2025
SPIEF'25	18-21.06.2025
BRIEF'25	18.09.2025

NUMBER OF
COMMITTEE
MEETINGS

16

COMMITTEE MEMBERS

ADVANT Beiten; Adviros; Akzo Nobel Coatings; ALRUD Law Firm; AMS (Agency for Meta Strategies); Ariston Thermo Rus; Astoria Hotel Complex; Astros Logistics; B1; Banca Intesa; BASF; Bellerage; BIOCAD; Bionorica; Caterpillar Eurasia; Cementum; Citibank; Coleman Group; COMMERZBANK (EURASIJA); Credit Agricole CIB; Denuo Branch in St. Petersburg; DHL Express; Dow Europe GmbH Representation office; EKE-Engineering; EPAM Law Offices; Faurecia Automotive Development; Ferrero Russia; GE Healthcare; GROUPE SEB-VOSTOK; H&N; Herinckx Trade Solutions; Ikon Tyres; ING Wholesale Banking; Intermark Relocation; International Hotel Investments (Benelux) B.V. (Corinthia Hotel); Italcantieri; ITMS Russia (BAT); JACOBS DOUWE EGBERTS; JTI Russia; JURALINK; Kappa RUS; Kept; Knauf Group CIS; KraftHeinz Vostok Ltd; LAB Industries; Lemana PRO; Macro – Advisory Ltd.; Marillion; Mars; Maxx Intermodal Systems; Melling, Voitishkin & Partners; Mikenopa; Mondelez; MOST SERVICE; Multon Partners; NAWINIA; Nextons St. Petersburg; Nordic School of Economics in Russia; Novartis Group Russia; Novo Nordisk; NOYTECH Logistics Rus; OMV Branch Russia Upstream GmbH; Pepeliaev Group; Perfetti Van Melle Co., Ltd; Philip Morris Sales & Marketing; Philips; Ponimau; Prime Products; Procter & Gamble; Quality partners; Raiffeisenbank; ROCKWOOL; Rosbank, branch of TBank; Saint Gobain CIS; SAF-NEVA; Sapozhnikov & Partners; SCHNEIDER GROUP; SEAMLESS Legal; SOGAZ Insurance Group; Specta; Systeme Electric; Thuricum Insurance Company; TIAR-Center; Tikkivala; Top Lubricants; UniCredit Bank; Uniper Global Commodities SE; WELLGO

REGIONAL COMMITTEES

SOUTHERN REGIONAL
COMMITTEECOMMITTEE
ACTIVITIES, 2025

In 2025, the Southern Regional Committee continued its focused work aimed at preserving the interests of its member companies while fostering bilateral cooperation with regional government authorities, business associations, and other key stakeholders.

The Committee co-organized two events within the framework of the long-term program "Time for New Strategies", focusing on topics most relevant to the business community in southern Russia. These events were attended by key officials from the Krasnodar Regional Administration, deputies of Krasnodar's Regional Legislative Assembly, and representatives from the Russian and regional business community.

Ten companies of the AEB Southern Regional Committee continued their active work on the implementation of the career guidance project "School of Large Business", including a conference dedicated to the project's 10th anniversary.

COMMITTEE MEMBERS

Advocates Bureau Yug; Axenix; B1; Banca Intesa; BAYER; Bonduelle-Kuban; Cargill; Center-invest Bank; CLAAS; H&N; Italcantieri; Kept; Knauf Group CIS; KWS RUS; LARTA GLASS; Limagrain RU; Multon Partners; Nestle Rossiya; Philip Morris Sales and Marketing; Philips; Raiffeisenbank; Syngenta; Systeme Electric; UniCredit Bank; VEGAS LEX

NUMBER OF
COMMITTEE
MEETINGS

12

CHAIRPERSON

Oleg Zharko, Regional GR Director, H&N

DEPUTY CHAIRPERSONS

Lubov Popova, Adviser, Vegas LEX

Diana Lipinskaya, Director of the Krasnodar's branch, Center-invest Bank

Yuri Pustovit, Managing Partner, Advocate Bureau "Yug"

ORGANIZED EVENTS

AEB events	Date
SRC AEB Annual General Meeting	18.02.2025
HR conference "HR leadership: meeting the time challenges"	22.04.2025
Conference "Career guidance project "School of Large Business. 2015-2025"	22.05.2025
Joint interregional session of the AEB HR Committee, NWRC and SRC "HR spotlight of the Russian regions: priorities and solutions for the HR market in Russia"	16.10.2025
SRC meeting and reception	23.10.2025
Conference "The role of business associations in the strategy of socio-economic development of the Krasnodar Region"	12.12.2025
AEB external events	Date
School year 2025-2026 opening ceremony of the Business School at the Kuban State Agrarian University	26.09.2025
School year 2025-2026 opening ceremony of the Business School at the Kuban State University	03.12.2025

MAJOR EVENTS

AMC ANNUAL PRESS CONFERENCE

On January 13, 2025 the AEB Automobile Manufacturers Committee organized its annual press conference “Overview 2024.” The AEB CEO Tazio Schilling noted that despite the challenges associated with the transformation of the automotive business, AEB continues to serve as a platform uniting automakers and importers operating in the Russian market. Alexey Kalitsev, AMC Chairman, discussed changes in the automotive industry, sales results for 2024, and expected prospects for 2025.



JOINT EVENT WITH JAPAN BUSINESS CLUB AND JETRO

On February 25, 2025 an annual joint meeting of the Customs Committees of the AEB, the Japan Business Club (JBC), and the Japan External Trade Organization (JETRO) was organized. The welcoming remarks were delivered by Tazio Schilling, AEB CEO, and Masakazu Uchikura, JBC Board Member. Tetsuya Umetsu, Head of the JETRO Representative Office, provided an overview of the outcomes from the December meeting of the JBC Customs Committee.



AEB ANNUAL CONFERENCE ON HUMAN RESOURCES

On March 25, 2025 the anniversary AEB HR conference “30 years in search of better ways” was held. The conference focused on practices employed by leading companies in the areas of compensation and benefits, recruitment, assessment, training and development, and labor law. Two parallel sessions were organized by the Subcommittee on Compensation and Benefits, the Subcommittee on Assessment, Training and Development, and the Subcommittee on Recruitment.



AEB ANNUAL CUSTOMS CONFERENCE

On April 3, 2025 the 19th AEB annual customs conference “Prospects for the development of customs legislation and practice: dialogues on important issues” took place. The event brought together representatives from the Eurasian Economic Commission, the Federal Customs Service, the Ministry of Finance, the Ministry of Industry and Trade, the International Coordinating Council on Trans-Eurasian Transportation, and the EAEU Court.



AEB ANNUAL GENERAL MEETING

On April 23, 2025 the AEB Annual General Meeting was organized. The meeting was chaired by Marc Dellaert, Chairman of the AEB Council of National Representation. Thomas Staertzel, AEB Board Chairman, presented the AEB strategic outlook; Tadzio Schilling, AEB CEO, presented the AEB annual business report for 2024; and Oksana Krupnova, AEB Auditing Commission Chairperson, presented the financial plan for 2025. The meeting featured a panel discussion titled “30 years of AEB: shaping the organization, building bridges, writing history.”



AEB ANNUAL CONFERENCE ON INTELLECTUAL PROPERTY

On May 27, 2025 a conference “Intellectual property in the modern era: challenges, solutions, and development” was organized. The AEB CEO Tadzio Schilling emphasized the importance of dialogue between businesses and regulators amid rapid changes in the IP landscape. Speakers representing regulatory bodies included officials from the Eurasian Patent Office, the Eurasian Economic Commission, the Intellectual Property Court, Rospatent, the Federal Antimonopoly Service, and the Russian Center for Intellectual Property.



AEB M&A CONFERENCE

On May 28, 2025 the third AEB M&A conference “At the crossroads: Russian M&A market outlook for 2025” was organized. Experts and market participants discussed the current state of the Russian M&A market and its outlook for 2025, exploring key decision points, recent changes, and anticipated developments. Government representatives from the Ministry of Finance and the Ministry of Industry and Trade were also in attendance.



PRESENTATION OF THE BUSINESS CLIMATE SURVEY RESULTS

On June 9, 2025 a briefing on the results of the annual survey “Strategies and prospects for European companies in Russia” was organized. The Comprehensive Business Climate Index remained at the 2024 level – 127 points out of a possible 200 (within the zone of positive expectations). The results revealed that businesses have become less optimistic in their assessments of short-term prospects but more positive regarding their medium- and long-term expectations.



AEB CONFERENCE ON ACCOUNTING AND FINANCE REPORTING

On June 25, 2025 AEB organized its first conference dedicated to accounting and finance reporting “Transformation of the accounting function: new challenges and opportunities.” Leading experts and business professionals discussed trends and pressing issues in accounting and reporting, shared insights, and exchanged best practices. The event also served as a platform to gauge interest among AEB members in forming a dedicated structure focused on accounting and finance reporting.



AEB SUMMER TAX CONFERENCE

On July 17, 2025 a traditional summer tax conference “Tax system development. Trends, challenges, prospects” was organized. The conference highlighted trends in the development of Russian tax legislation, issues related to cross-border operations and transactions with intermediaries and payment agents, as well as tendencies in tax court practice. The event was attended by representatives from the Ministry of Finance, the Federal Tax Service, and the State Duma Committee on Budget and Taxes.



AEB ANNUAL TAX CONFERENCE

On December 2, 2025 the annual tax conference “Tax results of the year. Dialogues on what matters” took place. The conference provided the audience with an overview of changes in Russian tax legislation, assessments of risks and opportunities related to cross-border operations, as well as trends and developments in tax court practice. Representatives from the Ministry of Finance, the Federal Tax Service, and the State Duma Committee on Budget and Taxes participated in the event.



AEB ANNUAL MIGRATION CONFERENCE

On December 9, 2025 the annual migration conference “Migration policy: trends and practice” was organized. Participants discussed a wide range of topics shaping the current agenda for employers, including the migration concept, digital services for foreign citizens, an overview of key changes in migration legislation for 2025, issues related to attracting highly qualified specialists, and matters concerning the processing of personal data when hiring foreign workers.



COMMUNICATIONS, PR AND ANALYTICS



Communications, PR, and analytics serve as a reliable guide for the members of the Association amid its diverse activities, ensuring timely information about AEB's internal initiatives as well as key events in the business environment. We pay careful attention to feedback and suggestions from our members, constantly improving our services to achieve maximum practical benefits and measurable results. Our task is to quickly convey the most important information to the members: regulatory changes, current trends, and major events.

In 2025, particular emphasis was placed on celebrating the Association's 30th anniversary. A series of special communication activities were dedicated to this event, including updates to the branding, the publication of archival materials, interactive surveys, videos, and much more.

DIGITAL COMMUNICATIONS

AEB DAILY

An important information tool remains the specialized daily newsletter AEB Daily, which in 2025 promptly reflected the most significant economic events. The newsletter includes press reviews, regulatory change monitoring, and sanctions news. Its relevance is confirmed by a consistently high readership rate of over 30%.

AEB ALERT

To respond quickly to urgent issues, the AEB Alert newsletter was created. In 2025, members of the Association received 20 Alert newsletters, focusing particularly on sanctions and migration changes that directly impact foreign businesses.

AEB WEEKLY

The AEB Weekly newsletter, launched in January 2019, continues to be one of the most popular communication channels (with over 30% readership). During this time, more than 350 issues have been sent out, focusing on GR activities, events, member news, and regulatory changes.

AEB TELEGRAM CHANNEL

In 2025, the audience of the official AEB Telegram channel (@aeb_news) grew to over 1,500 subscribers. The channel publishes daily announcements of the Association's events, as well as summaries of relevant business news.



AEB Telegram
channel
JOIN US!



MEDIA RELATIONS

MEDIA COVERAGE

In 2025, marking the Association's 30th anniversary, the AEB communications strategy focused on emphasizing sustainability, the value of partnership, and a vision for the future. Despite a challenging media environment, AEB maintained its reputation as a trusted source of expertise.

According to the Interfax-Scan system, the AEB's total media reach for the year was 6,900 mentions, which is over 50% higher than the 2024 result of 4,500 mentions. The most widely covered topics included ministry press releases following meetings between government officials and AEB, as well as the results of the AEB's annual business climate survey. Among the top media outlets citing AEB are federal sources such as Interfax, TASS, Rambler, and RIA Novosti.

PRESS EVENTS

In January 2025, AEB held its traditional Automobile Manufacturers Committee's annual press conference "Overview 2024", which focused on the results of passenger cars and light commercial vehicles sales in Russia. Following the conference, the AEB's new car sales statistics and annual forecast were featured in the media over 600 times (+20% compared to 2024).

The participation of AEB and its members in the International Moscow Automotive Forum IMAF 2025 also attracted significant media interest.

At the end of the year, an expert interview with AEB was published in the RSPP business magazine "Business of Russia", which addressed international economic cooperation.



ANALYTICS

STATISTICS

For many years, AEB has been very well known for its statistics projects. We have been running sales statistics projects for the Automobile Manufacturers Committee, Agribusiness Committee and Crop Protection Committee.

SURVEYS

In 2025, AEB conducted over 20 studies, the results of which formed the basis for discussions at events and Committee meetings.

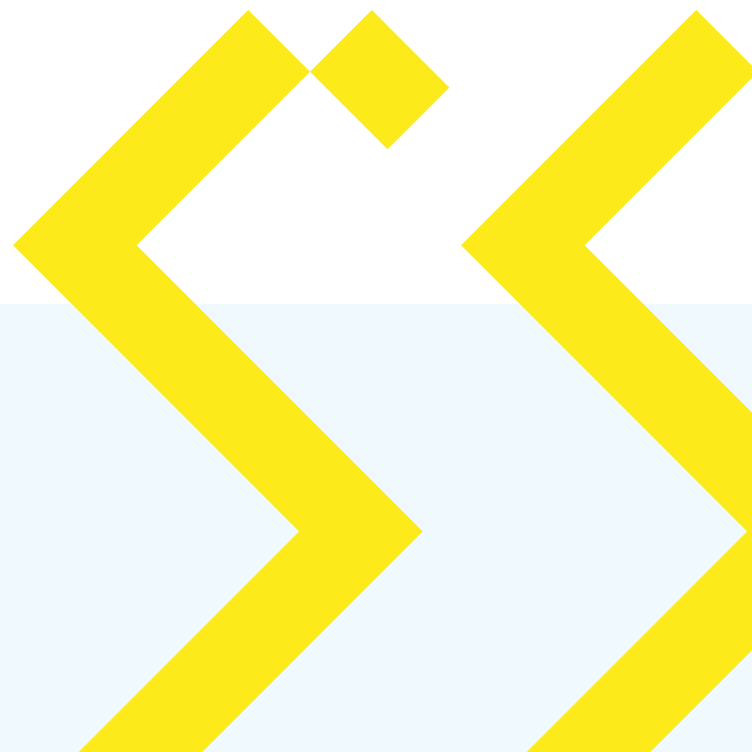
A traditional survey "Strategies and prospects for European companies in Russia" was conducted among AEB members in April-May 2024. The survey serves as a relative indicator of how companies perceive the business environment and summarizes their sentiments. At the end of the year, an additional survey was conducted for the first time, allowing for comparative analytics and a deeper understanding of the current needs and expectations of members.

The 2025 Member Satisfaction Survey aimed to gather companies' opinions on AEB activities over the year and to propose meaningful changes.

PUBLICATIONS

In 2025, a series of the AEB's "Business Quarterly" periodicals covered the following topics: compliance and ethics; current challenges for business; setting trends in hospitality and tourism; and extended producer responsibility: opportunities, risks, and solutions. A special edition of "Business Quarterly" was dedicated to the AEB's 30th anniversary.

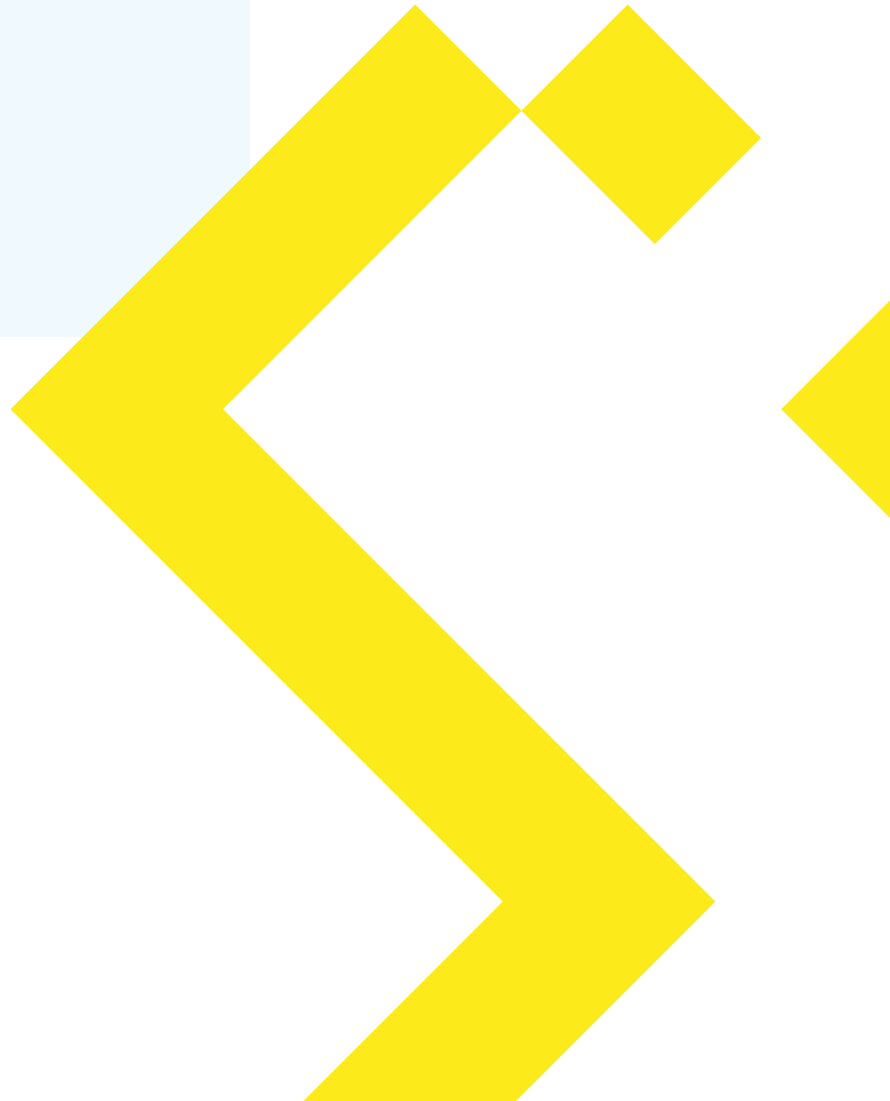
The AEB Position Paper was presented in the format of key issues and regulatory developments — the most significant topics that the Association sought to address effectively throughout the year.

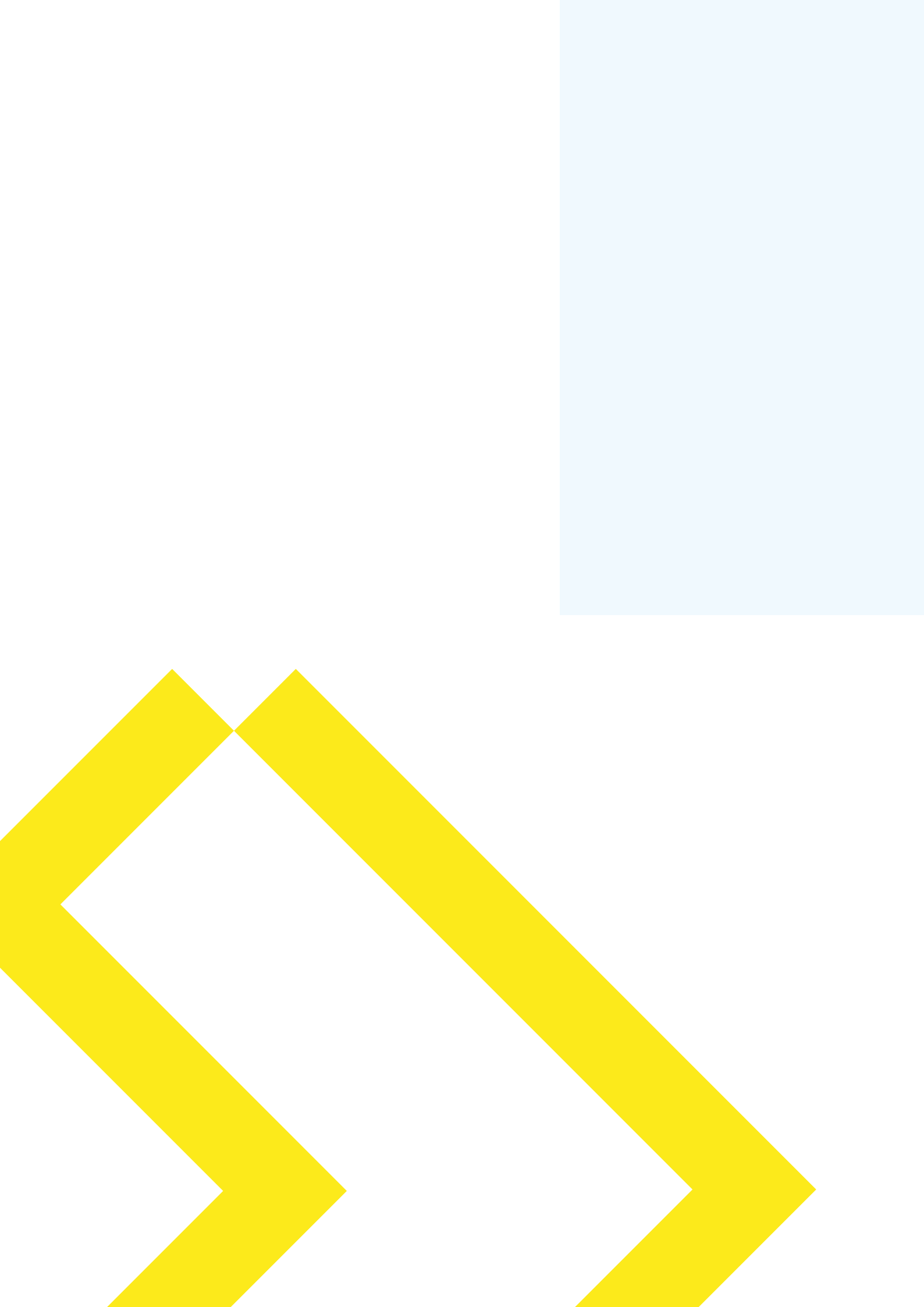


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