



**OPEN EVENT** AEB Finance and Investments Committee's conference  
**LANGUAGE:**  
**RUS/ENG**

**May 28, 2025**  
**14:00 – 20:00**

## **AT THE CROSSROADS: RUSSIAN M&A MARKET OUTLOOK FOR 2025**

AEB Conference Center  
(Butyrsky Val St. 68/70  
b.1, office 13)

### **PROGRAM**

**13:30 – 14:00 REGISTRATION AND WELCOME COFFEE**

**14:00 – 14:15 OPENING REMARKS**

**Tadzio SCHILLING**, CEO, AEB

**Andrey ZHARSKIY**, AEB Finance and Investments Committee Chair

**14:15 – 15:15 SESSION 1. M&A MARKET IN RUSSIA – RESULTS AND TRENDS FOR 2025**

**Moderator:** **Alexander LOBAKOV**, Managing Partner, Novus Capital

**Speakers:**

**Vitaly ZHIGULIN**, Partner, Kesarev

*To be confirmed*

**Topics for discussion:**

- Overview of the M&A market in Russia in 2024 and 2025, trends, prospects and new opportunities
- Update on approval process for M&A deals and dividend distribution
- New structures and instruments for M&A deals (private funds, CIEF (ЗПИФ))
- Retention and incentivisation of key personnel in M&A deals

### **DISCUSSION. Q&A SESSION**

**15:15 – 15:30 COFFEE-BREAK**

**15:30 – 16:45 SESSION 2. POTENTIAL ENTRY AND RE-ENTRY OF FOREIGN INVESTORS INTO RUSSIA**

**Moderator:** **German ZAKHAROV**, Partner, ALRUD Law Firm

**Topics for discussion:**

- Strategies for foreign companies: possible options and structures
- Legal and regulatory aspects to be considered by foreign investors for making decision
- Risks in respect to acquisition of "exited" assets and exercise of options

### **DISCUSSION. Q&A SESSION**

**16:45 – 17:00 COFFEE-BREAK**

**17:00 – 18:00 SESSION 3. SUCCESSFUL M&A AND JV DEAL: HOW TO AVOID RISKS**

**Moderator:** Ivan FRYSHKIN, Counsel, Better Chance

**Topics for discussion:**

- Key issues to avoid/mitigate risks within M&A and JV transactions
- Recent court practice and practical tips for sellers and buyers (representations, damages, limitation of liability)
- Protection of interests of foreign shareholders and management (M&A deals, existing JVs)

**DISCUSSION. Q&A SESSION**

**18:00 – 18:10 CLOSING REMARKS**

**Andrey ZHARSKIY**, AEB Finance and Investments Committee Chair

**18:10 – 20:00 RECEPTION & NETWORKING**

**Working language:** Russian and English. Translation will be provided upon request

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