



**FOREIGN INVESTMENT
ADVISORY COUNCIL**

***STRIKING A BALANCE BETWEEN
EXTERNAL PRESSURES AND
INTERNAL PRIORITIES: CHALLENGES
AND OPPORTUNITIES FOR
INTERNATIONAL COMPANIES
IN RUSSIA***

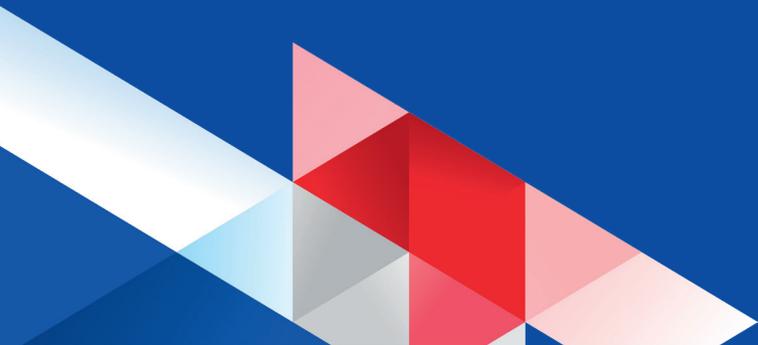


B1

**NEW CHALLENGES
NEW SOLUTIONS**

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FOREWORD



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Foreign companies that have remained in Russia, along with those that have transitioned to Russian ownership, continue to view their prospects in the country positively. Responsible international businesses that have chosen to stay have now clearly demonstrated their resilience: they've withstood external pressures, preserved their workforce and technological capabilities, and successfully adapted their logistics and supply chains.

Importantly, multinational corporations still operating in Russia play a meaningful role in shaping the local business landscape. They drive corporate social responsibility efforts, investing in employee wellbeing, environmental sustainability and education.

We are seeing a modest but steadily growing sense of optimism among international businesses—those that remain under foreign ownership and those now managed locally. Many are preparing to scale up their operations and invest in long-term growth. At the same time, companies that previously exited the country are now signaling a potential willingness to return.

We hope the findings of this survey will support the Russian Government in better understanding the perspectives of foreign investors—and in turning those insights into shared value by improving the business climate and encouraging greater international engagement in Russia's economic development.

KEY HIGHLIGHTS AND FINDINGS

A red arc with a dot at the end, containing the number 92% in blue.

92%

NEARLY ALL RESPONDENTS REPORTED THAT THEIR RUSSIAN BUSINESS REMAINS RESILIENT.

This was confirmed by **92%** of those surveyed.

A red arc with a dot at the end, containing the number 95% in blue.

95%

WHETHER COMPANIES REMAIN UNDER FOREIGN OWNERSHIP OR TRANSITIONED TO RUSSIAN CONTROL, DECISION-MAKING HAS LARGELY SHIFTED TO LOCAL LEADERS.

In **95%** of the companies surveyed, a Russian management team is in charge. Only **5%** said their global headquarters retain full decision-making authority.

A blue arc with a dot at the end and an arrow pointing right, containing the number 43% in blue.

43%

FOREIGN COMPANIES THAT HAVE CHOSEN TO STAY IN RUSSIA ARE INCREASINGLY RELOCATING FUNCTIONS TO THEIR LOCAL OFFICES.

The share of businesses transferring previously global responsibilities to their Russian operations has nearly doubled—from **23%** in 2023 to **43%** in 2025.

A red arc with a dot at the end, containing the number 63% in blue.

63%

MOST RESPONDENTS VIEW THEIR RUSSIAN BUSINESS AS CONTRIBUTING POSITIVELY TO THE LOCAL COMMUNITY.

Of those surveyed, **63%** see their operations as socially beneficial, while **59%** feel a strong sense of responsibility towards their local employees. Notably, **46%** believe their business is not affected by politics.



THE TALENT AND TECHNOLOGY LANDSCAPE HAS REMAINED RELATIVELY STABLE.

According to **58%** of respondents, HR conditions have seen no major changes. Meanwhile, a solid majority—**86%**—said technology remains accessible, albeit with some limitations, nearly matching the 85% reported in autumn 2023.



LOGISTICS AND EQUIPMENT SOURCING CONTINUE TO BE PAIN POINTS, WHILE CONCERNS ABOUT FINDING NEW MARKETS HAVE EASED.

Over the past 18 months, the share of companies facing logistical challenges rose from 63% to **77%**, and those struggling to source equipment increased from 60% to **74%**. However, the number of companies actively seeking new sales markets has dropped significantly—from 14% to just **4%**.



PERCEPTIONS OF BUSINESS RISK IN RUSSIA HAVE SLIGHTLY IMPROVED SLIGHTLY.

In 2025, **77%** of respondents saw the risk of doing business in Russia as above average, a decrease from 85% in 2023. Additionally, the share of companies citing factors that could force them to exit the Russian market dropped by **4%**.



KEY HIGHLIGHTS AND FINDINGS

A graphic showing the number 90% in a large, bold, blue font. The number is enclosed within a red semi-circular arc that starts and ends with a small red dot. The percentage sign is in a smaller blue font to the right of the number.

FOREIGN COMPANIES OPERATING IN RUSSIA ARE CONFIDENT THEY CAN CONTRIBUTE TO IMPROVING THE LOCAL BUSINESS ENVIRONMENT.

This view was shared by **90%** of respondents, while **94%** emphasized that corporate social responsibility is a key priority for their organization.

A graphic showing the number 63% in a large, bold, blue font. The number is enclosed within a red semi-circular arc that starts and ends with a small red dot. The percentage sign is in a smaller blue font to the right of the number.

OPTIMISM ABOUT FINANCIAL PERFORMANCE IS ON THE RISE AMONG FOREIGN COMPANIES.

The percentage of companies expecting revenue growth this year has climbed from 47% to **63%** over the past 18 months. In addition, **46%** plan to invest in Russia or other EAEU countries within the next three years.

A graphic showing the number 100% in a large, bold, blue font. The number is enclosed within a red semi-circular arc that starts and ends with a small red dot. The percentage sign is in a smaller blue font to the right of the number.

COMPANIES NOW OPERATING UNDER LOCAL MANAGEMENT REPORT NO TIES OR INSIGHTS INTO WHETHER THEIR FORMER FOREIGN PARENT COMPANIES PLAN TO RETURN.

When asked about the possibility of their former foreign parent company returning to Russia, **100%** of companies still operating in the country—and who agreed to answer this question—said they had no such information.



SOME FOREIGN COMPANIES THAT PREVIOUSLY EXITED THE RUSSIAN MARKET¹ ARE BEGINNING TO REASSESS THEIR POSITION.

Seven foreign companies that had withdrawn from Russia indicated they are considering re-entering the market.

¹ 13 companies surveyed through AmCham Russia.

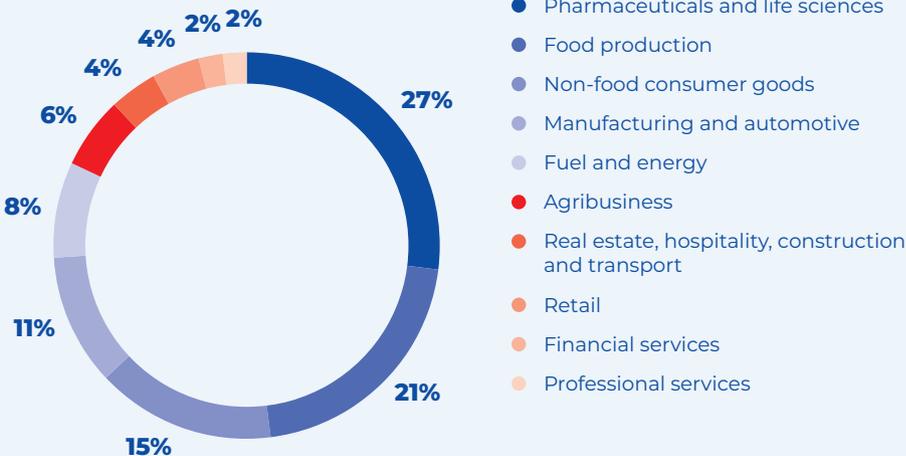
SURVEY PARTICIPANTS

The Foreign Investment Advisory Council in Russia (FIAC) regularly surveys foreign companies that remain active in the country, including those that have transitioned to Russian management. In 2025, we gathered insights from FIAC member companies as well as other international businesses with ongoing operations in Russia.

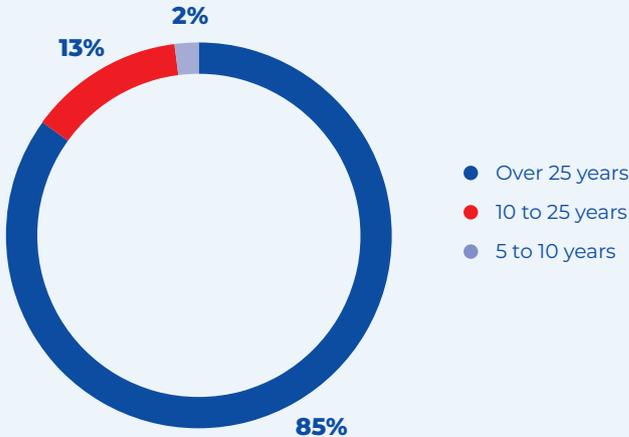
With support from AmCham Russia, we also surveyed 13 companies that had exited the Russian market for various reasons, asking whether they would consider returning in the future.

While both current and potential FIAC members who participated in the survey represent a broad range of industries, the majority of respondents (63%) operate in the pharmaceuticals and life sciences sector, or in food and non-food manufacturing.

WHAT IS YOUR COMPANY'S CORE INDUSTRY?



HOW LONG² HAS YOUR COMPANY BEEN OPERATING IN RUSSIA?



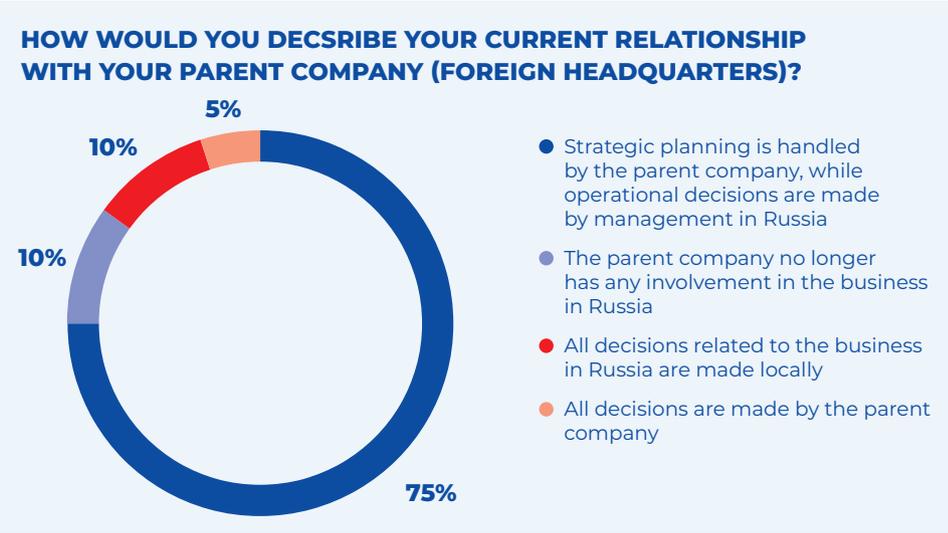
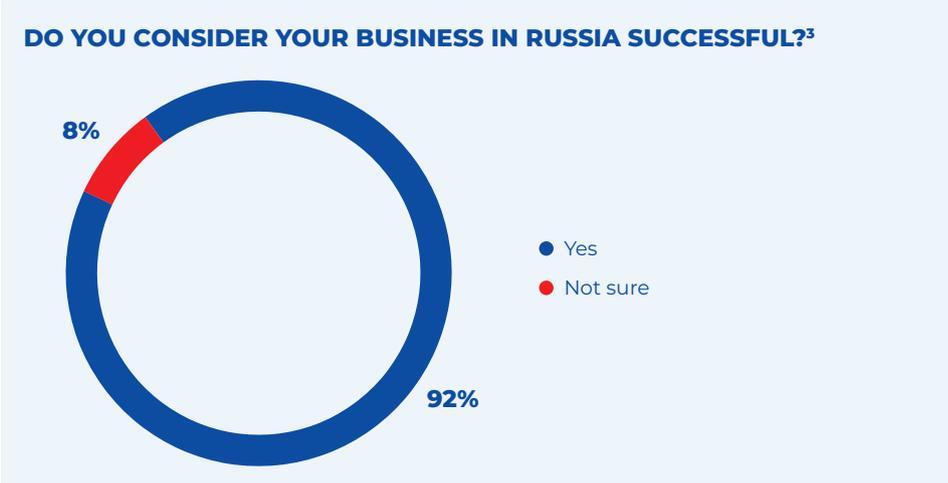
An overwhelming majority of our respondents (98%) have been doing business in Russia for more than 10 years, with 85% operating here for over 25 years.

² Respondents counted their company's time in Russia from when the international company first started operating here, even if the business is now entirely Russian-owned.

RESPONDENTS VIEW THEIR BUSINESS IN RUSSIA AS A SUCCESS, WITH KEY CORPORATE DECISIONS LARGELY DRIVEN BY LOCAL MANAGEMENT

Nearly all respondents agreed that their Russian business remains successful, with 92% sharing this view. Notably, none of the participants had a differing opinion, either now or in 2023.

According to respondents, global headquarters are now rarely involved in decisions related to operations in Russia. When asked about their relationships with the parent company, only 5% said the parent company remains the ultimate decision-maker. Meanwhile, 75% reported that their international headquarters focus exclusively on strategic management, delegating all operational matters to local teams. Another 10% said the Russian office handles every corporate decision, while an additional 10% indicated that the former parent company no longer has any involvement with their Russian operations.



³ None of the respondents chose "No," so the zero value is not shown on the chart or in the legend.

Over the past 18 months, there has been a modest increase in the share of companies where day-to-day operations are managed locally—from 71% to 75%.

When asked why their company has remained in Russia, most respondents pointed to the positive social impact their business has on people and communities (63%), as well as a sense of responsibility towards their employees in Russia (59%). Additionally, 46% believe their business is unaffected by politics.

WHAT IS THE MAIN REASON YOUR COMPANY HAS STAYED IN THE RUSSIAN MARKET?

(Select all that apply.)

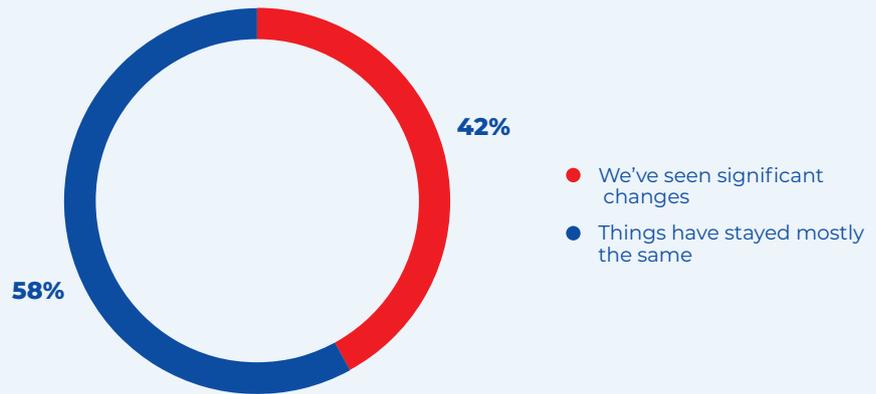


THE TALENT AND TECHNOLOGY LANDSCAPE HAS REMAINED LARGELY STABLE

Respondents' views on their staffing situation and talent pipeline have changed little since autumn 2023.

Once again, around 60% of respondents reported no major changes in their HR management practices. Similar to 18 months ago, those who noticed significant changes mostly pointed to a decline in the number of skilled workers (50%) and expatriate employees (45%), as well as a reduction in recruitment activity (20%).

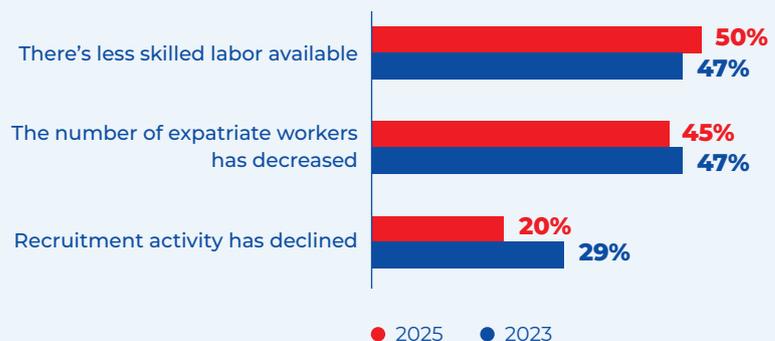
HOW HAS YOUR COMPANY'S STAFFING AND TALENT DEVELOPMENT EVOLVED RECENTLY?



The share of respondents reporting reduced recruitment has fallen by almost one-third over the past year and a half—from 29% to 20%—providing further evidence of growing optimism about the outlook for Russian business.

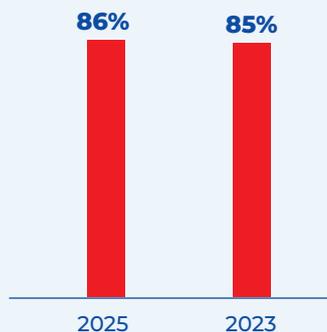
WHAT CHANGES HAVE YOU NOTICED IN YOUR HR ENVIRONMENT?

(Select all that apply.)



Since autumn 2023, access to global technology solutions has remained largely unchanged. The vast majority of respondents (86%) reported having access to these technologies, albeit with some limitations. In 2023, this figure was 85%.

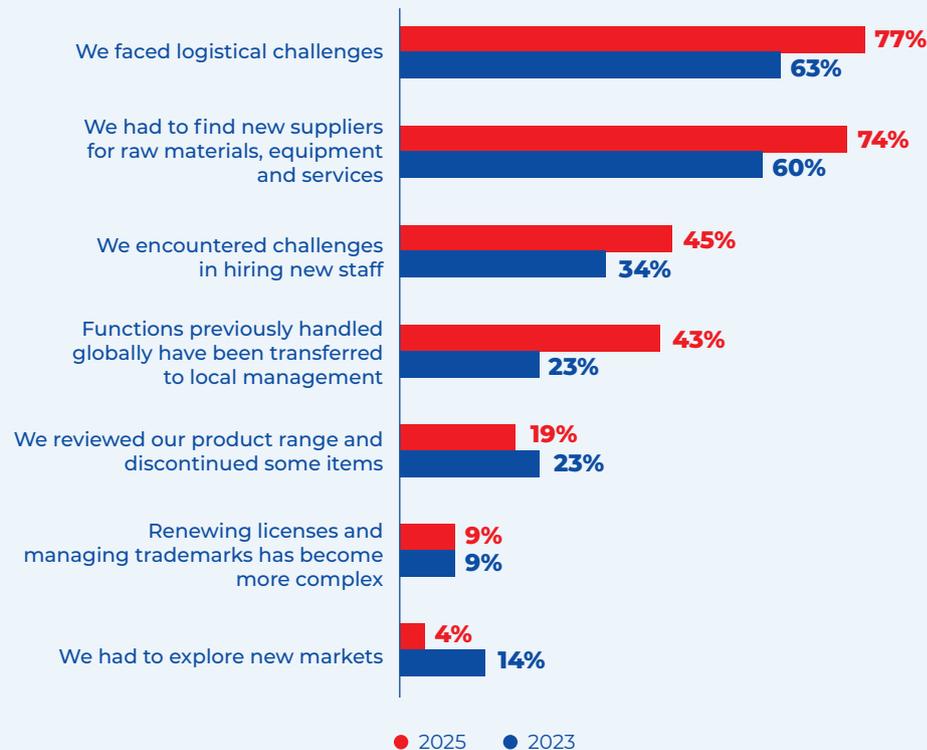
ANSWER: GLOBAL TECHNOLOGY SOLUTIONS ARE ACCESSIBLE, BUT WITH LIMITATIONS



When assessing changes in key business functions, our respondents most frequently reported challenges with logistics and sourcing new equipment suppliers—much like 18 months ago. The share of those citing these difficulties has risen since 2023, from 63% to 77% for logistics and from 60% to 74% for sourcing. In contrast, the proportion of respondents forced to seek alternative markets has dropped sharply, from 14% to 4%.

WHAT CHANGES HAVE OCCURRED IN THE KEY FUNCTIONS OF YOUR BUSINESS OVER THE PAST YEAR?

(Select all that apply.)



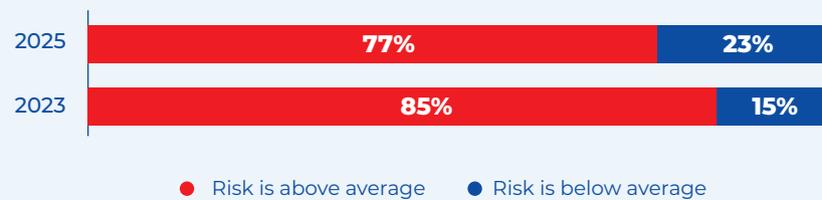
Over the past year and a half, the share of respondents facing difficulties in hiring staff has risen from 34% to 45%. Meanwhile, the number of companies relocating functions previously handled globally to their local offices has nearly doubled, from 23% to 43%.

DOING BUSINESS IN RUSSIA IS NOW SEEN AS LESS RISKY THAN IT WAS A YEAR AND A HALF AGO, THOUGH SOME FACTORS STILL REMAIN THAT COULD PUSH COMPANIES TO LEAVE THE COUNTRY

Over the past 18 months, respondents' perceptions of risks associated with operating in Russia have improved. In 2025, only 77% of those surveyed viewed the risk as above average, down from 85% in 2023.

There is further evidence that foreign companies operating in Russia—or that have shifted from foreign to local management—are feeling somewhat more optimistic about the future. Over the past 18 months, the share of respondents who believe there are factors that could force them to leave the Russian market has declined slightly, from 80% to 76%

HOW RISKY DO YOU THINK IT IS TO DO BUSINESS IN RUSSIA RIGHT NOW?



ARE THERE ANY FACTORS THAT MIGHT FORCE YOU TO EXIT THE RUSSIAN MARKET?

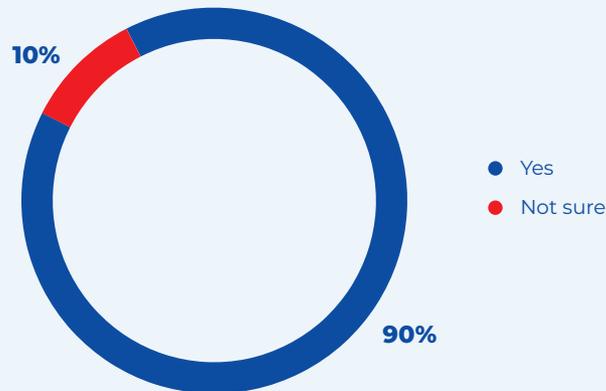


FOREIGN COMPANIES IN RUSSIA CONTRIBUTE TO SHAPING A BETTER BUSINESS LANDSCAPE AND PLACE A STRONG EMPHASIS ON SOCIAL RESPONSIBILITY

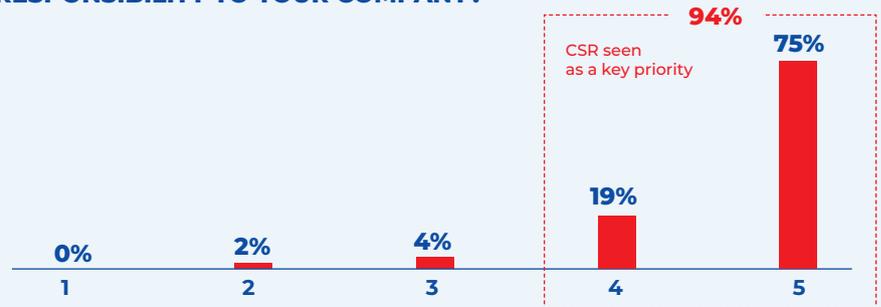
A vast 90% of respondents believe that foreign-owned companies operating locally have a positive impact on the local business environment—and none disagreed.

Foreign companies still active in Russia, as well as local firms that have split from international groups, attach great importance to corporate social responsibility. Among those surveyed, 94% rated it as important or very important (giving scores 4 or 5).

DO YOU THINK FOREIGN COMPANIES OPERATING IN RUSSIA CAN HELP IMPROVE THE COUNTRY'S BUSINESS ENVIRONMENT?⁴



HOW WOULD YOU RATE THE IMPORTANCE⁵ OF CORPORATE SOCIAL RESPONSIBILITY TO YOUR COMPANY?



⁴ None of the respondents chose "No," so the zero value is not shown on the chart or in the legend.

⁵ Respondents were asked to rate the importance of corporate social responsibility on a scale from 1 (not important at all) to 5 (very important).

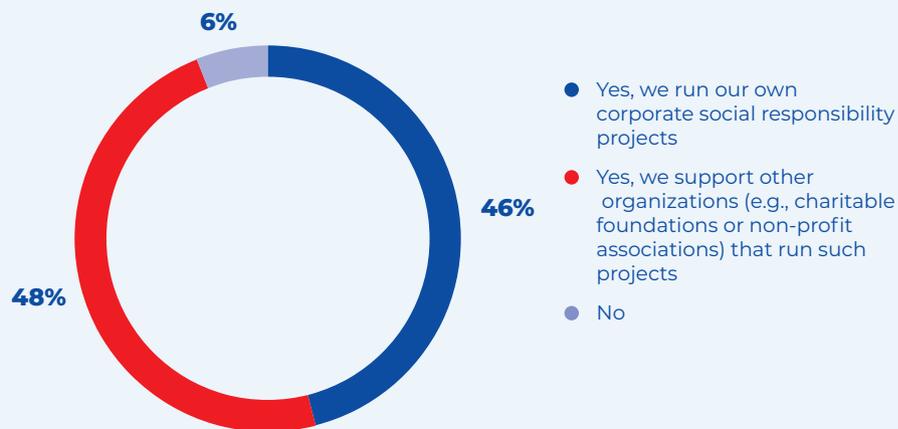
As many as 94% of our respondents are involved in corporate social responsibility initiatives, with 46% running their own programs rather than funding third-party projects.

Corporate social responsibility initiatives reported by our respondents typically focus on health (67%), environmental protection (60%) and education (52%).

The majority (79%) feel their company delivers on its mission by getting involved in corporate social responsibility. Meanwhile, 70% noted it helps boost employee loyalty and improve the company's reputation.

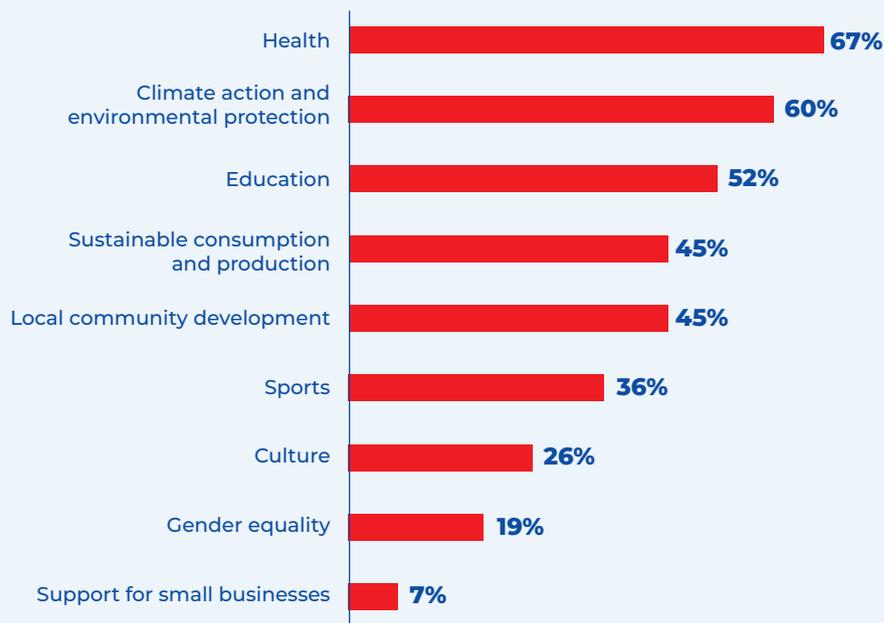
An overwhelming 98% of the companies surveyed allocate funds for corporate social responsibility initiatives.

IS YOUR COMPANY INVOLVED IN CORPORATE SOCIAL RESPONSIBILITY INITIATIVES IN RUSSIA?



WHAT AREAS DOES YOUR COMPANY FOCUS ON WHEN IT COMES TO CORPORATE SOCIAL RESPONSIBILITY INITIATIVES?

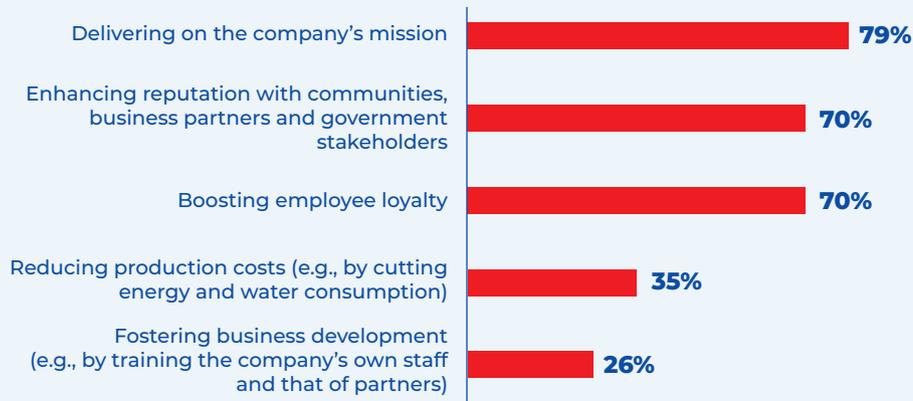
(Select all that apply.)



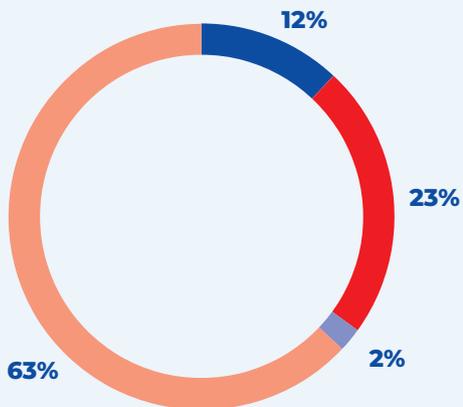
Notably, 12% are willing to spend more than 1% of their annual revenue from Russian operations on these efforts.

HOW DOES YOUR COMPANY BENEFIT FROM CORPORATE SOCIAL RESPONSIBILITY INITIATIVES?

(Select all that apply.)



ROUGHLY HOW MUCH DOES YOUR COMPANY SPEND ON CORPORATE SOCIAL RESPONSIBILITY INITIATIVES IN RUSSIA EACH YEAR?



- More than 1% of our annual revenue in Russia
- Less than 1% of our annual revenue in Russia
- We do not allocate any funds for such initiatives
- Hard to say at this time/ We'd prefer not to share the exact figure

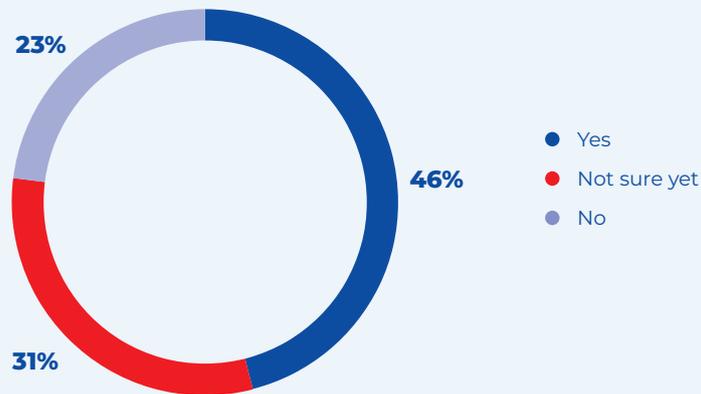


OPTIMISM ABOUT RUSSIA'S BUSINESS OUTLOOK IS GAINING MOMENTUM, WITH COMPANIES GEARING UP TO BROADEN THEIR FOOTPRINT ACROSS THE COUNTRY

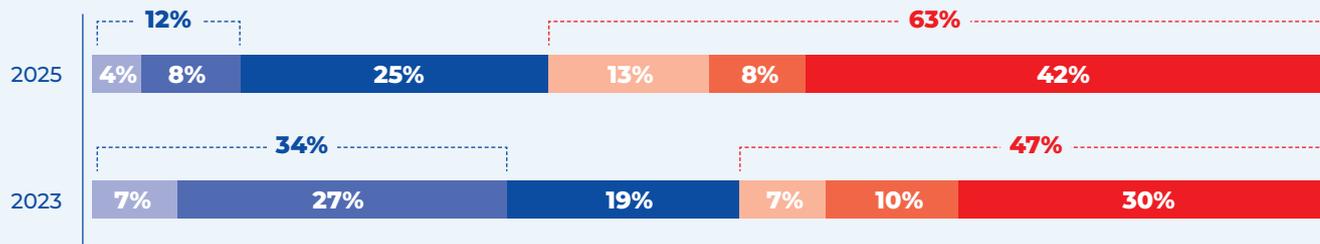
Over the past 18 months, respondents have become noticeably more positive about their business prospects in Russia. The share of those anticipating an increase in annual revenue has climbed from 47% to 63%, while that of those expecting a decline has dropped from 34% in 2023 to just 12% this year.

This optimistic attitude may explain why 46% of respondents are considering investments in Russia or other EAEU countries over the next three years.

ARE YOU PLANNING TO INVEST IN RUSSIA AND/OR ANOTHER EAEU COUNTRY WITHIN THE NEXT THREE YEARS?



HOW DO YOU EXPECT THE RESULTS FOR THIS YEAR TO COMPARE TO THE PREVIOUS ONE?



- Revenue will decrease, but profit will increase
- Both revenue and profit will decrease
- Revenue and profit will stay about the same
- Revenue will increase, but profit will decrease
- Revenue will increase, while profit remains unchanged
- Both revenue and profit will increase

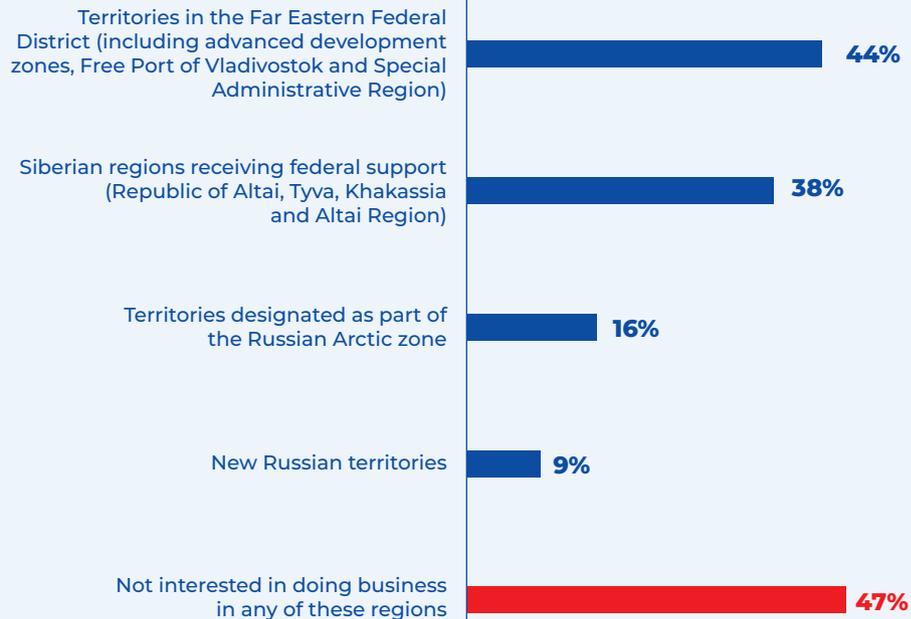
Many are also thinking about expanding into Russia's remote and hard-to-reach areas. More than half (53%) of those operating in Russia are ready to grow their business there.

The top destinations are the Far East (44%) and Siberia (38%). Meanwhile, 16% said they would consider working in the Arctic, and 9% mentioned the new Russian territories.

We have no information on whether any foreign companies that transferred their business to local management and left Russia are planning to return. When asked about the likelihood of their former foreign parent company considering a comeback, 100% of respondents said they were unaware of any such plans.

ARE YOU WILLING TO OPERATE (OR ALREADY OPERATING) IN THESE REGIONS OF RUSSIA?

(Select all that apply.)



SEVERAL COMPANIES THAT WITHDREW FROM RUSSIA AFTER 2022 ARE NOW WEIGHING A COMEBACK

Out of the 13 foreign companies surveyed through AmCham Russia, more than half—seven—are considering returning to the Russian market.





ABOUT B1 GROUP

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Our mission is to help clients uncover innovative solutions, drive growth, transform their business and achieve success—all while boosting their financial resilience and nurturing talent.

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