MARIA ANKOUDINOVA

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Professional memberships:

January 2017 present June 2014 - present

- Admitted by the Solicitors Regulation Authority of England and Wales as a solicitor of the Senior Courts upon successfully passing the Qualified Lawyers Transfer Scheme exams;
- Member of the Moscow Chamber of Advocates

Legal Experience:

January 2018 - present

Borets Company (Russian manufacturer and exporter of oil-drilling equipment), Moscow *International projects lawyer*: drafting agreements, negotiating and structuring international joint ventures; legal support on the full range of commercial matters in multiple jurisdictions; managing the engagement and work of local counsel.

Private consulting

2012 - 2017

Advice on acquisitions and joint venture structuring, issues and documentation.

JONES DAY, Moscow

November 2004 – July 2011

Counsel (from July 2010)

Focused on cross-border M&A transactions and joint ventures involving Russia, coordinated project work with Russian and foreign outside counsel. Advised on competition and strategic sector investment law matters. Provided general corporate counseling and guidance to international clients on various Russian law matters.

SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP, Moscow

1997-2000 1995-1996

Associate (Oct 1997 to June 2000), Legal Intern (July 1995 to June 1996)

Advised Western and Russian clients on cross-border acquisitions; coordinated transaction work with U.S. and European offices of the firm and with foreign outside legal counsel. Conducted due diligence of Russian companies and prepared reports. Researched and drafted memoranda on various aspects of Russian privatization, corporate, competition and securities law. Prepared securities and competition law filings. Advised on the acquisition and corporate restructuring of a major Russian pulp and paper producer. Advised on acquisitions of interests in one of the world's largest aluminum smelters and in major Russian and Ukrainian broadcasting and telecommunications companies.

Education:

NEW YORK UNIVERSITY

New York, U.S.A.

Leonard N. Stern School of Business

Master of Business Administration, Degree in Finance (with distinction), May 2002

- accepted into Beta Gamma Sigma (top 10% of the graduating class)
- designated Stern Scholar (based on a GPA above 3.7)

NEW YORK UNIVERSITY

New York, U.S.A.

School of Law

Master of Laws (LL.M.), Degree in Corporate Law, May 1997

merit-based Freedom Support Act Graduate Fellowship for U.S. legal study

MOSCOW STATE INSTITUTE OF INTERNATIONAL RELATIONS (MGIMO)

Moscow, Russia

Law Degree, International Law, Diploma in Law (with honors), June 1995

Speaking engagements and publications:

- Speaker in teleconference/webinar: "Russia, China and India: Designing Compliance Programs for Developing Antitrust Enforcement Regimes" organized by the American Bar Association (June 2011)
- "Antitrust and Three Rising Giants—Part 2: Russia", I.C.C.L.R., Thomson Reuters (Legal) Ltd., Issue 12 (2008)

Representative Transactions and Projects:

Acquisitions and joint ventures

Acquisition of a Russian welding consumables manufacturer by Lincoln Electric

Representation of Lincoln Electric Holdings, Inc. in its acquisition of OAO Mezhgosmetiz-Mtsensk, a privately-held welding wire manufacturer. Responsibility for preparation of the due diligence report, transaction structuring advice, negotiation of the stock purchase agreement, competition law filing. Advice to the client on M&A and competition law issues in connection with preceding (not completed) acquisition projects. Post-closing advice on corporate restructuring issues.

Acquisition of Serov group by Eurasian Natural Resources Corporation plc.

Representation of ENRC in its \$210 million acquisition of a controlling interest in the Serov group, a Russian ferrochrome producer. Preparation of the due diligence report, advice on M&A and mandatory tender offer issues, competition law filing.

Acquisition of an indirect equity interest in EMAlliance-Atom by Renova Industries

Representation of Renova Industries Ltd. in its acquisition of an indirect interest in EMAlliance-Atom, a Russian power generating equipment manufacturer. Preparation of the due diligence report, negotiation of the stock purchase agreement.

XXI Century negotiates joint venture with X5

Advice to XXI Century, a Ukrainian real estate developer, on its proposed joint venture with X5, the leading Russian retail chain.

Hino Motors negotiates Russian joint venture with Mitsui

Advice to Hino Motors, Ltd. in connection with its proposed Russian joint venture with Mitsui Automotive CIS B.V.

Altimo and Telenor form a JV

Representation of Altimo in the \$23.8 billion transaction between Altimo and Telenor to combine their respective holdings in VimpelCom and Kyivstar under a newly formed VimpelCom, Ltd. Advise on M&A and competition law issues.

OAO NK Rosneft and Sinopec form a JV

Representation of OAO NK Rosneft in the acquisition of a 51% interest in a \$3.56 billion joint venture with Chinese oil company Sinopec formed to manage a 96.86% interest in Russian oil company OAO Udmurtneft. Post-closing advice on corporate restructuring issues.

Wimm-Bill-Dann Foods acquires Manros

Advise to Wimm-Bill-Dann Foods on M&A issues in connection with its acquisition of Manros Dairy Company, the largest independent producer of dairy products in Siberia.

Competition law and strategic sector investment law:

Alfa Group sells its interest in CTC Media for \$1.1 billion

Advice to Alfa CTC Holdings on competition and strategic sector investment law and related transaction structuring issues in connection with the \$1.1 billion sale of its 25.1% beneficial interest in CTC Media, Inc., Russia's leading independent television broadcaster to Telcrest

Investments Limited, a newly formed company owned by Mediaset LLC, National Media Group JSC, Abit Holdings Limited, OJSC Surgutneftegaz, and Itera Media Limited.

LLK International explores global marine lubricants supply network project

Advice to LLK International B.V., a Lukoil group company, on multi-jurisdictional antitrust issues raised by the proposed formation of a worldwide marine lubricants supply network.

SAP opposes Oracle/Sun merger

Advice to SAP AG in connection with its global opposition to the proposed acquisition by Oracle Corporation of Sun Microsystems, Inc. on antitrust concern grounds.

Sherwin-Williams acquires Becker Acroma Industrial Wood Coatings

Assisted The Sherwin-Williams Company in securing Russian competition law clearance in connection with the acquisition of Becker Acroma Industrial Wood Coatings from AB Wilh. Becker, Sweden.

General Motors obtains clearance for acquisition of Delphi's steering business

Assisted General Motors in securing Russian strategic sector investment and competition law clearance in connection with the acquisition by GM and debtor-in-possession lenders of Delphi Corporation of substantially all worldwide assets of Delphi. Advice on transaction structuring and pre-closing carve-out issues.

Koch Industries secures antitrust clearance for \$13.2 billion acquisition of Georgia-Pacific
Assisted Koch Industries in securing Russian competition law clearance in connection with its
\$13.2 billion acquisition of the non-integrated fluff and market pulp operations of Georgia-Pacific
Corporation.

<u>Procter & Gamble secures regulatory approvals worldwide for Gillette acquisition</u>
Assisted Procter & Gamble in securing Russian competition law clearance in connection with its \$57 billion acquisition of The Gillette Company.