


SCIENTIFIC ADVISOR'S REFERENCE

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| Program: | Master in Corporate Finance |
| Student: | Kornilova Regina |
| Title of thesis: | DETERMINANTS OF CROSS-BORDER MERGERS AND ACQUISITIONS SUCCESS IN THE RUSSIAN BANKING SECTOR |

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| Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. |
| Mergers in the banking industry are the subject of many research works. However, in Russia, these processes were studied not enough. The theme chosen by the author is relevant and has a practical significance. The stated goal and objectives fits the theme. |
| Structure and logic of the text flow. |
| The thesis has a traditional structure. Logical structure of the text is clear. |
| Quality of analytical approach and quality of offered solution to the research objectives. |
| The thesis was performed by the author alone. Scientific advisor has acquainted only with the final results and the final text. The author proposes to take the growth of ROE as a criterion for the success deal. To analyze ROE of target banks the author proposes to use a multiple linear regression. The author puts forward a number of hypotheses and analyzes them in the light of the statistical significance of regression coefficients. |
| Quality of data gathering and description.. |
| The sampling of deals in the banking sector is complete and well-formed. It is worrying in the sampling that there is a bank with no assets (line 4 of Table 5, page 28). It's surprising a huge variation in ROE (from -400% to +750%, Table 2). |
| Scientific aspect of the thesis. |
| Regression is built with some errors. You cannot build correctly a multiple regression with eight factors (plus a constant) using only 26 observations. The author should be limited to 3-4 factors in regression's equation. |
| Practical/applied nature of research. |
| The results of the analysis of M&A deals might be of interest to investors and bank managers. But the results of this study should be treated with caution. |
| Quality of thesis layout. |
| Layout fulfils the requirements of the Regulations for master thesis preparation. Legend of tables and figures are present, the drawings are clear. References to literature are correct. Unfortunately, the last page is included by mistake. |

The Master thesis of Kornilova Regina meets for master thesis of Master in Corporate Finance program thus the author of the thesis can be awarded the required degree.

Scientific Advisor:
Associate Professor
15.06.2013

 / Okulov V.L./