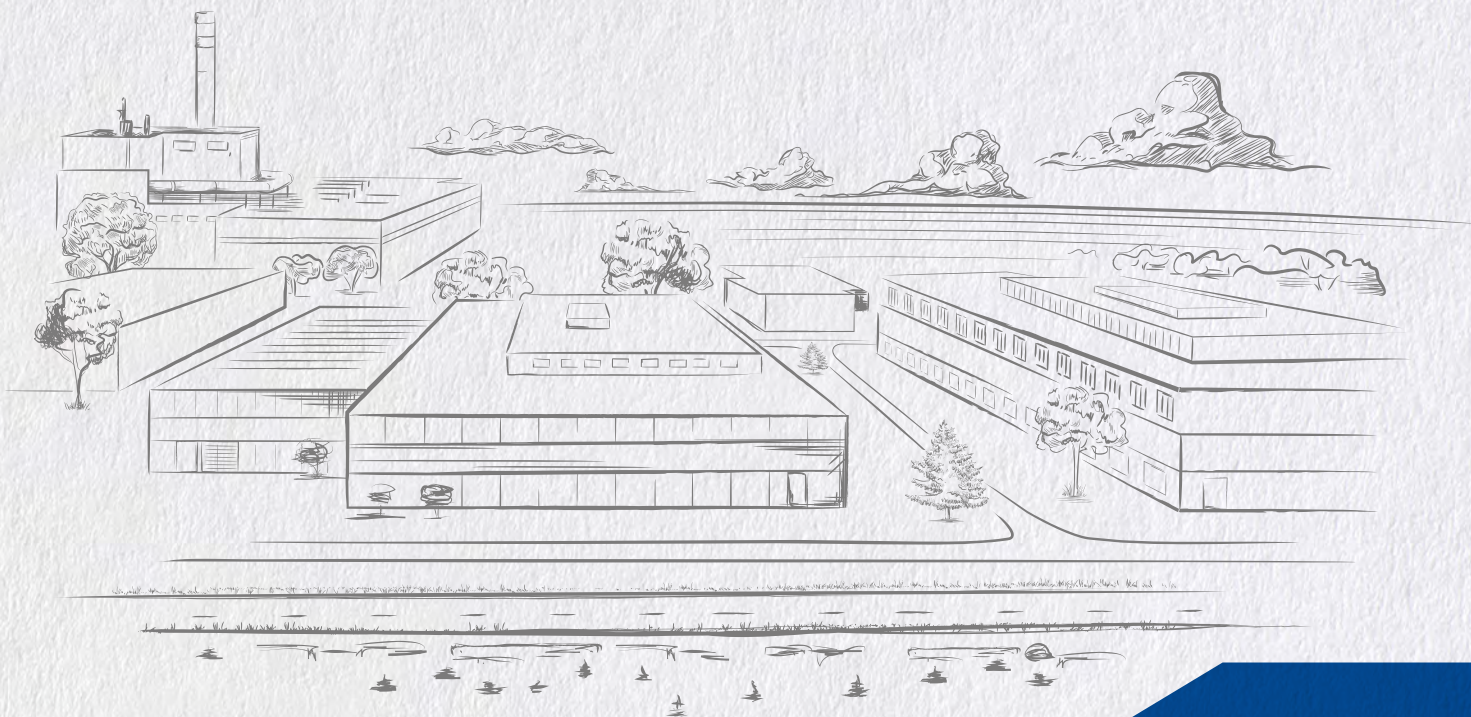




**ASSOCIATION FOR THE DEVELOPMENT  
OF CLUSTERS AND TECHNOLOGY  
PARKS OF RUSSIA**



**RUSSIAN SPECIAL** ECONOMIC ZONES  
**BUSINESS NAVIGATOR**

**2019**



Supported by the Ministry  
of Economic Development  
of the Russian Federation



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The annual business publication “SEZ Business Navigator 2019” has been prepared by the author team of the Association for the Development of Clusters and Technology Parks of Russia with support from the Ministry of Economic Development of the Russian Federation. Its major goal is to analyse investment attractiveness of the Russian Special Economic Zones (SEZs) for Russian and foreign investors from a comparative perspective.

“SEZ Business Navigator 2019” provides investors and other stakeholders with essential information concerning the whole actual infrastructure in the territory of Special Economic Zones. It is based on the conducted comprehensive study of the current state of development and investment attractiveness of the Russian SEZs, their competitive advantages, including both federal and regional tax privileges, other preferences, as well as the current competitive advantages of the project sites.

“SEZ Business Navigator 2019” is addressed to Russian and foreign investors, management teams of corporations and regional enterprises, financial institutions, loan companies, federal and regional executive bodies, the expert community as well as other readers interested in investment activities, financial management, spatial development.

Students of both the State University of Management and the Moscow Pedagogical State University have contributed to preparing the III National SEZs Investment Attractiveness Index 2019, which is an integral part of the publication “SEZ Business Navigator 2019”.

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\*Both SEZ management companies and the residents of the Russian Industrial Production SEZs, Technology Innovative SEZs, Tourism and Recreational SEZs, Port SEZs were participated in the “SEZ Business Navigator 2019” preparation process.

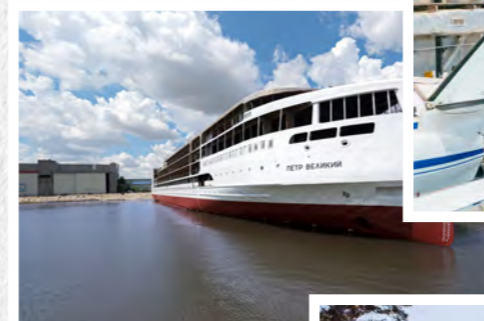
**RUSSIAN SPECIAL**  
ECONOMIC ZONES  
**BUSINESS NAVIGATOR**





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The global goal of implementing the breakthrough development of Russia in the scientific, technical, and socio-economic spheres (via implementation of large-scale investment projects in particular) was set by the Decree of the President of the Russian Federation No. 204 of May 7, 2018 "On the national goals and strategic objectives of the Russian Federation for the period up to 2024". The goal can be achieved by providing effectively functioning, and business demanded infrastructure, as well as comfortable business climate.

Both the infrastructure and the conditions for implementation of these projects have been created in the territories of Special Economic Zones (SEZs). Today the SEZ is a unique tool that fosters manufacturing and high-tech industries, contributes to the development of advanced technologies, the production of new types of products.

SEZs are the key driver of attracting of capital investment to the Russian regions by improving the investment climate, and increasing innovation activity in the business sector. This expands mutually beneficial international cooperation in various spheres of economy and industry.

Since the SEZs were established, more than 750 companies, individual entrepreneurs out of 38 countries have acquired a SEZ resident status. During these years the revenue of the SEZ residents amounts to over \$12.2 billion (including \$5.8 billion of the SEZ residents' private investment), more than 35 thousand jobs have been created. Over 120 foreign companies, including such global brands as Honeywell, Kronospan, Boeing, have chosen the sites of the Russian SEZs for implementation of their projects. Moreover, some of them have already launched their production process, i.e. 40 largest factories, among of them are the worldwide brands Yokohama, Bekaert, Ford, Armstrong, Kastamonu, Bettermann, etc. It demonstrates that the SEZs mechanism is developing in the right way, as it takes into account the mutually beneficial interests of the Government and the business.

I want to note the crucial role of the "SEZ Business Navigator 2019" in increasing the efficiency and the information openness of this mechanism. I am sure that this publication is to become a reliable guide to the Russian SEZs for domestic and foreign investors in investigating the most suitable sites here.

Maxim  
ORESHKIN

*Aide to the President  
of the Russian Federation*

SPECIAL ECONOMIC ZONE REFERS TO EFFICIENT  
INSTITUTIONAL TOOLS FOR INCREASING OF INVESTMENT  
ATTRACTIVENESS OF THE RUSSIAN REGIONAL ECONOMY

Moscow Region refers to the leaders by both the volume of attracted investment and the number of created high-tech factories. The success was achieved by creating a favorable investment climate, maintaining a more active dialogue with the business, creating a clear and business friendly environment, as well as by development of the necessary infrastructure. Partners in our region know that doing business in the Moscow Region means taking all the advantages of the region, such as convenient logistics, access to the core markets, well-educated, competent population, use of advanced technologies, tax exemptions, customs preferences, and, of course, administrative, information and financial support from the Government of the Moscow Region.

There are more than 80 infrastructure sites in the Moscow Region. Among of them are 3 ongoing Special Economic Zones. The Technology Innovative SEZ "Dubna" is the largest and the most efficient SEZ in the Moscow Region. It was established in 2005. Now, over 160 innovative companies operate in this territory. The SEZ "Dubna" is the recognized leader among Technology Innovative SEZs in Russia by the pace of development. The SEZ is a winner in three categories of the prestigious international rating of Special Economic Zones "Global Free Zones of the Year".

Today, I strongly believe that the SEZ institutional instrument fosters the development of not only the city of Dubna, but also the entire North of the Moscow Region. Thanks to SEZs, over 4 000 new jobs have been created, housing for residents, innovation and technology centers, a hotel, a kindergarten and sport complexes have been built in the Moscow Region. The average salary level in the city of Dubna is one of the highest in the region. Looking at the experience, today, we are focusing on the SEZ creation in other municipalities of the Moscow Region, such as Kashira and Domodedovo. Expansion of existing boundaries of the SEZs in the cities of Dubna, Fryazino and Stupino is being carried out.

Special Economic Zones are the prime example of successfully implemented public private partnership mechanism. The SEZ instrument is the largest-scale and the most robust method for attracting direct investment in the priority economic activities, method of commercialization of scientific and technical achievements. Any SEZ is, undoubtedly a "growth point" for the region, a place of attraction for key investors, significant projects and the best human resources. I am sure that the "SEZ Business Navigator 2019" is to contribute to the development of the mechanism of Special Economic Zones, as it becomes an important source of information on the advantages of doing business in the SEZ territories.

Andrei  
VOROBYEV

*The Governor of the Moscow Region*

THE SEZ INSTRUMENT IS THE LARGEST-SCALE AND THE MOST ROBUST  
METHOD FOR ATTRACTING DIRECT INVESTMENT IN THE PRIORITY  
ECONOMIC ACTIVITIES





X5 Retail Group is the leading company of the modern retail trade. It is represented by more than 15 500 stores in 65 regions of Russia and has more than 280 thousand employees. Therefore, It is extremely important for the company to have reliable partners, which provide required volumes of high-quality products within the agreed time.

A necessary condition for sustainable development of food producers is favorable investment climate in the country, enhanced commodity distribution infrastructure, and state targeted support tools. SEZ is considered to be one of the most efficient institutional tool. SEZ allows food producers to reach a new level of development, by providing manufacturers, and our partners, in particular, with a wide range of preferences, conditions for intensive development. SEZ also has a positive impact on regional producers and an economic growth in not only specified municipalities, but also for entire regions.

SEZ mechanism helps producers meet the standards of large-scale retail chains and, what is more essential, it helps comply with the requirements of the modern consumers (which are being higher every year) due to the access to both the state-of-the-art infrastructure and the state preferences

This is the reason why we actively cooperate with SEZ residents, such as Agro-Inwest LLC, Belaya Dacha Alabuga LLC, AgroGrib LLC, Mission Foods Stupino LLC, etc. Furthermore, we interact with the SEZ residents specialized in information and telecommunication technologies and other areas. Our subsidiary IT company became a resident of the Technology Innovative SEZ "Innopolis" in April, 2019.

We sincerely hope that the SEZ Institutional mechanism is to continue its rapid development, and that the publication "Russian Special Economic Zones: Business Navigator 2019" prepared by both the Ministry of Economic Development of the Russian Federation and the Association for the Development of Clusters and Technology Parks of Russia, can contribute to attract even more investors to the SEZ.

## Igor SHEKHTERMAN

*CEO, member of the Management Board, X5 Retail Group*

SEZ MECHANISM HELPS PRODUCERS MEET THE STANDARDS OF LARGE-SCALE RETAIL CHAINS AND, WHAT IS MORE ESSENTIAL, IT HELPS TO SATISFY THE NEEDS OF THE MODERN CONSUMERS DUE TO THE ACCESS TO BOTH THE STATE-OF-THE-ART INFRASTRUCTURE AND THE STATE PREFERENCES

Special Economic Zone is one of the most effective and comprehensive tools for implementing state investment policy. Today there are 28 SEZs in the Russian regions, which represent the unique projects independently run and developed by regional teams. In 2018-2019, the Government of the Russian Federation approved the creation of three new SEZs in Voronezh Region, Orel Region, and the Republic of North Ossetia-Alania.

The formation of new and expansion of existing SEZs has become one of the most important issues of increasing the investment attractiveness of the regions. One of the main advantages of the SEZ for private investors is reduction by 30% in the value of investment projects due to the state tax exemptions, customs and social benefits, and also the construction of general engineering and transport infrastructure at the expense of the regional budget. As a result, more than \$ 10.5 of private investment account for \$1.0 of the budget expenditure in the SEZ.

The Association has been working closely with the Ministry of Economic Development of the Russian Federation for several years on the harmonization of a current legislation on SEZs, development of the mechanisms for stimulating doing business in SEZs, and on the involvement of a state support in infrastructure development. The Ministry of Economic Development of the Russian Federation highly appreciates the results of this work. In 2019 in particular, the Ministry concluded a cooperation agreement on the development of SEZs and Technology Parks in Russia with the Association for the Development of Clusters and Technology Parks of Russia.

The Association replicates the best practices of the SEZ development, it provides comprehensive expert and analytical, consulting and methodological support to both the regional executives and private investors.

Undoubtedly, the "Russian Special Economic Zones: Business Navigator 2019" is useful, powerful analytical tool for both the regional authorities and teams of SEZ management companies, as it contributes to the implementation of investment potential of the territories and to the increase of the SEZ efficiency. As a result, it boosts the growth of the economic well-being and raises the standard of living of the Russian citizens.

## Andrei SHPILENKO

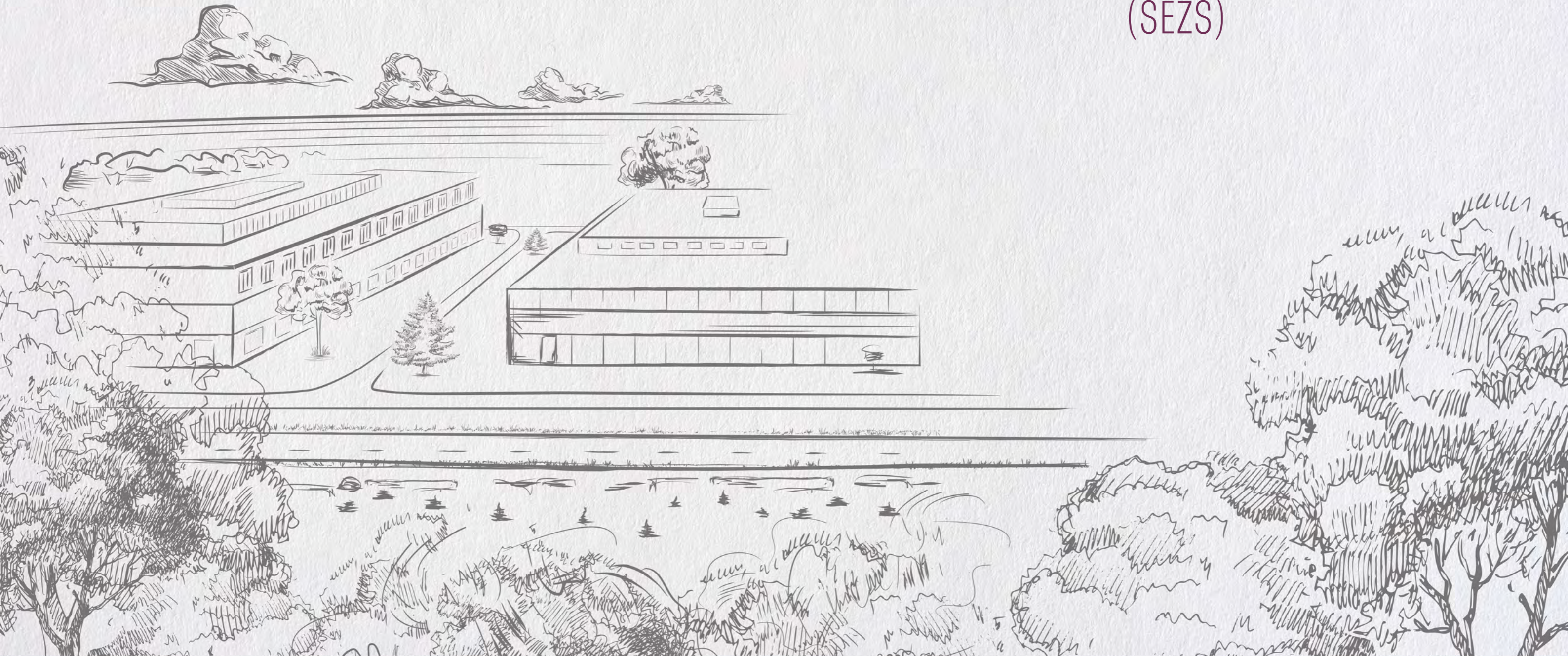
*Director of the Association for the Development of Clusters and Technology Parks of Russia*

TODAY THERE ARE 28 SEZS IN THE RUSSIAN REGIONS, WHICH REPRESENT THE UNIQUE PROJECTS INDEPENDENTLY RUN AND DEVELOPED BY REGIONAL TEAMS





# ABOUT SPECIAL ECONOMIC ZONES (SEZS)





One of the most important directions of Iran's economic policy is still the development of both Special Economic Zones (SEZs) and Free Trade-Industrial (FTZs). As of 2017, there were 23 FTZs and SEZs in Iran, including "Qeshm", "Kish", "Chabahar", "Bandar Anzali", "Aras", "Arvand", "Maku", "Salafchegan", "Sirjan", "Bushehr Port", "Behshahr", "Shahid Rajaee", "Amirabad", "Sarakhs", "Arge Jadid", "Electric power And Electronics in Shiraz", "Pars", "Payam", "Petrochemical", "Khalije Fars", "Persian Gulf Mine and Metal Industry" "Yazd", "Lorestan". Apart from that, 13 FTZs and SEZs are under construction.

Both SEZs and FTZs play a crucial role in attracting foreign investment to Iran. Doing business in the FEZ territory is regulated by the Law "On the establishment and management of Special Economic Zones of Islamic Republic of Iran", as well as by the Regulations on investment in the SEZ/FTZ of Iran, Import and Export Rules of Iran, other laws and regulations.

A SEZ/FTZ resident status allows enterprises to take advantage from a number of the following preferences:

- possibility of registering an enterprise with one hundred percent foreign capital (with the possibility of setting up branches in the main territory of Iran under a simplified procedure);
- simplified procedure for currency transactions (no fees or restrictions);
- simplified investment procedure;
- simplified procedure for conducting banking operations;
- simplified procedure for registration of enterprises (up to 2 weeks);
- simplified export/import procedure;
- tax exemption within 15 years with the possibility of extending tax holidays for up to 30 years (the benefit applies to all taxes, except for a number of fees, which are determined by a SEZ/FTZ administration and are subject to payment);
- simplified procedure for hiring, including foreign nationals (no more than 10% of the total number of employees);
- visa-free entry into SEZs/FTZs.

Another undeniable advantage of implementing an investment project in the SEZ/FTZ territory is the fast procedure for registering a legal entity (including legal entities with the foreign capital), i.e. less than 2 weeks. The registration period for branches and representative offices of foreign companies in the main territory of Iran is about 6 months.

Every SEZ/FTZ in Iran has a certain industrial specialisation. In this regard, additional benefits are provided to residents who operate within the priority sectors of the SEZ/FTZ. Currently, there are SEZs/FTZs in Iran that specialize in tourism, innovative technologies and banking operations, the projects concerned the oil industry and the infrastructure for bunkering vessels (refueling ships), the development of cargo transit, as well as trade with the prospective regions with regard to the international economic cooperation.

The Bandar Anzali Free Trade-Industrial Zone (established in 2004-2005) takes a special place among the FTZs of Iran due to the fact that the FTZ becomes the business center in which strategically important goods from the countries in the Caspian region are to be traded. To achieve this goal, the port and railway infrastructure, a commodity exchange are under development in the zone, transit corridors are under construction too. The Bandar Anzali Free Trade-Industrial Zone with the territory of 9.6 thousand hectares is the only FTZ in Iran on the coast of the Caspian Sea. It contributes to both Export/Import and transit deliveries of goods to the Caspian countries, Turkey, South-East Asian countries.

Currently, the Anzali Port which is one of the oldest Iranian ports in the South-Western part of the Caspian Sea, has 10 berths with a water depth of 5.5 m at the mooring walls, 12 vessels can simultaneously dock at these berths. Currently, the Caspian Port complex is under construction in the territory. Geographically, the FTZ is located in the North-South (Nostrak) corridor which connects both the Helsinki Harbor in Finland and in the Northern Europe via Russia (Astrakhan, Industrial Production SEZ "Lotus") to the Northern and Southern ports of the Caspian Sea, ports of the Persian Gulf, India, as well as ports of Eastern and Southern Asia.

On the whole, the SEZ/FTZ infrastructure is designed to provide the residents with logistics services (warehousing, processing, distribution of goods and products, transportation), assistance in localization and expansion of production in priority industries for the SEZs/FTZs, including shipbuilding, oil industry, manufacturing, high-tech industry, electronics.

As of November 2018, total volume of investments in the SEZ (cumulatively) amounted to \$ 62.7 million.

\* In accordance with the world practice, a Special Economic Zone (or Free Economic Zone) is considered to be a part of the territory of a country with preferential regime for its residents, i.e. a complex of tax, financial, trade, administrative privileges provided.

## TAX PRIVILEGES

Type of preference	Content
Tax privileges	Exemption from direct taxes for up to 20 years, VAT exemption, if the products are to be produced and sold in the SEZ/FTZ
Special customs regime	Duty-free import of commodities for production Full exemption from customs duties on commodities in case that they are produced and sold in the SEZ/FTZ
Visa-free entry	Exemption of foreign citizens from the need to obtain a visa to enter the territory of the SEZ/FTZ
Guarantees	Providing a bank guarantee that is a share of the organizational fee for a period of 3 to 5 months
Regular support	Assistance from the customs and marketing organizations
Necessary infrastructure	Access to the container warehouse
Others	The possibility of joint investment with domestic investors without limiting the proportion of the parties, as well as the possibility of registering enterprises with 100 percent foreign capital





Development of Special Economic Zones (SEZs) in India began in the mid-1960s, when the SEZs were sites for placing export-oriented production facilities. The first SEZ in India (and Asia) was established in 1965 in Kandla (Gujarat). At the initial stage, the founder of the SEZs was exclusively the Government of India.

Currently, the SEZs can be created by both the Central Government of India and State Governments, as well as by the business initiatives. The SEZ residents can be state-owned, private and private-state enterprises (including enterprises with 100 percent foreign capital).

SEZs are regulated according to the following core documents, such as the "Special Economic Zones Act" (2005) and "The SEZ Rules" (2006). Some aspects of the SEZs are regulated by "Foreign Exchange Management Act", by tax and customs codes of India.

As of January 31, 2018, there were 423 formally approved SEZs in India, of which officially confirmed SEZs accounted for 357, including 222 operational SEZs.

Export of 100% of the production is a prerequisite for doing business in the SEZ (with rare exceptions). SEZs in India are divided into several types: multidisciplinary, specialized, warehouse areas and free trade areas, zones in seaports and in airports. Formally approved SEZs have the following industry specialisation: electronics and information technologies account for 65.6% of them; 8.9% of the SEZs are pharmaceuticals and biotechnologies; 2.8% of them are engineering; 6.3% are multidisciplinary SEZs; and 16.4% are SEZs in other areas. SEZs are located mainly in the States of Telangana (64 SEZs), Karnataka (62 SEZs), Maharashtra (57 SEZs), Tamil Nadu (50 SEZs), Andhra Pradesh (29 SEZs), Kerala (29 SEZs), Gujarat (28 SEZs).

According to the Ministry of Commerce and Industry of India, as of September 30, 2017, the total investment in the SEZ amounted to \$ 69.7 billion, annual exports amounted to \$41.4 billion (+ 13.1% compared to the same period in 2016). About 1.8 million of employees work for the enterprises in the SEZ territory.

On October 25, 2011, the Government of India adopted the «National Industrial Policy», the main goal of which is to increase the share of manufacturing in the GDP up to 25% by 2022 (currently, it is accounted for about 15%) and create 100 million newly jobs (according to the project, India's working age population is to grow by 200 million people by 2020). As a part of this policy, 22 National Industrial and Investment Zones have been created in the country. In these Zones administrative barriers, especially in the labour market regulation and environmental protection, are simplified for enterprises as much as possible. The main sites of the zones are created along the Delhi-Mumbai Industrial Corridor and other economic and industrial corridors (Amritsar-Kolkata, Bangalore-Mumbai, Chennai-Bangalore).

In the region of the Southern Asia, India cooperates with neighboring countries on the development of international trade. In particular, within the framework of the preferential trade agreement between India and ASEAN (Association of Southeast Asian Nations), which entered into force on January 1, 2010, it is planned to create a free trade zone for goods, on the one hand, between India and Brunei, Malaysia, Indonesia, Singapore, Thailand, and, on the other hand, the expansion of the zone to other ASEAN countries (the Philippines, Laos, Cambodia, Myanmar, and Vietnam). India has also launched an initiative to create the South Asian Free Trade Zone (SAFTA). In addition, India is included in another international integration group – "BIMST-EC" (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation), in which the participating countries (India, Bangladesh, Myanmar, Sri Lanka, Thailand, Bhutan, Nepal) approved a framework agreement on the establishment of a Free Trade Zone in 2004.

## JAWAHARLAL NEHRU PORT TRUST'S SEZ

On the coast of India in the vicinity of Mumbai (the largest port in Western India, Maharashtra) there are 5 SEZs, including the Jawaharlal Nehru Port Trust's SEZ that is in honor of a prominent politician in India and throughout the world. This SEZ is located in less than 5 km far from Jawaharlal Nehru Port, India's largest container port (the port's capacity is 7.4 million tons of goods per year). The SEZ is aimed at the export/import of goods and is directly linked to the major state and national highways. In the foreseeable future the SEZ is to be linked to the Eastern part of Mumbai by road. The SEZ covers an area of 277 hectares, of which 200 hectares belong to a duty-free raw material processing zone. The SEZ is a multi-profile type. Development priorities of the SEZ are pharmaceuticals, electrical and electronics, machinery, equipment and automotive components, food industry.

Tax privileges and other preferences are applied in the SEZ territory (see the table).



### JAWAHARLAL NEHRU PORT TRUST'S SPECIAL ECONOMIC ZONE, MUMBAI, INDIA

\*In accordance with the world practice, a Special Economic Zone (or Free Economic Zone) is considered to be a part of the territory of a country with preferential regime for its residents, i.e. a complex of tax, financial, trade, administrative privileges provided.

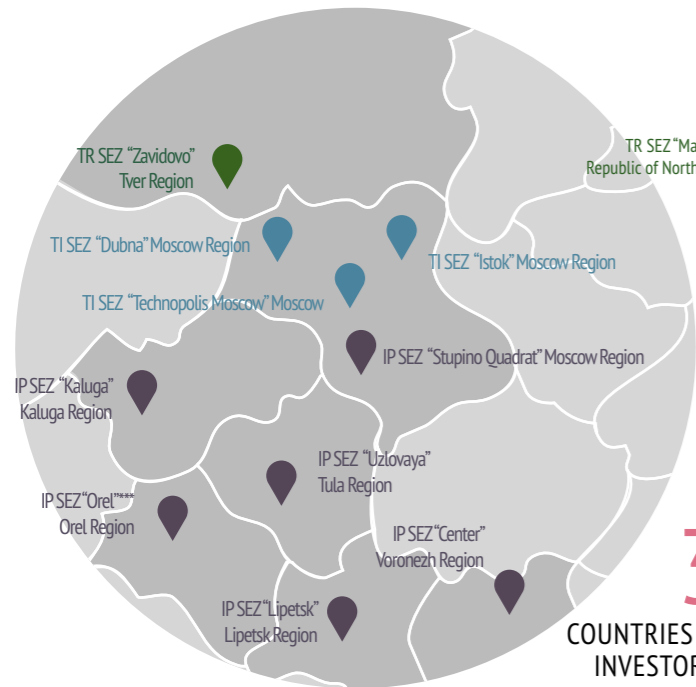
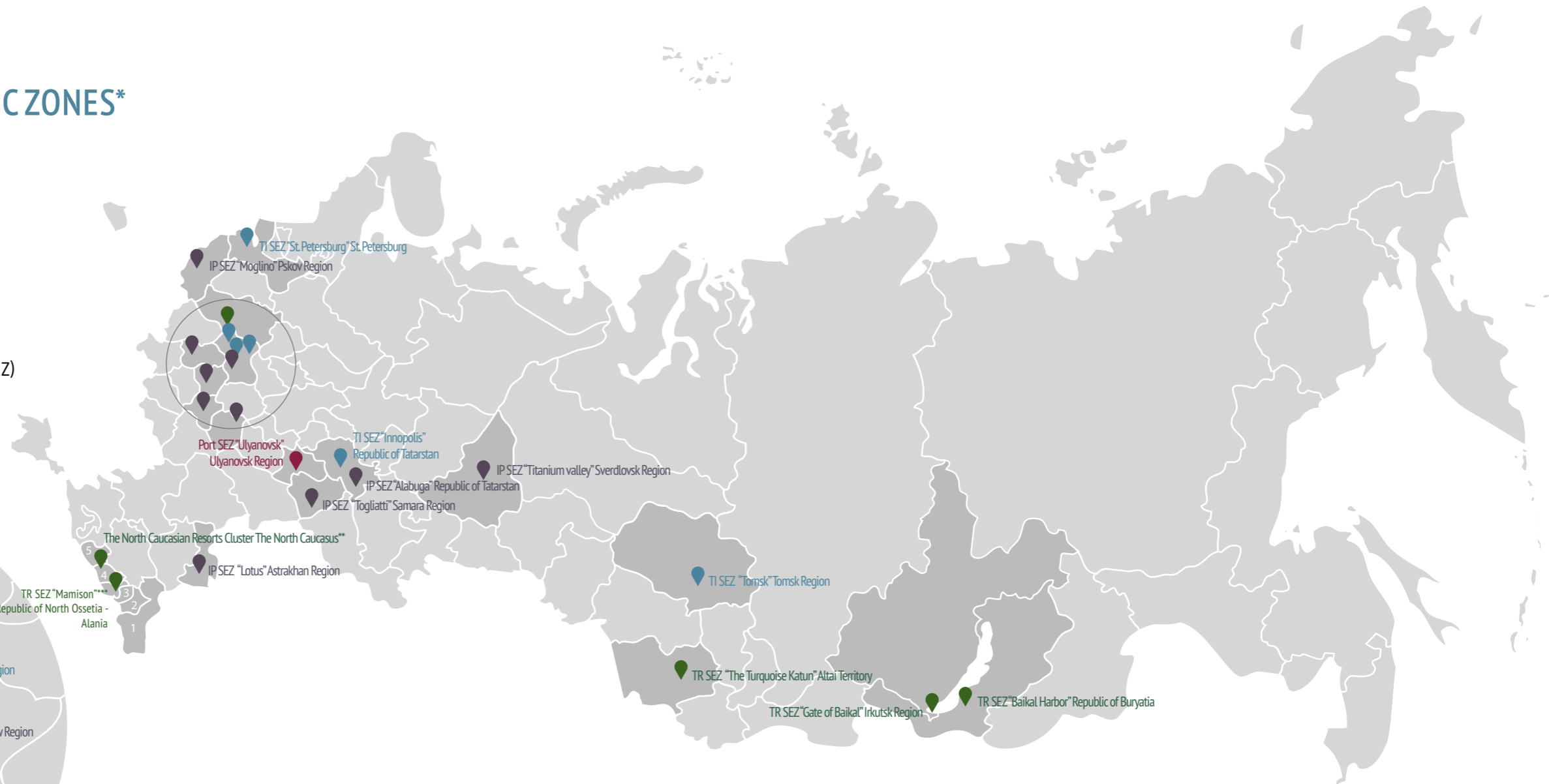
Type of preference	Content
Administrative advantages	<ol style="list-style-type: none"> <li>1. Branches of foreign banks are allowed to be set up;</li> <li>2. No import license;</li> <li>3. Simplified customs clearance of both the export and import;</li> <li>4. Free import of equipment and raw materials (which are necessary for making production in the SEZ), sale and movement of goods flows within the SEZ are allowed</li> </ol>
Tax privileges and fees	<ol style="list-style-type: none"> <li>1. Exemption from profit tax for a period of up to 15 years;</li> <li>2. Exemption from the Goods &amp; Services Tax (similar in Russia is a value added tax);</li> <li>3. Exemption from income tax on export income is applied for the SEZ residents for the first 5 years, 50% is applied for the next 5 years;</li> <li>4. Duty-free import of goods;</li> <li>5. Duty-free internal procurement of goods for the development, operation and maintenance of the SEZ units;</li> <li>6. Exemption from stamp duty on both financial instruments and real estate (fee rate varies from 0.5% to 7%)</li> </ol>
Financial incentives	Providing commercial loans amounted to a maximum of \$ 500 million per year



# RUSSIAN SEZs AT A GLANCE

## 28 SPECIAL ECONOMIC ZONES\*

- 11 📍 INDUSTRIAL PRODUCTION SEZs (IP SEZ)
- 6 📍 TECHNOLOGY INNOVATIVE SEZs (TI SEZ)
- 10 📍 TOURISM AND RECREATIONAL SEZs (TR SEZ)
- 1 📍 PORT SEZ (PORT SEZ)



**33** COUNTRIES WHERE FOREIGN INVESTORS CAME FROM

**707** RESIDENTS INCLUDING **131** SEZ RESIDENTS WITH FOREIGN PARTICIPATION

**36 839** JOBS CREATED

**\$ 5 828 million\*\*\*\***  
Private capital investment

**> 1 527 Megawatts**  
Electrical capacity installed

**\$ 11 258 million**  
SEZ residents' sales and other operating revenues

**\$ 3 423 million**  
Foreign direct investment

**\$ 1 237 million**  
Taxes and customs duties paid by SEZ residents

**\$ 773 million**  
Tax exemptions received by SEZ residents

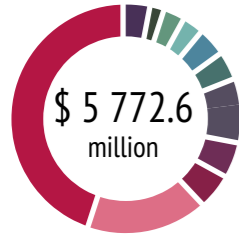
\* Statistic data on the Russian SEZs are cumulative since establishment of SEZs till December 31, 2018  
 \*\*The North Caucasian Resorts Cluster comprises the following 5 TR SEZs:  
 1. TR SEZ "Matlas" in the Republic of Dagestan. 2. TR SEZ "Veduchi" in the Chechen Republic. 3. TR SEZ "Armikhi" in the Republic of Ingushetia.  
 4. TR SEZ "Elbrus" in the Kabardino-Balkarian Republic. 5. TR SEZ "Arhyz" in the Karachayev-Cherkess Republic.  
 \*\*\* The SEZs were established in 2019

\*\*\*\* The values are given in US dollars here and throughout the "Russian Special Economic Zones: Business Navigator 2019" according to the official average exchange rate of 2018, namely US\$ 1 was equal to P 62.54.



# RUSSIAN SEZs IN FIGURES

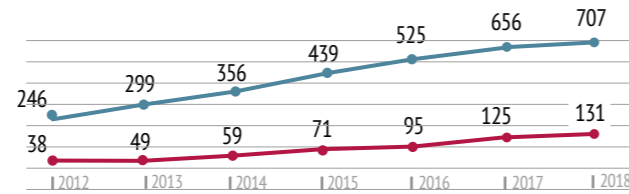
## SEZ RESIDENTS' TOTAL PRIVATE INVESTMENT BY COUNTRY



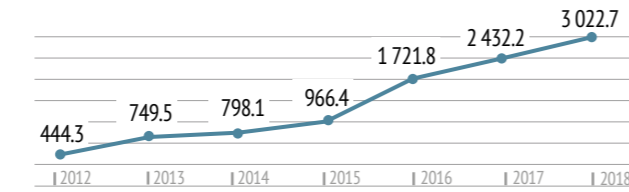
48.2%	\$ m	Russia	2 787.4	4.7%	\$ m	Germany	267.5	1.6%	\$ m	Belgium	94.1
19.1%	\$ m	Netherlands	1 097.7	3.5%	\$ m	Switzerland	198.4	1.5%	\$ m	Denmark	88.7
6.0%	\$ m	Cyprus	346.1	2.9%	\$ m	Turkey	171.6	0.8%	\$ m	Italy	47.7
5.5%	\$ m	USA	320.4	2.8%	\$ m	Japan	159.7	3.3%	\$ m	The others	193.3

## DYNAMICS OF SEZ RESIDENTS (CUMULATIVE SUM CHART), NUMBER

■ Total number of residents  
■ Foreign residents

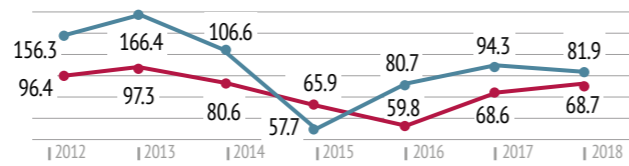


## SEZ RESIDENTS' SALES AND OTHER OPERATING REVENUES IN 2012-2018, \$ MILLION



## LABOUR PRODUCTIVITY, \$ THOUSAND PER CAPITA

■ in Russian SEZs  
■ in the Russian Federation



## LABOUR PRODUCTIVITY IN RUSSIA IN 2017 BY ECONOMIC ACTIVITY



Mining and quarrying **\$ 185.2** thousand per capita



Manufacturing **\$ 60.0** thousand per capita



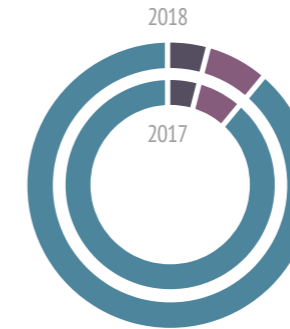
Electricity, gas, steam and air conditioning supply **\$ 46.3** thousand per capita

## COUNTRIES MADE A MAXIMUM INVESTMENT IN THE RUSSIAN SEZs IN 2018



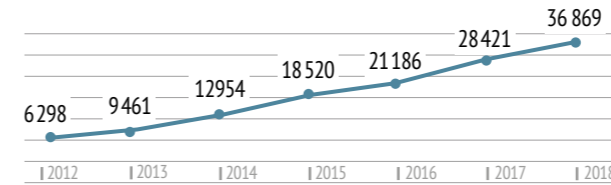
66.2%	\$ m	Russia	834.3	4.1%	\$ m	Turkey	52.1	0.7%	\$ m	Italy	8.8
9.6%	\$ m	Cyprus	121.5	2.7%	\$ m	Germany	34.3	0.7%	\$ m	Israel	8.8
5.3%	\$ m	USA	66.8	1.7%	\$ m	Switzerland	21.4	0.6%	\$ m	Denmark	7.7
4.5%	\$ m	Netherlands	57.0	1.3%	\$ m	Belgium	16.4	2.5%	\$ m	The others	31.1

## THE LARGEST INVESTORS BY REGIONS OF THE WORLD



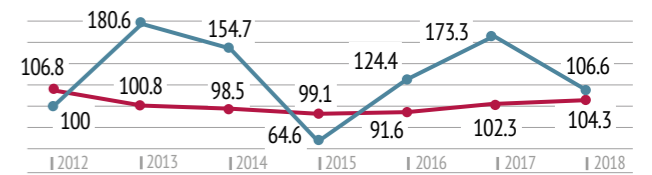
Region	2017 (\$ bin)	2018 (\$ bin)
Europe	89.4%	90.7%
North America	6.6%	5.6%
Asia	4%	3.7%

## CREATED JOBS (CUMULATIVE SUM CHART), NUMBER



## DYNAMICS OF PRIVATE INVESTMENT, %

■ SEZ residents  
■ Russian Federation



## DIRECT INVESTMENT BY SOURCE OF INVESTMENT IN 2018

91.3%	\$ m	SEZ residents' private investment	958.1
3.2%	\$ m	Federal budget expenditure	33.5
5.5%	\$ m	Regional budget expenditure	57.7





# CORE RESIDENTS OF THE RUSSIAN SEZS

# BY VOLUME OF EXPORT IN 2016-2018



- LEGEND:**
- 1. United States
  - 2. United Kingdom
  - 3. Sweden
  - 4. Netherlands
  - 5. Norway
  - 6. Belgium
  - 7. Italy
  - 8. Czech Republic
  - 9. Romania
  - 10. Nigeria
  - 11. Kazakhstan
  - 12. India
  - 13. China



# PARTICULARITIES OF SEZS OPERATING IN RUSSIA

The Russian Special Economic Zones refer to a large long-term federal project aimed at the regional economic development by attracting the inflows of the Russian and foreign capital investment to the first priority economic activities in Russia.

The Federal Law No.116-FZ of July 22, 2005 "On Special Economic Zones in the Russian Federation" regulates operation of Special Economic Zones in Russia. Every Special Economic Zone is established in compliance with the Russian government Resolution. Criteria of establishing SEZs were approved by the government Resolution No. 398 of April 26, 2012 "Approval of criteria of establishing Special Economic Zones". There are several indicators such as profitability, return on investment, payback period,

the quality of planning the territory and perspective development of a SEZ, analysing ecological risks of the project are taken into consideration, while a SEZ is to be established. SEZ Management company must have experience of constructing an infrastructure, of dealing with large investment projects, and Technology Parks.

The Russian Special Economic Zones are established in order to boost manufacturing development, including high-tech industries, shipbuilding, transport infrastructure, tourism, to create new technologies and commercialise its results, to produce new goods.

**SEZ** is a part of the territory of the Russian Federation, which is determined by the Russian government, and in which business and trade laws are different from the rest of the country. The SEZ can also provide its residents with the regime of a free customs zone.

## PROCEDURE OF ACQUIRING A SEZ RESIDENT STATUS



## CORE REQUIREMENTS FOR SEZ RESIDENTS,\* DEPENDING ON THE TYPE OF SEZS

INDUSTRIAL PRODUCTION SEZ	TECHNOLOGY INNOVATIVE SEZ	PORT SEZ	TOURISM AND RECREATIONAL SEZ
Only commercial organisations can be registered as a SEZ resident	An individual entrepreneur or a commercial organisation can acquire the SEZ resident status	Only commercial organisations can be registered as a SEZ resident	An individual entrepreneur or a commercial organisation can acquire the SEZ resident status
Legalised activities are industrial production, technology innovative and logistic	Legalised activities are both industrial production and technology innovative	Legalised activities are port (including warehousing, storage of goods, exchange trade, wholesale, ship maintenance and repairs, etc.) and production	Legalised activities are tourism and recreation
Minimum capital investment constitutes \$ 2.1 million, minimum \$ 0.7 million of which are subject to investment within the first three years since concluding an agreement	No special requirements for a minimum investment	Minimum capital investment constitutes \$ 2.1-6.9 million, depending on the kind of a project, not less than \$ 0.7 million of which are subject to investment within three years since concluding an agreement	No special requirements for a minimum investment

\*An unitary enterprise cannot get a SEZ resident status

## CORE ADVANTAGES OF A SEZ RESIDENT STATUS



FEDERAL AND REGIONAL TAX PRIVILEGES



NATIONAL GUARANTEES



ADVANCED INFRASTRUCTURE



PREFERENTIAL LEASE PRICE AND PURCHASE OF LAND



FREE CUSTOMS ZONE

In pursuance of the President's Instruction No.1028-Pr of May 27, 2016 "On increasing the efficiency of the use of budgetary funds for establishing Special Economic Zones" investment of the federal budget in establishment of a SEZ, infrastructure and compensation of the regional expenditures were optimized.

Criteria of efficiency of a SEZ were approved by the Russian government Resolution No. 643 of July 7, 2016 "Evaluation routine of the efficiency of SEZ activity". It sets a number of measures of financial liability of regional executive bodies for failure to reach fixed indicators of a SEZ efficiency.

The Russian government Resolution helped a SEZ become advanced in terms of budgetary and social efficiency, its attractiveness to national and foreign investors.

## CORE PARTICULARITIES OF SEZS ESTABLISHMENT (BY SEZS TYPE)

INDUSTRIAL PRODUCTION SEZ	TECHNOLOGY INNOVATIVE SEZ	PORT SEZ	TOURISM AND RECREATIONAL SEZ
The area of a SEZ does not exceed 40 km <sup>2</sup>	The area of a SEZ does not exceed 4 km <sup>2</sup>	The area of a SEZ does not exceed 50 km <sup>2</sup>	No special requirements for a maximum land area
No specific requirements for the SEZ land sites	No specific requirements for the SEZ land sites	SEZs are subject to be established in land areas adjacent to sea, river ports opened for international traffic and an entry of foreign ships, or adjacent to airports, opened to the reception and dispatch of aircraft	No specific requirements for the SEZ land sites
Land sites included in a SEZ belong to the category of industrial, energetic, transport, communication, radio broadcasting, television, information technology, space activities maintenance, defence, security lands, lands of settlements and other special uses.			A SEZ can be created on the land sites, belonging to a category of especially protected territories and objects, or lands of forests, lands of agricultural purpose*
Placing the objects of housing stock is not allowed in a SEZ territory			Placing objects of housing stock in a SEZ territory is allowed

\*Land sites of a SEZ can include land sites, available for the other types of SEZs



# PRIVILEGES FOR THE SEZS RESIDENTS

# IN RUSSIA



## TAX EXEMPTIONS

- Accelerated depreciation
- Accelerated deduction of R&D expenditure
- other federal and regional tax privileges



## FREE CUSTOMS ZONE REGIME

Exempted customs tariffs on import machinery, equipment, raw materials in the SEZ territory



## READY-TO-USE INFRASTRUCTURE

- Provision of:
- Engineering infrastructure
  - Industrial infrastructure
  - Customs infrastructure
  - Innovation infrastructure



## FAVOURABLE ADMINISTRATIVE PROCEDURES

- Provision of a complex of public services in one place ("One-stop-shop", or "one-window" approach)
- The right to the land buyout
- Sound investment climate guaranteed

Tax exemption	SEZ		SEZ		Applicable tax rate in the Russian Federation	
	Industrial Production SEZ	Technology Innovative SEZ	Port SEZ	Tourism and Recreational SEZ		
Profit tax paid to	the federal budget	2%	2%	2%	2% (0% is up to January 1, 2023, applied to a SEZ residents integrated into a Cluster)	3% in 2019-2020
	the regional budget	0-13.5% during the period fixed by the regional law	0-13.5% during the period fixed by the regional law	0% for up to 10 years	13.5% during the period fixed by the regional law	17% in 2019-2020
Value added tax (VAT)	20% (0%) <sup>1</sup>	20% (0%) <sup>1</sup>	20% (0% among the residents within the Port SEZ)	20%	20%	
Property tax	0% for up to 10-12 years	0% for up to 10 years	0% for up to 15 years	0% for up to 10 years	2.2%	
Land tax	0% for up to 10 years	0% for up to 10 years	0% for up to 15 years	0% for up to 5 years	1.5%	
Transport tax, \$ per horsepower	\$ 0 for up to 12 years	\$ 0 for up to 10 years	\$ 0 for up to 15 years	between \$ 0.02 and \$ 4.3	Between \$ 0.02 and \$ 8.6	
Social payments	Totally, including the next 3 parts:	28% <sup>2</sup> in 2019, 14% <sup>3</sup> till 2023	28% <sup>2</sup> in 2019, 14% <sup>3</sup> till 2023	30% in 2019-2020	30% in 2019-2020, 28% <sup>2</sup> in 2019	30% in 2019-2020
	Russian Federation Pension Fund	20% <sup>2</sup> in 2019, 8% <sup>3</sup> in 2019-2023	20% <sup>2</sup> in 2019, 8% <sup>3</sup> in 2019-2023	22% in 2019-2020	20% in 2019, 22% since 2020	22% in 2019-2020
	Social Insurance Fund	2.9% in 2019, 2% <sup>3</sup> in 2019-2023	2.9% in 2019, 2% <sup>3</sup> in 2019-2023	2.9% in 2019-2020	2.9% in 2019	2.9% in 2019-2020
	Federal Mandatory Health Insurance Fund	5.1% in 2019, 4% <sup>3</sup> in 2019-2023	5.1% in 2019, 4% <sup>3</sup> in 2019-2023	5.1% in 2019-2020	5.1% in 2019	5.1% in 2019-2020

A competitive advantage of a SEZ for investors is a reduction in initial expenditure up to 30% on capital investment, ensured by tax exemptions, customs and social preferences as well as construction of general engineering and transport infrastructure financed from both the federal and regional budgets.

**UP TO 30%** THE SEZ RESIDENT'S SAVINGS on initial investment in a project

<sup>1</sup> Occurred in case of delivery of goods in the inner SEZ free customs zone

<sup>2</sup> The rate of social payments is relevant, firstly, for the residents of Industrial Production as well as Technology Innovative Special Economic Zones having concluded an agreement with a SEZ management company concerning technology innovative, industrial production activities, and secondly, for the residents of Tourism and Recreational Special Economic Zones having concluded an agreement with a SEZ management company concerning tourism and recreational activities.

<sup>3</sup> The rate of social payments is set for companies in information technologies






## PILLAR 1

INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION

### ECONOMIC AND INVESTMENT EFFECTIVENESS


-  Fixed capital investment
-  Tax burden to a SEZ resident
-  The regional Government assistance in attracting investment and implementing projects
-  Investment risk
-  Engel coefficient

### LABOUR SUPPLY IN THE RUSSIAN REGION

-  Population density coefficient
-  Labour potential
-  Educational attainment





## PILLAR 2

DOING BUSINESS ENVIRONMENT IN THE SEZ

-  Dealing with construction permits
-  Annual average number of the residents attracted to the SEZ
-  Availability of the free customs zone infrastructure, built by the SEZ management company
-  Actual number of SEZ residents (cumulatively), % to plan
-  Availability of awards of fDi's Global Free Zones of the Year
-  Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident
-  SEZ management company's competencies in attraction of foreign investors
-  Survival rate of the SEZ residents (regarding IP SEZs, a Port SEZ)






## PILLAR 3

INFRASTRUCTURE PROVISION OF THE SEZ

-  Actually built SEZ infrastructure facilities compared to the plan
-  Vacant infrastructure relative to infrastructure installed, %
-  Transport accessibility of the SEZ
-  Ability of the SEZ management company to do construction work in-house





## PILLAR 4

LAND RESOURCES, (LAND RESOURCES AND BUILDINGS)

-  The land area occupied by the SEZ residents, % to the SEZ useful land area
-  Selling price of the land in the SEZ, % of the regional selling price of land
-  Leasing price of the land in the SEZ, % of the regional leasing price of land (regarding IP SEZs, a Port SEZ)
-  Leasing price of the offices in the SEZ, % of the regional value (regarding TI SEZs)
-  Area of the office buildings occupied by the SEZ residents, % (regarding TI SEZs)




## PILLAR 5

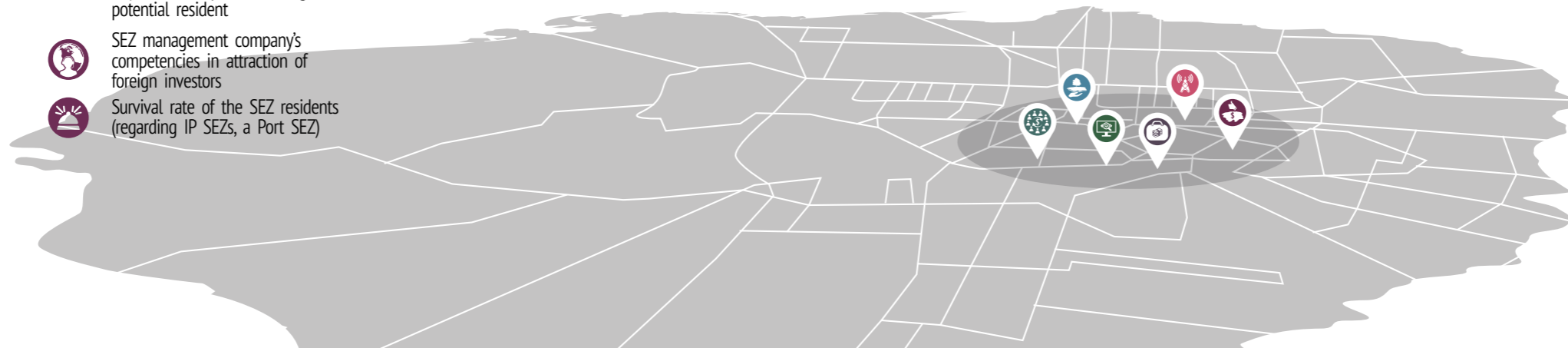
INVESTMENT ACTIVITY OF THE SEZ RESIDENTS (INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS)

-  SEZ residents' investment relative to the SEZ occupied useful land area (regarding IP SEZs, a Port SEZ)
-  Investment attractiveness of the SEZ infrastructure (regarding IP SEZs, a Port SEZ)
-  Average annual volume of investment per SEZ resident (regarding TI SEZs)
-  Average annual number of created intellectual property objects (regarding TI SEZs)

## PILLAR 6

INFORMATION TRANSPARENCY OF THE SEZ WEBSITE

-  Quality of the SEZ website in Russian
-  Quality of the SEZ website in English
-  Ease of use of the SEZ website in the view of a SEZ resident



APPROACHES TO ASSESSMENT OF SEZ EFFICIENCY, THEIR INVESTMENT ATTRACTIVENESS, COMPETITIVENESS, THE EASE OF DOING BUSINESS AND OTHER ESTIMATES OF AN INVESTMENT CLIMATE USED IN NUMEROUS NATIONAL AND INTERNATIONAL RANKINGS HAVE BEEN TAKEN INTO CONSIDERATION IN THE METHODOLOGY OF THE III NATIONAL SEZ INVESTMENT ATTRACTIVENESS INDEX 2019

- 1 -  
TRANSPARENCY

Public discussion of the Index methodology with the representatives of the Expert Board, SEZ management companies, regional executive bodies, etc. Publication of the Index methodology and key analytical calculations in a report

- 2 -  
OBJECTIVITY OF THE METHODOLOGY

Formation of an independent Expert Board with participation of representatives of the business community, financial institutions, loan companies, development institutions, industry-specific ministries and agencies

- 3 -  
OBJECTIVITY OF INFORMATION

The Index is based on the statistical data obtained from SEZ management companies, the Ministry of Economic Development of the Russian Federation as well as expert assessments

- 4 -  
CONSIDERATION OF THE MOST SIGNIFICANT FACTORS

Indicators that measure a SEZ investment attractiveness in the best way, in the opinion of industry experts, investors and SEZ residents, are taken into account



# OVERALL RESULTS OF THE III NATIONAL SEZs

# INVESTMENT ATTRACTIVENESS INDEX 2019

## RESULTS OF THE INDEX 2019 RANKING OF BOTH THE INDUSTRIAL PRODUCTION SEZs (IP SEZs) AND PORT SEZ

Name of a SEZ	Russian Region	Total rank	Total score*	SEZ value relative to the average Russian SEZs value, %	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
<b>1ST GROUP: High level of a SEZ investment attractiveness (over 100%)**</b>										
IP SEZ "Alabuga"	Republic of Tatarstan	1	9.88	114.0	1.44	1.05	0.90	0.53	1.23	1.04
IP SEZ "Lipetsk"	Lipetsk Region	2	9.84	113.6	1.58	1.03	0.92	0.44	1.23	1.02
IP SEZ "Stupino Quadrat"	Moscow Region	3	9.79	113.0	1.53	1.02	1.08	0.33	1.23	0.94
IP SEZ "Moglino"	Pskov Region	4	8.86	102.3	1.25	0.72	0.99	0.91	0.65	1.08
<b>2ND GROUP: Sufficient level of a SEZ investment attractiveness (from 95% to 100%)</b>										
IP SEZ "Kaluga"	Kaluga Region	5	8.50	98.1	1.24	0.79	0.82	0.60	1.00	0.85
IP SEZ "Togliatti"	Samara Region	6	8.40	97.0	1.20	0.76	0.97	0.38	0.98	1.03
IP SEZ "Uzlovaya"	Tula Region	7	8.36	96.5	1.51	0.70	0.67	0.31	1.22	1.03
<b>3RD GROUP: Moderate level of a SEZ investment attractiveness (SEZs are in their development phase and require enhancement, less than 95%)</b>										
Port SEZ "Ulyanovsk"	Ulyanovsk Region	8	8.18	94.4	1.27	0.78	0.98	0.54	0.67	0.96
IP SEZ "Titanium valley"	Sverdlovsk Region	9	8.09	93.4	1.09	0.88	0.65	0.59	0.90	0.98
IP SEZ "Lotus"	Astrakhan Region	10	6.74	77.8	1.23	0.68	0.62	0.27	0.64	1.08

The results of the III National SEZs Investment Attractiveness Index 2019 are presented in detail for every IP SEZ, Port SEZ on the pages 122-147.

## RESULTS OF THE INDEX 2019 RANKING OF THE TECHNOLOGY INNOVATIVE SEZs (TI SEZs)

Name of a SEZ	Russian Region	Total rank	Total score*	SEZ value relative to the average Russian SEZs value, %	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
<b>1ST GROUP: High level of a SEZ investment attractiveness (over 100%)**</b>										
TI SEZ "Dubna"	Moscow Region	1-2	9.81	109.6	0.92	0.98	1.23	0.88	0.76	1.17
TI SEZ "Technopolis Moscow"	Moscow	1-2	9.81	109.6	1.92	0.77	0.97	0.79	0.84	1.16
TI SEZ "St. Petersburg"	St. Petersburg	3	9.76	108.9	1.74	0.93	0.67	0.78	1.11	1.05
<b>2ND GROUP: Sufficient level of a SEZ investment attractiveness (from 95% to 100%)</b>										
TI SEZ "Innopolis"	Republic of Tatarstan	4	8.50	95.0	1.11	0.77	0.79	0.61	1.00	1.07
<b>3RD GROUP: Moderate level of a SEZ investment attractiveness (SEZs are in their development phase and require enhancement, less than 95%)</b>										
TI SEZ "Istok"	Moscow Region	5	8.41	94.0	0.92	0.60	0.81	0.84	1.01	0.98
TI SEZ "Tomsk"	Tomsk Region	6	7.47	83.5	0.97	0.58	0.81	0.52	1.06	0.57

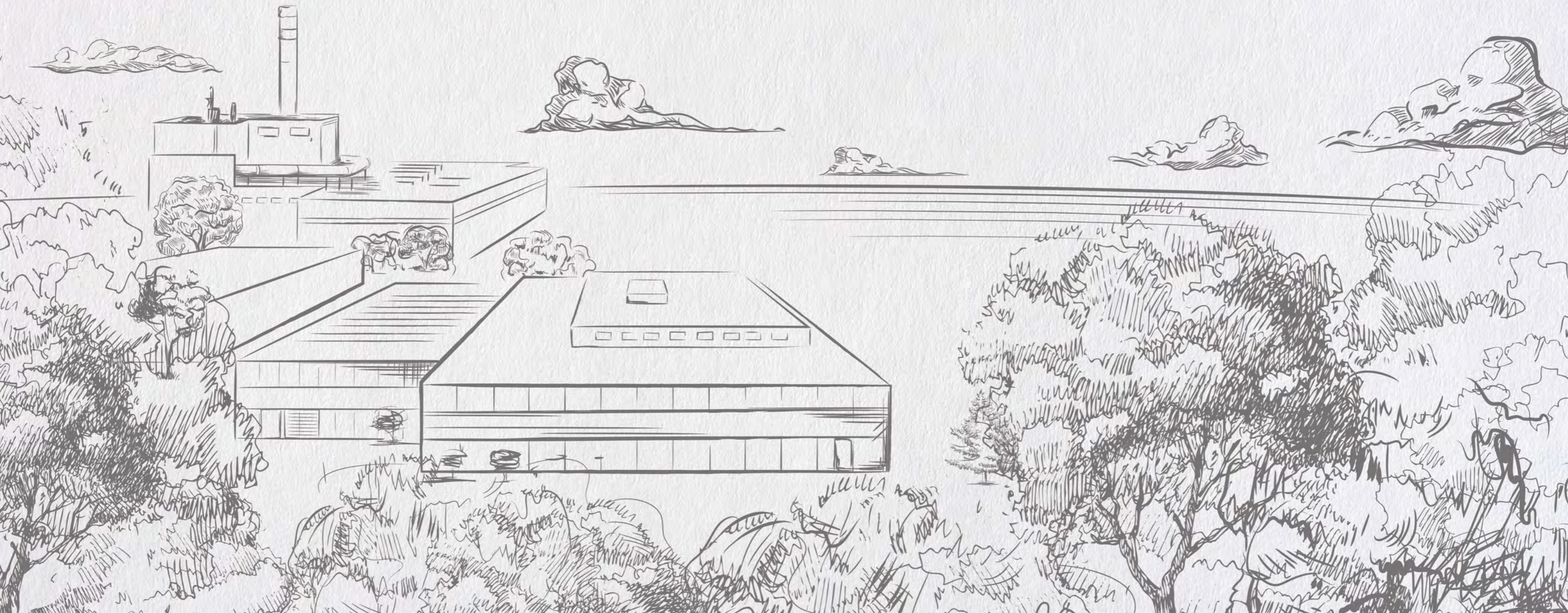
The results of the III National SEZs Investment Attractiveness Index 2019 are presented in detail for every TI SEZ on the pages 148-163.

\* The Index (total score, at the most aggregated level) is calculated according to the mathematical expression No. 9 on the page 180 of the methodology of the III National SEZs Investment Attractiveness Index 2019. In particular, Pillars 1 and 6 have a weight of 1, while Pillars 2, 3, 4, and 5 have a weight of 2. \*\* The Russian average value of the SEZs investment attractiveness is assumed to be 100%.

\* The Index (total score, at the most aggregated level) is calculated according to the mathematical expression No. 9 on the page 180 of the methodology of the III National SEZs Investment Attractiveness Index 2019. In particular, Pillars 1 and 6 have a weight of 1, while Pillars 2, 3, 4, and 5 have a weight of 2. \*\* The Russian average value of the SEZs investment attractiveness is assumed to be 100%.



PROFILES OF  
SPECIAL ECONOMIC ZONES  
IN RUSSIA





# INDUSTRIAL PRODUCTION SEZ "ALABUGA"

Republic of Tatarstan



The Industrial Production SEZ "Alabuga" (IP SEZ "Alabuga") was established in 2005. Now the SEZ provides investors with fully prepared industrial, engineering, transport and customs infrastructure, and with a number of tax and customs preferences too. More than \$ 428.5 million from both the federal budget and budget of the Republic of Tatarstan were invested in the infrastructure development of the Special Economic Zone "Alabuga". The Supervisory Board of the SEZ is headed by the President of the Republic of Tatarstan Rustam Minnikhanov.

As of 2019, 68 resident companies get the SEZ resident status, 32 plants are already operating, and by the end of 2019 it was planned to open 4 more production facilities. More than 8 000 workplaces have been created since the SEZ was established.

In 2018, the efforts of the SEZ management company were aimed at increasing the investment attractiveness of the IP SEZ "Alabuga". As a result of that work, the SEZ residents proposed new investment projects in the amount of \$ 222.3 million.

According to preliminary estimates for August 1, 2019, the volume of contracted private investment was \$ 3.2 billion, and \$ 2.1 billion were mastered in particular.

The SEZ "Alabuga" is the largest Industrial Production Special Economic Zone in Russia. Among the SEZ residents are such leading international companies as Ford, 3M, Rockwool, Air Liquide, Armstrong.

In 2018, seven enterprises were opened in the territory of the IP SEZ "Alabuga": MMK-Coskunoz-Alabuga LLC, Danaflex-Alabuga LLC, SMIT LLC, ST-Alabuga LLC, Rustoner LLC, Russian Wax LLC, and Allied Mineral Products Rus LLC.

In 2018, in the SEZ there was a start of the work on the reconstruction of the hot water boiler house, the expansion of railway at the container site, the construction of both the new "Synergy 2" Industrial Park with an area of 75 900 m<sup>2</sup> and the building for Alabuga-Fibre LLC for the production of PAN precursor.

## DEVELOPMENT PRIORITIES



Polymer processing



Automobile manufacturing



Building materials



Composite materials

YEAR OF ESTABLISHMENT **2005**

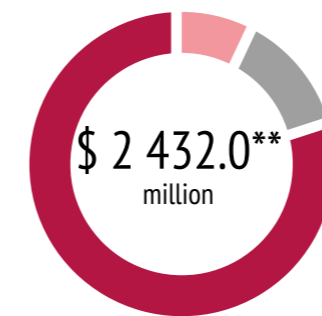
SEZ RESIDENTS, number **66**  
including foreign companies **27**

DISTANCE FROM MOSCOW **1 040 km**  
DISTANCE FROM THE REGIONAL CENTRE (Kazan) **213.4 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ\*

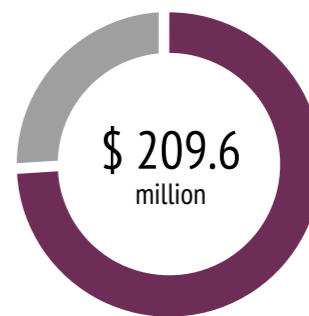


5.7% **137.9**  
Regional budget expenditure

11.2% **273.1**  
Federal budget expenditure

83.1% **2 021.0**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2018



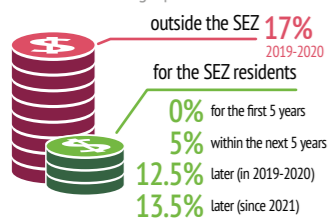
68% **142.6**  
Taxes and customs duties paid by the SEZ residents

32% **67.0**  
Tax exemptions received by the SEZ residents

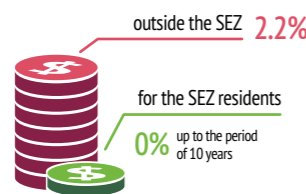
## REGIONAL TAX EXEMPTIONS<sup>1</sup>

### PROFIT TAX

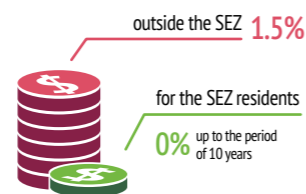
since the moment of making a profit



### PROPERTY TAX

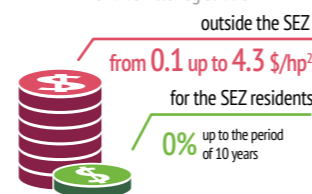


### LAND TAX



### TRANSPORT TAX

since the moment of a vehicle registration



CORE SEZ RESIDENTS

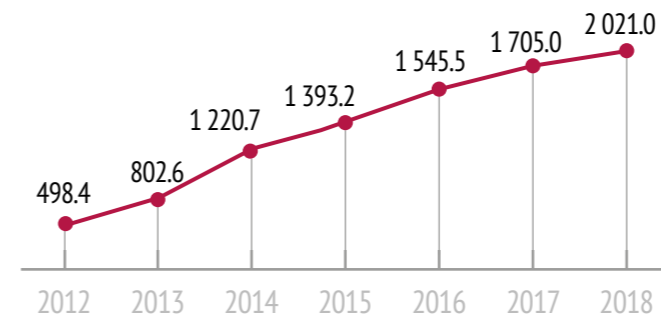
▼ ROCKWOOL VOLGA Ltd

▼ Kastamonu Integrated Wood Industry Ltd

▼ Ford Sollers Elabuga Ltd



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **8 041**



SEZ residents' revenue, 2018 **\$ 1 488.9 million**



Labour productivity in the SEZ **\$ 185.1 thousand per capita**

Above average value in Russia by\*\*\* **269.8 %**













## Timur SHAGIVALEEV

CEO, Industrial Production SEZ "Alabuga" JSC

### SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Design and construction of infrastructure and engineering networks
-  Technological connection to the SEZ engineering network
-  Amenities maintenance
-  Engineering systems maintenance
-  Administrative and business centre, fully prepared industrial premises for rent
-  Cottages in the cottage village "Three Bears" for rent
-  Education services of the international school "Alabuga International School"
-  Engineering services

### CONTACTS

Address: SH-2 street, building 4/1, SEZ "Alabuga" area, Yelabuga municipal district, the municipality of "Yelabuga town", Republic of Tatarstan, 423600, Russia

Tel.: +7 (85557) 5-90-30

Website: <https://alabuga.ru>

E-mail: [invest@alabuga.ru](mailto:invest@alabuga.ru)

 Land area	3 903.5 ha	 Capacity of wastewater collection system	880.8 m <sup>3</sup> /h
 Useful land area	2 147 ha	 Gas capacity	85 502 m <sup>3</sup> /h
 Area of administrative infrastructure	15 587 m <sup>2</sup>	 Heat capacity	360 Gcal/hr
 Electrical capacity	350 Megawatts	 Length of road network	27 757 m
 Water capacity	992.7 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.6 k/ha in the SEZ \$ 16.2 k/ha in the Republic of Tatarstan



[www.kastamonu.ru](http://www.kastamonu.ru)

### KASTAMONU INTEGRATED WOOD INDUSTRY LTD



### INVESTMENT PROJECT

Production of panels MDF and laminate flooring

-  Total SEZ resident's investment **\$ 340.1 million**
-  Project period **2010-2014**

KASTAMONU company was established in 1969 as part of the HAYAT Holding, which operates since 1937. The company specializes in the furniture industry and decorating of interiors. It meets the needs of the construction industry in raw and laminated MDF, particle boards (chipboard), laminated floor coverings, baseboards, both fire-resistant boards MDF and particle board, moisture-resistant MDF and particle board, as well as painted panels, decorative panels with honeycombs, glossy panels, countertops, door panels.

KASTAMONU Group, adhering to its development strategy, continues putting into operation new and expanding the existing production facilities. Currently, there are 18 production facilities of the company in 6 countries, in 11 locations. Manufacturing sites of both MDF and particle board are placed in Turkey, in the cities of Kastamonu and Gebze; the cities of Balykesir, Samsun and Tarsus are the places for the particle board production enterprises; in

Adana there is situated MDF production. In Romania the company produces door panels and particle board, in Bosnia and Herzegovina – kraft wrapping paper, while both in Bulgaria, and in Italy – particle board is produced, and in Russia – production of MDF is placed.

Currently, KASTAMONU ranks the second among the residents of the IP SEZ "Alabuga" in terms of total private investment. Apart from that, the company is one of the largest wood processing manufacturers in Europe in terms of its production potential. Products manufactured by KASTAMONU in the territory of the SEZ, is implemented not only in the Russian market (70%), but also in Europe and Asia.

KASTAMONU factory has already created about 800 new jobs in production, as well as over 2 500 in related and auxiliary industries (transport, logging, etc.). All of this boosts the development of the economy of Republic of Tatarstan.



[www.fordsollers.com](http://www.fordsollers.com)

### FORD SOLLERS ELABUGA LTD



### INVESTMENT PROJECT

Ford automobile manufacturing

-  Total SEZ resident's investment **\$ 469.0 million**
-  Project period **2011-2014**

Ford Sollers is a joint venture of the global Ford Motor Company and the leading Russian car manufacturer SOLLERS PJSC (the majority shareholder of Ford Sollers).

Ford Sollers joint venture is fully integrated into the Russian economy. A family of Ford Transit cars, as well as a wide range of modifications of cars for special and social purposes, built on the basis of the car model are produced at the facilities of Ford Sollers.

In the territory of the SEZ "Alabuga" Ford Sollers joint venture produces Ford Transit cars covering the entire cycle of technology. At the same time, expanding the range of specialized modifications is underway. Now the range includes more than 55 versions – from the school buses to ambulances, and car shops.

The company is planning not only to maintain a leading position among the foreign LCV models on the Russian market, but also increase its share in the segment. In eight months of 2019, 7 267 units of equipment were sold in Russia, which is by 7% higher than for the same period of the last year. Every car made by Ford Sollers in Russia is subject to the strict control procedures of the quality management in accordance with Ford Motor Company international standards.



# INDUSTRIAL PRODUCTION SEZ "KALUGA"

Kaluga Region



The Industrial Production SEZ "Kaluga" (IP SEZ "Kaluga") refers to the youngest and dynamically developing Special Economic Zones in Russia. The SEZ was established in 2012. The SEZ consists of two sites in Ludinovsky and Borovsky districts, which total area is 1042.72 hectares.

The SEZ site in Ludinovsky district is located in the South of Kaluga Region, 60 kilometres from the federal highway A-101 "Moscow-Maloyaroslavets-Roslavl" and 30 kilometres from the federal highway M-3 "Ukraine". The availability of qualified labour force, proximity to both the major transport hubs and raw materials provides unique opportunities for the development of large and medium sized industrial enterprises.

The SEZ site in Borovsky district is located in the north of the Kaluga Region, on the border with New Moscow, in the vicinity of the high-tech plants, laboratories and engineering centers, as well as of a large logistics terminal. The specialization of this site is high-tech industries, such as pharmaceuticals, medical equipment and products, machinery.

Since the establishment of the IP SEZ "Kaluga", 16 companies have acquired a SEZ resident status, have created 1 744 jobs and invested \$ 299.2 million.

The SEZ management company continues to equip both sites in Ludinovsky and Borovsky districts with engineering infrastructure.

## DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Manufacturing of automobile components



Manufacturing of products of wood



Manufacturing of pharmaceuticals and preparations

YEAR OF ESTABLISHMENT **2012**

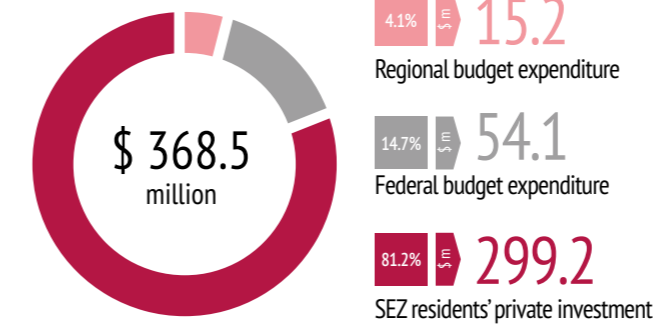
SEZ RESIDENTS, number including foreign companies **16**

DISTANCE FROM MOSCOW **80 km**  
DISTANCE FROM THE REGIONAL CENTRE (Kaluga) **95 km**

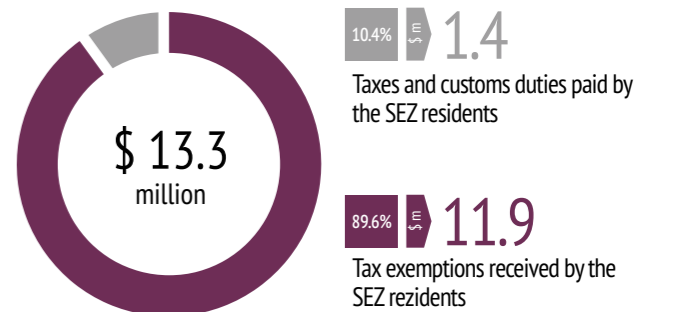
DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ

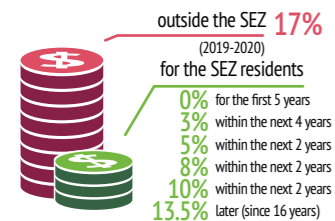


## TAX EXEMPTIONS IN 2018

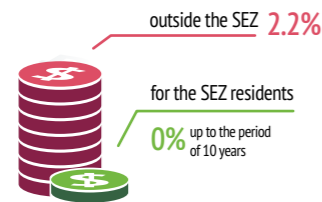


## REGIONAL TAX EXEMPTIONS<sup>1</sup>

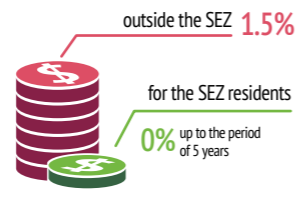
**PROFIT TAX**  
since the moment of making a profit



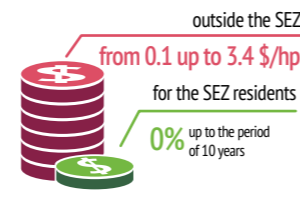
**PROPERTY TAX**



**LAND TAX**



**TRANSPORT TAX**  
since the moment of a vehicle registration



CORE SEZ RESIDENTS

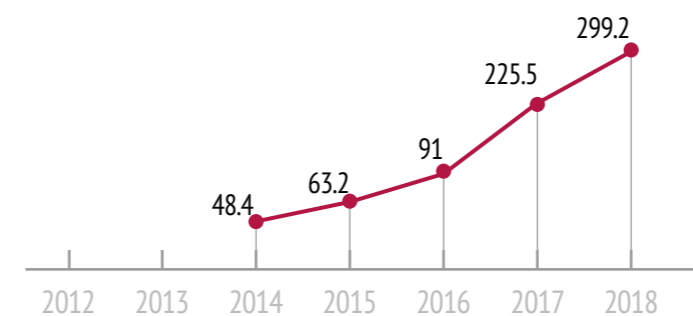
▼ Agro-Invest LLC

▼ Kronospan Kaluga LLC

▼ AN MARCO RUSSIA LLC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **1 784**



SEZ residents' revenue, 2018 **\$ 56.3 million**



Labour productivity in the SEZ **\$ 31.6 thousand per capita**















**Evgeny  
VESELKOV**  
CEO, Industrial Production SEZ "Kaluga" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Design and construction of infrastructure and engineering networks
-  Amenities maintenance
-  Business planning
-  Assistance in attracting financial resources for investment projects
-  Business development, management consulting
-  Engineering systems maintenance
-  Marketing research

### CONTACTS

Address: 9, Northern industrial zone, Vorsino village, Borovsky district, 249032, Kaluga Region, Russia  
 Tel.: +7 (4842) 70-50-50  
 Website: <http://www.oez.kaluga.ru/>  
 E-mail: [office@oez.kaluga.ru](mailto:office@oez.kaluga.ru)

 Land area	1 042.72 ha	 Capacity of wastewater collection system	181.25 m <sup>3</sup> /h
 Useful land area	786.09 ha	 Gas capacity	86 300 m <sup>3</sup> /h
 Area of administrative infrastructure	2 504.63 m <sup>2</sup>	 Heat capacity	0 Gcal/hr
 Electrical capacity	92 Megawatts	 Length of road network	2 700 m
 Water capacity	208.33 m <sup>3</sup> /h	 Average lease price of land per year	\$ 1.1 k/ha In the SEZ \$ 8.5 k/ha In the Kaluga Region



[www.san-marco.com](http://www.san-marco.com)

**SAN MARCO RUSSIA LLC**



## INVESTMENT PROJECT

Production of paints and varnishes

-  Total investment **\$ 1.9 million**
-  Project period **2016-2017**

The San Marco factory group, which was founded in 1937, owns 11 production and commercial sites throughout the world. Currently, the San Marco Group of factories is one of the leaders in the field of paints and varnishes for professional construction in Italy and a world-class example of high-quality decoration, supplying Made in Italy culture to the whole world.

The San Marco Russia LLC factory was built in the IP SEZ "Kaluga" in 2017 using the most advanced technology. The factory includes two automatic lines for production of the premium segment of paints, plasters and primers for high-quality finishing of water-based interiors and facades. The total manufacturing capacity is over 1 million kg of products per year.

All the products are manufactured on the Italian equipment by using European high-quality raw materials, what allows the company to produce the famous and unsurpassed Italian

brand of the products of the highest level. The products manufactured have been certified in Russia and meet the most stringent requirements of the EU safety and environmental standards in construction.

All over the world, including Russia, technical support and training centres have been created for the qualified use of innovative paint, varnish, and decorative products in construction.

The dynamic San Marco Group with 80 years of its history brings Made in Italy values all over the world. It opens up new opportunities for cooperation and sustainable joint development in the countries of Eurasia.

[www.alchemet.ru](http://www.alchemet.ru)





**ALCHEMET LLC**



## INVESTMENT PROJECT

Innovative production of wire

-  Total investment **\$ 10.4 million**
-  Project period **2017-2019**

Alchemet LLC is an industrial enterprise specialized in production of the products, which are unique to the Kaluga Region, namely steel wire with an anti-corrosion coating of increased durability ZnAl and heat-treated wire. The products are coated with an alloy of mischmetal and aluminum-galfan. This coating is more resistant to corrosion than pure zinc.

Another advantage of the factory is the use of the energy-saving and environmentally friendly equipment in manufacturing process. The equipment works by using advanced information technologies. The unique technologies used at the factory do not only ensure

a reduction in the energy intensity of the products by 3-4 times, but also they are absolutely environmentally friendly. High-tech equipment installed at the factory provides high flexibility and short lead times.

Starting capacities are estimated at about 3 thousand tons per month. The density of the rigid and heat-treated wire is from 50 to 400 grams per meter.



# INDUSTRIAL PRODUCTION SEZ "LIPETSK"

Lipetsk Region



The Industrial Production SEZ "Lipetsk" (IP SEZ "Lipetsk") was established in 2005. The SEZ is a large-scale project and a part of the federal initiative related to the creation of new points of economic growth and stimulation of strategically important industries. The SEZ is located in the center of the European part of Russia, what makes it possible to optimize logistic schemes and reduce transportation costs. The total area of its territory is 2 298.3 ha. IP SEZ "Lipetsk" is considered to be one of the most attractive investment areas for Russian and foreign investors. Currently, 62 residents (tenant companies) from 16 countries, including 28 companies with foreign participation, doing business here. In particular, among them are worldwide known YOKOHAMA (Japan), HONEYWELL (USA), ABB (Switzerland). Since the establishment of the IP SEZ "Lipetsk" planned investments have amounted to \$ 3.1 billion, and more than \$ 0.9 billion of investments have been actually made. Over

4 300 jobs have been newly created. In 2018, ten new companies received a resident status in the Industrial Production SEZ "Lipetsk", Redalit Schlumberger officially opened a new high-tech plant to produce electric submersible pumps, Italy's Fondital inaugurated a new advanced factory for the production of radiators and boilers, 15 new items of engineering infrastructure. The SEZ is a repeated winner of the Global Free Zones of the Year ranking by fDi Magazine (owned by Financial Times Ltd). In 2018, the Industrial Production SEZ "Lipetsk" won the Global Free Zones of the Year 2018 the following two nominations: "Global Free Zone of the Year for Expansion", "Global Free Zone of the Year for Infrastructure Upgrades". Over the past 5 years, the IP SEZ "Lipetsk" won in this ranking 7 times.

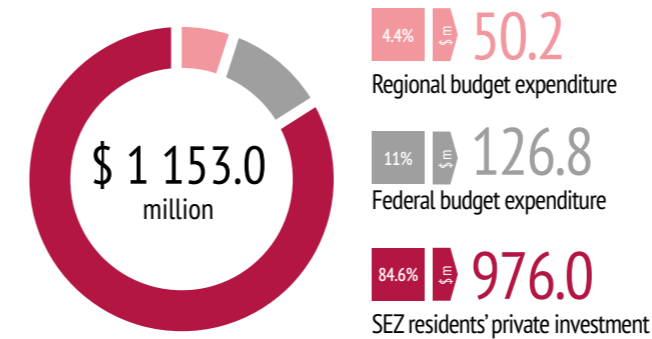
## DEVELOPMENT PRIORITIES



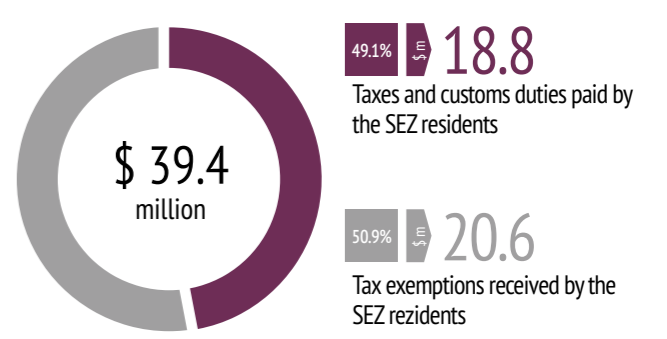
YEAR OF ESTABLISHMENT **2005** SEZ RESIDENTS, number **62** including foreign companies **28** DISTANCE FROM MOSCOW **450 km** DISTANCE FROM THE REGIONAL CENTRE (Lipetsk) **20 km**



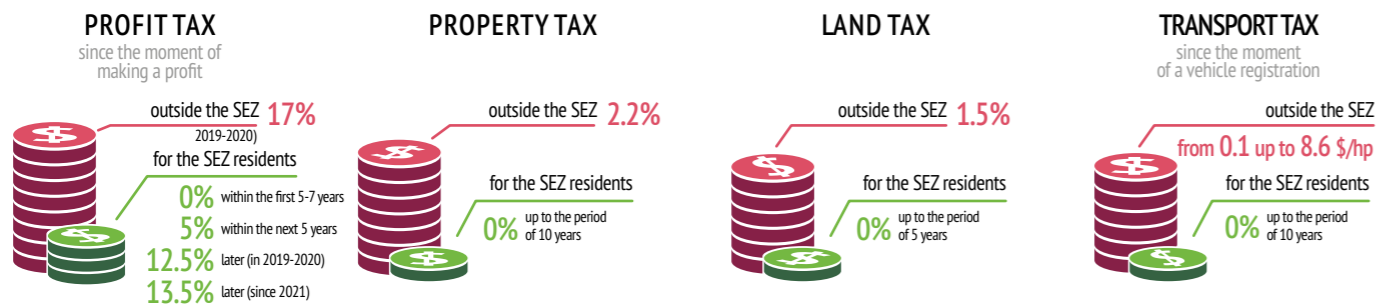
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



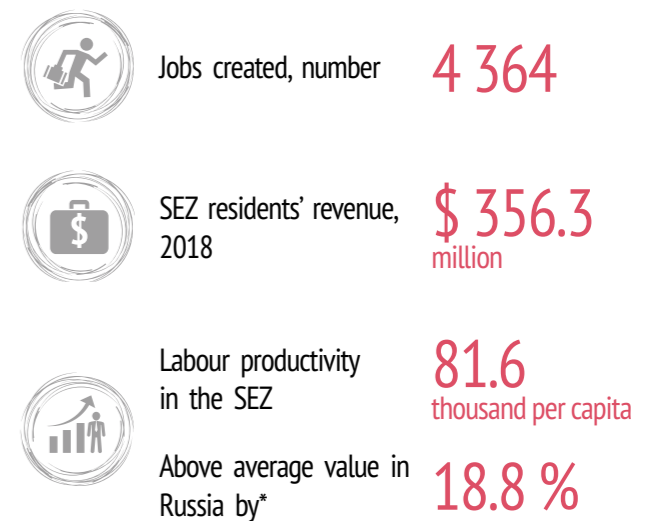
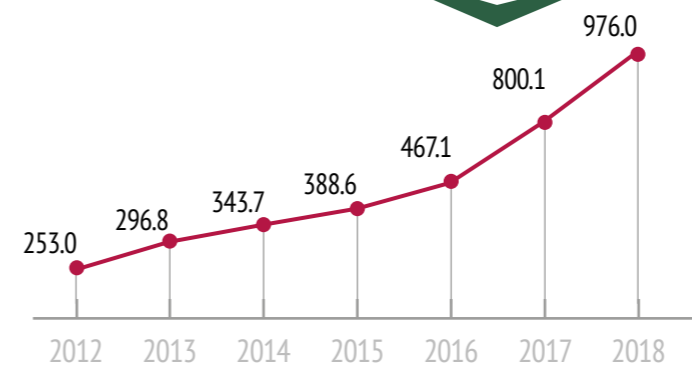
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS: Yokohama R.P.Z. Ltd, PPG Industries Lipetsk Ltd, ABB Electrical Equipment Ltd



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



\* Average labour productivity in Russia is \$ 68.7 thousand per capita.

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 22-23.





**Dmitry  
DUDAREV**

CEO, Industrial Production SEZ "Lipetsk" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Design and construction of infrastructure and engineering networks
-  Technological connection to the SEZ engineering network
-  Amenities maintenance
-  Engineering systems maintenance
-  Office space, meeting rooms for rent
-  Provision of vehicles and special equipment
-  Placement of resident's equipment in a dataprocessing centre
-  Engineering services











### CONTACTS

Address: Territory of the Special Economic Zone "Lipetsk", building 2, village Kazinka, Gryazinsky district, Lipetsk Region, 398010, Russia

Tel.: +7 (4742) 51-51-80

Website: <https://sezlipetsk.ru/>



E-mail: [info@sezlipetsk.ru](mailto:info@sezlipetsk.ru)

 Land area	2 298.3 ha	 Capacity of wastewater collection system	312.5 m <sup>3</sup> /h
 Useful land area	1 189.1 ha	 Gas capacity	39 871 m <sup>3</sup> /h
 Area of administrative infrastructure	7 742.7 m <sup>2</sup>	 Heat capacity	155 Gcal/hr
 Electrical capacity	317 Megawatts	 Length of road network	34 600 m
 Water capacity	270.8 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.2 k/ha in the SEZ \$ 1.4 k/ha in the Lipetsk Region

[www.bekaert.com](http://www.bekaert.com)

## INVESTMENT PROJECT

Production of steel cord, bead wire and steel fiber

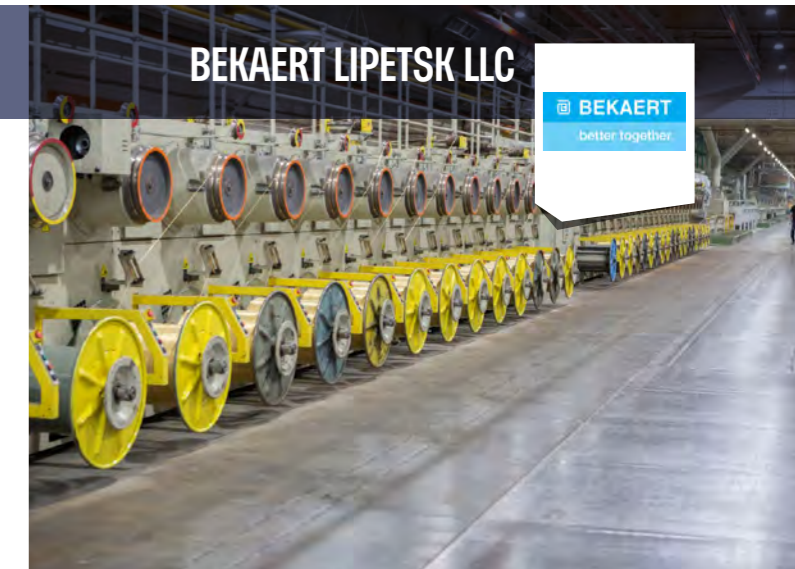
 Total investment	<b>\$ 68.8</b> million
 Project period	<b>2009-2019</b>

The international company Bekaert with headquarters in Belgium is the world leader in the market of high-tech solutions in the field of high-tech coating and metal processing, as well as the worldwide independent manufacturer of drawn steel wire. The company serves customers in 120 countries, the total number of employees worldwide amounted 27 000 people.

In 2011, production was successfully launched in Lipetsk, due to which the plant acquired the status of a structure with a full production cycle and state-of-the-art equipment and

technologies created by Bekaert. The new plant placed in the IP SEZ "Lipetsk" has a production capacity of 6.5 thousand tons per year. In May 2013, the company launched production of steel fiber under the brand name Dramix.

The company's wire, mesh and innovative fiber are widely applied in constructing roads and bridges, tunnels and mines, in architecture and landscape design, in precast concrete and industrial floors, etc.



**BEKAERT**

**BEKAERT**  
better together.



## OBO BETTERMANN PRODUCTION LLC

[www.obocom.ru](http://www.obocom.ru)



## INVESTMENT PROJECT

Production of cable support systems, lightning protection systems and earthing systems, connection and fastening systems

 Total investment	<b>\$ 52.8</b> million
 Project period	<b>2015-2016</b>

Production and logistics centre of OBO Bettermann Production LLC with a total area of 50 000 m<sup>2</sup> is located in the territory of the IP SEZ "Lipetsk". It refers to the largest and is the ninth platform of OBO BETTERMANN Holding GmbH & Co. KG. Currently, OBO Bettermann is an international holding with production centres in Germany, Hungary, South Africa, and the Switzerland, India, the United Kingdom, the USA and Russia, subsidiaries and representative offices in 60 countries and with over 3 600 employees.

OBO Bettermann Production LLC is specialized in manufacturing of cable support systems, lightning protection systems and earthing systems, connection and fastening systems. The production complex has a capacity up to 5 000 tons of metal roll per year, as well as the production centre occupies 6 ha. The new generation factory complex is fully consistent with modern standards of environmentally friendly production. Both the unique innovative design and advanced technologies are now fully used in the Bettermann's process of production in the IP SEZ "Lipetsk".

The company's system solutions are used in construction and reconstruction of any complexity: from large industrial and infrastructure complexes to office buildings. OBO Bettermann offers ready-to-use engineering solutions, designed by taking into account particularities of various industries: from energy and shipbuildings to the construction of high-tech data centres.

The company's products manufactured in the IP SEZ "Lipetsk" are focused not only on the Russian market. Presuming the strategic position of Russia, OBO Bettermann Production LLC considers exporting of the products to the neighboring countries, including China that is one of the promising areas for the development of the Russian production capacities.



# INDUSTRIAL PRODUCTION SEZ "LOTUS"

Astrakhan Region



The Industrial Production SEZ "Lotus" (IP SEZ "Lotus") was established in 2014 as a centre for production of components for shipbuilding, engineering, oil and gas industry, as well as other high-tech industries.

The specialization of the SEZ and its competitive advantages consists of a favorable location of the IP SEZ "Lotus" (at the intersection of the International Transport Corridor "North-South" and the Northern part of the Great Silk Road), advanced logistics (sea, river, rail, road and air transport), large experience in construction of civil vessels, exploration and production platforms, long-term projects for development of the North Caspian deposits.

Due to its location, the SEZ is unique in terms of development of economic cooperation with the Caspian states, India and other countries interested in expanding international cooperation.

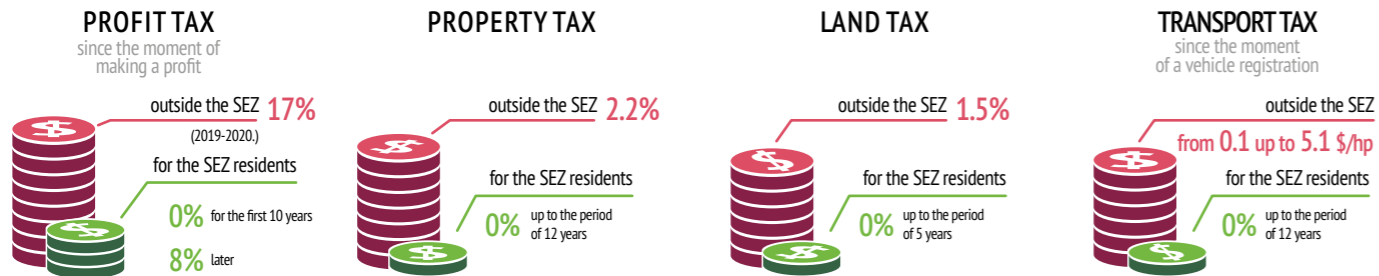
Since the establishment of the Industrial Production SEZ "Lotus" 11 residents have been doing business in the territory of the SEZ, including 2 companies with foreign participation. The

planned investment amounts to \$ 425.3 million, including \$ 19.0 million that have been actually made.

In 2018, 3 companies received a status of the SEZ resident. They are investing \$ 16.0 million. That year the first phase of Hexa-Lotus plant for production of geosynthetic fabric launched in the territory of the SEZ, as well as construction of a biodegradable irrigation tubes production (Svoyee LLC) completed here, and 24 engineering infrastructure facilities of the SEZ were put into operation.

The SEZ management company is involved in all key economic and international events of the Astrakhan Region.

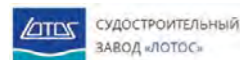
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS

Shipyard "Lotus" JSC

ATEF-RUSS JSC



## DEVELOPMENT PRIORITIES



Shipbuilding



Mechanical Engineering



Instrument engineering



Equipment for petroleum and natural gas industries

YEAR OF ESTABLISHMENT **2014**

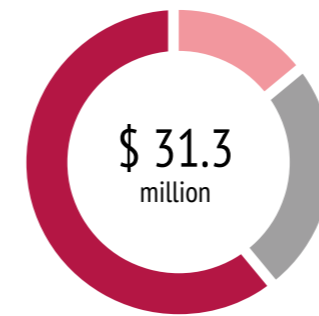
SEZ RESIDENTS, number including foreign companies **11**

DISTANCE FROM MOSCOW **1 424 km**  
DISTANCE FROM THE REGIONAL CENTRE (Astrakhan) **48.2 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ

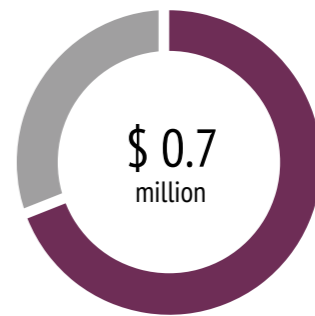


14.8% **4.6**  
Regional budget expenditure

24.6% **7.7**  
Federal budget expenditure

60.6% **19.0**  
SEZ residents' private investment

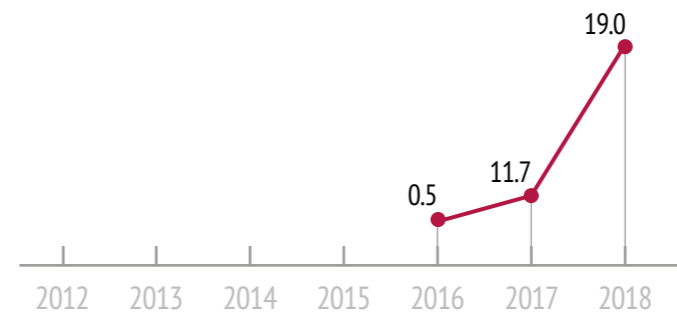
## TAX EXEMPTIONS IN 2018



31.3% **0.2**  
Taxes and customs duties paid by the SEZ residents

68.7% **0.5**  
Tax exemptions received by the SEZ residents

## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **752**



SEZ residents' revenue, 2018 **\$ 5.6 million**










Labour productivity in the SEZ **\$ 7.4 thousand per capita**










**Sergey MILUSHKIN**  
CEO, Industrial Production SEZ "Lotus" JSC






## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Financial services
-  Amenities maintenance
-  Legal services
-  Technological services
-  Engineering services
-  Business development, management consulting

### CONTACTS

Address: Tsentralnaya street, 10, office 15, Narimanov, Astrakhan Region, 416111, Russia  
 Tel.: +7 (8512) 51-32-66  
 Website: <http://www.sezlotos.ru>  
 E-mail: [lotos@sezlotos.ru](mailto:lotos@sezlotos.ru)



 Land area	983.2 ha
 Useful land area	627.5 ha
 Area of administrative infrastructure	0 m <sup>2</sup>
 Electrical capacity	10 Megawatts
 Water capacity	125 m <sup>3</sup> /h

 Capacity of wastewater collection system	125 m <sup>3</sup> /h
 Gas capacity	2 000 m <sup>3</sup> /h
 Heat capacity	1.3 Gcal/hr
 Length of road network	1 093 m
 Average lease price of land per year	\$ 0.4 k/ha in the SEZ
	\$ 8.8 k/ha in the Astrakhan Region



## INVESTMENT PROJECT

Establishment of high-tech production of household chemicals

 Total investment	\$ 5.8 million
 Project period	2019-2021

ROZA LLC was established in the territory of the Industrial Production SEZ "Lotus" to implement the project on setting up a high-tech production of household chemicals. The investor is the company that is a part of the largest private Iranian holding Golrang Industrial Group. The holding was established in 1966, and includes about 100 subsidiaries. Golrang Industrial Group owns dozens of brands in various industries: Golrang, Avé, Softlan, Oila, Familia, Active, Biodent, Barlie, Nancy, Home plus, Merci, Merident, Goldent and others. It exports the products in 30 countries.

As part of the ongoing project, shampoos, shower gels, and cleaning gels, detergent products and other product categories of different Iranian brands, which fully conform to the

European quality standards are to be produced. Technical solutions used in the project, meet all the requirements of environmental, sanitary and other safety standards and regulations. The enterprise has production capacity of 9 195 thousand liters per year.



The main target customers of the ROZA LLC products will be the companies in sales of household chemicals and cleaning companies throughout the Russian Federation. In the foreseeable future, company's products are to be supplied to international markets.



## NAVAL DESIGN MEZHDUNARODNIY LLC

## INVESTMENT PROJECT

Manufacturing of shipboard panels

 Total investment	\$ 6.4 million
 Project period	2019-2020

NAVAL DESIGN MEZHDUNARODNIY LLC is registered in the territory of the Astrakhan Region for the purpose of creation of shipboard panels production in the territory of the Industrial Production SEZ "Lotus". Shipboard panels are used for interior decorating the interior of offshore and river vessels. The investors are representatives of the Italian business community specialized in shipbuilding projects.

Currently, manufacturers of ship panels are scarce in Russia, except for foreign companies. Therefore, the investor has decided to localise cutting-edge production in Russia.

The company plans to produce at the full capacity about 400 thousand m<sup>2</sup> of ship panels per year, what will satisfy 100% of the Russian market's needs. With a view to expanding its production, NAVAL DESIGN MEZHDUNARODNIY LLC plans to produce ceiling panels and special rooms for vessels (for example, refrigeration, washing, kitchens).

The project is considered as promising and priority for implementation within the industrial shipbuilding cluster of the Astrakhan Region, uses labour force, the scientific, technical and industrial potential available in the region.



# INDUSTRIAL PRODUCTION SEZ "MOGLINO"

Pskov Region



## DEVELOPMENT PRIORITIES



Automobile components



Electrotechnics



Railway equipment



Building materials

YEAR OF ESTABLISHMENT **2012**

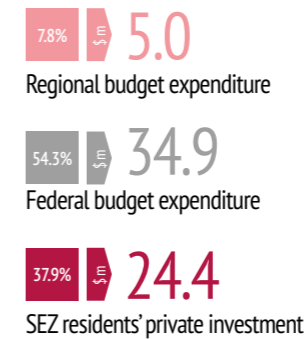
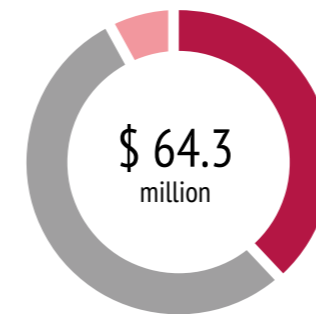
SEZ RESIDENTS, number **12**  
including foreign companies **6**

DISTANCE FROM MOSCOW **700 km**  
DISTANCE FROM THE REGIONAL CENTRE (Pskov) **14 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



The Industrial Production SEZ "Mogolino" (IP SEZ "Mogolino") was established in 2012. That is the only Industrial Production Special Economic Zone of the North-West region of the Russian Federation located in the immediate vicinity of the core markets in European part of the Russian Federation (280 km to the city of St. Petersburg) and of three European states, i.e. Estonia (45 km), Latvia (120 km) and Belarus (221 km). The SEZ transport accessibility is provided via A-212, M10 and M20 federal highways.

One of the IP SEZ "Mogolino" advantages is an opportunity to rent build-to-lease industrial facilities to shorten the investment period and speed up the production launch at the SEZ. The SEZ residents are offered 1 to 10 and more hectares of land plots to accommodate production facilities of 3-5 hazard classes.

The SEZ management company provides a one-stop-shop approach to support tenants, current residents, potential investors from their first application to the moment when finished products are manufactured.

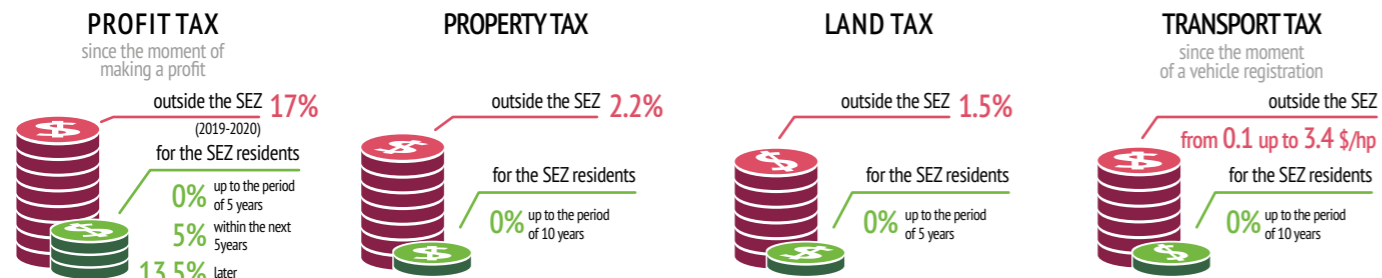
The SEZ management company has the accumulated experience in infrastructure construction and maintenance, providing services in design processes, technological

connection of both engineering and communications infrastructure. In addition, the SEZ management company has developed a pool of partners (taxation, legal issues, engineering consulting, design, construction, etc.) who have experience in Russia and abroad and extensive expertise in working with foreign businesses in the Russian Federation.

In 2018, the utility infrastructure and the first stage of built-to-lease industrial and production facilities in the territory of the Industrial Production SEZ "Mogolino" were completed. 100% ready-to-use site allows investors to start construction as fast as they can.

In 2018, among three companies becoming SEZ "Mogolino" residents was Pskov Plant "Titan-Polymer" LLC. The company is preparing an import substituting production project for polymers, which are in demand in textile and food industry, as well as in such industries as machine tools and instruments production, industrial equipment, electrical engineering and electronics, construction, agriculture etc.

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



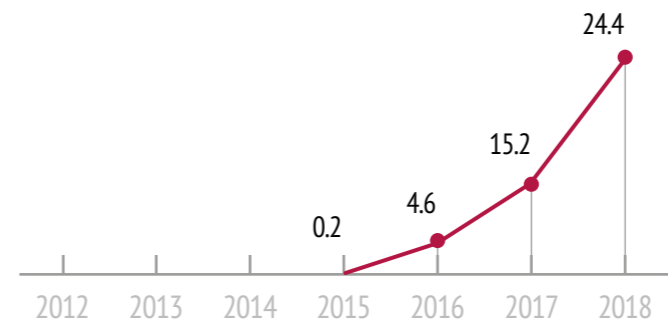
CORE SEZ RESIDENTS

Nor-Maali Ltd

Siberian Gostiniec JSC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **119**



SEZ residents' revenue, 2018 **\$ 2.4 million**



Labour productivity in the SEZ **\$ 20.2 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





**Andrei YAKOVLEV**

*Acting CEO, Industrial Production SEZ "Moglino" JSC*

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Technological connection to the SEZ engineering network
- Design and construction of infrastructure and engineering networks
- Amenities maintenance
- Construction Supervision (Technical Supervision)
- Office space, meeting rooms for rent
- Marketing research
- Engineering services
- Business planning

### CONTACTS

Address: Moglino village, SEZ Moglino, 18, Pskov district, Pskov Region, 180502, Russia

Tel.: +7 (8112) 29-33-33

Website: <http://www.moglino.com>

E-mail: [info@moglino.com](mailto:info@moglino.com)

Land area	215.8 ha	Capacity of wastewater collection system	145.8 m <sup>3</sup> /h
Useful land area	147.9 ha	Gas capacity	14 000 m <sup>3</sup> /h
Area of administrative infrastructure	702.2 m <sup>2</sup>	Gas capacity	3.27 Gcal/hr
Electrical capacity	75 Megawatts	Length of road network	8 890.0 m
Water capacity	204.0 m <sup>3</sup> /h	Average lease price of land per year	\$ 0.02 k/ha in the SEZ    \$ 5.6 k/ha in the Pskov Region

[www.elmemesser.ru](http://www.elmemesser.ru)

## INVESTMENT PROJECT

Production of industrial gases (liquefied oxygen, nitrogen and argon)

Total investment	<b>\$ 32.9 million</b>
Project period	<b>2019-2021</b>

ELME MESSER RUS LLC is a subsidiary of ELME MESSER GAAS JSC, which is a leading gas company in the Baltic region, founded in 1999. With the aim of meeting the needs of Russian industrial enterprises in liquefied industrial, food and medical gases, the largest scale in the Northwest Federal District project on the gas production was decided to implement in 2019 in the territory of the Industrial Production SEZ "Moglino".

Launching the plant will allow producing industrial or technical gases (oxygen, nitrogen and argon), which are widely used in mechanical engineering, metal processing, glass industry, chemistry, oil and gas production, oil refining, electronics and machine tool manufacturing, energy, food industry and medicine. The annual production capacity will be 91 320 tons per year, the export of which to the EU countries and the Republic of Belarus will account for up to 37%.

**ELME MESSER RUS LLC**



One of competitive advantages of the company's products is their quality, as the products meet all the industrial standards, and even surpasses them by some criteria. In particular, the purity of industrial oxygen according to GOST 5583-78: 1 grade - 99.7%; The new ELME MESSER RUS plant will produce products with oxygen at a level of not less than 99.95%. The use of oxygen of such purity in laser gas cutting machines leads to an increase in cutting speed by 10-20% relative to situations with the use of oxygen 99.7%. This will allow the future consumers of the company to achieve significant savings on energy costs, as well as to achieve an increase of the efficient use of expensive equipment through producing more units of products over a certain period of time.

[www.nor-maali.ru](http://www.nor-maali.ru)



**NOR MAALI LTD**

## INVESTMENT PROJECT

Production of high-tech anti-corrosion paints and coatings

Total investment	<b>\$ 6.4 million</b>
Project period	<b>2014-2017</b>

NOR-MAALI Ltd is a Russian company, the founders of which are innovators of the Finnish paint and varnish factory NOR-MAALI OY. NOR-MAALI OY factory was founded in 1987 in the Finnish city of Lahti. Initially, the factory produced building and household paints, but over time, the enterprise focused on the production of industrial paints. Anticorrosion NOR-MAALI materials are widely recognized in the Baltic markets and in the Scandinavian countries. In 2010, the first foreign factory was opened in Slovakia.

The core activities of the enterprise are development and production of innovative paints, coatings for various industries. NOR-MAALI products are widely used in oil and gas industry, mechanical engineering, and industrial and civil engineering, in bridge building, at shipyards.

Today, the plant offers industrial solvent-based and water-based paints for various purposes. The hardware and software used at the enterprise, as well as in the department

of research and product development meet the highest modern requirements. Special attention is paid to the strength properties of paint, coatings and the reduction of volatile emissions of organic matter, as well as to good covering ability. Produced materials meet the high requirements for anti-corrosion properties, reliability, wear resistance of the coating, economical application and durability.

Russian raw material accounts for up to 60% of the components used in the technological process of production of paint. In 2019, a planned increase in production capacity is up to 4 million liters per year, and in the long run is up to 10 million liters.



# INDUSTRIAL PRODUCTION SEZ "STUPINO QUADRAT"

Moscow Region



## DEVELOPMENT PRIORITIES



Food industry



Electronics



Textile industry



Medical equipment

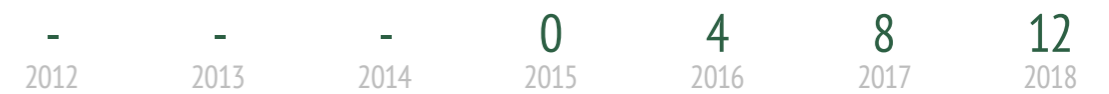
YEAR OF ESTABLISHMENT **2015**

SEZ RESIDENTS, number including foreign companies **12**

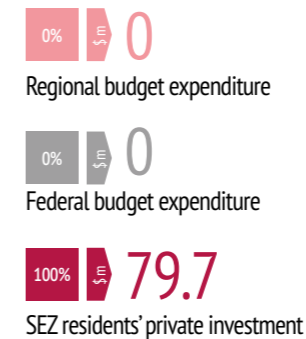
DISTANCE FROM MOSCOW **73 km**

DISTANCE FROM THE REGIONAL CENTRE (Krasnogorsk) **127 km**

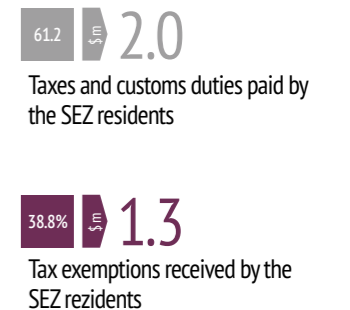
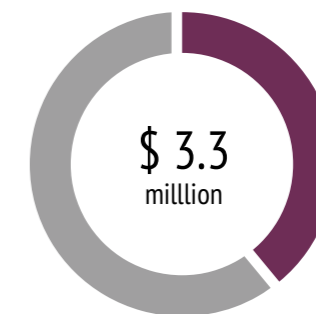
DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



The Industrial Production SEZ "Stupino Quadrat" (IP SEZ "Stupino Quadrat"), established in 2015, is the first project of the Russian Special Economic Zone realized by the initiative of private investors and which does not have any state participation in its basis.

The logistical advantages of the SEZ are advantageous location in 73 km from Moscow at the cross of two railway directions (Moscow-Paveletskaya, which provides an access to the south of Russia, and the Big Moscow Railway Ring connecting the entire Moscow Region), as well as the exit to the federal highway M-4 "Don".

The total area of industrial district "Stupino Quadrat" is 1 200 ha, of which 451 ha were allocated to the SEZ "Stupino Quadrat", 200 ha are for residence zone and social infrastructure (a hotel, area for festivals, etc.).

As of 2018, four companies received a SEZ resident status. Since the establishment of the SEZ, 12 SEZ residents have been doing business here, including 3 investors with foreign

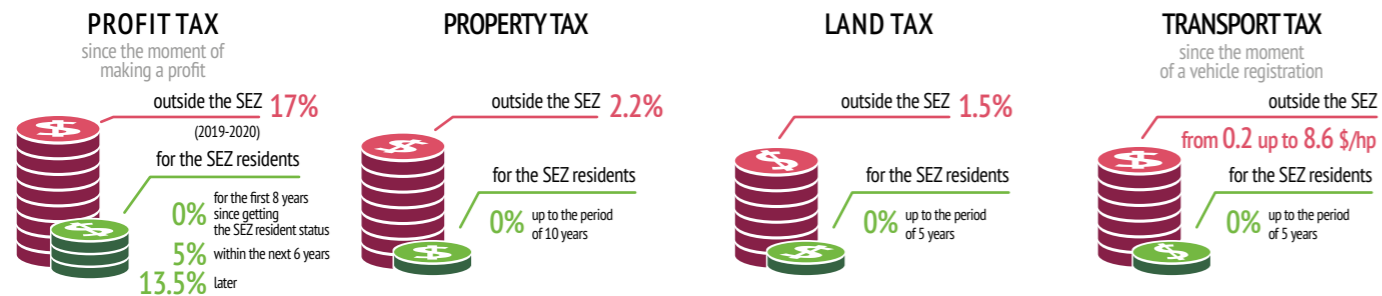
participation, and the total SEZ residents' private investment amounted to \$ 79.7 million.

Unlike the state Industrial Production SEZs in Russia, in the Industrial Production SEZ "Stupino Quadrat", an investor has an opportunity to purchase a piece of land in the property, without obtaining the status of the SEZ resident, to carry out engineering research, design, construction along with preparing an application for conclusion of an agreement on doing industrial production business in the SEZ and waiting the decision of the SEZ expert council.

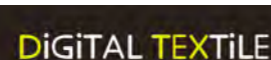
The SEZ management company provides the SEZ residents with comprehensive support throughout the life cycle of the investment projects implemented.

In 2018, the SEZ management company was awarded in a reputable international publication "Global Free Zones of the Year" (FDI Magazine, Publishing house "The Financial Times Limited") in the nomination "Red Tape Reduction".

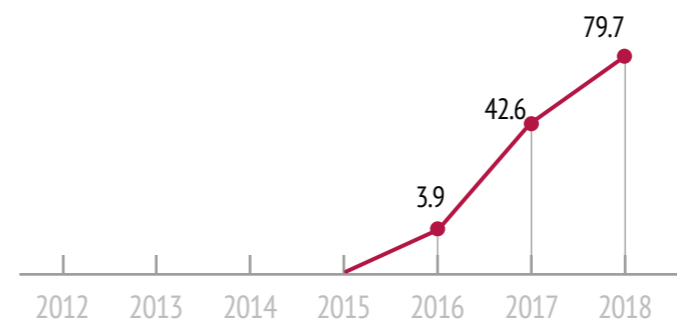
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS: ARVALUS Ltd, D-TEX LLC, INTEL BIO LLC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **420**



SEZ residents' revenue, 2018 **\$ 31.3 million**



Labour productivity in the SEZ **\$ 74.5 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





## Ekaterina EVDOKIMOVA

Managing Partner of the SEZ management company "Stupino Quadrat" LLC

### SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Technological connection to the SEZ engineering network
- Warehouse, storage equipment for rent
- Amenities maintenance
- Staff recruitment
- Designing and tailor-making a turnkey engineering infrastructure and buildings
- Assistance in searching for financial resources, preferential credits, government support programmes
- Marketing research, selection of target markets
- Customs brokerage services
- Engineering systems maintenance at plants
- Engineering services

### CONTACTS

Address: Varshavskoye shosse, 1 bld. 1, BC «W-Plaza», office B 110, Moscow, 117105, Russia

Tel.: +7 (495) 280-14-42

Website: <https://www.gdpquadrat.com/>

E-mail: [hotline@gdpquadrat.com](mailto:hotline@gdpquadrat.com)

Land area	431 ha	Capacity of wastewater collection system	25.0 m <sup>3</sup> /h
Useful land area	302 ha	Gas capacity	45 000 m <sup>3</sup> /h
Area of administrative infrastructure	381 m <sup>2</sup>	Heat capacity	0 Gcal/hr
Electrical capacity	100 Megawatts	Length of road network	4 370 m
Water capacity	41.7 m <sup>3</sup> /h	Average selling price of land	\$ 255.8 k/ha in the SEZ \$ 391.8 k/ha in the Moscow Region

[www.digitaltextile.ru](http://www.digitaltextile.ru)

### INVESTMENT PROJECT

Production complex of digital printing on D-TEX textile

Total investment	<b>\$ 8.0 million</b>
Project period	<b>2017-2020</b>

D-Tex LLC (DIGITAL TEXTILE, D-Tex) is a Russian manufacturer of digital printing on natural fabrics and knitwear. The company is launching one of the promising directions of developing the textile industry, cutting-edge design, fashion industry.

The company's management combined business, creativity and technology with a view to creating both innovative products and business solutions. D-Tex LLC guarantees timeliness, and flexibility of carrying out the work to satisfy the clients' needs and meet the needs of constantly changing markets.

The state-of-the-art technological solutions have been selected in order to ensure the best quality of the finished products. For instance, the equipment is supplied by the leading Italian manufacturers.

D-TEX LLC



The company's philosophy consists of the following notions: the desire for continuous growth and implementation of innovative technologies; increasing the value of the product and services, while reducing costs; unique solutions for the client's business.

The company is to be opened in January, 2020.



[www.flexfilm.com](http://www.flexfilm.com)

### INVESTMENT PROJECT

Production of double-sided polyester (polyethylene) film for packaging

Total investment	<b>\$ 80.0 million</b>
Project period	<b>2019-2022</b>

On the 21st of September, 2018, an agreement of intent was signed with "FLEX MIDDLE EAST". By 2020, a new plant belonging to the company "Uflex Group", one of the world leaders in the production of flexible vacuum packaging, will be built in the SEZ "Stupino Quadrat".

FLEX MIDDLE EAST FZE is India's largest industrial holding company, producing a wide range of materials and equipment for production of flexible packaging applied in various industries. The company's products are supplied to more than 140 countries throughout the world.

The core specialisation of the company is production of finished flexible packaging, films with various properties, adhesives and paints for lamination and printing, printing equipment, holographic films, and production of cylinders for rotogravure printing too.

In Russia, the holding is represented by FLEX FILMS RUS LLC, which localizes BOPET thin films for printing and lamination, white and matte films, films with twist effect, shrink films, special films with increased barrier properties and also biodegradable films. The opening of the first stage of the construction of the company's factory is in the 1st half of 2020. Annually planned production capacity of FLEX FILMS RUS LLC is 30 000 tons of film.



# INDUSTRIAL PRODUCTION SEZ "TITANIUM VALLEY"

Sverdlovsk Region



The Industrial Production SEZ "Titanium valley" (IP SEZ "Titanium valley") was established in 2010. The SEZ is located in the Sverdlovsk Region of the Russian Federation and consists of two platforms: "Verhniaya Salda" (Verhniaya Salda town district) and "Uktus" (Systert town district and Yekaterinburg city district of the Sverdlovsk Region).

The main competitive advantages of the IP SEZ "Titanium valley" in comparison with other investment platforms is specific industrial focus of the SEZ on titanium processing, with no relevant competitors in the territory of the Russian Federation in close proximity to the largest in the world and the only one in Russia titanium producer "VSMPO Avisma" PJSC.

The territory of the SEZ "Titanium valley" was extended due to the establishment of the "Uktus" platform of the SEZ at the end of 2018. During 2018, seven more infrastructure objects were built in the territory of the SEZ (cumulatively, 31 objects of engineering, transport, customs and other infrastructure have been constructed since the establishment of the SEZ). Apart from that, the production capacities of 4 residents have been set into operation: Ural Boeing Manufacturing JSC, Zibus LLC, Minicut cutting tools LLC, Ural Plant

of civil aviation JSC. Currently, the IP SEZ "Titanium valley" platforms have ready-to-use infrastructure for placing 19 large-scale industrial enterprises.

In 2018, 4 more power players were added to the SEZ portfolio: Huhtamaki Fiber Packaging Yekaterinburg JSC (world leader in packaging material and paper production), Ural Plant of civil aviation JSC (UPCA) with the project of local production of small aviation airplanes L-410, Sibeco Seat Systems JSC (airplanes seats production), Unimatic JSC with localization of CNC machine and universal machine tools production.

As a result of 2018, IP SEZ "Titanium valley" for the second time in a row entered the rating of the best Free Economic Zones of the world "Global Free Zones of the Year", published by Foreign Direct Investment Intelligence – a division of «Financial Times». The SEZ "Titanium valley" won the nomination of attracting a large investor, for the appreciated by the experts' project «STOD Ural», valued \$ 169.4 million.

## DEVELOPMENT PRIORITIES



Components and equipment for metallurgical industry



Energy equipment



Building materials



Medical products

YEAR OF ESTABLISHMENT **2010**

SEZ RESIDENTS, number including foreign companies **16**

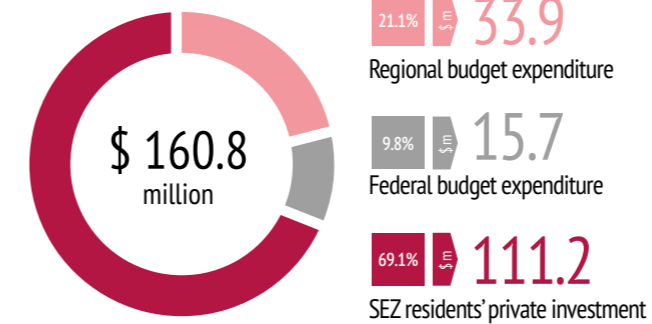
DISTANCE FROM MOSCOW **1 419 km**

DISTANCE FROM THE REGIONAL CENTRE (Yekaterinburg) **40 km**

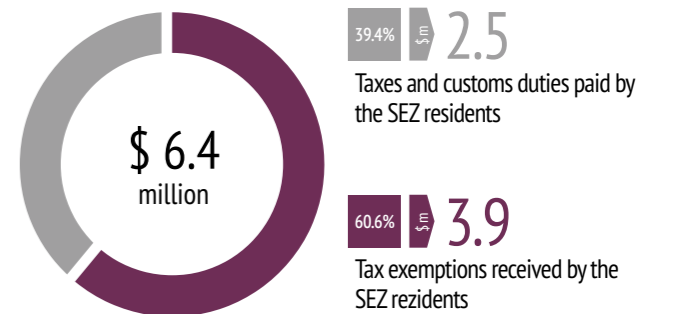
DYNAMICS OF THE SEZ RESIDENTS, number



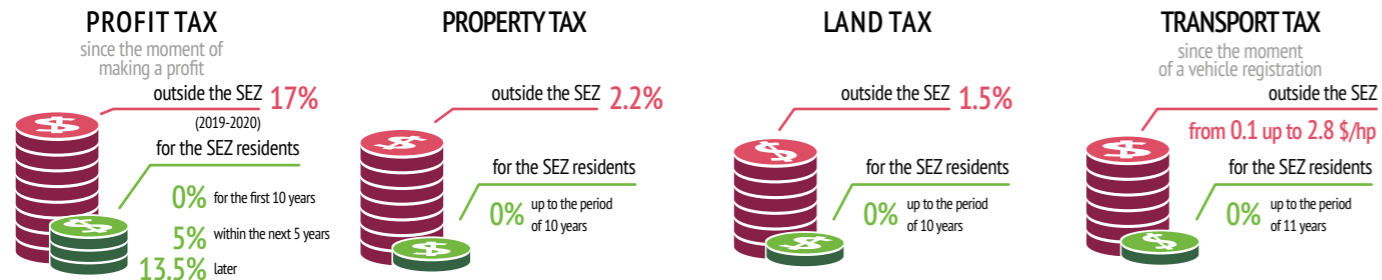
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



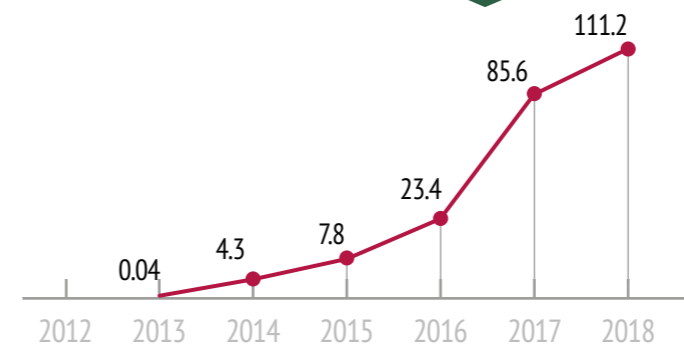
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **431**



SEZ residents' revenue, 2018 **\$ 31.2 million**



Labour productivity in the SEZ **72.4 thousand per capita**

Above average value in Russia by\* **5.2 %**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.

\* Average labour productivity in Russia is \$ 68.7 thousand per capita.





**Artemy  
KYZLASOV**

CEO, Industrial Production SEZ "Titanium valley" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Design and construction of infrastructure and engineering networks
-  Legal support
-  Accommodations for rent
-  Education and training services
-  Assistance in seeking financial resources for investment projects
-  Engineering systems maintenance
-  Business planning










### CONTACTS

Address: Malysheva street, 51, business center "Vysotsky", office 2102, Ekaterinburg, Sverdlovsk Region, 620075, Russia

Tel.: +7 (343) 243-55-83

Website: <http://titanium-valley.com>



E-mail: [welcome@titanium-valley.com](mailto:welcome@titanium-valley.com)

 Land area	391 ha	 Capacity of wastewater collection system	70.74 m <sup>3</sup> /h
 Useful land area	258.5 ha	 Gas capacity	21 000 m <sup>3</sup> /h
 Area of administrative infrastructure	24 188.4 m <sup>2</sup>	 Heat capacity	13.86 Gcal/hr
 Electrical capacity	7.3 Megawatts	 Length of road network	5 900 m
 Water capacity	85.9 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.6 k/ha in the SEZ \$ 29.7 k/ha In the Sverdlovsk Region

[www.zibus.xyz](http://www.zibus.xyz)

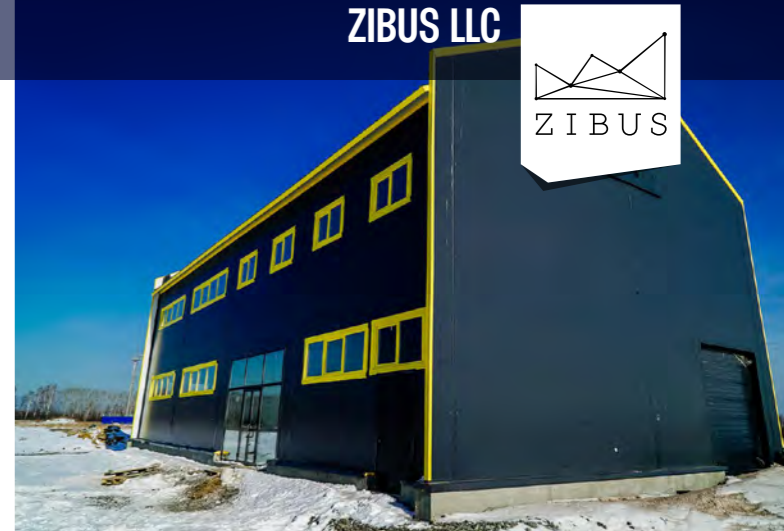
## INVESTMENT PROJECT

Production of medical instruments and implants for neurosurgery

-  Total investment **\$ 1.9 million**
-  Project period **2016-2019**

Zibus LLC refers to the examples of import substitution of high-tech tool for conducting the most complicated neurosurgical operations in Russia. The project implemented in the territory of the Industrial Production SEZ "Titanium valley" is one of the steps towards import-independent in terms of providing high-tech medical care.

The main products of the company are osteotomic milling cutters drills and implant clips for cranioplasty. This tool kit is used in the process of all operative access to the brain, for sawing bone tissue of the skull and restoring the integrity of the bones of the skull at the stage of operational exit.



Currently, the import share of medical instruments for neurosurgery in the Russian market accounts for over 90%. The company intends to take one-fifth of the Russia's market.





## URAL WORKS OF CIVIL AVIATION JSC (UWCA)

[WWW.UWCA.RU](http://WWW.UWCA.RU)

## INVESTMENT PROJECT

Localization of high-tech production of small aircraft and service

-  Total investment **\$ 67.2 million**
-  Project period **2018-2018**

Ural Works of Civil Aviation JSC (UWCA) is the Russian large-scale enterprise engaged in production and repair of aircraft, their components. The Plant has been operating in the city of Yekaterinburg since 1939. The plant began with the repair of aircraft U-2, Po-2 and aircraft engines M-11, M-17, MG-31. During the war the company has significantly extended its product range. Workers of the plant mastered and began assembling high speed bombers and combat aircraft I-15, I-16, to replace engines on aircraft LI-2 and repair the most popular engines at that time - ASH-62 IR.

Currently, the company is a part of the aviation cluster of Rostec State Corporation. In December 2018, the plant became an anchor resident of the Industrial Production SEZ "Titanium valley".

The purpose of the investment project implemented in the SEZ is localization of high-tech production of small aircraft and services, namely the creation of a complex for production of Forpost unmanned aerial vehicles, Diamond DA-42T aircraft (various modifications), L-410 aircraft (various modifications), Bell-407 helicopters, other aircraft, service and maintenance of aircraft and helicopter technologies.



# INDUSTRIAL PRODUCTION SEZ "TOGLIATTI"

Samara Region



The Industrial Production SEZ "Togliatti" (IP SEZ "Togliatti"), established in 2010, today is one of the leaders of the federal project on establishment of Special Economic Zones in the Russian regions. The SEZ is located in the immediate vicinity of the city of Tolyatti (2 km) and the largest Russian car assembly plant GM-AVTOVAZ of the AVTOVAZ - Renault - Nissan Alliance.

Most of the territory of the SEZ is provided with all types of infrastructure and energy resources that are necessary for manufacturing.

Investors localizing their production in the territory of the IP SEZ "Togliatti", can get significant benefits and tax exemptions guaranteed by the state. Apart from that, the SEZ management company provides the SEZ residents with support at the entire investment project life cycle. So, potential investors can save up to 30% of costs of capital investment in the territory of the SEZ. Savings of the existing SEZ residents is estimated as over \$16.0 million.

In 2018, the number of the SEZ residents increased and constitutes 22 companies (including 9 companies with foreign participation). The declared investment of the SEZ residents is \$ 366.2 million, of which investment of more than \$ 196.7 million has been actually made to date.

The first production was launched by the company Nobel Automotive Rusya LLC in August 2014. Currently, there are 8 ongoing plants in the territory of the SEZ.

In October 2018, the SEZ was awarded in two nominations of two nominations, such as "New Investments", "Infrastructure Upgrades" of the fDi's Global Free Zones of the Year 2018 (fDi Magazine, Publishing house "The Financial Times Limited"). The IP SEZ "Togliatti" won in this ranking fourth year in a row.

## DEVELOPMENT PRIORITIES



Automobile components



Building materials



Chemicals



Pharmaceuticals

YEAR OF ESTABLISHMENT **2010**

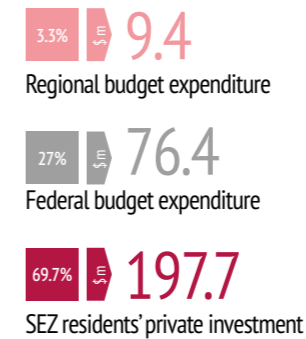
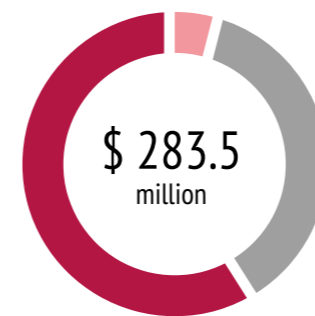
SEZ RESIDENTS, number **22**  
including foreign companies **9**

DISTANCE FROM MOSCOW **986 km**  
DISTANCE FROM THE REGIONAL CENTRE (Samara) **100 km**

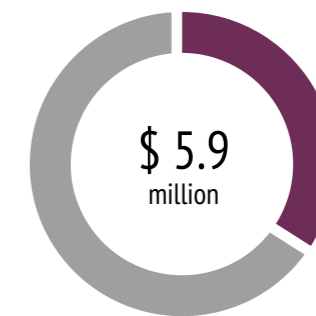
DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ

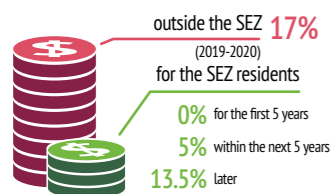


## TAX EXEMPTIONS IN 2018

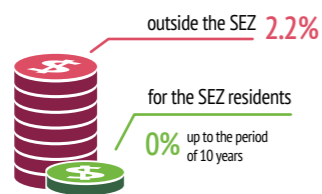


## REGIONAL TAX EXEMPTIONS<sup>1</sup>

**PROFIT TAX**  
since the moment of making a profit



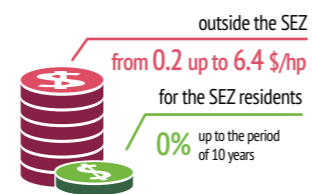
**PROPERTY TAX**



**LAND TAX**



**TRANSPORT TAX**  
since the moment of a vehicle registration



CORE SEZ RESIDENTS

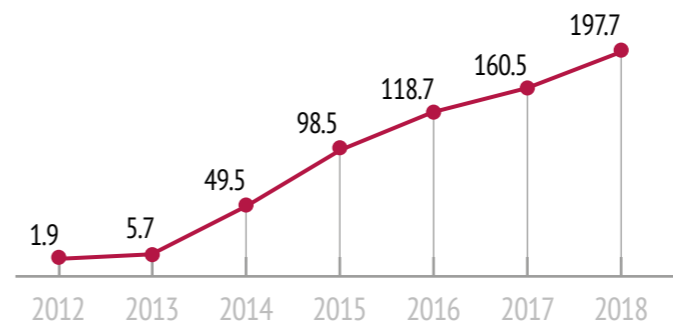
▼ CIA AUTOMOTIVE RUS LLC

▼ Ozon Pharm LLC

▼ Praxair Samara LLC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **1 321**



SEZ residents' revenue, 2018 **\$ 71.6 million**



Labour productivity in the SEZ **\$ 54.2 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





**Sergey  
ANDREEV**

CEO, Industrial Production SEZ "Togliatti" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Consulting services concerned with commercial activities
-  Amenities maintenance
-  Provision of special equipment
-  Office space for rent
-  Cadastral services
-  Engineering systems maintenance at plants
-  Construction supervision











### CONTACTS

Address: highway No. 2, section No. 3, building No. 4, territory of the Industrial Production SEZ "Togliatti", Podstepki selskoye poselenie, Stavropol microdistrict, Samara Region, 445143, Russia

Tel.: +7 (8482) 555-163

Website: <http://oeztlr.ru/ru/>



E-mail: [investors@oeztlr.ru](mailto:investors@oeztlr.ru)

 Land area	660 ha	 Capacity of wastewater collection system	197.7 m <sup>3</sup> /h
 Useful land area	468.2 ha	 Gas capacity	160 091.2 m <sup>3</sup> /h
 Area of administrative infrastructure	2 537.2 m <sup>2</sup>	 Heat capacity	0 Gcal/hr
 Electrical capacity	80 Megawatts	 Length of road network	16 042 m
 Water capacity	197.7 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.7 k/ha in the SEZ \$ 4.9 k/ha in the Samara Region

[www.ozonpharm.ru](http://www.ozonpharm.ru)

## INVESTMENT PROJECT

Production of finished dosage forms

 Total investment	<b>\$ 37.2 million</b>
 Project period	<b>2015-2023</b>

Ozon Farm LLC refers to manufacturers of drugs for treatment of various diseases. The drugs are produced in tablet form, in a form of lyophilisates, sterile powders. The pharmaceutical factory located in the Industrial Production SEZ "Togliatti", is one of the most cutting-edge factories in Russia in terms of equipment, according to Battersea Power Marketing Agency.

Production complex of Ozon Farm LLC complies with the international requirements of pharmaceuticals production (GPM). The quality management system covers entire production process from developing drugs to selling finished products.

The company has one of the widest portfolio of the most competitive generic products among domestic pharmaceutical manufacturers. Ozon Farm LLC produces about 300 brand names of medicines in 11 dosage forms. Its product line is constantly growing. The company

**OZON PHARM LLC**



conducts active research and development, new drugs are being developed. Only for the last 3 years the company launched production of over 100 new drugs.

The company do not work only in the Russian market: export of finished products in the near abroad is increasing. The company is successfully presented on the markets of Azerbaijan, Armenia, Belarus, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine. The company's immediate plans include expansion into the markets of Georgia, Moldova, Uzbekistan, Turkmenistan.



**EDSCHA TOGLIATTI LLC**



[www.edscha.com](http://www.edscha.com)

## INVESTMENT PROJECT

Production of automotive components for cars

 Total investment	<b>\$ 15.1 million</b>
 Project period	<b>2012-2025</b>

Edscha Togliatti LLC is considered as one of the first foreign investors which began to localise its production in the territory of the Industrial Production SEZ "Togliatti". The company's owner is Edscha Holding GmbH (Germany), one of the oldest manufacturers of autoparts throughout the world. They are supplied to almost all car assembly plants of the world. Edscha is a leader in door hinge and limiters, and also occupies a leading position in the European market for supply of pedal systems and handbrake. The company delivers its products for more than 50 brands and more than 200 platforms worldwide.

At the moment, in the territory of the SEZ, the company produces hinge joints for body parts of the car, such as doors, hoods, trunk lids and back doors. The use of time-tested know-how allows hinge joints work without lubricants, so that the loops remain clean as it used

to be originally, during the entire period of operation. Edscha Togliatti LLC helps the Russian companies to raise their level of production and quality in the process of localisation of European components in the territory of the Russian Federation.

The company's products are supplied to the AVTOVAZ – Renault – Nissan Alliance within the signed contracts, as well as to other car assembly plants in Russia.

Edscha Togliatti LLC shows great prospects for growth, and the company is ready to increase its production capacity.



# INDUSTRIAL PRODUCTION SEZ "UZLOVAYA"

Tula Region



The Industrial Production SEZ "Uzlovaya" (IP SEZ "Uzlovaya") was created in 2016. This manufacturing complex is based between Tula (47 km) and Novomoskovsk (10 km) - 2 industrial centers of the region (Uzlovsky municipal district). The SEZ is located in the territory of 471.54 ha, including 411.2 ha of useful land area for rent. The advantages of the SEZ "Uzlovaya" are proximity to the largest sales market of Russia and Eastern Europe (170 km, or 111.85 miles, to the city of Moscow) and staffing due to the fact that the SEZ is located in the centre of the Tula agglomeration with a population of over 1 million inhabitants.

Transport accessibility of the IP SEZ "Uzlovaya" is provided by well-development transportation infrastructure and location of the SEZ at the intersection of the federal highway M4 "Don" and the highway R-140 "Tula-Novomoskovsk". Another federal highway M2 "Crimea" is 50 km away from the industrial area, the railway station is also close to the

industrial area; the Moscow airport "Domodedovo" is 180 km away. The southern branch of the Paveletsky direction of the Moscow railway passes close by.

As of the end of 2018, 11 residents of the Industrial Production SEZ "Uzlovaya" were doing business here. Three of them have already launched their production. Cumulatively over \$ 111 million were invested by the SEZ residents, 708 jobs were newly created.

The SEZ management company is Tula Region Development Corporation JSC, core activity of which is to attract Russian and foreign investments to the economy of the Tula Region. Thanks to the efficient management provided by the SEZ management company, the IP SEZ "Uzlovaya" has already become a point of attraction for the leading industrial enterprises, including TULA FACTORY ALUMINUM LLC, AgroGrib LLC, Arnest MetallPack LLC, etc.

## DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Manufacturing of automobile components



Manufacturing of specialized equipment



Building materials

YEAR OF ESTABLISHMENT **2016**

SEZ RESIDENTS, number including foreign companies **11** **0**

DISTANCE FROM MOSCOW **170 km**  
DISTANCE FROM THE REGIONAL CENTRE (Tula) **67.4 km**

DYNAMICS OF THE SEZ RESIDENTS, number

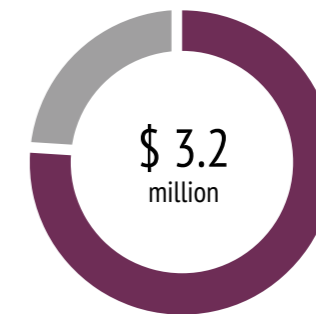
-	-	-	-	4	8	11
2012	2013	2014	2015	2016	2017	2018

## TOTAL INVESTMENT IN THE SEZ



11.8%	\$m	<b>14.8</b>
Regional budget expenditure		
0%	\$m	<b>0</b>
Federal budget expenditure		
88.2%	\$m	<b>111.1</b>
SEZ residents' private investment		

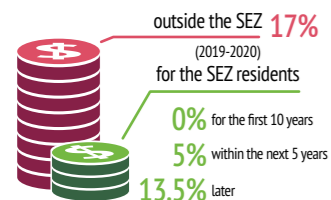
## TAX EXEMPTIONS IN 2018



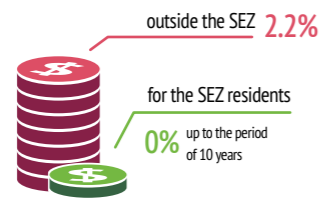
24.1%	\$m	<b>0.8</b>
Taxes and customs duties paid by the SEZ residents		
75.9%	\$m	<b>2.4</b>
Tax exemptions received by the SEZ residents		

## REGIONAL TAX EXEMPTIONS<sup>1</sup>

PROFIT TAX since the moment of making a profit



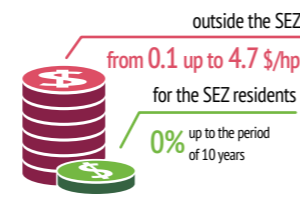
PROPERTY TAX



LAND TAX



TRANSPORT TAX since the moment of a vehicle registration



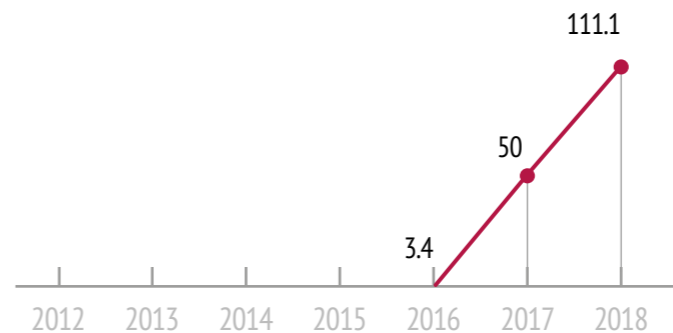
CORE SEZ RESIDENTS

▼ AgroGrib LLC

▼ ARNEST METALLPACK LLC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **708**



SEZ residents' revenue, 2018 **\$ 4.7 million**



Labour productivity in the SEZ **\$ 6.7 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





## Andrey SHESTAKOV

CEO, Tula Region Development Corporation JSC

### SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Administrative, technical and legal support
-  Amenities maintenance
-  Cadastral services
-  Education and training services
-  Registration of foreign workforce
-  Operation and maintenance of engineering infrastructure



#### CONTACTS






Address: Mendeleevskaya street, 4, Tula, Tula Region, 300041, Russia

Tel.: +7 (4872) 33-80-08

Website: <http://www.uzlovaya.ru>



E-mail: [corporaton@invest-tula.com](mailto:corporaton@invest-tula.com)

 Land area	471.5 ha
 Useful land area	411.2 ha
 Area of administrative infrastructure	0 m <sup>2</sup>
 Electrical capacity	40 Megawatts
 Water capacity	166.6 m <sup>3</sup> /h

 Capacity of wastewater collection system	166.6 m <sup>3</sup> /h
 Gas capacity	12 000 m <sup>3</sup> /h
 Heat capacity	0 Gcal/hr
 Length of road network	0 m
 Average lease price of land	\$ 0.57 k/ha in the SEZ \$ 0.61 k/ha in the Tula Region

### INVESTMENT PROJECT

Complex for cultivation of champignons

 Total investment	<b>\$ 54.0 million</b>
 Project period	<b>2016-2018</b>

AgroGrib LLC is implementing the investment project for construction of a complex for year-round cultivation of champignons. The company has its own production site in the territory of the Industrial Production SEZ "Uzlovaya". The production site was opened in September 25, 2018.

Currently, fresh imported champignons account for 85% of the Russian market. AgroGrib LLC can take a 30% share of the Russian market. For this purpose, the first phase



in the production of champignons with total capacity of 10 000 tons has been built and put into operation. The second stage is to provide reaching capacity of up to 25 000 tons of fresh champignons per year. By 2020, the company is to reach the full production capacity and to become the largest champignon farm in Europe.

The company uses advanced Dutch technology in its production process. The products are shipped to retail chains in Tula, Moscow, St. Petersburg.



### INVESTMENT PROJECT

Manufacture of Coiled Tubing

 Total investment	<b>\$ 33.8 million</b>
 Project period	<b>2015-2016</b>

Engelsspetstrubmash Ltd (ESTM Ltd) specializes in coiled tubing manufacturing for oil industry. Coiled tubing pipes are used for geophysical exploration, repair, drilling, and also in offshore and shale mining. Coiled tubing technology is very promising for use in the oil and gas complex of Russia, as it simplifies the process of well intervention (drilling, well workover operations), thereby reducing drilling costs.

The use of coiled tubing provides extension of the operation of oil and gas deposits at the stage of depletion and involvement in the redevelopment of hard to recover hydrocarbon reserves and reanimate the old fund of wells.

The strategic importance of the project for the country's oil and gas industry is related to a critical share of imports. For instance, the US companies like Tenaris, Quality Tubing and Global Tubing account for up to 97% of global coiled tubing pipes.

ESTM Ltd produces a world-class quality products in strict accordance with the requirements of API 5 ST and uses the state-of-the-art, advanced technologies. It is the only Russian company that manufactures this type of product. Apart from that, the key distinguishing feature of the pipes produced is their length, i.e. 1.5-6 km continuously.

The production capacity is up to 240 pipe bunts per year (about 4 000 tons), which accounts for more than 80% of the Russian market. The planned capacity of the plant is 9 thousand tons of continuous coiled tubing pipes per year. Products, in addition to sales in Russia, are exported to the world market.

<http://estm-tula.com/>



# INDUSTRIAL PRODUCTION SEZ "CENTER"

Voronezh Region



YEAR OF ESTABLISHMENT **2018**

DISTANCE FROM MOSCOW **466 km**

WEBSITE <http://vinkorp.ru>

SEZ RESIDENTS IN 2019, number **2**

DISTANCE FROM THE REGIONAL CENTRE (Voronezh) **0 km**

КОЛИЧЕСТВО РЕЗИДЕНТОВ

2012 г.

2013 г.

2014 г.

2015 г.

2016 г.

2017 г.

2018 г.

## TOTAL INVESTMENT IN THE SEZ



100% \$ 0.1  
Regional budget expenditure

0% \$ 0  
Federal budget expenditure

0% \$ 0  
SEZ residents' private investment

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Registration of legal entities



Marketing research



Cadastral registration of land sites



Contribution to the Government support of investors

## CONTACTS

Address: Prospect of the Revolution, 1A, Voronezh, Voronezh Region, 394006, Russia

Tel.: +7 (473) 210-03-22

Website: <http://vinkorp.ru/>

E-mail: [vinkorp@mail.ru](mailto:vinkorp@mail.ru)



**Sergey KUPRIN**

CEO, Voronezh Industrial Corporation JSC

In 2018, the Industrial Production SEZ "Center" (IP SEZ "Center") was established in the territory of the Novousmanskoy municipal district of the Voronezh Region. The SEZ is adjacent to the Maslovsky industrial park on the north side. This is the first SEZ created over the past 3 years.

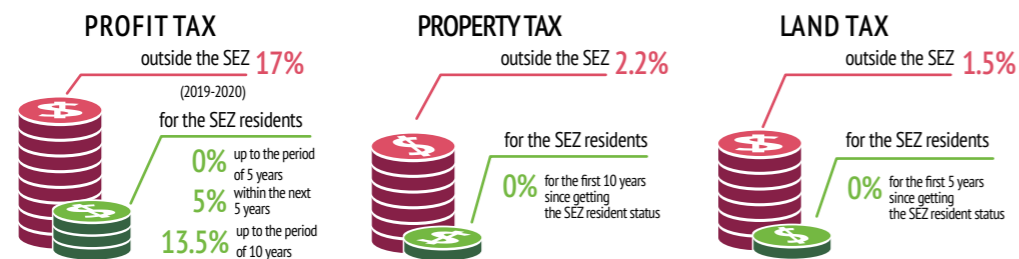
The volume of investment in the SEZ infrastructure in 2019-2022 is to amount to \$ 46.4 million, what will allow to locate up to 20 high-tech entities in the territory of the SEZ. Infrastructure for the residents of the IP SEZ "Center" is being constructed at the expense of the budget of the Voronezh Region. Infrastructure facilities of the SEZ are managed by the SEZ management company, namely, Voronezh Industrial Corporation JSC, whose 100% of shares belong to the Voronezh Region.

Residents of the IP SEZ "Center" are provided with significant tax exemptions, free customs zone regime, other preferences. All the SEZ privileges named above allow the SEZ residents to save on initial investment, when they localise the enterprises here, import expensive equipment and components into the territory of the Russian Federation. Imported goods are placed into the territory of the SEZ and used here without charging of import customs duties.

This territory of development has a wide specialization, including nuclear, radio-electronic, chemical, space industries, as well as logistics, production of building materials, machinery and metalworking goods.



## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS

▼ BALLI LLC



▼ IK Maslovsky LLC



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





# PORT SEZ "ULYANOVSK"

Ulyanovsk Region



## DEVELOPMENT PRIORITIES



Aviation industry



Medical equipment



Radio electronic equipment



Aircraft maintenance and repair

YEAR OF ESTABLISHMENT **2009**

SEZ RESIDENTS, number **22**  
including foreign companies **5**

DISTANCE FROM MOSCOW **875 km**  
DISTANCE FROM THE REGIONAL CENTRE (Ulyanovsk) **35 km**

DYNAMICS OF THE SEZ RESIDENTS, number

5  
2012

6  
2013

6  
2014

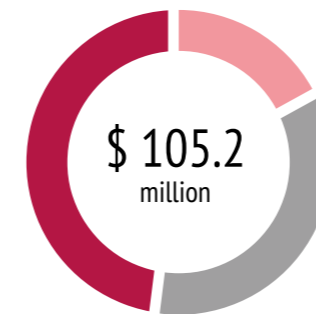
5  
2015

11  
2016

19  
2017

22  
2018

## TOTAL INVESTMENT IN THE SEZ

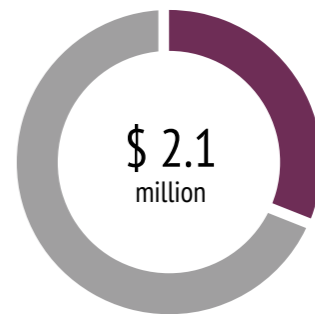


17% **\$ 17.9**  
Regional budget expenditure

34.8% **\$ 36.6**  
Federal budget expenditure

48.2% **\$ 50.7**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2018



69.1% **\$ 1.6**  
Taxes and customs duties paid by the SEZ residents

30.9% **\$ 0.5**  
Tax exemptions received by the SEZ residents

The Port SEZ "Ulyanovsk" was created in 2009 in the territory of the Ulyanovsk Region that is included in the top 20 regions of Russia with the most favorable investment climate. It is the only Port SEZ in Russia. The total territory of the SEZ is 325 hectares. The Port SEZ "Ulyanovsk" has a common border with the territory of the aviation checkpoint, namely the Ulyanovsk-Vostochny International Airport. All types of transport infrastructure are available in the territory of the SEZ. In particular, the distance to the nearest river cargo port is 25 km, as well as the railway and road with access to the federal highway are placed in the immediate vicinity of the Port SEZ "Ulyanovsk".

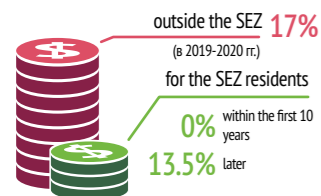
The Port SEZ "Ulyanovsk" is the most universal type of the Russian SEZs, as it is suitable for localizing of both production and logistics projects, and for doing wholesale trade deals.

At the end of 2018, 22 residents were registered in the SEZ, including 5 foreign companies specialized in manufacturing, logistics, wholesale, as well as maintenance and repair of aircraft.

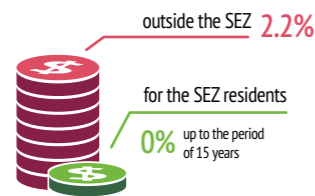
In order to increase investment attractiveness of the Port SEZ "Ulyanovsk", the boundaries of the territory of the SEZ are expanding by setting up the second and third stages of constructing the SEZ. The prospective development of the Port SEZ is associated with the construction of the infrastructure facilities that provide both integrated development of the SEZ territory and comfortable conditions for life and work of the employees of the SEZ resident enterprises. In 2018, 10 engineering and transport infrastructure facilities were built and put into operation in the territory of the Port SEZ "Ulyanovsk".

## REGIONAL TAX EXEMPTIONS<sup>1</sup>

PROFIT TAX  
since the moment of making a profit



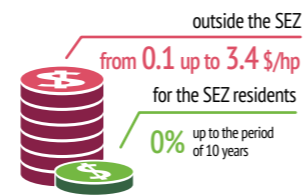
PROPERTY TAX



LAND TAX



TRANSPORT TAX  
since the moment of a vehicle registration



CORE SEZ RESIDENTS

1A LLC



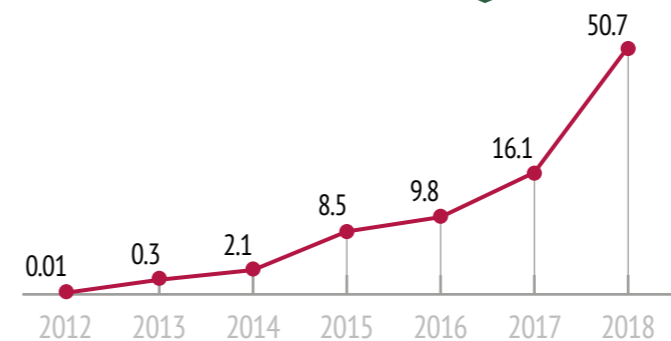
PROMTECH-ULYANOVSK JSC



GTgroup.Company LLC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **444**



SEZ residents' revenue, 2018 **\$ 27.1 million**



Labour productivity in the SEZ **\$ 61.0 thousand per capita**















**Oleg BARABANOV**  
CEO, Port SEZ "Ulyanovsk"

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Financial services, including financial brokerage
-  Construction and technological connection of infrastructure networks
-  Legal consultancy services
-  Marketing research
-  Engineering services

## CONTACTS



Address: Industrialny proezd, 15, building 1, Port SEZ territory, Cherdaklinsky District, Ulyanovsk Region, 433400, Russia  
 Tel.: +7 (8422) 37-06-74  
 Website: <http://ulsez.com/about-project>  
 E-mail: [ul.poez@ulsez.ru](mailto:ul.poez@ulsez.ru)

 Land area	325 ha	 Capacity of wastewater collection system	20.83 m <sup>3</sup> /h
 Useful land area	200 ha	 Gas capacity	20 000 m <sup>3</sup> /h
 Area of administrative infrastructure	3 035 m <sup>2</sup>	 Heat capacity	0 Gcal/hr
 Electrical capacity	20 Megawatts	 Length of road network	6 994 m
 Water capacity	29.17 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.07 k/ha in the SEZ \$ 1.6 k/ha in the Ulyanovsk Region

[www.t1mro.ru](http://www.t1mro.ru)

## INVESTMENT PROJECT

Logistic centre and establishment of the enterprise specialized in aircraft maintenance and repair

-  Total investment **\$ 5.7 million**
-  Project period **2012-2022**

T1 LLC became the first resident of the Port SEZ "Ulyanovsk", which operating activities get underway. In April 2016, a Class "A" warehouse complex for storing goods under free customs zone regime was put into operation.

The warehouse complex of T1 LLC meets all the necessary requirements of the customs legislation. The territory of T1 LLC and the premises of the warehouse complex refer to the customs control zones within which free customs zone regime is applied.

An access ramp with a height of 1.2 metre in the territory of the warehouse complex allows unloading work directly from vehicles, while 12.5 metre high racks are used to store goods inside the warehouse. The complex is equipped with both warehouse equipment and the equipment of the German company "Jungheinrich".





The second part of the investment project of the Port SEZ "Ulyanovsk" resident provides for the establishment of the enterprise specialized in aircraft maintenance and repair. The volume of the Russian market for the maintenance and repair of civil aviation aircraft is estimated at \$ 2 billion, however, Russian airlines have to service their aircraft abroad. The reason lies not only in the absence of a sufficient number of enterprises certified by European standards, but also in the distrust of foreign leasing companies in the quality of work of Russian providers. The implemented project is to be the first enterprise specialized in aircraft maintenance and repair built in Russia over the past 30 years.



[www.hermle.de](http://www.hermle.de)

## INVESTMENT PROJECT

Centre for production solutions

-  Total investment **\$ 1.7 million**
-  Project period **2017-2019**

Maschinenfabrik Berthold Hermle AG is the German company founded in 1938 by Bertold Hermle in Gosheim as a factory for production of fasteners and metal processing.

Hermle Company is a leading manufacturer of high-performance machining centers and automation systems. The equipment manufactured is in demand in all industries, such as aerospace, automotive industries, manufacturing of racing cars and motorcycles, power generating machinery and equipment, precision mechanics, optical instruments and apparatus, medical equipment, tool and molds, related manufacturing. Company's goods is certified and has all the necessary permits from the government bodies of the Russian Federation.

Hermle Ulyanovsk LLC is implementing an investment project on establishment of the enterprise in the Port SEZ "Ulyanovsk", specialized in sales and after-sales services (repair) of machines, machine tools in Russia, as well as templates manufacturing.



# TECHNOLOGY INNOVATIVE SEZ "DUBNA"

Moscow Region



The Technology Innovative SEZ "Dubna" (TI SEZ "Dubna") Special Economic Zone "Dubna" was founded in 2005. The TI SEZ "Dubna" is one of the most dynamically developing and investment-attractive sites in Russia for implementing investment projects in technologically advanced sectors of the economy. The Special Economic Zone "Dubna" has a strong lead in Russia in terms of the number of residents numbering more than 155 companies by now. Twelve of them are enterprises with foreign participation.

The SEZ "Dubna" is situated within the limits of Dubna City connected with the capital of Russia – Moscow – with both a railroad and the A-104 federal road (the Dmitrovskoye Highway). The distance to Sheremetyevo Airport is 90 km. The territory of the SEZ is fully provided with the necessary engineering infrastructure. Apart from that, the Resident Hotel with 122 suits to accommodate the residents' specialists from other cities is situated in the territory of SEZ "Dubna".

The main fields of the SEZ residents' business are as follows: information technologies, biological and medical technologies, nuclear physics and nanotechnologies, composite materials, design of complex technical systems. The territory has been in great demand

among knowledge intensive companies, therefore, in order to attract new SEZ residents the area has been extended by 30 hectares. Today, the total area of the SEZ "Dubna" amounts to 217 hectares.

As of 31st December 2018 (on a cumulative total from the moment of the SEZ "Dubna" foundation) the residents invested about \$ 340 million in the projects announced in the territory of the SEZ "Dubna", 4 052 jobs were created here.

Both the Russian (the 1st place among the Technology Innovative SEZs of Russia, according to the III National SEZs Investment Attractiveness Index 2019, conducted by the Association for the development of clusters and technology parks of Russia with the support of the Ministry of Economic Development of the Russian Federation) and international experts (the award winner in three nominations, such as "Expansions", "Infrastructure Upgrades", and "Facilities Upgrades" of the fDi's Global Free Zones Of The Year 2018, as well as the award winner in three nominations, such as "Expansions", "New investments", and "Facilities Upgrades" of the fDi's Global Free Zones Of The Year 2019, fDi Magazine, Publishing house "The Financial Times Limited").

## DEVELOPMENT PRIORITIES

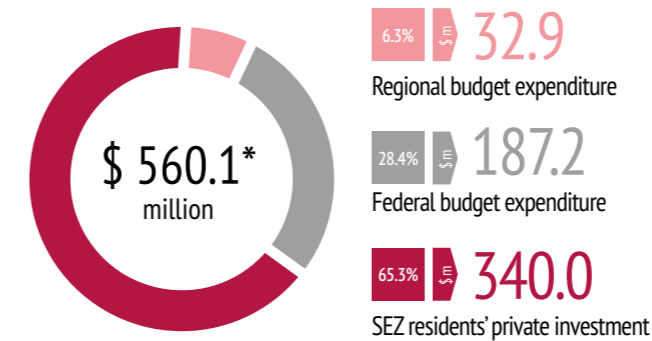


YEAR OF ESTABLISHMENT **2005** SEZ RESIDENTS, number including foreign companies **12** **154** DISTANCE FROM MOSCOW **120 km**  
DISTANCE FROM THE REGIONAL CENTRE (Krasnogorsk) **129 km**

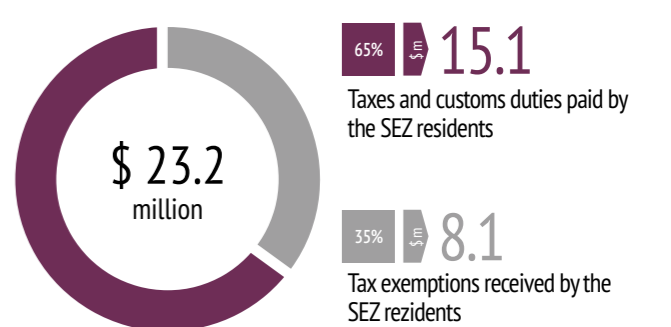
DYNAMICS OF THE SEZ RESIDENTS, number

61	78	86	100	108	137	154
2012	2013	2014	2015	2016	2017	2018

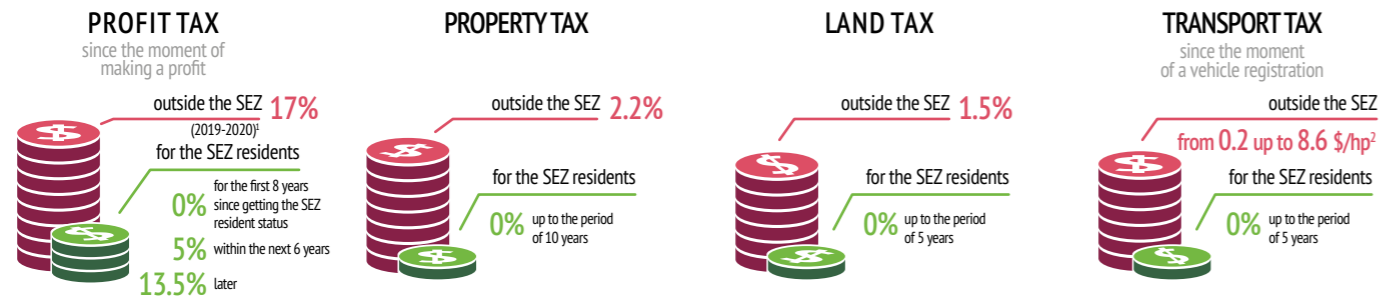
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



## REGIONAL TAX EXEMPTIONS<sup>1</sup>

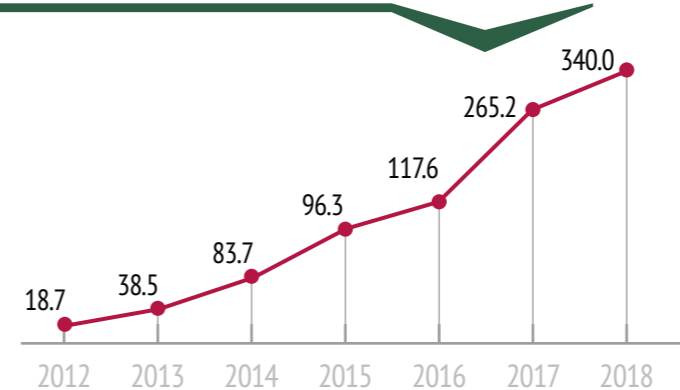


CORE SEZ RESIDENTS

- PROMTECH-Dubna JSC
- Factory RTT LLC
- PSK Pharma LLC
- Granat Bio Tech LLC
- AILITON Ltd



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



\* The values are given in dollars here and throughout the "Russian Special Economic Zones: Business Navigator 2019" according to the official average exchange rate of 2018, namely \$ 1 was equal to P 62.54

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.  
<sup>2</sup> Hereafter value of transport tax depends on an engine power and a category of a vehicle





**Anton  
AFANASJEV**

CEO, Technology Innovative SEZ "Dubna" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Maintenance and operation of both the SEZ utility networks and the SEZ residents' electric facilities
- Road infrastructure maintenance
- Business planning
- Land, offices, industrial, exhibition space, congress halls for rent
- Cadastral services
- Postal, secretarial, and courier services
- Construction Supervision (Technical Supervision)
- Professional cleaning services
- IT maintenance services (The Internet, phones, as well as Cells of Server for rent)
- Hotel services
- Organising and holding of external events

### CONTACTS

Address: Programmistov street, 4, Dubna, Moscow Region, 141983, Russia

Tel.: +7 (496) 219-04-61

Website: <http://oezdubna.ru>

E-mail: [oez@oezdubna.ru](mailto:oez@oezdubna.ru)

Land area	216.88 ha	Capacity of wastewater collection system	168.13 m <sup>3</sup> /h
Useful land area	117.44 ha	Gas capacity	0 m <sup>3</sup> /h
Area of administrative infrastructure	51 839.7 m <sup>2</sup>	Heat capacity	80 Gcal/hr
Electrical capacity	108 Megawatts	Length of road network	25 059 m
Water capacity	170.21 m <sup>3</sup> /h	Average lease price of land per year	\$ 0.5 k/ha in the SEZ    \$ 191.9 k/ha In the Moscow Region



**BOTH FAVORABLE  
ECONOMIC AND GEOGRAPHICAL  
LOCATION**

Location within the city.  
Logistics: A-104 federal road,  
railroad, waterway  
Sheremetyevo Airport is 100 km away from the SEZ

**COMPLETE  
INFRASTRUCTURE**

Including engineering networks,  
congress, exhibition, road, transport,  
social infrastructure

**SEZ RESIDENT'S SAVINGS  
ON INITIAL INVESTMENT  
IN A PROJECT  
up to 30%**

by receiving both tax  
and customs exemptions

**ADMINISTRATIVE,  
INFORMATION, AND FINANCIAL  
SUPPORT SERVICES**

The SEZ management company  
assists in implementing of the investors'  
projects within the whole life cycle of them

**HIGH PERSONNEL  
POTENTIAL**

The SEZ management company  
collaborates with universities,  
colleges, and schools



# TECHNOLOGY INNOVATIVE SEZ "INNOPOLIS"

Republic of Tatarstan



## DEVELOPMENT PRIORITIES



Information and communication technologies

YEAR OF ESTABLISHMENT **2012**

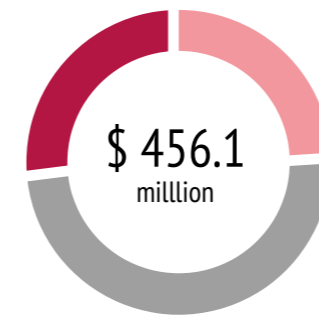
SEZ RESIDENTS, number **77**  
including foreign companies **9**

DISTANCE FROM MOSCOW **719 km**  
DISTANCE FROM THE REGIONAL CENTRE (Kazan) **35 km**

DYNAMICS OF THE SEZ RESIDENTS, number

-	-	-	15	34	61	77
2012	2013	2014	2015	2016	2017	2018

## TOTAL INVESTMENT IN THE SEZ

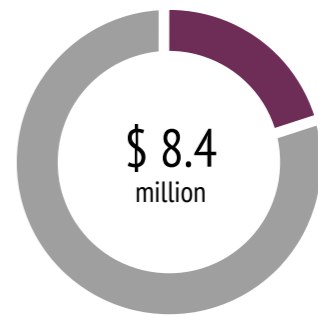


23.7% **108.2**  
Regional budget expenditure

48.9% **223.0**  
Federal budget expenditure

27.4% **124.9**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2018



81.7% **5.4**  
Taxes and customs duties paid by the SEZ residents

18.3% **3.0**  
Tax exemptions received by the SEZ residents

The Technology Innovative SEZ "Innopolis" (TI SEZ "Innopolis") was established in 2012. It is a large-scale project to create the Russian centre of information and communication technologies. The main purpose is to assist Russian and international companies in the implementation of investment projects in the field of high technologies.

The TI SEZ "Innopolis" consists of two sections located in two municipal districts of the Republic of Tatarstan. The land site is located in the Verkhneuslonskiy municipal district (192.71 ha) in the city of Innopolis, and intended for innovative companies, doing research and development. The land site located in Laishevskiy municipal district (118.72 ha) in the immediate vicinity of Kazan International Airport and is intended for production activities.

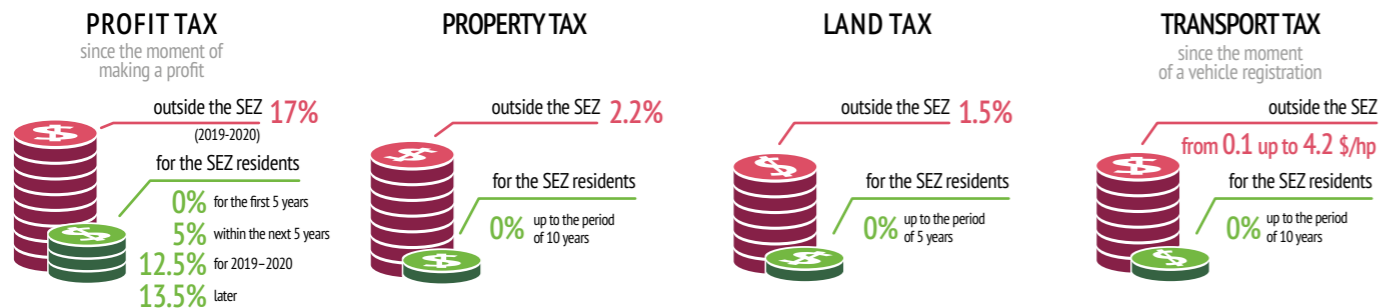
The TI SEZ "Innopolis" has formed a complex innovative environment consisting of the system of training of highly qualified personnel and access to the advanced infrastructure of world class level. In record time, unique urban environment for employees

of resident companies and their families with wide opportunities for professional growth and development (including first-class business, social, educational and engineering infrastructure) is created in Innopolis.

The SEZ management company provides a wide range of benefits and preferences for IT-companies. Residents and partners of the Technology Innovative SEZ "Innopolis" have access to the necessary support in the development of projects not only within the Special Economic Zone regime, but also within the entire ecosystem of Innopolis as a unique IT-city.

As of 31 December 2018, 77 companies have a SEZ resident status (including 9 companies with foreign participation). Large companies among of them are: Yandex, Sberbank-Technologies, Tinkoff Development Center, Schneider Electric (France), SORAMITSU LABS (Japan). They created 2 014 new high-skilled jobs. Total investment in the SEZ amounted \$ 456.1 million.

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS

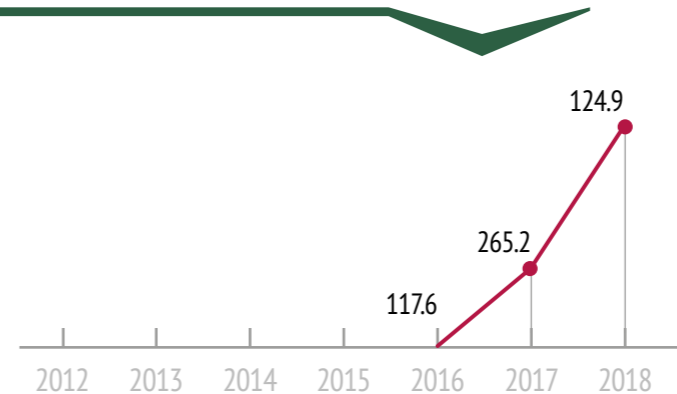
I-Teko Novy Technologii Ltd

Cognitive-Platforma Ltd

Acronis Innovacii Ltd



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **2 014**



SEZ residents' revenue, 2018 **\$ 55.5 million**



Labour productivity in the SEZ **\$ 28.1 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





**Renat  
KHALIMOV**

CEO, Technology Innovative SEZ "Innopolis" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Design and construction of infrastructure and engineering networks
-  Amenities maintenance
-  Organisation of special events
-  Office space, meeting rooms for rent
-  Apartments in the city of Innopolis for rent and sale
-  Education services at the University Innopolis











### CONTACTS

Address: Universitetskaya street, 7, Innopolis, Verkhneuslonsky district, Republic of Tatarstan, 420500, Russia

Tel.: +7 (843) 200-07-01

Website: <http://innopolis.ru/business/sez-innopolis>



E-mail: [sez@innopolis.ru](mailto:sez@innopolis.ru)

 Land area	311.4 ha	 Capacity of wastewater collection system	83.33 m <sup>3</sup> /h
 Useful land area	281.96 ha	 Gas capacity	984.41 m <sup>3</sup> /h
 Area of administrative infrastructure	45 479.1 m <sup>2</sup>	 Heat capacity	27.5 Gcal/hr
 Electrical capacity	15.9 Megawatts	 Length of road network	3 000 m
 Water capacity	83.33 m <sup>3</sup> /h	 Average lease price of land per year	\$ 0.5 k/ha in the SEZ \$ 3.8 k/ha in the Republic of Tatarstan

<https://soramitsu.co.jp/ru>

## INVESTMENT PROJECT

Developing the technology of HL Iroha distributed registry

 Total investment	\$ 2.0 million
 Project period	2017-2022

Soramitsu Labs LLC is a technology company delivering blockchain-based solutions for enterprises. The company develops technologies of distributed registries and integrates them into data and value management solutions.

Soramitsu Labs LLC was opened in 2017 in the territory of the Technology Innovative SEZ "Innopolis" as a Russian division of the Japanese company Soramitsu with a view to conducting research and development in blockchain technology. Highly qualified specialists from the Innopolis University contributed to improving the Iroha blockchain platform and developing a wide range of technologically complex and sometimes unique solutions based on it.

**SORAMITSU LABS LLC**



Hyperledger Iroha is the main product of Soramitsu Labs LLC, a next-generation blockchain platform with open source aimed at helping businesses and financial institutions manage digital assets. In 2016, the Iroha open-source platform was handed over to the consortium Hyperledger so that every user has access to it or can improve it. Iroha is a fast and convenient blockchain that implements solutions, including the projects in cooperation with the National Settlement Depository of the Moscow Exchange Group, the National Bank of the Kingdom of Cambodia, the largest banks of Indonesia, the University of Aizu (Japan), and other institutions.



## IT X5 TECHNOLOGIES LLC



<https://www.x5.ru>

## INVESTMENT PROJECT

Establishment of the X5 Retail Group Centre of technological development

 Total investment	\$ 4.9 million
 Project period	2019-2024

In May 2019, the company opened a Key IT-competency, innovation and development Centre in the territory of the Technology Innovative SEZ "Innopolis". The main objective of the Centre is to provide services for development, adaptation and modification of software solutions for stores, including:

- development of microservice architecture;
- adaptation and modification of Self-Service solutions;
- development of the solution "Mobile workplace of the CEO of the store";
- development of a universal mobile workstation, web interface;
- testing and maintenance of the above products, solutions and interface.

The developed software products are assumed to cover all the core business processes in retail and to take into account the requirements of the Russia's trade legislation. This is a unique development that has no analogues on the Russian retail market.

X5 Retail Group (listed on the London Stock Exchange and the Moscow Stock Exchange – stock ticker FIVE, Fitch rating – BB+, Moody's rating – Ba1, S&P rating – BB, RAEX rating – ruAA) is a leading food retail company in Russia. The company manages several store networks: stores close to home (the Pyaterochka brand), supermarkets under the Perekrestok brand and hypermarkets under the Karusel brand.

As at June 30, 2019, the X5 Retail Group manages 15 260 stores with leading positions in Moscow and St. Petersburg and a significant presence in European part of Russia. The network includes 14 385 Pyaterochka stores, 785 Perekrestok supermarkets, and 90 Karusel hypermarkets. Apart from that, 42 distribution centres, 3 952 trucks in the territory of the Russian Federation are under control of the Group.

X5 Retail Group is one of the top 10 most intelligent companies in Russia (share of intellectual capital in the total market value of the company is 26%). Shareholders of the X5 Retail Group are the following companies: CTF Holdings S.A. – 47.86%, Intertrust Trustees Ltd (Axon Trust) – 11.43%, directors of X5 Retail Group – 0.08%, treasury shares – 0.01%, free-float shares – 40.62%.



# TECHNOLOGY INNOVATIVE SEZ "ISTOK"

Moscow Region



## DEVELOPMENT PRIORITIES



Microwave electronics



Laser equipment



Complete systems design



Microelectronics

YEAR OF ESTABLISHMENT **2015**

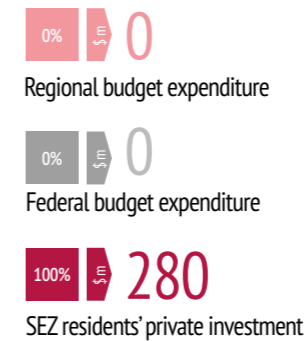
SEZ RESIDENTS, number including foreign companies **17**

DISTANCE FROM MOSCOW **50 km**  
DISTANCE FROM THE REGIONAL CENTRE (Krasnogorsk) **67.4 km**

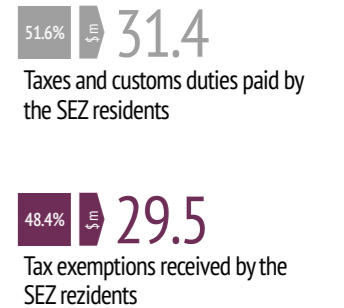
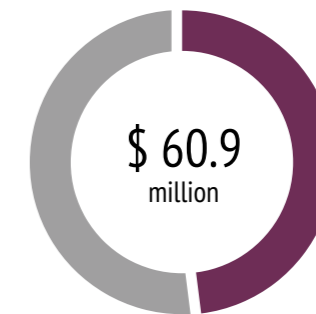
DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



The Technology Innovative SEZ "Istok" (TI SEZ "Istok"), created in 2015 in the territory of the city district Fryazino of the Moscow Region on the existing infrastructure of the Fryazino science city, which has high scientific and educational potential relative to other regions. The TI SEZ "Istok" has a total area of 62.65 ha, and is located on three land plots, such as the territory of RPC "Istok" named after Shokin" JSC, Protection Corporation CJSC, Research Institute "Platan" JSC, MAY LLC. The SEZ site is the first private Technology Innovative Special Economic Zone in Russia, the development of which is carried out only by private investors, without any state participation in its basis.

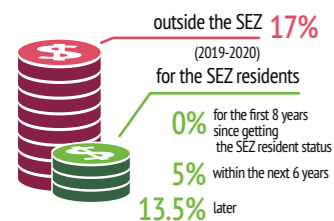
The key goal of establishing the SEZ is to provide conditions for conducting research and development, creating prototypes and producing pilot models of high-tech products. Priority areas of the SEZ activity include microwave electronics, photonics, laser instrumentation, design of complex technical systems.

Both Innovation infrastructure and the infrastructure like in a Technology Park (Business incubator, Centre of collective usage, Technology and Innovation Support Centre, Testing and certification centre, etc.) have been established in the SEZ "Istok" for the benefit of the SEZ residents.

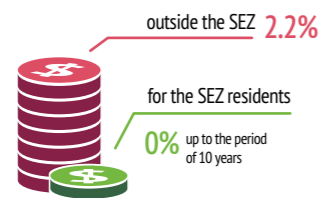
With the aim of providing support for the residents of the TI SEZ "Istok" the SEZ management company has concluded the agreement with Sberbank of Russia PJSC on a strategic partnership to finance the SEZ residents' projects. The agreement with the "Russian Investment Agency "Invest in Russia" on the creation of favorable conditions for the comprehensive development of resident enterprises of the SEZ "Istok". In addition to this, the project office of the European program for scientific and technical cooperation in the field of high technology "Eureka", which has the status of an international intergovernmental organization, has been opened.

## REGIONAL TAX EXEMPTIONS<sup>1</sup>

**PROFIT TAX**  
since the moment of making a profit



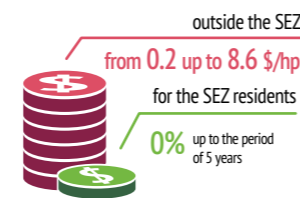
**PROPERTY TAX**



**LAND TAX**



**TRANSPORT TAX**  
since the moment of a vehicle registration



CORE SEZ RESIDENTS

Istok audio international Inc



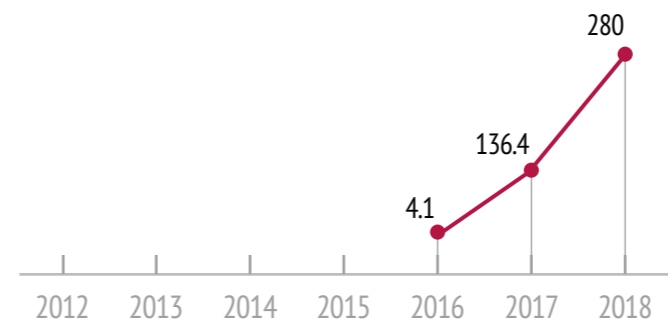
RPC "Istok" named after Shokin" JSC



RPC "Magratep" CJSC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **326**



SEZ residents' revenue, 2018 **\$ 260.7 million**



Labour productivity in the SEZ **\$ 799.7 thousand per capita**

Above average value in Russia by\* **1 163%**





**Maria  
CHEKADANOVA**

CEO, Management Company of the SEZ "Istok" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Recruitment services
-  Intellectual property (patents) and licensing management
-  Investment consulting services
-  Office space, meeting rooms, a centre for collective use for rent
-  Legal consulting services
-  Marketing research
-  Engineering services











### CONTACTS

Address: Vokzalnaya street, 2a, Fryazino, Moscow Region, 141190, Russia

Tel.: +7 (495) 465-86-47

Websites: <http://istokoez.ru/> ; <http://istoksez.ru/>



E-mail: [info-oez@istokmw.ru](mailto:info-oez@istokmw.ru)

 Land area	62.65 ha	 Capacity of wastewater collection system	154.67 m <sup>3</sup> /h
 Useful land area	0 ha	 Gas capacity	3.36 m <sup>3</sup> /h
 Area of administrative infrastructure	31 414.3 m <sup>2</sup>	 Heat capacity	161 Gcal/hr
 Electrical capacity	38.88 Megawatts	 Length of road network	2 614 m
 Water capacity	175.50 m <sup>3</sup> /h	 Average lease price of land per year	Not for sale/ Not for lease in the SEZ \$ 191.9 k/ha in the Moscow Region

[www.magpaten.pp](http://www.magpaten.pp)

## INVESTMENT PROJECT

Modernization of existing and creation of new world-class microwave devices and devices based on them

 Total investment	\$ 2.2 million
 Project period	2017-2025

RPC "Magratep" CJSC was established in 1991 as the State Unitary Research and Production Enterprise "Magratep" that is a subsidiary of the Federal State Unitary Enterprise "RPC "Istok". The main activity of RPC "Magratep" CJSC is development, production and repair of electronic equipment, including ultra-high vacuum, solid-state electronic devices and devices based on them. Currently, RPC "Magratep" CJSC is the only company in Russia and the CIS that produces powerful continuous magnetrons for the national economy, and also microwave devices based on magnetrons, which are in demand in a lot of industries.

Developed and manufactured pulsed magnetrons applied in the production of electronic

## RPC "MAGRATEP" CJSC



equipment for special purposes have no analogues both in Russia and abroad. Continuous magnetrons with a power of 50 kW, at an operating frequency of 433 MHz and with a power of 3 kW at an operating frequency of 915 MHz.

Solving the problems of import substitution, RPC "Magratep" CJSC is developing a range of domestic defrosters for their subsequent production in order to enter the domestic market. Microwave defrosters can be used in both small and large-scale manufacturers not only for defrosting, but as microwave ovens for heating food.



## SPC "MICROSYSTEMS" LLC

[www.microsystema.com](http://www.microsystema.com)



## INVESTMENT PROJECT

Design and manufacture of active static electrical energy meters, filters and automated systems of collecting and processing of information under the brand name "PDCP"

 Total investment	\$ 1.5 million
 Project period	2017-2027

SPC "MICROSYSTEMS" LLC was established in 2018 as part of the import substitution in the field of air purification. Production facilities of SPC "MICROSYSTEMS" LLC are located in the territory of the Technology Innovative SEZ "Istok", what lets the company not only get the SEZ privileges, but also minimise the tax burden and, as a result, produce high-quality filters of the European level under the PHAUF trademark in Russia at the prices competitive and attractive

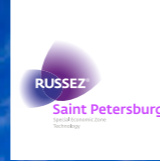
to the end users.

Fine filters HEPA and ULPA are produced and getting vacuum-packed in clean rooms in accordance with ISO 7. Quality control is carried out by using the latest scanning test system AFS-150 (TOPAS GmbH, Germany).



# TECHNOLOGY INNOVATIVE SEZ "ST. PETERSBURG"

St. Petersburg



The Technology Innovative SEZ "St. Petersburg" (TI SEZ "St. Petersburg") was built in 2005 on two sites with total area of 182.32 ha: "Noydorf" site takes area of 18.99 ha, "Novoorlovskaya" site takes area of 110.41 ha. Both sites are used by the SEZ residents, customs. Additionally, there is the SEZ engineering infrastructure here.

One of the core advantages of the SEZ is its geographical location. St. Petersburg is the largest transport hub of Russia. International cargo and passenger transportation is carried out by all kinds of transport through this transport hub. In the territory of the city there are all types of transport infrastructure: roads, railways, river and sea transport, airport.

Since the TI SEZ "St. Petersburg" establishment, its management company received an invaluable project management experience in the field of administration, construction, technical supervision and interaction with executive bodies.

As at December 31, 2018, 51 companies (including 7 companies with foreign participation) are the SEZ residents. Total volume of investment in the SEZ amounts to \$ 897.7 million. The SEZ residents have created 3 760 jobs.

With a view to increasing the investment attractiveness of the Technology Innovative SEZ "St. Petersburg" and attracting potential residents, the construction of Technology Transfer Center is completed on "Novoorlovskaya" site and the SEZ management company and residents are using the center.

## DEVELOPMENT PRIORITIES



Information technologies, telecommunications



Medical technologies and pharmacy



Energy efficiency



Precision tool engineering

YEAR OF ESTABLISHMENT **2005**

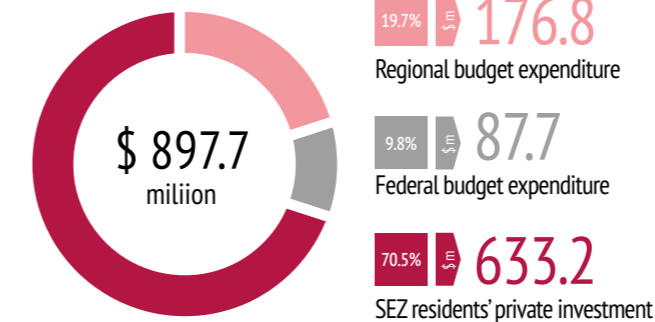
SEZ RESIDENTS, number **51**  
including foreign companies **7**

DISTANCE FROM MOSCOW **696 km**  
DISTANCE FROM THE REGIONAL CENTRE (St. Petersburg) **26 km**

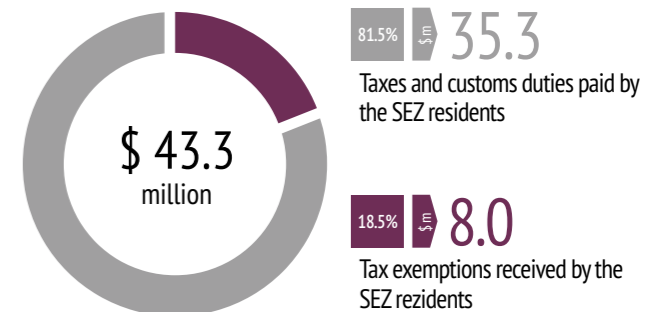
DYNAMICS OF THE SEZ RESIDENTS, number



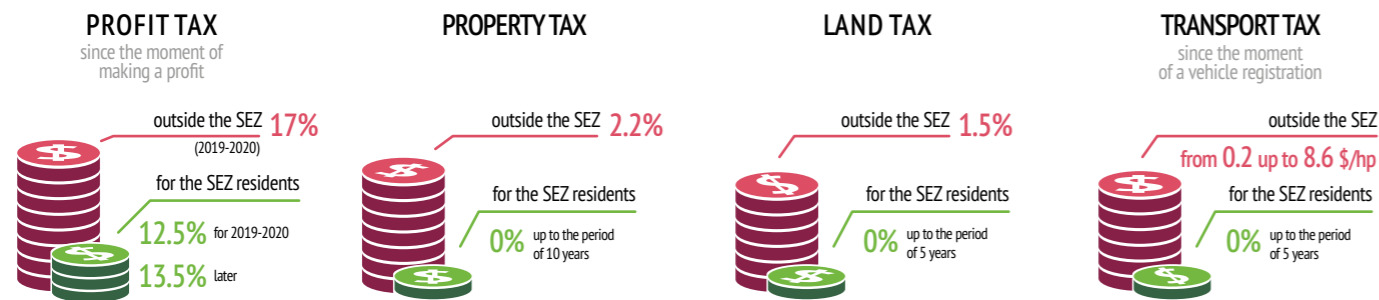
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



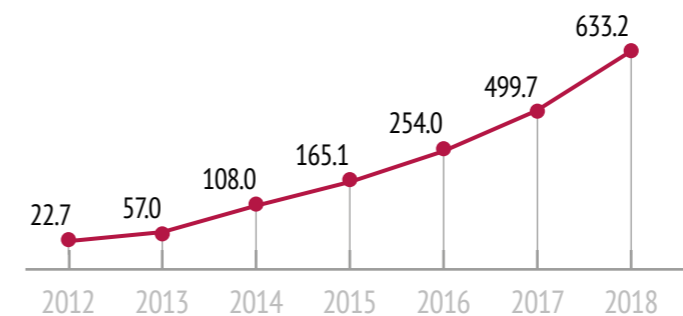
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS: Rakurs-Engineering Ltd, BIOCAD JSC, NOVARTIS NEVA Ltd



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



Jobs created, number **3 760**



SEZ residents' revenue, 2018 **\$ 160.0 million**



Labour productivity in the SEZ **\$ 42.6 thousand per capita**

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





**Tamara  
RONDALEVA**

CEO, Technology Innovative SEZ "St. Petersburg" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Technological services (data-processing centre)
-  Amenities maintenance
-  Administrative and business premises for rent
-  Land use survey
-  Technical supervision
-  Engineering systems maintenance at plants
-  Assistance in communication among the SEZ residents, venture funds and development institutions






### CONTACTS






Address: Road to Kamenka, 74, litera A, St. Petersburg, 197350, Russia

Tel.: +7 (812) 383-49-29

Website: <http://www.spbsez.ru>

E-mail: [info@spbsez.ru](mailto:info@spbsez.ru)



 Land area	182.3 ha
 Useful land area	124.31 ha
 Area of administrative infrastructure	20 288.1 m <sup>2</sup>
 Electrical capacity	43.7 Megawatts
 Water capacity	144.2 m <sup>3</sup> /h

 Capacity of wastewater collection system	210.8 m <sup>3</sup> /h
 Gas capacity	4 330.0 m <sup>3</sup> /h
 Heat capacity	84.79 Gcal/hr
 Length of road network	6 934.14 m
 Average lease price of land per year	\$ 3.7 k/ha in the SEZ \$ 99.5 k/ha in Saint Petersburg

[www.lsystems.ru](http://www.lsystems.ru)

## INVESTMENT PROJECT

Production of high-tech security system for manufacturing enterprises

 Total investment	<b>\$ 4.4 million</b>
 Project period	<b>2012-2025</b>

Laser Systems JSC is a state-of-the-art innovative enterprise in laser technology and optoelectronic systems, operating for over 20 years. Company's products help improve the safety of manufacturing enterprises, solve the most important tasks in the field of air navigation and meteorology, create cutting-edge production and make unique products.

Laser Systems JSC annually enters the top 10 innovative enterprises according to the TechUspech rating. In 2018, it became one of 22 Russian companies of the project "National champions".

Laser Systems JSC develops and mass-produces high-tech equipment in the following areas:

- additive technologies - installation of additive selective laser fusion M250 with unique technical characteristics;

**LASER SYSTEMS JSC**



- measuring instruments in the field of sensing, airborne sensors, devices for remote chemical and physical control of the atmosphere;
- software for managing developed products and own software used for providing visual support for out of the space ship activities on the International Space Station.

Developed systems are serially-produced for the needs of Russian commercial companies and state bodies. Also, a significant part of devices developed by Laser Systems JSC accounts for export.



Laser Systems JSC develops and mass-produces high-tech equipment in the following areas:

## INNOVATION CENTER "BOUREVESTNIK" JSC

[www.bourestnik.ru](http://www.bourestnik.ru)

## INVESTMENT PROJECT

Manufacture of equipment for enrichment of diamond-bearing ore and production of analytical instrumentation

 Total investment	<b>\$ 32.9 million</b>
 Project period	<b>2012-2025</b>

Innovation Center "Bourestnik" is the largest enterprise in the CIS for research, development and production of X-ray equipment for industrial and scientific purposes. The company has been leading its history since 1959. Bourestnik develops devices for the needs of various industries and areas of scientific and technical activities, e.g. mining and mineral processing, nuclear power generation industry, oil refining, metallurgy, mechanical engineering, electronic industry, nanoindustry and environmental monitoring, constantly improving their technology with progressive market requirements.

The core activities of the company refer to development and serial production of X-ray separators for enrichment of diamond-bearing ore and X-ray analytical technology for

nondestructive analysis (spectrometers, and diffractometers).

Separators manufactured by Innovation Center "Bourestnik" are successfully applied at the enterprises in the field of diamond extraction in Russia, Canada, Angola, South Africa, Botswana, Lesotho and Zimbabwe. Over the years, the company has produced more than 1 800 separators.

The analytical equipment produced by the enterprise includes multifunctional X-ray diffractometers, universal X-ray spectrometers, X-ray sulfur analyzers in petroleum products and spectral flow analyzers.



# TECHNOLOGY INNOVATIVE SEZ "TECHNOPOLIS MOSCOW"

Moscow



The Technology Innovative Special Economic Zone "Technopolis Moscow" (TI SEZ "Technopolis Moscow") is a specialized territory for industrial development and technological activities, created in 2005. It is dedicated to the development of innovative ecosystem of the city by creating most favorable conditions for localization of Russian and foreign hi-tech companies. The SEZ includes 5 sites with a total area of 206.79 ha, with 4 sites in Zelenograd and 1 within Technopolis Moscow in Pechatniki district of Moscow. 4 of the sites – MIET, Angstrom, Mikron and Technopolis Moscow – already have ready-to-use infrastructure where tenants (i.e. the SEZ residents) operate in their own as well as rented facilities. Alabushevo site is intended for land lease for tenants to build their own hi-tech industrial facilities.

As of 2018, the SEZ officially has 50 registered tenants (including 4 companies with foreign participation) that have created 5 743 jobs. Total investment in the SEZ have amounted to \$ 826.0 million since the creation of the SEZ.

The SEZ combines federal and city-level preferences to create competitive localization conditions for its tenants, who aim to localize and develop their production in Moscow. After finishing the construction and commissioning, the SEZ tenants can purchase the land plot for 1% of cadastral value.

The SEZ management company works in close interaction with Moscow authorities to make the tenant status acquisition procedure fast and simple, and also facilitates the tenants' involvement in the state support system represented by leading funds and development institutions.

At the end of 2018 the SEZ introduced the biopharmaceutical cluster that united over 20 tenant companies in medtech, medical equipment and life science.

## DEVELOPMENT PRIORITIES



Microelectronics



Advanced materials, surfaces and nanotech



Information technologies



Biotechnologies and pharmacy

YEAR OF ESTABLISHMENT **2005**

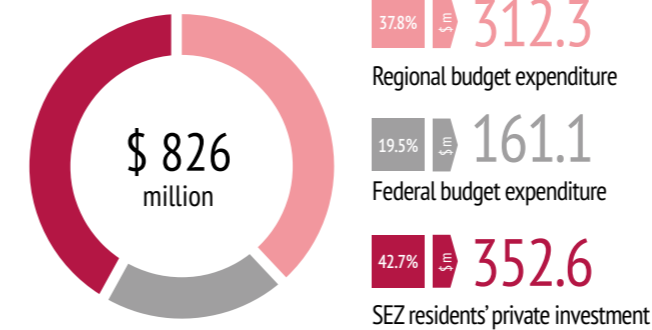
SEZ RESIDENTS, number **50**  
including foreign companies **4**

DISTANCE FROM MOSCOW **0** km

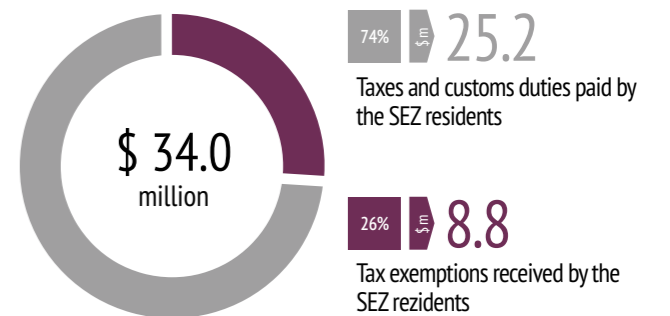
DYNAMICS OF THE SEZ RESIDENTS, number



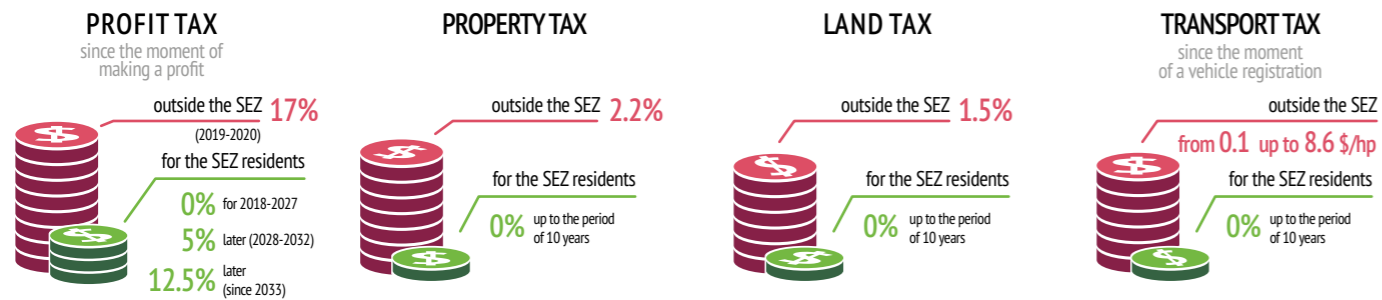
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



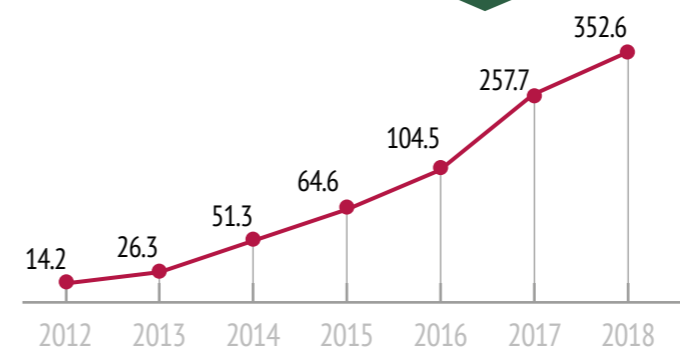
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS: Angstrom JSC, MIKRON PJSC, NCC Ltd, ZITC JSC



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





## Igor ISCHENKO

Acting CEO, JSC "SEZ "Zelenograd"  
(SEZ "Technopolis Moscow")

### SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- 24/7 customs post
- Logistics center
- Personal account manager
- Providing business plans for the acquisition of the SEZ tenant status
- Tenant portal
- Postal service
- One-stop-shop for interaction with the authorities
- High-speed corporate connection to any provider
- Maintenance of utility networks by the SEZ management company staff

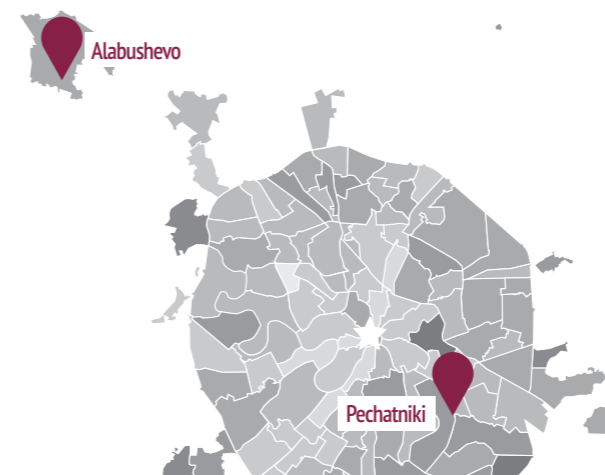
### CONTACTS

Address: Volgogradsky prospect, 42, building 13, Moscow, 109316, Russia

Tel.: +7 (495) 647-08-18

Website: <https://technomoscow.ru>

E-mail: [office@technomoscow.ru](mailto:office@technomoscow.ru)



#### ALABUSHEVO SITE

**141.4 ha**  
Total area

**17 780 m<sup>2</sup>**  
Administrative and business center

**29 033 m<sup>2</sup>**  
R&D and lab spaces (under construction)

#### PECHATNIKI SITE

**335 000 m<sup>2</sup>**  
Ready-to-use industrial space

**29 870 m<sup>2</sup>**  
Office space

**7 200 m<sup>2</sup>**  
Clean rooms for micro-electronics and biotech



### EMPLOYEE TRAINING PROGRAM

Complex practice-oriented employee training system for the managing company and the tenants which covers all education stages



### AMENITIES

- 1 Two congress centers
- 2 Fitness center with a swimming pool
- 3 Children rehabilitation center
- 4 Canteens and cafes



### UTILITIES

**123.55 Megawatts**  
Electric power

**340 Gcal/hr**  
Heat supply

**501.6 m<sup>3</sup>/h**  
Water supply

**16 957 m**  
Length of road network

**0%**

Property tax up to 10 years  
Land tax up to 10 years  
Transport tax up to 10 years

Free customs zone

Corporate profit tax:

**2%**  
up to 2028

**7%**  
2028 – 2032

**14.5%**  
after 2033

Land lease and purchase

**2%\***  
Land lease

**1%**  
Land purchase (of cadastral value)

TOTAL DECREASE OF TAX BURDEN



\* Plus reduction factor



# TECHNOLOGY INNOVATIVE SEZ "TOMSK"

Tomsk Region



The Technology Innovative SEZ "Tomsk" (TI SEZ "Tomsk") established in 2005 and is located on two sites within the city of Tomsk, i.e. on the Northern (76.6 ha) and the Southern (192.4 ha) ones. These sites are provided with all types of ready to use engineering, transport, utility and other infrastructure facilities.

The Southern site is located in an ecologically clean area of the city in the vicinity of both scientific institutes and a residential area of the Tomsk Akademgorodok (the infrastructure belongs to the Tomsk Scientific Centre of the Siberian Branch of the Russian Academy of Science). The site is designed for deployment of companies specializing in the development and manufacture of software, electronic equipment, advanced materials and products of them, medical devices and components, as well as products in other clean industries.

The Southern site has advanced transport accessibility to the center of Tomsk, where

cultural and educational institutions, the Government bodies, universities and social infrastructure of the city are placed.

The Northern site is located in the industrial zone in the immediate proximity to the large oil and chemical company "Tomsk Neftekhim". This site is intended for arranging the chemical, oil-chemical, advanced materials, reagents and other industrial production facilities.

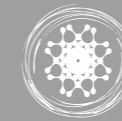
At the end of 2018, 63 companies (including 10 with foreign participation) were the SEZ residents. They invested \$ 222.1 million and created 2 260 jobs.

The SEZ management company assists the SEZ residents with implementing its investment projects at all stages and with doing business in the territory of the SEZ by creating the most favorable conditions for investors.

## DEVELOPMENT PRIORITIES



Information technologies, electronics



Nanotechnologies, new materials



Life sciences and biotechnologies



Resource-conserving technologies

YEAR OF ESTABLISHMENT **2005**

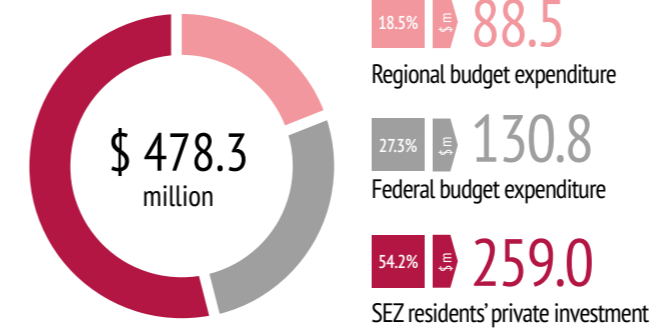
SEZ RESIDENTS, number **63**  
including foreign companies **10**

DISTANCE FROM MOSCOW **2 889 km**  
DISTANCE FROM THE REGIONAL CENTRE (Tomsk) **0 km**

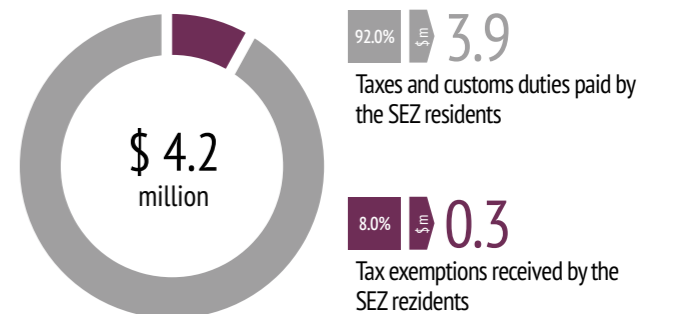
DYNAMICS OF THE SEZ RESIDENTS, number



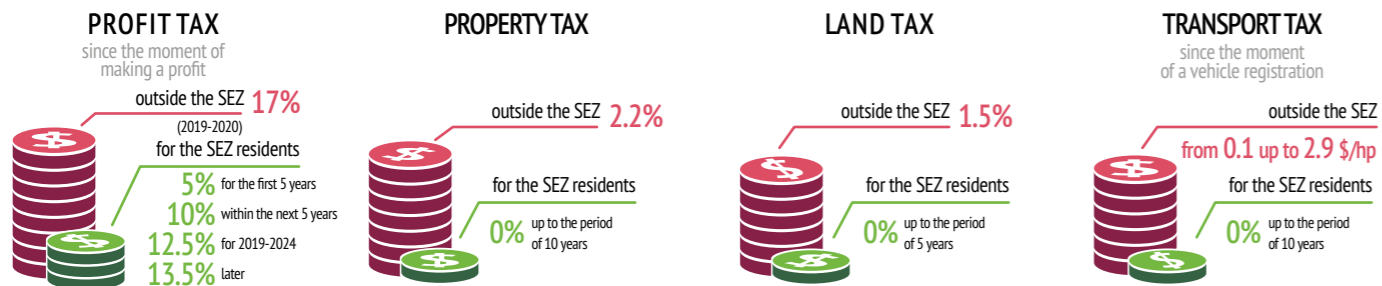
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2018



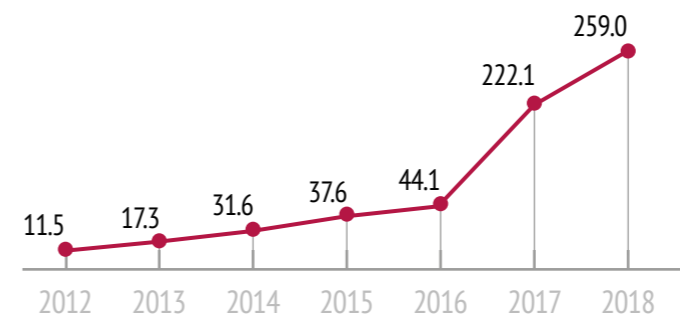
## REGIONAL TAX EXEMPTIONS<sup>1</sup>



### CORE SEZ RESIDENTS



## PRIVATE CAPITAL INVESTMENT (TOTAL) IN THE SEZ, \$ MILLION



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





**Konstantin  
KAMINSKY**

CEO, Technology Innovative SEZ "Tomsk" JSC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-  Technological connection to the SEZ engineering network
-  Organisation of business events, hosting
-  Amenities maintenance
-  Office space, meeting rooms for rent
-  Engineering systems maintenance
-  Engineering services











### CONTACTS

Address: Akademichesky Avenue, 8/8, Tomsk, Tomsk Region, 634055, Russia

Tel.: +7 (3822) 48-86-50

Website: <http://inotomsk.ru/infrastructure/oez>



E-mail: [office@oez.tomsk.ru](mailto:office@oez.tomsk.ru)

 Land area	276 ha	 Capacity of wastewater collection system	208.3 m <sup>3</sup> /h
 Useful land area	52.21 ha	 Gas capacity	2740 m <sup>3</sup> /h
 Area of administrative infrastructure	48050 m <sup>2</sup>	 Heat capacity	10.32 Gcal/hr
 Electrical capacity	4.1 Megawatts	 Length of road network	6700 m
 Water capacity	208.3 m <sup>3</sup> /h	 Average lease price of land per year	\$ 1.4 k/ha in the SEZ \$ 9.8 k/ha in the Tomsk Region

<http://moje-keramik.ru/>

## INVESTMENT PROJECT

Creation of a clinical and technological complex for the development of high-tech medical care in the field of orthopedics and dentistry

 Total investment	<b>\$ 0.6 million</b>
 Project period	<b>2019-2020</b>

MOJE LLC ("MOJE Ceramic-Implante") is a high-tech innovative enterprise specialized in development and production of medical devices designed to restore the lower limb musculoskeletal functions, as well as products used for dental implantation. The country of origin of the brand is Germany.

The company's product portfolio includes endoprostheses of the metatarsophalangeal joints of the foot, wrist joints, proximal interphalangeal, metacarpophalangeal and first carpal-metacarpal joints, head of the radius and ulna made of zircon oxide ceramics. The company is working on launching the production of endoprostheses of the metacarpophalangeal and proximal interphalangeal joints from silicone elastomer.



Production technologies at MOJE LLC allow to implement new engineering solutions quickly. The process of developing a new product (from idea to manufacturing a finished product) takes minimum time. In addition, the company has an opportunity not only to produce serial products, but also to produce individual products for patients with atypical pathologies by digitizing of computed tomography data and creating high-precision copies of individual joints or parts thereof.



 **NIOST LLC**



[www.sibur.ru/obr](http://www.sibur.ru/obr)

## INVESTMENT PROJECT

Development of technologies for producing catalysts, new polymers and additives to them, as well as the production of prototypes of modern polymer materials for special and general purposes

 Total investment	<b>\$ 99.1 million</b>
 Project period	<b>2006-2030</b>

NIOST LLC is the SIBUR's R&D Centre of chemical technologies. SIBUR is the largest holding petrochemical company in Russia. The aim of the R&D Centre is ensuring the company's competitive strength by implementing new advanced engineering solutions and technologies. NIOST LLC is engaged in developing solutions for petrochemical synthesis and catalysis, plastic mass and compounds based on them, testing of additives, oils, and other chemical products being used at the Company's sites, as well as analytic research.

Nowadays, there are 230 highly-skilled professionals, including 40 with academic degrees.

The laboratories are equipped with the advanced analytic equipment of leading manufacturers. Employees' workplaces are fitted according to worldwide standards. The R&D Centre possesses a set of pilot facilities to upscale various petrochemical processes. All the facilities are unique and have been designed by NIOST's specialists.



# TOURISM AND RECREATIONAL SEZ "ARMKHI"

Republic of Ingushetia



YEAR OF ESTABLISHMENT **2011**

DISTANCE FROM MOSCOW **1 770 km**

WEBSITE <http://www.ncrc.ru>

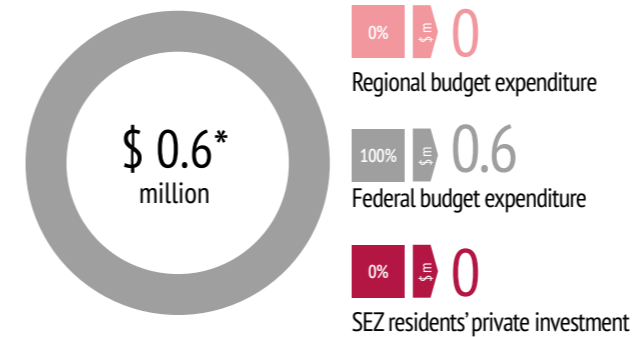
SEZ RESIDENTS, number **1**

DISTANCE FROM THE REGIONAL CENTRE (Magas) **61.3 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Advertising services
- Organization of events
- Catering
- Sports equipment for rent

Tourism and Recreational SEZ "Armkhi" (TR SEZ "Armkhi"), established in December 2011, is located in the Dzheyrakhsy and Sunzhensky districts of the Republic of Ingushetia.

Today the resort infrastructure is represented by the following facilities: 940 m of ski run, including 2 ratracks and an artificial snow system (ASS); 195 m of training run, including ASS, SIS and 165 m T-bar lift; ropeway after reconstruction; 1.4 km of ski runs, including ASS and engineering infrastructure; chair ropeway with a length of about 900 m and capacity of 1 200 passengers per hour.

In 2018, Turistichesky Center LLC was registered as the first resident of the TR SEZ "Armkhi". The SEZ resident is to build cafes, shops, a local history museum, a playground for children.

In the future, it is planned to expand the territory of the resort and include new ski runs, lifts, facilities on the slopes of the mountains, tourist shelters.

In total, the following indicators are to be achieved within the development of Tourism and Recreational SEZ "Armkhi": 8.1 km of ski runs and 3 ropeways.

\* The values are given in dollars here and throughout the "Russian Special Economic Zones: Business Navigator 2019" according to the official average exchange rate of 2018, namely \$ 1 was equal to P 62.54

Land area **20 750.9 ha**

Useful land area **8.4 ha**

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





# TOURISM AND RECREATIONAL SEZ "ARKHYZ"

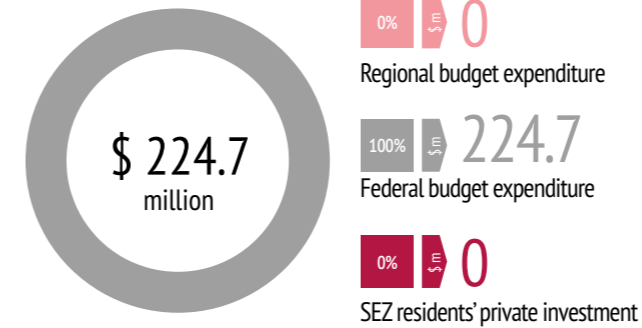
Karachayo-Circassian Republic



YEAR OF ESTABLISHMENT **2010** SEZ RESIDENTS IN 2019, number **32** DISTANCE FROM MOSCOW **1 594 km**  
 DISTANCE FROM THE REGIONAL CENTRE (Cherkessk) **124 km**

DYNAMICS OF THE SEZ RESIDENTS, number	2012	2013	2014	2015	2016	2017	2018
	0	1	6	16	23	26	29

## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Marketing services
- Educational and training services
- Advertising services
- Organization of events
- Catering



The Tourism and Recreational SEZ "Arkhyz" (TR SEZ "Arkhyz") was established in October 2010. It is located in the Zelenchuksky district of the Karachayo-Circassian Republic (Karachay-Cherkess Republic) and serves as a launch pad for the North Caucasian Resorts Cluster. Since the resort was put into operation in December 2013, it has become a popular holiday destination for tourists from the South Federal District, North Caucasus Federal District and other regions of Russia: cumulatively more than a million guests visited the resort.

Today TR SEZ "Arkhyz" has several skiing areas combined by a single ski pass: a south-oriented slope (Romantic and Lunnaya Polyana tourist villages) and a north-oriented slope, the latter of which was opened for the winter season of 2018-2019. In total, within the development of TR SEZ "Arkhyz", Northern Caucasus Resorts JSC (the SEZ management company) built and put into operation 25.5 km of ski runs, 6 lifts, artificial snow systems,

as well as other facilities that ensure operation of the alpine ski complex. By 2021 it is planned to expand the skiing area to 30 km of ski runs with 8 lifts.

The Tourism and Recreational SEZ "Arkhyz" has 32 registered residents with the total declared investment of about \$ 200.5 million. There are 4 hotels and 1 cottage village with a capacity of 738 accommodations, 1 restaurant and entertainment complex, and other facilities in the territory of the SEZ built by the SEZ residents.

The tourist flow to the Tourism and Recreational SEZ "Arkhyz" in 2018 was 287 thousand people, that is by 18% higher than the number of guests in 2017.

Land area	<b>19 052.4 ha</b>	Average lease price of land	<b>\$ 0.1 k/ha</b>
Useful land area	<b>224.6 ha</b>	Electrical capacity	<b>39 Megawatts</b>

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.

## CONTACTS

Address: Testovskaya street, 10, Business Center "The Northern Tower", Moscow, 123112, Russia  
 Tel.: +7 (495) 775-91-22  
 Website: <http://arhyz-resort.ru>  
 E-mail: [info@ncrc.ru](mailto:info@ncrc.ru)

**Khasan TIMIZHEV**  
 CEO, Northern Caucasus Resorts JSC (NCR JSC)



# TR SEZ "BAIKAL HARBOR"

Republic of Buryatia



YEAR OF ESTABLISHMENT **2007**

DISTANCE FROM MOSCOW **5 627.7 km** WEBSITE <http://www.baikalharbor.com>

SEZ RESIDENTS, number **11**

DISTANCE FROM THE REGIONAL CENTRE (Ulan-Ude) **175.6 km**

DYNAMICS OF THE SEZ RESIDENTS, number

12  
2012

10  
2013

14  
2014

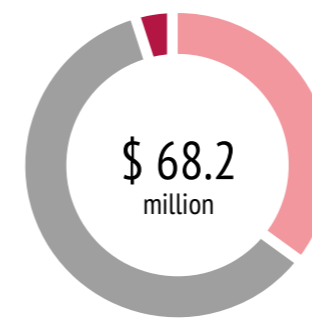
12  
2015

12  
2016

10  
2017

11  
2018

## TOTAL INVESTMENT IN THE SEZ



36.54% \$m **18.8**

Regional budget expenditure

61.88% \$m **48.2**

Federal budget expenditure

1.58% \$m **1.2**

SEZ residents' private investment

The Tourism and Recreational SEZ "Baikal Harbor" (TR SEZ "Baikal Harbor") was established in February 2007 in the territory of Republic of Buryatia. It consists of the following five sites located in the immediate vicinity of the lake Baikal: "Turka" (109.89 ha), "Peski" (333.5 ha), "Mount Bychia" (2341.14 ha), "Bezmyannaya Bay" (381.96 ha), "Goryachinsk" (456.27 ha). The TR SEZ "Baikal Harbor" refers to the key projects for development of tourism in the Republic of Buryatia. At the same time, the territory of the SEZ is the only place where the construction of hotel complexes and other tourism infrastructure at the lake Baikal is allowed.

With the full development of the territory of the TR SEZ "Baikal Harbor", the tourist flow is expected to be more than 1 million people per year, in accordance with the expert assessment of the International Centre for Social and Economic Research ("Leontief Centre").

Currently, all the conditions for accommodation of the SEZ residents have been created at the "Turka" and "Peski" sites. The development of engineering infrastructure of the second stage ("Goryachinsk", "Mount Bychia", "Bezmyannaya Bay") is to be implemented since 2021. Along with this, the work to include the "Mamai" site, located in the Kabansky district of the Republic of Buryatia, into the territories of the SEZ is underway. The "Mamai" site included has all the resources necessary for development of ski, active recreational and other types of tourism. The infrastructure of the site is to be under development since 2020.

Currently, the Tourism and Recreational SEZ "Baikal Harbor" is ready to accommodate the new SEZ residents on vacant land plots with different degrees of readiness of engineering infrastructure, i.e. from completely ready-to-use plots to the plots that are under development.

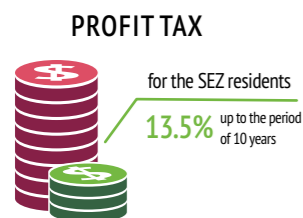
Land area **3 622.76 ha**

Useful land area **1 159 ha**

Average lease price of land **\$ 0.04 k/ha**

Electrical capacity **10 Megawatts**

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



CORE SEZ RESIDENTS

▼ GEO RBK LLC

▼ BaikalSky LLC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Hotel services



Tour agency



Organization of events



Sports equipment for rent



Conference room for rent



Advertising space for rent

## CONTACTS

Address: Borsoeva street, 19B, office 131, the city of Ulan-Ude, Republic of Buryatia, 670000, Russia

Tel.: +7 (3012) 20-02-21

Website: <http://www.baikalharbor.com>

E-mail: [harborbaikal@gmail.com](mailto:harborbaikal@gmail.com)



**Aleksey TOGOSHIEV**

CEO, Tourism and Recreational SEZ "Baikal Harbor"





# TR SEZ "THE TURQUOISE KATUN"

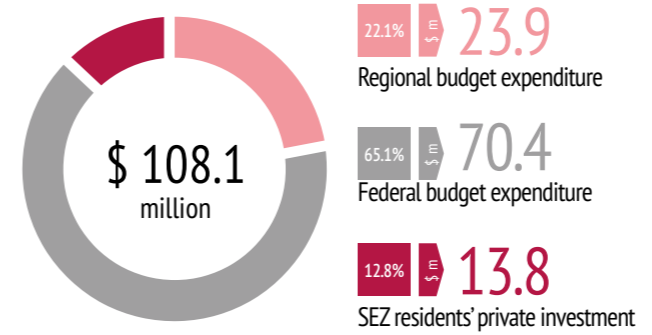
Altai Territory



YEAR OF ESTABLISHMENT **2007** SEZ RESIDENTS, number **24** DISTANCE FROM MOSCOW **3 838 km**  
 DISTANCE FROM THE REGIONAL CENTRE (Barnaul) **288 km**

DYNAMICS OF THE SEZ RESIDENTS, number	17 2012	17 2013	13 2014	16 2015	18 2016	20 2017	24 2018
---------------------------------------	------------	------------	------------	------------	------------	------------	------------

## TOTAL INVESTMENT IN THE SEZ



The Tourism and Recreational SEZ "The Turquoise Katun" (TR SEZ "The Turquoise Katun") was established in 2007 on the left bank of the Katun River, in the area of Mount Red Stone in the Altai municipal district of the Altai Territory.

The TR SEZ "The Turquoise Katun" refers to the largest investment projects in the tourism sector of the Altai Territory. It is a unique complex of natural and extreme tourism infrastructure. The main goal of creating the SEZ is to build one of the best resorts in Russia, aimed at tourists who prefer active recreation and eco-tourism.

The territory of the SEZ "The Turquoise Katun" has a favorable geographical location: in the East and South it has common borders with municipal districts of the Republic of Altai, in the West with the gambling zone "Siberian coin". The Federal resort of Belokurikha is located

in the immediate vicinity of the SEZ.

In the territory of the TR SEZ "The Turquoise Katun" there are natural monuments of Tavdinsky caves. The length of the cliffs with caves along the coastline of Katun is 5 km. Since 2007, more than 3.5 million people have visited the SEZ.

The specific feature of the TR SEZ "The Turquoise Katun" is the combination of the unique natural landscape and mild climate. The TR SEZ "The Turquoise Katun" with an area of 3 326 ha is the largest among all Tourism and Recreational SEZs in Russia.

The crucial advantages of the TR SEZ "The Turquoise Katun" are the availability of ready-to-use infrastructure for construction of tourism facilities and tax exemptions, other preferences provided to the SEZ residents.

Land area	<b>3 329.03 ha</b>	Average lease price of land	<b>\$0.01 k/ha</b>
Useful land area	<b>424.19 ha</b>	Electrical capacity	<b>25 Megawatts</b>

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



- CORE SEZ RESIDENTS
- ▼ Katun LLC
  - ▼ Crossroads of the worlds LLC
  - ▼ Altai Park Hotel LLC
  - ▼ Gallery of Altai LLC
  - ▼ Activ Park LLC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Hotel services
- Organization of events
- Tour agency
- Sports equipment for rent
- Catering

**CONTACTS**

Address: Krasnoarmejskij prospekt, 16-a, the city of Barnaul, Altai Territory, 656043, Russia  
 Tel.: +7 (3852) 65-97-47  
 Website: <http://www.oaokatun.ru>  
 E-mail: [office@oaokatun.ru](mailto:office@oaokatun.ru)



**Sergey SOSHENKO**  
 CEO, Tourism and Recreational SEZ "The Turquoise Katun" JSC

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





# TOURISM AND RECREATIONAL SEZ "VEDUCHI"

Chechen Republic



YEAR OF ESTABLISHMENT **2013**

DISTANCE FROM MOSCOW **1 917.6 km**

WEBSITE <http://veduchi-resort.ru>

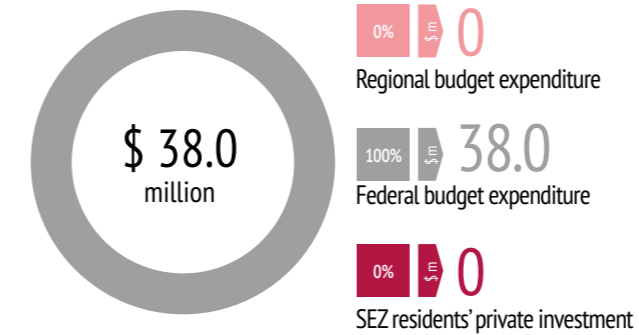
SEZ RESIDENTS, number **3**

DISTANCE FROM THE REGIONAL CENTRE (Grozny) **84 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Educational and training services
- Catering
- Organization of events
- Sports equipment for rent

The Tourism and Recreational SEZ "Veduchi" (TR SEZ "Veduchi") was established in October 2010. The SEZ is located in the Itum-Kalinsky district of the Chechen Republic, 80 km from the city of Grozny. The resort was officially opened in January 2018.

The following ski infrastructure facilities operate in the territory of TR SEZ "Veduchi": 1 ski run with a length of about 975 m; 1 chair ropeway; training area for beginner skiers with 1 unsupported lift; a separate area with a children's park served by a conveyor lift (travelator); mobile artificial snow system; slope illumination system; administrative building.

Currently 3 private investors with the total declared investment of more than \$ 192 million have been assigned the SEZ resident status. Of these, 2 companies received the SEZ resident status in 2018. Regarding the development of commercial infrastructure in the

territory of TR SEZ "Veduchi" in 2018, 2 hotels with 273 accommodations were built and a restaurant, ski equipment rental, shop and other facilities are functioning.

In order to expand the options of summer recreation and sports, by the summer of 2019 a bike park was built. It has cycling routes of 2 difficulty categories: "green" and "blue" with a total length of more than 3 kilometres, as well as training areas.

The tourist flow to the youngest resort of NCFD in 2018 was 1 331 people.

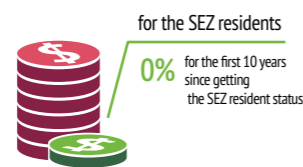


## REGIONAL TAX EXEMPTIONS<sup>1</sup>

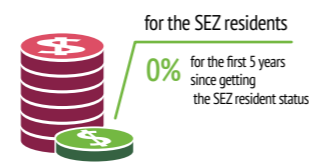
### PROFIT TAX



### PROPERTY TAX



### LAND TAX



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





# TOURISM AND RECREATIONAL SEZ "GATE OF BAIKAL"

Irkutsk Region



YEAR OF ESTABLISHMENT **2007**

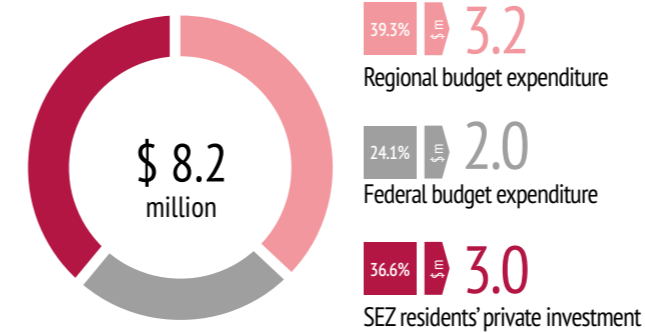
SEZ RESIDENTS, number **7**

DISTANCE FROM MOSCOW **5 321** km  
DISTANCE FROM THE REGIONAL CENTRE (Irkutsk) **149** km

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Engineering services
- Consultancy services
- Marketing research
- Technological services



**Sergei IVANOV**

CEO, Tourism and Recreational SEZ "Irkutsk" JSC

The Tourism and Recreational SEZ "Gate of Baikal" (TR SEZ "Gate of Baikal"), established in September 2010, is located on the southern shore of Lake Baikal at the foot of the Khamar-Daban mountain range in the city of Baikalsk. The Trans-Siberian Railway and the federal highway M-55 "Baikal" pass close to the SEZ. The distance to Irkutsk International Airport is 150 kilometers. The area has a comfortable climate: in winter the temperature difference ranges from -5 to -15 C, in summer - from +22 to +25 C.

In the spring of 2018, the construction of the engineering infrastructure of the SEZ began in the territory of the TR SEZ "Gate of Baikal". Phased commissioning of the infrastructure is scheduled from 2019 to 2023.

In the Tourism and Recreational SEZ "Gate of Baikal" operates a ski resort "Mountain

Sobolinaya". The resort has 7 ski lifts, 12 slopes for skiing and snowboarding. The elevation difference is 500 meters. The capacity of the resort is more than 3 thousand people per day. The skiing season lasts from November to May, the thickness of the snow cover is about 2 metres. Competitions are held annually in alpine skiing and snowboarding of federal and international importance.

In 2018 the SEZ was visited by more than 250 000 people. The resort "Mountain Sobolinaya" in 2018 entered the top 5 best ski resorts in Russia.

The SEZ management company (SEZ "Irkutsk" JSC) provides administrative support to investors at all stages of obtaining the status of a SEZ resident from the formation of an application to the conclusion of an agreement and a lease agreement for a land plot.



## REGIONAL TAX EXEMPTIONS<sup>1</sup>

### PROFIT TAX



### PROPERTY TAX



CORE SEZ RESIDENTS

▼ BSR "Mountain Sobolinaya" Ltd

▼ Vector Baikalsk Ltd

▼ Baikal Alpika Ltd

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.



# TR SEZ "ZAVIDOVO"

Tver Region



YEAR OF ESTABLISHMENT **2015**

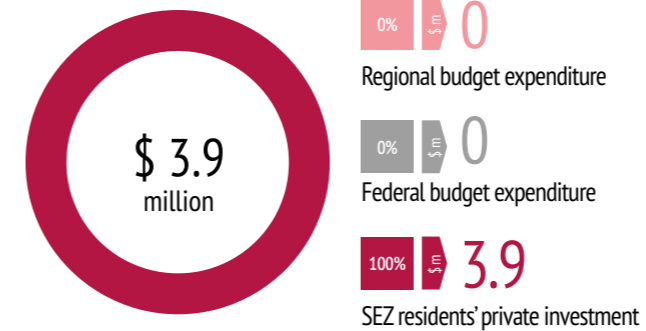
SEZ RESIDENTS, number **3**

DISTANCE FROM MOSCOW **100 km**  
DISTANCE FROM THE REGIONAL CENTRE (Tver) **50 km**

## DYNAMICS OF THE SEZ RESIDENTS, number

2012	2013	2014	2015	2016	2017	2018
-	-	-	0	0	0	3

## TOTAL INVESTMENT IN THE SEZ



The Tourism and Recreational SEZ "Zavidovo" (TR SEZ "Zavidovo"), established in April 2015, is the only Tourism and Recreational SEZ in the Central Federal District of the Russian Federation. The purpose of the SEZ is to attract private investment in a world-class all-season resort. This SEZ site is specialised in family, outbound and business tourism, as well as further development of the tourism industry in the Tver Region.

The territory of the TR SEZ "Zavidovo" with a total area of 380 ha is located in 50 km from the city of Tver, or in 100 km from the city of Moscow, or in 600 km from the city of St. Petersburg, in the immediate vicinity of the Zavidovo National Park (125 thousand ha). Currently, it takes an hour to come from Moscow to Zavidovo by car by using the highway M11 opened in the summer of 2019. Also, a high-speed electric train "Lastochka" has a train station in Zavidovo, it takes 1 hour 15 minutes to come from Leningradsky train station (in Moscow) to Zavidovo.

Location of the Tourism and Recreational SEZ "Zavidovo" is considered to be unique due to ecologically clean area on the shore of the so called "Moscow Sea" (Ivankovo Reservoir,

placed on the Volga river). The mouth of the Doibitsa River and the forest fund create a unique landscape of the resort, attracting tourists from all over Russia and from abroad.

The main tourist flow of the resort is formed by the metropolitan region, as more than 20 million people live in a radius of 150 km from the SEZ, as well as the main railway and air hub of the country are placed at this distance.

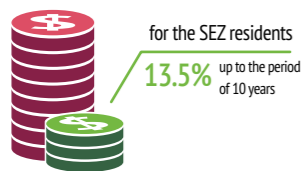
Currently, more than \$160.0 million of the SEZ residents' private investment are made in construction of the tourist infrastructure of the Tourism and Recreational SEZ "Zavidovo". The hotel "Radisson Resort, Zavidovo", apart-hotel, sports, entertainment and tourism complexes with golf academy course, landscape park were built here. In 2018, over 150 thousand people have already been to the TR SEZ "Zavidovo". By 2023, the tourist flow is planned to be 300 thousand people per year and higher.

Land area **380 ha**

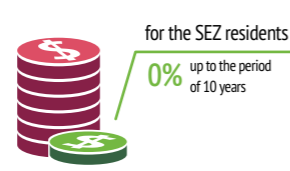
Useful land area **347 ha**

## REGIONAL TAX EXEMPTIONS<sup>1</sup>

### PROFIT TAX



### PROPERTY TAX



### LAND TAX



### CORE SEZ RESIDENTS

▼ Zavidovo Airport LLC

▼ Zavidovo Territory LLC

▼ Mercury LLC

## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Engineering services
- Consulting services concerned with commercial activities
- Marketing research
- Technological services

### CONTACTS

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**Vasilij SHCHERBAKOV**  
Acting CEO, Tourism and Recreational SEZ "Zavidovo" JSC

<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.



# TOURISM AND RECREATIONAL SEZ "MATLAS"

Republic of Dagestan



YEAR OF ESTABLISHMENT **2011**

DISTANCE FROM MOSCOW **1 905.2 km**

WEBSITE <http://www.ncrc.ru>

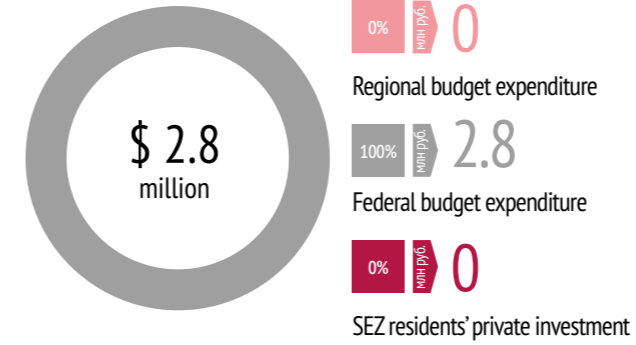
SEZ RESIDENTS, number **0**

DISTANCE FROM THE REGIONAL CENTRE (Makhachkala) **155 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Educational and training services
- Catering
- Organization of events
- Sports equipment for rent

Tourism and Recreational SEZ "Matlas" (TR SEZ "Matlas"), established in October 2010, is located in the territory of the Khunzakhsky district of the Republic of Dagestan. The SEZ is the future pearl of the Resorts Cluster "Height 5642".

The capacity of the resort is to be 18 500 people per day, and after launching its first stage, the resort is to accommodate up to 6 800 people. Currently, land surveying has been completed, all necessary conditions for development of urban construction documentation and subsequent design are provided.

In accordance with the development strategy of Northern Caucasus Resorts JSC, an all-weather tourism and recreational complex in the territory of the TR SEZ "Matlas" is expected to be developed after 2025.

Land area **2 308.9 ha**

## REGIONAL TAX EXEMPTIONS<sup>1</sup>



<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.







# TOURISM AND RECREATIONAL SEZ "ELBRUS"

Kabardino-Balkarian Republic



YEAR OF ESTABLISHMENT **2010**

DISTANCE FROM MOSCOW **1 732.5 km**

WEBSITE <http://resort-elbrus.ru>

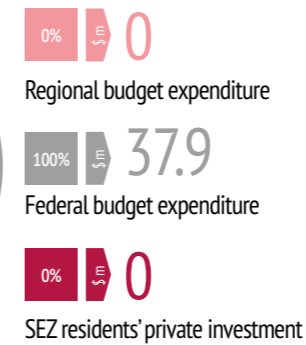
SEZ RESIDENTS, number **0**

DISTANCE FROM THE REGIONAL CENTRE (Nalchik) **128.1 km**

DYNAMICS OF THE SEZ RESIDENTS, number



## TOTAL INVESTMENT IN THE SEZ



## SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Educational and training services
- Catering
- Organization of events
- Sports equipment for rent

The Tourism and Recreational SEZ "Elbrus" (TR SEZ "Elbrus"), established in October 2010, is located in the highland area of the Elbrus Region and represents a popular place on the tourist map of Russia.

Today the resort has the following infrastructure: 15.4 km of equipped ski runs, 7 lifts, including 3 modern gondola ropeways (the third stage of the ropeway has become the highest in Europe, extending from Mir station to Gara-Bashi station, 3 847 m), as well as about 800 accommodations of different comfort level.

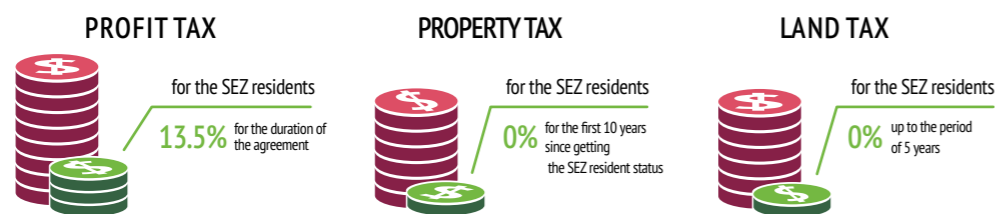
In 2017 and 2018, TR SEZ "Elbrus" was the winner of the Sport Industry Leaders prize in the category The Best Ski Resort in Russia that was awarded within the International Congress of Winter Sports, Tourism and Active Recreation.

The possibility of developing the Tourism and Recreational SEZ "Elbrus" is under consideration. In the future, it is proposed to create an additional access point to the slopes of the Mount Elbrus and to expand skiing area in the eastern mountainous part of the SEZ by construction of 3 new gondola lifts, 7.4 km of ski runs, engineering and transport infrastructure.

The tourist flow to the resort in 2018 was 443 thousand people, or 7% increase in the number of guests compared to the indicators of 2017.



## REGIONAL TAX EXEMPTIONS<sup>1</sup>

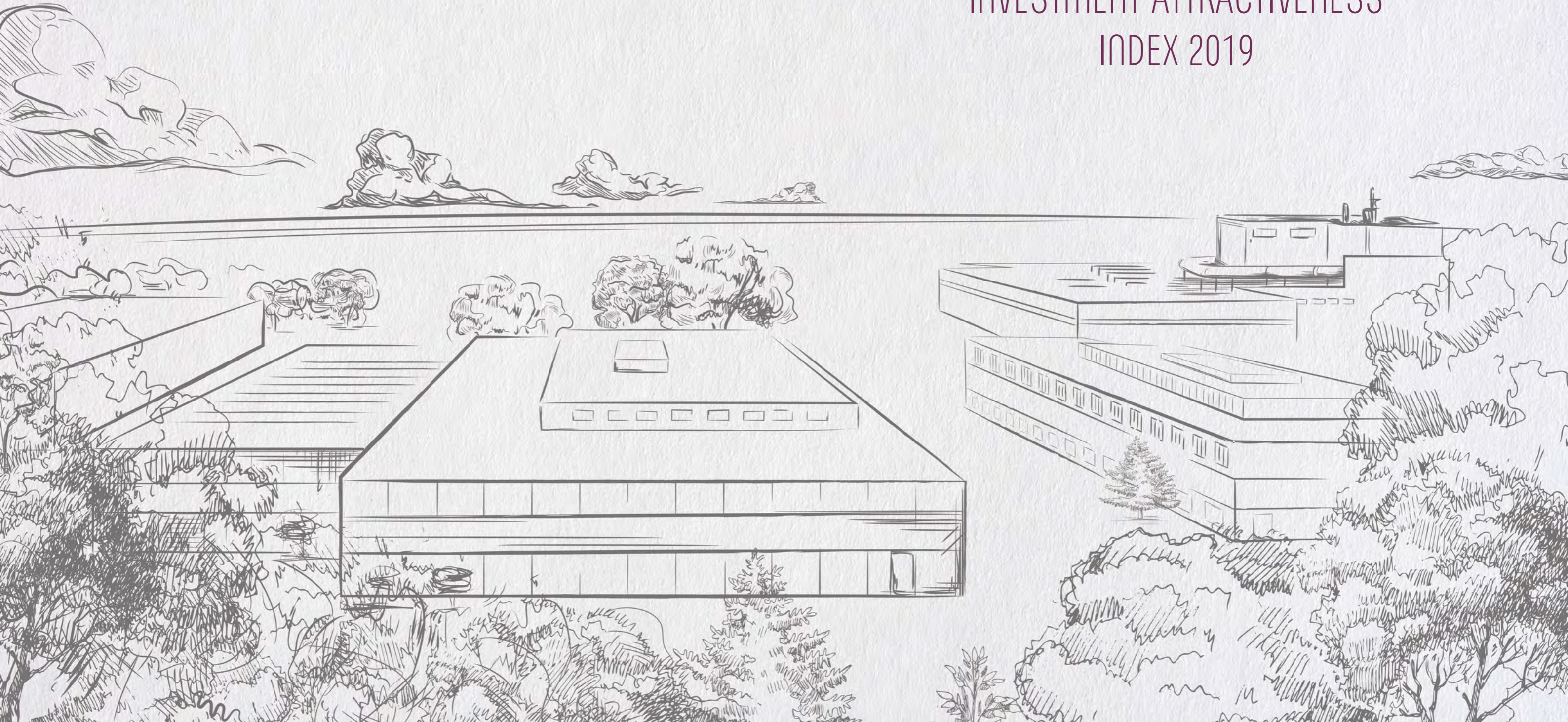


<sup>1</sup> Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 24-25.





ABOUT THE III NATIONAL SEZS  
INVESTMENT ATTRACTIVENESS  
INDEX 2019





# ABOUT THE III NATIONAL SEZ INVESTMENT ATTRACTIVENESS INDEX 2019

**PURPOSE** is to identify the most investment attractive Russian Special Economic Zones, to assess the current level of development of Special Economic Zones, their investment attractiveness, and favourable conditions for implementation of investment projects in the SEZs.

## SEZs TO BE ASSESSED

9 IP SEZ  
INDUSTRIAL PRODUCTION SEZs

6 TI SEZ  
TECHNOLOGY INNOVATIVE SEZs

1 PORT SEZ  
PORT SEZ

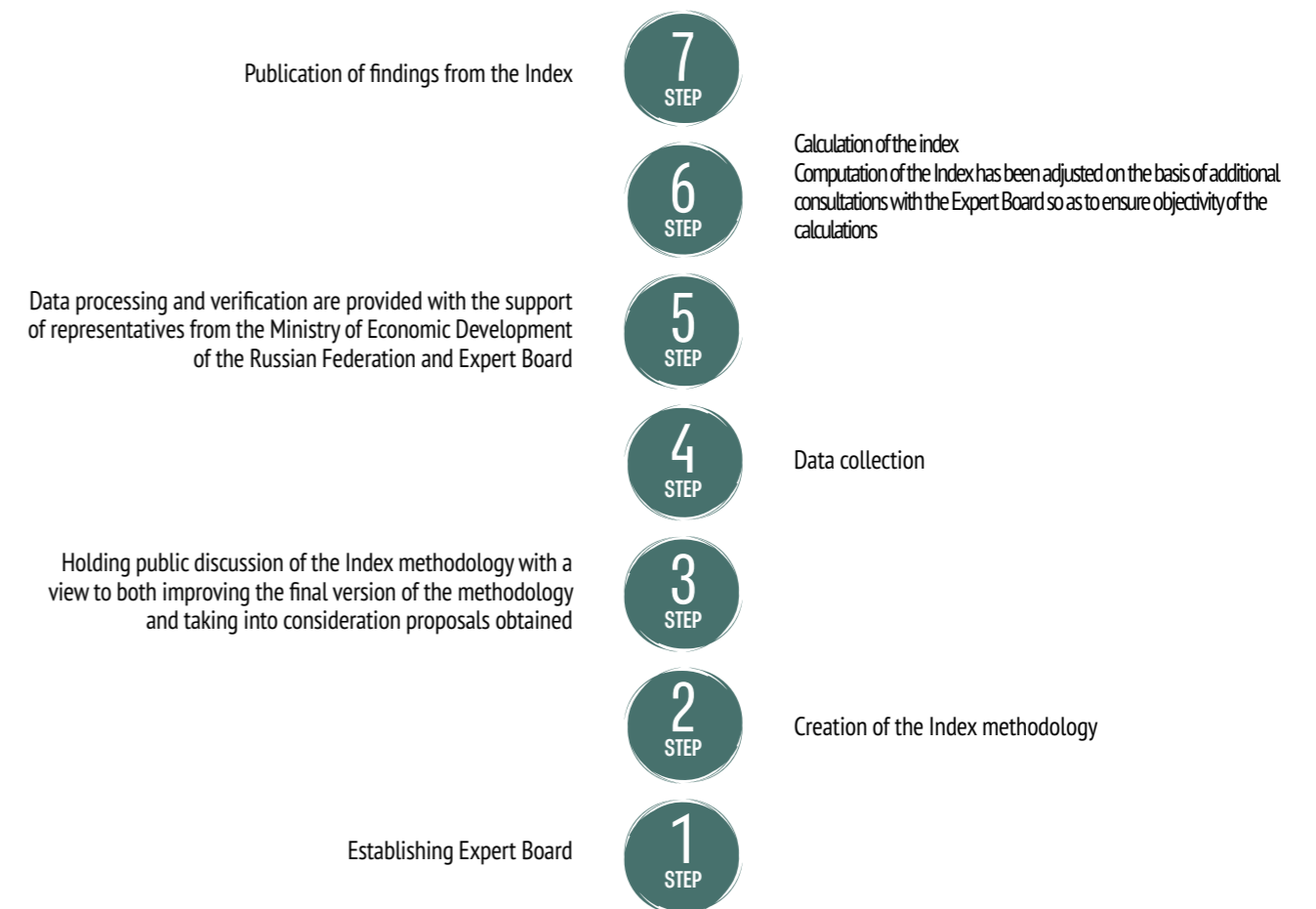
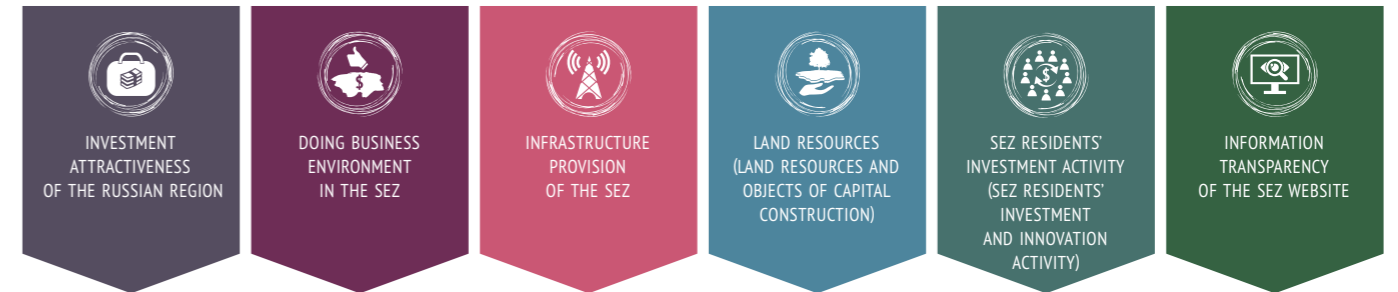


## KEY PRINCIPLES OF THE INDEX

- 1 **Transparency:** discussion of the Index methodology with the representatives of the Expert Board, SEZ management companies, regional executive bodies, development institutions, non-governmental organisations etc.; publication of the methodology and key analytical calculations in open sources; submitting the Index results to all stakeholders.
- 2 **Objectivity of the methodology:** formation of an independent Expert Board in order to provide objectivity and transparency of the Index methodology in all stages of assessment procedure
- 3 **Objectivity of information:** the Index is based on the use of the statistical data obtained from SEZ management companies, the Ministry of Economic Development of the Russian Federation and other open sources as well as from the expert assessments, which were provided by the SEZ residents and representatives of the business community
- 4 **Consideration of the most significant factors:** only indicators that measure the investment attractiveness of a SEZ in the best way, in the opinion of industry experts, investors and SEZ residents, are taken into account in the Index methodology

## THE INDEX METHODOLOGY IN 2019

The Index methodology is based on comprehensive assessment of investment attractiveness of SEZs, and favourable conditions for attracting national and foreign investors, involving 28 indicators grouped into 6 pillars:



## KEY SOURCES OF INFORMATION, WHICH ARE NECESSARY FOR CALCULATING THE INDEX

- Official statistics
- Questionnaire (survey) conducted among the SEZ management companies
- Survey conducted among the SEZ residents
- Experiments involving assessment of information transparency of the SEZs
- Experiment with a foreign investor



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\* All the positions are valid as at 2019



# ANALYSIS OF THE INDEX RESULTS

OF BOTH THE INDUSTRIAL PRODUCTION SEZs (IP SEZs) AND PORT SEZ

## IP SEZ "ALABUGA"

REPUBLIC OF TATARSTAN



1 place

IP SEZ "Alabuga" is the leader according to the results of the III National SEZs Investment Attractiveness Index 2019. For several years in a row, the SEZ has been an unchanged leader among Industrial Production SEZs of Russia (IP SEZs) in terms of the number of the SEZ residents attracted (4-5 residents annually, indicator 2.2), and of the SEZ residents' investment relative to the useful land area occupied by the SEZ residents (\$ 2 886.77 thousand/ ha, indicators 2.2, 5.1). At the same time, the share of the occupied area in the total useful area of the SEZ is 32.61% (indicator 4.1), this is slightly less than the average Russian value for the IP SEZs and a Port SEZ that is 33.33%.

The high investment attractiveness of the IP SEZ "Alabuga" is due to, first of all, favorable conditions provided for doing business in the SEZ. In particular, there are relatively low leasing price of the land (3.62% of the regional value, or \$ 0.59 thousand/ ha per year, indicator 4.2) and selling price of the land (2.53% of the regional value, \$ 1.90 thousand/ ha, indicator 4.3) in the SEZ. The SEZ management company has a significant set of competencies for attracting foreign investors, and as a result, the SEZ residents with foreign participation account for 40.91% of the total number of the SEZ residents.

## IP SEZ "LIPETSK"

LIPETSK REGION



2 place

IP SEZ "Lipetsk" occupies a leading position in terms of the investment activity of the SEZ residents and in doing business environment in the SEZ. The SEZ is the best among IP SEZs of Russia by the ratio of the actual number of SEZ residents to the planned number cumulatively since the establishment of the SEZ (110,71%). It is one of the three strongest IP SEZs in terms of the SEZ residents' investment relative to 1 ha of useful land area occupied by the SEZ residents (\$ 2 363.66 thousand/ha), investment attractiveness of the SEZ infrastructure (SEZ residents' private investment are equal to \$ 5.51 per \$ 1 of the budget expenditure in infrastructure, indicators 2.4, 5.1, 5.2).

The advanced road infrastructure operates in the SEZ with the aim of ensuring favorable conditions for doing business. Railway lines and the Lipetsk International Airport are located in the vicinity of the SEZ. In the interests of residents of the SEZ, the customs infrastructure of the SEZ has been created. It includes a customs post in the territory of the SEZ and provides the possibility of electronic declaration of goods, parking for trucks and cars, etc.

The Centre for support of investment projects on the one-stop-shop principle was created in order to reduce administrative barriers and increase the effectiveness of interaction between the SEZ residents with the state and local authorities, as well as to reduce time and financial costs, provide more comfortable public and business services. The SEZ management company is aimed

at attracting foreign investors, as evidenced by provision of high quality information of the SEZ management company at the request of a potential SEZ resident (indicator 2.7).

IP SEZ "Stupino Quadrat" is the only private Industrial Production Special Economic Zone participating in the 2019 ranking. The SEZ is the undisputed leader in infrastructure provision of the SEZ, as it has a high share of vacant infrastructure (36.57%, indicator 3.2), mainly due to the accelerated improvement in engineering, social infrastructure: water and electricity supply facilities, street water intake, rainwater, sewage treatment plants, roads, street lighting networks, etc. have been put into operation. The construction of the KNAUF hotel has begun. As a result, more than 80% of the capacities of power and gas supply facilities are vacant and ready-to-use.

The IP SEZ "Stupino Quadrat" occupies a strong position in the pillar P5 "Investment activity of SEZ residents", as the IP SEZ "Stupino Quadrat" provides the SEZ residents with tax exemptions and other preferences on a par with other Special Economic Zones of Russia. The SEZ management company contributes to the rapid implementation of investment projects of the SEZ residents, since it gives them the opportunity to buy a land plot before the implementation of their investment projects in Russia, what is a significant advantage of the IP SEZ "Stupino Quadrat" (i.e. the private SEZ) from all other SEZ of Russia (i.e. a mixed, or state and private, form of ownership). In addition, the SEZ management company provides construction services in-house (indicator 3.4) for the benefit of investors.

IP SEZ "Moglino" is a leader in the provision of land resources, infrastructure, information transparency of the SEZ website. The SEZ shows the best result on leasing and selling prices of the land in the territory of the SEZ in relation to the regional value (0.37%, or \$ 0.02 thousand/ha per year, and 0.63%, or \$ 0.10 thousand/ha, respectively, indicators 4.2, 4.3). An advantageous feature of the SEZ is its transport accessibility (1 km from the nearest federal general-purpose highway).

The high investment attractiveness of the SEZ is also facilitated by the ability of the SEZ management company to do construction work in-house. The competencies of the SEZ management company of the SEZ allow residents to provide quality services of supporting the design processes, technological connection, a wide range of operational services, as well as services of technical supervision and general contractor.

In addition, the SEZ management company guarantees considerable assistance for the SEZ residents in dealing with necessary technical procedures, marketing support of their projects, organising the interaction among and between the SEZ residents and higher and secondary educational institutions in the region, developing business plans.

In order to ensure the most comfortable conditions for foreign investors entering to the Russian market, the IP SEZ "Moglino" formed a pool of partners (in tax, legal, engineering consulting, design, construction, etc.). These partners work in Russia and abroad and have extensive experience working with foreign businesses in Russia.

Thanks to this approach, the SEZ management company has gained serious experience of working not only with Russian but also with foreign investors, which account for more than 50% of the total number of residents of the SEZ "Moglino" today.

## IP SEZ "STUPINO QUADRAT"

MOSCOW REGION



3 place

## IP SEZ "MOGLINO"

PSKOV REGION



4 place



## IP SEZ "KALUGA"

KALUGA REGION



5 place

The IP SEZ "Kaluga" takes the 5th place among the IP SEZs in terms of ensuring favorable conditions for doing business. The SEZ is characterized by a rather high average annual number of the residents attracted to the SEZ (2-3 companies annually, indicator 2.2), and high investment attractiveness of the SEZ infrastructure: \$ 1 of budget expenditure in the SEZ infrastructure generates \$ 4.32 of the SEZ residents' private investment (indicators 2.4, 5.1, 5.2).

As far as attracting new investors is concerned, the SEZ management company promptly and efficiently responds to their requests. It is aimed at attracting foreign investors (indicator 2.6). The SEZ management company renders potential SEZ resident's services in business planning, construction control, provision of premises for rent and events. The IP SEZ "Kaluga" leads in the speed of obtaining a construction permit (indicator 2.1). Also, the SEZ management company acts as a guide and a mentor in interactions with other state institutions and banks.

The highest among all IP SEZs in Russia the survival rate of residents in the IP SEZ "Kaluga" should be highlighted too (indicator 2.8). This is a consequence of the effective, well-coordinated work of the SEZ management company, regional authorities, development institutions in terms of supporting the SEZ residents.

## IP SEZ "TOGLIATTI"

SAMARA REGION



6 place

In the current year's ranking, the IP SEZ "Togliatti" is among the five strongest SEZs in terms of infrastructure provision. The share of vacant infrastructure is 77.55%.

The selling price of a land plot in the SEZ is 2.81% relative to the regional value (the 3rd place among the IP SEZs, indicator 4.3), what helps to attract potential SEZ residents. The latter is evidenced by the high volume of the SEZ residents' investment to the useful land area occupied by the SEZ residents (the 3rd place, \$ 2 010.31 thousand/ha, indicator 5.1).

The SEZ management company provides an individual approach and promptly responds to new requests from potential residents. In the interests of investors, the SEZ management company provides a wide range of services, from consulting to assistance to residents, business planning and drawing other necessary documents, doing in-house the full range of construction work (indicator 3.4) and repair work at a competitive price in the regional market. All these measures significantly simplify the implementation of the SEZ residents' investment projects and a result of the efficient work of the SEZ management company.

IP SEZ "Uzlovaya" refers to top 5 of the strongest IP SEZs in terms of investment activity of SEZ residents, and informational transparency of the SEZ website. The SEZ takes the 3rd place by the annual average number of the residents attracted to the SEZ (3-4 residents, indicator 2.2). One of the main competitive advantages of the SEZ management company is that the lands of the IP SEZ "Uzlovaya" belong to the Tula Region Development Corporation JSC, what simplifies the procedure for leasing or redeeming land plots.

The SEZ management company works closely with the Corporation "SME" JSC, MSP Bank JSC, Sberbank PJSC, Gazprombank PJSC and takes an active part in helping residents obtain finance.

Given a high share of the SEZ infrastructure consumed by the SEZ residents (97.28% of the total infrastructure facilities installed), the SEZ exceeds the plan for constructing infrastructure facilities (indicators 3.1, 3.2).

The volume of the SEZ residents' private investment is equal to \$ 111.05 million, or \$ 933.44 thousand per 1 ha to the useful land area occupied by the SEZ residents (indicator 5.1). At the same time, \$ 1 of the budget expenditure in infrastructure accounts for \$ 7.51 of the SEZ residents' private investment (the 2nd place among all IP SEZs, indicator 5.2).

## IP SEZ "UZLOVAYA"

TULA REGION



7 place

The Port SEZ "Ulyanovsk" belongs to the most promising SEZs of Russia in terms of the dynamics of development. The inclusion of the SEZ site in the III National SEZs investment Attractiveness Index 2019 is explained by the fact that it is not only the only Port Special Economic Zone, but also the most universal type of SEZs. In its territory it is permitted to conduct port activities (providing for production, warehousing, storage of goods, trade in goods, etc.), as well as construction, reconstruction and operation of infrastructure facilities for a river port and airport.

The Port SEZ "Ulyanovsk" is one of top 3 of the SEZs in Russia in terms of infrastructure provision, since it has a high share of vacant infrastructure (39.03%, indicator 3.2) and over-fulfills the plan for the construction of infrastructure facilities (indicator 3.1).

The production department of the SEZ management company provides in-house technical customer services and technical supervision. In particular, the construction control during the construction of the anchor resident plant of PROMTECH-Ulyanovsk JSC made it possible to significantly optimise investor expenses.

Specialists of the SEZ management company interact as closely as possible with the authorities, financial institutions of public and private partnership. So, the Port SEZ "Ulyanovsk" meets the modern requirements of doing business. It has all the necessary capacities and is an ideal platform for the rapid and effective development of new investment projects.

## PORT SEZ "ULYANOVSK"

ULYANOVSK REGION



8 place



## IP SEZ "TITANIUM VALLEY"

SVERDLOVSK REGION



9 place

investments accounts for \$ 2.24 of the SEZ residents' investments (cumulatively since the beginning of the establishment of the SEZ).

The 2019 ranking results emphasize such strengths of the IP SEZ "Titanium valley" as providing favorable conditions for doing business in the SEZ (pillar P2), high price attractiveness of SEZ land plots on the market of the Sverdlovsk Region. The SEZ enters the top 3 of the IP SEZs in the pillar P4 "Land resources".

The following fact highlights the high efficiency of using the territory of the SEZ: despite of the fact that most of the areas in the SEZ are vacant for investors (37.41% of the total useful land area is occupied by the SEZ residents, indicator 4.1), the SEZ takes the 4th place (out of 10 places) by volume of the SEZ residents' investment, i.e. \$ 1 149.63 thousand per hectare of useful area of the SEZ occupied by the SEZ residents (indicator 5.1).

The SEZ is actively developing infrastructure for the benefit of investors. Despite of the fact that the SEZ is one of the five leading IP SEZs by the share of vacant infrastructure, i.e. 24.69% (indicator 3.2), the IP SEZ "Titanium valley" continues to build infrastructure facilities (electricity, heat, water supply, etc.). The ratio of actually constructed infrastructure is 110.71% of the planned value (indicator 3.1). The volume of funds of the SEZ management company (federal and regional budgets expenditure made in the infrastructure of the SEZ) is \$ 49.63 million. Thus, \$ 1 of budget

## IP SEZ "LOTUS"

ASTRAKHAN REGION



10 place

programmes in oil and gas industry. Additionally, the SEZ management company is establishing contacts with the trade missions of the Russian Federation in the Federal Republic of Germany, the Kingdom of the Netherlands, the Republic of Finland, as well as the business community abroad. The SEZ is building up potential in specialized market niches, namely, the markets of shipbuilding, dredging equipment, oil and gas equipment, equipment for fishing vessels, ship furniture, fittings, and finishing materials for shipbuilding.

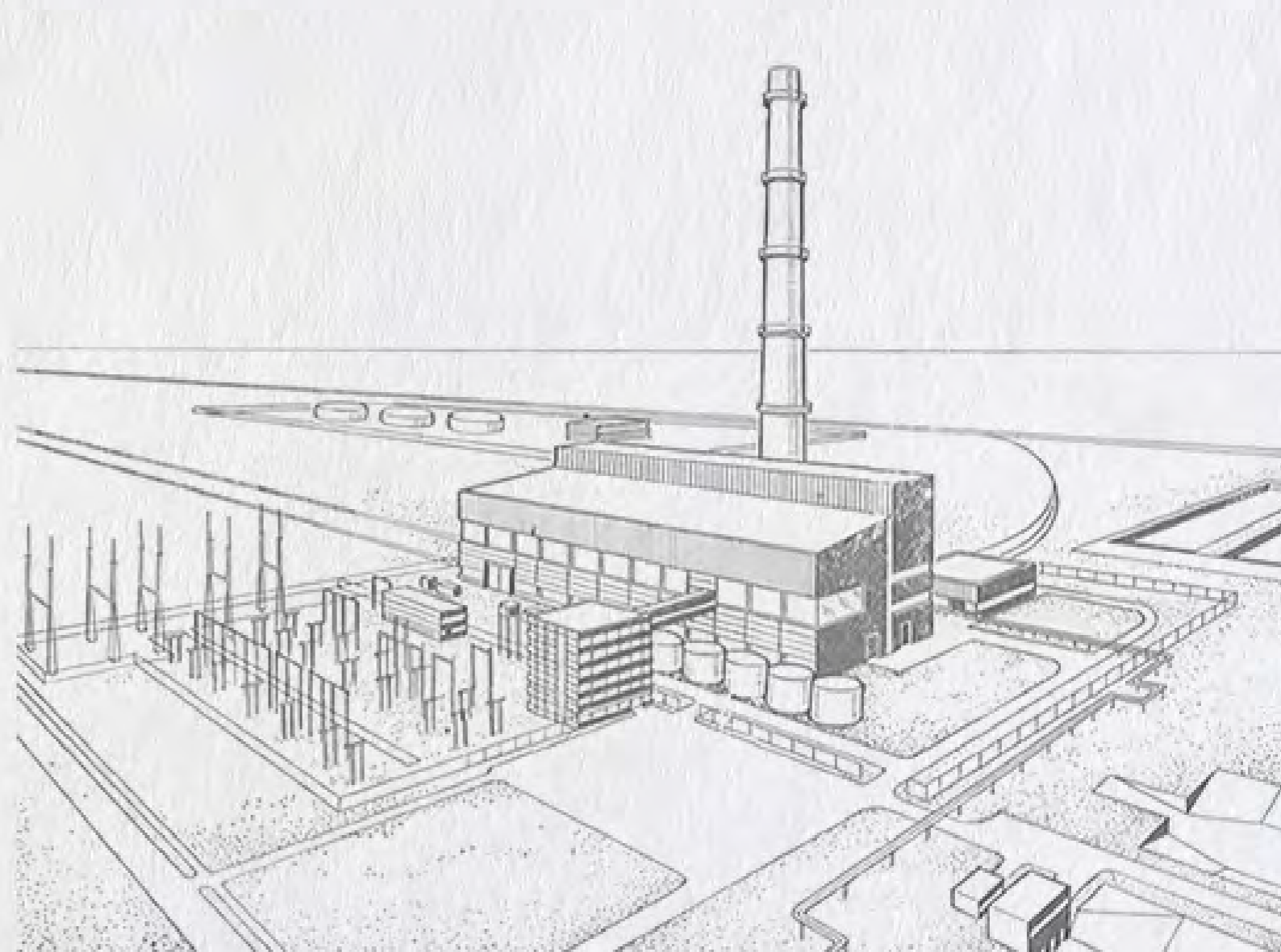
The SEZ is second to none in the quality and information content of the SEZ website, in convenience of using the user interface for Russian and foreign investors (pillar P6 "Information transparency of the SEZ website").

IP SEZ "Lotus" belongs to the most promising IP SEZs in terms of developing its investment attractiveness. The Astrakhan Region is the leader in terms of investment activity, as evidenced by the highest level of fixed capital investment among the IP SEZs (34.23% of gross regional product, indicator 1.1.1).

Favorable conditions for doing business in the SEZ are provided by the minimum tax burden for a potential SEZ resident in the region (indicator 1.1.2). Convenient location of the SEZ (i.e. high transport accessibility of the SEZ, indicator 3.3) is another competitive advantage of the SEZ. In addition, the SEZ is one of the top 5 of IP SEZs in terms of leasing price of the land related to the market price in the region (\$ 0.35 thousand/ha per year, or 3.99% of the regional value, indicator 4.3). As a result, in the SEZ in 2018, the number of residents increased from 8 to 11 companies, of which 2 companies are with foreign participation. The SEZ has the smallest share of the land area occupied by the SEZ residents among the IP SEZs (18.93% of the SEZ useful land area, indicator 4.1), which provides investors with a wider choice of land plots.

Representatives of the SEZ management company, together with the Government of the Astrakhan Region, participate in establishing business relations with Gazprom PJSC and LUKOIL PJSC regarding the use of the opportunities of the SEZ in implementing import substitution

# RESULTS OF THE INDEX 2019 RANKING OF BOTH THE INDUSTRIAL PRODUCTION SEZS (IP SEZS) AND PORT SEZ IN DETAIL. CONSOLIDATED TABLES





# INDUSTRIAL PRODUCTION SEZ "ALABUGA" (REPUBLIC OF TATARSTAN)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ**	Score of the best SEZ
	<b>Index</b>	<b>1</b>	<b>-//-/-</b>	<b>9.88</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
	<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>	<b>4</b>	<b>-//-/-</b>	<b>1.435</b>	<b>1.315</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.584</b>
	<b>SUBSET 1.1: Economic and investment effectiveness</b>	<b>6</b>	<b>-//-/-</b>	<b>1.607</b>	<b>1.670</b>	<b>IP SEZ "Lipetsk"</b>	<b>2.256</b>
1.1.1	Fixed capital investment, % of Gross regional product	2	30.16	1.281	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	8	3.80	3.800	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	5	1.05	1.046	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	7	0.084	0.909	1.416	IP SEZ "Lipetsk"	3.428
	<b>SUBSET 1.2: Labour supply in the Russian region</b>	<b>2</b>	<b>-//-/-</b>	<b>1.263</b>	<b>1.000</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.585</b>
1.2.1	Population density coefficient, people per square kilometer	4	57.41	1.116	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	7	46.20	0.987	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	1	86.52	1.686	1.000	IP SEZ "Alabuga"	1.686
	<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>	<b>1</b>	<b>-//-/-</b>	<b>1.048</b>	<b>0.842</b>	<b>IP SEZ "Alabuga"</b>	<b>1.048</b>
2.1	Dealing with construction permits, days	1-3	5	1.000	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	1	4.71	1.288	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000***	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	4-7	100.00	1.011	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	1-5	1.00	1.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	3	1.12	1.115	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	7	90.41	0.974	1.000	IP SEZ "Lotus"	1.077
	<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>	<b>6</b>	<b>-//-/-</b>	<b>0.898</b>	<b>0.858</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.077</b>
3.1	Actually built SEZ infrastructure facilities, % to plan	7-8	100.00	1.000	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	8	3.61	0.620	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Mogliano"	1.000
	<b>PILLAR 4: LAND RESOURCES</b>	<b>5</b>	<b>-//-/-</b>	<b>0.526</b>	<b>0.489</b>	<b>IP SEZ "Mogliano"</b>	<b>0.906</b>
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	5	32.61	0.975	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	3	3.62	0.101	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	2	2.53	0.500	0.313	IP SEZ "Mogliano"	1.000
	<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>	<b>2-3</b>	<b>-//-/-</b>	<b>1.228</b>	<b>0.975</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.234</b>
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	1	2 886.77	1.239	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	4	491.73	1.217	0.998	IP SEZ "Stupino Quadrat"	1.537
	<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>	<b>3</b>	<b>-//-/-</b>	<b>1.042</b>	<b>1.000</b>	<b>IP SEZ "Lotus"</b>	<b>1.084</b>
6.1	Quality of the SEZ website in Russian, scores	1	1.20	1.202	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	1-2	1.06	1.059	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	8-9	3.60	0.864	1.000	IP SEZ "Uzlovaya"	1.200

Statistical indicators of the IP SEZ "Alabuga"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	10.93
2	Gross regional product in 2017, \$ billion	36.25
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	3.60
5	Efficiency of the government support of investment projects, scores	4.00
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	3.80
7	Unemployment rate in 2017, %	0.60
8	Uncompensated receipts in 2018, % of total regional budget revenue	15.99
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	32.50
10	Regional debt, \$ billion	1.52
11	Tax and non-tax revenue, \$ billion	4.60
12	Regional debt burden, %	33.02
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	436.00
14	Annual average population in 2017, people thousand	3 889.8
15	Territory of the region in 2017, square kilometres	67 847.00
16	Labour force in 2017, people thousand	2 039.00
17	Employees with tertiary education, %	35.10
18	Employees with secondary education, %	41.40
19	Employees with both tertiary and secondary education in 2017, people thousand	1 559.80
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	33.7
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	111.30
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	98.10
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	16.24
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	75.36
26	Date of the Russian Government resolution on the establishment of the SEZ, year	21.12.2005
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	66
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	66
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	27
31	Actual number of the SEZ residents on average, number per year	4.71
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	7
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	120
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	120
35	Heat capacity installed, Gigacalories per hour	360.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	148.00
37	Facilities for water supply installed, cubic metres per hour	992.70
38	Water consumed by the SEZ residents, cubic metres per hour	706.80
39	Wastewater collection system installed, cubic metres per hour	880.80
40	Wastewater disposed in the SEZ, cubic metres per hour	535.50
41	Gas capacity installed, cubic metres per hour	85 502.00
42	Gas consumed by the SEZ residents, cubic metres per hour	60 364.00
43	Electrical capacity installed, Megawatts	350.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	219.80
45	SEZ land area totally, hectares	3 866.90
46	SEZ useful land area, hectares	2 147.00
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	700.10
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.59
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	1.90
50	Distance from the SEZ to the nearest federal highway, km	2.00
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	24
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	40.91
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	2 021.04
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	411.00
59	SEZ residents' sales and other operating revenues in 2018, \$ million	1 488.88

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "LIPETSK" (LIPETSK REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>2</b>	<b>-//-/-</b>	<b>9.84</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
	<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>	<b>1</b>	<b>-//-/-</b>	<b>1.584</b>	<b>1.315</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.584</b>
	<b>SUBSET 1.1: Economic and investment effectiveness</b>	<b>1</b>	<b>-//-/-</b>	<b>2.256</b>	<b>1.670</b>	<b>IP SEZ "Lipetsk"</b>	<b>2.256</b>
1.1.1	Fixed capital investment, % of Gross regional product	3	28.09	1.194	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	2	4.60	4.600	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	4	1.06	1.058	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	1	0.32	3.428	1.416	IP SEZ "Lipetsk"	3.428
	<b>SUBSET 1.2: Labour supply in the Russian region</b>	<b>5</b>	<b>-//-/-</b>	<b>0.913</b>	<b>1.000</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.585</b>
1.2.1	Population density coefficient, people per square kilometer	5	47.82	0.930	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	4-5	47.37	1.012	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	7-8	40.87	0.796	1.000	IP SEZ "Alabuga"	1.686
	<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>	<b>2</b>	<b>-//-/-</b>	<b>1.033</b>	<b>0.842</b>	<b>IP SEZ "Alabuga"</b>	<b>1.048</b>
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	2	4.43	1.248	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	1	110.71	1.119	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	1-5	1.00	1.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	2	1.15	1.153	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	4	95.38	1.028	1.000	IP SEZ "Lotus"	1.077
	<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>	<b>5</b>	<b>-//-/-</b>	<b>0.916</b>	<b>0.858</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.077</b>
3.1	Actually built SEZ infrastructure facilities, % to plan	6	101.08	0.984	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	7	5.20	0.679	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Mogliano"	1.000
	<b>PILLAR 4: LAND RESOURCES</b>	<b>6</b>	<b>-//-/-</b>	<b>0.439</b>	<b>0.489</b>	<b>IP SEZ "Mogliano"</b>	<b>0.906</b>
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	4	34.72	1.039	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	6	12.44	0.030	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	5	10.28	0.248	0.313	IP SEZ "Mogliano"	1.000
	<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>	<b>1</b>	<b>-//-/-</b>	<b>1.234</b>	<b>0.975</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.234</b>
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	2	2 363.66	1.179	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	3	551.40	1.289	0.998	IP SEZ "Stupino Quadrat"	1.537
	<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>	<b>6</b>	<b>-//-/-</b>	<b>1.015</b>	<b>1.000</b>	<b>IP SEZ "Lotus"</b>	<b>1.084</b>
6.1	Quality of the SEZ website in Russian, scores	3	1.04	1.043	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	6	0.99	0.993	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	5	4.21	1.010	1.000	IP SEZ "Uzlovaya"	1.200

## Statistical indicators of the IP SEZ "Lipetsk"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	2.40
2	Gross regional product in 2017, \$ billion	8.54
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	4.50
5	Efficiency of the government support of investment projects, scores	4.75
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.55
7	Unemployment rate in 2017, %	3.90
8	Uncompensated receipts in 2018, % of total regional budget revenue	20.54
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	48.10
10	Regional debt, \$ billion	0.24
11	Tax and non-tax revenue, \$ billion	1.04
12	Regional debt burden, %	23.02
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	533.00
14	Annual average population in 2017, people thousand	1 153.20
15	Territory of the region in 2017, square kilometres	24 047.00
16	Labour force in 2017, people thousand	598.00
17	Employees with tertiary education, %	31.20
18	Employees with secondary education, %	51.00
19	Employees with both tertiary and secondary education in 2017, people thousand	491.60
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	4.70
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	98.40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	87.80
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	1.44
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	13.03
26	Date of the Russian Government resolution on the establishment of the SEZ, year	22.07.2005
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	56
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	62
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	28
31	Actual number of the SEZ residents on average, number per year	4.43
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	3
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	93
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	94
35	Heat capacity installed, Gigacalories per hour	155.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	103.26
37	Facilities for water supply installed, cubic metres per hour	270.83
38	Water consumed by the SEZ residents, cubic metres per hour	200.77
39	Wastewater collection system installed, cubic metres per hour	312.50
40	Wastewater disposed in the SEZ, cubic metres per hour	149.43
41	Gas capacity installed, cubic metres per hour	39 871.00
42	Gas consumed by the SEZ residents, cubic metres per hour	20 197.00
43	Electrical capacity installed, Megawatts	317.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	113.22
45	SEZ land area totally, hectares	2 298.40
46	SEZ useful land area, hectares	1 189.10
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	412.90
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.18
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	1.34
50	Distance from the SEZ to the nearest federal highway, km	4.52
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	16
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	45.16
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	976.00
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	176.99
59	SEZ residents' sales and other operating revenues in 2018, \$ million	356.35

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "STUPINO QUADRAT" (MOSCOW REGION)

## Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>3</b>	<b>-/-/-</b>	<b>9.79</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	9	17.84	0.758	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	10	3.33	3.333	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	8	0.94	0.938	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	5	0.13	1.378	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	1	169.26	3.292	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	2	49.13	1.049	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	10	21.32	0.415	1.000	IP SEZ "Alabuga"	1.686
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	1-3	5	1.000	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	4	3.00	1.027	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	2-3	109.09	1.103	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	1-5	1.00	1.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	4	0.97	0.973	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	1-3	100.00	1.077	1.000	IP SEZ "Lotus"	1.077
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, % to plan	1-2	866.67	1.203	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	3	36.57	1.106	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Mogliano"	1.000
<b>PILLAR 4: LAND RESOURCES</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	6	30.41	0.910	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	9	65.31	0.006	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	8	100.00	0.080	0.313	IP SEZ "Mogliano"	1.000
<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	6	868.19	0.918	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	1	>750.79	1.537	0.998	IP SEZ "Stupino Quadrat"	1.537
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	4-5	1.03	1.025	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	3	1.05	1.052	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	10	3.08	0.740	1.000	IP SEZ "Uzlovaya"	1.200

## Statistical indicators of the IP SEZ "Stupino Quadrat"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	11.63
2	Gross regional product in 2017, \$ billion	65.20
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	3.00
5	Efficiency of the government support of investment projects, scores	3.50
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	3.50
7	Unemployment rate in 2017, %	0.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	7.73
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	46.40
10	Regional debt, \$ billion	2.06
11	Tax and non-tax revenue, \$ billion	9.67
12	Regional debt burden, %	21.29
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	740.00
14	Annual average population in 2017, people thousand	7 463.40
15	Territory of the region in 2017, square kilometres	44 300.00
16	Labour force in 2017, people thousand	4 078.00
17	Employees with tertiary education, %	43.60
18	Employees with secondary education, %	37.20
19	Employees with both tertiary and secondary education in 2017, people thousand	3 295.00
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	16.00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	98.40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation – Results of 2018" (Rating Agency "RIA Rating"), %	87.80
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	27.01
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	391.75
26	Date of the Russian Government resolution on the establishment of the SEZ, year	08.09.2015
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	11
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	12
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	3
31	Actual number of the SEZ residents on average, number per year	3.00
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	0
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	3
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	26
35	Heat capacity installed, Gigacalories per hour	0.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
37	Facilities for water supply installed, cubic metres per hour	41.67
38	Water consumed by the SEZ residents, cubic metres per hour	28.75
39	Wastewater collection system installed, cubic metres per hour	25.00
40	Wastewater disposed in the SEZ, cubic metres per hour	25.00
41	Gas capacity installed, cubic metres per hour	45 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	6 676.00
43	Electrical capacity installed, Megawatts	100.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	17.00
45	SEZ land area totally, hectares	431.30
46	SEZ useful land area, hectares	301.90
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	91.80
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	Not for lease
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	255.84 (the SEZ resident buys the SEZ land site before finishing the investment project)
50	Distance from the SEZ to the nearest federal highway, km	8.00
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	5
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	25.00
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	79.70
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	0.00
59	SEZ residents' sales and other operating revenues in 2018, \$ million	31.33

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "MOGLINO" (PSKOV REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>4</b>	<b>-/-/-</b>	<b>8.86</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
	<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>	<b>6</b>	<b>-/-/-</b>	<b>1.253</b>	<b>1.315</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.584</b>
	<b>SUBSET 1.1: Economic and investment effectiveness</b>	<b>3</b>	<b>-/-/-</b>	<b>1.849</b>	<b>1.670</b>	<b>IP SEZ "Lipetsk"</b>	<b>2.256</b>
1.1.1	Fixed capital investment, % of Gross regional product	7	19.09	0.811	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	3	4.58	4.583	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	1	1.33	1.133	1.002	IP SEZ "Moglino"	1.133
1.1.5	Engel coefficient, %	4	0.16	1.719	1.416	IP SEZ "Lipetsk"	3.428
	<b>SUBSET 1.2: Labour supply in the Russian region</b>	<b>10</b>	<b>-/-/-</b>	<b>0.656</b>	<b>1.000</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.585</b>
1.2.1	Population density coefficient, people per square kilometer	10	11.48	0.223	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	9	44.46	0.950	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	7-8	40.88	0.796	1.000	IP SEZ "Alabuga"	1.686
	<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>	<b>8</b>	<b>-/-/-</b>	<b>0.723</b>	<b>0.842</b>	<b>IP SEZ "Alabuga"</b>	<b>1.048</b>
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	10	1.71	0.776	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	2-3	109.09	1.103	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	6-10	0.00	0.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	8-10	0.00	0.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	1	1.20	1.196	0.850	IP SEZ "Moglino"	1.196
2.8	Survival rate of the SEZ residents, %	5	92.31	0.995	1.000	IP SEZ "Lotus"	1.077
	<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>	<b>2</b>	<b>-/-/-</b>	<b>0.990</b>	<b>0.858</b>	<b>IP SEZ "Stupino Quadrat"</b>	<b>1.077</b>
3.1	Actually built SEZ infrastructure facilities, % to plan	7-8	100.00	0.974	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	6	22.98	0.985	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Moglino"	1.000
	<b>PILLAR 4: LAND RESOURCES</b>	<b>1</b>	<b>-/-/-</b>	<b>0.906</b>	<b>0.489</b>	<b>IP SEZ "Moglino"</b>	<b>0.906</b>
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	8	24.00	0.718	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	1	0.37	1.000	0.154	IP SEZ "Moglino"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	1	0.63	1.000	0.313	IP SEZ "Moglino"	1.000
	<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>	<b>9</b>	<b>-/-/-</b>	<b>0.647</b>	<b>0.975</b>	<b>IP SEZ "Lipetsk"</b>	<b>1.234</b>
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	7	687.34	0.866	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	10	61.13	0.429	0.998	IP SEZ "Stupino Quadrat"	1.537
	<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>	<b>2</b>	<b>-/-/-</b>	<b>1.076</b>	<b>1.000</b>	<b>IP SEZ "Lotus"</b>	<b>1.084</b>
6.1	Quality of the SEZ website in Russian, scores	4-5	1.03	1.025	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	4	1.02	1.023	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	2	4.92	1.180	1.000	IP SEZ "Uzlovaya"	1.200

## Statistical indicators of the IP SEZ "Moglino"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	0.50
2	Gross regional product in 2017, \$ billion	2.60
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	4.50
5	Efficiency of the government support of investment projects, scores	4.50
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.75
7	Unemployment rate in 2017, %	6.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	36.33
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	50.70
10	Regional debt, \$ billion	0.26
11	Tax and non-tax revenue, \$ billion	0.50
12	Regional debt burden, %	52.27
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	302.00
14	Annual average population in 2017, people thousand	639.30
15	Territory of the region in 2017, square kilometres	55 399.00
16	Labour force in 2017, people thousand	319.00
17	Employees with tertiary education, %	24.80
18	Employees with secondary education, %	52.50
19	Employees with both tertiary and secondary education in 2017, people thousand	246.60
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	2.60
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	100.60
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	33.20
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	5.56
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	15.83
26	Date of the Russian Government resolution on the establishment of the SEZ, year	19.07.2012
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	11
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	12
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	6
31	Actual number of the SEZ residents on average, number per year	1.71
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	1
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
35	Heat capacity installed, Gigacalories per hour	3.27
36	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
37	Facilities for water supply installed, cubic metres per hour	204.00
38	Water consumed by the SEZ residents, cubic metres per hour	20.00
39	Wastewater collection system installed, cubic metres per hour	145.80
40	Wastewater disposed in the SEZ, cubic metres per hour	3.60
41	Gas capacity installed, cubic metres per hour	14 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	1 480.00
43	Electrical capacity installed, Megawatts	75.20
44	Electrical capacity consumed by the SEZ residents, Megawatts	12.00
45	SEZ land area totally, hectares	215.81
46	SEZ useful land area, hectares	147.90
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	35.50
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.02
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	0.10
50	Distance from the SEZ to the nearest federal highway, km	0.10
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	7
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	50.00
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	24.40
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	39.92
59	SEZ residents' sales and other operating revenues in 2018, \$ million	2.45

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "KALUGA" (KALUGA REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>5</b>	<b>-//-/-</b>	<b>8.50</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		7	-//-/-	1.241	1.315	IP SEZ "Lipetsk"	1.584
SUBSET 1.1: Economic and investment effectiveness		4	-//-/-	1.697	1.670	IP SEZ "Lipetsk"	2.256
1.1.1	Fixed capital investment, % of Gross regional product	6	21.77	0.925	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	9	0.34	0.500	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	4	4.20	4.200	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	9	0.87	0.866	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	3	0.19	1.992	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region		9	-//-/-	0.785	1.000	IP SEZ "Stupino Quadrat"	1.585
1.2.1	Population density coefficient, people per square kilometer	6	33.99	0.661	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	6	46.89	1.001	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	9	35.57	0.693	1.000	IP SEZ "Alabuga"	1.686
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		5	-//-/-	0.786	0.842	IP SEZ "Alabuga"	1.048
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	6	2.29	0.897	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	10	80.00	0.809	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	6-10	0.00	0.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	7	0.79	0.792	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	1-3	100.00	1.077	1.000	IP SEZ "Lotus"	1.077
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		7	-//-/-	0.815	0.858	IP SEZ "Stupino Quadrat"	1.077
3.1	Actually built SEZ infrastructure facilities, % to plan	10	81.82	0.797	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	4	31.29	1.064	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	7	0.90	0.900	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	7-8	0.50	0.500	0.700	IP SEZ "Mogliano"	1.000
PILLAR 4: LAND RESOURCES		2	-//-/-	0.602	0.489	IP SEZ "Mogliano"	0.906
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	1	55.63	1.664	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	7	13.23	0.028	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	7	49.48	0.113	0.313	IP SEZ "Mogliano"	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		5	-//-/-	1.003	0.975	IP SEZ "Lipetsk"	1.234
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	8	684.23	0.865	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	5	431.92	1.140	0.998	IP SEZ "Stupino Quadrat"	1.537
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		10	-//-/-	0.847	1.000	IP SEZ "Lotus"	1.084
6.1	Quality of the SEZ website in Russian, scores	10	0.78	0.782	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	10	0.90	0.895	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	8-9	3.60	0.864	1.000	IP SEZ "Uzlovaya"	1.200

Statistical indicators of the IP SEZ "Kaluga"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	1.39
2	Gross regional product in 2017, \$ billion	6.40
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.34
4	Administrative burden, scores	4.30
5	Efficiency of the government support of investment projects, scores	4.10
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.20
7	Unemployment rate in 2017, %	4.00
8	Uncompensated receipts in 2018, % of total regional budget revenue	10.45
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	47.10
10	Regional debt, \$ billion	0.46
11	Tax and non-tax revenue, \$ billion	1.10
12	Regional debt burden, %	41.70
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	323.00
14	Annual average population in 2017, people thousand	1 013.40
15	Territory of the region in 2017, square kilometres	29 777.00
16	Labour force in 2017, people thousand	538.00
17	Employees with tertiary education, %	30.80
18	Employees with secondary education, %	45.60
19	Employees with both tertiary and secondary education in 2017, people thousand	411.0
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	3.60
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	101.80
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	71.20
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	8.48
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	28.28
26	Date of the Russian Government resolution on the establishment of the SEZ, year	28.12.2012
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	20
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	16
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	3
31	Actual number of the SEZ residents on average, number per year	2.29
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	0
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	22
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	18
35	Heat capacity installed, Gigacalories per hour	0.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
37	Facilities for water supply installed, cubic metres per hour	208.33
38	Water consumed by the SEZ residents, cubic metres per hour	125.00
39	Wastewater collection system installed, cubic metres per hour	181.25
40	Wastewater disposed in the SEZ, cubic metres per hour	41.67
41	Gas capacity installed, cubic metres per hour	86 300.00
42	Gas consumed by the SEZ residents, cubic metres per hour	32 000.00
43	Electrical capacity installed, Megawatts	92.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	54.00
45	SEZ land area totally, hectares	1 042.72
46	SEZ useful land area, hectares	786.09
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	437.31
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	1.12
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	14.00
50	Distance from the SEZ to the nearest federal highway, km	14.50
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	2
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	18.75
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	229.22
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	69.28
59	SEZ residents' sales and other operating revenues in 2018, \$ million	56.34

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone

\* Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 62.54 in 2018, and \$ 1 was equal to P 58.33 in 2017 (in accordance with annual statistics of the Central Bank of the Russian Federation).



# INDUSTRIAL PRODUCTION SEZ "TOGLIATTI" (SAMARA REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>6</b>	<b>-//-//</b>	<b>8.40</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		9	-//-//	1.202	1.315	IP SEZ "Lipetsk"	1.584
SUBSET 1.1: Economic and investment effectiveness		10	-//-//	1.211	1.670	IP SEZ "Lipetsk"	2.256
1.1.1	Fixed capital investment, % of Gross regional product	8	18.63	0.791	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	10	1.90	0.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	9	3.67	3.667	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	10	0.80	0.786	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	8	0.076	0.812	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region		3	-//-//	1.193	1.000	IP SEZ "Stupino Quadrat"	1.585
1.2.1	Population density coefficient, people per square kilometer	2	59.61	1.159	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	1	49.64	1.060	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	2	69.84	1.361	1.000	IP SEZ "Alabuga"	1.686
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		7	-//-//	0.761	0.842	IP SEZ "Alabuga"	1.048
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	5	2.44	0.927	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	10	0.00	0.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	4-7	100.00	1.011	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	1-5	1.00	1.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	10	0.50	0.500	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	9	88.00	0.948	1.000	IP SEZ "Lotus"	1.077
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		4	-//-//	0.965	0.858	IP SEZ "Stupino Quadrat"	1.077
3.1	Actually built SEZ infrastructure facilities, % to plan	9	84.62	0.824	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	1	77.55	1.334	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	8	0.70	0.700	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Mogliano"	1.000
PILLAR 4: LAND RESOURCES		7	-//-//	0.377	0.489	IP SEZ "Mogliano"	0.906
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	9	21.00	0.628	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	8	13.63	0.027	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	3	2.81	0.475	0.313	IP SEZ "Mogliano"	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		6	-//-//	0.982	0.975	IP SEZ "Lipetsk"	1.234
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	3	2 010.31	1.132	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	6	230.37	0.833	0.998	IP SEZ "Stupino Quadrat"	1.537
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		4	-//-//	1.031	1.000	IP SEZ "Lotus"	1.084
6.1	Quality of the SEZ website in Russian, scores	6	1.02	1.016	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	8	0.97	0.974	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	4	4.60	1.104	1.000	IP SEZ "Uzlovaya"	1.200

Statistical indicators of the IP SEZ "Togliatti"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	4.31
2	Gross regional product in 2017, \$ billion	23.14
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	1.90
4	Administrative burden, scores	3.40
5	Efficiency of the government support of investment projects, scores	3.60
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.00
7	Unemployment rate in 2017, %	4.20
8	Uncompensated receipts in 2018, % of total regional budget revenue	0.10
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	40.60
10	Regional debt, \$ billion	0.88
11	Tax and non-tax revenue, \$ billion	2.91
12	Regional debt burden, %	30.09
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	314.00
14	Annual average population in 2017, people thousand	3 198.60
15	Territory of the region in 2017, square kilometres	53 565.00
16	Labour force in 2017, people thousand	1 718.00
17	Employees with tertiary education, %	38.40
18	Employees with secondary education, %	46.10
19	Employees with both tertiary and secondary education in 2017, people thousand	1 451.70
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	22.30
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	110.30
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	88.70
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	4.87
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	78.90
26	Date of the Russian Government resolution on the establishment of the SEZ, year	12.08.2010
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	0
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	22
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	22
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	9
31	Actual number of the SEZ residents on average, number per year	2.44
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	3
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	26
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	22
35	Heat capacity installed, Gigacalories per hour	0
36	Heat consumed by the SEZ residents, Gigacalories per hour	0
37	Facilities for water supply installed, cubic metres per hour	197.71
38	Water consumed by the SEZ residents, cubic metres per hour	141.13
39	Wastewater collection system installed, cubic metres per hour	197.71
40	Wastewater disposed in the SEZ, cubic metres per hour	104.53
41	Gas capacity installed, cubic metres per hour	160 091.20
42	Gas consumed by the SEZ residents, cubic metres per hour	16 865.58
43	Electrical capacity installed, Megawatts	80.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	41.60
45	SEZ land area totally, hectares	660.00
46	SEZ useful land area, hectares	468.19
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	98.32
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.66
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.21
50	Distance from the SEZ to the nearest federal highway, km	30.00
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	0.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	0
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	1
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	40.91
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	197.65
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	85.80
59	SEZ residents' sales and other operating revenues in 2018, \$ million	71.57

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "UZLOVAYA" (TULA REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>7</b>	<b>-/-/-</b>	<b>8.36</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	5	22.86	0.971	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	1	4.80	4.800	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	3	1.08	1.081	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	2	0.20	2.164	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	3	58.10	1.130	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	4-5	47.37	1.012	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	6	46.92	0.914	1.000	IP SEZ "Alabuga"	1.686
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	1-3	5	1.000	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	3	3.67	1.136	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	4-7	100.00	1.011	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	6-10	0.00	0.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	8-10	0.00	0.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	9	0.50	0.500	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	6	91.67	0.988	1.000	IP SEZ "Lotus"	1.077
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, % to plan	3	114.29	1.113	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	9	2.72	0.578	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	9-10	0.00	0.000	0.700	IP SEZ "Mogliano"	1.000
<b>PILLAR 4: LAND RESOURCES</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	7	28.93	0.865	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	10	93.62	0.004	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	9	124.21	0.071	0.313	IP SEZ "Mogliano"	1.000
<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	5	933.44	0.934	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	2	750.79	1.504	0.998	IP SEZ "Stupino Quadrat"	1.537
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	9	0.88	0.878	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	5	1.01	1.005	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	1	5.00	1.200	1.000	IP SEZ "Uzlovaya"	1.200

Statistical indicators of the IP SEZ "Uzlovaya"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	2.18
2	Gross regional product in 2017, \$ billion	9.53
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	5.00
5	Efficiency of the government support of investment projects, scores	4.70
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.70
7	Unemployment rate in 2017, %	3.90
8	Uncompensated receipts in 2018, % of total regional budget revenue	19.99
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	45.30
10	Regional debt, \$ billion	0.29
11	Tax and non-tax revenue, \$ billion	1.33
12	Regional debt burden, %	21.64
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	396.00
14	Annual average population in 2017, people thousand	1 495.60
15	Territory of the region in 2017, square kilometres	25 679.00
16	Labour force in 2017, people thousand	791.00
17	Employees with tertiary education, %	31.00
18	Employees with secondary education, %	47.70
19	Employees with both tertiary and secondary education in 2017, people thousand	622.50
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	7.00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	107.60
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	86.30
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	0.61
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	3.45
26	Date of the Russian Government resolution on the establishment of the SEZ, year	14.04.2016
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	11
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	11
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	0
31	Actual number of the SEZ residents on average, number per year	3.67
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	1
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	7
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	8
35	Heat capacity installed, Gigacalories per hour	0.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
37	Facilities for water supply installed, cubic metres per hour	166.60
38	Water consumed by the SEZ residents, cubic metres per hour	63.00
39	Wastewater collection system installed, cubic metres per hour	166.60
40	Wastewater disposed in the SEZ, cubic metres per hour	63.00
41	Gas capacity installed, cubic metres per hour	12 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	8 227.00
43	Electrical capacity installed, Megawatts	40.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	39.00
45	SEZ land area totally, hectares	471.50
46	SEZ useful land area, hectares	411.20
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	118.97
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.57
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	4.29
50	Distance from the SEZ to the nearest federal highway, km	4.00
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	0
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	0.00
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	19
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	0.00
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	111.05
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	14.80
59	SEZ residents' sales and other operating revenues in 2018, \$ million	4.75

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# PORT SEZ "ULYANOVSK" (ULYANOVSK REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>8</b>	<b>-/-/-</b>	<b>8.18</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	4	26.95	1.145	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.00
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	6	3.913	3.913	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	7	0.98	0.975	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	6	0.11	1.192	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	7	33.54	0.652	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	10	44.46	0.950	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	5	54.53	1.062	1.000	IP SEZ "Alabuga"	1.686
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	7-8	2.20	0.880	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	8	95.65	0.967	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	6-10	0.00	0.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	6	0.83	0.828	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	10	81.48	0.878	1.000	IP SEZ "Lotus"	1.077
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, % to plan	1-2	123.53	1.203	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	2	39.03	1.124	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	9	0.60	0.600	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-6	1.00	1.000	0.700	IP SEZ "Mogliano"	1.000
<b>PILLAR 4: LAND RESOURCES</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	2	50.68	1.516	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	5	4.46	0.083	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	10	536.87	0.034	0.313	IP SEZ "Mogliano"	1.000
<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	9	500.27	0.799	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	9	93.12	0.530	0.998	IP SEZ "Stupino Quadrat"	1.537
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	8	0.98	0.984	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	7	0.98	0.982	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	7	3.83	0.920	1.000	IP SEZ "Uzlovaya"	1.200

\* Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 62.54 in 2018, and \$ 1 was equal to P 58.33 in 2017 (in accordance with annual statistics of the Central Bank of the Russian Federation).

## Statistical indicators of the Port SEZ "Ulyanovsk"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	1.57
2	Gross regional product in 2017, \$ billion	5.84
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	3.24
5	Efficiency of the government support of investment projects, scores	4.50
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.00
7	Unemployment rate in 2017, %	4.40
8	Uncompensated receipts in 2018, % of total regional budget revenue	18.95
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	46.90
10	Regional debt, \$ billion	0.40
11	Tax and non-tax revenue, \$ billion	0.93
12	Regional debt burden, %	42.68
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	240.00
14	Annual average population in 2017, people thousand	1 249.80
15	Territory of the region in 2017, square kilometres	37 181.00
16	Labour force in 2017, people thousand	641.00
17	Employees with tertiary education, %	28.70
18	Employees with secondary education, %	44.30
19	Employees with both tertiary and secondary education in 2017, people thousand	467.90
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	6.80
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	104.40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	65.30
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	1.60
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	39.81
26	Date of the Russian Government resolution on the establishment of the SEZ, year	30.12.2009
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	23
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	22
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	5
31	Actual number of the SEZ residents on average, number per year	2.20
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	5
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	17
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	21
35	Heat capacity installed, Gigacalories per hour	0.00
36	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
37	Facilities for water supply installed, cubic metres per hour	29.17
38	Water consumed by the SEZ residents, cubic metres per hour	11.25
39	Wastewater collection system installed, cubic metres per hour	20.83
40	Wastewater disposed in the SEZ, cubic metres per hour	8.50
41	Gas capacity installed, cubic metres per hour	20 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	789.50
43	Electrical capacity installed, Megawatts	20.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	8.90
45	SEZ land area totally, hectares	325.00
46	SEZ useful land area, hectares	200.00
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	101.35
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.07
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	213.75
50	Distance from the SEZ to the nearest federal highway, km	33.60
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	3
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	22.73
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	50.70
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	54.45
59	SEZ residents' sales and other operating revenues in 2018, \$ million	27.14

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# INDUSTRIAL PRODUCTION SEZ "TITANIUM VALLEY" (SVERDLOVSK REGION)

## Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>9</b>	<b>-/-/-</b>	<b>8.09</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	10	-/-/-	1.093	1.315	IP SEZ "Lipetsk"	1.584
1.1.2	Tax burden to a SEZ resident, %	9	-/-/-	1.347	1.670	IP SEZ "Lipetsk"	2.256
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	10	15.77	0.670	1.000	IP SEZ "Lotus"	1.454
1.1.4	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.5	The regional Government assistance in attracting investment and implementing projects, scores	7	3.833	3.833	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	2	1.09	1.088	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	10	0.01	0.146	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	8	-/-/-	0.838	1.000	IP SEZ "Stupino Quadrat"	1.585
1.2.2	Labour potential, %	8	-/-/-	0.838	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.3	Educational attainment, people per 10 000 inhabitants	8	22.26	0.433	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	4	57.80	1.126	1.000	IP SEZ "Alabuga"	1.686
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	4	-/-/-	0.877	0.842	IP SEZ "Alabuga"	1.048
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	9	1.78	0.791	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	4-7	100.00	1.011	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	1-5	1.00	1.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-7	1.00	1.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	8	0.54	0.542	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	8	88.89	0.958	1.000	IP SEZ "Lotus"	1.077
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, % to plan	9	-/-/-	0.645	0.858	IP SEZ "Stupino Quadrat"	1.077
3.1	Actually built SEZ infrastructure facilities, % to plan	4	110.71	1.078	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	5	24.69	1.002	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	10	0.500	0.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	7-8	0.50	0.500	0.700	IP SEZ "Mogliano"	1.000
<b>PILLAR 4: LAND RESOURCES</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	3	-/-/-	0.585	0.489	IP SEZ "Mogliano"	0.906
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	3	37.41	1.119	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	2	2.11	0.175	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	4	2.98	0.461	0.313	IP SEZ "Mogliano"	1.000
<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	7	-/-/-	0.903	0.975	IP SEZ "Lipetsk"	1.234
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	4	1 149.63	0.984	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	7	224.00	0.821	0.998	IP SEZ "Stupino Quadrat"	1.537
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	7	-/-/-	0.976	1.000	IP SEZ "Lotus"	1.084
6.1	Quality of the SEZ website in Russian, scores	7	0.99	0.989	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	9	0.96	0.958	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	6	4.08	0.980	1.000	IP SEZ "Uzlovaya"	1.200

## Statistical indicators of the IP SEZ "Titanium valley"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	5.79
2	Gross regional product in 2017, \$ billion	36.73
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	4.00
5	Efficiency of the government support of investment projects, scores	4.00
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	3.50
7	Unemployment rate in 2017, %	5.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	21.40
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	29.50
10	Regional debt, \$ billion	1.16
11	Tax and non-tax revenue, \$ billion	4.20
12	Regional debt burden, %	27.70
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	125.00
14	Annual average population in 2017, people thousand	4 327.30
15	Territory of the region in 2017, square kilometres	194 307.00
16	Labour force in 2017, people thousand	2 175.00
17	Employees with tertiary education, %	30.30
18	Employees with secondary education, %	47.50
19	Employees with both tertiary and secondary education in 2017, people thousand	1 692.20
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	25.00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	101.20
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	88.20
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	29.74
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	71.51
26	Date of the Russian Government resolution on the establishment of the SEZ, year	16.12.2010
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	16
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	16
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	3
31	Actual number of the SEZ residents on average, number per year	1.78
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	2
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	31
35	Heat capacity installed, Gigacalories per hour	13.86
36	Heat consumed by the SEZ residents, Gigacalories per hour	1.26
37	Facilities for water supply installed, cubic metres per hour	85.90
38	Water consumed by the SEZ residents, cubic metres per hour	75.79
39	Wastewater collection system installed, cubic metres per hour	70.74
40	Wastewater disposed in the SEZ, cubic metres per hour	49.44
41	Gas capacity installed, cubic metres per hour	21 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	1 072.00
43	Electrical capacity installed, Megawatts	7.30
44	Electrical capacity consumed by the SEZ residents, Megawatts	4.30
45	SEZ land area totally, hectares	391.30
46	SEZ useful land area, hectares	258.50
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	96.7
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.62
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.13
50	Distance from the SEZ to the nearest federal highway, km	100.45
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	0
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	0
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	4
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	18.75
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	111.16
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	49.63
59	SEZ residents' sales and other operating revenues in 2018, \$ million	31.16

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone

\* Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 62.54 in 2018, and \$ 1 was equal to P 58.33 in 2017 (in accordance with annual statistics of the Central Bank of the Russian Federation).



# INDUSTRIAL PRODUCTION SEZ "LOTUS" (ASTRAKHAN REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>10</b>	<b>-/-/-</b>	<b>6.74</b>	<b>8.66</b>	<b>IP SEZ "Alabuga"</b>	<b>9.88</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	1	34.23	1.454	1.000	IP SEZ "Lotus"	1.454
1.1.2	Tax burden to a SEZ resident, %	1-8	0.00	1.000	0.850	Port SEZ "Ulyanovsk"	0.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	5	4.083	4.083	4.081	IP SEZ "Uzlovaya"	4.800
1.1.4	Investment risk, scores	6	1.03	1.029	1.002	IP SEZ "Mogliano"	1.133
1.1.5	Engel coefficient, %	9	0.04	0.422	1.416	IP SEZ "Lipetsk"	3.428
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	9	20.74	0.403	1.000	IP SEZ "Stupino Quadrat"	3.292
1.2.2	Labour potential, %	3	48.04	1.026	1.000	IP SEZ "Togliatti"	1.060
1.2.3	Educational attainment, people per 10 000 inhabitants	3	59.00	1.149	1.000	IP SEZ "Alabuga"	1.686
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	4-10	7	0.714	0.800	IP SEZ "Uzlovaya"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	7-8	2.20	0.880	0.985	IP SEZ "Alabuga"	1.288
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-9	1.00	1.000	1.000	IP SEZ "Titanium valley"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	9	84.62	0.855	1.000	IP SEZ "Lipetsk"	1.119
2.5	Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores	6-10	0.00	0.000	0.500	IP SEZ "Togliatti"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	8-10	0.00	0.000	0.700	IP SEZ "Kaluga"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	5	0.91	0.912	0.850	IP SEZ "Mogliano"	1.196
2.8	Survival rate of the SEZ residents, %	1-3	100.00	1.077	1.000	IP SEZ "Lotus"	1.077
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, % to plan	5	108.00	1.052	1.020	Port SEZ "Ulyanovsk"	1.203
3.2	Vacant infrastructure relative to infrastructure installed, %	10	0.89	0.437	0.893	IP SEZ "Togliatti"	1.334
3.3	Transport accessibility of the SEZ, scores	1-6	1.00	1.000	0.820	IP SEZ "Lipetsk"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	9-10	0.00	0.000	0.700	IP SEZ "Mogliano"	1.000
<b>PILLAR 4: LAND RESOURCES</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	10	18.93	0.566	1.000	IP SEZ "Kaluga"	1.664
4.2	Leasing price of the land in the SEZ, % of the regional leasing price of land per year	4	3.99	0.092	0.154	IP SEZ "Mogliano"	1.000
4.3	Selling price of the land in the SEZ, % of the regional selling price of land	6	27.19	0.152	0.313	IP SEZ "Mogliano"	1.000
<b>PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	SEZ residents' investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare	10	160.35	0.602	0.952	IP SEZ "Alabuga"	1.239
5.2	Investment attractiveness of the SEZ infrastructure, %	8	154.05	0.681	0.998	IP SEZ "Stupino Quadrat"	1.537
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	2	1.05	1.053	1.000	IP SEZ "Alabuga"	1.202
6.2	Quality of the SEZ website in English, scores	1-2	1.06	1.059	1.000	IP SEZ "Lotus"	1.059
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	3	4.75	1.140	1.000	IP SEZ "Uzlovaya"	1.200

Statistical indicators of the IP SEZ "Lotus"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	2.47
2	Gross regional product in 2017, \$ billion	7.22
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	4.25
5	Efficiency of the government support of investment projects, scores	3.75
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.25
7	Unemployment rate in 2017, %	7.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	25.77
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	46.30
10	Regional debt, \$ billion	0.36
11	Tax and non-tax revenue, \$ billion	0.70
12	Regional debt burden, %	50.71
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	88.00
14	Annual average population in 2017, people thousand	1 018.20
15	Territory of the region in 2017, square kilometres	49 024.00
16	Labour force in 2017, people thousand	536.00
17	Employees with tertiary education, %	34.70
18	Employees with secondary education, %	47.60
19	Employees with both tertiary and secondary education in 2017, people thousand	441.10
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	6.00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	104.40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	56.50
24	Average leasing price of land in the Russian region in 2018, \$ thousand per hectare in a year	8.82
25	Average selling price of land in the Russian region in 2018, \$ thousand per hectare	38.22
26	Date of the Russian Government resolution on the establishment of the SEZ, year	18.11.2014
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	13
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	11
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	2
31	Actual number of the SEZ residents on average, number per year	2.20
32	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	0
33	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	25
34	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	27
35	Heat capacity installed, Gigacalories per hour	1.30
36	Heat consumed by the SEZ residents, Gigacalories per hour	1.29
37	Facilities for water supply installed, cubic metres per hour	125.00
38	Water consumed by the SEZ residents, cubic metres per hour	0.00
39	Wastewater collection system installed, cubic metres per hour	125.00
40	Wastewater disposed in the SEZ, cubic metres per hour	0.00
41	Gas capacity installed, cubic metres per hour	2 000.00
42	Gas consumed by the SEZ residents, cubic metres per hour	0.00
43	Electrical capacity installed, Megawatts	10.00
44	Electrical capacity consumed by the SEZ residents, Megawatts	1.00
45	SEZ land area totally, hectares	983.17
46	SEZ useful land area, hectares	627.50
47	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	118.76
48	Average leasing price of the SEZ land in a year, \$ thousand per hectare	0.35
49	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	10.39
50	Distance from the SEZ to the nearest federal highway, km	1.00
51	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
52	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	0
53	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
54	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
55	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	6
56	SEZ residents with foreign participation, % of the total number of the SEZ residents	18.18
57	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2018, \$ million	19.04
58	Both federal and regional budget expenditure on the construction of the SEZ infrastructure, \$ million	12.36
59	SEZ residents' sales and other operating revenues in 2018, \$ million	5.55

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone

\* Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 62.54 in 2018, and \$ 1 was equal to P 58.33 in 2017 (in accordance with annual statistics of the Central Bank of the Russian Federation).



# ANALYSIS OF THE INDEX RESULTS

## OF THE TECHNOLOGY INNOVATIVE SEZs (TI SEZs)

### TI SEZ "DUBNA"

MOSCOW REGION



1-2 place

TI SEZ "Dubna" is noted in the III National SEZs Investment Attractiveness Index 2019 as the best, steadily developing platform (along with the TI SEZ "Technopolis Moscow") among Technology Innovative Special Economic Zones. The TI SEZ "Dubna" has a high reputation among investors. This is confirmed by the fact that the SEZ actually attracts by 33.91% more residents than the planned value (indicator 2.4).

This SEZ is the best in terms of the share of vacant infrastructure (30.75%) due to the dynamic construction of new infrastructure facilities (actual number of infrastructure built is by 56% higher than the planned value). Also, the SEZ is attractive for investors due to the lowest among the TI SEZs selling price of the land in the SEZ compared to the regional value, i.e. 1.77%, or \$ 7.09 thousand/ha at a regional price of \$ 399.7 thousand/ha (indicator 4.4).

The SEZ website is in the top 3 of the IP SEZs as it has high-quality content, relevant, and updated news feed (pillar P6) for potential investors and the current residents of the SEZ. As a result, the SEZ management company ensures the effective long-term operation of the TI SEZ "Dubna".

### TI SEZ "TECHNOPOLIS MOSCOW"

MOSCOW



1-2 place

TI SEZ "Technopolis Moscow" is the leader (together with the TI SEZ "Dubna") of the Technology Innovative SEZs ranking in Russia. The SEZ is leading due to its compliance with the following crucial criteria for prospective and current investors: existing infrastructure, land plots, business support, and transparency of information on the SEZ website.

SEZ is conveniently located within 5 km from the federal general-purpose highway. At the same time, monthly lease rate per 1 m<sup>2</sup> for office spaces in SEZ equals 34.76% in relation to the average rate by region, i.e. \$ 10.39 per month (in case the investment project is realised). Land plot purchase rate in SEZ equals 0.29% in relation to the average rate by region, i.e. \$ 6.69 thousand/ha (indicators 4.3, 4.4).

SEZ "Technopolis Moscow" has the right to provide construction services for the tenants (indicator 3.4), and has a self-regulatory organization permit, which makes the construction and commissioning of new facilities much easier and faster for the tenants.

The SEZ website is available in Russian and English, highly informative and user-friendly for both the prospective investors and the current tenants, providing high level of information transparency.

As part of business support agenda, the SEZ management company facilitates the tenants' involvement in the state support system represented by leading funds and development institutions

(Moscow Export Center, VTB Bank, Fund for Innovation Support, Sberbank), thus providing more financial opportunities for the tenants.

TI SEZ "St. Petersburg" takes the 1st place among the TI SEZs in terms of investment activity of SEZ residents due to the high average annual investment volume for 2016-2018, which amounted to \$ 2 417.63 thousand per 1 resident (indicator 5.1). A significant number of the SEZ residents are engaged in implementing new technologies and creating a large number of intellectual property results (22 intellectual property objects annually, the 3rd place, indicator 5.2).

The TI SEZ "St. Petersburg" has the necessary infrastructure, including the infrastructure of the free customs zone. The SEZ management company promptly provides high-quality information in response to requests from potential residents.

The SEZ ranks second by the number of the SEZ residents with foreign participation (13.73% of the total number of residents actually attracted to the SEZ since its establishment). The high position is explained by the SEZ management company's competence to attract foreign investors. In particular, some employees of the SEZ management company speak English at the upper-intermediate level, and have experience of working in international companies.

The SEZ website is among the top 5 of the TI SEZs in terms of information content and ease of its use for existing and potential investors (an availability of a wide range of services provided by the SEZ management company, information on the current SEZ residents for establishing business contacts, regular updating of the news feed, pillar P6). To sum up, the TI SEZ "St. Petersburg" has created conditions that meet the high requirements of investors.

### TI SEZ "ST. PETERSBURG"

ST. PETERSBURG



3 place

In 2018, the TI SEZ "Innopolis" provided favorable conditions for doing business (pillar P2). The SEZ management company has a high level of competence in order to attract investors. The SEZ is a leader in terms of the average annual number of the residents attracted to the SEZ, namely more than 11 residents (indicators 2.2, 2.7). One of the topical questions for investors is leasing price for offices in the SEZ. In this regard, the SEZ maintains a high demand for its own space due to the low cost of renting office space in the SEZ (33.67% of the average regional value, or \$ 7.99 per m<sup>2</sup> monthly), and the selling price of the land in the SEZ after implementation of the investment project in the SEZ (i.e. 15.09%, or \$ 9.87 thousand/ha).

With a view to attracting new investors, the SEZ management company promptly and efficiently provides information in response to a request from a potential resident (indicator 2.6), has an informative and convenient website in several languages (indicators 6.1, 6.2). The SEZ website is of particular interest to current residents of the SEZ due to the availability of up-to-date information on support measures provided by the federal and (or) regional Governments, tax exemptions, and other preferences applied in the territory of the SEZ.

In addition, the Government of the Republic of Tatarstan assists in attracting investors, giving the right to obtain the permit (5 days) for the construction of industrial and/or technological facilities in a short period of time (indicator 2.1). Apart from that, it provides low investment risk for investors (the 2nd place among the regions where TI SEZs operate, indicator 1.1.4) and the maximum amount of fixed capital investment (i.e. 30.16% of GRP, indicator 1.1.1). As a result, the TI SEZ "Innopolis" is a stable platform for the development of high-tech enterprises in the Republic of Tatarstan.

### TI SEZ "INNOPOLIS"

REPUBLIC OF TATARSTAN



4 place



## TI SEZ "ISTOK" MOSCOW REGION



5 place

TI SEZ "Istok" is characterised by high investment activity of residents. In particular, a SEZ resident invested on average \$ 5 495.15 thousand annually during 2016-2018, what is the highest value among the TI SEZs in Russia (indicator 5.1).

TI SEZ "Istok" is among the leaders in the pillar P4 "Land resources and buildings", since it is ahead of other TI SEZs in terms of the land area occupied by the SEZ residents (86.51% of the SEZ useful land area), and the area of the office buildings occupied by the SEZ residents (100.00% of the total area of office buildings in the SEZ) (indicators 4.1, 4.2).

In order to improve business environment in the SEZ its territory was expanded by 3 ha in 2018. TI SEZ "Istok" has a free customs zone infrastructure constructed by the SEZ management company (indicator 2.3). Investors have the opportunity to obtain a permit for the construction of an industrial and/or technological facilities as quickly as possible (within 5 days, indicator 2.1). The SEZ management company also implements plans for constructing and commissioning of new infrastructure facilities. It should be noted that the TI SEZ "Istok" is the only private Technology Innovative Special Economic Zone in Russia, the development of which is financed exclusively by private funds.

The interest of the SEZ management company in attracting Russian and foreign investors is evidenced by the fact that the TI SEZ "Istok" has the website with high-quality content in both Russian and English (indicators 6.1,6.2). Thus, the TI SEZ "Istok" provides necessary conditions for attracting investors.

## TI SEZ "TOMSK" TOMSK REGION



6 place

TI SEZ "Tomsk" is located in the region that has the lowest investment risk among all the regions where TI SEZs are located (including liquidity risk, credit, market, and non-financial risks) (indicator 1.1.4).

In 2018, the SEZ is considered as a reliable, financially stable partner. It has a high position in the average annual volume of investment in the SEZ, i.e. \$ 716.22 thousand per SEZ resident annually (indicator 5.1). The high investment attractiveness of the TI SEZ "Tomsk" is evidenced by the maximum share of residents with foreign participation among the TI SEZs of Russia (i.e. 15.87% of the total number of the SEZ residents).

TI SEZ "Tomsk" provides all the necessary conditions for the most demanding investors. The SEZ is in top 3 of the TI SEZs in terms of infrastructure provision, since the SEZ has a high share of vacant (available) engineering infrastructure (i.e. 16.66% of the SEZ infrastructure installed, indicator 3.2). Apart from that, an infrastructure of the free customs zone operates here (indicator 2.3). The SEZ management company has a self-regulatory organization's permit in the construction sector (indicator 3.4), what confirms the compliance of SEZ the management company with the quality and safety requirements, as well as the ability of the SEZ management company to do technically complex construction work for the benefit of investors.

At the end of 2018, the SEZ residents have created the highest number of intellectual property objects among all the TI SEZs in Russia (indicator 5.2), what confirms the knowledge-intensive and hi-tech nature of the SEZ residents' projects and their desire to launch new production facilities and bring new products to the market.

The SEZ management company is interested in attracting investors. It is evidenced by the high quality of information provided by the SEZ Management company in response to a request from a potential foreign resident (indicator 2.7).

# RESULTS OF THE INDEX 2019 RANKING OF THE TI SEZs IN DETAIL. CONSOLIDATED TABLES





# TECHNOLOGY INNOVATIVE SEZ "DUBNA" (MOSCOW REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ**	Score of the best SEZ
	<b>Index</b>	<b>1-2</b>	<b>-//-/-</b>	<b>9.81</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	3-4	17.84	0.939	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	1-3	0.00	1.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	3-4	3.90	3.900	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	3-4	0.92	0.919	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	3-4	0.13	0.169	1.000	TI SEZ "St. Petersburg"	3.734
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	3-4	169.37	0.113	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	3-4	49.13	0.996	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	5-6	21.32	0.246	1.000	TI SEZ "Technopolis Moscow"	1.845
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	1-3	5	1.000	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	1-2	11	1.308	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-5	1.00	1.000	1.000***	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	1	133.91	1.248	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fDI's Global Free Zones of the Year (international ranking), scores	1-2	1.000	1.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	4	0.50	0.500	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	4	0.80	0.795	0.813	TI SEZ "St. Petersburg"	1.049
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, share of plan	1-2	1.56	1.594	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	1	30.75	1.336	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	1-4	1.00	1.000	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.583	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 4: LAND RESOURCES AND BUILDINGS</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	4	55.30	1.135	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	5	76.73	0.885	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	4	65.00	0.518	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	2	1.77	0.410	0.274	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	6	431.67	0.693	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	4	16	0.833	1.000	TI SEZ "Tomsk"	1.326
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	1	1.11	1.106	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	2	1.29	1.293	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	2	4.70	1.114	1.000	TI SEZ "Innopolis"	1.185

Statistical indicators of the TI SEZ "Dubna"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	11.63
2	Gross regional product in 2017, \$ billion	65.20
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	3.80
5	Efficiency of the government support of investment projects, scores	3.90
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.00
7	Unemployment rate in 2017, %	0.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	7.73
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	46.40
10	Regional debt, \$ billion	2.06
11	Tax and non-tax revenue, \$ billion	9.67
12	Regional debt burden, %	21.29
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	740.00
14	Annual average population in 2017, people thousand	7 463.40
15	Territory of the region in 2017, square kilometres	44 329.0
16	Labour force in 2017, people thousand	4 078.00
17	Employees with tertiary education, %	43.60
18	Employees with secondary education, %	37.20
19	Employees with both tertiary and secondary education in 2017, people thousand	3 295.00
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	16.00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	98.40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	96.50
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	15.99
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	399.7
26	Date of the Russian Government resolution on the establishment of the SEZ, year	21.12.2005
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	115
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	154
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	12
31	Actual number of the SEZ residents on average, number per year	11
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	151
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	235
34	Heat capacity installed, Gigacalories per hour	80.00
35	Heat consumed by the SEZ residents, Gigacalories per hour	59.05
36	Facilities for water supply installed, cubic metres per hour	170.21
37	Water consumed by the SEZ residents, cubic metres per hour	91.12
38	Wastewater collection system installed, cubic metres per hour	168.13
39	Wastewater disposed in the SEZ, cubic metres per hour	52.75
40	Gas capacity installed, cubic metres per hour	8 909.00
41	Gas consumed by the SEZ residents, cubic metres per hour	1 077.20
42	Electrical capacity installed, Megawatts	108.00
43	Electrical capacity consumed by the SEZ residents, Megawatts	82.50
44	SEZ land area totally, hectares	216.88
45	SEZ useful land area, hectares	117.44
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	64.94
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	20 676.30
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	15 864.50
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	10.39
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	7.09
51	Distance from the SEZ to the nearest federal highway, km	1.00
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	0.50
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	5
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	7.79
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	199.4
59	SEZ residents' sales and other operating revenues in 2018, \$ million	148.4

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# TECHNOLOGY INNOVATIVE SEZ "TECHNOPOLIS "MOSCOW" (moscow)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>1-2</b>	<b>-/-/-</b>	<b>9.81</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	6	12.54	0.660	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	1-3	0.00	1.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	2	4.65	4.650	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	5	0.85	0.851	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	2	1.38	1.813	1.000	TI SEZ "St. Petersburg"	3.734
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	1	4 810.38	3.195	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	1	55.42	1.123	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	1	160.07	1.845	1.000	TI SEZ "Technopolis Moscow"	1.845
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	4-6	7	0.714	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	6	3.57	0.745	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-5	1.00	1.000	1.000	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	3	106.38	0.991	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fDI's Global Free Zones of the Year (international ranking), scores	3-6	0.00	0.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-3	1.00	1.000	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	3	0.92	0.924	0.813	TI SEZ "St. Petersburg"	1.049
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, share of plan	3-4	1.00	1.024	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	3	5.26	0.859	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	1-4	5.00	1.000	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.583	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 4: LAND RESOURCES AND BUILDINGS</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	3	57.19	1.174	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	6	65.37	0.754	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	2	34.76	0.969	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	1	0.29	1.000	0.274	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	3	1 635.53	0.967	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	5-6	13	0.707	1.000	TI SEZ "Tomsk"	1.326
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	2	1.06	1.064	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	1	1.31	1.311	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	3	4.69	1.112	1.000	TI SEZ "Innopolis"	1.185

Statistical indicators of the TI SEZ "Technopolis Moscow"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	33.81
2	Gross regional product in 2017, \$ billion	269.59
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.00
4	Administrative burden, scores	4.47
5	Efficiency of the government support of investment projects, scores	4.70
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.78
7	Unemployment rate in 2017, %	0.40
8	Uncompensated receipts in 2018, % of total regional budget revenue	2.25
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	44.20
10	Regional debt, \$ billion	0.48
11	Tax and non-tax revenue, \$ billion	33.70
12	Regional debt burden, %	1.42
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	2 496.00
14	Annual average population in 2017, people thousand	12 507.00
15	Territory of the region in 2017, square kilometres	2 600.00
16	Labour force in 2017, people thousand	7 186.00
17	Employees with tertiary education, %	49.10
18	Employees with secondary education, %	43.80
19	Employees with both tertiary and secondary education in 2017, people thousand	6 675.8
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	200.20
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	107.50
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	100.00
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	29.90
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	2 238.57
26	Date of the Russian Government resolution on the establishment of the SEZ, year	21.12.2005
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	47
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	50
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	4
31	Actual number of the SEZ residents on average, number per year	3.57
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	114
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	114
34	Heat capacity installed, Gigacalories per hour	340.00
35	Heat consumed by the SEZ residents, Gigacalories per hour	40.21
36	Facilities for water supply installed, cubic metres per hour	501.62
37	Water consumed by the SEZ residents, cubic metres per hour	155.61
38	Wastewater collection system installed, cubic metres per hour	476.1
39	Wastewater disposed in the SEZ, cubic metres per hour	144.81
40	Gas capacity installed, cubic metres per hour	0.00
41	Gas consumed by the SEZ residents, cubic metres per hour	0.00
42	Electrical capacity installed, Megawatts	123.60
43	Electrical capacity consumed by the SEZ residents, Megawatts	51.47
44	SEZ land area totally, hectares	206.79
45	SEZ useful land area, hectares	93.22
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	53.31
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	25 162.00
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	16 447.27
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	10.39
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	6.69
51	Distance from the SEZ to the nearest federal highway, km	5.00
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	67
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	8.00
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	245.33
59	SEZ residents' sales and other operating revenues in 2018, \$ million	326.45

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# TECHNOLOGY INNOVATIVE SEZ "ST. PETERSBURG" (ST. PETERSBURG)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>3</b>	<b>-/-/-</b>	<b>9.76</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	5	17.03	0.896	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	4-6	2.03	0.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	6	3.53	3.533	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	6	0.83	0.825	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	1	2.85	3.734	1.000	TI SEZ "St. Petersburg"	3.734
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	2	3 822.86	2.539	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	2	52.96	1.074	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	2	125.56	1.447	1.000	TI SEZ "Technopolis Moscow"	1.845
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	4-6	7	0.714	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	5	3.92	0.781	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-5	1.00	1.000	1.000	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	5	100.00	0.932	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fdi's Global Free Zones of the Year (international ranking), scores	1-2	1.00	1.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-3	1.00	1.000	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	1	1.05	1.049	0.813	TI SEZ "St. Petersburg"	1.049
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, share of plan	3-4	1.00	1.024	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	5	1.96	0.671	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	1-4	7.10	1.000	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	5-6	0.00	0.000	0.583	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 4: LAND RESOURCES AND BUILDINGS</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	2	58.89	1.208	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	2	98.90	1.140	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	3	51.59	0.653	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	4	38.16	0.88	0.274	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	2	2 417.63	1.067	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	3	22	1.153	1.000	TI SEZ "Tomsk"	1.326
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	4	1.01	1.005	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	3	1.25	1.247	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	4	3.72	0.882	1.000	TI SEZ "Innopolis"	1.185

## Statistical indicators of the TI SEZ "St. Petersburg"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	11.30
2	Gross regional product in 2017, \$ billion	66.28
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	2.03
4	Administrative burden, scores	3.40
5	Efficiency of the government support of investment projects, scores	3.20
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4.00
7	Unemployment rate in 2017, %	0.40
8	Uncompensated receipts in 2018, % of total regional budget revenue	3.07
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	40.10
10	Regional debt, \$ billion	0.48
11	Tax and non-tax revenue, \$ billion	8.35
12	Regional debt burden, %	5.76
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	2 468.00
14	Annual average population in 2017, people thousand	5 352.00
15	Territory of the region in 2017, square kilometres	1 400.00
16	Labour force in 2017, people thousand	3 041.00
17	Employees with tertiary education, %	42.80
18	Employees with secondary education, %	43.60
19	Employees with both tertiary and secondary education in 2017, people thousand	2 627.4
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	67.2
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	100.70
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	100.00
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	25.10
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	303.81
26	Date of the Russian Government resolution on the establishment of the SEZ, year	01.2006
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	51
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	51
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	7
31	Actual number of the SEZ residents on average, number per year	3.92
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
34	Heat capacity installed, Gigacalories per hour	84.79
35	Heat consumed by the SEZ residents, Gigacalories per hour	48.42
36	Facilities for water supply installed, cubic metres per hour	144.18
37	Water consumed by the SEZ residents, cubic metres per hour	110.77
38	Wastewater collection system installed, cubic metres per hour	210.79
39	Wastewater disposed in the SEZ, cubic metres per hour	101.79
40	Gas capacity installed, cubic metres per hour	4330.00
41	Gas consumed by the SEZ residents, cubic metres per hour	4011.17
42	Electrical capacity installed, Megawatts	43.67
43	Electrical capacity consumed by the SEZ residents, Megawatts	40.15
44	SEZ land area totally, hectares	182.32
45	SEZ useful land area, hectares	124.31
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	73.20
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	16 246.90
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	16 067.50
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	12.95
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	0.12
51	Distance from the SEZ to the nearest federal highway, km	7.10
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	0
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	8
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	13.73
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	280.25
59	SEZ residents' sales and other operating revenues in 2018, \$ million	159.97

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# TECHNOLOGY INNOVATIVE SEZ "INNOPOLIS" (REPUBLIC OF TATARSTAN)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>4</b>	<b>-/-/-/</b>	<b>8.50</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		3	-/-/-/	1.110	1.263	TI SEZ "Technopolis Moscow"	1.924
SUBSET 1.1: Economic and investment effectiveness		3	-/-/-/	1.564	1.526	TI SEZ "St. Petersburg"	1.797
1.1.1	Fixed capital investment, % of Gross regional product	1	30.16	1.587	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	4-6	0.57	0.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	1	5.00	5.000	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	2	1.12	1.119	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	5	0.08	0.111	1.000	TI SEZ "St. Petersburg"	3.734
SUBSET 1.2: Labour supply in the Russian region		4	-/-/-/	0.657	1.000	TI SEZ "Technopolis Moscow"	2.055
1.2.1	Population density coefficient, people per square kilometer	5	57.45	0.038	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	5	46.20	0.937	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	4	86.52	0.997	1.000	TI SEZ "Technopolis Moscow"	1.845
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		4	-/-/-/	0.767	0.770	TI SEZ "Dubna"	0.979
2.1	Dealing with construction permits, days	1-3	5	1.000	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	1-2	11	1.308	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	6	0.00	0.000	1.000	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	2	113.24	1.055	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fDI's Global Free Zones of the Year (international ranking), scores	3-6	0.00	0.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	1-3	1.00	1.000	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	2	1.00	1.005	0.813	TI SEZ "St. Petersburg"	1.049
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		5	-/-/-/	0.785	0.880	TI SEZ "Dubna"	1.232
3.1	Actually built SEZ infrastructure facilities, share of plan	6	0.65	0.668	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	6	0.48	0.472	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	1-4	2.50	1.000	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.583	TI SEZ "Technopolis Moscow"	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		5	-/-/-/	0.612	0.737	TI SEZ "Dubna"	0.884
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	6	0.44	0.009	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	3	94.97	1.095	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	1	33.67	1.000	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	3	15.09	0.141	0.274	TI SEZ "Technopolis Moscow"	1.000
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		4	-/-/-/	0.998	0.962	TI SEZ "St. Petersburg"	1.110
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	5	512.37	0.724	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	2	24	1.273	1.000	TI SEZ "Tomsk"	1.326
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		3	-/-/-/	1.069	1.000	TI SEZ "Dubna"	1.171
6.1	Quality of the SEZ website in Russian, scores	3	1.02	1.021	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	5	1.00	1.002	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	1	5.00	1.185	1.000	TI SEZ "Innopolis"	1.185

## Statistical indicators of the TI SEZ "Innopolis"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	10.93
2	Gross regional product in 2017, \$ billion	36.25
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0.57
4	Administrative burden, scores	5.0
5	Efficiency of the government support of investment projects, scores	5.0
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	5.0
7	Unemployment rate in 2017, %	0.60
8	Uncompensated receipts in 2018, % of total regional budget revenue	15.99
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	32.50
10	Regional debt, \$ billion	1.52
11	Tax and non-tax revenue, \$ billion	4.60
12	Regional debt burden, %	33.02
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	436.00
14	Annual average population in 2017, people thousand	3 895.00
15	Territory of the region in 2017, square kilometres	67 847.00
16	Labour force in 2017, people thousand	2 039.00
17	Employees with tertiary education, %	35.10
18	Employees with secondary education, %	41.40
19	Employees with both tertiary and secondary education in 2017, people thousand	1 559.80
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	33.70
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	111.30
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	98.10
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	23.74
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	65.38
26	Date of the Russian Government resolution on the establishment of the SEZ, year	01.11.2012
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	0
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	68
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	77
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	9
31	Actual number of the SEZ residents on average, number per year	11
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	23
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	15
34	Heat capacity installed, Gigacalories per hour	27.50
35	Heat consumed by the SEZ residents, Gigacalories per hour	1.01
36	Facilities for water supply installed, cubic metres per hour	83.33
37	Water consumed by the SEZ residents, cubic metres per hour	0.29
38	Wastewater collection system installed, cubic metres per hour	83.33
39	Wastewater disposed in the SEZ, cubic metres per hour	0.29
40	Gas capacity installed, cubic metres per hour	984.41
41	Gas consumed by the SEZ residents, cubic metres per hour	519.77
42	Electrical capacity installed, Megawatts	15.90
43	Electrical capacity consumed by the SEZ residents, Megawatts	0.79
44	SEZ land area totally, hectares	311.44
45	SEZ useful land area, hectares	281.96
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	1.23
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	23 502.00
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	22 319.84
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	7.99
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	9.87
51	Distance from the SEZ to the nearest federal highway, km	2.50
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	1.00
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	1
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	11.69
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	118.36
59	SEZ residents' sales and other operating revenues in 2018, \$ million	55.53

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# TECHNOLOGY INNOVATIVE SEZ "ISTOK" (MOSCOW REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>5</b>	<b>-/-/-</b>	<b>8.41</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>							
SUBSET 1.1: Economic and investment effectiveness							
1.1.1	Fixed capital investment, % of Gross regional product	3-4	17.84	0.939	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	1-3	0.00	1.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	3-4	3.90	3.900	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	3-4	0.92	0.920	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	3-4	0.13	0.169	1.000	TI SEZ "St. Petersburg"	3.734
SUBSET 1.2: Labour supply in the Russian region							
1.2.1	Population density coefficient, people per square kilometer	3-4	169.37	0.113	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	3-4	49.13	0.996	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	5-6	21.32	0.246	1.000	TI SEZ "Technopolis Moscow"	1.845
<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>							
2.1	Dealing with construction permits, days	1-3	5	1.000	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	4	4.25	0.813	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-5	1.00	1.000	1.000	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	4	106.25	0.990	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fdi's Global Free Zones of the Year (international ranking), scores	3-6	0.00	0.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	5-6	0.00	0.000	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	6	0.38	0.381	0.813	TI SEZ "St. Petersburg"	1.049
<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>							
3.1	Actually built SEZ infrastructure facilities, share of plan	1-2	1.56	1.594	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	4	2.79	0.734	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	5-6	11.20	0.900	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	5-6	0.00	0.000	0.583	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 4: LAND RESOURCES AND BUILDINGS</b>							
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	1	86.51	1.775	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	1	100.00	1.153	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	5	75.76	0.444	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	6	0.00	0.000	0.274	TI SEZ "Technopolis Moscow"	1.000
<b>PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS</b>							
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	1	5 495.15	1.310	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	5-6	13	0.707	1.000	TI SEZ "Tomsk"	1.326
<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>							
6.1	Quality of the SEZ website in Russian, scores	5	0.94	0.944	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	4	1.15	1.148	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	5	3.63	0.859	1.000	TI SEZ "Innopolis"	1.185

## Statistical indicators of the TI SEZ "Istok"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	11.63
2	Gross regional product in 2017, \$ billion	65.20
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	0,00
4	Administrative burden, scores	3,75
5	Efficiency of the government support of investment projects, scores	3,90
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	4,05
7	Unemployment rate in 2017, %	0,50
8	Uncompensated receipts in 2018, % of total regional budget revenue	7,73
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	46,40
10	Regional debt, \$ billion	2,06
11	Tax and non-tax revenue, \$ billion	9,68
12	Regional debt burden, %	21,29
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	740,00
14	Annual average population in 2017, people thousand	7 463,4
15	Territory of the region in 2017, square kilometres	44 329,0
16	Labour force in 2017, people thousand	4 078,00
17	Employees with tertiary education, %	43,60
18	Employees with secondary education, %	37,20
19	Employees with both tertiary and secondary education in 2017, people thousand	3 295,00
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	16,00
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	98,40
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	96,50
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	15,9
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	399,74
26	Date of the Russian Government resolution on the establishment of the SEZ, year	31.12.2015
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	16
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	17
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	2
31	Actual number of the SEZ residents on average, number per year	4,25
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	1
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	2
34	Heat capacity installed, Gigacalories per hour	161,0
35	Heat consumed by the SEZ residents, Gigacalories per hour	61,0
36	Facilities for water supply installed, cubic metres per hour	175,5
37	Water consumed by the SEZ residents, cubic metres per hour	167,63
38	Wastewater collection system installed, cubic metres per hour	154,67
39	Wastewater disposed in the SEZ, cubic metres per hour	146,79
40	Gas capacity installed, cubic metres per hour	3,36
41	Gas consumed by the SEZ residents, cubic metres per hour	2,91
42	Electrical capacity installed, Megawatts	38,88
43	Electrical capacity consumed by the SEZ residents, Megawatts	37,00
44	SEZ land area totally, hectares	62,65
45	SEZ useful land area, hectares	0
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	54,20
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	1 442,7
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	1 442,7
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	8,79
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	Not for sale
51	Distance from the SEZ to the nearest federal highway, km	11,20
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	0
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	0,00
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	0
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	2
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	11,76
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	280,25
59	SEZ residents' sales and other operating revenues in 2018, \$ million	260,67

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# TECHNOLOGY INNOVATIVE SEZ "TOMSK" (TOMSK REGION)

Investment attractiveness of the SEZ in detail\*

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	<b>Index</b>	<b>6</b>	<b>-/-/-</b>	<b>7.47</b>	<b>8.96</b>	<b>TI SEZ "Dubna", TI SEZ "Technopolis Moscow"</b>	<b>9.81</b>
	<b>PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION</b>	<b>4</b>	<b>-/-/-</b>	<b>0.965</b>	<b>1.263</b>	<b>TI SEZ "Technopolis Moscow"</b>	<b>1.924</b>
	<b>SUBSET 1.1: Economic and investment effectiveness</b>	<b>6</b>	<b>-/-/-</b>	<b>1.231</b>	<b>1.526</b>	<b>TI SEZ "St. Petersburg"</b>	<b>1.797</b>
1.1.1	Fixed capital investment, % of Gross regional product	2	18.60	0.979	1.000	TI SEZ "Innopolis"	1.587
1.1.2	Tax burden to a SEZ resident, %	4-6	2.03	0.000	0.500	TI SEZ "Technopolis Moscow"	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	5	3.87	3.867	4.100	TI SEZ "Innopolis"	5.000
1.1.4	Investment risk, scores	1	1.31	1.306	0.990	TI SEZ "Tomsk"	1.306
1.1.5	Engel coefficient, %	6	0.004	0.005	1.000	TI SEZ "St. Petersburg"	3.734
	<b>SUBSET 1.2: Labour supply in the Russian region</b>	<b>3</b>	<b>-/-/-</b>	<b>0.698</b>	<b>1.000</b>	<b>TI SEZ "Technopolis Moscow"</b>	<b>2.055</b>
1.2.1	Population density coefficient, people per square kilometer	6	3.43	0.002	1.000	TI SEZ "Technopolis Moscow"	3.195
1.2.2	Labour potential, %	6	43.11	0.874	1.000	TI SEZ "Technopolis Moscow"	1.123
1.2.3	Educational attainment, people per 10 000 inhabitants	3	105.75	1.219	1.000	TI SEZ "Technopolis Moscow"	1.845
	<b>PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ</b>	<b>6</b>	<b>-/-/-</b>	<b>0.584</b>	<b>0.770</b>	<b>TI SEZ "Dubna"</b>	<b>0.979</b>
2.1	Dealing with construction permits, days	4-6	7	0.714	0.857	TI SEZ "Istok"	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	3	4.85	0.868	0.970	TI SEZ "Dubna"	1.308
2.3	Availability of the free customs zone infrastructure, built by the SEZ management company, scores	1-5	1.00	1.000	1.000	TI SEZ "Tomsk"	1.000
2.4	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan	6	84.00	0.783	1.000	TI SEZ "Dubna"	1.248
2.5	Availability of awards of fDI's Global Free Zones of the Year (international ranking), scores	3-6	0.00	0.000	0.000	TI SEZ "St. Petersburg"	1.000
2.6	Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores	5-6	0.00	0.000	0.583	TI SEZ "Innopolis"	1.000
2.7	SEZ management company's competencies in attraction of foreign investors, scores	5	0.72	0.721	0.813	TI SEZ "St. Petersburg"	1.049
	<b>PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ</b>	<b>3</b>	<b>-/-/-</b>	<b>0.809</b>	<b>0.880</b>	<b>TI SEZ "Dubna"</b>	<b>1.232</b>
3.1	Actually built SEZ infrastructure facilities, share of plan	5	0.67	0.690	1.099	TI SEZ "Technopolis Moscow"	1.594
3.2	Vacant infrastructure relative to infrastructure installed, %	2	16.66	1.146	0.870	TI SEZ "Dubna"	1.336
3.3	Transport accessibility of the SEZ, scores	5-6	10.00	0.900	0.967	TI SEZ "Dubna"	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	4	0.50	0.500	0.583	TI SEZ "Technopolis Moscow"	1.000
	<b>PILLAR 4: LAND RESOURCES AND BUILDINGS</b>	<b>6</b>	<b>-/-/-</b>	<b>0.519</b>	<b>0.737</b>	<b>TI SEZ "Dubna"</b>	<b>0.884</b>
4.1	The land area occupied by the SEZ residents, % of the SEZ useful land area	5	34.05	0.699	1.000	TI SEZ "Istok"	1.775
4.2	Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ	4	84.51	0.974	1.000	TI SEZ "Istok"	1.153
4.3	Leasing price of the offices in the SEZ, % of the regional leasing price of offices	6	117.60	0.286	0.645	TI SEZ "Innopolis"	1.000
4.4	Selling price of the land in the SEZ, % of the regional selling price of land	5	131.33	0.048	0.274	TI SEZ "Technopolis Moscow"	1.000
	<b>PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS</b>	<b>2</b>	<b>-/-/-</b>	<b>1.057</b>	<b>0.962</b>	<b>TI SEZ "St. Petersburg"</b>	<b>1.110</b>
5.1	Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident	4	716.22	0.787	0.925	TI SEZ "Istok"	1.310
5.2	Average annual number of created intellectual property objects, number	1	25	1.326	1.000	TI SEZ "Tomsk"	1.326
	<b>PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE</b>	<b>6</b>	<b>-/-/-</b>	<b>0.570</b>	<b>1.000</b>	<b>TI SEZ "Dubna"</b>	<b>1.171</b>
6.1	Quality of the SEZ website in Russian, scores	6	0.86	0.860	1.000	TI SEZ "Dubna"	1.106
6.2	Quality of the SEZ website in English, scores	6	0.00	0.000	1.000	TI SEZ "Technopolis Moscow"	1.311
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	6	3.58	0.849	1.000	TI SEZ "Innopolis"	1.185

Statistical indicators of the TI SEZ "Tomsk"

No	Statistical indicator, unit of measurement	Value
1	Fixed capital investment (capital expenditure) in 2017, \$ billion	1.63
2	Gross regional product in 2017, \$ billion	8.76
3	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2020-2027 (tax burden to a SEZ potential resident), %	2.03
4	Administrative burden, scores	4.10
5	Efficiency of the government support of investment projects, scores	3.70
6	Transparency of regional executive bodies' support given to entrepreneurs, scores	3.80
7	Unemployment rate in 2017, %	1.50
8	Uncompensated receipts in 2018, % of total regional budget revenue	26.02
9	Exhausted assets by economic activity "Electricity, gas, steam and air conditioning supply" in 2017, %	41.00
10	Regional debt, \$ billion	0.46
11	Tax and non-tax revenue, \$ billion	1.04
12	Regional debt burden, %	44.52
13	Public hard-surface roads density in 2017, kilometres per 1000 square kilometres of the territory	24.00
14	Annual average population in 2017, people thousand	1 078.00
15	Territory of the region in 2017, square kilometres	314 391.00
16	Labour force in 2017, people thousand	533.00
17	Employees with tertiary education, %	34.10
18	Employees with secondary education, %	40.30
19	Employees with both tertiary and secondary education in 2017, people thousand	396.60
20	Graduates from tertiary education, at doctoral level in 2017, people thousand	11.4
21	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
22	Producer price index for the economic activities of the Russian region (2017 compared to 2016), %	119.30
23	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation - Results of 2018" (Rating Agency "RIA Rating"), %	66.50
24	Average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month, 2018, \$ per square metre	7.99
25	Average selling price of the SEZ land in the Russian region, 2018, \$ thousand per hectare	135.71
26	Date of the Russian Government resolution on the establishment of the SEZ, year	18.01.2006
27	Availability of the free customs zone infrastructure, built by the SEZ management company (yes/no) (1/0)	1
28	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	75
29	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	63
30	Including an actual number of the SEZ residents with foreign participation (cumulatively since the establishment of the SEZ) as at December 31, 2018, number	10
31	Actual number of the SEZ residents on average, number per year	4.85
32	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	49
33	Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	33
34	Heat capacity installed, Gigacalories per hour	10.32
35	Heat consumed by the SEZ residents, Gigacalories per hour	7.58
36	Facilities for water supply installed, cubic metres per hour	208.33
37	Water consumed by the SEZ residents, cubic metres per hour	17.50
38	Wastewater collection system installed, cubic metres per hour	208.33
39	Wastewater disposed in the SEZ, cubic metres per hour	17.08
40	Gas capacity installed, cubic metres per hour	2 740.00
41	Gas consumed by the SEZ residents, cubic metres per hour	240.00
42	Electrical capacity installed, Megawatts	4.10
43	Electrical capacity consumed by the SEZ residents, Megawatts	4.10
44	SEZ land area totally, hectares	276.00
45	SEZ useful land area, hectares	52.51
46	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2018, hectares	17.88
47	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	16 644.85
48	Total area of the buildings in the territory of the SEZ occupied by the SEZ residents in 2018, square metres	14 065.85
49	Average leasing price of the offices (1 square metre) in the territory of the SEZ in a month, 2018, \$ per square metre	9.40
50	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, 2018, \$ thousand per hectare	178.24
51	Distance from the SEZ to the nearest federal highway, km	10.00
52	SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53	SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)	1
54	Staff members of the SEZ management company have anecdotal experience of working for international companies, scores	0.00
55	Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)	1
56	Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees	2
57	SEZ residents with foreign participation, % of the total number of the SEZ residents	15.87
58	Total private investment, including capital expenditures, made by the SEZ residents during 2016-2018 in accordance with the agreement of doing business in the territory of the SEZ, \$ million	135.37
59	SEZ residents' sales and other operating revenues in 2018, \$ million	58.81

Statistical indicators of the Russian region

Statistical indicators of the Special Economic Zone



# METHODOLOGY OF THE III NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2019<sup>1</sup>

The III National SEZs Investment Attractiveness Index 2019 is considered to be a guide to the most investment attractive Russian Special Economic Zones. The guide serves as a mean to assess the level of development of Special Economic Zones, their investment attractiveness, and favourable conditions for implementation of investment projects in the SEZs. All Industrial Production SEZs, Technology Innovative SEZs as well as a Port SEZ in Russia have taken part in the Index. As usual, Industrial Production and a Port SEZs are assessed independently of the assessment of Technology Innovative SEZs. Note that this year the rating of Industrial Production and a Port SEZs is shown separately from the rating of Technology Innovative SEZs.

Assessment of investment attractiveness of the SEZs is considered to be topical and in demand due to the fact that its implementation ensures identification of strengths and weaknesses of the Russian regional economies, Special Economic Zones and their management companies, improvement of investment attractiveness and business environment in a few Russian regions. It provides a complete use of available growth factors, which are capable of considerably strengthening the investment component of economic development, increasing the efficiency of Special Economic Zones and their management companies, allocating financial resources more efficiently than before in order to achieve final goals.

The obtained results can provide required information for the Russian and foreign investors, SEZ residents (tenants), the Russian industry-specific federal and regional executive bodies, the Russian development institutes. A SEZ management company can focus on the Russian best practices in turn.

The results of the Index are presented to Russian and foreign investors, Russian and international financial and credit organizations, investment funds, leading development institutions, the Russian federal executive bodies (the Ministry of Economic Development of the Russian Federation, the Ministry of Industry and Trade of the Russian Federation, the Ministry of Telecom and Mass Communication of the Russian Federation, the Ministry of Finance of the Russian Federation, the Ministry of Agriculture of the Russian Federation), executive authorities of all Russian regions, the expert community and available in open sources.

Purposes of the Index are as follows:

1) assessment of the level of investment attractiveness of the Russian Special Economic Zones; 2) identification of the existence of favourable conditions for attracting the Russian and foreign investors so as to boost competitiveness among SEZ management companies for investment, 3) enhancement of competitiveness among SEZ management companies for investments as well as replication of best management practices for Special Economic Zones.

With a view to ensure maximum objectivity of the Index procedure we will adhere to the following principles:

**- Principle of objectivity of the methodology:** formation of an independent Expert Board with participation of representatives of industry-specific ministries and agencies, non-governmental organisations, financial institutions, loan companies, core development institutions. All of this can provide the maximum objectivity and transparency of the procedure of making the Index at all stages.

**- Principle of transparency of the methodology:** we hold public discussion of the Index methodology with of the industry experts, leading national financial institutions, loan companies, development institutions, non-governmental organisations (including representatives of the Ministry of Economic Development of the Russian Federation, State Corporation "Bank for Development and Foreign Economic Affairs (Vnesheconombank)", Chamber of Commerce and Industry of the Russian Federation, Industrial Development Fund, "Corporation "SME" JSC, and etc.); we publish of the methodology and key analytical calculations in open sources; we submit the Index results to industry-specific federal and regional executive bodies, development institutions, representatives of the expert community, the federal and regional media and at one of the largest economic forums in Russia.

**- Principle of the consideration of the most significant factors that have an impact on the SEZs investment attractiveness:** we take into account in the Index methodology only indicators that measure the investment attractiveness of a SEZ in the best way, in the opinion of industry experts, investors and SEZ residents.

**- Principle of objectivity of information:** the Index is based on the use of the statistical data obtained from SEZ management companies, the Ministry of Economic Development of the Russian Federation, the Central Bank of the Russian Federation, and other open sources as well as from the expert assessments, which were provided by both SEZ residents and representatives of the business community.

The information obtained for the Index is verified by the experts from the Association for the development of Clusters and Technology Parks of Russia with the support of the Ministry of Economic Development of the Russian Federation. Verification procedure implies a randomly selected check on information obtained via sending an additional request or using an alternative source of information (if any exists).

In the methodology of III National SEZs Investment Attractiveness Index 2019 the approaches to assessment of a SEZ investment attractiveness, its competitiveness, the ease of doing business and other estimates of an investment climate used in numerous national and international rankings has taken into consideration. Among of them are Global Free Zones of the Year (Foreign Direct Investment Intelligence (FDI), Financial Times), Doing Business (The World Bank), The Global Competitiveness Index (The World Bank), Paying Taxes (The World Bank) as well as the National rating of investment climate in the Russian regions (Agency for strategic initiatives), Creditworthiness Index of the regions of the Russian Federation (Rating Agency "RIA Rating"), etc.

The system of the indicators of investment attractiveness is based on the principle of validity of the factors that are the most significant for potential SEZ investor's decision to start investing here. It reflects major particularities of investment process both in a SEZ territory and in the Russian region, where the SEZ functions.

The computation of the III National SEZs Investment Attractiveness Index 2019 is based on successive aggregations of scores from the statistical indicator level (i.e., the most disaggregated level) all way up to the overall Index score. The statistical indicators at the most disaggregated level reflect the state, quality and dynamics of investment process in the Russian SEZs and use official statistics or surveys conducted among regional entrepreneurs and SEZ residents. Indicators are calculated on the basis of statistical indicators. Quantitative and qualitative estimates of indicators are grouped into 6 pillars of investment attractiveness.

Special Economic Zones of different types (Industrial Production SEZ, Technology Innovative SEZ, and Port SEZ) are comparable owing to standardization procedure, where variables are given in standard deviations from the mean of the Russian SEZs (assumed to be 1).

In case of asymmetric distribution of indicators (when the majority of SEZs have low values of the indicators and only few of them have extremely high values) we apply the smoothing procedure to the extreme values of indicators to avoid using biased estimates. Therefore, the indicators are calculated according to the following mathematical expression:

$$\tilde{x}_j^r = \sqrt[S]{\frac{x_j^r}{x_m}}$$

where:

- $\tilde{x}_j^r$  denotes the adjusted value of indicator  $i$  of a SEZ  $r$ ;
- $x_j^r$  denotes the original value of indicator  $i$  in a SEZ  $r$ ;
- $S$  denotes the exponent of the adjustment, which takes value from 2 to 4 conditional on skewness coefficient in the SEZ  $i$ ;
- $x_m$  denotes the Russian mean, calculated on the basis of open data, information provided by the Ministry of Economic Development of the Russian Federation or the SEZ management companies that took part in the Index.

An underlying criterion for selecting statistical indicators to estimate indicators of the SEZ efficiency is an assumption of the presence of statistically significant, logically relevant, meaningful correlation among indicators.

<sup>1</sup> III National SEZs Investment Attractiveness Index 2019 was prepared with contribution from the students of leading universities of Russia included in the International University Rankings QS BRICS, QS EECA, RUR World University Rankings, Scimago Institutions Rankings (Spain, in collaboration with the scientific publishing house Elsevier, Scopus), "100 best universities of Russia" (international business publication "Forbes"), TOP-100 in subject "Economics, Economics" Science Index. In particular, State University of Management is a leader in management education in Russia, and Moscow State Pedagogical University is the first in the world of a pedagogical university, Russia's first higher educational institution for women.



The choice of statistical indicators is limited by currently available information.

Investment attractiveness of Special Economic Zones is assessed through a number of indicators of investment attractiveness of the Russian Industrial Production, Technology Innovative and Port SEZs, which are grouped in the following pillars of investment attractiveness:

- 1) investment attractiveness of the Russian region;
- 2) doing business environment in the SEZ;
- 3) infrastructure provision of the SEZ;
- 4) land resources (land resources and buildings);
- 5) Investment activity of the SEZ residents (investment and innovation activity of the SEZ residents);
- 6) information transparency of the SEZ website.

In terms of Industrial Production SEZs and a Port SEZ assessment quantitative indicators account for six-seventh of indicators (i.e. 26 indicators derived from research results or the official statistics), while the remaining one-seventh (i.e. 4 indicators) comes to qualitative estimates obtained in survey of experts, investors and a SEZ residents.

The assessment of Technology Innovative SEZs involves both the same structure and the number of quantitative and qualitative indicators. The core difference among the assessment of the Russian SEZs of different types is the content of quantitative indicators. It takes into account specifics of Technology Innovative SEZs distinctly from the particularities of the group of Industrial Production and Port SEZs.

SEZ efficiency is estimated through the computation of the Index by aggregating multidimensional indicators.

## PILLAR 1. INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION



The pillar helps potential investors assess social, economic and other strengths, opportunities, weaknesses of the Russian region (for example, the level of investment risk), which have an impact on taking a decision to invest. Every region has its own level of investment attractiveness, which determines its competitiveness.

Indicators in the pillar 1 "Investment attractiveness of the Russian region" are grouped in two subsets, such as 1.1 "Economic and investment effectiveness" and 1.2 "Labour supply in the Russian region".

The subset 1.1 "Economic and investment effectiveness" includes 5 indicators:

### 1.1.1. Fixed capital investment, % of Gross regional product (GRP).

The indicator measures capital investment made by the Russian private and mixed (government and private) forms of ownership. Capital investment consists of expenditures on construction, reconstruction (including modernization and extension) of capital assets, contributing to the value of assets, purchasing machines, equipment, vehicles, production tools, household items, growing productive, breeding livestock, draught animals, planting and growing perennial crops. Apart from that, capital investment includes financial resources of companies and population spent on participatory construction, which were attracted by developers' organizations. Expenditures on purchasing assets that are under construction, and on purchasing fixed capital in the secondary market are excluded. Value added tax is excluded.

The value of the gross regional product of the Russian region, in which the SEZ is located, is determined in accordance with the official statistics of the Federal State Statistic Service as of 2018.

### 1.1.2. Tax burden to a SEZ resident, %.

The indicator is calculated for a horizon period of 8 years, i.e. from January 1, 2020 till December 31, 2027.

Tax burden is concerned with a SEZ potential resident (a tenant) and is calculated on the profit tax (i.e. corporate profit tax) paid by an entrepreneur in a regional budget (i.e. the budget of the Russian region, where the SEZ is located), which is relative to the enterprise's total sales and other operating revenues, occurred for the period 2020-2027.

Considering that tax exemptions for the specified period for the residents of different SEZs in terms of a property tax, a transport tax, a land tax and social payments will be the same, the tax burden will be calculated only for SEZ residents' profit tax. Indicator "Tax burden to a SEZ potential resident" represents payments of profit tax to a regional budget related to the company's total revenue in 2020-2027, that is, a ratio of the total amount of the organization's profit tax payments to the regional budget in the period from 2020 to 2027 to the enterprise's total (accumulated) revenue for the same period of time.

Several assumptions about an investor (a SEZ potential resident) made for their assessment, as follows:

- an investor has been registered as a limited liability company (Ltd, LLC);
- an enterprise is to acquire a SEZ resident status in 2020;
- corporate profit tax is calculated based on the assumption that the investment phase of the SEZ resident's project lasts for the first 4 years, and since the 5th year the projected capacity of the SEZ resident is reached, what is associated with the payment of taxes to both the federal and regional budgets completely;
- annual company's sales and other operating revenues, excluding operations outsourced, is equal to \$ 17,0 million;
- annual profit rate is 15% of the annual company's value of sales and other operating revenues;
- tax burden is calculated on the basis of a profit tax, paid by investor (i.e. a SEZ potential resident) in the regional budget;
- the base period used for calculating the tax burden is 8 years;
- an investor (a SEZ potential resident) is an enterprise with 100% national investment;
- the employees of the enterprise are the citizens of Russia, the average strength is equal to 80 people;
- an investor (i.e. a SEZ potential resident) performs industrial production or scientific and technological activity. The company is involved in the international trade of goods, to which special tax regime is not applied, except for motor and vehicle manufacturing.

Indicator "Tax burden to a SEZ potential resident, %" is assessed according to the following scale: if the indicator has a value of 0%, then this indicator takes 1 score; if the indicator has a value from 0,01% to 0,43% (0,43% is an average value in the Russian SEZs), then it takes 0,5 score; if the indicator has a value of more than 0,43%, it takes 0 score.

The initial data for calculating the indicator is taken from the current legal acts (legislation) of the Russian region, where the SEZ is located, in terms of the corporate profit tax rate to be paid to the regional budget.

### 1.1.3. The regional Government assistance in attracting investment and implementing projects, scores.

The indicator is estimated through the surveys conducted among entrepreneurs and the SEZ residents, concerned with conditions for doing business. The respondents, including the owners, chief executive officers, first deputy directors of commercial organisations. The indicator "The regional government assistance in attracting investment and implementing projects" is calculated by evaluating the following criteria:

- administrative burden and over-regulation of doing business (1 - administrative burden makes doing business almost impossible, 2 - administrative burden complicates doing business significantly, 3 - overregulation is present in the region, but administrative burden has no significant effect on doing business, 4 - administrative burden is nearly absent, 5 - no administrative burden);
- efficiency of the government support of investment projects (how much you personally trust the regional authorities, supporting business



(1 - the regional authorities do not provide any support for business investment projects; 2 - the regional authorities support only the most large-scale (capital-intensive) investment projects in the priority sectors of the regional economy; 3 - the regional authorities provide support for investment projects, but not sufficiently enough to accelerate them, 4 - the regional authorities are interested in investment projects and significantly contribute to providing favorable conditions for their implementation, 5 - the regional authorities provide the most favorable conditions for investment projects));

- transparency of regional executive bodies' support given to entrepreneurs (1 - the regional authorities are corrupt and impede doing business, 2 - the regional authorities' support of doing business is non-transparent and certain government decisions seem to be corrupt, 3 - the regional authorities do not impede doing business, however their activity is hardly named transparent, 4 - the regional authorities' support is transparent enough and mostly contributes to doing business, 5 - the regional authorities' support is the most transparent and contributes to doing business).

Each criterion is evaluated on a 5-score scale from 1 to 5 scores, where "1" is the lowest level of satisfaction of entrepreneurs with the regional executive bodies, while "5" is the highest one. An indicator, i.e. an aggregate, is calculated through summing the mean values of each criterion to the number of criteria under investigation.

The final value of this indicator is determined on the basis of an online survey of the residents of each studied Special Economic Zone conducted by the Ministry of Economic Development of the Russian Federation in 2019, and calculated as an arithmetic mean of the values of three SEZ indicators mentioned above.

#### 1.1.4. Investment risk, scores.

The indicator is calculated as a mean of the values of the following components: 1.1.4.1. Credit risk (i.e. default risk); 1.1.4.2. Liquidity risk; 1.1.4.3. Market risk (interest rate risk); 1.1.4.4. Non-financial risk.

##### 1.1.4.1. Credit risk (i.e. default risk), scores.

The indicator is computed as the mean of the value of the statistical indicators "Regional debt burden, %" and "Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation – Results of 2018" (Rating Agency "RIA Rating"), %".

The indicator "Regional debt burden, %" represents the ratio of the value of "Regional debt, \$ billion" to the value of "Tax and non-tax revenue, \$ billion".

##### 1.1.4.2. Liquidity risk, scores.

"Uncompensated receipts in 2018, % of total regional budget revenue" is equal to subsidies obtained from the budgets of the federal and regional Governments, uncompensated receipts made by companies, international organisations, individuals, individual entrepreneurs, and the foreign Governments, donations given to the Russian region, which are relative to the regional budget revenue. Budget revenues exclude finance, securing reduction of the budget deficit (according to the Budget Code of the Russian Federation).

#### 1.1.4.3. Market risk (interest rate risk), scores.

The value of "Producer price index for the economic activities of the Russian region (2017 compared to 2016), %" for all types of economic activity by the Russian regions is taken into account (December 2017 compared to December of the previous year, %).

#### 1.1.4.4. Non-financial risk, scores.

Non-financial risk, concerned with Technology Innovative SEZs, includes such statistical indicators, as "Unemployment rate, %", "Exhausted assets by economic activities "Electricity, gas, steam and air conditioning supply", "Water supply, sewerage, waste management and remediation", "IT and other information services".

"Unemployment rate (%)" is estimated as unemployed people in a specified age group relative to labour force in the same age group in accordance with the methodology of the International Labour Organization.

Fixed assets reflect an item with a useful life greater than one reporting period, and which is used repeatedly. The examples of general categories of fixed assets are as follows: buildings, facilities, machinery, equipment, vehicles, draught animals, productive livestock, perennial crops, etc.

Full depreciation of fixed assets means that fixed assets have fully exhausted consumer properties with value that is zero due to the effects of nature, technological progress that took place during the operation of fixed assets.

The total value of the indicator 1.1.4 "Investment risk, scores" is calculated as the arithmetic mean of four indicators "Credit risk (Default risk)", "Liquidity risk", "Market risk (interest rate risk)", "Non-financial risk".

#### 1.1.5. Engel coefficient, %.

The indicator assesses the level of provision of automobile roads for the inhabitants and is equal to the density of automobile roads relative to the square root of population density, kilometres/ person/ square kilometre.

The subset 1.2 "Labour supply in the Russian region" includes 3 indicators:

##### 1.2.1. Population density coefficient, people per square kilometer.

The value of the indicator, is determined in accordance with the official statistics of the Federal State Statistic Service.

##### 1.2.2. Labour potential, %.

The indicator is calculated as an arithmetic mean of 2 statistical indicators, such as a percentage of the able-bodied population and a percentage of employees with tertiary and secondary education (the level of inhabitants' education), %.

##### 1.2.3. Educational attainment, people per 10 000 inhabitants.

The indicator measures graduates from tertiary education (Bachelor's Degree, a specialist, Master's Degree) per 10 000 inhabitants.

The pillar 1 "Investment attractiveness of the Russian region" is calculated through the following mathematical expression:

$$P_1 = \frac{\left( \frac{I_i + T_i + IG_i + IR_i + K_{E,m}}{I_m + T_m + IG_m + IR_m + K_{E,m}} \right)}{n} + \frac{\left( \frac{K_{PD,i} + QL_i + E_i}{K_{PD,m} + QL_m + E_m} \right)}{n} \quad (1), \text{ where}$$

$P_1$  denotes the value of the pillar "Investment attractiveness of the Russian region";

$I$  denotes the fixed capital investment, % of Gross regional product;

$T$  denotes the tax burden to a SEZ resident, %;

$IG$  denotes the regional government assistance in attracting investment and implementing projects, scores;

$IR$  denotes investment risk, scores;

$K_E$  denotes the Engel coefficient level of provision of the population with automobile roads, %;

$K_{PD}$  denotes the population density in the territory of the Russian region (people/square kilometre);

$QL$  denotes labour potential, %;

$E$  denotes educational attainment, %;

$m$  denotes the Russian mean value of the indicator estimated through the certain aspects of investment attractiveness of the Russian regions, in which territories SEZs taken part in the rating operate.

The value of the pillar 1 is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the Russian region, in which a SEZ is located;

$n$  denotes the number of indicators involved in calculation of the pillar.

The difference in final values of the Pillar 1 "Investment attractiveness of the Russian region" concerned with the Special Economic Zones located in the same Russian region is explained by the fact that the pillar includes some qualitative indicators, the values of which were obtained by expert assessment (results of a survey conducted among the SEZ residents).





## PILLAR 2. DOING BUSINESS ENVIRONMENT IN THE SEZ

In the pillar 2 benign business environment in the territory of the SEZ is assessed with regard to a marginal period of obtaining construction permits, dealing with construction permits for industrial and (or) technological facilities, cost of the procedure, a SEZ management company response time to an investor's request, annual average number of attracted SEZ residents. The pillar is also aimed at assessing the SEZ management company's competences to attract foreign investors and potential residents.

The pillar 2 "Doing business environment in the SEZ" includes 8 indicators concerned with both Industrial Production SEZs and a Port SEZ. In terms of Technology Innovative SEZs, the pillar 2 consists of 7 indicators.

### 2.1. Dealing with construction permits, days.

This indicator addresses an average period of time, when a SEZ resident needs to get a permit for the construction of industrial or technological facilities which are necessary for doing business in the future. The indicator is defined as the deadline for obtaining a construction permit, established by the current legislation of the Russian region, in which the SEZ operates. An investor is supposed to know all the requirements for getting construction permit and the sequence of procedures in advance. The information for calculating this indicator is derived from construction regulations approved by executive bodies of the Russian regions.

### 2.2. Annual average number of the residents attracted to the SEZ, number.

This indicator refers to the moment of the establishment of the SEZ. It is computed as the ratio of the value of the indicator "Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number" to the duration of the SEZ functioning (years). The indicator "Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2018, number" represents the total number of investors that acquired a status of the SEZ resident (concluded with the Government of the Russian Federation, or the federal executive body, or the executive body of the Russian region, in which the SEZ is located, an agreement on doing business in the territory of the Special Economic Zone and received a certificate of the SEZ resident). The indicator does not include the SEZ residents attracted to the SEZ since establishment of the SEZ (i.e. the date of entry into force of the Russian Government Resolution on creation of the SEZ), if the agreement with them has been terminated.

When calculating the number of the residents of private SEZs, investors were taken into account which had concluded agreements with the SEZ management company and had bought land sites in the territory of the SEZ for subsequent implementation of their investment projects. The use of a different methodology for calculating the indicator "Annual average number of the residents attracted to the SEZ" concerned with

private SEZs is related to the particularities of their functioning, as well as to stricter requirements of a private SEZ management company (compared to the SEZs of mixed, i.e. government and private, form of ownership) for the SEZ potential residents. The activities of the management company of a private SEZ are aimed to meet the investor's need for the construction of infrastructure facilities only in the build-to-suit format by using private financial resources and according to the investor's requirements to design of buildings and the infrastructure. Build-to-suit format implies construction of general engineering and transport infrastructure solely financed from the private SEZ management company's own funds. The lease price of land in a private SEZ is much higher than this indicator in the SEZs established with the contribution of the Government budget.

The investment attractiveness of private SEZs is mostly explained by the opportunities to obtain the platforms with all the necessary infrastructure for the residents. In contrast to SEZs funded by the Russian government, in private SEZs an investor enters into the agreement with the SEZ management company and can start implementing his or her investment project in the SEZ before applying to the Ministry of Economic Development of the Russian Federation or to another executive body for obtaining the certificate of the SEZ resident status registration.

The value of the indicator corresponds to the information of the "Report on the results of the functioning of Special Economic Zones as of 2018 and for the period from the establishment of Special Economic Zones" prepared by the Ministry of Economic Development of the Russian Federation.

### 2.3. Availability of the free customs zone infrastructure, built by the SEZ management company, scores.

If the infrastructure of the free customs built by the SEZ management company in-house in accordance with the order of the Federal Customs Service of the Russian Federation No. 817 of April 30, 2018, exists in the territory of the SEZ, and it is available to all residents of the SEZ, the maximum score (1 point) is assigned to the SEZ management company. In case of the infrastructure of the free customs built by the SEZ resident for its own purposes of doing business, the SEZ management company takes 0 points. Annual volume of operations performed on customs clearance and the performance of other customs intermediary functions does not matter.

### 2.4. Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan.

The value of the indicator corresponds to the information of the "Report on the results of the functioning of Special Economic Zones as of 2018 and for the period from the establishment of Special Economic Zones" prepared by the Ministry of Economic Development of the Russian Federation. The date the establishment of a SEZ is the same as the moment of conclusion

of the agreement on setting up the SEZ management company.

### 2.5. Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores.

The indicator is assessed on the basis of the information in a reputable international publication "Global Free Zones of the Year" (fDi Magazine, Publishing house "The Financial Times Limited") for three previous years, i.e. for the period 2016-2018. If the SEZ obtained at least 1 award during 2016-2018, the SEZ is assigned 1 point. If the SEZ has no fDi's Global Free Zones of the Year reward for the period mentioned above, 0 points are assigned to the SEZ management company.

### 2.6. Quality of the information submitted in response to the request, sent by a SEZ foreign potential resident, scores.

The indicator refers to quality of the information provided by the SEZ management company during the telephone interview in English with a SEZ foreign potential resident.

This indicator assesses the quality of knowledge of a foreign language (English) of the representatives of the SEZ management company, whose work is to deal with investors, the SEZ residents. In particular, the time and completeness of the SEZ management company's response to a received phone call from a potential foreign resident about the level. The theme of the phone call covers various infrastructure facilities in the territory of the SEZ, costs of basic SEZ management company services for energy supply, as well as the availability of tax exemptions.

In case of a response of a representative of the SEZ management company to all the questions of a potential resident in English (linguistic component), 1 point is assigned. Providing an incomplete response to a request from a potential resident, the score is reduced by 0.5 points. In case of providing information in Russian, 0 points are assigned.

During the experiment, contact information on the official website of the SEZ is used to communicate with the representatives of the SEZ management company. Meanwhile, 0 points are assigned when it is impossible to contact the SEZ management company by the contacts presented on the official website of the SEZ three or more times.

### 2.7. SEZ management company's competencies in attraction of foreign investors, scores.

The indicator is calculated as a mean of the values of the following statistical indicators: "Staff members of the SEZ management company have anecdotal experience of working for international companies, scores"; "Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0)"; "Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, employees"; "SEZ residents with foreign participation, % of the total number of the SEZ residents". The latter statistical indicator is calculated cumulatively since the establishment of the SEZ up to December 31, 2018.

According to the Labour Code of the Russian Federation, "staff members" refer to employees with whom an employment contract has been concluded.

### 2.7.1. "Staff members of the SEZ management company have anecdotal experience of working for international companies, scores".

If the staff members of the SEZ management company have anecdotal

experience of working for international companies, i.e. in the companies with branches and offices in several countries, the SEZ is assigned 1 point.

### 2.7.2. Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000" (yes/no) (1/0).

If the SEZ management company has at least 1 employee graduated from the higher school of Russia, taking part in the "QS World University Rankings: Top 1000", the SEZ is assigned 1 point. If the SEZ management company has no employee graduated from the higher school of Russia, taking part in the "QS World University Rankings: Top 1000", it takes 0 points.

### 2.7.3. Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level, scores.

If the SEZ management company has at least 5 employees specialized on dealing with investors and speaking English at upper-intermediate or higher level, the SEZ is assigned 1 point. If the SEZ management company has from 1 to 4 employees specialized on dealing with investors and speaking English at upper-intermediate or higher level, the SEZ is assigned 0.5 points. If the SEZ management company has no employees speaking English at upper-intermediate or higher level, the SEZ is assigned 0 points.

### 2.7.4. SEZ residents with foreign participation, % of the total number of the SEZ residents.

The value of the indicator "SEZ residents with foreign participation, % of the total number of the SEZ residents" is calculated cumulatively since establishment of the SEZ. The indicator refers to a specific SEZ in comparison with the average Russian value concerned with both Industrial Production SEZs and a Port SEZ taken part in the III National SEZs Investment Attractiveness Index 2019.

### 2.8 Survival rate of the SEZ residents, % (regarding IP SEZs, a Port SEZ).

The indicator is computed as the ratio of legal entities deprived of the status of a SEZ resident (since the establishment of the SEZ) to the total number of the SEZ residents as at December 31, 2018.

The pillar 2 "Doing business environment in the SEZ" is estimated according to the following mathematical expression:

$$P_2 = \frac{DC_{\min} + CI_i + \frac{AT_i}{AT_{mks}} + SEZ_{fDiRanking,i} + M_i + \frac{SU_i}{SU_{mks}} + \sqrt{\frac{RY_i}{RY_{mks}}} + CM}{n} \quad (2),$$

where:

$P_2$  denotes the value of pillar "Doing business environment in the SEZ";

DC denotes dealing with construction permits, days;

RY denotes annual average number of the residents attracted to the SEZ, number;

CI denotes availability of the free customs zone infrastructure, built by the SEZ management company, scores;

$SEZ_{fDiRanking}$  denotes availability of awards of fDi's Global Free Zones of the Year (international ranking) for the last 3 years, scores;

M denotes quality of the information submitted in response to the request, sent by a SEZ foreign potential resident (during the telephone interview in English), scores;



AT denotes actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan;

CM denotes a SEZ management company's competencies in attraction of foreign investors, scores (i.e. a mean of statistical indicators "Staff members of the SEZ management company have anecdotal experience of working for international companies, scores", "Staff members of the SEZ management company have graduated from the higher schools of Russia, taking part in the "QS World University Rankings: Top 1000", "Quantity of the staff members of the SEZ management company that speak English at upper-intermediate or higher level", "SEZ residents with foreign participation, % of the total number of the SEZ residents".

SU denotes survival rate of the SEZ residents, % (regarding IP SEZs, a Port SEZ);

m denotes the Russian mean value of the indicator estimated through the information obtained either from the SEZ management companies or experts;

mkts denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

min denotes the minimum value of the indicator of the SEZ;

n denotes the number of indicators involved in calculation of the pillar.

## PILLAR 3. INFRASTRUCTURE PROVISION OF THE SEZ



The pillar measures the availability of engineering infrastructure. It is assessed by using the ratio of constructed engineering infrastructure to planned one, the ratio of non-occupied capacity of infrastructure to the infrastructure installed in a SEZ, as well as transport accessibility of the SEZ.

The pillar "Infrastructure provision of the SEZ" consists of 4 following indicators:

### 3.1. Actually built SEZ infrastructure facilities, % to plan (or share of plan).

The indicator is calculated as at December 31, 2018 in accordance with the Agreement on establishment of the SEZ.

The indicator is the ratio of the number of engineering infrastructure facilities constructed and put into operation in the territory of the SEZ, to the plan. If the number of the SEZ infrastructure facilities actually put into operation exceeds by 70% or more the infrastructure facilities planned to be constructed in the territory of the SEZ, according to the agreements on the establishment of the SEZ, the estimated SEZ is assigned the same number of points as the best SEZ by this indicator (the share of overfulfillment of the plan for this SEZ does not exceed 70%).

### 3.2. Vacant infrastructure relative to infrastructure installed, %.

This indicator is defined as the ratio of the total vacant capacity of the constructed engineering infrastructure to the non-occupied useful (ready to be leased) land area of the SEZ.

Engineering infrastructure, considered in the Index, includes electricity, heating, gas and water supply, wastewater disposal. The indicator is calculated as an arithmetic mean of each kind of engineering infrastructure facilities and based on the data, which are included in the agreement on establishing a Special Economic Zone among the Russian Government, the regional government, both the administrative and executive bodies of municipal districts, where the Special Economic Zone is to be operated.

Additionally, the engineering infrastructure facilities installed, which are adjacent to the territory outside the SEZ or owned by the SEZ operating residents are taken into account in the indicator.

Two indicators constituted pillar 2 "Infrastructure provision of the SEZ" are computed as at the same period of time since the Russian Government Resolution establishing a SEZ up to January 1, 2018.

The pillar "Infrastructure provision of the SEZ" is calculated on the basis of the following mathematical expression:

The values of indicators included in the pillar 3 "Infrastructure provision of the SEZ" is calculated for one period of time from the date

of adoption of the relevant Russian government Resolution on the establishment of Special Economic Zones up to December 31, 2018. In this case, only infrastructure facilities located exclusively in the territory of the Special Economic Zone, not beyond, are taken into account.

### 3.3. Transport accessibility of the SEZ, scores.

The indicator concerns transport accessibility of the SEZ to the federal general purpose highway.

The maximum number of points (1 point) is assigned to the SEZ located on the federal general purpose highway at a distance of no more than the average Russian value. The minimum number of points (0 points) is assigned to the SEZ located on the federal general purpose highway at a distance of over 90 km. In particular, 1 point is assigned to the SEZ located at a distance of up to 5 km, 0.9 points - from 6 to 10 km, 0.8 points - from 11 to 20 km, 0.7 points - from 21 to 30 km, 0.6 points - from 31 to 40 km, 0.5 points - from 41 to 50 km, 0.4 points - from 51 to 60 km, 0.3 points - from 61 to 70 km, 0.2 points - from 71 to 80 km, 0.1 points - from 81 to 90 km. If the territory of the SEZ consists of two or more remote sites, the value of the indicator is calculated based on the arithmetic mean of the remoteness of each of the land sites of the SEZ from the federal general purpose highway.

The average Russian value of the indicator is calculated depending on the type of SEZs and on the basis of information received from the Ministry of Economic Development of the Russian Federation and SEZ management companies. The computation of the indicator is carried out separately for the following types of SEZs: 1) Industrial Production SEZs together with a Port SEZ; 2) Technology Innovative SEZs.

### 3.4. Ability of the SEZ management company to do construction work in-house, scores.

The indicator takes into account the fact that the SEZ management company can provide construction services (do construction work) for the benefit of the SEZ residents or it has a certificate (admission) of self-regulatory organization (SRO) authorising the SEZ management company to provide the construction services. If the SEZ management company provide construction services (perform work), 0.5 points are assigned. If the SEZ management company has a certificate of self-regulatory organization (SRO) authorising the SEZ management company to provide the construction services, the SEZ is assigned 1 point. If the SEZ cannot provide construction services (perform work) and has no certificate of self-regulatory organization (SRO) authorising the SEZ management company to provide the construction services, 0 points are assigned to the SEZ. The



final value of indicator 3.4 “Ability of the SEZ management company to do construction work in-house for the benefit of the SEZ residents” is defined as an arithmetic mean of the value of the two criteria “SEZ management company can do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)” and “SEZ management company has got the admission given by self-regulatory organization (yes/no) (1/0)”.

The pillar “Infrastructure provision of the SEZ” is calculated on the basis of the following mathematical expression:

$$P_3 = \frac{O_i + 4 \sqrt{\frac{D_i}{D_{mkts}}} + LGT_i + CNSTR_i}{n} \quad (3), \text{ where:}$$

$P_3$  denotes the value of the pillar “Infrastructure provision of the SEZ”;

$O$  denotes actually built SEZ infrastructure facilities, % to plan;

$D$  denotes vacant infrastructure relative both to the infrastructure installed and to the non-occupied useful (ready to be leased) land area of the SEZ, %

$LGT$  denotes the transport accessibility of the SEZ to the federal general purpose highway scores;

$CNSTR$  denotes ability of the SEZ management company to do construction work in-house, scores;

$mkts$  denotes the mean value of the indicator for two kinds of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the SEZ assessed;

$n$  denotes the number of indicators involved in calculation of the pillar.

## PILLAR 4. LAND RESOURCES (LAND RESOURCES AND BUILDINGS)



The pillar “Land resources” measures the availability of non-occupied useful land area in a SEZ, leasing (or selling) price of the SEZ land area, as well as the existence and availability of land plots. It involves 2 indicators:

The pillar 4 “Land resources” concerned with both Industrial Production SEZs and a Port SEZ includes 3 following indicators:

**4.1. The land area occupied by the SEZ residents, % of the SEZ useful land area.**

The indicator is calculated as a ratio of total land area leased and (or) owned by SEZ residents and other investors, who have concluded agreements on cooperation in the sphere of construction of the SEZ infrastructure, to useful area (i.e. leasable area).

Calculation of the total land area leased or purchased by SEZ residents is based on the data as at December 31, 2018.

**4.2. Leasing price of the land in the SEZ, % of the regional leasing price of land per year.**

The calculation of the average price of land, leasing in a Russian region  $i$ , is based on different categories of land use, such as industrial, transport, communication, broadcasting, information technology, space activities maintenance, defence, security, and other special uses.

**4.3. Selling price of the land in the SEZ, % of the regional selling price of land.**

The indicator concerns selling price of the land in the SEZ (% of cadastral value) after the moment when the investment project is implemented by the SEZ resident. Regional selling price of a land site is defined as an average regional selling price.

The pillar 4 “Land resources” concerned with both Industrial Production SEZs and a Port SEZ is calculated on the basis of the following mathematical expression:

$$P_4 = \frac{Y_i + \frac{SP_{1,min}}{SP_{1,i}} + \sqrt{\frac{SP_{2,min}}{SP_{2,i}}}}{n} \quad (4), \text{ where:}$$

$P_4$  denotes the value of the pillar “Land resources” concerned with both Industrial Production SEZs and a Port SEZ;

$Y$  denotes the land area occupied by the SEZ residents, % of the SEZ useful land area;

$SP_1$  denotes leasing price of the land in the SEZ, % of the regional leasing price of land per year;

$SP_2$  denotes selling price of the land in the SEZ (% of cadastral value), % of the regional selling price of land (after the moment when the investment project is implemented by the SEZ resident);

$mkts$  denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the SEZ assessed;

$min$  denotes the minimum value of the indicator of the SEZ;

$n$  denotes the number of indicators involved in calculation of the pillar.

The pillar 4 “Land resources and buildings” concerned with Technology Innovative SEZs includes 4 following indicators:

**4.1. The land area occupied by the SEZ residents, % of the SEZ useful land area.**

The indicator is calculated as a ratio of total land area leased and (or) owned by SEZ residents and other investors, who have concluded agreements on cooperation in the sphere of construction of the SEZ infrastructure, to useful area (i.e. leasable area). Calculation of the total land area leased or purchased by SEZ residents is based on the data as at December 31, 2018.

**4.2. Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ.**

The indicator is calculated as of 2018.

**4.3. Leasing price of the offices in the SEZ, % of the regional leasing price of offices.**

The indicator regards a ratio of the average leasing price of the offices (1 square metre) in the territory of the Russia region SEZ in a month (during the period when a SEZ resident’s investment project is under implementation) to the regional leasing price of offices in 2018.

**4.4. Selling price of the land in the SEZ, % of the regional selling price of land.**

The indicator refers to the selling price of the land sites in the SEZ for the SEZ residents after the moment when a SEZ resident’s investment project is implemented. The regional selling price of land is defined as an average selling price of the land sites in the Russian region.

The calculation of the average price of land, leasing in a Russian region  $i$ , is based on different categories of land use, such as industrial, transport,



communication, broadcasting, information technology, space activities maintenance, defence, security, and other special uses.

The pillar 4 “Land resources and buildings” concerned with Technology Innovative SEZs is calculated on the basis of the following mathematical expression:

$$P_4 = \frac{\frac{Y_{1,i}}{Y_{1,mkts}} + \frac{Y_{2,i}}{Y_{2,mkts}} + \frac{ROF_{min}}{ROF_i} + \sqrt{\frac{SP_{2,min}}{SP_{2,i}}}}{n} \quad (5), \text{ where:}$$

$P_4$  denotes the value of the pillar “Land resources and buildings” concerned with Technology Innovative SEZs;

$Y_1$  denotes the land area occupied by the SEZ residents, % of the SEZ useful land area;

$Y_2$  denotes area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ\$

$ROF$  denotes leasing price of the offices in the SEZ, % of the regional leasing price of offices (during the period when a SEZ resident’s investment project is under implementation);

$SP_2$  denotes selling price of the land in the SEZ, % of the regional selling price of land (after the moment when the investment project is implemented by the SEZ resident);

$mkts$  denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the SEZ assessed;

$min$  denotes the minimum value of the indicator of the SEZ;

$n$  denotes the number of indicators involved in calculation of the pillar.

## PILLAR 5. INVESTMENT ACTIVITY OF THE SEZ RESIDENTS (INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS)



The pillar 5 “SEZ residents’ investment activity” regarding Industrial Production SEZs, a Port SEZ measures the intensity of both attraction of investment and investment undertaken by residents of a Special Economic Zone. The level of residents’ activity reflects enabling environment for running a business in SEZ, and also can be a positive signal for national and foreign investors.

The pillar “SEZ residents’ investment activity” consists of 2 following indicators:

### 5.1. SEZ residents’ investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare.

The indicator is calculated as the ratio of investment, including capital investment, which are made by residents in the territory of a Special Economic Zone in accordance with an agreement on conducting business in a Special Economic Zone, to the useful (leasable) land of the SEZ.

### 5.2. Investment attractiveness of the SEZ infrastructure, %.

The indicator is computed as a ratio of investment attracted in the infrastructure facilities of the SEZ to the volume of the SEZ residents’ investment attracted.

The pillar “investment activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ is a quantitative indicator, which is calculated on the basis of the following mathematical expression:

$$P_5 = \frac{\sqrt[4]{IA_i} + \sqrt{\frac{INFR_i}{INFR_{mkts}}}}{n} \quad (6), \text{ where:}$$

$P_5$  denotes the value of the pillar 5 “Investment activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ;

$IA$  denotes SEZ residents’ investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare;

$INFR$  denotes investment attractiveness of the SEZ infrastructure, %;

$mkts$  denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the SEZ assessed;

$n$  denotes the number of indicators involved in calculation of the pillar.

The pillar 5 “Investment and innovation activity of the SEZ residents” regarding Technology Innovative SEZs consists of 2 following indicators:

### 5.1. Average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident.

The indicator is computed as a ratio of an annual average volume of investment for 2016-2018 to the total number of the SEZ residents.

The indicator is calculated the ratio of the volume of investments of the SEZ residents, including capital investment made in the territory of the SEZ in accordance with the agreements on doing business in the territory of the SEZ, to the SEZ area occupied by the SEZ residents.

### 5.2. Average annual number of created intellectual property objects, number.

The indicator refers to intellectual property objects (intellectual property assets, IP assets) of the residents of the Technology Innovative SEZs. Intellectual property objects concerned all IP assets on the balance sheet of the SEZ residents or on off-balance accounts, as well as IP objects on which applications have been submitted or registered IP rights in the Federal Service for Intellectual Property (Rospatent) or foreign IP Offices:

- a) objects protected by copyright, are as follows:
  - design documentation, information models, sketches, etc.;
  - database;
  - programs (computer programs);
- b) objects protected by the patent law are as follows:
  - inventions;
  - utility models;
  - industrial designs;
  - selection achievements;
- c) other objects of intellectual property (trademarks and service marks, company names, geographical indications, appellations of origin).

The indicator is calculated as an average number of intellectual property objects (in particular, “objects protected by copyright”, “objects protected by the patent law”, “other objects of intellectual property”), which either have been created by the SEZ residents during 2016-2018 or which are used in practice by the SEZ residents during 2016-2018.

The pillar “Investment and innovation activity of the SEZ



residents” regarding Technology Innovative SEZs is a quantitative indicator, which is calculated on the basis of the following mathematical expression:

$$P_5 = \frac{\sqrt[4]{\frac{AvInv_i}{AvInv_{mkts}} + \frac{IP_i}{IP_{mkts}}}}{n} \quad (7), \text{ where:}$$

$P_5$  denotes the value of the pillar 5 “Investment and innovation activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ;

$AvInv$  denotes the average annual volume of investment in the SEZ per SEZ resident, \$ thousand/ resident;

$IP$  denotes the average annual number of created intellectual property objects, number;

$mkts$  denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

$i$  denotes the SEZ assessed;

$n$  denotes the number of indicators involved in calculation of the pillar.

## PILLAR 6. INFORMATION TRANSPARENCY OF THE SEZ WEBSITE



The world experience of attracting investment in Special Economic Zones can reflect that a decision on investing in a Special Economic Zone highly depends on the quality of provided information on opportunities and competitive advantages of the SEZ.

An investment choice is made by a potential resident in accordance with return on investment, profitability, and risks of a project. An investor's risks increase exponentially in the absence of sufficient and reliable information.

Both the gaps and imprecision of information provided by a SEZ management company are often perceived by investors to be a clear signal of the problems hidden. Providing the fullest possible, reliable and relevant information on investment opportunities and competitive advantages of a Special Economic Zone for a potential resident (in particular, a foreign resident) is one of the key prerequisites of attracting investment.

The pillar 6 “Information transparency of the SEZ website” measures the accessibility (as well as the ease of getting information by a SEZ potential resident) of required information on infrastructure facilities, which put (or to be put) into operation in a Special Economic Zone (including information on the existence and the extent of the free infrastructure capacities), technological connection, basic and specialized services, tax privileges and other preferences, provided by the SEZ management company for a potential resident (an investor).

The pillar “Information transparency of the SEZ website” consists of three following indicators:

The indicators 6.1-6.2 are assessed on the basis of data received from representatives of the focus group on the presence or absence on the SEZ website of the information on the investment opportunities in the SEZ, on the simplicity and time to find out the needed information. The focus group consists of 64 experts from the leading Russian universities, everybody of whom has evaluated SEZ websites for its compliance with proposed criteria during the limited period of time (no more than 15-20 minutes).

### 6.1. Quality of the SEZ website in Russian, scores.

15 criteria are used in assessing the website of each SEZ, which are as follows:

1. Convenience of the user interface of website (including existence of clear and easy navigation of the website, speed of the website).
2. Availability of a form of search, its quality from the point of view of a potential SEZ resident (for instance, by key words, such as “investment projects”, “residents (tenants)”, “electrical capacity”, etc.).
3. Availability of information “Key competitive advantages of the SEZ” for investors (arguments in favor of investors coming to this zone) on the home page or other page of the SEZ website.
4. Availability and quality of information on investment attractiveness of a Special Economic Zone, including information on existing federal,

regional and municipal tax incentives, and the procedure for submitting investors’ (potential and operating residents) application and receiving the tax privileges.

5. Availability and quality of the information on vacant engineering, transport (roads), innovation (technology parks, technology transfer centres, business incubators, etc.), social (hotels, cafes, restaurants) and other infrastructure facilities, which are in operation.

6. Availability and quality of the construction plan of engineering, transport (roads), innovation (technology parks, technology transfer centres, business incubators, etc.), social (hotels, cafes, restaurants), which are under construction, including planned capacity of the infrastructure facilities.

7. Availability and quality of information on the current non-occupied land areas for industrial production and/or technology innovative and/or port activities.

8. Availability and quality of information on operating residents of a Special Economic Zones and their implemented investment projects as well as the information required for establishing business contact with them.

9. Availability of the direct phone line, a form of direct appeal (or a form of feedback) to the SEZ management company.

10. Availability and quality of information placed in free access on an activity performed by a SEZ management company (including copies of Annual Performance Reports of a SEZ management companies for the last two and more fiscal years).

11. Availability and quality of the description of the services of the SEZ management company (including banking, consulting, engineering, marketing services, property rental services, company registration service, visa support, etc.).

12. Availability an online calculator of the costs of implementing investment projects in the SEZ for the benefit of the SEZ residents, potential investors and other stakeholders on the SEZ website.

13. Topicality and regular updating of the news feed on the SEZ website.

14. Availability and quality of information on the events (event calendar) held by the SEZ management company.

15. Availability of the SEZ website “Frequently asked questions”.  
Criteria No. 1, 4-8, 10-11, 13-14 are evaluated on a 5-point scale from 1 to 5 points, where 1 is the worst and 5 is the best value, respectively, depending on the availability, quality and ease of obtaining necessary information. The final value of the indicator is calculated as the ratio of the sum of the arithmetic mean values of each criterion to the number of criteria. Criteria No. 2-3, 9, 12, 15 are evaluated on the basis of the use of a binary (two-component) number system: 1/0 points (yes / no). For example, criterion No. 9 is assessed as follows: 1 point is assigned to the SEZ website, if it has a direct phone line, a form of direct appeal (or a



form of feedback) to the SEZ management company, and 0 for the absence thereof.

The procedure for assessing the quality of information provided on the official SEZ website involves an analysis of its reliability and truthfulness; accuracy; logic (degree of consistency); objectivity; details (depth of information); sufficiency (degree of the use of information in decision making process); frequency of updating the information, etc.

### 6.2. Quality of the SEZ website in English, scores.

Each SEZ website in English is evaluated according to the same 15 criteria, as the criteria in the indicator 6.1. The principle of scoring the indicators 6.1, 6.2 is the same. The results of the assessment of each SEZ website by indicators 6.1, 6.2 are presented as of May, 2019.

### 6.3. Ease of use of the SEZ website in the view of a SEZ resident, scores.

The indicator is a point-based assessment system based on an online survey of SEZ residents, conducted by the Ministry of Economic Development of the Russian Federation. Each SEZ website is evaluated on a scale from 0 to 5 points according to the following 6 criteria:

- availability on the SEZ website of photographs, video materials on the ready to use buildings of the SEZ residents and that are under construction;
- availability on the SEZ website of contacts of specialized departments (units) of the SEZ management companies carried out investment functions, engineering service, marketing and other services;
- staffing for the SEZ residents (availability of current vacancies for the SEZ residents on the SEZ website);
- availability of the event calendar (action plan) on the SEZ website;
- availability of the list of services provided by the SEZ management company via the system of "one-window" (i.e. provision of a complex of public services in one place) on the SEZ website;
- availability of current information on the measures of the state support at the federal and (or) regional levels, tax benefits, other preferences, on the SEZ website.

The pillar "Information transparency of the SEZ website" regarding Technology Innovative SEZs, Industrial Production SEZs, a Port SEZ is calculated on the basis of the following mathematical expression:

$$P_6 = \frac{\frac{QW_{RUS,i}}{QW_{RUS,mkts}} + \frac{QW_{ENG,i}}{QW_{ENG,mkts}} + \frac{Web_i}{Web_{mkts}}}{n} \quad (8), \text{ where:}$$

P6 denotes the value of the pillar 6 "Information transparency of the SEZ website";

$QW_{RUS}$  denotes the quality of the SEZ website in Russian, scores;

$QW_{ENG}$  denotes the quality of the SEZ website in English, scores;

Web denotes ease of the use of the SEZ website in the view of a SEZ resident, scores;

mkts denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

n denotes the number of indicators involved in calculation of the pillar.

An Index that is at the most aggregated level is calculated on the basis of the next mathematical expression:

$$I = 2 * (P_1 + P_2 + P_3 + P_4 + P_5) + P_6 \quad (9), \text{ where:}$$

I denotes the Index that is at the most aggregated level;

$P_1$  denotes a value of the Pillar 1 "Investment attractiveness of the Russian region";

$P_2$  denotes a value of the Pillar 2 "Doing business environment in the SEZ";

$P_3$  denotes a value of the Pillar 3 "Infrastructure provision of the SEZ";

$P_4$  denotes a value of the Pillar 4 "Land resources"/ "Land resources and buildings";

$P_5$  denotes a value of the Pillar 5 "Investment activity of the SEZ residents"/ "Investment and innovation activity of the SEZ residents";

$P_6$  denotes a value of the Pillar 6 "Information transparency of the SEZ website".

An Index of each Special Economic Zone of the Russian Federation is calculated by summing scores on each indicator concerned with the SEZ.

If the Russian SEZ gets the maximum of points it ranks first in the Index.

Quantitative and qualitative indicators, statistical indicators, provided according to the above-mentioned methodology of the Index, are interpreted by proposing a classification of Special Economic Zones according to the levels of their investment attractiveness. In order to take into consideration particularities of investment attractiveness of a Special Economic Zone it is proposed to group Special Economic Zones aggregated by the level of their efficiency, on the basis of the numerical scale that ensures all SEZ are classified into three groups:

**I GROUP:** High level of investment attractiveness of a SEZ - over 100% compared to the Russian average value that is assumed to be 100%;

**II GROUP:** Sufficient level of investment attractiveness of a SEZ - from 95% to 100%;

**III GROUP:** Moderate level of investment attractiveness of a SEZ (a SEZ is in its development phase and requires enhancement) - less than 95%.

# THE MAIN DEFINITIONS USED IN THE METHODOLOGY OF THE III NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2019



# ABOUT THE ASSOCIATION FOR THE DEVELOPMENT OF CLUSTERS AND TECHNOLOGY PARKS OF RUSSIA

**Special Economic Zone (SEZ)** is a part of territory of the Russian Federation, which is determined by the Russian Government, and in which business and trade laws are different from the rest of the country. The SEZ can also provide its residents with the regime of a free customs zone.

**SEZ management company (MC)** is a company, whose main purpose is to implement the SEZ agreement. A MC can be set up in a form of Joint Stock Company, whose 100% of shares belong to the Russian Federation, or of a business entity which has struck a SEZ management agreement with authorized by the Government of the Russian Federation executive body.

**Engineering infrastructure** is a complex of facilities and engineering buildings, situated at the territory of a SEZ. It includes such utility networks as: electricity, water supply, wastewater disposal, heat, gas supply, as well as the facilities, used for solid waste disposal, neutralization, and burial.

**Transport infrastructure** is a complex of estate property, situated at the SEZ territory and used for residents' transport movement. It comprises roads, railway lines, maritime terminals, tunnels, bridges, etc.



94  
MEMBERS



45  
REGIONS OF THE RF

**Association for the Development of Clusters and Technology Parks of Russia** is a leading non-governmental business membership organisation, comprising the organisations of technological and industrial infrastructure. Its mission is to work on improvements in terms of social, economic development and fulfillment of scientific, industrial potential of Russia.

The Association was established in 2011. Nowadays the Association comprises management companies of Technology Parks, Nanotechnology Centres, Special Economic Zones, Cluster Development Centres, special organisations of Industrial Clusters, Regional Development Corporations, etc.

The Association provides a dialogue between the business community and the federal and regional authorities, Development Institutes. The experts of the Association are the members of different expert boards, working groups, and commissions to the Federal Assembly and the Government of the Russian Federation.

ASSOCIATION REPRESENTS  
THE INTERESTS OF



2630  
ORGANISATIONS



180 100  
EMPLOYEES

В составе резидентов технопарков, ОЭЗ  
и участников кластеров – членов Ассоциации

TOTAL REVENUE OF THE ASSOCIATION'S  
MEMBERS, INCLUDING RESIDENTS  
OF BOTH TECHNOLOGY PARKS AND  
SPECIAL ECONOMIC ZONES AS WELL AS  
CLUSTERS' MEMBERS



12.3  
BILLION



0,8 %  
OF RUSSIA'S GDP

#### Association's activity:

- promotion of effective implementation of state policy in the field of scientific and technological development;
- support to the authorities and private investors in creating an innovative infrastructure for high-tech industries and the development of cooperative ties;
- improvement of the regulatory and legal frameworks for the development of innovative and industrial infrastructure (Technology Parks, Clusters, Special Economic Zones);
- assistance in creating conditions for the expansion of Russian manufacturers and products into new markets;
- stimulation of international innovative cooperation;
- promotion of the image of Russia as a country actively implementing advanced technologies and pretending at the world technological leadership.

#### Membership benefits:

- promotion of the interests of the Association's members at the federal and regional levels, as well as the assistance in obtaining the state support;
- participation in elaboration of the key regulatory and strategic documents;
- ensuring business contacts with interested investors and customers in Russia and abroad;
- expert and analytical support for decision making on the basis of best practices of innovative and industrial infrastructure development;
- business missions to the enterprises and infrastructure objects abroad;
- expansion of the media presence in the federal and regional information fields.



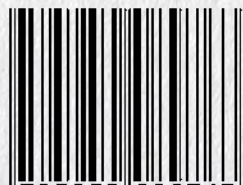


**ASSOCIATION FOR THE DEVELOPMENT  
OF CLUSTERS AND TECHNOLOGY  
PARKS OF RUSSIA**

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