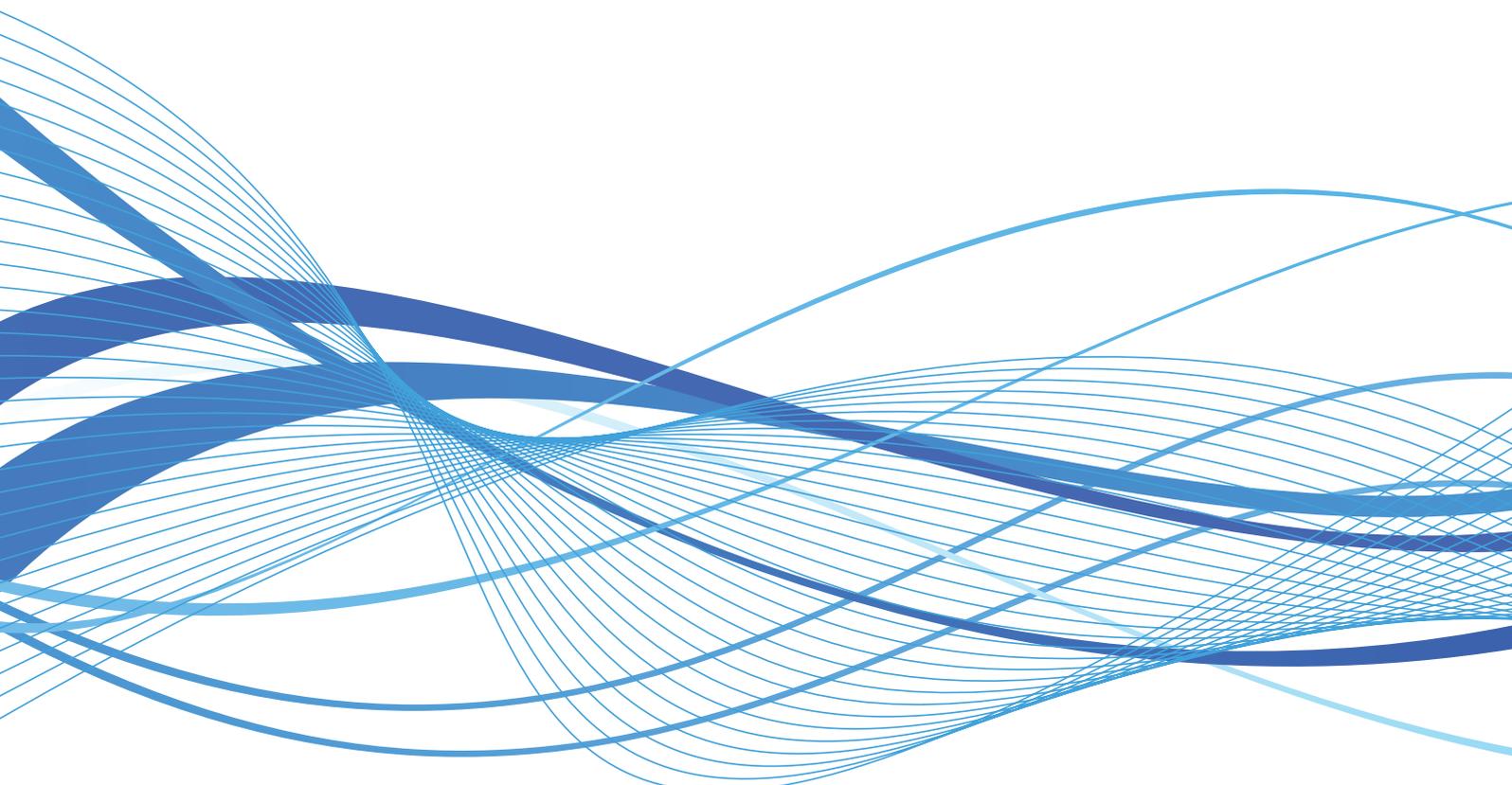




Association
of European
Businesses

ANNUAL REPORT

2013



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Contents

Introduction	_2	Intellectual Property	_47
About the AEB	_4	IT and Telecom	_49
Open and Social Events	_5	Labour Compensation at Hazardous Production Sites	_50
Committee Reports	_17	Legal	_51
Agribusiness	_18	Machine Building & Engineering	_53
Airline	_19	Migration	_54
Automobile Manufacturers	_20	Modernisation and Innovation	_57
Automotive Components	_22	PR and Communications	_59
Banking	_23	Product Conformity Assessment	_61
Commercial Vehicles	_25	Real Estate	_62
Construction Equipment	_26	Retail Trade	_63
Construction Industry and Building Materials Suppliers	_28	Safety, Health, Environment and Security	_64
Crop Protection	_30	Small and Medium-sized Enterprises	_66
Customs and Transport	_31	Taxation	_68
Energy	_34	Tire Producers	_69
Energy Efficiency	_36	Tobacco	_70
Finance and Investments	_37	North-Western Regional Committee	_71
Health and Pharmaceuticals	_39	Southern Regional Committee	_73
Home Appliance Manufacturers	_41	Financial Statement	_75
Hotels and Tourism	_42	Membership Statistics	_78
Human Resources	_43		
Insurance and Pensions	_45		



Dear AEB Members,

We are living in turbulent times, experiencing uncertainty and instability. Though the economic situation is changing rapidly, foreign direct investment in Russia rose by 83 percent last year to reach \$94 billion, making the country the 3rd most successful in the world in attracting capital from abroad, according to a United Nations report. We are happy to report that throughout 2013 the Association of European Businesses maintained its leading positions and continued to show sustained development. As of 31 December 2013 the AEB represented 615 member companies, from 32 countries, an increase over the 2012 total of 611.

We are delighted to see so many of our member companies being stable and loyal members of the AEB, and we want to assure all of you that the Association will continue to do its best to ensure that your interests are well represented in the Russian market. The stability in membership, together with effective resource management, helped the AEB establish a sound financial base in 2013.

In the recent years, the AEB has increased its influence so that, in terms of its lobbying power, it is considered to be one of the strongest foreign business association in Russia. Not only are we privileged to have a close working relationship with the European Commission and the European Parliament, but we currently work closely with Russian authorities and institutions with the aim of improving the investment climate in Russia.

2013 was marked by further development of our cooperation with the Russian authorities. We are pleased to see that the opinions and views of the AEB are taken into consideration at the highest level. To name but a few areas, AEB lobbying activities have included: waste management, parallel imports, outstaffing/secondment, the public procurement system, and TIR Carnet use for the customs transit in the RF.

Key figures from the Russian economic and political scene regularly provide AEB members with unique insights into the current state of affairs in the country, and particular industries. The number and quality of the events organised during the year is considerable. Speakers invited during the year included:

- Konstantin O. Romodanovsky, RF Minister, Head of Federal Migration Service;
- Andrey Belyaninov, Head of the Federal Customs Service (FCS);
- Igor Artemiev, Head of the FAS;
- Vladimir Yakushev, the Governor of the Tyumen Region;
- Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection;

- Ilya Shestakov, Deputy Minister of Agriculture of the Russian Federation;
- Vladimir Gruzdev, Governor of the Tula Region;
- José Manuel Barroso, President of the European Commission;
- Timur M. Suleimenov, Minister of Economy and Financial Policy, Eurasian Economic Commission;
- Máire Geoghegan-Quinn, EU Commissioner for Research, Innovation and Science;
- Antonio Tajani, Vice-President, EU Commission;
- Eric Peters, Adviser, Bureau of European Policy Advisers (BEPA) at the President of the European Commission.

The Association's publications improved during the year and we now offer our members and external readers — who include the business community and policy-makers in Europe and Russia — high-quality overviews of industries in the AEB Business Quarterly magazine. In 2013, we also upgraded our newsletter, The AEB Monthly, which features topics concerning current lobbying activities, upcoming events as well as updates from AEB committees.

We feel that the AEB's success as an organization depends to a large extent on the work of its committees. The year 2013 saw the creation of new committees and working groups such as the Tire Producers Committee, and the Working Groups on Tobacco Products, Compensations for Workers Employed in Hazardous Production, on Modernization and Innovation and on Waste Management.

The AEB has put a lot of effort into establishing a meaningful working relationship with the media. Judging by the increase in the number of comments and interviews taken and the number of the journalists attending and covering AEB events, these efforts are paying off. Currently, AEB activities and events are covered by both Russian and foreign media. These include business media like the BBC, Financial Times, New York Times, Bloomberg, Thomson Reuters, Frankfurter Allgemeine Zeitung, Handelsblatt, Neue Zürcher Zeitung, Vedomosti, Rossiyskaya Gazeta, Voice of Russia, Kommersant, RBK Daily and The Moscow Times, and also several industry-specific publications.

As you take a look at last year's achievements, activities and events, we would like to assure you that even in turbulent times, the AEB will continue to represent the interests of its member companies, and remains committed to the development of trade and the improvement of the investment climate in Russia.

Reiner Hartmann

Chairman of the Board,
Association of European
Businesses

Frank Schauff

Chief Executive Officer,
The Association of
European Businesses

The Association of European Businesses (AEB)

- was created in 1995 by a number of companies operating in the Russian market, ambassadors of EU member countries and the head of the European Commission's Representative Office in the Russian Federation;
- includes over 600 European companies active in Russia, from small-size newcomers to major multinational corporations from all countries of Europe. The Association also includes a number of key Russian, American, Japanese and other companies;
- is a unique organization developing cooperation between Russian and European business circles. The AEB mission is to improve the business and investment climate in Russia in the interests of its member companies and promote a favorable image of Russia abroad to improve the business development conditions inside the country and attract foreign investors;
- annually organizes some 100 conferences, seminars, briefings and roundtable discussions dedicated to vital aspects of running a business in Russia. Regular speakers at the Association's Dialogue with European Business include Ministers of the Russian Government, Members of the State Duma of the Russian Federation, heads of key economy agencies and organizations, heads of administrations of Russian regions, official representatives of international financial organizations, independent experts and leading European and Russian businessmen.

Committees. Committees are the backbone of the AEB. Members of the Association promote their interests via participation in various committees. There are currently over 40 committees and working groups representing companies from various industries. AEB committees include the Agribusiness Committee, Airlines Committee, Automobile Manufacturers Committees, Automotive Components Committees, Banking Committee, Energy Committee, as well as the Energy Efficiency Committee, IT and Telecom Committee, Insurance and Pensions Benefits Committee, Health and Pharmaceuticals Committee, Machine Building and Engineering Committee, Finance and Investments Committee, Legal Committee, Migration Committee, Human Resources Committee, Taxation Committee, Customs and Transport Committee, Real Estate and Property Finance, Safety, Health, Environment and Security Committee and others.

Lobbying. The Association promotes its members' interests by closely cooperating with the RF and EU authorities and holding regular consultations with relevant officials. AEB's lobbying is based on the maximum transparency, high professionalism and a mechanism of reacting to new challenges which has been adjusted over many years.

Consulting. The Association engages European and Russian experts to consult Russian officials and its member companies in legal, financial and economic matters.

The AEB has two regional branches, in Saint Petersburg and Krasnodar.

Moscow (Head Office)

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Saint Petersburg

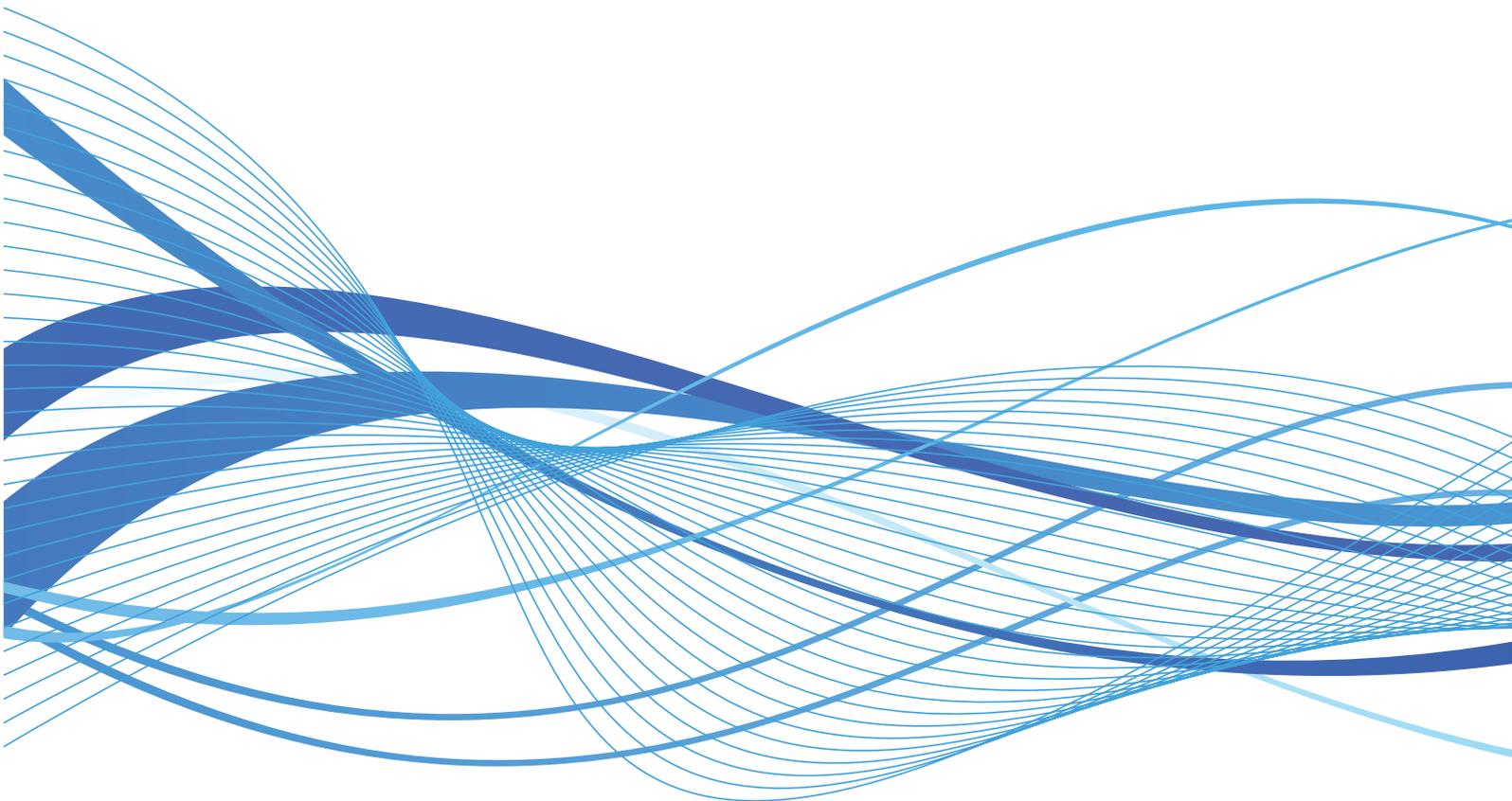
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Tel.: +7 (812) 458 58 00

Krasnodar

Ul. Gimnazicheskaya 51, office 303
350000 Krasnodar
Tel.: +7 (861) 267 34 13

Open and Social Events

January-December
2013



AEB Open Events 2013

1. Briefing by Eric Peters, Adviser, Bureau of European Policy Advisers (BEPA) at the President of the European Commission (30.01.2013)
2. Presentation of the Investment potential of the Tula Region with participation of Vladimir Gruzdev, Governor of the Tula Region (04.02.2013)
3. Briefing by Mikhail Zadornov, President-Chairman of the Board, VTB 24 (28.03.2013)
4. The Fourth Northern Dimension Forum (04.04.2013)
5. Briefing by Igor Artemiev, Head of Federal Antimonopoly Service (25.04.2013)
6. Briefing by Timur M. Suleimenov, Minister of Economy and Financial Policy, Eurasian Economic Commission (17.05.2013)
7. 10th Flagship Conference "Russia: What Strategy in a Changing World" (21.05.2013)
8. Briefing by Dmitry Yavlov, Vice-Governor of the Leningrad oblast (31.05.2013)
9. AEB Seminar and Reception organised on the occasion of the Mission for Growth led by EU Commission Vice-President Antonio Tajani (17.06.2013)
10. Briefing by Konstantin O. Romodanovsky, Minister, Head of Federal Migration Service (30.07.2013)
11. Briefing by Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection (02.10.2013)
12. Presentation of the Investment Potential of the Tyumen Region with participation of Vladimir Yakushev, Governor of the Tyumen Region (25.11.2013)
13. Briefing by Bikas Joshi, Senior Resident Representative of the International Monetary Fund in the Russian Federation (26.11.2013)
14. Briefing by Máire Geoghegan-Quinn, EU Commissioner for Research, Innovation and Science (26.11.2013)
15. Briefing by Ilya Shestakov, Deputy Minister of Agriculture of the Russian Federation (20.12.2013)

AEB Social Events 2013

1. Polish EuroReception (22.01.2013)
2. Italian EuroReception (26.03.2013)
3. UK EuroReception (27.06.2013)
4. Cocktail in Saint-Petersburg "Opening of the Business Season in North-Western Region" (24.09.2013)
5. 10th anniversary of the AEB Southern Regional Committee in Krasnodar (17.10.2013)
6. EuroReception at the Embassy of the Republic of Lithuania (22.10.2013)

30.01.2013

Briefing by Eric Peters, Adviser, Bureau of European Policy Advisers (BEPA) at the President of the European Commission



04.02.2013

Presentation of the Investment potential of the Tula Region with participation of Vladimir Gruzdev, Governor of the Tula Region



28.03.2013

Briefing by Mikhail Zadornov, President-Chairman of the Board, VTB 24



04.04.2013

The Fourth Northern Dimension Forum



25.04.2013

Briefing by Igor Artemiev, Head of Federal Antimonopoly Service



17.05.2013

Briefing by Timur M. Suleimenov, Minister of Economy and Financial Policy, Eurasian Economic Commission



21.05.2013

10th Flagship Conference "Russia: What Strategy in a Changing World"



17.06.2013

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30.07.2013

Briefing by Konstantin O. Romodanovsky, Minister, Head of Federal Migration Service



02.10.2013

Briefing by Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection



25.11.2013

Presentation of the Investment Potential of the Tyumen Region with participation of Vladimir Yakushev, Governor of the Tyumen Region



26.11.2013

Briefing by Bikas Joshi, Senior Resident Representative of the International Monetary Fund in the Russian Federation



26.11.2013

Briefing by Máire Geoghegan-Quinn, EU Commissioner for Research, Innovation and Science



22.01.2013

Polish EuroReception



26.03.2013

Italian EuroReception



27.06.2013

UK EuroReception



24.09.2013

Cocktail in Saint-Petersburg "Opening of the Business Season in North-Western Region"



17.10.2013

10th anniversary of the AEB Southern Regional Committee



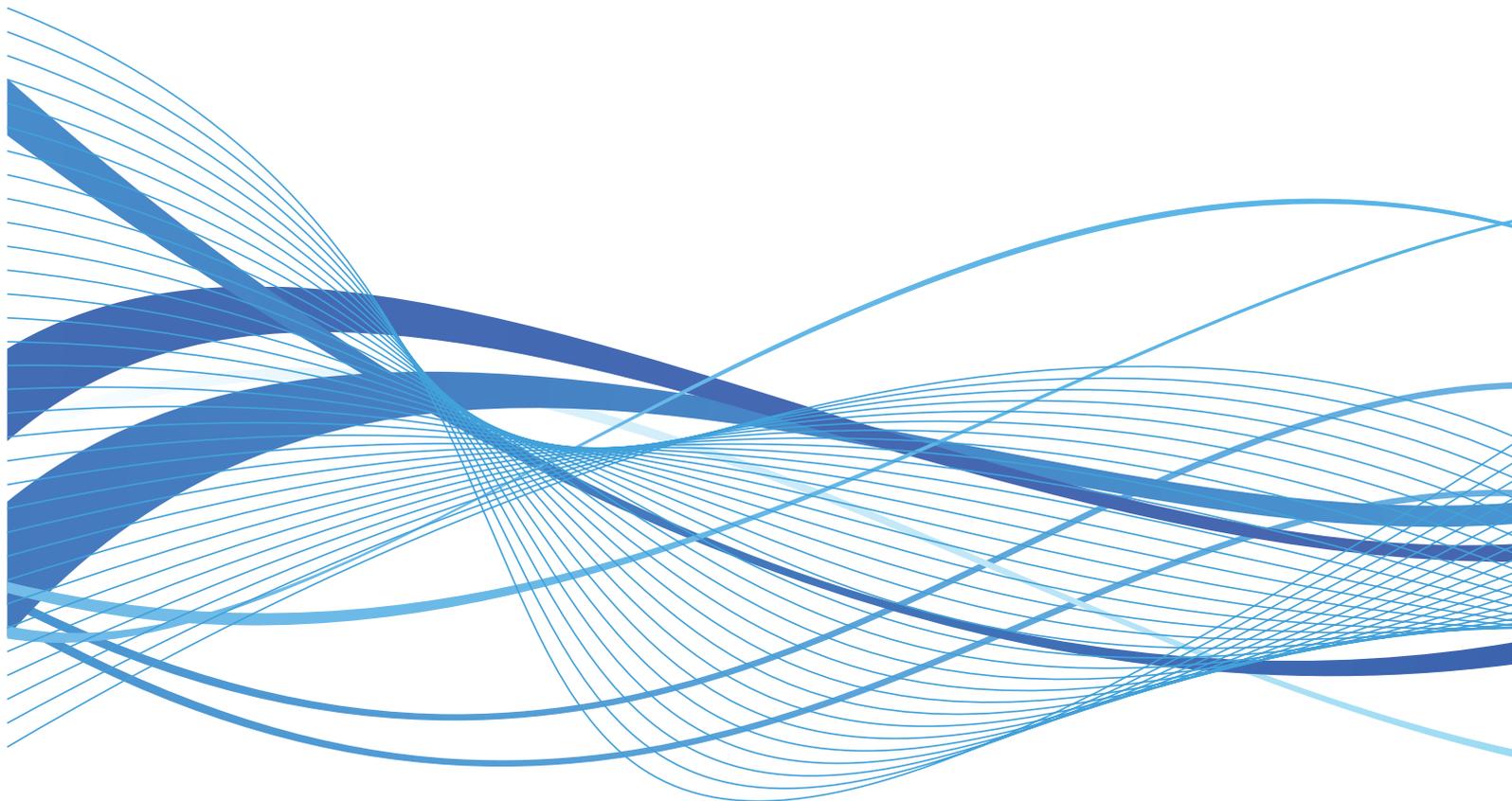
22.10.2013

EuroReception at the Embassy of the Republic of Lithuania



Committee Reports

2013



Agribusiness

AIM(S)

- To promote the interests of AEB member companies in the agribusiness sector through governmental liaison and lobbying activities

CHAIR

Andrei Rogov, Government Relations Deputy Director, John Deere Rus

AEB MEMBER COMPANIES

AGCO MACHINERY LLC; Amazone OOO; BASF; Bayer ZAO; Bonduelle-Kuban; Cargill LLC; CLAAS; Danone Russia; Dow AgroSciences VmbH; DuPont Science and Technologies; Ferrero; JCB Sales Limited; John Deere RUS LLC; Kverneland Group CIS; Lantmannen Unibake Russia; Merloni Progetti SpA; Nestle Rossiya LLC; Royal HaskoningDHV; Sirena; SGS Vostok Limited, ZAO; Syngenta OOO; Uhrenholt; Unilever; Zentis Russland.

NUMBER OF COMMITTEE MEETINGS - 3

AEB EVENTS ORGANISED

8 February 2013

Meeting with Vasily Nechaev, Director of the Scientific and Technological Policy and Innovation Department, Ministry of Agriculture

21 May 2013

Meeting with Vladimir Gutenev, First Deputy Chairman of the Industrial Committee at the State Duma

26 November 2013

Meeting with Vladimir Morozov, Director of the Transportation Department, Ministry of Industry and Trade of the Russian Federation

20 December 2013

Briefing by Ilya Shestakov, Deputy Minister of Agriculture and directors of 8 Departments of the Ministry of Agriculture

COMMITTEE ACTIVITIES 2013

The Committee focused on the latest trends and developments in agricultural policy introduced by the Russian Government. Its primary objective is to react promptly to the new environment created by the WTO rules and to protect the interests of the foreign agricultural machinery and dairy equipment producers. Disposal fees was one of the most important issues the Committee lobbied on through 2012-2013.

On 8 February 2013, the Agricultural Equipment producers met with Vasily Nechaev, Director of the Scientific and Technological Policy and Innovation Department in the Ministry of Agriculture, to discuss the results of testing the equipment, and future policy.

On 21 May 2013, the Agribusiness Committee, together with the Construction Equipment Committee, held a meeting with V. Gutenev, Deputy of the State Duma. Mr. Gutenev introduced the concept of disposal fees for automobile, special, agricultural and forestry equipment. The AEB representatives had an opportunity to raise their concerns, and at the end of the meeting Mr. Gutenev promised not to introduce disposal fees for agricultural equipment.

On 26 November 2013, the Agribusiness Committee members met with Mr. V. Morozov, Director of the Transportation Department at the Ministry of Industry and Trade. The agenda included such topics as localization of production, import quotas for combines, disposal fees and likely developments in 2014. The meeting gave the AEB members a unique chance to meet with the new Director and to discuss their concerns with MinPromTorg representatives. It was decided to cooperate in developing new, more effective, schemes for agricultural producers in the future. The Agribusiness Committee members will meet with Mr. Morozov every quarter.

On 20 December 2013, the Agribusiness Committee, together with the Crop Protection Committee, organized a briefing by Ilya V. Shestakov, Deputy Minister of Agriculture and the directors of 8 of the departments of the Ministry: the Department for Economics and State Support of the Agricultural Sector, the Department for Scientific and Technological Policy and Innovation, the Department for Animal Breeding, the Veterinary Department, the Crop Protection Department, Rosselkhoznodzor etc. The Committees put their questions to the governmental officials directly and received explicit responses. They also expressed the Committees' position to the Ministry officials.

Airline

AIM(S)

To represent and lobby for the interests of the member airline companies with government bodies on all levels and the public in general

CHAIR

Leonid Tarasov, General Manager, Delta Air Lines

DEPUTY CHAIR

Marek Pedersen, General Manager, Scandinavian Airlines (SAS)

NUMBER OF COMMITTEE MEETINGS - 2

AEB MEMBER COMPANIES

Air France, Alitalia , Austrian Airlines, Brussels airlines, Delta Air Lines, Inc., Emirates, KLM, Korean Air, Lufthansa, SAS, Swiss International Air Lines

AEB EVENTS ORGANISED

2 July 2013

Committee meeting with Mr. Neradko, Head of Federal Air Transport Agency of Russia (Rosaviation)

COMMITTEE ACTIVITIES 2013

The Airline Committee is an industry committee which deals with a number of sensitive issues relevant to the foreign national carriers operating in the Russian market, within the framework of the Russian legislation and in accordance with international rules. The issues considered during the year included air service agreements, related tax legislation, customs and VAT questions, over-flight rights, support for BSP and e-ticketing, and development of a working relationship with three Moscow airports: Domodedovo, Sheremetyevo and Vnukovo.

On 2 July, the Committee had a meeting with Alexander V. Neradko, Head of Federal Air Transport Agency of Russia (Rosaviation). Mr. Neradko gave a speech on the develop-

ment of an air transport strategy in the Russian Federation and how it will affect the Rosaviation's structure. During the meeting, airline companies addressed to Mr. Neradko questions about flight regulation to Sochi during Winter Olympics 2014, permissions for over- and extra flights, the Mintrans Decree on submission of passengers' data, which came into force on 1 July 2013, Sheremetievo and Domodedovo airports' infrastructure improvements and many other issues.

It was agreed to hold meetings between the Committee and Rosaviation on a regular basis.

Automobile Manufacturers

AIM(S)

- To combine and represent the common interests of its members, automobile importers and manufacturers of global automobile producers, which guide business activities in the Russian Federation (producing in, and/or importing).
- To create conditions for the development of a civilized automotive market; to set and observe common and fair business rules for automotive companies officially operating in Russia and leverage inter-company co-operation and constructive partnership.
- To concentrate on the most important and urgent issues in the automotive business which affect its members, develop appropriate responses, lobby to ensure that members' interests are represented and deal with the Russian government authorities, public institutions, local and international automotive associations and the mass media.

CHAIR

Joerg Schreiber, President and General Director,
Mazda Motor Rus, LLC

NUMBER OF COMMITTEE MEETINGS: 4

MEETINGS OF THE WORKING GROUPS: 28

COMMITTEE ACTIVITIES 2013

The year 2013 was the 16th year of the Committee's operation within the AEB.

For the seventh year the Committee continued running for its members an on-line sales data exchange system, which remains almost the only up-to-date and reliable source of statistics of sales of passenger cars (PC) and light commercial vehicles (LCV) in Russia. Following a well-established tradition, results of the year 2012 and a forecast for 2013 were opened to the media at an AMC annual press conference which also provided the press with an opportunity to interact with heads of the automobile companies, and discuss important issues relating to the automotive industry.

AEB MEMBER COMPANIES

BMW Russland Trading; Chrysler Russia; Ford Sollers Holding; GAZ Group; General Motors CIS; Honda Motor RUS; Honda R&D Europe (UK); Hyundai Motor CIS; Jaguar Land Rover; Kia Motors Rus; Mazda Motor Rus; Mercedes-Benz Rus; Mercury Auto / Ferrari Maserati; MMC RUS; Nissan Manufacturing Rus; Peugeot Citroën Mitsubishi Rus; Peugeot Citroën Rus (Peugeot / Citroën); Porsche Russland; Renault Russia; SOLLERS; Subaru Motor; SUZUKI MOTOR RUS; Toyota Motor; Volkswagen Group Rus (Audi Russia / Bentley / Lamborghini / SEAT / ŠKODA AUTO Russia / Volkswagen Russia / Volkswagen NFZ); Volvo Cars

Members as legal entities: 25 members

Number of brands represented: 45

AEB EVENTS ORGANISED

15 January 2013

AMC press conference, "REVIEW 2012".

2 July 2013

A seminar organized jointly with Goltsblat BLP

6 December 2013

AEB / FAS RF joint press-conference on the Code of Conduct

In response to the FAS (Federal Antimonopoly Service) initiatives on automotive market regulation, over the year the Committee was deeply occupied with a development of the Code of Conduct, which is a voluntary initiative on the part of the Committee. It deals with key aspects of business relations between automobile manufacturers and distributors, on the one hand, and dealers and independent service stations, on the other. The Code of Conduct was inaugurated at a joint AEB-FAS press-conference on 6 December. The Code may be joined by any interested companies. Apart from informal communication during the process of developing the Code, the Committee held 3 official meetings with the Head of the FAS including a joint press conference and a meeting with the Deputy Minister for



Industry and Trade, Mr. A. Rakhmanov. The dialogue with the FAS will be continued on a regular basis in 2014.

Throughout the year, Committee representatives actively participated in other important events, where they spoke on behalf of the Committee, such as Russian Automotive Forum, AutoRetail 2013 organized by Adam Smith Conferences, and the First Convention of Autodealers organized by ROAD (Association of Russian Automobile Dealers).

The other main issues on the Committee's agenda in 2013 were:

- **Homologation norms and their conformity to the European levels.** The Committee continued cooperating with the Ministry of Industry and Trade, NAMI and NP GLONASS on the Technical Regulations for the RF and Customs Union on the Safety of Wheeled Vehicles. Committee representatives were nominated to the Minpromtorg Expert Council. A special attention was paid to new ERA-GLONASS-related GOSTs which are soon to be in place. The Committee representatives were nominated to a Working Group on the development of the EC UN rules on emergency call systems established by Minpromtorg.
- **Consumer Protection Law.** The Committee initiated activities targeted at amending the Consumer Protection Law. The focus of the amendments was the concept of "material defect", the adequacy of the market players' responsibility, and liability for acts by third parties.
- **Disposal Fee and ELV System in Russia.** Throughout the year the Committee interacted with the Ministry of Industry and Trade on the matter of the ELV System development and continued lobbying against unfair market conditions.

- **Parallel Imports.** During the year the AMC was deeply involved in discussions and lobbying against parallel imports liberalization in Russia, and actively supported the study conducted by the AEB to support its position.

External contacts and communication:

Throughout the year, the Committee published monthly press releases on car sales statistics that are widely used by all automotive and business media in Russia and outside the country. Press coverage of issues addressed by the Committee, and its activities in general, further increased in 2013.

The Committee continued strengthening its contacts with the national and international automotive associations: OAR (Association of Russian Automakers), ROAD, VDA (German Association of the Automotive Industry), ACEA (European Automobile Manufacturers Association), OICA (International Organization of Motor Vehicle Manufacturers), as well as with the local authorities and industry officials.

Apart from being in close contact with the Ministry of Industry and Trade, the Committee had several meetings focused on briefing EC representatives on industry developments in the country.

Meetings with the European Commission, including one with the Head of the EU Delegation in Russia: 2

Meetings with European Automobile Manufacturers' Association (ACEA): 3

Automotive Components

AIM(S)

To combine and lobby for the joint interests of the AEB members in the automotive supplier sector, facilitate meetings with officials, industrial associations and Original Equipment Manufacturers (OEMs), support networking and exchange of contacts within the industry and help companies establish working contacts with car plants.

AEB MEMBER COMPANIES

AGC Glass Europe; Akzo Nobel N.V.; Atlas Copco, ZAO; BASF; JV JSC "Delphi Samara"; Deloitte; Dow AgroSciences VmbH; Dow Corning; DSM Group; DuPont Science and Technologies; Eberspaecher Exhaust Systems RUS LLC; EY; Federal Mogul Powertrain Vostok; Flash Russia LLC, Gefco; Gestamp Russia; GKN Automotive International GmbH; Henkel Russia; Johnson Controls International; Johnson Controls Autobatterie GmbH, representative office in Moscow; Johnson Matthey PLC; Magna International LLC; Obninskorgsintez; PwC; RUSSIAN AUTOMOTIVE COMPONENTS Limited; Saint-Gobain CIS; Sandvik LLC; SOLVAY; ThyssenKrupp AG Representative Office RF, Volvo group

COMMITTEE ACTIVITIES 2013

The Committee members participated on privileged terms in the 4th International Forum, "The Automotive Industry and Autocomponents Market in Russia", organized by the AEB in cooperation with ITE and Messe Frankfurt as part of the international exhibition "MIMS powered by Automechanika Moscow 2013", which was held on 26 August 2013.

Major challenges remain in several areas: obtaining sufficient Government support to attract and support foreign investors; the localisation of automobile and automotive component manufacturing; the application of competitive, efficient and environmentally-friendly technologies and know-how; as well as the protection of intellectual property rights.

CHAIR

Olga Zarubina,
Sales Manager, Johnson Controls International

AEB EVENTS ORGANISED

26 August 2013

4th International Forum, "The Automotive Industry and Autocomponents Market in Russia", organized by the committee in cooperation with ITE and Messe Frankfurt as part of the international exhibition "MIMS powered by Automechanika Moscow 2013".

Main topics:

- The Latest Trends in the Russian Automotive Industry
- The Russian Aftersales Market
- Plenary Session: Automotive Industry - Regulatory Issues

It is in addressing these issues that the Committee intends to play a crucial role in improving the investment climate in Russia, by means of active lobbying to simplify investment conditions. Furthermore, the committee plans to collaborate closely not only with the Government, but with Russian and foreign OEMs, as the development of localisation of components and automotive clusters has become one of the key issues to be addressed in the near future, in order to ensure that the Russian automotive industry develops into a contemporary and competitive sector, with a reliable local supplier base.

Banking

AIM(S)

To bring together representatives of international banks and other financial institutions and combine their efforts in order to effectively represent their interests in the Russian market and to promote a favourable climate for the operation of international banks in Russia. The Committee aims:

- to provide a level playing field between local and foreign operators;
- to provide direct technical policy advice to European and Russian government officials.

CHAIR

Joerg Bongartz, Chairman of the Board,
Deutsche Bank Ltd.

COMMITTEE MEETINGS

- Committee meetings – **3**
- Meetings of CEO-level representatives of international AEB member-banks – **7**

COMMITTEE ACTIVITIES 2013

In 2013 the Committee continued its cooperation with the key state partners, namely:

- The Committee continued its dialogue with the Central Bank of Russia: in May the Committee met with Ilya Yasinsky, Deputy Director of Financial Monitoring and Foreign Exchange Control Department, Central Bank, and discussed new currency control rules; in December the Committee had a meeting with Vasily Pozdyshev, Director of Banking Regulation Department, Central Bank, to discuss recent changes in banking regulations, consumer lending, refinancing, internal control and internal audit, securitisation, etc.;
- The Committee continued to interact with the Ministry of Finance and prepared comments and suggestions regarding currency legislation in support of the draft law developed by the Central Bank of Russia (amending article 12 of the Federal Law on currency regulation and currency control);
- The Committee strengthened its collaboration with the State Duma Committee's on Financial Market. In June

AEB MEMBER COMPANIES

Bank Credit Suisse; BNP Paribas; Center-invest Bank, Citibank ZAO; COMMERZBANK (EURASIJA) SAO; Credit Agricole Corporate & Investment Bank; Danske Bank Russia; Deutsche Bank Ltd.; European Bank for Reconstruction and Development (EBRD); Hellenic Bank; Home Credit and Finance Bank; HSBC Bank (RR) OOO; ING Commercial Banking; MasterCard; Mercedes-Benz Financial Services Rus OOO / Mercedes-Benz Bank Rus OOO; Natixis Bank ZAO; Nordea Bank; OTP Bank; Rosbank; SEB Russia; SWIFT; The Royal Bank of Scotland ZAO; UBS Bank, OOO; UniCredit Bank ZAO; VISA; ZAO Raiffeisenbank

AEB EVENTS ORGANISED

29 January 2013

Conference "Recent developments in the regulatory environment for Russian banks with specific focus on the Basel recommendations" (jointly with AEB Finance and Investments Committee)

the Banking Committee jointly with the AEB Insurance and Pensions Committee had a meeting with Natalia Burykina, Chairperson of the State Duma's Committee on Financial Market, where among the issues discussed were amendments to the Civil Code regarding collateral; initiatives regarding the low anticorruption rating; the application of the law on government procurement towards financial and bank operations; pledge legislation; currency control, etc. After the meeting, the Committee prepared and sent a set of proposals and comments on pledge legislation, currency control and some other banking issues. As a result of this cooperation, two Committee representatives became members of the Expert Council on Banking Legislation and Audit (under the State Duma's Committee on Financial Market) and participated in its meetings.

Among the Committee's new initiatives were: currency control rules, customs regulation (regarding bank guarantees)

and the CBR Draft Regulation on the procedure for assessment of a credit institution's compensation system. The Committee prepared comments and suggestions on these issues and sent them to the relevant state authorities.

A group of CEO-level representatives of the Committee's member banks met regularly to discuss important developments and to define future initiatives of the Committee. At one of the meetings the group met with Nikolay Kosov, Chairman of the Board, International Investment Bank.

In May, senior representatives of the Committee took part in a business breakfast briefing by Alderman Roger Gifford, the Right Honourable the Lord Mayor of the City of London, which was held at the Residence of the British Ambassador to Russia.

Commercial Vehicles

AIM(S)

To support the joint interests of committee members and increase the power of its members above the sum of their individual powers, lobbying for active involvement in all decision-making processes affecting the commercial vehicles industry, promoting free trade and supporting a fair and reliable business environment, contributing to the prosperous and sustainable growth of the Russian economy.

CHAIR

Andrey Chursin, Sales Director, Scania-Rus LLC

DEPUTY CHAIR

Alexey Sharapanyuk, MAN Truck & Bus RUS

NUMBER OF COMMITTEE MEETINGS - 9

(including 3 meetings of the marketing working group)

AEB MEMBER COMPANIES

Chrysler Russia ZAO; CNH-KAMAZ Commerce; Ford Motor Company ZAO; GAZ Group; Hino Motors Sales LLC; Hyundai ComTrans Rus Ltd.; MAN Truck & Bus RUS; Mercedes-Benz Trucks Vostok; Nissan Motor Rus OOO; Peugeot Citroen Rus; Renault Russia; Scania Rus LLC; Sollers OAO; Volkswagen Group Rus OOO; Volvo Vostok ZAO.

AEB EVENTS ORGANISED

21 February 2013

Annual AEB Commercial Vehicles Committee Press Conference: "Commercial Vehicles Sales in Russia in 2012"

The event involved:

Presentation of the results of work of the Commercial Vehicles Committee in 2012;

Presentation of Commercial Vehicles Sales in Russia in 2012.

Speakers:

Andrey Chursin, Sales Director of Scania-Rus LLC;

Philippe Pegorier, AEB Board Member; President, Alstom Russia.

COMMITTEE ACTIVITIES 2013

The Commercial Vehicles committee (CVC) was founded at the end of 2008 as a spin-off from the Automobile Manufacturers Committee (AMC) in order to focus on specific needs of the commercial vehicles manufacturers in the Russian Federation.

In 2013, the CVC had ten meetings, including six regular committee meetings and three meetings of the Marketing Working Group.

Statistics remains one of the Committee's priorities. In 2013, some companies experienced technical issues and did not participate in the statistics exchange. They agreed to resume the exchange in 2014.

Exhibitions are another key area. In 2013, the CVC participated in the International Specialized Exhibition COMTRANS 2013 that took place 9-14 September 2013 in Moscow.

In 2013, the Committee continued working with technical regulations "On Safety of Wheeled Vehicles" of the Russian Federation and of the Customs Union, and on the draft technical regulation of the Customs Union "On the Requirements Securing Safe Recycling of Wheeled Vehicles".

The Committee continued discussion of the issues raised by introduction of the emergency response system, ERA GLONASS, in Russia.

In 2013, the Committee worked actively with the order from the Ministry of Transport which approved the requirements that tachographs be installed in certain categories of vehicle. The Committee held a meeting with the FAS to discuss this issue, and it prepared an official letter to the relevant Ministries.

Construction Equipment

AIM(S)

To serve as a platform for foreign manufacturers of construction equipment to discuss common issues and opportunities and act, where appropriate, as a representative of its member companies on common industry concerns. The committee works to promote safety, good business practice and sustainability.

CHAIR

Andrey Komov, General Manager, Volvo Construction Equipment Russia, Ukraine Belarus and Kazakhstan, Volvo Vostok ZAO

DEPUTY CHAIR

Guoling Sun, Director & COO Sales & Marketing department, Hitachi Construction Machinery Eurasia Sales LLC

AEB MEMBER COMPANIES

Bell Equipment Russland OOO, Caterpillar Eurasia LLC, CNH-KAMAZ Commerce, Doosan Infracore Co. Ltd., Hitachi Construction Machinery Eurasia Sales LLC, JCB Sales Limited, John Deere Agricultural Holdings, Inc., Komatsu CIS, Liebherr-Russland, Volvo Vostok ZAO

COMMITTEE ACTIVITIES 2013

The Committee was established in February 2008 to combine and represent the interests of the Construction Equipment industry players in Russia.

Statistics remains one of the priorities for the committee. Today, such companies as Caterpillar, Chetra, CNH, Doosan, GAZ Group, Hidromek, Hitachi, JCB, John Deere, Komatsu, Kraneks, Liebherr, Terex and Volvo are highly satisfied with the results of the programme. In 2013 Bell Equipment and Foton Lovol joined the programme. Significant interest in joining has been shown by other manufacturers. Currently, reported products are: backhoe loaders, skid steer loaders, crawler loaders, wheel loaders, crawler tractors, crawler excavators, wheel excavators, rigid frame haulers, articulated haulers, motor graders, pipe layers, as well as telescopic handlers, wheel dozers, compact truck loaders, and vibra-

NUMBER OF COMMITTEE MEETINGS - 3

AEB EVENTS ORGANISED

22 April 2013

Construction Equipment Industry in Russia:
Prospects and Developments in Current Economic Realities

The event involved:

- Presentation of the AEB Construction Equipment Committee (CEC);
- Presentation of the CEC Statistics Programme.
- Panel discussion

Speakers:

- **Alexey Rakhmanov**, Deputy Minister of Industry and Trade;
- **Dmitry Strezhnev**, President, Russian Association of Fertilizer Producers
- Representative of Kaluga Region administration
- **Dmitry Serbin**, Komatsu CIS
- **Frank Schauff**, Chief Executive Officer, AEB.

tory single drum-soil padfoot, added as of January 2013. Already, data on certain products is being provided by almost all the companies specialising in those particular products in Russia. As a result, the accuracy of the final reports made available is very high.

On 1 September 2012, the Federal Law № 128, of 28 July 2012, and the Government Resolution № 870, of 30 August 2012, imposed a disposal fee payable for each wheeled vehicle imported to Russia or manufactured in Russia, and determined the list of types and categories of vehicles for which the disposal fee is to be paid. Within the scope of the Government Resolution № 870 were articulated haulers and dump trucks, including those manufactured in Russia. The crudity of this resolution



led to the situation where the disposal fee on articulated haulers manufactured outside of Russia and other countries of the Customs Union equals from 14% to 24% of the cost of a particular model, while prior to the introduction of the disposal fee such vehicles were not subject to import fees. Immediately, after the recycling fee was introduced, the committee started working with the Ministry of Industry and Trade of the Russian Federation to amend Resolution #870 in order to cancel or reduce the fee rates for articulated haulers and dump trucks. This work resulted in the publication of the Draft Resolution of the Government of the Russian Federation to exclude ar-

ticated haulers and dump trucks from Resolution #870. This draft is currently being coordinated with the relevant Ministries and other authorities.

The Committee cooperates with other national construction equipment industry associations. In 2009, the Committee became a member of the Committee for European Construction Equipment (CECE), and this year it participated in the CECE-CEMA Summit in Brussels, held on the 15-17 October 2013. In April 2013 Committee signed a memorandum of understanding with KOCEMA (Korea Construction Equipment Association).

Construction Industry and Building Materials Suppliers

AIM(S)

- Offering a platform to share and discuss matters of concern to the members.
- Sharing views internally and with government bodies and, whenever possible, stating a common position in relation to changes in legislation and standards.
- Giving the AEB information on topics of principle concern in the industry to help the Association be more efficient in representing the interests of its members.
- Preparing and holding open events on relevant topics to hear opinions on corporate values and best practice in the industry.
- Monitoring changes stemming from WTO accession and helping members to navigate through them.

NUMBER OF COMMITTEE MEETINGS - 8

CHAIR

Antonio Linares, Managing Director, Roca Russia & CIS

DEPUTY CHAIR

Vitaly Bogachenko, Corporate Affairs Director, Saint-Gobain CIS

AEB MEMBER COMPANIES

Arkema; Bayer; BASF; Bekaert; Caverion; CRH; Daikin Europe; Dow Corning; DuPont Science and Technologies; Freudenberg Group; HeidelbergCement; Henkel; Holcim (Rus); KNAUF; Legrand; Lindab Buildings; Lindner; Roca; Rockwool; Ruukki; Saint-Gobain CIS; Solvay S.A.; Wienerberger Kirpitsch LLC; YIT Construction Ltd./ YIT Rakennus Rep.office.

COMMITTEE ACTIVITIES 2013

The Committee represents within the AEB a variety of businesses with widely varying industrial and commercial backgrounds and with a diversity of interests but with the Construction Materials as a common bond. This Committee was established in 2010 in the belief that there are many matters that need to be monitored and shared. Initially it was mostly addressed to producers of building materials.

In 2013, the Committee's efforts concentrated on creating a common position on the following issues:

- technical standards and regulations;
- environmental sustainability and green standards;
- technical control and guarantees in construction;
- energy efficiency in construction;
- product certification and counterfeited products;
- transparency and reliability of the information referred to construction materials;
- consequences of Russia's WTO accession;
- unfair competition and tax dumping;
- vocational education and training centres.

The Committee's members strongly believe that a dialogue between experts with different backgrounds on the one

side, and Government officials on the other, could improve Russian construction practice. With this view, in 2013 the Committee initiated the procedure on inclusion of the Committee's Chairman/Deputy Chairman in the Expert Council at the State Duma Committee for Construction and Land Relations in order to present the Committee's common position.

To address the most important issues for the industry, the following meetings with the government bodies and professional associations were held in 2013:

On 18 July, the Committee held a meeting with the National Association of Builders (NOSTROY), a non-government, non-profit organization, representing members of self-regulatory organizations in the construction industry.

The parties exchanged views on the following issues:

- creation of a reliable regulatory and technical base,
- certification system,
- quality control and financial guarantees in construction,
- energy efficiency,
- improvement of vocational education system.



As a result of the meeting, a Committee member representing Bayer was appointed as the Committee's contact point for further liaison with NOSTROY.

On 27 August, the Committee's experts took part in a meeting on preparation of Draft Technical Regulations of the Customs Union organized by the Ministry of Economic Development of the RF, Department of Regulatory Impact Assessment. The experts exchanged views on the requirements for verifying product quality and certificate issuance. A variety of opinions by business community representatives was announced during the discussion.

On 7 November, the Committee held a meeting with the National Agency for Low-Rise and Detached Residence Development (NAMIKS), a non-profit partnership uniting developers, construction companies, manufacturers

of materials and equipment for low-rise construction, and financial organizations.

At the meeting, the parties gave special priority to the following topics:

- housing policy trends in low-rise construction;
- preparation and implementation of a green standards' road map (jointly with the Ministry of Natural Resources and Environment of the RF);
- energy efficiency and life-cycle cost of buildings;
- possible cooperation in vocational education (programs with a focus on energy efficient technologies and building materials);
- organizing joint events (round tables, conferences, debates etc).

Crop Protection

AIM(S)

- To promote innovative Crop Protection technologies and products in the Russian pesticide market;
- To create an efficient platform for the CPC members to exchange information and to discuss key issues;
- To elaborate a joint CPC position on key issues for lobbying the government and public authorities;
- To develop permanent and regular Government Relations to promote joint CPC interests;
- To encourage constructive cooperation with the appropriate professional associations and unions on the basis of common interests.

CHAIR

Alexander Berkovskiy, Head CIS, Syngenta

DEPUTY CHAIR

Alexey Makarychev, Crop Protection Country Manager, Russia, BASF

NUMBER OF COMMITTEE MEETINGS - 5

AEB MEMBER COMPANIES

Syngenta, BASF, Bayer CropScience, Dow AgroSciences, DuPont Science and Technologies, Makhteshim-Agan (MARUS in Russia), Arysta LifeScience Vostok

AEB EVENTS ORGANISED

July 12th, 2013

Round table discussion "Adoption of efficient measures against counterfeit pesticides in the Russian market: current situation, problems and solutions" in cooperation with the AEB South Committee and the Russian Union of Crop Protection Manufacturers in Krasnodar (AEB South Committee office). Participants from the regional authorities – Ministry of Agriculture, Ministry of Strategic Development, Investments and International Economic Activity, Krasnodar Service for Supervision of Natural Resources Exploitation, Krasnodar Customs Service, Krasnodar Department of Economic Security and Anti-Corruption of the Ministry of Internal Affairs in Krasnodar Krai and CPP producers entered into a constructive dialogue on ways and measures to combat counterfeit pesticides. It was unanimously agreed to apply to the Federal Government for amendments to the current legislation.

COMMITTEE ACTIVITIES 2013

The CPC has four working groups. Number of WG meetings:

Registration and Regulatory Affairs – 3;
Anti-Counterfeiting Activity - 4;
Container Management Scheme - 3;
Market Information System - 2.

External Activities.

The CPC is continuing to concentrate its efforts on the anti-counterfeiting issues. As a follow-up to the round table discussion in Krasnodar, official applications on behalf of CPC and the Russian Union of Crop Protection Manufacturers were sent to the Deputy Prime Minister, A. Dvorkovich, and to the Deputy Minister of Economic Development of the Russian Federation, S. Belyakov. In a positive reply received in October 2013 from the Ministry of Agriculture (appointed

to take charge of preparing the response to applications), the CPC was informed of the expansion of the existing Interagency Commission on Safe Handling of Pesticides by including representatives of the Ministry of Internal Affairs, the Federal Customs Service and CPP producers in order to propose changes to the current legislation. The CPC nominated its candidates to the Commission.

The Pilot Project on pesticide container waste management is developing successfully in the Voronezh Region. First results: 100 tons of mostly properly-rinsed containers were collected and recycled in 2013. The results show the possibility and desirability of extending the model of the Pilot Project by establishing a management company, created by CPP producers, and giving it responsibility for organising the whole CMS process in the Central Black Soil Region.

Customs and Transport

AIM(S)

- To lobby on the concerns of member companies through dialogue with the Federal Customs Service and other government bodies of the Russian Federation, and to promote the application of industry standards in accordance with the best international business practice and trade facilitation principles;
- To provide AEB members with quality information on developments in customs regulations and facilitate focused business networking.

CHAIR

Dmitry Cheltsov, Country Marketing & Sales Director, TNT Express Worldwide CIS

DEPUTY CHAIR

Wilhelmina Shavshina, Legal Director, Head of Foreign Trade regulation practice, DLA Piper;

Dmitry Larionov, Head of Permanent Delegation to Eurasia, International Road Union;

Sergei Gusev, Customs Manager, Electrolux

AEB MEMBER COMPANIES

Arkema, Atlascopco, BLG Logistics Solutions, BAT, Bayer, Cargill, CMS, Daikin, Deloitte, DHL Express, DLA Piper, EY, Electrolux, Gefco, Hoyer Chemilog, Ford, Ferrero, IKEA, IRU, Itella, Knauf International GmbH, KPMG, Leroy Merlin, MAN, National Customs Broker, Nestle, OBI, Pepeliaev Group, PwC, Parkline, Panalpina World Transport, Philips, Profile-Euro, Renault Russia, Roca, Saint-Gobain, Scania, Shell, Siemens, TARGO Group, TNT, Toyota, UPS, Zentis.

NUMBER OF COMMITTEE MEETINGS - 11

AEB EVENTS ORGANISED

1 March 2013

AEB Annual Customs Conference

13 March 2013

Committee round table with participation of Vladimir A. Goshin, Minister for Customs Cooperation, Eurasian Economic Commission

4 April 2013

Round table on Customs, transport and logistics in the framework of the Northern Dimension Business Council

4 April 2013

Participation in the RF State Duma Parliamentary hearing of the draft law on amendments to the chapter 16 of the RF Code of Administrative offences (KoAP) with a presentation of the Committee's proposals to the article 16.1 and 16.2 of KoAP.

12 April 2013

Committee bi-annual meeting with Federal Customs Service officials

17 May 2013

Briefing by Timur M. Suleimenov, Minister of Economy and Financial Policy, Eurasian Economic Commission (EEC), organized by the AEB Customs and transport Committee together with AEB IP Committee

18 July 2013

Meeting with Federal Antimonopoly Service on market research on customs administration implementation in Russia

6 August 2013

Meeting with Andrei U. Belianinov, Head of Federal Customs Service, on changes in TIR Carnet use for customs transit in Russia

27 August 2013

Meeting with Tatiana N. Golendeeva, Deputy Head of Federal Customs Service, on changes in TIR Carnet use for customs transit in Russia



20 September 2013

Meeting with Mikhail V. Bryachak, first deputy chairman of State Duma Committee for transport on TIR Carnet crisis in Russia

2 October 2013

Participation in the Second EEC Consultative Council with Russian-Belarus-Kazakhstan business community

15 October 2013

Meeting with Vygaudas UŠACKAS, Ambassador, Head of the Delegation of the European Union, on TIR Carnet crisis in Russia

22 October 2013

Round table, "Opportunities and challenges in international logistics in the Russian Federation", organized together with the Embassy of the Republic of Lithuania

23-25 October 2013

Committee participation in the Federal Customs Service Annual Conference

22 April, 7 June, 9 July, 12 September, 21 October, 12 November, 27 November 2013

CTC experts actively participated in the Coordination Council of RF State Duma Transport Committee on the different issues related to the transport and customs issues.

12-13 November 2013

Participation in the International Conference "Prospects of the Customs Union customs legislation development: international and regional experience", organized by Eurasian Economic Commission and Federal Customs Service

11 December 2013

Meeting with RSPP and experts of the Russia-Belarus-Kazakhstan business community to discuss amendments to the Customs Code

19 December 2013

Open event on "Customs transit procedure: practical aspects of the procedure application by the Customs Union countries, perspectives of customs transit enforcement in North-western region".

27 December 2013

Meeting with the Federal Customs Service on proposed amendments by business community to the Chapter 16 of the RF Code of administrative offences

14 March, 2 April, 17 December 2013

Meetings of State Duma Transport Committee working group on amendments to the Chapter 16 of the RF Code of administrative offences. Discussion of the AEB CTC proposed Draft law "On amendments to the article 16.2 of the RF Code of administrative offences".

COMMITTEE ACTIVITIES 2013

The Committee holds monthly meetings bringing together from 20 to 40 member-company experts from various industries to discuss and find solutions to the most acute customs and transport issues.

On 1 March, the Committee held its 9th Annual Customs Conference, which focused on the impact of Russia's membership in the WTO, on current customs legislation and practice, as well as on hot customs topics such as the customs risk management system, customs value in view of new Russian transfer pricing rules and post clearance customs control (audit). Traditionally, the conference brings together about 140 participants.

Sergei Gusev, the Committee's Deputy Chairman, participated on behalf of AEB in the Parliamentary hearing where

he made a speech on "Current status of implementation process of a paragraph 38 of the Road Map 'On Streamlined Customs Administration'" (on amendments to the chapter 16 of KoAP).

Committee experts are members of the Coordination Council of RF State Duma Transport Committee and actively participated in it's work, raising the most urgent customs issues, such as changes to the Chapter 16 of KoAP, the TIR Carnet crisis, restrictions for heavy trucks on MKAD and others.

The Committee has been lobbying AEB member companies on the question of restrictions for heavy trucks on MKAD which were implemented by Moscow Government in March



2013. Official letters have been sent to Arkady Dvorkovich, RF Government Deputy Prime Minister; to Yury Lubimov, Deputy Minister of Justice; Alexander Beglov, RF President Representative in the Central Federal District, Sergei Sobyannin, Moscow Mayor, concerning these restriction, including the experience of European companies. Committee member companies participated in a series of meetings on this issue, organised by the Moscow Transport Department.

The Committee sent an official letter to the Minister of Transport describing the most urgent issues and problems in the field of transport infrastructure in Russia which AEB member companies face in their day-to-day activities.

Committee members met with Andrey Belianinov, Head of Federal Customs Service (FCS), on 6 August. The new FCS requirements and changes in the TIR Carnet use for the customs transit in Russia, which was announced by the FCS letter from 4 July, were discussed at the meeting. The Committee addressed to Andrey Belianinov, FCS Head, AEB member companies' request at least to postpone the implementation of the changes in TIR Carnet procedure, if they have to be introduced at all. As a result of the meeting, the changes in TIR Carnet use for customs transit in Russia was postponed to the 14 September by the Federal Customs Service.

Following the discussion with Andrey U. Belianinov on TIR Carnet use, Frank Schauff, AEB CEO, Dmitry Cheltsov, AEB Transport and Customs Committee Chairman, and the members of AEB Customs and Transport Committee met with Tatiana Golendeeva, Deputy Head, Federal Customs Service (FCS), and Ruslan Davydov, Deputy Head, FCS, on 2 August. At the meeting the FCS informed that they are running an experiment on electronic transmission of guarantee certificates to customs check-points at the border.

On 12-13 November, the Committee took a part in an International Conference, "Prospects of the Customs Union customs legislation development: international and regional experience", organized by the Eurasian Economic Commission, the Federal Customs Service and the Russian Customs Academy. Frank Schauff, AEB CEO, gave a speech at the Conference plenary session on the European business approach on the Customs Union customs legislation improvement. Committee members participated in the conference working sections to share best international

practice on customs legislation improvement. Wilgelmina Shavshina, Deputy Chairman of the Committee, spoke on the Authorized Economic Operator Institute improvement in Customs Union, based on comparative analysis of its regulation in Russia and the European Union. Marina Lyakisheva, Committee expert, DLA Piper, made a speech on international experience and practice in customs control after release.

On 19 December, AEB North-Western Customs, Transport & Logistics Subcommittee, together with AEB Moscow Customs & Transport Committee, organized an open meeting, "Customs transit procedure: practical aspects of the procedure application by the Customs Union countries, perspectives of customs transit enforcement in North-western region".

Mr. Lyamkkin, First Deputy of the North-Western Customs Service, briefed on latest developments regarding the application of TIR Convention by the customs bodies. He confirmed that the TIR Carnet is accepted only on the Russian-Finland border. The guarantee procedure for customs transit will be changed and will be common for all RF regions. Also, Mr. Mikhail Serebrennikov, the Head of Customs Transit Control Department of the North-Western Customs Administration (SZTU), briefed on the application of on the mechanism and terms of participation in the experiment stipulated by Decree No. 336 of the Russian Federal Customs Service of 31 October 2013, titled "On conducting an experiment to improve the transport of goods by road in accordance with the customs procedure of customs transit". Natalia Nosova, the Deputy Head of the Customs Payments Department of the NWCA (SZTU), cleared up some issues concerning alternative ways to ensure customs transit compliance.

The Committee has launched its second edition of the AEB Guide to Customs, Legal, Logistics, Tax and Transport. The AEB Customs Guide is an annual publication that provides readers with accurate and up-to-date information on Customs, Legal, Logistics, Supply Chain solutions, and about Tax and Transport service providers in Russia who are members of the AEB.

On 27 December, Committee experts discussed the Draft Law on amendments to the Chapter 16 of KoAP with the Federal Customs officials.

Energy

AIM(S)

- To support EU-RF cooperation in the energy sector, in particular through activities undertaken by the EU-RF Energy Dialogue and the EU-RF Industrialists' Round Table
- To provide a forum for AEB companies involved in the Russian energy sector to discuss and address matters of common interest
- To maintain relations with the parties directly involved in the Russian energy sector

CHAIR

Reiner Hartmann, Head of Representative Office, E.ON Global Commodities SE

DEPUTY CHAIR

Andrey Mukhin, Principal Analyst Economic Analysis, Statoil ASA Russia (till May 2013)

AEB MEMBER COMPANIES

BP, Electricite de France, Enel OGC 5, Eni S.p.A, E.ON Russia, Fortum, Gasunie, GDF SUEZ, MOL Plc, Statoil ASA Russia, Shell E & P Services (RF) B.V., Total E&P Russie, VNG - Verbundnetz Gas AG; Wintershall Holding GmbH

COMMITTEE ACTIVITIES 2013

The Committee acts as an interface on business opportunities and issues of concern for European energy companies operating in the Russian Federation. Therefore the committee sustains and develops its links to relevant state authorities in Russia, such as the RF State Duma, the Ministries of Energy, Finance and Economic Development. The Committee also acts as an interface between the European energy business and Russian companies, such as Gazprom and others.

The Committee is an important contributor to the EU-Russia Energy Dialogue process, representing the European energy business in the Thematic Group on Energy Markets and Strategies and the Gas Advisory Council with emphasis to contribution to work on "EU-Russia Energy Cooperation Road Map until 2050". The Committee maintains its tradi-

NUMBER OF COMMITTEE MEETINGS - 5

AEB EVENTS ORGANISED

The participation in open sessions was exclusively by invitation

2 February 2013

Open session: Energy Policy Development, by V.Kononov, Executive Director, Petroleum Advisory Forum

22 March 2013

Open session: RF Ministry of Energy Activities in 2013 and EU-RF Energy Relations, by A. Abramov, Head of Europe & US Division, Department of International Cooperation, RF Ministry of Energy

28 August 2013

Open session: Changes on the World Energy Markets: Consequences & Challenges for Russia, by T. Mitrova, Head of Oil & Gas Department, Energy Research Institute, RAS

25 October 2013

Open session: Energy Legislative Update 2013, by N. Kozyrenko, Partner, CMS Russia;
Current Situation in the Russian Power Sector, by F.Veselov, Head of Department for Development & Reforms in the Electric Power Sector, Energy Research Institute, RAS

tional cooperation with other bilateral and multilateral entities in Russia, such as the EU–Russia Industrialists Roundtable (IRT), European Business Congress (EBC), Petroleum Advisory Forum (PAF), and the Foreign Investment Advisory Council (FIAC), promoting active interaction on business-to-business and business-to-government levels. The Committee supports the AEB's position as an official partner of the annual Russian Petroleum and Gas Congress (RPGC) in Moscow through participation in its Program Committee, delegating its members as chairmen and speakers to RPGC. The committee's activities are focused on energy policy strategic issues, the investment climate, energy market conditions, and environmental protection issues, including global climate change.



One of the important sources of information and influence for the committee is its regular Position Paper, which is a highly professional status document reflecting the views and approaches of the European companies towards the obstacles to doing business in Russia, and proposing real solutions. The Position Paper is widely distributed among petroleum and energy sector stakeholders both in Russia and abroad, including EU headquarters in Brussels.

The committee advocates that EU-Russia relations on energy matters should be based on stability in strategic perspectives, mutual advantage and delivery on commitments. Such relations must include a balanced and transparent approach to the security and diversity of energy supply and demand, commercial attractiveness and reciprocity.

On 9 April, 9 July and 26 November, the Committee held its now traditional CEOs breakfasts with following CEOs

as speakers: E. Ferlenghi (Eni); S. Sloan (BP); O. Lazare (Shell).

Committee members participated in several major events:

- The 4th Northern Dimension Forum (April)
- Energy Forum Groningen (29 May)
- EBC Annual General Conference (30-31 May)
- The St. Petersburg Economic Forum (June 2013)
- The 10th Russian Petroleum & Gas Congress 2013 (June 2013, Program Committee & Participation in Gas Day)
- International Investment Forum in Sochi (September 2013)
- Russia-Singapore Business Forum (September 2013)
- Global Energy Intelligence Day (Moscow, 29 October 2013)
- International Forum "Energy Efficiency & Energy Saving – ENES 2013 (November 2013)
- Russia – Netherlands Business Meets Energy Conferences (8 April, Amsterdam; 7 November, Moscow)

Energy Efficiency

AIM(S)

- To increase Energy Efficiency (EE) business opportunities for AEB members, thereby contributing to the sustainable development of EE in Russia;
- To formulate and promote the AEB position on EE in Russia;
- To inform and educate AEB members about EE developments in Russia.

CHAIR

Jeroen Ketting, Managing Director, Lighthouse Group

DEPUTY CHAIRS

Vincent de Rul, General Director, FENICE RUS LLC;

Aage V. Nielsen, Managing Director, Vitus Bering Management Ltd

NUMBER OF COMMITTEE MEETINGS - 8

COMMITTEE ACTIVITIES 2013

The Committee was established in 2009. From the start, it was a great success, as companies from the industry, services and energy sectors, signed up. Representatives of the Committee took an active part in drafting the new legislation on energy efficiency (EE) and energy saving. Throughout 2013, committee members received regular updates on:

- Mosenergosbyt – consumer-oriented & energy efficient (S.Kyuregyan, Mosenergosbyt);
- Energy services as a factor of production modernisation (M.Burdunin, TBN Energoservice);
- Russian residential sustainable energy financing facility (RU-SEEF) (K.Kliushkin, EBRD, Deputy Head of the project);

In 2013, the Committee positioned itself as one of the authoritative bodies to which AEB members can turn to get information on the general energy efficiency environment and business opportunities in Russia. The committee's members actively participated in the various EE seminars and conferences and were often asked to speak at these events. During the year, at Committee meetings, members kept each other informed of their activities in the EE field (presentations by Open Link; Mersen; Alfa Laval).

In 2013, the Committee prepared an edition of the AEB Business Quarterly devoted to the Energy Services Sector in Russia. It was published in June.

AEB MEMBER COMPANIES

ABB; Baker & McKenzie; BASF; Bayer; BP; BSH Group; Bilfinger; CMS Russia; Daikin Europe NV; Deloitte; DIBD OMIR; ECOTEAM; Electricite de France; E.ON Russia; ERDF; EY; FENICE RUS LLC; Gasunie; GDF SUEZ; IKEA; ImTech; Legrand; Lighthouse Group; METSO; Philips; Saint-Gobain; Schneider Electric; Siemens; SGS Vostok Limited; Statoil ASA Russia; Total E&P Russia; United Technologies International Operations; Vitus Bering Management Ltd.; Wintershall Holding GmbH

AEB EVENTS ORGANISED

5 June 2013

Energy Services in Russia: Results & Future Prospects

7 November 2013

International Forum, "Building Automation & Energy Efficiency" (as part of "Interlight Moscow")

In 2013 the Committee, through subsidiary structure of the AEB – LLC AEB Business – initiated a project to label energy efficient equipment in co-operation with the European Bank for Reconstruction and Development (EBRD). At the first stage, participants on the market will be licensed to (temporarily) receive the right to label three types of equipment:

1. Electric motors
2. Household refrigerators and freezers
3. Windows and glazing

Later the range of labelled products will be expanded by involving additional state and public bodies, as well as by developing documentation and regulations that take account of national law and the needs of the domestic market. Willingness to cooperate in the area of energy efficient technology will facilitate the development of this sphere in Russia, and as a consequence it will reduce the use of energy resources, raise product quality, and contribute to modernization.

The committee has working relations with the Ministry of Energy, the Russian Energy Agency, the Federal Energy Service Company, the RSPP Committee for Energy Policy and Energy Efficiency. The Committee Chairman, Jeroen Ketting, is a member of the Council on Energy Audit under the Ministry of Energy.

Finance and Investments

AIM(S)

To assist in and contribute to the ongoing improvement of Russia's investment climate by integrating information and discussion related to critical finance issues of prime importance for foreign companies working in Russia.

CHAIR

Stuart Lawson, Executive Director, EY

AEB EVENTS ORGANISED

29 January 2013

Conference "Recent developments in the regulatory environment for Russian banks with specific focus on the Basel recommendations" (jointly with AEB Banking Committee)

19 June 2013

Open event Presentation of AEB Annual Survey results "Strategies and prospects of European companies in Russia"

17 July 2013

Open event: Presentation of the AEB guide "How to Invest in Russia 2013"

12 September 2013

Open event: "Taking the temperature of investment climate"

2 October 2013

Open event: Briefing by Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection "Commissioner for Entrepreneurs' Rights Protection: achievements and prospects"

19 November 2013

Open event: Webinar "Energizing SME sector in Russia: practical aspects of cooperation with multinational companies and financial sector" (jointly with AEB SME Committee)

NUMBER OF COMMITTEE MEETINGS - 5

Including 3 meetings jointly with the Small and Medium-Sized Enterprises Committee

AEB MEMBER COMPANIES

ABB; AGC Glass Europe; ALD Automotive; ALPE consulting OOO; American Institute of Business & Economics; Arval; Baker Botts L.L.P.; BDO; BEITEN BURKHARDT Moscow; BENE RUS LLC; BNP Paribas; Brother; Chadbourne & Parke LLP; Chrysler Russia ZAO; Citibank ZAO; Clifford Chance; CMS, Russia; De Lage Landen Leasing; Debevoise and Plimpton LLP; Deloitte; Delonghi; Dentons (Salans, FMC, SNR Denton Europe); DS Law.Attorneys; DuPont Science and Technologies; Egorov Puginsky Afanasiev & Partners (EPA&P); European Bank for Reconstruction and Development (EBRD); EY; Gide Loyrette Nouel; GOLTSBLAT BLP; Hannes Snellman; HeidelbergCement; Holdsway; HSBC Bank (RR) OOO; IKB Leasing ZAO; Incor Alliance Law Office; ING Commercial Banking; Intercomp; Intertrust; INVESTMENT COMPANY IC RUSS-INVEST; John Deere Rus, LLC; Knauf International GmbH, OOO KNAUF Gips; KPMG; LeasePlan Rus; LEROY MERLIN Russia; Lidings; MAN Truck & Bus RUS LLC; Mannheimer Swartling; Mazars; Mercedes-Benz Financial Services Rus OOO / Mercedes-Benz Bank Rus OOO; Mersen Rus; Messe Frankfurt Rus Ltd.; Most Service; Noerr OOO; Norton Rose Fulbright (Central Europe) LLP; Olegas Kasatkinas (individual member); Oranta; OTP Bank; Pepeliaev Group, LLC; Philip Morris Sales and Marketing; PSA Peugeot Citroen (Peugeot / Citroen); PwC; Raiffeisen-Leasing; RB Leasing / SG Finance; RH PARTNERS; Roedel & Partner; Rosbank; Scania-Rus LLC; Schneider Electric; Sirota & Mosgo; Solvay S.A.; Sponda Russia; Srei Leasing; Staffwell; TMF Group; Transport Lease; UniCredit Bank ZAO; Vaillant Group Rus LLC; VEGAS LEX Advocate Bureau; Vinson & Elkins L.L.P.; Volvo Vostok ZAO; WELBI; YIT Rakennus Representative Office; Zurich Insurance Company.



COMMITTEE ACTIVITIES 2013

To cover specific areas of focus, there are two entities within the Committee:

- Leasing Subcommittee: Chairman is Sergey Ivanov, General Director, IKB Leasing ZAO;
- Mergers & Acquisitions Working Group (M&A WG).

In early 2013, the AEB Finance and Investments Committee and the AEB Banking Committee jointly organized a Conference, "Recent developments in the regulatory environment for Russian banks with specific focus on the Basel recommendations", which attracted more than 160 participants including mass media and which contributed to the important dialogue between public sector representatives and financial institutions from both Russia and Europe regarding the evolution of the banking regulatory environment. The event was opened by Alexey Simanovskiy, First Deputy Chairman of the Central Bank of Russia. The key note speech on the topic of the future of the regulatory environment was delivered by Nout Wellink, former President of the Dutch Central Bank and former Chairman of the Basel Committee on Banking Supervision.

One of the most important Committee projects for 2013 was the sixth annual survey: "Strategies and Prospects of European Companies in Russia". The Survey has become a highly valuable source of first-hand information that gives an overview of the investment potential and opportunities in Russia and highlights the key challenges that are faced by AEB member companies, as well as the strategies adopted while doing business in Russia. This Survey helps to maintain productive relations with the Russian authorities and facilitates the successful outcome of many other AEB lobbying activities aimed at representing and defending the interests of its member companies. The results of the survey were announced 19 June 2013.

Another important initiative was the webinar, "Energizing SME sector in Russia: practical aspects of cooperation with multinational companies and financial sector", jointly organized by the AEB Finance and Investments Committee and the SME Committee. The event was hosted on the websites of the AEB and EY as well as broadcasted live to

the offices of European Bank for Reconstruction and Development (EBRD) in Yekaterinburg, Krasnoyarsk, Rostov and Vladivostok.

Among other important events was a briefing by Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection. The event was devoted to the Commissioner's achievements and prospects in Russia and gave the participants an opportunity to ask questions on issues of importance to investors.

During 2013, the Leasing Subcommittee discussed and worked on the following issues: thin capitalization (Art. 269 of the Tax Code), operating leasing, abolition of property tax, abolishment of interim reporting, GIBDD fines, new electronic key management for KFM reporting, drafts laws amending the law on leasing, redemption/financial results of termination of transactions and the draft resolution of the Plenum of the Supreme Arbitration Court, amongst others. In September, the Subcommittee had a meeting to establish contact with the Accounting Methodology Center (BMC) regarding the standard on accounting for rent/lease (PBU "Arenda"). In October, the Subcommittee jointly with the AEB Automobile Manufacturers Committee, the United Leasing Association (OLA) and the Association of Russian Car Dealers (ROAD), held a meeting with Boris Ionov, Head of Division for Registration and Examination, GIBDD MVD RF, where new rules for registration of vehicles and other issues were discussed. Furthermore, the Subcommittee renewed its cooperation with the Ministry of Finance regarding thin capitalization.

Publications:

The 2013 edition of the annual investment guide "How to invest in Russia" was released in July 2013, with up-to-date information for companies with plans of investing in Russia. The publication was presented to representatives of AEB member companies 17 July. It was distributed in Russia, Germany and the UK.

Health and Pharmaceuticals

AIM(S)

To consolidate, coordinate and protect the interests of AEB member companies working in the health and pharmaceuticals industry

CHAIR

Sergey Smirnov, Vice President, Novo Nordisk A/S

DEPUTY CHAIR

Yury Litvishchenko, General Manager, Chiesi Pharmaceuticals LLC

NUMBER OF COMMITTEE MEETINGS - 8

AEB MEMBER COMPANIES

Alcon; Astellas Pharma ZAO; Bayer ZAO; Binder; Bionorica OOO; Boehringer Ingelheim; BOIRON; Chiesi Pharmaceuticals LLC; Cormay Group; DSM Group; Egis Pharmaceuticals PLC; Esparma GmbH; FIC Medical; Merck LLC; NNE Planiphan; Novartis Group; Novo Nordisk A/S; Orion Pharma LLC; Philips LLC; Sanofi-Aventis; SCA Hygiene Products Russia LLC; Servier; Stada CIS; Takeda Pharmaceutical.

AEB EVENTS ORGANISED

4 April 2013

Round table "Treatment Standards and Modernization of the Drug Provision System" within the framework of the Fourth Northern Dimension Forum, St. Petersburg

COMMITTEE ACTIVITIES 2013

The Health and Pharmaceuticals Committee

- developed existing working relationships with the executive and legislative state bodies of the RF: the State Duma, the Ministry of Health, the Ministry of Industry and Trade, the Federal Service of Surveillance in the Health Field (Roszdravnadzor), the Federal Antimonopoly Service (FAS) and other Ministries and governmental agencies;
- promoted a constructive dialogue between the Russian and foreign professional pharmaceutical associations (Association of Russian Pharmaceutical Manufacturers, Union of Professional Pharmaceutical Organizations, Association of International Pharmaceutical Manufacturers);
- ensured effective lobbying for members' interests in the RF and integrating them into the EU framework,
- encouraged partnership between Russian and foreign companies; enhanced cooperation with the Russian authorities to improve the medicine supply system;
- contributed to building a legislative environment which provides economically effective medicines of proper quality as well as innovative medicines;
- contributed to the development of partnership between European countries and the RF in the field of the healthcare and pharmaceuticals industry in close cooperation with the European Union Delegation to Russia and the European Commission Directorate-General for Health and Consumers;

- encouraged the dissemination of advanced European experience and best practice in the healthcare and pharmaceuticals industry.

In 2013, the Committee held and participated in a number of events:

Chairman of the Health and Pharmaceuticals Committee, Sergey Smirnov, and Deputy Chairman, Yury Litvishchenko, took part in the inauguration ceremony of the Prix Galien Russia and at the Prix Galien Gala Award Ceremony on 7 February 2013 and 24 October 2013, respectively. The Prix Galien recognizes outstanding effort to improve the human condition by means of biomedical and technological innovation and is highly respected in the world of biopharmaceutical research. The AEB sat on the organizational board of the Prix Galien Russia 2013.

On 22 March 2013, the Committee arranged a meeting with Timofey Nizhegorodtsev, Head of the Department of Social Sphere and Trade Control of the Federal Antimonopoly Service of Russia. The topics discussed included the new regulatory documents within the Law On State Procurement (FZ-94); areas of incompatibility between the regulatory provisions on state procurement and legal documents on the protection of competition. Issues relating to the substitutability of pharmaceuticals were also covered. The meeting continued the regu-



lar dialogue between the AEB and Timofey Nizhegorodtsev which provides a valuable forum for exchanging information and experience.

On 4 April 2013, the Committee held a round table on "Treatment Standards and Modernization of the Drug Provision System" as part of the 4th Northern Dimension Forum in St. Petersburg. The event was co-chaired by Sergey Smirnov, Chairman of the Health and Pharmaceuticals Committee, and Alexander Borisov, General Director of NTFF Polysan. The lively discussion included such topics as treatment standards and economic aspects of the healthcare system, treatment standards and drugs lists in the state procurement system at the federal and regional levels, and experience of regional healthcare authorities in the field of treatment standards.

On 20 May 2013, the Deputy Chairman of the Committee, Yuri Litvishchenko, took part in the AEB press conference on the issue of parallel imports. He briefed on the possible negative impact of a liberalization of parallel imports for the pharmaceuticals industry.

On 5 August 2013, the Deputy Chairman of the Committee, Yuri Litvishchenko, took part in the round table, "Dialogue and partnership as key factors in the development of the Russian healthcare system". The event was chaired by the Minister of Health, Veronika Skvortsova, and co-chaired by the heads of the relevant departments of the Ministry of Health. The round table aimed to strengthen dialogue between public bodies and

the business community in the healthcare sphere. The event was attended by heads of companies from the pharmaceutical and medical devices industries and professional associations, as well as by independent experts. Participants expressed their concerns and proposals for remedying them, provided legal updates and discussed possible mechanisms of cooperation.

On 26 August 2013, the Committee held a joint closed meeting with the AEB North-Western Committee's Manufacturing Subcommittee. The meeting was devoted to health and pharmaceutical sector development perspectives in the North-West Federal District. The meeting discussed new pharmaceutical cluster developments, the situation with Good Manufacturing Products and quality control, ways of active cooperation between the main players in the industry and the city. It was decided to propose some measures to improve cooperation, and also to organize such meetings on a regular basis. The event was held with the active participation of the Agency of Strategic Investments of St. Petersburg.

On the eve of the EU-Russia Dialogue on Public Procurement which was held on 3 October 2013, the representatives of the AEB Health and Pharmaceuticals Committee met with the delegation of the European Commission, headed by Mr Jean-Yves Muylle (Head of Unit of International Dimension of public procurement, DG Internal market and Services). At the core of discussion were the Russian legislation on public procurement, and the new Federal Contract System and its implications for European companies operating in the Russian market.

Home Appliances Manufacturers

AIM(S)

- To discuss issue of interest to members;
- To establish a working relationship with authorities;
- To get up-to-date information on changes in local legislation that are relevant to members.

CHAIR

Hans-Kersten Hrubesch, President and CEO, OOO "BSH Bytowaja Technika"

NUMBER OF COMMITTEE MEETINGS - 5

AEB MEMBER COMPANIES

Ariston Thermo Rus, OOO "BSH Bytowaja Technika", Brother, Daikin Europe N.V. Representative Office, Delonghi, Electrolux RUS LLC, Groupe SEB Vostok, LIEBHERR-RUSSLAND, Mitsubishi Electric Europe B.V., Philips LLC, Procter & Gamble, Vaillant Group Rus LLC.

COMMITTEE ACTIVITIES 2013

In 2013, the Committee focused on issues of great importance to the home appliances industry, such as energy efficiency labels, CU technical regulations, and waste management.

On 15 March 2013, the Home Appliances Manufacturers and the Product Conformity Assessment Committees met with Norbert Anselmann, Head of the Standardization Unit, European Commission and the representatives of the "European Profiles" company regarding a new project "Approximation of EU and RF technical regulation and standardization systems" (EuropeAid/132827/C/SER/RU). Several working groups were set up as part of this project, and Alexey Soldatov, BSH Bytowaja Technika, was selected to chair Working Group #1 on Market Surveillance.

On 25 October 2013, the Committee gave their comments on, and participated in, the discussion of the draft of TR CU

"On the consumer awareness of energy efficiency of electrical energy consuming devices", organized by the Entrepreneurship Development Department, Eurasian Economic Commission.

On 18 December 2013, the Committee held an open meeting with Alexey Minaev and Alexey Mikhailov, Ministry of Economic Development, Oleg Prusakov, Rospotrebnadzor, and Viktor Tsvetkov, Ministry of Industry and Trade. They discussed issues related to energy labels in Europe, the situation on recognition of CB certificates in the Customs Union, the draft of TR on the requirements of energy efficiency of home appliances, and others.

On 11 April and on 20 November 2013, the Committee held its now traditional CEOs breakfasts.

Hotels & Tourism

AIM(S)

- To consolidate, coordinate and lobby for the interests of AEB member companies working in the tourism and hotel industries

CHAIR

Jesper Henriksen, General Manager, Radisson Royal Hotel, Moscow

AEB MEMBER COMPANIES

Radisson Royal Hotel; Ararat Park Hyatt Moscow; Baltschug Kempinski Hotel Moscow; Kempinski Nikolskaya Hotel Moscow; Swissotel; Hilton Moscow Leningradskaya Hotel; Renaissance Moscow Hotels; Renaissance Moscow Monarch Center Hotel; Intercontinental Moscow Tverskaya Hotel; Metropol Moscow Hotel; Mamaison All-Suites Spa Hotel Pokrovka; Marriott Grand Hotel Moscow; Marriott Royal Avrora; Marriott Tverskaya; Mercure Arbat Moscow Hotel; Novotel Moscow Center Hotel; Ibis Moscow Paveletskaya Hotel; Azimut Hotels Company; Best Western International Hotels; Sheraton Moscow Sheremetyevo Airport

NUMBER OF COMMITTEE MEETINGS - 10

AEB EVENTS ORGANISED

18 June 2013

HTL Round table "The hospitality sector in Russia"

26 November 2013

Joint round table discussion on migration and recruitment issues in hotel industry with participation of AEB Migration and HR Committees

COMMITTEE ACTIVITIES 2013

The Committee held business lunches attended only by hotel General Managers. During these meetings several important issues were tackled and plans discussed in the following areas:

- Conference business centre for Moscow and subsequently Russia
- Meetings-Incentive-Conferences-Events (MICE) market presentation at trade shows
- Cooperation with the tourism office
- Recruitment in the hotel industry
- A stronger alliance amongst 5-star hotels to promote Moscow

Human Resources

AIM(S)

- Developing Russia's HR market;
- Lobbying for Members' interests with all necessary government and legislative bodies;
- Keeping business circles and government institutions in Russia informed about the state of affairs in this sphere;
- Developing solutions to HR-related issues faced by foreign companies;
- Promoting the exchange of experience between foreign and Russian HR specialists;
- Assisting AEB members in widening their contacts' databases and helping companies adapt to the general Russian business environment.

CHAIR

Olga Bantsekina, Chief Representative, Coleman Services UK

DEPUTY CHAIR

Olga Gadetskaya, HR Director, Sanofi

NUMBER OF COMMITTEE MEETINGS - 13

including 2 General Committee meeting, 3 Steering Group meetings, 2 meetings of Assessment, Training & Development Sub-Committee, 1 meeting of Compensation & Benefits Sub-Committee; 2 meetings of Labour Law-Sub-committee, 2 meetings of Recruitment Sub-Committee, and 1 meeting of Relocation Sub-Committee

COMMITTEE ACTIVITIES 2013

The Committee was established in 1995. At present, it is split into five Sub-Committees:

- Assessment, Training and Development (Chair: Tatiana Khvatinina, Managing Director, SHL Russia & CIS);
- Compensation and Benefits (Chair: Ekaterina Ukhova, Partner, EY);

AEB MEMBER COMPANIES

Alinga Consulting; Alstom; Alexander Hughes Russia; Antal Russia; Aon Hewitt; Baker & McKenzie CIS; BEITEN BURKHARDT; BP; Businessland Services; CBSD / Thunderbird Russia; Citibank; Coleman Services UK; Ecopsy; ECOTEAM; ElaN Languages Moscow; EY; Ferronordic Machines; Four Squares; Flex Search; FutureToday; Gide Loyrette Nouel; GI Group; goFLUENT; Hay Group; Heinicke Consulting; Henkel; Human Capital Solutions; Intercomp; Intermark Relocation; IN2Matrix; Interdean Relocation Services; IWM; KPMG; Manpower; Mayfair Properties; Michelin; Move One; M.Video; Nordea Bank; Norton Rose (Central Europe) LLP; PwC; Pepeliaev Group; RH Partners; Richarts Meyer; RUSSIA CONSULTING; Sanofi; SGS Vostok Limited; Shell; SHL Russia & CIS; Staffwell; Talent Q; Towers Watson; Troika Relocations; Vitus Bering Management; VOLKSWAGEN Group Rus; Work Service; X-PM CIFAL

AEB EVENTS ORGANISED

22 March 2013

AEB Open Event, "HR Excellence"

18 September 2013

AEB Open Event, "Best-In-Class Talent Acquisition"

16 May 2013

AEB HR Jubilee Conference, "10 Years of HR in Russia: Achievements and Prospects"

25 October 2013

AEB Business Meeting, "Overview of Salary Surveys in Russia"

13 November 2013

AEB Open Event, "Retention & Engagement: What Smart Companies Really Do"

- Labour Law (Chair: Evgeny Reizman, Counsel, Baker & McKenzie-CIS Limited, Deputy Chair: Julia Borozdna, Head of Employment and Migration Law Practice, Pepeliaev Group);
- Recruitment (Chair: Michael Germershausen, Managing Director, Antal Russia);
- Relocation (Chair: David Gilmartin, Troika Relocations).

In order to address the most current topics, the following activities were held by the Committee in 2013:

- On 22 March, the Recruitment Sub-Committee organized an open event entitled "HR Excellence". With a focus on current and future trends, HR experts came to share their expertise and offer recommendations on how to manage and retain talents and at the same time stay cost-effective. The event provided a platform for discussion on how to build a systematic approach to the adaptation of new employees and to building a strong employer brand.
- On 18 September, an open event "Best-In-Class Talent Acquisition" was conducted by the Assessment, Training and Development Sub-Committee. It has become a real challenge for HR professionals to provide companies with necessary quality and quantity of talent. The event provided the platform for discussion of the most up-to-date approaches in talent acquisition and development, with a focus on current and future trends.
- The 10th Jubilee AEB HR Conference, titled "10 Years of HR in Russia: Achievements and Prospects", took place on 16 May at the Marriott Grand Hotel. The conference focused on developments in the implementation of HR practices and strategies within the last decade and gave an overview on the future of personnel management in Russia. At the start of the conference, the keynote speech was given by Tim Carty, Partner, Ernst & Young, and the former Chair of the AEB HR Committee. The HR Directors' panel discussion closed the conference. The HR experts highlighted the recent trends in corporate HR function design, its major strengths and weaknesses. They also shared their views on the most educative experiences of their professional lives and gave recommendations to the next generation of HR directors.
- On 25 October, the Compensations & Benefits Sub-Committee organized its traditional business meeting, "Overview of Salary Surveys in Russia". This event, which has been held annually for the past sixteen years, followed the format of a panel discussion. All the major providers of salary surveys in Russia, including EY, PwC, Hay Group, Towers Watson and Human Capital Solutions presented their latest reports.

- The open event, "Retention & Engagement: What Smart Companies Really Do", was conducted by the Assessment, Training and Development Sub-Committee on 13 November. In a situation of increasing global competition for talent, programs enhancing retention and engagement become a key priority for HR professionals. The survey's results prove that engagement of personnel contributes to business efficiency, and the increased retention and reduced rotation ensure significant cost savings. The event provided a platform for the discussion of new approaches applied by the companies.

During 2013, the Committee was closely involved in various lobbying activities on the government level. Unfortunately, a dangerous new law prohibiting personnel outstaffing (secondment) is still imminent. The Committee sent a number of its proposals on the Draft Law, and participated in the following meetings:

09.07.2013

Round table on outstaffing (secondment)
Eltsova L.U., Deputy Minister of Labour

17.10.2013

Discussion of the draft laws on outstaffing (secondment) and key personnel
Karagodin M.M., Head of the Department on Economics of Social Development and Priority Programs, Ministry of Economic Development,
Bykova E.G., Counsellor, Department of Employment, Ministry of Labour and Social Development

31.10.2013

Discussion of the draft laws on outstaffing (secondment) and key personnel
Blinova T.V., Deputy Minister of Labour and Social Development, **Godenko G.E.**, Deputy Head of the Department of Employment, **Bykova E.G.**, Counselor, Department of Employment

11.12.2013

Discussion of the draft laws on outstaffing (secondment)
Unezheva O.V., Head of the Legal Department, Ministry of Economic Development
Fedorov N.A., Acting Deputy Head of the Department on Social Development and Priority Programs, Ministry of Economic Development

Insurance and Pensions

AIM(S)

The Insurance and Pensions Committee aims to level the playing field between local and foreign operators in the insurance and pensions sectors, as well as to provide direct technical policy advice to European and Russian government officials.

CHAIR

Alexander Lorenz, Chairman of the Council, Raiffeisen Pension Fund

DEPUTY CHAIR

Vladimir Sukhinin, Head of Operations Department, Cardif Insurance Company

NUMBER OF COMMITTEE MEETINGS

Committee meetings – 9

Meetings on MTPL law (OSAGO) – 2

Meetings of Working Group on Insurance Legislation – 1

Meetings of Working Group on Pensions – 1

AEB MEMBER COMPANIES

ACE Insurance Company, CJSC; AIG Insurance Company, CJSC; Allianz IC OJSC; Cardif Insurance Company; CMS, Russia; Deutsche Bank Ltd.; General Reinsurance AG; INTOUCH INSURANCE; IOJSC "VSK"; MAI Insurance Brokers; Marsh insurance brokers ZAO; MetLife Alico; Norton Rose Fulbright (Central Europe) LLP; Oranta; PwC; Raiffeisen Pension Fund; Rosgosstrakh; Russian Reinsurance Company; Russian Standard Insurance; SCOR Representative Office; SOCIETE GENERALE Strakhovanie Zhizni LLC; WELBI; Zurich Insurance Company

AEB EVENTS ORGANISED

9 April 2013

Open event: "Trends and Prospects of Pensions System in Russia"

30 October 2013

Open event: "Asset management of insurance companies: role of asset management companies and specialized depositories"

COMMITTEE ACTIVITIES 2013

In 2013, the Committee continued to develop cooperation and hold regular meetings with key state partners, in particular:

- The Committee continued its dialogue with the Ministry of Finance, which usually reacts positively to proposals made by the Committee. In September, Committee representatives had a meeting with Vera Balakireva, Deputy Director of Financial Policy Department at the Ministry of Finance. The following topics were discussed: the draft laws on electronic insurance and OSAGO, requirements for insurance companies for internal audits, and division of responsibilities between the Ministry of the Finance and the Central Bank's Service for Financial Markets on insurance issues;
- The Committee strengthened its collaboration with the State Duma's Committee on Financial Markets and, jointly with the AEB Banking Committee, had a meeting with Natalia Burykina, Chairperson of the Duma's Committee on Financial Market at which was discussed, amongst other issues, the draft laws on organization of insurance

activities, mega-regulator, OSAGO and on-line insurance. Furthermore, the Deputy Committee Chairman continued to participate as a member in meetings of the Expert Council on Insurance Legislation (under the State Duma's Committee on Financial Market). Also, several Committee representatives participated in the parliamentary hearings on improving the legal and regulatory liability for insurance on the part of vehicle owners (OSAGO) in the State Duma;

- The Committee continued to interact with the Federal Antimonopoly Service (FAS) regarding cooperation between insurers and organizations that act as insurance agents.

In addition, the Committee started establishing contacts with the new insurance regulator, the Central Bank's Service for Financial Markets, and provided comments on a number of insurance issues such as electronic insurance and OSAGO (tariff corridor).



In 2013, the Committee took an active part in the work on several legislative acts regulating the insurance sector and commented on several draft laws. They are:

- the draft law amending the Federal law on organization of insurance activities – regarding the provisions that prohibit participation of new insurers with a large proportion of EU investors in public procurement, life insurance and OSAGO;
- the draft law amending the Federal law on organization of insurance activities and the Federal law on OSAGO (the Committee proposes introduction of “tariff corridor”);
- the draft law on electronic insurance (proposing amendments to the Federal law on organization of insurance activities and other laws and by-laws).

Finally, the Committee continued to cooperate with key partners in the insurance market. In March 2013 the Committee had a meeting with Dr. Goetz Kuras from Oliver Wyman and discussed Insurance Market Development Strategy 2020 (ARIA Recommendations). In September 2013 the AEB CEO, Committee Chairman, Deputy Committee Chairman and Committee Coordinator held a meeting with the new ARIA President, Igor Juergens.

In September 2013, the Committee established two working groups to address specific issues, namely:

- Working Group on Pensions;
- Working Group on Insurance Legislation.

Intellectual Property

AIM(S)

- To monitor changes in IP legislation in general and in Part IV of the RF Civil Code in particular;
- To protect the rights of inventors, authors and IP rights owners and prevent unauthorised use of intellectual property;
- To monitor the application of the Arbitration Procedural Code in co-operation with the Supreme Commercial Court;
- To provide legal support services (informational briefings and seminars, regular legislative up-dates) for AEB members on IP related issues;
- To undertake expert review of draft AEB letters and policy papers on existing and proposed Russian intellectual property legislation: copyright, patents, trademarks, industrial design rights, utility models, geographical indication, trade secrets, related rights, trade names;
- To undertake expert review of court practice and also to conduct comparative analysis of court practice in Russia and European Union;
- To provide a forum for the exchange of information, analysis, and views between AEB members on new developments in Russian laws and legal practice in the field of intellectual property rights.

NUMBER OF COMMITTEE MEETINGS

IP Committee – 9

WG on parallel imports – 5

CHAIR

Eugene Arievidh, Partner, Baker & McKenzie (CIS)

DEPUTY CHAIRS

Ekaterina Tilling, Head of IP, Special Counsel, Baker Botts LLP

Denis Voevodin, Partner, Dentons

AEB MEMBER COMPANIES

ALRUD; Axel Springer Russia ZAO; BEITEN BURKHARDT; Baker Botts LLP; Baker & McKenzie CIS Ltd.; Bayer ZAO; CMS Russia; Deloitte; Dentons; DLA Piper; DS Law; Egorov Pugin-sky Afanasiev & Partners (EPA&P); Electrolux; EY; Ford Sollers Holding LLC; Goltsblat BLP; Google; Holdsway; IKEA; KPMG; L'Oreal; Mannheimer Swartling; Mazars; Mercedes-Benz Russia ZAO; Nestle; Nissan Manufacturing RUS; Noerr; Pepeliaev Group; PwC; Philips LLC; Philip Morris Sales and Marketing; Renault Russia; Roedl & Partner; Secretan Troyanov Schaeer; Siemens; Toyota Motor, OOO; Vinson & Elkins L.L.P.; Volkswagen Group Rus; Shevyrev & Partners; VEGAS LEX.

AEB EVENTS ORGANISED

17 May 2013

Briefing by Timur M. Suleimenov, Minister of Economy and Financial Policy of the Eurasian Economic Commission (in cooperation with the AEB Customs and Transport Committee)

24 May 2013

Annual Conference "Intellectual Property Rights: recent trends, court practices, problems and solutions"

COMMITTEE ACTIVITIES 2013

The Intellectual Property Committee continued its regular dialogue with the State Duma of the Russian Federation, the Ministry of Culture, the Ministry of Economic Development, the Federal Service for Intellectual Property (Rospatent), the Eurasian Economic Commission, the EU Delegation in the Russian Federation, and other state bodies, public organizations, embassies and professional associations.

The IP Committee reviewed and provided professional expertise on such issues as the Internet Law by the Ministry of Culture, the draft Agreement on Trademark in the Single Economic Space of the Eurasian Economic Commission, the study of the concept of IPR protection in the Single Economic Space and others.

In 2013, the IP Committee organized and participated in a number of events:

- On 13 March and 22 November 2013, representatives of the Intellectual Property Committee took part in the EU-Russia IPR Dialogue held in the Federal Service for Intellectual Property. Within the Dialogue, experts exchanged information and experience on IPR-related aspects, on national IP legislation and practices, enforcement issues, draft amendments to the Civil Code, Internet Service Providers' liability, exhaustion of trademark rights (parallel imports), and IPR protection within the Customs Union. The EU-Russia IPR dialogue is an integral part of the cooperation between the European Commission and the Russian Federation. It is held twice a year.
- On 17 May 2013, the AEB IP Committee attended a briefing by Timur M. Suleimenov, Minister of Economy and Financial Policy of the Eurasian Economic Commission, which was organized together with the AEB Customs and Transport Committee. The briefing was dedicated to intellectual property issues: trademarks, establishment and administration of Unified Customs Union Register of intellectual property objects and parallel import, technical implementation of the information exchange process between the Customs Union parties, administrative barriers and cutback in customs administration.
- On 20 May 2013, the Chairman of the AEB Working Group on Parallel Imports, Denis Khabarov, took part in the AEB press conference on the issue of parallel imports. At the event, the possible negative impact of a liberalization of parallel imports for the Russian economy was highlighted.
- On 24 May 2013, the AEB Annual Conference "Intellectual Property Rights: Recent Trends, Court Practice, Problems and Solutions", organized by the Intellectual Property Committee, was held on the premises of the Delegation of the European Union to Russia.

The annual IP Conference consistently attracts experts in intellectual property issues, giving opportunities to learn about the most important issues on IP rights protection through face-to-face interaction with representatives of state bodies, the courts and leading legal companies, while also providing a valuable discussion platform.

The speakers addressed a variety of topics, ranging from the IP-related changes to the Civil Code, IP rights protection within the Customs Union and Single Economic Space, and trends in patent and trademark case law. Special focus was given to the case of "Soviet" brands in the confectionary, alcohol and tobacco industries, as well as FAS practices with regard to unfair competition in the use of means of individualization. Additionally, expert analysis was provided on the economic aspects of the liberalization of parallel imports.

- On 28 June 2013, the Committee met with Samat Aliev, Deputy Director of the Entrepreneurship Department, the Eurasian Economic Commission. The main issue for discussion was the draft Agreement on Trademarks in the Single Economic Space. The Agreement aims at further harmonizing intellectual property rights protection in the countries of the Customs Union (CU). Its goal is to establish a "SES trade mark" which would coexist with national rights, rather as Community Trademarks coexist with national rights in the European Union.
- On 28 November 2013, the Committee participated in the V International Forum on Intellectual Property, "Expropriation 2013". Anton Bankovskiy, a Committee member, spoke on the practices of copyright and allied rights protection with a focus on prejudicial measures, and Maya Limonnikova, AEB legal advisor, gave a presentation on parallel imports and IP protection within the framework of the WTO from the perspective of European investors.

IT and Telecom

AIM(S)

To promote the interests of AEB member companies operating in Telecom & IT through government liaison and information exchange
To assist AEB members in connection with changes, best practice, and legal and regulatory issues in IT and Telecom.

CHAIR

Mamuka Marhuliya, Head of Legal & Regulatory, Tele2 Russia

AEB MEMBER COMPANIES

1C:BIT, Accenture, ALP group, ALPE consulting, Antal Russia, Antor Business Solutions, Association of Regional Telecom Operators, Atos, Beiten Burkhardt, Brother, CMS Russia, Detecon Consulting, Egorov Puginsky Afanasiev & Partners, Google Russia, FTS Maconomy, Google Russia, Itella Information, Orange Business Services, Panalpina World Transport ZAO, PwC, Pepeliaev Group, RUSSIA CONSULTING, Telenor Group, Tele 2 Russia International Cellular B.V., TeliaSonera International Carrier

COMMITTEE ACTIVITIES 2013

In three well-attended public discussions, the Committee, which is one of the most active within the AEB in organizing open events for AEB members, covered a wide range of topics. The Committee tries always to maintain a constant pulse with regard to new phenomena emerging not only strictly within the IT-Telecom industry but in related sectors too. This attracts to Committee events a diverse audience that ensures deep and lively discussions. The Committee invited to a meeting on 19 August Eldar Razroev, advisor

NUMBER OF COMMITTEE MEETINGS - 7

AEB EVENTS ORGANISED

20 March 2013

Round Table, "Trends in Information Technologies in Russia & CIS, 2013"

27 August 2013

Briefing by V. Makarov, President of the Russian Association of Software Producers, "Present Situation & New Trends in the Russian Software Development Industry"

4 October 2013

Round Table, "The Role of Electronic Document Exchange & Mobile Systems in Virtualisation Time"

to the RF Minister of Communications & Mass Media, along with the most important players in the market. The Ministry concept of multi-service networks (MSN) was discussed, and Mr. Razroev answered participants' questions during a long and fruitful exchange of views.

The Committee prepared an AEB Business Quarterly edition devoted to IT-Telecom issues. This was published in December.

Labour Compensation at Hazardous Production Sites

AIM(S)

To promote the interests of AEB member companies as responsible and compliant employers

NUMBER OF COMMITTEE MEETINGS - 3

(since November 2013)

AEB MEMBER COMPANIES

ALRUD, BEITEN BURKHARDT, ECOTEAM, EY, IKEA, Fenice EDF Group, Henkel, Nokian Tyres, M-Video, Michelin, Nestle, PMSM, PwC, Raiffeisen, Rockwool, SGM Vostok Ltd., Stockmann, Total, Toyota, Volvo Trucks, Volkswagen Group Rus.

COMMITTEE ACTIVITIES 2013

The WG was established in late October 2013 to respond urgently to the recently introduced initiative on special conditions of labour that will change the relationship between the state, employers and employees.

On 22 November 2013, the WG met with Valery Korzh, Director of the Department for Conditions and Labour Protection, the Ministry of Labour and Social Protection, who briefed the participants on likely developments in the law.

AEB EVENTS ORGANISED

22.11.2013

Briefing by Valery Korzh, Director of the Department for Conditions and Labour Protection, the Ministry of Labour and Social Protection

4.12.2013

Round table at the State Duma on amendments to the draft law on compensation for hazardous labour conditions at production sites

On 4 December 2013, AEB staff participated in a round table at the Duma and explained the position of the WG on this issue.

Respective letters were sent to relevant Ministries suggesting they take into account the proposals of the WG member companies.

Legal

AIM(S)

- To provide legal support services (information briefings and seminars, legislation updates) to AEB members;
- To participate in Russian legislation formulation in the interest of the AEB members;
- To promote the exchange of companies' practical experience related to different legal aspects of legislation development in the RF and EU countries;
- To provide a forum for the exchange of information, analysis and views between AEB members on new developments in Russian law and legal practice;
- To prepare recommendations for Russian legislation, i.e. motivate implementation and application of existing international standards;
- To participate in Russian legislation development by presenting international experience, lobbying for AEB members' interests, holding open discussions, and sharing AEB members' practice with the Russian authorities

CHAIR

Alexander Kozhukhov, Legal Counsel, Siemens Russia

NUMBER OF COMMITTEE MEETINGS

Legal Committee – 7

Working group on Public Private Partnership – 1

Working group on development of Federal Law on Foreign investments in strategic sectors of Russian economy – 1

Working group on advertising law – 2

COMMITTEE ACTIVITIES 2013

The Committee continued addressing burning issues on legislation development in the Russian Federation.

In March 2013, the Committee set up a Working Group on Advertising Law to look at issues pertaining to the current regulations on the advertising of financial services. Experts of the WG who come from the automobile industry, retail trade and the consulting sectors discussed and evaluated the relevant legislation and court and FAS practices, and offered suggestions for improvements to the current regulations.

AEB MEMBER COMPANIES

Adecco; Akzo Nobel N.V.; Alinga Consulting Group; Allen & Overy Legal Services; ALRUD; Alstom; ART DE LEX; Baker & McKenzie CIS Ltd.; Baker Botts L.L.P.; BASF; BBH Legal LLC; BearingPoint OOO; BEITEN BURKHARDT; BMW Russland Trading OOO; BP Russia; Clifford Chance; CMS Russia; Deloitte; Dentons; DLA Piper; DS Law; DuPont Science & Technologies; ECOTEAM LLC; Egorov, Puginsky, Afanasiev & Partners; EY; Ferrero Russia, CJSC; Ford Sollers Holding LLC; FORTUM OYJ; Gide Loyrette Nouel; Goltsblat BLP; Grant Thornton ZAO; Hannes Snellman LLC; Holdsway; HSBC Bank OOO; Herbert Smith CIS LLP; Incor Alliance Law Office; Kia Motors Rus, LLC; KPMG; Lansky, Ganzger und Partner; Lawspells Law Firm; Legalife Law Firm; Levant & Partners Law Firm; Lidings; L'Oreal; Mannheimer Swartling; Mazars; Mitsubishi; Muranov, Chernyakov & Partners Law Firm; M.Video; Noerr OOO; Nokia-Siemens Networks; Orange Business Services; Orrick (CIS) LLC; PSA Peugeot Citroen; Pepeliaev Group, LLC; Porsche Russland; Procter&Gamble; PwC; Roedel & Partner; Sanofi; Secretan Troyanov Schaeer S. A.; Shevyrev & Partners; Schulze, Brutyan and Partners LLC; Siemens; Vinson & Elkins L.L.P., VEGAS LEX; Volkswagen Group Rus; Whirlpool CIS; Yust LLC; Zurich Insurance Company.

AEB EVENTS ORGANISED

25 April 2013

Briefing by Igor Artemiev, Head of the Federal Antimonopoly Service of the Russian Federation

22 November 2013

Business meeting: "In-House Counsel Day"

The Committee worked closely with the RF State Duma, the Federal Antimonopoly Service and the RF Ministry of Economic Development by participating in parliamentary hearings and expert meetings, preparing AEB proposals for amendments to the Law FZ-57 "On procedures for implementation of foreign investments into business entities having strategic significance for national defence and state security", the Law FZ-135 "On Protection of Competition", and the draft law "On the Foundation of Public-Private Partnership in the Russian Federation".



The Committee held and participated in a number of open events in 2013:

On 25 April, the AEB held a briefing by Igor Artemiev, Head of the RF Federal Antimonopoly Service. The meeting was co-chaired by Frank Schauff, AEB CEO, and Alex Stoljarskij, Beiten Burkhardt, Chairman of the AEB Legal Committee. The issues discussed included: current practice after the implementation of 3rd antimonopoly package, further changes to competition law (exclusion of notifications in merger control etc.), the Strategic Sectors Law (FL-57), the parallel import issue, current practice under 223-FZ (procurement of the state-controlled companies) and its further development, and advertising law (financial services advertising: current FAS practice).

The former Chairman of the Committee, Alex Stoljarskij, took part in a press conference held by Andrey Tsyganov,

Deputy Head of the FAS, on foreign investments legislation on 7 June 2013. The main topic was Russian legislation on foreign investments. Andrey Tsyganov touched upon the results of legislation implementation as well as on the outlook for further legislative development. At the briefing, the Chairman of the Committee contributed to the discussion on the improvement of Federal Law 57.

On 22 November, the Committee held a business meeting entitled "In-House Counsel Day". This provided a unique opportunity for general counsel, senior in-house lawyers and representatives of legal consulting companies to share their experiences and discuss such topics as legal department management, interaction with regulators, litigation, ethics and compliance. The participants were also updated on the recent legislation in antimonopoly legislation and litigation practice.

Machine Building & Engineering

AIM(S)

- To take part in government policy-making in the areas related to the power and machine building industries, in an attempt to create clear rules to promote the development of a market where all participants have equal rights;
- To initiate changes in environmental legislation, taking into account the stringent environmental requirements of consumers, resulting in a better performance of power stations and implementation of new technologies;
- To support the Committee's member companies operating in Russia;
- To monitor the development of the machine building market in Russia;
- To facilitate the exchange of information and international experience in the field of machine building, which can subsequently be applied to the Russian environment;
- To bring together representative of different industries with stakes in the machine building sector.

CHAIR

Philippe Pegorier, President, Alstom Russia

DEPUTY CHAIRS

Ilya Oshkin, Business Development, Dow Corning GmbH;

Irina Voronchikhina, Business Development, Tebodin Eastern Europe B.V.

NUMBER OF COMMITTEE MEETINGS - 5

AEB MEMBER COMPANIES

ABB; Alstom Russia; BEITEN BURKHARDT; Caterpillar Eurasia LLC; Deloitte; Dow Corning; Eberspaecher Rus; FLASH RUS-SIA; ImTech Rusland; John Deere; Mersen Rus; METSO; Mitsubishi Electric; PwC; Parker Hannifin; SPb EC; Schneider Electric; SGS Vostok Limited; Siemens; Spectrum Group; Tebodin Eastern Europe B.V.; Thost Russia Projektmanagement; ThyssenKrupp AG; VegasLex

AEB EVENTS ORGANISED

7 June 2013

Machine Building Market Trends in Russia (first half of 2013)

COMMITTEE ACTIVITIES 2013

In its activities, the Committee tries to maintain a balance between topics and issues common to representatives of other "neighbour" branches, such as automobile construction, automotive components, construction equipment, technical regulation and standardisation, while trying to act in consort with other AEB Committees. In 2013, the committee continued to monitor the development of the Russian machine building market by organising regular open events which tackles the most important issues, such as infrastructure, customs regulation, human resources, standardisation and certification.

Migration

AIM(S)

- To monitor immigration legislation developments in the Russian Federation;
- To promote the exchange of companies' practical experience related to the immigration issues in the Russian Federation (RF) and the European Union (EU) countries;
- To promote information exchange regarding different international practices/policies and their relevance to Russia;
- To build a strong relationship with various immigration and labour authorities to lobby on immigration-related issues and hold open discussions and share information with AEB member companies;
- To identify the most problematic issues in the area of immigration that AEB member companies face, and resolve these issues through further discussions with the authorities;
- To keep the AEB member companies updated on all immigration-related activities so as to avoid possible immigration-related risks and promote effective business planning;
- To organise meetings/round tables/joint events, involving the participation of the Russian state immigration and labour authorities.

AEB EVENTS ORGANISED

13 February 2013

Meeting with Moscow Labour and Employment Department, Ministry of Labour and Social Defence and Ministry of Economic Development regarding full or partial annulment of the AEB member companies quotas for 2013

7 March 2012

Meeting with Leonid Pechatnikov, Deputy Moscow Mayor regarding full or partial annulment of the AEB member companies quotas for 2013

15 March 2013

Meeting with Olga Kirilova, Head of Moscow migration service regarding, regarding full or partial annulment of the AEB member companies quotas for 2013

CHAIR

Ludmila Shiryayeva, Government Relations Director, Tax and Law, EY

DEPUTY CHAIRS

Alexey Filipenkov, Partner, Visa Delight

Victoria Kushner, Associate, Pepeliaev Group

Maksim Novikov, Senior HR Manager, Head of Migration & Customs Group, People Department, KPMG

NUMBER OF COMMITTEE MEETINGS - 7

AEB MEMBER COMPANIES

Air France; Alinga Consulting and Audit; Alitalia; Allen & Overy Legal Services; Baker & McKenzie CIS Ltd.; Bauer Technologie; Bayer AG; BEITEN BURKHARDT; BP; Consulting and Visa Service; Continental Tires RUS LLC; CMS Russia; Danone; Deloitte; DLA Piper; DuPont Science & Technologies; EY; Gide Loyrette Nouel; Goltsblat BLP; IKEA; Korean Airlines; KPMG; LegaLife; Mercedes-Benz Russia; Move One Relocations; NOERR; Orrick; Pepeliaev Group; PwC; Salans; Scania Rus LLC; Secretan Troyanov-Schaer; Siemens OOO; Smithbridge Advisory Services; Stockmann ZAO; Telenor; Turner and Townsend; Visa Delight; Volvo Vostok, ZAO; Unicredit Bank, VOLKSWAGEN Group Rus.

21 March 2014

Meeting with Vladimir Ivanov, Deputy Head of Moscow migration service, on a "one window" approach for AEB members

10 April 2013

Meeting with Moscow Labour and Employment Department on quota 2013 for AEB member companies

26 June 2013

Round table discussion on current immigration issues with the participation of the Federal Migration Service and the Moscow Migration Service authorities

12 June, 19 June, 13 August 2013

Series of meetings with Federal Migration Service officials headed by Ekaterina Egorova, Deputy Head of FMS, on the new migration legislation improvement



25 July 2013

Meeting with Moscow Department for Science, industry and entrepreneurship representatives regarding quota system and AEB Members quota application documents for the next Interdepartmental Commission meeting

30 July 2013

Briefing by Konstantin Romodanovsky, Head of the Federal Migration Service

6 September 2013

Meeting in Moscow Government on migration legislation – amendments to FZ-115 on the legal status of foreign employees in Russia.

2 October 2013

Meeting with Ekaterina Egorova, Deputy Head of FMS, regarding the AEB migration proposals to the migration legislation regarding new quota system (FZ-115)

10 October 2013

Ludmila Shiryaeva participated in the Academic Board of Federal Migration Service headed by Konstantin Romodanovsky, Head of FMS, with presentation “Attracting foreign nationals working in the Russian Federation: current status”

5 November 2013

Round table with participation of State Registration Chamber

7 November 2013

Meeting with the Moscow Labor and employment Department regarding the new rules for attracting the foreign employees

5 December 2013

V AEB annual migration conference

18 December 2013

Meeting with Leonid Pechatnikov, Moscow Deputy Mayor, and Alexander Kirillin, Head of Labor and employment department in order to discuss the most problematic issues for the AEB member companies in field of migration and labor legislation.

COMMITTEE ACTIVITIES 2013

The Migration Committee participated in a series of working group meetings related to the Russian immigration legislation development organized by the State Duma, the Ministry of Economic Development and the Ministry of Labour and Social Development.

On 7 March 2013, the Committee organised a meeting with Mr. Pechatnikov, Deputy Mayor of Moscow. The main issue discussed was full or partial annulment of the required 2013 quota applications submitted by the AEB companies.

A Working Group on migration legislation improvement was established in May 2013 as part of the Committee. It held a series of meetings to discuss the proposed text of the updated FZ 115 by the FMS.

On 30 July 2013, the Committee attended a briefing by Konstantin O. Romodanovsky, Minister and Head of Federal Migration Service.

Mr. Romodanovsky described the new FMS legislative initiatives in the framework of the Russian migration policy concept implementation for the period up to 2025:

- upcoming changes in the immigration system (including replacement of work permits and visas by temporary and permanent residence permits),
- introduction of a simplified procedure for obtaining of Russian citizenship for entrepreneurs, investors, highly-qualified specialists
- reform of the quota mechanism in Russia.

On 5 December 2013, the Committee organized its annual conference. The aim was to present the recent trends in the Russian immigration system, and its likely further development.

The Committee has also been lobbying for AEB member companies' interests in the field of Driver's License



regulations and administrative offences regulations. The Committee addressed an official letter to the Ministry of the Interior Affairs with its comments since the amendments contain provisions which could make difficulties for foreign companies which use company cars and have staff without Russian driver's licenses. The implementation of the law has been postponed till May 2014. The Commit-

tee addressed an official request letter to the Ministry of Economic Development and the Federal Migration Service regarding too strict offences, as the exclusion of highly-qualified specialists from Russia because of petty offences like smoking in the wrong area or road traffic violations, which are not the subject of migration legislation.

Modernisation and Innovation

AIM(S)

- To support companies operating in the R&D sphere in Russia;
- To represent the interests of the R&D community and executives;
- To contribute to the development of relevant legislation and regulations;
- To help to establish research and development centres and innovative value-added manufacturing in the regions;
- To attract sources of innovation, human capital and funds, including exploring funding opportunities from Russian and European sources;
- To arrange an information exchange among companies about trends in Russia;
- To arrange meetings with respective representatives of Russian authorities;
- To monitor developments in implementation of innovation support legislation;
- To exchange information about different international practices and policies, and their relevance to Russia.

CHAIR

Michael Akim, Director for Strategic Development, ABB Russia

COMMITTEE ACTIVITIES 2013

The Working Group was established in 2013, and on 13 June, the first meeting took place. The Working Group is composed of representatives from recognized equipment producers, utility and engineering companies operating in the Russian market, and medium-size innovation companies (engineering, biotech, design, R&D labs).

The WG has developed contacts with the State Duma of the Russian Federation, state bodies, public organizations and institutes of development which deal with the issues of modernization and innovations, namely the RF Ministry of Economic Development, Ministry of Regional Development, Moscow City Government, the Skolkovo Foundation, Russian Venture Company, and the EU-Russia Round Table of Industrialists.

NUMBER OF COMMITTEE MEETINGS - 5

AEB MEMBER COMPANIES

ABB; American Institute of Business & Economics; Bearing-Point OOO; Boehringer Ingelheim; Commercial Representation of Flanders; Detecon International GmbH; DuPont Science and Technologies; Enel OGK 5; Finnish-Russian Chamber of Commerce; Gasunie; Google; Holdsway; IKB Leasing ZAO; Johnson Matthey PLC; Law firm "Bazarov, Golikov & Partners", LLC; Mitsubishi Electric Europe B.V. (the Netherlands) Moscow Branch; MMC Rus LLC; Noerr OOO; Parallels; Philips LLC; Siemens LLC; Solvay S.A.; Technopolis Moscow; Tekes - Finnish Funding Agency for Technology and Innovation; Vitus Bering Management Ltd.

AEB EVENTS ORGANISED

26 November 2013

Briefing by EU Commissioner for Research, Innovation and Science, Máire Geoghegan-Quinn

The WG organized and participated in a number of events in 2013:

On 10 September, the WG met with Alexey Komissarov, then Acting Department Head of the Department of Science, Industrial Policy and Entrepreneurship of the Moscow City Government. The issues discussed included Moscow City Government's support for programs for innovation-driven companies, and possible avenues of cooperation between the City Government and the AEB.

On 21 October, members of the WG took part in the parliamentary hearings on the innovative development of industry and relevant legislation. The meeting was organized by the State Duma Committee for Economic Policy, Innovative Development and Entrepreneurship. The hearings were attended by representatives of Ministries and state agencies, think tanks, professional and business associations, and

regional authorities. At the core of the discussion were the current legislative initiatives on the development of industry, such as the Draft Law on Strategic Planning, the Draft Law on Industrial Policy, the Draft Law on Public-Private Partnerships and others. The WG Chairman, Michael Akim, gave a speech on the Attraction of Competence of global companies. He briefly presented the AEB position, the Working Group's goals and an outline of possible contributions on the part of foreign innovative companies who are members of the AEB and concerned with the modernization and innovative development of Russian industry.

On 31 October, the Chairman of the WG, Michael Akim, moderated a session on "Developing Innovation Centres: Secrets of Success" at the Open Innovations Forum 2013. At the session, the participants examined cases of the latest international and Russian experience of developing technological and engineering centres.

Modernization and innovation issues are central to EU-Russia cooperation, especially within the framework of the EU-Russia Partnership for Modernization. The AEB is participating in the EU-Russia Year of Science (YoS) 2014. This is a joint initiative of the European Union and the Russian Federation, organized across the EU and Russia. Its objective is to highlight the past achievements of, and the rich future potential for, scientific and research cooperation between Russia and Europe. Representatives of the Working Group sit on the Steering Group of the YoS.

The Working Group participated in the series of events on 25-27 November in Moscow which launched the EU-Russia Year of Science 2014. It started with a high-ranking opening ceremony, in which the RF Minister of Education and Science, Dmitry Livanov, and the EU Commissioner for Research, Innovation and Science, Máire Geoghegan-Quinn, welcomed the assembled guests from the fields of science, politics, business, and media. Speakers from science, business and politics – among them ministers from EU member states – contributed to the festive launch ceremony. The ceremony was followed by a conference on the future potential of EU-Russian science, technology and innovation cooperation and concluded with a "breakfast session" on opportunities for future EU-Russia joint projects. At the Session, Michael Akim, the Chairman of the WG, delivered a speech on the engagement of European companies in modernization and innovation of Russian economy.

On 26 November, the Working Group organized a briefing by the EU Commissioner for Research, Innovation and Science, Máire Geoghegan-Quinn. The event provided AEB members with a unique opportunity to get first-hand information on the financial instruments of the EU innovation policy initiative, Horizon 2020. The focus was on opportunities for companies operating in Russia to participate in Horizon 2020 and its projects. In addition, the Commissioner briefed attendees on the goals of the EU-Russia Year of Science 2014 and the role of the state in public-private partnerships in R&D.

Public Relations and Communications

AIM(S)

To establish a platform for Communications and PR experts from European and Russian businesses and experienced consultancy representatives where they can exchange information and advice on the best PR & Communications practice in Russia.

CHAIR

Igor Reichlin, Managing Partner, Reichlin & Partners LLC

DEPUTY CHAIR

Marina Tatarskaya, Public Relations Director, Ferrero Russia CJSC

NUMBER OF COMMITTEE MEETINGS - 8

including thematic Committee meetings on social media, corporate social responsibility, press-releases, corporate reputation, stakeholder relations, international PR practice, internal communications.

AEB EVENTS ORGANISED

27 September 2013

AEB Business Meeting "Stress-Test of Corporate Reputation: A Business Game"

15 November 2013

AEB Open Event "Efficient Interaction between Investors and Government"

COMMITTEE ACTIVITIES 2013

The Committee on Public Relations and Communications was established in 2008, bringing together experts from European businesses and consultancies to discuss current issues and to exchange information and advice on the best PR practice in Russia. The Committee started its activities in an environment of global economic crisis that created serious challenges for business across many industries. Therefore one of the primary goals was contributing to the effective management of AEB member-enterprises' reputational risk, by providing advice and information regarding crisis communication techniques.

AEB MEMBER COMPANIES

1 C BIT; ABB; Antal Russia; Banque Societe Generale Vostok, Bank WestLB Vostok, Bayer ZAO; BEITEN BURKHARDT Moscow; BNP Paribas Retail Banking; BSH Group Caterpillar; Cetelem in Russia; Chartis Insurance Company CJSC; Creditreform RUS; Cushman & Wakefield; Deloitte; Deloitte; Deutsche Bank Ltd; DuPont Science & Technologies; English International School; Esmerk; Eurocopter Vostok; ExpoGlobal Group; FE Communications; FENICE RUS LLC; Ferrero; Fleishman-Hillard Vanguard; Gide Loyrette Nouel; GOLTSBLAT BLP; Grayling; Hays; Hilton Moscow Leningradskaya Hotel; ICAR Transportation Company; InterContinental Moscow Tverskaya Hotel; International Road Transport Union; Intercomp Global Services; John Deere; KPMG; Levant & Partners Law Firm; Mannheim Swartling Ryssland Advokataktiebolag; Manpower Group; Marriott Moscow Hotels; Mazars; MetLife Alico; Metro Group; Muranov, Chernyakov & Partners Law Firm; Nestle Rossiya; Norton Rose (Central Europe) LLC; Novo Nordisk; PBN Company Ltd; Pepeliaev Group LLC; PwC; Radisson Blue Hotel Belorusskaya; Radisson Royal Hotel; Reichlin & Partners LLC; Renaissance Moscow Monarch Centre Hotel; Saint-Gobain CIS; Siemens OOO; Sokur & Partners; Staffwell; Swissotel; The Private Counsel; TELE2 Russia International Cellular B.V.; Total E&P Russie; Zurich Insurance Company Ltd; United Technologies International Operations, Inc., Representative Office.

Beginning in summer 2011, the PR & Communications Committee's meetings became focused around key topics, selected in advance by committee members. In 2013 the committee held meetings devoted to Corporate Social Responsibility & Social Media (March), Press-Releases (April), Corporate Reputation (May), Stakeholder Relations (June), International PR Practice (October) and Internal Communications (December).

On 27 September 2013, the Committee held a business meeting entitled, "Stress-Test of Corporate Reputation: A Business Game". It was an interactive workshop, structured as a role-playing business game. Participants formed a number of groups, each with a distinct role relevant in a crisis situation. The workshop provided a vivid overview of communications challenges arising within a company in a crisis, and offered ways to organize a corporate response that would minimize reputational damage from such a crisis. This exercise gave corporate PR practitioners an opportunity to freshen up their crisis communications toolkits and share their experience and insights with their peers in the professional community.

On 15 November 2013, the Committee held a round table, "Efficient Interaction between Investors and Government". This provided a platform for sharing experiences and discussion on the following topics:

- participation of legislative authority in the investor-state interaction;
- federal endorsement and interaction with regional authorities;
- practical aspects of legal lobbying in Russia;
- Russian and foreign investors in the power-generation industry after RAO UES's dismissal: experience of interaction with federal authorities;
- interaction between business and government in high-tech industry.

Product Conformity Assessment

AIM(S)

- To identify and act on the major problems identified in the field of technical regulation, product conformity and standardization
- To act as a specific link with European Commission representatives in charge of the EU-Russia Regulatory Dialogue

CHAIR

Vladimir Ovcharov, Product Certification Department Manager, SGS Vostok Limited

NUMBER OF COMMITTEE MEETINGS - 6

AEB MEMBER COMPANIES

ABB; ALD Automotive; BASF; Bayer ZAO; Bonduelle-Kuban; Branan; BSH Group; BUREAU VERITAS RUS CJSC; Caterpillar Eurasia LLC; Continental Tires RUS LLC; Daikin Europe N.V. Representative Office; DLA Piper; Danone Industria OOO; DuPont Science and Technologies; ELECTROLUX RUS LLC; Ferrero Russia; Groupe SEB Vostok; Hitachi Construction Machinery Eurasia Sales LLC; IKEA; Imperial Tobacco Sales and Marketing; John Deere Agricultural Holdings, Inc.; Komatsu CIS; Legrand; Lindab Buildings LLC; Mercedes-Benz Russia; Mersen Rus; Michelin; Nestle Rossiya; Noerr; Nokia-Siemens Networks; OBI Russia; PBN Company Ltd.; Philips LLC; Philip Morris Sales and Marketing; Porsche Russland; Procter & Gamble; Renault Trucks Vostok; Rockwool; Roquette; SCA HYGIENE PRODUCTS RUSSIA; Schneider Electric; Royal Haskoning DHV; SECRETAN TROYANOV SCHAER S.A.; SGS Vostok Limited, ZAO; ThyssenKrupp Elevator; Turner & Townsend OOO; Volvo Cars LLC.

COMMITTEE ACTIVITIES 2013

In June 2012, the AEB Technical Regulation and Standardization Task Force became the Product Conformity Assessment Committee (PCAC). The Committee works in close cooperation with the Eurasian Economic Commission, the Committee for technical regulation, standardization and conformity assessment of the Russian Union of Industrialists and Entrepreneurs (RSPP) and with the support of the Delegation of the European Union to Russia and the Directorate General for Enterprise and Industry of the European Commission.

On 15 March 2013, the Committee met with Norbert Anselmann, Head of Standardization Unit, European Commission, and the representatives of the European Profiles company regarding a new project, "Approximation of EU and RF technical regulation and standardization systems". Several working groups were established within the framework of this project and Vladimir Ovcharov, the Committee Chairman, was elected as a chairperson of Working Group #2 on Conformity Assessment.

On 2 August 2013, the Committee members participated in a joint meeting of the subcommittee on eliminating redundant barriers in foreign trade activities and the subcommittee on eliminating redundant barriers in mutual trade and

investment activities of the Advisory Committee on Entrepreneurship, Eurasian Economic Commission. Committee members expressed their view on the problematic issues with the regard to the application of the TR CU "On safety of light industry products" and TR CU "On the safety of low voltage equipment".

On 1 October 2013, the Committee, together with the AEB Home Appliances Manufacturers Committee, held a meeting with the representatives of the entrepreneurship development department, Eurasian Economic Commission. Committee members discussed with Rustam Akberdin, the EEC's Head of Entrepreneurship Development Department, and his colleagues issues relating to Court of the Eurasian Economic Community, protection of entrepreneurs from excessive administrative barriers within the Customs Union as well as practice and prospects of development of the mechanism of regulatory impact assessment.

The Committee, together with the AEB Home Appliances Manufacturers Committee, commented on the draft of the Technical regulation of the Customs Union, "On the consumer awareness of energy efficiency of electrical energy consuming devices".

Real Estate

AIM(S)

- To facilitate the exchange of information on real estate and development issues in Russia;
- To influence existing procedures in order to increase the attractiveness of foreign and domestic investment;
- To establish a “bridge” between the AEB, the Moscow Government, the Russian Federation (RF) State Duma and other relevant government bodies.

CHAIR

Christophe Vicic, Chief Operating Officer, Jones Lang LaSalle

DEPUTY CHAIR

Olga Arkhangelskaya, Head of Real Estate Advisory Services, EY

NUMBER OF COMMITTEE MEETINGS - 8

AEB EVENTS ORGANISED

18 March 2013

What will influence the Real Estate Market in Moscow in 2013 and beyond?

25 April 2013

Green Building: from Theory to Practice

19 September 2013

How to optimize office real estate for end-users’ business needs?

27 November 2013

Russia and Europe – Dialogue on Sustainability

COMMITTEE ACTIVITIES 2013

The Committee was founded in 2003 and brings together real estate professionals from a variety of areas including developers, financiers, consultants, project and facilities managers, and other service providers.

The Committee has three primary objectives around which its activities are structured: to facilitate the exchange of information on real estate and development issues in Russia; to influence existing procedures in order to increase the attractiveness of foreign and domestic investment; and to establish a “bridge” between the AEB, the Moscow Government, the State Duma and other relevant government bodies.

The Committee is currently organized into 4 working groups: Finance and Investment, Industry Sub-Sectors, Project

Management & Ancillary Services, and Office and Administration Managers. These working groups meet regularly to receive updates on current developments in the real estate sector, and regularly organize open and other events that are focused on topical subject matter and intended to fulfill the core objectives of the Committee.

Committee members participated in several major events in 2013:

- “Blue Building and DGNB-Certification Standards and Benefits”, 4 September
- XII International Investment Forum “Sochi-2013”, 28 September

Throughout the year, the Committee, together with the AEB North-West Regional Committee, continued to issue its magazine “Real Estate Monitor” on a quarterly basis.

Retail Trade

AIM(S)

- To provide support to companies operating in the retail sector in Russia;
- To ensure that information regarding current trends in Russia is exchanged among companies;
- To arrange meetings with representatives of the Russian authorities when needed;
- To monitor the legislative changes regarding:
 - Trade issues;
 - Customs issues;
 - Tax issues;
 - Waste management;
 - Retail Market Statistics

CHAIR

Erwin Trinkl, Senior Vice-President, METRO GROUP

DEPUTY CHAIR

Oleg Alkhamov, Chief Financial Officer, Auchan

NUMBER OF COMMITTEE MEETINGS - 7

AEB MEMBER COMPANIES

Auchan; Atak; H&M Hennes & Mauritz LLC; IKEA; LEROY MERLIN; METRO GROUP; M.Video; OBI Russia; O'KEY group; Stockmann, ZAO

COMMITTEE ACTIVITIES 2013

The AEB Retail Trade Committee was established in 2010. Almost all the biggest European market players are members of the Committee. The Committee deals with a number of sensitive industry issues affecting activities of foreign retailers operating in the Russian market. The issues dealt with during 2013 included trade law, electronic data interchange (EDI), non-cash payment transactions, PR in the retail trade, inventory losses, signboards and advertising constructions, and customs import duties. Special attention was paid to such topics as property tax, VAT on bonuses, and alcohol licenses.

The Committee members commented on problematic issues having an actual impact on business entities as a result of the provisions of TR CU "On safety of light industry products". Their suggestions were taken into account at a joint meeting of the sub-committee on eliminating redundant barriers in foreign trade activities and the sub-committee on eliminating redundant barriers in mutual trade and investment activities of the Advisory Committee on Entrepreneurship, Eurasian Economic Commission, which was held on 2 August 2013.

Safety, Health, Environment and Security (SHES)

AIM(S)

To promote the interests of AEB member companies in the areas of corruption reduction, security, health, safety, environmental protection and sustainability.

CHAIR

Oleg Babinov, Head of Russia, Eastern Europe and Eurasia Practice, The Risk Advisory Group plc

DEPUTY CHAIRS

Mikhail Balev, Business Development Executive, MIG Security Services

Valery Kucherov, Partner, ERM Eurasia Limited

Konstantin von Vietinghoff-Scheel, Managing Director, Corporate Counselling Services, Sarl.

AEB MEMBER COMPANIES

Baker & McKenzie CIS Ltd; BASF; BEITEN BURKHARDT; CCS-Corporate Counselling Services Sarl; DHL; DuPont Science & Technologies; E.ON Ruhrgas AG; Enel OGK 5; ERM Eurasia Limited; International SOS; IKEA; MIG Security Services; Nokia-Siemens Networks; Oskord Security Group; Pepeliaev Group, LLC; Risk Advisory Plc; Shell; Schneider Electric; SGS Vostok Limited, ZAO; Statoil ASA; TNT Express Worldwide (CIS) Ltd; Toyota Motor, OOO; TUV International RUS Ltd.; Upravlenie-Delami-M.

COMMITTEE ACTIVITIES 2013

The Committee is composed of a number of companies specializing in various spheres such as ecology, provision of security services, risk management and corruption reduction. In 2012, the Committee made the decision to divide itself into 3 Sub-Committees—the Security & Compliance Sub-Committee; the Environmental Sub-Committee and the Health & Safety Sub-Committee—the better to address the different interests of the Committee's constituent companies.

In 2013, the sub-committees were proactive, and organized a number of events focusing on different spheres: security & compliance, health & safety and environment protection.

NUMBER OF COMMITTEE MEETINGS - 6

AEB EVENTS ORGANISED

14.03.2013

Round table of the Security & Compliance Sub-Committee, "Outsourcing security services"

23.04.2013

Open event of the Environmental Sub-Committee, "Corporate social responsibility: incentives or obligations?"

19.06.2013

Round table of the Health & Safety Sub-Committee "Good models of Health & Safety practice in Russia"

1.07.2013

Open event of the Security & Compliance Sub-Committee "Compliance certification model"

18.09.2013

Round table of the "Health & Safety Sub-Committee "Best practices in the H&S sphere"

21.11.2013

Open event "Health & Safety practices: various industry cases"

On 14 March 2013, the Security & Compliance Sub-Committee held a round table focusing on provision and outsourcing of security services including logistics sphere.

On 23 April 2013 the Environmental Sub-Committee organized an open event which involved high-ranking representatives of the energy sector: Shell, Uralsib, ERM Eurasia Ltd., Severstal, Total and others. The audience got a unique chance to learn about CSR programs of these prominent players in the energy market.



On 19 June 2013, the Health & Safety Sub-Committee held a round table focusing on best practice in the H&S sphere.

On 1 July 2013, the Security & Compliance Sub-Committee organized an open event discussing potential certification models and methods that could be applied in Russia. The partner organization was the American NGO "Center for Business Ethics and Corporate Governance".

On 18 September 2013, the H&S Sub-Committee held a second round table on best practice in the H&S sphere.

On 21 November 2013, the H&S Sub-Committee held an open event on best practice and complications in the H&S sphere. The panel of speakers included representatives of IKEA, International SOS and Center for Mining Safety.

Small and Medium-Sized Enterprises

AIM(S)

- To define the specific needs of small and medium-sized European businesses operating in the Russian market;
- To grow the SME sector through addressing administrative barriers for SMEs and to provide a platform for information exchange;
- To promote fair business rules by leveraging ethical and efficient inter-company partnership between SMEs and other AEB companies;
- To improve conditions for SMEs' activities in Russia as a driving force for modernization;
- To institutionalise AEB inter-committee communication in order to raise appropriate issues in the Committee's discussions, and provide problem-solving recommendations.

CHAIR

Orlin Efremov, Managing Director, Performance Partners Ltd

DEPUTY CHAIR

Alex Medlock, Managing Director, TMF Group

COMMITTEE ACTIVITIES 2013

Founded in March 2011, the Small and Medium-Sized Enterprises Committee combines and represents the common interests of its member companies. In order to address the most up-to-date topics, the Committee was involved in the following activities in 2013:

- On 17 June, the Committee participated in the seminar, "Investing in Russia: Opportunities in a Challenging Environment", held within the visit "Mission for Growth" led by the European Commission Vice-President Antonio Tajani, and accompanied by 120 representatives of companies and industry associations from 23 Member States. This visit was organized to help European enterprises, in particular small and medium-sized enterprises, to better profit from fast-growing emerging international markets, and to reinforce partnerships aimed at helping industry and SMEs to fully exploit the commercial relations potential between Russia and the EU. At the seminar, the Committee Chairman delivered a presentation, "Russian market attraction and challenges for European SMEs",

NUMBER OF COMMITTEE MEETINGS - 8

including 3 Committee meetings jointly held with the AEB Finance and Investments Committee

AEB MEMBER COMPANIES

3 Step IT, Alinga Consulting, ALPE Consulting, Antal, Bene Office Furniture, Businessland Services, BDO, Bank Center-invest, Citibank ZAO, CMS, Russia, Exect Partners, FE Communications, Finance Consult, Gruppo SISI, Holdsway, ILTS, INVESTMENT COMPANY IC RUSS-INVEST, Konsu M, ZAO, Lidings, Novotel Moscow Center, Philip Morris Sales & Marketing, Publicity PR agency, PwC, RH Partners, Performance Partners, Rodniki industrial park, Russia Consulting, Russian Connection, Secretan Troyanov Schaer, SNR Denton, Tablogix, TMF Group, Troika Relocations, VSK.

AEB EVENTS ORGANISED

19 November 2013

AEB Open Event, "Energizing SME sector in Russia: practical aspects of cooperation with multinational companies and financial sector"

which focused on the advantages and disadvantages foreign entrepreneurs experience in the Russian market, and what are the key success factors to be taken in account.

- On 19 November, a new format of the AEB events was launched through an online webinar entitled "Energizing SME sector in Russia: practical aspects of cooperation with multinational companies and financial sector". The event was jointly organized with the Finance and Investments Committee. The webinar was hosted on the websites of the AEB and EY as well as being broadcast live to the offices of European Bank for Reconstruction and Development (EBRD) in Yekaterinburg, Krasnoyarsk, Rostov, and Vladivostok.

The three sessions of the event were devoted to the following topics: existing financial programs for SMEs; review of how the multinational companies cooperate with SMEs, with analysis of the issues and opportunities;



analysis of the work done to date by the international financial institutions and their future plans. Among the speakers at the event were: Natalia Larionova, Director of SME Development and Competition Department of the RF Ministry of Economic Development; Agris Preimanis, Senior Economist, Financial Institutions, EBRD; Sergei Safonov, Partner, EY; Natasha Khanjenkova, Managing Director Russia, EBRD; Virgil Nae, Head of the European Investment Bank Permanent representation in the RF, as well as representatives of LLC Continental Kaluga, METRO Cash & Carry Russia, Bank URALSIB and Bank Vozrozhdenie. Realizing its importance, the AEB considers the energizing the SME sector as one of the government's current principal strategic directions. The Committee invites other AEB committees to share their experiences on the topic and to contribute with their suggestions in order to develop an agenda for the next webinar, to be held in 2014.

- On 2 December, the Committee took part in an SME Conference, "Foreign Economic Activities as Factor for Efficient Development of the Russian Federation Regions",

conducted in the city of Kaluga by the Russian Agency for Support of Small and Medium Business (SIORA). Development of exports by Russian SMEs, improvement of the SME sector's competitiveness in global markets, involvement in world-wide supply and production chains, attraction of investment, improvement of SME support infrastructure organizations – all these are main priorities, especially under the WTO conditions and requirements, of the state programme for SME support being implemented by the Ministry for Economic Development of the Russian Federation.

At the conference, the following topics were covered by the Committee representatives:

- "Consolidation of SMEs efforts on foreign economic activities in order to their optimization" (Orlin Efremov, SME Committee Chairman, Performance Partners Ltd.);
- "The challenges for SMEs in Russia: experience of the European companies" (Sergey Brovkin, Holdsway).

Taxation

AIM(S)

- To monitor tax legislation developments, subordinate acts and court practice;
- To inform AEB members about important changes to the tax legislation and tax reforms;
- To cooperate with the relevant authorities on tax issues, in particular with the RF Ministry of Finance, the State Duma and other authorities;
- To present the AEB's position on tax matters to the Russian Government, the Duma and the Supreme Arbitrage Court
- To organize regular meetings, open events and conferences for AEB members.

CHAIR

Dr. Alina Lavrentieva, Partner, PwC

DEPUTY CHAIRS

Vadim Zaripov, Head of Analytical Department, Pepeliaev Group;

Tatiana Kirgetova, Senior Lawyer, Head of Tax Practice, Gide Loyrette Nouel

AEB EVENTS ORGANISED

3 July 2013

Business meeting, "Development of the Russian Tax System in 2013 and Prospects for 2014 – 2016" (114 participants)

24 October 2013

Open event, "Transfer pricing – new challenges" (75 participants)

18 December 2013

End-of-Year business meeting, "Development of the Russian Tax System in 2013 and prospects for 2014-2017" (85 participants)

COMMITTEE ACTIVITIES 2013

The Taxation Committee deals with current issues in the taxation sphere introduced by the Russian Government, and it proactively develops solutions in close cooperation with the Ministry of Finance and the Federal Tax Service.

On 3 July 2013, the Committee held a Taxation Forum dedicated to international and domestic issues. The event involved prominent representatives of the Ministry of Finance and experts from the consulting sphere.

NUMBER OF COMMITTEE MEETINGS

7 Committee meetings

2 meetings of Working Groups

AEB MEMBER COMPANIES

Agrana Fruit Moscow Region; Akzo Nobel N.V.; Alderley NefteGaz; Alinga Consulting Group; Alex Terp LLC; ALRUD; AstraZeneca Pharmaceuticals Ltd.; Auchan; Baker Botts L.L.P.; Baker & McKenzie CIS Ltd.; Bauke van der Meer Tax and Legal Services (CIS); BBH Legal LLC; BEITEN BURKHARDT; Bellerage; Boehringer Ingelheim; BOIRON; BMW Group Russia; British American Tobacco Russia; Clifford Chance; CMS Russia; Continental Tires RUS; Debevoise and Plimpton; ZAO Deloitte; Dentons; Dewey & LeBoeuf; DLA Piper; DS Law; DuPont Science & Technologies LLC; EY; Egorov, Puginsky, Afanasiev & Partners; Ferrero; Gide Loyrette Nouel; GOLTSBLAT BLP; Grant Thornton ZAO; Gruppo SISI; HSBC; ICAR Transportation Company; IKEA; Intercomp; Intertrust; KempHoogstad CIS B.V.; KPMG; L'Oreal; Levant & Partners Law Firm; Mazars; Mercedes-Benz Financial Services Rus OOO; Messe Frankfurt Rus Ltd.; Metro Group; M-Video; NORD OUTSOURCING LLC; Noerr; OBI Russia; Pavia e Ansaldo; Pepeliaev Group LLC; PricewaterhouseCoopers; Procter & Gamble; Roedel & Partner; Sanofi; Shell Exploration and Productions Service (RF) B.V.; Smithbridge Advisory Services Ltd.; Taxcom; Zentis Russland.

On 24 October 2013, the Committee organized a round table dedicated specifically to transfer pricing issues. Participants had a unique chance to interact with officials from the Ministry of Finance and the Federal Tax Service.

On 18 December 2013, the Committee organized an End-of-Year Taxation Forum, featuring a keynote speech delivered by Sergey Shatalov, Deputy Minister of Finance, with professionals from the business sphere.

Tire Producers

AIM(S)

To deal with all issues relevant to the industry and represent the interests of its members to the Russian and European authorities

CHAIR

Benjamin Willot, Goodyear Russia

NUMBER OF COMMITTEE MEETINGS - 3

AEB MEMBER COMPANIES

Continental Tires RUS LLC; Goodyear Russia; Michelin; Nokian Tyres Ltd; Pirelli Tyre Russia; YOKOHAMA RUSSIA LLC;

COMMITTEE ACTIVITIES 2013

On 13 November 2013, the Tire Producers Working Group was transformed into a separate Tire Producers Committee. Mr. Benjamin Willot, General Director, Goodyear Russia LLC was elected the Committee Chairperson.

Since 2011, Working Group (WG) has been active in helping to develop a draft of the technical regulations for both Russia and the Customs Union "On the Safety of Wheeled Vehicles". The Group wrote and submitted recommendations for the draft regulation as part of a public discussion. In 2013, the Committee continued working with this question.

In 2011, the WG initiated the process of registration of European Directive 2001/43/EC, amending Council Directive 92/23/EEC, taking into account Commission Directive 2005/11/EC,

which would help avoid administrative barriers on certification of tires during the transition period. In the near future, the committee expects to finish the process of registering the Directive and including it in the list of documents that can be used on a voluntary basis in parallel with UN EEC Rules for tire certification in accordance with Russian technical regulations, without the provision of a full dossier (in accordance with Article 44 of Federal Law 184 of 27 December 2002 "On the Technical Regulation").

In 2013, the Committee continued to participate in the discussion of legal acts related to the draft Federal Law "On Amendments to the Federal Law "On Industrial and Consumer Wastes"" and other legislative acts of the Russian Federation with regard to economic incentives for Waste Management.

Tobacco Products

AIM(S)

To promote the interests of AEB member companies in the tobacco production sector through government liaison and lobbying activities

CHAIR

Alexey Kim, Director of Corporate Affairs, Russia & Belarus, Philip Morris Sales & Marketing

AEB MEMBER COMPANIES

Philip Morris Sales & Marketing Ltd.; JTI Marketing & Sales; Imperial Tobacco Sales & Marketing, LLC; British-American Tobacco Russia

COMMITTEE ACTIVITIES 2013

The WG was established in August 2013 to respond to the restrictive policy in the tobacco industry recently introduced by the Russian Government.

On 14 October 2013, the WG members met with representatives of the Trade Department of the Ministry of Agriculture to discuss the illicit tobacco trade, emerging shadow markets and access to the Vietnamese market.

NUMBER OF COMMITTEE MEETINGS - 2

(since August 2013)

AEB EVENTS ORGANISED

14 October 2013

Meeting with the Ministry of Agriculture

13 November 2013

Meeting with the Eurasian Economic Commission

On 13 November 2013, the WG members met with Andrei Tochinn, Director of Trade Policy at the Eurasian Economic Commission to discuss access to the Vietnamese market. The WG members raised their concerns and expressed their position to be pursued during negotiations between the two governments in 2014.

The WG members also took part in the briefing by Ilya Shestakov, Deputy Minister of Agriculture, on 20 December 2013.

North-Western Regional Committee

AIM(S)

- To improve the business environment and increase the transparency and development of honest business opportunities in the Region;
- To facilitating cooperation with local and federal authorities in order to solve the problems of, or to benefit, member companies and/or their business sectors;
- To provide platforms, such as subcommittees or work groups, to resolve members' business problems;
- To organize events and other meeting opportunities for networking purposes;
- To cooperate with consulates and other bodies of European Union in the Region;
- To cooperate with other business associations;
- To provide quality information for the needs of member companies.

CHAIR

Timo Mikkonen, Vostok Consulting Oy

DEPUTY CHAIR

Petri Vuorio, Individual member

NUMBER OF COMMITTEE MEETINGS - 26

AEB EVENTS ORGANISED

7 February 2011: "How to Improve the Investment Climate in the North-West Region"

22 March 2013 "Construction and Real Estate in North-West Region: current situation, recent developments in the regulatory environment and prospects"

31 May 2013: Government Briefing: "Economic, Industrial and Investment Policy of St. Petersburg"

26 August 2013: Round-table on Health and Pharmaceutical sector development in North-West Federal District"

24 September 2013: Opening of Business Season of AEB in North-West Region

AEB MEMBER COMPANIES

Air France; Ancor; Antal Russia; Astron Buildings; AWARA Group; Azimut Hotels Company; Baker & McKenzie CIS Ltd.; BDO; Beiten Burkhardt; BLG Logistics Automobile; BSH Bytowije Pribory; Bureau Veritas; Business Psychologists; Calderys; Capital Legal Services; Castren&Snelman; Citibank; Coleman Services; Continent Express; Crown LLC; Danske Bank; Deloitte; Dentons; DLA Piper; DS Law; EGO Translating; Egorov Puginsky Afanasiev & Partners; Edisoft; EY; ExWeCo; Evli Russia Oy; Finnish-Russian Chamber of Commerce; Finnvera Ltd; Finpro; Ford Motor; Galitzine Consulting; General Motors; GFK; Gefco; Gide Loyrette Nouel; Hannes Snellman; Human Search; IKEA; Imtech Russland AG; Intercomp Global Services; Janoschka & Partner; JETRO; Johnson Controls; Jones Lang LaSalle; JTI Marketing & Sales; Kelly Services; Kinnarps; Konecranes; Konsu; KPMG; Kuusakoski/Petromax; Liden & Denz Language Center; Mannheimer Swartling; Manpower; Man Truck & Bus; Move One Relocations; NCC; Nissan Manufacturing Rus; Nokian Tyres; Novo Nordisk A/S; Peperiaev Group; Petri, Vuorio; Philips; Port Hamburg Marketing; Poyry LLC; Promaco; Quattrogemini; Quehenberger; ROCA; Roedel & Partner; Regus; Russia Consulting; Russian Connection; SATO Rus; Scania Rus LLC; Schenker ZAO; Schneider Electric; SEB Russia; Siemens; Sokotel; Spectrum Holding; SRV; St. Petersburg Electrotechnical Company; Staffwell; Swedbank; Tebodin Eastern Europe B.V; Translogix; Valio; VegasLex; Vostok Consulting Oy; WEG, YIT.

11 October 2013 World Bank Annual Report of the on recent economic developments, an economic outlook and on volatility and firm survival and prospects for economic diversification in Russia

17 October 2013 "Market and regulatory update in construction and Real estate industry in North-West Region"

27 November 2013 Round-table with participation of the North-West Customs Authorities representative

19 December 2013 Briefing of Y. Lyamkin, head of the North-West Customs Administration: "Procedure for customs transit: practical aspects of the procedure application by the countries of the Customs Union, prospects for customs transit enforcement"



COMMITTEE ACTIVITIES 2013

The Committee strives to offer its members services and information equal to those the AEB offers in Moscow. From more than 200 AEB members, represented in the North-West Region about 170 companies were active in 2013, regularly participating in the work of the Committee and its 5 subcommittees.

2013 was marked by several open events and business meetings held by the Committee and its subcommittees. Important were those with government authorities of St. Petersburg and Leningrad Region (governors, vice-governors, city and regional Investment Committees' and Councils, North-West Customs authorities, Federal Labour Inspection, Federal Migrations Service, Plenipotentiary Representative of the President of the Russian Federation, Regional Department of Federal Antimonopoly Service, Pension Fund, etc.).

The Committee raised and started to discuss with responsible authorities such problems as:

- improvement of the investment climate in the region
- application of TIR and customs procedures for customs transit transfer
- parallel imports
- administrative liability for customs offences
- operation of AEOs (AEO status restrictions)
- labour shortage, especially of "blue collar" workers, and the lack of an educational base for professional training
- attestation of workplaces
- secondment issues
- problems with employment of foreign workers
- problems of labour migration
- problems in the construction industry in the Region.

In 2013, the AEB became a member of the Investment Council chaired by the Governor of Leningrad Region and re-joined the work of Investment Council chaired by the Governor of St. Petersburg. The representatives of the Committee actively participated in regular meetings of the Councils, which this year were dedicated to development of Investment Strategy - 2025.

General Consulates in St. Petersburg and the European Union Delegation to the Russian Federation treat the AEB North-West Regional Committee as an adviser and reliable partner for the European companies in the Region. In 2013 the AEB continued to foster cooperation with the EU countries consulates in St. Petersburg through regular meetings with EU delegation representatives, organization of events in cooperation with the consulates, presentations of AEB federal and regional activities during business breakfasts at the consulates, and meetings with the national representative companies and potential members.

In 2013, in addition to the existing sub-committees (HR & Migration; Manufacturing & Trade; Legal & Taxation; Customs, Transport & Logistics, Construction & Real estate), another sub-committee was launched: Marketing, PR & Communications.

Also, in year 2013 the first training courses were held in St. Petersburg as part of the AEB Training Program.

Southern Regional Committee

AIM(S)

Support a favourable investment and business environment in the region for AEB members' activity

CHAIR

Oleg Zharko, Bank Center-invest

DEPUTY CHAIRS

Ralf Bendisch, CLAAS

Igor Brener, Cargill

Lubov Popova, Gubskiy kirpichniy zavod

NUMBER OF COMMITTEE MEETINGS

1 committee meeting, 8 steering group meetings

AEB MEMBER COMPANIES

Adecco, Advocates Bureau Yug, AERECO S.A., Allianz IC OJSC, Ancor, Armadillo Business Parcel, Astron Buildings (Lindab), BASF, Bayer ZAO, Bonduelle-Kuban, Cargill Enterprises Inc., Center-invest Bank, Citibank, Claas, DuPont Science and Technologies, Ernst & Young, Gefco, Gubskiy kirpichniy zavod, IKEA, ITE LLC, Knauf International GmbH, KWS, Legrand group, Lindab Buildings LLC, Mazars, Nestle Rossiya, OTP Bank, Philip Morris Sales and Marketing Ltd., Pricewaterhouse-Coopers, Raiffeisenbank ZAO, Rosbank, Saint-Gobain CIS, Siemens, Syngenta, Tebodin Eastern Europe B.V, Unicredit Bank, VEGAS LEX Advocate Bureau, Volnaya Kuban, VSK.

AEB EVENTS ORGANISED

Conferences:

13 March 2013h

Round table, "Financial mechanisms for apartment building repairs" (Rostov-on-Don)

19 March 2013

Round table, "Energy efficiency technologies for modernization of the housing and public utility sector," collectively with Rostov-on-Don territory Ministry of Housing and public utility sector (Taganrog)

16 April 2013

Round table jointly with the Chamber of Commerce and Industry, "Development of competitive advantages of large and medium business, as factor of gross regional product growth: ways and obstacles"

25 April 2013

Round table, "Interaction of business and higher education institutions: expectations and development ways"

21 May 2013

5th annual HR conference, "Change Management as a factor of business growth"

12 July 2013

Round table, "Adoption of the efficient measures against counterfeit pesticides on the Russian Crop Protection market: current situation, problems and solutions"

17 October 2013

Round table, "Investment climate of Krasnodar region. Experience and prospects of attraction of the foreign investments into the economy of Krasnodar region"

Receptions:

16 January 2013

South Regional Committee's AEB Winter Reception

17 May 2013

Business lunch of committee members with the EU Ambassador during Europe Days in Rostov-on-Don



COMMITTEE ACTIVITIES 2013

The Committee was established in 2003 to ensure that investors are able to utilize the investment opportunities in the region to their fullest potential.

Currently the committee represents 40 companies: leading foreign investors and international banks that have affiliates operating in the Krasnodar, Rostov-on-Don, Stavropol regions and Adygei republic. In 2013 the Committee was joined by a further 7 companies (1 of which was a new member of the AEB).

In 2013, the Committee ensured that member companies were able to interact effectively and productively with regional and local authorities. The Committee's activities in 2013 were aimed at setting an example with regard to international standards of business, effective networking, information sharing and best practice promotion.

The Committee took part in the formation of an updated Advisory Board on foreign investments under the Governor of Krasnodar region.

Members of the Committee joined a delegation from the administration of Krasnodar to its twin-city, Karlsruhe (Germany).

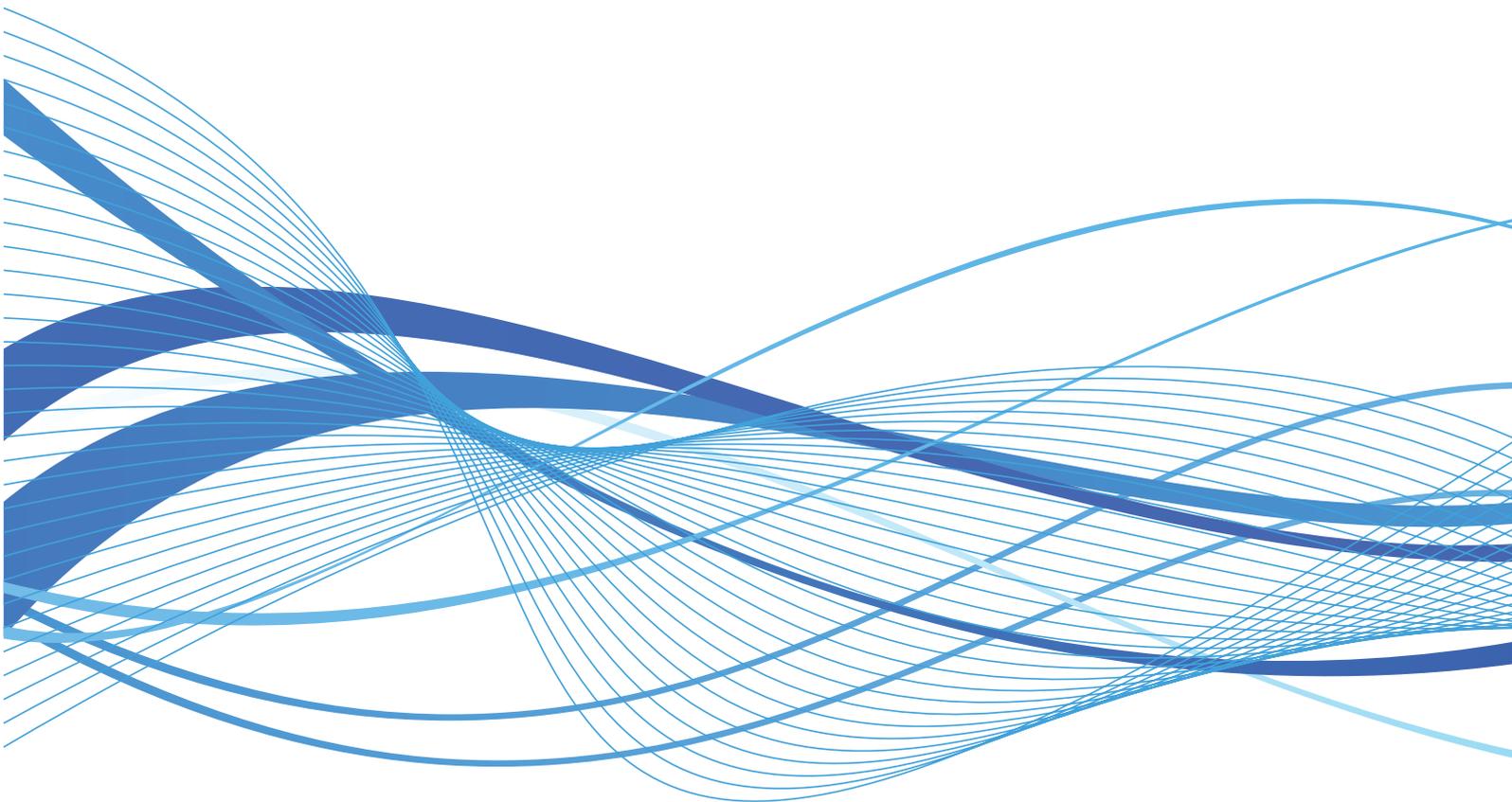
The Committee continued to stage traditional business events, such as HR conferences, and laid the foundation for new joint projects with Chamber of Commerce and Industry and other key partners.

In 2013 the Committee celebrated its tenth anniversary, having brought together the companies of committee members, their partners and representatives of regional and municipal authorities. A solemn reception included about 100 guests and received great publicity. Committee members received diplomas and gratitude from the administration of the Krasnodar Region and the city of Krasnodar.

Committee members took part in the work of regional expert group, "Agencies of Strategic Initiatives", on the implementation of investment standards in the Krasnodar Region.

Financial Statement

2013



Consolidated Statement of Financial Position as of December 31, 2013*

	December 31, 2013 (in EUR'000)	December 31, 2012 (in EUR'000)
ASSETS		
Non-Current Assets		
Intangible assets	45	30
Property, plant and equipment	120	205
Deferred tax assets	18	13
Total non-current assets	183	248
Current Assets		
Trade and other receivables including:	198	194
Trade receivables	88	54
Advances paid	108	129
Other debtors	2	11
Cash and cash equivalents	2,024	1,841
Other assets	87	44
Total current assets	2,309	2,079
Total assets	2,492	2,327
UNRESERVED FUND BALANCE AND LIABILITIES		
Unreserved Fund Balance	903	726
Current Liabilities		
Prepaid membership fees	1,213	1,353
Payroll and taxes payable	160	135
Trade and other payables	216	113
Total current liabilities	1,589	1,601
Total unreserved fund balance and liabilities	2,492	2,327

Consolidated Statement of Comprehensive Income for the year ended December 31, 2013*

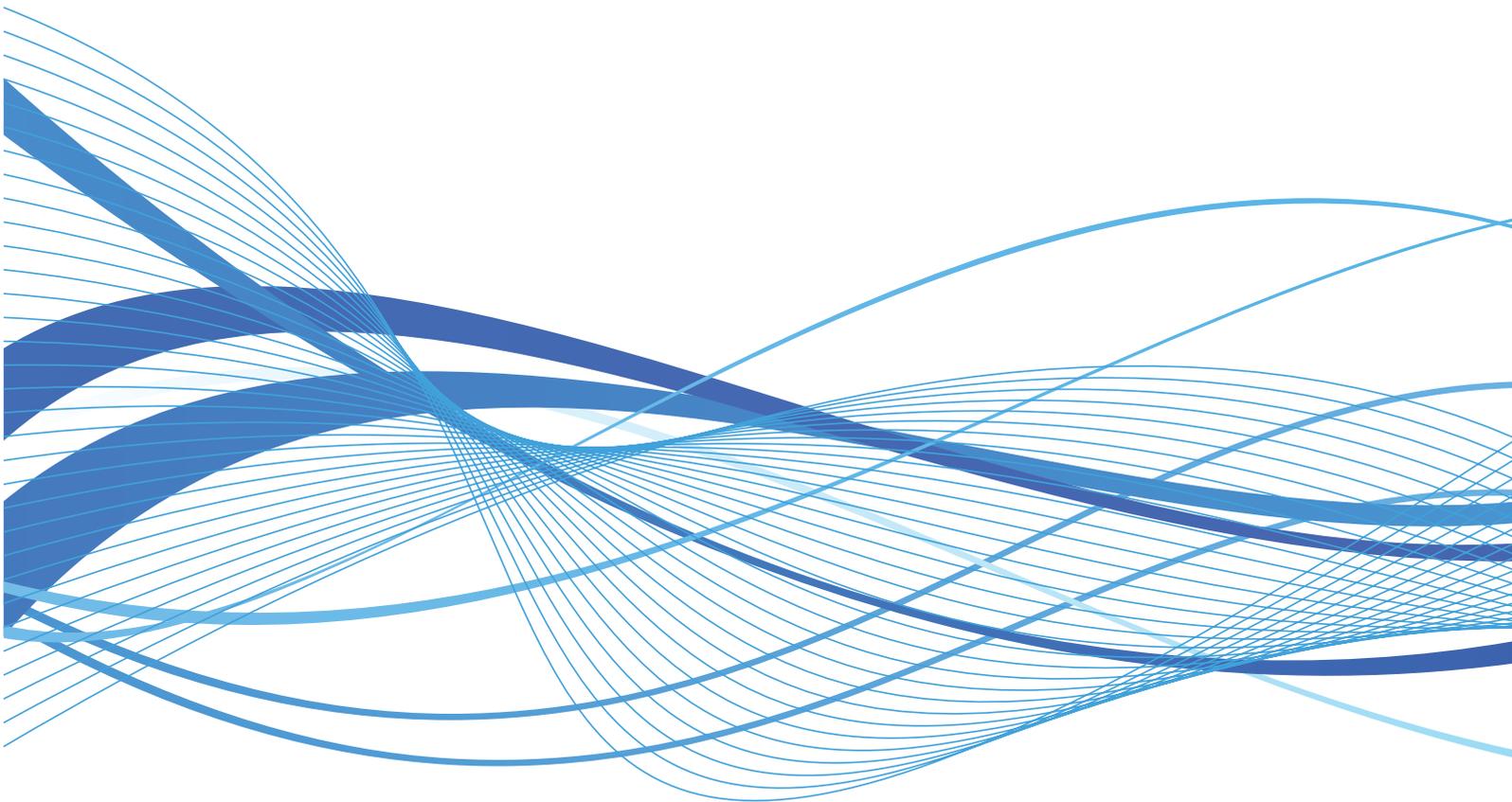
	2013 (in EUR'000)	2012 (in EUR'000)
Membership fees	2,371	2,286
Events	355	504
Projects	534	310
Publications	138	153
Other revenues	72	59
Total revenues	3,470	3,312
Expenditures, net	(3,193)	(3,144)
Excess of revenues over expenditures before tax	277	168
Income tax expense	(86)	(66)
Net excess of revenues over expenditures after tax	191	102
Foreign currency translation difference	73	(46)
Other comprehensive income for the year	73	(46)
Total comprehensive income / (loss) for the year	264	56

* As audited by the Independent Auditor Alinga Consulting Group.



Membership Statistics

2013



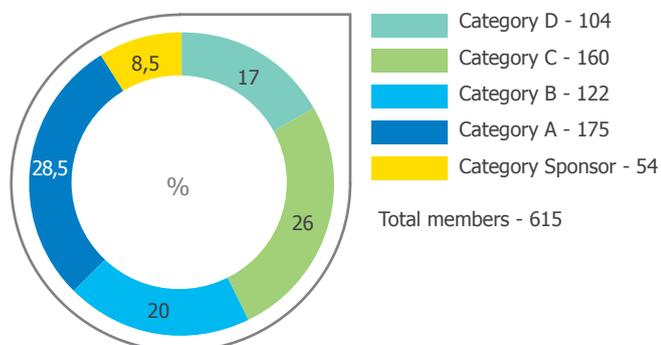
AEB Members by Country

In 2013, the AEB had 615 members.

EU/EFTA Country	
Austria	19
Belgium	16
Czech Republic	4
Cyprus	10
Denmark	14
Estonia	1
Finland	45
France	68
Germany	99
Greece	1
Hungary	7
Ireland	6
Italy	13
Lithuania	2
Luxembourg	2
Netherlands	37
Norway	4
Poland	3
Spain	3
Sweden	21
Switzerland	23
UK	73

Country NON-EU/EFTA	
China	1
Israel	2
Japan	11
Republic of Korea	4
Russia	89
South Korea	1
Turkey	3
Ukraine	1
UAE	1
USA	31

AEB Members by Category, 2013



Sponsors of AEB Events 2013

The Association of European Businesses expresses its most sincere gratitude to the companies that supported AEB events in 2013:

AAG	FIAT	PWC
Agrovet	Fortum	QuattroGemini Ltd
Alinga Consulting Group	Future Today	Raiffeisen Capital
ALP Group	Goltsblat BLP	Raiffeisen Pension Fund
ALSTOM	Innolink	Roca
Austrian Airlines	IWM	Russia Consulting
Awara Group	Jaguar Land Rover	Ruukki
BSH	JCB	Salans
Bella	Jones Lang LaSalle	Schneider Electric
Biovela	Knauf	Severstal
BNP Paribas	Lahti	Shell
Businessland	Laufen	SME Bank
Caverion	Lidings	Spectrum
Cesar Satellite Group	Lindab	Telenor
Chiesi	Maersk	TMF Group
Claas	MetLife Alico	Total
Coleman Services	Michelin	Transcapitalbank
Continental Tires RUS	Morgan Lewis	Univita
Delicatesas	Nestle	Valio
Dentons	Novo Nordisk	Vegas Lex
Dziugas	OJSC IC RUSS-INVEST	Verslo Clubas
E.ON Global Commodities SE	Oranta	Vilvi
EDF Fenice	Pepelyaev Group	VISA
EgoTranslating	Philip Morris Kuban	Vodokanal St. Petersburg
Enel	Philip Morris Sales and Marketing LTD	Work Service
Eni	Porsche	YIT Lentek
EY		Zalgiris



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of European
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