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Dear AEB Members,

With regards to the development of the Association of European Businesses (AEB), representing the interests of European investors in Russia, the year 2008 was clearly a success.

In 2008, membership at the AEB increased significantly. As at the end of 2008, the AEB comprised of 615 member companies. The growth in membership, together with effective resource management, helped the AEB secure a sound financial base in 2008. We are delighted to see more and more companies joining the Association; we want to assure all our members that the AEB will continue to do its best to ensure that the interests of its member companies are well represented and taken into consideration by the Russian government.

In the recent years, the AEB gained a lot of influence and as it stands, in terms of its lobbying power, the AEB is considered to be the strongest foreign business association in the Russian Federation. Not only are we privileged to have a close working relationship with the European Commission and the European Parliament, but the AEB is currently Russia's main partner with regards to EU – Russia economic relations. From the 24th to the 26th of November 2008, a delegation from the Executive Board of the Association of European Businesses, visited Brussels for a busy schedule of meetings with some of the key players in the European Commission. The delegation met with Eneko Landaburu, Chief negotiator on the new EU-Russia Partnership and Cooperation Agreement from the EU side and László Kovács, Commissioner for Taxation and Customs. The AEB delegation emphasized the importance of the continuation of a constructive dialogue between the two parties and expressed its commitment to work towards a tighter economic cooperation between the European Union and Russia. Likewise, the delegation met with the Head of the Permanent Representation of the Russian Federation to the EU, Vladimir Chizhov, Chief negotiator representing Russia's interests in the new EU-Russia Partnership and Cooperation Agreement. The delegation also met with the major Brussels based business associations, namely, BusinessEurope and EuroChambers, with whom a partnership agreement regarding the exchange of information has been established. In the past year, the AEB has played an active part in the new Russian Legislation's drafting process. The AEB also plays an active role in the Duma commission in charge of the Draft Law. Likewise, we have been very active with respect to lobbying the EU and Russian authorities on the anti-crisis measures taken by the government, in particular the increase in customs duties for automobiles and agricultural machinery. Last but not most certainly not the least, is the one window approach application procedure for visas and work permits. Tremendous efforts were made last year to actualise this procedure and needless to say, these efforts were not made in vain.

It is no secret that the AEB's success as an organization, depends to a large extent on the work of its committees. The year 2008 saw the creation of new committees such as the Construction Equipment, Machine-Building and Engineering, PR and Communications and the Safety, Health, Environment and Security Committees, as well as an Energy Efficiency Working Group. Also, working groups on Home Appliances, Commercial Vehicles and Agricultural Machinery have been created. Our events department was very busy throughout 2008; a considerable number of first class events were organized. Some of the events organized included: a briefing by the Deputy Prime Minister, Alexander Zhukov; a meeting with the Minister of Foreign Affairs, Sergey Lavrov; an open event with the Head of anti-Monopoly Service, Artemiev; a business to business (B2B) meeting with Anatoly Chubais; an open event with the Vice-President of Gazprom, Alexander Medvedev and a B2B meeting with the President of VTB 24, Mikhail Zadornov. We have also held regular meetings with Governors of the Russian Regions. The AEB met with the governors of Chelyabinsk, Nizhny Novgorod, Perm and Samara, to mention but a few.

The AEB has put a lot of effort in establishing a meaningful working relationship with the press; judging by the increase in the number of journalists who were present at last year's events, it is clear that these efforts were not in vain. Currently, AEB events are covered by both Russian and foreign media; these include the BBC, Vedomosti, Voice of Russia, Kommersant, Frankfurter Allgemeine Zeitung and Handelsblatt. Also, in line with our efforts to increase awareness about the AEB, we have made tremendous efforts in improving the distribution of our publications. Our publications, the most important being the Position Paper and the AEB Business Quarterly, are currently being delivered to major organizations, centres and hotels in Moscow, Krasnodar region, Volgograd, Rostov-on-Don, St. Petersburg and Brussels.

As you take a look at last year's achievements, activities and events, we would like to assure you all that even in the face of the ongoing global financial crisis, the AEB will continue to represent the interest of its member companies in its continuous effort to make sure that each year is better than the last.

Yours sincerely,

Reiner Hartmann
Chairman of the Executive Board

Frank Schauff
Chief Executive Officer

Association of European Businesses

AEB OPEN MEETINGS 2008 JANUARY-DECEMBER 2008

1. Briefing by Valentin Gapanovich, Vice-President of the Russian Railways Company.
Topic: *Passenger & Cargo Transportation; Development of the Railway Network: Investment into Russian Railway Projects.*
Date: 22.01.2008

2. Briefing by Alexander Livshitz, Director for International & Special Corporate Projects, RUSAL
Topic: *The Russians are coming! Globalization of Russian Big Business.*
Date: 29.01.2008

3. Two day Seminar "Investment climate in Russia" for 60 MBAs from Paul Merage School of Business, University of California.
Speakers: Frank Schauff, AEB CEO; Alex Stoljarskij, Lawyer, Beiten Burkhardt; Alexander Arutunian, Vice-President, IC RUSS-Invest; Art Franczek, President, American Institute of Business and Economics.
Date: 23–24 March 2008

4. Briefing by Alexander Medvedev, Deputy Chairman of the Executive Board of Gazprom
Topic: *Gazprom and the Energy Security of Europe.*
Date: 31.03.2008

5. Conference "Russia in the World Economy".
Topic: *Modern Russian Economy: Current Trends; The World Economy Outlook and its Impact on Russia; New Challenges: is Russia Ready?*
Date: 20.05.2008

6. Briefing by Leonid Grigoriev, President of the Institute for Energy and Finance
Topic: *New Russian Government: Where to Go and What to do?*
Date: 24.06.2008

7. Briefing by HE Stanislas Lefebvre de Laboulaye, Ambassador of France to the RF
Topic: *Priorities of the French EU Presidency.*
Date: 08.07.08

8. Briefing by Alexander Zhukov, RF Deputy Prime Minister
Topic: *Investment Possibilities for Foreign Businesses.*
Date: 10.07.2008

9. Briefing by Mikhail Oseevsky, Vice-Governor of St-Petersburg on Economic Development
Topic: *Opportunities for the European Businesses in Saint-Petersburg.*
Date: 26.09.2008

10. Briefing by Anatoly Chubias, General Director, Russian Nanotechnology Corporation
Date: 24.10.2008

11. Briefing by Sergey Dubinin, Member of the Board of Directors, VTB Capital
Topic: *World Financial Crisis: Reasons & Consequences.*
Date: 26.09.08

12. Conference "Today's Russia: Possibilities for Foreign Businesses."
Topic: *What was done and what needs to be done? Doing Business in Russia. Russia's Image Makers – Truth and Myths.*
Date: 18.11.2008

13. Briefing by Erik Berglof, Chief Economist, EBRD.
Topic: *Presentation of the EBRD Transition Report.*
Date: 27.11.2008

14. Sponsor dinner with Andrei Sharonov, Managing Partner, Troika Dialog.
Topic: *Russian Strategy. Russia in Search of New equilibrium.*
Date: 02.12.2008

15. Briefing by Sergey Lavrov, RF Minister of Foreign Affairs.
Topic: *The Role of the Cooperation between Russia and EU and their Respective Business Communities.*
Potential of the Cooperation on the European Continent in the Mid-Term Perspective.
Date: 10.12.08

EURORECEPTIONS

EU/EFTA Member	Date
Spain	27 May 2008
Denmark	26 June 2008
France	24 September 2008
Bulgaria	1 December 2008
Finland	16 December 2008

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Briefing by Valentin Gapanovich, Vice-President of the Russian Railways Company.

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The Russians are coming! Globalization of Russian Big Business. 29.01.2008.



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Gazprom and the Energy Security of Europe. 31.03.2008.



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Briefing by Leonid Grigoriev, President of the Institute for Energy and Finance.
New Russian Government: Where to Go and What to do? 24.06.2008.



Briefing by HE Stanislas Lefebvre de Laboulaye, Ambassador of France to the RF.
Priorities of the French EU Presidency. 08.07.08.



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Investment Possibilities for Foreign Businesses. 10.07.2008.



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Opportunities for the European Businesses in Saint-Petersburg. 26.09.2008.



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Potential of the Cooperation on the European Continent in the Mid-Term Perspective. 10.12.08.



EURORECEPTIONS: JANUARY–DECEMBER 2008

EURORECEPTIONS

Spanish Embassy, May 27, 2008.



EURORECEPTIONS

Danish Embassy, June 26, 2008.



EURORECEPTIONS: JANUARY–DECEMBER 2008

EURORECEPTIONS

French Embassy, September 24, 2008.



EURORECEPTIONS

Bulgarian Embassy, December 1, 2008.



EURORECEPTIONS: JANUARY–DECEMBER 2008

EURORECEPTIONS

Finnish Embassy, December 16, 2008.



AEB EVENTS: JANUARY–DECEMBER 2008

AEB Supported Events – MIAS 2008, August 27 to September 7, 2008.



AEB Supported Events – CONEXPO, 15 to 16 September, 2008.



AEB EVENTS: JANUARY–DECEMBER 2008

AEB Cocktail – “Opening of the Business Season”. September 10, 2008.



AEB Event: Briefing by Mr. Igor Artemyev – “Current antimonopoly legislation and governmental initiatives”. October 16, 2008.



AEB Delegation Meets Top EU Representatives in Brussels. November 11, 2008.



Launching of the AEB Annual Guide – “How to invest in Russia in 2009”. December 12, 2008.



AGRIBUSINESS COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To promote the interests of the European food sector and related industries in the Russian Federation. ➤ To provide AEB members with updated information that has been obtained from competent sources, on a wide range of issues of prime importance to the industry. 	
CHAIRMAN (name, job title, company)	Philippe Cohen, General Director, Bonduelle	
AEB MEMBER COMPANIES	Aarhus United ZAO, BASF, Bayer CropScience, Bonduelle, Bord Bia Irish Food Board, Campomos, Cargill Yug LLC, CLAAS, Dow AgroSciences, DuPont, Drum Resources, Emborg A.O., John Deere, Nestle Food, Schaller-Moscow, Syngenta, Stora-Enso, Unilever.	
NUMBER OF COMMITTEE MEETINGS	4	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	<ul style="list-style-type: none"> ➤ Meeting with Mr. Martins Roze, Minister of Agriculture of Latvia. ➤ Meeting with Dr. Dimitri Rylko, Director of the Institute for Agriculture Market Studies (IKAR). 	<p>February 5, 2008 June 20, 2008</p>

In parallel with the regular meetings, where the committee members had an opportunity to receive the updated information on the hottest issues related to the Agribusiness sector in Russia. On behalf of its member companies, the AEB has been involved in the following lobbying activities:

- In coalition with the local food industry associations, concerns were raised about a controversial Moscow mayor regulation, requesting compulsory labeling of any food products containing GMO.
- Increased import duties on raw sugar worried several member companies, which have localized their production in Russia. This was associated with the fact that in comparison to other CIS producers, they were losing their competitiveness. Therefore, based on the wishes of its members, the AEB intervened, by raising this issue during a meeting with the Minister of Agriculture, Mr. Alexey Gordeev.

At the end of 2008, upon the request of its member-companies, the AEB Agribusiness committee expressed concern in the temporary rise of the import duties on agro-machinery, initiated by the RF government. A letter was sent to the Vice PM, V.Zubkov. The Minister of Industry and Trade, V.Khristenko; the Minister of Economic development, E.Nabiullina and the Minister of Agriculture, A.Gordeev were copied in this letter.

It has been proposed that some representatives of AEB member companies be included in the expert commissions in charge of developing of the new Technical Regulations related to the food industry. This move was initiated by the Ministry of Industry and Trade.

The committee is in the process of synergizing its actions with the EU authorities to counter trade restrictions practiced by a neighboring state, which seriously affects local Russian producers, as well as EU companies with localized production in Russia.

CROP PROTECTION SUB-COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To improve the registration process procedure for Plant Protection Products (PPP) in Russia and counter the influx of counterfeited PPP on the local market. ➤ To ease the access of the local growers to innovative products by better synergizing between industry and local authorities.
CHAIRMAN (name, job title, company)	Pierre Cohadon, Country Manager, Syngenta
DEPUTY CHAIRMAN (name, job title, company)	Alexander Merzlyakov, Sales Manager, DuPont
AEB MEMBER COMPANIES	BASF, Bayer Crop Science, Dow AgroSciences, DuPont, Syngenta.
NUMBER OF COMMITTEE MEETINGS	8

The issue permanently on the agenda of the team, is the one related to the registration process for Plant Protection Products (PPP /agrochemicals) in Russia.

Throughout its regular meetings, the team constantly consolidated its position on key issues related to the industry.

The effective communication with local institutions and partnering organizations and businesses has been achieved, as well as the cooperation with the Brussels based European Crop Protection Association (ECPA), (All companies from the AEB Crop Protection sub-committee are ECPA members as well).

As usual, the AEB Crop Protection sub-committee was represented at different ECPA organized meetings and seminars held across Europe during the year, where key issues faced by the industry were presented and analyzed from different perspectives.

In Russia, the AEB Crop Protection sub committee fulfils to some extent, the role of a national Crop Protection Association. Such associations operate in most European states and deal with a wide spectrum of issues related to the industry. The AEB Crop Protection sub-committee has carried out a certain amount of preparatory work, in order to establish a full fledged, Russian Crop Protection Association.

AIRLINE COMMITTEE

AIM	To represent and lobby for the interests of members of the AEB airline committee before Government bodies on all levels and the public in general.
CHAIRMAN (name, job title, company)	Leonid Tarasov, General Manager, Delta
DEPUTY CHAIRMAN (name, job title, company)	Martin Sprongl, General Manager, Qatar Airways
AEB MEMBER COMPANIES	Air France, Alitalia, Austrian Airlines, British Airways, Czech Airlines, Delta, Emirates, Finnair, Iberia, Korean Airways, Japan Airlines, JAT Airways, KLM Royal Dutch Airlines, LOT Polish Airlines, Lufthansa, Malev Hungarian Airlines, Olympic Airways, Qatar Airways, SAS, Swiss International Air Lines.
NUMBER OF COMMITTEE MEETINGS	12

The Airline committee is an industry committee, which deals with a number of sensitive issues relevant to the foreign national carriers operating on 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, tax, customs and VAT questions, over-flight rights, BSP and the e-ticketing implementation and the development of a working relationship with the three Moscow airports: Domodedovo, Sheremetyevo and Vnukovo.

AUTOMOBILE MANUFACTURERS COMMITTEE (AMC)

AIM	<ul style="list-style-type: none"> ➤ To unite and represent the common interests of its members – automobile importers of global automobile producers, which guide business activities in the Russian Federation (producing in and/or importing). ➤ To create conditions for development of a civilized automotive market; set and observe common and fair business rules for automotive companies officially operating in Russia and to leverage inter-company co-operation and constructive partnership. ➤ The AMC concentrates on the most important and urgent issues of the automotive business which affect its members, developing appropriate responses, lobbying to ensure that member interests are represented and dealing with the Russian governmental authorities, public institutions, local and international automotive associations and the mass media. 	
CHAIRMAN (name, job title, company)	David Thomas, President, Volvo Car Russia	
DEPUTY CHAIRMAN (name, job title, company)	Martin Jahn, Vice President Sales and Marketing, Volkswagen Group Rus OOO	
AEB MEMBER COMPANIES	<p>BMW Rusland Trading OOO, Chrysler Russia ZAO, Ford Motor Company ZAO (Ford, Volvo Car Russia), GAZ Group/Russian Machines OAO, General Motors CIS LLC, Honda Motor RUS LLC, Hyundai Motor CIS OOO, Jaguar Land Rover Russia, KIA Motors Rus LLC, MAN Avtomobili Rossiya OOO, Mazda Motor Rus LLC, Mercedes-Benz Rus ZAO, Mitsubishi/Rolf Holding ZAO, Nissan Motor Rus OOO, Peugeot Citroen Rus OOO, Porsche Rusland OOO, Renault/Avtoframos OAO, SOLLERS OAO (former Severstal-auto), Subaru Motor OOO, Toyota Motor OOO, Volkswagen Group Rus OOO (Audi of Russia, Skoda Auto Russia, Volkswagen Russia), Volvo Vostok ZAO (Volvo Trucks).</p> <p>Total number of brands represented: 36</p>	
NUMBER OF COMMITTEE MEETINGS	<p>5 Board meetings 25 meetings of the working groups</p>	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ AMC press conference “REVIEW 2007”.	January 16, 2008
	➤ ELV (end-of-life vehicles) round table.	February 6, 2008
	➤ Open automotive event “AUTOMOTIVE INDUSTRY IN RUSSIA: Challenges and Opportunities”.	October 22, 2008

The year 2008, was the **10th anniversary** of AMC operations within the AEB and the 3 new members joined the committee.

Open events of the AMC included:

A press conference with CEOs of automotive companies present, thereby providing the media with a good chance for communication on the highest level with the heads of the automotive companies.

- The 1st automotive half day conference with a focus on the industry trends and developments, providing first hand information to the audience.
- The ELV (end-of-life vehicles) round table, provided an opportunity for the stakeholders, including the car companies to exchange views and opinions on the subject.
- In 2008, for the 3rd year, the AMC ran the **on-line sales data exchange system** for its members (the most up-to-date source on the automotive sales statistics in Russia).

The national motor show, **Moscow International Automobile Salon 2008** – a main automotive event for car companies (takes place biannually) and a priority AMC event was organized with the committee's support to ensure that the interests of its members were represented. This became the biggest motor show in Russia to date. Not only the event itself but the event's follow up analysis was on the committee's Marketing working group agenda.

The **elimination of a double VAT at trade in operations**, an issue that was brought up in 2006, was successfully resolved with the appropriate legislation updated as of January 2009.

In December 2008, the AMC was busy lobbying against **changes in customs tariffs on vehicles**; even though the rates were updated, the committee will follow up on the issue analyzing the effect of the measures introduced.

Other issues on the 2008 agenda with actions and developments were:

A commercial vehicles show and in general, starting a new Commercial Vehicles division.

- **Homologation norms** and their conformity to the European levels (apart from regular meetings of the working group, a presentation was made to the EC officials in November 2008; the group is in constant contact with the appropriate local authorities, sharing the views and position of the international car companies in terms of certification).
- **ELV legislation** (a study was conducted in 2008; further lobbying steps will be taken in 2009).
- **Customer protection legislation.**
- **Customs issues** (the committee met with Deputy Head of the Federal Customs Service in summer 2008)
- **PR** representatives of AMC companies met quarterly to discuss and coordinate press activities on the national level and helping with the organization of press days during the Moscow International Automobile Salon 2008.

These issues will be followed up in 2009 and 2010.

EXTERNAL CONTACTS AND COMMUNICATION:

Throughout the year, the AMC produced monthly press-releases on foreign car sales statistics that are widely used by all automotive and business media in Russia and outside the country. Press coverage of other AMC issues and the committee activities in general increased in 2008.

During the year 2008, the committee focused on strengthening its contacts with the national and international automotive associations: OAR (Association of Russian Automakers), ROAD (Russian Dealer Association), VDA (German Association of the Automotive Industry), JAMA Europe (Japanese Automobile Manufacturers Association), ACEA (European Automobile Manufacturers Association), ACMA and SIAM (Indian Automotive Associations), OICA (International Organization of Motor Vehicle Manufacturers), as well as with the local authorities and industry officials.

AMC representatives spoke at 3 conferences and 3 press-conferences on behalf of the committee in 2008; AMC supported several Automotive conferences.

The August edition of the AEB Business Quarterly was devoted to automotive issues and was prepared with the support of the AEB automotive committees.

AUTOMOTIVE COMPONENTS COMMITTEE

AIM	To unite and lobby for the joint interests of AEB members in the automotive supplier sector, facilitating meetings with officials, industrial associations and OEMs, supporting networking and exchange of contacts within the industry and helping companies establish working contacts with car plants.	
CHAIRMAN (name, job title, company)	Ivan Bonchev, Automotive Segment Leader, Ernst & Young LLC	
AEB MEMBER COMPANIES	AGS Glass unlimited, Air Liquide, Akzo Nobel, Atlas Copco, BASF, Continental Tires, Corning, Daimler Research & Technology Office Moscow, Delphi Automotive Systems / JV PES/SCC, Dow Automotive, DSM, DuPont, Ernst & Young, Federal Mogul, GKN, Henkel, Johnson Matthey, Magna, Michelin, OTEM/Eberspecher, PricewaterhouseCoopers, Rhodia, Russian Automotive Components, Saint-Gobain, Sandvik, Senoplast, ThyssenKrupp, ZF Friedrichshafen.	
NUMBER OF COMMITTEE MEETINGS	3	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ c/o Automobile Manufacturers committee, Open event – “AUTOMOTIVE INDUSTRY IN RUSSIA: Challenges and Opportunities”; a jointly organized event.	October 22, 2008

The committee held meetings with speakers invited from the Ministry of Industry & Trade, OEMs (AVTOVAZ) and an industry association.

May 21st

CREATION OF THE AUTOMOTIVE COMPONENTS MANUFACTURERS' PARK IN SAINT-PETERSBURG.

Meeting with the Executive Director of the Saint Petersburg Association of Auto Component Producers (SPbA-PAC) Mr. Kiselevich.

October 7th

AN ANALYSIS OF AUTOMOTIVE INDUSTRY DEVELOPMENTS IN RUSSIA (focus on supplier sector).

Meeting with Mr. Rakhmanov, Head of Department of Automotive and Agricultural Machinery Industry of the Ministry of Industry and Trade.

November 14th

OEM presentation: OPPORTUNITIES FOR COMPONENT PRODUCERS (AVTOVAZ).

Meeting with Mr. Vincent, AVTOVAZ Chief Operating Officer.

The ACC Chairman spoke on behalf of the committee at various supplier conferences and forums (Moscow, Saint-Petersburg and Togliatti) and made presentations to the French and Spanish trade missions, as well as had meetings with representatives of various embassies and individual companies to discuss the issues and position of the ACC.

ACC supported several automotive exhibitions and projects in 2008.

A major challenge remains obtaining sufficient government support to attract foreign investors; the localisation of car manufacture, and the application of competitive, efficient and environmentally friendly technologies and know-how. It is by addressing these issues that the Automotive Components committee intends to play a crucial role in improving the investment climate in Russia. These issues will be addressed via active lobbying aimed at simplifying investment conditions.

The AEB Business Quarterly's August edition was devoted to the automotive issues and was prepared with the support of the AEB Automotive committees including the Automotive Components committee.

BANKING COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To provide a level playing field between local and foreign operators. ➤ To provide direct technical policy advice to European and Russian government officials.
CHAIRMAN (name, job title, company)	Joerg Bongartz, Chairman of the Board, Deutsche Bank Ltd.
AEB MEMBER COMPANIES	Aizkraukles Banka, Banco Bilbao Vizcaya Argentaria, Bank Natexis ZAO, Bank WestLB Vostok, Banque Société Générale Vostok, BNP PARIBAS, CA IB Corporate Finance, Calyon Rusbank, Cetelem, Commerzbank (Eurasija), Credit Europe Bank Ltd., Credit Suisse, DeltaCredit Bank, Deutsche Bank Ltd., Dexia, Dresdner Bank ZAO / Dresdner Kleinwort, European Bank of Reconstruction and Development, Federal Bank of the Middle East Ltd., HSBC, ING Bank (Eurasia) ZAO, IPF Bank (International Personal Finance plc), KMB-Bank ZAO, Liechtensteinische Landesbank Ltd., Northstar Corporate Finance, OAO Swedbank, Raiffeisenbank ZAO, Bank Renaissance Capital, Royal Bank of Scotland, Rusfinance, Svenska Handelsbanken S.A., SWIFT Scrl, Standard Bank ZAO, UniCredit Bank ZAO, UBS Investment Bank, UniCredit Bank ZAO, VISA, VP Bank LTD., YAPI Kredi Bank.
NUMBER OF COMMITTEE MEETINGS	<p>4 closed committee meetings. 4 closed meetings with the Central Bank representatives (Meeting with Victor Melnikov, Deputy Chairman of the Central Bank of Russia; Gennady Melikyan, First Deputy Chairman of the Central Bank of Russia; Alexey Ulyukaev, First Deputy Chairman of the Central Bank of Russia). 1 closed meeting with Anatoly Aksakov, State Duma and Association of Regional Bank Association representative.</p> <p>Comments: The AML and RTGS working groups are a part of the banking committee. These working groups also organized closed meetings and conference calls. ➤ A steering committee has been formed to monitor the current situation in the Russian Economy. The committee meets on a regular basis.</p>

CONSTRUCTION EQUIPMENT COMMITTEE

AIM	To unite and lobby for the joint interests members in the construction equipment sector, facilitating meetings with officials, cooperating with other industrial associations, supporting networking and industry contacts exchange and discussions of the industry issues.
CHAIRMAN (name, job title, company)	David Hill, Head of Representative Office, Russia Regional Manager, Sales and Services CIS, JSB
AEB MEMBER COMPANIES	Caterpillar, GAZ Group, Hitachi, JCB, Komatsu, Liebherr, Manitowoc, Terex, Volvo Construction Equipment.
NUMBER OF COMMITTEE MEETINGS	5

The Construction Equipment Committee was formally established in February 2008, to unite and represent the interests of the CE industry players in Russia, ensuring a forum for companies to meet and exchange information, experiences, discuss industry issues forming joint position on acute issues.

Main issues on the committee Agenda in 2008 were Trade Exhibitions, Statistics and Technical Regulations.

The CONEXPO Russia 2008 trade fair was a project endorsed by CEC members in 2008. The AEB had its booth at the fair and got exposure to the industry's environment.

Statistics is another key priority for the committee. As a result of the Statistics working group meetings throughout the year and the support of international partners, the program – Statistics Exchange for Russia was started in December 2008. Now, companies can give their reports and get feedback on a monthly basis. Extending the program and the number of participants is on the working group's 2009 agenda.

The AEB Construction Equipment committee cooperates with other national CE industry associations: AEM (Association of Equipment Manufacturers), CECE (Committee for European Construction Equipment), CEMA (Japanese Construction Equipment Manufacturers Association) and KOCEMA (Korean Construction Equipment Manufacturers Association).

The CECE congress in York was the 1st forum of such a scale that the AEB attended, representing its Construction Equipment committee and meeting colleagues from other international associations. The AEB will continue working on developing contacts and intergrating into the global CE community.

In 2008, the committee had 5 meetings (amongst which were several meetings of the working groups).

Currently, committee members are mostly international companies doing business on the Russian market. The committee is working on expanding the group and having the local producers represented as well.

CORPORATE GOVERNANCE WORKING GROUP

AIM	<ul style="list-style-type: none"> ➤ To lobby for AEB recommendations on the improvement of Corporate Governance in Russia to be implemented by the RF Government through the Federal Commission on the Securities Market. ➤ To disseminate this information, in order to help Russians build an objective view of the main problems in this area. 	
CHAIRMAN (name, job title, company)	Svetlana Borodina, Director, Standard and Poor's	
AEB MEMBER COMPANIES	Alex Terp LLC, Alrud, AstraZeneca Ltd., Baker Botts L.L.P., BP Russia, Branam, Calyon Rusbank, Credit Agricole Indosuez, Cushman & Wakefield Stiles & Riabokobylko, Eckstein & Partners, Ernst & Young (CIS) Limited, Gide Loyrette Nouel, Hannes Snellman Attorneys at Law LTD, HSBC Bank, IKB Leasing, It-express, KMB-Bank, Levant & Partners Law Firm, Magisters, Mannheimer Swartling Ryssland Advokataktiebolag, Messe Frankfurt Rus, Noerr Stiefenhofer Lutz, Porsche Russland, PricewaterhouseCoopers, Renaissance Capital, Risk Advisory Group Plc., Schneider Electric, Sercons, Siemens, Standard & Poor's, UBS AG Moscow Representative Office, Unilever RUS, Wolters Kluwer.	
NUMBER OF COMMITTEE MEETINGS	1	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	Open session: Independent Directors in Governmental Companies: Criteria, Expectations and Risks.	September 29, 2008

The reenergized AEB Corporate Governance working group made its first event in 2008 jointly with the Association of Independent Directors. The event was an open session, which focused on criteria, expectations and risks, when choosing independent directors in governmental companies. AEB members were briefed on:

- The mechanism for nominating and choosing independent directors to the Board of governmental companies.
- Drawing contracts with Independent directors.
- The remuneration system for members of the board of directors in governmental companies.

ENERGY COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To support EU-RF cooperation in the energy sector. ➤ To provide a forum for European AEB member 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. 	
CHAIRMAN (name, job title, company)	Reiner Hartmann, Managing Director, E.ON Russia	
AEB MEMBER COMPANIES	Areva, BP, Electricite de France, Enel Russia, Eni S.p.A., E.ON Russia, Fortum, Gasunie, GDF SUEZ, MOL Plc, StatoilHydro ASA, Schlumberger, Shell E & P, Total E& P, Wingas GmbH.	
NUMBER OF COMMITTEE MEETINGS	12	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Open session: Russian Energy & Politics, by V.Milov, President, Institute of Energy policy.	January 25, 2008
	➤ Open session: Going Strategic: Draft Law on Foreign Investments into Strategic Industries & Amendments to Subsoil Law, by N.Kozyrenko, Partner, CMS Cameron McKenna.	March 28, 2008
	➤ Open AEB meeting: Gazprom & the Energy Security of Europe, by A.Medvedev, Deputy Chairman of the Gazprom EB.	March 31, 2008
	➤ Open session: Energy Security & European Union: Proposals for the French Presidency, by C.Mandil.	September 22, 2008
	➤ Open session: Energy Policy Developments, by V.Konovalov, Executive Director, PAF.	October 3, 2008
	➤ Open session: Current State & Perspectives of the Russian Economy: Will be There a Recession in Russia, by M.Khazin, President, NEOCON.	November 28, 2008

The AEB Energy committee stands as an intermediary on issues of concern to European energy companies operating in the Russian Federation. The committee is part of the EU-Russia Energy Dialogue and other bilateral and multilateral entities 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. One of the important sources of information and lobbying tools for the committee is its Position Paper, which is a highly professional and analytical document, reflecting the views and approaches of the EU energy companies and proposing real solutions.

The recent agreements between individual companies (supported on a high political level on both sides) show the willingness of Russian and European state-controlled and private companies to co-operate on mutually beneficial terms in developing new projects.

The committee advocates that EU and Russia relations on energy matters become non-politicized and based on mutual advantage and delivery of commitments. Such relations must include a balanced and transparent approach to the security and diversity of supply and demand, as well as welcomed mutual access to assets and markets (regulated by respective legislations).

At the end of 2008, a working group on Energy Efficiency was created within the committee. The working group aims to promote AEB companies with efficient technologies in energy saving; to propose to the EU to make active, lobbying and information efforts on technical regulation, standards and equipment and to provide legal expertise to support the implementation of the forthcoming law on energy efficiency.

FINANCE & INVESTMENTS COMMITTEE

AIM	<p>To assist in and to contribute to the continuous improvement of the investment climate in the Russian Federation for European business interests by addressing critical finance issues including: Accounting, auditing, and financial reporting.</p> <ul style="list-style-type: none"> ➤ Capital markets. ➤ Leasing. ➤ Investment/corporate finance/venture capital. <p>To achieve this mission, the Finance and Investments committee serves as a forum for discussion, a vehicle for lobbying and as an information network for the exchange of ideas concerning finance issues among the business community, Russian fiscal organizations and policy makers of the Russian Federation.</p> <p>The activities of the Finance and Investments committee include: conferences, open meetings and lobbying efforts to address specific finance issues. The Finance and Investments committee also carries out information sharing activities, such as contributions to market updates and newsletters.</p>	
CHAIRMAN (name, job title, company)	Vladimir Ismailov, CFO, Specta Group.	
AEB MEMBER COMPANIES	Alfa Capital, BDO Unicon Business Service, Deloitte, Specta AG, IC Russ-Invest, ING Lease, Ernst & Young, Institute of Business & Economics, KPMG, PBN Company, SGS Vostok Limited, SG Finance, PricewaterhouseCoopers, Strategy Partners, Wermuth Asset Management GmbH.	
NUMBER OF COMMITTEE MEETINGS	3	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Quarterly meetings of the steering committee.	Throughout the year
	➤ Meeting with the Ministry of Economic Development to discuss tax issues related to obstructing development of Leasing in Russia.	January 25, 2008
	➤ CFO Business Breakfast: “Navigating Uncharted Waters: Valuation in the Russian Environment”.	February 19, 2008
	➤ Round Table and Presentation of “S&P Index Services and RTS – New in Exchange Traded Instruments”.	February 27, 2008
	➤ “Planning / Interim for the 2008 Audit Season”, organized by Audit Procedures and Internal Controls Working Group.	March 14, 2008
	➤ Round table and Presentation “Listing Opportunities on the Singapore Exchange”.	March 28, 2008
	➤ Russian Capital Markets: Recent Performance and Prospects (AN ANNUAL INITIATIVE).	September 26, 2008
	➤ Briefing by Igor Artemyev, Head of Federal Anti-Monopoly Service.	October 16, 2007
	➤ Round Table Discussion “Prospects for Leasing in Russia in 2009” organized by the Leasing Working Group.	November 28, 2008
	➤ CFO Business Breakfast: Managing business in Russia in a downturn.	December 16, 2008
	➤ Presentation of AEB annual publication, “How to invest in Russia in 2009” (AN ANNUAL INITIATIVE).	December 19, 2008
PUBLICATIONS	“How to invest in Russia” – an annual guide to theory and practical advice for making an investment in Russia in 2009. December 2008	

HEALTH & PHARMACEUTICALS COMMITTEE

AIM	To consolidate, coordinate and protect the interests of AEB Member companies working in health and pharmaceuticals industries.
CHAIRMAN (name, job title, company)	Sergey Smirnov, General Manager, Novo Nordisk A/S
AEB MEMBER COMPANIES	AstraZeneca Ltd., Bayer Schering Pharma, Boiron, Orion Corporation, Boehringer Ingelheim, Chiesi, Egis, FIC Medical, Herbs Trading / Richard Bittner, Beaufour Ipsen, Merck KGaA, Novo Nordisk, Novartis, Sanofi-Aventis, Servier, Tamro Corporation, UCB (Union Chimique Belge), Zentiva.
NUMBER OF COMMITTEE MEETINGS	4

Like in the previous years, the Health and Pharmaceuticals committee has been fully involved in a the on-going dialogue with the Russian authorities, Ministry of Health and Roszdravnadzor, (RZN). The AEB Pharmaceuticals committee has made its input to the Draft law on medicines, through its involvement in the working groups set up by the Ministry of Health.

A very close partnership with the EC Delegation and in particular, with the DG Enterprise “EU – Russia subgroup on pharmaceuticals” has materialized in the course of several working meetings, which preceded negotiations with the Russian side. Some of the issues discussed included those related to IPR. A continued constructive dialogue and productive partnership have been maintained with the three other major pharmaceutical associations – Association of International Pharmaceutical Manufacturers; Union of Professional Pharmaceutical Organizations; and the Association of Russian Pharmaceutical Manufacturers.

HUMAN RESOURCES COMMITTEE

AIM	To provide a platform for the discussion, exchange of information and lobbying initiatives for human resource decision makers in Russia.
CHAIRMAN (name, job title, company)	Tim Carty, Partner, Ernst & Young (CIS) B.V.
DEPUTY CHAIRMAN (name, job title, company)	Olga Bantsekina, Head of rep office, Coleman Services
AEB MEMBER COMPANIES	Antal International, BAT, Berlitz International, Brunnel CR, CBSD, Coleman Services, Danone, Deloitte, Dirol Cadbury, Ecopsy, Emborg, Ernst & Young, Hay Group, IMW, IN2, Kelly Services, KPMG, Manpower, Marriott Hotel, Mayfair Properties, Nestle, Nissan, Philips, Porsche, PricewaterhouseCoopers, Shell, SHL, TNK-BP, TNT.
NUMBER OF COMMITTEE MEETINGS	6 HR Core Group meetings, plus subcommittees’ meetings.

AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Guide for developing management competencies.	February 2, 2008
	➤ Labour Law violations commonly found during state labour inspections.	March 11, 2008
	➤ Local practice and international trends in sales training and development.	March 21, 2008
	➤ HR Outsourcing in Russia.	April 21, 2008
	➤ HR conference: HR managing growth.	May 16, 2008
	➤ Recruiter's Day.	September 19, 2008
	➤ Career Day in Samara.	September 18, 2008
	➤ HR conference: Bringing Expats to Russia.	October 7, 2008
	➤ Career Day in Stavropol.	October 9, 2008
	➤ Salary Survey Overview.	November 11, 2008
	➤ Career Day in MGIMO.	November 25, 2008
	➤ HR Christmas Party ; topic – Leadership in cold times.	December 5, 2008
	➤ Round Table at MADI University.	December 18, 2008
	➤ Conference in Stavropol State Agrarian University on Employment of Graduates in the time of crisis (RF National Project).	December 19, 2008

In the course of 2008, the HR committee arranged a number of very well attended events. The committee activities at the moment include the arrangement of two major annual conferences. The May 16th conference has become a tradition and will be arranged for the sixth time in 2009. In 2008, 195 people participated in the conference, making it one of the largest HR forums in Moscow and Russia. Another very successful conference – Bringing expats to Russia, deals with relocation of expatriates to Russia. In 2008, the conference was arranged for the third time and attracted about 90 people.

Currently, the committee is split into four subcommittees:

- Compensation and benefits subcommittee (chaired in 2008 by Paddy Wright, KPMG, and now run by Anne Ramsay, Cushman and Wakefield, Stiles and Ryabokobylko).
- Recruitment subcommittee (chaired by Olga Bantsekina, Head of Rep office, Coleman Services).
- Assessment, training and development subcommittee (chaired by Mirka Straathof, Hay Group, Senior consultant).
- Relocation subcommittee (chaired by Angela Baxter, Berlitz International).

The human resources committee has arranged various types of events – conferences, open breakfast meetings, a Christmas party, Recruiter's Day events, etc. A new type of activity, which started in 2007 was the Career Day, organized in MGIMO. The committee has since gone ahead to include other education institutions in Moscow and other regions of Russia (Samara, Stavropol, Ekaterinburg).

In Autumn 2008, the committee prepared a highly successful AEB Business Quarterly magazine devoted to Relocation issues.

According to the feedback received from participants of the AEB HR events, the quality and diversity of events makes the AEB HR committee the best HR forum on the market.

INSURANCE & PENSIONS COMMITTEE

AIM	To provide a level-playing field between local and foreign operators in these sectors and direct technical policy advice to European as well as Russian government officials.
CHAIRMAN (name, job title, company)	Chris Barrett, Partner, Financial Services, Advisory, PricewaterhouseCoopers

AEB MEMBER COMPANIES	ACE Insurance Company CJSC, ACE Life Russia, AIG Insurance and Reinsurance Company, AIG Life Insurance Company, Allianz Insurance JSC, Aviva Insurance Company, Cardif Insurance Company, CMS International, Czech Insurance Company, Euler Hermes Kreditversicherungs-AG, Fortis Life Insurance, General Cologne Re, If Insurance Russia, Ingosstrakh Life, ING Life Insurance ZAO, Insurance Company “Credit Europe Life”, Insurance Company “ERGO Life” Ltd., Insurance Company “ERGO Russ”, Munich Life Reinsurance Company Eastern Europe/Central Asia, PricewaterhouseCoopers, Raiffeisen Non-State Pension Fund, Renaissance Life Insurance Company L.T.D., Rosgosstrakh, Russian Reinsurance Company, Russian Standard Insurance, SCOR Global Life, Sogaz Life, Sogecap Life Insurance, Swiss Reinsurance Company.	
NUMBER OF COMMITTEE MEETINGS	<ul style="list-style-type: none"> ➤ 3 general Committee meetings. ➤ 4 meetings of Working Groups. ➤ 2 meetings with Government Officials. 	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Open session: Actuarial Seminar.	April 23 and 24, 2008
	➤ Open session: “Unit Linked Products” Practical Seminar.	October 22, 2008

In addition to its regular meetings with Insurance market regulating authorities, the AEB Insurance and Pensions committee held a series of practical seminars devoted to actuarial questions and use of Unit Linked products in Russian insurance market.

IT & TELECOM COMMITTEE

AIM	To promote the interests of AEB member companies in Telecom & IT through governmental liaison and information exchange, to assist AEB members on changes, best practices, legal and regulatory issues in IT and Telecom.	
CHAIRMAN (name, job title, company)	Natalia Schneider, Corporate Affairs Director, Telenor	
AEB MEMBER COMPANIES	Antor Business Solutions, Gieseke & Devrient Technology Ltd, IBS, IT Express, Luxoft, Nokia-Siemens, Russia Consulting, Staffwell, Telenor, Xeratech.	
NUMBER OF COMMITTEE MEETINGS	11	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Open session: B2B meeting, PROGNOZ presentation.	February 07, 2008
	➤ Open session: B2B meeting, V. Makarov, President, RUSSOFT.	March 18, 2008
	➤ Round Table “Adaptation of Corporate IT Systems of European companies to the Russian Environment”.	April 25, 2008
	➤ Round Table “Bridging the Gap in the Consumer Products Value Chain”.	September 23, 2008
	➤ Round table “Regional Development: Infrastructure”.	October 15, 2008
	➤ Working Breakfast “ IT for CEOs: Possibilities for Reducing Business Risks in a Crisis.	December 2, 2008

Throughout the year, the IT-Telecom committee organized a number of open meetings, which were well attended despite their rather technical topics. A series of highly qualified speakers from various companies and state officials contributed their experiences and strategic vision to the discussions.

LEGAL COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To provide legal support services (informational briefings and seminars, regular legislation updates) to AEB Members. ➤ To participate in Russian legislation proceedings in the interest of all AEB members. ➤ To promote the exchange of companies' practical experiences, related to different legal aspects, 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 to the Russian legislation, i.e. motivate implementation and application of existing international standards. ➤ To participate in the Russian legislation procedure, presenting international experiences and lobbying AEB members' interests and hold open discussions in order to share AEB members' practices with the Russian Authorities. 	
CHAIRMAN (name, job title, company)	Sergey Stefanishin, Director, Tax & Legal Department, Ernst & Young (CIS) B.V. branch in Moscow	
DEPUTY CHAIRMAN (name, job title, company)	Alex Stolijarskij, Laywer, Beiten Burkhardt Maria Shangina, Associate, Vinson & Elkins LLP	
AEB MEMBER COMPANIES	Baker & McKenzie CIS Ltd., Baker Botts L.L.P., Beiten Burkhardt, BBH Legal, CMS Russia, Deloitte, Dewey & LeBoeuf, Denton Wilde Sapte, DLA Piper, Ernst & Young, Gide Loyrette Nouel, International Road Transport Union (IRU), KPMG, Macleod Dixon LLP, Magisters, Marks & Sokolov, LLC, Mazars, Noerr Stiefenhofer Lutz, PGP, Porsche Russland, PricewaterhouseCoopers, Roedel & Partner, Salans, Secretan Troyanov Scher, Smithbridge Advisory Services Ltd., Vinson & Elkins L.L.P.	
NUMBER OF COMMITTEE MEETINGS	14, including meetings held by the working group on corporate legislation.	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Meetings with MEDT representatives on the issue of corporate legislation.	January 22, 2008
	➤ Software Contracts and Part 4 of the Civil Code, organized by the IP sub-committee.	January 31, 2008
	➤ A comparison of EU and Russian regulations on investments into strategic sectors of the economy.	February 26, 2008
	➤ Doing Business in Ukraine: Recent Trends in the investment climate.	April 2, 2008
	➤ Enforcement proceedings: new rules for executors and debtors.	May 27, 2008
	➤ Real Estate: Legal, Tax and Technical aspects.	September 10, 2008
	➤ Meeting with the Federal Antimonopoly Service.	September 25, 2008
	➤ Main trends of the anticorruption policy: experience and tendencies.	December 11, 2008

The year 2008 has been an interesting and an active year for the Legal committee members.

The experts within the Legal committee have been actively collaborating with the RF State Duma, Federal Anti-monopoly Service and the RF Ministry of economic development in its work on the FL-57 strategic sector law, anti-corruption legislation, corporate legislation, presidential anti-crisis plan and many others issues. In line with the AEB's active involvement in the ongoing modification of the Russian legislation on foreign investments in strategic sectors of the economy (FL 57), the Legal committee held a major open event, "A comparison of EU and Russian Regulations on Investments into strategic sectors of the economy", in February, 2008 and an important meeting in September, 2008 with Ms. Levchenko, Head of Foreign Investments Control Department of the Federal Antimonopoly service, regarding the implementation of Federal Law 57.

Another initiative which the Legal committee undertook in its efforts to promote cooperation with the State Duma is the review of and comments on the Anti-corruption package (FL 273, dated December 30th, 2008).

MACHINE BUILDING & ENGINEERING, OPERATIONAL FROM MAY 2008

AIM	<p>The Main objectives of the committee are:</p> <ul style="list-style-type: none"> ➤ To take part in governmental policy making, in the areas related to Russia's power and machine building industries, in an effort to create clear rules aimed at promoting 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 the implementation of new technologies. ➤ To render support to 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. 	
CHAIRMAN (name, job title, company)	Peter Kraemer, Vice-President, EMAlliance	
DEPUTY CHAIRMAN (name, job title, company)	Juan Ccahuana Tito, Director Power Generation, Products, Solutions, Services, Siemens Ltd	
AEB MEMBER COMPANIES	Alstom, Austrian Energy & Environment, Caterpillar, EMAlliance, Manpower, MEP Engineering LLC, Metso, Poyry Energy Oy, RAM Engineering Russia, Siemens, Simon-Kucher & Partners, STS Logistics, ThyssenKrupp AG.	
NUMBER OF COMMITTEE MEETINGS	4	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Open session: Machine Building & the Global Financial Crisis.	December 11, 2008

MIGRATION COMMITTEE (FORMER VISA TASK FORCE)

AIM	<ul style="list-style-type: none"> ➤ To contribute to the establishment of a long term EU–Russia visa–free regime. ➤ To monitor legal developments in the Russian market in the field of migration. ➤ To promote the exchange of companies’ practical experience, related to migration issues in the Russian Federation and European Union countries. ➤ To build a strong relationship with various immigration and labor authorities, to enable lobbying on immigration related issues and hold open discussions and share information when needed. ➤ To keep AEB member companies updated in order to avoid possible immigration related risks and make effective business planning. ➤ To encourage representatives of AEB member companies, to participate in the migration committee’s regular meetings, so as to ensure IC awareness of all important issues and for the possibility of a follow-up if necessary. ➤ To organize meetings, round tables and joint events, involving the participation of the Russian Migration Authorities. 													
CHAIRMAN (name, job title, company)	Ludmila Shiryaeva, Senior Manager, Human Capital Department, Ernst & Young (CIS) B.V.													
DEPUTY CHAIRMAN (name, job title, company)	Alexey Filipenkov, Partner, Visa-Delight Timur Beslangurov, Partner, VFBS													
AEB MEMBER COMPANIES	Alinga Consulting Group, LLC, Alrud, Smithbridge Advisory Services Ltd., Alrud, Baker&McKenzie, Beiten Burkhardt, BNP Paribas, Consulting and Visa Service, CMS Russia, Deloitte, Deutsche Bank, DLA Piper, Ernst & Young (CIS) Limited, KPMG, Mazars, Noerr Stiefenhofer Lutz, Norman DL, Pavia & Ansaldo, PGP, PricewaterhouseCoopers, Roedl & Partner, Vinson & Elkins, Visa Delight, VISTA Foreign Business Support.													
NUMBER OF COMMITTEE MEETINGS	8													
AEB OPEN EVENTS ORGANISED	<table border="1"> <thead> <tr> <th data-bbox="491 1335 1174 1379">Event Title</th> <th data-bbox="1182 1335 1442 1379">Event Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="491 1391 1174 1458">➤ Participation in the Working Group at the RF State Duma, regarding migration legislation.</td> <td data-bbox="1182 1391 1442 1458">April 21, 2008</td> </tr> <tr> <td data-bbox="491 1469 1174 1615">➤ Meeting with Mr. M. Antoshin, Head of visa and registration department, UFMS in Moscow, describing the problematic issues related to visa application and companies’ registrations with the UFMS.</td> <td data-bbox="1182 1469 1442 1615">May 14, 2008</td> </tr> <tr> <td data-bbox="491 1626 1174 1682">➤ Official meeting with Mr. F. Karpovets, Head of UFMS Moscow.</td> <td data-bbox="1182 1626 1442 1682">June 27, 2008</td> </tr> <tr> <td data-bbox="491 1693 1174 1771">➤ Meeting with the participation of Mr. O. Artamonov, Deputy Head of the FMS, FMS representatives and the AEB CEO.</td> <td data-bbox="1182 1693 1442 1771">July 23, 2008</td> </tr> <tr> <td data-bbox="491 1783 1174 1910">➤ The AEB Migration Committee’s (VTF) Annual Conference – “Recent trends in the Russian Migration system”, with the participation of the RF Federal Migration Services.</td> <td data-bbox="1182 1783 1442 1910">October 21, 2008</td> </tr> </tbody> </table>	Event Title	Event Date	➤ Participation in the Working Group at the RF State Duma, regarding migration legislation.	April 21, 2008	➤ Meeting with Mr. M. Antoshin, Head of visa and registration department, UFMS in Moscow, describing the problematic issues related to visa application and companies’ registrations with the UFMS.	May 14, 2008	➤ Official meeting with Mr. F. Karpovets, Head of UFMS Moscow.	June 27, 2008	➤ Meeting with the participation of Mr. O. Artamonov, Deputy Head of the FMS, FMS representatives and the AEB CEO.	July 23, 2008	➤ The AEB Migration Committee’s (VTF) Annual Conference – “Recent trends in the Russian Migration system”, with the participation of the RF Federal Migration Services.	October 21, 2008	
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The AEB Migration committee had a very efficient and at the same time difficult year. Experts within the Migration committee initiated a series of meetings with the Federal Migration Service. The committee also sent official requests, regarding migration matters. The most important letters were sent to:

- S. Naryshkin, Deputy Head of the Russian Government, with respect to the migration problems faced by the European companies working in Russia.
- F. Karpovets, Head of Moscow UFMS, with respect to visas, quotas for CIS employees, work permits and migration registration.
- A. Isaev, Head of the RF State Duma Committee on Labor and Social Development, with respect to secondment, outstaffing and outsourcing.
- M. Antoshin, Head of Visa and registration department, UFMS in Moscow, describing the problems related to visa application and companies' registration with the UFMS.
- A. Aksenov, Head of Visa and registration department, FMS of Russia.
- M. Evdokimov, Deputy Director of the European Cooperation Department, Ministry of Foreign Affairs, on issues regarding migration.
- D. Medvedev, First Deputy Head of the Russian Government, on issues regarding migration.
- S. Voskresensky, Deputy Minister of economic development, on issues regarding migration
- S. Voskresensky, Deputy Minister of economic development, regarding the European migration procedure.
- K. Romodanovsky, Head of FMS Russia, on the issue of quota exhaustion.
- K. Romodanovsky, Head of FMS Russia, based on a request by Mercedes-Benz Rus ZAO and Volkswagen Group Russia OOO.
- F. Karpovets, Head of Moscow UFMS, on the issue of quota exhaustion.
- O. Artamonov, Deputy Head of FMS Russia, on the question of quota exhaustion.
- The AEB Migration committee (VTF) request letter to Mr. Romodanovsky, Head of Russian FMS, regarding the new work permit application procedure for the airline companies and AEB members.
- The AEB Migration committee (VTF) request letter to the RF Ministry of health and social development, regarding the Minzdrav Decree #355 and its implementation.
- The AEB Migration committee (VTF) letter to the FMS Russia, regarding the Minzdrav Decree # 355 and its implementation.
- The AEB Migration committee (VTF) letter to the RF Ministry of health and social development, regarding quotas for the issue of invitations to enter Russia for the purposes of employment and business travel for foreign nationals within the Russian Federation.
- The AEB Migration committee had a series of meetings with representatives of the Federal Migration Service, Ministry of Health and Social Development and the EU Authorities. Problem areas in the migration system were discussed, as well as ways to combine efforts to ensure a simplified visa regime between the EU and Russia.

The AEB talked about an urgent need for clarification on the new agreements between the EU and Russia and further work on them at the highest levels.

The FMS one window approach application procedure for the AEB members is the result of a successful, joint effort of the AEB and the Federal Migration Service (FMS).

PR & COMMUNICATIONS COMMITTEE

AIM	To provide for a level-playing field between Communications and PR experts from European and Russian businesses, and experienced consultancy representatives, to discuss and exchange information and advice on the best practices in Russia.
CHAIRMAN (name, job title, company)	Ursula Colgan, Deputy Country Manager, Russia, Mmd Corporate Public Affairs & Public Relations Consultants
DEPUTY CHAIRMAN (name, job title, company)	Anna Georgieva, Head of Marketing Communications, BNP Paribas Group

AEB MEMBER COMPANIES	AIG Life Insurance Company, Banque Societe Generale Vostok, Bank WestLB Vostok, BNP Paribas Retail Banking, Cetelem in Russia, CNC Communication & Network Consulting, Cushman&Wakefield Stiles & Riabokobytko, Deloitte, Deutsche Bank Ltd., DuPont Science & Technologies, Eurocopter Vostok, FE Communications, ING Wholesale Banking, International Road Transport Union, IPF Bank, KPMG, Mannheimer Swartling, Manpower CIS, Mazars, Media Consulta, Mmd Public Relations, Nestlé, PBN Company, Ruperti Project Services International Ltd., Sheremetyevo International Airport, Standard Bank, Tenneco Automotive Europe.	
NUMBER OF COMMITTEE MEETINGS	4	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Open session: Managing Reputation in Economic Crisis	November 13, 2008

The AEB PR and Communications committee started its activities in 2008. Since then, the committee has become a valid discussion platform for European businesses and experienced consultancy representatives to discuss and exchange information and advice on the best PR and Communications practices in Russia.

The committee started its activities in a global economic crisis environment that created serious challenges for business across many industries. Therefore, one of the primary goals was contributing to the effective management of AEB enterprises' reputational risk, by providing advice and information regarding crisis communication techniques.

REAL ESTATE COMMITTEE

AIM	To facilitate the distribution of industry experts experience among the AEB member companies whose business is connected with the Real Estate sector and support them in applying this new knowledge to achieve a higher standard of service.
CHAIRMAN (name, job title, company)	Adrian Salter, General Director, MEP Engineering
DEPUTY CHAIRMAN (name, job title, company)	Yury Yudakov, Head of Office Department, Praedium
AEB MEMBER COMPANIES	A&D Premier architectural bureau, ASTERA, BEITEN BURKHARDT, Bene Office Furniture, Black Stone Keeping Company, Blackwood Real Estate, BSN-Real Ltd, Clearlink, Cushman & Wakefield Stiles & Riabokobytko, DTZ, Engineerincs, Ghelamco LLC, IntermarkSavills, Jones Lang LaSalle, Kinnarps, Knight Frank LLC, KPMG, Legrand, Magister & Partners, Mannheimer Swartling Ryssland Advokataktiebolag, Mayfair Properties LLC, MEP Engineering, OOO Rhine Capital, RFT Project Management, Praedium, PricewaterhouseCoopers, Ruperti Project Services International Ltd, SIS International, Solo Office Interiors, Sunbury Heights Project Management, Turner&Townsend.
NUMBER OF COMMITTEE MEETINGS	4 general meetings 6 brainstorming meetings

AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ What is the logic behind logistics in Russia?	March 5, 2008
	➤ To rent, purchase or build to suit a new office?	April 22, 2008
	➤ Excursion to a completed site Krylatskiye Kholmy	May 26, 2008
	➤ What is the future for the Moscow residential market?	June 4, 2008
	➤ Real Estate: Legal, Tax and Technical aspects – joint event with Legal Committee.	September 10, 2008
	➤ What is the true cost of an office fit-out?	September 16, 2008
	➤ Green Buildings.	September 30, 2008
	➤ Fastest developing regional cities.	December 18, 2008

SOUTH REGIONAL STEERING COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To solve problems connected with business development of international companies in Krasnodar Territory. ➤ To promote the investment image of South Russia and its district regions. ➤ To ensure a mutually profitable cooperation between the international companies and the local authorities. ➤ To promote foreign investment attraction to Krasnodar Territory; therefore, attraction of new members to the Committee. 	
CHAIRMAN (name, job title, company)	Zharko Oleg; Manager Corporate Affairs South, Philip Morris Kuban	
DEPUTY CHAIRMAN (name, job title, company)	Popova Lyubov; Director General, Knauf Marketing Krasnodar Vysokov Vasilij; Director General, Center-Invest Bank	
AEB MEMBER COMPANIES	ABY (Advocatory Bureau Yug), Alcoa Rostov, Ancor, Austrian Airlines, Bonduelle Kuban, Bonnier Press, BSGV, Cargill Yug, Caspian Pipeline Consortium, Center-Invest Bank, Claas, Knauf Marketing Krasnodar, Krasnodarexpo, Lufthansa Rostov, Mauer Group, Nestle Kuban, Philip Morris Kuban, Reiffeisenbank Austria, STS Logistics, Unicreditgroup Bank.	
NUMBER OF COMMITTEE MEETINGS	8 Committee Strategic Group meetings. 2 Receptions.	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ 18th International South Architectural Forum.	February 28, 2008
	➤ HR conference, “HR Synergy and Business Strategies”.	October 23, 2008
	➤ First session of the South Russia Business Club.	October 29, 2008
	➤ Conference, “15 Years of Foreign Investments in the Krasnodar Territory’s economy”.	December 04, 2008

As of today, we are fully satisfied with the work that was carried out in 2008.

As a result of our activities, the Association of European Businesses and the committee itself possess a steady reputation among the local authorities, mass media and business representatives. Aside from the open events that we organized in 2008, the following committee activities were carried out:

A Consultative Council of Foreign Investments was established within the Krasnodar Territory. The council is currently very active.

- Under the mayor of Krasnodar Territory, representatives of the committee were invited to become members of the Economic Council.
- The committee actively cooperated with the Professional Regional PR-club and Association of Regional Department of Journalists in the Russian Federation, at the event – “Corporate Charity: Basic Tendencies, Problems and New Horizons in Krasnodar Territory”.

SAFETY, HEALTH, ENVIRONMENT AND SECURITY

AIM	<ul style="list-style-type: none"> ➤ To contribute to the state policy development regarding workplace safety, environmental protection and other related concerns to ensure the security of business processes and to provide for clear regulations that can boost market development and create equal conditions for all market participants. ➤ To support and adjust European companies' business methodologies to suit the Russian market environment, reduce investment and operational risks and overcome administrative barriers. ➤ To promote the implementation of security, workplace safety and environmental protection standards in companies operating within the Russian market. ➤ To motivate the implementation and application of existing international standards on security, workplace safety and environmental protection (ISO, OHSAS), promote sharing and interface with the Russian state government authorities (Rostekhnadzor, Rosпотrebnadzor). ➤ To monitor the development and changes to the Russian legislation in terms of business security, workplace safety and environmental protection. ➤ To develop recommendations related to counterterrorism actions; countering corruption; fraud; illegal and infringement production; and trademark and intellectual property protection, taking into account specific features of the Russian economy and the various regions. ➤ To share the experience of different methodologies, considering the applicability to existing and specific conditions in various Russian regions. 	
CHAIRMAN (name, job title, company)	Mikhail Balev, Business Development Director, MIG Security Services	
AEB MEMBER COMPANIES	BASF, BAT Russia, Branan, Control Risks, E.ON Russia, ERM Eurasia Limited, Komatsu CIS, MIG Security Services, Noerr Stiefenhofen Lutz, Mannheimer Swartling, Mol Rus, British Petroleum, SGS Vostok Limited, Shell, Siemens, Lafarge, Rhodia, Pepeliaev, Goltsblat & Partners, PricewaterhouseCoopers, Risk Advisory Group, TNT Express, Toyota Motor, British-American Tobacco, Upravlenie Delami – M.	
NUMBER OF COMMITTEE MEETINGS	8	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Managing risks in Russia: latest trends in environmental safety and security.	December 9, 2008

The AEB Safety, Health, Environment and Security committee was created in May 2008. The impetus to create the committee was a continuous increase in real problems related to business and investment risks under Russian market conditions. One must admit that the days of spontaneous business activity and haphazard entrepreneurship are gradually fading in Russia. Thus, prudent planning, resource optimization and risk reduction become the highest priorities. As a consequence, new requirements are established for workplace safety, environmental protection, and security assurance. The basis for these requirements is expediency, efficiency, and economic feasibility. The AEB Safety, Health, Environment and Security committee aims to reach these goals in its activities.

Every month, experts within the SHES committee, present to the AEB members' attention the Environment, Health, Safety and Legal updates.

TAX COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To monitor tax legislation developments, subordinate acts and court practices. ➤ To monitor envisaged changes to the tax code, with respect to transfer pricing. ➤ To inform AEB Members on important changes to the tax legislation and tax reforms. ➤ To cooperate with the relevant ministries – The Ministry of Finance (MinFin) and the Russian government, on tax issues. ➤ To organize regular meetings, open events and conferences for AEB members. ➤ To present the AEB’s position on tax matters, before the Russian government and ministries. 	
CHAIRMAN (name, job title, company)	Alina Lavrentieva, Partner, Tax & Legal Services, Consumer Industrial Products, PricewaterhouseCoopers Russia B.V.	
DEPUTY CHAIRMAN (name, job title, company)	Vadim Zaripov, Head of Analytical Service, Pepeliaev, Goltsblat & Partners Tatiana Kirgetova, Senior Tax Lawyer, Gide Loyrette Nouel Moscow Office	
AEB MEMBER COMPANIES	Alinga Consulting Group, Alrud, AstraZeneca, Baker Botts L.L.P., Baker&McKenzie, Bauke van der Meer, Banque Societe Generale Vostok, BBH Legal, Beiten Burkhardt, BNP Paribas, Boiron, Calyon Rusbank, CMS Russia, Calyon, Continental Tires RUS, Deloitte, Denton Wilde Sapte, Deutsche Bank, Dexia Bank, DLA, Ernst & Young (CIS) Limited, Gide Loyrette Nouel, Grant Thornton Trid ZAO, KPMG, Mazars, Noerr Stiefenhofer Lutz, Pavia & Ansaldo, Pepeliaev, Goltsblat & Partners, PricewaterhouseCoopers, Raiffeisenbank, Roedl & Partner, Russia Consulting, Salans, Shell, TNK-BP Management.	
NUMBER OF COMMITTEE MEETINGS	10	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Part IV of the RF Civil Code: Legal and Tax Aspects.	April 3, 2008
	➤ Current trends in tax dispute resolution.	June 20, 2008
	➤ Inclusion of Royalty into Customs Value of Goods: Terra Incognita?	October 30, 2008
	➤ Development of the tax system in 2008, prospects for 2009–2011.	December 3, 2008

The 2008 year was full of interesting events with the participation of the Ministry of Finance, RF State Duma and representatives of other governmental institutions. Amongst other issues, the following were the most important programmes carried out:

The Tax committee, in cooperation with the AEB IP Sub – committee, organized an open event, “Part IV of the RF Civil Code: Legal and Tax Aspects”, with the participation of the Ministry of Finance and Federal Service for Intellectual Property, Patents and Trademark (ROSPATENT).

On June 20th, 2008, the Tax committee held an Open Event on “Current Trends in Tax Dispute Resolution”, with the participation of the Russian Supreme Court of Arbitrage (SAC).

On the 30th of October 2008, the committee organized an AEB Business Meeting, “Inclusion of Royalty into the Customs Value of Goods: Terra Incognita?”. Ms. Larissa Bondar and Mr. Egor Smitienko, representing the RF Ministry of Finance and the Federal Customs Services respectively, were present at the event.

AEB Tax committee prepared and submitted a query to the RF Ministry of Finance regarding the deductibility of License payments (royalty) for profits tax purposes, asking the Ministry to clarify the tax treatment of the issue in the light of the current tax legislation. The RF Ministry of Finance replied the AEB Tax committee’s query. The ministry stated that if the license fees (royalties), paid to rights holder for the right to use trademarks, are supported by documents and aside from that, a tax payer can confirm the use of trademarks in the course of its income generating activity, the respective expenses can be deducted for the profits tax purposes.

On December 3rd, 2008, the AEB Tax committee held its final and grand event for the year 2008; a conference, “Development of the tax system in 2008, prospects for 2009–2011”, with the participation of Mr. Shatalov, Deputy Minister of Finance RF and Mr. Orlov, Chairman of Expert Council on tax legislation under the RF State Duma Committee on budget and tax. The committee’s conference had over than 120 participants and was a great success.

TECHNICAL REGULATION AND STANDARDISATION TASK FORCE (TRS TF)

AIM	The Task force aims to identify and act on the major problems identified in the field of Technical Regulation and Standardisation, especially in the frame of reform of the Technical Regulation in Russia.	
CHAIRMAN (name, job title, company)	Isabelle Heller, Director M.A.M. Consulting (until March 2008) Vladimir Ovcharov, Head GOST R Competence Centre, SGS Vostok Limited (after the 2008 committee elections)	
AEB MEMBER COMPANIES	ABB, Air Liquide, Atlas Copco, BASF, Bayer, Candy Elettrodomestici, Continental Tires Russ LLC, Caterpillar, DuPont, Ernst & Young, Honda Motor Rus LLC, Mazda Motor Rus OOO, Michelin, Mercedes-Benz Russia, Nestle, Noerr Stiefenhofer Lutz, Philips, Renault, Royal Haskoning, Saint-Gobain, Schneider Electric, SGS, Siemens, ThyssenKrupp. In Partnership with: ➤ Russian Union of Industrialists and Entrepreneurs committee for technical regulation, standardisation and conformity assessment. ➤ EC Delegation. ➤ European Committee for Electro technical Standardisation (CENELEC). ➤ Economic Mission of the French Embassy.	
NUMBER OF COMMITTEE MEETINGS	6	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ “Management Systems and their Integration in Business: Experience of European Companies in Russia. International standards- ISO 9001, ISO 14001, OHSAS 18001”.	December 3, 2008

In February 2008, a survey was conducted among AEB member companies with the aim of identifying issues related to TRS TF and focusing on areas which should be a priority for the task force.

In line with the ongoing EU – Russia Regulatory dialogue and the active role the task force is supposed to play in this process, the following major activities were carried out in 2008:

- A partnership on a wide spectrum of issues, with the committee for technical regulation, standardisation, and conformity assessment of RSPP. A permanent flow of information and cooperation was established.
- The TRS TF was represented in several conferences organized by the Ministry of Industry and Trade and RSPP on standardisation and technical regulation issues.
- The TRS TF was likewise represented in an RSPP backed International conference on standardisation held in London, UK in October 2008. At the conference, a paper was presented by Vladimir Ovcharov, who spoke on behalf of the AEB Technical Regulation and Standardisation Task Force.
- The TRS TF established a working contact with the European Engineering Industries Association and the European Commission, and agreed with the relevant institutions on the possibility of integrating representatives of the AEB Task Force into the EU-RF Industrial and Enterprise Policy Dialogue’s respective sub-groups, which are groups that deal with the regulatory agenda. The Task Force already participated in several of such meetings.

It was proposed that Task Force representatives from different industries, be included in the expert commissions initiated by the Ministry of Industry and Trade, in particular, concerning issues related to the new Technical Regulations.

TRANSPORT AND CUSTOMS COMMITTEE

AIM	<ul style="list-style-type: none"> ➤ To lobby the concerns of member companies through dialogue with the Federal Customs Service and other governmental bodies of the Russian Federation and to promote the application of industry standards in accordance with the best international business practices and trade facilitation principles. ➤ To provide AEB members with quality information on developments in customs regulations and facilitate focused business networking. 	
CHAIRMAN (name, job title, company)	Dmitry Cheltsov, General Manager, Itella	
DEPUTY CHAIRMAN (name, job title, company)	Galina Dontsova, Senior Manager, Customs Support, Ernst & Young (CIS) B.V. Dmitry Larionov, Senior Officer, Policy, International Road Transport Union	
AEB MEMBER COMPANIES	Alcoa, Bayer, BMW, Deloitte, DHL, DLA Piper, Ernst & Young, Ford, Honda, IRU, Itella, Karlshamn Express, Nissan, Pepelyaev, Goltsblat & Partners, PricewaterhouseCoopers, Shell, Sheremetyevo Airport, Targo Group, TNT.	
NUMBER OF COMMITTEE MEETINGS	11	
AEB OPEN EVENTS ORGANISED	Event Title	Event Date
	➤ Customs Conference.	February 28, 2008
	➤ Preparation of the AEB Position Paper (transport and customs section).	Twice a year
	➤ Round table on Road Transportation Development (EU-Russia transport dialogue, transport corridor East-West), arranged at EU Delegation in Moscow with the assistance of the IRU and the Embassy of Portugal.	March 20, 2008
	➤ Meeting with Oleg Shokhin, Deputy Head of Federal Customs Service, FCS office.	July 16, 2008
	➤ Round Table on Road Transportation Development, jointly with IRU.	November, 2008

The main format of the Committee's activity is an internal discussion on sensitive issues which AEB member companies face in Russia. For six consecutive years, the committee has organized an annual Customs conference with the support of the Federal Customs Service. The conference takes place in St Petersburg.

Once a year, the committee holds meeting between the AEB's CEO, the Transport and Customs core group and Sergey Shokhin, Deputy Head of FTS. In 2008, Mr. Shokhin confirmed quarterly FTS meetings with AEB members and a restoration of the customs hot line, which is perceived as a substantial achievement of the committee.

Jointly with the International Road Transport Union (IRU), the committee members participate actively in the EU-Russian transport dialogue, which has been developing for the last four years. Round table discussions on the road transport problems are held twice a year at the embassy of the country presiding in the EU. They are organized in cooperation with the European Commission's Delegation in Moscow and cover important issues of common interest to the European and Russian businesses.

NON-PROFIT MAKING PARTNERSHIP “ASSOCIATION OF EUROPEAN BUSINESSES”

Balance sheets as of 31 December 2008 and 31 December 2007

	31 December 2008 (in EUR'000)	31 December 2007 (in EUR'000)
ASSETS		
Intangible assets	8	18
Fixed assets	110	17
Deferred tax assets	5	-
Total non-current assets	123	35
Inventories	12	11
Deferred expenses	20	19
Accounts receivable	53	28
Advances paid	138	61
Other receivables	10	7
Cash and cash equivalents	761	869
Total current assets	994	995
Total assets	1,117	1,030
EQUITY AND LIABILITIES		
Accumulated deficit	(48)	(25)
Currency translation reserve	(52)	(17)
Profit / (loss) for the year	299	(23)
Total equity	199	(65)
Prepaid memberships	750	983
Deferred tax liabilities	11	-
Accounts and notes payable	19	6
Payroll accruals	20	31
Social funds and taxes	32	17
Advances received	66	48
Provisions	14	10
Other payables	6	-
Total current liabilities	918	1,095
Total equity and liabilities	1,117	1,030

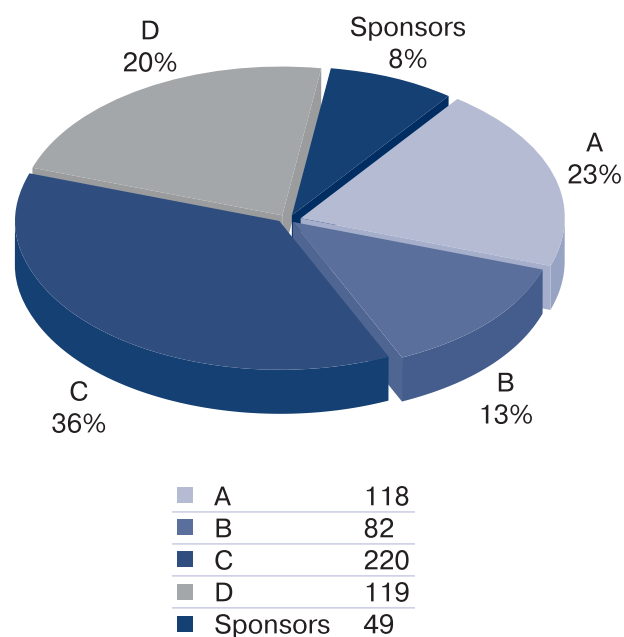
NON-PROFIT MAKING PARTNERSHIP “ASSOCIATION OF EUROPEAN BUSINESSES”**Statements of income for the years ended 31 December 2008 and 31 December 2007**

	2008 (in EUR'000)	2007 (in EUR'000)
Membership fees	1,894	1,262
Events	349	261
Publications	103	104
Other revenue	103	38
Total income	2,449	1,665
Total expenses	(2,115)	(1,673)
Profit / (loss) before tax	334	(8)
Current profit tax	(30)	(15)
Deferred profit tax	(5)	-
Net profit / (loss)	299	(23)

MEMBERS BY COUNTRY

Austria	20
Belgium	10
Bulgaria	1
Canada	1
Cyprus	13
Czech Republic	6
Denmark	18
Finland	32
France	73
Germany	90
Greece	1
Hungary	4
Ireland	7
Italy	10
Japan	5
Latvia	1
Liechtenstein	2
Lithuania	2
Luxembourg	4
Netherlands	35
Norway	6
Poland	3
Qatar	1
Republic of Korea	2
Russia	93
South Africa	1
Spain	6
Sweden	21
Switzerland	31
Turkey	2
UK	81
Ukraine	2
United Arab Emirates	1
USA	25
Total	610

MEMBERS BY CATEGORY



MEMBERSHIP FEES

CATEGORY	ANNUAL FEE, euro	LEVEL OF PARTICIPATION
SPONSORSHIP	8,500	12 Assigned Members
CATEGORY A	5,750	8 Assigned Members
CATEGORY B	3,500	5 Assigned Members
CATEGORY C	2,000	3 Assigned Members
CATEGORY D	750	2 Assigned Members
INDIVIDUAL Member	750	1 Assigned Member