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ANNUAL  
REPORT  
2012

ANNUAL  
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## STATEMENT OF THE AEB BOARD CHAIRMAN AND THE AEB CEO

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It is with great pleasure that the members of the Board, the Council of National Representation, the Auditing Commission, and the Chairpersons of our committees present to you the AEB's Annual Report for 2012.

The AEB is considered to be the strongest foreign business association in Russia, with a 17-year track-record of effective lobbying and networking. The year 2012 saw many achievements for the Association, both internally and with regard to activities carried out on behalf of its member companies. We are proud to represent the interests of over 600 European companies active in Russia, from small-sized newcomers to major multinational corporations, from 22 countries in Europe. The Association's membership also includes key companies from Russia, America, Japan, Korea and elsewhere.

Needless to say, we will continue to do our best to represent their interests in the dynamic Russian market.

2012 was also marked by the continued development of successful cooperation with Russian government bodies as well as with the European Union Delegation in Russia. We are pleased to see that the opinions and views of the AEB are taken into consideration by the Russian authorities at the highest levels. The AEB's opinion and expertise is increasingly sought after by policy makers and the authorities, particularly with regard to the possible impact of draft laws on business and on the investment climate in various industries.

AEB experts have been actively involved in submitting comments on the draft laws being drawn up by the Russian authorities and this work will be intensified in 2013. In 2012, the AEB lobbied for the interests of European businesses through active participation in the drafting and implementation of several legislative measures and federal programs: the draft law banning out-staffing and secondment, the draft law amending the Federal Law on waste management, and other issues with regard to Civil Code reform, public-private partnerships, insurance, customs and technical regulations. The AEB also participated in inter-ministerial discussions, round tables and briefings on the possible liberalisation of parallel imports, and has been actively cooperating with the Ministry of Economic Development on the regulatory impact assessment of draft laws and by-laws.

The backbone of the Association is its committees. In 2012, the number of AEB committees, sub-committees and working groups increased, and it continues to grow. This is a strong sign that our member companies trust us to represent their business interests in a broad range of economic sectors in Russia. Currently, the AEB is the only business association that represents almost all industrial sectors through its committees.

The AEB continues to represent the interests of its member companies in the Regions of Russia. In St. Petersburg, in addition to the existing sub-committees (HR & Migration; Manufacturing; Legal & Taxation; Customs, Transport & Logistics), one more

sub-committee — Construction & Real estate — was established. In 2012, AEB representatives joined the Investment Council of the government of St.Petersburg. General Consulates in St.Petersburg, and the European Union Delegation to the Russian Federation, treat the AEB North-Western Regional Committee as an adviser and reliable partner for European companies in the North-West Region.

The South Regional Committee is also developing. Currently it brings together 36 companies: leading foreign investors and international banks that have affiliates operating in the Krasnodar, Rostov-on-Don and Stavropol regions, and the Adygei republic. The committee took part in the formation of an updated Advisory Board on foreign investments for the Governor of Krasnodar Region. In 2012, the Committee supported new investors who were going to operate in the Region. The Committee organised events devoted to the interaction of small, medium-sized and large business, to business and the authorities, and their influence on the development of the Region. It is becoming one of the leading business associations in the area.

The AEB continued to work on improving the services available to our members. Training sessions are now a constant when it comes to AEB activities. The AEB Loyalty Programme continued providing member companies with generous discounts in several sectors, including hotels and restaurants.

In December 2012, the AEB chose by tender an operator for its Voluntary Medical Insurance programme for the next three years. Allianz will provide AEB members with high-quality services at affordable rates.

Also, the AEB assists its members with work permits and on the question of quota issues. In 2012, the small fee for this service was abolished, so it is free of charge for all AEB member companies.

2012 was also rich in terms of events held and supported by the AEB. The extensive program of events, more than one hundred, included regular informal meetings under the general name of EuroReceptions, as well as conferences, seminars, briefings and round-table discussions dedicated to vital aspects of running a business in Russia.

Overall, the year 2012 was a successful one for the Association. But none of these achievements would have been possible without our member companies. Therefore, last but not least, the AEB would like to thank all its members for their unwavering support, as this played a key role in motivating the Association to go to such lengths to see its members' interests properly represented.

Yours sincerely,

REINER HARTMANN  
Chairman of the Board

FRANK SCHAUFF  
Chief Executive Officer

Association of European Businesses

## ABOUT THE AEB

Founded in 1995, the AEB is an independent non-commercial association with a membership of companies from across the European Union and the Russian Federation. Our members range from large multi-national corporations to small and medium enterprises (SMEs) and are united by their commitment to forging stronger economic ties between the European Union and the Russian Federation, as well as to improving the business environment here in Russia.

## AEB MISSION

The Association of European Businesses represents and promotes the interests of European companies conducting business in and with the Russian Federation. The AEB promotes economic integration and partnership between the Russian Federation, European nations and the European Union.

## POLICY

The AEB is a significant voice in policy-making in the Russian Federation and is a forum for dialogue between international businesses and the Russian Government, and it lobbies on behalf of its members. For over a decade, the AEB's lobbying initiatives have included a wide range of issues of importance to all sectoral and industrial areas covered by the Committees. Furthermore, the AEB engages in dialogue with European and Russian administrative bodies to promote its members' interests. These organizations include:

- EU Delegation to the Russian Federation (RF);
- RF Duma's Committees;
- RF Ministry of Economic Development;
- RF Ministry of Industry and Trade;
- RF Ministry of Finance;
- RF Ministry of Energy;
- RF Ministry of Communications and Mass Media;
- Federal Migration Service;
- Federal Customs Service;
- Federal Anti-Monopoly Service;
- Central Bank of Russia;
- EU-Russia Industrialists' Round Table;
- Foreign Investments Advisory Council;
- Russian Union of Industrialists and Entrepreneurs;
- RF Chamber of Commerce and Industry;
- Foreign Investment Council (FIAC);
- European Bank for Reconstruction and Development (EBRD);
- Organisation for Security and Cooperation in Europe (OSCE);
- International Finance Corporation (IFC);
- International Monetary Fund (IMF).

## MEMBERSHIP BENEFITS

AEB MEMBER COMPANIES RECEIVE NUMEROUS BENEFITS, INCLUDING:

- Lobbying: cooperating with Russian authorities to solve business issues and ensure effective interaction with lawmakers;
- Cooperation with the EU delegation;
- Access to quality information on current issues through business briefings, round tables and publications, including the biannual Position Paper and the AEB Business Quarterly magazine;
- Marketing opportunities at AEB events and in AEB publications;
- Business networking through Committee meetings and social events.

### Association of European Businesses

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OPEN AND  
SOCIAL  
EVENTS:

January-  
December  
2012

2012

## AEB OPEN EVENTS 2012

1. Briefing by Eric Peters, Advisor to the President of the European Commission  
EU-RUSSIA: BRINGING THE RELATIONSHIP TO A NEW LEVEL [19.01.2012](#)
2. Briefing by Andrey Sharonov, Deputy Mayor of Moscow for Economic Policy [20.01.2012](#)
3. Briefing by Andrey Tsyganov, Deputy Head of the Federal Anti-monopoly Service  
[02.02.2012](#)
4. Briefing by Luc Devigne & Timo Hammaren, European Commission  
POST WTO EU-RUSSIA TRADE RELATIONS [02.02.2012](#)
5. The Third Northern Dimension Forum (in cooperation with the Northern Dimension  
Business Council) [29.03.2012](#)
6. Briefing by Kaspar Richter, World Bank Lead Economist for Russia  
WORLD BANK'S RUSSIA ECONOMIC REPORT № 27 [31.03.2012](#)
7. AEB Flagship Conference  
NEW REALITIES — NEW CHALLENGES [23.05.2012](#)
8. Briefing by Sergey Dubinin, Chairman of the Supervisory Council, VTB  
IS THE SECOND WAVE OF THE CRISIS HERE? [04.07.2012](#)
9. Briefing by Boris Titov, Presidential Commissioner for Entrepreneurs' Rights Protection  
[12.09.12](#)
10. Briefing by Odd Per Brekk, Senior Resident Representative in the RF,  
International Monetary Fund  
ECONOMIC POLICY FOR STABILITY & GROWTH [17.09.2012](#)
11. Briefing by Sergey Lavrov, RF Minister of Foreign Affairs  
EU-RUSSIA RELATIONS IN THE CONTEXT OF RUSSIAN WTO MEMBERSHIP AND THE  
EURASIAN INTEGRATION PROCESSES: CONTINUITY AND NEW HORIZONS. [08.10.2012](#)
12. Briefing by Kaspar Richter, World Bank Lead Economist for Russia & Sergey Ulatov,  
Senior Economist  
WORLD BANK'S RUSSIA ECONOMIC REPORT № 28 [09.10.2012](#)
13. Briefing by Sergey Sinkevich, Managing Director, Primary Market & Globalisation,  
Moscow Exchange Group  
RUSSIAN CAPITAL MARKET: PRESS THE RESET BUTTON [24.10.2012](#)
14. Briefing by Michel Barnier, European Commissioner for Internal Market & Services  
BANKING UNION, ECONOMIC & BUDGETARY INTEGRATION: A STRONGER EUROPE  
FOR A SOLID STRATEGIC PARTNERSHIP WITH RUSSIA [15.11.2012](#)
15. Briefing by Thane Gustafson, Senior Director of HIS CERA  
THE COMING CHALLENGES & OPPORTUNITIES FOR RUSSIAN OIL [03.12.2012](#)

## AEB SOCIAL EVENTS 2012

1. AEB WINTER COCKTAILS [27.02.2012](#)
2. DANISH EURORECEPTION [31.05.2012](#)
3. AEB SUMMER COCKTAILS [02.07.2012](#)
4. OPENING BUSINESS SEASON COCKTAILS [03.09.2012](#)
5. SWISS EURORECEPTION [28.11.2012](#)

**JANUARY 19<sup>TH</sup>, 2012: BRIEFING BY ERIC PETERS,  
ADVISOR TO THE PRESIDENT OF THE EUROPEAN COMMISSION  
“EU-RUSSIA: BRINGING THE RELATIONSHIP TO A NEW LEVEL”**

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## JANUARY 20<sup>TH</sup>, 2012: BRIEFING BY ANDREY SHARONOV, DEPUTY MAYOR OF MOSCOW FOR ECONOMIC POLICY

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FEBRUARY 2<sup>ND</sup>, 2012: BRIEFING BY ANDREY TSYGANOV,  
DEPUTY HEAD OF THE FEDERAL ANTI-MONOPOLY SERVICE

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MAY 23<sup>RD</sup>, 2012: AEB FLAGSHIP CONFERENCE  
“NEW REALITIES — NEW CHALLENGES”

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**JULY 4<sup>TH</sup>, 2012: BRIEFING BY SERGEY DUBININ, CHAIRMAN OF THE SUPERVISORY COUNCIL, VTB  
“IS THE SECOND WAVE OF CRISIS HERE?”**

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SEPTEMBER 12, 2012: BRIEFING BY BORIS TITOV, PRESIDENTIAL  
COMMISSIONER FOR ENTREPRENEURS' RIGHTS PROTECTION

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SEPTEMBER 17<sup>TH</sup>, 2012: BRIEFING BY ODD PER BREKK, SENIOR RESIDENT REPRESENTATIVE IN THE RF, INTERNATIONAL MONETARY FUND  
“ECONOMIC POLICY FOR STABILITY & GROWTH”

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**OCTOBER 8<sup>TH</sup>, 2012: BRIEFING BY SERGEY LAVROV,  
RF MINISTER OF FOREIGN AFFAIRS  
“EU-RUSSIA RELATIONS IN THE CONTEXT OF RUSSIAN  
WTO MEMBERSHIP AND THE EURASIAN INTEGRATION  
PROCESSES: CONTINUITY AND NEW HORIZONS”**

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OCTOBER 10<sup>TH</sup>, 2012: BRIEFING BY KASPAR RICHTER, WORLD BANK LEAD ECONOMIST FOR RUSSIA & SERGEY ULATOV, SENIOR ECONOMIST  
“WORLD BANK’S RUSSIA ECONOMIC REPORT № 28”

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**OCTOBER 24<sup>TH</sup>, 2012: BRIEFING BY SERGEY SINKEVICH,  
MANAGING DIRECTOR, PRIMARY MARKET & GLOBALISATION,  
MOSCOW EXCHANGE GROUP  
“RUSSIAN CAPITAL MARKET: PRESS THE RESET BUTTON”**

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**NOVEMBER 15<sup>TH</sup>, 2012: BRIEFING BY MICHEL BARNIER, EUROPEAN COMMISSIONER FOR INTERNAL MARKET & SERVICES BANKING UNION “ECONOMIC & BUDGETARY INTEGRATION: A STRONGER EUROPE FOR A SOLID STRATEGIC PARTNERSHIP WITH RUSSIA”**

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## FEBRUARY 27<sup>TH</sup>, 2012: AEB WINTER COCKTAILS

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## MAY 31<sup>ST</sup>, 2012: DANISH EURORECEPTION

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## JULY 2<sup>ND</sup>, 2012: AEB SUMMER COCKTAILS

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SEPTEMBER 3<sup>RD</sup>, 2012: OPENING BUSINESS SEASON COCKTAILS

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## NOVEMBER 28<sup>TH</sup>, 2012: SWISS EURORECEPTION

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COMMITTEE  
REPORTS

2012

## AGRIBUSINESS COMMITTEE

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**AIM(S)** To promote the interests of AEB member companies in the Agribusiness sector through government liaison and lobbying activities.

**CHAIRMAN** Andrei Rogov, Government Relations Director, JohnDeereRus

**DEPUTY CHAIRMAN** Evgeny Makhortov, Government Relations Manager, Unilever RUS

**AEB MEMBER COMPANIES** AGCO Machinery LLC; Amazone OOO; BASF; Bayer CropScience; Bonduelle-Kuban; Cargill Enterprises Inc.; CLAAS; Danone Inudstria OOO; Dow AgroSciences VmbH; DuPont Science and Technologies; Ferrero; JCB Sales Limited; John Deere Agricultural Holdings, Inc.; Kverneland Group; Lantmannen Unibake Russia; Merloni Progetti SpA; Nestle Rossiya; Royal Haskoning DHV; Sirena; SGS Vostok Limited, ZAO; Syngenta OOO; Uhrenholt; Zentis Russland

**NUMBER OF COMMITTEE MEETINGS** 3

### COMMITTEE ACTIVITIES, 2012

The Committee was divided into the Food Processing Sub-Committee (headed by Evgeny Makhortov, Unilever) and the Agricultural Machinery Producers Sub-Committee (headed by Andrei Rogov, John Deere). The Food Processing Sub-Committee aims to lobby for standardisation of international regulations under the WTO, while the Agricultural Machinery Producers Sub-Committee would like to address the disposal fees issue. On November 8th, 2012 the Food Processing Sub-Committee held a meeting with Mikhail Orlov, Director of the Department for Food Processing and Fishery, within the Ministry of Agriculture in order to discuss ways of cooperating and exchanging of expertise. The Ministry of Agriculture proposed to cooperate through the Science and Technology Council of the Ministry.

On December 7th, 2012 the AEB delegation representing the Sub-Committee of agricultural machinery producers met with European Union Delegation representatives to discuss the best ways to address the issue of disposal fees introduced by the Russian government which will heavily impact the agricultural machinery industry.

## AUTOMOBILE MANUFACTURERS COMMITTEE

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- AIM(s)**
- To unite and represent the common interests of its members — automobile importers and manufacturers of global automobile producers — which guide business activity in the Russian Federation (producing in and/or importing).
  - To create conditions for development of an orderly automotive market; define and observe common and fair business rules for automotive companies officially operating in Russia and promote inter-company co-operation and constructive partnership.
  - The AMC concentrates on the most important and urgent issues for the automotive business which affect its members, developing appropriate responses, lobbying to ensure that members' interests are represented and dealing with the Russian governmental authorities, public institutions, local and international automotive associations and the mass media.

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

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

MEMBERS AS LEGAL ENTITIES: 25 MEMBERS

NUMBER OF BRANDS REPRESENTED: 44

**NUMBER OF COMMITTEE MEETINGS** Board meetings: 7 (4 formal; 3 informal)  
Meetings of the working groups: 35



**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
AMC press-conference, "REVIEW 2011"	12.01.2012
A seminar organized jointly with Goltsblat BLP on auto-loans	10.07.2012
Moscow International Automobile Salon	31.08 - 09.09.2012

**COMMITTEE ACTIVITIES, 2012**

The year 2012, was the 15<sup>TH</sup> YEAR OF AMC OPERATIONS within the AEB.

For the 7th year, the Committee continued running for its members an on-line sales data exchange system, which remained almost the only up-to-date and reliable source of statistics about sales of passenger cars (PC) and light commercial vehicles (LCV) in Russia. Following a well-established tradition, results for the year 2011 and the forecast for 2012 were opened to the media at an AMC annual press conference. This also provided the press with an opportunity to interact with heads of the automobile companies, and raise important issues related to the automotive industry.

The year 2012 was very important for the automotive industry in Russia in terms of its public image. The 4<sup>th</sup> Moscow International Automobile Salon (MIAS) took place at the Crocus Expo Centre. It is a biennial event at a national level, included in the calendar of the international motor shows. All AMC members took part in it.

Throughout the year Committee representatives actively participated in other important events where they spoke on behalf of the AMC, such as Russian Automotive Forum, AutoRetail 2012, organized by Adam Smith conferences, and a conference on anti-monopoly regulations in Russia organized by Vedomosti.

**THE MAIN ISSUES ON THE AMC AGENDA IN 2012 WERE:**

- **FAS INITIATIVES ON THE AUTOMOTIVE MARKET REGULATIONS.** The Committee established a permanent dialogue with FAS and ROAD (Russian Auto Dealers Association) in order to find the best solutions in the areas of distributor/dealer relations, the after-sales market, and the spare parts and services markets. The AMC actively participated in the activities of the Working Groups related to the above issues established by the FAS Experts' Council. **MEETINGS WITH FEDERAL ANTI-MONOPOLY SERVICES: 2 (and 3 FAS WG meetings)**
- **DISPOSAL FEE AND ELV SYSTEM IN RUSSIA.** Throughout the year the AMC interacted with the Ministry of Industry and Trade on the matter of the ELV System development and lobbying against unfair market conditions and difficulties emerged after introduction of the disposal fee. **TOTAL NUMBER OF MEETINGS WITH THE MINISTRY OF INDUSTRY: 4** and an interview with Deputy Minister Rakhmanov.

- **HOMOLOGATION NORMS** and their conformity to the European levels. The Committee continued cooperating with the Ministry of Industry and Trade, NAMI and NIS GLONASS on the Technical Regulations on Vehicles Safety of the RF and Customs Union as well as on the Technical Regulations on ELV utilization.

**EXTERNAL CONTACTS AND COMMUNICATION:**

Throughout the year, the AMC 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 AMC and its activities in general, further increased in 2012.

The Committee continued strengthening its contacts with 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 local authorities and industry officials.

Apart from being in close contact with the Ministry of Industry and Trade, the Committee held several briefings for EC representatives on industry developments within the country.

**MEETINGS WITH THE EUROPEAN COMMISSION: 2**

**MEETINGS WITH EUROPEAN AUTOMOBILE MANUFACTURES' ASSOCIATION (ACEA): 1**

JOERG SCHREIBER, MAZDA MOTOR RUS LLC, CHAIRMAN OF THE AEB AMC COMMITTEE DURING THE OPENING CEREMONY OF THE MOSCOW INTERNATIONAL AUTOMOBILE SALON (August 31, 2012)

DAVID THOMAS, VOLVO CARS LLC, CHAIRMAN OF THE AEB AMC COMMITTEE ANNOUNCED CAR SALES IN 2011 DURING THE ANNUAL PRESS CONFERENCE "REVIEW 2011" (January 12, 2012)



## AUTOMOTIVE COMPONENTS COMMITTEE

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**AIM(S)** To unite and lobby for the joint interests of the AEB members in the automotive supplier sector, facilitating meetings with officials, industrial associations and Original Equipment Manufacturers (OEMs), supporting networking and exchange of contacts within the industry and helping companies establish working contacts with car plants.

**CHAIRMAN** Olga Zarubina, Sales Manager, Johnson Controls International

**DEPUTY CHAIRMAN** Ivan Bonchev, Director, STRATEGIC INITIATIVES;  
Olga Larichkina, Market Development Manager, BASF

**AEB MEMBER COMPANIES** AGC Glass Europe; Air Liquide OOO; Akzo Nobel N.V.; Atlas Copco, ZAO; BASF; Continental Tires RUS LLC; JV JSC “Delphi Samara”; Deloitte; Dow AgroSciences VmbH; Dow Corning; DSM Group; DuPont Science and Technologies; Eberspaecher Exhaust Systems RUS LLC; Ernst & Young; Federal Mogul Powertrain Vostok; Gefco; Gestamp Russia; GKN Automotive International GmbH; Goodyear Russia; Henkel Russia; Johnson Controls International; Johnson Controls Autobatterie GmbH, representative office in Moscow; Johnson Matthey PLC; Magna International LLC; Michelin; Nokian Tyres Ltd; Obninskorgsintez; Pirelli Tyre Russia; PwC; RUSSIAN AUTOMOTIVE COMPONENTS Limited; Saint-Gobain CIS; Sandvik LLC; STRATEGIC INITIATIVES; ThyssenKrupp AG Representative Office RF; YOKOHAMA RUSSIA LLC; ZF Friedrichshafen AG.

**NUMBER OF COMMITTEE MEETINGS** 11, including 9 of the Tire Producers Working Group

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
3 <sup>rd</sup> International Forum — “The Automotive Industry and Autocomponents Market in Russia”, organized by the committee in cooperation with ITE Expo and Messe Frankfurt RUS in the framework of the international exhibition “MIMS powered by Automechanika Moscow 2012”.	27.08.2012
Main topics: <ul style="list-style-type: none"> <li>• The Latest Trends in the Russian Automotive Industry</li> <li>• The Russian Aftersales Market</li> <li>• Russia’s Integration into the World’s Automotive Industry. Accession to the WTO</li> <li>• Supplier Market Development in Russia</li> </ul>	

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## COMMITTEE ACTIVITIES, 2012

The committee organized several meetings, including a briefing on the Russian Government Decree 566 “On amending the customs tariff of the Russian Federation with respect to automotive components imported for industrial assembly”.

The committee members participated on privileged terms in an international exhibition “MIMS powered by Automechanika Moscow 2012” which was held on August 27th, 2012.

The Tire Producers working group, which operates under the umbrella of the Automotive Components committee, includes six members: Continental, Goodyear, Michelin, Nokian Tyres, Pirelli and Yokohama. This year, the group worked closely with the Ministry of Industry and Trade on revising technical regulations “On Safety of Wheeled Vehicles” of the Russian Federation and of the Customs Union, and provided comments to the draft technical regulation of the Customs Union “On the Requirements Securing Safe Recycling of Wheeled Vehicles”. The working group continued the process of registration of the European Directives in Rosstandard and their subsequent inclusion in the list of documents that can be used on a voluntary basis to certify tires in accordance with the Russian technical regulation “On Safety of Wheeled Vehicles”. The working group also provided comments 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 and participated in meetings and working groups at the State Duma, the Ministry of Natural Resources and Environment, the Federation Council and the Civic Chamber of the Russian Federation, advocating the necessity of introducing amendments to the draft law that would in the future permit the introduction of “producer responsibility” in the Russian Federation. In cooperation with the European Union Delegation and the Ministry of Natural Resources and Environment, the working group organized a round table on waste tyres and industrial rubber goods at the International Conference “EU-Russia: Partnership for Modernisation in Waste Management”.



THE AEB AUTOMOTIVE COMPONENTS COMMITTEE CO-ORGANISED THE THIRD INTERNATIONAL FORUM “THE AUTOMOTIVE INDUSTRY AND AUTOCOMPONENTS MARKET IN RUSSIA” (August 28, 2012). IN THE PHOTO THE CHAIRMAN OF THE AUTOMOBILE MANUFACTURERS COMMITTEE, JOERG SCHREIBER, OPENS THE FORUM.

## BANKING COMMITTEE

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**AIM(S)** The Banking committee is made up of international banks and other financial institutions who combine their efforts in order to effectively represent their interests, within the Russian market. 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.

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

**AEB MEMBER COMPANIES** Bank Credit Suisse; Bank WestLB Vostok; BNP PARIBAS BANK; Center-Invest Bank; Cetelem; Credit Agricole Corporate & Investment Bank; Citibank; Commerzbank; Danske Bank; Deutsche Bank; European Bank for Reconstruction and Development (EBRD); Hellenic Bank; Home Credit and Finance Bank; HSBC Bank (RR); ING Commercial Banking; MasterCard; Mercedes-Benz Bank; Natixis Bank; Nordea Bank; OTP Bank; Raiffeisenbank; Rosbank; Royal Bank of Scotland; Skandinaviska Enskilda Banken (SEB); Swedbank; UBS Bank; UniCredit Bank; SWIFT; Visa

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
“Russian Capital Market: press the button”—briefing by Sergey Sinkevich, Vice-President, Micex	24.10.2012

### COMMITTEE ACTIVITIES, 2012

In 2012 the Committee continued its cooperation with the Central Bank of Russia.

Among new initiatives of the Committee was the US Foreign Account Tax Compliance Act (FATCA). The Committee’s Task Force on FATCA prepared and sent relevant inquiries to the RF Ministry of Finance and Central Bank of Russia. In October 2012, AEB Banking Committee Chairman met with Sergey Shatalov, Deputy Minister of Finance, in order to discuss the issue.

The Committee also organized a meeting with Sergey Shvetsov, Deputy Chairman of the Central Bank of Russia, and Ruben Aganbegyan, Chairman of MICEX.

A group of senior representatives of the Committee's member banks met regularly on a monthly basis to discuss important developments and prescribe initiatives for the Banking Committee. In November 2012 the first meeting of the group took place in St. Petersburg. This was followed by a visit to a Central Bank representative office in North-West of Russia.

In the second half of 2012 queries to the relevant state authorities with suggestions for amendments concerning electronic payments were sent.

## BIOTECHNOLOGY WORKING GROUP

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**AIM(S)** To cooperate with all biotechnology companies and to create a favorable environment for biotechnology in RF

**CHAIRMAN** Liekel Faber, Faber Global Consultancy B.V. (FGC) — Director/Principal

**DEPUTY CHAIRMAN** Ekaterina Maksimova, DuPont Science and Technologies LLC, Technology Transfer Associate

**AEB MEMBER COMPANIES** Bayer Crop Science; Binder; DuPont Science & Technologies; DSM Group; Faber Global Consultancy B.V.; Finpro; International Science & Technology Center; Novo Nordisk; Merck

**NUMBER OF COMMITTEE MEETINGS** 4

### COMMITTEE ACTIVITIES, 2012

The AEB Biotechnology Working Group was created in 2011.

The goal of this Working Group is to create good conditions for expanding the innovative biotechnology business in Russia.

In 2012 the Working Group met with experts in biotechnology such as Professor Alexander Golikov (“Highlights of GMO regulations in Russia: bottlenecks and relations with international agreements”) and Alberto Volpato, Counsellor for Health, Consumers, and Agriculture, Delegation of the European Union to RF ( “EU Legislation on GMO’s: Overview and challenges”).

## COMMERCIAL VEHICLES COMMITTEE

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**AIM(S)** Supporting the joint interests of committee members and increase the power of its members beyond 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 orderly business environment, contributing to the prosperous and sustainable growth of the Russian economy.

**CHAIRMAN** Andrey Chursin, Sales Director, Scania-Rus LLC

**DEPUTY CHAIRMAN** Alexei Sharapaniuk, Marketing Director, Renault Trucks Vostok

**AEB MEMBER COMPANIES** 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; Renault Trucks Vostok; Scania Rus LLC; Sollers OAO; Volkswagen Group Rus OOO; Volvo Vostok ZAO

**NUMBER OF COMMITTEE MEETINGS** 10

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Annual AEB Commercial Vehicles Committee Press Conference: "Commercial Vehicles Sales in Russia in 2011"	15.02.2012
The event involved:	
<ul style="list-style-type: none"> <li>• Presentation of the results of work of the Commercial Vehicles Committee in 2011;</li> <li>• Presentation of Commercial Vehicles Sales in Russia in 2011</li> </ul>	

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## COMMITTEE ACTIVITIES, 2012

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

In 2012, the CVC had ten meetings: six regular committee meetings, two meetings of the Marketing working group, and two expert meetings on the disposal fee issue.

Statistics remains one of the committee's priorities. In 2012, the committee continued to exchange statistical data on sales of commercial vehicles from 6t to over 16t, including buses, to end users and body manufactures. Also, the committee continued exchanging forecasts on sales and publish press releases on a quarterly basis, based on the data from the CVC statistics program and on the data on light commercial vehicles (from 2.8t to 6t), contributed by the AMC.

Exhibitions are another key area. In 2012, the CVC started preparation for the 12th International Specialized Exhibition, COMTRANS 2013, that would take place from 17 to 21 September 2013 in Moscow.

In 2012, the committee provided comments to the technical regulation "On Safety of Wheeled Vehicles" of the Russian Federation and of the Customs Union, and to the draft technical regulation of the Customs Union "On the Requirements Securing Safe Recycling of Wheeled Vehicles".

The committee participated in meetings with the Ministry of Industry and Trade to discuss the introduction of an emergency response system, ERA GLONASS, on the territory of the Russian Federation.

In cooperation with the Automobile Manufacturers committee, CVC provided comments to the draft Federal Law № 128 on Amendments to the Federal Law on Production and Consumption Wastes and Article 51 of the Budget Code of the Russian Federation of July 28, 2012 and the Government Resolution № 870 on the Recycling Fee for Wheeled Transport Vehicles" of August 30, 2012 which introduced the disposal fee.



ANDREY CHURSIN, SCANIA-RUS LLC, CHAIRMAN OF THE AEB COMMERCIAL VEHICLES COMMITTEE, ANNOUNCES THE RESULTS FOR COMMERCIAL VEHICLES SALES IN RUSSIA 2011 DURING THE ANNUAL PRESS-CONFERENCE (February 15, 2012)

## CONSTRUCTION EQUIPMENT COMMITTEE

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**AIM(S)** The AEB Construction Equipment Committee serves as a platform for foreign manufacturers of construction equipment to discuss common issues and opportunities and it acts, where appropriate, as a representative of its member companies on common industry concerns. The committee works to promote safety, good business practice and sustainability.

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

**AEB MEMBER COMPANIES** Bell Equipment Russland OOO; Caterpillar Eurasia LLC; CNH-KAMAZ Commerce; Hitachi Construction Machinery Eurasia Sales LLC; JCB Sales Limited; John Deere Agricultural Holdings Inc.; Komatsu CIS; Liebherr-Russland; Volvo Vostok ZAO

**NUMBER OF COMMITTEE MEETINGS** 8, including 3 of the technical regulations working group

### COMMITTEE ACTIVITIES, 2012

The Construction Equipment Committee (CEC) was established in February 2008 to unite and represent the interests of the CE industry players in Russia.

Statistics remains one of the priorities for the committee. Today, such companies as Caterpillar, Chetra, CNH, Hitachi, JCB, John Deere, Komatsu, Kraneks, Liebherr, Terex and Volvo are highly satisfied with the results of the programme. In 2012 GAZ Group, Bobcat and Hidromek joined the programme. Significant interest in joining has been shown by other manufacturers. Currently, reported product categories are: backhoe loaders, skid steer loaders, crawler loaders, wheel loaders, crawler tractors, crawler excavators, wheel excavators, rigid frame haulers, articulated haulers, motor graders and pipe layers. Telescopic handlers, wheel dozers and other products are to be added to the reports in 2013.

In the second half of this year the committee was concerned with the introduction of the disposal fee by the Federal Law № 128 on Amendments to the Federal Law on Production and Consumption Wastes and Article 51 of the Budget Code of the Russian Federation of July 28, 2012 and the Government Resolution № 870 on “Recycling Fees for Wheeled Transport Vehicles” of August 30, 2012. The committee provided comments to the government and participated in meetings with the Ministry of Industry and Trade of the

Russian Federation to propose amendments with respect to dump trucks and articulated haulers.

The committee cooperates with other national construction equipment industry associations. In 2009, the AEB CEC became a member of the Committee for European Construction Equipment (CECE) and this year it participated in the CECE Congress in Berlin held on the 24-26 October 2012.

## CONSTRUCTION INDUSTRY AND BUILDING MATERIAL SUPPLIERS COMMITTEE

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- AIM(s)**
- To provide a platform for the exchange of information on relevant topics between the committee members.
  - To coordinate the activities of member companies in response to changes in legislation and standards.
  - To represent committee members on public bodies and agencies.
  - To prepare and hold “open-access” events on relevant topics.
  - To establish a “central rollout point” in the AEB for the public bodies and agencies in case of queries related to the European industry, or other motives.

**CHAIRMAN** Antonio Linares, Managing Director, Roca Russia & CIS

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

**NUMBER OF COMMITTEE MEETINGS** 8

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Round table “Latest Trends in Interior Design, Public and Private Spaces”	10.10.2012

### COMMITTEE ACTIVITIES, 2012

The Committee was established in December 2010 with the aim of representing the interests of European construction companies and building material producers in the light of new trends in the Russian market, as the construction sector is a dynamic and fast developing industry. The integration processes within EurAzEC, the harmonisation of technical norms and standards between the EU and Russia and Russia’s accession to the WTO all provide new opportunities and challenges for construction market players. In 2012, the Committee’s efforts concentrated on building a common position on the following issues:

- environmental sustainability and energy efficiency in construction;
- customs and WTO accession;
- counterfeit and parallel imports;
- railway and road transportation;

- public procurement;
- tax incentives for companies investing in vocational education;
- norms and technical regulation;
- technical control and guarantees in the reconstruction industry;
- extraction of raw materials;
- waste management;
- social media;
- participation in MosBuild

To address these issues, the Committee had several meetings with government, public and business representatives, including meetings with Alexander Remizov, Chairman of the Board of the Russian Sustainable Architecture and Building Council (RSABC), and Mr. Alexey Russkikh, Chairman of the State Duma's Committee for Land and Construction.

On October 10, 2012 the Committee held its first open event — a Round table “Latest trends in Interior Design, Public and Private Spaces” — which gave the audience a practical overview of products offered by global market leaders, and provided a platform for sharing best practice in design technologies with well-known Moscow architects and designers.

SPEAKERS AT THE EVENT “LATEST TRENDS IN INTERIOR DESIGN, PUBLIC AND PRIVATE SPACES” (October 10, 2012). L-R: EVGENY POLYANTSEV, MERALSTUDIO, ELENA MIRONOVA, LEGRAND AND ANTONIO LINARES, ROCA



## CROP PROTECTION COMMITTEE

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- AIM(S)**
- To promote innovative crop protection technologies and products on the Russian pesticide market
  - To monitor information in the fields of agriculture and the crop protection industry, and on legal developments
  - To create an efficient platform for the Committee members to exchange information and discuss key issues
  - To elaborate a joint CPC position and to present it to the authorities and the crop protection industry
  - To develop permanent and regular government relations, and lobby for CPC interests
  - To encourage constructive cooperation with the appropriate professional associations and unions on the basis of common interests

**CHAIRMAN** Alexander Berkovskiy, Head CIS, Syngenta

**DEPUTY CHAIRMAN** Alexey Makarychev, Crop Protection Country Manager, Russia, BASF

**AEB MEMBER COMPANIES** Syngenta; Arysta LifeScience Vostok; BASF; Bayer CropScience; Dow AgroSciences; DuPont Science and Technologies; Makhteshim-Agan (MARUS in Russia)

**NUMBER OF COMMITTEE MEETINGS** 5

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Press conference “Counterfeit CPP — Danger to Everyone” took place at the Golden Autumn Exhibition	12.10.2012

### COMMITTEE ACTIVITIES, 2012

THE CPC HAS FOUR WORKING GROUPS:

- Registration and Data Protection — 4 meetings;
- Anti-Counterfeiting Activity — 5 meetings;
- Container Management Scheme — 3 meetings;
- Market Information System — 2 meetings.



## EXTERNAL ACTIVITIES

**AEB-ECPA ANTI-COUNTERFEITING COMMUNICATIONS CAMPAIGN** (financially supported by ECPA) aimed at building consumer awareness on the danger of the constantly increasing volume of counterfeit and falsified pesticides. One of the main results in 2012 was the market research conducted by the Kleffmann with the following strategic aims:

- to evaluate the volume of counterfeit product usage in physical treatment area
- to inform farmers about the seriousness of the counterfeiting problem
- to determine the motivation for buying counterfeit products
- The market research established a good base to set up an efficient anti-counterfeiting strategy

**PILOT PROJECT ON PESTICIDE CONTAINER WASTE MANAGEMENT** was initiated in the Voronezh Region in order to adapt European CMS principles to Russian realities. The Pilot Project was carried out jointly by the AEB and the Russian Union of CPP manufacturers in partnership with RIGK, a German logistics operator. The initiative was supported by the Voronezh Region Government, which gave official confirmation in the Memorandum of Cooperation to Implement the Pilot Project. 4 business trips were organized in order to launch the Project successfully in 2013.



JOINT DELEGATION OF AEB, RUSSIAN UNION OF CROP PROTECTION PRODUCTS MANUFACTURERS AND REPRESENTATIVES OF RIGK AND BASF DURING THE BUSINESS TRIP DEDICATED TO THE PILOT PROJECT ON PESTICIDE CONTAINER WASTE MANAGEMENT

## CUSTOMS AND TRANSPORT COMMITTEE

- AIM(S)**
- To lobby for 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** Dmitry Cheltsov, Country Marketing and Sales Manager, TNT Express

**DEPUTY CHAIRMEN** Wilhelmina Shavshina, Legal Director, Head of Foreign Trade regulation practice, DLA Piper; Dmitry Larionov, Senior Officer, Permanent Delegation to Eurasia, International Road Union; Sergei Gusev, Customs Manager, Electrolux

**AEB MEMBER COMPANIES** DHL; Deloitte; DLA Piper; Electrolux, Ernst and Young; Itella; Ferrero; IKEA; International Road Union; ILTS; National Container Company, National Customs Broker; Nestle, PWC; PCGN, Pepelyaev Group LLC; Siemens; Targo Group, TNT Express; Toyota; Zentis

**NUMBER OF COMMITTEE MEETINGS** 9

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
AEB Annual Customs Conference	09.02.2012
Annual Federal Customs Service Conference	23.10.2012

### COMMITTEE ACTIVITIES, 2012

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

On February 9th, 2012 the Committee organized the eighth annual full-day conference on “Customs Legislation — Recent Changes and Implementation”. The conference focused on the Customs Union of Russia, Belarus and Kazakhstan; implementation of the customs legislation of Russia and the impact of the Customs Union on Russia’s membership of the WTO. Mr. Belianinov, the Head of the Federal Customs Service of the Russian Federation, was the guest of honor at the Conference.

On September 25, 2012 the Head of the Federal Customs Service of Russia, Andrei Belyaninov, the Head of Rosgranitsa, Dmitry Bezdelov, Director General of the Tax and Customs Board of Estonia, Marek Helm and the CEO of the AEB, Dr. Frank Schauff, launched a pilot project on Estonian-Russian border that aims to cut queues of trucks waiting to cross. New infrastructure facilities will help to increase trade turnover between the EU and Russia, and one of them opened recently on the border of Estonia and the Pskov region.

On October 23, 2012 Mr. Reiner Hartmann, Chairman of AEB Board, and Dmitry Cheltsov, CTC Chairman, gave a speech at the IV International Conference “Customs and business: international and regional aspects of cooperation — 2012”, which was organized by the Federal Customs Service of Russia on the eve of Customs Officer Day. The Conference was opened by Dmitri Medvedev, Prime Minister of the Russian Federation, and by Mr. Belianinov, Head of Federal Customs Service.

Mr. Hartmann emphasized the most significant positive examples of cooperation, which confirm efficient collaboration between the AEB and the Federal Customs Services, and other public authorities between the Russian Federation in the context of customs administration. Mr. Hartmann confirmed that the AEB will further continue actively to participate in development of Russian federal legislation, in discussion of issues relevant to customs regulation, providing justified proposals and discussing them with regulators on all available platforms.

Dmitry Cheltsov raised some important aspects of customs regulation, the implementation of which will facilitate the flow of foreign investments into the Russian economy.

On November 7th, 2012 the Committee met with Mikhail Antipov of the Department on Development and Regulation of External Economic Activities within the Ministry of Economic Development. The agenda was, first, changes to the Russian Code of Administrative Offences (KoAP); and, secondly, changes to the Customs Code of Customs Union (CC of CU).

On November 28th, 2012 the Committee participated in a round table discussion on “Customs Union Customs Code”, organized by the Eurasian Economic Commission, with governmental bodies from Kazakhstan, Belarus, and Russia participating.

On December 5<sup>th</sup>, 2012 the Committee took a part in a dialogue between the Federal Customs Service and business community. The AEB managed to draw the FCS’s attention its position on the changes to 16.2 KoAP and other important customs issues.

On December 12, 2012 Dmitry Sharonov, ASMAP, took part in a regular Committee meeting as a guest speaker in order to discuss the Federal Customs Service Letter № 04-30/5006 (international transit of goods to AEO with application of TIR Carnets).



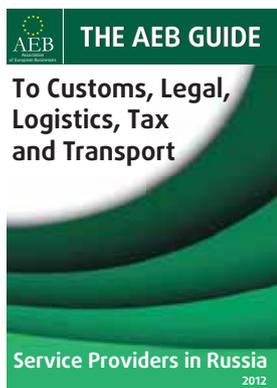


ANDREY BELYANINOV, HEAD OF THE RUSSIAN FEDERAL CUSTOMS SERVICE PARTICIPATED IN THE AEB ANNUAL CUSTOMS CONFERENCE (February 9, 2012). L-R: ROLAND HONEKAMP, FIRST SECRETARY, EU DELEGATION TO THE RF; FRANK SCHAUFF, AEB CEO; ANDREY BELIANINOV, HEAD OF THE RF FEDERAL CUSTOMS SERVICE; DMITRY CHELTSOV, TNT EXPRESS, CHAIRMAN OF THE AEB TRANSPORT AND CUSTOMS COMMITTEE



RAINER HARTMANN, CHAIRMAN OF THE AEB BOARD, GAVE A SPEECH AT THE IV INTERNATIONAL CONFERENCE “CUSTOMS AND BUSINESS: INTERNATIONAL AND REGIONAL ASPECTS OF COOPERATION-2012”, WHICH WAS ORGANIZED BY THE FEDERAL CUSTOMS SERVICE OF RUSSIA October 23, 2012. THE CONFERENCE WAS OPENED BY DMITRY MEDVEDEV, PRIME MINISTER OF RUSSIA, AND BY MR. BELIANINOV, HEAD OF THE RUSSIAN FEDERAL CUSTOMS SERVICE.

Publications initiated by the Committee



## ENERGY COMMITTEE

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- 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

**CHAIRMAN** Reiner Hartmann, Head of Representative Office, E.ON Ruhrgas AG

**DEPUTY CHAIRMAN** Andrey Mukhin, Principal Analyst Economic Analysis, Statoil ASA Russia

**AEB MEMBER COMPANIES** BP; Electricite de France; Enel OGK 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

**NUMBER OF COMMITTEE MEETINGS** 9

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
The participation in some open sessions was exclusively by invitation	
Open session: Development of the Russian Continental Shelf: Specific Issues Related to Russian Territory for Tax & Other Purposes, by A. Panin & A. Goncharov (Partners, Deloitte)	24.02.2012
Briefing by I. Grachev, Chairman of the RF State Duma Energy Committee	10.04.2012
Open session: Update on the investment climate in the Russian Oil & Gas Industry, by M. Krutikhin, Partner, RusEnergy	30.08.2012
Open session: Energy Legislative Update 2012, by N. Kozynenko, Partner, CMS Russia	30.12.2012
Briefing by Thane Gustafson, Senior Director of HIS CERA, "The Coming Challenges & Opportunities for Russian Oil"	03.12.2012



## COMMITTEE ACTIVITIES, 2012

The AEB Energy Committee acts as an interface on business opportunities and issues of concern to 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 and 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 AEB Energy committee sustains its traditional cooperation with other bilateral and multilateral entities in Russia, such as the EU-Russia Industrialists Roundtable (IRT), the European Business Congress (EBC), the ePetroleum Advisory Forum (PAF), Foreign Investment Advisory Council (FIAC), promoting active interaction at the business-to-business and business-to-government levels. The AEB Energy 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 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 tools for the committee is its regular Position Paper, which is a highly professional status document reflecting the views and approaches of European companies towards the obstacles to doing business in Russia and proposing practical 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 perspective, mutual advantage and delivery of 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 November 22<sup>nd</sup>, 2012, the committee held its now traditional CEOs breakfast.

COMMITTEE MEMBERS PARTICIPATED IN SEVERAL MAJOR EVENTS:

- The 3<sup>rd</sup> Northern Dimension Forum (March 2012);
- The International Conference “Energy Sector of Russia in the XXI Century” (April 2012);
- The Saint-Petersburg Economic Forum (June 2012);
- International Gas Union 25<sup>th</sup> World Gas Conference (June 2012);
- the 10th Russian Petroleum & Gas Congress 2012 (June 2012, Program Committee & Participation in Gas Day);
- INNOPROM Exhibition and Forum in Ekaterinburg (July 2012);
- International Investment Forum in Sochi (September 2012);
- Russia-Singapore Business Forum (September 2012);
- International Conference “IHS KNOW Energy 2012: The Road Ahead” (September 2012);
- IHS CERA Russian and Caspian Roundtable (December 2012);
- International Conference “Russian Gas on the European Market” (December 2012)



IVAN GRACHEV, CHAIRMAN OF THE RF STATE DUMA ENERGY COMMITTEE, BRIEFED ENERGY COMMITTEE MEMBERS April 10th, 2012. L-R: REINER HARTMANN, CHAIRMAN, AEB ENERGY COMMITTEE AND AEB BOARD; IVAN GRACHEV, CHAIRMAN OF THE RF STATE DUMA ENERGY COMMITTEE



THANE GUSTAFSON, PROFESSOR OF GOVERNMENT AT GEORGETOWN UNIVERSITY AND SENIOR DIRECTOR OF IHS CAMBRIDGE ENERGY RESEARCH ASSOCIATES, HELD A BRIEFING ON COMING CHALLENGES AND OPPORTUNITIES FOR THE RUSSIAN OIL INDUSTRY AND PRESENTED HIS NEW BOOK (December 3<sup>rd</sup>, 2012)

## ENERGY EFFICIENCY COMMITTEE

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

**CHAIRMAN** Jeroen Ketting, Managing Director, Lighthouse Group

**DEPUTY CHAIRMEN** Vincent de Rul, General Director, Fenice Rus LLC;  
Aage Nielsen, Managing Director, Vitus Bering Management Ltd

**AEB MEMBER COMPANIES** ABB; AFNOR Rus; Baker & McKenzie; BASF; Bayer; BP; BSH Group; CMS Russia; Daikin Europe NV; Deloitte; DIBD OMIR; ECOTEAM; Electricite de France; E.ON Russia; ERDF; Ernst & Young (CIS)B.V.; ESCMO; Fenice Rus LLC; Gasunie; GDF SUEZ; Heidelberg Cement; IKEA; ImTech; Konsu Oy; Legrand; Lighthouse Group; METSO; Noerr; Philips; Saint-Gobain; Schneider Electric; Siemens; SGS Vostok Limited; Statoil ASA Russia; Total E&P Russie; United Technologies International Operations; Vitus Bering Management Ltd.; Wermuth Asset Management; Wintershall Holding GmbH

**NUMBER OF COMMITTEE MEETINGS** 12

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Energy Efficiency Speed Dating	05.07.2012
International Forum “Building Automation & Energy Efficiency” (in the frame of “Interlight Moscow”)	07.11.2012

### COMMITTEE ACTIVITIES, 2012

The Energy Efficiency Committee (EEC) was established in 2009. From the beginning, it was a great success, with companies from the industry, services and energy sectors, signing up. Representatives of the committee took an active part in drafting new legislation on energy efficiency (EE) and energy saving.

THROUGHOUT 2012, COMMITTEE MEMBERS RECEIVED REGULAR UPDATES ON:

- certification system green building (S.Pugatchev, Nostroy);
- technical assistance and the financing programs in the building sector (P. Teremetsky, EBRD);
- electricity tariffs and metering systems in support of EE (G. Piani, Communication & Telecontrol Systems);
- standards and labels for promoting EE (D.Ershov); ecological labeling (E. Smirnova, Greenface)

In 2012, the Energy Efficiency Committee positioned itself as one of the authoritative bodies to which the 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 speak at these events. During the year, at committee meetings, the committee members kept each other informed of their activities in the EE field (presentations by Air Liquide; ESCMO; a eminar on ESCOs by Lighthouse Group & CMS Russia). The Committee has launched this year a new format event, "Speed Dating", which promotes inter-committee relationship. This event consists in organizing short meetings (10 minutes) between companies that may have an interest in getting to know each other better and probably doing business together (as partner, client or customer). The format was adopted by other AEB Committees.

In 2012 the committee has prepared the AEB Business Quarterly devoted to Russia's Energy Efficiency Sector which was published in April.

COMMITTEE MEMBERS HAVE PARTICIPATED IN SOME MAJOR EVENTS:

- First Russian-German Innovation Forum "Energy Efficiency 2020: Ideas, Technologies, and Services" (the program was moderated by the Committee Chairman), Moscow (10 July 2012)
- INNOPROM Exhibition and Forum, Ekaterinburg (July 2012)
- Forum "Energy Efficient Buildings and All-Embracing Solutions for Hotels", Minsk (September 2012)
- 1<sup>st</sup> International Conference "Designing, Reconstruction & Running Airports", Moscow (December 2012)
- The committee has working relations with the Russian Federation (RF) Ministry of Energy, Russian Energy Agency, Federal Energy Service Company (FESCO), RSPP Committee for Energy Policy and Energy Efficiency. The Committee Chairman, Jeroen Ketting, is a member of the Council on Energy Audit under the RF Ministry of Energy.

## FINANCE & INVESTMENTS COMMITTEE

**AIM(S)** To offer assistance to its member companies and take an active part in improving the investment climate in the Russian Federation for European businesses, through discussions and the development of recommendations, to address outstanding problems in the area of investment and finance.

**CHAIRMAN** Stuart Lawson, Executive Director / Head of UK Business Centre, Ernst & Young

**AEB MEMBER COMPANIES** 3 Step IT; ABB; AGC Glass Europe; Allianz IC OJSC; American Institute of Business and Economics; Baker Botts; Baker & McKenzie; BDO; Beiten Burkhardt; Bene AG; Brother; Chadbourne and Parke; Chrysler Rus; Citibank Russia; CMS, Russia; Debevoise & Plimpton; Deloitte; DS Law Firm; DuPont Science & Technologies; Egorov, Puginskiy, Aganasiev and Partners; Ernst & Young; European Bank for Reconstruction and Development; Gide Loyrette Nouel; Goltsblat BLP; Heidelberg Cement; KPMG; Mannheimer Swartling; Messe Frankfurt; Most service; Gasunie; Noerr; PBN Company Ltd; Pepeliaev Group; Peugeot Citroen Rus; PwC; RH Partners; Roedl & Partner; Rosbank; Sponda Russia Oy Ltd; Schneider Electric; Staffwell; TMF Russia; Vegas Lex; Zurich Insurance Company

**NUMBER OF COMMITTEE MEETINGS** Committee meetings — 4  
Leasing Subcommittee meetings — 11  
Mergers & Acquisitions Working Group meetings — 2

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
Creation and activities of joint ventures in Russia: financing, legal regulation and dispute resolution	16.02.2012
Presentation of the AEB Annual Survey's results "Strategies and prospects of AEB member companies in Russia"	22.05.2012
Review of Russian government sponsored initiatives available to European businesses to encourage increased investment	22.05.2012
Briefing by Boris Titov "The role of Commissioner for Entrepreneurs' Rights Protection in improving Russia's investment climate"	12.09.2012

## COMMITTEE ACTIVITIES, 2012

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

- Mergers & Acquisitions Working Group (M&A WG). The Chairman is Andrey Shpak, Partner, Goltsblat BLP
- Leasing Subcommittee. The Chairman is Sergey Ivanov, General Director, IKB Leasing.

One of the most important Committee projects for 2012 was the fifth Annual Survey: “Strategies and Prospects of European Companies in Russia” (Investment climate in Russia). The Survey has become a 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 presented to representatives of AEB companies on May 22<sup>nd</sup>, 2012.

Among other important events was the Briefing by Boris Titov, the Presidential Commissioner for Entrepreneurs’ Rights Protection. The event focussed on Mr Titov’s role in improving Russia’s investment climate and gave participants an opportunity to ask questions on key investment issues.

In July 2012 the AEB Leasing Working Group was transformed into the AEB Leasing Subcommittee. Mr. Ivanov was named as Chairman of the Subcommittee. Four Leasing Subcommittee sections were established, namely: strategic development; accounting, tax and financial planning; legal practices; IT, risks and compliance.

The transformation was caused by the fact that the Leasing Working Group exceeded the framework of the working group and needed more weight for lobbying purposes. The Leasing Subcommittee focused on formulating the agenda for the sections which included issues of depreciation in the context of the leasing contract, the law on combating legalization (laundering) of the proceeds of crime and financing terrorism, legal documents for client’s analysis, practical implications of the transfer pricing law for leasing companies, key issues on the leasing contract (advance payments, redemption price, proving losses), and personal data.

### PUBLICATIONS/INFORMATIONAL MATERIALS:

The fifth issue of the Annual Investment Guide, “How to invest in Russia”, was again released in 2012, with up-to-date information for companies planning to invest in Russia.

The AEB Mergers & Acquisitions e-Newsletter, prepared by the Mergers & Acquisitions Working Group in cooperation with Mergermarket, with the latest information on changes and trends in the Mergers & Acquisitions market in Russia was released in February and May 2012.

## HEALTH & PHARMACEUTICALS COMMITTEE

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**AIM(S)** To consolidate, coordinate and protect the interests of AEB member companies working in the health and pharmaceuticals industry.

**CHAIRMAN** Sergey Smirnov, General Manager, Novo Nordisk A/S

**DEPUTY CHAIRMAN** Yury Litvishchenko, General Manager, Chiesi

**AEB MEMBER COMPANIES** Alcon; Astellas ZAO; Bayer ZAO; Binder; Boehringer Ingelheim; BOIRON; Chiesi Pharmaceuticals LLC ; DSM Group; EGIS; Esparma Gmbh; Ferring Pharmaceuticals; Fic Medical; Merck; NNE Pharmaplan; Novartis Pharma; Novo Nordisk A/S; Nycomed: A Takeda Company; Orion Pharma LLC; Sanofi; SERVIER; Stada CIS; Teva

**NUMBER OF COMMITTEE MEETINGS** 11

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Round table "Modernization of medicine provision mechanism in the Russian Federation regions" within the framework of the Second Northern Dimension Forum, St. Petersburg	29.03.2012

### COMMITTEE ACTIVITIES, 2012

**THE HEALTH & PHARMACEUTICALS COMMITTEE:**

- developed existing working relationships with the executive and legislative state bodies of the RF: State Duma and Federation Council of the Federal Assembly, Ministry of Health and Social Development, Ministry of Industry and Trade, Federal Service of Surveillance in the Health Field (Roszdravnadzor), Federal Anti-monopoly Service, Federal Intellectual Property Service (Rospatent) and other ministries and governmental agencies of the Russian Federation;
- promoted a constructive dialogue between the Russian and foreign professional pharmaceutical associations (Association of Russian Pharmaceutical Manufacturers, Union of Professional Pharmaceutical Organizations),
- ensured effective lobbying for member's 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,
- encouraged improvements in intellectual property rights protection and effective counteracting of counterfeited and out-of-date medicines,
- contributed to building a legislative environment which is providing 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,
- arranged a meeting between the AEB Pharma Committee and Timofey Nizhegorodtsev, Head of the Department for Control over Social Sphere and Trade, Russian Federation Federal Anti-monopoly Service, at the office of the Federal Anti-monopoly Service,
- arranged a meeting with the Director-General of the European Commission Directorate-General for Research and Innovation, Robert-Jan Smits, on the EU-Russia dialogue on Research & Innovation and other bilateral initiatives were discussed,
- arranged a meeting with the European Directorate for Quality of Medicines (Sabine Walser, Administrative Officer *et al.*) to discuss the implementation of pharmaceutical care in Russia.



ROUND TABLE “MODERNIZATION OF MEDICINE PROVISION MECHANISM IN THE RF REGIONS” WITHIN THE FRAMEWORK OF THE THIRD NORTHERN DIMENSION FORUM IN ST. PETERSBURG (29 March 2012) WITH THE MAIN SPEAKERS IN THE PHOTO

## HOME APPLIANCES COMMITTEE

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- AIM(S)**
- To discuss issues that are of interest to Members;
  - To establish working relationship with authorities;
  - To get up to date information on changes in local legislation that are relevant to Members

**CHAIRMAN** Hans-KerstenHrubesch, President and CEO, OOO BSH BytowayaTechnika

**AEB MEMBER COMPANIES** Ariston Thermo Rus; BSH Bosch-Siemens-Hausgeräte GmbH; Brother; Candy Hoover Group S.r.l ; Daikin Europe N.V.; OOO Delonghi; OOO Electrolux Rus; Groupe SEB Vostok; OOO Liebherr-Russland; Mitsubishi Electric Europe B.V.; Philips LLC; Procter & Gamble; Whirlpool CIS Ltd.

**NUMBER OF COMMITTEE MEETINGS** 1

### COMMITTEE ACTIVITIES, 2012

In 2012, the AEB Home Appliances Committee (HAC) focused on issues of great importance to home appliance manufacturers, such as Waste Management, Mandatory Languages in the Customs Union, Russian Energy Efficiency and Performance Standards, Technical Regulations of the Customs Union “On Safety of Low-Voltage Equipment”, “On Electromagnetic Compatibility of Technical Devices”, “On Safety of Machines and Equipment” and so on.

Paying special attention to mandatory production inspections during the certification, the Home Appliances Committee submitted a request to the Eurasian Economic Commission for clarification regarding alternative ways to confirm the correspondence of series-produced products.

## HOTELS & TOURISM WORKING GROUP

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**AIM(S)** To consolidate, coordinate and protect the interests of AEB member companies working in the tourism and hotel industries

**CHAIRMAN** Gerhard Mitrovits, General Manager, Hotel Baltshug Kempinski Moscow

**AEB MEMBERS COMPANIES** Ararat Park Hyatt Moscow; Baltshug Kempinski Hotel Moscow; Hilton Moscow Leningradskaya Hotel; Hotel Holiday Inn Lesnaya & Sushevsky; Ibis Moscow Paveletskaya Hotel; Inercontinental Moscow Tverskaya Hotel; Lotte Hotel Moscow; Marriott Grand Hotel; Moscow Marriott Royal Aurora Hotel; Moscow Marriott Tverskaya Hotel; Mercure Arbat Moscow Hotel; Novotel Moscow Center; Radisson Royal Hotel; Renaissance Moscow Hotel; Renaissance Moscow Monarch Center Hotel; Swissôtel Krasnye Holmy Moscow , TUI AG

**NUMBER OF COMMITTEE MEETINGS** 10 General Managers lunches

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Hotels WG Road Show Open Event	26.09.2012

### COMMITTEE ACTIVITIES, 2012

The meetings of this Working Group were business lunches attended only by hotel General Managers. During these meetings several important issues were tackled and discussion plan was established as follows:

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

We are confident, with the arrival of further Five Star deluxe hotels the Russian metropolis will take its place amongst world class cities.

## HUMAN RESOURCES COMMITTEE

**AIM(S)** The committee was established to provide a platform for discussion, exchange of information and lobbying initiatives for human resource decision-makers in Russia.

**CHAIRPERSON** Olga Bantsekina, Chief Representative, Coleman Services UK

**DEPUTY CHAIRPERSON** Olga Gadetskaya, HR Director, Sanofi

**AEB MEMBER COMPANIES** Adecco Group; Aon Hewitt; Antal Russia; AXES Management; Baker & McKenzie; Blackwood; Beiten Burkhardt; CBSD; Coleman Services; Citibank; Elan Languages; Exact Group; Group SEB; Ernst and Young (CIS) B.V.; Ecopsy Consulting; Elan Languages; Exect Group; Future Today; Ferronordic-Machines; Four Squares; Flex; Future Today; GoFLUENT; Hay Group; Hays, Henkel ; HSBC; Human Capital Solutions; IKEA; Intercomp Globa Services; IN2Matrix, LLC; IntermarkSavvils; Interdean Relocations; Kelly Services; KPMG; Pepeliaev Group; Manpower; Move One; Michael Page, Mayfair Properties; M.Video; Nissan Motor Company; PwC; RH Partners; Salans; SHL; Siemens; Talent Q; Troika Relocations; Towers Watson; Unilever; Work Services

**NUMBER OF COMMITTEE MEETINGS** 2 General Committee meetings, 2 Steering Group meetings and subcommittees meetings, 2 meetings of Assessment, Training & Development Sub-committees, 2 meetings of Compensation & Benefits Sub-committee; 2 meetings of Labour Law-subcommittee, 2 meetings of Recruitment Sub-committee, 2 meetings of Relocation Sub-committee  
14 meetings in total

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
Partnership with Youth Organizations as a Tool for Building your company's future	14.02.2012
Schooling for Expats in Russia	15.03.2012
HR Business Solution — Practical Cases and Panel Discussion	24.04.2012
Annual HR Conference	17.05.2012

EVENT TITLE	EVENT DATE
Strike of agency employees at the client's factory: Omsk case study	07.06.2012
Recruiters' Day	28.09.2012
Seventh Annual meeting with the Labour Inspection	26.10.2012
Overview of Salary Surveys in Russia	08.11.2012
Bringing Expats to Russia	28.11.2012
How new technologies in assessment and development drive companies business results	10.12.2012

## COMMITTEE ACTIVITIES, 2012

In the course of 2012, the HR committee continued its tradition of arranging events. This included two major annual conferences — HR Conference and Relocation Conference. The Annual HR Conference was held for the 9th time.

The Committee also organized Open Events dedicated to cooperation with Youth Organizations, the traditional annual meeting with the State Labour Inspection and an Open Event on Strike of Agency Employees in Omsk. Recruitment Sub-committee initiated an event on HR Business Solutions in Outsourcing and held its traditional Recruiters' Day. The Relocation Sub-committee, in addition to Relocation Conference, held an informative overview of Schooling for Expats in Russia.

The Assessment, Training & Development Sub-committee talked about New Technologies in ATD. The Compensation & Benefits Sub-committee presented AEB members with its Overview of Salary Surveys in Russia.

In 2012, the HR committee was closely involved in various lobbying activities at government level. The Committee submitted a number of proposals on Draft Law on Outstaffing and participated in the following meetings: with Maxim Topilin, Minister of Labour and Social Protection, with Lubov Eltsova, Deputy Minister of Labour and Social Protection, with Sergey Beliakov, Deputy Minister of Economic Development and took part in the round-table on Outstaffing at that State Duma. Committee proposals have been sent to the Executive Branch of the Russian Government, State Duma, Ministry of Economic Development, Ministry of Labour and Social Protection.

Committee also actively cooperated with other AEB committees, including the AEB Migration and Small & Medium Business Committees.

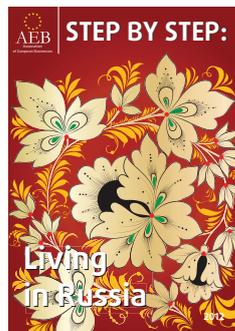
The committee set up a Subcommittee on Labour Law.



CURRENTLY, THE COMMITTEE IS SPLIT INTO FIVE SUBCOMMITTEES:

- Compensation and Benefits subcommittee (chaired by Ekaterina Ukhova, Ernst & Young);
- Recruitment subcommittee (chaired by Michael Germershausen Antal Russia);
- Assessment, Training and Development subcommittee (chaired by Tatiana Khvatinina, SHL);
- Relocation subcommittee (chaired by David Gilmartin, Troika Relocations);
- Labour Law subcommittee (chaired by Evgeny Reizman, Baker & McKenzie)

In 2012 the Committee published “The AEB Guide to HR Related Services” and “Step by Step — Living in Russia”.



ANNUAL HR CONFERENCE (17 May 2012) BROUGHT TOGETHER HR SPECIALISTS TO ADDRESS THE MOST IMPORTANT HR ISSUES. THE SPEAKER IN THE PHOTO IS SERGIO EZAMA, SENIOR VICE PRESIDENT, HR, PEPSICO.



THE CONFERENCE “BRINGING EXPATS TO RUSSIA,” HELD ON 28 November, 2012, GATHERED NUMEROUS SPECIALISTS IN THE HR SPHERE. L-R: VICTORIA KUSHNER, LAWYER, PEPELIAEV GROUP, DEPUTY CHAIRWOMAN, AEB MIGRATION COMMITTEE; ANDREY SLEPOV, SENIOR ASSOCIATE, BEITEN BURKHART; OLGA BANTSEKINA, CHAIRWOMAN, AEB HR COMMITTEE, CHIEF REPRESENTATIVE, COLEMAN SERVICES

## INSURANCE AND PENSIONS COMMITTEE

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**AIM(S)** To provide a level-playing field between local and foreign operators in insurance and pensions sectors and direct technical policy advice to European as well as Russian government officials

**CHAIRMAN** Alexander Lorenz, Chairman of the Council, Raiffeisen Pension Fund

**DEPUTY CHAIRMAN** Vladimir Sukhinin, Chief Operating Officer, LLC Insurance Company CARDIF

**AEB MEMBER COMPANIES** ACE Insurance Company CJSC; AIG Insurance Company, CJSC; Allianz IC OJSC; Aviva Pension Fund; Cardif Insurance Company; CMS, Russia; Deutsche Bank; General Reinsurance AG; Generali PPF Life Insurance; Intouch Insurance; MAI Insurance Brokers; Marsh Insurance Brokers; MetLife Alico; Norton Rose (Central Europe) LLP; Oranta; PwC; Raiffeisen Non-State Pension Fund; Roland Berger Strategy Consultants GmbH; Rosgosstrakh; Russian Reinsurance Company; Russian Standard Insurance; SCOR Reinsurance; Societe Generale Insurance; Towers Watson; VSK; Zurich Insurance Company

**NUMBER OF COMMITTEE MEETINGS** 9

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Open event "Insurance and IT technologies"	26.04.2012

### COMMITTEE ACTIVITIES, 2012

In 2012, the Committee continued to develop cooperation, and hold regular meetings with two key government partners: the Ministry of Finance and the Federal Anti-monopoly Service. In particular:

- The Committee continued its dialogue with the Ministry of Finance, which usually reacts positively to proposals made by the Committee. The Committee representatives had three working meetings with senior officials of the Ministry: in January with Alexey Savatyugin (Deputy Minister of Finance) and Sergey Barsukov (Head of the Financial Policy Department), and in June and September with Vera Balakireva, Deputy Director of Financial Policy Department. The following topics were discussed during



the meetings: electronic insurance, life insurance, taxation of payments under insurance (reinsurance) contracts to foreign insureds (reinsureds), insurance ombudsman, licensing, insurance reserves, insurance law relating to administrative penalties, on combating legalisation (laundering) of illegal income and financing of terrorism, financial ombudsman, compulsory motor insurance etc. Ms Balakireva agreed to hold biannual meetings with the AEB Insurance and Pensions Committee to exchange views and opinions on the development of the insurance market on a routine basis.

- Interaction with the Federal Anti-monopoly Service (FAS) has also become closer, especially in the work on the regulation of bancassurance. The interested Committee members had a meeting with Mr. Andrey Kashevarov, Deputy Head of the Federal Anti-monopoly Service, regarding bancassurance and recent cases raised by regional FAS offices against several banks and insurers.

Furthermore, the Committee strengthened its collaboration with the State Duma Committee on Financial Market, and the Deputy Chairman of the Committee became a member of the State Duma's Expert Council on Insurance Legislation within the State Duma's Committee on Financial Market and participated in several meetings.

In October 2012, the Committee had a meeting and established contacts with the Association of Regional Banks and the National Payment Council. During the meeting the participants discussed online insurance and its legal regulation, upcoming amendments to federal laws on personal data, and other issues. They agreed to continue the exchange of information and to combine efforts where possible on the issues of common interest.

The Committee took an active part in the work on several legal acts regulating the insurance sector and commented on several draft laws. The most important are:

- the draft laws amending the Federal law on the organisation of insurance activities (insurance intermediaries, licensing of insurance agents and other issues);
- the draft law on amendments to the Administrative Offences Code and the Federal law on the organisation of insurance activities with regards to supervisory functions of the Federal Financial Markets Service and administrative penalties;
- the proposals to introduce draft laws amending the Federal law on the organisation of insurance activities and Tax Code regarding development of pension and life insurance and improvement of conditions of bancassurance and reinsurance.

Moreover, the Committee provided contributions to the regulatory impact assessment procedure of the draft laws on financial monitoring, administrative penalties, and electronic insurance.

## INTELLECTUAL PROPERTY COMMITTEE

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- AIM(s)**
- To monitor changes in IP legislation in Part IV of the RF Civil Code
  - To monitor international commercial arbitration and enforcement of foreign arbitration awards
  - To protect the rights of inventors, authors and creators and prevent the 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
  - 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

**CHAIRMAN** Eugene Arieovich, Partner, Baker & McKenzie (CIS)

**DEPUTY CHAIRMEN** Ekaterina Tilling, Head of IP, Special Counsel, Baker Botts  
 Denis Voevodin, of counsel, Salans  
 Denis Khabarov, Partner, Baker&McKenzie

**AEB MEMBER COMPANIES** Alrud; AstraZeneca; BEITEN BURKHARDT; Baker Botts LLP; Baker & McKenzie CIS Ltd.; Bayer ZAO; CMS Russia; Deloitte; DLA Piper; Egorov Puginsky Afanasiev & Partners (EPA&P); Ernst & Young; Goltsblat BLP; Google; KPMG; NOERR; Mannheimer Swartling; Mercedes-Benz Russia, ZAO; Mazars; Nestle Russia; Pavia e Ansaldo; Pepeliaev Group; PwC; Phillips; Renault Russia; Roedl & Partner; Salans; Secretan Troyanov Schaer; Siemens; Smithbridge Advisory Services Ltd.; Vinson & Elkins L.L.P.; Shevyrev & Partners; Vegas Lex

**NUMBER OF COMMITTEE MEETINGS** IP committee — 5  
 WG on parallel import — 2



**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Briefing by Igor Artemiev, Head of the Federal Anti-monopoly Service on parallel import issues	27.04.2012
“Intellectual Property Rights: recent trends, court practices, problems and solutions”	14.06.2012

**COMMITTEE ACTIVITIES, 2012**

The Sub-committee acquired the status of Committee in June 2012.

2012 has been an interesting and active year for the IP Committee members.

On 27th of April the IP Committee organized a briefing with Igor Artemiev, Head of the Federal Anti-monopoly Service on parallel import issues. The AEB manifested clearly its position against the legalisation of parallel imports. The AEB is continuing its campaign against parallel import liberalization by formulating and distributing among key stakeholders a special position paper, issuing press-releases and holding press conferences, open events and numerous meetings.

In October the AEB set up a working group “against parallel import” headed by Denis Khabarov, Baker & McKenzie.

On 14<sup>th</sup> June the IP Committee organized an Open event, “Intellectual Property Rights: recent trends, court practices, problems and solutions”. The conference touched upon key issues in the sphere of intellectual property.

On 23<sup>rd</sup> August the IP Committee took a part in a round table discussion on the changes to the RF Civil Code in the RF Ministry of Economic Development. Ekaterina Tilling, Deputy Chairwoman, made a presentation on the changes to the RF Civil Code (CC) in terms of rights to know-how and trade secrets.

On 2<sup>nd</sup> October the AEB IP Committee participated in the AEB Open Event on cloud computing, organised by the AEB IT & Telecom Committee

On 22-24<sup>th</sup> October the IP committee took a part in the “Forum Anti-Counterfeit”, supported by the Russian Government. Denis Khabarov gave a speech on parallel imports at the Conference, gave an overview on comparative analysis of European and Russian practice on this issue.

On 24<sup>th</sup> December the IP Committee had a meeting with Mrs. Romasheva, Head of the Legal Department, RF Ministry of Culture in order to discuss the draft law “On Piracy”, promulgated by the Ministry, and offer further cooperation on its development.

## IT & TELECOM COMMITTEE

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- AIM(s)**
- To promote the interests of AEB member companies in Telecom and IT through governmental liaison and information exchange
  - To assist AEB members on changes, best practices, legal and regulatory issues in IT and Telecom

**CHAIRMAN** Mamuka Marhuliya, Head of Legal & Regulatory, Tele2 Russia

**AEB MEMBER COMPANIES** 1C:BIT; ALPE consulting; Antal Russia; Antor Business Solutions; Basware OYJ; Beiten Burkhardt; Brother; CMS Russia; Detecon Consulting; Egorov Puginsky Afanasiev & Partners; Google Russia; IBS; Itella Information; Linxdatacenter; Noerr; Nokia-Siemens; Panalpina World Transport ZAO; PwC; Pepeliaev Group; Russia Consulting; Sony Ericsson; Telenor Group; Tele 2 Russia International Cellular B.V.

**NUMBER OF COMMITTEE MEETINGS** 9

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Round Table, "Social Networks vs Corporate Networks. Episode I"	29.02.2012
Round Table, "SME & Internet: Technological Possibilities, Problems & Success Stories", together with OPORA ROSSII	19.03.2012
Practical Seminar "1C & SAP: Corporate Clients' Success Stories. EPR Systems Implementation Expertise & their Efficiency in Russia"	29.06.2012
Round Table "Current Trends & Issues in Cloud Development in Russia"	02.10.2012

### COMMITTEE ACTIVITIES, 2012

In four well attended public discussions the IT & Telecom Committee, which one of the most active within the AEB in organizing open events for the AEB members, covered a wide range of topics. The committee tries always to maintain a constant review of new phenomena emerging not only strictly within the IT-Telecom industry but touching related sectors as well. This attracts to the Committee's events the diverse audience that insures deep and lively discussions.

## LEGAL COMMITTEE

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- AIM(s)**
- To provide legal support services (informational briefings and seminars, legislation updates) to AEB members
  - To participate in Russian legislation proceedings 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 the Russian legislation procedure by presenting international experience, and lobbying for AEB members' interests and holding open discussions, sharing AEB members' practice with the Russian authorities

**CHAIRMAN** Alex Stoljarskij, Attorney, BEITEN BURKHARDT

**DEPUTY CHAIRMAN** Alexander Kozhukhov, Head of Legal Department, Siemens LLC

**AEB MEMBER COMPANIES** Akzo Nobel N.V.; Alinga Consulting Group; Allen & Overy; ALRUD; Alstom; AstraZeneca Pharmaceuticals LLC; Aviva Pension Fund, Aviva Insurance Company; Baker & McKenzie CIS Ltd.; Baker Botts L.L.P.; Banque Societe Generale Vostok; BASF; BBH Legal; BearingPoint OOO; BEITEN BBURKHARDT; BOIRON; BMW Russland Trading OOO; BP Russia; Clifford Chance; CMS Russia; Deloitte; DLA Piper; DuPont Science & Technologies; East Office of Finnish Industries; Ecoteam; Egorov, Puginsky, Afanasiev & Partners (EPA&P); EkoNiva-Technika Holding, OOO; Ernst & Young; Ferrero Russia, CJSC; FORTUM OYJ; Gide Loyrette Nouel; Goltsblat BLP; Grant Thornton ZAO; HSBC Bank OOO; Herbert Smith CIS LLP; Incor Alliance; In2Matrix; Kia Motors Rus, LLC; KPMG; Lansky, Ganzger und Partner; LegaLife Law Firm; Levant & Partners Law Firm; L'Oreal; Mannheimer Swartling; Mazars; MOL Plc; Muranov, Chernyakov & Partners Law Firm; Noerr; Nokia-Siemens Networks; Novoye Vremya; Orrick (CIS) LLC; Pepeliaev Group, LLC; Philip Morris Kuban OAO; Porsche Russland; Procter & Gamble; PwC; Roedl & Partners;

Salans; Sanofi; Secretan Troyanov Schaer; Shevyrev & Partners; Schulze, Brutyan and Partners LLC; Siemens; Sirota & Mosgo; Smithbridge Advisory Services Ltd.; SNR Denton; SonyEricsson; Vegas-Lex; Vinson & Elkins L.L.P.; Whirlpool CIS

**NUMBER OF COMMITTEE MEETINGS**

Legal committee — 8  
 Working group on RF Civil Code development — 3  
 Working group on Public Private Partnership — 3  
 Working group on development of Federal Law on Foreign investments in strategic sectors of Russian economy — 2

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Open event (together with AEB SHES Committee) “Combating corruption: challenges and way forward”	07.06.2012
Round table in participation of Mr. Igor P. Kardashev, Deputy Director of Investment policy and PPP development department, Ministry of economic development.	22.08.2012

**COMMITTEE ACTIVITIES, 2012**

The Legal Committee (LC) continued addressing burning issues on legislation development in Russia. The LC formed a working group to analyse changes to the Civil Code, proposed comments and amendments highlighting aspects which may potentially have a negative impact on business development. The proposed amendments were submitted to the State Duma. AEB experts had a chance to put their point of view across at different forums and at a specially organised meeting with the Institute of Comparative Law by the Russian government.

The Legal Committee worked closely with the RF State Duma, the Federal Anti-monopoly Services (FAS), the RF Ministry of Economic Development with regard to the AEB proposals for the amendment of the FL-57 “On procedures for implementation of foreign investment into business entities having strategic significance for national defence and state security”.

**IN 2012, THE LEGAL COMMITTEE HELD A NUMBER OF OPEN EVENTS:**

- On 7th June the Legal Committee together with the AEB SHES committee held a Security & Compliance event on Anti-corruption “Combating corruption in Russia: challenges and way forward” in order to discuss key aspects of the state anti-corruption policy and how businesses mitigate risks arising from corruption.



- On 21<sup>st</sup> August the Committee took a part in a round table discussion on the draft changes to the RF Civil Code organized by the Ministry of Economic Development. Alexander Kozhukhov, LC Deputy Chairman has presented the AEB position on the main changes to the RF Civil Code. The AEB amendments were also officially sent to the Ministry of Economic Development and to the State Duma for consideration.
- On 22<sup>nd</sup> August Mr. Igor P. Kardashev, Deputy Director of Investment Policy and the PPP Development Department, Ministry of Economic Development, took a part in a Legal Committee meeting to discuss the Public Private Partnership (PPP) draft law . The participants pointed out the problematic positions in the presented draft law: e.g. financial risks; federal legislation inconsistency; shortage of control mechanisms and regulation methods on PPP project development in the Russian regions; non-existence of cost recovery mechanisms. The participants agreed to set up a working group (WG). Requested recommendations and a set of amendments to the draft law were sent to the Ministry of Economic Development for further discussion.

OPEN EVENT (TOGETHER WITH SHES COMMITTEE)  
“COMBATING CORRUPTION: CHALLENGES AND WAY  
FORWARD” (7 June 2012) BROUGHT TOGETHER  
SPECIALISTS FROM DIFFERENT AREAS TO DISCUSS  
THE RELATED ISSUES.



# MACHINE BUILDING & ENGINEERING COMMITTEE

- AIM(s)**
- To take part in governmental 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 the implementation of new technologies;
  - To 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;
  - To unite representative of different industries with stakes in the machine building sector.

**CHAIRMAN** Philippe Pegorier, President, Alstom Russia

**DEPUTY CHAIRMEN** Ilya Oshkin, Business Development, Dow Corning GmbH; Irina Voronchikhina, Business Development, Tebodin Eastern Europe B.V.

**AEB MEMBER COMPANIES** ABB; Air Liquide; Alstom Russia; BEITEN BURKHARDT; Caterpillar; Deloitte; Dow Corning; Eberspaecher Rus; EnergoFichtner; ImTech Rusland; John Deere; METSO; Mitsubishi Electric; PwC; Parker Hannifin; Radius Group; Royal Haskoning; SPb EC; Schneider Electric; SGS Vostok Limited; Siemens; Spectrum Group; Tebodin Eastern Europe B.V.; ThyssenKrupp AG; VegasLex

**NUMBER OF COMMITTEE MEETINGS** 7

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Introduction to Skolkovo Partnership — Case Studies	05.04.2012
Round Table “WTO & Modernization Perspectives of the Russian Machine Building Sector” (within the 2 <sup>nd</sup> International Forum “Technologies in Machine Building 2012”)	28.06.2012
Round Table “Managing Investment Projects”	21.11.2012



## COMMITTEE ACTIVITIES, 2012

The AEB Machine Building and Engineering Committee is one of the recently created committees in the AEB. In its activities, the Committee tries to keep a delicate balance between topics and issues common to representatives of other “neighbour” branches as automobile manufacture, auto-components, construction equipment, technical regulation and standardisation, trying to act in harmony with other AEB committees. In 2012, the Committee continued to monitor the development of the Russian machine building market, organising regular open events tackling the most important issues, from the Committee’s point of view, such as infrastructure, customs regulation, human resources, standardisation and certification. One of the main issues this year was Russia’s WTO accession. As part of the 2<sup>nd</sup> International Forum “Technologies of Machine Building 2012” the Committee organized a round table on this issue with high ranking speakers.

ROUND TABLE “MANAGING INVESTMENT PROJECTS” (21 November 2012). IN THE PHOTO ARE THE MAIN SPEAKERS, L-R: IRINA VORONCHIKHINA, TEBODIN, DEPUTY CHAIR, MBE CTE; ALEXANDER PAVLOV, ENERGOFICHTNER; BO IVAN WALLENEBERG, THOST RUSSIA PROJEKTMANAGEMENT; ANDREY SOSNOVSKY, TEBODIN.



THE AEB ORGANISED A ROUND TABLE “WTO & MODERNIZATION PERSPECTIVE OF THE RUSSIAN MACHINE BUILDING SECTOR” AT THE 2<sup>ND</sup> INTERNATIONAL FORUM “TECHNOLOGIES IN MACHINE BUILDING-2012”, 28 June 2012.

## MIGRATION COMMITTEE

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- AIM(s)**
- To monitor immigration legislation developments in the Russian Federation
  - To promote the exchange of companies' practical experience related to 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 immigration related issues and hold open discussions and share information with AEB member companies
  - To identify the most problematic issues in immigration area that AEB member companies face and address these issues through further discussions with the authorities and resolve them
  - 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

**CHAIRMAN** Ludmila Shiryaeva, Executive Director, Human Capital, Ernst & Young

**DEPUTY CHAIRMEN** Alexey Filipenkov, Partner, Visa Delight  
Victoria Kushner, Associate, Pepeliaev Group  
Maxim Novikov, Senior HR Manager, KPMG

**AEB MEMBER COMPANIES** Air France; Alinga Consulting and Audit; Alitalia; Allen & Overy Legal Services; Baker & McKenzie CIS Ltd.; Bauer Technologie; Bayer AG; BEITENBURKHARDT; BP; Consulting and Visa Service; Continental Tires RUS LLC; CMS Russia; Danone; Deloitte; DLA Piper; DuPont Science & Technologies; Ernst & Young; 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.



## NUMBER OF COMMITTEE MEETINGS

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
Meeting with Konstantin Romodanovsky, Head of the Federal Migration Service	03.04.2012

## COMMITTEE ACTIVITIES, 2012

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

On October 5<sup>th</sup>, 2012 Mr. Alexander Kirillin, Head of the Labour and Employment Department, Moscow Government, was the guest speaker at the AEB Migration committee meeting. The main issue of the discussion was a full or partial annulment of the required 2013 quota applications submitted by AEB companies.

On December 6<sup>th</sup>, 2012 the Migration Committee organized its annual conference with the aim of presenting recent trends in the Russian immigration system, and indicating its likely further development.

## PR AND COMMUNICATIONS COMMITTEE

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**AIM(S)** To establish a platform for Communications and PR experts from European and Russian businesses and experienced consultancy representatives to discuss and exchange information and advice on the best PR & Communications practices in Russia.

**CHAIRMAN** Igor Reichlin, Managing Partner, Reichlin & Partners LLC

**DEPUTY CHAIRMEN** Marina Tatarskaya, Public Relations Director, Ferrero Russia, CJSC

**AEB MEMBER COMPANIES** ABB; Allianz IC OJSC; Ancor; Antal Russia; Ararat Park Hyatt Moscow; Art De Lex Law Firm; Arval; Atlas Copco; Axel Springer Russia; Bank WestLB Vostok; BNP Paribas; Boehringer Ingelheim; BSH Group; Caterpillar Eurasia LLC; Cetelem; Chartis Insurance Company CJSC; Cushman & Wakefield; Danone Industria LLC; Deloitte; Deutsche Bank Ltd.; DS Law; DuPont Science & Technologies; Esmerk; FE Communications; Ferrero Russia CJSC; Fleishman-Hillard Vanguard LLC; Flex; Gide Loyrette Nouel; GOLTSBLAT BLP; Grayling Eurasia OOO; HAYS; Hilton Moscow Leningradskaya Hotel; Intercontinental Moscow Tverskaya hotel; Ibis Moscow Paveletskaya; ING Commercial Banking; International Road Transport Union, Permanent Delegation to Eurasia; IPF Bank (International Personal Finance plc); John Deere Agricultural Holdings, Inc.; KPMG; Levant & Partners Law Firm; Lindab Buildings LLC; Mannheimer Swartling Russland Advokataktiebolag; Manpower CIS LLC; Marriott Hotels of Moscow; Mazars; Mercure Arbat Hotel; MetLife Alico; Metro Group; Muranov, Chernyakov & Partners Law Firm; Nestlé Rossiya; Noerr; Norton Rose (Central Europe) LLP; Novo Nordisk; Novotel Moscow Centre; Pepeliaev Group; Philip Morris Sales & Marketing; PBN Company Ltd.; Publicity Consulting Group; PwC; Radisson Royal Hotel; REICHLIN & PARTNERS, LLC; Ruperti Project Services International Ltd.; Sanofi; Siemens OOO; Staffwell; Sokur & Partners; Swissotel; Total E&P Russie; Zurich Insurance Company



## NUMBER OF COMMITTEE MEETINGS 9

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
Social Corporate Responsibility	13.03.2012
Social Media in B2C	25.05.2012
Communications in Crisis Situation — A business game	18.06.2012
Social Media in B2B-Round Table in St.Petersburg	21.09.2012
Briefing by Michelle Shildkret “Social Media and Corporate Internet Technology”	05.12.2012
Meet Vedomosti-Open Event	11.12.2012

## COMMITTEE ACTIVITIES, 2012

The AEB PR and Communications Committee started work in 2008. Since then, it has become a valid forum where European businesses and experienced consultancy representatives can discuss, and exchange information and advice on, the best PR and Communications practices in Russia.

The Committee started at a time of global economic crisis which created serious challenges for business across many industries. Therefore one of the primary goals was contributing to the effective management of AEB member companies’ reputational risk, by providing advice and information regarding crisis communication techniques.

Beginning with summer 2012, the PR & Communications Committee’s meetings became focused around key topics, selected in advance by committee members. The committee has already held meetings devoted to corporate social responsibility, social media, stakeholder relations, charity activities, media relations, press-releases, crisis communications and reputation management.



BRIEFING BY MICHELLE SHILDKRET “SOCIAL MEDIA AND CORPORATE INTERNET TECHNOLOGY” (5 December 2012). IN THE PHOTO MICHELLE SHILDKRET, DIGITAL STRATEGIST, SOCIAL MEDIA EXPERT AND TREND FORECASTER, IS GIVING HER PRESENTATION.

# PRODUCT CONFORMITY ASSESSMENT COMMITTEE

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- AIM(s)**
- To identify and act on the major problems identified in the field of technical regulation, product conformity and standardisation.
  - To act as a specific link with the European Commission representatives in charge of the EU-Russia Regulatory Dialogue

**CHAIRMAN** Vladimir Ovcharov, Product Certification Department Manager, SGS Vostok Limited

**AEB MEMBER COMPANIES** ABB; Vegas Lex Advocate Bureau; ALD Automotive; BASF; Bayer ZAO; Bonduelle-Kuban; Branan; BSH Group; 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; Michelin; Navteq Russia & CIS; 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; Schneider Electric; Sony Mobile, Royal Haskoning DHV; SECRETAN TROYANOV SCHAER S.A.; SGS Vostok Limited, ZAO; ThyssenKrupp Elevator; Turner & Townsend OOO; Volvo Cars LLC

**NUMBER OF COMMITTEE  
MEETINGS** 3

## COMMITTEE ACTIVITIES, 2012

In June 2012, the AEB Technical Regulation and Standardization Task Force became the Product Conformity Assessment Committee (PCAC). The PCAC works in close cooperation with 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.

There were two important meetings in October and December 2011 of the EU-Russia Industrialists' Round Table (IRT) Task Force 8-Technical



Regulations (TF8), where the AEB PCAC was an active participant. It was decided that the TF8 would prepare a number of important recommendations, supported by the EU and Russian industry. The following main areas of Task Force activity were established: Standardization, Accreditation, Conformity Assessment and Market Surveillance, as well as the harmonization of fourteen industrial technical regulations of the Customs Union, in order to maximize commercial interest for businesses with the corresponding European documentation.

In December 2012, the final report, a White Book of the IRT on EU-Russia Technical Regulations, is due to be presented. Experts on the European and Russian sides were appointed to work on different fields of the horizontal harmonization and industrial technical regulations, including experts from the AEB Product Conformity Assessment Committee.

## REAL ESTATE COMMITTEE

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- AIM(s)**
- To facilitate the exchange of information regarding 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, Russian Federation (RF) State Duma and other relevant governmental bodies.

**CHAIRMAN** Christophe Vicic, Chief Operating Officer,  
Jones Lang LaSalle

**DEPUTY CHAIRMAN** Olga Arkhangelskaya, Head of Real Estate Advisory  
Services, Ernst & Young

**AEB MEMBER COMPANIES** ALPE Consulting; Alrud; Arup; Art De Lex; Baker & McKenzie CIS Ltd; Bank Credit Suisse; BCVG; BEITEN BURKHARDT; BENE RUS LLC; Blackwood; BNP Paribas; Capital Legal Services; Carnelutti Russia; CBRE; CMS Russia; Cushman & Wakefield; Daikin Europe N.V. Representative Office; Debevoise and Plimpton; Deloitte; DLA Piper; DuPont Science & Technologies; EBRD; Ernst & Young; Egorov Puginsky Afanasiev & Partners (EPA&P); Evans Property Services; Hannes Snellman; Herbert Smith CIS LLP; Holdsway; Four Squares; Gide Loyrette Nouel; Goltsblat BLP; IntermarkSavills; Jones Lang LaSalle; OBI Russia; Kienbaum Executive Consultants; Kinnarps; KPMG; Lidings; Lindab Buildings LLC; Lindner; Mayfair Properties LLC; METRO GROUP; Move One Relocations; Noerr; Pepeliaev Group LLC; Porsche Russland; PricewaterhouseCoopers; Quattrogemini Ltd; Renault Russia; Roedl & Partner; Royal Haskoning DHV; Salans; Smithbridge Advisory Services Ltd; Sponda Russia Oy Ltd; Swissotel; Terrakultur; TMF Russia; Troika Relocations Ltd; Turner&Townsend; YIT Rakennus Representative office; VEGAS LEX Advocate Bureau

**NUMBER OF COMMITTEE  
MEETINGS** 8



**AEB OPEN EVENTS  
ORGANISED**

EVENT TITLE	EVENT DATE
How to optimize office real estate for end-users' business needs.	09.02.2012

## COMMITTEE ACTIVITIES, 2012

IN 2012, THE STRUCTURE OF THE REAL ESTATE COMMITTEE WAS AS FOLLOWS:

- Finance and Investment Working Group (F&I WG) headed by Olga Arkhangelskaya, Ernst & Young;
- Industry Sub-sectors Working Group headed by Mark Pollitt, Cushman & Wakefield;
- Project Management and Ancillary Services Working Group headed by Victor Verma, YIT.
- Throughout the year, the Committee continued to issue its electronic magazine, "The Real Estate Monitor", on a quarterly basis.

## RETAIL TRADE COMMITTEE

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- 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 Russian authorities when needed
  - To monitor legislative changes regarding:
    - Trade issues
    - Customs issues
    - Tax issues
    - Waste management
    - Retail Market Statistics

**CHAIRMAN** Erwin Trinkl, Senior Vice-President, Metro Group

**DEPUTY CHAIRMAN** Thierry Leconte, Financial Director, Auchan

**AEB MEMBER COMPANIES** Auchan; Atak; Decathlon Russia; IKEA; H&M Hennes & Mauritz LLC RUSO; L'Occitane Rus; Metro Group; M.Video; OBI Russia; Stockmann, ZAO

**NUMBER OF COMMITTEE MEETINGS** 6

### COMMITTEE ACTIVITIES, 2012

During 2012, the AEB Retail Trade Committee dealt with a number of issues relevant to the retail trade and organized several Committee meetings with participation of professionals from various industries:

- Consumer, Health and Safety regulations. Guest speaker: Bauke van der Meer, BVDM Tax & Legal Services.
- Tax Committee expert's presentation on VAT Treatment on Bonuses and Update on Utilization Law.
- AEB Product Conformity Assessment Committee expert's presentation on Customs Union Technical Regulations on safety of children goods, and on safety of light industry products;
- EDI implementation. Problems and Success. Guest speaker: Maximillian Musselius, ECR Russia.
- AEB Tax Committee expert's presentation on amendments to Chapter 21 of the Tax Code regarding VAT on Bonuses.
- Non-cash payments in the retail trade. Guest speaker: V.V. Radayev, First Deputy Rector of the Higher School of Economics;



- Presentation of AEB Product Conformity Assessment Committee on Technical regulation TR CU 022/2011, “Food products and marking requirements”.
- Non-cash payments in the retail trade. Guest speaker — A.V. Degtyarev, Vice-President, Head of Self-Service Networks of ZAO VTB 24;
- AEB Legal Committee expert’s presentation on VAT on Bonuses.

## SAFETY, HEALTH, ENVIRONMENT AND SECURITY COMMITTEE

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**AIM(S)** To promote the interests of AEB member companies in the areas of corruption reduction, security and environment protection and sustainability

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

**DEPUTY CHAIRMEN** Mikhail Balev, Business Development Executive, MIG Security Services; Valery Kucherov, Principal Consultant, ERM Eurasia Limited

**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.

**NUMBER OF COMMITTEE MEETINGS** 8

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Open event (together with AEB Legal Committee) "Combating corruption: challenges and way forward"	07.06.2012

### COMMITTEE ACTIVITIES, 2012

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

## SMALL AND MEDIUM-SIZED ENTERPRISES COMMITTEE

**AIM(S)** To foster growth of the SME sector, addressing administrative barriers for SMEs and to provide a platform for information exchange

**CHAIRPERSON** Orlin Efremov, General Director, Manutan

**DEPUTY CHAIRMAN** Alex Medlock, General Director, TMF-Group Russia

**AEB MEMBER COMPANIES** 3 Step IT; Alinga Consulting Group; Alpe Consulting; Antal; BDO; Bene Office Furniture; Businessland Services; Bank Center-Invest; Citibank ZAO; CMS, Russia; Exect Partners; FE Communications; Finance Consult; Gruppo SISI; ILTS; Konsu M, ZAO; Manutan; Novotel Moscow Center; Publicity PR Agency; PwC; RH Partners; Rodniki industrial park; Russia Consulting; Russian Connection; Secretan Troyanov Schaer; SNR Denton; Tablogix, TMF Russia; Troika Relocations; VSK.

**NUMBER OF COMMITTEE MEETINGS** 8

### AEB OPEN EVENTS ORGANISED

EVENT TITLE	EVENT DATE
Business breakfast "Raising finances for SMEs"	27.04.2012
Open event "Sharing SMEs' experience with outsourcing: challenges and opportunities"	26.10.2012
Open event "Managing finances in crisis times"	04.12.2012

### COMMITTEE ACTIVITIES, 2012

The SME Committee tries to raise a number of issues specific to the SME sector, raising finances, providing SMEs with information on services available to them, i.e. interacting with banks on funding programs available for SMEs, speaking for SMEs at events and round tables to raise their visibility, discussion of the most effective techniques for hiring the personnel. Overall, this dynamic Committee is growing and is committed to addressing many more issues in the upcoming year.

## TAXATION COMMITTEE

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- AIM(s)**
- To monitor tax legislation developments, subordinate acts and court practices;
  - To inform AEB members on 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 before the Russian Government and the State Duma.
  - To organize regular meetings, open events and conferences for AEB members.

**CHAIRPERSON** Alina Lavrentieva, Partner, PricewaterhouseCoopers

**DEPUTY CHAIRMEN** Vadim Zaripov, Head of Analytical Department, Pepeliaev Group LLC; Tatiana Kirgetova, Senior Lawyer, Head of Tax Practice, Gide Loyrette Nouel

**AEB MEMBER COMPANIES** Agrana Fruit Moscow Region; Akzo Nobel N.V.; Alderley NefteGaz; Alinga Consulting Group; Alex Terp LLC; Alrud; AstraZeneca Ltd.; Baker Botts L.L.P.; Baker & McKenzie CIS Ltd.; Bauke van der Meer; BBH Legal; BEITEN BURKHARDT; Boehringer Ingelheim Pharma GmbH; Boiron; BMW Russland Trading OOO; British American Tobacco Russia; Clifford Chance; CMS; Continental Tires RUS; Deloitte; Denton Wilde Sapte; Dewey & LeBoeuf; DLA Piper; DuPont Science & Technologies; Ernst & Young (CIS) B.V.; Ferrero; Gide Loyrette Nouel; GOLTSBLAT BLP; Grant Thornton Trid ZAO; Gruppo SISI; ICAR Transportation Company; IKEA; Intercomp Global Services;.KPMG; Law Firm "Padva & Epshtein"; Levant & Partners Law Firm; Magisters; Mazars; Messe Frankfurt Rus O.O.O; Metro Cash&Carry; Noerr Stiefenhofer Lutz; OBI Russia; Pavia & Ansaldo; Pepeliaev Group LLC; Philip Morris; PricewaterhouseCoopers; Procter & Gamble; Rödl & Partner; Russia Consulting; Sanofi Aventis; Salans; Shell; Smithbridge Advisory Services Ltd.; Zentis Russland

**NUMBER OF COMMITTEE MEETINGS** 5



**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Business meeting “Development of VAT Legislation and Practice”	03.04.2012
Business meeting “Tax Legislation Update — first half of 2012”	28.06.2012
Business breakfast on practical aspects of transfer pricing	30.11.2012
Business meeting “Development of the Russian Tax System in 2012 and prospects for 2013 – 2015”	19.12.2012

**COMMITTEE ACTIVITIES, 2012**

IN LINE WITH REQUESTS BY AEB MEMBER COMPANIES, THE AEB TAXATION COMMITTEE HAS SENT THE FOLLOWING OFFICIAL QUERIES:

1. An inquiry about taxation of bonuses (submitted to the RF Ministry of Finance, with official clarification obtained)
2. Applications to the State Duma, Federal Ministries and the State Legal Directorate of the President with proposal related to the taxation of bonuses. A meeting with S.D. Shatalov, Deputy Minister of Finances took place on October 10th, 2012 to discuss the proposal.
3. An application to the RF Ministry of Finance on taxation of inventory losses (in view of the proposed draft law)



BUSINESS MEETING “DEVELOPMENTS OF THE RUSSIAN TAX SYSTEM IN 2012 AND PROSPECTS FOR THE YEARS 2013-2015” (19 December 2012). SERGEY SHATALOV, STATE SECRETARY AND DEPUTY MINISTER OF FINANCE AND DANIEL EGOROV, DEPUTY HEAD OF THE RF FEDERAL TAX SERVICE ADDRESSED THE AUDIENCE.

## NORTH-WESTERN REGIONAL COMMITTEE

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- AIM(s)**
- To improve the business environment and increasing the transparency and development of honest business opportunities in the Region.
  - To facilitate cooperation with local and federal authorities in order to solve the problems 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.

**CHAIRMAN** Timo Mikkonen, Managing Director,  
Vostok Consulting Oy

**DEPUTY CHAIRMEN** Petri Vuorio, Swedbank

**AEB MEMBER COMPANIES** Ancor; AWARA Group; Baker & McKenzie CIS Ltd.; BDO; Baker & McKenzie CIS; Beiten Burkhardt; BLG Logistics Automobile; Brainpower; BSH Bytowije Pribory; Business Psychologists Ltd (SHL); Calderys; Coleman Services; Danske Bank; Deloitte; DLA Piper; Dow Corning; DS-Law; East Office of Finnish Industries; EGO Translating; Egorov Puginsky Afanasiev & Partners; EKE Group; Ernst & Young; European Bank for Reconstruction and Development (EBRD); ExWeCO; FAREXPO; Finnvera Ltd; FinPro; Fresenius SE; Galitzine Consulting; General Motors; Gide Loyrette Nouel; Hannes Snellman; Innolonik OOO; Imtech, Russland AG; Intercomp Global Services; Janoschka&Partner; JETRO; Johnson Controls; Jones Lang LaSalle; Kelly Services; Kinnarps; Konecranes; Konsu Accountor Group; KPMG; Kuusakoski/Petromax; Lindab Buildings; M-Brain Russia; Mannheimer Swartling; Manpower CIS; Merck; Move One Relocations; National Container Company; NCC; Nokian Tyres; Novartis; Novo Nordisk A/S; Pepeliaev Group; Philips; Port Hamburg Marketing; Poyry; Promaco; Raiffeisen Leasing; Regus; ROCA; Roedl & Partner; Quattrogemini; Queheberger Logistics; RUSSIA CONSULTING; Russian Connection; SAF NEVA; SATO Rus; Scania Rus LLC; SGS; Siemens; Sokotel; Sponda Plc.; SRV Group; Staffwell; Sterkh; St. Petersburg



Electrotechnical Company; Stockmann ZAO; Stora Enso; SVKK; Swedbank; Tebodin Eastern Europe B.V; Vegas Lex; Vostok Consulting Oye; WEG; YE International; YIT

**NUMBER OF COMMITTEE MEETINGS** 18

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
“Russia’s Accession to the WTO”	21.02.2012
Business Breakfast with Alexander Stubb, Minister for European Affairs and Foreign Trade of Finland	30.05.2012
Business Dinner: Networking event for members	23.08.2012

### COMMITTEE ACTIVITIES, 2012

The North-Western Regional Committee strives to offer its members services and information equal to those AEB offers in Moscow. From 140 AEB members, represented in the North-Western Region more than 50 changed their status from ‘sleeping’ members to active ones.

In 2012, in addition to the existing sub-committees (HR & Migration; Manufacturing & Trade; Legal & Taxation; Customs, Transport & Logistics), one more sub-committee — Construction & Real estate — was established.

THE COMMITTEE RAISED, AND STARTED TO DISCUSS WITH RESPONSIBLE AUTHORITIES, SUCH PROBLEMS LIKE:

- bureaucracy as a limitation for foreign investment in the Region
- transfer of the customs check-points to the Borders of the Russian Federation
- reasonableness of the tariffs for heat, water and power supply and connection to infrastructure
- administrative liability for customs offences
- operation of AEOs (AEO status restrictions)
- deficit of working force, especially ‘blue collars’ and absence of educational base for professional training
- problems with employment of workers from CIS
- problems of the labour migration
- problems in construction industry of the north-west region of Russia.

Contacts with Government of St.Petersburg, Leningrad Region, Plenipotentiary Representative of the President of the Russian Federation, Regional Department of Federal Anti-monopoly Service, Federal Labor Inspection, Pension Fund have been established and fostered.

In 2012 AEB representatives joined Investment Council by the Government of St.Petersburg.

General Consulates in St.Petersburg and European Union Delegation to the Russian Federation consider the AEB North-Western Regional Committee as an adviser and reliable partner for the European companies in the North-Western Region.

## SOUTH REGIONAL COMMITTEE

**AIM(S)** Support of favorable investment and business environment in the region for AEB members activity

**CHAIRMAN** Oleg Zharko, Bank Center-invest

**DEPUTY CHAIRMEN** Ralf Bendisch, General Director, CLAAS  
Igor Brener, HR Manager, Cargill  
Lubov Popova, Marketing & Development Director, Gubskiy kirpichniy zavod

**AEB MEMBER COMPANIES** Advocates Bureau Yug; Alico; ANCOR; Austrian Airlines; AVANTA Personnel Adecco Group Russia; Bank Center-invest; BONDUELLE Kouban; Branch of Closed Joint Stock Company “UniCredit Bank” in Krasnodar; Cargill Yug LLC; Citibank; Ernst and Young LLC Krasnodar Branch; European Bank for Reconstruction and Development; GEFCO Russia; Joint Stock Commercial Bank “ROSBANK”; KrasnodarEXPO (Part of The ITE Group); Krasnodarsky branch RosDorBank; Legrand; Lindab Buildings LLC; LLC “Armadillo Business Parcel” (DPD); Nestle Kuban LLC; OAO Philip MorrisKuban; OJSC IC ROSNO; OOO “Syngenta”; OOO CLAAS; OOO IKEA MOS (Retail and Property) MEGA Adygea-Kuban shopping mall; OTP Bank; PwC; Siemens Representantive office in SFD&N-CFD; South Affiliate of ZAO “Raiffeisenbank” South regional center; South sales direction — regional office of Knauf Gips Ltd. (Krasnodar); Tebodin Eastern Europe B.V.; VEGAS LEX; Verallia; Vestas; Volnaya Kuban; VSK insurance house

**NUMBER OF COMMITTEE MEETINGS** 3

**AEB OPEN EVENTS ORGANISED**

EVENT TITLE	EVENT DATE
Round table “Board of directors in foreign companies operating in Russia”	04.04.2012
Round table “Social investments of business to the higher educational institutions: practice and innovations”	24.04.2012
Conference “Forming of the company’s image as a socially responsible employer. Who is a socially responsible employer?”	25.05.2012



EVENT TITLE	EVENT DATE
Workshop — “Utilities connections in Krasnodar region”	06.11.2012
Career Day at the Kuban State University	15.11.2012
Career Day at the Kuban State University of Technology	15.11.2012
Career day in Kuban State Agrarian University	26.11.2012
3 <sup>rd</sup> annual conference “Responsible relationships with partners as a factor of forming civilized business environment “	06.12.2012
Round table on corporate social accountability	06.12.2012

## COMMITTEE ACTIVITIES, 2012

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

Currently the Committee brings together 36 companies: leading foreign investors and international banks that have affiliates operating in the Krasnodar, Rostov-on-Don, Stavropol regions and Adygei republic.

In 2012, the Committee ensured that member companies were able to interact effectively and productively with regional and local authorities. A series of joint events was also organized. The committee’s activities in 2012 were aimed at setting an example of international standards of business, effective networking, information sharing and best practice promotion.

The committee took part in forming an updated Advisory Board on foreign investments under the Governor of the Krasnodar Region.

In 2012, the Committee supported new investors in the Krasnodar Region. The Committee initiated events devoted to interaction of small, medium-sized and large business, business and authorities and their influence to the development of the Region.

In summary, the Committee became one of the leading business associations in the region.

FINANCIAL  
STATEMENT

2012

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2012

	December 31, 2012 (in EUR'000)	December 31, 2011 (in EUR'000)
<b>ASSETS</b>		
<b>NON-CURRENT ASSETS</b>		
Intangible assets	30	2
Property, plant and equipment	205	271
Deferred tax assets	13	8
<b>Total non-current assets</b>	<b>248</b>	<b>281</b>
<b>CURRENT ASSETS</b>		
Trade and other receivables including	194	303
Trade receivables	54	73
Advances paid	129	180
Other debtors	11	50
Cash and cash equivalents	1841	1701
Other assets	44	1
<b>Total current assets</b>	<b>2079</b>	<b>2005</b>
<b>Total assets</b>	<b>2327</b>	<b>2286</b>
<b>UNRESERVED FUND BALANCE AND LIABILITIES</b>		
<b>UNRESERVED FUND BALANCE</b>	<b>726</b>	<b>647</b>
<b>CURRENT LIABILITIES</b>		
Prepaid membership fees	1353	1316
Payroll and taxes payable	135	187
Trade and other payables	113	139
<b>Total current liabilities</b>	<b>1601</b>	<b>1639</b>
<b>Total unreserved fund balance and liabilities</b>	<b>2327</b>	<b>2286</b>

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2012

	2012 (in EUR'000)	2011 (in EUR'000)
Membership fees	2286	2217
Events	504	480
Projects	310	159
Publications	153	151
Other revenues	59	82
<b>Total revenues</b>	<b>3312</b>	<b>3089</b>
Expenditures, net	(3144)	(3105)
Excess of revenues over expenditures before tax	168	(16)
Income tax expense	(66)	(73)
<b>Net excess of revenues over expenditures after tax</b>	<b>102</b>	<b>(89)</b>
Foreign currency translation difference	(46)	(25)
<b>Other comprehensive income / (loss) for the year</b>	<b>(46)</b>	<b>(25)</b>
<b>Total comprehensive income / (loss) for the year</b>	<b>56</b>	<b>(114)</b>

MEMBERSHIP  
STATISTICS

2012

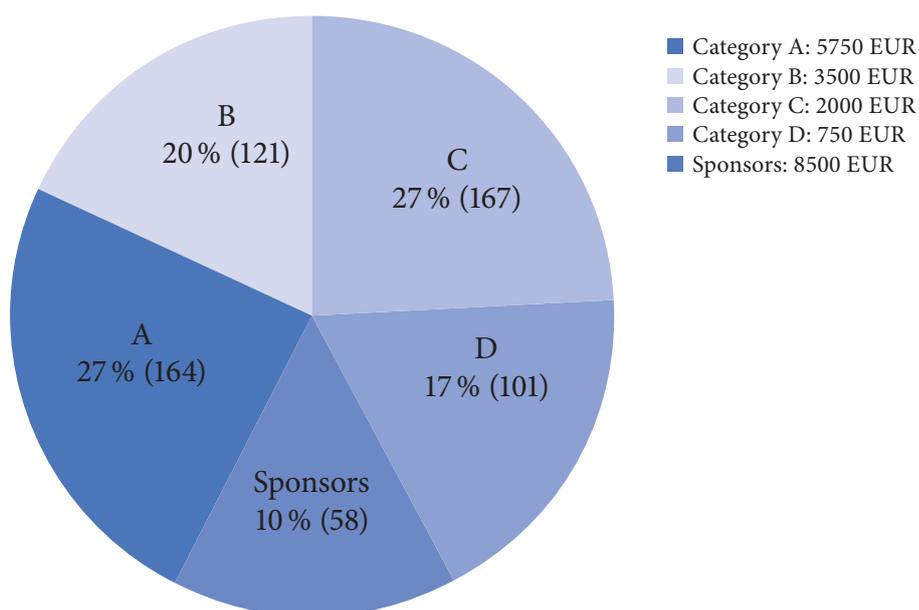
## MEMBERS BY COUNTRY

IN 2012, THE AEB HAD 611 MEMBERS

EU/EFTA Countries	
Austria	18
Belgium	16
Czech Republic	4
Cyprus	9
Denmark	15
Finland	44
France	69
Germany	101
Hungary	7
Ireland	4
Italy	15
Luxembourg	2
Netherlands	36
Norway	6
Poland	3
Spain	3
Sweden	20
Switzerland	24
UK	77
<b>Total</b>	<b>473</b>

Countries NON-EU/EFTA	
China	1
Israel	2
Japan	10
Qatar	1
Russia	84
South Korea	4
Turkey	3
Ukraine	1
United Arab Emirates	1
USA	31
<b>Total</b>	<b>138</b>

## MEMBERS BY CATEGORY



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## AEB SPONSORS 2012

Allianz IC OJSC  
Alstom  
Aon Hewitt  
Bank Credit Suisse (Moscow)  
Bank WestLBVostok ZAO  
BP  
BSH Group  
Cargill Enterprises Inc.  
Clifford Chance  
CMS, Russia  
Continental Tires RUS LLC  
Deloitte  
DHL  
DuPont Science & Technologies  
E.ON Ruhrgas AG  
Enel OGK 5  
EniS.p.A.  
Ernst & Young  
First BIT  
GDF SUEZ  
Gestamp Russia

HeidelbergCement  
In2Matrix, LLC  
ING Commercial Banking  
INVESTMENT COMPANY IC  
RUSS-INVEST  
John Deere Agricultural  
Holdings, Inc.  
KPMG  
LEROY MERLIN Russia  
MAN Truck & Bus AG  
MasterCard  
Mazars  
Mercedes-Benz Russia  
Messe Frankfurt Rus, O.O.O  
METRO Group  
Michelin  
MOL Plc  
Novartis Group  
OBI Russia  
Oranta  
Peugeot Citroen Rus

Pirelli Tyre Russia  
PwC  
Procter & Gamble  
Raiffeisenbank ZAO  
ROCA  
SERVIER  
Shell Exploration & Production  
Services (RF) B.V.  
Statoil ASA  
Strana Detey  
Telenor Russia AS  
TMF Russia  
Total E&P Russie  
Volkswagen Group Rus OOO  
Volvo Cars LLC  
VSK  
YIT Rakennus Representative  
Office  
YOKOHAMA RUSSIA LLC  
Zurich Insurance Company