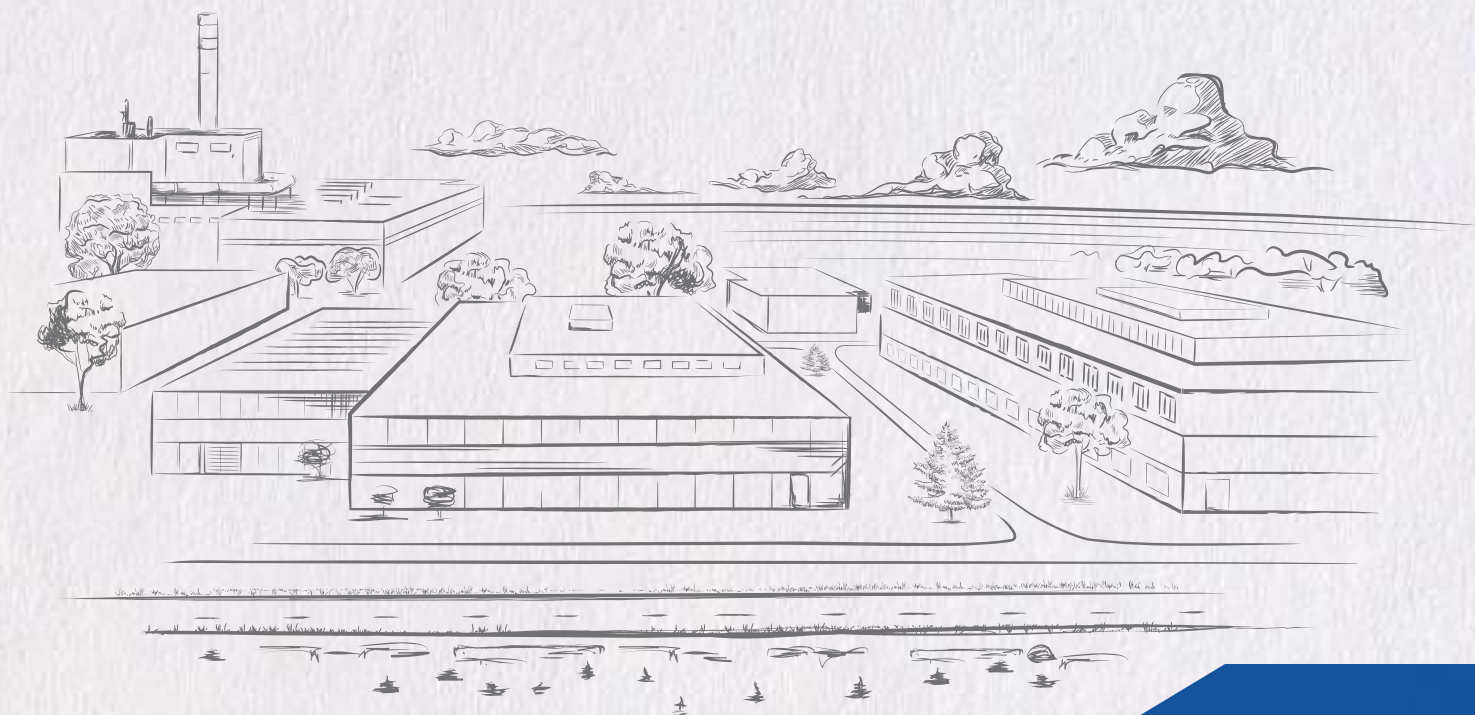




**ASSOCIATION FOR THE DEVELOPMENT
OF CLUSTERS AND TECHNOLOGY
PARKS OF RUSSIA**



RUSSIAN SPECIAL ECONOMIC ZONES **BUSINESS NAVIGATOR**

2020



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

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The annual business publication “SEZ Business Navigator 2020” has been prepared by the author team of the Association for the Development of Clusters and Technology Parks of Russia with support from the Ministry of Economic Development of the Russian Federation. Its major goal is to analyse investment attractiveness of the Russian Special Economic Zones (SEZs) for Russian and foreign investors from a comparative perspective.

“SEZ Business Navigator 2020” provides investors and other stakeholders with essential information concerning the whole actual infrastructure in the territory of Special Economic Zones. It is based on the conducted comprehensive study of the current state of development and investment attractiveness of the Russian SEZs, their competitive advantages, including both federal and regional tax privileges, other preferences, as well as the current competitive advantages of the project sites.

“SEZ Business Navigator 2020” is addressed to Russian and foreign investors, management teams of corporations and regional enterprises, financial institutions, loan companies, federal and regional executive bodies, the expert community as well as other readers interested in investment activities, financial management, spatial development.

Students of both the State University of Management and the Plekhanov Russian University of Economics have contributed to preparing the IV National SEZs Investment Attractiveness Index 2020, which is an integral part of the publication “SEZ Business Navigator 2020”.

The authors would like to express their gratitude to the management companies of all the Special Economic Zones (including Industrial Production SEZs, Technology Innovative SEZs, Tourism and Recreational SEZs, Port SEZs) for the information provided.

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RUSSIAN SPECIAL
ECONOMIC ZONES
BUSINESS NAVIGATOR



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In the coming years, the Government of the Russian Federation, the Russian regions and the wider Russian business community will become participants in making a breakthrough for the national economy by implementing large-scale investment projects. This goal has been set by the President of the Russian Federation.

Special Economic Zones (SEZ), which are the mechanism for developing specific points of growth in the Russian regions, can help reach this goal. These investment sites provide investors with administrative support and help reduce initial investment by up to 30% of the projects. For the territories themselves, SEZs are considered development prospects, new technologies, and jobs.

Currently, there are 33 SEZs in Russia. Additionally, the Government of the Russian Federation has approved the establishment of 3 new SEZs. The benefits provided by the Russian SEZs are highly appreciated by the 800 SEZ residents, representing a total investment portfolio worth \$ 15.4 billion from over 30 countries. Among them are more than 140 foreign brand-name companies, including world famous brands like Ford, Yokohama, Boeing and Armstrong.

In the Russian SEZs there are state-of-the-art high-tech production facilities producing a wide variety of products. i.e. from food and medicine to cars and ships. Companies create high-tech workplaces, create the demand for the best minds. Therefore, the territories, on which SEZs are under creation, become real unique competency centers, where innovative solutions are being developed and implemented.

The 4th edition of "Business Navigator" has gathered the regional best practices, the most attractive investment sites and the conditions for implementing of the investment projects. Therefore, the publication can be useful for investors, regional management teams and everyone involved in the establishment and development of SEZs in our country.

Maxim
RESHETNIKOV

Minister of Economic Development of the Russian Federation

TERRITORIES, WHERE THE SPECIAL ECONOMIC ZONES ARE CREATED WILL BECOME UNIQUE CENTERS OF SKILLS AND COMPETENCIES. THIS WILL BE AN IDEAL PLACE FOR INNOVATIVE SOLUTIONS TO BE DEVELOPED AND IMPLEMENTED

Special economic zones (SEZ) remain one of the most efficient and comprehensive tools for implementing state investment policy. SEZs contribute to attracting Russian and foreign direct investments in the priority sectors of the Russian economy, creating new jobs, and, as a result, accelerating socio-economic development of the Russian regions.

The high demand for these investment sites is proved by a sharp increase of applications submitted by the Russian regional authorities for the creation of the SEZs after the President of the Russian Federation lifted the moratorium on creation of them in August 2018. In 2019-2020, the Government of the Russian Federation approved the creation of 10 new SEZs in the Republic of North Ossetia - Alania, the Republic of Bashkortostan, the Chechen Republic, as well as in other constituent entities of the Russian Federation such as the Astrakhan, Vladimir, Moscow, Nizhny Novgorod, Orel and Saratov Regions.

The SEZ regulation mechanism is under development. So, since July 2020, a new version of Decree of the Government of the Russian Federation No. 1119 of October 30, 2014 on regulating the state support for the creation of infrastructure in SEZs has been put into effect. Namely, since 2020, the Russian regions and the SEZ management companies have been able to reimburse for the costs on creation, reconstruction, modernization of buildings and premises, utilities and transport infrastructure, as well as on purchase of equipment for technological infrastructure, payment of principal and interest on loans, in the amount of taxes, excise taxes and customs duties paid by the SEZ residents to the Russian federal budget.

The infrastructure component of the SEZ determines the investment attractiveness of the SEZ, the possibility of the SEZ to provide their residents with the necessary conditions for implementing the investment projects. An increase in the efficiency of the SEZ, including the quality of the development of the SEZ infrastructure, is evidenced by the results of the Russian National SEZ Investment Attractiveness Index Ranking. This SEZ Ranking is published in "Russian Special Economic Zones: Business Navigator 2020", based on the recent data on SEZs and is carried out by the Association with the support from the Ministry of Economic Development of the Russian Federation annually during the last 4 years under the current Agreement with the Ministry of Economic Development of the Russian Federation to provide methodological, consulting and expert-analytical support for the Russian SEZs.

I am sure that the publication "Russian Special Economic Zones: Business Navigator 2020" and the results of the Russian National SEZ Investment Attractiveness Index Ranking 2020 will be highly appreciated by Russian and foreign investors, global corporations, financial institutions, investment funds, development institutions, regional authorities.

Andrey
SHPILENKO

Member of the Interdepartmental working group on the creation of Special Economic Zones under the Government of the Russian Federation, international expert of the United Nations Development Programme, Director of the Association for the Development of Clusters and Technology Parks of Russia (ACTP RF)

CREATING A MECHANISM OF THE STATE SUPPORT OF INFRASTRUCTURAL DEVELOPMENT OF THE SEZS IS EXTREMELY IMPORTANT BECAUSE INVESTMENT ATTRACTIVENESS OF THE SEZS HIGHLY DEPENDS ON THE INFRASTRUCTURAL COMPONENT





The "Group of Companies "Titan" JSC is a Federal-level holding company that unites production enterprises of petrochemical, thermal power and agro-industrial complexes in the Omsk, Rostov and Pskov Regions.

Today, in "Group of Companies "Titan" JSC there are about 4 000 qualified employees providing production of more than 500 thousand tons of products per year. The company acts as an investor and initiator of large-scale investment projects both in Russia and abroad.

A key prerequisite for sustainable development of industrial enterprises and implementation of large investment projects is a favorable regime for the implementation of business activities and targeted mechanisms of state support.

An important element of support for large-scale investment projects implemented by "Group of Companies "Titan" JSC is the instruments of state compensation for infrastructure costs and tax preferences received by the residents of the Russian Special Economic Zones (SEZ).

Tax preferences in the SEZs in the first 10 years and budget compensation for infrastructure costs of the SEZs allow to increase the economic efficiency of industrial projects and reduce their payback period to optimal values for business.

Currently, "Titan-Polymer" LLC on behalf of "Group of Companies "Titan" JSC is implementing a project to create a comprehensive import-substituting and export-oriented production of polyester (PET granules) and biaxially oriented films on the territory of the Industrial Production SEZ "Moglino" in the Pskov Region. Total investment of the project is over \$ 278.1 million.

In addition, at present, 2 agreements of intent have been concluded with the Government of the Omsk Region for the implementation of 4 investment projects with more than \$ 139 million of total investments on the territory of the SEZ "Avangard" (Omsk Region), which is planned to be created. The implementation of these projects will solve the problem of the dependence of the domestic economy on imports of epoxy resins and bisphenol A.

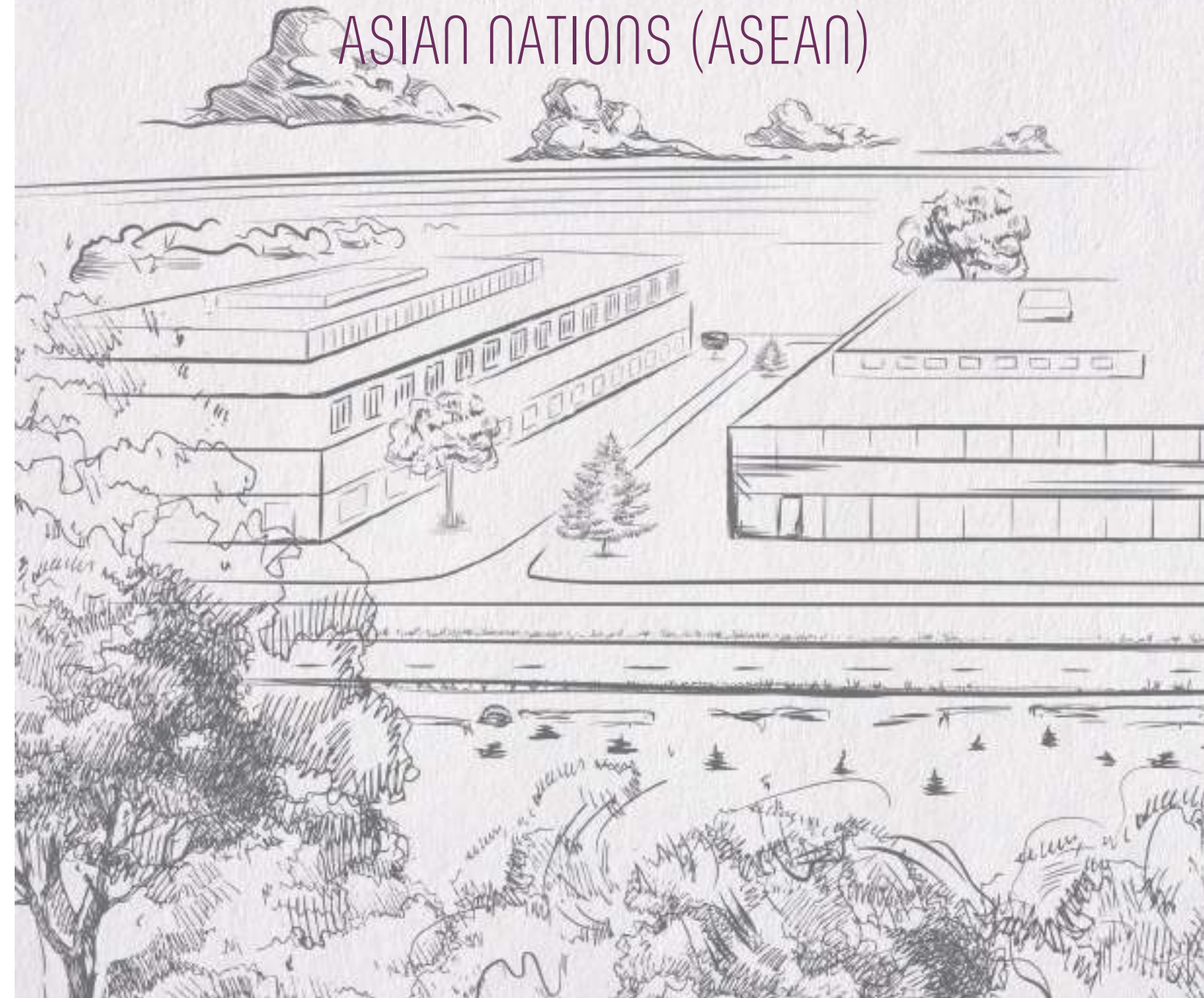
We believe that Special Economic Zones are one of the most important tools for supporting domestic industry and developing the economy of the constituent entities of the Russian Federation, and the publication "Business Navigator for SEZ 2020" prepared by the ACTP RF with the support of the Ministry of Economic Development of the Russian Federation can increase the number of investors interested in developing their projects on the territories of Special Economic Zones.

Mikhail
SUTYAGINSKY

*Chairman of the Board of Directors, "Group of Companies
"Titan" JSC*

TAX PREFERENCES AND BUDGET COMPENSATIONS OF THE COSTS ON THE SEZ INFRASTRUCTURE ALLOWS TO REDUCE THE PAYBACK PERIOD OF INDUSTRIAL PROJECTS TO OPTIMAL VALUES FOR BUSINESS

PRACTICE OF DEVELOPING SEZS IN THE MEMBER STATES OF THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN)



PRACTICE OF DEVELOPING SEZs IN THE MEMBER STATES OF THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN)*

KINGDOM OF THAILAND

In 2015, the Thai Cabinet of Ministers made a decision on the creation of 10 Special Economic Zones (SEZs) in the country. On the first stage 5 SEZs in the provinces of Tak, Sakeo, Trat, Mukdahan and Songkla are to be created, and the other 5 SEZs on the second stage: in the provinces Nong Khai, Chiang Rai, Kanchanaburi, Nakon Panom and Narativat. All Special Economic Zones created in Thailand are located in the Kingdoms' border zone with neighboring countries: Cambodia (2 SEZs); Laos (3 SEZs); Myanmar (3 SEZs) and Malaysia (2 SEZs).

All 10 SEZs are created with one goal that is to activate cross-border trade with the above four countries, total trade turnover of Thailand with which is about 10% of the total foreign trade of the Kingdom.

At the first stage in the creation of 5 Special Economic Zones the Government of Thailand set the goal of accelerated development of spe-

cific industries in each of the zones, namely: processing of agricultural products; production of ceramics; manufacture of textile and leather products; furniture manufacture; production of jewelry; manufacture of medical equipment; automobile manufacture and manufacture of automobile components; production of electrical products and electronic components; production of plastics; production of medicines; logistics services; construction of industrial sites; development of tourism and related industries.

To attract investments in the SEZ, the Board of Investment established a preferential tax regime (BOI Decree No. 4/2557), according to which investors are provided with the following benefits and exemptions:

Type of preference	Content of preferences in the Kingdom of Thailand
Tax preferences	- exemption from corporate income tax for 8 years; - 3 additional years exemption from corporate income tax or 5-year exemption from paying half corporate income tax.
Tax deductions	- deduction from the taxable base of the doubled amount paid by the investor to the SEZ for the transportation of raw materials and products, for the use of electricity and water for 10 years; - additional deduction from the tax base of 25% of the costs on building an enterprise and installing equipment.
Customs benefits	- exemption from payment of import duties on machinery and equipment installed in the SEZ; - exemption from payment of import duties on raw materials used for the production of products intended for export.
Other preferences	- permission to use unskilled foreign labor force.

"Flagship" among Special Economic Zones (SEZ) and territories development in Thailand is the "Eastern Economic Corridor" (hereinafter "EEC"). EEC is the main project for the development of the country approved by the Government of the Kingdom of Thailand. EEC cover an area of 13 266 sq. km. It is created according to with the economic policy "Thailand 4.0" proclaimed by the Government of the Kingdom of Thailand in 2015 and aimed at transformation of the country into a regional innovation hub.

EEC includes 3 provinces in the East of the Kingdom of Thailand: Rayong, Chonburi and Chachoengsao. EEC activities are regulated by the Eastern Special Development Zone Act dated May 15, 2019.

EEC was established with the aim of attracting investments in 12 "key" industries that should become the foundation of Thailand's economic growth in the medium run: Next-generation Automotive; Intelligent Electronics; High-value and Medical Tourism; Advanced Agriculture and Biotechnology; Food for the Future; Automation and Robotics; Medical and Comprehensive Healthcare; Aviation and Logistics; Biofuel and Biochemical; Digital; Defense; Education and Human Resource Development.

According to the Board of Investment of Thailand, 74 073 enterprises were registered in the EEC in June 2020 with a total charter capital of 788 billion baht (\$ 62.5 billion). Of which 73% enterprises are located in Chonburi, 19% in Rayong and 8% in Chachoengsao.

Foreign investments in the EEC reached \$ 25.2 billion, i.e. 40.2% of the total investment in the EEC. The key investing countries are Japan (48% of investments), China (11%) and Singapore (5%). At the same time, in accordance with Thai law, foreigners have the right to receive up to 49.9% of the capital joint companies.



SEZ "EASTERN ECONOMIC CORRIDOR" (KINGDOM OF THAILAND)

REFERENCE

AMATA Corporation is the largest developer of private industrial cities in Thailand, Vietnam. It implements projects on creating SEZs, technology parks, high-tech parks, urban areas, industrial parks. Corporation has more than 1 000 clients, i.e. industrial enterprises, mainly international corporations (from more than 20 countries), such as Yokohama, SONY, Hitachi, Toyota, Honda, Komatsu, etc. It has 20-year-experience in the development of industrial real estate.



AMATA Corporation is represented in Thailand and Vietnam. Tell us what is unique, the advantages of special economic zones in Thailand and Vietnam?

In Thailand, we have 2 locations which are Chonburi and Rayong Province in the East of Thailand. Both provinces are located in the center of the SEZ "Eastern Economic Corridor". This SEZ is a key component of Economy 4.0. in Thailand since 2016 and is focused on new target high-tech industries.

For investors in the Eastern Economic Corridor, as a SEZ, exemption from payment of corporate income tax, import duties on equipment, raw materials used in production for the purpose of further export of goods, government support in the field of simplifying the procedure of obtaining work permits (visas) for investors and other benefits.

Also, AMATA Corporation is implementing several projects for creation of industrial real estate in the South and North of Vietnam. In North of Vietnam AMATA Corporation is implementing a project on creating a SEZ in Halong in Quang Ninh Province (project "AMATA City Halong"). The SEZ covers an area of 5 700 hectares near the deep-sea port (logistics center in the northern economic region), international airports, major highways (Highway 5 connecting Hanoi-Haiphong-Halong) and China's Southern border. Corporate income tax incentives for investors are as follows: 0% in the first 4 years from the date of making a profit, 5% occurs from the 5th to the 12th year, 10% in the 13th year, then 20% (current rate tax in Vietnam).

Over the 20 years of experiences in developing an industrial estate in Southern Vietnam, Amata VN PCL is home to more than 160 investors across 20 countries and territories with the total registered FDI reaching \$ 2.7 billion. Now, the Company is at a stage of expanding its horizon in Vietnam with 4 new projects situated on premium strategic locations. Industrial projects are being implemented in the Dong Nai Province, near the central millionaire cities of Bien Hoa, which provides investors with access to labor resources.

How many investors are implementing their projects in Special Economic Zones of Thailand and Vietnam? From which states?

In Thailand, these are the cities of Chonburi and Rayong (AMATA City Chonburi and Amata City Rayong). Main manufacturing production are automotive, metal and rubber plastic support automotive manufacturing activities. Majority of the residents in AMATA City Chonburi are from Japanese. For Amata City Rayong, we have Chinese zone which reflect into high ratio of Chinese tenant.

In the city of Bien Hoa in Vietnam, we have the majority residents from Japan (44%), as well as the production base of Korean (11%), Taiwanese (13%) American (5%) investors. The manufacturing industries are

the manufacture of machinery and parts, the textile and clothing industry and the electronic devices.

AMATA Corporation acts as a management company of 2 Special Economic Zones. What services does AMATA Corporation provide to investors?

AMATA Corporation in Thailand and Vietnam provides for tenants a wide range of services, full access to infrastructure, for example, to objects of electricity, gas, water supply, fiber-optic networks for providing high-speed Internet, service centers data processing, industrial waste management services, waste water treatment, security services, etc. In addition, we also lease industrial, office space for small and medium businesses or any potential client, who is interested in setting up production.

The industrial area is comprised of commercial and residential premises, including a mansion, golf course, hospital and retail center, kindergarten, school.

Tell us about the cooperation between AMATA Corporation and Association for the Development of Clusters and Technology Parks of Russia?

Colleagues from the Association for the Development of Clusters and Technology Parks of Russia visited Thailand in January 2020.

At this time, two companies have signed a Memorandum of Understanding in the field of research, implementation of international practices for the carrying out investment projects in development and creation of industrial clusters and technology parks, implementation of international projects, including the project "AMATA. Russian Smart City" in Chonburi, Thailand. CEO of AMATA Corporation is convinced that cooperation with the Association for the Development of Clusters and Technology Parks of Russia will be fruitful and long-term.

Ms Lena Ng,

CIO of AMATA Corporation PCL /
World Economic Forum Young
Global Leader



PRACTICE OF DEVELOPING SEZs IN THE MEMBER STATES OF THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN)

REPUBLIC OF INDONESIA

One of the priorities of the Government of Indonesia is the creation of Special Economic Zones (SEZs) in various regions of the country to attract direct investment in the development of priority industries, create new jobs for highly qualified personnel, develop export-oriented and innovative industries, as well as to develop territories. Currently, there are 12 SEZs in Indonesia. In the next few years, it is planned to open four new SEZs in the Eastern provinces of Indonesia.

The SEZs' activities in Indonesia are regulated by the Law No. 39 of 2009 "On Special Economic Zones", by the Decree of the Government of Indonesia No. 100 of 2012 "On the organization of the activities of the SEZ of Indonesia".

The functions of the SEZ administrative management are carried out by the state authority (Republic of Indonesia National Council for Special Economic Zones) together with the relevant regional divisions. The Head of the Republic of Indonesia National Council for Special Economic Zones appoints the Coordinating Minister for Economic Issues of the Republic of Indonesia at the level of the Central Government of Indonesia, and the governors at the provincial level.

The initiators of the creation of SEZs can be both state organizations and business representatives. An application to the Republic of Indonesia National Council for Special Economic Zones for obtaining the status of a SEZ is submitted by the provincial administration, as well as by the local (city or district) administration, on the territory of which a SEZ is to be created.

- In Indonesia, the SEZs are divided into the following types:
- free trade SEZs (free customs, transit zones) specialized in the production of export-oriented, innovative products;
 - port SEZs focused on the companies that deal in shipbuilding, ship repair services and logistics services;
 - industrial SEZs specialized in manufacturing;
 - technological SEZs on which territory research, design offices (technology parks, technopoles, etc.) are located;
 - tourism SEZs.

The SEZ "Batam, Bintan and Karimun" (prov. Kepulauan-Riau) is the first Special Economic Zone in Indonesia (established in 2007). It is a Special Economic Zone and a free port. Key industries are as follows: shipbuilding (more than 150 resident companies), electronics (including international resident companies such as Sanyo, Panasonic, Siemens, Philips and Sony). The success of the electronics is due to its proximity to Singapore (20 km). The Batam city administration and the Batam Free Trade Zone and Free Port Zone Management Board (government organization) share the industrial development authority to regulate the activities of the Batam Free Trade Zone.

Type of preferences	Content of preferences in Republic of Indonesia
Tax preferences	<ul style="list-style-type: none">- 30% discount on income tax payments;- accelerated amortization;- tax exemption for large investors (over \$ 60 million) for 5-10 years from the start of production on a commercial scale, followed by their payment in the amount of 50%;- relief of companies and individuals operating in the SEZ from VAT, luxury goods tax and customs duties on the export of goods and services produced in the SEZ.
Customs benefits	<ul style="list-style-type: none">- full exemption from import duties on raw materials, materials and components, machine tools and equipment necessary for the operation of companies in the SEZ for 2 years; then full exemption from import duties on machinery and equipment necessary for the production needs for 4 years.
Other preferences	<ul style="list-style-type: none">- simplified company registration procedure (the process of registering foreign companies in the SEZs of Indonesia is carried out in 14 days);- simplified procedure for hiring foreign employees;- minimum administrative barriers;- low prices for rent and purchase of land in the SEZ;- simplified licensing and immigration control procedures for foreign workers;- granting foreign investors the right to enter into long-term lease agreements for land plots (up to 75 years) and to carry out construction work on them;- provision the right to own property and a permanent residence permit in Indonesia to a foreign investor.



FREE TRADE ZONE "BATAM, BINTAN AND KARIMUN"
(Kepulauan-Riau Province, Republic of Indonesia)

THE SOCIALIST REPUBLIC OF VIETNAM

Currently, Vietnam is pursuing a policy of industrial development through the use of the mechanism of Economic Zones, in which the main part of local industrial enterprises (including those with foreign capital) is concentrated. The purpose of the organization of Economic Zones in Vietnam is not only the creation of territories of preferential entrepreneurship, but also the territorial structuring of local industrial production.

The processes of creating and functioning of Economic Zones in Vietnam are regulated by the Law of the Socialist Republic of Vietnam No. 67/2014/QH13 "On Investment" of November 26, 2014 and the Decree of the Government of the Socialist Republic of Vietnam No. 82/2018/ND-CP of May 22, 2018 "On management of Industrial Parks and Economic Zones".

In Vietnam there are Economic Zones, Industrial Parks and Export Processing Zones. An Economic Zone means an area which is defined by geographical boundaries, includes functional zones and is established to serve the purpose of calling for investments, promoting socio-economic development and maintaining national defence and security. Export Processing Zone means an industrial park specially intended for manufacture of exported goods, rendering of services meeting the needs of production of exported goods.

Currently, the Socialist Republic of Vietnam has more than 350 Export Processing Zones and Industrial Parks. They are implementing 8 000 projects with foreign direct investment. The total amount of capital is \$ 145 billion, as well as 7 500 projects with investments of local companies in the amount of \$ 41.95 billion.

In addition, there are 2 types of economic zones: Coastal Economic Zones (formed in the coastal area) and Bordergate Economic Zones (formed in the land border areas).

In Vietnam there are 23 Bordergate Economic Zones with an area of about 501 thousand hectares and 15 Coastal Economic Zones with an area of 627.6 thousand hectares (at least 10 thousand hectares for each).

Coastal Economic Zones were created mainly in the mid-2000s (7 out of 15). Coastal Economic Zones are located mainly in the Coastal Central Region (10 of them 15). More than 550 projects are being implemented in the Coastal Economic Zones with a total capital investment of \$ 14.7 billion).



COASTAL ECONOMIC ZONE
IN NORTH EAST VIETNAM (2020)

Coastal Economic Zone was officially created in 2020 in Quang Ninh, North East Vietnam.

Prime Minister Nguyen Xuan Phuc recently signed a decision No. 29 on the establishment of the Coastal Quang Yen Economic Zone in the province of Quang Ninh, Northeastern Vietnam. The decision came into force on November 15, 2020.

The Coastal Quang Yen Economic Zone is located in the southwest of the province of Quang Ninh and covers an area of 13.3 thousand hectares, including a complex of urban, industrial, high-tech territory, and a seaport.

The Coastal Quang Yen Economic Zone is connected to the neighboring economic zones by the water transport system.

PRACTICE OF DEVELOPING SEZS IN THE MEMBER STATES OF THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN)

MALAYSIA

To ensure balanced national development in the framework of the implementation of the Ninth Malaysian Plan 2006-2010 the concept of creating 5 of the SEZs are approved on the state level. The SEZs are the economic corridors covering almost 70% of the country: Northern Corridor Economic Region (NCER), East Coast Economic Region (ECER), Iskandar Malaysia to South Johor, Sabah Development Corridor (SDC), Sarawak Corridor of Renewable Energy (SCORE).

The development and management of the economic corridors is the responsibility of the Government of Malaysia and the State Governments of Malaysia, and management companies oversee operational management. The Malaysian Industrial Development Authority (MIDA) promotes investment in the SEZs.

Each of the Special Economic Zones provides investors with a package of support measures, which includes a range of tax benefits and preferences in terms of land value and infrastructure use.

NORTHERN CORRIDOR ECONOMIC REGION

The Northern Corridor Economic Region (NCER), with an area of 32.3 thousand square kilometers, was created to accelerate economic growth in the Northern region of Peninsular Malaysia in the States of Kedah, Penang, Perak and Perlis near the borders with China and India, at the intersection of international trade routes.

The main sectors of the economy and services are high technology, electronics and electrical engineering, digital economy, logistics, energy, automotive, aircraft, medical equipment manufacturing, petrochemicals, agriculture (rice cultivation, animal husbandry, fisheries) and education (mainly technical).

Key projects implemented in the Northern economic corridor include the Perak Hi-tech Industrial Park, the Kedah Science & Technology Park, Kulim Hi-Tech Park, the Penang Engineering Hub, Tanjung Malim Automotive City, Kedah Rubber City, and others.

In September 2020, the NCER Strategic Development Plan 2021-2025 was approved with projected total investments of up to 146.5 billion ringgits (\$ 35.6 billion), and about 162 thousand new jobs accumulated by 2025.

Type of preference	Content of preferences in the NCER (Malaysia)
Tax and fee benefits	- 70-100% corporate income tax exemption depending on the year of business foundation: for pioneer companies (new companies) for a period up to 10-15 years; and for a period up to 10 years for other companies; - 50% exemption for land stamp duty
Customs benefits	- exemption from payment of import duty
Other preferences	- there is a continuing education programmes for personnel that meet the sectoral priorities of the Northern Corridor Economic Region



North Corridor Economic Region, NCER

REPUBLIC OF SINGAPORE**

The Free Trade Zones Act of 1966 allows the establishment of Special Economic Zones exclusively in the form of Free Trade Zones (FTZ). This law regulates the procedure of the EZs establishment, management, and also contains clauses concerned types of economic activities allowed in their territories.

Currently, there are 10 FTZs in the country. The particularities of the Singapore FTZ mechanism are simplifying customs procedures when importing goods, as well as the possibility for companies to temporarily store their goods until they are loaded on a ship (or plane) without customs clearance, in the absence of an obligation to pay customs duties until their goods leave from the FTZ.

In addition, foreign goods imported into the Singapore FTZs are not taxed on goods and services (analogous of Value-added tax in Russia). This is since Singapore is the largest center for re-export trade in the South-East Asia Region, transshipment trade, i.e. a mode of trade in which imported goods are immediately exported without any further processing or repackaging. The main task of the FTZ is to speed up and facilitate transit procedures as much as possible.

Goods imported into Free Trade Zones are taxed only when they are taken out of the zone and brought into the customs territory.

Keppel Distripark is a FTZ, including modern cargo distribution complex with extensive warehouse and office premises. Keppel Distripark is directly connected to the terminals of PSA International,

the largest container terminal operator in the world, which allows goods quickly arrive at the port (within 5-10 minutes).

Closeness of the Keppel Distripark to the extensive network expressways also allows easy access to the city, airport and industrial hubs.

Keppel Distripark investors are exempt from Goods and Services Tax.

FTZ infrastructure: Keppel Distripark consists of 4 blocks 2-storey building of a container cargo station, 1 block 4-storey office buildings, storage areas, engineering infrastructure.

Keppel Distripark offers the following services:

- transshipment (reloading) of goods;
- services of the central distribution center;
- joint loading between regular carriers, not being courts;
- container transporting;
- services of round-the-clock video surveillance to ensure cargo security, etc.



Keppel Distripark Free Trade Zone (Republic of Singapore)

**The practice of the development and functioning of Special Economic Zones in Singapore is described in detail in the publication "Russian Special Economic Zones: Business Navigator 2018" (pp. 14-15 of the edition).

COOPERATION BETWEEN UNIDO CENTRE FOR INTERNATIONAL INDUSTRIAL COOPERATION IN RUSSIA AND ACTP RF IN THE DEVELOPMENT OF INDUSTRIAL CLUSTERS ON THE RUSSIAN SEZ TERRITORY

The United Nations Industrial Development Organization (UNIDO) is a specialized agency in the United Nations system. The Organization is fully committed to contributing to the achievement of sustainable industrial development, and especially the Sustainable Development Goal 9: Industry, Innovation and Infrastructure. UNIDO seeks to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

UNIDO Centre for International Industrial Cooperation in Russia (UNIDO CIIC in Russia, ITPO Moscow) is a part of the UN specialized system in the world, the primary goal of which is to commit and boost the industrial development in the developing counties and the countries with transition economy, to support SMEs in the industrial area, as well as to promote international industrial cooperation, investment, and innovative technologies.

High competitiveness and innovations are crucial prerequisites for successful integration and macroeconomic growth nowadays. In this regard, UNIDO CIIC in Russia, in cooperation with the Association for the Development of Clusters and Technology Parks (ACTP RF), advocate support of the Industry 4.0 or the Fourth Industrial Revolution that is as a current trend of data exchange automatization in production technologies as well as they contribute to doing business and establishing the conducive legal framework for industrial development.

Special economic zones (SEZ) and industrial clusters serve as current arrangements of stimulation of business activity and industrial development. Such arrangements are closely interrelated. On the one hand, the preferential terms of doing business on the SEZ territory let the companies participating in the industrial clusters significantly decrease (up to 30%) the amount of their initial investments.

On the other hand, the strategic direction of development of both the SEZs and their residents involves industrial clusters model on the SEZ territory because it contributes to increasing the level of engineering innovative and freight logistics infrastructure loading, and to raising the number of the SEZ's new residents and workplaces created in the SEZs.

The formation of industrial clusters and the state financial support regarding them are focused on boosting the investment and industrial activities in the Russian Federation in accordance with the Federal Law of December 31, 2014 No.488-FZ "On the industrial policy in the Russian Federation". For the period 2015 – 2020, 50 industrial clusters in 37 regions of Russia (i.e. more than 1 thousand of industrial enterprises) have confirmed their conformity to requirements of the Russian government Decree of July 31, 2015 No.779 and have been included in the industrial clusters register of the Ministry of Industry and Trade of the Russian Federation. During 2016 – 2020, the Ministry of Industry and Trade of the Russian Federation have supported 23 cluster-based joint investment projects in the industrial clusters with \$ 370.7 million of total private investment and \$ 91.1 million of subsidies from the Russian federal budget. As a result, industrial cooperation between the participants of the industrial clusters has increased by over \$ 217.8 million, over 4,9 thousand of high-performance workplaces have been created and modernized, an export has increased by \$ 210.1 million.

To summarize, since industrial clusters contribute to developing of production of new industrial products, including high-tech products, increasing

of cooperation among industrial enterprises, developing of small and medium-sized enterprises.

Currently, companies, which are the residents of the SEZs in the Tula, Moscow, Samara Regions, in the Republic of Tatarstan and other Russian regions, have been already successfully implementing the cluster development model. For instance, the cluster-based joint investment project "Organization of import-substitution and export-oriented production of aluminum cans and aerosol components" (volume of declared investment is \$ 31 million) is implemented by enterprises participating in the National Aerosol Cluster with the state financial support from the Ministry of Industry and Trade of the Russian Federation (subsidies from the Russian federal budget account for 33% of the total declared investment). These participants of the National Aerosol Cluster, such as Arnest MetallPack LLC, which is a resident of the Industrial Production SEZ "Uzlovaya" (Tula Region), Arnest JSC, Aerosol Novomoskovsk LLC and other enterprises in the Stavropol Territory, Karachayevo-Circassian Republic, Tula Region, are included in Arnest Group of Companies, the largest manufacturer of perfumery and cosmetic products in Russia and the CIS countries.

The cluster-based joint investment project "Creation of production of PAN-fiber" (volume of declared investment is \$ 56.3 million, subsidies from the Russian federal budget account for 14%) is another case in point. The project is implemented by Alabuga Fibre LLC in the Industrial Production SEZ "Alabuga" (Republic of Tatarstan) in cooperation with other participants (located in both the Saratov and Moscow Regions) of the Cross-regional Industrial cluster "Composites without Borders", which are the largest Russian manufacturers of high-modulus, high-strength carbon fiber material and carbon fabrics for use in construction. In particular, Special Economic Zones provide investors with fully prepared industrial, technological, engineering, transport and customs infrastructure, as well as a tax and customs privileges.

Thus, the Russian SEZs are promising investment sites for implementing of cluster-based joint investment projects, achieving the Sustainable Development Goal 9 of the United Nations Development Programme: Industry, Innovation and Infrastructure.

UNIDO CIIC in Russia and the Association for the Development of Clusters and Technology Parks of Russia (ACTP RF) contribute to boosting the investment and production of the SEZ residents by using the accumulated successful experience of establishing industrial clusters in the Russian Federation and abroad.

For example, the following projects are implemented with support from UNIDO CIIC in Russia (ITPO UNIDO Moscow): the National Cleaner Production Centre (NCPC-Russia) is established to optimize processes and reduce costs for energy resources through the implementation of energy management systems; initiatives in the field of cybersecurity of industrial facilities are implemented in cooperation with Kaspersky Lab; a project aimed at Russia's implementation of obligations under the Stockholm Convention on decommissioning of the equipment containing polychlorinated biphenyls, as well as a number of other initiatives, projects.

Members of industrial clusters, the companies, which are the residents of Special Economic Zones, can contribute to the implementation of these programmes.



**Sergey
KOROTKOV**
*Director,
UNIDO Centre for International Industrial
Cooperation in the Russian Federation*



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

ABOUT CENTRE

The United Nations Industrial Development Organization (UNIDO) is a specialized agency in the United Nations system. The Organization's primary objective is the promotion and acceleration of industrial development in developing countries and countries with economies in transition. The Organization's programmatic focus is structured in three thematic priorities, each of which represents different aspects of Inclusive and Sustainable Industrial Development (ISID):

- Creating shared prosperity
- Advancing economic competitiveness
- Safeguarding the environment

The UNIDO Centre for International Industrial Cooperation in the Russian Federation is an integral part of UNIDO and its main objective is to promote international economic, technological, industrial and technical-scientific cooperation between Russian enterprises, associations, organizations and governmental companies, corporations and other enterprises, organizations and companies in both developed and developing countries. The Centre widely uses the methodology, tools and software developed and accumulated by the organization over 50 years of activity in different regions of the world.

THE CENTRE:

- carries out the selection, development and coordination of UNIDO programs and projects in the Russian Federation and other UNIDO Member States;
 - mobilizes investment resources for implementation of various industrial investment projects in Russia, developing countries and countries with economies in transition through joint ventures, technology transfers, sharing technological know-how and marketing expertise, organizational support and other forms of business partnerships;
 - provides assistance in establishing contacts between business representatives from developed and developing countries and Russian government agencies, local authorities, the Chamber of Commerce Industry and specialized consulting companies;
 - performs representative functions of UNIDO in the Russian Federation.
- The UNIDO CIIC in Russia is a part of UNIDO global network of Investment and Technology Promotion Offices (ITPOs).

RUSSIAN SEZs AT A GLANCE

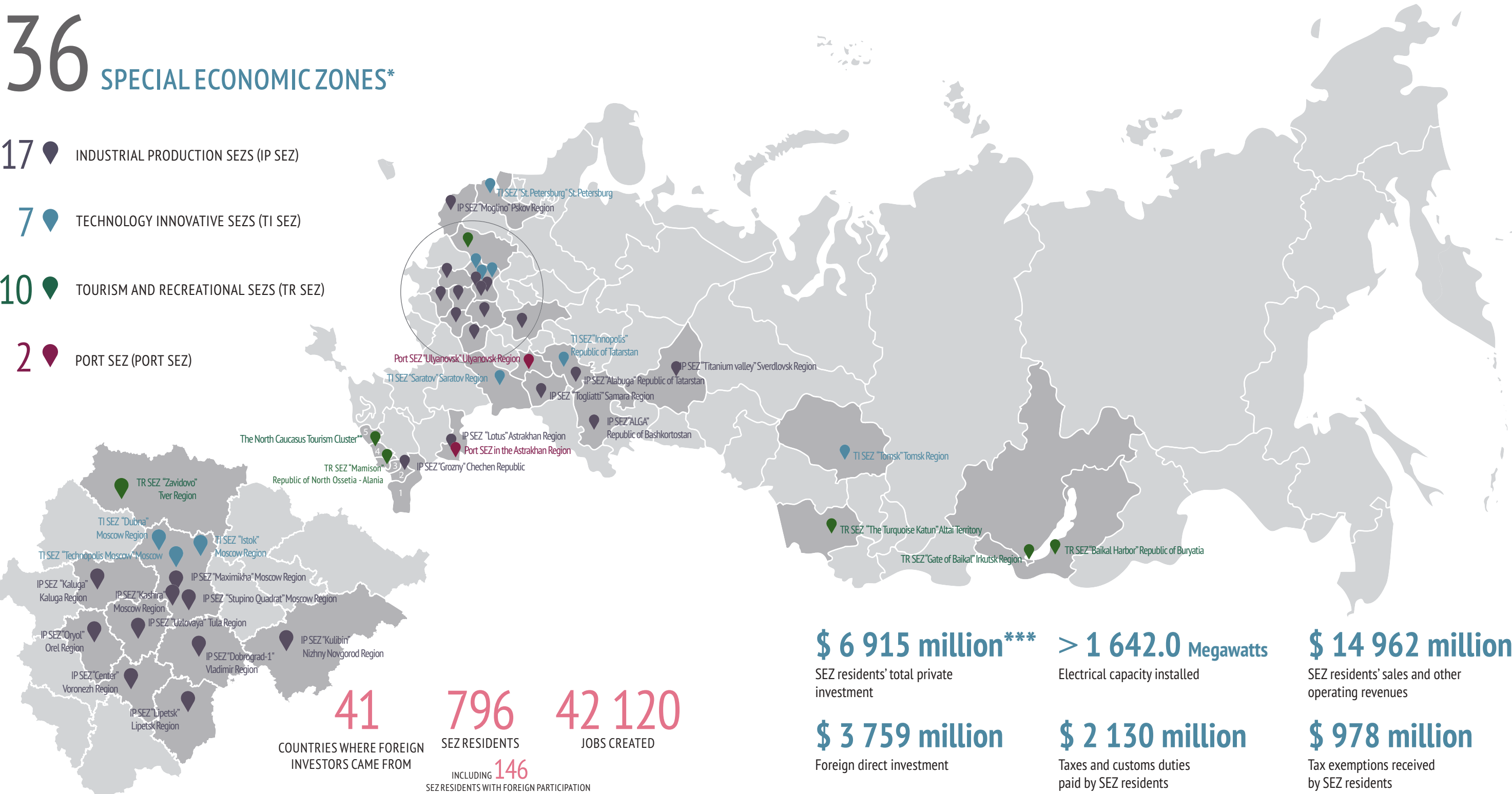
36 SPECIAL ECONOMIC ZONES*

17 INDUSTRIAL PRODUCTION SEZs (IP SEZ)

7 TECHNOLOGY INNOVATIVE SEZs (TI SEZ)

10 TOURISM AND RECREATIONAL SEZs (TR SEZ)

2 PORT SEZ (PORT SEZ)



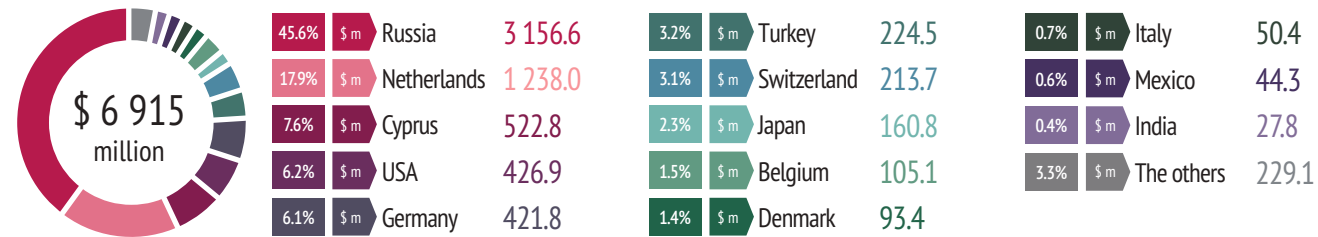
\$ 6 915 million***	> 1 642.0 Megawatts	\$ 14 962 million
SEZ residents' total private investment	Electrical capacity installed	SEZ residents' sales and other operating revenues
\$ 3 759 million	\$ 2 130 million	\$ 978 million
Foreign direct investment	Taxes and customs duties paid by SEZ residents	Tax exemptions received by SEZ residents

***The values are given in US dollars here and throughout the "Russian Special Economic Zones: Business Navigator 2020" according to the official average exchange rate of 2019, namely US\$ 1 was equal to P 64.73.

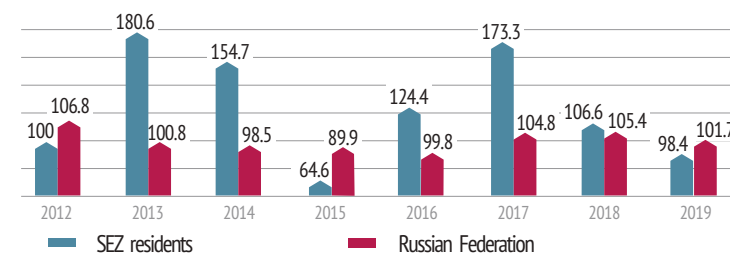
* Information about the Russian SEZs, number of them is valid as at November 30, 2020. Meanwhile, the statistical data on the Russian SEZs are cumulative since establishment of SEZs till December 31, 2019.
** The North Caucasian Resorts Cluster is comprised of the following 5 TR SEZs: 1. TR SEZ "Matlas" in the Republic of Daghestan. 2. TR SEZ "Veduchi" in the Chechen Republic. 3. TR SEZ "Armkhii" in the Republic of Ingushetia. 4. TR SEZ "Elbrus" in the Kabardino-Balkarian Republic. 5. TR SEZ "Arhyz" in the Karachayev-Chircassian Republic.

RUSSIAN SEZs IN FIGURES*

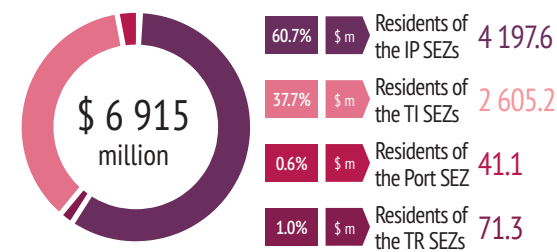
SEZ RESIDENTS' TOTAL PRIVATE INVESTMENT BY COUNTRY



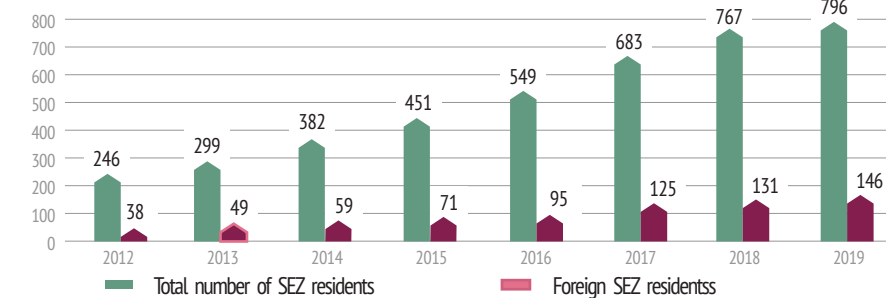
DYNAMICS OF PRIVATE INVESTMENT, %



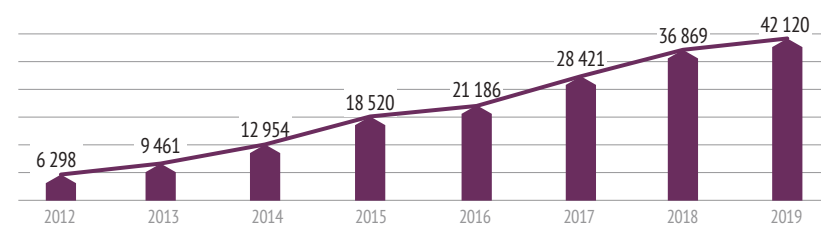
PRIVATE INVESTMENT BY THE TYPE OF SEZs



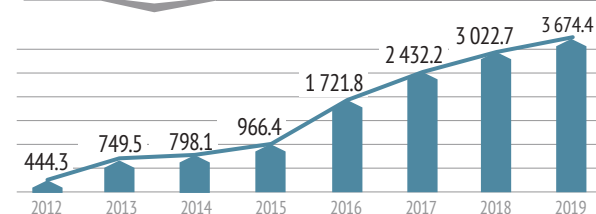
DYNAMICS OF SEZ RESIDENTS (CUMULATIVE SUM CHART), NUMBER



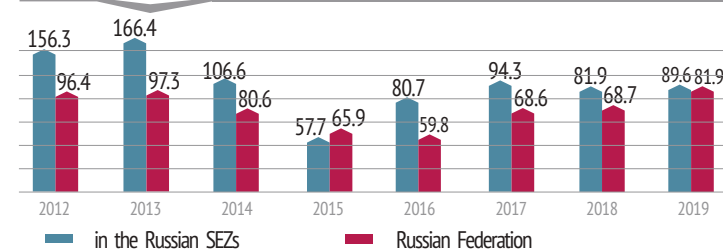
DYNAMICS OF JOBS CREATED BY THE SEZ RESIDENTS (CUMULATIVE SUM CHART), NUMBER



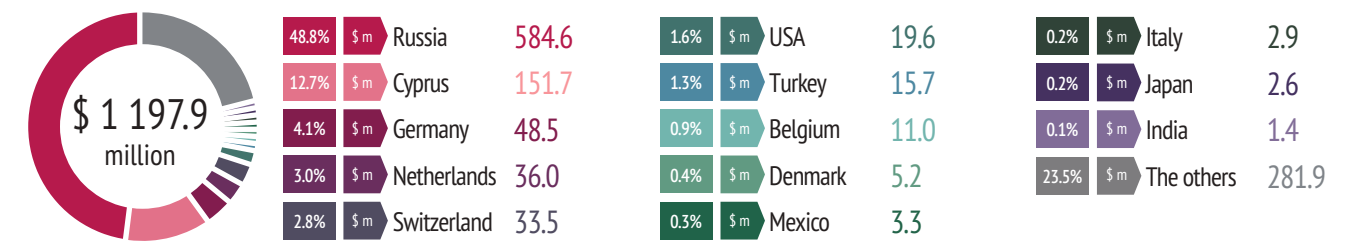
SEZ RESIDENTS' SALES AND OTHER OPERATING REVENUES IN 2012-2019, \$ MILLION



LABOUR PRODUCTIVITY, \$ THOUSAND PER CAPITA



COUNTRIES MADE A MAXIMUM PRIVATE INVESTMENT IN THE RUSSIAN SEZs IN 2019



Total number of the SEZ residents (since the SEZs were established), 2019

796

Total number of the jobs created in the SEZs (since the SEZs were established), 2019

42 120

Customs duties paid by the SEZ residents, 2019

\$ 212.4 million

Taxes paid by the SEZ residents, 2019

\$ 295.3 million

SEZ residents' sales and other operating revenues, 2019

\$ 3 674.4 million

Customs exemptions given to the SEZ residents from the levy, 2019

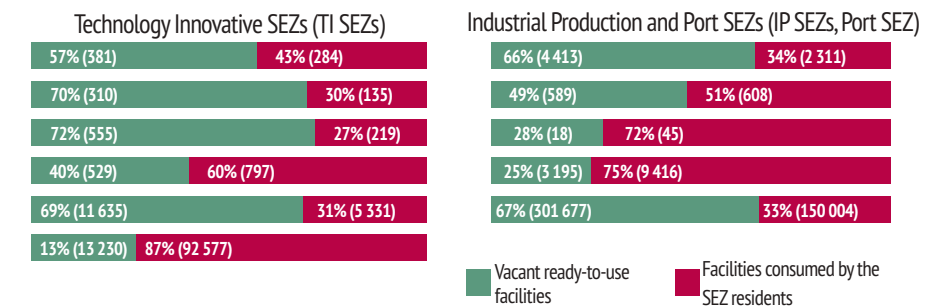
\$ 68.4 million

Tax exemptions given to the SEZ residents from the levy, 2019

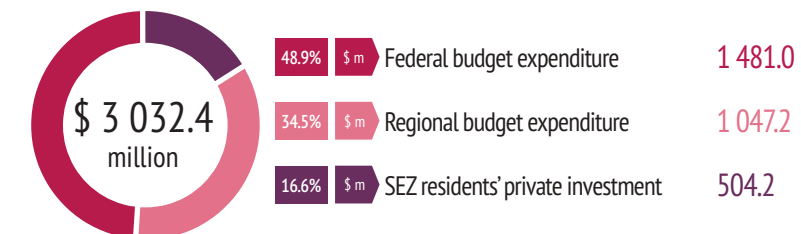
\$ 92.7 million

LEVEL OF SEZ INFRASTRUCTURE USED, 2019

Leasable land plots, ha
Electrical capacity, MW
Heat capacity, Gcal/hr
Water capacity, m³/hr
Gas capacity, m³/hr
Leasable administrative premises, m²



THE STRUCTURE OF INVESTMENT IN THE CREATION OF ENGINEERING, TRANSPORT, SOCIAL, INNOVATIVE AND OTHER TYPES OF THE SEZ INFRASTRUCTURE, \$ MILLION, 2019



CORE RESIDENTS OF THE RUSSIAN SEZs

BY VOLUME OF EXPORT IN 2017-2019

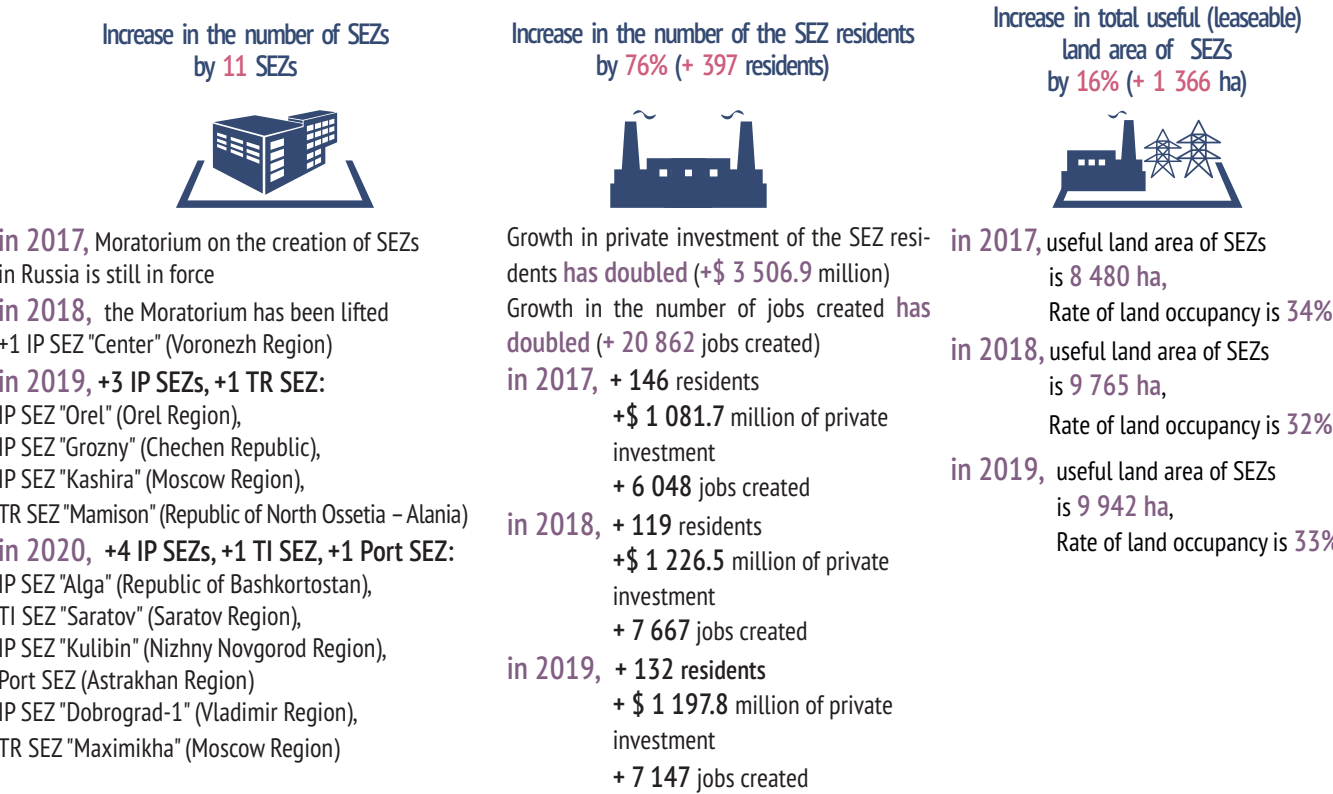


LEGEND:

- 1. United States
- 2. Scotland
- 3. Netherlands
- 4. Germany
- 5. Turkey
- 6. Belgium
- 7. Serbia
- 8. Romania
- 9. Switzerland
- 10. Belarus
- 11. Kazakhstan
- 12. Azerbaijan
- 13. Israel
- 14. United Arab Emirates
- 15. Saudi Arabia

MAINSTREAM OF THE RUSSIAN SEZS DEVELOPMENT: DRIVERS AND TRENDS

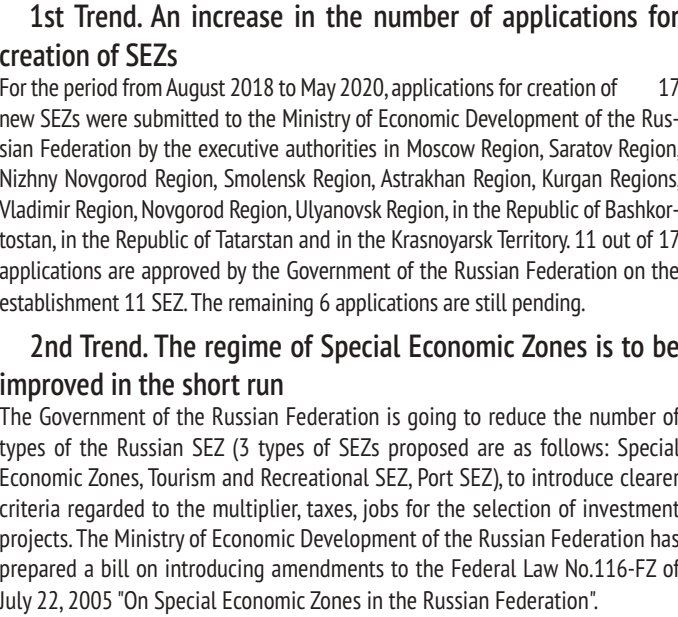
MAIN RESULTS OF THE RUSSIAN SEZ DEVELOPMENT FOR THE LAST 3 YEARS (FROM 01.01.2017 TILL 31.12.2019)



CORE DRIVERS OF SEZ DEVELOPMENT



TRENDS OF SEZ DEVELOPMENT



PARTICULARITIES OF SEZS OPERATING IN RUSSIA

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

The Federal Law No.116-FZ of July 22, 2005 "On Special Economic Zones in the Russian Federation" regulates operation of Special Economic Zones in Russia. Every Special Economic Zone is established in compliance with the Russian government Resolution. Criteria of establishing SEZs were approved by the government Resolution No. 398 of April 26, 2012 "Approval of criteria of establishing Special Economic Zones". There are several indicators such as profitability, return on investment, payback period, the quality of planning the territory and perspective development of a SEZ, analysing ecological risks of the project are taken into consideration, while a SEZ is to be established. SEZ Management company must have experience of constructing an infrastructure, of dealing with large investment projects, and Technology Parks.

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

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

PROCEDURE OF ACQUIRING A SEZ RESIDENT STATUS



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

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

*An unitary enterprise cannot get a SEZ resident status

PARTICULARITIES OF SEZs OPERATING IN RUSSIA

CORE ADVANTAGES OF A SEZ RESIDENT STATUS



FEDERAL AND
REGIONAL TAX
PRIVILEGES



NATIONAL
GUARANTEES



ADVANCED
INFRASTRUCTURE



PREFERENTIAL LEASE PRICE
AND PURCHASE OF LAND



FREE CUSTOMS ZONE

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

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

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

CORE PARTICULARITIES OF SEZs ESTABLISHMENT (BY SEZs TYPE)

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

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

COST RECOVERY MECHANISM FOR CREATION / MODERNIZATION OF INFRASTRUCTURE FACILITIES IN THE RUSSIAN SEZs. REGULATORY FRAMEWORK

STATE SUPPORT MEASURES OF THE MINISTRY OF ECONOMIC DEVELOPMENT OF THE RUSSIAN FEDERATION SINCE 2020



Resolution Government of the Russian Federation No. 1119 of October 30, 2014 "On the selection of the constituent entities of the Russian Federation which are eligible for the state support in the form of subsidies for reimbursement of the costs for creation of infrastructure for industrial parks and technology parks"

PURPOSE AND FORMS OF THE STATE SUPPORT

Subsidies are provided to recover the following types of costs *:



Construction, modernization or reconstruction of both utility and transport infrastructure facilities



Purchase, installation and commissioning of equipment as a part of the technological infrastructure



Construction and reconstruction of buildings and structures for the SEZ residents



Payment of principal and interest on loans taken for the purposes mentioned above

MAXIMUM VOLUME OF THE STATE SUPPORT

Reimbursable costs are as follows:

- Amount of taxes and customs duties paid by the SEZ residents to the federal budget of the Russian Federation
- Amount of subsidies from the regional budget

TYPE OF PAYMENTS	TAX RATE	PAYMENTS MADE BY THE SEZ RESIDENTS WHICH ARE TAKEN INTO CONSIDERATION IN THE COST RECOVERY MECHANISM
Income tax	2% (tax paid to the federal budget)	100% of the tax paid
Excise taxes on passenger cars and motorcycles	Excise tax rate depends on the product	100% of excise taxes paid
Value added tax (VAT)	20%	100% of VAT paid (after excluding invoiced VAT)
Import customs duties	Rate depends on the type of product	50% of duties paid

FORM OF BRINGING STATE FINANCIAL SUPPORT TO THE SEZ MANAGEMENT COMPANY

FOR INFRASTRUCTURE FACILITIES IN REGIONAL OWNERSHIP:

- contributions to the authorized capital
- subsidizing the costs incurred by the SEZ management companies

FOR INFRASTRUCTURE FACILITIES IN PRIVATE OWNERSHIP:

- subsidizing the costs incurred by the SEZ management companies

* Costs are reimbursed according to the list approved by the agreement on the establishment of the SEZ, period of reimbursement of costs is 5 consecutive years

PRIVILEGES FOR THE SEZ RESIDENTS

IN RUSSIA



TAX EXEMPTIONS

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



READY-TO-USE INFRASTRUCTURE

- Engineering infrastructure
- Industrial infrastructure
- Customs infrastructure
- Innovation infrastructure



FREE CUSTOMS ZONE REGIME

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



FAVOURABLE ADMINISTRATIVE PROCEDURES

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

TAX EXEMPTIONS GIVEN TO THE SEZ RESIDENTS FROM THE LEVY (TOTALLY, SINCE THE ESTABLISHMENT OF THE RUSSIAN SEZS UP TO JANUARY 1, 2020)



Tax exemption	SEZ		SEZ		Applicable tax rate in the Russian Federation
	Industrial Production SEZ	Technology Innovative SEZ	Port SEZ	Tourism and Recreational SEZ	
Profit tax	Totally, including:	2 - 15,5%	2 - 15,5%	2%	20%
	the federal budget	2%	2%	2%	3% in 2020-2024
	the regional budget	0-13.5% during the period fixed by the regional law	0-13.5% during the period fixed by the regional law	0% during the period fixed by the regional law	17% in 2020-2024
Value added tax (VAT)	20% (0%) ¹	20% (0%) ¹	20% (0% among the residents within the Port)	20%	20%
Property tax	0% for up to 10-12 years	0% for up to 10 years	0% for up to 15 years	0% for up to 10 years	2.2%
Land tax	0% for up to 10 years	0% for up to 10 years	0% for up to 15 years	0% for up to 5 years	1.5%
Transport tax, \$ per horsepower	\$ 0 for up to 11 years	0% for up to 10 years	\$ 0 for up to 15 years	Between \$ 0.02 and \$3.9	Between \$ 0.02 and \$7.7
Social payments	Totally, including the next 3 parts:	30%, 14% ² in 2020; 7.6% ² since 2021	на 30%, 14% ² in 2020; 7.6% ² since 2021	30%	30%
	Russian Federation Pension Fund	22%, 8% ² in 2020; 6% ² since 2021	22%, 8% ² in 2020; 6% ² since 2021	22%	22%
	Social Insurance Fund	2.9%, 2% ² in 2020 1.5% ² since 2021	2.9%, 2% ² in 2020 1.5% ² since 2021	2.9%	2.9%
	Federal Mandatory Health Insurance Fund	5.1%; 4% ² in 2020 0.1% ² since 2021	5.1%; 4% ² in 2020 0.1% ² since 2021	5.1%	5.1%

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

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

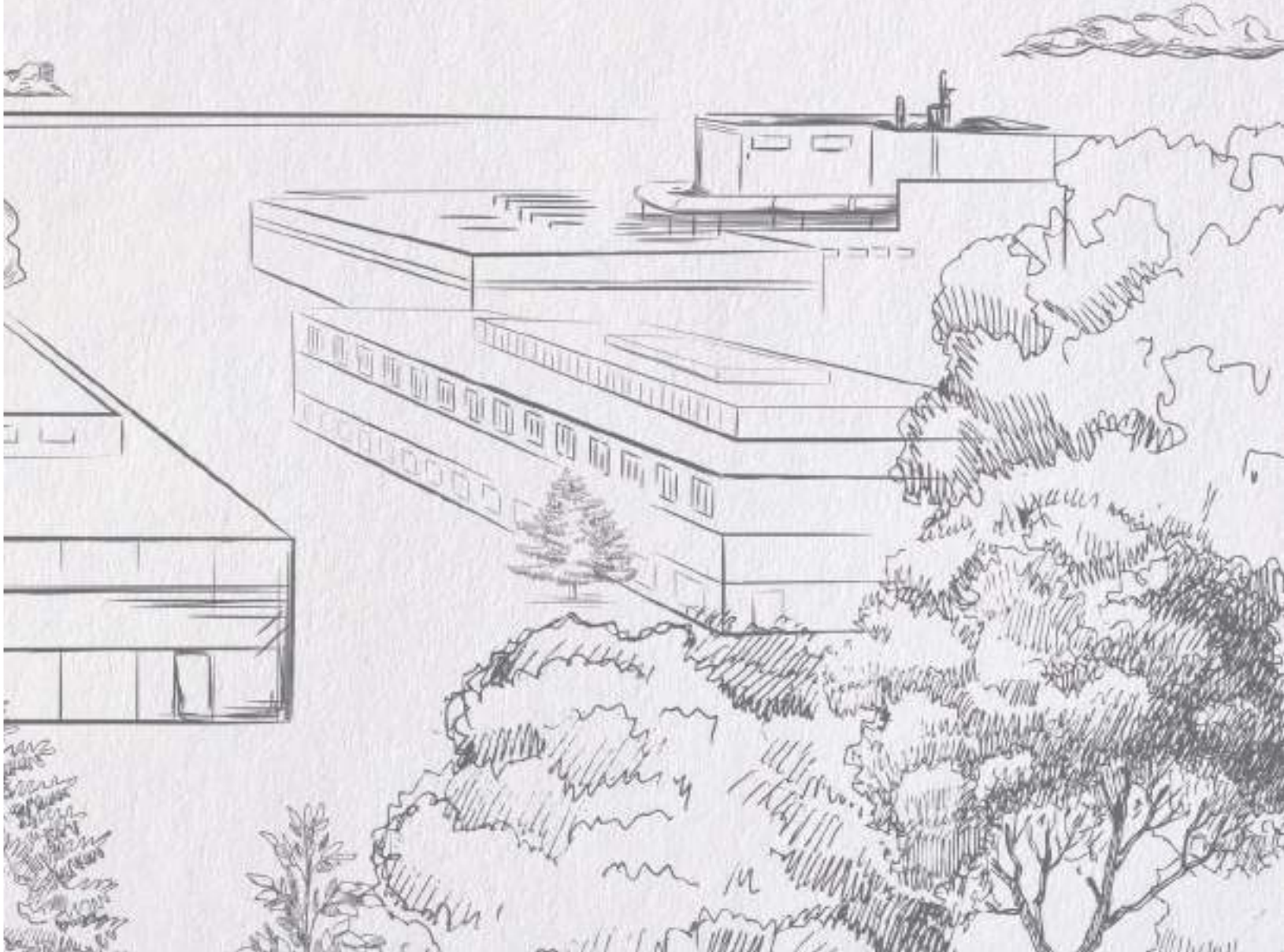
¹ Occurred in case of delivery of goods in the inner SEZ free customs zone
² The rate of social payments is set for companies in information technologies

REGIONAL TAX INCENTIVES FOR THE RUSSIAN SEZ RESIDENTS

The Russian region	Regional tax exemptions			
	Profit tax (paid to the regional budget)	Property tax	Land tax	Transport tax
Altai Territory	12.5%	0% for up to 10 years	0% for up to 5 years	-
Astrakhan Region	0% for the first 10 years	0% for up to 12 years	0% for up to 5 years	0% for up to 12 years
	8% since the 11th year			
Voronezh Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
Irkutsk Region	13.5%	0% for up to 10 years	0% for up to 5 years	-
Kabardino-Balkarian Republic	13.5%	0% for up to 10 years	0% for up to 5 years	-
Kaluga Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	3% for 6-9 years			
	5% for 10-11 years			
	8% for 12-13 years			
	10% for 14-15 years			
	13.5% since the 16th year			
Lipetsk Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
Moscow	0% up to December 31, 2027	0% for up to 10 years	0% for up to 10 years	0% for up to 10 years
	5% up to December 31, 2032			
	12.5% since January 1, 2033			
Moscow Region	0% for the first 8 years	0% for up to 10 years	0% for up to 5 years	0% for up to 5 years
	5% for 9-14 years			
	13.5% since the 15th year			
Orel Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
Pskov Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
Republic of Buryatia	12.5% for the first 10 years	0% for up to 10 years	0% for up to 5 years	-
Republic of Daghestan	13.5%	0% for up to 10 years	0% for up to 5 years	-
Republic of Ingushetia	13.5%	0% for up to 10 years	0% for up to 5 years	-
Republic of Tatarstan	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
Republic of North Osetia - Alania	13.5%	0% for up to 10 years	0% for up to 5 years	-
Samara Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	5% for 6-10 years			
	13.5% since the 11th year			
St. Petersburg	13.5%	0% for up to 10 years	0% for up to 5 years	0% for up to 5 years
Saratov Region	0% in 2021-2025	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
Sverdlovsk Region	0% for the first 10 years	0% for up to 10 years	0% for up to 10 years	0% for up to 11 years
	5% for 11-15 years			
	13.5% since the 16th year			
Tver Region	13.5% since January 1, 2021	0% for up to 10 years	0% for up to 5 years	-
Tomsk Region	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years
	10% for 6-10 years			
	12.5% since the 11th year (up to January 1, 2025)			
Tula Region	0% for the first 10 years	0% for up to 10 years	0% for up to 5 years	0% for up to 10 years (concerning trucks)
	5% for 11-15 years			
	13.5% since the 16th year			
Ulyanovsk Region	0% for up to 10 years	0% for up to 15 years	0% for up to 10 years	0% for up to 10 years
Chechen Republic	0% for the first 5 years	0% for up to 10 years	0% for up to 5 years	-
	5% for 6-10 years			
	13.5% since the 11th year			



ABOUT THE IV RUSSIAN NATIONAL
SEZs INVESTMENT
ATTRACTIVENESS INDEX 2020



ABOUT THE IV NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020

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

SEZs TO BE ASSESSED

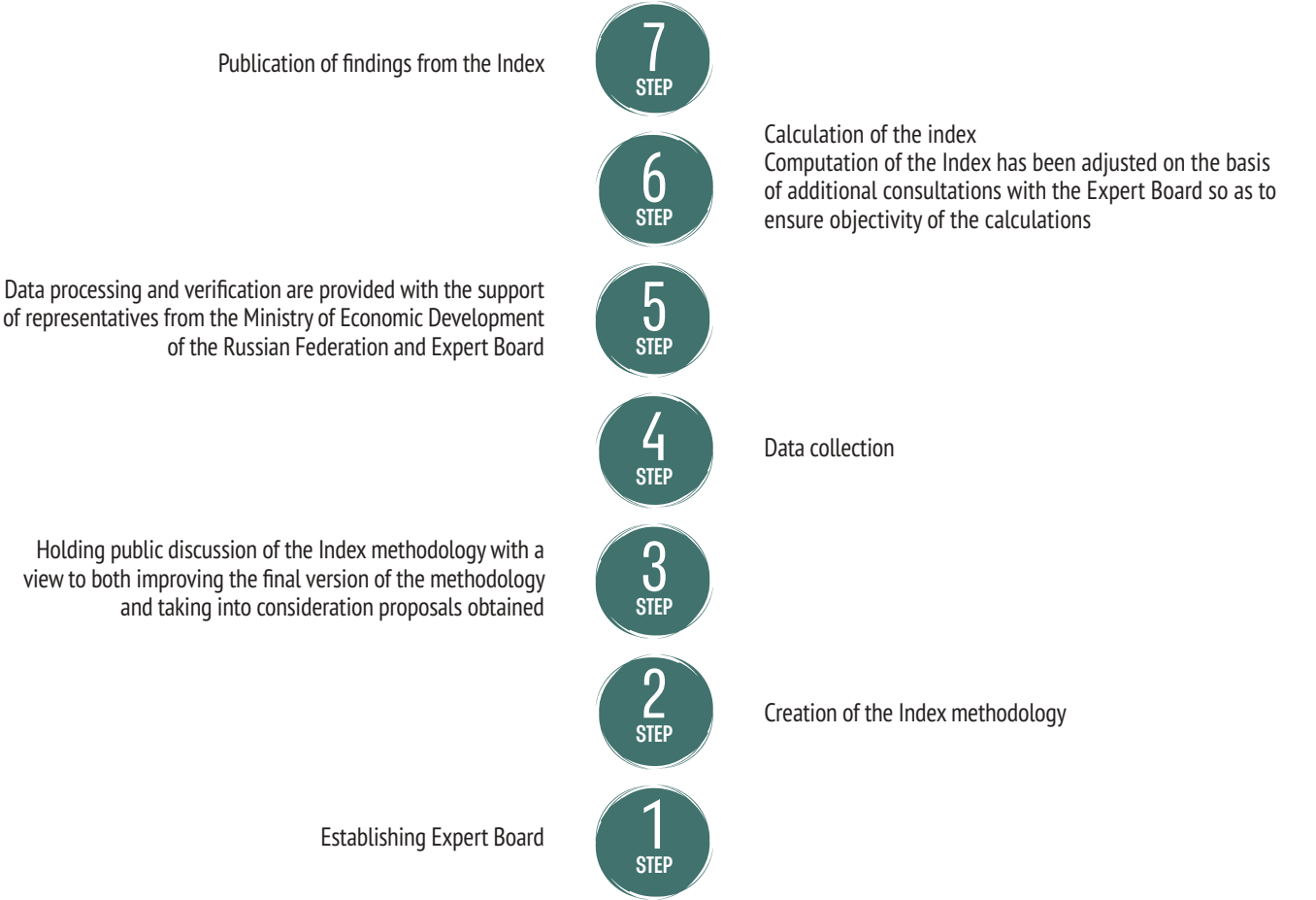
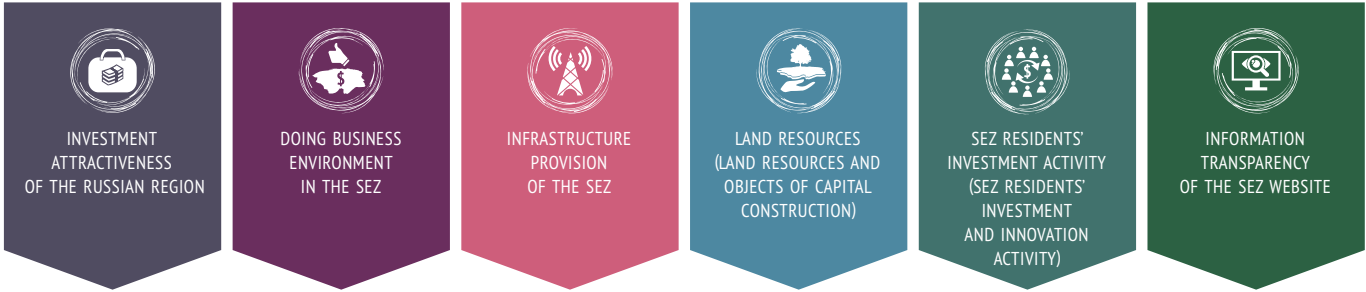


KEY PRINCIPLES OF THE INDEX

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

THE INDEX METHODOLOGY IN 2020

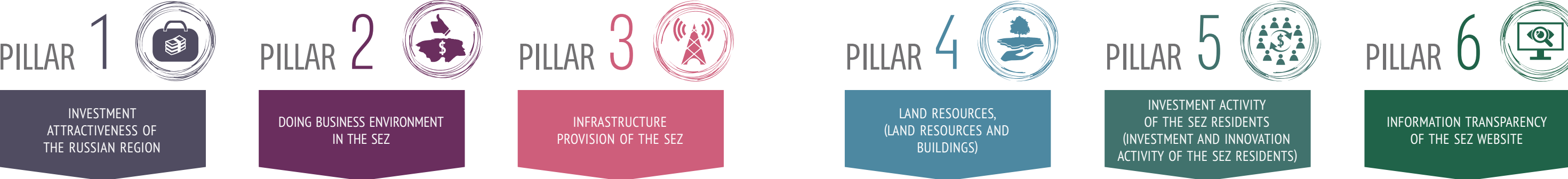
The Index methodology is based on comprehensive assessment of investment attractiveness of SEZs, and favourable conditions for attracting national and foreign investors, involving 30 indicators grouped into 6 pillars:



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

- Official statistics
- Questionnaire (survey) conducted among the SEZ management companies
- Survey conducted among the SEZ residents
- Experiments involving assessment of information transparency of the SEZs
- Experiments with Experiments with both Russian and foreign investors (2 written requests from potential residents and a telephone interview in English)

METHODOLOGY OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING



- ECONOMIC AND INVESTMENT EFFECTIVENESS
- Fixed capital investment
 - Tax burden to a SEZ resident
 - The regional Government assistance in attracting investment and implementing projects
 - Investment risk
 - Engel coefficient
- LABOUR SUPPLY IN THE RUSSIAN REGION
- Population density coefficient
 - Labour potential
 - Educational attainment
 - Affordability of housing in the region

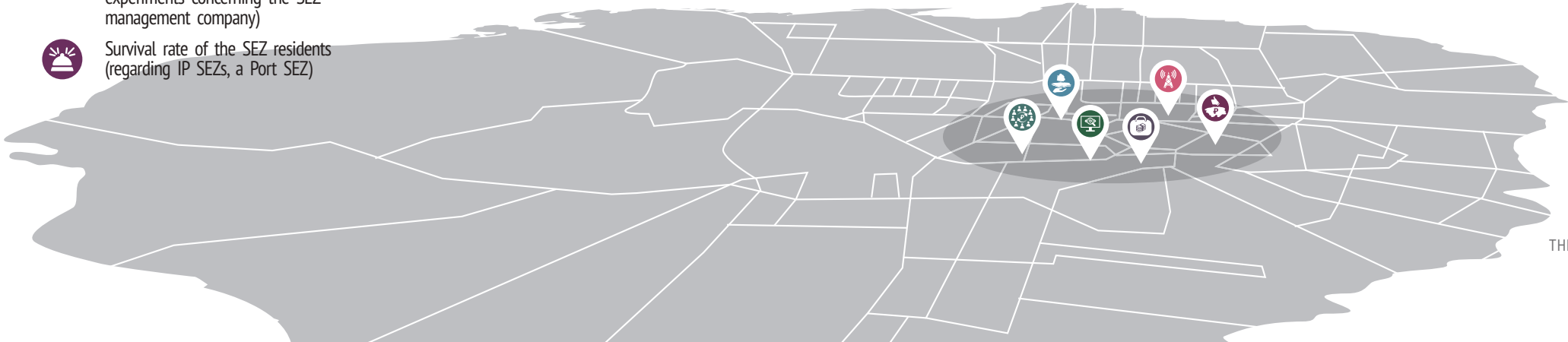
- Dealing with construction permits
- Annual average number of the residents attracted to the SEZ
- Availability of free customs zone infrastructure in the SEZ
- Actual number of SEZ residents (cumulatively), % to plan
- Availability of SEZ awards in the international ranking "fDi Global Free Zones"
- SEZ management company's competencies in attraction of foreign investors (consisting of 3 experiments concerning the SEZ management company)
- Survival rate of the SEZ residents (regarding IP SEZs, a Port SEZ)

- Actually constructed SEZ infrastructure facilities compared to the plan
- Vacant leasable land area provided with vacant infrastructure facilities
- Transport accessibility of the SEZ (proximity to a federal public automobile road, to a port)
- Ability of the SEZ management company to do construction work in-house

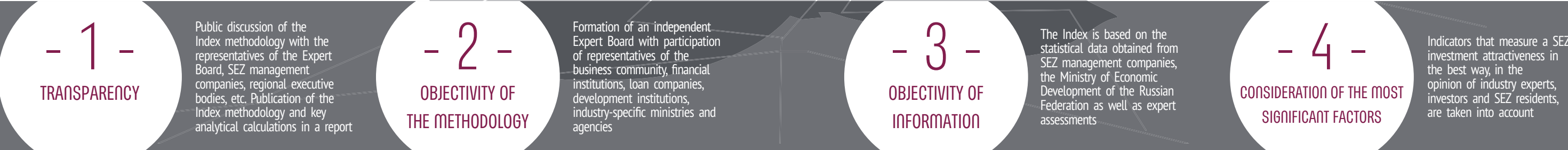
- The land area occupied by the SEZ residents, % to the SEZ leasable land area
- Selling price of the SEZ land, % of cadastral value of the land
- Office area occupied by the SEZ residents, % of total leasable office area (regarding TI SEZs)

- SEZ residents' investment relative to the occupied leasable land area (regarding IP SEZs, a Port SEZ)
- Investment attractiveness of the SEZ infrastructure (regarding IP SEZs, a Port SEZ)
- Average annual dynamics of investments of the SEZ residents in 2016-2019 (regarding TI SEZs)
- Average annual number of intellectual property objects created by the SEZ residents (regarding TI SEZs)

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



APPROACHES TO ASSESSMENT OF SEZ EFFICIENCY, THEIR INVESTMENT ATTRACTIVENESS, COMPETITIVENESS, THE EASE OF DOING BUSINESS AND OTHER ESTIMATES OF AN INVESTMENT CLIMATE USED IN NUMEROUS NATIONAL AND INTERNATIONAL RANKINGS HAVE BEEN TAKEN INTO CONSIDERATION IN THE METHODOLOGY OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING



EXPERT BOARD OF THE RANKING 2020*

«The business publication "Russian Special Economic Zones: Business Navigator 2020" is prepared with the active participation of the students from leading educational Universities of Russia, i.e. the Plekhanov Russian University of Economics and the State University of Management. I am glad that universities are making a significant contribution to the development of the investment climate and implementation industrial policy of the strongest regions of Russia. I am glad that the Universities make a significant contribution to improving the national investment climate and implementing industrial policy in the strongest regions of Russia".»



**Aleksandr
KOZLOVSKY**

Deputy of the State Duma of the Federal Assembly of the Russian Federation, Member of the State Duma Committee for economic policy, industry, innovation development and business activity



**Andrey
SHPILENKO**

Director, Association for the development of Clusters and Technology Parks of Russia



**Vladimir
ZVERKOV**

Deputy director of the Department of regional development, Ministry of Economic Development of the Russian Federation



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KHOTSENKO**

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RYKOVA**

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**Aleksei
KOZHEVNIKOV**

Vice President, Russian Export Center



**Anna
BRINEVA**

Deputy Director, Industrial Development Fund



**Maksim
FATEEV**

Vice President, Chamber of Commerce and Industry of the Russian Federation



**Mikhail
GOLAND**

Vice President, VEB.RF



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**Svyatoslav
LYALKOV**

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**Vsevolod
SMAKOV**

Member of Management Board, Head of Investment banking, Industry & Energy, Eurasian Development Bank



**Mikhail
SUTYAGINSKY**

Chairman of the Board of Directors, "Group of Companies "Titan" JSC



**Alexander
TYUNIN**

CEO, NPK "Khimpromzhiniring" JSC



**Vladimir
GURYANOV**

Vice President, "Arnest" JSC



**Nikolay
KASCHEEV**

Head of Research, Promsvyazbank OJSC



**Alexis
RODZIANKO**

President & CEO, American Chamber of Commerce in Russia



**Francesco
PENSABENE**

Director, Moscow office of Italian Trade & Investment Agency (ICE), The Italian Embassy's Economic and Trade Department



**Ulf
SCHNEIDER**

President & Founder, SCHNEIDER GROUP



















**Olga
ARKHANGELSKAYA**

Partner, Head of Real Estate, Hospitality & Construction Services, Head of the Transportation, Infrastructure and Government & Public Group in the CIS, Ernst & Young

* All the positions are valid as at 2020

OVERALL RESULTS OF THE IV RUSSIAN NATIONAL SEZs

RESULTS OF THE INDEX 2020 RANKING OF BOTH THE INDUSTRIAL PRODUCTION SEZs (IP SEZs) AND PORT SEZ













Name of a SEZ	Russian Region	Total rank	Change of the rank compared to 2019	Total score*	SEZ value relative to the average Russian SEZs value, %	 Pillar 1	 Pillar 2	 Pillar 3	 Pillar 4	 Pillar 5	 Pillar 6
1ST GROUP: High level of a SEZ investment attractiveness (over 100%)**											
IP SEZ "Alabuga"	 Republic of Tatarstan	1	0	10.73	119.2	1.12	2.06	1.98	2.00	2.44	1.12
IP SEZ "Lipetsk"	 Lipetsk Region	2	0	10.34	114.9	1.02	2.05	2.01	1.92	2.33	1.02
IP SEZ "Togliatti"	 Samara Region	3	+3	9.42	104.7	1.02	1.72	1.74	1.88	2.02	1.05
IP SEZ "Stupino Quadrat"	 Moscow Region	4	-1	9.10	101.2	0.99	1.93	1.53	1.43	2.20	1.02
2ND GROUP: Sufficient level of a SEZ investment attractiveness (from 95% to 100%)											
IP SEZ "Titanium valley"	 Sverdlovsk Region	5	+4	8.67	96.4	0.92	1.85	1.27	1.39	2.45	0.80
IP SEZ "Moglino"	 Pskov Region	6	-2	8.57	95.3	0.94	1.40	1.89	1.66	1.60	1.09
3RD GROUP: Moderate level of a SEZ investment attractiveness (SEZs are in their development phase and require enhancement, less than 95%)											
IP SEZ "Kaluga"	 Kaluga Region	7	-2	8.45	93.9	0.87	1.37	1.54	1.81	1.94	0.92
Port SEZ "Ulyanovsk"	 Ulyanovsk Region	8	0	8.32	92.5	0.99	1.55	1.94	1.83	1.15	0.87
IP SEZ "Uzlovaya"	 Tula Region	9	-2	8.30	92.2	1.05	1.65	1.29	1.47	1.82	1.01
IP SEZ "Lotus"	 Astrakhan Region	10	0	8.08	89.8	0.92	1.71	1.58	1.51	1.24	1.11

The results of the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking are presented in detail for every IP SEZ, Port SEZ on the pages 140-165.

*The Index (total score, at the most aggregated level) is calculated according to the methodology of the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking. In particular, Pillars 1 and 6 have a weight of 1, while Pillars 2, 3, 4, and 5 have a weight of 2
**The Russian average value of the SEZs investment attractiveness is assumed to be 100%.

INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING

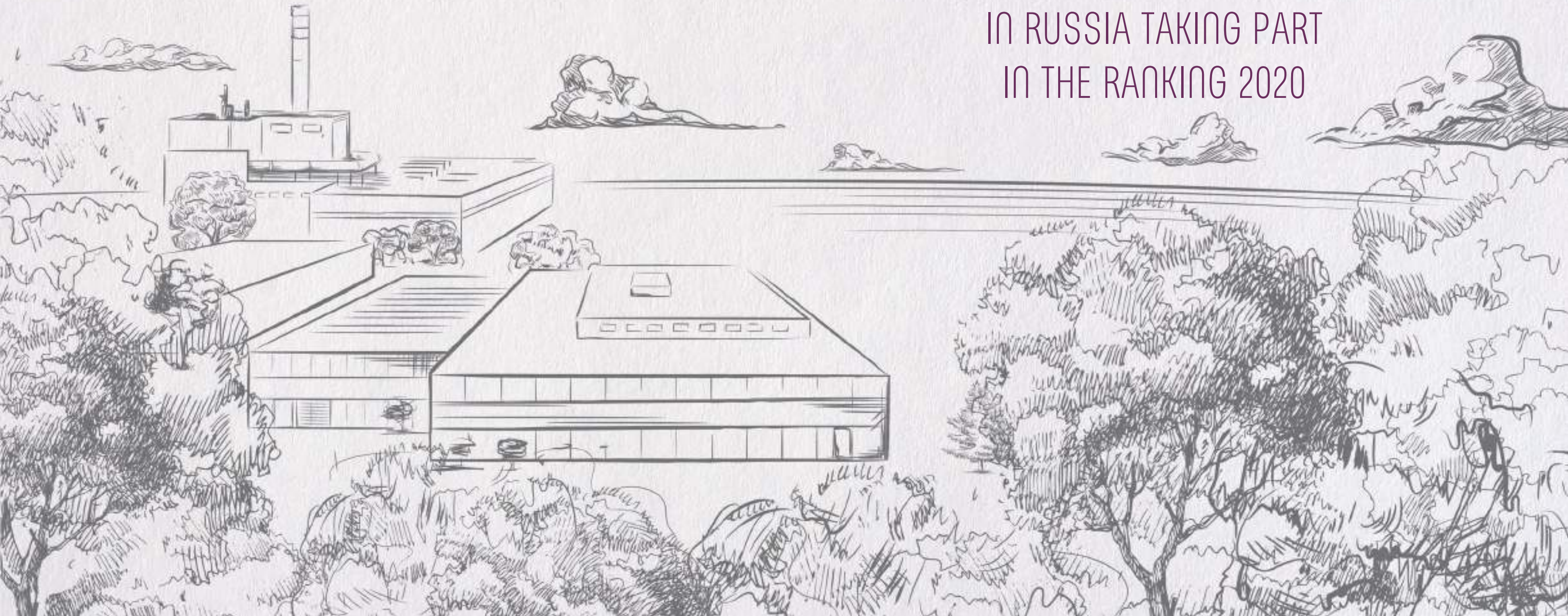
RESULTS OF THE INDEX 2020 RANKING OF THE TECHNOLOGY INNOVATIVE SEZs (TI SEZs)

Name of a SEZ	Russian Region	Total rank	Total score*	SEZ value relative to the average Russian SEZs value, %	 Pillar 1	 Pillar 2	 Pillar 3	 Pillar 4	 Pillar 5	 Pillar 6
1ST GROUP: High level of a SEZ investment attractiveness (over 100%)**										
TI SEZ "Dubna"	 Moscow Region	1	9.65	107.4	0.96	2.07	1.94	1.71	1.83	1.14
TI SEZ "Technopolis Moscow"	 Moscow	2	9.57	106.5	1.03	1.58	2.03	1.91	1.92	1.09
TI SEZ "St. Petersburg"	 St. Petersburg	3	9.55	106.3	0.93	1.93	1.62	1.68	2.32	1.07
TI SEZ "Innopolis"	 Republic of Tatarstan	4	9.11	101.3	0.99	1.75	1.77	1.28	2.35	0.97
2ND GROUP: Sufficient level of a SEZ investment attractiveness (from 95% to 100%)										
TI SEZ "Istok"	 Moscow Region	5	8.45	94.0	0.94	1.51	1.35	1.50	2.06	1.10
3RD GROUP: Moderate level of a SEZ investment attractiveness (SEZs are in their development phase and require enhancement, less than 95%)										
TI SEZ "Tomsk"	 Tomsk Region	6	7.59	84.5	0.72	1.54	1.54	1.43	1.74	0.62

The results of the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking are presented in detail for every TI SEZ on the pages 166-181.

*The Index (total score, at the most aggregated level) is calculated according to the methodology of the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking. In particular, Pillars 1 and 6 have a weight of 1, while Pillars 2, 3, 4, and 5 have a weight of 2
**The Russian average value of the SEZs investment attractiveness is assumed to be 100%.

PROFILES OF INDUSTRIAL PRODUCTION,
TECHNOLOGY INNOVATIVE, AND PORT
SPECIAL ECONOMIC ZONES (SEZS)
IN RUSSIA TAKING PART
IN THE RANKING 2020



INDUSTRIAL PRODUCTION SEZ "ALABUGA"

Republic of Tatarstan



DEVELOPMENT PRIORITIES



Polymer processing



Automobile manufacturing



Building materials



Composite materials

YEAR OF ESTABLISHMENT **2005**

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

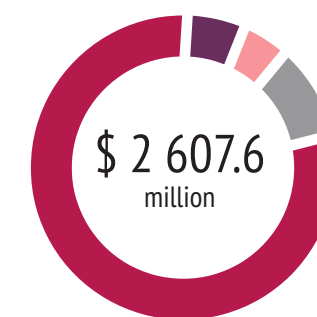
DISTANCE FROM MOSCOW **1 040 km**

DISTANCE FROM THE REGIONAL CENTRE (Kazan) **213.4 km**

DYNAMICS OF THE SEZ RESIDENTS, number



TOTAL INVESTMENT IN THE SEZ*



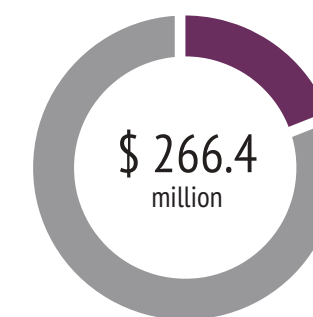
5.1% **133.3**
Regional budget expenditure

10.1% **263.8**
Federal budget expenditure

79.8% **2 080.8**
SEZ residents' private investment

5.0% **129.7**
Investment of the SEZ management company

TAX EXEMPTIONS IN 2019



81.2% **216.2**
Taxes, customs duties and social payments paid by the SEZ residents

18.8% **50.2**
Both tax and customs exemptions, social relief given to the SEZ residents from the levy

Industrial Production SEZ "Alabuga" (IP SEZ "Alabuga") was established in 2005 and provides investors with fully prepared industrial, engineering, transport and customs infrastructure, as well as a number of tax and customs preferences. More than \$ 386.2 million were invested in the infrastructure development of the IP SEZ "Alabuga" by federal and regional authorities. The Supervisory Board of the SEZ is headed by the President of the Republic of Tatarstan Rustam Minnikhanov.

In 2019, 68 resident companies are registered in the IP SEZ "Alabuga", 33 plants are already operating, and by the end of 2020 it is planned to open 3 more production facilities. Almost 7 000 workplaces are created since the SEZ has been established.

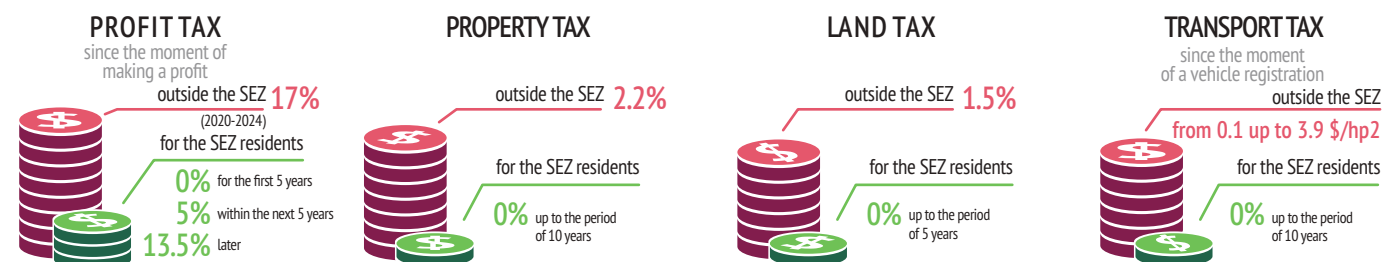
In 2019, the efforts of the SEZ Management Company were aimed at developing infrastructure, increasing the investment attraction of the IP SEZ "Alabuga" as an industrial site for the placement of large enterprises and ensuring the stable

operation of existing residents. The result of this work was new 5 projects worth \$ 233.2 million.

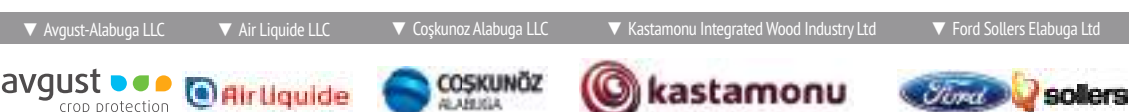
Industrial Production SEZ "Alabuga" is the largest Industrial Production Special Economic Zone in Russia. Among the residents such leading international companies as Ford, 3M, Rockwool, Air Liquide, Armstrong.

IP SEZ "Alabuga" residents for 2019 made new investments in the amount of \$ 128.2 million. On the territory of the Special Economic Zone, 3 enterprises were opened: the Avgust-Alabuga plant for the production of plant protection products, the enterprise of the leader in the Russian market of one-component polyurethane installation Technonikol foam, Russia's first Transneft Synthesis additive production plant for turbulent additives.

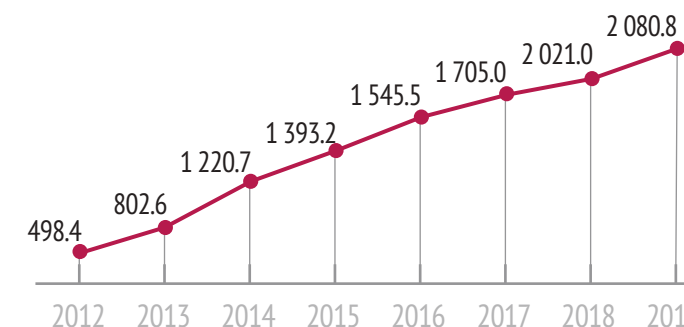
REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS



SEZ RESIDENTS' TOTAL PRIVATE INVESTMENT, \$ MILLION



Jobs created, number **6 917**



SEZ residents' revenue, 2019 **\$ 1 276 million**

Residents' export volume, in particular **\$ 124.6 million**



Labour productivity in the SEZ **\$ 184.4 thousand per capita**



Timur SHAGIVALEEV

CEO, Industrial Production SEZ "Alabuga" JSC

	Land area	3 903.5 ha
	Useful land area	2 147 ha
	Area of administrative infrastructure	14 595.1 m²
	Electrical capacity	350 MW
	Water capacity	992.7 m³/h
	Capacity of wastewater collection system	880.8 m³/h
	Gas capacity	85 502 m³/h
	Heat capacity	34.80 Gcal/h

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

	Design and construction of infrastructure and engineering networks
	Financial services, including financial brokerage
	Amenities maintenance
	Engineering systems maintenance
	Industrial premises, offices, warehouses, meeting halls and other premises for rent
	Cottages in the cottage village "Three Bears" for rent
	Education services of the international school "Alabuga International School"
	Engineering services

CONTACTS

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

Tel.: +7 (85557) 5-90-30
Website: <https://alabuga.ru>
E-mail: invest@alabuga.ru

	Average selling price of the SEZ land	\$ 1.84 k/ha
	Average lease price of the SEZ land per year	811 \$/ha
	Length of the SEZ road network	27 757 m
	Electricity tariff*	According to the tariffs set by Gazprom Mejregion Kazan JSC
	Water tariff*	0.6 \$/m³
	Wastewater tariff*	1.1 \$/m³
	Gas tariff*	According to the tariffs set by Tatenergosbyt JSC
	Heat tariff*	33.9 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

<https://www.sisecam.com>

INVESTMENT PROJECT

Production of flat glass and mirror

	Volume of declared investment	\$ 104.81 million
	Volume of investment actually made	\$ 111.76 million
	Project period	2011-2015

One of the most established enterprises in Turkey, Şişecam is a global actor in business lines including all main areas of glass industry (flat glass, glassware, glass packaging and glass fiber) as well as soda and chromium chemicals. Today Şişecam, the world's leading supplier of chromium compounds and the 8th largest soda producer in the world, is the 3rd largest glassware, the 5th largest glass packaging manufacturer globally. In terms of its production capacity, Şişecam is one of the five largest flat glass manufacturers in the world and the largest in Europe.

In the flat glass business line, Şişecam operated in three main product categories consisting of architectural glass, solar energy glass and home appliance glass. With its flat glass solutions, the company serves many industries such as construc-



tion, automotive, energy, household appliances, furniture and agriculture. As a global flat glass company offering strong brands and innovative solutions, Şişecam has 10 flat glass production plants in six countries namely Turkey, Bulgaria, Egypt, India, Italy, and Russia.

In 2014, the plant for the production of flat glass Trakya Glass Rus JSC was put into operation in Russia. Today the company manufactures flat glass and mirror. The production capacity of the plant is 730 tons per day. The company offers over 250 working places for specialists. The company continues to expand its investment and production capacity.



<http://hayat-kimya.ru/>

INVESTMENT PROJECT

Manufacturing of goods in hygiene, tissue and home care categories

	Volume of declared investment	\$ 146.73 million
	Volume of investment actually made	\$ 173.17 million
	Project period	2011-2020

HAYAT Group of Companies was founded in Turkey has been working in the FMCG segment since 1987. It specializes in the production of cleaning and washing products under the Bingo brand, sanitary and hygienic paper products for both adults and children under Papia, Familia, Focus, Teno, Molped, Molfix, Joly and Evony brands. Subsidiaries of the company are located in the Middle East, Eastern Europe and Africa.

Due to innovation and high performance in export markets, the company received the Best Research Center award from the Ministry of Science, Industry and Technology of Turkey in 2015.

HAYAT KIMYA LLC and HAYAT MARKETING LLC represent HAYAT KIMYA SANAYI A.S. in the Russian Federation. HAYAT KIMYA LLC received the status of a resident in the Industrial Production SEZ "Alabuga" in the Republic of Tatarstan on November 25, 2011.

The plant started production on February 9, 2015 and produces sanitary paper (toilet paper, napkins and paper towels) from 100% cellulose with a production capacity of 140 thousand tons per year. The HAYAT plant created more than 700 work places.

HAYAT KIMYA LLC is the 2nd largest manufacturer of sanitary and hygienic products in Russia.

INDUSTRIAL PRODUCTION SEZ "LIPETSK"

Lipetsk Region



DEVELOPMENT PRIORITIES



Energy equipment



Automobile manufacturing



Household electronics



Medical equipment

YEAR OF ESTABLISHMENT **2005**

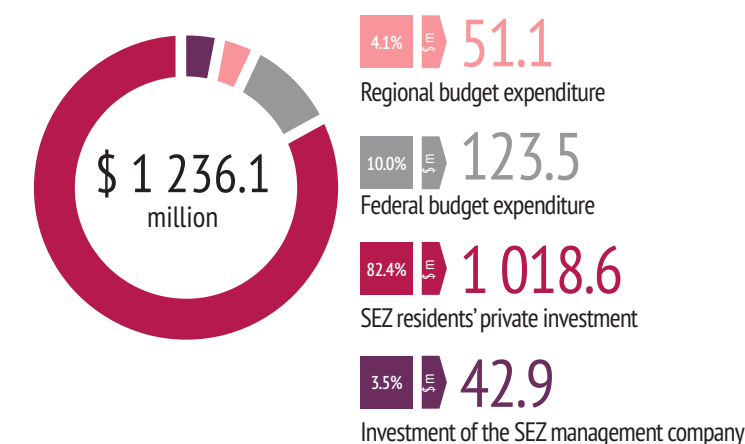
SEZ RESIDENTS, number **65**
including foreign companies **25**

DISTANCE FROM MOSCOW **450 km**
DISTANCE FROM THE REGIONAL CENTRE (Lipetsk) **20 km**

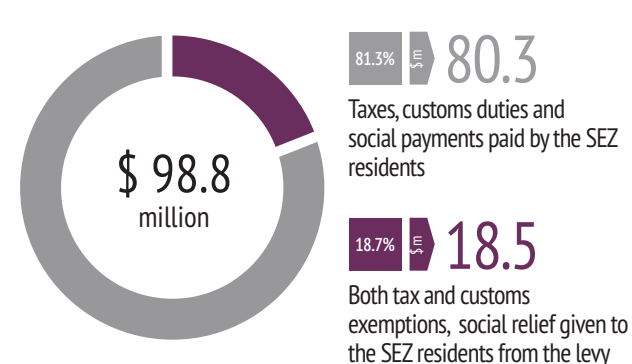
DYNAMICS OF THE SEZ RESIDENTS, number

Year	2012	2013	2014	2015	2016	2017	2018	2019
Number	22	29	36	42	47	52	62	65

TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



Industrial Production SEZ "Lipetsk" (IP SEZ "Lipetsk") remains one of the most effective Special Economic Zones in Russia. The IP SEZ "Lipetsk" was established in 2005. The SEZ is a large-scale ambitious project and a part of the federal initiative related to the creation of new points of economic growth and stimulation of strategically important industries. The SEZ is located in the center of the European part of Russia, what makes it possible to optimize logistic schemes and reduce transportation costs. The total area of its territory is 2 298.3 hectares.

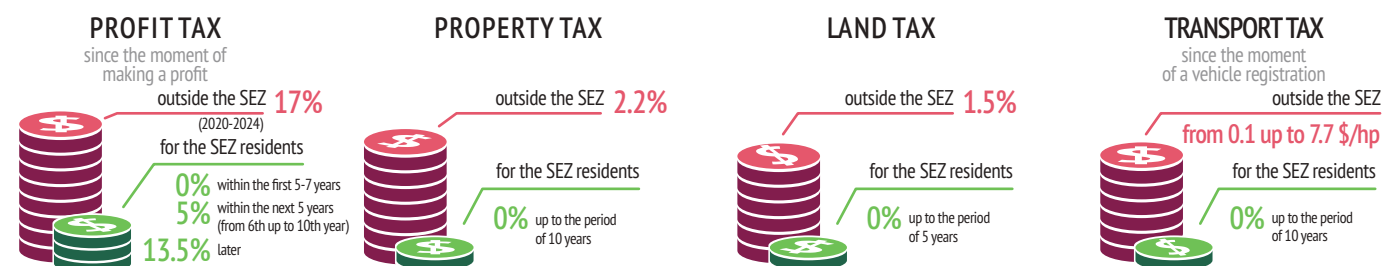
Currently, the SEZ is one of the most attractive most attractive investment areas for Russian and foreign investors, where 65 residents from 16 countries are committed to doing business including such worldwide known companies as YOKOHAMA (Japan), ABB (Switzerland), SCHLUMBERGER (France), PPG (USA) BEKAERT (Belgium), etc. Since the foundation of the IP SEZ "Lipetsk" 4 685 workplaces have been created by its residents.

Three plants were established in 2019: Systems Sensor Technologies LLC (Honeywell, USA, Singapore, electrotechnical industry), Doka Lipetsk LLC (Austria, production of building materials, formwork), Lipetsk Coffee Company LLC (Russia, Industrial processing of organic coffee). Eight companies were granted the status of the SEZ residents including KWC Seed Plant LLC (Germany), Syngenta Production LLC (Switzerland), Phoenix LLC (Russia), Soyproom LLC (Russia) and others.

Moreover, intensive work is being done with the current residents (OBO Bettermann Production LLC, Bekaert Lipetsk LLC, Fenzi LLC, ALU-PRO LLC, LZTK LLC, LANXESS Lipetsk LLC) which is committed to expanding production and territorial development of new markets.

In 2019, the IP SEZ "Lipetsk" made an important step in its development by establishing the Investment Acquisition Center which worked with investors on a one-stop-shop basis. The IP SEZ "Lipetsk" provides its prospective investors with a comprehensive offer tailored to specific projects.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ Yokohama R.P.Z. Ltd

▼ Bekaert Lipetsk LLC

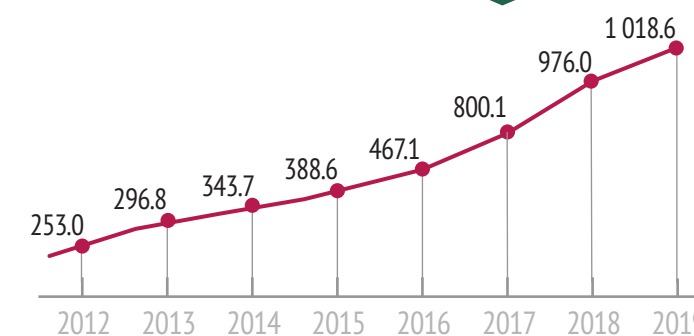
▼ ABB Electrical Equipment Ltd

▼ LZTK LLC

▼ Doka Lipetsk LLC



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



Jobs created, number

4 491



SEZ residents' revenue, 2019

\$ 462.4 million

Residents' export volume, in particular

\$ 49.4 million



Labour productivity in the SEZ

\$ 102.9 thousand per capita



Dmitry
DUDAREV

CEO, Industrial Production SEZ "Lipetsk" JSC

	Land area	2 298.4 ha
	Useful land area	1 189.1 ha
	Area of administrative infrastructure	7 742.7 m ²
	Electrical capacity	317 Megawatts
	Water capacity	270.8 m ³ /h
	Capacity of wastewater collection system	312.5 m ³ /h
	Gas capacity	39 871 m ³ /h
	Heat capacity	155 Gcal/hr

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Territory of the Special Economic Zone "Lipetsk", building 2, vil-
lage Kazinka, Gryazinsky district, Lipetsk Region, 398010, Russia
Tel.: +7 (4742) 51-51-80
Website: <https://sezlipetsk.ru/>
E-mail: info@sezlipetsk.ru

	Average selling price of the SEZ land	\$ 2.8 k/ha
	Average lease price of the SEZ land per year	216.2 \$/ha
	Length of the SEZ road network	25 281.6 m
	Electricity tariff*	0.083 \$/kWh
	Water tariff*	0.91 \$/m ³
	Wastewater tariff*	0.60 \$/m ³
	Gas tariff*	105.8 \$/1000m ³
	Heat tariff*	46.1 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

<https://yokohama-rpz.ru>

INVESTMENT PROJECT

YOKOHAMA Tire manufacturing plant

	Volume of declared investment	\$ 412.5 million
	Volume of investment actually made	\$ 133.1 million
	Project period	2008-2012

YOKOHAMA R.P.Z. LLC is a plant for production of automobile tires set up by the Japanese company Yokohama Rubber Co. Ltd. The official opening ceremony was held on May 30, 2012. The first finished goods were shipped out from the plant in July 2012. In November 2014, the Russian plant started manufacturing and supplying tires as original equipment to car man-
ufactures. In April 2016, Yokohama tires made in Russia started to be exported to European countries.

YOKOHAMA R.P.Z. LLC manufactures high-quality tires of various sizes from 14 to 18 inches. It has become possible due to innovative Japanese solutions, advanced equipment, as



YOKOHAMA R.P.Z. LLC

YOKOHAMA

well as thanks to the professional team of employees the number of which is currently about 750 people.

The current production capacity of the first phase of the plant is 1,7 mln. tires per year. 60% produced by YOKOHAMA R.P.Z. LLC are supplied to the Russian market, 30% of tires are sent as OE to car manufacturers, 10% of the manufactured tires are exported to such countries as Finland, Norway, Sweden, Iceland, Germany, Portugal, Great Britain, France, Italy, Austria, Kazakhstan.



DOKA LIPETSK LLC

doka

<https://www.doka.com>

INVESTMENT PROJECT

Production of formwork

	Volume of declared investment	\$ 9.2 million
	Volume of investment actually made	\$ 14.7 million
	Project period	2017-2019

Doka Lipetsk, a wholly owned subsidiary of Doka GmbH, is the Austrian company's first production facility outside the European Union. The 4 500 m² manufacturing facility produces formwork for Russia and other markets with similar requirements. Volume of production is up to 65 000 m² per year.

Since the second half of 2019, Doka is producing the steel-framed formwork ReForma in the new production facility, which will be primarily for the Russian market. It is designed

for the construction of concrete and reinforced-concrete vertical monolithic structures – walls, columns and shafts and is a cost-effective formwork solution for residential and commercial buildings.

INDUSTRIAL PRODUCTION SEZ "TOGLIATTI"

Samara Region



Industrial Production SEZ "Togliatti" (IP SEZ "Togliatti"), established in 2010 is one of the leaders of the federal project for developing Special Economic Zones in Russia. The SEZ is located in the immediate vicinity of the city of Tolyatti (2 km) and the largest Russian car assembly alliance AVTOVAZ – Renault, GM-AVTOVAZ.

Most of the territory of the IP SEZ "Togliatti" is provided with all the necessary infrastructure and energy resources.

When localizing production in the IP SEZ "Togliatti", investors can get significant advantages and benefits guaranteed by the Government of the Russian Federation. The SEZ management company is committed to providing its residents with project support at all stages of its development. As a result, the residents of the IP SEZ "Togliatti" can reduce capital construction costs by up to 30%.

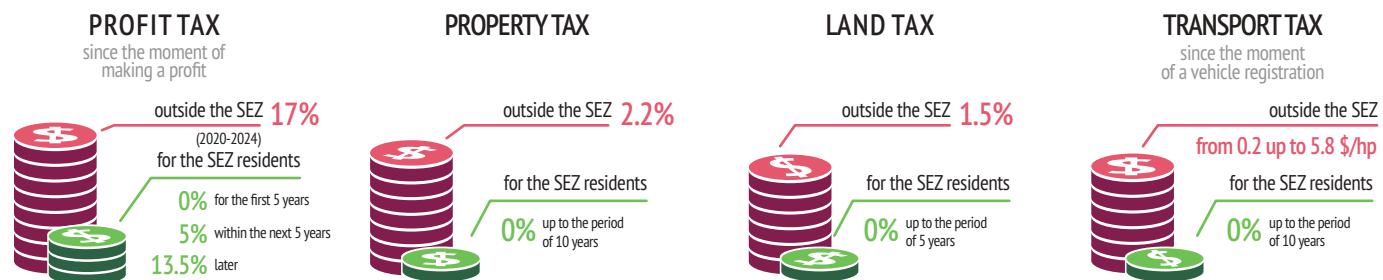
In 2019, the number of residents increased up to 24 companies with declared investment of \$ 236.3 million. Today, the residents of the IP SEZ "Togliatti" have invested

more than \$ 205 million in the development of their industries, 9 companies out of them represent world famous brands: CIE Automotive (Spain), Edscha Holding (Germany), Mubea (Germany), Orhan Holding (Turkey), Praxair (USA), GM-AVTOVAZ (USA-Russia), TOYOTA TSUSHO Corporation and ATSUMITEC Co. (Japan), HI-LEX Corporation (Japan).

To date, 10 production facilities have been launched in the IP SEZ Togliatti. In 2019, in particular, PM-Composite LLC launched a test production. The new enterprise will continue the development of the chemical industry in the SEZ.

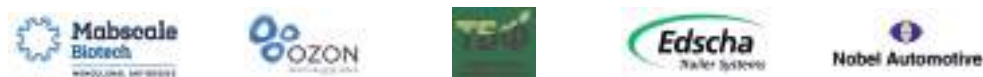
The IP SEZ "Togliatti" is included in the world prestigious Ranking of the fDi Magazine the fifth year in a row. In 2019, the SEZ was nominated in the "Expansions" and "New Investments" categories. The IP SEZ "Togliatti" is in the top 5 Russian SEZs with the best availability of infrastructure.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ ООО «Мабскейл» ▼ Ozon Pharm LLC ▼ LLC "TPF" ▼ LLC "Edscha Togliatti" ▼ Nobel Automotive Rusya LLC



DEVELOPMENT PRIORITIES



Automobile components



Building materials



Chemicals



Pharmaceuticals

YEAR OF ESTABLISHMENT **2010**

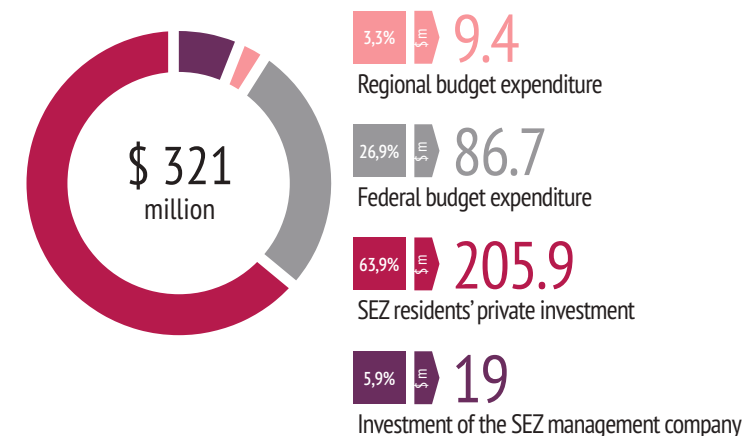
SEZ RESIDENTS, number **24**
including foreign companies **9**

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

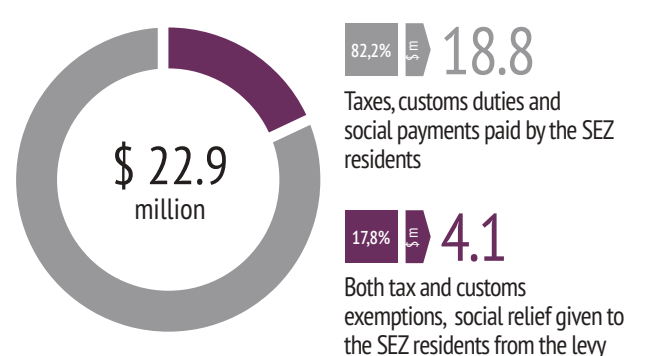
DYNAMICS OF THE SEZ RESIDENTS, number



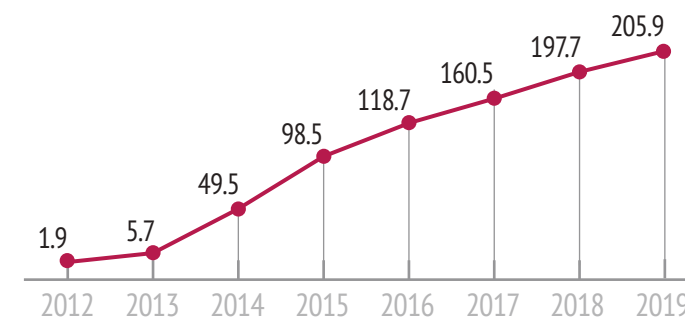
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Sergey
ANDREEV

CEO, Industrial Production SEZ "Togliatti" JSC

	Land area	660 ha
	Useful land area	468.2 ha
	Area of administrative infrastructure	0 m ²
	Electrical capacity	80 Megawatts
	Water capacity	197.7 m ³ /h
	Capacity of wastewater collection system	197.7 m ³ /h
	Gas capacity	160 091.2 m ³ /h
	Heat capacity	0 Gcal/hr

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS:

Industrial Production SEZ "Togliatti", highway 2 (SEZ TER.), Building 3, building 4, Togliatti, Samara Region, 445143, Russia
Tel.: +7 (8482) 555-163
Website: <http://oeztlr.ru/ru/>
E-mail: investors@oeztlr.ru, office@oeztlr.ru

	Average selling price of the SEZ land	\$ 2.1 k/ha
	Average lease price of the SEZ land per year	641 \$/ha
	Length of the SEZ road network	16 042 m
	Electricity tariff*	0.04 \$/kWh
	Water tariff*	0.22 \$/m ³
	Wastewater tariff*	0.28 \$/m ³
	Gas tariff*	77 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019

<http://atsumitec.co.jp/>

ATSUMITEC TOYOTA TSUSHO RUS LLC



INVESTMENT PROJECT

Production of automotive components for manual transmission and automatic transmission

	Volume of declared investment	\$ 11.2 million
	Volume of investment actually made	\$ 8.8 million
	Project period	2012-2059

A joint venture between TOYOTA TSUSHO CORPORATION (Japan) and ATSUMITEC Co. Ltd. (Japan). The main founder of the ATSUMITEC Co. Ltd. it is one of the world's leading suppliers of gear selection mechanisms for manual and automatic transmissions. The second founder is TOYOTA TSUSHO CORPORATION (a trading company within the Toyota Group) it carries out diversified activities in 7 areas, including the automotive business. The company is engaged in the production of gear selection mechanisms for manual transmission and automatic trans-

mission to meet the production needs of AVTOVAZ JSC and the Renault-Nissan Alliance (Togliatti) as part of the localization program for the production of automotive components for Russian car factories.

The geography of deliveries: Russia
Buyers: AVTOVAZ-Renault-Nissan, GAZ



NOBEL AUTOMOTIVE RUSYA LLC

<https://www.orhanholding.com/en-index.php>

INVESTMENT PROJECT

Production of automotive components for passenger cars

	Volume of declared investment	\$ 7.3 million
	Volume of investment actually made	\$ 8.86 million
	Project period	2012-2059

A subsidiary of the Turkish Corporation Orhan Holding A. Ş., which specializes in the production of automotive components. The company moved to the Industrial Production SEZ "Togliatti" the production of fuel pipelines operating since 2011, which was previously located on leased areas in Togliatti, and expanded the range of products. As a result, the project has created a diversified production of a wide range of products from Orhan Holding A.S. in Russia: fuel lines, windscreen washers, flexible cables, seat frames, springs for engine components. The products are used in the automotive industry on the Assembly lines of such companies as AVTOVAZ JSC, Renault RUSSIA CJSC, Ford Sollers holding LLC, PSMA Rus LLC, OAG LLC, DACIA

Romania, Nobel Automotive Romania. The production capacity of the current production is more than 1 million units of finished products per year.

Start of construction of the plant in the SEZ "Togliatti" is 2013. Start of production-2014. Production indicators: at the end of 2019, 11 417 993 units of finished products were produced.

The geography of deliveries: Russia
Buyers: AVTOVAZ-Renault-Nissan, GAZ

INDUSTRIAL PRODUCTION SEZ "STUPINO QUADRAT"

Moscow Region



The Industrial Production SEZ "Stupino Quadrat" (IP SEZ "Stupino Quadrat") is the first SEZ project implemented on the initiative of private investors and not based on state participation. The logistical advantages of the SEZ are advantageous location in 73 km from Moscow at the cross of two railway directions (Moscow-Paveletskaya, as well as the exit to the federal highway M-4 "Don").

IP SEZ "Stupino Quadrat" has infrastructure advantages: advanced infrastructure (electricity, gas, water, sewerage on land boundaries, the railway branch with the possibility of making logistic operations on the territory of the land plot to the investor with significant time and cost savings); Unique facilities provided by the SEZ management company (support at all stages of the project); Mode of "one window" (one-stop-shop approach), i.e. the complex of public services in one place; Simplified procedure for obtaining permits; Satellite City "New Stupino" for the residence of employees of enterprises (comfortable housing, medicine, education, sports, recreation). The Industrial Production SEZ "Stupino Quadrat" is a space for like-minded people. The SEZ management company has developed the concept of "Territory of happiness", the essence of which is that the owners of enterprises, employees, their families, as well as guests of the IP SEZ "Stupino

Quadrat" feel happy, getting comfortable housing, convenient conditions for work, recreation and entertainment.

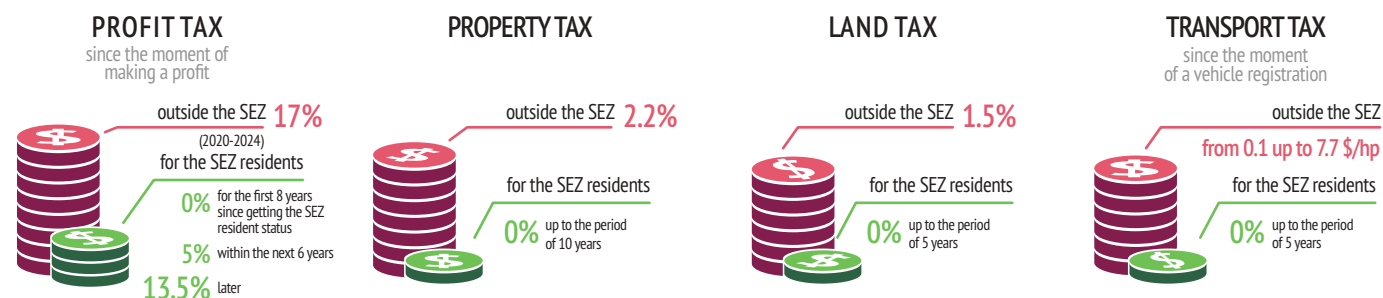
In 2019, the SEZ management company was awarded in the nomination "Red Tape Reduction" of the reputable international publication "Global Free Zones of the Year 2019" (FDI Magazine, Publishing house "The Financial Times Limited").

In 2019, the SEZ management company and Barilla concern concluded an agreement on implementing an ambitious project for the construction of the largest flour mill and paste production in the IP SEZ "Stupino Quadrat". The plant of Mustang nutrition technology LLC, the resident of the IP SEZ "Stupino Quadrat" launched its plant.

In 2019, the internal railway branch of the IP SEZ "Stupino Quadrat" was commissioned, what makes it possible to connect the IP SEZ "Stupino Quadrat" to the railway networks of Russian Railways JSC. There are practically no analogs in Russia.

The development plans for the IP SEZ "Stupino Quadrat" up to 2030 include the expansion of the SEZ territory to 981.6 hectares to support the activities of 200 productions, achieving a total investment of \$ 672 million.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

ARVALUS Ltd

D-TEX LLC

INTELBIO LLC



DEVELOPMENT PRIORITIES



Food industry



Electronics



Textile industry



Medical equipment

YEAR OF ESTABLISHMENT **2015**

SEZ RESIDENTS, number including foreign companies **13**

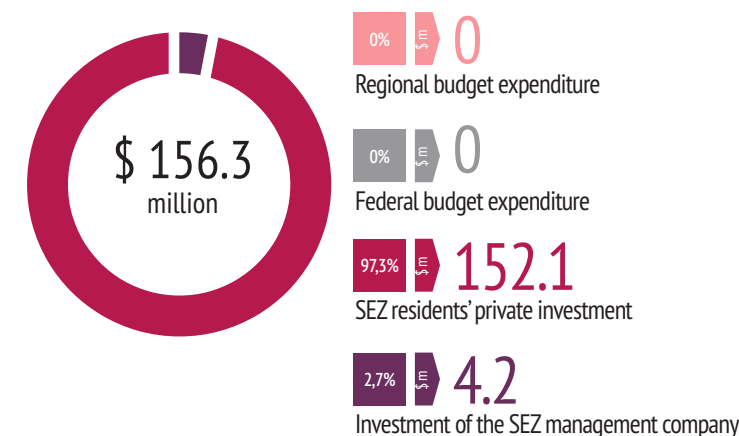
DISTANCE FROM MOSCOW **73 km**

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

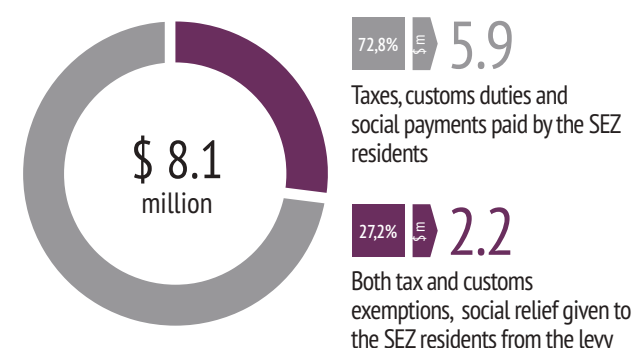
DYNAMICS OF THE SEZ RESIDENTS, number



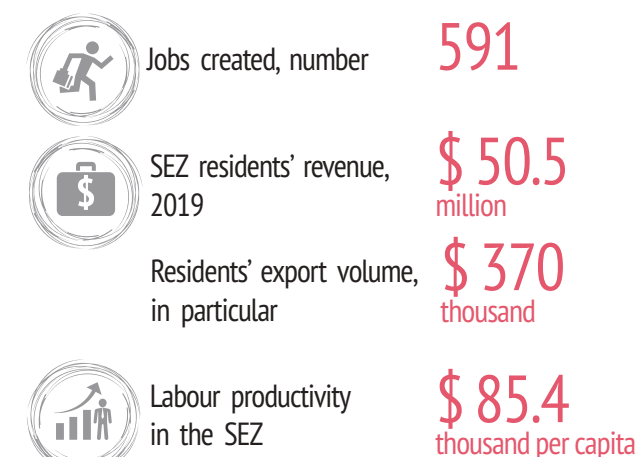
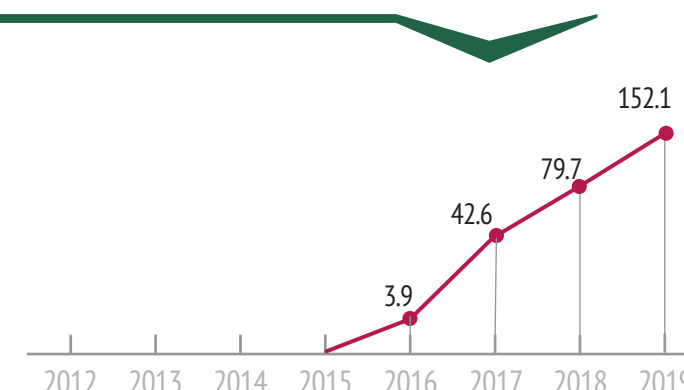
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Ekaterina
EVDOKIMOVA

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

	Land area	431.3 ha
	Useful land area	301.9 ha
	Area of administrative infrastructure	381 m²
	Electrical capacity	4.9 Megawatts
	Water capacity	41.7 m³/h
	Capacity of wastewater collection system	25 m³/h
	Gas capacity	6 439 m³/h
	Heat capacity	0 Gcal/h

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address:Varshavskoye shosse, 1bld. 1, BC «W-Plaza», office B 110, Moscow, 117105, Russia
Tel.: +7 (495) 280-14-42
Website:<https://www.gdpquadrat.com/>
E-mail: hotline@gdpquadrat.com

	Average lease price of the land per year	Not for lease
	Average lease price of the offices per year	114.3 \$/m²
	Electricity tariff*	0.06 \$/kWh
	Water tariff*	0.50 \$/m³
	Wastewater tariff*	0.58 \$/m³
	Gas tariff*	88.06 \$/1000m³
	Length of the SEZ road network	4 370 m

* Average utilities' tariffs are valid as at December 31, 2019

<https://www.monin.com/emea/>

INVESTMENT PROJECT

Production of syrups and fruit/berry fillers

	Volume of declared investment	\$ 20.2 million
	Project period	2020-2021 (phase of construction of the production lines)

MONIN is building its first plant in Russia on the territory of the Industrial Production SEZ "Stupino Quadrat". MONIN RUS LLC is a subsidiary of the French well-known producer of fruit/berry fillers, smoothies, liqueurs, cocktails or desserts, flavored syrups of premium-class, etc.

There will be two production lines, one of which will be launched from the moment of commissioning, and the second – in 2025. It is also planned to launch a line for the production of fruit and berry fillers. Already at the first stage of production, the output volume will



be 8 million bottles of syrup and fruit and berry fillers per year. The company will start operating in early 2021.

MONIN range includes more than 100 different flavors of liqueurs and syrups and every year there are 3 new varieties.

MUSTANG STUPINO LLC



Mustang Stupino LLC has been a resident of the Industrial Production SEZ "Stupino Quadrat" since 2018. One of the most modern complexes for the production of concentrates and premixes, which are used in the industrial production of completely nutritional feed for all types of farm livestock. The plant produces a full line of products for dairy, pig and poultry farming.

<https://www.mustangtk.ru/contacts/>

INVESTMENT PROJECT

Plant for the production of concentrates and premixes for all kinds of farm livestock

	Volume of declared investment	\$ 21.05 million
	Volume of investment actually made	\$ 16.05 million
	Project period	2016-2019 (phase of construction of the industrial complex)

The capacity of the concentrate line is 100 000 tons per year, and the capacity of premixes is 40 000 tons per year. The highest standards of product quality and customer satisfaction are the company's key priorities.

INDUSTRIAL PRODUCTION SEZ "TITANIUM VALLEY"

Sverdlovsk Region



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

A specific industry orientation of the site "Verkhnyaya Salda" of the SEZ is attributed to the close proximity to the largest in the world and the only one in Russia titanium producer VSMPO Avisma PJSC.

The site "Uktus" is the place where the Ural aircraft cluster is being formed on the basis of the Ural Works of Civil Aviation JSC.

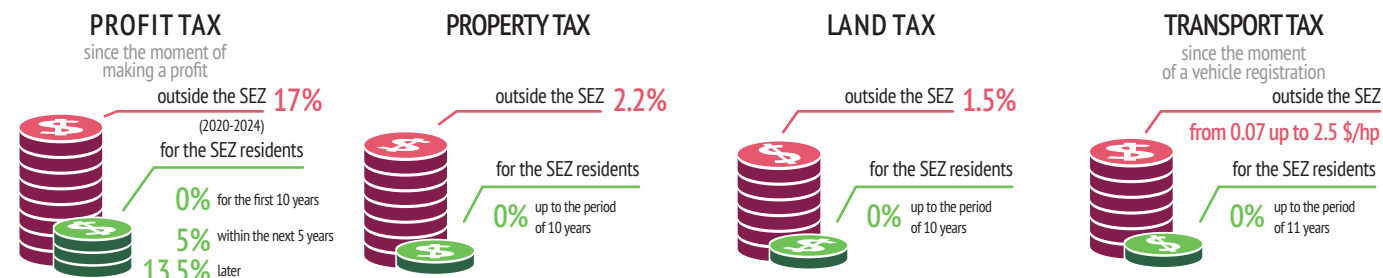
The powerful industrial complex of the Sverdlovsk Region, access to the main railway and automobile highways of the country, proximity to Koltsovo International Airport, location in the center of a large regional market of demand for industrial and investment products, as well as a developed market of personnel for manufacture are the core advantages of the IP SEZ "Titanium valley".

In June 2019, the Government of the Sverdlovsk Region and Russian Railways JSC concluded the agreement on development of the railway infrastructure at the site "Verkhnyaya Salda", which is to be implemented on the basis of public-private partnership. Construction Dates: 2021-2022.

In 2019, six new companies became residents of the Industrial Production SEZ "Titanium valley".

The following projects were approved for implementation: production of granular cast iron, downhole equipment and materials for the construction of oil and gas wells; creation of import-substituting equipment for the construction of multifunctional industrial safety systems for hazardous mining facilities, production of glass insulators; production of machine tools and materials for metallurgy, mining and construction industries. The total amount of declared investments is more than \$ 324 million.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

- Tooling production Minicut Ltd.
- URAL BOEING MANUFACTURING JSC
- Ural Works of Civil Aviation JSC (UWCA)
- Zibus LLC



DEVELOPMENT PRIORITIES



Aviation industry



Components and equipment for metallurgical industry



Building materials



Medical products



Woodworking

YEAR OF ESTABLISHMENT **2010**

SEZ RESIDENTS, number **19**
including foreign companies **4**

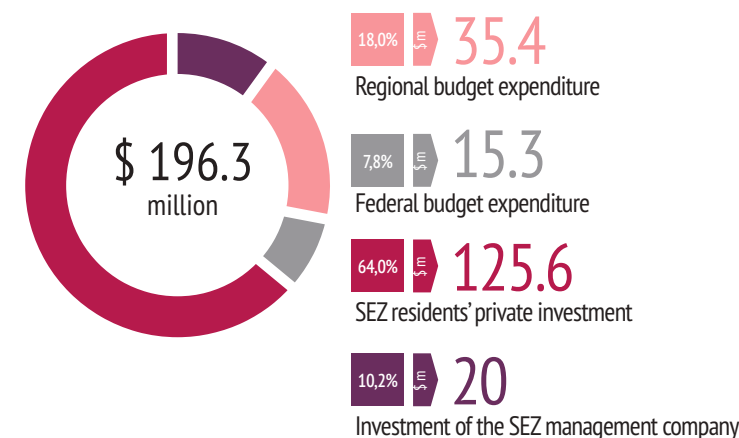
DISTANCE FROM MOSCOW **1 419 km**

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

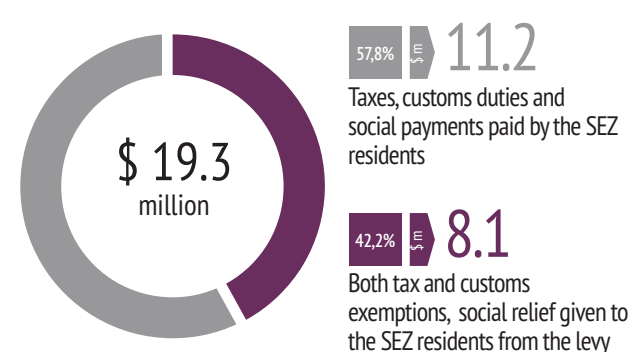
DYNAMICS OF THE SEZ RESIDENTS, number



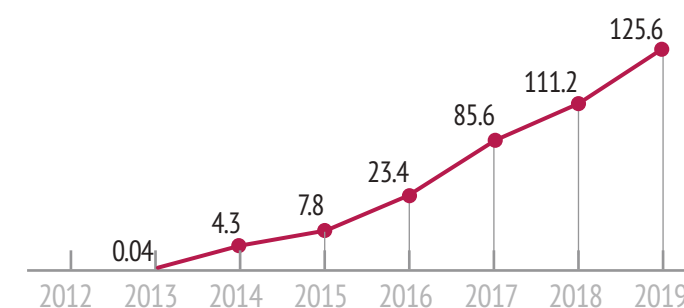
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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



Jobs created, number **763**



SEZ residents' revenue, 2019 **\$ 150.7 million**



Labour productivity in the SEZ **\$ 197.5 thousand per capita**



Andrey
ANTIPOV

CEO, Industrial Production SEZ "Titanium valley" JSC

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY



Technological connection to the SEZ engineering network



Design and construction of
infrastructure and engineering networks



Legal support



Assistance in seeking financial resources for investment projects



Engineering systems maintenance



Business planning

CONTACTS

Address: Malysheva street, 51, business center "Vysotsky", office 2102, Ekaterinburg, Sverdlovsk Region, 620075, Russia
Tel.: +7 (343) 243-55-83
Website: <http://titanium-valley.com>
E-mail: welcome@titanium-valley.com



Land area

Site "Verkhnyaya Salda" /
Site "Uktus"

391.3 ha



Useful land area

258.5 ha



Area of administrative infrastructure

24 188.4 m²



Electrical capacity

5 / 1.285 Megawatts



Water capacity

30 / 29.2 m³/h



Capacity of wastewater
collection system

10.4 / 4.2 m³/h



Gas capacity

20 000/ 1 168 m³/h



Heat capacity

1.26 / 8.6 Gcal/h



Average selling price of the SEZ land

Site "Verkhnyaya Salda" /
Site "Uktus"

\$ 2.06/ 14.7 k/ha



Average lease price
of the SEZ land per year

276 / 341 \$/ha



Length of the SEZ road network

16 000 / 4 500 m



Electricity tariff*

0.08 \$/kWh



Water tariff*

0.73 / 0.30 \$/m³



Wastewater tariff*

0.73 / 0.50 \$/m³



Gas tariff*

68.14 \$/1000m³



Heat tariff*

23.9 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

<https://unimatic.com>

INVESTMENT PROJECT

Creation of production facilities for manufacturing and upgrading
equipment and components for mechanical engineering



Volume of declared investment \$ 2.94 million



Volume of investment actually made \$ 70.3 thousand



Project period 2018-2059

The business of Unimatic LLC is aimed to provide a range of services to ensure the process of machine-building production with innovative developments in the field of machine-tool construction: modernization, maintenance and operation of metalworking equipment, as well as staff training and guidance for students.

The investment project is aimed to create the following production facilities: to carry out work on the production of modern import-substituting CNC machines in Russia; modern-



UNIMATIC LLC



ization of metal-cutting equipment, including multi-axis machining centers, with bringing the technical characteristics corresponding to the new equipment; to perform work on the production of universal components for machine tools, such as revolver heads, etc.; to perform work on the production of mini-CNC machines for additional professional education of students of schools and colleges.



GIG - YEKATERINBURG LLC



www.gig-group.com

INVESTMENT PROJECT

Automatic assembly production of glass insulators



Volume of declared investment \$ 10.7 million



Project period 2019 - 2059

GIG - Yekaterinburg LLC is a subsidiary of Global Insulator Group, which is an international holding that supplies and manufactures glass, composite, porcelain insulators and hardware fittings for high voltage transmission lines and substations up to 1150 kV.

Global Insulator Group is aimed at the development of high-tech production, innovative technical solutions and enforcement of trust for business partners in the global market. The company supplies to more than 100 countries in the world.

INVESTMENT PROJECT

Construction of a new wheel rolling mill



Volume of declared investment \$ 247.5 million



Project period 2020 - 2059

Allegro LLC is a joint venture established on a parity basis by the global steel and mining company EVRAZ and Rail Service LLC, an integrated provider of railway car repair services.

The project's objective is to set up a modern manufacturing facility to produce solid-rolled railway wheels to provide end users with high-quality products. The scheduled production capacity is 200 000 wheels per year and can be scaled up to 300 000. Production is scheduled to start in Q4 2022, creating 425 new jobs.

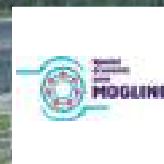


ALLEGRO LLC

The project will feature cutting-edge technology and equipment. EVRAZ will bring its unique expertise to the project: EVRAZ NTMK JSC (Nizhny Tagil) is among the leading manufacturers of railway wheels in Russia and the CIS and has a reputation in the international market. The products of Allegro LLC are widely known in the market throughout the world.

INDUSTRIAL PRODUCTION SEZ "MOGLINO"

Pskov Region



up to the period
of 5 years

The Industrial Production SEZ "Mogolino" (IP SEZ "Mogolino") was established in 2012. This is the only Industrial Production Special Economic Zone located in the North-West region of Russia in the immediate vicinity of the core markets in the European part of Russia (the destination from the city of St. Petersburg is 280 km). The region is bordered with three foreign countries, such as Estonia (45 km), Latvia (120 km) and Belorussia (221 km). The SEZ transport accessibility is provided via A-212, M10 and M20 federal highways.

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

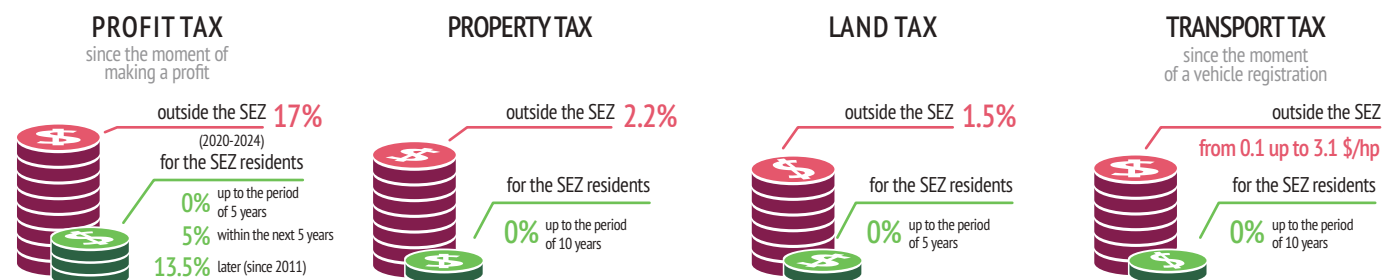
One of the key events of 2019 was the start of construction of the plant Titan-Polymer LLC for implementation of the project of import-substituting production of polymers.

In June 2019, the SEZ territory was expanded by including an area of 82.5 hectares. In 2019 the management company of the IP SEZ "Mogolino" implemented a successful project for construction of ready-made industrial premises and offices to be leased by the

SEZ residents. Currently, the construction of the second stage of the finished industrial and production areas under consideration.

Management company of the Industrial Production SEZ "Mogolino" provides a one-stop-shop approach to support potential investors and current residents to get necessary documents within a certain deadline. The SEZ management company has the accumulated experience in infrastructure construction and maintenance, providing services in design processes, technological connection of both engineering and communications infrastructure. In addition, the residents of the IP SEZ "Mogolino" have access to wide range of services in marketing and business planning. The SEZ management company has developed a pool of partners in Russia and abroad (taxation, legal issues, engineering consulting, design, construction, etc.) with extensive expertise in working with foreign businesses in the Russian Federation.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ Nor-Maali Ltd ▼ Vellerand Automotive Rus LLC ▼ ELME MESSER RUS LLC ▼ SYNTECHNO LLC

NOR MAALI



ELME MESSER RUS LLC

SYNTECHNO

DEVELOPMENT PRIORITIES



Automobile components



Electrotechnics



Railway equipment



Building materials

YEAR OF ESTABLISHMENT **2012**

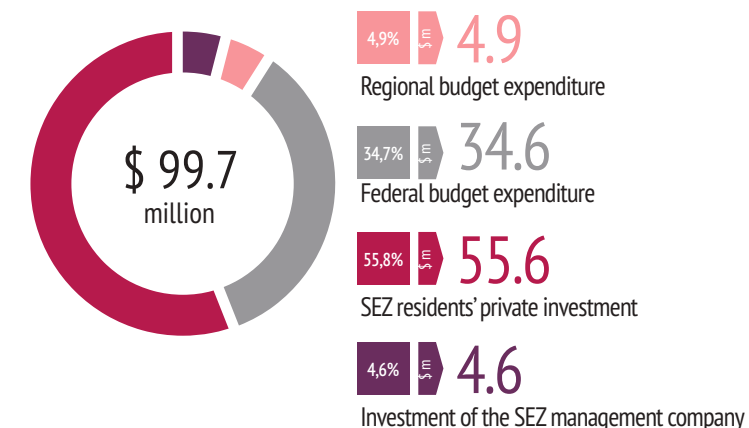
SEZ RESIDENTS, number **13**
including foreign companies **9**

DISTANCE FROM MOSCOW **700 km**
DISTANCE FROM THE REGIONAL CENTRE (Pskov) **8 km**

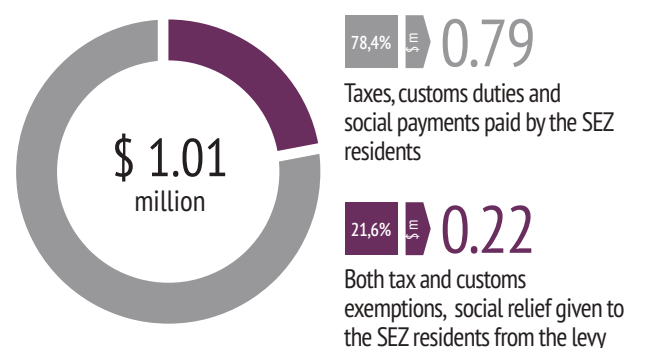
DYNAMICS OF THE SEZ RESIDENTS, number



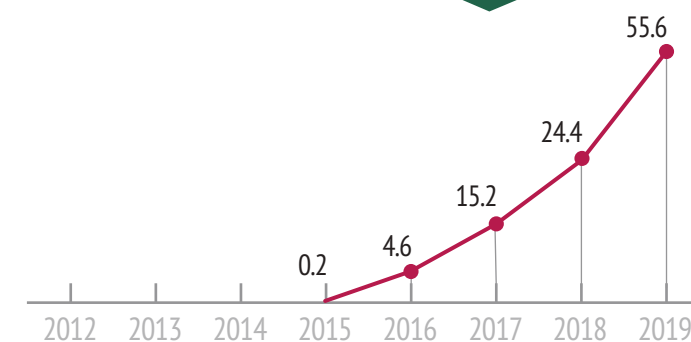
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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



Jobs created, number **88**



SEZ residents' revenue, 2019 **\$ 6.13 million**



Labour productivity in the SEZ **\$ 69 thousand per capita**



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

	Land area	298.34 ha
	Useful land area	196.4 ha
	Area of administrative infrastructure	0 m ²
	Electrical capacity	75.2 Megawatts
	Water capacity	205 m ³ /h
	Capacity of wastewater collection system	146 m ³ /h
	Gas capacity	13 900 m ³ /h
	Heat capacity	3.27 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Moglino village, SEZ Moglino, 18, Pskov district, Pskov Region, 180502, Russia
Tel.: +7 (8112) 29-33-33
Website: <http://www.moglino.com>
E-mail: info@moglino.com, info@moglinosez.ru

	Average selling price of the SEZ land	\$ 2.74 k/ha
	Average lease price of the SEZ land per year	273 \$/ha
	Length of the SEZ road network	8 840 m
	Electricity tariff*	0.05 \$/Wh
	Water tariff*	0.36 \$/m ³
	Wastewater tariff*	0.34 \$/m ³
	Gas tariff*	91.3 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019
** The position is valid since December 23, 2020

www.vellerand.eu

VELLARAND AUTOMATIV RUS LLC



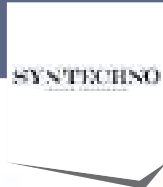
INVESTMENT PROJECT

Production of exhaust systems

- Volume of declared investment **\$ 10.8 million**
- Project period **2020-2022**

Vellarand Automativ Rus LLC is an enterprise which produces exhaust systems for cars. The company uses the advanced experience and technology of the Estonian company "Universal Industries õü". For more than 20 years, the company's products have been being supplied to the European auto components market.
The resident began his production activities on the premises of a leased plant built by the management company of the Industrial Production SEZ "Moglino". In September

2020, the first large batch of mufflers manufactured in Russia crossed the European border.
To implement the second stage of industrial activity, the resident plans to build his own industrial complex with an area of 10 000 m².
Based on the plant in the IP SEZ "Moglino", design and production of new models of exhaust systems will be implemented. The company will employ about 100 people.



SYNTECHNO LLC

<http://syntechno.ru>



INVESTMENT PROJECT

Carbon monocrystals synthesis

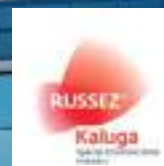
- Volume of declared investment **\$ 9.38 million**
- Project period **2019-2024**

SYNTECHNO LLC is one of the world's flagship companies in the field of laboratory diamond production. Diamonds are synthesized using HPHT technology, which reproduces the natural process of terrestrial carbon crystallization. This technology simulates the thermodynamic conditions of diamond growth in the natural environment. Growing a large crystal or several small ones takes about a week.
This technology has made it possible to obtain synthesized diamonds that have the same physical, chemical and optical characteristics as natural ones, but without impurities. The Syn-techno product belongs to type IIa diamonds, which are the purest and rarest form.

The company has completed the construction of the first production line in the IP SEZ "Moglino" with a capacity of 6 000 carats per year and in the future it is planned to increase production volumes to 84 000 carats per year.
Diamonds are widely used in the jewelry industry, laser technology, medicine, data transmission technology and many others.

INDUSTRIAL PRODUCTION SEZ "KALUGA"

Kaluga Region



The Industrial Production SEZ "Kaluga" (IP SEZ "Kaluga") was established in 2012. It is one of the youngest and fastest growing Special Economic Zones in Russia. The SEZ territory consists of two sites (in Ludinovskiy and Borovskiy districts) with a total area of 979.6 hectares located in close proximity to major transport hubs in the Central Federal District of Russia.

The site in Ludinovskiy district (Ludinovo site) is located in the south of the Kaluga Region, 60 km from the federal highway A 101 "Moscow-Maloyaroslavets-Roslavl" and 30 km from the federal highway M-3 "Ukraine". Availability of skilled labor resources, proximity to raw material bases (timber, sand, clay) gives advantages for the development of large and medium-sized industrial enterprises for the production of construction materials, woodworking and metalworking industries, etc.

The site in Borovskiy district (Borovsk site) is located in the north of the region, on the border with New Moscow, adjacent to the already existing high-tech industries, laboratories and engineering centers, as well as a large logistics terminal. This site specializes in high-tech industries, such as pharmaceuticals, medical equipment and products, instrumentation.

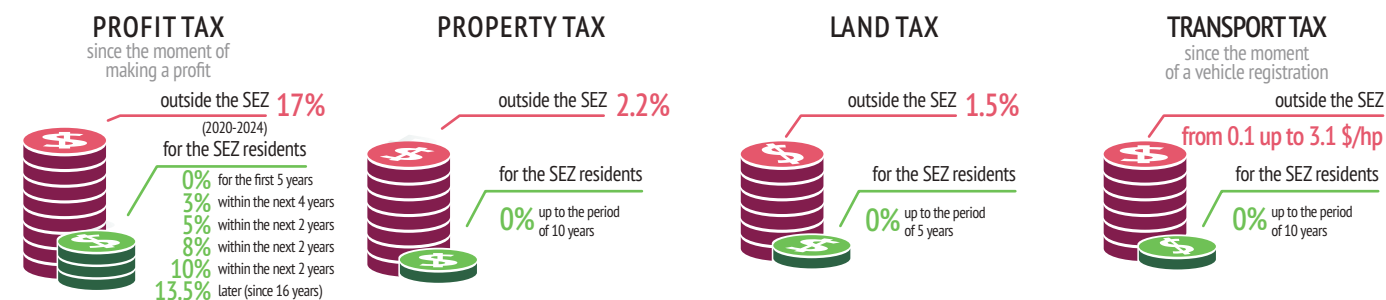
Since its establishment, 16 residents have been registered on the territory of the IP SEZ "Kaluga", who have created 1 864 jobs, attracted \$ 410.3 million of private investment.

In 2019, an enterprise REFCOOL LLC for the production of climatic and refrigeration equipment for oil and gas, energy, chemical industry, construction industry, agro-industrial complex, logistics complexes launched at the Borovsk site of the SEZ.

At the end of 2019, four companies received resident status. They plan to invest more than \$ 65 million in production. Investpromstroy LLC (production of construction materials, grinding balls in particular), VAKTEK LLC (production of metalworking tools), Naturel LLC (production of perfumery and cosmetic products), Extrusion Technologies and Structures LLC (production aluminum profile).

Management company of the IP SEZ "Kaluga" provides constant consulting support to investors and the SEZ residents at every stage of implementation of the project. A responsible employee of the SEZ is assigned to each and every project. Also, the SEZ management company acts as a guide and a mentor in interaction with the state institutions, banks.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ Agro-Invest LLC ▼ REFCOOL LLC ▼ Alkhimet LLC ▼ Kronospan Kaluga LLC ▼ AN MARCO RUSSIA LLC



DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Manufacturing of automobile components



Manufacturing of products of wood



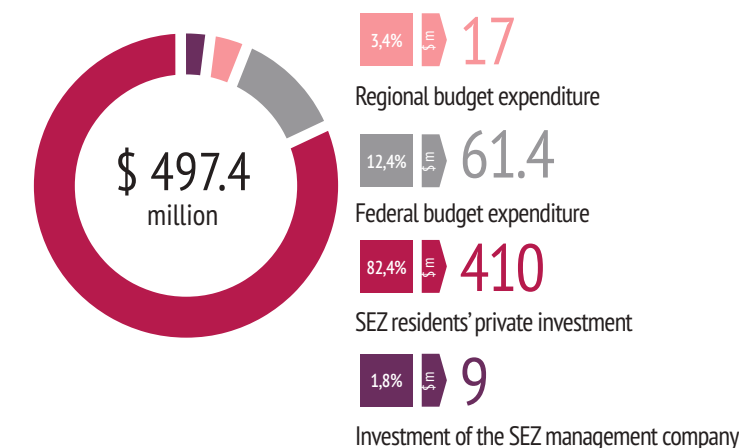
Manufacturing of pharmaceuticals and preparations

YEAR OF ESTABLISHMENT **2012** SEZ RESIDENTS, number **16** including foreign companies **4** DISTANCE FROM MOSCOW **80 km** (to the SEZ's Borovsk site) **350 km** (to the SEZ's Ludinovo site) DISTANCE FROM THE REGIONAL CENTRE (Kaluga) **95 km** (to the SEZ's Borovsk site) **170 km** (to the SEZ's Ludinovo site)

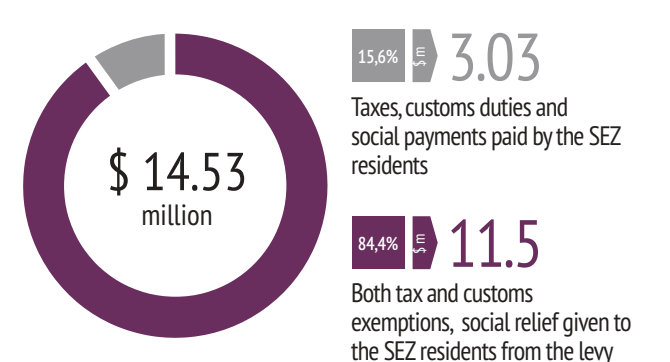
DYNAMICS OF THE SEZ RESIDENTS, number

0 2012 0 2013 1 2014 1 2015 9 2016 14 2017 16 2018 16 2019

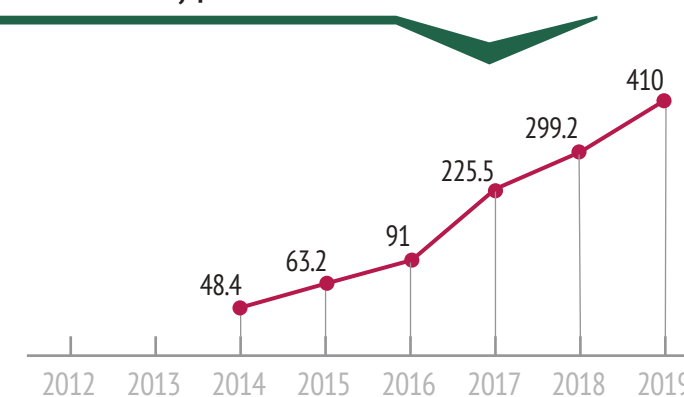
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Evgeny
VESELKOV
CEO, Industrial Production SEZ "Kaluga" JSC

	Land area	979.6 ha
	Useful land area	674.7 ha
	Area of administrative infrastructure	5 510.5 m ²
	Electrical capacity	270 Megawatts
	Water capacity	208.3 m ³ /h
	Capacity of wastewater collection system	181.3 m ³ /h
	Gas capacity	86 300 m ³ /h
	Heat capacity	0 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

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

	Average selling price of the SEZ land	\$ 13.5 k/ha
	Average lease price of the SEZ land per year	\$ 1.08 k/ha
	Length of the SEZ road network	1 689 m
	Electricity tariff*	0.07 \$/kWh
	Water tariff*	0.46 \$/m ³
	Wastewater tariff*	0.30 \$/m ³
	Gas tariff*	116.7 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019

www.san-marco.com

INVESTMENT PROJECT
Production of paints and varnishes

	Volume of declared investment	\$ 2.6 million
	Volume of investment actually made	\$ 1.8 million
	Project period	2016-2017

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

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

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

SAN MARCO RUSSIA LLC



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

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

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

www.alchemet.ru



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

Another advantage of the factory is the use of the energy-saving and environmentally friendly equipment in manufacturing process. The equipment works by using advanced information technologies. The unique technologies used at the factory do not only ensure a reduction in the energy intensity of the products by 3-4 times, but also they are absolutely

INVESTMENT PROJECT
Innovative production of wire

	Volume of declared investment	\$ 9.24 million
	Volume of investment actually made	\$ 11.8 million
	Project period	2017-2019

environmentally friendly. High-tech equipment installed at the factory provides high flexibility and short lead times.

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

PORT SEZ "ULYANOVSK"

Ulyanovsk Region



The Port Special Economic Zone "Ulyanovsk" (Port SEZ "Ulyanovsk") created in 2009 on the territory of the Ulyanovsk Region, i.e. a region included in the top 10 Russian regions with the highest level of investment attractiveness. The Port SEZ "Ulyanovsk" is the first Port SEZ established in Russia.

The total area of the SEZ territory has been expanded by up to 415 hectares. The Port SEZ "Ulyanovsk" borders the territory of the aviation checkpoint – Ulyanovsk-Vostochny International Airport. All types of transport infrastructure are available in the SEZ territory: distance to the nearest river cargo port is 17 km; in close proximity there is a railway and a highway with an exit to the federal highway.

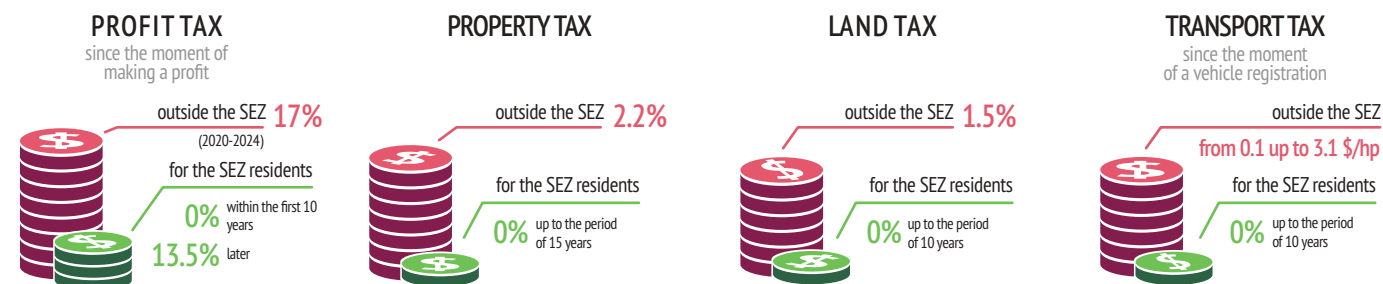
Port SEZ is the most functional type of SEZs as it is suitable for localization of both production and logistics projects, as well as for wholesale trade. The advantage of the Port SEZ "Ulyanovsk" is the availability of production and warehouse premises for rent, including a ready production complex "Platforma" (total area of 14 thousand square meters) with the pos-

sibility of individual planning of production facilities for its residents. In 2019, three industrial premises for three SEZ resident companies began to be constructed in the territory of the Port Special Economic Zone "Ulyanovsk" (commissioning is scheduled for 2020).

At the end of 2019, 32 companies were registered in the SEZ territory, including foreign investors (from Germany, China, Slovenia, Sweden). The main activity of residents of the Port SEZ "Ulyanovsk" is metalworking, manufacturing (including mirror systems for trucks, etc.), as well as logistics, wholesale, maintenance and repair of aircraft.

The team of the management company of the Port SEZ "Ulyanovsk" provides a comprehensive support to investors, such as follows: meetings with the SEZ residents held on a regular basis, direct interaction between investors and a chief executive officer of the Port SEZ "Ulyanovsk".

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ 1A LLC ▼ PROMTECH-ULYANOVSK JSC ▼ MEKRARUS LLC ▼ T1 LLC ▼ Hermle Ulyanovsk LLC



DEVELOPMENT PRIORITIES



Aviation industry



Medical equipment



Radio electronic equipment



Aircraft maintenance and repair

YEAR OF ESTABLISHMENT **2009**

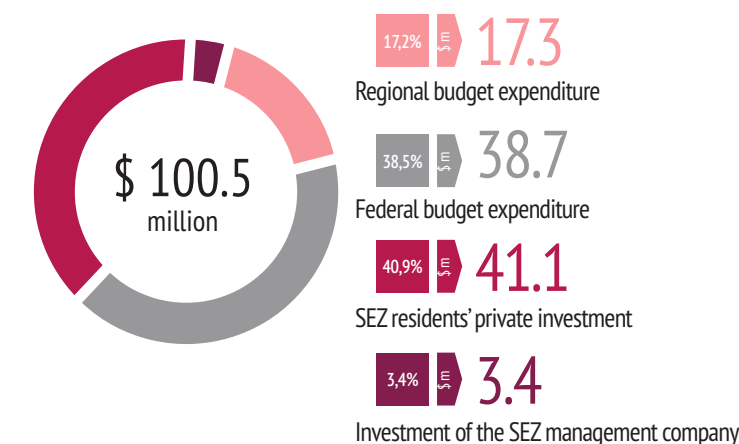
SEZ RESIDENTS, number **32**
including foreign companies **9**

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

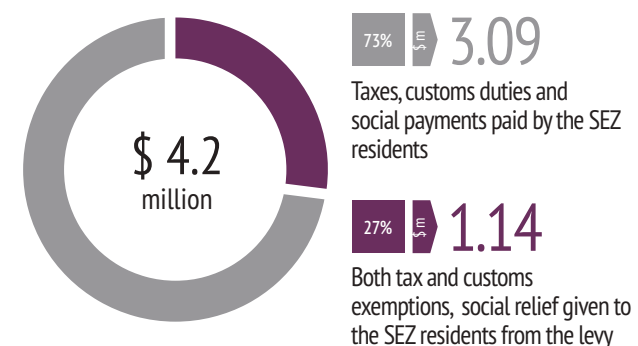
DYNAMICS OF THE SEZ RESIDENTS, number



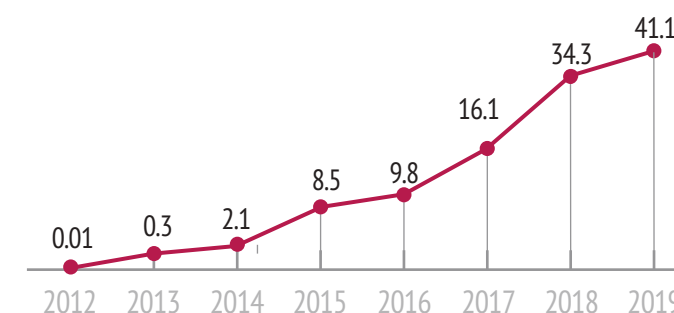
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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



Jobs created, number **637**



SEZ residents' revenue, 2019 **\$ 7.25 million**

Residents' export volume, in particular **\$ 2.29 million**



Labour productivity in the SEZ **\$ 11.4 thousand per capita**



Oleg
BARABANOV
CEO, Port SEZ "Ulyanovsk"

	Land area	415 ha
	Useful land area	277 ha
	Area of administrative infrastructure	14 000 m ²
	Electrical capacity	20 Megawatts
	Water capacity	29 m ³ /h
	Capacity of wastewater collection system	20.83 m ³ /h
	Gas capacity	20 000 m ³ /h
	Heat capacity	0 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Industrialny proezd, 15, building 1, Port SEZ territory, Municipality "Mirnovskoe rural settlement", Cherdaklinsky District, Ulyanovsk Region, 433405, Russia
Tel.: +7 (8422) 37-06-74
Website: <http://ulsez.com>
E-mail: ul.poez@ulsez.ru

	Average selling price of the SEZ land	\$ 6.9 k/ha
	Average lease price of the SEZ land per year	69.5 \$/ha
	Length of the SEZ road network	6 994 m
	Electricity tariff*	0.05 \$/kWh
	Water tariff*	0.62 \$/m ³
	Wastewater tariff*	0.28 \$/m ³
	Gas tariff*	105.1 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019

<https://hermle-stanki.ru/>

INVESTMENT PROJECT

Centre for production solutions

	Volume of declared investment	\$ 1.67 million
	Volume of investment actually made	\$ 90.5 thousand
	Project period	2017-2020

Maschinenfabrik Berthold Hermle AG is the German company founded in 1938 by Berthold Hermle in Gosheim as a factory for production of fasteners and metal processing. Hermle Company is a leading manufacturer of high-performance machining centers and automation systems.

The equipment manufactured is in demand in all industries, such as aerospace, automotive industries, manufacturing of racing cars and motorcycles, power generating machinery and equipment, precision mechanics, optical instruments and apparatus, medical equipment,



tool and molds, related manufacturing. Company's goods is certified and has all the necessary permits from the government bodies of the Russian Federation.

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



PROMTECH-Ulyanovsk JSC has implemented the first part of the investment project. Production facilities of inexpensive, modern (in terms of applied technologies and materials) aircraft onboard cable networks and pipeline systems has been put into operation (total area of 26 708 m²). The company employs approximately 500 workers.

The use of innovative technologies and modern components of PROMTECH-Ulyanovsk JSC will allow the target audience i.e. the leading designers and manufacturers of aircraft, helicopters and aircraft engines to reduce the complexity and duration of the manufacture of aircraft, therefore, the cost of products for the end user as well as the total weight of onboard equipment that will increase the economic efficiency of aircrafts in operation by reducing the specific fuel consumption.

<http://ulsez.com/residents/142/>

INVESTMENT PROJECT

Production facility of aircraft onboard cable networks and piping systems

	Volume of declared investment	\$ 13.08 million
	Volume of investment actually made	\$ 13.3 million
	Project period	2013-2018

As part of the second stage of the investment project, it is planned to create an interior production for modern Russian-made airplanes such as Sukhoi Superjet, MS-21, Tu-204. The resident of the Port SEZ "Ulyanovsk" has plans to construct a new production facility of 24 000 m² equipped with modern machinery. The company will create more than 700 high-tech jobs.

INDUSTRIAL PRODUCTION SEZ "UZLOVAYA"

Tula Region



The Industrial Production SEZ "Uzlovaya" (IP SEZ "Uzlovaya") was created in 2016. This manufacturing complex is based between Tula (47 km) and Novomoskovsk (10 km) - 2 industrial centers of the region (Uzlovsky municipal district). The SEZ is located in the territory of 471.54 ha, including 411.2 ha of useful land area for rent. The advantages of the IP SEZ "Uzlovaya" are proximity to the largest sales market of Russia and Eastern Europe (190 km to the city of Moscow) and availability of qualified staff due to the fact that the SEZ is located in the centre of the Tula agglomeration with a population of over 1 million inhabitants.

Transport accessibility of the IP SEZ "Uzlovaya" is provided by its location on the intersection of the federal highway M4 "Don" and the highway R-140 "Tula-Novomoskovsk". The M2 "Crimea" highway is 50 km away, Domodedovo International Airport is 180 km away. The southern branch of the Pavelsky direction of the Moscow railway passes nearby.

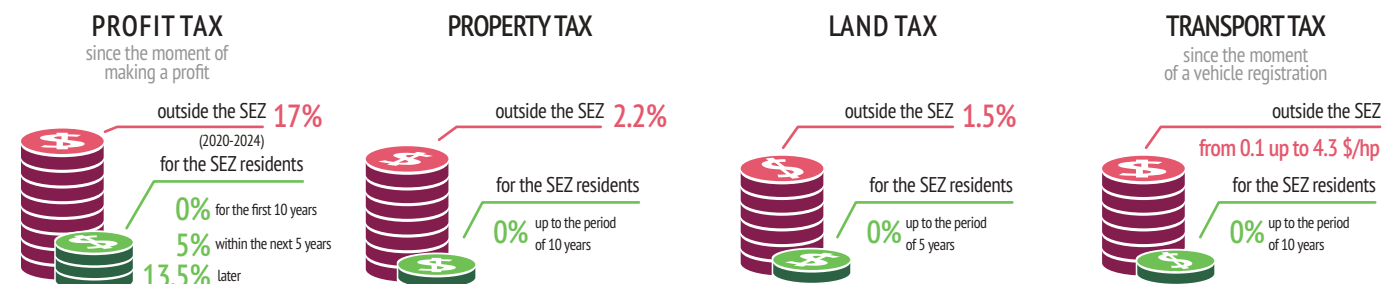
IP SEZ "Uzlovaya" has become a point of attraction for leading industrial enterprises, including Tula Aluminum Plant LLC (metal products, metalworking, non-ferrous metal prod-

ucts, forged products), AgroGrib LLC (growing seedlings) and others thanks to the activities of the SEZ Management Company, i.e. Tula Region Development Corporation JSC.

At the end of 2019, 14 residents were attracted to the IP SEZ "Uzlovaya", three of them launched production. In 2019, four following companies acquired the status of a resident of the IP SEZ "Uzlovaya": EVRAZ Uzlovaya LLC, Promet SEZ LLC, Nikton LLC, ARD-POLYMER LLC. Apart from that, ArnestMetallPak LLC, an enterprise for the production of tin containers has been opened. Since the foundation of the IP SEZ "Uzlovaya" the SEZ residents have made more than \$ 117.4 million of private investment and created 1 111 jobs.

Tula Region Development Corporation JSC helps investors establish working relations with relevant ministries and departments. Also, the SEZ management company maintains close cooperation with SME Corporation JSC, SME Bank JSC, Sberbank JSC, Gazprombank JSC, and assists residents in obtaining financing.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ AgroGrib LLC

▼ ARNEST METALLPAK LLC

▼ Engelsspetstrubmash LLC



DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Manufacturing of automobile components



Manufacturing of specialized equipment



Building materials

YEAR OF ESTABLISHMENT **2016**

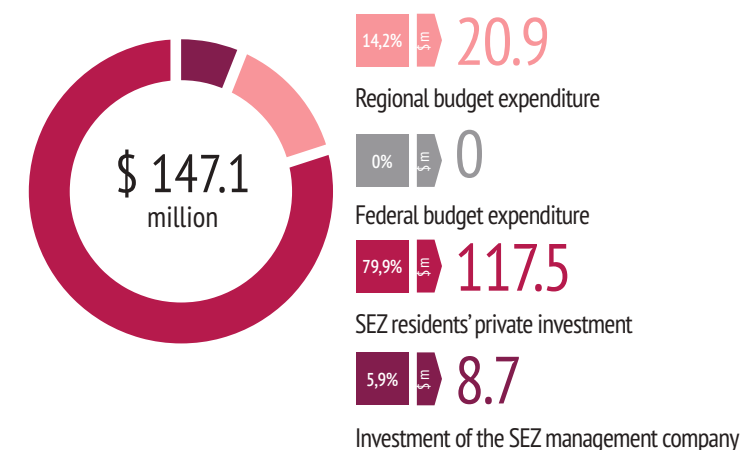
SEZ RESIDENTS, number **14**
including foreign companies **0**

DISTANCE FROM MOSCOW **170 km**
DISTANCE FROM THE REGIONAL CENTRE (Tula) **47 km**

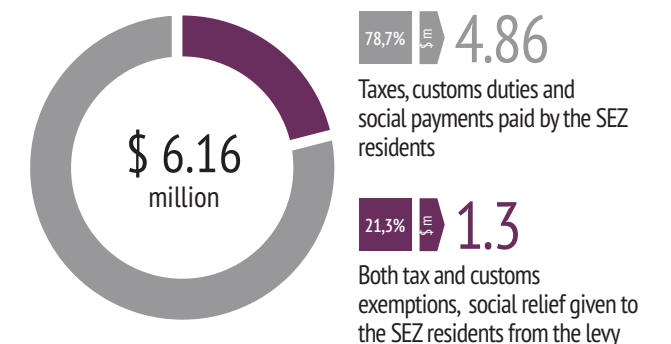
DYNAMICS OF THE SEZ RESIDENTS, number



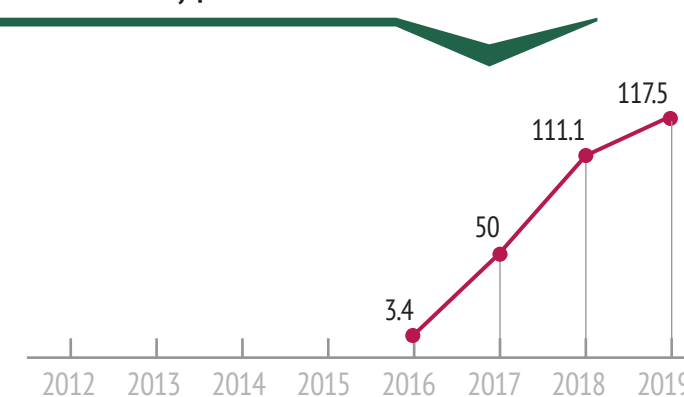
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Andrey
SHESTAKOV

CEO, Tula Region Development Corporation JSC

	Land area	471.5 ha
	Useful land area	411.2 ha
	Area of administrative infrastructure	0 m ²
	Electrical capacity	40 Megawatts
	Water capacity	166.6 m ³ /h
	Capacity of wastewater collection system	166.6 m ³ /h
	Gas capacity	12 000 m ³ /h
	Heat capacity	0 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Mendeleevskaya street, 4, Tula, Tula Region, 300041, Russia
Tel.: +7 (4872) 33-80-08
Website: <http://www.uzlovaya.ru>
E-mail: corporaton@invest-tula.com

	Average selling price of the SEZ land	\$ 2.68 k/ha
	Average lease price of the SEZ land per year	553 \$/ha
	Length of the SEZ road network	0 m
	Electricity tariff*	0.06 \$/kWh
	Water tariff*	0.46 \$/m ³
	Wastewater tariff*	0.46 \$/m ³
	Gas tariff*	108.6 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019

<https://www.arnestcom.ru/>

INVESTMENT PROJECT

Construction of a plant for the production of a tin can with the prospect of creating a production of cosmetic products, household chemicals in metal aerosol packaging

	Volume of declared investment	\$ 8.76 million
	Volume of investment actually made	\$ 12.5 million
	Project period	2016-2019

Arnest Group of Companies consists of three subsidiaries: Arnest OJSC is the largest Russian manufacturer of household and perfumery and cosmetic products with 45 years of experience (the city of Nevinnomyssk, Stavropol Territory); Aerosol Novomoskovsk LLC (the city of Novomoskovsk, Tula Region); the opened plant Arnest MetallPack LLC in the Industrial Production SEZ "Uzlovaya" (Tula Region).

Arnest MetallPack LLC specializes in the production of tin cans used for the production of aerosol products. An aerosol tin can is a container designed for storage and transportation of liquid products, which are under the pressure of a propellant gas. Production started on March 28, 2019.

ARNEST METALLPACK LLC



The capabilities of the equipment at the enterprise allow the production of various standard sizes of the cylinder, which ensures the competitiveness of the products. The produced tin cans can be used as packaging for such types of products as air fresheners, hair sprays, car cosmetics, polyurethane foam, shoe care products.

At the moment, Arnest MetallPack LLC accounts for 56% of all aerosol products manufactured in Russia. The planned production capacity of the enterprise is over 190 million tin cans per year.

TENZOGRAF LLC



<https://www.unichimtek.ru/>

INVESTMENT PROJECT

Creation of production of high-temperature composite sealing materials for sealing equipment and pipelines and production of climatic panels

	Volume of declared investment	\$ 5.42 million
	Volume of investment actually made	\$ 4.4 million
	Project period	2017-2020

The created by Tensograf LLC low-density materials and climatic panels based on them are designed for comfortable and energy-saving air conditioning and heating of office and public buildings, hotels, hospitals and housing.

The use of heat-conducting panels containing graphite reduces energy losses for air conditioning of premises by 10-30%, while the environment created in the room is more comfortable and safer for humans due to uniform heat distribution, the absence of directed air flows, noise reduction and shielding from external electromagnetic radiation.

The created production is aimed at the serial production of a small range of products with an orientation to the mass, including foreign, consumer. The production

strategy is aimed at reducing costs due to the minimum amount of equipment readjustments, new technological solutions, the most efficient use of raw materials and semi-finished products.

This approach will provide a competitive advantage over all major world manufacturers, since it makes it possible to create quality at the level of leading Western companies at a price level comparable to Asian manufacturers.

INDUSTRIAL PRODUCTION SEZ "LOTUS"

Astrakhan Region



DEVELOPMENT PRIORITIES



Shipbuilding



Mechanical Engineering



Instrument engineering



Equipment for petroleum and natural gas industries

YEAR OF ESTABLISHMENT **2014**

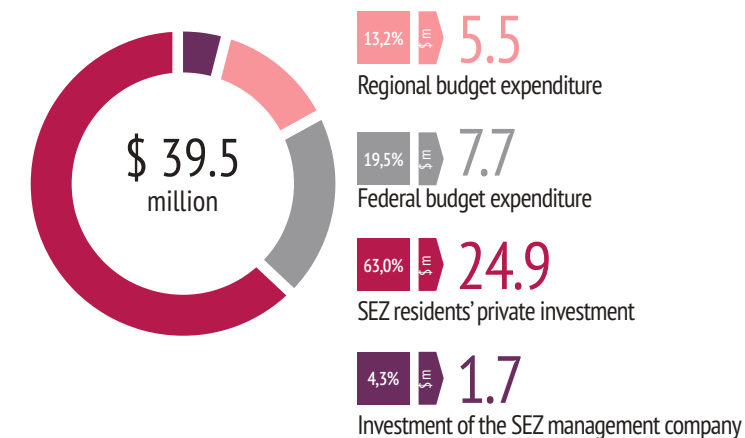
SEZ RESIDENTS, number **14**
including foreign companies **4**

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

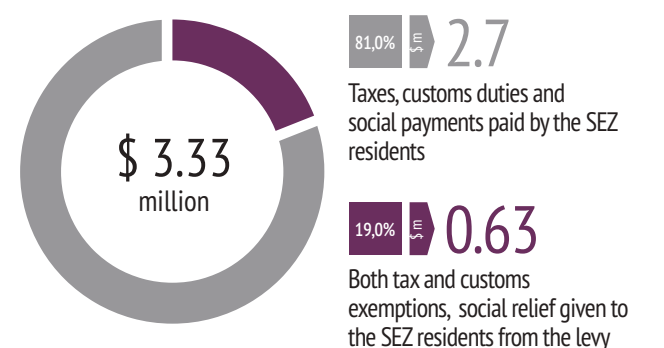
DYNAMICS OF THE SEZ RESIDENTS, number



TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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

The specialization of the IP SEZ "Lotus" and its competitive advantages are attributed to its favorable geographical location (at the intersection of the International North-South Transport Corridor and the northern part of the Great Silk Road), convenient logistics (presence of sea, river, rail, road and aviation transport) and extensive experience in the construction of civil vessels, platforms conducting exploration and extraction of hydrocarbons, long-term projects for the exploitation of fields located in the North Caspian Sea.

Construction of infrastructure in the territory of 400 hectares, including the approach automotive road to the western part of the IP SEZ "Lotus" and the main on-site road, was completed in 2019 in order to improve logistics for the SEZ residents.

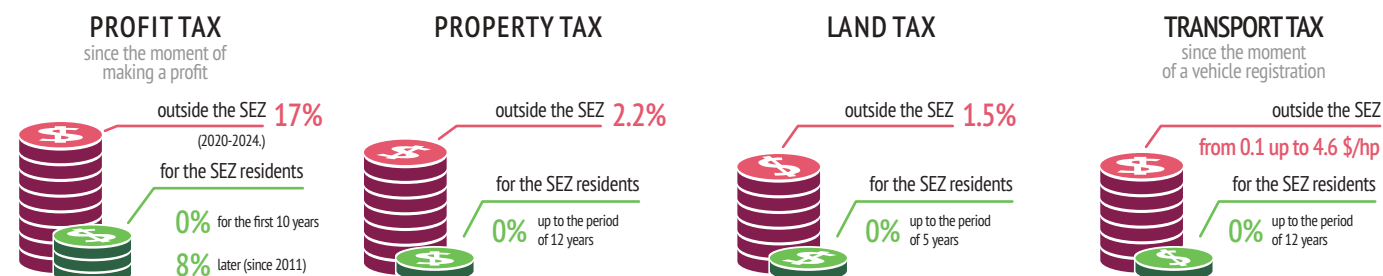
Since the establishment of the IP SEZ "Lotus", 14 residents have been attracted to the SEZ (including 4 foreign-owned companies from Italy, Iran, Azerbaijan, Cyprus) with the total amount

of declared investment of \$ 434.1 million. In 2019, the status of a resident of the IP SEZ "Lotus" received three companies with a total amount of investment of more than \$ 23.2 million: Naval Design Mezhdunarodniy LLC (Italy, manufacturing of shipboard panels), AZKA COMPOSITE LLC (Russia, production of fiberglass pipes), Roza LLC (Iran, production of household chemicals).

The Industrial Production SEZ "Lotus" is the only SEZ that has signed a roadmap with the Ministry of Industry and Trade of the Russian Federation, United Shipbuilding Corporation JSC (USC JSC) and the Government of the Astrakhan Region, as well as a cooperation agreement with USC JSC.

Management company of the IP SEZ "Lotus" and the Government of the Astrakhan Region provide assistance SEZ residents to promote products to foreign markets, interact with trade representatives of the Russian Federation in a number of foreign states, including Azerbaijan, Iran, Norway, Turkmenistan. In 2019, the Industrial Production SEZ "Lotus" and the Free Economic Zone "Khorgos-Eastern Gate" concluded a memorandum on cooperation in order to expand the access of the SEZ residents to European and Asian markets.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ Shipyard "Lotus" JSC

▼ ATEF-RUSS JSC

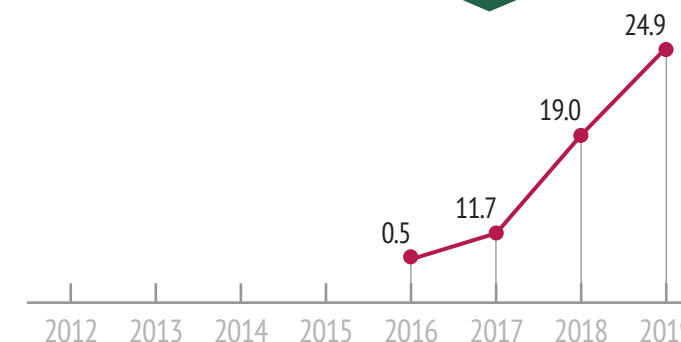
▼ Svoeye LLC

▼ Gexa-Lotos LLC

▼ Naval Design Mezhdunarodniy LLC



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



Jobs created, number **733**



SEZ residents' revenue, 2019 **\$ 20.7 million**



Labour productivity in the SEZ **\$ 28.2 thousand per capita**



Sergey
MILUSHKIN
CEO, Industrial Production SEZ "Lotus" JSC

	Land area	991.1 ha
	Useful land area	632,6 ha
	Area of administrative infrastructure	0 m ²
	Electrical capacity	10 Megawatts
	Water capacity	125 m ³ /h
	Capacity of wastewater collection system	125 m ³ /h
	Gas capacity	0 m ³ /h
	Heat capacity	0 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

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

	Average selling price of the SEZ land	\$ 7.8 k/ha
	Average lease price of the SEZ land per year	340 \$/ha
	Length of the SEZ road network	1093 m
	Electricity tariff*	0.10 \$/kWh
	Water tariff*	0.49 \$/m ³
	Wastewater tariff*	0.73 \$/m ³
	Gas tariff*	85.3 \$/1000m ³

* Average utilities' tariffs are valid as at December 31, 2019

www.sezlotos.ru/tenants/#ooo-svoi_2557

INVESTMENT PROJECT

Creation and operation of the production of irrigation tubes from biodegradable materials

	Volume of declared investment	\$ 7.6 million
	Volume of investment actually made	\$ 8.08 million
	Project period	2020-2063

Production of irrigation tubes from a biodegradable material has been establishes in the beginning of 2020. The industrial capacity of the plant is 200 million running meters of tubes per year with the prospect of expansion up to 500 million running meters of tubes per year. The products of Svoyee LLC are is highly environmentally friendly due to the use of modern environmentally friendly technologies. The company's pricing policy is within the pricing



SVOYEE LLC

policy of the world's leading manufacturers and is competitive on the domestic market. The products are in demand by both on the Russian market and on the markets of neighboring countries. Production is aimed at import substitution in the agro-industrial sector.

TECHNOLOGIES – XXI CENTURY JSC

https://www.sezlotos.ru/tenants/#ao-tekhnologii-xxi-vek_3685



INVESTMENT PROJECT

Production of hulling brushes and abrasive materials

	Volume of declared investment	\$ 12.8 million
	Project period	2021-2063

Technologies – XXI Century JSC obtained a status of tenant of Industrial Production SEZ "Lotus" in January, 2020. The company's project involves the construction of a plant for the production of hulling brushes and abrasive materials. The initiator and investor of the project is the family-owned Italian company Ferragu Abrasivi, which is the leading manufacturer of hulling brushes in Italy.

It is planned to set up the production of 18 types of products including disc and cup brushes, grinding wheels, which are widely in demand in the shipbuilding, pipe industry

and pipeline construction. The planned production capacity of the plant is to be 3.1 million hulling brushes and abrasive materials annually.

The venture will be the first production of hulling brushes and abrasive materials localized in Russia.

TECHNOLOGY INNOVATIVE SEZ "DUBNA"

Moscow Region

RUSSEZ

The Technology Innovative SEZ "Dubna" (TI SEZ "Dubna") was founded in 2005. It is one of the most dynamically developing and investment attractive platforms in Russia for implementing investment projects in the most technologically advanced sectors of the economy. The TI SEZ "Dubna" is situated within the borders of the city of Dubna connected with the capital of Russia – Moscow – by railroad and by the A-104 federal road (the Dmitrovskoye Highway). The distance to Sheremetyevo International Airport is 90 km. The total area of the Technology Innovative SEZ "Dubna" is 217 hectares.

The Special Economic Zone "Dubna" has a strong lead in Russia in terms of the number of the SEZ residents: 164 residents, including 13 companies with foreign participation – Belarus, Belgium, Germany, India, South Korea, China and Japan invest in various projects. In 2019, 19 residents were attracted in the TI SEZ "Dubna". At the end of 2019, residents of the SEZ invested \$ 410 million, created 4 298 jobs accumulated since the creation of the TI SEZ "Dubna".

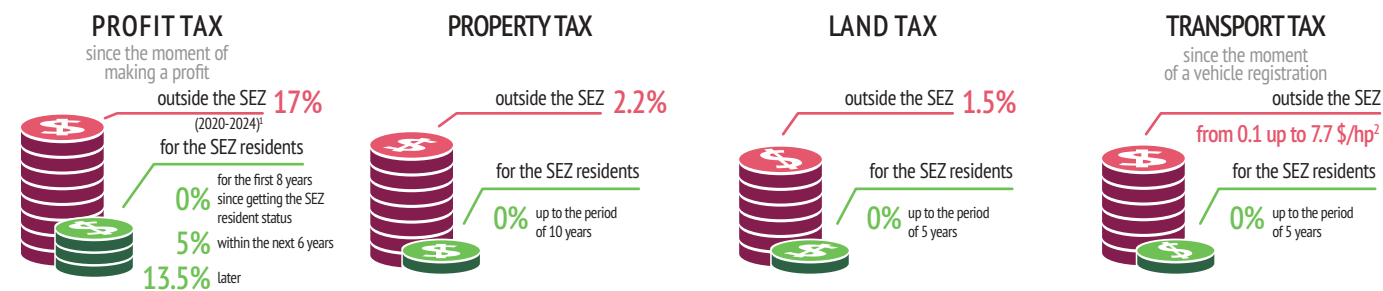
The main fields of the SEZ residents' business are as follows: information technologies, biological and medical technologies, nuclear physics and nanotechnologies, composite materials, design of complex technical systems.

18 residents have built their own facilities in the territory of the TI SEZ "Dubna". During 2019, 7 SEZ residents (Biofarmlab LLC, PSK Pharma LLC, Scientific-production complex "Dedal" JSC, Frerus LLC, Poleks Beauty LLC, BMK LLC, MLT LLC) have received permits to put their production facilities into operation.

The SEZ territory is fully provided with necessary engineering infrastructure. Apart from that, the Resident Hotel with 122 suits in the territory of the TI SEZ "Dubna" is ready to accommodate the residents' specialists from other cities. In 2019, the following infrastructure facilities of the Technology Innovative SEZ "Dubna" were put into operation: an innovation and technology center with an area of 9 124 sq.m, a medical building, a customs complex with a checkpoint and an inspection platform with a weight control post of 1.86 km length, a road network of 2.5 km length, surface runoff treatment facilities.

The high investment attractiveness of the site is confirmed by high ratings of the Technology Innovative SEZ "Dubna". In 2019, Technology Innovative SEZ "Dubna" JSC was awarded in 3 categories, as follows: "Facilities Upgrades", "Expansion" and "New Investments" according to the reputable international Ranking "Global Free Zones of the Year" (fDi Magazine, Publishing house "The Financial Times Limited").

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ PROMTECH-Dubna JSC ▼ Factory RTT LLC ▼ PSK Pharma LLC ▼ Granat Bio Tech LLC ▼ PASCAL MEDICAL LTD



DEVELOPMENT PRIORITIES

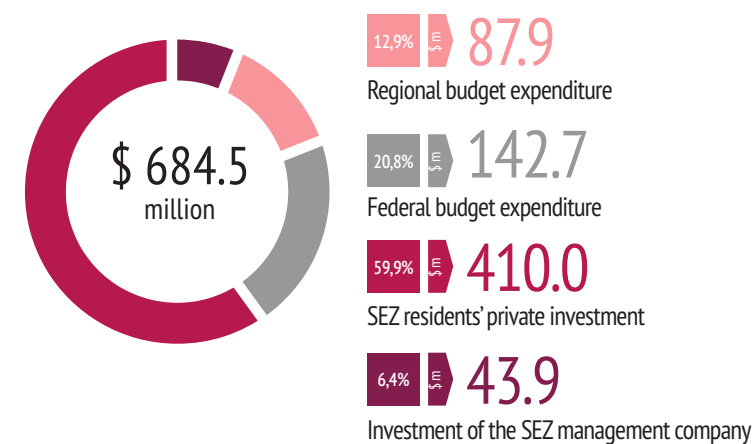


YEAR OF ESTABLISHMENT **2005** SEZ RESIDENTS, number **164** including foreign companies **13** DISTANCE FROM MOSCOW **120 km** DISTANCE FROM THE REGIONAL CENTRE (Krasnogorsk) **129 km**

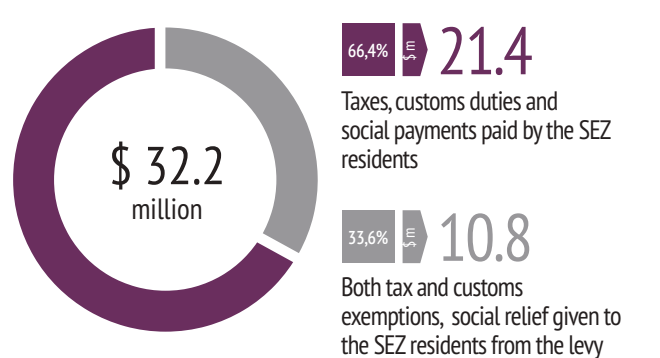
DYNAMICS OF THE SEZ RESIDENTS, number

Year	2012	2013	2014	2015	2016	2017	2018	2019
Number	88	96	89	100	108	137	154	164

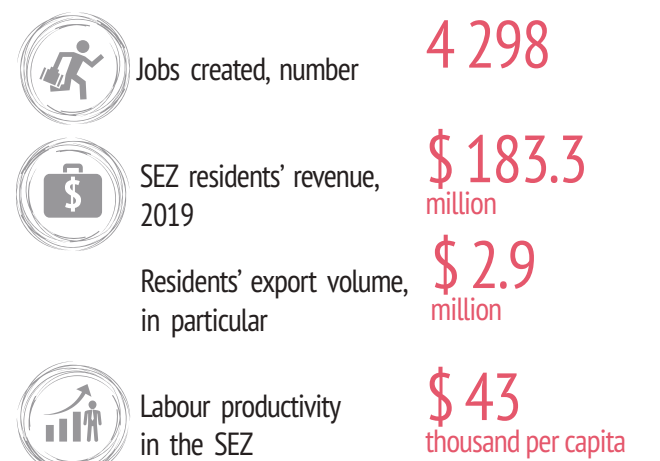
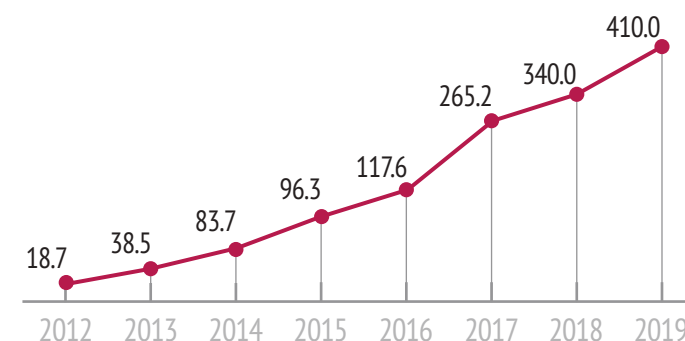
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Anton
AFANASJEV

CEO, Technology Innovative SEZ "Dubna" JSC

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Programmistov street, 4, Dubna, Moscow Region, 141983, Russia
Tel.: +7 (496) 219-04-61
Website: <http://oezdubna.ru>
E-mail: oez@oezdubna.ru

Land area	279 ha	Average selling price of the SEZ land	\$ 9.43 k/ha
Useful land area	170.18 ha	Average lease price of the SEZ land per year	130 \$/ha
Area of administrative infrastructure	60 942 m ²	Average lease price of the offices per year	130 \$/m ²
Electrical capacity	58 Megawatts	Electricity tariff*	0.06 \$/kWh
Water capacity	168.1 m ³ /h	Water tariff*	0.70 \$/m ³
Capacity of wastewater collection system	170.2 m ³ /h	Wastewater tariff*	0.73 \$/m ³
Heat capacity	80 Gcal/h	Heat tariff*	35.9 \$/Gcal
Length of the SEZ road network	13 000 m		

* Average utilities' tariffs are valid as at December 31, 2019

BOTH FAVORABLE
ECONOMIC AND GEOGRAPHICAL
LOCATION

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



SEZ RESIDENT'S SAVINGS
ON INITIAL INVESTMENT
IN A PROJECT

up to **30%**

by receiving both tax exemptions and preferences



COMPLETE
INFRASTRUCTURE

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



ADMINISTRATIVE
AND INFORMATION
SUPPORT SERVICES

The SEZ management company
contributes to implementing of the
investors' projects within the whole life
cycle of them



HIGH PERSONNEL
POTENTIAL

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

TECHNOLOGY INNOVATIVE SEZ "TECHNOPOLIS MOSCOW" Moscow



The Technology Innovative SEZ "Technopolis Moscow" (TI SEZ "Technopolis Moscow") is a specialized territory for perspective growth and development of innovative activities and high-tech industries. It was created in 2005. The main purpose of SEZ is creating the city's innovation ecosystem. This is reached by providing native and foreign hi-tech companies with most comfortable conditions for localization.

The SEZ includes 5 sites with a total area of 200 hectares – one site is located within the SEZ "Technopolis Moscow" in Pechatniki district and four sites are in Zelenograd.

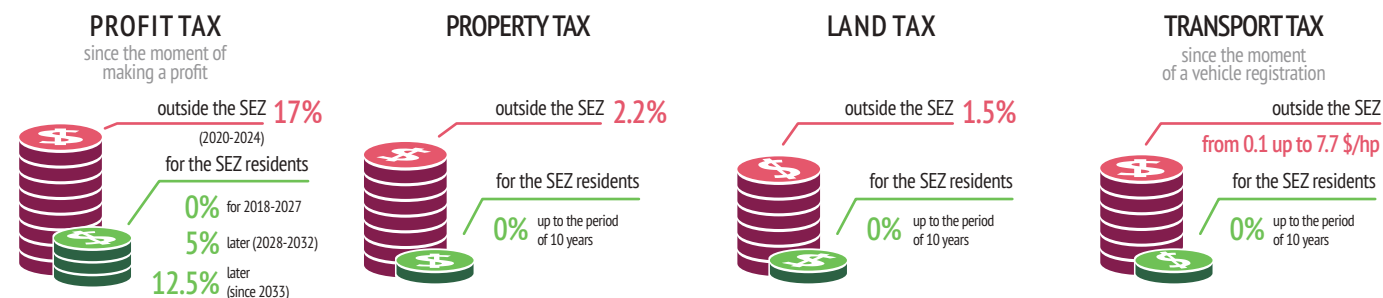
The MIET, Angstrom, Mikron and Technopolis sites have already built facilities and utilities. Here residents, tenants are holding their activities on their own or rented facilities. On the Alabushevo site tenants are able to rent land plots for building their own high-tech enterprises.

As of 2019, the TI SEZ "Technopolis Moscow" officially has 67 registered residents (including 5 companies with foreign participation) that have created 6 248 workplaces. Total investment in the SEZ have amounted to \$ 442.1 million since the creation of the SEZ.

Residents of the Technology Innovative SEZ "Technopolis Moscow" localizing and developing their production in Moscow are taking advantage of incentives provided by federal and regional governments. After finishing the construction and putting the enterprise into operation resident is allowed to buy a land plot for 1% of cadastral value.

Management company of the TI SEZ "Technopolis Moscow" works in close cooperation with the Moscow City's authorities. This cooperation allows to simplify and boost potential residents' applications affirmation. The SEZ management company actively involves residents in the governmental support system presented by funds and institutions.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ Angstrom JSC ▼ MIKRON PJSC ▼ BIOCAD JSC ▼ ELTA company LLC



DEVELOPMENT PRIORITIES



Microelectronics



Advanced materials, surfaces and nanotech



Information technologies



Biotechnologies and pharmacy

YEAR OF ESTABLISHMENT **2005**

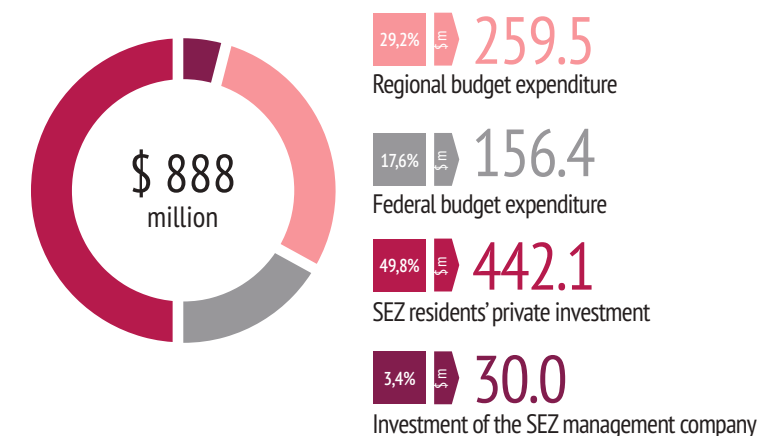
SEZ RESIDENTS, number **67**
including foreign companies **5**

DISTANCE FROM MOSCOW **0** km

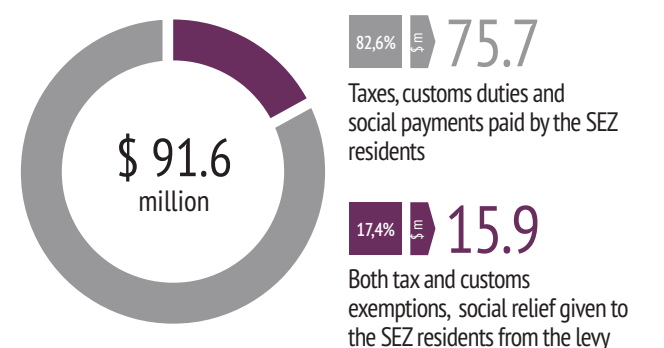
DYNAMICS OF THE SEZ RESIDENTS, number



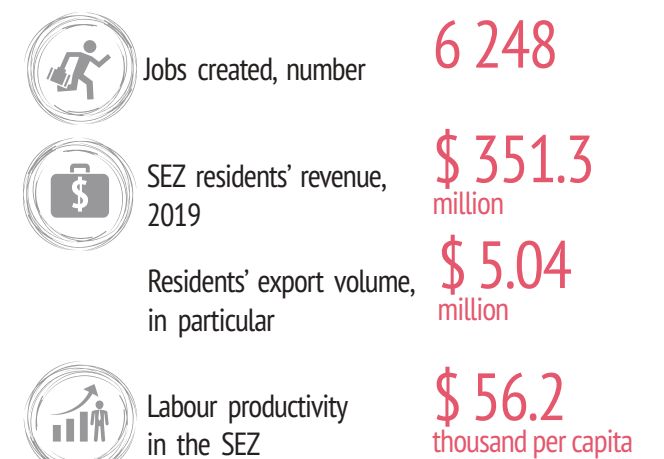
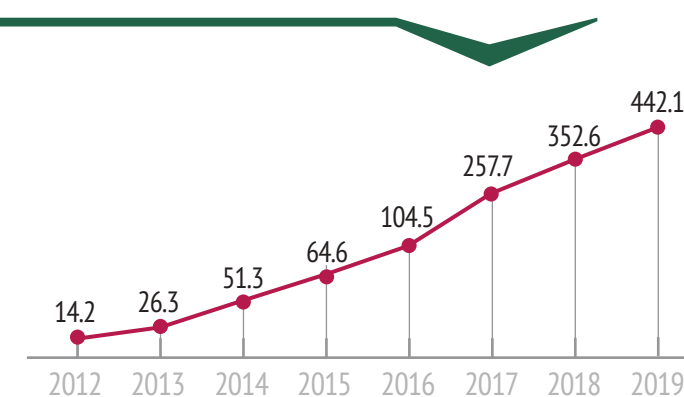
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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





Gennady
DEGTEV

CEO, JSC SEZ Zelenograd
(SEZ Technopolis Moscow)

0%

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

Free customs zone

Corporate profit tax:

2%
up to 2028

7%
2028 – 2032

14.5%
after 2033

2%*
Land lease

1%
Land purchase
(of cadastral value)

Land lease and purchase:

\$ 6.3 thousand/ha

Average lease price
of the SEZ land per year

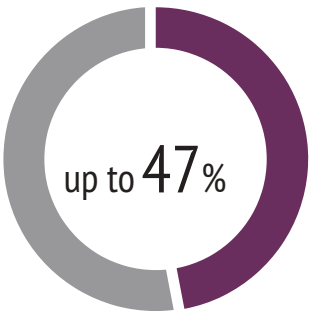
\$ 11.4 thousand/ha

Average selling price
of the SEZ land

117.4 \$/m²

Average lease price
of the offices in the SEZ
territory per year

TOTAL DECREASE OF
TAX BURDEN



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



24/7 customs post



Logistics center



Personal account manager



Providing business plans for the acquisition of the SEZ
tenant status



Tenant portal



Organization of meetings between the SEZ residents
and representatives of the public authority, development
institutions and credit institutions



One-stop-shop for interaction with the authorities



High-speed corporate connection to any provider



Maintenance of utility networks by the SEZ management
company staff

CONTACTS

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

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

Website: <https://technomoscow.ru>

E-mail: office@technomoscow.ru



ALABUSHEVO SITE



142.7 ha
Total area



17 780 m²
Administrative and
business center



29 033 m²
R&D and lab spaces
(under construction)

PECHATNIKI SITE



335 000 m²
Ready-to-use industrial
space



29 870 m²
Office space



7 200 m²
Clean rooms for micro-
electronics and biotech



EMPLOYEE TRAINING PROGRAM

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



MANUFACTURE FOR THE CITY

Biocad CJSC (PK-137 LLC)

Production of 22 INN drugs. Volume of investment is \$ 46.3 million.

R-Pfarm LLC (R-Opra LLC)

Production of 31 INN drugs of popular drugs (oncology, cardiology, endo-
crinology, etc.). Volume of investment is \$ 89.6 million.

Gemamed LLC (GemaTech LLC)

Production of 44 medical equipment for stomated patients. The volume of
investment is \$ 15.4 million.



UTILITIES



123.55 Megawatts
Electric power



501.6 m³/h
Water supply



340 Gkal/h
Heat supply



0.07 \$/kWh
Electricity tariff



0.5 \$/m³
Water tariff



27.5 \$/Gkal
Heat tariff

TECHNOLOGY INNOVATIVE SEZ "ST. PETERSBURG"

St. Petersburg



DEVELOPMENT PRIORITIES



Information technologies, telecommunications



Medical technologies and pharmacy



Optics and microelectronics



Precision tool engineering

YEAR OF ESTABLISHMENT **2005**

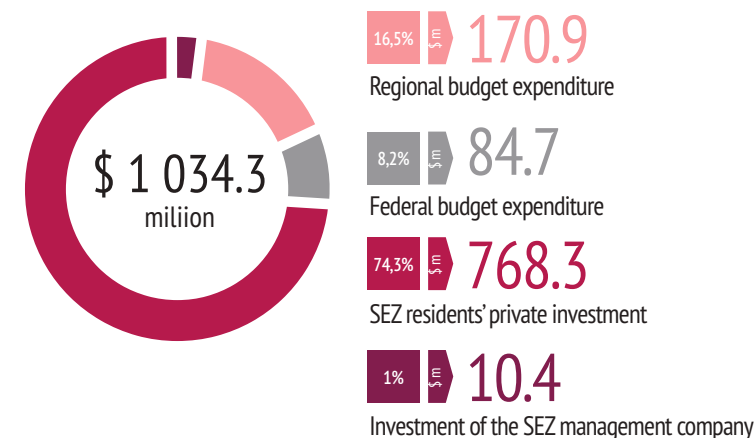
SEZ RESIDENTS, number **55**
including foreign companies **7**

DISTANCE FROM MOSCOW **696 km**
DISTANCE FROM THE REGIONAL CENTRE (St. Petersburg)
20 km ("Novoorlovskaya" site)
30 km ("Noydorf" site)

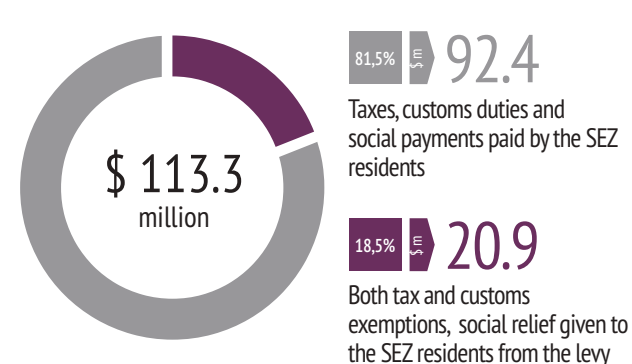
DYNAMICS OF THE SEZ RESIDENTS, number



TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



The Technology Innovative SEZ "St. Petersburg" (TI SEZ "St. Petersburg") was built in 2005 on two sites with total area of 182.32 hectares: "Noydorf" site takes area of 18.99 hectares, "Novoorlovskaya" site takes area of 163.33 hectares. Both sites are used by the SEZ residents, customs. Additionally, there is engineering infrastructure here.

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

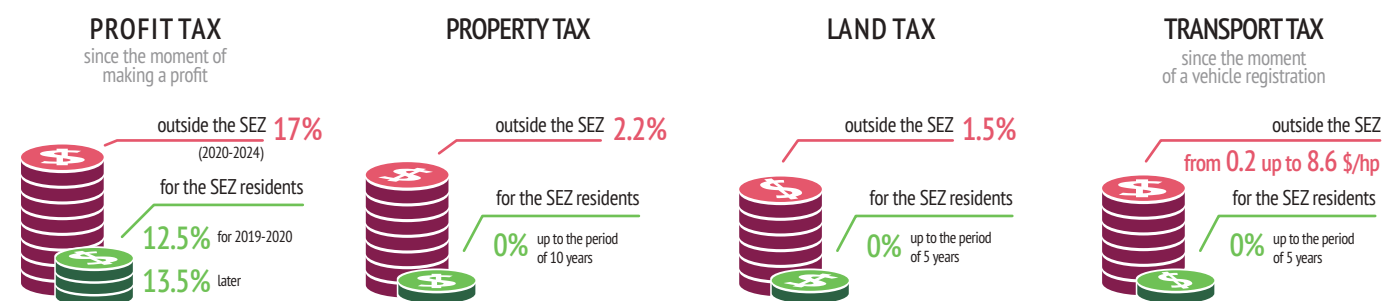
55 companies are SEZ residents. In 2019, residents of TI SEZ "Saint-Petersburg" became 6 companies: AMT LLS, MCNS Polyurethane RUS LLC, BIOGEN LLC, RPC "Shoulders. Compressors. Turbines" LLC, Baltinzhiniring LLC and KSK-Systems LLC. Total volume of investment declared by new SEZ residents amounted to \$ 148.3 million.

In 2019, the pharmaceutical company VERTEX fully commissioned an innovative production complex, Laser Systems's production complex was opened.

Given the high demand for the TI SEZ "St. Petersburg", an agreement about expanding the territory of the St. Petersburg SEZ between the Governor of St. Petersburg and the Minister of Economic Development of the Russian Federation was signed in 2019.

In 2019, the Technology Innovative SEZ "St. Petersburg" was included in the Global Free Zones of the Year 2019 Awards rating of the international analytical publication Foreign Direct Investment Intelligence (a division of the Financial Times) and was recognized as the best in the categories "Business Development", "Pharmaceuticals" and "Cluster Development".

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

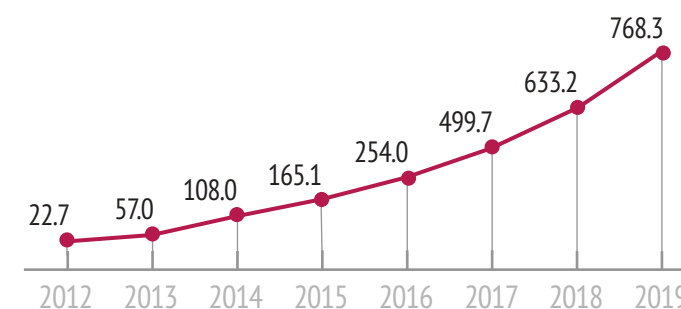
▼ Rakurs-Engineering Ltd

▼ BIOCAD JSC

▼ WERTEKS JSC



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



Jobs created, number **4 656**



SEZ residents' revenue, 2019 **\$ 560.6 million**

Residents' export volume, in particular **\$ 58.7 million**



Labour productivity in the SEZ **\$ 120.4 thousand per capita**



Tamara
RONDALEVA

CEO, Technology Innovative SEZ "St. Petersburg" JSC

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY



Technological connection to the SEZ engineering network



Technological services (data-processing centre)



Amenities maintenance



Administrative and business premises for rent



Land use survey



Technical supervision



Engineering systems maintenance at plants



Assistance in communication among the SEZ residents,
venture funds and development institutions

CONTACTS

Address: Road to Kamenka, 74, litera A, St. Petersburg, 197350, Russia
Tel.: +7 (812) 383-49-29
Website: <http://www.spbsez.ru>
E-mail: info@spbsez.ru



Land area, ha

"Novoorlovskaya" site /
"Noydorf" site

182.3



Useful land area, ha

123.5



Area of administrative infrastructure, m²

30 460.2



Electrical capacity, Megawatts

43.67



Water capacity, m³/h

144.2



Capacity of wastewater
collection system, m³/h

210.8



Gas capacity, m³/h

4 330



Heat capacity, Gcal/h

84.79



Average selling price of the SEZ land,
k/ha

"Novoorlovskaya" site /
"Noydorf" site

\$ 144.3



Average lease price
of the SEZ land per year, k/ha

\$ 11.4 / 8.07



Average lease price of the offices per
year, \$/m²

\$ 189 / 171



Electricity tariff*, \$/kWh

\$ 0.07 / 0.08



Water tariff*, \$/m³

\$ 0.82



Wastewater tariff*, \$/m³

\$ 1.12



Gas tariff*, \$/1000m³

According to the tariffs set
by Gazprom PJSC



Heat tariff, \$/Gcal

\$ 34.5 / 25.5

* Average utilities' tariffs are valid as at December 31, 2019

<http://inappen.com/>

INVESTMENT PROJECT

Development of biotechnological systems and production of industrial
entomology products



Volume of declared investment

\$ 19.6
million



Volume of investment actually made

\$ 4.63
million



Project period

2016-2025

The Institute of Applied Entomology (R&D enterprise INAPPEN LLC) was established in 2016 to develop environmentally friendly technologies for biological plant protection, which nowadays are the basement of high-quality crop production.

The institute's main objective is to produce entomophagous insects, which are widely used in greenhouses as natural enemies of pests such as aphids, spider mites, thrips, whiteflies, miner flies, caterpillars, etc.

R&D ENTERPRISE INAPPEN LLC

INAPPEN
Research and development enterprise
Institute of applied entomology



The institute also consults agricultural producers on using entomophagous and plant protection without pesticides to increase yields.

The work is carried out in collaboration with the All-Russian Institute of Plant Protection, one of the leaders in the phytosanitary area.



SILAGNIS LLC

www.silagnis.ru

INVESTMENT PROJECT

Development and production of energy-efficient, energy-saving equipment
(in particular: geothermal heat pumps, low-temperature air heat pumps,
solar collectors, wind generators) using alternative energy sources, as well
as medical products for household and industrial use



Volume of declared investment

\$ 3.47
million



Volume of investment actually made

\$ 1.43
million



Project period

2016-2024

Silagnis LLC is the Russian developer and manufacturer of energy-saving heating systems using alternative energy sources (earth, air, water, wind). The use of these systems can significantly reduce the cost of heating and hot water supply in comparison with traditional sources of thermal energy.

In 2019, Silagnis launched the production of air and ground source heat pumps, including low-temperature air heat pumps, solar collectors and wind turbines.

TECHNOLOGY INNOVATIVE SEZ "INNOPOLIS"

Republic of Tatarstan



The Technology Innovative SEZ "Innopolis" (TI SEZ "Innopolis") was established in 2012. It is an ambitious project implying the creation of the Russian center for information and communication technologies.

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

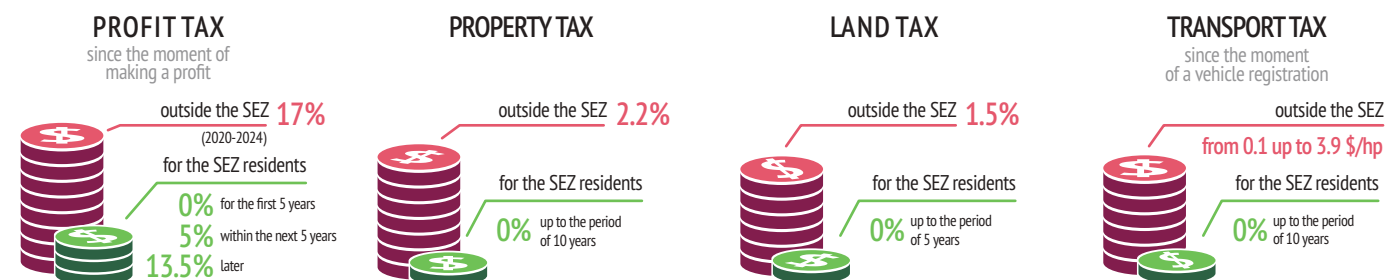
As of the end of 2019, the Technology Innovative SEZ "Innopolis" hosted 103 high-tech companies (89 residents and 14 partners) including Yandex, Sberbank, Tinkoff Development Center, Magnit IT Lab, IT X5 Technologies, Open Mobile Platform, New Cloud Technologies, RTK Soft Labs, ICL Group, iTeco New Technologies, Sitronics Telecom Solutions (MTS), Marketplace Technologies, etc.

In 2019, the SEZ residents invested 7.9 billion rubles (cumulative total), revenue amounted to \$ 122 million (cumulative total). About 1 600 new jobs were created by the residents and partners of the TI SEZ "Innopolis".

Residents and partners of the SEZ have access to the necessary infrastructure not only within the SEZ, but also within the ecosystem of Innopolis, i.e. a unique IT city. A tech park of the world-class is situated in the SEZ territory. The tech park provides SEZ resident companies and partners with offices and research centers on preferential terms. In 2019, the tech park of the TI SEZ "Innopolis" hosted a visiting meeting of the Presidium of the State Council of the Russian Federation chaired by the President of the Russian Federation Vladimir Putin.

In 2019, The Technology Innovative SEZ "Innopolis" was twice awarded by FDI Magazine, having won in "Specialization in IT" and "Industry 4.0" nominations.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS ▼ Portavita LLC ▼ Open Mobile Platform ▼ New Cloud Technologies LLC ▼ Schneider Electric Center of Innovations LLC ▼ ICL Techno LLC



DEVELOPMENT PRIORITIES



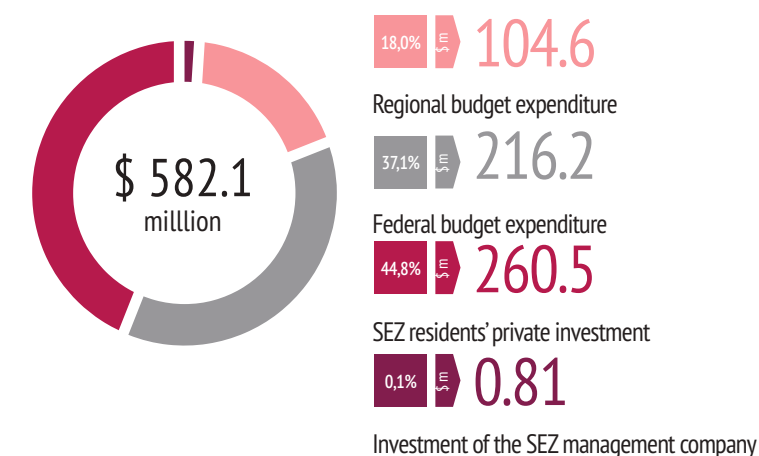
Information and communication technologies

YEAR OF ESTABLISHMENT **2012** SEZ RESIDENTS, number **87** including foreign companies **10** DISTANCE FROM MOSCOW **719 km** DISTANCE FROM THE REGIONAL CENTRE (Kazan) **35 km**

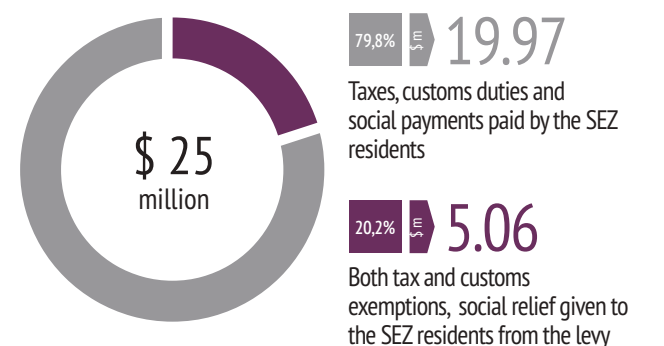
DYNAMICS OF THE SEZ RESIDENTS, number

Year	2012	2013	2014	2015	2016	2017	2018	2019
Number	-	-	-	15	34	61	77	87

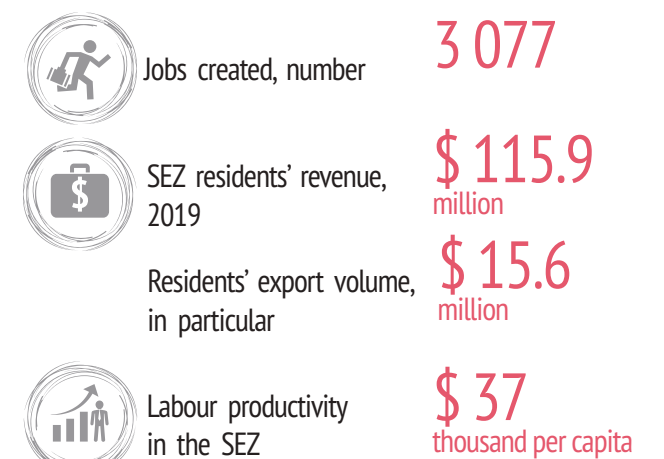
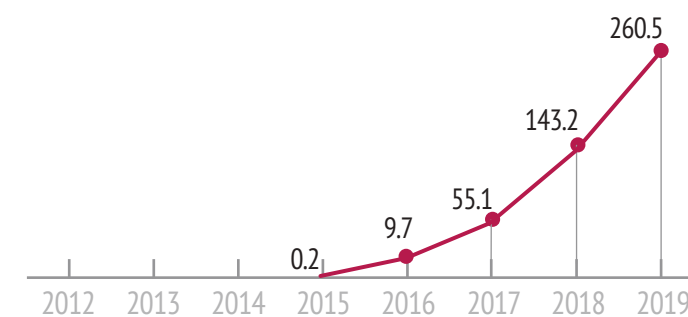
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



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



¹ Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 26-27.



Renat
KHALIMOV

CEO, Technology Innovative SEZ "Innopolis" JSC

	Land area	311.4 ha
	Useful land area	224.5 ha
	Area of administrative infrastructure	45 479.1 m ²
	Electrical capacity	49.5 Megawatts
	Water capacity	83.3 m ³ /h
	Capacity of wastewater collection system	83.3 m ³ /h
	Gas capacity	984.4 m ³ /h
	Heat capacity	27.5 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

- Technological connection to the SEZ engineering network
- Design and construction of infrastructure and engineering networks
- Amenities maintenance
- Organisation of special events
- Office space, meeting rooms for rent
- Apartments in the city of Innopolis for rent and sale
- Selection of highly qualified IT specialists (free of charge)

CONTACTS

Address: Universitetskaya street, 7, Innopolis, Verkhneuslonsky district, Republic of Tatarstan, 420500, Russia
Tel.: +7 (843) 200-07-01, +7 (843) 294-91-34
Website: sezinnopolis.ru
E-mail: sez@innopolis.ru

	Average selling price of the SEZ land	\$ 1.84 k/ha
	Average lease price of the SEZ land per year	494 \$/ha
	Average lease price of the offices per year	86.5 \$/m ²
	Electricity tariff*	0.05 \$/kWh
	Water tariff*	0.26 \$/m ³
	Wastewater tariff*	0.22 \$/m ³
	Gas tariff*	83.7 \$/1000m ³
	Heat tariff*	24.4 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

<https://icl-services.com/>

INVESTMENT PROJECT

Adaptation and modification, installation, testing and maintenance of computer programs and databases (software and information products of computer technology)

	Volume of declared investment	\$ 163.2 million
	Volume of investment actually made	\$ 14 million
	Project period	2019-2024

ICL Services has been operating in the international market since 2006. Today, ICL Services has more than 2 000 employees who work successfully with more than 80 customers from 30 countries, providing IT services 24/7 in Russian, English, French, and German. ICL Services has been a resident of the SEZ Innopolis since 2019. ICL Services has a portfolio in the following areas:

- Digital Service Desk
- Field support in Russia and CIS

GDC SERVICES LLC

ICL
SERVICES



- Support, transformation, and integration of IT infrastructure and systems
- Digital solutions
- Development, implementation, and support of applications
- IT and business consulting
- Information Security

TGT SERVICE LLC

TGT



TGT is the global leader in through-barrier diagnostics for the oilfield. TGT Service LLC creates products and technology that diagnose flow and integrity throughout the well system, from the wellbore to the reservoir, empowering its customers to make better decisions and improve asset performance. Two decades of applied research and an enduring commitment to geoscience and technology innovation has enabled the company's employees to develop powerful diagnostic sys-

<https://tgtiagnostics.com/>

INVESTMENT PROJECT

Development of software for processing, visualization and interpretation of geophysical log data MAXIM with built-in modules for processing data of magnetic impulse flaw detection "Pulse"; spectral borehole noise logging "Chorus", multiphase analysis "MFA"; thermohydrodynamic studies "Termosim" and "Cascade"

	Volume of declared investment	\$ 759 thousand
	Volume of investment actually made	\$ 3.9 million
	Project period	2019-2024

tems that see more – accurately and completely – giving the customers the truest picture of their wells and what is happening in and around them, enabling them to transform their productivity. TGT employs more than 250 experts from more than 15 nationalities in 16 global locations.

TECHNOLOGY INNOVATIVE SEZ "ISTOK"

Moscow Region



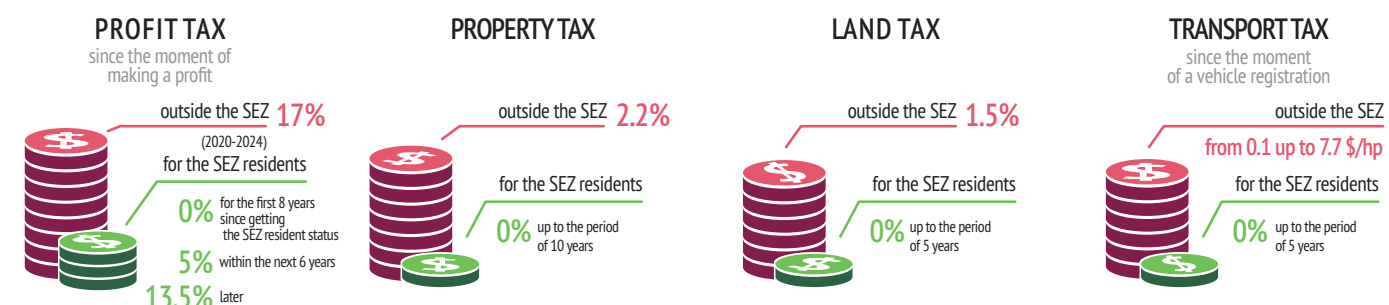
The Technology Innovative SEZ "Istok" (TI SEZ "Istok"), created in 2015 in the territory of the city district Fryazino of the Moscow Region on the existing infrastructure of the Fryazino science city, which has high scientific and educational potential relative to other regions. The TI SEZ "Istok" has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

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

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

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

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

Istok audio international Inc

RPC "Istok" named after Shokin JSC

RPC "Magraterp" CJSC



DEVELOPMENT PRIORITIES



Microwave electronics



Laser equipment



Complete systems design



Microelectronics

YEAR OF ESTABLISHMENT **2015**

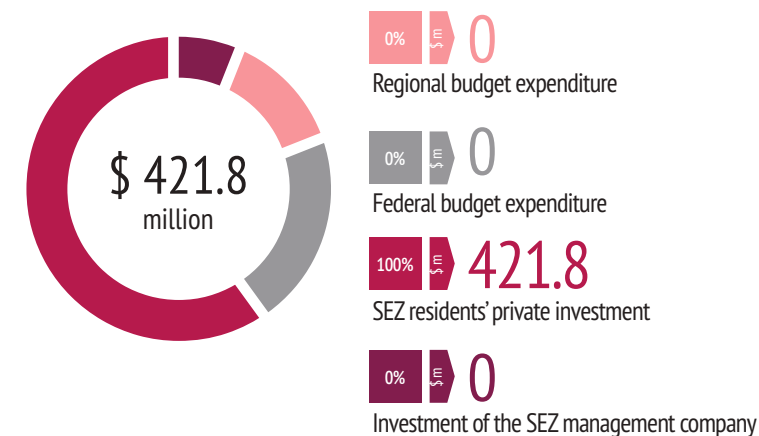
SEZ RESIDENTS, number including foreign companies **20**

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

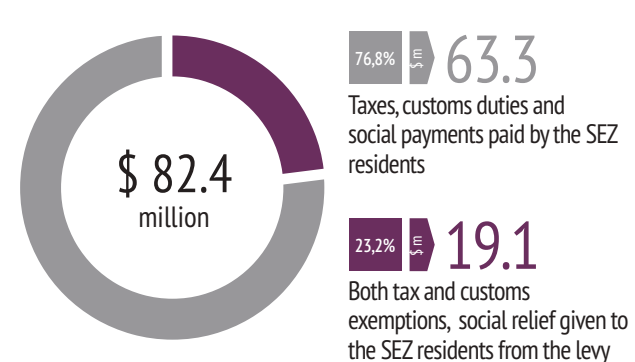
DYNAMICS OF THE SEZ RESIDENTS, number



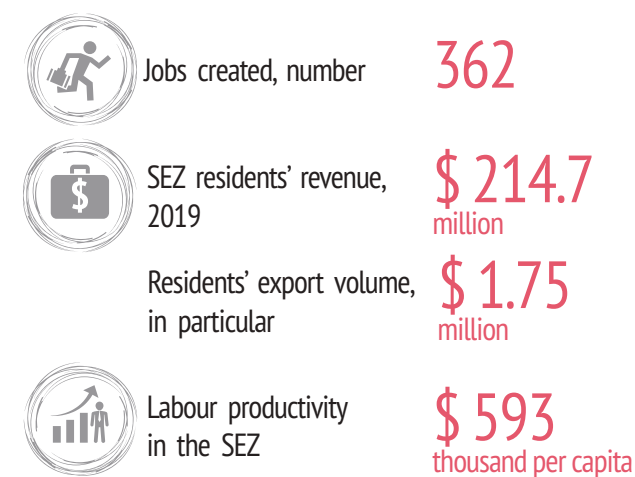
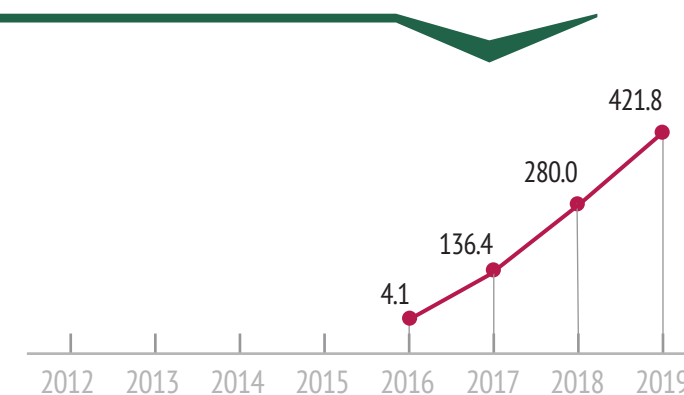
TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2018



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





Maria
CHEKADANOVA
CEO, Management Company of the SEZ "Istok" JSC

	Land area	62.7 ha
	Useful land area	62.7 ha
	Area of administrative infrastructure	12 704.0 m²
	Electrical capacity	39 Megawatts
	Water capacity	175.5 m³/h
	Capacity of wastewater collection system	154.7 m³/h
	Gas capacity	3.4 m³/h
	Heat capacity	161 Gcal/h

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Vokzalnaya street, 2a, Fryazino, Moscow Region, 141190, Russia
Tel.: +7 (495) 465-86-47
Websites: <http://istokoez.ru/> ; <http://istoksez.ru/>
E-mail: info-oez@istokmw.ru

	Average selling price of the SEZ land	not for sale
	Average lease price of the SEZ land per year	not for lease
	Average lease price of the offices per year	92.7 \$/m²
	Electricity tariff*	0.93 \$/kWh
	Water tariff*	0.34 \$/m³
	Wastewater tariff*	0.41 \$/m³
	Gas tariff*	106.8 \$/1000m³
	Heat tariff*	23.7 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

www.aointecs.ru

АНТЕННА TECHNOLOGIES AND COMPLEX SYSTEMS JSC
(ANTECS JSC)



INVESTMENT PROJECT

Development and production of radio frequency phase-stable cables operating in the microwave range with a wave resistance of 50 Ohms

- Volume of declared investment **\$ 309 thousand**
- Volume of investment actually made **\$ 18.5 thousand**
- Project period **2018-2027**

ANTECS JSC is engaged in the development and production of microwave coaxial RF cables, including phase-stable ones, RF cable assemblies, passive components and microwave accessories (RF connectors, adapters, etc.). The vast majority of products has extreme characteristics and develops for the needs of the defense industry, but there are those that are successfully used in the civilian industry.

The product range is designed primarily for the substitution of imported products

used by the Russian enterprises. The topic of import substitution is especially relevant in the field of radio electronics. ANTECS JSC constantly conducts research and development, supports a dialogue with customers in order to create promising products, and even now some models of phase-stable coaxial cables are unique in a number of parameters and have no analogues even abroad. In the nearest two years, the company plans to enter the international market.



ISTOK-AUDIO INTERNATIONAL JSC

www.istok-audio.com



INVESTMENT PROJECT

Design and development of rehabilitation equipment for people with hearing and visual disabilities and other electronic equipment

- Volume of declared investment **\$ 966 thousand**
- Volume of investment actually made **\$ 1 888 thousand**
- Project period **2017-2026**

Istok-Audio International JSC was founded in 1994 as part of the Istok Audio Group, a leading player in the field of rehabilitation for the hearing and vision impaired in Russia. At present, the company employs over 200 people, of which over 150 are highly qualified engineers and technicians.

Since its foundation and up to the present day, the Istok Audio Group is leader in the development, production and sale of assistive devices for people with disabilities. Istok-Audio is

driven by high-technology production. Based on many years of experience in innovative development, today Istok Audio Group is Russia's largest manufacturer of high quality hearing aids and a wide range of electronic devices for hearing rehabilitation. The product range includes over 80 models of hearing aids of its own design, including high-tech in-the-ear hearing aids and individual earmolds. The manufacturing company Istok-Audio International JSC is certified according to international quality management system standards ISO 9001 and ISO 13485.

TECHNOLOGY INNOVATIVE SEZ "TOMSK"

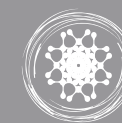
Tomsk Region



DEVELOPMENT PRIORITIES



Information technologies, electronics



Nanotechnologies, new materials



Life sciences and biotechnologies



Resource-conserving technologies

YEAR OF ESTABLISHMENT **2005**

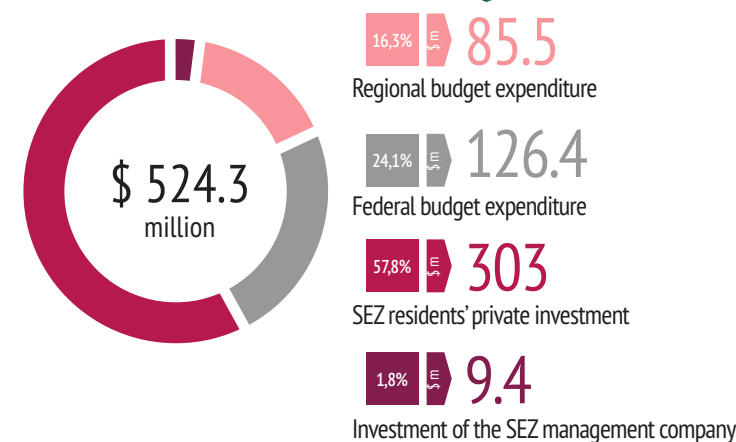
SEZ RESIDENTS, number **45**
including foreign companies **7**

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

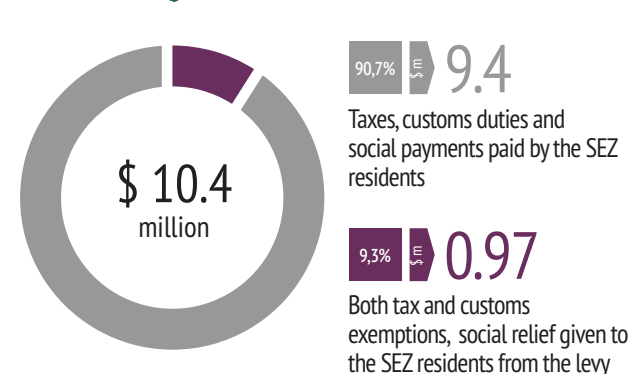
DYNAMICS OF THE SEZ RESIDENTS, number



TOTAL INVESTMENT IN THE SEZ



TAX EXEMPTIONS IN 2019



The Technology Innovative SEZ "Tomsk" (TI SEZ "Tomsk") established in 2005 is located on two sites within the city of Tomsk, i.e. on the Northern (83.74 ha) and the Southern (192.53 ha) ones. These sites are provided with all types of ready to use engineering, transport, utility and other infrastructure facilities.

The Southern site is in an ecologically clean area of the city in the vicinity of both scientific institutes and a residential area of the Tomsk Akademgorodok. The site is designed for deployment of companies specializing in the development and manufacture of software, electronic equipment, advanced materials and products of them, medical devices and components, as well as products in other clean industries.

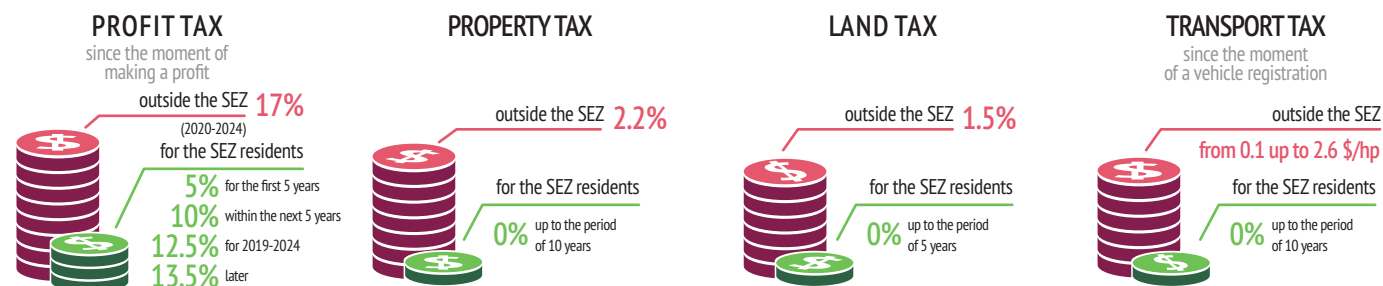
The Northern site is in the industrial zone in the immediate proximity to the large oil and chemical company Tomsk Neftekhim LLC. This site is intended for arranging the chemical, oil-chemical, advanced materials, reagents and other industrial production facilities.

According to the results of 2019, 45 companies (including 7 companies with foreign participation) are residents of the TI SEZ "Tomsk", which invested more than \$ 293.5 million in development and production projects and created 1 550 jobs, most of which are high-tech. In 2019, 2 companies received the status of a SEZ resident, and 3 companies extended agreements on conducting technical and implementation activities in the TI SEZ "Tomsk".

Photon LLC, one of the key residents of the Technology Innovative SEZ "Tomsk", has completed the construction of the first stage of its own office and production complex with an area of 2 000 m².

The management company of the TI SEZ "Tomsk" provides residents with a fully ready infrastructure (the SEZ is provided with public transport, food outlets, recreation areas, a multifunctional sports center, a kindergarten, the territory is equipped with bike paths) and premises for rent. The SEZ management company also helps to obtain regional support from the federal funds and development institutions.

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ MOJE LLC

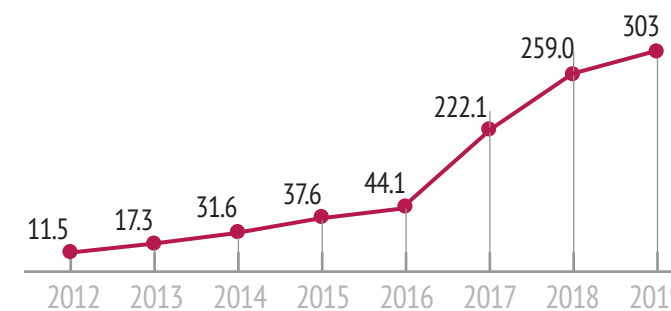
▼ FOTON LLC

▼ NIOST LLC

▼ ENBISYS LLC



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



Jobs created, number **1 597**



SEZ residents' revenue, 2019 **\$ 54.5 million**

Residents' export volume, in particular **\$ 9.9 million**



Labour productivity in the SEZ **\$ 34 thousand per capita**



Konstantin
KAMINSKY

CEO, Technology Innovative SEZ "Tomsk" JSC

	Land area	276 ha
	Useful land area	52.5 ha
	Area of administrative infrastructure	48 050 m ²
	Electrical capacity	4.1 Megawatts
	Water capacity	208.3 m ³ /h
	Capacity of wastewater collection system	208.3 m ³ /h
	Gas capacity	2 740 m ³ /h
	Heat capacity	10.32 Gcal/h
	Length of the SEZ road network	6 700 m

SERVICES PROVIDED BY
THE SEZ MANAGEMENT COMPANY

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

CONTACTS

Address: Akademichesky Avenue, 8/8, Tomsk, Tomsk Region, 634055, Russia
Tel.: +7 (3822) 48-86-50
Website: <http://inotomsk.ru/infrastructure/oez>
E-mail: office@oez.tomsk.ru

	Average selling price of the SEZ land	\$ 54.4 k/ha
	Average lease price of the SEZ land per year	\$ 1.09 k/ha
	Average lease price of the offices per year	114.3 \$/m ²
	Electricity tariff*	0.07 \$/kWh
	Water tariff*	0.60 \$/m ³
	Wastewater tariff*	0.42 \$/m ³
	Gas tariff*	70.3 \$/1000m ³
	Heat tariff*	24.4 \$/Gcal

* Average utilities' tariffs are valid as at December 31, 2019

www.elecard.com

INVESTMENT PROJECT

System for TS quality monitoring Elecard Boro Live transcoder Elecard CodecWorks

	Volume of declared investment	\$ 1.98 million
	Volume of investment actually made	\$ 6.16 million
	Project period	2014-2025

Elecard Devices LLC is a leading provider of software products for analyzing, monitoring, encoding, decoding, processing, receiving and transmission of video and audio data in different formats such as MPEG-2, MPEG-4, H.264/AVC, HEVC/H.2656, AV, VVC, etc. The company creates software and hardware solutions for the professional market of digital satellite broadcasting, such as

ELECARD DEVICES LLC



follows: streaming, transcoding, video-on-demand servers, etc. as well as software for the mass consumer.



<https://enbisys.com/>

INVESTMENT PROJECT

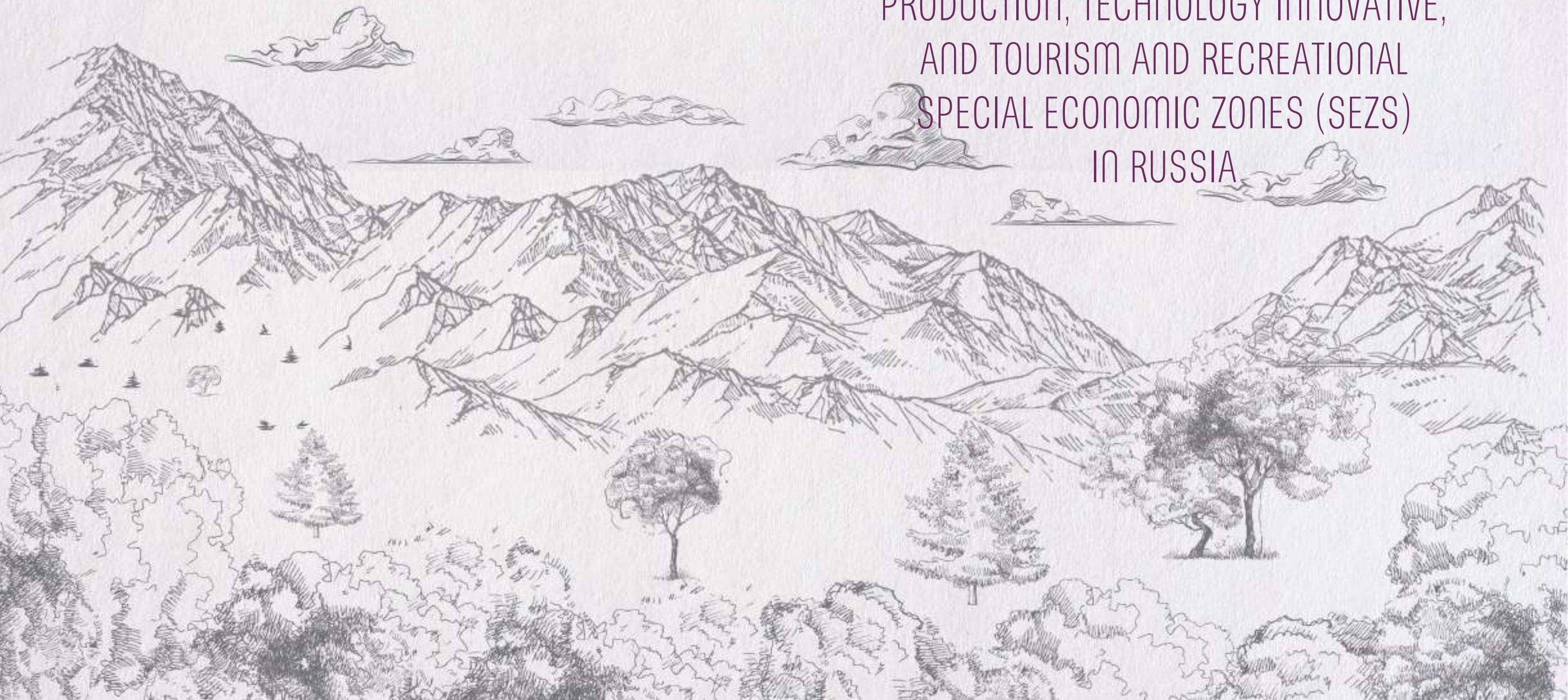
"Mobile Office" software development and implementation

	Volume of declared investment	\$ 124 thousand
	Volume of investment actually made	\$ 4 094 thousand
	Project period	2008-2025

The ENBISYS team has been working with leading IT companies, successful technology startups and large scale businesses in the countries of Western Europe as well as in the USA and Russia for more than 14 years. ENBISYS LLC is a resident of the Technology Innovative SEZ "Tomsk" and provides a wide range of services such as integrated development, consulting, prototyping and researching in end-to-end technologies. All the services help companies not only develop state-of-the-art products, optimize IT infrastructure, scale up and ensure the functionality of multi-tier systems, but also implement and use cutting-edge technologies to gain a significant competitive advantage today. The main sectors are healthcare, education, retail.

ENBISYS LLC has experience in working with analytics in the field of industries and energy and its own development department specialized in end-to-end technologies of Artificial Intelligence. Established in 2019, ANO AVT "Digital University Enbisys (Corporate Business Systems)" provides trainings in several areas and has an educational license.

PROFILES OF OTHER INDUSTRIAL
PRODUCTION, TECHNOLOGY INNOVATIVE,
AND TOURISM AND RECREATIONAL
SPECIAL ECONOMIC ZONES (SEZS)
IN RUSSIA



INDUSTRIAL PRODUCTION SEZ “ALGA”

Republic of Bashkortostan



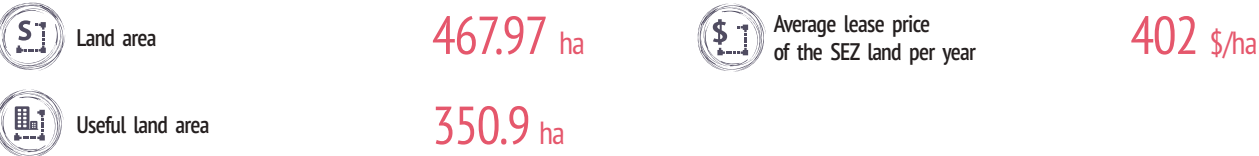
The Industrial Production SEZ “Alga” (IP SEZ “Alga”) is located within the borders of 4 lands sites with a total area of 467.97 hectares. It is a “greenfield” (vacant land sites for industrial purpose). The IP SEZ “Alga” is located on four separated sites, what makes it possible to locate companies on the basis of cluster principle by grouping them by industries, level of danger, technology similarity, and raw material base.

An advantages of the Industrial Production SEZ “Alga” over other investment sites are as follows: location of the IP SEZ “Alga” at the border between Europe and Asia surrounded by industrial developed regions, as well as its hub of the transport communications linking the Republic of Bashkortostan with other industrial regions of Russia and CIS countries; the SEZ location at the intersection of such industrial towns as Salavat, Ishimbay and Sterlitamak; the access to highly qualified workforces, proximity to the highways of federal importance (M7 and M5 highways) and Kuybyshev railway; high level of development of engineering infrastructure of surrounding area necessary for the SEZ establishment; the possibility to attract enterprises out of different industries and with different levels of danger.

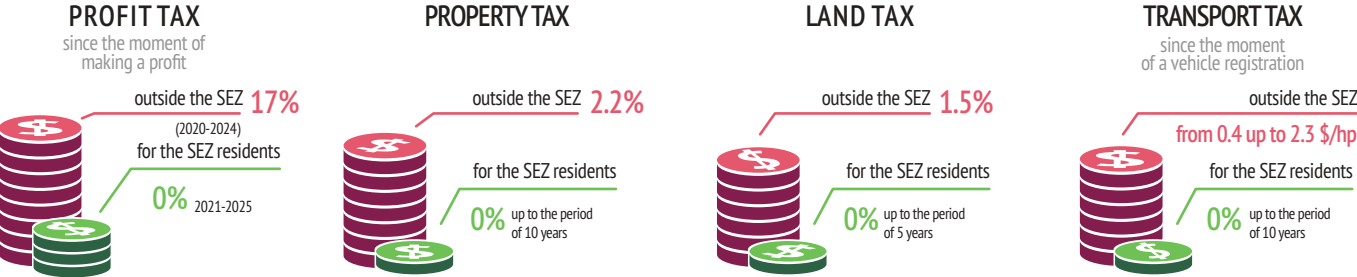
The SEZ’s residents are enabled with the possibility to apply accelerated depreciation and decreasing coefficient to rent land sites. There are also tax benefits.

An administrative and business centre is supposed to be built on the area No. 1 of the IP SEZ “Alga” to place the SEZ managing company and enterprises providing related services (including consultancy, legal services, etc.), as well as to make available to rent conference-halls, rooms, exhibition halls, to organize exhibition, presentation, and advertising events and conferences, etc.

In the period up to 2025, the construction of the engineering, transport, social and other infrastructure is expected to be done at the expense of the budget of the Republic of Bashkortostan, as well as of private investors. Total amount of expenses is at least \$ 97.7 million.



REGIONAL TAX EXEMPTIONS¹



INDUSTRIAL PRODUCTION SEZ “GROZNY”

Chechen Republic



The Industrial Production SEZ “Grozny” (IP SEZ “Grozny”) was established on the municipal territory which is the urban district “City of Grozny” of the Chechen Republic, on the basis of decision of the Russian Federation No. 1809 of 24 December, 2019.

The advantages of the IP SEZ “Grozny” are as follows: advantageous geographical position of the city of Grozny, infrastructural development (availability of air transport, railway and motor transport), high interest of the authorities of the Chechen Republic and its support in implementing projects, stability in economic regional growth (including volumes of construction), availability of a proper raw material base, as well as an access to the raw material base of the nearest regions for further development of all industries within the IP SEZ “Grozny”.

Territory of the Industrial Production SEZ “Grozny” is 256.47 hectares. It consists of two sites including seven cadastral sites.

Particularly, objects of transport, social, engineering, and innovative infrastructure are planned to be constructed on the SEZ territory. So is the assembly plant of generator vacuum switches on innovative technology of “Siemens” concern (TeploEnergoKomplekt Ltd with its total cost of the project \$11.7 million), data centre (Grozny data centre Ltd, the total cost

of the project is \$ 50.6 million), the integrated pharmaceutical forms plant (A-FARM Ltd, the total cost of the project is \$ 15.4 million), the integrated anti-tuberculosis and diabetes mellitus products plant (“RK GROUPP” Ltd with its total cost of the project \$ 20.1 million).

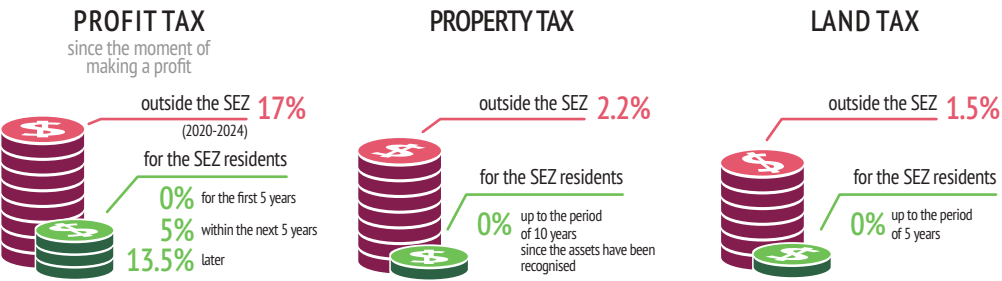
By 2028, the total amount of potential residents’ investments of the IP SEZ “Grozny” is expected to constitute about \$ 219 million. More than 1 500 jobs is to be created.

In 2019-2020, projects of agreements “On management of the Industrial Production Special Economic Zone “Grozny” created on the municipal territory of the urban district “City of Grozny” of the Chechen Republic” and “On transmission the authorities to control the Special Economic Zone to the Government of the Chechen Republic” are in the course of preparation. At the same time, the supervisory and the expert boards of the IP SEZ “Grozny” is under formation.

Land area

256.47 ha

REGIONAL TAX EXEMPTIONS¹



¹ Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 26-27.

DEVELOPMENT PRIORITIES

Food industry

Production industrial and household goods

Pharmaceutical industry

Logistics and IT infrastructure

YEAR OF ESTABLISHMENT

2019

DISTANCE FROM MOSCOW

1 500 km

INVESTMENT (PLAN FOR 10 YEARS)

\$ 60.7 million

JOBS CREATED, NUMBER (PLAN FOR 10 YEARS)

1 942

DISTANCE FROM CITY OF GROZNY

3 km

SEZ ANCHOR RESIDENTS (PLAN)

4

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

-
- Design and construction of infrastructure and engineering networks
-
- Amenities maintenance
-
- Engineering systems maintenance



CONTACTS

Address: street Boulevard after M.A. Esambaeva, 7/84, city of Grozny, Chechen Republic, 364001, Russia

Tel.: +7 (8712) 22-22-92, +7 (8712) 22-34-74

Website: <http://chechhimprom.ru>

E-mail: chnefhimp@mail.ru

Khasmagomed KHIZRIEV

CEO, Chechenneftechimprom JSC (Management company of the IP SEZ “Grozny”)

INDUSTRIAL PRODUCTION SEZ "KASHIRA"

Moscow Region



DEVELOPMENT PRIORITIES



Food industry



Information and communication technologies

YEAR OF ESTABLISHMENT **2019**

SEZ RESIDENTS IN 2019 -

DISTANCE FROM MOSCOW **100 km**

DISTANCE FROM CITY OF KRASNOGORSK **150 km**

TOTAL INVESTMENT IN THE SEZ



0%

Regional budget expenditure

0%

Federal budget expenditure

0%

SEZ residents' private investment

100%

Investment of the SEZ management company

The Industrial Production SEZ "Kashira" (IP SEZ "Kashira") is a private Special Economic Zone, which was created without any contribution from federal and regional budgets. The goal of the IP SEZ "Kashira" project is to attract industrial investments to the Moscow Region by creating unique advantages for investors.

The advantages of the IP SEZ "Kashira" for industrial investors are as follows: a high level of energy supply of industrial sites – 40 MW of electrical capacity in 2019, and up to 200 MW in the future; proximity to the largest market in Russia, i.e. the Moscow agglomeration (100 km from the IP SEZ "Kashira" to the Moscow Automobile Ring Road (MKAD); transport accessibility of the IP SEZ "Kashira", i.e. along the M-4 "Don" highway and the Kashirskoye highway, with

convenient access to M-2 "Crimea", M-5 "Ural", A107 (MMK) and A-108 (BMK) highways; access to qualified human resources of the Moscow Region, Tula Region, Ryazan Region.

The SEZ Management Company (Kashira-Park Management Company LLC) provides companies with the necessary infrastructure and vacant energy resources at preferential rates. The SEZ management company interacts with the Administration of the city district of Kashira, the executive authorities of the Moscow Region, leading banks of Russia, chambers of commerce and associations.



Land area

491.62 ha



Useful land area

300 ha



Average selling price of the SEZ land

294 \$/ha



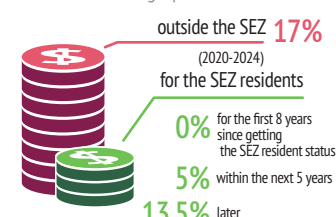
Electrical capacity

200 Megawatts

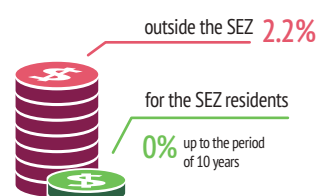
REGIONAL TAX EXEMPTIONS¹

PROFIT TAX

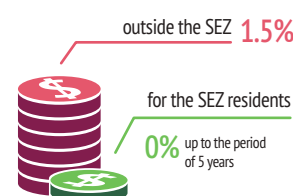
since the moment of making a profit



PROPERTY TAX

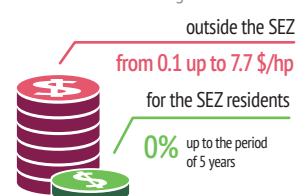


LAND TAX



TRANSPORT TAX

since the moment of a vehicle registration



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Business management and enterprise management consultancy

CONTACTS

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Tel.: +7 (495) 620 63 45
Website: <https://oezkashira.ru>
E-mail: dv@parkkashira.ru



Dmitry ZUBOV

CEO, Managing company Kashira-Park LLC

INDUSTRIAL PRODUCTION SEZ "KULIBIN"

Nizhny Novgorod Region



DEVELOPMENT PRIORITIES



Finished products made from composite materials



Chemicals and products



Pharmaceutical products



Automotive components



Logistics

YEAR OF ESTABLISHMENT **2020**

DISTANCE FROM MOSCOW **400 km**

INVESTMENT (PLAN FOR 10 YEARS) **\$ 138.9 million**

SEZ RESIDENTS (PLAN FOR 10 YEARS) **15**

DISTANCE FROM CITY OF NIZHNY NOVGOROD **30 km**

JOBS CREATED, NUMBER (PLAN FOR 10 YEARS) **2 431**



Land area

72.3 ha



Useful land area

28.02 ha



Electrical capacity

14 Megawatts

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Attracting potential investors



Timur KHALITOV

CEO, Nizhny Novgorod Region Development Corporation JSC

The Industrial Production SEZ "Kulibin" (IP SEZ "Kulibin") was created in accordance with the Decree of the Government of the Russian Federation No. 724 of 22 May, 2020 on the municipal territory of the urban district of Dzerzhinsk city, Nizhny Novgorod Region. The SEZ is located on a private site on the territory of a large operating enterprise "DPO Plastic" JSC specializing in the production of polymer packaging materials and products for various purposes.

The IP SEZ "Kulibin" has a high potential for development and significant competitive advantages, such as follows: geographical advantages (location at the intersection of transport corridors West-East and North-South, proximity to several of the most developed megacities of Russia, i.e. Moscow, Kazan, Ulyanovsk; high transport accessibility); economic advantages (stability of socio-economic development of the Nizhny Novgorod Region, successful experience in the implementation of large investment and innovation projects in the Nizhny Novgorod Region, tax incentives for the residents of the IP SEZ "Kulibin"); administrative advantages (Nizhny Novgorod Region belongs to the regions of Russia with a high investment potential, a favorable investment climate); personnel (high scientific and educational potential of the region); infrastructural advantages (creation of the IP SEZ "Kulibin" on the basis of existing enterprises, the presence of a developed social infrastructure on the territory in the vicinity of the SEZ "Kulibin").

The total area of the IP SEZ "Kulibin" is 72.3 hectares. The site has all the necessary engineering infrastructure, a reserve of energy capacities and the potential to expand the territory of the SEZ.

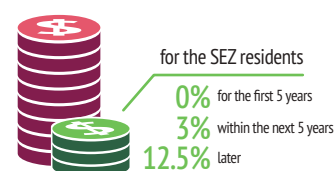
One of the priority of the Industrial Production SEZ "Kulibin" is chemistry and pharmacy, which are socially significant for Russia as a whole. Therefore, it is the city of Dzerzhinsk which is one of the largest centres of the chemical industry in Russia that has been chosen for establishing the IP SEZ "Kulibin".

SEZ management company (Nizhny Novgorod Region Development Corporation JSC) is implementing a project for construction of a laboratory Technology Park called "Tehnopark H2O" on the territory of the IP SEZ "Kulibin". The goal of the project is to attract startups in the development of innovative, technical and implementation solutions at the intersection of chemistry, ecology and IT industry. The infrastructure of the technology park will include: a chemical and environmental laboratory complex, office premises, a hotel (capsule hotel), an art space, conference rooms and co-working space.

The Supervisory Board of the IP SEZ "Kulibin" approved the Development Strategy that provides the expansion of the territory by creating a second stage. The composition of perspective sites of the 2nd stage includes a state owned site of 430 hectares (industrial park) and private sites with a total area of 233 hectares.

REGIONAL TAX EXEMPTIONS¹

PROFIT TAX



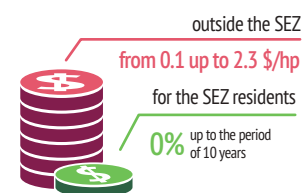
PROPERTY TAX



LAND TAX



TRANSPORT TAX



CONTACTS

Address: Alekseevskaya street, 13, Nizhny Novgorod, Nizhny Novgorod Region 603000, Russia
Tel.: +7 (831) 469-03-60
Website: www.nn-invest.ru
E-mail: krno@invest.kreml.nnov.ru

INDUSTRIAL PRODUCTION SEZ “ORYOL”

Orel Region



The Industrial Production SEZ “Oryol” (IP SEZ “Oryol”) was established in 2019 in the Mtsensk district of the Orel Region on the basis of the Green Grove industrial park. This is a land site prepared for investment projects, including basic infrastructure sufficient to accommodate the first SEZ residents. The convenient location and well-developed resource base offers great opportunities for food production and processing enterprises.

The advantages of the IP SEZ “Oryol” are as follows: good transport accessibility, availability of qualified human resources, high readiness of all the infrastructure of the SEZ, all the necessary permits, a package of tax and customs benefits.

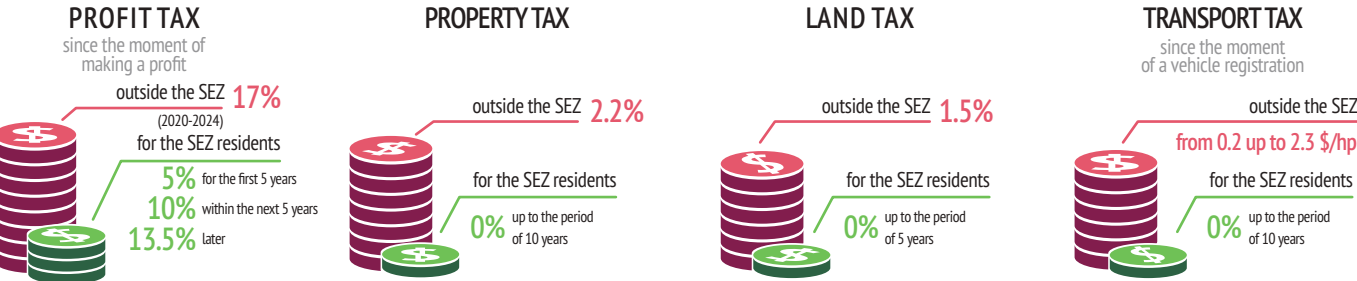
The Industrial Production SEZ “Oryol” specializes in the following activities: instrumentation and electronics; mechanical engineering, metallurgy, metalworking;

production of building materials; pharmaceutical industry; food and processing industry; logistics.

The management company of the IP SEZ “Oryol”, i.e. Development Corporation of the Orel Region JSC, provides the following services for residents: direct management and maintenance of the operation of the IP SEZ “Oryol”; leasing and/or sale of land plots on the territory; assistance in obtaining approvals and permits; operation, improvement and maintenance of order in the territory; ensuring the functioning and maintenance of engineering infrastructure and road surfaces; security of the perimeter of the territory; providing land plots with utilities (electricity, gas, water supply and sanitation); support of investment projects on the principle of “one window”; consulting, legal, marketing, accounting and other services.

	Land area	152.4 ha		Average selling price of the SEZ land	\$ 9.27 k/ha
	Useful land area	84.6 ha		Average lease price of the SEZ land per year	631 \$/ha
	Area of administrative infrastructure	0 m²		Electrical capacity	10 Megawatts

REGIONAL TAX EXEMPTIONS¹



DEVELOPMENT PRIORITIES



Electronics



Production of building materials



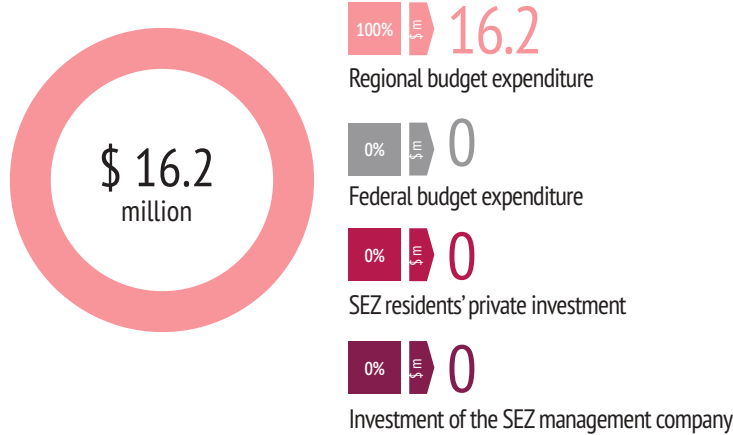
Instrument engineering



Mechanical engineering

YEAR OF ESTABLISHMENT	2019	DISTANCE FROM MOSCOW	300 km	INVESTMENT (PLAN FOR 10 YEARS)	\$ 172.4 million
SEZ RESIDENTS AT 2019	-	DISTANCE FROM CITY OF OREL	35 km	JOB'S CREATED, NUMBER (PLAN FOR 10 YEARS)	1 883
SEZ RESIDENTS (PLAN FOR 10 YEARS)	16				

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Engineering services



Financial services, including financial brokerage



Intellectual property management



Business management and enterprise management consultancy



Marketing services



Technological services

CONTACTS

Address: Shchepnaya street, 1, the city of Oryol, Orel Region, Russia
Tel.: +7 (4862) 76-00-18
Website: <http://www.park57.ru/parks/oez/>
E-mail: office@park57.ru



Nikolay
DUDIN

CEO "Development Corporation of the Oryol Region" JSC

INDUSTRIAL PRODUCTION SEZ "CENTER"

Voronezh Region



In 2018, the Industrial Production SEZ "Center" (IP SEZ "Center") was established in the territory of the Novaya Usman municipal district in the Voronezh Region. The SEZ is in the immediate vicinity of the industrial park "Maslovsky" on the North side. This park specializes in mechanical engineering and metalwork.

The location of the IP SEZ "Center" in the Voronezh Region, that is the center of the Black Earth region of Russia, ensures a high level of industrial consumption, developed transportation and information infrastructure, as well as a high population density. The Industrial Production SEZ "Center" is provided with highly qualified labor resources because of its close location to the town of Novovoronezh and the city of Voronezh. The low population density in the immediate vicinity of the IP SEZ "Center" simplifies the planning of industrial areas by reducing restrictions on the approval of sanitary protection zones; it minimizes restrictions on the construction of industrial facilities. The SEZ territory is located near the federal highways. It provides a high level of transport accessibility that is necessary for any type of industrial production.

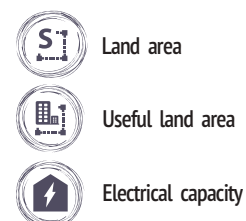
The total area of the SEZ territory is 220 hectares, of which the useful land area (for accommodation of the SEZ residents) is 168 hectares. The SEZ was created according to the

"Greenfield" project: the SEZ residents are provided with free land sites with the necessary infrastructure.

In 2019, the supervisory and expert boards of the IP SEZ "Center" approved 4 investment projects to be located in the territory of the SEZ: IK Maslovsky LLC (Volume of investment: \$ 14.1 million, number of jobs created: 123), Balli LLC (Volume of investment: \$ 23.1 million, number of jobs created: 502), Scientific Production Association "PERFOGRAD" LLC (Volume of investment: \$ 5.6 million, number of jobs created: 22), Resident LLC (Volume of investment: \$ 70.6 million, number of jobs created: 600).

In 2019, about 1.6 km of roads, 4.3 km of storm sewage, utility sewage and water supply networks were built. The first stage of laying the cable power line and construction of the first of the planned distribution points were completed.

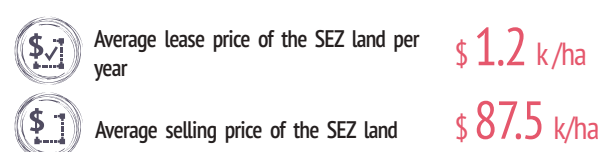
In addition, in 2019, construction of one of the most important objects of facilities in the territory of the Industrial Production SEZ "Center" began, i.e. 110/10 kV transformer substation "Parkovaya" with a capacity of 63 MW. At least 70% of its capacity to supply electricity is planned to be directed to SEZ resident enterprises.



220.2 ha

168.1 ha

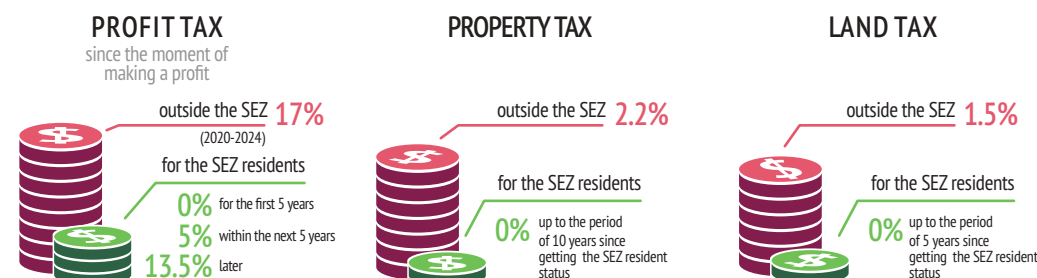
5 Megawatts



\$ 1.2 k/ha

\$ 87.5 k/ha

REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

IK Maslovsky LLC

NPO Perfograd LLC

Resident LLC

BALLI LLC



DEVELOPMENT PRIORITIES



Production of glass prepregs, clad dielectric materials, and technical laminates



Production of gaming, sports and park equipment for children



Perforated metal production



Food industry

YEAR OF ESTABLISHMENT 2018

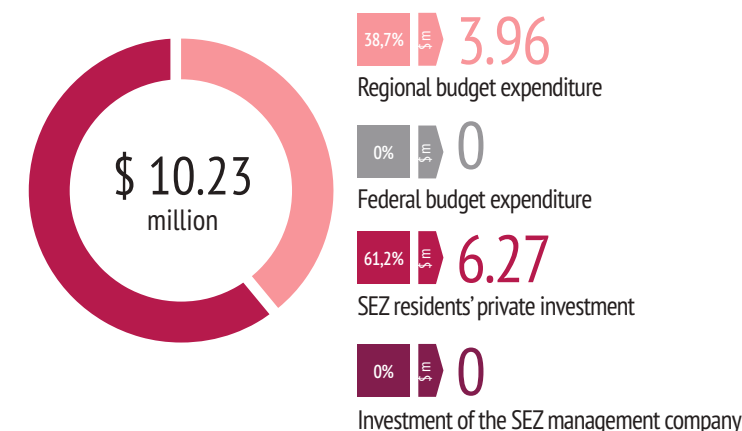
DISTANCE FROM MOSCOW 523 km

WEBSITE <https://oezvrn.ru/>

SEZ RESIDENTS AT 2019 INCLUDING FOREIGN COMPANIES 4

DISTANCE FROM CITY OF VORONEZH 0 km

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Registration of legal entities



Marketing research



Cadastral registration of land sites



Attracting government financial support of investment activities

CONTACTS

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

E-mail: vinkorp@mail.ru



Alexey
KAMYSHEV

CEO, Voronezh Industrial Corporation JSC (Management company of the IP SEZ "Center")

TECHNOLOGY INNOVATIVE SEZ “SARATOV”

Saratov Region



The Technology Innovative SEZ “Saratov” (TI SEZ “Saratov”) is established in compliance with the Russian Government Resolution No. 763 of May 27, 2020. The goals of creating the SEZ are the formation of a high-tech cluster for the needs of the defense and intellectual complex of Russia, aerospace, energy and gas industries. The priority areas of the TI SEZ “Saratov” are the development of microelectronics, radio electronic, electrochemical and cable industries.

A specific feature of the SEZ on the territory of the Saratov Region is that it was created on the existing infrastructure of industrial enterprises, i.e. radio electronic cluster of the city of Saratov, such as Scientific-Production Association “Almaz” JSC, Scientific Production Enterprise “Kontakt” JSC, Central Scientific Research Institute of Measurement Apparatus OJSC, Saratovelektronproekt JSC, and the enterprises “Signal” LLC in the city of Engels. The TI SEZ “Saratov” is founded by private investors without budgetary contribution.

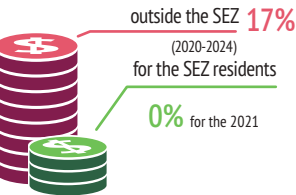
The Technology Innovative SEZ “Saratov” is created on the territory of the Saratov Region in order to ensure conditions for a breakthrough in development, import substitution and modernisation of such industries, as the production of shipbuilding equipment (in terms of shipequipment), components and equipment for transport machinery, food processing

equipment, heavy mechanical engineering, oil and gas, power engineering, electrochemical and cable industry, machine tool, radio electronic, chemical, petrochemical, pharmaceutical, medical industry, industry of conventional weapons, civil aircraft construction, engine construction, etc.

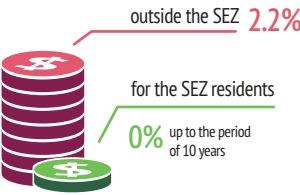
The SEZ consists of three non-adjacent territories with a total area of 118.7 hectares, including: SEZ site No. 1 with an area of 13.6 hectares (territory of Scientific-Production Association “Almaz” JSC, the site is owned by both the enterprise and federal bodies); SEZ site No. 2 with an area of 39.8 hectares (the territory of Scientific Production Enterprise “Kontakt” JSC the site is owned by both the enterprise and federal bodies); SEZ site No. 3 called “Technopark” with an area of 2.3 hectares (territory of both Central Scientific Research Institute of Measurement Apparatus OJSC and Saratovelektroniroekt JSC, owned by the enterprises); SEZ site No. 4 with an area of 9.14 hectares (territory of Signal real estate LLC, the city of Engels, privately owned); SEZ site No. 5 with an area of 53.9 hectares (land plot of the Bykovo-Otrogsky municipal territory of the Balakovo municipal district of the Saratov Region).

REGIONAL TAX EXEMPTIONS¹

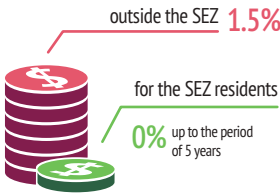
PROFIT TAX
since the moment of making a profit



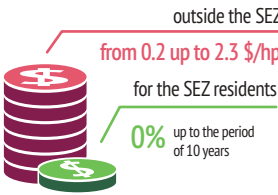
PROPERTY TAX



LAND TAX



TRANSPORT TAX
since the moment of a vehicle registration



DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Shipbuilding



Instrument Engineering



Manufacturing of pharmaceuticals and preparations

YEAR OF ESTABLISHMENT **2020**

DISTANCE FROM MOSCOW **903 km**

INVESTMENT (PLAN FOR 10 YEARS)

\$ 66.2 million

SEZ RESIDENTS (PLAN FOR 10 YEARS) **16**

DISTANCE FROM CITY OF SARATOV
0 km (SEZ sites No. 1-3)
11 km (SEZ site No. 4)
163 km (SEZ site No. 5)

JOBS CREATED, NUMBER (PLAN FOR 10 YEARS)

902



Land area

118.7 ha



Useful land area

53.9 ha



Electrical capacity

127.1 Megawatts



Area of administrative infrastructure

327 000 m²



Average lease price of the SEZ land per year

964 \$/ha



Electricity tariff

0.07 \$/kWh

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Engineering services



Recruitment services



Intellectual property management



Centre of collective usage



Business management and enterprise management consultancy



Technological services



Marketing research



Services for reproduction of materials on paper



Education services



Interpretation and translation services



Accounting and legal support

CONTACTS

Address: Vokzalnaya street, 2a, building 1, office 136B, 2nd flow, Fryazino, Moscow Region, 141190, Russia
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Websites: <http://istokoez.ru/> ; <http://istoksez.ru/>
E-mail: info-oez@istokmw.ru

Maria CHEKADANOVA

CEO, Management Company of the SEZ “Istok” JSC - Management Company of the TI SEZ “Saratov”

TR SEZ "BAIKAL HARBOR"

Republic of Buryatia

Special economic zone
Baikal Harbor

YEAR OF ESTABLISHMENT **2007**

SEZ RESIDENTS, number **6**
INCLUDING FOREIGN COMPANIES **0**

DISTANCE FROM MOSCOW **5 612.6 km**

DISTANCE FROM THE CITY Ulan-Ude **167 km**

DYNAMICS OF THE
SEZ RESIDENTS,
number

12
2012

10
2013

14
2014

12
2015

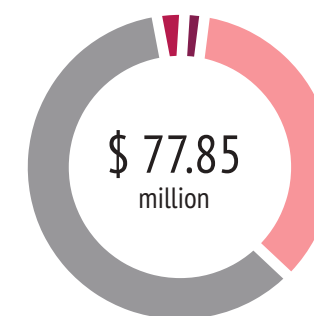
12
2016

12
2017

11
2018

6
2019

TOTAL INVESTMENT IN THE SEZ



35.3% **\$ 27.5**
Regional budget expenditure

59.8% **\$ 46.5**
Federal budget expenditure

3.4% **\$ 2.65**
SEZ residents' private investment

1.5% **\$ 1.2**
Investment of the SEZ management company

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Hotel services



Organization of events



Conference room for rent



Tour agency



Sports equipment for rent



Advertising space for rent

CONTACTS

Address: Babushkin street, 13A, the city of Ulan-Ude, Republic of Buryatia, 670031, Russia
Tel.: +7 (3012) 20-02-21
Website: <http://www.baikalharbor.com>
E-mail: harborbaikal@gmail.com

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

With the full development of the territory of the TR SEZ "Baikal Harbor", the tourist flow is expected to be more than 1 million people per year, and the number of places for tourist accommodation account for 18 thousand places.

As of 2019, the construction of engineering infrastructure facilities at the site "Turka" has been completed. The site "Peski" is provided with electricity, water, sewerage, and the necessary access roads. All conditions for access of the SEZ residents to the sites "Turka", "Peski" are provided, survey work at the site "Mount Bychia" has been carried out. Currently, work on including in the boundaries of the land site "Mamai" located in the Kabansky district (Republic of Buryatia), in the Tourism and Recreational SEZ "Baikal Harbor" is underway.

land site "Mamai" being included has all the resources for development of skiing, active, recreational, and other types of tourism.

In 2019, three agreements on conducting tourism and recreational activities were concluded. Baikal Sky LLC became the residents of the TR SEZ "Baikal Harbor" (construction of a business and leisure center with an exhibition hall, a restaurant, information service of tourists), GEO RBK LLC (creation of a modern all-season International tourism and recreational complex with a full range of hotel, medical and rehabilitation, entertainment infrastructure), Green Flow Baikal LLC (creation of a 4-star hotel). In total, these residents are planning to attract investment in the amount of \$ 79.1 million.

Currently, Green Flow Baikal LLC is in the active phase of the project, which plans to build a hotel with a total area of 22 800 square meters, including tea three restaurants. The centre of the hotel concept is the SPA centre, which occupies several floors. The total area of the hotel complex, including the thermal centre, will be 27 000 square meters.

In May 2019, in order to attract foreign investors, representatives of the management company of the TR SEZ "Baikal Harbor" held negotiations with 12 representatives of the Korean companies.



Land area

3 622.8 ha



Useful land area

1 159 ha



Area of administrative infrastructure

4 520.9 m²



Average lease price of the SEZ land per year

0.008 \$/ha

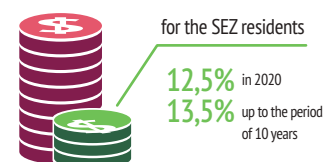


Electrical capacity

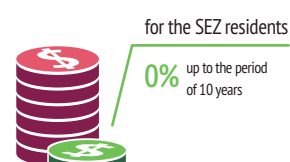
up to **15.1** Megawatts

REGIONAL TAX EXEMPTIONS¹

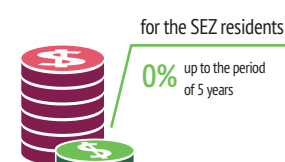
PROFIT TAX



PROPERTY TAX



LAND TAX



CORE SEZ RESIDENTS

▼ GEO RBK LLC

▼ BaikalSky LLC

▼ Green Flow Baikal LLC

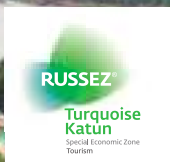


**Aleksey
TOGOSHIEV**

CEO, Tourism and Recreational SEZ "Baikal Harbor" JSC

TR SEZ "THE TURQUOISE KATUN"

Altai Territory



YEAR OF ESTABLISHMENT **2007**

SEZ RESIDENTS, number **22**

DISTANCE FROM MOSCOW **3 838** km
DISTANCE FROM THE REGIONAL CENTRE (Barnaul) **288** km

DYNAMICS OF THE
SEZ RESIDENTS,
number

17
2012

17
2013

13
2014

16
2015

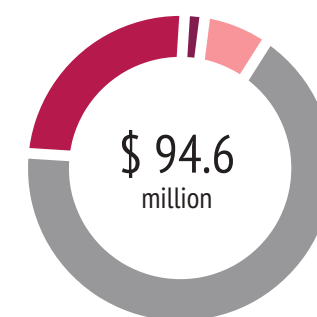
18
2016

20
2017

24
2018

22
2019

TOTAL INVESTMENT IN THE SEZ



7.3% **6.9**
Regional budget expenditure

67.8% **64.1**
Federal budget expenditure

24.1% **22.8**
SEZ residents' private investment

0.8% **0.76**
Investment of the SEZ management company

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Hotel services



Organization of events



Tour agency



Sports equipment for rent



Catering

CONTACTS

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

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

With an area of 3 329.03 hectares, the TR SEZ "The Turquoise Katun" is the largest among all Tourism and Recreational SEZs of Russia. The SEZ is one of the largest investment projects in the tourism sector of the Altai Territory. It is a unique complex of infrastructure facilities for natural and extreme tourism. Primary goal of creation of the TR SEZ "The Turquoise Katun" is construction of one of the best resorts in Russia, aimed at tourists who prefer active recreation and ecological tourism.

The territory of the Tourism and Recreational SEZ "The Turquoise Katun" has a favorable geographical location: in the East and South it has common borders with municipal districts

of the Republic of Altai, in the West with the gambling zone "Siberian coin". The Federal resort of Belokurikha is located in the immediate vicinity of the SEZ.

The uniqueness of the TR SEZ "The Turquoise Katun" is the combination of the unique natural landscape and mild climate. In the territory of the TR SEZ "The Turquoise Katun" there are natural monuments of Tavdinsky caves. The length of the cliffs with caves along the coastline of Katun is 5 km. Since 2007, more than 4 million people have visited the SEZ.

The crucial advantages of the TR SEZ "The Turquoise Katun" are the availability of ready-to-use infrastructure for construction of tourism facilities and tax exemptions, other preferences provided to the SEZ residents. In particular, the SEZ hosts events, including the "Maralnik Blossom holiday", "Altai wintering", press tours, karting championships, car audio, Triathlon competitions "Altai3Race".



Land area

3 329.03 ha



Useful land area

424.19 ha



Electrical capacity

25 Megawatts



Average lease price
of the SEZ land per year

1.17 k/ha



Average selling price of the SEZ land

\$ 54.1 k/ha

REGIONAL TAX EXEMPTIONS¹

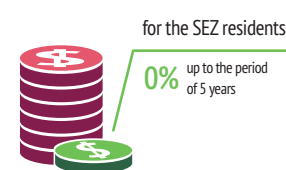
PROFIT TAX



PROPERTY TAX



LAND TAX



CORE SEZ RESIDENTS

▼ Katun LLC

▼ Crossroads of the worlds LLC

▼ Altai Park Hotel LLC

▼ Gallery of Altai LLC

▼ Activ Park LLC



Sergey
SOSHENKO

CEO, Tourism and Recreational SEZ "The Turquoise Katun" JSC

TOURISM AND RECREATIONAL SEZ "GATE OF BAIKAL"

Irkutsk Region



The Tourism and Recreational SEZ "Gate of Baikal" (TR SEZ "Gate of Baikal") is located on the southern shore of Lake Baikal at the foot of the Khamar-Daban mountain range in the city of Baikalsk.

The advantages of the SEZ are the availability of human resources and the availability of urban infrastructure. The Trans-Siberian Railway and the federal highway M-55 "Baikal" pass close to the TR SEZ "Gate of Baikal". The distance to Irkutsk International Airport is 150 kilometers. Baikalsk is the snowiest city on the coast of Lake Baikal. Due to its location, the snow cover here is 3 meters or more, the ski season lasts up to 9 months a year.

A ski resort "Mountain Sobolinaya" operates in the Tourism and Recreational SEZ "Gate of Baikal". The resort has 7 lifts, 12 slopes for skiing and snowboarding. The capacity of the resort is more than 3 thousand people per day. Competitions are annually held in alpine skiing and snowboarding of federal and international importance (the Asian Cup stage, the Russian Cup stage and others).

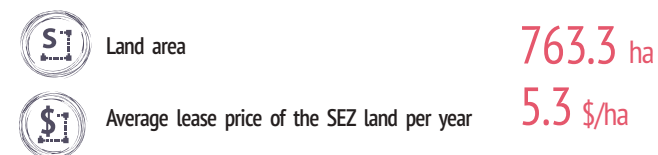
High recreational attractiveness of the area is created by Lake Baikal surrounded by mountain ranges and taiga with many rivers and small lakes and a unique monument of engineering art - the Circum-Baikal Railway. In 2019 the SEZ was visited by more than 250 000 people.

In 2019 the resort "Mountain Sobolinaya" entered the top 10 best ski resorts in Russia. BSR "Mountain Sobolinaya" Ltd, the SEZ resident launched a project to increase the length and height of the ski slopes, reconstruct the existing lifts and build a gondola cableway.

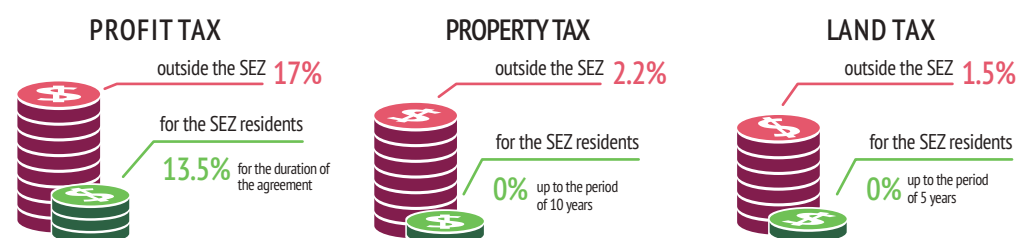
In 2019 an investment project for the construction of an elite hotel complex was supported at the meeting of the Expert Board.

In 2019, the Expert Council of the SEZ TRT «Vorota Baikala» supported the investment project for the construction of an elite hotel complex.

The management company of the TR SEZ "Gate of Baikal", in cooperation with its partners, provides administrative support to investors at all stages of acquiring a SEZ resident status drawing up a business plan for an investment project, forming an application, to concluding an agreement and agreement of leasing of a land site. In particular, the SEZ management company (SEZ "Irkutsk" JSC) cooperates with the Government of the Irkutsk Region, Agency for Investment Development of Irkutsk region ANO, Development Corporation of Irkutsk Region JSC, assistance in lending to investment projects by credit organizations (Sberbank PJSC, Alfa-Bank JSC, Bank "FC Otkrytie" PJSC, VTB PJSC and etc.) in order to create the most comfortable conditions for organizing entrepreneurial activities in the SEZ.



REGIONAL TAX EXEMPTIONS¹



CORE SEZ RESIDENTS

▼ BSR "Mountain Sobolinaya" Ltd

▼ Vector Baikalsk Ltd

▼ Baikal Alpika Ltd

YEAR OF ESTABLISHMENT **2010 г.**

SEZ RESIDENTS, number **9**

DISTANCE FROM MOSCOW **4 241 km**

DISTANCE FROM THE REGIONAL CENTRE (Irkutsk) **85 km**

DYNAMICS OF THE SEZ RESIDENTS, number

2
2012

2
2013

4
2014

5
2015

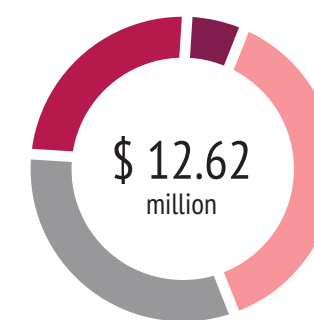
6
2016

6
2017

7
2018

9
2019

TOTAL INVESTMENT IN THE SEZ



37.5% **4.7**
Regional budget expenditure

32.0% **4.1**
Federal budget expenditure

25.2% **3.2**
SEZ residents' private investment

5.3% **0.66**
Investment of the SEZ management company

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Cadastral services
- Business planning
- Organization of construction control
- Engineering services
- Consultancy services
- Marketing research
- Technological services

CONTACTS

Address: Rossiyskaya street, 12, Irkutsk, Irkutsk Region, 664025, Russia
Tel.: +7 (3952) 200-320
Website: <http://baiksez.ru>
E-mail: info@baiksez.ru



Sergei IVANOV

CEO, Tourism and Recreational SEZ "Irkutsk" JSC



TR SEZ "ZAVIDOVO"

Tver Region



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

The territory of the TR SEZ "Zavidovo" with a total area of 380 hectares is in 50 km from the city of Tver, or in 100 km from the city of Moscow, or in 600 km from the city of St. Petersburg, in the immediate vicinity of the Zavidovo National Park (125 thousand hectares). Also, a high-speed electric train "Lastochka" has a train station in Zavidovo.

Location of the Tourism and Recreational SEZ "Zavidovo" is unique due to ecologically clean area on the shore of the so called "Moscow Sea" (Ivankovo Reservoir, placed on the Volga river). The mouth of the Doibitsa River and the forest fund create a unique landscape of the resort, attracting tourists from all over Russia and from abroad.

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

Currently, more than \$155.0 million of the SEZ residents' private investment are made in construction of the tourist infrastructure of the Tourism and Recreational SEZ "Zavidovo". The hotel "Radisson Resort, Zavidovo", apart-hotel, sports, entertainment and tourism complexes with golf academy course, landscape park was built here. By 2023, the tourist flow is planned to be 300 thousand people per year and higher.

To date, 3 agreements on conducting activities in the TR SEZ "Zavidovo" have been concluded concerning the following projects: Airpark "Zavidovo" project (this is the first air tourism complex in the Tver Region, including a helipad with an air terminal, an airpark with a runway, 2 hotels, 5 aircraft hangars); the project of the Multifunctional hotel complex "Territory of Zavidovo" (it includes camping with 18 cabins and places for tents, 2 hotels); health complex "Zavidovo SPA Village" (the administrative building with a restaurant and hotel, 5 bath complexes, 3 guest houses). The total amount of investment in the creation of tourist infrastructure facilities declared by the SEZ residents is over \$ 10 million.

By 2020, the hotel "Yamskaya" (made in the style of Tver wooden architecture of the late XIX century) and the camping site has been opened in the territory of the TR SEZ "Zavidovo".



Land area

380 ha

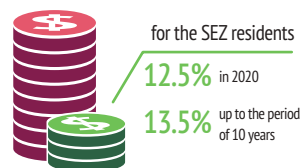


Useful land area

347 ha

REGIONAL TAX EXEMPTIONS¹

PROFIT TAX



PROPERTY TAX



LAND TAX



CORE SEZ RESIDENTS

▼ Zavidovo Airport LLC

▼ Zavidovo Territory LLC

▼ Mercury LLC

YEAR OF ESTABLISHMENT **2015**

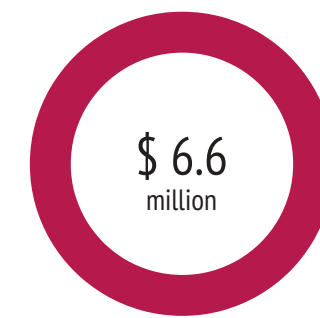
SEZ RESIDENTS, number **3**

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

DYNAMICS OF THE SEZ RESIDENTS, number

-	-	-	0	0	0	3	3
2012	2013	2014	2015	2016	2017	2018	2019

TOTAL INVESTMENT IN THE SEZ



0% \$m 0

Regional budget expenditure

0% \$m 0

Federal budget expenditure

100% \$m 6.6

SEZ residents' private investment

0% \$m 0

Investment of the SEZ management company

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Engineering services



Consulting services concerned with commercial activities



Marketing research



Technological services

CONTACTS

Address: Comintern street, 107, Tver, Tver Region, 170028, Russia

Tel.: +7 (4822) 41-94-50

Website: <http://www.oez-zavidovo.ru>

E-mail: iik.tver@mail.ru



Julia BOBYLEVA

CEO, Engineering and Investment Company JSC
(The management company of the TR SEZ "Zavidovo")

TOURISM AND RECREATIONAL SEZ "ARMKHI AND TSORI"

Republic of Ingushetia



YEAR OF ESTABLISHMENT **2011**

SEZ RESIDENTS, number **1**

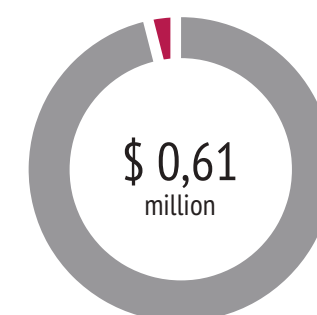
DISTANCE FROM MOSCOW **1 795** km

DISTANCE FROM THE REGIONAL CENTRE (Magas) **60** km

DYNAMICS OF THE
SEZ RESIDENTS,
number



TOTAL INVESTMENT IN THE SEZ



0% \$m **0**

Regional budget expenditure

98.1% \$m **0.6**

Federal budget expenditure

1.9% \$m **0.01**

SEZ residents' private investment

0% \$m **0**

Investment of the SEZ management company

The Tourism and Recreational SEZ "Armkhî and Tsori" (TR SEZ "Armkhî and Tsori"), established in December 2011, is located in the Dzheyraĥsky and Sunzhensky districts of the Republic of Ingushetia. It is an all-season tourism and recreational complex, resort. Management company of TR SEZ "Armkhî and Tsori", i.e. Northern Caucasus Resorts JSC.

Today, the infrastructure of the resort consists of the following facilities: chairlift with a length of 644 m, ski slope red category of difficulty with a length of 940 m, the system of artificial snow and lighting for night skiing, training slopes near the top station of the cable car with a length of 195 m with a separate unsupported ski cable car.

One resident (Tourist centre LLC) with declared investment of \$ 0.3 million is registered in the territory of the TR SEZ "Armkhî and Tsori". The SEZ resident is to build cafes, shops, a local historic museum, and a playground for children.

In the future, it is planned to expand the territory of the resort by including new ski runs, lifts, facilities on the slopes of the mountains, tourist shelters. In total, 8.1 km of ski runs and 3 ropeways are the indicators to be achieved within the development of the Tourism and Recreational SEZ "Armkhî and Tsori".



Land area

20 753.1 ha

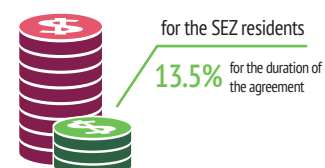


Useful land area

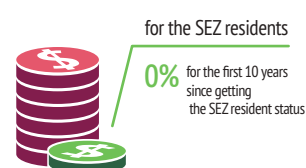
8.4 ha

REGIONAL TAX EXEMPTIONS¹

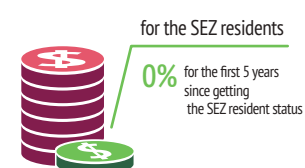
PROFIT TAX



PROPERTY TAX



LAND TAX



¹ Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 26-27.

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Marketing services



Educational and training services



Organization of events



Catering



Sports equipment for rent

CONTACTS

Address: Testovskaya street, 10, Business Center "North Tower", Moscow, 603000, Russia
Tel.: +7 (495) 775-91-22
Website: <http://www.ncrc.ru>
E-mail: info@ncrc.ru



**Khasan
TIMIZHEV**

CEO, Northern Caucasus Resorts JSC (NCR JSC)

TOURISM AND RECREATIONAL SEZ "ARKHYZ"

Karachayevo-Circassian Republic



YEAR OF ESTABLISHMENT **2010**
SEZ RESIDENTS IN 2019, number **32**
INCLUDING FOREIGN RESIDENTS **0**

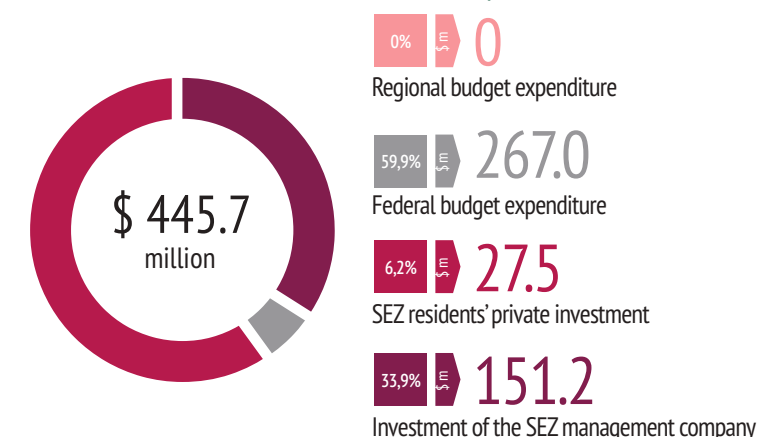
DISTANCE FROM MOSCOW **1600 km**
DISTANCE FROM THE REGIONAL CENTRE (Cherkessk) **116 km**

Website <https://www.arhyz-resort.ru>

DYNAMICS OF THE SEZ RESIDENTS, number

0	1	6	16	23	26	29	32
2012	2013	2014	2015	2016	2017	2018	2019

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Marketing services



Educational and training services



Organization of events



Catering

The Tourism and Recreational SEZ "Arkhyz" (TR SEZ "Arkhyz"), established in October 2010, is the launch pad of the North Caucasian Resorts Cluster, an all-season tourism and recreational complex. The TR SEZ "Arkhyz" belongs to the main tourism centres of the Caucasus. The management company of the SEZ is Northern Caucasus Resorts JSC.

The SEZ is in the lower reaches of the Arkhyz valley. The highest points are the mountains Pshish (3 790 m) and Sofia (3 640 m). Mineralnye Vody international airport is 180 km far from the SEZ.

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

As of 2019, 32 residents operate in the territory of the Tourism and Recreational SEZ "Arkhyz" with a total amount of declared investment of about \$ 202.4 billion. There are 5 hotels and 1 cottage village for 800 accommodations, 1 restaurant and entertainment complex and other facilities built by the residents in the SEZ. In 2019, Sparta LLC (\$ 6.4 million of declared investment), Concord ST LLC (\$ 3.1 million of declared investment), and Kurort Invest LLC (\$ 12.7 million of declared investment) received a SEZ resident status. These companies are to build hotel complexes, Chalet complexes, and hotels of economy class.

Since its commissioning in December 2013, more than 1 million guests have visited the resort. In 2019, the volume of tourist flow amounted to 373 324 tourist arrivals, showing an annual growth of 30%.

By 2021, it is planned to expand the skiing area up to 30 km of ski runs with 8 lifts.



Land area

19 544.3 ha



Useful land area

224.6 ha

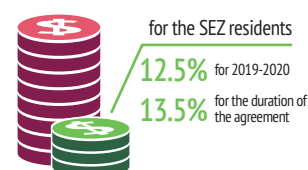


Electrical capacity

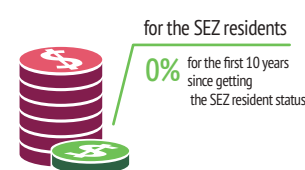
39 Megawatt

REGIONAL TAX EXEMPTIONS¹

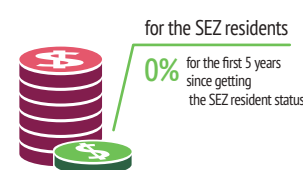
PROFIT TAX



PROPERTY TAX



LAND TAX



CORE SEZ RESIDENTS

▼ LLC "Arkhyz-1650"

▼ Vertical LLC

▼ PeakExperience LLC

▼ Trampolin 1650 LLC

▼ Ars-Development LLC



TOURISM AND RECREATIONAL SEZ "VEDUCHI"

Chechen Republic



The Tourism and Recreational SEZ "Veduchi" (TR SEZ "Veduchi") was established in October 2013. The SEZ is located in the Itum-Kalinsky district of the Chechen Republic, 85 kilometres far from the city of Grozny (the capital of the Chechen Republic). It is an all-season tourism and recreational complex. The SEZ management company is Northern Caucasus Resorts JSC.

The resort was officially opened in January 2018. The following ski infrastructure facilities operate in the territory of TR SEZ "Veduchi": 1 ski run with a length of about 975 meters; 1 chair ropeway; training area for beginner skiers with 1 unsupported lift; a separate area with a children's park served by a conveyor lift (travelator); mobile artificial snow system; slope illumination system; administrative building.

Currently, 3 private investors with total declared investment of more than \$ 185 million have been assigned a SEZ resident status. Residents commissioned 2 hotels with 272 accommodations, a restaurant, ski equipment for rent, a shop and other facilities.

To expand the options of summer recreation and sports, a bike park was built by the summer of 2019. There are cycling routes of 2 difficulty categories ("green" and "blue") with a total length of more than 3 kilometres in the bike park.

In July 2019, a mountain bike park with two tracks of "green" and "blue" difficulty categories with a total length of 3.5 kilometres, as well as a skill Park for children and novice athletes were launched to ensure the loading of the resort during the summer period. About 60 athletes from different regions of Russia participated in the opening of the bike park. They gave a high assessment of the test tracks.

In autumn 2019, the resort hosted the first regional downhill championship in the history of the Chechen Republic.

For the winter season of 2019-2020, a unique by length in the world resort facility has been put into operation. It is an all-season artificial surface of the ski track, which provides the opportunity for year-round skiing and snowboarding. The track has now become the longest in length (about 1 000 meters) and the largest in area (15 500 square meters) in the world.



Land area

1 512.78 ha



Useful land area

86.8 ha



Average lease price of the SEZ land per year

0.09 k/ha

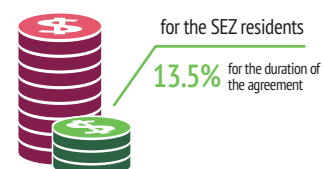


Electrical capacity

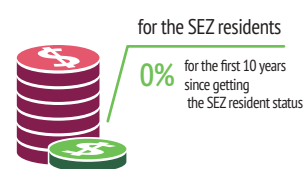
1 Megawatt

REGIONAL TAX EXEMPTIONS¹

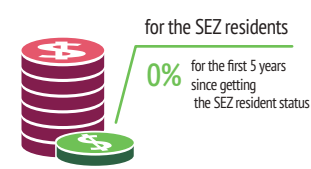
PROFIT TAX



PROPERTY TAX



LAND TAX



¹ Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 26-27.

YEAR OF ESTABLISHMENT **2013**

DISTANCE FROM MOSCOW **1 920 km**

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

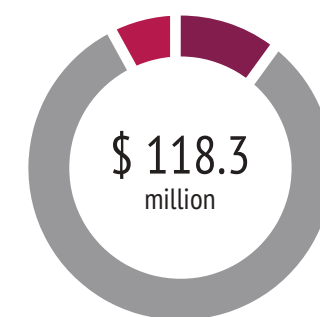
SEZ RESIDENTS, number **3**

DISTANCE FROM THE REGIONAL CENTRE (Grozny) **85 km**

DYNAMICS OF THE SEZ RESIDENTS, number

0	0	1	1	1	1	3	3
2012	2013	2014	2015	2016	2017	2018	2019

TOTAL INVESTMENT IN THE SEZ



0%

Regional budget expenditure

82,1%

Federal budget expenditure

7,2%

SEZ residents' private investment

10,7%

Investment of the SEZ management company

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Marketing services



Educational and training services



Organization of events



Catering



Sports equipment for rent

TOURISM AND RECREATIONAL SEZ “MAMISON”

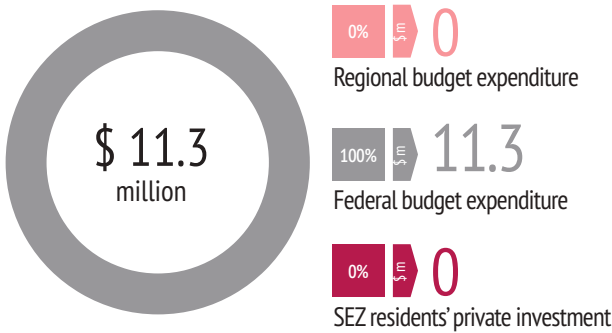
Republic of North Ossetia–Alania



YEAR OF ESTABLISHMENT **2019** SEZ RESIDENTS, number **0** DISTANCE FROM MOSCOW **1 752** km
DISTANCE FROM THE REGIONAL CENTRE (Vladikavkaz) **95** km

DYNAMICS OF THE SEZ RESIDENTS, number	2012	2013	2014	2015	2016	2017	2018	2019
	0	0	0	0	0	0	0	0

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

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

The territory of the Tourism and Recreational SEZ “Mamison” (SEZ TR “Mamison”), an all-season tourism and recreational complex. It is located in the Alagirsky district of the Republic of North Ossetia-Alania, in the southernmost part of it. The SEZ management company is Northern Caucasus Resorts JSC.

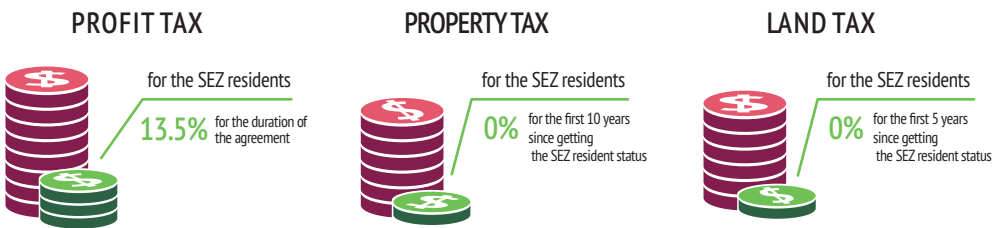
Advantage of the TR SEZ “Mamison” is unique environment that make it possible to use the resort round the year, to develop both winter and summer recreational activities

(mountaineering, rafting, paragliding, horse riding and hiking, summer tourism). Glaciers and high altitude will ensure a long skiing season.

As part of the first stage of the resort development till 2023, it is planned to build two cable cars in the vicinity of the village of Kalak, as well as 14.9 kilometres of ski slopes, a building of a service centre, and engineering infrastructure facilities.

Land area **6 875.67** ha

REGIONAL TAX EXEMPTIONS¹



¹ Regional tax exemptions applied for the SEZ residents are presented here. For details on federal tax exemptions and preferences applied for the SEZ residents see pages 26-27.

TOURISM AND RECREATIONAL SEZ "MATLAS"

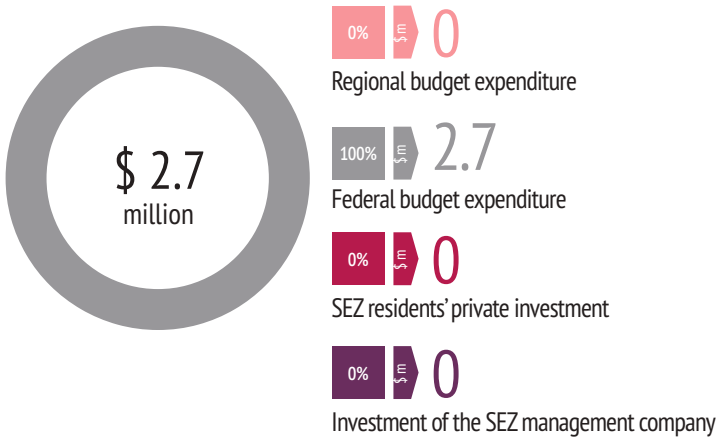
Republic of Daghestan



YEAR OF ESTABLISHMENT **2010** DISTANCE FROM MOSCOW **1 935 km** WEBSITE www.matlasresort.ru
SEZ RESIDENTS, number **0** DISTANCE FROM THE REGIONAL CENTRE Makhachkala **170 km**

DYNAMICS OF THE SEZ RESIDENTS, number	2012	2013	2014	2015	2016	2017	2018	2019
	0	0	0	0	0	0	0	0

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

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

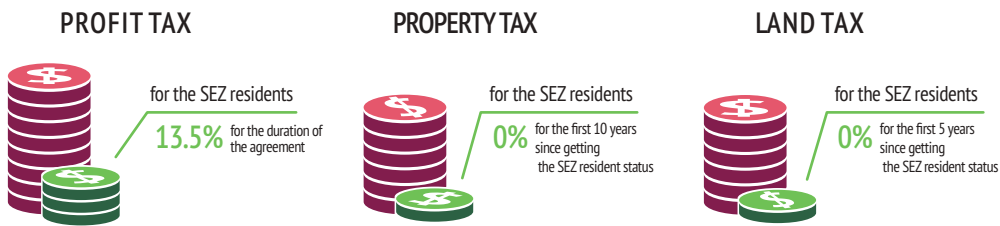
The Tourism and Recreational SEZ "Matlas" (TR SEZ "Matlas"), established in October 2010, is located in the territory of the Khunzakhsky district of the Republic of Daghestan. It is an all-season tourism and recreational complex.

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

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

Land area **2 309 ha**

REGIONAL TAX EXEMPTIONS¹





TOURISM AND RECREATIONAL SEZ "ELBRUS"

Kabardino-Balkarian Republic



The Tourism and Recreational SEZ "Elbrus" (TR SEZ "Elbrus"), established in October 2010, is located in the mountainous area of the Elbrus Region and represents a popular place since 1970 on the tourist map of Russia. It is an all-season tourism and recreational complex. Mount Elbrus is the highest mountain peak in Russia and Europe (5 642 m), which is included in the list of the highest peaks in the world.

Today the resort has the following infrastructure: 15.4 km of equipped ski runs, 7 lifts, including 3 state-of-the-art gondola ropeways (the third stage of the ropeway has become the highest in Europe, extending from Mir Station to Gara-Bashi Station, 3.8 km), as well as about 800 accommodations of different comfort level.

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

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

In 2019, the volume of tourist flow amounted to 424 603 tourist arrivals, demonstrating an annual growth of an average of 20%.

In 2019, the resort held an international certification of ski slopes, which allowed to hold competitions of the highest level, such as the Russian championship in Alpine skiing, including official FIS races.

 Land area

2 682.1 ha

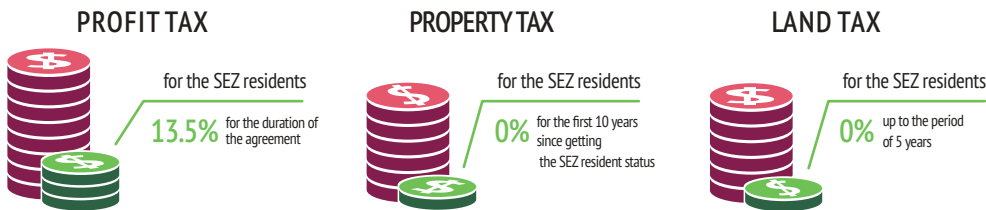
 Useful land area

25 ha

 Electrical capacity

6.3 Megawatt

REGIONAL TAX EXEMPTIONS¹



YEAR OF ESTABLISHMENT 2010

DISTANCE FROM MOSCOW 1 740 km

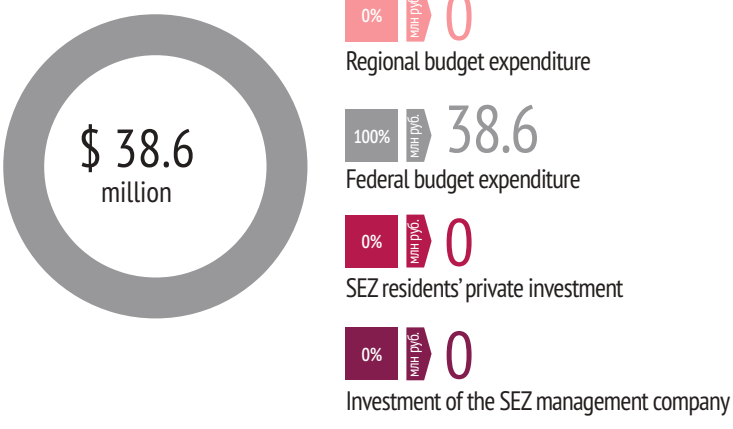
WEBSITE <http://resort-elbrus.ru>

SEZ RESIDENTS, number 0

DISTANCE FROM THE REGIONAL CENTRE (Nalchik) 115 km

DYNAMICS OF THE SEZ RESIDENTS, number	2012	2013	2014	2015	2016	2017	2018	2019
	0	0	0	0	0	0	0	0

TOTAL INVESTMENT IN THE SEZ



SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

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



ANALYSIS OF THE RESULTS

OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING REGARDING BOTH THE INDUSTRIAL PRODUCTION SEZs (IP SEZs) AND A PORT SEZ

IP SEZ "ALABUGA"
REPUBLIC OF TATARSTAN



1 place

offices, etc.); services of a motor transport department (services for the provision of mechanisms, services for the transportation of passengers); services of a logistics and customs centre (rent of a container site, loading and unloading operations, delivery of goods to residents, storage of goods at a container site, etc.); services in the field of information technology management; AE services (gas pipeline rent); capital construction management services; assistance in obtaining by residents of the SEZ "Alabuga" co-financing (loans) from state development institutions (Industrial Development Fund, Corporation «SME», Sberbank of Russia PJSC), etc.

In 2019, the SEZ "Alabuga" together with the Yelabuga Polytechnic College launched a STEM centre for training personnel for the industry of Tatarstan in the four most popular areas, such as mechatronics, automation of control systems, energy, chemistry.

The Industrial Production SEZ "Alabuga" has been the unchanged leader among the Industrial Production SEZs in terms of investment attractiveness for 4 years, according to the Russian National SEZs Investment Attractiveness Index. The SEZ has created favorable conditions for doing business in the SEZ, efficient use of land resources (Pillar 2 "Investment Attractiveness of the Russian Region", Pillar 4 "Investment Attractiveness of the Russian Region").

The SEZ has the maximum value in terms of the number of attracted residents per year from the date of creation (more than 4-5 resident companies, indicator 2.1). The President of Russia highly appreciated the contribution of the IP SEZ "Alabuga" to the development of Russian-Turkish relations, since large enterprises of the Hayat, Coskunoz holdings, the Sisecam group for the production of glass, plastics, and household chemicals are implementing projects on the territory of the SEZ.

The competitive selling price of land sites in the SEZ contributes to reduce the initial investment of the SEZ residents: The IP SEZ "Alabuga" offers land for sale at the most attractive price among IP SEZs, i.e. for 4.5% of the cadastral value of land in the SEZ (indicators 4.1, 4.2). At the same time, with an average occupancy of leasable land areas (34%), the IP SEZ "Alabuga" is one of the five strongest Industrial Production SEZs in terms of the level of provision of vacant useful (leaseable) land sites with vacant infrastructure facilities (indicator 3.2).

The high investment attractiveness of the Industrial Production SEZ "Alabuga" is due to a wide range of services, which provided by the SEZ management company to the SEZ residents: transportation of energy resources (storm and domestic wastewater, heat energy, electricity, cold water); services of the Administrative and Business Centre and the Technology Park of production base for the operation of IP SEZ "Alabuga" JSC (rent of offices, conference rooms, equipment rental, maintenance and operation of tenants' offices, etc.); services of a motor transport department (services for the provision of mechanisms, services for the transportation of passengers); services of a logistics and customs centre (rent of a container site, loading and unloading operations, delivery of goods to residents, storage of goods at a container site, etc.); services in the field of information technology management; AE services (gas pipeline rent); capital construction management services; assistance in obtaining by residents of the SEZ "Alabuga" co-financing (loans) from state development institutions (Industrial Development Fund, Corporation «SME», Sberbank of Russia PJSC), etc.

The Industrial Production SEZ "Lipetsk" confidently holds the leadership in the categories "Doing business environment in the SEZ" and "Investment activity of SEZ residents" during 4 years (pillars 2, 5). In 2019, the SEZ managed to come in 1st place in the category "Infrastructure provision of the SEZ" (+4 ranks, pillar 3).

The IP SEZ "Lipetsk" is consistently among the best Industrial Production SEZs in terms of the annual average number of the residents attracted to the SEZ cumulatively since the establishment of the SEZ (2nd place, 4 residents per year, indicator 2.2). Thanks to the rich resource base and the high level of industrial production in the Lipetsk Region, large high-tech international companies are successfully integrating their projects into the region and increasing their efficiency by localising and optimising their production chains. Therefore, the IP SEZ "Lipetsk" is awarded according to the criterion of a large volume of investment of the SEZ residents related to the SEZ useful area occupied by the residents (\$ 2 197.11 thousand/ha, indicator 5.1) in the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking.

The high investment attractiveness of the IP SEZ "Lipetsk" is determined by low selling price of the SEZ land: an investor can purchase a land site for 7.5% of the cadastral value of the SEZ land (3rd place in the Ranking, indicator 4.2).

A large experience and competence of the SEZ management company team allowed dozens of business leaders to create advanced plants in the Industrial Production SEZ "Lipetsk" with the total volume of production of \$ 1 931 million. Most of the existing residents are currently the most efficient enterprises in their global groups.

Currently, the IP SEZ "Lipetsk" has everything necessary to implement the most complex investment project, to meet the highest requirements of international companies. The SEZ management company is open for interaction with potential residents. This has been proven by successful completion of three experiments (a phone call, 2 written requests from the Russian and foreign potential investors) within the framework of this Ranking. Thus, the fact that the SEZ management company has the competencies to attract foreign investors has been 100% confirmed (indicator 2.6). In addition, for the 4th year in a row, independent experts highly evaluate the quality of information in the Russian and English versions of the SEZ website (indicators 6.1-6.2).

At the end of 2019, 8 companies, including two companies with international participation, received a SEZ resident status. A concomitant improvement of infrastructure facilities was carried out in order to implement large-scale projects of the SEZ residents. In 2019, 18 infrastructure facilities of the Special Economic Zone were commissioned in the territory of the Gryazi and Yelets districts of the Lipetsk Region. As a result, according to the Ranking, the SEZ takes the 2nd out of 10 places in terms of the availability of vacant leasable (useful) lands provided with vacant infrastructure facilities (indicator 3.2).

For the first time in 4 years of the Russian National SEZs Investment Attractiveness Index 2020 Ranking, the Industrial Production SEZ "Togliatti" entered the 1st group of SEZs with high level of a SEZ investment attractiveness. This is due to the high positions of the SEZ in the categories "Infrastructure provision of the SEZ", "Land resources", "Investment activity of the SEZ residents" and "Information transparency of the SEZ website" (pillars 3, 4, 5, 6).

During 2016-2019 the IP SEZ "Togliatti" takes consistently one of the leading positions in terms of the SEZ residents' investment relative to the occupied leasable land area (1 979.48 thousand/ha, 4th place, indicator 5.1). At the same time, the SEZ has won of several awards in the international ranking "FDI Global Free Zones" (indicator 2.5).

For the management company (MC) of the Industrial Production SEZ "Togliatti" prioritises an individual approach and the ability to respond to new requests made by potential residents. The SEZ management company provided a wide range of services, from consulting and assistance to the SEZ residents, drawing up a business plan and preparing the necessary documents to providing utilities, carrying out repair work in the infrastructure of a resident with the most competitive price on the market. Investors are well aware of all services, because all information about the services is promptly posted, and at the SEZ website, in particular. The SEZ resident companies appreciated the convenience of using the SEZ website as highly as the previous year. This assessment is confirmed by the opinion of independent experts (indicators 6.1-6.3).

Enterprises in the production of automobile components demonstrate a great demand for rental space, because today many investors are more interested in renting finished production premises than in their construction. Taking into consideration the great demand of manufacturers of automobile components for rental space, it is planned (with the support of the Government of the Samara Region) to implement the programme for construction of premises for leasing to residents with the right of subsequent redemption. At the same time, a serious competitive advantage of the IP SEZ "Togliatti" is the low selling price of the land: an investor can purchase a land site at a price of up to 5% of its cadastral value (2nd place in the Ranking, indicator 4.2).

The SEZ ranks 4th out of 10 places in terms of the provision of vacant leasable land sites with vacant infrastructure (indicator 3.2). Currently, 427 hectares out of 660 hectares of the territory of the Industrial Production SEZ "Togliatti" (stages 1 and 2) are provided with all the necessary infrastructure and energy resources.

IP SEZ "TOGLIATTI"
SAMARA REGION



3 place

Over the past 4 years, the Industrial Production SEZ "Stupino Quadrat" has been among the leaders in the categories "Doing business environment in the SEZ" and "Investment activity of the SEZ residents" (pillars 2, 5). In the 2020 Ranking the IP SEZ "Stupino Quadrat" has noticeably improved its position in the categories "Information transparency of the SEZ website" (pillar 6).

The IP SEZ "Stupino Quadrat" is the first private Industrial and Production Special Economic Zone, participating in the 2020 Ranking. The SEZ confidently leads the ranking in terms of investment attractiveness of infrastructure due to the fact that the volume of attracted investment of SEZ residents in industrial projects is a lot higher than the volume of investment of the SEZ management company in the SEZ infrastructure (indicator 5.2). At the same time, the IP SEZ "Stupino Quadrat" is one of the five strongest Industrial Production SEZs and Port SEZs in terms of the annual average number of attracted residents since the establishment of the SEZ.

The IP SEZ "Stupino Quadrat" is known in the world community, as evidenced by the fact that the SEZ has won the awards of the international ranking "FDI Global Free Zones" (indicator 2.5). The management company of the SEZ "Stupino Quadrat" has experience in attracting investors around the world: representatives of the SEZ management company regularly take part in the meetings of the Localization committee of the Russian-German Chamber of Commerce, at the Franco-Russian Chamber of Commerce and Industry, as well as the Chamber of Commerce and Industry of the Russian Federation. They interact with the Russian development institutions (Russian Export Center, Industrial Development Fund, Bortnik Fund, Skolkovo Fund, etc.). Also, the management company of the Industrial Production SEZ "Stupino Quadrat" actively cooperates with the Chambers of Commerce and Industry of Japan, Austria, South Korea, Belgium, and the USA. Interaction has been established with international brokerage companies operating in the Russian market.

In 2019, the management company of the IP SEZ "Stupino Quadrat" took an active part, together with the Ministry of Economic Development of the Russian Federation and the Ministry of Industry and Trade of the Russian Federation, in the formation of anti-crisis proposals for the Government of the Russian Federation to support the SEZ residents.

According to the results of the 2020 Ranking, the Industrial Production SEZ "Stupino Quadrat" is included in the top 5 of the Industrial Production and Port SEZs in terms of the quality of the Russian and English versions of the SEZ website. In addition, the SEZ residents also highly evaluate the ease of use of the website (indicators 6.1-6.3, respectively).

IP SEZ "STUPINO QUADRAT"
MOSCOW REGION



4 place

IP SEZ "TITANIUM VALLEY"

SVERDLOVSK REGION



5 place

the international ranking "fDi Global Free Zones" during 2017-2019 (indicator 2.5). The SEZ residents are 19 industrial companies, of which 4 are large-scale companies with foreign participation.

During 2016-2019 the Industrial Production SEZ "Titanium Valley" firmly holds the strongest positions in the pillars "Doing business environment in the SEZ" and "Investment activity of SEZ residents", entering the top 5 of Industrial and Production SEZs and Port SEZs (pillars 2, 5, respectively). The SEZ "Titanium Valley" has a high potential for development, since it differs from all of Industrial and Production Special Economic Zones by the highest share of vacant land related to the total useful (leasable) land area of the SEZ: only 12.85% of the SEZ land sites are leased and (or) owned by the SEZ residents and other investors who have entered into agreements on cooperation in the creation of the SEZ infrastructure (indicator 4.1).

Industrial Production SEZ "Titanium valley" JSC has significant experience and competencies in the creation and development of industrial sites, including: obtaining the status of a federal project; management of public and private industrial sites; fundraising; implementation of profitable activities, including commercial ones; development of planning projects for the SEZ territory, design and construction of infrastructure facilities and their operation; attracting world-class residents, companies with unique and large-scale projects; integrated development of the SEZ base territory.

At the same time, the IP SEZ "Titanium Valley" is the absolute leader among all Industrial Production Special Economic Zones in the ratio of the SEZ residents' investment to the occupied leasable land area (indicator 5.1). As part of attracting investments in projects of residents, the SEZ management company searches for private investors, interacts with the Russian and foreign funds, major Russian and foreign banks, executive bodies of the Sverdlovsk Region, development institutions (Monotowns Development Fund, Industrial Development Fund, Russian Direct Investment Fund, etc.).

The Industrial Production SEZ "Titanium Valley" is known by international investors as it won awards in

IP SEZ "MOGLINO"

PSKOV REGION



6 place

Production SEZ "Mogolino" is in particular the leader among all the Industrial Production Special Economic Zones in the quality of the SEZ website in Russian, according to independent expert estimates. In addition, the residents of the IP SEZ "Mogolino" highly appreciated the ease of use of the SEZ website. According to this indicator, the IP SEZ "Mogolino" entered the top 5 of the strongest Special Economic Zones.

During the last four years the Industrial Production SEZ "Mogolino" has been steadily holding its high positions in the categories "Infrastructure provision of the SEZ", "Land resources" and "Information transparency of the SEZ website" (pillars 3, 4, 6, respectively).

The IP SEZ "Mogolino" is second to none in provision of vacant leasable land area with vacant infrastructure facilities (indicator 3.2). The SEZ management company is ready to provide new investors with land sites fully equipped with engineering infrastructure. Construction and commissioning of several dozen of new infrastructure facilities is carried out in the SEZ territory on an annual basis (indicator 3.1).

It is these advantages in the infrastructure and land resources of the IP SEZ "Mogolino" that made it possible to attract such an investor as the company "Titan-Polymer". In 2019, the construction of its factory began. The company is expected to become not only an anchor resident of the IP SEZ "Mogolino" in terms of investment, but also one of the largest employers. "Titan-Polymer" LLC is to create a significant number of jobs - the launch of the enterprise is to provide jobs for about 500 people, not counting related industries. The company's products will be in demand both in the textile and food industries, as well as in machine-tool, instrument and mechanical engineering, the production of industrial equipment, composite materials, electrical engineering and electronics, construction and agriculture.

At the same time, the Industrial Production SEZ "Mogolino" is included in the top 5 in terms of the attractiveness of price of the land: selling price of the SEZ land is equal to 20% of cadastral value of the land, what is a serious competitive advantage of the SEZ (indicator 4.2).

The SEZ management company is establishing interaction with new partners. So, in November 2019, the IP SEZ "Mogolino" became a partner of the World Free & Special Economic Zones Federation ("FEMOZA").

Also, the SEZ management company is actively conducting an information campaign. The Industrial

IP SEZ "KALUGA"

KALUGA REGION



7 place

In the Industrial Production SEZ "Kaluga" there is an increase in the investment activity of the SEZ residents and an improvement in the position of the SEZ in the category "Land resources" (pillars 5, 4, respectively). The IP SEZ "Kaluga" is the leader in terms of the occupation of land resources (the share of land sites occupied by SEZ residents in the SEZ total useful land area is 61%, indicator 4.1). At the same time, the selling price of land in the SEZ is competitive in the market, since it is lower than the average value for Russia (25% of cadastral value, i.e. lower than the average value of 33% of cadastral value regarded Industrial Production SEZs of Russia, indicator 4.2).

The attractiveness of the IP SEZ "Kaluga" for new investors is evidenced by the fact that vacant leasable land sites of the SEZ are fully provided with vacant engineering infrastructure facilities (2nd out of 10 places in the 2020 Ranking, indicator 3.2).

Investors and the SEZ residents receive constant consulting support in the field of implementation of their projects, and accommodation of them in the Kaluga Region, which is a new territory for them. The management company of the IP SEZ "Kaluga" provides future residents with services in business planning, construction control, provision of premises for rent and events. Also, the SEZ management company acts as a guide and a mentor when interacting with other government bodies and banks.

In 2019, the Industrial Production SEZ "Kaluga" improved its position in investment attractiveness of the SEZ infrastructure and took the 2nd place, yielding only to the IP SEZ "Stupino Quadrat", which is of private ownership (+3 ranks compared to the 2019 Ranking, indicator 5.2).

In 2019, the Port SEZ "Ulyanovsk" significantly improved its position in the categories "Infrastructure provision of the SEZ" (+3 ranks, "Land resources" (pillars 3, 4, respectively).

The SEZ land sites are in high demand, which is evidenced by the fact that during 2018-2019 the Port SEZ "Ulyanovsk" consistently enters the top 3 of the Port, Industrial Production SEZs by the share of occupied area in the SEZ leasable land area (49%, indicator 4.1), despite the expansion of the SEZ territory from 325 hectares to 415 hectares in 2019.

The Port SEZ "Ulyanovsk" has some of the best conditions for doing business by providing the most long-term tax incentives for the SEZ residents (including property tax, land tax) among the SEZs of Russia. For example, a preferential profit tax is valid throughout the entire duration of the project, and is only 2% for the first 10 years.

The land sites of the Port SEZ "Ulyanovsk" are of high interest to investors. The SEZ has tax preferences and preferential selling price on the land sites, where the SEZ residents' facilities are located. The competitive advantages of the Port SEZ "Ulyanovsk" are the relatively low cost of buying out land plot in relation to the cadastral value of the land (16%, 4th place out of 10, indicator 5.2) and full provision of free leasable land plots with free ready-made engineering infrastructure (indicator 3.2).

The prospective development of Port SEZ "Ulyanovsk" is also associated with construction of a system of infrastructure facilities, which ensure the integrated development of the territory and creation of comfortable conditions for housing for employees of resident companies. The successful location on picturesque coast of the Volga river, near to the SEZ, and social world-class infrastructure will provide the most comfortable conditions for doing business.

Over the current year, management company of the Port SEZ "Ulyanovsk" has significantly increased its competence to attract the Russian and foreign investors, what helps Port SEZ "Ulyanovsk" become the absolute leader in terms of transparency of interaction with potential residents according to the results of 3 experiments conducted within the framework of IV Russian National SEZs Investment Attractiveness Index 2020 Ranking. It is noted that the SEZ management company promptly and fully responds to telephone and written inquiries from potential residents (1st place, indicator 2.6).

PORT SEZ "ULYANOVSK"

ULYANOVSK REGION



8 place

IP SEZ "UZLOVAYA"

TULA REGION



9 place

The Industrial Production "Uzlovaya" is one of three strongest Industrial Production Special Economic Zones by the number of attracted residents per year (indicator 2.2) due to favorable conditions for doing business in the SEZ, despite the fact that the IP SEZ "Uzlovaya" is the youngest SEZ in the Ranking (established on April 14, 2016).

The high demand for land sites in the IP SEZ "Uzlovaya" is confirmed by the fact that the SEZ enters the top 5 of Special Economic Zones in terms of the share of occupied land area in the SEZ leasable area (35%, indicator 4.1). Also, the IP SEZ "Uzlovaya" has been confidently one of five strongest Industrial Production SEZs by investment attractiveness of the SEZ infrastructure for the last two years (indicator 5.2). Such a high demand for the land sites and infrastructure of the IP SEZ "Uzlovaya" is explained by the fact that the SEZ provides favorable conditions for a lease of land (2% of cadastral value of the SEZ land per year), ensures that infrastructure is brought to the boundaries of the SEZ resident's land site (according to the resident's planning project).

The IP SEZ "Uzlovaya" is one of the strongest SEZs in terms of investment attractiveness in the Russian region (pillar 1). Another competitive advantage of the Industrial Production SEZ "Uzlovaya" is highly developed transport infrastructure in the vicinity of the SEZ, since the industrial site of the SEZ is adjacent to the million-plus city (Tula). The federal highway M4 "Don", federal highway M2 "Crimea" and a railway station are along the IP SEZ "Uzlovaya". Domodedovo Airport is located 180 km away.

In the field of the SEZ communication policy, the current residents of the SEZ IPT "Uzlovaya" highly appreciated the information transparency of the SEZ website, which coincides with the independent expert estimates in the Russian and English versions of the SEZ website (pillar 6).

IP SEZ "LOTUS"

ASTRAKHAN REGION



10 place

At the end of 2019, the Industrial Production SEZ "Lotus" significantly improved its positions in the pillars "Doing business environment in the SEZ" (+4 ranks), "Infrastructure provision of the SEZ" (+3 ranks), "Land resources" (pillars 2, 3, 4, respectively). The uniqueness of the SEZ is largely determined by the particularities of the Caspian Region, in which the IP SEZ "Lotus" is located. The Caspian Region ranks third in the world in terms of hydrocarbon reserves. The largest oil and gas companies of Russia, Azerbaijan, Iran, Kazakhstan and other countries are implementing their long-term projects here. Industry, including shipbuilding, is actively developed in the region.

A significant improvement in the conditions for doing business is due to the active work of the SEZ management company both with federal and regional Russian executive authorities and with foreign countries, with the help of trade missions of foreign states in Russia, in particular. Active work in the foreign direction made it possible to attract residents from Iran and Italy to the IP SEZ "Lotus" in 2019, that is, to increase the share of companies with foreign participation in the total number of the SEZ residents (from 18% in 2018 up to 29% in 2019).

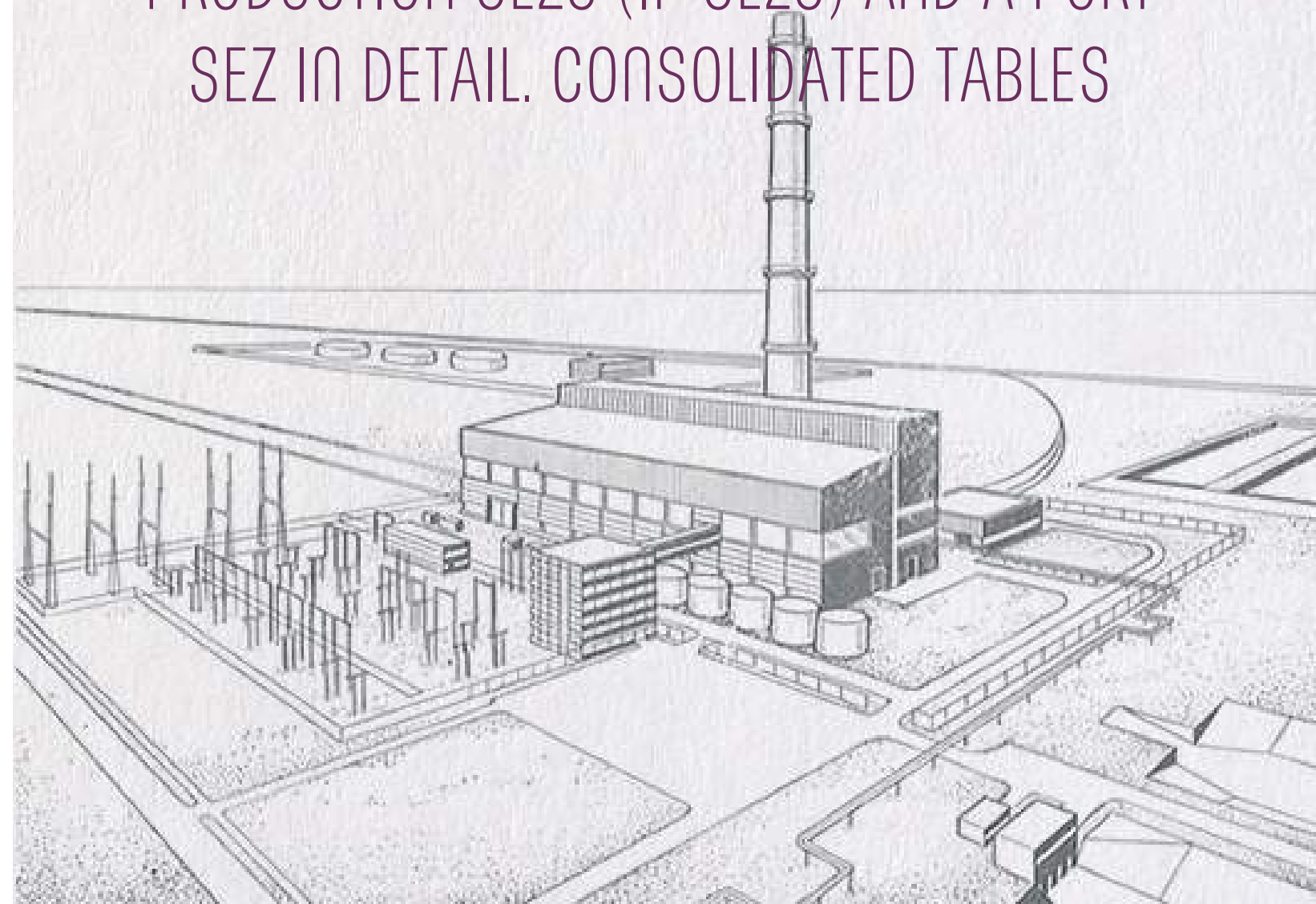
In particular, the Industrial Production SEZ "Lotus" and the SEZ "Khorgos Eastern Gates" have established interaction in order to implement efficient logistics in the interests of enterprises and companies implementing their projects in both zones, expanding the access of residents to the European and Asian markets. Also, a trilateral agreement was signed between the Industrial Production SEZ "Lotus" JSC and 2 Special Economic Zones in the Islamic Republic of Iran, i.e. SEZ "Anzali", SEZ "Chabahar", with a view to developing the international transport corridor "North-South".

The IP SEZ "Lotus" became one the three strongest Industrial Production Special Economic Zones, which demonstrated not only the availability of well-developed competencies to attract foreign investors in the SEZ management company, but also the high speed and quality of feedback when interacting with potential SEZ residents, according to the results of three experiments conducted within the IV Russian National SEZs Investment Attractiveness Index 2020 Ranking (indicator 2.6, experiments 1-3). Also, over the past two years of the Ranking, the current SEZ residents and independent experts from leading Russian universities emphasize the exceptionally high quality of the Russian and English websites of the IP SEZ "Lotus".

In the Industrial Production SEZ "Lotus" there is a high provision of vacant leasable lands with vacant infrastructure facilities (indicator 3.2), which is especially important for new investors. The SEZ annually puts into operation new infrastructure facilities: in 2019, 24 facilities were built and put into operation (water supply and sewerage networks and facilities, power supply networks and facilities), the construction of an access motor road to the western site of the IP SEZ "Lotus" and to the main on-site motor road were completed.

At the same time, an increase in investment in the infrastructure of the IP SEZ "Lotus" is observed against the background of an increase in the investment attractiveness of the SEZ infrastructure (indicator 5.2, +1 rank), which is due to the high growth rates of the number of residents of the IP SEZ "Lotus" and the volume of investment of the SEZ residents in their industrial projects (including capital investment), which testifies to the effective management of the Industrial Production SEZ "Lotus".

RESULTS OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING REGARDING REGARDING BOTH THE INDUSTRIAL PRODUCTION SEZs (IP SEZs) AND A PORT SEZ IN DETAIL. CONSOLIDATED TABLES



INDUSTRIAL PRODUCTION SEZ “ALABUGA” (REPUBLIC OF TATARSTAN)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	1	-/-/-	10.729	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		1	-/-/-	1.122	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		1	-/-/-	1.115	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	1	25.50	1.209	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	2-3	1.15	1.146	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	1	1.12	1.123	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	4	184.64	1.100	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		1	-/-/-	1.128	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	3	57.47	1.032	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	6	46.40	0.973	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	1	87.00	1.663	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	10	0.85	0.846	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		1	-/-/-	1.031	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	1	4.53	1.269	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-4	136.00	1.000	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “FDI Global Free Zones”, scores	1-5	1.00	1.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	4	0.95	0.951	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	5	87.18	0.994	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		2	-/-/-	0.989	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	103.31	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	4	0.83	0.956	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	1-4	1.00	1.000	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-4	1.00	1.000	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		1	-/-/-	1.002	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	5	33.93	1.005	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	1	4.50	1.000	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS			-/-/-	1.222	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	2	2 856.68**	1.346	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	5	394.99	1.098	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE			-/-/-	1.120	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	2	2.89	1.082	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	3	2.63	1.151	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	3	4.95	1.125	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “ALABUGA”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	10.07
2		Gross regional product in 2018, \$ billion	39.48
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4		Administrative burden, scores (from 1 to 5)	5.00
5	1.1.3	Efficiency of the government support of investment projects, scores (from 1 to 5)	5.00
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	4.93
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.93
8		Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	98.10
9	1.1.4	Producer price index for economic activities of the Russian region (2018 compared to 2017), %	105.30
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	46.50
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	30 009.73
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	67 800.00
14	1.2.2	Labor force in 2018, people thousand	2 037.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	3 896.40
16	1.2.2	Employees with tertiary education, %	35.20
17	1.2.2	Employees with secondary education, %	42.30
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	1 578.68
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	33.90
20		Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	766.21
21	1.2.4	Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	6 520.38
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	50
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	68
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	86.36
29	2.6	Number of residents with foreign participation, number	28
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone inter-view in English), scores (from 0 to 1)	1.00
31		Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32	2.6, 2nd experiment	Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	10
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	121
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	125
38	4.1	SEZ useful land area, hectares	2 147
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	728.4
40	3.2	Heat capacity installed, Gigacalories per hour	34.80
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	32.00
42	3.2	Facilities for water supply installed, cubic metres per hour	992.70
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	714.00
44	3.2	Wastewater collection system installed, cubic metres per hour	880.80
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	541.00
46	3.2	Gas capacity installed, cubic metres per hour	85 502.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	60 967.00
48	3.2	Electrical capacity installed, Megawatts	350.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	221.00
50		Distance from the SEZ to the nearest federal highway, kilometres	2.00
51	3.3	Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	11
52		Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53	3.4	Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	1.84
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	40.89
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	2 080.81
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	526.80

Statistical indicators of the Russian region

Statistical indicators of the SEZ

* Hereafter the best SEZ is determined among 10 Industrial Production and Port SEZs taking part in the Russian National SEZs Investment Attractiveness Index 2020
** Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 64.73 in 2019, and \$ 1 was equal to P 62.54 in 2018 (in accordance with annual statistics of the Central Bank of the Russian Federation).

INDUSTRIAL PRODUCTION SEZ “LIPETSK” (LIPETSK REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	2	-/-/-/-	10.344	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		3	-/-/-/-	1.024	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		2	-/-/-/-	1.100	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	5	22.14	1.049	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	7	0.95	0.954	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	6	1.02	1.020	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	2	247.53	1.475	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		8	-/-/-/-	0.949	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	5	47.80	0.986	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	5	47.99	1.007	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	8	38.36	0.733	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	4	1.07	1.069	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		2	-/-/-/-	1.025	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	2	4.33	1.241	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	6	101.56	0.950	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	1-5	1.00	1.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	3	0.97	0.969	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	3	89.04	1.015	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		1	-/-/-/-	1.003	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	109.80	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	2	1.05	1.013	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	1-4	1.00	1.000	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-4	1.00	1.000	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		2	-/-/-/-	0.960	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	3	38.99	1.040	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	3	7.49	0.880	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		3	-/-/-/-	1.163	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	3	2 197.11	1.180	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	3	468.28	1.145	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		5-6	-/-/-/-	1.018	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	6	2.71	1.015	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	5	2.57	1.125	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	8	4.01	0.912	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Lipetsk”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	2.06
2		Gross regional product in 2018, \$ billion	9.28
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.15
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	4.08
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	4.15
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.15
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	87.80
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	112.30
10		Unemployment rate in 2018, %	0.40
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	55.67
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	12 987.78
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	24 000.00
14	1.2.2	Labor force in 2018, people thousand	602.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 147.10
16	1.2.2	Employees with tertiary education, %	30.80
17	1.2.2	Employees with secondary education, %	52.10
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	499.10
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	4.40
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	545.06
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	5 862. 26
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	64
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	65
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	100.00
29	2.6	Number of residents with foreign participation, number	25
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	1.00
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (7 working day)
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	1.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	1.00
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	8
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	102
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	112
38	4.1	SEZ useful land area, hectares	1 189.11
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	463.62
40	3.2	Heat capacity installed, Gigacalories per hour	6.46
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	3.43
42	3.2	Facilities for water supply installed, cubic metres per hour	10 500.00
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	8 268.00
44	3.2	Wastewater collection system installed, cubic metres per hour	312.50
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	250.75
46	3.2	Gas capacity installed, cubic metres per hour	39 781.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	18 892.00
48	3.2	Electrical capacity installed, Megawatts	317.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	113.22
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	4.53
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	760.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.83
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	37.73
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	1 018.62
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	217.52

INDUSTRIAL PRODUCTION SEZ “TOGLIATTI” (SAMARA REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	3	-//-/-	9.424	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		4	-//-/-	1.017	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		7	-//-/-	0.912	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	9	17.54	0.831	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	9	0.87	0.870	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	3	1.06	1.060	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	8	133.65	0.796	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		2	-//-/-	1.123	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	2	59.48	1.041	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	2	49.54	1.039	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	2	68.69	1.313	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	2	1.10	1.097	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		5	-//-/-	0.860	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	6	2.40	0.924	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	8-10	0.50	0.500	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	9	96.00	0.898	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “FDi Global Free Zones”, scores	1-5	1.00	1.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	9	0.72	0.721	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	7	85.71	0.977	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		5	-//-/-	0.871	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	100.00	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	5	0.72	0.921	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	5	0.89	0.894	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	5-8	0.67	0.667	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		3	-//-/-	0.939	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	8	22.22	0.904	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	2	5.00	0.974	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		5	-//-/-	1.009	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	4	1 979. 48	1.120	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	7	177.21	0.898	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		4	-//-/-	1.049	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	3	2.86	1.071	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	6	2.47	1.080	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	6	4.39	0.997	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Togliatti”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	4.24
2		Gross regional product in 2018, \$ billion	24.15
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	3.58
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.92
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	3.83
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	3.75
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	88.70
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	107.70
10		Unemployment rate in 2018, %	0.80
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	48.33
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	17 470.90
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	53 600.00
14	1.2.2	Labor force in 2018, people thousand	1 714.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	3 188.30
16	1.2.2	Employees with tertiary education, %	37.30
17	1.2.2	Employees with secondary education, %	47.00
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	1 444.90
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	21.90
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	566.57
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	6 257.50
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	25
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	24
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	August 12, 2010
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	0.5
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	0
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	50.00
29	2.6	Number of residents with foreign participation, number	9
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone inter-view in English), scores (from 0 to 1)	0.56
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	4
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	24
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	24
38	4.1	SEZ useful land area, hectares	468.19
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	104.03
40	3.2	Heat capacity installed, Gigacalories per hour	0
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	197.71
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	178.63
44	3.2	Wastewater collection system installed, cubic metres per hour	197.71
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	165.13
46	3.2	Gas capacity installed, cubic metres per hour	160 091.20
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	18 775.51
48	3.2	Electrical capacity installed, Megawatts	80.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	47.49
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	31.60
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	28.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54	4.2	Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55		Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.14
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	42.77
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	205.93
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	116.21

INDUSTRIAL PRODUCTION SEZ “STUPINO QUADRAT” (MOSCOW REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	4	-/-/-/-	9.104	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		6	-/-/-/-	0.989	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		5	-/-/-/-	1.024	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment. % of Gross regional product	4	22.50	1.066	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident. %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects. scores	10	0.83	0.827	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk. scores	2	1.11	1.107	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient. %	3	187.90	1.119	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		7	-/-/-/-	0.955	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient. people per square kilometer	1	170.46	1.355	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential. %	3	49.30	1.034	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment. people per 10 000 inhabitants	10	21.72	0.415	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region. scores	5	1.02	1.015	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		3	-/-/-/-	0.967	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits. days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ. number	5	2.60	0.961	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ. scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively). % to plan	10	86.67	0.811	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”. scores	1-5	1.00	1.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors. scores	7	0.86	0.861	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents. %	1-2	100.00	1.140	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		8	-/-/-/-	0.766	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities. % to plan	9	96.55	0.980	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities. scores	10	0.11	0.580	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ. scores	6	0.84	0.837	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house. scores	5-8	0.67	0.667	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		9	-/-/-/-	0.716	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents. % of the SEZ leasable land area	7	29.78	0.972	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land. % of cadastral value of the land	10	>100.00	0.461	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		4	-/-/-/-	1.099	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area. \$ thousand/hectare	5	1 691.81	1.036	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure. %	1	3 580.00	1.162	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		5-6	-/-/-/-	1.018	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian. scores	5	2.74	1.023	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English. scores	2	2.67	1.171	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident. scores	9	3.78	0.858	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Stupino Quadrat”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	15.12
2		Gross regional product in 2018, \$ billion	67.19
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	3.33
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.67
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	3.67
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	3.67
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	96.50
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	105.30
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	49.53
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	34 366.99
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	44 300.00
14	1.2.2	Labor force in 2018, people thousand	4 150.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	7 551.50
16	1.2.2	Employees with tertiary education, %	41.40
17	1.2.2	Employees with secondary education, %	38.80
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	3 295.10
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	16.40
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	942.99
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	9 628.55
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	15
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	13
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	August 8, 2015
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	100.00
29	2.6	Number of residents with foreign participation, number	4
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	0
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	29
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
38	4.1	SEZ useful land area, hectares	301.90
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	89.9
40	3.2	Heat capacity installed, Gigacalories per hour	0.00
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0.00
42	3.2	Facilities for water supply installed, cubic metres per hour	41.67
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	62.92
44	3.2	Wastewater collection system installed, cubic metres per hour	25.00
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	63.50
46	3.2	Gas capacity installed, cubic metres per hour	6 439.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	6 439.00
48	3.2	Electrical capacity installed, Megawatts	4.90
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	4.90
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	7.00
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	72.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	more than a cadastral value of the land
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	68.81
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	152.09
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	4.25

Statistical indicators of the Russian region

Statistical indicators of the SEZ

INDUSTRIAL PRODUCTION SEZ “TITANIUM VALLEY” (SVERDLOVSK REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	5	-/-/-/-	8.674	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		9	-/-/-/-	0.915	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		8	-/-/-/-	0.853	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	10	16.63	0.788	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	8	0.92	0.915	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	4	1.06	1.056	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	9	84.67	0.504	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		6	-/-/-/-	0.977	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	8	22.24	0.814	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	9	44.29	0.929	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	3	64.81	1.239	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	7	0.93	0.927	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		4	-/-/-/-	0.925	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	9	1.90	0.822	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	5	105.56	0.987	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	1-5	1.00	1.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company's competencies in attraction of investors, scores	8	0.76	0.762	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	10	79.17	0.902	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		10	-/-/-/-	0.635	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	100.00	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	8	0.59	0.875	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	10	0.00	0.000	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	5-8	0.67	0.667	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		10	-/-/-/-	0.695	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	10	12.85	0.788	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	8	34.16	0.602	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		1	-/-/-/-	1.224	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents' investment relative to the occupied leasable land area, \$ thousand/hectare	1	3 780.99	1.549	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	6	177.51	0.899	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		10	-/-/-/-	0.801	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	8	2.44	0.913	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	9	1.26	0.554	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	7	4.12	0.936	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Titanium valley”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	6.06
2		Gross regional product in 2018, \$ billion	36.42
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.29
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.71
6		Transparency of regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	4.00
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	3.86
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	88.20
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	111.40
10		Unemployment rate in 2018, %	1.00
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	45.30
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	24 532.05
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	194 300.00
14	1.2.2	Labor force in 2018, people thousand	2 149.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	4 320.50
16	1.2.2	Employees with tertiary education, %	30.50
17	1.2.2	Employees with secondary education, %	47.60
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	1 678.37
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	28.00
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	756.03
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	7 054.29
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	18
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	19
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 16, 2010
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	23.08
29	2.6	Number of residents with foreign participation, number	4
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone inter-view in English), scores (from 0 to 1)	0.00
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	1.00
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	5
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	35
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	35
38	4.1	SEZ useful land area, hectares	258.5
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	33.22
40	3.2	Heat capacity installed, Gigacalories per hour	9.86
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	9.86
42	3.2	Facilities for water supply installed, cubic metres per hour	59.2
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	2.88
44	3.2	Wastewater collection system installed, cubic metres per hour	14.62
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	2.5
46	3.2	Gas capacity installed, cubic metres per hour	21 168.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	2 434.00
48	3.2	Electrical capacity installed, Megawatts	6.29
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	4.39
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	100.45
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	400.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	8.37
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	24.50
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	125.61
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	70.76

INDUSTRIAL PRODUCTION SEZ “MOGLINO” (PSKOV REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	6	-/-/-/-	8.574	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		7	-/-/-/-	0.940	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		4	-/-/-/-	1.076	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	8	19.06	0.903	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	6	0.98	0.981	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	10	0.81	0.805	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	1	283.85	1.691	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		10	-/-/-/-	0.803	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	10	11.43	0.689	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	8	44.89	0.942	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	9	34.75	0.664	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	8	0.92	0.917	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		9	-/-/-/-	0.699	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	8-9	7	0.714	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	10	1.63	0.760	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	8-10	0.50	0.500	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	7-8	100.00	0.935	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	6-10	0.00	0.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	1	1.00	0.995	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	6	86.67	0.988	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		4	-/-/-/-	0.945	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	100.00	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	1	1.32	1.072	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	7-8	0.71	0.707	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-4	1.00	1.000	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		6	-/-/-/-	0.831	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	6	29.91	0.973	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	5	20.00	0.689	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		8	-/-/-/-	0.800	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	7	945.88	0.775	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	9	125.94	0.825	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		3	-/-/-/-	1.085	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	1	2.92	1.093	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	4	2.60	1.140	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	5	4.50	1.023	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Moglino”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	0.50
2		Gross regional product in 2018, \$ billion	2.63
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4		Administrative burden, scores (from 1 to 5)	4.00
5	1.1.3	Efficiency of the government support of investment projects, scores (from 1 to 5)	4.00
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	4.25
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.75
8		Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	33,20
9	1.1.4	Producer price index for economic activities of the Russian region (2018 compared to 2017), %	107.80
10		Unemployment rate in 2018, %	0.80
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	53.50
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	16 810.40
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	55 400.00
14	1.2.2	Labor force in 2018, people thousand	319.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	633.10
16	1.2.2	Employees with tertiary education, %	26.30
17	1.2.2	Employees with secondary education, %	51.90
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	249.46
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	2.20
20		Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	539.53
21	1.2.4	Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	4 981.49
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	13
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	13
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	July 19, 2012
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	0.5
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	55,56
29	2.6	Number of residents with foreign participation, number	9
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31		Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32	2.6, 2nd experiment	Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	2
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
38	4.1	SEZ useful land area, hectares	196.37
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	58.74
40	3.2	Heat capacity installed, Gigacalories per hour	3.27
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	205.00
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	24.30
44	3.2	Wastewater collection system installed, cubic metres per hour	146.00
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	5.60
46	3.2	Gas capacity installed, cubic metres per hour	13 900.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	1 480.00
48	3.2	Electrical capacity installed, Megawatts	75.20
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	12.00
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	0.10
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	271.00
52		Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53	3.4	Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.74
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	13.69
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	55.56
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	44.12

INDUSTRIAL PRODUCTION SEZ “KALUGA” (KALUGA REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	7	-/-/-/-	8.449	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		10	-/-/-/-	0.866	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		10	-/-/-/-	0.795	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	7	19.56	0.927	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	10	0.34	0.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	5	0.99	0.989	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	7	0.99	0.991	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	6	179.38	1.069	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		9	-/-/-/-	0.938	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	6	33.92	0.905	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	4	48.64	1.020	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	7	38.58	0.737	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	3	1.09	1.088	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		10	-/-/-/-	0.683	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	8-9	7	0.714	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	8	2.00	0.843	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	8-10	0.50	0.500	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	7-8	100.00	0.935	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	6-10	0.00	0.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	6	0.87	0.874	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	9	80.00	0.912	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		7	-/-/-/-	0.769	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	10	78.57	0.798	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	3	0.91	0.978	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	9	0.63	0.632	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	5-8	0.67	0.667	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		5	-/-/-/-	0.907	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	1	60.69	1.162	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	6	25.00	0.651	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		6	-/-/-/-	0.972	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	6	1 001.82	0.797	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	2	469.63	1.146	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		8	-/-/-/-	0.924	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	9	2.44	0.912	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	7	2.42	1.059	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	10	3.52	0.801	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Kaluga”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	1.46
2		Gross regional product in 2018, \$ billion	7.45
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.43
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	4.29
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	4.43
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.00
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	71.20
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	108.20
10		Unemployment rate in 2018, %	0.40
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	47.43
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	9 845.08
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	29 800.00
14	1.2.2	Labor force in 2018, people thousand	550.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 010.80
16	1.2.2	Employees with tertiary education, %	31.40
17	1.2.2	Employees with secondary education, %	47.40
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	433.40
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	3.90
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	646.47
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	7 081.17
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	7
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	16
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	16
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 28, 2012
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	0.5
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	50.00
29	2.6	Number of residents with foreign participation, number	4
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0.67
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	1.00
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	4
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	22
38	4.1	SEZ useful land area, hectares	674.71
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	409.51
40	3.2	Heat capacity installed, Gigacalories per hour	0
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	208.33
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	125
44	3.2	Wastewater collection system installed, cubic metres per hour	181.25
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	41.67
46	3.2	Gas capacity installed, cubic metres per hour	86 300.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	32 000.00
48	3.2	Electrical capacity installed, Megawatts	270.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	149.90
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	14.50
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	905.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	13.52
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	54.07
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	410.25
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	87.36

PORT SEZ “ULYANOVSK” (ULYANOVSK REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	8	-/-/-	8.324	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		5	-/-/-	0.993	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		6	-/-/-	1.007	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	3	23.84	1.130	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	2-3	1.15	1.146	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	8	0.95	0.945	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	7	136.74	0.815	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		5	-/-/-	0.979	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	7	33.40	0.901	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	10	43.78	0.918	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	5	57.95	1.108	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	6	0.99	0.991	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		8	-/-/-	0.776	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	10	10	0.500	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	4	2.91	1.017	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-4	128.00	1.000	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “FDI Global Free Zones”, scores	6-10	0.00	0.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	2	0.98	0.978	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	8	82.05	0.935	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		3	-/-/-	0.969	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	8	96.88	0.983	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	6	0.64	0.894	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	1-4	1.00	1.000	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-4	1.00	1.000	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		4	-/-/-	0.914	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	2	49.35	1.103	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	4	16.27	0.725	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		10	-/-/-	0.574	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	9	300.94	0.437	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	10	69.26	0.710	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		9	-/-/-	0.866	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	7	2.61	0.975	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	10	1.11	0.486	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	1-2	5.00	1.136	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the Port SEZ “Ulyanovsk”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	1.33
2		Gross regional product in 2018, \$ billion	5.56
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.93
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	5.00
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	5.00
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.93
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	65.30
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	104.20
10		Unemployment rate in 2018, %	0.40
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	57.93
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	9 296.64
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	37 200.00
14	1.2.2	Labor force in 2018, people thousand	626.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 242.50
16	1.2.2	Employees with tertiary education, %	31.00
17	1.2.2	Employees with secondary education, %	42.80
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	462.00
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	7.20
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	527.13
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	5 256.23
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	10
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	25
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	32
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 30, 2009
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	100.00
29	2.6	Number of residents with foreign participation, number	9
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone inter- view in English), scores (from 0 to 1)	0.83
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	1.00
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	1.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	1.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	1.00
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	7
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	32
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	31
38	4.1	SEZ useful land area, hectares	277.00
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	136.7
40	3.2	Heat capacity installed, Gigacalories per hour	0
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	29.17
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	11.25
44	3.2	Wastewater collection system installed, cubic metres per hour	20.83
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	11.25
46	3.2	Gas capacity installed, cubic metres per hour	20 000.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	789.50
48	3.2	Electrical capacity installed, Megawatts	20.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	14.90
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	0.50
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	17.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	6.90
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	42.37
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	41.13
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	59.39

INDUSTRIAL PRODUCTION SEZ “UZLOVAYA” (TULA REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	9	-/-/-/-	8.296	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		2	-/-/-/-	1.049	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		3	-/-/-/-	1.081	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	2	24.33	1.153	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	1	1.15	1.154	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	5	1.02	1.024	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	5	179.94	1.072	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		3	-/-/-/-	1.017	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	4	49.13	0.993	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	1	56.31	1.181	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	6	52.27	0.999	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	9	0.90	0.896	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		7	-/-/-/-	0.825	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	3	3.50	1.115	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-4	107.69	1.000	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “FDI Global Free Zones”, scores	6-10	0.00	0.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	10	0.66	0.664	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	4	87.50	0.997	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		9	-/-/-/-	0.647	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	100.00	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	7	0.60	0.880	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	7-8	0.70	0.707	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	10	0.00	0.000	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		8	-/-/-/-	0.737	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	4	34.68	1.010	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	9	96.96	0.464	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		7	-/-/-/-	0.911	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	8	824.13	0.723	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	4	397.12	1.099	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		7	-/-/-/-	1.006	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	10	2.30	0.861	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	8	2.33	1.021	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	1-2	5.00	1.136	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Uzlovaya”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	2.47
2		Gross regional product in 2018, \$ billion	10.17
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4		Administrative burden, scores (from 1 to 5)	5.00
5	1.1.3	Efficiency of the government support of investment projects, scores (from 1 to 5)	5.00
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	5.00
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	5.00
8		Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	86.30
9	1.1.4	Producer price index for economic activities of the Russian region (2018 compared to 2017), %	112.40
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	52.27
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	10 250.28
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	25 700.00
14	1.2.2	Labor force in 2018, people thousand	793.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 262.60
16	1.2.2	Employees with tertiary education, %	30.80
17	1.2.2	Employees with secondary education, %	48.50
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	628.85
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	6.60
20		Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	641.68
21	1.2.4	Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	5 785.32
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	13
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	14
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	April 14, 2016
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	30.00
29	2.6	Number of residents with foreign participation, number	0
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone inter-view in English), scores (from 0 to 1)	1.00
31		Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32	2.6, 2nd experiment	Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	2
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	10
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	10
38	4.1	SEZ useful land area, hectares	411.20
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	142.62
40	3.2	Heat capacity installed, Gigacalories per hour	0
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	166.60
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	63.00
44	3.2	Wastewater collection system installed, cubic metres per hour	166.60
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	63.00
46	3.2	Gas capacity installed, cubic metres per hour	12 000.00
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	8 227.00
48	3.2	Electrical capacity installed, Megawatts	40
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	39
50		Distance from the SEZ to the nearest federal highway, kilometres	4.00
51	3.3	Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	нет
52		Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53	3.4	Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	0
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	0
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	2.68
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	2.76
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	117.54
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	29.60

INDUSTRIAL PRODUCTION SEZ “LOTUS” (ASTRAKHAN REGION)

Investment attractiveness of the SEZ in detail*

No.	Pillar, indicator, unit of measurement	Rank (out of 10)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	10	-/-/-/-	8.078	9.000	IP SEZ “Alabuga”	10.729
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		8	-/-/-/-	0.924	0.984	IP SEZ “Alabuga”	1.122
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		9	-/-/-/-	0.838	0.980	IP SEZ “Alabuga”	1.115
1.1.1	Fixed capital investment, % of Gross regional product	6	19.93	0.944	1.000	IP SEZ “Alabuga”	1.209
1.1.2	Tax burden to a SEZ resident, %	1-9	0.00	1.000	0.900	IP SEZ “Lotus”	1.000
1.1.3	The regional Government assistance in attracting investment and implementing projects, scores	4	1.02	1.017	1.000	IP SEZ “Uzlovaya”	1.154
1.1.4	Investment risk, scores	9	0.87	0.868	1.000	IP SEZ “Alabuga”	1.123
1.1.5	Engel coefficient, %	10	60.38	0.360	1.000	IP SEZ “Moglino”	1.691
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		4	-/-/-/-	1.010	0.988	IP SEZ “Alabuga”	1.128
1.2.1	Population density coefficient, people per square kilometer	9	20.73	0.800	0.952	IP SEZ “Stupino Quadrat”	1.355
1.2.2	Labour potential, %	7	45.65	0.958	1.000	IP SEZ “Uzlovaya”	1.181
1.2.3	Educational attainment, people per 10 000 inhabitants	4	59.07	1.129	1.000	IP SEZ “Alabuga”	1.663
1.2.4	Affordability of home ownership in the region, scores	1	1.15	1.154	1.000	IP SEZ “Lotus”	1.154
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		6	-/-/-/-	0.856	0.865	IP SEZ “Alabuga”	1.031
2.1	Dealing with construction permits, days	1-7	5	1.000	0.893	IP SEZ “Togliatti”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	7	2.33	0.911	0.986	IP SEZ “Alabuga”	1.269
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-7	1.00	1.000	0.850	Port SEZ “Ulyanovsk”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-4	107.69	1.000	0.952	IP SEZ “Lotus”	1.000
2.5	Availability of SEZ awards in the international ranking “FDi Global Free Zones”, scores	6-10	0.00	0.000	0.500	IP SEZ “Stupino Quadrat”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	5	0.94	0.943	0.872	IP SEZ “Moglino”	0.995
2.7	Survival rate of SEZ residents, %	1-2	100.00	1.140	1.000	IP SEZ “Stupino Quadrat”	1.140
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		6	-/-/-/-	0.791	0.838	IP SEZ “Lipetsk”	1.003
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-7	100.00	1.000	0.976	IP SEZ “Togliatti”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	9	0.47	0.829	0.900	IP SEZ “Moglino”	1.072
3.3	Transport accessibility of the SEZ, scores	1-4	1.00	1.000	0.778	IP SEZ “Lotus”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	9	0.33	0.333	0.700	IP SEZ “Lipetsk”	1.000
PILLAR 4: LAND RESOURCES		7	-/-/-/-	0.756	0.846	IP SEZ “Alabuga”	1.002
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	9	20.81	0.889	0.985	IP SEZ “Kaluga”	1.162
4.2	Selling price of the SEZ land, % of cadastral value of the land	7	30.00	0.622	0.707	IP SEZ “Alabuga”	1.000
PILLAR 5: INVESTMENT ACTIVITY OF THE SEZ RESIDENTS		9	-/-/-/-	0.618	0.959	IP SEZ “Titanium Valley”	1.224
5.1	SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/hectare	10	189.14	0.346	0.931	IP SEZ “Titanium Valley”	1.549
5.2	Investment attractiveness of the SEZ infrastructure, %	8	170.08	0.889	0.987	IP SEZ “Stupino Quadrat”	1.162
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		2	-/-/-/-	1.114	1.000	IP SEZ “Alabuga”	1.120
6.1	Quality of the SEZ website in Russian, scores	4	2.82	1.054	1.000	IP SEZ “Moglino”	1.093
6.2	Quality of the SEZ website in English, scores	1	2.77	1.213	1.000	IP SEZ “Lotus”	1.213
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	4	4.73	1.075	1.000	Port SEZ “Ulyanovsk”	1.136

Statistical indicators of the IP SEZ “Lotus”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	1.76
2		Gross regional product in 2018, \$ billion	8.85
3	1.1.2	Profit tax paid in the regional budget relative to the company’s sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.31
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	4.46
6		Transparency of regional executive bodies’ support given to entrepreneurs, scores (from 1 to 5)	4.31
7		Quality of the feedback from the regional executive bodies on entrepreneurs’ requests, scores (from 1 to 5)	4.54
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	56.50
9		Producer price index for economic activities of the Russian region (2018 compared to 2017), %	112.60
10		Unemployment rate in 2018, %	1.00
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	59.97
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	4 259.88
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	49 000.00
14	1.2.2	Labor force in 2018, people thousand	513.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 015.80
16	1.2.2	Employees with tertiary education, %	35.00
17	1.2.2	Employees with secondary education, %	45.80
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	414.50
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	6.00
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	536.88
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	6 234.51
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	13
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	14
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	November 18, 2014
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1.0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	100.00
29	2.6	Number of residents with foreign participation, number	4
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	1.00
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident’s request made in written, scores (from 0 to 1)	0.00
35	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident’s request made in written, scores (from 0 to 1)	1.00
35	2.7	Quantity of entities, deprived of the status of a SEZ resident since the establishment of the SEZ, number	0
36	3.1	Planned number of the Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	28
37		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
38	4.1	SEZ useful land area, hectares	632.6
39	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	131.66
40	3.2	Heat capacity installed, Gigacalories per hour	0
41	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
42	3.2	Facilities for water supply installed, cubic metres per hour	125
43	3.2	Water consumed by the SEZ residents, cubic metres per hour	0
44	3.2	Wastewater collection system installed, cubic metres per hour	125
45	3.2	Wastewater disposed in the SEZ, cubic metres per hour	0
46	3.2	Gas capacity installed, cubic metres per hour	0
47	3.2	Gas consumed by the SEZ residents, cubic metres per hour	0
48	3.2	Electrical capacity installed, Megawatts	10.00
49	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	1.50
50	3.3	Distance from the SEZ to the nearest federal highway, kilometres	1.00
51		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	0.00
52	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
53		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
54		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	0
55	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	7.79
56		Cadastral value of the land in the SEZ, \$ thousand per hectare	25.96
57	5.1, 5.2	Total private investment, including capital expenditures, made by the SEZ residents since the establishment of the SEZ till December 31, 2019, \$ million	24.90
58	5.2	Expenditure on the construction of the SEZ infrastructure (including expenditures from both federal and regional budget, investment of the SEZ management company), \$ million	14.64

Statistical indicators of the Russian region

Statistical indicators of the SEZ

ANALYSIS OF THE RESULTS

OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING REGARDING TECHNOLOGY INNOVATIVE SEZs (TI SEZs)

TI SEZ "DUBNA"

MOSCOW REGION



1 place

technological infrastructure of the industrial cluster "Composites without Borders", lets the ongoing residents of the TI SEZ "Dubna" expand their possibilities for obtaining the state financial support and helps the SEZ increase the number of new investors in the SEZ.

The management company (MC) of the TI SEZ "Dubna" is successfully pursuing a policy of interaction with investors. In 2020, once again, the SEZ management company proved its competencies to attract Russian and foreign investors, as it became one of two strongest Technology Innovative Special Economic Zones in Russia (along with the TI SEZ "St. Petersburg") according to 3 experiments within the 2020 Ranking (1 telephone call, 2 written requests from potential Russian and foreign investors, indicator 2.6). In addition, over the past two years, the SEZ has retained 1st place among the TI SEZs in terms of the quality of the Russian and English versions of the SEZ website (indicators 6.1-6.2).

TI SEZ "TECHNOPOLIS MOSCOW"

MOSCOW



2 place

facilities constructed (indicator 3.1). Thus, the comfortable infrastructure is being created at Alabushevo site (parks, catering facilities, recreation areas). The project suggests construction of a hotel and rental housing for tenants and guests of SEZ, as well as a helicopter pad to facilitate access to the site.

Currently, Rudnevo Industrial park is under construction. It will be a new site of TI SEZ "Technopolis Moscow" with a focus on the localization of industrial enterprises of hazard class 3-5 (territory area: 11.2 ha.). The project will provide creation of more than 3 000 new working places.

Another competitive advantage of the SEZ is the opportunity for investors to buy land sites in Moscow at the lowest price among all TI SEZs in Russia (for 1% of cadastral value, indicator 4.2).

The Technology Innovative SEZ "Technopolis Moscow" widely promotes digitalization. For example, a recently developed Agile Center is a digital platform for economic processes automation that aims to form the single information space where all technological capabilities for project management - from land and property auctions to the procurement system - will be aggregated. In addition, SEZ entered the top 3 of Technology Innovative SEZs in terms of quality of the Russian and English websites (indicators 6.1-6.2).

The Technology Innovative SEZ "Dubna" has consistently held a leading position among Technology Innovative Special Economic Zones (TI SEZs) throughout the 4-year period of preparation of the Russian National SEZs Investment Attractiveness Index Ranking. In 2020, the SEZ confirmed the status of a steadily developing investment site, the best in the category "Doing business environment in the SEZ" (pillar 2).

More than 11 new investors annually become the SEZ residents (indicator 2.2). The TI SEZ "Dubna" surpasses all the Technology Innovative SEZs of Russia by number of the SEZ residents with foreign participation in absolute terms (13 resident companies as of December 31, 2019). The TI SEZ "Dubna" is one of the three strongest TI SEZs (along with TI SEZ "Innopolis", TI SEZ "Istok") in terms of the average annual dynamics of investments of the SEZ residents in 2016-2019 (+ 23% of annual growth, indicator 5.1). Also, in 2019 the TI SEZ "Dubna" won awards in 3 nominations simultaneously: "Infrastructure upgrades", "Expansions" and "New investments" of the international ranking "FDI Global Free Zones" conducted by the reputable publication fDi Magazine (division of The Financial Times, London).

Due to the increase in the number of the SEZ residents, a share of the office area occupied by the SEZ residents amounted to 96% of the total leasable office area in the TI SEZ "Dubna" as of December 31, 2019 (indicator 4.3). In 2019, new infrastructure facilities were put into operation to reduce the level of occupation of the SEZ premises. That was an innovation and technological centre (with an area of 9.124 m² providing both office and industrial premises for leasing by the SEZ residents), a customs complex with automatic transmission, an inspection platform, a weight control post, an avenue with a length of 1.86 km, a street and road network with a total length of 2.5 km, surface runoff facilities, a medical building with 190 beds.

In 2019, the Technology Innovative SEZ "Dubna" JSC concluded an agreement with the management company of the industrial cluster "Composites without Borders", included in the Register of industrial clusters of the Ministry of Industry and Trade of the Russian Federation. The agreement makes the Technology Innovative SEZ "Dubna" JSC a part of

The Technology Innovative SEZ "Technopolis Moscow" retains the status of the best investment site becoming the absolute leader among Technology Innovative SEZs in the pillar "Infrastructure provision of the SEZ" (+1 rank, pillar 3), "Land resources and buildings" (+2 ranks, pillar 4). For at least the last 3 years, the TI SEZ "Technopolis Moscow" has been annually overfulfilling the plan on new residents attracted to the SEZ (indicator 2.4).

The TI SEZ "Technopolis Moscow" is focused primarily on localization of high-tech enterprises. Therefore, the SEZ entered the top 3 of the strongest SEZs in 2019 by average annual number of intellectual property objects created by the SEZ residents (+3 ranks, indicator 5.2). Among the most important strategic directions of the TI SEZ "Technopolis Moscow" is to continue development of microelectronic and medical clusters. Microelectronic cluster: 53 members, including the leaders of the Russian microelectronic market Micron and Angstrom companies as well as educational and research institutions and R&D centers. Medical cluster: more than 20 medtech, medical devices and life science companies, including BIOCAD and R-Pharm companies which are the leaders of the Russian market, producing medical devices and equipment, medicines and other medical treatments.

The TI SEZ "Technopolis Moscow" is characterized by high investment attractiveness due to advanced engineering and social infrastructure, as well as by relatively low selling price of the SEZ land for the residents (in comparison with the cadastral value of the land).

Even though useful land area of the TI SEZ "Technopolis Moscow" is occupied by 87%, more than 30% of the leasable office area in the SEZ is available for new investors - this is the maximum value among the Technology Innovative Special Economic Zones (indicators 4.1, 4.3).

The TI SEZ "Technopolis Moscow" is the leader among all TI SEZs in terms of provision of vacant leasable land area with vacant infrastructure facilities (indicator 3.2). To provide the SEZ residents with high-quality ready-made infrastructure, the SEZ management company reaches the planned indicators regarding the volume of infrastructure

Over the past two years, the Technology Innovative SEZ "St. Petersburg" has retained high positions in this Ranking in the pillars "Doing business environment in the SEZ" (2nd place, pillar 2), "Investment and innovation activity of SEZ residents" (2nd place, pillar 5).

The TI SEZ "St. Petersburg" won awards in nominations "Expansions", "Pharmaceuticals" and "Cluster Development", according to the results of the reputable international ranking fDi Global Free Zones (indicator 2.5). Average annual dynamics of investments in SEZs for 2016-2019 amounted to 112.65% (indicator 5.1), which exceeds the dynamics of an increase in the number of SEZ residents in terms of growth rates (108% on average per year). In other words, companies with large capital primarily become the residents of the TI SEZ "St. Petersburg". In 2019, 6 companies consequently became the SEZ residents. The total volume of investments announced by new residents amounted to \$ 122.5 million.

The placement of science-intensive, high-tech companies in the SEZ territory allows the TI SEZ "St. Petersburg" to lead among all Technology Innovative SEZs in terms of the average annual number of intellectual property objects created by the SEZ residents (77 units, 1st place, indicator 5.2). Unique advantage of the SEZ management company is a wide experience in project managing on all levels, from investment attracting to operating difficult engineering systems and objects. By now, the SEZ management company can develop and use a variety of methods, programs and technologies of automatic modeling and managing complexes for engineering systems, engineering communications and infrastructure objects. In 2019, engineering and geological surveys for the construction of an innovation center were begun at the Novoorlovskaya site of the TI SEZ "St. Petersburg".

The high investment attractiveness of the Technology Innovative SEZ "St. Petersburg" is evidenced by a large share of leasable office area on the SEZ occupied by the residents (97%, indicator 4.3). In order to provide the SEZ residents with a ready-to-use infrastructure, a new land site with an area of 53 hectares annexed in 2017 was under development during 2019.

The SEZ management company implements a proactive communication policy. The Management Company of the TI SEZ "St. Petersburg" is one of few Technology Innovative Special Economic Zones, which has confirmed the availability of competencies to attract Russian and foreign investors for the second year in a row. The Technology Innovative SEZ "St. Petersburg" became a leader among all Technology Innovative SEZs, along with the TI SEZ "Dubna", according to the results of 3 experiments (1 telephone interview, 2 written requests from potential residents, indicator 2.6).

Website spbsez.ru was launched to raise awareness of potential residents about advantages of building projects on SEZ territory. On this website residents can create personal account for easier communication with the SEZ management company and sending reports. The quality of the Russian and English versions of the SEZ website was highly rated in this 2020 Ranking (indicators 6.1-6.2).

In the 2020 Ranking the Technology Innovative SEZ "Innopolis" took 1st place in the category "Investment and innovation activity of SEZ residents" (+3 ranks, pillar 5) and made a breakthrough in the categories "Doing business environment in the SEZ" (+1 rank, 3rd place, pillar 2), "Infrastructure provision of the SEZ" (+2 ranks, 3rd place, pillar 3).

The TI SEZ "Innopolis" has maintained a high position in terms of the average annual number of attracted residents over 8 years of its operation. More than 10 companies annually become SEZ residents. At the same time, the SEZ on an annual basis exceeds the plan on the residents newly attracted (indicators 2.2, 2.4). The TI SEZ "Innopolis" is one of the leaders in terms of the average annual investment dynamics of SEZ residents as the volume of investment doubled annually for 2016-2019 (indicator 5.1).

In 2019, the Special Economic Zone was twice awarded by FDI magazine, having won in "Specialism in IT" and "Industry 4.0" nominations (indicator 2.5). As of December 31, 2019, the TI SEZ "Innopolis" hosted 103 high-tech companies (89 residents and 14 partners) including Yandex, Sberbank, Tinkoff Development Center, Magnit IT Lab, IT X5 Technologies, Open Mobile Platform, New Cloud Technologies, RTK Soft Labs, ICL Group, iTeco New Technologies, Sitronics Telecom Solutions (MTS), Marketplace Technologies, etc. That is why the TI SEZ "Innopolis" is confidently included in the group of leaders by the average annual number of intellectual property objects created by the SEZ residents, for the second year in a row (20 intellectual property objects, 2nd place, indicator 5.2).

It should be noted that in the Technology Innovative SEZ "Innopolis" the leasable office area is occupied by 99% (+ 4% of growth in the occupation of office area in comparison with 2018, 2nd place, indicator 4.3). This indicates a high demand for SEZ premises among potential investors. Despite that the SEZ has a large supply of available (vacant) capacity of engineering infrastructure facilities (electricity, water, gas, heat supply) for residents, the TI SEZ "Innopolis" continues to develop its own infrastructure, fulfilling plans for the construction of infrastructure facilities, considering the needs of the information and communication technology industry (indicators 3.1, 3.2).

Special attention is paid to the quality of operation of facilities and the level and efficiency of servicing the infrastructure of the SEZ to fully meet the requirements of Innopolis residents. The undoubted advantage of the TI SEZ "Innopolis" is its willingness to do construction work in-house in the interests of SEZ residents, at the request of investors (indicator 3.4). Thus, Technology Innovative SEZ "Innopolis" JSC acted as the main investor and developer of the facilities of innovative, social and engineering infrastructure in the SEZ and adjacent territories. It maintains and operates the said facilities.

Great potential for the development of the territory of the TI SEZ "Innopolis" is characterized by the competitive selling price of the SEZ land that is the lowest among the Technology Innovative SEZs in monetary terms (\$ 3.66 thousand/ ha, or 15% of cadastral value, indicator 4.2), with a minimum level of occupation of the SEZ land sites - 0.55% of the SEZ total leasable land area are leased and (or) owned by residents and other investors who have entered into agreements on cooperation in the creation of the SEZ infrastructure (indicator 4.1).

TI SEZ "ST. PETERSBURG"

ST. PETERSBURG



3 place

TI SEZ "INNOPOLIS"

REPUBLIC OF TATARSTAN



4 place

TI SEZ "ISTOK"

MOSCOW REGION



5 place

convenience of using the SEZ website in 2020 (indicator 6.3).

The Technology Innovative SEZ "Istok" is the first private Technology Innovative Special Economic Zone in Russia, the development of which is carried out exclusively at the expense of non-budgetary (private) sources of funding. The TI SEZ "Istok" is formed around the anchor enterprise and the science city of Fryazino. In 2019, the SEZ retained its advantage over other Technology Innovative SEZs in terms of investment and innovation activity of the SEZ residents and information transparency of the SEZ website (pillars 5, 6). Thus, the TI SEZ "Istok" is the undisputed leader by average annual dynamics of investments for 2016-2019, since during this period the volume of investment of residents in the SEZ increased more than 30 times and amounted to \$ 151.1 million in a year by 2019. In 2019, 4 residents of the Technology Innovative SEZ "Istok" were registered: ANTEX JSC, May LLC, AMBRELLA Industrial LLC, and Promdvizhenie LLC.

The key difference between the TI SEZ "Istok" and all other TI SEZs is that the leasable office area in the SEZ is 100% occupied by residents, and land sites are occupied by 94.54% (indicators 4.1-4.2).

In order to create the necessary conditions for existing investors in the TI SEZ "Istok" and on the territory of the city of Fryazino, the Fryazino innovation and industrial cluster operates, which is part of the consortium of innovation clusters of the Moscow Region. That is why residents of the TI SEZ "Istok" annually create and register mainly objects of patent law (more than 30 inventions, utility models, industrial designs). In 2019, Technology and Innovation Support Centre was also established in the Technology Innovative SEZ "Istok" to develop implementation activities. The bright achievements of SEZ residents (the predominance of created objects of patent law over the objects of copyright, other intellectual property objects) are only partially recorded in indicator 5.2, due to the particularities of the methodology of this Ranking.

A strong advantage of the Technology Innovative SEZ "Istok" is its developed information policy. The website of the TI SEZ "Istok" had been upgraded by the end of 2019. As a result, the SEZ residents highly appreciated the

TI SEZ "TOMSK"

TOMSK REGION



6 place

of infrastructure for the development of the petrochemical cluster at the Northern site of the SEZ and the placement of new industrial productions is to be completed.

The Technology Innovative SEZ "Tomsk" is one of few Technology Innovative SEZs, which exceed the investors plans by attracting the largest number of residents since the establishment of the SEZ management company (45 residents against 43 planned, indicator 2.4). At the same time, the SEZ is the leader in terms of the share of companies with foreign participation in the total number of the SEZ residents (7 out of 45 residents, indicator 2.6).

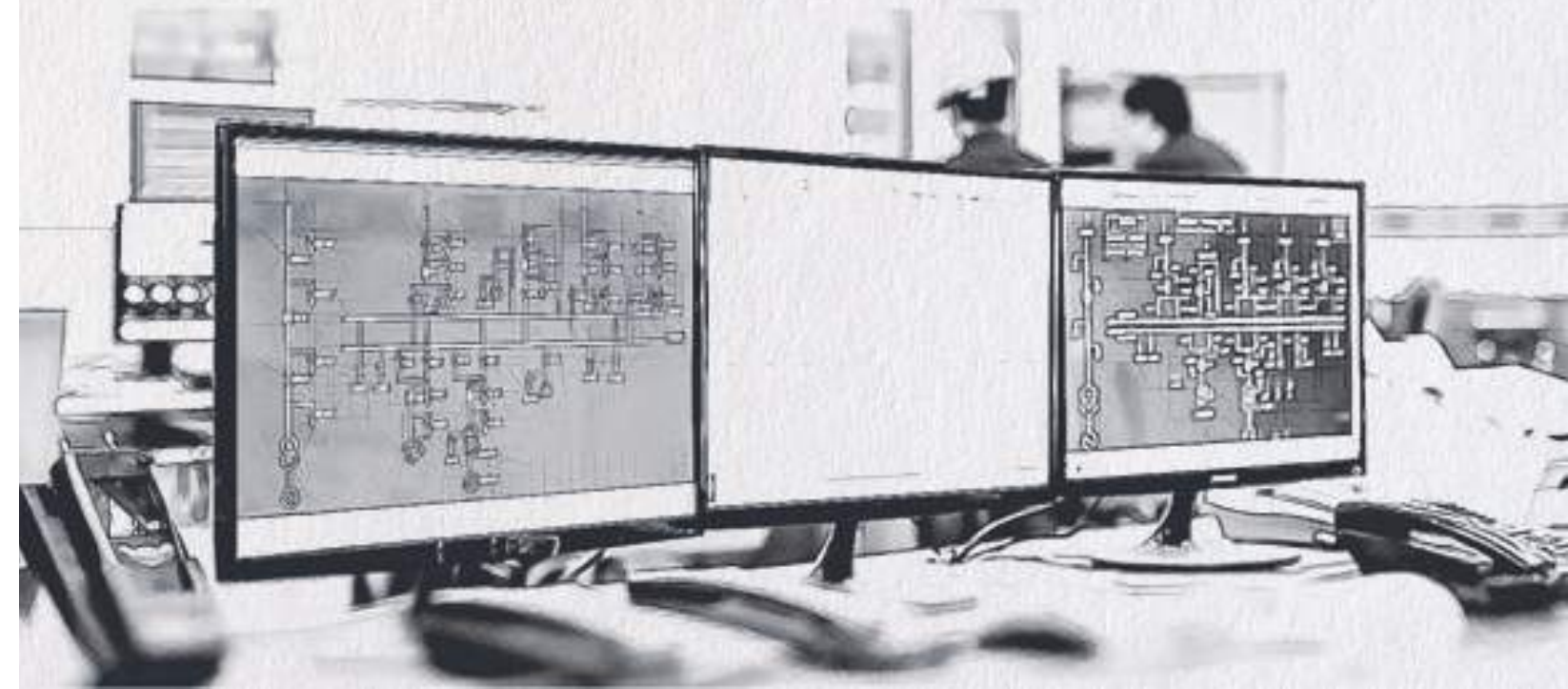
One of the key factors for investors' decision to localize their investment projects in the city of Tomsk, and the TI SEZ "Tomsk" in particular, is its proximity to the most powerful Russian scientific and educational complexes, represented by 6 Federal Universities, institutes of the Siberian Branch of the Russian Academy of Sciences and advanced infrastructure of business incubators, scientific and educational centres and laboratories, which can be used by investors. In 2019, two leading Tomsk Universities entered the top 400 of the QS World University Rankings, i.e. National Research Tomsk State University and National Research Tomsk Polytechnic University.

The result of the robust involvement of the leading scientific and educational organizations of the city of Tomsk in industrial activities is the accelerated development of high-tech business, which contributes to an increase in the number of intellectual property objects, innovations. The TI SEZ "Tomsk" maintains a high average annual number of intellectual property (IP) objects created by the SEZ residents that have received registration in Russia or abroad, two years running (more than 10 IP objects per year, indicator 5.2).

New infrastructure facilities are put into operation in the TI SEZ "Tomsk" on an annual basis in order to provide investors with a ready-to-use infrastructure. In 2019, the construction of all planned infrastructure facilities was completed, the construction plan was executed for 100% (indicator 3.1).

It should be noted that the Technology Innovative SEZ "Tomsk" has resources to localise new investors: the SEZ has the lowest share of the occupied leasable office area (together with the TI SEZ "Technopolis Moscow"), despite the growth in the value of this indicator for 2019 by more than 2% (87%, indicator 4.3). In the future, construction

RESULTS OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING REGARDING TECHNOLOGY INNOVATIVE SEZs (TI SEZs) IN DETAIL. CONSOLIDATED TABLES



TECHNOLOGY INNOVATIVE SEZ “DUBNA” (moscow region)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	1	-//-//-	9.653	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		3	-//-//-	0.963	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		2	-//-//-	1.106	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	2-3	22.50	1.113	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	1-4	0.00	1.000	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	2	1.05	1.047	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	3-4	1.02	1.018	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	1-2	187.90	1.351	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		4-5	-//-//-	0.821	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	3-4	170	0.580	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	3-4	49.30	0.990	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	5-6	21.72	0.707	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	3-4	1.01	1.009	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		1	-//-//-	1.037	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	1	10.93	1.333	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-5	1.00	1.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	4	101.86	0.993	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	1-3	1.00	1.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company's competencies in attraction of investors, scores	5	0.90	0.895	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		2	-//-//-	0.968	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-5	106.67	1.000	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	2	0.87	0.873	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	1-3	1.00	1.000	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		2	-//-//-	0.854	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	4	55.50	1.006	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	2-3	15.00	0.508	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	4	95.54	1.048	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		5	-//-//-	0.915	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	3	123.40	1.008	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	5	10.33	0.822	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		1	-//-//-	1.142	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	1	3.05	1.129	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	4	2.40	1.263	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	2	4.59	1.034	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “Dubna”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	15.12*
2		Gross regional product in 2018, \$ billion	67.19
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.17
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.89
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	4.10
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	4.11
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	96.50
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	105.30
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	49.53
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	34 367.00
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	44 300.00
14	1.2.2	Labor force in 2018, people thousand	4 150.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	7 551.50
16	1.2.2	Employees with tertiary education, %	41.40
17	1.2.2	Employees with secondary education, %	38.00
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	3 295.10
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	16.40
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	942.99
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	9 628.55
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	161
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	164
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	33.33
29	2.6	Number of residents with foreign participation, number	13
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	1
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	1
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	255
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	272
37	4.1	SEZ useful land area, hectares	122.91
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	68.21
39	3.2	Heat capacity installed, Gigacalories per hour	80.00
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	66.17
41	3.2	Facilities for water supply installed, cubic metres per hour	168.10
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	95.30
43	3.2	Wastewater collection system installed, cubic metres per hour	170.20
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	68.00
45	3.2	Gas capacity installed, cubic metres per hour	8 909.00
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	1 077.20
47	3.2	Electrical capacity installed, Megawatts	58.00
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	6.73
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	1.00
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	20.00
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	9.43
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	62.85
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	19 023.00
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	18 173.80

* Hereafter the best SEZ is determined among 6 Technology Innovative SEZs taking part in the Russian National SEZs Investment Attractiveness Index 2020

* Hereafter indicators are computed based on the assumption that \$ 1 was equal to P 64.73 in 2019, and \$ 1 was equal to P 62.54 in 2018 (in accordance with annual statistics of the Central Bank of the Russian Federation).

TECHNOLOGY INNOVATIVE SEZ “TECHNOPOLIS MOSCOW” (moscow)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	2	-/-/-	9.572	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		1	-/-/-	1.028	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		4	-/-/-	0.903	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	6	13.90	0.687	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	1-4	0.00	1.000	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	3	0.99	0.985	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	5	1.02	1.017	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	5	114.84	0.825	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		1	-/-/-	1.152	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	1	4 831	1.337	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	1	55.78	1.120	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	1	148.32	1.142	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	2	1.01	1.010	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		4	-/-/-	0.792	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	3	4.47	0.852	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-5	1.00	1.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-3	111.67	1.000	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “FDi Global Free Zones”, scores	4-6	0.00	0.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	4	0.90	0.900	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		1	-/-/-	1.016	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-5	100.00	1.000	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	1	1.06	1.064	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	1-3	1.00	1.000	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		1	-/-/-	0.957	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	2	86.98	1.125	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	1	1.00	1.000	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	6	67.96	0.746	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		4	-/-/-	0.962	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	4	119.62	0.992	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	3	17.00	0.931	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		3	-/-/-	1.092	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	2	2.80	1.038	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	3	2.44	1.283	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	5	4.23	0.953	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “Technopolis Moscow”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	39.74
2		Gross regional product in 2018, \$ billion	285.92
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	3.88
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.66
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	3.97
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	3.81
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	100.00
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	114.40
10		Unemployment rate in 2018, %	0.40
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	42.87
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	6 562.93
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	2 600.00
14	1.2.2	Labor force in 2018, people thousand	7 268.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	12 560.90
16	1.2.2	Employees with tertiary education, %	49.70
17	1.2.2	Employees with secondary education, %	43.10
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	6 744.70
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	186.30
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	1 519.49
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	15 535.49
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	60
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	67
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	80.00
29	2.6	Number of residents with foreign participation, number	5
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	1
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	114
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	114
37	4.1	SEZ useful land area, hectares	79.09
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	68.79
39	3.2	Heat capacity installed, Gigacalories per hour	340.00
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	36.22
41	3.2	Facilities for water supply installed, cubic metres per hour	501.62
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	405.79
43	3.2	Wastewater collection system installed, cubic metres per hour	476.10
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	404.79
45	3.2	Gas capacity installed, cubic metres per hour	0.00
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	0.00
47	3.2	Electrical capacity installed, Megawatts	123.60
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	46.54
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	0.30
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	1.20
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	11.43
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	1 143.17
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	29 956.24
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	20 356.81

TECHNOLOGY INNOVATIVE SEZ “ST. PETERSBURG” (ST. PETERSBURG)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	3	-/-/-	9.554	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		5	-/-/-	0.928	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		5	-/-/-	0.758	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	4	20.34	1.006	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	5	1.55	0.015	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	5	0.90	0.901	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	2	1.02	1.019	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	4	117.84	0.847	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		2	-/-/-	1.099	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	2	3 834	1.262	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	2	53.23	1.069	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	2	123.70	1.092	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	5	0.97	0.973	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		2	-/-/-	0.964	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	5	3.67	0.772	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-5	1.00	1.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	5	101.85	0.992	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “fDi Global Free Zones”, scores	1-3	1.00	1.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	1	1.02	1.021	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		4	-/-/-	0.811	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	6	96.55	0.966	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	5	0.64	0.636	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	4	0.98	0.975	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	4-5	0.67	0.667	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		3	-/-/-	0.841	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	3	57.20	1.013	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	4	25.00	0.447	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	3	96.73	1.061	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		2	-/-/-	1.160	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	5	112.65	0.963	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	1	76.67	1.357	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		4	-/-/-	1.075	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	3	2.71	1.003	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	2	2.51	1.324	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	6	3.99	0.898	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “St. Petersburg”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	13.64
2		Gross regional product in 2018, \$ billion	67.05
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	1.55
4	1.1.3	Administrative burden, scores (from 1 to 5)	3.65
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.18
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	3.76
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	3.41
8	1.1.4	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation – Results of 2019" (Rating Agency "RIA Rating"), %	100.00
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	105.20
10		Unemployment rate in 2018, %	0.40
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	52.37
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	3 230.30
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	1 400.00
14	1.2.2	Labor force in 2018, people thousand	3 061.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	5 367.90
16	1.2.2	Employees with tertiary education, %	43.50
17	1.2.2	Employees with secondary education, %	43.20
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	2 653.90
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	66.40
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	1 136.99
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	11 201.17
22		Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	54
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	55
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	75.00
29	2.6	Number of residents with foreign participation, number	7
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	1
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	1
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	1
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	29
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	28
37	4.1	SEZ useful land area, hectares	123.46
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	70.62
39	3.2	Heat capacity installed, Gigacalories per hour	84.79
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	48.42
41	3.2	Facilities for water supply installed, cubic metres per hour	144.18
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	110.77
43	3.2	Wastewater collection system installed, cubic metres per hour	210.79
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	97.62
45	3.2	Gas capacity installed, cubic metres per hour	4 330.00
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	4 011.17
47	3.2	Electrical capacity installed, Megawatts	43.67
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	40.15
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	7.10
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	25.00
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	0
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	144.27
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	577.08
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	16 246.90
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	15 714.85

TECHNOLOGY INNOVATIVE SEZ “INNOPOLIS” (REPUBLIC OF TATARSTAN)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	4	-/-/-	9.109	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		2	-/-/-	0.992	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		1	-/-/-	1.181	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	1	25.50	1.261	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	1-4	0.00	1.000	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	1	1.29	1.287	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	1	1.03	1.032	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	3	184.64	1.327	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		6	-/-/-	0.803	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	5	57	0.442	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	5	46.40	0.932	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	4	87.00	1.000	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	6	0.84	0.841	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		3	-/-/-	0.875	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	2	10.88	1.329	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	6	0.00	0.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-3	104.82	1.000	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “FDI Global Free Zones”, scores	1-3	1.00	1.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company’s competencies in attraction of investors, scores	2	0.92	0.921	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		3	-/-/-	0.885	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-5	100.00	1.000	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	6	0.54	0.541	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	1-3	1.00	1.000	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	1-3	1.00	1.000	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		6	-/-/-	0.638	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	6	0.55	0.317	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	2-3	14.99	0.508	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	2	99.10	1.087	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		1	-/-/-	1.176	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	2	231.98	1.382	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	2	20.00	0.970	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		5	-/-/-	0.970	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	4	2.65	0.981	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	5	1.53	0.804	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	1	5.00	1.126	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “Innopolis”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	10.07
2		Gross regional product in 2018, \$ billion	39.48
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	5.00
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	5.00
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	5.00
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	5.00
8	1.1.4	Credit rating of the Russian region, according to "Creditworthiness Index of the regions of the Russian Federation – Results of 2019" (Rating Agency "RIA Rating"), %	98.10
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	105.30
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	46.50
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	30 009.73
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	67 800.00
14	1.2.2	Labor force in 2018, people thousand	2 037.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	3 896.40
16	1.2.2	Employees with tertiary education, %	35.20
17	1.2.2	Employees with secondary education, %	42.30
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	1 578.70
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	33.90
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	766.21
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	6 520.38
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	83
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	87
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	November 1, 2012
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	0
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	100.00
29	2.6	Number of residents with foreign participation, number	10
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	1
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	15
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	15
37	4.1	SEZ useful land area, hectares	224.50
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	1.23
39	3.2	Heat capacity installed, Gigacalories per hour	27.51
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	0
41	3.2	Facilities for water supply installed, cubic metres per hour	83.33
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	0.29
43	3.2	Wastewater collection system installed, cubic metres per hour	83.33
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	0.29
45	3.2	Gas capacity installed, cubic metres per hour	984.41
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	0
47	3.2	Electrical capacity installed, Megawatts	49.50
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	0.79
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	0.95
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	6.10
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	1
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	3.66
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	24.42
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	23 603.00
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	23 390.10

TECHNOLOGY INNOVATIVE SEZ “ISTOK” (moscow region)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	5	-/-/-	8.455	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		4	-/-/-	0.939	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		3	-/-/-	1.057	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	2-3	22.50	1.113	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	1-4	0.00	1.000	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	6	0.80	0.804	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	3-4	1.02	1.018	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	1-2	187.90	1.351	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		4-5	-/-/-	0.821	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	3-4	170	0.580	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	3-4	49.30	0.990	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	5-6	21.72	0.707	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	3-4	1.01	1.009	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		6	-/-/-	0.756	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	4	4.00	0.806	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-5	1.00	1.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	6	90.91	0.886	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “FDI Global Free Zones”, scores	4-6	0.00	0.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company's competencies in attraction of investors, scores	6	0.85	0.847	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		6	-/-/-	0.676	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-5	100.00	1.000	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	3	0.84	0.837	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	5	0.87	0.866	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	6	0.00	0.000	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		4	-/-/-	0.749	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	1	94.54	1.149	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	6	0.00	0.000	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	1	100.00	1.097	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		3	-/-/-	1.028	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	1	309.77	1.597	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	6	1.00	0.459	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		2	-/-/-	1.099	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	5	2.63	0.975	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	1	2.52	1.326	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	3-4	4.42	0.994	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “Istok”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	15.12
2		Gross regional product in 2018, \$ billion	67.19
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.00
4	1.1.3	Administrative burden, scores (from 1 to 5)	3.50
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	2.75
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	3.50
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	2.75
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	96.50
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	105.30
10		Unemployment rate in 2018, %	0.50
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	49.53
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	34 367.00
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	44 300.00
14	1.2.2	Labor force in 2018, people thousand	4 150.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	7 551.50
16	1.2.2	Employees with tertiary education, %	41.40
17	1.2.2	Employees with secondary education, %	38.00
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	3 295.10
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	16.40
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	942.99
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	9 628.55
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	22
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	20
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 31, 2015
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	66.67
29	2.6	Number of residents with foreign participation, number	2
30	2.6, 1st experiment	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31	2.6, 2nd experiment	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
34	2.6, 3rd experiment	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	0
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	2
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	2
37	4.1	SEZ useful land area, hectares	62.65
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	59.23
39	3.2	Heat capacity installed, Gigacalories per hour	161.00
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	61.00
41	3.2	Facilities for water supply installed, cubic metres per hour	175.50
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	167.63
43	3.2	Wastewater collection system installed, cubic metres per hour	154.67
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	146.80
45	3.2	Gas capacity installed, cubic metres per hour	3.36
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	2.90
47	3.2	Electrical capacity installed, Megawatts	39.00
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	37.00
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	1.00
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	60.00
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	0
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	0
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	Not for sale
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	-
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	700.00
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	700.00

TECHNOLOGY INNOVATIVE SEZ “TOMSK” (TOMSK REGION)

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 6)	Value	Score	Average SEZ score	The best SEZ*	Score of the best SEZ
	Index	6	-/-/-/-	7.592	8.989	TI SEZ “Dubna”	9.653
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		6	-/-/-/-	0.716	0.928	TI SEZ “Technopolis Moscow”	1.028
SUBSET 1.1: ECONOMIC AND INVESTMENT EFFECTIVENESS		6	-/-/-/-	0.600	0.934	TI SEZ “Innopolis”	1.181
1.1.1	Fixed capital investment, % of Gross regional product	5	16.61	0.821	1.000	TI SEZ “Innopolis”	1.261
1.1.2	Tax burden to a SEZ resident, %	6	0.57	0.006	0.004	TI SEZ “Istok”	1.000
1.1.3	The regional Government assistance in attracting investment and implement- ing projects, scores	4	0.98	0.976	1.000	TI SEZ “Innopolis”	1.287
1.1.4	Investment risk, scores	6	0.90	0.896	1.000	TI SEZ “Innopolis”	1.032
1.1.5	Engel coefficient, %	6	41.65	0.299	1.000	TI SEZ “Dubna”	1.351
SUBSET 1.2 LABOUR SUPPLY IN THE RUSSIAN REGION		3	-/-/-/-	0.832	0.922	TI SEZ “Technopolis Moscow”	1.152
1.2.1	Population density coefficient, people per square kilometer	6	3	0.218	0.736	TI SEZ “Technopolis Moscow”	1.337
1.2.2	Labour potential, %	6	44.74	0.898	1.000	TI SEZ “Technopolis Moscow”	1.120
1.2.3	Educational attainment, people per 10 000 inhabitants	3	107.63	1.054	0.950	TI SEZ “Technopolis Moscow”	1.142
1.2.4	Affordability of home ownership in the region, scores	1	1.16	1.158	1.000	TI SEZ “Tomsk”	1.158
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		5	-/-/-/-	0.770	0.866	TI SEZ “Dubna”	1.037
2.1	Dealing with construction permits, days	1-6	5	1.000	1.000	TI SEZ “Tomsk”	1.000
2.2	Annual average number of the residents attracted to the SEZ, number	6	3.00	0.698	0.965	TI SEZ “Dubna”	1.333
2.3	Availability of a free customs zone infrastructure in the SEZ, scores	1-5	1.00	1.000	0.833	TI SEZ “St. Petersburg”	1.000
2.4	Actual number of the SEZ residents (cumulatively), % to plan	1-3	104.65	1.000	0.978	TI SEZ “Tomsk”	1.000
2.5	Availability of SEZ awards in the international ranking “FDi Global Free Zones”, scores	4-6	0.00	0.000	0.500	TI SEZ “St. Petersburg”	1.000
2.6	SEZ management company's competencies in attraction of investors, scores	3	0.92	0.919	0.917	TI SEZ “St. Petersburg”	1.021
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		5	-/-/-/-	0.771	0.854	TI SEZ “Technopolis Moscow”	1.016
3.1	Actually constructed SEZ infrastructure facilities, % to plan	1-5	100.00	1.000	0.994	TI SEZ “Tomsk”	1.000
3.2	Vacant leasable land area provided with vacant infrastructure facilities, scores	4	0.75	0.746	0.783	TI SEZ “Technopolis Moscow”	1.064
3.3	Transport accessibility of the SEZ, scores	6	0.67	0.671	0.919	TI SEZ “Innopolis”	1.000
3.4	Ability of the SEZ management company to do construction work in-house, scores	4-5	0.67	0.667	0.722	TI SEZ “Dubna”	1.000
PILLAR 4: LAND RESOURCES AND BUILDINGS		5	-/-/-/-	0.715	0.792	TI SEZ “Technopolis Moscow”	0.957
4.1	The land area occupied by the SEZ residents, % of the SEZ leasable land area	5	30.78	0.868	0.913	TI SEZ “Istok”	1.149
4.2	Selling price of the SEZ land, % of cadastral value of the land	5	100.00	0.316	0.463	TI SEZ “Technopolis Moscow”	1.000
4.3	Office area occupied by the SEZ residents, % of total leasable office area	5	87.49	0.960	1.000	TI SEZ “Istok”	1.097
PILLAR 5: INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS		6	-/-/-/-	0.872	1.019	TI SEZ “Innopolis”	1.176
5.1	Average annual dynamics of investments of the SEZ residents in 2016-2019, %	6	101.68	0.915	1.143	TI SEZ “Istok”	1.597
5.2	Average annual number of intellectual property objects created by the SEZ residents, number	4	10.67	0.829	0.895	TI SEZ “St. Petersburg”	1.357
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		6	-/-/-/-	0.623	1.000	TI SEZ “Dubna”	1.142
6.1	Quality of the SEZ website in Russian, scores	6	2.36	0.873	1.000	TI SEZ “Dubna”	1.129
6.2	Quality of the SEZ website in English, scores	6	0.00	0.000	1.000	TI SEZ “Istok”	1.326
6.3	Ease of use of the SEZ website in the view of a SEZ resident, scores	3-4	4.42	0.994	1.000	TI SEZ “Innopolis”	1.126

Statistical indicators of the TI SEZ “Tomsk”

No	No of indicator	Statistical indicator	Value
1	1.1.1	Fixed capital investment (capital expenditure) in 2018, \$ billion	1.54
2		Gross regional product in 2018, \$ billion	9.26
3	1.1.2	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2021-2028 (tax burden to a SEZ resident), %	0.57
4	1.1.3	Administrative burden, scores (from 1 to 5)	4.33
5		Efficiency of the government support of investment projects, scores (from 1 to 5)	3.50
6		Transparency of the regional executive bodies' support given to entrepreneurs, scores (from 1 to 5)	3.67
7		Quality of the feedback from the regional executive bodies on entrepreneurs' requests, scores (from 1 to 5)	3.67
8	1.1.4	Credit rating of the Russian region, according to “Creditworthiness Index of the regions of the Russian Federation – Results of 2019” (Rating Agency “RIA Rating”), %	66.50
9		Producer price index for the economic activities of the Russian region (2018 compared to 2017), %	101.80
10		Unemployment rate in 2018, %	1.30
11		Exhausted assets in the constituent entity of the Russian Federation in 2018, %	56.53
12	1.1.5	Length of public hard-surface roads in the constituent entity of the Russian Federation where the SEZ is located, 2018, kilometres	7 667.14
13	1.1.5, 1.2.1	Territory of the region where the SEZ is located, square kilometres	314 400.00
14	1.2.2	Labor force in 2018, people thousand	547.00
15	1.2.1, 1.2.2, 1.2.3	Annual average population in 2018, people thousand	1 077.80
16	1.2.2	Employees with tertiary education, %	34.80
17	1.2.2	Employees with secondary education, %	41.50
18	1.2.2	Employees with both tertiary and secondary education in 2018, people thousand	417.40
19	1.2.3	Graduates from tertiary education, at doctoral level in 2018, people thousand	11.60
20	1.2.4	Market value of 1 square metre of residential premises in the constituent entity of the Russian Federation, \$ per square metre	662.44
21		Annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019, \$	7 767.84
22	2.1	Time of dealing with construction permits for industrial and (or) technological facilities, days	5
23	2.4	Planned number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	43
24	2.2, 2.4, 2.6	Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number	45
25	2.2	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21, 2005
26	2.3	Availability of the free customs zone infrastructure (FCZI) built by the SEZ management company, accessible to all the SEZ/residents / or FCZI prepared by the SEZ residents for themselves/ or lack of FCZI (1 point/ 0.5 points/ 0 points)	1
27	2.6	Staff members of the SEZ have anecdotal experience of working for international companies, scores (yes/no) (1/0)	1
28	2.6	Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department	66.67
29	2.6	Number of residents with foreign participation, number	7
30	2.6, 1-й эксперимент	Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores (from 0 to 1)	0 (no answer was received)
31	2.6, 2-й эксперимент	Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0 (no answer was received)
32		Quality of the information submitted in response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
33		Linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written, scores (from 0 to 1)	0
34	2.6, 3-й эксперимент	Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores (from 0 to 1)	0
35	3.1	Planned number of the infrastructure facilities constructed and installed in the territory of the SEZ according to the agreement on the establishment of the SEZ, number	33
36		Actual number of the infrastructure facilities constructed and installed in the territory of the SEZ, number	33
37	4.1	SEZ useful land area, hectares	52.51
38	3.2, 4.1, 5.1	Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares	16.16
39	3.2	Heat capacity installed, Gigacalories per hour	10.32
40	3.2	Heat consumed by the SEZ residents, Gigacalories per hour	7.58
41	3.2	Facilities for water supply installed, cubic metres per hour	208.33
42	3.2	Water consumed by the SEZ residents, cubic metres per hour	17.50
43	3.2	Wastewater collection system installed, cubic metres per hour	208.33
44	3.2	Wastewater disposed in the SEZ, cubic metres per hour	17.08
45	3.2	Gas capacity installed, cubic metres per hour	2 740.00
46	3.2	Gas consumed by the SEZ residents, cubic metres per hour	240.00
47	3.2	Electrical capacity installed, Megawatts	4.10
48	3.2	Electrical capacity consumed by the SEZ residents, Megawatts	4.10
49	3.3	Distance from the SEZ to the nearest federal highway, kilometres	10.00
50		Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres	1 748.00
51	3.4	Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)	0
52		Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)	1
53		Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)	1
54	4.2	Average selling price of the SEZ land for the SEZ resident that has implemented an investment project here, \$ thousand per hectare	54.41
55		Cadastral value of the land in the SEZ, \$ thousand per hectare	54.41
56	4.3	Total leasable area of the buildings for offices, which have put into operation in the territory of the SEZ, square metres	16 278.37
57		Total area of the buildings for offices in the territory of the SEZ occupied by the SEZ residents, square metres	14 241.85

METHODOLOGY OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING¹

The IV Russian National SEZs Investment Attractiveness Index 2020 is considered to be a guide to the most investment attractive Russian Special Economic Zones. The guide serves as a mean to assess the level of development of Special Economic Zones, their investment attractiveness, and favourable conditions for implementation of investment projects in the SEZs. All Industrial Production SEZs, Technology Innovative SEZs as well as a Port SEZ in Russia have taken part in the Index. As usual, Industrial Production and a Port SEZs are assessed independently of the assessment of Technology Innovative SEZs. Note that this year the rating of Industrial Production and a Port SEZs is shown separately from the rating of Technology Innovative SEZs.

Assessment of investment attractiveness of the SEZs is considered to be topical and in demand due to the fact that its implementation ensures identification of strengths and weaknesses of the Russian regional economies, Special Economic Zones and their management companies, improvement of investment attractiveness and business environment in a few Russian regions. It provides a complete use of available growth factors, which are capable of considerably strengthening the investment component of economic development, increasing the efficiency of Special Economic Zones and their management companies, allocating financial resources more efficiently than before in order to achieve final goals.

The obtained results can provide required information for the Russian and foreign investors, SEZ residents (tenants), the Russian industry-specific federal and regional executive bodies, the Russian development institutes.

A SEZ management company can focus on the Russian best practices in turn.

The results of the Index are presented to Russian and foreign investors, Russian and international financial and credit organizations, investment funds, leading development institutions, the Russian federal executive bodies (the Ministry of Economic Development of the Russian Federation, the Ministry of Industry and Trade of the Russian Federation, the Ministry of Telecom and Mass Communication of the Russian Federation, the Ministry of Finance of the Russian Federation, the Ministry of Agriculture of the Russian Federation), executive authorities of all Russian regions, the expert community and available in open sources.

Purposes of the Index are as follows:

1) assessment of the level of investment attractiveness of the Russian Special Economic Zones; 2) identification of the existence of favourable conditions for attracting the Russian and foreign investors so as to boost competitiveness among SEZ management companies for investment, 3) enhancement of competitiveness among SEZ management companies for investments as well as replication of best management practices for Special Economic Zones.

With a view to ensure maximum objectivity of the Index procedure we will adhere to the following principles:

- Principle of objectivity of the methodology: formation of an independent Expert Board with participation of representatives of industry-specific ministries and agencies, non-governmental organisations, financial institutions, loan companies, core development institutions. All of this can provide the maximum objectivity and transparency of the procedure of making the Index at all stages.

- Principle of transparency of the methodology: we hold public discussion of the Index methodology with of the industry experts, leading national financial institutions, loan companies, development institutions, non-governmental organisations (including representatives of the Ministry of Economic Development of the Russian Federation, State Corporation "Bank for Development and Foreign Economic Affairs (Vnesheconombank)", Chamber of Commerce and Industry of the Russian Federation, Industrial Development Fund, Russian Export Center, Federal Institute of Industrial Property, and etc.); we publish of the methodology and key analytical calculations in open sources; we submit the Index results to industry-specific federal and regional executive bodies, development institutions, representatives of the expert community, the federal and regional media and at one of the largest economic forums in Russia.

- Principle of the consideration of the most significant factors that have an impact on the SEZs investment attractiveness: we take into account in the Index methodology only indicators that measure the investment attractiveness of a SEZ in the best way, in the opinion of industry experts, investors and SEZ residents.

- Principle of objectivity of information: the Index is based on the use of the statistical data obtained from SEZ management companies, the Ministry of Economic Development of the Russian Federation, the Central Bank of the Russian Federation, and other open sources as well as from the expert assessments, which were provided by both SEZ residents and representatives of the business community.

The information obtained for the Index is verified by the experts from the Association for the development of Clusters and Technology Parks of Russia with the support of the Ministry of Economic Development of the Russian Federation. Verification procedure implies a randomly selected check on information obtained via sending an additional request or using an alternative source of information (if any exists).

In the methodology of the IV Russian National SEZs Investment Attractiveness Index 2020 the approaches to assessment of a SEZ investment attractiveness, its competitiveness, the ease of doing business and other estimates of an investment climate used in numerous national and international rankings has taken into consideration. Among of them are Global Free Zones of the Year (Foreign Direct Investment Intelligence (FDI), Financial Times), Doing Business (The World Bank), The Global Competitiveness Index (The World Bank), Paying Taxes (The World Bank) as well as the National rating of investment climate in the Russian regions (Agency for strategic initiatives), Creditworthiness Index of the regions of the Russian Federation (Rating Agency "RIA Rating"), etc.

The system of the indicators of investment attractiveness is based on the principle of validity of the factors that are the most significant for potential SEZ investor's decision to start investing here. It reflects major particularities of investment process both in a SEZ territory and in the Russian region, where the SEZ functions.

The computation of the IV Russian National SEZs Investment Attractiveness Index 2020 is based on successive aggregations of scores from the statistical indicator level (i.e., the most disaggregated level) all way up to the overall Index score. The statistical indicators at the most disaggregated level reflect the state, quality and dynamics of investment process in the Russian SEZs and use official statistics or surveys conducted among regional entrepreneurs and SEZ residents. Indicators are calculated on the basis of statistical indicators. Quantitative and qualitative estimates of indicators are grouped into 6 pillars of investment attractiveness.

Special Economic Zones of different types (Industrial Production SEZ, Technology Innovative SEZ, and Port SEZ) are comparable owing to standardization procedure, where variables are given in standard deviations from the mean of the Russian SEZs (assumed to be 1).

In case of asymmetric distribution of indicators (when the majority of SEZs have low values of the indicators and only few of them have extremely high values) we apply the smoothing procedure to the extreme values of indicators to avoid using biased estimates. Therefore, the indicators are calculated according to the following mathematical expression:

$$\tilde{x}_j^r = \sqrt[S]{\frac{x_j^r}{x_m}} \quad (1),$$

where:

- \tilde{x}_j^r denotes the adjusted value of indicator i of a SEZ r ;
- x_j^r denotes the original value of indicator i in a SEZ r ;
- S denotes the exponent of the adjustment, which takes value from 2 to 4 conditional on skewness coefficient in the SEZ i ;
- x_m denotes the Russian mean, calculated on the basis of open data, information provided by the Ministry of Economic Development of the Russian Federation or the SEZ management companies that took part in the Index.

An underlying criterion for selecting statistical indicators to estimate indicators of the SEZ efficiency is an assumption of the presence of statistically significant, logically relevant, meaningful correlation among indicators.

¹ The IV Russian National SEZs Investment Attractiveness Index 2020 is prepared with contribution from the students of leading universities of Russia included in the international rankings of universities, "100 best universities in Russia" (international business publication "Forbes"), TOP 100 of Science Index in the field of Economics, Economic Sciences: Plekhanov Russian University of Economics and State University of Management.

The choice of statistical indicators is limited by currently available information.

Investment attractiveness of Special Economic Zones is assessed through a number of indicators of investment attractiveness of the Russian Industrial Production, Technology Innovative and Port SEZs, which are grouped in the following pillars of investment attractiveness:

- 1) investment attractiveness of the Russian region;
- 2) doing business environment in the SEZ;
- 3) infrastructure provision of the SEZ;
- 4) land resources (land resources and buildings);
- 5) Investment activity of the SEZ residents (investment and innovation activity of the SEZ residents);
- 6) information transparency of the SEZ website.

In terms of Industrial Production SEZs and a Port SEZ assessment quantitative indicators account for six-seventh of indicators (i.e. 26 indicators derived from research results or the official statistics), while the remaining one-seventh (i.e. 4 indicators) comes to qualitative estimates obtained in survey of experts, investors and a SEZ residents.

The assessment of Technology Innovative SEZs involves both the same structure and the number of quantitative and qualitative indicators. The core difference among the assessment of the Russian SEZs of different types is the content of quantitative indicators. It takes into account specifics of Technology Innovative SEZs distinctly from the particularities of the group of Industrial Production and Port SEZs.

SEZ efficiency is estimated through the computation of the Index by aggregating multidimensional indicators.

PILLAR 1. INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION



The pillar helps potential investors assess social, economic and other strengths, opportunities, weaknesses of the Russian region (for example, the level of investment risk), which have an impact on taking a decision to invest. Every region has its own level of investment attractiveness, which determines its competitiveness.

Indicators in the pillar 1 "Investment attractiveness of the Russian region" are grouped in two subsets, such as 1.1 "Economic and investment effectiveness" and 1.2 "Labour supply in the Russian region".

The subset 1.1 "Economic and investment effectiveness" includes 5 indicators:

1.1.1. Fixed capital investment, % of Gross regional product (GRP).

The indicator measures capital investment made by the Russian private and mixed (government and private) forms of ownership. Capital investment consists of expenditures on construction, reconstruction (including modernization and extension) of capital assets, contributing to the value of assets, purchasing machines, equipment, vehicles, production tools, household items, growing productive, breeding livestock, draught animals, planting and growing perennial crops. Apart from that, capital investment includes financial resources of companies and population spent on participatory construction, which were attracted by developers' organizations. Expenditures on purchasing assets that are under construction, and on purchasing fixed capital in the secondary market are excluded. Value added tax is excluded.

The value of the gross regional product of the Russian region, in which the SEZ is located, is determined in accordance with the official statistics of the Federal State Statistic Service as of 2018.

1.1.2. Tax burden to a SEZ resident, %.

The indicator is calculated for a horizon period of 8 years, i.e. from January 1, 2021 till December 31, 2028.

Tax burden is concerned with a SEZ potential resident (a tenant) and is calculated on the profit tax (i.e. corporate profit tax) paid by an entrepreneur in a regional budget (i.e. the budget of the Russian region, where the SEZ is located), which is relative to the enterprise's total sales and other operating revenues, occurred for the period 2021-2028.

Considering that tax exemptions for the specified period for the residents of different SEZs in terms of a property tax, a transport tax, a land tax and social payments will be the same, the tax burden will be calculated only for SEZ residents' profit tax. Indicator "Tax burden to a SEZ potential resident" represents payments of profit tax to a regional budget related to the company's total revenue in 2021-2028, that is, a ratio of the total amount of the organization's profit tax payments to the regional budget in the period from 2021 to 2028 to the enterprise's total (accumulated) revenue for the same period of time.

Several assumptions about an investor (a SEZ potential resident) made for their assessment, as follows:

- an investor has been registered as a limited liability company (Ltd, LLC);
- an enterprise is to acquire a SEZ resident status in 2021;
- corporate profit tax is calculated based on the assumption that the investment phase of the SEZ resident's project lasts for the first 4 years, and since the 5th year the projected capacity of the SEZ resident is reached, what is associated with the payment of taxes to both the federal and regional budgets completely;
- annual company's sales and other operating revenues, excluding operations outsourced, is equal to \$ 17.0 million;
- annual profit rate is 15% of the annual company's value of sales and other operating revenues;
- tax burden is calculated on the basis of a profit tax, paid by investor (i.e. a SEZ potential resident) in the regional budget;
- the base period used for calculating the tax burden is 8 years;
- an investor (a SEZ potential resident) is an enterprise with 100% national investment;
- the employees of the enterprise are the citizens of Russia, the average strength is equal to 80 people;
- an investor (i.e. a SEZ potential resident) performs industrial production or scientific and technological activity. The company is involved in the international trade of goods, to which special tax regime is not applied, except for motor and vehicle manufacturing.

The indicator "Tax burden to a SEZ resident, %" is assessed according to the following scale: if this indicator has a value of 0%, then this indicator is assigned to 1 point. The indicator takes 0.5 score in the following cases: if the indicator has a value from 0.01% to 0.35% for Technology Innovative Special Economic Zones (TI SEZs), as 0.35% is a mean value for TI SEZs; if the indicator has a value from 0.01 to 0.03% for Industrial Production SEZs (IP SEZs) and Port SEZs, as 0.03% is a mean value for both IP SEZs and Port SEZs. The indicator takes 0 scores if a TI SEZs has a value of more than 0.35% or if a IP SEZ, a Port SEZ has a value of more than 0.03%.

The initial data for calculating the indicator is taken from the current legal acts (legislation) of the Russian region, where the SEZ is located, in terms of the corporate profit tax rate to be paid to the regional budget.

1.1.3. The regional Government assistance in attracting investment and implementing projects, scores.

The indicator is calculated on the basis of an online survey (questionnaire) of SEZ resident enterprises conducted by the Ministry of Economic Development of the Russian Federation on the general business conditions in Russia. The purpose is to evaluate the effectiveness of the heads of regional executive authorities in creating favorable conditions for doing business. The respondents, including the owners, chief executive officers, first deputy directors of commercial organisations. The indicator "The regional government assistance in attracting investment and implementing projects" is calculated by evaluating the following criteria:

- administrative burden and over-regulation of doing business

(1 - administrative burden makes doing business almost impossible, 2 - administrative burden complicates doing business significantly, 3 is overregulation is present in the region, but administrative burden has no significant effect on doing business, 4 - administrative burden is nearly absent, 5 - no administrative burden);

- efficiency of the government support of investment projects (how much you personally trust the regional authorities, supporting business (1 - the regional authorities do not provide any support for business investment projects; 2 - the regional authorities support only the most large-scale (capital-intensive) investment projects in the priority sectors of the regional economy; 3 - the regional authorities provide support for investment projects, but not sufficiently enough to accelerate them, 4 - the regional authorities are interested in investment projects and significantly contribute to providing favorable conditions for their implementation, 5 - the regional authorities provide the most favorable conditions for investment projects));

- transparency of regional executive bodies' support given to entrepreneurs (1 - the regional authorities are corrupt and impede doing business, 2 - the regional authorities' support of doing business is non-transparent and certain government decisions seem to be corrupt, 3 - the regional authorities do not impede doing business, however their activity is hardly named transparent, 4 - the regional authorities' support is transparent enough and mostly contributes to doing business, 5 - the regional authorities' support is the most transparent and contributes to doing business);

- quality of feedback from the regional bodies on entrepreneurs' requests (1-regional authorities do not respond to business requests and offers, 2-regional authorities reply with formal responses and mediocre events, 3-regional authorities take constructive interaction on some certain acute economic and public issues, 4-regional authorities generally take constructive interaction on most emerging issues, 5 - the actions of regional authorities fully meet the expectations of investors).

Each criterion is evaluated on a 5-score scale from 1 to 5 scores, where "1" is the lowest level of satisfaction of entrepreneurs with the regional executive bodies, while "5" is the highest one. An indicator, i.e. an aggregate, is calculated through summing the mean values of each criterion to the number of criteria under investigation.

The final value of this indicator is determined on the basis of an online survey of the residents of each studied Special Economic Zone conducted by the Ministry of Economic Development of the Russian Federation in 2019, and calculated as an arithmetic mean of the values of three SEZ indicators mentioned above.

1.1.4. Investment risk, scores.

This indicator is a three-dimensional average of credit risk (default risk), market risk (interest rate risk), and non-financial risk.

1.1.4.1. Credit risk (i.e. default risk), scores.

The indicator is estimated according to "Creditworthiness Index of the regions of the Russian Federation – Results of 2019" (Rating Agency "RIA Rating").

1.1.4.2. Market risk (interest rate risk), scores.

The value of "Producer price index for economic activities of the

Russian region, %" for all types of economic activities is taken into account by the Russian regions (December 2018 compared to December of the previous year, %).

1.1.4.3. Non-financial risk, scores.

Non-financial risk, concerned with Technology Innovative SEZs, includes such statistical indicators, as "Unemployment rate, %", "Exhausted assets by economic activities "Electricity, gas, steam and air conditioning supply", "Water supply, sewerage, waste management and remediation", "IT and other information services".

"Unemployment rate (%)" is estimated as unemployed people in a specified age group relative to labour force in the same age group in accordance with the methodology of the International Labour Organization.

Fixed assets reflect an item with a useful life greater than one reporting period, and which is used repeatedly. The examples of general categories of fixed assets are as follows: buildings, facilities, machinery, equipment, vehicles, draught animals, productive livestock, perennial crops, etc.

Full depreciation of fixed assets means that fixed assets have fully exhausted consumer properties with value that is zero due to the effects of nature, technological progress that took place during the operation of fixed assets.

"Investment risk, scores" is calculated as the arithmetic mean of the four indicators "Credit risk (Default risk)", "Market risk (interest rate risk)", and "Non-financial risk".

1.1.5. Engel coefficient, %.

The indicator evaluates the level of provision of the population with automobile roads, highways and is defined as the ratio of the length of automobile roads (public hard-surface roads) to the square root of the product of an average annual population and a territory of the Russian region.

The value of the indicator is determined as of December 31, 2018. The indicator is calculated for the constituent entity of the Russian Federation, on the territory of which the SEZ is located, on the basis of official statistics.

The subset 1.2 "Labour supply in the Russian region" includes 3 indicators:

1.2.1. Population density coefficient, people per square kilometer.

The value of the indicator, is determined in accordance with the official statistics of the Federal State Statistic Service for every constituent entity of the Russian Federation, on the territory of which the SEZ is located.

1.2.2. Labour potential, %.

The indicator is calculated as an arithmetic mean of 2 statistical indicators, such as a percentage of the able-bodied population and a percentage of employees with tertiary and secondary education (the level of inhabitants' education), %.

1.2.3. Educational attainment, people per 10 000 inhabitants.

The indicator measures graduates from tertiary education (Bachelor's Degree, a specialist, Master's Degree) per 10 000 inhabitants.

1.2.4. Affordability of home ownership in the region, scores.

The indicator is defined as the availability of housing in the Russian

region and allows us to determine the regional prospects for the development of labour migration as a source of employees for the SEZ residents. The indicator is evaluated as market value of 1 square metre of residential premises in the region related to the annual nominal accrued salary per 1 employee in the whole economy of the constituent entity of the Russian Federation for 2019 in the region (comparison with the average Russian value).

The pillar 1 "Investment attractiveness of the Russian region" for Industrial Production SEZs and Port SEZs is calculated through the following mathematical expression:

$$P_1 = \frac{\left(\frac{I_i}{I_m} + \frac{T_i}{T_m} + \frac{IG_i}{IG_m} + \frac{IR_i}{IR_m} + K_{E,m} \right)}{n} + \left(\sqrt[4]{\frac{K_{PD,i}}{K_{PD,m}}} + \frac{QL_i}{QL_m} + \frac{E_i}{E_m} + \frac{M_i}{M_m} \right) \quad (2),$$

where:

P_1 denotes the value of the pillar "Investment attractiveness of the Russian region";

I denotes the fixed capital investment, % of Gross regional product;

T denotes the tax burden to a SEZ resident, %;

IG denotes the regional government assistance in attracting investment and implementing projects, scores;

IR denotes investment risk, scores;

K_E denotes the Engel coefficient level of provision of the population with automobile roads, %;

K_{PD} denotes the population density in the territory of the Russian region (people/square kilometre);

QL denotes labour potential, %;

E denotes educational attainment, %;

M denotes affordability of home ownership in the region, scores;

m denotes the Russian mean value of the indicator estimated through the certain aspects of investment attractiveness of the Russian regions, in which territories SEZs taken part in the rating operate.

The value of the pillar 1 is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the Russian region, in which a SEZ is located;

n denotes the number of indicators involved in calculation of the pillar.

The difference in final values of the Pillar 1 "Investment attractiveness of the Russian region" concerned with the Special Economic Zones located in the same Russian region is explained by the fact that the pillar includes some qualitative indicators, the values of which were obtained by expert assessment (results of a survey conducted among the SEZ residents).

The pillar 1 "Investment attractiveness of the Russian region" for the Technology Innovative SEZs is calculated through the following mathematical expression:

$$P_1 = \frac{\left(\frac{I_i}{I_m} + \frac{T_i}{T_m} + \frac{IG_i}{IG_m} + \frac{IR_i}{IR_m} + K_{E,m} \right)}{n} + \left(\sqrt[4]{\frac{K_{PD,i}}{K_{PD,m}}} + \frac{QL_i}{QL_m} + \sqrt[4]{\frac{E_i}{E_m} + \frac{M_i}{M_m}} \right) \quad (3),$$

where:

P_1 denotes the value of the pillar "Investment attractiveness of the

Russian region";

I denotes the fixed capital investment, % of Gross regional product;

T denotes the tax burden to a SEZ resident, %;

IG denotes the regional government assistance in attracting investment and implementing projects, scores;

IR denotes investment risk, scores;

K_E denotes the Engel coefficient level of provision of the population with automobile roads, %;

K_{PD} denotes the population density in the territory of the Russian region (people/square kilometre);

QL denotes labour potential, %;

E denotes educational attainment, %;

M denotes affordability of home ownership in the region, scores;

m denotes the Russian mean value of the indicator estimated through the certain aspects of investment attractiveness of the Russian regions, in which territories SEZs taken part in the rating operate.

The value of the pillar 1 is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the Russian region, in which a SEZ is located;

n denotes the number of indicators involved in calculation of the pillar.



PILLAR 2. DOING BUSINESS ENVIRONMENT IN THE SEZ

In the pillar 2 benign business environment in the territory of the SEZ is assessed with regard to a marginal period of obtaining construction permits, dealing with construction permits for industrial and (or) technological facilities, cost of the procedure, a SEZ management company response time to an investor's request, annual average number of attracted SEZ residents. The pillar is also aimed at assessing the SEZ management company's competences to attract foreign investors and potential residents.

The pillar 2 "Doing business environment in the SEZ" includes 7 indicators concerned with both Industrial Production SEZs and a Port SEZ. In terms of Technology Innovative SEZs, the pillar 2 consists of 6 indicators.

2.1. Dealing with construction permits, days.

This indicator addresses an average period of time, when a SEZ resident needs to get a permit for the construction of industrial or technological facilities which are necessary for doing business in the future. The indicator is defined as the deadline for obtaining a construction permit, established by the current legislation of the Russian region, in which the SEZ operates. An investor is supposed to know all the requirements for getting construction permit and the sequence of procedures in advance. The information for calculating this indicator is derived from construction regulations approved by executive bodies of the Russian regions.

2.2. Annual average number of the residents attracted to the SEZ, number.

This indicator refers to the moment of the establishment of the SEZ. It is computed as the ratio of the value of the indicator "Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number" to the duration of the SEZ functioning (years). The indicator "Actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as at December 31, 2019, number" represents the total number of investors that acquired a status of the SEZ resident (concluded with the Government of the Russian Federation, or the federal executive body, or the executive body of the Russian region, in which the SEZ is located, an agreement on doing business in the territory of the Special Economic Zone and received a certificate of the SEZ resident). The indicator does not include the SEZ residents attracted to the SEZ since establishment of the SEZ (i.e. the date of entry into force of the Russian Government Resolution on creation of the SEZ), if the agreement with them has been terminated.

Application of a different methodology for calculating the average annual number of attracted residents for private SEZs: Private SEZs sell land plots to investors before they implement their investment projects and conclude an agreement on activities. This is due to the functional particularities and stricter requirements imposed by the SEZ management company on potential SEZ residents.

Calculating the indicator 2.2. "Annual average number of the residents attracted to the SEZ" (cumulatively since the establishment of the SEZ) for private SEZs, investors which have concluded business agreements with the SEZ management company and purchased land plots on the territory of the SEZ for the purpose of the implementation of investment projects were taken into account.

Activity of the management companies of private SEZs is aimed at maximum satisfaction of the investors' needs in the construction of various infrastructure in the build-to-suit format exclusively at the expense of private investment and strictly according with the requirements of the investor. Also, the management companies of private SEZs focused on provision of a wide range of specialized services.

Cost of leasing of land plots in private SEZs is many times higher than the in the SEZs established with the contribution of the Government budget.

The attractiveness of private SEZs for investors is largely due to the availability of not only tax benefits, but also the possibility of obtaining a ready-to-use infrastructure platform for implementation of their investment projects.

Within the framework of private SEZs investors conclude agreements with the SEZ management company. Only after the start of the implementation of their investment projects in the zone investors apply to the federal executive bodies authorized by the Government of the Russian Federation or to the executive authority of the constituent entity of the Russian Federation to conclude implementation agreements to obtain certificates of a SEZ resident.

The value of the indicator corresponds to the information of the "Report on the results of the functioning of Special Economic Zones as of 2019 and for the period from the establishment of Special Economic Zones" prepared by the Ministry of Economic Development of the Russian Federation.

2.3. Availability of a free customs zone infrastructure in the SEZ, scores.

The indicator takes into account the availability of the free customs zone infrastructure (FCZI) built on the territory of the SEZ according with the order of the Federal Customs Service of Russia No. 817 of April 30, 2018.

The indicator takes 1 score, if the SEZ has a FCZI accessible to all the SEZ residents, as of December 31, 2019. The indicator takes 0.5 scores, if the SEZ has a FCZI is prepared by the SEZ residents for themselves. The indicator takes 0 scores in the absence of the lack of FCZI in the SEZ territory.

The annual volume of operations carried out for customs clearance and other intermediary functions in the field of customs affairs does not matter.

Data for calculation of this indicator is provided by SEZ management companies.

2.4. Actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan.

The value of the indicator corresponds to the information of the "Report on the results of the functioning of Special Economic Zones as of 2019 and for the period from the establishment of Special Economic Zones" prepared by the Ministry of Economic Development of the Russian Federation. The date the establishment of a SEZ is the same as the moment of conclusion of the agreement on setting up the SEZ management company.

The rating range is from 0 to 1 point inclusive (not higher).

2.5. Availability of awards of fDi's Global Free Zones of the Year (international ranking), scores.

The indicator is assessed on the basis of the information in a reputable international publication "Global Free Zones of the Year" (fDi Magazine, Publishing house "The Financial Times Limited") for three previous years, i.e. for the period 2017-2019. If the SEZ obtained at least 1 award during 2017-2019, the SEZ is assigned 1 point. If the SEZ has no fDi's Global Free Zones of the Year reward for the period mentioned above, 0 points are assigned to the SEZ management company.

Data for calculation of this indicator is provided by SEZ management companies.

2.6. SEZ management company's competencies in attraction of investors, scores

It is four-dimensional average of the indicators "Staff members of the SEZ have anecdotal experience of working for international companies", "Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department", "Number of residents with foreign participation related to the total actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as of December 31, 2019" and 3 experiments regarding the SEZ management companies: "Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores", "Efficiency of the response of the SEZ management company to a SEZ foreign potential resident's request made in written, scores", "Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores".

"Staff members" according to the Labor Code of the Russian Federation are employees with whom an employment contract has been signed.

The indicator consists of the following components:

2.6.1. Staff members of the SEZ have anecdotal experience of working for international companies, scores.

This indicator is formed by the SEZ management companies on the basis of data from employment records and is presented as a result of a questionnaire of the SEZ management companies. For the presence of staff members with experience in international companies, that is,

in companies with branches and offices in several states, the SEZ is awarded 1 score.

2.6.2. Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department.

The indicator characterizes the proportion of employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department. The rating range is from 0 scores to 1 score. In the absence of the employees who speak English at a level not lower than upper-intermediate, the SEZ under study is assigned 0 scores. If the proportion of staff members of the investment relations department of the SEZ management company who speak English is not lower than the average value for this type of SEZs in Russia, this SEZ management company is assigned 1 score. If the staff members of the investment relations department of the SEZ management company speak English, but their share is less than the average for this type of SEZs, then the SEZ management company is assigned a score that is less than 1 (calculated on the basis of the average value for this type of Russian SEZ).

Data for the calculation of this indicator is provided by the SEZ management company.

2.6.3. Number of SEZ residents with foreign participation.

The indicator is defined as the quantity of residents with foreign participation in the total number of the SEZ residents actually attracted to the SEZ since the beginning of its activity as of 31.12.2019. Calculated for a specific type of SEZs. In the case of the Industrial Production SEZs and Port SEZs this value is compared with the average value for all SEZs of a particular type.

The value of the indicator corresponds to the data of the "Report on the results of the functioning of Special Economic Zones as of 2019 and for the period from the establishment of Special Economic Zones" prepared by the Ministry of Economic Development of the Russian Federation.

2.6.4. Experiments concerning the SEZ management company in order to confirm the fact that the SEZ management company has the competencies to attract investors.

Indicator 2.6.4 is a calculation of the 3 experiments of the competencies of a SEZ management company in terms of attracting residents. The value is calculated as an arithmetic mean of the following three indicators:

2.6.4.1. Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores.

This indicator is calculated on the basis of an independent experiment conducted with the support of the Ministry of Economic Development of the Russian Federation. It is aimed to assess the quality of foreign language proficiency (English) of representatives of the SEZ management company specializing in working with residents, the speed and completeness of the response to the received information

request – a phone call from a potential foreign resident about the level of provision of the zone with various infrastructure, the cost of basic energy services, as well as the availability of tax benefits.

The quality of the information provided was evaluated for each of the 3 questions asked by a potential foreign resident during a telephone conversation. If the representative of the SEZ management company answers all the questions of a potential resident in English (the linguistic component), 1 score is awarded. If a potential resident receives an incomplete response to the request, the score is reduced by 0.5 scores.

If information is provided in Russian, 0 scores are awarded. During the experiment, contact information posted on the official website of the SEZ is used to contact the SEZ management company. If it is impossible to contact the SEZ management company using the contacts provided on the SEZ official website 3 or more times, this SEZ is awarded 0 scores.

When evaluating the speed of responses to calls from a potential foreign resident, the following assessment system is used:

- receiving answers to questions at the first call of a potential foreign resident, the speed is estimated at 1 score;
- receiving answers to questions on the second call (if the first attempt to talk to representatives of the SEZ management company and get answers to their questions has been failed), the speed is estimated at 0.67 scores;
- receiving answers to questions on the third call (if the first two attempts to talk to representatives of the SEZ management company and get answers to their questions have been failed), the speed is estimated at 0.33 scores.

2.6.4.2. Efficiency of the response of the SEZ management company to a SEZ foreign potential resident's request made in written, working days.

This indicator assesses the quickness, quality (completeness) of the response of the SEZ management company to the potential foreign resident's request about the level of provision of the SEZ with various infrastructure facilities. Unit of measurement is working days.

The calculation of the indicator "Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written" is carried out by evaluating the following conditions:

- Lead time for the SEZ management company response to a SEZ foreign potential resident's request made in written. The maximum number of scores (1 score) is assigned to the SEZ, whose management company has provided the requested information within 1-3 working days from the date of sending the request in written. If the duration of the SEZ management company's response exceeds 3 working days from the date of sending the request, the SEZ is assigned 0 scores;
- quality of the information submitted in response to a SEZ foreign potential resident's request made in written. For providing relevant, high-quality and reliable information, 1 score is awarded.

In the absence of a response or if the information provided is not relevant to the request, the SEZ management company is assigned 0 scores;

- linguistic quality of the SEZ management company response to a SEZ foreign potential resident's request made in written. For a response

in the language corresponding to the language of the information request (in English), the SEZ is awarded 1 score, while for a response in another language (including the response in Russian), 0 scores are provided.

2.6.4.3. Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores.

This indicator assesses the quickness, quality (completeness) of the response of the SEZ management company to the request received from a potential Russian resident about the level of provision of the SEZ with various infrastructure facilities. The SEZ is assigned 1 score, if the SEZ made a response (response in written or phone call) to the request of a potential Russian resident (investor). The SEZ is assigned 0 scores, if there is no response.

The aggregated value of the indicator 2.6 "SEZ management company's competencies in attraction of investors, scores" is calculated as an arithmetic mean of the four indicators 2.6.1-2.6.4.

2.7 Survival rate of the SEZ residents, % (regarding IP SEZs, a Port SEZ).

The indicator is computed as the ratio of legal entities deprived of the status of a SEZ resident (since the establishment of the SEZ) to the total number of the SEZ residents as at December 31, 2019.

The pillar 2 "Doing business environment in the SEZ" is estimated according to the following mathematical expression:

$$P_2 = \frac{\frac{DC_{\min}}{DC_i} + CI_i + \frac{AT_i}{AT_{mkts}} + SEZ_{fDiRanking, i} + \frac{SU_i}{SU_{mkts}} + \sqrt{\frac{RY_i}{RY_{mkts}}} + \sqrt{CM_i}}{n} \quad (4),$$

where:

P_2 denotes the value of pillar "Doing business environment in the SEZ";

DC denotes dealing with construction permits, days;

RY denotes annual average number of the residents attracted to the SEZ, number;

CI denotes availability of the free customs zone infrastructure, built by the SEZ management company, scores;

$SEZ_{fDiRanking}$ denotes availability of awards of fDi's Global Free Zones of the Year (international ranking) for the last 3 years, scores;

AT denotes actual number of the SEZ residents (cumulatively since the establishment of the SEZ), % to plan;

CM denotes a SEZ management company's competencies in attraction of investors, scores. It is four-dimensional average of the indicators "Staff members of the SEZ have anecdotal experience of working for international companies", "Employees at the department on investment relations of the SEZ management company which speak English at upper-intermediate or higher level, % of staff at the department", "Number of residents with foreign participation related to the total actual number of the SEZ residents (cumulatively since the establishment of the SEZ) as of December 31, 2019" and 3 experiments regarding the SEZ management companies: "Quality of the information provided by the SEZ management company in response to a request from a potential foreign resident (telephone interview in English), scores", "Efficiency of the response of the

SEZ management company to a SEZ foreign potential resident's request made in written, scores", "Quality of the information submitted in response to a request to the Russian potential resident's request made in written, scores".

SU denotes survival rate of the SEZ residents, % (regarding IP SEZs, a Port SEZ);

m denotes the Russian mean value of the indicator estimated through the information obtained either from the SEZ management companies or experts;

mkts denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

min denotes the minimum value of the indicator of the SEZ;

n denotes the number of indicators involved in calculation of the pillar.

¹ The build-to-suit format: the build-to-suit format implies the construction of real estate objects that best meet the individual requirements of the investor for planning solutions of buildings, building dimensions, infrastructure, etc.



PILLAR 3. INFRASTRUCTURE PROVISION OF THE SEZ

The pillar measures the availability of engineering infrastructure. It is assessed by using the ratio of constructed engineering infrastructure to planned one, the ratio of non-occupied capacity of infrastructure to the infrastructure installed in a SEZ, as well as transport accessibility of the SEZ.

The pillar "Infrastructure provision of the SEZ" consists of 4 following indicators:

3.1. Actually built SEZ infrastructure facilities, % to plan (or share of plan).

The indicator is calculated as at December 31, 2019 in accordance with the Agreement on establishment of the SEZ.

The indicator is the ratio of the number of engineering infrastructure facilities constructed and put into operation in the territory of the SEZ, to the plan. When 100% of the plan is fulfilled, the indicator takes 1 score. If the SEZ exceeds the plan, 1 score is assigned to the SEZ, which is the same as if the SEZ fully completes the plan (1 point).

However, private SEZs have no plan on infrastructure construction. Therefore, an average score is assigned to private SEZs, if they have brought into operation infrastructure facilities. Data for the calculation of this indicator is provided by the SEZ management company.

3.2. Vacant leasable land area provided with vacant infrastructure facilities, scores.

This indicator is defined as the ratio of the total vacant capacity of the constructed engineering infrastructure to the non-occupied useful (ready to be leased) land area of the SEZ.

Engineering infrastructure, considered in the Index, includes electricity, heating, gas and water supply, wastewater disposal. The indicator is calculated as an arithmetic mean of each kind of engineering infrastructure facilities and based on the data, which are included in the agreement on establishing a Special Economic Zone among the Russian Government, the regional government, both the administrative and executive bodies of municipal districts, where the Special Economic Zone is to be operated.

Additionally, the engineering infrastructure facilities installed, which are adjacent to the territory outside the SEZ or owned by the SEZ operating residents are taken into account in the indicator.

The values of indicators included in the pillar 3 "Infrastructure provision of the SEZ" is calculated for one period of time from the date of adoption of the relevant Russian government Resolution on the establishment of Special Economic Zones up to December 31, 2019. In this case, only infrastructure facilities located exclusively in the territory of the Special Economic Zone, not beyond, are taken into account.

3.3. Transport accessibility of the SEZ, scores.

The final value of this indicator 3.3 is defined as an arithmetic mean of the sum of the values of two following indicators:

3.3.1. Distance from the SEZ to the nearest federal highway, kilometres.

The minimum number of scores (0 scores) is assigned to the SEZ located from the public highway of federal significance at a distance of more than 90 km. 1 score is assigned to a SEZ located at a distance of up to 5 km, 0.9 scores – from 6 to 10 km, 0.8 scores – from 11 to 20 km, 0.7 scores – from 21 to 30 km, 0.6 scores – from 31 to 40 km, 0.5 scores – from 41 to 50 km, 0.4 scores – from 51 to 60 km, 0.3 scores – from 61 to 70 km, 0.2 scores – from 71 to 80 km, 0.1 scores – from 81 to 90 km. If the territory of the SEZ consists of two or more land sites which are remote from each other, the indicator value is calculated based on the arithmetic mean value of the distance of each of the SEZ land sites from the public highway of federal significance.

Data for the calculation of this indicator is provided by the SEZ management company.

3.3.2. Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, scores

The measurement scale is as follows: 50 km -1 score; from 50 to 100 km -0.5 scores; over 100 km -0 scores.

Data for the calculation of this indicator is provided by the SEZ management company.

The average Russian value of the indicator is calculated depending on the type of SEZs and on the basis of information received from the Ministry of Economic Development of the Russian Federation and SEZ management companies. The computation of the indicator is carried out separately for the following types of SEZs: 1) Industrial Production SEZs together with a Port SEZ; 2) Technology Innovative SEZs.

3.4. Ability of the SEZ management company to do construction work in-house, scores.

The indicator takes into account the fact that the SEZ management company can provide construction services (do construction work) for the benefit of the SEZ residents or it has a certificate (admission) of self-regulatory organization (SRO) authorising the SEZ management company to provide the construction services.

If possible, the SEZ management company does construction work in-house (by efforts SEZ management company's employees) for the interests of the SEZ residents then 1 point is assigned to the SEZ. Otherwise, 0 points

are assigned, if the SEZ management company does not construction work in-house.

If the SEZ management company provides a service of a technical customer for construction control then 1 point is assigned, in the absence of these service 0 points are assigned.

If the SEZ management company has a certificate (admission) of self-regulatory organization (SRO) authorising the SEZ management company to provide the construction services 1 point is assigned to the SEZ management company, in the absence of a certificate (admission) 0 points are assigned.

The final value of the indicator 3.4 "Ability of the SEZ management company to do construction work in-house, scores" is defined as an arithmetic mean of three following criteria: "Ability of the SEZ management to do construction work in-house in the interest of the SEZ residents (yes/no) (1/0)", "Ability of the SEZ technical customer service department to provide construction services for the interests of the SEZ residents (yes/no) (1/0)", "Existence of an admission given by the self-regulatory organization to SEZ management company (yes/no) (1/0)".

Data for the calculation of this indicator is provided by the SEZ management company.

The pillar "Infrastructure provision of the SEZ" is calculated on the basis of the following mathematical expression:

$$P_3 = \frac{\frac{O_i}{O_{mks}} + \frac{D_i}{D_{mks}} + \sqrt[4]{LGT_i} + CNSTR_i}{n} \quad (5), \text{ where:}$$

P_3 denotes the value of the pillar "Infrastructure provision of the SEZ";
 O denotes actually built SEZ infrastructure facilities, % to plan;

D denotes the vacant leasable land area provided with vacant infrastructure facilities, scores;

LGT denotes transport accessibility of the SEZ (Distance from the SEZ to the nearest federal highway, kilometres; Distance from the SEZ to the port capable of receiving vessels of the mixed River-sea type, kilometres);

$CNSTR$ denotes ability of the SEZ management company to do construction work in-house, scores;

mks denotes the mean value of the indicator for two kinds of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

n denotes the number of indicators involved in calculation of the pillar.



PILLAR 4. LAND RESOURCES (LAND RESOURCES AND BUILDINGS)

The pillar “Land resources” measures the availability of non-occupied useful land area in a SEZ, leasing (or selling) price of the SEZ land area, as well as the existence and availability of land plots. It involves 2 indicators:

The pillar 4 “Land resources” concerned with both Industrial Production SEZs and a Port SEZ includes 2 following indicators:

4.1. The land area occupied by the SEZ residents, % of the SEZ useful land area.

The indicator is calculated as a ratio of total land area leased and (or) owned by SEZ residents and other investors, who have concluded agreements on cooperation in the sphere of construction of the SEZ infrastructure, to useful area (i.e. leasable area).

Calculation of the total land area leased or purchased by SEZ residents is based on the data as at December 31, 2019.

Values of the indicators “SEZ useful land area, hectares”, “Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares” correspond to the information of the “Report on the results of the functioning of Special Economic Zones as of 2019 and for the period from the establishment of Special Economic Zones” prepared by the Ministry of Economic Development of the Russian Federation.

4.2. Selling price of the SEZ land, % of cadastral value of the land.

The indicator concerns selling price of the land in the SEZ (% of cadastral value) after the moment when the investment project is implemented by the SEZ resident. Data for calculating this indicator is provided by the SEZ management company.

Due to the specifics of SEZs of various forms of ownership, the indicator is calculated after the implementation of the investment project in the SEZ for SEZs with the Government participation, and is calculated during the implementation of investment projects (for private SEZs).

There is the data on the land sites belonging to the category of land for industry, energy, transport, communications, radio broadcasting, television, informatics, land for the provision of space economic activities, lands of defense, security or lands of other special purpose or lands of settlements

The pillar 4 “Land resources” concerned with both Industrial Production SEZs and a Port SEZ is calculated on the basis of the following mathematical expression:

$$P_4 = \frac{\sqrt[4]{\frac{Y_i}{Y_{mks}}} + \sqrt[4]{\frac{SP_{1,min}}{SP_{1,i}}}}{n} \quad (6), \text{ where:}$$

P_4 denotes the value of the pillar “Land resources” concerned with both Industrial Production SEZs and a Port SEZ;

Y denotes the land area occupied by the SEZ residents, % of the SEZ useful land area;

SP_1 denotes selling price of the land in the SEZ, % of cadastral value;

mks denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

min denotes the minimum value of the indicator of the SEZ;

n denotes the number of indicators involved in calculation of the pillar.

The pillar 4 “Land resources and buildings” concerned with Technology Innovative SEZs includes 4 following indicators:

4.1. The land area occupied by the SEZ residents, % of the SEZ useful land area.

Values of the statistical indicators “SEZ useful land area, hectares”, “Land area leased and (or) owned by residents and other investors who have drawn in the cooperation agreement on building the SEZ infrastructure as at 31.12.2019, hectares” correspond to the information of the “Report on the results of the functioning of Special Economic Zones as of 2019 and for the period from the establishment of Special Economic Zones” prepared by the Ministry of Economic Development of the Russian Federation.

4.2. Selling price of the SEZ land, % of cadastral value of the land.

Because of the specifics of SEZs of various forms of ownership, the indicator is calculated after the implementation of an investment project in the SEZ for state (mixed) SEZs, and during the implementation of investment projects (for private SEZs).

Data for calculating this indicator is provided by the SEZ management company.

The data is used about lands belonging to the category of industry, energy, transport, communications, radio broadcasting, television, informatics lands, lands for the provision of space activities, lands for defense, security or lands for other special purposes or lands of settlements.

If the sale of land is not provided for in the SEZ after the implementation of the resident's investment project, the SEZ is assigned a value of 0 points.

4.3. Area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ.

The indicator is calculated as of 2019. Data for the calculation of this indicator is provided by the SEZ management company.

The pillar 4 “Land resources and buildings” concerned with Technology Innovative SEZs is calculated on the basis of the following mathematical expression:

$$P_4 = \frac{\sqrt[4]{\frac{Y_{1,i}}{Y_{1,mks}}} + \frac{Y_{2,i}}{Y_{2,mks}} + \sqrt[4]{\frac{SP_{2,min}}{SP_{2,i}}}}{n} \quad (7), \text{ where:}$$

P_4 denotes the value of the pillar “Land resources and buildings” concerned with Technology Innovative SEZs;

Y_1 denotes the land area occupied by the SEZ residents, % of the SEZ useful land area;

Y_2 denotes area of the office buildings occupied by the SEZ residents, % of the total area of office buildings in the SEZ;

SP_2 denotes selling price of the SEZ land, % of cadastral value of the land;

mks denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

min denotes the minimum value of the indicator of the SEZ;

n denotes the number of indicators involved in calculation of the pillar.



PILLAR 5. INVESTMENT ACTIVITY OF THE SEZ RESIDENTS (INVESTMENT AND INNOVATION ACTIVITY OF THE SEZ RESIDENTS)

The pillar 5 “SEZ residents’ investment activity” regarding Industrial Production SEZs, a Port SEZ measures the intensity of both attraction of investment and investment undertaken by residents of a Special Economic Zone. The level of residents’ activity reflects enabling environment for running a business in SEZ, and also can be a positive signal for national and foreign investors.

This group of indicators includes 2 private indicators, including:

5.1. SEZ residents’ investment relative to the occupied leasable land area, \$ thousand/ha

The indicator is the ratio of the volume of investments SEZ residents (cumulatively from the period of the SEZ establishment up to January 1, 2020), including capital investments, made in the territory of a Special Economic Zone in accordance with the agreements on implementation of activities in the SEZ, to the SEZ territory occupied by the residents.

5.2. Investment attractiveness of the SEZ infrastructure, %

The indicator is calculated as the ratio of the volume of attracted investments of SEZ residents in industrial projects to the amount of funds of the SEZ management company (federal, regional budget, own off-budget investments of the SEZ management company) and funds of SEZ residents (off-budget investments) invested in the SEZ infrastructure.

Investments in industrial projects involve the creation of buildings, structures and technical equipment for the production of industrial products.

The value of the indicator is calculated on the basis of the information of the SEZ management company, the “Report on the results of the functioning of Special Economic Zones as of 2018 and for the period from the establishment of Special Economic Zones” prepared by the Ministry of Economic Development of the Russian Federation.

The pillar “investment activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ is a quantitative indicator, which is calculated on the basis of the following mathematical expression:

$$P_5 = \frac{\sqrt{IA_i} + 4 \sqrt{\frac{INFR_i}{INFR_{mks}}}}{n} \quad (8), \text{ where:}$$

P_5 denotes the value of the pillar 5 “Investment activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ;

IA denotes SEZ residents’ investment relative to the useful land area occupied by the SEZ residents, \$ thousand/hectare;

$INFR$ denotes investment attractiveness of the SEZ infrastructure, %;

mks denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

n denotes the number of indicators involved in calculation of the pillar.

The pillar 5 “Investment and innovation activity of the SEZ residents” regarding Technology Innovative SEZs consists of 2 following indicators:

5.1. Average annual dynamics of investments of the SEZ residents in 2016-2019

The indicator represents the average annual median dynamics of investment volume over 3 years (2016-2019). Investments include, among other things, capital investments that were made in the SEZ territory in accordance with agreements on the implementation of activities in the SEZ.

The value of the indicator is calculated on the basis of information from the “Report on the results of the functioning of Special Economic Zones as of 2018 and for the period from the establishment of Special Economic Zones” prepared by the Ministry of Economic Development of the Russian Federation.

5.2. Average annual number of created intellectual property objects, number.

The indicator refers to intellectual property objects (intellectual property assets, IP assets) of the residents of the Technology Innovative SEZs. Intellectual property objects concerned all IP assets on the balance sheet of the SEZ residents or on off-balance accounts, as well as IP objects on which applications have been submitted or registered IP rights in the Federal Service for Intellectual Property (Rospatent) or foreign IP Offices:

a) objects protected by copyright, are as follows:

- design documentation, information models, sketches, etc.;
- database;
- programs (computer programs);

b) objects protected by the patent law are as follows:

- inventions;
- utility models;
- industrial designs;
- selection achievements;

c) other objects of intellectual property (trademarks and service marks, company names, geographical indications, appellations of origin).

The indicator is calculated as the median of the values of the three indicators (in particular, “objects protected by copyright”, “objects protected by the patent law”, “other objects of intellectual property”), which either have been created by the SEZ residents during 2017-2019 or which are used in practice by the SEZ residents during 2017-2019.

The pillar “Investment and innovation activity of the SEZ residents” regarding Technology Innovative SEZs is a quantitative indicator, which is calculated on the basis of the following mathematical expression:

$$P_5 = \frac{\sqrt{\frac{AvInv_i}{AvInv_{mks}}} + 4 \sqrt{\frac{IP_i}{IP_{mks}}}}{n} \quad (9), \text{ where:}$$

P_5 denotes the value of the pillar 5 “Investment and innovation activity of the SEZ residents” concerned with Industrial Production SEZs, a Port SEZ;

$AvInv$ denotes an average annual dynamics of investments of the SEZ residents in 2016-2019;

IP denotes the average annual number of created intellectual property objects, number;

mks denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

n denotes the number of indicators involved in calculation of the pillar.



PILLAR 6. INFORMATION TRANSPARENCY OF THE SEZ WEBSITE¹

The world experience of attracting investment in Special Economic Zones can reflect that a decision on investing in a Special Economic Zone highly depends on the quality of provided information on opportunities and competitive advantages of the SEZ.

An investment choice is made by a potential resident in accordance with return on investment, profitability, and risks of a project. An investor's risks increase exponentially in the absence of sufficient and reliable information.

Both the gaps and imprecision of information provided by a SEZ management company are often perceived by investors to be a clear signal of the problems hidden. Providing the fullest possible, reliable and relevant information on investment opportunities and competitive advantages of a Special Economic Zone for a potential resident (in particular, a foreign resident) is one of the key prerequisites of attracting investment.

The pillar 6 "Information transparency of the SEZ website" measures the accessibility (as well as the ease of getting information by a SEZ potential resident) of required information on infrastructure facilities, which put (or to be put) into operation in a Special Economic Zone (including information on the existence and the extent of the free infrastructure capacities), technological connection, basic and specialized services, tax privileges and other preferences, provided by the SEZ management company for a potential resident (an investor).

The pillar "Information transparency of the SEZ website" consists of three following indicators:

The indicators 6.1-6.2 are assessed on the basis of data received from representatives of the focus group on the presence or absence on the SEZ website of the information on the investment opportunities in the SEZ, on the simplicity and time to find out the needed information. The focus group consists of 64 experts from the leading Russian universities, everybody of whom has evaluated SEZ websites for its compliance with proposed criteria during the limited period of time (no more than 15-20 minutes).

6.1. Quality of the SEZ website in Russian, scores.

The website (Internet portal) of each SEZ is assessed according to the following 16 criteria, including:

1. Convenience of the user interface of the site (including the presence of clear and convenient navigation on the Internet site, the speed of the site).

2. Availability and quality of an interactive map displaying information about commissioned and planned for construction engineering facilities (including the availability of information on the existing volumes of free infrastructure capacities), transport, innovation, social and other infrastructure.

3. Availability on the home page or other page of the SEZ site of information "Key competitive advantages (differences, features) of the SEZ" for investors (arguments in favor of investors coming to this particular zone).

4. Availability and quality of information on the investment attractiveness of a special economic zone, including information on existing federal, regional and municipal tax benefits, as well as the procedure for applying for investors (potential and current residents) to obtain them.

5. Availability and quality of information about the SEZ infrastructure put into operation: engineering (electricity, water, gas supply facilities), transport (highways), innovation (technology parks, business incubators, technology transfer center, etc.), social (hotels, restaurants, cafes), etc., including the availability of information on the existing volumes of free infrastructure capacity.

6. Availability and quality of elaboration of the plan for the creation and construction of the SEZ infrastructure: engineering (electricity, water, gas supply, communications), transport (highways), innovation (technology parks, business incubators, technology transfer center, etc.), social (hotels, restaurants, cafes), etc., including the availability of information on the planned volumes of new infrastructure capacities.

7. Availability and quality of information on vacant land plots suitable for industrial production and / or technical innovation and / or port activities.

8. Availability and quality of information about current SEZ residents and the necessary information about them to establish business contacts.

9. Availability on the SEZ website of a direct contact line (or a feedback form) to the SEZ management company.

10. Availability and quality of publicly available information on the activities of the SEZ management company (including copies of annual reports on the activities of the management company for the last 2 or more financial years).

11. Availability and quality of the description of the services of the SEZ management company (banking, consulting, engineering, marketing services, property rental services, company registration, visa support, etc.).

12. Availability on the SEZ website of an online calculator of costs for the implementation of an investment project in a SEZ for residents, potential investors and other interested parties.

13. Relevance and regular update of the news feed on the portal.

14. Availability and quality of information on events (calendar of events) held by the SEZ Management Company.

15. Availability of the Internet page "Frequently Asked Questions".

16. Availability of information search form on the SEZ website and its quality (for example, by keywords "investment projects", "capacity of power supply facilities").

Criteria No. 1, 2, 4-8, 10-11, 13-14 are evaluated on a 5-point scale from 1 to 5 points, where 1 is the worst and 5 is the best value, respectively, depending on the availability, quality and ease of obtaining necessary information. The final value of the indicator is calculated as the ratio of the sum of the arithmetic mean values of each criterion to the number of the studied criteria.

Criteria No. 3, 9, 12, 15 are carried out on the basis of the use of a binary (two-component) number system: 1/0 points (yes / no). For example, as part of the evaluation of criterion No. 9, 1 point is assigned to the SEZ website for the presence of a line of direct calls to the SEZ management company, and 0 - for the absence thereof.

The procedure for assessing the quality of information presented on the official website of the SEZ involves an analysis of its reliability and reliability; accuracy; consistency (degree of consistency); objectivity; detail (depth of information provision); sufficiency (degree of use of information for decision-making); information update rate, etc.

6.2. Quality of the SEZ website in English, scores.

Each SEZ website in English is evaluated according to the same 16 criteria, as the criteria in the indicator 6.1. The principle of scoring the indicators 6.1, 6.2 is the same. The results of the assessment of each SEZ website by indicators 6.1, 6.2 are presented as of June, 2020.

6.3. Ease of use of the SEZ website in the view of a SEZ resident, scores.

The indicator is a point-based assessment system based on an online survey of SEZ residents, conducted by the Ministry of Economic Development of the Russian Federation. Each SEZ website is evaluated on a scale from 0 to 5 points according to the following 6 criteria:

- availability on the SEZ website of photographs, video materials on the ready to use buildings of the SEZ residents and that are under construction;

- availability on the SEZ website of contacts of specialized departments (units) of the SEZ management companies carried out investment functions, engineering service, marketing and other services;

- staffing for the SEZ residents (availability of current vacancies for the SEZ residents on the SEZ website);

- availability of the event calendar (action plan), including meetings with potential consumers of resident companies, new investors, etc.) in the interests of SEZ residents, on the SEZ website;

- availability of the list of services provided by the SEZ management company via the system of "one-window" (i.e. provision of a complex of public services in one place) on the SEZ website;

- availability of current information on the measures of the state support at the federal and (or) regional levels, tax benefits, other preferences, on the SEZ website.

The pillar "Information transparency of the SEZ website" regarding Technology Innovative SEZs, Industrial Production SEZs, a Port SEZ is calculated on the basis of the following mathematical expression:

$$P_6 = \frac{\frac{QW_{RUS,i}}{QW_{RUS,mkts}} + \frac{QW_{ENG,i}}{QW_{ENG,mkts}} + \frac{Web_i}{Web_{mkts}}}{n} \quad (10), \text{ where:}$$

P_6 denotes the value of the pillar 6 "Information transparency of the SEZ website";

QW_{RUS} denotes the quality of the SEZ website in Russian, scores;

QW_{ENG} denotes the quality of the SEZ website in English, scores;

Web denotes ease of the use of the SEZ website in the view of a SEZ resident, scores;

$mkts$ denotes the mean value of the indicator for two types of the SEZ estimated through the information obtained from either the Ministry of Economic Development of the Russian Federation or the SEZ management companies. The indicator is computed for both Industrial Production SEZs and a Port SEZ, separately from Technology Innovative SEZs;

i denotes the SEZ assessed;

n denotes the number of indicators involved in calculation of the pillar.

An Index that is at the most aggregated level is calculated on the basis of the next mathematical expression:

$$I = P_1 + 2 * (P_2 + P_3 + P_4 + P_5) + P_6 \quad (11), \text{ where:}$$

I denotes the Index that is at the most aggregated level;

P_1 denotes a value of the Pillar 1 "Investment attractiveness of the Russian region";

P_2 denotes a value of the Pillar 2 "Doing business environment in the SEZ";

P_3 denotes a value of the Pillar 3 "Infrastructure provision of the SEZ";

P_4 denotes a value of the Pillar 4 "Land resources" / "Land resources and buildings";

P_5 denotes a value of the Pillar 5 "Investment activity of the SEZ residents" / "Investment and innovation activity of the SEZ residents";

P_6 denotes a value of the Pillar 6 "Information transparency of the SEZ website".

An Index of each Special Economic Zone of the Russian Federation is calculated by summing scores on each indicator concerned with the SEZ.

If the Russian SEZ gets the maximum of points it ranks first in the Index.

Quantitative and qualitative indicators, statistical indicators, provided according to the above-mentioned methodology of the Index, are interpreted by proposing a classification of Special Economic Zones according to the levels of their investment attractiveness.

In order to take into consideration particularities of investment attractiveness of Industrial Production SEZs and Port SEZ it is proposed to group Special Economic Zones aggregated by the level of their efficiency, on the basis of the numerical scale that ensures all SEZ are classified into three groups:

I GROUP: High level of investment attractiveness of a SEZ - over 100% compared to the Russian average value that is assumed to be 100%;

II GROUP: Sufficient level of investment attractiveness of a SEZ - from 95% to 100%;

III GROUP: Moderate level of investment attractiveness of a SEZ (a SEZ is in its development phase and requires enhancement) - less than 95%.

¹ This indicator was assessed in June-August 2020.

² The preparation of the IV Russian National SEZs Investment Attractiveness Index 2020 was attended by students of leading economic universities of Russia, such as State University of Management and Plekhanov Russian University of Economics.

In order to take into consideration particularities of investment attractiveness of Technology Innovative SEZs it is proposed to group Special Economic Zones aggregated by the level of their efficiency, on the basis of the numerical scale that ensures all SEZ are classified into three groups:

I GROUP: High level of investment attractiveness of a SEZ - over 100% compared to the Russian average value that is assumed to be 100%;

II GROUP: Sufficient level of investment attractiveness of a SEZ – from 90% to 100%;

III GROUP: Moderate level of investment attractiveness of a SEZ (a SEZ is in its development phase and requires enhancement) - less than 90%.

THE MAIN DEFINITIONS USED IN THE METHODOLOGY OF THE IV RUSSIAN NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2020 RANKING

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

SEZ management company (MC) is a company, whose main purpose is to implement the SEZ agreement. A MC can be set up in a form of Joint Stock Company, whose 100% of shares belong to the Russian Federation, or of a business entity which has struck a SEZ management agreement with authorized by the Government of the Russian Federation executive body.

Engineering infrastructure is a complex of facilities and engineering buildings, situated at the territory of a SEZ. It includes such utility networks as: electricity, water supply, wastewater disposal, heat, gas supply, as well as the facilities, used for solid waste disposal, neutralization, and burial.

Transport infrastructure is a complex of estate property, situated at the SEZ territory and used for residents' transport movement. It comprises roads, railway lines, maritime terminals, tunnels, bridges, etc.

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



100
MEMBERS



50
REGIONS OF THE RF

Association for the Development of Clusters and Technology Parks of Russia is a leading non-governmental business membership organisation, comprising the organisations of technological and industrial infrastructure. Its mission is to work on improvements in terms of social, economic development and fulfillment of scientific, industrial potential of Russia.

The Association was established in 2011. Nowadays the Association comprises management companies of Technology Parks, Nanotechnology Centres, Special Economic Zones, Cluster Development Centres, special organisations of Industrial Clusters, Regional Development Corporations, etc.

The Association provides a dialogue between the business community and the federal and regional authorities, Development Institutes. The experts of the Association are the members of different expert boards, working groups, and commissions to the Federal Assembly and the Government of the Russian Federation.

ASSOCIATION REPRESENTS
THE INTERESTS OF



3 000
ORGANISATIONS



215 000
EMPLOYEES

of the Association's members, including residents of both Technology Parks and Special Economic Zones as well as Clusters' members

TOTAL REVENUE OF THE ASSOCIATION'S
MEMBERS, INCLUDING RESIDENTS
OF BOTH TECHNOLOGY PARKS AND
SPECIAL ECONOMIC ZONES AS WELL AS
CLUSTERS' MEMBERS



\$ 13.3
BILLION



0.8 %
OF RUSSIA'S GDP

Association's activity:

- promotion of effective implementation of state policy in the field of scientific and technological development;
- support to the authorities and private investors in creating an innovative infrastructure for high-tech industries and the development of cooperative ties;
- improvement of the regulatory and legal frameworks for the development of innovative and industrial infrastructure (Technology Parks, Clusters, Special Economic Zones);
- assistance in creating conditions for the expansion of Russian manufacturers and products into new markets;
- stimulation of international innovative cooperation;
- promotion of the image of Russia as a country actively implementing advanced technologies and pretending at the world technological leadership.

Membership benefits:

- promotion of the interests of the Association's members at the federal and regional levels, as well as the assistance in obtaining the state support;
- participation in elaboration of the key regulatory and strategic documents;
- ensuring business contacts with interested investors and customers in Russia and abroad;
- expert and analytical support for decision making on the basis of best practices of innovative and industrial infrastructure development;
- business missions to the enterprises and infrastructure objects abroad;
- expansion of the media presence in the federal and regional information fields.

Popular Science Edition

Aleksey Andreev (the project manager), Maria Bukharova, Leonid Danilov, Vladimir Zverkov, Elena Kashinova, Evgeny Kravchenko, Mikhail Labudin, Maria Makhaeva, Aleksandr Teleba, Andrey Shipugin, Andrey Shpilenko

RUSSIAN SPECIAL ECONOMIC ZONES: BUSINESS NAVIGATOR 2020
Issue 4



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

The Association for the Development of Clusters and Technology parks of Russia (ACTP RF, www.akitrf.ru) carries out activities aimed at increasing the investment attractiveness of regions, development of territories with preferential regimes, including:

- expert and analytical support for the creation and accreditation of industrial technology parks, industrial clusters;
- consulting assistance in the development of documentation for the creation of special economic zones, technology parks, industrial clusters;
- conducting strategic sessions, seminars throughout the Russian Federation on the creation / development of technology parks, industrial clusters, special economic zones, educating and describing of investment niches.

ACTP RF represents the interests of 100 members of the Association from 50 Russian regions, including more than 3 000 organisations, more than 215 000 specialists. We use our knowledge, wealth of experience and creativity to develop practical recommendations and solutions, which provide successful business performance for all the ACTP RF members and associated members, representatives of the business community.

Within the framework of the signed agreement on interaction with the Ministry of Economic Development of the Russian Federation, ACTP RF has competencies in the field of creation and development of technology parks, industrial technology parks, increase of their operation efficiency, as well as in the field of increase of the investment attractiveness of the Russian special economic zones.

This report contains information obtained from various sources, including data from the Ministry of Economic Development of the Russian Federation, Federal State Statistic Service, other sources, as indicated in the text of the report.

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