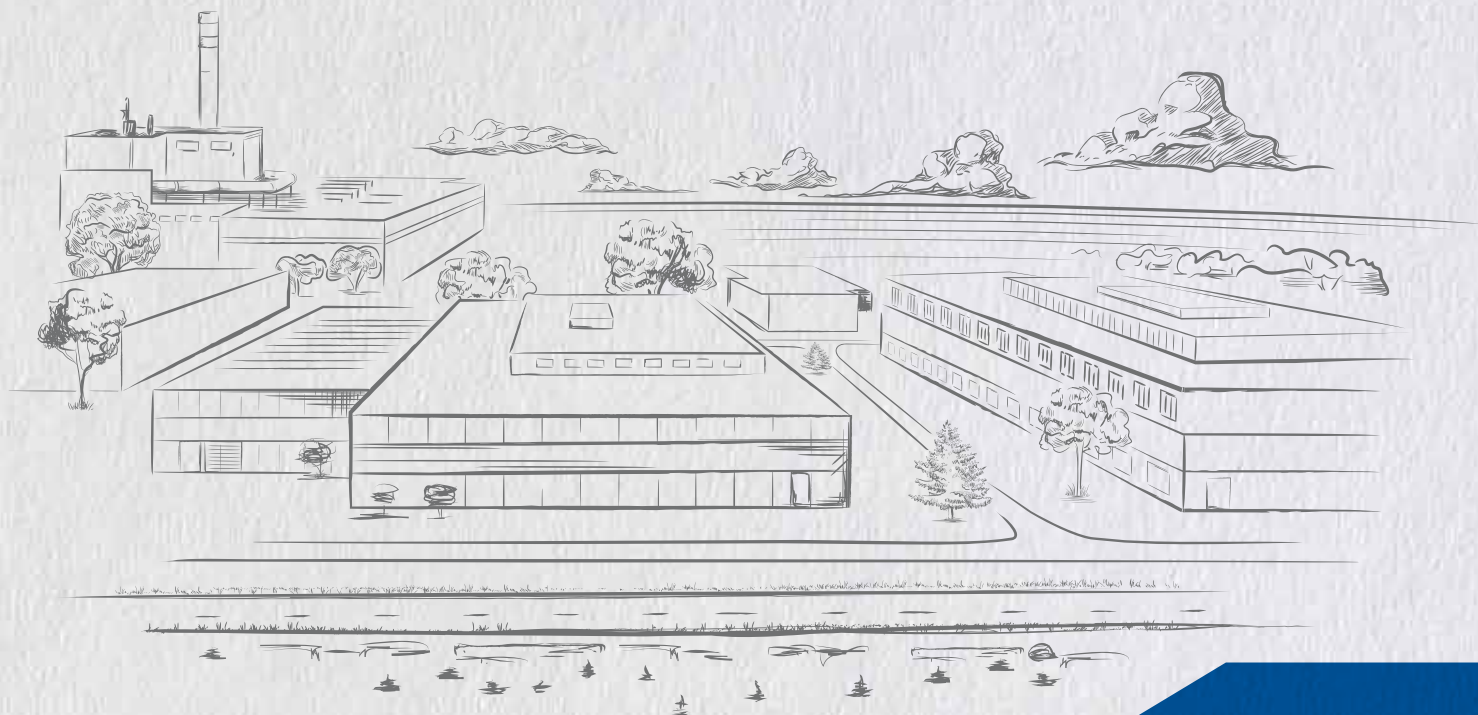




**ASSOCIATION OF  
CLUSTERS AND  
TECHNOLOGY PARKS**



# **RUSSIAN SPECIAL**

**ECONOMIC ZONES**

## **BUSINESS NAVIGATOR**

# 2017



Supported by the Ministry  
of Economic Development  
of the Russian Federation



**Editorial board:**

Elmira Akhmeeva, Alexander Tsibulskiy, Ph.D Andrey Shpilenko

**The text of the publication has been prepared by the author team:**

Igor Golubkin (the project manager), Ph.D Maria Bukharova, Leonid Danilov, Vladimir Zverkov, Mikhail Labudin, Darya Mironova.

**Translated in English by** Ph.D Maria Bukharova, Darya Mironova, Irina Rakhmankulova, Valery Shpilenko.

**Russian Special Economic Zones: Business Navigator 2017** / Igor Golubkin, Maria Bukharova, Leonid Danilov, et al.; Association of Clusters and Technology Parks. – Moscow: AKIT, 2017. – 148 pp.: ill.

The Business Navigator has been prepared by the author team of the Association of Clusters and Technology Parks 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 (SEZ) from a comparative perspective.

The Business Navigator has been a pioneer business publication in Russia for the last 12 year period of SEZs operation in Russia. It assists Russian and foreign investors in choosing the most attractive areas for investment and business development. The publication is based on the conducted comprehensive study of the current state of development and investment attractiveness of Russian SEZs, their competitive advantages and operational particularities, and provides investors and other stakeholders with essential information concerning all necessary infrastructure in Special Economic Zones.

The Business Navigator is addressed to the wide audience including management teams of large corporations and regional enterprises, Russian and foreign investors, financial institutions, loan companies, federal and regional executive bodies, the expert community as well as other readers interested in investment activities, financial management, strategic planning and socioeconomic development.

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Establishment of a digital economy's ecosystem and introduction of innovative technologies are regarded as ambitious goals to be achieved in the foreseeable future. Everything that has been positioned as a competitive advantage until recently today becomes an essential requirement for development of enterprises and industries as well as for economic efficiency on the whole.

Economy of the next millennium is first and foremost a transparent environment, which is comfortable for development of high-tech businesses. Favourable conditions for localisation of manufacturing and attraction of investment in the Russian economy have been provided in the territories of Special Economic Zones (SEZ). Therefore, within a short time-period, SEZs have managed to evolve into the key points of growth for high-tech enterprises and intellectual capital.

I am convinced that the Business Navigator will become a guide to the regional supportive infrastructure for actors of the innovation system, used by national and foreign investors.

The federal and regional authorities can use the Business Navigator for improving mechanisms of attracting investment and incorporating best practices into legislation. It may boost development of Special Economic Zones in an efficient way and allows the Russian Federation to overcome the technological gap between advanced economies and the Russian one.

Maxim  
ORESHKIN

*Minister of Economic Development  
of the Russian Federation*

“RUSSIAN SPECIAL ECONOMIC ZONES: BUSINESS NAVIGATOR 2017” ENSURES THE BUSINESS COMMUNITY CHOOSES INVESTMENT AREAS EASILY AND CONFIDENTLY



Alexander  
TSIBULSKIY  
*Deputy Minister of Economic  
Development of the Russian Federation  
in the period of 2014 to 2017*

Russia has the important mission of establishing and maintaining a favorable investment climate and increasing rate of growth of the Russian economy, which should be higher than the world average. Therefore, providing the most comfortable conditions for doing business determines our success. At present Special Economic Zones refer to the key tools for spatial development of the national economy and increasing investment inflow.

Over the last few years SEZs have become indeed one of the core elements of attraction of both domestic and foreign direct investment. First of all, SEZs encourage foundation of new enterprises, competencies, culture of labour. Now SEZs are the areas provided with ready-to-use infrastructure. They were established for implementation of investment projects in strategically important industries. Installed electrical capacity is 1348 MW, i.e., 198 electricity substations and 811 thousand linear metres of electricity distribution networks.

In the face of increasing global competition for investment attraction, the Government of the Russian Federation is to pursue the policies on enhancing efficiency and information transparency of this tool for the purpose of boosting economic prosperity of our country. I feel strongly that the creation of such an independent business publication, as “Russian Special Economic Zones: Business Navigator 2017” is, will help entrepreneurs to understand in depth the variety of existing forms of the government support and to assist investors in decision-making process.

Special Economic Zones in Russia have already proved their efficiency. They have been established as a vital mechanism for attracting investors in strategically important sectors of the economy. Not only Russian, but also foreign enterprises show strong interest in SEZs.

“Russian Special Economic Zones: Business Navigator 2017” is considered to be an important prerequisite for development and further increase of investment attractiveness of Russian SEZs. It has been prepared by Association of Clusters and Technology Parks and supported by the Ministry of Economic Development of the Russian Federation. The “Business Navigator” is dedicated to system analysis of investment attractiveness of Special Economic Zones in Russia and to complex comparative evaluation. The “Business Navigator 2017” is the first business publication about SEZ functioning since they were legally established. It would allow Russian and international investors to find attractive investment areas for their enterprises. The publication is a comprehensive research of the current level of development and investment attractiveness of SEZs, their competitive advantages and operational particularities.

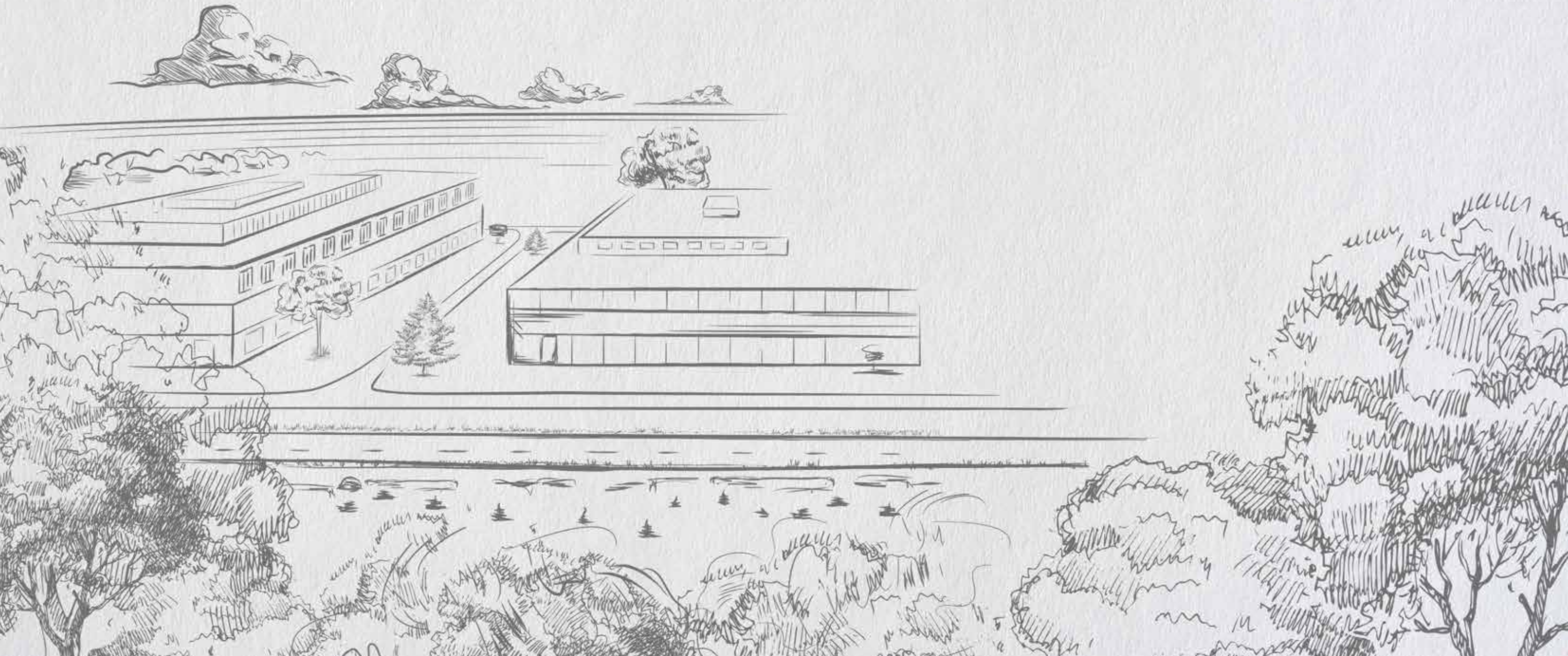
I strongly believe that this publication includes all necessary information for the business community and stakeholders on the Russian investment project sites provided with infrastructure. It will contribute to decision-making process concerning the implementation of investment projects in Russia.



Andrey  
SHPILENKO  
*Director of the Association of Clusters  
and Technology Parks*



# ABOUT SPECIAL ECONOMIC ZONES





Special Economic Zone (or Free Trade Zone) is internationally defined as a part of the national territory of a country with special regime, which is a system of general benefits available to SEZ residents (including trade benefits, tax exemptions, financial incentives and administrative benefits).

Establishment of the first Special Economic Zones (SEZ) dates back to the 1500s. The first Zones were set up in Europe and later spread over Asia and Africa in the 19th century.

The first modern SEZ in Western Europe was established in 1959 in the vicinity of Shannon airport (Ireland) in order to create new jobs and increase traffic and passenger flows. A free export-import regime was introduced in the Zone where profit tax rate was 10%, thereby boosting industrial start-ups and developing the Western Ireland as a whole. Currently, the SEZ “Shannon” is a highly developed industrial centre, mainly consisting of high-tech enterprises.

The majority of Special Economic Zones were set up in industrialized countries in the 1960s. However, in the 1970s, the number of SEZs increased significantly due to the policies on promoting employment rate and attracting foreign investment implemented in developing countries of East Asia and Latin America.

India became the first state in Asia where SEZs began to set up since 1965. The first Zone was set up in Kandla (Gujarāt). The Government of India was the exclusive founder of Zones at the initial stage of development. The Zones were set up in India with the aim of developing production and promoting exports, attracting cutting-edge technologies and intellectual capital and increasing employment.

However, the concept of development of SEZs was introduced in the 1980s by the Chinese government which started the experiment with setting up the first national Special Economic Zone in Shenzhen. Special Economic Zones owe their success mainly to preferential investment policies, advanced infrastructure as well as labour availability, etc. Currently, there are five Special Economic Zones in China (Shenzhen, Zhuhai, Shantou, Xiamen, Hainan); 14 Free Trade Zones (including Guangzhou); more than 100 Zones of high and new technologies; 70 Science and Technology Parks for the specialists trained abroad; 38 export processing Zones; Free Trade Zone Hainan and a new district Pudong.

Special Economic Zones are widely disseminated throughout the Republic of Korea and Japan too. “Zones of Foreign Investment” have been established in the Republic of Korea since 1994 with a view to improving the investment climate. According to the Law

on promoting inflows of foreign investment, foreign companies in these Zones are provided with preferences for running business, including tax incentives, reduction of the administrative burden, rent abatement, and in some cases full exemption from these levies. Now 8 Special Economic Zones operate in the Republic of Korea.

Japan refers to the leading developed countries worldwide, which implements targeted policy to set up Special Economic Zones with the aim of promoting foreign trade activities and regional development. Now 10 Special Economic Zones (tokku) operate in Japan. They belong to certain types: the Zone of medical technology in the Kansai District; the Zone of foreign businesses and innovations in Tokyo; the Tourist Special Economic Zones in Okinawa, etc. The Government of Japan has taken the necessary steps to facilitate granting a resident status of Zones for foreign investors, to simplify the procedure for starting a new business in a Zone to increase investment attractiveness of Special Economic Zones here.

Special Economic Zones are widely spread in Europe, especially in Germany, Ireland, Poland, the Great Britain, etc. For instance, there are 14 SEZs in Poland, the Zone in Katowice is the most effective one. Large industrial enterprises such as General Motors Manufacturing Poland, Volkswagen Poznań, Toyota Motor Manufacturing Poland, Michelin Polska, etc. are its key residents. More than 260 companies with total investment over 5,5 billion euros are located in the territory of over 2600 hectares.

The Manaus Free Trade Zone, located in Brazil, is the most efficient in Latin America. The SEZ residents mostly offer electronics and electrical products as well as motorized vehicle assembly. Apart from federal tax incentives, the state of Amazonas and the municipality of Manaus provide their own tax exemptions for companies in the Manaus Free Trade Zone.

Special Economic Zones are widely spread in North America, and in the USA and Canada in particular. For instance, there are two Free Customs Zones in Canada. They are located in Stephenville (island of Newfoundland) and Sydney (Nova Scotia) and are subordinated to (as well as distribution centres of export products) the Canada Border Services Agency. Only export goods are permitted to be manufactured in the Zones with special customs regime, which are the privately-owned and state-run.

## TOTAL NUMBER OF SPECIAL ECONOMIC ZONES IN THE WORLD

> 5000

## GEOGRAPHICAL LOCATION OF SEZS

> 120 countries

### SEZs in different countries throughout the world

Nº	Country	SEZs, number	SEZs that are the most attractive to investors
1	China	over 100	High-Tech Industry Development Zone in the city of Tianjin; Waigaoqiao Free Trade Zone (the Zone of international trade and foreign investment)
2	Japan	10	International business and innovation hub in the city of Tokyo; Fukuoka City Special Zone for Global Startups & Job Creation
3	Turkey	22	Aegean Free Zone
4	UAE	42	Dubai International Financial Centre (Free Zone); Jebel Ali Free Zone
5	Poland	14	Katowice SEZ Lodz SEZ
6	Ireland	over 20	Shannon Free Zone
7	USA	over 50	FTZ 74-Baltimore

Throughout the world Special Economic Zones are a useful tool for achieving macroeconomic, political, microeconomic goals, which have been set by the country's government, the regional government or by the company that invests in a Zone.

A number of established Special Economic Zones in Russia has considerably increased since the Federal Law No. 116-FZ of July 22, 2005 “On the Special Economic Zones in the Russian Federation” passed. The law was aimed at attracting both foreign and national investment to boost economic development in manufacturing industries and infrastructure.

Waigaoqiao Free Trade Zone is one of the leading global Special Economic Zones and second to none in Asia and in east Asia. The residents of Waigaoqiao Free Trade Zone are accounted for about 9,5 thousand companies, 150 of which are in the Fortune 500, including Microsoft, BNP Paribas, Total, Sony Corporation, Amazon. The Zone is close to the Port of Shanghai, the world's largest port.

### Dynamics of establishment of SEZs in the world

Year	Number of SEZs worldwide
1966	2
1975	79
1981	60
1990	200
1996	839
2000	993
2004	≈ 5 000
2016	> 5 000



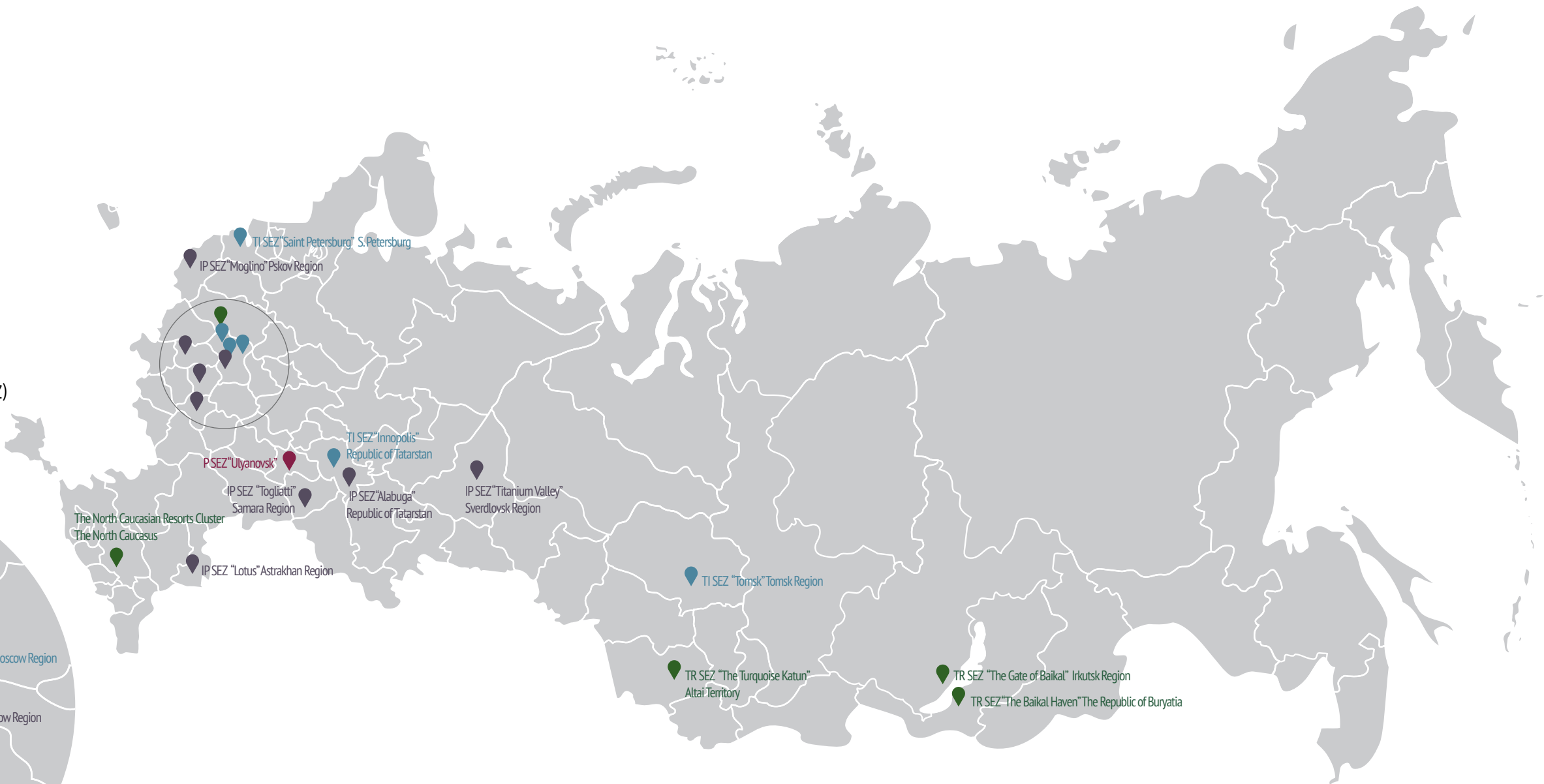
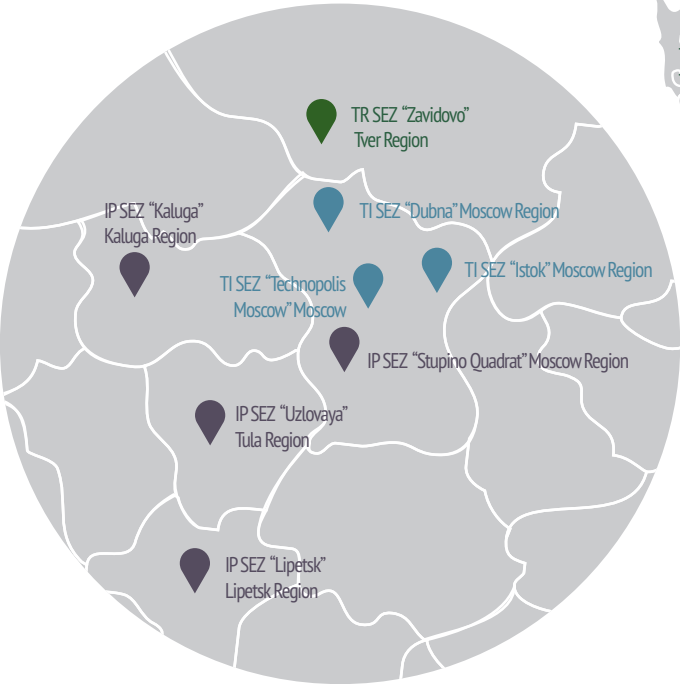
Waigaoqiao Free Trade Zone, China



# RUSSIAN SEZS AT A GLANCE\*

## 25 SPECIAL ECONOMIC ZONES

- 9 INDUSTRIAL PRODUCTION SEZS (IP SEZ)
- 6 TECHNOLOGY INNOVATIVE SEZS (TI SEZ)
- 9 TOURISM AND RECREATIONAL SEZS (TR SEZ)
- 1 PORT SEZ (P SEZ)



32 COUNTRIES WHERE FOREIGN INVESTORS CAME FROM

604 SEZ RESIDENTS

24 595 JOBS CREATED

\$ 3 769,0 million Private capital investment

> 591,0 Megawatts Electrical capacity installed

\$ 6 638,4 million SEZ residents' sales and other operating revenues

\$ 2 363,0 million Foreign direct investment

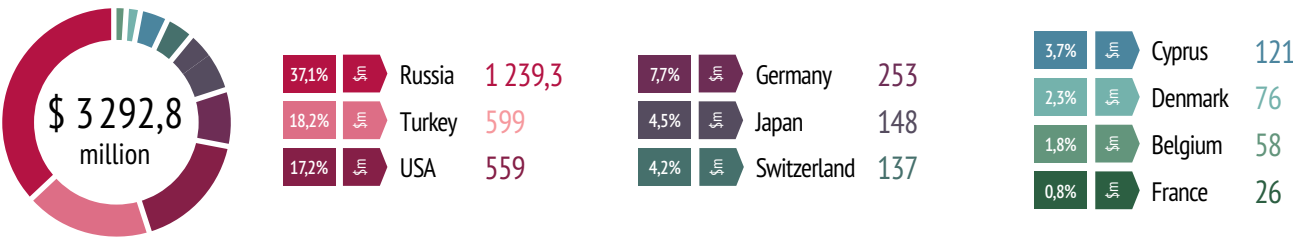
\$ 983,8 million Taxes and customs duties paid by SEZ residents

\$ 523,8 million Tax exemptions received by SEZ residents

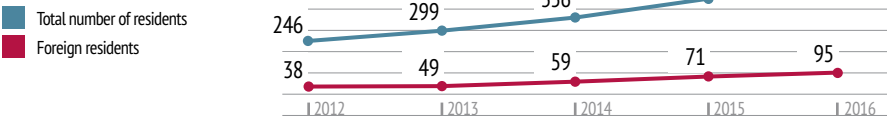
\*\* The North Caucasian Resorts Cluster comprises the TR SEZ in the Republic of Daghestan, the TR SEZ in the Karachayevo-Circassian Republic, the TR SEZ in the Republic of Ingushetia, the TR SEZ in the Chechen Republic, and the TR SEZ in the Kabardino-Balkarian Republic.

# RUSSIAN SEZs IN FIGURES\*

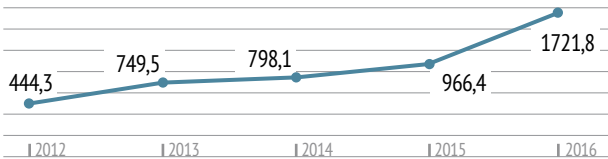
## SEZ RESIDENTS' TOTAL PRIVATE INVESTMENT BY COUNTRY



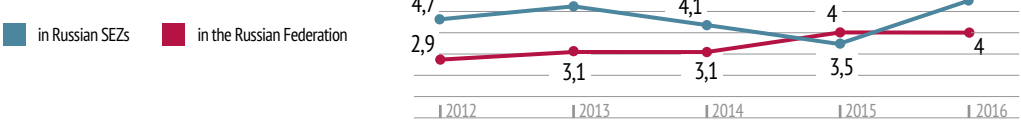
## DYNAMICS OF SEZ RESIDENTS (CUMULATIVE SUM CHART), NUMBER



## SEZ RESIDENTS' SALES AND OTHER OPERATING REVENUES IN 2012-2016, \$ MILLION



## LABOUR PRODUCTIVITY, \$ MILLION/PERSON



## LABOUR PRODUCTIVITY IN RUSSIA IN 2016 BY ECONOMIC ACTIVITY



Mining and quarrying

**\$ 159,9**  
thousand/person



Manufacturing

**\$ 49,3**  
thousand/person

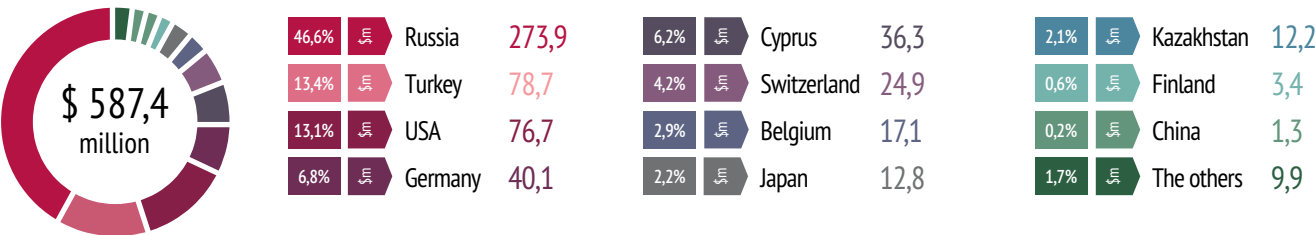


Electricity, gas, steam and air conditioning supply

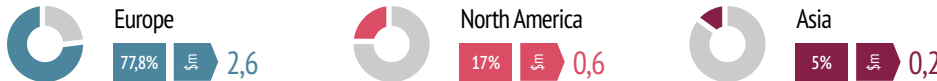
**\$ 40,3**  
thousand/person

\* \$ 1 is equal to ₺ 66,9 here and throughout the "Russian Special Economic Zones: Business Navigator 2017"

## COUNTRIES MADE A MAXIMUM INVESTMENT IN THE RUSSIAN SEZs IN 2016



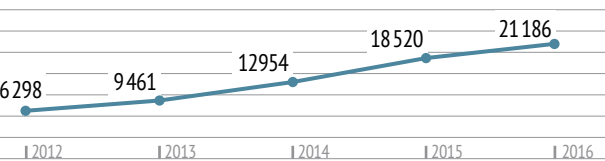
## LARGEST INVESTORS BY REGIONS OF THE WORLD



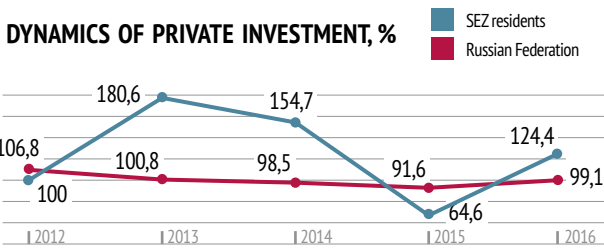
## COUNTRIES WITH A MAXIMUM INVESTMENT



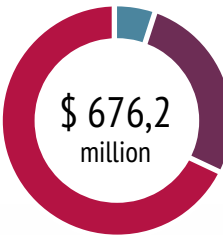
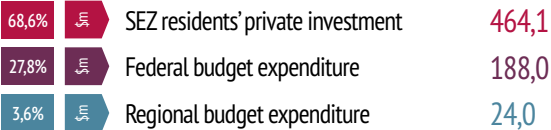
## CREATED JOBS (CUMULATIVE SUM CHART), NUMBER



## DYNAMICS OF PRIVATE INVESTMENT, %



## DIRECT INVESTMENT BY SOURCE OF INVESTMENT IN 2016





# 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, Clusters 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



A SEZ resident status is valid for a period of the SEZ existence and does not exceed it

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

INDUSTRIAL PRODUCTION SEZS	TECHNOLOGY INNOVATIVE SEZS	PORT SEZS	TOURISM AND RECREATIONAL SEZS
Only commercial organizations can be registered as a SEZ resident	An individual entrepreneur or a commercial organization can acquire the SEZ resident status	Only commercial organizations can be registered as a SEZ resident	An individual entrepreneur or a commercial organization can acquire the SEZ resident status
Legalised activity is industrial production	Legalised activities are 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 \$ 1,8 million, minimum \$0,6 million of which are subject to investment within the first 3 years since concluding an agreement	No special requirements for a minimum investment	Minimum capital investment constitutes \$1,8-6,0 million, depending on the kind of a project	No special requirements for a minimum investment

\* An unitary enterprise cannot get a SEZ resident status

## CORE ADVANTAGES OF A SEZ RESIDENT STATUS



FEDERAL AND REGIONAL TAX PRIVILEGES



NATIONAL GUARANTEES



ADVANCED INFRASTRUCTURE



PREFERENTIAL LEASE PRICE AND PURCHASE OF LAND

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

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

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

In 2017 the Ministry of Economic Development of the Russian Federation drafted the Russian government Resolution on "The rules of subsidizing the expenditures of the Russian regions concerning establishment of SEZ infrastructure". The Russian government Resolution is to be prompt SEZ infrastructure enhancement.

# PRIVILEGES FOR THE SEZ RESIDENTS IN RUSSIA



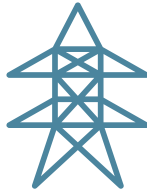
## TAX EXEMPTIONS

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



## FREE CUSTOMS ZONE REGIME

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



## READY-TO-USE INFRASTRUCTURE

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



## FAVOURABLE ADMINISTRATIVE PROCEDURES

- Provision of a complex of public services in one place (system of "one-window")
- The right to the land buyout
- Sound investment climate guaranteed

Tax exemption		Federal SEZs		Federal SEZs		Applicable tax rate in the Russian Federation
		Industrial Production SEZ	Technology Innovative SEZ	Port SEZ	Tourism and Recreational SEZ	
Profit tax paid to the federal budget		3,0 %	0% (from 1 January 2012 till 1 January 2018)	3,0 %	0% (from 1 January 2012 till 1 January 2023, applied to a SEZ residents, integrated into a Cluster)	3,0%
Profit tax paid to the regional budget		0-13,5 % up to 49 years	0-13,5% during the period set by the regional laws	0-13,5 %	0-13,5% during the period set by the regional law	17,0%
Value added tax (VAT)		18% (0% <sup>1</sup> )	18% (0% <sup>1</sup> )	up to 49 years	–	18%
Property tax		0 % for up to 10 years	0% for up to 10 years	0% for up to 10 years	0% for up to 10 years	2,2 %
Land tax		0 % for up to 5 years	0% for up to 5 years	0% for up to 10 years	0% for up to 5 years	1,5 %
Transport tax, \$ per horsepower		from 0 to 10 years	from 0 to 10 years	from 0 to 10 years	from 0 to 10 years	\$ 0,4 and higher
Social payments	Russian Federation Pension Fund	8,0-20,0 % in 2017-2019 <sup>2</sup>	8,0-20,0 % in 2017-2019	–	8,0-20,0 % in 2017-2019	22%
	Social Insurance Fund	2,0-2,9 % in 2017-2019 <sup>2</sup>	2,0-2,9 % in 2017-2019	–	2,0-2,9 % in 2017-2019	2,9%
	Federal Mandatory Health Insurance Fund	4,0-5,1 % in 2017-2019 <sup>2</sup>	4,0-5,1 % in 2017-2019	–	4,0-5,1 % in 2017-2019	5,1%
	Total	14,0-28,0 % in 2017-2019 <sup>2</sup>	14,0-28,0 % in 2017-2019	–	14,0-28,0 % in 2017-2019	30%

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 the federal and regional budgets.











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

<sup>1</sup> Occurred in case of delivery of goods in the inner SEZ customs zone  
<sup>2</sup> Applied for an Industrial Production SEZ residents who signed a contract with the SEZ Management company concerning technology innovative activity



## PILLAR 1

### INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION

-  Fixed capital investment except government expenditure, % of Gross regional product
-  Engel coefficient
-  Population density coefficient
-  Labour potential
-  Educational attainment
-  Provision of the SEZ with higher education institutions
-  Regional tax system flexibility (tax burden)
-  The regional government assistance in attracting investment and implementing projects
-  Investment risk
-  Competitiveness of the regional loan market



## PILLAR 2

### DOING BUSINESS ENVIRONMENT IN THE SEZ

-  Getting electricity
-  Dealing with construction permits
-  Lead time for the SEZ Management company response to a SEZ potential resident's request
-  Availability and efficiency of a customs broker's activity in the SEZ territory
-  Annual average number of attracted residents
-  SEZ Management company's competencies in attraction of foreign investors



## PILLAR 3

### INFRASTRUCTURE PROVISION OF THE SEZ

-  Constructed infrastructure, % to plan
-  Vacant infrastructure relative to infrastructure installed

## PILLAR 4

### LAND RESOURCES

-  Occupied area relative to the SEZ useful land area
-  Lease price of the SEZ land relative to the average regional value



## PILLAR 5

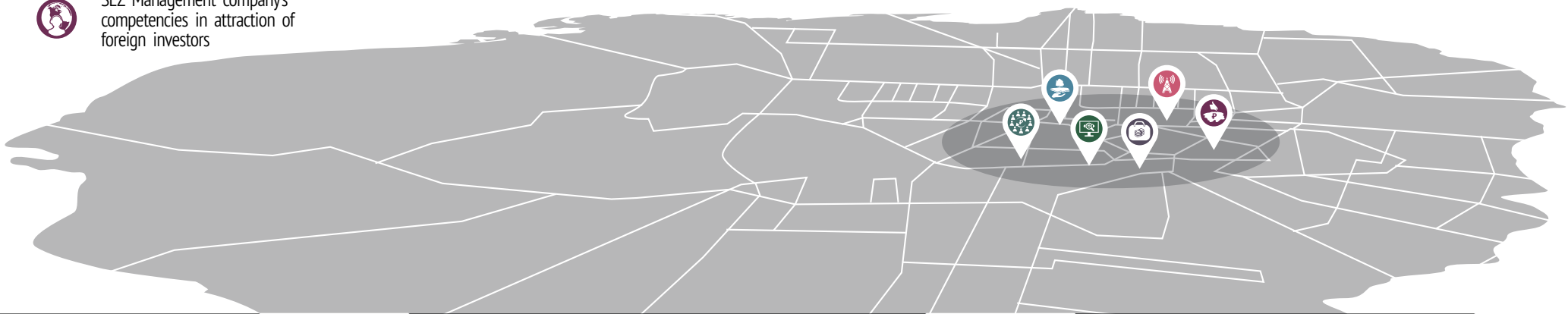
### SEZ RESIDENTS' INVESTMENT ACTIVITY

-  SEZ residents' investment
-  Foreign direct investment, % of total residents' investment
-  Total SEZ residents' sales and other operating revenues relative to the SEZ useful land

## PILLAR 6

### INFORMATION TRANSPARENCY OF THE SEZ WEBSITE

-  SEZ website quality
-  Language versions of the SEZ website (Russian, English, etc.)



APPROACHES TO ASSESSMENT OF A SEZ EFFICIENCY, ITS 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 NATIONAL SEZS INVESTMENT ATTRACTIVENESS INDEX 2017

## - 1 - TRANSPARENCY

Public discussion of the Index methodology with the representatives of the Expert community. Publication of the methodology and key analytical calculations in a report

## - 2 - OBJECTIVITY OF THE METHODOLOGY

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











## - 3 - OBJECTIVITY OF INFORMATION

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

## - 4 - CONSIDERATION OF THE MOST SIGNIFICANT FACTORS OF INVESTMENT ATTRACTIVENESS OF SEZS

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

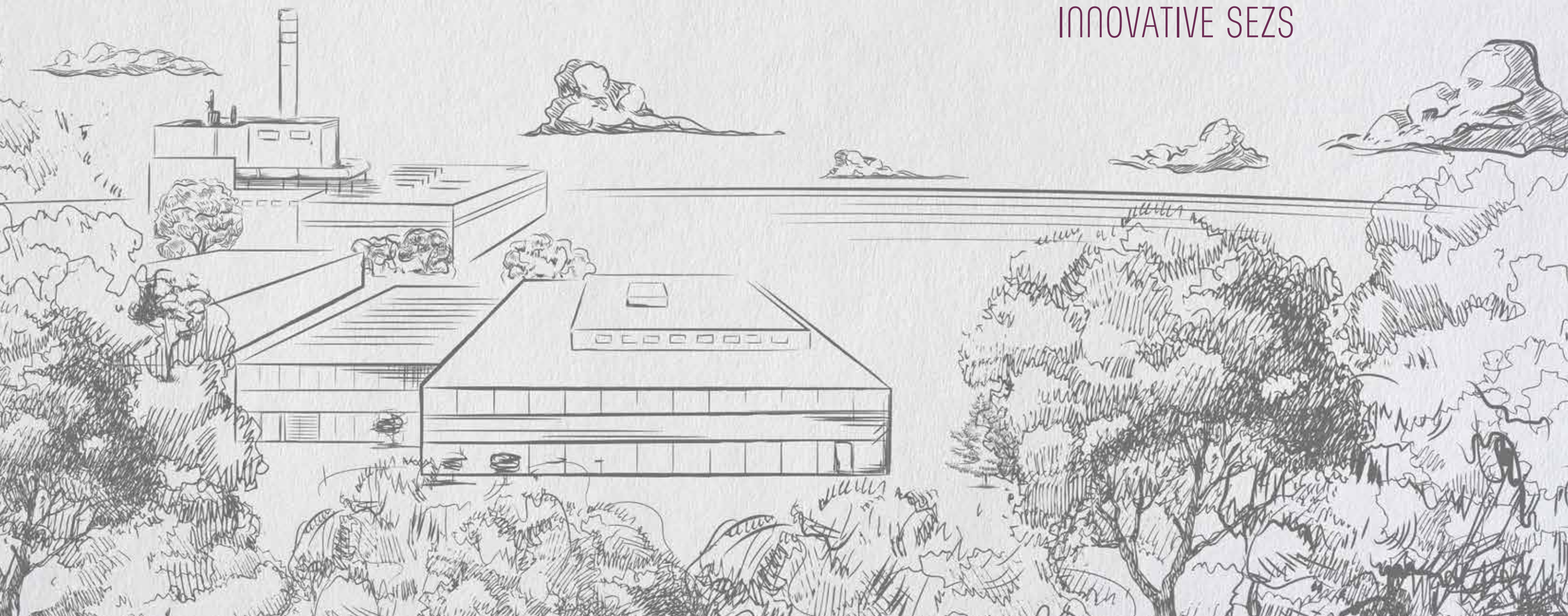
# OVERALL RESULTS OF THE NATIONAL SEZ INVESTMENT ATTRACTIVENESS INDEX 2017

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 110%) <sup>1</sup>											
TI SEZ "Dubna"		Moscow Region	1	11,6	125,9	2,19	1,76	1,69	2,49	2,09	1,43
IP SEZ "Alabuga"		Republic of Tatarstan	2	10,9	117,9	2,82	1,21	2,22	1,06	2,18	1,43
IP SEZ "Lipetsk"		Lipetsk Region	3	10,8	117,1	2,60	1,30	2,28	1,01	2,21	1,44
TI SEZ "Saint Petersburg"		S. Petersburg	4	10,7	116,6	2,91	0,65	1,57	2,33	3,32	0,00
TI SEZ "Innopolis"		Republic of Tatarstan	5	10,5	113,9	2,79	1,74	2,44	1,58	0,68	1,31
2nd GROUP: Sufficient level of a SEZ investment attractiveness (from 90% to 109%)											
TI SEZ "Istok"		Moscow Region	6	9,9	107,5	2,25	1,21	1,53	2,29	1,30	1,37
IP SEZ "Togliatti"		Samara Region	7-8	9,1	98,4	2,71	0,61	1,98	1,01	1,42	1,37
IP SEZ "Mogilno"		Pskov Region	7-8	9,1	98,4	2,25	0,31	1,98	1,80	1,34	1,42
IP SEZ "Stupino Quadrat"		Moscow Region	9	8,9	96,7	2,44	1,15	1,82	0,78	1,41	1,35
TI SEZ "Technopolis Moscow"		Moscow	10	8,8	95,9	2,97	0,30	2,15	2,31	1,15	0,00
IP SEZ "Lotus"		Astrakhan Region	11	8,4	90,9	2,23	1,18	2,29	0,99	0,33	1,40
IP SEZ "Titanium Valley"		Sverdlovsk Region	12	8,3	90,4	2,47	0,82	2,12	1,04	0,55	1,36
3rd GROUP: Moderate level of a SEZ investment attractiveness (a SEZ is in its development phase and requires enhancement, less than 90%)											
TI SEZ "Tomsk"		Tomsk Region	13	8,0	87,0	1,95	0,96	2,10	1,22	1,81	0,00
IP SEZ "Kaluga"		Kaluga Region	14	7,7	83,6	2,23	0,58	1,83	1,07	0,74	1,30
IP SEZ "Uzlovaya"		Tula Region	15	5,4	58,9	2,20	0,69	1,01	0,04	0,16	1,34

<sup>1</sup> The Russian average value of a SEZ investment attractiveness is assumed to be 100%



PROFILES  
OF INDUSTRIAL PRODUCTION  
AND TECHNOLOGY  
INNOVATIVE SEZS





# TECHNOLOGY INNOVATIVE SEZ "DUBNA"

Moscow Region



## DEVELOPMENT PRIORITIES



Nuclear physics,  
nanotechnologies



Information  
technologies



Bio- and medical  
technologies



New materials

YEAR OF ESTABLISHMENT **2005**

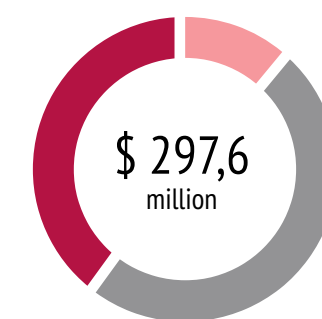
SEZ RESIDENTS, number **108**  
including foreign companies **6**

DISTANCE FROM MOSCOW **120 km**

DYNAMICS OF THE  
SEZ RESIDENTS,  
number

2011 - **53** 2012 - **61** 2013 - **78** 2014 - **86** 2015 - **100** 2016 - **108**

## TOTAL INVESTMENT IN THE SEZ

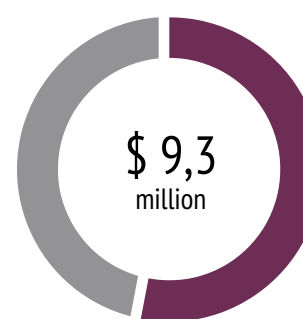


11% **32,6**  
Regional budget expenditure

49,5% **147,3**  
Federal budget expenditure

39,5% **117,6**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



47,1% **4,4**  
Taxes and customs duties paid by  
the SEZ residents

52,9% **4,9**  
Tax exemptions received by the  
SEZ residents

The Technology Innovative Special Economic Zone "Dubna" has a favourable geographical location. The SEZ is situated in the city of Dubna, which is connected with Moscow by rail and the Federal highway A 104 Moscow-Dubna, and located in 90 kilometres to Sheremetyevo international airport.

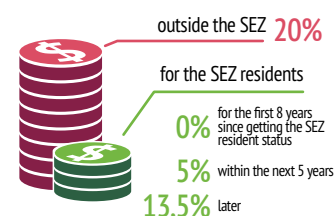
The TI SEZ "Dubna" is considered to be one of the Russian dynamically developing territories. It soundly holds the leading position by the number of the SEZ residents, which were over 120 companies in 2017. The residents' products have no foreign and national analogs. 7 residents of the SEZ are joint ventures with foreign capital (the Netherlands,

Belgium, Germany, India, Cyprus, Republic of Korea and Japan). The TI SEZ "Dubna" provides completely enhanced engineering infrastructure. There is the Resident Hotel with 122 rooms in the vicinity of the SEZ.

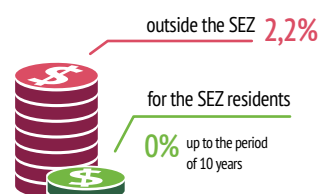
The area is in demand among high-tech companies. In the near future, the boundaries of the SEZ are due to be expanded for about 30 hectares. The advanced innovation infrastructure in the city of Dubna, including a nanotechnology center "Dubna", engineering centres, centres of prototyping and so on, has a positive impact on attractiveness of the SEZ "Dubna" to investors.

## TAX EXEMPTIONS\*

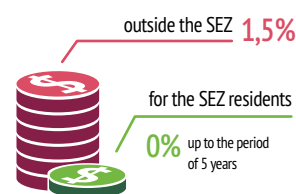
PROFIT TAX  
since the moment of making a profit



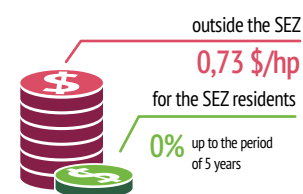
PROPERTY TAX



LAND TAX



TRANSPORT TAX



CORE SEZ RESIDENTS

▼ PASCAL MEDICAL Ltd

▼ EYLITON Ltd

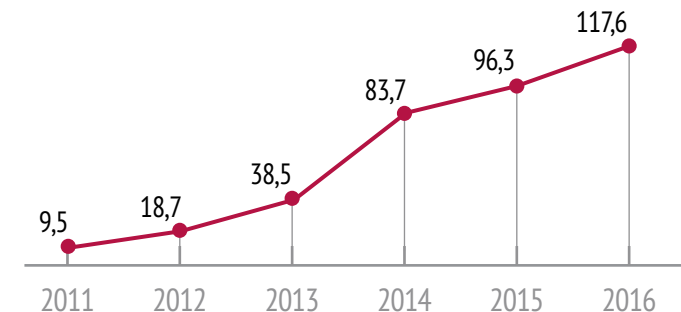
▼ PROMTECH-Dubna JSC

pascal®

ЭЙЛИТОН

ПРОМТЕХ  
ДУБНА

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



Jobs created, number **2725**



SEZ residents' revenue,  
2016 **\$ 80,7 million**



Labour productivity  
in the SEZ **\$ 30 thousand/person**





The Special Economic Zone in the city of Dubna is one of the drivers of economic development in the suburb of Moscow, the largest in Russia in terms of the number of its residents. Around 130 companies successfully conduct their business here.

A core and historically caused particularity of the SEZ is its favourable location. There is a unique scientific and production complex in the Russian science city of Dubna. The core advantage of Dubna is considered to be in the vicinity of the international airports (Sheremetyevo, Domodedovo, Vnukovo).

Federal and regional bodies established the innovative technology center (consists of 5 buildings), and fully prepared engineering, transportation and customs infrastructure in the territory of the Technology Innovative Special Economic Zone. The SEZ provides tax exemptions and customs privileges for investors. The profit tax, charged for the regional budget is 0% for the first 8 years. The competitive advantages of the SEZ for investors are free of charge connection to the engineering networks, an opportunity to purchase a land at a low price, an active support of the residents from the authorities and the state funds. Not by chance the concept of the replication of best practices throughout the Russian regions was approved on the basis of the TI SEZ "Dubna".

**Anton AFANASJEV**  
CEO of Technology Innovative SEZ "Dubna" JSC

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

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“WE WERE ATTRACTED BY A POWERFUL INFRASTRUCTURE CREATED IN THE SPECIAL ECONOMIC ZONE “DUBNA”. THE ADMINISTRATIVE SUPPORT GIVEN BY THE WHOLE TEAM OF THE SEZ MANAGEMENT COMPANY PLAYS A CRUCIAL ROLE FOR US, WHILE WE ARE RESOLVING THE PROBLEM OF AN IMPORT SUBSTITUTION. OF COURSE, TAX PRIVILEGES ARE ALSO VERY IMPORTANT FOR US AND HELP US TO LAUNCH AND IMPLEMENT OUR PROJECT”

**Alexander Fedorov**  
General Director of PASCAL MEDICAL Ltd



	Land area	187,7 hectares		Capacity of wastewater collection system	708,3 m³/h
	Useful land area	114,4 hectares		Gas capacity	0 m³/h
	Area of administrative infrastructure	51 839,7 m²		Heat capacity	81 Gcal/hr
	Electrical capacity	58 Megawatts		Length of road network	7 200 m
	Water capacity	757,5 m³/h		Average lease price of land	\$ 0,52 k/ha* in the SEZ
					\$ 4,4 k/ha In the Moscow Region

\* k/ha is thousands of dollars per hectare



# INDUSTRIAL PRODUCTION SEZ "ALABUGA"

Republic of Tatarstan



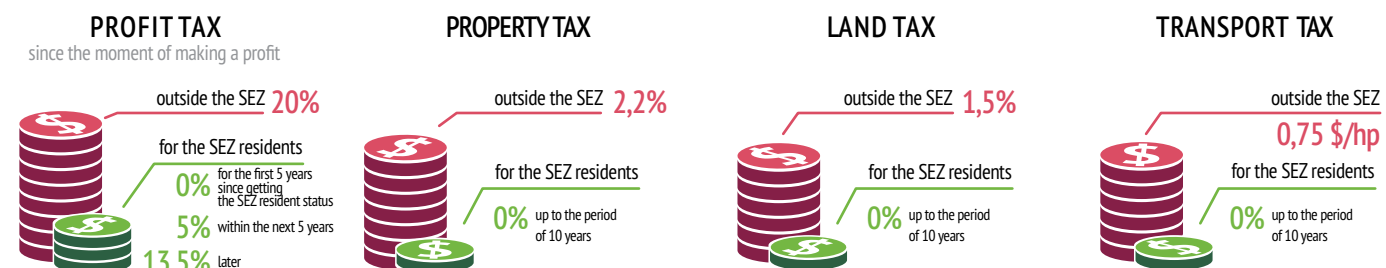
Industrial Production Special Economic Zone "Alabuga" established in 2005, provides a fully prepared industrial, engineering, transport and customs infrastructure for investors as well as a number of tax and customs privileges. The authorities, both federal and regional, spent over \$0,4 billion on the SEZ infrastructure. The Supervisory Board of the SEZ is headed by the President of the Republic of Tatarstan Rustam Minnikhanov.

The IP SEZ "Alabuga" is considered to be the largest Industrial Production Special Economic Zone in Russia, among the residents of which are international leading companies such as Ford, 3M, Rockwool, Air Liquide, Armstrong.

One of the unique preferences, given by the IP SEZ "Alabuga" is advanced social infrastructure. For instance, cottage village "Three Bears" for Top Managers of the SEZ residents and International School "Alabuga International School" were established in the vicinity of Elabuga.

In 2016 the infrastructure of the SEZ "Alabuga" widened after the acquisition of the Yelabuga's combined heat and power station, the Alabuga City Hotel, the Yelabuga's water supply system in order to contribute to increasing the investment attractiveness of the SEZ.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

▼ ROCKWOOL VOLGA Ltd

▼ Kastamonu Integrated Wood Industry Ltd

▼ Ford Sollers Elabuga Ltd

ROCKWOOL

kastamonu

Ford

sollers

## DEVELOPMENT PRIORITIES



Polymer processing



Automobile manufacturing



Building materials



Composite materials

YEAR OF ESTABLISHMENT **2005**

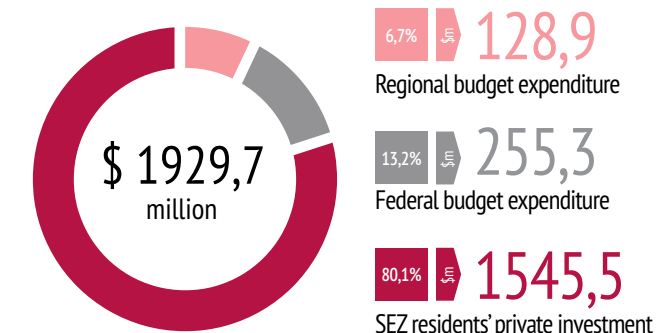
SEZ RESIDENTS, number **58**  
including foreign companies **23**

DISTANCE FROM MOSCOW **1040 km**

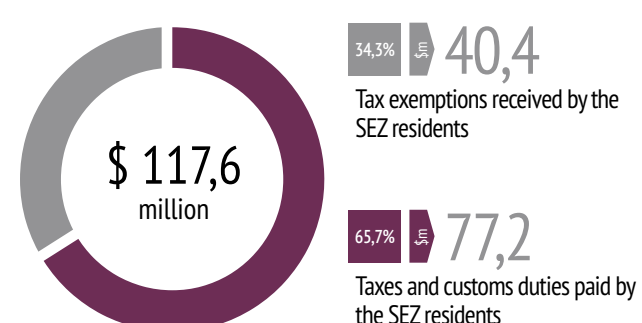
DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **20** 2012 - **29** 2013 - **32** 2014 - **40** 2015 - **48** 2016 - **58**

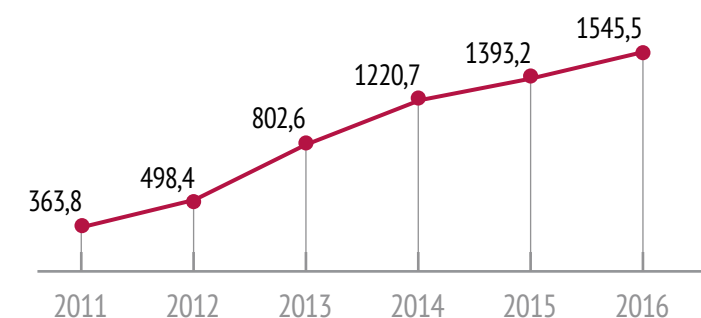
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016



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



\* Average labor productivity in Russia is \$ 49,3 thousand/person



Jobs created, number **5 634**



SEZ residents' revenue, 2016 **\$ 899,2 million**



Labour productivity in the SEZ **\$ 160 thousand/person**  
Above average value in Russia by\* **323%**






The main competitive advantage of the SEZ “Alabuga” is its advanced world-class industrial infrastructure. Our SEZ provides all necessary infrastructure, including a railway line, highways, electricity, gas, water and heat supply, customs station and container yard so that a plant on any scale can be constructed and successfully opened here. Apart from that, connection to the SEZ engineering networks is free of charge for residents, and the land has a low price. Owing to the fact that the SEZ customs station is present, it takes short time for our residents to pass customs procedures in the SEZ “Alabuga”.


A resident status of the SEZ “Alabuga” allows investors to use tax and customs preferences such as profit tax (0% during the first 5 years), transport tax, property tax and land tax (0% during the first 10 years), and exempted customs tariffs on import of foreign equipment.


Surely, comfortable business environment in the Republic of Tatarstan should be taken into consideration too. The first priorities of the framework for regional development, determined and supported by the Tatarstan leaders are to attract investors and create new jobs. The President of the Republic of Tatarstan Rustam Minnikhanov heads the Supervisory Board of the SEZ “Alabuga”, what guarantees support for the SEZ “Alabuga” residents in resolving their problems at the highest level.


Timur SHAGIVALEEV  
CEO of Industrial Production SEZ “Alabuga” JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Design and construction of infrastructure, engineering networks
- 


Amenities maintenance
- 

Administrative and business centre, fully prepared industrial premises for rent
- 

Education services of the international school “Alabuga International School”
- 

Technological connection to the SEZ engineering network
- 

Engineering systems maintenance
- 

Cottages in the cottage village “Three Bears” for rent
- 

Engineering services



“EXCELLENT BUSINESS ENVIRONMENT IN THE REPUBLIC OF TATARSTAN AND ITS ADVANCED WORLD-CLASS INFRASTRUCTURE ENSURED ROCKWOOL INTERNATIONAL SET UP THE WORLD’S FIRST LARGE-SCALE PLANT, WHICH PRODUCES HEAT INSULATION MATERIALS, AND SAVED \$12,6 MILLION ON CUSTOMS EXEMPTIONS.”

Marina Potoker  
Head of Rockwool Russia Group

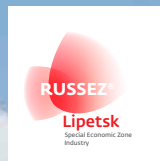


 Land area	3 867 hectares	 Capacity of wastewater collection system	880,8 m³/h
 Useful land area	2 147 hectares	 Gas capacity	85382,5 m³/h
 Area of administrative infrastructure	13 455,1 m²	 Heat capacity	360 Gcal/hr
 Electrical capacity	350 Megawatts	 Length of road network	31 000 m
 Water capacity	992,8 m³/h	 Average lease price of land	\$ 0,59 k/ha in the SEZ \$ 0,57 k/ha in the Republic of Tatarstan



# INDUSTRIAL PRODUCTION SEZ "LIPETSK"

Lipetsk Region



## DEVELOPMENT PRIORITIES



Energy equipment



Automobile manufacturing



Consumer electronics



Medical equipment

YEAR OF ESTABLISHMENT **2005**

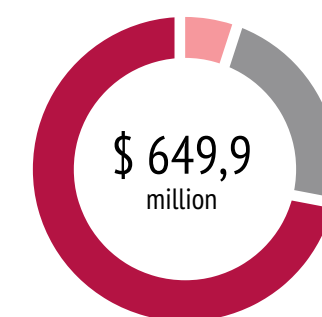
SEZ RESIDENTS, number **47**  
including foreign companies **24**

DISTANCE FROM MOSCOW **450 km**

## DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **22** 2012 - **22** 2013 - **29** 2014 - **36** 2015 - **42** 2016 - **47**

## TOTAL INVESTMENT IN THE SEZ

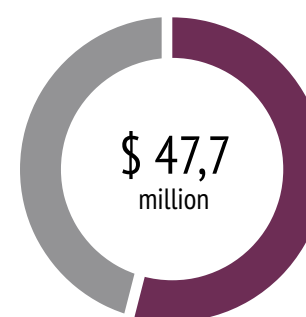


**5%** **35,0**  
Regional budget expenditure

**23%** **147,9**  
Federal budget expenditure

**72%** **467,1**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



**46,5%** **22,2**  
Tax exemptions received by the SEZ residents

**53,5%** **25,5**  
Taxes and customs duties paid by the SEZ residents

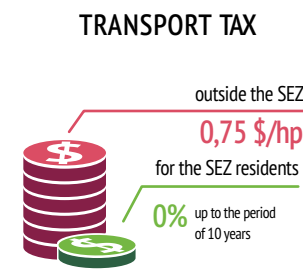
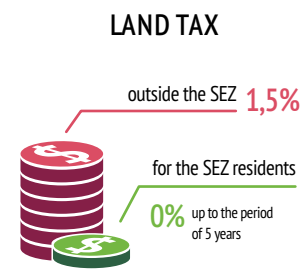
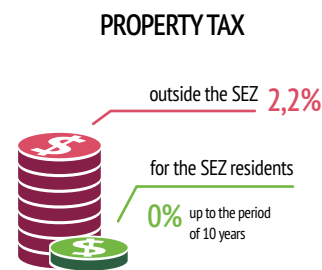
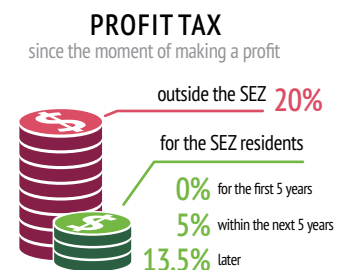
The Industrial Production Special Economic Zone "Lipetsk" is a large-scale project and a part of the federal initiative related to the creation of new points of economic growth and stimulation of strategically important industries. In 2017 the total area of the IP SEZ "Lipetsk" was 2 298,3 hectares, which was increased by 1273,8 hectares by including a part of the territory of the Yeletsk municipal district of the Lipetsk Region, according to the Russian government Resolution No. 697 of July 11, 2015.

The SEZ refers to the most investment attractive areas for Russian and foreign investors, where large-scale projects of enterprises Yokohama (Japan), HONEYWELL (USA), ABB (Switzerland) and several others are being implemented.

The IP SEZ "Lipetsk" is a repeat winner of the Global Free Zones Ranking of the reputable fDi Magazine (Publishing house "The Financial Times Limited") in several nominations: "New Investments" and "Support of Education and Training". In 2014, according to the results of the Global Free Zones Ranking, the fDi Magazine announced the SEZ "Lipetsk" the winner among the most investment attractive areas in Europe.

In accordance with the results of 2016, the SEZ was announced by the Ministry of Economic Development of the Russian Federation the most efficient Special Economic Zone in Russia (by the ratio of the invested budget funds and achieved development efficiency indicators).

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

▼ Yokohama R.P.Z. Ltd



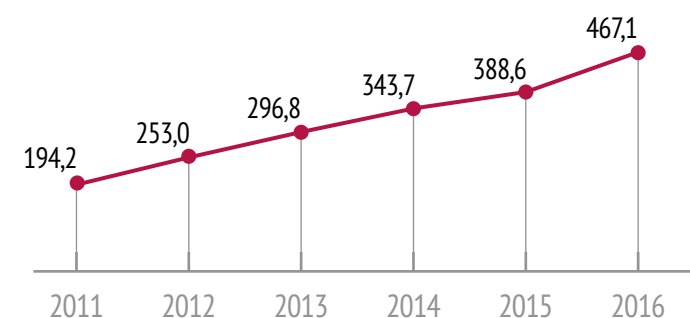
▼ PPG Industries Lipetsk Ltd



▼ ABB Electrical Equipment Ltd



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



Jobs created, number **3260**



SEZ residents' revenue, 2016 **\$ 208,7 million**



Labour productivity in the SEZ **\$ 64 thousand/person**

Above average value in Russia by **30%**





In 2005 there were several questions Russian industry had to decide: should the first Special Economic Zone in Russia be established or not? If so, what region will be entrusted with the pilot projects. Thus, Lipetsk became one of the leaders. At the first stage of the SEZ creation we had numerous challenges, as we were pioneers. We had nothing: no experience of dealing with investors, no vision of how it should be arranged, no legislation, no methodologies for calculating financial investments, no any clear “rules of the game”. We had to learn by trial and error. And, to be sincere, the project of the SEZ “Lipetsk” creation was realized not easily. The fact that it finally happened was the victory of the Head of the Administration of the Lipetsk Region Oleg Korolev. Now we see it in the form of constructed ongoing plants and operating industries.

On December 14, 2016, we opened a new area of the SEZ “Lipetsk” in Yelets. We obtained a favourable decision of the Russian government in 2015 and created all the necessary infrastructure within one year. The regional budget expenditure on these purposes were \$7,5 million, although the budget was at the edge of deficit. But the strategy implemented by the Head of the Lipetsk Region, was focused on creating the basis for the SEZ sound development in the future. It will be an area of growth, attractive for the world leading companies, which will boost high-tech industrial development and create highly paid jobs.


In the period of economic sanctions work with investors should be even more intense, professional, precise and all the nuances both inside the country and outside it should be taken into account. We need innovative, robotic production and new high-tech jobs. All in all, it could improve social standards of living in the region, that is the primary mission of the Russian authorities of all levels.


The strategy supported by effective mechanisms of the state incentives, gives excellent results and is confirmed by the high level of investment attractiveness of the SEZ. In 2017 in the territory of IP SEZ “Lipetsk” 50 companies from Italy, Germany, Belgium, Japan, the Netherlands, the USA, Russia, Switzerland, China, Israel and other countries, including the world leaders in their segments, such as companies Bekaert, Yokohama, Viessmann, Bettermann, Kemin, Honeywell, Schlumberger, PPG, etc., were successfully implementing their investment projects.


Ivan  
KOSHELEV


CEO of Industrial Production SEZ “Lipetsk” JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 


Amenities maintenance
- 

Office space, meeting rooms for rent
- 

Engineering systems maintenance at plants
- 

Design and construction of infrastructure and engineering networks
- 

Provision of vehicles and special equipment
- 

Placement of residents' equipment in a data-processing centre
- 











Engineering services



“WHILE WE WERE CHOOSING AN INVESTMENT SITE IT WAS CRUCIAL FOR US THAT POTENTIAL CUSTOMERS OF OUR PRODUCTS WERE LOCATED NEARBY. IN ADDITION, IN THE SEZ TERRITORY IT TOOK SHORT TIME FOR US TO SET UP AN ENTERPRISE AND CONNECT IT TO THE WHOLE INFRASTRUCTURE”

Michael H. McGarry  
Chairman and CEO of PPG



 Land area	2 298,3 hectares	 Capacity of wastewater collection system	1 000 m <sup>3</sup> /h
 Useful land area	1 189,1 hectares	 Gas capacity	18 000 m <sup>3</sup> /h
 Area of administrative infrastructure	7 742,7 m <sup>2</sup>	 Heat capacity	155 Gcal/hr
 Electrical capacity	40 Megawatts	 Length of road network	17 000 m
 Water capacity	6 000 m <sup>3</sup> /h	 Average lease price of land	\$ 0,23 k/ha in the SEZ \$ 1,34 k/ha in the Lipetsk Region



# TECHNOLOGY INNOVATIVE SEZ "SAINT PETERSBURG"

St. Petersburg



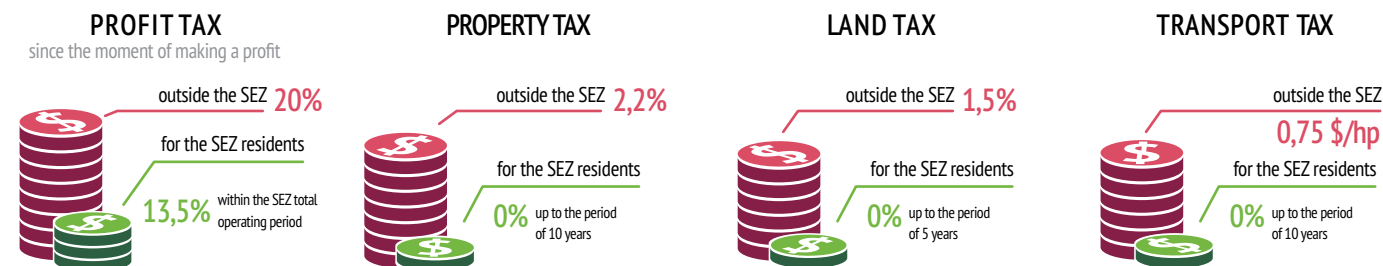
The Technology Innovative Special Economic Zone "Saint Petersburg" was established on January 18, 2006 in the city of St. Petersburg for the period 2006-2025. The SEZ was established on the basis of two sites with a total area of 124,4 hectares. The first stage is fully completed. It was construction of engineering and customs infrastructure in the territory of "Neudorf" (Strelna, Petrodvorets district). The second stage, concerned with construction of engineering and customs infrastructure in the territory of "Novoorlovskaya" (Primorsky district) is in progress.

One of the core advantages of the TI SEZ "Saint Petersburg" is its geographical location. St. Petersburg is the largest transport hub of Russia. International cargo and passenger transportation is carried out by all kinds of transport through this transport hub. There are

all kinds of transport infrastructure in the city, such as roads, a railway network, river and sea transport, an airport. The SEZ residents have high logistic accessibility to the main suppliers of resources and consumers. Another undeniable advantage of the TI SEZ "Saint Petersburg" for investors refers to the opportunity of buyout of the SEZ land on redemption terms. It costs \$61 300 per 1 hectare in "Neudorf" and \$106 100 per 1 hectare in "Novoorlovskaya".

With the aim of increasing the investment attractiveness of the SEZ a Technology transfer center was established in the area of "Novoorlovskaya" on April 26, 2016. It has opened up new opportunities to attract potential SEZ residents. Construction of a dormitory for the SEZ residents in the vicinity of the site "Neudorf", financed from the regional budget, is to be completed in 2018.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

▼ Rakurs-Engineering Ltd

▼ BIOCAD JSC

▼ NOVARTIS NEVA Ltd



## DEVELOPMENT PRIORITIES



Information technologies, telecommunications



Medical technologies and pharmacy



Energy efficiency



Precision instruments and engineering industry

YEAR OF ESTABLISHMENT **2006**

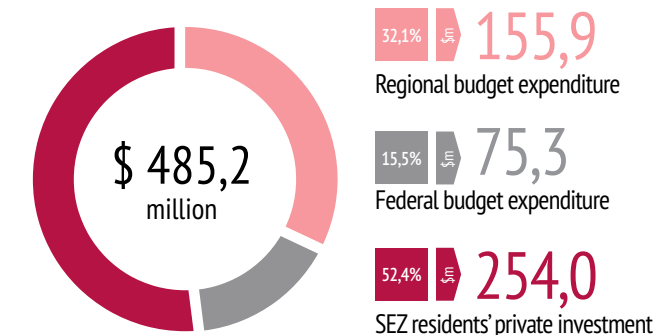
SEZ RESIDENTS, number **43**  
including foreign companies **7**

DISTANCE FROM MOSCOW **696 km**

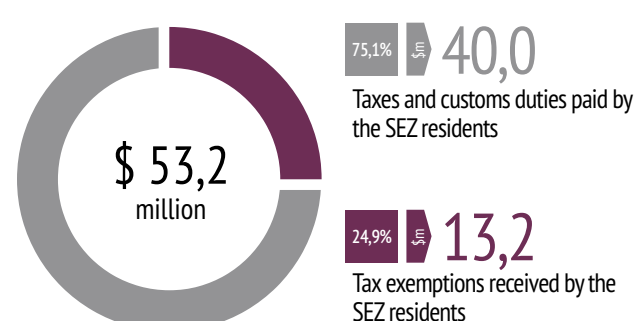
DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **21** 2012 - **23** 2013 - **27** 2014 - **32** 2015 - **36** 2016 - **43**

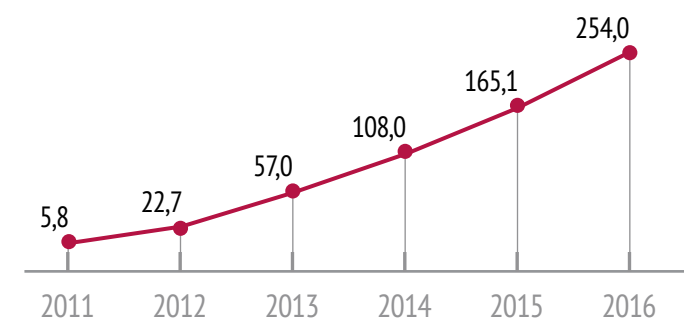
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016



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



Jobs created, number **2 278**



SEZ residents' revenue, 2016 **\$ 180,3 million**



Labour productivity in the SEZ **\$ 79 thousand/person**

Above average value in Russia by **60%**





SEZ “Saint Petersburg” has been functioning for over 10 years. The invaluable experience of the project management in the areas of administration, construction, technical supervision and interaction with the public authorities has been obtained during that time. In 2016, according to the Ministry of Economic Development of the Russian Federation, the efficiency of the SEZ was 100%, and the amount of investment made by the SEZ residents in their projects, exceeded both the federal and regional spending on the creation of infrastructure here. Now the SEZ accommodates 42 companies. Almost all the territory of the SEZ is allocated to its residents, but the interest from potential residents to the SEZ project is only growing. This is primarily caused by geopolitical location of the TI SEZ “Saint Petersburg”. S. Petersburg is one of the largest industrial, scientific and educational centres of Russia, which is located at the intersection of sea, river and land transportation routes. We expect a new leap in development of the SEZ, and attraction of a great number of new innovative companies in the SEZ when the process of connecting the new SEZ land area (52,9 hectares) to the existing one is completed.

**Tamara  
RONDALEVA**

*CEO of Technology Innovative SEZ  
“Saint Petersburg” JSC*

**SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY**



Technological connection to the SEZ engineering network



Amenities maintenance



Land use survey



Engineering systems maintenance at plants



Technological services (data-processing centre)



Administrative and business premises for rent



Technical supervision



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



**“THE LOCALIZATION OF PRODUCTION IN THE TI SEZ “SAINT PETERSBURG” WAS ABSOLUTELY LOGICAL STEP IN THE COMPANY’S STRATEGY. THIS STEP WAS NECESSARY FOR CREATION AND DEVELOPMENT OF KNOWLEDGE-INTENSIVE PRODUCTS. WE WOULD LIKE TO SEE ENHANCEMENT OF THE PROJECT FURTHER IN THE DIRECTION OF CREATING AN ENTIRE ECOSYSTEM. THIS ECOSYSTEM IS EXPECTED TO PROVIDE THE OPPORTUNITIES FOR LOCALISATION OF PROFESSIONALS, AND THEIR PROFESSIONAL COMMUNICATION, AND TO GIVE INCENTIVES TO CREATE AND STRENGTHEN THE RELATIONSHIPS”**

**Leonid Chernigov**

*General Director of Rakurs-Engineering Ltd*



Land area

129,4 hectares



Useful land area

81,5 hectares



Area of administrative infrastructure

30 576 m<sup>2</sup>



Electrical capacity

11,4 Megawatts



Water capacity

40 m<sup>3</sup>/h



Capacity of wastewater collection system

68,5 m<sup>3</sup>/h



Gas capacity

4 330 m<sup>3</sup>/h



Heat capacity

15,5 Gcal/hr



Length of road network

22 163,7 m



Average lease price of land

\$ 4,78 k/ha in the SEZ

\$ 20,9 k/ha in St. Petersburg



# TECHNOLOGY INNOVATIVE SEZ "INNOPOLIS"

Republic of Tatarstan



## DEVELOPMENT PRIORITIES



Information and communication technologies

YEAR OF ESTABLISHMENT **2012**

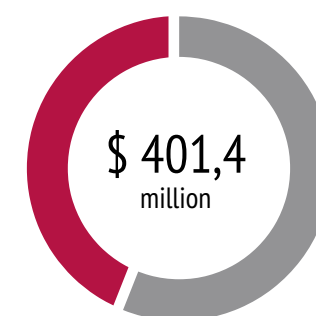
SEZ RESIDENTS, number **34**  
including foreign companies **1**

DISTANCE FROM MOSCOW **719 km**

DYNAMICS OF THE  
SEZ RESIDENTS,  
number

2011 - 0    2012 - 0    2013 - 0    2014 - 0    2015 - 15    2016 - 34

## TOTAL INVESTMENT IN THE SEZ

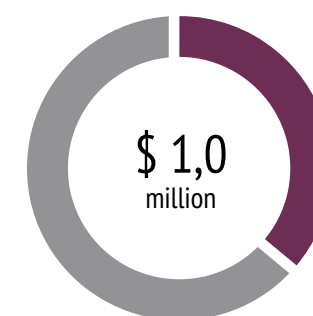


43.8% **176**  
Regional budget expenditure

55.9% **224,2**  
Federal budget expenditure

0.3% **1,2**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



64.2% **0,64**  
Taxes and customs duties paid by  
the SEZ residents

35.8% **0,36**  
Tax exemptions received by the  
SEZ residents

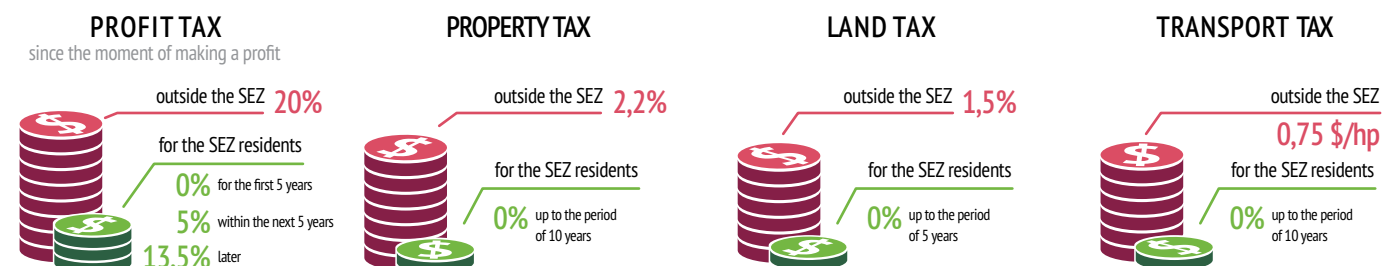
The Technology Innovative Special Economic Zone SEZ "Innopolis" is located on the territory of Verkhneuslonsky and Laishevsky municipalities of the Republic of Tatarstan. In Verkhneuslonsky district, "Innopolis" branch takes place of 192,71 hectares in the centre of Innopolis city. This first branch is designed to accommodate innovative companies and conduct research and development. The second "Innopolis" branch takes place of 118,72 hectares in Laishevsky municipal district in the vicinity of Kazan International airport. Its mission is to stimulate innovative production activities of its residents.

The SEZ is a major project aimed at formation of the Russian centre of information and communication technologies. In its turn, the centre is designed to assist the Russian and international companies in implementing investment projects in communication sector. The

core feature of the SEZ "Innopolis" is provision of complex innovative environment consisting of a system for preparing highly qualified human resources, advanced infrastructure of the international level and direct economic preferences.

Within an unprecedentedly short period of time the SEZ territory has succeeded in providing unique environment for life and work of employees of the SEZ residents. It has managed to provide a first-class business, social, educational and engineering infrastructure: an administrative and business centre, a school, a physics and mathematics lyceum, a kindergarten, a centre of medical care, etc.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

▼ I-Teko Novy Technologii Ltd

**АЙТЕКО**  
ТЕХНОЛОГИИ БЕЗ ПРОБЛЕМ

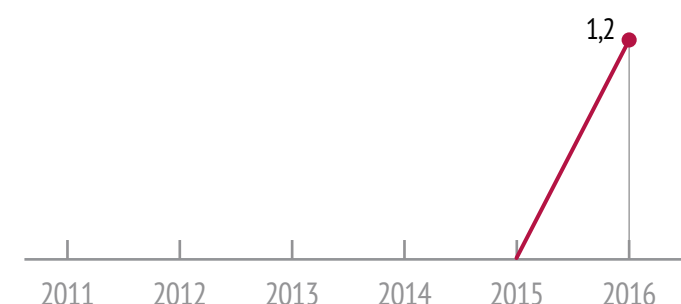
▼ Cognitive-Platforma Ltd

**Cognitive**  
Technologies

▼ Acronis Innovacii Ltd

**Acronis**

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



Jobs created, number **325**



SEZ residents' revenue, 2016 **\$ 12,8 million**



Labour productivity in the SEZ **\$ 39 thousand/person**






The SEZ is an essential part of the Innopolis ecosystem and its investment attractiveness, providing its residents with most favorable conditions for doing business and efficient project development.


Our goal is to create the IT capital of Russia, which is a new city on the world map acknowledged for developing and commercialising the best innovative solutions.


We invite national and foreign companies to become a member of the unique project and run the business in the SEZ "Innopolis". Access to solid business infrastructure of the international class, qualified human resources, direct tax preferences are a part of the competitive advantages of our residents.


Igor  
NOSOV  
CEO of Technology Innovative SEZ  
"Innopolis" JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 

Amenities maintenance
- 

Office space, meeting rooms for rent
- 

Education services at the University Innopolis
- 

Design and construction of infrastructure, engineering networks
- 

Organization of special events
- 


Apartments in the city of Innopolis for rent and sale



“WE APPRECIATE AND RESPECT THE TATARSTAN GOVERNMENT FOR THE POLICIES IMPLEMENTED WITH THE AIM OF DEVELOPMENT OF THE RUSSIAN IT-SECTOR. THE PREFERENCES FOR IT DEVELOPERS IN THE SEZ “INNOPOLIS” MAKE NOT ONLY START-UPS, BUT ALSO LARGE SOFTWARE DEVELOPERS’ BUSINESS ECONOMICALLY VIABLE”

Natalya Kasperskaya  
President of Group of companies “InfoWatch”



 Land area	311,4 hectares	 Capacity of wastewater collection system	83,3 m³/h
 Useful land area	245,8 hectares	 Gas capacity	0 m³/h
 Area of administrative infrastructure	45 479,1 m²	 Heat capacity	29,2 Gcal/hr
 Electrical capacity	48,5 Megawatts	 Length of road network	242 m
 Water capacity	83,3 m³/h	 Average lease price of land	\$ 1,36 k/ha in the SEZ \$ 8,81 k/ha in the Republic of Tatarstan



# TECHNOLOGY INNOVATIVE SEZ "ISTOK"

Moscow Region

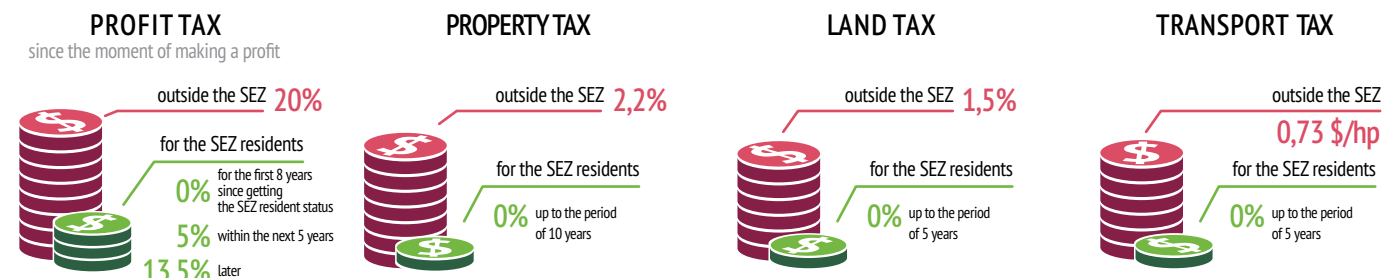


The Technology Innovative Special Economic Zone "Istok" was established in the scientific city of Fryazino (Moscow Region) on the territory of SPE "Istok" n.a. Shokin Inc., Corporation Zashchita JSC, Research Institute "Platan" Inc., in accordance with the government Resolution No. 1538 of December 31, 2015.

The SEZ is a pioneer among the entirely privately owned Technology Innovative SEZs in Russia. It is situated in one of the Russian scientific centres with high technological and scientific potential. An advantage of the SEZ is that it was established on the basis of ongoing fully built-out infrastructure of the science city of Fryazino.

The core goal of the TI SEZ "Istok" is to provide all necessary conditions for doing research and development, prototyping, and producing limited samples of high-tech products according to Fryazino priorities in scientific, technological and innovative activities, experimental research, testing, training.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

▼ Istok audio international Inc    ▼ SPE 'Istok' n.a. Shokin Inc    ▼ SPE "MAGRATEP" JSC



## DEVELOPMENT PRIORITIES



Microwave electronics



Laser equipment



Complete systems design



Microelectronics

YEAR OF ESTABLISHMENT **2015**

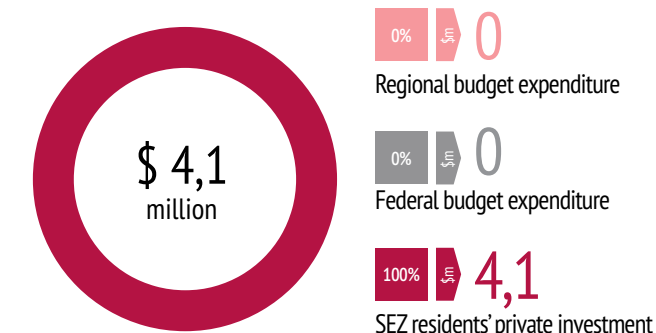
SEZ RESIDENTS, number **1**  
including foreign companies **0**

DISTANCE FROM MOSCOW **50 km**

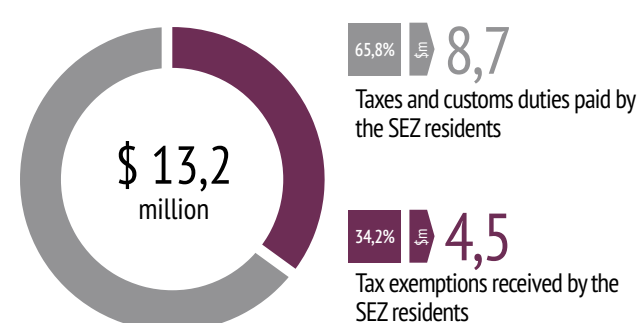
DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **0**    2012 - **0**    2013 - **0**    2014 - **0**    2015 - **0**    2016 - **1**

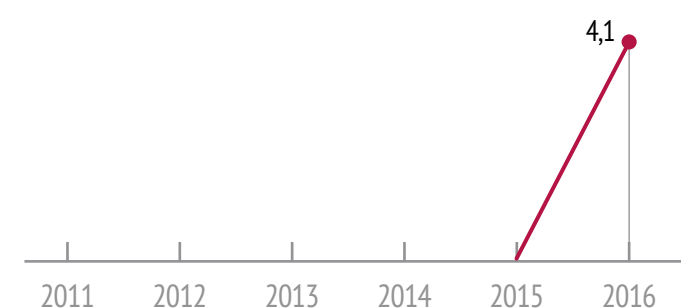
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016



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



Jobs created, number **45**



SEZ residents' revenue, 2016 **\$ 88,9 million**



Labour productivity in the SEZ **\$ 1976 thousand/person**

Above average value in Russia by


**4000%**








**Maria  
CHEKADANOVA**  
CEO of SEZ Management Company  
“SEZ “Istok” JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 


Intellectual property (patents) and licensing management
- 

Office space, meeting rooms, a centre for collective use for rent
- 

Marketing research
- 

Recruitment services
- 

Investment consulting services
- 

Legal consulting services
- 

Engineering services

A unique feature of the TI SEZ “Istok” is that It was established on the basis of the existing supporting infrastructure in the city of Fryazino, which refers to intellectual centres of the Moscow Region with developed social infrastructure.

The Triple Helix model, created by Henry Etzkowitz, which implies the interactions between academic, industrial and institutional systems, is considered to be an underlying concept of the business model of the SEZ. An industrial cluster that operates in the SEZ has the infrastructure similar to a technological park: a technology transfer centre, a business incubator, a centre of collective use, the Russian project office of the EUREKA Network Projects, subsidiaries of 3 national Universities, a scientific council, a customs station, a trading house, a certification testing centre.

The SEZ Management company provides a comprehensive assistance to science and production start-ups, cooperates with financial institutions and innovation support programmes in particular.











Competitive advantages of the SEZ are as follows: geographical location (in the vicinity of Moscow, advanced transport infrastructure and good transport system accessibility); the SEZ refers to brownfield development phase with production and administrative buildings; high scientific and educational potential of the region on the whole and the city of Fryazino in particular; solid socioeconomic growth in the Moscow Region, which has a unique experience of implementing large investment and innovative projects, maximum tax incentives for the residents.



“OUR COMPANY IS AMONG PIONEERS OF THE SEZ “ISTOK”. I FEEL STRONGLY THAT INCENTIVES AND OPPORTUNITIES PROVIDED FOR THE RESIDENTS HERE, WILL BOOST NOVEL RESEARCH AND DEVELOPMENT, LAUNCHING ITS INNOVATIONS INTO THE NATIONAL AND THE EURASIAN ECONOMIC UNION’S MARKETS. RESIDENCE STATUS WILL STRENGTHEN THE COMPANY IMAGE AS A SOLID EMPLOYER AND WILL GUARANTEE HUMAN RESOURCES DEVELOPMENT”

**Ivan Klimachev**  
General Director of Istok audio international Inc



 Land area	60,1 hectares	 Capacity of wastewater collection system	154,6 km³/h
 Useful land area	60 hectares	 Gas capacity	3,4 m³/h
 Area of administrative infrastructure	5 738,6 m²	 Heat capacity	161 Gcal/hr
 Electrical capacity	38,9 Megawatts	 Length of road network	0 m
 Water capacity	175,5 m³/h	 Average lease price of land	\$ 0 k/ha in the SEZ \$ 5,92 k/ha in the Moscow Region



# INDUSTRIAL PRODUCTION SEZ "TOGLIATTI"

Samara Region



## DEVELOPMENT PRIORITIES



Automobile components



Building materials



Chemicals



Pharmaceuticals

YEAR OF ESTABLISHMENT **2010**

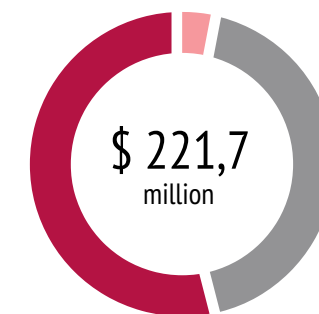
SEZ RESIDENTS, number **18**  
including foreign companies **10**

DISTANCE FROM MOSCOW **986 km**

DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **1** 2012 - **5** 2013 - **11** 2014 - **15** 2015 - **16** 2016 - **18**

## TOTAL INVESTMENT IN THE SEZ

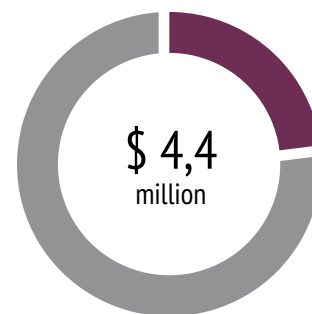


3,7% **8,3**  
Regional budget expenditure

42,7% **94,7**  
Federal budget expenditure

53,6% **118,7**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



76,8% **3,4**  
Taxes and customs duties paid by the SEZ residents

23,2% **1,0**  
Tax exemptions received by the SEZ residents

The Industrial Production Special Economic Zone "Togliatti" was established in the territory of Stavropolsky municipal district of the Samara Region according to the Resolution of the Russian government No. 621 of August 12, 2010. The SEZ refers to the leaders of the federal project on establishment of Special Economic Zones in Russian regions and development of 25 areas in Russia. Today the IP SEZ "Togliatti" is included in the top 5 Special Economic Zones most efficient from budgetary perspective in Russia. The efficiency of the project has been proved by achievements of the key indicators, determined by the Russian government (such as job creation, volume of total investment, revenue).

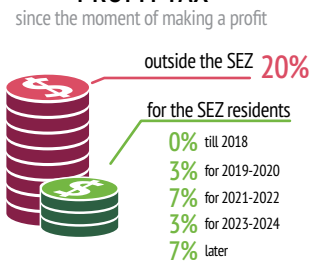
One of the key benefits of the SEZ is considered to be its proximity to the city of Togliatti and the largest Russian assembly plants of the alliance AVTOVAZ-Renault-Nissan, GM-AVTOVAZ, Technology Park "Zhiguli Valley".

Development of the SEZ is being carried out in three stages. Construction of its infrastructure (water supply network, wastewater collection system, gas grid and power supply network, communication network and road network) in the territory of 246 hectares has been almost completed at the second stage. There are special parking space for passenger transport and freight transport, areas for loading, unloading of goods, checkpoints in the SEZ.

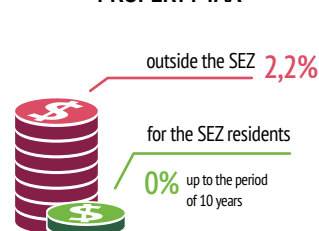
Every resident of the IP SEZ "Togliatti" can be provided with services of an administrative and business centre, which consists of an exhibition centre and a negotiating hall, a medical office and a fitness room, additional offices of banks. It creates favourable conditions for boosting business.

## TAX EXEMPTIONS

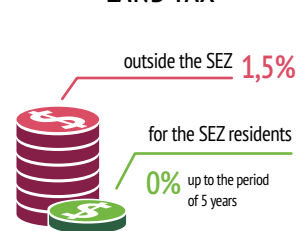
### PROFIT TAX



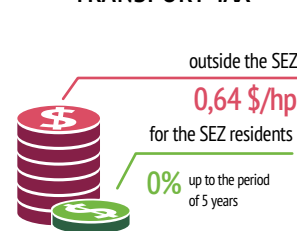
### PROPERTY TAX



### LAND TAX



### TRANSPORT TAX



CORE SEZ RESIDENTS

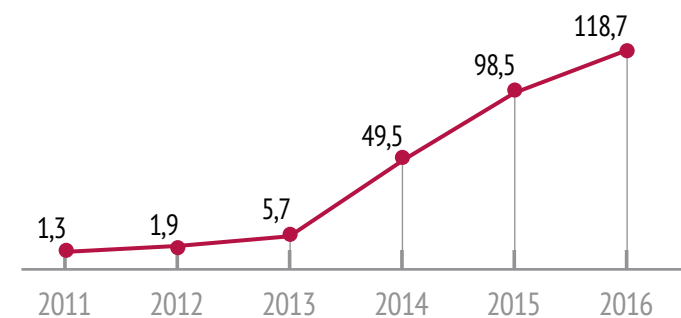
▼ CIE AUTOMOTIVE RUS LLC

▼ Ozon Pharm LLC

▼ Praxair Samara LLC



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



Jobs created, number **574**



SEZ residents' revenue, 2016 **\$ 32,9 million**



Labour productivity in the SEZ **\$ 60 thousand/person**

Above average value in Russia by **21%**







The Special Economic Zone “Togliatti” is the largest investment project in the Samara Region and one of the most attractive areas for doing business in Russia. Comfortable conditions for implementation of any projects in the SEZ “Togliatti”, such as federal privileges, up-to-date infrastructure, governmental support, arrangement of complete service package for maintenance of production sites have been set up here. Its vicinity to the large city of Togliatti provides residents with access to its human resources and social infrastructure. Advantageous location of the SEZ makes it possible to deliver goods within the territory and outside the SEZ by using any types of transport. Now our residents, which deliver their own products in Russia and abroad, outline the convenient organisation of transport routes both in the SEZ and region. Additional advantage of the SEZ “Togliatti” for production of automobile components is vicinity to the largest Russian plants such as AVTOVAZ and GM-AVTOVAZ.


The SEZ “Togliatti” is a young and dynamically developing area. Management company of the SEZ has excellent team of professionals, which is ready to help investors in any issues and at any stage of their projects development. We are interested in the success of our residents as it directly impacts the efficiency of our SEZ.


**Sergei  
FEDOROV**  
CEO of Industrial Production SEZ “Togliatti” JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 


Amenities maintenance
- 

Office space for rent
- 

Engineering systems maintenance at plants
- 

Consulting services concerned with commercial activities
- 

Provision of special equipment
- 

Cadastral services
- 











Construction supervision



“SPECIAL ECONOMIC ZONE “TOGLIATTI” IS AN EXCELLENT PARTNER FOR STARTING PROJECTS IN RUSSIA. THE SEZ HAS SUFFICIENT LEVEL OF INFRASTRUCTURE, INCLUDING TECHNICAL AND HUMAN RESOURCES, WHICH ARE NEEDED FOR THE RESIDENTS AT THE INITIAL STAGE”

**Eduardo Ruis de Olano Fernandes**  
Director of CIE AUTOMOTIVE RUS LLC



 Land area	660 hectares	 Capacity of wastewater collection system	301,8 m³/h
 Useful land area	468,2 hectares	 Gas capacity	68 591,2 m³/h
 Area of administrative infrastructure	2 537,2 m²	 Heat capacity	1,3 Gcal/hr
 Electrical capacity	79,5 Megawatts	 Length of road network	8 765 m
 Water capacity	197,7 m³/h	 Average lease price of land	\$ 0,75 k/ha in the SEZ \$ 5,88 k/ha in the Samara Region



# INDUSTRIAL PRODUCTION SEZ “MOGLINO”

Pskov Region



## DEVELOPMENT PRIORITIES



Automobile components



Electrotechnics



Railway equipment



Building materials

YEAR OF ESTABLISHMENT **2012**

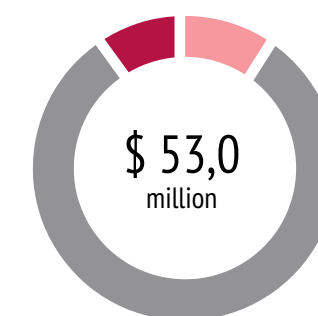
SEZ RESIDENTS, number **6**  
including foreign companies **2**

DISTANCE FROM MOSCOW **700 km**

## DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **0**   2012 - **1**   2013 - **1**   2014 - **2**   2015 - **3**   2016 - **6**

## TOTAL INVESTMENT IN THE SEZ



**10.1%** **5,3**  
Regional budget expenditure

**81.2%** **43,1**  
Federal budget expenditure

**8.7%** **4,6**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



**100%** **0,05**  
Taxes and customs duties paid by the SEZ residents

**0%** **0**  
Tax exemptions received by the SEZ residents

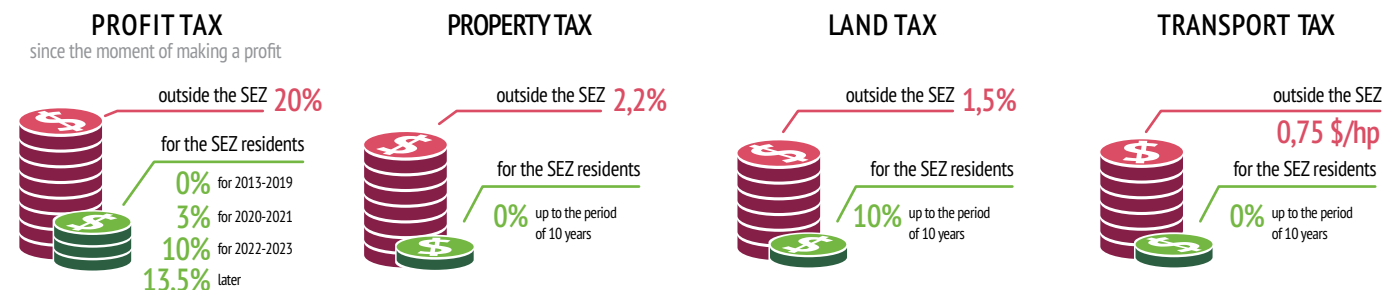
The Industrial Production Special Economic Zone “Moglino” is the one Industrial Production SEZ in the Northwest Federal district of Russia. It is located in the municipal district “Pskovsky Rayon” of the Pskov Region. The region has common borders with the Republic of Belarus, Estonia, Latvia. A worldwide known company Jurong Consultants Pte Ltd from Singapore, which implements similar projects throughout the world for decades, participates in the development of the IP SEZ “Moglino”.

The SEZ is located in the vicinity of the main markets in the territory of the European part of Russia, countries of Eastern, Central and Northern Europe. Distance to the largest economic centres of Russia such as Moscow and St. Petersburg is 750 kilometres and 280 kilometres respectively. Distance to the borders with the countries of the European

Union is 45 kilometres. Transport accessibility of the IP SEZ “Moglino” is provided by federal highways A-212, M10, and M20. In addition, the northern boundary of the SEZ is adjacent to the railway Pskov-Riga.

One of the SEZ advantages refers to the opportunity for investors to rent ready production space. It allows investors to reduce considerably investment cycle and accelerate the start of production process in the SEZ. Land plots, which have an area of 1 to 10 hectares are offered to the SEZ residents for placement of enterprises of the 3th- 5th hazard classes. The road system “loop+grid” used for ensuring the movement of people and traffic is under construction. This road system can optimise connections and provide efficient distribution of traffic inside the SEZ due to reduction in distance.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

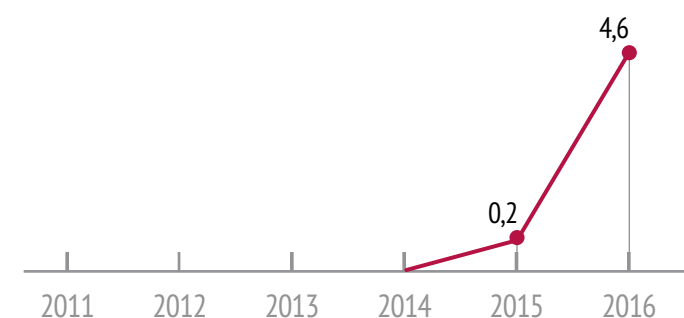
▼ Strimteks Ltd

▼ Nor-Maali Ltd

▼ Siberian Gostiniec JSC



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



Jobs created, number **40**



SEZ residents' revenue, 2016 **\$ 0 million**





We are developing new standards of industrial production right near the gates of Europe. Investors have a unique opportunity to become leaders of both dynamic markets of the European Union and Russia, which provide a quick and easy access to large agglomerations, such as Moscow and St. Petersburg. By 2017 the construction of engineering networks and objects in the SEZ "Moglino" has been fully completed. All communications have been brought to the boundaries of land plots, and connection to them is free of charge. Our facilities can provide investors with energy supply at any stage. All technical conditions for the connection are provided by the SEZ Management company during 2 weeks on average. The customs post, allowing the residents to carry out necessary activity for a short period of time in the SEZ, has begun to work this year. We attempt to promptly react to inquiries of both operating and potential residents. Due to growing demand we have begun to construct production space for rent. Pre-orders for the production space are now open in the SEZ. Support of investors is accomplished in manual mode. The successful practice of the project implementation from foundation of a legal entity to completion of construction process lasts for 12 months.

We are glad to announce that SEZ "Moglino" is completely ready for registration of its residents and facilitating necessary construction, consulting and other services.

**Olga TORBICH**  
CEO of Industrial Production SEZ "Moglino" JSC

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- 

Technological connection to the SEZ engineering network
- 

Amenities maintenance
- 

Design and construction of infrastructure and engineering networks
- 

Construction Supervision (Technical Supervision)
- 

Office space, meeting rooms for rent
- 

Marketing research
- 

Geodetic Survey
- 

Engineering services
- 











Business planning



**"QUALIFICATION OF THE EXPERTS AT THE SEZ "MOGLINO" LEAVES NO CHANCE FOR INVESTORS TO GO AWAY. HAVING WORKED IN OTHER REGIONS, WE CAN SAY THAT PSKOV IS A REGION, WHERE WE ARE EAGER TO WORK. COMPANIES FEEL COMFORTABLE HERE. IN ADDITION, OUR PLANT NEEDED 2,5 MEGAWATTS OF ELECTRICITY, WHICH WE RECEIVED IN THE SEZ WITHOUT ANY PROBLEMS. IN REALITY, THERE ARE FEW SUCH POWERFUL AREAS IN RUSSIA, AS THE SEZ "MOGLINO" IS"**

**Dmitry Khodas**  
General Director of Siberian Gostinec JSC



	Land area	215,8 hectares		Capacity of wastewater collection system	1 350 m <sup>3</sup> /h
	Useful land area	147,9 hectares		Gas capacity	14 000 m <sup>3</sup> /h
	Area of administrative infrastructure	0 m <sup>2</sup>		Heat capacity	0 Gcal/hr
	Electrical capacity	64 Megawatts		Length of road network	0 m
	Water capacity	0 m <sup>3</sup> /h		Average lease price of land	\$ 0,01 k/ha in the SEZ \$ 5,38 k/ha in the Pskov Region



# INDUSTRIAL PRODUCTION SEZ "STUPINO QUADRAT"

Moscow Region



## DEVELOPMENT PRIORITIES



Food industry



Electronics



Textile industry



Medical equipment

YEAR OF ESTABLISHMENT **2015**

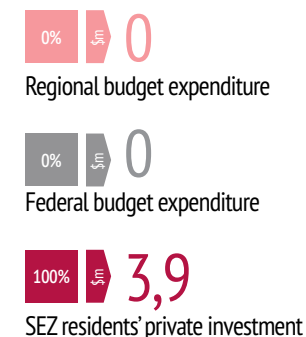
SEZ RESIDENTS, number **4**  
including foreign companies **2**

DISTANCE FROM MOSCOW **73 km**

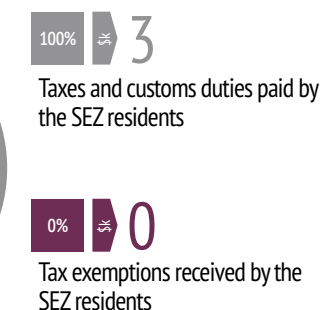
DYNAMICS OF THE SEZ RESIDENTS, number

2011 г. – 0    2012 г. – 0    2013 г. – 0    2014 г. – 0    2015 г. – 0    2016 г. – 4

## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016

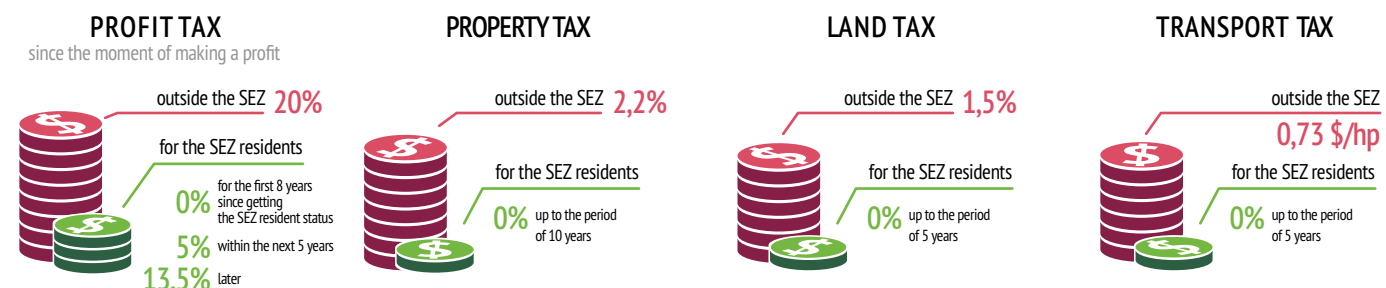


The Industrial Production Special Economic Zone "Stupino Quadrat" is the only private Industrial Production SEZ in Russia. The unique large-scale development area is situated at 73 km to the south of Moscow. The total territory of "Stupino Quadrat" site is 1 000 hectares, including the IP SEZ "Stupino Quadrat" itself, which occupies 359,5 hectares, a living area, a hotel, various industry-specific clusters, territory for having festivals. In addition, a hostel, an educational cluster, and innovative enterprises are to be constructed. The SEZ "Stupino Quadrat" has apparent logistical capacities being located at the intersection of two railway lines. The first railway line is Moscow-Paveletskaya line, which provides the SEZ with access to the south of Russia. The second one is the Great Moscow railway ring, which connects the SEZ to the entire Moscow Region.

The IP SEZ "Stupino Quadrat" refers to the most vivid examples of complex approach to the successful provision of industrial and social infrastructure and the system integration of government support measures. This mixture allows projects in the course of both import substitution and the expansion of production capacities to be implemented for the most efficient and short time in order to penetrate the Moscow market.

In sharp contrast to the state-owned SEZ, here an investor has an opportunity to acquire land property without having obtained the status of the SEZ resident. Also potential SEZ residents can conduct engineering surveys, design works and even start construction while they are preparing an application form for carrying out an industrial production in the SEZ and waiting for resolution of the expert council.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

ARVALUS LLC

LIMITED COMPANY "D-TEX"

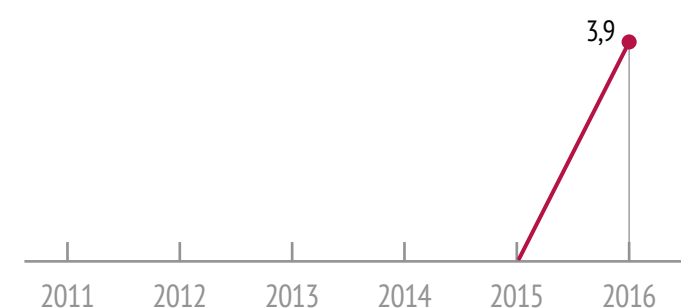
INTEL BIO LLC

ООО АРВАЛУС

DIGITAL TEXTILE

ИнтелБио  
www.intel-bio.ru

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



Jobs created, number **6**



SEZ residents' revenue, 2016 **\$ 0 million**





The SEZ “Stupino Quadrat” is a unique private Industrial Production SEZ in Russia, located in the Moscow Region (73 km to the south of Moscow) in the Stupino municipal district of the Moscow Region. The total area of “Stupino Quadrat” is 1000 hectares and includes the Special Economic Zone (about 400 hectares), a living area, a hotel, different industry-specific clusters, a territory for having festivals. A hostel, an ecological farm, a creative residence for artists, an educational cluster, and innovative enterprises are to be constructed here.

The SEZ “Stupino Quadrat” has unique for the Moscow Region power supply: 100 Megawatts per hour of electricity supply, 60 000 cubic metres of gas supply and 15 000 cubic metres per day of water supply. Entirely beneficial logistic location in the SEZ “Stupino Quadrat” should be taken into consideration too. The SEZ is located at the intersection of two railway lines: Moscow-Paveletskaya line, which provides the SEZ with access to the south of Russia, and the Great Moscow railway ring, which connects it to the entire Moscow Region.

There is up-to-date living area, known as an ecological city “New Stupino” at the boundary of “Stupino Quadrat”. It allows the SEZ residents to provide production with needed staff, and provide employees of factories and plants with state-of-the-art high quality accommodation.

**Ekaterina  
EVDOKIMOVA**

*Managing Partner of the SEZ Management company  
“Stupino Quadrat” LLC*

**SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY**

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



**“A FEW FACTORS SUCH AS COMPETENCE OF THE MANAGEMENT COMPANY OF THE SEZ “STUPINO QUADRAT”, QUICK AND COMPETENT SUPPORT OF THE REGIONAL AUTHORITIES HAD AN IMPACT ON THE DECISION TO BECOME A RESIDENT OF THE SEZ “STUPINO QUADRAT”. WE GAINED EXCELLENT EXPERIENCE, WHILE WE WERE CONSTRUCTING OUR INDUSTRIAL ESTATE IN STUPINO. IN THE FORESEEABLE FUTURE OUR ENTERPRISE IS GOING TO PROVIDE THE REGION WITH A LARGE NUMBER OF PERMANENT JOBS”**

**Kharald Deller**  
*General Director of ARVALUS LLC*



Land area	359,5 hectares	Capacity of wastewater collection system	600 m <sup>3</sup> /h
Useful land area	270 hectares	Gas capacity	23 500 m <sup>3</sup> /h
Area of administrative infrastructure	0 m <sup>2</sup>	Heat capacity	0 Gcal/hr
Electrical capacity	100 Megawatts	Length of road network	0 m
Water capacity	1 000 m <sup>3</sup> /h	Average lease price of land	\$ 44,84 k/ha in the SEZ \$ 5,91 k/ha in the Moscow Region



# TECHNOLOGY INNOVATIVE SEZ "TECHNOPOLIS MOSCOW" \*

Moscow

## DEVELOPMENT PRIORITIES



Microelectronics



Manufacturing of  
machinery and  
equipment



Information  
technologies



Biotechnologies  
and pharmacy

YEAR OF ESTABLISHMENT **2005**

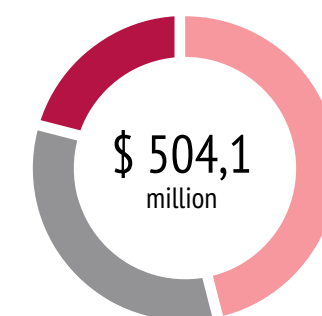
SEZ RESIDENTS, number **38**  
including foreign companies **4**

DISTANCE FROM MOSCOW **0 km**

DYNAMICS OF THE  
SEZ RESIDENTS,  
number

2011 - **22** 2012 - **22** 2013 - **25** 2014 - **33** 2015 - **37** 2016 - **38**

## TOTAL INVESTMENT IN THE SEZ

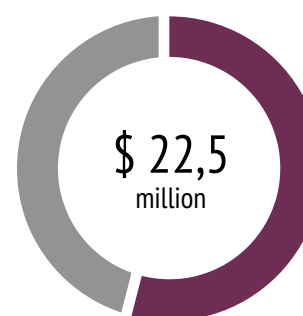


46,2% **232,8**  
Regional budget expenditure

31,1% **166,8**  
Federal budget expenditure

20,7% **104,5**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



68,5% **15,4**  
Taxes and customs duties paid by  
the SEZ residents

31,5% **7,1**  
Tax exemptions received by the  
SEZ residents

The Technology Innovative Special Economic Zone "Technopolis Moscow" was established in the territory of Zelenograd administrative district of Moscow in accordance with Resolution No. 779 of the Russian government of December 21, 2005. It is a unique business environment for development, launching and production of innovative goods and their selling in any markets. The presence of anchor residents, investors, small and medium scale high-tech companies let other residents derive additional benefits from synergy for launching co-produced goods onto the international market.

The area of the TI SEZ "Technopolis Moscow" has been increased in 2017 in accordance with the Decision of the Russian government. Now the SEZ area includes 5 areas, 4 of them are located in Zelenograd. The latter one is in the territory of the Technopolis Moscow.

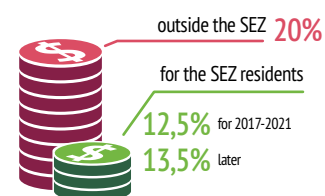
The new area of the Technopolis Moscow occupies 263,7 thousands square metres of manufacturing and laboratory space for rent by residents.

The Moscow's government has approved new incentives on July 12, 2017. They include preferential land purchase, which is 1% of the cadastral value. At the moment proactive enhancing of infrastructure of the area "Alabushevo" in the city of Moscow is to be planned. Funds have been budgeted for construction of three innovative and industrial laboratory buildings with a total area of 28,5 thousand square metres, in which future residents are to place their research and production departments under lease. It allows the residents to implement their projects in an efficient and flexible manner.

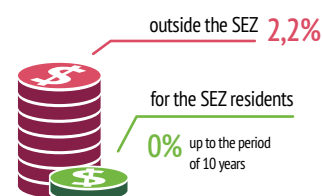
## TAX EXEMPTIONS

### PROFIT TAX

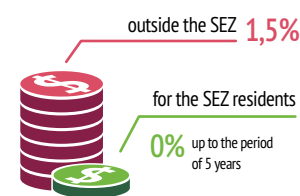
since the moment of making a profit



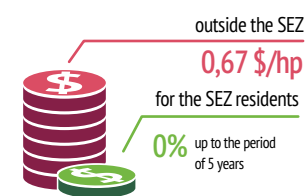
### PROPERTY TAX



### LAND TAX



### TRANSPORT TAX



CORE SEZ RESIDENTS

Angstrom JSC

Mikron PJSC

KM Ltd

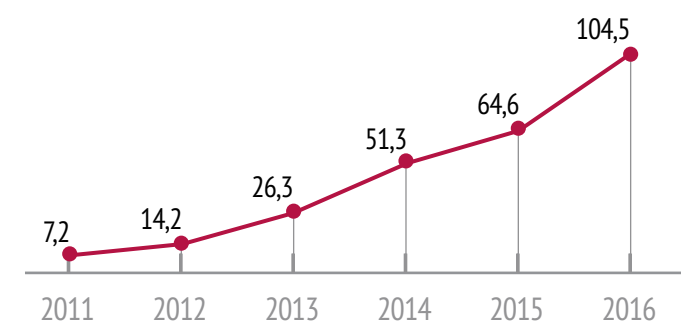


ангстрем

mikron

km 211

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



Jobs created, number **3125**



SEZ residents' revenue,  
2016 **\$ 143,7**  
million



Labour productivity  
in the SEZ **\$ 46**  
thousand/person





The SEZ “Technopolis Moscow” is a unique place located in the territory of Moscow with total area of 207 hectares. It consists of 5 sites (“Alabushevo”, “MIET”, “NIIEM and Mikron”, “Angstrom” and Technopolis Moscow).

Key features of the SEZ are considered to be a unique location, which allows the SEZ residents to gain access to one of the largest consumer markets, advanced transport, social, engineering, scientific and human infrastructure.

Beneficial tax incentives, exempted customs tariffs on imported products and equipment, as well as a significant reduction of the SEZ residents’ expenditures on social security radically decrease investors’ costs.

Companies, wishing to place production in the territory of the SEZ “Technopolis Moscow”, can lease existing objects of innovation infrastructure, premises equipped in accordance with international quality standards, and construct their premises. Upon completion of construction and commissioning the facilities a SEZ resident has the right to buy back 1% of the cadastral value.

The package of both measures to support the residents and unique infrastructure benefits of the SEZ mentioned above makes Moscow one of the most profitable and convenient sites for the development of innovative business in Russia.

Alexey  
PESHKOV  
CEO of Technology Innovative SEZ  
“Technopolis Moscow” JSC

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY

- Technological connection to the SEZ engineering network
- Amenities maintenance
- Office space, meeting rooms for rent
- Consulting and support services



“BEING THE SEZ RESIDENT, WE ARE GOING TO IMPLEMENT THE POLICY OF IMPORT SUBSTITUTION OF MICROELECTRONIC PRODUCTS. THE SEZ RESIDENT’S STATUS HAS PROMOTED TO SIGNIFICANT ALLEVIATION OF THE ECONOMIC AND FINANCIAL BURDEN ON ENTERPRISES DUE TO THE TAX INCENTIVES, PREFERENCES. THE SAVED FUNDS ARE TO BE USED FOR MODERNIZATION OF PRODUCTION AND DEVELOPMENT OF NEW TECHNOLOGIES”

Konstantin Nosov  
General Director of Angstrom-T JSC



	Land area	207,5 hectares		Capacity of wastewater collection system	75,3 m³/h
	Useful land area	110,6 hectares		Gas capacity	0 m³/h
	Area of administrative infrastructure	263 760 m²		Heat capacity	7,7 Gcal/hr
	Electrical capacity	111 Megawatts		Length of road network	16 957 m
	Water capacity	100,8 m³/h		Average lease price of land	\$ 5,5 k/ha in the SEZ \$ 40,36 k/ha in Moscow



# INDUSTRIAL PRODUCTION SEZ "LOTUS"

Astrakhan Region



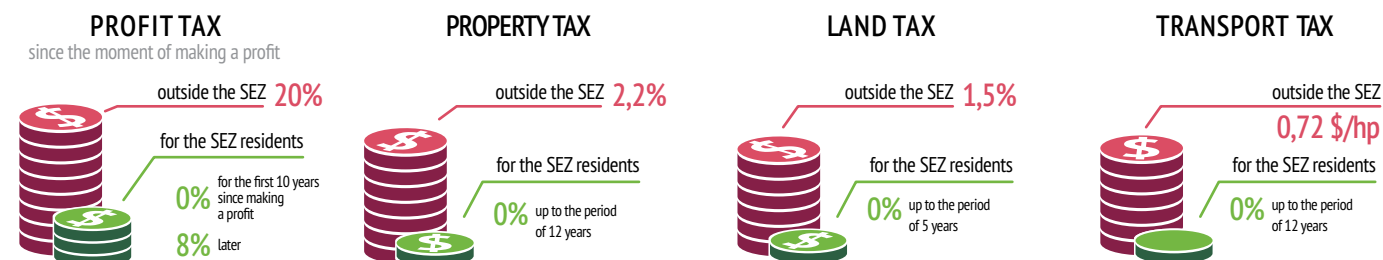
The Industrial Production Special Economic Zone "Lotus" was set up according to the Resolution of the Russian government No.1214 of November 18, 2014 "About establishing the Industrial Special Economic Zone in Narimanovsky municipal district of the Astrakhan Region". The aim of its establishment is localization of production of components for shipbuilding, manufacture of machinery and equipment, oil and gas industries, and other high-tech industries.

Competitive advantages of the IP SEZ "Lotus" such as favourable geopolitical position, comfortable logistics, great experience of building of civilian ships, oil exploration and production platforms, long-term projects in the field of development of the northern Caspian Sea coast create additional advantages for the SEZ residents. The SEZ "Lotus" has a free customs zone.

The SEZ "Lotus" offers its residents opportunities of entry into the markets of countries of the Caspian region (Azerbaijan, Iran, Kazakhstan, Turkmenistan), the markets of their economic partners, and the markets of India, Southeast Asia and the Middle East. Due to Volga-Don navigable Canal, railway transport, and road transport it is possible to supply products to the countries of Eastern, Central and Northern Europe through the Astrakhan transport junction.

The SEZ "Lotus" has been given a status of strategically important platform for localization of production in shipbuilding industry by the Ministry of Industry and Trade of the Russian Federation and the United Shipbuilding Corporation JSC. Agreement on collaboration in the import-substitution projects was signed by the United Shipbuilding Corporation.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

SHIPBUILDING PLANT "LOTUS" JSC

ATEF RUSS LLC



## DEVELOPMENT PRIORITIES



Shipbuilding



Automobile manufacturing



Instrument engineering



Equipment for petroleum and natural gas industries

YEAR OF ESTABLISHMENT **2014**

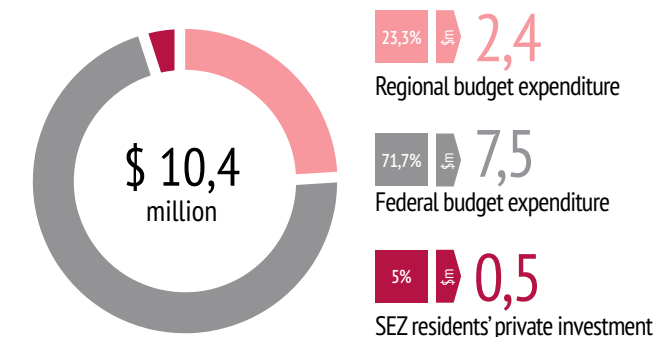
SEZ RESIDENTS, number **4**  
including foreign companies **1**

DISTANCE FROM MOSCOW **1424 km**

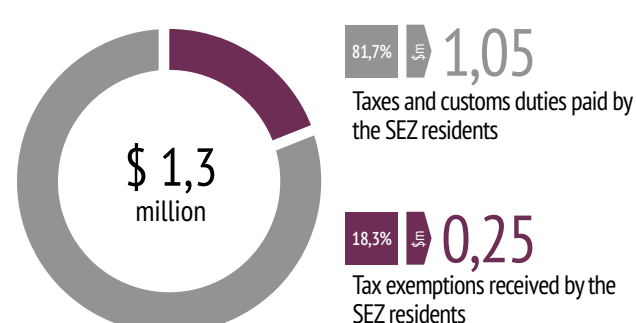
DYNAMICS OF THE SEZ RESIDENTS, number

2011 - 0    2012 - 0    2013 - 0    2014 - 0    2015 - 1    2016 - 4

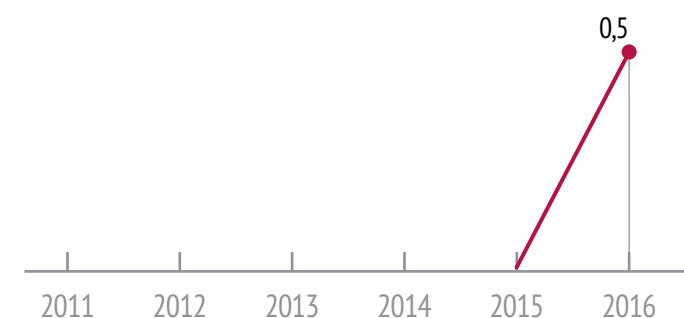
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016



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



KJobs created, number **75**



SEZ residents' revenue, 2016 **\$ 10,7 million**



Labour productivity in the SEZ **\$ 142 thousand/person**

Above average value in Russia by **288%**





Special Economic Zone “Lotus” was created in 2014 in Narimanovsky district of the Astrakhan Region with the aim to localize enterprises, producing equipment and components for shipbuilding, oil and gas industries, manufacturing machinery and equipment, and other high-technology industries.


The main feature of SEZ “Lotus” is its unique location in the Caspian Region, what gives to the residents an opportunity of entry into the markets of Azerbaijan, Iran, Kazakhstan, Turkmenistan, and their economic partners. Apart from that, large-scale and long-term projects in hydrocarbonic fields on a continental shelf are being carried out now near the Caspian Sea. It is an additional advantage for investors, who are interested in collaboration with oil and gas companies, located here.

There is well developed shipbuilding industry in the Astrakhan Region. Corporation “Shipbuilding plant” is the leading shipbuilding company in the south of Russia and a resident of the SEZ “Lotus”, under control of United Shipbuilding Corporation. Besides, we signed an agreement about collaboration with United Shipbuilding Corporation, which has given the SEZ “Lotus” a status of the main territory in Russia for producing components and necessary equipment for shipbuilding industry in the near future. Therefore, the residents also have an additional opportunity of penetration into the markets of components for the shipbuilding industry.

Due to availability of all types of transport (railways, roads, sea transport and flight connection) the SEZ “Lotus” offers broad logistic opportunities to the residents.

**Sergey  
MILUSHKIN**  
CEO of Industrial Production SEZ “Lotus” JSC

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY









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



“SPECIAL ECONOMIC ZONE IN THE ASTRAKHAN REGION SEEMED TO BE VERY ATTRACTIVE FOR US IN TERMS OF ECONOMY AND LOGISTICS FOR THE FIRST TIME. ADDITIONALLY, ITS LOCATION, AVAILABILITY OF ALL TYPES OF TRANSPORT, TAX INCENTIVES AND FAVOURABLE CONDITIONS OF CUSTOMS TREATMENT BECAME CRUCIAL FOR COMPANY “ATEF”, WHEN WE SELECTED SITE FOR THE FIRST ENTERPRISE IN RUSSIA”

**Valery Vyprytzky**  
General Director of ATEF-RUSS LLC



 Land area	983,2 hectares	 Capacity of wastewater collection system	69,7 m <sup>3</sup> /h
 Useful land area	627,5 hectares	 Gas capacity	204 000 m <sup>3</sup> /h
 Area of administrative infrastructure	0 m <sup>2</sup>	 Heat capacity	0,013 Gcal/hr
 Electrical capacity	30 Megawatts	 Length of road network	0 m
 Water capacity	69,7 m <sup>3</sup> /h	 Average lease price of land	\$ 0,43 k/ha in the SEZ \$ 8,25 k/ha in the Astrakhan Region



# INDUSTRIAL PRODUCTION SEZ "TITANIUM VALLEY"

Sverdlovsk Region



The Industrial Production Special Economic Zone "Titanium Valley" was set up in the territory of Verhnesaldinsky urban district of the Sverdlovsk Region at the end of 2010. The SEZ is located between two large cities of the Sverdlovsk Region such as Verkhnyaya Salda and Nizhny Tagil. A choice of location for the SEZ is explained by its proximity to the largest in the world and unique in Russia producer of titanium products VSMPO-AVISMA Corporation PSC.

One of the competitive advantages of the SEZ in comparison with other investment sites is related to its location in the centre of a large regional market with great demand for the products made by enterprises of Sverdlovsk Region (Ural and Western Siberian area, Middle Asia and Povolzhje area) for the industrial and investment purposes.

In order to improve the investment attractiveness of the IP SEZ "Titanium Valley" the SEZ Management company continues to widen boundaries of the SEZ by including area "Uktus". The area "Uktus" seems to be a prospective one located in Yekaterinburg in the

vicinity of the Uktus airport. It is strategically important for setting up an aircraft cluster with the localization of the production of components and subassemblies for aircraft manufacture, final assembly of aviation equipment in the SEZ.

Development priorities of the SEZ are related to foundation of the system of infrastructural objects, which provide complex development of the territory and creation of comfortable conditions for both life and work of the residents' employees. A living area, public, business, social and other infrastructure are to be constructed in the SEZ adjacent territory in accordance with the world standards. A project of an Industrial Technology Park in the SEZ "Titanium Valley" is in the process of working out in detail. It is aimed at connection between industrial opportunities of the SEZ residents and scientific and research potential of the Ural area, creation of conditions for including small and medium enterprises into production and technological chains of the SEZ residents.

## DEVELOPMENT PRIORITIES



Machinery and equipment, used for the metallurgical industry



Energy equipment



Building materials



Medical products

YEAR OF ESTABLISHMENT **2010**

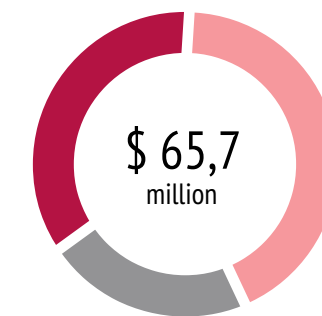
SEZ RESIDENTS, number **10**  
including foreign companies **2**

DISTANCE FROM MOSCOW **1419 km**

DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **1** 2012 - **3** 2013 - **4** 2014 - **7** 2015 - **8** 2016 - **10**

## TOTAL INVESTMENT IN THE SEZ



**27,4**  
Regional budget expenditure

**14,9**  
Federal budget expenditure

**23,4**  
SEZ residents' private investment

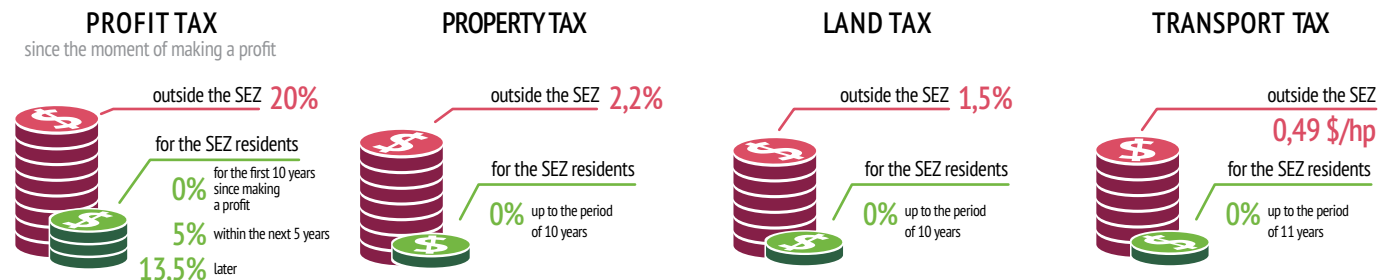
## TAX EXEMPTIONS IN 2016



**15**  
Taxes and customs duties paid by the SEZ residents

**0**  
Tax exemptions received by the SEZ residents

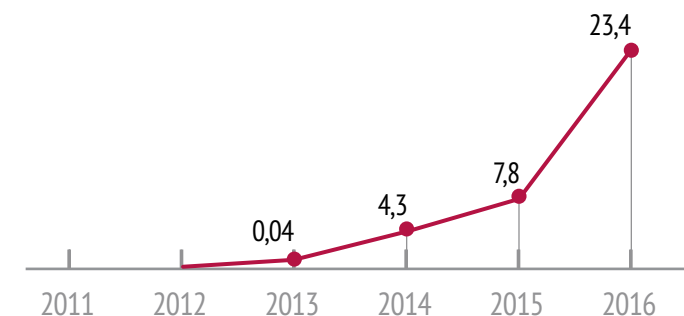
## TAX EXEMPTIONS



CORE SEZ RESIDENTS



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



Jobs created, number **100**



SEZ residents' revenue, 2016 **\$ 0 million**





If we compare the IP SEZ “Titanium Valley” with other Russian Industrial Production Special Economic Zones, we have the most attractive conditions of taxation now. Construction of engineering infrastructure is finished. It allows us to launch production process in the shortest time. An additional indisputable advantage is considered to be geographical location. The SEZ “Titanium Valley” is located in the Ural area, where industrial strength of the Russian metallurgical, heavy, defence and light industries is concentrated. The SEZ provides favourable conditions for investors, which seek to be close to the source of raw materials, markets and suppliers.

Additional advantage of the SEZ “Titanium Valley” seems to be the presence of core partners, collaboration with them defines the specialization of the SEZ. We closely cooperate with the worldwide leader in production of titanium alloys VSMPO-AVISMA Corporation PSC. It contracts with international companies in the sphere of aerospace, motor industry, manufacturing petroleum and gas equipment, manufacturing medical products, etc. Our anchor SEZ resident is Boeing. In other words, the SEZ “Titanium Valley” is a platform of production cooperation, where small Russian enterprises become suppliers for global industrial giants, where technology transfer is established, which is in demand in the Russian market.

**Artemy  
KYZLASOV**

*CEO of Industrial Production SEZ  
“Titanium Valley” JSC*

**SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY**



Technological connection to the SEZ engineering network



Legal support



Education and training services



Engineering systems maintenance at plants



Design and construction of infrastructure and engineering networks



Accommodations for rent



Assistance in seeking financial resources for investment projects



Business planning



**“INCLUSION URAL BOEING MANUFACTURING INTO THE SEZ RESIDENTS CREATES NEW OPPORTUNITIES FOR OUR GROWING BUSINESS IN THE URAL DISTRICT AND DEMONSTRATES ADVANCING CONSOLIDATION OF OUR STRATEGIC PARTNERSHIP WITH THE RUSSIAN ENTERPRISES. IT IS THE NEXT STAGE OF DEVELOPMENT OF OUR SOUND COOPERATION WITH VSMPO-AVISMA CORPORATION PSC, WHICH WE HAVE BEEN SUPPORTING FOR OVER 2 DECADES AND WHICH IS AIMED AT PRODUCTION OF HIGH-QUALITY GOODS FOR BOEING AIRPLANES”**

**Sergey Kravchenko**

*President of Boeing in Russia and the CIS*



Land area

295,4 hectares



Useful land area

112,9 hectares



Area of administrative infrastructure

0 m<sup>2</sup>



Electrical capacity

9,3 Megawatts



Water capacity

1770 m<sup>3</sup>/h



Capacity of wastewater collection system

1770 m<sup>3</sup>/h



Gas capacity

20 000 m<sup>3</sup>/h



Heat capacity

0 Gcal/hr



Length of road network

0 m



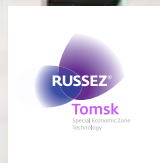
Average lease price of land \$ 0,46 k/ha in the SEZ

\$ 5,23 k/ha In the Sverdlovsk Region



# TECHNOLOGY INNOVATIVE SEZ "TOMSK"

Tomsk Region



## DEVELOPMENT PRIORITIES



Information technologies, electronics



Nanotechnologies, new materials



Life sciences and biotechnologies



Resource conserving technologies

YEAR OF ESTABLISHMENT **2006**

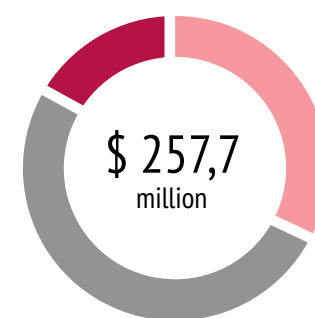
SEZ RESIDENTS, number **69**  
including foreign companies **10**

DISTANCE FROM MOSCOW **2889 km**

## DYNAMICS OF THE SEZ RESIDENTS, number

2011 - **38** 2012 - **43** 2013 - **52** 2014 - **58** 2015 - **67** 2016 - **69**

## TOTAL INVESTMENT IN THE SEZ

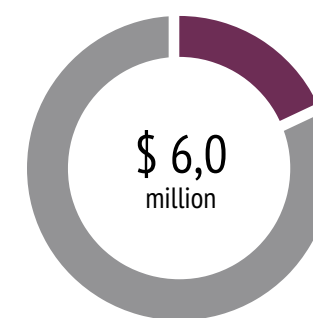


32,1% **82,7**  
Regional budget expenditure

50,8% **130,8**  
Federal budget expenditure

17,1% **44,1**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



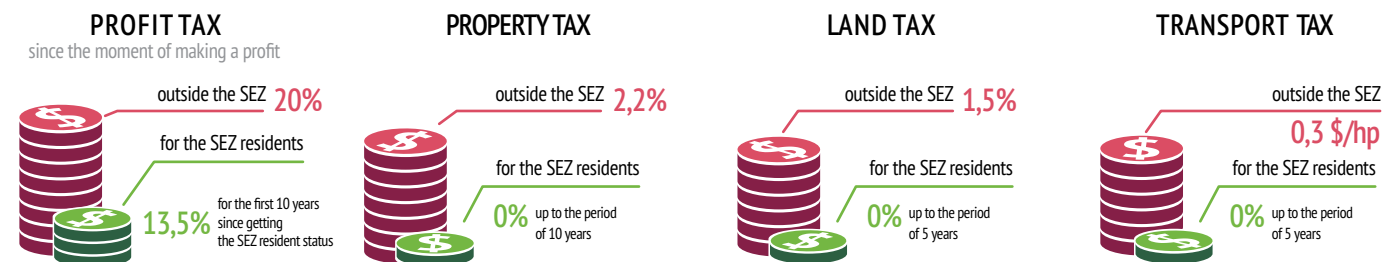
82,3% **5,0**  
Taxes and customs duties paid by the SEZ residents

17,7% **1,1**  
Tax exemptions received by the SEZ residents

The Technology Innovative Special Economic Zone "Tomsk" has two areas situated in the southern and northern parts of Tomsk. The southern area of the SEZ is located in the ecologically sound district in the vicinity of research institutes and a living area of Tomsk Akademgorodok (infrastructure of the Tomsk Scientific centre under the Siberian department of the Russian Academy of Sciences). The area is designed to accommodate enterprises specialising in the development and production of software, electronics, new materials and products, medical devices and components, and other kinds of clean production. The northern area of the TI SEZ "Tomsk" is situated in the industrial zone in the close vicinity of a large petrochemical enterprise "Tomsk Neftekhim". The concept of the northern area implies location of enterprises that are to form a petrochemical cluster in the region.

At the current level of its development the TI SEZ "Tomsk" provides investors with fully prepared infrastructure. The latter includes engineering networks and resources, which are essential for the process of production, as well as plots of land for the construction of offices and industrial buildings, offices, warehouses, laboratories, production facilities for rent. Apart from that, the construction of a regional exhibition centre and new enterprises as well as office premises, having an area of 20 thousand square metres is to come to its end in the immediate future.

## TAX EXEMPTIONS



CORE SEZ RESIDENTS

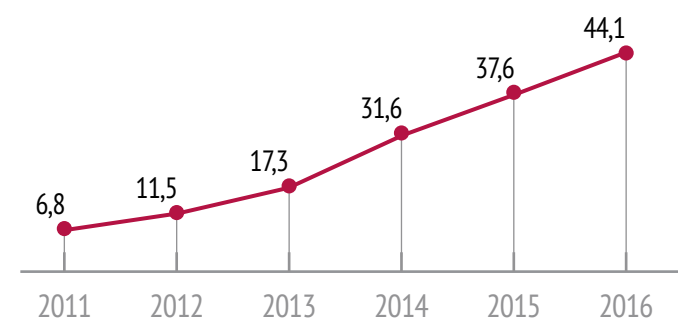
▼ Elecard Group

▼ RPE "STELS" Ltd

▼ Sibur PISC



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



Jobs created, number **1822**



SEZ residents' revenue, 2016 **\$ 42,3 million**



Labour productivity in the SEZ **\$ 24 thousand/person**





The Special Economic Zone “Tomsk” is considered to be a pivotal infrastructural element for commercializing innovations and launching them onto the market. This platform provides the competitive edge to innovative products by reducing investors’ costs due to special taxation and customs regulations.

A crucial competitive advantage of the TI SEZ “Tomsk” is availability of human resources. In Russia, the Tomsk Region is second to none in concentration of scientists of the highest qualification, and also ranks third in inventive activity and seventh in a rating of innovative regions. The scientific and educational network produces thousands of graduates annually. The teams formed inside the universities of Tomsk are capable to create an innovative product and attract investors. The SEZ occupies a crucial spot in the “idea - team - business” chain. An investor, especially a foreign one, comes to Tomsk mostly for the sake of our human resources. The SEZ allows us to disclose our intellectual resources and localise business in the territory of the Tomsk Region on preferential terms.

We admit that the SEZ residents’ key performance indicators are growing steadily. Small businesses, which have been initially set up by enthusiastic team on the basis of a new idea, are turning into large-scale companies with solid sales revenue.

Residents’ performance indicators are considered to be a core criterion of the SEZ efficiency, as significant value of return on state investment in infrastructure development can be reached by only large companies, which construct facilities and invest significant amounts of financial resources in research and production. Today, we can confidently announce that an ongoing federal and regional support system of innovative companies has given positive results, and the TI SEZ “Tomsk” has made a great contribution to the enhancement of the innovation sector of the Tomsk Region.

Konstantin  
KAMINSKY

CEO of Technology Innovative Special Economic Zone  
“Tomsk” JSC

SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY



Technological connection to the SEZ  
engineering network



Amenities maintenance



Engineering systems  
maintenance at plants



Organisation of business events, hosting



Office space, meeting rooms for rent



Engineering services



“WE OPTED FOR THE TI SEZ “TOMSK”, WHEN WE MADE A DECISION TO CONSTRUCT A BUILDING FOR ADMINISTRATIVE AND INDUSTRIAL PURPOSES. IT HELPED US CUT THE PROJECT COSTS DUE TO THE USE OF LAND SITES WITH READY ENGINEERING INFRASTRUCTURE. A PACKAGE OF TAX PREFERENCES WAS TAKEN INTO ACCOUNT TOO, AS THE SEZ ALLOWED US TO OPERATE IN MORE COMFORTABLE BUSINESS ENVIRONMENT”

Anatoly Shutin  
General Director of RPE “STELS” Ltd



Land area



Useful land area



Area of administrative infrastructure



Electrical capacity



Water capacity



Capacity of wastewater collection system



Gas capacity



Heat capacity



Length of road network



Average lease price  
of land \$ 2,84 k/ha  
in the SEZ

1720,4 m³/h

3013,3 m³/h

10,3 Gcal/hr

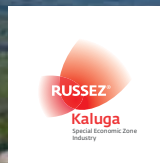
6 700 m

\$ 0,3 k/ha  
in the Tomsk Region



# INDUSTRIAL PRODUCTION SEZ "KALUGA"

Kaluga Region



The Industrial Production Special Economic Zone "Kaluga", established in 2012, refers to the youngest but dynamically developing Special Economic Zones in Russia. The territory of the SEZ has a total area of 1042,72 hectares and consists of two areas (Ludinovo and Borovsk).

Ludinovo area is located in the southern part of the Kaluga Region in 60 kilometres from the A101 "Moscow-Maloyaroslavets-Roslavl" highway and in 30 kilometres from the M3 "Ukraine" highway.

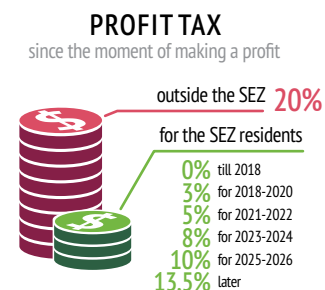
Availability of highly skilled labor as well as the vicinity of the main transport hubs and raw materials market is extremely beneficial to large-scale and medium industrial

enterprises, including enterprises specialised in manufacturing building materials, wood and metals.

The Borovsk area is situated in the northern part of the Kaluga Region, on the border with New Moscow district, in the vicinity of high-tech enterprises, laboratories and engineering centres, and a large logistics terminal.

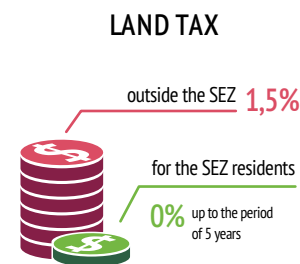
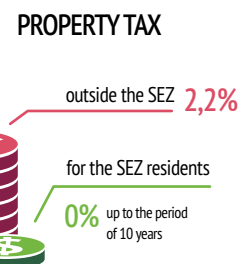
The IP SEZ "Kaluga" provides the required engineering, transport and business infrastructure, and on preferential terms, tax relief. As a result, the SEZ residents' costs are reduced by more than 30%.

## TAX EXEMPTIONS

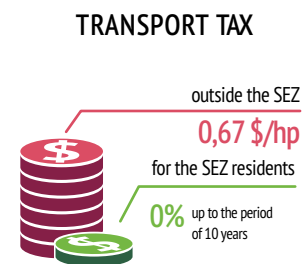


CORE SEZ RESIDENTS

▼ Agro-Invest LLC



▼ Kronospan Kaluga LLC



▼ SAN MARCO RUSSIYA LLC



## DEVELOPMENT PRIORITIES



Manufacturing machinery and equipment



Manufacturing automobile components



Manufacturing products of wood



Manufacturing pharmaceuticals and preparations

YEAR OF ESTABLISHMENT **2012**

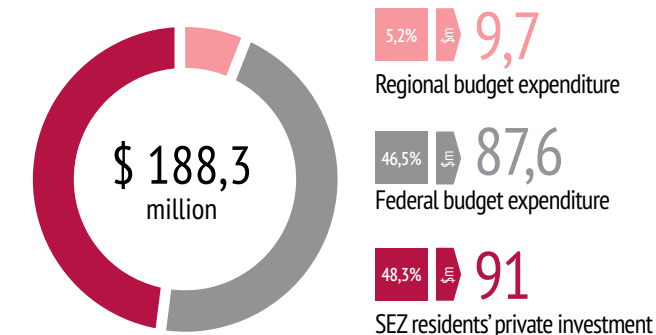
SEZ RESIDENTS, number **9**  
including foreign companies **1**

DISTANCE FROM MOSCOW **80 km**

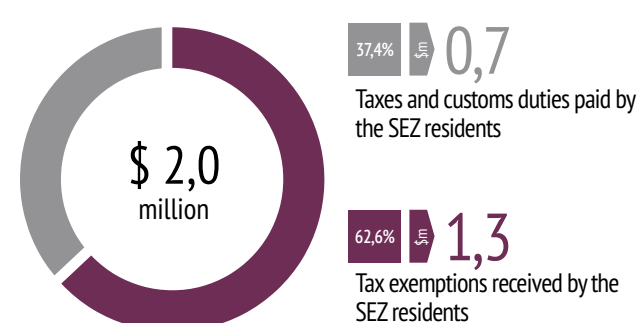
**DYNAMICS OF THE SEZ RESIDENTS, number**

2011 - **0**    2012 - **0**    2013 - **0**    2014 - **1**    2015 - **4**    2016 - **9**

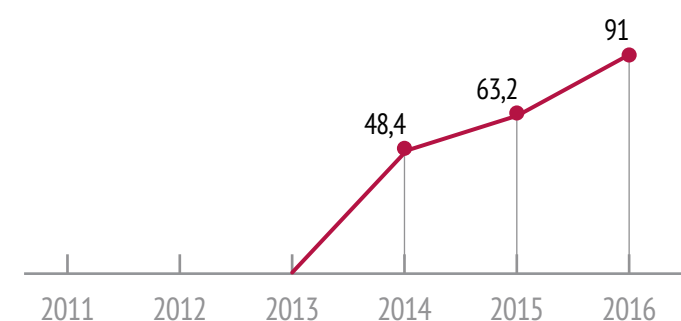
## TOTAL INVESTMENT IN THE SEZ



## TAX EXEMPTIONS IN 2016



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



Jobs created, number **618**



SEZ residents' revenue, 2016 **\$ 16,1 million**



Labour productivity in the SEZ **\$ 25 thousand/person**






Our SEZ is one of the youngest but rapidly developing Special Economic Zones in Russia. It has recently extended its boundaries and become the nearest investment areas of this type to Moscow. Now the IP SEZ "Kaluga" includes two areas: Ludinovo which is in the south of the region and Borovsk in the north. Favourable location of the platforms gives a considerable advantage to both large and medium-sized enterprises in different industries. Manufacturing wood, building materials, machinery and equipment has strong positions in Ludinovo, while enterprises specialized in high-tech industries, including manufacturing pharmaceuticals, medical and other equipment, operate, as usual, in the northern platform. This is explained by both the particularities of sanitary norms and the unique location of the Borovsk platform which is on the border of Moscow and close to both a large transport hub and the first Russian science city Obninsk. Since 2013 12 companies have opted to set up their factories, plants in the SEZ territory. Two more plants are to be launched this year.


We strive to work in such a manner that nobody who has invested his money into the regional economy regrets. We guide each project from the initial stages and do not remove our assistance when the opening ceremony takes place. We ensure beneficial conditions for rent of land with infrastructure, tax and customs preferences, administrative support 24/7. It allows a SEZ resident to open and launch a new enterprise at the lowest costs within the shortest period of time. We propose the optimal location for an enterprise of any industry and form of ownership.


Welcome to the SEZ "Kaluga"!


Evgeny  
VESELKOV  
CEO of IP SEZ "Kaluga" JSC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 


Amenities maintenance
- 

Assistance in attracting financial resources for investment projects
- 

Engineering systems maintenance
- 

Design and construction of infrastructure and engineering networks
- 

Business planning
- 

Business development, management consulting
- 











Marketing research



“OUR CHOICE OF THE SPECIAL ECONOMIC ZONE “KALUGA” FOR IMPLEMENTING OUR PROJECT HAS BEEN DETERMINED BY NUMEROUS FACTORS, INCLUDING THE SCHEDULE OF INFRASTRUCTURE DEVELOPMENT, FAVOURABLE CONDITIONS OF THE SEZ RESIDENTS’ LOCATION, GOVERNMENT SUPPORT, THE SEZ MANAGEMENT COMPANY EFFICIENT WORK AS WELL AS AVAILABILITY OF ENERGY RESOURCES”

Yury Levdikov  
General Director of Alkhimet JSC



 Land area	1042,7 hectares	 Capacity of wastewater collection system	354,2 m³/h
 Useful land area	786,1 hectares	 Gas capacity	65300 m³/h
 Area of administrative infrastructure	0 m²	 Heat capacity	0 Gcal/hr
 Electrical capacity	41 Megawatts	 Length of road network	0 m
 Water capacity	416,7 m³/h	 Average lease price of land	\$ 1,05 k/ha in the SEZ \$ 1,02 k/ha in the Kaluga Region



# INDUSTRIAL PRODUCTION SEZ "UZLOVAYA"

Tula Region



## DEVELOPMENT PRIORITIES



Manufacturing of machinery and equipment



Manufacturing of automobile components



Manufacturing of specialized equipment



Building materials

YEAR OF ESTABLISHMENT **2016**

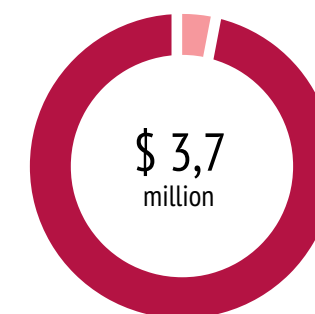
SEZ RESIDENTS, number **4**  
including foreign companies **1**

DISTANCE FROM MOSCOW **170 km**

DYNAMICS OF THE SEZ RESIDENTS, number

2011 - 0    2012 - 0    2013 - 0    2014 - 0    2015 - 0    2016 - 4

## TOTAL INVESTMENT IN THE SEZ

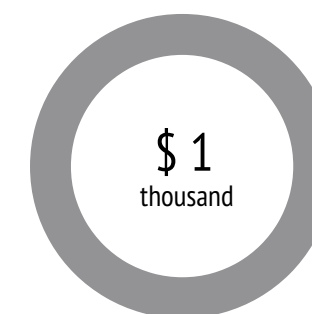


2,4% **0,3**  
Regional budget expenditure

0% **0**  
Federal budget expenditure

97,6% **3,4**  
SEZ residents' private investment

## TAX EXEMPTIONS IN 2016



100% **1**  
Taxes and customs duties paid by the SEZ residents

0% **0**  
Tax exemptions received by the SEZ residents

The Industrial Production Special Economic Zone "Uzlovaya" is the youngest of the Special Economic Zones in Russia. It was established in 2016 in the territory of Uzlovskaya district of the Tula Region in the vicinity of the Industrial Park "Uzlovaya". The area of the IP SEZ "Uzlovaya" is 471,54 hectares. In the short run the SEZ is to be provided with infrastructure that is necessary for the national and foreign residents' business.

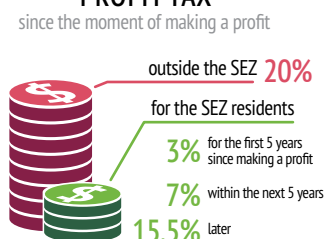
Competitive advantages of location of the Tula Region are considered to be prerequisites for establishment of the IP SEZ "Uzlovaya". The SEZ is set up in the intersection of the M4 "Moscow-Don", R-140 "Tula-Novomoskovsk" highways, and in 50 kilometres to the M2 "Crimea" highway, in 180 kilometres to Domodedovo airport. The south branch of

the Pavletsky direction of the Moscow railway is situated nearby. The largest markets, such as Moscow (up to 190 kilometres), Novomoskovsk (up to 10 kilometres), Tula (up to 47 kilometres), are located in the vicinity of the SEZ.

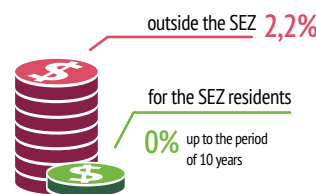
High precision machinery, chemical, light and food industries, manufacturing furniture and building materials have been successfully growing in Uzlovsky district of the Tula Region over the last few years. A number of objects of infrastructure, such as the M4 "Don" highway, a railway station "Makler", an electricity substation "Northern", are located in close proximity to the IP SEZ "Uzlovaya", as they will be necessary for the SEZ in the foreseeable future.

## TAX EXEMPTIONS

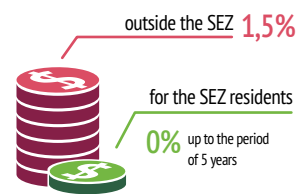
### PROFIT TAX



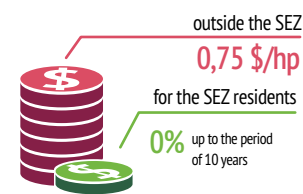
### PROPERTY TAX



### LAND TAX



### TRANSPORT TAX



CORE SEZ RESIDENTS

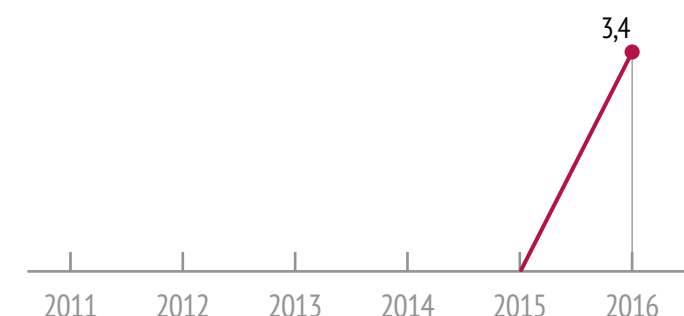
▼ RG-Techno Production LLC

▼ AgroGrib LLC

▼ ArnestMetallPack LLC



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



Jobs created, number **5**



SEZ residents' revenue, 2016 **\$ 0 million**






Despite the fact that IP SEZ “Uzlovaya” is the youngest Special Economic Zone in Russia, it will definitely attract Russian and foreign leading enterprises in the near future. All the conditions necessary for implementing innovation projects by the SEZ residents’ in cutting-edge high-tech industries are being created in the territory of the SEZ. Projects of construction of engineering infrastructure are being carried out rapidly.


The SEZ investment attractiveness is explained by its favourable economic and geographical location, in the intersection of the M4 “Moscow-Don”, R-140 “Tula-Novomoskovsk” highways, in 50 km to the M2 “Crimea” highway and in 180 km to Domodedovo airport. Tax exemptions are also extremely important for the SEZ residents. For instance, this is a profit tax. The tax rate for company’s profits is 3% for the first 5 years, and 7% within the next 5 years, and then is equal to 15,5%. The property tax and transport tax rates are 0% up to the period of 10 years, the land tax is 0% within 5 years. Besides, it is worth emphasising that the IP SEZ “Uzlovaya” has a beneficial regime of a free customs zone.


The land of IP SEZ “Uzlovaya” is owned by Development corporation of the Tula Region, major directions of whose work include an inflow of investment in the Tula Region, reduction of administrative burden on investment projects implemented here, and provision of a complex of public services for investors in one place (system of “one-window”). To sum up, Development corporation of the Tula Region does not only deal with the SEZ potential residents’ incoming proposals, but also carries out the process of investor targeting.


Oleg LIPATOV  
CEO of Development corporation of the Tula Region ISC


SERVICES PROVIDED BY THE SEZ MANAGEMENT COMPANY


- 


Technological connection to the SEZ engineering network
- 

Amenities maintenance
- 

Education and training services
- 

Operation and maintenance of engineering infrastructure
- 

Administrative, technical and legal support
- 

Cadastral services
- 











Registration of foreign workforce



“THE IP SEZ “UZLOVAYA” GIVES OUR COMPANY A NUMBER OF UNDENIABLE ADVANTAGES, SUCH AS ITS FAVOURABLE LOCATION, THE SEZ MANAGEMENT COMPANY’S INDIVIDUAL APPROACH TO POTENTIAL INVESTORS AND OPPORTUNITY TO OBTAIN A WIDE SPECTRUM OF PREFERENCES AND TAX PRIVILEGES. AS A RESULT, WE HAVE SUCCEEDED IN ACCELERATING THE PROCESS OF IMPLEMENTATION OF OUR INVESTMENT PROJECT”

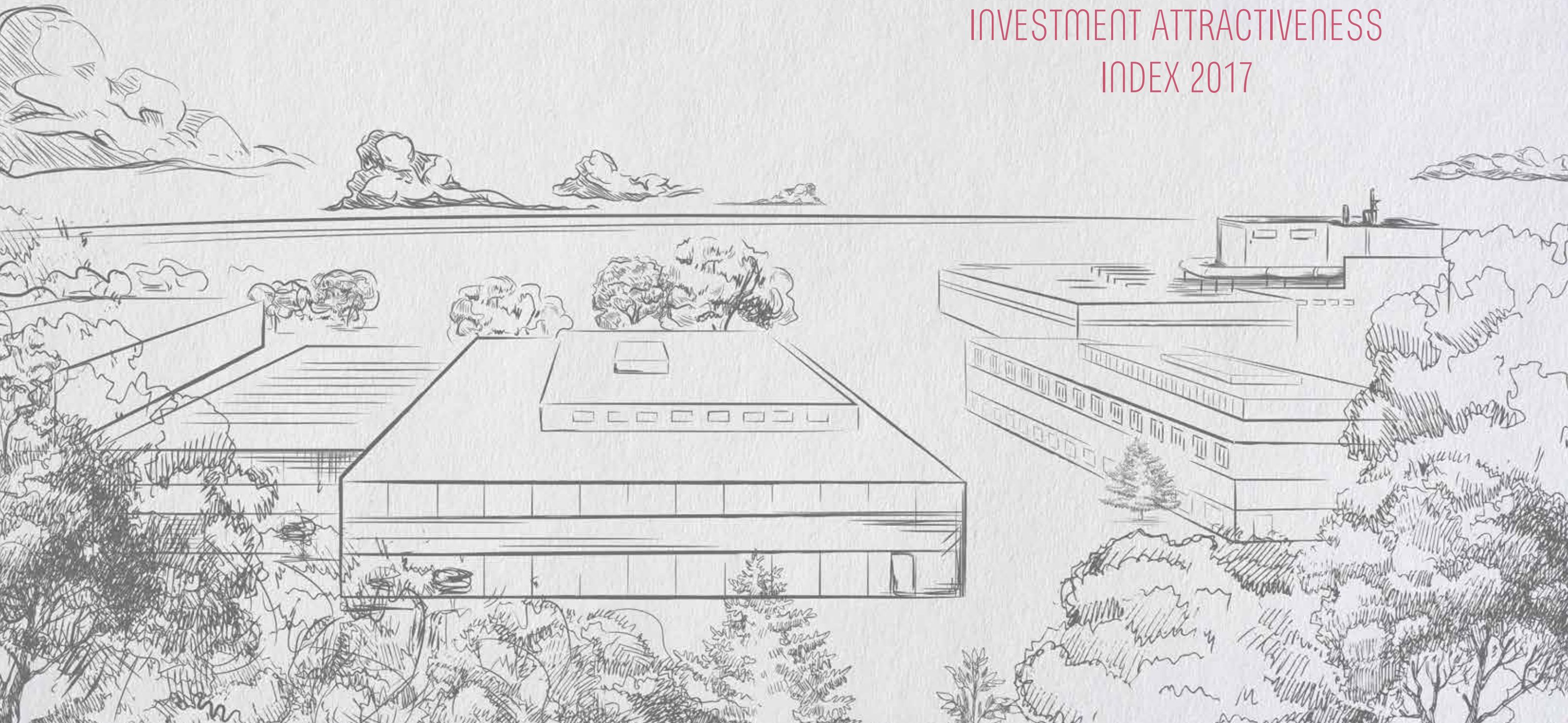
Andrew Chigin  
General Director of AgroGrib LLC



 Land area	471,5 hectares	 Capacity of wastewater collection system	0 m³/h
 Useful land area	300 hectares	 Gas capacity	0 m³/h
 Area of administrative infrastructure	0 m²	 Heat capacity	0 Gcal/hr
 Electrical capacity	100 Megawatts	 Length of road network	0 m
 Water capacity	0 m³/h	 Average lease price of land	\$ 0,63 k/ha in the SEZ \$ 0,57 k/ha in the Tula Region



ABOUT THE NATIONAL SEZS  
INVESTMENT ATTRACTIVENESS  
INDEX 2017





# ABOUT THE NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2017

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

## KEY PRINCIPLES OF THE INDEX

- 1

Transparency of methodology: Public discussion of the Index methodology with of the industry experts, leading national financial institutions, loan companies, development institutions, non-governmental organizations; 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 with participation of representatives of the business community, financial institutions, loan companies, development institutions, industry-specific ministries and agencies.
- 3

Objectivity of information: The Index is based on the 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 of investment attractiveness of SEZs: 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.

## SPECIAL ECONOMIC ZONES ASSESSED IN THE INDEX

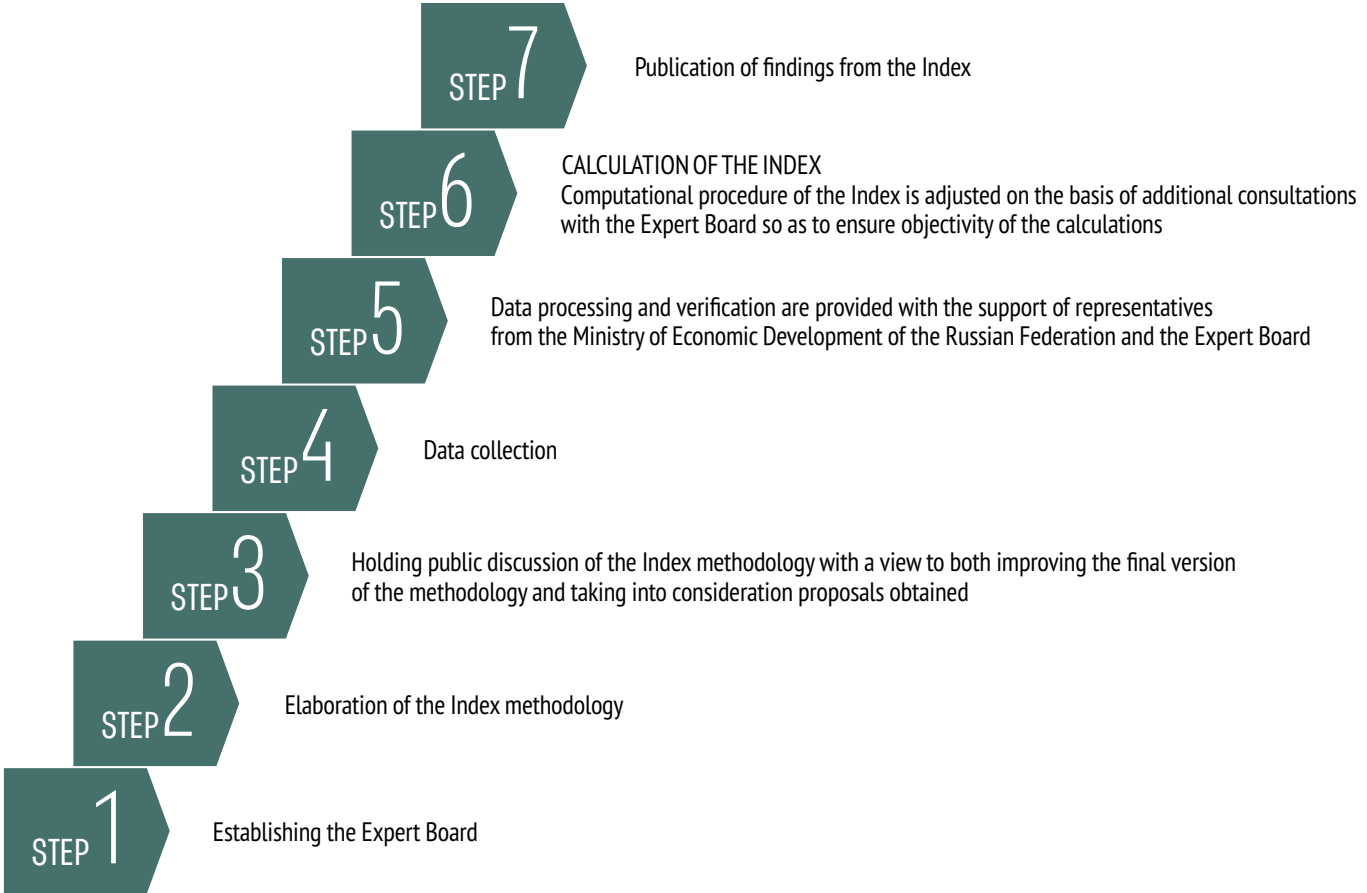
- 9

Industrial Production SEZs
- 6

Technology Innovative SEZs

# THE INDEX METHODOLOGY IN 2017

The Index methodology is based on comprehensive assessment of investment attractiveness of SEZs, and favourable conditions for attracting national and foreign investors, involving 25 indicators grouped into 6 pillars:



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

- Official statistics
- Survey conducted among SEZ Management companies
- Survey conducted among entrepreneurs
- Experiment involving assessment of information transparency of SEZs
- Experiment with a foreign investor



# EXPERT BOARD



**Andrey  
SHPILENKO**

Director of the Association of Clusters  
and Technology Parks



**Aleksey  
ZHURAVLEV**

Deputy of the State Duma of the Federal  
Assembly of the Russian Federation, Member  
of the All-Russia People's Front



**Elmira  
AKHMEEVA**

Deputy Director of the Department for  
Regional Development of the Ministry of  
Economic Development of the Russian  
Federation



**Anahit  
SIMONYAN**

Director of the Innovation and Industrial  
Development Fund



**Vsevolod  
SMAKOV**

COO of the Industry Directorate of Eurasian  
Development Bank



**Mikhail  
SUTYAGINSKY**

Chairman of the board of directors of "Group of  
Companies "Titan" JSC



**Ivan  
OGNEV**

COO of the Department of cooperation with the  
Agency for Strategic Initiatives, development  
institutions and regional government support  
aggregation of the State Corporation "Bank for  
development and foreign economic affairs"



**Evgeny  
KISLYAKOV**

Deputy Head of the Analytical Center for the  
Government of the Russian Federation



**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



**Sergey  
KOLODYAZHNY**

Chancellor of Voronezh State Technical  
University



**Denis  
KRAVCHENKO**

Deputy of the State Duma of the Federal Assembly  
of the Russian Federation, Deputy Head of the State  
Duma Committee for economic policy, industry,  
innovation development and entrepreneurship



**Ruslan  
TITOV**

Deputy General Director of Infrastructure  
Initiatives of FIEP (RUSNANO)



**Vitaly  
KHRAMUSHIN**

Head of the Department for investment cli-  
mate development of the Agency for Strategic  
Initiatives



**Chzhan  
ZHENCHZHUN**

Secretary general of the Silk Road High Tech  
Park Association (SRSPA)



**Sergey  
CHIZHOV**

Deputy of the State Duma of the Federal  
Assembly of the Russian Federation, Member  
of the State Duma Committee for budget  
and taxes



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LYALKOV**

Head of the Project and Structured Finance  
Department of Gazprombank



**Alexey  
BESPROZVANNYKH**

Deputy Minister of Industry and Trade of the  
Russian Federation



**Vladimir  
MURAVYOV**

Head of the Advocacy group for contribution to  
the development of innovative business activity  
of the Department of investment and innova-  
tions promotion of the Chamber of Commerce  
and Industry of the Russian Federation



**Inna  
RYKOVA**

Head of the Sectorial Economy Center of the  
Federal state budgetary Institution "Scientific  
research Institute of Finance"



**Maria  
IVANOVA**

COO Deputy of the Russian Chemists Union



**Dmitriy  
DEMCHUK**

Vice-President of the Russian Association  
"Stankoinstrument"



**Alexey  
MARKOV**

Head of the Office for the industrial policy in-  
struments of the Industrial Development Fund



**Pavel  
SHEVTSOV**

Deputy of the Trade commissioner of the  
Russian Federation to the Republic of Belarus



# ANALYSIS OF THE INDEX RESULTS

TI SEZ "DUBNA"



1st place

The Technology Innovative Special Economic Zone "Dubna" has become an absolute leader in the National Investment Attractiveness of the SEZ Index 2017. Three key factors determine high investment attractiveness of the Special Economic Zone. Firstly, the SEZ was created in the territory of a science city of Dubna, which traditionally holds leading positions in strategically important spheres of the Russian technological development. The SEZ has successful development owing to the foundation of the Joint Institute for Nuclear Research (JINR) in Dubna. The programme of creating the new NICA Collider in JINR, which is to be run throughout 2016-2020, is a part of the world programme of exploration of the matter, can definitely let the TI SEZ "Dubna" turn into a centre of attracting national and foreign investors.

Secondly, it is a profitable geographical location. The territory of the SEZ is located in the city of Dubna, which is connected with Moscow by rail and the Federal highway A 104 Moscow-Dubna, and located in 90 kilometres to Sheremetyevo international airport.

Thirdly, it is an experience and professional competences of the SEZ Management company's employees. Their work involves investor targeting, i.e. conducting a search of potential residents and establishing sound relationship with them.

In the near future the SEZ's territory is to be extended, a new electricity supply centre with electrical capacity of 50 Megawatts and complexes of laboratories and enterprises are to be constructed with a view to increasing investment attractiveness of the SEZ, providing residents with an opportunity to rent.

A successful combination of the above-mentioned three factors allows the TI SEZ "Dubna" to become second to none among the Russian SEZs in terms of annual average number of attracted residents. Annually the number of the SEZ residents increases by 9 residents on average. The whole number of them has already exceeded 120 residents. Within the whole period of the SEZ operating total SEZ residents' investment in projects has reached \$ 176,4 million, and their sales and other operating revenues have exceeded \$ 263,1 million.

The Industrial Production Special Economic Zone "Alabuga" is the best Industrial Production Special Economic Zones in Russia in terms of investment attractiveness. The SEZ was established in 2005. It provides investors with fully prepared industrial, engineering, transport and customs infrastructure. The SEZ has its own railway terminal with access to Tikhonovo railway station of Kuybyshev Railway as well as a check point. The IP SEZ "Alabuga" refers to 4 SEZs in Russia, in whose territory customs brokers operate. In 2016 the volume of transactions performed by customs brokers, exceeded \$ 0,2 million.

Both the federal authorities and the executive bodies of the Republic of Tatarstan spent over \$ 373,7 million on enhancing the SEZ infrastructure. The expenditure is fully returned to the federal budget in the form of taxes and customs payments paid by the SEZ residents, which account for \$ 429 million, and \$ 76,2 million in 2016.

The IP SEZ "Alabuga" is the largest Industrial Production Special Economic Zone in Russia and one of the most attractive Special Economic Zones for foreign investors. It allows the IP SEZ "Alabuga" to rank strong 3rd in the pillar 5 "SEZ residents' investment activity". By the end of 2016, \$ 116,6 million come to foreign investment in the SEZ, which is more than 41,5% of the total foreign direct investment (FDI) attracted by all the Russian Special Economic Zones. An inflow of the total SEZ residents' direct investment during the period of the IP SEZ "Alabuga" operating has exceeded \$ 1 545,6 million (54,8% of all Russian SEZs).

The SEZ ranks confidently 2nd in Russia in the absolute value of attracted residents, being second only to the Technology Innovative SEZ "Dubna" (108 residents) largely due to industrial differences between these Special Economic Zones. At the end of 2016, the IP SEZ "Alabuga" had 58 residents, of which 23 were joint ventures with foreign capital, such as leading international companies Ford, 3M, Rockwool, Air Liquide, Armstrong. Annually the SEZ Management company accommodates about 5 new residents on average, which is the best result among Industrial Production Special Economic Zones in Russia.

IP SEZ "ALABUGA"



2nd place

Investment attractiveness of the Industrial Production Special Economic Zone "Lipetsk" is associated with its optimal logistics location in relation to the main markets, including markets of raw materials, opportunities of local cooperation (including cooperation with Novolipetsk Steel PJSC), high concentration of labour resources and scientists in the Lipetsk Region.

Strong position of the SEZ in the Index is largely due to the activities of the SEZ Management company and targeted financial support provided by the government of the Lipetsk Region. Consequently, all the necessary infrastructure for the successful residents' operation has been created. By the end of 2016 the SEZ has been reached a positive result, that is, 7 engineering infrastructure facilities of the IP SEZ "Lipetsk" were introduced and put into operation (61 infrastructure facilities cumulatively).

Even in the sanctions regime, the work of the SEZ Management company with investors has become even more intense, professional. All the nuances both inside and outside the country are taken into account. In 2016 the IP SEZ "Lipetsk" attracted 8 new investors with total investment of \$ 236,2 million. Within the whole period of its operating the SEZ has accommodated 47 residents from 15 countries, including worldwide known companies, such as ABB (Switzerland), YOKOHAMA (Japan), PPG (USA), etc. In 2016, 11 enterprises were under construction, 9 of them are to be put into operation by the end of 2017. The SEZ residents' sales and other operating revenues amounted to \$ 207,8 million, which corresponds to 12,1% of the total revenues of residents of all the Russian SEZs.

The Industrial Production SEZ "Lipetsk" is characterized not only by high investment attractiveness, but also by budget efficiency. At the current time, the ratio of state and residents' investment is at the level of 1:5. In 2016 the federal budget funds allocating for the establishment of the SEZ infrastructure facilities since its inception amounted to over \$ 146,5 million, of which more than 45% (\$ 80,7 million) were returned in the form of taxes and customs duties paid by the SEZ residents.

IP SEZ "LIPETSK"



3rd place



### TI SEZ "SAINT PETERSBURG"

The Technology Innovative Special Economic Zone "Saint Petersburg" ranks 4th in the Index and is the second best among the Russian Technology Innovative Special Economic Zones in the pillar 1 "Investment attractiveness of the Russian region", lagging behind only Moscow. The core factors that promote a favourable investment climate are the advanced transport infrastructure, the accessibility of the highly skilled labour force as well as a heavy concentration of academic environment and higher school institutions.

The TI SEZ "Saint Petersburg" ranks 1st in the pillar 5 "SEZ residents' investment activity". In 2016 the investment made by the residents in the SEZ exceeded \$ 1,45 million per hectare of useful land area and the total SEZ residents' sales and other operating revenues relative to the SEZ useful land area were \$ 2,2 million per hectare.

In 2016, for the first time since the Special Economic Zone was operating, the SEZ accommodated 10 residents, such as RPE "Institute of applied entomology" Ltd, which has a billions' project of developing the biotechnology production systems and producing goods of industrial entomology. Foundation of a Technology Transfer Centre on April 26, 2016 in the area Novoorlovskaya has given the SEZ Management company a great opportunity to attract new investors.

In 2016, 3 SEZ residents put into operation their scientific production complexes "Vital Development Corporation" OJSC, Cytomed JSC, and Ecogen technology Ltd.

In spite of obvious efficiency of the SEZ operation, a big obstacle to the SEZ development is considered to be lack of its official website. Currently, the TI SEZ "Saint Petersburg", along with the TI SEZ "Technopolis Moscow" and the TI SEZ "Tomsk", has no its own website. As a result, it significantly impedes doing searches for information on the SEZs, although it is essential for potential investors, and foreign investors in particular.

4th place

### TI SEZ "INNOLIS"

The Technology Innovative Special Economic Zone "Innopolis" is the second Special Economic Zone of the Republic of Tatarstan, along with the Industrial Production SEZ "Alabuga", which enters the top 5 of the Index. The leading positions of the Special Economic Zones in the Republic of Tatarstan are closely related with the substantial support from the regional government so as to develop the Russian high-tech sector.

Despite its young age, the TI SEZ "Innopolis" has already become the attractive to numerous high-tech companies in the field of information and communication technologies. One of its tremendous competitive advantages is the efficiency of the SEZ Management company activity concerned with attracting potential residents and investors. Consequently, the TI SEZ "Innopolis" together with the TI SEZ "Dubna" are second to none in terms of quality of dealing with foreign investors, as both of them have provided a two-day response to the incoming request from a potential foreign investor.

The TI SEZ "Innopolis" refers the leaders in attracting residents with an average annual value of 6,8 residents by the end of 2016. As of June 15, 2017, 48 companies have already become the SEZ residents with a total amount of the announced investment of \$ 128,6 million. Among them, 33 residents have been attracted over the last 1,5 years. One of the factors that have positive

impact on the investment attractiveness of the Special Economic Zone is low lease price of the SEZ land (\$ 1,4 thousand) relative to the average value in the Republic of Tatarstan (\$ 8,8 thousand).

A mechanism for running high-tech projects by the companies in the status of a partner has been implemented in the TI SEZ "Innopolis". Due to particularities of IT companies, not all of technology innovative companies are ready to register their legal entity in the SEZ and acquire a status of the SEZ resident, but they are ready to create highly qualified jobs and develop projects. A status of a partner does not ensure a company tax benefits, but allows it to operate in the TI SEZ "Innopolis" on the same preferential terms as the SEZ residents.

5th place

The Technology Innovative Special Economic Zone "Istok" is the only private Technology Innovative SEZ in Russia. Enhancement of the SEZ solely depends on private investment. One of the core competitive advantages of the SEZ is a favourable geographical location, that is, the SEZ is located in the territory of a science city of Fryazino.

The TI SEZ "Istok" is ranked as the Russian best Special Economic Zone in terms of the ease of getting electricity. It requires the minimum number of procedures for the SEZ residents (4 procedures) to get electricity on a permanent basis, from submitting an application to the SEZ Management company to getting supplied with electricity. In reality, the marginal period of connection of consumer's power receiving devices in the TI SEZ "Istok" is up to 1 day. It is the polar opposite to an average Russian value, which exceeds 31 days.

In spite of the fact that the SEZ was established on December 31, 2015, it provides all the required facilities, such as gas, heating, water supply, etc. Therefore, the SEZ ranks 1st by the number of constructed infrastructure facilities relative to planned. A customs control zone has been established in the territory of the SEZ so that the residents have an opportunity to place their goods under the customs procedure of a free customs zone without payment of customs duties and taxes.

Small annual average quantity of newly attracted SEZ residents comes from the short period of the SEZ operation. In 2016 only one enterprise "Research and production corporation "Istok" n.a. Shokin Inc. became a new resident of the SEZ. On June 1, 2017 the number of residents, which the SEZ accommodated, increased up to 11. Among of them are Scientific and Production Corporation "Delta-Test" Inc., Scientific Production Enterprise "MAGRATEP" Stock Company, Research Institute "Platan" Inc. (including the plant affiliated with the Research Institute), etc.

The Technology Innovative Special Economic Zone "Istok" is the only SEZ in Russia, whose website has more than 2 language versions (Russian, English, German).

### TI SEZ "ISTOK"

6th place

The project of establishment of the Industrial Production Special Economic Zone "Togliatti" is being run in the territory of the Stavropolsky municipal district of the Samara Region, in the vicinity of the largest national car manufacturer AVTOVAZ JSC. This SEZ ranks 3rd among all Industrial Production Special Economic Zones, according to the Index.

Investment attractiveness of the SEZ is related to dynamic construction of its infrastructure facilities here. A percentage of vacant capacity of engineering infrastructure facilities is over 64% (6th place). It greatly contributes to significant reduction of time that a potential SEZ resident spends so as to implement their investment projects. In 2016 the construction of infrastructure (phase II), which occupies a total area of 264 hectares (including water supply and wastewater collection system, gas and electricity supply systems, motorway and communication networks) was completed in the SEZ. In 2016 it was the beginning of putting the facilities into service. Their installation is to be completed by the end of 2017. In addition, the infrastructure constructed in the phase I (181 hectares), is functioning in the SEZ. The 6 operating plants of the SEZ residents and plants that are under construction, are connected to that infrastructure.

Another competitive advantage of the IP SEZ "Togliatti" is efficiency of SEZ Management company as well as its employees' professional competencies for attracting national and foreign investors (3rd place). Currently, the SEZ accommodates 18 residents, 10 of them are joint ventures with foreign capital. In March 2016 the German enterprise Edscha Togliatti LLC was launched. In April 2016 was the solemn opening ceremony of the Japanese plant Atsumitec Toyota Tsusho Rus LLC. The IP SEZ "Togliatti" holds leading position in Russia by the total number of foreign residents, lagging behind the IP SEZ "Lipetsk" (24 residents) and the IP SEZ "Alabuga" (23 residents). By the end of 2016, \$ 6,66 million come to an inflow of foreign investment in the SEZ. It is the 4th result among all Special Economic Zones in Russia.

### IP SEZ "TOGLIATTI"

7-8th places



### IP SEZ “MOGLINO”



7-8th places

The Industrial Production Special Economic Zone “Mogolino” shares the 7th place of the Index with the Industrial Production Special Economic Zone “Togliatti”. Both of them have total score of 9,1. Despite being not so long ago (July 19, 2012), the IP SEZ “Mogolino” takes leading positions in the following pillars: “Land Resources” - 5th place; “Information transparency of the SEZ website” - 4th place; “SEZ residents’ investment activity” - 8th place.

An undeniable competitive advantage of the SEZ is closely related to its favorable geographical location. The Pskov Region has common borders with the Republic of Belarus, Estonia and Latvia. The distance from Moscow is nearly 750 kilometres, and from St. Petersburg is about 280 kilometres. Leasing of 1 hectare of the SEZ land costs only \$104,6 (2nd place), what is the best result among all Industrial Production Special Economic Zones.

The SEZ Management company consistently implements the strategic development programme. It attracts potential residents according to the specialisation of the IP SEZ “Mogolino”. As of the end of 2016, the SEZ managed to accommodate six residents. Two residents were joint ventures with foreign capital. The share of foreign investment exceeded 72% of the total investment made by residents in 2016. The total investment made by the SEZ residents, amounted to \$ 4,6 million, while \$ 3,3 million came to foreign direct investment.

In 2016, the SEZ Management company raised potential residents’ awareness of the advantages of running a business in the IP SEZ “Mogolino” by placing comprehensive data on the SEZ website and in the media. Its employees participated in more than 30 marketing events and held meetings with business representatives from 7 European and Asian countries. As a result, three new residents were accommodated in the SEZ in 2016.

### IP SEZ “STUPINO QUADRAT”



9th place

The Industrial Production Special Economic Zone “Stupino Quadrat” is the only private Industrial Production Special Economic Zone in Russia. In contrast to the other private Technological Innovative Special Economic Zone “Istok”, the IP SEZ “Stupino Quadrat” is a 100% Greenfield project. The SEZ was set up on September 8, 2015. Today the SEZ refers to the most dynamically enhancing Special Economic Zones in Russia. The IP SEZ “Stupino Quadrat” ranks 7th in the indicator “Annual average number of attracted residents” (three new residents per year), being ahead of the Special Economic Zones, operating more than 7 years, such as the Industrial Production Special Economic Zone “Titanium Valley” (1,4 new residents per year) and the Industrial Production Special Economic Zone “Togliatti” (2,6 new residents per year).

The IP SEZ “Stupino Quadrat” is managed by professional SEZ Management company, which provides with a wide range of unique services: from coordination work with the authorities and turnkey construction to conducting search of local suppliers, boosting market expansion, including penetration into the foreign markets. The SEZ has enabling environment for doing business. For instance, the period for obtaining a construction permit does not exceed 5 days (4th place), and connection to the system of energy supply requires three procedures with the whole duration of 14 days (3rd place).

In contrast to the Special Economic Zones that were established with the contribution of the government budget, in the IP SEZ “Stupino Quadrat” an investor has an opportunity to purchase land plot without a status of the SEZ resident, to carry out engineering surveys, design work and to begin constructing alongside prepare applications for acquiring a status of the SEZ resident. The SEZ Management company holds special attention to attraction of foreign investors. The SEZ ranks 2nd (92,7%) among assessed Special Economic Zones by the share of foreign investment in total investment made by the SEZ residents in 2016. The IP SEZ “Stupino Quadrat” gives in only the unrivalled leader such as the Industrial Production Special Economic Zone “Lipetsk” (97,1%). The German producer of high-tech electronics Phoenix Contact together with the enterprise Arvalus affiliated with Backaldrin International The Kornspitz Company GmbH have laid the first cornerstone at the foundation of their future plant in 2016.

According to the Index, the Technology Innovative Special Economic Zone “Technopolis Moscow” belongs to the group of Special Economic Zones with a sufficient level of investment attractiveness. The SEZ ranks 1st in the pillar 1 “Investment attractiveness of the Russian region” due to advanced transport and logistics infrastructure, availability of labour resources, a high concentration of loan companies and their subsidiaries. The government of Moscow gets maximum estimate of its activity from the SEZ residents, which allows the SEZ to be second to none in this pillar (1-5 places).

In 2016, 38 residents of the SEZ operated in the TI SEZ “Technopolis Moscow”, their total sales and other operating revenues were over \$ 143,5 million (about 25% of total sales and other operating revenues of the residents of all the Russian Technology Innovative Special Economic Zones). The TI SEZ “Technopolis Moscow” ranks 3rd in the ratio of total SEZ residents’ sales and other operating revenues to the SEZ useful land area, \$ million per hectare (\$ 1,3 million per hectare), outperforming the Technology Innovative SEZ “Dubna” (\$ 0,7 million per hectare) and the Technology Innovative SEZ “Tomsk” (\$ 0,8 million per hectare). The TI SEZ “Technopolis Moscow” is in great demand from investors, that is evident due to the large amount of occupied useful land area. At end of 2016, 34,61 hectares out of 110,6 hectares of useful land area were leased or owned by the SEZ residents. To raise investment attractiveness of the SEZ on May 15, 2017 the Russian government took a decision to extend its boundaries by including the territory of the Technopolis “Moscow”. Currently, the Technopolis “Moscow” has 263,760 thousand square metres of production and laboratory areas.

In the foreseeable future increasing investment attraction of the TI SEZ “Technopolis Moscow” will relate to the development of “Alabushevo” infrastructure site. In addition, expenditure on setting up three subsidiaries with innovation laboratories and production units (their total area is 28,5 thousand square metres) for accommodating future SEZ residents’ research and production enterprises has been budgeted in the investment programme of Moscow. More enabling environment that can ensure implementation of their high-tech projects by the SEZ residents is to be created.

### TI SEZ “TECHNOPOLIS MOSCOW”



10th place

The Industrial Production Special Economic Zone “Lotus” was established in order to localise the production of components for such industries as building of ships and boats, extraction of crude petroleum and natural gas, manufacture of machinery and equipment, and other high-tech industries. Competitive advantage of the SEZ residents is an opportunity to the organisation of intermodal freight transport, which let the residents derive much benefit from combination of a wide variety modes of transport, i.e. by land, water and air there.

Currently, the IP SEZ “Lotus” refers to developing SEZs, which are stepping up their efforts to construct engineering and transport infrastructure. In 2016 customs terminal, all-in-one switchboard service successfully established in the SEZ according to the SEZ planning project.

By the end of 2016, 4 residents have been running business in the SEZ. By the end of 2017, up to 8-10 new SEZ residents are to be attracted. The anchor SEZ resident is United Shipbuilding Corporation, which is building a modern unique cruise ship “river-sea” in accordance with the project PV300. Besides, 2 river cruise ships PKS180 “Golden Ring” are to be built in the foreseeable future in the territory of the SEZ. It is the Industrial Production SEZ “Lotus”, where the new stage of the development of civil shipbuilding in Russia has been established.

The SEZ Management company provides the maximum favourable lease price of the SEZ land (\$ 433,5 per hectare) for investors, while an average lease price in the Astrakhan Region is over \$ 7,5 thousand per hectare.

The website of the SEZ ensure investors the necessary information on their opportunities and advantages of the IP SEZ “Lotus”. It ranks 5th in the pillar 6 “Information transparency of the SEZ website”, according to the assessment, which has been made by the students of Master’s Degree and postgraduate students’ of Voronezh State Technical University, which refers to the leading Universities according to The World University Rankings.

### IP SEZ “LOTUS”



11th place



## IP SEZ "TITANIUM VALLEY"



12th place

2016 was also a year when the development of the IP SEZ "Titanium Valley" got to a whole new level. The SEZ Management company reached the main plan values of its efficiency, some of which were exceeded in 2-2,5 times (e.g. "New jobs created" was 190% of planned in 2016, "Total investment made by the SEZ residents" was 250%).

Even in the mid-term the Industrial Production SEZ "Titanium Valley" can improve dramatically its investment attractiveness also by widening its territory to "Uktus" plot, a territory situated in the vicinity of Uktus airport in Yekaterinburg.

Following the results of the Index, the Industrial Production Special Economic Zone "Titanium Valley" gets 8,3 scores that is just 0,1 score less than the Industrial Production SEZ "Lotus" gets, and 0,5 scores less than the Technology Innovative SEZ "Technopolis Moscow" gets. One of the main factors, which are beneficial to investment attractiveness of the SEZ is the possibility to obtain construction permits in a short space of time. The average amount of days for obtaining the documents for the SEZ infrastructure facilities from the Administration of Verkhnesaldinsky urban district does not exceed 4 (3rd place in the Index), while the value of the same indicator for the Industrial Production SEZ "Alabuga" is 7 days, and for Industrial Production SEZ "Togliatti" is 30 days.

The Industrial Production SEZ "Titanium Valley" ranks 6th in the pillar 3 "Infrastructure provision of the SEZ", mostly due to the vacant capacity of infrastructure facilities (69,5%). Total amount of water supply and wastewater disposal facilities is 1 770 cubic metres per hour, gas capacity – 20 000 cubic metres per hour, electrical capacity – 4,4 Megawatts. In 2016 the construction of external framework infrastructure facilities (gas supply, water supply, and electricity supply facilities) was completed. At the same time, the internal territory of the SEZ was provided with all the facilities needed.

## TI SEZ "TOMSK"



13th place

The Technology Innovative Special Economic Zone "Tomsk" takes an unexpectedly low position, which does not reflect its evident competitive advantages over the most Special Economic Zones. Its rank is related to the insufficient investment attractiveness of the Tomsk Region (15th place) and to the absence of the SEZ website (13-15th place). According to the survey of the business community in the Tomsk Region, the regional executive bodies receives the lowest value (3 scores) in providing support to attract investments and implement investment projects. Only the executive bodies of St. Petersburg obtained the similar result.

However, the TI SEZ "Tomsk" takes the leading position in terms of indicators "Availability and efficiency of customs broker's activity on the SEZ territory" (1-2 places), "SEZ residents' investment per hectare" (2nd place), "Total SEZ residents' sales and other operating revenues relative to the SEZ useful land area" (4th place), etc. The SEZ is the only Technology Innovative Special Economic Zone in Russia, where the customs broker is available. In 2016 the volume of Transactions performed by the SEZ customs broker, exceeded \$ 44,8 thousand.

The SEZ Management company is perfectly aware of competitive advantages of the SEZ, in particular, its regional location, scientific and educational potential as well as particularities of the high-tech business in Tomsk. During 11 years 69 companies became the SEZ residents and invested over \$ 149,5 million in the R&D and manufacturing. Since 2006 more than 2 000 jobs have been created and most of them are high-performance jobs. The TI SEZ "Tomsk" ranks 5th in the pillar 5 "SEZ residents' investment activity". In 2016 the total revenue of the SEZ residents amounted to

\$ 43,3 million, which corresponds to \$ 837,1 thousand per hectare of its area.

The Industrial Production Special Economic Zone "Kaluga" refers to the youngest but also dynamically developing Special Economic Zones in Russia. Potential residents of the SEZ can obtain construction permit within only 8 days (7th place) since an application is submitted, what is the evidence of high interest of the government of the Kaluga Region in investment promotion. According to the survey of the business community, the executive bodies of the Kaluga Region get the highest score (1-5 places).

In the indicator "Vacant capacity of infrastructure facilities" and "SEZ occupied area relative to the SEZ useful land area" the SEZ also gets high places (5th and 5th respectively). Vacant capacity of all infrastructure facilities is more than 66,8 %, that reduces considerably the SEZ residents' projects implementation time. Total amount of water supply and wastewater disposal facilities are 416,7 and 354,2 cubic metres per hour respectively, gas supply facilities are 54 895 cubic metres per hour, electrical capacity is 36 Megawatts. As of 2016 the SEZ residents occupied 258,11 hectares (about 33% of the SEZ useful land area (786,1 hectares)).

By the end of 2016 the SEZ accommodated 9 residents, whose investment exceeded \$ 91,0 million, \$ 28,0 million of which were in 2016. The SEZ refers to 8 assessed SEZs that raised foreign investment in 2016. FDI in IP SEZ "Kaluga" accounted for \$ 0,4 million. The core resident of the SEZ is Agro-Inwest LLC, which started implementing the investment project to construct the largest in the Central federal district centre of all-season vegetable production under coverage at the Ludinovo area of the SEZ in 2014. It is planned that more than 90 hectares of greenhouses are to be constructed at the area of 237,8 hectares. Currently, the first and the second stages of a greenhouse complex are in operation, the third one is under construction.

## IP SEZ "KALUGA"



14th place

The Industrial Production Special Economic Zone "Uzlovaya" is the youngest Special Economic Zone in Russia. It was established according to the Russian government Resolution No.302 of April 14, 2016 with a view to fostering the enabling environment for investors and also enhancing infrastructure in the Tula Region. The SEZ ranks 15th in the Index, what can be explained only by a short time period of its operating. At the moment, all the required engineering, transport and other infrastructure is under construction in the territory of the SEZ. Exclusively the government of the Tula Region and private investors expend their resources on the construction of infrastructure in the SEZ.

Despite its young age, the SEZ becomes the third best in the annual average number of attracted residents, i.e. 4 new SEZ residents (AgroGrib LLC, Engelsspetstrubmash LLC, Arnest MetallPack LLC, RG-Techno Production LLC). According to this indicator, the IP SEZ "Uzlovaya" lags behind only one Industrial Production Special Economic Zone, i.e. the IP SEZ "Alabuga" (4,8 attracted residents per year). At the end of 2016, the total residents' investment within a year of the IP SEZ "Uzlovaya" operating exceeded \$ 3,4 million. During the period 2017-2018 the SEZ is to accommodate 7 new residents and create about 700 new jobs.

The IP SEZ "Uzlovaya" development will result in over 3 000 newly created jobs, more than \$ 254,1 million of attracted private investment, more than \$ 119,6 million of taxes paid into both the federal budget and the budget of the Tula Region.

## IP SEZ "UZLOVAYA"



15th place



# TI SEZ “DUBNA”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	1	-/-/-	11,648	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	14	-/-/-	2,186	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	11-13	19,41	0,831	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	7-9	0,13	0,760	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	3-5	164,11	0,716	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	4-6	48,91	1,020	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	6-8	3,01	1,030	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	11	5	0,278	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	11-12	4	4,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	8-10	0,98	0,985	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	8-10	25	0,308	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	1	-/-/-	1,763	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	13	0,34	0,343	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	8-11	10	0,100	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	1-2	1	3,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	2	9,00	1,511	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	12	-/-/-	1,685	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	7	47,53	0,990	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	12	38,72	0,696	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	1	-/-/-	2,495	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	3	44,07	1,102	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	1	11,78	1,393	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	4	-/-/-	2,092	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	3	0,36	1,318	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	7	14,25	0,722	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	5	0,7	1,098	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	3	-/-/-	1,428	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	3	1,79	1,789	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Dubna”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	9,3
2	Gross regional product, \$ billion	48,0
3	Public hard-surface roads density, kilometres	720,0
4	Annual average population, people thousand	7274,8
5	Territory of the region, square kilometres	44329,0
6	Labor force, people thousand	3938,0
7	Employees with tertiary education, %	43,6
8	Employees with secondary education, %	37,1
9	Employees with tertiary and secondary education, people thousand	3178,0
10	Graduates from tertiary education, at doctoral level, people thousand	30,1
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	5
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	4
14	Efficiency of the government support of investment projects, scores	4
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	4
16	Unemployment rate, %	3,3
17	Uncompensated receipts, % of total regional budget revenue	9,8
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	13,5
19	Exhausted assets by economic activity “Transportation and storage”, %	10,9
20	Regional debt, \$ billion	1,47
21	Tax and non-tax revenue, \$ billion	7,94
22	Regional debt burden, %	18,6
23	Regional loan companies at 01.01.2017, number	7
24	Regional branches of loan companies at 01.01.2017, number	18
25	Getting electricity, number of procedures	10
26	Marginal period of connection of consumer's power receiving devices, days	45
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	10
28	SEZ Management company response time to a potential resident's request, workdays	1
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	108
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21st, 2005
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	125
39	Infrastructure facilities to be constructed, number	138
40	Heat capacity installed, Gigacalories per hour	81,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	76,1
42	Facilities for water supply installed, cubic metres per hour	757,5
43	Water consumed by the SEZ residents, cubic metres per hour	158,8
44	Wastewater collection system installed, cubic metres per hour	708,3
45	Wastewater disposed in the SEZ, cubic metres per hour	158,4
46	Gas capacity installed, cubic metres per hour	0,0
47	Gas consumed by the SEZ residents, cubic metres per hour	0,0
48	Electrical capacity installed, Megawatts	58,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	40,1
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	50,4
51	SEZ useful land area, hectares	114,4
52	Average lease price of the SEZ land, \$ thousand	0,52
53	Average lease price of land in the Russian region, thousand	4,43
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	40,82
55	Foreign investment in the SEZ residents' projects, \$ million	5,82
56	SEZ residents' sales and other operating revenues in 2016, \$ million	80,73



# IP SEZ “ALABUGA”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		2	-//-/-	10,909	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		3	-//-/-	2,815	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	2-3	33,66	1,441	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	10-11	0,08	0,683	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	8-9	56,92	0,549	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	12-13	46,35	0,967	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	3-4	4,38	1,131	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	8	12	0,667	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	6-10	4,67	4,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	4-5	1,03	1,029	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	1-2	997	1,943	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		5	-//-/-	0,604	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	11	0,37	0,369	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	5-6	7	0,143	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	3-4	0,22	0,500	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	1	4,83	1,611	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	1-2	1,00	1,000	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		4	-//-/-	2,220	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	3	87,30	1,152	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	7	59,45	1,068	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		9	-//-/-	1,056	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	6	31,41	1,012	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	13	104,72	0,043	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		3	-//-/-	2,182	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	7	0,06	0,564	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	3	83,22	1,745	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	6	0,42	0,964	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		2	-//-/-	1,429	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	2	1,79	1,790	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Alabuga”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	9,22
2	Gross regional product, \$ billion	27,4
3	Public hard-surface roads density, kilometres	423,0
4	Annual average population, people thousand	3861,9
5	Territory of the region, square kilometres	67847,0
6	Labor force, people thousand	2062,0
7	Employees with tertiary education, %	33,7
8	Employees with secondary education, %	39,9
9	Employees with tertiary and secondary education, people thousand	1517,6
10	Graduates from tertiary education, at doctoral level, people thousand	43,8
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	12
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	4
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	4,0
17	Uncompensated receipts, % of total regional budget revenue	19,2
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	13,5
19	Exhausted assets by economic activity “Transportation and storage”, %	11,8
20	Regional debt, \$ billion	1,36
21	Tax and non-tax revenue, \$ billion	3,11
22	Regional debt burden, %	43,8
23	Regional loan companies at 01.01.2017, number	637
24	Regional branches of loan companies at 01.01.2017, number	360
25	Getting electricity, number of procedures	13
26	Marginal period of connection of consumer's power receiving devices, days	15
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	7
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	1
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0,22
33	SEZ residents at 01.01.2017, number	58
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21st, 2005
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	1
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	1
38	Infrastructure facilities constructed and installed, number	110
39	Infrastructure facilities to be constructed, number	16
40	Heat capacity installed, Gigacalories per hour	360,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	88,6
42	Facilities for water supply installed, cubic metres per hour	992,8
43	Water consumed by the SEZ residents, cubic metres per hour	562,2
44	Wastewater collection system installed, cubic metres per hour	880,8
45	Wastewater disposed in the SEZ, cubic metres per hour	382,9
46	Gas capacity installed, cubic metres per hour	85382,5
47	Gas consumed by the SEZ residents, cubic metres per hour	21436,7
48	Electrical capacity installed, Megawatts	350,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	185,2
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	674,5
51	SEZ useful land area, hectares	2147,0
52	Average lease price of the SEZ land, \$ thousand	0,51
53	Average lease price of land in the Russian region, thousand	0,57
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	140,4
55	Foreign investment in the SEZ residents' projects, \$ million	116,9
56	SEZ residents' sales and other operating revenues in 2016, \$ million	899,2



# IP SEZ “LIPETSK”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	3	-//-/-	10,833	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	6	-//-/-	2,597	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	5	25,38	1,089	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	3	0,31	0,952	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	10	48,11	0,527	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	10	46,56	0,971	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	13	0,76	0,730	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	4	28	1,560	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	1-5	5	5,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	6	1,01	1,010	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	14-15	6	0,151	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	3	-//-/-	1,300	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	2	0,76	0,763	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	2	2	0,500	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	1-2	39,3	1,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	4	3,92	1,306	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	3	-//-/-	2,276	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	8	46,92	0,986	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	3	71,78	1,289	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	11	-//-/-	1,011	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	8	20,09	0,906	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	11	17,44	0,106	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	2	-//-/-	2,212	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	5	0,09	0,658	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	1	97,11	1,885	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	7	0,17	0,775	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	1	-//-/-	1,437	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	1	1,80	1,801	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Lipetsk”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	1,74
2	Gross regional product, \$ billion	6,84
3	Public hard-surface roads density, kilometres	520,0
4	Annual average population, people thousand	1157,0
5	Territory of the region, square kilometres	24047,0
6	Labor force, people thousand	595,0
7	Employees with tertiary education, %	29,9
8	Employees with secondary education, %	51,2
9	Employees with tertiary and secondary education, people thousand	485,2
10	Graduates from tertiary education, at doctoral level, people thousand	7,6
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	28
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	4,1
17	Uncompensated receipts, % of total regional budget revenue	16,4
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	14,0
19	Exhausted assets by economic activity “Transportation and storage”, %	15,9
20	Regional debt, \$ billion	0,3
21	Tax and non-tax revenue, \$ billion	0,87
22	Regional debt burden, %	34,0
23	Regional loan companies at 01.01.2017, number	1
24	Regional branches of loan companies at 01.01.2017, number	5
25	Getting electricity, number of procedures	3
26	Marginal period of connection of consumer's power receiving devices, days	13
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	2
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	1
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	39,3
33	SEZ residents at 01.01.2017, number	47
34	Date of the Russian Government resolution on the establishment of the SEZ, year	July 22nd, 2005
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	61
39	Infrastructure facilities to be constructed, number	69
40	Heat capacity installed, Gigacalories per hour	155,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	5,5
42	Facilities for water supply installed, cubic metres per hour	6000,0
43	Water consumed by the SEZ residents, cubic metres per hour	678,0
44	Wastewater collection system installed, cubic metres per hour	1000,0
45	Wastewater disposed in the SEZ, cubic metres per hour	389,0
46	Gas capacity installed, cubic metres per hour	18000,0
47	Gas consumed by the SEZ residents, cubic metres per hour	6000,0
48	Electrical capacity installed, Megawatts	40,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	21,6
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	239,0
51	SEZ useful land area, hectares	1189,1
52	Average lease price of the SEZ land, \$ thousand	0,24
53	Average lease price of land in the Russian region, thousand	1,36
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	105,9
55	Foreign investment in the SEZ residents' projects, \$ million	102,8
56	SEZ residents' sales and other operating revenues in 2016, \$ million	208,7



# TI SEZ “SAINT PETERSBURG”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	4	-/-/-/-	10,788	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	2	-/-/-/-	2,914	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	14	15,99	0,685	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	1	2,78	1,645	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	2	3712,54	1,562	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	2	52,60	1,097	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	2	8,22	1,324	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	1	63	3,500	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	13-15	2,03	0,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	14-15	3	3,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	3	1,03	1,030	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	6	140	0,728	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	11	-/-/-/-	0,646	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	5	0,51	0,514	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	8-11	10	0,100	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	9	3,91	0,656	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	3-7	0,67	0,667	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	13	-/-/-/-	1,570	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	5	54,29	1,023	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	13	30,44	0,547	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	2	-/-/-/-	2,333	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	1	94,53	1,333	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	4-6	22,86	1,000	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	1	-/-/-/-	3,325	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	1	97,31	2,661	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	6	1,47	0,866	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	1	2,22	1,461	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	13-15	-/-/-/-	0,000	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	13-15	0	0,000	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	13-15	0	0,000	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Saint Petersburg”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	7,23
2	Gross regional product, \$ billion	45,2
3	Public hard-surface roads density, kilometres	2377,0
4	Annual average population, people thousand	5208,7
5	Territory of the region, square kilometres	1403,0
6	Labor force, people thousand	2967,0
7	Employees with tertiary education, %	42,6
8	Employees with secondary education, %	42,1
9	Employees with tertiary and secondary education, people thousand	2513,0
10	Graduates from tertiary education, at doctoral level, people thousand	82,2
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	63
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	2,025
13	Administrative burden, scores	3
14	Efficiency of the government support of investment projects, scores	3
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	3
16	Unemployment rate, %	2,1
17	Uncompensated receipts, % of total regional budget revenue	10,3
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	17,9
19	Exhausted assets by economic activity “Transportation and storage”, %	10,3
20	Regional debt, \$ billion	0,22
21	Tax and non-tax revenue, \$ billion	6,21
22	Regional debt burden, %	3,5
23	Regional loan companies at 01.01.2017, number	33
24	Regional branches of loan companies at 01.01.2017, number	107
25	Getting electricity, number of procedures	5
26	Marginal period of connection of consumer's power receiving devices, days	30
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	10
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	43
34	Date of the Russian Government resolution on the establishment of the SEZ, year	January 2006
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	1
38	Infrastructure facilities constructed and installed, number	19
39	Infrastructure facilities to be constructed, number	16
40	Heat capacity installed, Gigacalories per hour	15,5
41	Heat consumed by the SEZ residents, Gigacalories per hour	14,2
42	Facilities for water supply installed, cubic metres per hour	40,0
43	Water consumed by the SEZ residents, cubic metres per hour	23,0
44	Wastewater collection system installed, cubic metres per hour	68,5
45	Wastewater disposed in the SEZ, cubic metres per hour	18,1
46	Gas capacity installed, cubic metres per hour	4330,0
47	Gas consumed by the SEZ residents, cubic metres per hour	4011,2
48	Electrical capacity installed, Megawatts	11,4
49	Electrical capacity consumed by the SEZ residents, Megawatts	9,1
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	77,0
51	SEZ useful land area, hectares	81,5
52	Average lease price of the SEZ land, \$ thousand	4,78
53	Average lease price of land in the Russian region, thousand	20,9
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	118,6
55	Foreign investment in the SEZ residents' projects, \$ million	24,3
56	SEZ residents' sales and other operating revenues in 2016, \$ million	180,3



# TI SEZ “INNOPOLIS”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		5	-/-/-/-	10,539	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		4	-/-/-/-	2,793	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	2-3	33,66	1,441	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	10-11	0,08	0,683	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	8-9	56,92	0,549	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	12-13	46,35	0,967	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	3-4	4,38	1,131	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	12	4	0,222	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	1-5	5	5,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	4-5	1,03	1,029	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	1-2	997	1,943	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		2	-/-/-/-	1,740	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	9	0,39	0,386	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	12-13	40	0,025	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	1-2	2	3,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	5	6,80	1,142	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	3-7	0,67	0,667	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		1	-/-/-/-	2,443	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	6	53,33	1,019	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	2	79,28	1,424	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		6	-/-/-/-	1,575	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	14	0,50	0,360	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	3	15,47	1,216	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		12	-/-/-/-	0,677	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	10	0,04	0,443	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	9	0,05	0,572	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		11	-/-/-/-	1,312	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	10	1,61	1,614	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Innopolis”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	9,22
2	Gross regional product, \$ billion	27,4
3	Public hard-surface roads density, kilometres	423,0
4	Annual average population, people thousand	3861,9
5	Territory of the region, square kilometres	67847,0
6	Labor force, people thousand	2062,0
7	Employees with tertiary education, %	33,7
8	Employees with secondary education, %	39,9
9	Employees with tertiary and secondary education, people thousand	1517,6
10	Graduates from tertiary education, at doctoral level, people thousand	43,8
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	4
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	4,0
17	Uncompensated receipts, % of total regional budget revenue	19,2
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	13,5
19	Exhausted assets by economic activity “Transportation and storage”, %	11,8
20	Regional debt, \$ billion	1,36
21	Tax and non-tax revenue, \$ billion	3,11
22	Regional debt burden, %	43,8
23	Regional loan companies at 01.01.2017, number	637
24	Regional branches of loan companies at 01.01.2017, number	360
25	Getting electricity, number of procedures	10
26	Marginal period of connection of consumer's power receiving devices, days	20
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	40
28	SEZ Management company response time to a potential resident's request, workdays	2
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	34
34	Date of the Russian Government resolution on the establishment of the SEZ, year	November 1st, 2012
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	1
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	8
39	Infrastructure facilities to be constructed, number	7
40	Heat capacity installed, Gigacalories per hour	29,2
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,9
42	Facilities for water supply installed, cubic metres per hour	83,3
43	Water consumed by the SEZ residents, cubic metres per hour	0,3
44	Wastewater collection system installed, cubic metres per hour	83,3
45	Wastewater disposed in the SEZ, cubic metres per hour	0,3
46	Gas capacity installed, cubic metres per hour	0,0
47	Gas consumed by the SEZ residents, cubic metres per hour	0,0
48	Electrical capacity installed, Megawatts	48,5
49	Electrical capacity consumed by the SEZ residents, Megawatts	0,0
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	1,2
51	SEZ useful land area, hectares	245,8
52	Average lease price of the SEZ land, \$ thousand	1,36
53	Average lease price of land in the Russian region, thousand	8,82
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	9,91
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	12,77



# TI SEZ “ISTOK”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		6	-/-/-	9,950	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		9	-/-/-	2,252	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	11-13	19,41	0,831	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	7-9	0,13	0,760	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	3-5	164,11	0,716	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	4-6	48,91	1,020	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	6-8	3,01	1,030	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	7	17	0,944	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	13	3,67	3,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	8-10	0,98	0,985	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	8-10	25	0,308	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		4	-/-/-	1,209	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	1	0,88	0,875	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	1	1	1,000	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	4-5	1	1,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	15	0,50	0,084	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	3-7	0,67	0,667	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		14	-/-/-	1,527	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	1	100,00	1,192	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	15	18,66	0,335	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		4	-/-/-	2,289	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	2	82,55	1,289	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	4-6	0	1,000	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		9	-/-/-	1,302	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	6	0,08	0,631	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	2	1,48	1,321	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		6-7	-/-/-	1,371	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	12	1,56	1,556	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	1	3	1,000	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Istok”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	9,3
2	Gross regional product, \$ billion	48,0
3	Public hard-surface roads density, kilometres	720,0
4	Annual average population, people thousand	7274,8
5	Territory of the region, square kilometres	44329,0
6	Labor force, people thousand	3938,0
7	Employees with tertiary education, %	43,6
8	Employees with secondary education, %	37,1
9	Employees with tertiary and secondary education, people thousand	3178,0
10	Graduates from tertiary education, at doctoral level, people thousand	30,1
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	17
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	3
14	Efficiency of the government support of investment projects, scores	4
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	4
16	Unemployment rate, %	3,3
17	Uncompensated receipts, % of total regional budget revenue	9,8
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	13,5
19	Exhausted assets by economic activity “Transportation and storage”, %	10,9
20	Regional debt, \$ billion	1,47
21	Tax and non-tax revenue, \$ billion	7,94
22	Regional debt burden, %	18,6
23	Regional loan companies at 01.01.2017, number	7
24	Regional branches of loan companies at 01.01.2017, number	18
25	Getting electricity, number of procedures	4
26	Marginal period of connection of consumer's power receiving devices, days	1
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	1
28	SEZ Management company response time to a potential resident's request, workdays	1
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	-2
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	1
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 31st, 2015
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	1
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	6
39	Infrastructure facilities to be constructed, number	0
40	Heat capacity installed, Gigacalories per hour	161,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	61,0
42	Facilities for water supply installed, cubic metres per hour	175,5
43	Water consumed by the SEZ residents, cubic metres per hour	168,0
44	Wastewater collection system installed, cubic metres per hour	154,6
45	Wastewater disposed in the SEZ, cubic metres per hour	147,2
46	Gas capacity installed, cubic metres per hour	3,4
47	Gas consumed by the SEZ residents, cubic metres per hour	2,9
48	Electrical capacity installed, Megawatts	38,9
49	Electrical capacity consumed by the SEZ residents, Megawatts	35,8
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	49,6
51	SEZ useful land area, hectares	60,0
52	Average lease price of the SEZ land, \$ thousand	0,0
53	Average lease price of land in the Russian region, thousand	5,92
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	4,92
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	89,94

# IP SEZ “TOGLIATTI”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		7-8	-/-/-/-	9,100	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		5	-/-/-/-	2,714	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	6	24,42	1,046	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	12	0,07	0,663	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	6	59,91	0,557	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	3	50,07	1,044	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	9	2,86	1,017	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	2	44	2,444	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	10-12	0,39	0,500	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	11-12	4	4,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	11	0,96	0,962	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	4	472	1,337	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		12	-/-/-/-	0,612	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	14	0,28	0,280	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	12-13	30	0,033	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	8	2,57	0,857	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	3-7	0,67	0,667	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		9	-/-/-/-	1,976	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	12	21,21	0,809	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	6	64,97	1,167	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		12	-/-/-/-	1,007	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	10	18,20	0,883	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	10	12,80	0,123	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		6	-/-/-/-	1,418	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	8	0,05	0,496	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	5	28,14	1,015	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	8	0,07	0,617	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		5	-/-/-/-	1,373	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	6	1,71	1,706	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Togliatti”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	4,53
2	Gross regional product, \$ billion	18,54
3	Public hard-surface roads density, kilometres	304,0
4	Annual average population, people thousand	3209,3
5	Territory of the region, square kilometres	53565,0
6	Labor force, people thousand	1758,0
7	Employees with tertiary education, %	36,9
8	Employees with secondary education, %	45,9
9	Employees with tertiary and secondary education, people thousand	1455,6
10	Graduates from tertiary education, at doctoral level, people thousand	28,6
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	44
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0,4
13	Administrative burden, scores	4
14	Efficiency of the government support of investment projects, scores	4
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	4
16	Unemployment rate, %	3,4
17	Uncompensated receipts, % of total regional budget revenue	13,3
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	8,2
19	Exhausted assets by economic activity “Transportation and storage”, %	16,6
20	Regional debt, \$ billion	62,6
21	Tax and non-tax revenue, \$ billion	154,3
22	Regional debt burden, %	40,6
23	Regional loan companies at 01.01.2017, number	387
24	Regional branches of loan companies at 01.01.2017, number	85
25	Getting electricity, number of procedures	21
26	Marginal period of connection of consumer's power receiving devices, days	33
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	30
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	18
34	Date of the Russian Government resolution on the establishment of the SEZ, year	August 12th, 2010
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	1
38	Infrastructure facilities constructed and installed, number	7
39	Infrastructure facilities to be constructed, number	26
40	Heat capacity installed, Gigacalories per hour	1,3
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	197,7
43	Water consumed by the SEZ residents, cubic metres per hour	102,7
44	Wastewater collection system installed, cubic metres per hour	301,8
45	Wastewater disposed in the SEZ, cubic metres per hour	97,4
46	Gas capacity installed, cubic metres per hour	68591,2
47	Gas consumed by the SEZ residents, cubic metres per hour	12669,8
48	Electrical capacity installed, Megawatts	79,5
49	Electrical capacity consumed by the SEZ residents, Megawatts	57,6
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	85,2
51	SEZ useful land area, hectares	468,2
52	Average lease price of the SEZ land, \$ thousand	0,75
53	Average lease price of land in the Russian region, thousand	5,88
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	23,68
55	Foreign investment in the SEZ residents' projects, \$ million	6,66
56	SEZ residents' sales and other operating revenues in 2016, \$ million	33,33



# IP SEZ “MOGLINO”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	7-8	-//-/-	9,100	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	10	-//-/-	2,248	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	9	20,60	0,882	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	6	0,16	0,803	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	14	11,71	0,370	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	14	45,54	0,950	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	15	0,38	0,614	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	6	20	1,111	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	10-12	0,18	0,500	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	6-10	4,67	4,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	1	1,17	1,169	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	12-13	8	0,174	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	14	-//-/-	0,305	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	6	0,49	0,493	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	14-15	45	0,022	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	14	1,20	0,400	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	14-15	0	0,000	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	8	-//-/-	1,983	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	9	44,44	0,973	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	9	56,22	1,010	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	5	-//-/-	1,804	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	11	12,50	0,804	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	4-6	0,19	1,000	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	8	-//-/-	1,344	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	12	0,031	0,389	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	4	72,37	1,627	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	12-15	0	0,000	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	4	-//-/-	1,422	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	4	1,78	1,780	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Moglino”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	0,41
2	Gross regional product, \$ billion	1,98
3	Public hard-surface roads density, kilometres	299,0
4	Annual average population, people thousand	648,8
5	Territory of the region, square kilometres	55399,0
6	Labor force, people thousand	335,0
7	Employees with tertiary education, %	27,0
8	Employees with secondary education, %	49,4
9	Employees with tertiary and secondary education, people thousand	255,9
10	Graduates from tertiary education, at doctoral level, people thousand	3,8
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	20
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0,2
13	Administrative burden, scores	4
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	6,9
17	Uncompensated receipts, % of total regional budget revenue	35,0
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	15,0
19	Exhausted assets by economic activity “Transportation and storage”, %	29,1
20	Regional debt, \$ billion	0,2
21	Tax and non-tax revenue, \$ billion	0,4
22	Regional debt burden, %	49,6
23	Regional loan companies at 01.01.2017, number	2
24	Regional branches of loan companies at 01.01.2017, number	6
25	Getting electricity, number of procedures	5
26	Marginal period of connection of consumer's power receiving devices, days	45
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	45
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	6
34	Date of the Russian Government resolution on the establishment of the SEZ, year	July 19th, 2012
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	0
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	12
39	Infrastructure facilities to be constructed, number	15
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	0,0
43	Water consumed by the SEZ residents, cubic metres per hour	0,0
44	Wastewater collection system installed, cubic metres per hour	1350,0
45	Wastewater disposed in the SEZ, cubic metres per hour	0,0
46	Gas capacity installed, cubic metres per hour	14000,0
47	Gas consumed by the SEZ residents, cubic metres per hour	546,0
48	Electrical capacity installed, Megawatts	64,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	9,6
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	18,5
51	SEZ useful land area, hectares	147,9
52	Average lease price of the SEZ land, \$ thousand	0,01
53	Average lease price of land in the Russian region, thousand	5,38
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	4,6
55	Foreign investment in the SEZ residents' projects, \$ million	3,33
56	SEZ residents' sales and other operating revenues in 2016, \$ million	0,0

# IP SEZ “STUPINO QUADRAT”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	9	-//-/-	8,947	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		8	-//-/-	2,441	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	11-13	19,41	0,831	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	7-9	0,13	0,760	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	3-5	164,11	0,716	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	4-6	48,91	1,020	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	6-8	3,01	1,030	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	9	10	0,556	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	1-5	5	5,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	8-10	0,98	0,985	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	8-10	25	0,308	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		6	-//-/-	1,153	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	3	0,76	0,758	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	4	5	0,200	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	3-4	0,00	0,500	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	7	3,00	1,000	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	1-2	1,00	1,000	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		11	-//-/-	1,818	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	11	23,33	0,828	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	11	55,11	0,990	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		14	-//-/-	0,783	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	13	10,37	0,767	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	15	757,58	0,016	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		7	-//-/-	1,406	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	13	0,01	0,266	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	2	92,77	1,843	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	12-15	0	0,000	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		9	-//-/-	1,345	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	8	1,66	1,664	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Stupino Quadrat”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	9,3
2	Gross regional product, \$ billion	48,0
3	Public hard-surface roads density, kilometres	720,0
4	Annual average population, people thousand	7274,8
5	Territory of the region, square kilometres	44329,0
6	Labor force, people thousand	3938,0
7	Employees with tertiary education, %	43,6
8	Employees with secondary education, %	37,1
9	Employees with tertiary and secondary education, people thousand	3178,0
10	Graduates from tertiary education, at doctoral level, people thousand	30,1
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	10
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	3,3
17	Uncompensated receipts, % of total regional budget revenue	9,8
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	13,5
19	Exhausted assets by economic activity “Transportation and storage”, %	10,9
20	Regional debt, \$ billion	1,47
21	Tax and non-tax revenue, \$ billion	531,3
22	Regional debt burden, %	18,6
23	Regional loan companies at 01.01.2017, number	7
24	Regional branches of loan companies at 01.01.2017, number	18
25	Getting electricity, number of procedures	3
26	Marginal period of connection of consumer's power receiving devices, days	14
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	5
28	SEZ Management company response time to a potential resident's request, workdays	11
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	1
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	6
34	Date of the Russian Government resolution on the establishment of the SEZ, year	September 8th, 2015
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	1
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	1
38	Infrastructure facilities constructed and installed, number	7
39	Infrastructure facilities to be constructed, number	23
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	1000,0
43	Water consumed by the SEZ residents, cubic metres per hour	407,5
44	Wastewater collection system installed, cubic metres per hour	600,0
45	Wastewater disposed in the SEZ, cubic metres per hour	401,5
46	Gas capacity installed, cubic metres per hour	23500,0
47	Gas consumed by the SEZ residents, cubic metres per hour	1580,7
48	Electrical capacity installed, Megawatts	100,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	10,1
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	28,0
51	SEZ useful land area, hectares	270,0
52	Average lease price of the SEZ land, \$ thousand	0,02
53	Average lease price of land in the Russian region, thousand	5,92
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	3,93
55	Foreign investment in the SEZ residents' projects, \$ million	3,65
56	SEZ residents' sales and other operating revenues in 2016, \$ million	0,0



# TI SEZ “TECHNOPOLIS MOSCOW”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		10	-/-/-/-	8,875	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		1	-/-/-/-	2,965	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	15	11,41	0,488	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	2	1,38	1,382	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	1	4788,72	1,664	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	1	55,64	1,160	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	1	22,48	1,703	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	5	22	1,222	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	13-15	2,01	0,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	1-5	5	5,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	12	0,96	0,960	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	5	410	1,246	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		15	-/-/-/-	0,300	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	15	0,27	0,269	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	8-11	10	0,100	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0,00	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	11	3,17	0,532	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	14-15	0	0,000	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		5	-/-/-/-	2,150	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	2	89,19	1,158	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	10	55,23	0,992	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		3	-/-/-/-	2,307	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	7	31,30	1,012	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	2	13,63	1,295	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		10	-/-/-/-	1,153	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	9	0,04	0,450	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0,00	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	3	1,3	1,279	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		13-15	-/-/-/-	0,000	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	13-15	0	0,000	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	13-15	0	0,000	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Technopolis Moscow”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	23,07
2	Gross regional product, \$ billion	202,28
3	Public hard-surface roads density, kilometres	2453,0
4	Annual average population, people thousand	12263,9
5	Territory of the region, square kilometres	2561,0
6	Labor force, people thousand	7067,0
7	Employees with tertiary education, %	47,8
8	Employees with secondary education, %	45,3
9	Employees with tertiary and secondary education, people thousand	6579,4
10	Graduates from tertiary education, at doctoral level, people thousand	224,8
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	22
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	2,0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	1,8
17	Uncompensated receipts, % of total regional budget revenue	4,5
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	9,3
19	Exhausted assets by economic activity “Transportation and storage”, %	10,3
20	Regional debt, \$ billion	2,1
21	Tax and non-tax revenue, \$ billion	25,02
22	Regional debt burden, %	8,4
23	Regional loan companies at 01.01.2017, number	314
24	Regional branches of loan companies at 01.01.2017, number	96
25	Getting electricity, number of procedures	14
26	Marginal period of connection of consumer's power receiving devices, days	90
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	10
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	38
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 21st, 2005
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	0
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	33
39	Infrastructure facilities to be constructed, number	4
40	Heat capacity installed, Gigacalories per hour	7,7
41	Heat consumed by the SEZ residents, Gigacalories per hour	1,3
42	Facilities for water supply installed, cubic metres per hour	100,8
43	Water consumed by the SEZ residents, cubic metres per hour	29,6
44	Wastewater collection system installed, cubic metres per hour	75,3
45	Wastewater disposed in the SEZ, cubic metres per hour	18,5
46	Gas capacity installed, cubic metres per hour	0
47	Gas consumed by the SEZ residents, cubic metres per hour	0
48	Electrical capacity installed, Megawatts	111,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	58,6
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	34,6
51	SEZ useful land area, hectares	110,6
52	Average lease price of the SEZ land, \$ thousand	5,5
53	Average lease price of land in the Russian region, thousand	40,36
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	4,61
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	143,66

# IP SEZ “LOTUS”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	11	-//-/-	8,414	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		11	-//-/-	2,227	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	1	35,28	1,511	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	13	0,04	0,567	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	13	20,81	0,427	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	8	46,62	0,973	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	12	0,83	0,746	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	14	2	0,111	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	6-10	4,67	4,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	13	0,96	0,958	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	12-13	8	0,174	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		5	-//-/-	1,183	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	4	0,63	0,629	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	5-6	7	0,143	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	3	3	2,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	13	1,33	0,444	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		2	-//-/-	2,290	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	15	2,94	0,494	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	1	100,00	1,796	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		13	-//-/-	0,988	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	12	12,00	0,796	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	7	5,25	0,192	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		14	-//-/-	0,331	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	15	0,001	0,064	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	11	0,02	0,432	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		6-7	-//-/-	1,371	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	5	1,74	1,739	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Lotus”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	1,69
2	Gross regional product, \$ billion	4,79
3	Public hard-surface roads density, kilometres	88,0
4	Annual average population, people thousand	1020,0
5	Territory of the region, square kilometres	49024,0
6	Labor force, people thousand	529,0
7	Employees with tertiary education, %	31,7
8	Employees with secondary education, %	48,1
9	Employees with tertiary and secondary education, people thousand	422,1
10	Graduates from tertiary education, at doctoral level, people thousand	8,3
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	2
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	4
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	7,5
17	Uncompensated receipts, % of total regional budget revenue	19,0
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	7,3
19	Exhausted assets by economic activity “Transportation and storage”, %	12,7
20	Regional debt, \$ billion	0,39
21	Tax and non-tax revenue, \$ billion	0,58
22	Regional debt burden, %	67,6
23	Regional loan companies at 01.01.2017, number	3
24	Regional branches of loan companies at 01.01.2017, number	5
25	Getting electricity, number of procedures	4
26	Marginal period of connection of consumer's power receiving devices, days	15
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	7
28	SEZ Management company response time to a potential resident's request, workdays	3
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	-1
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	4
34	Date of the Russian Government resolution on the establishment of the SEZ, year	November 18th, 2014
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	1
39	Infrastructure facilities to be constructed, number	33
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	69,7
43	Water consumed by the SEZ residents, cubic metres per hour	0,0
44	Wastewater collection system installed, cubic metres per hour	69,7
45	Wastewater disposed in the SEZ, cubic metres per hour	0,0
46	Gas capacity installed, cubic metres per hour	204000,0
47	Gas consumed by the SEZ residents, cubic metres per hour	0,0
48	Electrical capacity installed, Megawatts	30,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	0,0
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	75,3
51	SEZ useful land area, hectares	627,5
52	Average lease price of the SEZ land, \$ thousand	0,43
53	Average lease price of land in the Russian region, thousand	8,25
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	0,53
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	10,66



# IP SEZ “TITANIUM VALLEY”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		12	-/-/-/-	8,365	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		7	-/-/-/-	2,469	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	10	19,67	0,842	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	14	0,01	0,434	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	12	22,28	0,435	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	7	46,85	0,977	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	5	3,59	1,076	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	13	3	0,167	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	6-10	4,67	4,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	14	0,94	0,943	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	3	861	1,806	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		9	-/-/-/-	0,822	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	7	0,41	0,407	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	3	4	0,250	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	4-5	2	1,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	12	1,43	0,476	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		6	-/-/-/-	2,121	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	10	28,85	0,873	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	4	69,46	1,248	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		10	-/-/-/-	1,042	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	9	19,13	0,894	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	9	8,89	0,148	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		13	-/-/-/-	0,548	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	4	0,34	0,822	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	12-15	0	0,000	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		8	-/-/-/-	1,362	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	7	1,69	1,690	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Titanium Valley”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	5,23
2	Gross regional product, \$ billion	26,6
3	Public hard-surface roads density, kilometres	123,0
4	Annual average population, people thousand	4328,7
5	Territory of the region, square kilometres	194307,0
6	Labor force, people thousand	2293,0
7	Employees with tertiary education, %	28,7
8	Employees with secondary education, %	48,2
9	Employees with tertiary and secondary education, people thousand	1763,3
10	Graduates from tertiary education, at doctoral level, people thousand	35,9
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	3
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	4
16	Unemployment rate, %	6,5
17	Uncompensated receipts, % of total regional budget revenue	9,2
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	7,9
19	Exhausted assets by economic activity “Transportation and storage”, %	10,3
20	Regional debt, \$ billion	0,99
21	Tax and non-tax revenue, \$ billion	3,08
22	Regional debt burden, %	32,2
23	Regional loan companies at 01.01.2017, number	728
24	Regional branches of loan companies at 01.01.2017, number	133
25	Getting electricity, number of procedures	7
26	Marginal period of connection of consumer's power receiving devices, days	45
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	4
28	SEZ Management company response time to a potential resident's request, workdays	2
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	-2
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	10
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 16th, 2010
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	15
39	Infrastructure facilities to be constructed, number	37
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	1770,0
43	Water consumed by the SEZ residents, cubic metres per hour	0,0
44	Wastewater collection system installed, cubic metres per hour	1770,0
45	Wastewater disposed in the SEZ, cubic metres per hour	0,0
46	Gas capacity installed, cubic metres per hour	20000,0
47	Gas consumed by the SEZ residents, cubic metres per hour	0,0
48	Electrical capacity installed, Megawatts	9,3
49	Electrical capacity consumed by the SEZ residents, Megawatts	4,9
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	21,6
51	SEZ useful land area, hectares	112,9
52	Average lease price of the SEZ land, \$ thousand	0,46
53	Average lease price of land in the Russian region, thousand	5,23
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	15,66
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	0,0

# TI SEZ “TOMSK”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	13	-/-/-	8,047	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	15	-/-/-	1,954	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	8	22,16	0,949	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	15	0,00	0,323	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	15	3,42	0,272	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	15	42,84	0,894	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	10	1,39	0,849	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	3	33	1,833	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	13-15	2,03	0,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	14-15	3	3,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	7	0,99	0,990	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	7	115	0,660	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	8	-/-/-	0,963	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	8	0,40	0,401	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	8-11	10	0,100	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	1-2	0,04	1,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	6	6,27	1,053	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	7	-/-/-	2,097	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	4	63,46	1,064	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	8	57,53	1,033	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	7	-/-/-	1,224	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	4	38,97	1,068	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	8	950,00	0,155	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	5	-/-/-	1,810	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	2	0,51	1,569	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	4	0,84	1,146	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	13-15	-/-/-	0,000	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	13-15	0	0,000	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	13-15	0	0,000	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the TI SEZ “Tomsk”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	1,57
2	Gross regional product, \$ billion	7,08
3	Public hard-surface roads density, kilometres	24,0
4	Annual average population, people thousand	1075,6
5	Territory of the region, square kilometres	314391,0
6	Labor force, people thousand	526,0
7	Employees with tertiary education, %	32,8
8	Employees with secondary education, %	42,4
9	Employees with tertiary and secondary education, people thousand	395,6
10	Graduates from tertiary education, at doctoral level, people thousand	13,9
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	33
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	2,0
13	Administrative burden, scores	3
14	Efficiency of the government support of investment projects, scores	3
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	3
16	Unemployment rate, %	7,7
17	Uncompensated receipts, % of total regional budget revenue	19,4
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	11,0
19	Exhausted assets by economic activity “Transportation and storage”, %	29,1
20	Regional debt, \$ billion	0,35
21	Tax and non-tax revenue, \$ billion	0,80
22	Regional debt burden, %	43,2
23	Regional loan companies at 01.01.2017, number	113
24	Regional branches of loan companies at 01.01.2017, number	2
25	Getting electricity, number of procedures	8
26	Marginal period of connection of consumer's power receiving devices, days	30
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	10
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	1
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0,04
33	SEZ residents at 01.01.2017, number	69
34	Date of the Russian Government resolution on the establishment of the SEZ, year	January 18th, 2006
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	33
39	Infrastructure facilities to be constructed, number	19
40	Heat capacity installed, Gigacalories per hour	10,3
41	Heat consumed by the SEZ residents, Gigacalories per hour	9,0
42	Facilities for water supply installed, cubic metres per hour	5000,0
43	Water consumed by the SEZ residents, cubic metres per hour	410,0
44	Wastewater collection system installed, cubic metres per hour	1720,4
45	Wastewater disposed in the SEZ, cubic metres per hour	410,0
46	Gas capacity installed, cubic metres per hour	3013,3
47	Gas consumed by the SEZ residents, cubic metres per hour	239,7
48	Electrical capacity installed, Megawatts	4,1
49	Electrical capacity consumed by the SEZ residents, Megawatts	3,5
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	20,6
51	SEZ useful land area, hectares	52,9
52	Average lease price of the SEZ land, \$ thousand	2,84
53	Average lease price of land in the Russian region, thousand	0,3
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	26,76
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	44,28



# IP SEZ “KALUGA”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
Index		14	-/-/-/-	7,739	9,247	TI SEZ “Dubna”	11,648
PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION		12	-/-/-/-	2,226	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	4	27,69	1,186	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	5	0,19	0,836	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	11	33,92	0,483	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	11	46,37	0,967	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	14	0,62	0,694	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	10	7	0,389	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	10-12	0,42	0,500	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	1-5	5	5,000	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	15	0,92	0,924	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	14-15	6	0,151	0,763	TI SEZ “Innopolis”	1,943
PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ		13	-/-/-/-	0,584	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	12	0,36	0,360	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	7	8	0,125	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	10	1,80	0,600	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	3-7	0,67	0,667	0,489	IP SEZ “Alabuga”	1,000
PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ		10	-/-/-/-	1,828	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	14	7,69	0,628	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	5	66,81	1,200	1,010	IP SEZ “Lotus”	1,796
PILLAR 4: LAND RESOURCES		8	-/-/-/-	1,067	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	5	32,83	1,024	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	12	102,34	0,044	0,518	TI SEZ “Dubna”	1,393
PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY		11	-/-/-/-	0,737	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	11	0,04	0,417	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	8	1,52	0,236	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	10	0,02	0,453	0,618	TI SEZ “Saint Petersburg”	1,461
PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE		12	-/-/-/-	1,298	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	11	1,59	1,593	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Kaluga”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	1,39
2	Gross regional product, \$ billion	5,30
3	Public hard-surface roads density, kilometres	321,0
4	Annual average population, people thousand	1010,1
5	Territory of the region, square kilometres	29777,0
6	Labor force, people thousand	535,0
7	Employees with tertiary education, %	29,1
8	Employees with secondary education, %	46,0
9	Employees with tertiary and secondary education, people thousand	401,8
10	Graduates from tertiary education, at doctoral level, people thousand	6,2
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	7
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0,4
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	5
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	4,3
17	Uncompensated receipts, % of total regional budget revenue	16,1
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	14,6
19	Exhausted assets by economic activity “Transportation and storage”, %	20,6
20	Regional debt, \$ billion	0,47
21	Tax and non-tax revenue, \$ billion	0,82
22	Regional debt burden, %	56,9
23	Regional loan companies at 01.01.2017, number	3
24	Regional branches of loan companies at 01.01.2017, number	3
25	Getting electricity, number of procedures	9
26	Marginal period of connection of consumer's power receiving devices, days	45
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	8
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	9
34	Date of the Russian Government resolution on the establishment of the SEZ, year	December 28th, 2012
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	1
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	3
39	Infrastructure facilities to be constructed, number	36
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	416,7
43	Water consumed by the SEZ residents, cubic metres per hour	0,0
44	Wastewater collection system installed, cubic metres per hour	354,2
45	Wastewater disposed in the SEZ, cubic metres per hour	0,0
46	Gas capacity installed, cubic metres per hour	65300,0
47	Gas consumed by the SEZ residents, cubic metres per hour	10405,0
48	Electrical capacity installed, Megawatts	72,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	36,0
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	258,1
51	SEZ useful land area, hectares	786,1
52	Average lease price of the SEZ land, \$ thousand	1,05
53	Average lease price of land in the Russian region, thousand	1,02
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	0,43
55	Foreign investment in the SEZ residents' projects, \$ million	28,5
56	SEZ residents' sales and other operating revenues in 2016, \$ million	16,08

# IP SEZ “UZLOVAYA”

Investment attractiveness of the SEZ in detail

No.	Pillar, indicator, unit of measurement	Rank (out of 15)	Value	Score	Average SEZ score	The best SEZ	Score of the best SEZ
	Index	15	-//-/-	5,447	9,247	TI SEZ “Dubna”	11,648
	PILLAR 1: INVESTMENT ATTRACTIVENESS OF THE RUSSIAN REGION	13	-//-/-	2,205	2,467	TI SEZ “Technopolis Moscow”	2,965
1.1	Fixed capital investment except government expenditure, % of Gross regional product	7	22,16	0,949	1,000	IP SEZ “Lotus”	1,511
1.2	Engel coefficient, %	4	0,20	0,853	0,806	TI SEZ “Saint Petersburg”	1,645
1.3	Population density coefficient, people per square kilometre	7	58,80	0,554	0,673	TI SEZ “Technopolis Moscow”	1,664
1.4	Labor potential, %	9	46,61	0,972	1,000	TI SEZ “Technopolis Moscow”	1,160
1.5	Educational attainment, %	11	1,01	0,784	0,990	TI SEZ “Technopolis Moscow”	1,703
1.6	Provision of the SEZ with higher education institutions, number	15	0	0,000	1,000	TI SEZ “Saint Petersburg”	3,500
1.7	Regional tax system flexibility (tax burden), %	1-9	0	1,000	0,700	IP SEZ “Stupino Quadrat”	1,000
1.8	The regional government assistance in attracting investment and implementing projects, scores	6-10	4,67	4,667	4,400	IP SEZ “Kaluga”	5,000
1.9	Investment risk, scores	2	1,04	1,042	1,000	IP SEZ “Moglino”	1,169
1.10	Competitiveness of the regional loan market, number of loan companies	11	11	0,204	0,763	TI SEZ “Innopolis”	1,943
	PILLAR 2: DOING BUSINESS ENVIRONMENT IN THE SEZ	10	-//-/-	0,690	0,965	TI SEZ “Dubna”	1,763
2.1	Getting electricity, scores	10	0,38	0,380	0,482	TI SEZ “Istok”	0,875
2.2	Dealing with construction permits, days	14-15	45	0,022	0,190	TI SEZ “Istok”	1,000
2.3	Lead time for the SEZ Management company response to a SEZ potential resident's request, days	6-15	> 10	0,000	0,666	TI SEZ “Dubna”	3,000
2.4	Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million	5-15	0	0,000	0,200	IP SEZ “Lipetsk”	1,000
2.5	Annual average number of attracted residents, number	3	4,00	1,333	0,867	IP SEZ “Alabuga”	1,611
2.6	SEZ Management company's competencies in attraction of foreign investors, scores	8-13	0,33	0,333	0,489	IP SEZ “Alabuga”	1,000
	PILLAR 3: INFRASTRUCTURE PROVISION OF THE SEZ	15	-//-/-	1,014	1,933	TI SEZ “Innopolis”	2,443
3.1	Constructed infrastructure, % to plan	13	9,09	0,654	0,923	TI SEZ “Istok”	1,192
3.2	Vacant infrastructure relative to infrastructure installed, %	14	20,00	0,359	1,010	IP SEZ “Lotus”	1,796
	PILLAR 4: LAND RESOURCES	15	-//-/-	0,042	1,402	TI SEZ “Dubna”	2,495
4.1	SEZ occupied area relative to the SEZ useful land area, %	15	0	0,000	0,883	TI SEZ “Saint Petersburg”	1,333
4.2	Lease price of the SEZ land relative to the average regional value, %	14	110,82	0,042	0,518	TI SEZ “Dubna”	1,393
	PILLAR 5: SEZ RESIDENTS' INVESTMENT ACTIVITY	15	-//-/-	0,157	1,380	TI SEZ “Saint Petersburg”	3,325
5.1	SEZ residents' investment, \$ million per hectare	14	0,01	0,235	0,732	TI SEZ “Saint Petersburg”	2,661
5.2	Foreign direct investment, % of total residents' investment	9-15	0	0,000	0,663	IP SEZ “Lipetsk”	1,885
5.3	Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare	12-15	0	0,000	0,618	TI SEZ “Saint Petersburg”	1,461
	PILLAR 6: INFORMATION TRANSPARENCY OF THE SEZ WEBSITE	10	-//-/-	1,340	1,099	IP SEZ “Lipetsk”	1,437
6.1	SEZ website quality, scores	9	1,66	1,656	1,359	IP SEZ “Lipetsk”	1,801
6.2	Language versions of the SEZ website (Russian, English, etc.), number	2-12	2	0,707	0,585	TI SEZ “Istok”	1,000

Statistical indicators of the IP SEZ “Uzlovaya”

No.	Statistical indicator, unit of measurement	Value
1	Fixed capital investment, \$ billion	1,58
2	Gross regional product, \$ billion	7,12
3	Public hard-surface roads density, kilometres	395,0
4	Annual average population, people thousand	1510,0
5	Territory of the region, square kilometres	25679,0
6	Labor force, people thousand	803,0
7	Employees with tertiary education, %	29,1
8	Employees with secondary education, %	46,2
9	Employees with tertiary and secondary education, people thousand	604,7
10	Graduates from tertiary education, at doctoral level, people thousand	10,1
11	Higher School Institutions within a 30 kilometres radius from the SEZ, number	0
12	Profit tax paid in the regional budget relative to the company's sales and other operating revenues during the period of 2017-2021, %	0
13	Administrative burden, scores	5
14	Efficiency of the government support of investment projects, scores	4
15	Transparency of regional executive bodies' support given to entrepreneurs, scores	5
16	Unemployment rate, %	4,1
17	Uncompensated receipts, % of total regional budget revenue	17,0
18	Exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, %	10,1
19	Exhausted assets by economic activity “Transportation and storage”, %	21,0
20	Regional debt, \$ billion	0,24
21	Tax and non-tax revenue, \$ billion	0,95
22	Regional debt burden, %	25,1
23	Regional loan companies at 01.01.2017, number	2
24	Regional branches of loan companies at 01.01.2017, number	9
25	Getting electricity, number of procedures	9
26	Marginal period of connection of consumer's power receiving devices, days	30
27	Dealing with construction permits for industrial and(or) technological facilities (time), days	30
28	SEZ Management company response time to a potential resident's request, workdays	No response received
29	Quality of the information submitted in response to a request, sent by a potential SEZ resident, dummy variable (takes value 0, if a response corresponds to a potential SEZ resident's request)	0
30	Linguistic quality of the SEZ Management company response, score	0
31	Availability of a customs broker in the SEZ territory, dummy variable (takes value 1, if a customs broker is present)	0
32	Transactions performed by a customs broker, customs clearance and performance of intermediary functions, \$ million	0
33	SEZ residents at 01.01.2017, number	4
34	Date of the Russian Government resolution on the establishment of the SEZ, year	April 14th, 2016
35	Employees' work experience at international companies, dummy variable (takes value 1, if the experience is present)	1
36	Employees received higher education abroad (Master's Degree and higher), dummy variable (takes value 1, if an employee is present)	0
37	SEZ Management company's “Compliance code”, dummy variable (takes value 1, if a «Compliance code» is present)	0
38	Infrastructure facilities constructed and installed, number	1
39	Infrastructure facilities to be constructed, number	10
40	Heat capacity installed, Gigacalories per hour	0,0
41	Heat consumed by the SEZ residents, Gigacalories per hour	0,0
42	Facilities for water supply installed, cubic metres per hour	0,0
43	Water consumed by the SEZ residents, cubic metres per hour	0,0
44	Wastewater collection system installed, cubic metres per hour	0,0
45	Wastewater disposed in the SEZ, cubic metres per hour	0,0
46	Gas capacity installed, cubic metres per hour	0,0
47	Gas consumed by the SEZ residents, cubic metres per hour	0,0
48	Electrical capacity installed, Megawatts	100,0
49	Electrical capacity consumed by the SEZ residents, Megawatts	0,0
50	Land area leased and (or) owned by residents and other investors who have drawn in cooperation agreement on building the SEZ infrastructure at 01.01.2017, hectares	0,0
51	SEZ useful land area, hectares	300,0
52	Average lease price of the SEZ land, \$ thousand	0,63
53	Average lease price of land in the Russian region, thousand	0,01
54	Investment, including capital investment made by residents in the SEZ territory in accordance with agreements on conducting business in the SEZ, \$ million	3,41
55	Foreign investment in the SEZ residents' projects, \$ million	0,0
56	SEZ residents' sales and other operating revenues in 2016, \$ million	0,0



# METHODOLOGY OF THE NATIONAL SEZs INVESTMENT ATTRACTIVENESS INDEX 2017

The National SEZs Investment Attractiveness Index 2017 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 here. All Industrial Production SEZs and Technology Innovative SEZs in Russia have taken part in the Index.

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, 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.

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, and also to replicate best management practices for Special Economic Zones; 3) search for the SEZs that are the most attractive to investors and improve the mechanism for capturing investment; 4) identification of best practices, on which basis the tools aimed at the Russian SEZs further development and efficiently functioning can be elaborated.

Creation of a methodological tool kit for comparative assessment of investment attractiveness of the Russian SEZs resolves several tasks, in particular: 1) accelerating the development of high-tech projects and increasing their efficiency in the Russian first-priority industries; 2) enhancing entrepreneurship; 3) implementing economic, industrial, innovation, infrastructure, social policy; 4) efficiently implementing the government policy concerned with establishment of favourable prerequisites for improving investment climate in the Russian Federation and its regions.

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, All-Russia People’s Front, 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 investment attractiveness of SEZs:** 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.

- **The 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 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 of Clusters and Technology parks 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 National SEZs Investment Attractiveness Index 2017 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), 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 National SEZs Investment Attractiveness Index 2017 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 and Technology Innovative SEZ) and scale are comparable owing to standardization procedure, where variables are given in standard deviations from the mean of the Russian SEZ' (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:

$$\tilde{x}_i^r = s \sqrt{\frac{x_i^r}{x_m}}$$

where:

- $\tilde{x}_i^r$  – denotes the adjusted value of indicator i of a SEZ r;
- $x_i^r$  – 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.

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 and Technology Innovative 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;
- 5 – SEZ residents' investment activity;
- 6 – information transparency of the SEZ website.

Quantitative indicators account for 80% of indicators (i.e., 20 indicators derived from research results or the official statistics), while the remaining 20% of indicators (i.e. 5 indicators) are qualitative estimates obtained in survey of experts, investors and a SEZ residents. 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.

### The pillar includes 10 indicators:

**1.1)** Fixed capital investment except government expenditure, % of Gross regional product.

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.

**1.2)** Engel coefficient, %.

The indicator assesses the level of provision of automobile roads for the inhabitants and is equal to the density of automobile roads relative to the square root of population density, kilometres/ person/ square kilometre.

**1.3)** Population density coefficient, people per square kilometer.

**1.4)** 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).

**1.5)** Educational attainment, %.

The indicator measures graduates from tertiary education (Bachelor's Degree, a specialist, Master's Degree) per 10 000 inhabitants.

**1.6)** Provision of the SEZ with higher education institutions, number.

The indicator measures the quantity of Higher School Institutions within a radius of 30 kilometres from a SEZ territory.

**1.7)** Regional tax system flexibility (tax burden), %.

The indicator is calculated for the years 2016 to 2020.

Tax burden is concerned with a SEZ potential resident (tenant) and is calculated on the profit tax paid by an entrepreneur in a regional budget, which is relative to the enterprise's total sales and other operating revenues, occurred for the period 2016-2020.

Several assumptions about an investor (a SEZ potential resident) are made for their assessment, as follows:

- an investor has been registered as a limited liability company (Ltd, LLC);
- annual company's sales and other operating revenues, excluding operations outsourced, is equal to \$ 15,0 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, which is paid by investor (potential resident) in the regional budget;
- the base period used for calculating the tax burden is 5 years;
- an investor (a 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 (a potential resident) performs 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.

**1.8)** The regional government assistance in attracting investment and implementing projects, scores.

The indicator is estimated through the surveys conducted among entrepreneurs and the SEZ residents, concerned with conditions for doing business. The respondents, including the owners, chief executive officers, general directors, 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 over-regulation is present in the region, but administrative burden has no significant effect on doing business, 4 - administrative burden is nearly absent, 5 - no administrative burden);
- efficiency of the government support of investment projects (how much you personally trust the regional authorities, supporting business (1 - the regional authorities do not provide any support for business investment projects; 2 - the regional authorities support only the most large-scale (capital-intensive) investment projects in the priority sectors of the regional economy; 3 - the regional authorities provide support for investment projects, but not sufficiently enough to accelerate them, 4 - the regional authorities are interested in investment projects and significantly contribute to providing favorable conditions for their implementation, 5 - the regional authorities provide the most favorable conditions for investment projects));
- transparency of regional executive bodies’ support given to entrepreneurs (1 - the regional authorities are corrupt and impede doing business, 2 - the regional authorities’ support of doing business is non-transparent and certain government decisions seem to be corrupt, 3 - the regional authorities do not impede doing business, however their activity is hardly named transparent, 4 - the regional authorities’ support is transparent enough and mostly contributes to doing business, 5 - the regional authorities’ support is the most transparent and contributes to doing business).

Each criterion is evaluated on a 5-score scale from 1 to 5 scores, where “1” is the lowest level of satisfaction of entrepreneurs with the regional executive bodies, while “5” is the highest one. An indicator, i.e. an aggregate, is calculated through summing the mean values of each criterion to the number of criteria under investigation.

**1.9) Investment risk, scores.**

The indicator is calculated as a mean of the unemployment rate (%), uncompensated receipts relative to the regional budget revenue (%), exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply” (%), exhausted assets by economic activity “Transportation and storage” (%), regional debt burden (%).

“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.

“Uncompensated receipts relative to the regional budget revenue (%)” is equal to subsidies obtained from the budgets of the federal and regional governments, uncompensated receipts made by companies,

international organisations, individuals, individual entrepreneurs, and the foreign governments, donations given to the Russian region, which are relative to the regional budget revenue. Budget revenues exclude finance, securing reduction of the budget deficit.

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.

“Regional debt burden (%)” is calculated as a regional debt relative to tax and non-tax revenue.

**1.10) Competitiveness of the regional loan market, number of loan companies.**

The indicator is estimated as the number of loan companies and their subsidiaries, operating in the region i. The information is obtained from the Statistical Bulletin of the Central Bank of the Russian Federation.

The pillar “Investment attractiveness of the Russian region” is calculated through the following mathematical expression:

$$P_1 = \frac{\left( \frac{I_i}{I_m} + \sqrt[4]{\frac{L_i}{\sqrt{S_i H_i}}} + \sqrt[4]{\frac{S_i H_i}{K_{Em}}} + \sqrt[4]{\frac{Q L_i}{K_{pdm}}} + \sqrt[4]{\frac{E_i}{E_m}} + \frac{W_i}{W_m} + \frac{T_i}{T_m} + \frac{IG_i}{IG_m} + \frac{IR_i}{IR_m} + \sqrt{\frac{CO_i}{CO_m}} \right)}{n};$$

where:

- P<sub>1</sub>** – denotes the value of the pillar “Investment attractiveness of the Russian region”;
- I** – denotes the fixed capital investment except government expenditure, % of Gross regional product;
- L** – denotes the public hard-surface roads density, kilometres;
- S** – denotes the territory of a region, square kilometres;
- H** – denotes the annual average population in the region, people thousand;
- K<sub>E</sub>** – denotes the Engel coefficient level of provision of the population with automobile roads, kilometres/ person/ square kilometre;
- Kpd** – denotes the population density in the territory of the Russian region (people/square kilometre);
- QL** – denotes the labour potential, %;
- E** – denotes the educational attainment (graduates from tertiary

education (Bachelor’s Degree, a specialist, Master’s Degree) per 10 000 inhabitants), %;

- T** – denotes the regional tax system flexibility (tax burden), %;
- IG** – denotes the regional government assistance in attracting investment and implementing projects, scores;
- IR** – denotes the investment risk (the mean of unemployment rate, uncompensated receipts relative to the regional budget revenue, exhausted assets by economic activity “Electricity, gas, steam and air conditioning supply”, exhausted assets by economic activity “Transportation and storage”, regional debt burden), scores;
- CO** - denotes the competitiveness of the regional loan market, number of loan companies;

- W** – denotes the Higher School Institutions within 30 kilometre radius from the SEZ, number;
- m** – denotes the Russian mean value of the indicator estimated through the certain aspects of investment attractiveness of the Russian regions, on whose territories the SEZ operates;
- i** – denotes the Russian region;
- n** – denotes the number of indicators involved in calculation of the pillar.



## PILLAR 2. DOING BUSINESS ENVIRONMENT IN THE SEZ

In the pillar 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, a price 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 "Doing business environment in the SEZ" includes 6 indicators:**

### 2.1) Getting electricity, scores.

The indicator is an average number of two statistical indicators: "Getting electricity, number of procedures" and "Marginal period of connection to power receiving devices, days".

The statistical indicator "Getting electricity, number of procedures" refers to an average number of procedures, an investor (a resident) need to pass to connect his or her industrial and (or) technological facilities to the power supply system in the territory of the SEZ. These procedures include the following steps: submitting an application for connection of an investor's industrial and (or) technological facilities to the SEZ power supply system, signing of a contract with energy providers, obtaining all the necessary permits, carrying out necessary inspections, performing outward work on getting electricity, receiving and signing the final acts of connection to the power supply system, getting electricity.

"Procedure" is determined as an interaction between an investor with third country, for example, electric distribution companies, power providers, state-run institutions, electrotechnical companies, electrical equipment assembly contractors, except inner interactions among an investor's employees, activity of electrical wiring, for instance, drawing up plans of inner wiring circuit installation. However, if the procedures are run in different departments of one institution, they will be calculated separately.

A statistical indicator "Marginal period of connection to power receiving devices, days" is determined as an average period of time needed to pass any procedures without paying additional fees and with minimal control. It is expected that one procedure takes minimum one day. It is also assumed that an investor tends to pass any procedure as

soon as possible without delay. The time spent by an investor to collect the information as well as time of delay on the initiative of an investor are neglected.

### 2.2) Dealing with construction permits, days.

This indicator addresses an average period of time, when a resident needs to get a permit for the construction of industrial or technological facilities. It is assumed that one procedure takes minimum one day, except for procedures that can be passed online. The procedures' duration is  $\frac{1}{2}$  of a working day. If an additional fee can speed up passing the procedure, and most of the SEZ residents use this option, a latter procedure is taken into account. An investor is supposed to know all the requirements for getting construction permit and the sequence of procedures in advance.

### 2.3) Lead time for the SEZ Management company response to a SEZ potential resident's request, days.

This indicator estimates the speed, quality and completeness of the response of the SEZ Management company to an information request made by a potential foreign resident concerning the availability of infrastructure facilities in the territory of the SEZ.

The indicator "Lead time for the SEZ Management company response to a SEZ potential resident's request" is estimated through the following criteria:

- the SEZ Management company response time to a foreign investor's request. The maximum score (3 points) is assigned to the SEZ Management company that provides the requested information within four days since the request sent. The score of 2 points is assigned to the SEZ Management company that provides the information within the period from 5 to 7 days. The score of 1 point is assigned to the SEZ Management company that provides the information within the period from 8 to 10 days. Finally, the score of 0 points is assigned in case response time exceeded 10 days.

- quality of the information submitted in response to a request sent by a potential SEZ resident. '0' score is assigned to the SEZ Management company if it provides relevant, high-quality and reliable information. Whether providing response is irrelevant, the final score is minus 2 points.

- linguistic quality of the SEZ Management company response. '0' score is assigned to the SEZ Management company if the response is given on the same language as the request has been made (for instance, in English). Whether the response is submitted in the language different from the language of the request (including the answer in Russian) the final score is minus 1 point.

The final value of this indicator is calculated by summing values of each criterion.

### 2.4) Availability and efficiency of a customs broker's activity in the SEZ territory, \$ million.

Initially, 0,5 scores are assigned to the SEZ, if a custom broker is present. Then, whether annual transactions performed by a customs broker, customs clearance and performance of intermediary functions does not exceed \$ 7,5 million for an Industrial Production SEZ and \$ 29,9 million for a Technology Innovative SEZ, the Special Economic Zone is assigned additionally 0,5 scores.

### 2.5) Annual average number of attracted residents, number.

This indicator is estimated as the ratio of the total number of the SEZ residents since establishment of the SEZ to the SEZ operation period (years). It assumed that the SEZ residents have concluded the agreement with the Ministry of Economic Development of the Russian Federation on conducting business activity in a SEZ and received a certificate of the SEZ resident status registration (excluding residents terminated the agreement). The SEZ operation period is measured in accordance with a statistical indicator "Date of the Russian government resolution on the establishment of the SEZ, year". The indicator is calculated separately for Technology Innovative and Industrial Production Special Economic Zones.

If the establishment of the SEZ has been funded from the government budget, an investor enters into the agreement with the SEZ Management company, applies to the Ministry of Economic Development of the Russian Federation to obtain the certificate of the SEZ resident status registration and then starts his or her investment project in the Special Economic Zone.

When the number of residents of private SEZs is calculated, the residents, investors, who have concluded agreements with the SEZ

Management company and acquired land sites in the territory of the SEZ, were taken into consideration. The activities of the Management company of a private SEZ are aimed to meet the investor's need for the construction of infrastructure facilities only in the build-to-suit format by using private financial resources and according to the investor's requirements. The lease price of land in a private SEZ is much higher than this indicator in the SEZ established with the contribution of the government budget.

The investment attractiveness of private SEZs is mostly explained by the opportunities to obtain the platforms with all the necessary infrastructure for the residents. In contrast to the SEZ funded by the government, in private SEZs an investor enters into the agreement with the SEZ Management company and can start implementing his or her investment project in the SEZ before applying to the Ministry of Economic Development of the Russian Federation for obtaining the certificate of the SEZ resident status registration.

### 2.6) Management company's competencies in attraction of foreign investors, scores.

This indicator is estimated as the mean of statistical indicators "Employees' work experience at international companies", "Employees received higher education abroad (Master's Degrees and higher)" and "The SEZ Management company's "Compliance code".

The statistical indicator "Employees' work experience at international companies" takes value 1, if employees of the SEZ Management company have anecdotal experience of working at international companies. The statistical indicator "Employees received higher education abroad (Master's Degrees and higher)" takes value 1, if the employees have received education outside the Russian Federation (starting from a Master's degree). The statistical indicator "SEZ Management company's "Compliance code" takes value 1, if the SEZ Management company has developed internal regulations in the form of the internal control procedure of the company and / or accreditation in accordance with international standards for quality management ISO 9001.

The pillar "Doing business environment in the SEZ" is estimated according to the following mathematical expression:



$$P_2 = \frac{\left( \frac{GE_{min}}{GE_i} + \frac{DC_{min}}{DC_i} + \frac{M_i}{M_m} + \frac{CB_i}{CB_m} + \frac{RY_i}{RY_{mkts}} + \frac{L_i}{L_m} \right)}{n};$$

where:

- P<sub>2</sub>** – denotes the value of pillar “Doing business environment in the SEZ”;
- GE** – denotes getting electricity, scores;
- DC** – denotes dealing with construction permits, days;
- M** – denotes the lead time for the SEZ Management company response to a SEZ potential resident’s request, days;
- CB** – denotes the availability and efficiency of customs broker’s activity on the SEZ territories, \$ million;
- RY** – denotes the annual average number of attracted residents, number;

- L** – denotes the SEZ Management company’s competencies in attraction of foreign investors, scores;
- 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;
- i** – denotes the SEZ assessed;
- min** – denotes the minimum value of the indicator of the SEZ;
- n** – denotes the number of indicators involved in calculation of the pillar.

## PILLAR 3. INFRASTRUCTURE PROVISION OF THE SEZ



The pillar measures the availability of engineering infrastructure. It is calculated through the ratio of constructed engineering infrastructure to planned one and the ratio of free capacity of infrastructure to the infrastructure installed in a SEZ.

**The pillar “Infrastructure provision of the SEZ” consists of 2 following indicators:**

**3.1) Constructed infrastructure, % to plan.**

The indicator measures the number of engineering infrastructure facilities, which were constructed in the territory of a Special Economic Zone and installed, relative to their planned number.

**3.2) Vacant infrastructure relative to infrastructure installed, %.**

The indicator is calculated separately for Technology Innovative and Industrial Production Special Economic Zones.

Engineering infrastructure, considered in the Index, includes electricity, heating, gas and water supply, wastewater disposal. The indicator is calculated as an arithmetic mean of every kind of engineering infrastructure facilities and based on 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 pillar “Infrastructure provision of the SEZ” is calculated on the basis of the following mathematical expression:

$$P_3 = \frac{\left( 4 \sqrt{\frac{O_i}{O_m} + \frac{D_i}{D_{mkts}}} \right)}{n};$$

where:

- P<sub>3</sub>** – denotes the value of the pillar “Infrastructure provision of the SEZ”;
- O** – denotes the constructed infrastructure, % to plan;
- D** – denotes the vacant infrastructure relative to infrastructure installed, %;
- 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 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;
- i** – denotes the SEZ assessed;
- n** – denotes the number of indicators involved in calculation of the pillar.



## PILLAR 4. LAND RESOURCES

The pillar “Land resources” measures the availability of free useful land area in a SEZ, lease price of the SEZ land area, as well as the existence and availability of land plots.

**It involves 2 indicators:**

**4.1)** SEZ occupied area relative to 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 data on January 1st, 2017.

**4.2)** Lease price of the SEZ land relative to the average regional value, % (\$/hectare/year).

The indicator is calculated separately for Technology Innovative and Industrial Production Special Economic Zones.

The calculation of the average price of land, leasing in a Russian region I, is based on different categories of land use, such as industrial, transport, communication, broadcasting, information technology, space activities maintenance, defence, security, and other special uses.

If a SEZ is located in the territory of one Russian region, the Russian mean value of the indicator is calculated on the basis of the data on land plots that are adjacent to the SEZ land area and included in one or several municipal districts inside the region.

The pillar “Land resources” is calculated on the basis of the following mathematical expression:

$$P_4 = \frac{\left(4 \sqrt{\frac{Y_i}{Y_m}} + \sqrt{\frac{Pr_{min}}{Pr_i}}\right)}{n};$$

where:

- $P_4$  – denotes the value of the pillar “Land resources”;
- $Y_i$  – denotes the SEZ occupied area relative to the SEZ useful land area, %;
- $Pr_i$  – denotes the lease price of the SEZ land relative to the average regional value, %;
- $m$  – denotes the Russian mean value of the indicator estimated through the information obtained from either the SEZ Management companies or experts;
- $i$  – 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. SEZ RESIDENTS' INVESTMENT ACTIVITY

The pillar “SEZ residents' investment activity» measures the intensity of both attraction of investment and investment undertaken by residents of a Special Economic Zone. The level of residents' activity reflects enabling environment for running a business in SEZ, and also can be a positive signal for national and foreign investors.

**The pillar “SEZ residents' investment activity» consists of 3 indicators, as follows:**

**5.1)** SEZ residents' investment, \$ million per hectare.

The indicator is calculated as the ratio of investment, including capital investment, which are made by residents in the territory of a Special Economic Zone in accordance with an agreement on conducting business in a Special Economic Zone, to the useful (leasable) land of the SEZ.

**5.2)** Foreign direct investment, % of total residents' investment.

**5.3)** Total SEZ residents' sales and other operating revenues relative to the SEZ useful land, \$ million per hectare.

The pillar “SEZ residents' investment activity” is a quantitative indicator, which is calculated on the basis of the following mathematical expression:

$$P_5 = \frac{\left(\sqrt{\frac{IA_i}{IA_m}} + \sqrt{\frac{FI_i}{FI_m}} + \sqrt{\frac{R_i}{R_m}}\right)}{n};$$

where:

- $P_5$  – denotes the value of the index “SEZ residents' investment activity”;
- $IA$  – denotes the SEZ residents' investment, i.e. the ratio of investment, including capital investment, which are made by residents in the territory of a Special Economic Zone in accordance with an agreement on conducting business in a Special Economic Zone, to the useful land of the SEZ, \$ million per hectare;

- $FI$  – denotes the ratio of foreign direct investment attracted in SEZ residents' projects, to the total investment attracted in all SEZ residents' projects;
- $R$  – denotes the total SEZ residents' sales and other operating revenues relative to the useful SEZ area, \$ million per hectare;
- $m$  – denotes the Russian mean value of the indicator estimated through the information obtained from either the SEZ Management companies or experts;
- $i$  – denotes the SEZ assessed;
- $n$  – denotes the number of indicators involved in calculation of the pillar.





## PILLAR 6. INFORMATION TRANSPARENCY OF THE SEZ<sup>1</sup> WEBSITE

The world experience of attracting investment in Special Economic Zones can reflect that a decision on investing in a Special Economic Zone highly depends on the quality of provided information on opportunities and competitive advantages of the SEZ.

An investment choice is made by a potential resident in accordance with return on investment, profitability, and risks of a project. An investor's risks increase exponentially in the absence of sufficient and reliable information.

Both the gaps and imprecision of information provided by a SEZ Management company are often perceived by investors to be a clear signal of the problems hidden. Providing the fullest possible, reliable and relevant information on investment opportunities and competitive advantages of a Special Economic Zone for a potential resident (in particular, a foreign resident) is one of the key prerequisites of attracting investment.

The pillar "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 two indicators, as follows:**

### 6.1) The SEZ website quality, scores.

The indicator is calculated on the basis of the data on availability or lack of information about investment opportunities of a SEZ, ease and speed of search, received from the members of a focus-group. A focus group comprises 40 experts (including graduates with Master's degrees from one of the world's leading University, according to The World University Rankings, which used a methodology of the British magazine Times Higher Education). Each expert assesses the websites of Special Economic Zones for compliance with the predetermined criteria within a limited period of time (not more than 15-20 minutes). 16 criteria which have been used in assessing the website of every SEZ are as follows:

1. Convenience of the user interface of website (including existence of clear and easy navigation of the website, speed of the website).

2. Availability and quality of an interactive map of engineering, transport, innovation, social infrastructure facilities, etc. which are placed in operation or to be constructed.
3. Availability and quality of information on investment attractiveness of a Special Economic Zone, including information on existing federal, regional and municipal tax incentives, and the procedure for submitting investors' (potential and operating residents) application and receiving the tax privileges.
4. Availability and quality of information on operating residents of a Special Economic Zones and their implemented investment projects as well as the information required for establishing business contact with them.
5. Availability and quality of information on the current free engineering infrastructure facilities (including electricity, heating, gas and water supply, wastewater disposal).
6. Availability and quality of information about free land plots, suitable for implementation of industrial and production and/or technology and innovative activities.
7. Availability and quality of the plan for constructing necessary transport, energy, social and other infrastructure of a Special Economic Zone.
8. Availability of the direct phone line, a form of direct appeal (or a form of feedback) to the SEZ Management company.
9. Availability and quality of information placed in free access on an activity performed by a SEZ Management company (including copies of Annual Performance Reports of a SEZ Management companies for the last two and more fiscal years).
10. Availability and quality of description of the services provided by the SEZ Management company, and results of its activity aimed at establishing and development of a SEZ.
11. Topicality of information and its regular updates at the website in all languages declared.
12. Opportunity to view the English version of the website. It is assumed the foreign version of the website to be comparable to a Russian language version by volume and quality of the information provided.
13. Opportunity to be registered.

14. Availability of special questionnaires for a SEZ residents, potential investors and other stakeholders.
15. Availability of a form of search.
16. Availability and quality (accuracy) of the information on the events arranged by the SEZ Management company.

Assessment of each criterion, except for criteria No. 8, No. 13, No. 14, No. 15, is conducted on a five-point scale from 1 to 5 points, where 1 point - the worst value and 5 points - the best value respectively, depending on availability, quality and simplicity in receipt of required information. The final result of this indicator is calculated as the ratio of the sum of the average value of each criterion to amount of the researched criteria. The evaluation of the criteria No. 8, No. 13, No. 14, No. 15 is based on the binary (two-component) system. For example, in terms of criterion No. 8 the SEZ website receives 1 point, if direct phone line, a form of direct appeal (or a form of feedback) to the SEZ Management company is present, while it receives 0 point for lack of it. The criteria No. 13-15 are evaluated likewise.

Assessment of quality of the information accessed via a SEZ official website proposes analysing its reliability and accuracy; precision; objectivity; the depth of information provided; frequency of updating information and making it topical, etc.

**6.2) Language versions of the SEZ website (Russian, English, etc.), number.**

Availability of a SEZ website in two (Russian and English) or more languages, points.

The evaluation scale is from 0 to 1 scores. It is 0 score, if a website is present in Russian; 0,5 score, if a website is present in two (Russian and English) languages; It is 1, if a website is present in two (Russian and English) or more languages.

The value of the pillar "Information transparency of the SEZ website" for an assessed SEZ is 0, if a SEZ official website is absent.

The pillar "Information transparency of the SEZ website" is calculated on the basis of the following mathematical expression:

$$P_6 = \frac{\left(2\sqrt{\frac{W_i}{W_m}} + \sqrt{\frac{Z_i}{Z_m}}\right)}{n};$$

where:

- $P_6$  – denotes information transparency of the SEZ website;
- $W$  – denotes the quality of a SEZ website, scores;
- $Z$  – denotes language versions of the SEZ website (Russian, English, etc.), number;
- $m$  – denotes mean value of the indicator concerned the Russian Federation and estimated through the information obtained

from either the SEZ Management companies or experts;

- $i$  – denotes the SEZ assessed;
- $n$  – denotes the number of indicators involved in calculation of the pillar.

An Index that is at the most aggregated level is calculated on the basis of the next mathematical expression:

$$I = 2(P_1 + P_2 + P_3 + P_4 + P_5) + P_6;$$

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 "Investment attractiveness of the Russian region";
- $P_3$  – denotes a value of the pillar 3 "Infrastructure provision of the SEZ";
- $P_4$  – denotes a value of the pillar 4 "Land resources";
- $P_5$  – denotes a value of the pillar 5 "SEZ residents' investment activity";
- $P_6$  – denotes a value of the pillar 6 "Information transparency of the SEZ website".

An Index of every Special Economic Zone of the Russian Federation is calculated by summing scores on each indicators concerned with the SEZ. If the Russian SEZ gets the maximum of points it ranks first in the Index.

Quantitative and qualitative indicators, statistical indicators, provided according to the above-mentioned methodology of the Index, are interpreted by proposing a classification of Special Economic Zones according to the levels of their investment attractiveness.

In order to take into consideration particularities of investment attractiveness of a Special Economic Zone it is proposed to group Special Economic Zones aggregated by the level of their efficiency, on the basis of the numerical scale that ensures all SEZ are classified into three groups:

- 1ST GROUP:** High level of a SEZ investment attractiveness - over 110% compared to the Russian average value that is assumed to be 100%;
- 2ND GROUP:** Sufficient level of a SEZ investment attractiveness – from 90% to 109%;
- 3RD GROUP:** Moderate level of a SEZ investment attractiveness (a SEZ is in its development phase and requires enhancement) - less than 90%.

<sup>1</sup> Assessment of this pillar was conducted on 10 June, 2017

THE MAIN DEFINITIONS USED IN THE  
METHODOLOGY OF THE NATIONAL SEZS  
INVESTMENT ATTRACTIVENESS INDEX 2017



**Special Economic Zone (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.

**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 OF CLUSTERS AND TECHNOLOGY PARKS



**Association of clusters and technology parks** is a leading non-governmental business membership organization, 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 more than 64 organisations from more than 32 regions of the Russian Federation, including Management companies of Technology Parks, Nanotechnology Centres, Special Economic Zones, Cluster Development Centres, Special Organizations 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



TOTAL REVENUE OF THE ASSOCIATION'S MEMBERS



### Association's activity:

- promotion of effective implementation of state policy in the field of scientific and technological development;
- support to the authorities and private investors in creating an innovative infrastructure for high-tech industries and the development of cooperative ties;
- improvement of the regulatory and legal frameworks for the development of innovative and industrial infrastructure (Technology Parks, Clusters, Special Economic Zones);
- assistance in creating conditions for the expansion of Russian manufacturers and products into new markets;
- stimulation of international innovative cooperation;
- promotion of the image of Russia as a country actively implementing advanced technologies and pretending at the world technological leadership.

### Membership benefits:

- promotion of the interests of the Association's members at the federal and regional levels, as well as the assistance in obtaining the state support;
- participation in elaboration of the key regulatory and strategic documents;
- ensuring business contacts with interested investors and customers in Russia and abroad;
- expert and analytical support for decision making on the basis of best practices of innovative and industrial infrastructure development;
- business missions to the enterprises and infrastructure objects abroad;
- expansion of the media presence in the federal and regional information fields.



**ASSOCIATION OF  
CLUSTERS AND  
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