



**Investment climate  
in Russia –  
Foreign investor  
perception**



**EY**

Building a better  
working world



<b>Introduction</b>	<b>1</b>
<b>Key findings</b>	<b>2</b>
<b>Economic outlook</b>	<b>4</b>
<b>Perception of Russia's regulatory environment</b>	<b>5</b>
<b>Communication and coordination of efforts with the Russian government authorities</b>	<b>8</b>
<b>Regional outlook</b>	<b>11</b>

# Introduction

After a period of moderate growth, Russia's economy slowed in 2013, though the overall macroeconomic situation continued to remain favorable. Developments that took place in 2014 have greatly affected the investment climate in Russia, along with sentiments of foreign investors operating in the country. The biggest blow was dealt by the introduction of sanctions against Russia and a plunge in oil prices that significantly worsened the country's macroeconomic environment, spurred inflation, weakened the national currency, limited access to debt financing, hiked interest rates, led to foreign trade restrictions and complicated life for a number of industries.

Strained international relations and weaker macroeconomic fundamentals have visibly undermined investor confidence: In 2014, the inflow of foreign direct investment to Russia dwindled by 70% to USD 21 billion, a record low since 2006. In the latter half of 2014, the Bank of Russia reported a net outflow of foreign direct investment from the country for the first time since 2005. Experts familiar with foreign investment inflows point to a drop in investment projects initiated and pursued by foreign investors in Russia in 2014 and 2015.

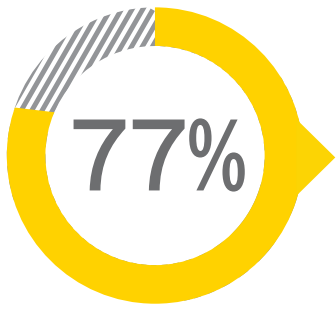
The crisis has uncovered the major challenges that foreign investors face in Russia. The traditional concerns that include unstable regulation and red tape have been aggravated by the unfavorable economic developments, reduced attractiveness of the Russian market, the too complicated business environment and uncertainty over the sustainability of economic measures taken by the government.

Our survey suggests that foreign companies with investments in Russia's real economy are not planning to reduce presence in the country despite the current situation which they describe as unfavorable. Noting also positive developments in Russia's investment climate, including the progress made on National Business Initiative road maps, investors are confident in Russia's economic potential and ready to step up investment in the coming few years.

This report summarizes the main findings from our survey conducted among foreign companies that are members of the Foreign Investment Advisory Council in Russia (FIAC).

# Key findings

## Foreign companies want policy stability in Russia



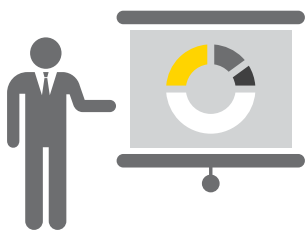
Frequent legislative changes are causing a serious concern among foreign investors. 77% of respondents cite the unstable regulatory environment as a major hurdle for investment. Foreign investors are increasingly calling for a moratorium on the development and enactment of new legislative initiatives which can have a substantial destabilizing impact on the business climate.

## Investors are still confident in Russia's economic potential



Around 90% of respondents with operations in Russia describe the country's current economic situation as challenging, expecting the market to lose part of its appeal to foreign investors in the near future. However, 50% of respondents plan to expand their business in Russia as they are optimistic about the future growth prospects for their industry.

## The regulatory framework is patchy, but overall falls short of investors' expectations



Tax policies and practices attract little criticism from foreign investors. There have also been significant improvements in customs regulations. However, complicated administrative procedures and technical regulations, combined with the inefficient state apparatus and court system, cause many difficulties for business.

## Access to federal government has eased



Many foreign investors complained about the executive authorities' unwillingness to cooperate, slow decision-making and excessive documentation requirements. However, newly introduced mechanisms to drive legislative improvements, enhance government performance and best practices have at least facilitated a dialog between government and business.

## Russian partners are willing to learn and deliver a better quality in line with foreign investors' expectations



While mutual trust is still at low levels which is evidenced by an insignificant number of joint projects, foreign partners note positive shifts in prevailing business styles in Russia, which they say are bringing their business relations closer to globally recognized standards.

## The local investment climate across regions has greatly improved



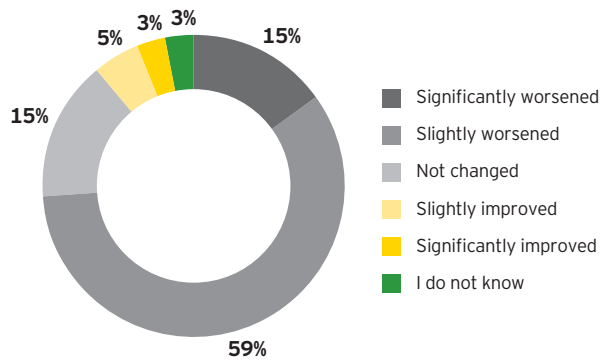
Over 50% of respondents say that regional authorities are directing more efforts to improving the investment climate as compared with a few years ago, and that they are demonstrating a solid commitment to create attractive business conditions for foreign investors.

# Economic outlook

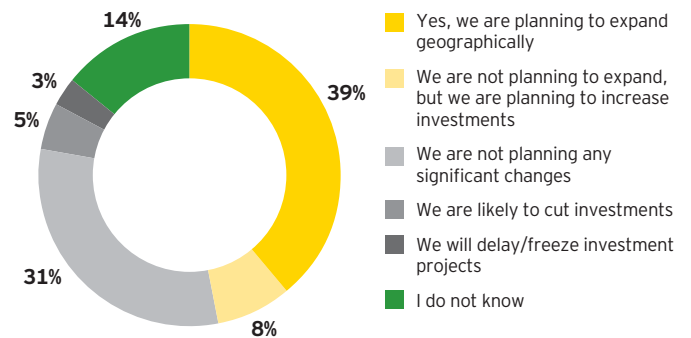
Foreign investors share the opinion that the current economic situation in Russia is unfavorable (92% of respondents). Around 90% of respondents believe that the economic situation has deteriorated over the last year, while only 5% note some positive changes. 59% of respondents consider the effects of the worsening economic situation on the business climate minor and 15% describe them as grave.

Almost a half of respondents (42%) expect the Russian market to lose its appeal to existing and potential foreign investors in the next two years, and only 17% say that the country will become more attractive. However, a significant number of investors plan to geographically expand their presence in the country (39%), or at least maintain it at the current level in the coming two-year period (31%).

**?** How do you think the business conditions for your company have changed in Russia's new macroeconomic environment?



**?** Is your company planning to increase its presence in Russia and/or increase investments in the next two years?



Investment plans mostly focus on shifting production to Russia or working closely with local supply chains. When asked about using Russian components and resources, 58% of respondents say that they are considering increasing local content in manufacturing.

With regard to the investment prospects for the Russian market, foreign investors are wary about the ongoing debate over the government's import substitution policy. While ready to continue localizing production in the country, investors are concerned that policy measures will stifle competition and restrict access to the internal market for products made by companies with foreign capital.

Looking forward, investors appear to be largely optimistic: 53% of respondents expect to see significant or moderate growth in their industry. On the other hand, a fourth predict a downturn. The top three industries expected to be most attractive in the next two years include the power industry (44%), pharmaceuticals (39%), and telecommunications (28%).

# Perception of Russia's regulatory environment



The regulatory environment remains a key factor that determines the investment attractiveness of Russia.

Respondents point to a number of regulatory improvements that have taken place over the last few years. Among the most important initiatives are the gradual shift toward market economy, the harmonization of legislation within the Customs Union, the introduction of the Federal Contract System, and the simplification of administrative procedures for developers. While the progression of some reforms such as the movement toward market economy principles may be seen as insufficient, respondents remain exceptionally buoyant about the ongoing changes.

## Overview of positive and negative regulatory changes

Positive changes	Negative changes
<ul style="list-style-type: none"> <li>▶ The adoption of the Customs Union's Customs Code and technical regulations</li> <li>▶ The introduction of electronic documentation systems across operations</li> <li>▶ Clarifications on customs law enforcement</li> <li>▶ The Federal Contract System</li> <li>▶ The Law on Rapid-growth Regions</li> <li>▶ The promotion of long-term contracts</li> <li>▶ Newly introduced property tax incentives for investors</li> <li>▶ Improvements in migration procedures for highly skilled workers</li> <li>▶ The use of financial incentives to support investors</li> </ul>	<ul style="list-style-type: none"> <li>▶ The Personal Data Protection Law</li> <li>▶ The Law on Foreign Capital Controls in the Media</li> <li>▶ The Law on Undesirable Organizations</li> <li>▶ The Law on the Temporary Agency Work Ban</li> <li>▶ Tighter alcohol sales controls</li> <li>▶ Sharp fluctuations in the refinancing rate</li> <li>▶ Proposed amendments to the commerce law</li> <li>▶ The ban on food imports</li> <li>▶ Restrictions on the participation of foreign companies in government procurement processes</li> </ul>

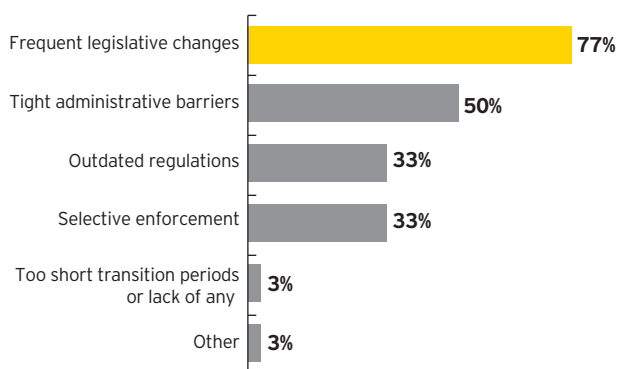


While noting the positive changes, foreign investors are worried about a great number of regulatory issues that they say inhibit Russia's potential to attract foreign direct investment.

They point to systemic problems that should be addressed in order to improve the regulatory climate. These include a lack of coordination between federal-level authorities in the development and the promotion of legislative proposals, both of which place roadblocks on decision-making and hinder the market. The regulatory issues are further exacerbated by the lack of clarifying documents for newly introduced laws and regulations, giving rise to ambiguity and multiple interpretations.

According to the most respondents (77%), the unstable and inconsistent regulatory framework poses the most serious threat to Russia's investment attractiveness. This risk is placed higher on the agenda than tight administrative barriers, including a corruption risk (50% of respondents), selective enforcement (33%), or outdated rules (33%).

**Major regulatory hindrances affect Russia's investment climate, including the following:**



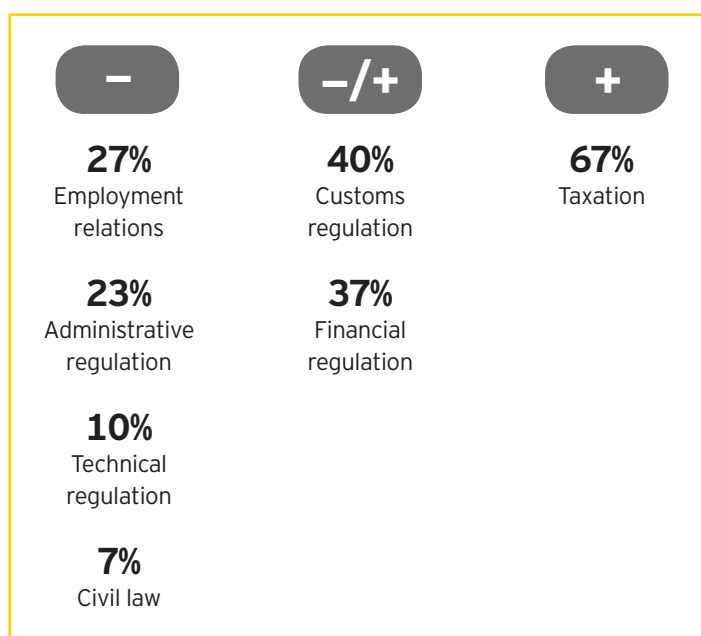
In many cases, legislative initiatives have an adverse impact on business. Respondents say that the authorities are tightening controls instead of clarifying ambiguous provisions or improving the regulation of irregular violations. The changes not only create difficulties for companies, but also drive costs. Investors are calling for consistent and sustainable improvements to make the regulatory framework transparent and easy to understand.

The greatest legal progress made by Russia over the last few years has been in areas such as tax, customs, and finance.

The majority of respondents (67%) describe tax legislation as the most effective and stable regulatory regime. They say that this framework is being brought closer to international standards as Russian companies are increasingly using intentional financial reporting standards. Among negative trends are the introduction of new taxes and quasi taxes that downplay measures designed to ease the tax burden. Many investors express satisfaction with the existing financial and customs regulations (40% and 37%, respectively), stating that the regulations are in line with their expectations.

Technical regulations, labor legislation, and administrative law present the most serious challenges on the regulatory front facing investors.

**According to foreign companies, Russia's most advanced regulatory systems include:**





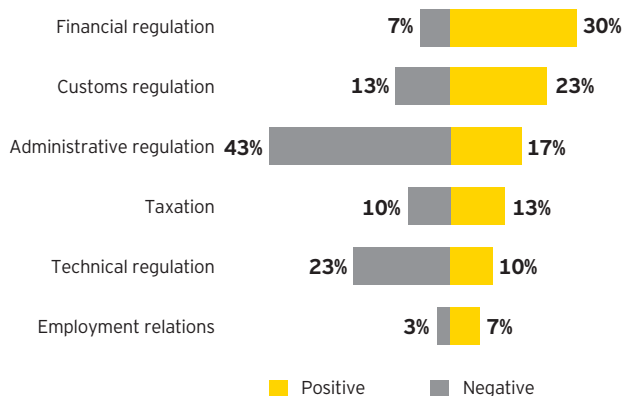
Respondents say that financial and customs regulations have recently seen the most significant improvements in Russia. With regard to the financial framework progress that have a positive impact on business, respondents cite the adoption of regulation in the special evaluation study of working conditions and travel authorization annulment.

Investors also value the adoption of the Customs Union's Customs Code, the introduction of electronic documentation systems across operations, and what they describe as more consistent customs law enforcement.

Administrative law and technical regulations attract the most criticism from investors. With regard to recent changes to administrative law, they mention initiatives such as the personal data protection law, the federal law on water supply and disposal, tighter penalties for a number of civil offenses (including environmental breaches), the media law, and the law on undesirable organizations.

As far as technical regulation is concerned, changes that adversely affect business operations included restricted access of foreign companies to government procurement, enactment of the law on mandatory licensing of waste disposal operation, adoption of the law on vegetation quarantine without any supporting by-laws, and excessively rigid rules for water supply and disposal.

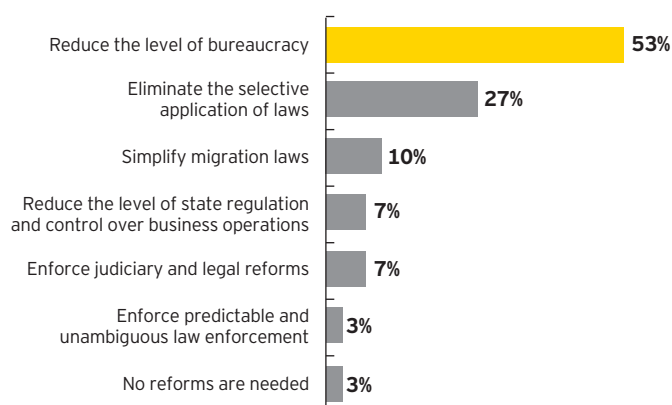
**? Indicate the area of legislative regulation where the most significant positive/negative changes are taking place**



The representatives of foreign businesses believe that for a tangible improvement of Russia's investment climate to occur, it is important to improve the regulatory environment in the following areas:

- ▶ Increase efforts to reduce the administrative burden by cutting down on bureaucratic procedures. The respondents acknowledge that the Government of the Russian Federation realizes the importance of these tasks and is implementing certain initiatives to improve the situation (such as requiring fewer documents needed to bring a new product to the market). However, these measures are limited in nature and the level of bureaucracy remains high. The procedures for bringing new products to the market should be altered to reduce time wasted during communications between businesses and the government, and to ensure no detriment to quality of the product.
- ▶ Take steps to enhance the transparency and efficiency of laws by removing the selective application of the legal framework and setting up predictable rules for all market players. Legal hurdles and uncertainties allow for multiple interpretations of the same provisions of the law to arise, which may be used for creating artificial barriers. To make the investment process more transparent, hidden demands to investors must be ruled out.
- ▶ Liberalize the migration legislation that helps engage high-skilled expat professionals with global expertise in order to use the knowledge and technologies required to simplify project management in the Russian Federation.
- ▶ Reduce the level of state control over the business of investors: remove obsolete industrial safety regulations, eliminate excessive requirements to raw materials and products, and harmonize national and international standards of raw materials and products.

**? Which reforms do you believe the Russian Government needs to pursue in order to improve the legislative environment?**



# Communication and coordination of efforts with the Russian government authorities

## Communication with federal government authorities

The respondents note that the communication with the government authorities needs to be more efficient. Foreign companies indicate the following difficulties that arise when communicating with the federal executive authorities:

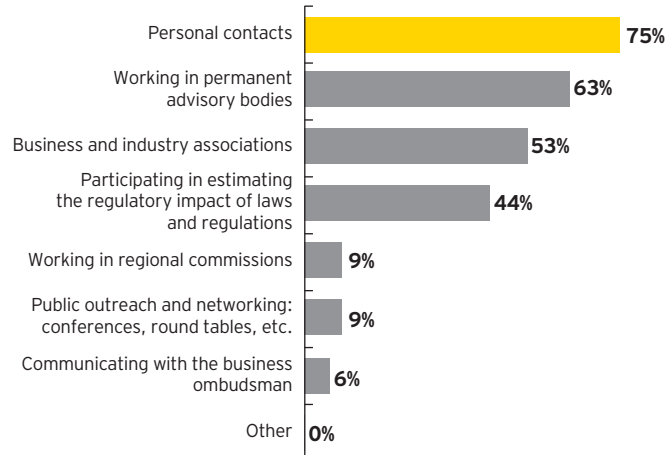
- ▶ Contacts are difficult to establish
- ▶ Lack of public outreach
- ▶ Certain federal executive authorities are reluctant to address issues raised by foreign investors
- ▶ Feedback to requests is insufficient
- ▶ Inconsistent and selective law enforcement
- ▶ Non-transparent decision-making procedures

At the same time, credit is given to existing tools that enable efficient communication with the government authorities with regard to addressing investors' problems. For example, 80% of respondents say that the Foreign Investment Advisory Council meets and exceeds their expectations regarding communication with government authorities, addressing investors' problems, and improving the investment climate.

In addition, foreign companies doubt the necessity of excessive inspections and audits (redundant control and supervisory functions), question whether the inspecting authorities always remain within the limits of their powers, and criticize the excessive amount of bureaucratic requirements. Foreign investors believe that the high level of corruption still requires serious attention.

In order to reduce the adverse effect of these factors, the representatives of foreign companies tend to focus on personal contacts for establishing transparent communication with the government authorities (29%). Other efficient tools are the participation in permanent advisory bodies (24%) and business and industry associations (20%), and the project to estimate the regulatory impact of laws and regulations (17%).

### ? Which tools of communication between the business and government authorities work best in Russia?



## Communication with Russian business partners

Overall, foreign investors are satisfied with the efficiency of communication with their Russian partners, although they still identified certain difficulties. One of the most important factors to determine the efficiency of communications is the level of confidence in the foreign companies. On the one hand, 48% of respondents note that situations arise when an insufficient level of confidence is demonstrated. However, over a half of the respondents (56%) noted that such occasions were rare. On the other hand, the low level of confidence (and the ensuing additional time needed to resolve issues) is what causes the greatest concern among investors in the course of discussing various aspects of conducting business in Russia.

Some specifics of the business methods of Russian partners adversely affect the confidence of foreign investors. These include the short-term focus of the Russian partners, complex internal decision-making processes (lack of internal coordination), and inconsistent and non-transparent decision-making process. Half of respondents note a lack of sufficient responsibility for obligations to a foreign partner.

In general, the respondents note that the business environment in Russia has improved significantly over the past five or six years, and that investors perceive the business environment as moderately comfortable and not adversely affecting the investment climate. In a number of industries, this process continues due to the willingness of the partners to adapt to the requirements set forth by the corporate standards of major international companies. The investors, in turn, contribute to such adaptation by introducing learning systems for their partners, promoting certification, inspection systems, performance monitoring, and external control functions. At the same time, it should be noted that the foreign companies use this approach in all countries, Russia not being an exception.

## Internal communications

Communications with employees cause the least problems for foreign companies operating in Russia. During their initial stage (when opening branches or factories in new regions), some companies regard their staff as being apprehensive towards them as an employer. Corporate values and brand name recognition help gain confidence with employees fairly quickly.

Another challenge inherent in employer-employee relations is adapting the local mentality to the employer's standards and corporate culture. For this purpose, adaptation tools and training programs are applied to help employees understand the benefits of compliance with the employer's requirements. A framework of core corporate values extraneous to local culture provides strong support, and creates engagement, builds trust between personnel.

The biggest challenge faced by some companies at the initial stage is the professional competency of their employees. However, an industry-specific training system helps to avoid the negative impact of this factor.

Foreign employees operating in Russia consider internal communications as an important enabler to building employee potential. The majority of respondents view their activities as a mission to develop the professional level of local workforce, improve infrastructure, and increase jobs in the region in order to strengthen the national economy.

Due to the presence of a favorable working environment, openness, and transparent policies in the area of professional development, foreign companies are generally regarded as attractive employees.



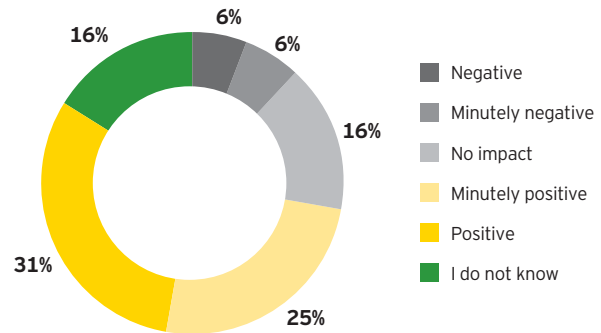


# Regional outlook

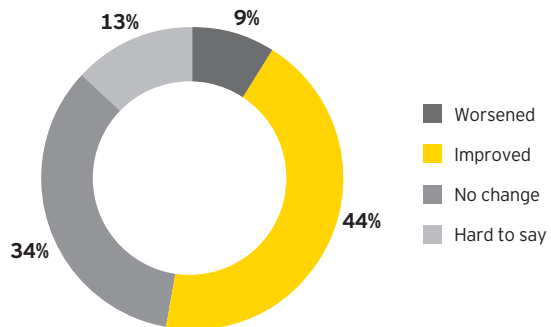
Foreign companies operating in Russia have noted significant improvements to the investment climate in the regions over the past few years. These improvements are primarily driven by the adoption of the Regional Investment Standard (a standard developed by the Agency for Strategic Initiatives to set out the investor-relations requirements for local authorities), road maps, and a set of dedicated KPIs that are used to assess the performance of local governors. Another driver of increased interest in foreign investments is growing competition for investments among regions in the face of a weaker macroeconomic environment. Together, these factors have encouraged regional authorities to become more focused on both the investment climate and investor relations. More than half of those surveyed believe that regional executive authorities are efficiently working towards improving the investment climate, with only 6% of respondents holding the opposite view.

Companies indicate that relations between investors and regional authorities are developing in a very dynamic manner. Almost half of respondents (44%) note improvements in relations with regional authorities, with only 9% saying that the relations are worsening. In the past, regional authorities tended to shy away from major foreign companies that are hard to influence. Today, the situation is changing. More regions are showing greater interest in investors and regional authorities are increasingly ready to fight for investors, converting their interest into action.

**What is the impact of regional authorities' activities on the investment climate?**



**? How have relations between regional authorities and investors changed over the past year?**



The Regional Investment Standard, along with regional investment attraction ratings introduced by the Agency for Strategic Initiatives, create incentives for improvements and benchmarks for companies considering investing in Russia. According to respondents, the introduction of these practices suggests that the authorities are keen on creating an attractive investment climate and engaging effectively with investors (along with addressing social stability issues).

Excessive centralization of power and the specifics of budget regulation (as far as tax allocation is concerned) impede growing interest in foreign investments in Russian regions.

Investors view Tatarstan as a clear leader among Russian regions in terms of investment attractiveness. The Kaluga and Tula regions are also regarded as attractive regions for investment. As indicated by respondents, the authorities of these regions have put much effort in improving the investment climate, reducing bureaucracy, increasing openness, and creating convenient and attractive infrastructure. Respondents also note that in other regions, the authorities are also ready to change the existing routine. While the command-and-control paradigm still exists in some regions, their authorities are becoming increasingly ready to bend to corporate standards commonly used by Western companies.

The growing interest of regional authorities in attracting foreign investors is seen in how the companies perceive various aspects of business climate. When asked about the level of satisfaction with various elements of the business environment in the region, the factors perceived most positively by the investors are the general attitude of government authorities towards businesses and assistance in overcoming bureaucratic barriers (59% of respondents are fully or to a significant extent satisfied with these aspects).

The equally important critical decision-making factors used to determine whether a region is attractive are size and pattern of development of the consumer market, and the extent to which the region is a business-friendly environment (half of respondents indicated these as key factors).

In response to the question about the problems most frequently encountered while operating in the regions, investors indicated bureaucracy and administrative barriers (34% of respondents indicated that this problem is the most important). Issues such as the quality of transport infrastructure (22%) and availability of sufficiently skilled personnel (16%) still require attention. 16% of respondents provided positive answers. They indicated that no difficulties were encountered during their work at a regional level.





#### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY works together with companies across the CIS and assists them in realizing their business goals. 4,800 professionals work at 21 CIS offices (in Moscow, St. Petersburg, Novosibirsk, Ekaterinburg, Kazan, Krasnodar, Rostov-on-Don, Togliatti, Vladivostok, Yuzhno-Sakhalinsk, Almaty, Astana, Atyrau, Bishkek, Baku, Kyiv, Donetsk, Tashkent, Tbilisi, Yerevan, and Minsk).

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit [ey.com](http://ey.com).

© 2015 Ernst & Young Valuation  
and Advisory Services LLC.  
All Rights Reserved.

Ernst & Young Valuation and Advisory Services LLC is a legal entity incorporated and operating under the laws of the Russian Federation. The list of the constituent entities of the Russian Federation reviewed herein is given in accordance with Article 65 of the Constitution of the Russian Federation.

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither EYGM Limited nor any other member of the global EY organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.