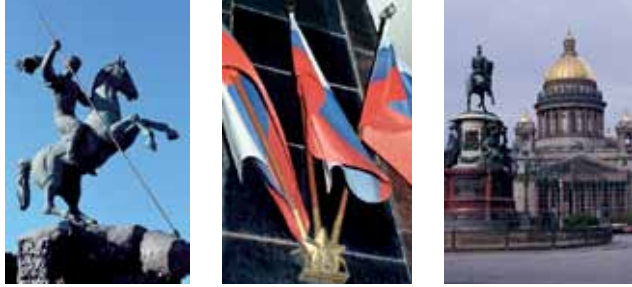




FIAC Russia: Success Stories



2010



Introduction



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*Chairman & CEO,
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*Coordinator of the Foreign
Investment Advisory Council*

As coordinator of the foreign members of the Foreign Investment Advisory Council (FIAC) in Russia, I am pleased to introduce this review of foreign investors' success stories in the Russian market. FIAC was established by the Government of the Russian Federation to improve the investment climate for both foreign and domestic companies, make Russia a preferred investment alternative, and encourage the development of the Russian economy.

FIAC members include senior executives of multinational companies investing in Russia who have combined their efforts to make specific recommendations on how to improve the investment climate.

Russia is an integral part of the global economy. The Russian economy is growing despite the recent crisis. The government has maintained financial stability and continues to support economic reform, including the removal of administrative barriers and improved corporate governance.

Some challenges remain: Russia needs to attract more foreign investments to expand and diversify its economy. Substantial progress has been made in a number of areas, and FIAC members are committed to actively support the government's initiatives to make Russia a preferred investment alternative.



3M Company

Company profile

A recognized leader in research and development, 3M produces thousands of innovative products for dozens of diverse markets such as consumer and office, display and graphics, electro-communications, health care, industrial and transportation, safety, security and protection services. 3M's core strength is applying its more than 40 distinct technology platforms - often in combination - to a wide array of customer needs. With \$25 billion in sales, 3M employs 79,000 people worldwide and has operations in more than 65 countries.

Since 1976, 3M has been among the 30 companies which form the Dow Jones Industrial Average, the oldest and most popular indicator of the American stock market. The company invests about \$1.3 billion dollars annually in research and development.

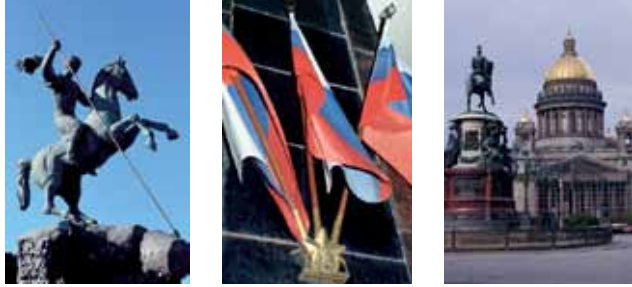
3M in Russia

3M company products first appeared in Russia (or more precisely, the former USSR) in 1970. In the USSR 3M delivered medical products for hospitals and reflective materials for manufacturing a new generation of traffic signs. During the Summer Olympic Games of 1980 in Moscow, a special covering for athletic competitions made by 3M was applied.

The company's first office was opened in Moscow in 1991. Since then, 3M Russia has been growing rapidly and today it is the biggest 3M division in the CIS countries. Today, 3M services and products are available across the whole country through client centers in St. Petersburg, Yekaterinburg and sales offices in all other federal districts.

Increasing the quality of service offered to the clients, 3M Russia established its Customer Technical Center in Moscow





in 2006. It allowed the company to develop valuable technical services and deliver technical support to clients as well as elaborate upon and introduce to the market new product applications. Besides workshops for partners and distributors, practical seminars for end users and excursions for visitors are held there as well.

Following the needs of the Russian market and its huge potential, 3M Russia set up a manufacturing facility in the city of Volokolamsk in Moscow region in 2008. 3M Russia has invested RUR637 million in this project. Manufacturing is mostly targeted at companies, to which it delivers high-quality materials: corrosion protection products for pipelines, respirators for B2B markets, and Scotch-Brite™ kitchen sponges for consumers. Production has been expanding gradually and future 3M plans include building additional manufacturing units, a warehouse and two production units.

In all, 3M Russia has invested about RUR795 million in the Russian economy, including RUR93 million during 2009. In 2010 the second line of manufacturing in Volokolamsk was installed and more than RUR100 million was invested. By 2014 the company plans to invest over RUR350-400 million for building the third and the fourth stages of the industrial complex.

Having operated on the Russian market for over 15 years, 3M has become well-known and popular among dentists, automotive aftermarket specialists, large local manufacturers and the oil and gas enterprises, which use safety and protection products for workers and other technologies.

3M Russia cooperates actively with the largest Russian industrial enterprises, such as Norilsk Nickel, Severstal, RUSAL, LUKOIL, the multinational corporation VR, Gazprom, etc.

The company expects its sales in Russia to grow by several times by 2012. A key success factor for any company working is to produce products that are in demand on the market. Until recently, the company's major focus was on industry, but now the retail sector offers huge opportunities in Russia. Therefore, our focus will now shift more to consumer and office goods: stationery, household goods and services. Yet another priority sector for 3M Russia is health care: dental goods (products for orthodontics), skin and wound care, infection prevention, and food safety solutions (microbiology).



Corporate responsibility

Along with delivering innovative products to the local market, 3M Russia pursues social programs aimed at increasing road safety and hospital infection prevention, and supports several charity organizations. For instance, it donates respirators and medical materials to the Russian Children's Clinical Hospital and Research Center for the medical care of children with craniofacial abnormalities and congenital neural diseases. 3M provides medical materials to the Blokhin R&D institute for children's oncology and hematology at the Russian Academy of Medical Sciences.

3M Russia spends money on an ongoing basis to repair orphanages and help children who live without parents. Realizing the vital importance of traffic safety and the need for pedestrian accident prevention, 3M in cooperation with the traffic police carried out a regional social campaign "100% visibility."

Company employees launched a support campaign in favor of "Sunlight Patches," a club of the Russian Organization for the Disabled to care for children from disadvantaged families. To support the club, the company provides stationery, materials for handicraft and cooking classes, and other important items.



Power and productivity
for a better world™

ABB Group

Formed in 1988 by the merger of two long-established Swiss and Swedish engineering groups, ABB has about 120,000 employees and operations in more than 100 countries in every region of the world. Its predecessors were founded in 1883 and 1891.

ABB is a publicly-owned company with its head office in Switzerland.

Today ABB is one of the world's leading engineering companies helping customers to use electrical power effectively and to increase industrial productivity in a sustainable way.

ABB has an installed base of systems and equipment all over the world valued at \$168 billion.

ABB owns 18,000 patents for different inventions in its industry.

ABB's history of innovation stretches back more than 100 years and includes a number of genuine breakthroughs:

- ▶ The world's first three-phase power transmission system
- ▶ The world's first high-speed locomotive to use a direct drive system
- ▶ The world's first synthetic diamond
- ▶ The world's first industrial robot.

ABB's portfolio covers:

- ▶ Electricals, automation, controls and instrumentation for power generation and industrial processes
- ▶ Power transmission
- ▶ Distribution solutions
- ▶ Low-voltage products
- ▶ Robots and robot systems.

ABB's representative office in Russia was opened in 1988. In the beginning of the 1990s ABB started its active expansion into Central and Eastern Europe. Its first joint venture in Russia, ABB Turbozam, was established in 1992 in St. Petersburg. In 1998, ABB in Russia was represented by 16 operating companies. Most of them were joint ventures.



Since then and up to today, ABB has been and remains a strategic, long-term investor in the Russian economy.

ABB has been present in Russia for a long period of time and is proud of being a partner with Russia in addressing Russia's needs for power products and solutions. While the last year has seen a decline in new business in Russia, ABB is confident that Russia will continue to be an important market for the power infrastructure and the industrial automation sectors.

Today ABB in Russia:

- ▶ More than 1,500 employees
- ▶ 8 local production facilities
- ▶ 20 local sales and service offices.

ABB produces in Russia

- ▶ HV Apparatus 110–220 kV
- ▶ Live and dead tank circuit breakers 110–220 kV
- ▶ Bushings for HV transformers and breakers
- ▶ Medium voltage switchgear and equipment
- ▶ Relay Protection & Substation Automation Systems
- ▶ Power cables with XLPE insulation 10–110 kV
- ▶ Digital equipmer high-frequency communications.

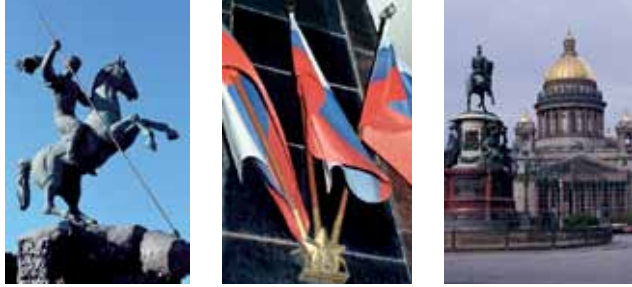


ABB is one of the world's most global companies, in both the reach of its businesses and the diversity of its staff. This has bred a culture of openness, flexibility and inclusiveness that helps to attract and retain top performers from all over the world. This broad outlook is a tremendous asset as we pursue our strategy of expanding our global presence.

We fight for excellence in personal development, operational execution, health and safety, and social and environmental performance, because the best people want to work in a first-class environment. Our staff development program to bring a culture of leadership to every level of the organization has been attended by thousands of employees.

ABB in Russia strives to attract dedicated and skilled people and offers employees an engaging work environment.

We are supporting several technical universities around Russia helping to educate engineers capable of working with modern state-of-the-art technologies.

Investment projects

ABB has plans to continue its long-term investments in Russia and build a Greenfield factory for the manufacture of power products.

This investment will put Russia among the countries designing and manufacturing state-of-the-art power transformers and high- and medium-voltage products. We believe that it is important to establish high-quality production in a market as important as Russia, and at the same time build a base of employees with a high level of knowledge in power technologies. These investments represent a significant contribution to the development of the Russian electrical infrastructure for increased capacity, reliability and performance, thus reducing the risk of future disturbances and blackouts. In order to be as efficient as possible in our endeavours, we hope to harmonize our investment plans with Russia's energy needs and policy for the energy and industrial sector.





Alcoa

Brief facts

Alcoa is the world leader in the production and management of alumina, primary aluminum, and fabricated aluminum. Alcoa serves the aerospace, automotive, packaging, building and construction, commercial transportation and industrial markets, bringing design, engineering, production and other capabilities of Alcoa's businesses to customers.

Alcoa's Russian fabricating facilities Alcoa SMZ and Alcoa Metallurg Rus produce a wide range of flat-rolled, extruded and forged products.

History in Russia

Alcoa has been a part of the Russian business landscape since 1993 when the Alcoa representative office in Moscow was established. In 1997, Alcoa opened a facility in Lyubuchany (a town in the Moscow region) to manufacture plastic closures for the packaging and consumer goods market. Later this business was divested.

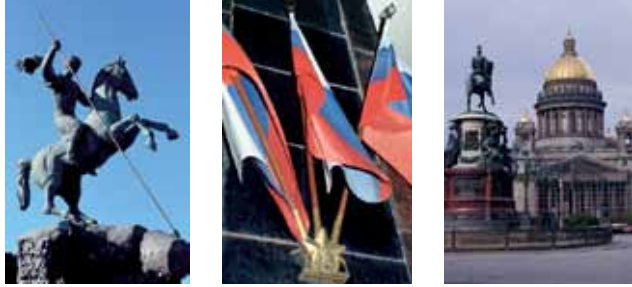
In 2005 the company acquired Samara Metallurgical Plant (now Alcoa SMZ) and Belaya Kalitva Metallurgical Manufacturing Association (now Alcoa Metallurg Rus) from RUSAL for \$257.5 million.

In order to improve product quality and raise production efficiency to the international standards required by large customers in Russia and abroad, Alcoa has been upgrading the production and implementing new technologies at Alcoa SMZ and Alcoa Metallurg Rus.

In addition to installing the new equipment and upgrading the existing production facilities, substantial funds have been invested in improving the environment, the health and safety system, in implementing the Alcoa business system, and employee training and development.

Since 2005, total investments in Alcoa Russia (including the cost of the acquisition) have reached nearly \$750 million.





Operations in Russia

Alcoa SMZ is Russia's largest producer of fabricated aluminum. It makes a wide range of flat-rolled products, extrusions, and forgings of all aluminum alloys in compliance with international and Russian standards.

The plant traditionally serves customers in many markets, including aerospace, shipbuilding, oil and gas, packaging and transportation. Alcoa SMZ is the sole Russian producer of can sheet for beverage can production.

Alcoa Metallurg Rus is one of Russia's largest producers of fabricated aluminum making a wide range of flat-rolled, extruded and forged products: coils, plate, panels, profiles, pipes, forgings.

Customers in packaging, aerospace, automobile, building and construction, and oil and gas widely use the products of both Alcoa Russia locations and their capacity to design and develop new technical solutions.

Corporate social responsibility

Since 2005, Alcoa Russia and Alcoa Foundation have invested about \$3.2 million in local communities.

Alcoa Russia and the Alcoa Foundation focus on programs in education and sustainability. These programs include the Alcoa Foundation Technical Education Program at three leading technical universities: the Moscow Steel and Alloy Institute, Samara State Aerospace University (SGAU) and Donskoy State Technical University (DGTU), and Alcoa Foundation educational programs in conservation and sustainability for youth.

In addition to the above long-term activities supported by Alcoa Foundation, Alcoa SMZ and AMR also implement

various projects to address local community needs. Most of these projects involve Alcoa volunteers.

Programs in the Samara region:

- ▶ Alcoa Foundation Technical Education Program in Samara State Aerospace University (SGAU): scholarships to students of engineering departments, development stipends for young faculty members, technical upgrades of lecture rooms and laboratories.
- ▶ The Alcoa Foundation conservation and sustainability program "We are in Charge of the Future" for middle schools and youth organizations in the Kirovsky district of Samara is important as well. The children's cardiac care program "Heart to Heart" is supported by Alcoa Foundation.
- ▶ Other Alcoa SMZ community projects: English-language summer camps, assistance to the Center for special education for children with special needs, refurbishment and landscaping works in the metallurg district, support to veterans, and other projects.

Programs in Belaya Kalitva and the Rostov region:

- ▶ Alcoa Foundation technical education support program at Donskoy State Technical University (DGTU): scholarships to students of engineering departments, development grants for young faculty members, and the technical renovation of lecture rooms.
- ▶ Alcoa Foundation supports the conservation and sustainability program "We are in Charge of the Future" for middle schools in the Belaya Kalitva region.
- ▶ AMR community projects include: assistance to the Cossacks' Cadet Boarding School, support to the center for social rehabilitation, refurbishment and landscaping works around the city, support for veterans, and other projects.

What makes us feel good in Russia?

"Russia is a great country. In addition to its wonderful track record in various industries from mining to aerospace, shipbuilding and farming, just to name a few, this is a country of rich culture and excellent well-educated people with outstanding achievements, particularly in science and math.

All this, combined with the new actively developing trends such as IT and nanotechnologies, gives unique opportunities for both local and international business working in Russia," Klaus Kleinfeld, Chairman and CEO, Alcoa Inc.

BASF



History in Russia/CIS

BASF launched its operations in Russia more than 130 years ago, in 1877. The company opened its factory in Butyrki to produce textile dyes. It was the first BASF factory located outside Germany. In 1917, the company was forced to close the production facility and BASF came back to Russia only in 1972, when the company's representative office was opened in Moscow. In early 1990s Wintershall AG, a BASF subsidiary (today - Wintershall Holding GmbH), established the first joint venture with Gazprom to implement joint oil and gas projects. In 1993, BASF ZAO was established to coordinate the company's activities in Russia and the CIS countries. Nowadays BASF, Russia/CIS has approximately 1,000 employees.

Investment projects and business in Russia

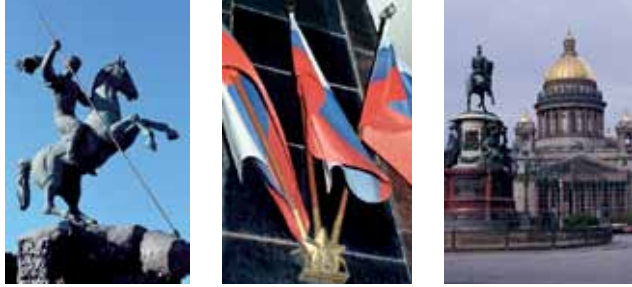
- ▶ Yuzhno-Russkoye gas field: a JV of Gazprom and BASF (35%). Commissioning: 2007. Recoverable gas reserves – 600 billion cubic metres. Capacity – 25 billion cubic meters/annum.
- ▶ Nord Stream pipeline. Gazprom (51%), BASF (20%), E.ON Ruhrgas (20%), Gasunie (9%). Length – more than 1,200 km. Commissioning – 2011. Throughput capacity – 55 billion cubic meters/annum.
- ▶ Development of Achimov formation (Urengoy gas, oil and condensate field). Gazprom (50%) and BASF (50%). Commissioning: 2008. Recoverable reserves – 200 billion cubic metres (gas), 40 million tons (condensate). Capacity

– 7.5 billion cubic meters/annum (gas) and 2.8 million tons (condensate).

- ▶ Volgodeminoil (exploration and production), LUKOIL (50%) and BASF (50%). The company was established in 1992. Production at three deposits: 3.4 million barrels (2009).
- ▶ Elastokam, a JV of Elastogran GmbH (BASF Polyurethanes GmbH since 2010) and Nizhnekamskneftkhim. Polyurethane systems production and distribution. Commissioning: 2000.
- ▶ Coatings Plant in Pavlovski Posad. Commissioning: 2008. Design capacity – 6,000 tons of base coatings and varnishes per annum.
- ▶ Automotive catalysts plant in Krasnogorsk. Commissioning: 2009.
- ▶ RusVinil OOO, PVC production facility (BASF share: 12.5%) in Kstovo, Nizhni Novgorod region. A JV of SIBUR and SolVin, Solvay – BASF JV. Commissioning: 2013. Production capacity: 330,000 tons of PVC, 235,000 tons of caustic soda per annum.

Development milestones in Russia

- 1877 Textile dyes factory opened
- 1972 BASF representative office opened in the USSR
- 1990 Agreement with Gazprom on cooperation related to gas
- 1993 WINGAS, a JV of Wintershall and Gazprom, established
- 1992 Representative offices in Kyiv, Minsk and Alma-Ata opened; branches in St. Petersburg, Novosibirsk and Kazan established
- 1993 BASF ZAO established
- 1999 Agreement on strategic cooperation between BASF and Gazprom concluded
- 2000 Elastokam OOO, a JV of BASF Polyurethanes GmbH and Nizhnekamskneftkhim, established
- 2003 Gas for Europe concept developed by BASF and Gazprom
- 2003 Achimgaz ZAO, a JV of BASF and Gazprom, was established to produce natural gas at the Urengoy gas field



- 2005 Agreement on participation in Nord Stream project and first contracts on gas supply through Nord Stream pipeline concluded
- 2006 Integration of Engelhard Catalysts and Construction Chemistry, Degussa
- 2007 Acquisition of a 35% share in the economic result of Yuzhno-Russkoye field
- 2008 Automotive coatings plant in Pavlovski Posad opened
- 2008 Achimgaz starts production
- 2009 Automotive catalysts plant in Krasnogorsk opened
- 2010 Branch in Yekaterinburg opened
- 2010 Integration of Ciba completed
- 2010 Construction of Nord Stream pipeline in the Baltic Sea started.

Corporate citizenship

- 1. Participation in the UNICEF Illustrated Books for Small Blind Children project
- 2. Support for a Boarding School for Blind and Visually-Impaired Children in Chernykh, Smolensk region (WINGAZ and Gazprom Export)



- 3. Support for Russian educational institutions:
 - BASF and Wintershall laboratories at Gubkin Russian State Oil and Gas University, the Mendeleev Russian University of Chemical Technology and Gas Industry Technical School (Novyi Urengoy)
 - Scholarships for Russian State Oil and Gas University students
 - Support in the field of publication of research materials and educational events
 - Internships for Novyi Urengoy students (schools and universities) and local officials in Germany
- 4. Protection of the Russian cultural heritage
 - Financing of the reconstruction of the Chinese Palace in Oranienbaum through the Society for International Mutual Understanding (a joint project with Gazprom)
 - Reconstruction of the Church of the Assumption near Novgorod
 - Provision of support to the Church of the Resurrection of Christ in Kadashi
- 5. Responsible attitude towards the social protection of personnel.

Why we like Russia

Russia requires highly efficient, innovative solutions to solve the tasks set by the Russian President: the modernization of the national economy and regional development. BASF's experience and expertise, as well as its broad regional presence, may play a vital role in this area. BASF makes a significant contribution in the manufacturing of higher added value products, increase in agricultural efficiency, and application of innovative technologies and materials in the construction of residential buildings and infrastructure. The company follows the mega-trends on the Russian market (energy efficiency improvement in the Russian economy, etc.). The number of BASF partners in Russia constantly grows and we are positive that we will be able to use the potential of our mutually beneficial cooperation to the fullest possible extent.



**BRITISH AMERICAN
TOBACCO**

British American Tobacco

Since its entrance onto the Russian market in 1991, British American Tobacco has developed from a representative office with several dozen trade representatives into one of the leaders on the Russian tobacco market (with over 21% market share), employing more than 3,900 people, operating three major manufacturing facilities and represented in 673 cities across Russia.

Major historical milestones

- 1991** British American Tobacco opens its first representative office in Russia;
- 1994** British American Tobacco purchases a controlling stake in Saratov Tobacco Factory (currently BAT-STF) and Yava Tobacco Factory in Moscow (currently BAT-Yava);
- 1995** BAT Russia becomes a member of the Foreign Investment Advisory Council;
- 1999** following global merger with Rothmans International, British American Tobacco takes over Rothmans-Nevo Tobacco Factory in St. Petersburg (currently BAT-SPb);
- 2001** the company is the first in Russia to launch a social reporting process under the AA1000 international standard;
- 2004** BAT Russia supply chain covers all of Russia and total investments volume crosses the \$520 million barrier;
- 2005** BAT Russia launches \$170 million investment program for the upgrade and capacity expansion of its factories to 2009;
- 2006** the company becomes the largest cigarette exporter in the country;
- 2009** comprehensive investment program is finished: production capacity increased from 86 billion sticks to 115 billion sticks per year, new environmentally-friendly machinery installed.



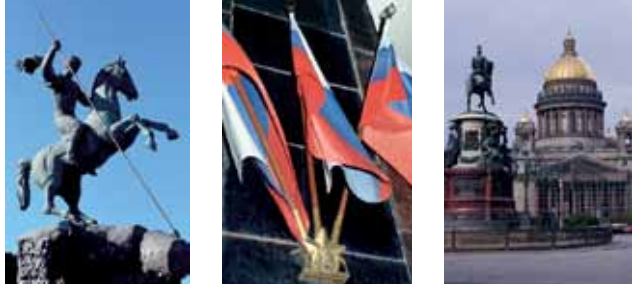
BAT Russia success factors:

Introducing innovative technologies

By 2009, British American Tobacco investments in the Russian economy reached \$910 million.

In 2005-2009, a comprehensive investment program which significantly expanded the capacity of the three BAT Russia factories in Russia was completed. Over \$210 million was invested into improving labor productivity and making the manufacturing process more environmentally friendly by upgrading and purchasing brand new high-tech equipment and machinery. Over 150 new jobs have been created since the start of the program.

The program was very much appreciated by the regional authorities as contributing to the investments into the region, as well as general development and modernization. In particular, in 2007 the Saratov government named BAT-STF "The Investor of the Year" while the St. Petersburg Administration awarded BAT-SPb the title "Best Exporter" in 2008 and 2009.



Reducing imports and growing exports

A very rational economic policy on the part of the government, and specifically the reduction/nullification of import duties for technical equipment not produced in Russia, allowed the company not only to radically reduce imports (to 1% of total sales volumes), but also to significantly increase exports for both tobacco products and processed tobacco raw materials.

Re-equipped with brand new, high-tech machinery, BAT Russia's production sites comply with the highest international production quality standards. Over the last several years, export has been doubling annually and in 2009 reached 10% of production volume. British American Tobacco is the largest exporter of tobacco products in Russia today.



Taxes and workplace

State investment policies for economic stimulus and balanced tax regulation in Russia allow British American Tobacco to create significant added value and new jobs. In 2009 BAT Russia paid RUR27.2 billion in taxes and customs duties to federal and local budgets. The company employs over 3,900 people in Russia.

Social responsibility

British American Tobacco strives to achieve leadership in the Russian tobacco market not only in terms of sales volume or market share, but also in terms of social responsibility activities. As a socially responsible company, British American Tobacco aspires to make a contribution to the social development, ecological sustainability and preservation of culture heritage in Russia. Through its social reporting process British American Tobacco seeks to understand society's expectations and respond to them promptly.



BP

Company profile

BP has invested in Russia since 1990. Our activities cover oil and gas exploration and production, lubricants, chemicals and lubricants for the marine market. Our primary focus is on TNK-BP, the third largest vertically integrated oil and gas company (in terms of liquids production), and on the exploration work in the Sakhalin region. TNK-BP's total organic capital expenditure in 2010 will be around \$4 billion.

The rest of our activities in Russia can be grouped into four categories: lubricants, BP Marine, Air BP and Integrated Supply and Trading (IST).

TNK-BP

TNK-BP is a major oil company with the majority of its assets in Russia. It was formed in August 2003 from the assets of TNK (Tyumen Oil Co.), Onako, Sidanco and the majority of BP's assets in Russia. The company is 50% owned by BP and 50% by a group of Russian investors: Alfa Group, Access Industries and Renova (AAR). TNK-BP also owns a 50% interest in Slavneft.

TNK-BP is a success story - it has generated a net profit over \$33 billion since its creation; paid more than \$113 billion in taxes and duties; paid its shareholders over \$26 billion in dividends; has increased by 33% its organic production since 2003; and has had the highest reserves replacement ratio.

TNK-BP is led by a qualified and competent management team, employs more than 60,000 people and operates in nearly all of Russia's major hydrocarbon regions. Average

daily production in 2009 was 1.89 million boe/d including its interest in Slavneft (1.85 million boe/day in 2008). In 2009 the company commissioned two new major fields - Uvat and Kammenoye. Production is expected to continue to increase by 1-2% in 2010.

TNK-BP has five refineries in Russia and Ukraine and markets products through 1,400 retail service stations operating under the TNK and BP brands. The company continues its program of refinery upgrades.

TNK-BP is investing in technology, in HSE and integrity management, delivering improved safety and performance. Internationally, TNK-BP is exploring opportunities including Iraq and Venezuela, where TNK-BP is a member of Russian National Oil Consortium (NNK).

TNK-BP represents about a fifth of BP's reserves, about a quarter of BP's production, and about one-eighth of the BP Group's profits. BP and its partners, AAR, are committed to growing TNK-BP and developing its capability. The focus and emphasis of TNK-BP is on value growth.

Cooperation with Rosneft

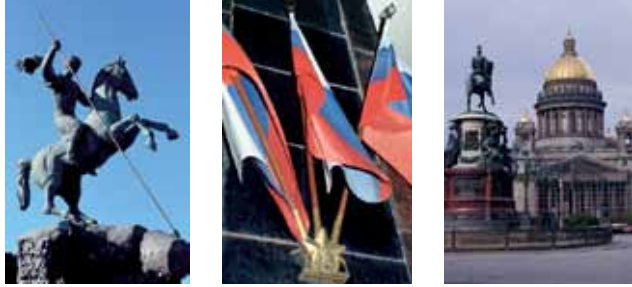
BP is exploring off the shore of Sakhalin Island in partnership with the Russian state oil company, Rosneft. Since 2004 several discoveries have been made. Currently exploration activities are focused on the most commercially viable prospects, particularly those in proximity to existing discoveries. Plans for 2010 include further processing and interpretation of seismic data in preparation for future drilling.

In 2006 BP bought \$1 billion worth of shares offered by Rosneft during its IPO.

Other businesses

We've marketed Castrol and BP-branded lubricants in Russia, Ukraine and other CIS countries for more than a decade. Baltic Petroleum, a joint venture between BP (81%) and LUKOIL (19%), is supplying marine lubricants to international shipping vessels calling at the port of St. Petersburg as well as selected parts of the domestic shipping market. The Air BP office in Moscow acts as a gateway to our global operations and provides services to Aeroflot, S7, Volga-Dnepr and many other Russian airlines. IST Moscow office handles all of IST's relationships with the Russian and CIS states, private integrated and trading oil





companies, supports IST's current sourcing activities, develops new sourcing opportunities and provides valuable market information and insight to the IST trading teams.

Corporate responsibility

We also invest in the development of young Russians' education, project management skills and know-how. We support research projects at the D. Mendeleev University of Chemical Technology, at the I. Gubkin Russian State University of Oil and Gas and at MGIMO University. In St. Petersburg we have established relationships with St. Petersburg Polytechnical University, St. Petersburg Marine Technical University and the Arctic and Antarctic Research Institute. BP also develops partnerships with the New Economic School (NES) and Higher School of Economics (HSE) in Moscow.

Since 2009 BP has been committed to provide long-term support to the SKOLKOVO Moscow School of Management, in partnership with the MIT Sloan School to build its

capability to offer world-class executive education in project management to the Russian business community. Last year the "Leading Major Energy Projects in Russia" executive program was successfully launched for the Russian oil and gas industry. This year a three-module nine-day program will be offered by SKOLKOVO under the same partnership. The program is a practical and concrete contribution to the modernization of the Russian economy. It will enhance the project management and leadership skills necessary to deliver large, complex and capital-intensive projects in a modernized Russia.

Conclusion

Russia is an important part of BP's business and we have extensive experience of working in the country. We believe BP to be a proven and reliable partner. BP supports Russia's energy future and seeks to be aligned with the Russian government's energy policy.



Cargill

Company profile

Cargill is an international producer and marketer of food, agricultural, financial and industrial products and services. Founded in 1865, the privately-held company employs 138,000 people in 67 countries.

Thousands of customers turn to Cargill for innovative solutions across our four major market segments:

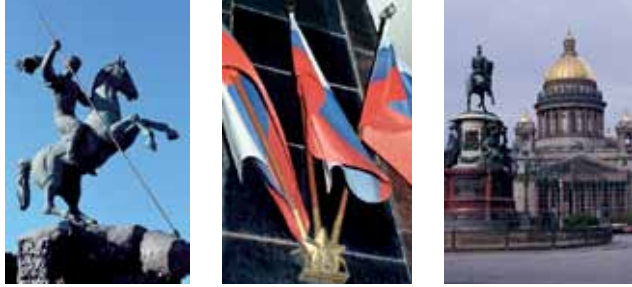
- ▶ **Agriculture:** we buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide crop and livestock producers with products and services.
- ▶ **Food:** we provide food and beverage manufacturers, food service companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.
- ▶ **Financial:** we provide our agricultural, food, financial and energy customers around the world with risk management and financial solutions.
- ▶ **Industrial:** Cargill serves industrial users of energy and steel products, and provides innovative solutions to a wide number of diverse industries such as paper making, corrugated board, adhesives, paints, home care cleaning and road maintenance.

Cargill in Russia

Cargill has significant experience of cooperation with Russia. Its first grain supplies to the USSR started in 1963, and in the 1970s their volume increased several times. This long-standing cooperation laid a solid foundation for the work of Cargill in Russia.

1991 saw the opening of the first Cargill office in Russia. Currently, there are three Cargill enterprises operating in the country. They are located in the cities of Efremov (Tula province), Krasnodar and Rostov-on-Don. The total number of Cargill employees in Russia is over 1,400. Cargill is one of Russia's biggest foreign investment partners, having invested over \$680 million into the development of the country's agriculture and food industry.





Cargill's office in Moscow is the company's coordinating center. It also provides consulting and auxiliary services to the foreign branches of the company that deal with the import and export of various agricultural and food products (meat and poultry, juice concentrates, various food ingredients, raw sugar, cocoa products) on the Russian market. Cargill imports raw cane sugar from Brazil, processes it in Russia and sells it via its own distribution network. During the sugar beet campaign Cargill also actively trades white beet sugar.

Investment projects in Russia

Cargill made its first investment in Efremov, Tula province, in 1994. Since then, over \$200 million has been invested into OAO Efremovsky Starches and Sweeteners Plant. The funds were directed to the modernization of existing capacity and the construction of new capacity as well. Lines for malt production and integrated wheat processing, as well as the refinement of vegetable oil and fat, were built on at the industrial complex. Subsequently, production of native wheat gluten, an ingredient used to enhance the quality of bakery products, was launched for the first time in Russia. A line for mixed feed production was put into operation in June 2009. In 2011, Cargill is planning to launch two new facilities in Efremov: a premix animal feed factory and a chicken refinery plant (to produce chicken products for McDonald's in Russia).

In 1993 Cargill started its operations in Krasnodar by selling seeds and delivering consulting and financial services to local agricultural producers. Since 1998, the company has been actively selling and exporting grain. Today the grain branch of the business comprises a trading company in Krasnodar, elevators in the villages of Brukhovetskaya, Pavlovskaya and Tbilisskaya, Krasnodar Territory, and in the village Davydovka, Voronezh province, which specialize in storing, drying and shipping wheat, sunflower seeds, corn and barley. Cargill also owns a river terminal for grain shipment in Rostov-on-Don.



Contributing to Russian society

Cargill strives to be a good corporate citizen in the areas where we are privileged to conduct business. In addition to the benefit of secure employment, we find various ways to support local communities. In Efremov, Cargill is contributing to the renovation of the district children's hospital. The company's funds have been used for purchasing medical equipment and medications for the local maternity home. Cargill has financed renovation of the nursery №20 building. It is giving long-term support to the Yunost children's convalescent center. Since 1998 Cargill, in collaboration with the Efremovskiy Department for Public Education, has organized an English language contest for children. The winners are given an opportunity to go to Great Britain, visit Cargill's enterprises and become acquainted with their work. Training of young workers and technicians possessing the necessary qualifications is another important component in Cargill's social programs. In September 2009, the charitable committees of Cargill, Efremov and Cargill, Cobham held a Week of Football in Efremov. The event was possible thanks to collaboration with the Chelsea football club from the United Kingdom.



Coca-Cola Russia

The Coca-Cola business in Russia – consisting of The Coca-Cola Company and its bottling partner Coca-Cola Hellenic – has made a serious long-term commitment to Russia, investing over \$2 billion to date and contributing to building an increasingly positive environment for further investments in the country.

History

Coca-Cola was first sold in Russia in 1980, in the run-up to the Summer Olympic Games in Moscow. In 1994, the country's first Coca-Cola plant opened in Moscow, followed by a network of state-of-the-art bottling operations and distribution centers stretching from St. Petersburg to Vladivostok. In 2001, Coca-Cola Hellenic acquired all Coca-Cola factories in Russia. A new plant, which will be the 15th, is to open soon in Rostov. Today, products under The Coca-Cola Company trademarks are enjoyed every day by millions of Russian consumers, brought to them by the largest production, sales and distribution system of Coca-Cola Hellenic.

Products

All of the beverages are produced locally. The product range and marketing are designed to meet the discerning tastes and lifestyle needs of Russian consumers. The expanding range of refreshing and enjoyable beverages includes more than 400 types of products in different packages, including Coca-Cola, Fanta, Sprite, Bon Aqua, Schweppes, Fruktime, Powerade sports drinks, Burn energy drinks, Nestea; Rich, Dobry, Nico Biotime and Yasli-Sad juices and nectars; and the naturally fermented kvass Kruzhka i Bochka.

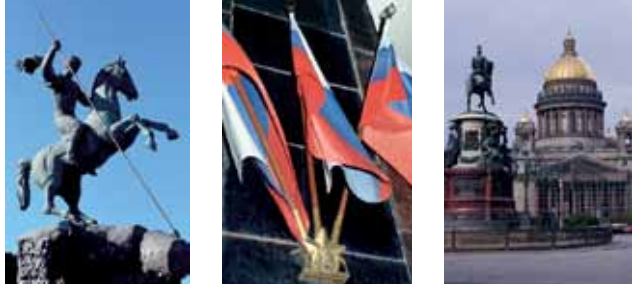


Investment and employment

The Coca-Cola business in Russia is the country's largest foreign investors in the non-alcoholic beverage sector. It employs over 10,000 qualified Russians. Moreover, each job in the Coca-Cola system indirectly generates eight additional jobs in related industries, including a wide range of suppliers and a nationwide network of retailers.

Quality

The success of the Coca-Cola Company and Coca-Cola Hellenic is built on a reputation for ensuring that consumers get only the highest-quality beverages. In addition to the company's own rigorous quality assurance systems, all 14 manufacturing plants in Russia are certified as meeting all relevant international standards, including ISO 9001:2000 and ISO 14001:2004.



Community and environment

The Coca-Cola Company and Coca-Cola Hellenic strive to be good corporate citizens, improving the lives of people in the local communities everywhere the system operates. Sustainability is incorporated into all business processes and operations, from internal water management at the plants, to external projects such as the Living Volga program, the joint long-term initiative of Coca-Cola Hellenic in Russia and UNESCO bureau in Moscow, partnership with WWF Russia on climate change, the Hermitage Museum cultural education and preservation programs to a great number of active lifestyle initiatives, such as Kozhany Miach youth football grassroots program and many others.

The Coca-Cola Company and Coca-Cola Hellenic are proud to be an integral part of Russia and active participants in the continuing development of the country's economy. The business firmly believes in the future of the country and will continue to be committed to promoting opportunities for further growth and investment in Russia.

Sochi 2014 Olympics

The Coca-Cola Company is proud to be the longest continuous corporate partner of the Olympic Games, since the 1928 Olympic Games in Amsterdam.

Because of our enormous respect for the integrity of the Olympic Movement and the values of Olympism, we have renewed our historic bond with the IOC through 2020, extending this extraordinary relationship to nearly a full century.

The 2014 Olympic Games in Sochi are opening Russia to new investment opportunities, and the Coca-Cola business in Russia is proud to be a partner in this most important event in the modern history of the country.





Deutsche Bank



Deutsche Bank Russia is a full-service bank providing local and international, corporate and private clients with a broad range of financial services, comprising corporate finance and advisory, sales, trading and transaction banking, as well as private wealth management and asset management services. The bank includes the largest Russian and multinational companies among its client base. The bank focuses its efforts on providing services to the customers capable of making the most efficient use of the Deutsche Bank Group's experience and potential.

Milestones

- ▶ Deutsche Bank began its operations in Russia in 1881 by underwriting a capital increase of the Russian Foreign Trade Bank based in St. Petersburg and placing the new shares in Germany.
- ▶ Deutsche Bank Ltd. (Deutsche Bank Russia), a wholly-owned subsidiary of Deutsche Bank AG, was established in April 1998 with capital of \$50 million to improve and expand the Bank's operations in Russia. Since then, Deutsche Bank Russia has become one of the largest foreign banks in Russia.

Just a few months after Deutsche Bank Ltd. was established, Russia was hit by a financial crisis. Despite all of the difficulties the young office met at the time, Deutsche Bank did not scale down its activities in Russia. To the contrary, following the 1998 financial crisis, Deutsche Bank AG par-

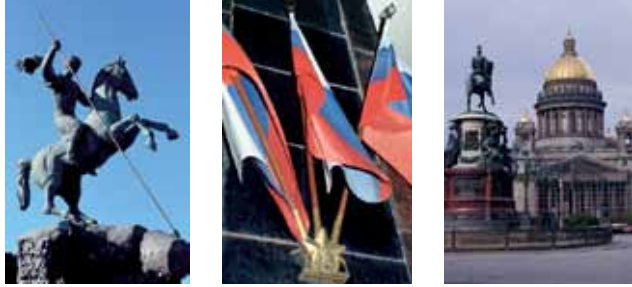
ticipated in the resolution of disputes between Russia and its international creditors and the restoration of constructive relations between Russia and international capital market players.

- ▶ In 2004 Deutsche Bank successfully purchased a 40% stake in United Financial Group (UFG). Since then UFG and Deutsche Bank have worked successfully together in a strategic partnership. Founded in 1994, Moscow-based UFG has established a leading position as a full-service investment company for international and Russian clients.
- ▶ In 2006 – entered into legally binding agreements to acquire the remaining 60% of United Financial Group (UFG) and finalized its 100% acquisition. The acquisition consolidated Deutsche Bank's position as one of the leading investment banks in Russia, with an unrivalled presence in the advisory, equities, fixed income and derivatives markets.
- ▶ Our partnership with UFG was highly successful in creating one of the leading players in Russian investment banking. The final acquisition allowed us to build on this successful partnership and underscores our strategic commitment to Russia. The new entity combined the skill sets of both organizations to create a leading force in the Russian market and to become an integral part of Deutsche Bank's premier global investment banking franchise.
- ▶ In September 2008 Deutsche Bank and UFG Asset Management (UFG AM) announced that they have signed an agreement to create a strategic partnership and business cooperation in Russia. Deutsche Bank, through its Asset Management division, acquired a 40% stake in UFG Invest, the Russian investment management company of UFG AM, with an option to become a 100% owner in the future.

This transaction further strengthened our role in Russia.

Acquisition of a large stake in UFG Asset Management will allow Deutsche Bank to consolidate its position on the asset management market in Russia.

Both Deutsche Bank and UFG Asset Management are sure of good prospects for the growth of the asset management market in Russia, both in the medium term and in the long term. This is precisely why the events on the stock market did not affect this deal.



Leading positions

Since its establishment Deutsche Bank has held leading positions on the Russian investment banking market.

According to Dealogic, Deutsche Bank is ranked first based on 2005-2009 performance on the Russian M&A market. The bank ranks second in the equity capital market based on its performance in 2005-2009. Deutsche Bank ranks third in the debt capital market based on its performance in 2005-2009

During the 1.5 years since the start of the global economic downturn, Deutsche Bank has organized pre-export finance deals to the amount of \$17.4 million.



Awards

In 2009

- ▶ Deutsche Bank was recognized as the Best International Trade Finance Bank in Russia and the Best Bank in Eurobond Research, Global Finans magazine awards for Russia's Best Banks and Companies.
- ▶ Best at Cash Management in Western Europe, Euromoney Awards for Excellence, July 2009
- ▶ Best Trade Bank in Russia/CIS, Best Trade Bank in Central and Eastern Europe, Trade & Forfeiting Review Awards 2009, July 2009.
- ▶ In M&A Advisory Deutsche Bank has again demonstrated its strong position as one of the leading financial advisors on the Russian market. According to Dealogic, the bank is ranked third with nine completed deals and a total value of almost \$7 billion. According to Mergers.ru the Bank is ranked first both in number and in the amount of executed deals.
- ▶ The Bank ranks fourth in the equity capital market based on its performance in 2009, according to Dealogic.

In 2008

- ▶ Deutsche Bank was named the Best Debt House in Russia by Euromoney.
- ▶ Best International Trade Bank in Russia and the Best Trade Bank in Central & Eastern Europe by the Global Poll of Trade Finance magazine.
- ▶ Best Investment Bank by Finance magazine.
- ▶ Deutsche Bank Russia was recognized as one of the leaders in the M&A sphere, being ranked second in M&A transactions by the Mergers & Acquisitions magazine, 2008. The M&A Advisory team of Deutsche Bank Russia completed 24 deals with a value of more than \$15 billion.
- ▶ Best Global Structured Commodity Trade Finance Bank, Global Trade Review Leaders in Trade.

Deutsche Bank views the Russian market as key and strategically important for its operations. We believe that Russia is of considerable importance to our business and we are certain of both the high potential of the Russian economy and its bright future.



European Bank
for Reconstruction and Development

European Bank for Reconstruction and Development

Company profile

The European Bank for Reconstruction and Development, an international financial institution based in London and owned by 62 governments, was created in 1990 with the key objective of promoting the transition to market economies in the former socialist countries of Europe. The bank achieves this through the provision of long-term loans and equity to finance investment projects.

The Russian Federation is the largest country of operation for the EBRD, which accounts for approximately one-third of the bank's total activities. The EBRD started its operations in Russia in 1991 and currently has a strong network of seven regional offices: Moscow, St. Petersburg, Rostov, Samara, Yekaterinburg, Krasnoyarsk and Vladivostok.



The EBRD has invested in 606 different projects in Russia a total amount of EUR13.8 billion from its own resources, and has made possible the mobilization of additional EUR29.2 billion from other sources of financing. Today the EBRD is one of the largest investors in Russia and probably the one with the most diversified portfolio. As of 31 December 2009, EBRD's active portfolio reached EUR7.5 billion in a wide variety of sectors.

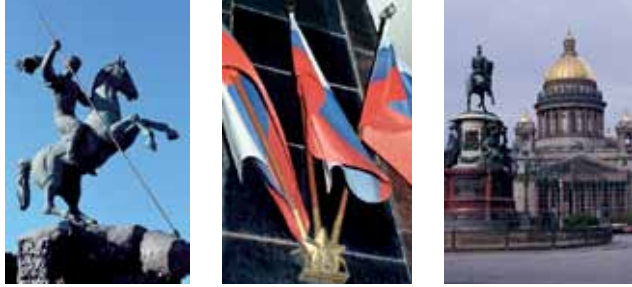
In response to the crisis that affected the Russian economy in 2008-2009 and the resulting difficulties many companies faced in accessing funds, the EBRD made an extra effort to increase its financing and in 2009 provided EUR2.4 billion in loans and equity to Russian projects.

Strengthening the banking system

In Russia, the EBRD focuses on assisting companies to improve their competitiveness and make more efficient use of energy resources, while the financial and economic crisis has led to an increased demand for EBRD financing in the form of equity investments and working capital. The bank will continue to support projects aimed at modernizing and diversifying the economy, overcoming infrastructure bottlenecks and strengthening the banking system. The bank will support the Russian government's efforts to accelerate the privatization of stakes in state-owned enterprises. It will pursue efforts to re-open the syndications market, restart mortgage lending and securitization, and encourage the recovery of the capital markets.

Corporate sector

In the corporate sector, investments have been made, for example, in the processing, packaging and distribution of food and beverages; in the development of telecommunications; in the construction of shopping centers, office buildings, tourism facilities and housing; in metals, chemicals and building materials sectors, and in the automotive sector and parts production, just to name a few. The bank has provided financing to such companies as Severstal, Borets, Avtokran, Sistema, Sinara, Yug Rusi and Lenta. Also at the heart of the EBRD's mandate are its efforts to foster the development of micro-, small- and medium-sized businesses in Russia.



Financial institutions sector

In the financial institutions sector, the EBRD has supported the capitalization, development and expansion of about 40 different private sector commercial banks, as well as other financial services such as insurance, leasing and investment and venture capital funds. Clients include such banks as the nationwide major private banks Promsvyazbank and MDM, as well as leading regional banks such as Centre-Invest Bank and NBD, and others.

Infrastructure sector

In the infrastructure sector, the EBRD has supported the development of the railway network, aviation, airports, ports and roads as well as the modernization of water and wastewater infrastructure and district heating facilities. Bank clients and partners include Russian Railways, TransContainer, Rosmorport, N Trans, FESCO, St Petersburg Vodokanal, ROSVODOKANAL, and municipal infrastructure companies in KHAMAO, Yakutia, Vologda, Kazan, Yaroslavl, and other cities.

Power and natural resource sectors

In the power sector, the bank has been a key partner in the reform process, financing private sector investment in energy generation. The bank has also supported the development of natural resource companies focused on addressing environmental issues and gas flaring. The bank has financed OGC-5, TGC-8, TGC-9, TGC-13, LUKOIL and Irkutsk Oil, among other companies.

Investment projects

The EBRD signed in 2009 a memorandum of understanding with the Ministry of Economic Development that will pave the way for greater cooperation on reducing energy waste and increasing investments in energy efficiency projects. It has also established relations with RUSNANO, the Russian state corporation that promotes innovation, and with the Russian Union of Industrialists and Entrepreneurs, to identify viable projects in the Russian regions.

The investment experience in Russia has been very successful. This has been possible through an active dialogue and cooperation with different authorities at all levels. For example, the EBRD has been an active supporter of the activities of the Foreign Investment Advisory Council (FIAC), in which it has participated since its inception. EBRD's participation in FIAC helps to bring the message of its clients and investors to the authorities in order to build successful examples of investment, and assists in addressing problems whenever they arise. In addition, through its network of offices in the regions, EBRD is able to engage in constructive and positive dialog with authorities at the regional and municipal levels.



Enel



Integrated presence of Enel on the Russian market

Enel is one of the largest electric power companies in Italy, Spain, Slovakia and major Latin American countries, and is the second largest listed utility company in terms of installed capacity. Enel is an integrated operator in the electric power and gas sectors. As a result of its acquisition of Endesa, the Spanish electric power company, Enel presently operates in 23 countries, while its total installed capacity exceeds 95,000 MW. The group sells electric power and gas to nearly 61 million customers.

Enel established its presence in Russia initially as a power plant managing company, and later as an energy trader. Today Enel positions itself as a vertically integrated player active both in the gas sector and in the nuclear power sector, participating in the generation, distribution and sale of electric power as well. The total headcount of Enel in the country is almost 6,700.

St. Petersburg, the first step

The first phase of our activity in Russia starts with June 2004, when Enel won a tender for management of an important power plant in St. Petersburg, in partnership with the local private group ESN Energo.

Since then the capacity of Northwest Thermal Power Plant has been doubled, to 900 MW, and the plant has been transformed into one of the most advanced combined cycle power plants in the country, having also become the first

Russian power plant to be granted an environmental certificate. To achieve these objectives, Enel has created an integrated team. That is to say, the group “has learned to speak Russian.” The management function was successfully completed in September 2007.

With RusEnergoSbyt, Enel becomes a trader

The company’s investment strategy in Russia was continued in 2006 by the acquisition of 49.5% of RusEnergoSbyt, the largest independent energy trading company in Russia. Having its head office in Moscow, along with commercial representative branch offices around the country, RusEnergoSbyt serves important customers, such as the Russian Railways, as well as about 249,000 end customers.

Electric meters, the Best Practice worth to be exported

In the distribution segment, Enel has exported to Russia electric metering technology. In November 2006, Enel signed an agreement with BelgorodEnergo to start a pilot project for the installation of 1,500 electric meters.

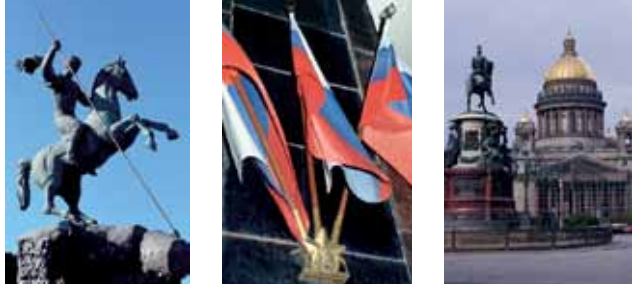
Nuclear energy, 360 degree partnership

In March 2007, Enel signed a memorandum of understanding with Rosatom for the development of the Russian power system and generation of nuclear power. With this memorandum, Rosatom and Enel have expressed their intent to establish 360 degree cooperation – also through mutual investments and cross contribution in shares – for implementation of new projects in the nuclear area and management of existing plants, as well as management and extension of electric power transmission grids.

Natural gas, enhanced reliability of gas supplies

In April 2007 Enel, in joint venture with **eni**, acquired for \$852 million various natural gas deposits. The assets acquired through SeverEnergiya include the companies Artigas, Urengoil and Neftegaztehnologia.

These three companies hold the licenses for exploration and production of hydrocarbons in the Yamal-Nenets region, the world’s largest gas production region, while their aggregate gas reserves are equal to approximately 700 billion cubic meters.



An essential element of the acquisition is an agreement concluded by Enel and **eni** with Gazprom (the monopoly holder for gas transportation) allowing them to connect the acquired natural gas deposits with Russian gas pipelines, which will ensure the production and transportation of this gas. The agreement ensures long-term stability for Enel and **eni's** activities in Russia.

In May 2009, Enel and **eni** signed with Gazprom an agreement for assignment of a 51% share of SeverEnergia. Enel and **eni** shares will be reduced respectively from 40% to 19.6%, and from 60% to 29.4%.

OGK-5

The latest development in Enel expansion strategy was the acquisition of OGK-5, one of the generation companies included by RAO UES in the Russian power sector privatization plan; in June 2007 Enel purchased 29.99% of the company's shares, and later acquired another 4.9% on the stock market.



In October 2007, Enel increased its ownership in the company to 37.15%, which is equal to EUR1.6 billion. The initial public offering commenced on November 15 and completed on March 5, 2008 with acquisition of 59.88% of company shares. On May 7, Enel through its controlled EIH (Enel Investment Holding) assigned 4.10% of OGK-5 share capital to the EBRD (European Bank for Reconstruction and Development), which is equivalent to EUR175 million. After completing the transaction on June 25, 2008, Enel owns 55.78% of OGK-5 share capital, maintaining in such a manner effective control over the company, along with the ability to nominate the majority of the Executive Board.

It is planned that in the period 2009-2013, investments to OGK-5, considering only the investments for new combined cycle capacities, provided by contractual obligations towards Russian authorities, will amount to EUR1.2 billion and taking into account only "mandatory" new capacity projects, OGK-5 generating capacity will exceed 9,300 MW in 2011.

Sponsorship activity

Enel is very active in the promotion and support of initiatives related to culture, art, music and sports. To this end the group has sponsored a large number of initiatives (events, exhibitions, concerts and athletic gatherings). Recently Enel has become the main sponsor of the Moscow Biennale ATP Tennis Kremlin Cup. The group will also be the main sponsor of Bolshoy Theatre in 2010.

As for charitable activity, Enel, through the Enel Cuore non-profit organization, has chosen various projects for assistance to be rendered to hospitals, orphanages, child centers and senior centers who are in need.



eni



Brief facts about eni

Eni is a major integrated energy company, committed to growth in the exploration, production, transportation, refining and marketing of oil and gas. The company works in 77 countries with outstanding expertise and holds leading positions in the primary international markets. Its staff is made up of more than 78,000 people.

Eni is listed on both the Italian and the New York Stock Exchanges; in 2009 it posted consolidated revenues equal to EUR83.3 billion with a net profit of EUR4.6 billion.

Sustainability is an integral part of **eni's** culture and history, as it drives a continuous process of improvement throughout the whole company.

Eni has adopted a model of sustainability focused on the enhancement and security of its employees and of the communities it works with, for environmental protection, for technological innovation and research, for fighting climate change and for energy efficiency.

Eni has been included in the Dow Jones Sustainability World Index and in the STOXX as well for the year 2009, confirming its commitment to sustainable management at an international level for the third year in a row. Since 2007, **eni** has also been included in the prestigious FTSE4Good index.

Eni's activities comprise five businesses: exploration & production, gas & power, refining & marketing, engineering & construction and petrochemicals.

History in Russia and the CIS

In the middle of the last century, **eni** was one of the first European industrial groups to establish and develop economic and commercial relations with the former USSR.

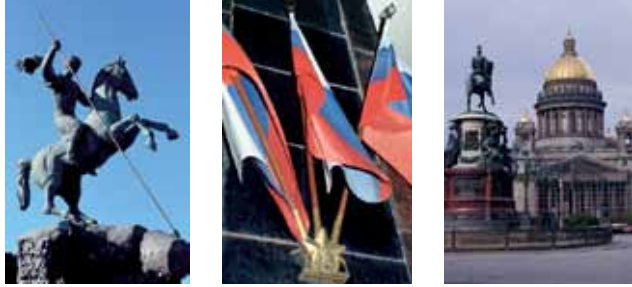
The first agreement was signed at the beginning of the 1950s for the purchase of oil, while at the end of the 1960s large gas export projects were set up involving a number of Western countries in the construction of infrastructure for transporting gas to the rest of Europe, with **eni** supplying equipment, know-how and services.

With the signing of the first contract for the supply of natural gas in 1969, **eni** and Gazprom, the world's leading gas producer, established a working relationship that has continued and developed up to the present and that has transitioned, in 1998, from a technical-commercial one to an entrepreneurial-industrial one.

All this led to the signing in 2006 of an important strategic agreement creating an international alliance aimed at allowing the two companies to launch joint projects in gas mid-stream and downstream, oil and gas upstream and for technological cooperation.

Projects and operations in the oil and gas upstream

As part of this alliance, in 2007 **eni** purchased assets in the Yamal Nenets region, which produces the biggest quantity of gas in the world, through its stake in the sub-holding OOO SeverEnergiya (60% owned by **eni**, 40% owned by Enel), formerly EniNeftegaz. These assets consist of a 100% stake in OAO Arctic Gas Company, ZAO Urengoil Inc and OAO Neftegaztehnologia, and other minor assets. Gazprom was assigned the option to buy 51% of OOO SeverEnergiya, which was taken up in 2009.



Thanks to this agreement, SeverEnergiya is the first Italian-Russian company operating in the Yamal Nenets deposits (Western Siberia). The parties have agreed to produce the first gas from the Samburskoye field by June 2011 and to produce at least 150,000 boe/day within two years of start-up.

Main midstream projects

The Blue Stream gas pipeline came into production at the end of 2002 and connects Russia with Turkey across the Black Sea. It has the capacity to transport 16 billion cubic meters of gas per year. In 2000, the jointly-owned Blue Stream Pipeline Company (BSPC) was set up to operate the gas pipeline.

South Stream project

The strategic alliance between **eni** and Gazprom also resulted in a project for the construction of a new gas pipeline system that will make it possible to import Russian gas to Europe, across the Black Sea.

In May 2009, **eni** and Gazprom signed a new understanding that provides for increasing the transmission capacity from 31 to 63 billion cubic meters of gas per year. **Eni** and Gazprom will also be responsible for the construction of the project, using state-of-the-art technology in full accordance with the highest environmental protection standards.

In January 2008, **eni** and Gazprom set up South Stream AG (50% owned by **eni**, 50% by Gazprom), whose objective is to carry out a feasibility study to build the gas pipeline.

Social initiatives

In the Russian Federation **eni** has also carried out and financed a number of social initiatives, including training of medical specialists and acquisition of medical equipment for hospitals, projects in the environmental sector and initiatives supporting national celebrations as well as local schools. **Eni** also supports summer camps for children of families in need from the autonomous region of Yamalo-Nenets between the ages of 12 and 14 at the company's own resort in Cesenatico.



Ernst & Young



Brief facts about Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 144,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

History in Russia and the CIS

Ernst & Young was the first international professional services firm to permanently establish operations in Russia by opening its Moscow office in 1989. The firm made that decision to meet the needs of its international clients – Coca Cola, McDonalds, Wrigley, and others – to assist them in entering the Russian market. Since then, our practice has grown dramatically – from only two people in Moscow in 1989 to more than 3400 specialists in 16 CIS offices in 2010, including Moscow, St. Petersburg, Ekaterinburg, Togliatti, Novosibirsk, Yuzhno-Sakhalinsk, Almaty, Astana, Atyrau, Baku, Kyiv, Donetsk, Tashkent, Tbilisi, Yerevan and Minsk.

Ernst & Young has successfully implemented its growth strategy in Russia: after being the first in Moscow, we opened our second Russian office in St. Petersburg in 1992, the third in Novosibirsk in 1997, fourth Russian office in Yuzhno-Sakhalinsk in 2002, Ekaterinburg office was opened in 2004 and Togliatti in 2007. Our resources serve the growing number of clients and build on the great business opportunities in these regions. We provide multidisciplinary and specialized services to more than 2000 CIS clients. Leading local and multinational firms rely on our comprehensive services – audit and advisory business services, accounting, tax, law and transaction advisory support. Ernst & Young has become

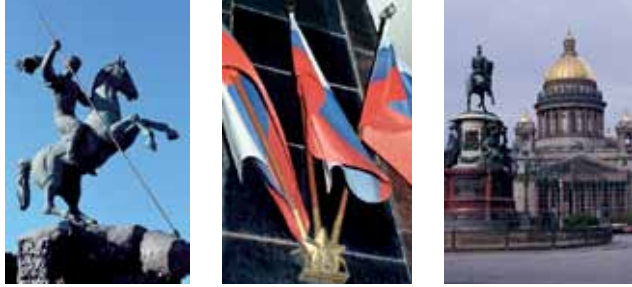
the leader in serving major national and international companies in this region. Since 1996, Ernst & Young has acted as auditor and reporting accountant on IPO transactions for 30 companies in Russia and the CIS.

Investment projects and operations in Russia

- ▶ Improving the investment climate in Russia is a major priority in our activities. Through our involvement with the Foreign Investment Advisory Council in Russia and Ukraine, and the Foreign Investment Council in Kazakhstan and Belarus, we work with these organizations to improve the investment climate in Russia and the CIS, and to attract additional investments to this region.
- ▶ We have established The Ernst & Young Entrepreneur Of The Year Award (EOY) – a unique international business award program which encourages and celebrates entrepreneurs with potential and achievements in Russia. This focus on strengthening entrepreneurial community in Russia is one of our priorities.
- ▶ We advise companies looking to invest in the market, as well as those seeking to raise finances. We lead the London Stock Exchange Main market in number of IPOs from Russia and CIS, providing audit services to 25% of London-listed companies. We offer effective solutions in finance raising for investment projects.
- ▶ Our focus in providing all our professional services is on risk management issues and proposing effective solutions in all business risk management areas. We also contribute a lot to capital markets projects, leading businesses to successful IPOs and global capital markets.

People

People are the main asset of our firm, and our success wholly depends on them. Our firm is truly local. We have developed a strong local management team. Of all the partners in our CIS practice, 76% are citizens of the Russian Federation or other CIS countries, and 95% of managers are local citizens. Most of the Russian practice management in industrial teams consists of Russian citizens. We have full access to Ernst & Young's global resources, and this provides our clients with a consistent level of quality from one country to another. All of our offices and people – wherever they are located – work under common professional, ethical, and independence standards.



Milestones

- 1989** Ernst & Young begins operations in Russia
- 1992** Our practice expands to the Russian regions and other CIS countries. St. Petersburg and Almaty offices open
- 1996** Ernst & Young assisted the first IPO of Russian company in the USA
- 2002** Ernst & Young combines its practices in Russia with Andersen and forms one of the largest professional services firms in Russia and the CIS. Novosibirsk, Minsk, Astana, Atyrau, Tashkent, Yuzhno-Sakhalinsk offices added to CIS network.
- 2003** The Ernst & Young Entrepreneur Of The Year Award (EOY) starts in Russia. This unique international business award program encourages and celebrates entrepreneurs with potential and achievements
- 2007** Ernst & Young was the auditor of the biggest IPO of Russian financial organization and biggest IPO in the world in 2007
- 2009** 20 years of operations in Russia. CIS practice staff grows to 3400 people and our practice has become a part of EMEA Area of our global organization, which operates across Europe, the Middle East, India, and Africa and brings together over 60,000 people in 87 countries.

Contributing to Russian society

In our social and charity projects we organize our activities around the “3 E’s” of the EY corporate responsibility framework (Entrepreneurship, Education, and Environmental Sustainability).

We focus on helping five core charities to make our funding and efforts even more targeted to help educational programs, supporting young musicians and various cultural events in Russia:

- ▶ Big Brothers Big Sisters of Russia (BBBSR)
- ▶ Charitable Fund Big Change
- ▶ Regional Society of Disabled People Perspektiva
- ▶ The Nikolai Petrov International Charity Fund
- ▶ Samusocial.

What makes us feel good in Russia

We see Russia as a stable, fast-growing economy, a country with huge natural resources, a country which has significantly moved forward. Russia's economic success is the result of consistent and sound economic strategy primarily focused on re-establishing and supporting the country's financial system and making it functional, mitigating economic risks, improving the investment climate in many aspects. Russia is one of our strategic priorities because we see significant growth here.



ExxonMobil

Progress through partnership. Sakhalin-1

Project overview

The Sakhalin-1 Project is one of the largest single foreign direct investments in Russia and an excellent example of international cooperation, with advanced technological solutions and project management skills being utilized to meet growing global energy demand.

The Sakhalin-1 co-venturers include affiliates of Russia's state-owned oil company Rosneft: RN-Astra (8.5%) and Sakhalinmorneftegas-Shelf (11.5%); the Japanese consortium SODECO (30%); the Indian state-owned oil company ONGC Videsh Ltd. (20%); and ExxonMobil (30%) which operates the project through its subsidiary Exxon Neftegas Limited (ENL).

With the execution of a Production Sharing Agreement (PSA) in 1996, the consortium began exploration, which resulted in the project going commercial in 2001.

The initial phase of Sakhalin-1 included the development of the Chayvo field, which started production in 2005. The subsequent phases entail the development of the Odoptu

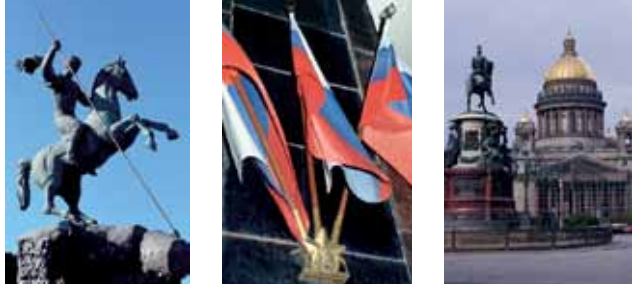
and Arkutun-Dagi fields, which will ensure sustainable production through 2050.

ExxonMobil successfully implements a staged development strategy for its large-scale projects around the world, including Sakhalin-1. This stepwise development approach allows experience, the lessons learned and technical improvements to be applied to future phases to maximize project efficiency.

Unique solutions

The project also includes unique engineering solutions in operations, which proved to be economically effective and allowed the delicate environment of northern Sakhalin to be preserved. For example, Extended Reach Drilling (ERD) from a land-based rig to the Chayvo and Odoptu fields has cut expenditures on the construction and operation of complex offshore facilities while minimizing the environmental impact. At Chayvo, several record-setting ERD wells were drilled to tap the reservoir, including the world's longest ERD well Z-12, which reached a measured depth of 11,680 meters, or over seven miles.





Sakhalin-1 was the first project in Russia to implement year-round tanker transportation in severe winter conditions. As of April 2010, 257 million barrels (33.8 million tons) of oil have been produced from the Chayvo field and safely shipped on 340 tankers to international markets.

Bringing fuel stability

ENL, on behalf of the Sakhalin-1 Consortium, has since 2005 supported the Russian Government's Far East gasification program. It has supplied over 200 billion cubic feet (5.7 billion cubic meters) of natural gas to the Khabarovsk Krai since then. The gas supplies have helped to bring fuel stability to the region and are expected to fully satisfy the demand for natural gas in Khabarovsk Krai through 2025. ENL and the Sakhalin-1 Consortium members continue to evaluate all viable options in order to monetize gas resources fully.

Project benefits

Project benefits include direct revenues to the Russian Federation's budgets and indirect benefits in the form of infrastructural improvements, employment opportunities, etc. The total revenues to be received by the Russian state during the project's implementation are estimated to be over \$70 billion in taxes and the state's share of oil and royalty payments, of which \$3.6 billion have already been paid to the Russian Federation's budget as of April 2010. Great emphasis is placed on the improvement of the infrastructure for public use - hospitals and clinics, roads, bridges, and heating and water supply facilities. ENL has invested over \$150 million in these projects.

The emphasis on intensively engaging Russian companies makes the national content larger within the project. To date, over \$7 billion in contracts have been awarded to Russian companies or joint ventures, comprising two-thirds of all the contracts within the project. This figure continues to grow.

Business development program

To reinforce its commitment to the growing local content, the Sakhalin-1 Consortium has launched a small business development program. The program is meant to grant loans to small businesses which display good business plans but



for various reasons do not have an adequate credit history to receive a loan from commercial banks. The program enables entrepreneurs to develop their businesses by obtaining not only a loan, but also valuable training specifically designed to enhance their knowledge of economics and production management.

Social and charitable programs

The social and charitable programs of Sakhalin-1 also contribute greatly to improving the mode of life of the local communities. On behalf of ExxonMobil Corporation, ENL funds or implements over 100 charity projects every year. These community contributions are focused primarily on education, health care, support of public organizations and cultural institutions. Special attention is devoted to the regions where ENL operates. As of January 2010, ENL has contributed over \$4 million to public organizations, schools, and hospitals by purchasing medical equipment and funding educational programs, contests and many other projects.

Such large-scale support for the regions where ENL operates is a part of the company's good neighbor policy. These social and charitable contributions coupled with direct and indirect benefits arising from production operations can only reinforce Sakhalin-1's commitment to furthering the region's development. Taking into account the multiplier effect that has resulted in many new jobs in such related sectors as transportation, construction and power generation, we can confidently say that the Sakhalin-1 Project plays a leading role in the regional economy.

Finmeccanica

Company profile

Finmeccanica is the largest Italian industrial group operating worldwide in the aerospace, defense and security sectors, and is one of the world's leading groups in the fields of helicopters and defense electronics. It is also the European leader for satellite and space services, as well as having considerable know-how and production capacity in the energy and transport fields.

Headquartered in Italy and with a vast industrial base in the UK, complementing important production facilities in the rest of Europe and in the USA, Finmeccanica has a workforce of more than 73,056 people, and revenues of EUR18,176 million.

Technology and innovation are the keystones of Finmeccanica's success and competitive edge. For this reason, the Group invests EUR1.982 billion every year in R&D activities, making Finmeccanica the leading Italian investor in high-tech sectors.

Finmeccanica in the Russian Federation

Finmeccanica has operated in the Russian market since 1967, when its first representative office opened in Moscow. Already in the 1970s Selenia provided the control centers of Moscow, Kiev and Mineralnye Vody with radars which are still in operation.

Since these first steps, Finmeccanica has increased and widened its interests in the country, expanding its operations into many high-tech, strategic industries.

Acknowledging the high potential of the market and the government's commitment to increase FDI, technology and know-how transfers, the Finmeccanica Group's current investment strategy in the Russian Federation goes beyond mere commercial activity. Taking advantage of the strong political, economic and cultural ties between Italy and the Russian Federation, the aim of the Company is to establish long-lasting cooperation with local partners and develop a powerful industrial base in the Russian Federation.



Aeronautics

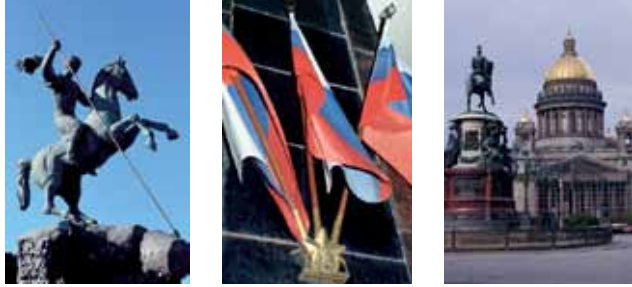
In the framework of the Superjet 100 program, Alenia Aeronautica and Sukhoi are currently developing a new class of civil regional aircraft. 40 Italian experts are currently working in different units of Sukhoi Civil Aviation (25% owned by Finmeccanica), assisting the design, development and production of the planes.

Helicopters

Apart from its traditional commercial activity in the CIS region, at the end of 2008 AgustaWestland signed an agreement with Oboronprom. The two companies will establish a joint venture aimed at assembling AW139 mid-sized helicopters in Russia.

Railway transportation

The relationship between Russian Railways (RZD) and companies belonging to the Finmeccanica Group are particularly close and wide-ranging in a number of areas. VNIIAS and Ansaldo STS have jointly developed - at a trial site located near the city of Sochi - an innovative railway signaling system called ITARUS-ATC, which will require the implementation of the most advanced Italian and Russian technological solutions. Telespazio is developing a satellite system for remote earth surface for railway applications, one capable of warning of potentially dangerous situations.



Energy

In this sector Finmeccanica is active in the Russian market with Fata, Ansaldo Nucleare and Ansaldo-Energia, which has also a representative office in St. Petersburg. The current portfolio of orders received in the Russian Federation amounts to EUR500 million, including 14 gas turbines with a 70 MW capacity, used in several combined cycle power stations.

Communications – equipment for trunking

Selex Communications has over 15 years of experience in Russia, and its country representative in Moscow deals with FSK EEC, Tetrasvyaz, OAO Gazprom, FSB, FSO, OAO RZD, Domodedovo International Airport "Domodedovo", JSC "Transneft", and other important customers. The 2005 joint venture with Tetrasvyaz and Defense Systems has concentrated its operations on the program Tetrausprogram, developing TETRA equipment and providing support to end user networks, such as the police and the Ministry of Emergency Situations.

Postal service engineering

Elsag Datamat supplies the technology infrastructure for the setup in the Russian Federation of a new Hybrid Mail Service, i.e., a service for computer-generated correspondence that is then delivered in traditional form.

It has also been entrusted by Russian Post with the turnkey realization, in the Moscow region, of the first automated sorting center for the Russian postal network, allowing it to process any kind of postal object with a daily production capacity of over 3 million mail pieces.

Space

Thales Alenia Space Italy takes part in ongoing cooperation with Russian partners. At the moment, one of the Class Express MD1 satellites has already been completed and launched, equipped with a payload designed by Alenia. In May 2009, the Express-MD1 satellite was launched as part of a satellite constellation for civil purposes operated by the Federal State Unitary Enterprise Satellite Communications Company (RSCC).

Thales Alenia Space Italy manufactured two additional sets of payloads for the MD2 and KAZSAT 2 satellites.

Integrated security

Taking into account the growing demand for safety at crucial facilities for transport, energy, industrial and other strategic infrastructures, as well as during major events, Finmeccanica and Russian Technologies signed in December 2009 an Agreement of Intent to establish a joint venture for the production of integrated security systems.

Transportation engineering

In December 2009, the St. Petersburg city administration and Finmeccanica signed a Memorandum of Understanding to establish a plant to produce high-speed streetcars.





Ford Motor Company

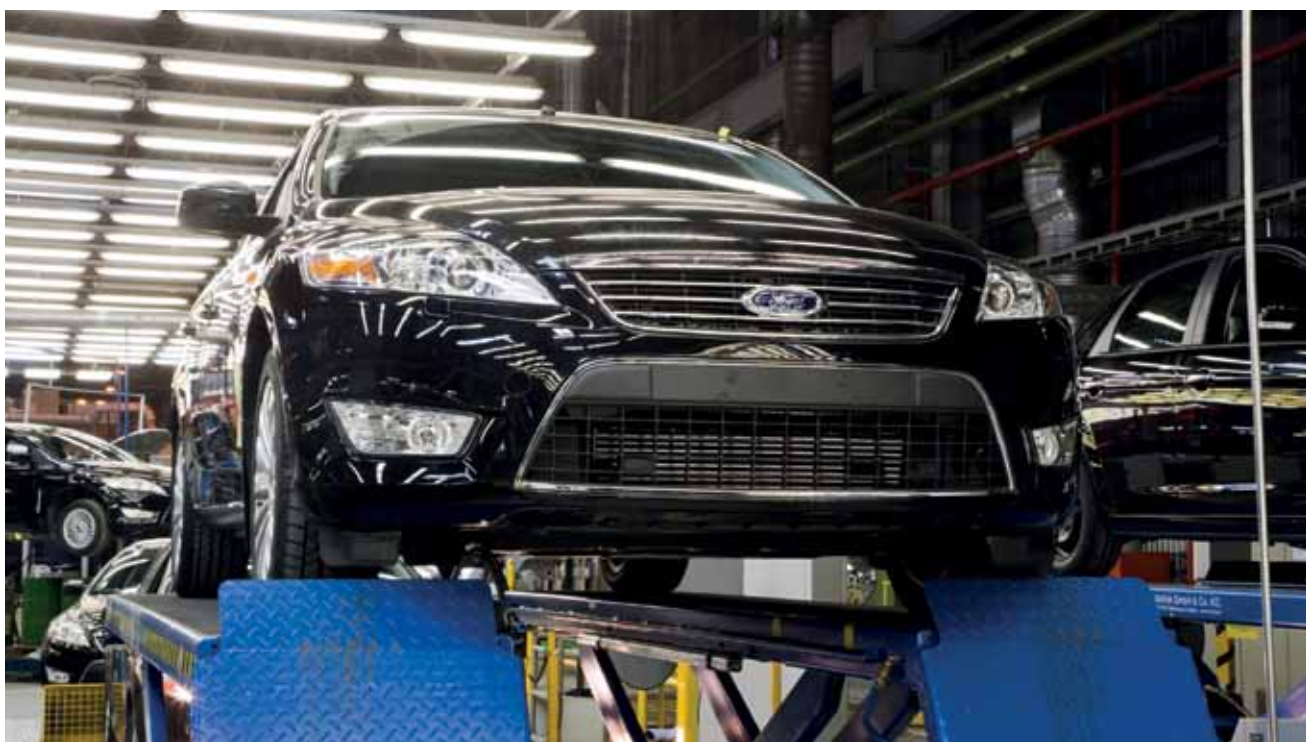
Company profile

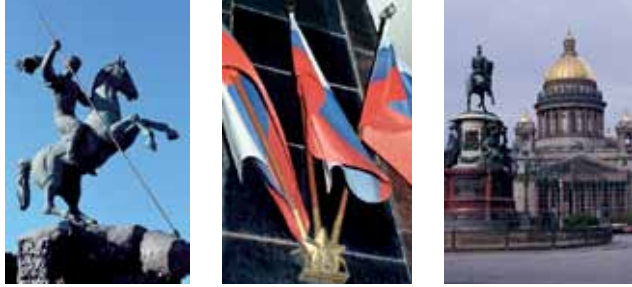
Ford Motor Company, a global automotive industry leader based in Dearborn, Michigan, manufactures and distributes automobiles across six continents. With about 198,000 employees and about 90 plants worldwide, the company's automotive brands include Ford, Lincoln, Mercury and, until its sale, Volvo. The company provides financial services through Ford Motor Credit Company.

Ford of Europe is responsible for producing, selling and servicing Ford-brand vehicles on 51 individual European and Central Asian markets. Ford of Europe now employs approximately 70,000 employees and has 22 manufacturing facilities, including joint ventures.

Ford entered the Russian market far back in 1907, only four years after the company had been founded in the USA. Ford recommenced commercial activities in Russia in 1990 and, in six years, opened its trading office in Moscow. Ford became one of the first major foreign investors in the automotive industry in Russia. In June 1999, an investment agreement was signed between Ford and Russian authorities on the construction of the Vsevolozhsk plant, and in July 2006 - an agreement on the industrial assembly of vehicles in Russia.

In the summer of 2002, Ford opened its automobile manufacturing plant in Vsevolozhsk (Leningrad oblast). Since that





time, Ford has manufactured more vehicles in Russia than any other foreign producer - over 340,000 to date. This became possible due to the repeated increase of production capacity: from 25,000 annually in 2002 to 125,000 in 2009. As of today, the aggregate volume of investment in the construction and development of the Vsevolozhsk plant exceeds \$340 million.

Plant production cycle

The plant production cycle includes body construction, a paint shop, final assembly and quality control. This is the only Ford plant in the world that manufactures the Focus model in all four body types: sedan, wagon, and 3- and 5-door hatchbacks. In March 2009, Ford Mondeo production was launched in Russia with the sedan body and a variety of packages.

Creation of favorable working conditions

Significant attention is devoted by the company to the creation of favorable working conditions and the constant improvement of professional labor skills. At present, there are over 2,400 employees at the plant. Average production wages are RUR32,420, along with a social package that includes voluntary medical insurance for employees and members of their families, free-of-charge training and meals, transportation to the plant and back, use of a fitness center and discounts for the purchase of Ford vehicles. The plant has two trade union organizations.

Dealer network

The development of the dealer network throughout the whole country is one of the key priorities for Ford in Russia. As of April 2010, the company dealer network includes 117 sales and service locations in 70 Russian cities.



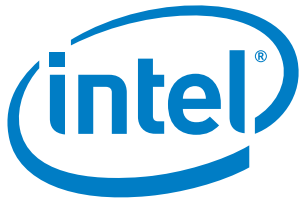
Ford Heavy Trucks

In the spring of 2007, a new Ford business division started operations in Russia - Ford Heavy Trucks. It has already sold more than 1,600 new trucks over 18 tons in weight. Eleven official specialized dealer truck centers are already operational in Russia.

Commitment to the Russian market

Despite the decline in new vehicle sales in Russia as a consequence of the global financial crisis in 2009, the Russian market continues to be one of the most important for the company in Europe. In 2009 and 2010, ZAO Ford Motor Company became a participant of Russian government support measures for the auto industry, i.e., subsidized loans program and scrappage.

ZAO Ford Motor Company is a member of the Foreign Investment Advisory Council headed by the Chairman of the Government of the Russian Federation.



Intel



Company profile

For decades, Intel has been leading technology development, enabling the computer and internet revolution that has changed the world. The company develops technologies, products and initiatives to advance how people work and live. Founded in 1968 to build semiconductor memory products, Intel created the world's first microprocessor in 1971. Today it is the world's largest chipmaker and a leading manufacturer of reliable, high-performance computer, networking and communications products.

Intel in Russia today comprises about 1,150 employees working in five cities including 166 interns (25% in Moscow, 40% in Nizhny Novgorod, 18% in Novosibirsk, 7% in St. Petersburg, 10% in Sarov). Aside from sales and marketing, Intel Russia is a large research and development (R&D) center boasting ~560 engineers. Intel Capital invests in Russian companies, giving them the opportunity to take advantage of Intel's wide technological experience as well as technology roadmap almost simultaneously with the emergence of such technology on the world market. From 1992 to 2009 Intel has invested more than \$900 million into the Russian economy*.

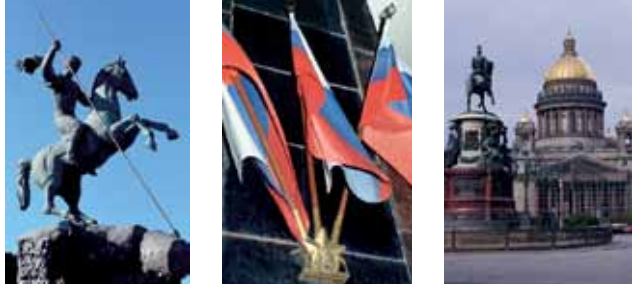
History milestones

- 1991 Intel Corporation begins operation in Moscow, Russia, where the company mainly engages in sales and marketing activities.
- 1992 Intel contracts over 100 software developers from Arzamas-16, presently Sarov.
- 2000 The first Intel Russia Research and Development Lab is established in Nizhny Novgorod.
- 2002 Intel R&D Sarov Lab is established.
- 2003-2004 Sales and marketing group starts its expansion in Russia, opening offices in Novosibirsk and Nizhny Novgorod.
- 2004 Intel Software Development labs are established in St. Petersburg, Novosibirsk and Moscow as part of Intel's strategic investment programs through Intel Capital.
- 2007 Intel Sarov Lab is moved to a new modern building in Satis Technopark. Three Intel Moscow offices are consolidated at a multipurpose scientific-administrative center, Krylatskie Hills Business Park.

Supporting education and science in Russia

Each year Intel spends about \$2 million to support educational activities at schools and universities. Since 1997, Intel has spent more than \$20 million on these programs. And while Intel supports the development of university and school curricula associated with Intel's technology and future roadmap, it also collaborates on research projects and donates computers and relevant equipment to universities and schools for modernization and empowering students and researchers. Intel continues to encourage talented university graduates to establish their own small businesses through the Technology Entrepreneurship Program, giving an opportunity to those young scientists to participate in business plan contests and curricula workshops to develop their business skills.

*including real estate acquisitions and rent, IT infrastructure development, R&D employees' salaries, federal and local taxes, marketing.



Intel Russia has established a strong relationship with the government of the Russian Federation (including the Federal Ministry of Education and Science, Ministry of Economic Development, Ministry of Health and Social Development and others). The Russian Government highly regards Intel's initiatives in the arena of education and scientific programs as programs for speeding up the development of the Russian IT market.

Intel education programs in Russia:

- ▶ Intel ISEF – The Intel International Science and Engineering Fair (ISEF) is the world's only international science fair representing all life sciences for students. Every year, more than one million students in grades 9-12 compete in regional science fairs and nearly 500 Intel ISEF-affiliated fairs held around the world. More than 1,200 students from 40+ countries win the chance to compete for more than \$3 million in scholarships and prizes at the Intel ISEF in 14 scientific categories and a team project category.
- ▶ Intel Teach program started in Russia in 2002. In its seven years in Russia, more than 650,000 teachers (out of 1.5 million teachers total in the country) were trained on the Project-Based Learning method and ICT usage in education. The Intel Teach Program has been approved by more than 110 regional training agencies and pedagogical universities, and works in all 89 constituent entities of the

Federation. In 2009, 116 regional centers hosted training for more than 120,000 Russian teachers. Together with the National Training Foundation (a World Bank subcontractor) under the Russian federal program "Informatization of Education," the Intel Teach program started in 22 new regions and is continuously expanding its regional coverage.

- ▶ Intel Teach essentials online learning system, localized for Russia, was introduced in 2008. More than 30 institutions joined the pilot project for teaching teachers via the internet, integrated into pre-service and in-service teacher learning practices. This also allowed teachers further development and access to Web 2.0 services.
- ▶ Intel Learn program has been announced in 19 regions of Russia, with more than 100,000 students trained. The course primarily focuses on social and community project development. The program helps students to develop very important 21st century skills such as tolerance, working in groups, analytical and critical thinking, and problem solving.
- ▶ Intel Computer Clubhouse. On October 12, 2006, Intel opened the first Computer Clubhouse in Nizhniy Novgorod. More than 600 teens have become members of the Clubhouse and, with the help of professional mentors, completed 10,000 hours of computer skills classes. Intel has received numerous certificates of gratitude from community-based organizations and regional governments for its active CSR position in Russia.
- ▶ Higher education programs. Intel has numerous engagements with Universities and Russian Academy of Sciences (RAS) for curricula and research programs promoting leading-edge research and helping today's students to get prepared for the demands of tomorrow in high-tech areas: Intel actively collaborates with top universities in Moscow, St. Petersburg, N. Novgorod, Novosibirsk and Sarov in the development and deployment of new curricula in the areas of Multicore, HPC, Visual Computing and Wireless. These activities help universities to address recent achievements in the computing industry and prepare students for new trends. Engagements with universities are done through innovative collaboration models - student labs, summer schools for students, technological schools, Intel Studio, student contests, etc.



Kinross Gold Corporation

More than 12 years of experience in Russia

Kinross is a Canadian-based gold mining company with mines and projects focused in the United States, Brazil, Chile, Ecuador and Russia, employing approximately 5,500 people worldwide. Kinross gained its experience in Russia through earlier interests in the Kubaka and Julietta mines in the Magadan region. Kubaka was a key Kinross operation and an important contributor to the local economy. The peak production years at Kubaka occurred as the Russian economy went through a difficult transformation. While gold production from other companies in the Magadan region declined, Kubaka provided a much-needed infusion to the local economy. At one point, Kubaka produced more than 50% of the gold in the region, employed more than 700 people and contributed in many ways to the local community.

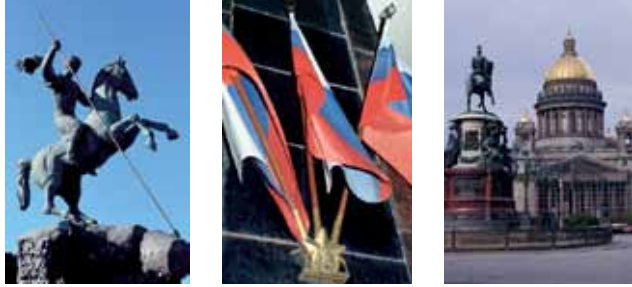
Today, Kinross is focused on the Chukotka region, in particular, the Kupol gold-silver mine. The Kupol project is located in the far northeast of Russia - the sub-arctic permafrost zone, 400 km to the northwest of Anadyr, the capital of Chukotka Autonomous Okrug. Kinross' 75% interest in Kupol is held through its interest in the Chukotka Mining and

Geological Company that was acquired through its acquisition of Bema Gold Corporation. Development of the high-grade Kupol ore body includes a 3,000 tons per day mill and employs both open pit and underground mining methods. Construction began in 2005 and was completed in May 2008, a remarkably short timeframe considering the severe climate and remote location. Today, Kinross Gold Corporation is proud to be the largest Canadian investor in the Russian Federation and the largest foreign investor in Russia's gold mining industry.

Economic benefits for Russia

Kupol is an important part of Kinross' portfolio of projects, and an important engine of new economic opportunity in a remote area of the Russian Federation. The Chukotka Autonomous Okrug ranked tenth in 2007 in terms of gold output among the Russian gold-producing regions. Since the start of gold production at Kupol in May 2008, it has been continually ranked second, behind only the Krasnoyarsk region. Kinross currently employs a total of more than 1,000 people (97% local employees) and approximately 300 contractors. In addition to direct employment,





the operation also provides indirect jobs and business opportunities for approximately 50 enterprises and entrepreneurs in the region. Kinross is proud to bring new economic opportunities and benefits to the Russian Far East, with an investment of over \$750 million in Kupol alone.

Corporate governance and national regulations

Kinross Gold Corporation is committed to the highest standards of corporate governance practices. The Company adheres to guidelines for effective corporate governance as published by the Toronto Stock Exchange, and regularly reviews its practices in close cooperation with Russian federal and regional governmental institutions to ensure its activities in the region are in full compliance with required national regulations. As a foreign investor to Russia, Kinross is also proud to be a member of various foreign investor and mining industry associations in the country, including FIAC, and to provide its support for further improvement of a favorable investment environment in the Russian Federation.

Reclamation and environmental stewardship in Russia

Environmental protection and performance is a strategic priority across the company. Kinross has a company-wide Environmental Health & Safety Management System, modeled on the global ISO 140001 environmental standard, and the OHSAS 18001 standard for occupational health and safety. This system provides structure, standards, and guidelines for air quality, water management, reclamation and biodiversity. Kinross strives to minimize its environmental footprint wherever it operates. For instance, Kinross' reclamation program in the Russian Far East has set a strong example for a responsible approach to hard rock mining in the region. Prior to the completion of mining operations at the Kubaka project, much work had already been accomplished to reclaim affected lands. In 2006, Kinross conducted full reclamation activities on the surface of a tailings disposal area at the site.

In 2009, Kupol became the first mine in Russia to achieve full certification under the International Cyanide Management Code. Kupol's transportation group was also certified, making it the first mine-operated transportation group in the world to be certified.



Corporate social responsibility in Russia

As part of Kinross' commitment to corporate responsibility, supporting and developing the local economy has been a priority at Kupol. Apart from providing employment opportunities at Kupol, Kinross has also helped establish a development fund – the Kupol Foundation – by making an initial \$1 million investment, with an annual additional investment of \$250,000 per year over the next eight years. One of the Foundation's mandates is to champion indigenous causes, with at least one-third of monies distributed by the Foundation earmarked for indigenous groups.

Kinross also entered into a cooperation agreement with the Chukotka branch of the Russian Association of Indigenous Peoples of the North (RAIPON). In April 2009, Kupol was pleased to receive the International Award of Vitus Bering for its contribution to the socio-economic, cultural and institutional development of indigenous people in Russia's Far East.

Commitment to the Russian mining sector

Since its first investment in the Russian Federation, Kinross has appreciated the support that has come from the Russian Government, authorities in the regions, Russian business partners and local communities. Kinross plans to continue building on its experience and success in the Russian Federation and to explore new opportunities for long-term partnership with one of the world's great mining nations - both for the benefit of its investors and for the communities where the company operates.

Kraft Foods



Kraft Foods worldwide

Kraft Foods is the world's second-largest food company. The combination of Kraft Foods and Cadbury in 2010 created a global powerhouse in snacks, confectionery and quick meals. With annual revenues of approximately \$50 billion, the combined company makes delicious products for billions of consumers in more than 160 countries. The combined company's portfolio includes 11 iconic brands with revenues exceeding \$1 billion. Another 70+ brands generate annual revenues of more than \$100 million. Kraft Foods (www.kraft-foodscompany.com; NYSE: KFT) is a member of the Dow Jones Industrial Average, Standard & Poor's 500, Dow Jones Sustainability Index and Ethibel Sustainability Index.

Kraft Foods in the CIS

In the new markets of Eastern Europe and Central Asia, Kraft Foods and Cadbury grow business in 12 countries: Ukraine, Belarus, Moldova, Georgia, Armenia, Azerbaijan, Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan, Tadjikistan and Mongolia. CJSC "Kraft Foods Ukraine" is a part of Kraft Foods International. Kraft Foods Ukraine entered the Ukrainian market in 1995 with a team of five people, and by 2009 it had grown into a company with 1,600 employees expanding to develop its business in Moldova (since 2003), in Belarus,

Georgia, Armenia and Azerbaijan (since 2005), in Kazakhstan, Uzbekistan, Turkmenistan, Kyrgyzstan, Tadjikistan and Mongolia (since 2009). The Byelorussian and Azerbaijan FMCG markets have the biggest growth potential in Eastern Europe. The Kazakh market provides FMCG sector players with the fastest returns on investments.

Kraft Foods in Russia

Kraft Foods has a 15-year story of success on the Russian market. Kraft Foods is the leader in the following market segments in Russia: chocolate tablets, freeze-dried coffee, and biscuits*. In the last few years, Kraft Foods Russia has experienced consistent double-digit growth. In 2009, Kraft Foods together with Cadbury (acquired in 2010) had revenues exceeding RUR30 billion.

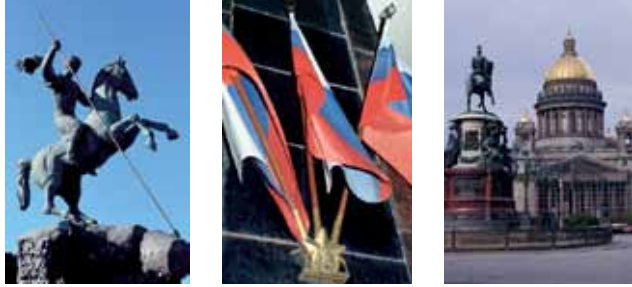
The Kraft Foods Moscow representative office was established in 1994. Presently, LLC Kraft Foods Rus and Dirol Cadbury LLC employ about 4,000 people and operate six production facilities: a coffee plant in Leningrad region, a biscuit plant in Moscow, two confectionary and biscuit plants in Vladimir region, and two plants in Novgorod region. The two companies sell across the country.

The facility in Pokrov, Vladimir region, is one of the largest Kraft Foods confectionary factories in the world, producing more than 60,000 tons of chocolate per year. The factory produces such brands as *Alpen Gold*, the No. 1 chocolate in Russia, *Milka* and *Vozdushny*.

In 2000 Kraft Foods built a coffee plant in Lomonosov district in Leningrad region, near St. Petersburg. Initially it had two coffee packing lines. The plant's volume quadrupled in 2001-2006, following the installation of more packing lines and coffee mix production. In 2008 Kraft Foods started up the world's most advanced production of freeze-dried soluble coffee under the Jacobs and Carte Noire brands, with total investments of \$150 million and over 300 employees. A second freeze-dried process set was started a year later in 2009, bringing the total capacity to 10,000 tons of freeze-dried coffee production per year.

In 2009 in the town of Sobinka, Vladimir region, Kraft Foods launched a new full cycle biscuit factory, "Bolshevik," employing 600 people. The investment in the project was in excess of \$50 million.

* According to AC Nielsen agency



The majority of Kraft Foods' social and charity programs in Russia are aimed at supporting the local communities where company's production facilities are located, in the Vladimir, Leningrad and Novgorod regions. The volunteer community involvement program "Make a Delicious Difference" is developing in these regions, involving hundreds of Kraft Foods employees that assist orphanages and hospitals and purchase textbooks, clothes, furniture, sports equipment, and plant greenery. The Health4Schools program is one more unique Kraft Food campaign for the interactive engagement of children in cooking breakfasts, cultivating plants and playing active games.

Products

Key Kraft Foods and Cadbury products marketed in Russia include: *Carte Noire*, *Jacobs* and *Maxwell House* coffee; *Estrella* potato chips; *Toblerone*, *Cote d'Or*, *Milka*, *Alpen Gold*, *Vozdushny*, *Chudniy Vecher*, *Cadbury*, *Compliment* and *Picnic* chocolate; *Jubilee*, *Prichuda*, *Shokobarocco*, *Tornado* and *Barni* biscuits; *Dirol*, *Stimorol* and *Malabar* gum; and *Halls* and *Dirol Drops* candy. Kraft Foods also exports finished products from Russia to various countries.

Kraft Foods cares about Russia

The company carries out a wide range of social and charity programs focused on two basic areas – nutrition improvement and promotion of healthy lifestyles. In Russia in 2009-2010, the company earmarked over RUR48 million for a large number of community programs and donations.

The company also carries out creative cultural events. In 2009, Kraft Foods opened the Chocolate Fairy, a unique Monument to Chocolate, and in 2010 the company renovated the Museum of Chocolate in Pokrov. These projects contributed to the new image of Vladimir region as the Sweet Capital of Russia: "Vladimir region – a delicious place to live".

What makes us successful?

A great team driven by genuine company values, a high-performing organization and strong brands are the key factors in our success. We focus on creating sustainable and profitable growth. We are constantly looking for fresh ideas to improve our workplace, our partnerships, our communities and our world. We believe we can make a delicious difference in the world and in Russia. We believe Russia has a great future!





LAFARGE RUSSIA



Alex de Valukhoff, GM, Lafarge Cement Russia

Russia is one of the key priority geographic areas for Lafarge Group, along with China, Africa and India. Lafarge has a cooperation agreement with EBRD (the European Bank for Reconstruction and Development) which supports Lafarge's growth in Russia. Today, the group has two cement plants in operation and three active projects, making it one of the largest potential investors in the sector.

History and company profile

Lafarge Cement Russia currently owns and operates two plants in Russia: Voskresensk, 120 km southeast of Moscow, and Korkino, 40 km south of Chelyabinsk in the Urals industrial heartland of Russia.

The cement plant in Voskresensk (built in 1913 and 1931, acquired in 1996) is one of the largest enterprises in the Moscow region, with an annual production volume in 2008 of more than 1.8 million tons.

The cement plant in Korkino (wet plant built in 1957 and 1962) was acquired by Lafarge in 2003 and, since then, cement production has doubled. Korkino is the biggest cement producer in the Chelyabinsk region with an annual production volume in 2008 of 1.5 million tons.

Best in class in both regions according to Customer Satisfaction Surveys¹ for the past three years, with premium ratings in quality and clients' technical support. Also innovative, well adapted product, for instance in dedicated products for the precast industry allowing these clients increased productivity and helping them reaching the Nation's target of affordable housing.

Other than Russia, Lafarge Group has operations in two other CIS member countries, Ukraine and Moldova. The group has two cement plants in these two countries.

Lafarge has 2.000 employees in Russia

Lafarge Russia welcomed 2009 with the best recruitment result achieved in 2008 for the group (477 recruits, amounting to 22% of the total BU). The Rebound Talent Development Program has been successfully implemented as an indicator of investing in our people internally during the recession. This is a clear sign of Lafarge maintaining its ambitions for growth in Russia.

New projects

Besides operating two cement plants, Lafarge has also acquired limestone licenses at federal auctions in 2007 and 2008 in the Kaluga, Rostov and Krasnodar regions. Cumulatively, Lafarge Cement Russia is the largest investor in federal reserves.

The first new Lafarge project, in cooperation with EBRD, will be a state-of-the-art cement plant at Ferzikovo in the Kaluga region, which will have a production capacity of two million tons a year. This greenfield project will represent a breakthrough in Russia in terms of energy efficiency, safety performance and minimized environmental impact. The carbon footprint per ton of cement produced will as a result be cut by 31%, and energy consumption will be halved from current levels. Lafarge also plans to make use of renewable energy sources at this plant.

Focus point: sustainable development

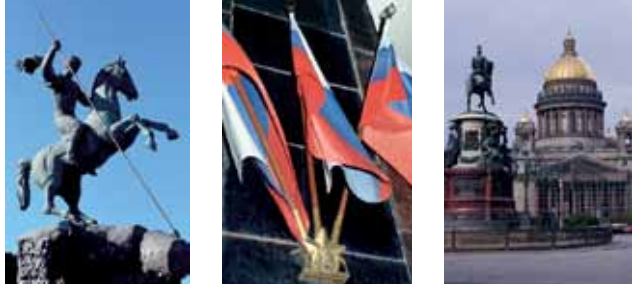
Lafarge Russia's ambition is not only to create economic value, but also to contribute to its social and cultural environment, in line with the group's commitment to sustainable development.

Major investments in terms of environment protection are ongoing at our two plants, as part of a program of more than EUR15 million to equip our four main kilns with new dedusting filters. The company is also involved in the current government-led initiative for energy efficiency.

In addition, Lafarge sees the human and cultural components as being equally essential: health and safety is the group's priority and all of the company's operations seek to develop and maintain strong, socially responsible relationships with its neighbors and stakeholders.

Priority No. 1: health and safety

Health and safety are absolute priorities for Lafarge Russia as a group. Following the Lafarge Group's safety policy



and rules is a must for all employees and subcontractors at Lafarge Russia.

The main target to reach is zero fatal accidents and keep lost time injuries to a minimum.

Stakeholders dialogue

Lafarge's objective is to establish permanent and reliable relations with local stakeholders in Russia by creating a structured and consistent communication program aimed at meeting the urgent needs of local communities.

A three-year charity program with reasonable cost (2008-2009-2010)

Four regions: The charity program covers two regions where our plants are located and two regions where our new green-field projects will come to fruition in the near future.

Voskresensk: rebuilding medical clinic for children. With a low standard of living and lower-class economic status, the children of this district were deprived of quality medical care. Once the clinic was rebuilt, modern medical equipment

was provided. The special immunity-boosting chamber unit at the clinic is unique for the region. We also worked on other efforts such as providing a gigantic children's playground for the city's anniversary celebration.

Korkino: renovation of the technical school, the only educational institution where teenagers can study after high school. Most employees at our plant graduated from it. We also provided modern kitchen equipment in order to guarantee healthier food for the children, potential Lafarge employees.

Ferzikovo (Kaluga region): building the first children's playground in the district. To provide children a safe area where they can spend quality time under the eye of their parents. This is the only facility for children in the region built and donated by a private company.

Kulbakovo (Rostov region): renovation of the school and the community house, the only two public buildings in the village. We also made a contribution to the Red Cross to provide the district's maternity home with medical equipment.



Lafarge Voskresensk Cement Plant

MARS

Company profile

Mars, Incorporated is a private, family-owned company founded in 1911 that employs more than 65,000 associates at over 230 sites, including 135 factories, in 68 countries worldwide.

Headquartered in McLean, Virginia, U.S.A., Mars, Incorporated is one of the world's largest food companies, generating global revenues of more than \$28 billion annually and operating in six business segments: Chocolate, Petcare, Wrigley Gum and Confections, Food, Drinks, and Symbioscience.

Acknowledged as one of the world's best-managed companies, Mars has a distinctive way of doing business. Operating to the highest standards of business ethics, private ownership gives Mars total freedom to create a genuine mutuality of benefits between itself and all those individuals and companies who do business with it.

History in Russia

In 1991, Mars entered the Russian market by forming a Russian company to sell a wide variety of Mars' globally recognized food, confectionery, and pet food products, and to establish a network of sales offices across the territory of the Soviet Union. Even before that, Mars had purchased raw materials for its European pet food businesses from Russia for over 30 years!

Mars was able to sell its products to consumers at affordable prices. There was immediate and unparalleled consumer demand for Mars' products. This demand was temporarily fulfilled by increasing manufacturing capacities at existing Mars facilities through innovation and additional shifts. At the same time, Mars began to explore possibilities for developing manufacturing facilities in Russia to serve both the Russian market and other CIS countries.

Investment projects and operations in Russia

After considering a number of locations for a new factory site, Mars chose Stupino, a town of 80,000 inhabitants located in a rural area 100 kilometers south of Moscow. Up until then, Stupino was closed to foreigners because it housed a military-industrial complex. In May 1994, Mars

broke ground on a 42-hectare site and, 13 months later, commissioned a factory producing the first domestically produced MARS Bars. This factory incorporated Mars technical engineering capabilities that existed around the world with the creative ideas of the local Mars Russian engineering associates.

In a nearby site in the village of Luzhniki, Mars began production of dry dog and cat food. In 2002 another petfood factory was constructed and started its work in Novosibirsk. In 2005 Mars opened a food factory in the town of Lukhovitsy (Moscow region). In September 2009 Mars launched its third petcare factory in Russia and now in Ulyanovsk region. At present another chocolate factory is being built in Ulyanovsk. It will be one of the largest Mars factories in the world and it is expected to come on stream in 2012.

Since March 2010 Mars has added to its distribution network Korkunov chocolate products and supplies its trade partners from a single source with a complete offering in the four key segments of chocolate – tablets, boxed confetti, bars and bite-size – and with six of the top ten brands on the Russian market.

MARS products

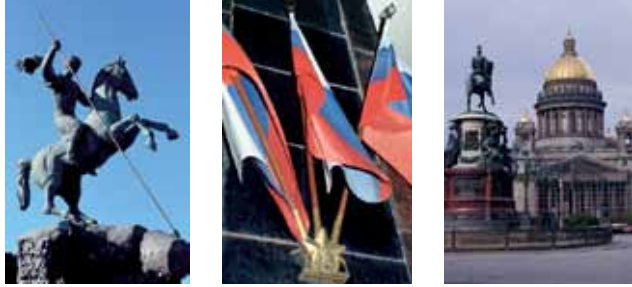
The following products are produced in Russia – chocolate bars MARS, SNICKERS, MILKY WAY, BOUNTY, TWIX, tablet chocolate DOVE, candies M&M's, sugar products RONDO, SKITTLES, TUNES, STARBURST, dry and wet petcare products such as PEDIGREE, CHAPPI, KITEKAT, WHISKAS.

Investments in figures

Today Mars' investment in manufacturing assets in Russia exceeds \$500 million, with a total investment in Russia of over \$1 billion. To date, Mars' Russian companies have paid over \$600 million in taxes to the Russian budget.

Human resource management

Mars presently employs more than 3,000 associates in Russia. This currently makes Mars one of the largest employers in Moscow oblast, which includes the town of Stupino. Additionally, more than 10,000 others are gainfully employed because of Mars' Russian investments, working in areas including agriculture, transportation, warehousing,



and distribution. Mars provides its employees with extensive training, both in Russia and abroad.

Mars' use of local raw materials covers approximately 60% of its Russian factory requirements. Today this translates into about 500 local Russian companies fulfilling Mars' raw material requirements.

Corporate citizenship

Importantly, Mars has worked to improve the climate for investment in Russia while establishing itself as a model citizen: Mars is among the first members of the Foreign Investment Advisory Council (FIAC), established under the Prime Minister, and is an active participant; Mars is a leading member of the Russian Association of Confectionery Companies (ASCOND), the Pet Food Manufacturers Association (PFMA), the Association of Advertisers and others. Mars sponsors research and education programs that include local exhibitions and publication of periodicals and manuals.

Mars supports the communities that surround its manufacturing facilities through the implementation of corporate social responsibility principles in practice. The company gives special emphasis to education, healthcare, culture, and sports.

Mars looks to support the development of local children by taking an active role at the earliest stages. The company has provided Internet access to the Stupino public schools. Mars supports a healthy lifestyle program. Contributing positively to the environment is crucial for Mars – all of the company's manufacturing facilities comply with international and local ecological legislation.

What makes us feel good in Russia

Mars' business in Russia is of considerable significance to Mars, Incorporated. It is a large and growing business meeting sizable consumer wants. Russia contributes a fifth of Mars' total growth worldwide. Russia provides a base from which Mars can readily export Russian manufactured products to the CIS and other neighboring countries.



METRO Group

METRO Group in Russia

It is now already nine years since METRO Group started its activities in the Russian Federation. Right from the beginning it has been extremely important for us to build up a strong team for our expansion in this enormous country. We opened the first Metro Cash & Carry stores in 2001.

After the first openings in Moscow and St. Petersburg, METRO Group continued with a sound expansion of six to

eight stores opened per year, focusing on regional cities since 2004. In 2005 Real started to expand its hypermarkets in Russia. In late 2006, MediaMarkt followed with its consumer electronic stores that are well-known all over Europe. Today there are more than 90 METRO Group stores in Russia, 52 Metro Cash & Carry stores, 15 Real stores and 23 from MediaMarkt.

In order to ensure fully functioning logistics all over Russia, METRO Group recently opened huge warehouse facilities in the Moscow region, about 40 kilometres outside of Moscow. Our focus here is on warehousing and especially on cross-docking – the most modern form of goods distribution. METRO Group's logistics centre also includes a packaging station for fresh products such as fruits and vegetables. The product range includes everything from Russian beet-root to exotic cherimoyas from South America.

Our success factors

Warehousing and modern logistic are a strong foundation for our goods distribution. But in order to supply all METRO Group stores all over Russia, we must make use of yet more state-of-the-art technologies – METRO Group owns a number of satellite-controlled multi-compartment cooling trucks. Thus we can ensure 100% reliable cool chain management. Another distribution platform is located in Novosibirsk. Here and in the surrounding Siberian cities METRO Group already operates six Cash & Carry stores – a clear sign of our commitment to further expansion in the heart of Siberia and other, even more distant regions of this impressive country.





Another very important issue for METRO Group is quality assurance. Therefore our quality controllers regularly come to visit not only our stores but our suppliers, as well as the producers of the goods that are eventually sold to our customers at METRO Group's sales lines.

People

Of course, our work would not be possible without our employees. More than 17,000 people are employed by METRO Group in Russia, which makes us the largest foreign employer here. For our Metro Education programme we already cooperate with 38 schools in 26 cities in order to train young specialists in trade. 2,000 students took part in

this dual education programme alone last year. In our intensive discussions with the authorities, we continuously analyse the possibilities for integrating this programme into the permanent education system in the Russian Federation. One of METRO Group's four so-called "Houses of Training" is also located in Moscow. Here we are able to train our local management in the most advanced techniques.

In this way we work hard to continuously contribute to the further development of modern trade in the Russian Federation - one of METRO Group's most important 33 countries worldwide - for the benefit of our customers.

Mitsubishi Corporation



History of our activities in Russia

Mitsubishi Corporation established its Moscow office in 1968. During the 1980s, MC enjoyed huge trade turnover with the USSR, including exports of competitive Japanese steel products and imports of Russian raw materials to steadily growing Japanese market. Our major clients at the time were the foreign trade organizations operating under the government.

In the 1990s, MC shifted the focus away from pure trade to investment activities in line with changing economic and business environment both in Japan and Russia.

After Russia has opened its markets, Japanese imports faced strong competition with goods and services from other suppliers. Our traditional clients – the state foreign trade organizations – ceased to exist, and private businesses came to the scene. The Russian economy started its outstanding growth, and MC had to respond to the new challenge by amending business model in order to maintain and expand its presence in this promising market.

In the 1990s, MC extended its network in the CIS by establishing the offices in the Russian Far East, Kyiv, Almaty, Tashkent, Baku and Tbilisi.

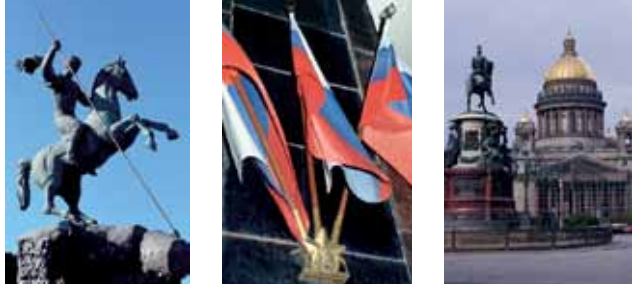
Investment projects

Sakhalin-2 Project

MC's most significant investment project in the Russian Federation is the participation in the Sakhalin-2 Project, which was launched in 1994.

MC has been a sponsor in the project since 1992. This large-scale investment was undertaken to help securing stable energy supplies to Asia and Pacific markets including Japan. In April 2007, the shareholders of Sakhalin Energy, operator of Sakhalin-2, signed an agreement with OAO Gazprom, to bring Gazprom into Sakhalin Energy as a leading shareholder. Under the new shareholding structure, Gazprom holds 50% plus 1 share, Shell 27.5% minus 1 share, Mitsui 12.5% and Mitsubishi 10%. The project's Phase-I has been successfully producing oil from its Molikpaq platform since July 1999.

The Phase-II Project includes the installation of two further platforms, 300 km of offshore and more than 1,600 km of onshore oil and gas pipelines, an onshore processing facility, an oil export terminal and a LNG plant with associated export facilities. The opening ceremony for the Russia's first LNG plant, part of the Sakhalin-2 Project, was held on Sakhalin Island in February 2009, in the presence of Dmitry Medvedev, President of the Russian Federation, and T.Aso, Prime Minister of Japan at the time. First LNG shipments for export started in March 2009.



Automotive business

Since early 1990s, MC has been representing the interests of Mitsubishi Motors Corporation in Russia and facilitated the brand's great success here in collaboration with its Russian partner, so that in 2008, Russia became the world no.1 overseas market for Mitsubishi Motors, with retail sales of over 110 thousand units. With support from MC, the first Mitsubishi Motors assembling project (a joint venture with Peugeot-Citroen) is now being developed in Kaluga.

MC Logistics CIS LLC

MC Logistics CIS, a 100% owned by Mitsubishi Group companies, has been developing its logistics operations in Russia since 2006.

MC Logistics, using its wide business network, provides integrated transportation from the production site to the store and offers a "Total Logistics Solution" to its clients by integrating high value-added logistics and solutions from a wide range of angles.

TOYO TIRE RUS LLC

In 2008, Mitsubishi Corporation and TOYO TIRE & RUBBER CO., LTD. set up a joint venture company in Russia for import and distribution of TOYO brand tires for passenger cars and trucks. The JV has been steadily expanding sales of TOYO tires and successfully strengthening the brand's position on the Russian market. The tires' first-rate quality has ensured sound consumer demand on the Russian market.

Future

MC continues strengthening its business relations with Russia and confirms its commitment to the Russian market which has a great potential for further growth. The company believes that mutually beneficial cooperation may be established in such areas as bringing in energy efficient and environmentally-friendly Japanese technologies as well as development of East Siberia and Russian Far East regions – the spheres of the increasing attention of the Russian government.

In challenging conditions caused by the world economic crisis, the company continues supporting long-term relationship with its Russian partners and clients and strives to further develop and expand cooperation in new business environment.

Milestones

- 1968 Mitsubishi begins operations in the USSR
- 1993 Mitsubishi opens its first office in a CIS country outside Russia
- 1995 First subsidiary of Mitsubishi - MC Electronics Sales – is registered in Russia
- 1996 Mitsubishi joins the Sakhalin-2 Project
- 2001 Mitsubishi establishes JV for automobile distribution business – CARNET2000
- 2006 Mitsubishi establishes a Russian company for logistics services – MC Logistics CIS LLC
- 2008 Mitsubishi establishes a Russian company for import and distribution of TOYO brand tires in Russia – TOYO TIRE RUS LLC
- 2009 Mitsubishi acquires a stake in Rolf Import – the MC's long-term partner and an exclusive Mitsubishi distributor
- 2010 The first Mitsubishi Motors assembling project is currently being developed in Kaluga.



Mitsui & Co., Ltd.

Mitsui & Co., Ltd. is the only enterprise and pioneer on Sakhalin-2 project from the very beginning in the late 1980s to remain among the current consortium members, and has committed to work with consistency and a long-term view toward the sustainable development of Russian energy resources through collaboration between Russian parties and foreign participants. Furthermore, we believe that sustaining the stable operation of the project would also enhance the value of our company.

Sakhalin-2 project

Sakhalin-2 is one of the world's largest integrated oil and gas projects being developed to enable year-round production of oil and gas in the Russian Far East. It is the first offshore oil and gas development and the first LNG project in Russia, under the first Production Sharing Agreement (PSA) approved in Russia.

Sakhalin-2 also includes projects to improve the island's infrastructure and the well-being of the community through charitable events and sustainable development programs.

Sakhalin-2 has one of the longest histories in the world for LNG project pre-startup and has experienced on several occasions critical challenges and discussions among the parties concerned, such as:

- ▶ PSA agreement and execution in 1994
- ▶ Economic Crisis in Asia in 1997-1998
- ▶ Departure of Foundation members and restructuring of partners in 1997-2000
- ▶ Material cost/development capex increase and technical challenges/startup delay until 2008
- ▶ Gazprom participation in 2007
- ▶ Financial Crisis in 2008.

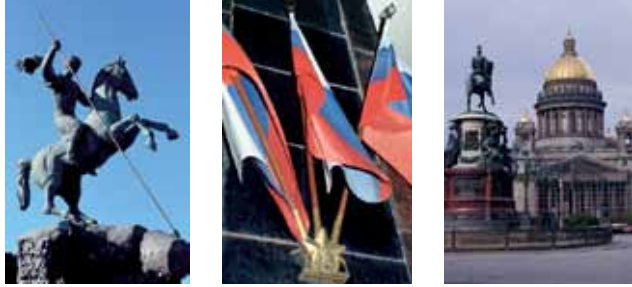
Sakhalin Energy Investment Company Ltd.

Sakhalin Energy Investment Company Ltd. (SEIC) is the operator for the Sakhalin-2 Production Sharing Agreement (PSA) formed in 1994 to develop the Piltun-Astokhskoye (PA) and the Lunskeye (Lun) oil and gas fields. SEIC's ownership is broken out as follows: Mitsui 12.5%, OAO Gazprom 50% plus one share, Royal Dutch Shell 27.5% minus one share, Mitsubishi Corporation 10%.



Project history and milestones

- Late 1980s** Mitsui starts initial feasibility study work with McDermott on prospective hydrocarbon reserves off Sakhalin Island.
- 1992** Mitsui, McDermott, Marathon win tender to carry out a feasibility study to develop offshore oil and gas fields. Shell and Mitsubishi join the Consortium later in the year.
- 1994** SEIC formed. 22 June, the Russian Federation and SEIC sign a Russian first PSA.
- 1996** Project Commencement Date: 22 May. SEIC proposes phased development of the PA field, starting with the Astokhskoye feature (Phase 1).
- 1997** Supervisory Board (SVB) approves the Plan of Development (PoD) for Phase 1. McDermott sells its shares to other shareholders. SEIC declares the Date of Development under Phase 1.
- 1999** Start of half-year oil production under Sakhalin-2, Phase 1.
- 2000** Shell becomes SEIC's majority shareholder, in December entering into an agreement with Marathon.



- 2001 SVB approves SEIC's Integrated PoD for the PA and Lun licence areas (Phase 2) on 14 June.
- 2003 SEIC declares Date of Development under Phase 2.
First LNG HoA concluded with Tokyo Gas.
- 2007 Gazprom becomes SEIC's majority shareholder.
- 2008 SEIC secures Russia's largest project finance deal of \$5.3 billion from the Japanese Bank for International Cooperation and an international consortium in June.
SEIC starts year-round oil production and oil delivery in December.
- 2009 First gas is produced from the Lun-A platform in January.
Start-up of LNG plant takes place in February.
First LNG cargo is exported in March.
SEIC secures an additional \$1.4 billion in project financing, bringing the total Phase 2 project financing up to \$6.7 billion.

Benefits for Russia

Sakhalin-2 brings innovation to Russia in the form of new technologies and new management techniques. The infrastructure built on Sakhalin lays the foundation for Russia to become a leading energy exporter to the markets of East Asia and the west coast of North America. The LNG project has opened the gate for the robust seaborne market for Russian natural gas, with marketing agility for responding to changes in regional demand and prices on the global market. In addition, the project could naturally become the basis for additional developments in nearby areas.

For the implementation of the project from 1996 through 2009, the total cost of contracts concluded with Russian companies amounted to some \$14 billion. Russian contractors gained valuable experience in international cooperation and the management of large projects while adhering to international best practices.

Assuming the forward oil price of \$70/bbl, the project will generate some \$120 billion for the Russian Federation over 40 years. By the end of 2009, the revenues to the Russian Government from the Phase 1 exceeded \$1,200 million, of which \$100 million was contributed to the Sakhalin Development Fund and helped to address the longstanding problems with the supply of energy/heat/water to households on Sakhalin.

Supporting infrastructure projects and social programs

SEIC supported at a total cost of approximately \$600 million a number of infrastructure upgrade projects (roads, bridges, culverts, Kholmsk port, and construction and upgrades of medical institutions) and engaged in various social programs to improve the living standards of the people on the island, including indigenous people, to protect nature and local wildlife.

Contributing to economic growth

And last but not least, the project is becoming an engine for economic growth, creating a foundation for the development of other related businesses and contributing to the general improvement of economic and living standards on Sakhalin.





Качество продуктов. Качество жизни.

Nestlé

Nestlé in Russia

Nestlé's century-old relationship with Russia began when St. Petersburg merchant Alexander Ventsel signed an exclusive contract with Henri Nestlé to supply milk cereal products to Russia.

In the early 1990s, Nestlé returned to Russia to form a network of importers and distributors to develop sales of some strategic brands. In 1995 the Société pour l'Exportation des Produits Nestlé S.A. opened its representative office in Moscow.

In 2006 local offices in Eurasia region began to report to the Nestlé head office in Russia. Thus, the company expanded its positions and united its business in one region: Russia-Eurasia.

Investing in local production

Nestlé investments in manufacturing facilities and distribution reached approximately \$950 million by the end of 2009. Nestlé employs approximately 10,000 people in its various operations across Russia.

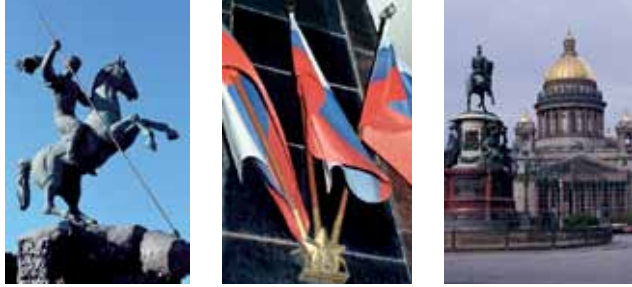
Nestlé is the Russian market leader in most of its categories: coffee, chocolate, confectionery food, breakfast cereals and baby food and is strengthening its positions on the pet care, ice cream and water markets.

Nestlé group operates 13 production facilities in Russia. To reflect its commitment to the local manufacture of products, Nestlé adapted many of them to local tastes and unique traditions. The company strives to locally source ingredients and packaging materials that meet Nestlé's quality standards.

In 1995 Nestlé acquired a majority stake in the Rossiya chocolate factory in Samara, and made major investments into expanding existing manufacturing installations and introducing new technologies.

In 1996 Nestlé made its next move by acquiring a majority holding in "Nestlé Zhukovsky" LLC. New ice cream manufacturing equipment was installed to produce ice creams, sold under local and international brands. In 1999 a second manufacturing facility was created at the site to manufacture confectionery products.





In 1998 Nestlé acquired majority stakes in two confectionery factories, JSC "Altai" in Barnaul and JSC "Kamskaya" in Perm.

In 1998 JSC "Khladoproduct", located in Timashevsk in the Krasnodar region, joined Nestlé, complementing the Zhukovsky ice cream manufacturing facility. A coffee repacking facility was opened at the same site in 2001.

In 2003 a baby food factory was acquired in Vologda: after investments were made in modernization of the factory, the new factory started producing Nestlé infant cereals.

In 2005 coffee factory was opened in Timashevsk. \$120 million of investment over 2006-2008 solidified Nestlé's position as one of the leading consumer goods manufacturers in Russia.

In 2007 Nestlé announced the acquisition of Russkaya Confectionary Factory (RCF). In 2010 Nestlé announced its plan to consolidate its chocolate manufacturing footprint in Russia. This plan involves the transfer of production of RCF chocolate brands to the Nestlé chocolate factories in Perm and Samara. After completion of the Rossiya Confectionary Union in Samara, it will become one of the biggest Nestlé chocolate production plants in the world.

In 2007 Nestlé Purina PetCare Russia, part of the Nestlé group, opened its first local factory to produce dry pet food in Vorsino, Kaluga region. In 2009 the company constructed a new production unit which manufactures wet pet food.

In October 2008, Nestlé announced another major investment project in Russia: CHF240 million is planned to be invested by 2011 into the expansion of the coffee factory in Timashevsk. The investment will go towards the introduction of state-of-the-art technologies to produce freeze-dried coffee products of superior quality.

Affiliated Nestlé companies have also undertaken local production. Cereal Partners Worldwide, Nestlé's joint venture with General Mills, has owned and operated a breakfast cereal plant in Perm since 2001. Nestlé Waters is successfully developing its businesses with international premium brands, with home and office delivery as well, under the production facilities opened in Domodedovo in 2000.



Supporting the community

Nestlé's commitment to Russia includes not only manufacturing leadership, but also generous support for the community. Contributing to the education and health of Russian children is one way the company can help build a solid foundation for Russia.

In close cooperation with the Russian Ministry of Education and Institute of Nutrition of the Russian Medical Academy of Sciences, Nestlé has developed and launched the Good Nutrition nationwide in-school program to teach Russian children the basics of healthy eating. The program covers 27 Russian regions, and every year the program extends to new Russian cities. More than 3 million children have participated in it already.

Nestlé has also made a lasting impact on Russian cultural life, above all by serving as General Sponsor of the Moscow Symphony Orchestra since 1996. Since 2007, Nestlé has been the official partner of the Moscow Easter Festival, one of the largest and most prestigious musical forums in Russia and Europe, under the direction of Maestro Valery Gergiev of the Mariinsky Theatre.

Novartis



Brief facts about Novartis

Novartis is one of the top 5 global pharmaceutical companies, with nearly 100,000 employees in over 140 countries worldwide. Our mission is to discover, develop and successfully market innovative products to prevent and cure diseases, to ease suffering and to enhance the quality of life. We have a uniquely diversified set of businesses that cover health care products in pharmaceuticals, vaccines & diagnostics, generics (Sandoz) and consumer health with combined net sales of \$44 billion and net income of \$10 billion in 2009. Novartis is also among the world leaders in innovation, investing over \$7 billion annually in R&D.

History in Russia and the CIS

Novartis is the #1 pharmaceutical company in Russia, and has a long history of serving the Russian people since establishing its first Russian office in 1876. Novartis in Russia has combined net sales of over \$650 million and a business presence in nearly all regions of the Russian Federation. Our complementary portfolio of businesses spans the health care needs of the Russian people: from affordable, high-quality generic medicines from our Sandoz division, to innovative, branded prescription drugs from our Pharma division designed to treat a wide variety of serious, often life-threatening diseases.

Investment projects and operations in Russia

Novartis operations in Russia will consume over \$2 billion in the next five years for commercial and development infrastructure. Novartis Group is represented in Russia with offices in all major cities, including: Moscow, St. Petersburg,

Yekaterinburg, Novosibirsk, Saratov and Rostov-on-Don. Our Sandoz division has recently invested in a new headquarters office in Moscow, underscoring our commitment to continuing to invest in the Russian market.

Discovering and developing new medicines is a multi-disciplinary, global task of enormous complexity. Russia plays an important role in the Novartis global clinical trials network by conducting human trials in oncology, endocrinology, pulmonology, cardiology and transplantology therapeutic areas. In the last two years, Novartis has conducted 57 clinical trials with 3,800 patients across over 400 research centers in Russia - the most of any multinational, according to Roszdravnadzor. Last year, 6% of our total worldwide clinical trial participants came from Russia.

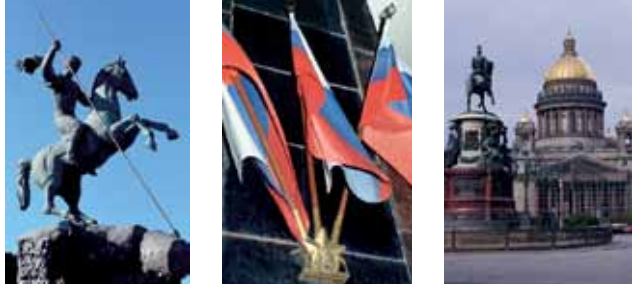
While our clinical activities in Russia benefit people around the world, Novartis is committed to helping to improve the health and well-being of Russian citizens through our world-class portfolio of products. For Pharma, these include Glivek for chronic myeloid leukemia, Lucentis for wet age-related macular degeneration, Galvus for type 2 diabetes, and Diovan for hypertension and heart failure. For Sandoz, these include amoxicillin for infections and acetylcysteine for respiratory disease therapy. For Consumer Health, these include Theraflu for treatment of influenza symptoms and Otrivin for nasal congestion.

Our people

We are immensely proud of the talent, professionalism and dedication of our people at Novartis. We currently employ over 1,600 people in our Moscow headquarters and in various cities around Russia in jobs that span commercial, financial, medical and scientific fields. Our Russian associates are of international caliber and receive world-class training, coaching and development opportunities – strengthening the base of local Russian pharmaceutical talent.

Our contribution to Russian society

The governmental strategies for development of a thriving local pharmaceutical industry (Pharma 2020) and for improving the healthcare of the Russian people (Health 2020) provide reason for optimism about the future of Russian health care. Novartis publically supports these concrete efforts planned to raise life expectancy, reduce disability and mortality rates, and promote disease



prevention. Progress continues to be made in providing an improved environment for innovation, starting with better intellectual property protections, a reduced regulatory burden and the tax climate.

Novartis has a commitment to corporate social responsibility that goes beyond individual events or countries. We are an integral part of the communities that host our operations. One example is our yearly partnership with the Moscow City Government to conduct community projects under the title "Sun's in town. With Novartis" as part of the "Week of Kindness." Last year over 200 Novartis Moscow employees took part.

Novartis puts patients first. We want to create value for all patients, including those who cannot afford treatments. In 2008, our access-to-medicines programs, valued

at \$1.26 billion, reached 74 million patients globally. We designed one of the most far-reaching patient assistance programs ever implemented on a global scale for our cancer therapy Glivec®.

What makes us feel good in Russia

Russia has a proud history of scientific development in medicine, as well as in providing access to medical facilities and treatment to its broad population. Building on this tradition, Russia is now striving to further enhance the quality of healthcare for its citizens as well as developing its life science and pharmaceutical capabilities. Combined with potential for sustained high growth, this makes Russia an exciting prospect for long-term investments in pharmaceutical R&D, production and commercial infrastructure. Novartis is proud to be a partner in improving patient care.





Procter & Gamble

History in Russia

Operating in Russia since 1991, P&G Russia is now one of the fastest-growing subsidiaries of the Procter & Gamble company. It has in Russia a solid portfolio of over 70 P&G brands, including Ariel, Tide, Fairy, Blend-a-med, Pampers, Always, Pantene, Head & Shoulders, Wella, Olay, Gillette, Braun and Duracell with leading market shares in 3/4 of the categories in which it operates.

The head office is located in Moscow (including Professional Hair Care and Prestige Products) and four regional offices are located in St. Petersburg, Novosibirsk, Rostov-on-Don and Ekaterinburg. Three manufacturing sites in Russia are operating in Novomoskovsk, Dzerzhinsk and St. Petersburg.

Investment projects and operations in Russia

P&G continues investing in Russia. By 2010, total investment exceeded \$300 million in the Tula, Nizhny Novgorod and St. Petersburg provinces.

The larger part of investments was made in manufacturing plants to upgrade existing and to build new production facilities and to broaden our assortment of products. Additionally, P&G markets its products across all of Russia and has indirectly invested as it creates the distribution network required for supply in all regions of the country.

P&G continues to develop its strong manufacturing capacity as well. More than 50% of the products supplied to the Russian market are made by:

- ▶ OOO Procter & Gamble - Novomoskovsk plant in Novomoskovsk, Tula province (laundry and cleaning products Ariel, Tide, Myth, Tix, Ace, Lenor, Comet, Fairy, Mr. Proper and Dreft, as well as Pampers disposable diapers).
- ▶ OOO Capella in the city of Dzerzhinsk, Nizhegorodsky region (hair care products: Shamtu shampoos, Wella and Londa colorants and styling products).
- ▶ ZAO Petersburg Products International, St. Petersburg (blades and razors).

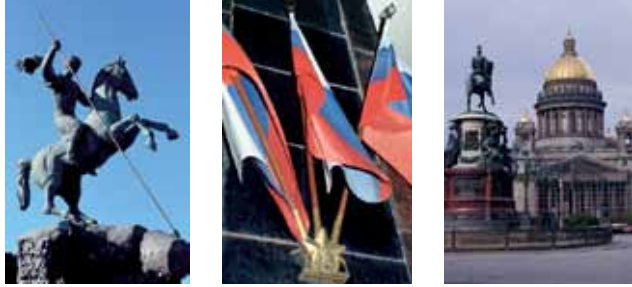
People

P&G directly employs over 4,000 people in Russia. Local employees, including managers in the most senior roles, run the majority of the business. In addition, P&G operations trigger jobs for more than 14,000 people at P&G's suppliers and business partners in Russia. For example, regional companies engaged in P&G product distribution employ over 10,000 people.

Milestones

- 1991 The company's office is opened in St. Petersburg, starts selling P&G products in the region.
- 1992 P&G starts selling products in Moscow. In December 1992 the Novomoskovskbytkhim plant starts the contract manufacturing of detergents for Procter & Gamble.





- 1993 P&G wins an investment tender and acquires the first shares in AK Novomoskovskbytkhim. In Dzerzhinsk production of Wella shampoos and conditioners starts.
- 1997 New Distribution Center is built on the premises of Novomoskovskbytkhim.
- 1998 The investment program at Novomoskovskbytkhim is completed.
- 1999 P&G owns a controlling share of the Novomoskovskbytkhim plant.
- 2000 Novomoskovskbytkhim gets an award as the "Best Russian Company" in the nomination "For the most efficient use of all kinds of production resources."
- 2001 The company celebrates its 10th anniversary in Russia. It employs 1,000 people and represents 20 brands in the market in six product categories. The Company's first consumer hotline is set up in Russia.
- 2004 The company starts selling the Wella and Londa brands. 30 brands of the Company are represented on the Russian market. Investments into the Russian economy exceed \$150 million. 1,200 full-time employees work for the company.
- 2005 A new line producing Pampers disposable baby diapers is established in Novomoskovsk. Investments exceed \$200 million.
- 2006 After merger with Gillette, the Gillette, Braun, Duracell and Oral-B brands join the P&G family of products. P&G Prestige Beauty merges with Cosmopolitan Cosmetics in Russia, forming a new division of P&G, Prestige Products Russia.
- 2010 The company owns the largest assortment of consumer goods in three categories (Beauty Care, Home Care and Health Care products), including professional products and prestige fragrances, representing over 70 brands in all.

Contributing to Russian society

- ▶ P&G invests substantially in social programs in Russia. Over its years of operation in Russia, P&G has contributed over \$12 million to social programs. Every year, 1.3 million Russian kids take part in various charity projects, thus having the possibility to grow healthy, and to get an education and the skills needed for the future. In particular, in the 2008-09 fiscal year P&G invested over RUR14.5 million in Russia.

- ▶ The company actively introduces commercial programs for charity such as "Pampers - Care for two" and "Hearty Help."
- ▶ The company's employees personally take part in the charity activities via an employee volunteer program and "Helping hand" individual donations helping kids in difficult life situations: orphans, kids with serious diseases, and kids from problem families that need help and support. Over three years, P&G employees have raised about RUR2.2 million.

What makes us feel good about Russia

Russia is strategically important for Procter & Gamble, and P&G is counting on Russia, one of our top five countries. Russia is a fast-growing market and we are really delighted with the pace of development over the years. Therefore, the company sees a big opportunity here. In Russia, P&G has a strong organization and equally strong network of community partners. In particular, we place tremendous value on our relationships with the Russian authorities, who have been part of our success here in Russia. We are proud to be a citizen of this great country.



PepsiCo



Elvira Nabiullina, Russian Minister for Economic Development, Indra Nooyi, PepsiCo CEO and US Secretary of Commerce Gary Locke at Domodedovo plant launching

Company profile

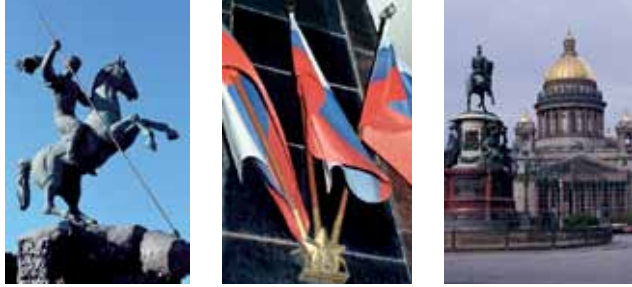
PepsiCo offers the world's largest portfolio of billion-dollar food and beverage brands, including 19 different product lines that each generates more than \$1 billion in annual retail sales. Our main businesses – Frito-Lay, Quaker, Pepsi-Cola, Tropicana and Gatorade – also make hundreds of other nourishing, tasty foods and drinks that bring joy to our consumers in more than 200 countries. With annualized revenues of nearly \$60 billion, PepsiCo's people are united by our unique commitment to sustainable growth, called Performance with Purpose. By dedicating ourselves to offering a broad array of choices for healthy, convenient and fun nourishment, reducing our environmental impact, and fostering a diverse and inclusive workplace culture, PepsiCo balances strong financial returns with giving back to our communities worldwide.

PepsiCo in Russia

Russia and PepsiCo have a long, storied history dating back to 1959, when three million Soviet people got their first taste of Pepsi-Cola. More than a decade later, a historic syrup-for-vodka barter agreement was signed between PepsiCo and the Soviet government. In 1974, production of Pepsi-Cola started in Novorossiysk, and soon Pepsi-Cola kiosks appeared in the key cities of the USSR, making Pepsi-Cola the first Western consumer product that broke the Iron Curtain.

In 1986, PepsiCo placed its first commercial on Soviet TV when the company sponsored the Goodwill Games in Moscow.

Frito-Lay snacks first appeared in Russia in 1995. In 2002, PepsiCo began local production and invested over \$100 million to build a salty snack manufacturing facility in Kashira, near Moscow. The result of this investment was one of the largest and most modern snack manufacturing sites both in Russia and continental Europe. In 2010, another snacks plant located in Azov, Rostov region, starts production. To provide for sustainable snack production, PepsiCo launched a large-scale agro program, aimed to encourage Russian farmers to cultivate high-quality potatoes and sunflowers. PepsiCo supports farmers in eight regions, providing them interest-free loans, quality seeds, agro machinery and also sharing worldwide best practices in agriculture. In 2008 PepsiCo acquired Lebedyansky, Russia's largest juice manufacturer, adding healthy and well-known juice brands such as Ya, Tonus, Fruktovy Sad and Privet to its product portfolio. In 2009, PepsiCo launched a beverage bottling plant, one of the largest in the world in terms of production capacity, in Domodedovo.



Today PepsiCo has nine production plants in Russia and it is among the top global FMCG companies in the country. Our products can be found in 98% of retail outlets across Russia; we directly employ 12,000 people and create more than 20,000 jobs indirectly. PepsiCo is the leader in Russia and CIS markets in such product categories as juices, ice teas, drinking water, energy beverages and potato chips. Following its Performance with Purpose motto, PepsiCo constantly introduces product innovations energy-saving and environmental protection initiatives.

Over the last decade, PepsiCo has invested \$3 billion in Russia. During the Medvedev-Obama summit in 2009, Indra K. Nooyi, CEO of PepsiCo, confirmed that the company remains a long-term committed investor in Russia and will invest another billion dollars in the next three years.

Corporate responsibility

The company supports different social projects that contribute to Russian society. To mention a few, PepsiCo supports the Russian Youth Basketball League, the United Way of Russia, Downside Up foundation (helping children with Down Syndrome to adapt in life), and many local community projects. Recently PepsiCo announced a new

large-scale CSR program aimed at supporting agricultural education in Russia by awarding annual grants to students and academic staff at three technical institutes in Rostov and Krasnodar: the Don State Technical University, Rostov State Academy of Agricultural Machinery and Kuban State Agro University. The aim of the program is to encourage more students to study agriculture and to provide the institutes with know-how on the latest advances in agriculture from around the world. The company regards the education initiative, worth some \$750,000, as a win-win for both the company and Russia. In 2010, the Moscow Timiryazev Agricultural Academy, one of Russia's leading agro universities joined the program.

"We have built a strong, sustainable business in Russia – thanks to a highly professional and experienced team who are very familiar with this great country's tradition and culture," said Zein Abdalla, CEO, PepsiCo Europe. "We've invested significant resources to improve life in Russia for our employees, partners and consumers. PepsiCo recognizes the support our business receives in Russia from all levels of government -- an important contributor to economic and financial growth for Russia and PepsiCo."





Renault

Renault in Russia – by the numbers:

- ▶ Avtoframos plant in Moscow with a capacity of 160,000 vehicles per year. The plant is certified for ISO 9001 and ISO 14 001 compliance
- ▶ 2,800 employees
- ▶ 83 dealerships and 119 sales outlets in 78 Russian cities
- ▶ Centralized spare part stocks in Moscow and in Istra
- ▶ Training Center for dealers
- ▶ In 2009 sales of the company totaled 72,284 vehicles (including 53,869 Logans). The Renault Logan became the best-selling foreign car manufactured in Russia.

Renault's history in Russia

The partnership between Renault and Russia is an old one: in 1916 Renault created Russkiy Renault, the first foreign automotive plant, and in 1966 Renault participated in the modernization of Russian automotive factories.

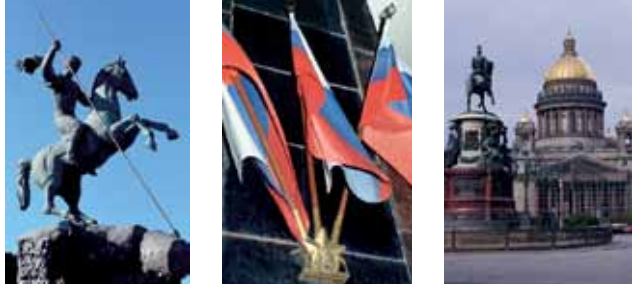
At the end of 1997, Renault and the Moscow Government signed a general agreement to produce, sell, and distribute Renault cars in Russia. Following this agreement, in 1998, the Avtoframos (OJSC) joint venture was founded, initially equally owned by Renault and the City of Moscow. In 2006, however, Renault's share in Avtoframos increased to 94.1%.

Five years after its return to Russia, the positive developments in the economic, regulatory, and political environments, as well as the rapid growth of the automotive market, prompted Renault to move on to the second stage of its plan to boost its market presence in the country, as well as introduce a local production project and major sales objectives.

Avtoframos industrial project

In 2003 Renault and the city of Moscow decided to launch a promising Renault vehicle, the X90, on the future production line at the Avtoframos plant. The investment covered the installation of full-cycle production lines (body shop, paint shop, assembly line), with Renault's capital expenditure





amounting to \$250 million. The production of the Renault Logan at the Avtoframos plant started in April 2005. Its initial capacity was 60,000 vehicles per year.

As a result of negotiations between Moscow Mayor Yuri Luzhkov and Renault s.a.s. President Carlos Ghosn, on June 14, 2006, a strategic decision was made on the realization of Stage Two of the investment project for Renault vehicle manufacturing in Moscow, with the aim of increasing Avtoframos' capacities. In May 2007, Renault and Moscow Government signed a general agreement with the aim of increasing the production capacity of the Avtoframos factory up to 160,000 vehicles/year (full cycle). Expansion works, it was decided, were to be performed without stopping the existing production line. The investment for Stage Two (over EUR150 million) mostly covered new technological equipment, construction and balancing and commissioning works to launch new shops and a new vehicle: the new Renault Sandero modern city hatchback. The inauguration ceremony for the new industrial capacities took place on March 1, 2010 and was attended by Moscow Mayor Luzhkov, Renault s.a.s. President Ghosn and by a number of top-level federal and Moscow representatives, as well as by business circles. Renault plans to continue its expansion – in 2011 it plans to launch another vehicle at Avtoframos: the Renault Duster 4x4.

Future development

Another priority for Renault's sustainable development in Russia is localization – the number of components manufactured by local automotive suppliers. In 2008, Renault Logan was localized at 40%. Renault aims to move its products' localization up to 74%. To reach this ambitious goal, the company plans to actively expand its work with Russian automotive suppliers. In particular, a separate structure for engineering and purchases is being created.

One of the examples of work with suppliers is the creation, with the support of the Moscow Government, of a joint venture between Japanese IHI Corporation and Russian AMO ZIL – Alfa Automotive Tech. (AAT). This company already provides components (stamping body details) for the Avtoframos factory.



Renault-AvtoVAZ strategic partnership

In February 2008, Renault paid about \$1 billion for a 25% +1 stake of AvtoVAZ and signed a partnership agreement for investment and technological cooperation. Renault thus became a strategic partner of the largest Russian traditional car manufacturer.

Renault has invested in AvtoVAZ the equivalent of EUR240 million as a property contribution including the sharing of technologies, industrial equipment, know-how, expert knowledge and experience for the launching of new vehicle production on the B0 (Logan) platform . Renault will also support AvtoVAZ in the development of a budget model that will replace the LADA Classic, and in the creation of new facilities for power train production.

At the same time, Renault together with Nissan, its Alliance partner, plans to utilize unused industrial capacities at the Togliatti plant to produce Renault and Nissan vehicles. Cooperation with AvtoVAZ will make Renault the premier foreign automotive brand in Russia and continue its success.

Schlumberger

Schlumberger



Company profile

Schlumberger was founded by Conrad and Marcel Schlumberger in France in 1926. Today the company employs more than 77,000 people in 80 countries. Turnover in 2009 was \$22.7 billion.

Schlumberger in Russia

Russia plays a special role in the history of Schlumberger. The first contract with the Soviet Government was concluded in 1929 for projects in Baku and Grozny. Schlumberger and the USSR's government established a joint venture in 1932 which operated successfully for five years.

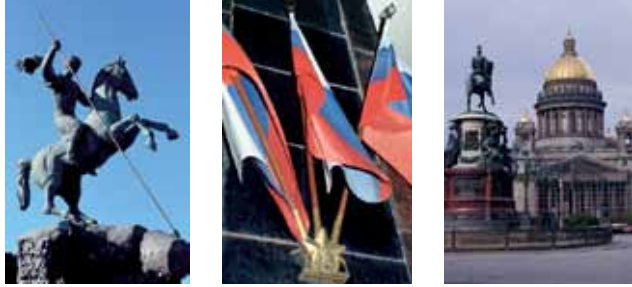
Schlumberger returned to Russia in 1991 and became the first oilfield service company to provide high-technology geophysical services in Western Siberia, working in the Varyegan and Tagrin oilfields. The company has been helping support the development of the Russian oil and gas industry infrastructure as well as train highly-skilled professionals, investing more than \$2.3 billion in the Russian economy in recent years. \$900 million has been invested in equipment and technology over the last six years.

Today, Schlumberger operates in all of the Russia's oil-producing regions and maintains 50 operational bases, manufacturing facilities, scientific research and technology centers. 98% of the almost 13,000 employees in Russia are Russian nationals. In 2007 the famous Russian scientist and rector of the Moscow Institute of Physics and Technology, Nikolai Kudryavtsev, became a member of the Board of Directors of Schlumberger Limited.

In March 2010 Schlumberger was the first international company to be invited as a speaker to the session of the Commission on the Modernization and Technological Development of the Russian Economy, chaired by the President of the Russian Federation.

Schlumberger has implemented a number of unique projects in Russia:

- 2001 Technical partnership formed with the Administration of Yamalo-Nenetsky Autonomous Area for Yamal's Resources Databank.
- 2001 Opening of a manufacturing facility in Sterlitamak (Bashkortostan).
- 2001 Launch of the Russian language web portal for the Schlumberger Excellence in Educational Development (SEED) global program.
- 2002 First training courses for oil and gas professionals in collaboration with Gubkin Oil & Gas University (NEXT). The training capacity is 2,500 students/year.
- 2002 Establishment of the Schlumberger R&D Center at Moscow State University that now involves more than 250 Russian scientists working on 40 projects.
- 2003 Connection of schools as part of the SEED program in Sakhalin, Tyumen, Khanty-Mansy, Yamal, Tomsk and Moscow regions.
- 2004 Signing of an agreement with the Tyumen regional administration to set up new manufacturing facilities and the Siberian Training Center.
- 2004 Agreement signed with Tyumen State University to create the Client Support Laboratory (investment of \$2 million) to finance personal scholarships and support R&D programs.
- 2004 The Russian company Technologicheskaya Kompania Schlumberger became a member of the Russian Chamber of Commerce and Industry and the Tyumen Chamber of Commerce and Industry.



- 2004 Opening of the Schlumberger R&D Center in Novosibirsk, representing an investment of USD20 million.
- 2004 Opening of the Technology Hub at Gubkin Oil & Gas University.
- 2005 The Russian plant to manufacture ESP pumps to world-class standards starts to assemble systems in Tyumen. Perforating Systems and Well Services plants also opened. Total investment of \$25 million.
- 2008 Siberian Training Center opened in Tyumen region, representing an investment in excess of \$100 million.
- 2009-2010 Siberian Training and Novosibirsk Technology Center expansion.

Examples of successful joint R&D projects with Russian universities and research institutes

Partners:

- Institute of Nuclear Physics in Novosibirsk Academgorodok: development of a high-technology logging-while-drilling tool with much better measurement accuracy and shock resistance than tools commonly used today.
- Moscow Institute of Physics and Technology (FizTech): as a result of joint research many complex reservoir simulation software products can be migrated to supercomputers with a completely new architecture (GPU graphics processor technologies), thus increasing their performance by many orders of magnitude versus its counterparts, based on traditional CPU architectures.
- St. Petersburg State Polytechnical University: the latest 3D sonic tool simulation software is developed here. After its capabilities were demonstrated in Japan, engineers from that country repeatedly came for training to Moscow and St. Petersburg to learn how to operate this product.

- Moscow State University: a joint experimental laboratory was set up as part of long-term cooperation. Researchers, postgraduates and students from the University use state-of-the-art equipment to work on research topics that are identified jointly as part of our partnership. This laboratory is currently focused on developing new enhanced oil recovery methods based on nanotechnologies.

Schlumberger has about 40 agreements in total signed with over 30 educational and research institutions.





Shell

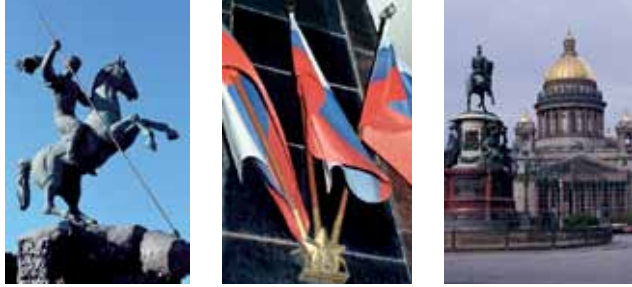
Shell in Russia

Shell is a global group of energy and petrochemical companies. For more than a century Shell has had close ties to Russia. Today Shell is among the largest direct foreign investors in the Russian economy. Shell companies and joint ventures in Russia operate across the whole range of business areas, including oil and gas exploration and production, oil and gas transportation, oil and petrochemical products marketing, retail sites, and integrated consultancy services for the oil and gas industry.

Sakhalin-2

- ▶ One of the largest oil and gas projects worldwide and the largest direct foreign investment in Russia.
- ▶ Sakhalin-2 is 'a project of many firsts' for Russia: first Russian offshore oil and gas production, first LNG plant in Russia, first PSA in Russia (signed in 1994), first Russian gas for customers in Asia Pacific region, first project finance in Russia.
- ▶ In February 2009, Russian President Dmitry Medvedev inaugurated Russia's first liquefied natural gas (LNG) plant within Sakhalin-2. A successful commissioning and start-up resulted in Sakhalin Energy producing and exporting Russia's first LNG cargo in March 2009.





Lubricants blending plant in Torzhok, Tver region

- ▶ Sakhalin-2 LNG plant start-up was Shell's most successful – and one of the most successful in the industry. Daily peak production at Sakhalin-2 was achieved in October 2009, ahead of schedule. LNG and crude deliveries in 2009 were well above plan (47% above plan for LNG, 11% for crude).
- ▶ From 1996 through the end of 2009, Sakhalin Energy awarded more than \$14 billion in contracts to Russian companies.
- ▶ 70% of the 25,000 workers employed during the construction phase were Russian nationals. Today, 80% of Sakhalin Energy's 2000 staff is Russian nationals. About 50% of leadership and managerial positions in Sakhalin Energy are held by Russian nationals.
- ▶ A total of \$600 million upgrades of public infrastructure have been carried out on Sakhalin for the Sakhalin-2 Project (construction/upgrade of roads, bridges, seaport and airport).

- ▶ In August 2009, Shell started construction of a lubricants blending plant in Torzhok, Tver region.
- ▶ It will be the first plant to be built by an international oil company in Russia.
- ▶ The plant will have a capacity of 200 million liters a year (about 180,000 tons), making it one of the largest in the Shell network worldwide.
- ▶ As a leading international supplier of lubricants and greases to Russia, Shell will bring advanced technology to the local market and ensure high-quality products through stringent quality control.
- ▶ Large industrial customers will benefit from the bulk delivery of technologically advanced products, speeding up delivery times and reducing storage costs.
- ▶ The plant will employ Russian staff – from maintenance to managers, and create around 150 new jobs.

SIEMENS

Siemens

For more than 155 years, Siemens has been active in Russia, where it holds leading positions in the Industrial, Energy and Healthcare Sectors, while Siemens IT Solutions and Services functions in all three of these sectors. As a provider of integrated solutions for modernizing key businesses in the Russian economy, Siemens is delivering its product and service portfolio throughout the country. Another strategic goal of Siemens Russia is localization along the whole added value chain: Research and Development with CT labs in Moscow and St. Petersburg, and Engineering for Manufacturing, Sales and Services. In fiscal year 2009 (October 1, 2008 - September 30, 2009), sales to customers in Russia amounted to almost EUR1.4 billion. New orders totaled more than EUR1.2 billion. Siemens currently has more than 3,100 employees in Russia.

Industry sector

The Siemens Industry Automation and Drive Technologies Division supplied a new Volkswagen plant in Kaluga with a power distribution and lighting system for all buildings, a conveyor for the assembly, and also built a welding shop on a turn-key basis. An important milestone was the signing of a strategic cooperation agreement with AVTOVAZ, providing business opportunities for new projects in industrial automation, building automation, energy efficiency, security systems and lighting. Supply of a transportation system for the Nyzhnekamsky Tire Plant owned by Tatneft Oil Company was successfully realized, and final acceptance tests for the automation control systems for Dow IZOLAN Company were passed.

Building Technologies successfully started energy efficiency projects in Ekaterinburg and Arkhangelsk. Numerous notable fire security and building automation projects were completed: MediaMarkt malls, Health Center Rus in Sochi, the historic building of the Naval Museum in St. Petersburg and many others.

OSRAM, the only international lighting company with its own production facility in Russia, this year starts production of energy-saving lamps in Smolensk for the Russian and European markets.

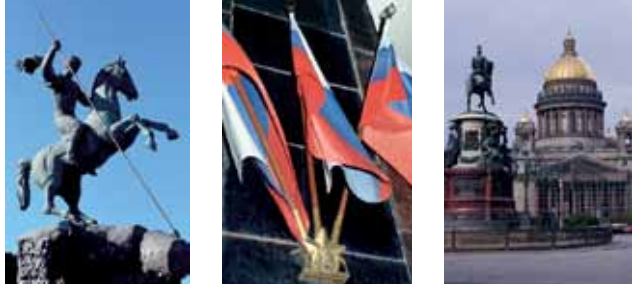
Industry Solutions won the order for constructing two electric arc furnaces and dedusting systems for the Tikhvin Wagon Works. A new business in Water Technology was started in February 2009.



Mobility successfully proceeded with deliveries of the Velaro RUS ("SAPSAN") high-speed trains to Russia and presented its first train in St. Petersburg in December 2008 in the presence of Russian Prime Minister Vladimir Putin. The trains started regular passenger operation on December 18, 2009. Mobility signed an MoU with Russian Railways and the Russian locomotive producer SINARA about the local production of approximately 100 double-section freight electric locomotives per year near Ekaterinburg (in the Ural region). A major strategic success of Mobility was the signing of a large contract with Russian Railways and the local partner Tverskoy Coachbuilding Plant for the delivery of 200 modern RIC passenger coaches. Another breakthrough was achieved with Russian Railways (RZD) by signing a Letter of Intent for the design, production and delivery of 54 commuter trains for the Sochi 2014 Winter Olympics.

Energy sector

Energy efficiency was a major highlight after the decision by Russian President Medvedev and German Chancellor Merkel (October 2008) to engage in technology partnership on the issue, starting with an energy efficiency study for the 4th largest Russian city, Ekaterinburg. In cooperation with the Russian Ministry of Energy and the regional government, Siemens has been implementing energy efficiency measures covering all aspects of infrastructure, industry, power generation and consumption. The first stage of this project has already revealed substantial opportunities to decrease power consumption in this pilot city significantly by means of the latest technologies.



Three high-efficiency Siemens gas turbines were ordered by the Nyaganskaya GRES power plant, owned by TGK-10/ Fortum. The first stage of the power station is scheduled to be finalized in 2012 by putting into operation three out of eight units. Another success was that Siemens Energy won an order from the Russian company OOO RN-Tuapsinskiy NPZ for the supply of six industrial gas turbine generators. The SGT-800 gas turbine-generators, of 47 MW each, will be operated at the Tuapse refinery located on the Black Sea.

In February, Siemens signed an MoU with the Russian region of Voronezh for building a power transformer manufacturing plant by the end of 2010. Thus, the Energy Sector will set a new milestone in the long history of Siemens' business in Russia.

Healthcare sector

Siemens Healthcare plays a key role in the national health program. The company has continued to supply equipment to the federal medical centers with highly advanced technologies in Chelyabinsk, Cheboksary and Astrakhan. The next PET centers will be delivered to Magnitogorsk (in the Ural region) and other Russian cities.

Cross-sector business

Siemens IT Solutions and Services (SIS) proceeded with the realization of SAP projects focusing on implementation of a SAP system at Sibneftegas, one of the biggest natural

gas producers on the Yamal Peninsula. It strengthened its position in the telecom sector, proceeding with the development and introduction of sales and services portals for Centertelecom and Dalsvyaz, two inter-regional communication companies which are part of Svyazinvest.

Siemens has been committed to Russia for more than 155 years. In 1851, the company established a construction office in St. Petersburg, building the first Russian state telegraph network in 1853. The company's long-term involvement with Russia has been characterized by tradition, innovation and high corporate standards. Siemens has developed a close partnership with a number of educational and research institutions throughout Russia, donating equipment, sponsoring scholarships and cooperating in research and development projects.

As part of the Siemens Generation21 education program, Siemens in Russia sponsors the Siemens Science Award for students. In 2010-2011, the competition will focus on the topic "Innovations for Sustainable Development."

Being an active member of the Foreign Investment Advisory Council to the Russian Prime Minister (co-chairing the Energy Efficiency think tank as well as being a member of the Telecommunications and High-Tech think tank), Siemens Russia supports the government's efforts to improve the country's investment climate.



SUN Group



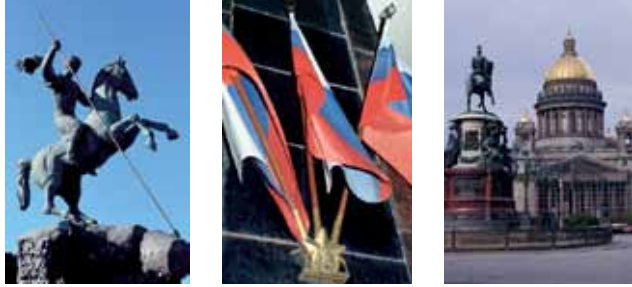
SUN Group in Russia

SUN Group is a private investment group operating in India, Russia, the CIS, and countries in West and Southern Africa. The founders of SUN, the Khemka family, started working in Russia in 1958, more than 50 years ago. Since then SUN has been a witness to many historical trends: the birth and development of a strong and lasting friendship between the USSR and independent India; the unique, strategic and broad cooperation of the economies of these two countries; the excitement, turmoil and crises during the reforms of the 1990s; and through all these it has participated in the opportunities and challenges of creating businesses in new and pioneering conditions.

In the early 1960s, SUN built up strong relationships with the leading Russian foreign trade organizations and became one of the leading suppliers of Russian-made equipment and machinery to India. By 1990, the majority of foreign mining equipment operating in India was from Russia and the former Soviet Union. Similar dominance existed in power generation, metallurgical equipment and other areas. SUN played a pioneering role and contributed substantially to the foundation of a relationship that was forged during the 1950s and which still endures.

After 1991, although much of the work that had been done in building this market was lost and there were many challenges, the Khemka family maintained their strong belief that Russia would resolve her problems and emerge stronger over the coming years. It was not easy to keep up with the changes when something new seemed to be happening every day.

In 1990, Shiv Khemka, who had just finished his MBA from Wharton, was asked by the board to relocate to Moscow and to develop a business strategy for the region. Following a period of deep study, having examined or visited over 700 manufacturing assets around Russia, and having considered buying, restructuring and modernizing food and beverage enterprises, SUN bought its first brewery in Perm in 1992. From that starting point, SUN Brewing grew to become Russia's second largest beer company. With brands like Klinskoye, Sibirskaya Corona and Stella Artois, SUN Brewing (later SUN Interbrew, then SUN Inbev), grew to become one



of the region's largest beer companies, setting new standards of excellence. SUN also formed one of the first private equity funds in Russia, investing in various sectors of the Russian economy.

In 2004 SUN Group diversified its activities in Russia and also invested in the gas business and in gold mining. SUN Group has invested millions of dollars into these businesses since 1992, employing thousands of people and supporting many smaller businesses. Together with Russian partners, SUN also started to develop ventures in other emerging markets such as Nigeria. SUN also remains active in cooperating with Russian partners who are interested in entering the Indian market and with Indian companies interested in investing and working in Russia.

The global economic crisis of 2008 had a strong impact on SUN's global investments and operations. The year of 2009 has been a year of restructuring and managing existing assets and projects. However, SUN Group continues to believe in the future of its selected regions and remains confident that it will emerge stronger out of the crisis and more focused on value creation in a few core areas.

Contributing to Russian society

SUN's core values also include a strong sense of social contribution. In 2001, Group Chairman Nand Khemka came up with an idea of creating an international world-class business school in Russia. The idea was supported by the Russian government and by a group of Russian companies and socially responsible businessmen. The rest, as they say, is history. In 2006 Vladimir Putin laid a foundation stone of the SKOLKOVO Moscow School of Management. In 2009 the school launched its first full-time MBA class. It is a matter of pride that SKOLKOVO is ranked as a national priority venture and that President Dmitri Medvedev chairs the International Advisory Board. Without doubt, this will become one of the best business schools in the world in the years to come.

SUN remains committed to continuing its activities in Russia both in the business and social spheres and encouraging its partners and investors to continue to participate actively in the future of Russia - a country of tremendous business opportunities, great culture, beautiful nature and wonderful people.

Telenor Group

Telenor Group in Russia

The Telenor Group is one of the globally leading telecommunication service providers with operations in Northern and Central/Eastern Europe, South and South-East Asia. Founded in 1855 in Norway and listed on the Oslo Stock Exchange, the Telenor Group has now more than 174 million mobile subscriptions worldwide. The Telenor Group provides mobile, broadband, TV, and satellite services, and is also engaged in cutting-edge research and development of technologies and services in the communication sector.

From 1992 on the Telenor Group was among the first foreign companies to invest in the Russian telecommunications industry, acquiring, fostering and integrating a number of small mobile operators and internet providers. Over the years some of these small operations were again sold to other companies, but interestingly, literally all of them continued to become part of what is now known as the "Big Three," Russia's largest mobile operators – thus the Telenor Group played a pivotal role in the Russian mobile communication sector.

Investment projects

When the Telenor Group first invested in OJSC VimpelCom in 1998, it had only 130,000 subscribers and was limited to the Moscow region. In 1999 the Telenor Group established its first country office in Moscow and Telenor's country manager became part of the new OJSC VimpelCom management together with one of the founders, Dmitrij Zimin, and two of his Russian colleagues.

In 2001 the Alfa Group, one of Russia's largest privately-held financial industrial groups, became strategic joint owner of OJSC VimpelCom. By the end of 2004, Telenor Group decided to focus on a single activity in Russia – OJSC VimpelCom. From this moment on OJSC VimpelCom started growing into the country's second-largest mobile operator.

Many innovative services now taken for granted by Russian and CIS mobile and broadband subscribers were actually first introduced by VimpelCom, based on the Telenor Group's international experience and competence.

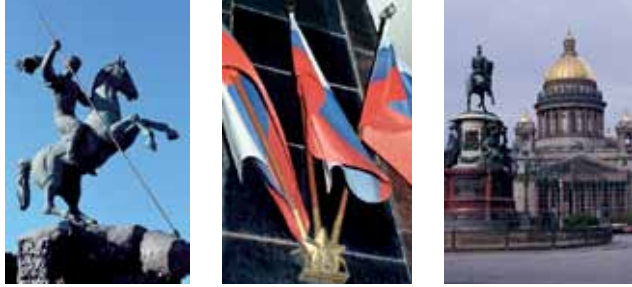
The company was the first to offer its subscribers technologies like EDGE and GPRS and services like MMS. Today, OJSC VimpelCom serves more than 65 million



subscribers in nine countries, offering 3G services in 40 of the largest Russian cities, and holding 3G licenses in Uzbekistan and Armenia.

The Telenor Group has been represented on the Board of OJSC VimpelCom by directors who have played an active role in facilitating the Russian company's long-term growth strategy and international expansion, while emphasizing those unassailable standards of corporate governance that are key to a successful and profitable international business.

In 2009, OJSC VimpelCom's brand Beeline entered the top 10 of the most valuable telecom brands and the top 100 valuable global brands. The rating created



by the Financial Times and the Millward Brown Optimor research company valued the Beeline brand at \$8.9 billion. The Beeline brand was shown as having the highest positive impact on the financial and operational results of any Russian company.

On October 5, 2009 the Telenor Group and the Alfa Group announced their agreement to combine their assets in OJSC VimpelCom and the Ukrainian mobile service provider Kyivstar into VimpelCom Ltd., headquartered in Amsterdam.

This transaction was closed on 21 April 2010 and the new company's shares started trading on the NYSE on 22 April 2010. Thus Vimpelcom Ltd. has become a truly international mobile operator with significant growth and expansion opportunities. It is currently providing high-quality integrated mobile services in Russia, Ukraine and other CIS countries, as well as in Georgia, Vietnam and Cambodia.

The Telenor Group's participatory interest in VimpelCom Ltd. now equals a 39.6% economic and 36% voting stake.





Tetra Pak



Brief facts about Tetra Pak in the world....

In Tetra Pak we work for and with our customers to provide preferred processing and packaging solutions for food. Today, there are 41 Tetra Pak market companies and 78 sales offices with 21,672 employees across the world, 42 plants for packaging material and closures and 11 packaging and processing machine assembly factories. In 2009 the company's net sales grew to EUR8.95 billion. Tetra Pak packages are now available in more than 170 markets worldwide.

..and in Russia

In Russia Tetra Pak has its head office in Moscow and four regional offices with over 650 employees. The Tetra Pak factory is located in Moscow region (Lobnya). More than

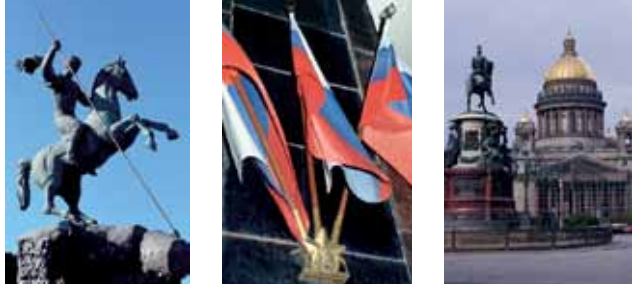
500 packaging lines have been supplied to Russian customers. Now Tetra Pak delivers packaging materials to more than 200 Russian companies producing milk, juice, baby food and wine. In 2009 Tetra Pak delivered more than 6.3 billion packages for the Russian market. Total investments in Russian economy amounted to \$300 million.

History in brief and milestones

- 1951 Tetra Pak founded by Dr. Ruben Rausing.
- 1952 Tetra Pak sells its first packaging machine in Lund, Sweden.
- 1961 Tetra Pak supplies T-300 and T-500 packaging machines to the USSR for several dairy plants. During the 70s - 20 packaging lines delivered to the new dairy plant in Moscow (Tsaritskiy).
- 1986 Tetra Pak opens a representative office in Moscow. The 80s - Tetra Pak takes part in the creation of several joint ventures, including converting and machine assembly plants.
- 1988 Tetra Pak delivers first aseptic packaging lines to Lianozovo dairy plant in Moscow.
- 1994 Tetra Pak JSC registered in Russia.
- 2007 Tetra Pak launches its new converting plant in Lobnya, Moscow region, to produce packaging material for liquid food products - the largest in Russia and in Eastern Europe.
- 2009 Tetra Pak opens its new Training Center in Lobnya, Moscow region. The new Center provides training and educational services for Tetra Pak customers in Eastern Europe and Central Asia.

Company's sponsorship and charity work in Russia

Being a responsible industry leader, Tetra Pak believes in creating profitable growth in harmony with environmental sustainability and good corporate citizenship. The company pays special attention to environmental management, in particular, the continuous increase of production energy efficiency and the development of recycling of industrial and consumer carton wastes.



Tetra Pak is a co-founder of the Russian industry for Ecology (RusPEC) association, and actively participates in establishment of recycling system in Russia.

Tetra Pak supports the activities of the FSC (Forest Stewardship Council) aimed at sustainable forest management in Russia.

Tetra Pak is a corporate member of the Russian branch of the World Wildlife Fund (WWF). In association with this fund, Tetra Pak finances the long-term program for reforestation in Ugra National Park and another program for the revival of wild bison population.

Under the auspices of the Russian Dairy Industry Association, Tetra Pak actively promotes the School Milk program to supply Russian schoolchildren with safe and nutrition liquid food.

Charity is an essential part of the company's business practices. For several years Tetra Pak has been supporting several Russian boarding schools and "Give a new life" charity fund for seriously ill children.



Tetra Pak



TOTAL

Total

Total worldwide

Total is the world's fifth-largest publicly-traded integrated international oil and gas company engaged in the upstream, downstream and chemicals businesses. The company operates in more than 130 countries and has around 97,000 employees.

Total is the world's fifth-largest international oil and gas producer, with production of 2.28 million barrels of oil equivalent per day and proved reserves of 10.5 billion barrels of oil equivalent as of the end of 2009. The group is ranked among the top 3 LNG suppliers in the world. Moreover, the group is actively preparing for the future of energy by progressively expanding its energy offerings and developing complementary next generation energy activities (solar, biomass, nuclear).

Total Group in Russia

Total Group has been actively involved in exploration and production projects in Russia for close to 20 years, conducting all of its projects in partnership with Russia's largest oil and gas companies. The first project, started in 1991, was led together with Tatneft - a joint company called TatolPetro worked on the Romashkino oil field in Tatarstan on increased oil recovery.

Presently, Total is France's biggest investor in Russia. The group is also the largest buyer of Russian crude oil and refined products (15% of Russian exports). Total's activities in Russia are also represented by TOTSA Total oil trading and TOTAL Lubrifiants and Bostik, a chemicals division.

Total has a main office in Moscow, representative offices in Naryan-Mar and Murmansk, and a logistics office in Usinsk.

Kharyaga oil field

Total E&P Russie is Operator (with a 40% share) of Objects 2 and 3 at the Kharyaga oil field in the Nenets Autonomous Region; the field is being developed under a production sharing agreement signed with the Russian Federation in 1995. Other project partners are Statoil (30%), Zarubezhneft (20%) and Nenets Oil Company (10%).

In 2006-2009, disbursement from the Kharyaga project to the budget of the Russian Federation amounted up to appx \$750 million. The cumulative production starting from 1999 amounts to 7.75 million tons. Phase 3 of Kharyaga project development is currently underway.



Shtokman gas condensate field

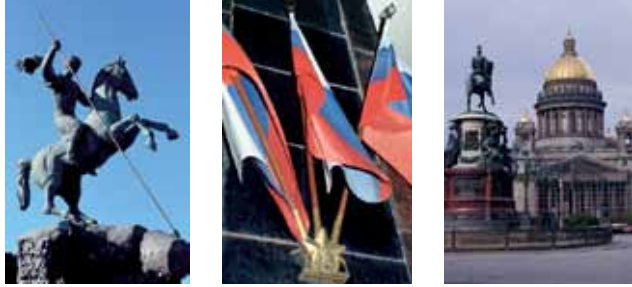
In 2007 Total was chosen to become Gazprom's key partner in development of Shtokman field with a 25% share in a special-purpose vehicle company, Shtokman Development AG, created for the design, financing, construction and operation of phase one of the Shtokman field. (Gazprom has 51% in the project while Statoil has 24%).

Shtokman is a giant gas field located in the Barents Sea around 550 km north of the Russian coast, at a water depth of approximately 340 metres. Its reserves are estimated at 3.7 trillion cubic metres of gas and more than 53 million tonnes of condensates.

The final investment decision for pipeline gas will be taken in March 2011, to enable the start of pipeline gas production in 2016. The final decision regarding the LNG facilities will be made by the project partners before the end of 2011, with the expected start of LNG deliveries in 2017.

Termokarstovoye gas and condensate field

In February 2010 Total acquired a 49% interest in Terneftegas, wholly-owned Novatek subsidiary. Terneftegas holds a license to develop and produce gas and condensates in the onshore Termokarstovoye field located in the Yamalo-Nenets region. This field has a potential of more than 47.3 billion cubic metres of gas and about 10.3 million tonnes of condensate. Novatek and Total will carry out additional appraisal and development studies on the Termokarstovoye field in 2010-2011.



Khvalynskoye gas condensate field

In October 2009 Total signed a Heads of Agreement (HOA) establishing the principles of a partnership with KazMunaiGas (KMG) for the development of the Khvalynskoye field, located offshore in the Caspian Sea on the border between Kazakhstan and Russia.

Khvalynskoye is a conventional gas condensate field located at a water depth of 25 metres which will be developed by LUKOIL (50%, operator). Under the terms of the HOA, Total and GdF-Suez will acquire a 25% stake (Total 17%, GdF-Suez 8%) from the initial 50% stake held by KMG.

People

Total E&P Russie has a staff of more than 300 professionals, directly employed or contractors, both Russian nationals and expatriates. The company seeks to maximize the presence of local personnel on its projects, and encourages its contracted companies to follow the same approach.

Contributing to Russian society

In Russia, as in other host countries, Total is committed to promoting local development. In every project in which it participates, Total creates sustainable jobs and trains people to manage operations safely and efficiently.

Total E&P Russie supports public health, education and cultural programs in the regions of its industrial presence as well as in Moscow and St. Petersburg. Education programs with nine leading Russian universities and high schools have involved by now approximately 3,000 Russian graduate and undergraduate students. Local community programs include energy efficiency and infrastructure projects, healthcare and health examination, leisure and sports events, and ongoing social-economic projects for indigenous people. One large recent social infrastructure project in the Nenets region was financing for the construction of a secondary school in Naryan-Mar. The school was opened in November 2009.



Total

UniCredit Group

Company profile

UniCredit Group is a major international financial company with strong roots in 22 European countries, as well as representative offices in 27 other markets, with approximately 9,800 branches and more than 165,000 employees and total assets of approximately EUR929 billion (pro-forma) as of 31 December 2009.

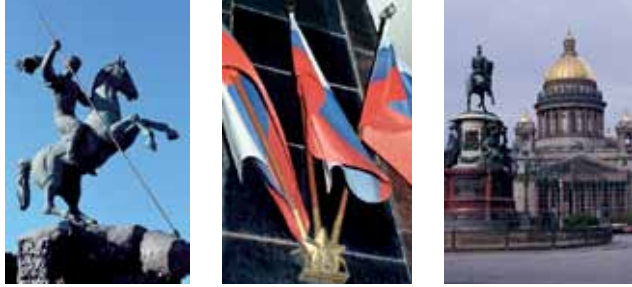
History in Russia

The history of UniCredit in Russia goes back to 2005, when Bank Austria Creditanstalt, one of the major shareholders of the International Moscow Bank (IMB), joined UniCredit Group as a result of its merger with HVB Group. Over the next several years, the group consistently consolidated an increasingly large share in the IMB by buying out the shares held by other founding partners – the process culminated in July 2007, when Bank Austria Creditanstalt purchased the last remaining block from EBRD, consolidating 100% ownership of the IMB.

Overall, the origins and history of the IMB point to it as the most Russian of all the foreign banks in Russia – and the most foreign of all the Russian banks. We proudly say that this is the source of the existing competitive edge for UniCredit Group in Russia as a whole.

The IMB, which in December 2007 changed its name to UniCredit Bank, was initially created to attract international capital and experience to participate in the modernization of the Russian economy. The bank has stood up to the challenge by becoming the leader in foreign trade servicing and in conducting other international banking operations in Russia. The traditionally conservative and circumspect policy of the bank made it possible to successfully overcome all arising problems, including the major financial crisis of 1998 and the global economic meltdown of 2008-2009. All of these have combined to give the bank a strong business reputation for reliability and professionalism.





Achievements in Russia

By 2010, UniCredit Bank Russia has evolved to become one of the 10 largest banks in Russia, with total assets equal to RUR482.3 billion, with some RUR64.2 billion in capital (according to Basel II) and close to 3,700 employees. The regional network of UniCredit Bank Russia consists of 112 offices, including a representative office in Belarus. The customer base amounts to more than 700,000 individual clients and almost 5,000 corporate clients.

Subsidiaries

Apart from UniCredit Bank in the banking industry, the UniCredit Group in Russia is also present in other business segments through several subsidiaries, such as UniCredit Leasing Russia, as well as UniCredit Securities, which specializes in offering services in investment banking, brokerage and the development of other financial products and services. The Group is also present in the Russian asset management market through its long-time asset management subsidiary Pioneer Investments.

Our commitment to the Russian market

"The UniCredit Group has a strong commitment to the Russian market. It has a 20-year presence in this country, and we believe that our activity has brought benefits both to our group and to Russia. We are planning not only to maintain our position here, but also to stimulate business development. Russia has a great potential for growth. The market is huge and has excellent prospects. Our Russian subsidiary, UniCredit Bank, relies on local management that interacts with the holding very effectively. Thus we trust that we can successfully combine our knowledge of the local market



with the scope of a European group that has access to funding on international markets and can offer economies of scale where needed. In fact, we have become the most Russian of the foreign-owned banks and the most foreign-looking of the Russian banks.

The financial crisis has affected the economy on a global level and has also had a great impact on the economic development of Central and Eastern Europe. Nevertheless, UniCredit Group remains fully committed to the region – a key strategic area for the group. In Russia, we have dealt successfully with the downside of the past two years thanks to our balanced business model and very good cooperation with the authorities, which have provided a solid framework for the banking system, and we now want to be ready to catch the upside," Federico Ghizzoni, Head of CEE Banking Operations.



Unilever

Unilever



Company profile

When you see the combined affect of all the small things Unilever's brands do across the world it makes you realize what a big impact Unilever has. Our company was founded on the principle that life can be more rewarding for those who use our products and brands can be an engine for human development and the social progress. It was in 1992, a difficult time for country, when Unilever first appeared on the Russian market. But we've made a decision to develop our business in Russia and achieved a lot. Today, 18 years on, we see Russian market as a high potential growth market long term.

History and projects in Russia

Unilever's brand portfolio in Russia includes such well known brands as Calve, Rama, Crème Bonjour, Pyshka, Beseda, Brook Bond and Lipton, Ekzo, Magnat, San Cremo and Zolotoy Standart ice creams; Dove, Clear vita ABE, Sunsilk and Timotei, Rexona and Axe Domestos and Cif.

Our company has been constantly expanding its manufacturing facilities in order to meet growing demand for our products from Russian consumers. The company investment into the Russian economy has been approaching EUR1 billion. The company currently employs approximately 7000 people. In 2009, in total, Unilever tax payments to the budgets of all levels in the Russian Federation exceeded RUR1.8 billion.

Currently, Unilever has several manufacturing centers in Russia, including a margarine plant in Moscow, the dressings, tea and cosmetics factories in St.Petersburg, ice-cream plants in Tula, Novosibirsk and Omsk.

In 1994, the St. Petersburg cosmetics factory became a Unilever manufacturing facility. Factory "Severnoe Siyanie" is the oldest Russian perfumes and cosmetic plant that will celebrate 150 year anniversary in 2010. The factory uses modern high technology equipment complying with the highest standards of manufacturing safety and efficiency. The factory has a total production capacity of over 188 million units; the factory's portfolio includes 200 items. Over the last five years alone, Unilever has invested over EUR25.2 million in the development and technology optimization programs at the factory.

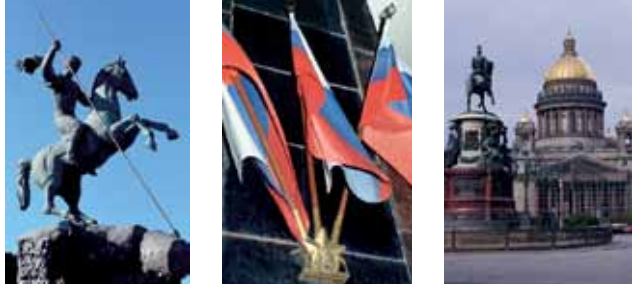
Since 1998, the Moscow Margarine Plant has been a part of Unilever. It is one of the first Soviet fat-and-oil enterprises that will turn 80 years in 2010. In 1998-2009, the investment into the plant's serious modernization exceeded EUR52 million. Continuous innovations, development and the introduction of new production lines allowed the Moscow Margarine Plant to increase its 2009 output up to 117,000 tons.

In 2002, a new modern tea-packing factory was opened in St. Petersburg. Over the last eight years, the investment into construction and expansion works at the factory – one of the best in Russia – totaled approximately EUR67 million. During last two years tea-packing factory's capacity was significantly increased up to 27 000 tons of packaged tea per year.

In 2008, Unilever acquired Inmarko, a leading Russian ice cream manufacturer known for its brands Ekzo, Magnat, San-Cremo, Torzhestvo and others; the company's ice cream factories are located in Novosibirsk, Omsk and Tula.

On October 10, 2008 the company management signed an investment agreement on building a multi-purpose food manufacturing complex in the Tula region. Under the agreement, by the end of 2014, Unilever will invest approximately EUR100 million in the project.

The complex will consist of an ice cream production facility, a refrigerated warehouse and the logistics center. The new enterprise will become one of Unilever's most significant investment projects in Central and Eastern Europe. When finished, the complex's total footprint will exceed 60,000 sq meters and it will employ 1,000 people.



People

Unilever is committed to the long lasting process of building a large local Russian talent pool. Every year our company opens its' doors and mind to new talent coming from the best Russian universities to start their career in a fast mode. Thus students of every fifth Moscow University passes internship in key department annually.

Company's employees are part of the local communities where we live and work and our social programs are designed to contribute locally to finding solutions for global issues.

Social responsibility

We see social responsibility as an integral part of company's business wherever we operate. Unilever Russia is committed to reducing carbon footprint and getting more and more of our materials from sustainable source to supply our Russian factories. We use recourse-saving technologies at our manufacturing sites in Russia to reduce environmental impact of our production process, product formulation and

packaging. Unilever also committed to reducing waste and water consumption. Thus up to 90% of production processes at our Russian factories are equipped with resource saving technologies which allows them to save up to 15- 30% electricity and heat energy.

Unilever appraises highly the export and competitive potential of products manufactured at Unilever plants in Russia.

Moreover the main raw materials for Unilever food enterprises in Russia (particularly, dried egg powder, butter, fresh milk, cheese, dried milk, dried cream, dried (sub-cheese) lactoserum, yogurt powder, dried cheese powder, etc.) are sourced from Russian agrarian-industrial enterprises.

All these aspects reflect the company's strong intensions to provide the Russian market with food fully complying with our consumers' taste preferences, and, in future, to arrange extensive export of finished goods from Russia to neighbor foreign countries and beyond, including the European Union.





United Technologies Corporation

United Technologies Corporation in Russia

United Technologies Corporation (based in Hartford, Connecticut) provides a broad range of high technology products and services to the building systems and aerospace industries. The products include Pratt & Whitney aircraft engines, space propulsion systems, and industrial gas turbines; Sikorsky helicopters; Otis elevators, escalators and moving walkways; Carrier heating, air conditioning, and refrigeration; Hamilton Sundstrand aerospace and industrial products; UTC Power fuel cells and microturbines and UTC Fire & Security protection systems.

UTC's Russian history dates back to the end of the 19th century, when Otis installed elevators in the private apartments of the Russian imperial family. Igor Sikorsky, designer of the first helicopter, began his career in the early 1900s in Russia. He then moved to the USA where he founded his own enterprise.

Since the early 1990s, UTC has invested over \$500 million in Russia. It participates in more than two dozen joint projects with leading Russian industrial and aerospace companies and employs approximately 4,000 people.

UTC Aerospace

Pratt & Whitney is a leader in the design, manufacture and support of engines for commercial and military aircraft, space propulsion and power systems. RD AMROSS, Pratt & Whitney's joint venture with NPO Energomash, markets, sells and supports the RD-180 rocket engine, which powers Atlas launch vehicles of United Launch Alliance.

The Pratt & Whitney Canada design bureau in St. Petersburg develops components and modules for gas turbines and provides technical and customer support to Russian airlines.

In cooperation with Oboronprom, Pratt & Whitney develops the PS-90A2 engine and its industrial derivative at the Perm Engine Complex. Pratt & Whitney Power Systems CIS supplies the FT-8 based gas turbine power plants for providing electric power at peak and base loads in Moscow and in the provinces.

Hamilton Sundstrand is one of the largest developers and providers of technologically advanced aerospace and industrial products. Hamilton Standard - Nauka, a joint venture with NPO Nauka, was formed in 1994 to produce heat

exchangers for aircraft air conditioning systems that operate on the aircraft of the world's leading manufacturers. In 2002, the company started a design bureau in Russia to develop heat exchangers for the Airbus A380 and later for Boeing 787 Dreamliner aircraft.

In 2008, Hamilton Standard - Nauka launched its new production facility in Kimry, Tver region. The investment project envisages construction of a full-service production complex that will become one of the world's leading centers for aircraft heat exchanger manufacturing.

UTC aerospace business units participation in the MC-21 project

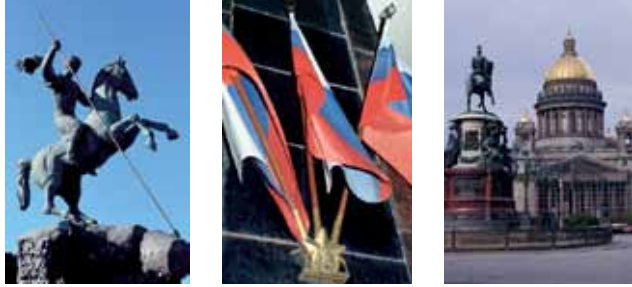
In 2009, Russia's Irkut Corporation selected the Pratt & Whitney PurePower® PW1000G engine to power the MC-21 aircraft. The engine provides a significant reduction in fuel burn and noise with lower environmental emissions and operating costs than today's engines. In 2010, Pratt & Whitney and Irkut began preliminary design activities on the engine. Irkut Corp. has also selected Hamilton Sundstrand to supply multiple systems for the MC-21 aircraft.

UTC Commercial

Otis is the world's largest elevator company. It is the only multinational elevator company that has its own production in Russia and that has developed a product for municipal residential construction, featuring high quality and competi-



Otis Machine Factory, Scherbinka, Moscow Region



tive pricing. It employs 3,500 people at three manufacturing plants and at 45 branches across the country. The Otis elevator factory in St. Petersburg has produced over 15,000 elevators. The machine factory in Scherbinka, Moscow region, has produced over 50,000 units. The factory in Moscow produces controllers, spare parts and modernization packs.

Otis elevators operate in some of Russia's best-known and prestigious buildings, including the Hermitage, the Russian White House, the State Kremlin Palace, the Ritz Carlton Hotel, and the Central Bank of Russia. Medical centers and prenatal hospitals all over Russia depend on Otis for reliable and safe vertical transportation.

Otis focuses on energy-saving technologies. One of its latest innovations, the ReGen regenerative drive, helps to save up to 75% on elevator energy consumption. The majority of technical solutions for energy efficiency are currently localized in Russia.

In 2004, Otis launched its new high-quality product for typical residential buildings - the 1000R elevator developed to satisfy the need for quality equipment at moderate cost, for which there is growing demand. The Otis 1000R is produced at the St. Petersburg elevator factory.

Carrier is the world's leading manufacturer of heating, ventilating, air conditioning and refrigeration systems. With its exclusive distributor in the CIS countries, A.H.I., Carrier has established a broad dealer network offering over 10,000 different products.

Carrier Transicold Europe develops and manufactures refrigeration systems for trucks and air conditioners for transportation systems.



Pratt & Whitney Power Systems FT8 MOBILEPAC® Daryino, Moscow Region

In 2004, Carrier acquired the Linde AG Refrigeration division, a European leader in commercial refrigeration. It works through a subsidiary company, Carrier Refrigeration Rus, to sell and support its refrigeration equipment in Russia.

Carrier is committed to leverage its global expertise to support the fostering of a favorable business and regulatory framework for the energy efficiency movement in Russia.

Community involvement

United Technologies supports educational and cultural programs in Russia. It provides financial help to children, the sick and the elderly. Otis sponsors the Special Olympics for mentally disabled people, and provides aid to orphans and physically disabled children.



WORLD BANK

World Bank



World Bank in Russia

Four projects in the Russian Federation won award at World Bank "Improving the Lives of People in Europe and Central Asia" 2009 event

The four projects in the Russian Federation – the TB/AIDS Control Project, a series of Russian Economic Reports, and analytical services provided on a cost-recovery basis to the city of Kazan on higher education and to the Khanty-Mansiysk Region Yugra on preschool education – were named among the 13 winners in the World Bank's "Improving the Lives of People in Europe and Central Asia" (ECA) in 2009.

"Improving the Lives of People in Europe and Central Asia is at the heart of the World Bank's support to our client countries. We have the great privilege and responsibility of helping governments to overcome poverty and promote growth. The winners of this competition demonstrate real results, including job growth, establishment of small businesses and improved enterprise access to financing, improved health care and health protection just to name a few.

As we support our clients to deliver results, it is critical that these are measured and monitored. Only by knowing what has been achieved through our interventions can our clients make better decisions and steer development efforts to improve the lives of their people," Philippe Le Houérou, World Bank Vice President for Europe and Central Asia.

Russian Federation Tuberculosis and AIDS Control Project

The bank has provided \$150 million in assistance under the project to develop guidelines for prevention, treatment and monitoring of patients, and to improve access to quality services for case detection and treatment, including strengthened capacity at laboratories, training of personnel, and recording and reporting of cases.

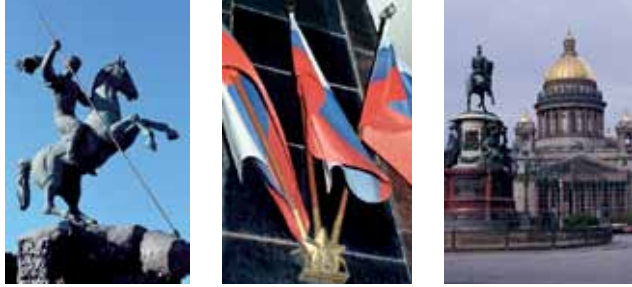
Russian Economic Report (RERs)

The World Bank's Russian Economic Reports provide domestic and international audiences with up-to-date, evidence-based analyses of the pressing macroeconomic and structural issues, as well as challenges facing the country. The reports are designed to stimulate public debate and contribute to better-informed policies. Additionally, every report contains a special focus, based on work carried out by the bank as part of its analytical and advisory assistance program to the Russian Federation.

Analytical services provided on cost-recovery basis to the Republic of Tatarstan on higher education

The Government of Tatarstan asked the World Bank to help through a fee-based arrangement to identify constraints to better service quality and to build capacity to implement reforms. In response, the bank has been working with local





experts to build capacity in strategic planning and policy formulation for reforms to narrow, and eventually close the gap with national and global peers.

Analytical services provided on cost-recovery basis to Khanty-Mansiysk Okrug Ugra on preschool education and early childhood development

Through a fee-based arrangement, the bank worked with the regional government on a diagnosis of constraints to providing better quality of education services. Experts and the communities were engaged to build capacity and awareness in preschool education and early childhood development. The goal was to bring service quality and efficiency in line with international best practices.

The 13 winning submissions were grouped into four categories: International Development Association (IDA) at Work, Making a Difference in Middle-Income Countries, Addressing Global Challenges, and Innovation through Knowledge and Learning.

The winners of 2009 competition are:

IDA at Work:

- ▶ Armenia Poverty Reduction Support Credit Series
- ▶ Georgia Municipal Development and Decentralization Project II
- ▶ Moldova Energy II Project
- ▶ Moldova Social Investment Fund II Project

Making a Difference in Middle-Income Countries:

- ▶ Montenegro Education Reform Project
- ▶ Romania Rural Development Project
- ▶ Turkey Overall Energy Program

Addressing Global Challenges:

- ▶ Russian Federation Tuberculosis and AIDS Control Project

Innovation through Knowledge and Learning:

- ▶ Albania Programmatic Poverty Assessment
- ▶ Russian Federation Economic Reports (RER)
- ▶ Russian Federation Higher Education in Tatarstan, Fee-Based Technical Assistance
- ▶ Russian Federation Preschool Education and Early Childhood Development in Khanty Mansiysk, Fee-Based Technical Assistance
- ▶ Serbia Programmatic Poverty Assistance.



**FOREIGN INVESTMENT
ADVISORY COUNCIL**

ERNST & YOUNG