Map of the Central Federal District

Central Federal District
District administrative centre – Moscow
Total area – 650.3 thousand sq.km
Population – 37,733,5 thousand people

Area – 241 thousand sq.km
Population – 5,086,000 people
Center – Lipetsk (564,400 people)

Area – 45.8 thousand sq.km
Population – 162,900 people
Center – Lipetsk (3,136,000 people)

Area – 242 thousand sq.km
Population – 850,000 people
Center – Orel (3,136,000 people)

Area – 45.8 thousand sq.km
Population – 162,900 people
Center – Orel (1,500,000 people)

Area – 34.1 thousand sq.km
Population – 453,000 people
Center – Tambov (1,500,000 people)

Area – 84.3 thousand sq.km
Population – 1,473,000 people
Center – Tver (1,500,000 people)

Area – 25.7 thousand sq.km
Population – 1,440,000 people
Center – Tula (1,473,000 people)

Area – 35.4 thousand sq.km
Population – 1,203,000 people
Center – Yaroslavl (1,203,000 people)
RYAZAN CITY - A CITY WHERE INVESTORS OPERATE

Ryazan is situated at the south-eastern entrance to the Central Federal District. The city has a population of over 500,000, which makes for nearly half of the Ryazan Region population. Almost 80% of the region’s industry is concentrated in the city of Ryazan. The economy of the city develops steadily, thanks to strategic diversification of production branches and a great share of small and medium-size businesses.

There are quite a few reasons why investors come to Ryazan: the city has impressive production, rich culture, well-trained human resources, developed urban infrastructure, construction sites, considerable housing assets, and a great number of social and cultural facilities.

The Soviet era brought many major manufacturers of radioelectronics to Ryazan, as well as productions of machinery and equipment, and productions for building industry. Over the recent 20 years, investment projects developed by Russian and foreign entrepreneurs have further contributed to the diversity of productions in the city, which has enhanced the economic capacities of Ryazan.

Twenty years ago, Ryazan did not have any major processing plants except a production of cardboard and rubber (although this was the biggest one in Russia) and a few manufactures of concrete; and now, assisted by British, Dutch and Russian industrial research, the city produces a broad range of construction materials: float glass, hundreds of roofing and heat-insulation materials, blocks of foamed concrete and frame-panel building modules.

The city has very effective productions of machinery and equipment. They manufacture lighting devices for industrial, home-oriented and automotive application, medical and communications equipment. The local oil refinery has been modernized, and at present it is one of the most innovative productions of this type in Russia. This was made possible through investments.

We can say that these successes are partly due to the strategy of the city administration, as well as that of the Ryazan Region government, which is set on reform. The function of administrative bodies in this area is to create favourable conditions for investors, to facilitate investment activities. Regional laws and resolutions of the government, city programmes and investment policy, all of these pursue this overall goal.

At present, the political situation in Ryazan is quite stable, which is still another prerequisite for a positive investment atmosphere. According to the journal article in «Kommersant: Corporate Secrets», in the first half of year 2011 Ryazan came second best in the contest of 164 big Russian cities as «Socially Oriented City». Bodies of self-management in the city closely co-operate with local business circles and the whole city community. Experts, scientists and scholars, administrators and businesspeople have taken part in the drafting of «The Plan of Strategic Development of the City of Ryazan till Year 2020».

We have created the best conditions for investors, and top companies of Russia and abroad have come here to stay. Please accept our invitation, too!
GEOGRAPHIC LOCATION

Ryazan (administrative centre of the Ryazan Region) is situated in the central part of European Russia, on the Russian Plain: it is part of the so-called proximity belt of big cities situated 150-200 km away from Moscow (Ryazan is 184 km away).

**Geographically, Ryazan is situated** between forest and steppe areas, and has direct access to the River Oka, which made the historic development of the city dynamic, and even at present, this remains a considerable advantage.

**Ryazan climate** is continental-temperate, which determines warm summers (average July temperature of +18.8°C) and temperately cold winters (average January temperature is -11.1°C). The average annual precipitation is 550 mm, most of it occurring from April through October (350 mm). Low winds prevail in the area, mostly from the West and South-West.

**The area of the city of Ryazan** is 224 square kilometres, among which are:
- lands under housing areas, social and business buildings – 78 sq.km
- lands of industrial application and land under warehouses – 17.2 sq.km
- lands of agricultural application – 65.9 sq.km
- forest land – 32.3 sq.km
- water basins – 4.2 sq.km
The city of Ryazan and towns in its neighbourhood
There are objective indicators of environmental monitoring that show a satisfactory nature condition in Ryazan. The overall emission of pollutants from stationary objects has not changed considerably during the recent decade. Industrial capacities increase when enterprises of Ryazan implement technologies that decrease the environmental impact of their production activity. Such practices have considerably increased recycling and utilization of pollutant substances, which are by-products of stationary industrial sources. The city administration is determined to lower emission of pollutants in the atmosphere, which is mandatory for all new enterprises and those undergoing reconstruction works. The city also reduces disposal of polluted water without preliminary treatment. During 10 years, this amount has fallen 30-fold. Currently, up to 99.8% of all industrial water is subjected to treatment and reuse.

Special attention is given to the programme aimed at increasing green areas in the city.
TRANSPORT INFRASTRUCTURE

The geography and transportation of Ryazan include a well-developed network of motorways, integrated around these federal motorways (main highways):
- M5 «Urals» (Moscow — Ryazan — Penza — Samara — Ufa — Chelyabinsk), which is part of the Russian latitudinal transport corridor (West-East);
- M6 «Caspian» (Moscow — Tambov — Volgograd — Astrakhan); in the Ryazan Region, this motorway runs through the town of Mikhailov.

The principal transport junctions are: Ryazan, Shatsk and Kasimov.

The main transportation routes are: Ryazan — Mikhailov — Tula — Kaluga; Ryazan — Ryazhsk — Lipetsk; Ryazan — Kasimov — Nizhny Novgorod.

The railways that pass through Ryazan: Moscow — Ryazan — Samara and Moscow — Ryazan — Rostov, connect the central regions of Russia with Russian south and south-east (the city of Ryazan has 2 railway terminals and 5 transfer stations).

The River Oka directly connects the Ryazan Region to Moscow, Vladimir and Nizhny Novgorod Regions, and further on, to the Volga area.

Transportation here is via the River Oka. The town of Kasimov has a river port with all necessary facilities and equipment. The rivers Moksha and Tsna are also navigable.

With its transportation capacities, the city of Ryazan can qualify as a major transport junction of central European Russia.
LABOUR FORCE

The population of Ryazan city constant residents was 525,900 on December 31, 2011. The share of economically active citizens is 62.7%, which is higher than in developed economies. The chief competitive advantage of the city (positive for success in partnerships) is high density of population, availability of well-trained personnel, and a high share of citizens of working age and younger (76%). The employment split shows a higher tempo of growth of employees in small and medium-size businesses.

The implementation of national projects, federal, regional and municipal programmes aim at improving life quality for the population, and participating in these, the city hopes to reduce outflow of young trained personnel away from home, and to bring about migratory increase. The ultimate goal is to ensure stability and dynamism of economic performance for businesses of the city.

Investors are allowed to employ foreign residents, and this relationship is regulated by Federal Law of 25.07.2002 №115-FL «On the legal status of foreign citizens in the Russian Federation».

The number of foreign employees required is determined by the Government of the Russian Federation every year, based on proposals that are submitted by the regions.

Due to the annual increase of its population, Ryazan can be called a growing city. In year 2011, the birthrate was 19% higher as compared to year 2005.

The city’s economy growing steadier, we can now speak about positive dynamics of the population’s life quality: their average accrued monthly salary increases by 9-11% every year. At present the sum for the city is computed at 21,588 rubles per month. Positive economic trends also improve the residents’ incomes: every year the total income (including wages and pension payments) increases by 10-12%.
Ryazan is proud of its engineers, doctors, teachers, and other professionals. After World War II the city became a major manufacturer of radioelectronics. Up to 80% of all employment was in enterprises of military-oriented production. During the 50 years of development of radioelectronic and equipment production, the city accumulated whole generations of highly-qualified professionals; educational institutions also evolved unique systems of professional training. Military equipment placed high requirements on product quality, both in design and manufacture. This has become a tradition with Ryazan personnel. Currently, Ryazan continues to produce and export aviation equipment, complex medical units, systems of missile control, high-quality fuel and lubricants. This accounts for the fact that many foreign companies have decided to produce their electronic products and equipment in Ryazan.

The higher schools of Ryazan train professionals in all fields required for high-technology business.

The city has 24 higher educational schools, 13 of them are state-run, and the other 11 are not. Of the institutions run by the state, 5 are registered locally, and the other 8 are branches of higher schools registered in other cities.

Higher education professional institutions:
- Radio-Engineering University (trains professionals in radioelectronics, multi-channel telecommunications, radio equipment, radio technology, physical and industrial electronics, microelectronics, economics and management, financial accounting, information technology, etc.);
- State University named for Sergey Esenin (professional training in education, history and international relations, social science and psychology, physical culture and sports, jurisprudence and political science);
- Ivan Pavlov Medical University (training of medical professionals in: general practitioners, pediatrics, stomatology, pharmaceutics, clinical psychology);
- Agrotechnological University named for P.A. Kostychev (training of agronomists, engineers of road vehicles, specialists in agricultural ecology, forestry, veterinary science, zootechnics, biological ecology, mechanization, electrification and automation in agriculture, production and processing of agricultural crops, merchandising and expertise, public catering, economics, and financial accounting);
- Academy of Law and Management of the Federal Department for Law Enforcement (trains professionals for corrective agencies and institutions in management, jurisprudence, psychology and economics).

**Branches of state-run higher schools:** Ivanovo State Textile Academy, Moscow State University of Economics, Statistics and Information Science, Moscow Open University, etc.

The city has 15 autonomous vocational schools (secondary education) (machine-building technical school, oil-refinery technical school, college of electronics, technological college, medical college, railway technical school, trade and economics technical school, technical school for textile industry, etc.). All of these train specialists for various branches of economy.
INDUSTRIAL CAPACITIES

The city has over 9,500 enterprises, organizations, and institutions, including 148 big and medium-size ones. The structure of the production sector in Ryazan economy is defined by various manufacturing enterprises: oil and chemicals, electronics and radio equipment, wood processing, construction materials, textile and food productions.

At the present time, the city has three chief industrial areas: in the north-west, in the south, and in the east.

The North-Western industrial area hosts JSC (closed) «Russian Leather» (production and merchandise of processed leather), JSC (open) «Safyan» (manufacture and trade of leather and patent leather clothing articles), JSC (open) «TyazhPressMach» (manufacture of forge-and-pressing and equipment for oil and gas industries).

The Southern industrial area holds the following enterprises: JSC (closed) «Ryazan Oil Refinery» (production of fuel and lubricants), JSC (open) «Guardian Steklo Ryazan» (production of float glass sheet, energy-saving glass, coated and multipurpose glass), JSC (closed) «OrgKrovlya» (production of roofing materials), JSC (closed) «Multi-directional production company Cardboard and Ruberoid Plant» (production of soft roofing, cardboard and paper), JSC (open) «Novo-Ryazanskaya Power Plant» (heating and electric power).

The Eastern industrial area has JSC (open) «Tekhnoizolyatsiya» (production of construction materials, wholesale trade in wood materials), JSC (open) «Steel Constructions» (metal constructions for building).

The turnover of Ryazan industries keeps growing. As of year 2011, the overall value of locally produced goods shipped, services rendered, and work performed by big and medium-size businesses in production totalled 117.1 billion RUR (18% increase as compared to the previous year).

Ryazan is the biggest production centre in the region, and the city attracts considerable investment in its manufacturing development. Alongside with traditional production areas, like oil and equipment, there emerge new and innovative technologies, ideas and
Split of industrial production across various fields in Ryazan in year 2011

**Biggest productions in Ryazan:**

- JSC (open) «State Ryazan Equipment-making Plant» – approximately 7,000 employees, products: avionics equipment, medical and laser equipment.
- JSC (closed) «Ryazan Oil Refinery», branch of TNK-BP, approximately 3,000 employees, products: fuels and lubricants.
- JSC (closed) «Russian Leather» - the biggest producer in Europe, approximately 2,500 employees, products high-quality processed leather.

The city’s producers export their goods to near and distant abroad. They make considerable sales in Germany, the United Kingdom, Finland, Italy, China, Poland, Hungary, Romania, and Korea.

Increasing sales have benefited the employees, as their average wages increased too, and this brought in new taxation resources to the city budget, which can be used for community infrastructure development.
The main advantages of the city of Ryazan that make successful partnerships are as follows:
- positive dynamics for industrial productions in operation, availability of reserve supplies from them;
- availability of production capacities and facilities owned by businesses that are out of operation;
- professional and vocational schools available for full-time and in-service training of personnel.

To conclude, we can say that the existing production capacities guarantee dynamic social and economic development for mid-term and long-term prospects.
CONSTRUCTION BUSINESS IN THE CITY

Capital development and construction in the city pursue the following directions: industrial and non-industrial building, and apartment housing. Quantitively, the biggest share in city construction belongs to home building. Thus, in year 2011 the amount of home building reached 324,900 square metres. The residential properties of Ryazan total 12.6 million sq.m.

One of the causes of positive development of construction in the city is growing purchasing capacity among city residents, which is due to dynamism in the real sector and rising incomes: this increases the demand for homes.

The construction industry produces a wide range of construction materials: bricks, steel and metal units, modern roofing, heat-insulating and decorative materials. The construction industry now embraces over 2,000 enterprises.

The administration of the city has created favourable conditions for directing residents’ savings to purchasing property.

Ryazan continues its programme of concessional mortgage loans, for residents to buy out homes within 15 years (the interest rate is ¼ of the refinancing rate of the Central Bank of Russia (for recipients who are employees in the public sector).

The city administration, together with the government of the region, actively improve social infrastructure objects. Renovation and new construction are done in the sphere of kindergartens, clinics, schools, gymnasiuums. Currently, some parents who want to send their children to kindergarten have to wait; but the city is planning to solve the problem before the end of year 2012.
CONSUMPTION POTENTIAL

As the paying capacity of the population grows, this influences the turnover of retail sales. Over the period of 2005-2011, it increased by nearly 70%. The consumption market in the city develops intensively, including sales of food and processing industries, major retail networks and socially oriented retailers. During year 2011 75.1 billion RUR worth of consumer goods was purchased by the population. The overall spending per capita of the population has exceeded corresponding income figures by 10-12%; and this has been so for over 10 years.

This bears witness to the quality and efficiency of the local retail and servicing sectors. This standard was achieved with the help of investment programmes that implemented new technologies in trade, public catering and services.

This fact also proves that residents of other areas become consumers in Ryazan. The attractiveness of the city for incoming customers is an important sign, showing that the city has a solid basis of consumer satisfaction.

At the present time (beginning of year 2012), 1,781 shops, 624 places of public catering, and 24 markets operate in Ryazan. There is a fast-growing network of chain supermarkets located near the principal transport junctions.

The availability of big trading centres places rigid requirements on the management, turnover and profitability of smaller shops. They have to conform to area requirements, think about their customers’ cars parking, convenience and size of warehouses that would be effective in storage, delivery, and unloading.

The city of Ryazan has a number of world-class hotels:
- apartment hotel «Atron-Capital» (Ryazan, Kolkhoznaya St., 11, tel.: (4912) 42-75-57);
- hotel «Konyushenny Dvor» (Ryazan, Golenchinskoye Rd., 13, tel.: (4912) 24-45-50);
- hotel «Grand Hotel» (Ryazan, Zavodskoy Lane, 1, tel.: (4912) 33-99-99);
- hotel centre «Lovech» (Ryazan, Dimitrov Sq., 4, tel.: (4912) 92-70-07);
- congress hotel «Forum» (Ryazan, Yablochkova Lane, 5e, tel.: (4912) 95-02-02).

«The Forum» congress hotel and «the Lovech» hotel centre also deliver services connected with holding conventions, business negotiations, other events and presentations.
The customs rules are the same all over the Customs Union (Russia, Belarus, Kazakhstan).

The Ryazan Customs has the power to clear all goods, except those require excise payment (alcohol, tobacco, cargo vehicles and special-purpose vehicles, and goods that require special clearance before they are released or cleared on a temporary basis).

The Ryazan Customs House has long experience in working with big productions, such as TNK-BP Holding, JSC (closed) «Guardian Steklo Ryazan», and others.

1. Customs offices in the city of Ryazan:
   1.1. Moskovsky customs house: 390044, Ryazan, Moskovskoye Rd, 16, kor.1,
       1.1.1 Department 1 of customs declarations and customs control of the Moskovskoye customs house: 390047, Ryazan, Eastern industrial area, 21;
       1.1.2 Department 2 of customs declarations and customs control of the Moskovskoye customs house: 390011, Ryazan, settlement Kambushevo, Kambushevo district, Southern industrial area, 29.
   1.2. Ryazan customs house: 390047, Ryazan, Vostochnaya Okruzhnaya Doroga, 10A.
   1.3. Customs house of the Ryazan oil-refinery plant: 391000, Ryazan, Southern industrial area, 8.

2. Customs clearance procedures on the territory of the city of Ryazan:
   2.1. For maritime transport (if the cargo is declared as customs transit (and Ryazan is the declared destination)) — Departments 1 or 2 of customs declarations and customs control of the Moskovskoye customs house, Ryazan customs house.
   2.2. For railway transportation - Department 1 of customs declarations and customs control of the Moskovskoye customs house (in 2012, JSC «TransContainer» is planning to open warehouses for temporary storage at the railway station «Lesok»).
   2.3. For road transport — Departments 1 and 2 of customs declarations and customs control of the Moskovskoye customs house, Ryazan customs house.

Customs houses on the territory of the city of Ryazan employ electronic declaration procedures and issue electronic export and import declarations.
<table>
<thead>
<tr>
<th>Tax description, %</th>
<th>Federal budget, %</th>
<th>Regional budget, %</th>
<th>Local budget, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax on profit (20%)</td>
<td>2</td>
<td>18</td>
<td>-</td>
</tr>
<tr>
<td>Value added tax (18%)</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income tax for individuals (13%)</td>
<td>-</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>Unified tax on imputed income (15%)</td>
<td>-</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>Property tax for businesses (2.2%)</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>Land tax for businesses (rate depends on the type of land use (0.3%; 1.5%))</td>
<td>-</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>Transport tax (rate depends on the type and capacity of the vehicle and is defined by laws of the subjects of the Russian Federation)</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>Simplified taxation system:</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>- 15% (on the income minus expenses. Laws of the subjects of the Russian Federation can establish rates between 5 and 15%, depending on the taxpayer's status);</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>- 6% (on income)</td>
<td>-</td>
<td>100</td>
<td>-</td>
</tr>
</tbody>
</table>

**Laws on transfer of profit**

Upon payment of taxes and duties in Russia, a foreign investor has the right to use his/her income and profit on the territory of the Russian Federation for reinvestment, or to transfer it outside the Russian Federation freely, as stipulated by Article 11 of the Federal Law of 09.07.1999 №160-FL «On foreign investments in the Russian Federation». 
LAWS ON INVESTMENT

Legal guidance for state support to investors on the territory of the Ryazan Region is provided by the Constitution of the RF, the Budget Code of the RF, Federal Law of 25.02.1999 №39-FL «On investment activities in the Russian Federation in the form of capital investment», and other legal acts.

The main law regulating investment activities on the territory of the Ryazan Region is the Law of the Ryazan Region of 06.04.2009 №33-RL «On state support of investments activities on the territory of the Ryazan Region».

This law describes forms, conditions and procedures of providing state support to investors, and its goal is to create most favourable conditions for investment activity. The Law differentiates between the following categories of investment projects:

**High priority investment project**, characterized by the following:
1) the amount of capital investment has to be 300 million RUR or more;
2) the project lies within priority fields of development: material-saving or energy-saving technologies, creation of innovative technologies, production of machinery or equipment, electrical equipment, electronic and optical equipment, development of transport infrastructure, construction, reconstruction of healthcare facilities, or those for recreation, tourism, or if the project is aimed at reconstruction and technical modernization of a functioning production, etc.

**Basic investment project**, characterized by the following:
1) the amount of capital investment has to be 50 million RUR or more, and for small businesses, 20 million RUR or more;
2) the project is recognized as a basic investment project by the Council for investments of the Ryazan Region.

State support of investment activities on the territory of the Ryazan Region is granted in the following forms:
1. State guarantees of the Ryazan Region (awarded through a tender of investment projects).
2. Tax discounts for corporate property tax and reduced rate for corporate profit tax (on the part due to the Region budget):
   2.1 Discount on corporate property tax:
   - for businesses engaged in high-priority investment projects, on the property included in the investment agreement, tax rate on corporate property for computing advance payments and total tax on the completion of a tax period is reduced by 1.6 points (per cent) for the period set in the investment agreement;
   - for businesses involved in implementation of basic investment projects, concerning property set in the investment agreement, tax rate on corporate property for computing advance payments and total tax on the completion of a tax period is reduced by 1.1 points (per cent) for the period set in the investment agreement.
   2.2 Reduced rate on property tax:
   - for businesses engaged in high-priority investment projects, and for foundations supporting individual home building, implementing target federal, regional and municipal programmes, by 4 points (per cent);
- for businesses engaged in basic investment projects, by 2 points (per cent).

3. **Subsidies from the Region budget are granted** to recipients of state support engaged in high-priority investment projects, projects aimed at reconstruction, technical modernization of businesses in operation (subsidies from the region budget to reimburse expenditure on bank interest, if loans were made for the implementation of the investment project from Russian lending agencies), if this loan is used to finance production (or sale) of goods, performance of work, or delivery of services envisaged by the «Law of the Ryazan Region on the region budget» for the corresponding financial year (and the period scheduled) and by other laws and regulations stipulated by those on part of the Government of the Ryazan Region, within the amounts established by the law of the Ryazan Region on the region budget.

The total amount of subsidies granted to a recipient during the current financial year cannot exceed the total sum of taxes (except the individual income tax) and payments paid by the same recipient of state support to the region budget during the previous financial year.

4. **Award of discounts on rent payments for use of land sites that are property of the Ryazan Region:** discounts and/or prolongation of rent payment for land owned by the Ryazan region, are granted for a period not exceeding the payoff period of the investment project, and it cannot exceed 15 years, according to the regulations of the Government of the Ryazan Region.

Discounts and/or prolongation cannot be granted for renting land sites that are leased following a tender.

5. **Informational and counselling support of investment activities.**

6. **Maintenance of top priority investment projects.**

The city of Ryazan employs the **Procedure of maintenance of investment projects that are developed and implemented on the territory of the city of Ryazan** in accordance with the resolution of the city’s head of administration №2389 of 02.05.2012.

The stated Procedure sets forth the terms and sequence of actions to be taken by the Ryazan city administration, in order to interact with the initiators of investment projects, organize informational and counselling assistance for projects that envisage new buildings to be constructed or capital investment on the city territory.
Ryazan is an ancient city with a millenium years of glorious history behind it. Unlike many other Russian cities, Ryazan has not been a battlefield for 800 years. On this territory, Slavic, Turkic, and Ugro-Finnic populations have interacted. This melting pot has produced the local population: quiet and hardworking people. Probably that is why many world-famous companies successfully operate here: «TNK-BP» - British Petroleum, Siemens, Guardian, D-Link, IBM, Bosch, SELGROS Cash&Carry, Globus, M5Moll (the developer of this construction was PPF Real Estate Russia), «Metro Cash&Carry», «Auchan» (incorporated in France and the Netherlands), EPAM System Inc.

The city is interested in all forms of co-operation: research and development, participation in city development programmes, programmes to support small businesses, educational and cultural activities, tourism, transfer of high technologies, direct investment and participation in capital.

On the whole, the city of Ryazan is a convenient place to set up Your company’s new office, or to start a new production.

We will be happy to have You as visitors in our city, and we are going to do our best in order to make Ryazan another home for Your business.
Navigation for Investors

**Ryazan City Administration**
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Fax: (4912) 21-62-61
E-mail: glava@admrzn.ru

Official web-site of Ryazan City Administration
www.admrzn.ru

**Department of city planning and architecture**
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E-mail: uga@admrzn.ru

**Department of land use and property relations**
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Fax: (4912) 28-96-33

**Economy Department**
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**Department of Investment Policy**
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Telephone: (4912) 95-69-47, 95-69-58
Fax: (4912) 95-69-69
E-mail: invest@admrzn.ru
You are welcome to co-operate