

Business Guide to the Kaluga Region of Russia

PUBLICATIONS OF JYVÄSKYLÄ UNIVERSITY OF APPLIED SCIENCES 88

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(eds.)

Business Guide to the Kaluga Region of Russia



JYVÄSKYLÄN
AMMATTIKORKEAKOULU
School of Business Administration

PUBLICATIONS OF JYVÄSKYLÄ UNIVERSITY OF APPLIED SCIENCES

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Introduction

Jyväskylä University of Applied Sciences (JUA) has a long history of cooperation with Kaluga region and city of Obninsk, Russia. The roots of this cooperation go back to the early 1990s. Although it started as a typical higher education staff and student exchange, already in the first protocol signed in April 1995 between JUA and FRIDAS (French Russian Institute of Business Administration), the parties had the foresight to include in the agreement the intention to promote contacts between Finnish and Russian businesses and to study the possibilities of training businessmen from SMEs. This predated any discussions of the Finnish universities of applied sciences' so called third task of regional development.

Cooperation in promoting business contacts and in training businessmen began to develop further in 2002 when the first delegation of Kaluga region businesses visited Jyväskylä and Central Finland. The practical organization of this delegation was coordinated by JUA's School of Business' International Business Programme and the International Business' students cooperative Limit Breakers. Since 2002 the trainings, organised in cooperation with the city of Obninsk and the School of Business, have included over 200 managers and leaders of over 70 different Kaluga region companies and organisations. Our staff has also provided in-house training and coaching for companies in the Kaluga region.

To further promote our cooperation with FRIDAS, JUA decided to conduct a feasibility study project jointly with FRIDAS called "RuN-Biz – Russian Nordic Regional Business Development Programme." The project was partly funded by Regional Council of Central Finland. The word "Nordic" refers here to the Swedish partners in the project (IFL Management, Linköping University, Östergötland region), with which FRIDAS has had cooperation in the field of business training. Other partners from Central Finland in the project were Jyväskylä Regional Development Company – Jykes Ltd and the Jyväskylä Science Park.

The project included a study to find out the experiences of companies from Central Finland in the Russian market. A further objective was to discover each company's level of interest in the Russian market. Likewise, the study also included Kaluga region companies and their interest in the Finnish market. A key objective was to discover how to promote the

Introduction

knowledge of central Finland and to further develop contacts between the regions. One milestone in developing the cooperation between the regions was the February 2007 visit of the mayor of the city of Jyväskylä, Markku Andersson to Obninsk. During his visit an agreement on the development of cooperation between the cities was signed. For JUA the signing of the agreement was also a landmark in the relationship. The cooperation which began from the “grass roots” level had now moved to the next level. Mayor Andersson personally wanted a line added to the agreement that read: “The practical cooperation will be coordinated and operated by Jyväskylä University of Applied Sciences“.



Nikolay Shubin, the mayor of Obninsk and Markku Andersson, mayor of Jyväskylä, signing the Agreement of Development of Cooperation between the cities in February 2007. (Photo: City of Obninsk)

The first version of this guide was done by two FRIDAS exchange students, Andrey Pasiuk and Sergey Dudin, as their bachelor thesis. Their thesis was entitled *Establishing a business in the Kaluga region of Russia: a guide for foreign business people*. This guide is based in part on their idea, but also on the results of the surveys done in the RuNBiz project. The companies interviewed clearly showed an interest in cooperation

with companies from the other region. However, information about the possibilities and resources available was scarce. We hope that this guide will be of use to companies as they attempt to expand their businesses to the Kaluga region.

Acknowledgements

We would like to express our gratitude to our friends and colleagues whose support has been more than vital both in composing this publication and most of all developing our cooperation:

- Nikolay Shubin, the mayor of Obninsk
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- Andrey Ilnitsky and Andrey Shchikovsky, City of Obninsk
- Vadim Yamkin, Home Credit and Finance Bank, Obninsk
- Aleksandr Bekrenev, Alfa Bank, Kaluga
- Sergey Dudin, Andrey Pasiuk and Sergey Bekrenev, students of the International Business Degree Programme, Jyväskylä University of Applied Sciences

Forewords



Dear friends,

I am glad to introduce you to a new edition of Business Guide to the Kaluga Region. I hope it will help you to get a better idea of the economic opportunities of our towns and cities in the Kaluga region.

Our region has been dynamically developing lately and has become really attractive for investors in terms of setting up new businesses and investing into various spheres of economy.

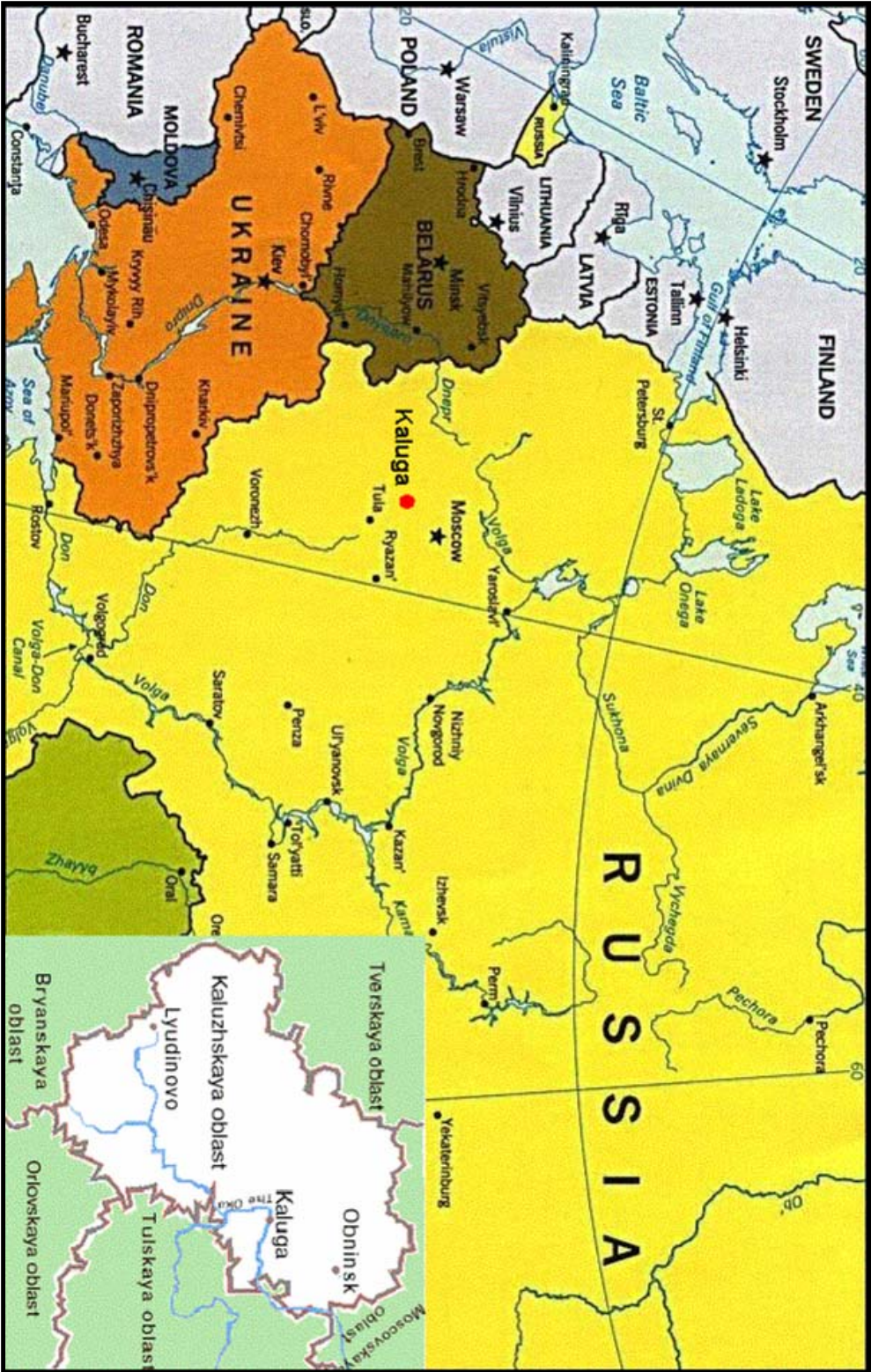
Being the first Russian science city, Obninsk provides very favorable conditions. It is located in the vicinity of Moscow and has a developed network of roads and communications. It can also boast of a good system of training specialists and an advanced business infrastructure. Among other special advantages of the place one can mention a comfortable living environment and beautiful scenery.

We are always happy to meet business partners from Central Finland. For many years we have realized a lot of business, educational and cultural projects with our partners from Jyväskylä. We hope that this cooperation will steadily increase in the future.

Welcome to the Kaluga region!
Welcome to Obninsk!

Nikolay E. Shubin
Head of the Obninsk City
Administration

Map of Kaluga region



Kaluga Region developments 2007

Aleksandr Bekrenev

One of the effective marketing tools which makes it possible to objectively estimate the market situation and prospects for various regions of the country is the analysis of the statistics for social and economic development for the year. So, let us look at what occurred in the Kaluga region in 2007.

1) We'll notice that the year 2007 was one of the most successful years in the last decade. According to many indices the region occupied the leading position in the Central Federal region (okrug) in Russia. Starting from the year 2000, the volume of the gross regional product grew from 24 to 105 billion roubles. In 2007 the increase was 6.5 % (in Russia as a whole 7.6 %). GDP per capita in the Kaluga region in 2006 was 85,230 roubles (in Russia as a whole it was 187,954 roubles). At the same time, the volume of industrial production reached 96.5 billion roubles, an increase of 14.2 % from 2006. The plan for 2008 is to ensure an increase in industrial production by 27 % and in gross regional product by 10.5 %

2) One characteristic feature of the growing economy in the region is a strengthened position of small business enterprises, which now employ about 70 thousand people. In 2007 in the region 500 new small enterprises were started. Altogether, the Kaluga region has approximately 7000 small enterprises.

3) The positive development in the region's economic development should affect the growth of investments. During the period 2000–2007 about 100 billion roubles were invested in the region's economy. The Kaluga region has a reputation as a reliable place to do business. It ensures the most favourable conditions for investments and low risk. All these factors proved to be decisive in attracting several foreign companies into the region. The volume of foreign investment was 381 million dollars in 2007, which was three times the level of 2006.

The following foreign investments included the following firms beginning production in the region:

- the first line of the automobile factory “Volkswagen”
- factory of dry fodders for the domestic animals ”Nestle”
- parquet production plant of company “Karelia – UPOFLOOR”

Currently, production facilities are being built for:

- Volvo Trucks
- the household equipment “Samsung Electronics”
- window and door production of the company “MAKO”
- dry construction mixtures and industrial glues of company “Kiilto”

The total sum of the above mentioned investments is 45 billion roubles. These investments, once successfully implemented, should create more than 7000 new jobs. A very outstanding result for the whole region is the signing of an agreement with the French concern “PSA Peugeot Citroen” to build a plant for the production of passenger automobiles. The initial amount of investment will be 300 million dollars.

4) In my opinion, the region has found the optimal way of focusing financial means and administrative resources to create Technoparks. The administration of the region allocates a significant amount of its own resources in constructing the infrastructure for the industrial parks Obninsk, Vorsino, Grabtsevo and Kaluga-South. The decision has also been made to create one additional investment area – the industrial park Rosva, which will contain the production site of Peugeot Citroen.

The entered engagement of creation of the first technopark – project, with the cost of 500 million Euro- will be realized by a Finnish company “Lemkon” in the city of Vorotynsk. It is notable that the Kaluga region is the first of the Russian regions obtained credit for new projects from the federal institutes of the development of the country (successful experience of collaboration with the state corporation “Bank of Development and External Economic Activity” “ Bank Razvitya i Vnesheekonomicheskoy Deyatelnosti”).

5) The implementation of projects of this scale inevitably brings with it substantial increases in the volume of construction activity and the development of engineering and transport infrastructure. The volume of construction work in the region in 2007 totalled 15.5 billion roubles, an increase of 14.2 % over 2006. In 2007 there was also 533 km of gas pipelines constructed and put into operation. As a result, fourteen thousand inhabitants of the region began using natural gas. Altogether natural gas usage in the rural areas of the region is altogether 40 %. The plan for 2008 is to build a further 674 km of gas pipelines.

Construction of the roads

More than three billion roubles was spent on road construction, which was 2–3 times more than in 2006. Roughly 325 km of roads were repaired, and of them 103 km were repaired using advanced technologies. An important event was the opening of the first phase of the new bridge over the Oka River at a cost of 1.9 billion roubles.

Housing construction

456,800 sq.m. of residential housing was constructed in 2007, an increase of 72.4 % over 2006. The planned for 2008 is 750,000 sq.m., an increase of 1.7 times the figure for 2007.

Agriculture

For the first time in many years, agricultural production achieved positive results. The volume of the gross agricultural production reached 16.7 billion roubles. The gained positive dynamics in this field promotes the government's policy in the realization of one national project - attracting private investors and credit resources to develop countryside.

Results in the social sphere as a consequences of positive economic reforms

In 2007 the incomes of the population grew by 19.5 %, and average per-capita income by 32 % reaching 9212 roubles. This exceeded 2.6 times the living minimum in the region. The level of average salary rose by 26.7 %

to a level of 10,800 roubles. Poverty in the region was also reduced from 17.2 % to 14.1 % (compared to 12 % for the Russian Federation as a whole). The level of official unemployment is 0.7%. The year 2007 also marked the beginning of a positive change in the demographic situation in the region. The birth rate grew by 8.7 % and the death-rate was reduced by 1.8 %. On the 1st of January 2008 the population of the region was 1,09 thousand people, which is 99.5 % of the 2006 level. The population forecast for 1st January 2009 is 1.05 million people. Urbanisation of the region is 76 %. The average life expectancy in Kaluga is 66 years (in 2005 it was 64.3 years).

City of Obninsk

Andrey Il'nitsky

Obninsk city, founded on July 24, 1956, is located in the northern part of the Kaluga region, 100 kilometers south-west of Moscow. The population of the city is about 106,000 with a work force of 60 thousand people. The average age of the citizens is 39 years.

Obninsk was historically established as a city of science directed to the implementation of strategic federal programs in research and development. In the beginning of the city's history, scientists, engineers, construction workers, teachers, and many others brought their families to Obninsk from all over the Soviet Union. The blending of people, ideas and cultures made Obninsk a wonderful city in which to live, a trend that continues to the present day.

Obninsk is one of Russia's leading scientific centers boasting 12 scientific research institutes, including three highly acclaimed State scientific centers of the Russian Federation. They conduct basic and applied research in the following main areas:

- Nuclear power engineering
- Nuclear methods and radiation technology
- Technology of non-metallic materials;
- Medical radiology
- Meteorology
- Ecology and environmental protection

In 2000 Obninsk was awarded the status of the First Science City of Russia.

Attractiveness for investment

Obninsk boasts a number of advantages for Russian and foreign investors willing to locate their facilities on the territory of the city. They include:



Approaching Obninsk, the first science city of Russia. (Photo: City of Obninsk)

- Active support and assistance to investors from the regional and city authorities;
- Status of the First Science City of Russia and high potential of the city in research and development;
- Good conditions for location of industrial facilities, available engineering networks and communications;
- High level of education and well-qualified workers, engineers and managers due to the availability of a wide range of educational institutions;
- Developed infrastructure of business support;
- A favorable location. Two federal highways – Moscow-Kiev and Moscow-Warsaw – and the south-west railroad pass by the city. Obninsk is in proximity to the major airports of the central part of Russia: Vnukovo (70 km), Sheremetyevo (130 km), Domodedovo (100 km). Cargo airport of Ermolino is located only 15 km from Obninsk.
- A clean environment

Economic Development

One of the principal goals of Obninsk as a science city is the development of industrial and innovative production. The city successfully attracts investments for creation of high-tech enterprises.

One of the examples is the creation of the Municipal Industrial Zone of Obninsk with an area of 50 hectares provided with developed engineering infrastructure. Today eight investment projects are being implemented on the territory of the municipal industrial zone that include:

- Ventall plant for production of metal constructions (owner Finnish Rautaruukki since 2006)
 - Kraftway computer plant
 - Serbian pharmaceutical concern Hemofarm
 - Information processing center for the Czech-owned “Home Credit and Finance Bank”
 - Finnish plant for production of façade panels
 - Small and medium-size innovation companies from Obninsk
- The amount of investments attracted to the new Municipal Industrial Zone exceeds three billion rubles.

New modern enterprises have started their operation in Obninsk: Realit (production of aluminum profiles), NMG-Polycom (production of polymer coatings), Alnas-Electron (manufacturing of electronic products).

A number of small innovation companies work in Obninsk. They practice the methods of effective search, expertise and implementation of innovation ideas.

Business Support Infrastructure

Obninsk features a highly-developed network for the support of innovative business including consulting, engineering, services in protection and commercial use of intellectual property, business-planning, marketing and technology transfer.

Business support system includes: The Obninsk Center for Science and Technologies, business-incubator, small business support fund, plus a number of consulting and audit companies.

A project for the creation of Technology Park specializing in biotechnologies, pharmaceuticals, information technologies and new materials plays an important role in the system of innovation business support.



Governor of Kaluga region, Anatoly Artamanov opening the Kraftway computer plant in Obninsk, June 2007. (Photo: City of Obninsk)

With the purpose of scientific research commercialization and cooperation between scientific centers of Obninsk the following organizations were established:

- Center of nuclear medicine and pharmaceuticals;
- Center of nuclear therapy for treatment of cancer diseases;
- Center of composite materials.

Education

Education plays an important role in life of Obninsk. The community's interest in ensuring a high quality level of public education remains high. The Obninsk School System has been named as one of Russia's top performing systems.

The State Technical University of Nuclear Power Engineering is the only school of its type in Russia, and has been actively developing as an institute. The University offers an extensive range of study programs and trains specialists in more than twenty majors, primarily in nuclear engineering. A new program in health sciences and medicine is to be launched soon. The University stands in a class by itself as one of Russia's great public research and teaching universities. A high quality of education is maintained by the branch of the State University of Management, French-Russian Institute of Business Administration, and the International Academy of Modern Knowledge. Obninsk is a prominent school and university city.

Excellent environment for living

Obninsk features an excellent blend of modern architecture and a rich variety of natural scenery. In Obninsk you can enjoy the beautiful nature as well as the activities of a lively urban center.

Obninsk has always been among the cities with the most comfortable living conditions. The city was built on the banks of the picturesque Protva river. It offers a good environment for work and recreation.

Today it is a bustling center for business, education, sports and culture.

The city is being developed in the north and north-west directions where new territories for residential construction are provided.



River Protva. (Photo: City of Obninsk)

Prospects for city development

For further development of the city, a significant increase its territory and the sites of the municipal industrial zone is planned. The prospects for the city are in:

- Fundamental and applied scientific research;
- High technologies and production;
- Creation of modern industrial enterprises;
- Education and training;
- Development of business support infrastructure;
- Modern forms of trade and services.

Russian business's mentality and some features of doing business in the Russian Federation

Aleksand Bekrenev, Kevin Manninen & Heikki Pusa

On a global scale, Russia is a young state in that it lacks a centuries old business culture in the common sense of the word. However, Russia has now entered the global economy in a volatile but rather successful way. We had to cope with the “nuts and bolts” of business culture in very unpredictable conditions, understanding competitive forces, making mistakes and learning along the way. Without such a path, it would have been virtually impossible for businesses to take the first steps down the road towards “making money.”

It is difficult, if not impossible, to understand the Russian business organization if you don't understand the history and background of the development of the system of labour ethics, the effect of the Orthodox religion, the unique geographical location and sharp fluctuations in climatic conditions. These certainly have affected the people's mentality and way of thinking into a collective mindset willing to help their own, yet at times being indifferent towards “outsiders.” One interesting way of describing the business mentality can be found in a saying that translates roughly as “a Russian man spends a great deal of time and patience in harnessing the horse, but then rides away very quickly.”

Nowadays, few will deny that Russia is a fast developing market with huge potential. Doing business in Russia presents an enormous opportunity for foreign business people to make money and to gain a first-class reputation in the business world. However, there will still be difficulties on the road ahead. These include administrative barriers and bureaucracy, inadequate and sometimes contradictory legislation, selective interpretation of the law, unethical business practices and of course corruption and bribery.

Nevertheless, Russia is still a dynamically developing country with a steadily improving investment climate both nationally and from a regional standpoint. The Kaluga region is a good example. Let's mention some of the main advantages, as seen by foreign business people:

- the huge market (the population of the country is 142 million people)
- the abundance of natural resources
- the steadily increasing income of the population
- available workforce (the quantity, not the professional quality)
- economic and political stability
- high profitability potential of business.

To facilitate the entry process to the Russian market for foreign companies, let's try to formulate the following rules and advice:

- 1) To lead with authority, but not as a dictator.
(Russians appreciate strong business leaders)
- 2) Create a strong organizational culture with clear distinguishable foreign components. Russians like a working atmosphere where the worker is respected, and has a say in the way the firm is managed.
- 3) Despite the challenge, work to create an organization that encourages Russian workers to take responsibility and to show initiative in their jobs.
- 4) To respect local traditions, but at the same time try to play according your own rules. Use business models which have proved to be successful in other countries, but at the same time adapt them to local conditions
- 5) Learn to live and work in crisis situations. The company should be ready to cope with difficulties, but at the same time also be able to recognize opportunities arising from such situations.
- 6) To understand that encountering corruption in Russia may be unavoidable. However, it is important not to give in to it. Sticking to a high level of ethical principals is a key to success.
- 7) It is obligatory to conduct co-operation with government agencies on all levels. Personal communications play a very important role in this respect.

The influence of the small and medium-sized business sector, which has such a strong influence in other leading economies, is still insufficiently developed in Russia.



Meeting between Jyväskylä delegation, led by mayor Markku Andersson and the Kaluga Regional parliament led by chairman Pavel Kamensky, February 2007. (Photo: Kaluga regional parliament)

However, small and medium-sized firms provide very important flexibility and dynamism to the economy, create new competitive conditions, employment and utilize local resources.

The most common problems facing SMEs in the Russian market include the following

- 1) Business risk is often of highly influenced by factors in the environment that are unpredictable and uncontrollable to the entrepreneur.
- 2) Capital and financing is difficult to acquire.
- 3) The overall representation of SMEs in many sectors of the economy is limited. For example, due to the inability of capital, it is difficult for them to become established in many high tech and other industries.

However, efforts have been made at the federal and regional level to improve the existing position of small and medium sized enterprises in Russia. This should result in this sector receiving increasingly greater attention from foreign investors in the years to come.

Labour Market

In Russia, when foreign investors face problems, one has to agree that the problems do not always have “Russian roots”. It is not secret, that foreign businessmen come to Russian markets in the purpose of obtaining huge profits very quickly. Possibly, this originates from the fact that they underestimate the real possibilities and enormous potential of the Russian market and they do not see the benefits of long-term successful collaboration. However, success is usually dependent on partnerships that provide a “win-win” situation. This is based on long-term and equal partnerships, based on joint-commitment and the combination of foreign business models and the realities of the Russian market.

One of these realities is the current labour situation. In the 1990s, qualified specialists in many scientific and technical fields were forced to leave their professions in search of better income sources. The professional and technical education could not provide enough of a workforce to fill this gap. Now with the growing economy, such specialists are once again in great demand but are lacking from the labour force.

An example of this situation is the selection of personnel at the Volkswagen plant in Kaluga. Despite the reputation of the company and the opportunities available for workers, due to the shortage of qualified personnel, it has not been possible to run the plant at full production. This is true despite the fact that the international recruitment agency Adecco is involved in recruiting employees for the plant. Perhaps the existing average salary of between 12–14,000 roubles (€350) is much lower than expected. When one considers that in 2007 in the Kaluga region the average salary was 10,800 roubles (€290) it may be that the people from Kaluga expected more from a Multinational corporation with a world-famous brand.

I think that the inexpensive work force was one of the factors determining the allocation of this plant in Kaluga. But the situation in the Russian economy changes quickly and furthermore the close proximity of Moscow, with its significantly higher wage rates, greatly affects the salary level for skilled labour. At present, the demand for the qualified personnel exceeds supply. Personnel will need to be trained or transferred from other regions. This will take time and money.

The Importance of Personal Contacts

It is no secret that today in the Russian business environment, personal contacts and connections mean very much. In my view, this is the feature of the Russian mentality. Perhaps it is also a reaction to the possibility that existing legislation may not meet the needs of the marketplace. Because of this, businessmen have to rely on relationships as a substitute for this “lack of rules.”

It is therefore recommended that foreign businesses planning to begin activities in Russia must have a “conductor” who understands the culture, mentality and negotiating styles.

Consumer Markets

One special feature of the Russian market, in my opinion, is that Russians like and value novelties very much. For example, there are constantly queues in many auto dealers for the very latest expensive models of automobiles. In 2007, the sales of foreign-produced brands increased by 62 %. Sales of personal computers during the same year rose by 19 % to 8.7 million. Nowadays in Russia, one feature of the market is the continuous influx of new product lines, and assortments – from the beer to automobiles. For instance, on average Russians replace their cell phones every 32 months, in Moscow every 12 months, and in the West every 36 months. This means that businesses must constantly adapt to the market and the changing demands of the consumer. In one interesting example, in 2004 the beer brand Baltika 3 was restyled by simply changing the shape of the bottle and the label. Research showed that consumers also noted an improvement in the beers’ taste, although it had not been changed.

It can be said that Russian consumers typically express low brand loyalty, due to their willingness to use several different and competing brands. Price will often be the determining factor on which brand is chosen. However, as the Russian consumer market develops and matures, brand importance will increase. When developing your marketing strategy, although many new promotional tools and channels are available, the importance of traditional marketing should not be overlooked.

Finally, with the development of the economy, domestic Russian producers are investing their earnings in new plant and equipment in order to be able to better compete with foreign importers.

Want to Succeed in Russia? Find a trustworthy dependable partner

Kevin Manninen & Julia Rastopchina

Don't go it alone! If ever those words rang true, it is when a foreign firm decides to expand its operations into Russia. The market is far too complex for all except the most experienced companies. Such firms will tend to have plenty of available expertise in the language, culture, business practices and legal issues of the country. For the rest, having a dependable partner is vital.

One first step would be to develop a partnership or other relationship with a domestic expert on the Russian market. This can be a company, regional authority, university or other organization or individual with experience doing business in the Russian marketplace. They can be very valuable advisors on entering the market. They may even be able to assist you in finding Russian partners. If you are unable to find such help through your own network, chambers of commerce or Russian-oriented trade associations may be a good source of leads.

Russian partners can come in many forms. You will most likely need one or more agents, distributors or both to represent you in the market. In addition, marketing and advertising agencies can be of great assistance in communicating with customers. Of course, no firm can proceed effectively without legal and tax assistance. In certain cases, firms may even enter into a joint-venture with a Russian partner.

Where can one find such partners? When talking about representation in the market, agents and distributors can be found from multiple sources. Embassies, chambers of commerce, trade associations, trade journals and other relevant publications are all potential sources of leads. Trade shows should also be given serious consideration. Moscow and St. Petersburg have become major centers for exhibitions and fairs. Serious consideration should be given to visiting a relevant fair in Russia in order to develop contacts. A prerequisite for finding a local partner will be to have Russian language expertise available. Many good Russian partner candidates may speak little or no English or other foreign languages. Ideally, your firm should have someone on staff or under contract to provide translation and interpretation services.

The following are good tips for selecting a distributor or other representation in the Russian market:

- 1) Shop around. Don't choose the first partner that comes along. Many firms make the mistake of signing an agreement with the first potential partner they meet. The result is often less than desirable. To avoid this, check out other possibilities.
- 2) Ask for references. When you find a prospective candidate, ask them for to provide references. These could be other firms they work with, current or former customers, and especially any other foreign firms they may have cooperated with. If relevant, you should also check out their credit history. Do they pay there bills on time? Bank references and other credit sources should also be contacted. Remember to be discreet.
- 3) Do your homework. Find out about them. Search around and gather as much information about them as possible.
- 4) Visit them and check out their facilities. Just by walking into their office you should get a feel for the company. Do they appear to be professional? Have they invested in their facilities? Remember, appearances count. Try to talk to as many different individuals in the firm as is possible.
- 5) Have they asked important questions about your business? Have they asked to visit your firm? A professional firm will also want to know that you are legitimate and serious about developing a partnership. For example, are they concerned about your commitment to the market? Are they realistic in their assessment of your chances for success?
- 6) Do they seem over eager? Do they appear to promise too much? Be careful. Once again, by doing your homework you can develop a better understanding of the capabilities of any potential partner.
- 7) If possible, use them on a trial basis. Would it be possible to try them out on a one time or limited basis to see how well they perform? This could be especially effective for service companies. First impressions can often tell a lot about a firm's capabilities.



Developing relationships is vital to success in Russia. (Photo: Kevin Manninen)

8) Is there chemistry between you? Do you seem to have a natural understanding of each other? Do you appear to have the same goals and objectives? Are your organization's culture and values similar? The greater the similarity in these areas, the greater the chances of having an effective working relationship.

9) Choose a partner that you feel you can trust and then develop that trust. Remember that trust is a two way street. You will expect your Russian partner to act with integrity. They will likewise expect the same from you.

10) Develop the relationship. Although you should have a contractual agreement between you, business in Russia is based not on the contract but on the relationship. Be prepared to invest in that relationship. This will mean developing a regular and effective line of communication. This is of vital importance as any partnership in Russia will depend on interpersonal relationships. Unlike many

western countries where business between partners may often be done through invoices, emails, telephone calls other relatively impersonal methods, business in Russia is much more of a personal nature.

Developing an effective relationship with Russian partners is not an easy task. It will require hard work and attention. Cultural and language differences must first be overcome. Agreement must then be reached on the general provisions of the relationship as well as the rights and responsibilities of each partner. Keep in mind that no amount of planning can guarantee that a relationship will work. However, by following the above advice, one can greatly increase the chances that a partnership will be successful.

News, interviews and facts

Sergey Dudin, Andrey Pasiuk

Moscow, Canon corporation

Pentti Nelimarkka is a general manager of the Japanese CANON's representative office in Moscow. He is a Finn who was born in Sweden. All these facts – Japanese restraint, Finnish deliberation, and Swedish solidity – played the crucial role in doing successful business in Russia.

You are a top-manager of the huge corporation. How would you assess the results and perspectives of the work on Russian market?

I believe the most difficult period for Russian economy is already gone which means that our perspectives in Russia are growing constantly. I can say with confidence that last a few years were profitable for our company.

How would you describe the business culture of Russian entrepreneurs?

A lot of people think Russian business culture is a result of interaction between the West and the East because Russia is located somewhere in the middle. But I consider Russian businessmen as unique, they have business in their blood. They can easily adapt to any situation. They are always trying to find new ways in business using the very creative approach. That makes me be proud.

What wouldn't you be proud of?

Difficult question... If we are talking about a new business generation it seems like everybody is always in a hurry and people can change their mind very quickly. Russian businessmen don't have, their approach is "Do or die!" That might occur because businesspeople are very young and the last 10-15 years were the years of serious changes in Russia.

Are consistency and patience the elements of Japanese business culture?

Not really. In Japan they have a bit different meaning for consistency and patience. In my opinion these all mean whatever we do we estimate that as a long-term target but not as instantaneous changes.

Do you follow the Japanese principles of doing business?

Very interesting question. I am Finnish and I used to work for a Swedish company for a long time. Now I work in Russian surroundings. That's the combination! Swedish people, for example, have their own style – discussion where everybody is taking part in. As for Finns, it's otherwise – decisions are made based on facts, figures that help you to figure out on what stage of a process you are...

In other words, Swedes are adherents of talks, Finns of facts, and Russians?

Russians in business are all about emotions! No, but being serious, I'd say that Russian management style is quite authoritarian – decisions are delivered from up to down. Employees expect executive to make all decisions by himself.

Do you know any keys to success in business?

Everyone has his own ones. As for me it is accurate planning and determination of goals that you are trying to achieve. The second thing is that you always need to know on what stage of reaching your goal you currently are. Plus for that it is important to be open-minded, accept the ideas of people working around you. I mean not only your partners but your competitors. There's always something you can learn from them and implement afterwards.

And finally my favorite word is "constancy". It means don't give up if there are some unexpected troubles. But it doesn't mean that you need to be stubborn, the result of it is known to everybody ¹.

¹ Magazine "Na stol rukovoditelyu" # 18–11.05.05 (by correspondent F. Smirnov)

City of Kaluga

Stanislav Antonenkov, the CEO of KORALL Service plc. describes the current situation in the city of Kaluga.

What are the main difficulties in the very beginning of life of a company?

Well... On the first steps I would underline the fact that there is too much documentation required for different authorities, and to avoid all the misunderstandings you'd better work on documents as properly as you can, of course if you don't use any services. As for the first steps of organizational life one can face there small distribution channels, lack of floating assets and customers.

In your opinion, what is the most necessary to keep in mind while choosing the type of ownership of your future company?

The size of the enterprise, types of businesses you going to work with, financial possibilities of founders...

Which areas of business are likely to have success in the region?

We have relatively quite cheap workforce while there are a lot of high educated technical specialists and engineers not hired enough because of dramatic industrial reduction for the last few years. Considering all those facts, I can say that every company oriented on developed markets of quite big cities is going to succeed.

It is also very important to mention that human resources are the most essential competitive advantage in the Kaluga region. Effective approach in recruiting can bring very good results in any business area (Based on personal interview made by authors on 07.01.2006).

Obninsk, Kaluga Region

Vadim Yamkin, Home Credit and Finance Bank, head of Obninsk branch (former Director of International Relations, City of Obninsk), is speaking on situation in Obninsk, the centre of science of Kaluga region.

How would you describe the situation on the Kaluga region market?

It's dynamic... because of closeness to Moscow and thanks to the fact the region has a high educational level and intellectual potential (first of all in Obninsk on the north of the region) and current active investments of regional and local authorities. In addition, there is a tendency on the market to bring the production out of Moscow. That's why there is an attractiveness for as foreign investors as Russians ones. We can say that the particularity of the region is the fact that the state military enterprises are still working and there is no any recession. The Western businessmen must be prepared that the salaries level in Kaluga Region (especially in the most developed Northern part of it) is higher than the average in Central Russia, and is growing quite fast. Though it is still considerably lower than in the West, you should not expect to find good labour force at low cost. Another problem is the shortage of qualified labour. Moscow is a strong magnet. But I truly believe the advantages outweigh these problems.

Western business people will also face the problem how to find/select the key people for their new venture. Standard Western procedures of hiring people do not always work in Russia; and human resources agencies are scarce outside Moscow.

Which business areas have the biggest perspectives?

High technology, bio-technology, assembling production, new materials.

What are the main features that characterize advantages for foreign investors?

As I've mentioned it's strategic location near the Moscow, then a good transport infrastructure (two federal highways: Moscow-Kiev, Moscow-Warsaw), railways, other federal highways (Moscow-Simferopol, Moscow-Rostov), international airports, perfect telecommunication infrastructure, substantial amount of science and educational centers, highly qualified and competitive workforce, state guarantee for investors, taxation privilege investment policy, business support infrastructure, experience of a number of succeeding foreign companies – all these are determinant factors for foreign investors.

Are there any problems when registering a new enterprise?

I wouldn't say that there are any...

What is more profitable – registering a company by yourself or using special services?

For foreign entrepreneurs not familiar enough with Russian way of doing business it is better to use these special services. And in this case it'll save a lot of time during the registration process.

Which challenges did you have to overcome on the first steps of the enterprise's life?

The most important ones are promotion of your company, lack of possibilities to get the initial capital, bureaucracy and difficult taxation system (Based on interview made by authors of the thesis on 28.04.2006).

Balabanovo, Kaluga region

Denis Letvitsky, project manger of Stora Enso branch in Balabanovo, is answering our questions about the Stora Enso company in Balabanovo and about Kaluga region.

Why did you decide to set up a branch in Kaluga region, Balabanovo?

We were considering several facts. As you know, when a company is choosing where to set up its branch, it considers closeness to its potential customers or to resources. So we were mostly considering the closeness to our potential customers, majority of them is in Moscow. The second thing we liked was the attractiveness of Kaluga region for investors.

So from you point of view Kaluga region is attractive for foreign investors?

Yes, of course. Thanks to the previous and new Governor it is now in top 10 of the most attractive regions of Russia (out of 89)

Did you experience any problems on the first steps connected with the fact that founders of Stora Enso are from Finland?

No. The management team mostly consisted of Russian middle-managers and Finnish top managers. So, of course, there were some difficulties but none of them were connected with this fact (Based on telephone interview made by authors on 03.05.2006).

Enterprises ownership types in Russia

Sergey Dudin, Andrey Pasiuk

Ownership types

- Joint stock companies (JSC) / Aktsionernoe Obshestvo (AO)
 - Open Joint Stock Company / Otkrytoe Aktsionernoe Obschestvo (OAO)
 - Closed Joint Stock Company (CJSC) / Zakrytoe Aktsionernoe Obschestvo (ZAO)
- Limited Liability Company (LLC) / Obschestvo s Ogranichennoi Otvetstvennostyu (OOO)
- Private Entrepreneur (PE) / Chastnyi Predprinimatel (CHP)

In this chapter we have included only the main features of enterprise forms and their registration process in the Russian Federation as well as the main features of company taxation. It is advisable to use specialized legal or other services in registration of your company. The idea is to give a basic understanding of the registration process, which will be useful in following the process and ask your service provider of the progress of the registration.

How to choose ownership type

When choosing between private entrepreneurs (PE), OOO (Obsshestvo s ogranichennoi otvetstvennostyu) and AO (including ZAO – zakrytoe aktsionernoe obshestvo and OAO – otkrytoe aktsionernoe obsshestvo) majority of factors defining a choice of the ownership type can be broken into some groups:

- 1) The limitations connected with the field, size and the purposes of business;
- 2) Procedure of registration and costs;
- 3) Taxation issues;
- 4) Property and the responsibility issues;
- 5) Business development.

The limitations connected with the field, size and the purposes of business

Choosing the ownership type for the business you should consider what kind of business you will be engaged in and how many partners will participate in it.

It is obvious if you are an owner of a news-stand, you buy the goods by yourself and you have three employees working for you then you do not need to waste time and money on registering OAO. If you are thinking about organizing any financial company then it makes sense to consider more complex types of ownership.

As for participants (founders) of your business there are some strict rules established legislatively. For example, a private entrepreneur cannot have any founders or other participants but can only hire employees even if they are his relatives. For OOO the amount of founders (participants) can be from 1 up to 50 people. ZAO has the same limitation of amount of founders (shareholders). OAO has no limitation of amount of founders (shareholders) but if it reaches 1000 the legislation provides additional norms protecting the rights of participants with small share.

So if you have several partners you have to choose OOO, ZAO or OAO. When making a choice, take into account that all these types react differently on changes of participants. It is connected with official registration of documents and rights concerning property. When leaving a company, shareholder has rights to sell his shares to anybody and by any price. But in case of ZAO other shareholders have priority rights to buy shares. As for OOO when a participant leaves the company he has rights to get his stake paid back in kind or with money. Quite often these circumstances become the reason of serious problem for remained participants of the company (for example, if a participant has contributed his share as an invention or real estate, then when leaving the company and demanding his stake, he can even provoke business failure.

Procedure of registration and cost

When choosing the type of ownership the most important things will be such issues as registration terms and prices.

Terms

As for procedure of registration it is quicker and easier to register PE. According to the law it takes 15 days to get the registration certificate. Then you will need 2 more weeks to make a stamp, register in tax inspectorate and open a bank account.

Registration of a company will take much more time. First you have to check up the chosen name (if it is unique and there are no similar ones) and spend about one week for it (the practice says so). Directly the registration (including making a stamp) takes about 2 weeks. Then you'll need approximately 10 days to get Goscomstat (State Statistics Committee) codes, register in tax inspectorate and other funds and to open a bank account. For OAO and ZAO in addition to all above you will need to register the first issue of shares in The Federal Committee of Stock Market (this procedure takes 30 days).

Thus if you register OAO, ZAO or OOO you will need about 1–1.5 months. Registering OAO you will spend one more month to register the first issue of shares.

Costs

Expenses on registering a new business will consist of official duties but if you ask for help of any special services it will charge you some extra costs. When you register as a PE your expenses will be your payment for registration plus stamp expenses and some small charges: purchase of the book of receipts and expenditures, making your photograph (3x4 size), copies of the passport and others. If you don't want to do that alone and want to use firms providing services of registration your expenses will be from \$80 up to \$150 (prices for Kaluga for local service providers). Registration OOO, OAO or ZAO is more expensive, you need also to check that your company has a unique name and you also need to receive Goskomstat (State Statistics Committee) code for your company.

Taxation issues

The Russian tax system continues to develop significantly. However, the present tax regime remains rather complex and contradictory, with a large number of separate laws. The first (general) part of the Tax Code, which seeks to rationalize the tax system, came into force on 1 January 1999.

The second part of the Tax Code is potentially subject to many changes. Some provisions of the second part (in particular, the Chapters covering value-added tax, excise taxes, personal income tax, and payroll taxes) have recently come into force with the effect from 1 January 2001.

Principal Taxes

The structure of the Russian tax system provides revenues for three tiers of budget: federal, regional, and local. All taxes are legislated at the federal level, although regional and local governments can set the rates and establish specific procedures as to the taxes that are designated as regional or local. Basically the principal taxes are applied throughout Russian Federation at uniform rates.

The following summarizes the major taxes currently payable by businesses and individuals in Russia. This is not an all-inclusive list, and there are a number of further federal, regional, and local government fees on certain activities, including various stamp duties, license, and registration fees.

- Profits Tax 24 %
- Value-Added Tax (VAT) 18 % (10 %, basic food products, children's goods, medicines, drugs, newspapers and magazines)
- Road Users' Tax (effective until 1 January 2003)
- Excise Taxes
- Personal Income Tax 13 %
- Unified Social Tax
- Customs Duties
- Payments for Extracting Mineral Resources
- Payments for the use of Natural Resources
- Property Tax
- Uniform tax on imputed income for specific types of activities

Generally, the lower-tier authorities cannot grant concessions with respect to taxes designated to an upper-tier (i.e. regional authorities cannot grant concession on federal taxes) even though certain portion of federal taxes are credited to the regional/local budgets. The only exception is profits tax where the regional/local authorities are permitted to grant concessions within the amounts allocated to the regional/local budgets.

The legal system in Russia is based on civil law and its principles. Courts are not formally bound to follow judgments issued by superior courts. Russia only implemented tax reforms recently, and the number of tax cases to date is not significant; therefore, case law at present has a limited impact on interpretation. However, we are starting to see occasions where decisions of the Higher Arbitration Court and the Constitutional Court were an important factor in interpretation and application of the relevant tax laws.

Currently there are no rules to counter thin capitalization, although there is a current practical disadvantage for inter-company loan financing in that interest will be subject to restricted deductibility, although there are proposals to change this potentially from 1 January 2002.

The common approach practiced by the tax authorities is to follow form rather than the substance of the transaction, and this was one factor that influenced wide spread aggressive tax evasion techniques based on “form-over-substance”. The recent trend though is to pay more attention to the substance of the transaction when justifying it for legal or tax purposes.

Property and responsibility issues

PE is responsible with all the property he has. Conveyance of the rights of property is carried out as well as usual property of the natural person. However there are some particular features, for example, if you demise the store, the person who gets it can be also demanded to register as the PE.

Every participant of OOO is responsible for the company within the stake he has contributed. Leaving the company the participant has rights to demand getting his property back in kind or with money. Conveyance of the rights of property is accompanied by modification in registration documents of the company.

Shareholders of OAO or ZAO are responsible for the company within the contribution in authorized capital (nominal price of shares). Conveyance of the rights of property is registered in the list of shareholders.

Business development

When creating a new business, everyone thinks of ways of its further development. The ownership type of it will define variants of such development.

From the point of view of prospects of attraction of additional investments or sale of the business, the most “inconvenient” form is the PE. The businessman will meet a similar problem when selling the business. He can only sell the assets that are his personal property. Demising or giving the enterprise to another person also involves lot of difficulties connected with it. So giving the business to somebody might need much paperwork. For example the person who the business is being given to might need to be registered as a PE.

Registering business as OOO will enable you to get investments to your authorized capital. However any change of amount of participants must be registered in constituent documents. It is important that any participant of OOO can leave the company whenever he wants to and demand his share of it. If there is no trust and understanding between the participants the situation like this might lead to the company going bankrupt.

If you create the business that you plan to sell later or if you are going to attract some additional investments, or new partners then ZAO and OAO are the most appropriate for you. In both cases shareholders have right to sell shares any time they want to but in case of ZAO other shareholders have priority right to buy them. Both types allow including participants to the authorized capital. In this case company emissions extra stocks and sells them to the person.

Private Entrepreneur

Private entrepreneur, PE, (*chastniy predprinimatel*) is the easiest one to register. PE is a person who is allowed to do business not registering as a juridical person but who is also in charge of all his debts with all of his property. There are also some advantages like less complex process of registering and less complex accounting and taxation procedure. Anyhow you have to report your income as a regular natural person to the tax inspectorate. The disadvantage of PE is that in case the business grows up and there is need to hire more staff, it is needed to reorganize or in other words complete the whole process of registration.

Enterprises

In this chapter there is explained the main things about the most attractive ownership types in Russian Federation and not all existing, which

in most cases concern non-profit organizations. Larger businesses that plan to have more employees usually choose one of enterprise ownership types (OOO, ZAO and OAO). To avoid any misunderstandings we need to point out that those ownership types differ from European or American.

Obschestvo s ogranichennoy otvetstvennostyu / Limited Liability Company

“Obschestvo s ogranichennoy otvetstvennostyu” literally means “company with limited liabilities” so it is most likely similar to limited liability company in the USA. This type is the most common for “small middle-sized” firms and it is much easier to register than ZAO or OAO. OOO is a profit organization and in this way it can do any kind of businesses except those that are limited legislatively (in this case OOO must get a license of a specific business).

Since the moment of registration OOO is getting rights of ownership on property that was contributed by founders. One of the most essential conditions of OOO is having its own full name that must be in Russian language and contain its name and words “s ogranichennoy otvetstvennostyu”. It can also have a short name in Russian and other languages with words “Obschestvo s ogranichennoy otvetstvennostyu” or just with the abbreviation OOO.

The OOO is a company from 1 to 50 persons. If the amount of participants exceeds 50 persons the company must be reorganized in OAO. The ownership share of the company depends on person’s share in authorized capital. In case of losses or bankruptcy of the company, the participants are losing not more than their share in authorized capital.

Some main features:

- Location of OOO is the place of its registration.
- Participants can be both natural and juridical persons.
- Size of authorized capital cannot be less than 10000 RUB (300 EUR).
- Head of the OOO is elected by board of directors periodically.
The period must be mentioned in company’s charter.

Participants of OOO right after the registration process are getting four basic warrants:

- rights to participate in the management of the organization;
- rights to participate in the profit contribution;
- rights to get any information about company performance;
- rights to get a stake of property in case of the company liquidation.

By the time of the state registration at least a half of the authorized capital must be paid by founders. And it must be paid completely within one year from the moment of the registration. Contribution in the authorized capital can be evaluated in money, securities, other belongings and rights that have pecuniary valuation.

All the information about participants must be in constituent papers meaning that it is available for many people. Of course, it is a sort of disadvantage for those who want to keep confidentiality of the participation in the company.

One of the positive things is the management system in the company is much easier in comparison to AO

Aktsionernoe obschestvo / Joint Stock Company

Aktsionernoe obsshestvo (AO) is a profit organization where the authorized capital is divided on certain amount of shares, which represents personal rights of shareholders relating to the company.

According to the Russian legislation there are two types of AO – OAO (“otkrytoe” – open) that is similar to open joint stock company and ZAO (“zakrytoe” – closed) – closed joint stock company. It is necessary to keep in mind that OAO and ZAO are just variety of the same ownership type; it means that basic regulations concern as open as closed companies.

In this type of company shareholders are not responsible for their property, they just take risks within the limits of shares they have.

AO founders can be either natural or (and) juridical person. When establishing AO founders sign up the contract which is not a constituent document, the only constituent document for a company is a charter.

The minimum authorized capital for OAO is at least thousand fold amount according to the law by the registration date, for ZAO – at least hundred fold amount of a minimum salary rate (now this rate is 100 rubles = 3 EUR).

When registering any AO it is not necessary to cover the authorized capital right away. Firstly, shares must be completely paid within 1 year

from the moment of the registration. Secondly, a company can be registered even if 0 % of shares are paid. But at least 50 % of shares must be paid within 3 months from the moment of the state registration and during this period the company is not able to conclude any bargain not concerned with a company establishing.

So it is very essential to notice the major difference between AO and OOO (Obsshestvo s Ogranichennoi Otvetstvennostyu). Unlike the participant of OOO, when a shareholder lives AO the only thing he does is sell his shares. In that way a new shareholder takes the place of the previous one.

With a common decision of shareholders the type of a company can be changed. In this case, for example, ZAO can merge with OAO making up a new ZAO or OAO as a result (following the legislative rules).

OAO

“Otkrytoe aktsionernoe obschestvo” / “open joint stock company”. The main advantage here is that you have unlimited potential to attract investors. In this case shareholders can sell their shares publicly to anybody without any limitations.

There is a strict rule according to which the annual report, organizational balance and profit-and-loss must be published. One more particular feature is OAO can have unlimited quantity of participants.

ZAO

“Zakrytoe aktsionernoe obschestvo” / “closed joint stock company”. ZAO is most common for middle sized enterprises. The shares in ZAO can be only distributed between shareholders and limited group of other people. The limit of shareholders of the ZAO is from 1 to 50, the same as OOO. Let's try to understand why ZAO is not that good comparing to OAO with respect to investment attracting:

- to sell their shares to any person (not to another shareholder) shareholders must follow the procedure of a priority right of getting the shares;
- ZAO can make an extra share issue for a potential investor by common agreement of the shareholders.

Table 1. Differences between types of ownership.			
Parameters of comparison	PE	OOO	ZAO and OAO
Registration expenses	1 minimum salary rate (MSR) + stamp producing+ some small expenses	approx. 900 rub. = 26,8 EUR	900 rub.+ first stock emission expenses
Price of registration using a registering company	70-140 EUR	250-400 EUR	approx. 500 EUR
Term of registration (including registration in tax inspectorate etc.)	2-4 weeks	1-1,5 months	1-1,5 months+ registering the first stock emission
Amount of founders	1	1 to 50	ZAO – 1-50, OAO – no limitations
Minimum authorized capital stock	None	10000 rub.=approx. 300EUR	100,000 rub. (2941 EUR)
Conveyance of the rights of property	It concerns private property only	Other participants have priority right to buy stakes	In ZAO – other participants have priority right to buy stakes. In OAO –no any limitations.
Increasing authorized capital stock	---	Leads to change in constituent documents	Extra stock emission, registered by the Bank of Russia
Consequences when one founder leaving	---	He gets his share back	Not determined legislatively
Possibility to exclude a founder of a company	None	In court	None
Possibility to issue stocks	Impossible	Impossible	Obligatory

Registering the enterprise in the Kaluga region

Today any citizen, resident or foreigner of Russian Federation has the right to do business according to the law # 2079-1 “About basics of business for citizens of USSR” passed on 2.04.1991. It regulates rights and responsibilities of businessmen, provides supports and regulates its relations with the State agencies.

Enterprise or Private business?

According to the law each person who wants to do his/her own business must be registered before engaging in any economic activity for profit. If you want to do business by yourself it is not obligatory to create an enterprise. However any business that is supposed to use hired labor must be registered.

So if you want to work alone you must be registered as a person that has his/her own business. If you want to involve other people in your business and pay for their labor, you will have to register it officially in one of the forms that the law allows.

Types of business that the law allows

The business law in Russia allows business activity in all industries except some that are limited according to the legislation of the Russian Federation. An enterprise can have several business fields at the same time, but these fields must be mentioned in the constituent documents. There are some limitations to this such as producing weapons, ammunition and explosives, some types of drugs including hard drugs or growing up plants that contain drugs, and orders and medals.

It doesn't matter if your firm is large or small you must follow one obligatory condition –registration. To control your activities, the state registration is required also for tax inspection, sanitary and nature protection services. The business law forbids non-registered enterprises to be engaged in any economic activities.

The steps of registration depend on type of the enterprise, and registration is carried out by institutions of local governing in the place of residence of the businessman or location of the enterprise. If the enterprise is being registered the documents then go to the Ministry of Finance of the Russian Federation for inclusion to the State Register

Private Business

According to the business law, any private person who is engaged in individual activity without attraction of wage labor has the right to be registered. This registration is carried through the local administration.

Official agencies involved in registration

Normally, the entrepreneur must secure signature and permissions from the following:

- 1) The registration institution – for example, the Moscow Registration Chamber
- 2) The Ministry of Internal Affairs
- 3) The GOSKOMSTAT (State Statistical Committee)
- 4) The Ministry of Finance
- 5) Office of the Tax Inspector
- 6) A notary office – key documents must be notarized at several different steps and it can take up to a month to secure an appointment with a notary.
- 7) A bank – to open an account and certify that it contains at least 50 percent of the required start-up capital.

Enterprise

For enterprise registration you must present the following documents to corresponding bodies of local administration:

- 1) The application of the founder
- 2) The charter of the enterprise
- 3) The decision on creation of the enterprise or constituent contract if there are several founders
- 4) Paid state fee certificate.

It is necessary to define these requirements properly in your local registration agency. The registration certificate must be delivered by local administration within one month. Within one week from the moment of registration the holder of the registration certificate is obliged to place a notice in the local press.

It is very important that your enterprise has been registered correctly. If your constituent documents contain mistakes it can affect your activity later and you will waste time in correcting them. Before registration it would be useful to try to consult other businessmen and lawyers in order to familiarize yourself with the structure and content of constituent documents.

The constituent documents of the enterprise should include many of the following:

- Type of ownership
- Founders
- The basic types of activity
- Authority
- Distribution of profit
- The rights of firm
- Conditions of reorganization or liquidation of firm
- Location
- Conditions of employment
- Acquisition of property
- Financial activity
- Duties of the personnel

Steps in the registration process

The registration process depends on the type of ownership chosen. Obviously the easiest one to register is private entrepreneur, it takes less time and money, while the most complicated one is the OAO. If there is foreign founders in the organization, the registration process is little different.

State registration takes not more than 5 working days after presenting the required documents to the registration office. The registration of a juridical person is carried out according to the location noted by founders in the registration application. The registration of a PE is carried out according to his/hers place of living. When all the documents are approved by the registration office, a note is made in the State Register. Within one

day the registration office gives the applicant a document that confirms that a note about the State registration of the company has been made.

The following is the full step-by-step procedure of registration, required documentation and addresses.

Private entrepreneur

When registering PE as a natural person you must present the following documents to the registration office:

- An application of a State registration (blank №P21001)
- A copy of the applicant's ID (passport, military card etc.).
The same procedure is been made for foreign founder. If the ID has no applicant's living address information, a copy of a document that confirms it.
- Paid tax fee notification

The documents and data needed for making a note in the State Register of PE are the same, plus the document confirming the registration of the natural person as a PE.

Documents and information

Documents and information needed for registration as OOO:

- Name of the company
- Information about founders of the OOO
(both natural and juridical persons)
- Information about the head of the OOO
- Information about the chief accountant
- Information about the bank where the organization is planning to open an account (name, address and phone number)

The information about founders (natural persons), head of the firm and chief accountant includes:

- Copy of the ID
- Postal and home addresses
- Phone numbers

- Copy of the “INN”, if available (INN: from Russian – Identifikatsionniy nomer nalogoplatelshika – Tax payer’s identification number)

Information about founders (juridical persons) includes:

- Copies of constituent documents (including registration certificate, certificate of making a note to the State Register, charter etc.)
- Bank statement confirming the opening of an account
- Confirmation of making note to the State Register
- Confirmation of registration in Tax Inspectorate
- Share in authorized capital

Documents and information needed for registration as ZAO and OAO:

- Name of the company
- Current address of the company
- Information about founders (natural persons):
 - Copies of passports
 - Home addresses
 - Phone numbers
 - Shares in authorized capital
 - Copies of INN, if available
- Information about founders (juridical persons):
 - Copies of constituent documents (including registration certificate, certificate of making a note to the State Register, charter etc.)
 - Bank statement about opening an account
 - Confirmation of making note to the State Register
 - Confirmation of registration in Tax Inspectorate
 - Share in authorized capital
- Information about the head of the company
- Information about chief accountant
- Information about the bank where the organization is planning to open an account (name, address and phone number)

In appendices there can be found official forms that is needed to fill in and bring to the Tax Inspectorate office.

Addresses and offices

Table 2. Tax inspectorate addresses and offices.				
#	Name of the office	Coverage of the office	Address	Phone number of the information service
1	Tax inspectorate #10 in Kaluga region	Maloyaroslavetsk region Zhukovsk region	249050, Kaluga region, Maloyaroslavets, Grigoriy Sokolov str., 33a l401100@r40.nalog.ru	(484-31) 3-02-74
2	Tax inspectorate #12 in Kaluga region	Obninsk Borovsk region	249020, Kaluga region, Obninsk, Pobeda str., 29 i402500@r40.nalog.ru	(484-39) 6-75-11
3	Tax inspectorate #13 in Kaluga region	Oktiabrskiy okrug of Kaluga city Tarus region Ferzikovo region	248600, Kaluga, Voskresenskiy str, 28 i402900@r40.nalog.ru	(484-2) 72-42-27
4	Tax inspectorate #14 in Kaluga region	Leninskiy okrug of Kaluga city	248600, Kaluga, Voskresenskiy str, 28 i402900@r40.nalog.ru	(484-2) 57-63-41
5	Tax Inspectorate in Moskovskiy okrug	Moskovskiy okrug of Kaluga city	248600, Kaluga, Voskresenskiy str, 28 i402900@r40.nalog.ru	(484-2) 50-37-75
6	Tax Inspectorate administration in Kaluga region	Kaluga region	248021, Kaluga, Moskovskaia str., 282 u40@r40.nalog.ru	(484-2) 59-31-54

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Appendixes

Appendix 1. Contact information, City of Obninsk.

City of Obninsk

1, Preobrazhenja Sq., Obninsk,
Kaluga region, Russia

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Appendix 2. Application for Registration of Private Entrepreneur.

ПРИЛОЖЕНИЕ № 18
к постановлению Правительства
Российской Федерации
от 19 июня 2002 г. № 439
(в редакции постановления
Правительства Российской Федерации
от 26 февраля 2004 г. № 110)

Форма №

Р	2	1	0	0	1
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В _____
(наименование регистрирующего органа)

_____ (код)

Заявление о государственной регистрации физического лица в качестве индивидуального предпринимателя

1.	Данные индивидуального предпринимателя на русском языке		
1.1.	Фамилия		
1.2.	Имя		
1.3.	Отчество (при наличии)		
2.	Данные индивидуального предпринимателя (заполняются латинскими буквами) *		
2.1.	Фамилия		
3.2.	Имя		
3.3.	Отчество (при наличии)		
3.	Пол		
4.	Сведения о рождении		
4.1.	Дата рождения		
4.2.	Место рождения		
5.	Гражданство		
5.1.	<div style="display: flex; justify-content: space-around;"> <div>Гражданин Российской Федерации <input type="checkbox"/></div> <div>Иностранн гражданин <input type="checkbox"/></div> <div>Лицо без гражданства <input type="checkbox"/></div> </div>		
(нужное отметить знаком – V)			
5.2.	Страна, гражданином которой является физическое лицо **		
6.	Место жительства в Российской Федерации		
6.1.	Почтовый индекс		
6.2.	Субъект Российской Федерации		
6.3.	Район		
6.4.	Город		
6.5.	Населенный пункт		
6.6.	Улица (проспект, переулок и т.д.)		
6.7.	Номер дома (владение)		
6.8.	Корпус (строение)		
6.9.	Квартира (офис)		
7.	Контактный телефон		

* Заполняется иностранным гражданином или лицом без гражданства на основании сведений, содержащихся в документе, удостоверяющем личность в соответствии с законодательством Российской Федерации

** Заполняется иностранным гражданином

Appendix 2. Application for Registration of Private Entrepreneur.

7.1.	Код					7.2.	Телефон						7.3.	Факс					
8.	Количество видов экономической деятельности _____ (сведения о видах экономической деятельности указываются в листе А)																		

Страница

0	2
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Форма №

Р	2	1	0	0	1
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9.	Данные основного документа, удостоверяющего личность гражданина Российской Федерации на территории Российской Федерации *																			
9.1.	Вид документа, удостоверяющего личность																			
9.2.	Серия				9.3.	Номер				9.4.	Дата выдачи									
9.5.	Кем выдан																			
9.6.	Код подразделения								-											
10.	Основания приобретения дееспособности несовершеннолетним **																			
10.1.	Наличие согласия родителей, усыновителей или попечителя на осуществление предпринимательской деятельности				Вступление в брак				Принятие судом решения об объявлении физического лица полностью дееспособным				Принятие органами опеки и попечительства решения об объявлении физического лица полностью дееспособным							
	<input type="checkbox"/>				<input type="checkbox"/>				<input type="checkbox"/>				<input type="checkbox"/>							
	(нужное отметить знаком – V)																			
10.2.	Вид документа, подтверждающего приобретение дееспособности несовершеннолетним																			
10.3.	Номер документа																			
10.4.	Дата выдачи																			
10.5.	Кем выдан																			
11.	Вид и данные документа, установленного федеральным законом или признаваемого в соответствии с международным договором Российской Федерации в качестве документа, удостоверяющего личность иностранного гражданина или лица без гражданства ***																			
11.1.	Вид документа																			
11.2.	Номер документа																			
11.3.	Дата выдачи																			
11.4.	Кем выдан																			
12.	Вид и данные документа, подтверждающего право физического лица временно или постоянно проживать на территории Российской Федерации ***																			
12.1.	Вид на жительство				Разрешение на временное проживание															
	<input type="checkbox"/>				<input type="checkbox"/>															
	(нужное отметить знаком – V)																			
12.2.	Номер документа																			
12.3.	Дата принятия																			
12.4.	Кем выдан																			

* Заполняется гражданином Российской Федерации

** Заполняется в случае, если физическое лицо является несовершеннолетним

*** Заполняется иностранным гражданином или лицом без гражданства

Appendix 2. Application for Registration of Private Entrepreneur.

12.5.	Срок действия разрешения	
12.6.	Действителен по (для вида на жительство)	

Страница

0	3
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Форма №

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13.	<p>Представлены документы в соответствии со статьей 22.1 Федерального закона "О государственной регистрации юридических лиц и индивидуальных предпринимателей"</p> <p>Перечень документов указывается в листе Б</p> <p>Мною подтверждается, что сведения, содержащиеся в заявлении, достоверны и соответствуют представленным документам</p> <p style="text-align: right;">Заявитель <table border="1" style="display: inline-table; width: 150px; height: 20px;"></table></p> <p style="text-align: right;">(подпись)</p> <p>ИНН заявителя (при наличии) <table border="1" style="display: inline-table; width: 100px; height: 20px;"></table></p>
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14.	<p>Заполняется в соответствии со статьей 80 "Основ законодательства Российской Федерации о нотариате"</p>
14.1.	<p style="text-align: right;">Подпись заявителя свидетельствую</p> <p style="text-align: right;">Нотариус</p> <p>М.П. <table border="1" style="display: inline-table; width: 150px; height: 20px;"></table></p> <p style="text-align: right;">(подпись)</p>
14.2.	<p>ИНН нотариуса <table border="1" style="display: inline-table; width: 100px; height: 20px;"></table></p>

15.	<p>Заполняется должностным лицом регистрирующего органа</p>								
15.1.	<p>15.1.1. Документы представлены</p> <p style="text-align: center;"> Непосредственно Почтовым отправлением <table border="1" style="display: inline-table; width: 50px; height: 20px;"></table> <table border="1" style="display: inline-table; width: 50px; height: 20px;"></table> (нужное отметить знаком – V) </p> <p>15.1.2. Дата получения документов регистрирующим органом</p> <p style="text-align: center;"> " " " " " число месяц год </p> <p>15.1.3. Входящий номер <table border="1" style="display: inline-table; width: 100px; height: 20px;"></table></p>								
15.2.	<p>15.2.1. Расписка в получении документов</p> <p style="text-align: center;"> Выдана непосредственно Направлена по почте <table border="1" style="display: inline-table; width: 50px; height: 20px;"></table> <table border="1" style="display: inline-table; width: 50px; height: 20px;"></table> (нужное отметить знаком – V) </p> <table border="1" style="width: 100%;"> <tr> <td>15.2.2. Должность работника регистрирующего органа</td> <td></td> </tr> <tr> <td>15.2.3. Фамилия</td> <td></td> </tr> <tr> <td>15.2.4. Имя</td> <td></td> </tr> <tr> <td>15.2.5. Отчество</td> <td></td> </tr> </table> <p style="text-align: right;">(подпись)</p>	15.2.2. Должность работника регистрирующего органа		15.2.3. Фамилия		15.2.4. Имя		15.2.5. Отчество	
15.2.2. Должность работника регистрирующего органа									
15.2.3. Фамилия									
15.2.4. Имя									
15.2.5. Отчество									

Appendix 3. Information of the fields of economic activity.

Страница

Форма №

Р	2	1	0	0	1
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Лист А

Сведения о видах экономической деятельности *

(фамилия, имя, отчество физического лица)

№	Код по ОКВЭД**	Наименование вида деятельности
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	

Заявитель

(подпись)

* Указываются все виды экономической деятельности, которыми будет заниматься физическое лицо, регистрируемое в качестве индивидуального предпринимателя. Если количество видов деятельности больше 10, то заполняется второй лист А, больше 20 - третий лист А и т.д. Первым указывается основной вид экономической деятельности

** Указывается не менее трех цифровых знаков Общероссийского классификатора видов экономической деятельности

Appendix 4. Receipt of given registration documents of Private Entrepreneur for State Registration.

Форма №	P	2	1	0	0	1
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Лист Б

Расписка
в получении документов, представленных заявителем в регистрирующий
орган для государственной регистрации физического лица в качестве
индивидуального предпринимателя

Настоящим удостоверяется, что заявитель _____
(фамилия, имя, отчество)
представил, а регистрирующий орган _____

(наименование регистрирующего органа)

получил " _____ " _____ " _____ " _____ ВХ № _____ нижеследующие
 (число) (месяц (прописью)) (год)

документы

№	Наименование документа (заполнить соответствующую (ие) строку (и))	Документы представлены	
		На бумажных носителях (количество листов)	На электронных носителях (наименование файла)
1	2	3	4
1.	Заявление (с приложениями)		
2.	Копия основного документа физического лица, регистрируемого в качестве индивидуального предпринимателя *		
3.	Копия документа, установленного федеральным законом или признаваемого в соответствии с международным договором Российской Федерации в качестве документа, удостоверяющего личность иностранного гражданина, регистрируемого в качестве индивидуального предпринимателя **		
4.	Копия документа, предусмотренного федеральным законом или признаваемого в соответствии с международным договором Российской Федерации в качестве документа, удостоверяющего личность лица без гражданства, регистрируемого в качестве индивидуального предпринимателя ***		
5.	Копия свидетельства о рождении физического лица, регистрируемого в качестве индивидуального предпринимателя, или копия иного документа, подтверждающего дату и место рождения указанного лица в соответствии с законодательством Российской Федерации или международным договором Российской Федерации ****		
6.	Копия документа, подтверждающего право физического лица, регистрируемого в качестве индивидуального предпринимателя, временно или постоянно проживать в Российской Федерации ** * **		
7.	Подлинник или копия документа, подтверждающего в установленном законодательством Российской Федерации порядке адрес места жительства физического лица, регистрируемого в качестве индивидуального предпринимателя, в Российской Федерации ** * **		

Appendix 4. Receipt of given registration documents of Private Entrepreneur for State Registration.

Страница

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Форма №

Р	2	1	0	0	1
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Лист Б

8.	Нотариально удостоверенное согласие родителей, усыновителей или попечителя на осуществление предпринимательской деятельности физическим лицом, регистрируемым в качестве индивидуального предпринимателя *****		
9.	Копия свидетельства о заключении брака физическим лицом, регистрируемым в качестве индивидуального предпринимателя *****		
10.	Копия решения органа опеки и попечительства или копия решения суда об объявлении физического лица, регистрируемого в качестве индивидуального предпринимателя, полностью дееспособным*****		
11.	Документ об уплате государственной пошлины		
12.	Сведения об электронном носителе		
12.1.	Наименование носителя		
12.2.	Количество		
13.	Регистрирующий орган		
13.1.	Должность работника регистрирующего органа		
13.2.	Фамилия		
13.3.	Имя		
13.4.	Отчество		
М.П.		(подпись)	

* Заполняется в случае, если физическое лицо, регистрируемое в качестве индивидуального предпринимателя, является гражданином Российской Федерации

** Заполняется в случае, если физическое лицо, регистрируемое в качестве индивидуального предпринимателя, является иностранным гражданином

*** Заполняется в случае, если физическое лицо, регистрируемое в качестве индивидуального предпринимателя, является лицом без гражданства

**** Заполняется в случае, если представленная копия документа, удостоверяющего личность физического лица, регистрируемого в качестве индивидуального предпринимателя, не содержит сведений о дате и месте рождения указанного лица

***** Заполняется в случае, если физическое лицо, регистрируемое в качестве индивидуального предпринимателя, является несовершеннолетним

Appendix 5. Application for state registration of juridical person.

ПРИЛОЖЕНИЕ № 1
к постановлению Правительства
Российской Федерации
от 19 июня 2002 г. № 439
(в редакции постановления
Правительства Российской Федерации
от 26 февраля 2004 г. № 110)

Форма №

Р	1	1	0	0	1
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В _____ (наименование регистрирующего органа)

 (код)

**Заявление
о государственной регистрации юридического лица при создании**

1.	Организационно-правовая форма и наименование юридического лица																		
1.1.	Организационно-правовая форма																		
1.2.	Полное наименование юридического лица																		
1.3.	Сокращенное наименование юридического лица																		
1.4.	Фирменное наименование юридического лица																		
1.5.	1.5.1. Наименование на языке народов Российской Федерации																		
	1.5.2. Указать, на каком																		
1.6.	1.6.1. Наименование на иностранном языке																		
	1.6.2. Указать, на каком																		
2.	Адрес (место нахождения)																		
2.1.	<table style="width: 100%; border: none;"> <tr> <td style="width: 33%; text-align: center;">Постоянно действующего исполнительного органа</td> <td style="width: 33%; text-align: center;">Иного органа</td> <td style="width: 33%; text-align: center;">Лица, имеющего право действовать от имени юридического лица без доверенности</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td colspan="3" style="text-align: center;">(нужно отметить знаком – V)</td> </tr> </table>										Постоянно действующего исполнительного органа	Иного органа	Лица, имеющего право действовать от имени юридического лица без доверенности	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	(нужно отметить знаком – V)		
Постоянно действующего исполнительного органа	Иного органа	Лица, имеющего право действовать от имени юридического лица без доверенности																	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																	
(нужно отметить знаком – V)																			
2.2.	_____ (наименование органа)																		
2.3.	Адрес в Российской Федерации																		
	2.3.1. Почтовый индекс																		
	2.3.2. Субъект Российской Федерации																		
	2.3.3. Район																		
	2.3.4. Город																		
	2.3.5. Населенный пункт																		
	2.3.6. Улица (проспект, переулок и т.д.)																		
	2.3.7. Номер дома (владение)																		
	2.3.8. Корпус (строение) 2.3.9. Квартира (офис)																		
2.4.	Контактный телефон:																		
	2.4.1. Код 2.4.2. Телефон 2.4.3. Факс																		
3.	Количество учредителей юридического лица																		

Appendix 5. Application for state registration of juridical person.

3.1.	Юридических лиц _____	(сведения об учредителях указываются в листе А)									
3.2.	Физических лиц _____	(сведения об учредителях указываются в листе Б)									

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4.	Сведения о держателе реестра акционеров акционерного общества указываются в листе В									
5.	Сведения об уставном капитале (складочном капитале, уставном фонде, паевых взносах), указанные в учредительных документах									
5.1.	Уставный капитал	Складочный капитал	Уставный фонд	Паевые взносы						
	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>						
	(нужно отметить знаком – V)									
5.2.	Составляет _____ рублей									
6.	Количество лиц, имеющих право без доверенности действовать от имени юридического лица _____ (сведения указываются в листах Г, Д)									
7.	Сведения о крестьянском (фермерском) хозяйстве, на базе имущества которого создается производственный кооператив или хозяйственное товарищество, указываются в листе Е									
8.	Количество видов экономической деятельности _____ (сведения о видах экономической деятельности указываются в листе Ж)									
9.	Сведения о заявителе									
9.1	9.1.1. Учредитель юридического лица – физическое лицо	Руководитель юридического лица - учредителя	Иное лицо, действующее на основании полномочия							
	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto;"></div>							
	(нужно отметить знаком - V)									
	9.1.2. Фамилия		9.1.3. Имя			9.1.4. Отчество				
	9.1.5. ИНН лица (при его наличии)									
9.2.	9.2.1. Вид документа, удостоверяющего личность									
	9.2.2. Серия		9.2.3. Номер				9.2.4. Дата выдачи			
	9.2.5. Кем выдан									
	9.2.6. Код подразделения									
9.3.	Адрес места жительства в Российской Федерации									
	9.3.1. Почтовый индекс									
	9.3.2. Субъект Российской Федерации									
	9.3.3. Район									
	9.3.4. Город									
	9.3.5. Населенный пункт									
	9.3.6. Улица (проспект, переулок и т.д.)									
	9.3.7. Номер дома (владение)				9.3.8. Корпус (строение)			9.3.9. Квартира (офис)		
9.4.	Адрес места жительства в стране, резидентом которой является заявитель**									
	9.4.1. Страна места жительства									

* Лист Е заполняется только в случае создания производственного кооператива или хозяйственного товарищества.

** Заполняется в случае, если заявителем является иностранный гражданин или лицо без гражданства, постоянно проживающее за пределами Российской Федерации.

Appendix 5. Application for state registration of juridical person.

13.2.	13.2.1. Расписка в получении документов	
	Выдана непосредственно	Направлена по почте
	<input type="checkbox"/>	<input type="checkbox"/>
	(нужное отметить знаком – V)	
	13.2.2. Должность работника регистрирующего органа	
	13.2.3. Фамилия	
13.2.4. Имя		
13.2.5. Отчество		
		(подпись)

(Information of founders of the juridical person, legal entities)

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Appendix 6. Information of founders of the juridical person, legal entities.

Лист А

Сведения об учредителях юридического лица – юридических лицах *

(полное наименование создаваемого юридического лица)

1.	Организационно-правовая форма																
2.	Полное наименование учредителя – юридического лица																
3.	Доля в уставном капитале (указать в рублях)																
4.	Сведения об учредителе юридического лица – российском юридическом лице																
4.1.	Основной государственный регистрационный номер (ОГРН)																
4.2.	Дата присвоения ОГРН																
4.3.	Сведения о регистрации до 1 июля 2002 года **																
4.3.1.	Дата регистрации при создании																
4.3.2.	Регистрационный номер																
4.3.3.	Наименование регистрирующего органа																
4.4.	Адрес (место нахождения) учредителя юридического лица – российского юридического лица																
4.4.1.	Почтовый индекс																
4.4.2.	Субъект Российской Федерации																
4.4.3.	Район																
4.4.4.	Город																
4.4.5.	Населенный пункт																
4.4.6.	Улица (проспект, переулок и т.д.)																
4.4.7.	Номер дома (владение)	4.4.8	Корпус (строение)	4.4.9	Квартира (офис)												
4.5.	Контактный телефон:																
4.5.1.	Код					4.5.2.	Телефон					4.5.3.	Факс				
5.	Сведения об учредителе юридического лица – иностранном юридическом лице																
5.1.	Страна регистрации (инкорпорации)																
5.2.	Дата регистрации																
5.3.	Регистрационный номер																
5.4.	Наименование регистрирующего органа																
5.5.	Место нахождения учредителя юридического лица – иностранного юридического лица в стране регистрации (инкорпорации)																
6.	ИНН/КПП																

Заявитель

(подпись)

* На каждого учредителя хозяйственного товарищества, общества с ограниченной или дополнительной ответственностью заполняется отдельно

** Заполняется при отсутствии ОГРН

Appendix 7. Information of founders of the juridical person, natural persons.

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Форма №

Лист Б

Сведения об учредителях юридического лица – физических лица *

(полное наименование создаваемого юридического лица)

1.	Данные учредителя – физического лица									
1.1.	Фамилия									
1.2.	Имя									
1.3.	Отчество									
1.4.	ИНН (при его наличии)									
2.	Доля в уставном капитале (указать в рублях)									
3.	Данные документа, удостоверяющего личность									
3.1.	Вид документа, удостоверяющего личность									
3.2.	3.3.	Номер						3.4.	Дата выдачи	
3.5.	Кем выдан									
3.6.	Код подразделения									
4.	Адрес места жительства учредителя – физического лица									
4.1.	Адрес места жительства в Российской Федерации (при отсутствии указывается место пребывания)									
	4.1.1. Почтовый индекс									
	4.1.2. Субъект Российской Федерации									
	4.1.3. Район									
	4.1.4. Город									
	4.1.5. Населенный пункт									
	4.1.6. Улица (проспект, переулок и т.д.)									
	4.1.7. Номер дома (владение)				4.1.8. Корпус (строение)			4.1.9. Квартира (офис)		
4.2.	Адрес места жительства в стране, резидентом которой является учредитель – физическое лицо **									
	4.2.1. Страна места жительства									
	4.2.2. Адрес места жительства									
5.	Контактный телефон:									
5.1.	Код							5.2.	Телефон	
								5.3.	Факс	

Заявитель

(подпись)

* На каждого учредителя заполняется отдельно

** Заполняется в случае, если учредителем юридического лица является физическое лицо – иностранный гражданин или лицо без гражданства, постоянно проживающее за пределами Российской Федерации

Appendix 8. Information of the holder of shareholders' register of joint stock company.

Страница

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Форма №

Р	1	1	0	0	1
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Лист В

Сведения о держателе реестра акционеров акционерного общества

(полное наименование создаваемого юридического лица)

1.	Полное наименование юридического лица – держателя реестра акционеров	
2.	Основной государственный регистрационный номер (ОГРН)	<input type="text"/>

Заявитель

(подпись)

Appendix 9. Information of the fields of economic activity.

Страница

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Форма №

Р	1	1	0	0	1
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Лист Ж

Сведения о видах экономической деятельности *

(полное наименование создаваемого юридического лица)

№	Код по ОКВЭД**	Наименование вида деятельности
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
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	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	
	<div><div></div><div></div><div></div><div>.</div><div></div><div></div><div>.</div><div></div><div></div><div></div></div>	

* Указываются все виды экономической деятельности, которые подлежат внесению в ЕГРЮЛ. Если количество видов деятельности больше 10, то заполняется второй лист Ж, больше 20 - третий лист Ж и т.д. Первым указывается основной вид экономической деятельности.

** Указывается не менее трех цифровых знаков Общероссийского классификатора видов экономической деятельности

Appendix 10. Receipt of registration documents of legal entity given for State Registration.

	Заявитель
	(подпись)

Форма №

P	1	1	0	0	1
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(Receipt of registration documents of legal entity given for State Registration)

Лист 3

**Расписка
в получении документов, представленных заявителем в
регистрирующий орган для государственной регистрации
юридического лица при создании**

Настоящим удостоверяется, что заявитель _____
(фамилия, имя, отчество)
представил, а регистрирующий орган _____
(наименование регистрирующего органа)
получил " " " " " вх. № _____ нижеследующие документы
(число) (месяц (прописью) (год)

(полное наименование создаваемого юридического лица)

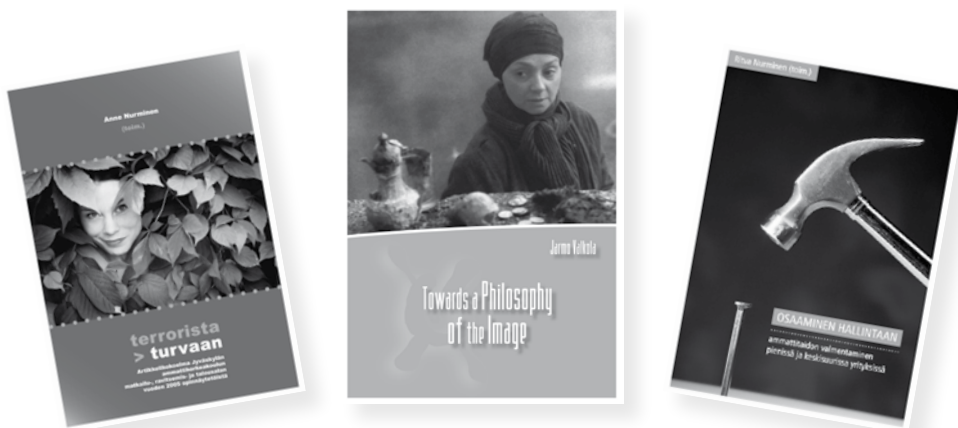
№	Наименование документа (заполнить соответствующую(ие) строку(и))	Документы представлены		
		на бумажных носителях		на электронных носителях
		кол-во экземпляров	кол-во листов в одном экз.	(наименование файла)
1	2	3	4	5
1.	Заявление (с приложениями)			
2.	Учредительные документы юридического лица			
2.1.	Устав			
2.2.	Учредительный договор			
2.3.	Положение			
3.	Решение о создании юридического лица			
3.1.	Протокол			
3.2.	Договор			
4.	Иной документ в соответствии с законодательством Российской Федерации (указать наименование)			
4.1.				
4.2.				
4.3.				
4.4.				
5.	Выписка из реестра иностранных юридических лиц соответствующей страны происхождения или иное равное по юридической силе доказательство юридического статуса каждого иностранного юридического лица – учредителя Указать количество документов _____			
6.	Документ об уплате государственной пошлины			
7.	Сведения об электронном носителе			
7.1.	Наименование носителя			
7.2.	Количество			

Appendix 10. Receipt of registration documents of legal entity given for State Registration.

8.	Регистрирующий орган	
8.1.	Должность работника регистрирующего органа	
8.2.	Фамилия	
8.3.	Имя	
8.4.	Отчество	
М.П.		(подпись)

Jyväskylä University of Applied Sciences

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