



ST. PETERSBURG INTERNATIONAL ECONOMIC FORUM 2015

JUNE 18–20, 2015, ST. PETERSBURG

	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>ENERGY SUMMIT</p> <p>BUILDING ENERGY SECURITY VIA STRONGER INTEGRATION OF ENERGY MARKETS</p> <p><u>Moderator:</u> Dr. Daniel Yergin, Vice Chairman, IHS; Co-founder, IHS CERA</p> <p><u>Panellists:</u> Igor Sechin, President and Chief Executive Officer, Rosneft</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>SBERBANK PLENARY SESSION: POLICY PRESCRIPTIONS FOR EFFECTIVE CRISIS MANAGEMENT</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>THE NEW DEVELOPMENT BANK: A STRONGER ROLE FOR BRICS IN THE GLOBAL FINANCIAL ARCHITECTURE</p> <p>The BRICS economies have jointly established a new development bank to be based in Shanghai. What does this new institution mean for global economic management, and what are some of the key areas of focus over the medium term?</p> <p><u>Moderator:</u> Geoff Cutmore, Anchor, CNBC</p> <p><u>Panellists:</u> Raghuram Rajan, Governor, Reserve Bank of India Sergey Storchak, Deputy Minister of Finance of the Russian Federation Vladimir Dmitriev, Chairman, Bank for Development and Foreign</p>

	<p>Economic Affairs (Vnesheconombank) Alexandre Tombini, Governor, Central Bank of Brazil Nhlanhla Nene, Minister of Finance, Republic of South Africa Hu Huaibang, Chairman, China Development Bank</p> <p><u>Back ups</u> Moderator Linda Yueh, Chief Business Correspondent, BBC</p> <p><u>Panelists</u> Jim Yong Kim, President, World Bank</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>THE EURASIAN ECONOMIC UNION: A NEW COMPASS IN GLOBAL ECONOMIC RELATIONS</p> <p>With founding members Kazakhstan, Belarus, Armenia and Russia and soon to join Kyrgyzstan the Eurasian Economic Union (EEU) marked its inauguration this year. How is the EEU, in conjunction with other initiatives, spurring further economic integration and creating opportunity for its members? How might the EEU potentially strengthen economic cooperation with other regional associations, in particular in Asia and Latin America?</p> <p><u>Panellists</u> Viktor Khristenko, Chairman of the Board, Eurasian Economic Commission Sergei Glazyev, Adviser to the Present of the Russian Federation Sergey Pizarik, Chairman, Belarusbank Karen Chshmaritian, Minister of Economy of Armenia Dr Patrick Low, Chief Economist, World Trade Organization, an Adjunct Professor of International Economics at the Graduate Institute, Geneva Umirzak Shukeyev, Chairman of the Management Board, Member of the Board of Directors of «Samruk -Kazyna» JSC, Kazakhstan Alexey Likhachev, First Deputy Minister of Economic Development of the Russian Federation Armando Monteiro Neto, Minister of Development, Industry and Trade of Brazil Smt. Nirmla Sitharaman, Minister of State for Commerce and Industry of India</p> <p><u>Back-up</u> Tatiana Valovaya, Minister for the Eurasian Economic Commission Magali Silva Velarde-Álvarez, Minister of Foreign Trade and Tourism of the Republic of Peru Jean-Claude Juncker, President, European Commission</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>SHIFTING LANDSCAPE USHERS IN A NEW ERA FOR GLOBAL OIL AND GAS MARKETS</p> <p>A decrease in demand for energy coupled with structural changes in supply as well as shifts in the political climate have altered world prices and impacted</p>

	<p>investment and extraction strategies. What does this mean for the sector over the medium and long term?</p> <p><u>Moderator:</u> Mathew Winkler, Editor-in-Chief, Bloomberg</p> <p><u>Panellists:</u> Dr. Daniel Yergin, Vice Chairman, IHS; Co-founder, IHS CERA Robert Dudley, Chief Executive Officer, BP Alexander Dyukov, Chief Executive Officer, Gazpromneft Leonid Mikhelson, Chairman of the Management Committee, Novatek Daniel Jaeggi, President, Co-Founder and Head of Global Trading, Mercuria Paal Kibsgaard, Chief Executive Officer, Schlumberger Limited</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>ECONOMISTS' ROUNDTABLE: A FIVE-YEAR PROGNOSIS – THE END OF GROWTH?</p> <p>Several major economies continue to pursue an increasingly less coordinated policy that calls for keeping interest rates at an extremely low level while expanding the monetary base. How will this affect the investment climate and the overall stability of the global financial system? What impact might this have on the main emerging markets in particular?</p> <p><u>Moderator</u> Stefan Wagstyl, Chief Germany Correspondent, FT</p> <p><u>Panelists</u> Kaushik Basu, Senior Vice President and Chief Economist, World Bank João Carlos Ferraz, Director, BNDES Christof Ruhl, Chief Economist, Abu Dhabi Sovereign Wealth Fund David Daokui Lee, Director, Centre for China and the World Economy, Tsinghua University George Magnus, Independent Economist, Consultant and Commentator Vladimir Mau, Rector, Russian Presidential Academy of National Economy and Public Administration Raghuram Rajan, Governor, Reserve Bank of India Ekaterina Trofimova, First Vice President, Member of the Management Board, Gazprombank (Open Joint-Stock Company) Neil MacKinnon, Global Macro Strategist, VTB Capital</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>NUCLEAR POWER IN THE NEW GLOBAL ENERGY MIX</p> <p>The IAEA projects that growth to 2030 in the nuclear energy sector will primarily stem from the build out of new plants in countries that are installing their first facilities. What particular steps and preparations should suppliers take to ease the facilitation of nuclear power to first-timers? What supporting role should the IAEA play in this regard? What concrete measures should be put in place to ensure the safe expansion of nuclear energy into new economies?</p>

	<p><u>Moderator:</u> Ed Crooks, US Industry and Energy Editor, FT</p> <p><u>Panellists:</u> Sergey Kirienko, Director General, Rosatom Jean-Bernard Levy, Chairman, Chief Executive Officer, The EDF Group Taner Yıldız, Minister of Energy and Natural Resources, Republic of Turkey Philippe Knoche, Chief Executive Officer, Areva Yukiya Amano, Director General, International Atomic Energy Agency (IAEA) Kumiaki Moriya, Corporate Chief Engineer, Hitachi-GE Japan Miklós Seszták, Dr.Minister of National Development of Hungary Dr. Tran Chi Thanh, President, Vinatom (Vietnam Atomic Energy Institute)</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>INTEGRATING EUROPEAN, RUSSIAN AND ASIAN POWER SECTORS: CHALLENGES AND SOLUTIONS</p> <p>The integration of national power systems to form more efficient cross-border solutions holds many potential economic benefits, but executing such projects is challenging and complex. What are some of the main infrastructure, management, knowhow, labor and geopolitical barriers that must be overcome? How might technological advances create new opportunities in integration, and what are the appropriate roles for government and the business sectors in building success? Which regions bordering Russia are showing the most promise?</p> <p><u>Moderator</u> Andrey Sharonov, Rector, Moscow School of Management SKOLKOVO</p> <p><u>Participants</u> Alexander Novak, Minister of Energy of the Russian Federation Oleg Budargin, Director General, Russian Grids Christoph Frei, Secretary General, World Energy Council Liu Zhenya, President, Chief Executive Officer, State Grid Corporation of China Takehiko Nakao, President, Chairperson of the Board of Directors, Asian Development Bank Jose de Costa Carvalho Neto, Chief Executive Officer, Eletrobras Taner Yıldız, Minister of Energy and Natural Resources, Republic of Turkey</p> <p><u>Experts</u> Hwan-Eik Cho, President, Chief Executive Officer and Standing Director, Korea Electric Power Corporation (KEPCO) Hamid Chitchian, Minister of Energy of Iran Johannes Teyssen, Chairman, Chief Executive Officer, E.ON AG Jean-Bernard Levy, Chairman, Chief Executive Officer, The EDF Group Francesco Starace, Chief Executive Officer, General Manager, Enel SpA</p>

	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>TRANSFORMATIVE INFRASTRUCTURE: REALIZING MEGA PROJECTS</p> <p>Construction of the Nicaragua Canal, the “Power to Siberia”, and the Turkish Stream gas projects - as well as other global infrastructure developments - hold the promise of changing the global economic landscape. Yet these initiatives require investment of multiple billions of dollars and present enormous challenges as well as huge potential benefits. What steps can international organizations and the public sector take to reduce the risks associated with mega projects? How can financing be best secured for the realization of these projects?</p> <p><u>Moderator</u> Charles Robertson, Chief Economist, Renaissance Capital</p> <p><u>Panelists</u> Mark Weinberger, Global Chairman and Chief Executive Officer, EY Kirill Dmitriev, Chief Executive Officer, RDIF in-Yong Cai, Executive Vice President and Chief Executive Officer, IFC Nicholas Moore, Managing Director and Chief Executive Officer, Macquarie Zhou Jiping, Chairman, CNPC Jeffrey Scruggs, Managing Director, Public Sector and Infrastructure, Goldman Sachs TBD, The New Development Bank Yuri Soloviev, First Deputy President and Chairman of the Management Board of VTB Bank, Chairman, VTB Capital holdings companies Yves-Thibault de Silguy, Vice Chairman, Senior Director of the Board of Directors, Vinci SA</p> <p><u>Back-up</u> Olga Grygier, Chief Executive Officer, PwC Central and Eastern Europe (PwC proposal) Chandrajit Banerjee, Director General, CII</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>CHINA’S ECONOMIC REVAMP AND THE POTENTIAL IMPACT ON GLOBAL DEMAND</p> <p>China’s GDP growth has recently slowed, the country faces substantial deleveraging challenges and there is a need to further spur domestic consumption. Yet these changes may put China on a more sustainable growth trajectory. How is China’s economic restructuring strategy likely to impact global demand, and what is at stake for investors and business worldwide? What are the potential risks as China continues its restructuring program?</p>

	<p><u>Moderator:</u></p> <p>Wang Shuo, Chief Editor, CaiXin Media</p> <p><u>Panellists:</u></p> <p>Andie Xie, Independent Economist Mark S. Sutton, Chairman and Chief Executive Officer, International Paper Oleg Deripaska, Chief Executive Officer, EN+ Martin Haythorne, Co-Head, Asia-Pacific Region, HSBC Ivan Glaserberg, Chief Executive Officer, Glencore Murilo Ferreira, Chief Executive Officer, Vale Ning Gaoning, Chairman of Board, COFC Denis Shulakov, First Vice-President, Gazprombank (Open Joint-Stock Company) Gennadiy Timchenko, Main Shareholder, Volga Group</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>INTERNATIONAL TRADE: GLOBALIZATION OR REGIONALIZATION?</p> <p>In recent years, global trade has experienced sluggish growth of around 3% to 4% annually, markedly slower than previous long-term trends. Is global trade entering a period of secular low growth? Is regional trade integration a viable alternative to international multilateral regulation (WTO) or is it the only way to promote and deepen cooperation on a global basis? How might other initiatives, such as targeted investment in trade capacity and the expansion of free trade zones, spur the growth in trade?</p> <p><u>Moderator</u></p> <p>Simon J. Evenett, Professor of International Trade and Economic Development, University of St. Gallen, Switzerland, and Co-Director of the CEPR Programme in International Trade and Regional Economics</p> <p><u>Panelists</u></p> <p>Roberto Azavedo, Director General, WTO Peter Mandelson, Chairman, Global Counsel Alexey Ulyukayev, Minister of Economic Development of the Russian Federation Cecilia Malmström, EU Trade Commissioner Andie Xie, Independent Economist, PRC Andrei Slepnev, Member of the Board on Trade, Eurasian Economic Commission Vladimir Salamatov, Director General, World Trade Center Moscow Alexey Mordashov, General Director, Severstal</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>ESTABLISHING GLOBAL FRAMEWORKS TO ADDRESS OFF-SHORE CORPORATE STRUCTURES: WHO STANDS TO BENEFIT?</p> <p>Developed economies and international organizations alike have waged a war against the use of offshore structures to avoid taxes. . Over the past years many</p>

	<p>economies have sought to better coordinate tax and bank regulation and institute international treaties to address the issue. Nevertheless, according to the United Nations, about 90 economies continue to promote development of offshore tax shelters. What measures are proving most effective in addressing the issue? How can business be incentivized to forgo the adoption of offshore schemes?</p> <p><u>Moderator</u> Thorold Barker, Editor, WSJ</p> <p><u>Panelists</u> Anton Siluanov, Minister of Finance of the Russian Federation Alexey Kudrin, Dean of the Faculty of Liberal Arts and Sciences in St. Petersburg State University Angel Gurría, Secretary General, OECD John Veihmeier, Global Chairman, KPMG International Erik Berglof, Economist, Professor, London School of Economics Mark Weinberger, Global Chairman and Chief Executive Officer, EY Alexander Shokhin, President, Russian Union of Industrialists and Entrepreneurs</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>THE UNABATED GROWTH OF E-COMMERCE – HOW WILL IT RESHAPE GLOBAL RETAIL MARKETS</p> <p>Online sales reached USD 1.5 trillion in 2014 worldwide and it is projected to continue strong expansion over the coming years. More sophisticated interfaces, enhanced payment systems, improved logistics and better mobile phone apps are, taken together, spurring a major shift in retail behavior. Will established retailers with ecommerce extensions dominate the space or can pure-play ecommerce players take the majority of market share? What further innovations in online retailing are likely to come to market in the coming 2-3 years?</p> <p><u>Moderator</u> Simon Nixon, Chief European Commentator, The Wall Street Journal</p> <p><u>Panelists</u> Dmitry Strashnov, General Director, Russian Post Jack Yun MA, Executive Chairman, Alibaba Jeff Bezos, Chief Executive Officer, Amazon Dmitry Kostygin, Chairman of the Board, Ulmart Andrei Dubovskov, President, Chief Executive Officer, Chairman of the Executive Board, MTS Arkady Volozh, Chief Executive Officer, Yandex Yuri Milner, Co-Founder, DST Global and Mail.ru group</p>
	<p>Global Economy: New Challenges and Shifting Horizons</p> <p>GLOBAL FINANCE AS A COMMONS – GUARANTOR OR THREAT TO STABILITY?</p> <p>Over the past half-century, policymakers have successfully created an international system of trade and finance that has spurred globalization</p>

and brought greater prosperity to large proportions of the world's populace. But if this same system is used as a principal weapon in political disputes, e.g. barring a country the use of SWIFT, do we risk a fragmentation of global finance and a retarding of globalization's benefits? How might these policies spur the diversification of reserve currencies?

Moderator

Gillian Tett, Managing Editor, USA, FT

Back-up

Steve Adler, Editor-in-Chief, Thomson Reuters

Panelists

Anton Siluanov, Minister of Finance of the Russian Federation

Andrey Kostin, President and Chairman of the Management Board, Member of the Supervisory Council, VTB Bank

David Lipton, First Deputy Managing Director, IMF

Peter Sands, Group Chief Executive, Standard Chartered

Gottfried Leibbrandt, Chief Executive Officer, SWIFT

Tian Huiyu, Chairman of the Board, China Merchants Bank

Haruhiko Kuroda, Governor of the Bank of Japan

Sarah Bloom Raskin, United States Deputy Secretary of the Treasury,

Mario Draghi, President, European Central Bank

Dmitry Tulin, Deputy First Chairman of the Central Bank of Russian Federation

Back-up

Alexey Kudrin, Dean of the School of Liberal Arts and Sciences, St. Petersburg State University

Robert Swaak, Vice Chairman, Clients & Markets, PwC (PwC proposal to be discussed with VTB)

Developing Human Capital and Expertise

Panel

THE AGING SOCIETY: MAINTAINING PRODUCTIVITY AS DEMOGRAPHICS SHIFT

Many of the economies that have been the principal drivers of global growth over the past 30 years are going to experience a large expansion of retirees in the coming decades. What are public policy initiatives that can spur and accelerate private sector products and services needed to meet the challenges of this broad demographic trend? Is a rise in labor productivity sufficient to compensate for a proportional rise in dependents?

Moderator

Richard Dobbs, Director, McKinsey Global Institute (MGI), Senior Partner, McKinsey

Panelists

Maxim Topilin, Minister of Labour and Social Protection of the Russian

	<p>Federation Paul Irving, Chairman, Center for the Future of Aging, Milken Institute Steven Kandarian, Chief Executive Officer, MetLife Inc Anton Drozdov, Chairman of the Board, Pension Fund of the Russian Federation Frans van Houten, Chief Executive Officer Royal Philips Guy Ryder, Director-General, ILO Andie Xie, Independent Economist</p>
	<p>Developing Human Capital and Expertise</p> <p>THE DEMAND FOR DEVELOPING SKILLS: STRIKING THE RIGHT BALANCE BETWEEN THE PUBLIC AND PRIVATE SECTORS</p> <p>In an era when rapid changes in technology can dramatically impact the fortunes of a business, managers are increasingly concerned about attracting and nurturing highly skilled, adaptable talent. Yet prospective employees often lack the education and skills background needed to match the task and the time and resources on retraining staff can too often benefit competitors. How can more effective collaboration between the public sector educators and the business lead to an improvement in the skill base of employees? What approaches can assure that 'personnel demands' of the future are correctly assessed and education investments are made to best meet the needs of an economy?</p> <p>Moderator Philippe Legrain, Writer and Commentator</p> <p>Panelists Andrei Sharonov, Dean of Moscow School of Management SKOLKOVO Alan Eustace, Senior Vice President, Knowledge, Google Guy Ryder, Director-General, ILO Jeffrey A Joerres, Executive Chairman, Manpower Inc Tibor Navracsics, EU Commissioner for education, culture, youth and citizenship Vishal Sikka, Chief Executive Officer, Infosys Andrei Nikitin, General Director, Agency of Strategic Initiatives</p> <p>Back-up David Gray, Managing Partner, PwC Russia</p>

Developing Human Capital and Expertise

IMMIGRATION POLICY: AVOIDING A SKILLS MISFIT TRAP

An effective approach to employee immigration can have a big impact on global labor markets and is an important element to maintaining competitiveness. While immigrants can satisfy shortfalls in manpower, without the correct benchmark qualifications this influx can create labor market imbalances. At the same time, competition is hotting up for highly qualified specialists. What policy measures can be instituted to strengthen individual labor markets? What approaches can be taken to attract skilled workers to an economy?

Moderator

Julia Onslow-Cole, Partner and Head of Global Immigration, PwC

Panelists

Vladimir Mau, Rector, Russian Presidential Academy of National Economy and Public Administration

Ian Goldin, Professor of Globalisation and Development and Director of the Oxford Martin School at the University of Oxford

Marianne Thyssen, EU Commissioner, Employment, Social Affairs, Skills and Labour Mobility

Vladislav Soloviev, Chief Executive Officer, Rusal,

Yury Trutnev, Deputy Prime Minister and Presidential Plenipotentiary Envoy to the Far Eastern Federal District, Russian Federation

Developing Human Capital and Expertise

WHAT IS THE PRICE OF YOUR HEALTH?

Close co-operation between the scientific community, technology companies and business are creating new innovative and more cost-effective approaches to healthcare in Russia. How does closer collaboration across a range of scientific disciplines coupled with new business models have the potential to transform medical practice in Russia? What case studies in scientific-technical-business collaboration might serve as a broader framework and model to be replicated across additional healthcare applications? Where is private sector financing of healthcare innovation proving most effective?

Moderator

Russ Rudish Global Health Care Sector Leader, Deloitte Touche Tohmatsu Limited (DTTL)

Panelists

Steven Kandarian, Chief Executive Officer, MetLife Inc

Veronika Skvortsova, Minister of Health of the Russian Federation

Mark Kurtzer, Founder, MD Medical Group Investments

Alexander V. Falev, Chairman of Management Board and Chief Executive Officer, Open joint-stock company Rosgosstrakh Bank

Paul Stoffels, Worldwide Chairman, Janssen Pharmaceutical Companies of

	<p>Johnson & Johnson Ian Read, Chief Executive Officer, Pfizer Vladimir Fortov, President, Russian Academy of Sciences Hans-Paul Buerkner, Chairman, The Boston Consulting Group</p>
	<p>Developing Human Capital and Expertise</p> <p>EXECUTING PHILANTHROPIC STRATEGIES IN TIMES OF STRESS</p> <p>During the period of rapid economic growth, many business owners and large companies established an array of philanthropic projects and programmes. In the current economic climate in Russia, when business operations must curtail core investment programs and reduce costs across the board, can these charitable activities be maintained? Are there international approaches, where philanthropy in times of economic stress were maintained, which might be applicable to Russia today?</p> <p>Moderator Ruben Vardanian, Entrepreneur</p> <p>Panellists Aleksei Kudrin, Dean of the Department of Liberal Arts and Sciences, St. Petersburg State University Maria Chertok, Director, Charities Aid Foundation Russia Ivan Tavrín, Chief Executive Officer, MegaFon Jürg Zeltner, Chief Executive Officer, UBS Wealth Management Katherine Milligan, Director, Schwab Foundation for Social Entrepreneurship, Switzerland Natalia Vodianova, Founder, Naked Heart Foundation Antoine Arnault, Communications Director, LVMH Chulpan Hamatova, Cofounder, Charity Fund "Gift Of Life"</p>
	<p>Developing Human Capital and Expertise</p> <p>UNLOCKING THE POTENTIAL GROWTH OF THE KNOWLEDGE ECONOMY</p>
	<p>Russia: Seizing the Opportunities</p> <p>PRESENTATION OF THE NATIONAL INVESTMENT CLIMATE RATING FOR THE RUSSIAN REGIONS</p> <p>The national rating of investment climate in the constituent entities of the Russian Federation is designed to assess the effectiveness of efforts made by all levels of the government to improve the conditions for doing business in the respective regions. The ratings serve not only as a gauge of these efforts, but also as an effective tool for identifying and replicating the best practices employed when working with investors. A pilot testing of the rating of 21 regions was conducted in 2014. Based on the results, what actions should be taken by regional governments to improve the climate and what are some of the specific innovations</p>

	<p>and policy measures that may be replicated across a variety of regions?</p> <p><u>Moderator:</u> Andrei Sharonov, Dean, Moscow School of Management SKOLKOVO</p> <p><u>Key notes:</u> Andrei Nikitin, General Director, Agency of Strategic Initiatives Andrei Belousov, Aide to the President of the Russian Federation</p> <p><u>Panellists:</u> Alexander Kalinin, President, All-Russian Non-Governmental Organization of Small and Medium-Sized Businesses Opora Russia Sergei Katyrin, President, Chamber of Commerce and Industry of the Russian Federation Alexey Repik, President, All-Russia Public Organization "Delovaya Rossiya" (Business Russia) Alexander Shokhin, President, Russian Union of Industrialists and Entrepreneurs + Regional governors Rustem Khamitov, Head of Bashkortostan Rustam Minnikhanov, President of Tatarstan Alexander Tkachev, Governor, Krasnodar Krai Vladimir Miklushevsky, Governor of the Primorsky Krai</p> <p><u>Front row participants:</u> Hans-Paul Buerkner, Chairman, The Boston Consulting Group Vladimir Mau, Rector, Russian Presidential Academy of National Economy and Public Administration Valery Fedorov, Director General, Russian Public Opinion Research Center (VCIOM)</p>
	<p>Russia: Seizing the Opportunities</p> <p>INVESTMENT IN RUSSIA: NEW CHALLENGES AND OPPORTUNITIES IN CHANGED REALITIES</p> <p>The fallout from recent geopolitical tensions is compelling major changes to the Russian economy, creating opportunities as businesses shift strategies to meet new challenges. In one major trend, the combination of economic sanctions and low oil prices is accelerating a move towards the development and expansion of domestic industrial production in sectors that have traditionally been served by imports. How has the recent geopolitical turmoil impacted investor strategies in Russia? Do these changes broaden the investment landscape for Middle East and Asia players, and which sectors stand to benefit most?</p> <p><u>Moderator:</u> Kirill Dmitriev, Chief Executive Officer, RDIF</p> <p><u>Front row participants:</u> Ding Xuedong, Chairman, Chief Executive Officer, China Investment Corporation Hongchul Ahn, Chairman of the Board of Directors, Chief Executive Officer, Korea Investment Corporation Fang Fenglei, Chairman of the Board, Hopu Yichen Zhang, Chairman, Chief Executive Officer, CITIC Capital Holding Limited</p>

	<p>Mahmood Hashim Al Kooheji, Chief Executive Officer, Mumtalakat Khaldoon Khalifa Al Mubarak, Chief Executive Officer, Mubadala Development Company Maurizio Tamagnini, Chief Executive Officer, Fondo Strategico Italiano Dhanin Chearavanont, Chairman, Chief Executive Officer, Charoen Pokphand Group Laurent Vigier, International Division Director, Caisse des Dépôts</p>
	<p>Russia: Seizing the Opportunities</p> <p>“NEVER LET A GOOD CRISIS GO TO WASTE”: ADDRESSING RUSSIA’S STRUCTURAL ECONOMIC DILEMMAS</p> <p>While low oil prices and sanctions have created a drag on growth, Russia must also address a number of structural challenges if it is to put the economy back on a strong expansion trajectory. What are practical confidence-building measures that the Russian government should undertake to spur improvements in the business and investment environments and what is the model of growth for the coming decade?</p> <p>Moderator Geoff Cutmore, Anchor, CNBC</p> <p>Panelists Alexey Ulyukayev, Minister for Economic Development of the Russian Federation Juergen Fitschen, Co-Chief Executive Officer, Deutsche Bank Alexey Kudrin, Dean of the School of Liberal Arts and Sciences, St. Petersburg State University Klaus Kleinfeld, Chief Executive Officer, Alcoa Jose Angel Gurría, Director General, OECD Kirill Androsov, Managing Partner, Altera Capital Oleg Deripaska, Chief Executive Officer, EN+ Mark Weinberger, Global Chairman and Chief Executive Officer, EY or Dennis Nally, Chairman, PwC International Igor V. Zyuzin, Chairman of the Board of Directors, OAO Mechel Hongchul Ahn, Chairman of the Board of Directors, Chief Executive Officer, Korea Investment Corporation</p> <p>Back up Anton Siluanov, Minister of Finance of the Russian Federation Herman Gref, Chief Executive Officer, Chairman of the Board, Sberbank Osamu Masuko, Chairman and CEO, Mitsubishi Motors</p>
	<p>Russia: Seizing the Opportunities</p> <p><i>Panel</i></p> <p>THE RUSSIAN REGIONS’ GROWTH FORMULA: FREEDOM TO EXPERIMENT</p> <p>To expand domestic productive capability, Russia must rely on the dynamic capabilities and entrepreneurial spirit of business leaders, particularly in the SME sector. However, supporting policies that assure ample access to finance and free movement of labor – along with incentives for local governments to be innovative in delivering needed social infrastructure – are just a few of precursors to provide the right foundation for success. Which regions have found success in offering the</p>

	<p>right formula to attract investment and sustain growth and how can these models be replicated in other regions?</p> <p><u>Moderator</u> Alexander Ivlev, Managing Partner, Russia, EY</p> <p><u>Panelists</u> Sergei Ivanov, Chief of Staff of the Presidential Executive Office of the Russian Federation Vladimir Dmitriev, Chairman, Bank for Development and Foreign Economic Affairs (Vnesheconombank) Paul Bulcke, Chief Executive Officer, Nestle S.A. Peter Agnefjäll, Chief Executive Officer, IKEA Yury Trutnev, Deputy Prime Minister and Presidential Plenipotentiary Envoy to the Far Eastern Federal District, Russian Federation Vladimir Yakunin, President, Chairman of the Board, Russian Railways Hubertus von Grunberg, Board Chairman, ABB Ltd Rustem Khamitov, Head of Bashkortostan</p> <p><u>Front Row Participants</u> Rustam Minnikhanov, President of Tatarstan Alexander Tkachev, Governor, Krasnodar Krai Vladimir Miklushevsky, Governor of the Primorsky Krai</p>
	<p>Russia: Seizing the Opportunities</p> <p>RUSSIAN INDUSTRIAL POLICY: WHAT ARE THE PRIORITIES?</p> <p>Russian policymakers have made the transition from an economy heavily dependent upon commodity exports to a more diversified model characterized by innovative, value-add production a priority objective. . What industries stand to first benefit from such a restructuring? How might such a strategy position Russia in the global division of production? What practical measures should be first taken to bring this industrial policy to fruition?</p> <p><u>Moderator</u> Kirill Androsov, Chairman of the Board of Directors, Aeroflot JSC; Managing Partner, Altera Capital</p> <p><u>Panelists</u> Denis Manturov, Minister of Industry and Trade of the Russian Federation Levent Cakiroglu, Chief Executive Officer, Arcelik Group, Turkey Oleg Deripaska, Chief Executive Officer, EN+ George Magnus, an independent economist, consultant and commentator Oleg Budargin, Chief Executive Officer and Chairman, Rosseti Vladimir Dmitriev, Chairman, Bank for Development and Foreign Economic Affairs (Vnesheconombank)</p>
	<p>Russia: Seizing the Opportunities</p>

	<p>REALIZING RUSSIA'S POTENTIAL AS A GLOBAL CHAMPION IN FOOD PROVISION</p> <p>Russia has enormous untapped potential that will make it possible to meet much of the next generation's growing demand for food once unlocked. What practical and even radical approaches may help to achieve a breakthrough in this industry? What are the opportunities and the potential downsides to introducing genetically modified crops and chemical growth enhancements as Russia shifts gears in agriculture output?</p> <p><u>Moderator:</u> Dominic Barton, Global Managing Director, McKinsey</p> <p><u>Front row participants:</u> Nikolai Fyodorov, Minister of Agriculture of the Russian Federation Ziyavudin Magomedov, Chairman, Summa Group Franck Riboud, Chief Executive Officer, Groupe Danone Gregory Page, Chief Executive Officer, Cargill José Graziano da Silva, Director General, FAO Arkadiy Zlochevskiy, President, Russian Grain Union Paul Bulcke, Chief Executive Officer, Nestle S.A. Yevgeny Savchenko, Governor of Belgorod Region Sergey Kislov, President and Chairman, Yug Rusi Agro LLC Indra Nooyi, CEO and Chairperson, PepsiCo</p>
	<p>Russia: Seizing the Opportunities</p> <p>INFLATION, GROWTH AND CURRENCY STABILITY: THE CENTRAL BANK'S DILEMMA</p> <p>The fall in global oil prices coupled with a fall in the Ruble have dealt a double blow to Russian finance, and there is a risk that the rise in inflation coupled with high interest rates will continue to hinder the economy. What steps are being taken to shore up Russian banks and what additional measures are required to shore-up stability? What strategies should monetary policymakers pursue as they balance the need to both stimulate growth and curb inflation?</p> <p><u>Opening remarks</u> Elvira Nabiullina, Governor, Central Bank of the Russian Federation</p> <p><u>Moderator</u> Thorold Barker, Editor, The Wall Street Journal Europe</p> <p><u>Panel</u> Alexey Ulyukaev, Minister of Economic Development of the Russian Federation Carlos Ghosn, Chairman, Chief Executive Officer, Renault Jean Lemierre, Chairman, BNP Paribas Mario Draghi, Chairman, ECB Lawrence H. Summers, President Emeritus of Harvard University Andrey Kostin, President and Chairman of the Management Board, Member of the Supervisory Council, VTB Bank Dmitry Tulin, Deputy First Chairman, Central Bank of the Russian</p>

	<p>Federation Alexey Kudrin, Dean of the Faculty of Liberal Arts and Sciences, St. Petersburg State University Stanley Fischer, Vice Chairman of the Board of Governors, Federal Reserve System of the United States Dr. Zhou Xiaochuan, Governor, The People's Bank of China</p>
	<p>Russia: Seizing the Opportunities</p> <p>THE BIG SHIFT TO DOMESTIC SOURCING OF CAPITAL</p> <p>Long dependent upon global investment funds for corporate financing, Russia is shifting to a more diversified approach with an increase in domestic public capital markets as a primary source of funding. Who will be the primary sources of new capital - Russian private investors, collective investment funds, sovereign funds, select regional foreign investors – and what incentives need to be in place to secure this funding? How might this lead to shifts in financing infrastructure projects, e.g. issuing bonds instead of debt financing? What steps need to be taken to make the Russian market more attractive to foreign investors, particularly Asian and the Middle Eastern investors? + creating new financial sources</p> <p>Moderator Viatcheslav Pivovarov, Chief Executive Officer, Altera Capital</p> <p>Panelists Anton Siluanov, Minister of Finance of the Russian Federation Herman Gref, Chairman and Chief Executive Officer, Sberbank Lloyd c. Blankfein, Chairman and Chief Executive Officer, Goldman Sachs Andrew Downe, Head of Commodities and Financial Markets, MacQuarie Group Ding Xuedong, Chairman, Chief Executive Officer, China Investment Corporation Igor Vayn, Chief Executive Officer, Renaissance Capital Alexander Afanasiev, Chairman of the Executive Board, Moscow Exchange Vladimir Dmitriev, Chairman, Bank for Development and Foreign Economic Affairs (Vnesheconombank) Dmitry Tulin, Deputy First Chairman of the Central Bank of Russian Federation</p>
	<p>Russia: Seizing the Opportunities</p> <p>SMES AS COMPETITIVE DISRUPTORS TO SPUR ECONOMIC PRODUCTIVITY</p> <p>Small and medium businesses have the potential to play a much more significant role in Russian growth story, particularly as the country emerges from an economic downturn and restructuring. But to tap the full potential of the SME sector, regulatory reform is needed. What steps should the government take to unleash growth in SMEs? How can an increase in SME share of</p>

	<p>economic activity spur greater competition and productivity in the overall economy? Moderator Simon Nixon, Chief European Editor, Wall Street Journal</p> <p>Panelists Shiv Vikram Khemka, Vice Chairman, SUN Group Sergey P. Krjukov, Chairman of the Board, VEB SME Bank Alexander Kalinin, President, All-Russian Non-Governmental Organization of Small and Medium-Sized Businesses Opora Russia Natasha Khanjenkova, Managing Director, EBRD Russia Raphael ("Raffi") Amit, Robert B. Goergen Professor of Entrepreneurship, Professor of Management, the Wharton School, Pennsylvania Mark Weinberger, Global Chairman and Chief Executive Officer, EY Andrei Nazarov, Co-chairman, All-Russian Public Organization "Delovaya Rossiya" (Business Russia) Boris Titov, Presidential Commissioner for Entrepreneurs Rights Protection of the Russian Federation</p>
	<p>Russia: Seizing the Opportunities</p> <p>THE IMPERATIVE TO SPUR COMPETITIVE FACTORS AND INCENTIVIZE EFFICIENCIES</p> <p>Bureaucratic red tape, under developed infrastructure and finance sectors, as well as the need to create greater competitive pressures for state corporations, are just few of the key issues policymakers face as they seek to raise Russia's competitiveness. What measures should the government take to boost competition and should the share of state corporations in the economy be reduced? What confidence-building measures would give the business sector a sense that the competitive environment will see improvements?</p> <p>Moderator Steve Sedgwick, Anchor, CNBC</p> <p>Panelists Vladimir Yakunin, President, Chairman of the Board, Russian Railways Alexey Ulyukayev, Minister for Economic Development of the Russian Federation Ruben Aganbegyan, Chairman of the Supervisory Board, Otkritie FC Dennis Nally, Chairman, PwC International George Magnus, Independent Economist, Consultant and Commentator Jean Tirole, Nobel Prize Winner; chairman, Foundation JJ Laffont-Toulouse School of Economics Igor Artemiev, Head of the Federal Anti-Monopoly Service of the Russian Federation Arkady Dvorkovich, Deputy Prime Minister of the Russian Federation</p>
	<p>Russia: Seizing the Opportunities</p> <p>DILEMMAS IN REGULATORY REFORMS FOR MORE EFFECTIVE LAND MANAGEMENT</p> <p>It is more than 20 years since land reform measures were launched in the Russian Federation, but protracted processes and bureaucratic red tape has</p>

stymied investment and development by both business and individuals alike. This has not only harmed the overall investment environment, but also significantly reduced tax revenues at all levels. Having virtually lost control over this strategic resource how should the government pursue defining and implementing state land policy? What effective land management measures can stimulate economic development in the regions?

Moderator

John Defferious, Anchor "One Square Meter", CNN

Panelists

Emmanuel Faber, Chief Executive Officer, Groupe Danone

Alexander Shokhin, President of the Russian Union of Industrialists and Entrepreneurs (RSPP)

Sridhar Krishnan, Senior Managing Director & Regional Head, Olam International

Maxim Protasov, Chairman of the Board, RusProdSoyuz

Alexander Galushka, Minister for the Development of the Russian Far East

Huiyan Yang, Vice chairman, Country Garden Holdings Co., PRC

Hiroataka Sugiyama, CEO, Mitsubishi Estate, Japan

Eduardo C. Leite, Chairman of the Executive Committee, Baker & McKenzie

Dejan Lazarevich, Chairman, Dana Holdings, Belarus

Front Row

Yevgeny Savchenko, Governor of Belgorod Region

Alexander Tkachev, Governor, Krasnodar Krai

Igor Vasiliev, Head of Federal Service of State Registration, Cadastre and Cartography of the Russian Federation

Disruptors: Trends and Technologies

THE FUTURE OF THE ELECTRONIC WALLET AND THE MODERNIZATION OF GLOBAL PAYMENT PLATFORMS

From Apple computing offering retail payments via the iPhone to Russia's National Payment System, the way in which we spend our money is changing rapidly. How are innovations in payment methods being married with independent settlement platforms to offer new payment, digital currencies and transaction platforms? What might this mean for businesses and consumers, and what are the risks and opportunities for enhanced security as innovations in payment platforms take effect?

Moderator:

Peter Lauria, Business Editor, BuzzFeed

Front row participants:

Michael Abbott, Chief Executive Officer, Softcard

Craig Federighi, Senior Vice President of Software Engineering, Apple Inc.

James C. Cowles, Chief Executive Officer for Europe, Middle East & Africa, Citi

Ajaypal Singh Banga, President, Chief Executive Officer, MasterCard

	<p>Ivan Tavrín, Chief Executive Officer, MegaFon Peter Andreas Thiel J.D., Co-founder, Chairman and Chief Executive Officer, PayPal Inc. Mircea Mihaescu, Managing Director, Sberbank Digital Ventures Vladimir Komlev, General Director, United Card Service David Yang, Cofounder, Chairman of the Board, ABBYY Arkady Volozh, General Director, Yandex</p>
	<p>Disruptors: Trends and Technologies</p> <p>EFFECTIVE FRAMEWORKS FOR TECHNOLOGY TRANSFER</p> <p>As Russia looks to shift towards more domestic production the efficient transfer of technologies takes on added importance. How might Russian industry compliment and compete in global production chains? What strategies should enterprises pursue to obtain and adopt the best available technologies to improve production? Are the regulations an impediment to innovation or a driver of technological development?</p> <p>Moderator Bill Fischer, Professor of Innovation Management, IMD</p> <p>Panelists Dmitry Razumov, Chief Executive Officer, Onexim Group??? Carlos Ghosn, Chief Executive Officer, Renault Vagit Alekperov, Chief Executive Officer, Lukoil James McNerney, Chief Executive Officer, Boeing Denis Manturov, Minister of Industry and Trade of the Russian Federation Viktor Vekselberg, President, Skolkovo Foundation Boris Podolsky, CEO and Deputy Chairman, Rusnano Management Company</p>
	<p>Disruptors: Trends and Technologies</p> <p>3D PRINTING: REVOLUTIONIZING PRODUCTION SYSTEMS</p> <p>While there has been a lot of hype in 3D printing, its wide-scale application is only now being felt in certain sectors ranging from oil and gas, medical devices, dentistry and aeronautics to consumer goods. When one can conceivably print anything, what is the opportunity for 3D printing on consumer level? Which industry sectors will take up 3D printing applications next and how might additive production and mass customization approaches revolutionize manufacturing, as we know it?</p> <p>Moderator Frank Piller, Chair Professor of Management at the Technology & Innovation Management Group, RWTH Aachen University, Germany</p> <p>Panelists Peggy Johnson, Executive Vice President, Business Development,</p>

	<p>Microsoft Tim Brown, President, Chief Executive Officer, IDEO Marco Annunziata, Chief Economist and Executive Director, Global Market Insights, GE Terry Guo, Founder, Chief Executive Officer, Foxconn Viktor Danilenko, Chairman, OMZ Adi Ignatius, Editor in Chief, HBR</p>
	<p>Disruptors: Trends and Technologies</p> <p>THE COMING REVOLUTION IN TRANSPORT</p> <p>As modern transport becomes packed with sensors, Internet and software systems, the distinguishing features and value proposition for vehicles is shifting increasingly to the sophistication of the interactive systems - in compliment to sound hardware engineering. Is this integration of more digitized vehicles changing the economics and profit margins in transport manufacturing? How might the participation of tech giants like Apple and Google impact the sector? What changes to train, automotive and new modes of vehicles, such as consumer drones, are we likely to witness over the medium term?</p> <p>Moderator Chunka Mui, Business Advisor and Author, The New Killer Apps: How Large Companies Can Out-Innovate Start-Ups</p> <p>Panelists Anatoliy Chubais, Executive Chairman, Rusnano Sebastian Thrun, Professor of Computer Science and Electrical Engineering at Stanford University, Director, Stanford Artificial Intelligence Lab Joe Kaeser, Chief Executive Officer, Siemens Alan Mulally, Board Member, Google Inc.; Former Chief Executive Officer, Ford Bo Andersson, Chief Executive Officer, AvtoVaz Dinesh Paliwal, Chief Executive Officer, Harman Android Automotive Fengchao Meng, Chairman of the Board, China Railway Construction Corporation Company Tim Conner, Chairman and Chief Executive Officer, AeroVironment Sergey Kogonin, General Manager, KAMAZ Stefan Sommer, Chief Executive Officer, ZF Friedrichshafen AG</p>
	<p>Disruptors: Trends and Technologies</p> <p>BUILDING EFFECTIVE CYBER SECURITY SYSTEMS</p> <p>With high-profile cases of attacks and numerous examples of theft of sensitive corporate and personal data, cyber-security is becoming a top priority for both governments and boardrooms. What is the appropriate balance between public sector preventative measures and private sector responsibilities to invest in enhanced protection? What cyber-security strategies - both at the national and corporate levels - are proving most effective? And can these measures be</p>

	<p>replicated across borders and to multiple corporations?</p> <p>Moderator Sergei Plugotarenko, Director, The Russian Association for Electronic Communications (RAEC)</p> <p>Panelists Vladislav Sherstyuk, Director, Information Security Institute, Lomonosov University Moscow Bill McDermott, Chief Executive Officer, SAP Scott Guthrie, Executive Vice President, Microsoft Cloud and Enterprise group Prof. Udo Helmbrecht, Executive Director, ENISA (European Union Agency for Network and Information Security) Jamison Nesbitt, founder, Cyber Senate Houlin Zhao, Secretary General, International Telecommunications Union (ITU) Eugene Kaspersky, Chairman and Chief Executive Officer, Kaspersky Lab</p>
	<p>Disruptors: Trends and Technologies</p> <p>HYPER-SPEED CHANGE IN THE FILM INDUSTRY – DOES ANYONE HAVE A STRATEGY?</p> <p>The growing importance (and financial clout) of "streaming" distribution of movies is just the latest example of technology-based disruption impacting the sector. With traditional models in production, distribution and viewer preference all being challenged due to technological changes, how should the film industry respond? What is the strategic vision for the sector for the next ten years?</p> <p>Moderator</p> <p>Brian Brooks, Managing Editor, indieWIRE LLC</p> <p>Panelists</p> <p>Reed Hastings, CEO, Netflix</p> <p>Richard Plepler, CEO, HBO</p> <p>Yulia Muravova, CEO, Distribution Company "Exponenta Film"</p> <p>Paul Donovan, Chief Executive Officer, Odeon UCI Cinemas Group</p> <p>Igor Tolstunov, Russian film producer, founder and head of the studio "PROFIT" Pierre Lescure, President, Cannes Film Festival</p>
	<p>Disruptors: Trends and Technologies</p> <p>PROTECTING YOUR EVER-EXPANDING DIGITAL SELF – IS AN INTERNET BILL OF RIGHTS NEEDED?</p> <p>From deleting unwanted online photos, controlling the unsolicited collection of personal data and theft of personal data, management of personal digital information is an increasing concern. How should business and government</p>

	<p>respond to these cyber security issues?</p> <p><u>Moderator:</u> Marc Rotenberg, President and Executive Director, Electronic Privacy Information Center, Washington, DC, Georgetown University Law Center</p> <p><u>Front row participants:</u> Konstantin Dolgov, Special Representative for Human Rights, Democracy and the Rule of Law, Ministry of Foreign Affairs of the Russian Federation Alex Pentland, Toshiba Professor of Media, Arts and Sciences, Massachusetts Institute of Technology (MIT) Satya Nadella, Chief Executive Officer, Microsoft Corporation David C. Drummond, Senior Vice President, Corporate Development and Chief Legal Officer, Google Sheryl K. Sandberg, Chief Operating Officer, Facebook Zeid Ra'ad Al Hussein, High Commissioner for Human Rights, UN Yuri Milner, Co-Founder, DST Global and Mail.ru group Arkady Volozh, General Director, Yandex</p>
	<p>Disruptors: Trends and Technologies</p> <p>THE NEXT STAGE IN DEVELOPING IP MARKET FORCES</p> <p>In recent years, Russia has sought to shore up regulations relating to IP protection, while introducing tax incentives and new market mechanisms. The Skolkovo Foundation has created a centre for intellectual property which last year oversaw the sale of more than 5% of all Russian international patent applications. Are these measures sufficient to see Russia become a global leader in the high-end technology knowledge management? Is additional legislation needed to shore up protection even more?</p> <p><u>Moderator</u> Wendi Backler, Expert Principal, Innovation and Intellectual Property Strategy, The Boston Consulting Group</p> <p><u>Panelists</u> Francis Gurry, Director General, WIPO Liubov Kiriy, Acting Director General, Federal Service for Intellectual Property Igor Drozdov, Senior Vice President, Chief Legal Counsel of Skolkovo Foundation Mike Knapper, Head of Intellectual Property, Europe, Middle East and Asia, NortonRose Fulbright Joseph Jimenez, Chief Executive Officer, Novartis A Bill McDermott, Chief Executive Officer, SAP</p>
	<p>Briefing</p> <p>THE NATIONAL TECHNOLOGY INITIATIVE</p>

	<p>In his address to the Federal Assembly, Russian President Vladimir Putin stated that Russia should become “a supplier of ideas and technology for the whole world, emerging as a leading producer of goods and services that would shape the global technology agenda. Russian companies will embody national success and pride, just as our nuclear and space projects once did.” In order to understand what breakthrough solutions can provide a higher quality of life for the people and the development of new technological practices, the President of the Russian Federation suggested enacting a National technology initiative. What promising markets will Russia invest in? What is needed to develop them? And what will the ultimate result of the NTI be?</p> <p>Panellists: Dmitry Peskov, Head of the 'Young Professionals' direction, Agency for Strategic Initiatives Denis Manturov, Minister of Industry and Trade of the Russian Federation Mikhail Kotyukov, Head, Federal Agency for Scientific Organisations</p>
	<p>Briefing A NATIONAL PAYMENT SYSTEM – A STEP TOWARDS STRENGTHENING STABILITY</p>
	<p>POLICY BRIEFINGS BY GOVERNMENT OFFICIALS</p>
	<p>Business Roundtable RUSSIA – ITALY</p>
	<p>Business Roundtable RUSSIA – CHINA</p>
	<p>Business Roundtable RUSSIA – LATIN AMERICA</p>
	<p>Business Roundtable RUSSIA – INDIA</p>
	<p>Business Roundtable RUSSIA – TURKEY</p>
	<p>Business Roundtable RUSSIA – SOUTH AFRICA</p>
	<p>Business Roundtable RUSSIA – FINLAND</p>
	<p>Business Roundtable RUSSIA – NORTH AMERICA</p>

	Business Roundtable RUSSIA – EU
	VALDAI CLUB SESSION GLOBAL AGENDA: GAME WITHOUT RULES?
	MEDIA SUMMIT
	CONVERSATIONS WITH EXTRAORDINARY
	SPIEF BATTLE
	GLOBAL ENERGY AWARDS CEREMONY
	DEVELOPMENT PRIZE AWARDS CEREMONY
	<p>Pharmaceutical Breakfast</p> <p>EXPECTING GROWTH?</p> <p>With the Russian pharmaceutical market projected to grow at an annual rate of up to 11% by 2017 reaching USD 33 bn in turnover, Russia is a must-have market for global pharma players. What are the key steps and market conditions that will best position Russia as it enters this critical phase in investment and growth?</p>
	<p>Business Breakfast</p> <p>With the heads of the BRICS export agencies</p>
	<p>IT Breakfast</p> <p>PUBLIC SOFTWARE – POTENTIAL DEVELOPMENT</p>