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OF SAINT PETERSBURG
INTERNATIONAL ECONOMIC FORUM**

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TO THE PARTICIPANTS, ORGANIZERS, AND GUESTS OF THE 20TH ST. PETERSBURG INTERNATIONAL ECONOMIC FORUM

Dear colleagues,

It is my pleasure to welcome the participants and guests of the St. Petersburg International Economic Forum, which this year is marking its 20th anniversary.

Year after year, the Forum's reputation and influence continue to grow. The meetings, roundtables, and panel discussions held at the event focus on the most pressing and topical issues of the day. For the politicians, business executives, and public figures from Russia and around the world, the event offers a platform for sharing best practices and proposing groundbreaking solutions to a wide range of issues facing the economy, finance, trade, and investment.

The theme of this year's Forum is "Capitalizing on the New Global Economic Reality", the relevance of which is clearly evident. The global economy is increasingly impacted by political and social factors. The challenges facing the global community demand concerted action aimed at achieving sustainable and balanced growth. It is vital that we work together in our search for the additional drivers of development. We must more fully make use of the industrial, scientific, technological, and innovative potential of our nations, and also the potential of international integration structures. We must react more swiftly to the shifting demands of the market and to the looming transformation of the global technological landscape.

Forum guests and participants can expect a far-reaching and comprehensive program, which includes the Business 20 Forum, BRICS Business Forum, and SCO Business Forum, as well as the meetings between the official delegations from Russia, Kazakhstan, Italy, and other countries. Among the other events scheduled are a special Valdai Club session, the Russian Small and Medium-Sized Enterprises Forum, and a conference focused exclusively on the Arctic, thereby marking another first for the Forum. Conversely, the traditional Global Energy Award and the Development Award ceremonies will also be held during the Forum, along with the business summit for heads of the world's largest energy producers.

I firmly believe that the recommendations and agreements drawn up during the Forum will help drive economic recovery in Russia and around the world, promote international cooperation based on egalitarian principles across a wide range of spheres, and give rise to mutually beneficial long-term projects.

Allow me to wish you a productive and successful event,

Vladimir Putin



VALENTINA MATVIENKO

Chairman of the Federation Council
of the Russian Federation

There are two kinds of cities: the ones you easily settle down in and the cities with their own secret codes and unique traits, known only to those let inside. Petersburg is a city of the second kind.

In this city you can enjoy a different kind of feeling, and it cannot but astonish you. I clearly understand this, as I remember the emotions I felt when I came here for the first time. The nights here are as light as the daytime almost three months out of the year. Don't forget the mystery of Petersburg's famous bridges going up at nights. How beautiful and fascinating it is! I have never seen anything else like this anywhere in the world. Getting from one part of the city to the other becomes unreal — and only citizens of Saint Petersburg know the meaning of the phrase “to catch bridges”.

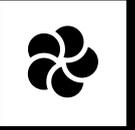
Saint Petersburg is a city with a high concentration of thoughts, it is full of literature. There is a term: a “Petersburg text”. In this city you come across something mentioned in literary works almost everywhere. Over there is the Bronze Horseman just about to gallop away. Over here are the places where you start to comprehend Dostoyevsky better. As for the atmosphere, Petersburg is pretty much the same as Gogol depicted it in his “Petersburg Tales”.

This city is very conservative. Petersburg citizens hold onto their history and this is quite understandable. Enough to say that there is no Petersburg family that didn't suffer severe losses during the time of the Siege of Leningrad. This memory unites them and sets them apart. It is hard to get closer to this city without having lived through its history. You can feel like a moscovite having lived only a year in Moscow, but every Petersburg citizen ought to have his or her own local genealogy.

**SAINT PETERSBURG IS THE CITY
OF POETS, AND IT IS BUILT LIKE A POEM**

* Viktor Shklovsky

LIFELONG PETERSBURG



I have known Saint Petersburg in the 60's, 70's, 90's, and 2000's. During my tenure as the governor of Saint Petersburg, we worked hard to bring our city into the 21st century with dignity, to make our city develop and change, yet not lose its historical look.

Having been built as a capital, literally on the bones of people, but having absorbed all the superlatives of European architectural excellence, having become one of the most marvelous cities in the world, having passed through floods, revolutions, the siege, the loss of capital city status, and numerous having changed its names, Saint Petersburg today is the very "Window to Europe" as conceived by Peter the Great. In other words, it is a global integration project, the intellectual center, and the platform for exchanging experiences between representatives of the major global powers.

“ PETERSBURG TODAY IS
THE VERY “WINDOW
TO EUROPE” AS CONCEIVED
BY PETER THE GREAT ”



Chairman of the Federation Council
of the Russian Federation

VALENTINA MATVIENKO



ST. PETERSBURG FORUM:

KIRILL ANDROSOV

Chairman, Aeroflot — Russian Airlines
and Managing Partner at Altera Capital LLC

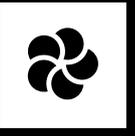
The St. Petersburg International Economic Forum will be held for the 20th time. Today, looking back at the history of the leading national platform of communication with business leaders, we can identify the three stages of its development. Each of those stages saw the refinement of the Forum's agenda, the selection of optimal formats, and the improvement of its infrastructure.

The first nine events were held in the Tauride Palace where the Interparliamentary Assembly of Member Nations of the Commonwealth of Independent States has resided in the post-Soviet years. The Palace interiors have remained almost intact since the sessions of the State Duma of the Russian Empire: the same rich decorum, the same antique conference room with the presidium — a setting traditional for high-profile events but ill adapted for lively disputes, let alone for brainstorming sessions. However, an important result of the first stage is the fact that the Forum has found its identity and, most importantly, became a regular event. It did not suffer the fate of numerous international platforms that burn out quickly and couldn't get over the roaring '90s to the new century.

The next stage in the history of the Forum started in 2005, when it was first attended by the President of Russia Vladimir Putin. Since then, the Forum has been held under the auspices of the President — the head of the Russian state attends each event — and has in fact become the number one event in the country's economic life. The format has significantly changed as well: it has truly become an international platform for discussing the key issues on Russian and global agenda. The monologue has given way to heated disputes and fierce debate. The new rule has emerged: after each Forum a summary of the main ideas voiced at its panel sessions is sent to the presidential administration and the government to be carefully studied and applied in the economic policy management. Signing important international agreements at the Forum is now a standard practice, and the representatives of Russian and foreign companies have a unique opportunity of access to the key Russian decision makers. The rhythm of the event has changed as well, becoming more concentrated and intense: instead of the former full week the Forum's session has shrunk to two days, one of them dedicated to Russian economic issues and the other — to emerging markets, primarily to the BRICS countries. Such division of subjects has been strictly maintained so far: one day is Russian, the other day is international, and the order may vary.

“ **BOTH THE PROGRAM OF THE 20TH FORUM AND THE SPACE OF ITS NEW SITE ARE EXCEPTIONALLY ERGONOMIC, BUT IN ORDER TO FEEL THAT THE PARTICIPANTS WILL HAVE TO SET THEIR MINDS ON AN EXTREMELY TIGHT AND MOBILIZING SCHEDULE** ”

FROM THE PAST TO THE FUTURE



The Forum's transformation into a presidential-level event has not been limited to the compulsory official appearance of the President himself at a plenary session but has brought the planning of the event to a whole new level. Creating the Forum's agenda is now the responsibility of the presidential administration and the economic bloc of the government. The level of representation and the competency of the Forum's participants has noticeably increased and the public attention to its program and practical results — arrangements achieved and agreements concluded — has risen significantly. Finally, the major novelty of the second stage of the Forum's existence is its commercialization: participation is fee-based and its organization expenses are partially covered by sponsorships. Furthermore, in 2006 the Forum received a new site — the Lenexpo Exhibition Complex, where a dedicated Congress Hall was constructed in 2007, and the rental proceeds from this exhibition area are taken into account while planning the Forum's budget.

This year will see the new stage in the Forum's life. It's moving to a new site — the Expoforum Convention and Exhibition Centre. Unlike the Lenexpo Complex, the Expoforum is at a considerable distance from St. Petersburg city centre, thus undeniably making the event more dynamic and intense as its participants

will be bound to arrive for the whole day and take full advantage of the panels' operating hours. The Forum's program was prepared with regard to this detail as the concentration of the events in both days will leave no chance to take a relaxed approach and pursue private interests by attending a minimum number of panels and using the remaining time at own discretion somewhere in the city centre. Both the program of the 20th Forum and the space of its new site are exceptionally ergonomic, but in order to feel that the participants will have to set their minds on an extremely tight and mobilizing schedule. In this regard, the remoteness of the Expoforum from the historical centre of St. Petersburg is a positive factor. The Expoforum is, however, literally just outside the Pulkovo Airport which is going to accept the main flow of the Forum's participants. And as is the case not only in Russia but in other rapidly developing countries, locating a site of a significant event in a new area away from the existing networks serves the purpose of developing the local cluster. Here's another reason for holding the anniversary event in the Expoforum.

I do believe that the hosts of the Forum have done their utmost to ensure the promotion of the Forum and to allow for the 20th session to set a new, far-reaching target for the event. The rest is up to the participants.



PRIORITY DEVELOPMENT PROJECT

Personal project - emotional intelligence
Public project - Effective public administration

MAIN PROBLEM

If I could answer this question, then it would not be the main problem

STRATAGEM

Check it seven times, before you doubt the man.
Victory comes to the one who will endure for half an hour longer than his opponent

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

I would rather do this in private

WHAT MAKES YOUR HEART SING

My children's laughter

BEST DECISION OF YOUR LIFE

I would like to believe it still lies ahead

Личностный - эмоциональный интеллект
Общественный - эффективное государственное управление

Если я смогу ответить на этот вопрос - то это уже не главная проблема!

- Семь раз проверь, прежде чем усомниться в человеке
 - Победа приходит к тому, кто вытерпит на полчаса больше, чем его противник
- Я предлагаю это сделать не публично

Смех моих детей

Хочу верить, что оно еще впереди

Chairman Aeroflot-Russian Airlines and Managing Partner at Altera Capital LLC

KIRILL ANDROSOV



SERGEY VYAZALOV

Director General, Ministry of Foreign Affairs
of the Russian Federation

— **A new organization which is called “Roscongress” has sprung. What should it be focusing on?**

— We are the heirs of the Saint Petersburg Economic Forum. But Roscongress has much wider agenda which haven't been fully shaped yet. The organization that ran the Saint Petersburg Economic Forum has been great at solving logistical issues. However, the content is a more complicated thing. So far Roscongress works with the content mainly as a consultant. We assemble our experts, all the ministries and departments, which have something to do with this topic, individual experts. This is a huge work that still requires improvement but, nevertheless, what we have done for the first time last year was a success. Now we should create such a fine machine that would work as a clock in all areas. Such a system that would enable people, who have something to offer, to be interested in working with us. We need to create a laboratory that would be able to study in depth the problems of the world, Russian economic problems, as well as humanitarian problems. Only then we can become one of the leading platforms for discussions. This is the most complicated thing that needs to be done.

— **The world is entering another era. What is expected from Russia? It's interesting to understand how this laboratory could drive the global agenda.**

— I understand the global nature of these changes and I also understand that we should lead the conversation and offer topics which would be interesting for everyone. Today the number of people who come to the Forum is quite large and they are not just politicians. I'm glad that, for the recent years, a lot of business people have been coming. Last year Elon Musk attended the Saint Petersburg Forum because there was a huge number of potential partners for his projects from China, Singapore, the USA there. He came to meet them. Because many people, who really make financial, economic and political decisions attend this event. It's important to make sure that the next date of the Saint Petersburg Forum's is added on their schedule, as it is the case of the Davos Forum. It's probably right that not only Russian issues should be discussed. Continually, we've been raising such serious matters as the economic crisis. Our agenda has expanded. The problem is that there are so many topics, round tables and people that there is not enough time. It is this problem that I don't understand how to solve yet.

“ **WE SHOULD LEAD THE CONVERSATION AND OFFER TOPICS WHICH WOULD BE INTERESTING FOR EVERYONE** ”

— **The Davos Forum, for example, holds parallel events, has special groups dealing with various issues.**

— They regard themselves as a commercial structure that earns money, and do it quite successfully. But we don't have such a goal. We try to be a place where people come to listen to us. Especially now, during the time of the sanctions. I've read telegrams, in which businesses were advised not to come. But people do come, which means that this communication is important for them too. Because the Forum is open. Let commercial things stay commercial, but people are attracted by our openness. We've never concealed anything. We've never been scared of being overheard by others.

— **Before you joined the Ministry of Foreign Affairs what stage of your life do you consider the most important from the point of view of concentration of experience?**

— For me, the most difficult time was in the middle of the 1990s when I left the Mayor's office and became the General Director of Lenenergo. The first thing that complicated my work was corruption. I even had to deal with personal protection as it was quite dangerous. Secondly, I had to break the system that existed at the time. And I clearly understood that I wouldn't be able to do it with the people who were there at the time. I gathered young guys like Oleg Belozyorov, and, together with this team, we sorted out the situation. Within two years we turned this loss-making company around. And this was a good result for all, including the foreigners who were among our shareholders. Within such a short period of time, under such complicated conditions, we created a good company. I'm thankful to the people whom I had to work with. Now all of them are prosperous businessmen and successful government officials, but the most important is that they are human beings in the best sense of the word.

— **The importance of the human factor in the world is increasing. What is the man of the future?**

— My elder son is 34. Do you know why I love this generation? Because for him what is bad is always bad. And what is good is good. As far as my generation, we can be wishy-washy. I believe the young generation has clear attitudes towards all issues. These people are not inclined to let bad things stand. This relates to the politics too.



The authorities will have to convince people, politicians will have to be very attentive to people's opinions. The people's engagement is growing. Even now young people aren't indifferent to whether there will be a road gate in their courtyard or if somebody drives on their lawn. They are different. We could put up with all this but they are looking for fairness. And if they are heard by the authorities the benefit will be mutual. We'll all gain from this.

— **And what should your generation pass over to the next generation?**

— I didn't want to move to Moscow. And the first people who offered me a job were Germans. I went to Germany and understood that people should love their Motherland. Maybe it sounds a bit lofty, but with age a person understands how much he is connected with the place where he was born, where he lives. Young people should love and value more what they've been given. Unfortunately, one often understands this later in life. Now people from provinces have started coming to Moscow and Saint Petersburg. They are striving to get a good education. They try to enter the best universities. It's a very positive sign for all of us. It means that in the future we'll be stronger. We just need more of the people like these. And unfortunately, it's very difficult to select the best people. We need some system

to get the best people to come. Looking at these young people I am getting convinced that all these preparations will pay off greatly! But we should feel as one team. That's what we are missing — playing as a team.

— **How, in your view, a strategic dialogue between the authorities and the people could take place?**

— This is the most important thing. We have tried a few times to use the Forum's site to listen to young people. We wanted to create a place where young people will talk about their problems. About what disturbs them, what they are concerned with most of all. Not only with what they see every day but also with what they see in general. And I believe that our organization can be used successfully for this purpose.

— **There is a club of young leaders within the Davos' forum structure. Maybe, we should think about something like this too?**

— It's quite a good idea. It should be developed further. Because there are many active people around. With them you can't do something only once and then say: 'You know, guys, we'll see each other again in half a year.' They should be heard. Somebody should be dealing with them closely and offering them something serious.

THE MOST PROPER THING TO DO IS TO COMBINE A LIFE EXPERIENCE OF THE OLD AGE WITH THE ENERGY OF THE YOUNG

* George Bernard Shaw

Director General, Ministry of Foreign Affairs
of the Russian Federation

SERGEY VYAZALOV



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FROM THE EDITORS

The Saint Petersburg Forum is, above all, a conversation about the future of Russia: about its challenges, plans, and accomplishments.

The twentieth anniversary of the Saint Petersburg International Economic Forum is taking place at a crucial time for the country — a testing time, but also a time of hope.

In its new format, the “Roscongress” Foundation — the organizer of the Forum — invites you to experience how the future of our country looks and feels in all its facets.

We would like you to see this future through the eyes of different people — both Russian and foreign — scientists, entrepreneurs, politicians, artists.

These are extraordinary, caring people. They have travelled different paths in life, but they all share the desire to serve Russia.

They raise pressing issues, point out to problems, offer solutions; they have different opinions, but their words, echoing the great founder of the city on the Neva, reflect their faith in Russia, in its power and in its future.

Listen to them — allow yourself to immerse into the symphony of the country on its historical rise, the symphony of our spring, the symphony of creation...

The editors

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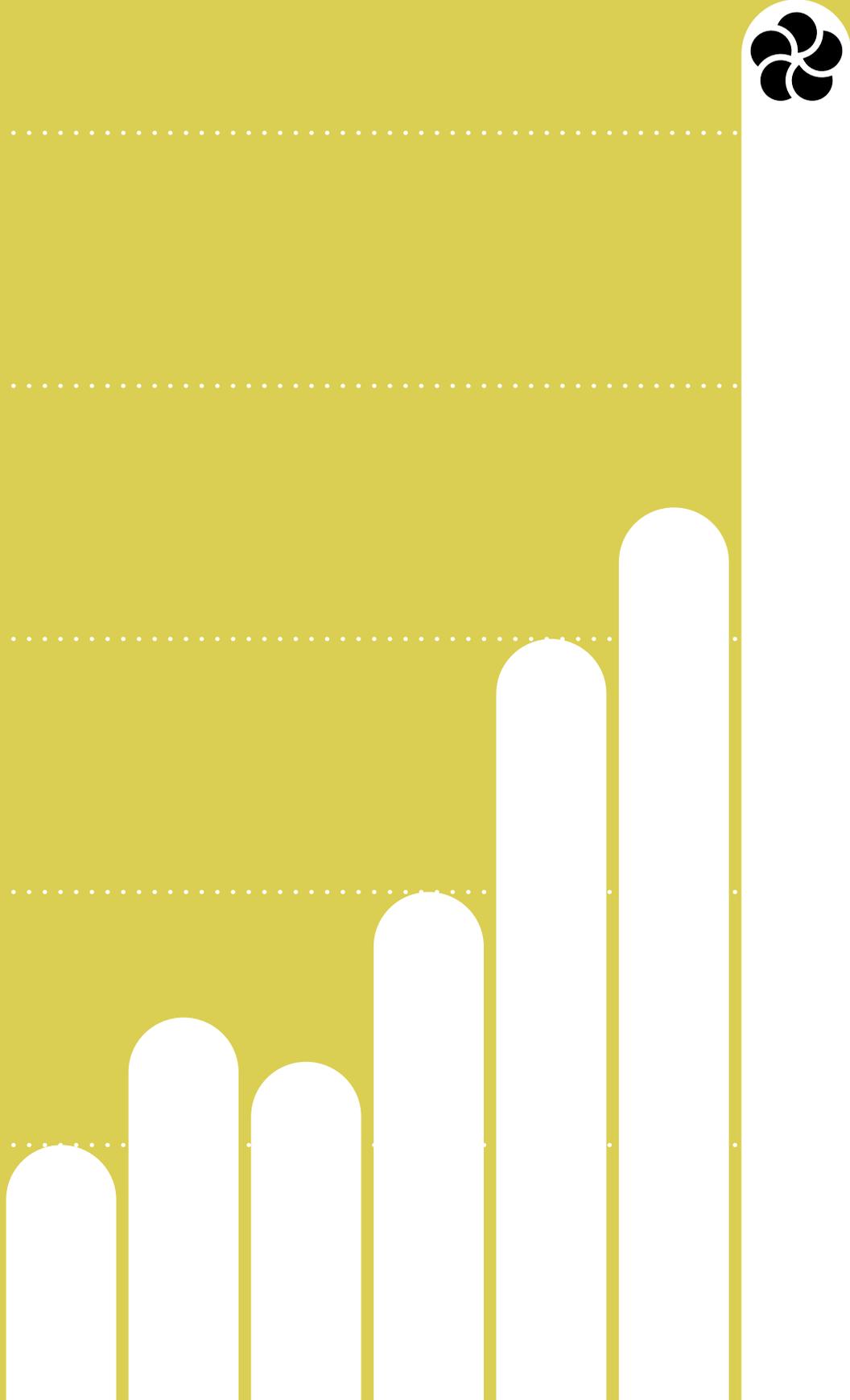
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SPIEF'16
ST. PETERSBURG
INTERNATIONAL
ECONOMIC
FORUM

**FOR MEMBERS
AND JOURNALISTS**

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HIGH ECONOMICS



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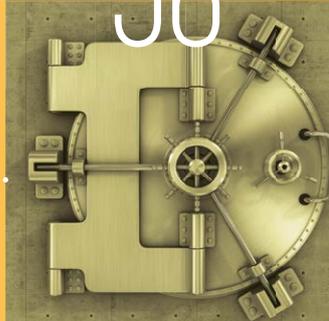
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HIGH ECONOMICS

The past century has made the global economy quite developed and quite complicated. The universal parameters for assessing economic processes are now using complex multilevel criteria that evaluate complex functions rather than linear indexes. What is more, the real state of affairs can no longer be seen through the existing macroeconomic lens, and this blurred focus increases the probability of systemic management errors. The new facts of life such as a more sophisticated system of the division of labor, the universal digitization, the global debt, unregulated emissions, and other things, create additional complications in the management of the economy as well as in the forecasting of its development trends. Enormous problems arise due to the lack of a regulatory framework that would allow to diversify approaches to tangible and intangible assets. Therefore the role of the High Economics is to introduce qualitative changes into the balance of the world power centers with a view to strengthen the management gravity of the existing communities of practice. It is the parity of the interests of the elites and the communities of practice that will allow to smoothen over differences accumulated in the global economy and to carry out an evolutionary transition from an artificial growth to a natural development.

PISSARIDES

(UN) COMPETITIVENESS

KUZNETSOV

UNIQUENESS

RAIMONDI

NEOINDUSTRIALIZATION

SULTAN AHMED BIN SULAYEM

ADJUSTMENTS

KIM

SHEIKHA DEYA BINT

IBRAHIM AL-KHALIFA

PARTNERSHIP

INTUITIONAL

BAI

POTENTIAL

NEKLESSA

WORLD ORDER

GAFUROV

ASSESSMENT

KUDRIN

REFORMS

SARKAR

HIGH TECH

LIU

INERTIA

AKPAROVA

GEOFUTUROLOGY

ZLOCHEVSKIY

LAND USE



**ONE CAN ACHIEVE A LOT
WITHOUT HAVING TO WORK**

* Stanisław Jerzy Lec

MIGRATION COULD HAVE MANY BENEFITS IF PROPERLY REGULATED

— Economies that are innovation-driven and knowledge-driven are being developed based on the use of human capital. However, at the same time, the emergence of new innovative technologies eliminates the need for manual labor, thus leading to the loss of jobs. Is unemployment thus part of the new economic reality?

— I am of the opinion that such a development is likely to be positive, since at the same time, there is an increase in operational efficiency. In addition, the demand for new products and services is significantly expanding. And if people lose their jobs in the traditional sectors of the industry, they will be able to find them in the new industries, especially in the service sector, which will be able to integrate 80%, if not more, of the total workers released.

— Labor migration has become a global phenomenon, and the main directions and channels for the movement of migrants have more or less stabilized. In some countries and regions, migration pressure on the labor market has become very noticeable. What is your forecast on the development of these processes?

— When we speak of “migration”, we should make a distinction between economic and political terminology. The biggest problem that we face today in Europe is the problem of refugees and political migrants, rather than economic migration itself. These newcomers require a purely political solution. Our economies are quite capable of absorbing the current number of migrants. Migration could have many benefits if properly regulated.

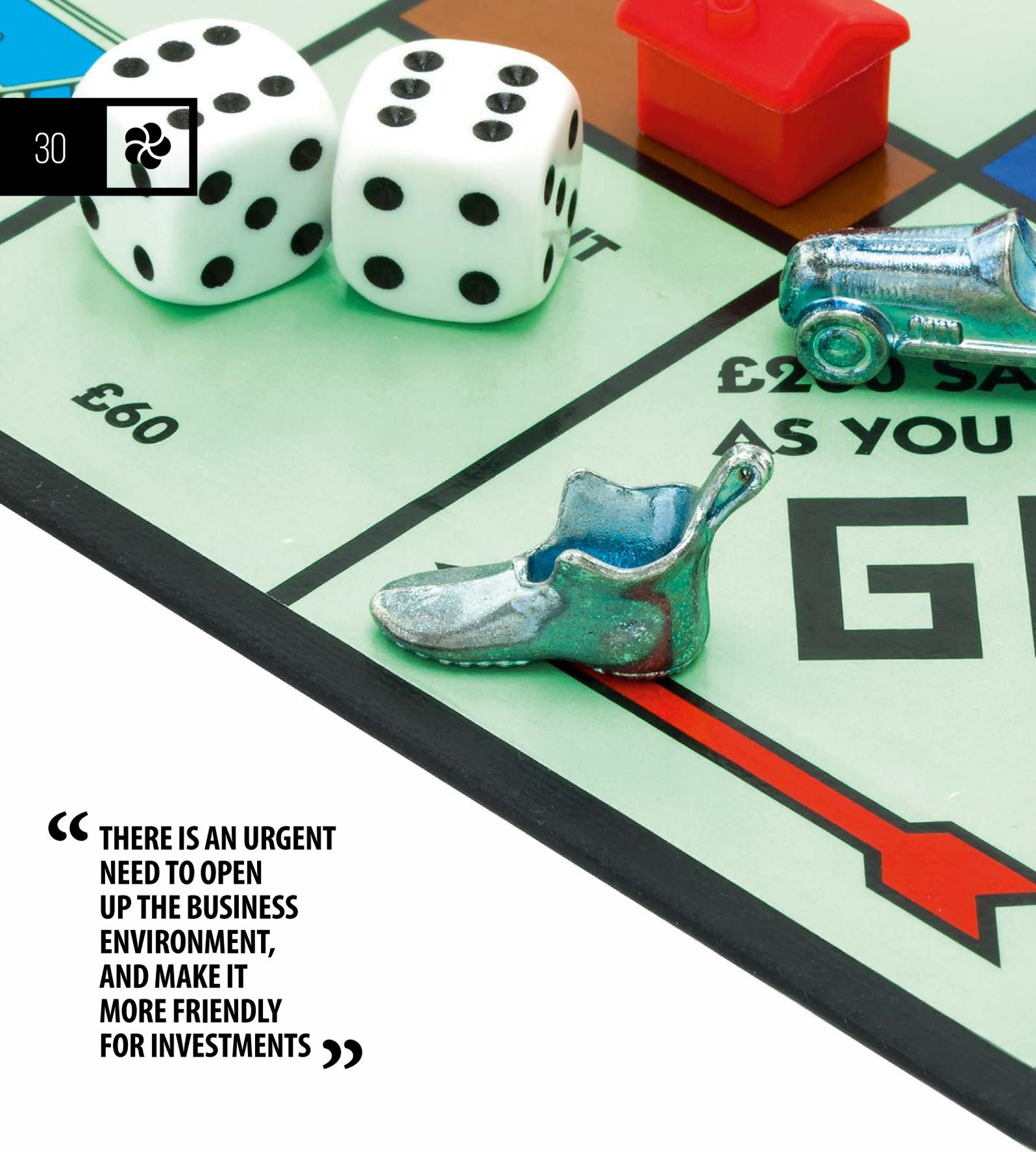
— Your public statement that, to achieve full recovery from the current economic crisis, our government needs to take some rather painful measures, is well known. What are these measures?

— There is an urgent need to open up the business environment, and make it more friendly for investments. Of course, this can be a painful process, as it would require dismantling the monopoly system. Russian monopolies control many sectors and activities, and if you intend to create a real competition, you will face a lot of resistance. Another painful factor is that Russia has many inefficient industries still operating. The products they manufacture are not competitive at the international level. That is why the nation's economy is oil-based. If you want to increase productivity, then you have to cut a lot of jobs.



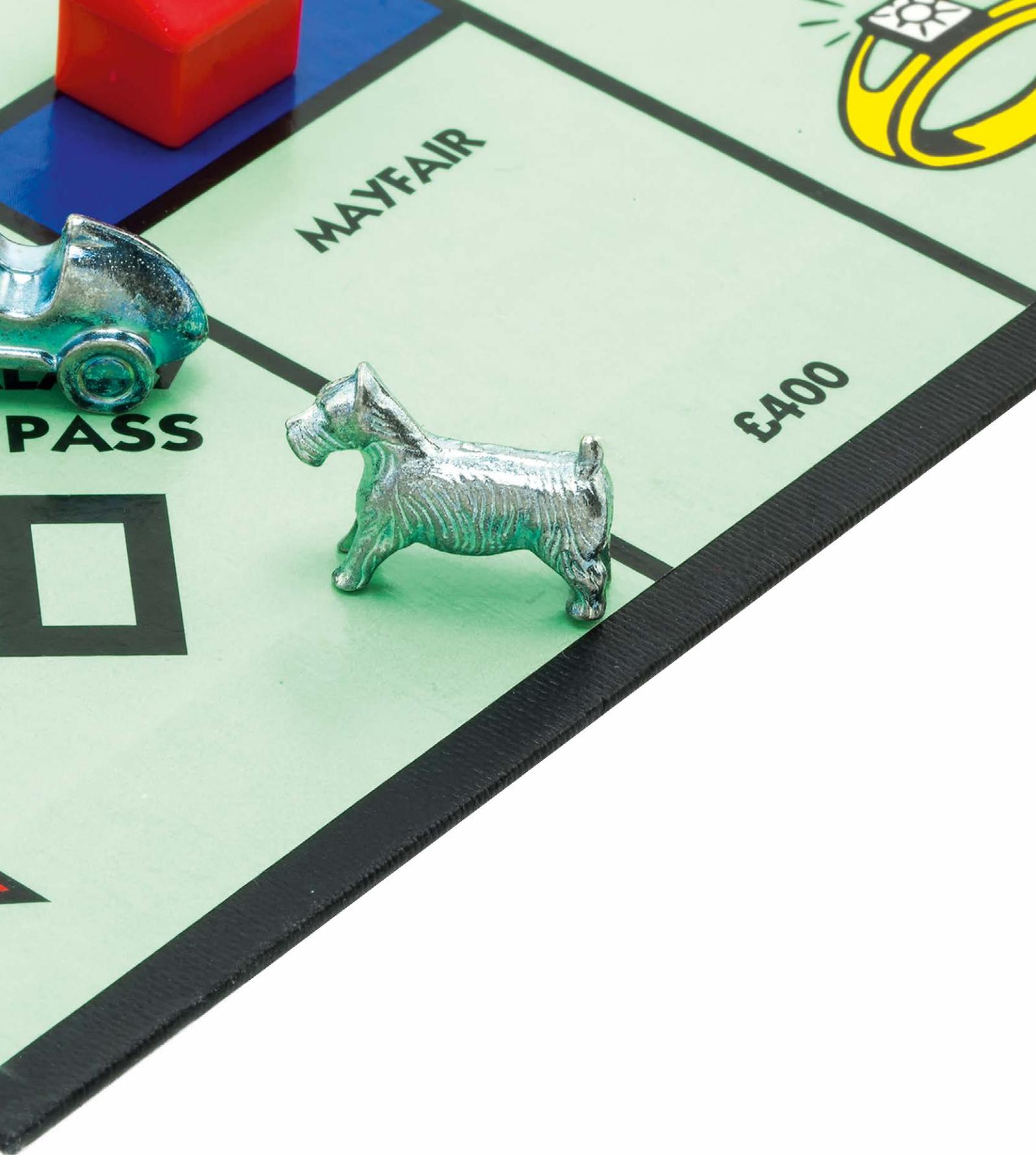
CHRISTOPHER PISSARIDES

2010 Nobel laureate in economics,
the Head of the Department of Economics
at the London School of Economics
and Political Science



**“ THERE IS AN URGENT
NEED TO OPEN
UP THE BUSINESS
ENVIRONMENT,
AND MAKE IT
MORE FRIENDLY
FOR INVESTMENTS ”**

Countries that increased their productivity levels also incurred increased unemployment levels. This was the case with the United States in the 1980s. This was the same case with Germany after the unification: the industries of the former GDR were almost destroyed. This painful process can be smoothed out only by the overall growth of the economy and hopefully, this will be the case with Russia.



2010 Nobel laureate in economics,
the Head of the Department of Economics
at the London School of Economics
and Political Science

CHRISTOPHER PISSARIDES



**“ EUROPE DOESN'T HAVE
AN OPPORTUNITY
TO ACT
INDEPENDENTLY AS
FAR AS THE SANCTIONS
AGAINST RUSSIA ARE
CONCERNED ”**

PAOLO RAIMONDI

Director, Department of International Economics and Finance, Institute of the Asian and Mediterranean Issues (ISIAMED), Coordinator, Italian Development Project Committee

— **How do you assess the economic situation in the world and the global financial crisis?**

— I believe we are approaching a new — and very dangerous — stage of the global financial crisis. The monetary authorities have flooded the world with new assets for the purposes of saving the banking and financial sectors. But the industrial sectors are stagnating. No significant reforms in the financial sector have been made. The economy is still run for a short term financial gain instead of a long term development. I'm confident that the so called "recovery" in the USA is nothing more than a typical public relations campaign. One of the most indicative evidences of the weakening of the US economy is the trade balance deficits which since 2000 total \$8,600 billion. The total trade balance deficit is significantly bigger reaching \$10,500 billion.

— **What's the situation with the economy in the European Union?**

— The European Union also suffers from serious economic troubles. It has copied the US monetary policy, having increased the bank's assets. It hasn't given new loans to invest as it was planned. But the main problem of Europe is the lack of political unity that would help it to play a more independent role in the world. As a result, Europe doesn't have an opportunity to act independently even as far as the sanctions against Russia are concerned. Having said that, I would like to warn everybody, including Russia, against any sentiments regarding the possible breakup of the EU, hoping that reaching a direct agreement with Berlin, Paris or Rome would be easier than with Brussels. Disintegration of Europe would lead to additional destabilization of the international situation which is already fragile.

— **What does the "Trans-Eurasian 'Development' Belt" mean for you?**

— It's a project of the new industrialization program that can lead the economy out of depression. To implement this project, new long-term financial instruments are required. The Russian government could officially recognize the 'Trans-Eurasian 'Development' Project" as strategically important and could make it a priority goal for this country.

— **What would be the main advice that you could give to Russian President Vladimir Putin?**

— He should carry on surprising the world with his unexpected projects and decisions in the area of new technologies, space research, cooperation and security.





“ THE MAIN PROBLEM OF EUROPE IS THE LACK OF POLITICAL UNITY THAT WOULD HELP IT TO PLAY A MORE INDEPENDENT ROLE IN THE WORLD ”

Out of generosity, he should carry out important projects for the benefit of the mankind, even if his partners are not ready for immediate cooperation. And he should give priorities to developing the BRICS alliance which is the core of the future international system.

PRIORITY DEVELOPMENT PROJECT

RAZVITIE PROJECT
TRANS-EURASIA INFRASTRUCTURE
CORRIDOR
NEW TECHNOLOGIES, SMART CITIES,
SOCIAL DEVELOPMENT

MAIN PROBLEM

EU-RUSSIA ECONOMIC SANCTIONS
DOMINATING SHORT TERM
APPROACH IN ECONOMY
LACK OF EU POLITICAL UNION

STRATAGEM

- CREATE INSTITUTIONAL
JOINT VENTURES ITALY-EU-RUSSIA
- RUSSIAN GOVERNMENT OFFICIAL
ENDORSEMENT OF RAZVITIE PROJECT

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

TO ENTREPRENEURS + STUDENTS
"READY TO WORK FOR
DEVELOPMENT AND
JUSTICE?"

WHAT MAKES YOUR HEART SING

DEVELOPMENT AND JUSTICE
IN AFRICA, FOR AFRICA

BEST DECISION OF YOUR LIFE

TO CONTRIBUTE AT REALIZATION
OF RAZVITIE PROJECT
- CONTRIBUTE TO DEVELOPMENT
OF AFRICA CONTINENT

Director, Department of International Economics
and Finance, Institute of the Asian and
Mediterranean Issues (ISIAMED), Coordinator,
Italian Development Project Committee

PAOLO RAIMONDI



“**RUSSIA SHOULD MOVE FROM STAGNATION TO DEVELOPMENT AS A RESULT OF STRUCTURAL REFORMS. THIS MEANS THE RESET OF INSTITUTIONS AND THE TRANSITION TO A NEW QUALITY OF WORK**”



ALEXEY KUDRIN

Deputy Chairman of the Economic Council under the President of Russia, Chairman of the "Committee of Civil Initiatives"

— **Would you personally resort to the money-printing machine?**

I personally have been, am and will be against simplistic solutions such as this one. In general, "turning on the printing machine" is a routine function of the Central Bank, which constantly adjusts the amount of money in circulation to match the inflation rate and money demand. The Central Bank's independence is crucial to maintaining a balance, both within the economy and within society, so better not try to impose other emission goals on it. In the Russian economic environment, such attempts will result in higher inflation, therefore deteriorating the state of, first of all, the poorer groups of population, due to their consumption patterns. A convertible rouble, as it is now, may once again become a "soft" currency, which would undermine the development of our business: try to recall the early 90's, when even basic consumer goods were not supplied to the country without a deposit or down payment in a foreign currency.

— **Is the statement about the introduction of a national cryptocurrency myth or reality?**

— Private cryptocurrencies do exist. The existence of a state cryptocurrency is possible in the future, but it has not been secured so far.

— **What should we do with the global debt?**

— We do not have to do anything with the global debt, whereas the debts of certain borrowers require some specific market regulation.

— **How should Russia switch from an economy of growth to an economy of development? And should it?**

— Russia should move from stagnation to development as a result of structural reforms. This means the reset of institutions and the transition to a new quality of work. Generally, no development takes place without serious work.

— **What is elite in your understanding? Who are the elite today? What is happening to our elite?**

— The elite are the people who are influencing the choice of development vectors of the country, including spiritual development. These may be politicians, businessmen, civil servants, doctors, teachers, workers or creative professionals.





The elite needs to find answers to the challenges that the country faces. Sometimes this happens with a lag, sometimes as a revolution, without preserving traditions, as it was the case in 1917 and during the fall of the USSR. Then the elite changes dramatically. Today, our elite, as well as the elites of many other countries, by the way, generally recognize that the challenges are evolving, they are becoming more complex, more serious. These challenges require new responses. I think this recognition will be followed by the necessary changes.

— **What is stronger — technology or finance?**

— Finance and technology cannot be separated; in the modern world, they complement each other. Financial resources are usually “more important” in the context of solving short-term problems, but, in the long run, it is technology that matters the most. This may be the other way around within a particular company. Generally, finances are a kind of technology too. Technological development will be much slower without investments.

— **What are the people interested in?**

— The people are interested in everything. But the key, basic interests are their security, prosperity and dignity.

— **Where will the new economic theory come from? And what are the next points of growth?**

— A new economic theory will always have similarities with the old ones, such as the preservation of money circulation principles, but it will focus more on the global competition, socio-cultural environment, and democratic institutions.

— **What is the Motherland?**

— The Motherland is a home. It is everything that connects a person with his or her family, language, place of living and communication. This is the environment that has shaped the person.

— **What foreign book should be necessarily translated into Russian and what Russian book — into a foreign language?**

— The Gaidar Institute, The Russian Presidential Academy of National Economy and Public Administration and the Higher School of Economics translate dozens of the best books on economics and other fields of knowledge annually. The Faculty of Liberal Arts and Sciences of St. Petersburg University, of which I am the Dean, is also actively involved in this process. I wanted to translate ‘The Oxford History of Western Music’ by Richard Taruskin and Christopher Gibbs. Now the Faculty is engaged in this work. I would also like to translate the work of the historian Alexander Yanov “Russia and Europe. 1462–1921” into foreign languages.



PRIORITY DEVELOPMENT PROJECT

Government reform.

MAIN PROBLEM

Structural imbalances in the economy.

STRATAGEM

To create an advanced educational system in Russia.

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

This is the question that I, unfortunately, didn't manage to ask Aleksey German when it was possible: Which movie would you like to make after "Hard to be a God" ("Trudno byt bogom")?

WHAT MAKES YOUR HEART SING

When I see my children and grandchildren.

BEST DECISION OF YOUR LIFE

To enter the Faculty of Economics of St. Petersburg State University

реформа государственная

Структурные дисбалансы
в экономике

Реформирование в России
системы
образования

Этот вопрос, к сожалению,
не успел задать Алексею
Герману еще, когда это
было возможно. "Какой
фильм вы хотели бы снять
после "Трудно быть богом"?

Когда вижу внуков
и детей

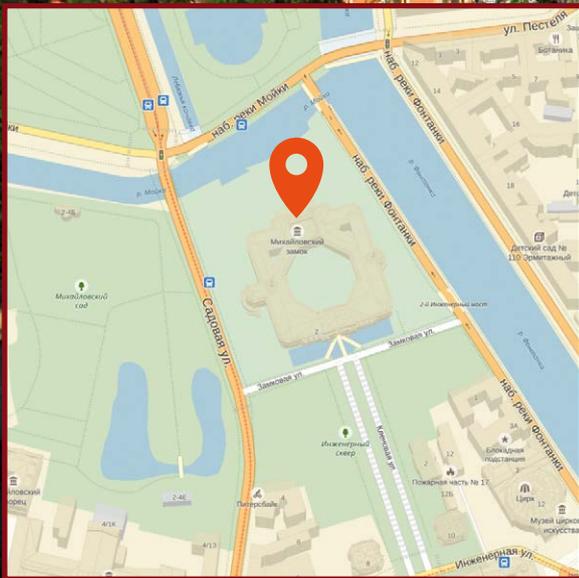
Присоединяюсь к
экономическому факультету
СПбГУ

GIVE ME A GOOD POLICY, AND I WILL GIVE YOU GOOD FINANCES

* Anne Robert Jacques Turgot

Deputy Chairman of the Economic Council
under the President of Russia, Chairman
of the "Committee of Civil Initiatives"

ALEXEY KUDRIN



ALL FOUR OF THE FACADES OF THE MIKHAILOVSKY (ENGINEERS') CASTLE ARE DIFFERENT. BY DOING SO, THE ARCHITECT, VINCENZO BRENNА EXPECTED TO ACHIEVE A HARMONIOUS COMBINATION OF THE CASTLE VIEWS AND THE SURROUNDING STRUCTURES.





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SURPRISING SAINT PETERSBURG



SPIEF'16
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THE FUTURE OF AN INDIVIDUAL DEPENDS ON HIS ADAPTATION TO TECHNOLOGIES AND INNOVATIONS

— **What kind of innovations, in your opinion, does the world need first and foremost?**

— I always say that an innovation arises from a necessity. Today the world is full of novelties, because we need them. In our business, the modern automated supply chain is affected by the globalization process. We are already facing a new wave of automatization — for instance, the automatization of ports and trains. Robots are replacing people.

— **Do you cooperate with Russia?**

— We cooperate with Russia because we believe in opportunities for doing business in Russia. We work with Russia because of its strong economy, favorable geographic position and its connection to Europe and Asia.

— **Have the sanctions affected the investment appeal of Russia for foreign investors? If so, in what way?**

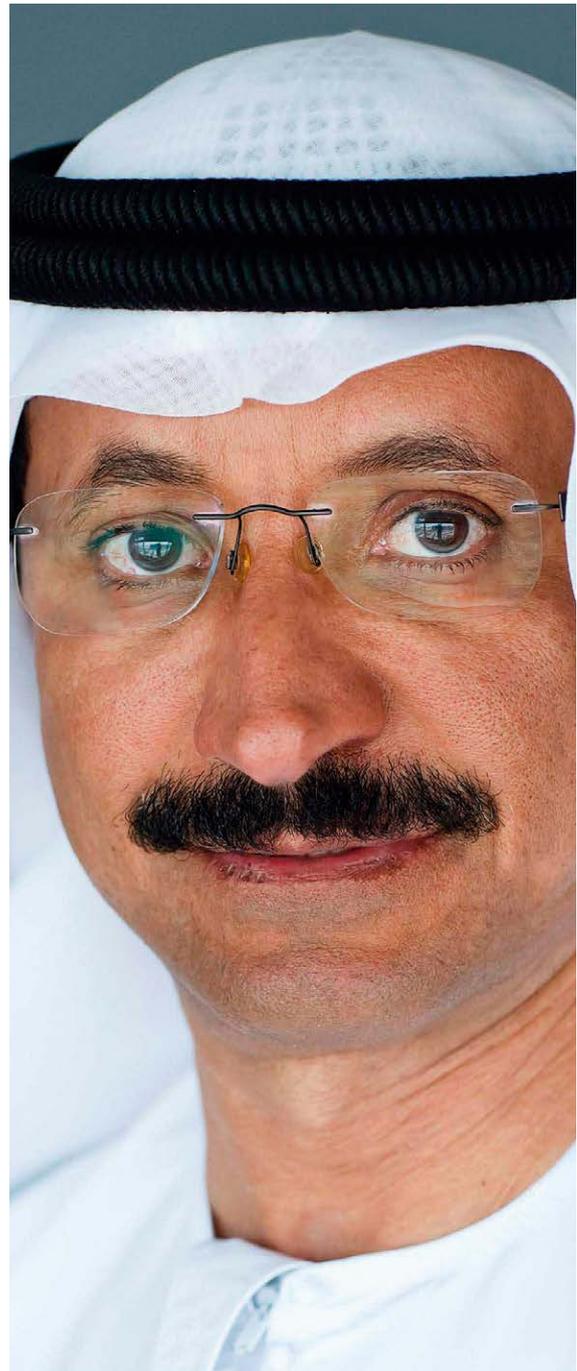
— We started working with Russia 7 years ago. Some of our partners have left Russia due to the sanctions, but they are coming back now.

— **Which areas of the Russian economy are the most attractive to foreign investors and why?**

— I do not know about others, but for me, for instance, these are the ports. There is a joint venture in Russia with direct investments from a Russian fund. We invest in the ports of the Baltic Sea, the Black Sea, Vladivostok and into other ports in the Far East.

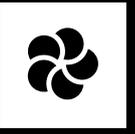
— **What country, do you think, has the best prospects for economic development in the next 5–10 years?**

— I think it is China. The Chinese economy will be sustainably strong. The BRICS economy as well, and for the moment, certainly, Brazil. However, I think that it will not be long before the leader in the economic development will eventually change.



**SULTAN
AHMED BIN
SULAYEM**

Chairman of the Board of Directors, DP World



“ TECHNOLOGIES AND INNOVATIONS ARE GETTING MUCH CLOSER TO THE CLIENT ”

— **Everyone talks about the coming end of the carbon era. What can replace hydrocarbons and when do you think it will happen?**

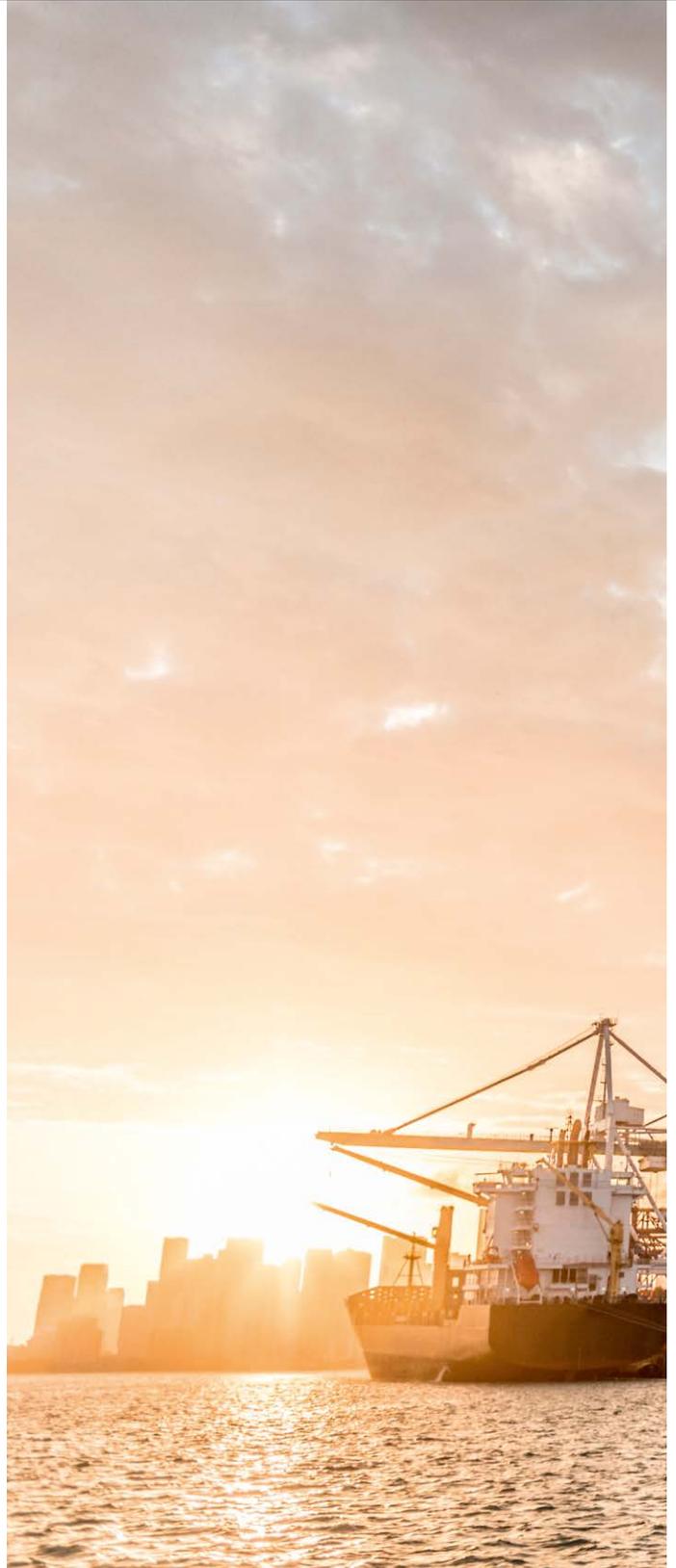
— I do not think that the end of the carbon era is so near. However, the alternative energy, sustainable energy with a minimal pollution is indeed on today's agenda.

— **The world faces a new economic reality. What is it about?**

— Technologies and innovations are getting much closer to the client. If previously a client had to deal with multiple intermediaries to receive a service, today, more and more people can receive services directly. An example is the Uber concept, which is now being adopted in many industries. The future of an individual depends on his adaptation to technologies and innovations.

— **What is the biggest risk to investors in Russia?**

— All the risk is in the lack of information.



ALL OF LIFE IS THE MANAGEMENT OF RISK, NOT ITS ELIMINATION

* Walter Wriston



Chairman of the Board of Directors, DP World

SULTAN AHMED BIN SULAYEM



“ **RUSSIA’S MOST IMPORTANT RESOURCE IS ITS BRAIN POWER, ITS WELL EDUCATED PEOPLE CAPABLE OF GREAT INNOVATIONS, AND I THINK THIS WILL ENSURE THAT RUSSIA WILL GAIN MORE POWER IN THE GLOBAL ARENA** ”

HER HIGHNESS SHEIKHA DEYA BINT IBRAHIM AL-KHALIFA

Member of the Royal Family, Kingdom of Bahrain,
President of Riyada Group holding company

— **Your Highness, currently many oil producing countries are suffering losses. In Bahrain this problem has been an issue for a long time. What can be done to support and develop the economy of Bahrain?**

— In Bahrain, we had to face this problem in the 1970s, when we first began to witness a decline in our onshore oil production. Our government chose to diversify the economy away from reliance on oil and now financial and offshore banking sectors make up around 20% of our GDP. In recent years, we also tried to develop other sectors, such as tourism and light industries, to complement the existing manufacturing and services sector. And one of the most important steps was reforming the labor market and focusing on developing the skills of Bahrainis to meet the changing business environment, as well as promoting small and medium enterprises (SME) which play a significant role in the economy.

— **Are you going to invest in Russia? What can Russia attract investments with? And what is Russia lacking to attract more investments?**

— Russia has made a big step forward by setting up the Russian Direct Investment Fund, which has helped easing the concerns of the foreign sovereign funds and succeeded in attracting some of the largest sovereign funds from the Gulf Cooperation Council region and around the world. Meanwhile, in the private sector small and medium size enterprises carry special importance. That is where investment in innovations has more potential for rewards. I have personally seen technological innovations which exist here. These businesses require only international marketing skills, patents and trade secrets protection and knowledge of the global business to enter international markets. Russia can easily capture a larger share of the innovative products in different fields: oil & gas, medical, IT among others, where it has an advantage in some technologies that are lacking in other countries.

— **What is Russia's position in your rating of investment destinations?**

— Russia definitely enters the top 20. But if we are talking about working with private businesses, Russia is seriously behind. For the historical reasons Russian business hasn't caught up with the international business community and more efforts are required to remedy it. But I believe we have to work with all types of businesses, not only private ones. It's necessary to build relationships patiently, looking for the best solutions.





SUCCESS DEPENDS ON INTUITION, ON SEEING WHAT AFTERWARDS PROVES TRUE BUT CANNOT BE ESTABLISHED AT THE MOMENT

* Joseph A. Schumpeter

— **What can you say about the role of Russia in the future world economy?**

— Russia is an active participant in many financial and economic institutions. In addition, Russia has a lot of natural resources. But its most important resource is its brain power, its well educated people capable of great innovations, and I think this will ensure that Russia will gain more power in the global arena.

— **You are quite rightly considered one of the most influential women in the Middle East. Is it really difficult for a woman to be a success in this region?**

— Frankly speaking, my business travels take me to different parts of the world. I've run across difficulties not only in the Middle East. And I have seen that women in many parts of the world still need to overcome more obstacles than their male counterparts. That is not to say that the business world is less difficult for men, it's just different.

But I believe that every person always has an opportunity to move forward irrespective of any obstacles and difficulties. I don't think we should live within the boundaries of where we were born. Every person should leave his own mark in this world and create something new.

PRIORITY DEVELOPMENT PROJECT

Education and cognitive development.

التعليم والتطوير المعرفي

MAIN PROBLEM

We all need to get rid of preconceived opinions and keep an open mind for the sake of better world with diverse cultures.

We all need to get rid of preconceived opinions and keep an open mind for the sake of a better world with diverse cultures

STRATAGEM

Sacrifice a plum tree to save a peach tree.

Sacrifice a plum tree to save a peach tree

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

Paulo Coelho. What is you look at the role of philosophy in the world of politics and problem solving?

لباولو كويلو
كيف ترى دور الفلسفة
في عالم السياسة وحل النزاعات

WHAT MAKES YOUR HEART SING

A genuine smile faith in humanity. And ability to share blend into perfect melody.

A genuine smile
faith in humanity
And ability to share
Blend into perfect
melody.

BEST DECISION OF YOUR LIFE

Let the days do what they want. Live in peace, if all is solved.

دع الأيام تفعل ما تشاء
وطب نفساً إذا حلّم القضاء

Member of the Royal Family, Kingdom of Bahrein,
President of Riyada Group holding company

HER HIGHNESS SHEIKHA DEYA
BINT IBRAHIM AL-KHALIFA



SAEED SARKAR

Secretary-General of the Iran Nanotechnology Initiative Council

— **How has Iran turned into the most technologically advanced country of the Islamic world, and one of the global technological leaders?**

— During the period that Iran was placed under sanctions, we were deprived of any other choice. If you have no one selling you the equipment you need, for example modern medical equipment, this becomes a strategic objective in itself. You have to start producing it, even if its production costs two or three times more than buying it directly from abroad. And life itself has forced us to learn how to make a lot of things at the highest technological level. Of course, until the sanctions were imposed on us, we did not know whether we could organize production at such capacity, and did not have faith in our ability to engage in sustainable production. However, there was no other way around it. Finally, we came to learn that indeed, we could stand on our own feet. Within a decade, we reached the seventh place in the world rankings for nanotechnology development, with Germany being the only country in Europe ranking higher than us.

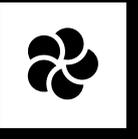
— **Can we say that the sanctions imposed against the Islamic Republic contributed to its technological development?**

— Having visited Iran and gotten acquainted with our achievements, a minister of one highly technologically advanced East Asian country asked the question: "If you managed to produce all this high-tech equipment under sanctions, there is no telling what you could do if you were not under sanctions." I replied, "Nothing! We would simply pay money and buy everything we need. We would not even think of the possibility of in-sourcing the production of this equipment".

— **In that case, would the lifting of the sanctions not hurt the "Iranian miracle"?**

— On the one hand, it is clear that our market is now open to Western companies and the whole world for our technologies. We can now sell our technologies to the West. This is profitable. But on the other hand, we must be very careful. We just do not have the right to relax, hoping that everything goes well. Some of the foreign high-tech companies are dumping their products in Iran to destroy the capacity of the domestic producers who sprung up during the period of sanctions. Sometimes, the price of high-tech products from Western companies in Iran is two times lower than that in neighboring countries. Moreover, after the lifting of the sanctions, some of our high-tech companies were presented with very good opportunities for cooperation with international corporations that are at the same time hunting for modern technologies.





PRIORITY DEVELOPMENT PROJECT

فناييت در راستاي رشد و توسعه
علم و تكنولوجي با هدف خدمت به مردم

MAIN PROBLEM

هنر نيابان توسعه تكنولوجي در جهان
بيشتر گروه هدف خود را طبعه مرفه و
شروع کنند جهان قرار داده اند.

STRATAGEM

ارائه الگوي موفق در توسعه تكنولوجي
نه قابليت اجرا در کشورهاي در حال
توسعه و يا کمتر توسعه يافته داشته باشند.

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

از رهبران کشورهاي صنعتي و توسعه يافته
پرسش که چقدر ايم براي کمک به رشد و
ارتقاء رفاه مردم جهان انجام داده اند.

WHAT MAKES YOUR HEART SING

شادي مردم

BEST DECISION OF YOUR LIFE

فردی مفید و در خدمت جامعه باشم

**ALWAYS CHOOSE THE HARDEST
WAY — ON IT YOU WILL NOT
FIND OPPONENTS**

■ Activities aimed at the progress and development of science and technology with the aim of serving the people.

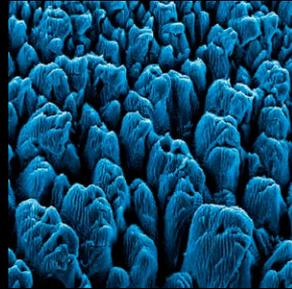
■ Those who develop technology in the world see well-to-do people as their target audience.

■ Giving a successful example of technology development that can be applied in developing or underdeveloped countries.

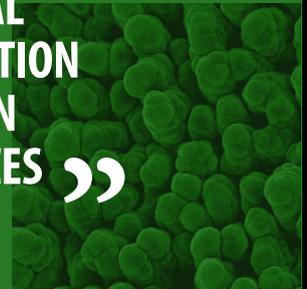
■ To ask the leaders of industrialized countries on what measures they have taken for the development and improvement of living standards around the world.

■ The joy of the people.

■ To be useful and to serve the public.



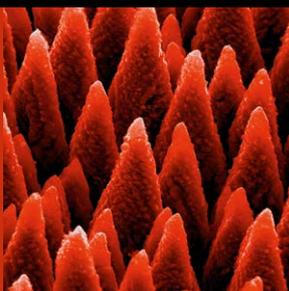
“OUR MOST
IMPORTANT
ADVANTAGE
IN GLOBAL
COMPETITION
IS HUMAN
RESOURCES”

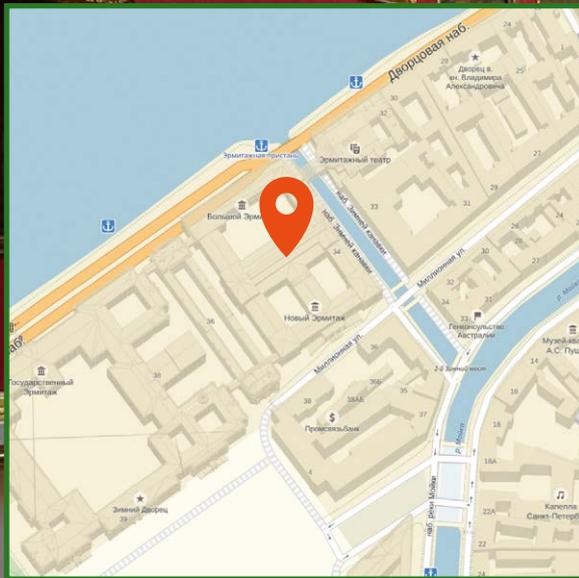


But our most important advantage in global competition is human resources. Our main wealth is not the oil and gas that is hidden underground, but our very own people. Iran's experience clearly demonstrates that even under conditions of Western sanctions, sustainable technological development is indeed achievable.

Secretary-General of the Iran Nanotechnology
Initiative Council

SAEED SARKAR





THE COLLECTION OF THE STATE HERMITAGE HAS ABOUT THREE MILLION EXHIBITS. THEY ARE LOCATED IN A COMPLEX OF FIVE BUILDINGS. IF WE LOOK AT EACH EXHIBIT AT LEAST FOR ONE MINUTE, THE PROCESS OF OUR ACQUAINTANCE WITH THE WHOLE COLLECTION WILL TAKE 8 YEARS, AND THE DISTANCE THAT WE WOULD NEED TO WALK WILL BE MORE THAN 20 KILOMETERS.



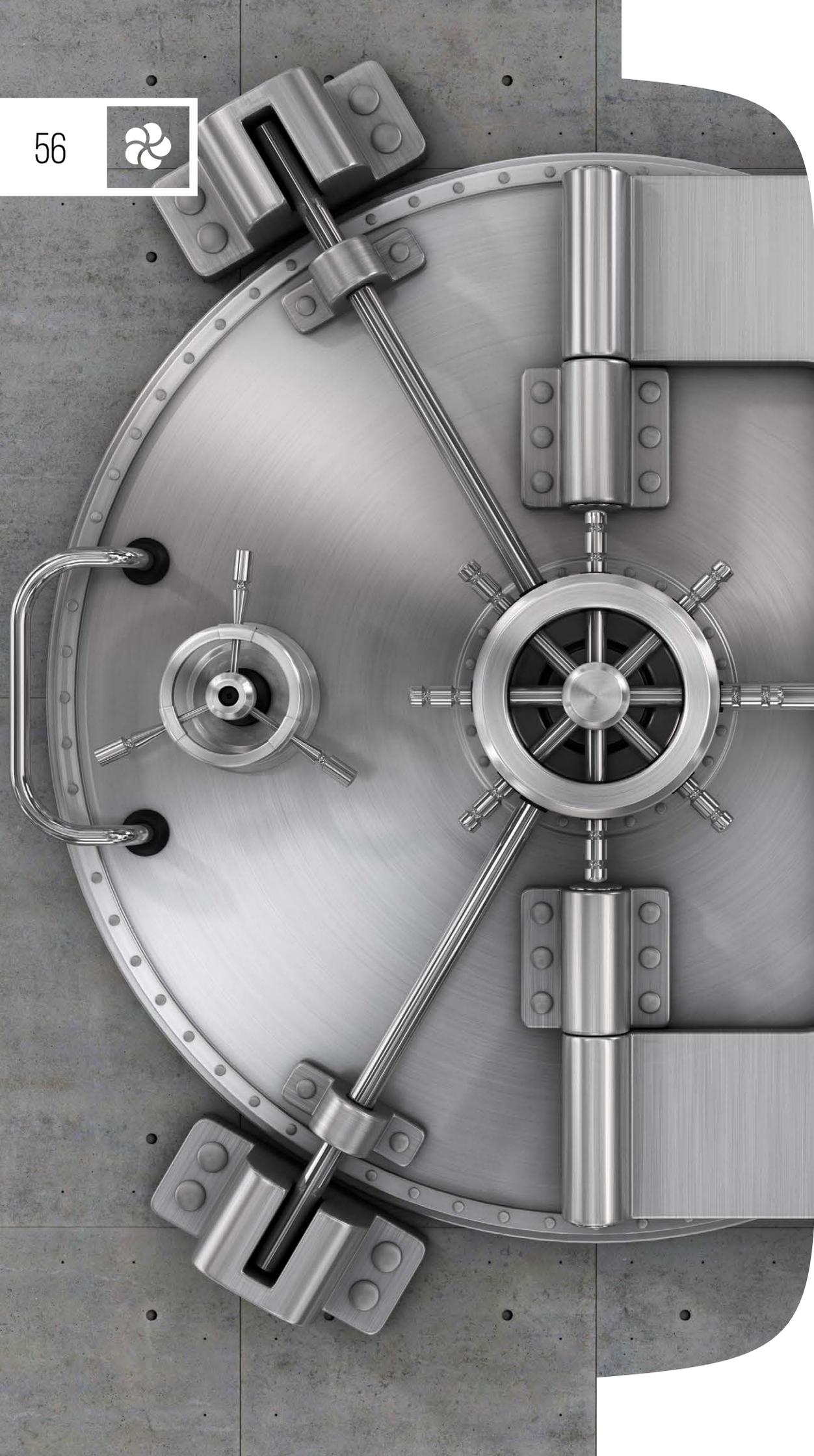


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HENRY LIU

Expert in the area of international finance, consultant to private and state-owned companies of the People's Republic of China in the area of innovation policy and international contracts

— **Some time ago you have introduced a notion of the 'dollar hegemony'. You claim that this hegemony is disappearing. In what, in your view, is the vulnerability of the dollar system?**

— Within the last two decades the US Federal Reserve System has been unable to control inflation. Despite the slowing down of the US economy that followed, the world prices that are pushed by the demand of developing economies continue to grow. The reason for this lies in the fact that the ever growing global population consumes food, energy and goods of daily necessity faster than our market economy is capable of producing. The irony of the moment is that the production capacity cannot be fully employed due to insufficient incomes of the working people to support the unsatisfied demand. The inflation stimulates growth of the amount of cash, which flows not to those who spends it for consumption of goods and services but instead, contributes to financial assets.

— **Is a reform of the dollar system possible?**

— The market has lost its trust in the government's political courage for taking a required strategy to radically change the obsolete ways of managing the continuous cash flow to provide a constant economic growth without any crises and inflation. The existing market forces react to fixed inflation expectations. These expectations, in their turn, only increase the inflation pressure, becoming a self-fulfilling prophecy which turns fears into reality.

— **Are there any hopes for changing the world's financial system? What's the role of Russia and China in these changes?**

— We should stop paying attention to that damaging type of financial institutions that today are the central banks, carrying out urgent financial assistance for paying off debt, thereby increasing this debt. Today's debt crisis gives us an opportunity for a catharsis. This inspiring self-transformation will be the reforming of the world economy infected with greed and the departure from a senseless and expensive competition to an initiative of cooperation for constructing the world community based on human values, necessary for reaching equality without submission, sympathy with not so lucky people, and respect for diversity.



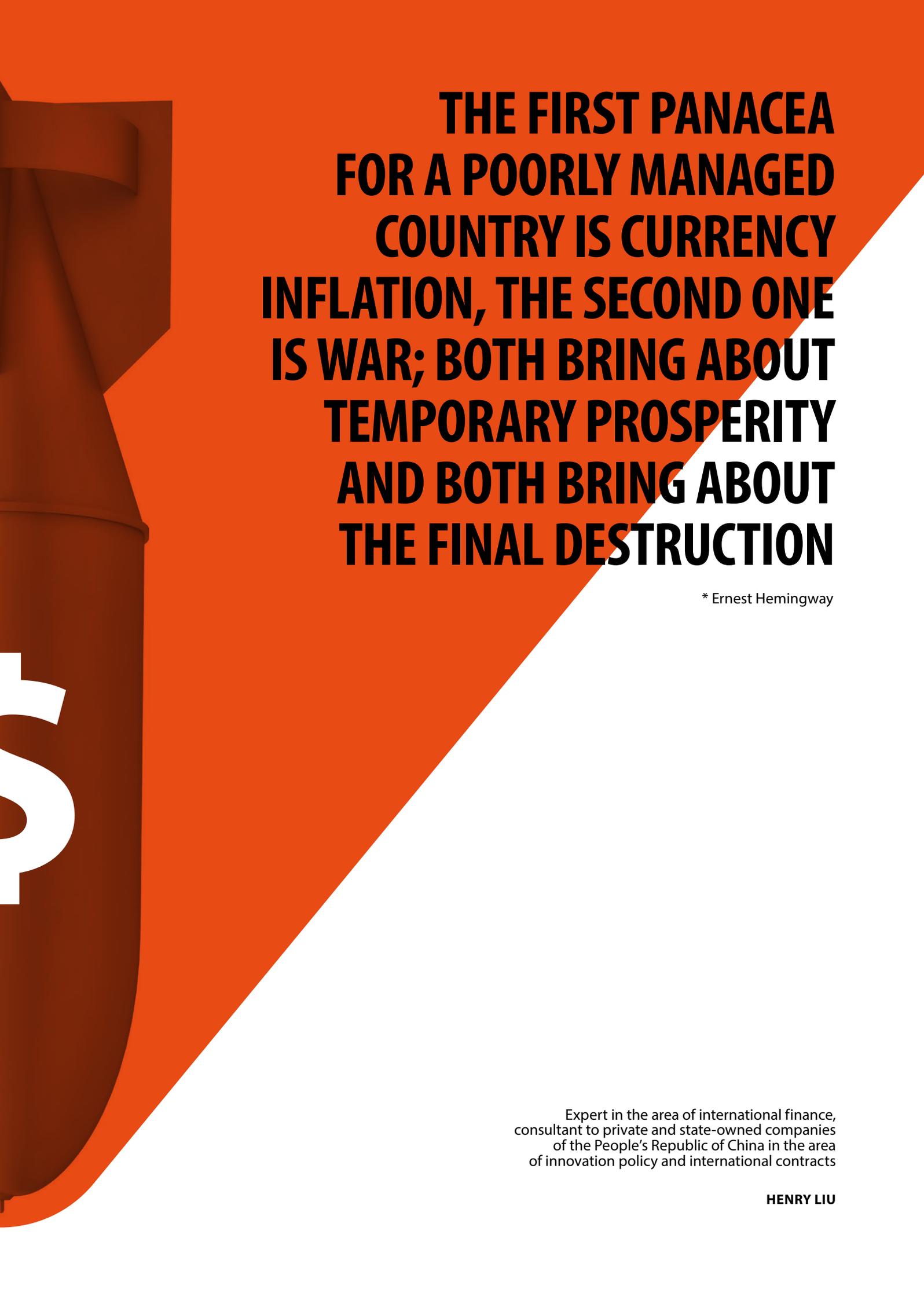


“WAR IS THE MOTHER OF ALL INFLATIONS”

The winds of change blow over the whole world. Both Russia and China can potentially become the leaders of this initiative.

— What is the danger of militarizing the economy?

— War is the mother of all inflations. Democratic governments always with a greater ease agree to increase debt rather than to increase taxes for paying for war. The temptation of printing money for paying off the increasing national debt is insurmountable. Like the inflation wave of the 1960s to the 1970s started in 1965, when the Vietnam War turned out to be a trigger mechanism, the current inflation wave is related to the wars in Afghanistan and Iraq, and expenses for the national security have something to do with the global war against terrorism. As the Vietnam War failed to stop the spread of communism in the South-East Asia and to strengthen the American economy, the current global war against terrorism will only weaken the US economy without improving the US national security.



**THE FIRST PANACEA
FOR A POORLY MANAGED
COUNTRY IS CURRENCY
INFLATION, THE SECOND ONE
IS WAR; BOTH BRING ABOUT
TEMPORARY PROSPERITY
AND BOTH BRING ABOUT
THE FINAL DESTRUCTION**

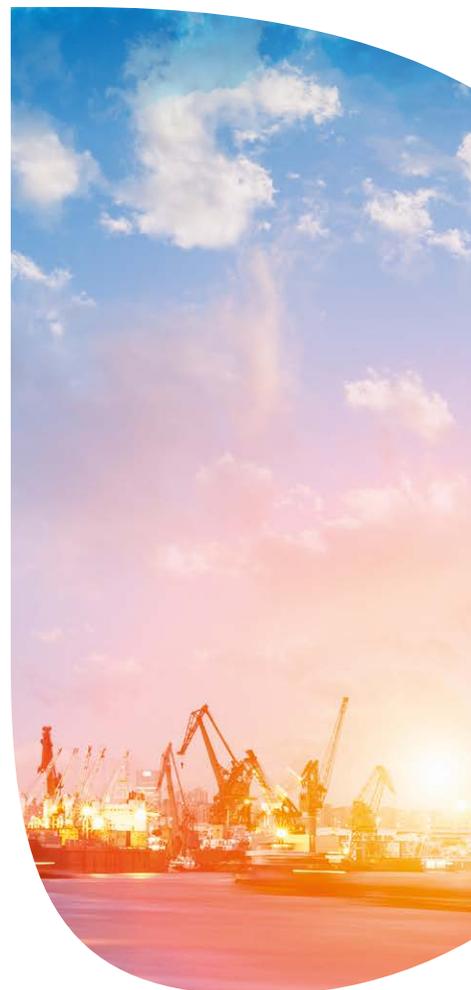
* Ernest Hemingway

Expert in the area of international finance,
consultant to private and state-owned companies
of the People's Republic of China in the area
of innovation policy and international contracts

HENRY LIU



“**DEVELOPMENT
OF RUSSIA'S
TRANSPORTATION
INFRASTRUCTURE IS
AN URGENT OBJECTIVE
AND FOR ITS SOLUTION,
A BIG AMOUNT
OF INVESTMENTS IS
REQUIRED**”



BAI YUNFAN

General Director, Moscow Branch, China
Communications Construction Company Limited

— Have the anti-Russian sanctions changed the map of Russia's investment attractiveness for external investors? If yes, where exactly?

— Due to the introduction of the sanctions in respect of Russia by the European Union and the USA and due to the fall of oil prices, the macro-economic situation in the country has deteriorated: the budget deficit has worsened, the capital outflow has increased, and the inflation has grown up. Accordingly, the investment risks have also increased. However, if we are talking about Russia's investment attractiveness for non-European, especially Chinese investors, the sanctions, on the contrary, present us a good chance. Our company that specializes in engineering, construction and operating of the hauling infrastructure implements projects in more than 130 countries of the world. Development of Russia's transportation infrastructure is an urgent objective and for its solution, a big amount of investments is required. That is where the investment attractiveness lies.

— Which areas of Russia's economy are the most attractive for foreign investors and why? What these dynamics could be within 5 to 10 years?

— Whatever sanctions are introduced, there's a good economic base preserved in Russia. It's strong in many areas, such as space and petrochemical industries, heavy engineering, road and bridge construction. At present, a big potential for development, in our view, is in such industries as tourism and related industries, such as e-trading, agriculture and infrastructure. We are looking optimistically at the development potential of these branches. However, having said this, we should properly structure our cooperation with foreign investors who anticipate a long term mutually beneficial cooperation.

— You deal with ports among other things. Could your business achievements be used in the development of the Northern Sea Route? If yes, in what way?

— Yes, ports are one of the main directions of our company's activities. We are the biggest company in the world in engineering and construction of sea ports, the biggest supplier of container cranes. We have the largest fleet of dredging vessels. Nearly 80% of ports in China have been built with our company's participation. Moreover, we have built five out of ten biggest container terminals of the world. The Northern Sea Route is a large scale project which has strategic importance for Russia.





PRIORITY DEVELOPMENT PROJECT

Transport infrastructure construction, including roads, bridges, tunnels, ports, airports, railway lines, etc.

Строительство транспортной инфраструктуры. Включая автомобильные дороги, мосты, туннели, порты, аэропорты, мз и тд

MAIN PROBLEM

High volatility of the ruble.
Different mentalities.

высокая волатильность рубля.
разные менталитеты

STRATAGEM

Work and make friends.

Работать и дружить

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

To Russian President:
How did your daughter learn the Chinese language?

Президенту РФ
как Ваша дочь научилась
китайскому языку?

WHAT MAKES YOUR HEART SING

The feeling of freedom.
Spending time with family.

чувство свободы и быть
в кругу семьи

BEST DECISION OF YOUR LIFE

To have two children, which was rare in my country those days.

иметь двух детей, это
в свое время является
редкостью в моей стране

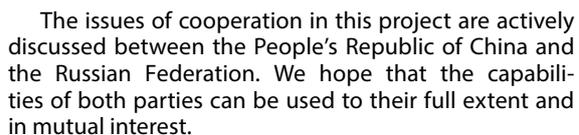


**“ THE NORTHERN SEA
ROUTE IS A LARGE SCALE
PROJECT WHICH HAS
STRATEGIC IMPORTANCE
FOR RUSSIA ”**



**SHOULD THERE BE ANY FLEET,
HARBOURS WILL BE FOUND**

* Peter the Great



The issues of cooperation in this project are actively discussed between the People's Republic of China and the Russian Federation. We hope that the capabilities of both parties can be used to their full extent and in mutual interest.

General Director, Moscow Branch, China
Communications Construction Company Limited

BAI YUNFAN

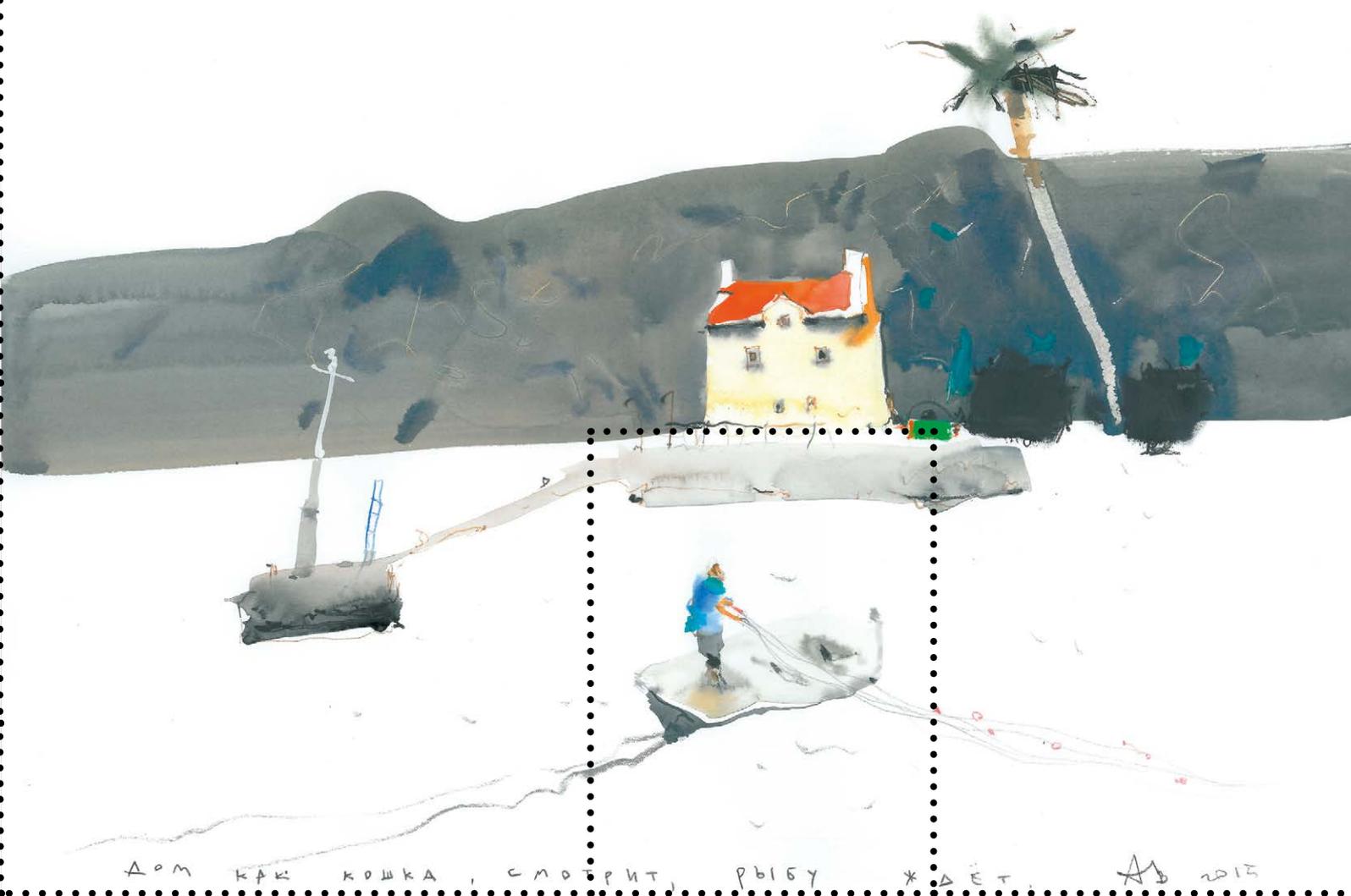


ALEXANDER VOTSMUSH

Sevastopol



CREATIVE INDUSTRY PROGRAM



ARTISTIC DEVELOPMENT OF EASINESS

His paintings evoke, first of all, a profound surprise. It's a surprise from getting into somebody's wonderful dream. Then, comes admiration! The admiration of the painter's unusual courage and the airiness of his paintings. It seems that they are woven of our infant dreams! The admiration of a child is replaced by the sadness of a grown-up who realizes that there is no chance to stay in these paintings for a longer time. You want to run away into his paintings, to walk along paved roads there, to breathe clean air of his fairy-tale seas, to talk with mysterious inhabitants of his world.

Displayed painting: The house is like a cat, it watches, waits for fish



**“ WE ARE NOT AFRAID
OF MOVING FORWARD AND
CHANGING OUR BUSINESS
MODEL, IF NECESSARY ”**

A close-up portrait of Boris Kim, a man with short dark hair and glasses, looking down at a laptop screen. The background is dark with some blurred light spots. The image is partially obscured by a dark blue circular graphic on the left side.

BORIS KIM

Chairman of the Board, QIWI Company,
Chairman, National Association
of the Electronic Trading Participants
(NAETP)

— **What is the secret that makes your brand so “unsinkable”? Competitors come and go and you stay in the market.**

— The secret is simple and, in general, well-known to everybody: we are trying to find a free niche in the market. There is a demand but it hasn't been met for whatever reason and we are trying to meet this demand. Apart from this, up to date we've managed to build the infrastructure which will be very difficult for new players to replicate. The price of entering the market now, in comparison with what used to be 10 years ago, has grown up by a few orders of magnitude. The market has changed too. We were not afraid of cannibalizing our own products. At first, they were scratch cards, then cash desks in supermarkets and cash terminals, and now it's the qiwi-purse, around which there are lots of other services. We are not scared of moving forward and changing our business model, if necessary.

— **If we put on one side of the scales the Fintech, startups, and on the other one — classical banks, which will outweigh within the next 10 to 15 years? Or will they get along and coexist?**

— The threat for the banks doesn't come from the Fintech or startups but from the association of such traditional payment systems as Visa and Mastercard with technology companies and retailers. In this chain, traditional banks at some point may become unnecessary and the unnecessary intermediaries disappear.

— **Who needs blockchains and cryptocurrencies — people, businesses, the state or the world in general?**

— This is a false opposition. Many properties of cryptocurrencies are useful for the public, but in order to make them useful for the state one needs to resolve the issues related to their anonymous nature and the lack of a single emission centre. Finally, the whole society will benefit. In this sense the Internet could be an appropriate analogy. The blockchain technology is a kind of a protocol that can be used in various areas.



PRIORITY DEVELOPMENT PROJECT

Self-development.

MAIN PROBLEM

Time flows in one direction only.

STRATAGEM

In the end, everything will be well. And if everything is not well, it is not the end.

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

Stephen Hawking: Does God exist?

WHAT MAKES YOUR HEART SING

Many things. And sometimes no special reason at all.

BEST DECISION OF YOUR LIFE

To become a student of MSU (Moscow State University).

саморазвитие

*Время течет только
в одну сторону*

*В конце концов все
будет хорошо. А если
еще не все хорошо,
это еще не конец.*

*Стивен Хокинг
Есть ли Бог?*

*От множества вещей.
А иногда - и совсем
без причины*

Поступать в МГУ

— **When engineering something new, what is the best driver — inspiration, internal 'ego' or a cool calculation, a motivation for business success?**

— It depends on the nature of the person and on the type of innovation. But speaking very roughly, there are two approaches. The first one is the following: you devise a better — more efficient, more convenient, cheaper — way of satisfying the existing demand. In this case you can rely on users' inquiries and design a rather precise model. The second one is when you invent a completely new product or service. Then, what users tell you will only confuse you. You can't do without intuition or vision here. However, I would like to emphasize that the execution plays an impor-

tant role in both cases. Poor execution has killed many good ideas and, nevertheless, the role of this factor is often underestimated.

— **As a well-to-do person you can choose any place in the world to live, however you stay in Russia. Why?**

— I think the reason is the cultural identity. For me it's important to be surrounded by the Russian language, to go to Russian theatres or Russian museums. This cultural identity that has nothing to do with nationalism, with all its subtlety and finesse, keeps me here very strongly. And I don't mind.

ONE SHOULD CHOOSE BETWEEN WHAT HE'S USED TO AND WHAT HE'S ATTRACTED TO

* Paulo Coelho



“ **CULTURAL IDENTITY THAT HAS
NOTHING TO DO WITH
NATIONALISM, WITH ALL ITS
SUBTLETY AND FINESSE, KEEPS
ME HERE VERY STRONGLY** ”

Chairman of the Board, QIWI Company, Chairman,
National Association of the Electronic Trading
Participants (NAETP)

BORIS KIM



“ THE DEVELOPMENT OF THE RUSSIAN FAR EAST IS DECLARED NATIONAL PRIORITY FOR THE XXI CENTURY BY THE PRESIDENT OF THE RUSSIAN FEDERATION ”



THE FUTURE OF RUSSIA STARTS IN THE FAR EAST

The development of the Russian Far East is declared national priority for the XXI century by the President of the Russian Federation. The team of the Deputy Prime Minister and Presidential Envoy to the Far Eastern Federal District Y. Trutnev already has several achievements in accelerating the economic activity in the region.

We have prepared the law on the “territories of accelerated social and economic development” inspired by the experience of the free economic zones in Asia-Pacific Region. This law offers tax preferences, simplified administrative procedures and the state’s support in building new infrastructure. This law came into effect in 2015, with 12 such territories created in 8 regions of the Russian Far East.

We have launched a program that provides state subsidies for creating the infrastructure for large investment projects. We have already supported 10 of such projects.

We have also passed the law on the free port of Vladivostok. It creates a special regime of a “free customs zone” with the customs offices operating 24/7 as a “single window”. The residents of the free port zone have the advantage of fast VAT refunds and considerably lower tariffs for insurance fees (from 30% to 7,6%). They are also fully free from income, property and land use tax for 5 years. What is more, there is a simple procedure for foreign citizens to enter the Russian Federation with the help of the electronic visa that can be acquired right at the border. The first residents of the port already started implementing their projects. This regime will be replicated in other key ports of the Russian Far East.

The Far East Development Fund is already offering entrepreneurs “long” money with lower interest rates. The Russian-Chinese Agro-Industrial Fund with the overall capital of 10 billion US dollars is being created.

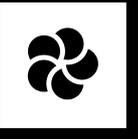
The fact that the Russian Far East has become a highly competitive place for investments has been proven by the investors themselves. At that very moment the new economic tools have already brought to the Russian Far East the additional investments in the amount of 1 trillion roubles. The industrial production growth reached 104% in January-April 2016.

The Russian Far East has enormously rich natural resources and a great potential in the logistics sphere. Natural resources extraction is the most developed branch of economy in the region. It contributes more than 25% to the regional GDP. Transport and communications give more than 13%. Based on the demand of the export-oriented industries of the Far Eastern economy we can also develop technologies and education, thus triggering deep changes in the economic structure.



ANNA AKPAROVA

Ph. D. (Physics and Mathematics), Assistant to the Deputy Prime Minister of the Russian Federation — Presidential Envoy to the Far Eastern Federal District



There is also a clear interest of our Eastern neighbors in investing into the production assets of the export-oriented industries of the Russian Far East to ensure their access to natural resources. In our turn, Russian businesses can achieve “vertical integration” in the value chains by getting shares in companies to which they supply resources. Eventually, this will lead to the increase of the degree of processing that is done on our territory.

The fact that the Russian Far East has low population density can actually become a positive factor. It will force

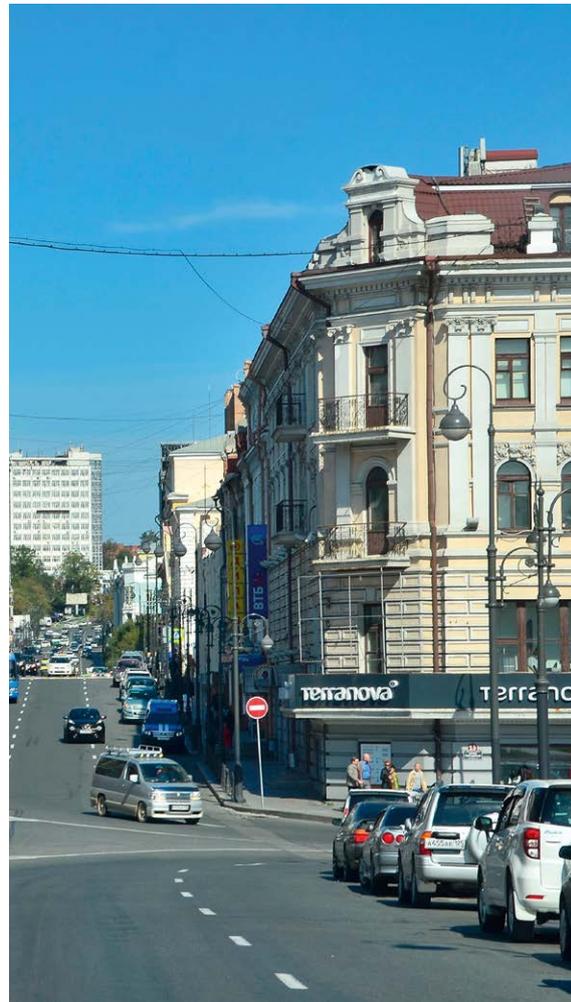
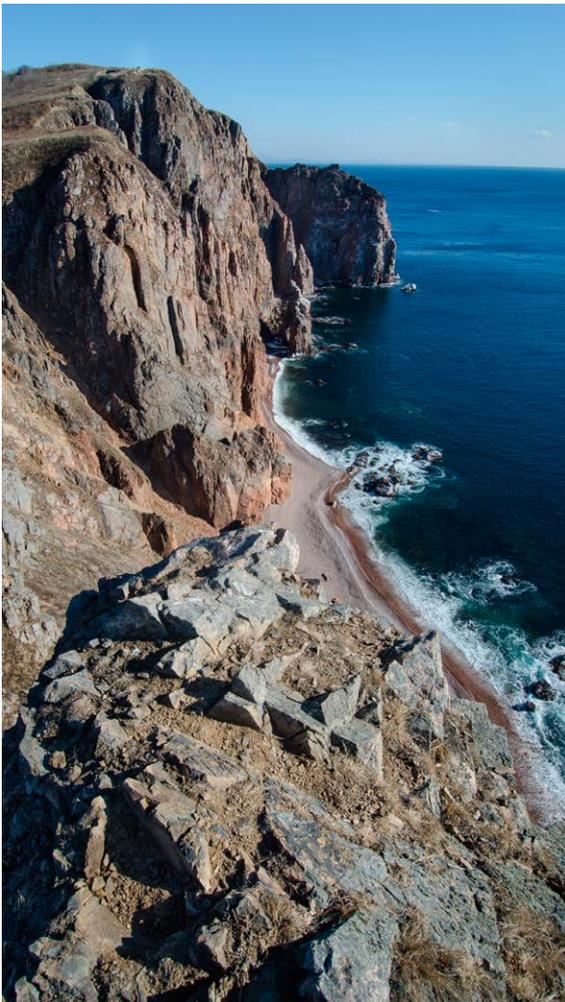
businesses to introduce cutting-edge technologies, taking into account the trend for the automation and robotization of production. At the same time, the share of creative and skilled jobs in economy will be growing dramatically and the high-quality human capital will become the main competitive advantage in the region. We understand that the demographic problems of the region will require a comprehensive solution.

The dynamic changes happening in the Russian Far East are likely to become a trigger for the deep insti-



THE FAR EAST REGION HAS THE FASTEST DEVELOPING ECONOMY IN RUSSIA

* Yury Trutnev





WHEN I REACHED THE RUSSIAN FAR EAST, MY HEART WAS SINGING WITH JOY

* Vladimir Arseniev

tutional transformations that will help creating a self-sustaining law-based system. This system will ensure the development of the advanced economy, the growth of human capital, the maintenance of the national identity and a solid place for Russia in the global community.

The future of Russia starts now — in the Russian Far East.



Ph. D. (Physics and Mathematics),
Assistant to the Deputy Prime Minister
of the Russian Federation — Presidential
Envoy to the Far Eastern Federal District

ANNA AKPAROVA



The art of SU MISURA

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“ A STATE PROGRAM THAT WOULD COMPENSATE PRODUCERS NOT AT THE SET RATES BUT AT THE LEVEL OF EXPENSES IN INVESTMENT PROJECTS SHOULD BE ADOPTED AND IT SHOULD BE AIMED AT MAINTAINING THE DEMAND AND INFRASTRUCTURE DEVELOPMENT ”

THERE ARE SPROUTS OF HIGH AGRITECHNOLOGIES BUT THEY ARE JUST SPROUTS

— **A quarter of a century has passed after the collapse of the USSR but the land ownership issue hasn't been resolved up to date. Many people believe it is the main problem that hinders the development of agriculture. Do you agree with this statement?**

— No, it isn't the main obstacle, although it exists. Indeed, the issue hasn't been resolved, but the problem is that our state agricultural policy is aimed not at stimulating the producer but at meeting the people's demand for cheap and accessible food. The agricultural policy should be changed to enable the producer to be economically interested in producing.

— **And what specifically should be done to achieve this?**

— A state program that would compensate producers not at the set rates but at the level of expenses in investment projects should be adopted and it should be aimed at maintaining the demand and infrastructure development.

— **During the Soviet times one of the main problems of agriculture was the undeveloped infrastructure which resulted in the loss of a significant amount of crops that didn't reach the processing stage. Does the problem still exist now?**

— The problem does still exist, only the level of losses has come down by ten times as not only producers but sellers and buyers are interested in minimizing the losses. Of course, infrastructure should still be developed. Generally, agricultural policy everywhere should be aimed at stimulating production in the first place and this inspires the development of the infrastructure and maintains the demand. As far as we are concerned, we do exactly the opposite — we suppress prices in the agribusiness sector and this destroys incentives.

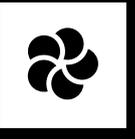
— **What's the situation with agricultural equipment now?**

— We have some pieces of good equipment, especially in terms of price versus quality. Another issue is that the farmers' purchasing power under the current economic conditions is not very high and, as a result, we have a very high load on each unit of equipment.



**ARKADY
ZLOCHEVSKY**

President, Russian Grain Council



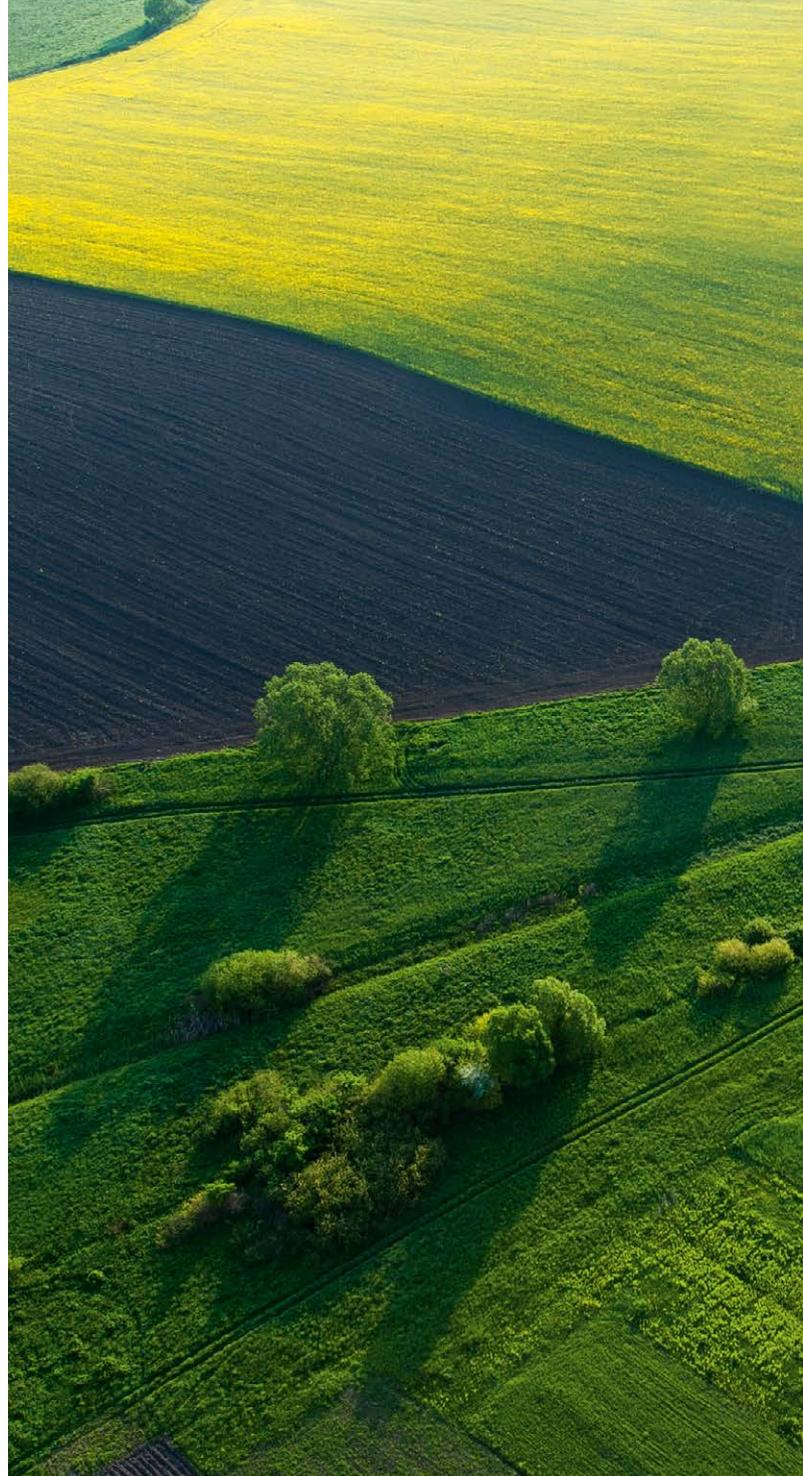
For example, a load for one combine is about 360 to 400 hectares. And the equipment can stand it. It's reliable. The problem is in something else: our equipment can't manage to cope with its task for an allocated unit of time. In Europe the same factor is 130 hectares per machine and in USA — 150 hectares. We have almost 400. Naturally we don't fit in the optimum timing determined by the weather. Hence, the crop losses. And the same is for all types of equipment. We are lacking it to a catastrophic level. We have competitive pieces but there is only a small quantity of the equipment available. We have half a year queue for one Kirovets tractor.'

— **What's the situation with training personnel for agriculture? What are the problems here?**

— Here we also have problems that go through the roof, so to say. Some ministry clerks have somehow come up with an idea to stop training lawyers and economists in agricultural universities. And what is an agriculturalist who understands nothing in economics? If a person understands something in biology but doesn't understand anything in economics, it means that he or she can't manage a resource in an efficient manner. It means that, despite having an excess of labor in agriculture, I mean unqualified labor, we have a real shortage of personnel.

— **Do we have innovative technologies at the world level in today's agriculture?**

— There are sprouts of high agritechnologies but they are just sprouts and they are far from mass production. Having said that, the examples themselves are very advanced. First of all, these are information technologies. They are generally a driver of development in agriculture. The systems of precision farming, satellites, GPS systems, etc. This is a frontline but it's just a silly lack of cash that doesn't allow bringing all these technologies into production.



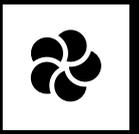
BY HITTING THE GROUND YOU CAN GET ONLY DUST BUT NOT A CROP

* Rabindranath Tagore



President, Russian Grain Council

ARKADY ZLOCHEVSKY



SLAVA FOKK

Krasnodar



CREATIVE INDUSTRY PROGRAM



THE SUGGESTIVE SIDES OF LIFE

Sardanapalian, affected girls. Bizarre coiffures and attires.... The past epoch is looking at us through their huge eyes from Slava Fokk's paintings. Even dilute palette and color blocks remind of the beginning and the middle of the 20th century, art-deco. The painter is attentive to details and pays his attention to the elements of design. Both avant-garde and surrealism are present in his style.

Displayed painting: White poppy



**“ INTEGRATED SYSTEMS
EXPLOIT TRANSIT
DENYING A BALANCE
AND REPRODUCING
CRITICALITY ”**

NERVES OF THE WORLD. SPACES OF INTEGRATED OPERATIONS

The world is constantly changing. The future-history casts multiple shadows and the choice of the scenario depends on the position and interpretations. From the epoch of industrialism, people migrate to the new world where the notion of quality loses its previous meaning and unique features become a required quantity influencing different aspects of reality. Integrated systems exploit transit denying a balance and reproducing criticality.

The social pitchfork of the past century was the revolution of masses, associated with the industrial culture and "etatization." Industrialism realized the conveyor production of copies having created the excess of cheap things, which, in its turn, devalued semantics of the class differences: objects and services — from a man's suit to education — started being bought at noticeably reduced prices. The growing discretion income was breaking class partitions, turning the earlier inflexible stratification into multicoloured social mosaics.

The demand for narrowly trained professionals, needed for functioning of political and economic factories, has strengthened the positions of the middle class. The community of the people of knowledge has undergone its own transformation: the accent has shifted from perception to utilization and the relay baton has been passed over from thinkers to engineers, both technical and social. In a mass society the ersatz-elite used to be a mass leader, the state used to turn itself into a political machine governed by bureaucracy or apparatchiks, the subject of power used to be transformed into a cartel regulated by a competition of parts — parties or clans.

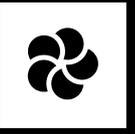
The global and universal reconstruction of social space has been initiated, the decolonization of the South and making of 'the third world' have involved new actors of change into the active universe. The development of the civilization leads to an industrial coup and the status of non-material assets sharply increases. The revolution of the masses is replaced with the revolt of the elite, the digital culture and complicated systems, capable of acting efficiently in situations of uncertainty, are in demand.

A national state loses its earlier exclusivity. Its ability of powerful management of human trajectories narrows down preserving qualities and benefits of sovereign rule-of-law communities.

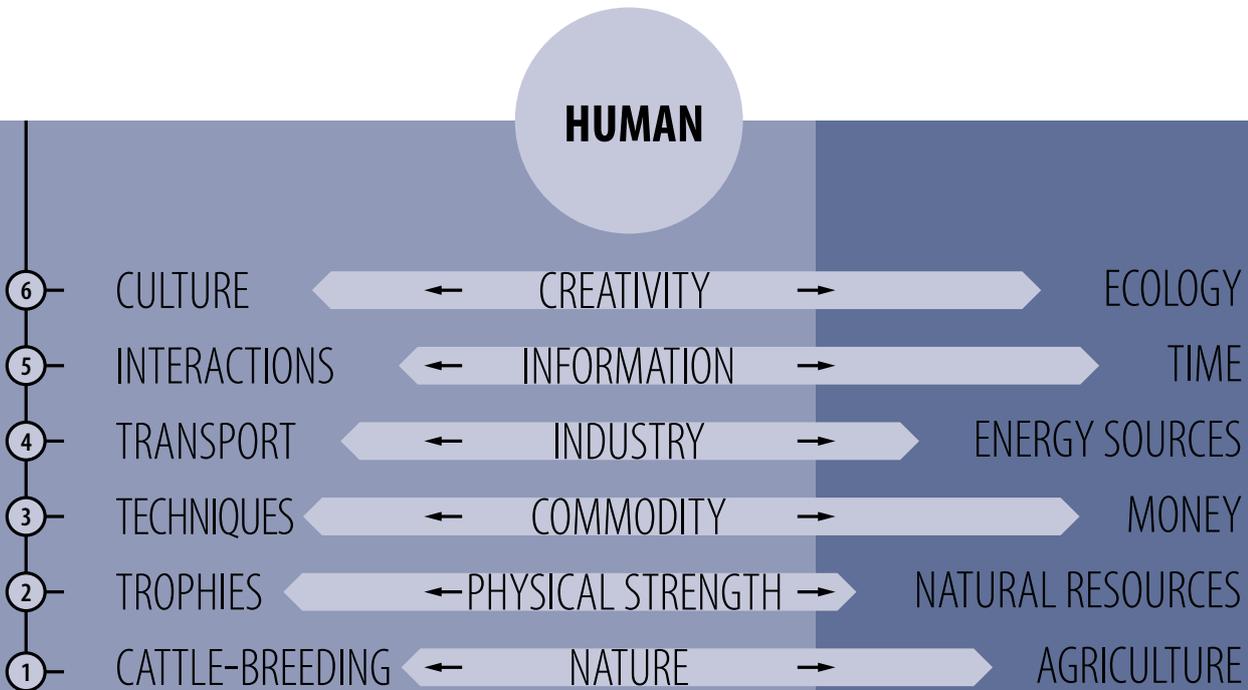


ALEXANDER NEKLESSA

Chairman, Commission for Socio-Cultural Problems of Globalization, Russian Academy of Sciences, Head of North-South Laboratory at the Russian Academy of Sciences



GENOME OF HISTORY



Innovation forms of an external political organization prevail: global regulatory bodies, quasi-sovereign states, separatist formations, geo-economic integrities, corporation states, poorly formalized influential anthropo-social communities — mobile archipelagos, flying islands constituting a de facto new type of political organisms. The trans-border mobility is increasing, the world market is acquiring shapes of a specific world order, and the elite umbrella as a regulatory authority is getting more complicated.

Passing through the post-modernization barrier demonstrates a growing importance of effective personalities, the speed and the scale of operations, the variety of global communications. The trans-border expansion changes the look of political and economic geography: geo-economic areas related to a dominating language of local practice (geo-culture) are being shaped. The topic of socio-cultural competition has been constantly included in the global agenda. The basis for socio-cultural gravity is the collective identity awakening the willingness to be a part of the world causing sympathies. In the disperse environment, the critical role of the personality factor, a strategic resource of the epoch is getting more noticeable. An intense re-distribution of human resources over the planet (geo-anthropology) is ongoing.

The global transformation isn't linear by nature and radical by its content. Reconstruction of social space is accompanied with active ideas of the future, axiological and epistemological crisis, destruction of the framework of the previous discourse (Overton's windows) stimulating re-organization of the research process. Renewal of the problems of intellectual corporations, forms of translation of knowledge, methods of perception/action/management are related to the genesis of a complicated personality, the development of its multi-dimensional spaces and codes of highly adaptive self-organization.

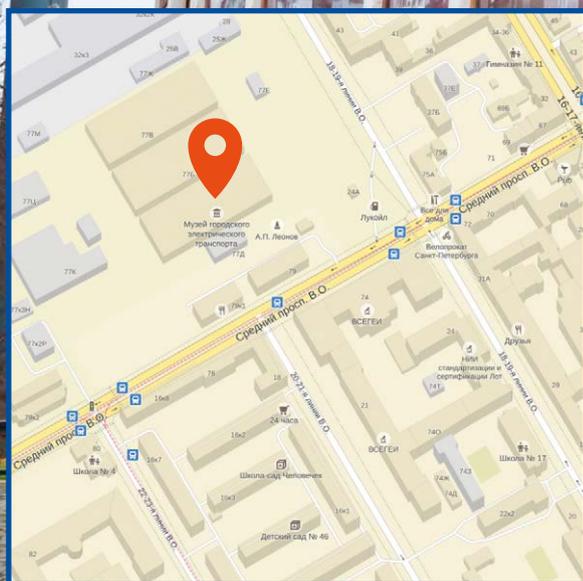
It's most unlikely that we should expect a transition to the balanced world order. The oecumene will be wrapped in a techno-area cover and penetrated by the energy of the permanent transit constituting an unbalanced, uneven, dynamic status of the anthropological universe inhabited by numerous and multi-faced individuals.



“ THE BASIS FOR THE SOCIO-
CULTURAL GRAVITY IS
THE COLLECTIVE IDENTITY
AWAKENING THE WILLINGNESS
TO BE A PART OF THE WORLD
CAUSING SYMPATHIES ”

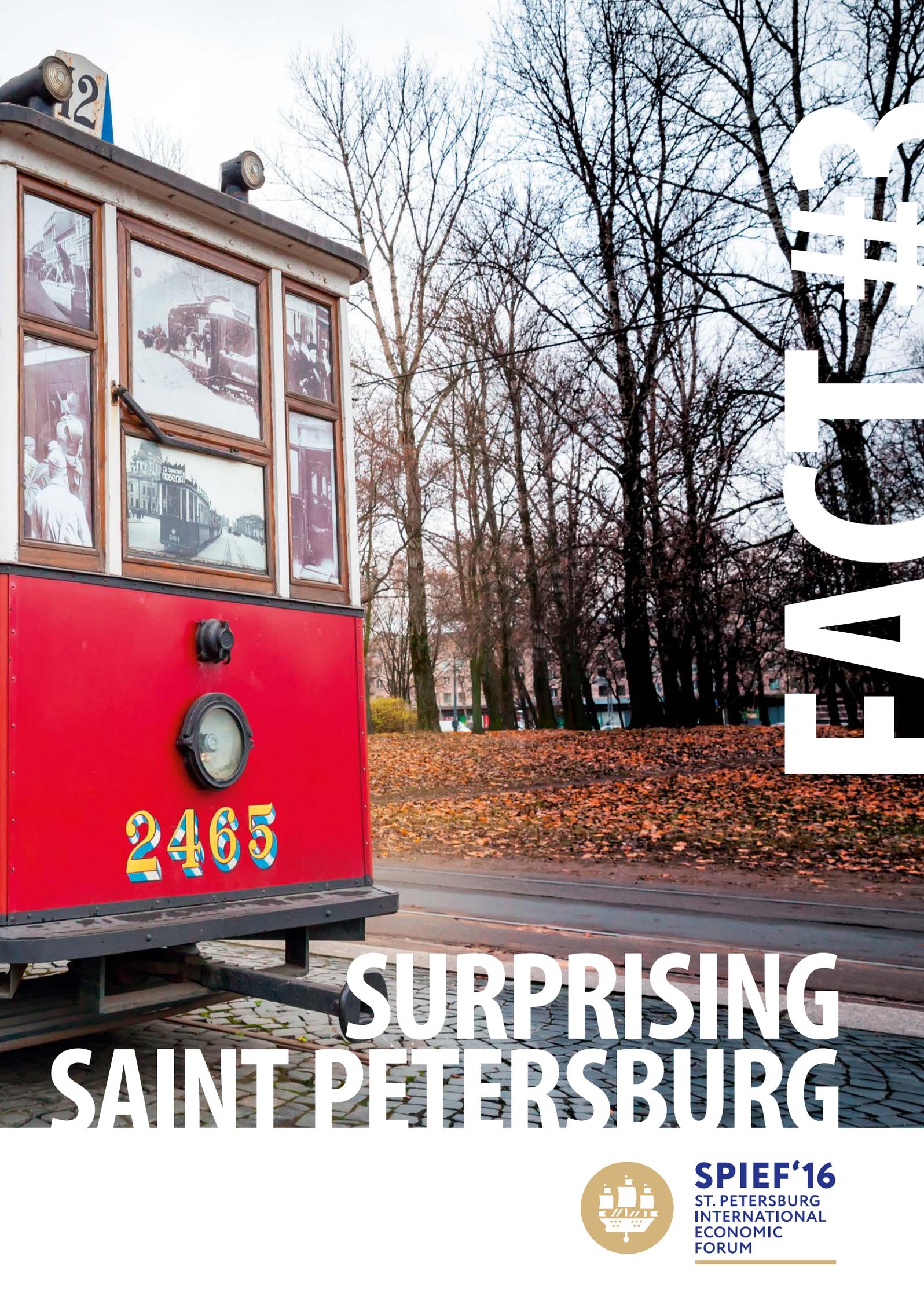
Chairman, Commission for Socio-
Cultural Problems of Globalization,
Russian Academy of Sciences, Head
of North-South Laboratory at the Russian
Academy of Sciences

ALEXANDER NEKLESSA



SAINT PETERSBURG IS THE RECOGNIZED CAPITAL OF TRAMWAYS BECAUSE THE LENGTH OF ITS URBAN TRAM RAILS IS MORE THAN 600 KILOMETERS. THIS FACT IS INCLUDED IN THE GUINNESS WORLD RECORDS BOOK.



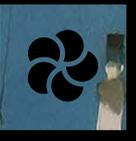


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SURPRISING SAINT PETERSBURG



SPIEF'16
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ECONOMIC
FORUM



“ A CONSENSUS AMONG THE STATES THAT ARE BEING BLACKMAILED BY RATING AGENCIES IS APPEARING ”



THE FUTURE ADVANCES, THE PAST RESISTS

Keynes thought that economics is not as much the 'science of thinking in terms of models' but the 'art of choosing relevant models' in accordance with constant and immitigable changes of the world. Economic models or methods (for example, ratings of countries or companies) are aimed not at resolving problems of econometric methodology but at searching a way out of the acutest economic and social problems facing the society.

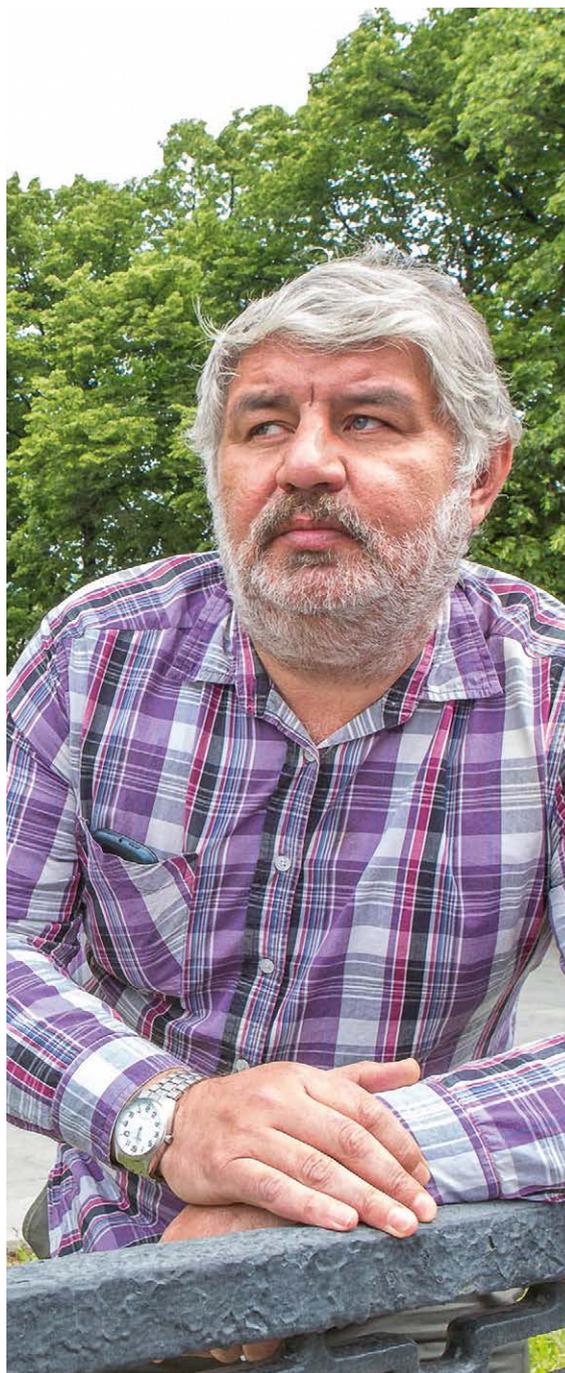
And that's why ratings should be aimed not at the past, not for the purpose of assessing the results achieved, but at the future — for the purpose of forecasting, foretelling something unknown, and, in essence, at making decisions. But aims of forecasting cannot be reached by way of applying established methods, even quite creative ones. Indeed, in order to make statistically reliable forecasts, we should receive a selection of future data. That's the reason for catastrophic failures of modern rating agencies, which caused multi-billion losses for investors.

Now the trust of both large funds and 'small investors' in rating agencies has been undermined. It's not by chance that Mario Draghi, the Head of the European Central Bank, so persistently complains about the insufficient demand that's not capable of absorbing all savings and requires resolute and, most importantly, urgent actions. The makers of ratings — and it's not just them — have undermined the investors' trust.

Moreover, the West has openly turned its rating agencies into instruments of economic war. The financial stability of China or Russia by far surpasses the stability of many western economies, and we know this not only from the economic calculations but also from the experience of Iceland that used to have the highest ratings, Greece, and the South Europe in general. However, their ratings continued to be overstated up to the time when their liabilities were refused to be serviced.

To defend themselves, rating agencies were saying that it is impossible to receive the data from the future. The monopoly of the West in this area was virtually lost when Dagong, a Chinese rating agency, was set up, but methodological problems remain unresolved.

It's against this background that a consensus among the states that are being blackmailed by rating agencies is appearing. In the West it is supported by responsible financiers, who need effective working instruments for risk management, and by masses of small investors.



SAEED GAFUROV

Economist, orientalist



**“ THE TIME HAS COME
TO STOP THE BLACKMAILING
BY RATING AGENCIES ”**



The lack of investment activity is caused by the fact that investors prefer not to invest even in good assets under the condition of the loss of trust.

Now, when the need for new ways of rating has been stated, somebody should take the initiative. At the same time, of course, new methods should be developed. The accent should be on real economy and not on speculators, such as Enron's directors or the Icelandic bankers.

EVERYBODY LOOKS FOR TRUTH BUT NOT EVERYBODY LIVES IT

* Russian proverb



Economist, orientalist

SAEED GAFUROV



PETER FROLOV

Saint Petersburg



CREATIVE INDUSTRY PROGRAM



SPACES OF OTHER EXISTENCE

Peter Frolov, a painter from Saint Petersburg, has been a citizen of the world for a long time, but he prefers to live and work in Russia. His paintings strike with calibrated aesthetics, rampancy of colors and unrestrained fantasy. Frolov is one of a few examples of what kind of interesting results can be achieved by abandoning the annoying but nearly inevitable Russian opposition of the spiritual and the material. The painter's gift to perceive the world in its variety and integrity is reflected in his ability to combine the incompatible: the sky blue and passionate carmine, high aesthetics and delicate irony, eternal ideas and present-day images.

Displayed painting: Chimney sweep of Alsace



**“ THE ABILITY
OF ETHNIC
CULTURES
TO PRODUCE,
IMPORT AND
INTEGRATE TALENT
WILL DEFINE
THE CAPACITY
OF STATES TO GROW
AND DEVELOP ”**

TOMORROW'S VICTORY FORECAST

It is difficult to underestimate the significance and scope of the changes in global techno-economic paradigms, and the restructuring that is going on in the global economy. The main driver of the current technological change is the “digital revolution.” However, changes are also taking place in other sectors, which entails a total restructuring of the global markets, namely:

- **“The New Production”** — the transition to fully automated production processes, which reduces labor costs and increases the weight of intellectual value added. This leads to the fast development of a creative, knowledge-based economy, and the end of the era of rapid growth of “developing” countries.
- **“The New Health Care”** — the transition to public health services based on the prevention of disease and the radical increase in life expectancy. The health care in the developed countries will significantly increase the quality of life and contribute to healthier lifestyles, thereby creating a dramatic gap in living standards with other countries.
- **“The New Education”** — the transition to a globally accessible education system that allows to identify and develop talent in any part of the world. The main consequences include an accelerated outflow of talent from less developed countries into the world’s leading creative and intellectual centers, and a massive retraining of the population, while entire classes of jobs are eliminated.

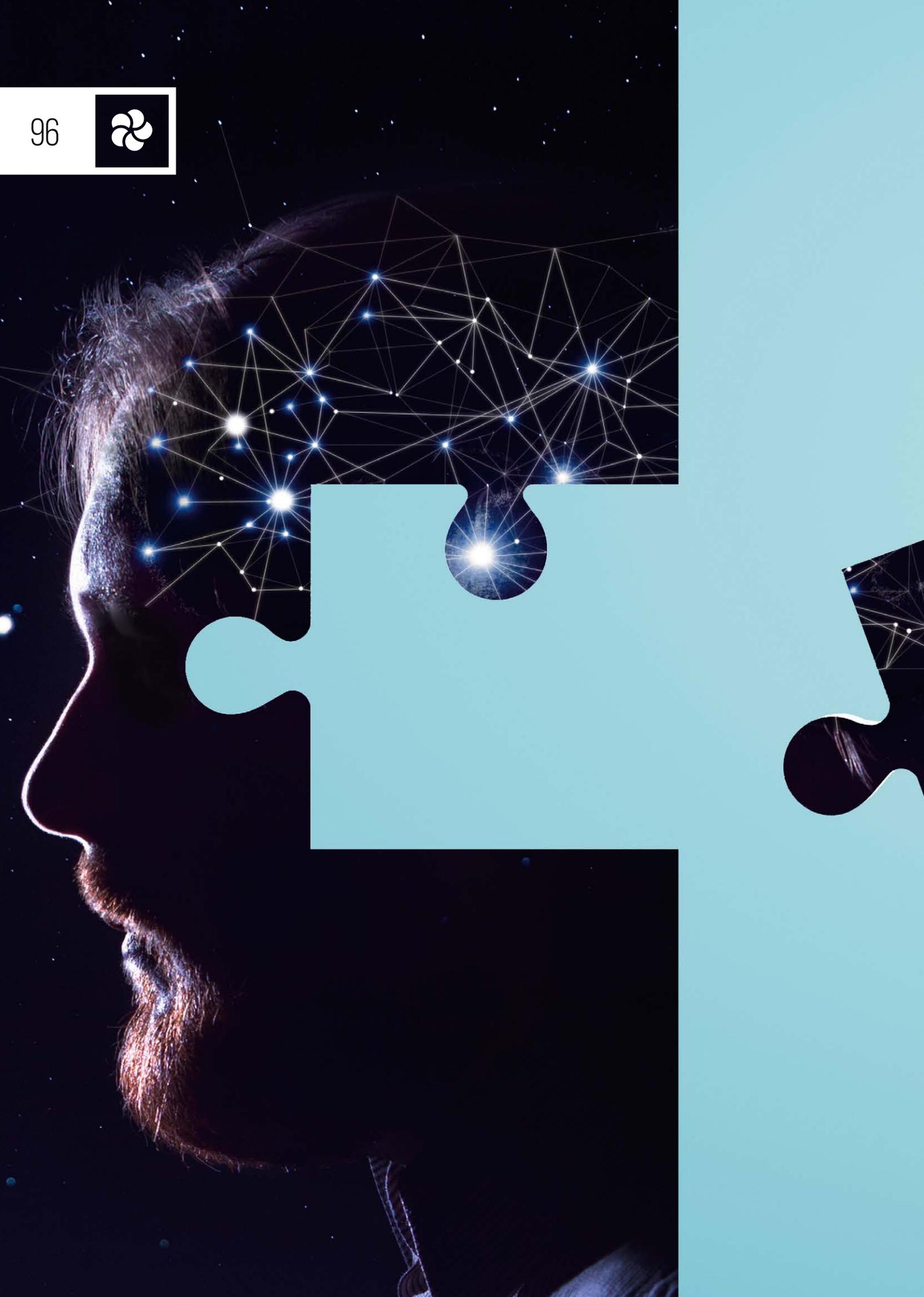
The described developments lead to a fundamentally new model of the global arrangement:

- complete rebalancing of the global resources trading system: decline in the value of natural resources in favor of new types of resources — talent and systems for its development;
- deep transformation of the global labor market — launching an era of growth driven by the capacity to attract and retain talent;
- deep transformation of the global trade: shifting the main share of profit into the sphere of trade in intellectual property and business activities with high added value — engineering, design and marketing.



**EVGENY
KUZNETSOV**

Deputy Chairman of the Board, Russian Venture Company (OJSC), a member of the Presidium of the Council on Foreign and Defense Policy





The current global system will be deeply transformed in the coming decades. States unable to adapt to the described changes will suffer the erosion of the most talented and creative part of the population within a very short time. The ability of ethnic cultures to produce, import and integrate talent will define the capacity of states to grow and develop.

The objective of the National Technological Initiative is to accelerate Russia's path towards the formation of a new type of economy and society and to play a leading role in building of the new global creative economy.

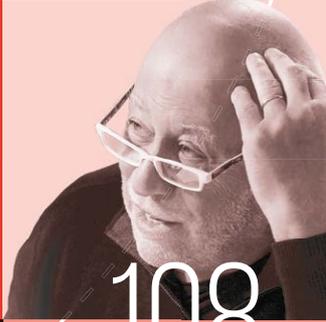
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EVGENY KUZNETSOV

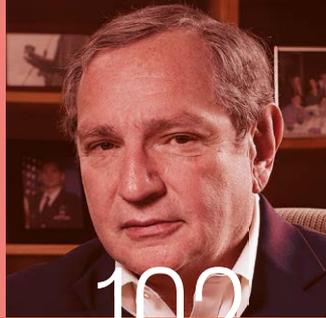




126



108



102

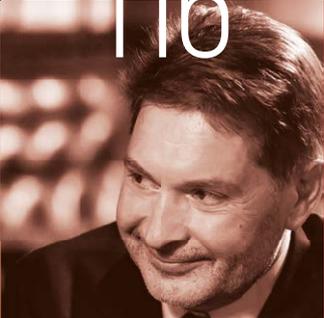
MIR



120



112



116

MIR

MIR is a Russian word written in Latin letters. Just as the words "sputnik", "lunokhod", "raketa", it is understandable across the world and does not need translation. This is the brand of directional activity to support strategic communications of Russia with other countries and peoples. This is the most succinct expression of multi-polarity as the new architecture of the modern world order. The word MIR contains a number of conceptual levels — this is the whole globe, living space, the universe. This is a special state of mind that is rest, clarity, grace, tranquility. This is a way of overcoming conflicts in the social and political dimensions. Finally, this is a community, a connection of equal and mutually responsible members of a single group. MIR is on the cross-road of all these meanings and senses: the focus of Russian identity and, at the same time, its broadcast to the outside world, organic interaction and correlation with the environment, a search for points of mutual understanding and cooperation opportunities.

FRIEDMAN — BEZRUKOV
COMPARATIVISM

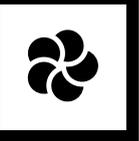
FACHE
SANCTIONS

BIRKAVS
REDEFINING

BEZRUKOV
REASSEMBLING

ORATMANGUN
ATMOSPHERE

NOVICHKOV
DIVERSIFICATION





CREDIBILITY IS STRATEGIC

**“ RUSSIA IS READY TO ACT
RESOLUTELY WHEN ITS INTERESTS
ARE AT STAKE ”**



ANDREY BEZRUKOV

Associate Professor, Moscow State Institute of International Relations, Ministry of Foreign Affairs of the Russian Federation, Adviser to the President of Rosneft Oil Company

— **George, it appears from the recent article in the New York Times about Obama's speechwriter Ben Rhodes that powers take the images they themselves create as the reality. Where does this lead us?**

— Andrey, I doubt very much that Obama or Putin expected to find themselves in the positions they are in. They had very different plans for the future of their countries. But their wishes had little to do with the world they had to deal with. In the end, presidents do not make history. History makes presidents.

— **As the centre of the world is shifting to Asia, what kind of US strategy can you see there?**

— I am not at all convinced that the center of gravity is shifting to Asia. With the economic, social and political catastrophe China is undergoing, its extraordinary surge has come to an end. By the way, Andrey, what will happen to the Russian-Chinese alliance?

— **I feel that many in the US are anxiously waiting for the end of the Russian-Chinese honeymoon. But honeymoons do not exist in marriages of convenience, George. If we talk about America, we've been witnessing an amazing presidential campaign. Donald Trump's first speech on foreign policy has been ridiculed by the establishment, but I find many of his points reasonable and timely.**

— As we have learned in the last 15 years of war, the United States can defeat any force but it cannot pacify countries. The alliances forged out of World War II, such as NATO and the IMF may no longer be functional. The United States must become more selective in its involvements. The last 25 years will not be the model for the United States going forward.

— **You are well known for your skepticism about the future of the European Union...**

— The USA doesn't have the power to solve Europe's problems. Europe has no common strategy nor can it have one. Therefore, the US can no longer look to NATO as a vehicle for its processes. It makes things easier, as it frees the US to enter into multiple bilateral and even new multi-lateral agreements.

— **George, Russia and the US see Ukraine as indispensable to their strategic designs. What could be the solution that would allow both countries to go beyond this point in their relationship?**

— The solution is the neutralization of Ukraine from a military standpoint. Russia might be able to negotiate a complex agreement on Crimea. The USA cannot agree to pull forces from Poland and Romania. If that were done, all confidence in the United States would evaporate. The core question is, paradoxically, easily solved. The issues that have spun off from the core question are what's insoluble. They lead to a standoff or further conflict, as Ukraine is indispensable for Russia... By the way, Andrey, is there a strategic purpose behind Russia's interest in Syria or is it simply tactical?

— **George, in this part of the world, as everywhere, credibility is strategic. Syria was the test of Russia's credibility. It was Russia's proof of readiness to act decisively when its interests are at stake. It is a preemptive warning to those who believe that Russia is tied up in Ukraine, exhausted by sanctions and thus can be pressured. Presence in Syria gives Russia a status of a player in the region. Besides, it is better to engage terrorists as far from home as possible. But this is also the American strategy, George, isn't it?**

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GEORGE FRIEDMAN

American political analyst, founder of "Stratfor," private geopolitical intelligence firm, founder of "Geopolitical Futures"



ANDREY BEZRUKOV

PRIORITY DEVELOPMENT PROJECT

Creation of a Russian think-tank focussing on future challenges

MAIN PROBLEM

How to give enough attention to the people that I love

STRATAGEM

Never complain
Give energy
Always search for more

QUESTION TO A CONTEMPORARY- TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

To All:
"Do we have the right to question each other?"

WHAT MAKES YOUR HEART SING

My family ...
Sea ...
Summer ...

BEST DECISION OF YOUR LIFE

To go serve my country



GEORGE FRIEDMAN

PRIORITY DEVELOPMENT PROJECT

The creation and growth of my new company Geopolitical Futures

MAIN PROBLEM

My concern about the United States' ability to manage its enormous power

STRATAGEM

QUESTION TO A CONTEMPORARY- TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

I would ask J-C Juncker whether he really believes the EU can survive in this form.

WHAT MAKES YOUR HEART SING

My grandchildren and their future

BEST DECISION OF YOUR LIFE

Starting to move intelligence into the private sector to serve the public rather than states



**“ WE NEED TO COME
TO TERMS WITH
RUSSIA IN
ORDER TO MAKE
HELSINKI-2 ”**

DOMINIQUE FACHE

Member of the Board of Directors of the Russian Technology Development Fund, Member of the Board of Directors of KEGOC JSC, Enel's former Regional Director for Russia and CIS

— **How does Russia look in the eyes of Europe and America? Are there any differences between these images?**

— We should distinguish the positions of Europe and of the USA. They differ due to one simple reason: the USA has 50 billion dollars in business with Russia, while Europe has 500 billion. This disparity is significant, so interests differ.

— **Since not long ago many people started having a strong feeling that the world has changed, has passed some milestone. What has happened?**

— The world has changed when it comes to energy. In the XX century people were confident that a country can develop using cheap energy. There was also a feeling that the world was fairly stable. A struggle is going on that will have serious consequences for the developed countries as well. Two billion people don't have access to electricity today. There is nobody regulating the access to energy at the global level. We have an agency, but it does only statistics.

— **What would you recommend to Russia during the time of sanctions?**

— Everyone understands that it is a completely unsuitable answer to a political problem. Look at our agriculture. Maybe it is even helpful for Russia because it forces us to produce cheeses and other products. It creates a reverse effect. Nowadays, everybody thinks about getting rid of sanctions. Do you know which sanctions are the most efficient? This is the fear of our banks. Banks live in fear that the Americans will impose new sanctions. I think we need to come to an agreement with Russia to make Helsinki-2, develop our relations, including culture, science, education.

— **What is democracy in reality?**

— You know very well that there is no democracy. You personally experienced that for almost a century. I know exactly what the limits of democracy are. Democracy may be historically connected with Catholicism, Communism; we had a strong communist party. Generally, sometimes France used to be more "soviet" than the USSR. But, in the long run, rules of the game exist. It is subject to, for example, corruption. Unfortunately, I have not seen sufficient results in the fight against corruption in Russia.





“ INNOVATIONS HAVE
AN ELEMENT OF UPRISING ”

— What assures you?

— Technological progress. You know that technological progress and innovations are underway when some chaos or some riots happen. I believe that 1968 was very useful for France. Innovations have an element of uprising.

PRIORITY DEVELOPMENT PROJECT

MAIN PROBLEM

STRATAGEM

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

WHAT MAKES YOUR HEART SING

BEST DECISION OF YOUR LIFE

marketing Russia
abroad
Technology Transfer
for Startup
and Medium cos.

Marketing Russia abroad. Technology transfer for startups and trade companies.

infrastructura
and
Management !!!

Management and infrastructure.

Domerdu temps
au Temp

Bear and forbear.

Einstein
Pazbe be' otносitel'no?

To Einstein: Is everything really relative?

Утро в Петере !

Morning in St. Petersburg.

Приехать работать в
Россию !

To come to work in Russia!

— Should an uprising aim necessarily at the social order or can it have a character of a scientific revolution? Is it inevitable that it spills onto the streets?

— An uprising itself is not necessary. It is a matter of having the people who can understand and lead.

Member of the Board of Directors of the Russian Technology Development Fund, Member of the Board of Directors of KEGOC JSC, Enel's former Regional Director for Russia and CIS

DOMINIQUE FACHE



immigration

migración

Customs

Aduana

Goods to Declare

Goods to Declare

“ FULLY OPEN BORDERS LEAD TO THE CONSEQUENCES THAT WE ARE HAVING IN EUROPE WITH THE REFUGEES ”

VALDIS BIRKAVS

Member of the Madrid Club, Prime Minister
of Latvia in 1993–1994

— **You lived in the USSR for a long time and now you are a citizen of the European Union. Are any of Soviet practices worthy of being implemented in the West?**

— You will smile now. The border protection like in the USSR wouldn't be a bad thing now. Totally open borders lead to consequences which we are having in Europe with the refugees. But generally, of course, EU is a permanent movement, permanent stress. The Soviet Union, as one of my university friends used to say, was a country for lazybones, with its meager but guaranteed wellbeing.

— **The Syrian operation showed that Russia's military and technological capabilities can be compared with the similar US capabilities. Does it give new opportunities to settle conflicts?**

— The unipolar world era is over and, unfortunately, it's ended unsuccessfully. Not because the Americans were trying to dominate. I would recommend reading two books on this subject by Francis Fukuyama. One of them — written in 1992 — 'The End of History.' In 2014 he wrote another book titled 'The End of Harmony'. There he declares the beginning of the political decline decade and says that the idea of a democratic community, together with that of the liberal economy, on the scale of the whole planet has failed. At least, as of today. The world has become multipolar again and it should be taken into consideration. And Russia is taking part in it as one of the poles. Russia wants and should participate in the settlement of conflicts. And bypassing Russia is wrong. Russia is coming back as the player in the very important area — in the Arab world, where it has followed the USSR's experience. One can make a very interesting observation. Where are the biggest problems in the Arab world? Yemen, Egypt, Syria, Iraq — everywhere where there are republics, there are problems. Everywhere where there are kingdoms, there is, more or less, order. Probably, the boundary between order and chaos passes between kingdoms and republics. Some of the republics were in the zone of the Soviet influence and before they had been kingdoms. Somewhere the United States made mistakes. In many grievances of the past there is Europe's fault, and in a number of current problems it's the America's, but without Russia these problems can't be resolved. Now I am reading a lot of sources and I've found out that a lot of things for which the USSR was criticized are now considered as the mistakes of the West.





PRIORITY DEVELOPMENT PROJECT

Universal Declaration of Human Responsibility.

MAIN PROBLEM

The main problem is contradictions of the politics and economic development.

STRATAGEM

Constant self-improvement and use of personal experiences of others.

Всеобщая декларация ответственности человека.

Главная проблема - это противоречия политики и экономического развития

Постоянное самосовершенствование и использование опыта.

“ **RUSSIA WANTS AND SHOULD PARTICIPATE IN THE SETTLEMENT OF CONFLICTS. AND BYPASSING RUSSIA IS WRONG** ”

During the Cold War there was not a single shot made. But do we need such opposition? The lack of freedom holds back a number of demons but freedom is always better. However, the freedom without responsibility destroys the freedom itself.





**QUESTION
TO A CONTEMPORARY**
TO WHOM OF YOUR
CONTEMPORARIES AND WHAT
QUESTION DO YOU WANT TO ASK?

Secretary-General of the UN: Do you support the
Universal Declaration of Human Responsibility?

*Генеральному секретарю ООН:
„Підтримуєте ви ВУ
загальною декларацією
відповідальності людини?“*

**WHAT MAKES YOUR HEART
SING**

Intelligent books.
Opera music.
Work of a professional.

*Від уміної книги
Від оперної музики
Від роботи професіонала*

BEST DECISION OF YOUR LIFE

The decision to go into politics (at the same time
it is the worst decision that I have ever made).

*Решення занестися політикою
(в то же время это
и самое плохое решение)*

Member of the Madrid Club, Prime Minister
of Latvia in 1993–1994

VALDIS BIRKAVS



“ RUSSIA IS NO
LONGER THE EAST
OF EUROPE BUT
THE NORTH
OF GREATER
EURASIA ”

PEACE IN EURASIA AS RUSSIA'S MISSION

The world is entering a period of increasing volatility. The process of redistribution of the global power is accelerating while the weakening system of international institutions is not capable of preventing it. Under these circumstances Russia should take the initiative and develop its own global agenda for tomorrow. This agenda should be understandable, positive and unifying.

Russia has three main geostrategic imperatives:

- to preserve peace to ensure its internal development and the welfare of its people, and to avoid being dragged into armed conflicts;
- to build up its economic and political critical mass to be able to defend its sovereignty;
- to find for itself a positive, universally accepted role in the new world that would help winning friends and defending its interests.

The Eurasian continent is central to all these three tasks. Geopolitically, in the future, Russia is no longer the East of Europe but the North of Greater Eurasia. To fully develop its economy Russia needs a much larger market that it currently has. Just as the Canadian economy doesn't have any potential without the US markets, it doesn't make sense to expect that Russian companies will be competitive without the markets of the southern and eastern Eurasia. And that creates the imperative of developing the continent's infrastructure not only in the east — west direction, but in the north — south direction as well, i. e. roads, pipelines, cables and power lines. That is why Russia needs stability and security on the continent. China, with its Silk Road Program, has the same vision and the same objectives.

The United States would like to play India and China against each other. A "cold war" between these countries would allow Americans to control and shape the dynamics of the region from afar and to build an alliance that would fence off Russia and China from the rest of the world.

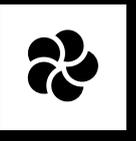
Within the next few years, two visions of the future will come against each other in Eurasia. The first one — of Eurasia as a continent of peace, an enormous market bound together by the integrated infrastructure that will give an opportunity for growth and prosperity to all.

In the second, Eurasia will become an area of conflict between future great powers. If the Indian Ocean turns into a zone of confrontation, the world will be divided into two parts — the Atlantic and the Pacific. In this case everybody loses.



ANDREY BEZRUKOV

Associate Professor, Moscow State
Institute of International Relations,
Adviser to the President, Rosneft Oil
Company



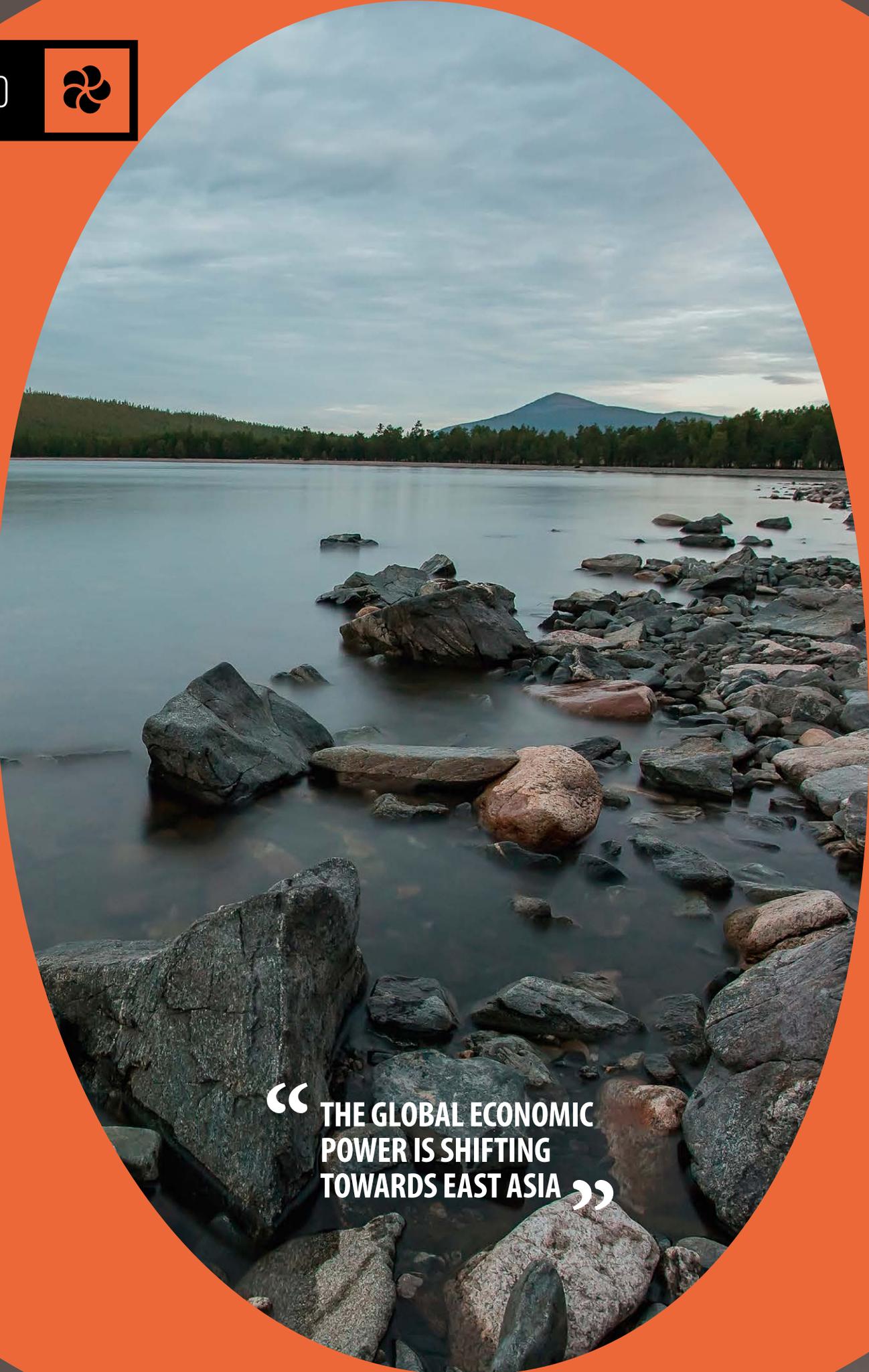
RUSSIA DOESN'T START WARS — IT ENDS THEM



Today, Russia should offer a vision for building a comprehensive security arrangement in Eurasia that would help those future great powers to coexist on the continent. Our country has all the qualities required to be a leader in constructing such a system.

Associate Professor, Moscow State
Institute of International Relations,
Adviser to the President, Rosneft Oil
Company

ANDREY BEZRUKOV



“ THE GLOBAL ECONOMIC
POWER IS SHIFTING
TOWARDS EAST ASIA ”

DJAUHARI ORATMANGUN

The Extraordinary and Plenipotentiary
Ambassador of the Republic of Indonesia
to the Russian Federation from 2012 to 2016

— **You've managed to see nearly the whole Russia from a train window when you were travelling along the Trans-Siberian Railway from Moscow to Beijing while leaving our country. What's your impression of this trip?**

— We left Moscow on February 9th and arrived in Beijing on February 16th. We travelled via Novosibirsk, Krasnoyarsk, Irkutsk, passed the Baikal Lake, via Ulan-Ude. We were all eyes looking at thrilling Siberian winter landscapes, enjoying the beauty of sunrises and sunsets.

— **If saying it in a word what is Russia? And why?**

— It's a virgin beauty. It means that beauty and warm hearts of the Russian people and the nature of the country haven't been fully discovered and understood by many people in the world so far.

— **What can influence the global balance of powers in either positive or negative way?**

— I wouldn't like to use the term 'balance of powers'. I would prefer to say 'better cooperation'. What influences this cooperation now is the lack of trust between peoples.

— **In your opinion, what is ethical climate?**

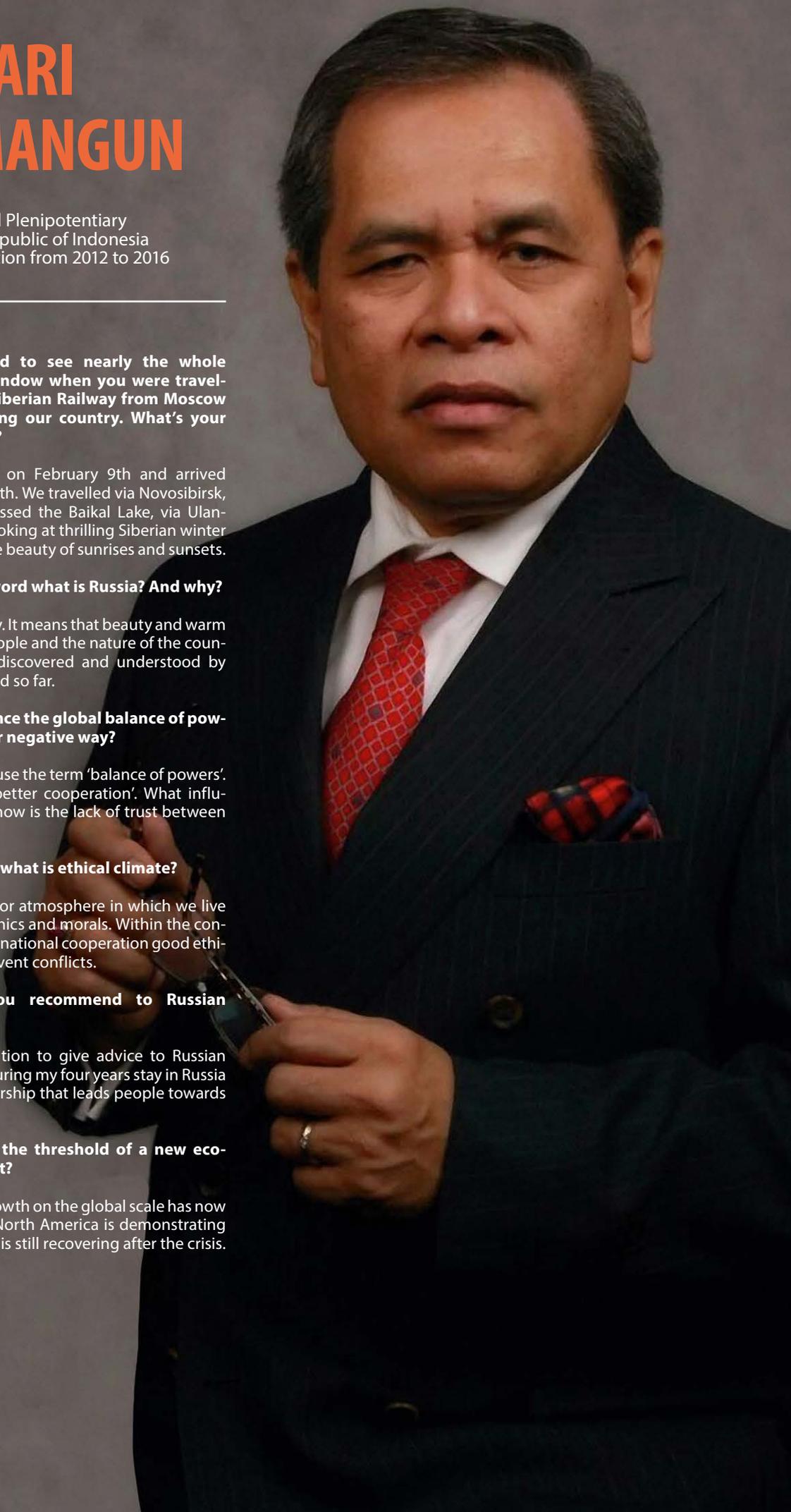
— The environment or atmosphere in which we live and work is driven by ethics and morals. Within the context of regional and international cooperation good ethical climate allows to prevent conflicts.

— **What could you recommend to Russian leaders?**

— I'm not in a position to give advice to Russian leaders. Nevertheless, during my four years stay in Russia I have seen strong leadership that leads people towards better future.

— **The world is at the threshold of a new economic reality. What is it?**

— The economic growth on the global scale has now slowed down. Though North America is demonstrating positive growth, Europe is still recovering after the crisis.





PRIORITY DEVELOPMENT PROJECT

In my view, current development project priority is connectivity i.e. air, sea, land and information technology, which in turn will lead to inter-human connectivity

MAIN PROBLEM

The depletion of trust among human being, societies and nations.

STRATAGEM

To know your strength and weakness with a view to have better communication and interaction with local, regional as well as global community

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

*Pope Francis.
How will inter faith dialogues and inter-civilization dialogues be enabled to create the world a better place and safe from conflicts?*

WHAT MAKES YOUR HEART SING

Peace and happiness

BEST DECISION OF YOUR LIFE

Network of friendships



IF I HAVE SEEN FURTHER, IT IS BY STANDING ON SHOULDERS OF GIANTS

* Isaac Newton



“ DEMOCRACY IS A MEANS
AND A PROCESS, AND NOT
A FINAL RESULT ”

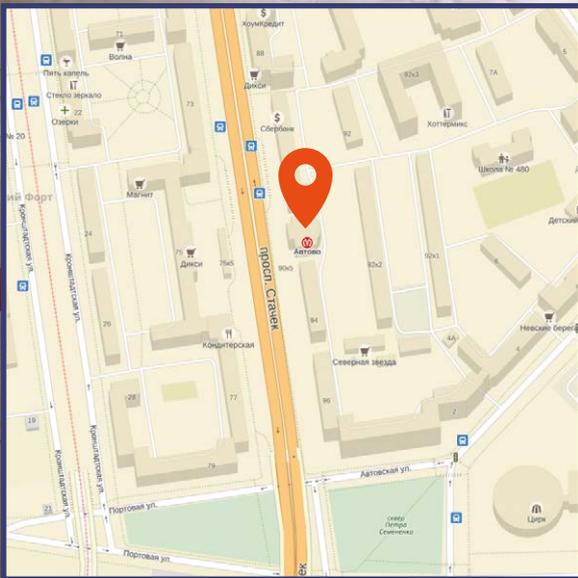
However, positive growth in East Asia started by China, ASEAN, India, Japan, Australia and New Zealand has undoubtedly attracted everybody's attention. The global economic power is shifting towards East Asia and it's quite probable that the future global economy will depend on this big and fast growing market.

— **What should the word “democracy” mean?**

— We recognize the Universal Declaration on Human Rights. However, during its implementation, it should be adapted to the traditional values of a specific country or nation. One country cannot impose its values onto another. People should make their own decisions on which sort of democracy fits them better. Democracy is a means and a process, and not a final result. The final result is the welfare of the people.

The Extraordinary and Plenipotentiary
Ambassador of the Republic of Indonesia
to the Russian Federation from 2012 to 2016

DJAUHARI ORATMANGUN



THE EMBLEM OF SAINT PETERSBURG METRO — (V) — HAS TWO ELEMENTS — DASHES “\” “/” AND BRACKETS “(” “)”. DASHES “\” “/” SYMBOLIZE ESCALATORS AND BRACKETS “(” “)” ARE TUNNEL VAULTS.



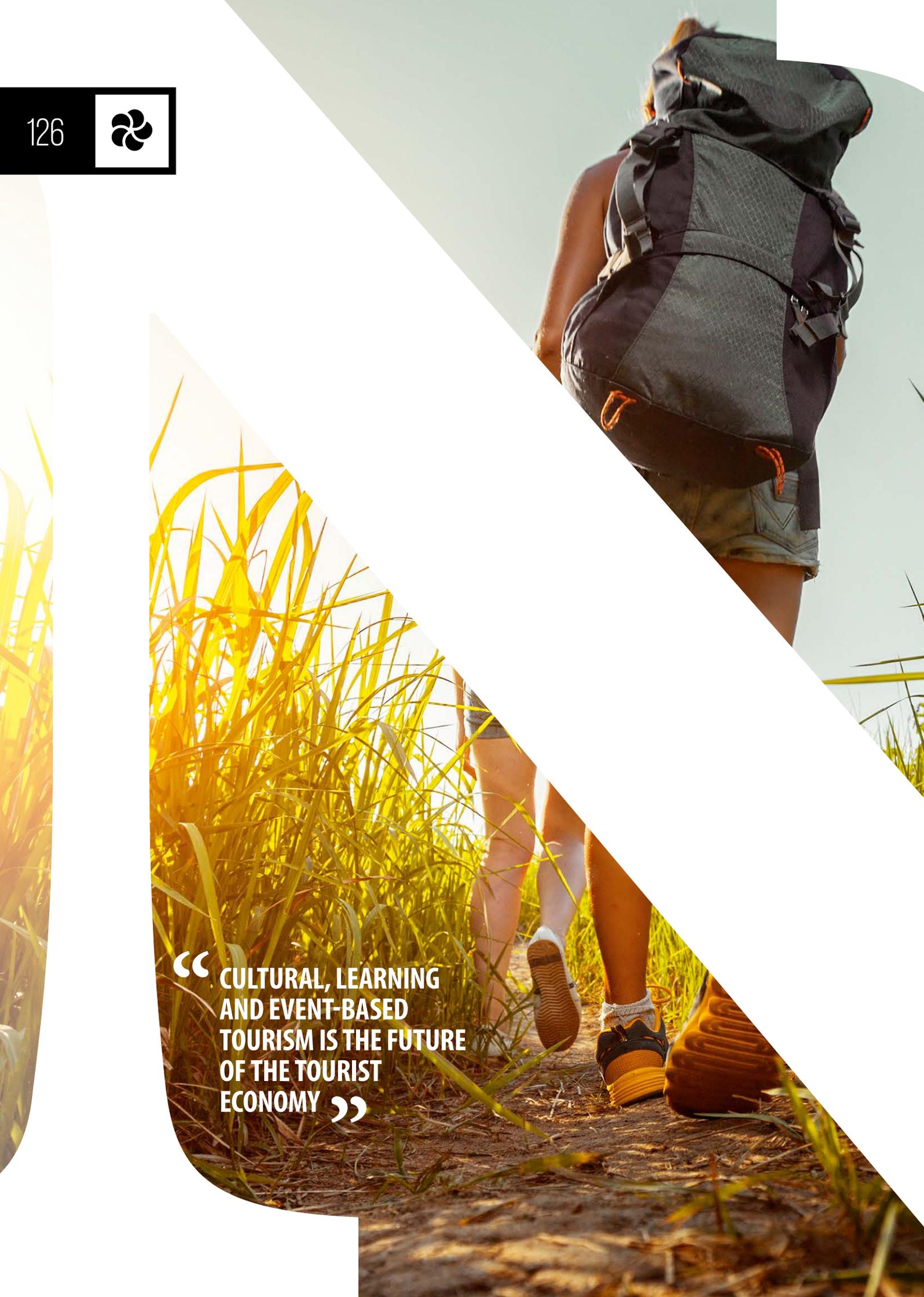
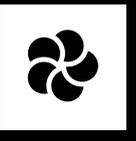


T
A
E

SURPRISING SAINT PETERSBURG



SPIEF'16
ST. PETERSBURG
INTERNATIONAL
ECONOMIC
FORUM



**“ CULTURAL, LEARNING
AND EVENT-BASED
TOURISM IS THE FUTURE
OF THE TOURIST
ECONOMY ”**

SMART TOURISM ERA

For the last two decades, tourism in Russia and in the whole world in general is one of the key branches of the new economy. Everybody wants to develop tourism but, as the experience shows, not everybody can make a unique and attractive offer.

The tourist economy is quite young and that's why it is thriving. Many 'tourism ideas' often fail the same minute when they appear. Countries and regions claiming their tourist status have to learn from scratch and that's what indeed inspires optimism: the market hasn't yet matured and everybody can still win.

Since the middle of the 20th century the number of tourists in the world has increased by more than 20 times and currently exceeds one billion people. This market is produced by the growth of welfare and the appearance of the "middle class", i. e. people who have not only the time for leisure and available savings but also a certain level of personal culture and education.

Tourism, like democracy, is 'a privilege' of the middle class and the manifestation of its cultural behavior and cultural consumption.

The new economy is complex and tourism is not an exception. Of course, nobody ignores people's desires of a beach, sea and resort holidays, but the share of this — simplest — section of tourism will unavoidably decrease, yielding a place to more elaborate tourist products.

In today's world there are five national and supra-national agglomerations, which have around 100 million educated people each. These are EU, US, Russia and Eurasian Economic Union, India, China. And Russia has the biggest share of the people with higher education. Obviously, a club of these countries will grow and the educated citizens of these countries will define the future global tourist economy.

One can offer advices or recommendations but a path to a big success in the tourist economy is always unique and inimitable. Its secret is in discovering new and growing market niches.



**NIKOLAI
NOVICHKOV**

Doctor of Economics, Professor



I can give a simple example.

“ A NUMBER OF BEACHES ON EARTH IS NOT INFINITE EVEN IF ALL LITTORALS CLAIMING TO HAVE CERTAIN SIGNS OF A BEACH COULD BE USED AND DEVELOPED UP TO THE COMMERCIAL LEVEL ”



But there is no limit to the number of creative ideas for exploring cultures, learning and participating in various events around the world. That's where the multi-billion businesses of the future tourist economy will be.

Doctor of Economics, Professor

NIKOLAI NOVICHKOV



NATALYA PRONINA

Omsk



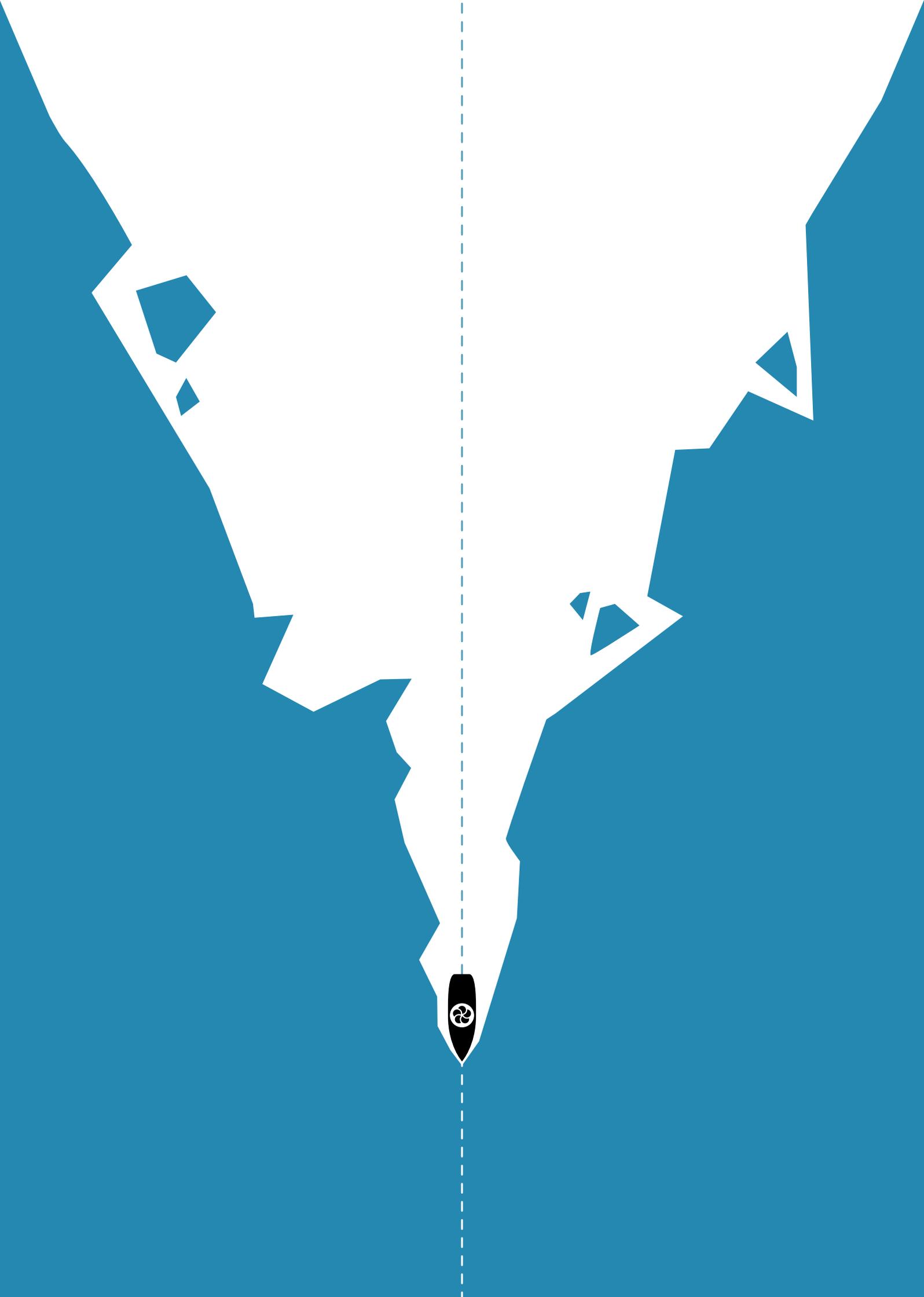
CREATIVE INDUSTRY PROGRAM



COLORFUL DREAMS

Natalya Pronina is a neo-symbolist painter. Her works are distinguished not only by her bright recognizable style but also by her loyalty to the topic chosen in as early as the beginning of her career as a painter. Natalya Pronina paints and draws flowers. In her paintings they appear as a symbol of absolute beauty. They are picturesque and expressive. Each stroke in her paintings is full of an unusually delicate feeling. Natalya Pronina's flowers fill the whole space of her scenic and graphical paintings. They absorb the moonlight and the sunlight and reflect them revealing their magic nature. Natalya Pronina's flower world reaches after unachievable perfection. Created as if in one go, it presents a reality where the essence of things opens up. This beauty shines to the full extent of its power and, along with that, it is mysterious and elusive.

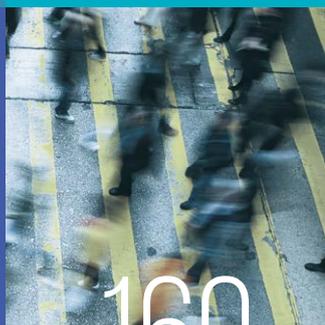
Displayed painting: Lilac garden



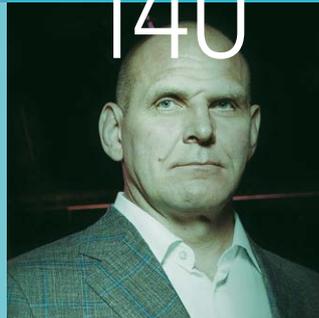
LEDOKOL



146



160



140



150



136



LEDOKOL

Ledokol (The Icebreaker) is a brand of activities aimed at the removal of restrictions that make a person dependent on his/her imperfections and weaknesses, moral and ethical shortcomings, and physical limitations. This is a symbol of a pioneer, an innovator moving into the unknown. This is an act of bravery, selfless devotion, self-denial for the sake of others. This is a root directory of Russia, a peaceful nuclear energy reserve that can enable the super-power to overcome problems that thought to be unsolvable. This is a tool of Russian origin, which relates the energy of passionaries with the requirements of time. This is also people who change the world and cannot be unnoticed or unheard. This is an extremely tense and exceptionally productive life in the mode of mobilization and self-transcendence, which is accurately disclosed in the concept of a "human-powered icebreaker", pushing the limits of what is possible and creating a space of reliability, trust and goodwill. This is the presentation of Russian behavior to the world that is sometimes inexplicable from a rational point of view and incomprehensible in terms of the results and effects it achieves, but at the same time, becomes an object of imitation for other cultures.

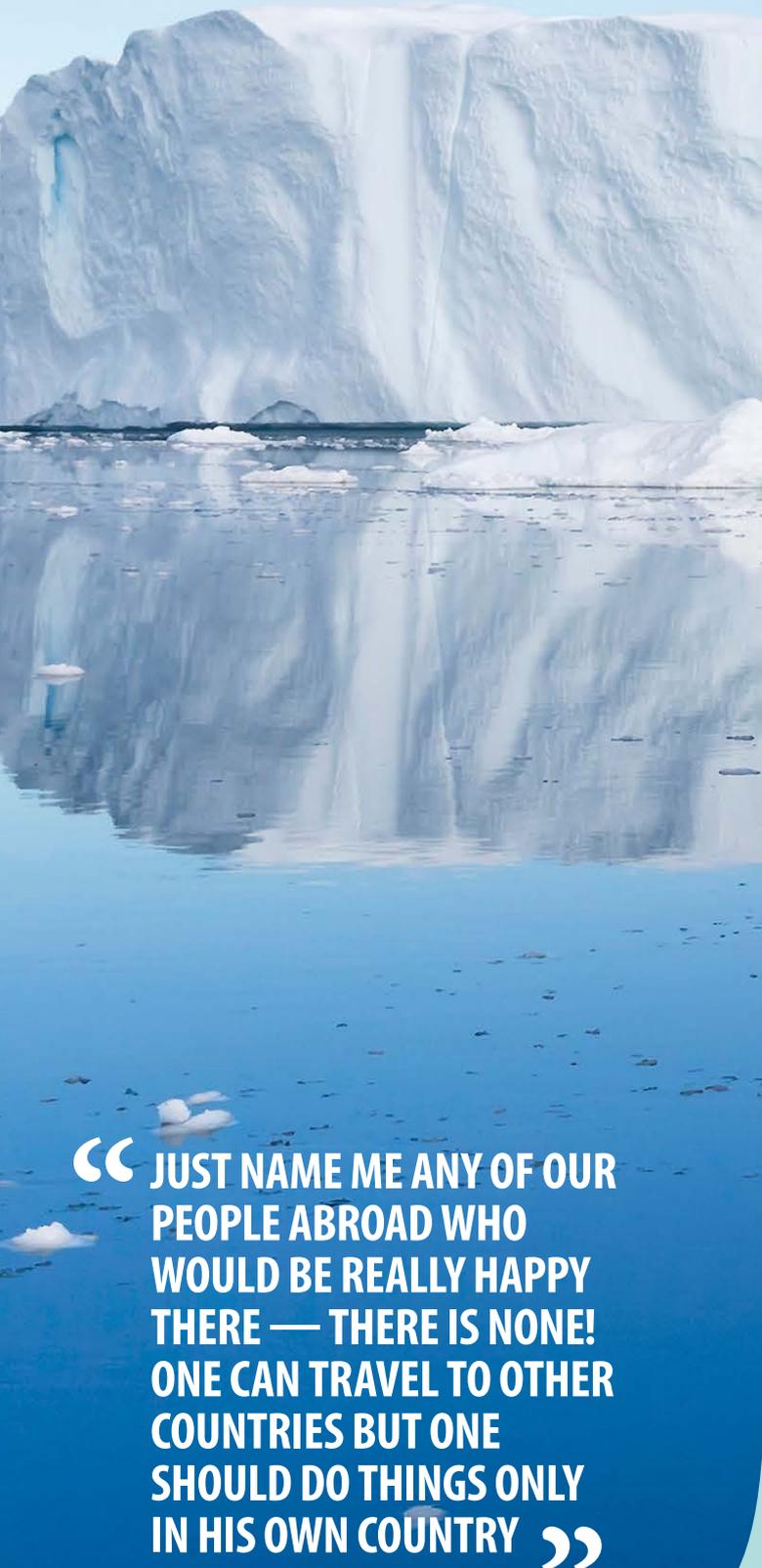
KONYUKHOV
TRANSLOCATIONS

KARELIN
PRINCIPLES

PESKOV
PROGRESSIVISM

RAKHMANOV
GEOMATHEMATICS

GORDON
LIVING CITIES



“ JUST NAME ME ANY OF OUR
PEOPLE ABROAD WHO
WOULD BE REALLY HAPPY
THERE — THERE IS NONE!
ONE CAN TRAVEL TO OTHER
COUNTRIES BUT ONE
SHOULD DO THINGS ONLY
IN HIS OWN COUNTRY ”

FEDOR KONYUKHOV

Traveler, painter, writer, priest of the Russian Orthodox Church

— In June, from Australia, you will start a one-man non-stop round-the-world flight on a Morton air balloon. The cognominal Russian company is a general partner of the flight. What other partners does this project have?

— Hundreds of people have been working on making this balloon. We'll use Russian made solar batteries produced by Hevel. We have a special cover made from stainless steel and we'll test it. Plus, the products of about ten Russian start-up companies will be used for the flight. Our project is an example of a global cooperation. The balloon is being made in England; it will be launched in Australia; we work together with American experts, our meteorologist is from Belgium; the fabric has been bought in Spain and the USA; our burners have been made by an Englishman together with an Italian.

— Who sponsors your flight? Do you get reimbursed at all?

— All my expeditions are sponsored at their cash cost. I don't have any contract or any salary.

— What are your favorite cities?

— It is Moscow, of course. For me no city is more beautiful than Moscow, as it has everything: there are thousands of friends and thousands of enemies as well, one can get lost here, one can rise up here, one can fall down too. There is nothing like this in other cities, in our country, I mean. If you leave abroad, you'll always remain an immigrant and will not be able to do anything there.

— Do you like Moscow architecture of recent years?

— I've proposed to build temples on roofs. Moscow should be unique in something, shouldn't it? Even a small chapel on the roof will be a decoration and this will reflect our national character. One can't remove temples from Moscow; whether we love them or not, these are ours, our national asset. The same is about small houses, Moscow courtyards — everything will immediately become so faceless.

— What can you say to young professionals? Where should they live and work?

— What do you mean 'where'? In their own country, of course! I can do everything in my own country, I can be what I want.





**YOU NEVER KNOW
WHAT YOU CAN DO
UNTIL YOU TRY**

* Russian proverb

Just show me any of our people abroad who are really happy there — there is none! One can travel everywhere but one should do things only in his own country. Many people tell me: look, our brains are being bought. I tell him: it's not brains that are being bought, it's brainless people who are being bought. These are all fairy tales

that our brains are being bought! If I'd moved abroad I would have done nothing there. Just ask the world about a traveler, who's done more than Fedor Konyukhov. There is nobody in the world today, you won't name anyone! Because only in our country one can do it, in our Motherland!



PRIORITY DEVELOPMENT PROJECT

To do what you have been destined to do

Выполнить то что тебе предназначено

MAIN PROBLEM

Acknowledge one's own sins

Признавать свои грехи!

STRATAGEM

Have your faith in god but keep your powder dry

"На Бога надежда, а сам не промай!"

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

To reach the North Pole

Дойти до северного полюса

WHAT MAKES YOUR HEART SING

Praying to God

от молитвы к Богу!

BEST DECISION OF YOUR LIFE

Пройти свои мыс Горн!



Traveler, painter, writer, priest of the Russian Orthodox Church

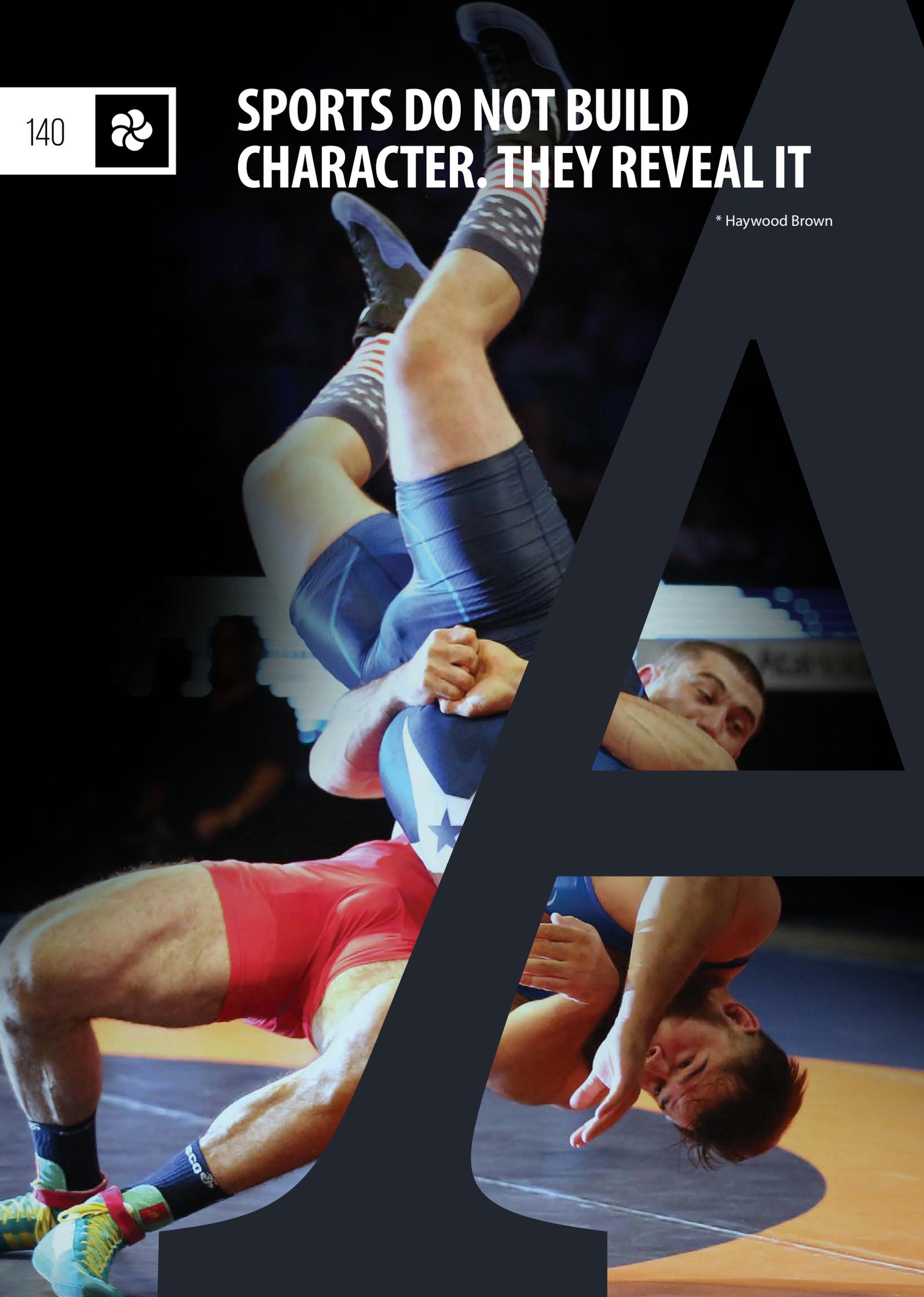
FYODOR KONYUKHOV





SPORTS DO NOT BUILD CHARACTER. THEY REVEAL IT

* Haywood Brown



ALEXANDER KARELIN

Wrestler, three times Olympic Champion, nine times World Champion, Member of Russian Parliament (State Duma)

— **Are the sport elites involved in constructing the future? If yes, then in what way?**

— What does sport give? Increased competitiveness because a man comes out of a hard environment clearly outlined by the rules, which are compulsory for everybody. You can't appoint somebody to be the best. You can't be recognized and appointed by yourself. Only those can cope with challenges of the time, with its quick rhythm, who have passed through simple or very complicated motions called sport. To abide by submitting yourself to achieving goals is the first requirement. Following discipline is the second requirement. And being in hard competitive conditions equal for everybody is the third requirement. The result is understandable — competitiveness. I put the sign of equality between those who do serious sports and the military elites. In both places, the restrictions are too obvious. First of all, physical activities. Secondly, privations in the form of a strict life regime. And thirdly, those who reach the high levels are quite frequently the centre of attention.

— **Dostoyevsky said: 'Beauty will save the world'. What is beauty?**

— Well, definitely not synthetic. Not constructed, not manmade beauty but natural beauty. There is a simple definition — what is given at birth, what can be improved without deviating from a standard. That's why beauty is only natural, traditional.

— **What's the main fear the humanity should overcome?**

— The biggest fear is a fear of competition. Competition presupposes recognition. When we in Greco-Roman wrestling prepare to oppose each other on the carpet we can't afford calling each other using sticky words. That's why one shouldn't be scared of competing in anything. What we are lacking is the constructiveness, the institutions, the harmony of the system. Put all this in balance and it will be much easier to compete for you. Honest competition presupposes reciprocity — whatever you are demanding from somebody, it will be demanded from you in the same way.

— **How do you suggest international conflicts should be resolved?**

— In every basement, in every hall where people were doing wrestling it was written as follows: 'On the carpet we are opponents but in life we are friends!' It's in the plain balalaika language but it's very clear.





PRIORITY DEVELOPMENT PROJECT

Continuation of wrestling victories in Novosibirsk. Coaches, their consolidation and work on the 'local material'.

MAIN PROBLEM

Dependency.

STRATAGEM

"Take more, throw farther".

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

To all contemporaries: Who are we?

WHAT MAKES YOUR HEART SING

Pride in VICTORIES (which must be FAIR victories).

BEST DECISION OF YOUR LIFE

That I did not leave Novosibirsk.

"Продолжение беркуловских
побед в Новосибирске."
Тренеры, их закрепле-
ние и работа на
местном материале."

Их гивенчество.

Бери больше,
кидай дальше.

Кто мы?

От гордости за
ПОБЕДЫ
(обязательно ЧЕСТНЫЕ)

Не уехал из
Новосибирска.

“ YOU SHOULD BE NOT AN INHABITANT OF THE COUNTRY BUT ITS CITIZEN ”



It means behave yourself on the carpet in such a way that you wouldn't be ashamed off the carpet. Honest competitor doesn't hold anything bad against a neighbor. You should start with yourself before you switch over to abusive language or try to look for faults in Russia, the country that is constructed on the basis of the historical, geographic, national and religious principles. I always tell one very simple story. We haven't absorbed any nation but we've given everybody a uniting strength of the Russian language.

— **What is the difference between work and service?**

— Work is an occupation that you are provided with. Service presupposes more self-restrictions, an oath, i. e. an obligation of performance. You can resign from work but you can't leave your service without a loss for your reputation. When we learn to value our reputation, i. e. the history of our life, then we learn to refer to all the rest in a different manner. Including opinions of your friends, opinions of your companions who are in agreement with you. And we'll learn to value an opinion of our opponents.

— **You are a Hero of Russia. Who, in your mind, can be regarded as a hero today?**

— Heroes of our time are those who are not shown on TV but they are enterprising and they serve. It's these people who are the salt of the Earth. Not those who are awarded but those who show their efficacy on a daily basis, who understand that the only chance to do as much as possible is to undertake as much as possible. One should be not an inhabitant of the country but its citizen.

— **What is needed for science to come into the system of management?**

— Clear strategies. What was achieved during the Soviet period gives us an opportunity, with some

resources, to move forward in the military-industrial area. We've already found those projects, have slightly polish them and here they are.

— **Do you mean science should be responsible for the strategy?**

— Absolutely. It's the main task. There's a wonderful definition — fundamental science. Not science for the sake of science but fundamental science. It sets up the foundation. What for? For erecting a building.

— **What is the national idea?**

— Working. This is a national idea for any country, for any state. Not to receive but to work. In order to, at a later stage, based on the results of your work, say why we are special.

— **Can Putin be Peter the Great?**

— He can't because he's already Putin. It doesn't matter which army is at hand but a position is important. Niccolo Machiavelli thought that a ruler should save the society from a disorder.

— **What would be your message to Russian women?**

— Don't be in a hurry to come down from the pedestal. When people are talking about gender equality with me I always recall equality of the people who are connected by a color of their professional railway jackets. And all of them work at railroads. And women hack on par with men. It's wrong. A man should be a breadwinner and a woman should behave as a lady. I don't mind if women have a job. I'm for this. But we should start from the original source because we don't have an ability to give birth. That's why women should carry themselves as a vessel. We are allowed several attempts. A woman is as much higher than a man as a man is higher than an orangutan.

Wrestler, three times Olympic Champion, nine times World Champion, Member of Russian Parliament (State Duma)

ALEXANDER KARELIN



STANISLAV KRUPP

Ekaterinburg



CREATIVE INDUSTRY PROGRAM



BEAUTIFUL PEOPLE WILL SAVE THE WORLD

In his paintings, Stanislav Krupp synthesizes symbols, ideas and philosophical concepts belonging to different trends of world view systems. His works are intended for a really highly intellectual, wise spectator. He is trying to fuse together the traditional classical standards of aesthetics and avant-garde strokes of painting.

Displayed painting: White night



A LEADER IS A PERSON WHO TAKES RESPONSIBILITY FOR RISKS

— **You have been immersed in the development of the new institutional environment for the Russian economy and society. Are there more leaders or more technocrats in this environment? Who do you put a stake on?**

— A leader is a person who takes responsibility for risks. A work with the future is, first of all, a work with risks that you constantly assume. A leader is prepared to vouch for something unknown. A technocrat simply understands how to do what has already been done. In this regard, a technocrat and a leader represent the opposite competencies, and within the National Technology Initiative we put a stake, first of all, on the leaders, rather than on technocrats. Because only after you've become a leader you can get that experience that we can replicate.

— **What do you think helps leaders withstand punches, move forward, despite all complications?**

— I think it is beyond rational explanation. Nearly all experiences of successful breakthroughs in Russian history are the results of glorious efforts of small group of people who have managed to overcome the negative national conditions. There were no objective conditions to enable the USSR to send the first man into space and to build the world's leading nuclear industry, if we look at it from the 1920s or 1930s.

— **How did you manage to do it in such a way that in your projects at the Agency for Strategic Initiatives, people with sparkling eyes make breakthroughs free of charge?**

— Probably, because there was some credence given to us by the country's administration. They gave the Agency for Strategic Initiatives an opportunity to do something in this area. This is the first condition of our success. The second condition is in the fact that we've let our successful leaders to pursue their dreams. The mission of the Agency for Strategic Initiatives can be stated in the following way: to create the opportunities for completion and self-fulfillment for the leaders, who want to build the country where people would like to live and raise their children. And that's why our main capital today is not money and not even our employees but it's that trust that the people, who come to this site and work here, experience and feel for us.



**DMITRY
PESKOV**

Director, Young Professionals Division,
Agency for Strategic Initiatives



“ **NEARLY ALL EXPERIENCES OF SUCCESSFUL BREAKTHROUGHS IN RUSSIAN HISTORY ARE THE RESULTS OF GLORIOUS EFFORTS OF SMALL GROUPS OF PEOPLE WHO HAVE MANAGED TO OVERCOME THE NEGATIVE NATIONAL CONDITIONS** ”

— **With global risks and uncertainties that the majority of people aren't even capable of grasping, is the role of leaders creating positive changes getting smaller or bigger?**

— It's getting bigger. In the world of the 2030s to 2040s an ideal global corporation will consist of one programmer who will invent algorithms and change the world to wherever he wants. But it can also create global threats. If the person's skills and competencies are combined with leadership, it's a threat on a global scale.

— **Will any development of the human emotional intelligence or any other deep integral growth be encouraged?**

— I'm afraid that for the new generation all internal work will become subject of technological controls, pos-

sibly via some portions of electric current into the temporal lobe at the moment when the artificial intellect forecasts the best effect from such action. On these grounds, will definitely emerge social conflicts, and my personal position will be on the side of those who will try to act without computer assisted tools. In this sense, I'm a conservative. But as a man who at the same time is dealing with the future, I believe it's better to have some equity in the society of the future than not to have this equity. Although, overall, it may be unpleasant for me.

— **What is the goal of Russia as you understand it?**

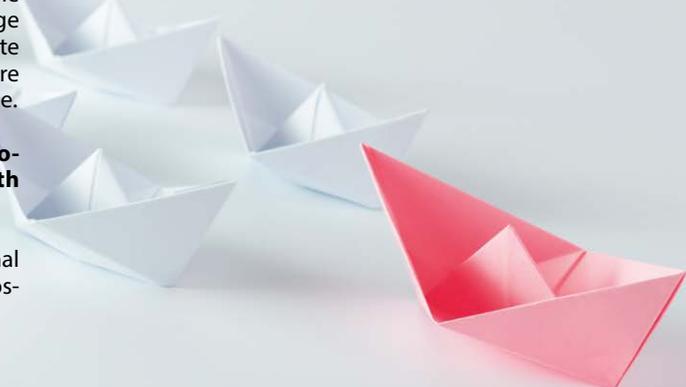
— To make sure that the Russian civilization is preserved through some large-scale project.

— **And what is the Russian civilization?**

— This is a sum of traditions, ways of relationship, philosophy, space, artifacts, art, which allows us to preserve our consciousness as a civilization, as a community.

— **So the goal is to preserve the essence of Russia?**

— Ideally, big goals to create a world that is based on a dialogue of equal civilizations.

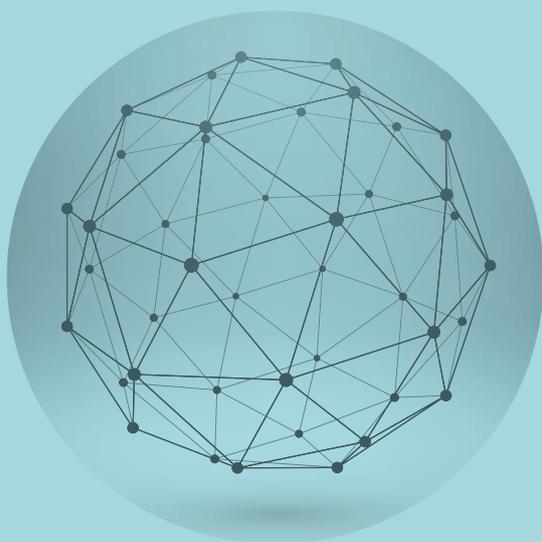


— **Ok, we'll preserve the Russian civilization, we'll create a model of equal civilizations but what's the higher purpose for all this?**

— I have a small essay on this. Of course, our supreme goal is to prevent the heat death of the Universe by creating an additional control loop. A digital copy of the Universe is becoming this control loop.

— **Which question should I ask you to conclude our conversation?**

— Probably, on the challenges of leadership. For me, there is a question of ensuring long-term engagement. I would like to understand at what point a man gives up, or switches over to more comfortable positions. Or where he gets a quick, though small, reward and where he finds sources for optimism. This is fundamentally important for Russia — where shall we get these sources of optimism? I don't know how we answer these questions without discussing leadership. And how genuine is what we are doing here? Do we really write what we think and do we really do what we want? And how stable is this understanding of the reality?

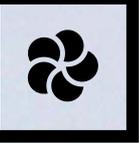


**IN THE WORLD
OF IDEAS
EVERYTHING
IS DRIVEN BY
ENTHUSIASM.
IN THE WORLD
OF THINGS
EVERYTHING
IS KEPT
TOGETHER BY
PERSEVERANCE**

* Johann Wolfgang von Goethe

Director, Young Professionals Division,
Agency for Strategic Initiatives

DMITRY PESKOV



THE NORTHERN THEOREM

The shortest distance between the two points is a straight line and the shortest sea route from Europe to Asia is the Northern Sea Route. Both of these axioms don't require any proof. However, in our case we need to prove that this route can be not only the shortest but the most profitable one too.

The sea route from Europe to Asia via the Suez Canal is about 12,800 nautical miles long. The Northern Sea Route allows cutting this distance in half. It would be senseless to turn down such an opportunity. The businesses included in the United Shipbuilding Company (USC) over many decades have accumulated a set of unique technologies for building icebreakers. Now the shipbuilders are trying to keep abreast of the times and respond promptly to the challenges that both the state and private companies have: to develop Russian Arctic they need offshore drilling platforms, specialized service boats as well as a fleet of new icebreakers.

When one of our key clients, AtomFlot, ordered ships to deliver LNG to the South-East countries, there appeared a demand for powerful icebreakers to assist them in the toughest Arctic conditions. This demand, in its turn, led the USC to launch the LK-60 nuclear icebreaker project and now the first of the three ships is already afloat at the Baltic Shipyard.

This is a vivid example of how the inter-sectoral industrial matrix works: it allows synchronizing everyone's efforts. And when infrastructural projects are supported by shipbuilding projects and the shipbuilding projects contribute to transportation projects, it allows achieving serious successes in the development of the economy as a whole.

By the estimates of the Russian Ministry of Transportation, by 2020 the freight flow along the Northern Sea Route may increase by tens of times — up to 65 million tones per year. The Ministry's is offering a dedicated program to promote this route by giving additional economic incentives to freight companies.

Obviously, the development objectives for the Arctic Region and the Northern Sea Route set by the country's leaders can be met only when the authorities and businesses involved work in harmony. And that's where, I hope, the Saint Petersburg Economic Forum can help us all, both potential clients and potential contractors, to better understand each other and, consequently, to solve the Northern Theorem.



**ALEXEY
RAKHMANOV**

President, United Shipbuilding Company



“ THE SEA ROUTE FROM EUROPE TO ASIA VIA THE SUEZ CANAL IS ABOUT 12,800 NAUTICAL MILES LONG. THE NORTHERN SEA ROUTE ALLOWS CUTTING THIS DISTANCE IN HALF. IT WOULD BE SENSELESS TO TURN DOWN SUCH AN OPPORTUNITY ”



A CLEVER TONGUE WILL TAKE YOU ANYWHERE

* Russian proverb



President, United Shipbuilding Company

ALEXEY RAKHMANOV



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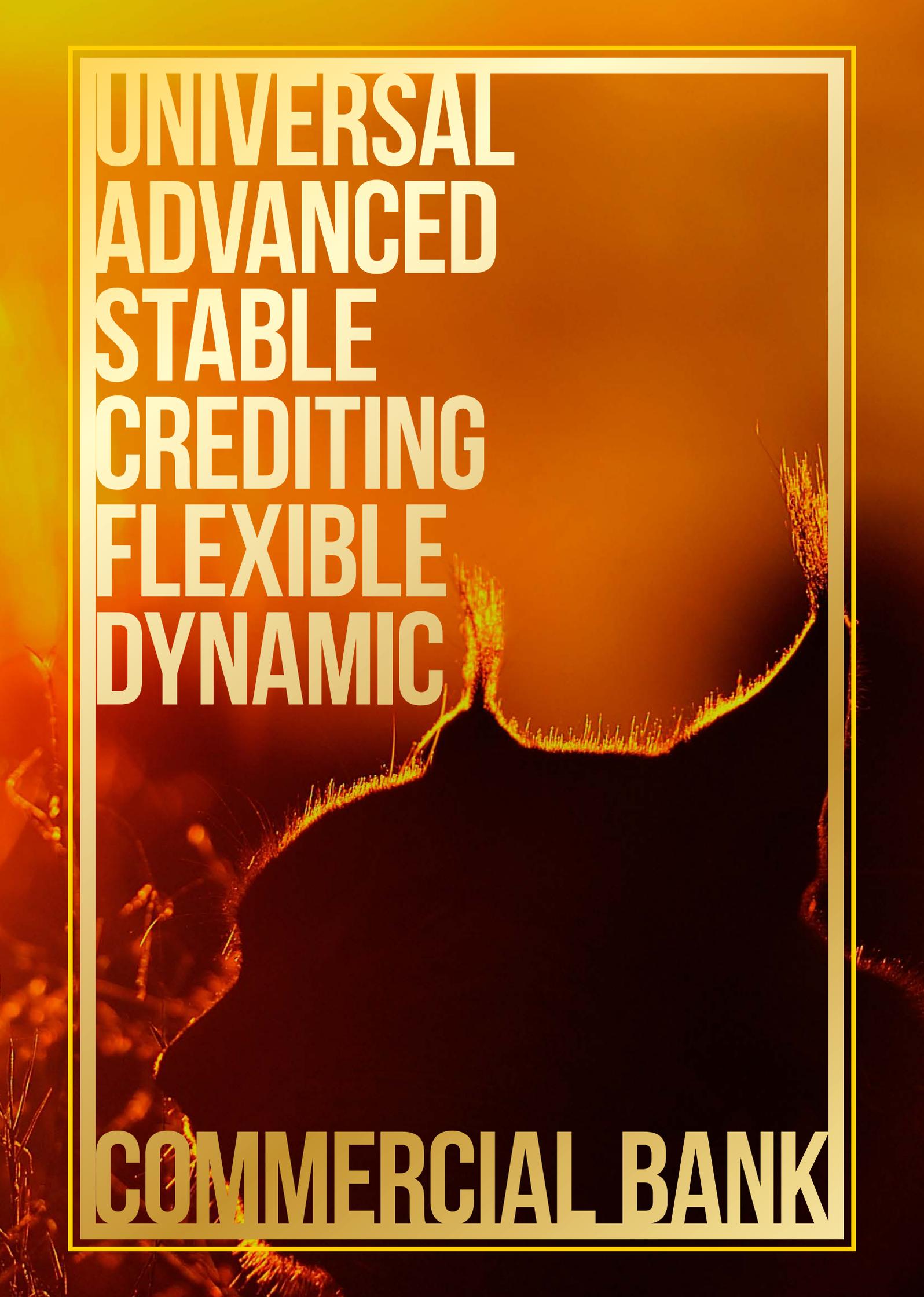
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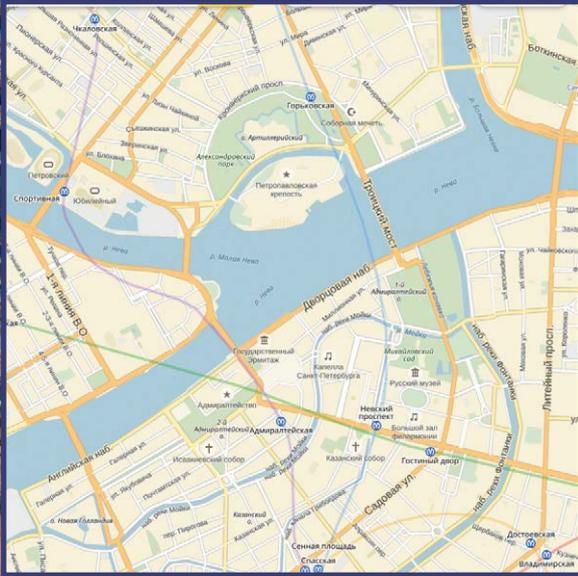
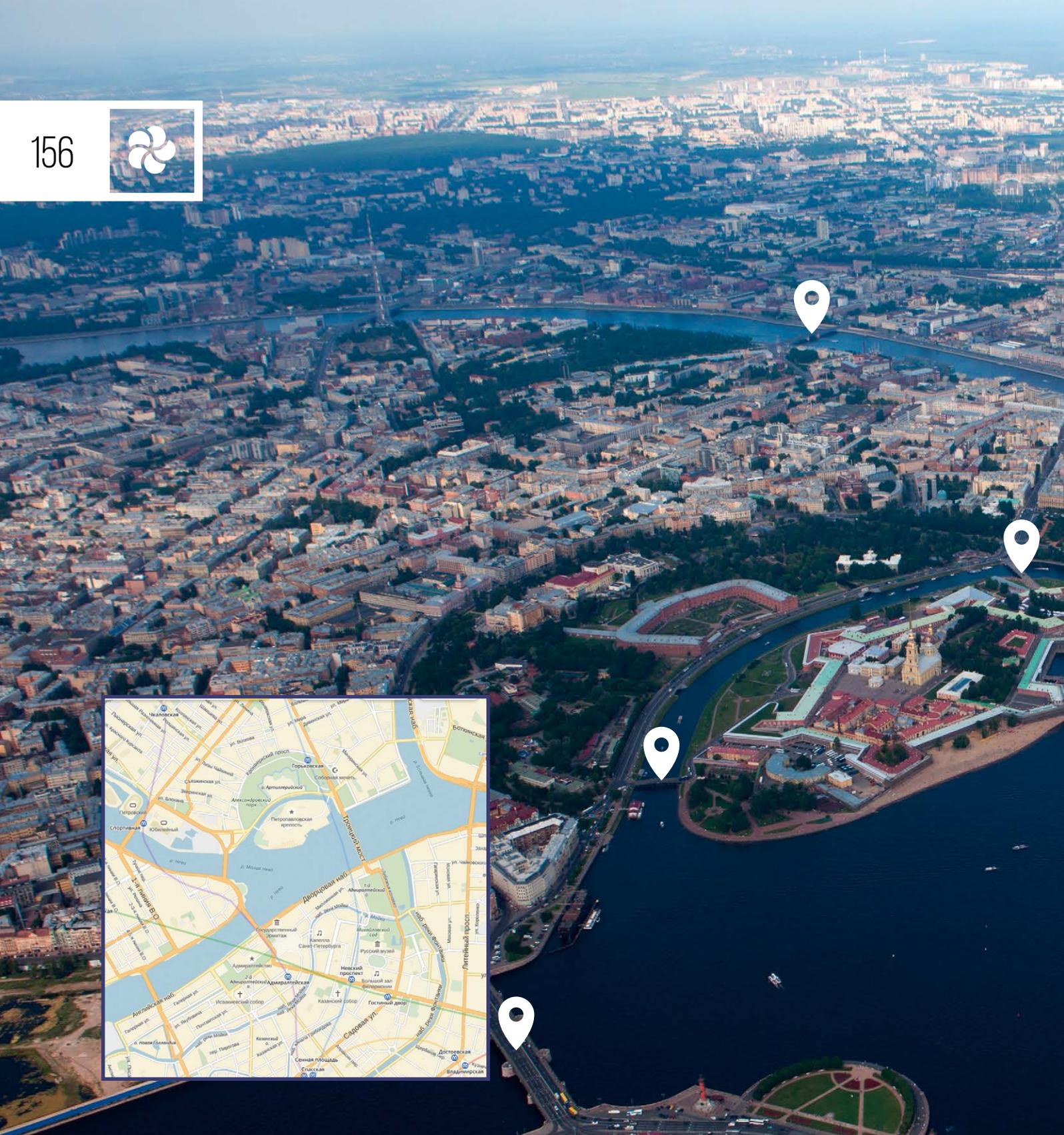
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SURPRISING SAINT PETERSBURG



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SLAVA GAYUN

Moscow



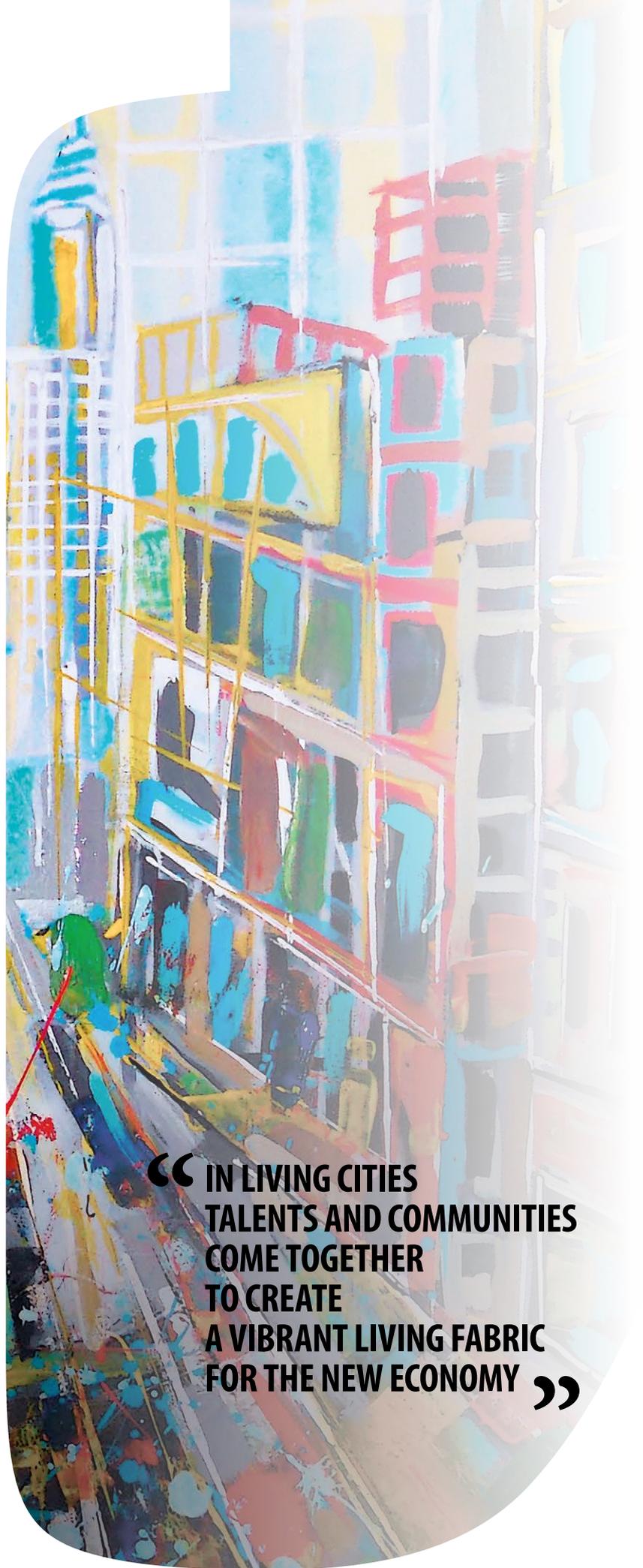
CREATIVE INDUSTRY PROGRAM



MYTH VOBISCUM!

Slava Gayun is our contemporary. His name has been known to many art lovers since the 1990s. The painter's works have their own inimitable style which is boundlessly recognizable among other painters. Slava is a founder of the so-called 'new Russian style.' The most important thing in his career of a painter is his love and his kindness towards the surrounding world. There is a deep philosophical meaning in his works. In a masterly way Slava combines coups de maître employed for creating the conventional effect of the color surface and the reality of figure and space.

Displayed painting: Herons



**“ IN LIVING CITIES
TALENTS AND COMMUNITIES
COME TOGETHER
TO CREATE
A VIBRANT LIVING FABRIC
FOR THE NEW ECONOMY ”**

THE UNIVERSE OF LIVING CITIES

First, consider 3 facts:

1. In the known Universe (thanks, telescope Hubble!) there are 200 billion galaxies, or 20×10^{10} .

2. In our body there are 37 trillion cells, or 3700×10^{10} .

3. Year is 2004. The New York Marathon. I ran the first mile and stretched a muscle in my left leg. Then jumped 25 miles on my right. Faith made me stronger. I finished in 6 hours 58 minutes, together with participants with crutches and on wheelchairs. With tears of pain and incredible joy, and understanding that everything is possible.

What is it about?

1. You are a universe. Imagine 37 trillion of cells that work together right now. If internal communication fails and cells stop cooperating we get sick and fight for survival.

2. Same with cities. Cities are living organisms; they can live or they can merely survive.

3. We can create a world where trust and integrity will serve as the basis for development.

It is known that:

1. There is a powerful potential of creative energy in each person but it's hardly used.

2. Obsolete worldviews and ineffective organization of human interactions in cities block our creativity. Cities lose money and talents. Life itself is leaving.

3. 'Attracting investments' is a misleading objective. Investments flow into civilized places that are ready for them. In places with poor traditions, initiative and cooperation there is no future. It doesn't make sense to invest.

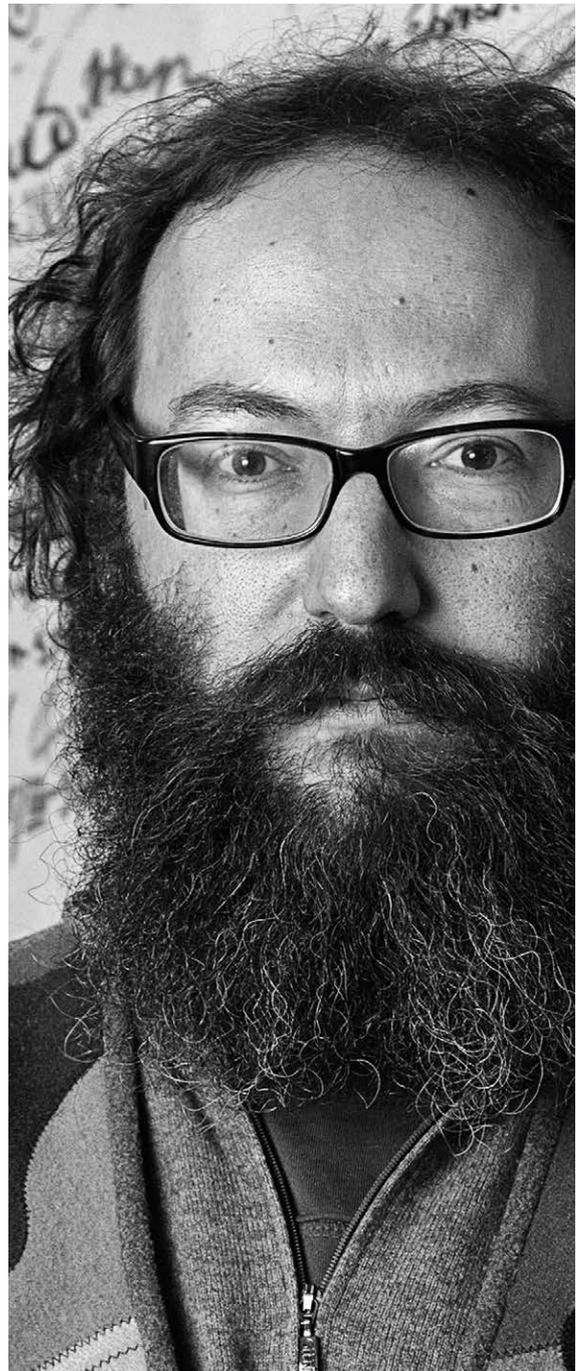
4. On the opposite, cities that are integrally developed activate the entire potential of society and its citizens: mind, body, energy, soul and spirit.

5. Such Living City unlocks the potential of citizens, inventors and businessmen, accelerates growth of a new economy. Trust and cooperation stimulate development.

6. Creating Living Cities makes perfect business sense. It springs growth, creates new business opportunities and new markets. The time has come to bring more life into culture, people, communities, communications, city administration, technologies, infrastructure.

7. Path to Living Cities starts with engaging its people. Such projects engage our minds and hearts and this rapidly increases the quality of life. In Living Cities talents and communities come together to create a vibrant living fabric for the new economy.

8. What makes a city alive? Cooperation, trust and integrity. It's a "win" for the people, "win" for the city, "win" for the world.



LEV GORDON

Co-founder, National Forum
of Living Cities



WHAT'S NEXT?

1. On July 20–23, National Forum of Living Cities in Moscow attracts 700 leaders of business, government and civil society from 100 cities.

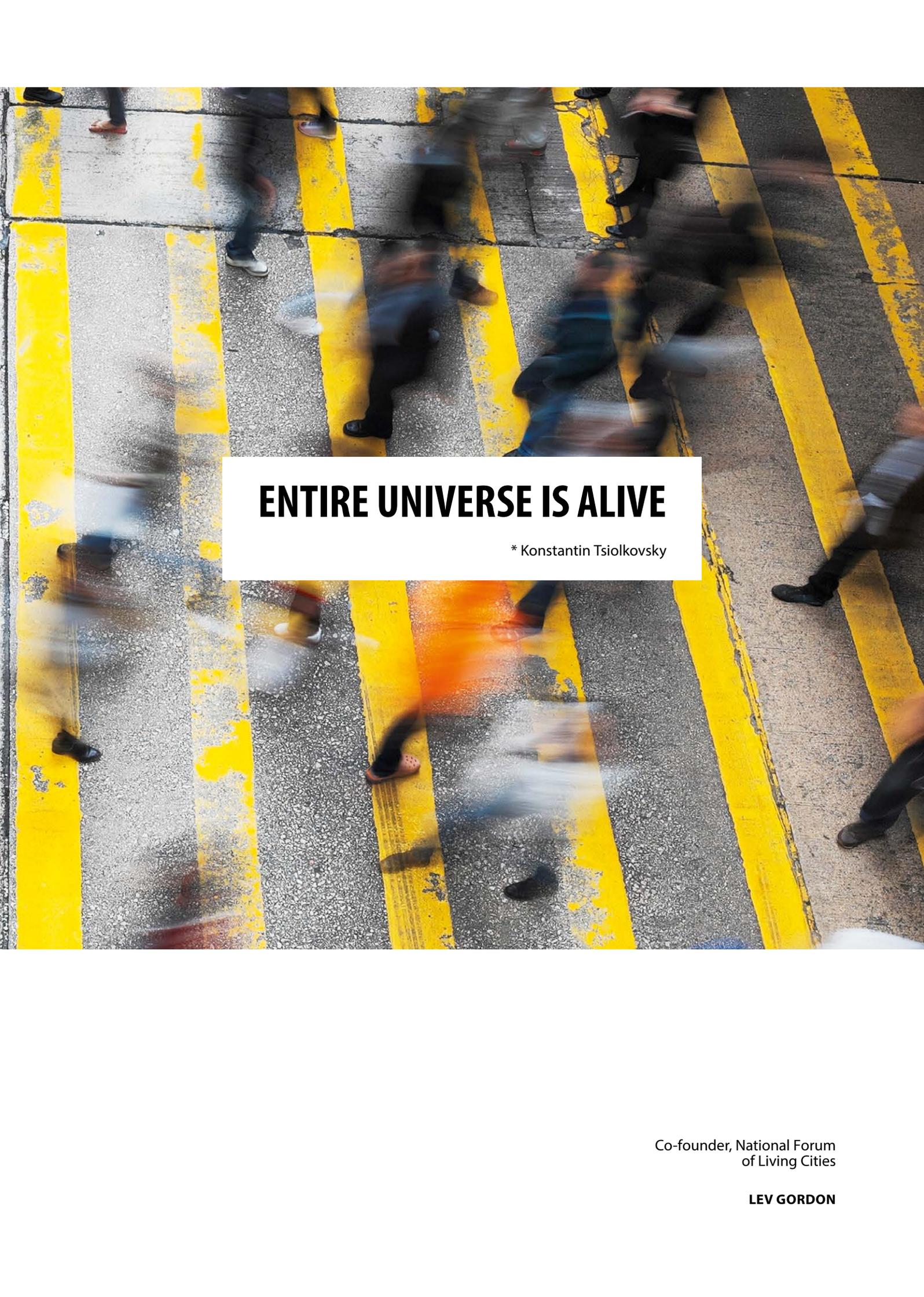
2. A new federal policy for integral city development is being formed. It's high time to treat cities as integral living systems. The society and the President will support it.

3. People around the world want to live in vibrant living environment. The Living City initiative launches a new global trend. Everyone who joins will gain.

4. Eurasian Forum will take place in 2017. In 2018, with God's help, we'll make it Global.

A Living City starts within you. When you connect your mind and your heart. This creates magic.

Live without limitations! Follow your mission. It brings power and joy. Remember: everything is possible.

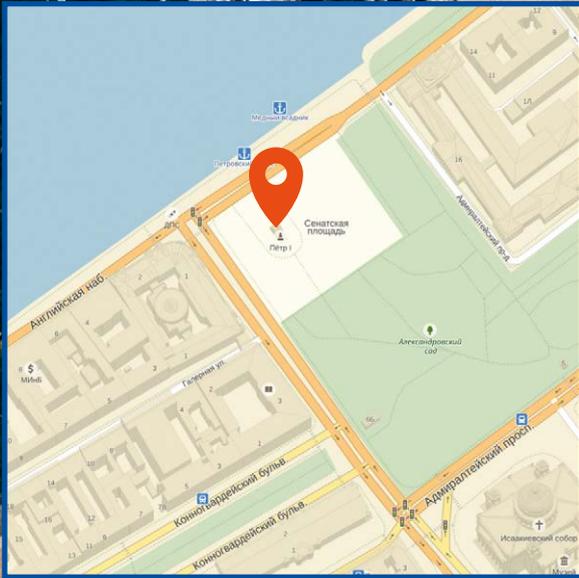


ENTIRE UNIVERSE IS ALIVE

* Konstantin Tsiolkovsky

Co-founder, National Forum
of Living Cities

LEV GORDON



PUPILS OF THE SCULPTURAL IMAGE OF PETER THE GREAT IN THE COMPOSITION OF "THE BRONZE HORSEMAN" ARE IN THE SHAPE OF HEARTS.



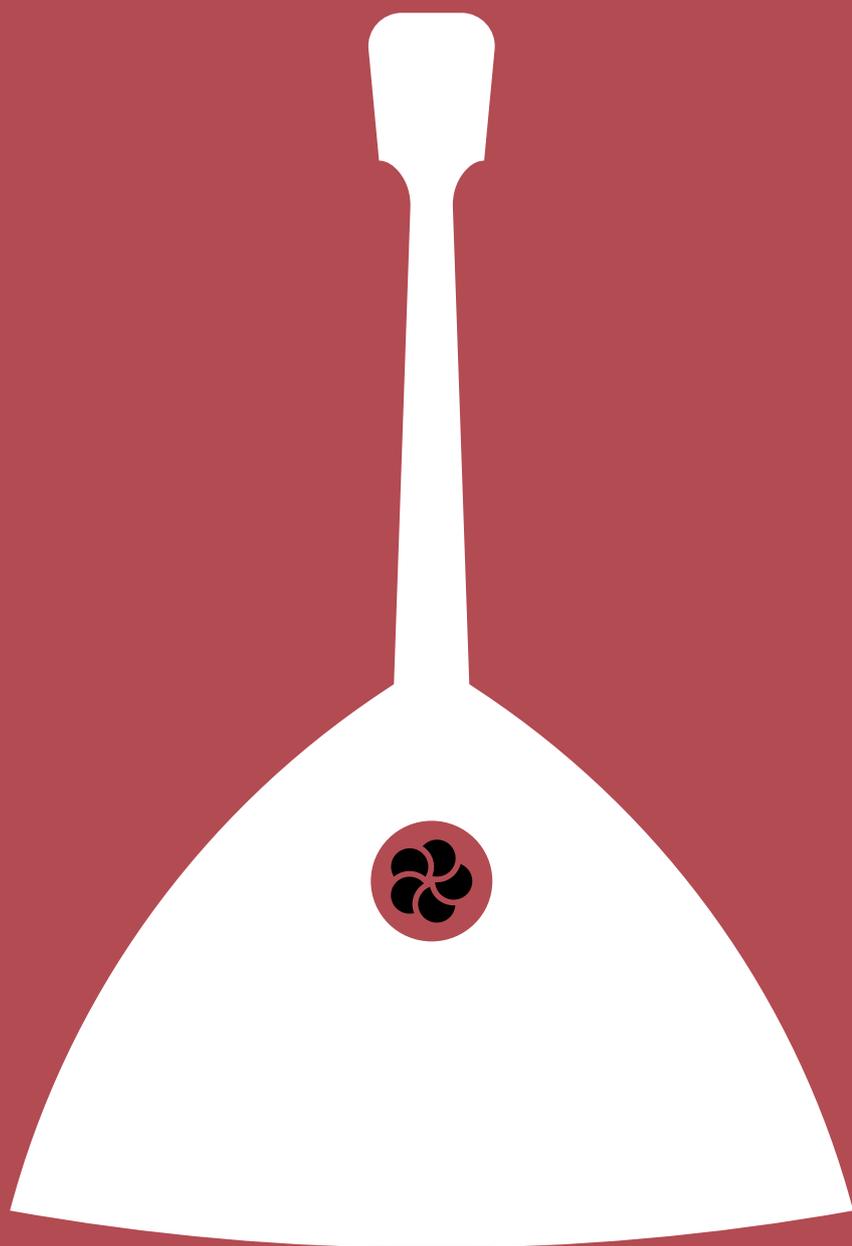


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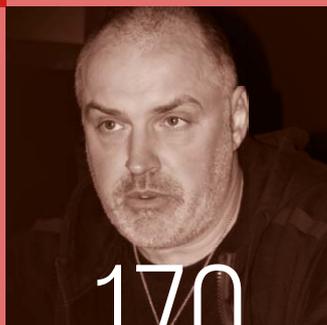


SPIEF'16
ST. PETERSBURG
INTERNATIONAL
ECONOMIC
FORUM



RUSSIA SYMPHON

NY



170



184



178

RUSSIAN SYMPHONY

The Russian symphony is a brand that implies a special range of culture, meaning, fields of intellectual and creative tension, where vivid development projects are created, substantial answers to the challenges of our times are born and a special conceptual language of the world of the future is being created. This is about rethinking the whole experience of previous generations and about the search for new forms and meanings of a human life that are congruent with the modern era. It strives for harmony and integrity, and therefore, the Russian symphony in the global society should be the sign of conjugation, synergy, symphony of national and global practices. Thus, the Russian symphony is nothing other than the golden section of the human universe. It is an anthropological formula reassembled in the modern technotronic reality that allows an individual to maintain his/her authenticity and identity in the face of challenges to the fundamentals of life.

PIROZHKO
MOBILIZATION

PANYUKOV
NATIONAL PROJECT

LUKSHA, SUDAKOV, PETROV
FORESIGHT



**“ THE TRANSFER
TO THE SIXTH
TECHNOLOGICAL
MODE IS INEVITABLE
AND IF WE DON'T
PARTICIPATE IN THIS
RACE WE WILL
FIND OURSELVES
IN THE DUSTBIN
OF HISTORY ”**

VLADIMIR PIROZHKO

Designer

— **Which Soviet or Russian practices are worth being implemented in the global West?**

— I wouldn't start implementing Russian practices in the West as Russian practices are good in Russia. We should develop our things and they could be even better than many things in the West. It's quite another matter that we, for whatever reason, have hammered into our minds an idea that we are worse. And we've been living with this inferiority complex for years. We have a very big territory with a quite limited number of people. We are a small nation. A person in charge of a big area should be very enterprising. We will never be able to catch up by simply imitating others. Europe and America develop technologies faster than we are able to adapt them.

— **In what can Russia cooperate with the world then? What should Russian companies be like?**

They should be innovative. This is a trendy word but this doesn't diminish its meaning. They, for example, should travel in a three-dimensional space but not as a traditional plane, they should move through space like in 'The Fifth Element' movie.

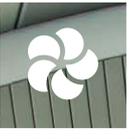
— **What will the industries in Russia and in the world be like in 20 to 30 years?**

— We can quickly make up for the time lost. But, again, our projects should focus on innovation and not just on improvements. And then, as in Stalin's time, and even earlier, during Peter the Great's time, we could make Russian products of the highest level. We need to plan on moving to another technological level instead of playing the "catch up game".

— **Would Russia be able to set up processing centers?**

— I'm afraid we won't have enough time. It is again about imitating and we'll just lose time. It makes sense to bring in foreign equipment but use it for projects which could lead us to advanced technologies. In 1937 Russia imported 60% of the total industrial equipment produced in the world. Together with its operators. It means that by the beginning of the World War II we had the most powerful industrial and technological potential. The time for reaching the next level has come. We should make a push forward, otherwise we'll crawl like ants trying to catch up with hornets. In our case we should behave like grasshoppers.





PRIORITY DEVELOPMENT PROJECT

Moving in space (private). Colonization of near space. Water / movement / waste energy.

MAIN PROBLEM

Management. Absence of "Gosplan" (State Planning Committee). Examples of success: evacuation of the industry in 1941, «Space» Project.

STRATAGEM

In the right place at the right time.

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

A question to Vladimir Lenin: At what point did the idea malfunction?
To the Chinese leader: What is Russia's role in the future world?

WHAT MAKES YOUR HEART SING

Unlimited and imaginative dreams of children.

BEST DECISION OF YOUR LIFE

Returning to Russia with a perspective of powerful projects. "Magnet for returnees".

Передвижение в пространстве (личное)
Колонизация ближнего космоса
ВОДА / ПЕРЕДВИЖЕНИЕ / ЭНЕРГИЯ
мусора

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Проект "Космос" 1941

В нужное время в нужном месте

Вопрос к Лексису В.И.
"В КАКОМ МЕСТЕ ИДЕЯ ДАЛА СЕБЯ?"
К лидеру Китая:
"КАКАЯ РОЛЬ РОССИИ В БУДУЩЕМ?"
мире

От незащорекности мест детей!

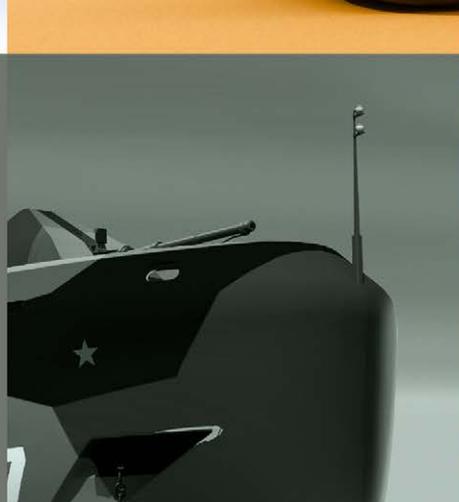
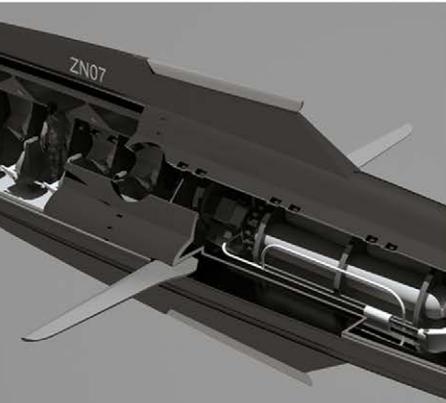
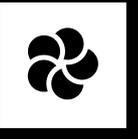
Возвращение в Россию
под перспективу мощных проектов.
"Магнит для возвращенцев"

“

**RUSSIA HAS ALL
THE OPPORTUNITIES
TO BECOME ONE
OF THE COOLEST
POINTS OF GROWTH
IN THE WORLD ”**

”





— Where would you recommend to invest in Russia?

— High technologies is an obvious place for investments. The transfer to the sixth technological mode is inevitable and if we don't participate in this race we will find ourselves in the dustbin of history.

— Do you believe that nowadays there are people who are ready for decisions like this one?

I think, yes. I am actually for the Russian system of management, I believe in this system despite its problems. Russia has all the opportunities to become one of the coolest points of growth in the world.



Designer

VLADIMIR PIROZHKOV

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¹ – as of 31.03.2016

² – source: Investfunds.ru as of 31.05.2016

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- Лучшая управляющая компания в России по версии EMEA Finance 2015
- Наивысшая степень надежности от рейтинговых агентств: НРА, ЭкспертРа и РусРейтинг

¹ – по данным на 31.03.2016

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“ LEADERS ARE PEOPLE WHO DO THE RIGHT THING; MANAGERS ARE PEOPLE WHO DO THINGS RIGHT ”

* Warren Bennis

THE NEW INTERNET

Mr.S. M. Abramov of Russian Academy of Sciences noted: 'Soon there will be neither agriculture, nor industries but there will be digital agriculture and digital industries'. Modern trends confirm this: the investment boom around the industrial Internet and IoT, Fintech and 3D-printing, the growth of IT companies capitalization, the formation of tech-syndicates — everything tells us about it. And the Internet itself should evolve from an information and entertainment network into a seamless environment of business cooperation, exchange of added value and competencies, into an environment of accelerated business processes, trade and financial transactions. A new level of security, trust and interoperability of data is required and the Internet of today pains to provide it.

The main problem lies with the 'legacy' of the past, namely with the chaotic structure of data, living in the space between hundreds of thousands of knots, networks, sites of various formats ... Thus, the environment itself sets up barriers and efficient mutual understanding becomes possible only in some sectors of specific information systems. Can we seriously talk about the overall integration, security and the ease of transactions? Quite unlikely. Let's just note that this status also reflects the principles of market competition where each vendor will inevitably try to set up his own proprietary solutions and formats.

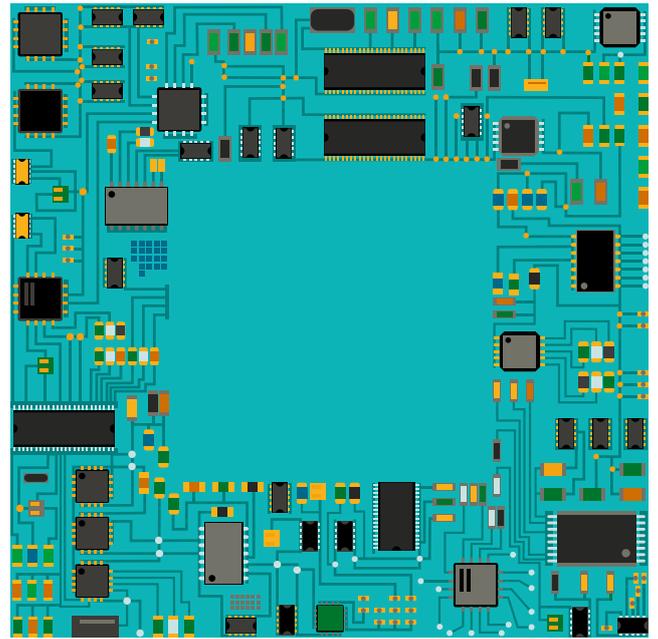
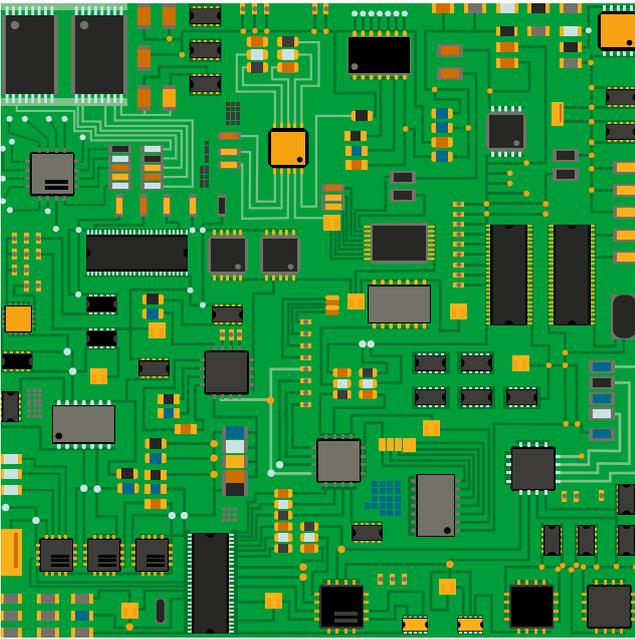
Against this background, Russia, with its own school of systems development and without a heavy burden of 'digital legacy', is getting a chance to become the new IT leader that will offer a universal concept of data arrangement and relevant products at the world class level. Such solutions could be found in a concept of a platform, which sets up a unified distribution environment for interactive entities — 'the Internet of entities'. This intense Internet environment modernization project could claim a role of a key national project, so much needed today, and its effects will be immediately seen in all branches of 'digital agriculture' and 'digital industry'.

The new platform will be able to open up a new global market, becoming a launching pad for fundamentally new services and systems, creating new jobs and even professions. The adopted course towards international cooperation within the framework of BRICS and the import substitution policy could contribute to its success. A huge potential is contained in the idea of integration with the IT markets of the ASEAN countries. The idea of the project should be to compete in the global markets, as there is little potential for isolated 'sectoral' solutions in the digital future of humanity.

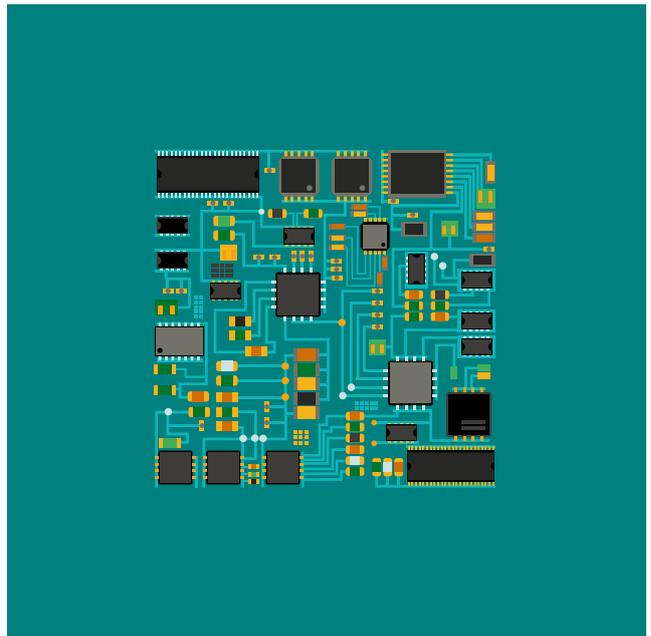
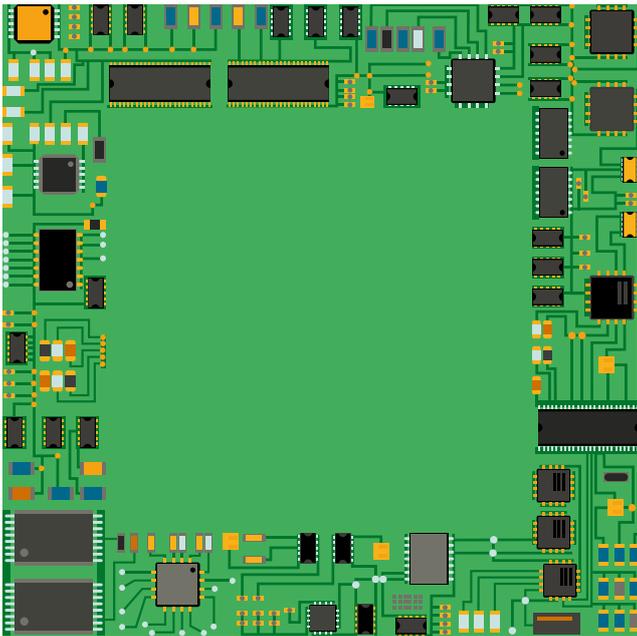


**DMITRY
PANYUKOV**

Director for Development, AN2 Lab



“ RUSSIA IS GETTING A CHANCE TO BECOME THE NEW IT LEADER THAT WILL OFFER A UNIVERSAL CONCEPT OF DATA ARRANGEMENT AND RELEVANT PRODUCTS AT THE WORLD CLASS LEVEL ”



Director for Development, AN2 Lab

DMITRY PANYUKOV

National Technology Initiative

web: nti.one

The National Technology Initiative (NTI), as stated by the President of the Russian Federation on December 4, 2014 in his annual Address to the Federal Assembly, is a comprehensive long-term program aimed to create the conditions for the leadership of the Russian companies in the high technology markets that will shape the structure of the global economy within 15-20 years.

The NTI has been initially established as a wide collaborative action proposing the formation of the project groups uniting:

- technological entrepreneurs, large Russian business associations;
- leading universities and research centers, expert and professional communities;
- development institutions and stakeholders from the bodies of the executive power.

Besides that, the NTI proposes the new and strengthens the existing programs for the scientific and technological development support, thus providing the request formation and translation from the promising high technological businesses to the public administration system.



NTI markets

Within the framework of the NTI, Russia will focus on the markets having the potential to create the industries of a new technological wave, which are important in terms of ensuring the national security and high living standards.

AeroNet

Distributed systems of unmanned aerial vehicles

MariNet

Intelligent unmanned maritime transport management systems and ocean development technology

AutoNet

Distributed network of unmanned management of road vehicles

NeuroNet

Distributed artificial elements of consciousness and mentality

FoodNet

Systems of personal food production and delivery

HealthNet

Personal medicine

EnergyNet

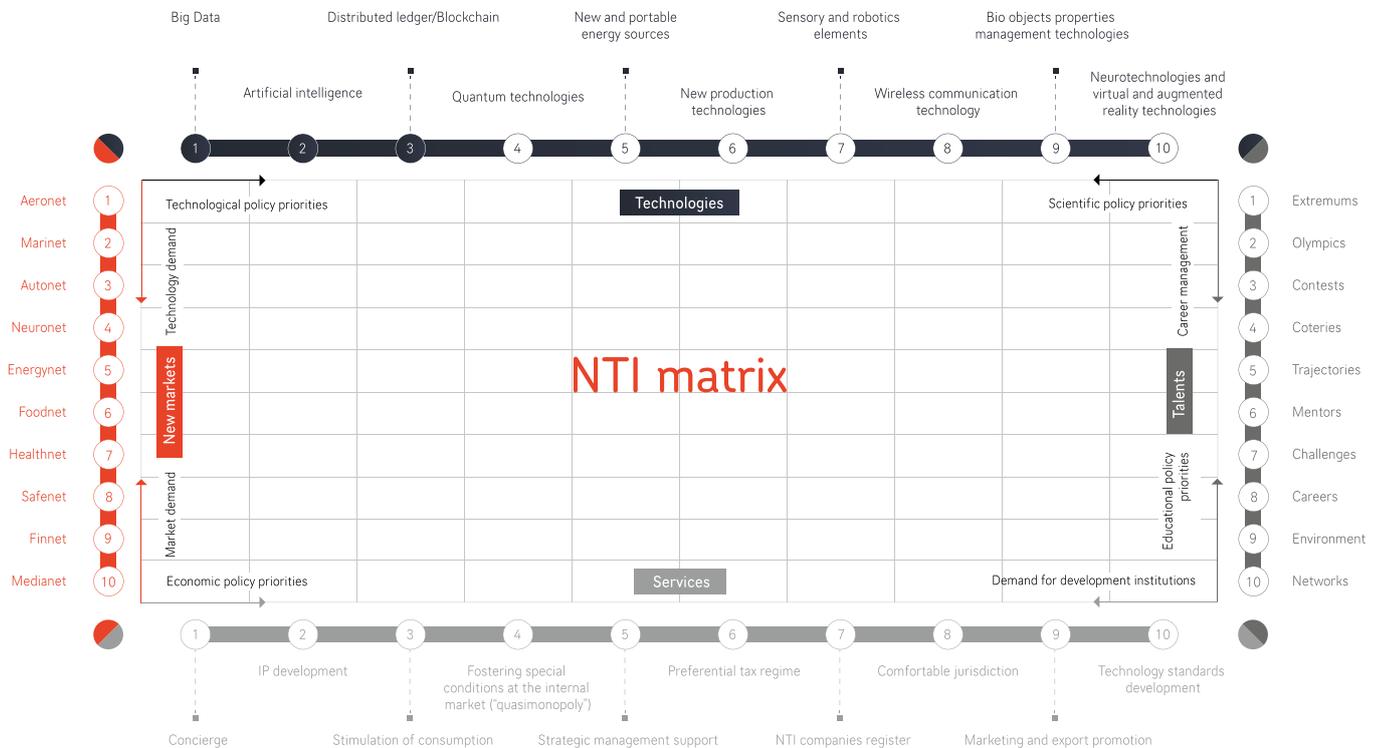
Distributed generation from PERSONAL POWER to SMART GRID, SMART CITY

FinNet

Decentralized financial systems and currencies

SafeNet

New personal security systems



NTI technologies

The NTI Technologies are the key scientific and technical areas having the most significant impact on the development of the NTI markets.

Priority groups of technologies:

- big data;
- artificial intelligence;
- distributed ledger/blockchain;
- quantum technologies;
- new and portable energy sources;
- new production technologies;
- sensory and robotics elements;
- wireless communication technology;
- bio objects properties management technologies;
- neurotechnologies and virtual and augmented reality technologies.

NTI talents

The NTI model reflects on the task of providing companies with a new type of human resources from two perspectives. On the one hand, it seeks to identify the competencies needed to generate breakthrough solutions for the prospective markets. On the other hand, it looks into building the system for early detection and development of talents, creating the environment helping these talents to realize their potentials.

In 2016, it is planned to give start to the projects aimed at professional guidance for children, new educational formats to identify natural sciences talents, support their development and advancement in the fields of the NTI. In 2016 we will also present the final composition of the projects on the "NTI Talents" scale.

NTI services

High-tech businesses in the prospective NTI markets will need different kinds and types of the government support. This will include building technoparks, providing venture capital financing, export promotion, technology transfer support, popularization, public procurement, intellectual property registration and even more. All of these is not a goal in itself, but a service focused on boosting the development of the national high-tech companies.

In 2016 we are planning to specify the composition of the "Services" scale, calibrate each of them and start their fine-tuning.



DENIS PETROV

Director of Development, Membrana
Consulting Company

DMITRY SUDAKOV

Head of New Professions
Atlas



PAVEL LUKSHA

Professor, Skolkovo Moscow
School of Management, Head
of Global Education Futures
Project

EDUCATION

TRENDS

FUTURE



**THE GENERAL OBJECTIVE OF EDUCATION
IS IN TRANSFORMING A MIRROR INTO
WINDOWS**

* Sydney Harris

EDUCATION: CHALLENGES AND TRENDS OF THE FUTURE

Globalization, the transformation of the production chain principles and global economics development have led to the growing competition and, as a consequence, to the accelerated change of technologies. But it's not only the technological landscape that is being changed but social institutions as well. The growing complexity of the world demands better cooperation and the construction of certain horizontal structures. Both the development of medicine and the popularization of sport promote the new ways of active and long life.

These processes become a challenge for education. It is customary to talk today about education that spans over the whole period of a person's life and not only over its first quarter. However, it is necessary to clearly understand which image of the future we want to generate. The understanding what future we should expect and what kind of experts will be required has become a priority for the Competence Foresight-2030 Project. Based on its results the New Professions Atlas has been compiled.

The basis of the project is the Rapid Foresight methods, used for the first time by Pavel Luksha and Dmitry Peskov. Following the results of dozens of Foresight sessions, main trends determining the future of the market have been identified. Here are a few notable items of the list:

— Priority of extra-professional skills, like cooperation, attention management, emotional intelligence, inter-disciplinary approach;

— Automation (in 20 years up to 66% of jobs will be automated);

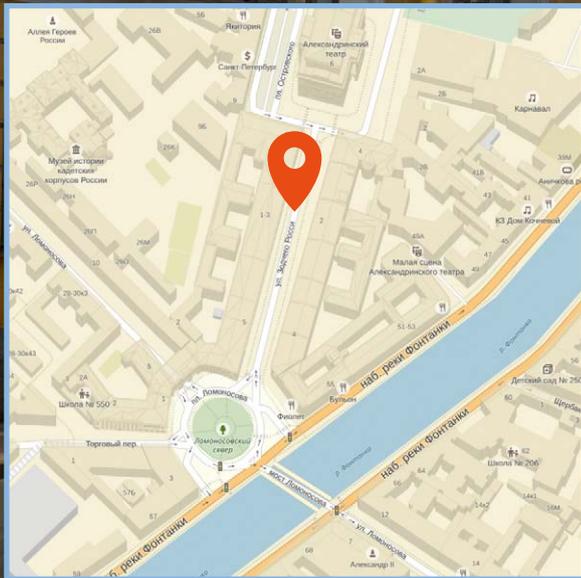
— Ecological compatibility where everybody will bear responsibility for preserving the ecological balance of the location where one lives;

— Complexity growth (the demand for people capable of not only getting adapted to the new agenda but also capable of efficiently managing projects, teams and organizations, will constantly grow).

During the Competence foresight sessions, important conclusions have been made using trends from Russia and the rest of the world. They form the basis of a number of initiatives and projects. The work on making a forecast of emerging requirements for personnel, the analysis of future competences and skills involves experts in the area of education, new technologies, personnel and management of research and design companies from Russia, CIS and BRICS countries, as well as Europe and the USA.



“ TODAY IT IS BECOMING CUSTOMARY TO TALK ABOUT EDUCATION OVER THE WHOLE PERIOD OF A PERSON'S LIFE AND NOT ONLY OVER ITS FIRST QUARTER ”



THE ARCHITECTURAL ENSEMBLE OF THE ZHDANOVSKAYA STREET (ARCHITECT ROSSI) HAS UNIQUE PROPORTIONS: THE BREADTH OF THE STREET IS THE SAME AS THE HEIGHT OF THE BUILDINGS SITUATED ON IT (22 METERS), AND ITS LENGTH IS EXACTLY TEN TIMES THE BREADTH — 220 METERS.





FACT #7

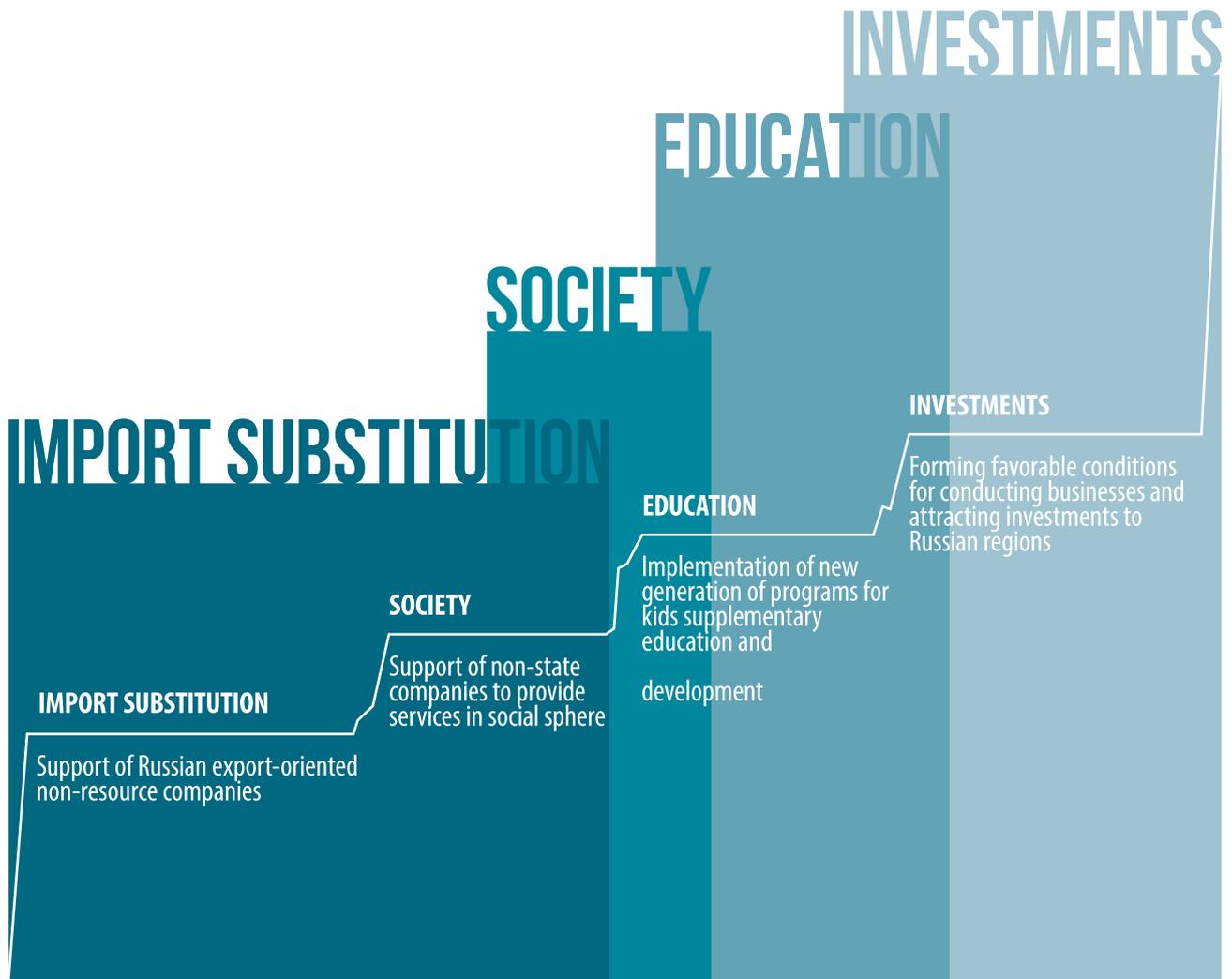
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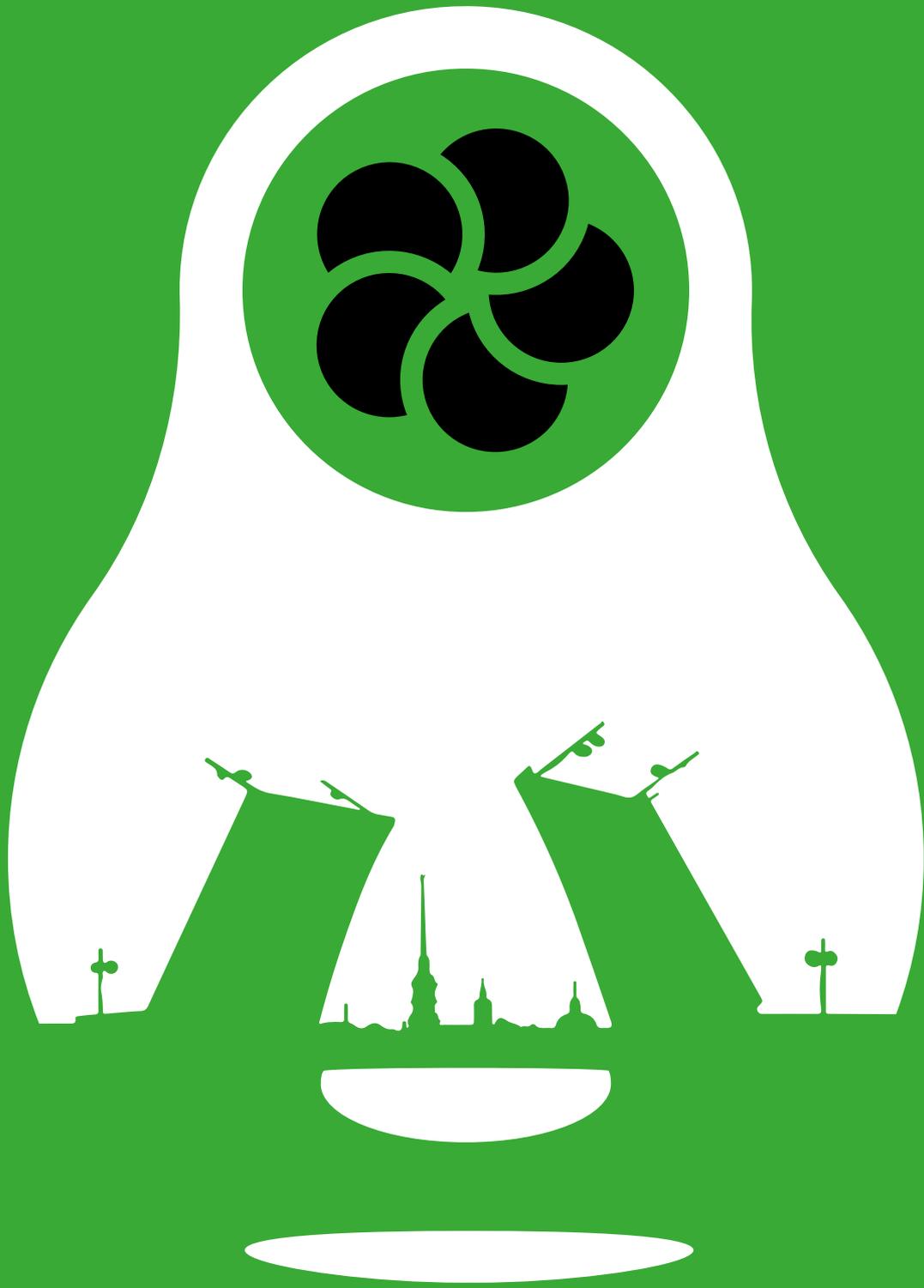
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WE INVEST
INTO FUTURE





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RUSSIAN SEASONS

RUSSIAN SEASONS

Cultural space is not shaped by static artifacts — tangible and intangible — but by their continuous movement, interaction, flowing in time and space. Thus, a culture is a change of seasons, each of which, like changing sets of kaleidoscopic patterns, provides a binding for a complex of meanings, values, guidelines, and standards to a certain stage in the life of an individual, of a group, a country or a union of countries. Therefore, the Russian Seasons are a way of attuning the needs of a community, a civilization with historical know-how. They are the methods of extracting topical issues from these developments, as well as its use for understanding, explaining and implementing the development agenda. In the change of seasons, in their infinite renewal and alternation, is the key to understanding the laws of the historical existence of every human being and of the world in general. The Russian Seasons are a successive vernissage of cultural models, which Russia shares with the rest of the world.

KUSTURICA
PROTEST

KAZARNOVSKAYA
LANDMARKS

PLETNEV
ANTI-AUTOPHOBIA

KHAZIN
ANTIQUARIUM

ZUO
MUTUAL UNDERSTANDING



“ WHEN I COME TO RUSSIA, I HAVE THIS FREEDOM OF CHOICE, FREEDOM OF MAKING DECISIONS, WHICH ARE LOST IN THE WEST ”

RUSSIA GIVES ME A STORE OF IDEAS AND IMPRESSIONS

— **This is not your first time in Russia. Could you please tell us, what do you keep with you in your soul when you leave this country?**

— I keep coming back here, but when I leave, Russia gives me a store of ideas and impressions. For me it means that I actually live in Russia: all that time I spend in my village, I feel like something is pulling me back to Russia. We, Serbs, have a lot in common with Russians. Every time I come to Russia, I feel at home and I feel that I should stay here. I am in sync with the Russian society, language, and culture. I share feelings with every person I see here. This is not a kind of demagoguery — I just love Russian people and everything that is happening here. European culture once had Christian ethics at its roots, but, I am afraid, Europe no longer does. While in Russia, everybody knows these values, respects and preserves them, no matter what.

— **Your music orchestra is called “The No Smoking Orchestra”. Maybe it can be better translated into Russian as “The No Smoking Breaks Orchestra” — since this is how it plays in your films and at your concerts?**

— We formed the first “No Smoking Orchestra” during the time of active discussions in the society of such topics as weapons, people, sex. It all was exposed to the public view. But I wasn't the one who adhered to that. It was a kind of nihilism, if I can say so. But not the same nihilism we can find in some characters of Dostoevsky. Sex is always eccentric, smoking is always sexy. Pop-idols trampled on the foundations, but the whole world kept dancing to the tune of authorities. How can you not? How can you be free from your inner addictions? So the “No Smoking” should be perceived even wider — as inner freedom from any kind of bondages or addictions. We play, but not for the authority, we just play for the real freedom.

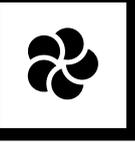
— **The cinema and the world are collective arts. We can paraphrase Shakespeare: ‘All the world is a stage, and all the men and women are merely players’. What do we all lack in the art of the world and what does your art contribute to it?**

— The time has absolutely changed. All the plays we learned were based on Aristotle's vision, where history was only created by means of myths and their reconstructions, by acting on the stage. Politicians arrange their meetings in masonic lodges, whose power, I suppose, is equal to that possessed by the pharaohs. They make up myths, create tales and proclaim that they are true. They want to distract the attention of people from the real problems, they show the capitalism in the most favorable light, as well as democracy, as something immutable, as a stereotype of life, which is no more than a fiction, but they make us believe it is reality.



EMIR KUSTURICA

Film director, producer, actor,
composer, novelist

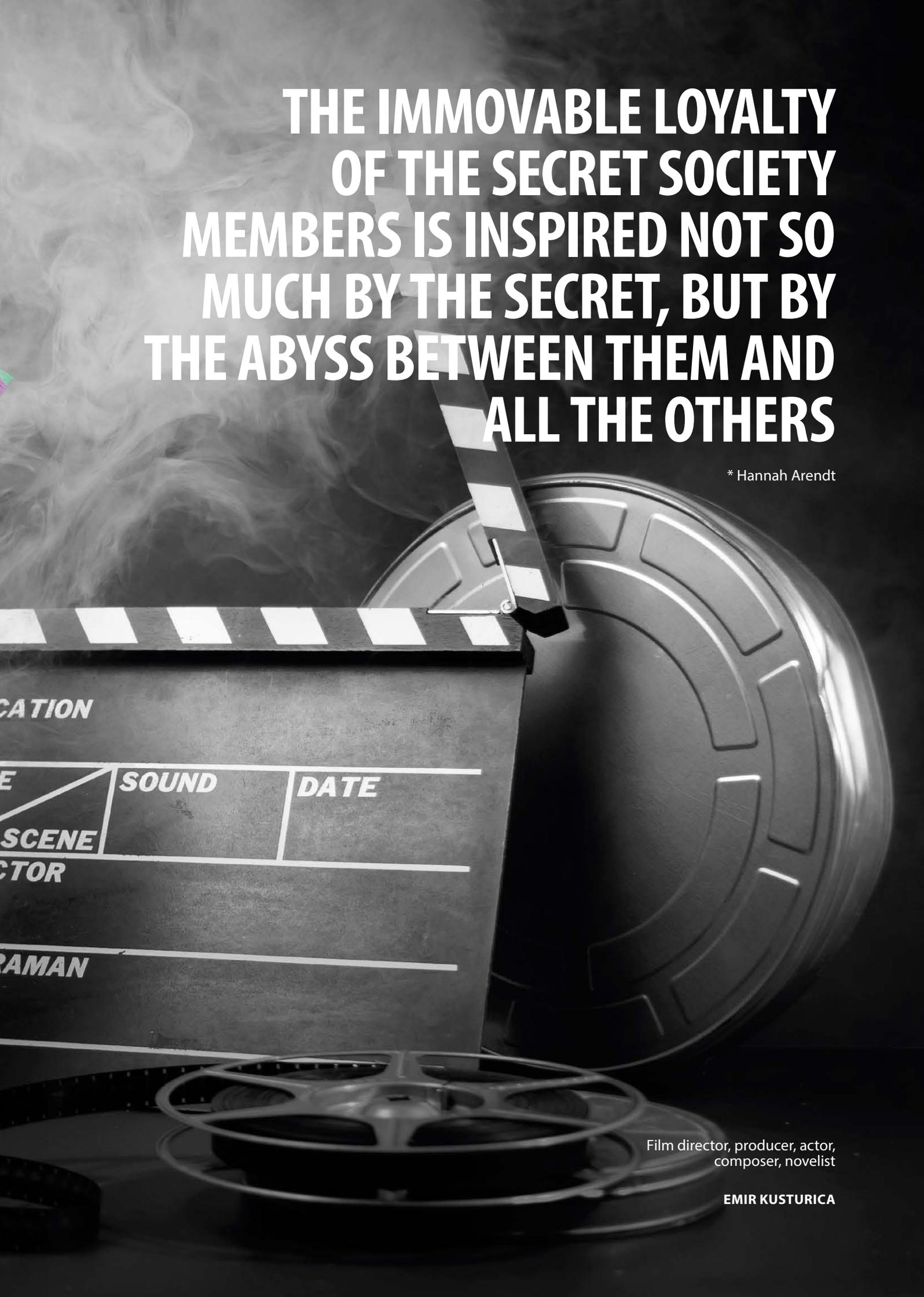


Today, many produced reality shows are actually the biggest dramas. In 1994, I shot "Underground". The plot is the following: the war has ended, but some people who still live in a bunker don't know about it. When they leave the bunker and encounter a film crew, they start to kill its members, because they don't know it's just a movie... Mr Snowden shows us this kind of bunker today. Several families on top of the world power pyramid keep the rest of the world in the dark. To be more precise, they, together with Hollywood and all those bastards, create an illusion that there is only one way to live... It might be that our talk is eavesdropped on somewhere in London or in Germany. Then what kind of freedom can we talk about? What is this freedom of the Western world, when your every step is tracked, registered and posted on the Internet? And they call it freedom, even if I can't keep my private life private? When I come to Russia, I have this freedom of choice, freedom of making decisions, which are lost in the West. But, unfortunately, I think the Russians don't quite comprehend all these advantages they have. Many try to copy the Western lifestyle, which is actually very ridiculous. If you say you believe in God somewhere in a cafe in Paris, people will think you are an idiot.

— **If you shoot a film, based on a Dostoevsky book, what kind of accents would you use in it?**

— I think I would touch upon moral issues. Christian perceptions of morality, of atonement — these things were essential for Dostoevsky. And in general, this film would become my everyday life, since I like to shoot drama and drama is very peculiar to Dostoevsky. But the main thing, a movie like that would be extremely relative to today's life, since people have lost all the sentiments Dostoevsky was brimming with.





**THE IMMOVABLE LOYALTY
OF THE SECRET SOCIETY
MEMBERS IS INSPIRED NOT SO
MUCH BY THE SECRET, BUT BY
THE ABYSS BETWEEN THEM AND
ALL THE OTHERS**

* Hannah Arendt

LOCATION

TIME

SOUND

DATE

SCENE

DIRECTOR

GRAMAN

Film director, producer, actor,
composer, novelist

EMIR KUSTURICA



**“ BENCHMARKS FOR JUDGING
HOW SUCCESSFUL OUR
COUNTRY IS SHOULD NOT
BE BASED ON WHAT THINGS
COST. BECAUSE A HUMAN
SOUL IS PRICELESS ”**



LYUBOV KAZARNOVSKAYA

Opera singer, teacher, philanthropist

— **How does culture today affect the decision-making process and the achievement of management results?**

— Culture is not only opera, painting, literature; it is a culture of communication, a culture of understanding, of speaking the same language, a cultural layer that lives in every human being. A nation is united by traditions and culture. Good practices, which exist in every national culture, create mutual understanding; that is what gives a signal to the management system.

— **What is Russia today from the perspective of cultural contexts and views?**

— Benchmarks for judging how successful our country is should not be based on what things cost. Because a human soul is priceless.

— **What literary character do you associate yourself with?**

— First of all, it is Tatiana from “Eugene Onegin”, although there are bits of obvious otherness. Some romanticism, a girlish impulse, especially early in life. As one conductor said when I used to sing the part of Tatiana: “You don’t need to do anything, just sing your words.” Somewhere there is Carmen, I see my goal and I go for it. Somewhere there is naivety and shyness of Turgenev’s girls, such as Gemma in “Spring Waters”. “Salome” of Oscar Wilde and Richard Strauss. You know, when I was young I was the same idealist as Salome.

— **Which one of your contemporaries would you like to ask a question, and what question would you ask? Or maybe not a contemporary.**

— I would ask a lot of questions to our outstanding writers. For example, Alexander Pushkin: how did he become an absolute visionary for Russia and for the whole world? He read the fate of Russia and his own fate. I have many questions to Gogol, for example, how the ‘Little Russian’ character interfaces the ‘Great Russian’ character, so strongly hindering our understanding of Ukrainians today. He felt this dividing line, but he also felt this incredible unity; he felt both the complete difference of characters and their absolute similarity.





PRIORITY DEVELOPMENT PROJECT

The development of culture in the broadest sense of the word, since culture is the DNA of the nation.

Развитие культуры в самом широком смысле этого слова, т.к. культура — ДНК нации

MAIN PROBLEM

Corruption, absence of a clearly defined national cause.

Коррупция, отсутствие четко сформулированной нац. идеи

STRATAGEM

Do what you must, and let what has to be — be.

Делай, что должно, и пусть будет, что будет!

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

To Gregory Pomerantsev: What can be offered to a young gifted person: to escape abroad for greener pastures, or try to be successful in one's home country?

Григорий Пומרанцев
"Что сегодня можно предложить молодому таланту: убежать за рубеж или попробовать родиться успеха в своей стране?"

WHAT MAKES YOUR HEART SING

Love to the Supreme — the Creator — who gives us all fantastic emotions, and gives meaning to all of life!

От любви к Высшему — к Творцу, который дарит самые прекрасные моменты нашей жизни! Дарит смысл всей жизни!

BEST DECISION OF YOUR LIFE

Do everything with all of my heart.

Слушайте своему делу всей душой!

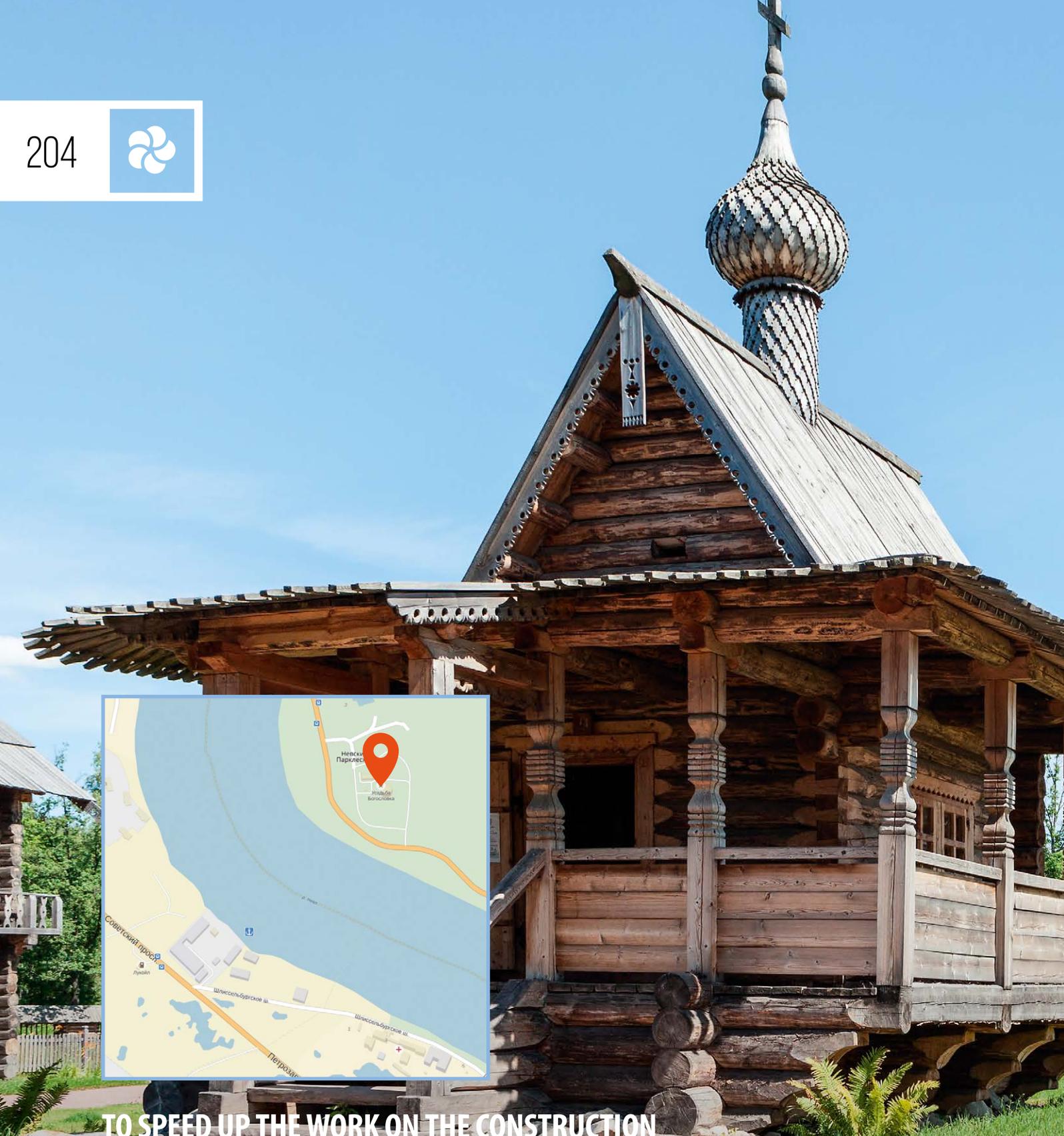
— What books would you recommend to the people who take very serious decisions and think about Russia?

— I would recommend, for example, reading Turgenev's novels and stories. Ivan Turgenev felt Russia as today nobody feels it. He was a gentle soul who, like a sponge, absorbed and integrated what was the best in the West. Actually, it was Viardot and Turgenev who became the bridge for this intercultural understanding. Their salons in Paris, Baden-Baden and St. Petersburg were attended by Alfred de Musset, Saint-Saens, Bizet,

Glinka, Dargomyzhsky, Dostoevsky, Tchaikovsky, Fet, Polonsky and Wilde. It was such a cultural link that managed to solve political issues as well. Turgenev once wrote: "Today two major politicians came and we have actually prevented a war between Germany and France".

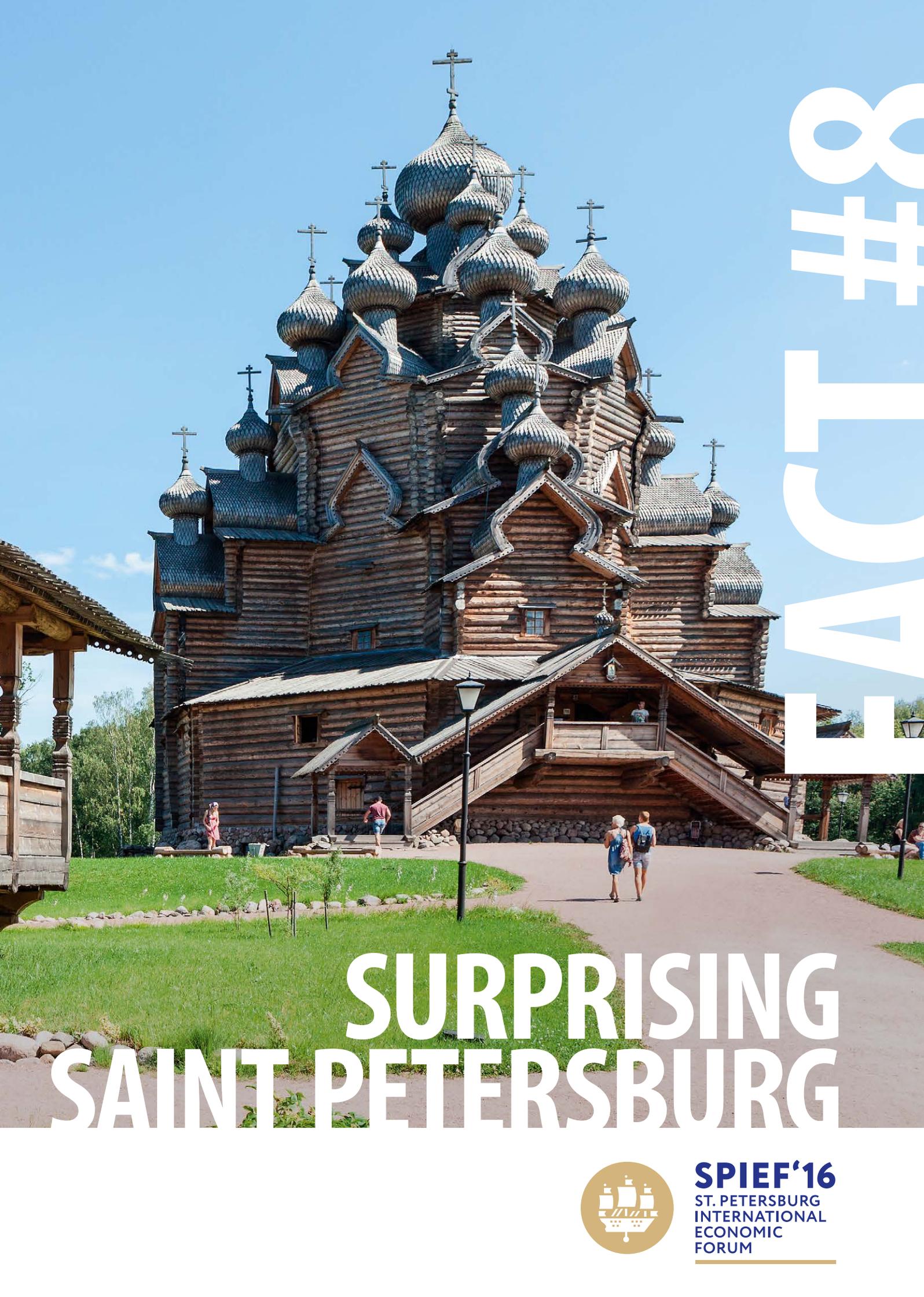
Opera singer, teacher, philanthropist

LYUBOV KAZARNOVSKAYA



TO SPEED UP THE WORK ON THE CONSTRUCTION OF SAINT PETERSBURG PETER THE GREAT PROHIBITED CONSTRUCTION WITH THE USE OF STONE IN THE REST OF RUSSIA. AS A RESULT, BRICKLAYERS LOST THEIR JOBS AND WERE FORCED TO MOVE TO SAINT PETERSBURG. BECAUSE OF THAT, THE CAPITAL ATTRACTED AN "ARMY" OF PROFESSIONAL BUILDERS.





#1 PLACE

SURPRISING SAINT PETERSBURG



SPIEF'16
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FORUM



“ THE QUESTION SHOULD NOT BE ABOUT A CONFLICT BETWEEN THE ‘HIGH’ CULTURE AND THE MATERIALIZATION OF VALUES BUT ABOUT THE UNDERSTANDING OF IMPORTANCE OF THEIR MUTUAL SUPPORT ”



LEONID PLETNYOV

The winner of USSR, Russian and international competitions, Honorable President of the International Dancing Council, Chief Dance Master for the Russian and Vienna Balls

— **What's important for you to achieve this year as a professional?**

— On my working table there are a few projects on holding Russian balls and international dancing festivals in various countries of the world (Russia, Austria, Great Britain, USA, Israel, Czechia, Morocco).

— **Can the 'high' culture prevent the total materialization of the human values?**

— Materialization of values takes place in parallel with the development of the society, its technologies, the acceleration of the rhythm of our lives. All this has to be arranged; it requires a huge effort and time. This time has to be 'stolen' from non-material cultural resources. Regrettably, many successful people today forget how essential the cultural development is. Success can't be real without a high level of culture in general. I think the question should not be about a conflict between the 'high' culture and the materialization of values but about the understanding of importance of their mutual support. We shouldn't be afraid of commercialization of the human life provided that the development of culture goes on.

— **What's the greatest fear that human race should overcome?**

— The fear of oneself being different, multilingual, multi-cultural. We should stop fearing culture that we don't understand. We should learn it. The world was created as multi-colored and diverse. The way to peace and harmony can be found only through making people closer to each other, through mutual respect. Harmony is a mutually developed relationship of various, sometimes opposite, parts. Primitive people, groups, societies see someone different as an enemy. The advanced ones, on the contrary, perceive this difference as a necessary part for creating a complete single entity.

— **What is Facebook? Is it a weapon of digital control or a fun way of recreation?**

— Social networks are the reality, a wonderful and awful inevitability. Like everything new and progressive, they nurse both huge opportunities and incredible dangers. It's important to understand that we can't get away from it. Everybody decides for himself or herself which part of the offer he or she should use.





— **What's Russia for you in one word and why?**

— It's difficult to describe Russia in one word. Wealth, space, mystery, something unknown or unexplored, potential, the hope of the world, love ... And why? Look for an answer in each of these notions.

PRIORITY DEVELOPMENT PROJECT

Organization of a series of Russian balls across the world as an efficient tool to create a positive image of Russia (cultural, business, etc.).

организация сети
Русских балов в разных странах мира
как эффективного инструмента позитивного
представления России (культуры, бизнеса и т.д.)

MAIN PROBLEM

Lack of systemic governmental support.

отсутствие системной поддержки
государства

STRATAGEM

To beautify the world

украшать мир

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORAR- IES AND WHAT QUESTION DO YOU WANT TO ASK?

To religious leaders of various confessions.
Question: When will you finely settle and declare the
unity of the world?

Религиозным лидерам разных
конфессий.
Вопрос: «Когда будете наконец
вопрос и объявите о единстве
решён мира».

WHAT MAKES YOUR HEART SING

When children smile. And it cries when they don't.

то улыбка детей, и
плачет ей их отсутствие

BEST DECISION OF YOUR LIFE

To do no intentional harm to anybody.

никогда и никому не
причинять намеренного зла

**CULTURE IS NOT THE NUMBER OF BOOKS
ONE HAS READ, BUT THE NUMBER OF
BOOKS ONE HAS UNDERSTOOD**

* Fazil Iskander

The winner of USSR, Russian and international competitions,
Honorable President of the International Dancing Council, Chief Dance
Master for the Russian and Vienna Balls

LEONID PLETNYOV



**“ WE ARE ABOUT
TO CELEBRATE
THE ANNIVERSARY
OF THE CENTURY
OF RUSSIAN ABSOLUTE
LEADERSHIP
IN WORLD CULTURE ”**



EVERYTHING GENIUS IS FASHIONABLE

We are about to celebrate the anniversary of the century of Russian absolute leadership in world culture. Civil war, famine, disorder, the cautious attitude of the authorities that in 15 years grew into total suppression, and at the same time, an unprecedented bloom of all kinds of art. We enjoyed the galaxy of the greatest reformers and creators in theater, cinema, poetry, music, visual arts and architecture! The works of our giants during this period became the basis of great performance at the opening ceremony of the Olympic Games in Sochi. How many geniuses from all over the world came to Russia at that time!

Surely, in recent history, there were achievements and appearance of talented artists, but we cannot say a word about world leadership. Perhaps, in music, there were Schnittke, Gubaidulina, Eifman, Neizvestny, Sidur and there was social art. We have witnessed a collapse of the epoch, almost physical sensation that we are about to take a seat at Olympus of world culture. We were awaiting, but it has never happened. For 15 years, we talked with shyness and pushed the topic of art to the sidelines of public interest.

Finally, it has happened! I would like to draw attention to the most conservative genre of all — museum exhibition activity. I dare to say that the end of the season that is now approaching was the best in 50 years for Moscow. It was outstanding on the global scale. This is a sign of positive global processes, taking place in the cultural space. Kremlin Museums consistently work by the highest standard. “Boris Godunov” is a new success, not only in the artistic sense, but I would venture to say, it is also a sharply political creation. The Tretyakov Gallery flashed the great collection in “Imperial Icon Painter Simon Ushakov” that was the most important project in promoting the nation’s self-identity. The Korzhev’s exhibition, the project with the London National Portrait Gallery are also worth noting, as well as the famous portrait of Shakespeare shown in Moscow on the day of the 400th anniversary of his death. And of course, there was the famous Serov’s exhibition.

The works of Russian avant-garde have been exhibited at the Museum of Tolerance. These works were bought out following the decision of the People’s Commissariat and sent “into the fields”, as people put it, to introduce contemporary art to the general public. The project, carried out by “Rosizo” and called “Astronauts: the Birth of the Space Era” was held at the Science Museum of London. It is now at VDNH in Moscow. Korolev demanded that his colleagues created not only effective, but also beautiful spaceship that could take place in museums. The time has now come.



ANDREY KHAZIN

Member of the Russian
Academy of Arts





GIVE ME A MUSEUM AND I'LL FILL IT

* Pablo Picasso





In the field of the contemporary art, excellent exhibition projects from private collections took place. State museums have done a good job and Russia is again among the leaders of the arts.

We have witnessed an outstanding exhibition season that is definitely showcasing the presence of active and effective cultural life. It is very important that not only the professional community, but also the general public notices and supports this process. How much I would like to see the 100 year anniversary of our leadership in world culture as the frame for our leadership in the culture of the second quarter of the 21st century!

Member of the Russian
Academy of Arts

ANDREY KHAZIN



ROSSETI

**RELIABLE GRID-
SAFE FUTURE**





**RUSSIAN DIRECT
INVESTMENT FUND**

5 YEARS' INVESTING IN RUSSIA

760 billion rubles

invested and committed for for this purpose jointly with the world's leading investors, banks, and partners. Of this sum, 690 billion rubles were co-invested by RDIF's partners.*

10 to 1

proportion of funds attracted from partners for each ruble invested by RDIF.

30+

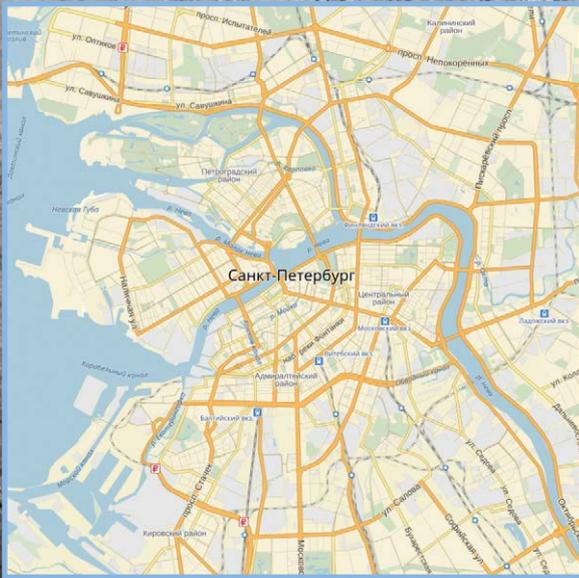
deals closed across a wide range of sectors.

\$27 billion

is the value of the joint investment platforms that we have established with leading international investors.*

20+

partnerships with sovereign and investment funds and leading companies from throughout the world.



**SAINT PETERSBURG IS THE NORTHERNMOST
CITY IN THE WORLD WITH MORE THAN
A MILLION RESIDENTS.**



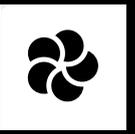


6 of TOP
EVENTS

SURPRISING SAINT PETERSBURG



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ECONOMIC
FORUM



ZUO CHEN GUAN

Russian composer of Chinese origin,
musicologist and producer

— **What is Russia for you?**

— Probably, very few Chinese know Russia as I do. In China they don't know enough about what country Russia is and what the Great Patriotic War for Russia means. I think nobody in the world understands what a war is as the Russians do. My roots are in China, of course, but as far as my mentality and my education are concerned, I'm from Russia. There are two cultures, two languages in me. I have two lives. And this life of mine is twice as interesting as ordinary people's lives. Certainly, Russia is also a Motherland for me, the second Motherland.

— **Which word or definition would you use to describe Russia?**

— Great country with great history and culture. There is no such other country in the world in terms of its contribution to culture, to civilization in general. For a very short period of time — 200 to 300 years — Russia has given so much to the world.

— **What is the most important that Russia gave to the world?**

— For me it's its literature and music.

— **Who is your favorite Russian poet or writer?**

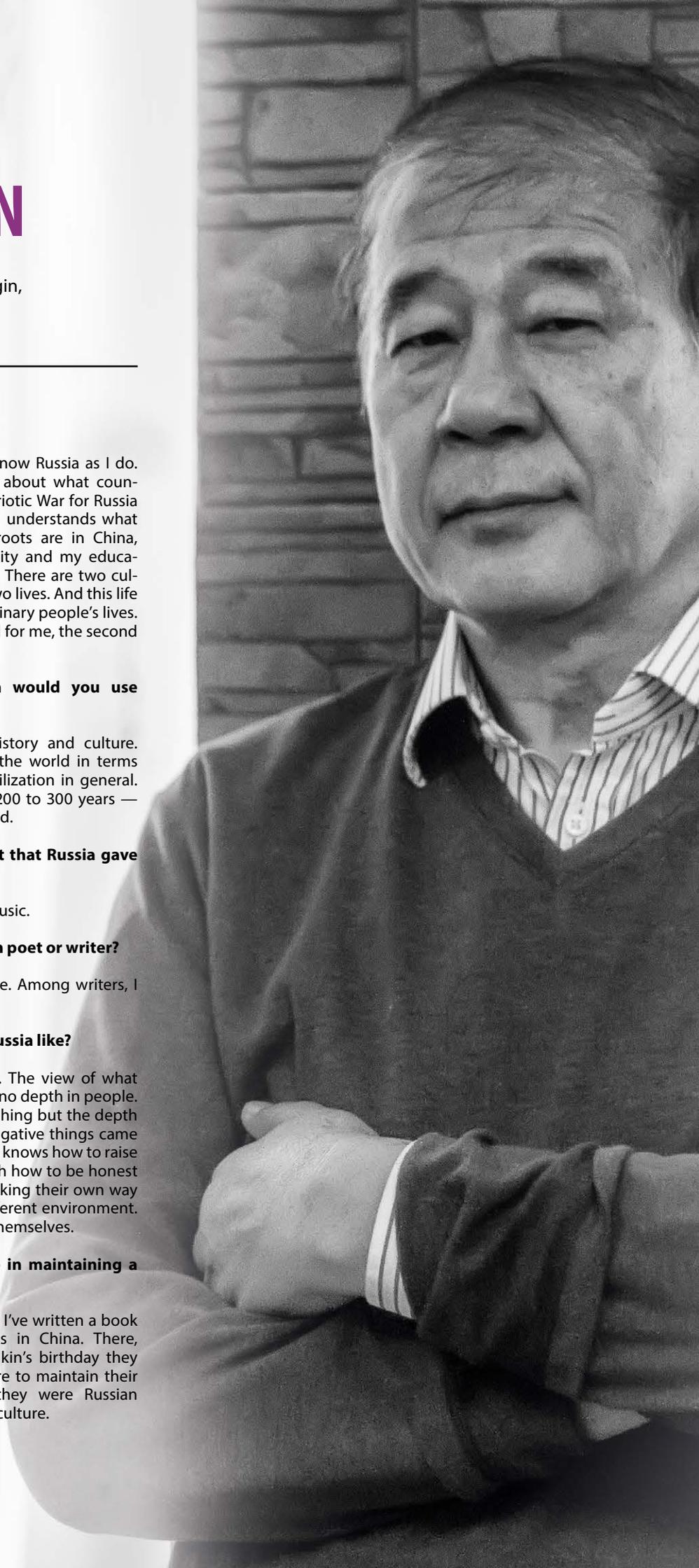
— The poet is Pushkin, of course. Among writers, I like Leo Tolstoy very much.

— **What's modern culture in Russia like?**

— It's a very difficult time now. The view of what the values are has changed. There is no depth in people. It seems that a person knows everything but the depth is missing. In this respect a lot of negative things came from the Internet. Now nobody even knows how to raise children. Of course, one should teach how to be honest and kind. But when people start making their own way in life they will get into a totally different environment. And they should be able to defend themselves.

— **What is the role of culture in maintaining a national identity?**

— It's the most important thing! I've written a book about Russian expatriate musicians in China. There, far from their Motherland, on Pushkin's birthday they arranged a festival of Russian culture to maintain their national identity. And they felt they were Russian because of their language and their culture.





— **What can Russia teach China?**

— It seems to me Russia is totally different from China. For the Russians it's the spiritual side that is very important. The Chinese survived the cultural revolution and now they are more absorbed in the material side of life. Of course, life in China has got better and the people are developing spiritually as well. But even during the most difficult times Russia didn't lose its spirituality.

— **World's leading figures will come to attend the Saint Petersburg Forum. Where would you recommend them to go first?**

— The Hermitage, the Mariinsky Theatre, the Catherine the Great's Palace, Tsarskoye Selo, Peterhof, especially in summer.

— **Is China Russia's friend now?**

— Now, definitely! I think China will remain a friend of Russia. Churchill said there is no such thing as friendship, there are only interests. And we have the same interests, i. e. to stick together and defend ourselves from the American aggressive policies.

“ **THERE IS NO SUCH OTHER
COUNTRY IN THE WORLD
IN TERMS OF ITS
CONTRIBUTION TO CULTURE,
TO CIVILIZATION IN GENERAL** ”

PRIORITY DEVELOPMENT PROJECT

The development of civilization consists not only of scientific and technological progress, but also spiritual and moral perfection

人类的文明不仅是科技的发展,而且是精神和道德的完善。

MAIN PROBLEM

There is too much cruelty and suffering in the world

今天世界充满了残酷和苦难

STRATAGEM

Be kind to people. Do not wish for others what you do not wish for yourself

要行善。不要去对别人做同样的:不希望别人来对你做的事。

QUESTION TO A CONTEMPORARY

TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

A question to world: Do your actions

对世界各国领导人提

PRIORITY DEVELOPMENT PROJECT

The development of civilization consists not only of scientific and technological progress, but also spiritual and moral perfection

Развитие цивилизации заключается не только в научно-техническом прогрессе, но и в духовно-нравственном совершенствовании.

MAIN PROBLEM

There is too much cruelty and suffering in the world

В мире слишком много жестокости и страданий.

STRATAGEM

Be kind to people. Do not wish for others what you do not wish for yourself

Делай добро людям. Не желай другому того, чего себе не желаешь.

QUESTION TO A CONTEMPORARY TO WHOM OF YOUR CONTEMPORARIES AND WHAT QUESTION DO YOU WANT TO ASK?

A question to all the leaders of countries in the world: Do your actions bring good or misery to people?

Вопрос руководителям всех стран мира: "Ваши действия приносят людям добро или несчастье?"

WHAT MAKES YOUR HEART SING

The smiles of my children and grandchildren!

От улыбок моих детей и внуков.

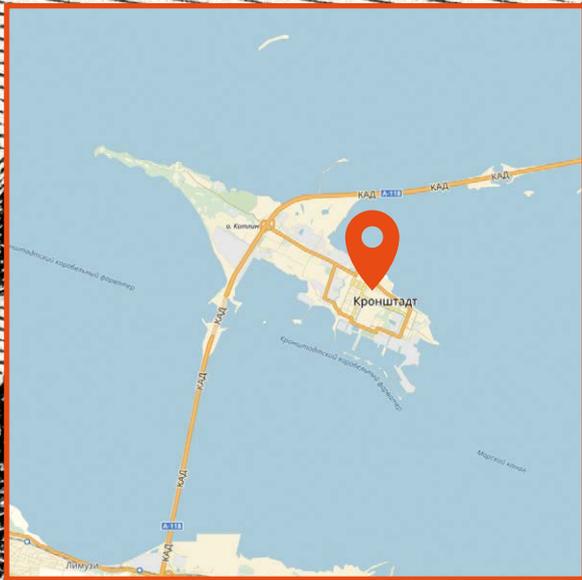
BEST DECISION OF YOUR LIFE

I am doing the very things I love in my life

Занимаюсь любимым делом в моей жизни.

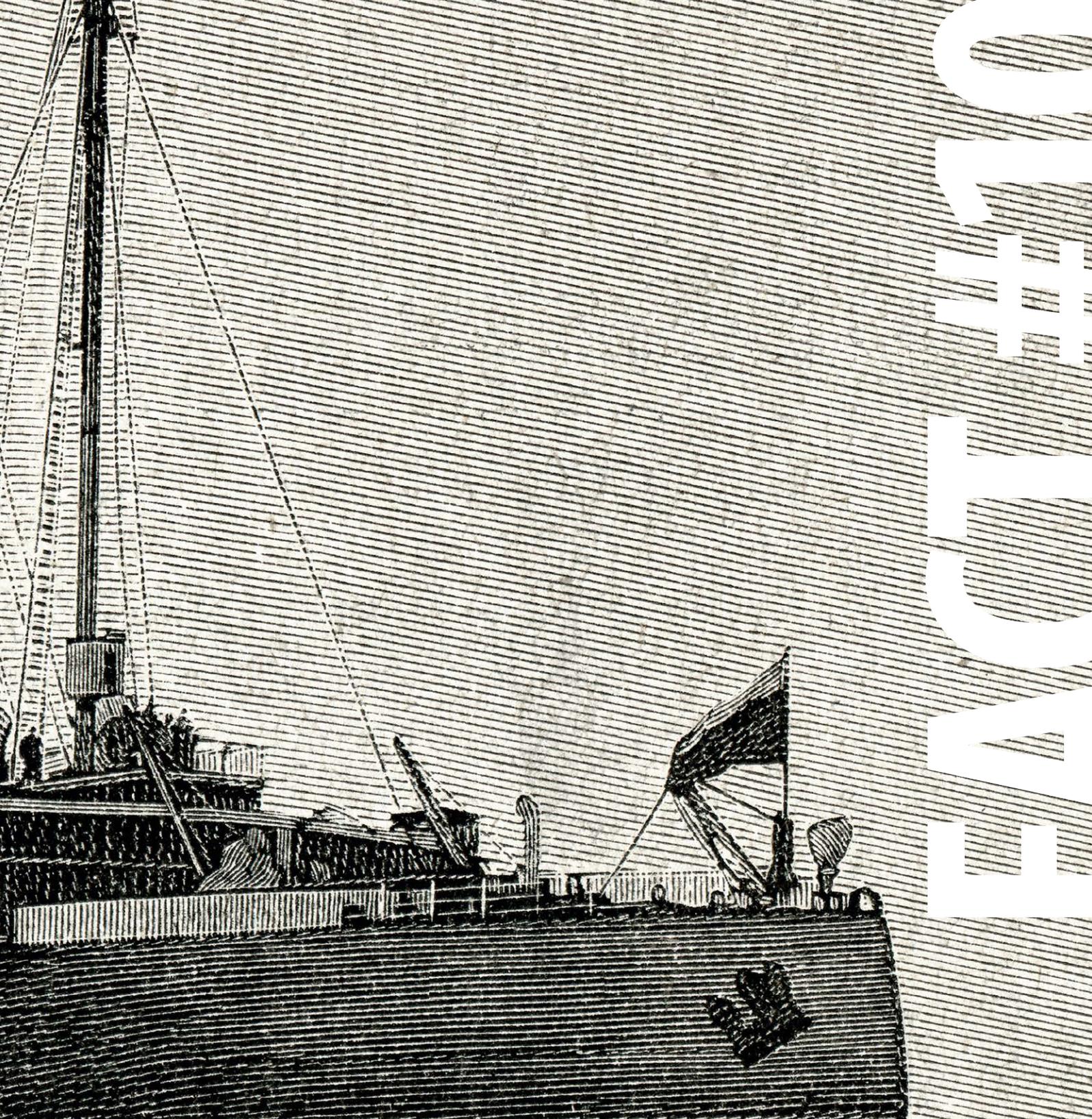
Russian composer of Chinese origin, musicologist and producer

ZUO CHEN GUAN



**STEAM TUG "PILOT" WAS THE WORLD'S FIRST
ICEBREAKER: IT BEGAN TO OPERATE IN THE PORT
OF KRONSTADT IN 1864.**





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SURPRISING SAINT PETERSBURG



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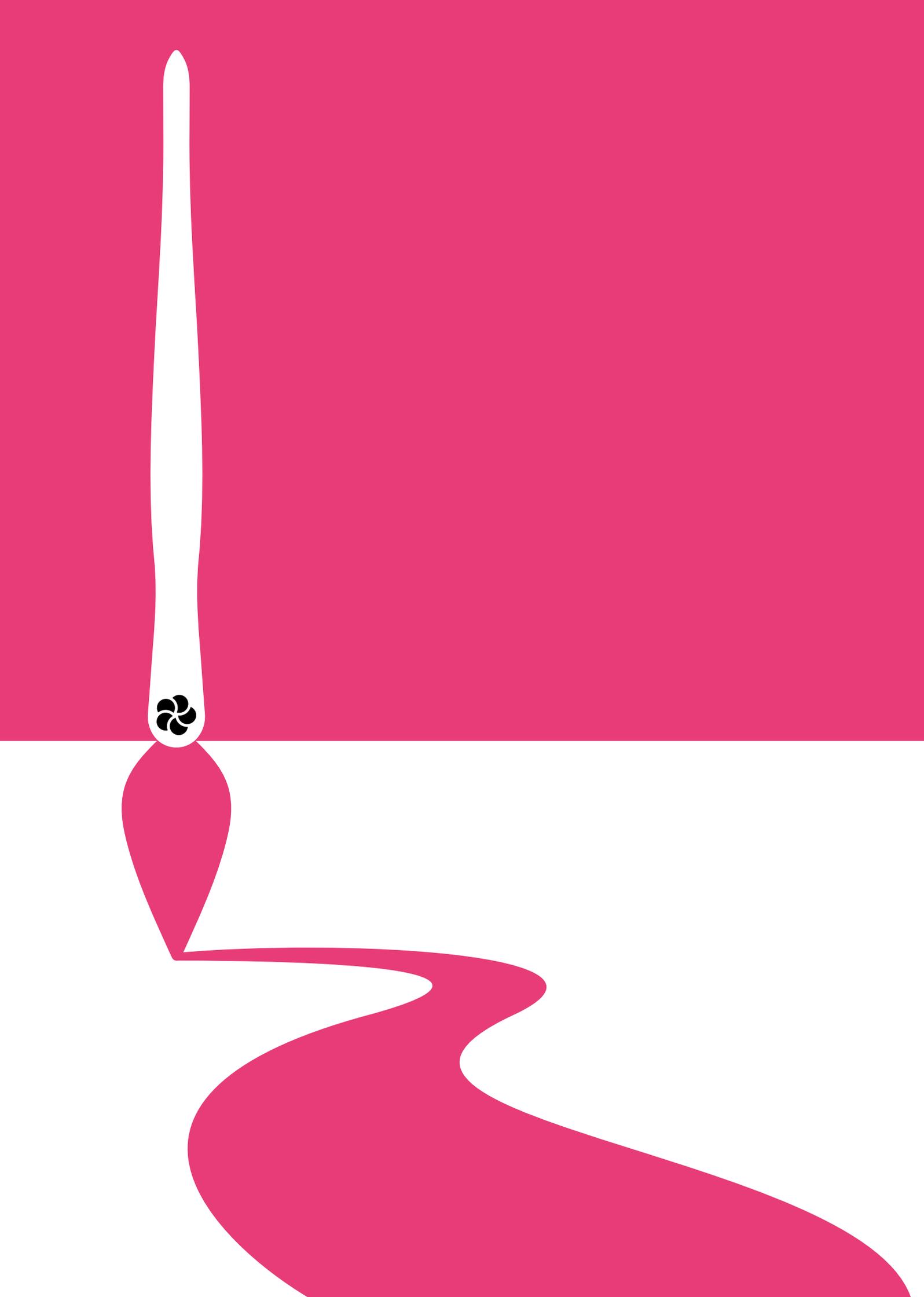
SAINT PETERSBURG IS THE NORTHERN AND THE CULTURAL CAPITAL OF RUSSIA, ITS SEA GATE, A LEGENDARY CITY AND A CITY OF HEROES.



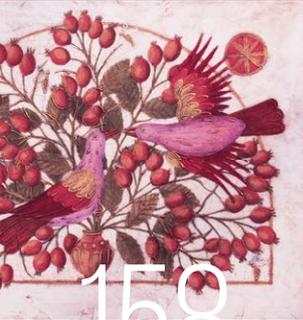
20 YEARS ST. PETERSBURG INTERNATIONAL ECONOMIC FORUM



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GOOD GIVING



158



80



144



92



64



130



ART THERAPY

Provides an opportunity to reveal creative potential, to study your inner world and find new innovative solutions.



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MAKE CONTRIBUTIONS IN SUPPORT OF THE PROGRAM "CREATIVE INDUSTRY".
GET A CHANCE TO SEE YOUR WORK IN THE NEXT ISSUE OF THE JOURNAL

YOUR NAME

YOUR SIGNATURE





Delivering Modernisation



**BANK
FOR DEVELOPMENT**

Vnesheconombank – the national Bank for Development – a major financial institution designed to help implement the state investment policies, enhance the competitiveness and diversification of the Russian economy on the innovative basis.

The Bank aims to facilitate the development of the sectors strategically important for the Russian economy. In pursuit of the goals, the Bank arranges financing for projects in infrastructure and innova-

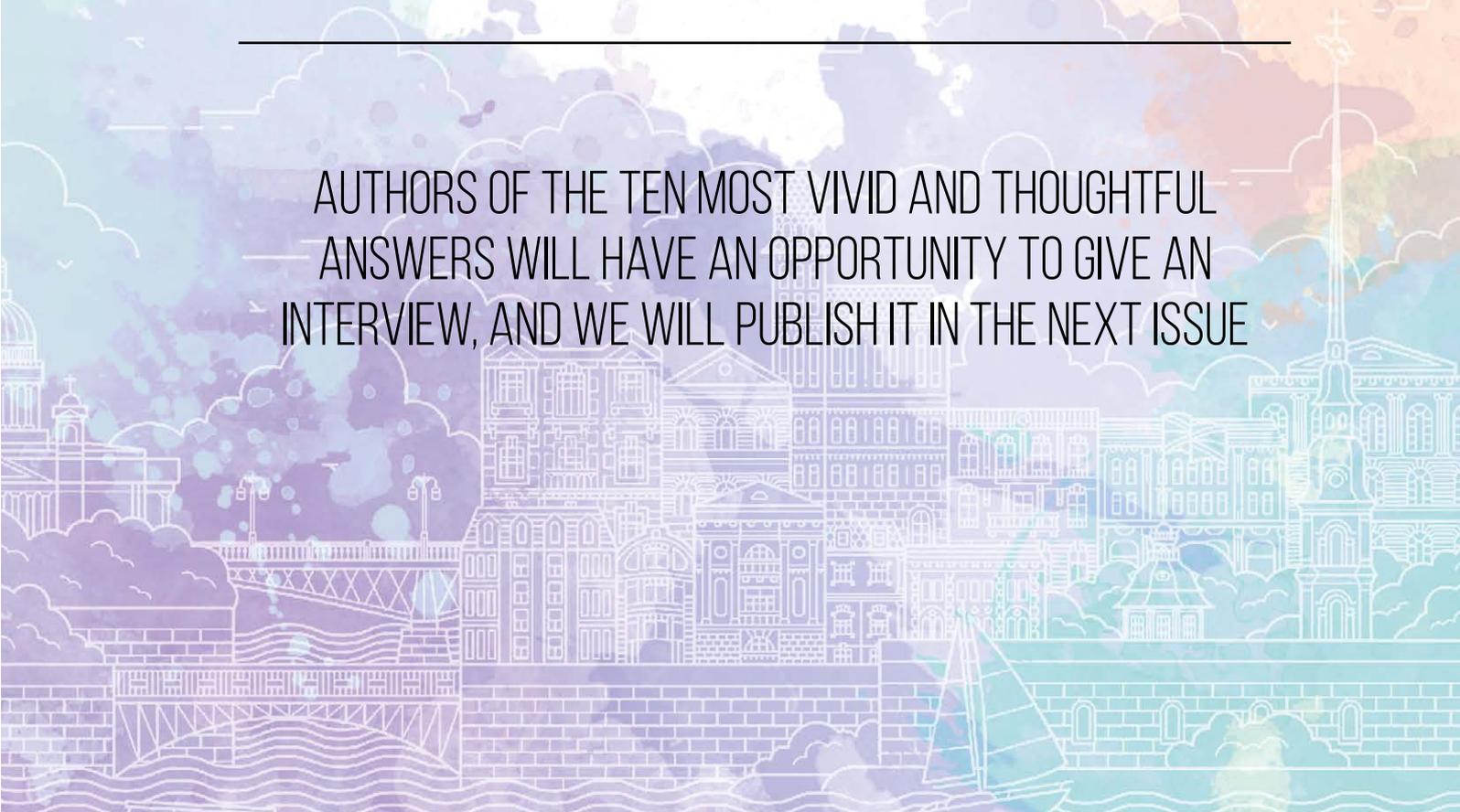
tion, engages in implementing projects intended for enhancing efficiency of the natural resource utilization, environmental protection and improvement of the ecological situation.

Vnesheconombank's special status, activity goals, functions and powers are expressly defined by Federal Law № 82 FZ dated 17.05.2007 "On Bank for Development".

DEAR **CONGRESS PARTICIPANT!**

FILL IN THE FORM WITH YOUR FIRST NAME, LAST NAME,
CONTACT DETAILS, ANSWER THE QUESTIONS AND GIVE
THE FORM TO PERSONS WITH THE LOGO OF THIS PUBLICATION

AUTHORS OF THE TEN MOST VIVID AND THOUGHTFUL
ANSWERS WILL HAVE AN OPPORTUNITY TO GIVE AN
INTERVIEW, AND WE WILL PUBLISH IT IN THE NEXT ISSUE





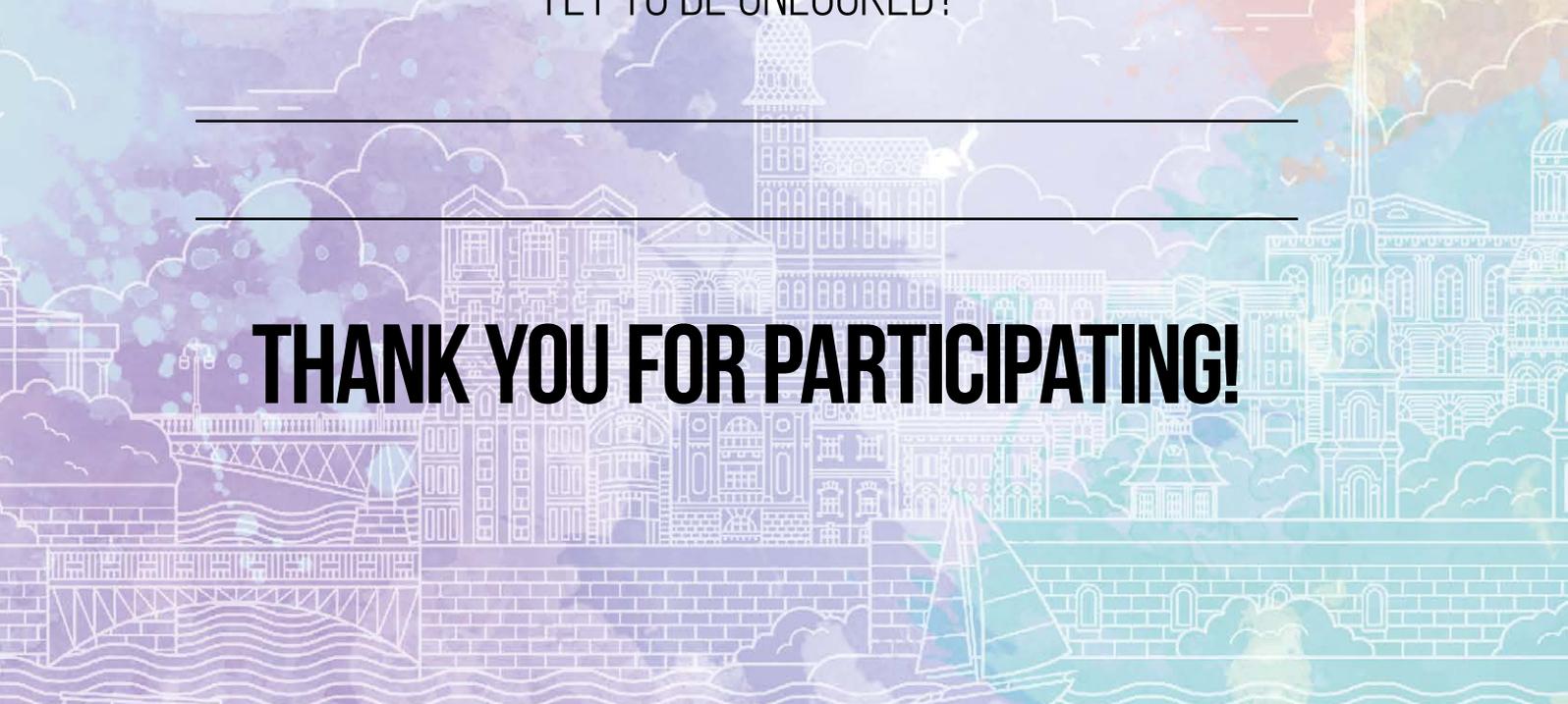
QUESTIONS

WHAT DO YOU SEE AS THE MAIN CHALLENGE
OF RUSSIA TODAY?

PLEASE OFFER THREE POSSIBLE SOLUTIONS TO THIS CHALLENGE

IN WHAT AREAS OF DEVELOPMENT OF THE STATE, ECONOMY,
SOCIETY DO YOU SEE THE MOST SIGNIFICANT POTENTIAL
YET TO BE UNLOCKED?

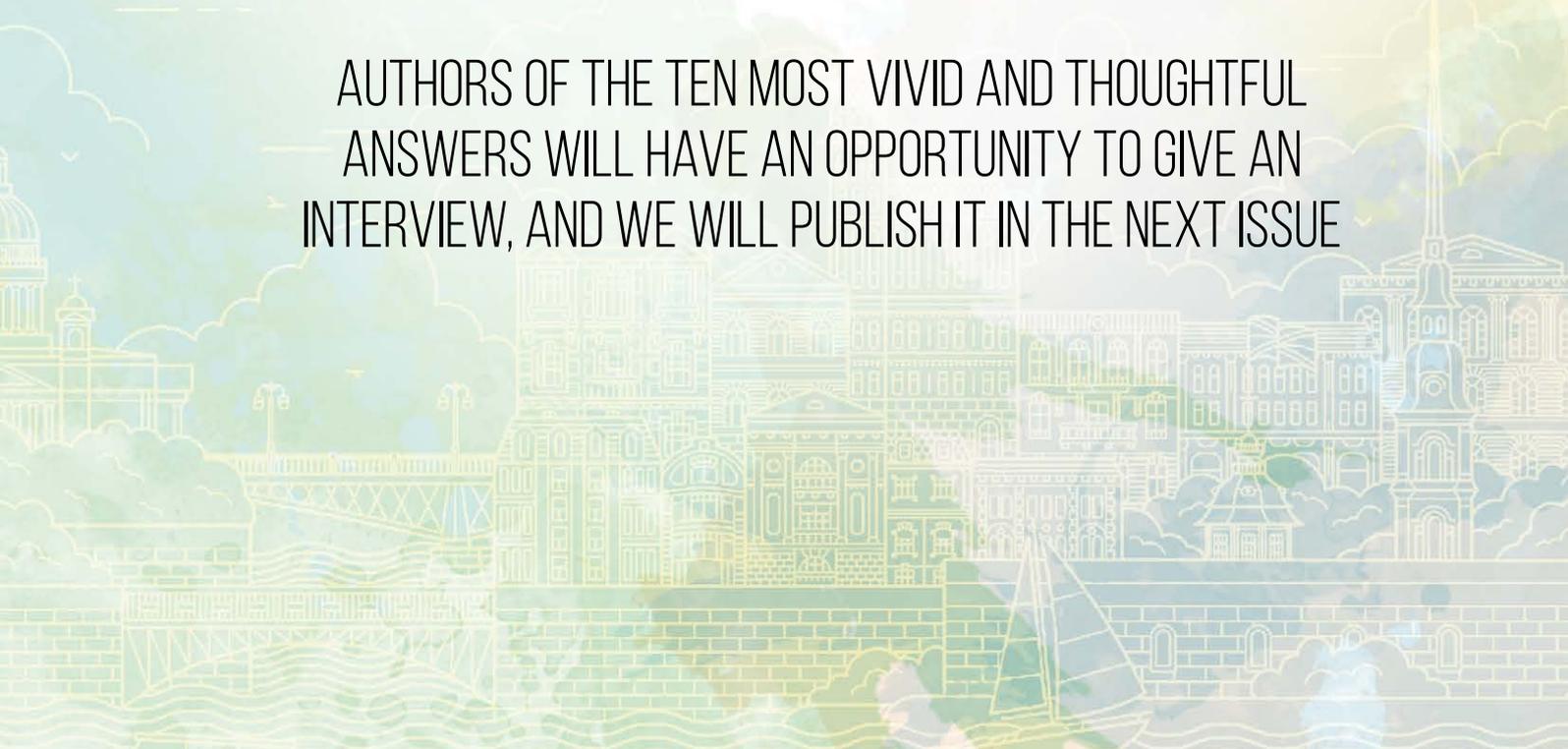
THANK YOU FOR PARTICIPATING!



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QUESTIONS

PRIORITY DEVELOPMENT PROJECT

MAIN PROBLEM

STRATAGEM

QUESTION TO A CONTEMPORARY

TO WHOM OF YOUR CONTEMPORARIES, AND WHAT QUESTION DO YOU WANT TO ASK?

WHAT MAKES YOUR HEART SING

BEST DECISION OF YOUR LIFE

THANK YOU FOR PARTICIPATING!



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CREATIVE INDUSTRY PROGRAM

PROGRAM BASIS

States distancing themselves from the responsibility for national identity, destruction of historic artifacts, dating back thousands of years, exclusion of civilizational determinants and cultural codes from historical memory undermines economic foundations of the very existence of different peoples. Evidently, prospects of global evolution are related to the transition from an economy-centered to a culture-centered approach which provides for tactic and strategic goals being set in respect of cultural and spiritual perspectives.

Hardly anybody today remembers specific features of the Russian economy in the late 19th — early 20th centuries, while the whole world is familiar with outstanding cultural figures of the time — Rachmaninov, Bunin, Vrubel, Shalyapin, Pavlova... And together with them people remember Russian patrons of art — Tretyakov, Ryabushinsky, Mamontov, Morozov. They were serious and shrewd entrepreneurs, who understood that contributing money to develop spirituality means investing energy in the future of the country and that support for the art is no waste of money. On the contrary, this will boost your business, bring you luck and new revenues as “he that giveth shall not lack”.

Everything loses its meaning if our children are doomed to live in a spiritless technotronic world lacking the beauty of the real art in a country that has lost its cultural identity. Fortunately, Russia is still full of talented people and today they can count on the support of fellow countrymen who have chosen to become entrepreneurs.

Creative industry special purpose program should become the basis of support for the Russian art. It stresses a culture-centered nature of the Russian civilization demonstrated to the world through the works by modern Russian authors.

PROGRAM OBJECTIVES:

- targeted support for authentic Russian artists, writers, musicians, other creative professionals;
- popularization of the Russian art in the world.

PROGRAM TASKS:

- constant monitoring of Russian creative community, recognition of most talented authors, subsequent organizational and financial support for them (Creative industry website, a specialized magazine, a network of galleries, recording studios, exhibitions, concerts, festivals);
- creation of a single digital base of unique content (best pictures, texts, music, objects of design and artistic crafts, media production).

National Center for Social and Humanitarian Projects, a nonprofit partnership, is the operator of the Creative industry program.

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CONTEMPORARY RUSSIAN ARTISTS, WHOSE
WORKS ARE DISPLAYED IN THIS ISSUE



80 FOKK

64 VOTSMUSH



92 FROLOV



130 PRONINA



144 KRUPP



158 GAYUN





RUSSIA
LOVES FOOTBALL!

FESTIVAL
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CHARITY

In the «World Giving Index» Russia holds place no. 129 (According to the Charity Aids Foundation — CAF.) At the same time, numerous researches show that the number of private donations and the number of individuals who support charity funds, help others and volunteer in Russia keeps growing. “CAF Russia” reports that 150 billion of Rubles were transferred to charities in 2015.

Charity funds have a special place on the list of those who collect the money from individuals and other interested parties. Charity funds can be roughly divided into several types based on their funding sources: private (usually created by one person or a family, funded by their founders and not seeking extra resources); corporate (created by companies that provide resources for their work); fundraising-based funds (they don't have one main source of funding and attract money through their programs.)

The shares of such players on the “charity markets” vary from country to country. In Russia the majority of funds are fundraising-based, they launch their programs and create rules of the game. They attract a big number of donors, develop charity culture in citizens and organizations, and engage them into charity activities.

The rankings of private and corporate funds can be easily found on the first pages of the Forbes Magazine. The Funds of Vladimir Potanin, Gennady and Elena Timchenko, “Systema” corporation or the “Lukoil” com-

pany are well-known not only to their business partners, but to many museums, libraries, hospitals and non-profit organizations. Meanwhile, citizens are more informed about fundraising-based funds, such as “Gift of Life”, “Russian Fund of Help” or a Fund for Hospice Support “Vera”. Their names appear on TV screens, and they are being approached for help in difficult life situations. The Moscow Patriarchy of the Russian Orthodox Church has also significant experience in charity activities in many different areas.

However, well-recognized fundraising funds is only a small part of those thousands of funds who successfully attract donations and work in very different areas, sometimes occupying a unique niche. The recipients of donation are not only people who found themselves in a difficult life situation, but also talented scientists, active young people, ecologists, science and culture organizations, educational and healthcare entities. The programs of funds are becoming more and more professional year after year. Quite often, it is the partnership with socially responsible business and state institutions that helps them reach a new level of social effect.

This issue of the magazine and the platform of Saint Petersburg International Economic Forum will introduce you to funds that work in different areas and with different target audiences. We hope that you will find among them reliable partners to implement your corporate charity programs.

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 OUTFUNDSPB.RU
 HOSPICEFUND.RU
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 SO-EDINENIE.ORG
 SOS-DD.RU
 TRAEKTORIAFDN.RU
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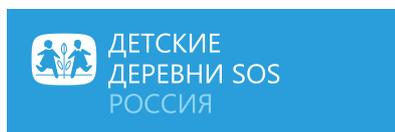


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 Trainee
 Trainee

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