



**EU-RUSSIA
INDUSTRIALISTS ROUND TABLE**



Mr. Jerzy Buzek
President of the European Parliament
European Parliament
PHS 11B011
60 rue Wiertz
1047 Brussels

IRT Recommendations to the EU-Russia Summit (15 December 2011, Brussels)

Brussels, 8 December 2011

Dear Mr. Buzek,

On behalf of the Co-Chairmen of the EU-Russia Industrialists' Roundtable (IRT), Mr Peter Löscher (President and CEO of Siemens) and Mr Anatoly Chubais (CEO of Rusnano, the Russian Corporation of Nanotechnologies), I herewith have the pleasure of sending you business' recommendations for the EU-Russia Summit, taking place on 15 December.

These recommendations represent the joint view of the members of the IRT Council regarding the further steps to be taken for fostering economic integration between the EU and Russia:

Russian side

- Anatoly Chubais, IRT co-chairman (CEO, Rusnano)
- Vladimir Evtushenkov (Chairman, AFK "Sistema")
- Andrey Kostin (President & CEO, VTB Bank)
- Alexey Mordashov (Director General, Severstal)
- Viktor Vekselberg (President, Skolkovo Foundation)
- Vladimir Yakunin (President, Russian Railways)
- Andrey Melnichenko (Chairman, Eurochem)
- Natalia Kaspersky (Director General, Info Watch)
- Andrey Ivaschenko (Chairman, ChemRaR)

EU-Russia Industrialists Round Table – EU Secretariat

142 Avenue Jules Bordet – 1140 Brussels, Belgium
Phone: + 32 2 761 16 06 Fax: + 32 2 761 16 99 Email: irt@kelleneurope.com

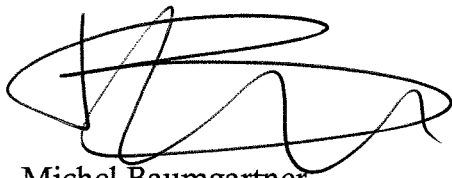
- Dmitry Pumpiansky (Chairman, TMK Group)
- Mikhail Abyzov (Chairman, RU-COM)
- Alexander Shokhin (President, RSPP)

EU side

- Peter Löscher, IRT co-chairman (President and CEO Siemens)
- Nils S. Andersen (Partner and Group CEO of AP Moller Maersk)
- Jørgen Buhl Rasmussen (President and CEO, Carlsberg)
- Dr. Rüdiger Grube (Chairman of the Management Board and CEO, Deutsche Bahn AG)
- Robert Dudley (Group CEO, BP p.l.c.)
- Jouko Karvinen (CEO, Stora Enso)
- David Brennan (CEO, AstraZeneca)
- Gertjan Lankhorst (CEO, GasTerra)
- Aloïs Michielsens (Chairman, Solvay)
- Hans Peter Haselsteiner (CEO, Strabag SE)
- Herbert Stepic (CEO and Chairman of the Board of Management, Raiffeisen Bank International AG)
- Frans van Houten (President/CEO, Royal Philips Electronics)
- Rajeev Suri (CEO/Nokia Siemens Networks)

We wish to thank you for the continued support the IRT receives from the European Parliament throughout the year and hope that the EU-Russia Summit will be able to consider our recommendations.

Kind regards,



Michel Baumgartner

Co-ordinator

EU-Russia Industrialists Round Table – EU Secretariat

142 Avenue Jules Bordet – 1140 Brussels, Belgium
Phone: + 32 2 761 16 06 Fax: + 32 2 761 16 99 Email: irt@kelleneurope.com



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**IRT RECOMMENDATIONS TO THE EU-RUSSIA SUMMIT
(15 December 2011, Brussels)**

This EU-Russia Summit has the potential to mark a turning point for EU-Russia economic relations. Russia's accession to the WTO long and consistently advocated by the EU-Russia Industrialists Round Table (IRT) appears imminent. The IRT welcomes this development, which finally puts in place a key building block for reinforced economic links between Russia and the EU based on equal partnership.

Once the WTO Ministerial Conference has formally adopted Russia's accession package, we look forward to its speedy ratification in Russia, which will allow the country to become a full WTO member by the summer of 2012.

This prospect of achieving real progress in integrating Russia into the multilateral trading system makes advances in EU-Russia economic cooperation easier.

This will be assisted by an agreement on further visa facilitation. As IRT has pointed out previously, an easier exchange of people is fundamental to deeper economic integration. We welcome all measures that facilitate short and long term stays of business people, scientists, teachers and as many other groups as possible.

Based on the IRT's recommendations to the EU-Russia summit in Nizhny Novgorod (June 2011) we now see the EU-Russia relationship on track towards a more strategic dimension.

To achieve this, we outlined a clear sequence of next steps:

1. **Conclusion of the New EU-Russia Agreement, already under negotiation, in 2012.** We expect this agreement to further reduce obstacles to EU-Russia trade and investment in both directions. We do not expect this agreement to produce fully free trade and investment flows, but we are looking for noticeable improvements.
2. **2013 should see the start of negotiations on a 'Deep and Comprehensive' Free Trade and Investment Agreement for conclusion in 2014.** The ultimate goal of this agreement should be that all tariff barriers for trade and investment obstacles between the EU and Russia should be abolished. This should also include regulatory cooperation to address non-tariff barriers, procurement, and trade in services; thus going much further than a traditional Free Trade Agreement (FTA).

We encourage Summit leaders to commit to a rapid conclusion of the EU-Russia New Agreement and the launch of negotiations on a comprehensive Free Trade Agreement soon afterwards. It is crucial that the negotiations on the Free Trade Agreement do not become hostage of the New Agreement negotiations.

In order to make progress on the substance of the ongoing and future EU-Russia negotiations, and in line with the results of its special workshops and Task Force activity, IRT makes recommendations on the following priority issues:

1. Framework conditions for investment and investment protection
2. Technical regulation, standard-setting and conformity assessment
3. Education for innovative entrepreneurship

The Partnership for Modernisation should serve to make progress on these and all other elements that can contribute to a speedy conclusion of the New Agreement.

The following pages give some more detail on these points. Further detail is included in the conclusions, annexed to this document, of the various workshops IRT organised throughout the year on specific topics.

1. Framework conditions for investment and investment protection

While intensive investment relationships exist already between the EU and Russia, we believe that the potential for increasing investment flows in both directions is significant, should the framework conditions be improved to provide investors with more predictability. A transparent regulatory environment is a prerequisite for improved investors' certainty. A comprehensive dialogue between business and government fosters mutual understanding and regulatory predictability, which further improves conditions for investment.

The EU's new power over investment under the Lisbon Treaty offers an excellent opportunity to pursue improved framework conditions for investment in the interest of both EU and Russia-based companies.

IRT suggests that any new investment-related agreements between the EU and Russia should cover both pre- and post-establishment and include fair and equitable treatment and national treatment. It should also give better investment protection than the best of the existing Bilateral Investment Treaties (BITs) currently provides. In addition, it should provide for both state-to-state and investor-to-state dispute settlement. Until these new agreements enter into force, it is essential to ensure a high standard of legal certainty for investors during the interim period on the basis of the existing BITs.

These investment-related agreements should include the protection of intellectual property rights, which plays an important role in encouraging investment especially in innovative technology sectors. With WTO accession, Russia will become a Member of the WTO TRIPs Agreement, which will already lead to improvements in some areas related to the exploitation of intellectual property rights. In addition, we would welcome further regulatory cooperation. In particular, cooperation on patent procurement and enforcement should be reinforced and joint monitoring mechanisms to prevent trade in counterfeit goods established.

Independently from the negotiations on an investment agreement, authorities can make an immediate contribution to a better investment climate by improving the predictability of their actions and by concrete steps facilitating industrial cooperation. As an example, in the pharmaceutical industry, this can be done by introducing a strict legal definition of a "medical drug produced in Russia". A bilateral agreement on mutual acceptance of clinical trials results is of crucial importance too.

An improved dialogue on investment protection between authorities, investors and other stakeholders would be a major advancement in the context of Russia's WTO accession which is to raise investors' interest towards Russia as early as in 2012. In that context, any

remaining controversial aspects related to the implementation of the EU's Third Energy Package should also be addressed.

2. Technical regulation, standard-setting and conformity assessment

As tariffs on trade are increasingly dismantled, non-tariff barriers increasingly represent significant and often hidden obstacles to EU-Russia trade and investment. The reduction of non-tariff barriers generally has significant positive effects on bilateral economic relations.

IRT welcomes the increased adoption of European standards and technical regulations in the Customs Union. IRT also highly appreciates the work carried out so far under the EU project "Approximation of EU and RF Technical Regulations, Standardisation and Certification System" and fully supports its continuation beyond the end of the year in the form of specific working projects. In particular, we draw attention to the need to ensure that accreditation for conformity assessment in Russia is speeded up.

At the same time, IRT believes that more ambitious steps should be taken in addition to what is already being done. We particularly recommend Russia's (and, if appropriate, the Customs Union's) full participation in the European standardisation system, which is composed of national standards bodies, who all participate equally in the European standard-setting process and are responsible for the implementation of European standards as national standards and for the reconciliation of any conflicting national standards. Thanks to this unique system, it has been possible to build the EU's Single Market. It should now be extended through the integration of Rosstandart into the European standard-setting system. Such cooperation on standard-setting would represent an important step towards the creation of the EU-Russia common economic area and most likely also facilitate further regulatory cooperation.

IRT has set up a new Task Force to analyse technical regulations and to develop specific recommendations regarding the harmonisation of legislation in the area of standardisation, accreditation, conformity assessment and market surveillance as well as regarding development of framework conditions for their mutual recognition.

3. Education for innovative entrepreneurship

Joint projects to strengthen innovation can be a major factor in securing the EU and Russia's joint ability to compete in a fast-changing global economy. The success of such projects depends to a large extent on the availability of qualified human resources capable of developing, marketing and implementing modern technology and management solutions. In both the EU and Russia, there is an increasing mismatch between the educational system and business needs for labour and entrepreneurial skills. Individual companies are taking specific steps to address this challenge, notably by providing organised training programmes for their employees. But the global innovation challenge requires a more systematic approach to address this mismatch at the level of the entire economy. IRT suggests taking the following steps to start bridging this gap in a systematic manner:

- a. **Support for joint research and development centres** (R&D centres) as a key mechanism to train human resources for innovative businesses, should embrace preferential tax treatment and state financial support for educational infrastructure.
- b. **The development of joint training standards** can bring the economies of Russia and the EU closer together, combining their respective advantages.

- c. **Stepping up training of skilled technological entrepreneurs** is a common challenge. These skills (especially in the fields of new product development, introduction and the commercialisation of new technologies) are required both by leading R&D centres and also in order to launch own innovative businesses.
- d. **The facilitation of wider commercial use of intellectual property** produced in research and educational institutions would provide more incentives for their staff and students to engage in business-oriented technology research.

In these issues, the experience of centres for development and commercialization of new technologies marks definitive steps towards innovation-friendly ecosystems in the EU and in Russia. We strongly hope that this positive experience will be further developed and these mechanisms will be applied to the R&D regimes in the whole of the EU and Russia.

To boost investment cooperation and innovative entrepreneurship, free movement of professionals is necessary. IRT considers the complete elimination of visa barriers as one of the key priorities on the EU-Russian agenda. We strongly hope that the approach advocated by IRT, namely systematic use of long-term multi-entrance visas without any registration requirements, will be adopted in order to provide a pragmatic first step towards a visa-free regime between the EU and Russia. Clear criteria for abolishing visas should be introduced, and once these criteria are met by both parties a visa-free regime should be put in place without further delay.

Being an official contributor to the Partnership for Modernization, IRT views this flexible framework as an effective mechanism to ensure a speedy conclusion of the New EU-Russian Agreement. In this spirit, attached to these Recommendations are the concrete findings and conclusions of the IRT workshops held throughout the year 2011. The IRT community looks forward to a sustained and profound dialogue with the respective authorities of both the EU and Russia on the implementation of our proposals.

A wrap up of the Workshop

“Localization of industrial manufacturing in Russia”

Kaluga, April 12-13, 2011

Stimulating localization of industrial manufacturing in one’s own country is widely practiced around the world as a way to attract investments and advance an economy’s level of technology. Having analyzed Russian and foreign experience in this field, participants of the Workshop compiled the following recommendations to create favorable conditions for the successful localization of industrial manufacturing in the Russian Federation and in some regions in particular.

1. Effective policies for stimulating localization of manufacturing must embody the principle “localization in exchange for support”. Additional requirements to increase the level of manufacturing localization in one’s country must be beneficial for the state as well as for investors, securing their interest in the fulfillment of applicable projects and the development of a local supply network. Considering Russia’s planned entry into the WTO, measures to support localization should not introduce additional trade barriers and other barriers to market entry (including restrictions on participating in state purchase order tenders), from which companies engaged in localization projects are exempted. The most promising measures are tax incentives and also updating customs regulations and business administration, in particular resolving investors’ problems related to the import of component parts, equipment, and export of finished goods.

2. Requirements for localization of industrial manufacturing and methods for calculating the level of localization must be developed considering features of specific industries and conditions for their development in the Russian Federation. Arbitrary determination of localization levels, ignoring industry’s objective characteristics (in particular, current tendencies in pharmaceutical production, or the large share of international research, development and testing, and the importance of related services such as support and software development in the manufacture of telecommunications equipment) is fraught with increased demands, which can negatively affect the influx of investments.

3. Under conditions of fierce international competition in the field of advanced technology, special attention must be paid to the localization of research, development, and testing. Building of a modern R&D infrastructure that satisfies demands of international standards (including production engineering centers, laboratories, preclinical and clinical pharmaceutical trial centers) is vitally important both for attracting research, development and testing subsidiaries of leading international corporations, and for the development of technologically advanced domestic companies. Quickest transition to the EU standards of good manufacturing practices (GMP), good laboratory practices (GLP), and good clinical practices (GCP) will facilitate implementation of research, development, and testing results in the Russian pharmaceutical industry.

4. Measures aimed at providing production facilities with a qualified work force play an important role in ensuring the success of localization projects. Of fundamental significance for attracting highly qualified, highly paid specialists, including foreign nationals, are the creation of educational facilities for focused specialists within localized regional manufacturing clusters, fulfillment of mass residential construction programs, providing stimuli for relocating to regions where given specialties are represented, and the creation of a favorable urban environment (increased levels of comfort and safety, improvement of the educational and recreational infrastructure).

Effective policies for stimulating localization with a focus on the best international practices can make a significant contribution to the improvement of the investment climate and development of mutually beneficial cooperation between Russian and European business to promote the achievement of strategic goals of the EU-Russia Partnership for Modernization.



EU – RUSSIA INDUSTRIALISTS' ROUND TABLE

Conclusions of the Project Workshop *HR for Innovative Businesses* (Tomsk, 24-25 May 2011)

Implementation of joint innovative projects aimed at making the economies of Russia and the EU more competitive, depends to a great extent on qualified human resources capable of developing and introducing modern technology solutions. Nowadays, there is a clear gap between the real capacities of the educational system and the business's demand for innovative human resources. Based on the Project Workshop discussions, its participants suggest taking the following steps to promptly bridge this gap:

1. Joint research and development centres (R&D centres) represent a key mechanism to train human resources for innovative businesses. Such centres, if founded by leading industrial companies and universities, may, on the one hand, provide opportunities to commercialise the existing technological developments and bring them to the market and, on the other hand, encourage research organisations to search for new technical solutions aimed at securing promising market niches. Support for joint R&D centres including in the framework of promoting R&D localisation in Russia, should embrace preferential tax treatment and state financing for educational infrastructure (including student business incubators and university business platforms). It is also critical to reduce administrative costs, primarily those related to purchase of equipment and supervisory activities.
2. Industry-specific self-regulating business organisations must participate in elaboration of sectoral standards of training based on systematic market forecast for industries concerned and their future demand for specific professional competencies. Harmonisation of training standards coupled with technical standards harmonisation can push economies of Russia and the EU closer, and combine their comparative advantages for higher competitiveness within the global economy, in the face of challenges posed by rapid development of newly industrialised countries.
3. Training for innovative businesses in higher education institutions should build upon a competency-based approach involving modern educational methods. The aim is to train skilled engineers-entrepreneurs who may be hired by leading R&D centres, and are also ready to launch their own innovative businesses. A special focus should be made on project-based learning engaging private companies as a way to establish an "advanced" interface between science and business, with students being involved in business-oriented innovative activities (working on practically relevant technical tasks and projects) at the early stages of education.
4. Better protection and wider commercial use of intellectual property produced in research and educational institutions would provide more incentives for their staff and students to engage in business-oriented technology research. The use of intellectual property produced in joint R&D centres should be regulated in a manner that would provide maximum opportunities for speedy patenting, introduction and

commercialisation of the technological developments (including in the form of reimbursable transfer of the ownership of these developments to partner businesses of the R&D centres).

5. In the modern world, international mobility of human resources is a critical prerequisite for innovative development. We need to be consistent in lifting restrictions on movement and employment of qualified specialists between Russia and the EU. The strategic goal is to completely eliminate visa barriers and establish a common EU-Russia market of skilled workforce by 2015.

These recommendations, if implemented, would promote significant growth of workforce capacity for innovative development, setting up a common expert network and exchange of competencies between Russian and European professionals working in the innovative businesses, and ultimately – would enhance opportunities for production and commercialisation of new technologies in order to raise competitiveness of the economies of Russia and the EU.



EU – RUSSIA INDUSTRIALISTS' ROUND TABLE

Conclusions from the Project Workshop "Modern pharma policy: Collaboration between Business and Authorities for new Quality of Life" (Yaroslavl, September 5-6, 2011)

The biopharmaceutical sector is one of the most dynamic hi-tech industries in the world economy. Cooperation between Russian and European pharmaceutical companies can make a significant contribution to achieving the goals of the EU-Russia Partnership for Modernization, as well as increasing competitiveness and the technological level of manufactured goods. The Development Strategy for Pharmaceutical Industry of the Russian Federation for the period until 2020 adopted in 2009 (Pharma-2020 Strategy) constitutes a solid foundation for such cooperation. Building on the results achieved at the Project Workshop, its participants – representatives of Russian and European pharmaceutical companies, authorities and expert organizations – have worked out the following agreed recommendations with the view to improve development conditions for the pharmaceutical industry in Russia.

1. Support for Russia's pharmaceutical industry in order to achieve comprehensive solutions aimed at improving healthcare and quality of life. Modern trends in industrial development encourage full integration of pharmaceutical production, production of medical goods and equipment, R&D in medical technologies, and interaction with medical institutions on issues of treatment and prevention of diseases. Therefore, support should be provided not only for the development and production of pharmaceutical products, but also for the implementation of projects by pharmaceutical companies in healthcare-related fields, including projects of long-term cooperation with leading scientific centres.
2. It is necessary to give a strict legal definition of the term "medical drug produced in Russia" that would be confirmed by law or a decision of the Government. This term is critically important for implementing support measures under the Pharma-2020 Strategy. A failure to provide an unambiguous definition leaves pharmaceutical companies with uncertainty in their business planning process. Precise criteria for localization of manufacturing would allow companies producing medications on the territory of the Russian Federation to claim eligibility for state support. These criteria should cover all stages of production localization starting from packaging as the first step to the full cycle production.
3. Priorities should be determined regarding the range of products that will be supported during localization of their complete production cycle on the territory of Russia. Global experience proves that on the territory of one country it is possible to organize complete cycle of competitive production only for a limited range of pharmaceutical products. Pharmaceutical companies need certainty whether products that they manufacture meet the complete cycle localization requirements to develop long-term business plans.
4. It is critically important for the development of investment and technological cooperation to ensure access for European pharmaceuticals to the Russian market

and Russian pharmaceuticals to the European market. This issue should be addressed by concluding an agreement between Russia and the EU on mutual acceptance of clinical trials results on the basis of European norms and principles of good clinical practice (ICH GCP). Elaboration of standards for pharmaceuticals in the Customs Union of Russia, Belarus and Kazakhstan should also be based on EU standards.

5. Given the significant role of public procurement in the pharmaceutical market, it is necessary to take into account specific characteristics of the pharmaceutical industry when elaborating a new public contracting system. Current Federal law №94 prioritizes cost, resulting in the purchase of cheap, sometimes low-quality medicines. As purchased medicines have a direct impact on the health and quality of life of patients, priority should be given to product quality and safety. A relevant rule should be either recorded in a new law on the public contracting system, or be introduced by a special by-law.
6. The high level of administrative costs and barriers remains a serious obstacle for investment projects on the territory of the Russian Federation. The share of overhead costs for foreign investors that have located their factories on the territory of Russia can be three times higher than for the factories based in the EU. Lower administrative barriers and effective protection of intellectual property rights (primarily, fight against counterfeit medicines) are a prerequisite for locating competitive hi-tech pharmaceutical factories in Russia. An effective mechanism to tackle this problem could be cooperation with self-regulating business organizations that monitor administrative barriers and come up with proposals to remove them.

A better investment climate and a high-quality, predictable legal framework for Russian-European business cooperation in the pharmaceutical field are critically important for both achieving the goals of commercial efficiency of pharmaceutical production and increasing the contribution of corporations to improving provision of healthcare services for the people. The participants in the Workshop hope that their recommendations, critical for the development of the industry, can be implemented soon.

**Conclusions of the Project Workshop
Towards an EU-Russia Common Technology Market
(Novosibirsk, 5-6 October 2011)**

The EU-Russia technology cooperation has been rapidly developing in recent years. It significantly contributes to improving the competitiveness of Russian and European companies, helping to accelerate economic growth through development and implementation of brand new technologies and products. To make fuller use of the cooperation opportunities, bold steps are needed in developing a common EU-Russia technology market, involving the elimination of existing barriers in this area and harmonisation of regulations relating to technology transfer. Based on their practical experience in the implementation of technology projects, the participants of the workshop proposed the following recommendations to this end.

1. Effective protection of and clear lines of authority over intellectual property rights are the cornerstone on which to build a common EU-Russia technology market:

- rules of protecting proprietary information for technology transfer (including through establishment of joint ventures) should be harmonised;
- scientific organisations and education institutions in Russia should be made eligible for managing intellectual property that has been derived with budget financing. In particular, they should have wider authority over the rights to use the results of intellectual activities (patents for inventions, utility models and industrial designs), including the ability to alienate, license and invest these rights in the equity of joint ventures formed by them. The budget losses that may result from such a decision will be significantly lower than the overall economic benefits due to the commercial engagement of intellectual property not currently in use;
- in today's Russia, intellectual property rights may not be used as collateral for bank loans. It would be appropriate to recommend that the Central Bank of Russia should include intellectual property in the list of assets accepted as collateral for bank loans based on an independent assessment of its value by professional appraisal companies;
- Russian rules of registration and protection of software and database property rights (in particular, the use of literature copyright criteria for software) do not meet modern standards adopted globally. These rules have to be brought in line with the EU standards, and registration process for software and databases needs to become significantly shorter for better protection of Russian software companies;
- frequent changes in legislation on intellectual property result in high uncertainty of the business environment for companies involved in technology cooperation projects. Developing solid legislation and improving law enforcement in the field of protection of intellectual property rights are the key prerequisites for of the technology market development.

2. Creation of a common technology market requires enhanced EU-Russia cooperation in the field of technical standards. In addition to fast harmonisation of existing standards and development of procedures for their mutual recognition, a permanent bilateral mechanism is needed for the development of technical standards for innovative products manufactured under

EU-Russia technology cooperation projects. In future, these standards could form the basis for drafting international standards in the International Organisation for Standardisation and the International Electrotechnical Commission (standards for electric and electronic products).

3. Today, the Russian and European companies involved in technology transfer face considerable challenges in cross-border transactions. The following measures will contribute to improving the situation:

- introduction of transparent criteria to identify dual-use technologies and goods, based on the Wassenaar Arrangement;
- appointment of a single body in Russia responsible for issuing export permits for relevant technologies, and ensuring the transparency of its work;
- customs exemption for goods (equipment, product samples, samples for clinical tests, etc.) moved across the border under technology transfer projects;
- developing the offset transaction practice in the field of technology transfer and establishing clear criteria for its implementation.

4. The lack of companies and experts in the field of technology commercialisation and new product introduction is a major drawback in the Russian technology market. The following solutions may be offered for this problem:

- attracting foreign companies and professionals (including by application of incentives provided by Skolkovo Foundation and the existing technology parks in Russia) to immediately meet the demand for the relevant competencies;
- establishing competency development centres through joint ventures and R&D centres. The costs associated with their establishment must be exempt from taxation;
- support (in the form of state co-financing of expenditures and facilitated visa procedures) for inviting foreign professionals to Russian universities to introduce training programmes related to creating the competencies in the field of technology commercialisation;
- experience of EU networks (including the Enterprise Europe Network) should be used to create efficient mechanisms for developing professional competencies in the field of new product introduction in Russia. To this end, it would be helpful to support self-regulating business organisations involved in dissemination of best practices and adaptation of European models of competency building to the Russian conditions.

The combined technology potential of the EU and Russia, based on creating a common technology market, is a powerful growth vehicle for both economies. A rapid resolution of existing problems in this field will contribute to further development of mutually beneficial technology cooperation and will be an important step towards an integrated EU-Russia Common Economic Area.

Parlement européen
Président Jerzy Buzek

PHS 11B011
60 rue Wiertz
1047 Bruxelles



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EP - ENTREE
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