

# YAMASH

CAR TOURISM CLUSTER INTEGRATED DEVELOPMENT PLAN

(Almetyevsk district, Republic of Tatarstan)



SECTION 1.  
MARKET RESEARCH OF TATARSTAN TOURIST  
SERVICES FOR 2010-2016

# MARKET RESEARCH OF TATARSTAN REPUBLIC TOURIST SERVICES. GEOGRAPHICAL POSITION

The Republic of Tatarstan is situated in the western part of Russia on a territory with an area of 67,847 km<sup>2</sup>.

It is located in the center of the East European Plain, approximately 800 km east of Moscow. Tatarstan is located along the banks of the Volga and Kama rivers, and extends east to the Ural Mountains.

The main natural resources of Tatarstan are oil, natural gas, gypsum, and other; presumably, oil reserves in Republic of Tatarstan exceed 1 billion tons.

3.8 million people live in an area of 68,000 km<sup>2</sup>, the maximum length of which is: from north to south – 290 km. from east to west – 460 km.

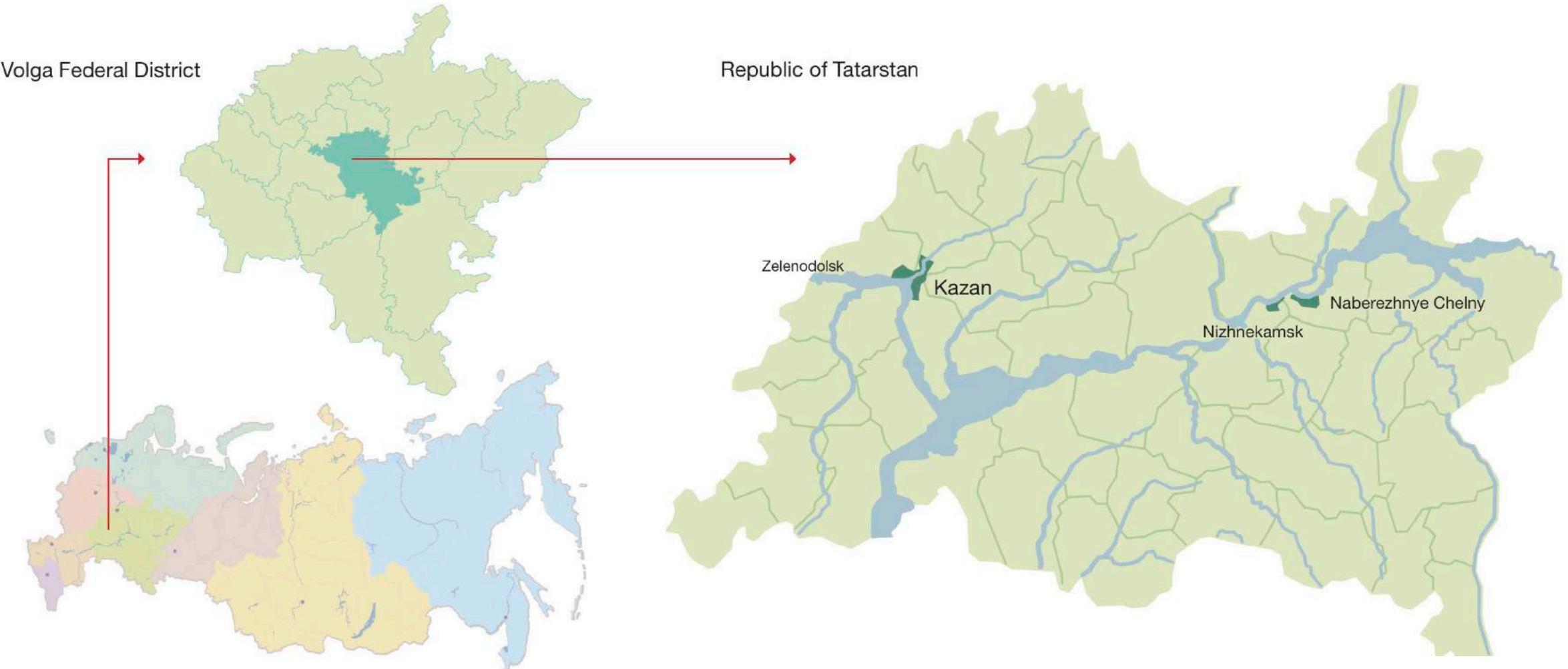
Kazan is the capital of the Republic of Tatarstan; it has a population of 1.1 million people (the eighth city in Russia by population).

Naberezhnye Chelny and Nizhnekamsk are other important cities in Tatarstan



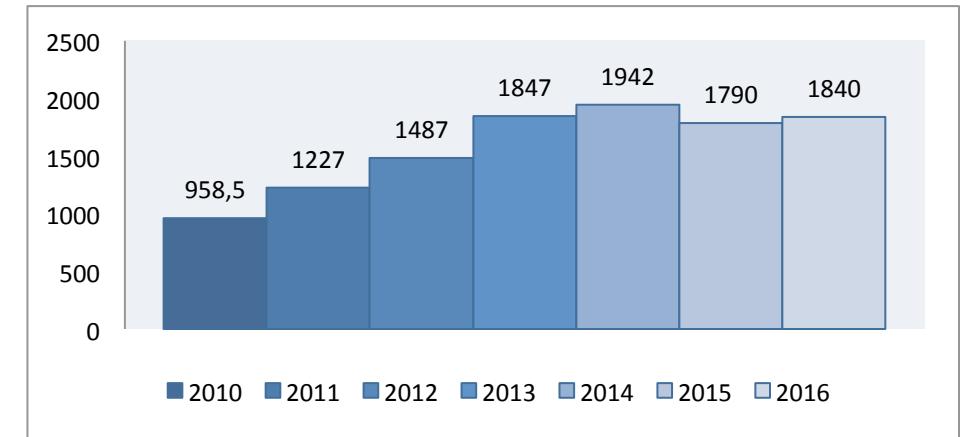
Largest cities  
(population, thousand people)

Kazan	1144
Naberezhnye Chelny	513
Nizhnekamsk	234
Almetyevsk	146
Zelenodolsk	98
Yelabuga	72

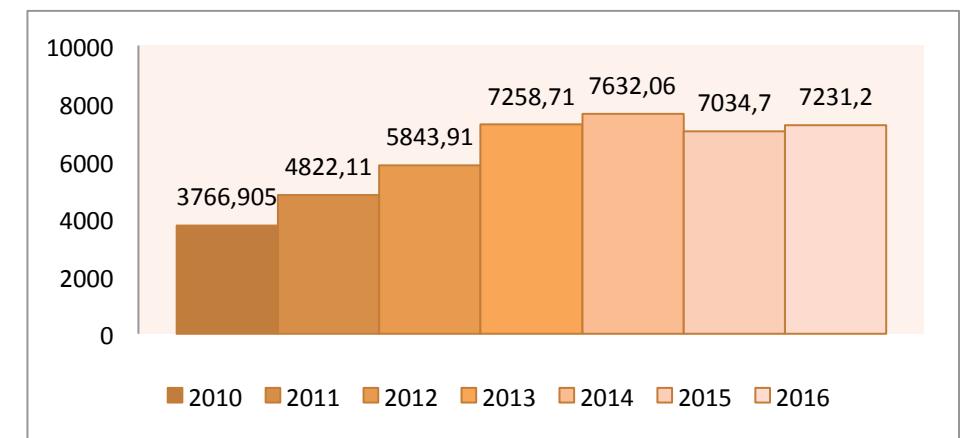


# MARKET RESEARCH OF TATARSTAN REPUBLIC TOURIST SERVICES. TRANSPORT ACCESSIBILITY, PASSENGER TRAFFIC DYNAMICS

Kazan International  
Airport



Kazan Railway Station

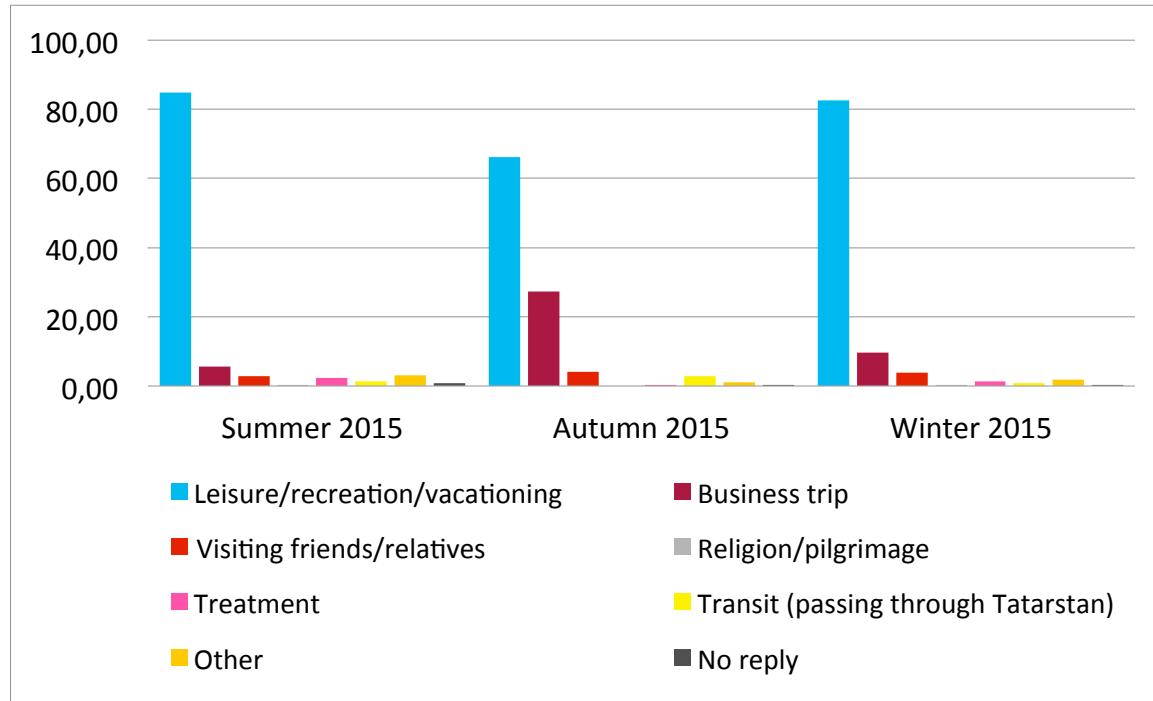


Kazan River Port

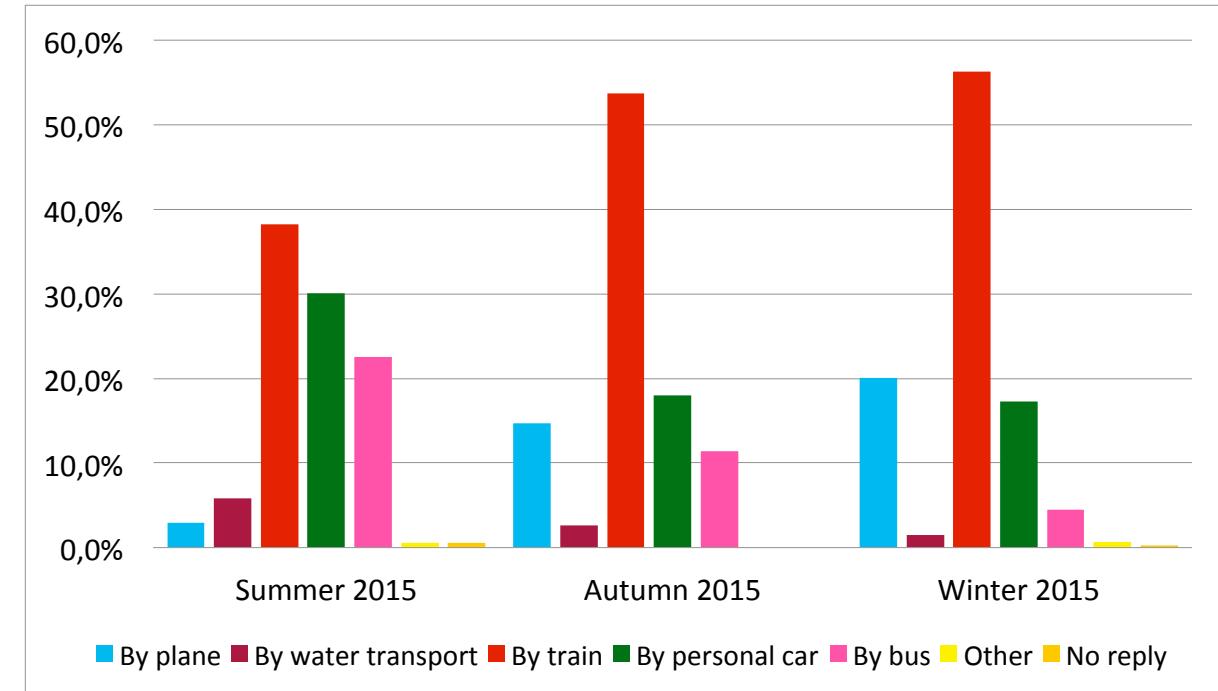


# MARKET RESEARCH OF TATARSTAN REPUBLIC TOURIST SERVICES. SUPPLY AND DEMAND ANALYSIS

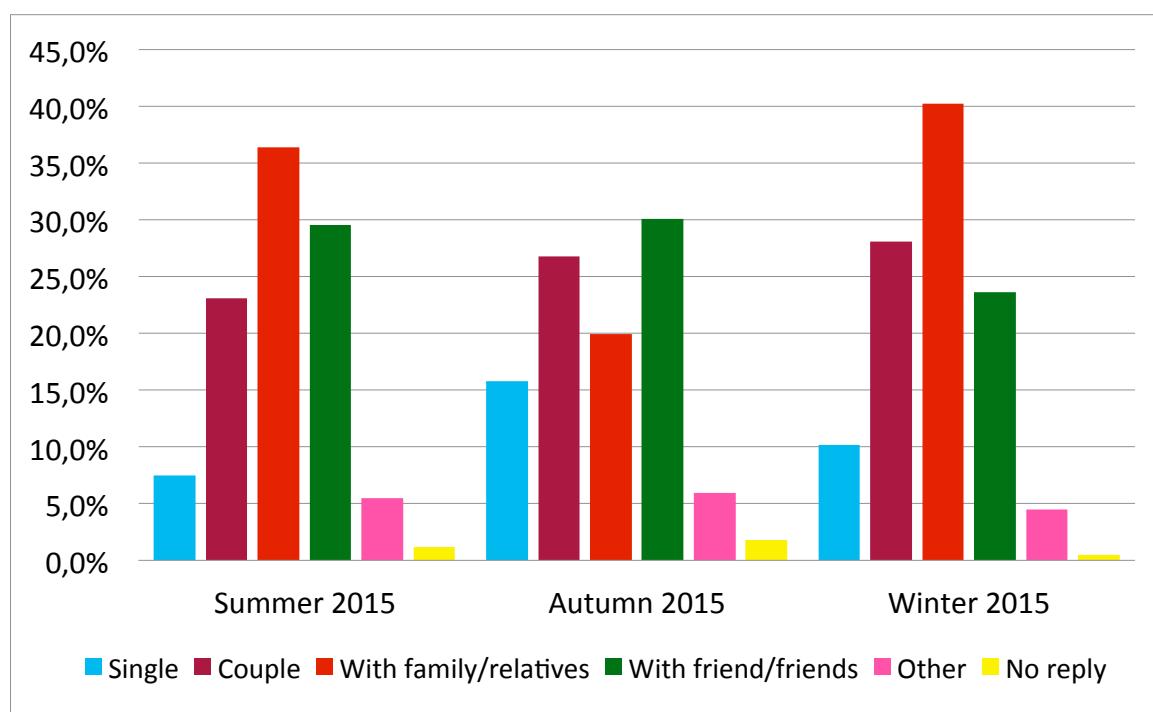
Most popular travel destinations:



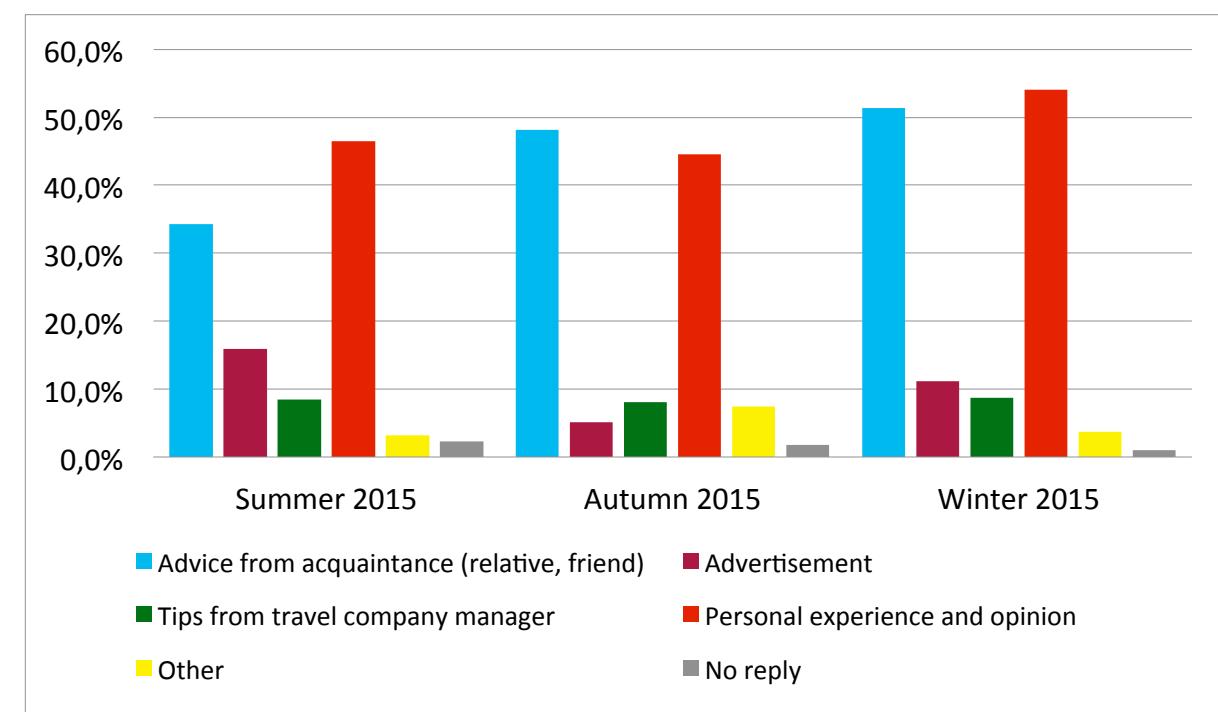
Means of arriving in Tatarstan:



Quantitative composition of tourists:

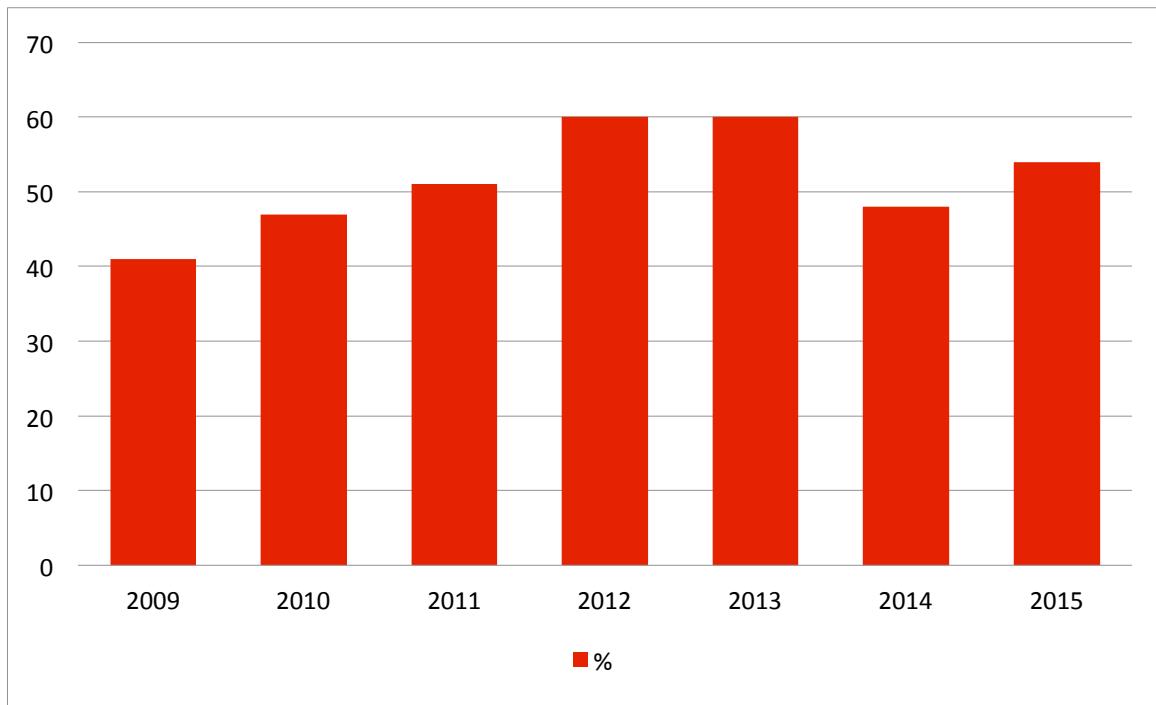


Sources of information in selecting a tour:

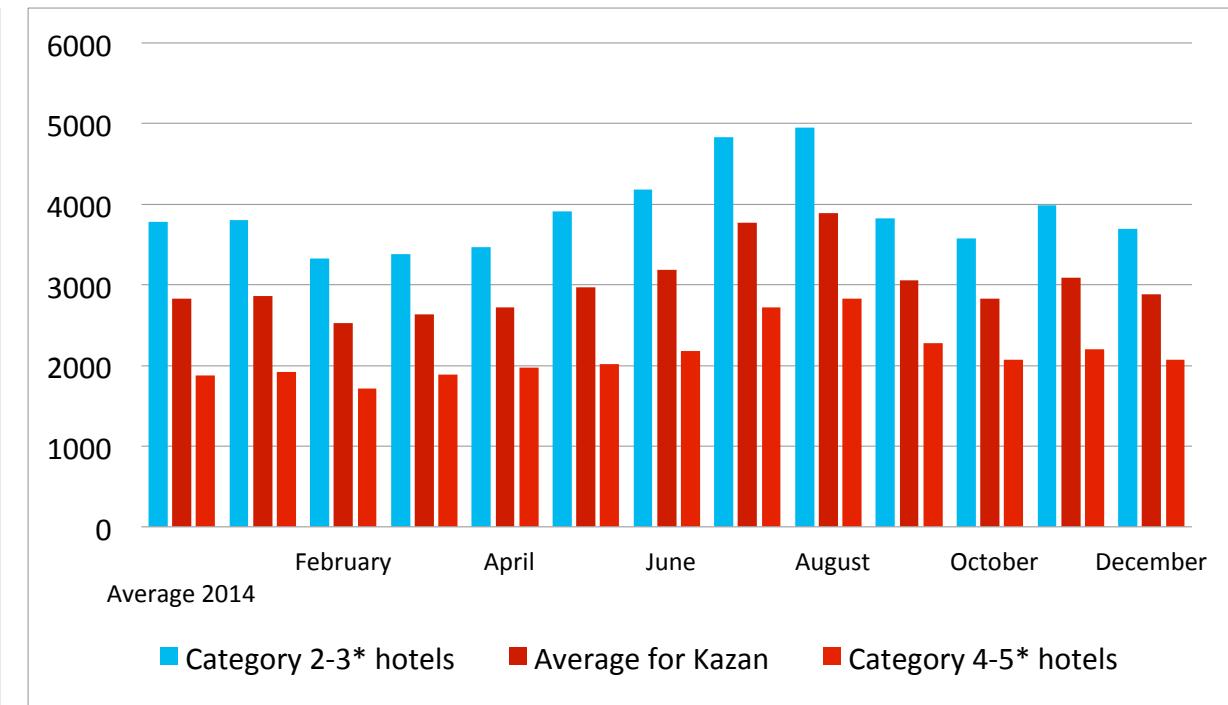


# MARKET RESEARCH OF TATARSTAN REPUBLIC TOURIST SERVICES. SUPPLY AND DEMAND ANALYSIS

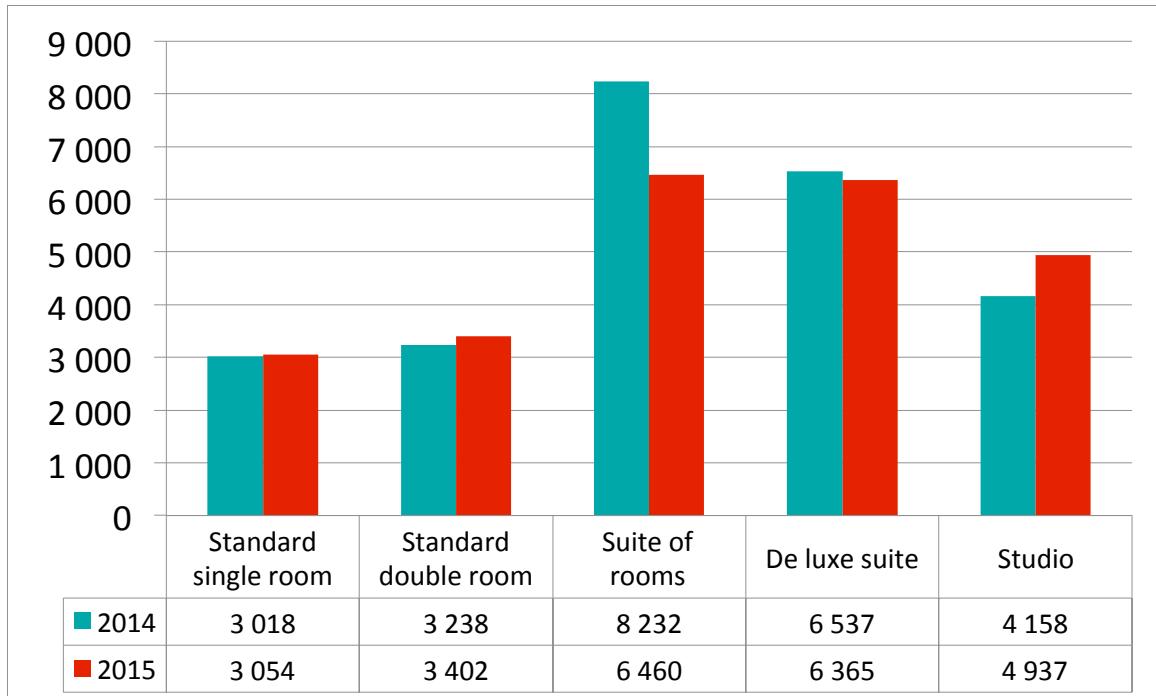
Average load on hotels in Kazan:



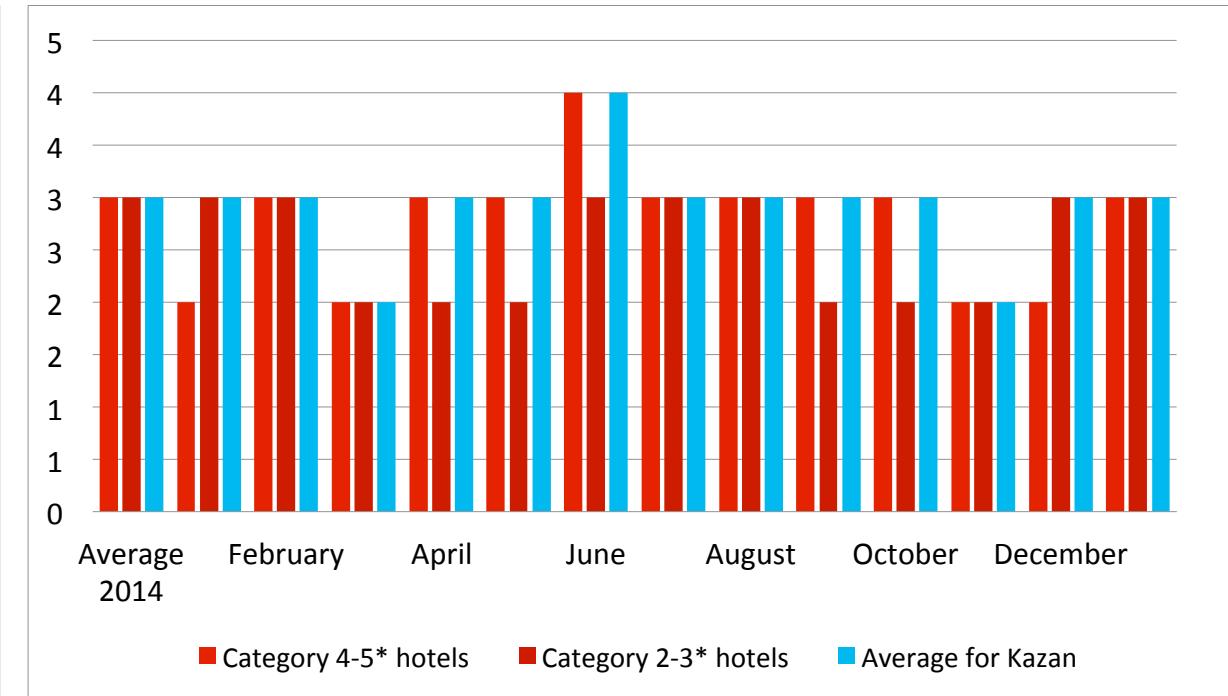
ADR index for Kazan, RUB:



Price of room stock in Kazan hotels:



Average duration of Russian tourists' stay in hotels:



# MARKET RESEARCH OF TATARSTAN REPUBLIC TOURIST SERVICES. IDENTIFYING PROMISING TYPES OF TOURISM IN THE YAMASH CLUSTER

Based on the recreational potential available at the cluster location, as well as the preferences of target audience by types of recreation, we have identified the following most perspective types of tourism, the combination of which within a single tourist facility provides a synergistic effect in its development.



RURAL TOURISM  
HEALTH TOURISM



CHILDRENS AND FAMILY TOURISM  
CAR TOURISM



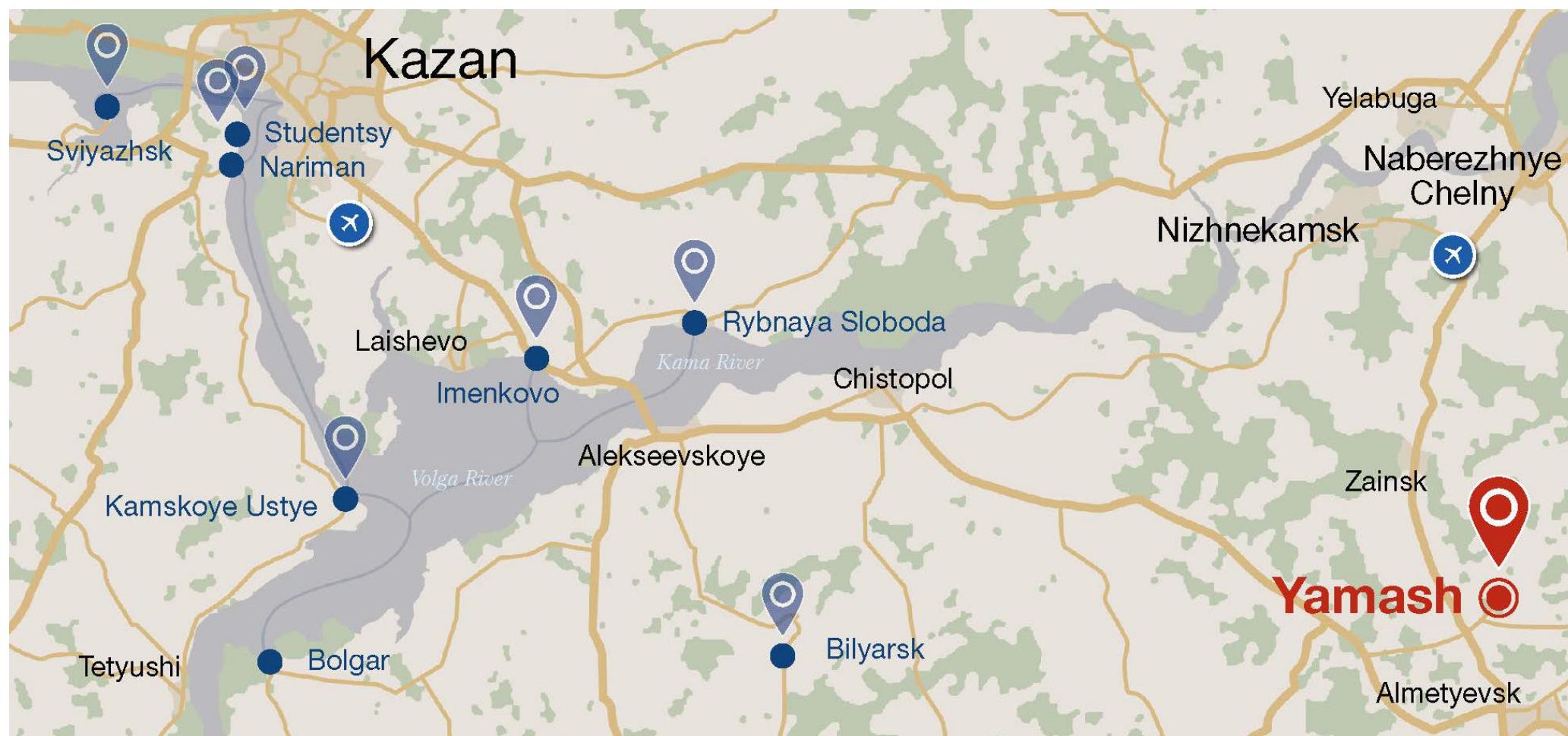


SECTION 2.  
YAMASH CAR TOURISM CLUSTER DEVELOPMENT CONCEPT

## YAMASH CAR TOURISM CLUSTER DEVELOPMENT CONCEPT.

### DESCRIPTION OF THE PROJECT'S MAIN IDEA

The project of Yamash cluster is a part of the basic package of investment proposals and projects of tourism infrastructure development in the Republic of Tatarstan titled 'Unexplored Tatarstan', developed in 2016 under the leadership of Tatarstan State Committee for Tourism.



The project's main idea is creation of a car tourism cluster targeted at family vacation. Due to the fact that the cluster is located in the immediate vicinity of the largest berry farm in the Volga region – Yagodnaya Dolina ('Berry Valley') – guests will be able to not only buy fresh and organic farm products, but also actively participate in berrying, cooking of confectionery and beverages, and learn about the culture and features of rural life. An important component of the cluster concept is the abundance of entertainment and sports facilities, of interest to both children and adults, as well as quality public spaces, convenient for guests in any weather, which preserve the attractiveness of a tourist destination throughout the year.

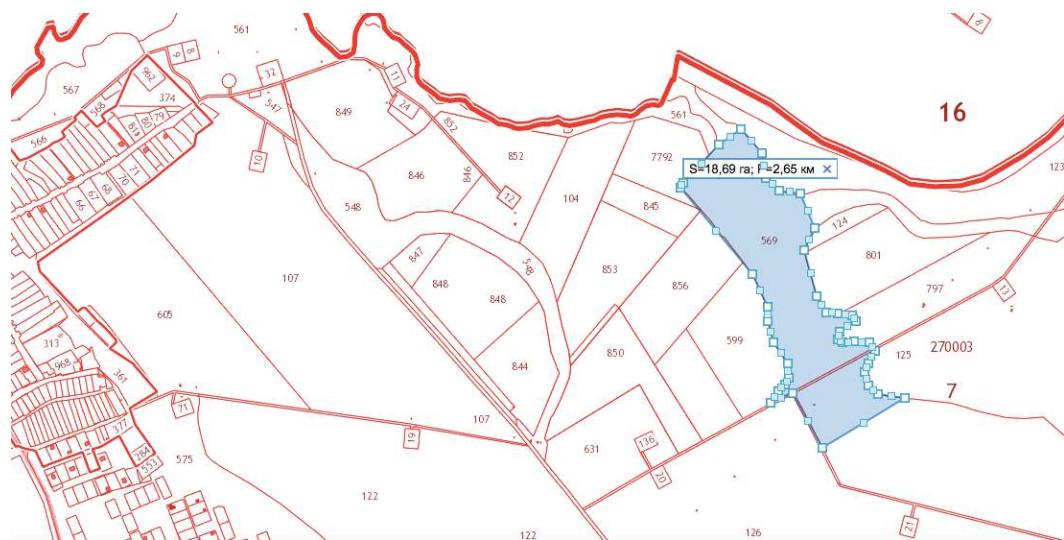
# YAMASH CAR TOURISM CLUSTER DEVELOPMENT CONCEPT.

## DESCRIPTION OF THE CLUSTER'S LOCATION

The proposed location for the cluster is a land plot in the Almetyevsk region of Tatarstan. It is ideally located near the Yamash village, close to the paved road that connects two busy highways – the Almetyevsk road and the highway Almetyevsk - Neftekamsk.

The plot has an interesting topography created by the Yamashka river valley and the surrounding hills; it is perfectly suitable for the creation of a recreational landscape and the accommodation of various tourist base zones, an amusement park, and sports tracks.

The site is located at a distance of 20 km from Almetyevsk and 90 km from the Begishevo airport; there are over 1.35 million people residing within a radius of 100 km from it.



Land plot area – 18.7 hectares.

Type of land not specified.

The site is located at a distance of 1.36 km from the Yamash settlement border.

A power line runs through the plot; there is a paved road located at a distance of 1.5 km from the site.

The site is bordered by the lands of Yagodnaya Dolina LLC.

# YAMASH CAR TOURISM CLUSTER DEVELOPMENT CONCEPT.

## MASTER PLAN FOR SITE DEVELOPMENT

The Yamash cluster's basic specialization, namely rural and family tourism, is primarily due to its unique location next to the berry plantations, in the river valley with an interesting topography, allowing to place both entertainment and service infrastructure facilities, as well as a large number of public spaces.



The availability of an active agricultural enterprise near the cluster, as well as a clear demand for farm products on the part of citizens and tourists, have identified one of the cluster's main facilities – the 'village' as a facility, which will accommodate public catering points and enterprises for processing of agricultural products and the manufacture of semi-finished products.

The comfortable topography allows to comfortably accommodate various tourist service facilities, such as a tourist base with 30 cabins and capacity of up to 180 people, a bathhouse complex, a children's entertainment park, a sporting equipment rental, a slope for winter skiing, a grand model of Tatarstan, and a parking.

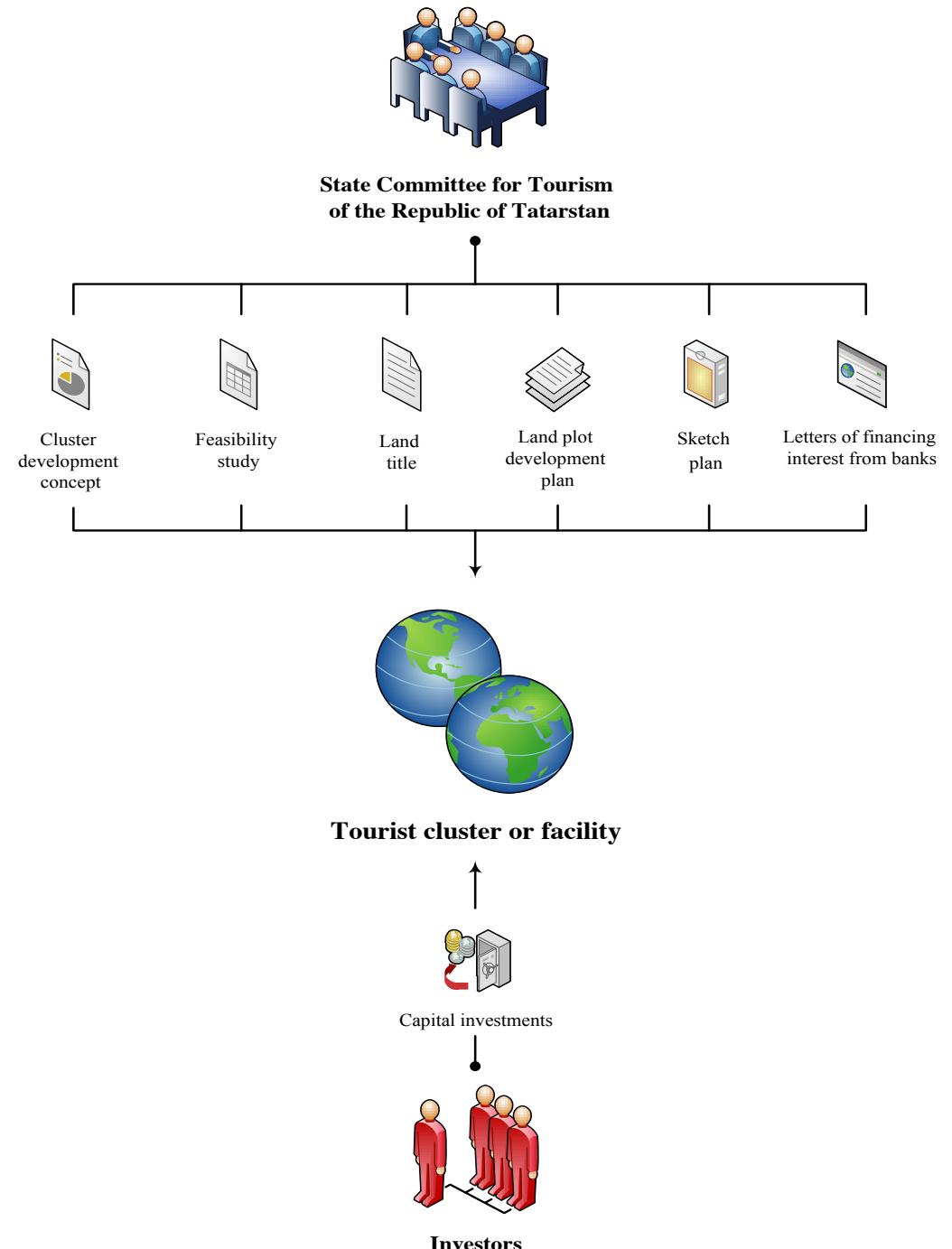
One of the cluster's main attractive sites will be the children's entertainment park with diverse and all-season park activities for maximum load throughout the year.

# YAMASH CAR TOURISM CLUSTER DEVELOPMENT CONCEPT. GOALS AND OBJECTIVES OF THE INVESTMENT PROJECT IMPLEMENTATION

The goal of the Cluster project implementation is to create a new modern enterprise of hospitality industry in the Republic of Tatarstan focused on domestic and inbound tourism, effectively utilizing the recreational potential of location and possessing a sustainable business model by diversifying tourism services.

To achieve this goal, government agencies need to solve the following problems:

- generate a land plot for the project and prepare it for transmission to the Investor in the required legal status;
- prepare planning documentation for the land plot in the amount necessary to carry out tourism development activities in accordance with the given concept;
- assist the Investor in providing the cluster with engineering and road infrastructure;
- use the available mechanisms to support small and medium businesses of the cluster enterprises, including preferential loans, subsidies, and leasing.





SECTION 3.  
YAMASH CAR TOURISM CLUSTER  
ARCHITECTURAL AND PLANNING CONCEPT

# YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.

## JUSTIFICATION OF TECHNOLOGY AND CONSTRUCTION MATERIALS

Given the long payback period of tourist facilities, as well as the limitations associated with the territorial reference of future tourism cluster facilities, the building technologies applied should provide the following tasks:

- savings in the construction of building and structures;
- reducing costs for maintenance and operation of tourism facilities;
- reducing construction time;
- reducing costs for the subsequent repair of facilities by reducing their material consumption;
- minimizing the negative impact on the environment during construction and operation of facilities.

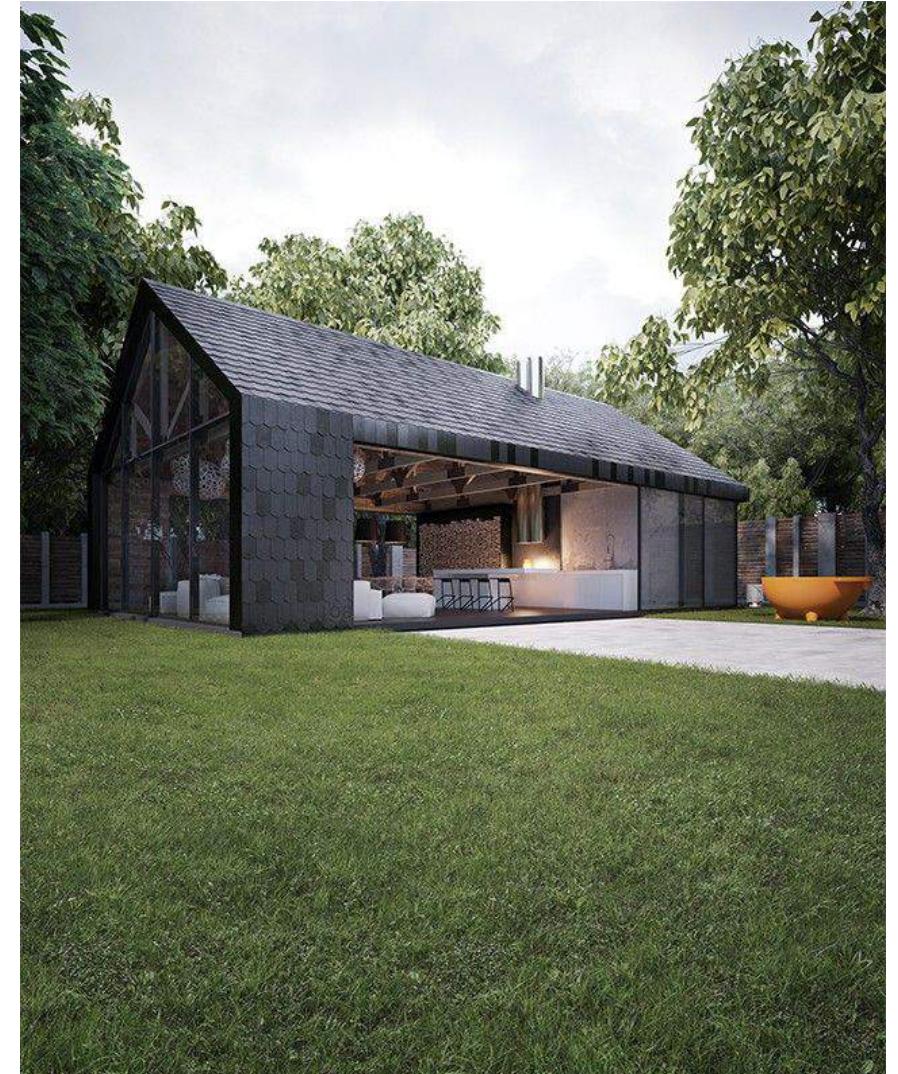
These problems are solved most effectively and comprehensively by frame construction technology, which is well-known and has been widely used in the world for over 300 years, and thanks to the emergence of modern materials – light steel profiles – it provides the lowest cost of construction with the quality required in the present conditions.



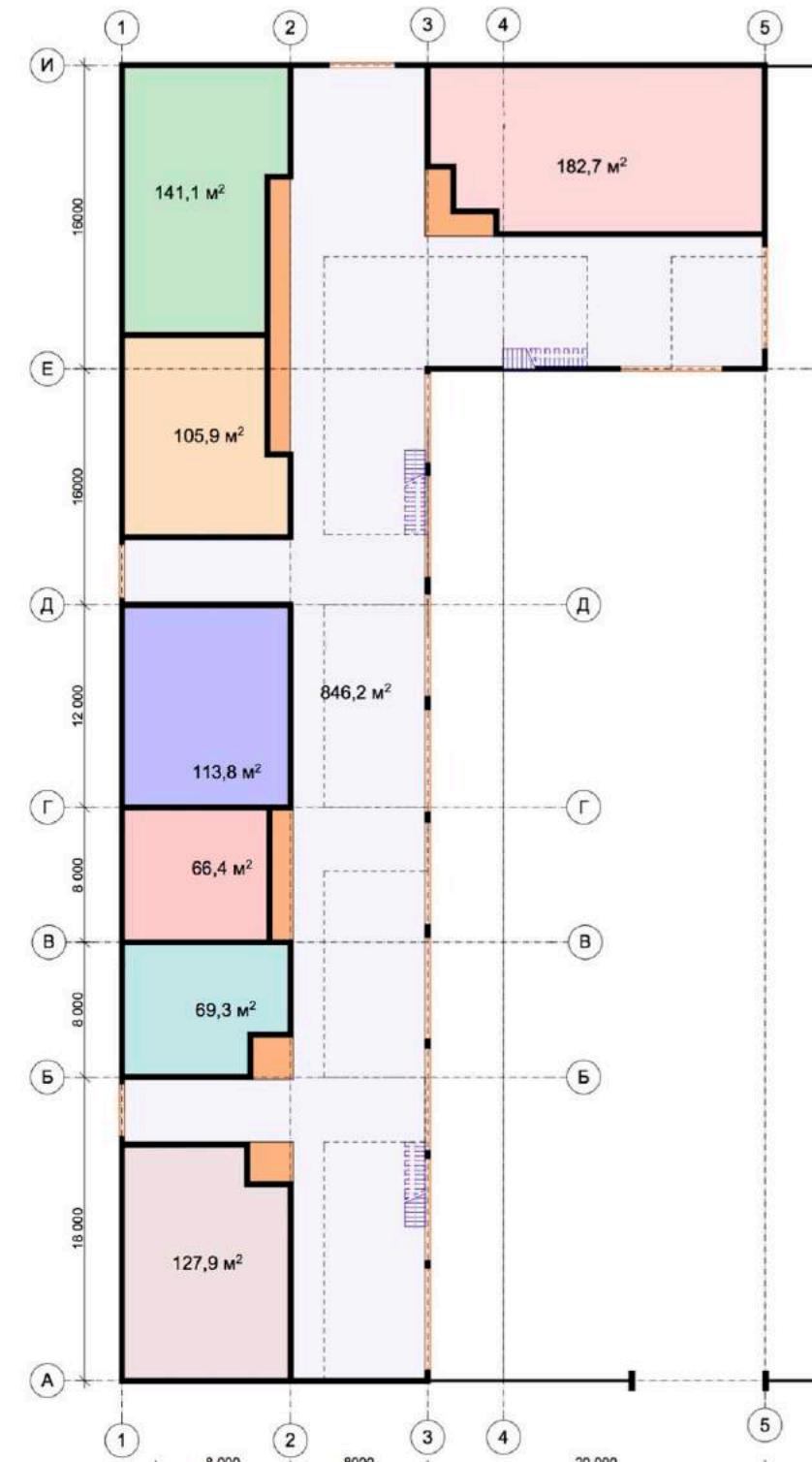
# YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT. DETERMINING THE OPTIMAL STYLE AND PLANNING SOLUTIONS FOR CLUSTER FACILITIES

The selected construction technology does not limit architects in the design of Cluster facilities, allowing them to freely use the current trends and stylistic solutions applied in the world practice when implementing small tourist facilities.

When selecting the style and planning solutions of Cluster facilities, examples of modern architecture, which create unforgettable images and friendly public space are taken as a basis, together with the simple and effective layouts of one- and two-storey buildings.



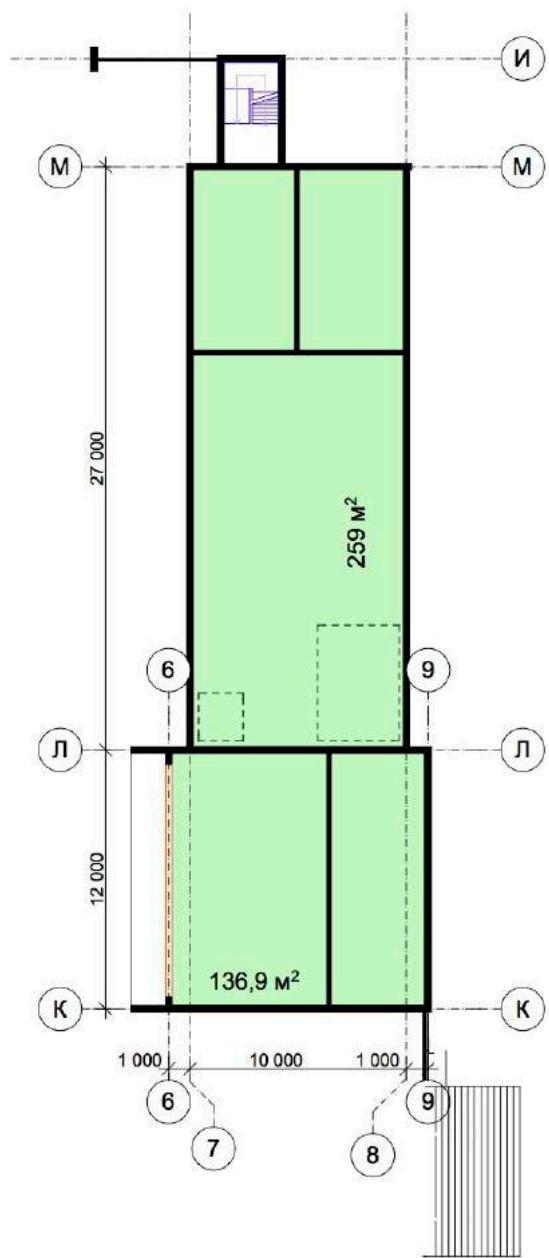
YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
“VILLAGE”. CONCEPTUAL LANDSCAPE DESIGN AND PLANNING SOLUTIONS.



YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
CHILDRENS CENTER. CONCEPTUAL LANDSCAPE DESIGN AND PLANNING SOLUTIONS.



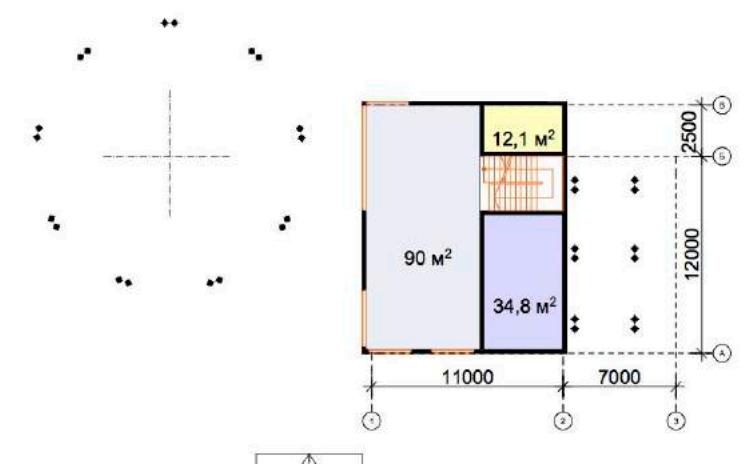
1<sup>st</sup> floor plan



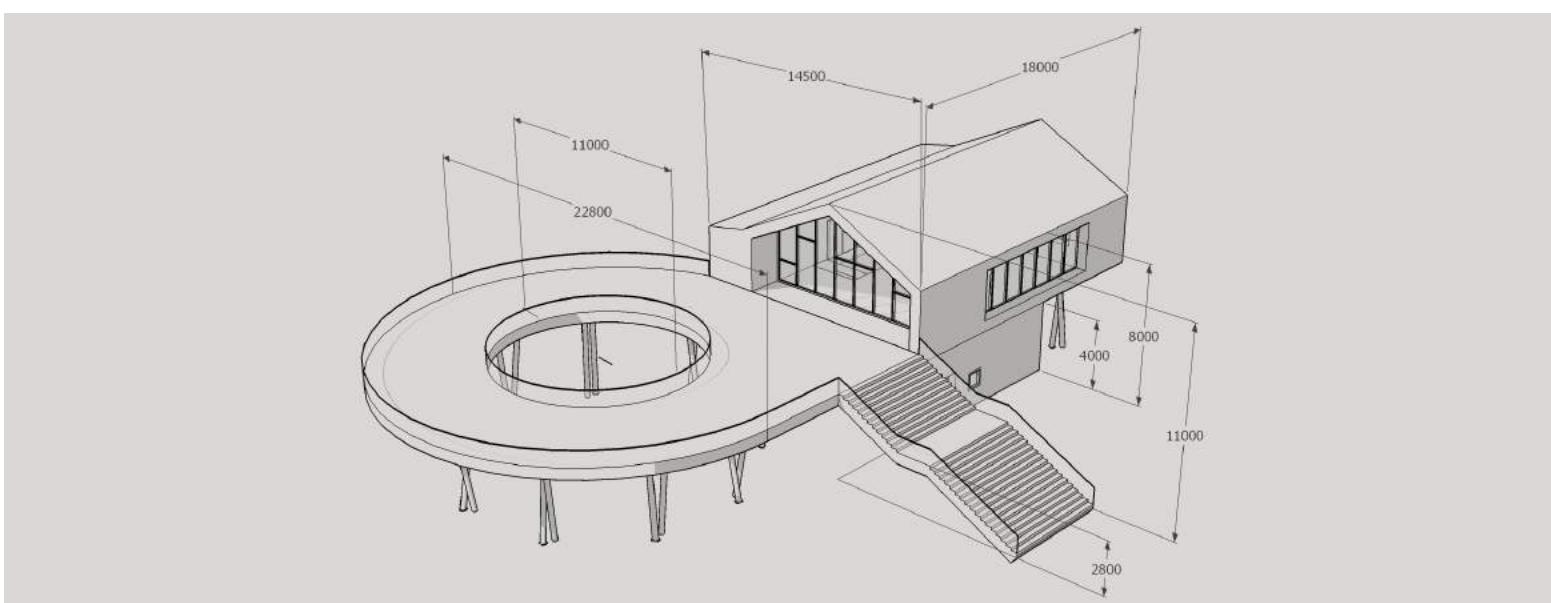
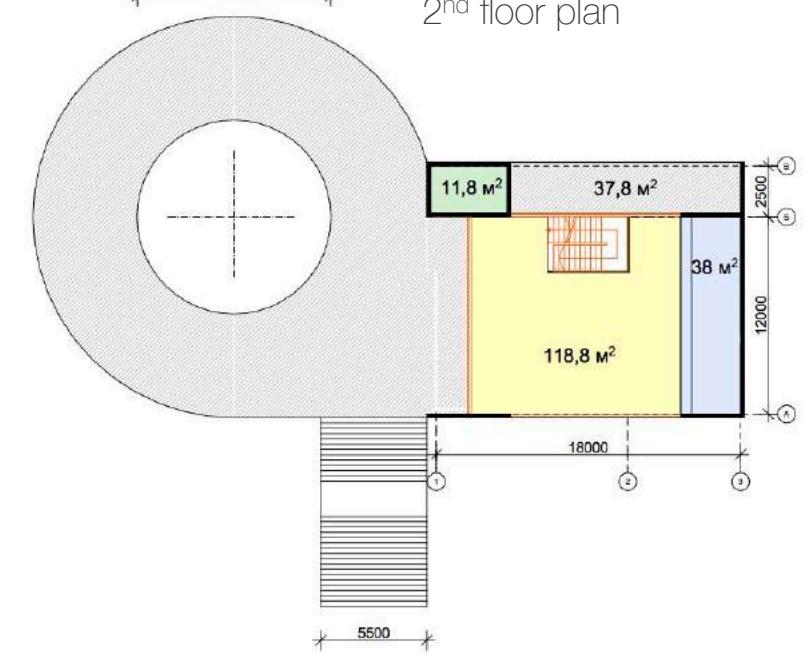
YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
CAFÉ IN CHILDREN'S PARK. CONCEPTUAL LANDSCAPE DESIGN AND PLANNING SOLUTIONS



1<sup>st</sup> floor plan



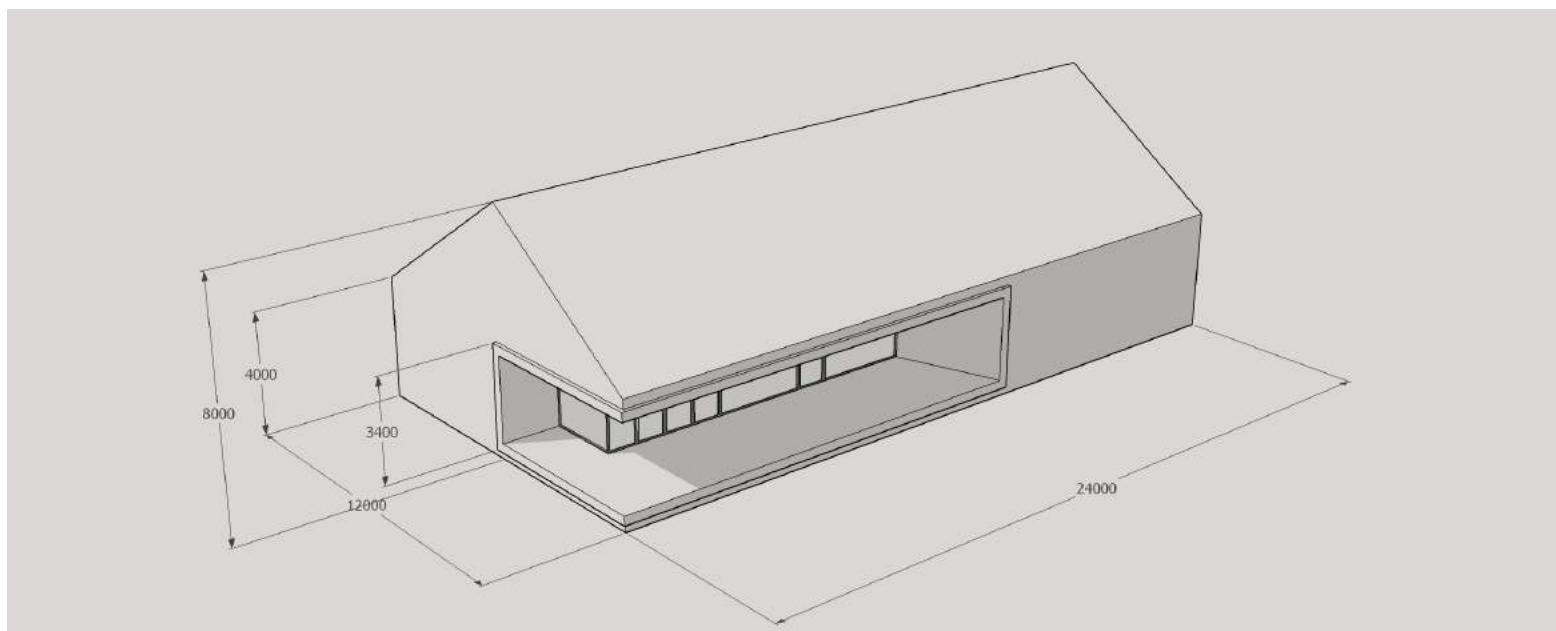
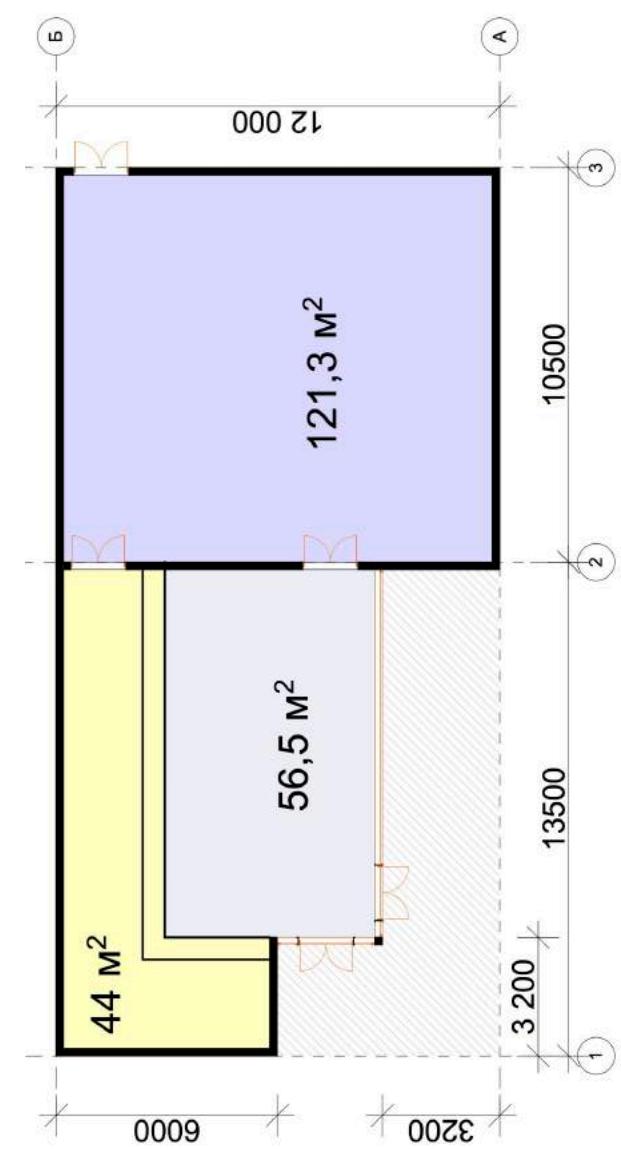
2<sup>nd</sup> floor plan



YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
SPORTING EQUIPMENT RENTAL. CONCEPTUAL LANDSCAPE DESIGN AND PLANNING SOLUTIONS



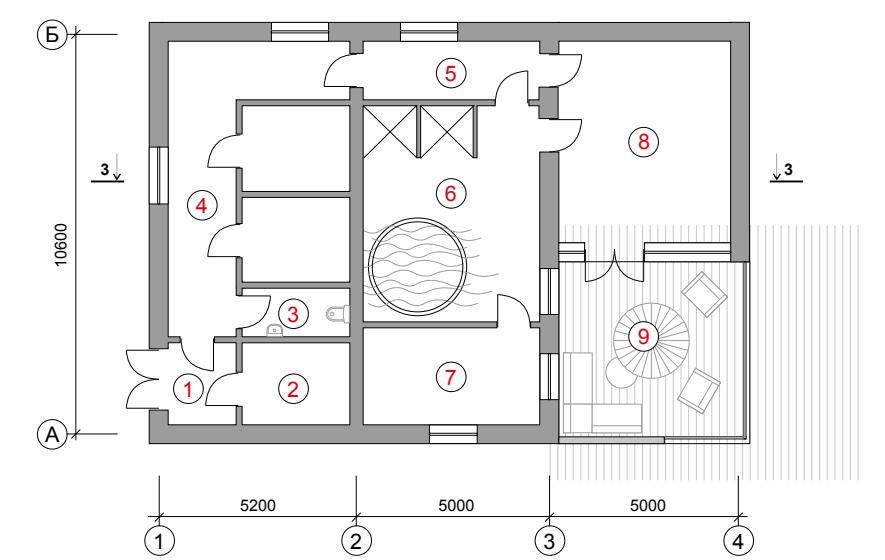
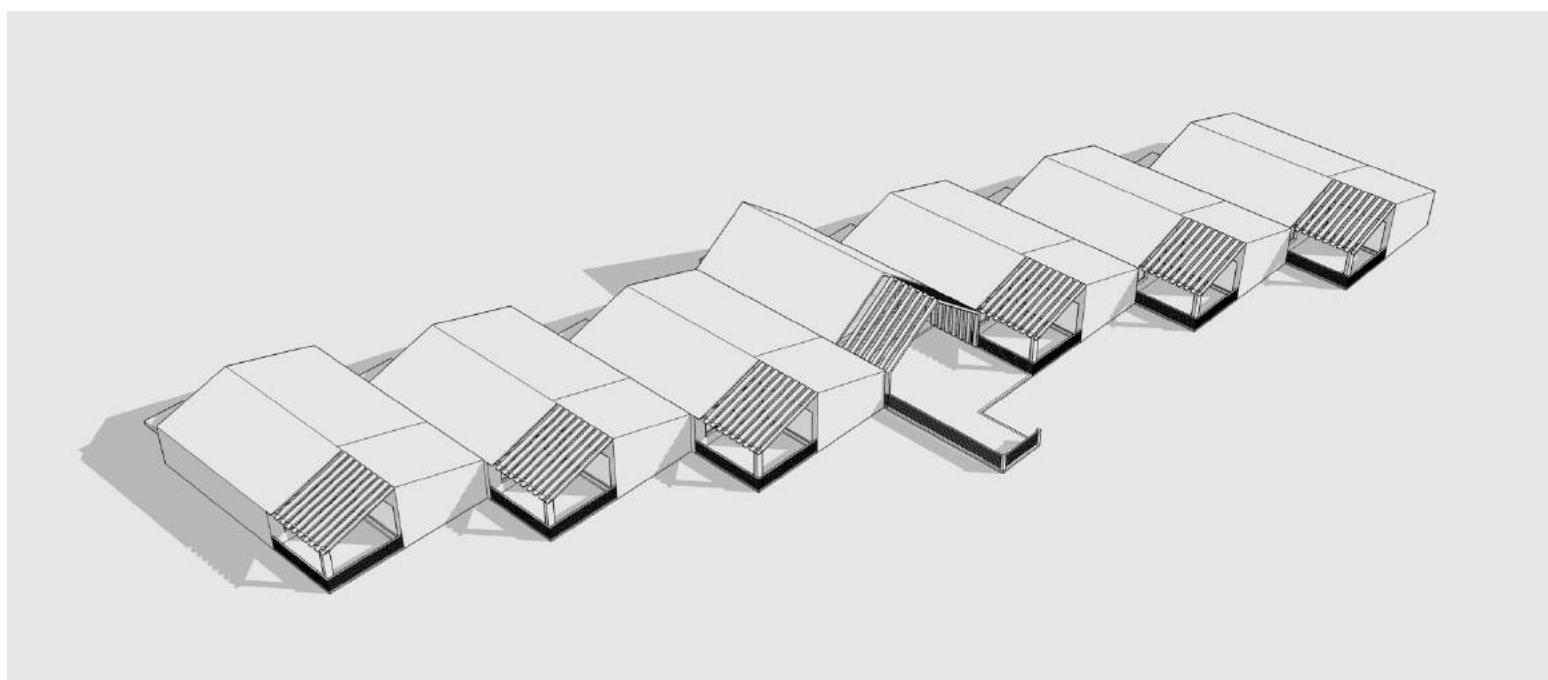
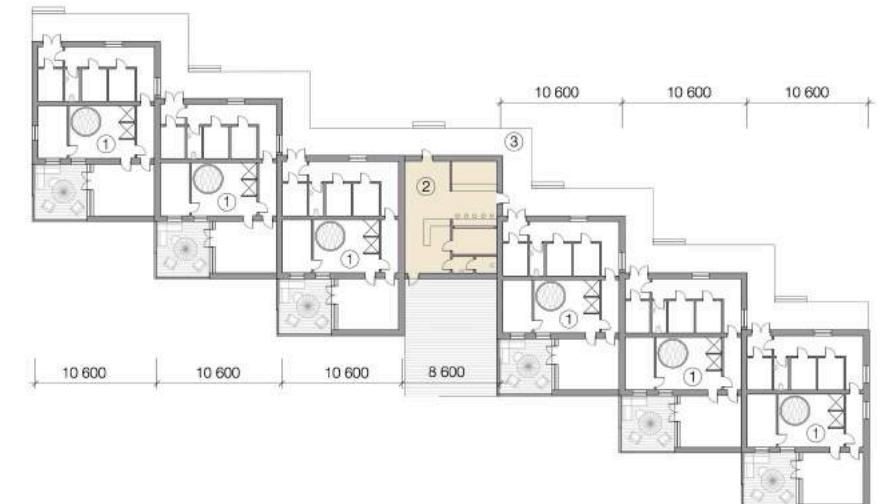
1<sup>st</sup> floor plan



YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
BATHHOUSE COMPLEX. CONCEPTUAL LANDSCAPE DESIGN AND PLANNING SOLUTIONS



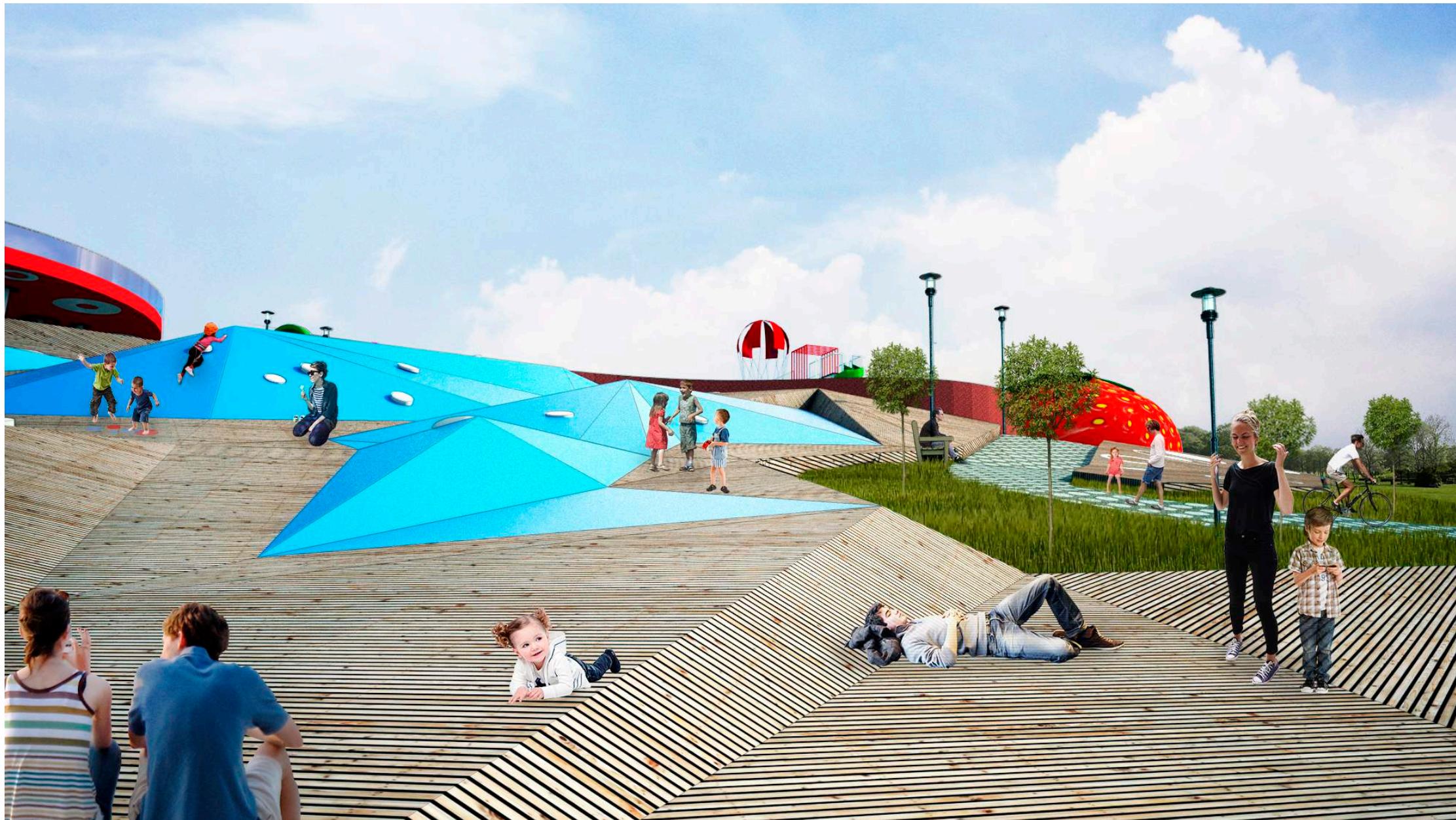
1<sup>st</sup> floor plan



YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
GRAND MODEL OF TATARSTAN. CONCEPTUAL LANDSCAPE DESIGN



YAMASH CAR TOURISM CLUSTER ARCHITECTURAL AND PLANNING CONCEPT.  
PUBLIC AREA SOLUTION IN THE PARK. CONCEPTUAL LANDSCAPE DESIGN





SECTION 4.  
FINANCIAL FEASIBILITY STUDY OF YAMASH CAR  
TOURISM CLUSTER PROJECT

# FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT. TARGET TECHNICAL AND ECONOMIC PARAMETERS OF THE CLUSTER CREATED

Land plot area – 18.7 ha

## Main business types:

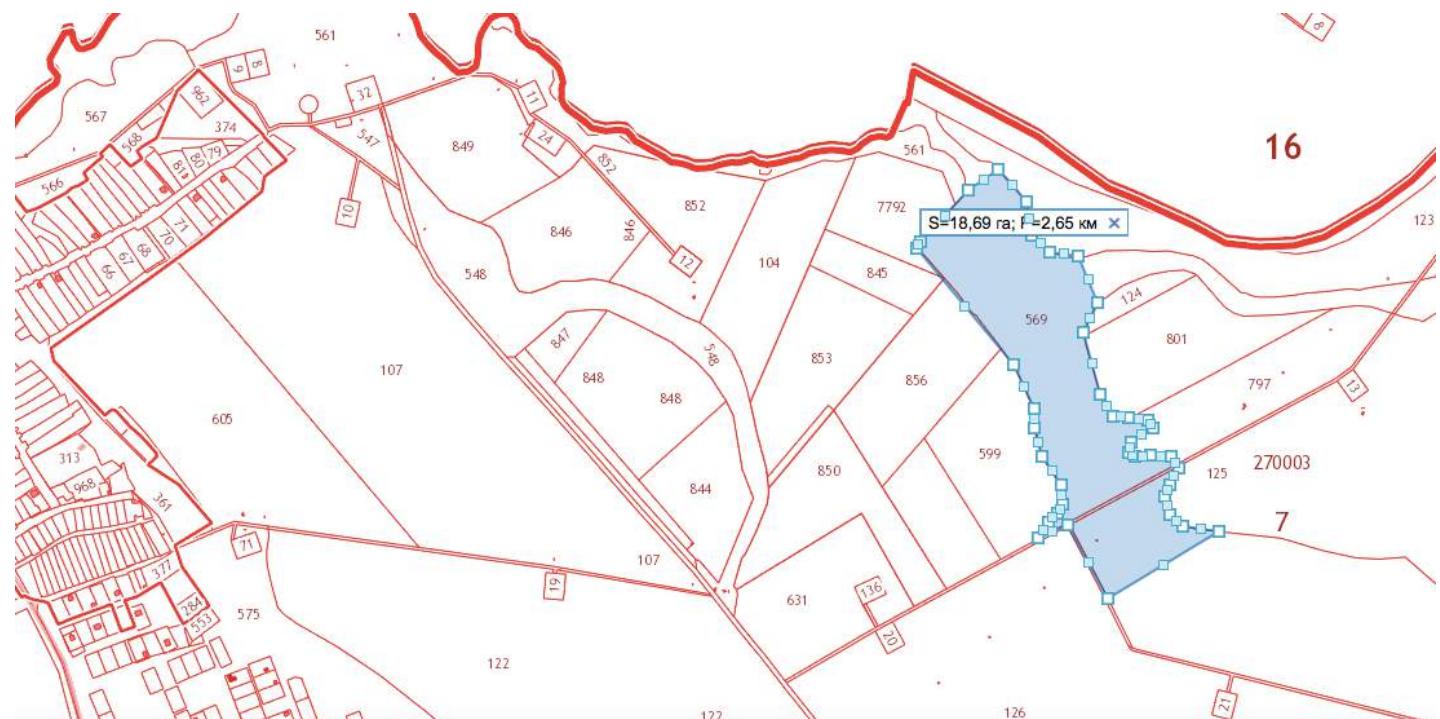
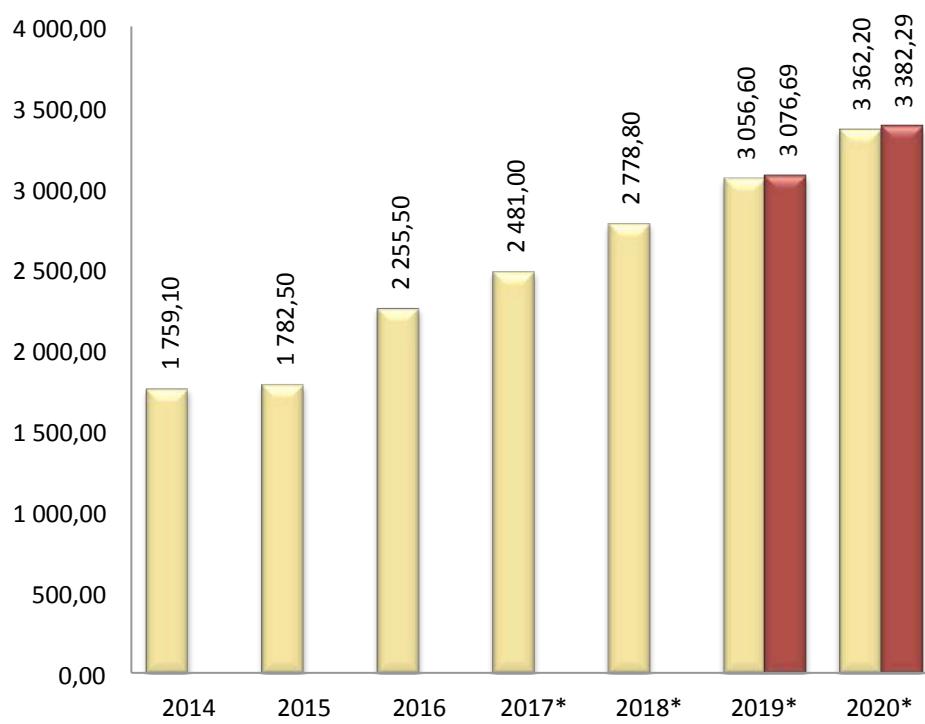
- Tourist base
  - Themed agro-park
  - Bathhouse complex
  - Café restaurant
  - Sports and technical center

Investment size – 351.9 million rubles

Payback period – 5.6 years

## Number of workplaces – 124

Growth of tourist flow + 20,090 persons every year



# FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.

## KEY INDICATORS AND ASSUMPTIONS FOR MAIN CLUSTER FACILITIES

	January	February	March	April	May	June	July	August	September	October	November	December
Number of days per month	31	28	31	30	31	30	31	31	30	31	30	31
Number of working days per month	27	24	27	26	27	26	27	27	26	27	26	27
<b>Tourist base</b>												
Number of ATOMM QDPL guest houses, pcs	30											
Vacant ATOMM QDPL guest houses, pcs * days		930	840	930	900	930	900	930	930	900	930	930
Tourist base occupancy, %	61%	75%	30%	35%	40%	80%	90%	95%	90%	55%	30%	35%
Sold ATOMM QDPL guest houses, pcs * days		698	252	326	360	744	810	884	837	495	279	315
Average number of guests in ATOMM QDPL guest houses, persons		3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0	3,0
Total number of tourist base guests per month, persons		2 093	756	977	1 080	2 232	2 430	2 651	2 511	1 485	837	945
<b>Bathhouse complex</b>												
Number of working hours per month (12 hours per day), hours		324	288	324	312	324	312	324	324	312	324	324
Number of bathhouse compartments (maximum capacity – 6 persons), pcs	6											
Vacant number of compartments, pcs * h		1 944	1 728	1 944	1 872	1 944	1 872	1 944	1 944	1 872	1 944	1 944
Bathhouse occupancy, %		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Sold number of compartments, pcs * h		972	864	972	936	972	936	972	972	936	972	972
Average time of bath procedures per 1 person, per h		2,5	2,5	2,5	2,5	2,5	2,5	2,5	2,5	2,5	2,5	2,5
Average number of persons in compartment, persons		4,0	4,0	4,0	4,0	4,0	4,0	4,0	4,0	4,0	4,0	4,0
Bar attendance (of number of people who visited the bathhouse), %		70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Bar attendance, persons		1 089	968	1 089	1 048	1 089	1 048	1 089	1 089	1 048	1 089	1 089
<b>Café restaurant</b>												
Total number of tourist base guests per month, persons		2 093	756	977	1 080	2 232	2 430	2 651	2 511	1 485	837	945
Café attendance by tourist base guests (breakfast), %		90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Café attendance by tourist base guests (lunch), %		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Café attendance by tourist base guests (dinner), %		70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Café attendance by tourist base guests (bar), %		60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Café attendance by tourist base guests (breakfast), persons		1 883	680	879	972	2 009	2 187	2 385	2 260	1 337	753	851
Café attendance by tourist base guests (lunch), persons		1 046	378	488	540	1 116	1 215	1 325	1 256	743	419	473
Café attendance by tourist base guests (dinner), persons		1 465	529	684	756	1 562	1 701	1 855	1 758	1 040	586	662
Café attendance by tourist base guests (bar), persons		1 256	454	586	648	1 339	1 458	1 590	1 507	891	502	567
<b>Sports and technical center</b>												
Number of rental working hours (7 hours per day)	7	217	196	217	210	217	210	217	217	210	217	217
Number of snowmobiles		10	10	10	10	10	10	10	10	10	10	10
Number of ATVs		10	10	10	10	10	10	10	10	10	10	10
Vacant technical capacity of snowmobiles, pcs * h		2 170	1 960	2 170	2 100	2 170	2 100	2 170	2 170	2 100	2 170	2 100
Vacant technical capacity of ATVs, pcs * h		2 170	1 960	2 170	2 100	2 170	2 100	2 170	2 170	2 100	2 170	2 100
Demand for snowmobiles, %	14%	35%	35%	35%	0%	0%	0%	0%	0%	5%	25%	30%
Demand for ATVs, %	27%	10%	10%	10%	25%	35%	40%	40%	45%	40%	35%	20%
Demand for snowmobiles, pcs * h		760	686	760	0	0	0	0	0	109	525	651
Demand for ATVs, pcs * h		217	196	217	525	760	840	868	977	840	760	420
Rental price of 1 snowmobile, RUB per h		2 000	2 000	2 000						2 000	2 000	2 000
Rental price of 1 ATV, RUB per h		2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000
<b>Themed agro-park</b>												
Park attendance, persons		5 573	4 232	4 816	11 483	40 592	49 587	40 002	40 771	23 747	8 951	5 821
Percent of visitors who used park's paid services, %		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Number of visitors who used park's paid services, persons		2 787	2 116	2 408	5 741	20 296	24 794	20 001	20 386	11 873	4 475	2 911

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
EBITA AND MARGINAL REVENUE CALCULATION

	January	February	March	April	May	June	July	August	September	October	November	December	
<b>Income</b>	<b>284 329 186</b>	<b>17 920 502</b>	<b>10 572 164</b>	<b>12 390 741</b>	<b>15 565 160</b>	<b>37 170 459</b>	<b>43 747 945</b>	<b>39 746 404</b>	<b>39 737 261</b>	<b>24 797 654</b>	<b>13 874 925</b>	<b>12 604 898</b>	<b>16 201 073</b>
Tourist base	<b>48 051 000</b>	4 882 500	1 512 000	1 953 000	2 340 000	5 208 000	6 480 000	7 068 000	6 696 000	3 465 000	1 674 000	1 890 000	4 882 500
Bathhouse complex	<b>46 332 720</b>	3 946 320	3 507 840	3 946 320	3 800 160	3 946 320	3 800 160	3 946 320	3 946 320	3 800 160	3 946 320	3 800 160	3 946 320
Café restaurant	<b>39 372 480</b>	4 101 300	1 481 760	1 913 940	2 116 800	4 374 720	4 762 800	5 194 980	4 921 560	2 910 600	1 640 520	1 852 200	4 101 300
Sports and technical center	<b>20 650 000</b>	1 953 000	1 764 000	1 953 000	1 050 000	1 519 000	1 680 000	1 736 000	1 953 000	1 680 000	1 736 000	1 890 000	1 736 000
Themed agro-park	<b>129 922 986</b>	3 037 382	2 306 564	2 624 481	6 258 200	22 122 419	27 024 985	21 801 104	22 220 381	12 941 894	4 878 085	3 172 538	1 534 953
<b>Direct expenses</b>	<b>153 925 761</b>	<b>7 945 816</b>	<b>5 869 496</b>	<b>6 810 584</b>	<b>8 504 407</b>	<b>21 126 639</b>	<b>25 096 273</b>	<b>21 370 544</b>	<b>21 799 657</b>	<b>13 872 170</b>	<b>7 949 008</b>	<b>6 642 041</b>	<b>6 939 124</b>
Tourist base	<b>8 669 460</b>	740 020	672 610	681 430	689 170	746 530	771 970	783 730	776 290	711 670	675 850	680 170	740 020
Bathhouse complex	<b>6 303 926</b>	529 384	508 519	529 384	522 429	529 384	522 429	529 384	529 384	522 429	529 384	522 429	529 384
Café restaurant	<b>32 952 658</b>	3 109 815	1 948 129	2 139 788	2 229 750	3 231 068	3 403 170	3 594 829	3 473 575	2 581 776	2 018 534	2 112 408	3 109 815
Sports and technical center	<b>12 431 328</b>	1 379 124	1 079 089	1 569 874	556 006	687 456	935 756	761 806	1 017 656	735 756	1 212 123	1 042 225	1 454 457
Themed agro-park	<b>93 568 389</b>	2 187 472	1 661 149	1 890 108	4 507 052	15 932 201	19 462 948	15 700 795	16 002 751	9 320 539	3 513 116	2 284 809	1 105 448
<b>Marginal income</b>	<b>130 403 425</b>	<b>9 974 686</b>	<b>4 702 668</b>	<b>5 580 157</b>	<b>7 060 752</b>	<b>16 043 819</b>	<b>18 651 672</b>	<b>18 375 860</b>	<b>17 937 604</b>	<b>10 925 485</b>	<b>5 925 917</b>	<b>5 962 856</b>	<b>9 261 949</b>
											<b>109 252 70</b>	<b>121 141 47</b>	<b>130 403 42</b>
<b>Marginal income (cumulative total)</b>	<b>130 403 425</b>	<b>9 974 686</b>	<b>14 677 354</b>	<b>20 257 511</b>	<b>27 318 264</b>	<b>43 362 083</b>	<b>62 013 755</b>	<b>80 389 615</b>	<b>98 327 219</b>	<b>3</b>	<b>115 178 620</b>	<b>7</b>	<b>5</b>
<b>Overhead costs</b>	<b>46 711 657</b>	<b>3 892 638</b>	<b>3 892 638</b>	<b>3 892 638</b>									
Administrative and management costs	<b>23 122 318</b>	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860	1 926 860
Engineering services costs	<b>10 755 579</b>	896 298	896 298	896 298	896 298	896 298	896 298	896 298	896 298	896 298	896 298	896 298	896 298
Utility costs	<b>8 400 000</b>	700 000	700 000	700 000	700 000	700 000	700 000	700 000	700 000	700 000	700 000	700 000	700 000
Laundry facilities costs	<b>4 433 760</b>	369 480	369 480	369 480	369 480	369 480	369 480	369 480	369 480	369 480	369 480	369 480	369 480
<b>Operating income (EBITA)</b>	<b>83 691 769</b>	<b>6 082 048</b>	<b>810 030</b>	<b>1 687 519</b>	<b>3 168 114</b>	<b>12 151 181</b>	<b>14 759 034</b>	<b>14 483 222</b>	<b>14 044 966</b>	<b>7 032 847</b>	<b>2 033 279</b>	<b>2 070 218</b>	<b>5 369 310</b>
<b>Operating income (EBITA) (cumulative total)</b>	<b>83 691 769</b>	<b>6 082 048</b>	<b>6 892 078</b>	<b>8 579 597</b>	<b>11 747 711</b>	<b>23 898 893</b>	<b>38 657 926</b>	<b>53 141 148</b>	<b>67 186 114</b>	<b>74 218 961</b>	<b>76 252 240</b>	<b>78 322 458</b>	<b>83 691 769</b>

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 SUMMARY OF INCOME AND DIRECT EXPENSES FOR EACH TYPE OF BUSINESS IN THE CLUSTER.  
 TOURIST BASE

	<b>TOTAL</b>	January	February	March	April	May	June	July	August	September	October	November	December
<b>Income</b>	<b>48 051 000</b>	4 882 500	1 512 000	1 953 000	2 340 000	5 208 000	6 480 000	7 068 000	6 696 000	3 465 000	1 674 000	1 890 000	4 882 500
ATOMM QDPL guest houses sold, pcs * days		698	252	326	360	744	810	884	837	495	279	315	698
Average cost of ATOMM QDPL guest house, RUB / day		7 000	6 000	6 000	6 500	7 000	8 000	8 000	8 000	7 000	6 000	6 000	7 000
Revenue, RUB	48 051 000	4 882 500	1 512 000	1 953 000	2 340 000	5 208 000	6 480 000	7 068 000	6 696 000	3 465 000	1 674 000	1 890 000	4 882 500
<b>Expenses</b>	<b>8 669 460</b>	<b>740 020</b>	<b>672 610</b>	<b>681 430</b>	<b>689 170</b>	<b>746 530</b>	<b>771 970</b>	<b>783 730</b>	<b>776 290</b>	<b>711 670</b>	<b>675 850</b>	<b>680 170</b>	<b>740 020</b>
Salary	5 220 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000	435 000
Insurance premiums from labor compensation fund	1 576 440	131 370	131 370	131 370	131 370	131 370	131 370	131 370	131 370	131 370	131 370	131 370	131 370
Guest supplies	300 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000
Cleaning products	480 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000	40 000
Uniform expenses	72 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000	6 000
Operating supplies	60 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000
Other direct expenses, % of revenue	2%	961 020	97 650	30 240	39 060	46 800	104 160	129 600	141 360	133 920	69 300	33 480	37 800

Staffing table

Position	Number	Salary (accounting)	Amount
Head of house keeping service	1	55 000	55 000
Receptionist	6	25 000	150 000
Chambermaid	6	25 000	150 000
Yard keeper	4	20 000	80 000
<b>TOTAL</b>	<b>17</b>	<b>435 000</b>	

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 SUMMARY OF INCOME AND DIRECT EXPENSES FOR EACH TYPE OF BUSINESS IN THE CLUSTER.  
 BATHHOUSE COMPLEX

	<b>TOTAL</b>	January	February	March	April	May	June	July	August	September	October	November	December
<b>Income, RUB</b>	<b>46 332 720</b>	<b>3 946 320</b>	<b>3 507 840</b>	<b>3 946 320</b>	<b>3 800 160</b>	<b>3 946 320</b>	<b>3 800 160</b>	<b>3 946 320</b>	<b>3 946 320</b>	<b>3 800 160</b>	<b>3 946 320</b>	<b>3 800 160</b>	<b>3 946 320</b>
Number of rooms sold, pcs * h		972	864	972	936	972	936	972	972	936	972	936	972
Average check per 1 hour, RUB		3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500
Bar attendance, persons		1 089	968	1 089	1 048	1 089	1 048	1 089	1 089	1 048	1 089	1 048	1 089
Average check for bar services, RUB		500	500	500	500	500	500	500	500	500	500	500	500
Revenue, RUB	46 332 720	3 946 320	3 507 840	3 946 320	3 800 160	3 946 320	3 800 160	3 946 320	3 946 320	3 800 160	3 946 320	3 800 160	3 946 320
<b>Direct expenses, RUB</b>	<b>6 303 926</b>	<b>529 384</b>	<b>508 519</b>	<b>529 384</b>	<b>522 429</b>	<b>529 384</b>	<b>522 429</b>	<b>529 384</b>	<b>529 384</b>	<b>522 429</b>	<b>529 384</b>	<b>522 429</b>	<b>529 384</b>
Salary	<b>2 964 000</b>	247 000	247 000	247 000	247 000	247 000	247 000	247 000	247 000	247 000	247 000	247 000	247 000
Insurance premiums from labor compensation fund	<b>895 128</b>	74 594	74 594	74 594	74 594	74 594	74 594	74 594	74 594	74 594	74 594	74 594	74 594
Expenses for products for bar (20% of bar revenue)	20%	<b>1 278 144</b>	108 864	96 768	108 864	104 832	108 864	104 832	108 864	108 864	104 832	108 864	104 832
Guest supplies		<b>120 000</b>	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000
Cleaning products		<b>120 000</b>	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000
Other direct expenses (% of revenue)	2%	<b>926 654</b>	78 926	70 157	78 926	76 003	78 926	76 003	78 926	78 926	76 003	78 926	76 003

**Staffing table**

<b>Position</b>	<b>Number</b>	<b>Salary (accounting)</b>	<b>Amount, RUB</b>
Administrator	2	40 000	80 000
Bartender cashier	2	30 000	60 000
Bathhouse worker – cleaning worker	3	25 000	75 000
Maid	2	16 000	32 000
<b>TOTAL</b>	<b>9</b>		<b>247 000</b>

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 SUMMARY OF INCOME AND DIRECT EXPENSES FOR EACH TYPE OF BUSINESS IN THE CLUSTER.  
 CAFÉ RESTAURANT

	<b>TOTAL</b>	January	February	March	April	May	June	July	August	September	October	November	December	
<b>Income, RUB</b>	<b>39 372 480</b>	<b>4 101 300</b>	<b>1 481 760</b>	<b>1 913 940</b>	<b>2 116 800</b>	<b>4 374 720</b>	<b>4 762 800</b>	<b>5 194 980</b>	<b>4 921 560</b>	<b>2 910 600</b>	<b>1 640 520</b>	<b>1 852 200</b>	<b>4 101 300</b>	
Café attendance by tourist base guests (breakfast), persons		1 883	680	879	972	2 009	2 187	2 385	2 260	1 337	753	851	1 883	
Café attendance by tourist base guests (lunch), persons		1 046	378	488	540	1 116	1 215	1 325	1 256	743	419	473	1 046	
Café attendance by tourist base guests (dinner), persons		1 465	529	684	756	1 562	1 701	1 855	1 758	1 040	586	662	1 465	
Café attendance by tourist base guests (bar), persons		1 256	454	586	648	1 339	1 458	1 590	1 507	891	502	567	1 256	
Average check per person (breakfast), RUB		400	400	400	400	400	400	400	400	400	400	400	400	
Average check per person (lunch), RUB		800	800	800	800	800	800	800	800	800	800	800	800	
Average check per person (diner), RUB		1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	1 200	
Average check per person (bar), RUB		600	600	600	600	600	600	600	600	600	600	600	600	
Café revenue, RUB	32 140 800	3 348 000	1 209 600	1 562 400	1 728 000	3 571 200	3 888 000	4 240 800	4 017 600	2 376 000	1 339 200	1 512 000	3 348 000	
Bar revenue, RUB	7 231 680	753 300	272 160	351 540	388 800	803 520	874 800	954 180	903 960	534 600	301 320	340 200	753 300	
<b>Direct expenses, RUB</b>	<b>32 952 658</b>	<b>3 109 815</b>	<b>1 948 129</b>	<b>2 139 788</b>	<b>2 229 750</b>	<b>3 231 068</b>	<b>3 403 170</b>	<b>3 594 829</b>	<b>3 473 575</b>	<b>2 581 776</b>	<b>2 018 534</b>	<b>2 112 408</b>	<b>3 109 815</b>	
Salary	<b>11 484 000</b>	957 000	957 000	957 000	957 000	957 000	957 000	957 000	957 000	957 000	957 000	957 000	957 000	
Insurance premiums from labor compensation fund		<b>3 468 168</b>	289 014	289 014	289 014	289 014	289 014	289 014	289 014	289 014	289 014	289 014	289 014	
Expenses for products for café (% of revenue)	35%	<b>13 780 368</b>	1 435 455	518 616	669 879	740 880	1 531 152	1 666 980	1 818 243	1 722 546	1 018 710	574 182	648 270	1 435 455
Expenses for products for bar (% of revenue)	40%	<b>2 892 672</b>	301 320	108 864	140 616	155 520	321 408	349 920	381 672	361 584	213 840	120 528	136 080	301 320
Kitchenware, textile, tableware		<b>240 000</b>	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	
Cleaning products		<b>180 000</b>	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	
Uniform expenses		<b>120 000</b>	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	
Other direct expenses (% of revenue)	2%	<b>787 450</b>	82 026	29 635	38 279	42 336	87 494	95 256	103 900	98 431	58 212	32 810	37 044	82 026

**Staffing table**

<b>Position</b>	<b>Num ber</b>	<b>Salary (accounting)</b>	<b>Amount, RUB</b>
Head chef	1	80 000	80 000
Hot chef	6	35 000	210 000
Cold chef	4	35 000	140 000
Meat and fish cook	2	35 000	70 000
Pastry chef	2	35 000	70 000
Egg brake room workers	3	15 000	45 000
Waiter	4	20 000	80 000
Dishwasher	4	20 000	80 000
Maid	2	18 000	36 000
Bartender cashier	2	25 000	50 000
Storekeeper	1	26 000	26 000
Procurement specialist	1	40 000	40 000
Loader	2	15 000	30 000
<b>TOTAL</b>	<b>34</b>	<b>957 000</b>	

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 SUMMARY OF INCOME AND DIRECT EXPENSES FOR EACH TYPE OF BUSINESS IN THE CLUSTER.  
 SPORTS AND TECHNICAL CENTER

	<b>TOTAL</b>	January	February	March	April	May	June	July	August	September	October	November	December
<b>Income, RUB</b>	<b>20 650 000</b>	<b>1 953 000</b>	<b>1 764 000</b>	<b>1 953 000</b>	<b>1 050 000</b>	<b>1 519 000</b>	<b>1 680 000</b>	<b>1 736 000</b>	<b>1 953 000</b>	<b>1 680 000</b>	<b>1 736 000</b>	<b>1 890 000</b>	<b>1 736 000</b>
Number of snowmobiles		10	10	10	10	10	10	10	10	10	10	10	10
Number of ATVs		10	10	10	10	10	10	10	10	10	10	10	10
Demand for snowmobiles, pcs *													
h		760	686	760	0	0	0	0	0	0	109	525	651
Demand for ATVs, pcs * h		217	196	217	525	760	840	868	977	840	760	420	217
Rental price of 1 snowmobile, RUB per h		2 000	2 000	2 000	0	0	0	0	0	0	2 000	2 000	2 000
Rental price of 1 ATV, RUB per h		2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000
Revenue from snowmobile rent	6 979 000	1 519 000	1 372 000	1 519 000	0	0	0	0	0	0	217 000	1 050 000	1 302 000
Revenue from ATV rent	13 671 000	434 000	392 000	434 000	1 050 000	1 519 000	1 680 000	1 736 000	1 953 000	1 680 000	1 519 000	840 000	434 000
<b>Direct expenses, RUB</b>	<b>12 431 328</b>	<b>1 379 124</b>	<b>1 079 089</b>	<b>1 569 874</b>	<b>556 006</b>	<b>687 456</b>	<b>935 756</b>	<b>761 806</b>	<b>1 017 656</b>	<b>735 756</b>	<b>1 212 123</b>	<b>1 042 225</b>	<b>1 454 457</b>
Salary	<b>2 136 000</b>	178 000	178 000	178 000	178 000	178 000	178 000	178 000	178 000	178 000	178 000	178 000	178 000
Insurance premiums from labor compensation fund	<b>645 072</b>	53 756	53 756	53 756	53 756	53 756	53 756	53 756	53 756	53 756	53 756	53 756	53 756
Snowmobile fuel costs	<b>3 572 376</b>	777 538	702 293	777 538	0	0	0	0	0	0	111 077	537 469	666 461
ATV fuel costs	<b>3 827 880</b>	121 520	109 760	121 520	294 000	425 320	470 400	486 080	546 840	470 400	425 320	235 200	121 520
Snowmobile maintenance	<b>600 000</b>			200 000							200 000		200 000
ATV maintenance	<b>1 200 000</b>	200 000		200 000			200 000		200 000		200 000		200 000
Transportation tax on snowmobile	<b>27 000</b>	6 750			6 750			6 750			6 750		
Transportation tax on ATV	<b>10 000</b>	2 500			2 500			2 500			2 500		
Other direct expenses (% of revenue)	2%	<b>413 000</b>	39 060	35 280	39 060	21 000	30 380	33 600	34 720	39 060	33 600	34 720	34 720

**Staffing table**

<b>Position</b>	<b>Numbe r</b>	<b>Salary (accounting)</b>	<b>Amount, RUB</b>
Administrator	1	50 000	50 000
Equipment operator/guide	1	45 000	45 000
Equipment operator	1	40 000	40 000
Equipment operator -handyman	1	25 000	25 000
Cleaning worker	1	18 000	18 000
<b>TOTAL</b>	<b>5</b>		<b>178 000</b>

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.

ADDED VALUE GENERATED BY THE INVESTMENT PROJECT.

NUMBER OF WORKPLACES GENERATED AS PART OF THE INVESTMENT PROJECT

**ADDED VALUE GENERATED BY THE INVESTMENT PROJECT,  
thousand RUB**

	<b>Amount</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>
Added value, thousand RUB	<b>141 657</b>	10 912	5 640	6 518	7 999	16 982	19 589	19 314	18 875	11 863	6 864	6 901	10 200
<b>TOTAL</b>	<b>141 657</b>	<b>10 912</b>	<b>5 640</b>	<b>6 518</b>	<b>7 999</b>	<b>16 982</b>	<b>19 589</b>	<b>19 314</b>	<b>18 875</b>	<b>11 863</b>	<b>6 864</b>	<b>6 901</b>	<b>10 200</b>

**NUMBER OF WORKPLACES GENERATED, pcs**      **124**

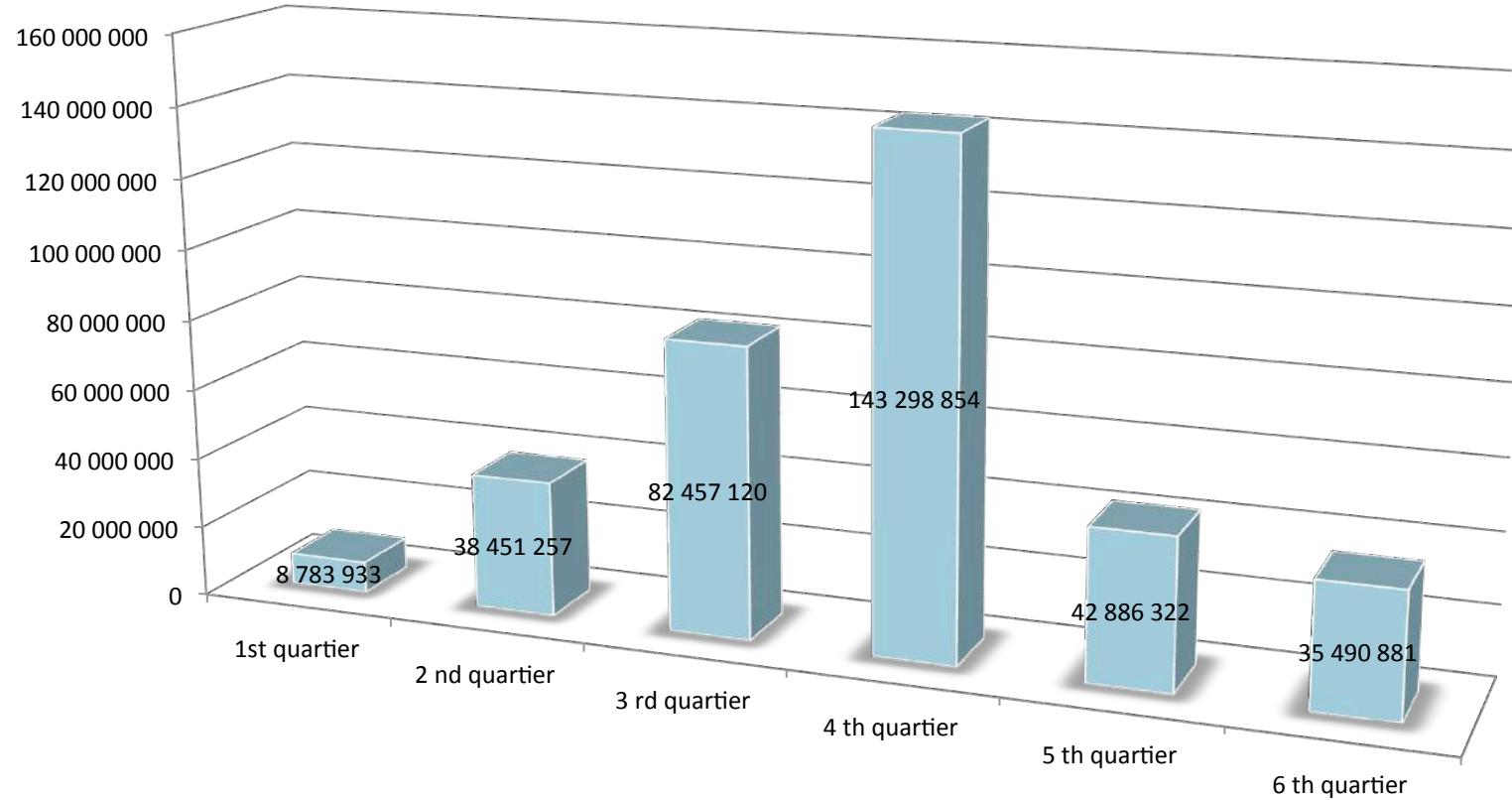
FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 LIST OF TOURISM AND SUPPLYING INFRASTRUCTURE FACILITIES OF CLUSTER.  
 COST OF CLUSTER PROVISION WITH ENGINEERING AND ROAD INFRASTRUCTURE

<b>Nº</b>	<b>Name of facility</b>	<b>Qty</b>	<b>Unit area, m<sup>2</sup></b>	<b>Total area, m<sup>2</sup></b>	<b>Cost of CIW, RUB / m<sup>2</sup></b>	<b>TOTAL, RUB</b>
<b>1</b>	<b>Tourist base</b>			<b>1 312</b>		<b>45 736 000</b>
	ATOMM QDPL	30	40	1 200	35 500	42 600 000
	tourist base office	1	112	112	28 000	3 136 000
<b>2</b>	<b>Bathhouse complex</b>			<b>889</b>		<b>36 449 000</b>
	bathhouse room for 6 people	6	148	889	41 000	36 449 000
<b>3</b>	<b>Themed agro-park</b>			<b>15 355</b>		<b>182 436 000</b>
	village	1	2 848	2 848	35 000	99 680 000
	children's center	1	395	395	36 000	14 220 000
	office	1	112	112	28 000	3 136 000
	grand model of Tatarstan	1	6 000	6 000	5 500	33 000 000
	children's park	1	6 000	6 000	5 400	32 400 000
<b>4</b>	<b>Tourism equipment rental</b>			<b>221</b>		<b>8 619 000</b>
	rental center	1	221	221	39 000	8 619 000
<b>5</b>	<b>Café</b>			<b>540</b>		<b>20 790 000</b>
	café	1	540	540	38 500	20 790 000
<b>6</b>	<b>Cost of Cluster provision with road infrastructure</b>	<b>1</b>	<b>12 375</b>	<b>12 375</b>	<b>1 600</b>	<b>39 600 000</b>
<b>7</b>	<b>Cost of Cluster provision with engineering infrastructure</b>					<b>18 290 400</b>
<b>8</b>	<b>TOTAL CIW, RUB</b>					<b>351 920 400</b>

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 CONSTRUCTION AND INSTALLATION WORKS SCHEDULE.  
 INVESTMENT PROJECT FINANCING SCHEDULE

No.	Name of work	Amount, RUB	Quarters					
			1st quarter	2nd quarter	3rd quarter	4th quarter	5th quarter	6th quarter
1	Designing	14 076 816	5 630 726	8 446 090				
2	Initial permissive documentation	7 038 408	2 815 363	4 223 045				
3	Specifications	35 192 040		10 557 612	10 557 612	14 076 816		
4	Construction and installation works	274 912 320		13 745 616	68 728 080	123 710 544	41 236 848,00	27 491 232
5	Customer service and Management	13 800 816	337 844	1 478 894	3 171 428	5 511 494	1 649 474	1 099 649
6	Purchase of equipment for sports and technical center	6 900 000						6 900 000
7	<b>TOTAL capital investment, RUB</b>	<b>351 920 400</b>	<b>8 783 933</b>	<b>38 451 257</b>	<b>82 457 120</b>	<b>143 298 854</b>	<b>42 886 322</b>	<b>35 490 881</b>

**CIW schedule, thousand RUB**



FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 CLUSTER FINANCIAL MODEL WITH ALLOWANCE FOR BANK FINANCING.  
 YEAR 1–4 OF PROJECT DEVELOPMENT

Amount	1 year				2 year				3 year				4 year				
	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	
<b>Capital investment</b>	351 920 400	8 055 392	22 400 902	63 099 061	96 197 620	105 299 247	56 868 179	0	0	0	0	0	0	0	0	0	
Construction	351 920 400	8 055 392	22 400 902	63 099 061	96 197 620	105 299 247	56 868 179										
<b>Revenue</b>	1 852 937 332					104 281 320	42 680 896	40 883 407	96 483 563	104 281 320	42 680 896	40 883 407	96 483 563	104 281 320	42 680 896		
Tourist base	313 981 500					17 229 000	8 446 500	8 347 500	14 028 000	17 229 000	8 446 500	8 347 500	14 028 000	17 229 000	8 446 500		
Bathhouse complex	301 381 920					11 692 800	11 692 800	11 400 480	11 546 640	11 692 800	11 692 800	11 400 480	11 546 640	11 692 800	11 692 800		
Café restaurant	256 856 040					13 027 140	7 594 020	7 497 000	11 254 320	13 027 140	7 594 020	7 497 000	11 254 320	13 027 140	7 594 020		
Sports and technical center	134 631 000					5 369 000	5 362 000	5 670 000	4 249 000	5 369 000	5 362 000	5 670 000	4 249 000	5 369 000	5 362 000		
Themed agro-park	846 086 872					56 963 380	9 585 576	7 968 427	55 405 603	56 963 380	9 585 576	7 968 427	55 405 603	56 963 380	9 585 576		
<b>Direct expenses</b>	1 002 127 109					57 042 371	21 530 174	20 625 896	54 727 320	57 042 371	21 530 174	20 625 896	54 727 320	57 042 371	21 530 174		
Tourist base	56 384 490					2 271 690	2 096 040	2 094 060	2 207 670	2 271 690	2 096 040	2 094 060	2 207 670	2 271 690	2 096 040		
Bathhouse complex	40 985 954					1 581 198	1 581 198	1 567 288	1 574 243	1 581 198	1 581 198	1 567 288	1 574 243	1 581 198	1 581 198		
Café restaurant	214 606 883					9 650 180	7 240 757	7 197 732	8 863 988	9 650 180	7 240 757	7 197 732	8 863 988	9 650 180	7 240 757		
Sports and technical center	80 811 989					2 515 218	3 708 805	4 028 087	2 179 218	2 515 218	3 708 805	4 028 087	2 179 218	2 515 218	3 708 805		
Themed agro-park	609 337 793					41 024 085	6 903 374	5 738 730	39 902 201	41 024 085	6 903 374	5 738 730	39 902 201	41 024 085	6 903 374		
<b>Overhead costs</b>	303 625 769					11 677 914	11 677 914	11 677 914	11 677 914	11 677 914	11 677 914	11 677 914	11 677 914	11 677 914	11 677 914		
Administrative and management costs	150 295 066					5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579		
Engineering services costs	69 911 263					2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895		
Utility costs	54 600 000					2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000		
Laundry facilities costs	28 819 440					1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440		
<b>Taxes</b>	25 960 469					0	0	0	0	0	0	0	0	0	0		
Simplified Tax System	25 960 469					0	0	0	0	0	0	0	0	0	0		
<b>Balance</b>	169 303 586	-8 055 392	-22 400 902	-63 099 061	-96 197 620	-105 299 247	-56 868 179	35 561 034	9 472 808	8 579 597	30 078 329	35 561 034	9 472 808	8 579 597	30 078 329	35 561 034	9 472 808
<b>Cumulative total balance</b>	169 303 586	-8 055 392	-30 456 294	-93 555 355	-189 752 974	-295 052 221	-351 920 400	-316 359 366	-306 886 558	-298 306 961	-268 228 631	-232 667 597	-223 194 789	-214 615 192	-184 536 863	-148 975 828	-139 503 020

Calculation of cash needs

Amount	1 year				2 year				3 year				4 year				
	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	
<b>Investor funds receipt, including</b>	371 420 296	8 055 392	22 400 902	63 099 061	99 354 252	112 404 601	66 106 089	0	0	0	0	0	0	0	0	0	
internal	125 076 016	8 055 392	22 400 902	63 099 061	15 177 397	7 105 354	9 237 911										
bank's	246 344 280				84 176 854	105 299 247	56 868 179										
<b>Investor funds payback, including</b>	371 420 296	0	0	0	0	0	0	27 348 700	1 309 583	432 594	22 785 794	29 369 869	3 409 499	2 614 325	25 052 527	31 724 917	5 856 302
internal	125 076 016							27 348 700	1 309 583	432 594	22 785 794	29 369 869	3 409 499	2 614 325	25 052 527	31 724 917	5 856 302
bank's	246 344 280																
<b>Bank interest (15%)</b>	90 139 552	0	0	0	3 156 632	7 105 354	9 237 911	8 212 334	8 163 225	8 147 003	7 292 535	6 191 165	6 063 309	5 965 272	5 025 802	3 836 118	3 616 506
<b>Balance</b>	79 164 034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cumulative total balance</b>	79 164 034	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Project's payback period, years

5,63

FINANCIAL FEASIBILITY STUDY OF YAMASH CAR TOURISM CLUSTER PROJECT.  
 CLUSTER FINANCIAL MODEL WITH ALLOWANCE FOR BANK FINANCING.  
 YEAR 5-8 OF PROJECT DEVELOPMENT

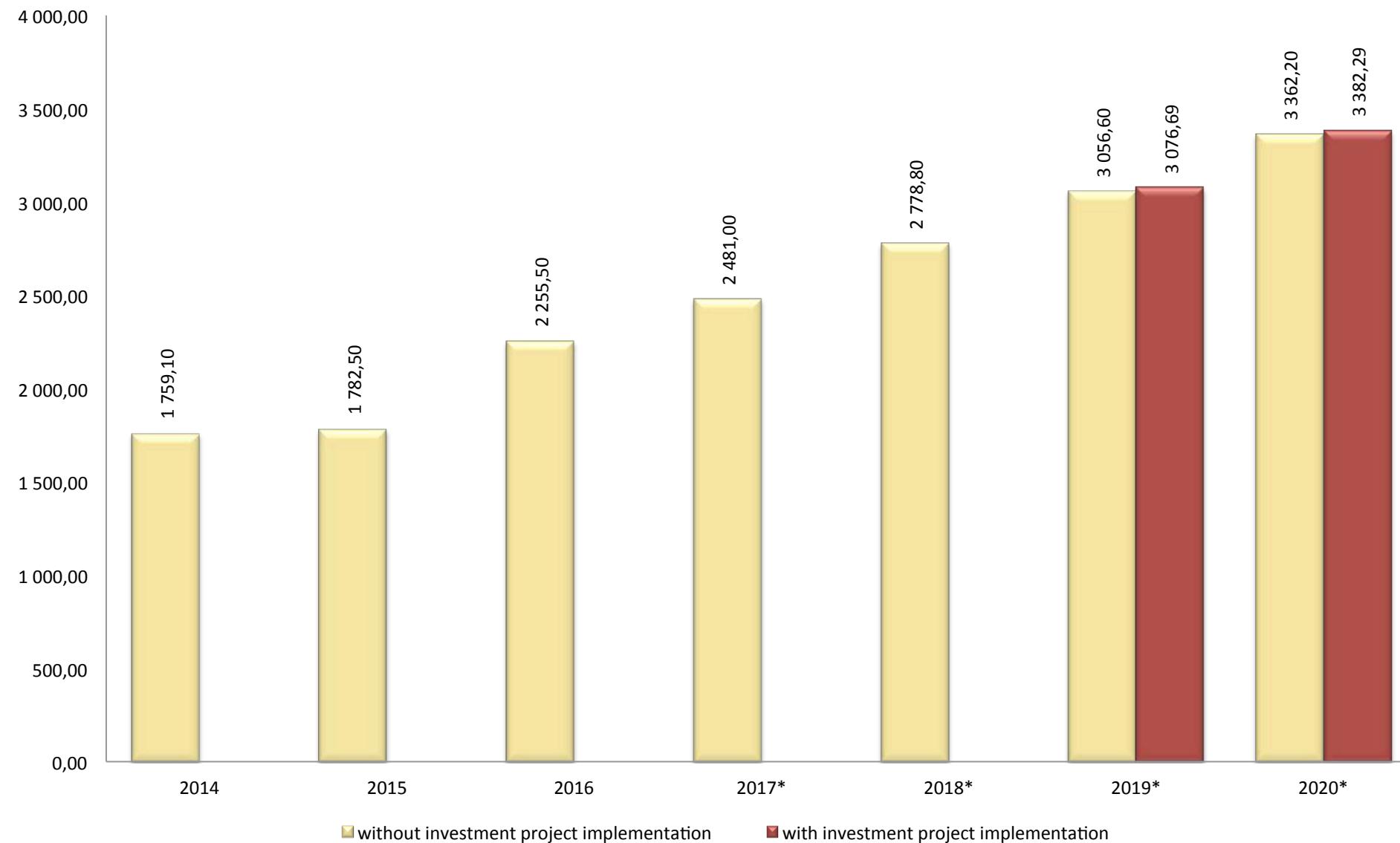
5 year					6 year					7 year					8 year				
1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter				
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
<b>40 883 407</b>	<b>96 483 563</b>	<b>104 281 320</b>	<b>42 680 896</b>	<b>40 883 407</b>	<b>96 483 563</b>	<b>104 281 320</b>	<b>42 680 896</b>	<b>40 883 407</b>	<b>96 483 563</b>	<b>104 281 320</b>	<b>42 680 896</b>	<b>40 883 407</b>	<b>96 483 563</b>	<b>104 281 320</b>	<b>42 680 896</b>				
8 347 500	14 028 000	17 229 000	8 446 500	8 347 500	14 028 000	17 229 000	8 446 500	8 347 500	14 028 000	17 229 000	8 446 500	8 347 500	14 028 000	17 229 000	8 446 500				
11 400 480	11 546 640	11 692 800	11 692 800	11 400 480	11 546 640	11 692 800	11 692 800	11 400 480	11 546 640	11 692 800	11 692 800	11 400 480	11 546 640	11 692 800	11 692 800				
7 497 000	11 254 320	13 027 140	7 594 020	7 497 000	11 254 320	13 027 140	7 594 020	7 497 000	11 254 320	13 027 140	7 594 020	7 497 000	11 254 320	13 027 140	7 594 020				
5 670 000	4 249 000	5 369 000	5 362 000	5 670 000	4 249 000	5 369 000	5 362 000	5 670 000	4 249 000	5 369 000	5 362 000	5 670 000	4 249 000	5 369 000	5 362 000				
7 968 427	55 405 603	56 963 380	9 585 576	7 968 427	55 405 603	56 963 380	9 585 576	7 968 427	55 405 603	56 963 380	9 585 576	7 968 427	55 405 603	56 963 380	9 585 576				
<b>20 625 896</b>	<b>54 727 320</b>	<b>57 042 371</b>	<b>21 530 174</b>	<b>20 625 896</b>	<b>54 727 320</b>	<b>57 042 371</b>	<b>21 530 174</b>	<b>20 625 896</b>	<b>54 727 320</b>	<b>57 042 371</b>	<b>21 530 174</b>	<b>20 625 896</b>	<b>54 727 320</b>	<b>57 042 371</b>	<b>21 530 174</b>				
2 094 060	2 207 670	2 271 690	2 096 040	2 094 060	2 207 670	2 271 690	2 096 040	2 094 060	2 207 670	2 271 690	2 096 040	2 094 060	2 207 670	2 271 690	2 096 040				
1 567 288	1 574 243	1 581 198	1 567 288	1 574 243	1 581 198	1 567 288	1 581 198	1 567 288	1 581 198	1 581 198	1 567 288	1 574 243	1 581 198	1 581 198	1 581 198				
7 197 732	8 863 988	9 650 180	7 240 757	7 197 732	8 863 988	9 650 180	7 240 757	7 197 732	8 863 988	9 650 180	7 240 757	7 197 732	8 863 988	9 650 180	7 240 757				
4 028 087	2 179 218	2 515 218	3 708 805	4 028 087	2 179 218	2 515 218	3 708 805	4 028 087	2 179 218	2 515 218	3 708 805	4 028 087	2 179 218	2 515 218	3 708 805				
5 738 730	39 902 201	41 024 085	6 903 374	5 738 730	39 902 201	41 024 085	6 903 374	5 738 730	39 902 201	41 024 085	6 903 374	5 738 730	39 902 201	41 024 085	6 903 374				
<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>	<b>11 677 914</b>					
5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579	5 780 579					
2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895	2 688 895					
2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000					
1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440	1 108 440					
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1 840 771</b>	<b>947 281</b>	<b>3 646 011</b>	<b>6 653 844</b>	<b>3 556 103</b>	<b>947 281</b>	<b>857 960</b>	<b>3 007 833</b>	<b>3 556 103</b>	<b>947 281</b>		
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1 840 771</b>	<b>947 281</b>	<b>3 646 011</b>	<b>6 653 844</b>	<b>3 556 103</b>	<b>947 281</b>	<b>857 960</b>	<b>3 007 833</b>	<b>3 556 103</b>	<b>947 281</b>		
<b>8 579 597</b>	<b>30 078 329</b>	<b>35 561 034</b>	<b>9 472 808</b>	<b>8 579 597</b>	<b>30 078 329</b>	<b>33 720 263</b>	<b>8 525 527</b>	<b>4 933 586</b>	<b>23 424 485</b>	<b>32 004 931</b>	<b>8 525 527</b>	<b>7 721 637</b>	<b>27 070 496</b>	<b>32 004 931</b>	<b>8 525 527</b>				
<b>-130 923 423</b>	<b>-100 845 094</b>	<b>-65 284 060</b>	<b>-55 811 252</b>	<b>-47 231 655</b>	<b>-17 153 325</b>	<b>16 566 938</b>	<b>25 092 465</b>	<b>30 026 051</b>	<b>53 450 536</b>	<b>85 455 467</b>	<b>93 980 994</b>	<b>101 702 631</b>	<b>128 773 128</b>	<b>160 778 059</b>	<b>169 303 586</b>				

5 year					6 year					7 year					8 year				
1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter				
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
<b>5 156 458</b>	<b>27 693 704</b>	<b>34 468 996</b>	<b>8 707 294</b>	<b>8 118 527</b>	<b>30 078 329</b>	<b>33 720 263</b>	<b>8 525 527</b>	<b>4 933 586</b>	<b>23 424 485</b>	<b>32 004 931</b>	<b>4 684 085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
5 156 458	27 693 704	34 468 996	8 707 294	8 118 527	12 295 190														
3 423 139	2 384 625	1 092 038	765 514	461 070	0	0	0	0	0	0	0	0	0	0	0				
<b>0</b>	<b>0</b>	<b>-0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3 841 442</b>	<b>7 721 637</b>	<b>27 070 496</b>	<b>32 004 931</b>	<b>8 525 527</b>			
<b>0</b>	<b>0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>3 841 442</b>	<b>11 563 079</b>	<b>38 633 576</b>	<b>70 638 507</b>	<b>79 164 034</b>			



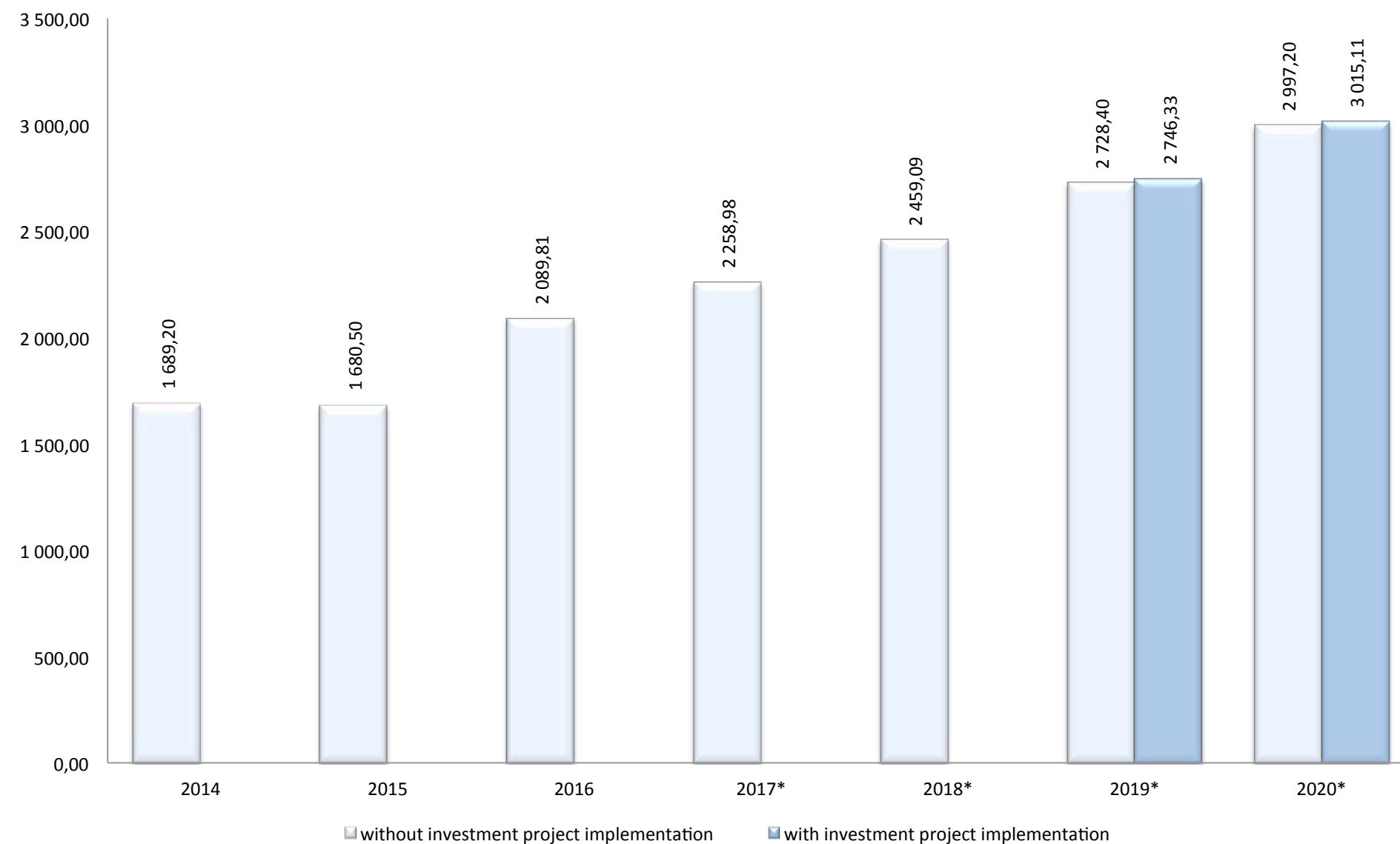
SECTION 5.  
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN  
THE REPUBLIC OF TATARSTAN IN VIEW OF THE  
YAMASH TOURISM CLUSTER INVESTMENT PROJECT  
CONTRIBUTION

FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE  
YAMASH TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.  
VOLUME OF TOURIST FLOW IN THE REPUBLIC OF TATARSTAN UP TO 2020, thousand people



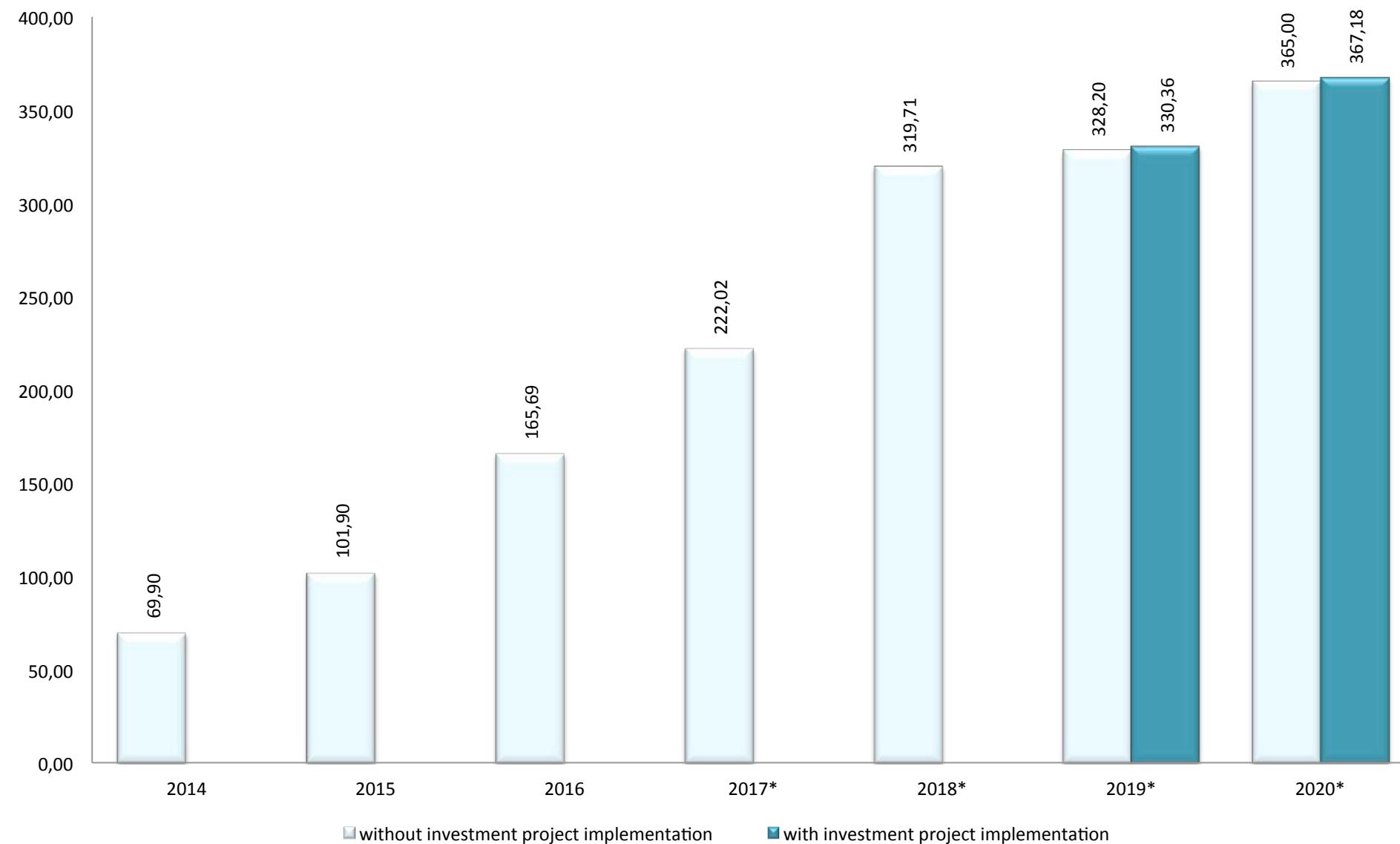
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

NUMBER OF RUSSIAN CITIZENS ACCOMODATED IN COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC  
OF TATARSTAN UP TO 2020, thousand people



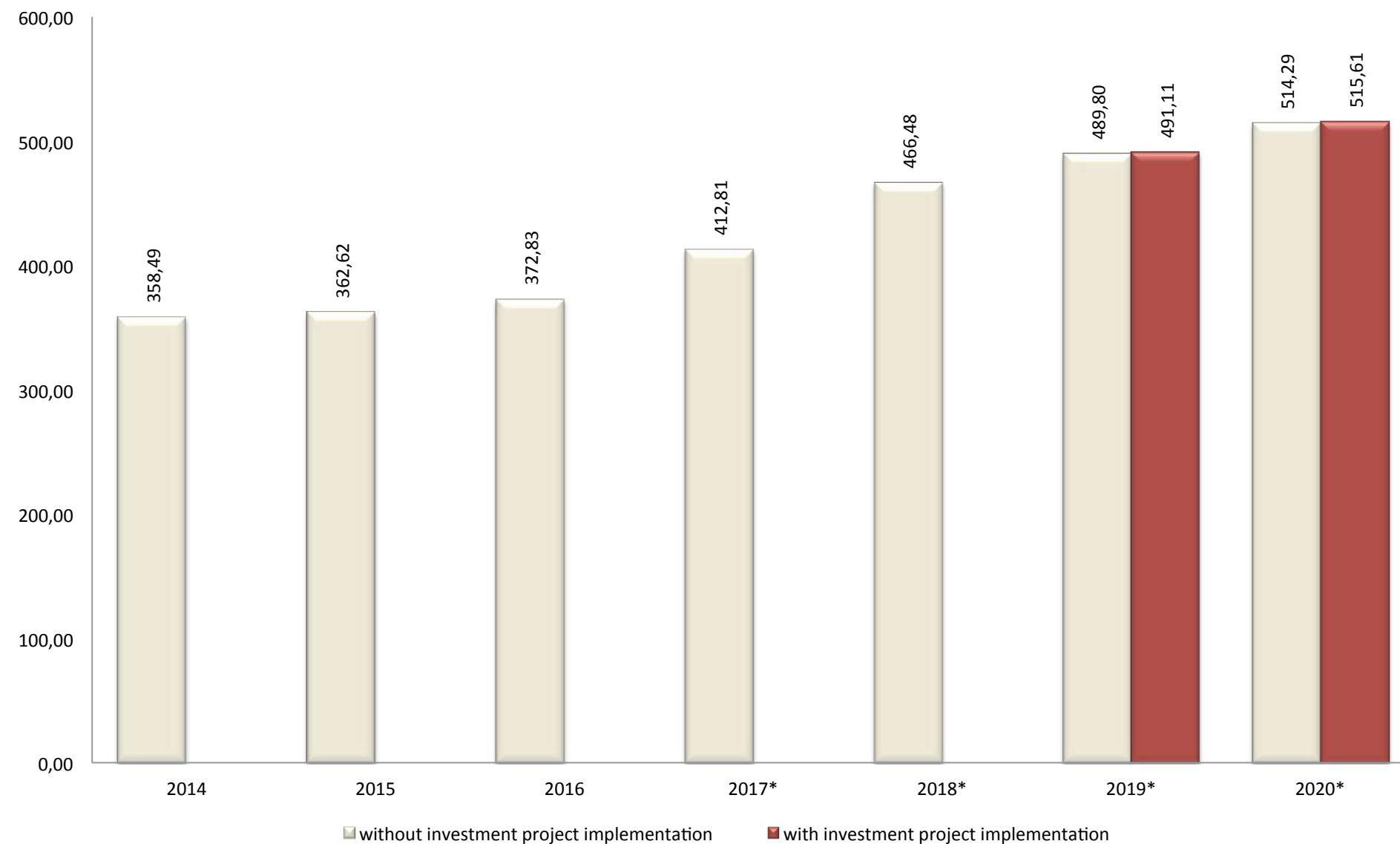
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

NUMBER OF FOREIGN CITIZENS ACCOMMODATED IN COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC  
OF TATARSTAN UP TO 2020, thousand people



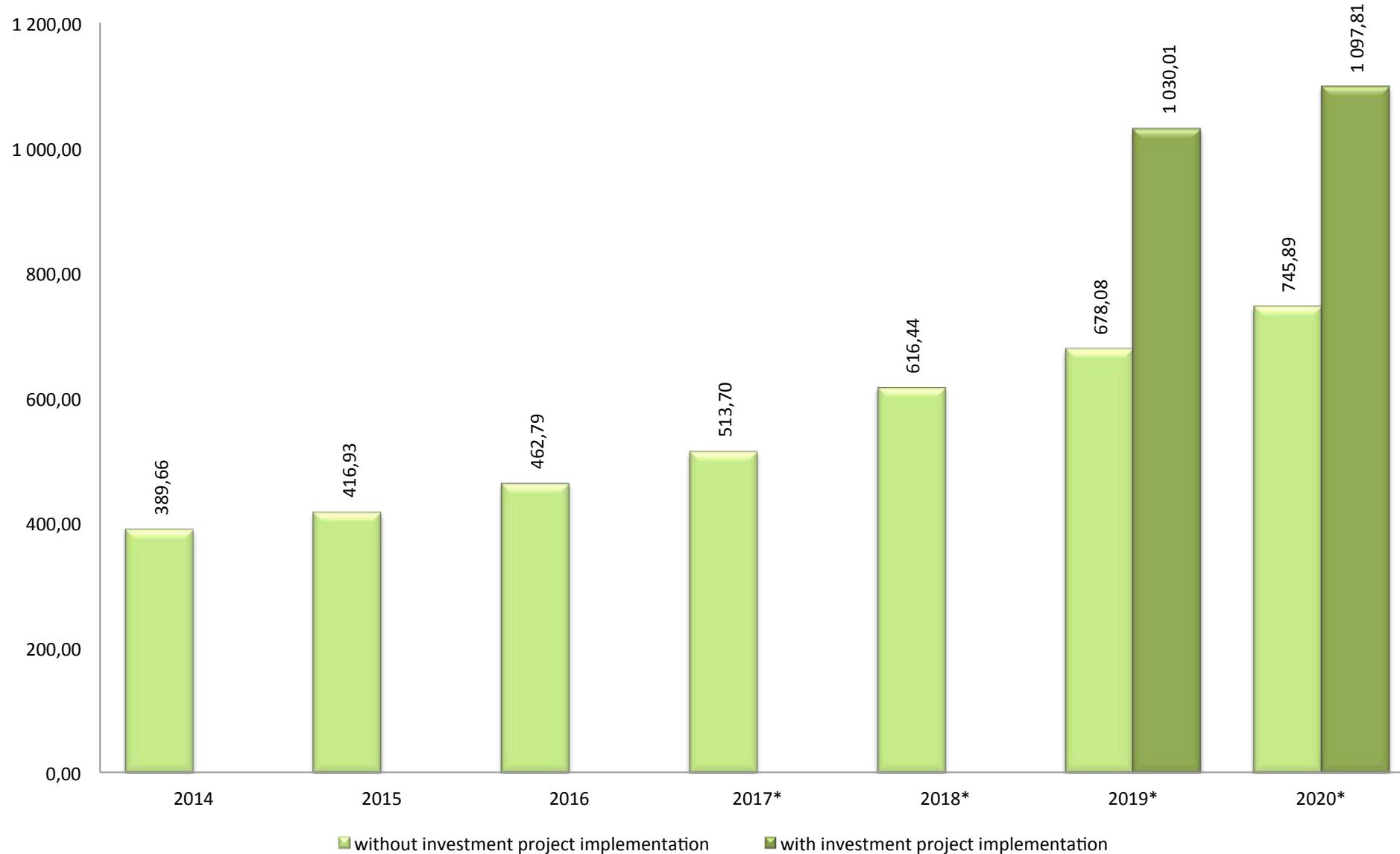
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

HOTEL ROOM CAPACITY AREA OF COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC OF TATARSTAN UP  
TO 2020, thousand m<sup>2</sup>



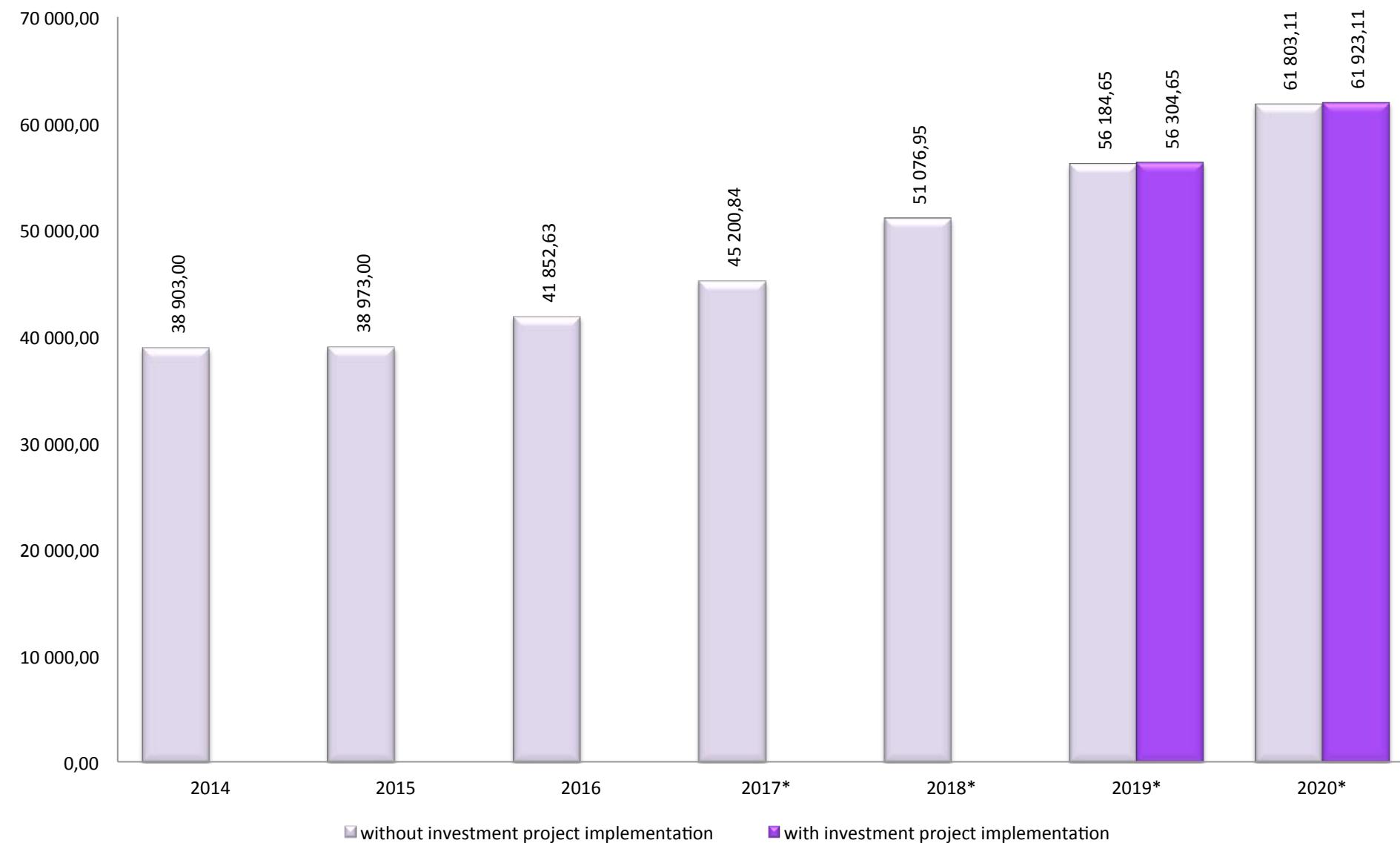
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

SIZE OF INVESTMENTS IN FIXED CAPITAL OF COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC OF  
TATARSTAN UP TO 2020, million RUB



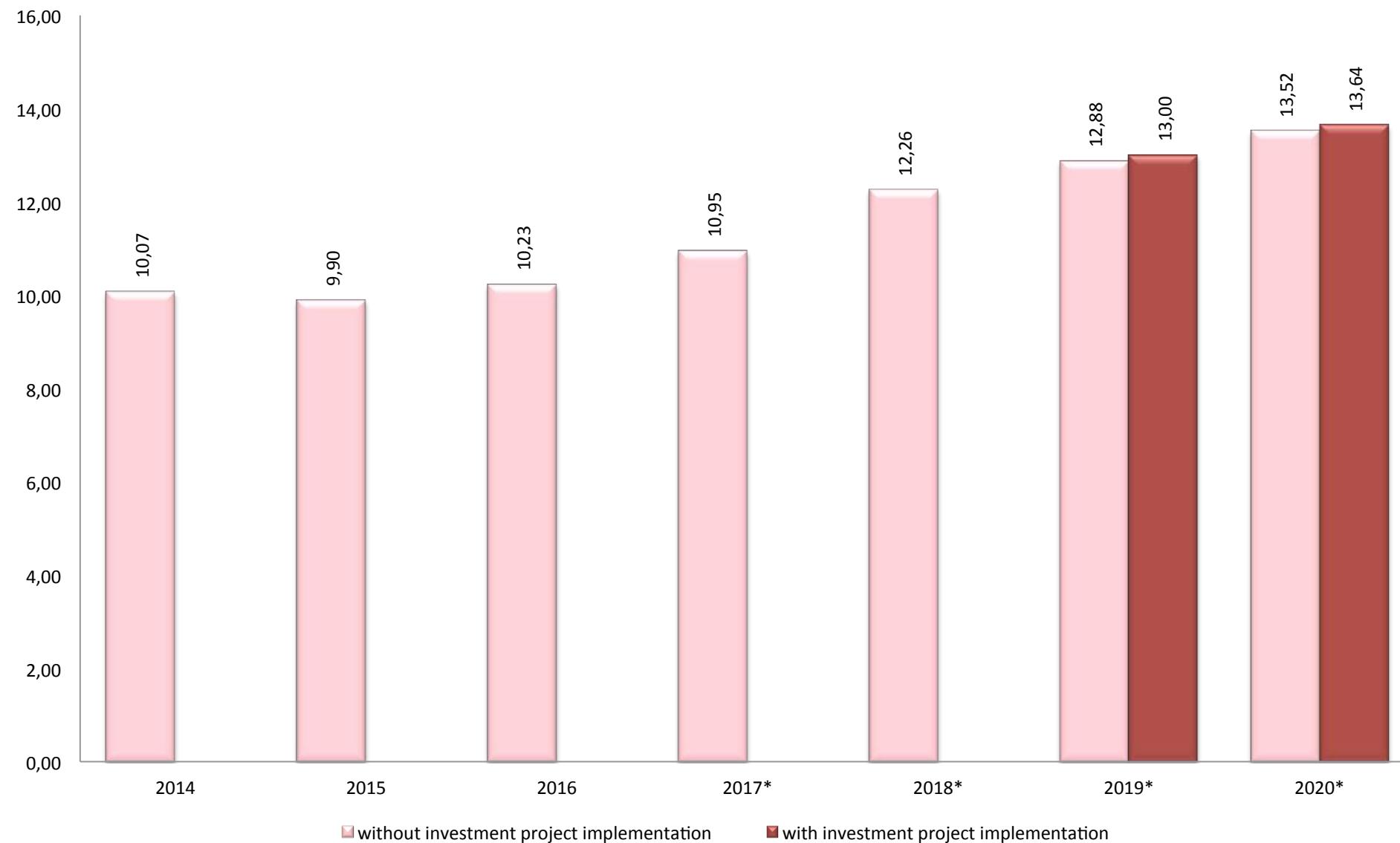
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

NUMBER OF BEDS IN COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC OF TATARSTAN UP TO 2020,  
pcs



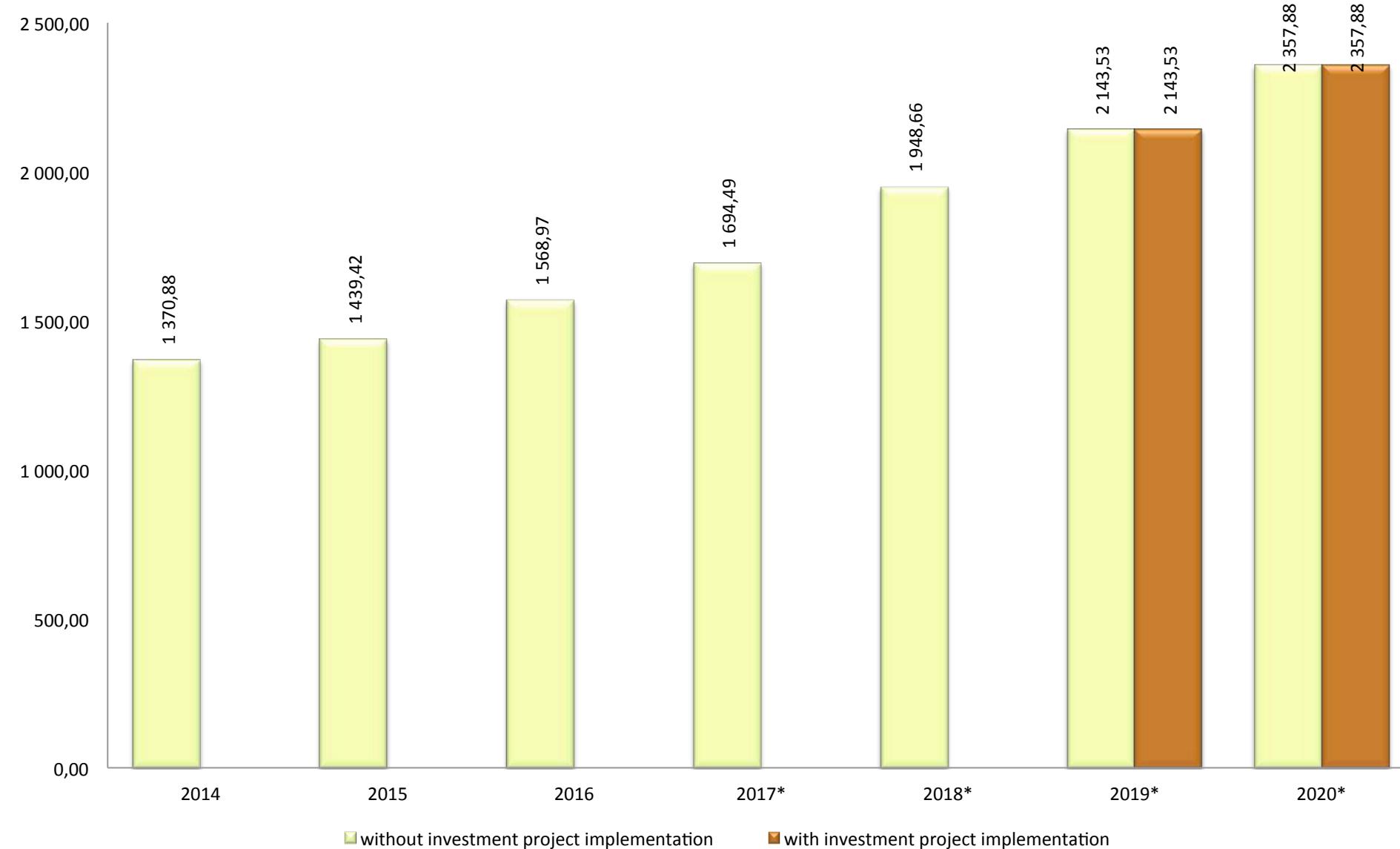
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

NUMBER OF PERSONS WORKING IN COLLECTIVE ACCOMMODATION FACILITIES OF THE REPUBLIC OF TATARSTAN  
UP TO 2020, thousand people



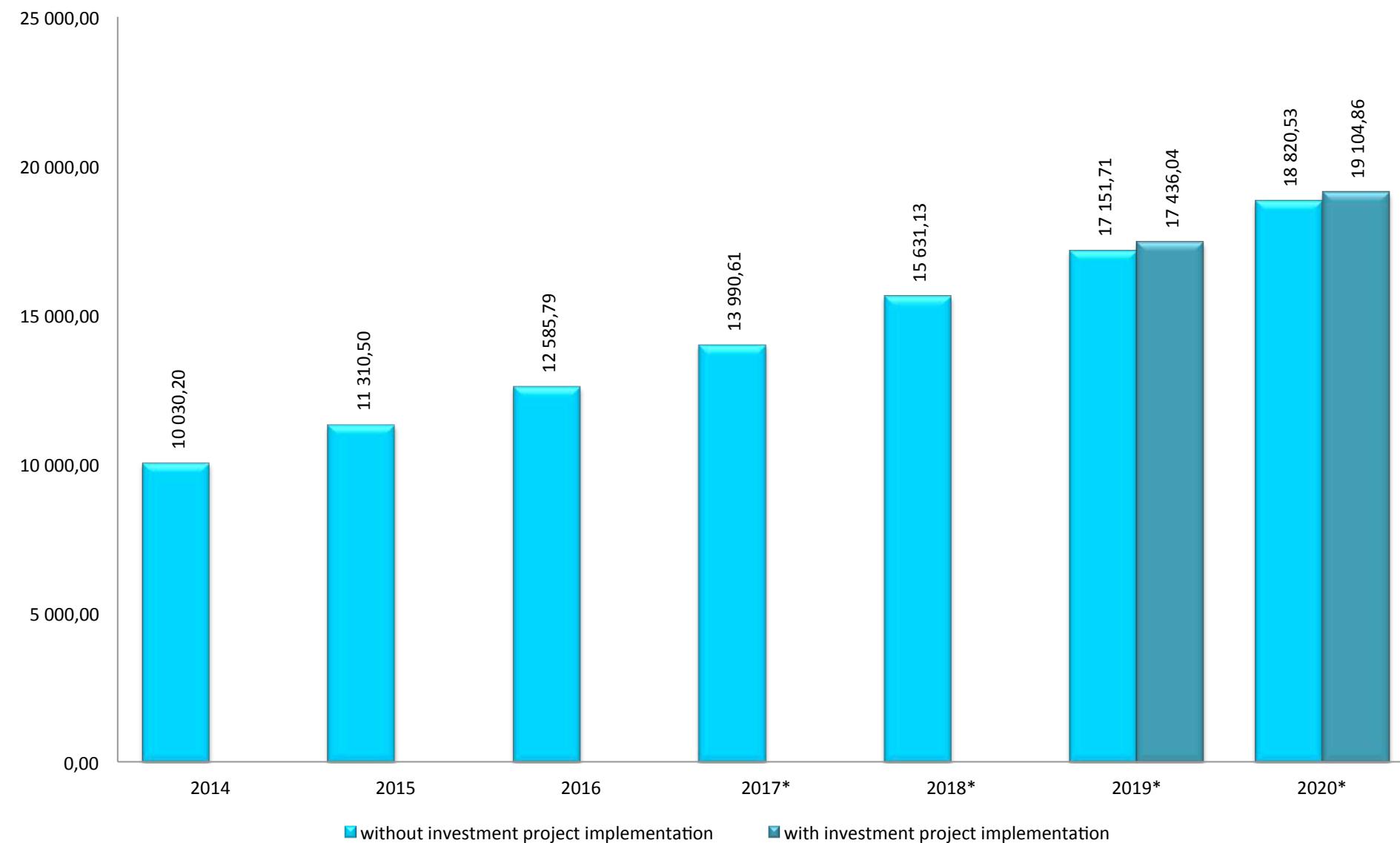
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

NUMBER OF PERSONS WORKING IN TRAVEL COMPANIES OF THE REPUBLIC OF TATARSTAN UP TO 2020, thousand  
people



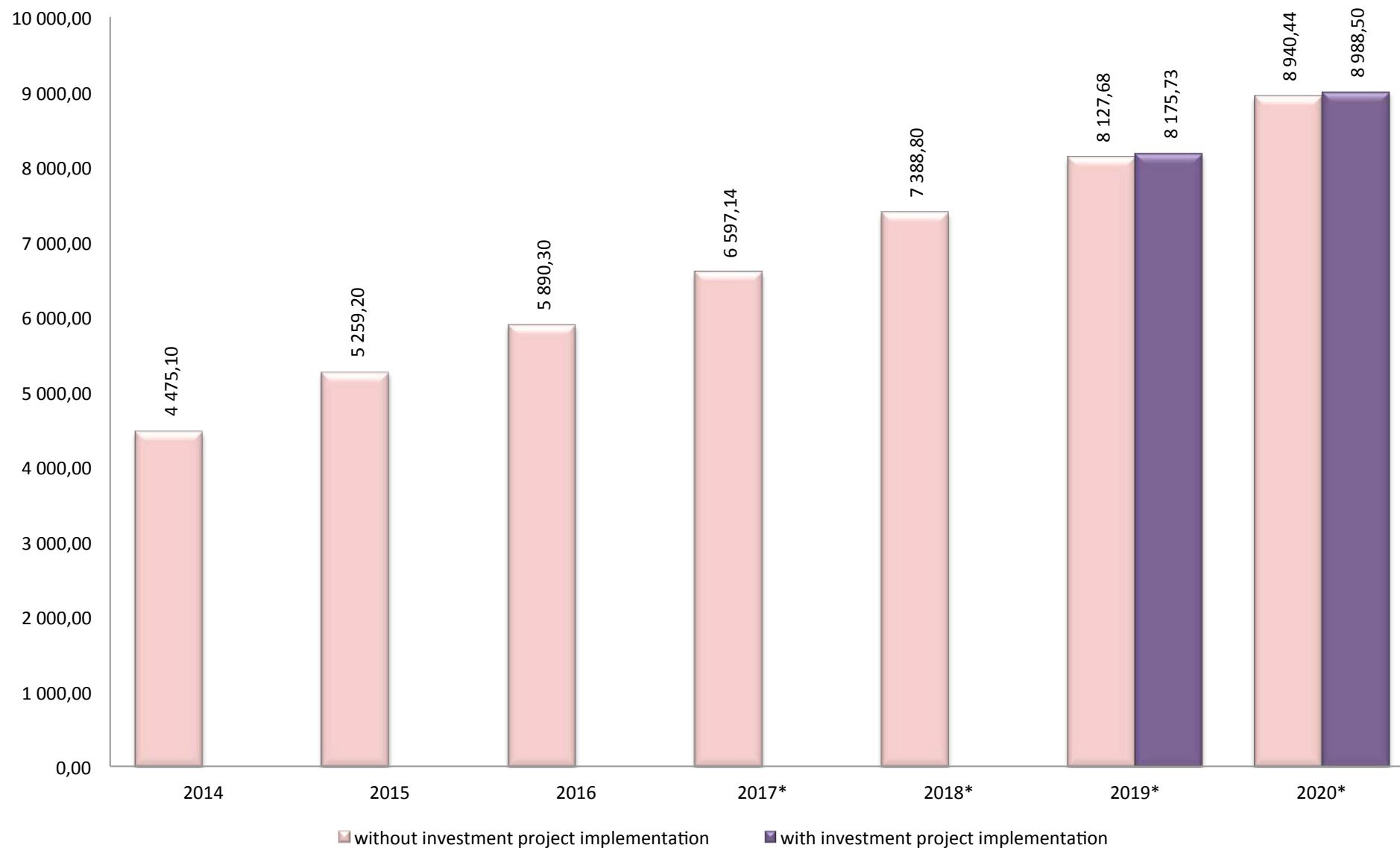
FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

VOLUME OF PAID TOURIST SERVICES RENDERED TO POPULATION OF THE REPUBLIC OF TATARSTAN UP TO 2020,  
million RUB



FORECAST OF TOURISM INDUSTRY DEVELOPMENT IN THE REPUBLIC OF TATARSTAN IN VIEW OF THE YAMASH  
TOURISM CLUSTER INVESTMENT PROJECT CONTRIBUTION.

VOLUME OF PAID SERVICES IN HOTELS AND ACCOMMODATION FACILITIES OF THE REPUBLIC OF TATARSTAN UP TO  
2020, million rubles





YAMASH CAR TOURISM CLUSTER  
THANK YOU FOR ATTENTION!