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International Higher School of Logistics (IHSL), Kyrgyz Republic***Сун Сяомей***Кыргызский Национальный университет им.Ж. Баласагына***Sun Xiaomei***Kyrgyz National University named after J. Balasagyn***Сун Сяомей***Ж. Баласагын атындагы Кыргыз улуттук университети***ПРОБЛЕМЫ ПРОМЫШЛЕННОЙ КООПЕРАЦИИ В СТРАНАХ ЕАЭС****CHALLENGES OF INDUSTRIAL COOPERATION IN THE EAEU COUNTRIES****ЕАЭБ МАМЛЕКЕТТЕРИНДЕГИ ӨНӨР ЖАЙ КООПЕРАЦИЯСЫНЫН КӨЙГӨЙЛӨРҮ**

Аннотация. В статье исследуются тенденции и проблемы развития промышленной кооперации государств — членов Евразийского экономического союза (ЕАЭС) в условиях цифровой трансформации, усиления санкционного давления и изменения глобальных торговых потоков. Показано, что промышленная кооперация становится ключевым инструментом обеспечения экономической устойчивости, технологического суверенитета и интеграционного взаимодействия экономик Армении, Беларуси, Казахстана, Кыргызстана и России.

Теоретическую основу исследования составляют положения теории международной торговли, экономической интеграции и инновационного менеджмента. Используются сравнительный, системный и статистический методы анализа, а также нормативные документы ЕЭК и Евразийского межправительственного совета, включая Решения № 5 (2021 г.) и № 3 (2023 г.).

Результаты исследования показывают, что ЕАЭС формирует сетевую модель промышленной интеграции, основанную на объединении производственных и технологических ресурсов. Приоритетными направлениями кооперации являются машиностроение, металлургия, химическая и лёгкая промышленность, энергетика и цифровое производство. Эффективность кооперации зависит от уровня цифровизации и согласованности промышленной политики.

Выявлены ограничения: фрагментированность производственных цепочек, различия в технических стандартах, низкая цифровая зрелость и ограниченный доступ малого и среднего бизнеса к финансированию.

Дополнительным вызовом выступают санкции западных стран и тарифная политика США в отношении Китая, что усиливает значение стратегического партнёрства ЕАЭС и КНР.

Для Кыргызской Республики участие в промышленной кооперации ЕАЭС и развитие инфраструктурных проектов с Китаем создают новые возможности для модернизации промышленности, внедрения цифровых технологий и расширения экспортного потенциала.

Ключевые слова: ЕАЭС, промышленная кооперация, цифровая экономика, санкции, Кыргызстан, Китай, интеграция.

Abstract. This article examines the trends and challenges in the development of industrial cooperation among the member states of the Eurasian Economic Union (EAEU) under the conditions of

digital transformation, intensified sanctions pressure, and changes in global trade flows. Industrial cooperation is identified as a key instrument for ensuring economic resilience, technological sovereignty, and integrative interaction among the economies of Armenia, Belarus, Kazakhstan, Kyrgyzstan, and Russia.

The theoretical framework is based on the principles of international trade theory, economic integration, and innovation management. The study applies comparative, systemic, and statistical methods, as well as official documents of the Eurasian Economic Commission (EEC) and the Eurasian Intergovernmental Council, including Decisions No. 5 (2021) and No. 3 (2023).

The results show that the EAEU is forming a network-based model of industrial integration that unites production, technological, and financial capacities. Priority areas of cooperation include mechanical engineering, metallurgy, the chemical and light industries, energy, and digital manufacturing. The effectiveness of cooperation depends on the level of digitalization and the coordination of industrial policies.

The study identifies several constraints: fragmentation of production chains, differences in technical standards, uneven digital maturity, and limited access of small and medium-sized enterprises (SMEs) to financing. Additional challenges arise from Western sanctions and the U.S. tariff policy toward China, which highlight the growing strategic partnership between the EAEU and the People's Republic of China.

For the Kyrgyz Republic, participation in EAEU industrial cooperation and infrastructure development with China create new opportunities for industrial modernization, digital transformation, and export growth.

Keywords: EAEU, industrial cooperation, digital economy, sanctions, Kyrgyzstan, China, integration.

Аннотация. Бул макала Евразия экономикалык биримдигине (ЕАЭБ) мүчө мамлекеттердин өнөр жай кооперациясынын өнүгүү тенденцияларын жана көйгөйлөрүн санариптик трансформация, санкциялык басымдын күчөшү жана дүйнөлүк соода агымдарынын өзгөрүшү шартында изилдейт. Өнөр жай кооперациясы Армениянын, Беларусиянын, Казакстандын, Кыргызстандын жана Россиянын экономикаларынын туруктуулугун, технологиялык эгемендүүлүгүн жана интеграциялык өз ара аракеттенүүсүн камсыздоонун негизги механизми катары каралат.

Изилдөөнүн теориялык негизи эл аралык соода, экономикалык интеграция жана инновациялык башкаруу теорияларына негизделген. Методологиялык жактан салыштырма, системалуу жана статистикалык ыкмалар колдонулуп, Евразия экономикалык комиссиясынын (ЕЭК) жана Евразия өкмөттөр аралык кеңешинин расмий документтери — 2021-жылдагы №5 жана 2023-жылдагы №3 чечимдер пайдаланылган.

Изилдөөнүн жыйынтыктары көрсөткөндөй, ЕАЭБ өндүрүштүк, технологиялык жана каржылык мүмкүнчүлүктөрдү бириктирген тармактык-интеграциялык өнөр жай модели түзүлүүдө. Кооперациянын артыкчылыктуу багыттары катары машина куруу, металлургия, химия жана жеңил өнөр жай, энергетика жана санариптик өндүрүш белгиленет. Кооперациянын натыйжалуулугу санариптештирүү деңгээлине жана өнөр жай саясатынын шайкеш координациясына түздөн-түз байланыштуу.

Негизги тоскоолдуктар катары өндүрүш чынжырларынын фрагментациясы, техникалык стандарттардагы айырмачылыктар, экономикалардын санариптик жетилбегендиги жана чакан жана орто ишканалардын каржылоого чектелген мүмкүнчүлүгү аныкталды. Батыш өлкөлөрүнүн санкциялары жана АКШнын Кытайга карата тарифтик саясаты кошумча чакырыктарды жаратууда, бул ЕАЭБ менен Кытай Эл Республикасынын стратегиялык өнөктөштүгүн күчөтүүдө.

Кыргыз Республикасы үчүн ЕАЭБ алкагындагы өнөр жай кооперациясына жана Кытай менен биргелешкен инфраструктуралык долбоорлорго катышуу улуттук өнөр жайды жаңылоонун, санариптик технологияларды киргизүүнүн жана экспорттук потенциалды кеңейтүүнүн жаңы мүмкүнчүлүктөрүн ачууда.

Негизги сөздөр: ЕАЭБ, өнөр жай кооперациясы, санариптик экономика, санкциялар, Кыргызстан, Кытай, интеграция.

Introduction

The modern global economy is undergoing a period of profound transformation, characterized by increasing global risks, sanctions pressure, and accelerated digitalization. Under these conditions, industrial cooperation has become a key instrument for ensuring economic resilience, technological independence, and integrative interaction among countries.

For the member states of the Eurasian Economic Union (EAEU) — Armenia, Belarus, Kazakhstan, Kyrgyzstan, and Russia — the development of industrial cooperation holds strategic significance. The EAEU's integration model is based on the idea of creating a common industrial space, where resources, technologies, and production competencies are combined to generate joint added value. Such cooperation enables member countries to reduce external dependence, strengthen the internal market, and adapt to new geo-economic realities.

In recent years, the impact of sanctions restrictions on trade, finance, and technology has intensified, affecting the economic relations of EAEU member states. This situation has necessitated a transition from an import-dependent model of industrial development to one based on domestic productive self-organization. Under these circumstances, industrial cooperation functions not only as an economic tool but also as a strategic mechanism of adaptation—promoting the establishment of joint ventures, deepening technological exchange, and forming self-sufficient supply chains within the Union.

From the perspective of the Kyrgyz Republic, industrial cooperation within the EAEU offers real prospects for the modernization of national industry and the transition to an innovation-driven growth model. Participation of Kyrgyz enterprises in integration-based production chains contributes to higher labor productivity, greater investment inflows, adoption of new technologies, and expansion of export opportunities. Particularly promising areas include mechanical engineering, medical equipment manufacturing, raw material processing, and the digital industry, where there is high potential for localization and joint production.

However, the potential of industrial cooperation is not yet fully realized. Key challenges include disparities in industrial development levels among member states, limited access of small and medium-sized enterprises to financing, insufficient awareness of cooperation opportunities, and fragmented digital infrastructure. Addressing these issues requires a systemic approach that integrates the digitalization of industrial cooperation, the development of financial support mechanisms (particularly interest rate subsidies under EEC Decision No. 3 of 2023), and the institutional strengthening of inter-enterprise collaboration within the Union.

Thus, amid growing external economic challenges and technological constraints, industrial cooperation has become one of the key drivers of economic resilience and growth in the EAEU. For the Kyrgyz Republic, participation in such projects represents an opportunity to reach a new level of industrial development, enhance the competitiveness of national enterprises, and ensure their integration into a unified Eurasian production system.

Literature Review

The main objective of the Eurasian Economic Union (EAEU) is to form a comprehensive economic integration bloc that ensures sustainable development of its member states, enhances their competitiveness, and improves the quality of life of their populations. Academic research emphasizes that achieving these goals requires deepening industrial cooperation and implementing a coordinated industrial policy based on the principles of network integration and innovative collaboration.

Issues of strategic industrial development and the transition to an innovation-oriented model have been discussed in the works of Russian economists such as S. Yu. Glazyev, V. V. Ivanter, V. L. Makarov, A. D. Nekipelov, and others (Glazyev et al., 2011), who highlighted the importance of systemic industrial policy and modernization of production structures. According to Ivanter and Komkov (2016), improving competitiveness is possible only through long-term technological forecasting and institutional mechanisms of cooperation.

Particular attention in the literature is paid to the concept of network organization of industry as a mechanism for shaping a new technological paradigm (Karlik & Platonov, 2016; Dyatlov et al., 2008). Researchers note that organizational and managerial innovations have become a decisive factor in strengthening industrial competitiveness (Karlik & Platonov, 2015), while network forms of cooperation between enterprises increase efficiency and systemic resilience (Powell, 1990; Rothaermel & Hess, 2007).

A significant contribution to the theory of the information and digital economy was made by M. Castells (2000) and later scholars, who emphasized the role of information and communication technologies (ICTs) as the foundation for creating transnational and networked production systems. In the EAEU context, these ideas were further developed by Karlik, Krechko, and Platonov (2017), who demonstrated that digital transformation opens new opportunities for industrial cooperation, technological alliances, and the implementation of the coopetition model — a balance between competition and cooperation.

Empirical studies by Fukugawa (2006) and Schmierl (2007) confirm that inter-firm and SME networks enhance innovation and adaptability in production systems. This finding is particularly relevant for the EAEU countries, where small and medium-sized enterprises often play a leading role in cross-border production chains.

Modern theoretical frameworks of economic sustainability (Kleiner, 2015) stress the importance of maintaining a balance between state, regional, and enterprise levels of management — an especially critical issue for integration associations such as the EAEU.

In addition to academic sources, a significant body of regulatory and programmatic documents provides the institutional and legal basis for EAEU industrial cooperation and integration. These include:

- Decision of the Eurasian Intergovernmental Council of April 30, 2021 No. 5 “On the Main Directions of Industrial Cooperation within the EAEU until 2025”;
- Decision of the Eurasian Intergovernmental Council of November 27, 2018 No. 5 “On Amendments to the Decision of September 8, 2015 No. 9”;
- Directive of the Eurasian Intergovern-

mental Council of October 9, 2020 No. 21 “On Joint Measures to Develop Exports”;

- Recommendation of the EEC Council of December 20, 2017 No. 3 “On Measures to Promote Jointly Produced Goods of Priority Industries in Third-Country Markets”;
- Data of the EEC Department of Industrial Policy;
- Free Trade Agreements between the EAEU and partner states (Vietnam, Serbia, Singapore, Iran);
- Decisions granting observer status in the EAEU to the Republics of Moldova, Cuba, and Uzbekistan (2018–2020).

These documents collectively form the regulatory and institutional foundation for implementing joint industrial projects, creating clusters, and integrating EAEU member states into global value chains.

However, the analysis of national research demonstrates that in the Kyrgyz Republic, this aspect remains underexplored. Most Kyrgyz scholars focus on foreign economic relations and trade, whereas issues of industrial cooperation, digital transformation of production linkages, and the participation of Kyrgyz enterprises in EAEU value chains are insufficiently studied. This gap underscores the relevance and originality of the present research, which aims to examine the potential and mechanisms of industrial cooperation from the perspective of the Kyrgyz Republic.

Materials and Methods

The study is based on the principles of economic theory, particularly the theories of international trade, economic integration, and management efficiency. The dialectical and systemic approaches were applied to analyze industrial cooperation as a dynamic mechanism within the EAEU integration framework. The research employed comparative, structural-functional, and economic-statistical methods to assess industrial interconnections and evaluate cooperation efficiency among EAEU member states.

Empirical materials include official documents of the Eurasian Economic Commission, such as the Main Directions of Industrial Cooperation until 2025, Decisions of the Eurasian Intergovernmental Council, and the Protocol on Industrial Cooperation. Statistical data from national agencies and the Eurasian Development Bank were used to analyze production and trade indicators.

Special attention was given to the financial support mechanism for joint industrial projects approved by Decision No. 3 (2023) and amendments of December 2024, which introduced interest rate subsidies and improved project selection procedures.

Results and Discussion

In the context of globalization and growing technological complexity, enterprises within the Eurasian Economic Union (EAEU) increasingly face limitations in their own resources and competencies needed to sustain growth and compet-

itiveness. This reality objectively stimulates the development of industrial cooperation as a strategic form of partnership between companies and states.

The results of the study demonstrate that a new model of industrial integration is gradually taking shape among the EAEU member states, based on the consolidation of production, technological, and financial capacities. The most active cooperation is observed in mechanical engineering, metallurgy, light industry, construction materials production, and the energy sector.

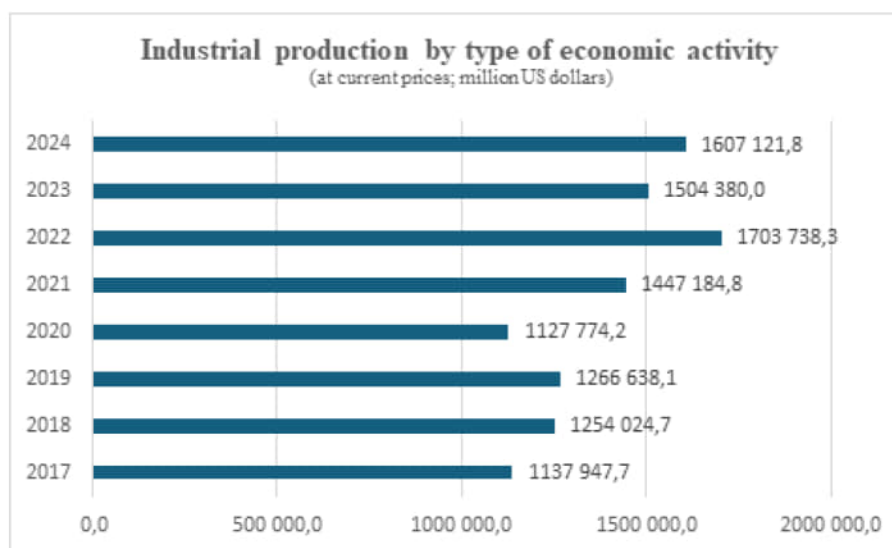


Figure 1. Volume of industrial production by type of economic activity (in current prices; million US dollars)

Statistical analysis of the Eurasian Economic Commission (EEC) confirms a stable upward trend in industrial output. The total industrial production of the EAEU increased from USD 1.14 trillion in 2017 to USD 1.61 trillion in 2024, reflecting a 41 percent growth.

- The manufacturing sector expanded by 45 percent (from USD 740.6 billion to USD 1 072.6 billion).
- The mining sector grew by 47 percent, reaching USD 404.5 billion.
- The electricity, gas, and air-conditioning sector demonstrated moderate growth of 2 percent, while water supply and waste-management activities rose by 44 percent.

These dynamics indicate the formation of an integrated industrial space within the EAEU, characterized by diversification of production chains and strengthening of cooperative ties

among the member states. Nevertheless, several structural challenges remain: disparities in industrial potential, limited access to finance for SMEs, insufficient digital integration, and low awareness of cross-border cooperation opportunities.

A major advancement has been the introduction of the financial-support mechanism (Decision No. 3 of the Eurasian Intergovernmental Council, 2023), providing interest-rate subsidies and engaging national development banks in financing cooperative projects.

For the Kyrgyz Republic, industrial cooperation within the EAEU presents tangible prospects for modernizing its industry, implementing digital technologies, and enhancing export capacity. Developing a national map of industrial competencies and expanding participation in transnational production projects could become

key instruments for strengthening competitiveness and integrating Kyrgyz enterprises into the unified Eurasian production network.

Conclusion

The conducted research made it possible to identify and analyze the key trends and challenges characterizing the development of industrial cooperation among the member states of the Eurasian Economic Union (EAEU) under conditions of digital transformation and intensifying sanctions pressure.

The results demonstrate that achieving the strategic industrial objectives of the EAEU requires a transition to a new paradigm of economic interaction based on a combination of competition and cooperation between enterprises — the principle of “coopetition” (competitive partnership). This model, widely applied in the European Union and East Asian economies, is becoming increasingly relevant for the EAEU, where it is essential not only to strengthen national production systems but also to integrate them into common value chains.

Based on the analysis, the priority areas of industrial cooperation include mechanical engineering, metallurgy, the chemical and light industries, construction materials production, energy, and digital manufacturing. These sectors possess the greatest potential for creating joint industrial clusters, technological alliances, and industrial parks. The effectiveness of such integration depends directly on the level of digitalization, innovation adoption, and the use of digital tools for management, design, and logistics.

The digital revolution has fundamentally transformed the nature of industrial cooperation: while previously it relied mainly on trade and production linkages, today the key factor is the integration of information and communication technologies (ICT). Digital platforms enable manufacturers, suppliers, and investors to collaborate within a unified technological space, reduce transaction costs, accelerate data exchange, and establish resilient transnational production networks. In this context, the EAEU is taking important steps toward building a digital industrial ecosystem that promotes sustainable development and import substitution.

A significant instrument of the Union's industrial policy has become the financial support mechanism approved by the Decision of the Eurasian Intergovernmental Council No. 3 (2023).

Its implementation has increased the investment attractiveness of cooperative projects by subsidizing interest rates on loans and establishing a list of participating national banks. These measures have provided more equitable access to financing, especially for small and medium-sized enterprises (SMEs), which remain the main participants in cross-border production networks.

However, further deepening of cooperation is constrained by a number of factors, including:

- fragmentation of production chains and limited awareness among enterprises about cooperation opportunities;
- differences in technical standards and regulatory frameworks that hinder the harmonization of production processes and certification;
- uneven levels of digital maturity among the economies of the member states, leading to technological gaps;
- limited access of SMEs to financing for joint and innovative projects.

Overcoming these barriers requires enhanced coordination of industrial policies, the expansion of digital infrastructure, and the establishment of unified mechanisms for technological and financial cooperation within the Union.

An additional challenge for industrial cooperation among EAEU member states is the growing sanctions pressure from Western countries, as well as the tariff policy of the United States toward the People's Republic of China. The increase in U.S. import tariffs on Chinese products — particularly in high-tech sectors such as electronics, mechanical engineering, and microelectronics — has triggered structural shifts in global trade and the redistribution of production flows across Eurasia. Under these circumstances, the EAEU and China are objectively converging as partners interested in forming alternative production and logistics routes and resilient value chains.

A particularly important factor in strengthening EAEU cooperation is the expansion of industrial collaboration with the People's Republic of China. Within the framework of the strategic alignment of the “EAEU – Belt and Road” initiatives, new opportunities are emerging for the creation of joint ventures, the adoption of digital solutions, and the formation of cross-border clusters. For the Kyrgyz Republic, located along a key transport-industrial corridor, this direction

is of particular strategic importance.

In Kyrgyzstan, the construction of a new railway branch and a network of logistics centers is underway, which will serve as the infrastructural foundation for trilateral cooperation among the EAEU, the Kyrgyz Republic, and China. These facilities will significantly reduce transportation costs, accelerate export-import operations, and ensure the stable supply of production chains across the region. On this basis, a platform is being created for the establishment of joint assembly plants, processing enterprises, and industrial parks specializing in the production of machinery, electrical equipment, construction materials, medical devices, and renewable energy technologies.

For the Kyrgyz Republic, participation in industrial cooperation within the EAEU and the expansion of collaboration with China open up new opportunities for modernizing national in-

dustry, implementing digital technologies, and increasing export potential. Developing a national map of industrial competencies, creating joint innovation laboratories, and engaging in Eurasian-Chinese technological platforms will enhance localization levels and deepen the integration of Kyrgyz enterprises into cross-border production networks.

Thus, industrial cooperation is no longer merely an instrument of integration policy but is becoming a strategic factor of economic resilience and technological sovereignty for the EAEU member states. The development of cooperative linkages based on digital technologies and the principles of competitive partnership lays the foundation for the formation of a unified industrial space capable of withstanding external shocks, strengthening the Union's position in the global market, and ensuring sustainable long-term growth in the well-being of its population.

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