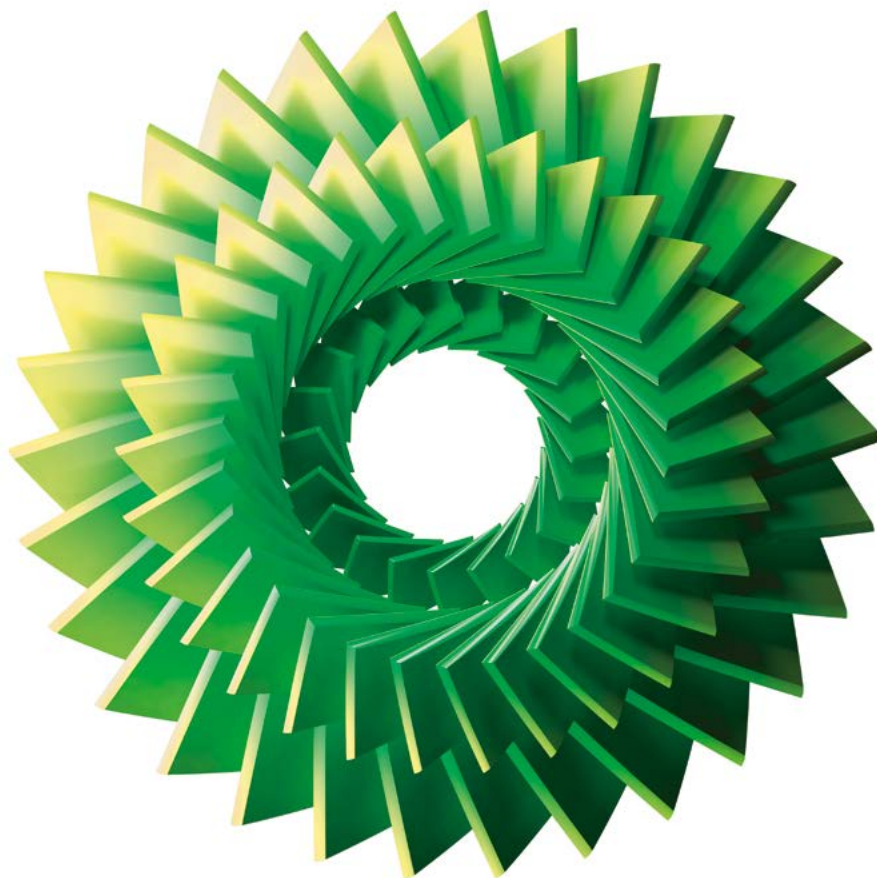


# ДРТ

ДЕЛОВЫЕ РЕШЕНИЯ И ТЕХНОЛОГИИ  
BUSINESS SOLUTIONS AND TECHNOLOGIES



Business Solutions  
and Technologies  
Committed to quality

2023



In spring 2022, our company experienced the most radical change in its history — we withdrew from the Deloitte global network and continued to operate as a Russian company under the proprietary brand Business Solutions and Technologies (BST). We were uncertain how the situation would unfold, but had no doubt we could rely on our key assets: our team, its knowledge and experience.

A year later, we are still one of the leading providers of audit, management consulting, financial, tax, and legal services in Russia. We continue to provide a full range of invariably high-quality audit and advisory services to our clients, living up to our thirty-year track record in the market.

Our connected team, professionalism, uncompromising ethics, and result-oriented mindset remain our core values.

These difficult times have made us tougher, helping improve our efficiency and create a more close-knit environment. BST has gained a unique experience in transforming and navigating through the uncertainty and we are happy to share it with our clients. In a world where breaking the rules and unpredictability have become a new normal, it is the agility of the business that becomes instrumental in ensuring its stability and prosperity.

We are grateful to our clients, business partners, the whole financial community — where many are end users of our services — and, of course, to our employees who have stood by us, moving the business forward. With their support, we are looking into the future with confidence.

**Igor Tokarev**

Senior Managing Partner  
BST Group



**Business Solutions  
and Technologies (BST) is one  
of the leading providers of audit,  
management consulting,  
financial, tax, and legal services.**

[www.delret.ru/en/](http://www.delret.ru/en/)

# About BST

Our professional competencies and the experience of more than 2,000 employees enable us to service major government and private companies in various industries.

The BST Group has offices in eight cities in Russia, Belarus, and Kazakhstan: Moscow, St. Petersburg, Novosibirsk, Ufa, Vladivostok, Yekaterinburg, Minsk, and Astana.

The company was listed among the largest auditor groups and networks in the RAEX 2022 rating prepared as at the end of 2021.

Our company was named the Russian Tax Firm of the Year by the 2020 ITR European Tax Awards.

Our legal experts were once again recognized as the best in their areas, according to the 2022 Best Lawyers ranking.

BST's legal team ranked high in multiple categories of the 2022 Pravo.ru-300 rating: in Group I in Compliance, Tax Disputes, and Environmental Law, and in Group II in Intellectual Property.

In 2022, the firm was recognized as a leader among the electronic document flow (EDF) providers by CNews, Russia's major tech publication.



# Audit & Assurance

## More than just numbers

Audit is about much more than just the numbers. It is about attesting to accomplishments, locating areas for improvement, and helping assure there is a sound foundation to support your future aspirations.



**Audit and Assurance**



**Capital Markets and IPO Services**



**IFRS Transition Services**



**Actuarial Services**



**Accounting Advisory Services**



**Audit of Non-financial Information**

# Innovation powers performance

For our clients, we develop break-through strategies and implement innovative technology solutions to establish leadership in a highly competitive environment.

# Management Consulting

-  **Strategy, Operations Transformation and Digitalization**
-  **Risk and Controls Automation**
-  **Business Continuity, Disaster Recovery and Crisis Management**
-  **SAP**
-  **Business Intelligence and Analytics**
-  **Finance Efficiency**
-  **IT Advisory**
-  **Financial Risks**
-  **Internal Control System Assessment and Development**
-  **Sustainability Services**
-  **IPO Readiness**
-  **Rating Advisory**
-  **Risk Management**
-  **Corporate Governance**
-  **Internal Audit**
-  **Human Capital and Change Management**
-  **Cyber Security**
-  **Marketing and Advertising Solutions**

# We offer comprehensive solutions

In today's market, full of challenges, complex transactions and projects, having access to professional financial advice you can trust is essential.

Our team has unique expertise in valuation and financial modeling and can guide you through the complexities of due diligence and M&A transactions. We also offer specialized forensic, capital projects and construction monitoring solutions.

We have a proven track record of successfully implemented projects for clients from all industries. With a wealth of hands-on experience, we are best positioned to defend proposed solutions at any level and obtain the required approvals.

# Financial Advisory



**Transaction Support**



**Infrastructure and Capital Projects**



**Valuation & Financial Modeling**



**Market Analysis and Business Intelligence Services**



**Forensic investigations, Anti-corruption and Anti-fraud Controls and Policies**



# Tax

## Whatever your goals, we know how to get you there

We offer our clients a broad range of fully integrated tax services. Our approach combines insight and innovations from multiple areas with industry knowledge. A happy combination of knowledge and expertise, our solutions can truly contribute to the success of your business.

-  Corporate Tax
-  Tax Incentives and Other Forms of Government Support
-  Indirect Tax and Customs Regulations
-  Transfer Pricing
-  International Tax
-  Mergers and Acquisitions
-  Employer and Employee Services
-  Tax Services for Private Clients
-  Tax Dispute Resolution
-  Tax Management Consulting
-  Tax and Accounting Technologies
-  Outsourced Accounting Solutions
-  Outsourced Accounting Solutions
-  Tax Services for FSI



# Legal

## Experience the future of law, today

We provide holistic guidance enabling your strategic decision-making, while offering cost-effective support with the routine legal needs.

-  Corporate Law
-  Regulatory and Compliance
-  M&A
-  Real Estate, Construction, Investment, Infrastructure
-  Commercial Law
-  Dispute Resolution
-  Digital Law
-  Private Clients Legal Services
-  IP Law
-  Legal Management Consulting
-  Employment Law and Benefits
-  Legal Outsourcing Services





# Research Centre

## Research is your compass in a rapidly changing world

BST's Research Centre has an extensive project experience that a broad range of clients, from the state authorities and financial institutions to healthcare and energy companies, can benefit from.

Our research projects help our business clients identify areas for development and improvement, while the government agencies use their results to fine-tune the economic policy.

### Services for business:

-  **Developing and updating business development strategy**
-  **Developing market entry strategy for products and services**
-  **Independent review of market factors to support managerial decision-making**
-  **Competitive benchmarking of key business functions, products, and user experience**
-  **Strategic sessions**

### Services for state authorities:

-  **Analytical support to the state authorities developing the economic policy**
-  **Preparing development strategies for industries, regions, and foreign trade**
-  **Development of relevant and effective government support measures for businesses**
-  **International benchmarking using qualitative and quantitative indicators**

# A wealth of learning and development options

The BST Academy offers open and corporate training programs for executives and line personnel, distance courses and comprehensive development programs in various business subjects tailored to the customer's industry or business needs.



**Accounting and Finance**



**Tax Legislation**



**Risk Management and Internal Control**



**Sustainability and Corporate Governance**



**Internal Audit**



**Process, Project, and Product Management**



**Fraud Management and Prevention**



**Leadership, Hard and Soft Skills**

# BST Academy

# Niche expertise and customer focus

Extensive and varied experience of BST's experts allows them to develop solutions that meet the client's needs and take into account business and industry specifics.



**Financial Institutions**



**Pharma, Medical Products  
and Health Care**



**Technology, Media &  
Telecommunications (TMT)**



**Real Estate**



**Energy Resources &  
Industrials**



**Consumer**

# Industry Groups

# International desks

Business environment and practices can differ country to country quite significantly. Legal, language and cultural difficulties may arise. To help our clients bridge that gap, we set up several dedicated desks that provide assistance to businesses from particular countries and do everything to make them feel comfortable in the Russian market.



## Japanese Desk



## Korean Desk



## Chinese Desk

# Contacts

## Russia

### Moscow

5 Lesnaya Street  
Moscow, 125047,  
Tel.: +7 (495) 787 06 00  
Fax: +7 (495) 787 06 01  
delret.ru

### Saint Petersburg

Gustaf Business Center  
38 Sredniy prospect, bldg. 1, Lit. K  
Saint Petersburg, 199004,  
Tel.: +7 (812) 703 71 06  
Fax: +7 (812) 703 71 07  
delret.ru

### Yekaterinburg

1A Boris Yeltsin Street  
Yekaterinburg, 620014,  
Tel.: +7 (343) 311 12 48  
Fax: +7 (343) 311 12 49  
delret.ru

### Ufa

Nesterov Business Center  
6 Verkhnetorgovaya Square  
Ufa, 450077,  
Russia  
Tel.: +7 (347) 226 72 92  
Fax: +7 (347) 226 72 93  
delret.ru

### Novosibirsk

Double Hill Business Center  
7 Kamenskaya Street, 2<sup>nd</sup> floor  
Novosibirsk, 630099,  
Tel.: +7 (383) 210 56 31  
Fax: +7 (383) 210 56 32

### Vladivostok

17 Okeansky Avenue  
Vladivostok, 690091,  
Tel.: +7 (423) 265 21 85  
Fax: +7 (423) 265 21 82  
delret.ru

## Belarus

### Minsk

51A Clara Zetkin Street, 13<sup>th</sup> floor  
Minsk, 220004,  
Tel.: +375 (17) 309 99 00  
Fax: +375 (17) 309 99 01  
delret.ru/by

## Kazakhstan

### Astana

32 Republic Avenue, office 706  
Astana, 020000  
Tel.: +7 (7172) 79 04 66  
www.delret.kz



ДЕЛОВЫЕ РЕШЕНИЯ И ТЕХНОЛОГИИ  
BUSINESS SOLUTIONS AND TECHNOLOGIES

Follow us on social media:



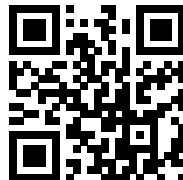
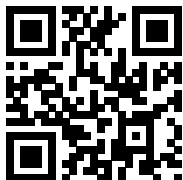
[vk.com/delret](https://vk.com/delret)



[youtube.com/@DelretRu](https://youtube.com/@DelretRu)



[t.me/delret](https://t.me/delret)



**[www.delret.ru](http://www.delret.ru)**

This communication contains general information only, and none of AO BST or its affiliates (collectively the BST Group) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the BST Group shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

BST Group