SBS Consulting – Partner in Developing and Implementing Effective Solutions

Company Presentation
About us

- **SBS Consulting** was founded in 2006

- **SBS Consulting** is one of the leaders of the Russian strategic consulting market in the middle price segment

- Our client portfolio includes more than 50 major Russian companies, and also includes federal executive bodies and a number of regions of the Russian Federation

- We are proud that over 90% of clients continue to work with us after the first project

- We specialize in developing development strategies, enhancement of the management system and business processes, increasing operational efficiency for the company and government executive bodies advising
SBS Consulting is distinguished by practical value and relevance of the recommendations with high quality analysis and reasonable price.

The practical value and relevance of the recommendations

- One of the main criteria in the development of solutions is to assess the implementability and value for a particular company, taking into account all of the short-term specifics.
- Our team consists of specialists with experience in the real sector and a good expertise to critically evaluate the developed tools.

High quality analysis

- The methodology and quality of analysis are key competencies for the formulation of correct conclusions.
- We pay attention to all elements of analysis, from painstaking verification of incoming data to the use of modern big data analysis techniques.

Reasonable price

- We are focused on the formation of long-term relationships and do not strive to recoup all the efforts to sell the project in the price of one project.
- We are an independent Russian consulting company and we acquire third-party expertise focusing on the needs of each individual project, rather than keeping a large expert appliance around the world just in case for the future.
We implement projects in 6 sectoral areas

1. Machinery/ Engineering

2. Oil, Gas, Chemistry

3. Communal Services and Ecology

4. FMCG & Agro

5. Construction / Real Estate

6. Public Sector and Development Institutions
<table>
<thead>
<tr>
<th>Strategy development and business planning</th>
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<tbody>
<tr>
<td>▪ Development of corporate and growth strategies</td>
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<td>▪ Development of functional strategies – engineering and manufacturing strategies, marketing and distribution (route to market) strategies, pricing strategies, investment strategy (M&amp;A) etc.</td>
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<td>▪ Business planning and support in raising funds</td>
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<table>
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<tr>
<th>Management system development</th>
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<tbody>
<tr>
<td>▪ Development of management systems for holdings and enterprises, including</td>
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<td>▪ Model of holding structures forming</td>
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<td>▪ Organizational structures</td>
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<td>▪ Goals and key performance indicators system (KPI)</td>
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<td>▪ Business Process Reengineering</td>
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<td>▪ Project Management System Development</td>
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<td>▪ Functional business plans forming and assistance in developing production contracts</td>
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<td>▪ Motivation system development</td>
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<td>▪ Budgeting systems forming</td>
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<tr>
<th>Operational efficiency enhancement</th>
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<tr>
<td>▪ Development of comprehensive operational efficiency programs, including</td>
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<td>▪ Labor productivity growth</td>
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<td>▪ Improving energy efficiency of production</td>
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<td>▪ Optimization of the procurement and distribution system</td>
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<td>▪ Improving the efficiency of capital construction management</td>
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<td>▪ Assessment of the possibility of separating competence centers within holdings / supporting cooperation ties</td>
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<td>▪ Управление изменениями</td>
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<th>Government executive bodies advising</th>
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<td>▪ Macroeconomic analysis and strategic forecasting</td>
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<td>▪ Development of sectoral strategies and government programs</td>
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<td>▪ Development of regional strategies</td>
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<td>▪ Development of draft for legal acts</td>
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We offer express solutions in the form of interactive seminars together with the top managers of the Client

1. **Development of strategy concepts**
   - Development of a strategic concept in the framework of brainstorming
     - Formation of internal corporate working groups for brainstorming
     - Organization of sessions and systematization of ideas
     - Formation of conclusions on the basis of "brainstorming"

2. **Development of management system concepts**
   - Diagnostics and assessment of the level of manageability of the Company
     - Interview with middle managers (filling in questionnaires)
     - Conducting an interview to verify and agree on preliminary results
     - Formation of the conclusion and development of final recommendations

3. **Development of the concept of increasing operational efficiency**
   - Development of measures to improve operational efficiency in the framework of brainstorming
     - Formation of internal corporate working groups for brainstorming
     - Organization of sessions and systematization of ideas
     - Formation of conclusions on the basis of "brainstorming"

4. **Corporate training**
   - Seminars for corporate clients
     - Programs for corporate seminars:
       - Program 1. Corporate strategy. Functional strategies. Strategic planning process*
       - Program 2. Management System. Goal setting. Select target model. Ways to increase efficiency **

* - duration 1 full day;
** - duration 2 full days
Our new products

1. **New market entry support**
   - Analysis of international markets and their prioritization – market opportunities, competitive advantages, investment need, risks
   - Development of a commercial strategy for new markets – positioning, target segments, distribution strategy, etc.
   - Search and support in conducting initial negotiations with local partners for the first sale

2. **Innovation launching**
   - Development of the concept of corporate fund for domestic projects
   - Facilitating of the generating ideas process
   - Поддержка запуска пилота и анализа его результатов
   - Pilot launch support and analysis of its results
   - Growth phase support for promising ideas that have passed the pilot phase

3. **Concept development and implementation of PMO (Project Office)**
   - Evaluation of project management in the Company
   - Systematization of existing projects, evaluation of the effects of projects launching
   - Maintenance of the launch of PMO (Project Office) in the Company

Projects are implemented in partnership with an international consulting company

The implementation of projects is in partnership with an IT company
The management of the company is carried out by 4 partners with experience in leading international and Russian companies

**Vladimir Samokhvalov**  
Graduate of Higher School of Economics, 20 years of experience in management consulting and participation in more than 65 consulting projects for different industries, the federal government and regional administrations. Author and presenter of seminars on KPI-based management systems.

**Sergey Artemyev**  
Graduate of the Stockholm School of Economics, MBA, 15 years of experience in international consulting companies (Roland Berger, Deloitte) and participation in more than 40 consulting projects for major companies in energy, metals & mining, machining sectors. Previously, Director of Strategy in a leading Electrical Engineering company and Development Director in technology and innovations start-up.

**Oleg Sutyrin**  
Graduate of the Bauman Moscow State Technical University and Kingston Business School (London), EMBA. Experience in advising machine-building enterprises, publishing houses, oil and gas enterprises, and federal executive bodies (over 50 projects) for more than 15 years. Co-author and presenter of seminars on organizational systems of enterprise management.

**Eugeniy Nekrashevich**  
Graduate of the Moscow Institute of Physics and Technology, more than 7 years of experience in management consulting, including international consulting companies (BCG, Roland Berger). Participation, implementation and management of more than 20 consulting projects for major clients in the oil & gas and construction industries. Участие в более чем 20 проектах для food, textile and aviation enterprises, as well as retailers. Experience in creating business in the real sector.
Results of implemented projects:

**Strategy and business plan development**

**Client: Textile Holding**
Developed strategy for the network of home-goods stores, including recommendations on the format of stores, location and assortment.

**Client: Heavy Machinery Company**
- Developed system of cross-functional business planning for the level of Head Company and at the enterprises level.
- Developed financial and economic model for each enterprise with detalization to machines.

**Client: Gas processing and petrochemical company**
Developed enterprises business plans with recommendations on operational activity optimization.

**Client: Engineering Holding**
Developed Holding corporate strategy including suggestions on target product portfolio, capital investment program, forecast of financial and economic indicators and roadmap of measures.

**Client: Aviation Industry Company**
Developed strategy and transformation plan for the united group of companies in the aviation industry. The synergistic effect of combining in various scenario conditions is estimated. A roadmap for creating a unified structure and a risk management plan for the implementation of the strategy have been developed.
Results of implemented projects: Management system development

Client: Deposit Insurance Agency

- The transition to process and project management has been completed. The quantitative effect of business processes reengineering for the “short list” amounted to more than 600 million rubles in the form of reducing the cost of business processes.

Client: Oil and Gas Corporation

- Support in integration with enterprises of a competing oil company.
- Developed organizational structure and fixed appropriate number of staff for business units.

Client: Oil company

- Developed organizational structure and appropriate number of staff for Corporate center’s divisions.

Client: Retail chain

- Reengineering of business processes vulnerable to transfer to a new structural unit has been carried out. 18 blocks of business processes on 5 different functions for the new structural unit were selected, described and agreed upon.

Client: Heavy Machinery Company

- Developed management system, goals and key performance indicators system.
Results of implemented projects:
Performance excellence

**Client: Oil and Gas Corporation**
- Determined recommendations to improve the energy efficiency of installations at one of the refineries.
- Set up energy efficiency management system.

**Client: Large refinery**
A unified procedure for the work of project teams for the implementation of measures to improve operational efficiency has been prepared. Methodological support and monitoring of the implementation of measures and results to improve operational efficiency were carried out.

**Client: Department of construction of the city of Moscow**
Developed management system for capital construction projects for each stage of life cycle, including detailed design of organizational structure, business processes and IT-systems.

**Client: Russian bridge-building enterprise**
Developed management system for capital construction projects for each stage of life cycle, including detailed design of organizational structure, business processes and IT-systems.

**Client: Oil company**
Data on the reserves of material and technical resources of subsidiaries is systematized, reserves are classified by categories, as well as by the effectiveness of their use. A set of optimization measures was developed for managing the reserves of material and technical resources of subsidiaries with a potential effect of more than 1 billion rubles.
## Results of implemented projects:

### Government executive bodies advising

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<tr>
<th>Client: Ministry of Industry and Trade of the Russian Federation</th>
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<tr>
<td>Developed strategies and programs for a number of industries for the long term (Program for the Development of Robotics, Additive and Digital Technologies; Strategy for the Development of the Machine Tool Industry until 2030; Strategy for the Development of the Russian Metallurgical Industry for the Period up to 2030; Strategy for the Development of Civil Sectors of Industry until 2035; Concept of the development of domestic foundry, etc.).</td>
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<td>▪ Formed registry of best available technologies and developed forecast of increasing energy efficiency in all sectors of the economy;</td>
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<td>▪ Developed recommendations on the adjustment of the state policy in the field of energy efficiency and energy savings.</td>
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<th>Client: Ministry of Natural resources and Environment of the Russian Federation</th>
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<td>Formed cost management system and the state tasks preparation system.</td>
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<th>Client: Chukotka autonomous region</th>
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<td>▪ Prepared strategy of development for Chukotka Autonomous Region.</td>
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<tr>
<td>▪ Developed and implemented mechanisms of energy efficiency and public expenditures management.</td>
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Contacts

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