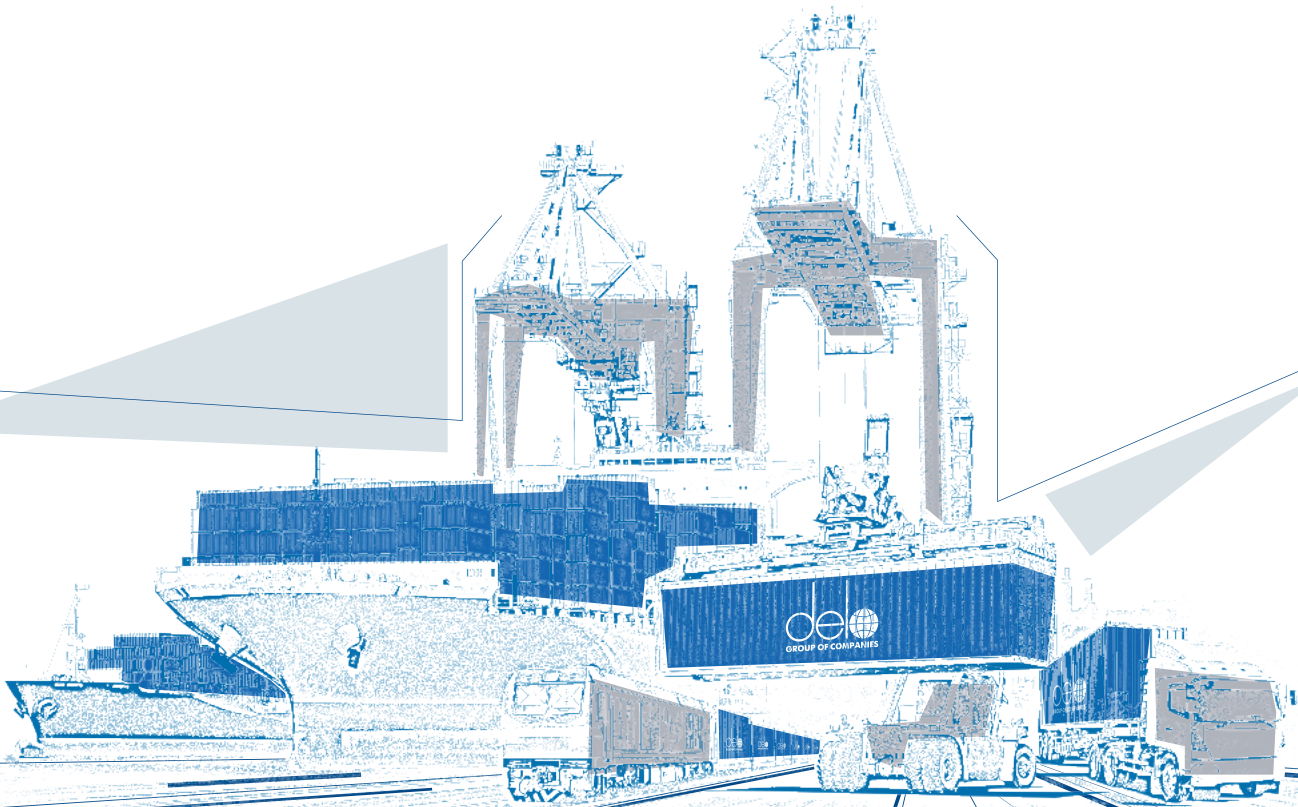




dele 30

GROUP OF COMPANIES



ALL FACETS OF LOGISTICS

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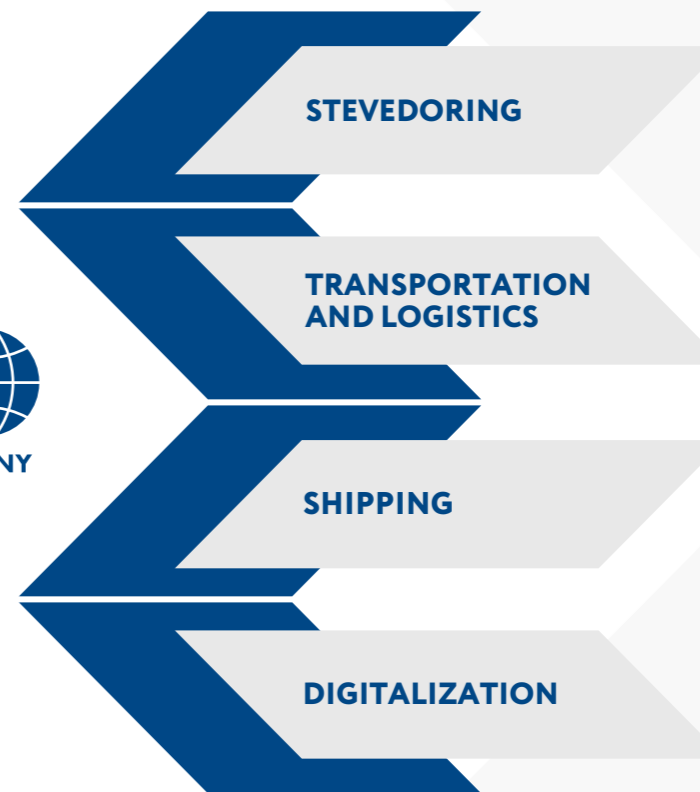
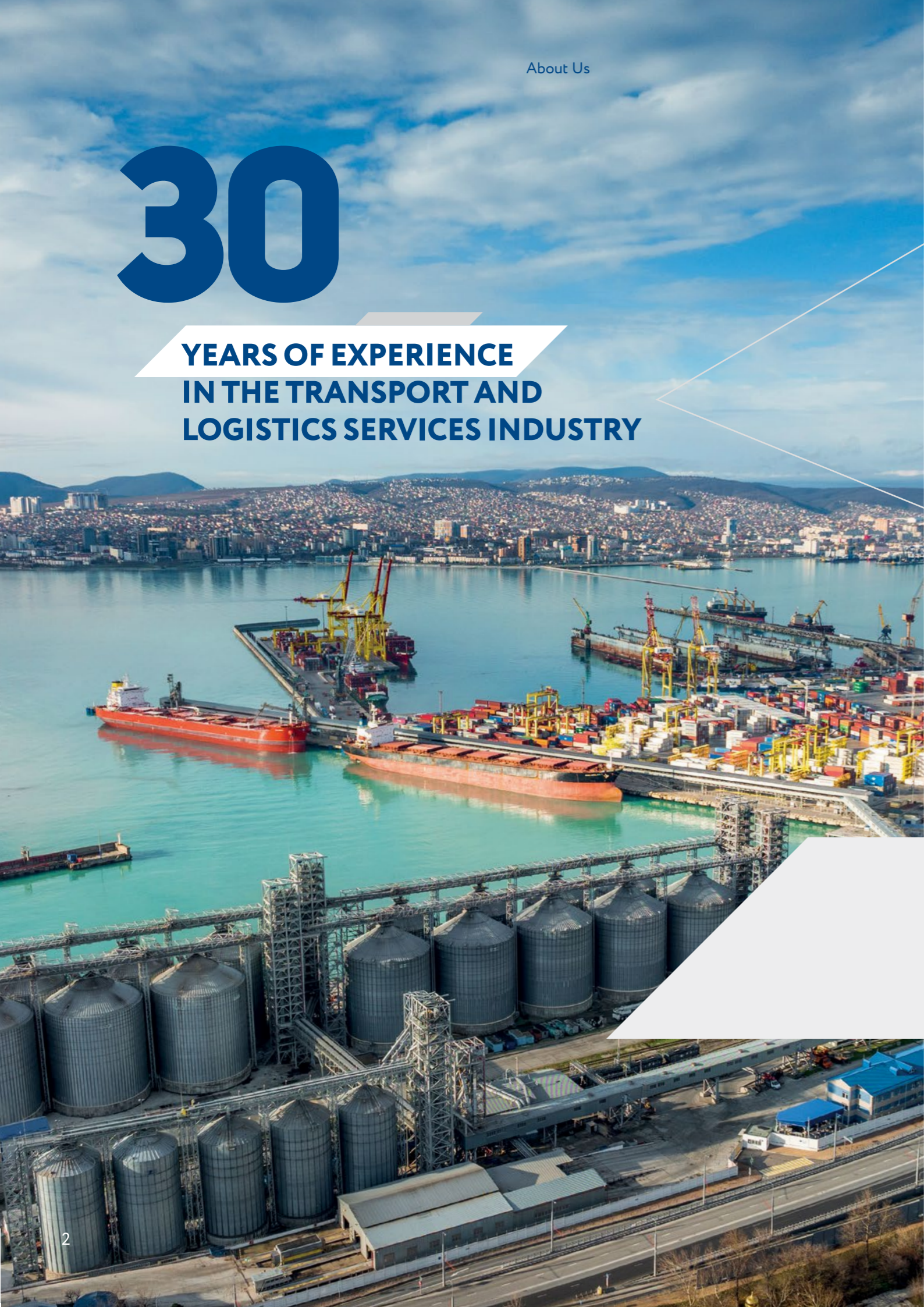


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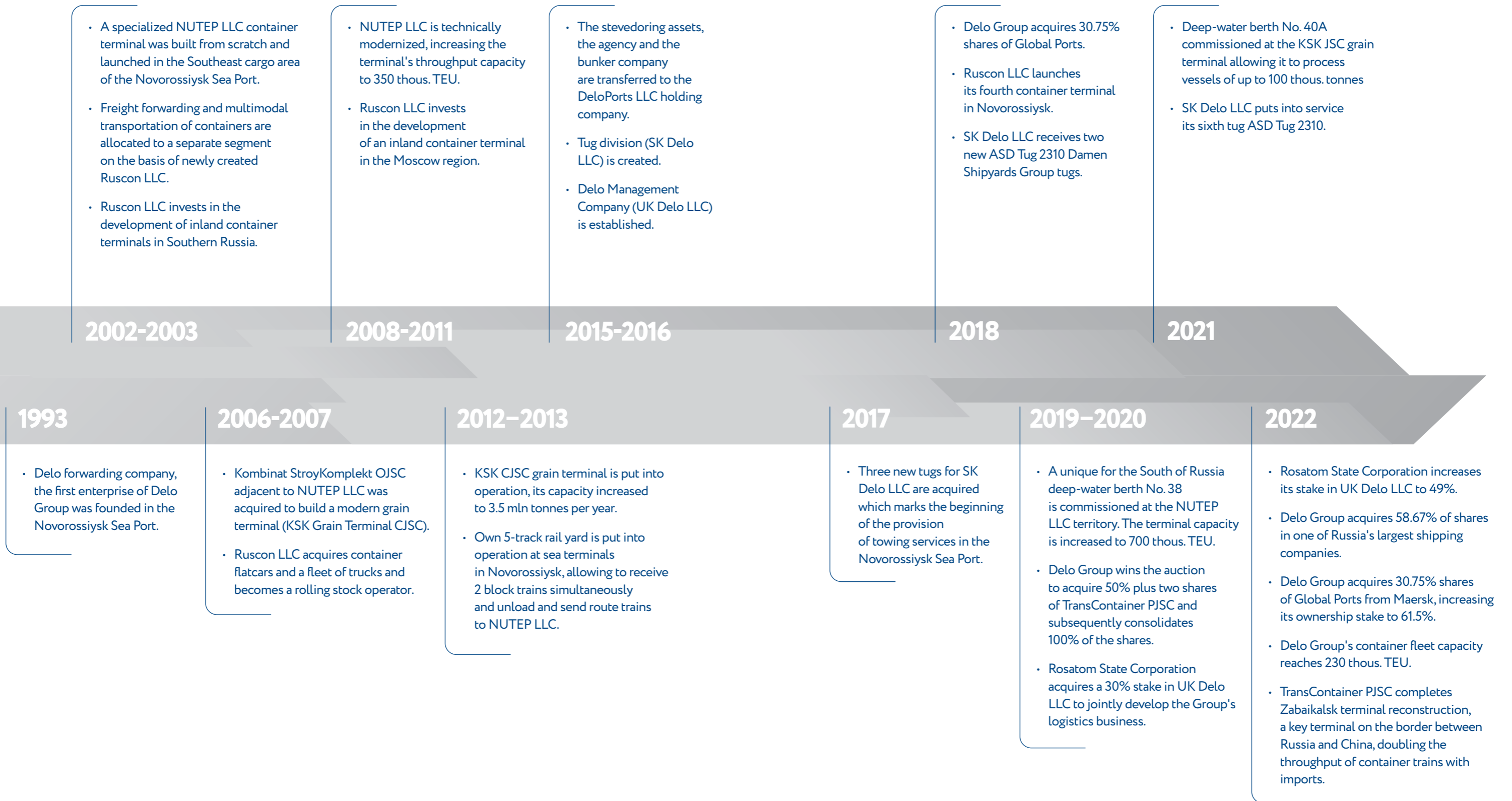
**YEARS OF EXPERIENCE
IN THE TRANSPORT AND
LOGISTICS SERVICES INDUSTRY**



DELO GROUP

is a Russian transport and logistics holding that owns and operates a network of sea and rail container terminals, a fleet of containers, container flatcars, and an in-house fleet of sea vessels. The Group's parent organization is Delo Management Company LLC.

GROUP HISTORY



KEY ASSETS AND INVESTMENTS

9

sea terminals

3.9

**MLN TEU/
YEAR**

capacity of sea terminals

8.5

**MLN TONNES/
YEAR**

grain terminal capacity

47

inland terminals

3.7

**MLN TEU/
YEAR**

capacity of inland terminals

234

THOUS. TEU

container fleet capacity

**40
THOUS.**

container flatcars

13

sea vessels

**300
THOUS.**

transport solutions

**11
THOUS.**

employees

\$2.1

BLN

of investments in the development of terminals and infrastructure



BUSINESS GEOGRAPHY

3 BASINS OF PRESENCE



- F
TransContainer
 40 container railway terminals
- F
Ruscon
 6 inland terminals
- ⚓
Global Ports
 Petrolesport JSC
 First Container Terminal JSC
 Moby Dik LLC
 Ust-Luga Container Terminal JSC
 Vostochnaya Stevedoring Company LLC
 Multi-Link Terminals in Helsinki and Kotka in partnership with CMA Terminals
- F
 Yanino Logistics Park LLC
- ⚓
DeloPorts
 NUTEP Container Terminal LLC
 KSK Grain Terminal JSC
 Delo Service Company LLC
- 🚢
Shipping
 13 sea vessels

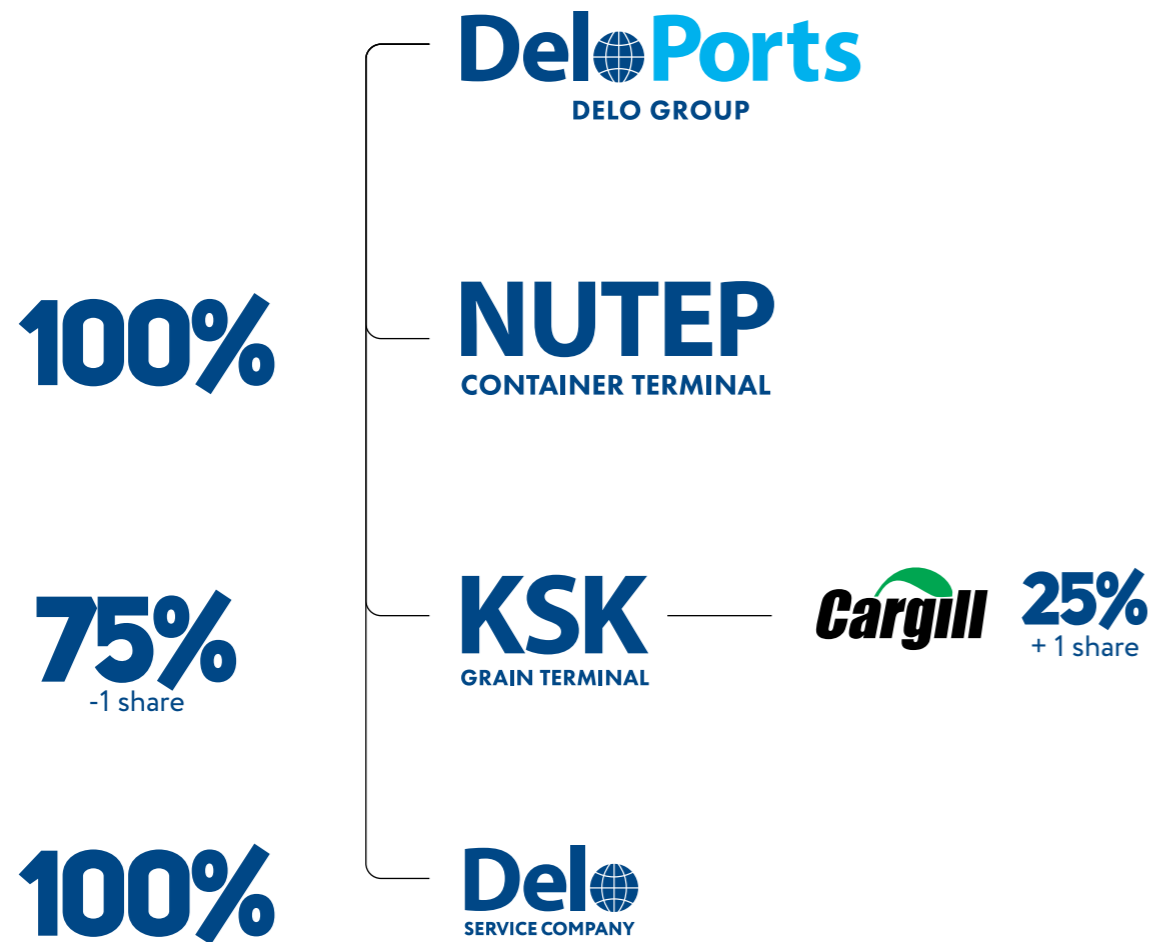


STEVEDORING

DELOPORTS

A HOLDING COMPANY OWNING DELO GROUP'S STEVEDORING ASSETS IN THE NOVOROSSIYSK SEA PORT

The structure of assets includes the NUTEP container terminal, the KSK grain terminal, and Delo Service Company.



31.2%

share of terminals in the transshipment of dry cargo in Novorossiysk in 2022

700 THOUS. TEU/YEAR

throughput capacity of the NUTEP container terminal

76.3%

NUTEP market share in Novorossiysk container turnover in 2022

8.5 MLN TONNES/YEAR

throughput capacity of the KSK grain terminal

40.5%

KSK market share in Novorossiysk grain exports in 2022

6 TUGS

built by Damen Shipyards. Delo Service Company

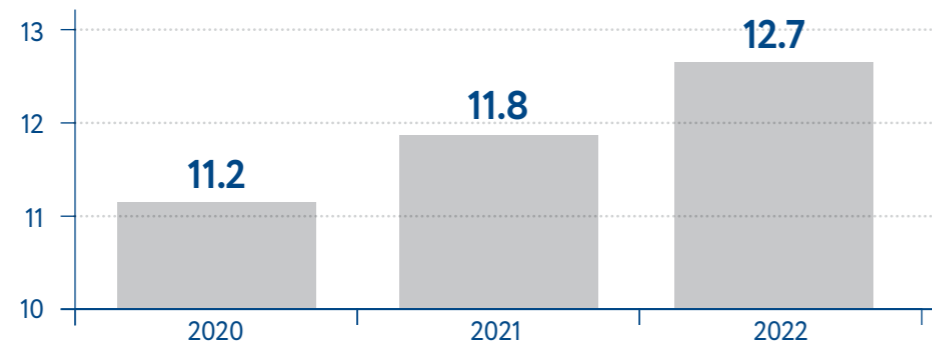
2 105

mooring operations in 2022

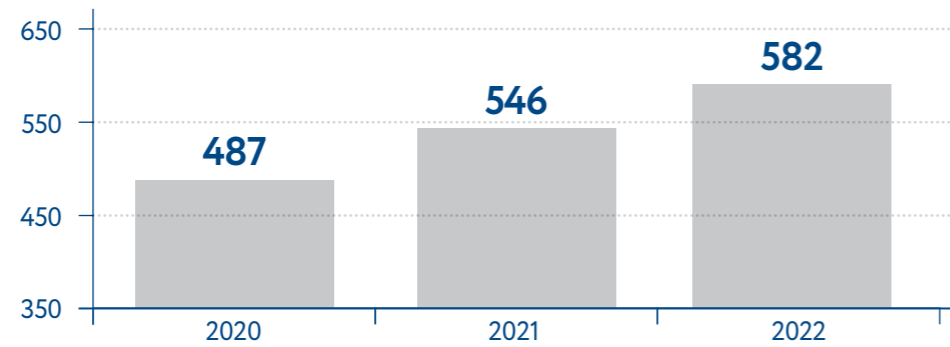


OPERATIONAL FIGURES

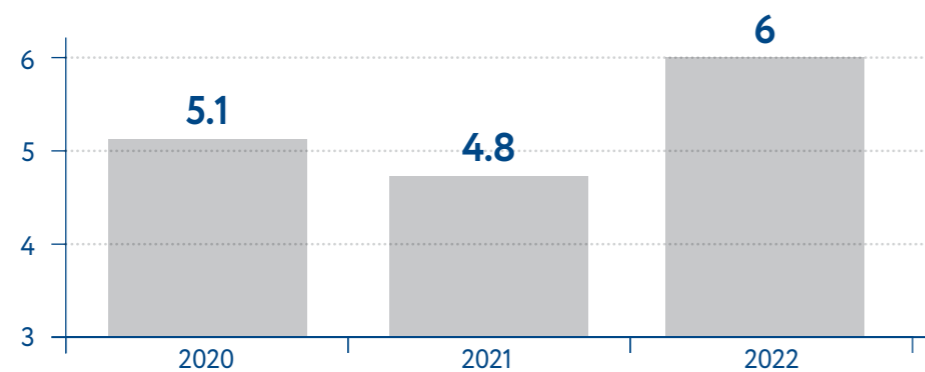
DELOPORTS TOTAL CARGO TURNOVER, MLN TONNES



CONTAINER TRANSSHIPMENT VOLUME, THOUS. TEU



GRAIN TRANSSHIPMENT VOLUME, MLN TONNES



DELOPORTS ASSETS

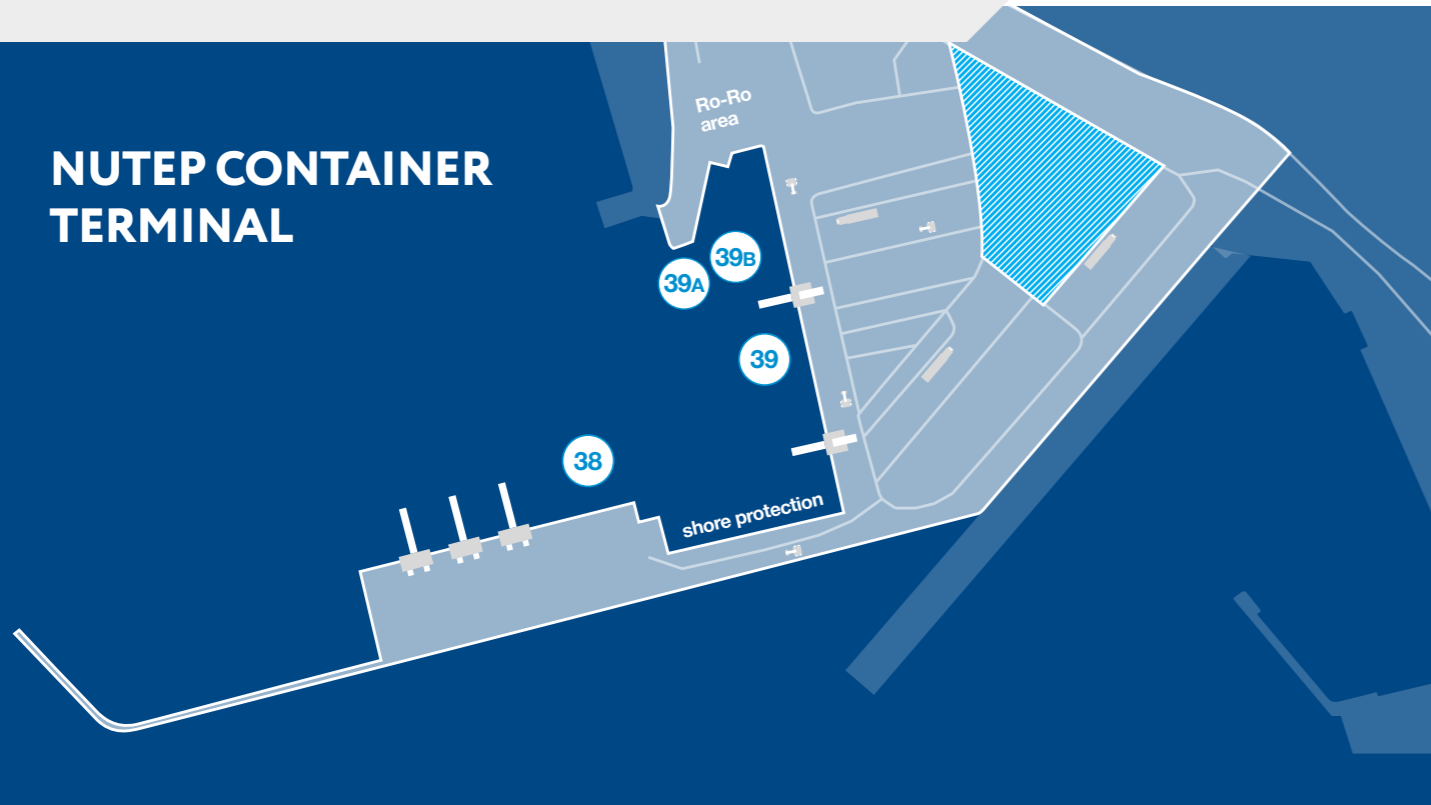


SERVICES

- Storage, warehousing, and transshipment of containerized cargo
- Formation and dispatch of container trains at its own railway complex
- Ro-Ro cargo handling: ferry cargo and cars
- Storage of grain in silos to form shiploads
- Automobile and railway reception of grain cargo
- Grain cargo transshipment
- Tug operations, agent and bunkering services in the Novorossiysk Sea Port.

DELOPORTS INVESTMENT PROGRAM

NUTEP CONTAINER TERMINAL



**\$290
MLN**

**TOTAL
INVESTMENTS
IN THE PROJECT**

IMPLEMENTED PROJECTS

- Construction and commissioning of a unique deep-water berth No. 38
- Purchase and launch of new technological equipment: RTG container cranes, STS cranes, reachstackers, tractors, and terminal semitrailers

PROJECTS IN PROGRESS (UNTIL 2025)

- Modernization of the rear storage area
- Purchase and commissioning of new STS equipment at berth No. 39.

TERMINAL PARAMETERS

**10
THOUS. TEU**
maximum vessel capacity

**700
THOUS. TEU/YEAR**
throughput capacity

15 M
maximum berth depth

970 M
total quayage length

**21
THOUS. TEU**
container yard capacity

1800
reefer outlets

**5
STS CRANES**
berth equipment

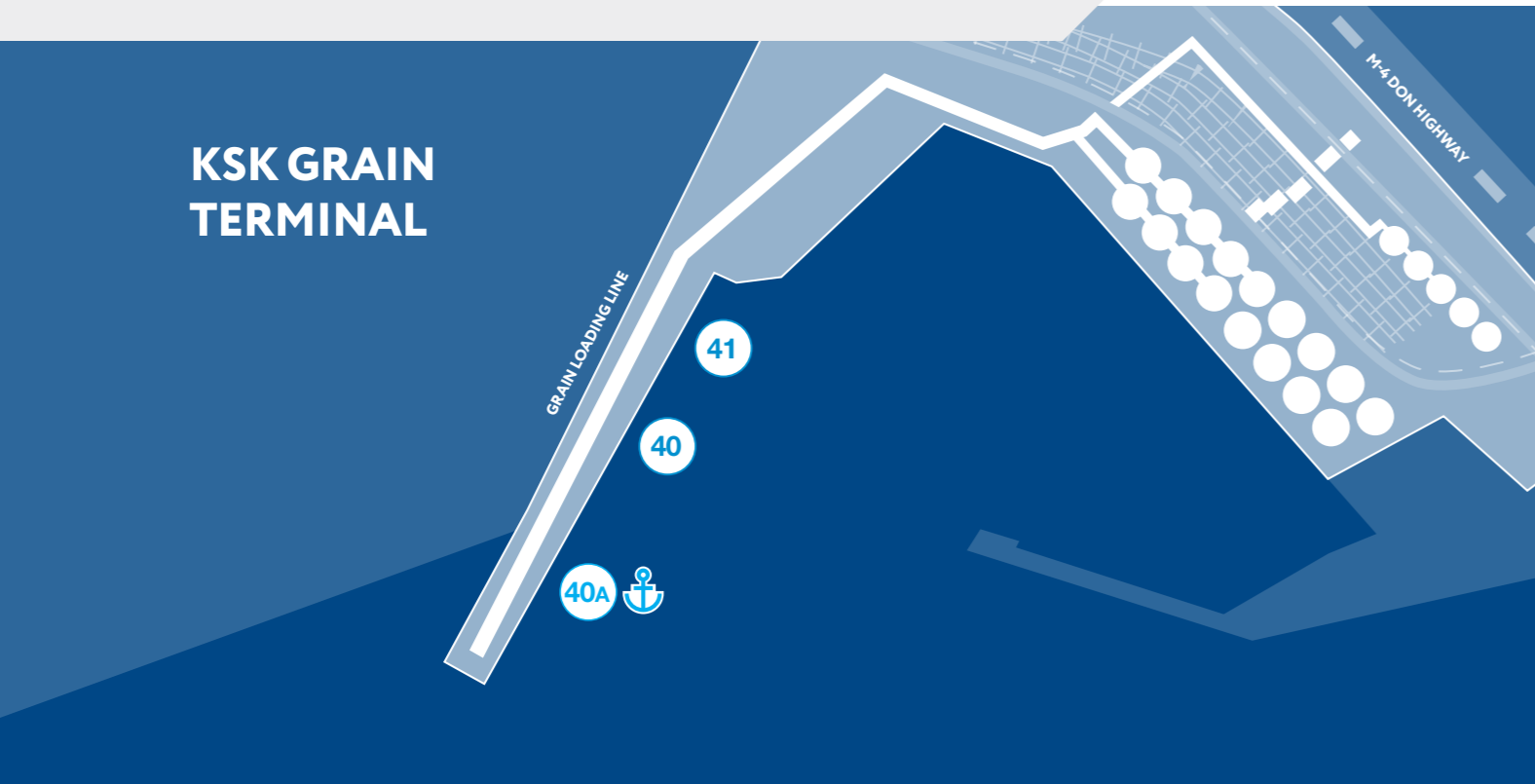
2
mobile cranes

CONTAINER SITE EQUIPMENT

**14
RTG CRANES**

**12
REACHSTACKERS**

DELOPORTS INVESTMENT PROGRAM



TERMINAL PARAMETERS

8.5
MLN TONNES/
YEAR

GRAIN
TERMINAL
CAPACITY

15.9 M
maximum vessel
draught

> 100
THOUS. TONNES
maximum vessel cargo
capacity

3
VESSELS
simultaneous receiving
capability

220
THOUS. TONNES
silo capacity

180
**TRAIN CARS/
DAY**
railroad reception

700
**VEHICLES/
DAY**
automobile reception

\$188
MLN

TOTAL
INVESTMENTS
IN THE PROJECT

IMPLEMENTED PROJECTS

- Construction of additional silos with a capacity of 102 thous. tonnes made it possible to increase grain storage capacity to 220 thous. tonnes
- Construction of an additional grain receiving line from the railroad and automobile transport increased the speed of cargo acceptance
- Lab modernization – increasing incoming automobile cargo analysis speed due to automatization and organization of sampling with two lines simultaneously
- Construction and commissioning of deep-water berth No. 40A
- Dredging to a level of 16.9 m

PROJECTS IN PROGRESS (UNTIL THE END OF 2023)

- Installation of the 3rd ship-loading machine

GLOBAL PORTS

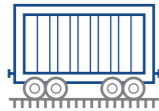
THE LEADING CONTAINER TERMINALS OPERATOR IN RUSSIA

Global Ports terminals are located in the Baltic and Far Eastern basins, which are key regions of foreign trade cargo flows.

KEY SERVICES



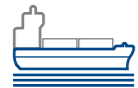
CONTAINERIZED CARGO HANDLING



DISPATCHING CONTAINER TRAINS



TRANSSHIPMENT AND STORAGE OF RO-RO AND CARS



TRANSSHIPMENT AND STORAGE OF BULK AND GENERAL CARGO



RELATED IT SERVICES

992

THOUS. TEU consolidated container turnover of Global Ports in 2022

4

THOUS. TEU container fleet capacity

THE NUMBER OF CONTAINER TERMINALS:

7

SEA

1

INLAND

3.2

MLN TEU/YEAR total container terminal capacity



GLOBAL PORTS

The company operates a network of five sea container terminals in Russia and two in Finland in partnership with CMA Terminals, as well as a logistics park near St. Petersburg.

THROUGHPUT CAPACITY OF RUSSIAN SEA TERMINALS:

915	THOUS. TEU/YEAR	500	THOUS. TEU/YEAR
	First Container Terminal JSC		Petrolesport JSC

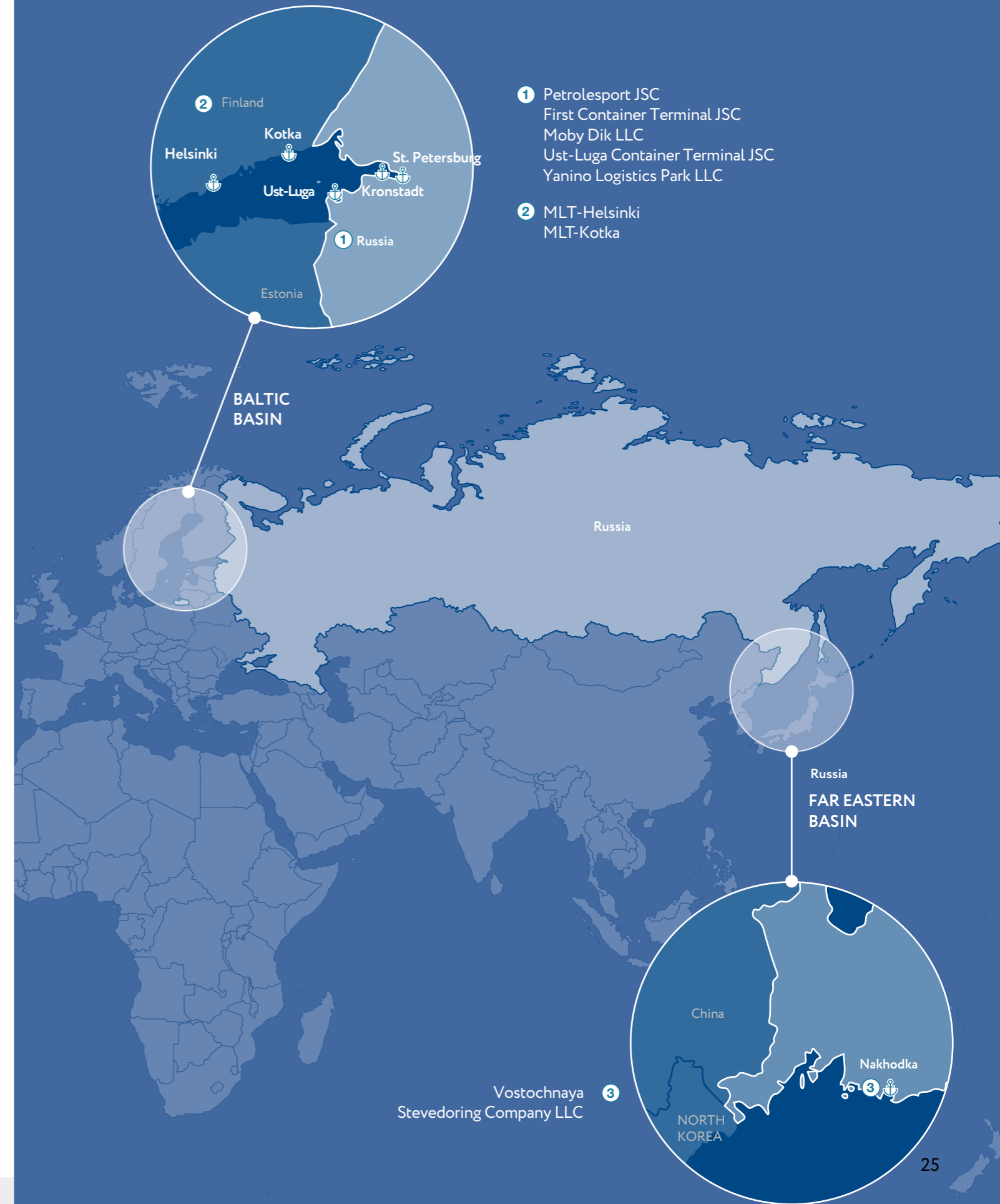
700	THOUS. EU/YEAR	440	THOUS. TEU/YEAR
	Vostochnaya Stevedoring Company LLC		Ust-Luga Container Terminal JSC

200	THOUS. TEU/YEAR
	Moby Dik LLC

THROUGHPUT CAPACITY OF FINNISH SEA TERMINALS:

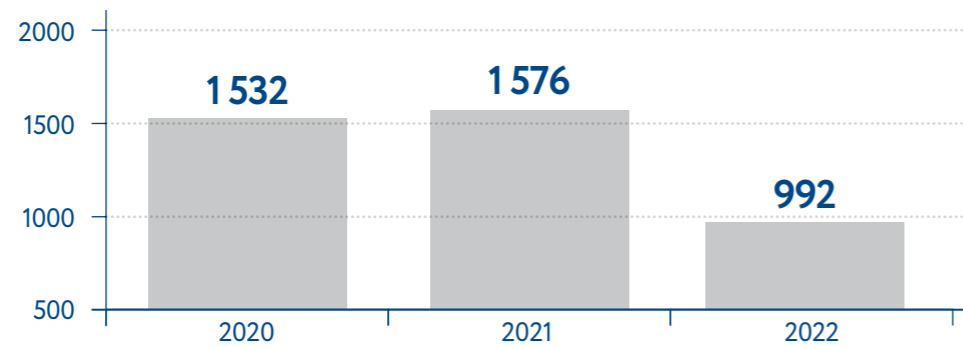
270	THOUS. TEU/YEAR	150	THOUS. TEU/YEAR
	MLT-Helsinki		MLT-Kotka

BUSINESS GEOGRAPHY

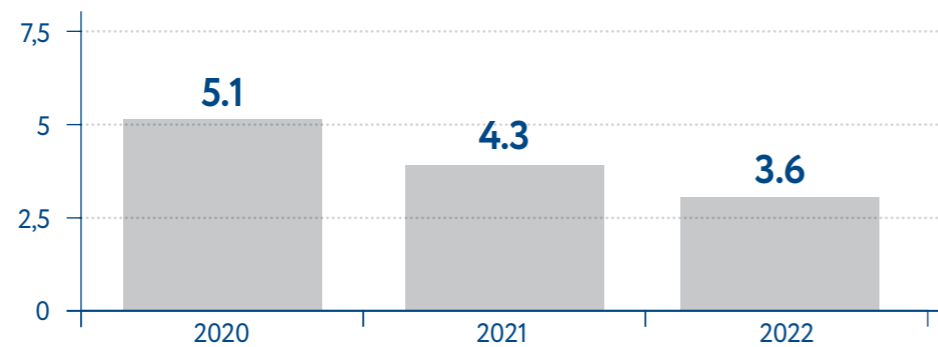


OPERATIONAL FIGURES

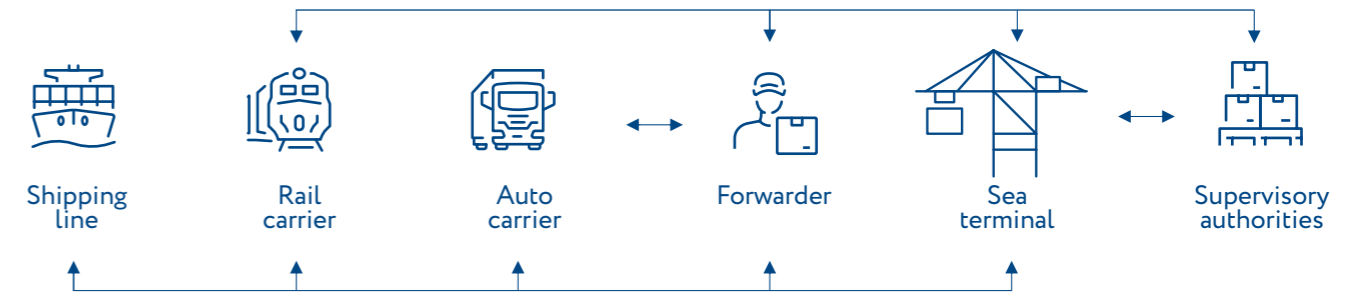
CONSOLIDATED CONTAINER TRANSshipment BY SEA TERMINALS, THOUS. TEU



CONSOLIDATED TURNOVER OF BULK CARGOES, MLN TONNES



DIGITALIZATION OF GLOBAL PORTS SERVICES



SINGLE CUSTOMER PORTAL

Cargo and financial document management, reception of customer enquiries and feedback.



MOBILE APP

Apply for cargo removal and empty container delivery, power of attorney for cargo removal with electronic signature, container tracking.



ELECTRONIC DOCUMENT FLOW

Cargo plans, handling instructions, unloading and loading lists, reports, operational information on the movement of the container, acceptance and dispatch of cargo by rail, monitoring by supervisory agencies of the order of registration and the process of passage of containers through terminals.

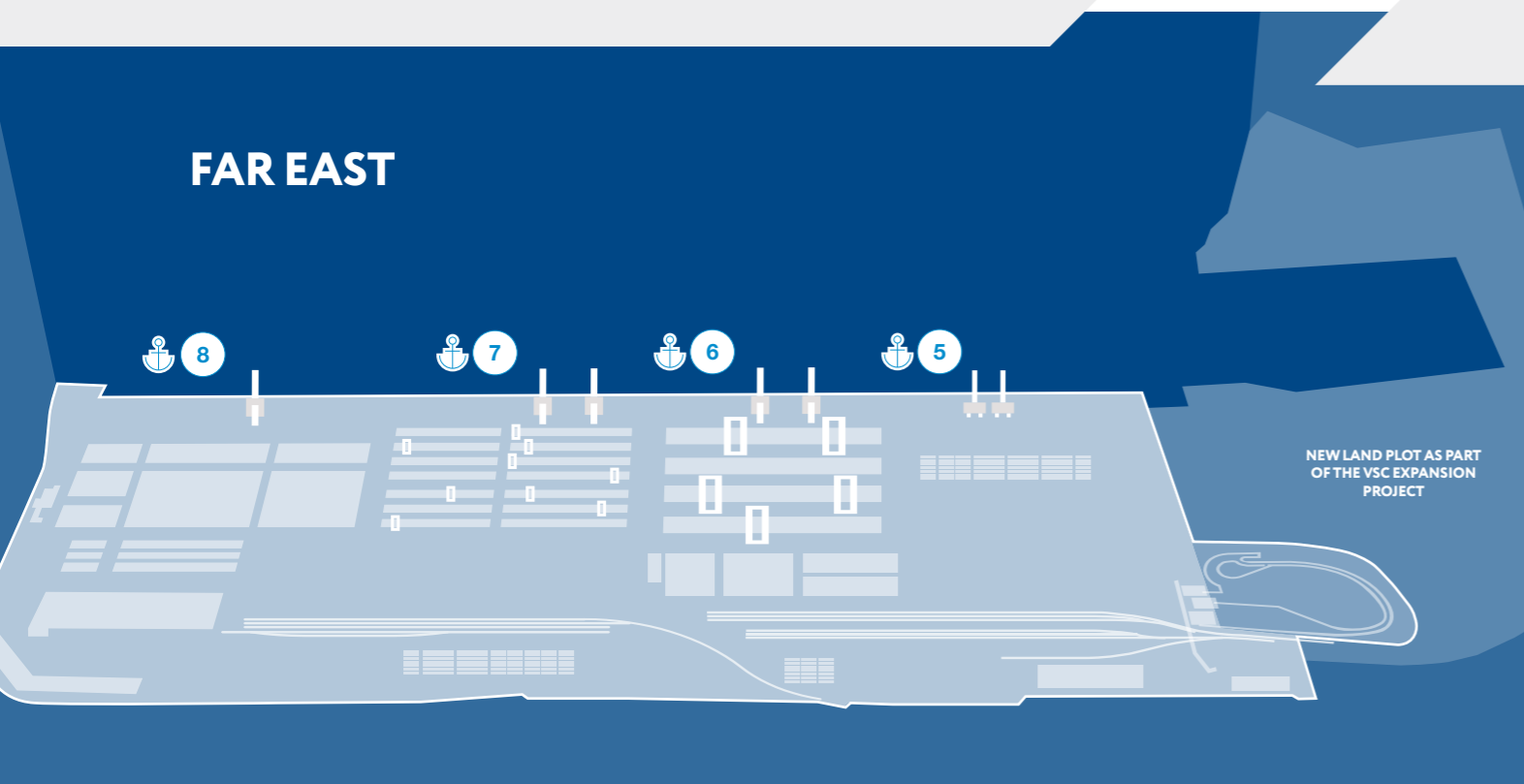


ONLINE SERVICES

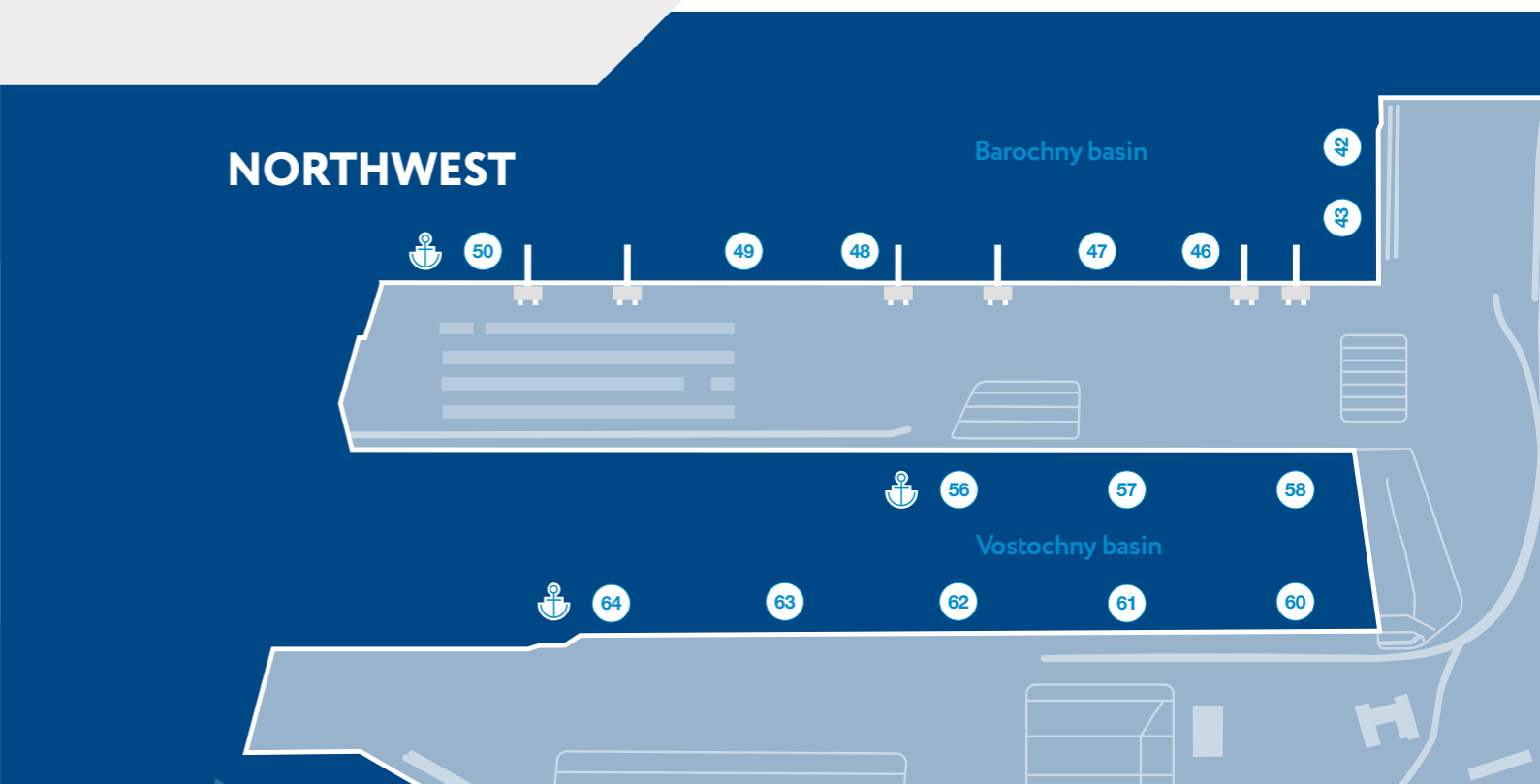
Reference by container number, schedule of ship calls and trains, checking the possibility of handling and storage of dangerous goods, reference to the accreditation of trucking companies, vehicles, and drivers.

GLOBAL PORTS INVESTMENT PROGRAM

FAR EAST



NORTHWEST



47
HECTARES
OF LAND

VSC EXPANSION
THROUGH THE
ACQUISITION
OF A NEW SITE

**PURCHASE
OF NEW EQUIPMENT**

9
RTG AND RMG
cranes

2
LHM 550
mobile harbor cranes

9.7
THOUS. SQ. M

AREA OF THE NEW
GENERAL CARGO
WAREHOUSE AT PLP

5
REACHSTACKERS
purchased for PLP

4
THOUS. UNITS
own fleet of specialized containers
for bulk cargo handling

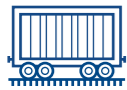
TRANSPORT AND LOGISTICS

TRANSCONTAINER

THE LEADER IN CONTAINER
RAIL LOGISTICS IN EURASIA

The company provides a full range
of transportation and logistics services
in integration with Delo Group assets.

KEY BENEFITS



Russia's largest railway
container operator



Organization of turnkey
delivery of containerized
cargo just in time



Integrated business model,
aimed at achieving maximum
synergy of a unique asset
base



Individual approach to each client
both with one-time small orders
and managing the supply chain
of containerized cargo of any volume
and complexity



Broad geographical
presence



More than 300 thous. transport
solutions available for shipping
containers in Russia and abroad



iSales, a unique online service and
24/7 contact center for calculating,
ordering and tracking of container
transportation throughout the
Eurasian continent



40
terminals in Russia

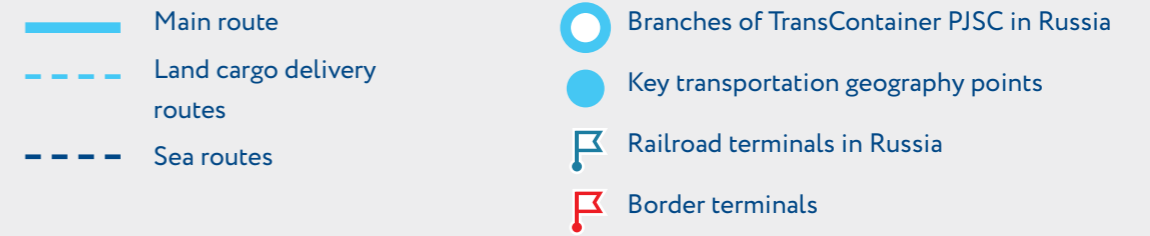
220
THOUS. TEU
container fleet
capacity

88
SALES OFFICES
connected by a single
information system

450
UNITS
of automobile
transport

40
THOUS.
container flatcars

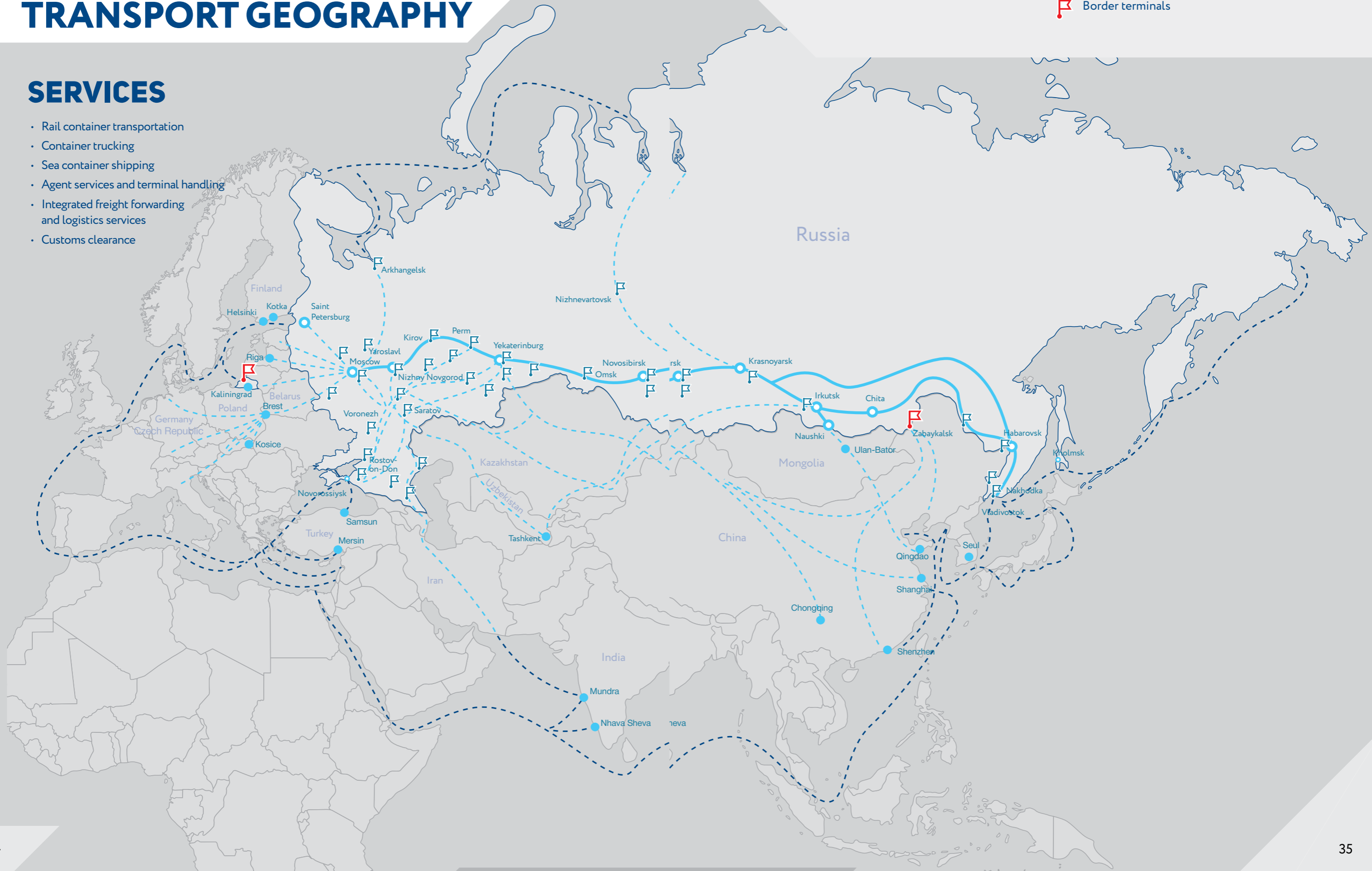
200
UNITS
of loading equipment



TRANSPORT GEOGRAPHY

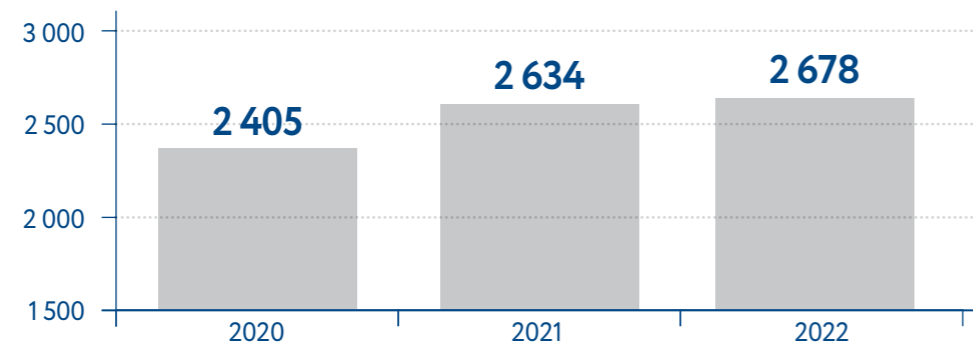
SERVICES

- Rail container transportation
- Container trucking
- Sea container shipping
- Agent services and terminal handling
- Integrated freight forwarding and logistics services
- Customs clearance

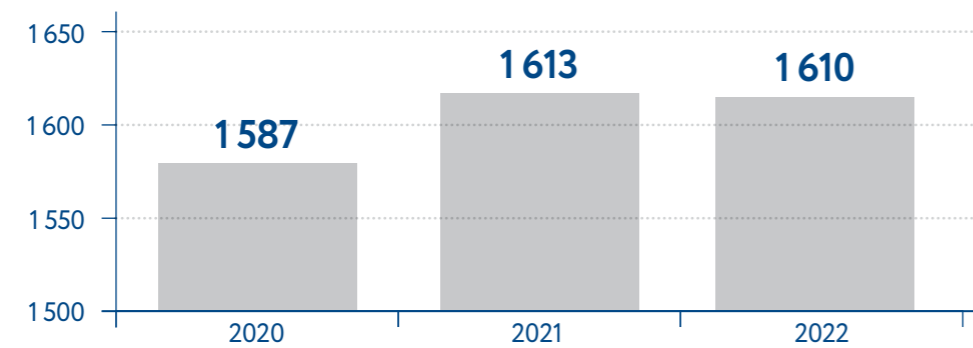


OPERATIONAL FIGURES

VOLUME OF RAILWAY CONTAINER TRANSPORTATION, THOUS. TEU



VOLUME OF CONTAINER HANDLING AT TERMINALS, THOUS. TEU



41%

share of railway container transportation in Russia in 2022



TRANSCONTAINER INVESTMENT PROGRAM

2022
\$352.2 MLN

2021
\$267.4 MLN

- Acquisition of container flatcars
- Development of terminals
- Informatization projects, including introduction of client services (iSales, iTrans)

ISALES PLATFORM DEVELOPMENT

iSales makes it possible to order container transportation services throughout the Eurasian continent in just a few clicks.



ISALES DEVELOPMENT PROJECT

- API
- Expanding online account features
- Single registration/authorization service throughout all web services of the company

RECONSTRUCTION OF THE ZABAIKALSK TERMINAL

The terminal is located at the Zabaikalsk station, a strategic border crossing on the Russian-Chinese border. It accounts for about 30% of all land container traffic between Russia and China.

THE EFFECT OF IMPLEMENTATION

- The site's processing capacity has increased tenfold, to 555 thous. TEU per year
- Launch of the "end-to-end" work technology
- The possibility of increasing container trains throughput from China from 4-4,5 to 8-9 trains per day

DIGITALIZATION OF THE COMPANY TERMINALS

Test smart terminal implemented in Kleshchikha (Novosibirsk region).



- Automation of processes when working with train cars and vehicles
- Online positioning of containers at the terminal sites
- Operational monitoring of the customer order status

RESULTS

- More than five-fold reduction of vehicle processing time
- Increase in processed express container trains by more than 25%

RUSCON

DELO GROUP'S MULTIMODAL
SERVICES INTEGRATOR

The company's guiding principles are client centricity, improvement of efficiency and digitalization, as well as providing price advantage for the customers.

6
THOUS. TEU
container fleet capacity

6
inland
terminals

10
THOUS.
partners worldwide

12
regional offices

3
offices abroad

>10
THOUS.
customers

70
regular train
services

2
licensed customs
representatives



OPERATIONAL FIGURES

373

THOUS. TEU

of cargo transported in 2022
(YoY growth +28%)

33%

SHARE

in container turnover of ports
in southern Russia

>100

LARGE AND HEAVY SHIPMENTS TRANSPORTED ANNUALLY

ADVANTAGES

- Transportation all over the world from any point of Russia
- Flexible approach to develop effective logistics solutions
- Transportation of liquid and bulk cargoes in containers using flexible liners
- Minimal risk for the client: Ruscon's liability as a forwarder is insured
- Daily monitoring of container location in any part of the way, both on the railroad and at sea
- Priority access to PJSC TransContainer equipment and rolling stock
- Connecting cargo traffic flows in the key points of delivery to minimize the cost of empty runs

Ruscon's multimodal solutions are a combination of different modes of transport and ensure fast, reliable and environmentally friendly transportation. The use of Delo Group's assets and infrastructure provides control over all stages of transportation.

Ruscon offers solutions for cargo delivery to Russian regions through the ports of Novorossiysk, St. Petersburg, Vostochny, Vladivostok and land border crossings.





SHIPPING

SHIPPING

The fleet is comprised entirely of ice-class vessels capable of transporting a wide variety of cargoes, including containers, general cargo, machinery, bulk cargoes, timber, and wood products.

FLEET

13
vessels

3

diesel-electric ships.
Transportation of passengers, train cars, trucks and cars

10

universal and specialized container ships.
Transportation of container, general and bulk cargoes

1 tugboat

FLEET STRUCTURE ALLOWS TO

- While maintaining a high level of service, quickly adapt vessel tonnage to the current market conditions and the changing structure of freight traffic
- Use ships to transport a wide range of cargoes due to the availability of multi-purpose vessels of different deadweight, draft, and loading methods in the fleet

90
THOUS.
TONNES

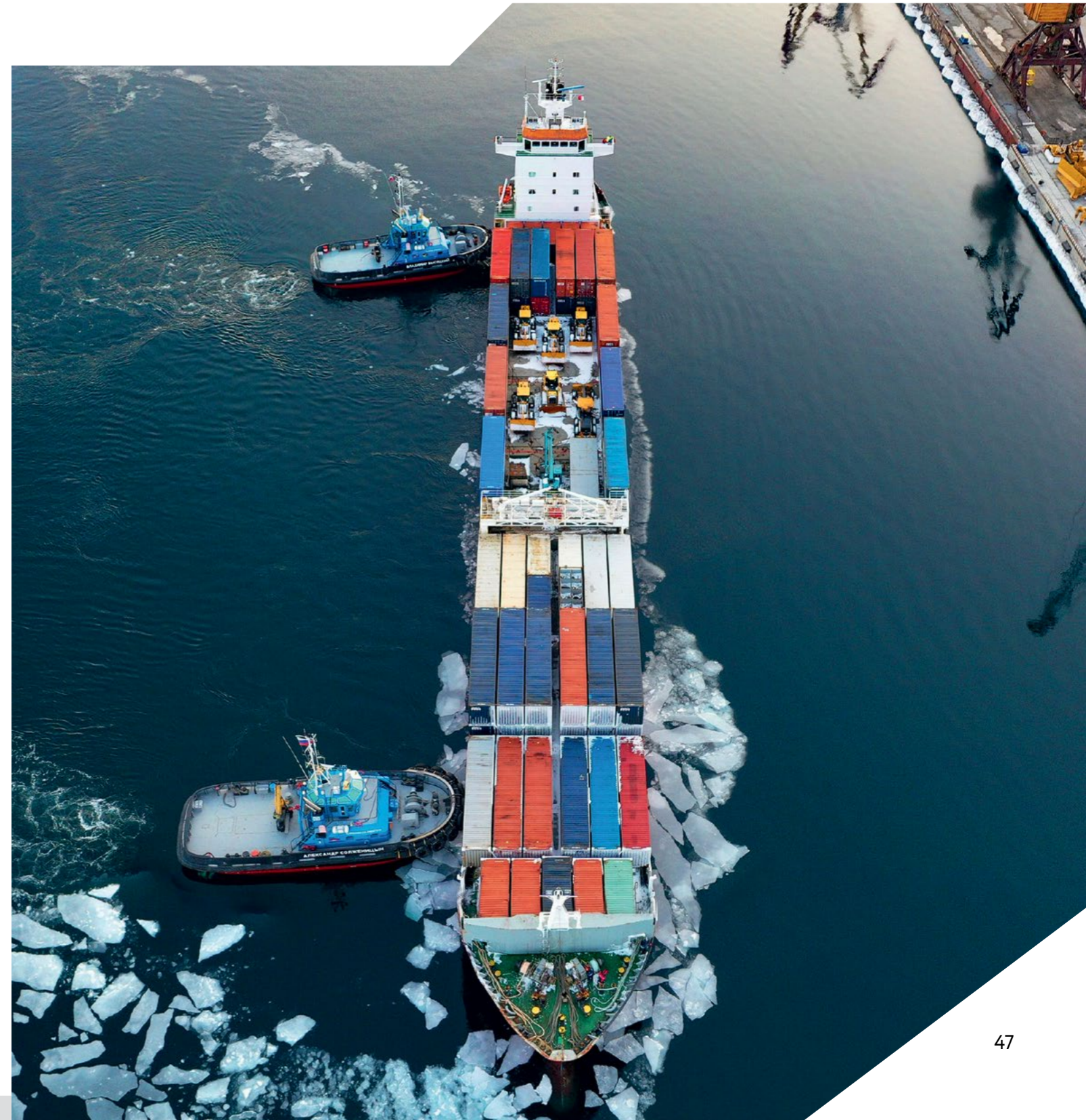
total deadweight
of vessels

3.6
THOUS. TEU

total container
vessels capacity

4.7
THOUS. TEU

container fleet
capacity





DIGITALIZATION

DELOTECH

DELO GROUP'S STRATEGIC
IT INTEGRATOR

Building Delo Group's expertise in digitalization of container logistics. Implementation of the Group's IT strategy and asset potential employing information technology.

45
STRATEGIC
PROJECTS

10 000+
USERS OF INFORMATION
SYSTEMS

IT SOLUTIONS IN VALUE CHAIN CREATION

VALUE CHAIN

Attracting the customer and selling

- iSales, customer portal: ordering of services, communication with customer
- Corporate data warehouse: data analysis to develop new transport solutions

Designing a service/product

- Digital balancer of the route network: transport solution selection
- DataCore: transport solution calculation

Procurement and supply of resources

- Digital balancer of the route network: optimization of equipment traffic
- iTrans: transport leg co-contractor selection

Providing a service

- iTrans, DataCore: multimodal transportation order execution
- Conterra: managing container movement at the terminal including the interaction between the terminal, cargo owner, carriers, sea services and supervisory bodies.

Processing

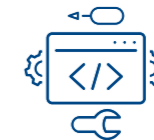
- iSales, customer portal: transportation process accompanying support (informing on the transportation status, document exchange, order payment)
- Internal systems based on the 1C platform: mutual settlements between the transportation process participants, E-document flow



KEY SERVICES



**DEVELOPMENT OF MODERN
DIGITAL PRODUCTS IN
CONTAINER TRANSPORTATION**



**INDUSTRY BUSINESS PROCESS
RE-ENGINEERING**



**1C PLATFORM-BASED
AUTOMATIZATION SOLUTIONS**



**PROVISION OF IT EXPERT SERVICES
TO GROUP'S COMPANIES AND CLIENTS**



МОСКВА – ЛУЧШИЙ ГОРОД ЗЕМЛИ

ЖЕНСКИЙ ПРОФЕССИОНАЛЬНЫЙ ГАНДЕБОЛЬНЫЙ КЛУБ

МОСКВА – ЛУЧШИЙ ГОРОД ЗЕМЛИ

ЖЕНСКИЙ ПРОФЕССИОНАЛЬНЫЙ ГАНДЕБОЛЬНЫЙ КЛУБ

ОЛИМПЕВЕТ СУПЕРЛИГА - ЧЕМПИОНАТ АТ РОССИИ СЕЗОН 2022/2023



ЧЕМПИОНЫ



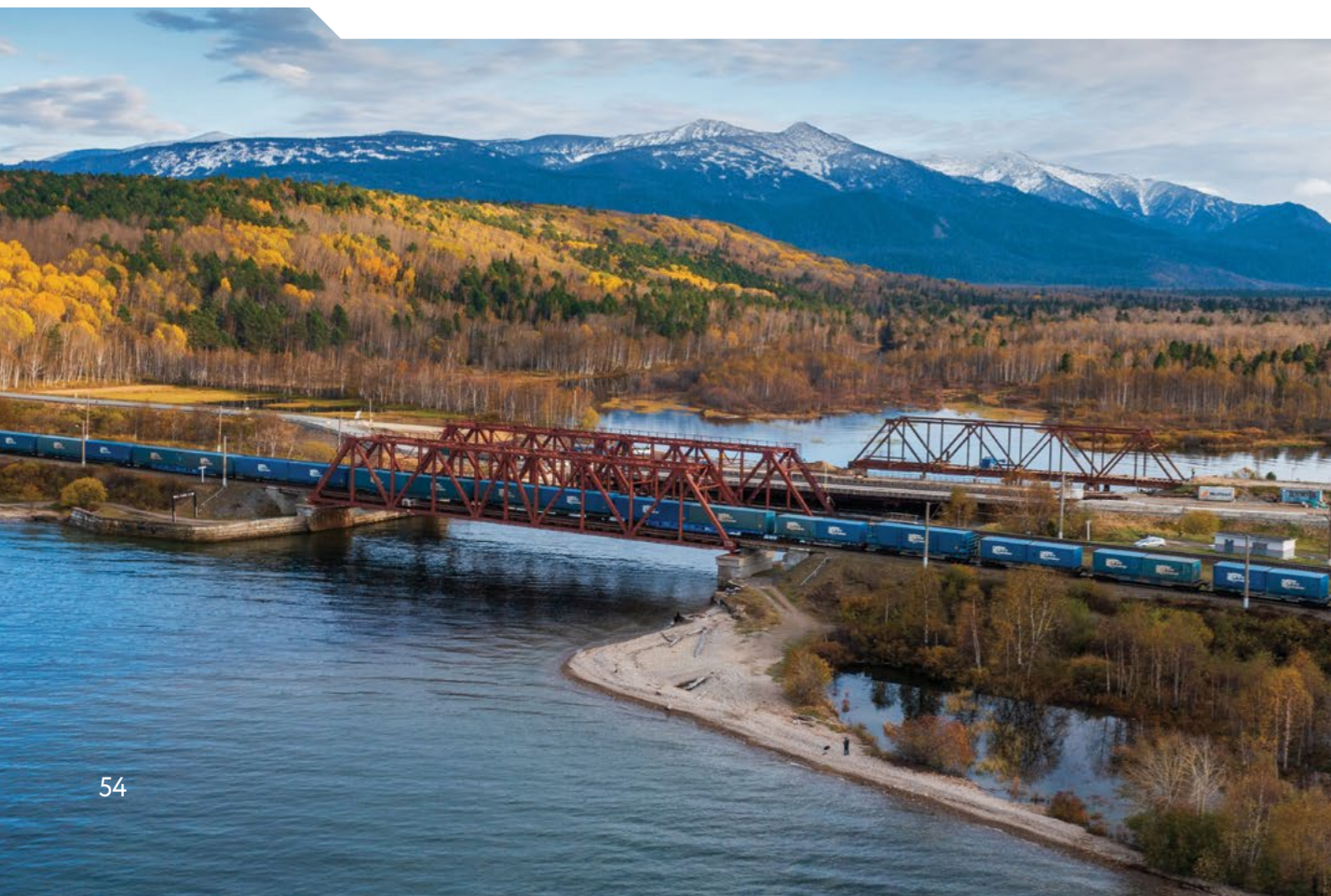
SOCIAL RESPONSIBILITY

ESG

Delo Group sees sustainable development as an important condition for doing business in conjunction with corporate values such as team unity, professionalism, and safety. The Group aims to maintain a balance between own economic interests and the social, corporate, and environmental commitments it voluntarily undertakes.

THE BASICS OF DELO GROUP'S RESPONSIBLE BUSINESS

- Business ethics, combating corruption
- Law compliance and tax liability
- Risk and emergency management



PRIORITY AREAS

► ENVIRONMENT (E)

- Climate and efficient use of natural resources

► SOCIAL DEVELOPMENT (S)

- Occupational health and industry safety
- Working conditions and care for employees

► GOVERNANCE (G)

- Information security, innovation, and digitalization
- A sustainable supply chain

DEMOGRAPHICS

Delo Group recognizes the paramount importance of its employees and is committed to providing them with exceptional working conditions, substantial opportunities for both professional and personal growth, and social well-being.

PROGRAM TO INCREASE BIRTH RATE AND SUPPORT MOTHERHOOD AND CHILDHOOD

Since 2022, Delo Group has been implementing a corporate program to promote fertility and having many children among the families of its employees.

In 2023, the corporate program aimed at improving the birth rate and supporting motherhood and childhood was extended to all the Group's assets. As a result, more than 11 thous. employees across all regions of the Group's presence, spanning from Kaliningrad to Vladivostok, are now eligible for support measures.

Furthermore, the Group companies have appointed "social managers" to assist personnel in terms of the corporate program and to inform them about the system of state benefits.



The Zharinovs large family, Novorossiysk

DELO GROUP'S BASIC PRINCIPLES

PROGRESSIVITY

Dependence of the amount of benefit on the number of children (drastic increase with the birth of the third child).

POSITIVE DISCRIMINATION

Employees with two or more children have preference in receiving benefits.

NEW ROLE OF THE COMPANY

- Helps to inform each employee about government programs aimed at improving the demographic situation in Russia
- Introduces corporate social support measures to encourage fertility and large families

THE D.I. MENDELEEV INSTITUTE FOR DEMOGRAPHIC POLICY AND THE AGENCY FOR DEMOGRAPHY OF THE CENTRAL FEDERAL DISTRICT OF RUSSIA WERE ESTABLISHED WITH THE SUPPORT OF DELO GROUP.

THE GROUP HAS DEVELOPED A CORPORATE DEMOGRAPHIC STANDARD AIMED AT IMPROVING LIFE OF FAMILIES WITH CHILDREN. THE PROJECT FOCUSES ON THE IDEA OF UNITY AND SUPPORT.

SUPPORT FOR SPORTS

An important component of Delo Group's social policy is the development of sports. For many years, the Group's companies have been actively supporting domestic sports, implementing projects in professional and children's sports at the national and club levels, and contributing to the development of handball and football in Russia.

DELO GROUP COMPANIES ACT AS SPONSORS



Handball Federation of Russia



CSKA women's handball club



CSKA men's handball club



Kuban women's handball club



Chernomorochnka women's handball club



Zilant handball club



Chernomorets football club



DELO GROUP PROMOTES SPORTS AND SEEKS TO INVOLVE CHILDREN AND ADULTS IN ACTIVE LIFESTYLES

Since 2015, Delo Group has been a proud sponsor of the Handball Federation of Russia (HFR). The Group's Founder and Chairman of the Board of Directors, Sergey Nikolayevich Shishkarev, serves as the Head of the HFR, Vice President of the Russian Olympic Committee, and a member of the Presidential Council for the Development of Physical Culture and Sports.

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Website ruscon.ru



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