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DELO GROUP

DELO GROUP IS THE MAJOR RUSSIAN TRANSPORTATION AND LOGISTICS HOLDING

owning and operating port container terminals in the Azov and Black Sea, Baltic and Far-Eastern basins, with a wide network of rail-container terminals, a fleet of containers and flatcars.

The headquarters of the Group is the Management Company Delo.

28

YEARS OF EXPERTISE IN THE TRANSPORTATION AND LOGISTICS INDUSTRY

1.5 **BLN USD**
**INVESTMENTS IN DEVELOPMENT
OF TERMINALS AND INFRASTRUCTURE**

9
PORT TERMINALS

2.3 **MLN TEUS**
**CAPACITY OF RAILWAY
CONTAINER TERMINALS**

3.5 **MLN TEUS**
**CAPACITY OF PORT
CONTAINER TERMINALS**

The Group's stevedore business is represented by DeloPorts holding (Novorossiysk) and the leading operator of port container terminals Global Ports (Saint Petersburg, Nakhodka, Ust-Luga, Kotka). The largest Russian intermodal container operator TransContainer and the multimodal transport operator RUSCON operate the transportation and logistics business of Delo Group.

300,000
ROUTES

45
**RAILWAY CONTAINER
TERMINALS**

100,000
ISO CONTAINERS

40,000
FLATCARS



HISTORY

1993

Establishment of the first freight-forwarding company in the port of Novorossiysk – OOO Delo. Establishment of the line agency Forcon that laid foundation for RUSCON Group – a pioneer of container transportation in Novorossiysk.

1997

Foundation of ZAO Transport Corporation, a rail freight-forwarding company.

1999

Start of the first RUSCON container train from Novorossiysk – Moscow.

2002

Greenfield construction and start of the specialized container terminal OOO NUTEP in the south-eastern cargo area of Novorossiysk port.

RUSCON enters the St. Petersburg market for freight-forwarding and cargo transportation.

2003

RUSCON invests in the development of inland terminals in the south of Russia.

2007

Delo Group acquires Kombinat Stroykomplekt (KSK), adjacent to NUTEP, in order to start construction of the modern grain terminal, ZAO KSK.

Transport Corporation expands its geography and offers integrated transportation and railway freight forwarding services across Russia and the CIS.

2010

Technical modernization of NUTEP with throughput capacities increased to 350 thousand TEUs. Delo Group consolidates 100% of NUTEP.

RUSCON invests in the development of inland container terminals in the Moscow region and the north-west of Russia.

2011

Construction of inland oil-products terminal and the port oil-products transshipment complex.

2012

Launch of NNK oil products transshipment complex with throughput capacity of 400 thousand tonnes per year.

Completion of the first development stage of KSK Grain Terminal: capacity increased to two million tonnes of grain per year.

Stevedore assets and bunkering services of Delo Group consolidated into DeloPorts Limited. Consolidated financial statements prepared in accordance with IFRS and audited by PWC.

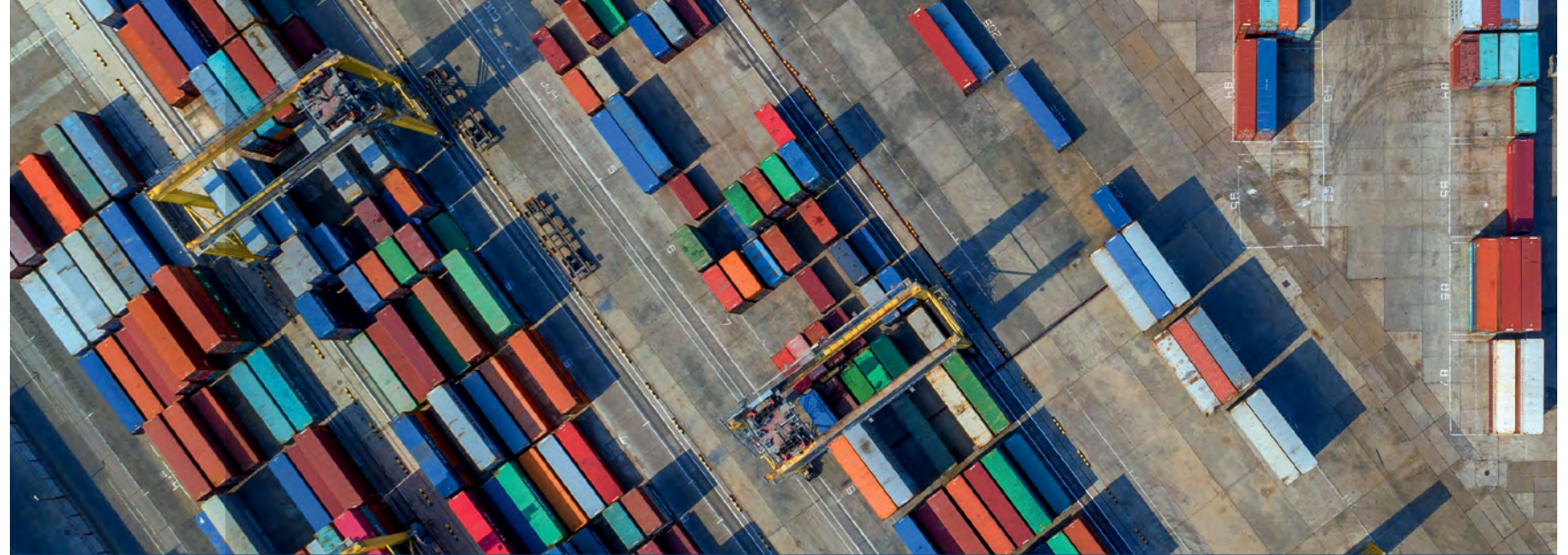
2013

Construction and launch of the specialized Ro-Ro complex at KSK. Completion of the second stage of KSK Grain Terminal construction: capacity increase to 3.5 million tons per year, introduction of facilities for grain transported by rail.

Sale of NNK oil-products complex to Gazpromneft.

DeloPorts completes the first stage of its investment program, and annual dry cargo throughput capacity increased to nine million tonnes.

Launch of own five-track onsite railway yard at DeloPorts terminals with simultaneous handling of two block trains, unloading and dispatching at NUTEP.





2014

Approval of the DeloPorts investment program for further development till 2017.

2015

Delo Group consolidates its stevedore assets and the bunkering company in the Russian holding OOO “DeloPorts”.

DeloPorts debut Ruble bond placement.

2016

Management Company “Delo” foundation.

Additional tug services as part of the new service company Delo on the basis of TOS bunkering company.

2017

Purchase of three new tugboats (Delovoy-1, Delovoy-2, Delovoy-3) for Service Company “Delo” and launch of tugboat services.

Integration of the owner of railway rolling stock Transport Corporation into RUSCON.

2018

Delo Group acquires a 30.75% stake in Global Ports, the leading container terminal operator in the Russian market, developed in strategic partnership with APM Terminals.

Service Company, Delo (OOO DeloPorts), receives two new tugboats ASD Tug 2310 from Damen Shipyards Group: Delovoy-4 and Delovoy-5.

Launch of the Ruskon-4 container terminal based on acquired Terminal Service Logistics (TSL).

Global Ports launches coal transshipment at Ust-Luga Container Terminal. The capacity of the coal complex is one million tons per year.

2019

Opening of the unique deep-water berth No.38 at the NUTEP Container Terminal.

Delo Group won the auction on acquisition of 50% plus two shares of PJSC TransContainer.

The State Corporation Rosatom acquired a 30% stake in the Management Company “Delo” for the joint development of the Group’s logistics business.

Global Ports launched a high capacity thermal repacking complex at Petrolesport.

2020

Delo Group consolidated 99.6% of PJSC TransContainer.

2021

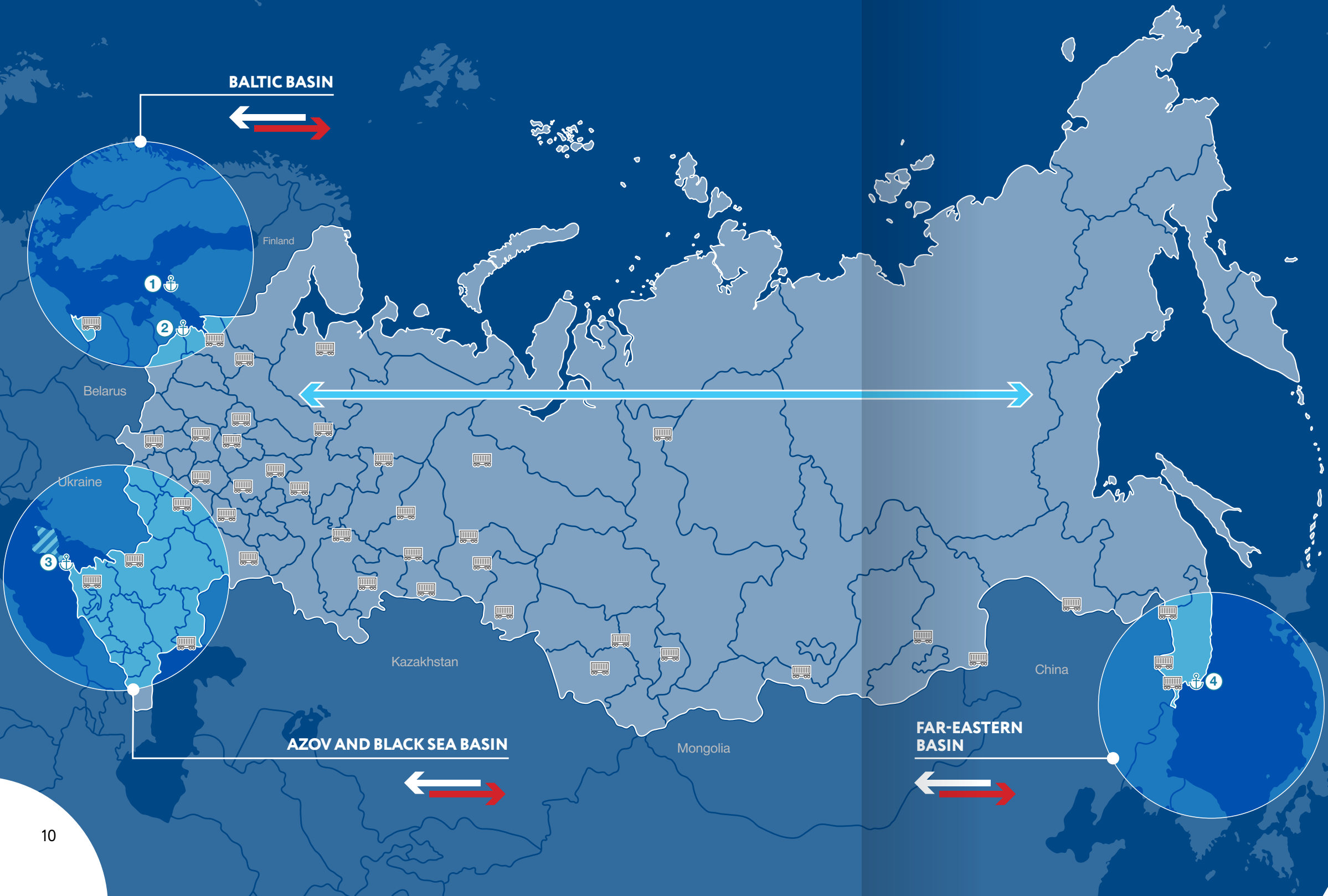
Delo Group launched a deep-water berth No.40A at KSK Grain Terminal in Novorossiysk.

Delo Service Company receives a new tugboat ASD Tug 2310 from Damen Shipyards – Delovoy-6.

BUSINESS GEOGRAPHY

3 BASINS OF OPERATIONS

- Export
- Import
- Inland transportation and transit



- TransContainer**
40 railway container terminals
- Global Ports**
MLT-Helsinki
MLT-Kotka
Petrolesport (PLP)
First Container Terminal (FCT)
Moby Dik
Ust-Luga Container Terminal (ULCT)
Yanino Logistics Park
Vostochnaya Stevedoring Company (VSC)
- DeloPorts**
KSK Grain Terminal
NUTEP Container Terminal
Service Company DELO
- RUSCON**
5 railway container terminals

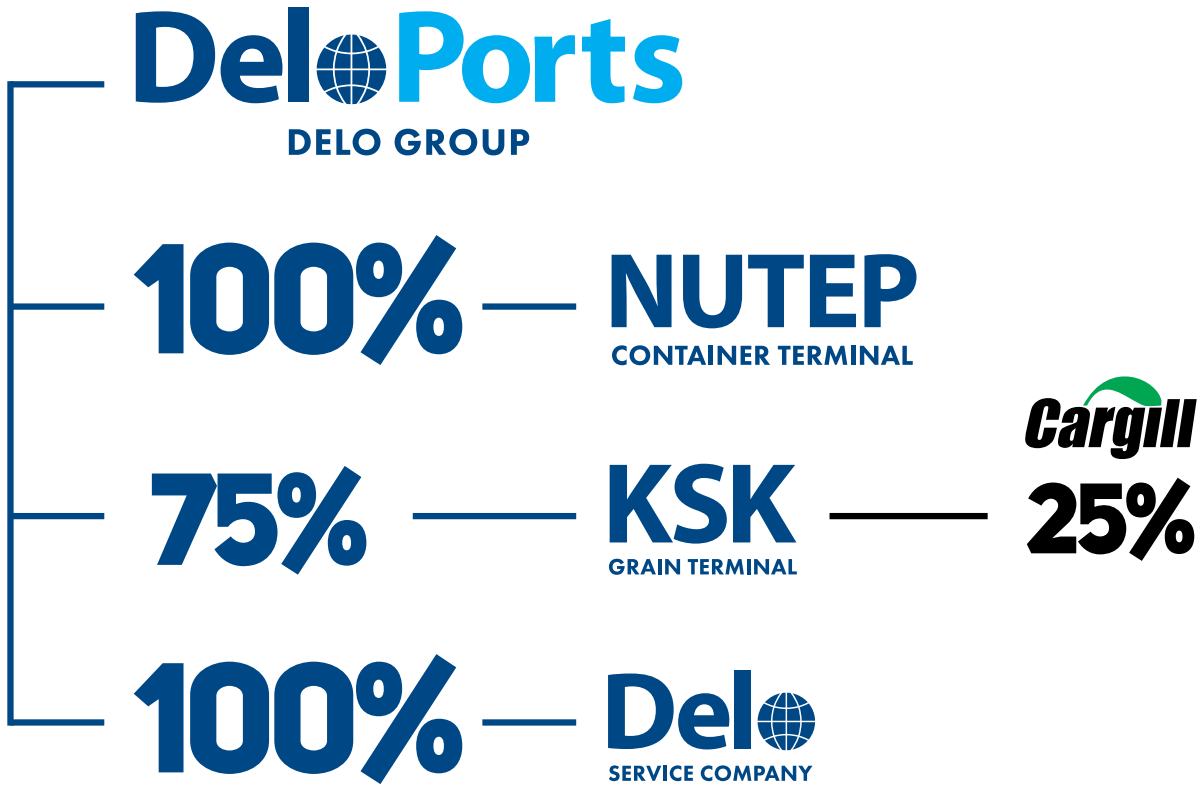
STEVEDORE BUSINESS



DELOPORTS

DELOPORTS IS A HOLDING COMPANY

owning and operating the stevedore assets of Delo Group in the southeastern district of the Novorossiysk seaport.



27.6%
DELOPORTS' SHARE IN NOVOROSIYSK
DRY CARGO HANDLING IN 2021

700,000
TEUS/YEAR
THROUGHPUT CAPACITY OF NUTEP
CONTAINER TERMINAL

65.3%
NUTEP' MARKET SHARE
IN THE CONTAINER HANDLING
OF NOVOROSIYSK IN 2021

6
MLN TONNES/YEAR
THROUGHPUT CAPACITY
OF KSK GRAIN TERMINAL

34.3%
KSK' MARKET SHARE IN GRAIN
EXPORTS OF NOVOROSIYSK
IN 2021

**6 MODERN TUGBOATS MANUFACTURED
BY DAMEN SHIPYARDS**
DELO SERVICE COMPANY

*After the completion of the investment program in 2021

DELOPORTS FINANCIAL AND OPERATING RESULTS

Total throughput, mln tonnes



Container throughput, thous. TEUs



Grain throughput, mln tonnes



Revenue, mln USD



EBITDA, mln USD



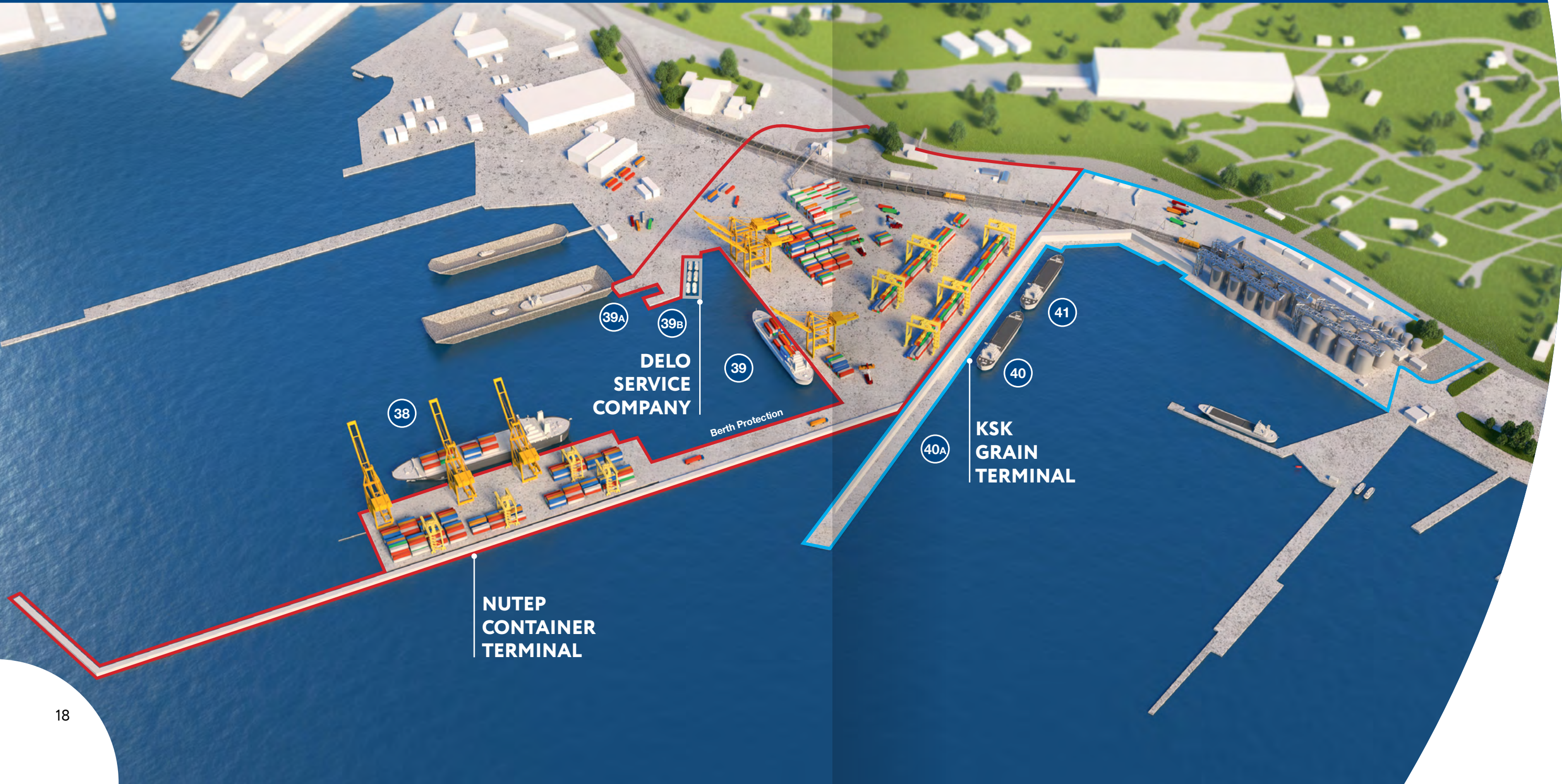
Net Debt / EBITDA, x



DELOPORTS ASSETS

SERVICES

- Handling and storage of containers.
- Formation and dispatch of container trains by company's own rail service.
- Ro-Ro cargo transshipment: ferry cargo and cars.
- Grain storage in silos for the formation of shipload lots.
- Automobile and railway reception of grain.
- Towing operations, agency and bunkering services in the port of Novorossiysk.



DELOPORTS' INVESTMENT PROGRAM

\$285 MLN INVESTMENTS IN THE PROJECT

NUTEP CONTAINER TERMINAL



DEVELOPMENT

- Modernization of the port storage yard.
- Purchase and launch of the new equipment: RTG cranes, reach stackers, tractors, trolleys.
- Purchase and launch of new STS cranes for berth No.39

TERMINAL CAPACITY AFTER THE COMPLETION OF THE INVESTMENT PROGRAM IN 2022

10,000 **700,000**
TEUS **TEUS**
MAXIMUM VESSEL'S CAPACITY THROUGHPUT CAPACITY

15_M **970_M**
MAXIMUM DEPTH OF BERTHS TOTAL LENGTH OF THE WATERFRONT

1,800 **21,000**
UNITS **TEUS**
NUMBER OF REEFER PLUGS CONTAINER STORAGE AREA CAPACITY

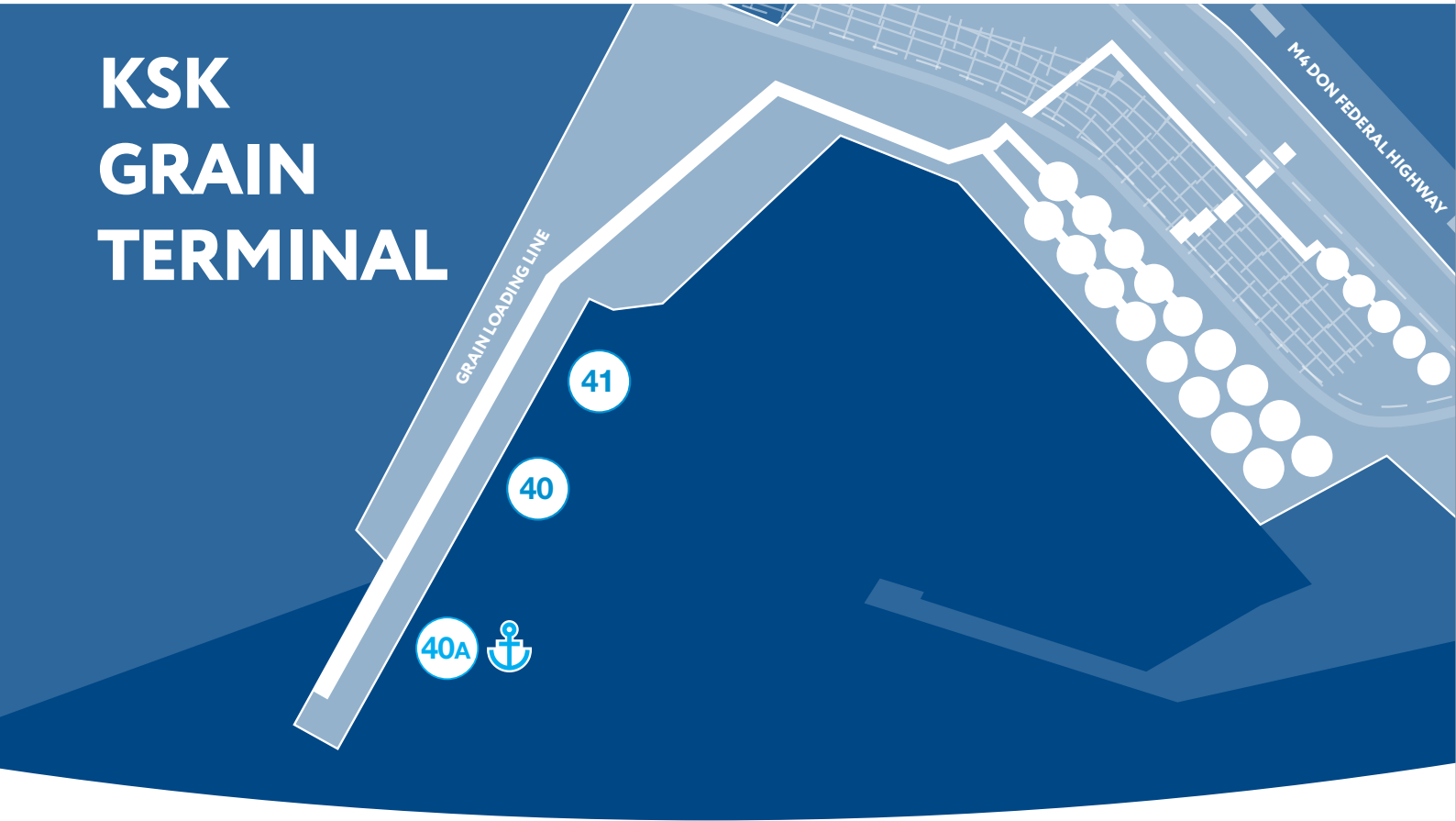
5 **14** **10**
STS CRANES **RTG CRANES** **REACH STACKERS**
EQUIPMENT FOR BERTHS EQUIPMENT FOR CONTAINER STORAGE

COMPLETED PROJECTS

- Construction and launch of the unique deep-water berth No.38.
- Purchase and launch of the high-tech equipment.

\$172 MLN INVESTMENTS
IN THE PROJECT

**KSK
GRAIN
TERMINAL**



DEVELOPMENT

- ⚓ Construction and launch of deep-water grain berth No.40A.
- 🚧 Launch of 3rd shiploader.

SERVICE COMPANY “DELO”



In February 2021, the 6th tugboat ASD Tug 2310 “Delovoy-6” was put into operation.

**TERMINAL CAPACITY UPON COMPLETION
OF THE INVESTMENT PROGRAM IN 2022**

7
MLN TONNES
ANNUAL TERMINAL CAPACITY

15.9_M
MAXIMUM DRAFT OF VESSEL

160
WAGONS
RAILROAD RECEPTION PER DAY

16.9_M
MAXIMUM DEPTH
OF THE BERTHS

3
VESSELS
SIMULTANEOUS RECEPTION

100,000
TONS
MAXIMUM DEADWEIGHT

700
VEHICLES
AUTOMOBILE RECEPTION PER DAY

220,000
TONS
SILOS YARD CAPACITY

COMPLETED PROJECTS

- Construction of the berth No.40A
- Dredging operations up to 16.9 m.
- Construction of additional silos increasing grain-storage capacity to 220,000 tonnes.
- Construction of an additional grain-handling line for rail and road transport. Speed increase in handling cargo.
- Laboratory expansion.

GLOBAL PORTS

GLOBAL PORTS GROUP
IS A LEADING OPERATOR
OF MARINE CONTAINER
TERMINALS IN RUSSIA.

Global Ports runs port facilities that focus
on handling various types of cargo.

KEY
SERVICES

**CONTAINER CARGO HANDLING**

**CONTAINER TRAIN DISPATCH**

**HANDLING AND STORAGE OF RO-RO AND CARS**

**HANDLING AND STORAGE OF BULK
AND GENERAL CARGO**

**RELATED IT SERVICES**





29%

GLOBAL PORTS' TERMINAL SHARE
IN THE RUSSIAN CONTAINER TURNOVER IN 2021

Global Ports operates a network of five high-tech marine
container terminals in Russia and two in Finland, and a logistics
complex near Saint Petersburg.

CONTAINER TERMINALS

7
PORT

1
INLAND

4.2
MLN TEUS
TOTAL CAPACITY
OF GLOBAL PORTS
TERMINALS*

* Including joint ventures. For port terminals - berth capacity.

GLOBAL PORTS GROUP IS THE LEADING OPERATOR OF CONTAINER TERMINALS IN THE RUSSIAN MARKET

Global Ports terminals are located in the Baltic and Far-Eastern basins, they the key regions for foreign trade cargo flow. The Company operates a network of 5 port container terminals in Russia and two in Finland, as well as a logistics complex near St. Petersburg.

THROUGHPUT CAPACITY OF RUSSIAN PORT TERMINALS*

1.25 MLN TEU	First Container Terminal (FCT)
1 MLN TEU	Petrolesport (PLP)
700,000 TEU	Vostochnaya Stevedoring Company (VSC)
220,000 TEU	Ust-Luga Container Terminal (ULCT)
400,000 TEU	Moby Dik

THROUGHPUT CAPACITY OF RUSSIAN INLAND TERMINAL

200,000 TEU	Yanino Logistics Park
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THROUGHPUT CAPACITY OF FINNISH PORT TERMINALS*

270,000 TEU	MLT-Helsinki
150,000 TEU	MLT-Kotka

* by berths

GEOGRAPHY OF OPERATIONS



OPERATING RESULTS

Consolidated marine container throughput, thous. TEU



Consolidated bulk throughput, mln tonnes



FINANCIAL RESULTS

Revenue, mln USD



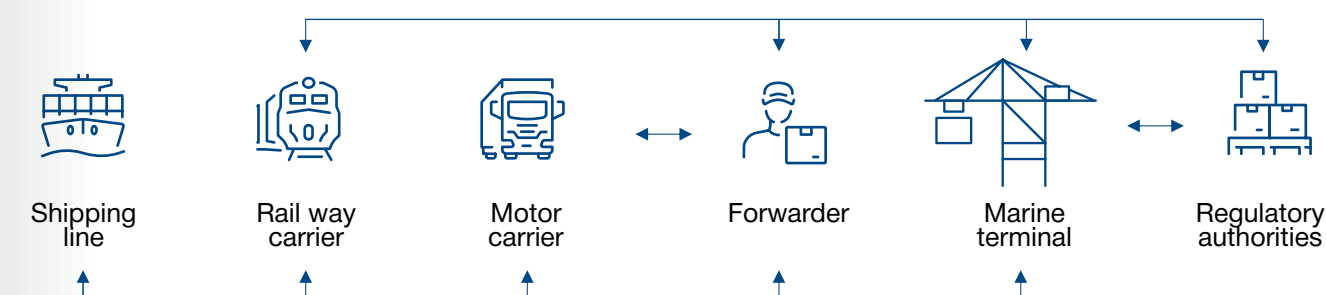
Adjusted EBITDA, mln USD



Net debt / EBITDA, x



DEVELOPED IT SYSTEM FOR EFFECTIVE COORDINATION



SINGLE CUSTOMER PORTAL

Freight and financial document flow, execution of contracts, acceptance of customer requests and feedback.



ONLINE SERVICES

Reference data on container number, schedule of calls and trains, checking for the possibility to handle and store dangerous cargo, certificate of accreditation of trucking companies, vehicle and drivers.



ELECTRONIC DOCUMENT FLOW

Cargo plans, handling instruction, lists of unloading and loading, reports, operational information about movement of the container, reception and delivery of cargo by rail, monitoring by the regulatory authorities of the process on registration of containers and their passing through the terminals.



PARTNER PROJECTS

TradeLens blockchain platform for electronic document management (developed by Maersk and IBM), OAO RZD smart contract for contractual support, electronic navigation seals based on GLONASS (developed by the Ministry of Transport of the Russian Federation).



MOBILE APPLICATION

Registration of visits for the cargo pickup and delivery of an empty container, a power of attorney for the cargo pick-up with an electronic signature, tracking of containers.

TRANSPORTATION AND LOGISTICS BUSINESS



TRANSCONTAINER

TRANSCONTAINER IS A LEADER OF RAILWAY CONTAINER LOGISTICS IN EURASIA.

The Company offers full range of transportation and logistic services within integration with Delo Group assets.

KEY ADVANTAGES:



Unique assets base



Extended geography



Well-developed customer base



Expertise in efficient fleet management on more than 300,000 routes in Russia and abroad



Comprehensive door-to-door transportation and logistics solutions for containerized cargo delivery to any destination in Russia, the CIS, Europe and Asia



Unique iSales online service for container transportation throughout the Eurasian continent



37

TERMINALS IN RUSSIA

3

TERMINALS IN RUSSIA
(OPERATES THROUGH
SUBSIDIARIES AND JV)

89

SALES OFFICES
CONNECTED BY A SINGLE
INFORMATION SYSTEM

40,000

FLATCARS

100,000

ISO CONTAINERS

OVER
450

AUTOMOTIVE VEHICLES

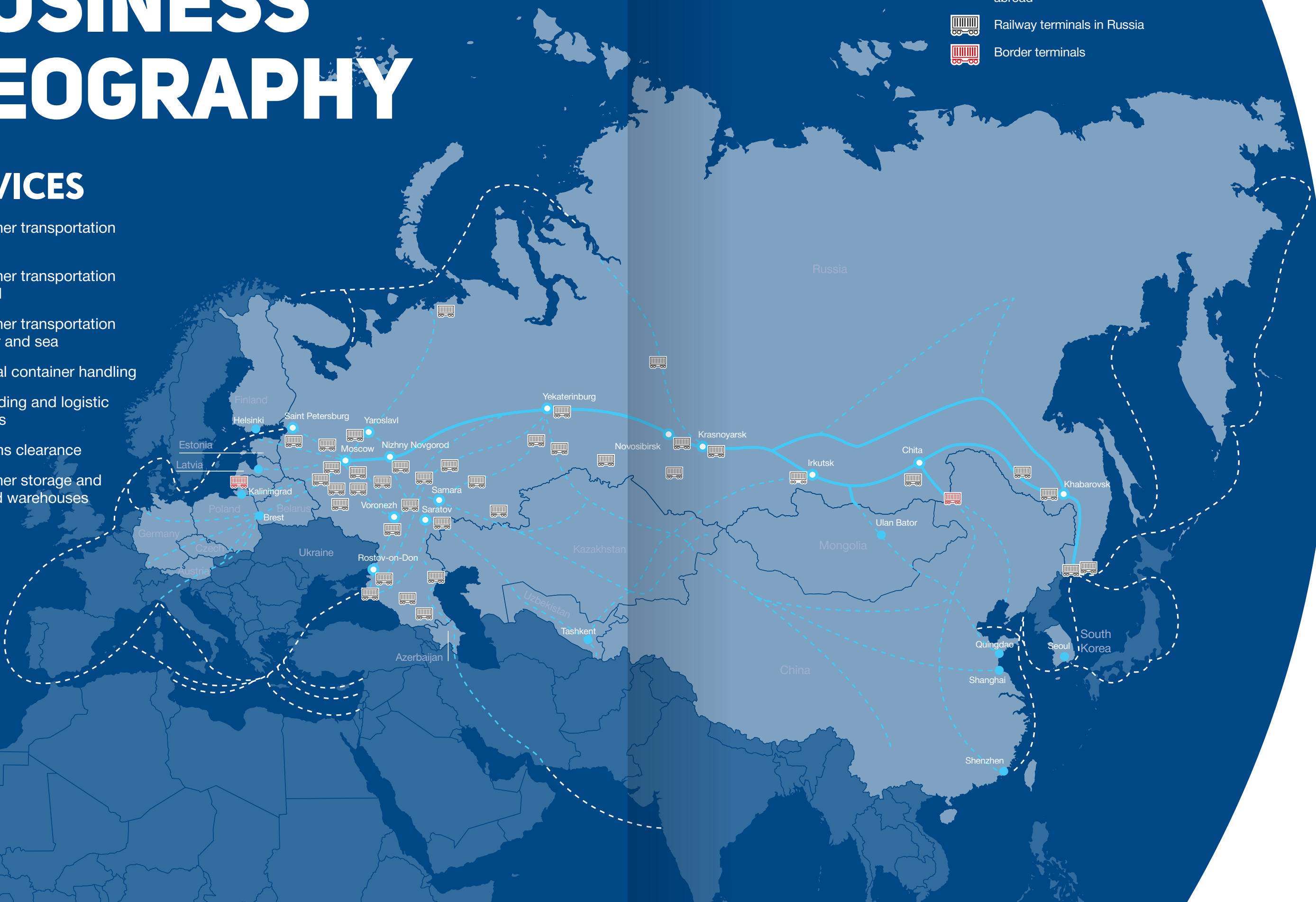
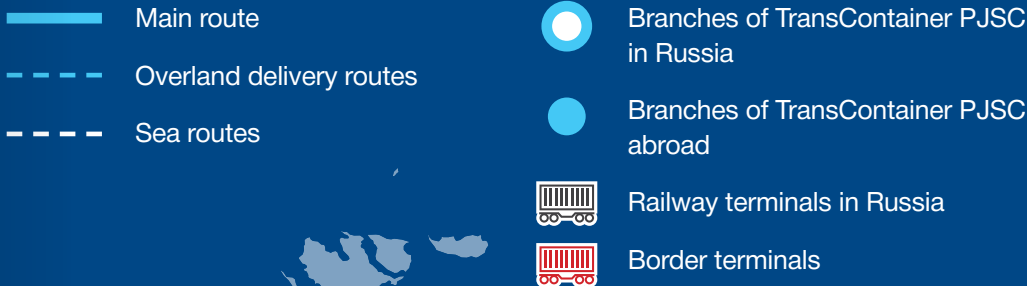
OVER
200

LOADING MACHINES

BUSINESS GEOGRAPHY

SERVICES

- Container transportation by rail
- Container transportation by road
- Container transportation by river and sea
- Terminal container handling
- Forwarding and logistic services
- Customs clearance
- Container storage and bonded warehouses



OPERATING RESULTS

The volume of rail container transportation, thous. TEUs



Container handling volume at the terminals, thous. TEUs



FINANCIAL RESULTS

Revenue, mln USD



Adjusted EBITDA, mln USD



Net Debt / EBITDA, x



TRANSCONTAINER INVESTMENT PROGRAM

2020
12.9 BLN USD

2021
25.9 BLN USD

- Purchase of platforms
- Purchase of containers. Terminal development
- Other goals

ISALES PLATFORM DEVELOPMENT

iSales – a method of ordering with a few clicks containers for container transportation services throughout the Eurasian continent.



ISALES DEVELOPMENT PROJECT

- API
- Expanding the capabilities of clients' accounts
- Unified registration-authorization service throughout all the web services of the company

IMPLEMENTATION EFFECT

- 150 mln rubles EBITDA increase over the past 5 years

DIGITALIZATION OF THE COMPANY'S TERMINALS

Pilot smart terminal launched at Kleshchikha (the Novosibirsk region).



Unified information space for clients and contractors



Automation of the processes while working with wagons and vehicles



Online positioning of containers at terminal sites



Monitoring of processes using video capture and video surveillance



Management of the container sites with automated planning of operations



Status monitoring of clients' orders

RESULTS

- Reduction in vehicle handling time by a factor of more than five
- Increase in handled accelerated-container trains by more than 25%

RUSCON

RUSCON IS A PART OF DELOGROUP, 3P OPERATOR FOR CONTAINERIZED CARGO DELIVERY IN RUSSIA AND THE CIS BASED ON DELO GROUP'S ASSETS.

RUSCON expands its ability to provide end-to-end cargo-delivery services through a range of its own transportation assets: a truck-fleet, inland terminals, customs and logistics storage facilities, as well as a developed network of branch offices, including in China and Kazakhstan.



MULTIMODAL FORWARDING

RUSCON is one of the largest forwarders and container-shipment operator in Russia in automobile construction, retail, chemical, metal, agricultural and other industries.



WAREHOUSE LOGISTICS AND CUSTOMS CLEARANCE

RUSCON Customs and Logistics Unit provides comprehensive services for customs clearance, optimization of supply-chain, bonded-storage and bonded-warehouse services.



FREIGHT TRANSPORTATION

RUSCON operates specialized inland container terminals in Novorossiysk and the Moscow region that providing a full range of container-transshipment and storage services with the use of modern technologies.



SEA FREIGHT

RUSCON is a long-term partner of the largest international lines that deliver containers through the ports of Russia and neighboring countries.



INTEGRATED LOGISTICS

Integration of operations in transportation, warehousing, transshipment and information-support for supplies is one of the key competencies of RUSCON that creates additional strategic advantages for clients.



OUTSIZE AND DESIGN TRANSPORTATION

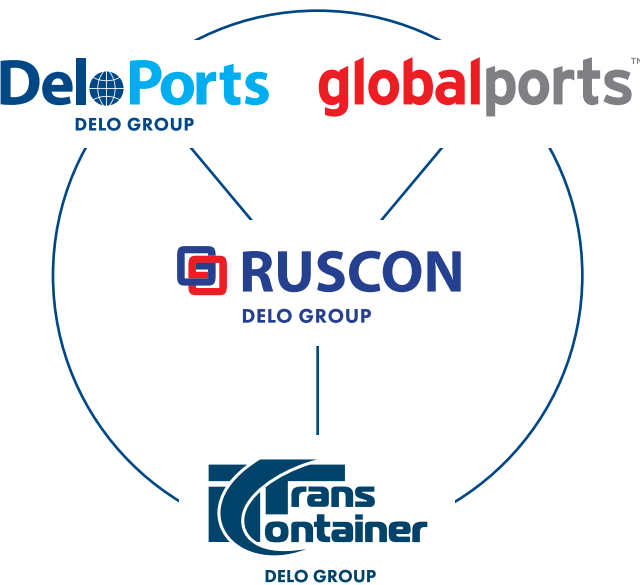
RUSCON offers integrated services for the transportation of outsize and heavy load constructions and equipment from the development of a transport and logistics delivery scheme, drawing generation and tie-down scheme to installation and multimodal transportation.



DESIGN AND OPTIMIZATION OF LOGISTIC ROUTES

Linking of import and export cargo flows at key delivery points to minimize the cost of empty runs.

RUSCON IS A MULTIMODAL
INTEGRATOR OF THE
TRANSPORTATION AND LOGISTICS
SERVICES OF DELO GROUP



12 BRANCHES
IN RUSSIA

3 BRANCHES
IN KAZAKHSTAN, CHINA
AND NETHERLANDS

2 GLOBAL
PARTNERS



Partners' network worldwide



Priority access to the largest Russian
transport and port infrastructure



Competitive contractors' rates



Competitive payment system



RUSCON IS A RELIABLE FREIGHT FORWARDER WITH
WIDE EXPERTISE, PROVIDING HIGH-QUALITY SERVICES
IN CUSTOMS TRANSACTION SUPPORT, EXCLUDING RISK
OPERATIONS.

OVER
10,000 AGENTS

IN 160 COUNTRIES

IN 642 PORTS AND LOCATIONS

OVER
20 YEARS IN THE MARKET

OVER
1,300 EMPLOYEES

EXPORT
84,372 CONTAINERS PER YEAR

- Agricultural cargo
- Chemical and petrochemical products
- Bulk cargo
- Metals
- Reefer cargo
- Fertilizers
- Mineral raw materials

IMPORT
84,102 CONTAINERS PER YEAR

- Vehicle set
- Commodities
- Fresh cargo
- Raw materials and others

SOCIAL RESPONSIBILITY



THE LONG-TERM DEVELOPMENT STRATEGY OF DELOGROUP INCLUDES A RANGE OF CORPORATE AND SOCIAL-RESPONSIBILITY PROGRAMS.

The Group supports social projects focused on the development of cities and regions in Russia and in supporting citizens. The Company aims to create a safe and eco-friendly work environment in the regions where it operates.



On September 15, 2018 a new monument dedicated to “The port workers of Novorossiysk” was unveiled on the Novorossiysk seafront on the initiative of Sergey Shishkarev. Konstantin Kubyskin is the artist who created this sculpture.

The memorial is the only one of its kind in Russia.

Citizens and veteran port-workers liked the idea of celebrating the members of an honorable profession and their achievements in work. It was fully supported by the city leaders. The project was financed by Delo Group and the Novorossiysk Commercial Sea Port together with donations from private individuals and companies.

SUSTAINABLE DEVELOPMENT

The companies of the Group participate in the economic and social development of the regions, governed by corporate social responsibility, environmental compliance, and with regard to the interests of everyone involved: employees, clients, local authorities and trade unions.

We know that our people are our key asset, and the success of the Company in every way depends on its employees. We understand that responsibility, expertise, involvement in business and hard work are the basis of the successful development of the Company. Delo Group provides its promising employees with the opportunity of advancement and promotion, and when necessary finds highly qualified specialists who share the same values.



ENVIRONMENTAL PROTECTION IS AN ESSENTIAL PART OF THE BUSINESS.

All companies of the Group strictly comply with regulatory and legislative requirements, striving to minimize the negative impact of their activities on the environment. The companies regularly carry out environmental measures, control over energy efficiency and reduction of industrial waste.



CHARITY

Delo Group is actively involved in charity work in the operating regions. The companies of the Group finance projects in the field of healthcare, ecology, culture, sports and education.

SPORTS SUPPORT

SPORTS SUPPORT IS AN IMPORTANT PART OF THE SOCIAL POLICY OF DELO GROUP.

Over the years, the companies of the Group have been actively supporting Russian sports, implementing projects in professional and youth sports at national and club level, promoting the development of handball in Russia.

COMPANIES OF DELO GROUP ARE SPONSORS OF:



Handball
Federation
of Russia



Women's
Handball Club
CSKA



Men's
Handball Club
CSKA



Women's
Handball Club
Kuban



**DELO GROUP SUPPORTS THE HFR'S GOAL TO RESTORE THE
POPULARITY OF HANDBALL, TO RETURN IT TO ITS RIGHTFUL
PLACE IN THE MEDIA AND TO ATTRACT CHILDREN AND
ADULTS TO THE SPORT.**

From 2015, Delo Group has been the official sponsor of the Handball Federation of Russia (the HFR) and the President of the Group also heads the HFR.

Sponsorship helps with the proper organisation of events and helps to develop handball in Russia, to enhance athletes' skills and to prepare professional handball players among the younger generation.

CONTACTS



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