

A large, light gray version of the DELO logo is centered on the page. It is superimposed on a background of a globe with a grid of latitude and longitude lines. The globe is rendered in a slightly darker shade of blue than the background.

**LEADING THE WAY
IN RUSSIAN
LOGISTICS**

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Transport
and Logistics

Stevedoring

Shipping

Digitalization

Delo Group

is a Russian transport and logistics holding that owns and operates a network of marine 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.

OVER

30

YEARS OF EXPERIENCE
IN THE TRANSPORT AND
LOGISTICS SERVICES
INDUSTRY



Group History

- A specialized container terminal was built and launched in the South-Eastern cargo area of the Novorossiysk Sea Port.
- Freight forwarding and multimodal container transportation have been segmented into a dedicated category.
- Delo Group is actively investing in the development of dry container terminals in Southern Russia.

2002–2003

- The grain terminal in Novorossiysk was commissioned, reaching an annual capacity of 3.5 million tons.
- Delo Group continues to develop its terminal infrastructure, with a railway fleet commissioned in Novorossiysk to increase the intensity of cargo handling at the container and grain terminals.

2012–2013

- Unique deep-water berth No. 38, the first of its kind in Southern Russia, was commissioned at the Novorossiysk Marine Container Terminal, increasing the terminal's throughput capacity to 700,000 TEU.
- Delo Group successfully acquires 50% plus two shares in Russia's largest railroad container operator through auction and subsequently consolidates 100% of shares.
- Rosatom State Corporation acquires a 30% stake in Delo MC LLC, marking a joint effort to develop the Group's logistics business.

2019–2020

- Rosatom State Corporation increases its stake in Delo MC LLC to 49%.
- Delo Group acquires 58.67% of shares in one of Russia's largest shipping companies.
- Delo Group increases its ownership stake in the leading marine container terminal operator in the Russian market to 61.5%.
- The Group invests in the development of dry terminals and completes reconstruction of its own terminal in Zabaykalsk.

2022

- The Group sets a new national grain transshipment record of 10.3 million tonnes.
- R-Alliance acquires a 1% stake in Delo Management Company.

2024

1993

- Delo Freight Forwarding Company, the first enterprise of Delo Group, is founded in Novorossiysk port.

2006–2011

- Delo Group acquires container flatcars, a truck fleet, and becomes a rolling stock operator.
- The container port in Novorossiysk underwent technical modernization, increasing its throughput capacity to 350,000 TEU.

2015–2018

- Delo Management Company is established.
- Own tugboats acquisition marks the commencement of providing towing services for vessels in the port of Novorossiysk.
- Delo Group acquires a 30.75% stake in a stevedoring asset operating in the Baltic and Far East basins.

2021

- Deep-water berth No. 40A has been commissioned at the Novorossiysk grain terminal, enabling the processing of vessels of up to 100,000 tonnes.

2023

- Delo Group launches a corporate program to boost the birth rate and support motherhood and childhood.
- The capacity of the Novorossiysk grain terminal has been expanded to 8.5 million tons per year.
- The Group completes redomiciliation to Russia of a stevedoring asset operating in the Baltic and Far East basins.
- The Company increases its ownership stake in the stevedoring asset from 61.5% to 91.25%.

Key Assets and Investments

7

marine
terminals

3.5

MLN TEU/YEAR

marine terminals
capacity

10.5

MLN TONS/YEAR

grain terminal
capacity

45

dry
terminals

3.5

MLN TEU/YEAR

dry terminals capacity

230

THOUS. TEU

container fleet capacity

41

THOUS.

container flatcars

11

SEA
VESSELS

11

THOUS.

employees

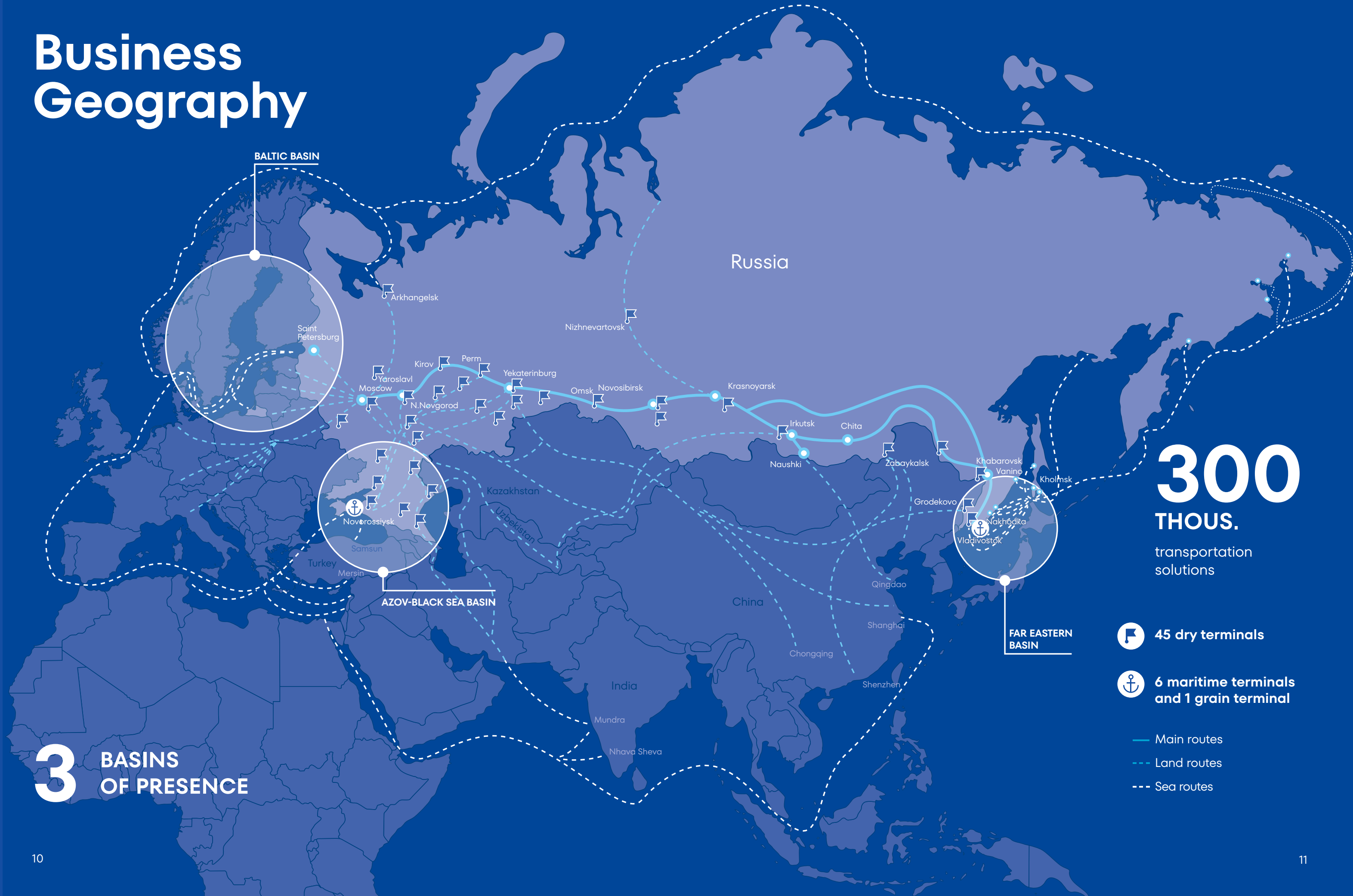
\$2.6

BLN

invested in the development
of terminals and infrastructure



Business Geography



300
THOUS.
transportation
solutions

 **45 dry terminals**

 **6 maritime terminals
and 1 grain terminal**

— Main routes
- - - Land routes
... Sea routes

3 **BASINS
OF PRESENCE**

Stevedoring



Stevedoring

STEVEDORING ASSETS LOCATED IN THREE BASINS:
AZOV-BLACK SEA, BALTIC SEA, AND FAR EASTERN

The Group has a network of marine and rear terminals that handle containerized, general, bulk, and ro-ro cargoes, motor vehicles, and grain.

No. 1
IN GRAIN
TRANSSHIPMENT*

10.5
MLN TONS/YEAR
capacity of Novorossiysk
grain terminal

*among Russian terminals

No. 1
IN CONTAINER
TRANSSHIPMENT

3.5
MLN TEU/YEAR
aggregate capacity of marine
container terminals



Operational Highlights

STEVEDORING ASSETS IN THE BLACK SEA BASIN

Delo Group was established in 1993 as a small forwarder in the port of Novorossiysk.

700
THOUS. TEU/YEAR
container terminal capacity in the port of Novorossiysk

58%
market share of marine container terminal in container turnover of Novorossiysk in 2024

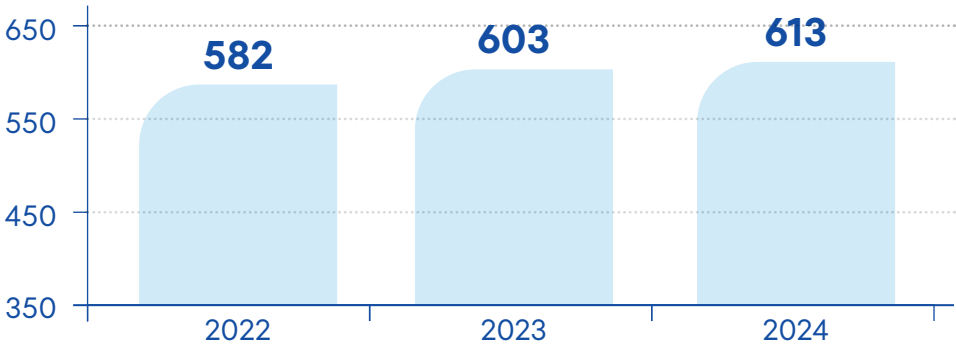
10.5
MLN TONS/YEAR
grain terminal capacity

40%
grain terminal's share in grain exports from Novorossiysk in 2024

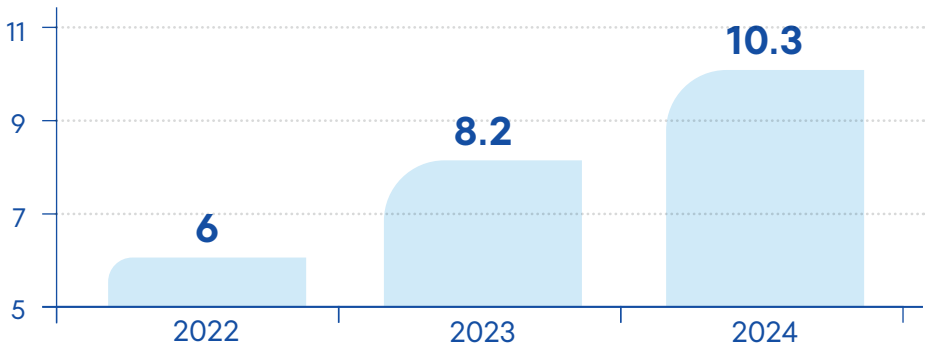
54.2%
share of terminals in dry cargo transshipment in the port of Novorossiysk in 2024

6
TUGS

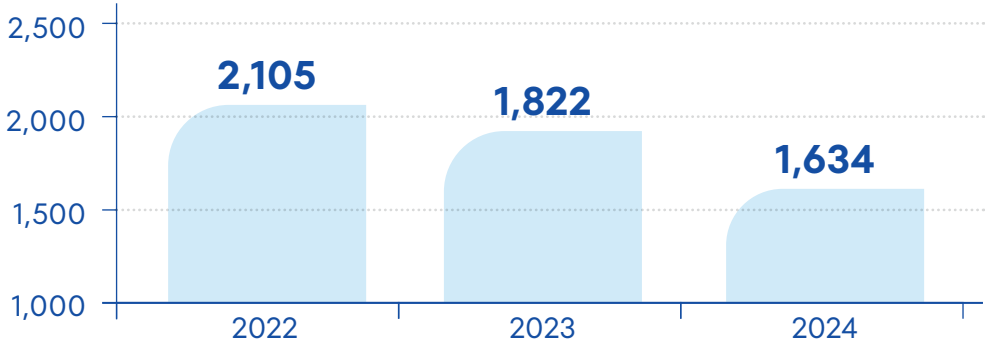
Container transshipment volume, thous. TEU



Grain transshipment volume, mln tons



Mooring Operations



Delo Group Assets in Novorossiysk

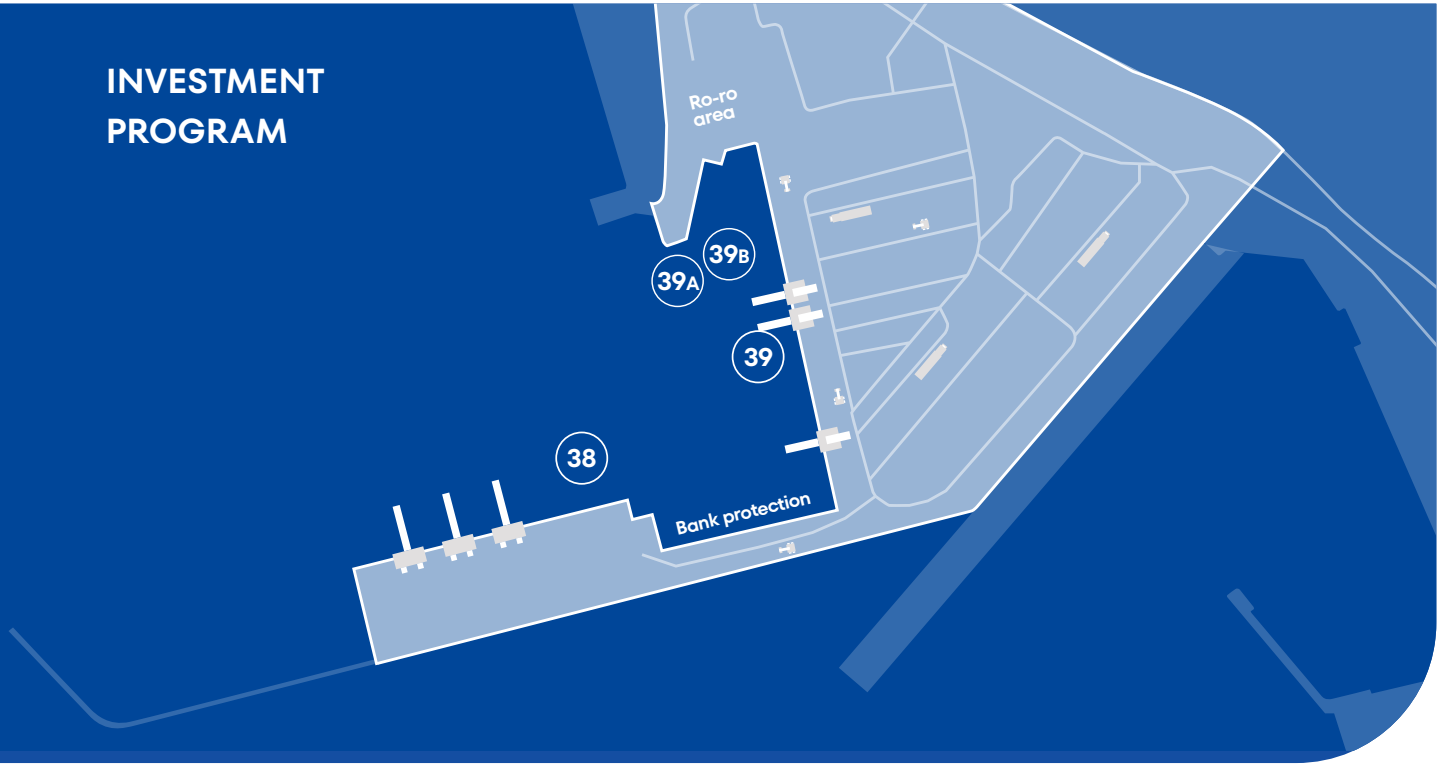


SERVICES

- Storage, warehousing, and transshipment of containerized cargo.
- Formation and dispatch of container trains at a proprietary railway complex.
- Handling of ro-ro cargo, including ferry cargo and cars. Storage of grain in silos to form shiploads.
- Storage of grain in silos for shipload formation.
- Reception of grain cargo by both automobile and railway.
- Transshipment of grain cargo.
- Tug operations, agent services, and bunkering services in the Novorossiysk Sea Port.

Container Terminal in Novorossiysk

INVESTMENT PROGRAM



\$318_{MLN}

**INVESTED
IN THE PROJECT**

Implemented projects

- Construction and commissioning of unique deep-water berth No. 38
- Purchase and launch of new technological equipment: RTG container cranes, STS cranes, reachstackers, tractors, and terminal semitrailers
- Modernization of the rear storage area
- Procurement of new STS equipment for berth No. 39

Projects in progress (until 2027)

- Extension of berth No. 38
- Construction of an office building
- Construction of an office and amenity building

Terminal Highlights

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

1,800

reefer outlets

Berth Equipment

6

STS CRANES

2

MOBILE CRANES

Container Site Equipment

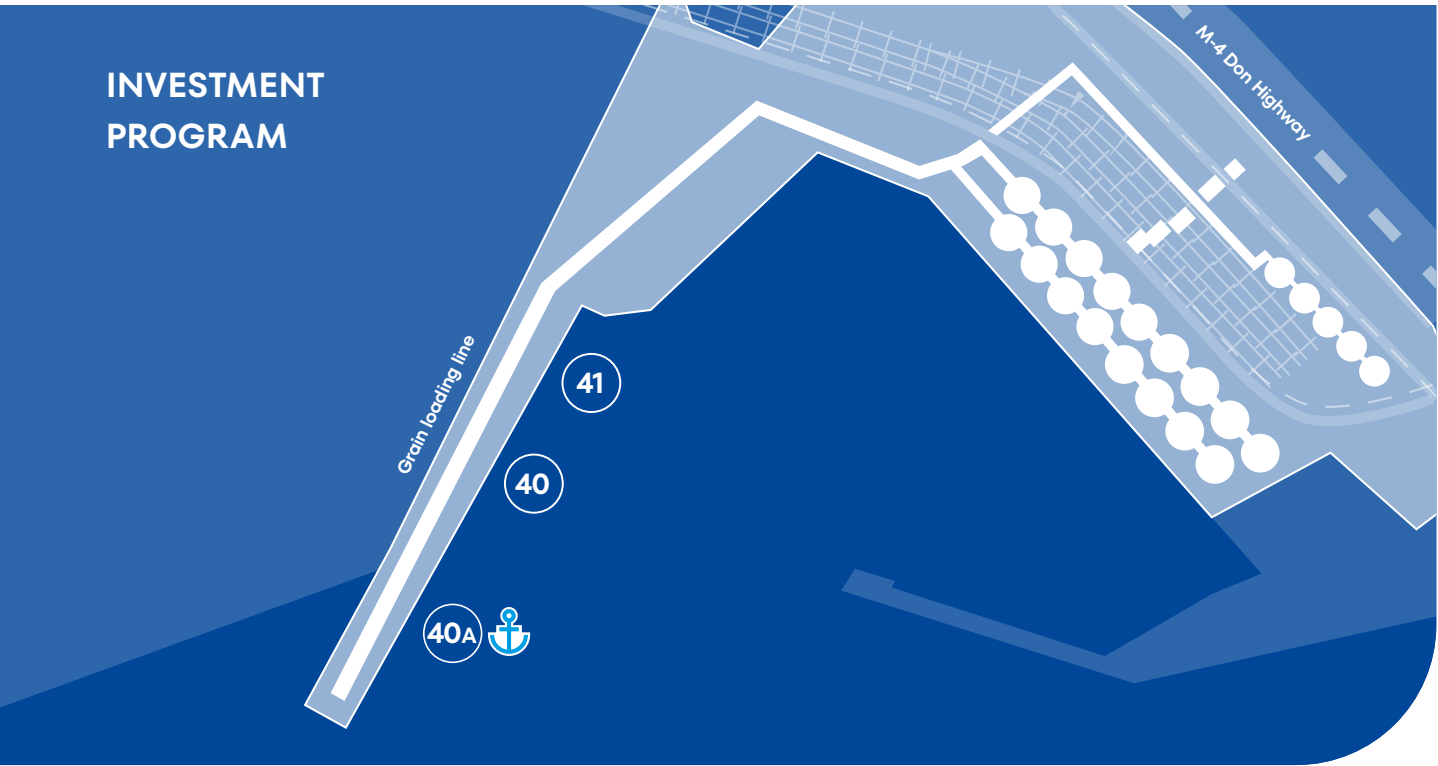
14

RTG CRANES

12

REACHSTACKERS

Grain Terminal in Novorossiysk



\$204_{MLN} INVESTED
IN THE PROJECT

Implemented projects

- Construction of additional silos with a capacity of 102 thous. tons made it possible to increase grain storage capacity to 220 thous. tons
- 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
- Installation of the 3rd ship-loading machine

Projects in progress (until 2027)

- Construction of additional silos for 30,000 tons
- Construction of the fourth auto-receiving line
- Installation of the fourth shiploading machine
- Installation of the first ship unloader

Terminal Highlights

10.5
MLN TONS/YEAR

Grain
terminal
capacity

15.9_M
MAXIMUM
vessel draught

>100
THOUS. TONS
maximum vessel cargo
capacity

3
VESSELS
simultaneous receiving
capability

220
THOUS. TONS
silo capacity

180
TRAIN CARS/DAY
railroad reception

800
VEHICLES/DAY
can be received

Stevedoring

STEVEDORING ASSETS OF DELO GROUP IN THE BALTIC AND FAR EASTERN BASINS

Baltic, Far Eastern and Black Sea basins are the crucial hubs for foreign trade cargo flows.

Key services



Containerized cargo handling



Dispatching container trains



Handling and storage of ro-ro and cars



Handling and storage of bulk and general cargoes



Related IT services

2

MLN TEU/YEAR

total marine container terminal capacity in the Baltic basin

700

THOUS. TEU/YEAR

total container terminal capacity in the Far Eastern basin

4

THOUS.

specialized containers for bulk cargo transportation

Delo group owns 7 marine terminals in the Baltic and Far Eastern regions

650

THOUS. TEU

consolidated container turnover of Baltic basin terminals in 2024

502

THOUS. TEU

consolidated container turnover of Far Eastern basin terminals in 2024

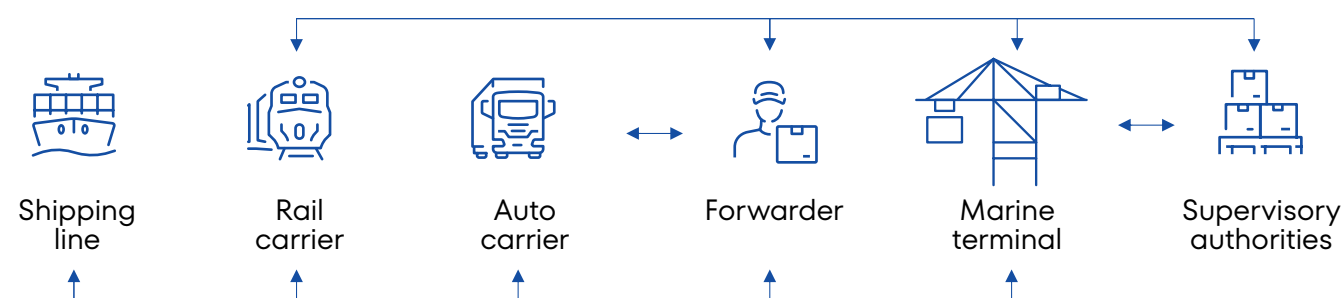
6.5

MLN TONS

bulk cargo transshipment in the Baltic basin in 2024



Digitalization of Services in the Baltic and Far East Regions



Unified customer portal

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



Mobile app

Application for cargo clearance and empty container delivery, power of attorney for cargo clearance with electronic signature, container tracking.



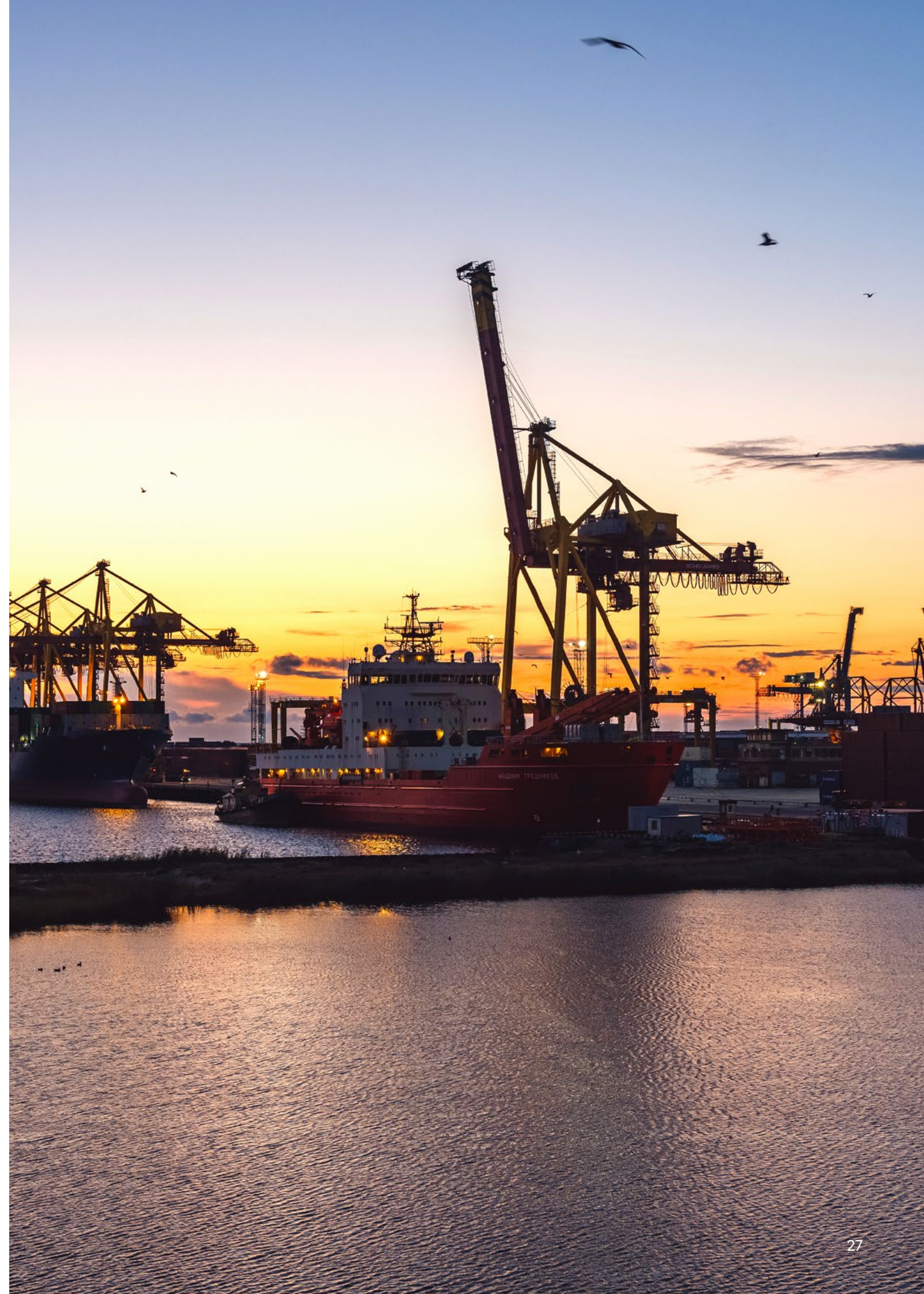
Paperless document flow

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.



Baltic and Far East Regions Investment Program

1.7

MLN TEU/YEAR
design capacity

Development of a transportation and logistics hub and expansion of marine container terminal capacity in the Far East

Purchase of new equipment

9

RMG CRANES

2

STS CRANES

+2.4

MLN TONS/YEAR
design capacity

New mineral wagon unloading station

2

MOBILE HARBOR CRANES

12

YARD TRACTORS

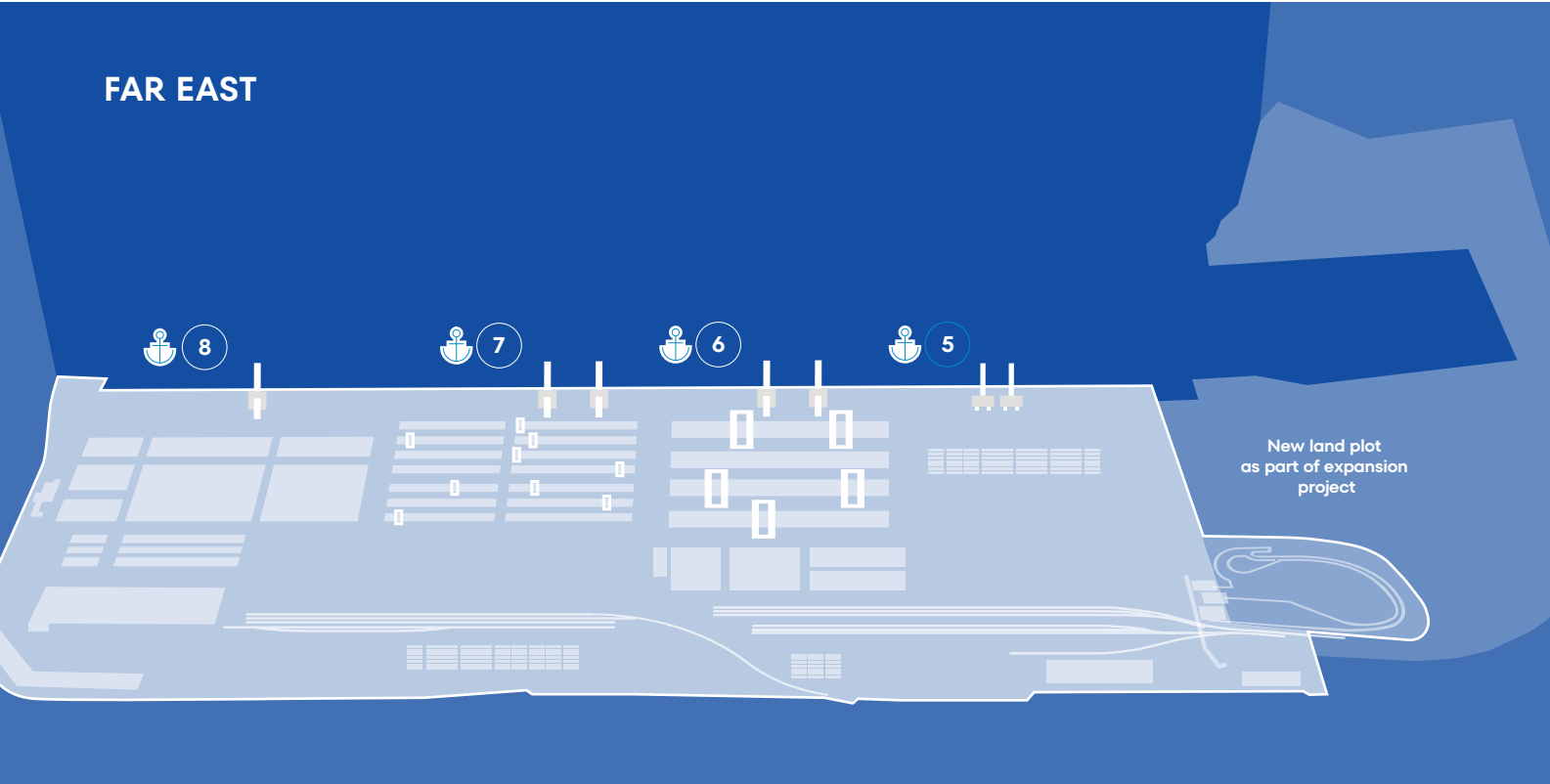
7

REACHSTACKERS

10

CONTAINER TRUCKS

FAR EAST



NORTHWEST



Transport and Logistics



Transport and Logistics

DELO GROUP IS THE LEADING RAILROAD CONTAINER TRANSPORTATION COMPANY IN RUSSIA. SUBSIDIARIES OF THE GROUP PROVIDE CARGO DELIVERY ACROSS ALL STAGES OF THE MULTIMODAL TRANSPORTATION CHAIN

Key benefits



Turnkey organization of just-in-time delivery for containerized cargo



Integrated business model focused on maximizing synergy from a unique asset base



Tailored approach to each client, handling both one-time small orders and managing the supply chain for containerized cargo of any volume and complexity



Broad geographical presence



Russia's largest railway container operator



Over 300,000 transport solutions available for container shipping 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



41

THOUS.

container flatcars

45

DRY TERMINALS

in Russia

221

THOUS. TEU

container fleet capacity

407

UNITS

of automobile transport

89

SALES OFFICES

connected by a unified information system

235

UNITS

of loading equipment

Transportation and Logistics Investment Program

- IMPROVING CLIENT SERVICE QUALITY
- DEVELOPING DRY TERMINALS
- EQUIPMENT RENEWAL

iSales platform development

iSales is a modern and convenient tool for clients to quickly and easily order container transportation throughout Eurasia.

A client can calculate, place, and pay for the order and track the container.

The service boasts more than 16,500 users, while the number of transport solution calculations exceeded 2.8 million in 2024.

Benefits:



Cost of service calculation



Online ordering and payment



Real-time order status monitoring



Cargo insurance



Terminal construction and reconstruction

The network of dry terminals covering 35 Russian regions is a pillar of the country's container infrastructure.

In 2025, the first stage of the Moscow Region's new Usady container terminal with a target capacity of 424,000 TEU is to be put into operation. In 2026, the reconstruction of the 350,000 TEU MANP terminal will be completed.

The new facilities in the Moscow transportation junction will form a logistics hub that will streamline cargo flows from across the country.

Equipment procurement and renewal

- Renewal of containers and container flatcars
- Procurement of cranes for container yards
- Procurement of new reachstackers



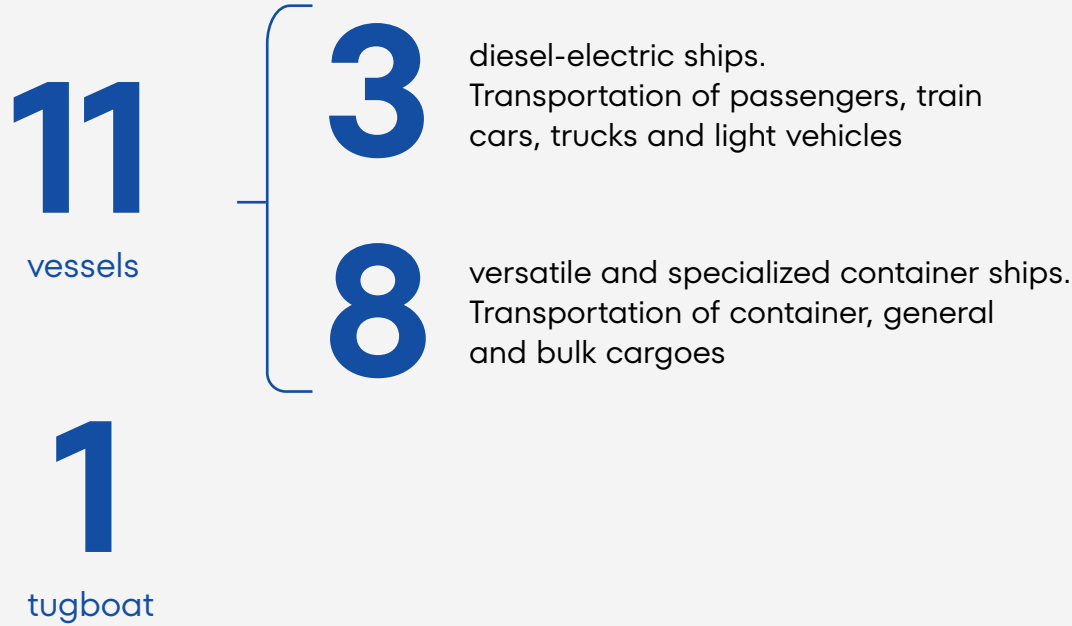
Shipping



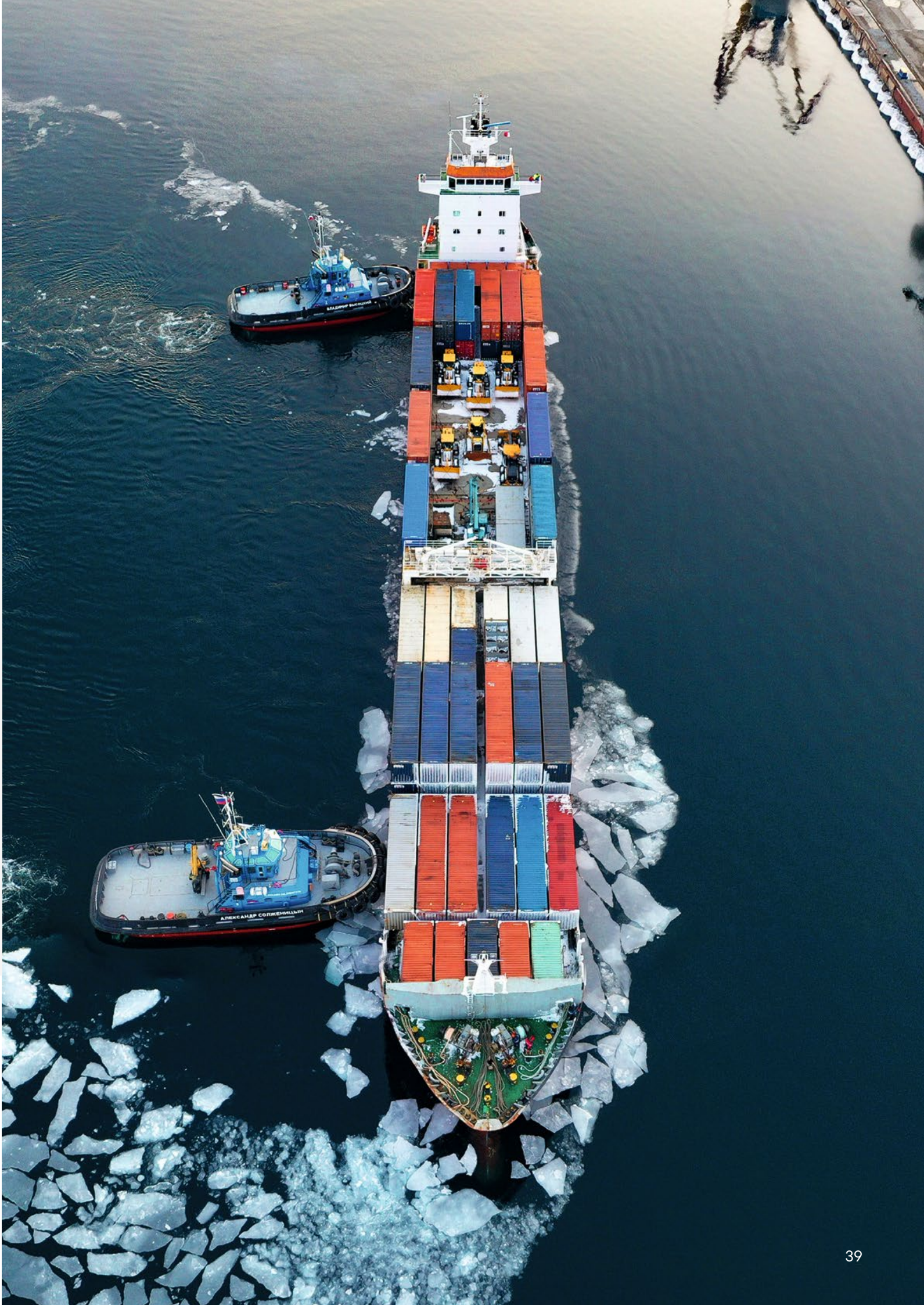
Shipping

A MAJOR RUSSIAN CARRIER SUPPORTING SUPPLIES TO AND LINKS BETWEEN REGIONS OF THE COUNTRY'S FAR EAST

FLEET



ALL VESSELS ARE ICE-CLASSED AND CAPABLE OF TRANSPORTING A DIVERSE RANGE OF CARGOES, INCLUDING CONTAINERS, MACHINERY, GENERAL GOODS, BULK AND DRY BULK CARGOES, AS WELL AS TIMBER AND WOOD PRODUCTS.



Digitalization



Digitalization

DELO GROUP'S STRATEGIC IT INTEGRATOR

Building Delo Group's expertise in the digitalization of container logistics, implementing the Group's IT strategy, and leveraging asset potential through information technology.

25
STRATEGIC
PROJECTS

>10 THOUS
USERS OF INFORMATION
SYSTEMS

NATIONAL DIGITAL TRANSPORTATION AND LOGISTICS PLATFORM

A KEY CONTRIBUTOR TO THE PLATFORM
DEVELOPMENT AND CREATION

THE NATIONAL DIGITAL TRANSPORTATION AND LOGISTICS
PLATFORM IS A UNIFIED SITE FOR ALL CARGO TRANSPORTATION
PARTICIPANTS TO INTERACT ON



Key services



Development of cutting-edge
digital products in container
transportation



Provision of it expert
services to Group's
companies and clients



1C platform-based
automatization solutions



Industry business process
re-engineering

Social Responsibility



ESG

DELO GROUP VIEWS SUSTAINABLE DEVELOPMENT AS A CRUCIAL ASPECT OF ITS BUSINESS, ALIGNING WITH CORPORATE VALUES SUCH AS TEAM UNITY, PROFESSIONALISM, AND SAFETY. THE GROUP STRIVES TO STRIKE A BALANCE BETWEEN ITS ECONOMIC INTERESTS AND THE VOLUNTARY COMMITMENTS IT MAKES TO SOCIAL, CORPORATE, AND ENVIRONMENTAL RESPONSIBILITIES.

The basics of Delo Group's responsible business

- Business ethics, combating corruption
- Law compliance and responsible taxes payment
- Risk and emergency management



Priority Directions

Environment (E)

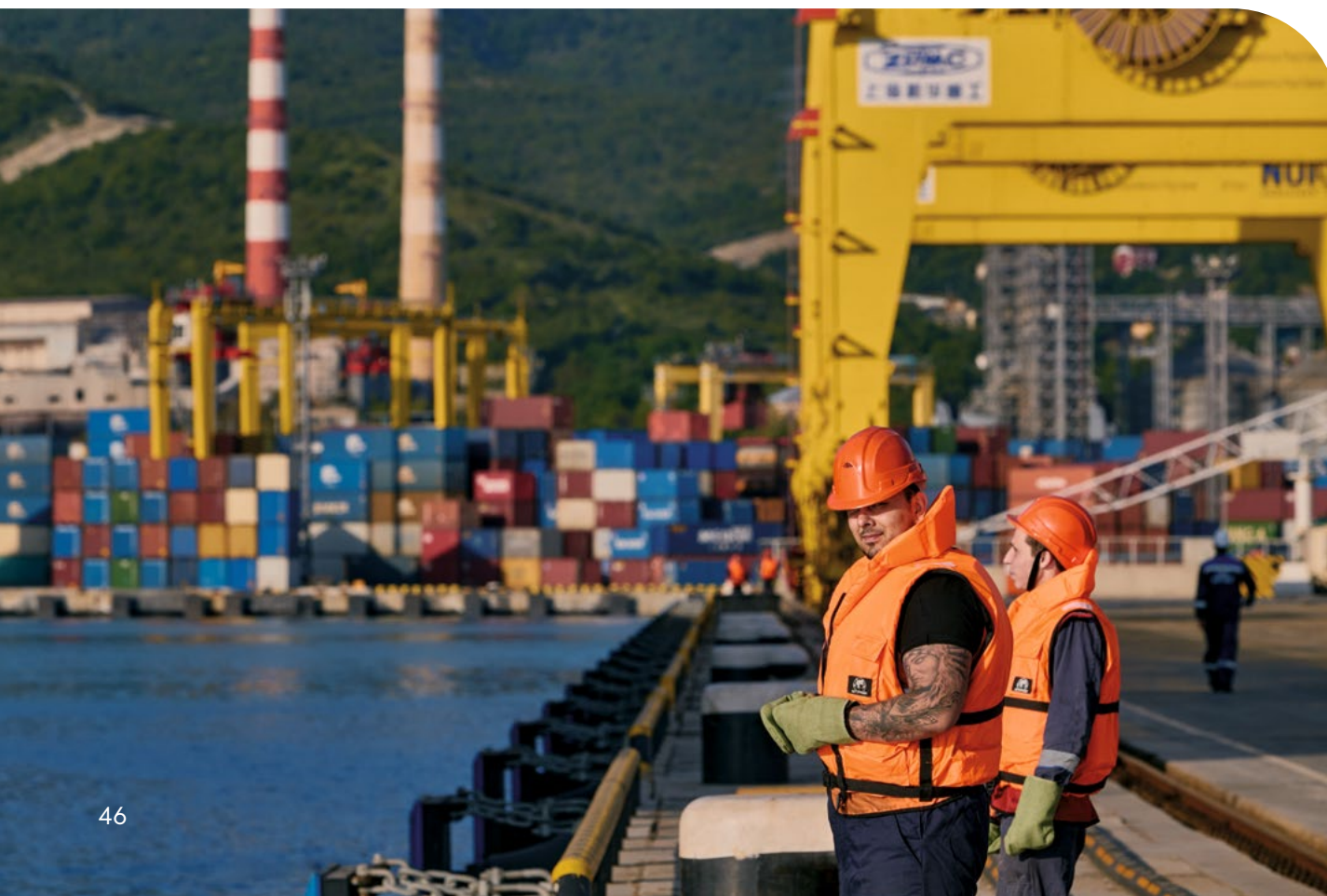
- Climate and efficient use of natural resources

Social development (S)

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

Governance (G)

- Information security, innovation, and digitalization
- 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 was extended to all Group assets. Support is available to 11,000 employees across the regions of the Group's operation, from the Baltic Sea to the Primorye Territory.

More than 90% of employees are covered by the digital platform for patronage over large families and pregnant women: social managers provide information on corporate and government support measures available and help to apply for them.

Employees receive corporate family capital, with up to RUB 1 million granted for the birth of the third and subsequent children.

Basic principles

Progressiveness

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.



The Zharinovs large family, Novorossiysk

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 INTEGRAL PART OF DELO GROUP'S SOCIAL POLICY IS THE DEVELOPMENT OF SPORTS. OVER THE YEARS, THE GROUP'S COMPANIES HAVE ACTIVELY SUPPORTED DOMESTIC SPORTS, ENGAGING IN PROJECTS AT BOTH NATIONAL AND CLUB LEVELS IN PROFESSIONAL AND CHILDREN'S SPORTS. ADDITIONALLY, THE GROUP HAS CONTRIBUTED TO THE DEVELOPMENT OF HANDBALL AND FOOTBALL IN RUSSIA.

Delo Group companies act as sponsors of:



Handball Federation of Russia



Chernomorochna women's handball club



CSKA women's handball club



CSKA men's handball club



Kuban women's handball club



Zilant handball club



Dinamo Anapa women's volleyball



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.



Leading the Way
in Russian
Logistics



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