



Delo

Brings Leaders
Together

'24 Sustainability
Report
Short version



Delo opens up new horizons

Delo Group is Russia's largest transportation and logistics group. It owns and operates an extensive network of maritime and railway container terminals, as well as its own fleet of containers, flatcars and ships.

We are developing a business model that incorporates every stage of the logistics process, creating maximum value for our customers and partners.

3 basins
of operation:

Baltic Sea

Azov-Black

Far Eastern

>300,000

available container transportation solutions in Russia and abroad

No. 1

in container handling operations in Russia¹

>RUB 1 bln

spent on social support for employees and their families

Leader

in container rail transportation in Russia²

RUB 749 mln

spent on occupational health and safety measures

RUB 162 mln

spent on environmental protection measures in 2024

RUB 395 mln

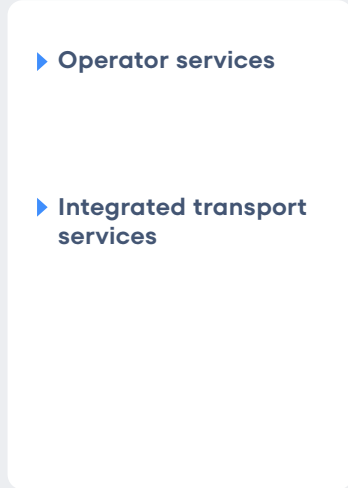
infrastructure investments and services supported

¹ Among Russian ports in 2024, according to the Association of Commercial Sea Ports (ASOP).

² Source: Russian Railways.

Business model and value chain

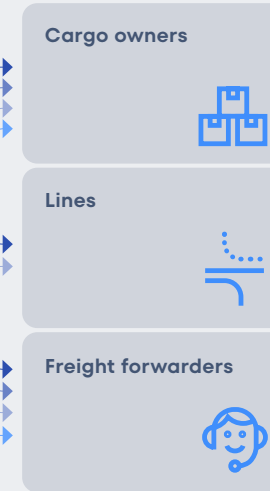
Services



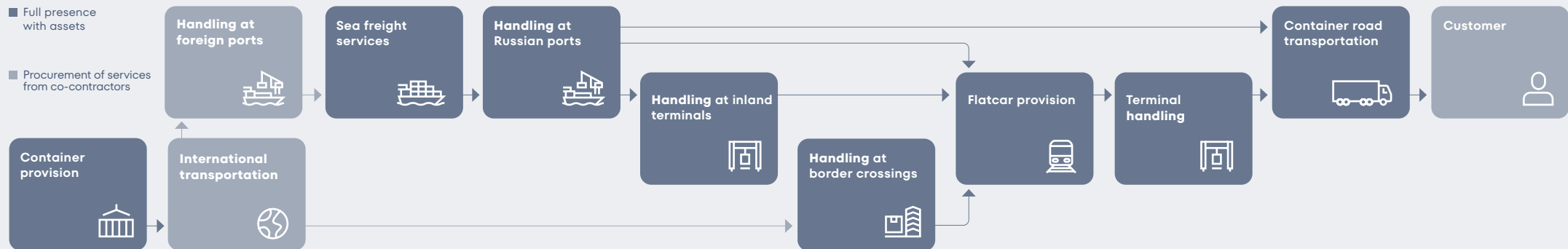
Divisions



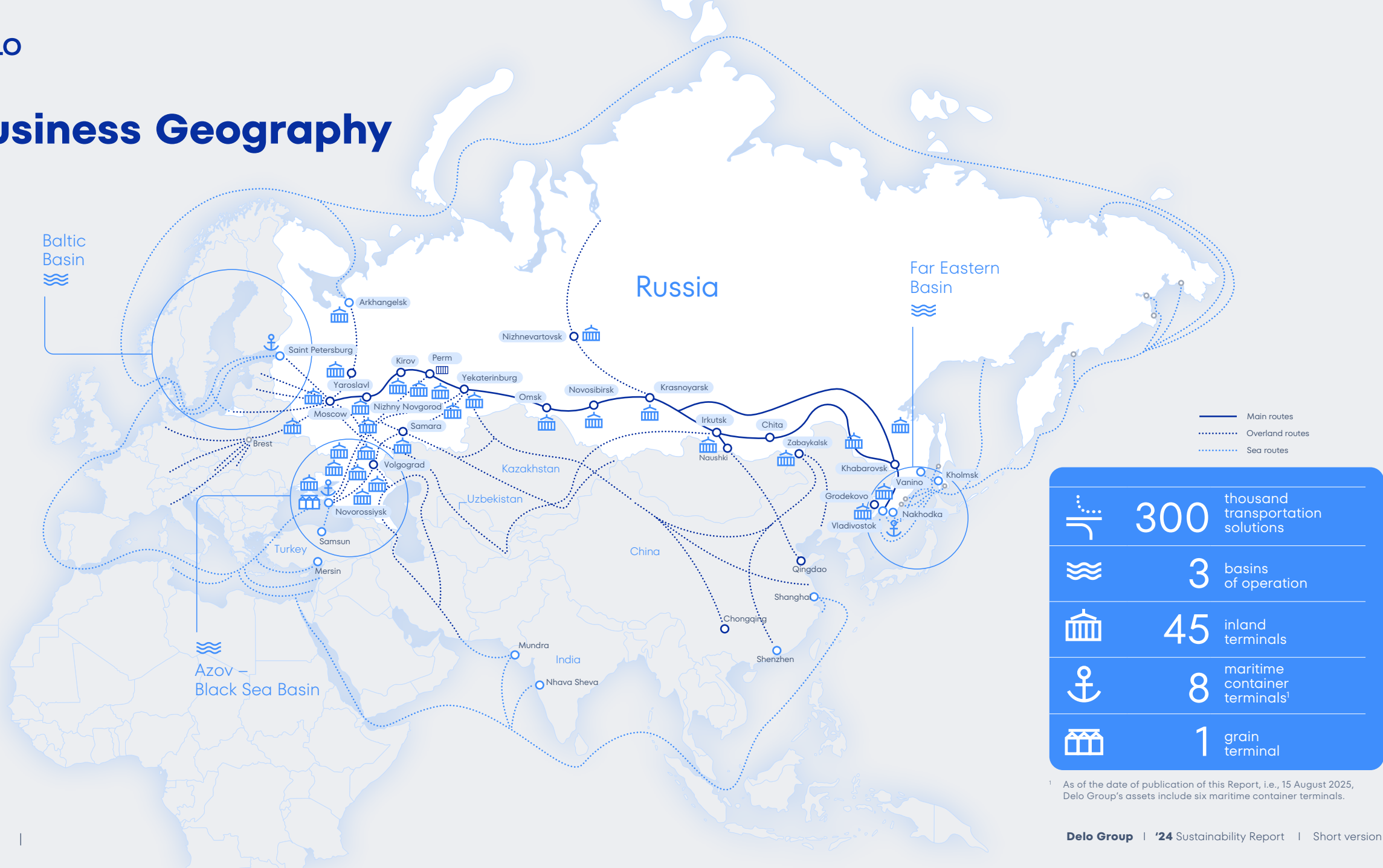
Customers



A distinctive feature of the Group's target business model is the integration of the entire logistics chain within the Group's own assets. This approach gives the Group control over costs, the customer experience and access to infrastructure, including international logistics hubs, shipping and transport terminals.



Business Geography



¹ As of the date of publication of this Report, i.e., 15 August 2025, Delo Group's assets include six maritime container terminals.

Stevedoring Division

The Group operates a network of maritime and inland terminals that handle containerised, general, bulk and RoRo cargoes, as well as vehicles and grain. The Group also provides agency, bunkering and vessel towing services with the help of six highly manoeuvrable tugboats



3.9 mln TEUs/year
capacity of maritime container terminals

10.5 mln tonnes/year
capacity of grain terminal

1.8 mln TEUs¹
container turnover in Russian seaports +17%

10.3 mln tonnes
grain handled +26%

3.7 mln tonnes
mineral fertilisers handled +69%

2.4 mln tonnes
coal handled -16%

Transportation and Logistics Division

Delo Group's transportation and logistics companies provide rail and multimodal transportation services, ensuring fast and reliable cargo delivery. As part of this business, the Group is involved in optimising logistics routes, as well as freight forwarding² and customs clearance services.



3.5 mln TEUs/year
capacity of inland terminals

221,000 TEUs
holding capacity of container fleet

2.6 mln TEUs
containerised cargo transported by rail -6%

41,000
flatcars

407
motor vehicles

235
handling machines

¹ The dynamics of the indicators is calculated based on the results of 2024 relative to the level of 2023.

² Freight forwarding is a one-stop service that includes organising and handling every stage of cargo transportation, from consignor to consignee.

Shipping Division

The Shipping Division includes cabotage operations aimed at ensuring that the residents of the Russian Far Eastern regions have access to the necessary goods and services. The geography of Delo Group's shipping operations covers the entire Far East of Russia. The Group also provides tramp and ferry services, as well as multimodal logistics for various types of cargo.



12

vessels in the Shipping Division's fleet

>18,000

passengers carried in 2024

1,200 TEUs

non-containerised cargo transported

+13%

76,100 TEUs

containerised cargo transported

-16%

Digitalisation

Our IT Division develops state-of-the-art digital infrastructure solutions that streamline transport operations management, optimise business processes and automate operational tasks via platform-based applications. Delo Group is a key contributor to the development of the National Digital Transport and Logistics Platform, which facilitates interaction between all parties involved in freight transport.



>23,000

iSales¹ and Unified Customer Porta users²

RUB 720 mln

invested in research and development

+111%

25

strategic projects

65

digital services

¹ The portal facilitates the management of transport orders.

² It is designed to manage cargo handling operations at a terminal. This includes vehicle entry management, ensuring the automatic registration and monitoring of vehicles entering the terminal.

For Delo, sustainability is a matter of principle

We integrate social responsibility, environmental protection and economic efficiency into all our business processes. These principles underpin our strategy and our daily work.

In 2024, we finalised our 2035 Sustainability Strategy, marking a significant step towards consolidating all of Delo Group's core business functions in one place. The Sustainability Strategy defines key objectives, performance indicators and strategic focus areas, providing a unified benchmark for sustainable development across all Group divisions.

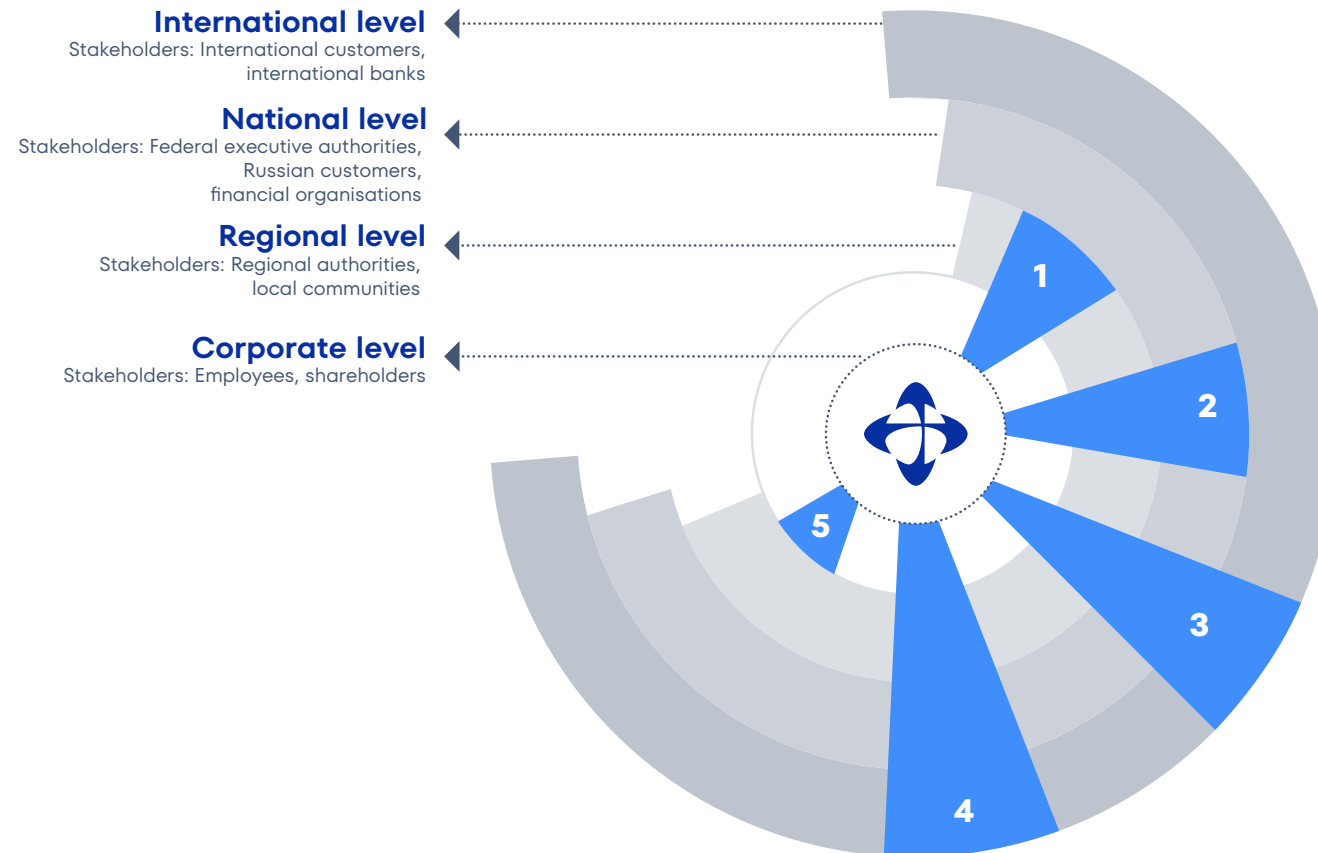
Delo Group's strategic sustainability focus areas and key initiatives

Strategic focus area	Key initiatives	Relevant UN SDGs	Russia's National Development Goals until 2036	Russia's National Development Goals until 2036
1. Caring for employees and local communities	- Improving the personnel management system - Improving employee engagement and retention - Developing human resources potential - Investing in social development and charitable projects in the regions where the Group operates	   	1 2 5	1 Preservation of the population, strengthening health and improving the well-being of people, supporting families 2 Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person 3 Comfortable and safe living environment 5 Stable and dynamic economy
2. Occupational health and safety	- Ensuring safe working conditions for employees and contractors - Aiming for zero injuries and reducing near misses (potential hazards) - Minimising industrial incidents	   	1 2 3 5	
3. Climate and efficient use of natural resources	- Improving the use of natural resources - Minimising environmental and social impact - Reducing Scope 1 and Scope 2 carbon footprints	   	1 2 3 5	
4. Sustainable supply chain	- Incorporating sustainability criteria into overall procurement activities - Improving customer experience and increasing customer loyalty	   	3 5 6	6 Technological leadership 7 Digital transformation of state and municipal administration, the economy, and social sphere
5. Information security, innovation and digitalisation	- Improving the reliability and security of IT infrastructure - Introducing new digital technologies and management models in all areas of Delo Group's operations	  	3 5 6 7	

Delo Group's Sustainability Strategy and its implementation levels

Delo Group builds systematic interaction with key stakeholders, creating sustainable long-term value for them. Through investments in technology and infrastructure, the development of customer services and cooperation with the government and local communities, the Group contributes to the development of the economy, society and the logistics industry.

We have assessed the five key focus areas of the Sustainability Strategy, identifying the levels at which they are implemented, ranging from the corporate to the international level. This has given us a better understanding of the scale of our impact and our areas of responsibility for each initiative.



Key focus areas of the Sustainability Strategy

- | | | |
|---|---|---|
| ① |  | Caring for employees and local communities |
| ② |  | Occupational health and safety |
| ③ |  | Climate and efficient use of natural resources |
| ④ |  | Sustainable supply chain |
| ⑤ |  | Information security, innovation and digitalisation |

Key Sustainability Performance Indicators in 2024

Environmental protection

100%

of the energy supplied to the Group's maritime terminals in Novorossiysk is generated from renewable sources

31,000 tonnes of CO₂e

reduction in greenhouse gas emissions (Scope 1 and Scope 2) in 2024

360 TJ

reduction in energy consumption in 2024

6,200 tonnes

total disposed waste

Social responsibility

10,887

employees in the Group

>RUB 1 bln

total expenditure on social guarantees for employees

>RUB 13 bln

spent on payroll

RUB 98.1 mln

total expenditure on the implementation of the Demography programme

Responsible business practices

RUB 70 mln

spent on projects to develop and implement Russian IT solutions

>23,000

iSales and Unified Customer Portal users

>RUB 26 mln

spent by Group companies on improvement and integrated development of cities and towns

99%

of total procurement expenditure goes to local suppliers³

¹ Despite the transition to the greenhouse gas emissions accounting methodology developed by Rosatom Group in 2024, the downward trend in greenhouse gas emissions continues.

² The reduction in the volume of waste disposed of was due to the completion of construction operations at sites belonging to the Transportation and Logistics Division. All waste generated during these operations was transferred to third-party organisations for disposal.

³ The Group considers Russian companies to be local suppliers.

Delo is a strong team

Our success hinges on our team. We create conditions for professional growth and support initiative. We also provide social protection for our employees and their families.



>RUB 1 bln +35%
spent on social support
for employees and their families

>RUB 216 mln
spent on healthcare
for employees and local
communities

63%
employee engagement rate
in 2024

RUB 80 mln +54%
spent on employee training

RUB 214 mln +97%
spent on hosting social events
for employees and their families

>RUB 1 bln
total economic effect from
rationalisation proposals from
our employees

RUB 749 mln +167%
spent on occupational health
and safety measures

0
fatalities in 2022–2024

RUB 395 mln
infrastructure investments and
services supported

>RUB 65 mln
spent on supporting socially
disadvantaged groups

>RUB 8 mln
spent on developing healthcare
infrastructure

>RUB 1 bln
spent on supporting mass sports

Corporate demographic programme

Delo Group's corporate measures to support families and parents¹:

1. One-time payment of RUB 1 million² for the birth of a third and each subsequent child
2. Financial assistance in connection with the birth/ adoption of a child
3. Additional payments during pregnancy and parental leave
4. Additional sick leave payments during pregnancy
5. Reimbursement of kindergarten fees, school meals, children's camp vouchers and health resort treatment expenses for employees' children
6. Flexible working hours and remote working arrangements for parents until their child turns one and a half years old³
7. A digital patronage platform for large families and pregnant women, offering consultations, reminders and document templates in a convenient format
8. Gifts for children on special occasions (Children's Day, Knowledge Day, New Year)

¹ Support measures available under the demographic programme are determined by the management of each Delo Group company. The terms and conditions, as well as a full list of the available support measures, can be accessed via the HR department of each company.

² Excluding personal income tax.

³ During pregnancy and/or upon early termination of parental leave until the child reaches the age of three, employees may choose a preferred working arrangement (hybrid, remote or full-time) in consultation with their immediate supervisor.

Main principles

Progressivity

The amount of the allowance depends on the number of children (with a significant increase after the birth of the third child)

Social justice

Employees with two or more children have a preferential right to benefits



Results of the Demography Programme

505

children have been born to Group company employees since the Programme was launched in 2022

>2,000

employees have benefitted from corporate support measures

6%

more children were born to Delo Group employees in 2024 vs 2023

76%

employee retention rate after parental leave

Throughout the duration of the programme

58 families

received

RUB 1 mln

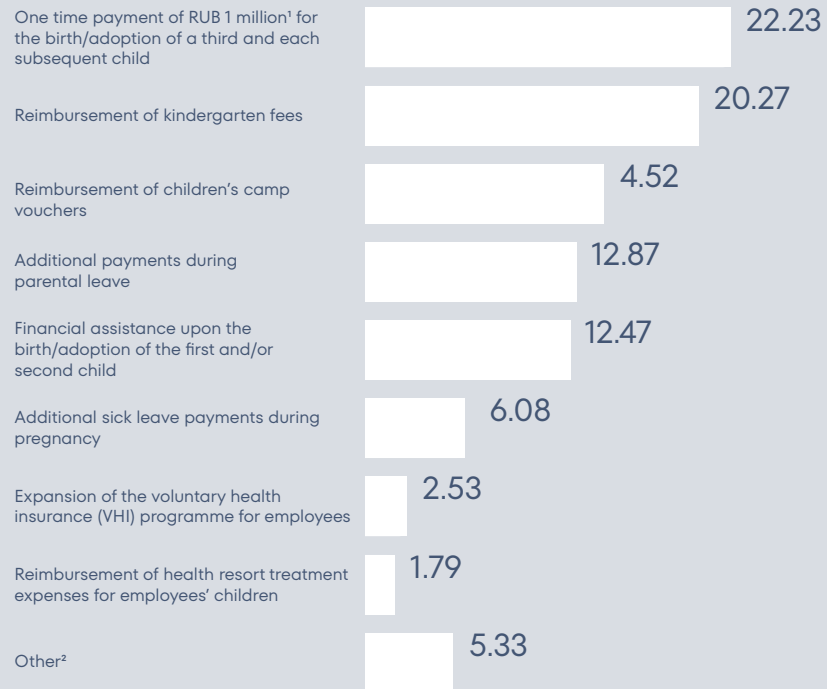
each for the birth of their third or subsequent child

RUB 98 mln

invested in the implementation of the demographic programme in 2024

Results of the Demography Programme

Breakdown of expenditure on the Demography programme, RUB mln



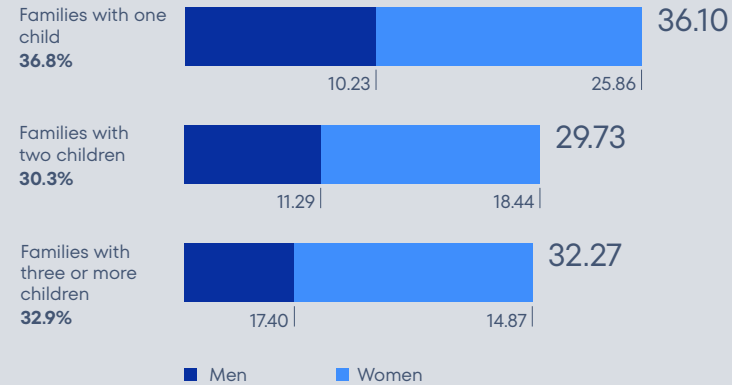
¹ Excluding personal income tax.

² Additional payments for the early termination of maternity leave, reimbursement of medical expenses for employees' children, a VHI programme for employees' children, etc.

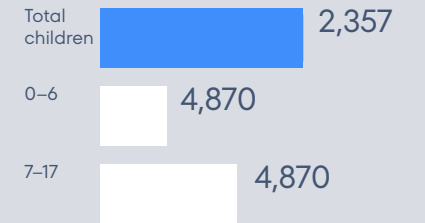
³ Aged under 17 years old.

⁴ As of 31 December 2024.

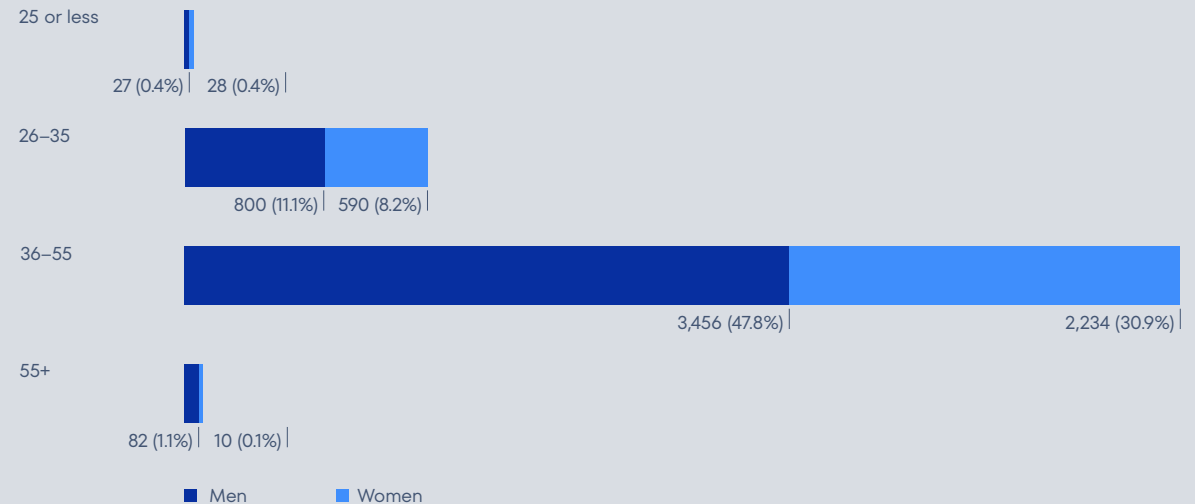
Breakdown of expenditure on the Demography programme by number of children in employees' families, RUB mln



Number of children in the families of full-time employees, by children's age³, persons



Number of children in the families of full-time employees, by employee's age⁴, persons

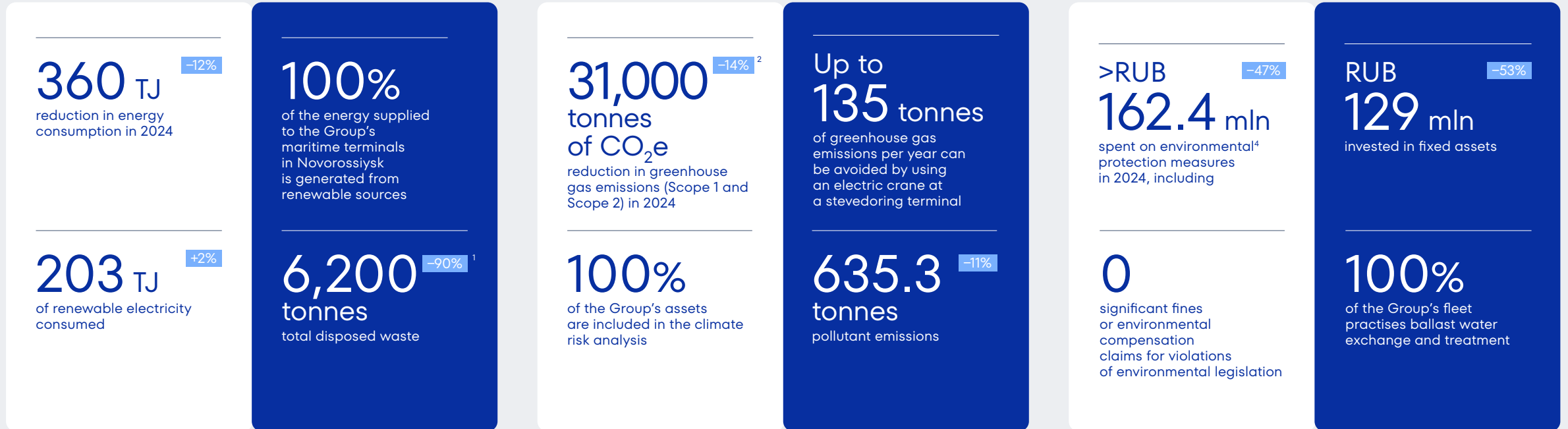


Delo is in harmony with nature

We strive to strike a balance between business development and environmental protection by implementing technologies that reduce our environmental footprint without compromising efficiency



[We have launched a Carbon Footprint Calculator](#) for our customers on our website.



¹ The reduction in the volume of waste disposed of was due to the completion of construction operations at sites belonging to the Transportation and Logistics Division. All waste generated during these operations was transferred to third-party organisations for disposal.

² Despite the transition to the greenhouse gas emissions accounting methodology developed by Rosatom Group in 2024, the downward trend in greenhouse gas emissions continues.

³ Compared to a similar diesel-powered crane.

⁴ The reduction in expenses was due to the completion of a major project involving the repair of treatment facilities at sites belonging to the Transportation and Logistics Division in 2023.

For Delo, it's all about technology

RUB 70 mln ^{+30%}
spent on projects
to develop and implement
Russian IT solutions

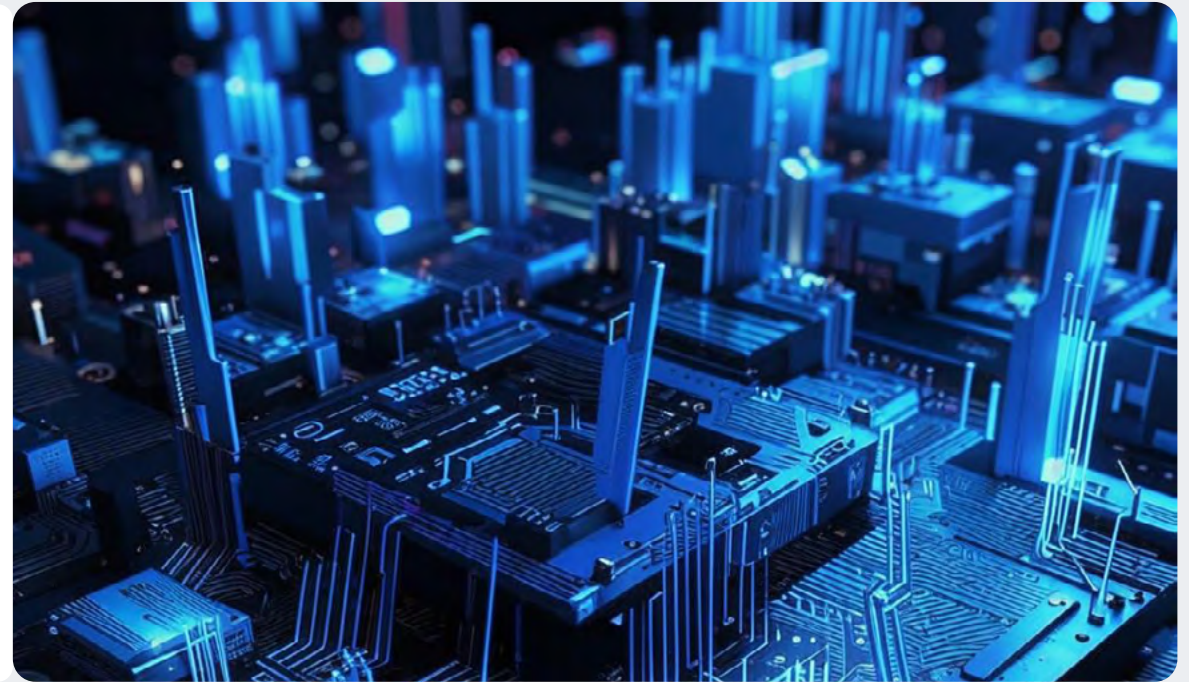
65
digital services developed
for Group companies

RUB 720 mln ^{+111%}
invested in research and
development

15,000
customers use iSales every
month

>23,000
iSales and Unified Customer
Portal users

>250,000
transportation solution
requests processed in 2024



Contacts

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[↗](#)
Full version of the
2024 Sustainability
Report

