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Transport  
and Logistics

Stevedoring

Shipping

Digitalization

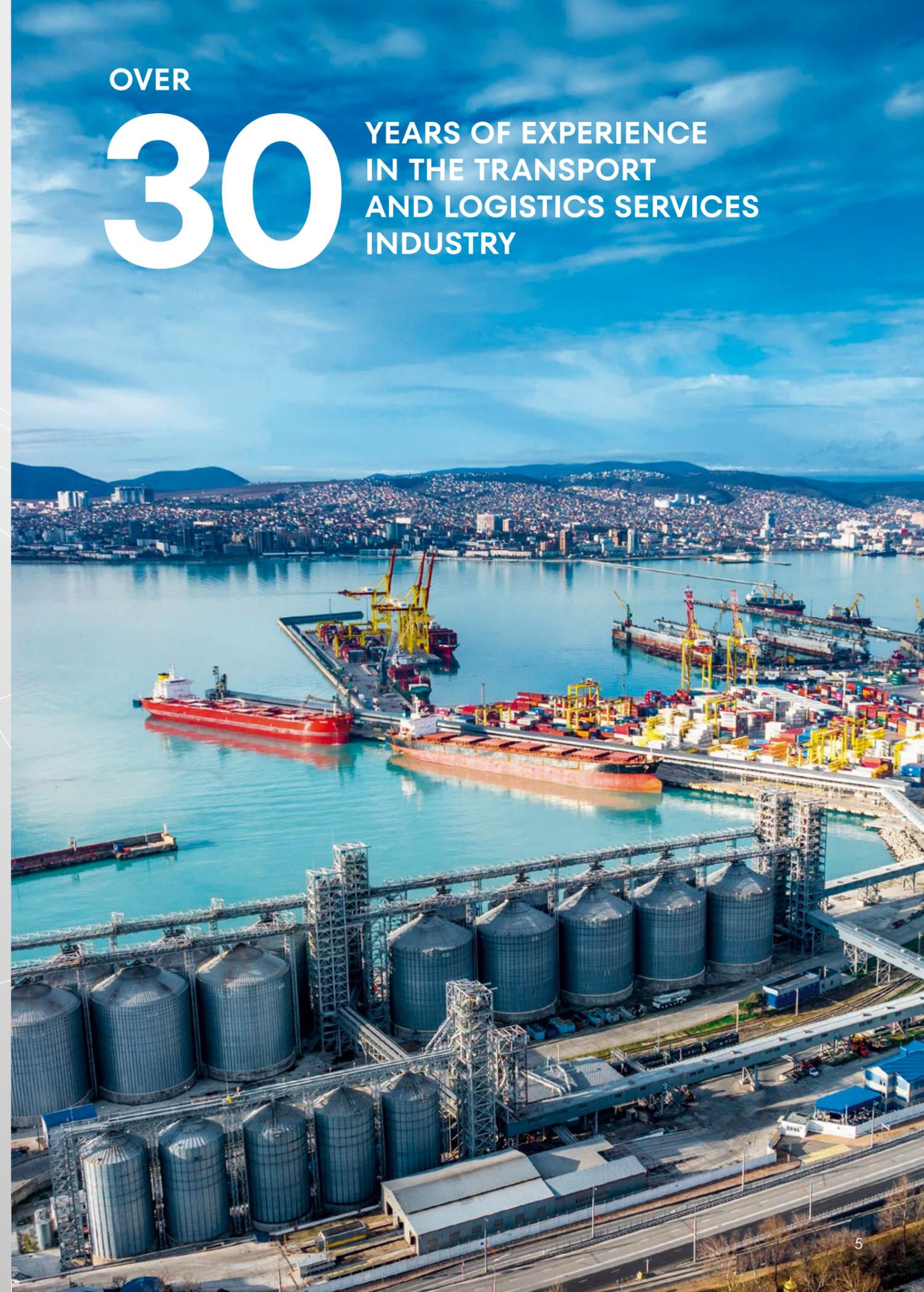
# Delo Group

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 marine container terminal is built in Novorossiysk

**2000-e**

Marine terminals are acquired in the Baltic and Far Eastern basins

**2018**

A shipping company is acquired

A corporate program to boost the birth rate and support motherhood and childhood is launched

**2022**

**2025**

A national logistics integrator is established

**1993**

Delo Freight Forwarding Company is founded in Novorossiysk

**2010-e**

A marine grain terminal is built in Novorossiysk

**2019**

Russia's largest operator of containers and rail flatcars is acquired at the auction

Rosatom State Corporation acquires a stake in Delo Group



**3.1** BLN USD

invested in developing terminals and infrastructure

# Delo Group in figures



**7**

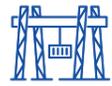
marine terminals

**3.5**

**MLN TEU/YEAR**  
marine terminals capacity

**10.5**

**MLN TONS/YEAR**  
grain terminal capacity



**46**

inland terminals

**3.6**

**MLN TEU/YEAR**  
inland terminals capacity



**40**

**THOUS.**  
container flatcars

**11**

**SEA VESSELS**

**220**

**THOUS. TEU**  
container fleet capacity



**11 000**

**EMPLOYEES**



# Business Geography

Baltic basin  
(St. Petersburg,  
Ust-Luga)

Saint  
Petersburg

Novorossiysk

Azov-Black  
Sea basin  
(Novorossiysk)

Nakhodka

Far Eastern  
basin (Nakhodka)

Land border crossings  
(Zabaykalsk)

**300** THOUS.  
TRANSPORTATION SOLUTIONS

== Transportation routes

⚓ 6 marine terminals  
and 1 grain terminal

📍 46 inland terminals in the largest  
industrial hubs and metropolitan areas

(Moscow, St. Petersburg, Kazan, Rostov-on-Don,  
Yekaterinburg, Novosibirsk, Krasnoyarsk, Irkutsk,  
Vladivostok and others)

### Transport corridors:

**East-West** (Vladivostok, Irkutsk,  
Krasnoyarsk, Novosibirsk, Yekaterinburg,  
Perm, Nizhny Novgorod, Moscow, Brest)

**North-South** (St. Petersburg, Moscow,  
Novorossiysk, Rasht, Astara, Tehran,  
Bandar Abbas / Chabahar)

**Northern Sea Route** (Vladivostok,  
Nakhodka, Anadyr, Tiksi, Dudinka,  
Arkhangelsk, Murmansk, St. Petersburg)

# 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 HANDLING\*

# NO. 1

IN CONTAINER HANDLING

# 10.5

MLN TONS/YEAR

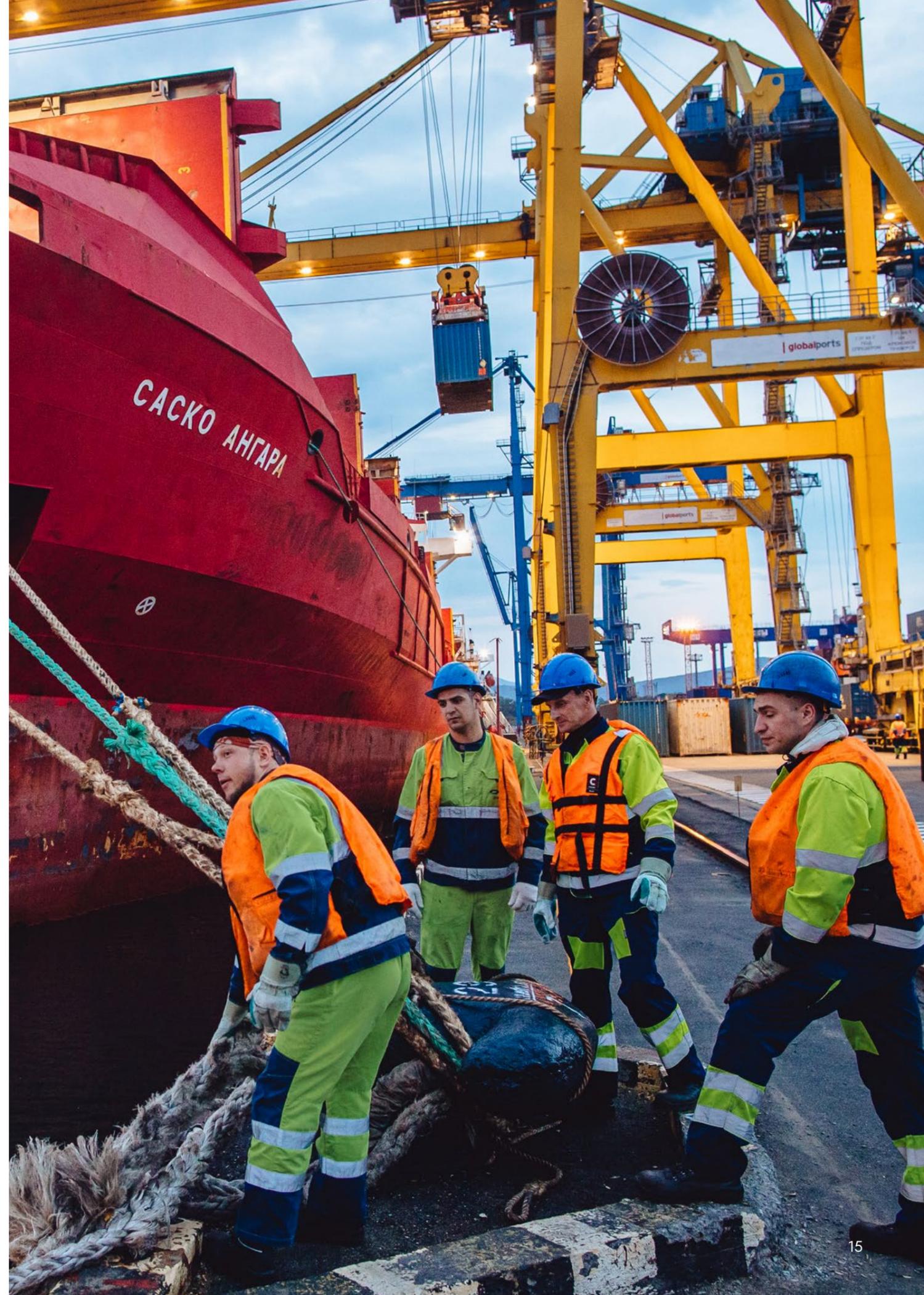
grain terminal capacity

# 3.5

MLN TEU/YEAR

marine terminals capacity

\*among Russian terminals

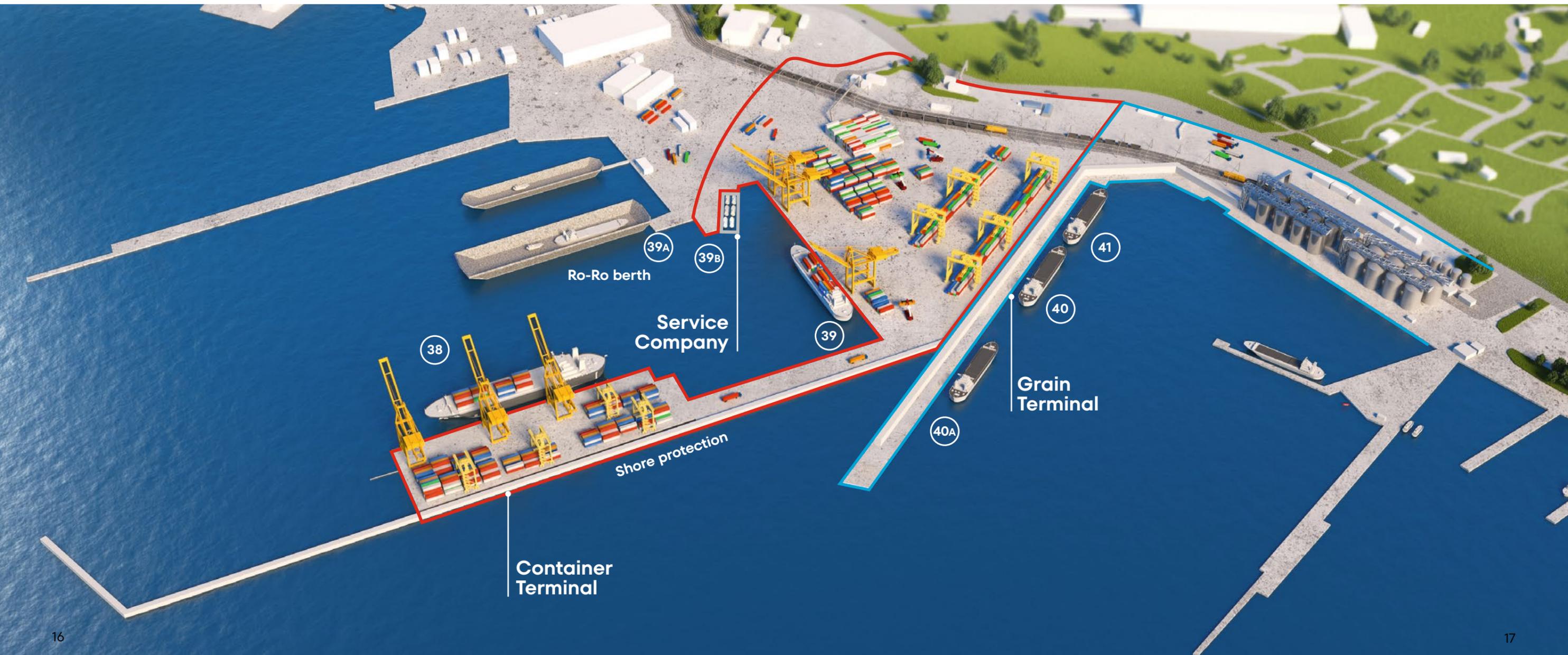


# Stevedoring assets in the Azov-Black Sea basin

Starting its journey in 1993 with freight forwarding services in the port of Novorossiysk, Delo Group has become one of the port's largest operators, securing a significant share of container and grain cargo turnover.

## Services

- Storage, warehousing, and handling 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
- Reception of grain cargo by both road transport and railway
- Handling of grain cargo
- Tug operations, agent services, and bunkering services in the port of Novorossiysk



# Operational Highlights

# 700

THOUS. TEU/YEAR

container terminal capacity in the port of Novorossiysk

# 57%

market share of marine container terminal in container turnover of Novorossiysk in 2025

# 10.5

MLN TONS/YEAR

grain terminal capacity

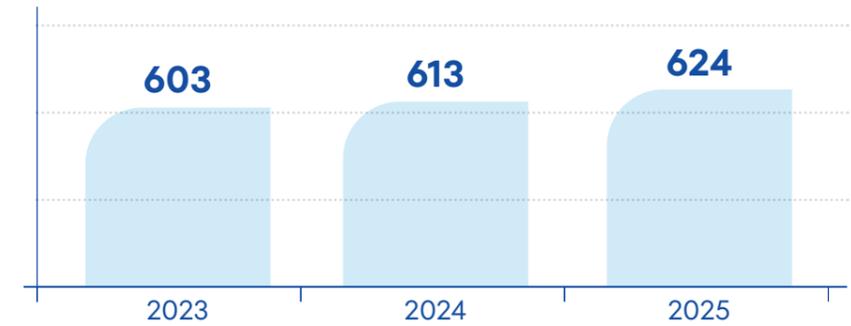
# 41%

grain terminal's share in grain exports from Novorossiysk in 2025

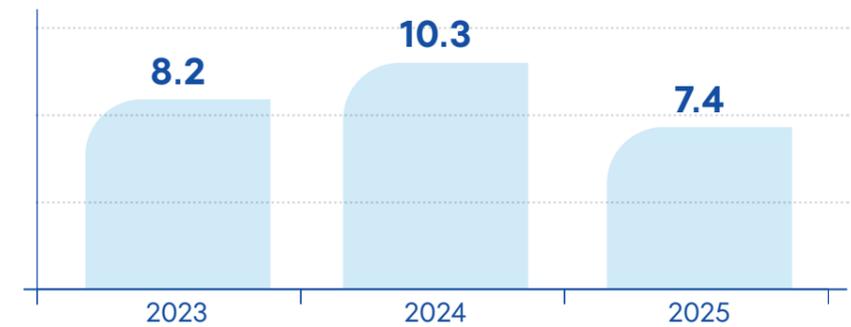
# 31%

share of terminals in dry cargo handling in the port of Novorossiysk in 2025

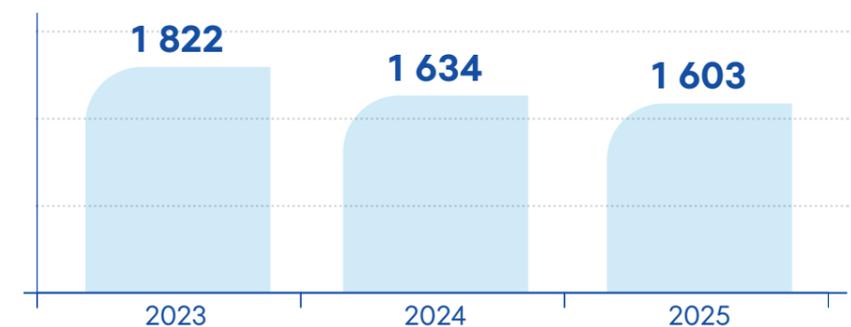
Container handling volume, thous. TEU



Grain handling volume, mln tons



Mooring operations



# Container Terminal

## Investment program:

### Implemented projects

- Construction and commissioning of unique deep-water berth No. 38
- Purchase and launch of new technological equipment: RTG 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
- Increasing terminal capacity to 1 mln TEU/year
- Construction of an office and amenity building



**360.7** MLN USD

invested in the project

# Terminal Highlights

**10**

THOUS. TEU

maximum vessel capacity

**700**

THOUS. TEU/YEAR

terminal capacity

**15<sub>M</sub>**

maximum berth depth

**970<sub>M</sub>**

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

## Investment program:

### 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 railway and road transport increased the speed of cargo acceptance
- Lab modernization — increasing incoming automotive cargo analysis speed due to automation 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



**217.5** MLN USD

invested in the project

# Terminal Highlights

**10.5**  
MLN TONS/YEAR

grain terminal  
capacity

**15.9<sub>M</sub>**

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**

TRUCKS/DAY

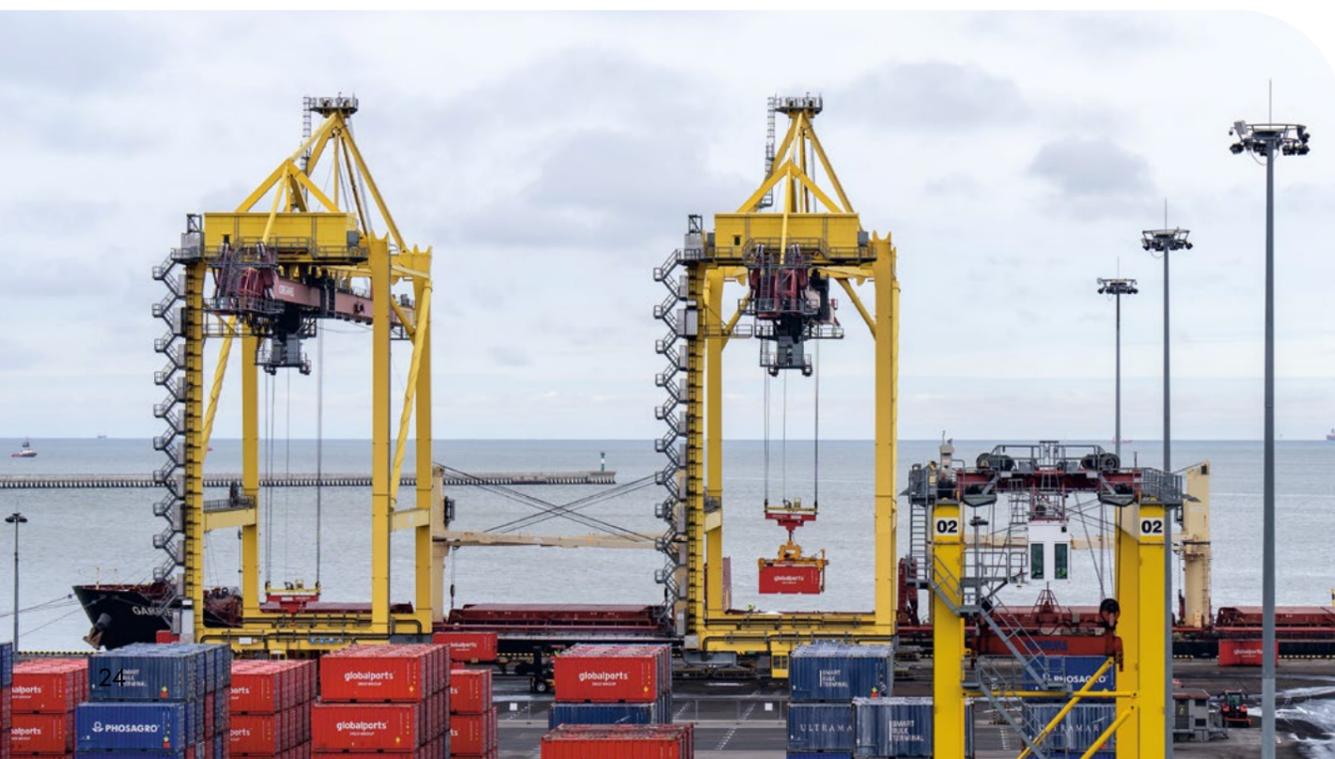
truck reception

# Stevedoring assets in the Baltic and Far Eastern basins

Delo Group owns 5 marine terminals in the Baltic region and the Far East

## Key services

- Handling containerized cargo
- Dispatching container trains
- Handling and storage of Ro-Ro cargo and vehicles
- Handling and storage of bulk and general cargoes
- Related IT services



## Terminal Highlights

# 2.1

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

## Bulk cargo handling complex in the Great Port of St. Petersburg

# 2.4

MLN TONS/YEAR

capacity

- Handling of mineral-carrying rail cars
- Use of efficient container technology for bulk cargo

## Operational highlights

# 736

THOUS. TEU

consolidated container turnover of Baltic basin terminals in 2025

# 365

THOUS. TEU

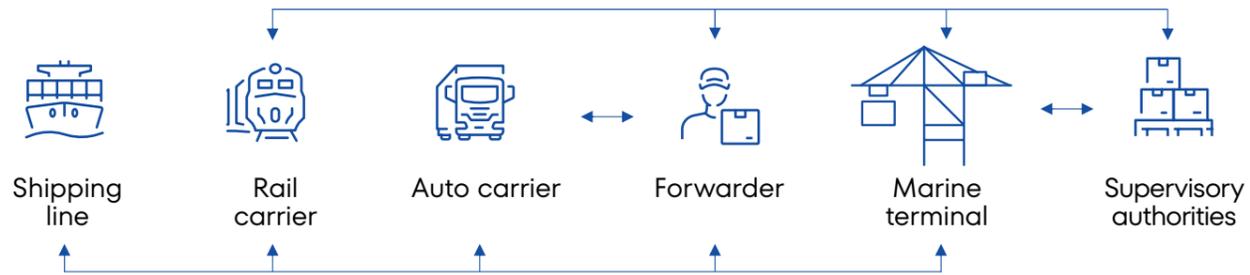
consolidated container turnover of Far Eastern basin terminals in 2025

# 6.6

MLN TONS

bulk cargo handling in the Baltic basin in 2025

# Digitalization of Services



## 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, loading and unloading lists, reports, real-time container tracking updates, rail cargo reception and delivery, regulatory oversight of documentation and container flow through terminals



## Online services

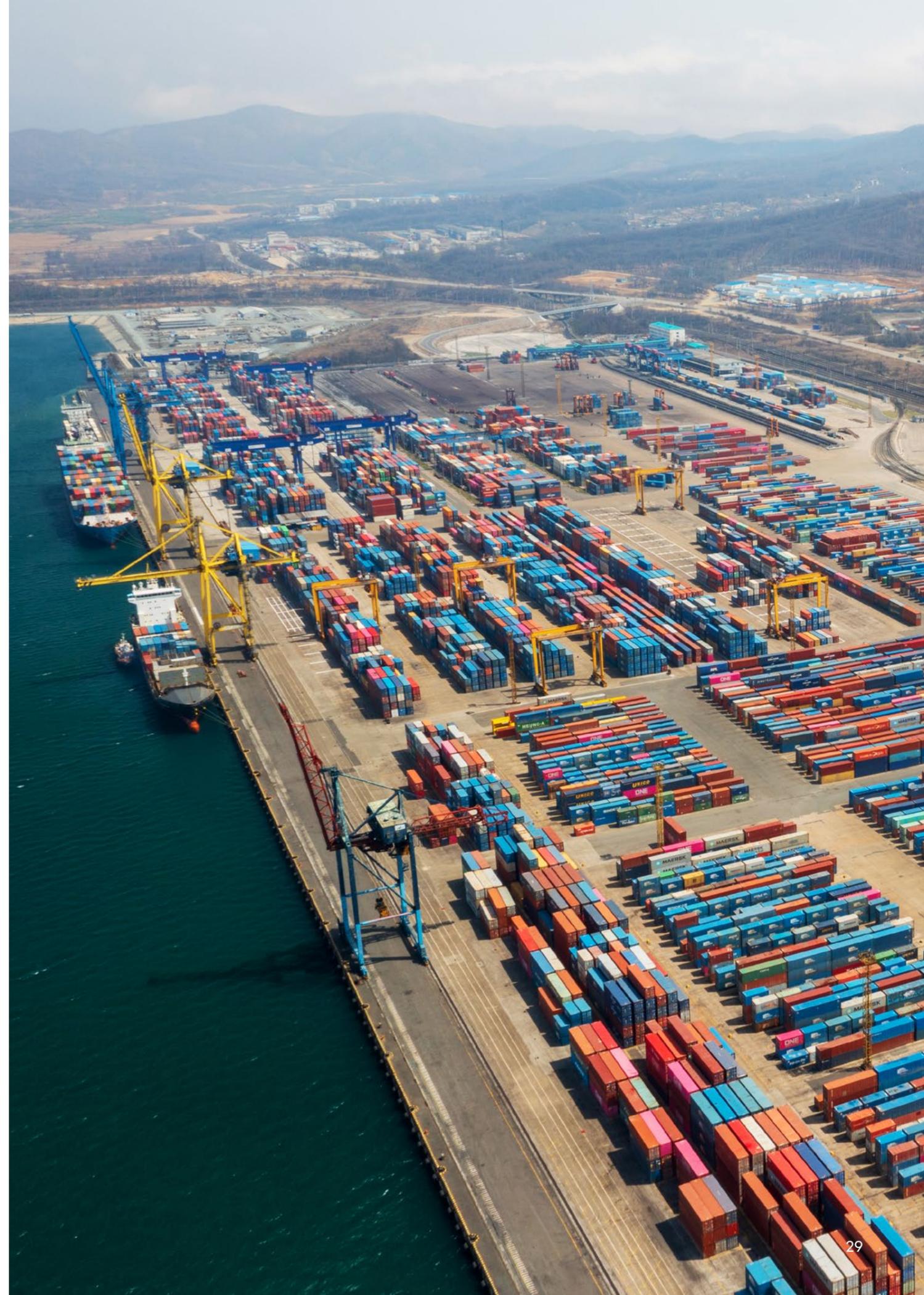
Inquiry by container number, schedule of ship calls and trains, checking the possibility of handling and storage of dangerous goods, inquiry into accreditation of trucking companies, vehicles, and drivers



# Investment program in the Far East

**1.7**  
MLN TEU/YEAR  
design capacity

Development of a transportation and logistics hub and expansion of marine container terminal capacity in Wrangel Bay, Primorye Territory



# 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



Russia's largest railway container operator



Broad geographical presence



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



Over 300,000 transport solutions available for container shipping in Russia and abroad



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



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



# 40

## THOUS.

container flatcars

# 46

## INLAND TERMINALS

in Russia

# 214

## THOUS. TEU

container fleet capacity

# 493

## UNITS

of road transport

# 90

## SALES OFFICES

connected by a unified information system

# 285

## UNITS

of loading equipment

# Investment Program

## Terminal network development

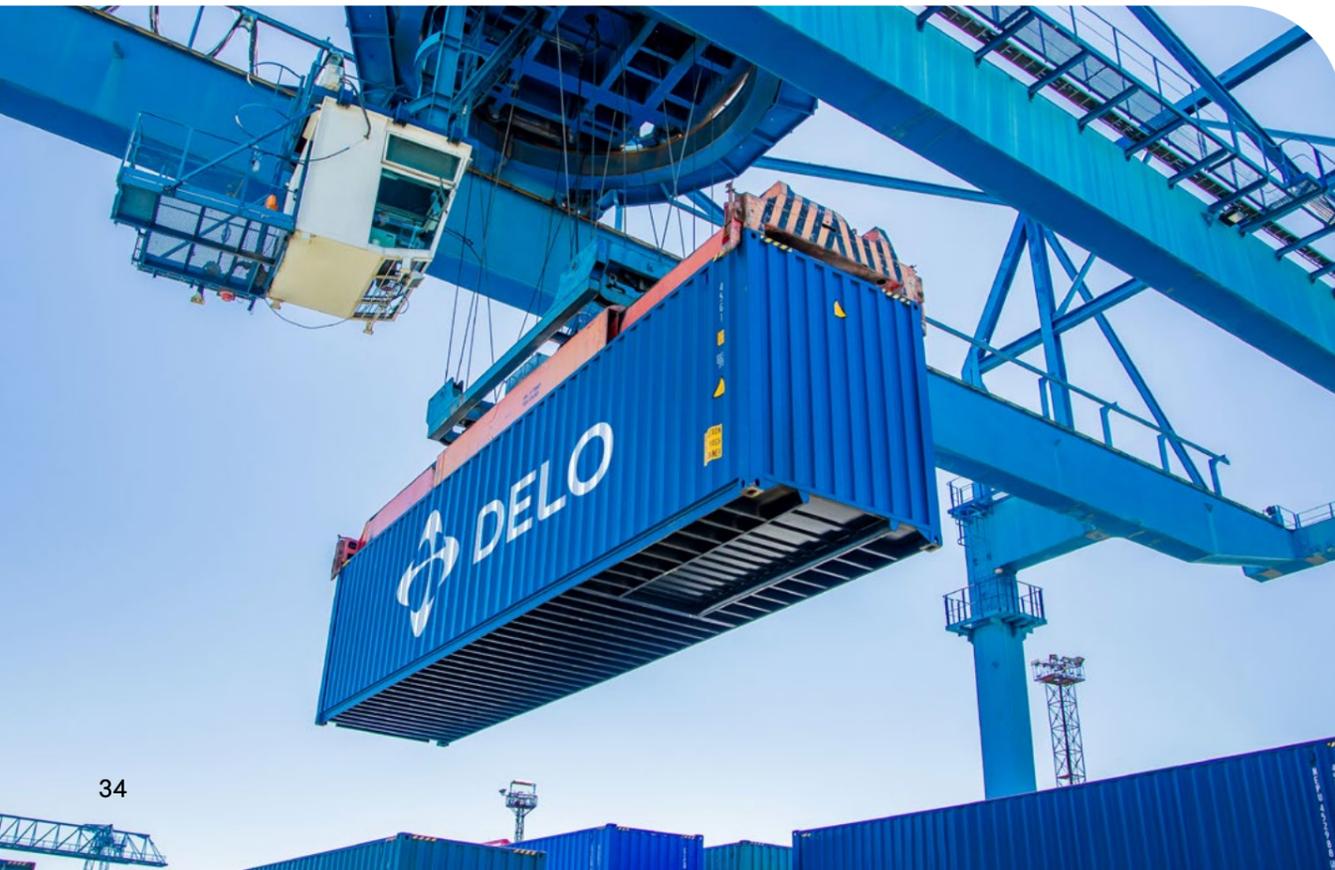
The network of inland terminals covering 34 Russian regions is a pillar of the country's container infrastructure.

Priority projects of the Moscow transportation junction:

- Construction of the Usady terminal with a capacity of 424 thous. TEU
- Reconstruction of the MANP terminal expanding its capacity to 350 thous. TEU

## Equipment procurement and renewal

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



## Improving client service quality

Development of the iSales platform — a modern and convenient tool for clients to order container transportation throughout Eurasia.

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

The service boasts more than 22,000 users, while the number of transport solution calculations exceeded 2.8 million in 2025.

### Benefits:

-  Self-service cost calculation
-  Online ordering and payment
-  Real-time order status monitoring
-  Cargo insurance

# Shipping



# Shipping

A major Russian carrier supporting supplies to and links between regions of the country's Far East.

## FLEET

11

vessels

3

ferries — transportation of passengers, train cars, trucks and light vehicles

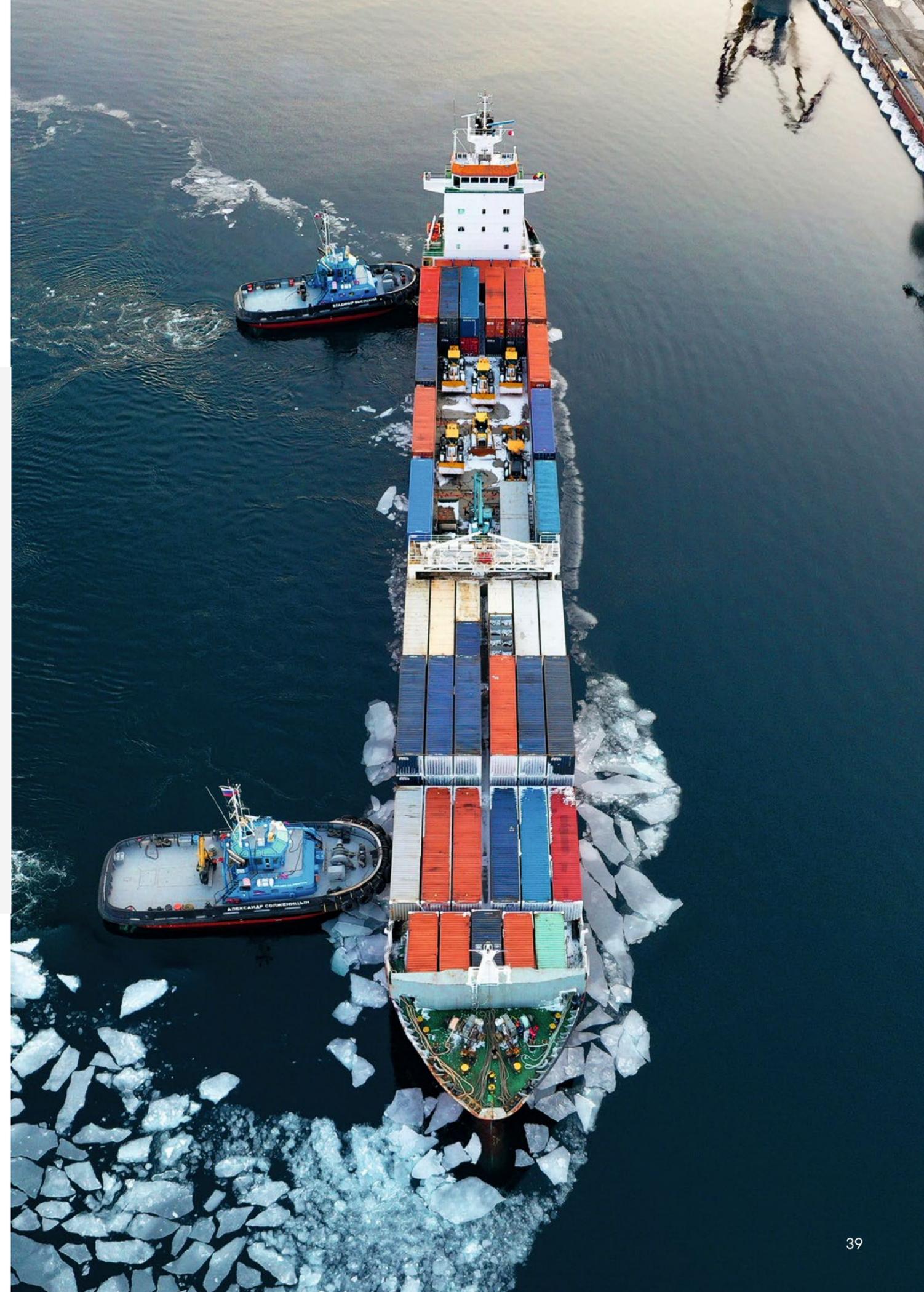
8

multi-purpose and specialized container ships — transportation of container, general and bulk cargo

1

tug

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

## NDTLP

A KEY CONTRIBUTOR TO THE DEVELOPMENT AND CREATION OF THE NATIONAL DIGITAL TRANSPORTATION AND LOGISTICS PLATFORM

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



Delivering IT expertise to Group companies and external clients



1C platform-based automation solutions



Industry business process re-engineering



ДЕЛО

# Contribution to Russia's National Development Goals



DELO

# Responsible business

EPS-rating  
of Delo Group

**AAA** LEADER

Delo Group aligns its operations with Russia's national development priorities — from economic stability and environmental stewardship to supporting families, and others. As a socially responsible company, the Group takes a holistic approach to caring for people and the environment. This builds the trust of the state and society. Our top-tier "Ecology. Personnel. State" (EPS) rating reflects the Group's tangible, systematic contribution to national development



# Priority Areas

## Environment: climate action and resource efficiency

- Minimizing environmental footprint
- Reducing carbon footprint (Scope 1 and 2 emissions)

## Personnel: caring for employees and local communities

- Corporate program to boost birth rates and support motherhood and childhood (corporate demographic standard)
- Boosting engagement and retaining talent
- Talent development
- Social investments in development initiatives and charitable projects in the regions where we operate

## Occupational health and safety

- Creating safe working conditions for employees and contractors
- Minimizing industrial incidents

## State: sustainable supply chain

- Integrating business reputation criteria (EPS-rating) into procurement
- Implementation of responsible business principles into suppliers and contractors relations

# Demographics

Our employees are Delo Group's core value. That is why we are committed to providing them with decent working conditions, ample opportunities for both professional and personal growth, and social well-being.

## Program to increase the birth rate and support motherhood and childhood

Encouraging higher birth rates and elevating the status of large families by supplementing state support with additional company measures

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

Support is available to 11,000 employees across the regions of the Group's operation, from the Baltic Sea to Sakhalin.

### Basic principles:

#### Progressive scale

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

### RUB 1 million

corporate family capital financial assistance at the birth of a third child

### Family car

at birth of fourth child the Company provides a seven-seater, Russian-assembled car at the birth of a fourth child

### More than 90%

of employees are covered by the digital platform for patronage over large families and pregnant women



The Gerasimenko family, Novorossiysk



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.



Sergey Shishkarev, Chairman of the Board of Directors of Delo Group, serves on the Presidential Council for the Implementation of State Demographic and Family Policy.



He also leads the working group on improving corporate practices to support birth rates and implementing the corporate demographic standard.

The program was presented to the **President of Russia V.V. Putin in 2024**

# Support for Sports

For many years, the Group's companies have carried out projects in professional and youth sports at both the national and club levels, contributing to the growth of handball and volleyball in Russia.

Delo Group companies are sponsors of:



Handball Federation of Russia



Chernomorochka women's handball club



CSKA women's handball club



CSKA men's handball club



Kuban women's handball club



Skif handball club



Dinamo Anapa women's volleyball club



Zilant handball club



## Delo Group promotes sports and works to engage 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 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.



УЛКТ  
ГРУПА КОМПАНИЈА ДЕЛО

**Bridging distances.  
Shaping tomorrow.**



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