



# Delo

Brings Leaders  
Together

'24 Sustainability  
Report



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# Message from the Management of Delo Group

GRI 2-22

## Respected colleagues and partners,

We are pleased to share with you Delo Group's Sustainability Report, which discloses our key achievements and endeavours in 2024.

This year marked an important milestone as the Group's 2035 Sustainability Strategy was approved. Central to our shared business vision, this Strategy outlines a clear path towards maintaining and strengthening Delo Group's role as a leader in green logistics, which is a key factor in securing our global competitive advantage. This Strategy clearly identifies our priorities, goals and key performance indicators.

In the coming years, we will focus our efforts on streamlining our approaches to the effective management of Delo Group's sustainability agenda, increasing the proportion of energy from renewable sources at our infrastructure facilities, and implementing socially significant projects and programmes for our employees and the communities in which we operate.

We are committed to taking a conscious approach to our environmental impact, and we encourage our customers and partners to do the same. A significant milestone for us was the launch of Delo Group's Carbon Footprint Calculator in 2024. This tool is available on our official website and allows anyone to calculate how transporting their cargo would affect the environment.

For Delo Group, people are the main value and key driving force. We foster a positive and supportive environment for work and growth, prioritise safety, and support our employees' families. Proactive measures were implemented in 2024, helping to reduce the number of workplace accidents.

We are particularly proud of our efforts to support employees with children. In 2024, a total of 22 families received "corporate family capital" of RUB 1 million upon the birth of their third or subsequent child, bringing the total investment in supporting motherhood and childhood to approximately RUB 100 million.

At the end of the year, Sergey Shishkarev, Chairman of the Board of Directors of Delo Group, personally pitched the Group's progressive demographic programme to Russian President Vladimir Putin, who endorsed the Group's initiatives to boost the birth rate. Two months later, Delo Group's founder was appointed to the Presidential Council for the Implementation of State Demographic and Family Policy.

We also contribute to the development of the communities in which we operate. To this end, we helped to rebuild the town square in Kholmsk and supported the Green Harbour eco-park.

Digitalisation is a driving force behind more efficient and improved customer service. We use cutting-edge technology to provide a customer experience that helps us build long-term relationships with our customers. As we transition to domestic IT solutions and pursue technological sovereignty, we are proactively developing our own in-house software and adopting solutions offered by Russian software developers. In 2024, at one maritime terminal, we replaced all imported user workstations with Russian-made alternatives — from operating systems to application solutions.

Our sustainability strategy and ongoing efforts help us to achieve both the UN Sustainable Development Goals (UN SDGs) and Russia's National Development Goals. In recognition of these efforts, we have been awarded the ESG Excellence Award, the Corporate Philanthropy Leaders Award and the ECG Rating Award in appreciation of our contribution to achieving national goals.

These accomplishments were made possible thanks to the efforts of everyone at Delo Group and the trust placed in us by our partners and customers. The successes of 2024 inspire us to forge ahead and strengthen our position as a leader in the responsible and sustainable logistics of tomorrow.

# Delo opens up new horizons

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 Sea

Far East

**300,000**  
transportation solutions

**No. 1**  
in container transshipment  
operations in Russia<sup>1</sup>

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

Our goal

To be among  
**the top 10**  
logistics companies globally by 2035



1

About Delo Group



# Group Summary

GRI 2-1   GRI 2-6

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.

## 30+ years in business

the Group began operating in 1993

## 18.3 mln tonnes

of non-containerised cargo (bulk, general and break bulk) transhipped in 2024

## 4.9 mln TEUs

of containerised cargo transhipped in 2024

## Our business

Delo Group (the Group, Delo) provides container, grain, RoRo, general cargo and bulk transportation services across all stages of the multimodal transportation chain both in Russia and internationally. By developing multimodal transport routes and international transport corridors, Delo Group opens new markets and opportunities for Russian importers and exporters. The Group contributes to the improvement of transport connectivity across Russia's regions, making a significant contribution to the country's social and economic development, ensuring uninterrupted logistics and transport autonomy.

The Group's core businesses are stevedoring, transportation and logistics, shipping and information technology. The Group operates 9 maritime terminals and 45 inland terminals. The total annual handling capacity of the maritime terminals is 3.9 million TEUs and 10.5 million tonnes of grain, while the annual capacity of the inland terminals is 3.5 million TEUs. The Group operates a fleet of 41,000 flatcars and containers with a total capacity of 230,000 TEUs, as well as its own fleet of ships.

The Group's parent company is Delo Management Company LLC ("Delo MC").

## Our values


**Reliability**

**Social Responsibility**

**Technological Excellence**

**Trust and Openness**

**Customer Focus**

**Teamwork**

**Pursuit of Excellence**

## Commitment to sustainability

We view sustainability as an important business imperative that is closely linked to our corporate values. The Group aims to balance its economic performance with social and environmental responsibility by strictly adhering to its social, corporate and environmental commitments. Delo Group's commitment to sustainability and pursuit of new technologies has made it a leader in Russia's green logistics sector, which aims to minimise the industry's environmental impact. We are implementing initiatives to reduce our carbon footprint and increase our use of renewable energy, as well as developing an efficient environmental management system.

In the social sphere, we continue to prioritise the care for and development of our employees and the support of the communities in which we operate. This includes charitable initiatives, healthcare, education, sports and large-scale infrastructure projects.

The Group's corporate governance system is aligned with best business practices that promote transparency, accountability and ethics. There is a dedicated task force responsible for sustainability management, with strategic policies and regulations in place to cover all aspects of this.

In 2024, we created the 2035 Sustainability Strategy to ensure a comprehensive approach to sustainability. This Strategy integrates sustainability objectives into each of the Group's business processes and sets common guidelines for all of its companies.

## Delo Group's sustainability investments in 2024

> RUB 1 bln  
social guarantees for employees

RUB 749 mln  
occupational health and safety

RUB 162 mln  
environmental protection

RUB 395 mln  
infrastructure investments and services supported



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# Business Geography

GRI 2-1

GRI 2-6

Baltic Basin

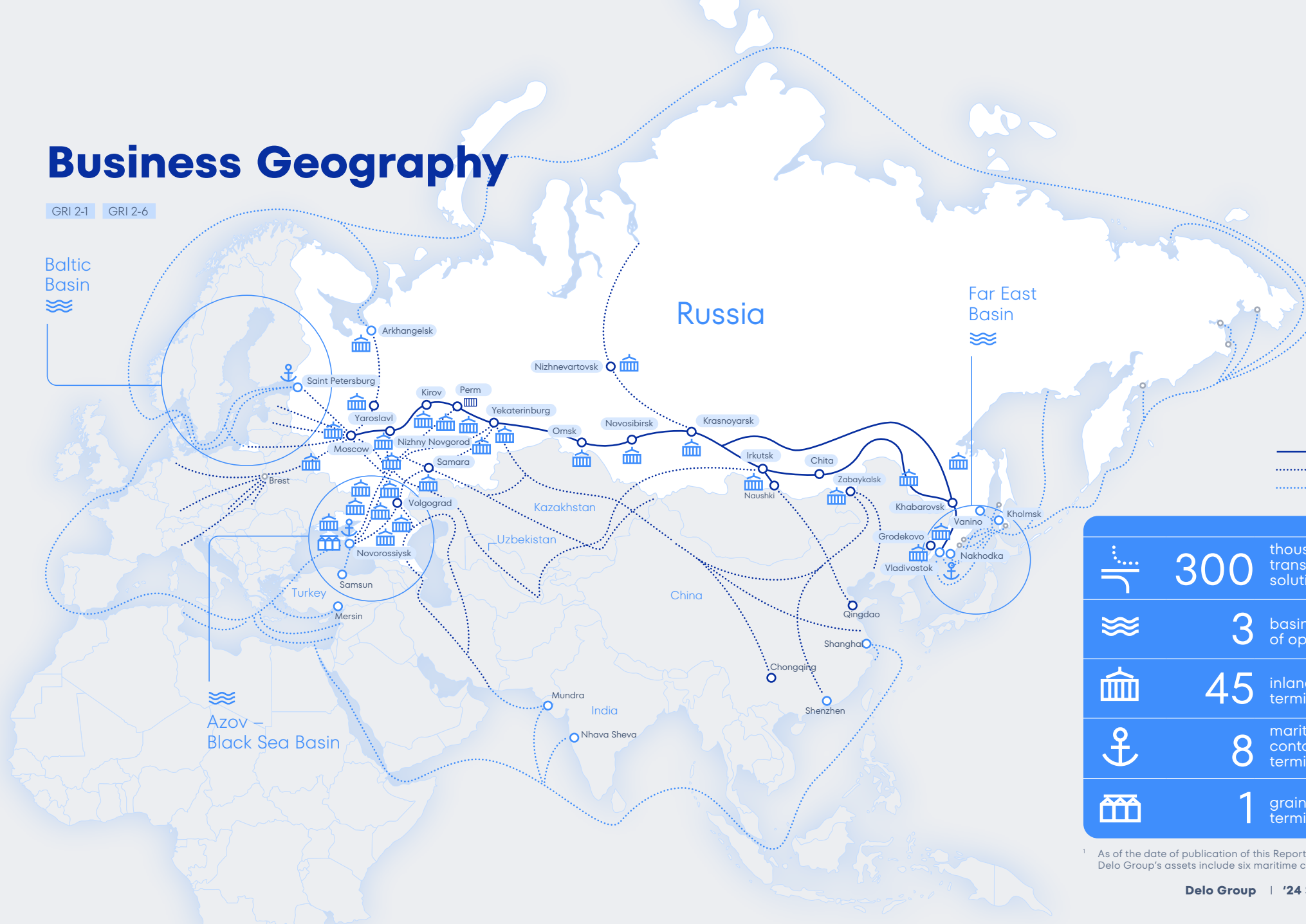


Russia

Far East Basin



Azov – Black Sea Basin



— Main routes  
 ..... Overland routes  
 - - - - - Sea routes



300 thousand transportation solutions



3 basins of operation



45 inland terminals



8 maritime container terminals<sup>1</sup>



1 grain terminal

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

# Strategy and Business Model

GRI 2-6

Delo Group provides a wide range of logistics services, regardless of the route length<sup>1</sup> or the complexity of the logistics chain. This approach meets the needs of our customers and keeps our services competitive.

In May 2024, we identified our focus areas and adopted Delo Group's strategic vision until 2035.



Our ambitious goal set for 2035 is to become the undisputed leader in container logistics in Russia and to be among the top 10 logistics companies globally.

**Sergey Shishkarev,**  
Chairman of the Board of Directors, Delo Group

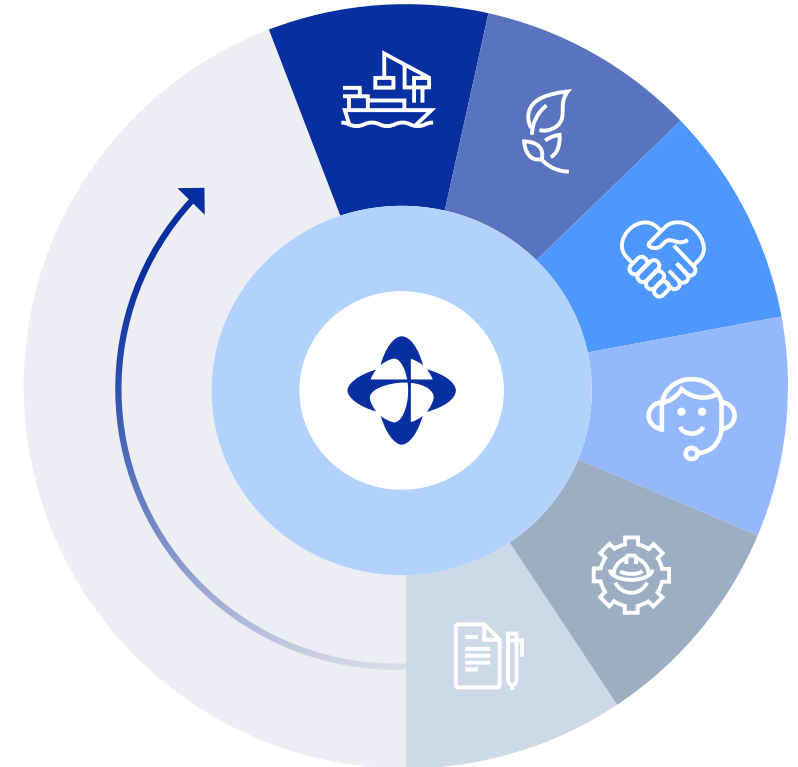
## Strategic goals

- ① Become one of the top 10 logistics companies globally
- ② Become one of the top 3 Russian grain exporters
- ③ Achieve at least a 50% share of international revenue
- ④ Ensure Russia's transport sovereignty
- ⑤ Maintain a stable and sustainable business

<sup>1</sup> "Route length" means the distance between the point at which goods are loaded onto the carrier and the point at which they are unloaded to the intended recipient.

<sup>2</sup> "Organic growth" means growth achieved by improving, expanding and modernising the Group's existing assets, and by making its business processes and infrastructure more efficient. This occurs within markets in which the Group already operates. In contrast, "inorganic growth" involves expanding the business by acquiring new companies or entering new markets, including those outside the core business. This includes mergers and acquisitions, as well as investments in new business areas, geographical regions or related industries.

## Key drivers of organic and inorganic growth<sup>2</sup> for the Group



Creating an international maritime container operator

Developing a vertically integrated grain company (VIC)

Developing strategic partnerships with industry players and cargo owners

Improving operational efficiency and customer experience, including through digitalisation

Transitioning to an integrated business model and transforming the management system

Developing new business areas

# Business model and value chain

GRI 2-6

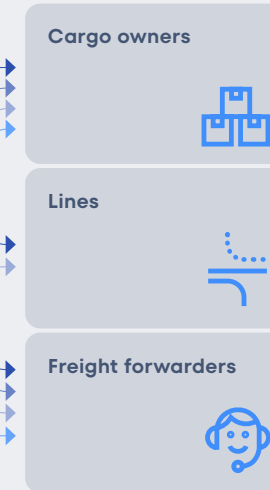
## Services

- ▶ Operator services
- ▶ Integrated transport services

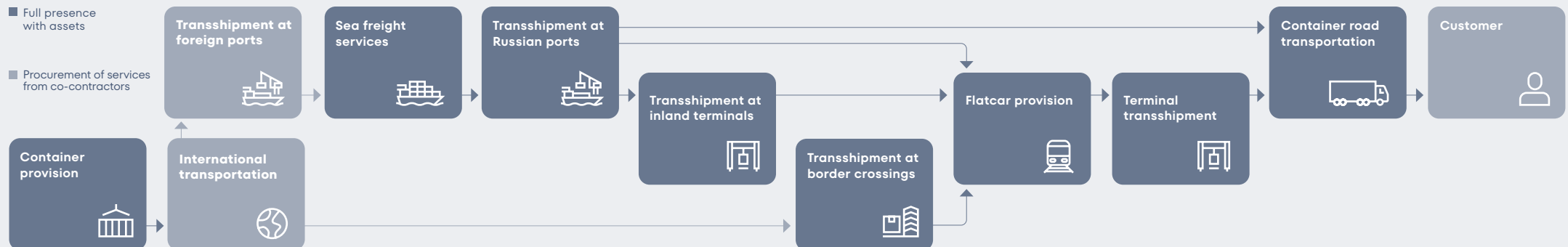
## Divisions



## 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.



## Employees

> RUB **13** bln  
spent on payroll

RUB **749** mln  
spent on OHS

RUB **80** mln  
spent on employee training



## Local communities

> RUB **162** mln  
spent on environmental protection

RUB **395** mln  
invested in infrastructure and services supported

> RUB **1** bln  
spent on supporting mass sports



## Business partners

> RUB **26** bln  
in purchases from Russian suppliers

> RUB **8** bln  
in purchases from SMEs



## State

RUB **98** mln  
spent on family and parenting support programmes

RUB **70** mln  
spent on projects to develop and implement Russian IT solutions



## Customers

> **23,000**  
iSales and Unified Customer Portal users

> **250,000**  
transportation solution requests processed in 2024



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# Key Performance Indicators in 2024

NG 5-3<sup>1</sup>

## Stevedoring Division

The Group's Stevedoring Division includes terminals in the Azov-Black Sea, Baltic and Far East basins, which are key regions for international cargo flows.

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.

<sup>1</sup> Indicators according to the Methodology for Assessing Business Contribution to the National Development Goals of the Russian Federation developed by the National ESG Alliance.

<sup>2</sup> Among Russian ports.

<sup>3</sup> Among Russian terminals.

## Operational highlights

**No. 1**

in container transshipment operations<sup>2</sup>

**3.9**

mln TEUs/year  
capacity of maritime container terminals

**No. 1**

in grain transshipment operations<sup>3</sup>

**10.5** mln  
tonnes/year

capacity of grain terminal

**1,600**

mored vessels in 2024

**RUB 27.5** bln

investment in the development of grain and container terminals in Novorossiysk in 2023–2027



# Key Performance Indicators

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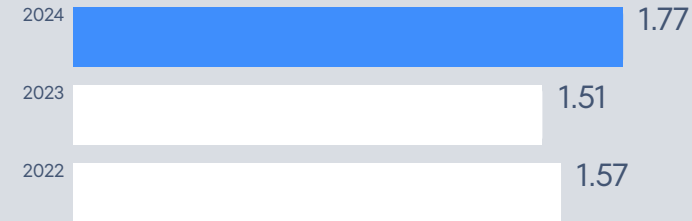
Responsible Business Practices

Innovation and Digitalisation

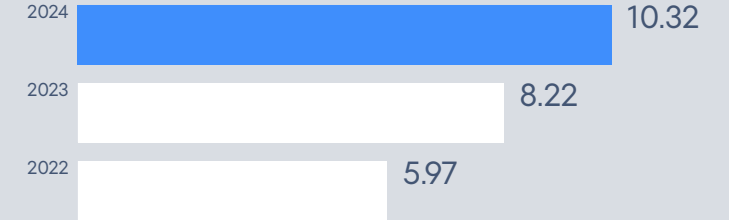
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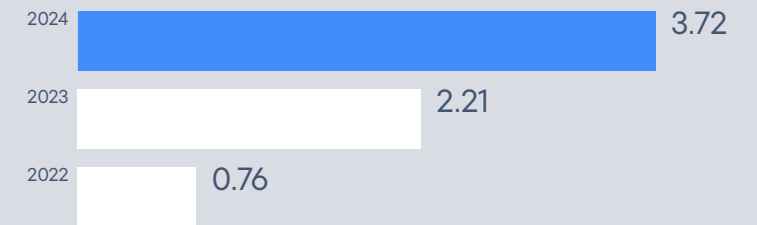
## Delo Group container turnover in Russian seaports, mln TEUs



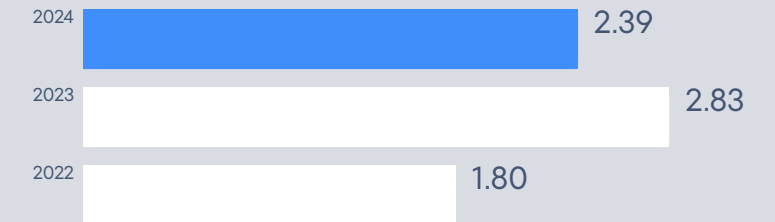
## Grain transshipped by Delo Group, mln tonnes



## Mineral fertilisers transshipped by Delo Group, mln tonnes



## Coal transshipped by Delo Group, mln tonnes



# Transportation and Logistics Division

Delo Group operates cargo delivery services across all stages of the multimodal transport chain.

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 forwarding and customs clearance services.

Delo Group's Transportation and Logistics Division operates the largest fleet of containers and flatcars in Russia, as well as 45 inland terminals across 35 Russian regions. The Group's own infrastructure and integrated door-to-door transportation and logistics solutions enable the delivery of containerised cargoes to any destination not only in Russia, but also in CIS countries, Europe and Asia.



## Key advantages

Leader in container rail transportation in Russia

Integrated business model aimed at maximising synergies across the asset base

Wide geographical footprint

**>300,000**  
available container transportation solutions in Russia and abroad

**221,000** TEUs  
holding capacity of container fleet

**407**  
motor vehicles

**41,000**  
flatcars

**235**  
handling machines



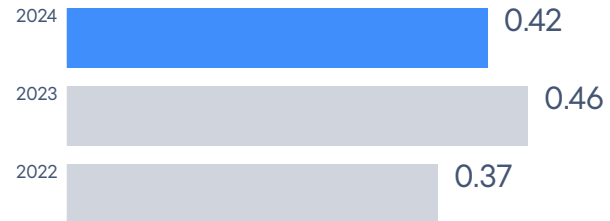
<sup>1</sup> Source: Russian Railways.



# Key Performance Indicators

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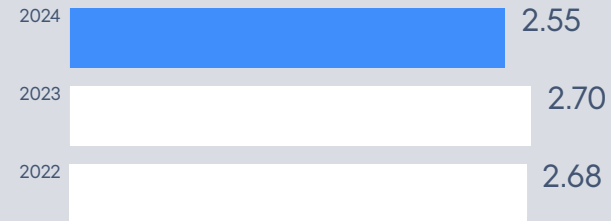
## Containerised cargo forwarded by Delo Group<sup>1</sup>, mln TEUs



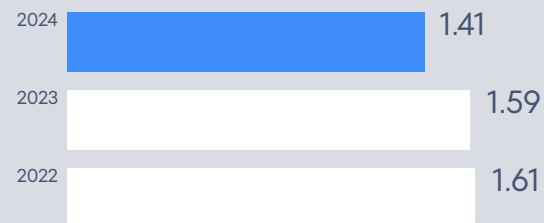
**3.5** mln TEUs/year  
capacity of inland terminals

<sup>1</sup> Freight forwarding is a one-stop service that includes organising and handling every stage of cargo transportation, from consignor to consignee.  
<sup>2</sup> A container terminal is a logistics hub where containers are handled. This involves the following container operations: arrival and dispatch (delivery to and release from the terminal), customs clearance, temporary storage, sorting, loading and unloading of cargo, and maintenance.

## Containerised cargo transported by rail by Delo Group, mln TEUs



## Containers transshipped at Delo Group terminals<sup>2</sup>, mln TEUs



# 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. All vessels are ice-rated and can transport a wide range of cargo, including containers, equipment, general, bulk and break bulk cargo, as well as timber and wood products.



## Operational highlights

12

vessels in the Shipping Division's fleet:

1

tugboat

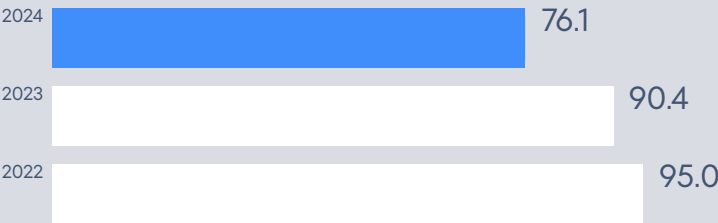
3

diesel-electric vessels for transporting passengers, railcars, freight and light vehicles

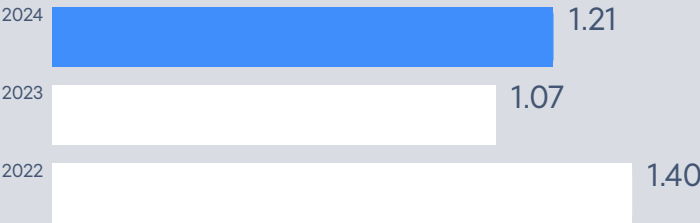
8

multi-purpose and specialised container vessels for transporting containerised, general and bulk cargo

### Containerised cargo transported by the Shipping Division, thousand TEUs



### Non-containerised cargo transported by the Shipping Division, mln tonnes



>18,000  
passengers carried in 2024

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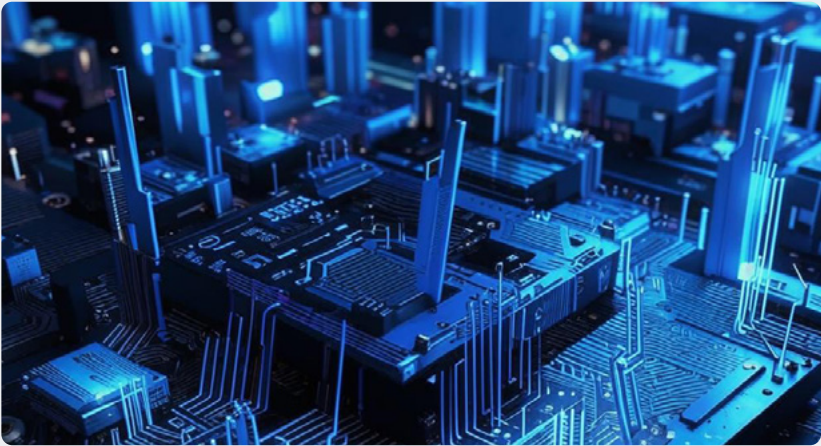
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# Digitalisation

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.

Consolidating all of the Group's IT assets under a single integrator has enabled us to create a unified service architecture, streamline management processes and reduce development costs. Our team of highly qualified specialists is now focused on developing a new generation of digital products, including ML forecasting<sup>1</sup>, integration with logistics platforms and creation of solutions that surpass those of our foreign competitors, with the aim of increasing the efficiency of logistics processes.



<sup>1</sup> Machine learning forecasting (ML forecasting) refers to the use of specialised algorithms and models to analyse historical data and predict future events, values or trends.  
<sup>2</sup> The portal facilitates the management of transport orders.  
<sup>3</sup> It is designed to manage cargo transshipment operations at a terminal. This includes vehicle entry management, ensuring the automatic registration and monitoring of vehicles entering the terminal.

**25**  
strategic projects

**65**  
digital services

**>23,000**  
iSales<sup>2</sup> and Unified Customer Portal users

**>4,900**  
Unified Customer Portal<sup>3</sup> users

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# Partnerships and Memberships in Associations and Initiatives

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Delo Group recognises the importance of developing partnerships and participating in professional associations as a means of achieving strategic operational goals and strengthening its position in the market. By joining industry associations, the Group can engage in dialogue with the business community and regulators, promote advanced approaches to sustainable development, and contribute to the creation of industry standards.

Delo Group actively collaborates with various specialised organisations.

- ① The Association of Commercial Sea Ports (ASOP)
- ② The World Cargo Alliance (WCA World)
- ③ The Eurasian Union of Rail Freight Traffic Participants
- ④ The Organisation for Co-operation between Railways
- ⑤ The All-Russian Industrial Association of Employers "Russian Chamber of Shipping"
- ⑥ The Russian Union of Industrialists and Entrepreneurs (RSPP)
- ⑦ The Russian Grain Union
- ⑧ The Russian Union of Chemists
- ⑨ Other associations and organisations



The Group's representatives are actively involved in the work of several state commissions responsible for implementing national projects, such as "Effective Transport System", "International Cooperation and Export" and the comprehensive project "Development of the Arctic Zone of the Russian Federation and the Northern Sea Route".



Delo Group is one of the founders and an active member of the National ESG Alliance. By implementing projects that promote social development and environmental protection in the regions where it operates, the Group contributes to achieving Russia's national goals in transitioning to a sustainable development model. The Group's representatives regularly attend the Alliance's profile committees' and task forces' meetings, helping to shape the country's approach to key areas of its sustainable development agenda.



The Group is also a member of the Digital Transport and Logistics Association (DTLA), an industry-wide organisation that brings transport industry leaders together to collaborate on digitalising logistics processes. The Group's membership in DTLA enables it to share its expertise and best practices, and to participate in setting regulatory and technological standards aimed at improving the industry's efficiency and sustainability.

# Our awards

Delo Group continues to demonstrate its commitment to the highest standards of social responsibility and sustainability, thereby reaffirming its status as an industry leader. We have received a number of prestigious awards and prizes in recognition of our achievements in corporate social responsibility and our support for government initiatives.

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Achievements of Delo Group's divisions<sup>1</sup> are recognised by the professional community, as evidenced by the Group divisions' high rankings in leading sustainability ratings such as the EPS Rating, RBC & NCR ESG Index, AKRA ESG Rating and RAEX ESG Ranking.

<sup>1</sup> In the previous reporting period, the term "subholding" was used; in the current period, however, the term "division" is used instead. For the purposes of Delo Group's sustainability reports, the two terms are equivalent.



## EPS Rating Award

Delo Group received the Ecology, Personnel, State (EPS) Responsible Business Rating Award in recognition of its contribution to achieving national goals. The awards ceremony took place in Saint Petersburg as part of the 2024 Saint Petersburg International Economic Forum.

The EPC Rating assesses businesses' contribution to national development goals based on a comprehensive evaluation of their integrity, social responsibility and environmental performance. The award is given to interregional companies that are ranked highest in the EPC Rating (AAA or Leader) and that demonstrate a consistent commitment to responsible business practices across all their enterprises.



## Business Flagships

We were among the winners of the All-Russian RSPF competition entitled "Business Flagships: Dynamics, Responsibility, Sustainability — 2024". The competition aims to promote sustainable business development that aligns with Russia's long-term economic interests. Delo Group won the award in the category "Supporting Working Parents, Families, Motherhood and Childhood".



## ESG Excellence Award

Delo Group's corporate social project won first place in the 2024 ESG Excellence Awards. The award celebrated the Group's programme to increase the birth rate and support motherhood and childhood, which was initiated by Sergey Shishkarev, the Chairman of the Board of Directors of Delo Group. The award was presented at the Sustainable Development of Territories and Human Potential forum in Moscow.



# 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.

## 5 UN SDGs prioritised by Delo Group



## 3 additional UN SDGs



In 2024,

we finalised the Group's  
2035 Sustainability Strategy.



**2**  
Sustainability  
at Delo Group



# Sustainability Strategy

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.

We adopted a comprehensive approach to developing our Sustainability Strategy, paying close attention to data analysis and aligning our key focus areas. In 2022, we started creating a sustainability risk matrix, which formed the groundwork for selecting strategic focus areas and became a vital tool in the planning process.

The Sustainability Strategy was developed through extensive dialogue with internal and external stakeholders. All of the Group's divisions played an active role in this process by conducting surveys, holding working sessions and

organising consultations. In 2022 and 2023, we also conducted customer surveys to identify key sustainability risks. The Skolkovo Centre for Sustainable Development provided significant methodological support in developing the Sustainability Strategy. This comprehensive approach ensured that the Sustainability Strategy was developed thoroughly and took into account a wide range of stakeholders' interests.
















The Group holds a dominant position among Russian transport and logistics companies in terms of sustainable development.

Implementing the Sustainability Strategy will consolidate our position as a leader in green logistics, help us to shape a sustainable business model and strengthen our position in relevant ratings.

We are currently developing a roadmap and detailing our objectives for the coming years to ensure the consistent and effective implementation of our planned initiatives.

























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Strategic focus area	Key initiatives	Main objectives	Relevant UN SDGs and Russia's National Development Goals until 2036
<b>1.</b> <b>Caring for employees and local communities</b>	Improving the personnel management system	<ul style="list-style-type: none"> <li>Ensure competitive remuneration</li> <li>Diversify recruitment channels</li> <li>Launch a referral programme</li> <li>Provide relocation support</li> <li>Promote CV automation and creating a centralised CV database</li> </ul>	<b>UN SDGs</b>     <b>Russia's National Development Goals until 2036</b>   
	Improving employee engagement and retention	<ul style="list-style-type: none"> <li>Improve employee engagement</li> <li>Build a talent pool</li> <li>Develop managerial and leadership skills among managers</li> <li>Implement social programmes</li> <li>Create conditions for self-fulfilment and increased motivation</li> <li>Communicate achievements</li> <li>Develop a network of sustainability ambassadors</li> </ul>	
	Developing human resources potential	<ul style="list-style-type: none"> <li>Strengthen the employer brand</li> <li>Develop value propositions</li> <li>Cooperate with universities and vocational schools</li> </ul>	
	Investing in social development and charitable projects in the regions where the Group operates	<ul style="list-style-type: none"> <li>Implement social projects in host towns and cities</li> <li>Implement a unified philanthropy framework</li> <li>Implement joint initiatives with partners</li> <li>Expand the reach of the Atmosphere Charitable Foundation</li> </ul>	
<b>2.</b> <b>Occupational health and safety</b>	Ensuring safe working conditions for employees and contractors	<ul style="list-style-type: none"> <li>Develop a culture of safety (annual knowledge tests, Delo Group experience-sharing meetings, occupational health check-ups, etc.)</li> </ul>	<b>UN SDGs</b>     <b>Russia's National Development Goals until 2036</b>    
	Aiming for zero injuries and reducing near misses (potential hazards)	<ul style="list-style-type: none"> <li>Set up teams to investigate high-risk incidents, analyse root causes and develop preventive measures</li> </ul>	
	Minimising industrial incidents	<ul style="list-style-type: none"> <li>Collect and analyse data on all types of incidents, including microtraumas and minor incidents, to improve safety</li> </ul>	

## Russia's National Development Goals until 2036

- 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
- 6 Technological leadership
- 7 Digital transformation of state and municipal administration, the economy, and social sphere

## Delo Group's strategic sustainability focus areas and key initiatives (continued)

Strategic focus area	Key initiatives	Main objectives	Relevant UN SDGs and Russia's National Development Goals until 2036
<b>3.</b> <b>Climate and efficient use of natural resources</b>	Improving the use of natural resources	<ul style="list-style-type: none"> <li>Improve the environmental management system</li> </ul>	<b>UN SDGs</b>     <b>Russia's National Development Goals until 2036</b>    
	Minimising environmental and social impact	<ul style="list-style-type: none"> <li>Increase the share of separately collected waste (SCW)</li> <li>Promote rational use of resources</li> </ul>	
	Reducing Scope 1 and 2 carbon footprints	<ul style="list-style-type: none"> <li>Switch to bilateral corporate Power Purchase Agreements (PPAs) for low-carbon and renewable energy supplies</li> <li>Promote fuel savings through improved operational efficiency of business processes</li> <li>Increase the share of electric-powered equipment</li> </ul>	
<b>4.</b> <b>Sustainable supply chain</b>	Incorporating sustainability criteria into overall procurement activities	<ul style="list-style-type: none"> <li>Introduce sustainability questionnaires for key contractors</li> <li>Assess suppliers based on environmental, social and governance criteria</li> <li>Enforce mandatory safety culture training</li> </ul>	<b>UN SDGs</b>     <b>Russia's National Development Goals until 2036</b>   
	Improving customer experience and increasing customer loyalty	<ul style="list-style-type: none"> <li>Incorporate sustainability-related questions into customer satisfaction surveys</li> <li>Strengthen partnerships to promote sustainability</li> </ul>	
<b>5.</b> <b>Information security, innovation and digitalisation</b>	Improving the reliability and security of IT infrastructure	<ul style="list-style-type: none"> <li>Improve the security of information assets</li> <li>Reducing reputational risks</li> <li>Promote a culture of information security among employees</li> </ul>	<b>UN SDGs</b>    <b>Russia's National Development Goals until 2036</b>    
	Introducing new digital technologies and management models in all areas of Delo Group's operations	<ul style="list-style-type: none"> <li>Build a system for automated collection of non-financial data</li> <li>Replace imported telecommunications equipment with Russian-made alternatives</li> </ul>	

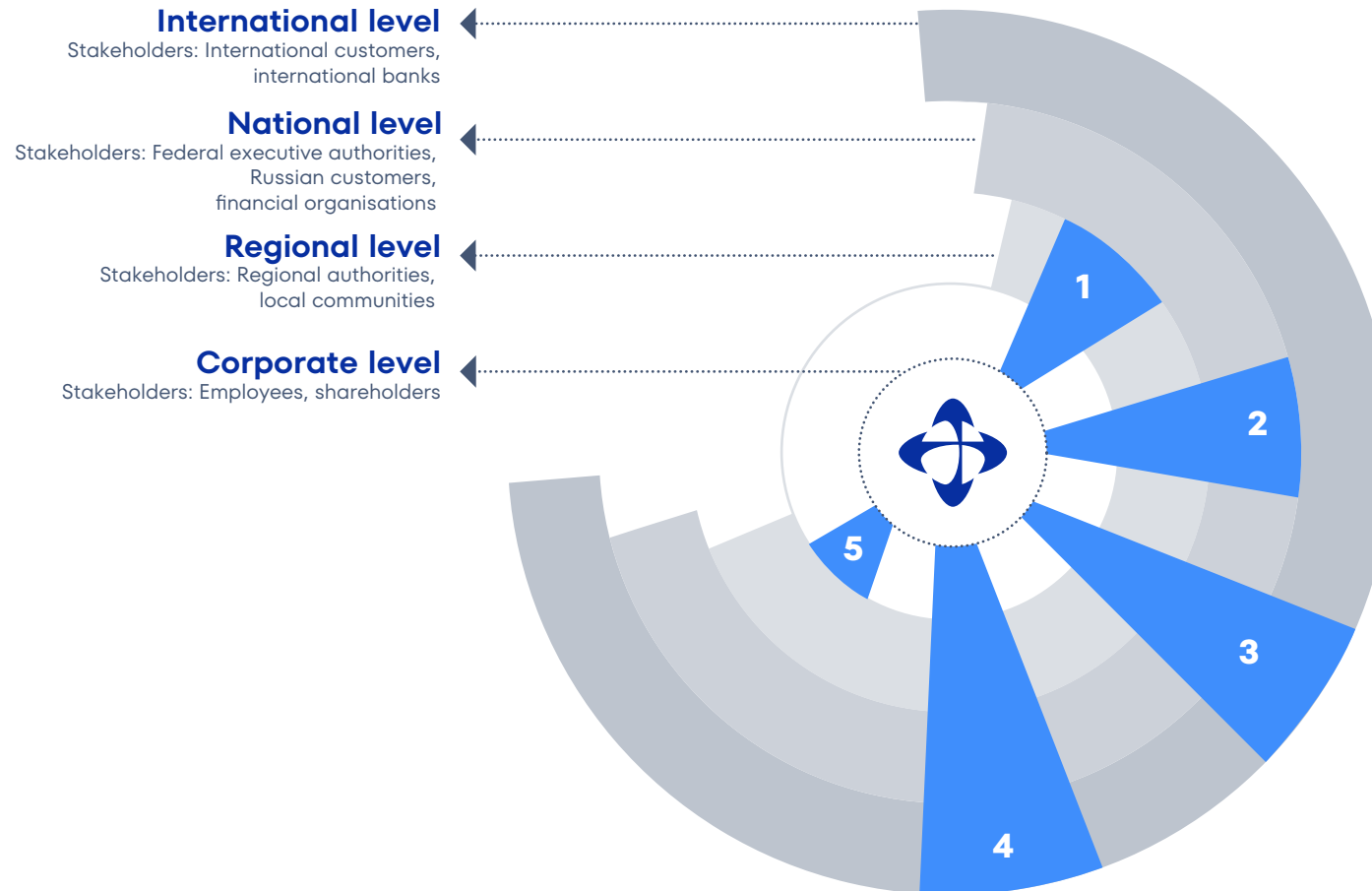
### Russia's National Development Goals until 2036

- 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
- 6**  
Technological leadership
- 7**  
Digital transformation of state and municipal administration, the economy, and social sphere



## Delo Group's Sustainability Strategy and its implementation levels

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

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# Approach to Sustainability Management

GRI 2-13 GRI 2-14

Sustainability management is an integral part of Delo Group's Strategy, ensuring that responsible business practices are incorporated into governance and decision-making at all levels. Adopted in 2024, the Strategy identifies sustainability as a priority, focusing on achieving leadership status in relevant ratings among logistics companies.

A Hoshin Matrix<sup>1</sup> was used to identify the key sustainability aspects, enabling goals to be linked to specific steps, responsibilities to be assigned, and coordinated actions to be developed, thus ensuring a comprehensive approach to implementing the sustainability agenda.

The Group's [Sustainability Policy](#) sets out the sustainability management framework, including the distribution of responsibilities among key functions and a description of their roles. Delo MC's Deputy Director General

for Finance and Sustainability oversees the implementation of internal regulations, including the Sustainability Strategy and Sustainability Policy.

A task force headed by the Deputy Director General for Finance and Sustainability facilitates the divisions' interactions with Delo MC on responsible business practices. Meetings are held at least once a quarter, with additional meetings arranged as required. The task force includes directors and managers who are responsible for the key focus areas of Delo Group's sustainability

agenda. It also includes subject matter experts in environmental protection, corporate governance, legal issues, finance, occupational health and safety, human resources management and communications. This ensures synergy between specialists' expertise in different areas, enabling the task force to find optimal solutions and achieve the best possible results for the Group. In 2025, the task force's membership increased and its rules of procedure were updated.

GRI 2-23 MED 35

## Key internal regulations that govern Delo Group's sustainability principles and approaches

To effectively integrate sustainability principles into the Group's business processes, the Group has developed a number of strategic documents that govern key areas of the sustainability agenda. The Group's overall approach is reflected in the [Sustainability Policy](#), which sets out the key objectives and principles in this area. These are based on the shared values and interests of all stakeholders. They contribute to achieving sustainability goals and objectives and serve as guidance for all employees.

Regulations governing specific areas of the sustainability agenda are published on the Group's [official website](#) and include:

- Code of Business Conduct
- Environmental Policy
- Human Rights Policy
- Occupational Health and Safety Policy
- Supplier Code of Conduct
- Government Relations Policy
- Antitrust Compliance Policy
- Anti-Fraud and Anti-Corruption Policy
- Information Security Management Policy
- Philanthropy Policy

The Group's strategic documents take a unified, group-wide approach. They apply to all Group employees and are enacted, amended and repealed by order of the companies' executives.

In 2024, Delo Group's sustainability task force held seven meetings.

## Delo Group's sustainability principles

- Commitment and compliance
- Strategy and pragmatism
- Ethics and integrity
- Transparency, openness and reliability
- Care and diligence
- Responsibility
- Continuous improvement

<sup>1</sup> A Hoshin Matrix is a strategic planning tool that enables the visualisation of a company's goals, priorities, strategies, metrics and the actions required to implement the plan, along with the individuals responsible for each action.

# 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

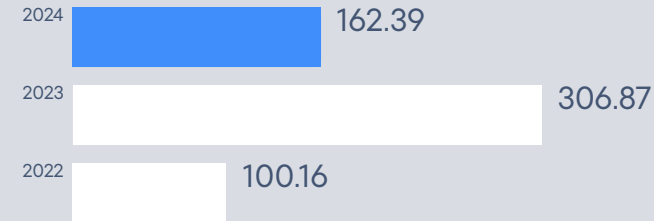
**100%**

of the Group's fleet practises ballast water exchange and treatment

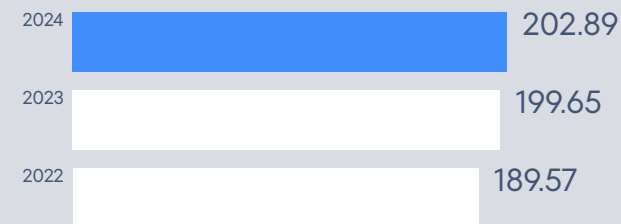
<sup>1</sup> The reduction in expenses was due to the completion of a major project involving the repair of treatment facilities at sites belonging to the Transportation and Logistics Division in 2023.

<sup>2</sup> 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.

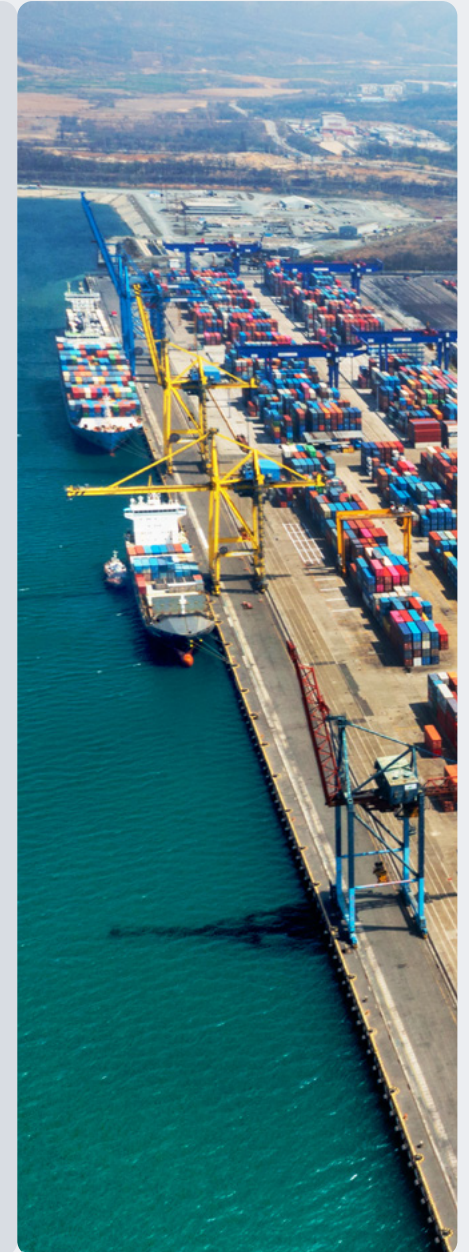
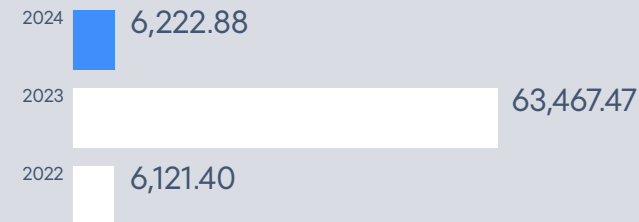
### Total expenditure on environmental protection<sup>1</sup>, RUB mln



### Total renewable energy consumption, TJ



### Total disposed waste<sup>2</sup>, tonnes

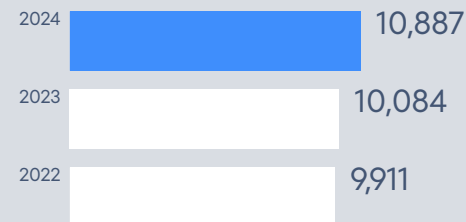


# Key Sustainability Performance Indicators in 2024 (continued)

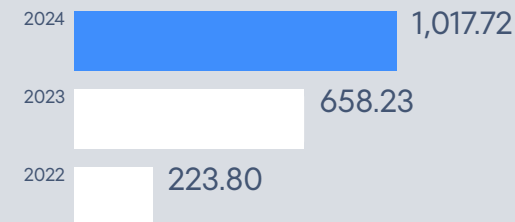
## Social responsibility

> RUB 13 bln  
spent on payroll

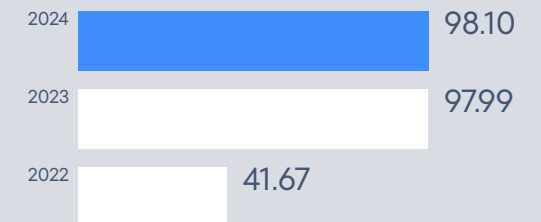
### Total employees, persons



### Total expenditure on social guarantees for employees, RUB mln



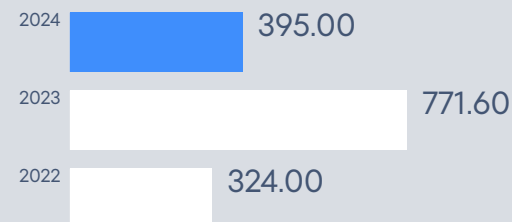
### Total expenditure on the implementation of the Demography programme, RUB mln



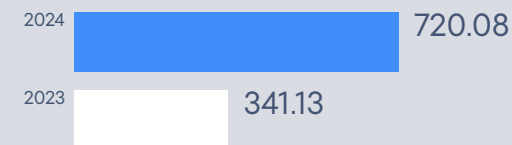
## Responsible business practices

RUB 70 mln  
spent on projects to develop and implement Russian IT solutions

### Total investments in infrastructure and services supported, RUB mln



### Total expenditure on research and development, RUB mln



> 5,000

new users joined the iSales customer service platform in 2024



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# Stakeholder Engagement

GRI 2-29 GRI 3-3

## 1,378

people took part in a survey to help identify the most important topics to include in the 2024 Sustainability Report

For further information on how material topics were identified, see the [About the Report section, p. 111](#)

Delo Group strives to build long-term, mutually beneficial relationships with its stakeholders, which are founded on the principles of mutual respect, trust and transparency. We prioritise open communication and maintain dialogue at all levels.

The key stakeholders of Delo Group are identified in the Sustainability Policy. In accordance with Delo Group's Sustainability Policy, stakeholders are defined as individuals, organisations and institutions that are interested in the Group's performance, or that have the ability to significantly influence its activities, products, services, the implementation of its Strategy, and the achievement of its goals.

Engagement with stakeholders on sustainability issues, including educational activities, sharing of experience and practices, is an integral part of the Group's Policy.

## Distribution of stakeholder engagement responsibilities within Delo Group

### Stakeholder group

### Responsible function

Employees



Group companies' HR departments

Customers



Group companies' core business functions and commercial units

Suppliers and business partners



Regulators and authorities



- Group companies' government relations departments (GR departments)
- Group companies' legal departments
- Group employees in host communities

Local communities



Non-profit organisations



Shareholders



- Director General of Delo MC and heads of divisions
- Financial departments of Delo MC and divisions
- Legal departments of Delo MC and divisions

Investors and other financial institutions





## Delo Group's stakeholder engagement framework





# Group's Contribution to Russia's National Development Goals and the UN SDGs

Russia's National Development Goals until 2036	UN SDGs and targets	Description of activities	Delo Group's contribution in 2024
<b>1</b> Preservation of the population, strengthening health and improving the well-being of people, supporting families	 <p>3.1 Reduce the maternal mortality ratio</p> <p>3.8 Achieve universal health coverage</p>	<ul style="list-style-type: none"> <li>High-quality compensation packages for employees</li> <li>Health resort treatment</li> <li>Charity</li> <li>Promoting sports and healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Participation in the Expert Council of the Agency for Strategic Initiatives (ASI) in the area of social projects</li> <li>Participation in the Working Group on Family Policy and Increasing the Birth Rate in the Constituent Entities of the Russian Federation, under the Council for the Development of Social Innovations in the Constituent Entities of the Russian Federation, which is overseen by the Federation Council</li> <li><b>RUB 98 mln</b> spent on the Demography programme</li> <li><b>RUB 174 mln</b> spent on additional health insurance for employees</li> <li><b>RUB 23 mln</b> spent on health camps for employees' children</li> <li>The Atmosphere Corporate Charitable Foundation supports the Gift to an Angel Foundation, which helps children with cerebral palsy. The Corporate Foundation also supports the Portovik Children's Football School in Nakhodka, among other initiatives</li> <li>Children's sports competitions are organised, including a handball tournament in Novorossiysk</li> <li>"Children's Days" are held at terminals</li> </ul>
<b>2</b> Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person	 <p>8.1 Sustain economic growth</p> <p>8.3 Promote development-oriented policies that support job creation and entrepreneurship</p> <p>8.5 Achieve full employment, decent work and equal pay</p> <p>8.6 Reduce the proportion of youth not in employment, education or training</p> <p>8.8 Protect labour rights and promote safe and secure working environments</p>	<ul style="list-style-type: none"> <li>Creating new jobs</li> <li>Ensuring safe and decent working conditions</li> <li>Implementing various employee support programmes and providing social guarantees</li> <li>Respect for human rights</li> <li>Developing partnership relations with Russian and foreign educational institutions</li> </ul>	<ul style="list-style-type: none"> <li><b>1,920</b> new employees were hired</li> <li><b>0</b> fatalities</li> <li><b>RUB 749 mln</b> spent on the implementation of OHS measures</li> <li>The BFSU-Delo Foreign Internship Centre project was implemented, and cooperation with the Admiral Makarov State University of Maritime and Inland Shipping, the Russian Foreign Trade Academy, and other industry-specific universities and colleges continued</li> </ul>
<b>5</b> Stable and dynamic economy			

# Group's Contribution to Russia's National Development Goals and the UN SDGs (continued)

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Russia's National Development Goals until 2036	UN SDGs and targets	Description of activities	Delo Group's contribution in 2024
<b>5</b> Stable and dynamic economy  <b>6</b> Technological leadership  <b>7</b> Digital transformation of state and municipal administration, the economy, and social sphere	  9.1. Develop reliable, sustainable and resilient infrastructure	<ul style="list-style-type: none"> <li>Developing and modernising port and terminal infrastructure facilities</li> <li>Developing new digital solutions</li> <li>Promoting information sharing</li> </ul>	<ul style="list-style-type: none"> <li><b>RUB 24 bln</b> invested in terminal and infrastructure development, totalling over RUB 170 bln since 2014</li> <li>The Group is actively involved in the development of the National Digital Transport and Logistics Platform (NDTLP) of the Russian Federation</li> <li>New functions were added to both the iSales digital customer platform and the iTrans transport management system</li> <li>Automating general cargo handling at marine terminals in line with changing export and import flows</li> </ul>
<b>3</b> Comfortable and safe living environment  <b>4</b> Ecological well-being	     13.2 Integrate climate change measures into policies and planning 13.3 Improve education, awareness-raising on climate change mitigation 7.2 Increase the share of renewable energy 12 Responsible consumption and production 12.5 Reduce waste generation 14 Life below water 14.1 Reduce marine pollution	<ul style="list-style-type: none"> <li>Reducing the Group's carbon footprint</li> <li>Minimising negative environmental impact</li> <li>Developing the SWC framework</li> <li>Helping to improve the urban environment in regions where the Group operates</li> </ul>	<ul style="list-style-type: none"> <li><b>RUB 162 mln</b> spent on environmental protection</li> <li>The Group supported the Sea Symphony project for the reconstruction of Mira Square and the development of the Green Harbour ecopark in Kholmsk</li> <li>The Carbon Footprint Calculator has been launched for the Group's customers</li> <li>The Group purchased Renewable Energy Certificates for electricity generated from Renewable Energy Sources (RES)</li> <li>A project to install a 62 kWh grid-connected solar power plant was approved</li> <li>The "Second Life of Containers" recycling project was launched in collaboration with Ecoline</li> </ul>
<b>5</b> Stable and dynamic economy	  17.16 Enhance the global partnership for sustainable development	<ul style="list-style-type: none"> <li>Cooperating with national and international associations and organisations in the field of sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>Delo Group is one of the founders of the National ESG Alliance</li> <li>Participation in international and Russian forums, conferences and exhibitions</li> </ul>

# 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

total economic effect from  
rationalisation proposals from our  
employees

> RUB 1 bln

spent on social support  
for employees and their families

We won the Leaders  
in Corporate Philanthropy  
Award, receiving the highest "A"  
grade for the implementation  
of our Demography Project.



# Approach to HR Management

GRI 3-3 NG 1-2 NG 5-7

Our commitment goes beyond attracting qualified specialists; we are also dedicated to creating an environment in which they can unlock their potential and feel secure and confident about the future. Providing comprehensive support to employees is an absolute priority for the Group.

At Delo Group, we view HR management as an ongoing process of establishing long-term, mutually respectful relationships with each employee. We are committed to ensuring that every team member feels valued and heard, and has everything they need to successfully carry out their work.

Developing human resources remains our priority. In 2024, Delo Group established an end-to-end talent pool comprising employees from all Group companies. This solution enabled the Group to take a centralised approach to the training of management personnel.

## Key performance indicators in 2024

**10,887**  
employees in the Group

**>RUB 13 bln**  
spent on payroll

**>RUB 98 mln**  
spent on family and parenting  
support programmes

## The Group's HR focus

- Ensuring an accessible and safe work environment and improving occupational health and safety
- Implementing social programmes for employees and their families
- Supporting career development and providing opportunities for professional growth
- Fostering a corporate culture and encouraging personnel to actively participate in social projects and charitable initiatives
- Forming intergenerational teams to ensure efficient operations through continuity of knowledge and skills

## Key reference documents

- [Sustainability Policy](#)
- [Occupational Health and Safety Policy](#)
- [Human Rights Policy](#)
- Employee Compensation Regulations
- Employee Training Regulations
- Talent Pool Regulations
- Universities and Vocational Schools Regulations
- Social Guarantees and Employee Benefits Regulations

- Recruitment, Hiring and Onboarding Regulations
- Compensation Regulations
- Bonuses and Incentives Regulations
- Code of Business Conduct

To ensure a high level of engagement and support the professional development of new employees from day one, we create a comfortable working environment using comprehensive onboarding tools.

## Approaches to employee engagement

### Systematic meetings

Regular meetings with the line manager to discuss progress and any difficulties encountered, and to receive feedback

### Social events

We organise team-building events, volunteer activities, clean-up days and charity events to foster a favourable corporate culture, increase employee engagement and facilitate employee integration into the team. Internal working meetings are held so that specialised divisions can share experience

### Feedback

A regular feedback system involving interviews to assess the effectiveness of the onboarding programme and identify areas for improvement

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## Onboarding

As part of the new hire onboarding system, a three-month onboarding plan is developed for each employee at one of the stevedoring divisions. During this period, onboarding meetings are held with the employee, their line manager, and an HR representative to discuss the implementation of the onboarding plan and any issues that may arise. In addition, welcoming events and terminal tours are regularly held to allow new hires to quickly grasp the specifics of the division's operations.



## Ideas worth a billion

We encourage our employees to be proactive. One of our programmes for collecting innovative proposals, the Idea Container, has already produced impressive results. In 2024 alone, 625 employees submitted over 1,000 proposals aimed at reducing costs, optimising logistics operations, improving equipment usage and strengthening health and safety measures. The cumulative economic effect exceeded RUB 1 billion. Champions of change are remunerated in accordance with the Group's remuneration regulations. Similar programmes are in place at several Group companies.



## Electronic HR document management

In October 2023, one of the stevedoring divisions began implementing an electronic HR document management system (EHRDMS), with the aim of making it easier and more convenient for employees to handle HR issues. By the end of 2024, 50% of the division's personnel (over 1,500 people) had started signing documents digitally, including paperwork for business trips, sick leave, holidays and transfers.

The 1C system was chosen as the infrastructure platform for the EHRDMS. This ensures seamless integration with the division's other record-keeping systems. Employees sign HR documents using an electronic digital signature created in the Goskluch app. Documents are transmitted via secure communication channels, preventing unauthorised access and guaranteeing the confidentiality of our employees' personal data.

The pilot project has proved its effectiveness and, thanks to its successful implementation, the plan is to expand the EHRDMS to a number of other divisions within the Group.





# Personnel Structure, Diversity and Inclusion

## Personnel structure

At the end of 2024, Delo Group employed a total of 10,887 people.

58.9% of Delo Group's employees are men, while 41.1% are women. This difference is due to the specific nature of our core business activities, which tend to be in technical and operational roles such as operating heavy machinery, cargo handling and ship servicing. However, women can enter these traditionally male-dominated trades if they wish, for example by completing an internal retraining programme for female tallymen in port equipment operation.

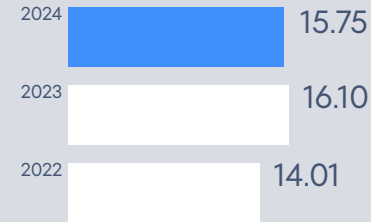
Our gender distribution is more balanced than the industry average, which sees up to 80% male representation in similar companies. Nevertheless, we recognise the importance of continuing to support and develop career opportunities for women at all levels.

The age composition of the workforce demonstrates maturity and stability: the majority of employees are aged 36–55, indicating long-term commitment and high qualifications. To increase the number of young specialists, we are systematically expanding our onboarding, mentoring and volunteering programmes, as well as our collaboration with universities and vocational schools, to ensure a comfortable start to their professional careers.

➤ For further information on Delo Group's personnel structure, see the [ESG Databook, p. 117](#).

MED 33

### Personnel turnover rate, %



GRI 3-3

GRI 401-1

8%

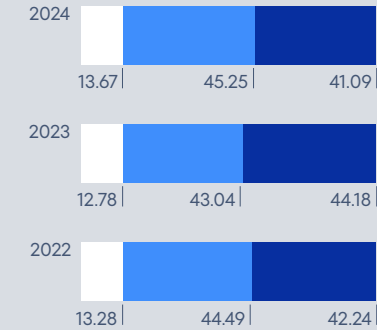
increase in headcount

16%

personnel turnover rate in 2024

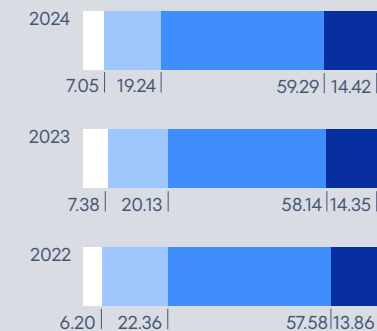
GRI 405-1

### Personnel by type of job at the end of 2024, %



■ Senior executives and line managers  
■ Specialists and office clerks  
■ Workers

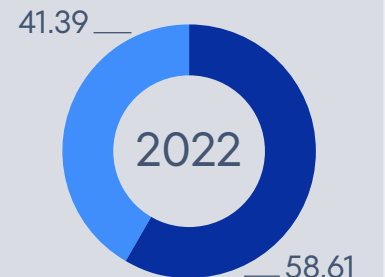
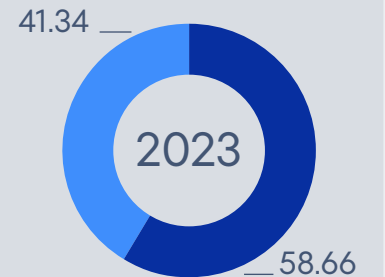
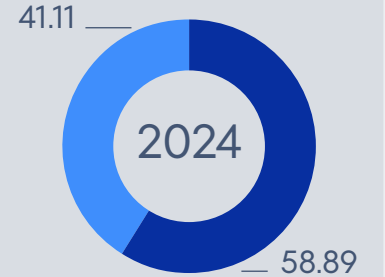
### Personnel by age at the end of 2024, %



■ 25 or less   ■ 25–35   ■ 36–55   ■ 55+

GRI 2-7

### Personnel by gender at the end of 2024, %



■ Men   ■ Women

# Respect for human rights

GRI 2-23   GRI 2-25   GRI 2-26   GRI 406-1

At Delo Group, every employee can rest assured that their rights are respected and protected. We unequivocally reject all forms of discrimination, forced labour and violations of personal freedoms. These principles are set out in our [Human Rights Policy](#), of which all employees are made aware at the time of employment.

The Human Rights Policy and our other sustainability policies are freely available to all stakeholders on the Group's [website](#).

The Group's internal regulations comply with Russian legislation, the UN Guiding Principles on Business and Human Rights, and international regulations.



Human rights violations or manifestations of any form of discrimination can be reported via dedicated channels:

- Hotline: 8 (800) 250-11-31 (toll free)
- E-mail: [ethic@delo-group.ru](mailto:ethic@delo-group.ru)
- Feedback form on the corporate website at [www.delo-group.com](http://www.delo-group.com).

Each complaint, including anonymous ones, is thoroughly investigated and acted upon.

# Diversity and inclusion

We strive to build diverse teams of professionals with unique expertise, while maintaining a zero-tolerance approach to discrimination based on gender, age or anything else.

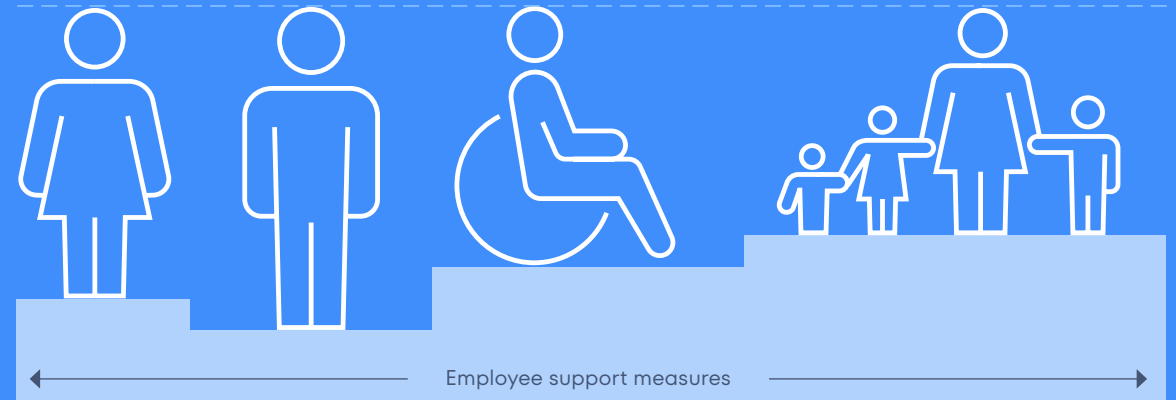
At Delo Group, we define inclusion as creating an environment in which every employee, regardless of their sex, age or health, enjoys equal rights and opportunities for successful development. At the same time, each

individual should be free to decide whether to disclose information such as a disability, and we do not ask such questions during the recruitment

process. Likewise, we do not ask about religious affiliation, respecting everyone's personal space.

## Delo Group's approach to inclusion

Our aim is not only to provide everyone with the same opportunities, but also to provide the necessary support to enable everyone to work on an equal footing, taking into account their individual capabilities. This helps to create a fair and comfortable working environment where everyone's contribution is valued.



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## Delo Group's contribution to the promotion of inclusion

Target groups	Regulatory documents	Support measures and key results
People with disabilities (including those with mental health conditions)	<ul style="list-style-type: none"> <li>Federal Law No. 181-FZ dated 24 November 1995 "On the Social Protection of Disabled Persons in the Russian Federation"</li> <li>Federal Law No. 565-FZ dated 12 December 2023 "On Employment of the Population in the Russian Federation" (Art. 38)</li> </ul>	<b>Employment of people with disabilities:</b> <ul style="list-style-type: none"> <li>Participation in job fairs for people with disabilities</li> <li>More than 90% of quota jobs have been filled, and in several companies this figure has exceeded the mandatory level set by the government</li> <li>Onboarding takes into account individual rehabilitation plans and allows for flexible organisation of working conditions</li> <li>Online welcome training and specialised webinars on inclusion and equality issues are held to help new starters get to know the team</li> </ul>
Women	<ul style="list-style-type: none"> <li>Labour Code of the Russian Federation (Art. 3, 64)</li> <li>National Strategy of Action for Women for 2023–2030<sup>1</sup></li> <li>Federal Law No. 52-FZ dated 19 June 2004 "On Ratification of the Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women"</li> </ul>	<b>Gender equality:</b> <ul style="list-style-type: none"> <li>Supporting women's career opportunities in logistics</li> <li>Retraining programmes</li> <li>Balanced gender composition (41.1% of employees are women)</li> </ul>
Young people (employees under 25 and recent graduates)	<ul style="list-style-type: none"> <li>Federal Law No. 489-FZ of 30 December 2020 "On Youth Policy in the Russian Federation"</li> <li>Strategy for the Implementation of Youth Policy in the Russian Federation until 2030<sup>2</sup></li> <li>Long-Term Programme to Promote Youth Employment until 2030<sup>3</sup></li> </ul>	<b>Recruiting and onboarding young specialists:</b> <ul style="list-style-type: none"> <li>Internships with the possibility of subsequent employment</li> <li>Industrial tours</li> <li>Case study championships</li> <li>Financial and educational support for educational institutions</li> <li>Youth Council and themed events</li> <li>Creation of multi-age teams, mentoring and adaptation programmes to transfer experience to young professionals</li> </ul>
Parents with young children and large families	<ul style="list-style-type: none"> <li>Federal Law No. 418-FZ dated 28 December 2017 "On Monthly Payments to Families with Children"</li> <li>Strategy for the Implementation of Family and Demographic Policy, and Support for Large Families in the Russian Federation until 2036<sup>4</sup></li> <li>Action Plan for Implementing the Concept of Demographic Policy of the Russian Federation for the Period until 2025 in 2021–2025<sup>5</sup></li> </ul>	<b>Social support programmes for parents:</b> <ul style="list-style-type: none"> <li>Corporate demographic programme</li> <li>145% return-to-work ratio after parental leave<sup>6</sup></li> <li>Flexible schedules and the possibility of remote working</li> <li>Specialised payments</li> <li>Gifts for children</li> </ul>

## Trade unions and collective bargaining agreements

GRI 2-30 MED 32

The Group respects the right of its employees to unionise and protect labour rights. Through effective communication, we seek to involve employees in the management and implementation of the social agenda.

Trade unions provide advice and support, participate in meetings with management, and facilitate constructive dialogue. The Group upholds the principles of equality and fairness in all areas, including recruitment, promotion, reward and dismissal. All employees enjoy equal rights, regardless of union affiliation.

**73%**  
of employees are covered by collective bargaining agreements<sup>7</sup>



<sup>1</sup> Order No. 4356-r of the Government of the Russian Federation dated 29 December 2022.  
<sup>2</sup> Order No. 2233-r of the Government of the Russian Federation dated 17 August 2024.  
<sup>3</sup> Order No. 3581-r of the Government of the Russian Federation dated 14 December 2021.  
<sup>4</sup> Order No. 615-r of the Government of the Russian Federation dated 15 March 2025.  
<sup>5</sup> Order No. 2580-r of the Government of the Russian Federation dated 16 September 2021.  
<sup>6</sup> A figure exceeding 100% indicates that employees have returned to work for the company before their child has reached the age of three.  
<sup>7</sup> Each Group company has its own collective bargaining agreement, which takes into account the specifics of its operations and the interests of its employees.

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# Corporate Culture

Our corporate culture is built on open dialogue, respect and regular feedback from employees, as well as consistent efforts to improve internal processes.

Delo Group's corporate culture forms the foundation of our business processes, partnerships and strategic business development. It reflects the Group's benchmarks and defines how we interact with all stakeholders.

Ethical standards are integrated into all aspects of employee interactions, from departmental communications to Board of Directors-level decision-making. Our [Code of Business Conduct](#) applies to all employees, regardless of position or seniority, and assumes that each employee is personally responsible for complying with it.

The Code of Business Conduct emphasises the following:

- Zero-tolerance approach to any form of harassment, coercion or insults
- Equal opportunities in recruitment, promotion and training
- Commitment to comply with labour, environmental and industrial safety regulations
- Rules on avoiding conflicts of interest and ensuring fair competition

## Key principles of ethical behaviour

Respect

Responsibility

High quality standards

Legality

Favourable working environment

Integrity

 Openness and  
transparency

 Employment and diversity  
of the workforce

We support regular initiatives aimed at improving our corporate culture:

- **Internal communications:** information digests, newsletters and regular meetings with management
- **Corporate events:** sports, environmental and volunteer activities (e.g. tree planting, clean-up days, races, donor days, etc.)
- **Feedback:** People of Delo, an annual employee engagement survey; and individual cases of recognising employee achievements



## Together in the digital space

Since April 2024, all Delo Group assets have been represented on a single [Telegram channel](#). This channel has become an efficient means of communication with customers, partners, employees, experts and the media. This is where news, expert opinions and updates on social, environmental and sports initiatives are posted. Active engagement with our audience and the variety of our content help to build trust and raise the profile of the Delo Group brand in the digital space.



## Voice of the team

In 2024, we conducted a comprehensive employee engagement survey. Our employees highlighted the following strengths: teamwork; management's openness and willingness to engage in dialogue; career development opportunities; and the Group's resilience in the face of external challenges.

At the same time, however, the survey identified important areas for growth. There is a clear need for greater transparency and fairness in compensation and incentives, particularly within the operating divisions. Employees want more frequent intangible recognition of their contribution, as well as feedback from managers and a better understanding of the state of the Group's business.

Based on the results of the engagement survey, key recommendations to Group companies are:

- Improve conditions at production sites (locker rooms, hygiene areas and meal rooms)
- Involve employees in the selection of PPEs and workwear through task forces
- Raise awareness of the Group's financial situation and the impact of its performance on salaries and bonuses
- Develop an onboarding system for new employees, including uniform materials and mentor training
- Expand internal communications and promote EVP<sup>1</sup> brand values among employees

We are continuing to work systematically in all areas, strengthening feedback channels, developing the internal communication system, and rethinking approaches to motivation, in order to build a business that every employee wants to work in.

# 63%

employee engagement rate  
in 2024

<sup>1</sup> EVP (Employee Value Proposition) is an employer's value proposition for communicating with former, current and prospective employees.

# Training and Development

We strive to create conditions for continuous professional growth, professional development and unlocking the potential of each employee.

## Approach to training

GRI 3-3

### Principles of the corporate training system

#### Focus on the Group's strategic goals

Priority is given to training programmes that ensure compliance with regulatory requirements and contribute to the achievement of long-term business goals.

#### Innovative formats

Active use of distance learning, e-learning and hybrid learning enables us to leverage resources and scale up best practices.

#### Continuous development

In a rapidly changing environment, we support the continuous updating of employee knowledge and skills.

## Training areas

### Mandatory professional training

Covers health and safety, information security, business ethics, compliance, and specialised job knowledge

### Onboarding programmes

Support new employees from their first day of work through e-courses, mentoring and feedback

### Management training

Designed to develop the leadership and strategic competencies of managers

### Skills training

Aims to develop soft skills such as communication, teamwork and business interaction with customers

### Professional development and retraining

In-house corporate courses for managers and specialists; a retraining programme for female tallymen; and financial support for external training

### Talent pool and talent development

Realised through flagship initiatives such as the Platform for Growth and the Professional Manager programmes

### Targeted on-demand training

Training in response to individual and group requests from employees

### Thematic training and webinars

Open literacy and business correspondence sessions for wider employee audiences

MED 30 NG 5-2

### Investment in employee development and training, RUB mln



**RUB 7,000**  
training costs per employee  
on average in 2024

There are specialised departments within each Group company that are responsible for implementing training programmes. These include HR directorates, training and development departments, recruitment and onboarding functions, and in-house trainers. This decentralised approach enables us to consider the specifics of our operations while maintaining consistent quality standards.

In 2024, we expanded training programmes for all categories of employees.



# Educational programmes

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Training tool	Description
<b>Academy for Transportation and Logistics Employees</b>	<p>The platform provides a wide range of professional development courses that can be adapted to work schedules. Training is delivered in a convenient format through online modules, face-to-face training sessions and remote webinars.</p> <p>Results: 2,874 employees were trained in 2024, including 1,898 under in-house programmes and 1,333 under external programmes.</p>
<b>Rosatom's Corporate Academy</b>	<p>It is a large educational centre that delivers specialised training and development programmes. It offers modular programmes, training sessions, webinars and workshops aimed at developing managerial, professional and corporate competencies, taking into account the specifics of the industry and Rosatom's strategic goals.</p> <p>Educational programmes are delivered in full-time, part-time and distance learning formats, making use of modern educational technologies, and may include internships.</p> <p>Results: 355 Group employees were trained in the following programmes:</p> <ul style="list-style-type: none"> <li>• Modern Nuclear and Radiation Safety Requirements for Nuclear Energy Operations</li> <li>• Sustainable Development: Basic Course</li> <li>• WOW-Service Business Simulation to Improve the Quality of Customer Service</li> <li>• International Negotiations in the Nuclear Industry</li> <li>• Network and System Administration. Linux</li> <li>• [In]Visible Power, a programme for women</li> <li>• Development programmes: Rosatom Assets, Rosatom Capital, Rosatom Talents</li> <li>• Webinars: Business Correspondence, Feedback, Effective Meetings</li> </ul>
<b>Platform for Growth</b>	<p>This talent pool development programme is designed for employees applying for key positions, such as first deputy director of a branch, chief engineer, deputy director of a branch for sales and commerce/head of the transport services sales department, head of the logistics department and head of the order execution department.</p> <p>In the year and a half since its inception, 35% of reserve employees in branches have advanced in their careers, and 9% have reached their target position.</p>
<b>Customer Proximity</b>	<p>This programme, designed for employees in sales, customer service and logistics, includes training sessions and simulations aimed at perfecting the customer experience.</p>
<b>Professional Manager</b>	<p>This is a comprehensive management training programme focusing on the in-house development of leadership potential.</p> <p>Results: Seven managers successfully completed the course in 2024.</p>
<b>Ladder of Growth</b>	<p>This programme aims to improve managerial efficiency, develop talent pool and enhance business communications.</p>
<b>Digital resources</b>	<p>All employees have access to digital libraries. Employees also receive monthly digests containing links to useful information, educational materials for self-improvement, recommendations for taking available educational programmes, etc.</p>



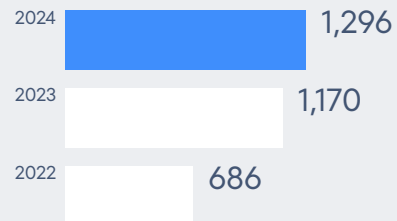
Training is an investment in the people on whom the success of the entire Group depends. We will continue to develop corporate educational programmes and expand career opportunities, encouraging a corporate culture that supports and motivates all employees.

# Employee reviews

GRI 404-3

The professional growth of our employees, the expansion of their competencies and the strengthening of their leadership potential have a direct impact on business efficiency, the quality of customer service and the competitiveness of the Group as a whole. This is why our employees undergo regular performance and career development reviews. In addition, Group companies conduct annual assessments of the achievement of individual and corporate key performance indicators (KPIs). The results are used to calculate the bonus portion of individual compensation.

## Number of employees who underwent regular performance and career development reviews, persons



## Evaluation tools

360-degree assessment<sup>1</sup>

Psychological tests

Tests to assess knowledge of standards and requirements for professional activity, including for certification purposes

Collecting feedback from an employee's supervisors, colleagues and subordinates

Case studies

Business game

Presentation of an employee's performance results for the year

Analysis of an applicant's CV and other evaluation methods

Conducting oral and/or written interviews

Additional evaluation criteria may include the employee's initiative or participation in mentoring programmes.



<sup>1</sup> For employees who are included in the talent pool and have completed a development programme.

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# Compensation and Incentives

Delo Group is committed to the principles of fairness, transparency and market competitiveness, as well as providing equal social guarantees to all employees.

The compensation system comprises fixed and variable components that take into account individual and team performance. It also includes non-financial incentives.

MED 24

>RUB **13** bln  
spent on payroll in 2024

## Components of the compensation system

Component	Description
Fixed component	Base salary, including that determined by job grade
Variable component	Bonuses (monthly or quarterly), annual bonuses based on KPI achievement, one-off incentives awarded by management (in honour of anniversaries, competition results, etc.)
Additional payments and compensations	Bonuses and additional payments of an incentive or compensatory nature for professional skills, qualifications, high work performance, important work and special working conditions
Non-financial incentives	Diplomas, commendations and valuable gifts based on performance results or to mark special occasions



GRI 2-20

## Unified approach to grading and compensation

In 2023–2024, the Group implemented a large-scale grading project aimed at establishing a unified approach to compensation:

- All positions were assessed using a unified methodology.
- Company grades, position categories and grades were determined, linked to functions, levels of responsibility and qualifications.
- The company grade structure was developed.
- Grade-based compensation ranges were determined.
- Position-based compensation rates were compared with market rates.
- An action plan is in place to bring compensation levels in line with the market rates.

We will continue to improve the KPI system, including by increasing the number of cross-functional indicators that allow teams to combine their efforts to achieve common goals in the most efficient way.



For further information on Delo Group's compensation system, see the [ESG Databook, p. 130](#)





# Benefits for Employees and Their Families

GRI 3-3

We systematically develop social initiatives that are designed to improve our employees' quality of life, strengthen family values and foster a positive working environment.

Supporting our employees and their families is central to Delo Group's corporate governance system. We consistently foster an environment in which employees feel confident, stable, and respected by their employer. Particular attention is paid to conditions affecting quality of life, physical and emotional well-being, and the ability to balance professional and family life.

MED 28

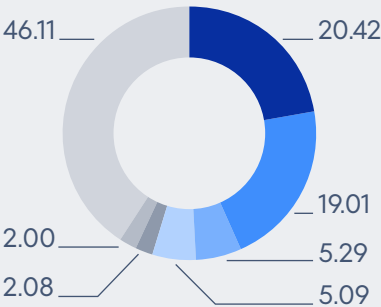
**RUB 214 mln**  
spent on hosting social events  
for employees and their families

**>RUB 1 bln**  
spent on benefits for employees  
and their families in 2024



# Social package

## Breakdown of expenditure on benefits, %



- Voluntary health insurance, health resort treatment for employees and their children, children's health camps
- Financial assistance in case of family emergencies, for childcare, upon the birth or adoption of a child
- Reimbursement of travel expenses, rent and car costs of employees and their family members
- Non-state pension programmes for employees, costs of social guarantees for non-working retirees
- One-time child birth financial assistance (RUB 1 mln)
- Reimbursement of kindergarten fees
- Other (including long-service employee benefits)

GRI 401-2

Our social support system offers more than just basic guarantees; it provides comprehensive assistance to our employees in important life situations, from childbirth to retirement.

Full-time employees are provided with<sup>1</sup>:

- Voluntary health insurance for employees and their children
- Reimbursement of medical and recreational expenses
- Financial assistance upon the birth of a child, marriage and family emergencies
- Payments to mark anniversaries, holidays and length of service
- Reimbursement of travel expenses of employees and their family members
- Reimbursement of sports expenses
- Participation in sports and cultural events
- A system of personalised social benefits ("cafeteria of benefits")
- Financial assistance upon retirement and in other circumstances, as well as other types of benefits

<sup>1</sup> The complete list of social benefits and guarantees is determined by the management of each Delo Group company.



## Stress under control

The emotional well-being of our employees is very important to us. That is why Delo Group organises activities to support mental health, reduce stress and create a comfortable working environment. These activities also help employees maintain their health and efficiency when working long hours.

In 2024, three stress management training sessions were held for employees of the Transportation and Logistics Division: two

in-person sessions with 62 participants and one online session with 12 participants.

In autumn 2024, a marathon on stress management and emotional state monitoring was held, including two webinars with a psychologist (233 employees participated in the face-to-face training), as well as a series of publications containing tools for diagnosing and reducing stress levels.

As part of the Dobroservice support programme, stevedoring employees and their family members can seek psychological support to help them overcome stressful situations. They can also receive legal advice, attend webinars, and access resources to support their mental health and foster a positive team environment.





## Flagship initiative: Demographic programme

Delo Group continues to actively implement a programme to increase the birth rate and support motherhood and childhood. This programme is available to all Group employees in all regions where we operate. It aims to improve working conditions and quality of life for working parents. The Programme provides financial, advisory and organisational assistance to employees and their families.



“Our programme is focused not only on improving quality of life, but also on raising the social status of families with children. We want people to view the birth of a child as a step towards a stable and fulfilling life. Through our demographic programme, we empower our employees to embrace parenthood with greater confidence, certainty, and without delay.”

**Sergey Shishkarev,**  
Chairman of the Board of Directors,  
Delo Group

### Delo Group's corporate measures to support families and parents<sup>1</sup>:

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

### 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

**RUB 98 mln**  
invested in the implementation  
of the demographic programme in 2024



<sup>1</sup> 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.

<sup>2</sup> Excluding personal income tax.

<sup>3</sup> 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.

## Results of the Demography Programme<sup>1</sup>

# 505

 children

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

# 6%

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

# >2,000

employees have benefitted from corporate support measures

# 76%

employee retention rate after parental leave

Throughout the duration of the programme

# 58

 families  
received

**RUB 1 mln<sup>2</sup>**  
each for the birth of their third or subsequent child



<sup>1</sup> As of 31 December 2024.

<sup>2</sup> Excluding personal income tax.



## Demand for the demographic programme

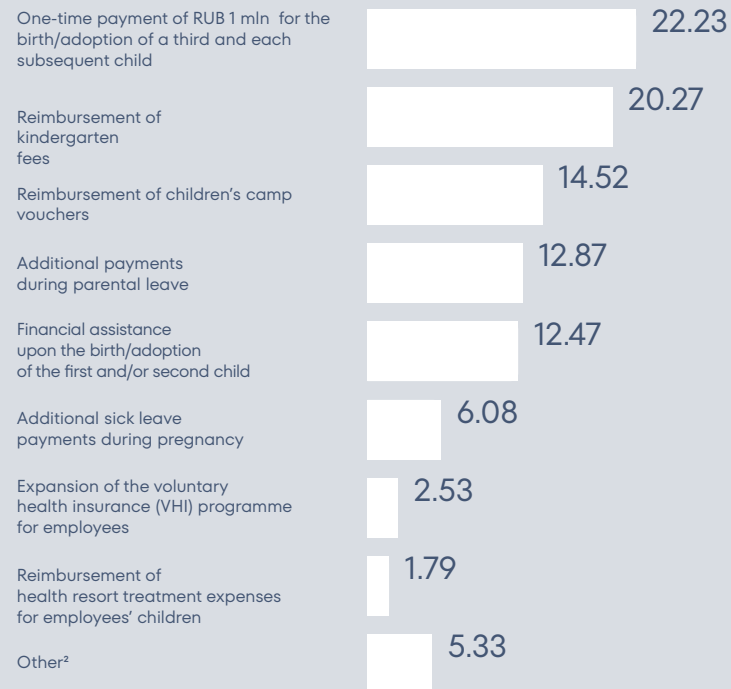
A [survey](#) conducted by the Russian Public Opinion Research Centre has confirmed the importance of corporate demographic initiatives. The average desired number of children in Russian families has increased from 2.4 to 3.2 over the last 20 years, while the expected number of children has risen from 1.9 to 2.4. Concurrently, the “reproductive gap” — the disparity between the number of children Russians aspire to have and the number they anticipate being able to afford — has also widened.

In these circumstances, the social role of business becomes more significant. Delo Group’s Demography Programme removes the obstacles that prevent many families from turning their aspirations into reality. Encouraging a good work-life balance, developing social support measures for parents and promoting the idea of a large family as the ideal family model are all part of our social policy, which is based both on hard data and feedback from the public.



## Results of the Demography Programme

### Breakdown of expenditure on the Demography programme, RUB mln

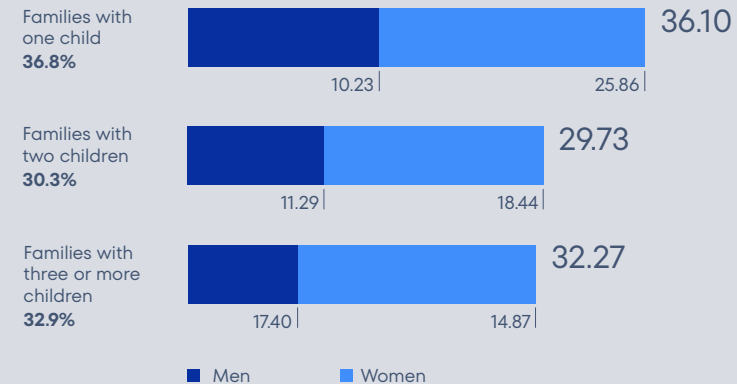


<sup>1</sup> Excluding personal income tax.

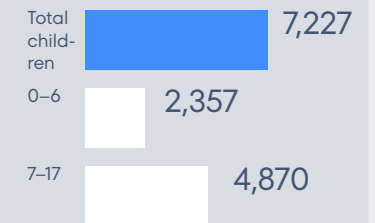
<sup>2</sup> Additional payments for the early termination of maternity leave, reimbursement of medical expenses for employees' children, a VHI programme for employees' children, etc.

<sup>3</sup> As of 31 December 2024.

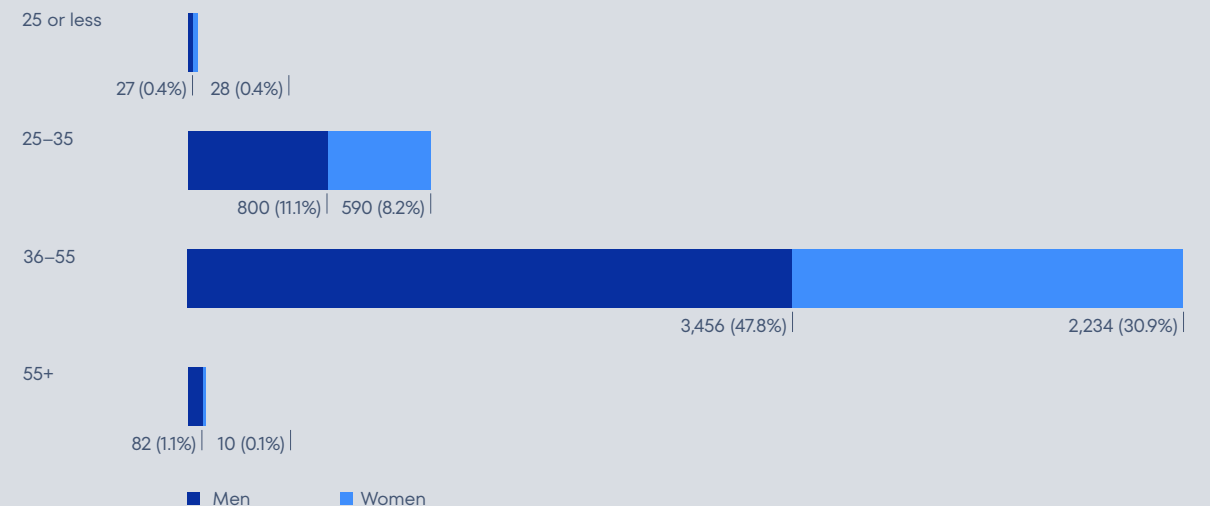
### Breakdown of expenditure on the Demography programme by number of children in employees' families, RUB mln



### Number of children in the families of full-time employees, by children's age<sup>3</sup>, persons



### Number of children in the families of full-time employees, by employee's age<sup>3</sup>, persons



## Results of the Demography Programme



Since introducing the corporate programme to increase the birth rate, the number of Delo Group employees with children has grown, with more than 2,000 employees already having benefited from our support. Around 90% of female employees return to the company after maternity leave. This is well above the market average. Thanks to these measures, we are seeing increases in labour productivity and employee loyalty.

**Vera Smirnova,**  
ESG Rating and Sustainability Director,  
Delo Group

Our programme not only provides financial support, but also aims to build a positive image of large families with many children. We hold regular meetings between families and management, organise trips to Moscow, publicly honour parents with multiple children and give out gifts to celebrate holidays.

The programme is effectively supported by dedicated social managers who inform employees about available corporate and government support measures, help them with paperwork, and act as intermediaries between families and employers.

Delo Group was instrumental in establishing the Mendeleev Institute for Demographic Policy and the Agency for Demographic Affairs of the Central Federal District.

The Mendeleev Institute for Demographic Policy focuses on developing and implementing state demographic policy measures aimed at promoting the social norm of having a large family and increasing the birth rate. Meanwhile, the Agency for Demographic Affairs of the Central Federal District coordinates and implements regional programmes designed to improve the demographic situation and support families in the Central Federal District of Russia.

In cooperation with the Mendeleyev Institute for Demographic Policy, the first Russian [corporate standard](#) has been developed to serve as a methodological guideline for launching similar family support programmes in other companies and regions. The standard provides model documents, including templates for collective bargaining agreements, standard social policy regulations and guidelines.

Delo Group's demographic programme has been recognised as one of the best in the country. It has been included in the "Leaders in Corporate Philanthropy" rating and has received the ESG Excellence Award. Its achievements have also been recognised at a meeting of the State Council under the President of the Russian Federation.

In February 2025, Sergey Shishkarev, Chairman of the Board of Directors of Delo Group, was appointed to the Presidential Council for the Implementation of State Demographic and Family Policy.

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# Youth Outreach

Given the rapid development of logistics in Russia, it is crucial to support the next generation of industry leaders.

At Delo Group, implementing youth projects is a socially significant task aimed at nurturing a new generation of transportation and logistics professionals. Our strategy involves creating multigenerational teams, where experienced employees pass on their knowledge and skills to young specialists. This approach ensures effective interaction and team development, combining the energy of young people with the expertise of older generations.

We have a comprehensive framework for working with young people, covering all stages — from providing career guidance to schoolchildren and supporting student initiatives, to offering internships and recruiting new talent.

## Internships and collaboration with educational institutions

For Delo Group, collaborating with educational institutions is not just about supporting universities and colleges; it is a strategic process for building a talent pool to ensure the Group's sustainable development and continuity across generations. We proactively nurture specialists who, upon graduation, will be able to operate our logistics machinery

effectively and work at our facilities, thereby directly impacting the quality and safety of our operations.

To ensure efficient collaboration with educational institutions, in 2024 we approved a list of key priority universities and colleges, developed a methodological and regulatory framework, and introduced end-to-end processes for collaboration.



By building a human resources pipeline for the future, we are reinforcing our social and professional commitment as an industry leader.

# 78

students were employed

# 360

students completed internships at the Group's entities in 2024

Delo Group is developing the BFSU-Delo Foreign Internship Centre in collaboration with Beijing Foreign Studies University (BFSU).



## Internships and collaboration with educational institutions

### Admiral Makarov State University of Maritime and Inland Shipping

In 2024, we signed a cooperation agreement with Admiral Makarov State University of Maritime and Inland Shipping to train specialists in three fields:

- Transport organisation and management in the field of water transport
- Management of water and multimodal transport
- Operation of transshipment equipment in ports and transport terminals

The new agreement expands collaboration and enables classes to be held at one of the stevedoring terminals, where students can study transport process technologies in detail.

Under the guidance of our experts, students from Admiral Makarov

State University of Maritime and Inland Shipping learn about port equipment and special-purpose machinery. They also gain an understanding of how to handle and store different types of cargo. As part of the collaboration, the university held a "Dream Port" business game, in which participants developed a seaport strategy that took geographical conditions, as well as economic and social challenges, into account. Career guidance and practical training sessions are held on a regular basis. The Group has allocated RUB 5 million to renovate and equip a specialised classroom, and an arm manipulator has been purchased for training purposes. The renovated classroom was inaugurated in 2024.

### Admiral Ushakov Maritime University and Transport College

In the reporting year, our specialists organised an industrial tour of the container and grain terminals in Novorossiysk

for cadets and teachers. During the tour, attendees had the opportunity to learn about cutting-edge logistics practices.

### Nakhodka State Humanitarian and Polytechnic College

In 2024, the Group's experts delivered classes to students as part of the Professionalism federal project. An agreement was also signed and a letter of guarantee issued for the establishment of the Transport Industry Educational and Production Centre. Funding will be provided in 2025.

### Institute of Economics and Finance of Russian University of Transport (MIIT)

In 2024, we signed a long-term cooperation agreement focusing on education and professional training. As a result, our managers and specialists will have the opportunity to undertake retraining and advanced training at MIIT. In turn, MIIT will have the opportunity to place students on internships at Delo Group. We also plan to hold competitions, award grants and organise joint research projects involving leading MIIT professors, students and postgraduates.

These are the educational institutions where our employees' children are studying. Many of these families have been with the Group for generations, so supporting them is a way for us to demonstrate our social responsibility and create an attractive working environment in the challenging logistics industry.



### Case Championship for Schoolchildren

Delo Group is also active in school-related initiatives. In today's world, a responsible and strategically minded business cannot afford to collaborate only with universities — it must also support and inspire future generations from an early age in order to build a foundation for innovation and ensure the long-term development of human resources capable of meeting the challenges of the time.

In 2024, the Transportation and Logistics Division partnered with the All-Russian Case

Championship in Economics and Entrepreneurship, organised by the National Research University Higher School of Economics and supported by the Russian Ministry of Economic Development. Over 8,700 participants worked on solutions for implementing artificial intelligence in business and education. Representatives of the Group supervised the "Most Significant Social Impact" and "Most Elaborate Solution" categories and conducted an expert evaluation of the entries.

## Supporting young professionals

We pay special attention to fostering the professional development of young employees. In 2024, we laid the institutional foundations for supporting young professionals.

Youth events provide an opportunity for young professionals to showcase their talents and for management to identify innovative, non-standard solutions for developing Delo Group's business.

Supporting students, graduates and young employees helps to maintain continuity, pass on professional competencies, and create a bridge between education and the real-life tasks of the transport and logistics industry. This has long been an integral part of Delo Group's daily work.

We place great importance on preserving and developing family traditions and continuity, as these form the basis of our corporate culture. Many families closely associated with the Group have had several generations working in our companies, thus fostering strong professional dynasties.



### Energy of the youth for the Group's sustainable future

- For the first time, we organised the "Delo for Young" youth gathering, which was attended by 67 young professionals. Nine projects aimed at improving operational efficiency and working conditions were developed as a result of the event, including the initiative "Take Care of Personnel from Early Age", which is aimed at the comprehensive onboarding and retention of young employees.
- A Youth Council comprising 87 employees under the age of 35 was also established. At the very first meeting, more than 360 initiatives for the Group's development were reviewed.
- For the first time, the talent pool's Talent Gathering was held, where six Group development projects proposed by young managers were approved.



# Delo is all about safety

Safety is a priority that defines the work culture at Delo Group. We implement best practices and provide training for employees, creating conditions that promote health and safety at work.

**0** fatalities  
in 2022–2024

**RUB 749** mln  
spent on occupational health and  
safety measures

**4,290**  
employees  
trained in occupational health and  
safety



**4**  
Occupational  
Health and Safety

# Occupational Health and Safety Management System

GRI 403-1 GRI 403-8

The health and safety of our employees is one of Delo Group's top priorities and a cornerstone of its operations.

## 100%

of the Group's employees are covered by the OHS management system

## 0

fatalities

## > RUB 96 mln

spent on healthcare measures for employees and their families

Delo Group has a hierarchy-based occupational health and safety management system that covers all of the Group's operations. This system is governed by the [Occupational Health and Safety Policy](#), which outlines the Group's key commitments and the roles and responsibilities of its employees. It also sets out the principles that define the Group's approach to ensuring a safe working environment.

The effective operation of the occupational health and safety (OHS) management system is ensured by compliance with applicable laws, fulfilment of voluntary commitments, and adherence to in-house regulations governing OHS processes.

Managers at all levels within the Group are responsible for monitoring OHS compliance. They are responsible for implementing the decisions of the governing bodies and for maintaining safe working conditions at their assigned locations.

The Group's main OHS objectives are:

- Ensuring safe working conditions for employees
- Monitoring to prevent possible occupational hazards in the workplace, with the aim of reducing the number of sources of occupational risk

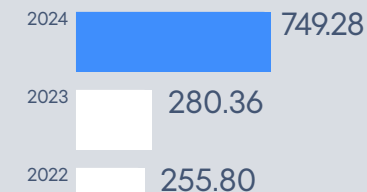
- Reducing and eliminating occupational injuries through a risk-oriented approach

The OHS system includes physical protection measures for facilities and employees, as well as organisational, engineering, preventive and digital measures. Measures to protect personnel at the Group's facilities include protective clothing, reflective waistcoats, helmets and specialised markings at terminals and industrial facilities.

At some of our enterprises, particularly in areas with a high concentration of personnel, we implement engineering solutions to safeguard buildings and facilities, set up local and municipal warning systems, run civil defence offices and hold regular training sessions. Experience shows that, in the event of an emergency, our employees demonstrate a high level of preparedness, responding promptly to incidents and taking emergency measures to minimise possible negative consequences.

MED 27 NG 1-7

## OHS implementation expenses, RUB mln



Cost growth in 2024 was driven by a significant change in the structure of cargo turnover and the introduction of new operational facilities. This required the procurement and installation of safety systems for working at heights, as well as equipment for hazardous production facilities. It also required the upgrading of existing equipment and the modernisation of the vehicle fleet. Canteens were renovated and rest rooms and sports areas were set up, while heating and ventilation systems were installed and upgraded in production facilities and amenities.



# OHS risk management

GRI 403-2

Delo Group applies a risk-oriented approach to ensure safe working conditions. The Group regularly conducts risk assessments in accordance with Russian legislative requirements and the occupational health and safety management system adopted by the Group's divisions. For each identified risk, we determine its sources, the conditions under which it occurs, and its possible consequences. In the event of violations leading to accidents, internal investigations are conducted with the involvement of special commissions. Based on the findings of these investigations, we develop targeted measures to prevent similar incidents and minimise risks in the future.

Risk assessments are carried out whenever new jobs are created or changes are made to operating processes or working conditions. Divisions conduct a full risk assessment when necessary.

To mitigate risks, the Group has an occupational injury prevention programme. This includes monitoring compliance with safety requirements, carrying out regular inspections of safe working practices, applying uniform standards for handling dangerous goods, conducting training sessions for employees and implementing 5S lean manufacturing principles in the workplace.

## 5S Lean Manufacturing Principles

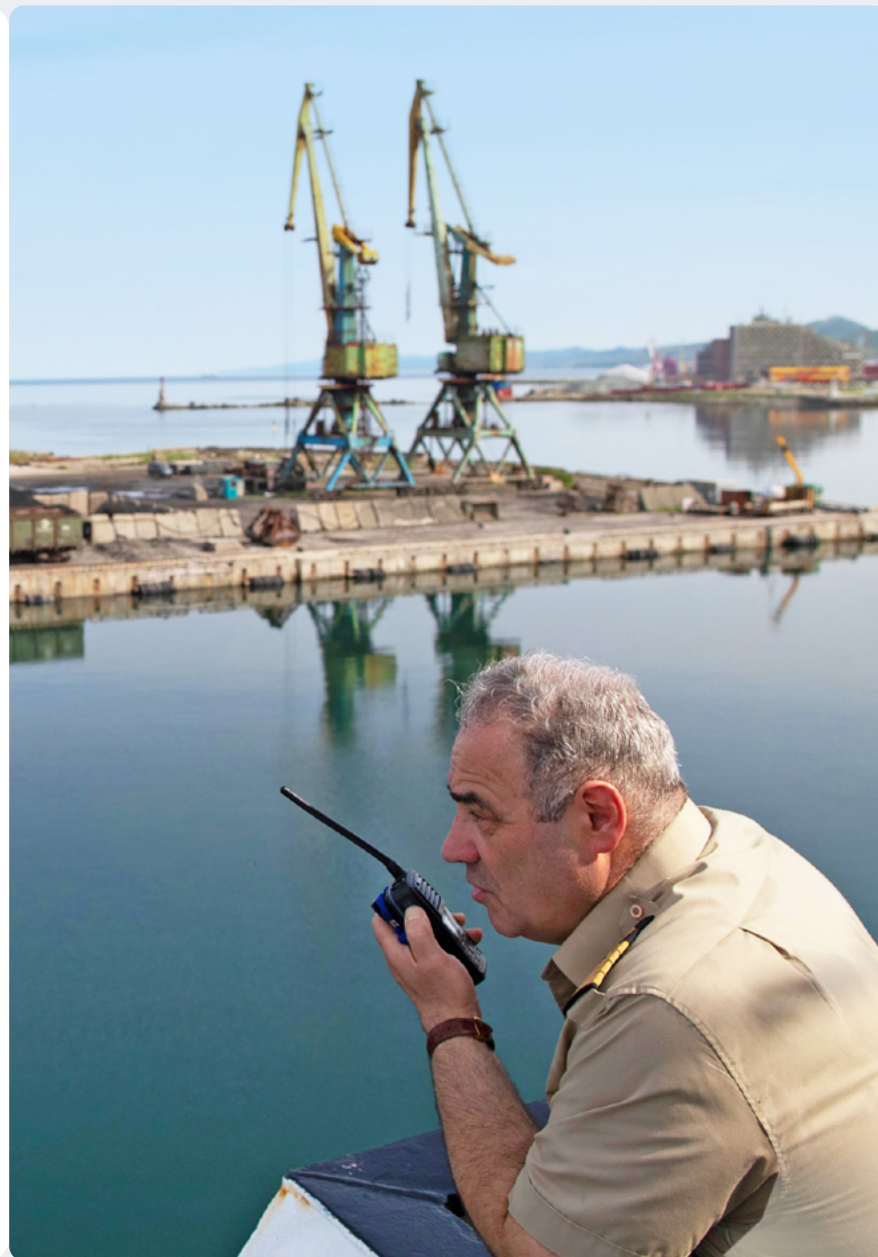
- 1 Sort
- 2 Set in Order
- 3 Shine
- 4 Standardise
- 5 Sustain



## Safety under control

Stevedoring companies have implemented safety standards, compliance with which is monitored through annual audits and commission inspections. A special commission visits terminals, inspects them and carries out random checks of employees and equipment. Based on the findings of the on-site inspection, checklists are prepared and all deviations are recorded. Tasks are then set to eliminate the deviations and these are followed up until they are fully implemented. For terminals where incidents have been identified, the scope of safety seminars, which take place twice a week, has been significantly expanded.

Additionally, the first safety culture conference was held in 2024. Line managers from various terminals participated in the conference, where real incident cases were analysed and surveys and quizzes on occupational health and safety were conducted.





# OHS risk management (continued)

GRI 403-4

To improve the efficiency of the occupational health and safety management system, Delo Group encourages employees to actively participate in discussions and resolutions of relevant issues. Employees can consult and share information with representatives of the occupational health and safety function and the trade union either in person, via a telephone hotline, or by email.

The Group's divisions have established effective mechanisms for collecting employee feedback and provide opportunities for employees to participate in developing, implementing and evaluating the OHS management system.

OHS communication channels:

- Face-to-face or written communication with the subdivision head and/ or the OHS officer
- Regular online meetings with line managers
- A special app for reporting process non-compliances or violations
- A hotline for complaints and suggestions



## Mobile approach to safety

A special mobile app has been implemented in a stevedoring company to enable employees to report any deviations and potential risks. This tool is available to all employees and enables them to report process, occupational health and safety non-compliances promptly to the management and the relevant departments.

The app has become an important part of improving working conditions continuously: employees can participate in audits, initiate incident investigations and contribute

to ensuring safety and comfort at work. This mobile tool reinforces a culture of responsibility and helps reduce occupational injuries.

An incident reporting system has also been implemented whereby incidents occurring at one terminal are reviewed and analysed at all others to minimise the risk of recurrence.

Plans for 2025 include developing a safety ambassador programme, which will involve selecting and training safety champions among employees.

Delo Group respects employees' right to refuse to do any work that may endanger their life or health due to OHS violations. Employees will not be disciplined in such cases.

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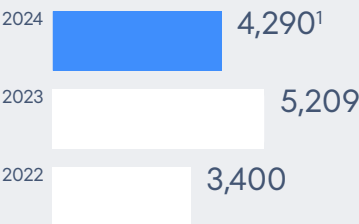
# OHS training

GRI 403-5

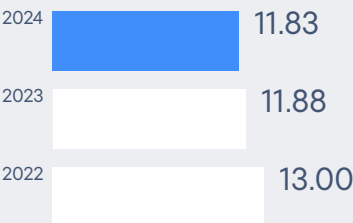
OHS training is an integral part of the OHS management system. It aims to prevent occupational injuries, foster a safety culture, and ensure compliance with all mandatory legal requirements.

OHS training programmes are designed for various categories of personnel, from line employees to managers. Mandatory training covers occupational health and safety, fire safety, industrial safety and electrical safety. There is also specialised training for specific roles, such as working at heights. Training for managers and specialists is scheduled on a regular basis, usually annually but sometimes every three years depending on the position and role.

## Group employees trained in OHS, persons



## OHS training expenses, RUB mln



GRI 403-5

Employees undergo training both in-house and at specialised external centres. In addition to mandatory programmes, the Group is developing practical training formats. These include pre-shift briefings, internships, technical training, workshops, first aid training and hazardous cargo training. This approach fosters a sustainable safety culture, promotes a responsible attitude towards OHS issues, and enables continuous improvement of personnel qualifications.

Employees responsible for receiving or issuing containers with dangerous goods must take an annual knowledge test.

<sup>1</sup> OHS training programmes have different frequency cycles: once every five years, once every three years or annually. This is why there is a reduction in the cost of specialised training for the Group's employees in 2024.

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# Employee Healthcare

GRI 403-3   GRI 403-6   GRI 403-7

Delo Group is committed to protecting the health of its employees and preventing occupational diseases.

In order to identify, manage and mitigate the impact of production factors on the health and safety of its employees, the Group:

- Conducts special assessments of working conditions and occupational risks
- Ensures that production and laboratory controls are in place to comply with sanitary norms and take preventive measures
- Procures third-party liability insurance for hazardous production facilities
- Develops emergency containment and recovery plans
- Provides employees with certified personal and collective protective equipment

- Organises mandatory pre-employment and regular medical check-ups, including those for operators of vehicles, cranes, ships and other technologically complex equipment
- Conducts training on safe working methods and techniques

Voluntary health insurance policies and high-quality healthcare services are provided for employees, particularly those in roles involving increased health risks. Some divisions have paramedic stations on their premises and offer consultations with general practitioners. The Group also covers the cost of expensive medical treatment that is not covered by compulsory or voluntary health insurance policies, for employees and their family members, on a case-by-case basis.

NG 1-8

## > RUB 216 mln

spent on healthcare for employees and local communities

Employees working in harmful conditions are provided with enhanced guarantees and compensation, including reduced working hours, additional paid annual leave, healthy meals and milk.



## Insurance for high-risk employees

Delo Group's shipping company provides insurance coverage for its employees working in hazardous conditions. In accordance with international practices, the company insures the shipowner's liability towards crew members and takes out voluntary accident insurance

policies for employees whose roles carry an increased risk. These policies ensure that employees receive financial assistance in the event of injury, occupational disease or death. Such policies are renewed annually.



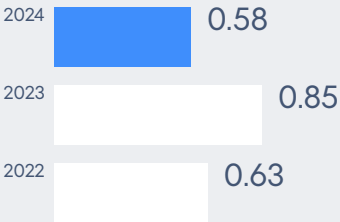
# Occupational injury and illness rates

GRI 403-9   GRI 403-10   MED 29   NG 1-4   NG 1-5

In 2024, Delo Group maintained a zero fatality rate among both full-time and contractor employees. Ensuring the health and safety of our employees remains a priority at all stages of our operations.

The majority of the Group's employees work in conditions that are neither severe nor hazardous, which results in a low incidence of occupational diseases within the Group. At the same time, the Group implements a variety of preventive measures as part of its proactive approach. For instance, employees are reimbursed for the swimming pool and fitness club membership fees, and for the costs of participating in corporate sports activities.

## Lost Time Injury Frequency Rate (LTIFR)



**0**  
fatalities  
in 2022–2024

**0**  
total severe  
injury rate  
in 2024

**3**  
registered  
cases  
of occupational diseases  
in 2024<sup>1</sup>



<sup>1</sup> Identified cases of chronic occupational lumbosacral radiculopathy are caused by heavy physical labour when manually reloading cargo, exposure to low air temperatures when reloading refrigerated cargo, working in open areas during the cold season and the general vibration of reloading equipment.

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# Delo strives for the common good

We are committed to improving the lives of the people in the communities where we operate. By investing in infrastructure and social programmes, we create new opportunities for these communities and their residents.

**RUB 395 mln**  
invested in local infrastructure and  
community services

**>RUB 1 bln**  
spent on supporting mass sports

**RUB 38 mln**  
spent on developing Novorossiysk's  
Strategic Masterplan for 2036



**5**  
Development  
of Local Communities



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# Development of Local Communities

Delo Group takes a systematic approach to developing the communities in which it operates. In 2024, our focus was on creating a comfortable urban environment, upgrading port and logistics infrastructure, and supporting education, healthcare and sports.

NG 1-12 NG 1-13 NG 1-14 NG 2-15

> 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

644

employees took part in corporate volunteering projects

## Key areas of cooperation with local communities

Aligning the Group's development strategy with local development plans

Supporting infrastructure projects that improve quality of life

Establishing and maintaining effective communication with local community representatives

Implementing comprehensive charitable and social initiatives

Supporting the development of the labour market and creating new jobs in communities where the Group operates

# Modernisation of Local Community Infrastructure

GRI 203-2

We are actively building sustainable partnerships with regional authorities and local communities. In order to develop transport and logistics infrastructure, we have signed cooperation agreements with the governments of several regions:

- Kemerovo Region
- Krasnodar Territory
- Leningrad Region
- Omsk Region
- Primorsky Territory
- Sakhalin Region

The Group's approach focuses on the comprehensive development of communities — from modernising logistics and improving urban spaces to providing systemic support for the social sphere. We invest in projects that address people's actual needs and make regions better places to live and work.

By partnering with Russian constituent entities, we strengthen our position as a national logistics leader, reduce operational risks, and create conditions for scaling up our business and expanding the geography of multimodal transport.

GRI 203-1 NG 3-3

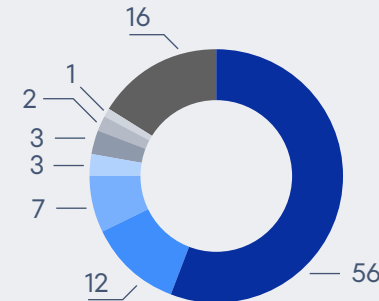
>RUB 26 mln

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

RUB 395 mln

invested in infrastructure and services supported in the regions where the Group operates

## Breakdown of investments in infrastructure and services supported, %



- Sports
- Support for disabled children and children from large families
- Urban infrastructure
- Social assistance (orphanages, families on low incomes, large families and boarding schools)
- Healthcare and treatment of the seriously ill
- Education and science
- Culture
- Other



## Development of Novorossiysk

In 2024, an additional agreement was signed with the administration of Novorossiysk regarding the development, reconstruction and re-equipment of port infrastructure, utilising regional investment incentive mechanisms. This agreement builds upon the cooperation agreement signed at the Saint Petersburg Economic Forum in 2023 between the Group and the administrations of the Krasnodar Territory and the city of Novorossiysk.

The updated agreement also includes Delo Group's involvement in developing and implementing

the strategic masterplan for Novorossiysk until 2036, with a view to extending it to 2050. **RUB 38 million** was provided by Delo Group to cover all costs associated with the development of the document. The masterplan covers 25 communities within the urban district. The goal is to create a unified urban and infrastructural vision for the city, encompassing every aspect — from the modernisation of the port area to the development of new residential districts, with a systematic approach to transport, environmental protection, education, and social facilities.



# Small town development

We never forget that our core value is people: our employees, their families, and the local communities in which we operate. This is why we seek to better understand what is important to people living in our host towns and cities.

Delo Group played an active role in developing the **ESG Alliance's Quality of Life Index** ("Index"), a flagship inter-corporate initiative that provides an in-depth assessment of the social, infrastructural and environmental well-being in towns and cities where some of Russia's largest companies operate.

Unlike conventional rating approaches, the Index was not created for the purpose of ranking, but as an analytical and management tool. It aims to help businesses and authorities make informed decisions about prioritising and targeting support measures for communities, including when developing corporate social responsibility programmes and sustainable development strategies.

## Quality of Life Index

1

**High-quality, comfortable and affordable housing**

2

**Job opportunities for livelihood and professional development**

3

**Good health and well-developed healthcare services**

4

**Broad opportunities for obtaining quality education**

5

**Convenient urban mobility, including transport and road networks**

6

**Satisfaction with life and confidence in the future**

7

**Strong social interaction and trust within the community**

8

**Opportunities for recreation and leisure**

9

**Public safety**

10

**Good environmental conditions and satisfaction with utility services**

11

**Comfortable and attractive urban environment**

The Index methodology is based on the best practices employed in national quality of life indices and is comparable with the VEB.RF Quality of Life Index.

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Scale of the survey

**120**  
towns and cities

**46**  
Russian regions

**6.8** mln people  
covered

**70**  
quality of life indicators

**>21,000**  
respondents

**22**  
ESG Alliance member companies

Four types of data are used to calculate the Index: statistical findings, online sources of publicly available information, data requested from regional authorities, and the results of a sociological survey of ESG Alliance company employees. Plans are in place to increase the number of towns and indicators included in the Index in 2025.

Towns and cities are grouped into clusters for comparison purposes, based on population size and average per capita income.

## Town clustering criteria



1. Type of administrative-territorial formation



3.2. Per capita income



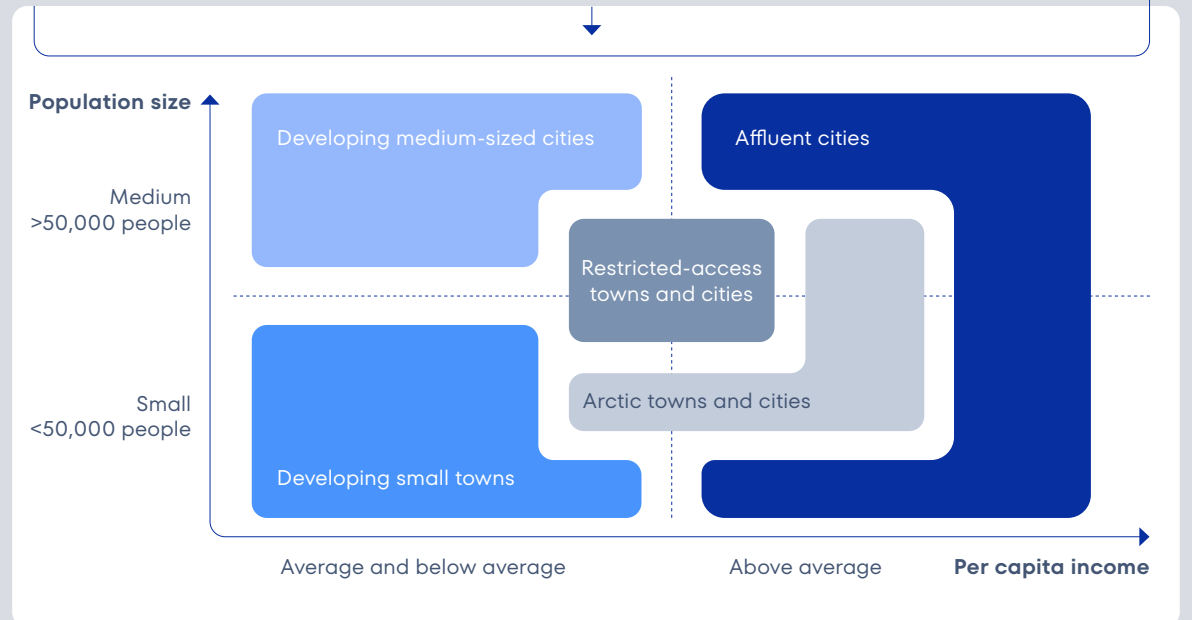
2. Climatic group



3.3. Population income dynamics



3.1. Population size



# Improvements in the city of Kholmsk

Delo Group’s involvement in the ESG Alliance project to develop the Quality of Life Index contributed to the creation of a large-scale sustainability assessment tool and provided practical impetus for targeted social investment.

The survey was conducted in three towns in which Delo Group operates: Kholmsk (Sakhalin Region), Nakhodka (Primorsky Terriotry) and Kingisepp (Leningrad Region).

Thanks to the in-depth analysis conducted as part of developing the Index, Delo Group gained an objective understanding of life in the communities in which it operates.

Kholmsk performed poorly in the Public Amenities category, with residents rating the quality of the urban environment and the town’s appearance

as unsatisfactory. In response to this, Delo Group decided to initiate a comprehensive programme to support Kholmsk as part of its Sustainability Strategy in 2024.

Our approach shows how analytical insights can be turned into practical actions that can improve people’s lives across the country.

We believe that sustainable development begins with dialogue with people. In 2025, the Group will continue to improve the lives of our employees and their families living in small towns.



## Sea Symphony

In Kholmsk, with Delo Group’s participation, the reconstruction of Mira Square on Sovetskaya Street, a landmark public space, has been completed. Implemented on an area of 0.8 hectares, the Sea Symphony project won the Russian National Competition for the Best Projects for Creating a Comfortable Urban Environment in Small Towns and Historic Settlements among the constituent entities of the Far Eastern Federal District.

The renovated square, complete with children’s and sports playgrounds, photo zones, summer terraces and recreation areas, has already become a popular attraction for local residents, with up to 500 people visiting every day. Thanks to the project, conditions for developing trade, tourism and cultural endeavours have been created in Kholmsk, increasing the turnover of small businesses and budget revenues.

## Green Harbour

The Green Harbour Ecopark in Kholmsk responds to the needs of the town’s residents, as identified by the Quality of Life Index. With the support of Delo Group, the project earned first place in the 3<sup>rd</sup> Competition of the Best Projects for Creating a Comfortable Urban Environment in the Far Eastern Federal District.

A 4.05-hectare ecological trail will allow visitors to discover Sakhalin’s unique endemic species and appreciate the region’s rich biodiversity. A federal grant of RUB 100 million has been

secured to implement this large-scale project. The ecopark is expected to create 28 new jobs and attract almost 50,000 visitors per year. All work is scheduled to be completed by the end of 2025.

The Green Harbour project is a prime example of successful collaboration between business and government.

**RUB 100 mln**  
secured as a federal grant

**28**  
new jobs

**50,000**  
visitors  
per year

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# Comprehensive Social and Charity Projects

Caring for local communities has long been an integral part of Delo Group's corporate culture. We build long-term relationships with the communities in which we operate and actively support social initiatives.

MED 34

We strive to drive positive change in the regions where we operate by unlocking people's potential, supporting families, and creating conditions that allow society to develop harmoniously. Our social investments contribute to the development of sustainable, cohesive communities where residents have access to cutting-edge educational, medical and

sports facilities. Supporting families, children and vulnerable groups helps strengthen social stability and preserve family values.

In 2024, we implemented dozens of projects in areas such as healthcare, education, sports, social assistance and corporate volunteering.

## Atmosphere Foundation<sup>1</sup>

In 2024, Delo Group through its Atmosphere Charitable Foundation allocated over RUB 52.5 million to projects supporting children's education, sports and healthcare, as well as the implementation of socially significant initiatives:

- Purchasing essential medical equipment and motor vehicles, as well as New Year's gifts for organisations working with orphans, disabled people, and children with disabilities, and for medical centres in the North-West and Far Eastern Federal Districts
- Organising celebrations dedicated to the 79<sup>th</sup> anniversary of Victory in the Great Patriotic War
- Assisting the Light in Hands Foundation in organising the Memory Sprout campaign
- Donating RUB 3 million annually to the Life Line Foundation for targeted assistance to children

- Funding the production of commemorative badges and medals dedicated to the 20<sup>th</sup> anniversary of the Federal Agency for Sea and Inland Water Transport

### Charity campaigns in Nakhodka

- Designing the first-ever combined kindergarten and school in the Primorsky Territory with a capacity of 1,010 pupils
- Supporting the Portovik children's football club by purchasing sports equipment and paying tournament fees. In 2024, the club's team won an international tournament in Dalian, China
- Installing New Year decorations in the central square funded by the Foundation in the settlement of Beregovoy
- Purchasing 50 birch seedlings to be planted near the kindergarten in the settlement of Khmylovka to commemorate the 79<sup>th</sup> anniversary of the Victory in the Great Patriotic War
- Purchasing and delivering modular surfacing for the outdoor tennis court at the Physical Culture and Sports Centre for 145 pupils aged 6 to 18

> RUB 52 mln  
allocated to projects supporting children's education, sports and the implementation of socially significant initiatives



**Together,  
we are changing lives  
for the better**

The Atmosphere Charitable Foundation provided significant support totalling **RUB 25 million** for the development of project documentation and expert reviews for the construction of a combined school and kindergarten in Nakhodka. The new educational institution, designed to accommodate 800 schoolchildren and 210 preschoolers, will be located in a residential neighbourhood under construction on Sidorenko Street. This will significantly reduce the pressure on existing schools, where classes are currently held in two shifts. The design phase is scheduled for completion in 2027, after which construction will begin.

RUB 25 mln  
allocated to developing project documentation and expert reviews for the construction of a combined school and kindergarten in Nakhodka

<sup>1</sup> Atmosphere Corporate Charitable Foundation was established by a company of the Stevedoring Division of Delo Group in 2019 to support public initiatives, social and environmental programmes. From 2024, the Foundation operates throughout Russia.

# Volunteering

Our employees regularly participate in volunteering and donation campaigns. They support the wards of the Centre for Social Rehabilitation of Disabled People and Children with Disabilities in Kronstadt, the children's orphanage in the Vsevolozhsk District of the Leningrad Region and the local association for disabled people in Nakhodka. They also take part in the "Give a Child a Holiday" charity campaign for disabled children in Novorossiysk.



## Who do we help?

### Social institutions for children

#### Saint Petersburg and Leningrad Region

- Centre for the Social Rehabilitation of Disabled People and Children with Disabilities in the Kronstadt District of Saint Petersburg
- Centre for Orphans and Children Left Without Parental Care "Centre for Family Education No. 10"
- Centre for Assistance to Orphans and Children Left Without Parental Care "Svirstroy Resource Centre"
- Regional Public Organisation for Innovative Integration Technologies for Social and Cultural Rehabilitation "Centre for Inclusive Design "School of Mutual Aid"

#### Irkutsk

- Social Rehabilitation Centre "Vera"
- Regional Public Organisation for People with Disabilities since Childhood "Nadezhda"
- Regional Children's Tuberculosis Hospital

#### Trans-Baikal Territory

Khokhotuy Centre for Assistance to Children Left without Parental Care, "Berezka"

#### Nakhodka

- Public Organisation "Association of People with Disabilities of Nakhodka"
- Assistance to kindergartens

#### Komi Republic

Special (Correctional) Boarding School No. 10, Ajerom Rural Settlement

#### Chelyabinsk

Regional Children's Orphanage No. 2 named after Zinaida Antonova

### Charitable foundations

- 1 Gift of Life
- 2 Life Line
- 3 Light in Hands
- 4 Angel of Faith
- 5 Give Hope
- 6 Krasnodar regional branch of the All-Russian Public Charitable Foundation "Russian Children's Fund"



### Izmalkovo Boarding House

We support the Izmalkovo Boarding House for children with cancer, which is currently being built with the help of the Gift of Life Foundation. The boarding house will provide temporary accommodation for children undergoing treatment at the D. Rogachev Children's Haematology Centre<sup>1</sup> in Moscow, as well as their parents — creating a homely atmosphere that will greatly facilitate the recovery process.

DeLo Group funded the construction of one of the buildings, an important part of the boarding house's infrastructure which will allow families to live together

comfortably during treatment. The facility is currently in the final stages of completion.

In 2024, our employees took part in a volunteer clean-up day at the Izmalkovo Boarding House. Together with the Gift of Life Foundation, more than 100 volunteers planted trees and shrubs, including maples, hazels and currants.

We plan to continue this meaningful initiative in 2025, inviting our employees' children to participate in a separate educational programme about the unique history of the Izmalkovo Boarding House, which is a cultural heritage site.

<sup>1</sup> Rogachev National Research Centre of Pediatric Hematology, Oncology and Immunology.

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## Kindness in everything we do

We have incorporated the unique Dobroshrift font, which is based on the handwriting of children with cerebral palsy, into the design of our website and a special version of our [Sustainability Report](#) (Russian version). Dobroshrift has become a symbol of support and inclusion for people with cerebral palsy. It is used by hundreds of companies and thousands of individuals to raise awareness of the issues faced by people with limited mobility and to fundraise for their rehabilitation.

In collaboration with the Gift to an Angel Foundation, Delo Group held a charity lottery at SPIEF 2024 using dice decorated with Dobroshrift. Four fundraisers for children with cerebral palsy were subsequently completed, raising **RUB 850,000** to purchase specialised bicycles and treadmills, pay for the rehabilitation of three of the foundation's wards and purchase specialised clothing and footwear.

**RUB  
850,000**  
raised through a charity lottery for  
children with cerebral palsy



We believe that supporting vulnerable children helps to create a healthy society where everyone has the opportunity to fulfil their potential, regardless of their health status. For our employees, it is also important that their employer cares about more than just profit and is actively involved in social projects.

**Elena Svirina,**  
Deputy Director General  
for Finance and Sustainability,  
Delo MC



## Lighting the New Year Lights

In December 2024, we held our first group-wide volunteer campaign, "Lighting the New Year Lights", to support the Centre for Children Left Without Parental Care in Kudymkar, Perm Territory. Thanks to our employees' support, we were able to equip a gym, a psychologist's office and a computer classroom. All gifts for the children were divided into eight categories and presented as baubles on a Christmas tree which lit up as funds were raised.

**Over 650 Delo Group employees** took part in the campaign, raising **more than RUB 835,000** with the help of the Atmosphere Charitable Foundation.



## Help for the Rzhevka shelter

In autumn 2024, our volunteers visited the Rzhevka shelter, home to **more than 300 homeless animals**. The volunteers brought food, medicine and blankets, and saw how the shelter had fitted out the 20-foot container donated in November 2023. The container offers reliable protection from the rain, snow and rodents, and is used to store vital supplies for the animals.

# Healthcare

One of our sustainability priorities is to promote the development of healthcare systems in the regions where our enterprises operate. This is because caring for people's health

directly affects the quality of life of our employees and the social well-being of the communities where we operate.

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## Support for healthcare in Novorossiysk

In 2024, the Group's companies allocated **over RUB 2.8 million** to support healthcare in Novorossiysk. This funding was used to donate an ultrasound machine, ophthalmic equipment and consumables to the city's healthcare facilities. The money was also used to renovate patient wards. Charitable assistance was provided to the Clinical Diagnostic Centre, City Hospital No. 1 and Infectious Diseases Hospital No. 3 of the Krasnodar Territory Ministry of Health.



## Corporate blood donations

For the first time, a corporate blood donation campaign was organised for the employees of the Stevedoring Division. Blood was donated at the City Blood Transfusion Station in Saint Petersburg and the Regional Blood Transfusion Station in Nakhodka. In total, **more than 36 litres of whole blood** were donated.

In 2024, **390 stevedoring employees** donated blood one or more times and 15 people registered with the bone marrow donor registry.

# Sports

Supporting and promoting sports is an important component of Delo Group's social policy. For many years, we have implemented projects in professional and children's sports, promoting the development of handball, football and volleyball in Russia.

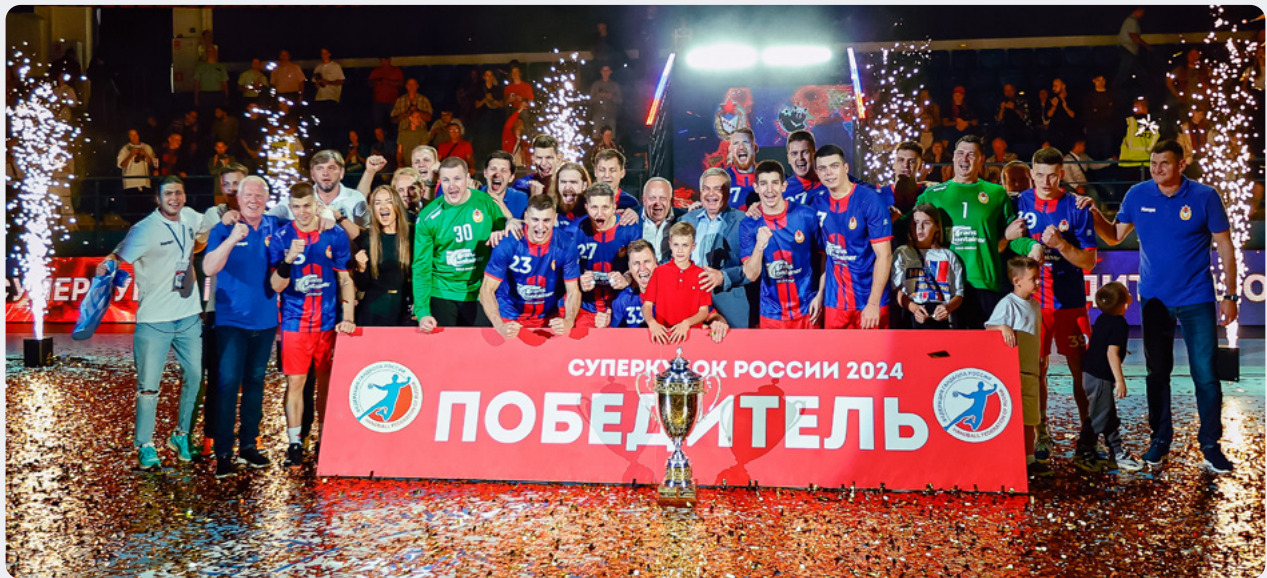
These projects enable us to encourage active lifestyles among thousands of children and adults, develop infrastructure, and raise the profile of Russian teams on the international stage. By investing in sport, we aim to build a healthy and active society, improve quality of life

and create new opportunities for self-fulfilment and youth development, strengthen team spirit and develop leadership qualities.

Delo Group has sponsored the Russian Handball Federation (RHF) since 2015. The Group's founder and Chairman of the Board of Directors, Sergey Shishkarev, is the President of the RHF and a member of the Executive Committee of the Russian Olympic Committee, as well as the Presidential Council for the Development of Physical Culture and Sports.

Our partnership with the RHF has contributed to some remarkable victories for Russian sport.

The Russian women's handball team won gold and silver medals at the 2016 and 2020 Olympic Games, as well as various awards at world and European championships. We support the RHF in implementing new projects to develop children's handball and modernise sports infrastructure in Russian towns and cities. We also promote the establishment of new handball clubs and increase the popularity of the sport.







## Handball is a sport with a strong character

With the Group's support, the DELO SPORT Sports Complex was built in Abrau-Durso. Handball and football clubs hold training camps there, and the Novorossiysk women's handball club, Chernomorochka, hosts its Olimpbet Super League opponents there.

In 2024, the second children's handball tournament took place in Novorossiysk, with **over 470 girls aged 11–12 from 34 schools participating**. The final games took place at the DELO SPORT Sports Complex, where the young athletes were coached by Chernomorochka players. This women's handball club was established by Sergey Shishkarev, founder of Delo Group.

## Delo Group sponsored several leading sports clubs in 2024



Russian Handball Federation



Chernomorochka Women's Handball Club



CSKA Women's Handball Club



CSKA Men's Handball Club



Kuban Women's Handball Club



Zilant Men's Handball Club



Dinamo-Anapa Women's Volleyball Club



Chernomorets Football Club

Delo Group promotes sports and strives to encourage children and adults to lead active lifestyles.

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# For **Delo**, climate is a matter of urgency

We recognise the scale of the challenge posed by climate change, and we are committed to minimising our environmental impact by adopting sustainable practices.

## 360 TJ

(-12%) reduction in energy consumption in 2024

## Up to 135 tonnes of CO<sub>2</sub>e

are avoided each year by using an electric crane at a stevedoring terminal<sup>1</sup>

## 100%

of the Group's assets are included in the climate risk analysis

<sup>1</sup> Compared to a similar diesel-powered crane.

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



# Approach to Climate Management

**203 TJ**  
of renewable electricity  
consumed

**100%**  
of the energy supplied  
to the Group's maritime  
terminals in Novorossiysk  
is generated from renewable  
sources

**31,000** ↓ 13.5%  
tonnes of CO<sub>2</sub>e  
reduction in greenhouse gas  
emissions (Scopes 1 and 2)  
in 2024<sup>1</sup>

**360 TJ** ↓ 11.9%  
reduction in energy  
consumption in 2024

Delo Group considers the climate agenda to be an important part of the sustainable development of its business. We recognise that our decisions affect not only the Group's carbon footprint, but also that of the products we transport. Our efforts to reduce emissions have become a growth driver, offering us an opportunity to rethink our processes and make them more environmentally friendly and up to date. We are committed to reducing our environmental impact while maintaining business growth and operational performance. To this end, we implement innovative, preventive solutions and adhere to the precautionary principle, constantly assessing risks and opportunities for further development.

Our approach to climate issues relies on systematic and coordinated efforts from everyone involved in the process. Delo Group has a dedicated sustainability task force comprising representatives from all key divisions and businesses. This platform is used to discuss and make decisions relating to climate impact, reducing emissions, responsible resource consumption and implementing decarbonisation practices.

The Group's approach to managing climate impact and greenhouse gas emissions is consistent across all divisions and is set out in the Group's 2035 Sustainability Strategy. In developing this strategy, we conducted a detailed analysis of opportunities to reduce our carbon footprint, drawing on the best national and international practices. We assessed potential decarbonisation measures based on their environmental impact and financial feasibility. This approach enables us to identify viable solutions that benefit both business and the environment.



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

# Climate-Related Risks and Opportunities

GRI 201-2

Climate change affects Delo Group's operations both domestically and abroad. It is crucial that we understand how these changes may impact our business processes and that we are prepared to adapt in order to minimise risks and capitalise on emerging opportunities. Integrating climate factors into our risk management system helps us to maintain business stability in a rapidly changing environment.

We are already witnessing the materialisation of climate risks. In 2024, the Group's facilities were exposed to stormy winds, intense rainfall, temperature fluctuations and extreme heat. In response to these challenges, we are implementing prompt measures to ensure the health and safety of our employees and maintain uninterrupted business operations.

**100%**  
of the Group's  
assets are included  
in the climate risk  
analysis

## Physical climate risks

### Risks

#### Extreme weather conditions

- Squally winds, storms, hurricanes
- Sudden temperature changes, icing, extreme heat, fires
- Intense precipitation: showers, snowfall, hail
- Floods

### Implications

- Damage to infrastructure
- Increased injury and health risks for employees
- Longer voyages (vessel delays)
- Flooding of port infrastructure, erosion of the coastline, washing away of railway tracks
- Need to adapt to decreasing water depths for a number of shipping lanes

### Responses

- Forecasting the risks of natural emergencies and implementing response plans
- Monitoring weather conditions, including analysing ice conditions and implementing measures to eliminate the consequences of ship icing
- Monitoring the negative impact of climate change on the marine hydraulic structures of the ferry complex
- Concluding agreements with the Russian Hydrometeorological Centre for warnings about extreme weather conditions
- Equipping cranes with weather stations to monitor weather during operation
- Restricting the operation of lifting mechanisms and securing equipment more securely during high wind loads
- Taking organisational measures to ensure the safety of employees in the workplace, such as shortened working hours and additional breaks

### Opportunities

- Longer navigation season and reduced costs for icebreaker escort
- Reduced risk of ice damage

#### Long-term climate change

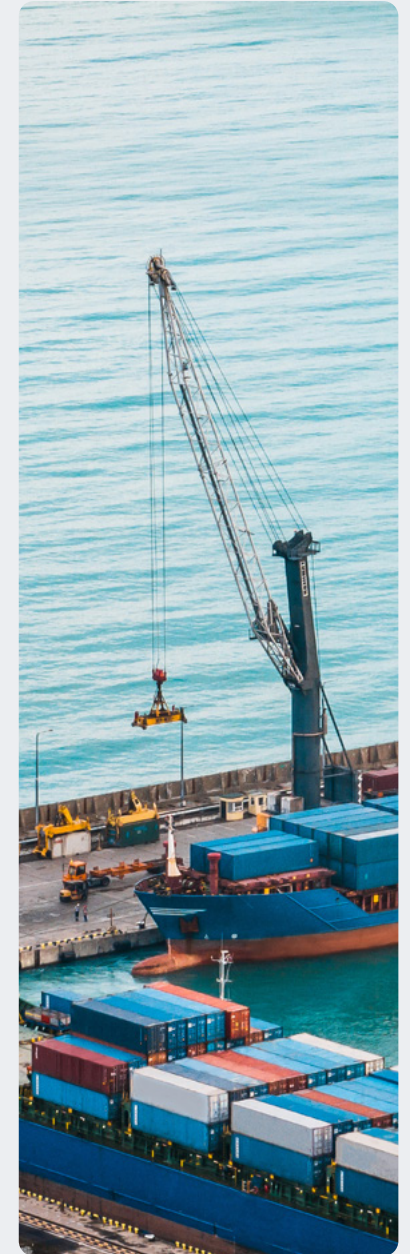
- Sea level rise
- Reduction of glaciers and snow cover, loss of Arctic sea ice during the summer season

Taking climatic conditions into account when constructing, repairing and renovating facilities

## Climate-Related Risks and Opportunities (continued)

### Transition risks

Risks	Implications	Responses	Opportunities
<b>Regulatory risks</b>	<ul style="list-style-type: none"> <li>Increased costs due to stricter legislative requirements</li> <li>Decreased attractiveness of the Group to customers and partners</li> <li>Increased cost of insurance</li> </ul>	<ul style="list-style-type: none"> <li>Keeping track of greenhouse gas emissions</li> <li>Incorporating sustainability principles into our business processes</li> <li>Improving non-financial reporting</li> </ul>	Bringing in new partners who are focused on sustainable development
<b>Technology risks</b>			
<b>Reputational risks</b>			
<b>Tax risks</b>	Introduction of additional taxes on greenhouse gas emissions	Developing a sustainability strategy with preventive measures to reduce emissions and offset carbon footprints	Opportunities for benefits and subsidies
<b>Interest rate risks</b>	Interest rates depending on the Group's sustainability rating	<ul style="list-style-type: none"> <li>Analysing the market and ratings</li> <li>Diversifying financing sources</li> <li>Utilising hedging tools</li> <li>Working to improve sustainability ratings</li> </ul>	Attracting investors interested in sustainable development





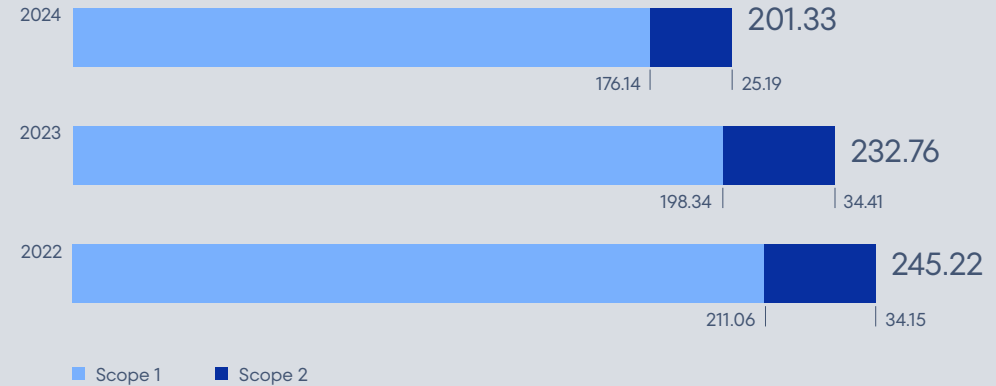
# Greenhouse Gas Emissions

We continue to systematically assess and reduce our greenhouse gas emissions. Since 2024, Delo Group has used the calculation methodology developed by Rosatom Group, one of our shareholders, to include direct emissions and emissions from energy consumption.

Direct greenhouse gas emissions (Scope 1) include emissions from fuel combustion, operational processes, and the treatment of waste and wastewater, among others. Their volume is calculated based on the amount of resources consumed and the corresponding emission factors. Emissions from purchased energy consumption (Scope 2) are calculated using a location-based method that takes into account the average carbon intensity of energy in a given

location. To ensure comparability, Scope 2 indicators for 2022 and 2023 are reported using the location-based method. The calculations take into account the main greenhouse gases: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), tetrafluoromethane (CF<sub>4</sub>) and sulphur hexafluoride (SF<sub>6</sub>). All of these gases are converted into CO<sub>2</sub> equivalents using established coefficients to determine the total emissions value.

**Scope 1 & 2 GHG emissions, thousand tonnes of CO<sub>2</sub>e**



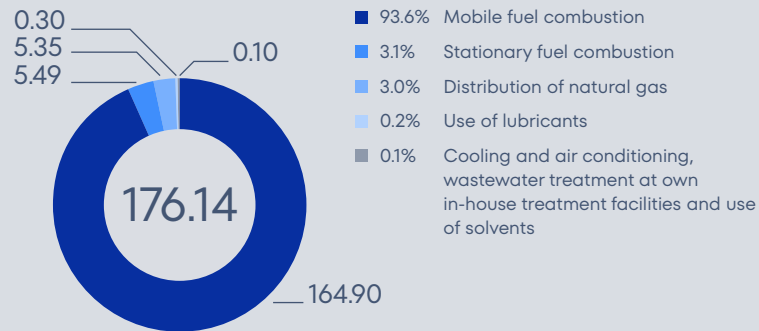
In 2024, the Group's total Scope 1 and Scope 2 greenhouse gas emissions totalled 201,000 tonnes of CO<sub>2</sub>e, which was 31,000 tonnes (13.5%) less than in 2023. This reduction was achieved through a decrease in both direct (Scope 1) emissions, which fell by 22,000 tonnes of CO<sub>2</sub>e, and indirect (Scope 2) emissions, which fell by 9,000 tonnes of CO<sub>2</sub>e. The transition to a new calculation methodology may have had a minor impact on the dynamics of the indicator.



## Greenhouse Gas Emissions (continued)

GRI 305-1 MED 20 SASB TR-RA-110a.1 SASB TR-MT-110a.1

**Breakdown of Scope 1 GHG emissions in 2024,**  
thousand tonnes of CO<sub>2</sub>e

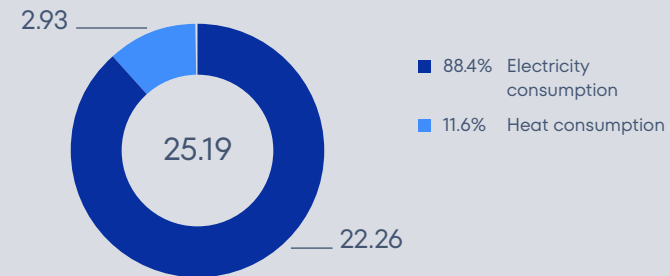


Mobile fuel combustion accounts for the largest proportion (93.6%) of direct greenhouse gas emissions (Scope 1). In order to reduce this figure, we are gradually streamlining our operations, reducing engine hours and improving the efficiency of our machinery. We are also transitioning from diesel to hybrid equipment that is more environmentally friendly and has a lower carbon footprint. While we have analysed other options, including converting large machinery to gas, hybrid equipment has been

found to be more effective in terms of environmental, economic and industrial safety criteria. Enhanced safety measures are in place at sites where hazardous cargo is handled, which preclude the use of gas-powered equipment.

GRI 305-2 MED 20

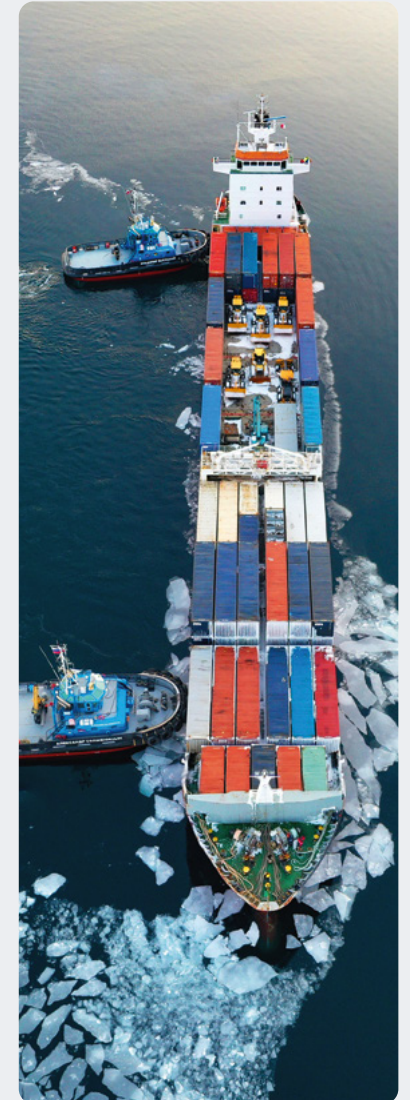
**Breakdown of Scope 2 GHG emissions in 2024,**  
thousand tonnes of CO<sub>2</sub>e



Electricity consumption accounts for most of the Group's indirect greenhouse gas emissions (Scope 2). In order to reduce these emissions, the Group enters into direct contracts with energy suppliers that use renewable sources.

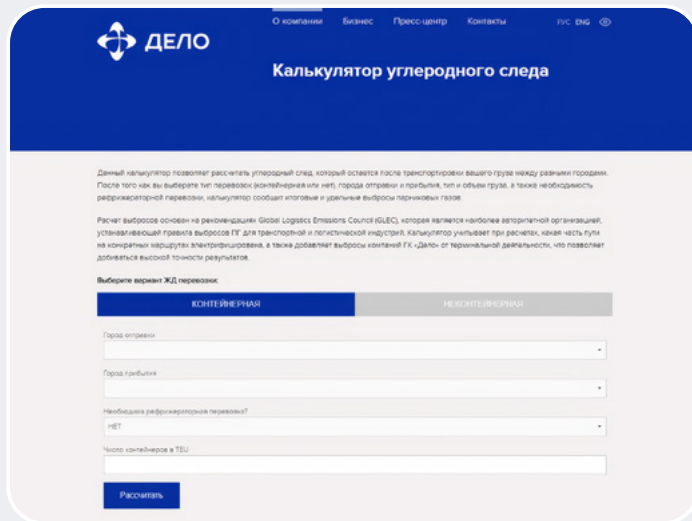
GRI 305-4

The greenhouse gas emissions intensity (Scopes 1 and 2) amounted to 0.7 tonnes of CO<sub>2</sub>e for every RUB 1 million of consolidated revenue under IFRS, and to 0.03 tonnes of CO<sub>2</sub>e for every 1 TEU processed.



# Carbon Footprint Calculator

Reducing greenhouse gas emissions requires a comprehensive approach, including streamlining our own operations and encouraging customers to choose sustainable solutions. To raise awareness, we launched the [Carbon Footprint Calculator](#) for our customers in 2024.



The screenshot shows the web interface of the Carbon Footprint Calculator. At the top, there is a blue header with the DELO logo and navigation links: "О компании", "Бизнес", "Пресс-центр", "Контакты", "ГЛС", "ENGL", and "RU". Below the header, the title "Калькулятор углеродного следа" is displayed. The main content area contains a detailed description of the calculator's purpose and a form for inputting data. The form includes a section for selecting the type of transport (Container or Non-container), fields for departure and arrival cities, a dropdown for the type of refrigerated transport (None or Yes), and a field for the number of containers in TEU. A "Рассчитать" (Calculate) button is located at the bottom of the form.



## Carbon Footprint Calculator: A digital tool for green logistics

In 2024, Delo Group launched an online carbon footprint calculator on its website to estimate greenhouse gas emissions from rail freight transport.

To calculate the carbon footprint, users only need to enter a few details: the type of transport, the departure and arrival stations, and the type and volume of cargo. The calculator takes into account factors such as the electrification of specific routes and emissions from terminal operations. Its calculations are based on the recommendations of the Global Logistics Emissions Council (GLEC), an international organisation that sets emission standards in the transport and logistics industries.

This digital tool makes carbon footprint assessment accessible and understandable, helping our customers to choose a more environmentally friendly route.



We are committed to promoting the best sustainable practices in green logistics. Above all, this is reflected in our careful approach to our supplier status.

Our key customers are leaders in sustainable business in Russia and have adopted the relevant policies and codes of conduct, clearly demonstrating their commitment to building sustainable supply chains. Delo Group meets, and will continue to meet, the highest standards of a responsible supplier.

However, supply chains are about more than just discipline and smooth operation. They are also about the economic interdependence of partners through their carbon footprint. Logistics is a crucial element of virtually all Scope 3 greenhouse gas emission calculations by leading Russian companies. Therefore, Delo Group is taking steps to reduce its carbon footprint in recognition of this mission.

### Elena Svirina

Deputy Director General for Finance and Sustainability,  
Delo MC



# Energy Efficiency

Improving energy efficiency is one of the priorities on our sustainability agenda. This is important from both economic and environmental perspectives: it reduces costs and increases the competitiveness of our services, while also reducing our environmental impact and promoting the responsible consumption of resources.

Up to **135 tonnes**  
of CO<sub>2</sub>e

are avoided each year by  
using an electric crane at a  
stevedoring  
terminal<sup>1</sup>

Up to **9 tonnes**  
of CO<sub>2</sub>e

emissions are avoided each year  
thanks to the solar collector at  
the Zabaykalsk terminal

<sup>1</sup> Compared to a similar diesel-powered crane.

## Operational efficiency

All companies within Delo Group systematically work to improve their operational efficiency, with the aim of reducing energy consumption. Great attention is paid to optimising logistics routes and handling operations. Employee involvement plays a key role in process improvement: one division has a programme whereby anyone can suggest an efficiency-improving solution and receive a reward for implementing a successful initiative.

To optimise the use of resources in our operations, we are replacing outdated equipment with modern, energy-efficient alternatives and equipping our machinery with frequency converters and soft start systems to reduce the load on the power grid during start-up and operation. We install automatic controllers that shut down equipment when it is idling or not being used for its intended purpose.

We are implementing automatic lighting and climate control systems at our facilities as needed. For instance, lights are only turned on when movement is detected or when there is insufficient natural light, and ventilation and heating systems are adjusted according to weather conditions.





## Use of renewable energy sources

The Group is committed to increasing the share of renewable energy. Solar collectors have been installed at the Zabaykalsk container terminal to serve as an auxiliary heating system for the customs bonded warehouse. These collectors enable an annual reduction in greenhouse gas emissions of up to 8.7 tonnes of CO<sub>2</sub>e. Additionally, a project to install a 62 kWh grid-connected solar power plant at the Rostov-Tovarniy terminal was developed and approved by the investment committee in 2024.

Some of the facilities are already connected to supply sources via bilateral corporate Power Purchase Agreements, which provide access to green energy on competitive terms. As part of this initiative, an agreement was signed ensuring that Novorossiysk's maritime terminals receive all their electricity from renewable energy sources. The agreement enabled the terminals' annual electricity demand of 41,000 MWh to be covered and greenhouse gas emissions to be reduced by 13,830 tonnes of CO<sub>2</sub>e per year.

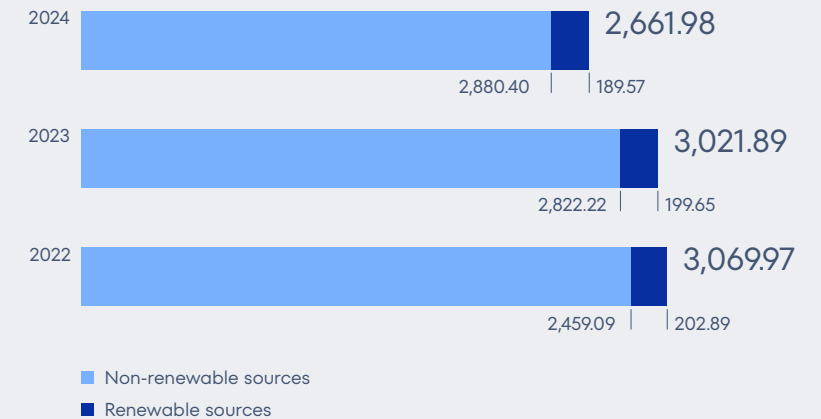
Meanwhile, work is underway to connect other large port and railway infrastructure facilities to renewable sources. In accordance with Federal Law No. 35 "On Electric Power Industry", we continue to purchase green certificates confirming the use of energy from renewable sources, which allows us to offset part of our carbon footprint. In 2024, we purchased green certificates confirming the production of 2,000 MWh of electricity from renewable sources, offsetting over 0.67 tonnes of CO<sub>2</sub>e.



## Transition to electric drive technology

GRI 302-1   MED 22   SASB TR-RA-110a.3   SASB TR-MT-110a.3

### Energy consumption at Delo Group, TJ



We are gradually transitioning to the wider use of electric drive technology in our operations. Currently, we use electric crane equipment at our facilities, which reduces energy consumption and emissions. We use electric forklifts and are developing plans to convert other handling equipment, such as port tractors,

from diesel to electric power. In 2024, we signed a contract for the supply of electromechanical reach stackers<sup>1</sup>, which outperform their diesel counterparts in terms of energy efficiency and operational reliability. Plans for 2025 include purchasing an electric reach stacker and terminal tractors.

<sup>1</sup> A reach stacker is a lifting machine used for handling containers in ports and terminals.

# 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.

> RUB **162** mln  
spent on environmental protection  
measures in 2024

**8,000**  
Black Sea salmon and brown trout  
fry released into the waters of the  
Azov-Black Sea fishery basin

**100%**  
of the Group's fleet practises ballast  
water exchange and treatment



**7**  
Environmental  
Protection

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# Approach to Environmental Footprint Management

GRI 2-23 MED 21 NG 4-12

Our operations span across various regions of our vast country and beyond, and we recognise our responsibility to protect the environment. Preserving nature for future generations is one of our top priorities.

>RUB 162 mln

spent on environmental protection measures in 2024, including

RUB 129 mln

invested in fixed assets

We believe that sustainable development is impossible without a systematic approach to addressing environmental issues. Therefore, we do more than just adhere to Russian and international environmental regulations; we also take proactive steps based on the precautionary principle. This approach helps us minimise risks and foster a culture of environmental responsibility within the Group and beyond.

Each of the Group’s enterprises has its own specific features, and each division employs environmental protection officers who deal with local issues. Delo MC coordinates their efforts, develops standardised approaches, and facilitates the sharing of knowledge and experience. This creates a synergistic effect and increases overall efficiency. We bring professionals from across the Group together to work towards common goals.

The Group’s companies have implemented an environmental management system based on international standards. Our [Environmental Policy](#) outlines our overall approach to environmental protection. As part of our Sustainability Strategy, we identified priority areas in 2024, and from 2025 we will begin to develop a roadmap with specific steps for each division.

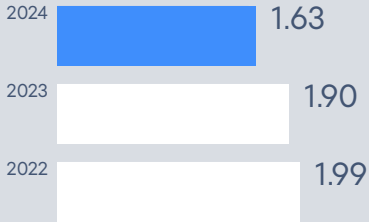
We place particular importance on employee training and engagement. Environmental experts and other relevant professionals undergo training at educational institutions and organisations and participate in industry forums and conferences. This allows them

to keep up to date with trends and best practices in their field. In 2024, we held an educational event on the separate collection of recyclable waste for all Group employees in collaboration with Ecoline’s partners. We are committed to integrating sustainability principles into our corporate culture at all levels.

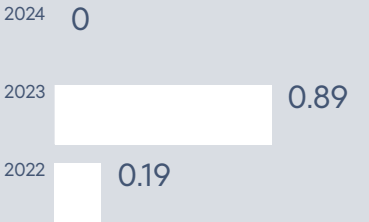
GRI 2-27

We are confident that only a comprehensive approach, from strategy to daily decision-making, will enable us to make a significant impact on environmental preservation. Since 2022, we have invested over RUB 500 million in environmental initiatives, including RUB 162.4 million in 2024 alone. The Group is consistently reducing its environmental impact fees, reflecting the effectiveness of our efforts. Furthermore, we did not receive any significant fines or environmental compensation claims for violations of environmental legislation during the reporting period. We will continue to improve our approach and allocate resources to creating a sustainable future.

## Environmental impact fees, RUB mln



## Environmental compensation and fines for violations of environmental legislation, RUB mln



# Air

Protecting the health of our employees and the communities in which we operate is our priority. This is why we pay great attention to monitoring atmospheric emissions and are committed to reducing their volumes. None of the Group's companies emit highly toxic, ozone-depleting or other hazardous air pollutants.

We regularly monitor air quality and check compliance with emission standards at sources and along the boundaries of the sanitary protection zones. Each year, we submit data as part of our 2-TP (air) statistical reports, declarations on environmental impact fees, and reports on the organisation and outcomes of environmental production controls.

## Key measures related to reducing pollutant emissions at Delo Group

### Group of measures

Capturing pollutants from the air before they enter the environment

Preventing dust and gas dispersion

Cleaning

Preventing and reducing risks in adverse conditions

### Examples

- Installing aspiration systems at transfer points and on metalworking machines
- Using dust and gas cleaning installations
- Using mobile dust suppression installations (UP/M-700-A8)

- Installing windproof dust collection screens
- Using irrigation systems for stacks and processing areas
- Covering motor vehicle bodies when transporting bulk cargo

- Vacuum-based automated cleaning of driveways and decks after unloading operations
- Periodic cleaning and maintenance of fuel, ballast, wastewater and sludge tanks on ships

- Implementing an action plan in adverse weather conditions
- Using fuel with reduced sulphur content ( $\leq 0.5\%$ )
- Purchasing high-efficiency special machinery and equipment
- Training personnel in low-toxic driving techniques when operating mobile sources of atmospheric air pollution
- Regular third-party monitoring of the atmosphere



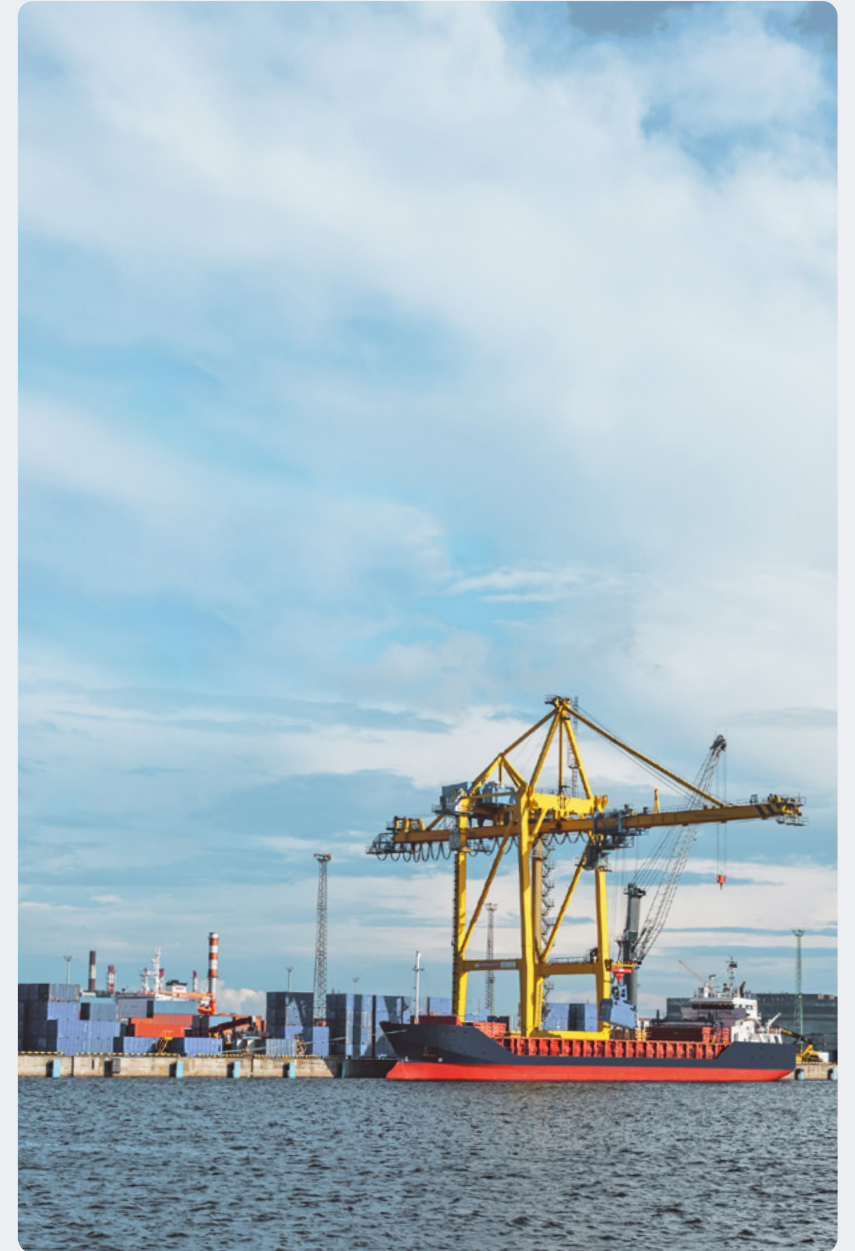
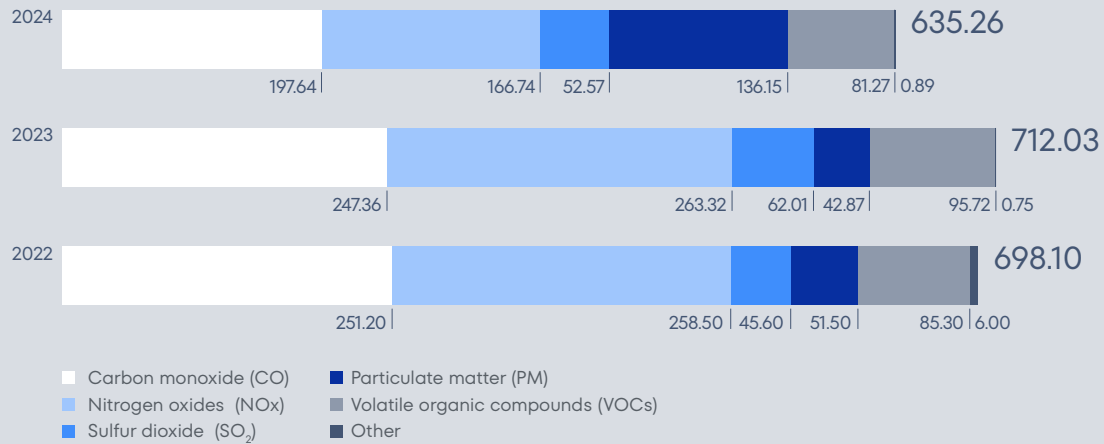
## Air (continued)

In 2024, we implemented a set of measures aimed at reducing the emissions of pollutants into the atmosphere at key stages of our logistics

operations. Total emissions of pollutants into the atmosphere decreased by 76.7 tonnes (–10.8%) in 2024 compared to 2023.

GRI 305-7 SASB TR-RA-120a.1 SASB TR-MT-120a.1

### Pollutant emissions, tonnes



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# Water

GRI 303-1

Delo Group does not use water in its main operations. The majority of water consumption is related to domestic use, irrigation and cleaning of premises. Targets for reducing water consumption are set out in the Group’s [Environmental Policy](#).

The Group’s water supply and disposal (except for storm water) are primarily managed through centralised networks. Where connection to centralised utilities is not possible, water is sourced from underground reserves.

Water consumption from centralised and underground sources is measured using meters verified by third-party organisations. Statistical reports are submitted annually to confirm compliance with water consumption standards, and water quality is monitored using physical, chemical and microbiological parameters.



GRI 303-2

**In the area of water management, the Group adheres to the following regulations.**

## Ballast water management

↗  
The International Convention for the Control and Management of Ships’ Ballast Water and Sediments, 2004

## Management of treated wastewater discharge

↗  
The International Convention for the Prevention of Pollution from Ships (MARPOL)

↗  
Resolution No. 748 of the Government of the Russian Federation dated 3 October 2000 “On Approval of Limits of Permissible Concentrations of and Conditions for Discharging Harmful Substances into the Exclusive Economic Zone of the Russian Federation”

↗  
Sanitary and Epidemiological Rules and Regulations of the Russian Federation (SanPiN) 2.1.3684-21

↗  
Sanitary and Epidemiological Rules of the Russian Federation (SP) 2.5.3650-20 “Sanitary and Epidemiological Requirements for Certain Types of Transport and Transport Infrastructure Facilities”

↗  
Methodology for Developing Standards for Permissible Discharges of Pollutants into Water bodies for Water Users, as approved by Order No. 1118 of the Ministry of Natural Resources and Environment of the Russian Federation dated 29 December 2020

SASB TR-MT-160a.2

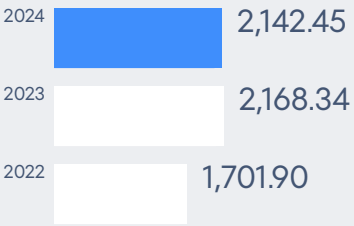
Water intake and wastewater disposal volumes remained stable and decreased slightly compared to 2023. This was achieved through effective maintenance of water supply systems, installation of taps with automatic shut-off systems and educational activities aimed at promoting the rational use of water resources.

GRI 303-3   GRI 303-4   MED 13

## Water intake, thousand m³



## Wastewater disposal, thousand m³



## Water (continued)

SASB TR-MT-160a.2

In 2024, the Group did not record any cases of wastewater spills or pollutant emissions into water ecosystems or soil.

**100%**  
of the Group's fleet  
practises ballast water  
exchange and treatment

### Key measures related to protecting water resources at Delo Group

#### Group of measures

Water consumption monitoring and metering

Wastewater treatment

Rational use of water resources

#### Examples

- Installing water meters at intake and discharge points for accurate monitoring of water consumption
- Regular monitoring of water consumption and maximum permissible concentrations of pollutants in water
- Documenting water consumption through regular water usage reports submitted to the Federal Water Resources Agency

- Installing treatment facilities for storm water runoff
- Regular laboratory monitoring of wastewater quality at all stages of treatment, at both the entrance and exit of the treatment facilities
- Cleaning the sea surface from floating debris in a timely manner

- Reusing treated wastewater for domestic purposes such as watering the grounds, washing cars and filling fire reservoirs
- Using groundwater in a rational manner, while complying with licensing requirements and conducting regular laboratory tests on the quality of water extracted from wells
- Conducting educational meetings with employees on water conservation and rational water use
- Placing informational posters to raise awareness among employees
- Conducting water conservation measures and performing regular maintenance of water supply systems, immediately repairing any leaks

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# Waste

GRI 306-1

Waste management is one of the key topics of responsible resource use. This is a priority for Delo Group's 2035 Sustainability Strategy, which aims to increase the proportion of separately collected waste (SCW) and reduce the amount of waste sent to landfills.

The Group's companies mainly generate Classes IV and V waste, including debris from premises, construction materials, scrap metal, and similar types of waste. Class I–III (hazardous and moderately hazardous) waste accounts for just 1.3% of the total amount of waste. This includes used mineral oils, batteries, uninterruptible power supply units, filters and mercury-containing lamps.

Solid municipal waste is disposed of and neutralised by regional operators with whom contracts have been concluded. All contractors have

the necessary licences to handle Classes I–IV waste, guaranteeing compliance with regulatory requirements and environmental safety. Most Classes IV–V waste is transferred to third parties for disposal or sale as recycled raw materials. Recyclable waste, such as wood, paper, polyethylene and other materials, is collected separately and transferred to specialised companies for reuse.

Waste accounting and monitoring within the Group is carried out by environmental department specialists from the relevant divisions. They monitor waste volumes, compliance with accumulation standards, and fulfilment of legal requirements. Each year, Group companies submit Form 2-TP (waste), which contains data on waste amounts, hazard classes and waste management methods.

## Key measures related to responsible waste management at Delo Group

Group of measures	Examples
Waste accounting and monitoring	<ul style="list-style-type: none"> <li>Waste accounting, including Form 2-TP (waste)</li> <li>Developing hazardous waste datasheets and handling instructions</li> </ul>
Waste reduction	<ul style="list-style-type: none"> <li>Abandoning disposable tableware (e.g. paper and plastic cups) in offices, transition to reusable tableware</li> <li>Replacing mercury-containing lamps with LED lamps</li> <li>Promoting electronic document management</li> </ul>
Separate waste collection	<ul style="list-style-type: none"> <li>Installing containers for separately collected waste (paper, batteries, plastic, electronic waste, etc.) in offices and production sites</li> <li>Organising temporary waste storage areas by hazard class with proper labelling</li> </ul>
Transfer of waste for recycling and disposal	<ul style="list-style-type: none"> <li>Prioritising waste transfer for recycling over landfill disposal</li> <li>Verifying that disposal companies have the necessary licences and equipment, and are performing their work in good faith</li> </ul>
Training and awareness	<ul style="list-style-type: none"> <li>Mandatory training for employees working with waste in accordance with Federal Law No. 89 "On Production and Consumption Waste"</li> <li>Educational materials, webinars and articles on internal resources for employees</li> <li>Involving employees in environmental initiatives, such as the "Second Life of a Book" programme, community clean-up days, environmental campaigns, etc.</li> <li>Certifying crew members on their knowledge of Annex V of MARPOL (Rules for the Prevention of Pollution from Ships)</li> </ul>



## Waste (continued)

GRI 306-3 GRI 306-4 GRI 306-5

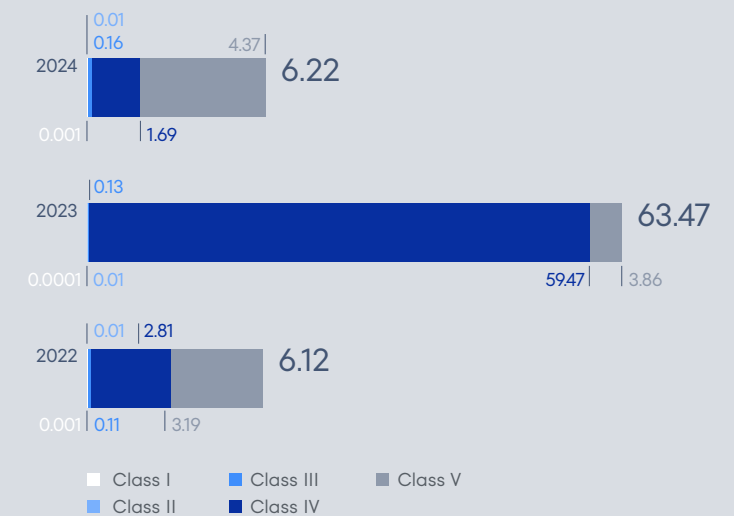
In 2023, the volume of waste increased sharply due to the reconstruction of one of the Group's state-of-the-art terminals. Most of this waste was made up of construction materials classified as Class IV.

After the active phase of the work was completed in 2024, the volume of waste decreased. All construction waste was transferred to a specialised organisation for disposal.

**Total generated waste by hazard class,  
thousand tonnes**



**Total disposed waste by hazard class,  
thousand tonnes**



## Waste (continued)



### A choice that is both environmentally friendly and cost-effective: the reuse of asphalt

In 2024, one of the Group's terminals reused old asphalt instead of disposing of it. While this material is not suitable for busy motorways, it can be used for car parks and other secondary areas. The asphalt was used to build car parks, which are an important part of the terminal's cargo flow. This approach enabled us to reduce our environmental footprint and save resources.



### Building a green office together: Environmental protection begins with our own habits

As part of our sustainability strategy, we are consistently implementing the principles of a green office. One of our initiatives in this area is reducing our use of disposable items in everyday activities. For example, one of the Group's divisions has stopped using plastic and paper cups in its offices. By switching to reusable corporate bottles and mugs, employees have eliminated the need for around 60,000 disposable cups in just one year. In addition, offices have introduced double-sided printing, helping to reduce paper consumption.

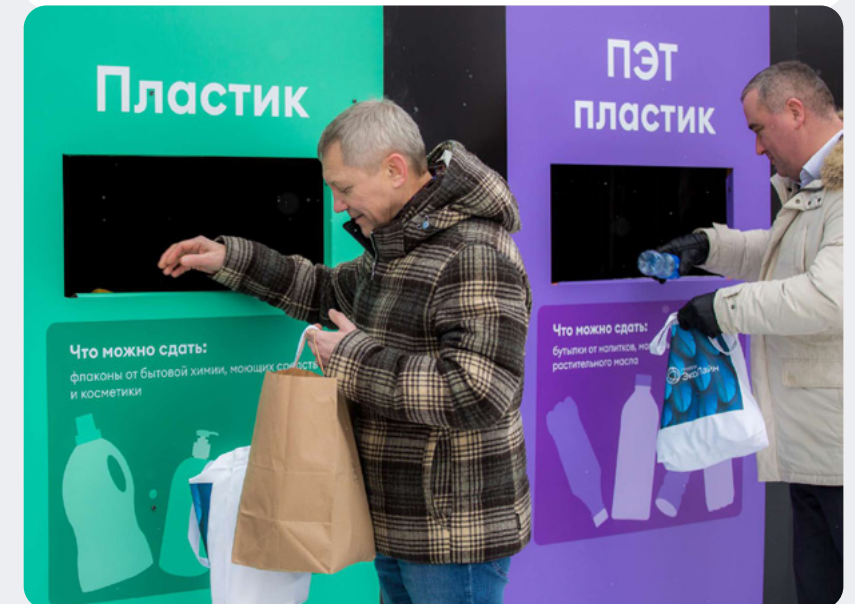
The next step is to expand the system for collecting separate waste in offices. There are plans to set up additional recycling collection points in 2025. This will allow each employee to make a personal contribution to responsible waste management and care for the environment.



### Delo Group gives containers a second life

As part of a joint project with Ecoline Group and VkusVill, old 20-foot containers were converted into an eco-station, breathing new life into them. In 2024, Delo Group, together with its partners and Karelia Environmental Operator, opened a visually appealing eco-station in Petrozavodsk intended for the collection of recyclable waste, with six separate windows intended for different types of waste, including plastic, glass, and metal.

This project is a prime example of a successful collaboration between businesses and municipal authorities to promote the region's sustainable development, contributing to the Republic of Karelia's sustainable development goals. It opens up new prospects for the Group to form partnerships in the field of environmental protection.



# Biodiversity

GRI 304-1

One of the priorities of Delo Group's environmental protection activities is preserving biodiversity and natural ecosystems. We support initiatives to protect rare animal species and encourage our employees to participate in environmental projects, such as tree planting, community clean-up days and improving natural areas. Our next step is to conduct a large-scale assessment of the impact of infrastructure project construction on biodiversity in the regions where we operate.

**None of the Group's assets are located in specially protected natural areas. However, we do operate near the Ekateringofka River nature reserve, as well as near the waters of the Gulf of Finland and Wrangel Bay. We comply with all legal requirements and hold the necessary permits for these operations.**



## Responsible approach to construction

In 2024, the Group developed a Biodiversity Conservation Programme, an important environmental initiative associated with the reconstruction of a deep-water berth at Novorossiysk seaport. The programme runs from 2024 to 2027, and its objectives are to identify potential impacts on biodiversity arising from the design, construction and operation of the Group's assets, and to implement measures to mitigate these impacts.

The programme has been prepared in strict compliance with Russian environmental regulations, sanitary norms and GOST standards, as well as the best international practices in environmental protection. As part of this, we conducted a comprehensive environmental impact assessment, which included a description of the current state

of the environment in the project area and a forecast of our potential impact on flora, fauna and public health.

The programme encompasses a wide variety of measures, ranging from safeguarding the aquatic environment and mitigating noise, light and heat pollution to preserving marine mammals and birdlife. It also provides for environmental controls and regular monitoring of water quality, bottom sediments, biocenoses and animal populations. Monitoring studies conducted in 2024 on the impact of construction on ecosystem components showed no significant impact within the boundaries of the construction site.

A separate section is dedicated to compensatory measures. If negative impacts cannot be avoided, the Group will ensure

restoration and compensation for any damage caused to the ecosystem. Restoration measures for disturbed aquatic biological resources include artificial reproduction, followed by releasing valuable fish species into the waters of the Azov-Black Sea fishery basin. In 2024, in collaboration with the Federal Agency for Fishery, 8,000 fry of Black Sea salmon and brown trout were released to offset the damage to aquatic biological resources and their habitats.

The Biodiversity Conservation Programme forms part of Delo Group's systematic approach to ensuring environmental safety. Implementing the programme minimises environmental impact and helps preserve the Black Sea region's natural wealth for future generations.



## Biodiversity (continued)



### Endangered animals in the care of Delo Group

Delo Group continues to support biodiversity conservation by sponsoring the Novosibirsk Zoo, which is home to a rare pair of giant anteaters named Calle and Maya. These animals are listed on the International Red List of Threatened Species, as their population in the wild is declining rapidly due to habitat loss and forest fires.

The anteaters have been in our care for two years already, and our efforts have yielded tangible results: the pair has had a baby. This is only the second successful reproduction of giant anteaters in Russia. Supporting the zoo helps to increase the population of this rare species, which matters on a global scale. We plan to continue participating in the programme, and the support agreement has been extended until 2025. We closely monitor the anteaters' lives and regularly share updates on the [Group's official Telegram channel](#).



### Making towns and cities greener

Wherever we work — be it on the Black Sea coast or the shores of the Far East — we strive to make towns and cities greener and more pleasant places to live.

We have helped the Novorossiysk Arboretum on more than one occasion. This time, the Group's stevedoring team planted a green maze. As part of the eco-project, 300 tamarisk and elaeagnus shrubs were planted. The landscape design was developed in collaboration with Novorossiysk Polytechnic Institute, a branch of Kuban State Technological University. This project complements the DELO Alley that we planted here last year.

Additionally, the Group's employees actively participated in cleaning up the Sudzhuk Lagoon and beautifying the surrounding areas as part of the "Start with Yourself" and "Green Deeds Marathon" campaigns. They also planted birch trees in Khmylovka village in the Far East, took part in the "Garden

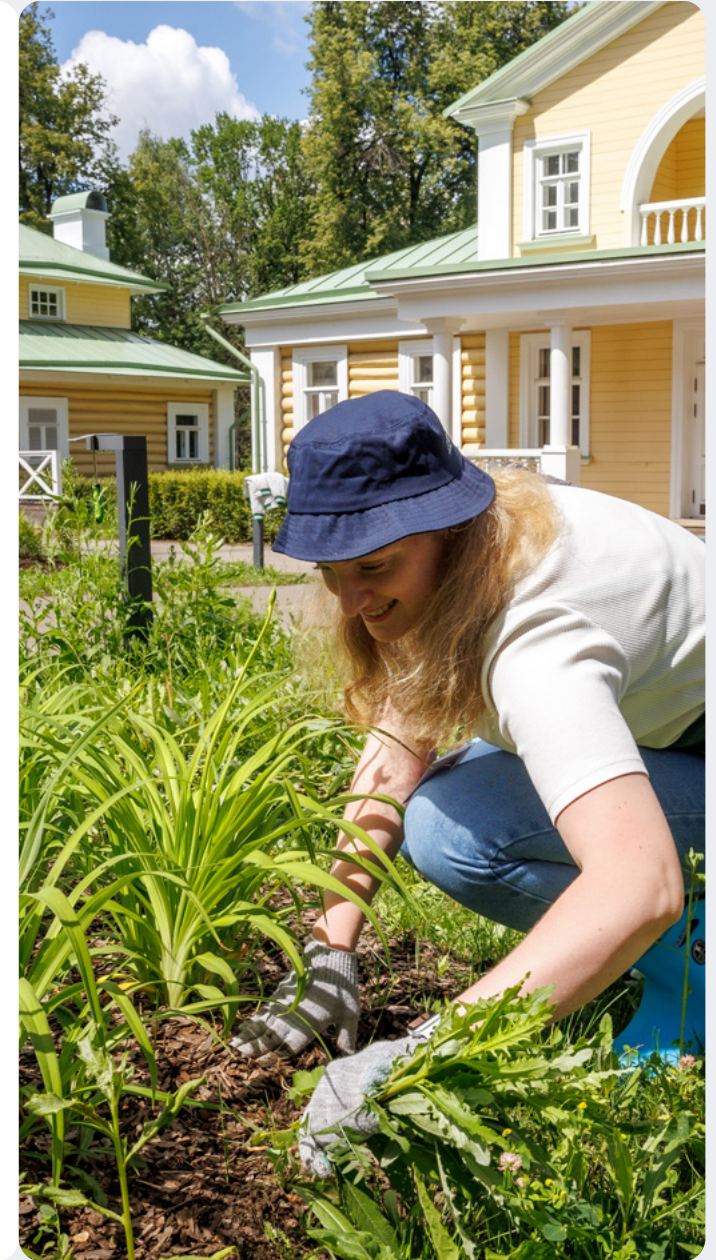
of Memory" campaign, organised a community clean-up day at a social rehabilitation centre for disabled people in Kronstadt and held internal corporate clean-up days at terminals in the North West and Far East.

In Sakhalin, we supported the development of the Green Harbour ecopark, which won a prestigious competition for projects that aim to create comfortable urban environments. This project involves creating an ecological trail, recreational areas and pavilions for cultural events, as well as preserving unique endemic plants in the region.

We are confident that these projects will become a significant part of the urban landscape, and we intend to continue such initiatives in the future.



For further information on the Green harbour project, see the [Development of Local Communities](#) section, p. 62





# At **Delo**, we focus on what matters

Adherence to high ethical standards and rigorous process monitoring ensures the reliability of the Group's operations and fosters confidence in every project undertaken.

## 99%

of total procurement expenditure  
goes to local suppliers

## 62 new suppliers

assessed against sustainability  
criteria

## >18,000

iSales users



### 8

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# Governance System

Delo Group is committed to improving its governance system in accordance with international and national standards, regulatory recommendations, best corporate practices, and green logistics principles, and taking into account the needs of its stakeholders.

GRI 2-9 GRI 2-10 GRI 2-12 GRI 2-13

The governance system did not change significantly during the reporting period. The Group companies are managed by Delo Management Company ("Delo MC") through the system of management and control bodies of Delo MC, which includes the General Meeting, the Board of Directors, and the single-member executive body represented by the Director General.

The General Meeting is the supreme governing body. General Meetings are convened in the manner described in the Charter of Delo MC.

➤ For further information on the governance system, see Delo Group [Sustainability Report 2022](#)

The Board of Directors is responsible for strategic management, defining the company's vision, mission and strategy, setting strategic goals and key performance indicators, supervising the activities of Delo MC's executive body, determining the principles and approaches to organising the risk management system and internal controls, improving the corporate governance system, and reports to the General Meeting of Delo MC. The Chairman of the Board of Directors is responsible for effectively organising the Board's work and supporting interaction with shareholders.

## MED 37

As of 31 December 2024, Delo MC's Board of Directors consisted of six members: two executive directors and four non-executive directors. There were no independent directors<sup>1</sup>. The members of the Board of Directors of Delo MC are well balanced in terms of their background, expertise, age and gender. This enables the Board of Directors to take into account different social and cultural contexts and to represent the interests of a wide range of stakeholders.

There are no separate committees within the Board of Directors of Delo MC, but there are sub-committees within the Group's divisions.

<sup>1</sup> As of the Report's publication date dated 15 August 2025, the Board of Directors had undergone changes compared to the reporting period. However, its structure has remained unchanged, consisting of six members: two executive directors and four non-executive directors. There are no independent directors.

Sustainability issues are addressed by the dedicated working group at Delo MC, which includes representatives from all divisions.

The single-member executive body is the Director General, who is elected by the General Meeting for a term of one year, unless a different term is specified in the resolution electing the Director General. The Director General acts on behalf of Delo MC and represents its interests in accordance with the Charter. The roles

of the Chairman of the Board and the Director General are separate and independent.

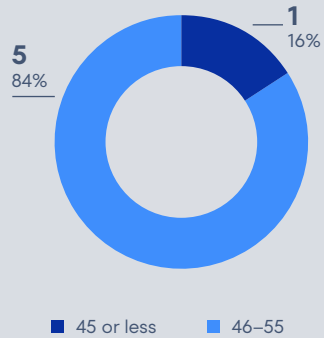
The members of the Board of Directors are appointed by the General Meeting.



# Board of Directors and management

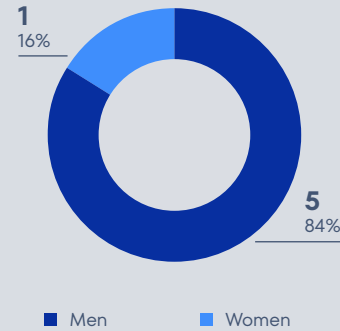
GRI 405-1 MED 37

## Age composition of the Board of Directors at the end of 2024

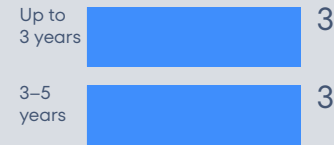


MED 44

## Gender composition of the Board of Directors at the end of 2024



## Length of service of members of the Board of Directors at the end of 2024



GRI 2-19 GRI 2-20

The compensation system developed for the members of the Board of Directors, the sole executive body, and the management of Delo MC is designed to attract, motivate and retain talented individuals with the necessary competencies and qualifications to effectively manage, achieve set goals, and fulfil strategic objectives.

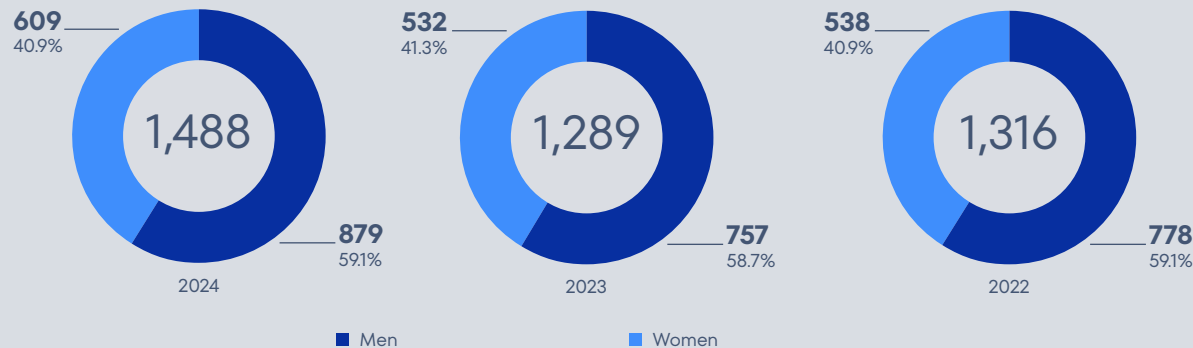
In order to minimise this risk, special preventive measures have been introduced in the Group companies:

- The list of the Group's stakeholders is regularly updated.
- Members of the Board of Directors and the Director General are prohibited from voting on matters relating to transactions with related parties and are required to disclose all persons controlled by or directly related to them, as well as positions held in other companies.

GRI 2-15 GRI 205-2

Conflicts of interest among the members of the Board of Directors are not tolerated at Delo Group. The duties of the members of the Board of Directors and the executive bodies with respect to compliance and the resolution of conflicts of interest are set forth in the [Code of Business Conduct](#) and the [Anti-Fraud and Anti-Corruption Policy](#).

## Gender composition of the Group's management



MED 36

**140**  
meetings<sup>1</sup>  
of the Board of Directors  
of Delo MC held in 2024



<sup>1</sup> In 2022, 58 meetings were held, in 2023 – 69.

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# Risk Management

GRI 2-25

Our approach to risk management ensures effective management of environmental and social impacts, reduces operational risks, enhances brand reputation, and creates long-term value for stakeholders.

Delo Group's risk management system is based on the requirements of national and international laws and regulations and takes into account the best industry standards:

- Enterprise Risk Management — Integrated Framework (COSO ERM)
- Enterprise Risk Management — Internal Control (COSO IC)
- GOST R ISO 31000-2019 Risk Management. Principles and Guidelines
- Recommendations of the Central Bank of the Russian Federation on the Organisation of Risk Management, Internal Control, Internal Audit and the Work of the Audit Committee of the Board of Directors (Supervisory Board) in Public Joint Stock Companies

Each division has its own dedicated internal function and in-house regulations dealing with risk management issues.

Since 2022, we have been developing a unified approach to managing sustainability risks at the Group level, assessing and prioritising them. As part of this process, we consider the views of stakeholders and analyse the potential impact of our activities on local communities. We have integrated sustainability aspects into our overall risk management system, enabling us to consider them when making strategic and operational decisions.

## Advantages of implementing a sustainability risk management system:

- Increased business sustainability
- Improved reputation and trust among stakeholders
- Attracting responsible investors
- Reduced regulatory and financial risks
- Maintaining competitiveness in the market

## Stages of implementing a sustainability risk management system





# Delo Group's main sustainability risks and measures to mitigate them

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## Sustainability risks

## Measures to mitigate sustainability risks

### Environmental focus

Climate change and GHG emissions

- Monitoring of GHG emissions (Scope 1 & 2)
- Reducing the carbon footprint throughout the supply chain
- Ensuring resilience to climate change

Waste handling and disposal

- Monitoring and reduction of waste generation
- Increasing the proportion of separately collected waste for recycling and neutralisation

Water management

- Monitoring and reducing water consumption
- Wastewater discharge control
- Ballast water management

### Social focus

Occupational, industrial and fire safety

- Ensuring safe working conditions
- Prevention of occupational diseases
- OHS training, regular inspections
- Accident investigations

Working conditions and employee support

- Fair pay
- Social benefits and guarantees
- Decent working conditions
- Building a corporate culture
- Inclusiveness

Employee development and training

- Fostering employee development through training programmes
- Career development programmes
- Integration of learning outcomes into the performance appraisal system

### Governance focus

Information security and privacy

- Information security
- Prevention of data leakage and theft

Innovation and digitalisation

- Automation, modernisation, ensuring access to necessary technological solutions
- No disruptions of operations

Sustainable supply chain

- Ensuring counterparties comply with the Responsible Supplier Code

To maintain an effective and reliable risk management system, the following measures are being implemented at the level of Delo MC:

- Providing methodological guidance and advisory support to executive bodies, functional managers and project managers on risk management issues, including risk identification and the determination of risk mitigation measures
- Ensuring that risks and opportunities, as well as risk scenarios, are analysed as part of the budget planning and forecasting processes

- Following up on the implementation of measures to mitigate key risks
- Assisting Group companies with identification, qualitative and quantitative analyses of key risks
- Ensuring communication between members of the risk management system
- Preparing, if necessary, opinions on the possibility of approving key contracts (accepted and assumed obligations within the established risk appetite)



# Compliance and Business Ethics

GRI 2-23 GRI 2-24

We consider an effective compliance system and high business ethics standards to be integral to doing business. All Group companies adopt a consistent approach to anti-corruption, managing conflicts of interest, complying with antitrust regulations, and engaging with stakeholders. We have a zero-tolerance policy towards any form or manifestation of fraud or corruption.



## Principles of the Anti-Corruption Policy

- Legality
- Adherence to uniform Anti-Corruption Policy
- Involvement and awareness
- Due diligence
- Effective and risk-appropriate anti-corruption procedures
- Oversight and regular monitoring
- No retaliation against whistleblowers<sup>1</sup>
- Leading by example ("tone from the top")
- Liability and inevitability of punishment

The Group's key business ethics, anti-fraud and anti-corruption principles are laid down in its internal regulations, which are available on the official [website](#):

- Code of Business Conduct
- Supplier Code of Conduct
- Anti-Fraud and Anti-Corruption Policy
- Antitrust Compliance Policy
- Government Relations Policy

One of the key elements in the fight against corruption is the timely identification of conflicts of interest in the dealings of Delo Group employees. Every year, we identify and assess corruption risks with the involvement of the heads of the structural subdivisions. The Group annually adjusts antitrust risks and updates the risk map and control areas.



For further information on the antitrust compliance management system, see the [Antitrust Compliance Policy](#)

<sup>1</sup> No employee will face sanctions (except in cases of knowingly reporting false information) for reporting any of the following: alleged corporate fraud or corruption; alleged violations of compliance procedures; other malpractices; attempts to induce a Group employee to engage in corrupt practices; or violations of the anti-corruption policy or other internal Group company regulations aimed at combating corporate fraud.

# Measures to prevent corruption and other forms of unlawful behaviour

GRI 2-25   GRI 205-2

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## Awareness-raising measures

- ① Communicating to employees and others the basic principles and requirements with respect to compliance with the applicable anti-corruption laws and regulations<sup>1</sup>
- ② Providing communication channels for reporting violations of business ethics and legislation
- ③ Training employees on anti-corruption and compliance with business ethics: online courses, scheduled meetings, and specialised discussions between security officers of Group companies and employees
- ④ Conducting anti-corruption education and awareness activities on a regular basis
- ⑤ Informing employees about existing and newly adopted anti-corruption regulations in the Russian Federation and the Group, including by signing "read and understood" forms

## Control measures

- ① Conducting regular assessments of corruption risks
- ② Installing video surveillance cameras in offices where employees have direct contact with customers
- ③ Identifying and resolving conflicts of interest
- ④ Auditing Group companies by internal audit functions
- ⑤ Screening counterparties and candidates for management positions

## Regulatory measures

- ① Coordinating drafts of internal regulations and making collective management decisions
- ② Reviewing Group company regulations for compliance with Russian legislation, including anti-corruption expert review of draft internal regulations and contracts
- ③ Incorporating anti-corruption clauses into contracts with counterparties
- ④ Regulating exchange of business courtesies and government relations
- ⑤ Regulating procurement activities, including improving the competitive bidding procedures

<sup>1</sup> Employees are notified in a timely manner of any regulatory changes through e-mail newsletters and publications on the relevant sections of the internal corporate systems.



## Communication channels

There are several communication channels through which our employees and stakeholder representatives can report potential violations of business ethics and raise any other issues or concerns, and they can do so anonymously if they wish.

### GRI 2-26

- Contacting a line manager or supervisor
- Contacting the Security Service of Delo MC or the relevant Group company
- Using the feedback form on [www.delo-group.com](http://www.delo-group.com) and on the websites of the Group's companies
- Sending an e-mail to [ethic@delo-group.ru](mailto:ethic@delo-group.ru) (for business ethics violations)
- Sending an e-mail to [antitrust@delo-group.ru](mailto:antitrust@delo-group.ru) (for antitrust violations)
- Contacting the Vice President for Security of Delo MC (for potential corrupt behaviour when dealing with government authorities)

### GRI 205-2

Reports are recorded in the relevant log and an investigation is then conducted into the allegations. The findings are reported to the management of the Group companies. If a report alleges that an offence is being prepared or is in progress, the responsible employee (upon the decision of the Head of Security) forwards the information to the relevant law enforcement authorities and informs the whistleblower accordingly. All reports received via any communication channel are shared exclusively with Group employees involved in reviewing and making decisions on the reported allegations.

**100%**  
employees are aware of the Group's anti-corruption policies and practices

**100%**  
suppliers are aware of the Group's policies

➤ For further information on Delo Group's anti-corruption figures, see the [ESG Databook, p.139](#)



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# Customer Focus

GRI 3-3 GRI 2-29

At Delo Group, customer focus is an integral part of all business processes. Recognising that our success is directly linked to the quality of the customer experience, we are committed to developing digital communication channels, improving our services, and carefully considering customer feedback when designing new products and services.

The Group is always open to feedback, suggestions and ideas. We collect customer feedback through special surveys on service quality, analyses of hotline and online chat messages in iSales, and meetings held during regular customer days.

The customer satisfaction data received from our divisions is regularly consolidated in the operational headquarters of Delo MC and subsequently used to improve operational processes within the companies. It is also taken into account when developing Delo Group's strategy. Some of the Group companies include the indicator "Customer Satisfaction Survey Results" in the KPI maps of the subdivision managers.



## Technologies for customers

We provide services and facilities that meet our customers' high expectations, and we are constantly

introducing new technologies to improve the quality of our services.



### iSales

In 2024, we updated our iSales online service, which provides customers with quick and easy access to a wide range of services and information on service prices.

Updates to the application include:

- Cash flows on user accounts can now be tracked for operational accounting purposes.
- A digital assistant for customers has been launched. It enables users to access the most popular features of the iSales online service, such as estimating transport costs, tracking equipment (containers or platforms), sending requests and contacting customer support via the chat room. For each request, the digital assistant asks additional questions to make the whole process of obtaining information easy and user-friendly.
- Reconciliation statements for contracts can now be generated.

**>18,000**  
users  
(+5,500 users over the year)

**>250,000**  
transportation solution requests  
processed in 2024

**>40,000**  
orders placed

# Technologies for customers (continued)



## iTrans

The IT integrator of Delo Group is developing the iTrans digital platform for managing multimodal transport, including rail, sea and road routes. The service is available in Russian and English and offers a co-contractor account, automating the execution of railway consignment notes and eliminating the need for manual data exchange via email or telephone. The platform streamlines interaction with partners, accelerating order processing and tracking. Rollout of the solution has already begun in China, Kazakhstan and Kyrgyzstan, with plans to expand to terminals in India, Turkey and the UAE in 2025. In the near future, the service will cover all 1520 countries<sup>1</sup>.

Developed domestically, iTrans promotes technological independence by replacing foreign equivalents, while ensuring seamless compatibility with Russian Railways, customs services, and international logistics hubs.



## Dialogue for new solutions

We actively promote customer-focused principles at major business platforms. At the 2024 Saint Petersburg International Economic Forum, we signed important cooperation agreements with regional governments to develop logistics infrastructure focusing on customer needs. At the 2024 Transport Week, Group representatives put forward proposals to eliminate trade barriers and introduce electronic document flow processes, which will enhance the efficiency of international logistics.

At the TransRussia Summit, we discussed the containerisation of cargo flows, and our participation in the China International Import Expo in Shanghai enabled us to present new multimodal services to our Chinese partners.

At the Eastern Economic Forum in Vladivostok, Delo Group signed an agreement with the government of the Republic of Sakha (Yakutia) and Yakutia Railways to develop rail transport in the region using its own fleet of containers and flatcars. This is intended to increase containerised cargo traffic and improve logistics efficiency. The routes will include the Dzhailinda–Mohe crossing on the Chinese border.



## Customer portal

The Group companies have customer portals that provide one-stop access to information on all services offered by the company. The portals allow users to submit online requests, track their status, and sign documents with an electronic signature. Any client can create a user account.

The following improvements were made in 2024:

- A container card was introduced, providing access to key documents on container receipt.
- Photographic evidence of container defects was introduced, providing online access to damage reports.
- Visits and quotas for empty container receipt were changed to give customers more control over their container fleet.



<sup>1</sup> "1520 countries" are countries where the gauge of railway tracks is 1,520 mm.

# Sustainable Supply Chain

GRI 2-6 GRI 2-23

We prefer suppliers who are committed to sustainability. The principles and basic requirements for business partners are set out in the [Supplier Code of Conduct](#), which every potential business partner must review and accept before entering into any type of contract with Delo Group. The document contains requirements in the following areas:

- Business ethics
- Anti-corruption and anti-fraud
- Occupational health and safety
- Respect for human rights
- Environmental protection

Violation by a supplier of any of the rules set out in the Supplier Code of Conduct is grounds for termination of the contract.

If a high level of any general corporate or sustainability risk is detected, or if a supplier is found to be in violation, the following sanctions may be applied:

- Issuing a warning requiring the violation to be eliminated within a specified timeframe
- Imposing penalties and recovering damages
- Suspending the contract until the violations have been eliminated
- Cancelling contracts with suppliers who fail to fulfil sustainability requirements or take corrective measures
- Blacklisting the supplier
- Disclosing information on the supplier's violations
- Removing unethical suppliers from the Group's list of approved partners



## Supplier assessment

Since 2023, one of the Group's transportation and logistics companies has been carrying out cross-functional assessments of potential suppliers against sustainability criteria. This process involves experts from the procurement, sales, legal, finance and security departments. Suppliers are evaluated in terms of their level of experience and how well their competencies match the requirements set forth in the procurement documents, in terms of their financial condition, litigation history, and whether they have the necessary approvals, permits, licences, and comply with other requirements.

In the reporting period, **62 new suppliers** were assessed against sustainability criteria. In the future, a similar system will be introduced in all Delo Group companies.

GRI 204-1 MED 8

MED 9 NG 5-10

# 99%

of total procurement expenditure goes to local suppliers

# 34%

of all Russian-sourced goods, works and services are purchased from SMEs





# Sustainable supply chain goals<sup>1</sup>

## Short-term goals

up to 1 year

### Supplier assessment

Assessing and evaluating potential and existing suppliers in terms of their sustainability, integrity and adherence to the principles set out in the Supplier Code of Conduct

### Risk mitigation

Identifying and mitigating risks associated with the supply of goods, works and services, including supply chain disruption and the financial instability of suppliers

### Improved transparency

Setting up tracking and monitoring systems to increase visibility in the supply chain

### Employee development

Training construction supervisors in construction control and procurement supervisors in responsible procurement and sustainability

## Medium-term goals

1 to 5 years

### Development of sustainable procurement practices

Implementing responsible procurement standards and practices, including selection of sustainable materials and conscientious suppliers of goods/works/services

### Source diversification

Finding new suppliers that are more sustainable and conscientious in order to reduce dependence on a single source

### Sustainable partnerships

Establishing long-term relationships with key, sustainability-oriented suppliers

### Technology investments

Implementing new technologies to improve supply chain efficiency (process automation, predominant use of electronic signatures, partial elimination of paper-based document workflows, etc.)

## Long-term goals

>5 years

### Creation of a fully sustainable supply chain that complies with the principles set out in the Supplier Code of Conduct

Integrating sustainability principles into all aspects of the supply chain

### Reporting and transparency

Establishing a reporting framework related to the procurement of goods/works/services and sustainability, to inform stakeholders of progress and future plans



<sup>1</sup> Adopted in one of the Stevedoring Division companies.



# Information Security

GRI 3-3

We take a responsible approach to processing and protecting employee and customer data. We are constantly improving our management system and methods of responding to cyber security threats.

The Information Technology function's strategic goal is to promote Delo Group's business growth and transformation by introducing digital technologies and high-quality services.

## Main regulatory documents

- 2024–2027 Information Security Strategy
- Information Security Management Policy
- Regulations on Information Security when Working with Information Resources
- Personal Data Processing and Protection Regulations
- Trade Secret and Confidential Information Regulations
- Critical Incident Management Regulations

## Data protection

GRI 418-1

Whenever a client provides any personal data to the Group, its representatives must sign, or ensure that their employees sign, a consent form for the processing of personal data. This form outlines the various processing purposes, as well as the option to prohibit the transfer of data to third parties. Data subjects may withdraw their consent to processing at any time.

The procedure for handling data protection complaints is set out in the Personal Data Processing and Protection Regulations. Any customer may lodge a complaint with any Group company.

GRI 418-1

No complaints were received in 2024 relating to violations of customer privacy or personal data leaks.

No data security incidents involving the Group's employees or customers were reported in the reporting year.



# Information security management

Delo Group has an in-house IT integrator that has been acting as a cybersecurity operator since 2023. In 2024, IT management became centralised. The IT integrator's key tasks include:

- Setting out information security standards and procedures
- Ensuring disaster recovery, business continuity and conducting risk assessments
- Monitoring, identifying, assessing and mitigating cyber threat risks

- Promoting a streamlined approach to risk management and mitigation
- Monitoring a range of government regulations and standards to ensure compliance

The integrator's service model enables coordination of activities between Group companies and maintains a high level of consistency in information protection processes. The model focuses on both technical aspects, such as protection

of network infrastructure and data, and organisational aspects, such as personnel training, development of incident response procedures and risk management.

Cybersecurity and data protection issues at the level of individual Group companies are managed by cybersecurity directorates, IT departments and information security departments. Other employees responsible for information security include the Cybersecurity Director, the Director General, and the Vice President for Security in one of the Group companies.

The Cybersecurity Director's KPIs are defined by cybersecurity and privacy objectives, including the following indicators:

- MTTD (Mean Time to Detect), i.e., the mean time it takes to detect a cybersecurity incident
- MTTR (Mean Time to Response), i.e., the mean time it takes to response to a cybersecurity incident
- ACI (Average Cost per Incident), i.e., the average cost per security incident
- SA (Service Availability), i.e., the percentage of time an intellectual property asset is available

As part of its regular awareness-raising efforts, the Group sends weekly email newsletters to all employees to highlight the importance of information security threats. WebTutor-based cyber security courses are being developed on the corporate portal for employees.

Employees responsible for data protection are regularly tested on their knowledge of information security and are required to immediately report any cyber security incidents to their line managers and the responsible officer.

The plans for 2025 include:

- Completing the transition to a service-based model of information security management
- Developing a model for assessing the effectiveness of information security processes
- Completing the transition of users to multi-factor authorisation processes
- Switching secure communication channels to certified equipment
- Expanding the practice of independent external audits of information security (annual penetration tests, expert health-check audits)
- Developing a comprehensive concept to ensure secure interaction with external organisations and templates for the protection of typical resources



## Information security audits

Group companies regularly conduct internal audits to determine the effectiveness of the security system, analyse vulnerabilities, and assess information security risks. These risks are included in the corporate risk register. An external audit was conducted in 2023 as part of the development of the Information Security Strategy.

As part of the annual audit plan, the Information Security Department is responsible for identifying vulnerabilities and verifying compliance with information security requirements.



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# For **Delo**, it's all about technology

We use cutting-edge technology to enhance the customer experience and boost the efficiency of our business processes.

**RUB 720 mln**  
invested in research and  
development

**RUB 70 mln**  
spent on projects to develop and  
implement Russian IT solutions

**65** digital  
services  
developed for Group companies

**9**Innovation  
and Digitalisation



# Approach to Innovation and Digitalisation Management

GRI 3-3 MED 4 NG 7-1

We actively develop IT technologies to streamline business processes and enhance customer experience. Our IT integrator plays a key role in implementing innovative solutions that give us a competitive edge.

In 2024, we consolidated our IT assets and strengthened our capabilities by merging with ROLIS, a leading provider of digital freight logistics solutions. This enabled us to establish a unified platform for digital transformation and the implementation of large-scale IT projects throughout

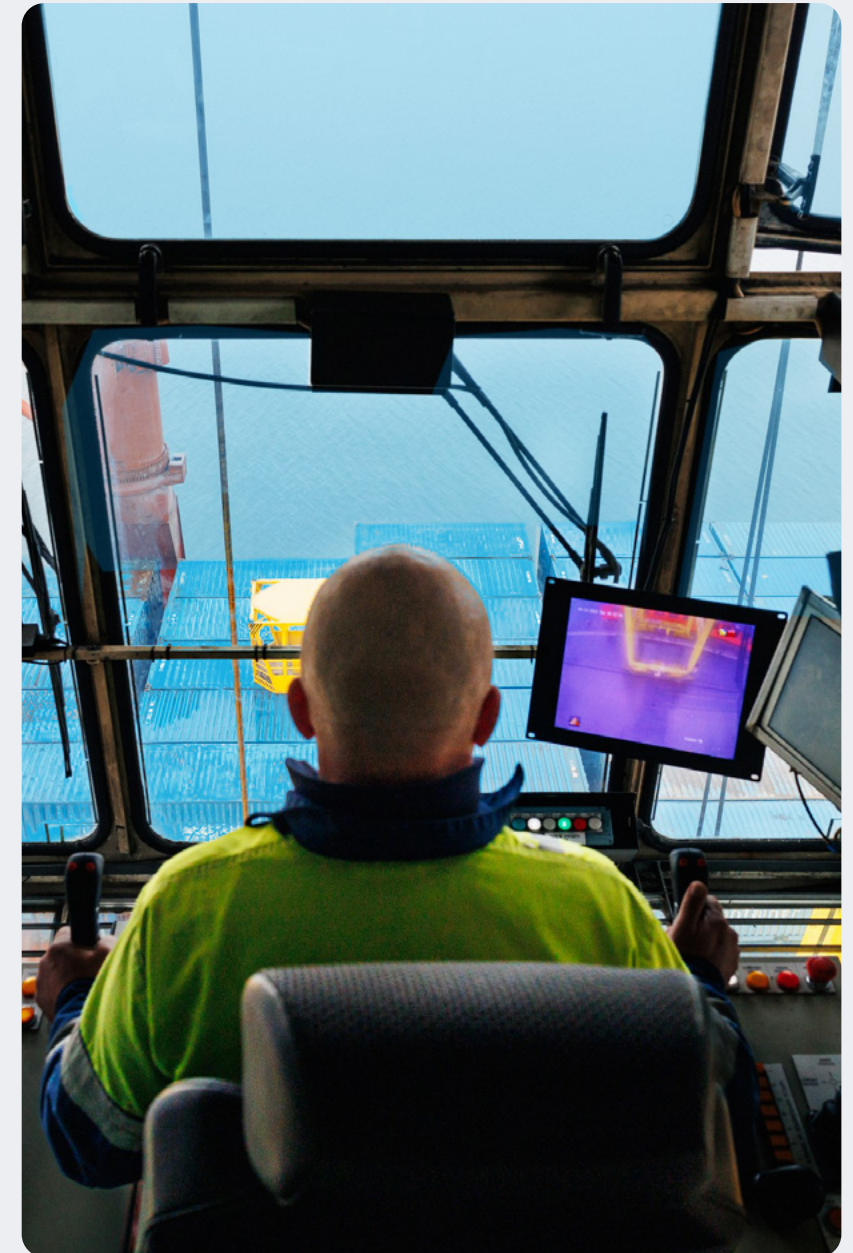
the Group. The IT integrator now focuses on developing expertise in the digitalisation of container logistics, implementing the IT strategy, and utilising the Group's assets effectively to ensure sustainable growth and technological leadership of the Group.

Our focus in innovation is on finding new opportunities for the Group's business to grow. We are developing new areas and creating tools to help streamline operational processes and boost profitability.

## Strategic goals

- 1 Establish a centre of excellence focusing on data and innovation
- 2 Capitalise on the opportunities offered by big data
- 3 Introduce AI practices and tools for a self-service approach<sup>1</sup>

<sup>1</sup> Self-service is an approach whereby users can carry out tasks or receive services independently, without the involvement of third-party specialists or operators.





# Delo Group's priorities in innovation and digitalisation

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① Streamlining operational processes

② Automating operations

③ Using machine learning models (including deep learning and neural networks) to analyse data

>RUB 720 mln  
invested in research and development

65 digital services  
developed for Group companies

We view accumulated data as a valuable asset. Processing this data will contribute to the Group's innovative development and growth. To this end, we are creating a reliable, unified information base

covering all Delo Group divisions. This will enable us to automate reporting and improve decision-making processes at tactical and strategic levels. Additionally, we are seeking innovative Data Science solutions,

evaluating their potential benefits and risks, and implementing the most effective initiatives as full-fledged projects.

## Principles of digital innovation management at Delo Group

### Informed project management

Prior to project initiation, preliminary work should be carried out to generate information and recommendations for subsequent project planning (project risks and prospects)

### Lean innovation

Since launching an innovation always takes place under conditions of uncertainty and planning constraints, time and budget limits for developing initiatives should be set in advance

### Focus on results

As part of the process of developing initiatives, any selected initiatives, preliminary research, experiments and analytical work should aim to create specific value for Delo Group (profit maximisation, cost minimisation, risk reduction, streamlined operations)

### Division of responsibility

The Group's IT integrator is responsible for the technical aspects of an initiative, while the customer side is responsible for determining the business value of the project for the Group's divisions and for achieving the expected results from the future IT product

# Management structure

Innovations are managed by specific bodies and roles, which include representatives from Delo MC and the Group's divisions. Initiatives are evaluated and developed through a multi-level structure involving industry experts and senior management representatives.

We continue to build a strong digitalisation and innovation team by consistently developing their professional and creative skills. One of our internal formats is an informal conference, which we hold once or twice a month. This allows our employees to learn about cutting-edge technologies, exchange ideas and develop their presentation and communication skills. At the same time, we systematically seek out promising initiatives and test prototypes, creating an environment in which innovations are developed and put to practical use in business.

## Innovation management organisation at Delo Group

### Working Group

- Proposes and discusses initiatives
- Receives and discusses information on outcomes
- Recommends implementation

### Representatives of Delo MC



### Representatives of the Group's divisions



### Innovation Committee



- Approves the list of initiatives
- Prioritises research efforts
- Approves implementation
- Monitors progress and receives deliverables

### Data and Innovation Business Partner

- Proposes and discusses initiatives
- Provides competencies
- Manages the development of initiatives

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# Key technologies and project evaluation

When implementing innovative initiatives, we prioritise practical business benefits. To understand the exact effect of the implemented IT solutions, we plan to develop a methodology for evaluating project

results in 2025. This will enable us to distinguish the contribution of IT from that of other factors, and to measure the actual progress and value of the implemented technologies objectively.

## Key innovative technologies used at Delo Group

Technology	Application
Machine learning (ML), including deep learning using neural networks	<ul style="list-style-type: none"> <li>• Marketing analysis: classification and clustering of goods in accordance with HS codes</li> <li>• Audio-to-text translation</li> <li>• Text summarisation using large language models</li> </ul>
Predictive data analysis and time series forecasting	<ul style="list-style-type: none"> <li>• Planning and control of order fulfilment</li> <li>• Strategic marketing and market and volume forecasting</li> </ul>
Optimisation algorithms, including genetic algorithms	<ul style="list-style-type: none"> <li>• Ship call scheduling</li> <li>• Quay crane operations planning</li> <li>• Development of a new pricing mechanism</li> </ul>
Statistical data analysis (data mining)	Providing accurate and up-to-date information for management decision-making



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# Import substitution

NG 7-4

Import substitution plays a key role in managing innovation and digitalisation processes. It enhances system stability and reduces exposure to external factors and potential crises. We are actively developing in-house software and implementing Russian IT solutions to increase our independence. When purchasing IT equipment, we consider all potential risks associated with its support and maintenance, thereby improving the infrastructure's reliability and security.

**> RUB 70 mln**  
spent on projects to develop and implement Russian IT solutions



## Digital sovereignty in action: Developing import-substituting software

The IT team at Delo Group has developed and implemented a new multilingual digital service called iTrans. Designed to replace Oracle Transportation Management software, iTrans has been implemented at 35 container terminals in China, South Korea, India, Vietnam, Thailand, Turkey and several other overseas locations. The service enables container accounting, delivery and issuance processes at Delo Group partner workplaces abroad. This has been made possible thanks to the modular architecture of iTrans, which allows the service to be adapted to the structure of each terminal, as well as its well-established remote support system. Our foreign partners can now personally appreciate its advantages:

- Automatic distribution of documents for container relocation

- Notifications of updates to container issuance (release) documents
- Ability to create multiple releases for a single order
- Mass data upload
- Automatic data verification

Implementing and deploying the iTrans service on an import-independent IT platform has increased the efficiency, transparency and manageability of the container fleet abroad. The platform has also opened up new opportunities for developing digital interaction with Delo Group's foreign partners in other areas, including the organisation of maritime transport.

# Communication with customers

The IT integrator's main customers are the Group's divisions, as well as external customers who use IT services for transportation and logistics. We regularly conduct surveys to assess their satisfaction with digitalisation and improve our products based on their feedback.

The IT integrator's remit includes 65 of Delo Group's digital services, the largest of which in terms of user

coverage are the iSales portal (with ~15,000 users per month) and the Unified Customer Portal (with ~4,000 users per month). The portals conduct regular user surveys and maintain direct lines of communication with managers. They also analyse user profiles and compile customer profiles. Customer feedback is systematically analysed and taken into account when developing growth strategies.



**15,000**  
customers  
use iSales every month

**4,000**  
customers  
use the Unified Customer Portal every month





# Key Projects in 2024

Project	Project objective	Key results in 2024	Project prospects
<b>Conterra 2.0</b> An ERP system <sup>1</sup> for terminal management	Unify business processes and automate document flow	The first stage of developing the system core has been successfully completed	<ul style="list-style-type: none"> <li>Deployment of the system at a pilot terminal, followed by scaling of the solution to the Group's terminals (including railway terminals)</li> <li>A fully import-independent solution offering high performance and flexibility</li> </ul>
 <b>Carbon Footprint Calculator</b>	Calculate greenhouse gas emissions from freight transport for the Group's customers	The calculator is available on the Group's website	<ul style="list-style-type: none"> <li>The possibility of integrating the calculator into the iSales customer platform is being considered</li> <li>Development of a flexible role model with customisation options</li> <li>Implementation of a user content management subsystem (CMS)</li> <li>Implementation of additional metrics for tracking user behaviour</li> <li>Full integration with the Group's unified CRM for managing the entire sales funnel</li> </ul>
 <b>iSales</b> A customer platform for ordering and tracking container shipments	Automate order processing 24/7 to enhance customer convenience and transparency	<ul style="list-style-type: none"> <li>A digital assistant featuring the most popular functionality has been implemented</li> <li>Cargo insurance service offered by the Group's partners has been integrated</li> <li>Access to information on the movement of funds in user accounts has been provided</li> <li>A function for generating contract reconciliation reports has been added</li> </ul>	
<b>iTrans</b> An automated system for multimodal transportation management	Centralise and streamline business processes	<ul style="list-style-type: none"> <li>A co-contractor account has been implemented</li> <li>A multilingual information service has been developed for the Group's international partners, and its implementation in China has begun</li> <li>Automated interaction with Russian Railways regarding transport clearance, as well as with external terminals, has been implemented</li> </ul>	<ul style="list-style-type: none"> <li>Continued development of the multilingual service in China and expansion into India, Turkey and the UAE</li> <li>Analysis of actual fulfilment of adjustment plans against planned values to ensure availability of resources for commercial orders</li> <li>Creation of an alternative offer for customers in the event of equipment unavailability on the selected date</li> <li>Centralised accounting of the container fleet at terminals in Russia</li> </ul>

In 2024, we invested around RUB 720.1 million in digitalisation and innovation projects. We continue to improve our systems every year, increasing their efficiency and enhancing customer experience in order to maintain a high level of customer service. We are actively seeking new opportunities to apply cutting-edge technologies to streamline processes and achieve the best possible results.

<sup>1</sup> An ERP (Enterprise Resource Planning) system is an integrated software solution enabling companies to manage their business processes.

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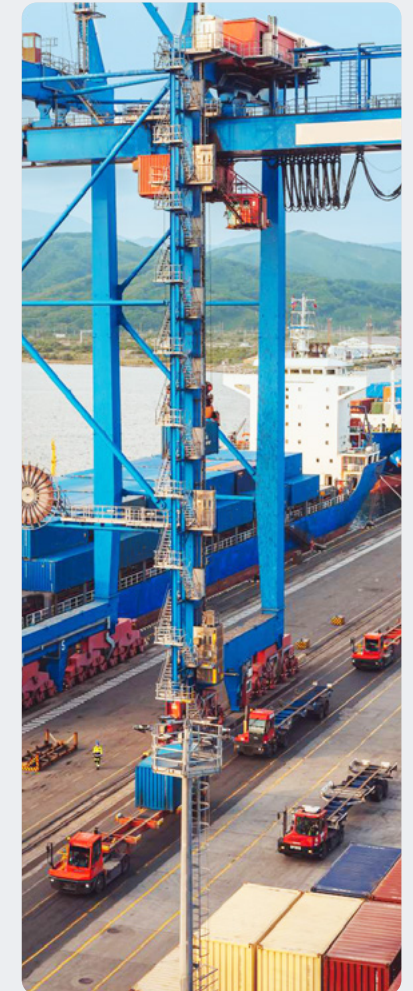
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## Key Projects in 2024 (continued)

Project	Project objective	Key results in 2024	Project prospects
<b>Automated pricing and production planning</b>  A software project programme including the Logistics Manager Account, pricing and production planning	Improve the efficiency of container fleet and flatcars management	The first stage of the Logistics Manager Account project has been completed	<ul style="list-style-type: none"> <li>• Creation of a unified information system to support pricing and customer/co-contractor interaction business processes</li> <li>• A unified methodology for transport solutions and pricing management, based on a set of objective, measurable, internal and external indicators</li> </ul>
Operational reporting system for the Group's divisions	Provide prompt access to the Group's key performance indicators in a convenient format	A system has been developed to generate prompt reports on logistics processes	<ul style="list-style-type: none"> <li>• Development of a unified methodology for collecting and presenting data to ensure its integrity and consistency</li> <li>• Minimising errors in settlements with customers and co-contractors</li> <li>• Development of standardised reporting forms on transaction volumes, operational efficiency, work performed, production assets, etc.</li> </ul>
Development of 1C systems	Streamline business processes and automate accounting and document flow	The document flow has been converted to an electronic format, and the key production processes have been digitised. This includes interaction with insurance companies and dealing with late payments	<ul style="list-style-type: none"> <li>• Step-by-step development of solutions implemented on the 1C platform in accordance with business priorities</li> <li>• Reduction of revenue losses associated with re-billing by ensuring data completeness</li> <li>• Optimisation of labour costs for main and auxiliary processes and increased personnel productivity</li> <li>• Reducing the risk of production errors</li> </ul>



# Contribution to national projects

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## Delo Group is paving the way for the digital future of the Russian logistics industry

We are actively working on our own projects and participating in major national initiatives that are crucial for the development of both the industry and the country. By sharing our experience, resources and knowledge, we help solve large-scale problems and contribute to industry development.

Delo Group played a pivotal role in the testing phase of one of the most ambitious Russian logistics projects: the development of the National Digital Transport and Logistics Platform (NDTLP). From August to December 2024, the Group was the primary platform for the NDTLP's initial development phase.

The project covered multimodal routes:

- from the Moscow terminal via Novorossiysk to the Indian port of Nava Sheva;
- from the Indian port of Mundra to the Moscow transport hub railway station.

The life cycle of over 14,000 containers at a sea terminal in the northwest was analyzed.

During the analysis, we identified the main issues slowing down logistics—bottlenecks in the document flow between the government and businesses, which impact delivery times.

Based on our analysis, we proposed mechanisms for harmonizing data flows and steps to improve document flow between transportation participants.

This experience has become an important step toward creating an efficient, digital, and interconnected logistics infrastructure for faster and more transparent transportation.





# Delo confirms its priorities through action

We aim to consider the interests of all stakeholders in order to generate value for businesses and society.

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# Reporting Approach

For more than three decades, Delo Group has built its business on the principles of transparency, providing stakeholders with complete, up-to-date and reliable information about its performance. During this time, the Group has grown significantly, requiring a new approach to sustainability management and non-financial reporting. Since 2022, the Group has published an annual Sustainability Report describing its approach to responsible business practices and disclosing its contribution to socio-economic development and improved quality of life in the regions where it operates.

## GRI 2-3

This 2024 Sustainability Report ("Report") highlights Delo Group's key sustainability performance and corresponds to the financial reporting period from 1 January to 31 December 2024.

This Report discloses the Group's approach to sustainability management, including efficient resource use, climate impact, occupational health and safety, employee care, human rights, employee training and development, customer focus, innovation and digitalisation, information security, data privacy, and other material aspects of the Group's operations.

References to "Delo Group" and "the Group" include Delo Management Company LLC ("Delo MC") and divisions included in Delo Group's reporting boundaries. This Report's scope is as close as possible to that of the financial statements, applying the materiality principle in terms of contribution to the Group's sustainability performance.

This Report has been prepared in accordance with the recommendations of non-financial reporting standards and national and international sustainability disclosure initiatives, including:

- Russia's National Development Goals until 2036
- Methodological Recommendations of the Ministry of Economic Development of the Russian Federation on Sustainability Reporting (Order No. 764 dated 1 November 2023)
- Bank of Russia's Recommendations on Non-Financial Disclosures (Appendix to the Bank of Russia's information letter No. IN-06-28/49 dated 12 July 2021)
- Methodology for Assessing Business Contribution to the National Development Goals of the Russian Federation, developed by the National ESG Alliance
- Global Reporting Initiative (GRI) Standards 2021
- UN Sustainable Development Goals (SDGs)
- Sustainability Accounting Standards Board (SASB) Standards for Marine and Rail Transportation

## GRI 2-14

Qualitative and quantitative data for the Report are collected through a collaborative effort of specialised departments under the guidance of the members of the Sustainability Working Group ("Working Group"), which includes representatives of the Management Company and divisions responsible for implementing key activities under the Sustainability Strategy.

For further information, see the [Sustainability at Delo Group section, p. 18](#)

# Reporting Boundaries

GRI 2-2   GRI 2-4

The Sustainability Report contains consolidated information about Delo MC and its controlled legal entities, including their management companies and other entities under their control.

## The reporting boundaries include the following assets.

**Delo MC**

**Stevedoring Division:  
Global Ports and Delo Ports**

**Transportation and Logistics  
Division: TransContainer and  
GKS**

**Shipping Division: Sakhalin  
Shipping Company PJSC**

**Digitalisation Division: DeloTech LLC**

In total, the reporting boundaries include 24 companies, representing all of the Group's main business areas. As part of the development of sustainability reporting practices in 2024, the scope of the Report was expanded to include digitalisation assets.

In preparing the Report, Delo Group does not adjust quantitative indicators to reflect its shareholdings in subsidiaries. The Group has no significant associates or joint ventures.

In the event of changes in calculation methods or other adjustments to the quantitative data, appropriate explanations are provided in the text of the Report or in the footnotes. Some quantitative indicators for 2022 and 2023 are not disclosed due to insufficient historical data on assets which were not previously included in the Group's non-financial reporting.



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# Materiality Assessment

GRI 3-1 GRI 3-2 GRI 3-3

This Report reflects the key sustainability issues that are most important to Delo Group stakeholders. To identify the most important topics for 2024, we conducted an online survey of our key stakeholder groups. A total of 1,378 people took part

in the survey. Participants were asked to rate the importance of various topics on a scale of 1 to 5, with 1 representing the least important topic and 5 representing the most important topic. Topics that scored 4 or higher were considered material.



All of the topics listed below are significant for the Group's activities and are disclosed in the Report. The greatest attention is paid to the six priority topics.

## Six topics were recognised as material for inclusion in the Report

- ① Care for employees and respect for human rights (4.52)
- ② Information security and privacy (4.23)
- ③ Occupational, industrial and fire safety (4.15)
- ④ Innovation and digitalisation (4.13)
- ⑤ Employee training and development (4.11)
- ⑥ Customer-focused practices (4.02)

## Five topics were recognised as significant for inclusion in the Report

- ① Corporate governance, business ethics and compliance (3.89)
- ② Minimising environmental impact (3.67)
- ③ Responsible supply chain (3.56)
- ④ Engagement with local communities (3.37)
- ⑤ Climate change and energy efficiency (3.27)

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# Public Assurance of the Report

The certificate of public assurance (verification) of the corporate non-financial report will be published once the Russian Union of Industrialists and Entrepreneurs has completed the relevant procedure.



# The scale of **Delo**

We build new routes that  
connect cities, countries  
and opportunities.

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## Social development

GRI 2-7 SASB TR-RA-000.E

### Employees, persons

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division <sup>1</sup>			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024 <sup>2</sup>
Total employees	9,911	10,084	10,887	4,460	4,571	4,725	4,862	4,932	4,987	589	581	537	638
<b>Employees by gender</b>													
Women	4,102	4,169	4,476	1,264	1,274	1,317	2,693	2,746	2,764	145	149	135	260
Men	5,809	5,915	6,411	3,196	3,297	3,408	2,169	2,186	2,223	444	432	402	378
<b>Employees by age</b>													
25 or less	614	744	767	243	297	306	310	388	376	61	59	62	23
26–35	2,216	2,030	2,095	957	885	850	1,151	1,039	936	108	106	95	214
36–55	5,707	5,863	6,455	2,571	2,643	2,790	2,893	2,967	3,085	243	253	230	350
56+	1,374	1,447	1,570	689	746	779	508	538	590	177	163	150	51
<b>Employees by type of employment contract and type of employment</b>													
Permanent employment contract, including:	9,631	9,853	10,649	4,298	4,465	4,631	4,754	4,807	4,852	579	581	536	630
• women	3,970	4,045	4,328	1,219	1,239	1,277	2,612	2,657	2,660	139	149	134	257
• men	5,661	5,808	6,321	3,079	3,226	3,354	2,142	2,150	2,192	440	432	402	373

<sup>1</sup> As Delo Group's Shipping Division assets were acquired in 2022, only partial data for that year is disclosed.

<sup>2</sup> For the category "Other companies", data for 2022 and 2023 was not collected.

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	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division¹			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024²
Fixed-term employment contract, including:	280	231	238	162	106	94	108	125	135	10	0	1	8
• women	132	124	148	45	35	40	81	89	104	6	0	1	3
• men	148	107	90	117	71	54	27	36	31	4	0	0	5
Full-time employment contract, including:	9,756	10,019	10,781	4,365	4,536	4,685	4,809	4,903	4,941	582	580	537	618
• women	4,037	4,127	4,417	1,237	1,256	1,297	2,656	2,723	2,733	144	148	135	252
• men	5,719	5,892	6,364	3,128	3,280	3,388	2,153	2,180	2,208	438	432	402	366
Part-time employment contract, including:	155	65	106	95	35	40	53	29	46	7	1	0	20
• women	65	42	59	27	18	20	37	23	31	1	1	0	8
• men	90	23	47	68	17	20	16	6	15	6	0	0	12

GRI 2-26

### Total employee complaints submitted via the hotline

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total complaints	0	8	17	0	7	2	0	1	15	0	0	0	0

GRI 2-30 MED 32

### Employees covered by collective bargaining agreements

	Delo Group			Stevedoring Division			Transportation and Logistics Division		Shipping Division		Other companies
	2022	2023	2024	2022	2023	2024	2023	2024	2023	2024	2024
Employees, persons	980	7,241	7,889	980	2,876	3,810	3,784	3,542	581	537	0
Percentage of employees, %	9.9%	80.0%	72.5%	22.0%	62.9%	80.6%	76.7%	71.0%	100%	100%	0%

## Total employees with disabilities, persons

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Employees with disabilities, including:	91	103	120	39	50	45	50	50	67	2	3	3	5
• under a permanent employment contract	— <sup>1</sup>	97	118	—	46	44	—	48	66	—	3	3	5
• under a fixed-term employment contract	—	6	2	—	4	1	—	2	1	—	0	0	0

GRI 401-1 MED 33

## New employee hires and employee turnover in the reporting period

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
<b>Employee turnover by gender</b>													
<b>Women</b>													
Total new employee hires, persons	763	801	774	202	263	216	528	480	429	33	58	33	96
Percentage of new hires, %	19%	19%	17%	16%	21%	16%	20%	17%	16%	23%	39%	24%	37%
Total employee departures, persons	433	619	675	172	153	139	236	415	460	25	51	48	28
Turnover rate, %	11%	15%	15%	14%	12%	11%	9%	15%	17%	17%	34%	36%	11%
<b>Men</b>													
Total new employee hires, persons	1,261	1,289	1,146	609	601	516	482	520	384	170	168	132	114
Percentage of new hires, %	22%	22%	18%	19%	18%	15%	22%	24%	17%	38%	39%	33%	56%
Total employee departures, persons	956	1,005	1,040	399	357	375	359	469	446	198	179	163	56
Turnover rate, %	16%	17%	16%	12%	11%	11%	17%	21%	20%	45%	41%	41%	36%
<b>Employee turnover by age</b>													
<b>Aged 25 or less</b>													
Total new employee hires, persons	477	543	497	164	193	192	238	284	220	75	66	72	13
Percentage of new hires, %	78%	73%	65%	67%	65%	63%	77%	73%	59%	122%	112%	116%	57%

<sup>1</sup> A dash in the tables indicates that data was not collected.

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	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total employee departures, persons	196	271	313	78	82	106	62	134	143	56	55	61	3
Turnover rate, %	32%	36%	41%	32%	28%	35%	20%	35%	38%	92%	93%	98%	13%
<b>Aged 26–35</b>													
Total new employee hires, persons	587	561	462	262	274	168	302	255	195	23	32	21	78
Percentage of new hires, %	26%	28%	22%	27%	31%	20%	26%	25%	21%	21%	30%	22%	36%
Total employee departures, persons	378	415	386	167	131	114	166	250	219	45	34	23	30
Turnover rate, %	17%	20%	18%	17%	15%	13%	14%	24%	23%	42%	32%	24%	29%
<b>Aged 36–55</b>													
Total new employee hires, persons	852	851	825	359	371	322	434	397	355	59	83	43	105
Percentage of new hires, %	15%	15%	13%	14%	14%	12%	15%	13%	12%	24%	33%	19%	30%
Total employee departures, persons	560	693	758	223	222	218	278	394	422	59	77	68	50
Turnover rate, %	10%	12%	12%	9%	8%	8%	10%	13%	14%	24%	30%	30%	14%
<b>Aged 56+</b>													
Total new employee hires, persons	108	136	117	26	27	31	36	64	43	46	45	29	14
Percentage of new hires, %	8%	9%	7%	4%	4%	4%	7%	12%	7%	26%	28%	19%	27%
Total employee departures, persons	255	245	258	103	75	76	89	106	122	63	64	59	1
Turnover rate, %	19%	17%	16%	15%	10%	10%	18%	20%	21%	36%	39%	39%	2%

GRI 401-2

### Benefits for full-time employees, RUB mln

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
<b>Total amount of social support, including:</b>	<b>223.8</b>	<b>658.2</b>	<b>1,017.7</b>	<b>33.5</b>	<b>168.7</b>	<b>409.4</b>	<b>185.8</b>	<b>484.6</b>	<b>563.2</b>	<b>4.5</b>	<b>5.0</b>	<b>5.7</b>	<b>39.4</b>
Voluntary health insurance programmes for employees	104.7	118.5	174.8	24.0	31.5	52.0	80.7	87.0	96.2	0	0	0	26.6
Non-governmental pension plans for employees	33.3	27.1	35.8	0	0	0	33.3	27.1	35.8	0	0	0	0

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Health resort treatment for employees and their children	6.4	9.8	10.1	0.7	2.8	2.6	4.5	7.0	7.5	1.2	0	0.1	0
Health and wellness of employees' children (children's health camps)	11.1	19.4	23.0	4.7	9.8	11.7	6.4	9.6	10.8	0	0	0	0.4
Reimbursement of kindergarten fees	11.7	18.7	20.4	0	3.3	4.7	11.7	15.4	14.4	0	0	0	1.3
Reimbursement of travel expenses of employees and their family members	22.9	30.8	39.8	0	1.3	3.5	19.9	25.0	32.4	3.0	4.5	4.0	0
Financial assistance to employees in connection with the birth/adoption of a child	5.6	10.1	13.5	0.7	4.5	7.5	4.7	5.3	4.7	0.2	0.3	0.5	0.8
One-time child birth financial assistance for employees (RUB 1 mln)	7.0	29.0	21.1	0	10.0	9.1	7.0	19.0	10.0	0	0	0	2.0
Financial assistance in case of family emergencies	13.7	130.9	175.4	2.4	11.8	9.6	11.2	118.9	162.5	0.1	0.2	0	3.3
Social guarantees for non-working retirees	7.4	14.5	16.0	1.0	6.8	7.4	6.4	7.7	8.6	0	0	0	0
Financial assistance for childcare	0	0	4.6	0	0	1.5	0	0	3.1	0	0	0	0.1
Reimbursement of housing and car rental costs	0	0	14.0	0	0	13.0	0	0	0.1	0	0	0.9	0
Other (including long-service employee benefits)	0	249.4	469.2	0	86.9	286.8	0	162.5	177.2	0	0	0.3	4.8

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### Expenditure on organising and holding social events for employees and their families<sup>1</sup>, RUB mln

	Delo Group		Stevedoring Division		Transportation and Logistics Division		Shipping Division		Other companies
	2023	2024	2023	2024	2023	2024	2023	2024	2024
Total expenditure	108.77	214.27	17.23	17.19	91.39	164.27	0.15	0.45	32.36

<sup>1</sup> Data for 2022 was not collected.

## Benefits under the Demography programme, RUB mln

	Delo Group			Stevedoring Division		Transportation and Logistics Division			Shipping Division			Other companies		
	2022	2023	2024	2023 <sup>1</sup>	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total expenditure on the implementation of the programme	41.67	97.99	98.11	25.98	35.60	41.22	66.73	55.42	0.20	0.30	0.50	0.24	4.98	6.58
<b>Total expenditure by number of children in employees' families</b>														
Families with one child, including:	16.02	33.68	36.10	8.42	11.60	15.81	23.56	21.65	0.05	0	0.20	0.16	1.70	2.65
• women	12.64	26.06	25.86	4.84	5.86	12.63	19.76	17.75	0	0	0	0.01	1.46	2.25
• men	3.38	7.62	10.24	3.58	5.74	3.18	3.80	3.90	0.05	0	0.20	0.15	0.24	0.40
Families with two children, including:	15.77	27.07	29.74	6.25	9.51	15.66	19.98	18.60	0.075	0.15	0.225	0.03	0.69	1.40
• women	12.50	16.61	18.45	2.26	3.78	12.48	14.09	13.91	0	0	0.075	0.02	0.26	0.68
• men	3.27	10.46	11.29	3.99	5.73	3.18	5.89	4.69	0.075	0.15	0.15	0.01	0.43	0.72
Families with 3+ children, including:	9.88	37.24	32.27	11.31	14.49	9.75	23.19	15.17	0.075	0.15	0.075	0.05	2.59	2.53
• women	5.04	21.03	14.88	4.15	3.06	4.96	15.39	10.67	0.075	0	0.075	0	1.49	1.07
• men	4.84	16.21	17.39	7.16	11.43	4.79	7.80	4.50	0	0.15	0	0.05	1.10	1.46
<b>Total expenditure by type of benefit</b>														
One-time payment of RUB 1 mln for the birth/adoption of a third and each subsequent child	7.00	29.16	22.24	9.16	10.24	7.00	18.00	10.00	0	0	0	0	2.00	2.00
Financial assistance upon the birth/adoption of the first and/or second child	5.16	9.42	12.48	3.24	6.46	4.76	5.38	4.67	0.20	0.30	0.50	0.20	0.50	0.85
Additional payments during parental leave	9.96	14.82	12.87	0	0	9.96	14.55	12.87	0	0	0	0	0.27	0
Additional sick leave payments during pregnancy	0.16	5.74	6.08	3.71	3.92	0.16	0.65	0.32	0	0	0	0	1.38	1.84
Additional payments in case of early return from maternity leave	0.04	0.20	0.68	0.03	0.24	0.04	0.17	0.37	0	0	0	0	0	0.07

<sup>1</sup> In the Stevedoring Division, the Demography programme was launched in 2023.

	Delo Group			Stevedoring Division		Transportation and Logistics Division			Shipping Division			Other companies		
	2022	2023	2024	2023 <sup>1</sup>	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Reimbursement of kindergarten fees	11.78	18.54	20.27	2.52	4.71	11.73	15.32	14.23	0	0	0	0.05	0.70	1.33
Reimbursement of children's camp vouchers	6.38	11.50	14.52	1.82	3.28	6.38	9.65	10.85	0	0	0	0	0.03	0.39
Reimbursement of health resort treatment costs for children	0.63	1.53	1.79	0.35	0.61	0.63	1.18	1.18	0	0	0	0	0	0
Reimbursement of medical expenses for children	0.56	0.97	0.38	0.10	0.11	0.56	0.87	0.26	0	0	0	0	0	0.01
Expansion of the VHI programme for employees	0	2.25	2.53	2.15	2.53	0	0	0	0	0	0	0	0.10	0
VHI programme for children	0	0.56	0.26	0.14	0.15	0	0.42	0.02	0	0	0	0	0	0.09
Other	0	3.30	4.01	2.76	3.36	0	0.54	0.65	0	0	0	0	0	0

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## Parental leave

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total employees eligible for parental leave during the reporting period, including:	1,043	575	777	506	401	266	530	168	478	7	6	16	17
• women, persons	431	214	356	127	125	72	297	88	267	7	1	4	13
• men, persons	612	361	421	379	276	194	233	80	211	0	5	12	4
Total employees on parental leave during the reporting period, including:	304	135	292	46	37	59	256	95	216	2	3	4	13
• women, persons	299	130	269	45	35	40	253	92	212	1	3	4	13
• men, persons	5	5	23	1	2	19	3	3	4	1	0	0	0



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	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total employees expected to return to work after parental leave during the reporting period, including:	130	54	86	23	18	31	106	33	52	1	3	2	1
• women, persons	129	53	76	22	18	21	106	32	52	1	3	2	1
• men, persons	1	1	10	1	0	10	0	1	0	0	0	0	0
Total employees who returned to work after parental leave during the reporting period, including:	110	90	126	20	21	43	88	66	76	2	3	2	5
• women, persons	109	87	104	19	19	23	88	65	75	2	3	2	4
• men, persons	1	3	22	1	2	20	0	1	1	0	0	0	1
Total employees who returned to work after parental leave during the previous reporting period, including:	115	110	90	12	20	21	101	88	66	2	2	3	0
• women, persons	113	109	87	12	19	19	99	88	65	2	2	3	0
• men, persons	2	1	3	0	1	2	2	0	1	0	0	0	0
Total employees who returned to work after parental leave and continued to work for 12 months after returning to work, including:	91	90	68	15	16	13	74	73	49	2	1	2	4
• women, persons	89	87	67	15	16	12	72	70	49	2	1	2	4
• men, persons	2	3	1	0	0	1	2	3	0	0	0	0	0
Return to work rate (percentage of employees who returned to work after parental leave), including:	84.6%	166.7%	146.5%	87.0%	116.7%	138.7%	83.0%	200%	146.2%	200%	100%	100%	500%
• women, %	84.5%	164.2%	136.8%	86.4%	105.6%	109.5%	83.0%	203.1%	144.2%	200%	100%	100%	400%
• men, %	100%	300%	220,0%	100%	0%	200%	0%	100%	0%	0%	0%	0%	0%
Retention rate (percentage of employees who remain with the company for more than 12 months after parental leave), including:	79.1%	81.8%	75.6%	100%	80.0%	61.9%	73.3%	83.0%	74.2%	100%	50.0%	66.7%	0%
• women, %	78.8%	79.8%	77.0%	100%	84.2%	63.2%	72.7%	79.5%	75.4%	100%	50.0%	66.7%	0%
• men, %	100%	100%	33.3%	0%	0%	50.0%	100%	0%	0%	0%	0%	0%	0%

## Average annual training hours per employee, hours

	Delo Group	Stevedoring Division	Transportation and Logistics Division	Shipping Division	Other companies
	2024	2024	2024	2024	2024
<b>Training hours by gender</b>					
Total training hours, including:	353,438	196,418	149,020	6,800	1,200
• women	72,355	19,067	52,268	520	500
• men	281,083	177,351	96,752	6,280	700
Average training hours, including:	32.5	41.6	29.9	12.7	1.9
• women	16.2	14.5	18.9	3.9	1.9
• men	43.8	52.0	43.5	15.6	1.9
<b>Training hours by employee category</b>					
Total training hours, including:	353,438	196,418	149,020	6,800	1,200
• managers	68,618	16,699	50,007	1,312	600
• specialists	84,841	29,436	49,317	5,488	600
• workers	199,979	150,283	49,696	0	0
Average training hours, including:	32.5	41.6	20.6	12.7	1.9
• managers	46.1	50.6	51.7	18.0	5.1
• specialists	17.2	20.2	18.3	21.9	1.2
• workers	44.7	51.2	37.6	0	0

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## Expenditure on employee training

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total expenditure on training, RUB thousand	45,200.00	51,987.32	80,304.34	16,100.00	20,718.63	39,171.91	27,100.00	27,354.40	27,146.06	2,000.00	3,914.29	5,162.59	8,823.77
Average expenditure per employee, RUB thousand per person	4.56	5.16	7.38	3.61	4.53	8.29	5.57	5.55	5.44	3.40	6.74	9.61	13.83

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## Employees trained in occupational health and safety (OHS)<sup>1</sup>

	Delo Group			Stevedoring Division		Transportation and Logistics Division		Shipping Division		Other companies
	2022	2023	2024	2023	2024	2023	2024	2023	2024	2024
Employees, persons	3,400	5,209	4,290	2,941	1,427	1,978	2,497	290	342	24
Total OHS training expenses, RUB mln	13.0	11.9	11.8	4.9	5.9	6.9	5.6	0.03	0.07	0.2

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## Work-related injuries

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024	2024
Total accidents, including:	10	14	10	6	10	4	4	4	3	0	3	0
• fatalities, ea.	0	0	0	0	0	0	0	0	0	0	0	0
• severe accidents, ea.	1	2	0	0	1	0	1	1	0	0	0	0
Total persons injured in accidents, including:	10	14	10	6	10	4	4	4	3	0	3	0
• fatalities, persons	0	0	0	0	0	0	0	0	0	0	0	0
• severe accidents, persons	1	2	0	0	1	0	1	1	0	0	0	0
Total hours worked, hours	15,752,178	16,567,745	17,359,501	8,275,403	7,862,569	8,350,710	7,476,775	7,917,246	8,020,830	787,930	961,478	26,483
Fatal Accident Rate (FAR)	0	0	0	0	0	0	0	0	0	0	0	0
Severe accidents	0.06	0.12	0	0	0.13	0	0.13	0.13	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) <sup>2</sup>	0.63	0.85	0.58	0.73	1.27	0.48	0.53	0.51	0.37	0	3.12	0

<sup>1</sup> Data for 2022 was not collected by division.

<sup>2</sup> The rate is calculated based on 1 million hours worked.

## Work-related ill health, ea.

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Reported cases of work-related ill health	4	0	3	4	0	3	0	0	0	0	0	0	0	0	0
Deaths caused by work-related ill health	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

MED 27 NG 1-7

## Occupational health and safety expenditure

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies	
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024	2024
Total expenditure, RUB thousand	255,800.0	280,363.2	749,275.5	130,800.0	136,962.0	573,288.0	105,900.0	122,201.2	144,355.8	19,100.0	21,200.0	30,462.7	1,170.0	1,170.0
Average expenditure per employee, RUB thousand per person	25.8	27.8	68.8	29.3	30.0	121.3	21.8	24.8	29.0	32.4	36.5	56.7	1.8	1.8

MED 5 NG 5-4

## Labour productivity, RUB thousand per person

	2022	2023	2024
Labour productivity	2,272	2,840	2,655

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## Percentage of employees receiving regular performance and career development reviews<sup>1</sup>

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Reviewed employees, persons	686	1.170	1.296	365	416	447	321	754	211	638
<b>Employees by gender</b>										
Women, persons	341	598	597	195	230	234	146	368	103	260
Men, persons	345	572	699	170	186	213	175	386	108	378
Women, %	8%	14%	13%	15%	18%	18%	5%	13%	4%	100%
Men, %	6%	10%	11%	5%	6%	6%	8%	18%	5%	100%
<b>Employees by position</b>										
Managers, persons	377	423	466	177	187	230	200	236	119	117
Specialists, persons	309	733	830	188	225	217	121	508	92	521
Workers, persons	0	11	0	0	1	0	0	10	0	0
Managers, %	29%	33%	31%	56%	61%	70%	22%	26%	12%	100%
Specialists, %	7%	17%	17%	13%	16%	15%	5%	19%	3%	100%
Workers, %	0%	0.3%	0%	0%	0%	0.03%	0%	1%	0%	0%

<sup>1</sup> Due to the specifics of the Shipping Division's business and its employment contracts, annual reviews are not conducted.

## Diversity of governance bodies and employees

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
<b>Managers</b>													
Female managers, persons	538	532	609	106	104	114	420	409	438	12	19	19	38
Percentage of female managers, %	40.9%	41.3%	40.9%	33.3%	33.8%	34.5%	45.1%	45.0%	45.3%	17.9%	26.8%	26.0%	32.5%
Male managers, persons	778	757	879	212	204	216	511	501	530	55	52	54	79
Percentage of male managers, %	59.1%	58.9%	59.1%	66.7%	66.2%	65.5%	54.9%	55.0%	54.7%	82.1%	73.2%	74.0%	67.5%
Managers aged 25 or less, persons	3	3	2	0	0	1	3	3	1	0	0	0	0
Managers aged 26–35, persons	194	155	194	34	34	40	159	117	127	1	4	2	25
Managers aged 36–55, persons	957	956	1,082	235	218	223	680	695	730	42	43	45	84
Managers aged 56+, persons	162	175	210	49	56	66	89	95	110	24	24	26	8
Percentage of managers aged 25 or less, %	0.2%	0.2%	0.1%	0%	0%	0.3%	0.3%	0.3%	0.1%	0%	0%	0%	0%
Percentage of managers aged 26–35, %	14.8%	12.0%	13.1%	10.7%	11.0%	12.1%	17.1%	12.9%	13.1%	1.5%	5.6%	2.7%	21.4%
Percentage of managers aged 36–55, %	72.7%	74.2%	72.7%	73.9%	70.8%	67.6%	73.0%	76.4%	75.4%	62.7%	60.6%	61.6%	71.8%
Percentage of managers aged 56+, %	12.3%	13.6%	14.1%	15.4%	18.2%	20.0%	9.6%	10.4%	11.4%	35.8%	33.8%	35.6%	6.8%
<b>Specialists</b>													
Female specialists, persons	2,787	2,822	3,071	807	791	824	1,923	1,977	1,976	57	54	49	222
Male specialists, persons	1,622	1,535	1,855	699	600	634	690	706	720	233	229	202	299
Percentage of female specialists, %	63.2%	64.8%	62.3%	53.6%	56.9%	56.5%	73.6%	73.7%	73.3%	19.7%	19.1%	19.5%	42.6%
Percentage of male specialists, %	36.8%	35.2%	37.7%	46.4%	43.1%	43.5%	26.4%	26.3%	26.7%	80.3%	80.9%	80.5%	57.4%
Specialists aged 25 or less, persons	331	406	431	84	84	99	219	297	286	28	25	23	23
Specialists aged 26–35, persons	1,239	1,119	1,191	383	308	289	769	731	643	87	80	70	189
Specialists aged 36–55, persons	2,426	2,399	2,797	841	782	851	1,473	1,491	1,566	112	126	114	266
Specialists aged 56+, persons	413	433	507	198	217	219	152	164	201	63	52	44	43
Percentage of specialists aged 25 or less, %	7.5%	9.3%	8.7%	5.6%	6.0%	6.8%	8.4%	11.1%	10.6%	9.7%	8.8%	9.2%	4.4%
Percentage of specialists aged 26–35, %	28.1%	25.7%	24.2%	25.4%	22.2%	19.8%	29.4%	27.2%	23.9%	30.0%	28.3%	27.9%	36.3%
Percentage of specialists aged 36–55, %	55.0%	55.1%	56.8%	55.8%	56.2%	58.4%	56.4%	55.6%	58.1%	38.6%	44.5%	45.4%	51.1%
Percentage of specialists aged 56+, %	9.4%	9.9%	10.3%	13.2%	15.6%	15.0%	5.8%	6.1%	7.4%	21.7%	18.4%	17.5%	8.2%

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
<b>Workers</b>													
Female workers, persons	777	815	796	351	379	379	350	360	350	76	76	67	0
Male workers, persons	3.409	3.623	3.677	2.285	2.493	2.558	968	979	973	156	151	146	0
Percentage of female workers, %	18.6%	18.4%	17.8%	13.3%	13.2%	12.9%	26.6%	26.9%	26.5%	32.8%	33.5%	31.46%	0%
Percentage of male workers, %	81.4%	81.6%	82.2%	86.7%	86.8%	87.1%	73.4%	73.1%	73.5%	67.2%	66.5%	68.54%	0%
Workers aged 25 or less, persons	280	335	334	159	213	206	88	88	89	33	34	39	0
Workers aged 26–35, persons	783	757	710	540	543	521	223	192	166	20	22	23	0
Workers aged 36–55, persons	2.324	2.508	2.576	1.495	1.643	1.716	740	781	789	89	84	71	0
Workers aged 56+, persons	799	838	853	442	473	494	267	278	279	90	87	80	0
Percentage of workers aged 25 or less, %	6.7%	7.5%	7.5%	6.0%	7.4%	7.0%	6.7%	6.6%	6.7%	14.2%	15.0%	18.31%	0%
Percentage of workers aged 26–35, %	18.7%	17.1%	15.9%	20.5%	18.9%	17.8%	16.9%	14.3%	12.6%	8.6%	9.7%	10.80%	0%
Percentage of workers aged 36–55, %	55.5%	56.5%	57.5%	56.7%	57.2%	58.4%	56.1%	58.3%	59.6%	38.4%	37.0%	33.33%	0%
Percentage of workers aged 56+, %	19.1%	18.9%	19.1%	16.8%	16.5%	16.8%	20.3%	20.8%	21.1%	38.8%	38.3%	37.56%	0%

MED 24 NG 5-7

### Payroll expenses<sup>1</sup>, RUB thousand

	Delo Group		Stevedoring Division		Transportation and Logistics Division		Shipping Division		Other companies
	2023	2024	2023	2024	2023	2024	2023	2024	2024
Total payroll expenses	13,150,518.34	13,538,591.78	6,100,019.80	7,346,270.21	6,942,079.34	2,080,448.94	108,419.20	1,201,810.36	2,910,062.26

<sup>1</sup> Data for 2022 was not collected.

# Climate and environmental protection<sup>1</sup>

GRI 2-4   GRI 302-1   GRI 302-3   GRI 302-4   MED 22   MED 23   SASB TR-RA-110a.3   SASB TR-MT-110a.3

## Energy consumption<sup>2</sup>

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total energy consumption, TJ	3,070.0	3,021.9	2,662.0	835.1	746.6	713.6	624.6	579.5	422.2	1,610.3	1,695.7	1,526.1
Electricity consumption, including:	321.4	340.4	374.6	241.7	266.6	296.1	76.3	70.7	75.0	3.4	3.2	3.6
• consumption of renewable electricity, TJ	189.6	199.7	202.9	125.6	135.6	148.9	64.0	64.0	54.0	0	0	0
Consumption of heat energy, TJ	48.1	40.7	41.6	0	0	0	48.1	40.7	41.6	0	0	0
Total consumption of non-renewable fuels, including:	2,700.6	2,640.8	2,245.8	593.5	480.1	417.6	500.2	468.1	305.6	1,606.9	1,692.5	1,522.6
• diesel, TJ	1,052.3	1,005.3	913.6	513.6	399.1	408.7	288.7	326.7	262.5	250.0	279.5	242.4
• natural gas, TJ	63.9	70.8	34.4	38.2	36.2	0.4	25.7	34.6	33.9	0	0	0
• gasoline, TJ	15.6	14.9	17.2	5.2	6.7	6.6	9.1	7.0	9.2	1.3	1.2	1.4
• mazut, TJ	1,568.7	1,549.8	1,278.8	36.5	38.0	0	176.6	99.9	0.04	1,355.6	1,411.8	1,278.8
• other petroleum products, TJ	0	0	1.8	0	0	1.8	0	0	0	0	0	0
Reduction of energy consumption, TJ <sup>3</sup>	–	75.2	359.9	–	116.4	33.0	–	81.6	157.3	–	–	169.6
Total energy intensity, TJ per thousand TEUs <sup>4</sup>	–	0.9	0.6	–	–	–	–	–	–	–	–	–
Total energy intensity, TJ per RUB 1 mln <sup>5</sup>	–	0.03	0.03	–	–	–	–	–	–	–	–	–
Total energy intensity, TJ per person	–	0.28	0.24	–	–	–	–	–	–	–	–	–

<sup>1</sup> Data represent the Stevedoring, Transportation and Logistics, and Shipping Divisions, given the insignificant impact of companies included in the "Other" category.

<sup>2</sup> To convert fuel, electricity and thermal energy into TJs, the following ratios are used according to the International System of Units (SI): 1 kWh = 3,600,000 J, 1 Gcal = 4,187 MJ, 1 t of reference fuel = 0.0293076 TJ.

<sup>3</sup> Data for 2022 was not collected. The calculation of the indicator does not include the effect of outsourcing and reduction of production capacity.

<sup>4</sup> Calculation excludes the Shipping Division.

<sup>5</sup> Previously, the indicator was calculated in relation to revenue, but the methodology has been adjusted in accordance with the recommendations of the Russian Ministry of Economic Development. The total energy intensity figure increased by 0.02 TJ per RUB 1 million in 2023 compared to the previously reported figure (0.01 TJ per RUB 1 million).

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## Water consumption

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total water intake, including:	1,717.5	2,190.9	2,178.4	1,365.8	1,741.0	1,815.2	345.2	443.5	359.3	6.5	6.4	3.9
• centralised water supply, thousand m <sup>3</sup>	177.4	172.1	205.2	138.8	136.1	166.7	32.1	29.6	34.5	6.5	6.4	3.9
• artesian wells, thousand m <sup>3</sup>	102.2	93.0	88.8	0.5	0.4	0.5	101.7	92.6	88.3	0	0	0
• stormwater, thousand m <sup>3</sup>	1,437.9	1,923.9	1,855.3	1,226.5	1,602.6	1,618.8	211.4	321.3	236.5	0	0	0
• surface water bodies, thousand m <sup>3</sup>	0	0	27.2	0	0	27.2	0	0	0	0	0	0
• tanker truck delivery to tugboats, thousand m <sup>3</sup>	0	1.9	2.0	0	1.9	2.0	0	0	0	0	0	0
Total wastewater discharge, including:	1,701.9	2,168.3	2,142.5	1,365.2	1,728.0	1,799.7	330.3	433.9	338.8	6.4	6.4	3.9
• to central sewer system, thousand m <sup>3</sup>	176.2	152.6	221.7	138.7	120.6	180.4	31.1	25.6	37.3	6.4	6.4	3.9
• to septic tanks, thousand m <sup>3</sup>	4.1	0	4.1	0	0	0	4.1	0	4.1	0	0	0
• to water bodies, thousand m <sup>3</sup>	1,521.6	1,895.4	1,855.3	1,226.5	1,577.4	1,618.8	295.1	318.1	236.5	0	0	0
• transfer to third-party organisations, thousand m <sup>3</sup>	0	118.6	61.4	0	28.3	0.5	0	90.3	60.8	0	0	0
• removal by special vehicles to municipal treatment facilities, thousand m <sup>3</sup>	0	1.8	0	0	1.8	0	0	0	0	0	0	0
Water recycled and reused, thousand m <sup>3</sup>	0	3,260.0	50.3 <sup>2</sup>	0	0	0	0	3,260.0	50.3	0	0	0
Specific water consumption, m <sup>3</sup> per TEU	–	0.65	0.45	–	–	–	–	–	–	–	–	–
Specific water consumption, m <sup>3</sup> per RUB 1 mln <sup>1</sup>	–	0.02	0.02	–	–	–	–	–	–	–	–	–
Specific water consumption, m <sup>3</sup> per person	–	0.21	0.20	–	–	–	–	–	–	–	–	–

<sup>1</sup> Previously, the indicator was calculated in relation to revenue, but the methodology has been adjusted in accordance with the recommendations of the Russian Ministry of Economic Development. The specific water consumption figure increased by 0.01 m<sup>3</sup> per RUB 1 million in 2023 compared to the previously reported figure (m<sup>3</sup> per RUB 1 million).

<sup>2</sup> In 2024, one of the companies in the Transportation and Logistics Division carried out scheduled repair and maintenance work on treatment facilities. This resulted in the treatment facilities being completely emptied, with a total of 6,572 thousand m<sup>3</sup> of water being removed. This volume of water is classified as waste and is reported in form 2-TP "Waste". 50 m<sup>3</sup> of water was reused after treatment.

## GHG emissions (Scopes 1 & 2)<sup>1</sup>

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total GHG emissions, tonnes CO <sub>2</sub> e, including:	245,215.0	232,756.6	201,330.7	69,751.0	61,227.0	47,011.8	47,135.0	40,877.8	35,070.8	128,329.0	130,651.8	119,243.2
• Scope 1, tonnes CO <sub>2</sub> e	211,063.0	198,342.9	176,141.4	46,385.0	36,432.3	31,836.9	36,679.0	31,564.8	25,712.8	127,999.0	130,345.8	118,586.8
• Scope 2 (market based), tonnes CO <sub>2</sub> e	5,098.0	15,399.3	20,417.4	785.0	11,685.3	15,174.9	3,983.0	3,408.0	4,586.1	330.0	306.0	656.4
• Scope 2 (location based), tonnes CO <sub>2</sub> e	34,152.0	34,413.7	25,189.3	23,366.0	24,794.7	15,174.9	10,456.0	9,313.0	9,358.0	330.0	306.0	656.4
GHG emissions intensity, tonnes CO <sub>2</sub> e per TEU	–	0.09	0.04	–	–	–	–	–	–	–	–	–
GHG emissions intensity, tonnes CO <sub>2</sub> e per RUB 1 mln	–	3.0	1.9	–	–	–	–	–	–	–	–	–
GHG emissions intensity, tonnes CO <sub>2</sub> e per person	–	26.8	18.0	–	–	–	–	–	–	–	–	–

GRI 305-7 SASB TR-RA-120a.1 SASB TR-MT-120a.1 MED 19

## Emissions of NO<sub>x</sub>, SO<sub>x</sub> and other significant air pollutants, tonnes

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total air emissions, including:	698.1	712.0	635.3	434.3	453.0	555.9	233.4	228.5	77.4	30.4	30.5	2.0
• Nitrogen oxides (NO <sub>x</sub> )	258.5	263.3	166.7	130.6	139.0	137.6	116.4	112.6	28.6	11.5	11.7	0.6
• Sulfur dioxide (SO <sub>2</sub> )	45.6	62.0	52.6	26.2	44.9	49.7	13.7	11.6	2.8	5.7	5.5	0.1
• Carbon monoxide (CO)	251.2	247.4	197.6	178.4	175.1	165.4	62.4	62.1	31.6	10.4	10.2	0.7
• volatile organic compounds (VOCs)	85.3	95.7	81.3	54.0	58.0	71.0	28.7	35.2	10.3	2.6	2.5	0
• particulate matter (PM)	51.5	42.9	136.2	44.7	35.6	132.1	6.6	6.7	4.0	0.2	0.5	0.1
• other	6.0	0.8	0.9	0.4	0.3	0.1	5.6	0.3	0.3	0	0.1	0.5

<sup>1</sup> From 2024 onwards, calculations have been brought into line with Rosatom's methodology. GHG emission estimations include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrogen oxide (N<sub>2</sub>O), tetrafluoromethane (CF<sub>4</sub>) and sulphur hexafluoride (SF<sub>6</sub>). Estimations of indirect emissions are location-based.

<sup>2</sup> Data for 2022 was not collected.

## Waste generated, tonnes

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Total generated waste, including:	10,355.2	72,560.0	23,860.0	6,317.9	8,639.9	15,978.0	3,949.4	63,832.4	7,797.9	87.9	87.8	84.1
• Class I	1.6	1.4	1.8	0.8	0.3	1.5	0.3	0.4	0.3	0.5	0.6	0
• Class II	10.7	9.7	9.7	6.9	3.5	6.6	3.6	6.1	3.1	0.2	0	0
• Class III	244.6	260.4	287.7	200.1	210.8	246.8	43.9	49.5	40.9	0.6	0.1	0
• Class IV	6,600.3	67,963.6	10,897.5	2,983.8	4,448.0	3,623.0	3,529.9	63,428.6	7,190.4	86.6	87.0	84.1
• Class V	3,498.0	4,324.9	12,663.4	3,126.3	3,977.2	12,100.1	371.7	347.7	563.3	0	0	0

## Waste diverted from disposal, tonnes

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division	
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total waste recycled outside the company's premises <sup>1</sup> , including:	6,121.4	63,467.5	6,222.9	3,485.3	5,890.4	4,521.8	2,636.2	57,574.9	1,700.6	2.2	0.5
• Class I	0.6	0.1	0.7	0.6	0.1	0.7	0	0	0.01	0	0
• Class II	6.5	6.5	6.6	5.3	3.9	4.5	1.2	2.6	2.1	0	0.1
• Class III	114.2	125.1	155.2	81.6	95.8	131.1	32.6	29.1	23.7	0.20	0.4
• Class IV	2,814.9	59,473.0	1,693.7	552.2	2,209.7	533.2	2,262.7	57,261.4	1,160.5	1.96	0
• Class V	3,185.4	3,862.8	4,366.7	2,845.7	3,581.0	3,852.3	339.7	281.8	514.4	0	0

<sup>1</sup> All waste was recycled outside Delo Group's premises.

## Total waste landfilled and incinerated<sup>1</sup>, tonnes

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division	
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total waste landfilled and incinerated outside Delo Group's premises <sup>2</sup> , including:	2,625.8	9,142.5	12,537.8	2,118.8	2,736.4	9,703.4	507.0	6,320.0	2,833.6	86.0	0.7
• Class I	0.5	0.4	1.8	0.3	0.1	0.8	0.2	0.3	0.3	0.0	0.7
• Class II	0.7	3.1	1.1	0.5	0	0.2	0.2	2.9	0.9	0.2	0
• Class III	124.8	137.7	130.2	118.5	113.7	115.8	6.3	23.9	14.4	0	0
• Class IV	2,275.7	8,518.9	3,990.0	1,800.9	2,226.3	1,388.2	474.8	6,206.7	2,601.8	85.8	0
• Class V	224.1	482.4	8,414.7	198.6	396.2	8,198.5	25.5	86.2	216.2	0	0
Total waste transferred to the regional operator <sup>3</sup> , including:	–	0	4,201.5	–	0	743.0	–	0	3,374.4	0	84.1
• Class IV	–	–	4,152.2	–	–	693.7	–	–	3,374.4	0	84.1
• Class V	–	–	49.3	–	–	49.3	–	–	0	0	0

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## Expenditure on activities related to environmental protection, RUB thousand

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division	
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024
Total expenditure, including:	100,160.0	306,866.2	162,385.4	83,575.0	104,551.0	116,089.0	16,585.0	149,321.2	38,648.4	52,994.0	7,648.0
• wastewater collection and treatment	35,287.0	179,510.6	39,484.4	33,151.0	36,916.0	32,503.0	2,136.0	93,381.6	3,778.4	49,213.0	3,203.0
• atmospheric air protection and climate change prevention	15,778.0	33,982.9	19,588.0	10,665.0	14,839.0	16,180.0	5,113.0	17,848.9	2,561.0	1,295.0	847.0
• waste management	27,547.0	30,952.8	44,521.0	22,038.0	28,275.0	34,391.0	5,509.0	2,255.8	6,532.0	422.0	3,598.0
• protection and rehabilitation of land, surface and ground waters	1,801.0	30,209.7	29,038.0	1,390.0	4,991.0	5,417.0	411.0	25,218.7	23,621.0	0	0
• other environmental protection activities	19,747.0	32,210.2	29,754.0	16,331.0	19,530.0	27,598.0	3,416.0	10,616.2	2,156.0	2,064.0	0

<sup>1</sup> Waste landfilled and incinerated includes municipal solid waste transferred to the regional waste operator.

<sup>2</sup> All waste was landfilled and incinerated outside Delo Group's premises.

<sup>3</sup> Data for 2022 and 2023 was not collected.



## Direct economic value generated and distributed

	Delo Group		
	2022, USD mln	2023, USD mln	2024, RUB mln
Economic value generated	3,330	3,429	291,874
Income from financial assets	21	31	2,658
Income from disposal of tangible assets	3	1	287
Economic value distributed	2,919	3,240	(260,406)
Operating expenses	2,413	2,403	(197,129)
• including salaries and wages	233	298	(28,145)
Other employee benefits	0	0	0
Charitable donations	7	7	(723)
Payments to capital providers	390	678	(53,508)
• including dividends paid	73	422	(20,000)
• including financing costs	317	255	(33,508)
Payments to government	109	153	(9,046)
• including income taxes	112	132	(9,185)
Economic value undistributed	411	188	31,468

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## Infrastructure investments and services supported<sup>1</sup>, RUB mln

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Total investment, including:	324.0	426.8 <sup>2</sup>	395.0	191.9	286.5	287.8	117.0	138.2 <sup>2</sup>	84.3	0.3	1.9	3.2	19.6
• education and science	–	–	6.6	–	–	6.1	–	–	–	–	–	–	0.5
• sports	86.9	269.3 <sup>2</sup>	221.7	81.0	228.7	221.0	20.2	40.4 <sup>2</sup>	0.3	0	0.1	0.4	–
• healthcare	–	–	8.6	–	–	5.4	–	–	3.1	–	–	0.1	–
• culture	–	–	2.4	–	–	2.0	–	–	–	–	–	0.5	–
• environmental projects and environmental education	–	–	1.0	–	–	–	–	–	–	–	–	0	1.1
• social assistance (orphanages, families on low incomes, large families, boarding schools, etc.)	140.1	122.8	12.8	89.2	34.3	5.4	17.8	80.1	4.2	0	1.8	0.4	2.9
• support for disabled children and children from large families	–	–	48.0	–	–	1.8	–	–	46.2	–	–	–	–
• assistance to veterans	–	–	1.4	–	–	0.2	–	–	0.5	–	–	0.6	–
• treatment of the seriously ill	–	–	3.2	–	–	3.2	–	–	0	–	–	–	–
• urban infrastructure (funding the development of project documentation, approving land use programmes)	0	14.9	26.5	0.2	14.9	26.4	3.5	0	0	0.3	0	0.1	0
• other	97.0	19.6	62.8	21.5	8.6	16.3	75.5	17.7	30.0	–	–	1.1	15.1

<sup>1</sup> From 2024 onwards, expenses are reported with a more detailed breakdown compared to previous reporting periods.

<sup>2</sup> The amount invested by the Transportation and Logistics Division in sports in 2023 has been updated.

## Share of expenditure on local suppliers and SME suppliers<sup>1</sup>

	Delo Group	Stevedoring Division	Transportation and Logistics Division	Shipping Division	Other companies
	2024	2024	2024	2024	2024
Expenditure on procurements from Russian suppliers, RUB bln	26.01	8.64	11.29	5.81	0.27
Total expenditure on procurements from Russian and foreign suppliers, RUB bln	26.40	8.68	11.30	6.14	0.27
Percentage of procurements from Russian suppliers in total procurements, %	98.55%	99.59%	99.87%	94.57%	100.00%
Number of Russian suppliers, ea.	4,499	3,026	1,174	246	53
Number of foreign and Russian suppliers, ea.	4,541	3,030	1,202	256	53
Percentage of Russian suppliers, %	99.08%	99.87%	97.67%	96.09%	100.00%
Expenditure on procurements from SMEs, RUB bln	8.94	4.84	3.93	— <sup>1</sup>	0.17
Percentage of procurements from SMEs in total procurements from Russian suppliers, %	34.4%	56.0%	34.8%	—	63.6%
Number of SME suppliers, ea.	2,403	2,187	189	—	27
Percentage of SMEs in total number of Russian suppliers, %	53.4%	72.3%	16.1%	—	50.9%

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## New suppliers that were screened using environmental and social criteria

	Delo Group	Stevedoring Division	Transportation and Logistics Division	Shipping Division	Other companies
	2024	2024	2024	2024	2024
New suppliers with whom contracts were signed for the first time in 2024, ea.	1,369	309	1,034	0	26
Suppliers with whom contracts were concluded for the first time in 2024 and who were reviewed against environmental and social criteria, ea.	62	0	62	0	0
Percentage of new suppliers reviewed against sustainability criteria, %	4.53%	0%	6.00%	0%	0%

<sup>1</sup> The Shipping Division does not keep records in respect of this category of counterparties.

## Employees trained in anti-corruption and anti-bribery policies and procedures

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division		Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2023	2024	2024
Total employees trained, including:	3,125	760	5,157	1	10	1,896	3,124	650	3,070	100	44	147
Managers, persons	380	144	1,022	0	1	200	380	113	742	30	8	72
Specialists, persons	2,279	476	2,527	1	2	418	2,278	429	1,998	45	36	75
Workers, persons	466	140	1,068	0	7	1,278	466	108	330	25	0	0
Percentage of managers, %	28.9%	11.2%	68.7%	0%	0.3%	60.6%	40.8%	12.4%	76.7%	42.3%	11.0%	61.5%
Percentage of specialists, %	51.7%	11.0%	51.3%	0.07%	0.2%	28.7%	87.2%	16.0%	74.1%	15.9%	14.3%	14.4%
Percentage of workers, %	11.1%	3.1%	36.0%	0%	0.2%	43.5%	35.4%	8.1%	24.9%	11.0%	0%	0%

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## Anti-corruption training in hours

	Delo Group	Stevedoring Division	Transportation and Logistics Division	Shipping Division	Other companies
	2024	2024	2024	2024	2024
Total training hours, hours	1,299	68	1,231	0	0
Average number of training hours per employee, hours per person	0.12	0.01	0.25	0	0

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### Confirmed incidents of corruption and actions taken, ea.

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Confirmed cases of corruption	0	4	1	0	0	0	–	4	1	0	0	0	0

### Administrative proceedings against the Company, its subsidiaries and affiliates for corruption offences, cases

	Delo Group			Stevedoring Division			Transportation and Logistics Division			Shipping Division			Other companies
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2024
Administrative proceedings against the Company	0	3	0	0	0	0	0	3	0	0	0	0	0

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# Index of Russia's National Development Goals<sup>1</sup>

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Innovation and Digitalisation	<a href="#">Sustainability Strategy</a>	20–21
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<sup>1</sup> In accordance with Executive Order No. 309 of the President of the Russian Federation dated 7 May 2024 "On the Development Goals of the Russian Federation through 2030 and for the Future Until 2036".

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Indicator of achievement of Russia's national goals <sup>1</sup>	Disclosure	Report section	Page
<b>Preservation of the population, strengthening health and improving the wellbeing of people, supporting families</b>			
NG 1-2	Company expenditure on corporate family and parenting support programmes	<a href="#">Approach to Human Resources Management</a>	31
		<a href="#">Delo Group's ESG Databook</a>	122
NG 1-4	Number of work-related fatal accidents	<a href="#">Employee Healthcare</a>	56
		<a href="#">Delo Group's ESG Databook</a>	126
NG 1-5	Number of work-related accidents resulting in temporary incapacity for work	<a href="#">Employee Healthcare</a>	56
		<a href="#">Delo Group's ESG Databook</a>	126
NG 1-7	Company expenditure on occupational health and safety	<a href="#">Occupational Health and Safety Management System</a>	51
		<a href="#">Delo Group's ESG Databook</a>	127
NG 1-8	Company expenditure on supporting the health of employees and members of the local community	<a href="#">Employee Healthcare</a>	55
NG 1-11	Number of persons with disabilities working in the company	<a href="#">Delo Group's ESG Databook</a>	119
NG 1-12	Company expenditure on healthcare infrastructure development	<a href="#">Development of Local Communities</a>	58
		<a href="#">Delo Group's ESG Databook</a>	137
NG 1-13	Company expenditure on supporting socially disadvantaged groups	<a href="#">Development of Local Communities</a>	58
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NG 1-14	Company expenditure on supporting mass sports	<a href="#">Development of Local Communities</a>	58
		<a href="#">Delo Group's ESG Databook</a>	137

<sup>1</sup> Indicators according to the Methodology for Assessing Business Contribution to the National Development Goals of the Russian Federation ("NG").



Indicator of achievement of Russia's national goals <sup>1</sup>	Disclosure	Report section	Page
<b>Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person</b>			
NG 2-1	Company expenditure on supporting education	<a href="#">Development of Local Communities</a>	58
		<a href="#">Delo Group's ESG Databook</a>	137
NG 2-15	Number of employees participating in corporate volunteering projects	<a href="#">Development of Local Communities</a>	58
<b>Comfortable and safe environment</b>			
NG 3-3	Company expenditure on improvement and integrated development of cities and towns	<a href="#">Modernisation of Local Community Infrastructure</a>	59
		<a href="#">Delo Group's ESG Databook</a>	137
<b>Ecological well-being</b>			
NG 4-12	Company expenditure on activities related to environmental protection	<a href="#">Approach to Environmental Footprint Management</a>	78
		<a href="#">Delo Group's ESG Databook</a>	135
<b>Stable and dynamic economy</b>			
NG 5-2	Company expenditure on employee training	<a href="#">Training and Development</a>	37
		<a href="#">Delo Group's ESG Databook</a>	125
NG 5-3	Growth rate of production/service volumes	<a href="#">Key Performance Indicators in 2024</a>	10
NG 5-4	Labour productivity	<a href="#">Delo Group's ESG Databook</a>	127
NG 5-5	Total tax payments by the company to budgets at various levels of the Russian Federation budget system	<a href="#">Delo Group's ESG Databook</a>	136
NG 5-7	Company labour costs	<a href="#">Approach to Human Resources Management</a>	31
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NG 5-10	Procurement of goods, works and services from small and medium-sized enterprises	<a href="#">Sustainable Supply Chain</a>	98
		<a href="#">Delo Group's ESG Databook</a>	138
<b>Digital transformation of state and municipal administration, the economy, and social sphere</b>			
NG 7-1	Company expenditure on projects related to digital transformation	<a href="#">Innovation and Digitalisation</a>	103
NG 7-4	Company expenditure on projects to develop and implement Russian IT solutions aimed at import substitution, including those implemented by start-ups supported by the company	<a href="#">Innovation and Digitalisation</a>	107

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4	Total expenditure on research and development	<a href="#">↗</a> Innovation and Digitalisation	104	
5	Labour productivity	<a href="#">↗</a> Delo Group's ESG Databook	127	
6	Total mandatory payments accrued (excluding fines and penalties), including: <ul style="list-style-type: none"> <li>• taxes and levies</li> <li>• insurance contributions</li> <li>• other mandatory payments</li> </ul>	<a href="#">↗</a> Information disclosures in accordance with the recommendations of the Russian Ministry of Economic Development	145	RUB 20,214 mln  The data is based on Delo Group's IFRS consolidated financial statements for the 12 months of 2024
7	Total mandatory payments paid (excluding fines and penalties), including: <ul style="list-style-type: none"> <li>• taxes and levies</li> <li>• insurance contributions</li> <li>• other mandatory payments</li> </ul>	<a href="#">↗</a> Delo Group's ESG Databook	136	
8	Domestically sourced goods, works, and services in total procurement of goods, work, and services	<a href="#">↗</a> Sustainable Supply Chain  <a href="#">↗</a> Delo Group's ESG Databook	98  138	
9	Procurement of goods, works, and services from small and medium-sized businesses in total procurement from Russian companies	<a href="#">↗</a> Sustainable Supply Chain  <a href="#">↗</a> Delo Group's ESG Databook	98  138	
10	Sustainable investments (including green investments)	<a href="#">↗</a> Information disclosures in accordance with the recommendations of the Russian Ministry of Economic Development	145	Between 2022 and 2024, Delo Group did not invest in any projects that met the criteria for sustainable investments (including green investments), as set out in Resolution No. 1587 of the Government of the Russian Federation dated 21 September 2021
13	Water used from all water supply sources	<a href="#">↗</a> Water  <a href="#">↗</a> Delo Group's ESG Databook	81  132	

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15	Total effluents, including untreated water	<a href="#">Delo Group's ESG Databook</a>	132	
16	Water efficiency (water consumption intensity)	<a href="#">Delo Group's ESG Databook</a>	132	
17	Total amount of hazard class 1–5 waste generated, including by hazard class	<a href="#">Delo Group's ESG Databook</a>	134	
18	Total hazard class 1–5 waste management, including by category	<a href="#">Delo Group's ESG Databook</a>	134	
19	Air pollutant emissions from stationary sources	<a href="#">Delo Group's ESG Databook</a>	133	
20	Greenhouse gas emissions	<a href="#">Greenhouse Gas Emissions</a> <a href="#">Delo Group's ESG Databook</a>	73 133	
21	Total environmental protection expenditure	<a href="#">Approach to Environmental Footprint Management</a> <a href="#">Delo Group's ESG Databook</a>	78 135	
22	Renewable and low-carbon energy consumption	<a href="#">Energy Efficiency</a>	76	
23	Energy efficiency: energy consumption per unit of net added value	<a href="#">Delo Group's ESG Databook</a>	131	
24	Total labour costs	<a href="#">Compensation and Incentives</a> <a href="#">Delo Group's ESG Databook</a>	40 130	
25	Total average headcount, including people with disabilities	<a href="#">Delo Group's ESG Databook</a>	119	
27	Total expenditure on health and safety initiatives, including average per employee	<a href="#">Occupational Health and Safety Management System</a> <a href="#">Delo Group's ESG Databook</a>	51 127	
28	Expenditure on preparing and holding social, sports and recreation, and healthcare events for employees and their families	<a href="#">Benefits for Employees and Their Families</a> <a href="#">Delo Group's ESG Databook</a>	41 121	

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		<a href="#">Delo Group's ESG Databook</a>	126	
30	Total expenditure on employee training, including average per employee	<a href="#">Training and Development</a>	37	
		<a href="#">Delo Group's ESG Databook</a>	125	
31	Average hours of training per year per employee by category	<a href="#">Delo Group's ESG Databook</a>	125	
32	Share of employees covered by collective bargaining agreements in the average headcount	<a href="#">Personnel Structure, Diversity and Inclusion</a>	35	
		<a href="#">Delo Group's ESG Databook</a>	118	
33	Turnover rate	<a href="#">Personnel Structure, Diversity and Inclusion</a>	33	
		<a href="#">Delo Group's ESG Databook</a>	119	
34	Total expenditure associated with social programmes not aimed at employees and their families, including: <ul style="list-style-type: none"> <li>• charity</li> <li>• housing</li> <li>• healthcare</li> <li>• education</li> <li>• support for people in need of social assistance</li> </ul>	<a href="#">Comprehensive Social and Charity Projects</a>	63	
		<a href="#">Delo Group's ESG Databook</a>	137	
35	Sustainable development policy and/or other relevant strategic documents in place	<a href="#">Approach to Sustainability Management</a>	23	
36	Number of meetings of the Board of Directors and their attendance rate	<a href="#">Governance System</a>	90	
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43	Administrative sanctions against the organisation, its subsidiaries, and affiliates for corruption	<a href="#">Delo Group's ESG Databook</a>	140	
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2-4	Restatements of information	<a href="#">About the Report</a>	113	There was no significant restatement of previously reported data, although some information was updated and supplemented compared to previous reporting periods
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<b>Activities and workers</b>				
2-6	Activities, value chain and other business relationships	<a href="#">Group Summary</a>	4	
		<a href="#">Business Geography</a>	6	
		<a href="#">Strategy and Business Model</a>	7	
		<a href="#">Sustainable Supply Chain</a>	98	

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2-7	Employees	<a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">GRI Content Index</a> <a href="#">Delo Group's ESG Databook</a>	33 149 117	Major business region is the Russian Federation, where 100% of employees are employed
<b>Governance</b>				
2-9	Governance structure and composition	<a href="#">Governance System</a>	89	
2-10	Nomination and selection of the highest governance body	<a href="#">Governance System</a> <a href="#">Delo Group 2022 Sustainability Report 2022, p. 30</a>	89	
2-11	Chair of the highest governance body	<a href="#">GRI Content Index</a>	149	The Chairman of the Board of Directors does not act as the Director General of the Group
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">Governance System</a>	89	
2-13	Delegation of responsibility for managing impacts	<a href="#">Approach to Sustainability Management</a> <a href="#">Governance System</a>	23 89	The results of the implementation of significant social and environmental programmes are reported to the Director General of Delo MC
2-14	Role of the highest governance body in sustainability reporting	<a href="#">Approach to Sustainability Management</a> <a href="#">About the Report</a> <a href="#">GRI Content Index</a>	23 112 149	Approval of non-financial reporting takes place at the level of the dedicated working group chaired by the Deputy Director General for Finance and Sustainability
2-15	Conflicts of interest	<a href="#">GRI Content Index</a>	149	In 2024, no conflicts of interest were reported
2-18	Evaluation of the performance of the highest governance body	<a href="#">GRI Content Index</a>	149	There was no performance evaluation of the Board of Directors of Delo MC in the reporting period
2-19	Remuneration policies	<a href="#">Governance System</a> <a href="#">GRI Content Index</a>	90 149	The Director General's remuneration is set out in the employment contract and depends on the achievement of KPIs set by the General Meeting. Members of the Board of Directors of Delo MC do not receive any additional remuneration for attending Board meetings

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2-20	Process to determine remuneration	<a href="#">Compensation and Incentives</a> <a href="#">Governance System</a> <a href="#">GRI Content Index</a>	40 90 150	Members of the Board of Directors of Delo MC do not receive any remuneration for attending Board meetings. Remuneration of the Director General and the executive managers of Delo Group is determined in accordance with the Incentive Regulations developed and implemented within the Group. No external consultants have been engaged to develop the Employee Compensation and Incentive System
2-22	Statement on sustainable development strategy	<a href="#">Message from the Management of Delo Group</a>	2	
<b>Strategy, policies and practices</b>				
2-23	Policy commitments	<a href="#">Approach to Sustainability Management</a> <a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">Approach to Environmental Footprint Management</a> <a href="#">Compliance and Business Ethics</a> <a href="#">Sustainable Supply Chain</a>	23 34 78 93 98	
2-24	Embedding policy commitments	<a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">Compliance and Business Ethics</a>	34 93	
2-25	Processes to remediate negative impacts	<a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">Risk Management</a>	34 91	
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">Compliance and Business Ethics</a> <a href="#">Delo Group's ESG Databook</a>	34 93 118	
2-27	Compliance with laws and regulations	<a href="#">Approach to Environmental Footprint Management</a>	78	
2-28	Membership associations	<a href="#">Partnerships and Memberships in Associations and Initiatives</a>	16	

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Stakeholder engagement				
2-29	Approach to stakeholder engagement	<a href="#">↗</a> Stakeholder Engagement	26	There is no single collective bargaining agreement for the Group; companies conclude their own agreements
2-30	Collective bargaining agreements	<a href="#">↗</a> Personnel Structure, Diversity and Inclusion	35	
		<a href="#">↗</a> GRI Content Index	151	
		<a href="#">↗</a> Delo Group’s ESG Databook	118	
Material topics				
3-1	Process to determine material topics	<a href="#">↗</a> About the Report	114	
3-2	List of material topics	<a href="#">↗</a> About the Report	114	
3-3	Management of material topics	<a href="#">↗</a> About the Report	114	
Economic performance				
201-1	Direct economic value generated and distributed	<a href="#">↗</a> Delo Group’s ESG Databook	136	
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">↗</a> Climate-Related Risks and Opportunities	70	
Market presence				
202-2	Proportion of senior management hired from the local community	<a href="#">↗</a> GRI Content Index	151	All top managers of the Group are Russian nationals
Indirect economic impacts				
203-1	Infrastructure investments and services supported	<a href="#">↗</a> Modernisation of Local Community Infrastructure	59	
		<a href="#">↗</a> Delo Group’s ESG Databook	137	
203-2	Significant indirect economic impacts	<a href="#">↗</a> Modernisation of Local Community Infrastructure	59	
Anti-corruption				
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">↗</a> Governance System	90	
		<a href="#">↗</a> Compliance and Business Ethics	94	
		<a href="#">↗</a> Delo Group’s ESG Databook	139	

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205-3	Confirmed incidents of corruption and actions taken	<a href="#">↗</a> GRI Content Index	152	In 2024, one confirmed case of corruption in a transportation and logistics company was recorded in Delo Group. The case was investigated in detail, the underlying causes and circumstances were determined, two employees were held criminally liable, and the company took all necessary measures to prevent recurrence of violations. There were no confirmed cases of termination or non-renewal of contracts with business partners due to corruption-related violations during the reporting period
		<a href="#">↗</a> Delo Group's ESG Databook	140	
Energy				
302-1	Energy consumption within the organisation	<a href="#">↗</a> Energy Efficiency	76	Delo Group consumes energy only for its own needs. The Group does not resell energy
		<a href="#">↗</a> Delo Group's ESG Databook	131	
302-3	Energy intensity	<a href="#">↗</a> Delo Group's ESG Databook	131	
302-4	Reduction of energy consumption	<a href="#">↗</a> Delo Group's ESG Databook	131	
Water				
303-1	Interactions with water as a sharedresource	<a href="#">↗</a> Water	81	Delo Group does not source water from areas where water is scarce. All water used and discharged is fresh water
303-2	Management of water discharge-related impacts	<a href="#">↗</a> Water	81	
303-3	Water withdrawal	<a href="#">↗</a> Water	81	
		<a href="#">↗</a> Delo Group's ESG Databook	131	
303-4	Water discharge	<a href="#">↗</a> Water	81	
		<a href="#">↗</a> Delo Group's ESG Databook	131	



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<b>Biodiversity</b>				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<a href="#">Biodiversity</a>	86	
<b>Emissions</b>				
305-1	Direct (Scope 1) GHG emissions	<a href="#">Greenhouse Gas Emissions</a>	73	a. Greenhouse gas emissions (Scope 1) are reported in metric tonnes of CO <sub>2</sub> equivalent
		<a href="#">Delo Group's ESG Databook</a>	133	b. GHG emission estimations include carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ), nitrogen oxide (N <sub>2</sub> O), tetrafluoromethane (CF <sub>4</sub> ) and sulphur hexafluoride (SF <sub>6</sub> )  c. Delo Group companies do not produce biogenic CO <sub>2</sub> emissions  d. Delo Group has chosen 2022 as the reference year  e, g. GHG emissions are determined in accordance with the following methods and standards: <ul style="list-style-type: none"><li>• Methodological Guidelines for the quantitative determination of greenhouse gas emissions and greenhouse gas removal, as approved by Order No. 371 of the Russian Ministry of Natural Resources dated 27 May 2022</li><li>• The Greenhouse Gas Protocol</li><li>• Rosatom's methodology for estimating greenhouse gas emissions</li></ul>

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305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">↗</a> Greenhouse Gas Emissions	73	a. Greenhouse gas emissions (Scope 2) are reported in metric tonnes of CO <sub>2</sub>
		<a href="#">↗</a> Delo Group's ESG Databook	133	b. From 2024 onwards, the Group has been using Rosatom's location-based methodology to estimate greenhouse gases  c. GHG emission estimations include carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ), nitrogen oxide (N <sub>2</sub> O), tetrafluoromethane (CH <sub>4</sub> ) and sulphur hexafluoride (SF <sub>6</sub> )  d. Delo Group has chosen 2022 as the reference year  e, g. GHG emissions are determined in accordance with the following methods and standards:  • Methodological Guidelines for the quantitative determination of greenhouse gas emissions and greenhouse gas removal, as approved by Order No. 371 of the Russian Ministry of Natural Resources dated 27 May 2022 • The Greenhouse Gas Protocol
305-4	GHG emissions intensity	<a href="#">↗</a> Greenhouse Gas Emissions	73	
		<a href="#">↗</a> Delo Group's ESG Databook	133	
305-5	Reduction of GHG emissions	<a href="#">↗</a> Delo Group's ESG Databook	133	
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	<a href="#">↗</a> Air	80	
		<a href="#">↗</a> Delo Group's ESG Databook	133	
Waste				
306-1	Waste generation and significant waste-related impacts	<a href="#">↗</a> Waste	83	
306-3	Waste generated	<a href="#">↗</a> Waste	84	
		<a href="#">↗</a> Delo Group's ESG Databook	134	

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306-4	Waste diverted from disposal	<a href="#">Waste</a> <a href="#">Delo Group's ESG Databook</a>	84 134	
306-5	Waste directed to disposal	<a href="#">Waste</a> <a href="#">Delo Group's ESG Databook</a>	84 135	
<b>Supplier environmental assessment</b>				
308-1	New suppliers that were screened using environmental criteria	<a href="#">Delo Group's ESG Databook</a>	138	
<b>Employment</b>				
401-1	New employee hires and employee turnover	<a href="#">Personnel Structure, Diversity and Inclusion</a> <a href="#">Delo Group's ESG Databook</a>	33 119	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Benefits for Employees and Their Families</a> <a href="#">Delo Group's ESG Databook</a>	42 120	
401-3	Parental leave	<a href="#">Delo Group's ESG Databook</a>	123	
<b>Labor/management relations</b>				
402-1	Minimum notice periods regarding operational changes	<a href="#">GRI Content Index</a>	155	The minimum notice period for informing employees of significant operational changes within the Group is 8 weeks. In some companies, this period can be up to 12 weeks.
<b>Occupational health and safety</b>				
403-1	Occupational health and safety management system	<a href="#">Occupational Health and Safety Management System</a>	51	
403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">Occupational Health and Safety Management System</a>	52	
403-3	Occupational health services	<a href="#">Employee Healthcare</a>	55	
403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Occupational Health and Safety Management System</a>	53	
403-5	Worker training on occupational health and safety	<a href="#">Occupational Health and Safety Management System</a> <a href="#">Delo Group's ESG Databook</a>	54 126	

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403-6	Promotion of worker health	<a href="#">↗</a> Employee Healthcare	55	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">↗</a> Employee Healthcare	55	
403-8	Workers covered by an occupational health and safety management system	<a href="#">↗</a> Occupational Health and Safety Management System	51	
403-9	Work-related injuries	<a href="#">↗</a> Employee Healthcare	56	Due to a lack of data collection tools, information on contractor employees is not disclosed
		<a href="#">↗</a> GRI Content Index	156	
		<a href="#">↗</a> Delo Group’s ESG Databook	126	
403-10	Work-related ill health	<a href="#">↗</a> Employee Healthcare	56	Due to a lack of data collection tools, information on contractor employees is not disclosed
		<a href="#">↗</a> GRI Content Index	156	
		<a href="#">↗</a> Delo Group’s ESG Databook	127	
Training and education				
404-1	Average hours of training per year per employee	<a href="#">↗</a> Delo Group’s ESG Databook	125	
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">↗</a> Training and Development	39	
		<a href="#">↗</a> Delo Group’s ESG Databook	128	
Diversity and equal opportunity				
405-1	Diversity of governance bodies and employees	<a href="#">↗</a> Personnel Structure, Diversity and Inclusion	33	
		<a href="#">↗</a> Governance System	90	
		<a href="#">↗</a> Delo Group’s ESG Databook	129	
Non-discrimination				
406-1	Incidents of discrimination and corrective actions taken	<a href="#">↗</a> Personnel Structure, Diversity and Inclusion	34	

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<b>Security practices</b>				
410-1	Security personnel trained in human rights policies or procedures	<a href="#">GRI Content Index</a>	157	Upon hire, each security officer is required to read and understand the Group's Human Rights Policy. Respect for human rights in the workplace is included in the job descriptions of security officers
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">GRI Content Index</a>	157	2024: 0 2023: 0 2022: 0
<b>Supplier social assessment</b>				
414-1	New suppliers that were screened using social criteria	<a href="#">Delo Group's ESG Databook</a>	138	



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GHG emissions				
TR-RA-110a.1	Gross global Scope 1 emissions	<a href="#">Greenhouse Gas Emissions</a>	73	
TR-MT-110a.1		<a href="#">Delo Group's ESG Databook</a>	133	
TR-RA-110a.3	Total fuel consumed	<a href="#">Energy Efficiency</a>	76	
		<a href="#">Delo Group's ESG Databook</a>	131	
TR-MT-110a.3	Percentage renewable, %	<a href="#">Energy Efficiency</a>	76	
		<a href="#">Delo Group's ESG Databook</a>	131	
Air quality				
TR-RA-120a.1	Air emissions of the following pollutants:	<a href="#">Air</a>	80	
TR-MT-120a.1	1) NO <sub>x</sub> (excluding N <sub>2</sub> O), tonnes 2) SO <sub>2</sub> , tonnes 3) Particulate matter (PM10), tonnes	<a href="#">Delo Group's ESG Databook</a>	133	
Ecological impacts				
TR-MT-160a.1	Shipping duration in marine protected areas or areas of protected conservation status, number of travel days	<a href="#">SASB Content Index</a>	158	In 2024, the Group's vessels did not enter marine protected areas or areas of protected conservation status
TR-MT-160a.2	Implemented ballast water (1) exchange and (2) treatment, percentage	<a href="#">Water</a>	82	In 2024, all of the Group's vessels practises ballast water exchange and treatment
		<a href="#">SASB Content Index</a>	158	
TR-MT-160a.3	(1) Number and (2) aggregate volume of spills and releases to the environment, number and m³	<a href="#">Water</a>	81	In 2024, the Group did not record any cases of wastewater spills or pollutant emissions into water ecosystems or soil
		<a href="#">SASB Content Index</a>	158	

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<b>Business ethics</b>				
TR-MT-510a.2	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	<a href="#">↗</a> SASB Content Index	159	2024: 0 2023: 0 2022: 0
TR-RA-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations	<a href="#">↗</a> SASB Content Index	159	2024: 0 2023: RUB 31.9 mln
<b>Accident safety &amp; management</b>				
TR-MT-540a.1	Number of marine casualties, percentage classified as very serious (according to IMO)	<a href="#">↗</a> SASB Content Index	159	2024: 0 2023: 0 2022: 0
TR-MT-000.E	Number of vessels in total shipping fleet	<a href="#">↗</a> SASB Content Index	159	2024: 12 2023: 14
TR-RA-540a.1	Accidents and incidents	<a href="#">↗</a> SASB Content Index	159	2024: 1 2023: 0 2022: 0
<b>Activity metrics</b>				
TR-RA-000.A	Large-tonnage containers transported	<a href="#">↗</a> SASB Content Index	159	2024: 2,546,283 2023: 455,000 2022: 373,000
TR-RA-000.C	Average distance travelled, km	<a href="#">↗</a> SASB Content Index	159	2024: 3,310 2023: 3,699
TR-RA-000.D	Large-tonnage container cargo turnover	<a href="#">↗</a> SASB Content Index	159	2024: 0 2023: 0
TR-RA-000.E	Number of employees	<a href="#">↗</a> Personnel Structure, Diversity and Inclusion	33	
		<a href="#">↗</a> Delo Group's ESG Databook	117	

# Glossary

**“Carbon footprint”** means the total amount of greenhouse gas emissions, expressed in carbon dioxide equivalent (CO<sub>2</sub>e), generated by human, organisational, manufacturing or product life-cycle activities, whether directly or indirectly.

**“Division”** means a form of business organisation in which one company (the “parent” or “head” company) owns a controlling or significant shareholding in other companies (its “subsidiaries”), thereby exercising management and control over them. Delo Group includes Stevedoring, Transportation and Logistics, and Shipping divisions, as well as other companies. In the previous reporting period, the term “subholding” was used; in the current period, however, the term “division” is used instead. For the purposes of Delo Group’s sustainability reports, the two terms are equivalent.

**“Flatcar”** means a special platform designed to carry large containers (ISO 668) and equipped with special mechanisms to secure them.

**“Grain terminal”** means a facility used to handle grain shipments.

**“Green logistics”** means a strategic approach to supply chain management aimed at minimising negative environmental impacts, including reducing greenhouse gas emissions, using resources efficiently, and promoting sustainable practices.

**“GRI”** ( Global Reporting Initiative) means an international organisation dedicated to the development and implementation of an authoritative and trustworthy sustainable development reporting system that is accessible to organisations regardless of size, type of activity or location.

**“GRI Standards 2021”** means the latest version of the internationally recognised sustainability reporting framework developed by the Global Reporting Initiative.

**“Impact”** in this Report means a significant economic, environmental or social impact of the Group’s activities.

**“Intermodal transportation”** means a system for international delivery of goods using several modes of transport under a single shipping document and transfer of goods at transshipment points from one type of transport to another using a single freight unit (or vehicle) without involvement of the cargo owner.

**“Local community”** means the territory in which a company operates, provides services or sells products.

**“Non-financial reporting”** means a system for disclosing information about a company’s activities. This includes data on environmental, social and governance issues, corporate responsibility, sustainable development and interaction with personnel, communities and other stakeholders.

**“RES (Renewable Energy Sources)”** means energy sources based on continuously active or regularly renewable natural processes, such as solar radiation, wind, water flows, geothermal heat and biomass, which are not depleted by their utilisation in the long term.

**“RoRo cargo”** (roll-on/roll-off) means cargo that is loaded and unloaded without the use of lifting equipment.

**“Shipping Division”** means operations related to the operation and management of watercraft for the carriage of goods or passengers on water routes.

**“Stakeholders”** means all individuals and legal entities that have an interest in the Group’s activities and that influence or are influenced by the Group’s performance.

**“Stevedoring Division”** means operations related to the operation of ports and terminals, as well as transshipment operations on sea, river or lake routes.

**“Sustainable development”** means the development of the economy, society and technology in a way that improves people’s lives and minimises negative impacts on the environment.

**“TEU”** means a twenty-foot equivalent unit based on the volume of a 20-foot (6.1 m) ISO intermodal container.

**“Transportation and Logistics Division”** means operations related to the management and organisation of the carriage of goods or passengers from one point to another.

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<b>Abbreviated name</b>	Delo MC
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