

INTEGRATED BUSINESS MODEL

High-revenue logistics solutions based on synergy of own transport assets with the assets of Delo Group

OUR COMPETITIVE ADVANTAGES

The largest container fleet in Russia, which accounts for **21 %** of all container traffic within the Russian Railways network

Terminal infrastructure and vehicle fleet providing comprehensive services within the framework of TransContainer's offer to the market

Effective management of our large-scale business is carried out with the use of modern digital technologies. We are constantly improving our IT systems

The largest fleet of rolling stock - 39 % of the entire fleet in operation within the Russian Railways network

Branches and terminals at all 16 railways of the Russian Railways network, representative offices and subsidiaries in 10 countries, including: China, South Korea, Austria, Slovakia and Belarus

Active development of niche markets with their own specifics: transportation of petrochemicals in tank containers, bulk cargo in open top containers

Baltic watershed:

- **Global Ports**

Azov-Black Sea watershed:

- **DeloPorts**

CREATION OF VALUE BY MUTUAL INTEGRATION OF ASSETS

RUB 40,776 billion
Adjusted revenue

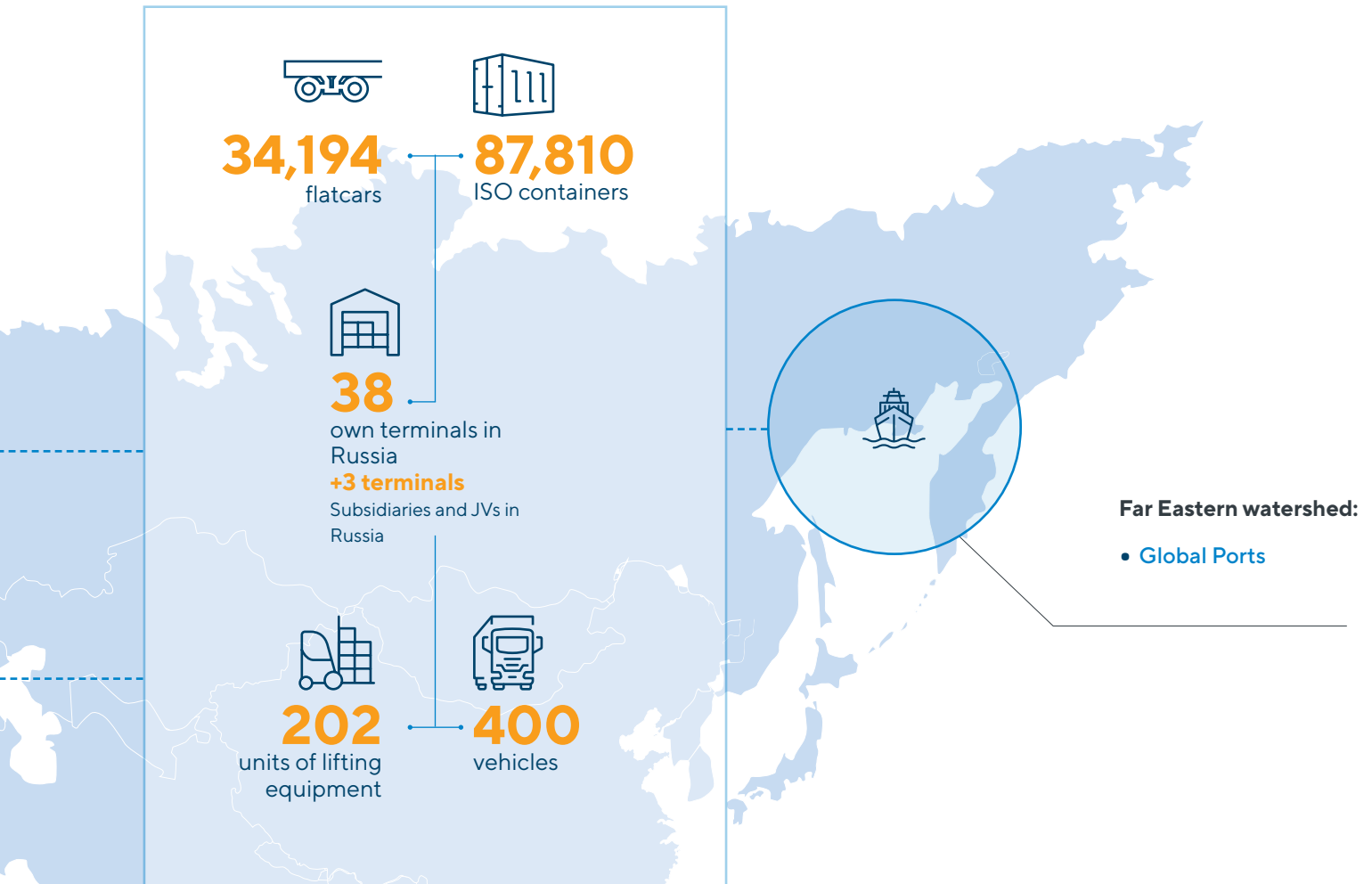


KEY PRIORITIES

Scale and leadership

For shareholders

- Staying the largest container operator in Russia and CIS
- Taking advantage of the network scale of the business
- Economic growth potential in Asia



90
offices



iSales

24/7

digital sales channel



End-to-end processes
in OTM system¹

Services and quality

For clients

- Improving the service quality continuously
- Promoting containerisation by offering new products and services
- Becoming preferable supplier for clients
- Developing digital technologies

Efficiency

For employees

- Optimising the asset structure
- Enhancing asset use efficiency
- Increasing the labour productivity
- Improving management efficiency
- Effective cost monitoring

Social responsibility

For the community

- Promote economic development by ensuring nation-wide accessibility to high-quality transport services
- Support corporate social responsibility

¹ Over the past 5 years