

# 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

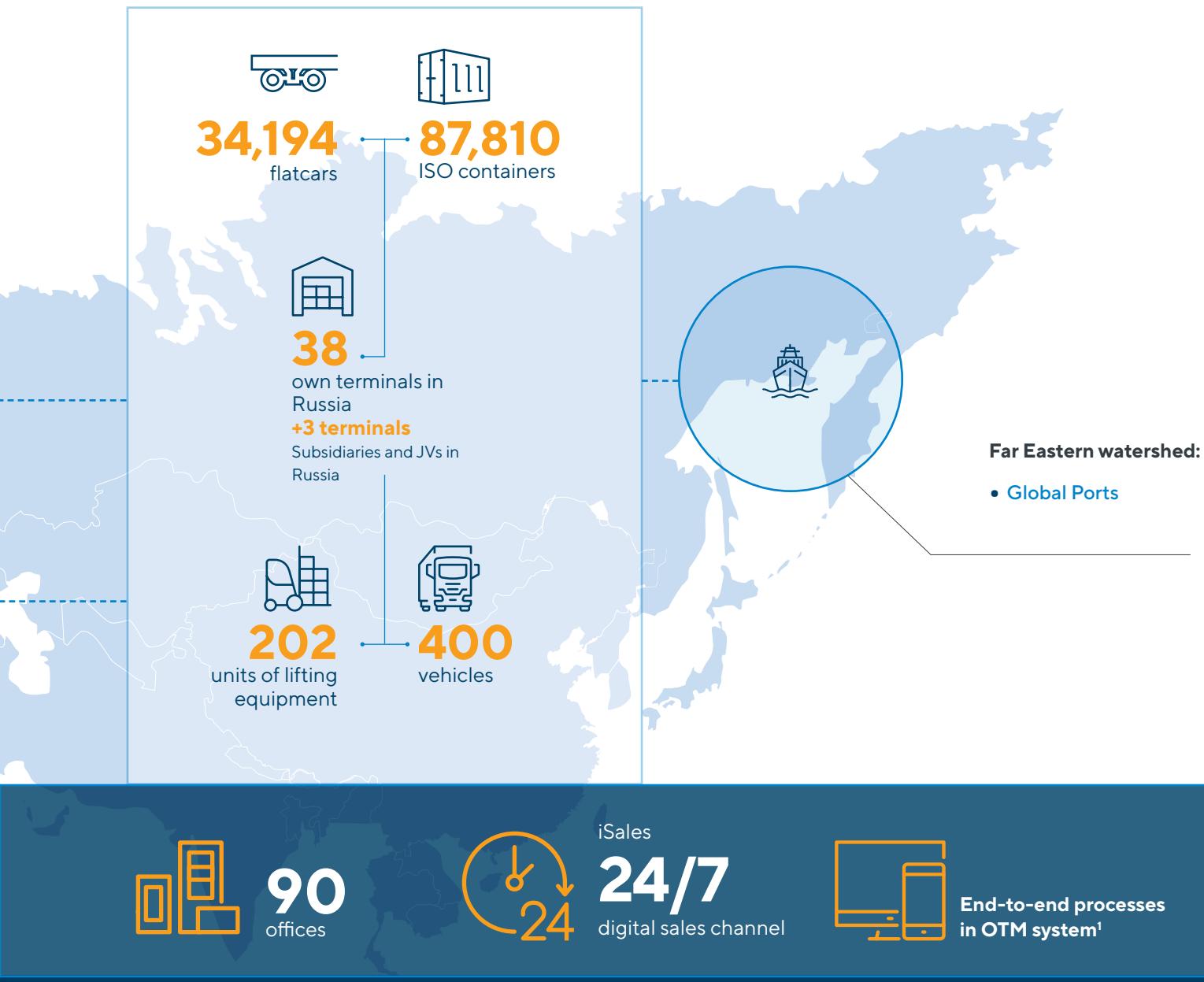


## KEY PRIORITIES

### 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



## 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

<sup>1</sup> Over the past 5 years