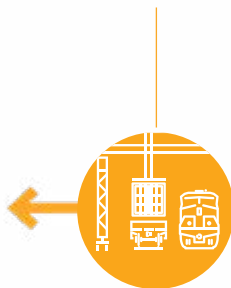


# BUSINESS MODEL

A target business model is a vertically integrated transport and logistics holding, a containerised cargo shipper and a provider of logistics services in Eurasia.

**x1.7**

Container handling volumes at the border crossing between Slovakia and Ukraine (Dobra terminal)



**2,813 (-28.6%)**  
Other revenues

**2,988 (+15%)**  
Agency fees

**3.9%**  
**3.7%**

**+8.2%**

Volume of import operations

**+38.5%**

Transit transportation

**95**

sales offices in Russia

**International sales network:**

**30**

countries

**5**

representative offices

**40**

Terminals

**4**

joint ventures

**7**

subsidiaries

**10**

Bonded warehouses

**92.4%**

**71,158 (+24.7%)**  
Integrated freight forwarding and logistics services

**76,959** +17.4% ➔ **9,821** +50.9% ➔ **9,509** +45.5%  
 Total revenue                      Comprehensive income                      Profit for the period

Revenue breakdown<sup>1</sup>  
 RUB mln

**+12%**

International transportation operations

**-2.9%** Drop in domestic transportation volumes

**+7%** Volume of export operations

**+8%**

Container handling volumes at the border crossings with China



**iSales**

provides remote communication with clients

**90%**

of orders for transportation are made online

<sup>1</sup>Hereinafter referred to as IFRS data