

# Sharing the Future Together

delimobil

Delimobil's  
ESG Report  
2020-2021

# About the Report

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This is Delimobil's inaugural ESG report. It presents our commitments, achievements and initiatives in a single accessible document. This report also provides an introduction into our contribution to achieving the UN Sustainable Development Goals (SDGs), our mission and purpose. As our business continues to grow and our sustainability practices develop further, we are committed to ongoing engagement with our stakeholders. Therefore, in the future, we plan to publish a sustainability report on a regular basis.

The data disclosed in the report covers operations of the Delimobil family, which includes Carsharing Russia LLC, Anytime Prime LLC, SMM LLC (Smart Mobility Management), CarShineRussia LLC (since October 2020), CarShineWash LLC (since June 2021) and Prolive+ LLC (since March 2021).

The information disclosed in the report covers the periods from January 1 to December 31, 2020, and from January 1 to August 31, 2021, unless otherwise indicated.

## Contact

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**Alsu Latypova,**  
**Head of Investor Relations,**  
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# About Us





# Who We Are

## Our Mission:

To foster human connection by placing fast, easy and affordable mobility at the heart of it. Let's build the future of sharing together.

We are a leading shared mobility provider in Russia, offering affordable and sustainable alternatives to both car ownership and ride-hailing.

Unlike traditional car rental services, we do not have parking stations and our customers can pick-up and leave the cars almost anywhere. Using our intuitive app customers can onboard in less than 15 minutes and locate a car within five minutes' walk from their location.

Our cars are mostly used for short one-way trips where customers pay per minute, and our rates are generally lower than taxis as you do not need to pay for the driver.

We are the market leader in Moscow, recognized by researcher Frost & Sullivan as the world's largest city in terms of number of rides.

Our market leadership is based on a combination of advanced in-house technology and, unlike our peers, our unique in-house offline fleet management infrastructure.

Our vehicles are equipped with Internet-of-Things (IoT) devices which, together with car telemetry, feed data into our pricing and customer rating models.

Our own fleet management unit handles car relocation, repair, washing, and refuelling based on big data analysis.

## Key Figures:

17.4 THOUSAND  
CARS

in our fleet as at 31 July, 2021

44%

market share in Moscow as of July 2021

11 CITIES

widest regional coverage

120%

revenue growth in 1H'21 YoY

24%

adjusted gross margin in 1H'21 YoY

6.7 MN

registered users as at 31 July, 2021

#1

brand awareness in Russia among Russian car sharing companies in December 2020

16%

adjusted EBITDA margin in 1H'21 YoY



# Where we operate





# Our key stakeholders

## Customers

We save customers’ time and money by offering them a transportation alternative that is more convenient than public transport and more affordable than personal car ownership or using ride-hailing. During the Covid-19 pandemic, consumers also viewed car sharing as a safer option.

## Suppliers

We have long-term partnerships with car manufacturers and place sizeable orders often through their own leasing arms. Brands such as Volkswagen, BMW and Mercedes Benz benefit from inclusion in our fleet as we offer affordable “test drives” of their cars to our customers.

## Authorities

Car sharing regulation in Russia is relatively young. Moscow city authorities offer a supportive regulatory environment, which contributes to the rapid industry development. The support includes, for instance, subsidies on lease and rental payments, as well as a discount on preferential parking permits.

## Communities

We work with local communities to develop a culture of safe and responsible driving via co-operation with driving schools, holding public talks about car sharing and promoting regional tourism.

We also engage in various charity project. For example, we have provided cars to Liza Alert free of charge for their search-and-rescue operations.

## Industry Peers

We work together with industry peers to contribute to car sharing market development, promote customer safety and improve regulatory measures.

## Cities and urban citizens

We serve cities and improve urban life by decreasing congestion rates, free up parking spaces and easing traffic as well as contributing to safe driving on the roads with our initiatives.

## Employees

We attract and retain talent in IT, automotive and client-facing roles by offering opportunities for development and growth. We have a young and ambitious team and encourage a creative atmosphere in our offices.

## Shareholders

We work for our shareholders by growing the business and creating additional value through commitment to best ESG (environment, social and governance) practices.

## SMEs and Entrepreneurs

SMEs and entrepreneurs are among our customers. We offer B2B services to them by providing them with cars to ease their daily business routes.

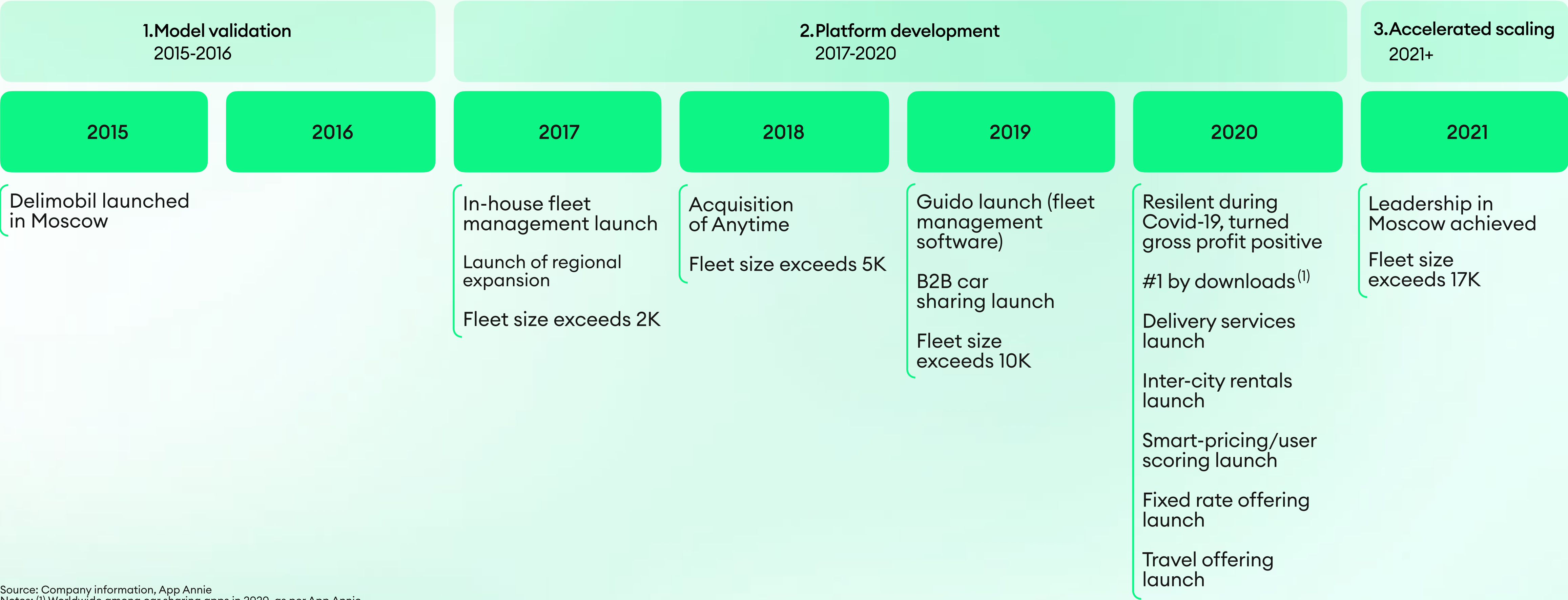


# Our history

In 2015, we founded our car sharing business in Moscow and inspired many drivers to switch to car sharing services in order to optimize owned car usage and avoid additional costs.

To sustain our growth going forward we plan to continue our regional expansion in Russia, with a long-term target of covering all cities with >0.5mn inhabitants with the growth of car sharing penetration in regions increasing from 5% in 2020 to more than 20% in 2025.

From just 100 cars in 2015, when we started, we have accelerated to become a market leader with more than 17 thousand cars in 2021.



Source: Company information, App Annie  
Notes: (1) Worldwide among car sharing apps in 2020, as per App Annie



# Message from Chairman

Vincenzo Trani  
Delimobil founder  
Chairman of the board of directors

Dear stakeholders,

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I am delighted to present this report detailing Delimobil's commitment to sustainability and our activities, achievements and ambitions in terms of ESG.

Since I founded the business six years ago, our team has grown Delimobil into a successful and leading car sharing business. However, financial and operational performance are not the only measures of a business today. I believe that to become successful and sustainable for the long-term, a business should also have a higher purpose. We have had one from the very beginning - making people's lives easier and more sustainable by offering on-demand rides that are more affordable than both car ownership and using taxis.

By definition, the sharing economy implies collaborative consumption, lower costs and more sustainable living. For many it is more convenient to pay for temporary access to a product than to buy it forever and use it rarely. This is particularly true in regard to cars. That is why our innovative business model resonated well with customers, especially millennials and Gen Z. However, we not only serve our customers, but other stakeholders and society as a whole.

We are a still a young company and our ESG activities are a continuous process of improvement for us. We will contribute to several UN sustainability goals and are planning to set up specific ESG-related targets at a later stage. In this report you will see the steps we have already taken on our journey and the drive we all have to go much further.



# Our approach to Sustainability:

As a socially and environmentally responsible company, we:

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1.

redefine transportation by focusing on shared mobility

2.

create more responsible and affordable urban living

3.

help to reduce emissions and congestion by reducing the number of personal cars and providing younger fleet

4.

focus on community support and engagement as an important element of our culture and operations

5.

protect our customers' data and privacy

6.

promote road safety by monitoring customer behavior and applying new technologies



# Our contribution to UN sustainable development goals

We have identified the following priority SDGs for our contribution:

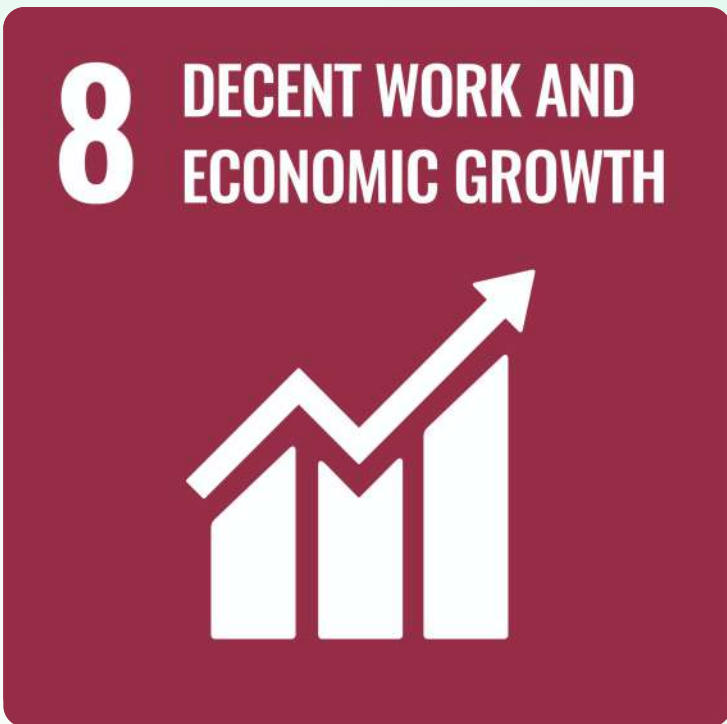


Goal 5. Gender equality

- 5.1 End all forms of discrimination against all women and girls
- 5.5. Ensure women’s full and effective participation and equal opportunities for leadership at all levels

We promote gender equality with a significant part of our employees being female. We have a strong representation of women in senior management: our CEO, CFO, CMO and CLO are women.

We as well have identified women as our target customer group and do our best to fulfil their needs and create service most comfortable for them.



Goal 8. Decent work and economics growth

- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation
- 8.8 Protect labour rights and promote safe and secure working environments for all workers
- 8.9 Promote sustainable tourism that creates jobs and promotes local culture and products

We offer customers a sustainable alternative to car ownership and encourage sustainable urban living.

We provide employees with a friendly and secure working environment, competitive remuneration and the possibility for career growth in a disruptive company.

We take steps to develop regional tourism by conducting special campaigns, partnering with local authorities and communities.

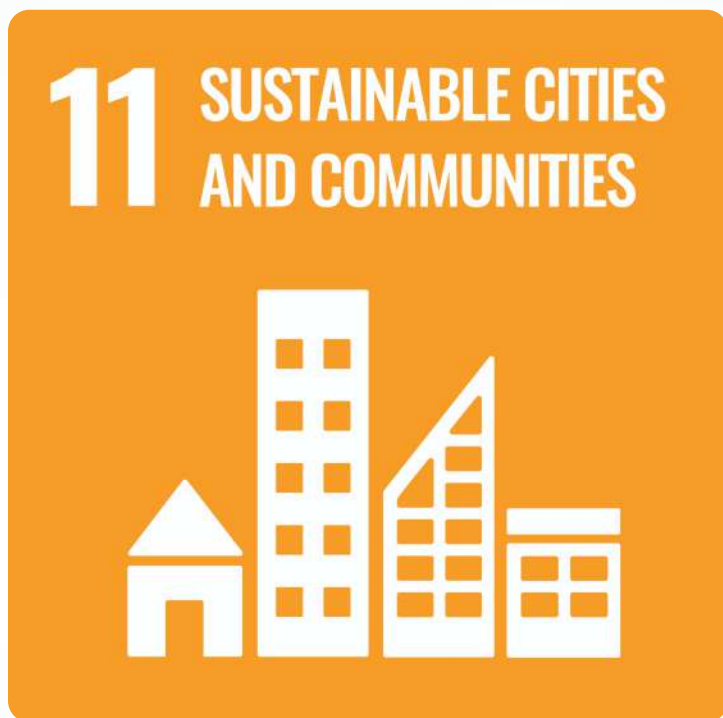


Goal 10. Reduce inequalities

- 10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- We advocate social inclusion by offering an affordable means of mobility to a range of customer groups. We help reduce social inequalities by facilitating access to affordable mobility to those who would otherwise not be able to own a personal car.

# Our contribution to UN sustainable development goals

We have identified the following priority SDGs for our contribution:



Goal 11.  
Sustainable cities  
and communities

11.2 Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

The very nature of our business promotes sustainable urban living. We contribute to a positive environmental impact by helping mitigate greenhouse gas emissions generated by the transportation sector. We do this by providing an alternative to car ownership. According to our estimates, one car sharing vehicle replaces five owned vehicles on the roads thereby reducing the total number of cars being driven and CO2 emissions generated.

We plan to focus on minimising our own emissions by developing a fleet of electric vehicles in the future. Additionally, we contribute to a positive urban impact by freeing up space in city areas as a result of less car ownership, less congestion and reduced traffic on the roads.



Goal 17.  
Partnerships

17.7 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships Data, monitoring and accountability

We closely cooperate with governmental and city structures such as Moscow Department of Transportation, which results in favourable car sharing market regulation both to the operators and authorities, as well as development of city road and transport infrastructure. We also make joint efforts to decrease amount of car accidents on the roads by providing solutions to improve road safety integrated into our services.



# Our Customers





# Our commitment to customers

As a leading shared mobility provider in Russia, we are committed to offering affordable and sustainable alternatives to both car ownership and ride-hailing. We help customers save their time and money by offering them a convenient and affordable transportation alternative. Car sharing was also seen as a safer option during the Covid-19 pandemic.

We advocate social inclusion by offering an affordable and convenient means of mobility to a range of customer groups.



## “Zillennials”

This group includes Millenials and Zoomers. These customers are familiar with and enthusiastic about the car sharing economy. Customers within this group tend to be loyal to brands they trust due to common values with which they identify themselves and the ability to provide a total fit for their lifestyle. We allow to use our service starting from 18 years old and with zero driving experience.

## Established professionals

Typically this group includes car owners who use car sharing services while their personal cars are being serviced or for one-way trips. They tend to value saving time and being able to use cars that are in good condition. Thid customer group also uses car sharing services as a “second family car”.

## Car enthusiasts

This customer group is typically very familiar with new developments in the auto industry. Customers within this group tend to view car sharing as an opportunity to test various car models and value the driving experience that a car provides.

## Women

This group includes a range of female customers of different ages, professions, and roles. Mothers, students and female managers all rely on mobility and tend to prefer their own car to public transportation. Customers within this group tend to use car sharing for one-way trips, daily commute as well as round trips.



# Our commitment to customers

## Key data on our customers:

	For the year ended December 31, 2020	For the 6 months ended June 30, 2021
Registered users	5.4 million	6.5 million
Monthly active users	330 thousand	502 thousand
Total minutes sold	577 million	935 million
Total rides	21.6 thousand	14.3 thousand

**Sofia Polyakova**  
Chief Marketing Officer

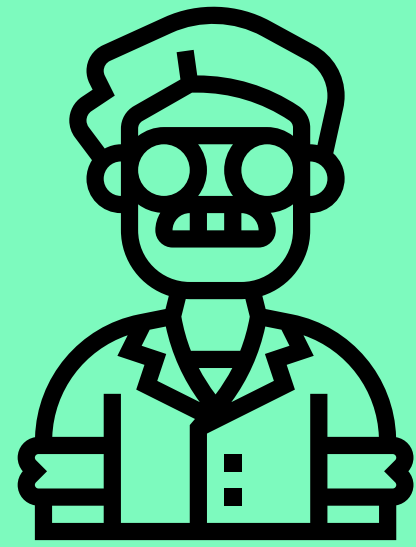
“We do not just provide a service; we build a sharing community and promote social inclusion by offering an affordable and convenient means of mobility to people. Unlike most public transportation and car rental services, Delimobil offers 24/7 availability with the same level of safety and around the clock service.

We also feel our responsibility for developing a culture of responsible driving. Our unique user rating system, which offers discounts to customers for safe and careful driving and is our main loyalty program, helps us promote responsible driving.”





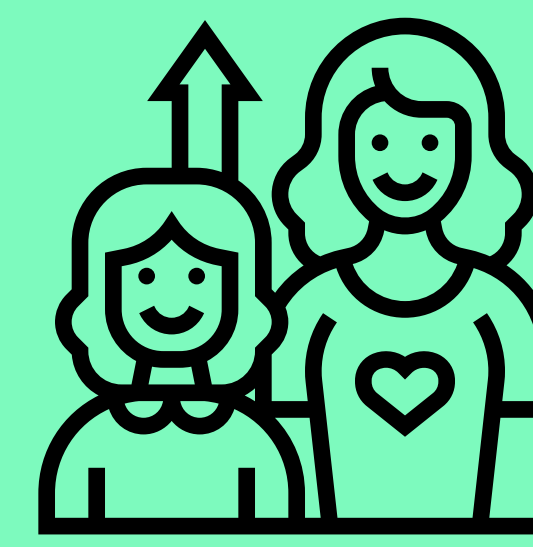
# What our customers say about us



“I have really embraced the car sharing lifestyle in the past few years and must admit I do not miss the hassle and pain of owning a car whilst living in the city center. I no longer have to stress about finding pricy parking space in central Moscow, worry about the ever-increasing price of petrol, insurance, undergoing technical inspections, repair costs or changing my tires from winter to summer each year! It’s a hassle-free way to drive, which also gives me the luxury of trying out different car makes according to my mood on the day.”



“We absolutely love taking road trips and visiting other cities, it’s a tradition we have shared in our circle of friends since graduation. Last month we drove to Nizhny Novgorod for a fun weekend to explore this beautiful city and Delimobil offers a reliable and cost-effective way to do that. We don’t have to fear the car will break down halfway through a journey as Delimobil tends to have new vehicles. However, anything can happen, and we also know that even if it does break down, help will promptly be on the way! Aside from offering a fun adventure, it also works out cheaper for us than four train tickets. We are happy to recommend Delimobil to our friends and family.”



“I started renting Delimobil cars about a year and a half ago, when my son joined a judo training club quite far from where we live. I am not a fan of busy and hectic public transport, especially in the COVID environment, and avoid it at all cost. At the same time, as a single mother, I cannot justify buying a car to be used just once or twice a week to drive my son. I enjoy the service Delimobil offers, as I always know I can find a car close to our house. I am an experienced driver and, needless to say, I drive with extra caution with Kolya in the back seat. As such, it was a very pleasant surprise when Delimobil started offering me discounts for my journeys a few months ago as a reward for my safe driving skills. That felt really encouraging and, as they say, every little helps.”



# Promoting customer health and safety

We promote road safety by monitoring customer behavior, applying cutting-edge technology and offering dynamic smart pricing.



## Our customer rating system

Our smart rating system which is a combination of scoring system, loyalty program, transparent smart pricing and gamification in the app. By proving to each customers personalised recommendation on his/her driving style which will result in the future with lower price we trigger customers to drive safer. As a result since launch **car accidents probability decreased by 20% .**



# Promoting customer health and safety

## Technology

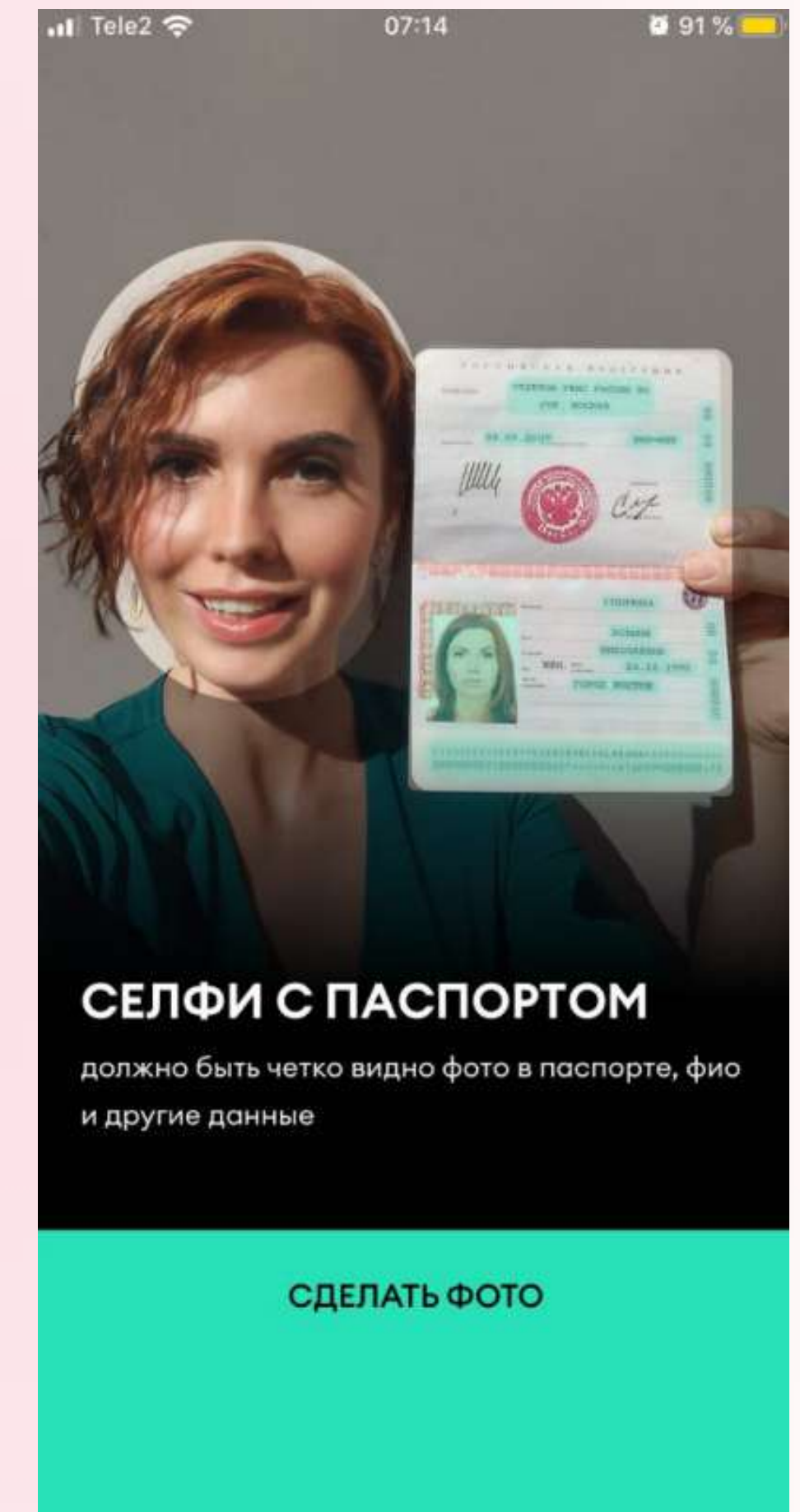
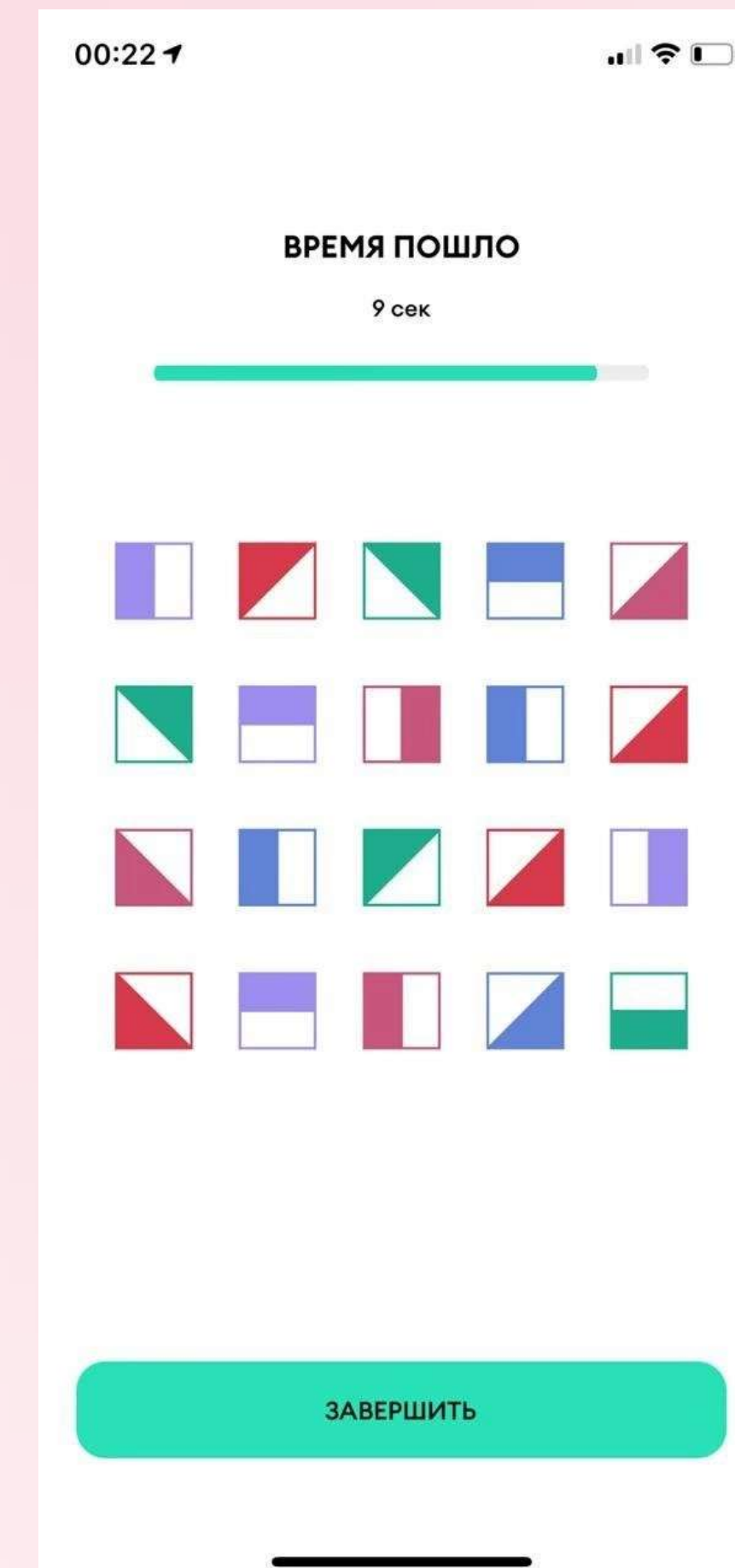
Since 2018, we use KYC technology to recognize data from photos, check and verify passports and driving licenses, as well as request users to upload selfies with their passport via the app to automatically match a face from a selfie with the face in the document.

In 2020 we launched an additional customers' accounts checking process to prevent the creation of fake accounts and use of the accounts by third parties. We verify the identity of already registered users through facial recognition technology that matches the customer's face to the photographs provided.

Our unique Alco quiz technology developed in collaboration with medical experts was launched in 2020. Its main purpose is to establish that the driver is not under the influence of alcohol, drugs or too tired and is therefore fit to drive at night. The quiz involves a number of mathematical and logical tasks and is activated at night.



Delimobil's Alco quiz



User's passport verification



# Promoting customer health and safety

## Car maintenance service

We aim to ensure the health and safety of our customers by maintaining an efficient customer support service on our mobile app and operating our own car maintenance service, which allows us to quickly and efficiently maintain and repair cars. Our robust offline capabilities, which we offer through our Smart Mobility Management (“SMM”), our fleet management infrastructure, is a key differentiator of our business.	We engage approximately 600 personnel, including full and part-time employees as well as contractors, who provide car relocation, repair and maintenance and tires, washing and refueling services for our vehicles to help ensure that our fleet is consistently in excellent condition. Our in-house car maintenance facilities also enable us to maintain quality control more efficiently	We have also developed Guido, our fleet management technology platform, which our technicians access through our employee mobile app. It enables us to process and allocate servicing-related tasks for optimum efficiency.
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## Fleet maintenance indicators

	For the year ended December 31, 2020	For the 6 months ended August 31, 2021
EoP fleet size (thousand cars)	14.5	17.4
Average age of vehicles (years)	1.84	2.1
Percent of vehicles younger than 3 years	90%	93%
Fleet servicing orders per day (thousand cars)	-	c.a. 8.5
Number of vehicles recalled during the year for safety concerns	0	0



# Promoting customer health and safety

## Customer support

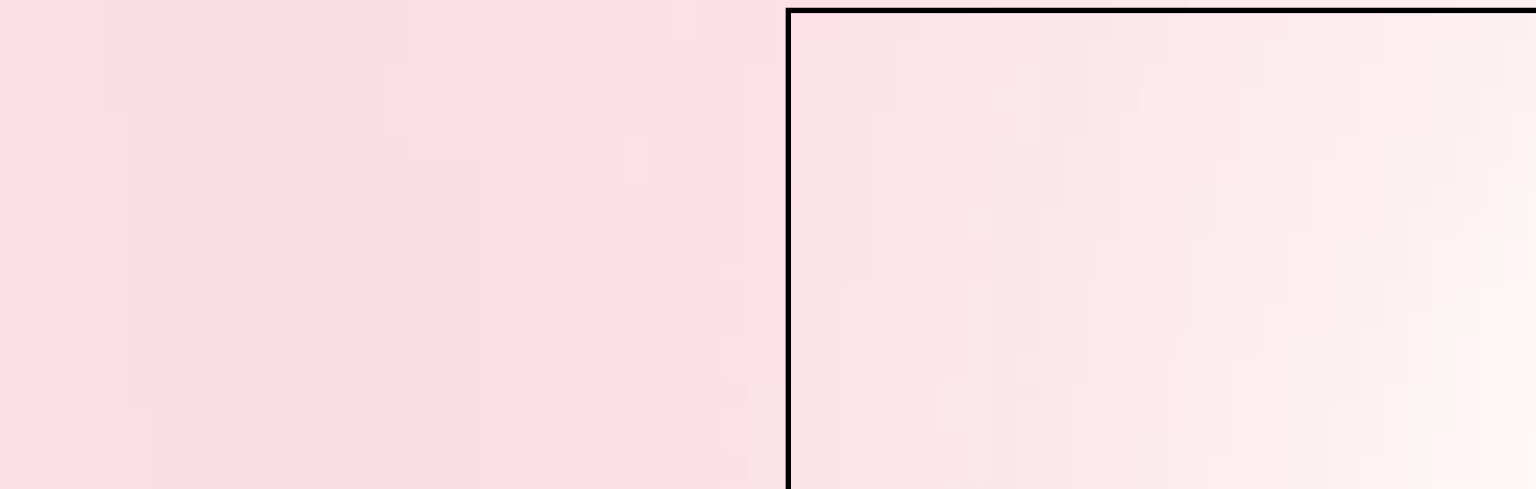
In the event of an accident, the customer reports their situation to our customer service team via our mobile app and we prioritize such requests so we can attend to them as quickly as possible. We provide support over the phone and answer any questions the customer may have.	Additionally, in 2021, we launched our new service “Delimobil Help” for our customers in Moscow and St Petersburg to provide on-site support during an accident, and plan to roll it out across the regions in the near future.	The service enables our customers to contact us and report an accident, following which our specialists quickly assess whether support on-site is required. If such support is required, our specialists arrive at the site within 40 to 50 minutes, help fill in any necessary documents and communicate with traffic police, offer hot beverage and chat with the customer to support them in a stressful situation. They also help them find the nearest available car or take them to the nearest underground station.
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## Road safety indicators

	For the year ended December 31, 2020	For the six months ended June 30, 2021
Total number of customers received discount for safe driving	339,023	597,857
Total number of accounts blocked for speeding	23,293	31,664



# Customer data protection and security



In our customer-centric business model, in order to enhance the positive user experience and make the onboarding process for new customers as simple as possible, we have created a user-friendly app. All our new customers can promptly fill in the necessary data, upload proof of their personal identification and take a photograph to confirm their identity to start enjoying our carsharing solutions within minutes.

As part of this process, they do entrust us with their personal identification and payment information. However, our customers do not have to worry about the security of their personal data, as we do this for them.

At Delimobil, data privacy is our utmost priority. To ensure the safety of our customers' personal information, we have a strong in-house Information Security department, which continuously enhances technical standards and updates internal protocols as well as working closely with data privacy experts and world leading cybersecurity solution providers.

**We did not experience any major hacker attacks on our services in 2020 or prior to that, and there were no incidents involving the leak, loss or theft of personal information.**

## Manuel Takesyan

Chief Information Security  
Officer at Delimobil

“Data privacy lays the foundation for the trust our customers have in our service and plays a vital role in maintaining strong customer relationships as well as the long-term sustainability of our business. Our customers entrust us with their personal data which means a lot to us and we make the protection of their data an utmost priority at Delimobil. Our customers can always be confident that their data is safe.”





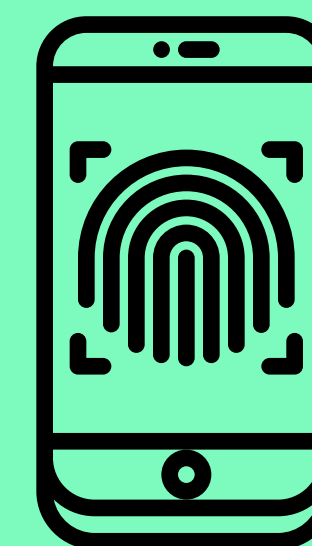
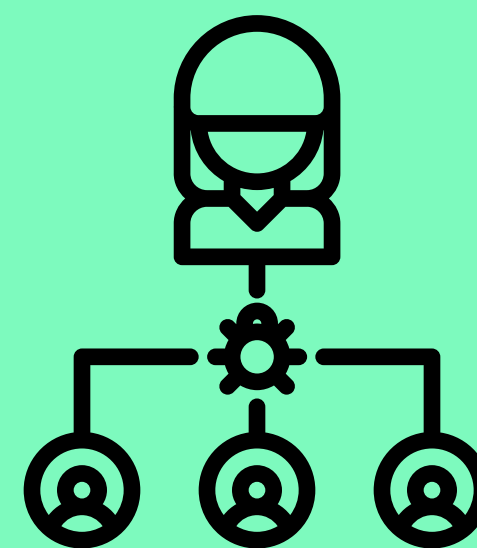
# Customer data protection and security

## Our Approach to Data Protection

Protecting our customers' data is one of our top priorities. We adopt the highest standards of data privacy and data security as part of our overall business strategy. We have built a strong culture of data protection and compliance over the years since the inception of Delimobil in 2015, which sets a new benchmark in Russia. We do not only comply with all the legal requirements but go beyond that and always strive to set new standards by continuously improving our own technical expertise.

Our main database is stored at a data center run by Rostelecom's unit Dataline. This is a Tier-3 data center meaning it complies with the highest standards. It has a network firewall that controls incoming and outgoing traffic to prevent unauthorized access. It also has a web application firewall that filters and monitors HTTP traffic between a web application and the internet to prevent attacks.

We are currently deploying a data-leak prevention solution to ensure even more enhanced protection as well as a vulnerability scanner, a software tool designed to test protection and vulnerability of employees' end points as well as overall infrastructure.





# Customer data protection and security

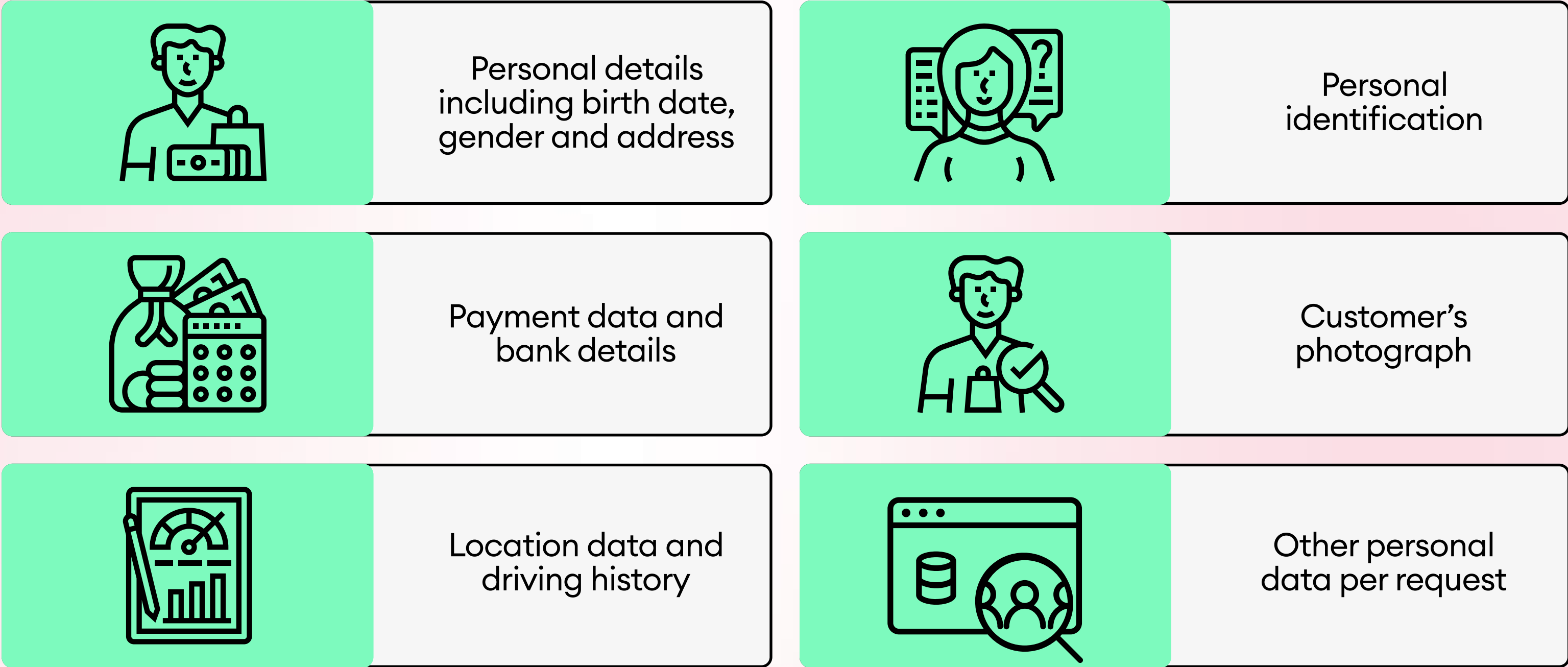
## Underlying regulations

Customer data protection and security are subject to the following regulations of the Russian Federation:	Russian Federal Law 149-FZ "On information, IT security and data protection"		Russian Federal Law 152-FZ "On personal data"	
	Order No.21 on technical requirements for personal data protection by Russia’s Federal Service for Technical and Export Control		Russian Government's order No. 1119 "On setting requirements for protecting personal data during its processing in information systems"	
	The Russian Federal Service for Supervision of Communications, Information Technology and Mass Media (Roskomnadzor)			
	Delimobil’s Policy on Data Protection		Policy on processing and protection of personal data	
Additionally, we have the Corporate Rules and internal protocols which govern the handling of personal data, including the following:	Other regulating documents drafted in accordance with ISO 27001			

# Customer data protection and security

## Personal data Delimobil stores

Customers’ personal information consists of five key parts:



## Ensuring effective data privacy

We have introduced a number of technical security measures aimed at protecting customer information from unauthorized access, theft, leak or disclosure.

To complement our advanced in-house systems and further protect our customer data from potential attacks from increasingly sophisticated hackers, we have partnered with Kaspersky Lab, one of the world’s leading cybersecurity service providers.



# Customer data protection and security

## Ongoing monitoring and prevention

We operate a constant monitoring system for the security of our services as well as the infrastructure they are based upon. We work hard to protect the company’s information systems against spam, phishing, malware, viruses, and other threats.

## Regular review

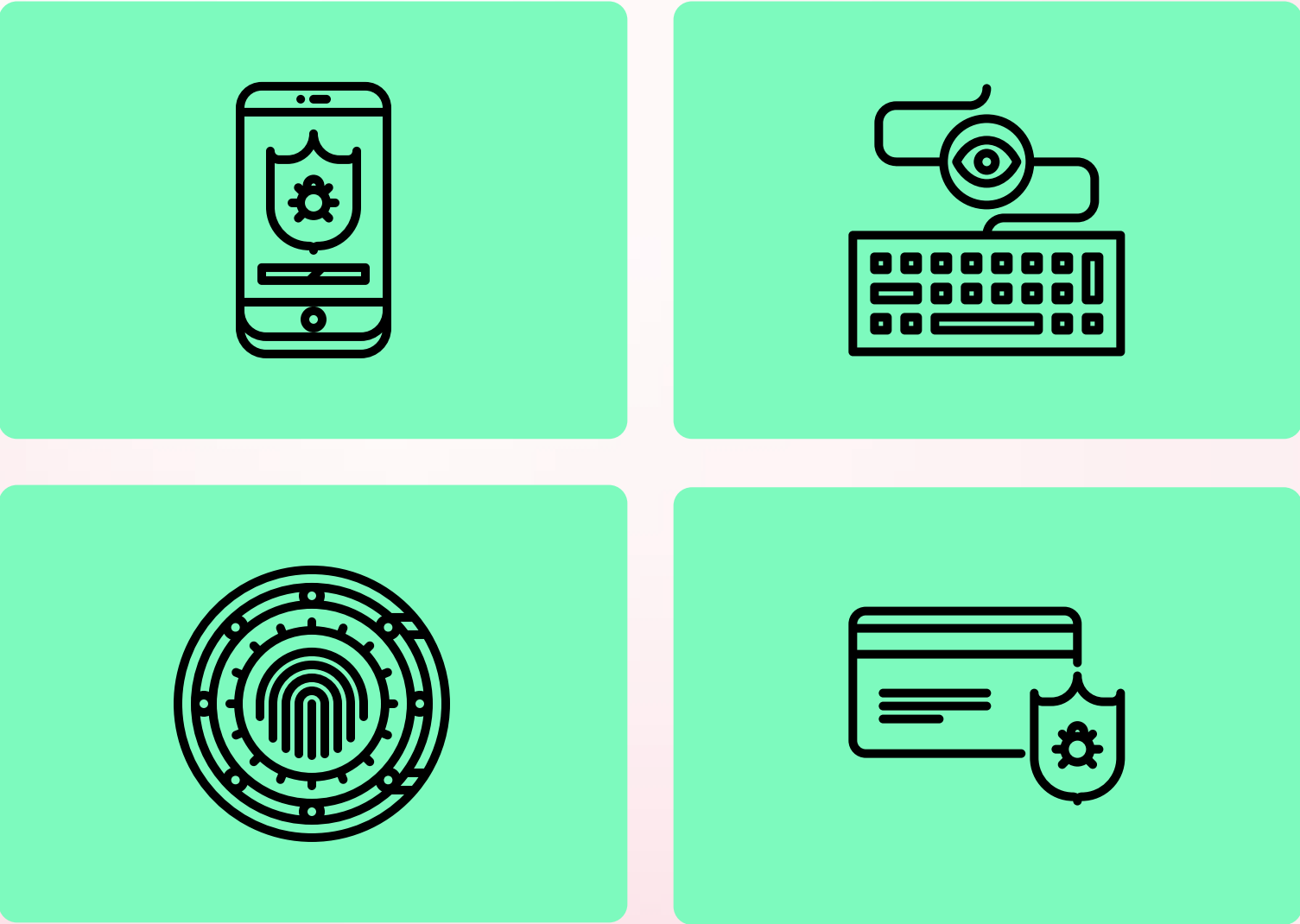
We review our security procedures on an ongoing basis in order to ensure they comply with the newest available technology and consider adopting new technologies where appropriate.

We also conduct an annual security audit to review compliance with data safeguarding requirements, as well as to measure and improve the general data privacy standards throughout the company. It helps determine whether the current measures and service providers we use are effective and identifies any potential need for improvement.

## Data encryption

We use the latest security technologies within our mobile app, including two-factor authentication and also facial recognition to verify user’s identity.

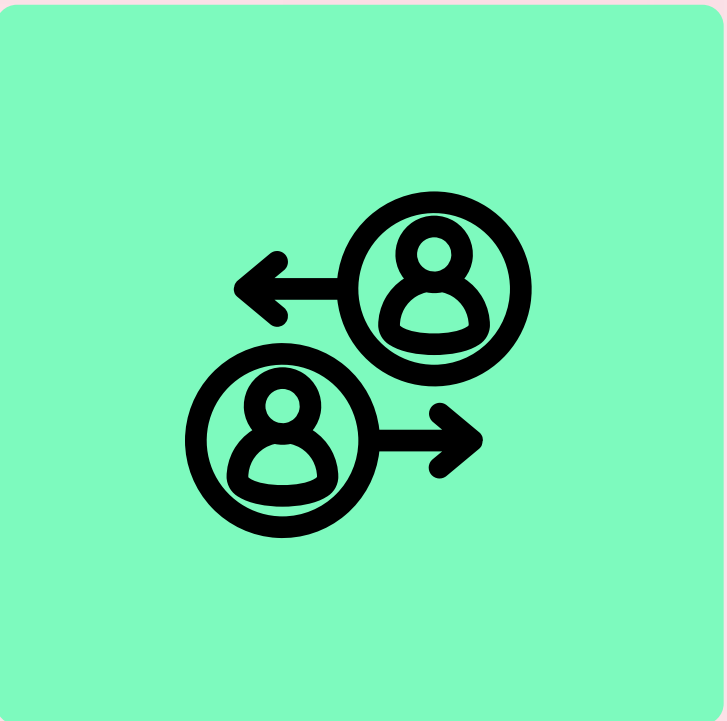
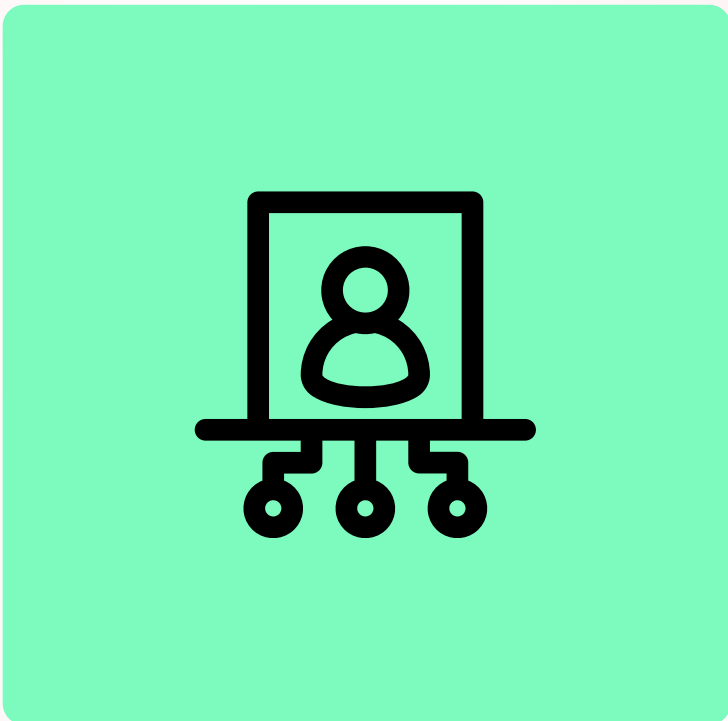
We use Microsoft’s default encryption and software-based encryption tool CryptoPro on workstations of our accounts department and employees working with the customer database system.



# Customer data protection and security

## Limited internal access to personal data

Customer data disclosed to Delimobil employees is treated as classified information, as we have established strict internal compliance procedures and pay special attention to the protection of data of our users within the company as well as externally.



We have introduced a number of settings to limit access to customer data sheets for our employees. For example, access to data is blocked for one hour if an employee has accessed more than 50 customer data sheets. If the employee attempts to gain access for over 50 customer data sheets again in the next hour, they will be blocked for three hours and access can only be restored by their supervisor.

To maintain high data protection standards, we plan to organize regular employee training related to data processing and data security.



# Customer data protection and security

## Deleting customer data

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Delimobil customers consent to processing and storing their data when they install our app. After the customer terminates the contract relationship with us, we delete all their data. Therefore, we only store customer data for as long as the customer is an active app user and has a contract with us.

We also have a procedure in place for the withdrawal of consent for processing personal data provided by the customer, should they wish to do so. In this case the customer needs to send us a request by email, which will then be registered with our internal system of ticket management and reviewed by our legal department.

Simultaneously, customer data will be checked to establish the absence of any debt to the company or any ongoing legal proceedings.

## How Delimobil uses personal data

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We analyze personal data in order to be able to provide our customers with the best possible experience. Where deserved, we offer our customers discounts on rides if our analysis shows that they are complying with safety driving principles. When our customers need to contact our customer support team, personal data will help us assist them more efficiently and respond quicker as we would know their current location.

## Providing data to third parties

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We only pass on the data to a limited number of companies that we work with on a routine basis to provide services to our customers. The full list of these companies and the purpose of information sharing for their operations are disclosed in the statement of consent for processing personal data that the customer provides prior to using our app. There are agreements in place and if personal data is transferred under these agreements, it is done solely for serving the customers' needs.

In certain cases, government and law-enforcement agencies may request access to protected information such as personal data and driving history to conduct investigations of serious criminal cases. We are legally obliged to provide such information upon receipt of a formal request from authorities in accordance with applicable laws. We disclose this obligation in the statement of consent for processing personal data that the customer needs to provide prior to using our services.

In 2020, we had 221 requests from government or law enforcement resulting in disclosure of customer information. In the first six months of 2021, we had 271 requests.



# Our Communities





# Inspiring communities



Our community is already broad and is growing fast. As at August 31, 2021, our fleet comprised approximately 17,000 vehicles and we had c.6.7 million registered users in Russia. As of August 2021, the company provides services in 11 Russian cities, more than any competitor. We believe that the sharing economy has a significant positive impact on society overall by not only providing access to affordable mobility, but also contributing to sustainability in the form of carbon reduction and reduced traffic and congestion in cities. When it comes to local communities in the regions where we operate, our aim is to lead by example in supporting those communities.

We support communities in regions where we operate by ensuring our company has a positive impact on them and minimizing any possible negative effects. Local communities are one of the key stakeholder groups for Delimobil, along with local NGOs and local authorities. Our commitment was underlined during the pandemic when we provided cars and drivers for free to make vital food deliveries to vulnerable groups.

Delimobil not only provides affordable mobility and frees up parking spaces but we help prevent road accidents by monitoring customer behavior and encouraging safe driving. In addition, we participate in many social projects which span sports, cultural and arts initiatives as well as partnering with Liza Alert, the non-profit missing person search-and-rescue volunteer organization.

15+

events held in 2020 and 2021

900,000+

community members engaged



# Inspiring communities

## Connecting people

We help our customers connect not just physically by helping them make journeys, but also by uniting car enthusiasts from across the country virtually enabling them to share their experiences and exchange knowledge. With Delimobil, people can join various online chats dedicated to car sharing and the chat rooms often have a brand representative who is ready to help customers with any information they may require.



And it is not just lovers of cars that we connect. This year we played Cupid by launching a fun initiative. On Valentine's Day, we left hard copies of questionnaires in our cars, which users could fill out if they were interested in potentially dating and being connected to other users. We were delighted that this resulted in one happy couple finding romance and getting married!





# Supporting communities through COVID



ПОМОЩЬ

## Community support and partnerships

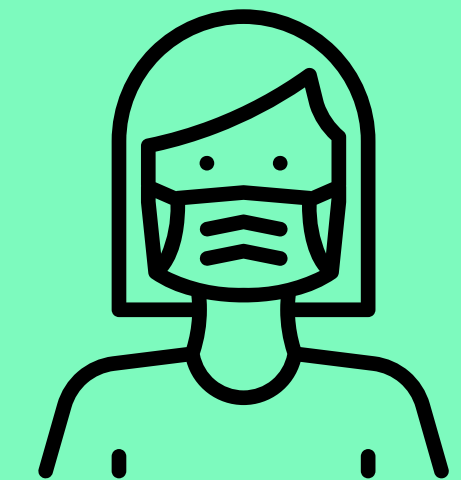
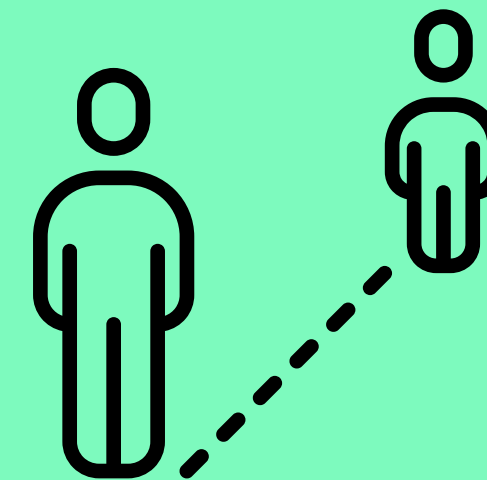
During the unprecedented COVID crisis Delimobil quickly responded to challenges related to the most vulnerable people, conducted events to boost morale and we continue to support the vaccination program.

When the first wave of the pandemic occurred, Delimobil provided cars free of charge to volunteers who delivered food supplies to those in need, the most vulnerable high-risk groups who were required to self-isolate and could not leave their homes. We not only provided cars, but also drivers. **Delimobil managed to help more than 10,000 elderly and high-risk individuals.**

Between June and July 2020 Delimobil also set up a three-way partnership with Help, a local charitable foundation identifying elderly people in need of grocery baskets, and Perekrestok, a supermarket chain managed by X5 Retail Group which provided the groceries. For this partnership Delimobil provided free cars to any volunteers who delivered food and goods to the elderly. Delimobil plans to expand this initiative.



# Supporting communities through COVID



## Discounts

Although lockdown restrictions are currently over in Russia, we still look for ways to continue to help the fight against COVID by limiting its spread. For this reason, since mid-June 2021, we have provided a financial discount for the use of our car sharing service to those individuals who are going to receive their vaccinations. Whilst we do not require anyone to get vaccinated, should a customer make such a decision, we give them a meaningful 30% discount for our services during the trip/ride to the vaccination center. We are not able to offer a similar discount for the trip back simply because driving is not recommended immediately after receiving the vaccination.

## Vaccination

Being a responsible member of the community Delimobil selects vaccination points only in medical centers, rather than shopping and entertainment centers. So far, this initiative has been implemented in Moscow, but considering its popularity and success, we plan to expand this offer into other regions as well.

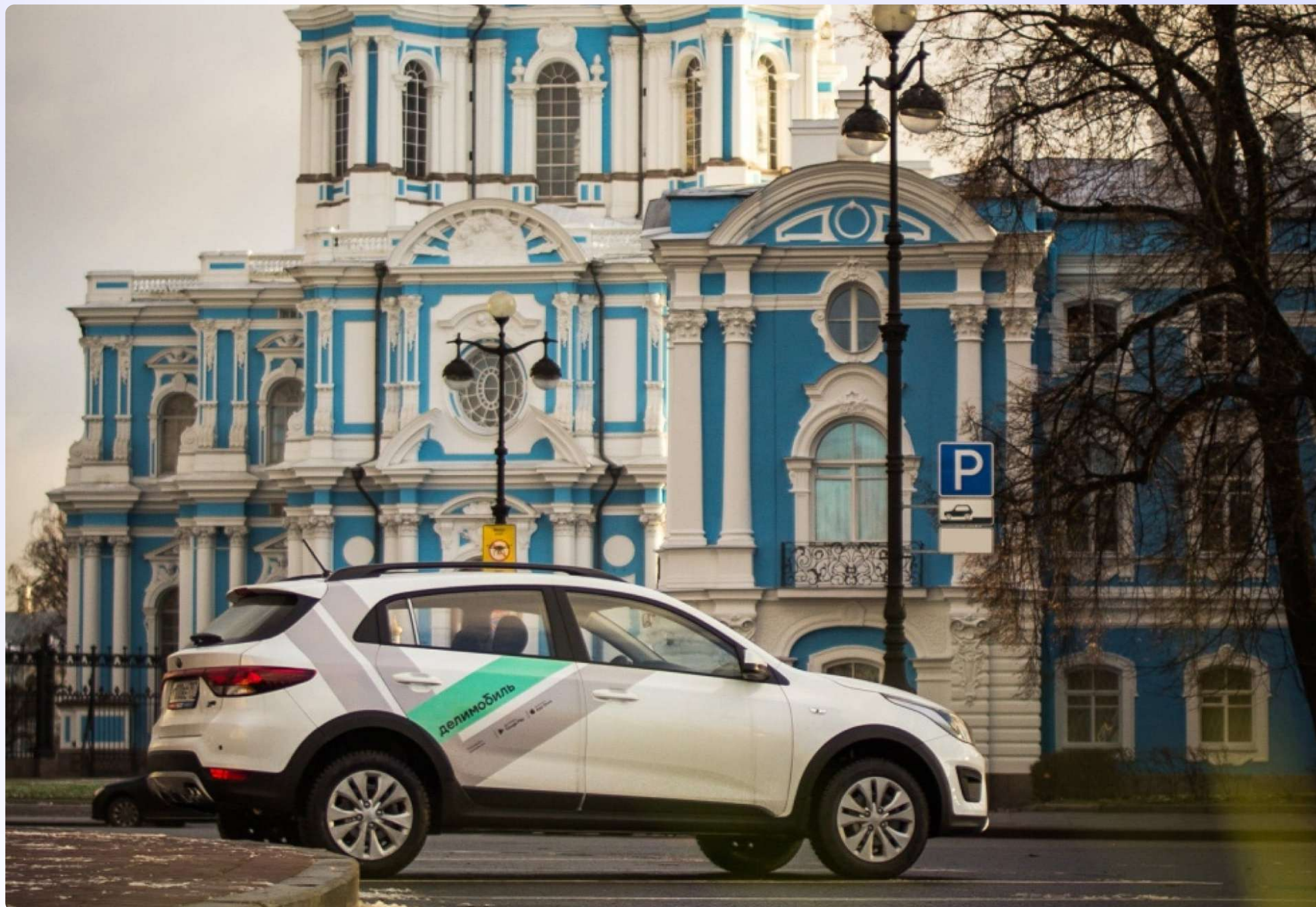
On average 9,000 trips per week are discounted as vaccination trips, and we are proud that Delimobil is helping to bring life back to normal.

## Helping the vulnerable

Our help to the most socially vulnerable members of the community is not limited to COVID-related measures. For example, we helped arrange payments for a hostel for a 72-year-old lady who lost her house. Delimobil is now financing her stay in a hostel where she can live comfortably.



# Supporting regions



We are already present in several prominent Russian cities with populations exceeding 1 million people such as St. Petersburg, Novosibirsk, Yekaterinburg, Kazan, Nizhny Novgorod, Samara and are now expanding to cities with populations above 500,000 people as well.

Delimobil aims to make every region where it operates a better and safer place through our innovative approach to solving mobility challenges and making a meaningful contribution to local economies.

We also create long-lasting economic benefits to our regions of presence, by providing employment opportunities.

**C.a. 35% of Delimobil's employees are based in regions.**



# Discovering Russia

## Visiting Nizhny

As a leading provider of shared mobility in Russia, we aim to help people truly discover and explore the largest country in the world with all its hidden gems and beauty.

For example, in Nizhny Novgorod, the sixth largest city in Russia we have a project called **Visit Nizhny**: we provide cars that local journalists drive while visiting new places around the region interviewing local residents and shooting videos about rural life. These videos show the beauty and unique character of areas outside the big cities and highlight life in small villages in the Nizhny Novgorod region. Videos are shot in the form of a traveler's diary and are published and promoted via social networks and official pages of the project.

The project is also supported by the Ministry of Tourism of the Nizhny Novgorod region, Russian social network, V Kontakte, and media outlet "The Village". We are proud that along with these partners we can promote tourism in our country.





# Discovering Russia

800 THOUSAND

square kilometres is covered by our intra-regional tourism service

500 TRIPS

have been made via our intra-regional tourism service as at August 31, 2021



## Intra-regional tourism

Although we focus on urban car sharing, we not only promote tourism in our cities of presence but also encourage intra-regional tourism. We have connections between St. Petersburg and Karelia, Novosibirsk and Sheregesh, Samara and Kazan. In a link between Samara and Tolyatti, you can take a car in one city and leave it in another. From Kazan, users can drive long distances to places such as Nizhny Novgorod, Samara, Yoshkar-Ola, Ulyanovsk and Dmitrovgrad, before returning to the originating city.

Delimobil also supports intercity tourism through daily subscriptions. This initiative encourages our customers to rent our cars for longer periods and in this way relieves the burden on the transport system and helps develop domestic tourism. This initiative has been in operation for more than a year. With Delimobil the range of travel depends on the region so you can go to another city if the zone is large enough. The widest coverage is now in Tatarstan, where you can go to almost any place. For example, from Yekaterinburg our customers can go to Chelyabinsk.



# Discovering Russia

## Breaking the mould

A typical car sharing model implies that the car rental must be completed in the same city where it was initially picked up to avoid fleet migration to other regions. However, we have broken the mould and freed car sharing so our most loyal customers have choice and can travel throughout Russia and not only in cities where Delimobil is present.

We are developing close friendships with our customers and for the most loyal clients in Moscow we have developed a service, called **Anytime Prime**, allowing them to drive our cars anywhere in Russia. The rental period for this service is flexible and vehicles can be rented for a minimum of one day and a maximum of 360 days. The subscription model for this service is unconventional, and Anytime Prime knows each client so there are no restrictions on movement. Some of our customers have used the service to make very lengthy trips.





# Promoting safety

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Aside from contributing to the economic development of local economies and promoting them as tourist destinations, we also make a vital social contribution to our regions of presence by promoting a culture of safe driving.

## Cooperation with driving schools

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We feel responsible for improving the driving culture in Russia, and we have several initiatives to promote a culture of safety. In the regions of our presence, we cooperate with driving schools to help new drivers understand the importance of safety. Cooperation with driving schools began in September 2020, and **seven driving schools** in **five different regions** have already partnered with us. We are cooperating with schools in Samara, Tula, Novosibirsk, Nizhniy Novgorod and Ekaterinburg, and we aim to partner with more schools across Russia to promote responsible driving. We also use this as an opportunity to teach new drivers to use car sharing right after driving school, since car sharing has become an integral part of the transport network of cities.

In the nearest future, we plan to open our own driving school.

## Social media campaign

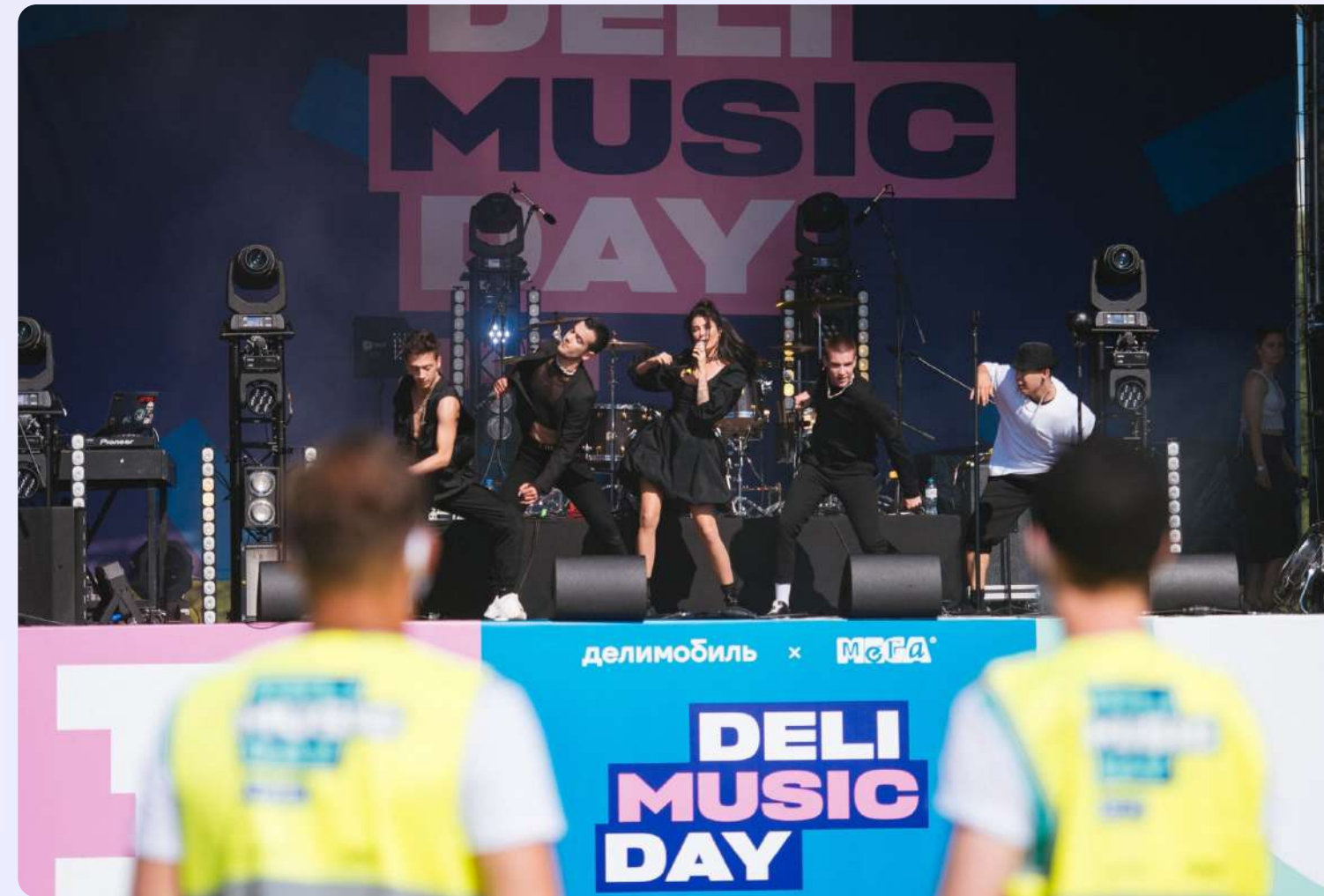
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In 2019 we also launched a social media campaign titled “Drive as if your mother is watching you” to encourage drivers to be more careful and safer. The campaign included a series of videos in which Delimobil users were invited to drive on a racing track twice: once on their own and then with their beloved mothers next to them. Following this experiment Delimobil presented a video where the drivers demonstrated a significantly more responsible manner of driving during the second cycle. The video came out on the Mother's Day, which is celebrated on the 25th of November in Russia. The video has more than **6 million views**.





# Art and culture



## Celebrating life together

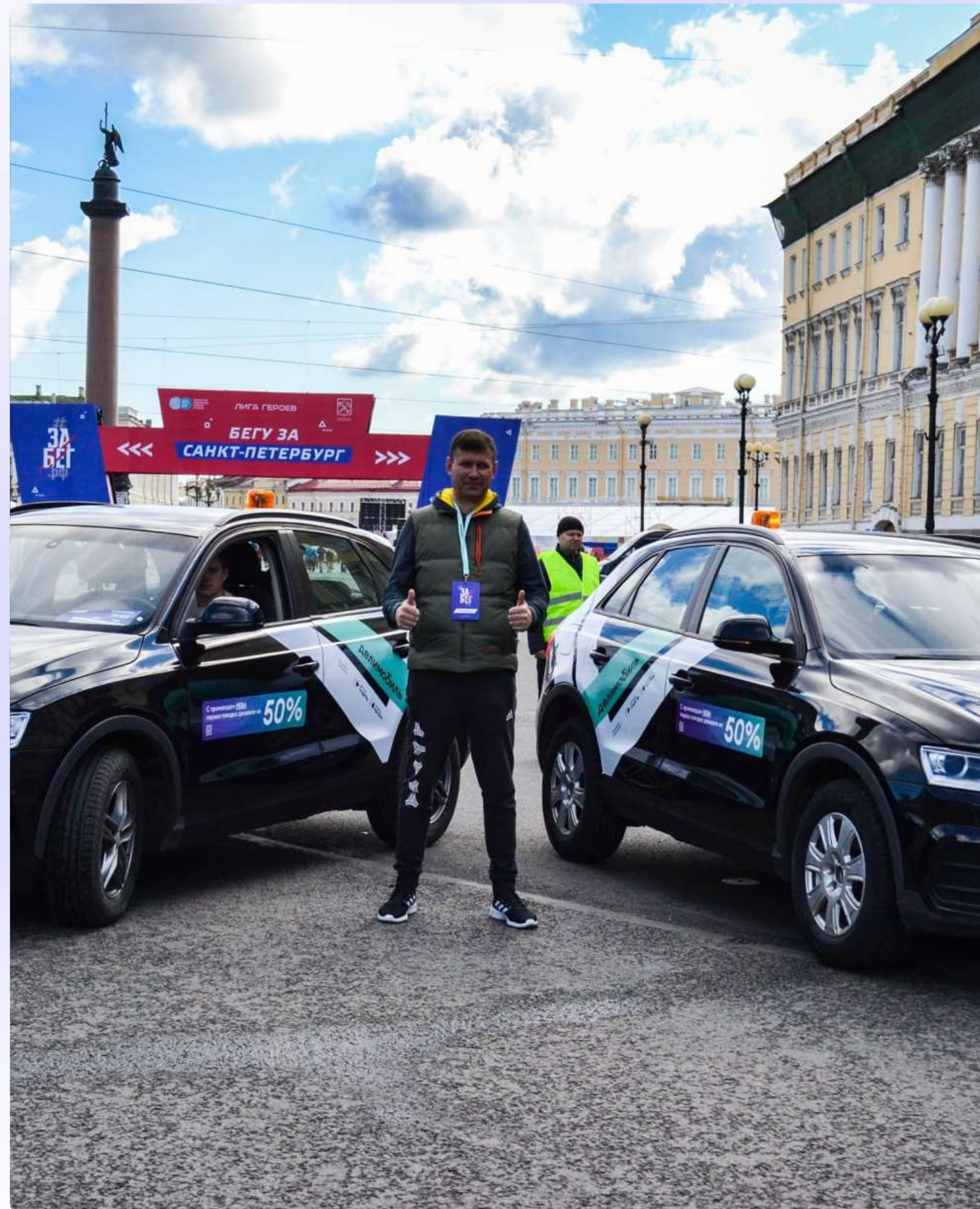
Even during hard times such as the pandemic Delimobil aimed to bring communities together and enjoy a safer way of life. In summer 2020 Delimobil launched Deli Mega Day, an event which gave our customers the opportunity to enjoy themselves while maintaining social distancing. Special rates were provided for car sharing, but the event was also open for car owners. The event was organized to support our customers in the hard times and provide them with opportunity to safely entertain after months of lock-down.

## Regular review

We host our own musical festival Deli Music Day/ Deli Mega Day to bring the community together and we have held events twice in Moscow and once in Yekaterinburg. The audience could hear popular bands from the car as the sound was transmitted to radios via a special FM channel. Since sustainability issues are close to our heart, at the last festival we had garbage collection points and people had an opportunity to donate old clothes for recycling.



# Sports



We support regional marathons and allocate dedicated fleets of vehicles to accompany the participants of such marathons. We have already sponsored running marathons in Kazan, Saint Petersburg, Novosibirsk, Ekaterinburg, and Krasnodar.

In total **more than 35,000 people** participated in these marathons, and we aim to support more marathons and help more people to enjoy a healthy lifestyle.



# Helping those in need

Recently we have launched a project with one of the most respected charity foundations in Russia Liza Alert, a non-profit search-and-rescue volunteer organization to search for missing people.

In the first stage we allocated several cars and donated them to Liza Alert to be used for free. Delimobil is also developing special rates for Liza Alert volunteers to use each car from our car sharing fleet. For volunteers of the organization, whose names will be provided to us, the app will show a price noticeably lower than that of ordinary users.

It means Liza Alert volunteers who do not have personal cars will be able to engage in more searches. This collaboration will also help expand the geography of urgent searches and reach pedestrian volunteers with driving license at the right time and in the right place quicker.

Although we have just launched this partnership, we have already helped save lives. In February, with the help of Delimobil, Liza Alert volunteers managed to find a 71-year-old man who got lost in a blizzard. The crew, which first responded to the search, encountered a technical problem, so their car had to be taken to the nearest service station, but Delimobil cars were quickly utilized to continue the search. The man was found after ten hours and reunited with his family. We were inspired by this story, and we aim to expand this partnership to help save more lives especially in critical situations when every minute counts.



**We do not make a profit from this partnership, but we are involved because we care about missing people and their families and feel honored to be able to help in such difficult situations.**



# Our Environment





# Our environment

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People and goods are on the move faster and further than ever before, with mobility being crucial to the whole of society. However, all that increased movement comes at an environmental cost, posing a major challenge to global efforts to reduce emissions in line with the Paris Agreement.

The global transportation sector has been identified as the fastest-growing source of global greenhouse emissions (with 1.9% annual growth since 2000) and is responsible for 24% of direct emissions of carbon dioxide (CO<sub>2</sub>) from fuel combustion. It is believed that road vehicles account for nearly three-quarters of those transport-related emissions (according to the International Energy Agency 'IEA' 2020 report). Furthermore, road vehicles are also the greatest contributors to air pollution in large cities.





# The environmental impact of car sharing

At Delimobil we are driven by a mission to shift mobility to shared mobility and to deliver a gradual transition to a more sustainable lifestyle for our customers by offering them affordable shared mobility solutions. Helping our customers shift to a more sustainable lifestyle is in the very nature of our business. As a socially and environmentally responsible company, we strive to redefine transportation and create more affordable urban living. We do this by facilitating a replacement of owned vehicles via access to our car sharing solutions and encouraging a more environment friendly urban living.

Sustainability is in our DNA as our very offering helps slow down the fastest-growing emissions sector by reducing the overall carbon footprint as a result of vehicle ownership replacement.

According to research conducted by Frost & Sullivan (see more detail in case study below), as much as 32% of personal car demand in Russia will shift towards car sharing by 2025. Delimobil will facilitate this shift by continuously growing its superior customer offering.

Moreover, it is estimated that one car sharing vehicle typically replaces the use of approximately five personal cars.

Furthermore, the biggest impact is estimated to be most prominent in larger cities in Russia such as Moscow and St Petersburg where congestion on the roads and traffic already pose real problems. Therefore, by facilitating shared mobility, Delimobil is contributing to a considerable easing of traffic congestion and its impact on the environment. As such, whilst creating a positive environmental impact by reducing carbon emissions, our mission also helps deliver an overall positive urban impact as a result of reduced city congestion and further improve the quality of life of urban societies.

**RISING MOBILITY**



**SHARED MOBILITY**

**MORE SUSTAINABLE SOCIETY/ CO2 REDUCTION**

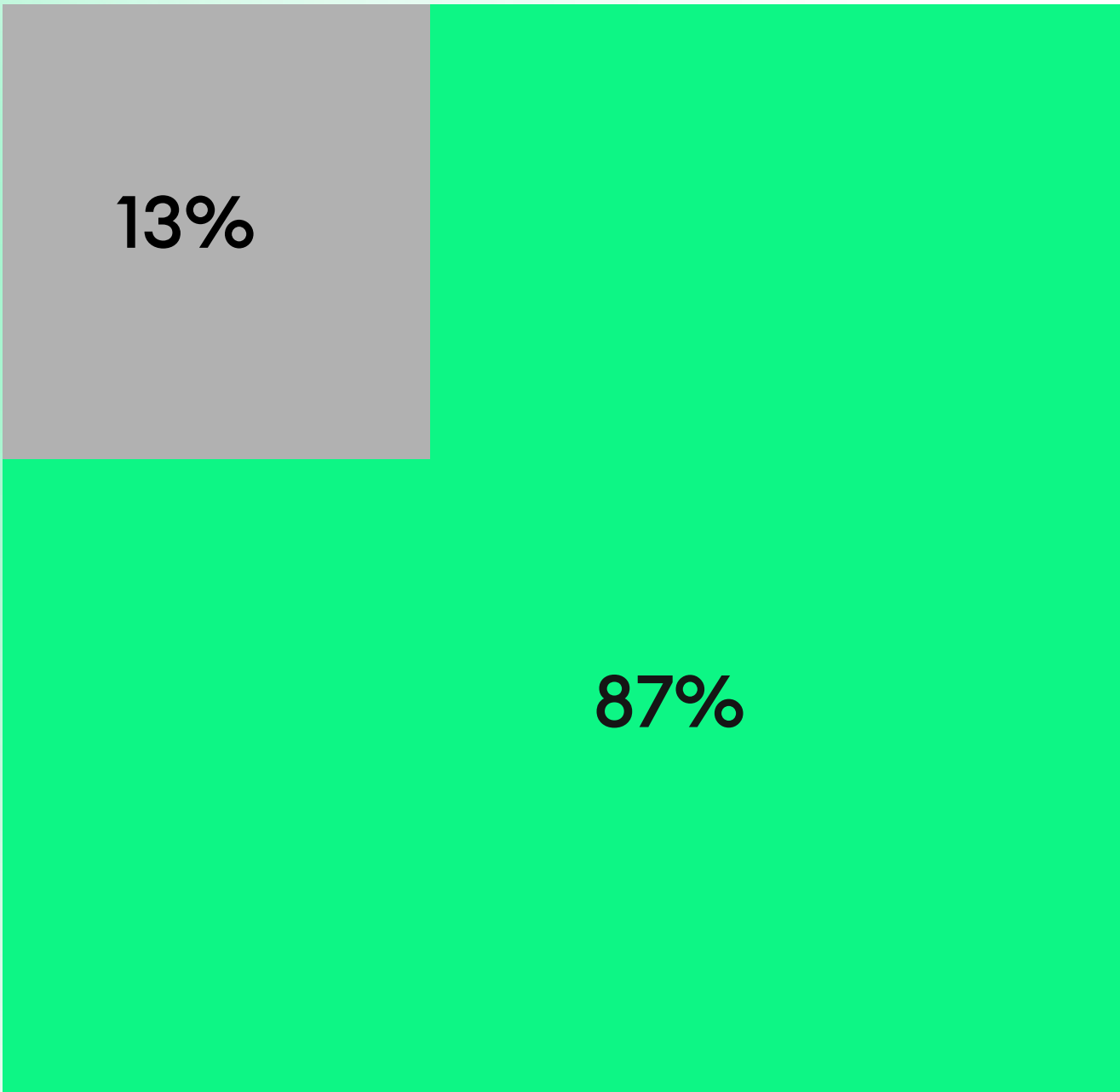


# Impact on car ownership

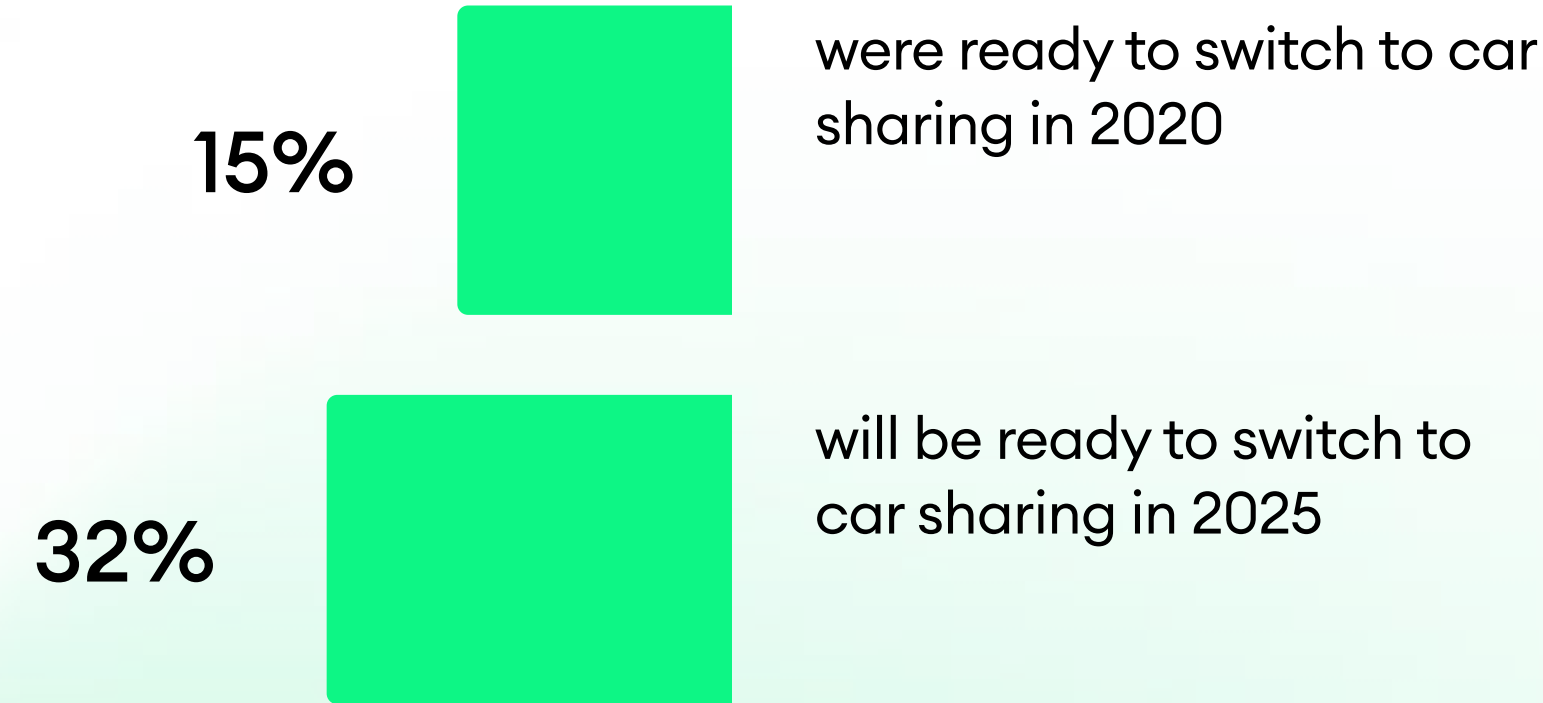
Jointly with Frost & Sullivan, we conducted a survey this year amongst our existing customers aimed at finding out whether they would consider purchasing a vehicle in the absence of car sharing services or whether some were considering disposing of their own vehicles. The results were highly encouraging and demonstrated that 13% of car sharing users would consider reducing the number of personally owned cars or selling their owned vehicle due to their use of our car sharing services. Moreover, 32% of drivers claimed they will be ready to switch to car sharing in 2025.

Since you became a car sharing member have you considered selling/reducing the number of cars in your household?

Yes No



Percent of drivers who are ready to shift away from personal cars to car sharing:





# Impact on car ownership

## CAR SHARING

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**FEWER CARS, CLEANER AIR, LESS PARKING, AND  
MORE LAND FOR PEOPLE, HOUSING, AND OPEN  
SPACE**



# Delimobil's own environmental performance

At Delimobil, we aim to improve our environmental impact not only by leading the way in sustainable mobility and joining global efforts to reduce greenhouse gas emissions from the transportation sector, but also by striving to make our own operations more environmentally friendly. As a responsible business, we are committed to measuring, monitoring, and subsequently managing our environmental impact with the aim of reducing it wherever possible.

In order to set credible, ambitious but achievable carbon reduction targets, we started this year by evaluating our existing carbon performance and calculating the current carbon footprint of our fleet.





# Delimobil's own environmental performance



In 2021 we established our first practice of measuring and monitoring our carbon performance. As anticipated from the nature of our business, the majority of our CO<sub>2</sub> emissions fall under the customer use of fuel when using our car sharing services (Scope 1 direct emissions). In the future we plan to add electric vehicles to our fleet, which we believe could help reduce our Scope 1 emissions for 2021.

36 million liters of fuel consumed by Delimobil in 2020. Our CO<sub>2</sub> emissions from Delimobil and Anytime fleet as well as cars owned by SMM (Scope 1) in 2020\* amounted to 83,917 metric tons.

We also plan to set a carbon reduction target in due course as we recognize the importance of addressing climate change at our own operations as an important part of our overall sustainability strategy.

\*Year 2020 will be treated as base year for any future sustainability reporting.

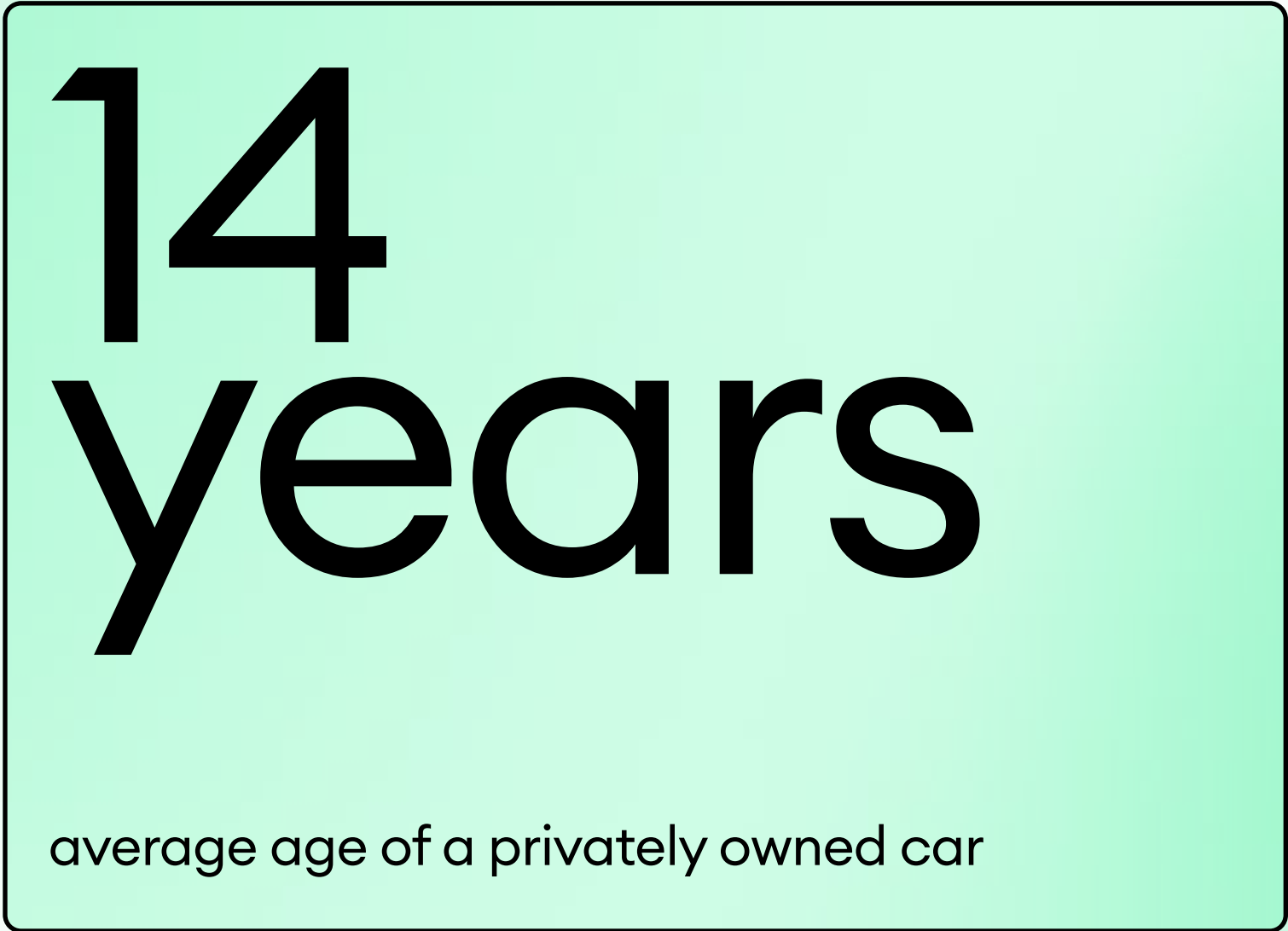


# Our carbon footprint

## Fuel efficiency of our fleet

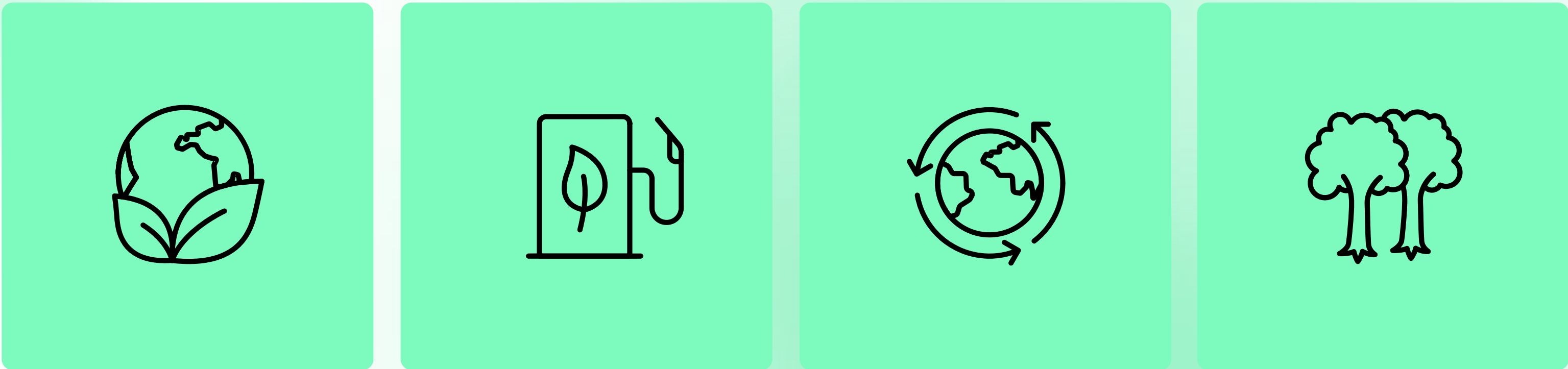
As such, we are already committed to improving our environmental performance in the following ways:

The age of our car fleet is substantially younger than the average car age in the markets where we operate. Our average car age is 2.1 years, this compares with the 2.7 years average age of the Moscow taxi fleet, according to the city administration, and 14 years average age of a privately owned car. This implies that our customers already benefit from higher fuel efficiency.





# Circular economy and waste recycling



At Delimobil, we strive to reduce any waste generated by our operations by promoting recycling and reuse of waste wherever possible.

**In 2020 and in H1 2021, almost 37% of tires were sent for further usage including recycling. We use services of a certified provider to utilize scrap tires.**

We also continue to promote best practices across all our office locations. We do this by setting up waste recycling initiatives across our offices with all our employees involved in this program in our headquarters in Moscow and we aim to replicate this practice across our facilities in other cities.

Moreover, we strongly encourage our workers to minimize the use of paper and printing. Similarly, some of our offices already have programs to collect and recycle electronic waste and batteries for which we provide specialist recycling bins throughout our office areas, and we intend to expand this practice

We are continuously evaluating options of improving our environmental efficiency and for our headquarters in Moscow, we chose the LeFort business center, a BREEAM (Building Research Establishment Environmental Assessment Method) certified building for its green office initiatives and being assigned with a “very good” BREEAM grade.



# Our People





# Our People

Excellent technology, innovation and customer service are all key to Delimobil’s success, but what drives our achievements is our people.

Working in nine offices across Russia we are a team of 980 (average in H1 2021) colleagues engaged in customer service, car maintenance and regional expansion.

What binds us all together is a passion for what we do.

As a young company, we have developed many business processes internally from scratch and collaborated on ideas on how to further improve our service. Since foundation, we have rapidly grown revenue and headcount and adopted some formal corporate policies, but we have still managed to retain a startup atmosphere in the company.

Our employees co-operate in solving business tasks, exchange ideas at different levels and learn from each other.

## Ekaterina Spivak

HR Director of Delimobil

“We have a young, dynamic super active team, which gives opportunities to develop and grow. Delimobil attracts those who want to do what they love.”





# Our People

## The Delimobil Family

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The Delimobil family consists of Carsharing Russia, Anytime Prime, Smart Mobility Management (SMM), CarShineRussia , CarShine Moika) and Proliv Plus. Carsharing Russia is the core of our team, including employees across all our regional offices. Anytime Prime is our long-term rental service and SMM is our unique in-house maintenance arm, which includes car logistics, car repair and maintenance, car wash and refueling.

SMM employees include mechanics and other technical specialists. CarShineRussia is responsible for car repair. Proliv Plus is our own chain of container gas stations.



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We believe that efficient engagement with our people, safety, equality underpinned by diversity and a strong package of financial and non-financial benefits are the main pillars of our success and future growth.



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Many of these elements are already in place, but we are constantly developing our policies as we seek to attract and retain the best talent in the country.



# Employer of choice

## Our corporate culture

Despite our young age, we have already become an employer of choice for many people who want to work in an innovative company that has disrupted the transportation market and provides an opportunity for fast career growth. We offer competitive remuneration, medical insurance and have recently started an incentive scheme to reward employees with company shares in the future.

It is an important part of our culture that employees should feel professionally satisfied and personally happy so the company can operate efficiently and for this reason we engage with our employees to understand their concerns and ambitions. We organize townhall meetings which all employees can attend either in person or remotely and ask questions to engage in direct dialogue with the management. During these meetings we present twice a year an operational update and give our employees an opportunity to ask questions. Delimobil also has “online breakfasts with the CEO” where each employee can get helpful insights from our CEO Elena Bekhtina. Each week we have lead team meetings where managers exchange case studies on successful cases and crisis management situations.



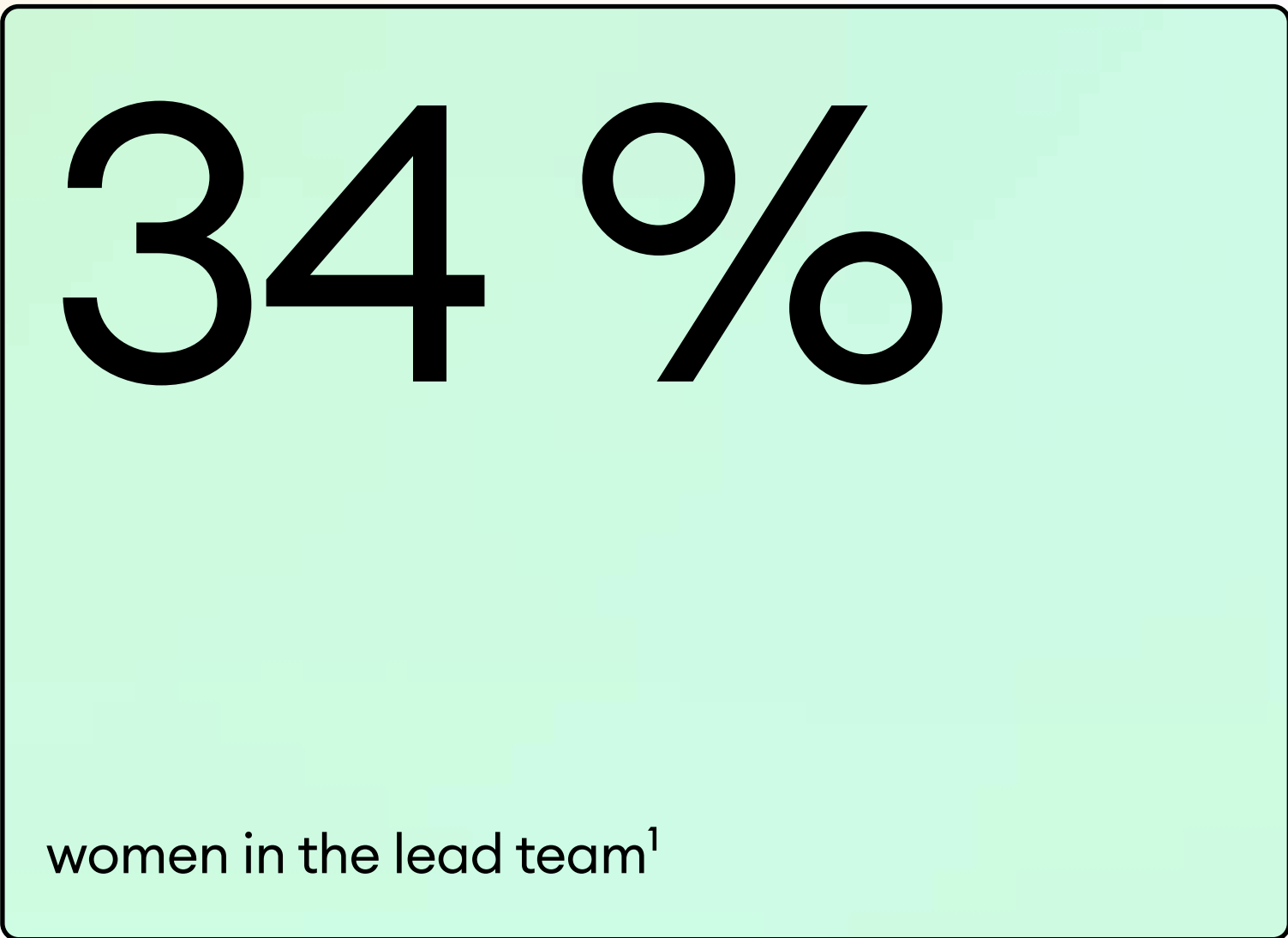
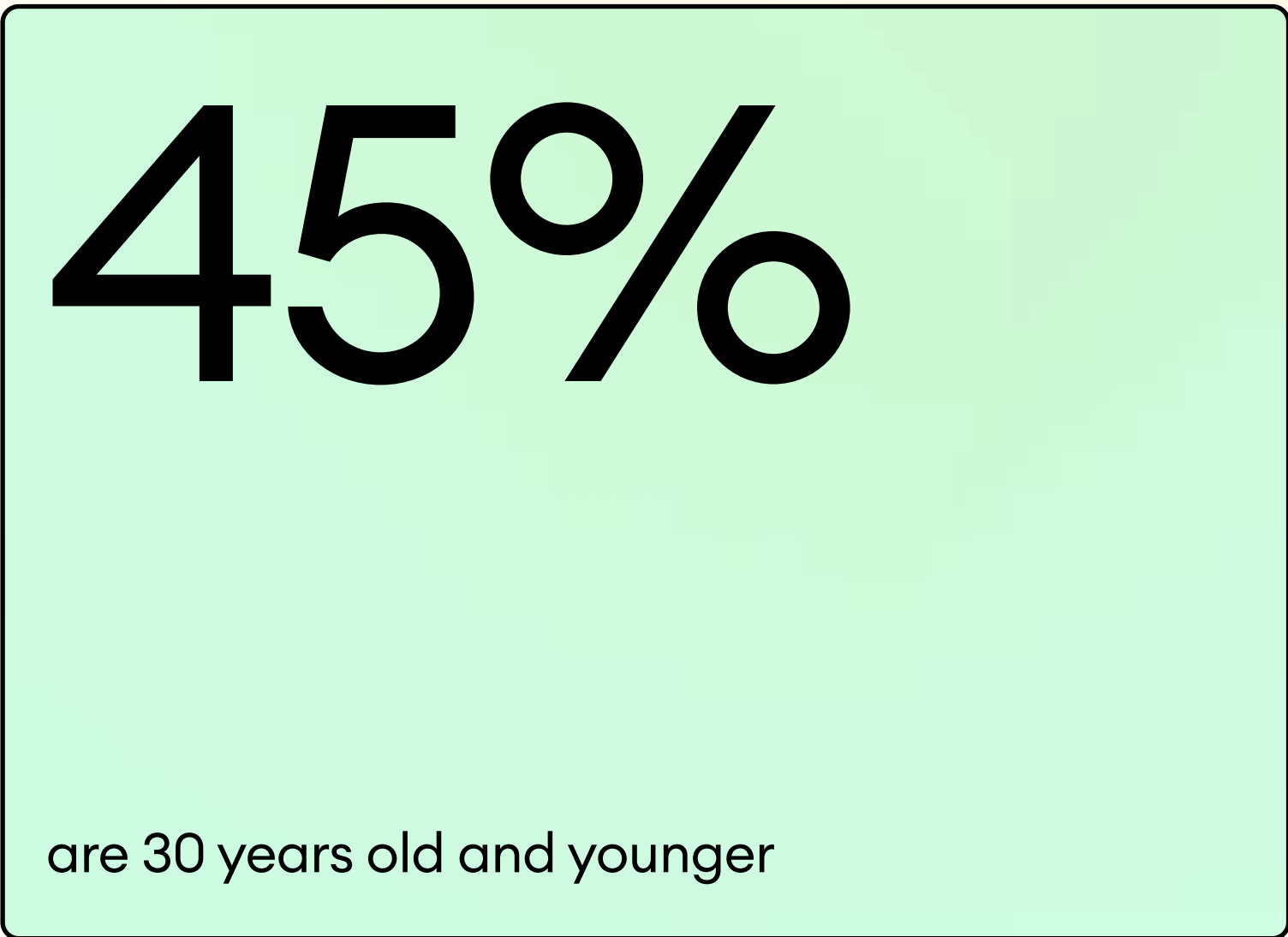
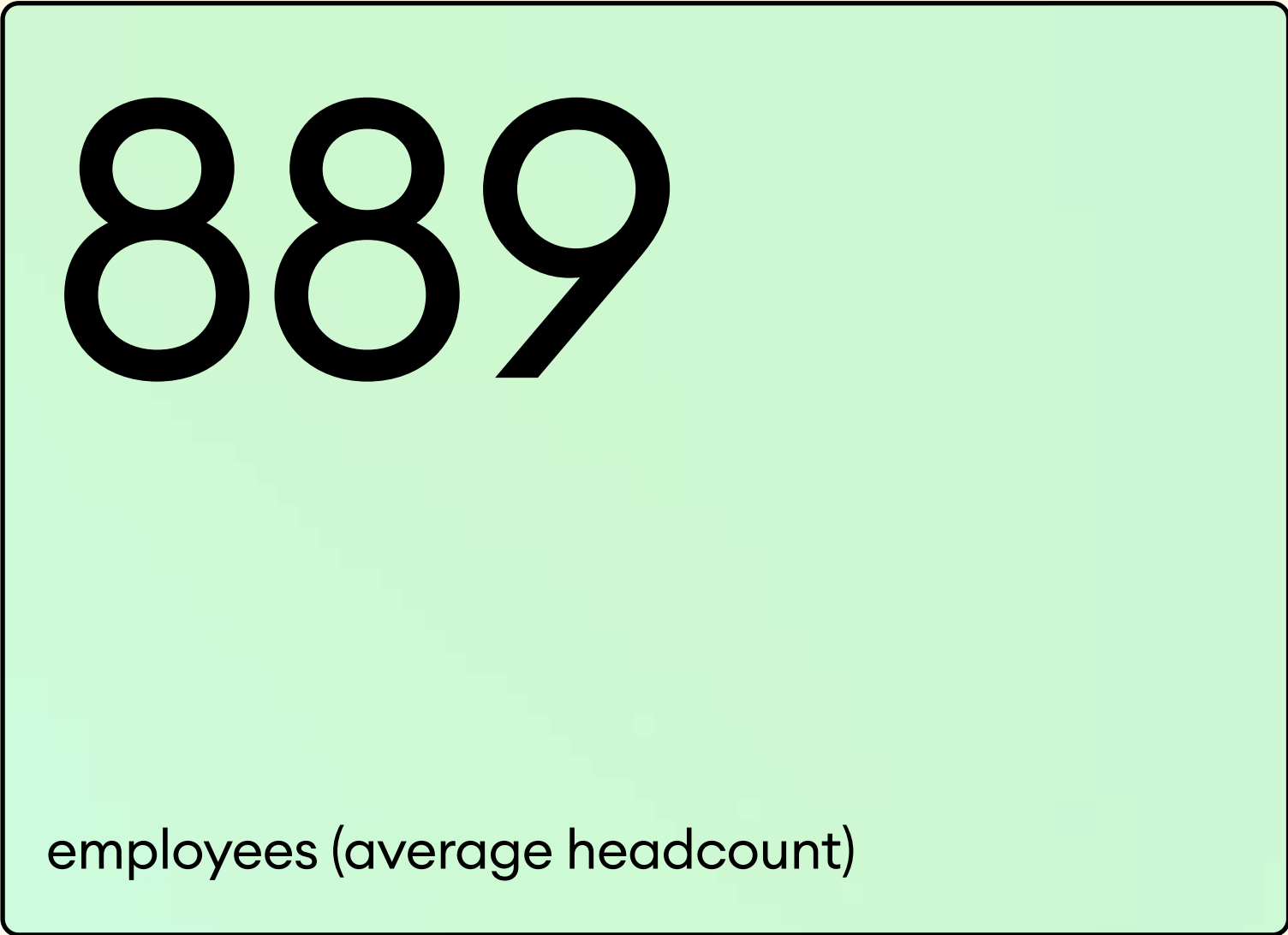


# Employer of choice

We do our best to contribute to our employees well-being. We organise regular sports classes like yoga, pilates and stretchhing at our Moscow office. Firthermore, we hold Friday partys, live quizzes, movie nights, etc.

We provide a flexible working schedule for our employees which means they can choose whether they want to start at 8am and finish at 5pm or start later by an hour or two and finish accordingly. About 40% of personnel at our fleet-managing unit are employed part-time. During the Covid-19 pandemic most of our office staff had to work remotely from home, but it did not reduce efficiency. Even after restrictions eased, our employees have an option to work from home subject to their supervisor’s approval.

In 2020:



<sup>1</sup> Women in management roles (CEO-2 level) as well as managers of other levels



# Celebrating Diversity

## Elena Bekhtina

CEO

“At Delimobil we are committed to celebrating equality and diversity, and promoting a supportive and inclusive environment where everyone can achieve their full potential.”



We also strive for our board and management team composition to be consistent with ESG values –we are fully compliant with newly introduced NASDAQ diversity rules.

Not only are women prominent in our senior leadership team, but at all levels Delimobil celebrates equality: in 2021 females accounted for 31% of our employees, up from 26% in 2020 as we continually improve the gender balance. Ratios do vary across the company.

For example, at SMM only 10% of employees are female, although we are proud that we have women in roles in such a traditionally male centric department as car maintenance. At our Carsharing Russia department, however, almost half of the employees are female: 43%. We have equality in the range of salaries for men and women in the same roles.



# Case study: promoting career growth for women

Our CEO Elena Bekhtina has worked at Delimobil since 2019 and brings extensive experience working in consumer businesses including e-commerce. She joined Delimobil as Chief Marketing and Commercial Officer in 2019 and was promoted to the CEO role in 2020. She has rebranded the company and led the development of the customer proposition supporting Delimobil's accelerated growth and strengthening its market position.

Our finance department is also headed by a woman. Our CFO Natalia Borisova has been with the company since 2019 and has over 20 years of experience in senior finance positions in Russian and international companies.

With the help of Natalia and her team, Delimobil managed to improve its financial indicators and strengthen its market position.

Elena and Natalia are not the only females in our management team. For example, our marketing and legal departments are also headed by women.

**“As great leaders Elena and Natalia both set an excellent example for all of our team thanks to their talent, management skills and experience. They are driving our company forward and fostering a culture of respect, collaboration and innovation so Delimobil becomes better for everyone every day.”**

**Vincenzo Trani,  
Chairman of the board of directors**



**Elena Bekhtina,**  
CEO at Delimobil



**Natalia Borisova,**  
CFO at Delimobil



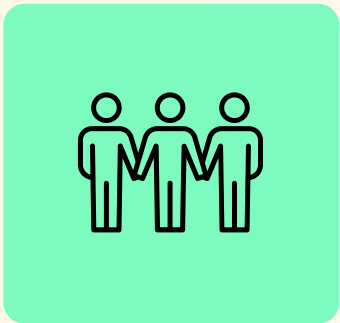
# Inclusion and equality



At Delimobil we offer our employees numerous opportunities to develop professionally and personally, regardless of their gender, health situation, age, sexual orientation, ethnic background, religion, or culture. Our diversity is our strength. It helps us remain competitive with great ideas and outstanding products, which are transforming the car sharing market across Russia and beyond.



The average age of our employees is 30, which encourages a very dynamic and young culture. However, we believe that people of different ages can bring equal value and we make sure that different age groups are represented. As of 2021, 11% of our employees were aged above 50.



In addition, Delimobil runs a special program to support elderly, and we have a retiree woman working at our Moscow office.

We aim to ensure gender equality by providing a good maternity leave, whilst giving our female employees an opportunity to return to work when they feel that they are ready. After giving birth we have paid leave until a child turns one-and-a-half years old. This leave can also be provided to a father or a close relative, a grandfather or grandmother.

In accordance with Article 255 of the Labor Code of the Russian Federation, women, following their application and in accordance with a medical report, are granted maternity leave 70 calendar days before childbirth and 70 calendar days after childbirth with payment of state social insurance benefits in line with the legal requirement. In accordance with Article 260 of the Labor Code of the Russian Federation, before maternity leave or immediately after it, or at the end of parental leave, a woman, at her request, is provided with annual paid leave, regardless of the length of service in the organization.

**We celebrate not only equality but diversity and welcome people from different backgrounds.** This summer one employee with disabilities joined the Delimobil team. He perfectly fits in and conducts regular mosaic master classes for all employees of Delimobil.

We have also started a special programme in 2021 aimed at giving opportunity to ten orphanage students to work at Delimobil and engage into the company's projects.



# Code of Ethics and Business Conduct

While we fully adhere to the Constitution, which directly prohibits actions of discriminatory nature, we have made additional steps in this area and implemented our own Code of Ethics and Business Conduct (Deli Principles). Deli Principles are tips for carrying out efficient work in a comfortable environment at Delimobil.

The Code describes the foundations by which our employees live and our guidelines for making any decisions. The Code applies to all Employees (including managers) and members of the Board of Directors of the Company.

Deli Principles were designed to promote fair and ethical business conduct, and prevent abuse and violations of the law. Even though the Code is a set of rules and restrictions, it does not infringe upon or in any way limit the legitimate rights and interests of our employees.





# Benefits



We appreciate that fascinating work at one of the top market disruptors in Russia is not an end in itself and that is why we ensure we provide a competitive employment package, which includes not only financial but also non-financial benefits.

Delimobil offers competitive salaries at all levels to attract the best talent in the market and we are planning to introduce bonus schemes. We always make a comparative analysis when we open a position to make sure that we offer highly competitive rewards for the best talent. When we understand that a person is expected to exceed normal expectations for a role, we pay above market rates and this is approved by a direct manager and the CEO of the company.

Delimobil employees are also provided with private medical insurance, subsidized lunches and carsharing discounts. Our insurance covers all types of treatment except for complex surgical operations and dental prosthetics. Delimobil employees also have a discount for the company's carsharing services and lunch compensation.

We as well provide education for our employees: conduct introduction trainings, publish learning materials on our internal portal and provide discounts for external education platforms.

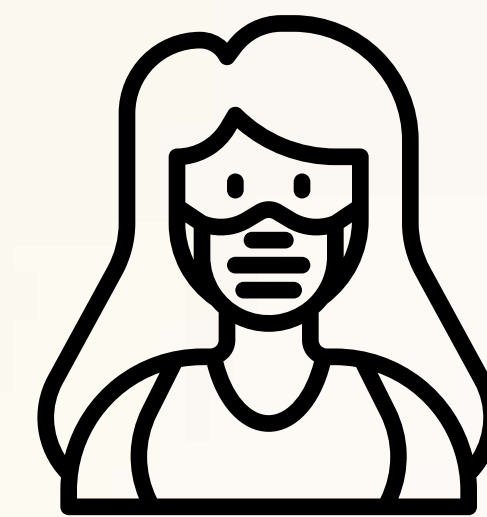


# Safety First

As our employee base is constantly growing, we are very aware of the importance of safety measures. An important aspect of this is the training we provide in labor protection and fire safety alongside clear instructions and regulations. An occupational health and safety engineer, the HR Director and the CEO are responsible for health and safety at the company and in 2021, 480 employees undertook introductory safety training.

**We are proud to report that we have not had any fatalities or harassment cases at Delimobil.**

We have also organised vaccination spots at Delimobil's Moscow office for the company's employees.



During the unprecedented COVID crisis we paid special attention to the wellbeing of our employees and we made sure that they were supplied with a range of hygiene and disinfectant treatments. We also use air treatments with ultraviolet light sanitizers in our offices. Delimobil also provided free COVID testing for all its employees once every two weeks.



# Partnership with universities

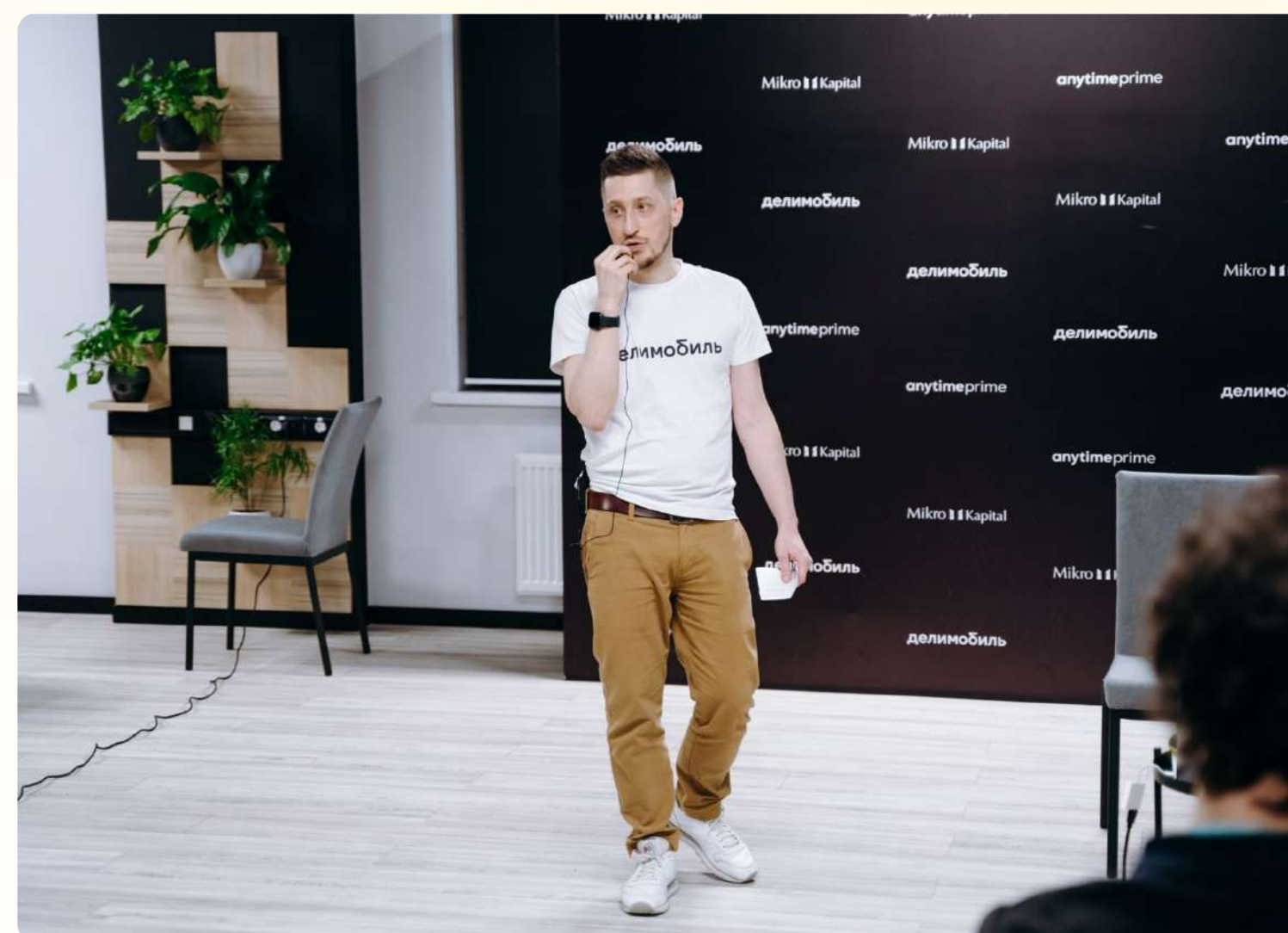
At universities we target IT, product development and marketing students. We participate in university fairs, open door, and other events for graduates. For university students we also have internship programs and offer junior entry vacancies for university students. We collaborate with top universities in Russia such as Moscow State University, National Research University Higher School of Economics, Bauman Moscow State Technical University, Moscow Institute of Physics and Technology and Plekhanov Russian University of Economics.

We also work with top regional universities in cities such as Volgograd, where we have our largest call center.





# Our people – our future



We aim to attract the best talent across Russia and to retain our employees so that Delimobil is universally seen as one of Russia's top employers. We believe that our vision and values form a strong basis for this ambition, and we are constantly evolving and innovating to achieve these goals.

We use several tools to attract the best talents in the market: meet-ups, collaboration with universities and sourcing from consumer-facing businesses, including carmakers' repair shops.

We regularly organize IT meet-ups for tech professionals as an informal way to talk about our business in a casual atmosphere and meet people. For example, in February 2021, we held a meet-up for 75 participants which more than 250 people applied to attend. During this event we presented our case study about entering the Belarus market, we discussed trends such as Internet of Things (IoT) and data analytics. At these events 70% of the participants score our meet-ups as excellent. In the future we plan larger events so that we can accommodate the demand for them and host as many people as possible.



# Note Regarding Forward Looking Statements

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In this report “forward-looking statements” are indicated by words: “believe”, “should”, “could” and “would” and other similar expressions. They are within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934.

These statements are based on existing assumptions that are subject to various uncertainties and risks. The uncertainties may cause actual results differ materially from the forward-looking statements. We do not obligate to revise any forward-looking statements publicly apart from cases when we are required to do so by applicable law.

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Information and estimates concerning our industry, market size and opportunities in this report are based on industry reports and studies produced by third-party providers unless otherwise indicated. This information is based on various assumptions and limitations.

Even though we believe that the information from the sources used in this report is reliable, we have not verified the accuracy and completeness of such data. The content of the used external sources and websites does not constitute a part of this report and therefore is nor incorporated, apart from the content specifically cited in this report.