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### RAPORT CURENT

conform Legii nr. 24/2017 privind emitenții de instrumente financiare și operațiuni de piață și a Regulamentului nr. 5/2018 privind emitenții de instrumente financiare și operațiuni de piață

Data raportului: 25.04.2023

Denumirea entității emitente: TTS (TRANSPORT TRADE SERVICES) S.A.

Sediul social: Mun. București, Str. Vaselor, nr. 27, sector 2

Numărul de telefon/fax: 021/210.29.07, 021/210.35.43

Codul unic de înregistrare la Oficiul Registrului Comerțului: 9089452

Număr de ordine in Registrul Comerțului: J40/296/1997

Capital social subscris și vărsat: 60.000.000 lei

**Piața reglementată pe care se tranzacționează valorile mobiliare emise:** BVB - Categoria Premium Acțiuni (simbol de piață TTS)

Evenimente importante de raportat:

TTS informează acționarii și investitorii asupra publicării raportului de analiză de risc ESG al TTS realizat de Morningstar Sustainalytics.

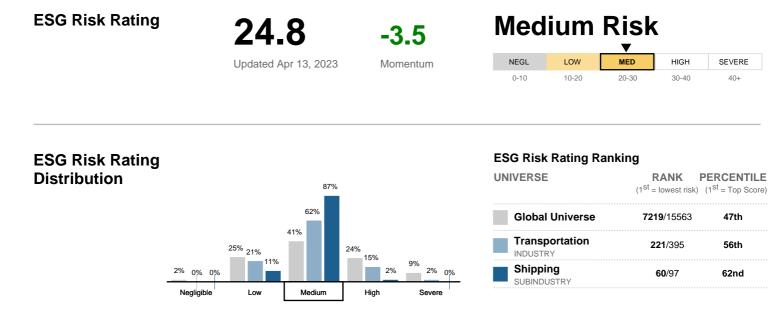
**Scorul de risc ESG Morningstar Sustainalytics al TTS este 24,8** (risc mediu, a 47-a percentilă raportat la întreg universul de companii pentru care Sustaynalitics calculează scoruri de risc – 15.563 companii, a 56-a percentilă pe industria transporturilor – 395 companii, și a 62-a percentilă pe sub industria expediție – 97 companii)

<u>Raportul de Risc al TTS</u>, a fost publicat pe site-ul companiei în secțiunea <u>Raportări ESG</u> și este atașat acestui raport curent.

Gabriel-Andrei ȚECHERĂ Director Guvernanță Corporativă și Relații Investitori

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**CORE FRAMEWORK** 



### **Peers Table**

| Peers (Market cap \$0.0 - \$0.0bn) | Exposure    | Management   | ESG Risk Rating |
|------------------------------------|-------------|--------------|-----------------|
| 1. Naviera Armas SA                | 31.4 Low    | 24.8 Weak    | 24.5 Medium     |
| 2. Explorer II AS                  | 31.4 Low    | 24.1 Weak    | 24.7 Medium     |
| 3. Transport Trade Services SA     | 35.3 Medium | 33.8 Average | 24.8 Medium     |
| 4. Ocean Laurel Co. Ltd.           | 31.4 Low    | 16.1 Weak    | 26.9 Medium     |
| 5. Mercator Ltd.                   | 36.0 Medium | 25.0 Weak    | 28.1 Medium     |



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#### **CORE FRAMEWORK**

### **ESG Risk Analysis**

Exposure refers to the extent to which a company is exposed to different material ESG Issues. The exposure score takes into consideration subindustry and company-specific factors such as its business model.

### ESG Risk Exposure



Low Medium High 0-35 35-55 55+

Companies in this subindustry typically face the highest risk exposure to the material ESG issues Emissions, Effluents and Waste, Carbon -Own Operations, and Occupational Health and Safety.

### Exposure Analysis

| Subindustry Exposure | 36.0 |  |
|----------------------|------|--|
| Overall Beta x       | 0.98 |  |
| Company Exposure     | 35.3 |  |
|                      |      |  |
|                      |      |  |
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| Beta Indicators                | Beta Signal |
|--------------------------------|-------------|
| Accounting and Taxation        | 0.00        |
| Anti-Competitive Practices     | 0.00        |
| Bribery and Corruption         | 0.00        |
| Business Ethics                | 0.00        |
| Corporate Governance           | 0.00        |
| Emissions, Effluents and Waste | 0.00        |
| Energy Use and GHG Emission    | os 0.00     |
| Occupational Health and Safety | 0.00        |
| Intellectual Property          | 0.00        |
| Labour Relations               | 0.00        |
| Lobbying and Public Policy     | 0.00        |
| Sanctions                      | 0.00        |
| Operating Performance          | 0.00        |
| Solvency                       | 0.00        |
| Financial Flexibility          | 0.00        |
| Asset Performance              | 0.00        |
| Carbon Emissions               | 0.00        |
| Qualitative Overlay            | 0.00        |
| Subindustry Correction Factor  | -0.02       |
| Exceptional Event Adjustment   | 0.00        |
| Total Beta Signal              | -0.02       |
| Baseline                       | +1.00       |
| Issue Beta                     | 0.98        |



**CORE FRAMEWORK** 

### **Transport Trade Services SA**

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Management refers to how well a company is managing its relevant ESG issues. The management score assesses the robustness of a company's ESG programs, practices, and policies.

### **ESG Risk Management**





The company's disclosure is poor, signaling inadequate accountability to investors and the public. It has some initiatives to manage risks related to material ESG issues, however, the company lacks policies and programmes in key areas. Nevertheless, the company has not been implicated in any significant ESG-related controversies.

| Management Indicators              | Raw Score | Weight | Weighted Score |
|------------------------------------|-----------|--------|----------------|
| Environmental Policy               | 25        | 8.4%   | 2.1            |
| Environmental Management System    | 100       | 0.5%   | 0.5            |
| EMS Certification                  | 50        | 0.5%   | 0.2            |
| Green Logistics Programmes         | 25        | 3.2%   | 0.8            |
| Carbon Intensity                   | 20        | 1.8%   | 0.4            |
| Carbon Intensity Trend             | 20        | 9.2%   | 1.8            |
| Freedom of Association Policy      | 0         | 0.8%   | 0.0            |
| Working Hours Policy               | 20        | 3.8%   | 0.8            |
| Diversity Programmes               | 25        | 1.9%   | 0.5            |
| Employee Turnover Rate             | 0         | 3.2%   | 0.0            |
| Human Capital Development          | 0         | 10.2%  | 0.0            |
| Health & Safety Certifications     | 60        | 12.4%  | 7.4            |
| LTIR Trend                         | 40        | 7.7%   | 3.1            |
| Scope of Social Supplier Standards | 0         | 1.8%   | 0.0            |
| Bribery & Corruption Policy        | 0         | 2.0%   | 0.0            |
| Whistleblower Programmes           | 0         | 5.3%   | 0.0            |
| Global Compact Signatory           | 0         | 0.5%   | 0.0            |
| ESG Reporting Standards            | 25        | 3.0%   | 0.7            |
| Verification of ESG Reporting      | 0         | 0.5%   | 0.0            |
| ESG Governance                     | 40        | 5.2%   | 2.1            |
| Board Diversity                    | 60        | 1.0%   | 0.6            |
| Board Independence                 | 80        | 8.5%   | 6.8            |
| Lobbying and Political Expenses    | 50        | 5.5%   | 2.8            |



Shipping Romania BSE:TTS

Management refers to how well a company is managing its relevant ESG issues. Our management score assesses the robustness of a company's ESG programs, practices, and policies.

| Management Indicators            | Raw Score  | Weight | Weighted Score |
|----------------------------------|------------|--------|----------------|
| ▲ Accounting and Taxation        | Category 0 | 0.0%   | 0.0            |
| Anti-Competitive Practices       | Category 0 | 0.0%   | 0.0            |
| Bribery and Corruption           | Category 0 | 0.0%   | 0.0            |
| Business Ethics                  | Category 0 | 0.0%   | 0.0            |
| Corporate Governance             | Category 0 | 0.0%   | 0.0            |
| ▲ Emissions, Effluents and Waste | Category 0 | 0.0%   | 0.0            |
| Energy Use and GHG Emissions     | Category 0 | 0.0%   | 0.0            |
| Intellectual Property            | Category 0 | 0.0%   | 0.0            |
| ▲ Labour Relations               | Category 0 | 0.0%   | 0.0            |
| Lobbying and Public Policy       | Category 0 | 0.0%   | 0.0            |
| Occupational Health and Safety   | Category 0 | 0.0%   | 0.0            |
| ▲ Sanctions                      | Category 0 | 0.0%   | 0.0            |
| Constant*                        |            | 3.3 %  | 3.3            |
| Weighted Sum                     |            |        | 33.8           |

\* Sustainalytics measures management performance on a focused set of indicators for core companies and applies a constant value to the management score to account for the contribution to management score that would be expected from indicators that are not in use.

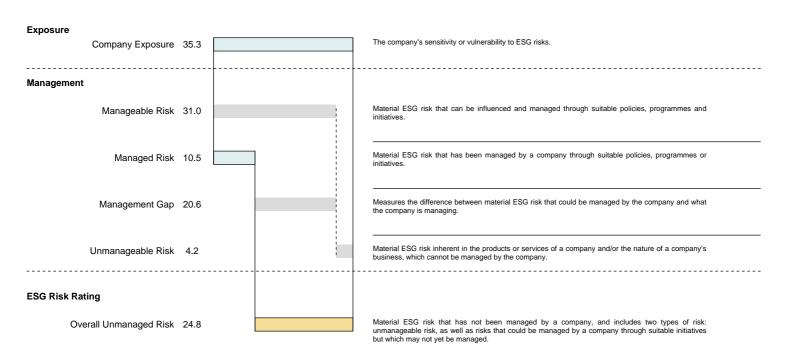


#### **CORE FRAMEWORK**

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**CORE FRAMEWORK** 

### **Risk Decomposition**



**Momentum Details** 





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**Exposure Details** 

#### INDICATORS DETAILS

| EA.E.2.1 - Accounting and Taxation                             | EA.E.4.1 - Anti-Competitive Practices                          |
|--|--|
| 0.00<br>Beta Signal  | 0.00<br>Beta Signal  |
| The company is not involved in any controversies of this type. | The company is not involved in any controversies of this type. |

0.00

Beta Signal

#### EA.E.6.1 - Bribery and Corruption

0.00 Beta Signal

The company is not involved in any controversies of this type.

#### EA.E.13.1 - Corporate Governance

### EA.E.14.1 - Emissions, Effluents and Waste

The company is not involved in any controversies of this type.

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EA.E.7.1 - Business Ethics

| 0.00   | 0.00   |
|--|--|
| Beta Signal  | Beta Signal  |
| The company is not involved in any controversies of this type. | The company is not involved in any controversies of this type. |

#### EA.E.15.1 - Energy Use and GHG Emissions

### EA.E.20.1 - Occupational Health and Safety

EA.E.22.1 - Labour Relations

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| 0.00   | 0.00   |
|--|--|
| Beta Signal  | Beta Signal  |
| The company is not involved in any controversies of this type. | The company is not involved in any controversies of this type. |

#### EA.E.21.1 - Intellectual Property

| 0.00   | 0.00   |
|--|--|
| Beta Signal  | Beta Signal  |
|  |  |
| The company is not involved in any controversies of this type. | The company is not involved in any controversies of this type. |



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**Exposure Details** 

| EA.E.23.1 - Lobbying and Public Policy  | EA.E.30.1 - Sanctions  |
|---|--|
| 0.00  | 0.00   |
| Beta Signal   | Beta Signal  |
| The company is not involved in any controversies of this type.                            | The company is not involved in any controversies of this type. |
| EA.F.1.1 - Operating Performance  | EA.F.2.1 - Solvency  |
| 0.00  | 0.00   |
| Beta Signal   | Beta Signal  |
| Data for this company is not yet available.   | Data for this company is not yet available.                    |
| EA.F.3.1 - Financial Flexibility  | EA.F.4.1 - Asset Performance                                   |
| 0.00  | 0.00   |
| Beta Signal   | Beta Signal  |
| Data for this company is not yet available.   | Data for this company is not yet available.                    |
| EA.P.1.1 - Carbon Emissions   | EA.S.1.1 - Qualitative Overlay                                 |
| 0.00  | 0.00   |
| Beta Signal   | Beta Signal  |
| Disclosure on carbon emissions is insufficient to determine performance relative to peers | The analyst did not apply a qualitative overlay.               |

#### EA.S.2.1 - Subindustry Correction Factor

- 0.02 Beta Signal

A decrease to the beta for each company in this subindustry is applied in order to ensure a subindustry average beta of 1.

### EA.S.3.1 - Exceptional Event Adjustment

0.00 Beta Signal

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The company has not experienced any controversies of Category 4 or higher within this issue.

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Management Details

#### INDICATORS DETAILS

#### **E.1.1 - Environmental Policy**

| 25                | 8.4%        | 2.1            |
|-------------------|-------------|----------------|
| Raw Score         | Weight      | Weighted Score |
| The company has a | woak policy |                |

The company has a weak policy

#### Criteria

Approved by senior management or the board of directors

Commitment to consult with stakeholders on environmental issues

- Commitment to create environmental awareness
- Commitment to environmental protection
- Commitment to implement an environmental management system
- Commitment to monitor the company's environmental performance
- Commitment to reduce emissions, releases and waste
- Commitment to report regularly on environmental issues
- Commitment to use natural resources or energy more efficiently

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)

#### E.1.2 - Environmental Management System

| 100       | 0.5%   | 0.5            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company has a very strong EMS

#### Criteria

- Assigned roles and responsibilities
- Compliance with environmental regulation
- Corrective actions to stimulate continual improvement
- Environmental performance records
- Environmental programmes
- External environmental audits
- Identification of products, activities and services that have significant impacts on the environment
- Internal and external communications on environmental management issues
- Internal environmental audits
- Managerial or board level responsibility for environmental issues
- Monitoring and measurement
- Objectives, targets and deadlines
- Training and awareness programmes for employees

#### Sources

Transport Trade Services SA EHS Report, released July 2022 Transport Trade Services SA Sustainability Report 2021 (FY2021)

#### E.1.3 - EMS Certification

| 50        | 0.5%   | 0.2            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |
|           |        |                |

Between 50% and 75% of the company's activities have received external certification

#### Sources

Transport Trade Services SA EHS Report, released July 2022

#### E.1.7.1 - Green Logistics Programmes

| 25        | 3.2%   | 0.8            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company has some activities to improve the environmental performance of its logistics and its fleet management

#### Sources

Transport Trade Services SA EHS Report, released July 2022



Management Details

#### E.1.9 - Carbon Intensity

| 20        | 1.8%   | 0.4                                  |
|-----------|--------|--------------------------------------|
| Raw Score | Weight | Weighted Score                       |
|           |        | nt to determine performance relative |

#### E.1.10 - Carbon Intensity Trend

| 20        | 9.2%   | 1.8            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

Disclosure is insufficient to calculate the company's carbon intensity trend over the last 3 years

#### S.1.1 - Freedom of Association Policy

| 0         | 0.8%   | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

Based on available evidence, the company does not have a policy on freedom of association

#### S.1.1.1 - Working Hours Policy

| 20        | 3.8%   | 0.8            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

There is no evidence of a formal policy but the company has a general statement addressing this issue

#### S.1.3 - Diversity Programmes

| 25        | 1.9%   | 0.5            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company has a weak programme

#### Criteria

- Diversity monitoring or audits
- Employee affinity groups, diversity councils, or networking groups
- Initiatives supporting a diverse workforce
- Initiatives to recruit from diverse talent
- Managerial or board level responsibility for diversity initiatives
- Mentorship programmes
- The company has a programme that applies to less than 50% of operations
- Training and guidance regarding diversity

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)

#### S.1.5 - Employee Turnover Rate

| 0         | 3.2%   | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company's employee turnover rate is high

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)



### Management Details

#### S.1.5.2 - Human Capital Development

| 0         | 10.2%  | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

Based on available evidence, the company does not have a programme

#### Criteria

| Formal mechanisms to promote an open feedback culture  |
|--|
| Initiatives for talent development   |
| Initiatives for talent recruitment   |
| Initiatives for talent retention   |
| Quantitative targets related to human capital development                                      |
| Regular formal performance reviews for all permanent employees aligned with career development |
| Reporting on human capital development metrics   |
| <br>Departing on human capital risk appagament   |

Reporting on human capital risk assessment

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#### S.1.6.5 - LTIR Trend

| 40        | 7.7%   | 3.1            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company provides data on its lost-time incident rate, but disclosure is insufficient to calculate a trend

#### Sources

Transport Trade Services SA EHS Report, released July 2022

#### S.1.6.4 - Health & Safety Certifications

| 60        | 12.4%  | 7.4            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

50-74% of the company's facilities have received external certification

#### Sources

Transport Trade Services SA EHS Report, released July 2022

#### S.2.1 - Scope of Social Supplier Standards

| 0         | 1.8%   | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

Based on available evidence, the company does not have social supply chain standards

#### Criteria

Addresses acceptable living conditions

Addresses child labour

- Addresses corporal punishment/disciplinary practices
- Addresses forced labour

Addresses freedom of association and the right to collective bargaining

- Addresses health and safety
- Addresses maximum working hours
- Addresses minimum living wages
- Addresses non-discrimination



**Management Details** 

#### G.1.1 - Bribery & Corruption Policy

| 0                                     | 2.0%   | 0.0                                |
|---------------------------------------|--|------------------------------------|
| Raw Score                             | Weight   | Weighted Score                     |
| Based on available statement that add |  | has neither a policy nor a general |
| Criteria                              |  |                                    |
| Definition and                        | prohibition of facilitation                      | payments                           |
| Definition of b                       | ribery or corruption                             |                                    |
| Definition of c                       | onflicts of interest and co                      | mmitment to minimize these         |
| Guidelines of                         | what is considered accept                        | otable behaviour                   |
| Prohibition of                        | bribery  |                                    |
| $\bigcirc$                            | ridence of a formal policy<br>Iressing the issue | but the company has a general      |

#### **G.1.2 - Whistleblower Programmes**

| 0  | 5.3%                      | 0.0                |
|--|---------------------------|--------------------|
| Raw Score  | Weight                    | Weighted Score     |
| Based on available evider  | nce, the company does not | t have a programme |
| Criteria   |                           |                    |
| An independent, reporting hotline available 24/7   |                           |                    |
| Available in local languages   |                           |                    |
| Available to suppliers, customers and other third parties                                |                           |                    |
| Disclosure on the number of reports received, the types of misconduct and measures taken |                           |                    |
| Non-retaliation policy   |                           |                    |
| Possibility for anonymous reporting and reports are treated confidentially               |                           |                    |
| Proactively communicated to employees  |                           |                    |

Structures in place to process whistleblower reports

#### G.1.3 - Global Compact Signatory

| 0         | 0.5%   | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |
|           |        |                |

The company is not a signatory to the UN Global Compact

#### Sources

United Nations Global Compact, www.unglobalcompact.org; accessed 14 July 2022

#### G.2.1 - ESG Reporting Standards

| Raw Score | Weight | Weighted Score |  |
|-----------|--------|----------------|--|
| 25        | 3.0%   | 0.7            |  |
|           |        |                |  |

The company's ESG reporting is weak

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)

#### G.2.2 - Verification of ESG Reporting

| 0         | 0.5%   | 0.0            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |
|           |        |                |

The CSR report was not externally verified.

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)

### G.2.5 - ESG Governance

| 40        | 5.2%   | 2.1            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

A committee is responsible for overseeing ESG issues but its composition and/or degree of authority is not disclosed

#### Sources

Transport Trade Services SA Sustainability Report 2021 (FY2021)



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|---|---|---|
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Management Details

#### G.2.7.1 - Board Diversity

| 60  | 1.0%   | 0.6            |  |  |
|---|--------|----------------|--|--|
| Raw Score   | Weight | Weighted Score |  |  |
| The company's board diversity is slightly above average |        |                |  |  |
|   |        |                |  |  |

#### Criteria

- 1.1 There are no women on the board.
- 1.2 There is only one woman on the board.
- 1.3 Two or more women serve on the board, but less than one-third of the board is female.
- 1.4 Women constitute one-third or more of the board's membership.
- 3.1 The company has disclosed a robust diversity policy including specific commitments and targets to increase the diversity of board membership.
- 3.2 The company has disclosed a formulaic or non-material diversity policy for its board membership.
- ✓ 3.3 The company has no disclosed diversity policy or has affirmatively disclosed the absence of a policy for its board membership.
- 4.1 There are no female senior executives disclosed.

#### G.2.9.1 - Board Independence

| 80        | 8.5%   | 6.8            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

The company's level of board independence is strong

#### Criteria

- 1.1 The board lacks any independent representation.
- 1.2 The board lacks an independent majority.
- 1.3 The board has an independent majority, but less than two thirds of the board members are independent.
- 1.4 Two thirds or more of the board members are independent.
- 1.5 There is insufficient information to determine the board's level of independence.
- 2.1 The company has a controlling shareholder.
- 3.1 The board is one-tiered with executive representation.
- 3.2 The board is two-tiered with a supervisory board composed of nonexecutives.
- 3.3 There is an audit or other monitoring board in addition to the board of directors.
- 4.1 There are more than two executives on the board of directors.
- 8.1 The level of board independence exceeds market practice.
- 8.2 The level of board independence meets market practice.
- 8.3 The level of board independence lags market practice.
- 9.1 No nominally independent directors are affiliated with the company/ controlling shareholder/ the CEO or other insiders.
- 9.2 Nominally independent directors are affiliated with the company/ controlling shareholder/ the CEO or other insiders.

#### G.3.2 - Lobbying and Political Expenses

| 50        | 5.5%   | 2.8            |
|-----------|--------|----------------|
| Raw Score | Weight | Weighted Score |

Based on available evidence, the company made less than USD 0.5 million in political contributions or political spending in the last three years

#### Sources

European Commission & European Parliament Transparency Register, www.ec.europa.eu; accessed 14 July 2022



**CORE FRAMEWORK** 

# **Transport Trade Services SA**

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#### GLOSSARY OF TERMS

#### Beta (Beta, β)

A factor that assesses the degree to which a company's exposure deviates from its **subindustry**'s exposure. It ranges from 0 to 10, with 0 indicating no exposure, 1 indicating the subindustry average, and 10 indicating exposure that is ten times the subindustry average.

#### Constant

A value applied to the management score within the Core methodology to account for the contribution to management score that would be expected from indicators that are not in the Core framework's focused indicator set but are used in the Comprehensive framework.

#### ESG Risk Category

Companies' ESG Risk Rating scores are assigned to five ESG risk categories in the ESG Risk Rating:

**Negligible risk**: enterprise value is considered to have a negligible risk of material financial impacts driven by ESG factors

Low risk: enterprise value is considered to have a low risk of material financial impacts driven by ESG factors

**Medium risk**: enterprise value is considered to have a medium risk of material financial impacts driven by ESG factors

**High risk**: enterprise value is considered to have a high risk of material financial impacts driven by ESG factors

Severe risk: enterprise value is considered to have a severe risk of material financial impacts driven by ESG factors

Note that because ESG risks materialize at an unknown time in the future and depend on a variety of unpredictable conditions, no predictions on financial or share price impacts, or on the time horizon of such impacts, are intended or implied by these risk categories.

#### ESG Risk Rating Score (Unmanaged Risk Score)

The company's final score in the ESG Risk Rating; it applies the concept of risk decomposition to derive the level of unmanaged risk for a company.

#### Event Category

Sustainalytics categorizes events that have resulted in negative ESG impacts into five event categories: Category 1 (low impact); Category 2 (moderate impact); Category 3 (significant impact); Category 4 (high impact); and Category 5 (severe impact).

#### **Event Indicator**

An indicator that provides a signal about a potential failure of management through involvement in controversies.

#### **Excess Exposure**

The difference between the company's exposure and its subindustry exposure.

#### Exposure

A company or subindustry's sensitivity or vulnerability to ESG risks.

#### Manageable Risk

Material ESG risk that can be influenced and managed through policies, programmes and initiatives.

#### **Managed Risk**

Material ESG Risk that has been managed by a company through policies, programmes and initiatives.

#### Management

A company's handling of ESG risks.

#### Management Gap

Refers to the difference between what a company has managed and what a company could possibly manage. It indicates how far the company's performance is from best practice.

#### Management Indicator

An indicator that provides a signal about a company's management of an ESG issue through policies, programmes or quantitative performance.

#### Subindustry

Subindustries are defined as part of Sustainalytics' own classification system.

#### **Unmanageable Risk**

Material ESG Risk inherent from the intrinsic nature of the products or services of a company and/or the nature of a company's business, which cannot be managed by the company if the company continues to offer the same type of products or services and remains in the same line of business.

#### **Unmanaged Risk**

Material ESG risk that has not been managed by a company, and includes two types of risk: **unmanageable risk**, as well as risks that could be managed by a company through suitable initiatives, but which may not yet be managed (management gap).



**CORE FRAMEWORK** 

### **Transport Trade Services SA**

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