

Business model

FESCO is made up of five operating divisions:
Liner and Logistics, Port, Rail, Shipping, and Fuel

FESCO Group

184,978 **54,498**

RUB million

RUB million

Revenue

EBITDA¹

FESCO operation is based on deep integration of the business divisions maintained by the management company and the shared service centre, which form part of the Extra-divisional Group. Such business architecture makes it possible to offer unique logistics solutions to our customers, including support along the entire transportation route.

Diversified assets and management functions combined in a single service for the customer provide a reliable basis under volatile market conditions as well as improve financial and operating performance every year, maintaining the leading role in the transportation industry.

¹ EBITDA is calculated as operating profit net of amortisation, depreciation of tangible fixed assets, and one-off expenses and includes the adjustments for IFRS 16.

Value created for stakeholders

Employees

Social programmes:

RUB 486 million

Training expenses:

RUB 98 million

Occupational health and safety expenses:

RUB 65.7 million

Lost time injury frequency rate (LTIFR) reduced
to **0.34** in 2024

Total procurement:

RUB 203 billion

Procurement procedures in 2024:

10,389

Environment

Environmental expenses:

RUB 314.2 million

GHG emissions reduced by

1.74%

Government and local communities

Taxes paid to federal and local budgets:

RUB 17 million

Social investments:

RUB 1 billion

Outreach of the Company's social
and cultural initiatives:

>100 thousand people

