

# Customer experience management

## Our customers

FESCO's customer base

>19.6  
thousand customers

in 2024

>1.1 thousand

new customers acquired in 2024

30%  
of customers

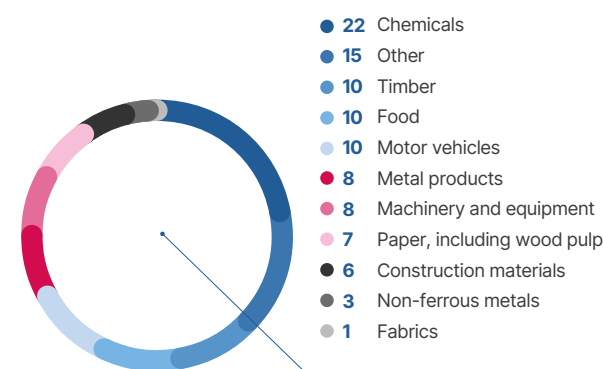
with FESCO for over three years

The Company's interaction with customers is built on the following principles:

- ✦ FESCO is the leader in the container transportation market in terms of quality. We develop internal regulations for our processes and seek to standardise and automate them in line with a continuous improvement approach.
- ✦ FESCO is quick to launch new projects. Our system easily adjusts to changes as we constantly develop and test hypotheses on potential opportunities and rely on quick project launch practices.
- ✦ FESCO appreciates the loyalty of its key customers. We build seamless communication channels by focusing on consistent interaction and personalised approach to key customers. We foster loyalty in response to our consistent delivery against the commitments we have taken on.

FESCO provides its services in the most essential industries.

### FESCO transportation in 2024 by cargo type, %



Source: Company data



## Customer interaction mechanisms

In 2024, FESCO upgraded its customer service system, resulting in significant improvements to key performance indicators.

### Contact centre service improvements

Thanks to innovative solutions implementation, the contact centre's Service Level KPI achievement reached 93%, up 15 pp YOY. The average operator response time also improved substantially, now standing at just 20 seconds, ensuring customers receive prompt assistance.

### Service quality control

In 2024, FESCO launched a comprehensive system for evaluating the quality of consultations provided by contact centre operators. Based on annual performance evaluation, the average service quality score was 4.8 out of 5, reflecting the high professionalism of employees and customer satisfaction with the quality of services provided.

Customers are now able to rate the performance of the FESCO employee handling their shipment and share feedback about their interaction. This option is available for each individual service request, making sure any issues can be quickly identified and addressed. Positive feedback and expressions of gratitude help boost employee motivation and contribute to improving the overall customer experience. The average employee performance score in 2024 was 4.7 out of 5.

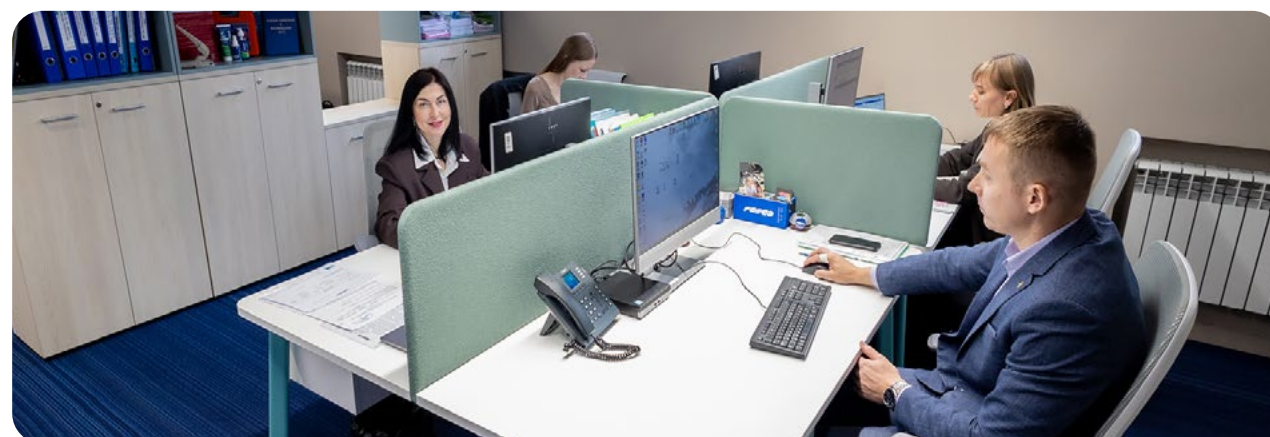
### Service automation

The 24/7 chatbot remains a vital customer service tool, providing uninterrupted round-the-clock support. The chatbot handles diverse tasks, from basic service queries to detailed personal account assistance and technical support. This tool's effectiveness is confirmed by user satisfaction rates exceeding 93%.

### Customer query management upgrade

A significant advancement was the implementation of a unified system for recording and processing customer queries. All FESCO customer queries are now handled through a single point of contact, substantially streamlining the interaction process and ensuring full transparency at all stages of customer query management.

The customer service upgrade enabled the Company to achieve a new level of service quality, positively impacting customer satisfaction and brand loyalty.





## Customer experience analysis

In 2024, FESCO achieved tangible results in customer service improvement, as confirmed by customer experience evaluation metrics and research findings.

### Key loyalty metrics

One of the most important success indicators was the average NPS<sup>1</sup> of 61% in 2024, reflecting high customer satisfaction and their willingness to recommend the Company to partners. This score shows that FESCO maintained the strong customer loyalty levels achieved in 2023, highlighting the stability and consistency of its customer service improvements.

### Customer experience research

In September, the Company conducted a customer experience study covering several key areas. The centrepiece of the research was a focus group, which gathered customer feedback on interactions with FESCO across various touchpoints. Special attention was paid to evaluating the accessibility of information on the Company's official website, functionality of the MY.FESCO personal account, and usability of the Telegram bot's news feed.

#### Analysis of the collected data revealed the following trends in customer opinion distribution.

##### Service stability (49%)

Nearly half of the respondents (49%) observed no significant changes in the Company's performance. However, they emphasised that the service quality remained consistently high, which itself represents a positive opinion.

##### Positive changes (11%)

11% of respondents reported noticeable improvements in the Company's performance, specifically highlighting:

- significant enhancements in customer service;
- expansion of new route geography;
- rapid deployment of new services.

<sup>1</sup> Net Promoter Score.

### Digital transformation

The study placed particular emphasis on evaluating the Company's digital solutions. The results revealed impressive progress:

- ✦ 56% of respondents identified FESCO as having the most user-friendly digital solutions;
- ✦ high scores were given to the functionality of the MY.FESCO personal account;
- ✦ the ability to obtain nearly all necessary information through digital channels was praised.

### Corrective measures

Based on the research findings, corrective measures were developed and implemented to enhance the customer experience. These initiatives are aimed at further improving service quality and addressing identified shortcomings.

As a result of the research and subsequent improvements, FESCO has reinforced its reputation as a company with high-quality customer service. The consistently high NPS score and positive customer feedback on the Company's digital solutions and overall performance confirm the success of our chosen development path and the effectiveness of implemented enhancements.

FESCO remains committed to further enhancing customer experience based on the research findings and customer feedback, creating a solid foundation for future growth and success.



#### Conclusions and results

The conducted research enabled FESCO to:

- identify strengths of its customer service;
- pinpoint areas requiring further improvement;
- develop a clear plan of corrective measures;
- confirm the effectiveness of ongoing digital transformation.

## Financial review

### Financial overview

#### Financial results

Indicator	2023	2024	YoY change, % 2024/2023
Revenue, RUB million	172,004	184,978	8
EBITDA, RUB million	53,607	54,498	2
EBITDA margin, %	31	29	(2) pp
CAPEX	60,345	22,694	62

#### Revenue, RUB million

Indicator	2023	2024	YoY change, % 2024/2023
Port Division	35,238	33,424	(5)
Rail Division	8,915	10,272	15
Liner and Logistics Division	146,608	163,129	11
Shipping Division	14,850	12,627	(15)
Fuel Division	2,884	3,290	14
Eliminations	(36,491)	(37,764)	(3)
FESCO Group	172,004	184,978	8

In 2024, the Group's consolidated revenue increased by 8% to RUB 184,978 million vs RUB 172,004 million in 2023. The Liner and Logistics Division was the main growth driver.

The Port Division's revenue in 2024 went down by 5%, or RUB 1,814 million, to RUB 33,424 million. The decline was primarily driven by lower vehicle-related income due to intensified competition among automotive terminals in the Vladivostok port area.

The Rail Division's revenue in 2024 rose by 15%, or RUB 1,357 million. The growth was mainly attributed to the expansion of the fitting platform fleet.

The Liner and Logistics Division's revenue went up by RUB 16,521 million, or 11% YoY. The increase was supported by higher transportation volumes resulting

from active commercial efforts and the development of new routes. International shipping saw a 20% growth largely due to the expansion of FESCO Baltorient Line, FESCO Indian Line West, and FESCO China Direct Line.

Revenue of the Shipping Division in 2024 decreased by 15%, or RUB 2,223 million, due to lower time-charter rates for universal bulk carriers and international fleet amid changing market conditions, as well as technical downtime of vessels prior to their sale.

The Fuel Division's revenue in 2024 rose by 14%, or RUB 406 million. The growth was driven by higher sales volumes of oil products, increased agency services, and a shift in the oil product transshipment structure toward a larger share of heavy oil products.