





Stakeholder engagement

Open dialogue with stakeholders is key to FESCO's operations. Our stakeholder engagement is guided by transparency and mutual respect, as defined in the Company's Sustainable Development Policy. Constructive dialogue and a balanced consideration of stakeholder interests in decision-making support FESCO's strong operational performance and enable well-rounded sustainability solutions.

FESCO identifies eight main stakeholder groups, each with dedicated communication channels to ensure effective stakeholder engagement.

Stakeholder group	Key stakeholder interests	Engagement methods	Response mechanisms
 Shareholders, investors, and financial institutions	<ul style="list-style-type: none"> Growth in operational and financial performance Economic and financial stability Reputation preservation High level of corporate governance Information transparency Company and industry growth prospects Effective risk management 	<ul style="list-style-type: none"> General Shareholders Meeting Annual reports, financial statements, information brochures and booklets Press releases, mandatory disclosures Corporate website, including the Shareholders and Investors section Query responses, provision of requested documents and information Shareholder hotline Regular contacts with rating agencies 	<ul style="list-style-type: none"> Preparation of public annual reports Participation in credit and ESG ratings Development of the risk management system Development of the corporate governance framework Maintenance of information transparency
 Suppliers and contractors	<ul style="list-style-type: none"> Ethical business conduct Fulfilment of contractual obligations Tender process transparency and fairness 	<ul style="list-style-type: none"> Invitations to tender for the supply of goods, performance of works, and provision of services In-person and online negotiations Formalisation of partnerships (cooperation contracts and agreements) Participation in conferences and forums Collaboration with trade unions and associations 	<ul style="list-style-type: none"> Timely procurement Electronic trading and procurement platform Supplier and contractor evaluation for compliance with Company requirements and Russian laws Code of Corporate and Business Ethics
 Customers	<ul style="list-style-type: none"> Fair pricing for services Uninterrupted cargo transportation Customer-centric service approach Group's sustainability efforts 	<ul style="list-style-type: none"> Information on services, rates, and schedules available on the Company's website and via email MY.FESCO, customer's personal account Single customer support service (call centre) NPS, CSAT, in-depth interviews with key customers, focus groups Dedicated information source (Telegram channel) Negotiations, offline customer events Development of personalised transportation and logistics solutions for key customers Participation in industry-specific conferences and exhibitions Formalisation of contractual relations 	<ul style="list-style-type: none"> Competitive pricing High service quality and safety standards On-site customer support Customer satisfaction research Implementation of integrated transportation solutions Electronic workflow implementation and development Continuous improvement of customer interaction processes Responses to sustainability-related inquiries (as they arise)
 Employees	<ul style="list-style-type: none"> Safe and comfortable working conditions Protection of employee rights Social benefits and decent pay Professional development opportunities High employer rating 	<ul style="list-style-type: none"> Corporate communication channels, including FESCO's news portal, Telegram channel, and educational webinars Personnel engagement surveys Regular meetings with management Veterans' council Trade unions and Youth Council 	<ul style="list-style-type: none"> Competitive remuneration Comprehensive social benefits under collective bargaining agreements Voluntary health insurance Corporate Academy development, and internal training programmes Cultural and sports events Support of volunteering By-laws governing remuneration, benefits, compensations, and internal staff rules New employee onboarding Performance management based on goals (KPIs)

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 Local communities	<ul style="list-style-type: none"> Contribution to regional development Job creation Social investments and charity (supporting education, culture, and sports) Support for small and medium businesses in the regions of operation 	<ul style="list-style-type: none"> Conducting and participating in sociological surveys, research studies, and focus groups Management meetings with local community representatives, including managers and employees of non-profit organisations, volunteer movements, social and cultural institutions, university students and faculty in the regions of operation, school students, teachers and administrative staff, veteran organisations, etc. Meetings with officials from government agencies and local authorities in the regions of operation Participation in industry-specific, public and other exhibitions, conferences, forums, etc. Corporate websites and social media pages of the Group and its individual programmes and projects 	<ul style="list-style-type: none"> Long-term or short-term social, environmental, and cultural programmes in the regions of operation Volunteer programmes, projects, and campaigns PR activities, including themed events, workshops, forums, and competitions Promotion of sports and healthy lifestyle Educational initiatives Internships and traineeships for students
 Members of professional industrial communities	<ul style="list-style-type: none"> Industry-specific agenda Maintaining partnership relations Constructive collaboration between businesses and the expert community 	<ul style="list-style-type: none"> Membership in industrial unions and associations: <ul style="list-style-type: none"> Eurasian Union of Rail Freight Transport Participants; Organisation for Cooperation of Railways; Union of Railway Operators Market; Association of Commercial Sea Ports; Russian Chamber of Shipping; International Coordinating Council on Trans-Eurasian Transportation; Russian Union of Industrialists and Entrepreneurs (RSPP); Russian Association of Freight Forwarding and Logistic Organisations Public Council of the Northern Sea Route; Russian-Chinese Business Council; Association of Exporters and Importers; Chamber of Commerce and Industry of the Primorye Territory; Association of Operators of the Refrigerator Rolling Stock; Association of Partners on Coordination and Usage of the Northern Sea Route Participation in expert councils Participation in conferences, forums, round tables, plenary and strategic sessions 	<ul style="list-style-type: none"> Supporting non-profit initiatives and projects Establishing joint coordination committees and working groups
 Higher education institutions	<ul style="list-style-type: none"> Internships and traineeships Joint educational programmes 	<ul style="list-style-type: none"> Internship and traineeship offers Work in the project management office at the Far Eastern Federal University (FSC – Workflow Management, Accounting) Organisation of competitions to select talented students (case championships, brain storms) Lectures and master classes by FESCO experts Project-based learning 	<ul style="list-style-type: none"> Participation in industry events for young scientists, professionals, and students Offering traineeships for vocational and higher education students Offering internships at Company facilities
 Government agencies	<ul style="list-style-type: none"> Compliance with national legislation Timely tax payments Implementation of socially significant projects Contribution to regional development across the Group's footprint Contribution to the transport and logistics industry development and Russia's transport sovereignty 	<ul style="list-style-type: none"> Participation in the meetings of intergovernmental commissions, their working bodies, and port expert groups; participation in official delegations accompanying Russian deputy prime ministers and select ministers on their working visits to the countries where FESCO operates Participation in meetings and working groups of industry associations (the Organisation for Cooperation of Railways, Union of Railway Operators Market, Association of Commercial Sea Ports, Russian Chamber of Shipping, Russian-Chinese Business Council, International Coordinating Council on Trans-Eurasian Transportation, Eurasian Union of Rail Freight Transport Participants, Russian Association of Freight Forwarding and Logistic Organisations, RSPP, Public Council of the Northern Sea Route, etc.) Developing the Company's response to inquiries from government agencies Putting forward legislative initiatives regarding maritime shipments, stevedoring services at ports, and intermodal container transportation Participation in working groups, joint meetings, round tables, conferences, and forums Submitting queries and proposals to federal and regional executive authorities Interacting with relevant government agencies to obtain permits, certificates, licences, etc. Implementing initiatives to improve intermodal transportation procedures in collaboration with relevant government authorities 	<ul style="list-style-type: none"> Legal compliance and participation in improving legislation relevant to Company's operations Timely tax payments and tax information disclosures Developing cooperation and maintaining constructive relations with government (municipal) bodies in accordance with Russian laws Logistics industry development and tariff indexing Infrastructure development investments