

# Business model



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

GRI 3-3, 2-6, 201-1

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.

### Eliminations

Revenue  
**RUB (41,091) million**

EBITDA  
**RUB (3,751) million**

### FESCO Group

Revenue  
**RUB 171,583 million**

EBITDA  
**RUB 28,369 million**

Diversified assets and management functions combined in a single service for the customer provide a reliable basis under volatile market conditions and help maintain the leading role in the transportation industry.



## Value created for stakeholders



### Employees

Employee-related social expenses:  
**RUB 1,171 million**

Training expenses:  
**RUB 93 million**

Occupational health and safety expenses:  
**RUB 198 million**

Lost time injury frequency rate remained at **0.35**, with no severe or fatal injuries recorded in 2025

Total procurement:  
**RUB 214 billion**

Procurement procedures in 2025:  
**6,550**



### Environment

Environmental expenses:  
**RUB 362 million**

Prevention of GHG emissions achieved through the implementation of dedicated programmes:  
**13.2 thousand tonnes of CO<sub>2</sub>-e**



### Government and local communities

Taxes paid to federal and local budgets:  
**RUB 19.5 billion**

Social investments:  
**RUB 924 million**

Outreach of the Company's social and cultural initiatives:  
**over 250 thousand people**