

Cybersecurity

GRI 3-3, 418-1

Ensuring information security is an essential component of FESCO's strategy. It is associated with protecting critical data, maintaining uninterrupted logistics operations, and complying with growing regulatory requirements. For the Company, information security goes beyond technology and serves as a foundation for operational reliability, reputation, and long-term sustainability.

Information security management

In addressing information security matters, we follow the requirements of Russian laws. Information security management at FESCO, the Group's head company, reports to the Deputy CEO for Security.

The information security management system is regulated by internal by-laws. The Information Security Policy establishes unified rules, principles, and approaches for organising, managing, and overseeing information security within FESCO and its controlled entities. Compliance with the policy is mandatory for all employees of the Group.

Development of information security culture

All new employees are required to familiarise themselves with current regulations in the field of information security and complete introductory training. It explains the key principles of information protection and the consequences of violations.

On an ongoing basis, the Company conducts activities aimed at increasing employee awareness of information security issues, including additional training sessions, testing, and reminder communications on fundamental security practices. To reinforce practical skills, FESCO has in place cyber exercises designed to test employees' resilience to phishing attacks. In 2025, more than 4 thousand employees participated in such cyber exercises.

In the event of any information security incident, employees are required to immediately report it to the Information Security Department.

Strengthening cyber protection

FESCO's information security strategy takes into account not only the escalation of cyber risks but also the government policy aimed at import substitution in information technologies and data protection.

In 2025, the number of destructive online attempts against FESCO's corporate network increased by more than 2.2 times compared with 2024. All cyberattacks were successfully repelled by the Group's multi-layered cybersecurity system. The level of information security continues to improve through the expansion of the Information Security Department's toolkit with effective Russian solutions. In 2025, a new system designed to counter DDoS (distributed denial-of-service) attacks was successfully implemented.

As part of the import substitution programme, FESCO cybersecurity specialists conducted pilot testing of several modern domestic solutions, including:

- a vulnerability scanner for corporate information resources;
- firewall systems;
- a system for proactive detection of atypical threats at workplace.

In 2025, a large-scale project to classify pieces of the critical information infrastructure in FESCO Group's key transportation companies was completed. Pursuant to Federal Law No. 187-FZ On the Security of the Critical Information Infrastructure of the Russian Federation dated 26 July 2017, a comprehensive set of measures was carried out to assess the materiality of critical information infrastructure pieces. During the reporting period, no incidents resulting in disruption or suspension of critical information infrastructure operations were recorded.

To integrate with the industry management model of Rosatom, certification of automated workplaces used for interaction with Rosatom's information resources was conducted in 2025.

No substantiated complaints from customers, employees, or partners related to security incidents were recorded in 2025. No penalties were imposed on the Company or its subsidiaries for violations in the field of information security. No consumer data leaks were recorded in 2025, and no information security incidents with direct financial impact on the Group were identified.

Customer experience management

The Company's communication with customers is underpinned by 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.

In 2025, customer experience management focused on the systematic improvement of service quality, the expansion of digital solutions, and the strengthening of customer loyalty. Particular attention was given to process stability, transparency in handling customer requests, omnichannel interaction, and the implementation of unified quality standards. The further development of automated services, the scaling of a unified system for recording and processing customer queries, and the introduction of new feedback tools helped shorten response times, improve customer satisfaction, and maintain consistently high levels of loyalty. Regular customer experience research and the harmonisation of evaluation methodologies have created a solid foundation for informed management decisions and the continued enhancement of service across all key stages of customer interaction.

Our customers

FESCO's customer base:

>20 thousand customers in 2025

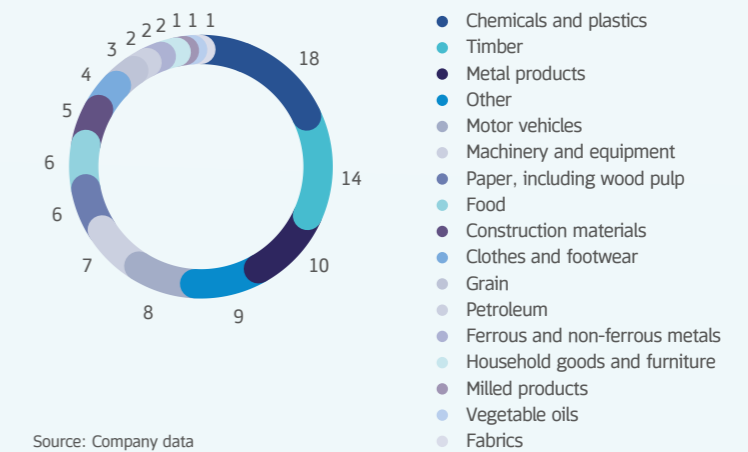
>25% of customers with FESCO for over three years

Over 1.4 thousand new customers acquired in 2025

>10% of customers with FESCO for over four years

FESCO provides its services to the most essential industries.

FESCO transportation in 2025 by cargo type, %



Source: Company data

Mechanisms of customer communication

Contact centre service improvements

In 2025, Service Level KPI achievement remained at 93%, confirming the consistently high quality of service delivery. The average operator response time went down to eight seconds, while the average customer rating of consultations reached 4.8 out of 5, reflecting both the professionalism of the team and the high level of customer satisfaction with the support provided.

During the reporting period, the voice assistant was also optimised, with improvements made to speech recognition accuracy and response speed.

Service automation

In 2025, the Company's 24/7 chatbot remained the primary channel for customer support, boasting uninterrupted assistance to clients around the clock. The service remained highly efficient, with a consultation quality rate of 94% and an average response time of less than 3.5 minutes, ensuring timely resolution of customer queries without compromising service quality.

An important step in the development of digital communication channels was the launch of a dedicated chatbot for Dalrefrans. The solution provides the company's customers with omnichannel support, expanding available interaction scenarios and enabling faster response.

Customer query management upgrade

2025 saw further development of the unified system for recording and processing customer queries introduced back in 2024. On average, over 30 queries are processed each month. The time from a query acceptance for processing to the delivery of a resolution to the customer does not exceed three days.

To improve service accessibility for VMTP customers, a feedback form was introduced on the website and in the personal account. The tool is integrated into the unified query management system, ensuring processing transparency and faster response to customer initiatives.

Customer experience analysis

Key loyalty metrics

In 2025, integrated customer loyalty indicators were measured on a regular basis. The Net Promoter Score (NPS) reached 68%, while customer satisfaction with the services provided (CSAT) amounted to 90%. These results highlight a high level of trust in FESCO and recognition of the quality of its services across all stages of customer interaction.

Customer experience research

During the reporting period, further improvements were made to the Company's customer service practices. The methodology for conducting in-depth interviews was refined, enabling a more accurate identification of pain points and underlying customer needs in order to improve products and services. A unified methodology for calculating NPS and CSAT was rolled out across all offices in Kazakhstan, Uzbekistan, and Belarus. This made it possible to standardise

quality benchmarks across all FESCO markets and obtain comparable data for management decision-making. To enhance transparency, the collection of feedback on non-standard services was expanded, and a systematic evaluation of account managers' performance was introduced. These measures contributed to greater personal accountability and more targeted resolution of customer concerns. Particular attention was given to document management. Processes for handling queries related to accounting and closing documents were streamlined, enabling customers to receive comprehensive consultations on these matters when contacting the contact centre. This improvement accelerated the resolution of financial issues and reduced operational risks for customers.

In 2025, the Company continued to study customer experience through focus groups, in-depth interviews, and its annual customer survey. These activities examined customer feedback on their interactions with FESCO across all touchpoints. Special attention was paid to the assessment of digital solutions. 64% of respondents identified FESCO as the company offering the most

convenient digital solution. Customers also gave high scores to the functionality of the MY.FESCO personal account and to the availability of information through digital channels. Based on the research findings, corrective measures were implemented to enhance customer experience. As a result of the research and subsequent improvements, FESCO has reinforced its reputation as a company with high-quality customer service.

Digital transformation

The Company builds its relationships with customers on a deep understanding of the target audience's needs, a holistic analysis of all touchpoints, and the continuous improvement of engagement with FESCO. The continuity of the end-to-end customer journey is supported by the Company's corporate information systems, including the MY.FESCO customer personal account, the 1C:FMS production systems, and the CRM BPMSoft platform.

Key priorities in developing the customer experience include the unification of customer interaction business processes and their scaling across all Group companies.

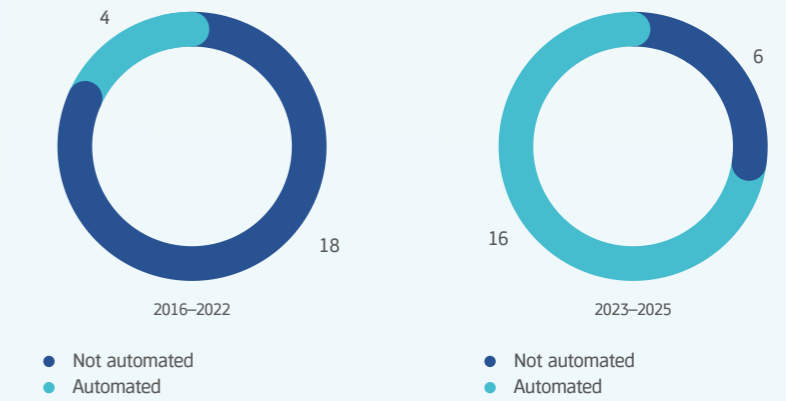
In 2025, the development of the corporate CRM BPMSoft system focused on the following areas:

- enhancement of the functionality for approving discounts from the base tariff;
- development of the loyalty and privileges programme;
- automation of pipeline management (marketing and sales);
- processing of customer queries (after-sales service);
- automation of sales planning;
- marketing mailings;
- system roll-out (including the integration of Dalrefrans).

Advances in the automation of key business processes delivered the following results:

- improved service continuity and a 15% increase in service quality;
- a 20% reduction in customer query processing time;

Automation of key sales business processes



- an 18% improvement in the efficiency of marketing activities;
- a 35% increase in sales manager productivity and a reduction in operational errors;
- customer satisfaction (CSAT) reached 90%;
- the Net Promoter Score (NPS) amounted to 68%.

These results reflect strong employee engagement in achieving shared goals, a high level of customer trust in FESCO, and recognition of the Company's service quality across all stages of customer interaction.

