

# Digitalisation



In 2025, FESCO continued to expand its digital services, seeking to develop and support the Group's production assets and to streamline operations.

GRI 3-3

The Company's IT function employs 320 professionals, with key centres of expertise located in Moscow and Vladivostok. Collectively, these IT units manage and support upwards of 80 information systems for FESCO Group's almost 7 thousand employees.

During the year, the geographic footprint of IT services was further extended in line with the addition of new transport assets under FESCO's management, including Kaliningrad Commercial Sea Port and Petropavlovsk-Kamchatka Commercial Sea Port.

In 2025, we implemented an action plan to integrate FESCO into Rosatom. All our activities are now aligned with Rosatom's regulatory framework.

We fully comply with import substitution requirements.

## Business digitalisation projects

### Customer's personal account

In 2025, FESCO launched the Seafarer portal and personal account, a proprietary digital solution with a unique feature set and no direct equivalents in the Russian shipping market. It is the first end-to-end platform in Russia designed to streamline crew management processes while enhancing both efficiency and the overall seafarer experience.

**The Seafarer portal and personal account are a unified platform comprising three integrated products.**

→ **The Seafarer portal (website) enables job applicants to:**

- explore the benefits of working at FESCO;
- browse and apply for job vacancies;
- stay up to date with news and announcements from FESCO and Rosatom;
- submit inquiries and receive feedback;
- create a personal account and complete an electronic application form, which is automatically routed to the relevant automated workplace for review.

→ The crewing specialists' **automated workplace** supports end-to-end management of training, remote document verification, voyage planning and execution, and crew movement tracking. The workplace also incorporates a dedicated CRM system tailored specifically for managing ship crews.

→ **The Seafarer Personal Account mobile application** is available exclusively to current FESCO employees. It enables seafarers to fully oversee, participate in, and manage their pre-voyage preparation, effectively serving as a portable assistant.

The platform ensures a seamless transition from applicant to active employee status.

**Since its full-scale launch:**

- the risk of crew rotation disruptions due to the absence of replacement crew members has been reduced by **90%**;
- labour costs associated with recruitment and sourcing of seafarers have decreased by **60%**;
- paper-based document flow has decreased by **30%**;
- labour costs related to organising seafarer training have gone down by **50%**;

- seafarer awareness and satisfaction levels have increased by **90%**;
- FESCO's HR brand recognition has strengthened;
- a direct and open communication channel with crewing management has been established;
- the level of personal data protection has improved through multi-layered information security measures;
- the external talent pool has expanded, with 861 applications received, including 94 from students of specialised vocational schools and universities;
- 86 candidates have progressed to employment;
- an external seafarer talent pool has been formed, including 331 candidates available for immediate placement. The average age of candidates is 35.

The project has strong growth potential and already covers 100% of active seafarers across four FESCO legal entities, totalling more than 1.5 thousand employees, as well as over 850 seafarer applicants. To date, the platform has been used to manage crew rotations across 70% of FESCO's fleet.

### Corporate employee portal

In December 2025, FESCO completed the core phase of the project to create a corporate portal for the Group based on the 1C-Bitrix24: Enterprise platform. This domestic digital solution is designed to strengthen FESCO's HR brand and consolidate a wide range of HR resources within a single, user-friendly environment.

**Key functionality includes:**

- a single access point to information and services;
- centralised content publishing and management;
- seamless integration into day-to-day workflows;
- standardised communication approaches across all Group companies;
- implementation of analytics to measure channel effectiveness;
- real-time access to management information;
- support for the internal HR brand;
- creation of a unified corporate environment.

**Since its roll-out in October 2025:**

- the portal recorded 433,610 visits in its first three months;
- average usage has reached 48 visits per employee per month;
- the portal has been embedded into daily business processes, with employees logging in approximately twice per working day.

**As a result of the project:**

- technological independence has been achieved, reducing exposure to sanctions risks;
- information security and access control have been significantly enhanced;
- a unified and secure environment for storing and processing corporate data has been established;
- risks related to the discontinuation of technical support and updates have been mitigated;
- a single digital entry point for employees has been created;
- integration with HR services within the 1C ecosystem has been ensured;
- internal communication channels have been structured;
- transparency of HR processes and accessibility of services have improved;
- communication fragmentation across business units has been reduced;



The project covers 100% of employees operating within the Company's digital ecosystem. As part of the initiative, FESCO migrated from the foreign SharePoint platform to the domestic Bitrix solution

- interactive features have been introduced, including surveys, recognition boards, likes, and comments;
- full alignment with the import substitution strategy and digital sovereignty agenda has been achieved.

The portal has become one of the key internal communication channels and a core infrastructure element of FESCO's digital environment. Its content will continue to expand, and its functionality will be further enhanced over time.



## Production systems

### FIT

In 2024, the Group put into commercial operation FESCO Management System (FMS), the core production system of FIT (FESCO Integrated Transport).

FMS is a unique, unified digital solution developed by FESCO on the domestic universal platform 1C:Enterprise 8. The system fully supports the management of intermodal container transportation and LCL shipments, offering capabilities comparable to leading Western solutions.

In 2025, the FMS project was included in the Top 500 largest projects implemented on the 1C:Enterprise 8 platform by number of automated workplaces. It also received the award for Best Project in the Trade Management category at the annual 1C:Project of the Year competition. According to the competition's official website, the system developed by FESCO is a distinctive example of successful digital transformation in the logistics industry, combining innovation, expertise, and effective management.

**An assessment conducted after the first year of full-scale operation shows that FMS has not only established a scalable digital platform to support the growth of FESCO's business but has also significantly optimised existing processes:**

- the speed of certain operational processes increased by 50–70% due to system integration and the transition to a single-window operating model;
- manual workload related to batch document processing and reporting was reduced by 50%;
- labour costs decreased by 30% through improvements in primary document issuance and settlements with counterparties.

In 2025, the system continued to evolve with an emphasis on expanding customer-facing services and improving interaction with terminals in organising container fleet repair processes, including the roll-out of these processes to international locations.

**In 2026, development efforts will focus on the following:**

- continued standardisation of business processes and IT solutions;
- expanded integration with the MY. FESCO customer's personal account to provide additional services for FESCO's partners;
- development of an automated container fleet management subsystem (including container planning and cost management) using AI-based forecasting;
- implementation of electronic workflow initiatives in freight forwarding and transportation activities in compliance with Federal Law No. 140-FZ On Amendments to the Federal Law 'On Freight Forwarding Activities' dated 7 June 2025.

Support and ongoing development of FMS are carried out entirely by FESCO's in-house specialists without the involvement of external contractors.

### Dalrefrans

In 2025, the development of the ChillTrack360 production information system focused primarily on integration with new products within FESCO's digital ecosystem, with the goal of optimising adjacent business processes and improving customer service.

**As a result of these enhancements:**

- planning of maritime transportation improved through automated synchronisation of sea line schedules with the FMS programme;
- the accuracy of information on container arrangement at terminals increased;
- dispatching processes for equipment (containers and gensets) were streamlined;
- more flexible options for customised tariff setting became available in response to client requests, while the process for reviewing discount approvals was accelerated;
- customers connected to the MY. FESCO.COM personal account gained access to transportation requests from the very beginning of their cooperation with Dalrefrans, including the full execution history.

In addition, work began on a comprehensive modernisation of the tariff calculation module aimed at digitalising transportation economics and providing reliable data on service profitability.

### VMTP

Commercial Port of Vladivostok is the largest port in the Russian Far East and has remained the national leader in container handling for six consecutive years.

The main priority in developing VMTP's information systems is the launch of new customer services, along with the digitalisation and automation of internal and external processes and the implementation of solutions to speed up cargo handling.

### Customer service

**In 2025, new electronic services were added to the VMTP personal account, including:**

- removal-from-loading certificate;
- general report on the non-arrival of a freight forwarder;
- control of handles and cams;
- request submission to the Chief Technologist's service;
- critical damage workplace;
- automatic generation of warehouse closure requests;
- preliminary loading plan.

These services provide VMTP customers with new digital tools, timely notifications about cargo-related events and container damage, and help reduce the time between the arrival of an import container at the port and its readiness for rail shipment.

## Internal services

### Rail service development

**A subsystem for generating inbound train information based on data from information systems was implemented. This made it possible to:**

- improve the efficiency of VMTP's cargo documentation processes;
- provide clients with accurate information on railcars arriving at VMTP by rail;
- transmit train data to terminals for more efficient unloading planning;
- introduce a dedicated workplace for planning railcar placement on tracks;
- generate reports on inbound train processing time and railcar unloading waiting time.

### Wind speed and direction sensor

Integration with measurement devices used to determine wind direction and speed was implemented. Real-time data on wind speed and direction collected from devices installed across the VMTP territory enables prompt response to changing weather conditions in the port.

### Shunting master workplace

A dedicated subsystem for tracking wheel chocks was implemented along with a new shunting master mobile workplace.

## Internal digitalisation

### Statutory accounting and reporting

Statutory accounting and reporting for more than 60 resident companies within the Group are maintained in the unified accounting system.

The system is built on a unified methodology for accounting and tax reporting and a single chart of accounts, while also taking into account the specific operational characteristics of individual companies. The system is integrated into the broader FESCO IT landscape, including production systems, the electronic archive, etc. This integration enables end-to-end business processes and the automated recording of all business transactions in statutory accounting.

The system is used both by VMTP employees and by external contractors responsible for securing rolling stock with wheel chocks.

### Automation of DO-2 reporting

**A project to automate the submission of DO-2 reports to the Federal Customs Service of Russia was completed. The solution made it possible to:**

- automatically generate and submit DO-2 reports to the information systems of the Federal Customs Service for 97% of documents;
- fully eliminate human involvement from the reporting submission process.

### Import substitution

The 1C VMTP Autopass production information system, which operates around the clock and supports an average workload of 150 active users, was migrated to the PostgreSQL database management system.

### Container yard operations

A graphical interface was developed to analyse the efficiency of container reshuffling within the terminal yard. Terminal personnel now have a visual tool that helps identify inefficient container movements.

**In 2025, development of the unified accounting system focused on several key areas:**

- automating data preparation for Rosatom consolidated financial reporting, including data collection forms;
- optimising period-closing procedures to meet Rosatom's "fast close" requirements and reduce the reporting month closing period to 5–7 working days;
- ensuring compliance of the system with evolving legislative requirements for accounting and reporting;
- expanding the system's analytical capabilities and adding elements of management accounting and reporting;
- developing and implementing a real estate asset management subsystem;

## Smart Gate

In 2025, VMTP launched a pilot project using artificial intelligence to monitor container condition. Smart Gate is the first hardware and software solution in Russia designed for photographic recording of containers with automated AI-based damage detection integrated directly into port infrastructure.

**The project deliverables include:**

- reduced operating expenses and shorter container turnaround time upon arrival by sea through automatic container identification and condition assessment;
- improved safety by reducing the time personnel spend in high-risk areas and optimising equipment movement routes.

Maintaining statutory accounting within a single system helps apply unified accounting methodologies, facilitates the timely preparation of statutory and management reporting, reduces resources required for system support and development, and allows the system and accounting principles to scale efficiently as new companies join the Group.

- enhancing additional services and improving performance for high-load procedures.

**Unified accounting system for non-resident companies (1C FOML)**

The 1C FOML system was implemented to support accounting and the preparation of statutory and corporate reporting for the Group's companies in China, Hong Kong, and Cyprus.

1C FOML ensures that accounting records and reporting for non-resident entities comply with local regulatory requirements while maintaining FESCO's unified financial control standards.

The system was integrated into the Group's broader IT landscape, enabling the unification of reference data, regulatory procedures, and reporting formats.

In 2025, FESCO completed the roll-out of 1C FOML to companies in Vietnam, allowing accounting processes to be automated while aligning local Vietnamese regulatory requirements with the Group's corporate standards.

**Development of the system continued throughout 2025:**

- enhancements were introduced to improve user experience;
- operational processes and reporting workflows were optimised;
- compliance with changes in local legislation and regulatory requirements was ensured, while further harmonising accounting approaches across the Group.

As a result of these initiatives, the Group increased the transparency of financial processes across its international operations, strengthened oversight of cash flows, and ensured the scalability of digital solutions supporting the continued expansion of its international business.

**Data Office**

In 2025, Data Office completed the creation of the Company's core analytics infrastructure and moved to the next stage – scaling data-driven practices and systematically embedding AI technologies into operational processes.

A scalable computing platform was established to support the growing volume of data processing and analytical initiatives, with a planning horizon extending through 2030.

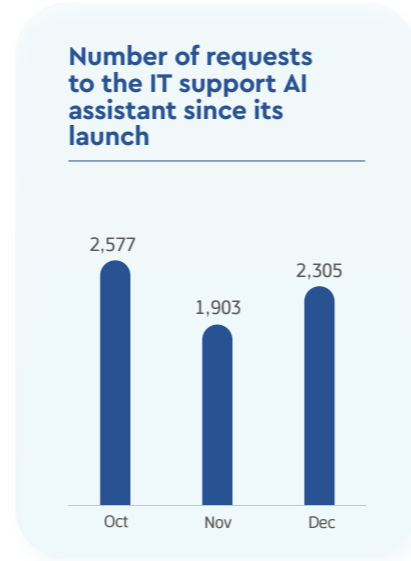
The analytics reporting portal was upgraded: its structure and navigation were redesigned, and mobile access to dashboards was introduced, helping to create a unified and accessible environment for working with corporate data.

The use of machine learning and AI technologies expanded significantly during the year.

- A solution for forecasting empty container stocks at key locations was rolled out across the Company. The system generates a regular six-week forecast and supports the modelling of management scenarios, providing a practical tool for prompt decision-making on container fleet balancing.
- A centralised platform for managing large language models was also established within the Company's internal infrastructure, enabling the controlled and secure deployment

of AI services within corporate IT products. Since its launch in July 2025, platform usage has exceeded 100 million tokens – several times higher than in 2024 – reflecting the rapid scaling of AI applications across the Company.

- Applied AI assistants are also being developed to support corporate functions. The recruitment assistant (HR-Assist) was integrated with the Huntflow CRM system and the HeadHunter platform, automating candidate sourcing and initial screening and reducing recruiter workload at the early stages of hiring by up to 60%. Following the pilot phase of the IT support assistant, up to 40% of consultation requests can now be handled without the involvement of human specialists.



**Digital infrastructure**

**Anti-sanctions measures**

**In 2025, FESCO continued efforts to counteract sanctions, along with infrastructure projects. The Company implemented a number of solutions that support its smooth operation in the current circumstances:**

- the Corporate Portal was successfully deployed, and the migration of the cloud data storage to the Russian platform Bitrix24 was completed;
- the transition to the Russian video conferencing system IVA was finalised, with further development and enhancements continuing in close cooperation with the vendor;
- work began on upgrading the communication nodes in the Company's offices in St Petersburg, Novorossiysk, and Vladivostok with Russian telecommunications equipment.

**Import substitution**

**In 2025, work continued on developing the import substitution concept and roadmap for FESCO Transportation Group in the following areas:**

- IT infrastructure;
- IS infrastructure (information security);
- system software;
- office software;
- automated engineering process control system;
- telecommunication systems;
- business applications.

**Development of branches and offices**

**FESCO is vigorously expanding, not only by establishing new offices but also by revamping existing ones to ensure stable operations:**

- modernisation of the network infrastructure in the renovated crewing office of the Group's branch in Vladivostok;
- integration of Kaliningrad Sea Fishing Port into the FESCO IT landscape;
- network infrastructure upgrades in Novosibirsk.

**VMTP production machinery IT systems upgrade**

A radio communication system based on a private LTE mobile network was developed and implemented by the Company's in-house specialists. The solution enables the use of a mobile network for radio communications as well as for the exchange of media data within a secure corporate segment.

This system is expected to eliminate certain costs associated with the use of radio frequency spectrum in the future, including savings achieved by reducing the time specialists spend on administrative procedures related to obtaining regulatory permits.

**Development of infrastructure systems and digital projects**

→ The second stage of engineering systems upgrade programme at the in-house data centre in Vladivostok was launched. The project includes the modernisation of power supply lines, upgrades to uninterruptible power supply systems, and the completion of the replacement of air-conditioning systems that were not included in the first phase of the programme. The preparation of the project, planning, and technical support at the execution stage are performed by FESCO's IT employees.

→ A project was also initiated to replace the air-conditioning and fire-suppression systems in VMTP's in-house server facility. As part of the project, malfunctioning equipment will be replaced with modern, higher-performance domestic solutions. The preparation of the project, planning, and technical support at the execution stage are performed by FESCO's IT employees.

→ The second (final) stage of the project to equip the administrative building of the Stroyoptorg terminal in Khabarovsk with up-to-date monitoring and access control systems was completed. As a result, full control was established over all employee access points to the administrative building and the production site. The security service was provided with the necessary tools to manage and monitor the internal access.



## 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

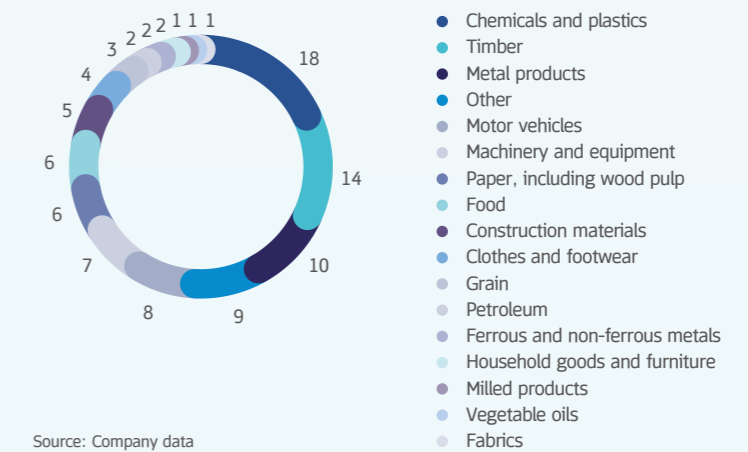
>25% of customers with FESCO for over three years

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