

# Stakeholder engagement



Open dialogue with stakeholders is key to FESCO's operations. Building constructive engagement and balancing stakeholder interests in decision-making contributes to the Company's strong operational performance.

GRI 2-15, 2-25, 2-26, 2-29

**Internal regulations governing stakeholder engagement:**

- [Stakeholder Engagement Policy](#) (approved in 2025)
- [Employee Code of Ethics and Conduct](#) (approved in 2025)

- [Human Rights Policy](#) (approved in 2025)
- [FESCO Group Hotline Message Handling Procedure](#)

- [Regulations on External Public Stakeholder Engagement by FESCO and its Controlled Entities](#)

## Stakeholder engagement policy

FESCO aligns its stakeholder engagement with the principles and recommendations of the AA1000SES (2015) and AA1000AP (2018) international stakeholder engagement standards and the Global Reporting Initiative (GRI). In 2025, the Company adopted its [Stakeholder Engagement Policy](#) to establish a systematic framework for transparent and open dialogue. The document sets forth the principles and procedures governing the Group's stakeholder relations.



### Stakeholder engagement principles

FESCO identifies nine key stakeholder groups, each with its own targeted engagement tools tailored to their interests to enable the most effective

communication. The Stakeholder Engagement Matrix is provided in Appendix 3.

The Company uses various communication channels, including a hotline, email and feedback forms at

<https://www.fesco.com/en/contacts>. The Company relies on data from external channels both to facilitate two-way dialogue and to monitor its reputation.

#### Transparency and accountability

Providing open and unhindered access to information about the Company's activities and maintaining convenient and effective communication channels

#### Impact assessment

Regular monitoring and transparently disclosing the Company's actual and potential, direct and indirect, positive and negative impacts

#### Legal and ethical compliance

Strict observance of Russian laws and business ethics standards by all employees of Group companies, regardless of position

#### Materiality

Systematically identifying, assessing and managing the topics most material to stakeholders. Balancing external expectations with the Group's internal strategic priorities to make the most well-balanced and effective decisions

#### Respect for and balance of interests

Considering the requirements and expectations of all stakeholder groups while maintaining a balance of interests in decision-making. Mutual respect, recognition of mutual obligations, responsibility for their diligent fulfilment, and transparent management of potential conflicts of interest

#### Completeness, reliability and comparability of information

Disclosing complete and reliable information in a consistent and comparable manner, in accordance with applicable laws and confidentiality requirements

#### Responsiveness

Timely and commensurate responses to stakeholder requests, and adapting the engagement strategy to external changes and evolving stakeholder expectations

#### Engagement and readiness for dialogue

A proactive and equitable approach to interaction, involving stakeholders in decision-making.

Respecting stakeholders' right to be heard and committing to timely, appropriate responses on issues important to them

### Assessing mutual influence between FESCO and stakeholders

In 2025, a bilateral survey was conducted to assess the mutual influence between FESCO and its stakeholders:

- Group management assessed the level of influence each stakeholder group has on the Company's activities;
- stakeholders assessed the extent to which FESCO influences their interests.

Under the GRI standards, the key criterion for stakeholder prioritisation is the level of FESCO's influence on their interests.

A stakeholder map was developed based on the analysis of mutual influence assessments.

84%

of stakeholder representatives who assessed FESCO's influence on their interests called it significant or moderate

### Stakeholder map



### Membership in associations

GRI 2-28

FESCO actively participates in industry and professional associations. These memberships enable the Group to engage directly with regulators, contribute to industry initiatives, and defend business interests both nationally and internationally. Through expert dialogue, FESCO promotes the sustainability agenda and helps make the logistics industry more transparent.

### FESCO's key memberships

- Organisation for Cooperation of Railways
- Russian-Chinese Business Council
- International Coordinating Council on Trans-Eurasian Transportation
- Expert Advisory Council of the Federal Customs Service on Customs Policy Implementation
- Association of Commercial Sea Ports
- Russian Chamber of Shipping
- Russian Association of Freight Forwarding and Logistic Organisations
- Self-Regulatory Organisation Union of Railway Market Operators

- Eurasian Union of Rail Freight Transport Participants
- Russian-African Network University (RAFU) Consortium
- Digital Transport and Logistics Association
- Russian-Turkish Dialogue Association
- Chamber of Commerce and Industry of the Russian Federation
- National Coordination Centre for Developing Economic Relations with the Asia-Pacific Region Countries
- Russian Union of Transport Companies
- CIS Business Centre for Economic Development Association
- Morcenter-TFC

# Environment and energy efficiency



Minimising environmental impact and preserving natural resources for future generations is one of FESCO's key operational priorities.

GRI 3-3, 2-23, 2-24, 2-25

## Key 2025 results

- RUB 362 million – environmental protection expenses
- 4.3% – reduction in energy intensity of non-container cargo handling
- 6.2% – decrease in energy intensity of cargo transportation by sea
- 9.3% – decrease in energy intensity of cargo transportation by road
- 12.2% – decrease in energy intensity of cargo transportation in refrigerated containers by rail
- 5.75 thousand tonnes of reference fuel saved via consumption reduction and energy efficiency measures
- 13.2 thousand tonnes of CO<sub>2</sub>-e – greenhouse gas emissions prevented through implemented emission reduction initiatives
- 10 thousand juvenile Pacific salmon released into the Barabashevka River in the Primorye Territory as part of the Save the Salmon campaign to preserve the population and support natural reproduction

## Key developments in 2025

- VMTP's environmental management system was updated, which included providing staff training, assigning responsible persons, and identifying key environmental aspects.
- The feasibility of implementing circular economy technologies was explored.
- The functionality of the automated corporate system for accounting fuel and energy resources was expanded.
- A qualitative assessment of physical climate and natural risks was carried out.
- FESCO calculated the potential fleet costs arising from the MARPOL Annex VI amendments, which introduce GHG emission intensity-based pricing.
- At VMTP, worn-out port area pavements were replaced and local treatment facilities were upgraded.
- As part of industrial environmental control, marine environment protection and vessel hull coating renewal were carried out.
- Energy saving and energy efficiency measures were implemented, cutting heat losses, renewing the refrigerated container fleet, increasing container crane handling share, and continuing to roll out vessel fuel consumption monitoring systems.
- Regular industrial environmental monitoring of seabed sediments and marine biota was performed.
- The water area adjacent to the wharves of the Golden Horn Bay was cleaned of oil products and floating non-natural debris.
- Emissions, discharges and waste were monitored to verify compliance with environmental laws. The results were recorded in the industrial environmental control report and submitted to the supervisory authorities within the statutory deadlines.