

Business model

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

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.

Diversified assets and management functions combined in a single service for the customer provide a reliable basis under volatile market conditions as well as improve financial and operating performance every year, maintaining the leading role in the transportation industry.

RUB 172,004 mln
FESCO Group's revenue

RUB 53,607 mln
EBITDA¹

Value created for stakeholders



Employees

Social programmes: **RUB 530 mln**
Training expenses: **RUB 70 mln**
Occupational health and safety expenses: **RUB 343 mln**
Fatalities and severe injuries: **0**



Suppliers

Total procurement: **RUB 115.4 bln**
Rise in the share of competitive procurement up **21%** vs 2022



Environment

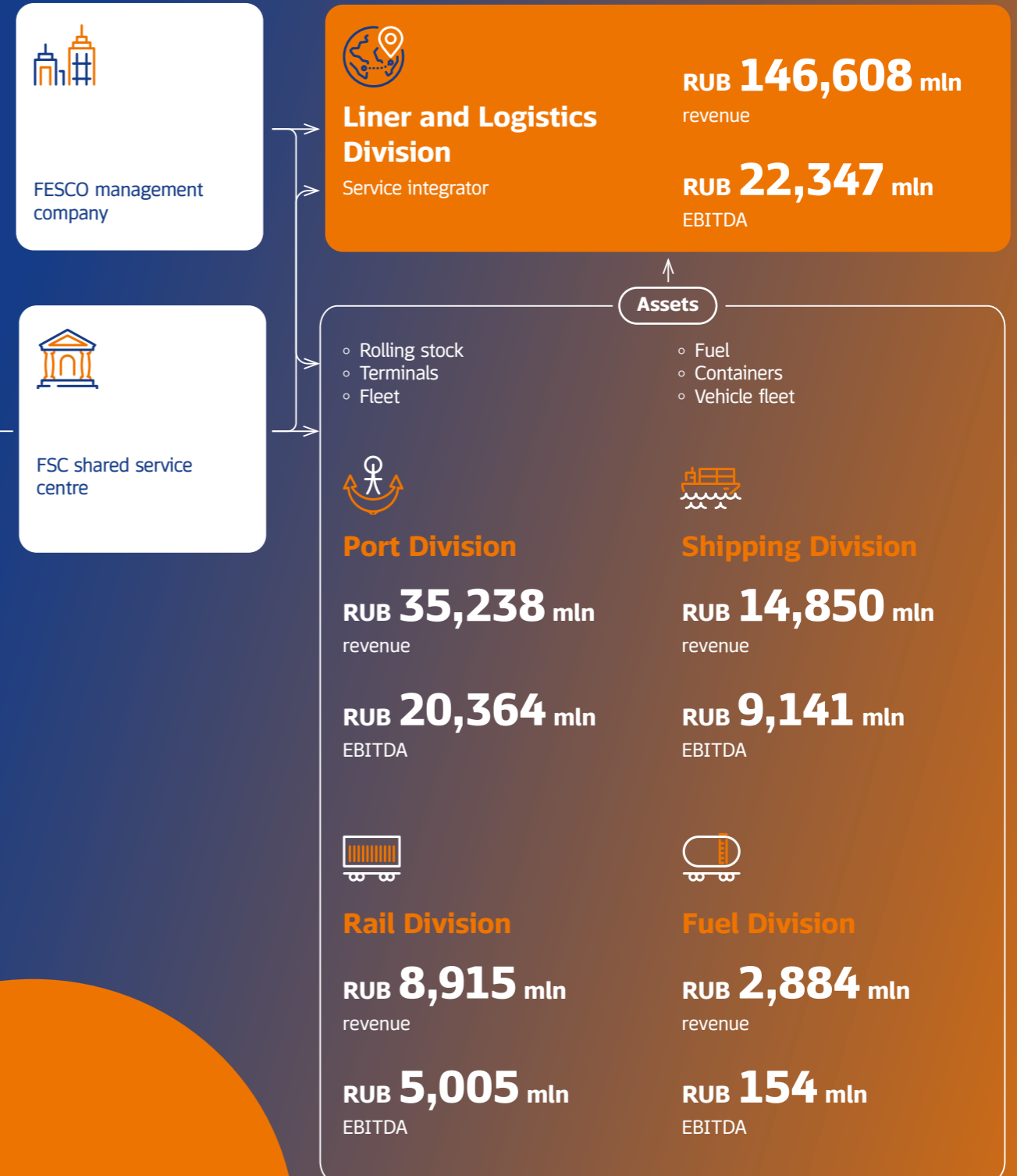
Environmental expenses: **RUB 425.9 mln**
GHG emissions down **2.4%**



Government and local communities

Taxes paid to federal and local budgets: **RUB 19 bln**
Social investments: **RUB 1.9 bln**
More than 100 thousand people benefitting from a variety of the Company's social and cultural initiatives

FESCO customer



¹ EBITDA is calculated as operating profit net of amortisation, depreciation of fixed assets, and one-off expenses and includes the adjustments for IFRS 16.