

## 4.7. Stakeholder communications

The stakeholders of Sovcomflot Group are institutions, organisations, or individuals whose interests are related to the activities of the Group, and which in turn have an impact on its performance.

The main principles and priorities for stakeholder communications are enshrined in the Code of Corporate Governance<sup>1</sup>.

In 2019 Sovcomflot Group actively communicated with its stakeholders, performing work in parallel aimed at expanding and developing existing platforms and mechanisms for joint dialogue. The key stakeholder groups of the Company as well as channels and formats of communication with them are set out in the table below.

### Mechanisms for stakeholder communications

Stakeholder		Mechanisms for communications
Shareholder and investors	<ul style="list-style-type: none"> <li>Shareholder</li> <li>Investors</li> <li>Banks and creditors</li> </ul>	General meetings of shareholders Presentations, conference calls, meetings between management and the investment community, analyst and investor days Publication of press releases and other materials as part of the disclosure of information on Sovcomflot Group activities Disclosure of information and reporting
Business partners	<ul style="list-style-type: none"> <li>Group customers</li> <li>Suppliers and contractors</li> </ul>	Meetings with clients, including industry conferences and seminars Conducting research among consumers Development of tender procedures for the procurement of goods and services Audit of suppliers in order to confirm their good faith and solvency Implementation of anti-corruption procedures Publication of market overviews
Employees	<ul style="list-style-type: none"> <li>Group employees</li> </ul>	Meetings with employees held by management of all levels and HR department representatives Notifying employees through an intra-corporate communications system Material and non-material incentive programmes Development of the training and skill improvement system for seagoing and onshore personnel Use of feedback tools, employee surveys Consideration of submissions and complaints
State	<ul style="list-style-type: none"> <li>Russian legislative and executive state authorities</li> </ul>	Participating in the activities of working groups and expert councils established under Russian state authorities
Society	<ul style="list-style-type: none"> <li>Academic institutions</li> <li>Health care institutions</li> <li>Industry veterans</li> <li>Local population in the regions where the Company has a footprint</li> </ul>	Charitable assistance to educational and health care institutions and veteran organisations Targeted training programmes for cadets of maritime universities Organising internships for cadets on the Company's vessels Organising internships for teachers of maritime universities Sponsoring sports events and competitions aimed at raising the prestige of the maritime profession
Russian and international professional organisations and NGOs	<ul style="list-style-type: none"> <li>Industry non-governmental organisations</li> <li>Business associations</li> <li>NGOs</li> </ul>	Participation in the activities of working groups and boards of professional non-governmental organisations Implementing joint projects with the maritime community Supporting local projects and discussing individual issues related to the Company's activities
The media	<ul style="list-style-type: none"> <li>Print publications</li> <li>Electronic media (including television, the internet, and radio)</li> </ul>	Regular publications in the media of materials dedicated to important events in the Group's activities Organising interviews with management Press conferences and other events for media representatives Participation of Group representatives as experts during the preparation of topical subjects on navigation issues in the Arctic region, development trends in various freight market segments, and shipbuilding

PAO Sovcomflot did not receive government support, including subsidies.

<sup>1</sup> The new version was approved by the PAO Sovcomflot Board of Directors decision dated 10 November 2015, Minutes No. 149.