

STRATEGIC GOALS OF THE COMPANY

According to the Strategy, the Company's main focus is on significantly increasing the average train speeds, developing comprehensive combined transport operations (such as multimodal transport services), increasing passenger traffic on the key routes in Russia, and improving the competitiveness of our existing services. The Company will also continue to act as a public carrier, which means servicing single-mode or socially important routes.

The Strategy's key targets relevant to FPC address changes in the transport market, the competitive situation, evolving customer requirements, and development trends in the passenger transport regulatory environment. FPC's Strategy assumes the Company retains its current role within the strategic development programme of the Parent Company.

FPC's strategic goals

Passengers carried, million passengers

2025 2030

118 **122**

Revenue, RUB billion

330 **431**

EBITDA, RUB billion

53 **82**

Net debt / EBITDA, ratio

NOT MORE THAN 2

Carriage acquisition

>3,700 CARRIAGES

(cumulative from 2022 to 2030)

2021 STRATEGY DELIVERY SUMMARY

In 2021, JSC FPC adapted to the new realities caused by the new coronavirus pandemic: it responded more quickly to restrictions imposed in various regions of our country, timely implementing a range of measures aimed at increasing demand and optimising costs.

The Company maintained interregional ties and fulfilled all the requirements of Federal Service on Surveillance for Consumer Rights Protection and Human Well-Being (Rosпотребнадзор) related to increasing the availability of railway transportation and preserving the health of passengers.

In the context of the restrictive measures, JSC FPC continued to improve its services, develop new routes and renew its rolling stock.

As before, the Company continues to take care of its staff. Particular attention is paid to the general positions.

Comfortable working conditions for JSC FPC's employees are a guarantee of high quality passenger service. To create these conditions, funds are being allocated for the overhaul of recreation facilities for attendants: the premises are being repaired and equipped with modern furniture and sanitary amenities.