

# BUSINESS MODEL

## KPI

- Fleet availability factor
- Effective corporate governance practices

## STATE

- Regulation and subsidies. Interest in increasing transport mobility
- Control of service quality and safety levels to ensure they meet the approved standards
- Stronger investment appeal of the transport industry
- Higher budget efficiency of the transport industry

## LINES OF BUSINESS



Regulated domestic long-distance passenger services



International long-distance passenger services



Deregulated domestic long-distance passenger services



Long-distance baggage, unaccompanied baggage, and mail transportation



Other lines of business

## KEY PARTNERS

### Parent Company and its branches

- Provider of locomotive and infrastructure services
- Supplier of equipment and materials

### Commuter companies

- Ticket sales, multimodal passenger transport services

### Market

#### Resource suppliers

- Carriage supplier
- Finance market
- Labour market
- Materials and equipment market
- Technology market
- Technical services and maintenance market

## KEY RESOURCES

Staff (average headcount)

**51,300**  
EMPLOYEES

Carriage kilometres

**2,413** MILLION  
CARRIAGE-KM

Loans and borrowings (as at 31 December 2021)

**64.5** RUB BILLION

Carriage fleet

**15,800**  
CARRIAGES

Technical services and maintenance

**~400**  
CONTRACTORS

### Equipment and materials

- 23 depots
- 36 carriage sites
- 10 railway agencies
- 1 Vehicle Transport Centre

## DISTRIBUTION OF KEY FINANCIAL FLOWS

Investment activities

RUB billion



- Rolling stock acquisition
- Rolling stock modernisation
- Others

Operating activities

RUB billion



- Expenses for services and infrastructure
- Payroll expenses
- Expenses for locomotive lease
- Material expenses

Financial activities

Interest payable **5.0** RUB BILLION

## KPI

- Passenger departures
- Net debt / EBITDA

# JSC Federal Passenger Company

**KPI**

- Level of traffic safety
- Passenger satisfaction index (long distance trains)

## PRODUCT RANGE

### Transportation



**Branded trains:**

- deluxe, first- and second-class sleeping carriages, third-class open sleeping carriages, motorised and seating carriages



**Standard trains:**

- deluxe, first- and second-class sleeping carriages, third-class open sleeping carriages, motorised and seating carriages



**International service:**

- Deluxe, RIC and seating carriages



**Tourist trains**

### Other

- Baggage, unaccompanied baggage, and mail transportation
- Repair and maintenance of rolling stock
- Value-added services on trains
- Other services

## PROMOTION

- Advertising campaigns
- PR support in media and events
- Information and promotional materials in trains, ticket offices and on the internet
- Marketing promotions
- Loyalty programme

## SALES CHANNELS

- JSC FPC (25.8%)
- Internet (69.0%)
- Agencies (5.2%)

## KEY VALUES

**For the passengers:**

- Safe, affordable and comfortable travel
- Good travel experience
- Saving time

**For the state:**

- Driving population mobility while ensuring the effectiveness of budget expenditures

**For corporate clients and other consumers:**

- High quality work at a reasonable price in a reasonable time

## CUSTOMERS



Passengers



Corporate clients



Other consumers

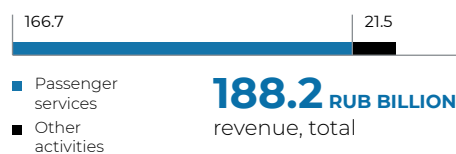


Government authorities and institutions

Cost breakdown RUB billion



Revenue breakdown RUB billion



For reference

Subsidies from the federal budget **11.1 RUB BILLION**

**KPI**

- Revenue from regular activities
- EBITDA margin

**Key risks<sup>1</sup>**

Net profit (loss)

**-5.4 RUB BILLION**

<sup>1</sup> In accordance with the Risk Management section.