

KEY PERFORMANCE INDICATORS

The Company's KPI system is used to evaluate FPC's performance and contribution to the implementation of the Parent Company strategic goals.

The list of KPIs and the methodology for calculating the extent of KPI fulfilment are determined by the Regulations on the System of Key Performance Indicators for the Purposes of Bonus Payment to JSC FPC Managers¹ (hereinafter referred to as the Regulations).

JSC FPC's corporate KPIs as defined in the Regulations reflect the Company's performance in the reporting period and are based on the strategic goals and objectives set for the Company.

The total weight of corporate KPIs in the annual bonus system for the sole executive body is 100%; for key executives — 70%.

In accordance with the requirements of the Regulations, KPIs are to be assessed for a year.

The list of corporate KPIs of JSC FPC includes the following indicators:

- Passenger satisfaction index (long-distance trains)
- Fleet availability factor
- Traffic safety level
- Passenger departures
- Revenue from regular activities
- EBITDA margin
- Net debt / EBITDA
- Effective corporate governance practices

FPC'S KEY OBJECTIVES FOR 2022

Consolidating the Company's position in the passenger market through route network expansion, offering a new level of customer service, rolling stock replacement, and operational infrastructure upgrade and modernisation	Building digital capabilities and actively deploying digital technologies to enhance the efficiency of internal processes and improve services
Implementing the initiatives outlined in JSC FPC's Development Strategy until 2030. Key initiatives to be implemented in 2022: <ul style="list-style-type: none"> • Expansion of the geography of double-decker trains • Launch of new trains • Improving the competitiveness of the existing product range and renewing the rolling stock 	Implementing preventive measures to ensure the epidemic safety of rail passenger services, aimed, in particular, at reducing the risk of the emergence and spread of COVID-19
Designing and implementing integrated marketing projects to develop new offerings in the passenger market	Undertaking the measures to minimise the adverse environmental impact
Bringing the long-distance passenger satisfaction index to at least 88.7 points	Developing the human capital of JSC FPC
Improvement in the level of traffic safety	

¹ Approved by the resolution of the Board of Directors of JSC FPC (Minutes No. 6 dated 18 October 2021).