

ORGANISATIONAL STRUCTURE

FPC's organisational structure includes administration, 10 centres, 10 regional branches, and six subsidiaries and affiliates. The branches comprise 23 passenger carriage depots, 36 carriage sites, 10 railway agencies, and the Vehicle Transport Centre.

JSC FPC



FPC's subsidiaries and affiliates



FPC's administration

Units of the following sections:

- Transport Support
- Business Development and Operations
- Transport Management
- Premium Services
- Economics and Finance
- Marketing
- Human Resources and Social Management
- Safety and Security
- Corporate Governance

Other units supporting and supervising operations

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

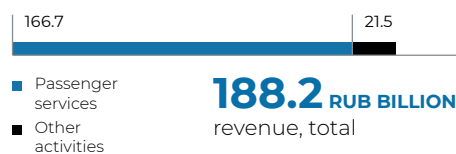


Government authorities and institutions

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 risks¹

Net profit (loss)

-5.4 RUB BILLION

¹ In accordance with the Risk Management section.