

BUSINESS MODEL

Federal Passenger Company

KPI

- Fleet availability factor
- Effective corporate governance practices

KPI

- Traffic safety level
- Passenger satisfaction index (long-distance trains)

State

- Regulation, 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
- Regulated international long-distance passenger services
- Deregulated domestic long-distance passenger services
- Long-distance baggage, unaccompanied baggage, and mail transportation
- Other lines of business

Product range

Transportation

- In branded trains: Deluxe / 1st- and 2nd-class sleeping carriages / 3d-class open sleeping carriages / motorised and seating carriages
- In standard trains: Deluxe / 1st- and 2nd-class sleeping carriages / 3d-class open sleeping carriages / motorised and seating carriages
- In international trains: Deluxe / RIC / seating carriages
- In tourist trains

Other

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

Promotion

- Advertising campaigns
- PR support in media and events
- Posting of information and promotional material on trains, ticket offices, the Internet and social media
- Marketing promotions
- Loyalty programme

Sales channels

- JSC FPC **22.0%**
- Internet **74.3%**
- Agencies **3.7%**

Key values

For passengers

- Safe, affordable and comfortable travel
- Good travel experience
- Time saving

For the state

- Driving population mobility while ensuring the effectiveness of budget expenditures

For corporate clients and other consumers

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

Key partners

Parent Company and its branches

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

Commuter companies

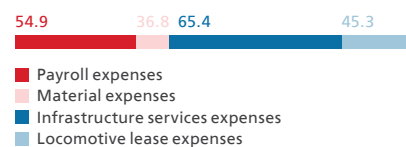
- Ticket sales, multimodal transport services

Key resources

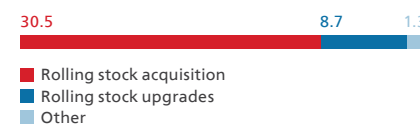
- Carriage fleet **16.1 thousand carriages**
- Carriage turnover **2,563.7 million carriage kilometres**
- Loans and borrowings as at 31 December 2022 **66.5 RUB billion**
- Average headcount **50.5 thousand people**
- Technical services and maintenance **~400 contractors**
- **Equipment and materials**
 - 22 depots
 - 37 carriage sites
 - 10 railway agencies
 - Vehicle Transport Centre

Distribution of key financial flows

Operating activities, RUB million



Investment activities, RUB million



Financial activities

Interest payable **6.1 RUB million**

KPI

- Passenger departures
- Net debt/EBITDA

Cost breakdown

Cost breakdown, RUB billion



Net profit (loss)

11.0 RUB million

KPI

- Revenue from regular activities
- EBITDA margin

Revenue breakdown

Revenue breakdown, RUB billion



Federal subsidies

12.1 RUB million

Customers

- Passengers
- Corporate clients
- Other consumers
- Public authorities and agencies

Key

risks*

* In accordance with the Risk Management section

JSC FPC's assets at the end of 2022 (as of 31 December 2022)



2022 HIGHLIGHTS

Operating Indicators

Indicators	2020	2021	2022	Change 2022/2021, %
Billion passenger-km travelled	48.2	67.3	81.2	120.7
On FPC trains	47.6	66.7	79.9	119.9
Deregulated segment, incl.:	18.1	27.1	32.9	121.2
• Domestic service	17.8	26.1	31.2	119.5
• International service	0.3	1.0	1.6	167.3
Regulated segment, incl.:	29.4	39.6	47.1	119.0
• On trains of the CIS and Baltic States	0.6	0.6	1.2	217.4
Passengers carried, million passengers, incl.:	59.0	81.2	95.9	118.2
• deregulated segment	23.3	33.8	40.5	119.7
• regulated segment	35.7	47.4	55.5	117.1
Average train composition, carriages (TsO-33 format)	9.9	11.4	11.9	104.2

