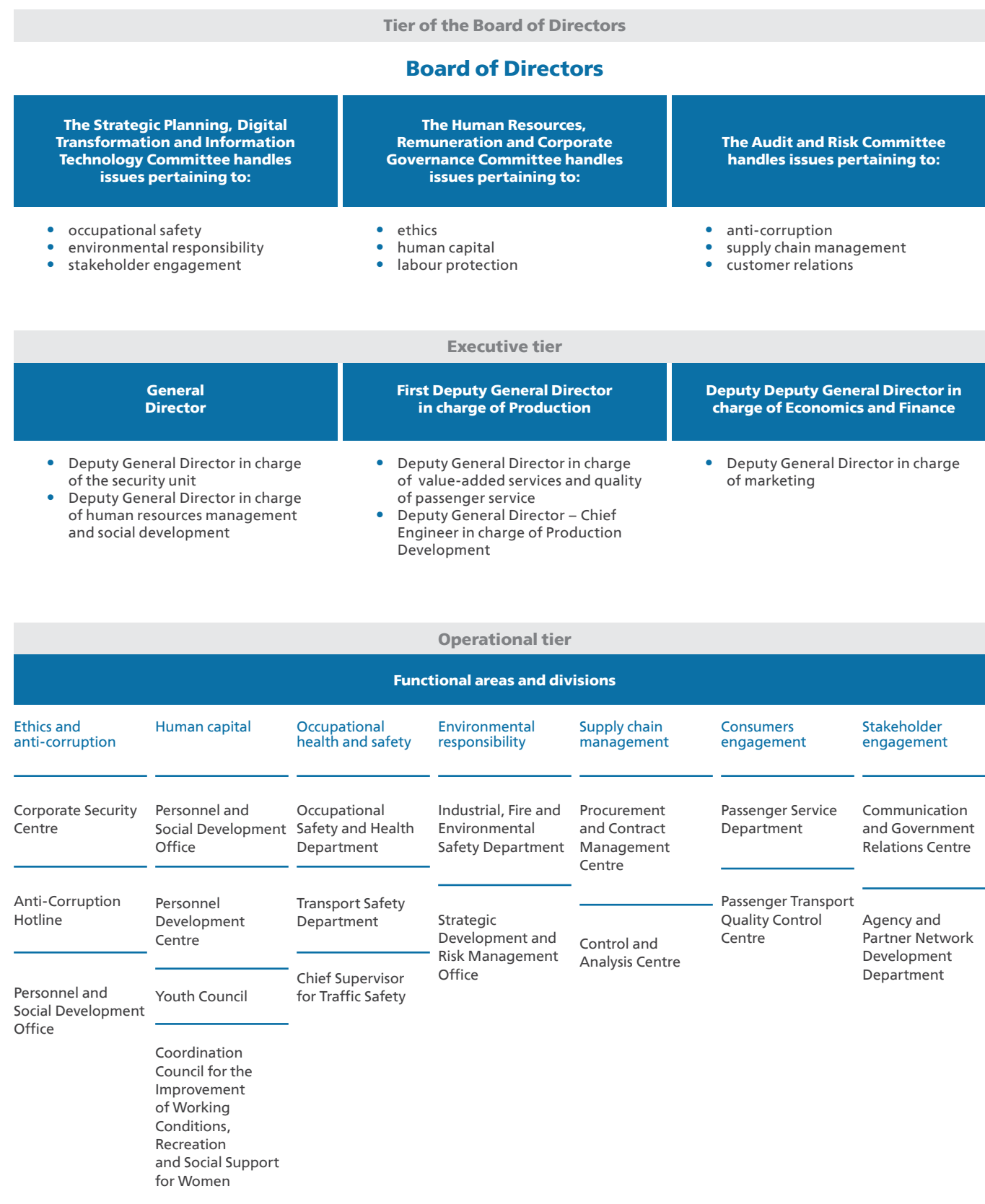


Sustainable development governance structure



STAKEHOLDER ENGAGEMENT

FPC is aware of its high responsibilities to all stakeholders and strives to maintain an ongoing constructive dialogue with them.

The Company is focused on meeting the expectations of all stakeholders in the JSC FPC's economic, social, and environmental development in a sustainable manner.

Stakeholder engagement mechanisms

Stakeholders	Engagement mechanisms	Key communication channels
Internal stakeholders		
Our people	<ul style="list-style-type: none"> Labour relations under the Collective Bargaining Agreement Management functions Social partnership Personnel development Corporate surveys Reporting to stakeholders Dispute resolution procedures Employee recognition 	<ul style="list-style-type: none"> Addresses from top management E-mail Corporate publications Corporate website Social networks, Telegram channels Internal regulations
Governance and control bodies	<ul style="list-style-type: none"> Descriptions of governance and control bodies, as well as interaction principles and governance procedures, are set forth in JSC FPC's Articles of Association and other internal documents of the Company. <p>For more details, please see page 89 of the Report in the Corporate Governance Model and Practice section</p>	<ul style="list-style-type: none"> Management reporting and financial statements Ongoing interaction in business processes
External stakeholders		
Shareholders	<ul style="list-style-type: none"> Direct dialogue through general meetings of shareholders Reporting to stakeholders Disclosure of information on material facts of the Company's operations 	<ul style="list-style-type: none"> Mandatory disclosure of information, including issuer reports, RAS and IFRS financial statements, statements of material facts, registers of affiliates through an authorised disclosure agency (disclosure.skrin.ru/disclosure/7708709686) Voluntary disclosure of additional information on the Company's website (eng.fpc.ru) Meetings of the management of the Parent Company with the Company's management

Stakeholders	Engagement mechanisms	Key communication channels
Government authorities and non-governmental organisations	<ul style="list-style-type: none"> • Agreements on cooperation in the transportation of passengers, baggage and unaccompanied baggage by long-distance trains • Joint participation in image-building ceremonies and business events at the federal and regional levels • Responding to requests from government authorities 	<ul style="list-style-type: none"> • Submission of financial, statistical and environmental reports to regulatory authorities • Publication of reports on Company operations
Business partnerships	<ul style="list-style-type: none"> • Contractual relations • Preparing and concluding cooperative agreements • Regular working meetings • Joint working groups with Russian and foreign project partners • Participation in conferences and forums 	<ul style="list-style-type: none"> • Publication of information on Company operations on the corporate website and dedicated procurement sites • Mass media
Consumers and customers	<ul style="list-style-type: none"> • Passenger services • Catering on board • Passenger satisfaction surveys • Marketing campaigns • Informing on the Company's activities • Charity actions • Conducting volunteer events 	<ul style="list-style-type: none"> • Feedback channels: <ul style="list-style-type: none"> – Customer questionnaires – Single help desk – Addressing the Company via a mobile application – Company's website; • Public reporting by the Company
Media and NGOs	<ul style="list-style-type: none"> • Press releases and other materials with information on FPC's activities • Responding to requests from the media • Accompanying reporters shooting photos/videos of infrastructure 	<ul style="list-style-type: none"> • Company's website • Mass media • Industry-specific media • Social networks, Telegram channels • Events for external audiences
Educational institutions	<ul style="list-style-type: none"> • Targeted employment of students • Vocational guidance events • Benefits for FPC employees' children • Joint research and cultural initiatives • FPC employees contributing to educational institution activities 	<ul style="list-style-type: none"> • Company's website • Mass media • Social networks of the Company and educational institutions
Social partnership actors	<ul style="list-style-type: none"> • Engaging with trade unions in the social protection of employees and non-working retirees 	<ul style="list-style-type: none"> • Meetings • Corporate events • E-mail

HR MANAGEMENT

Corporate Social Responsibility Principles

The Company strives not only to progressively develop its business lines and achieve operational and financial targets, but also to follow best practices in sustainability. In line with these commitments, FPC consistently ensures train operation safety, high environmental performance and productive engagement with all stakeholders based on mutual trust, respect and fulfilment of obligations in good faith.

The main goal of the Personnel Policy of JSC FPC is to develop the Company's people capital. This is achieved through the following:

- Attracting human resources
- Continuous training and development of personnel
- Improving the incentives policy
- Employee health
- Ensuring social stability
- Creating a favourable working environment in labour collectives

The competitiveness and quality of services provided depend directly on the job satisfaction and social security of JSC FPC's employees. With this in mind, the Company annually conducts staff surveys and studies covering thousands of employees.

JSC FPC provides decent conditions for its personnel – competitive salaries, an extended social package, and equal opportunities for employment and career development.

Another priority is environmental safety, i.e., minimising the negative impact on the environment and taking care of the well-being of the natural environment and human health. The Company involves investment, CAPEX, and operational initiatives: efficiency indicators are achieved through qualitative upgrades of trains, as well as reconstruction of treatment facilities and carriage washing facilities.

