DEVELOPMENT STRATEGY

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Key performance indicators

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

Regulations on the System of Key Performance Indicators of JSC FPC were approved by resolution of FPC's Board of Directors on

2 July 2020¹. The list of KPIs includes annual and quarterly indicators such as EBITDA, EBITDA margin, ROIC, on-time performance, passenger-kilometres travelled, labour productivity, traffic safety, passenger satisfaction index, and effective corporate governance practices.

FPC's key objectives for 2021

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

implementing the initiatives outlined in JSC FPC's Development Strategy until 2030. Key initiatives to be implemented in 2021: expanding the double-decker service footprint, launching new trains, enhancing the competitiveness of the existing product range, and replacing the rolling stock

designing and implementing integrated marketing projects to develop new offerings in the passenger market

bringing the long-distance passenger satisfaction index to at least 87.8 points

building digital capabilities and actively deploying digital technologies to enhance the efficiency of internal processes and improve services

maintaining interactions with federal executive authorities regarding compensation for revenue shortfall caused by state regulation of tariffs for long-distance passenger services in third-class open sleeping carriages and fourth-class seating carriages

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.

¹ Minutes No. 24 dated 2 July 2020.