

# Strategy

## Mission

The mission of the Russian Railways Group is to develop an efficient transportation business that will be competitive on the Russian and international markets and focus on effectively meeting the Group's objectives as a national freight and passenger carrier and owner of the public railway infrastructure.

## Development Strategy until 2030

Accomplishment of the Group's mission will rely on the achievement of the 2030 strategic goals in six focus areas.

In 2021, the Strategy was implemented in line with Russian Railways' Long-Term Development Programme until 2025<sup>1</sup>.

<sup>1</sup> Approved by the Russian Government (Order No. 466-r dated 19 March 2019) and the Board of Directors of Russian Railways (Minutes No. 14 dated 8 April 2019).

### Transportation and logistics services

- maintain leadership in Eurasia's rail freight transportation, enhance the appeal of rail transport to customers, and ramp up cargo transportation volumes;
- increase the share of transportation and logistics services in the portfolio;
- improve customer satisfaction by enhancing the quality of services while also maintaining competitive transportation prices;
- provide high-quality services for the global supply chains of major Russian and international customers and expand the transportation and logistics business in Eurasia.

### Passenger transportation

- maintain the existing share in Russia's overall passenger turnover and ramp up passenger transportation volumes;
- develop high-speed and ultra high-speed transportation.

### Railway infrastructure

- maintain global leadership in efficiency, safety, and quality of infrastructure services;
- ensure consistent asset upgrade through cutting-edge technologies and solutions relying on the efficient life cycle cost management and availability/reliability of fixed assets.



Strategic  
until 2030

## Programme implementation in 2021

Due to macroeconomic headwinds, in 2021 the Company fell short of some of its KPI targets under the Long-Term Development Programme. At the same time, certain KPIs were exceeded, including procurement from small and medium-sized businesses (43 pp over the target), the volume of transit container transportation (22.1% over the target), and the average loaded car

delivery speed (8.6% over the target), which was due in part to Russian Railways' active work to develop container transportation.

The integral KPI for innovation efficiency, and labour productivity growth in transportation operations exceeded the respective targets by 14.7% and 2.9 pp, respectively.

The KPI for the length of public railway lines with limited throughput was achieved as planned.

 For more details on Russian Railways' Development Strategy, Long-Term Development Programme until 2025, and progress against KPIs in 2021, see [Russian Railways' 2021 Annual Report](#).

### International operations

- pave the way for the further unlocking of Russia's transit potential;
- become a global leader in infrastructure construction with a long-term order portfolio and project excellence.

### Social policy

- make it to the Top 5 of Russia's most attractive employers from among large businesses;
- engage the top talent by offering competitive salaries, better working conditions and best-in-class social benefits;
- prioritise green technologies and mitigate the environmental footprint.

### Financial policy

- increase market cap;
- gradually optimise the Group's portfolio in line with its strategy, focus on core and most efficient operations, and ensure robust synergies of all the components.

