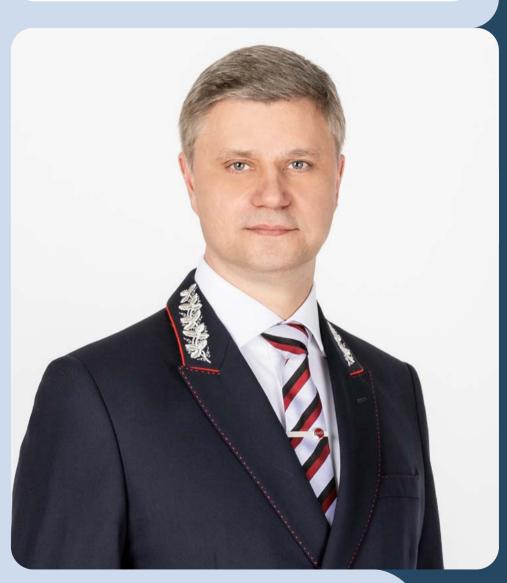
Message from 66 Chief Executive Officer Chairman of The Management Board of Russian Railways



Dear partners and colleagues,

2023 was a remarkable and memorable year for Russian Railways.

Celebrating our 20th anniversary, we stand as a global leader among railway companies in various categories, including traffic safety, on-time performance of passenger trains, and energy efficiency in freight transportation.

In 2023, we implemented a record investment programme of RUB 1,232.8 bn. Container shipments reached an all-time high of over 7.4 m TEU, with container transportation from Far Eastern ports increasing by more than a quarter. We also set a record for passenger traffic on the Moscow Central Circle, with 640,400 passengers a day. On top of that, our project for introducing quantum communications advanced significantly, with the main quantum network extending to 3,295 km over the year.



At the 4th Railway Forum, our accomplishments were acknowledged at the highest level as President Vladimir Putin presented the Russian Railways team with the Badge of Excellence. This recognition reflects the dedication and professionalism of each employee, our collective contribution to industry and national development, and our commitment to continuous growth, digitalisation, and process transformation.

Russian Railways is deeply committed to social responsibility. In 2023, we fulfilled all obligations under the Collective Bargaining Agreement.

The Company designated 2023 as a Year of Health. We organised 11,800 events associated with preventive medicine, mental health, fitness, and sports. These initiatives involved not only our employees but also their family members, retired railway workers, and residents of regions across Russia, engaging

a total of 7.3 million people. One of the most ambitious projects of the year was an all-Russian awareness campaign titled "Health Train: Together Against Diabetes".

Russian Railways is the only Russian company to preserve corporate healthcare services, ranging from routine doctor appointments to cutting-edge technologies. This ensures that almost every employee, regardless of their permanent location, has access to medical examinations, diagnoses, and treatment when needed.

In all social areas, we focus on systematic and ongoing efforts rather than one-off campaigns. We scale up activities based on the requests and priorities of our employees. This approach has consistently placed us among the top employers in Russia. For the fifth year running, we are proud to rank second in the people's rating of the most attractive Russian employers.

Environmental responsibility remains a key priority for us. As a national railway company and owner of railway infrastructure, Russian Railways is committed to maintaining a high level of environmental safety and responsibility in all its operations. Environmental stewardship is an essential and inherent component of the Company's corporate culture.

In 2023, as part of obligations under the Stockholm Convention on Persistent Organic Pollutants, Russian Railways became the first in the country to neutralise spent capacitors containing polychlorinated biphenyls (PCBs) at a specialised landfill in the Saratov Region. We continue reducing the carbon intensity of the Company's operations, largely due to the high degree of electrification of Russian Railways' infrastructure. The Group has established a comprehensive waste management system that adheres to circular economy principles and fosters a sustainable environmental culture.

In the reporting year, Russian Railways reaffirmed its focus on sustainable development. Going forward, the Company will continue pursuing strategic goals to benefit society and the nation at large.

Oleg Belozerov,

Chief Executive Officer – Chairman of the Russian Railways Management Board