

**Andrey
Styopochkin**

Year of birth, citizenship
1977, Russian Federation

Education
Higher, Lomonosov Moscow State University

Qualification
Lawyer

Positions for the last five years
Since October 2018 – Corporate Secretary of JSC FPC

Share in the authorised capital of the Company
None

Holdings of the Company's ordinary shares
None

Transactions to acquire or dispose of FPC shares during the reporting year
None

Positions in the management bodies of other legal entities held by the corporate secretary for at least five recent years
None

The incentive system of the Corporate Secretary is based on the achievement of KPIs, including the indicator pertaining to ensuring effective corporate governance practices. The principles of bonus payment for the Corporate Secretary are based on the recommendations of the Human Resources, Remuneration and Corporate Governance Committee of the Board of Directors and are set out in the Regulations on Bonuses for the Corporate Secretary¹, which are approved by the General Director.

Results for 2024

52
corporate events held

260
issues worked out

4.47 out of 5
average score

General Director

JSC FPC's day-to-day operations are managed by its sole executive body, the General Director.

Decisions on election of the General Director, termination of their powers, determination of the term of their tenure and other terms of employment agreement with the General Director of the Company are made by the Board of Directors.

The General Director is accountable to the shareholders and the Board of Directors and submits quarterly reports to the Board on the Company's performance results (budget utilisation and contracting, HR and credit policy, social programmes, insurance coverage, implementation of the Board's resolutions).

The General Director is responsible for timely and consistent budgeting and budget performance at the Company, preparing budget performance reports and organising activities at the Company's branches.

By resolution of the Board of Directors in October 2020, Vladimir Pyastolov was elected General Director of JSC FPC. By resolution of the Board of Directors in September 2023, Vladimir Pyastolov was re-elected General Director for a new term.

The General Director has no shares (stakes) in the Company and its controlled organisations, and has not entered into any transactions with securities (stakes) of these companies.

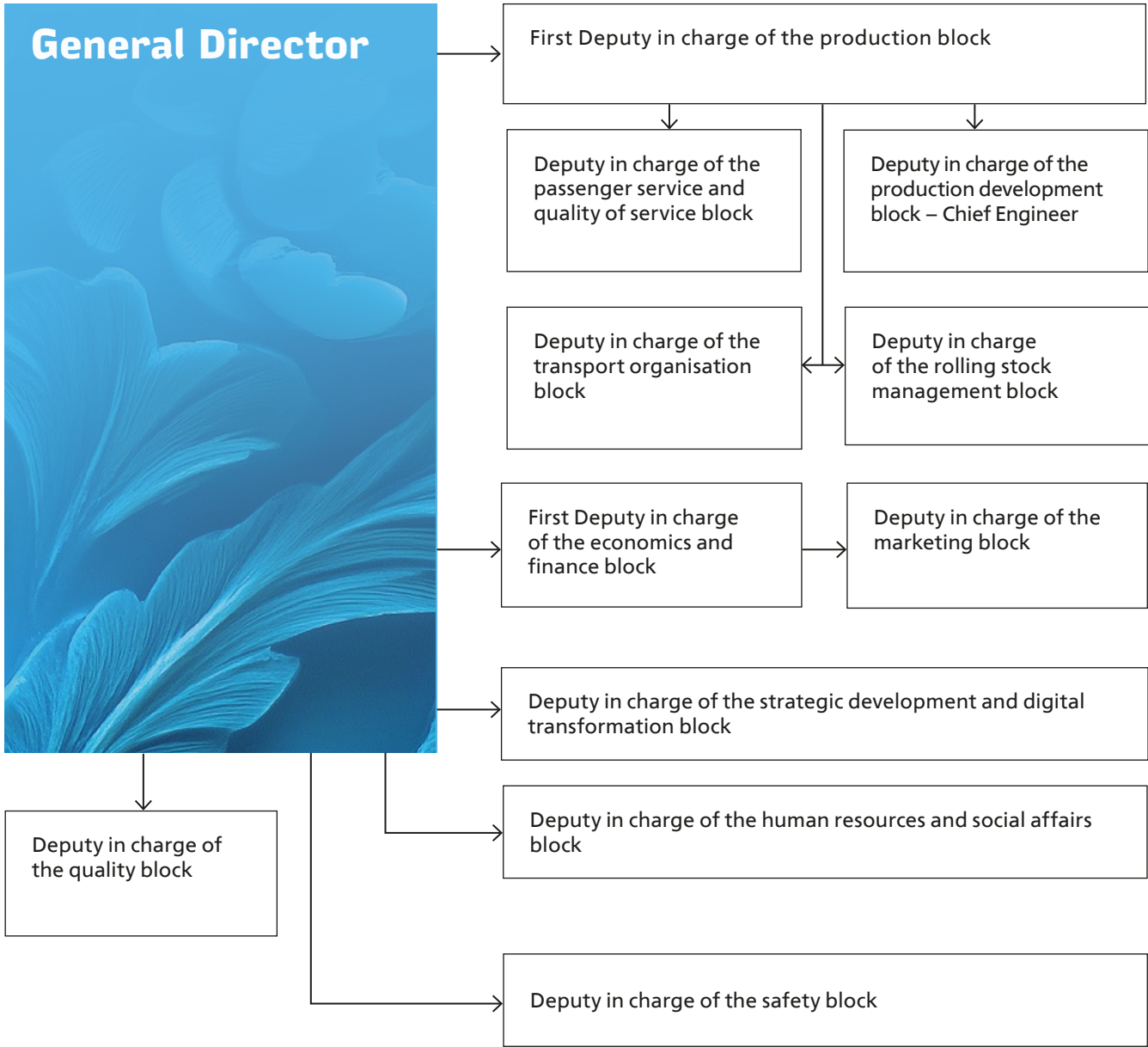
Deputy General Directors

The governance structure of JSC FPC is aligned with core areas of business (functional blocks) and includes 11 Deputy General Directors.

The First Deputy Directors and Deputy Directors in charge of safety, quality, strategic development and digital transformation, human resources and social issues report directly to the General Director.

- The following positions have been created in the Company's governance structure to balance top-level management:**
- First Deputy General Director in charge of the Production Block, who has four subordinate Deputy General Directors in charge of rolling stock, production development, transport organisation, customer service and service quality
 - First Deputy General Director, heading the Economics and Finance Block, to whom the Deputy General Director for Marketing reports.

¹ Approved by JSC FPC's Order No. 574 dated 30 December 2021.



Key Provisions of the Remuneration and Compensation Policy for the Executive Body and Other Key Employees

The management incentive system aims to improve the efficiency of individual and collective work and is based on the year-end KPI achievement results of the Company. The principles of setting up the KPI system, defining a set of indicators, the procedure for their approval and performance monitoring are set out in the Regulations on the KPI System¹.

The principles, procedure for remuneration and annual bonus payments to executives are set out in the Regulations on the Executive Remuneration System².

Management remuneration consists of a fixed and a bonus parts. The bonus part depends on the Company's performance for the year and is determined by financial, economic and industry-related indicators. Its size is based on KPIs, the set and target values of which are reviewed annually by the Strategic Planning, Digital Transformation and Information Technology Committee and approved by the Board of Directors. The current incentive system does not provide for long-term incentive programmes for the Director General and their deputies.

¹ Regulations on the KPIs for Awarding Bonuses to the Executives of JSC FPC, approved by the Board of Directors (Minutes No. 9 dated 26 December 2024). The Regulations were developed in pursuance of the Russian Federation Government Order No. 3579-r dated 28 December 2020 "Methodological Recommendations on the Formation and Application of Key Performance Indicators of Joint Stock Companies, the shares of which are owned by the Russian Federation, and certain non-profit organisations for the purpose of determining the amount of remuneration for their management personnel" and the Model Regulations on the System of Key Performance Indicators for the Bonus Payments to Managers of the Parent Company's Controlled Entity, approved by Order of OJSC Russian Railways No. 2659/r dated 29 October 2024 "On approving standard provisions governing the incentive system for managers of companies controlled by OJSC Russian Railways".

² Regulations on the Executive Remuneration System of JSC FPC approved by the Board of Directors (Minutes No. 9 dated 26 December 2024). The Regulations were developed in pursuance of Resolution of the Government of the Russian Federation No. 209 dated 13 February 2023 "On the terms of remuneration of managers, their deputies, chief accountants and members of collegial executive bodies of state corporations, state-owned companies, business entities, shares in the charter capital of which are owned by the Russian Federation" and the model regulation on the system of remuneration of executives of the major shareholder's controlled company, approved by Order of OJSC Russian Railways No. 2659/r dated 29 October 2024 "On approving standard provisions governing the incentive system for managers of companies controlled by OJSC Russian Railways".