

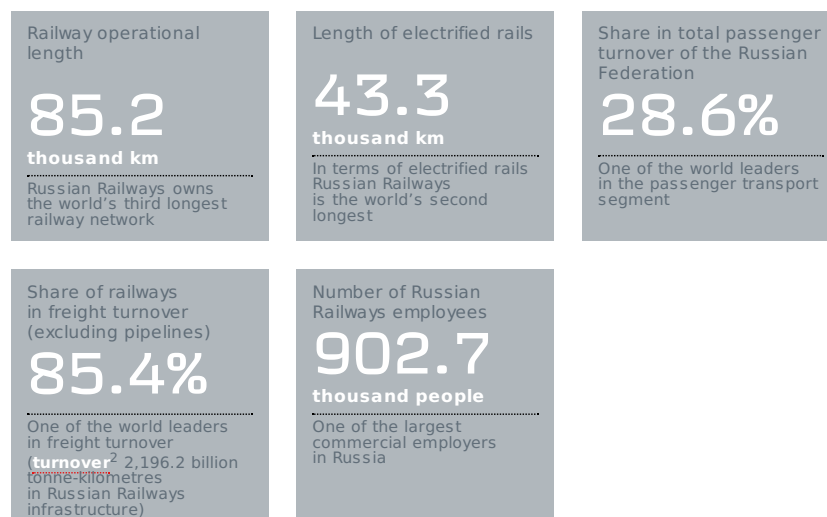
## Target business model

An updated target business model was adopted as part of the Group's Development Strategy up to 2030. This business model includes the following business units:

Transportation and logistics business unit	Infrastructure business unit	Passenger transportation and service business unit	International engineering and transport construction business unit	Social service business unit
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The Group has established an international transport and logistics company business model by developing businesses in unregulated segments. These include rolling stock operations, terminal and stock development, provision of logistics services, logistics outsourcing and international transportation. It will also continue to systematically improve and enhance the attractiveness of its base rail transportation service.

## Russian railways among the leading global rail systems<sup>1</sup>



FREIGHT TURNOVER,<sup>3</sup>  
BN OF TONNE-KILOMETRES

PASSENGER TURNOVER,  
BN. PAS.KM

LOCOMOTIVE FLEET,  
THOUSANDS OF UNITS

PASSENGER CAR FLEET,  
THOUSANDS OF UNITS

OPERATIONAL LENGTH,  
THOUSANDS OF KILOMETRES

LENGTH OF ELECTRIFIED RAILS,  
THOUSANDS OF KILOMETRES

**1 : Russian railways among the leading global rail systems** - data on the Group is given as of the end of 2013. Data on other countries is given as of the end of 2012.

**2 : turnover** - excluding mileage of empty cars belonging to other owners

**3 : Freight turnover**, - excluding mileage of empty cars belonging to other owners.