



RB Rail AS Company strategy 2024 - 2030

Approved by the RB Rail AS Supervisory Board in [date]

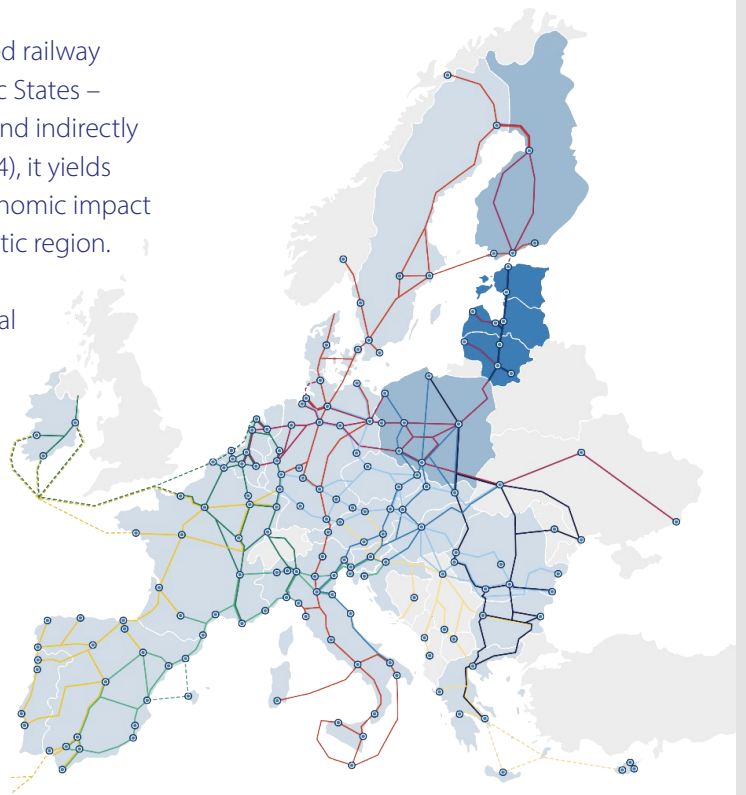
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Rail Baltica is an EU-added value multibillion high-speed railway project spanning around 900 km across the three Baltic States – Estonia, Latvia, and Lithuania – connecting to Poland and indirectly to Finland. According to the Cost-Benefit Analysis (2024), it yields €6.6 billion in direct net benefits, with the broader economic impact falling within a range of €16.5 to €22.5 billion in the Baltic region.

As part of the TEN-T corridor, Rail Baltica plays a practical role across various sectors, including military mobility, environmental sustainability, social equity, corridor synergies, and impact on the supply chain.

The Trans-European Transport Network (TEN-T) corridor map outlines the major transport routes that are prioritized for development across the European Union. Rail Baltica is a part of the EU's North Sea-Baltic TEN-T corridor and Baltic Sea - Black Sea - Aegean Sea TEN-T corridor.



Rail Baltica emerges as a key player in regional defence and security.

Beyond its rail infrastructure function, the project establishes new transportation routes and corridors, with future extensions connecting to Ukraine. It also marks a strategic move toward independence from the 1520mm network.

It will serve as modern infrastructure for passengers, freight, and military mobility, promoting accessibility and facilitating business, tourism, and cultural exchange.

The joint venture RB Rail AS is established as Rail Baltica Global Project central coordinator.

RB Rail AS is established by the three Baltic States through state-owned holding companies, each holding a third of the shares in the venture. This partnership extends beyond commercial

interests, as all three countries will become more integrated through connecting regions, fostering business relations, technological transfer, tourism development, and enhancing the region's security.

RB Rail AS plays a crucial role in achieving consensus and engaging stakeholders. Its mission and key functions revolve around effective communication, stakeholder management, and decision-making, which are essential for the project's progress. The organization also focuses on attracting financing, employing diplomacy, and acting as a center of excellence and expert pool.

Initially responsible for coordinating the design, construction, and marketing of the Rail Baltica project, RB Rail AS role has evolved with the project's maturity. New key strategic functions have been outlined in the Project Management Agreement, providing a clear basis for RB Rail AS role as the central coordinator for the remainder of the project.

Vision



Strengthen Baltic region integration with Europe, boost local economy and enhance mobility of communities through a highperforming, sustainable and innovative railway infrastructure.

Mission



Deliver a certified operational highspeed railway on time and budget.

Mission Pillars:

HighSpeed operational railway:

Develop a safe, modern, and efficient network reducing travel times and increasing connectivity.

APIS compliance:

To ensure compliance with all regulatory standards and permissions for safety and reliability.

Financial sustainability:

Optimize resources, explore diverse funding, and enhance financing models.

Timely and budgeted delivery:

Complete the project as per agreed delivery programme within budget constraints through efficient planning and execution.

Values



Purpose is central to our ethos, guiding our actions and driving us towards success in delivering the Rail Baltica project.



Professionalism underpins everything we do, emphasizing competence, problemsolving, and continuous self-development.



People. We are passionate about our work, and we value teamwork, effective communication, and leadership as key components of our success.



Planet. We are building a legacy through our commitment to protecting our planet and its inhabitants by striving to deliver a project for a better future.

RB Rail AS is dedicated to delivering the Rail Baltica project, enhancing connectivity and economic development across the Baltic region. With a clear roadmap and a dedicated team, the company is confident in its ability to deliver on commitments and contribute to the realization of this transformative initiative.

RB Rail AS key tasks aim to ensure the implementation of the Rail Baltica project, maximizing operational efficiency and making necessary adjustments to the project's implementation plan.

Operational Principles



Mid-Term Strategic Objectives

By 2025:

- Enhancing corporate governance.
- Complete railway systems' procurements.
- Complete consolidated materials' procurements.
- Establish system engineering process.
- Establish model for technical verification process.
- Define scope for possible investor onboarding.
- Establish common project management guidelines for the global project.
- Complete revision of Delivery Programme for Phase I of the project.
- Revision of Communication Strategy for Rail Baltica Global Project.

By 2026:

- Complete mainline designs in priority sections.
- Start implementation of system engineering and technical validation process.
- Enhancing an ISO 9001 compliant Quality Management System.
- Enhancing data management by implementing of joint Electronic Document Management System.
- Close the current Multiannual Financial Framework (MFF) financial support instruments.
- Produce functional model for obtaining bridge financing and increasing state financing.
- Implement Global Project risk management.
- Complete revision of Delivery Programme for Phase II of the project.
- Revise Delivery programme for Phase I of the project based on resource attainment.

By 2027:

- Complete detailed design for electrification subsystem (ENE).
- Start partial electrification of overhead catenary systems on some operational sections.
- Support establishment of Rail Baltica infrastructure management setup.

By 2028:

- Complete detailed design for control-command and signalling subsystem (CCS).
- Complete overhead catenary systems foundations and mast installation on all operational sections.
- Complete control-command and signalling subsystem installation for operational sections 5.1 (Latvia) and 6 (Lithuania).

By 2029:

- Complete control-command and signalling subsystem installation.
- Complete overhead catenary systems installation.
- Perform overhead catenary systems dynamic tests.

By 2030:

- Complete all static tests for Phase I.
- Carry out dynamic tests.
- Obtain approval of safety demonstrations by safety panel.

To ensure goal alignment, progress measurement, and accountability, RB Rail AS sets annual Key Performance Indicators (KPIs) based on the Company Strategy. These KPIs align with RB Rail AS Mission Pillars and strategic goals are approved by the Supervisory Board, then cascaded to departments, teams, and individuals.

Key Stakeholders

Considering Rail Baltica's scale and complexity, RB Rail AS has identified key customer groups requiring dedicated focus and engagement mechanisms:

- Society, communities, municipalities
- Nat. affected parties (activity related)
- Regulatory bodies
- National policy makers
- EU policy makers, embassies
- International partnerships
- Supplier market engagement
- Long term business engagement
- Media
- Beneficiaries (BENs)
- Implementing bodies (IBs)
- RB Rail AS internal



National Governments of the Baltic States

We coordinate the project across Estonia, Latvia, and Lithuania, collaborating with their national governments for support, guidance, and funding.

European Institutions

We engage with the European Commission, European Climate, Infrastructure, and Environment Executive Agency, European Parliament, and other EU decision-makers to ensure alignment with EU policies, regulations, and funding programs.

Beneficiary Ministries

We work closely with Estonia's Ministry of Climate, Latvia's Ministry of Transport, and Lithuania's Ministry of Transport and Communications to maximize the project's benefits for each country.

National Implementing Bodies

We cooperate with national bodies responsible for design, construction, environmental impact assessment, and procurement to ensure coordinated and efficient project delivery.

Key Commercial Stakeholders

We engage with existing and potential business partners, regional and international rail logistics and business communities, including operators, infra-managers, investors, developers, SMEs, and complementary infrastructure providers.

Supplier Market

We work with European national rail supply industry associations, clusters, commercial diplomats, trade representatives, and individual suppliers, including those for raw materials, components, construction, transport infrastructure, and rolling stock.

Industry Institutional Partners

We partner with international railway industry organizations and bodies, and joint development initiatives like UIC, CER, EIM, ALLRAIL, ERFA, EU-Rail (Shift2Rail), GS1, FICIL, ALICE, and UIRR.

Public Media, NGOs, and General Public

We ensure strategic communication across the Baltic states and the EU to build a strong project brand, promote the project, and increase support and awareness.

Cooperation with Poland and Finland

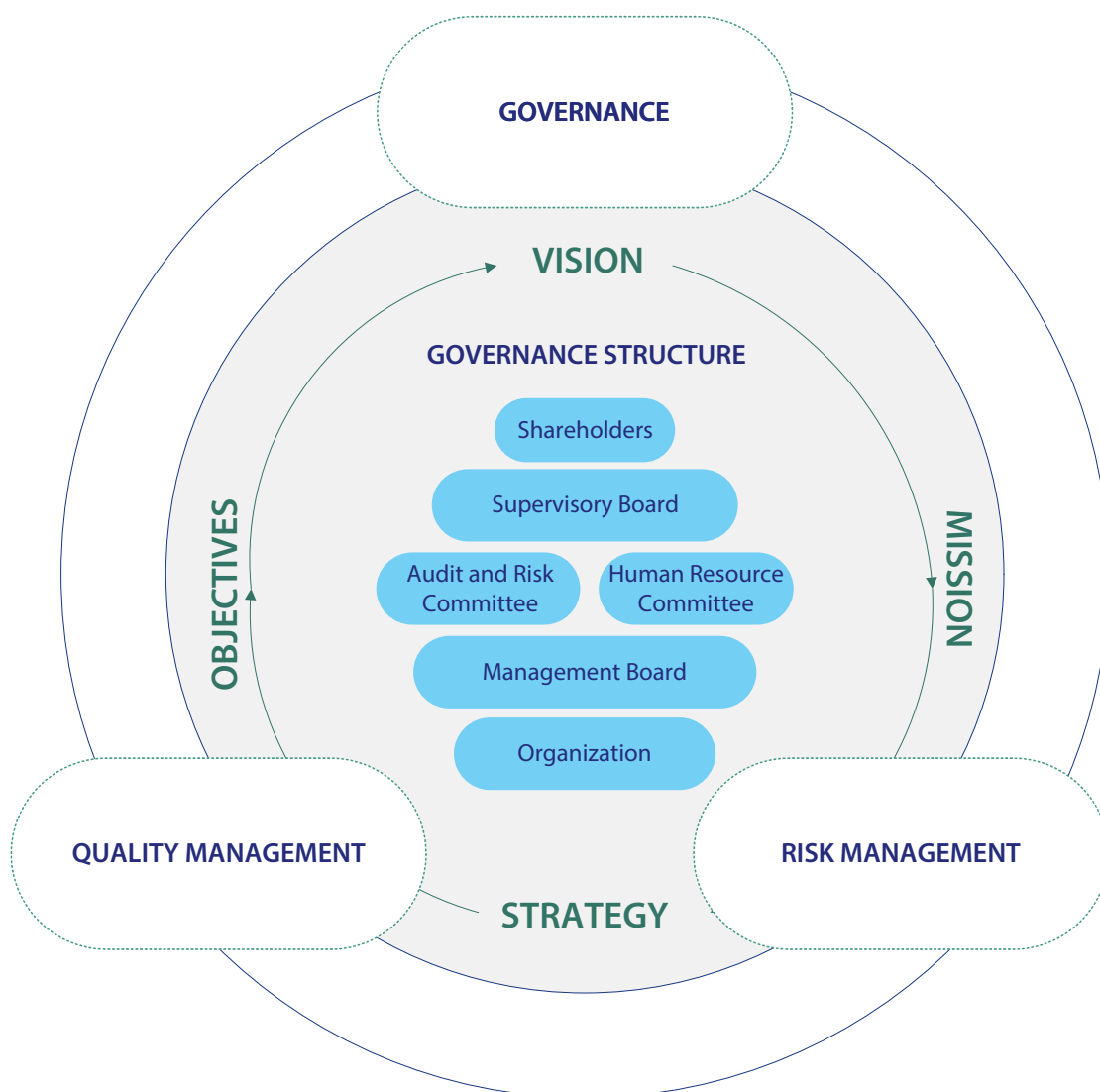
Systematic work on ensuring close cooperation with Poland (aligning technical parameters and schedules) and Finland.

Corporate Governance Model

The main Corporate Governance Principles of RB Rail AS: Accountability | Transparency | Fairness | Responsibility | Risk Management

Our Company's Governance Model:

- Centralized decision-making
- Clear reporting lines
- Standardized policies: defined roles, responsibilities, and standardized policies



Shareholders

Shareholders are represented in the General Meeting, which decides on the most important aspects related to RB Rail AS. These aspects include amendments to the Articles of Association, reorganization or liquidation of RB Rail AS, election or recall of the Supervisory Board members, increase or decrease of the share capital of RB Rail AS, and the election or recall of the auditors of RB Rail AS.

Supervisory Board

The Supervisory Board is the monitoring institution of RB Rail AS. It monitors the performance of the Management Board and the development of RB Rail AS. Among other responsibilities, the Supervisory Board appoints members of the Management Board and monitors their performance, appoints the internal auditor of RB Rail AS, approves transactions of RB Rail AS with related parties, and monitors the internal audit and risk management system. The Management Board needs to obtain the Supervisory Board's approval for actions such as entering into large transactions or transactions not planned in the budget, introducing changes to the business, entering into large-scale arbitrations or litigations, submitting applications for EU or other financing, approving the annual budget or amendments thereto, approving the organizational structure, establishing benefit schemes for employees and Management Board members, and approving procurement regulations.

Audit and Risk Committee

The primary duties and responsibilities of the Audit and Risk Committee (ARC) are to assist the Supervisory Board in the decision-making process by providing recommendations on external and internal audit matters, RB Rail AS budgeting, risk management framework, and internal governance documents related to these matters.

Human Resource Committee

The primary duties of the Human Resource Committee include selecting and nominating candidates for Management Board member positions. It reviews and recommends candidates for the positions of heads of branches, Internal Auditor, and Company Secretary. The committee is involved in defining the terms and conditions of authorization agreements with Management Board members. It provides recommendations to the Supervisory Board on compensation policies and competitive compensation opportunities for Management Board members, remuneration of the Internal Auditor and Company Secretary, and setting KPIs for Management Board members. The committee also reviews the implementation of these KPIs, develops and facilitates the implementation of succession plans for Management Board members, and reviews Internal Auditor reports on HRM-related matters to provide recommendations for Supervisory Board decisions on the main findings.

Management Board

The Management Board is the executive institution of RB Rail AS, responsible for leading and representing the company. Its tasks include overseeing RB Rail AS management through planning, organizing, leading, and monitoring activities.

Organization

Organization costs of departments, whose roles and functions are defined within the department management plans and in line with the functions outlined in the Project Management Agreement.

The company's functions are delineated by the:

- Shareholders Agreement (2014)
- Contracting Scheme Agreement (2016)
- Project Management Agreement (2023)

Management functions are described in the Governance Model.

Consequently, the organizational structure, responsibilities, and tasks align with these agreements. External and internal legal frameworks govern the company's operations, ensuring transparency and accountability to stakeholders.

Compliance is upheld through internal procedures, regular reporting, external and internal audits, and oversight by the Supervisory Board. The company's functions are tailored to meet the evolving requirements of each phase of Rail Baltica implementation. RB Rail AS has defined functions essential for executing designated responsibilities and tasks, categorized into two functional groups in addition to the company's management functions:

- Core business functions
- Support functions

Core Functions

Coordination & Best Practice

- Operational readiness
- Environmental requirements
- Health & Safety requirements
- Sustainability and ESG
- Stakeholder management

Technical

- System Engineering
- Technical Verification
- Design Review (LV)
- Expert Pool Service (Contract Holder and Expertise Holder)
- Holder of Global Project technical scope
- Holder of Global Project quality

Project and Program Management

- Global Project controls and reporting
- Design project management
- Consolidated materials project management
- Railway Systems design, procurement and overall testing
- Global Project risk management

Global Project Financing Management

- Joint application management
- Eligibility Control
- Joint reporting
- Alternative financing strategy

Support Functions

Human Resource Management / Occupational Health and Safety / Finance Resource Management (Corporate) / Security / Information Technologies & Communications (ICT) / Document Management / Environmental and Climate Change Management / Legal / Communication and PR / International relations and EU affairs/ Sustainability / Procurement

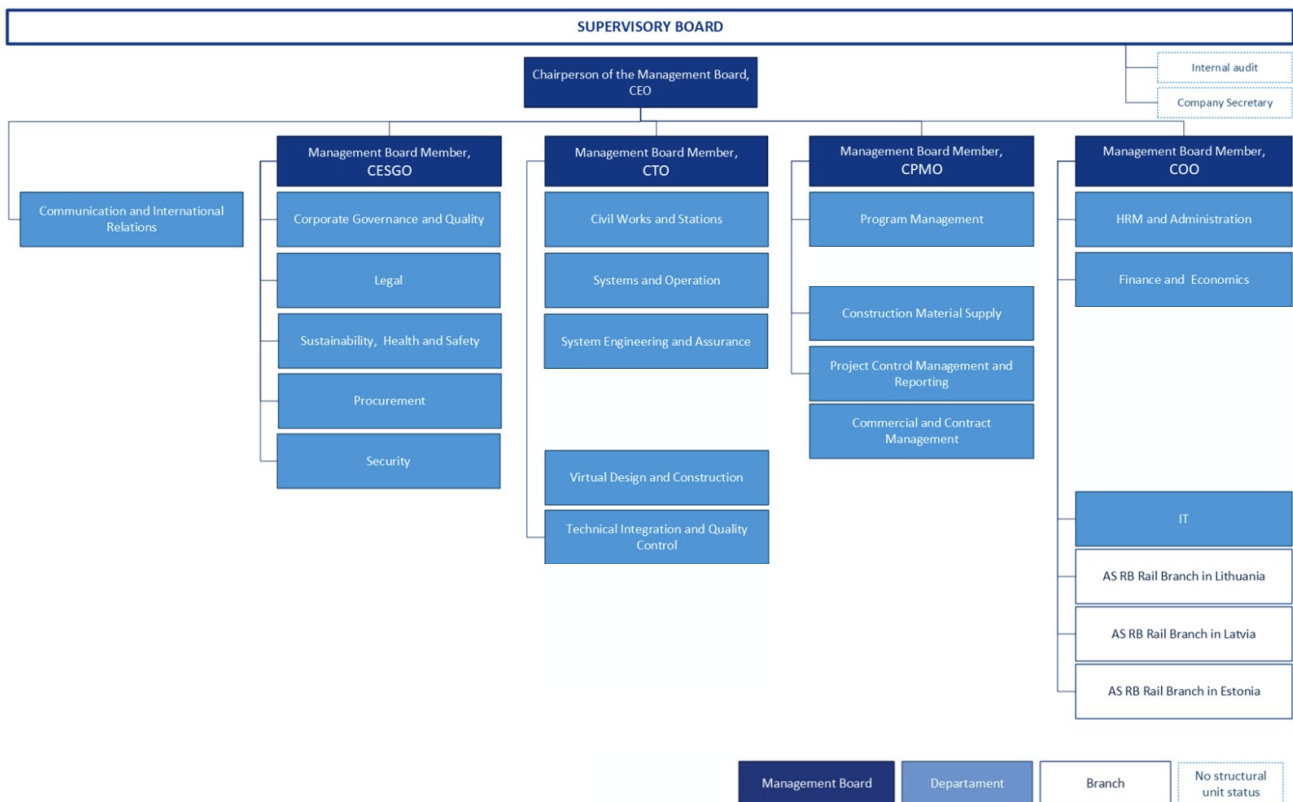
Organization Structure

RB Rail AS operates primarily in the Baltic States, with its headquarters located in Latvia and managed by the Management Board based in Riga, Latvia, along with various Branches. The Management Board comprises individuals serving in the following roles:

- Chief Executive Officer
- Chief Operations Officer
- Chief Program Management Officer
- Chief Technical Officer
- Chief Environmental, Social, and Governance (ESG) Officer

The Management Board is tasked with overseeing RB Rail AS management through planning, organizing, leading, and monitoring activities. RB Rail AS structure is designed to meet the core functions efficiently. Departmental tasks are outlined in department management plans.

The internal structure provided is accurate as of July 1, 2024, and may be subject to adjustments as the project progresses.



RB Rail AS team consists of highly skilled experts with extensive experience in large-scale infrastructure projects. Their expertise spans areas such as High-Speed Railway Systems, RAMS, System Operational Readiness, Transport Modelling, Requirements and Configuration, and System Engineering, Railway Safety, Programme Planning – skills that are rare in the Baltic job market.

RB Rail AS aims at bringing this technical expertise in the Baltics to ensure higher technical standard for the Railway Infrastructure that

we are building, but also support our different partners and foster this knowledge for the future once the project is delivered and operation and put into operation.

This unique expertise contributes significantly to the project's quality and success, providing us with a competitive advantage in the market. Our compensation philosophy aims to align employee interests with the company's long-term success, fostering a culture of high performance, cooperation, and innovation.

Our compensation practices adhere to the following principles:

Competitive salaries | Internal equity

Hiring high-speed railway experts often requires offering higher salary levels than the average market rate. However, this investment is essential for several reasons:

Specialized expertise | Risk mitigation | Quality assurance | Innovation and efficiency | Competitive advantage

RB Rail AS regularly reassesses job positions every two years to remain competitive in the labor market, support employee satisfaction, and drive performance and professional growth.

We utilize Job Mapping methodology to ensure fair and competitive compensation practices, benchmarking against market standards.

RB Rail AS ensures project execution in accordance with the division of responsibilities outlined in the Project Management Agreement and the Program Management Guidelines authored by RB Rail AS, and implemented by the Rail Baltica national Implementing Bodies at various levels.

The mid-term strategy up to 2030 encompasses Phase I of the Rail Baltica Global Project, aiming to establish a High-Speed Line corridor connecting the Polish Border to Tallinn and Muuga by 2030. The corridor will feature alternating double-track and single-track sections constructed over a double-track embankment. The project's phasing will be reflected in an updated version of the 2018 EU Commission Implementing Decision, emphasizing the importance of operationalizing Rail Baltica by the end of 2030.

Rail Baltica Global Project delivery aligns with an endorsed baseline consisting of scope, schedule, and CAPEX components, which are revised only when significant factors such as financing constraints or project phasing necessitate adjustments for accurate progress measurement. Rail Baltica Global Project

implementation involves RB Rail AS and all stakeholders adhering to the project baseline. Phase I is divided into Operational Sections, each capable of independent service introduction.

These Operational Sections are outlined below:



Country	Operational section	Operational section description	Indicative length (km)
Estonia	1	Soodevahe – Muuga Freight Terminal	16
Estonia	2	Tallinn Ülemiste (included) – Pärnu	146
Estonia	3.1	Pärnu (excluded) – EE/LV state border	58
Latvia	3.2	EE/LV state border – Upeslejas triangle – Salaspils loop (excluded) (the phasing will be updated after the decision of the Cabinet of Ministers)	126
Latvia	4	RCS – RIX – Misa triangle (the phasing will be updated after the decision of the Cabinet of Ministers)	52
Latvia	10	RCS (excluded) - Upeslejas triangle (Section is completely excluded from Phase I) (the phasing will be updated after the decision of the Cabinet of Ministers)	18
Latvia	5.1	Salaspils loop – Misa triangle – LV/LT state border	68
Lithuania	5.2	LV/LT state border – Panevežys (excluded)	66
Lithuania	6	Panevežys (included) – Palemonas	100
Lithuania	7	Palemonas (excluded) – Kaunas bypass – LT/PL state border	75
Lithuania	7	Kaunas Node (Section is completely excluded from Phase I except for the connection to Kaunas City through RB1 at Jiesia)	41
Lithuania	8	Kaunas triangle – Vilnius (included) (Section to start in Phase 1, but completion is de-pendent on financing availability)	102
Lithuania	9	Panevežys Node (Section is completely ex-cluded from Phase I)	24

Total: **894**

Rail Baltica Global Project implementation is considered a portfolio split into Programs managed as detailed in the table below:

Programmes	Entity	Description
Design Main Line	National Implementing Bodies, RB Rail AS	RB Rail AS is responsible for managing the design sections not transferred to the Implementing Bodies. Designs transferred to Implementing Bodies are managed through the relevant geographical programs (operational sections under the control of the Delivery Managers).
Consolidated Materials	RB Rail AS	RB Rail AS is responsible for the procurement and management of track materials (rail, ballast, sleepers, turnouts) and cable ducts for the entire portfolio, aiming to achieve financial benefits and ensure line interoperability.
Electrification / Control-Command and Signalling Sub-Systems	RB Rail AS	Electrification / Control-Command and Signalling Sub-Systems contracts are procured pan-Baltic to ensure uniformity and interoperability across the portfolio.
Geographical area called "Operational Section"	National Implementing Bodies	The scope of work encompasses all Point Type Objects' design and construction, civil works, and system installations, including the system assurance and engineering processes necessary to obtain the Authorization to Place in Service (APIS).

Each program is managed by a Program Manager within RB Rail AS. The Implementing Bodies have appointed or will appoint a Delivery Manager for each Operational Section. RB Rail AS execution strategy for each of its programs is outlined below:

Country	Execution Plan	Design Main Line ←
Estonia	The design of the different sections shall be transferred to Rail Baltic Estonia, eliminating the need for a Program Manager within the RB Rail AS organization.	
Latvia	The management of the main line design will be overseen by a Program Manager, who will supervise the production of different design sections in compliance with country legislation. This Program Manager will be supported by four Project Technical Managers, each assigned to a specific design section. Priority will be given to Design Section 4, with design expected by the end of 2024, while Design Section 2 design is also targeted for completion by the same deadline. DS3 is slated for delivery by the end of 2025. Design Section 1 will undergo a new tender process following the termination of the initial design consultant contract. Design for Design Section 1 will be prioritized for DPS3 and part of DPS2 to be delivered in 2025, with the remaining design anticipated by early 2027. It will be updated after the decision of the Cabinet of Ministers. To enhance efficiency, transferring the design responsibility to Eiropas Dzelzceļa līnijas under the supervision of a Delivery Management organization is recommended.	
Lithuania	Design for Design Section 1 and Design Section 2 sections, currently in development, will be transferred to LTG Infra by the second half of 2024, eliminating the need for a Programme Manager within RB Rail AS organization. Other sections will be directly managed by the Implementing Body.	

Country	Execution Plan	Consolidated Materials ←
All	Five main materials – cable ducts, rail, ballast, sleepers, and turnouts – are procured through consolidated materials. All framework agreements are expected to be signed by the third quarter of 2024, allowing sufficient time for early design activities and prototype fabrication. Stockpiling of these materials must be conducted well in advance to prevent shortages during installation.	
Lithuania	Procurement of specific lots of ballast shall be cancelled; rail framework agreement shall be limited to 20km.	

Country	Execution Plan	Electrification ←
All	Following the contract award (2024), the Generic Design is expected to be completed within a year, while the detailed design will be delivered continuously over the next two years. The installation process will be monitored by the Implementing Bodies and will occur in three main steps: foundation work, which will proceed concurrently with civil works; installation of OCS equipment, to be carried out after track laying; and construction of sub-stations, which will be independent of other activities. RB Rail AS electrification subsystem program manager will provide support to the Implementing Bodies throughout this process. Testing and commissioning will occur separately for OCS, with some interface tests conducted with control-command and signalling subsystems.	

Country	Execution Plan	Control-Command and Signalling ←
All	Following the contract award (2025), the Generic Design will be completed within a year, while the detailed design will be delivered continuously over the next two years. Installation will be monitored by the Implementing Bodies and implemented in two main steps: trackside and stations, and on-track installation. Testing and Commissioning will occur individually for control-command and signalling subsystems, with a significant portion dedicated to dynamic tests. All control-command and signalling subsystems testing and commissioning must be completed to allow for a four-month period of Dynamic Tests and a three-month period of Trial Running.	

RB Rail AS is not tasked with overseeing the implementation of the Operational Sections, which falls under the purview of the Delivery Managers. However, RB Rail AS will support the National Implementing Bodies in adhering to the baseline through the processes and procedures outlined in the Program Management Guidelines. The Chief Technical Officer (CTO) organization within RB Rail AS will play a significant role in ensuring the successful delivery of Phase I by defining and enforcing system engineering and system assurance processes.

The current EU Multiannual Financial Framework outlining CEF budget will conclude with the final call of CEF in 2024. The next of Multiannual Financial Framework and potential new CEF budget is applicable for the period starting from 2028. The successful execution of the Rail Baltica Global Project will be reliant on securing alternative financing between the conclusion of next Multiannual Financial Framework in 2025 and the commencement of next Multiannual Financial Framework in 2028. Approximately 60% of the works and costs associated with Phase I are expected to be completed and expended during this interim period. Therefore, RB Rail AS will strengthen resources in the search for alternative funding sources and the most suitable models, including pre-financing, to ensure the continuous implementation of the project according to the project delivery program.

Financing Model

RB Rail AS activities will be funded through the following means:

Direct EU grant financing. RB Rail AS receives direct funding from the EU through instruments like the CEF. The Company is a beneficiary of this direct financing.

Financing from the Baltic states. Funding from the Baltic states can be direct, such as grants from the state, or indirect, through capital injection from shareholders.

RB Rail AS will not engage in selling services on the competitive market. However, RB Rail AS may explore obtaining financing in the form of a loan for its operations, subject to validation through upcoming analyses on financing possibilities for the Rail Baltica Global Project and its implementation.

During RB Rail AS Annual budget preparation, RB Rail AS shall strive to maintain financial efficiency by:

Continuously reviewing and updating resource needs according to **Staffing plan*** regarding the scope to be implemented.

Ensuring cost alignment with market rate (for example, by updating salary benchmark analysis on a biannual basis) to maintain its competitiveness.

Optimizing resource utilization by making sure overheads (such as office and equipment) are fully utilized after adjusted resource level.

RB Rail AS ensures transparency of activities performed and traceability of related costs per Beneficiary through monthly and quarterly expense reporting.

Staffing plan	Dec-24	Dec-25	Dec-26	Dec-27	Dec-28	Dec-29	Dec-30
Grand Total	244	242	236	231	215	215	215

*Preliminary staffing plan (might change due to functional needs)

As a publicly funded company, Rail Baltica, through RB Rail AS and with the project's national implementing bodies, prioritizes transparency, proactive communication, and engaging in dialogue with relevant stakeholders and target groups within

the Baltic States and at the EU level. This commitment includes providing timely updates on project progress, strategic developments, issue management, and continuous information on various aspects of the project.

Key Objectives:

1. Strategic Communication on a Pan-Baltic Level:

Considering the increasing number of companies joining the Rail Baltica project, improved communication guidelines, tools, materials, and support are provided to ensure coherent Rail Baltica messaging, brand, and One Baltic Voice.

2. International Relations & PR: To distinguish between the communication activities and focuses within each country where Rail Baltica is implemented, redefine touchpoints for pan-Baltic level communication efforts and boost international relations and visibility through strategic partnerships with industry projects, policymakers, and targeted media to amplify project impact and attract global interest from relevant target groups.

3. Stakeholder Management & Consensus Building:

Fortify stakeholder relationships through proactive engagement and systematic communication on mutually relevant issues.

4. Digital Channel Enhancement: Revitalize website content, optimize social media platforms, and leverage multimedia content to engage diverse audiences and enhance project visibility.

5. Cooperation with Industry and

Like-minded Projects: Foster alliances with related infrastructure and transport projects to share best practices, enhance industry credibility, and collectively advocate for regional development and connectivity.

Measurement and Evaluation:

Impact Metrics: Develop KPIs to assess international media coverage, social media engagement, stakeholder satisfaction, and overall project perception globally. Activities aligned and followed-up at the Rail Baltica Communication Reference Group.

Feedback Mechanisms: Implement continuous feedback loops to gauge communication effectiveness, refine strategies, and adapt to evolving stakeholder needs and project dynamics.

RB Rail AS is dedicated to executing this updated Communication Strategy to meet current project needs and challenges, enhancing Rail Baltica's visibility, reputation, and stakeholder support.

For more information, visit railbaltica.org or contact us at communication@railbaltica.org.

Company's Long-Term Outlook

RB Rail AS has been established as the central coordinator and project delivery organization with the primary goal of ensuring the implementation of the Rail Baltica project.

The first phase of the project is scheduled to be completed in 2030 during the application period of this company strategy. Beyond 2030 the company will continue to perform its tasks during the second phase of the Rail Baltica project.

Several potential avenues exist for the further development of the company and its long-term outlook after project implementation:

Knowledge Hub and Expertise Centre:

RB Rail AS to evolve into an expertise center, focusing on operational readiness and commercialization topics. This would involve building and sharing expertise to support the efficient and profitable operation of the Rail Baltica infrastructure.

Integration into National Units

Responsible for Rail Baltica Services:

Alternatively, the RB Rail AS might consider integrating into national units responsible for Rail Baltica services after the project's completion, depending on strategic decisions and long-term viability assessments.



Check out the project status here:

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