

**REPORT**  
**on Implementation of the Long-Term Development Program**  
**of Aeroflot Group and the Achievement of Key Performance Indicators**  
**for 2020**  
**(release version)**

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## **TERMS, DEFINITIONS AND ABBREVIATIONS**

The following terms, definitions, and abbreviations are used in this report:

**Aeroflot Group** — Aeroflot PJSC and its controlled entities;

**directives** — directives, instructions, and other documents adopted by the Government Commission on Transport, the Ministry of Economic Development of Russia, the Federal Property Management Agency, and the Expert Council under the Government of the Russian Federation, regarding the consideration and approval of the Long-Term Development Program of the Aeroflot Group;

**Long-term Development Strategy** — Long-Term Development Strategy of the Aeroflot Group;

**Long term** — a period exceeding five years;

**investment program** — Aeroflot Group investment program;

**KPIs** — Key Performance Indicators;

**Guidelines for the Development of Long-Term Development Program** — Guidelines for the Development of Long-Term Development Programs for Strategic Open Joint Stock Companies and Federal State Unitary Enterprises, as well as Open Joint-Stock Companies, where the share of the Russian Federation in the authorized capital exceeds fifty percent in aggregate (approved by Instruction No. VIII-II13-2583 of the Russian Government dated April 15, 2014);

**Guidelines for KPI Use** – guidelines on the use of key performance indicators of business companies, in which the interest of the Russian Federation or any constituent of the Russian Federation is 50 percent or more, and the performance indicators of government unitary enterprises to determine the remuneration of their executive staff (approved by Order No. 1388-r of the Government of the Russian Federation dated June 27, 2019);

**Guidelines for KPI Use** — Guidelines for the use of key performance indicators by state-owned corporations, state-owned companies, state-owned unitary enterprises as well as business entities in which the share of the Russian Federation or a constituent entity of the Russian Federation in the authorized capital exceeds fifty percent in aggregate (approved by Instruction No. VIII-II13-2043 of the Russian Government dated March 27, 2014);

**IFRS** — International Financial Reporting Standards;

**reporting period** — previous calendar year or quarter from the current one;

**IDP** — Aeroflot Group Innovation Development Program;

**pkm** — passenger-kilometers;

**audit** — an expert assessment of the implementation of the Long-Term Development Program and the achievement of KPIs, conducted by an auditor;

**forecast period** — a five-year period for which a reasonable forecast of the values of performance indicators is given;

**program** — a document outlining the main areas of operations of the Aeroflot Group for a specific period of time or the stages and terms of performance of major works, projects;

**percentage point (pp)** — a unit used to compare values in percentages. If the indicator is measured in other quantities, then the percentage is used for comparison;

**Mid-Term Development Strategy** — Mid-Term Development Strategy of the Aeroflot Group for a five-year period;

**Medium term** — a period of five years.

## 1. ACHIEVEMENT OF THE TARGET KPIS

### 1.1. LIST OF KPIS WITH THE TARGET VALUES APPROVED BY THE BOARD OF DIRECTORS OF AEROFLOT, PJSC

Table 1. List of KPIS with the Target Values Approved by the Board of Directors of Aeroflot, PJSC

No.	KPI Name (across the Aeroflot Group)*	Weight for 2020	UoM	Target value for Q1-2020	Target value for Q2-2020	Target value for Q3-2020 2020	Target value for Q4-2020	Target value for 2020
1.	Revenue per Available Seat-Kilometer (RASK)	20%	rub/skm	**	**	**	**	3.07
2.	Costs per Available Seat Kilometer (CASK)***	10%	cent/skm	**	**	**	**	4.96
3.	Integral key performance indicator for innovative activities (IKPIIA)	10%	%	**	**	**	**	100%****
4.	Investment Program Efficiency	5%	-	**	**	**	**	37.08
5.	Share of financing with state support in the total amount of raised financing	5%	%	**	**	**	**	93.1%
6.	Flights' punctuality	10%	%	87.0%	87.0%	87.0%	87.0%	87.0%
7.	Aviation safety factor of Aeroflot PJSC	20%	%	99.957%	99.957%	99.957%	99.957%	99.957%
8.	Passenger load factor	10%	%	78.4%	81.3%	77.6%	73.0%	71.8%
9.	Functional labor efficiency	9.5%	mln.skm/pers.	1.093	1.226	0.666	0.530	2.446
10.	National labor productivity growth rate	0.5%	%	**	**	**	**	5%

\* The list, weights, and target values of KPIS of the LTDP/CEO for 2020 are approved by the Board of Directors on November 28, 2019 (Minutes No. 6) as amended on February 20, 2020 (Minutes No. 9).

Due to the significant negative impact of the crisis situation caused by the coronavirus pandemic on PJSC Aeroflot, updated weights and target values of KPIS of the LTDP/CEO have been approved for Q3 and Q4 2020 and the whole 2020 on November 05, 2020 (Minutes No. 6) under the adjusted budget of the Aeroflot Group for 2020.

\*\* KPI achievement is evaluated based on the actual performance for the reporting year.

\*\*\* Target values are calculated without fuel costs.

\*\*\*\*\* Minutes No. 1 of the interdepartmental working group on the implementation of innovation development priorities dated February 27, 2018 provided for the possibility of paying the floating portion of salary for IKPIIA compliance in full if the actual value deviates from the target value by not exceeding 10%.

**1.2. COMPARISON OF THE ACTUAL KPIs WITH THE PLANNED (TARGET) VALUES THEREOF. DEVIATION REASONS ANALYSIS.**

Table 2. Comparison of the Actual KPIs with the Planned (Target) Values. Deviation Reasons Analysis

Item No.	KPI	Weight	UoM	Target*	Actual	Achievement, %	Deviation, item	Deviation Reasons Analysis
1	Revenue per Available Seat-Kilometer (RASK) (Aeroflot Group)	20%	rub/skm	3.07	3.27	106.51%	+ 0.20	Over-fulfillment is due to the increase in air transportation compared to the target and the increase in the average revenue rate on regular flights of PJSC Aeroflot and SALs as a result of the management's efforts to address restrictions caused by COVID-19
2	Costs per Available Seat Kilometer (CASK) (for the Aeroflot Group) **	10%	cent/skm	4.96	4.75	104.17%	- 0.21	Over-fulfillment is due to the increase in air transportation compared to the target and the increase in the average revenue rate on regular flights of PJSC Aeroflot and SALs as a result of the management's efforts to address restrictions caused by COVID-19
3	Integral key performance indicator for innovative activities (IKPIIA)	10%	%	100%	100%***	100.00%	0%	
4	Investment Program Efficiency (Aeroflot Group)	5%	-	37.08	36.64	98.82%	- 0.44	Minor deviation
5	Share of financing with state support in the total amount of raised financing (Aeroflot Group)	5%	%	93.1%	53.1%	100.00%	0%	
6	Flights' punctuality (for the Aeroflot Group)	10%	%	87.0%	96.0%	110.34%	+9.0%	This results from consistent joint efforts of the units of Aeroflot PJSC and third-party companies to improve punctuality in the departure/ arrival of aircraft at base/non-base airports and related ongoing activities; Reduced load on the Sheremetyevo Airport was offset by the ongoing reconstruction and operation of one runway for the most part of 2020.
7	Level flight safety Aeroflot, PJSC	20%	%	99.957%	99.965%	101.86%	+ 0.008%	Minor deviation

Item No.	KPI	Weight	UoM	Target*	Actual	Achievement, %	Deviation, item	Deviation Reasons Analysis
8	Passenger load factor (Aeroflot Group)	10%	%	71.8%	73.6%	102.52%	+1.8%	The over-fulfillment of target values was achieved across all Group's airlines by effective operational adjustment of the displayed production capacities and consistent schedule optimization
9	Functional labor efficiency (Aeroflot Group)	9.5%	mln.skm/pers.	2.446	2.478	101.33%	+ 0.032	Minor deviation
10	National labor productivity growth rate (Aeroflot Group)	0.5%	%	5%	- 62.2%	0.00%	- 67.2%	Failure to meet the target resulted from the impact of COVID-19 pandemic and failure to update the National Project "Labor Productivity and Employment Support".

\* The list, weights, and target values of KPIs of the LTDP/CEO for 2020 are approved by the Board of Directors on November 28, 2019 (Minutes No. 6) as amended on February 20, 2020 (Minutes No. 9). Due to the significant negative impact of the crisis situation caused by the coronavirus pandemic on PJSC Aeroflot, updated weights and target values of KPIs of the LTDP/CEO have been approved for Q3 and Q4 2020 and the whole 2020 on November 05, 2020 (Minutes No. 6) under the adjusted budget of the Aeroflot Group for 2020.

\*\* Target and actual values are calculated without fuel costs.

\*\*\* The actual KPI value will be determined based on the results of the interagency working group. According to the head of the innovative line of business, the given value corresponds to the lowest possible value achieved for 2020 (95%), taking into account Minutes No. 1 dated February 27, 2018 of the interagency working group on the implementation of innovation development priorities on the possibility of paying the floating portion of salary for IKPIIA achievement if the actual value deviated from the target value by 10% or less.

## 2. ANALYSIS OF THE PROGRAM ACTIVITIES IMPLEMENTATION DEGREE

Below is given the information on the implementation of the program activities reflected in the LTDP.

### 2.1. PROGRAM STRATEGIC GOALS ACHIEVEMENT

Table 3. Program Strategic Goals Achievement

Activity	Quantitative or qualitative objectives of activities	Start and end dates	Person responsible	Activity implementation status
1. Activities aimed at achieving the strategic goals of the program	Development of a multi-brand platform, meeting and stimulating demand for air transportation in different price segments	ongoing	Aeroflot, PJSC Management	Further development of the Group's airlines in the framework of the multi-brand platform. Aeroflot, PJSC withdrew from Aurora Airlines, JSC in Q4 2020.  Status: in progress.
2. Operating costs reduction	Costs for available seat kilometers	Continuing search for and implementation of new opportunities	Deputy CEO for Commerce and Finance	In accordance with the Resolution of the Board of Directors dated 20.04.2017 (Minutes No. 14), the Company's achievement of the target indicator on costs reduction was recognized. For 2020, the "Costs per available seat kilometer" KPI is retained.  Status: in progress.
3. Labor efficiency improvement	Increased labor efficiency	ongoing	Deputy CEO for Commerce and Finance	Targets have been reached to increase labor efficiency (Functional Labor Efficiency) (Aeroflot Group)  Status: in progress.
4. Procurement optimization	Increase in the efficiency and transparency of procurement activities, minimization of procurement costs	ongoing	Deputy CEO for Legal and Property Issues	The efficiency of procurement activities has been increased.  Status: in progress.
5. Investment program implementation	Ensuring the dynamic development of production and operating activities	ongoing	Deputy CEO for Commerce and Finance	Investment program measures have been implemented.  Status: in progress.



Activity	Quantitative or qualitative objectives of activities	Start and end dates	Person responsible	Activity implementation status
6. Implementation of the Innovation Development Program	Establishing competencies leading to long-term sustainable competitive advantages	ongoing	CEO Deputy — Technical Director	Measures of the innovative development program have been implemented.  Status: in progress.  In accordance with the Directive to the representatives of the interests of the Russian Federation for participation in meetings of boards of directors (supervisory boards) of open joint stock companies implementing innovative development programs No. 1471p-P13 dated March 3, 2016, information on the implementation of activities in the field of innovative development is submitted to the Ministry of Economic Development, the Ministry of Transport and the Ministry of Education and Science on an annual basis, as part of the report on IDP implementation.
7. Increase/decrease of share in the authorized capital of subsidiaries	Assets composition and structure optimization. Improving the efficiency of asset use. Reduction of financial costs associated with the maintenance of non-core assets.	in accordance with the non-core assets disposal program of Aeroflot, PJSC	Deputy CEO for Legal and Property Issues	Aeroflot, PJSC withdrew from Aurora Airlines, JSC in Q4 2020.  Status: completed
8. Development of a network of routes	Meeting the growing demand for air transportation.  Improving the convenience and availability of air transportation.	ongoing	Deputy CEO for Commerce and Finance	Measures of the route network development program have been implemented.  Status: in progress. Detailed in Section 2.2.
9. Aircraft fleet development	Meeting the demand in the carrying capacities of the aircraft taking into account the increase in the carriage.	ongoing	Deputy CEO for Commerce and Finance	Measures of the aircraft fleet development program have been implemented.  Status: in progress. Detailed in Section 2.3.

Activity	Quantitative or qualitative objectives of activities	Start and end dates	Person responsible	Activity implementation status
	Improving the economic efficiency of aircraft operation.			
10. Production capacities development	Ensuring balanced development of infrastructure of Sheremetyevo Airport in view of the growing need to increase capacity in accordance with the traffic growth rate	ongoing	First Deputy CEO for Operations Management	Production capacities of the development program have been implemented. Status: in progress.
11. Corporate governance improvement	Improving the efficiency of the company, increasing the trust of shareholders and investors. Increase in capitalization.	ongoing	Deputy CEO for Legal and Property Issues	Measures have been taken to improve corporate governance practices. Status: in progress.
12. Ensuring the demand in human resources	Meeting the demand in human resources	ongoing	Deputy CEO for Commerce and Finance	Aeroflot Group has met the need for personnel provided total decrease in the production program. Status: in progress.
13. Marketing strategy implementation	Ensuring leading positions in target market segments, increasing market share.  Growth in passenger traffic and the number of loyal customers. Increased income	ongoing	Deputy CEO for Strategy, Service, and Marketing	Due to the sequestration of the marketing budgets of Aeroflot PJSC and its subsidiaries in connection with the current unstable global epidemiological situation associated with the spread of COVID-19 and the closure of countries for flights, Aeroflot Group made no new action plan as at January 2021.  Status: deferred.
14. Implementation of measures to improve environmental	Compliance with national and international climate action regulations.	ongoing	Aeroflot, PJSC Management	Environmental and energy efficiency measures have been implemented. Status: in progress. Detailed in Section 2.5.

Activity	Quantitative or qualitative objectives of activities	Start and end dates	Person responsible	Activity implementation status
friendliness and energy efficiency	Improving fuel efficiency. Reduced energy consumption.			

## 2.2. DEVELOPMENT OF A ROUTE NETWORK OF AEROFLOT GROUP

Table 4. Route network development indicators for the Aeroflot Group — regular flights under 2020% commercial control of Aeroflot PJSC in 2020.

Value	UoM	Target	Actual	Progress	Deviation Reasons Analysis
Number of flights	pcs.	181,383	178,927	98.65%	-
Number of passengers	persons	18,495,229	18,723,035	101.23%	-
Passenger load factor	%	66.45%	67.60%	101.73%	-

Table 5. Route network development indicators for Aeroflot PJSC — regular flights, 2020

Value	UoM	Target	Actual	Progress	Deviation Reasons Analysis
Number of flights	pcs.	140,707	139,413	99.08%	-
Number of passengers	persons	14,486,070	14,453,008	99.77%	-
Passenger load factor	%	66.45%	66.89%	100.65%	-
transfer % of the total passenger traffic of Aeroflot, PJSC in the Sheremetyevo base airport	%	33.99%	33.99%	100.00%	-
Destinations	pcs.	154	154	100.00%	-
The average frequency of flights to destinations	flights per week	14.04	13.11	93.38%	Reduced frequency resulting from epidemiological situation depending on restrictions imposed/lifted and the actual load dynamics

### 2.3. AIRCRAFT FLEET DEVELOPMENT

Table 6. Analysis of the aircraft fleet development indicators achievement of the Aeroflot Group (average number of aircraft for 2020)

Number of aircrafts	UoM	Target	Actual	Progress	Deviation Reasons Analysis
Aeroflot, PJSC	pcs.	244.3	245.3	100.4	
Rossiya Airlines JSC	pcs.	60.5	59.8	98.9	Deferred SSJ supplies and A320 transfer from Aeroflot PJSC
operated by Aurora Airlines, JSC	pcs.	22.5	22.5	100.0	
Pobeda Airlines LLC	pcs.	32.0	32.0	100.0	
<b>Total</b>	pcs.	359.3	359.7	100.1	

Table 7. Analysis of the Aeroflot Group aircraft fleet development indicators achievement (capacity of aircrafts, average number of aircraft in 2020)

Aircraft capacity	UoM	Target	Actual	Progress	Deviation Reasons Analysis
Up to 100 seats	pcs.	68.2	67.1	98.4	Change in the SSJ DHC6 delivery terms
Up to 130 seats	pcs.	30.0	30.0	100.0	
Up to 169 seats	pcs.	126.2	126.8	100.5	
up to 200 seats	pcs.	78.4	79.0	100.7	
Up to 250 seats	pcs.	4.8	5.0	103.4	
300 seats	pcs.	13.8	13.8	100.0	
400 seats	pcs.	29.0	29.0	100.0	
More than 450 seats	pcs.	9.0	9.0	100.0	
<b>Total</b>	pcs.	359.3	359.7	100.1	

Table 8. Analysis of the Aeroflot Group aircraft fleet development indicators achievement (type of aircraft, average number of aircraft in 2020)

Type of aircraft	UoM	Target	Actual	Progress	Deviation Reasons Analysis
Turboprop	pcs.	12.5	12.5	100.0	
Regional	pcs.	55.7	54.6	98.1	Change in the SSJ delivery terms
Narrow-body	pcs.	234.6	235.8	100.5	
Wide-body	pcs.	56.6	56.8	100.3	
<b>Total</b>	pcs.	359.3	359.7	100.1	

Table 9. Analysis of compliance with the Russian-manufactured aircraft delivery schedule and the plan of measures to ensure the delivery of Russian-manufactured aircraft in accordance with the schedule (the number of aircraft as of the end of 2020)

Type of aircraft	UoM	Target	Actual	Progress	Deviation Reasons Analysis
SSJ-100	pcs.	52	51	98.1	Aircraft delivery change
MS-21 (in accordance with modifications)	pcs.	0	0	100	2022 delivery change caused by aircraft manufacturer's delays

#### 2.4. DEVELOPMENT AND INTRODUCTION OF MANDATORY INTERNAL DOCUMENTS IN THE CONTEXT OF IMPROVING THE CORPORATE GOVERNANCE OF THE ORGANIZATION

Table 10. Development and introduction of mandatory internal documents in the context of improving the corporate governance of the organization

Document name	Document status (primary document / review / cancellation)	Date of enforcement or cancellation	Description of changes
Aeroflot Group LTDP	Revision	Extract from Minutes No. 1 on the third Agenda item of the meeting of the Aeroflot, PJSC Board of Directors Strategy Committee dated January 27, 2016	The Board of Directors Strategy Committee approved the amendments proposed for the incorporation into the updated LTDP of Aeroflot Group for the period of 2015-2020 in terms of: <ul style="list-style-type: none"> <li>- Updating the Aeroflot Group's strategy for the period of 2016-2020;</li> <li>- Inclusion of the action plan on the substitution of the purchase of foreign products with the purchase of the equivalent Russian products;</li> <li>- Update of measures for the improvement of labor efficiency of Aeroflot, PJSC and other programs.</li> </ul>
Aeroflot Group LTDP	Revision	Extract from Minutes No. 2 on the sixth Agenda item of the meeting of the Aeroflot, PJSC Board of Directors dated September 08, 2016	The Board of Directors approved the amendments proposed for the incorporation into the updated LTDP of Aeroflot Group for the period of 2016-2021 in the part of updating of key strategic documents and programs, including <ul style="list-style-type: none"> <li>- Updating the Aeroflot Group's strategy for the period of 2017-2021;</li> <li>- Update of the Innovative Development Program of Aeroflot Group;</li> <li>- Update of measures for the improvement of labor efficiency of Aeroflot, PJSC and other programs.</li> </ul>
Aeroflot Group LTDP	Revision	Extract from Minutes No. 6 on the second Agenda item of the meeting of the Aeroflot, PJSC Board of Directors Strategy Committee dated November 24, 2016	The Board of Directors approved the supplements proposed for the incorporation into the updated LTDP of Aeroflot Group for the period of 2016-2021 in terms of: <ul style="list-style-type: none"> <li>- Update of the register of major investment projects of Aeroflot, PJSC for 2017;</li> <li>- Update of the Operating Costs Optimization Program of Aeroflot Group in 2016;</li> </ul>

Document name	Document status (primary document / review / cancellation)	Date of enforcement or cancellation	Description of changes
			<ul style="list-style-type: none"> <li>- Update of weights, key performance indicators target values of the LTDP of Aeroflot Group for 2016 and for the period of 2017-2021, as well as the IKPIIA calculating formulas;</li> <li>- Update of data on the Plan of Financing the Activities for 2016 to be implemented in the framework of the investment program and other development plans in the territory of the Far Eastern Federal District;</li> <li>- Update of data on the Plan of Financing the Activities for 2017, to be implemented in the framework of the investment program;</li> <li>- Update of information on the Route Network Development Program, the Aircraft Fleet Development Program;</li> <li>- Update of data on the forecast of passenger traffic of Aeroflot Group at Sheremetyevo airport for the period of 2017-2021.</li> </ul>
Aeroflot Group LTDP	Revision	Updated on December 22, 2016, extract from Minutes No. 7 on the third Agenda item of the meeting of the Aeroflot, PJSC Board of Directors dated December 22, 2016	<p>The Board of Directors approved the amendments proposed for the incorporation into the updated LTDP of Aeroflot Group for the period of 2016-2021 in terms of:</p> <ul style="list-style-type: none"> <li>- Update of Aeroflot Group's investment plan for 2016-2017;</li> <li>- Update of the register of major investment projects of Aeroflot, PJSC for 2017;</li> </ul> <p>Update of the list, weights, key performance indicators target values of Aeroflot Group for the period of 2017-2021. Performance indicators and planned activities for the updated medium-term period have been updated</p>
Aeroflot Group LTDP	Revision	Updated on December 21, 2016, extract from Minutes No. 7 on the third Agenda item of the meeting of the Aeroflot, PJSC Board of Directors dated December 21, 2016	Performance indicators and planned activities for the period of 2018-2022 have been updated
Aeroflot Group LTDP	Revision	Updated on December 13, 2018, extract from Minutes No. 10 on the seventh Agenda item of the meeting of the Aeroflot, PJSC Board of Directors dated December 13, 2018	Amendments were made based on the updated Aeroflot Group Strategy until 2023. Performance indicators and planned activities for the period of 2019–2023 have been updated.
Aeroflot Group LTDP	Revision	Updated on May 08, 2019, extract from Minutes No. 18 on the third Agenda item of the meeting of the	<p>The main indicators of the development strategy of Pobeda Airlines LLC have been updated.</p> <p>The list, weights, and target KPIs of the Aeroflot Group for 2019–2023 have been updated.</p>

Document name	Document status (primary document / review / cancellation)	Date of enforcement or cancellation	Description of changes
		Aeroflot, PJSC Board of Directors dated May 08, 2019	Information on the implementation of the targets stipulated by Decree No. 204 of the President of the Russian Federation dated 7 May 2018 was included. 2018—2021 action plan for the transition to the predominant use of domestic software was included.
Aeroflot Group LTDP	Revision	Updated on 25.02.2020, extract from Minutes No. 10 on the ninth Agenda item of the meeting of the Aeroflot, PJSC Board of Directors dated 25.02.2020	Update of the list, weights, key performance indicators target values of Aeroflot Group for the period of 2020–2024. Included labor productivity growth KPI calculated under the methodology approved by Order No. 659 of the Ministry of Economic Development of Russia dated 15.10.2019. Performance indicators and planned activities for the period of 2020–2024 have been updated
Regulation on Risk Management System of Aeroflot Group	RKp-GD-002. Version 01 Review 02	Approved by the Board of Directors of Aeroflot, PJSC on December 21, 2016 <sup>1</sup> (Minutes No. 7) The third revision approved by the Board of Directors of Aeroflot PJSC on March 10, 2021 (Minutes No. 10).	The document defines the goals, objectives and main components of the corporate risk management system (hereinafter, the CRMS), as well as the principles and approaches used in the implementation and operation of the CRMS, contributing to the achievement of the goals of the Aeroflot Group activities and corresponding to the recognized international standards in the field of corporate risk management.
Aeroflot PJSC Integrated Management System Manual	Ed.08 Rev.01	Approved by the Board of Directors of Aeroflot PJSC on December 30, 2019 (Minutes No. 8), revision 01 made effective by order No. 271 of Aeroflot PJSC dated August 27, 2020	The document provides systematic data on the organization of quality management in Aeroflot PJSC, namely: the totality of the organizational structure, methods, and procedures adopted by the leadership of the airline to manage the activities of Aeroflot PJSC, including risk management and internal control. The Manual describes the management system adopted by Aeroflot PJSC in accordance with the established policies, including those concerning quality, airline purposes, and applicable standards. The document was amended due to changes in the organizational structure approved by the resolution of the Board of Directors of Aeroflot PJSC dated April 10, 2020 (Appendix 1 to Minutes No. 14 dated April 10, 2020).
Regulations on the Audit Committee of Aeroflot-Russian Airlines, Public Joint Stock Company (Version No. 4)	Primary document	Approved by the General Meeting of Shareholders of Aeroflot PJSC, Minutes No. 37 dated June 25, 2015	No changes have been made in the reporting period

<sup>1</sup>The third revision of RKp-GD-002 “Regulation on Risk Management System of Aeroflot Group” approved by the Board of Directors of Aeroflot PJSC on March 10, 2021 (Minutes No. 10).

Document name	Document status (primary document / review / cancellation)	Date of enforcement or cancellation	Description of changes
Regulations on Key Performance Indicators of Aeroflot PJSC	Primary document	01 November 2016 — Board of Directors of Aeroflot PJSC dated 28 November 2016 (Minutes No. 15) Effected by Order No. 203 dated July 28, 2016.	
	Revision	28 September 2017 — Board of Directors of Aeroflot PJSC dated 28 September 2017 (Minutes No. 3)	On 20 April 2016, the Board of Directors of Aeroflot PJSC approved the update parameters of the Regulations: - adjustment of the bonus-reduction index; - bonus-reduction conditions; - adjustment of methods for calculating individual KPIs.
	Revision	May 29, 2018 — Board of Directors of Aeroflot PJSC dated 29.05.2018 (Minutes No. 15)	On 29 May 2018, the Board of Directors of Aeroflot PJSC approved the update parameters of the Regulations: - use of individual lists of KPIs for Deputy CEO, other persons who are members of the Management Board of Aeroflot PJSC, and the Chief Accountant.
	Revision	28 November 2019 — Board of Directors of Aeroflot PJSC dated 28 November 2019 (Minutes No. 6)	On 28 November 2019, the Board of Directors of Aeroflot PJSC approved the update parameters of the Regulations:  Decree No. 1388-r of the Government of the Russian Federation dated 27 June 2019 approves Guidelines for KPI Use; - updated methods for calculating individual KPIs.
	Revision	May 08, 2020 — Board of Directors of Aeroflot PJSC dated 08.10.2020 (Minutes No. 4)	On 08 November 2020, the Board of Directors of Aeroflot PJSC approved the update parameters of the Regulations: - pursuant to Directive No. 12153p-P13 of the Government of the Russian Federation dated 25.12.2019, the indicator "National Labor Productivity Growth Rate" was included in the list of KPIs of the DPR of the Aeroflot Group / DG of PJSC Aeroflot; - bringing the methods of calculating financial indicators in line with the IAS 16 Leases; - other edits.
Regulations for improving investment and operational	Primary document	Board of Directors of Aeroflot PJSC dated 21 December 2015 (Minutes No. 8)	The document was not republished during the reporting period, the basic version of the document remains current/valid The updated version will be reviewed in 2020-2021.



Document name	Document status (primary document / review / cancellation)	Date of enforcement or cancellation	Description of changes
efficiency and reducing Aeroflot Group's expenses		Effected by Order No. 153 dated May 19, 2016, effective date January 1, 2016.	
	Revision	Management Board Minutes No. 19 dated June 30, 2020, Clause 4	Updated RI-GD-288 prepared under Clause 25.5 of standard STO UK 19.3 on regular document verification for up-to-date content and Clause 2 of the action plan to implement audit recommendations related to internal control efficiency for compliance with the budget for the production and financial operations of Aeroflot Group. The regulation is approved by the Management Board of Aeroflot PJSC. It is scheduled for review by the Board of Directors of Aeroflot PJSC in early 2021.

## 2.5. IMPLEMENTATION OF MEASURES TO IMPROVE ENVIRONMENTAL FRIENDLINESS AND ENERGY EFFICIENCY

Table 11. Implementation of measures to improve environmental friendliness and energy efficiency by Aeroflot Group

Efforts scheduled for the reporting period	Start date and scheduled completion date of the activity	Activity implementation status relative to the plan	Deviation Reasons Analysis
Updating the Energy Efficiency Program and improving energy efficiency	2019 -2021	In progress	A draft methodology for assessing the energy efficiency indicators of the fleet of aircraft and ground facilities of PJSC Aeroflot has been developed. The document has been submitted for approval to the Director General. A draft program for energy saving and Energy Efficiency Improvement of Aeroflot PJSC until 2030 has been developed. The document has been submitted to the Board of Directors for review and approval.
Implementation of the program to improve fuel efficiency and reduce fuel costs	ongoing	Completed	
Compliance with international (EU ETS, CORSIA, etc.) and national laws in terms of greenhouse gas emissions	ongoing	Completed	
Maintaining the corporate greenhouse gas emissions management system	ongoing	Completed	

Application of energy-efficient and energy-saving technologies in the design and construction of new and reconstruction and operation of existing facilities	ongoing	Completed
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## 2.6. ANALYSIS OF RISKS ASSOCIATED WITH THE IMPLEMENTATION OF LTDP MEASURES

Table 12. Analysis of risks associated with the implementation of LTDP measures

Risks	Risk realization review
Infrastructure restrictions at the base Sheremetyevo Airport	Due to COVID-19, 2020 saw a reduction in operational activities with further anti-epidemic measures carried out, including sanitary treatment of aircrafts, medical control of passengers and employees.
Delayed delivery of specific aircraft types	Due to restrictions on air traffic, many aircrafts stayed on the ground. Measures were implemented to delay the delivery of new aircrafts.
Competition from foreign global aviation market players	Due to restrictions on international flights and the introduction of quarantine measures, the aviation industry competition has changed.
Low growth rates of passenger transport demand	The spread of the COVID-19 pandemic and the resulting restrictions on air traffic have led to a significant decrease in passenger traffic in 2020 from 2019 both across Aeroflot Group and the aviation industry.
Overflight fee cancellation	Overflight fees have reduced due to restriction of foreign airlines' flights over Russia.
COVID-19 Pandemic	The scale and extent of the impact of this risk on the airline's operations were extremely high due to the fact that the epidemic has become a global pandemic with the closure of borders and the restriction of air traffic

**3. RELATIONSHIP BETWEEN THE KPIs ACHIEVEMENT DEGREE AND ORGANIZATION’S TOP MANAGEMENT REMUNERATION, INCLUDING ESTABLISHMENT OF RESPONSIBILITY OF TOP MANAGEMENT FOR THE FAILURE TO REACH THE SET KPIS. INFORMATION ABOUT KPIs CASCADING ACROSS CONTROL LEVELS, ABOUT LINKING TO THE TOP MANAGEMENT REMUNERATION.**

Table 13. Relationship between the kpis achievement degree and organization’s top management remuneration

Description	Data
<p>Description of the relationship between the KPIs achievement degree and organization’s top management remuneration, including establishment of responsibility of top management for the failure to reach the set KPIs.</p> <hr/> <p>KPIs cascading across control levels, information on linking KPIs to the top management remuneration with the indication of internal organizational and administrative documents and details thereof</p>	<p>1 The KPIs of the Aeroflot Group LTDP are fully consistent with the KPIs of the CEO and Deputy CEO of Aeroflot PJSC, other members of the Management Board, and the Chief Accountant of Aeroflot PJSC. Some Deputy CEOs, other members of the Management Board have individual KPIs.</p> <p>2. The amount of the floating portion of salary payable to the CEO, Deputy CEO, other members of the Management Board and the Chief Accountant of Aeroflot PJSC is dependent on the achievement of approved KPIs for the reporting period, which is established in employment contracts and the applicable regulations on floating portion of salary for managers and specialists of Aeroflot PJSC.</p> <p>3. The list, weights, and target values of KPIs of the LTDP/CEO for 2020 are approved by the Board of Directors on November 28, 2019 (Minutes No. 6) and re-approved on February 20, 2020 (Minutes No. 9). The Board of Directors Aeroflot PJSC on November 05, 2020 (Minutes No. 6) approved the updated weights and KPI targets for the Q3 and Q4 2020 and for the whole 2020 set in accordance with the adjusted Aeroflot Group budget for 2020. The KPI list, weight and target values of CEOs, other Management Board members, the Chief Accountant and other employees of Aeroflot PJSC: for Q1 2020 were approved by the Management Board of Aeroflot PJSC on 29.04.2020 (Minutes No. 14) and by Order No. 206 of the General Director dated 15.06.2020 for Q2 2020, approved by the Management Board of PJSC Aeroflot on 30.06.2020 (Minutes No. 19) and by Order of the General Director of 31.07.2020 No. 256, for Q3 and 4 2020 and for 2020, approved by the Management Board of Aeroflot PJSC on 30.09.2020 (Minutes No. 29) and by Order No. 330 of the General Director dated 12.11.2020 and No. 372 dated 14.12.2020.</p>
<p>Information on changes introduced to the regulations (and other documents) related to the management incentive system in the reporting period</p>	<p>No changes were made</p>

#### **4. RESULTS OF THE LTDP AND KPIs AUDIT**

The auditor Nexia Pacioli LLC assessed the LTDP and KPI compliance in 2020 and prepared an independent auditor's Report on the results, which provides reasonable confidence in the Report on the implementation of the Long-term Development Program and the implementation of the key performance indicators of the Aeroflot Group for 2020 (date of the audit report: 25.03.2021).

According to the Auditor, the Report on the implementation of the Long-term Development Program of the Aeroflot Group and the achievement of key performance indicators in 2020 has been properly prepared in all material respects on the basis of the criteria established by the Long-Term Development Program of the Aeroflot Group for 2020-2024, approved by the Board of Directors of Aeroflot PJSC (Minutes No. 10 dated 25.02.2020), taking into account the updated targets and measures approved by the Board of Directors of Aeroflot PJSC on 08.10.2020 (Minutes No. 4) in the revised budget of the Aeroflot Group for 2020 and the updated Development Strategy of the Aeroflot Group up to 2028 approved by the Board of Directors of Aeroflot PJSC on 16.07.2020 (Minutes No. 19).

## 5. ANNEXES

### A. PROGRESS ON THE MEASURES TO IMPROVE CORPORATE GOVERNANCE PRACTICE

Table 14. Progress on the measures to improve corporate governance practice

Activity	Quantitative or qualitative objectives of activities	Person responsible	Start date and scheduled completion date of the activity	Activity implementation status	Deviation Reasons Analysis
1. The integration of the performance assessment of Aeroflot PJSC Board of Directors, which includes the following efforts:					
1.1. Development and approval by the Board of Directors (in consultation with the HR and Remuneration Committee) Regulations on the Performance Evaluation of the Board of Directors	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Director of the HR Department Deputy CEO for Legal and Property Issues	The effort will commence in Q4 2019. The expected completion time is Q1 2020.	The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2021.
1.2. Development and approval by the Board of Directors (in consultation with the HR and Remuneration Committee) Guidelines on the Performance Evaluation of the Board of Directors	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Director of the HR Department Deputy CEO for Legal and Property Issues	The effort will commence in Q4 2019.	The expected completion time is Q1 2020. The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2021.
1.3. Self-assessment of the Board of Directors' performance	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Director of the HR Department Deputy CEO for Legal and Property Issues	The effort will commence in Q1 2020. The expected completion time is Q2 2020. This is a regular effort made at least once a year.	The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2021.
1.4. Independent assessment of the Board of Directors' performance by hiring an external consultant	Improving the quality of corporate governance and meeting the high requirements of international best corporate	Director of the HR Department	The effort will commence in Q1 2020. The expected	The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production,

	governance practices and compliance with the laws of the Russian Federation	Deputy CEO for Legal and Property Issues	completion time is Q2 2020.		the effort will be carried out in 2021.
1.5. Adding to the action plan of the Board of Directors and the HR and Remuneration Committee the discussion of the Board of Directors' performance assessment at a joint meeting	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Director of the HR Department Deputy CEO for Legal and Property Issues	The effort will commence in Q2 2020. The expected completion time is Q2 2020.	The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2022.
1.6. Disclose the key results of the Board of Directors' performance assessment in the Annual Report	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Deputy CEO for Commerce and Finance	The effort will commence in Q2 2020. The expected completion time is Q2 2020.	The effort is being prepared for implementation No assessment (self-assessment) of the Board of Directors' performance was made in 2020	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2022.
2. Preparation of the Company's report on sustainable development (corporate social responsibility) in accordance with internationally recognized non-financial reporting standards and its disclosure on the Company's website	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Deputy CEO for Strategy, Service, and Marketing Deputy CEO for Commerce and Finance	The effort will commence in Q1 2020. The expected completion time is Q2 2020.	The Company's report on sustainable Development (corporate social responsibility), in accordance with internationally recognized non-financial reporting standards, is an integral part of the Company's Annual Report, which contains a more detailed section on sustainable development. Such information is also published on the Company's official website.	No deviations
3. Training and development of Board members	Improving the quality of corporate governance and meeting the high requirements of international best corporate governance practices and compliance with the laws of the Russian Federation	Deputy CEO for Commerce and Finance Deputy CEO for Legal and Property Issues	The effort will commence in Q3 2020. The expected completion date - regular basis (at least once a year).	The effort is being prepared for implementation	Due to the adverse impact of the new coronavirus infection (COVID-19) on Aeroflot PJSC production, the effort will be carried out in 2021.

**B. IMPLEMENTATION OF THE MEASURES AIMED AT ENSURING PRIORITY OF FUNDING OF THE FAR EAST SOCIO-ECONOMIC DEVELOPMENT OBJECTIVES**

**Ensuring priority of funding of the Far East socio-economic development objectives**

Table 15. Analysis of implementation of special measures aimed at ensuring priority of funding of the Far East socio-economic development objectives

Name of measures / objects	Name of the subject of the Far Eastern Federal District	Design capacity/ quant. indicators by airlines, pass.	Design capacity / quant. indicators SU+FV 100% pass.	Implementation start year	Implementation completion year	Total value, million rubles	Depreciation value, million rubles	Target, thousand passengers			Expected socio-economic impact
								2020 SU+FV (thousand passengers)	2021	2022	
1	2	3	3.1	4	5	6	7	8	9	10	11
Sales program on the flat fare direct carriage (the Far East) from the Sheremetyevo Airport, roundtrip											
	Moscow-Vladivostok-Sheremetyevo SU	190,134	295,331	2020	2020			303.2			
	Moscow-Vladivostok-Sheremetyevo FV	105,197		2020	2020						
	Sheremetyevo-Khabarovsk-Sheremetyevo SU	100,221	239,644	2020	2020			245.0			
	Sheremetyevo-Khabarovsk-Sheremetyevo FV	139,423		2020	2020						
	Sheremetyevo-Petropavlovsk-Kamchatsky-Sheremetyevo SU	116,876	179,080	2020	2020			179.7			
	Sheremetyevo-Petropavlovsk-	62,204		2020	2020						

Name of measures / objects	Name of the subject of the Far Eastern Federal District	Design capacity/ quant. indicators by airlines, pass.	Design capacity / quant. indicators SU+FV 100% pass.	Implementation start year	Implementation completion year	Total value, million rubles	Depreciation value, million rubles	Target, thousand passengers			Expected socio-economic impact
								2020 SU+FV (thousand passengers)	2021	2022	
	Kamchatsky-Sheremetyevo FV										
	Sheremetyevo-Yuzhno-Sakhalinsk-Sheremetyevo SU	40,166	147,782	2020	2020			143.0			
	Sheremetyevo-Yuzhno-Sakhalinsk-Sheremetyevo FV	107,616		2020	2020						
	Sheremetyevo-Magadan-Sheremetyevo SU	0	117,219	2020	2020			115.1			
	Sheremetyevo-Magadan-Sheremetyevo FV	117,219		2020	2020						

Table 16. Analysis of implementation of special measures aimed at ensuring priority of funding of the Far East socio-economic development objectives (investment in JSC Aurora Airlines)

Name of measures / objects	Name of the subject of the Far Eastern Federal District	Design / quant. indicators*	Implementation start year	Implementation completion year	Total value, million rubles	Depreciation value, million rubles	Financing plan, million rubles			Expected socio-economic impact
							2020 (actual)	2021 (target)	2022	
1	2	3	4	5	6	7	9	10		11



Name of measures / objects	Name of the subject of the Far Eastern Federal District	Design / quant. indicators*	Implementation start year	Implementation completion year	Total value, million rubles	Depreciation value, million rubles	Financing plan, million rubles			Expected socio-economic impact
							2020 (actual)	2021 (target)	2022	
Measures set forth under the current investment program (Strategy, business plan, other development plans)										
Investments in JSC Aurora Airlines										
Aircraft Maintenance	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						36			
Providing ground handling services at the airport	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						-			
Development of the training facility	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						-			
Providing passenger service	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						-			
Purchase of aircraft and engines	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						-			
Construction of new facilities	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						-			
IT systems development	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						8			
Other capital investments in fixed assets	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						9			
Investments into the software	Sakhalin Region / Primorsky Territory / Khabarovsk Territory						2			
<b>TOTAL, investments</b>	<b>Sakhalin Region / Primorsky Territory / Khabarovsk Territory</b>						<b>55</b>			

\* Reasons for deviations in the implementation of investment programs are listed in Section 2.4 of this report.

Table 17 Measures to ensure social transportation in the Far East

Activity	Quantitative or qualitative objectives of activities	Person responsible	Start date and scheduled completion date of the activity	Activity implementation status	Deviation Reasons Analysis
Flat fare carriage	To carry 986.1 thousand passengers	Aeroflot, PJSC	2020	979,056 passengers carried	Demand dropped due to the pandemic.
Participation in the subsidized carriages	none	Aeroflot, PJSC	2020	Across the Far East destinations, 136,872 passengers were carried with total RUB 1,220,468,300 in subsidies.	-

**C. IMPLEMENTATION OF MEASURES FOR GRADUAL INCREASE IN THE SHARE OF PROCUREMENT OF GOODS, WORKS, AND SERVICES FROM SMALL AND MEDIUM-SIZED BUSINESSES**

Table 18. Implementation of measures for gradual increase in the share of procurement of goods, works, and services from small and medium-sized businesses

Item No.	Indicator	UoM	Target	Actual	Progress	Deviation Reasons Analysis
1	Share of purchases from small and medium-sized businesses	%	68%	82.88%	122%	-

**D. IMPLEMENTATION OF MEASURES ON THE SUBSTITUTION OF THE PURCHASE OF FOREIGN PRODUCTS (WORKS, SERVICES) WITH THE PURCHASE OF THE EQUIVALENT RUSSIAN PRODUCTS**

Table 19. Status of implementation of measures included in the Long-Term Development Program

Name of products, equipment, components, software, works (services) required for the sustainable functioning of economy sectors	Justification of the possibility/impossibility of import substitution	Status for 2020, results and terms of implementation
Special-purpose clothing for employees	Partial import substitution: products are manufactured in Russian Federation with imported components. Full import substitution is possible with a sufficient quality of domestic products.	Following tender No. 32009261541 (Minutes No. 172/2020 dated August 26, 2020), contracts were made with Russian counterparts Nord-Spetsodezhda LLC, STIL PLUS LLC, Phoenix Plus LLC, PV Technoavia Firm LLC, BTC Group JSC, TD SpecStil, DONOBUV CJSC, Yachting Ltd., Obuvomsk LLC, Vektor LLC, Istok-Prom LLC, and Forteks LLC
Uniform for employees		Following tender No. 31907531945 (Minutes No. 52/2019 dated March 23, 2019), contracts were made with Russian counterparts BTK Group JSC and Galaktika Company LLC
Personal protective equipment		Following tender No. 32009643902 (Minutes No.228/2020 dated December 2, 2020) contracts were concluded with Russian counterparts PV Technoavia Firm LLC, Planeta-Sirius LLC, Credonyx Rus LLC, Vostok-Service-Spetskomplekt JSC, Sirius DS LLC, PROFSNABKOMPLEKT LLC, Povolzhie Spetsodezhda LLC, Aviron LLC, EtalonCentr LLC, TD PRABO LLC, SIZon LLC, Ostek-ArtTool LLC, and IP Abdulzalilova R.R.

**E. KEY MEASURES OF DIGITAL TRANSFORMATION (INCLUDING THE TRANSITION TO PREFERENTIAL USE OF DOMESTIC SOFTWARE UNTIL 2021)**

Table 20. Digital Transformation Measures

No. Item	Efforts scheduled for the reporting period	Start date and scheduled completion date of the activity	Person responsible	Activity implementation status relative to the plan	Deviation Reasons Analysis
1	Implementation of Stage II (01.01.2020-31.12.2020) for the transition of the Aeroflot Group to the preferential use of domestic software. The work is carried out in accordance with the methodological recommendations approved by the order of the Ministry of Communications of the Russian Federation No. 486 of 20.09.2018.	September 2020	CDTO*	Completed	
2	Approval of the Plan adjustment with ANO CCI	October 2020	CDTO*	Not performed	The work of the second stage was carried out on the basis of the plan dated 11.02.2020 agreed with the ANO CKI Renegotiating the plan adjustment in October 2020 will be unreasonable. Also in 2021, the Government of the Russian Federation's directives on digital transformation are expected, within the framework of which the plan should be revised. Postponed to 2021.
3	The approval of the 2021 plan for the transition of the Aeroflot Group to the preferential use of domestic software by the Board of Directors	December 2020	CDTO*	Not performed	Postponed until the normalization of the production and financial and economic situation in Aeroflot PJSC due to the significant impact of the current epidemiological situation on the activities of Aeroflot PJSC, a significant reduction in passenger traffic and, thus, the 2020 and 2021 budget. After the normalization of the production and financial and economic situation in Aeroflot PJSC and the recovery of passenger traffic, the plan will be reviewed based on new business forecasts.

No. Item	Efforts scheduled for the reporting period	Start date and scheduled completion date of the activity	Person responsible	Activity implementation status relative to the plan	Deviation Reasons Analysis
					Thus, it is premature for corporate bodies to review the updated plan. Postponed to 2021.
4	Domestic software testing	December 2020	CDTO*	Completed	
5	Preparing and approval of documents for import substitution procurement in 2020	September 2020	CDTO*	Completed	
6	Import substitution procurement	December 2020	CDTO*	Completed	
7	Assessment of financial resources for the transition to the use of domestic software, including domestic office software in 2021, in accordance with the budget process	December 2020	CDTO*	Completed	
8	Quarterly report of subsidiaries	2020	Responsible for subsidiaries' targets	Completed	
9	Quarterly report of Aeroflot PJSC, including subsidiaries	2020	CDTO*	Completed	
10	Review of the results of the implementation of the approved action plans in the framework of the transition to the preferential use of domestic software. Monitoring and control of the implementation of the approved action plans for the transition to the preferential use of domestic software, including domestic office software.	2020	Working Group for software import substitution	Completed	

Chief Digital Transformation Officer (CDTO). According to the distribution of the rights and duties of the Deputy General Directors of Aeroflot PJSC, the Deputy General Director for Information Technologies is assigned the duties of the CDTO, and also responsible for the implementation of the plan for the preferential use of domestic software on the basis of a decision of the Board of Directors of Aeroflot PJSC (Minutes No. 2 dated 08.08.2019).