

Execution of Presidential and Governmental Instructions

| No. | Document type, date, and number | Summary | Execution status |
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| 1 | | Ensuring the transparency of financial and business activities (Federal Law No. 273-FZ On Countering Corruption dated 25 December 2008, Decree of the President of the Russian Federation No. 309 On Measures to Implement Certain Provisions of the Federal Law On Countering Corruption dated 2 April 2013, Decree of the President of the Russian Federation No. 460 On Approval of the Form of Statement to Inform on Income, Expenses, Property and Property-Related Obligations, and Amendments to Certain Acts of the President of the Russian Federation dated 23 June 2014, Decree of the President of the Russian Federation No. 147 On National Anti-Corruption Plan for 2016–2017 dated 1 April 2016) | |
| 1.1 | Decree of the President of the Russian Federation No. 147 On the National Anti-Corruption Plan for 2016–2017 dated 1 April 2016 | <p>Clause 2 of the Decree. Establish control over the execution of initiatives stipulated by anti-corruption plans.</p> <p>Clause 5 of the Plan. Continue to form the negative attitude of employees to corruption.</p> <p>Clause 8 of the Plan. Improve the efficiency of anti-corruption initiatives in entities.</p> <p>Clause 15 of the Plan. Make provision to consider the status of anti-corruption efforts at the meetings (sessions) of relevant panels and take specific actions to improve such efforts.</p> <p>Clause 17 of the Plan. a) Conduct professional development training for employees who are in charge of countering corruption at state-owned enterprises (companies) in line with educational programmes approved by the Presidential Executive Office b) Monitor the implementation of anti-corruption initiatives in subsidiaries</p> | <p>In November 2014, PJSC Aeroflot signed up to the Anti-Corruption Charter of Russian Business (certificate No. 0514 dated 5 November 2014) and is actively involved in anti-corruption efforts under the Charter. In 2017, a declaration procedure was conducted via the Chamber of Commerce and Industry of the Russian Federation to verify the completeness, accessibility, and efficiency of anti-corruption measures implemented by PJSC Aeroflot.</p> <p>PJSC Aeroflot is working to implement the Guidelines on Anti-Corruption Risk Management and Internal Controls in Partially State-Owned Joint-Stock Companies (the Guidelines) approved by Order No. 80 of the Federal Agency for State Property Management dated 2 March 2016.</p> <p>On 28 April 2016, PJSC Aeroflot's Board of Directors approved and implemented the Roadmap for Anti-Corruption Risk Management and Internal Control Processes at PJSC Aeroflot.</p> <p>To implement the Roadmap, PJSC Aeroflot:</p> <ul style="list-style-type: none"> – in line with Order No. 143 dated 6 May 2016, introduced the role of Deputy Director of the Department for Economic Security responsible for compliance management at PJSC Aeroflot – developed and approved plans of business units to develop/update operating documents aimed at setting up a risk management and internal control system to prevent and counter corruption – on 5 October 2016, approved the Programme to Develop, Implement, and Ensure the Effectiveness of Initiatives Aimed at Preventing and Countering Corruption Prevention at PJSC Aeroflot, which includes anti-corruption actions undertaken by PJSC Aeroflot on an ongoing basis. <p>Corruption Risk Management Section was added to the Company's Standard STO UR 21.9 Risk Management. Risk Management Procedure. General Provisions (Version 01) in line with Order No. 288 dated 27 July 2017.</p> <p>In August–November 2017, the Internal Audit Department conducted the second annual audit (assessment) of the performance of the Company's anti-corruption risk management and internal controls prescribed by clause 5.3 of the Guidelines. Following the audit, measures to further enhance these processes were developed and implemented.</p> <p>Pursuant to sub-clause a, clause 17 of the National Anti-Corruption Plan for 2016–2017, the Company signed a framework contract with Rosatom Institute for Global Nuclear Safety and Security (since August 2017, reorganized into Rosatom Technical Academy) to arrange for professional development training courses for PJSC Aeroflot's employees, valid until 31 December 2018 (No. 29063984/R922-28/03.05.2017), which provides for professional development training in anti-corruption programmes in line with PJSC Aeroflot's applications for services.</p> <p>Under the contract, employees of PJSC Aeroflot's business units (92 people) completed the following professional development training course: Compliance of Employees of State-Owned Enterprises (Companies) with the Restrictions, Bans, and Liabilities Established to Counter Corruption.</p> <p>Employees of the Legal Department and Department for Economic Security involved in anti-corruption efforts participated in the Corruption Offences Prevention in Corruption Countering workshop conducted by the Prosecutor General's Office of the Russian Federation and the Moscow Government on 18–19 April 2017.</p> <p>The Company participated in:</p> <ul style="list-style-type: none"> – the VI Eurasian Anti-Corruption Forum "Social Control as a Key Factor of Anti-Corruption" conducted by the Institute of Legislation and Comparative Law Under the Government of the Russian Federation on 26–27 April 2017 – the All-Russian Interactive Campaign conducted by the Chamber of Commerce and Industry of the Russian Federation on 11 December 2017 to celebrate the International Anti-Corruption Day. As part of the review of business best practices to counter corporate corruption, PJSC Aeroflot made a presentation on this matter. <p>To inform and educate PJSC Aeroflot's employees on preventing and countering corruption, 28 Anti-Corruption information boards were manufactured and placed in unrestricted access areas of PJSC Aeroflot.</p> |
| 1.2 | Instruction of the Government of the Russian Federation No. DM-P17-2666 dated 5 May 2016 | <p>Ensure the implementation of the National Anti-Corruption Plan for 2016–2017 and submit appropriate proposals or draft reports: under clauses 2 and 4 of the Decree: as regards the submission of reports on implementing initiatives stipulated by anti-corruption plans</p> <p>quarterly starting from 1 October 2016</p> <p>under clause 5 and sub-clause b, clause 6 of the National Plan</p> <p>by 1 November 2017</p> <p>under clause 8 of the National Plan</p> <p>by 1 July 2016 (remains monitored)</p> <p>under clause 17 of the National Plan</p> <p>by 1 April 2017.</p> | |

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| 1.3 | The Guidelines on Anti-Corruption Risk Management and Internal Controls in Partially State-Owned Joint-Stock Companies (approved by Order No. 80 of the Federal Agency for State Property Management on 2 March 2016) | <p>Clause 3.1. Identifying and assessing corruption risks, areas (business processes), and operations exposed to corruption risks</p> <p>Clause 4.1. Constant informing of employees, counterparties, and potential business partners on activities to prevent and counter corruption</p> <p>Clause 4.3. Anti-corruption training for all employees</p> <p>Clause 5.2. Regular audit of the performance of anti-corruption risk management and internal controls is conducted within the framework of audits by the Internal Audit Service, as well as external audits (certification) of anti-corruption risk management and internal controls</p> | <p>Materials designed to raise employees' awareness were prepared, including:</p> <ul style="list-style-type: none"> – a quick reference card on criminal liability for bribery and commercial bribery, and administrative action for illegal remuneration on behalf of a legal entity – a quick reference card on liability for committing corruption offences – a booklet "What you need to know about the conflict of interest" – a booklet "Why entities need to take measures to prevent and counter corruption?" <p>The following regulations on preventing and countering corruption were developed and updated:</p> <ul style="list-style-type: none"> – Regulations on the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot established in line with Order No. 83 dated 6 March 2017 were developed (Order No. 224 dated 31 May 2017) – Procedure for reporting to the employer on personal interest that leads or may lead to a conflict of interest was updated to cover all PJSC Aeroflot's employees (Order No. 253 dated 29 June 2017), and updated again later (Order No. 20 dated 18 January 2018) |
| 1.4 | Instruction of the Government of the Russian Federation No. P17-53932 dated 16 October 2017 | <p>Clause 8 of the National Anti-Corruption Plan for 2016–2017 remains monitored.</p> <p>By 1 February 2018, submit information on measures taken to enhance the effectiveness of anti-corruption efforts in entities established to fulfill the tasks set for the Government of the Russian Federation between 15 March 2017 and 1 January 2018.</p> | <p>Specific provisions aimed at preventing and countering corruption were added, in particular, to the following internal regulations of PJSC Aeroflot:</p> <ul style="list-style-type: none"> – Template Regulations on PJSC Aeroflot's Branch, to establish obligations and responsibilities of the directors of branches (Order No. 100 dated 16 March 2017) – Template Regulations on PJSC Aeroflot's Representative Office Abroad, to establish obligations and responsibilities of heads of representative offices (Order No. 115 dated 20 March 2017) – Regulations on Internal Investigation, to cover corruption offences investigation and enable the questioning of employees using a polygraph (Order No. 146 dated 10 April 2017) – Procedure for interaction between business units when procuring goods and services, to determine the requirements to prevent a conflict of interest (Order No. 175 dated 27 April 2017) – The Company's Standard STO DOU 07 Management Document Support. Procedure for Preparation, Signing, Amendment, Execution, and Termination of PJSC Aeroflot's Agreements, to appoint responsible persons and determine the procedure for reporting to the former employee on signing of a civil contract with a citizen who was a public or municipal official within two years after they left public or municipal service (Order No. 243 dated 20 June 2017) – Regulations on the Procurement of Goods, Works, and Services (approved by PJSC Aeroflot's Board of Directors on 23 June 2017), to stipulate anti-corruption requirements to bidders (in line with Federal Law No. 489-FZ dated 28 December 2016), expand requirements for preventing a conflict of interest, and introduce anti-corruption questionnaires for bidders – Template employment contracts with PJSC Aeroflot's employees, to stipulate employees' obligations (Order No. 364 dated 14 September 2017) – Regulations on the Formation and Use of the Charity Fund, to stipulate provisions aimed at preventing and countering corruption in relevant activities (approved by PJSC Aeroflot's Board of Directors on 28 September 2017) – Regulations on PJSC Aeroflot's Commission on Real Estate Disposals (buildings, structures, premises, and land plots), to determine requirements for preventing a conflict of interest (Order No. 478 dated 6 December 2017) – Regulations on business units (including branches and representative offices), their structural units, job descriptions, and instructions for blue collar employees, which were amended to establish anti-corruption obligations and responsibilities of directors and other employees <p>Furthermore, the following initiatives were implemented:</p> <ul style="list-style-type: none"> – Information on PJSC Aeroflot's anti-corruption regulations in the Anti-Corruption Policy section of PJSC Aeroflot's intranet website is updated – Emails describing specific anti-corruption activities implemented in the Company were sent to all corporate email users – Emails detailing certain aspects of implementation of the approved Programme to Develop, Implement, and Ensure the Effectiveness of Initiatives Aimed at Preventing and Countering Corruption at PJSC Aeroflot were sent to all deputy CEOs and directors of business units – Emails dedicated to compliance with the extraterritorial local laws on countering corruption were sent to certain representative offices of PJSC Aeroflot abroad <p>As part of ongoing anti-corruption efforts, PJSC Aeroflot implements the following initiatives:</p> <ul style="list-style-type: none"> – PJSC Aeroflot's employees are briefed on compliance with PJSC Aeroflot's Corporate Conduct Code – All communications coming from Aeroflot Group's employees, customers, business partners, and other parties through the Hotline for Confidential Reports to the Board of Directors (Audit Committee of the Board of Directors) are reviewed |

Execution of Presidential and Governmental Instructions continuedd

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| | | | <ul style="list-style-type: none"> – PJSC Aeroflot's regulations and draft regulations are examined to reveal the potential for corruption and eliminate it using the methods approved by Resolution of the Russian Government No. 96 On Anti-Corruption Examination of Statutory Regulations and Draft Statutory Regulations dated 26 February 2010 – PJSC Aeroflot assesses its business partners, competitors, and customers – PJSC Aeroflot collects comprehensive information from its counterparties about their ownership structure including beneficiaries (in particular, ultimate beneficiaries) and composition of their executive bodies, and, and submits this information to competent government authorities – The standard anti-corruption clause is incorporated in contracts and agreements signed with PJSC Aeroflot's counterparties – PJSC Aeroflot examines draft contracts and agreements with Russian and foreign counterparties – The Company oversees the application of legal sanctions for non-compliance with the bans, restrictions, and requirements aimed at countering corruption – The Company regularly controls its accounting records, availability and accuracy of primary accounting documents – PJSC Aeroflot audits the financial and business operations of its business units, branches and representative offices, and subsidiaries – PJSC Aeroflot interacts with law enforcement authorities and other government authorities to matters related to countering corruption within the Company – Information about the execution of instructions is sent to the Executive Office of the Government of the Russian Federation and the Ministry of Transport of the Russian Federation within prescribed timelines |
| 1.5 | <p>Article 92 of Federal Law No. 208-FZ On Joint-Stock Companies dated 26 December 1995</p> <p>Chapter VIII of Decree of the Federal Financial Market Service of Russia No. 11-46/pz-n On Approval of the Regulations on Information Disclosure by Securities Issuers dated 4 October 2011</p> <p>Decree of the Ministry of Economic Development of the Russian Federation No. 208 On Approval of Information Disclosure by State-Owned Joint-Stock Companies and by State (Municipal) Unitary Enterprises dated 11 May 2011</p> | <p>Disclose information to the extent and in the manner specified by the federal executive authority for the securities market.</p> <p>Joint-stock companies included in the projected privatisation plan are obliged to disclose information.</p> | <p>Regulations on information exchange through the interdepartmental portal for state property management were approved by PJSC Aeroflot's Board of Directors on 4 April 2012 (Minutes No. 11).</p> <p>Reports on shareholder and investor relations are submitted to the Board of Directors on a quarterly basis.</p> <p>The Company fully complies with the requirements to disclose information set out in Russian laws. In particular, all information is disclosed on PJSC Aeroflot's website and in the news feed.</p> <p>Procedure for submission and disclosure of information on material facts about the Company and information treated as the Company's insider information was approved by Order No. 80 dated 5 March 2015.</p> |
| 1.6 | <p>Paragraph 7, clause 2 of Minutes of a meeting held at the office of First Deputy Prime Minister of the Russian Federation Igor Shuvalov No. ISH-P13-98pr dated 3 October 2013</p> | <p>Publish resolutions of boards of directors that are not treated as commercially sensitive information.</p> | <p>Execution is in progress in line with applicable Russian laws on information disclosure.</p> <p>The minutes of PJSC Aeroflot's Board of Directors are posted in the Company's account on the interdepartmental portal for state property management.</p> |
| 1.7 | <p>Instruction of the Government of the Russian Federation No. P17-1771 dated 17 January 2017</p> | <p>On submission of:</p> <ul style="list-style-type: none"> – lists of managers who must submit information on their income, expenses, property, and property-related obligations in line with anti-corruption laws by 6 February 2017 – information on their income, expenses, property, and property-related obligations, as well as their spouse's and minor children's income, expenses, property, and property-related obligations for 2016 by 30 April 2017. | <p>The information was submitted within prescribed timelines.</p> |
| 1.8 | <p>Instruction of the Government of the Russian Federation No. P17-46158 dated 4 September 2017</p> | <p>For the purpose of developing a draft regulation which will establish a list of long-term corporate measures to enhance the efficiency of the national anti-corruption policy, submit reasoned proposals to be included in the above list by 1 October 2017.</p> | <p>Proposals were submitted to the Executive Office of the Government of the Russian Federation within prescribed timelines (our reference number of the outgoing document: 09-943, date: 28 September 2017).</p> |

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| 2 | | On specifics of participation of small and medium-sized enterprises in procurement of goods, works, and services by certain types of legal entities (Decree of the President of the Russian Federation No. 287 On Measures to Further Develop Small and Medium-Sized Enterprises dated 5 June 2015, Resolution of the Government of the Russian Federation No. 1352 dated 11 December 2014) | |
| 2.1 | Instruction of the Government of the Russian Federation No. 6362p-P13 dated 24 October 2013 | <p>Ensure the efficiency of the customer's interaction with small and medium-sized enterprises (SMEs), including as regards procurement of innovative products:</p> <ol style="list-style-type: none"> 1. Set up an Advisory Board in charge of independent audit of procurement efficiency 2. Develop Regulations on the Advisory Board, ensure the transparency of its activities 3. Ensure control over the efficiency of the customer's one-stop-shop system to implement innovative products and results of research, development, and technological work carried out by SMEs, and ensure mutual technology transfer 4. Ensure maximum transparency of the activities of the Advisory Board in charge of independent audit of procurement efficiency 5. Create a special section in the Annual Report on the efficiency of procurement from small and medium-sized enterprises 6. Develop, with the involvement of the Advisory Board's representatives, approve, and put into effect the Regulations on Procedures and Rules for Implementing Innovative Solutions in the Customer's Activities | <p>The Advisory Board was set up (Order No. 188 dated 19 June 2014), amendments were made (Order No. 91 dated 24 March 2016), the membership structure of the Advisory Board was approved by Instruction No. 242/U dated 18 December 2014, amendments were made (Instruction No. 240/U dated 15 December 2015). Regulations on the Advisory Board were developed (RI-GD-227, Appendix to Order No. 188 dated 19 June 2014).</p> <p>Commercial launch of the one-stop-shop system took place in April 2017.</p> <p>Information on the Advisory Board's activities, including minutes of its meetings, is published in the relevant section of the website at http://www.aeroflot.ru/cms/content/soveshchatelnyi-organ.</p> <p>Section 3.12 Procurement was included in PJSC Aeroflot's Annual Report available on the Company's website at http://ir.aeroflot.ru/ru/akcioneram-i-investoram/.</p> <p>Regulations on Procedures and Rules for Implementing Innovative Solutions (RI-GD-303) were approved by Order No. 248 dated 18 July 2016.</p> |

Execution of Presidential and Governmental Instructions continued

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| | | <p>7. Make amendments to the customer's regulations on procurement or other executive documents with respect to procurement involving SMEs only, which stipulate:</p> <ul style="list-style-type: none"> – mandatory granting to SMEs of the right to choose between bank guarantee and cash collateral as the bid security, as well as introduction of additional (to bank guarantee and cash collateral) bid security terms, and granting to small and medium-sized enterprises of the right to select the terms of bid security – mandatory return by the customer of the bid security within no more than seven business days from the announcement of the bidding results to all SME bidders, except for those ranked 1st and 2nd in the bidding – mandatory return by the customer of the bid security within seven business days from signing a contract with SME bidders ranked 1st and 2nd in the bidding – the customer's obligation to limit the term from signing a contract with SMEs to 20 business days – the customer's obligation to set a maximum period for payment for work completed at 10 business days after the date of closing documents with an SME acting as the service provider, and a maximum period of 10 business days from the completion date of obligations secured by a deferred payment if a contract provides for a deferred payment as a security of the supplier's (contractor's, service provider's) obligations – the possibility to assign claims under contracts with SMEs to financial institutions | <p>Amendments were made. Regulations on Procurement taking into account the specifics of participation of small and medium-sized enterprises were approved by the Board of Directors on 29 April 2016 (Minutes No. 16).</p> |
| | | <p>8. Develop and adopt a mandatory performance measure for the management – the proportion of procurement contracts awarded to SMEs, including procurement of innovative goods (works, services), R&D and technology projects (share of procurement). The share of procurements shall be determined based on the customer's quarterly statistics on the participation of SMEs in customers' procurement, including the procurement of innovative goods (works, services), R&D and technology projects. Design systemic incentive (penalty) measures for compliance (non-compliance) with the above performance measure for the management (aligned with the financial efficiency of the customer's operations)</p> | <p>The relevant measure was included in KPI lists for department director level managers engaged in the procurement of goods, works, and services in 2014. The Achievement of Targets for the Share of Procurement from SMEs KPI weighing 5% was included in the list of bonus KPIs. The KPI is measured based on the year-end results in order to exclude the seasonal factor from the assessment of procurement from SMEs.</p> |
| | | <p>9. Make amendments to the customer's documents on determining relevant statistics and including mandatory measures reflecting the company's innovative development in the list of KPIs for the customer's top management:</p> <ul style="list-style-type: none"> – Overall Productivity KPI with an annual growth of at least 5% until the industry average for foreign peers is achieved in 2018 – Efficient Energy Use KPI with an annual growth of at least 5% until the industry average for foreign peers is achieved in 2018 – Environmental Friendliness KPI not lower than that of foreign peers | <p>The Overall Productivity KPI (for Aeroflot Group) were included in the list of KPIs of PJSC Aeroflot's CEO/management in 2015.</p> |
| | | | <p>The Efficient Energy Use and Environmental Friendliness KPIs were included in PJSC Aeroflot's KPI system and KPI lists for relevant department heads in 2015.</p> |

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| 2.2 | Instruction of the Government of the Russian Federation No. 7377p-P13 dated 7 December 2013 | <p>Ensure the efficiency of the customer's interaction with SMEs, including as regards procurement of innovative products.</p> <p>1. Increase the share of e-procurement in the total annual volume of procurement through public tenders to the extent and within the timelines stipulated in paragraph 7 of the Road Map:</p> <ul style="list-style-type: none"> – the share of e-procurement in the total annual volume of procurement through public tenders in 2015 should be at least 45% – the share of e-procurement in the total annual volume of procurement through public tenders in 2016 should be at least 50% – the share of e-procurement in the total annual volume of procurement through public tenders in 2017 should be at least 60% – the share of e-procurement in the total annual volume of procurement through public tenders in 2018 should be at least 70% <p>2. Make amendments to the customer's regulations on procurement or other executive documents (when approving the specifics of procurement from SMEs) by separate documents stipulating that at least 20% of the annual procurement of standard products should be allocated to procurement of innovative products that can be replaced with innovative products developed by SMEs</p> <p>3. Develop a pilot programme of partnership with SME associations</p> <p>4. Prepare proposals for simplifying the procurement procedure for SMEs by reducing, simplifying, and standardising the documents required for SMEs participation in customers' procurement</p> <p>5. Develop a methodology for determining the life cycle of goods, works and services to be procured</p> <p>6. Develop and introduce criteria for evaluating and comparing bids based on the "life cycle cost of a product or work result" for innovative, high-tech, or technically sophisticated products in the procurement procedures</p> <p>7. Ensure that annual procurement of innovative, hi-tech or technically sophisticated products is conducted using the "life cycle cost of a product or work result" criterion</p> | <p>Execution is in progress taking into account the Company's business specifics.</p> <p>Execution is completed. In 2015, e-procurement accounted for 48.296% of total procurement by value.</p> <p>Execution is completed. In 2016, e-procurement accounted for 56.36% of total procurement by value.</p> <p>Execution is completed. In 2017, e-procurement accounted for 61.09% of total procurement by value.</p> <p>Execution is scheduled for 2018.</p> <p>Amendments were made. The version of the Regulations on Procurement of Goods, Works, and Services was approved by PJSC Aeroflot's Board of Directors on 20 May 2016 (Minutes No. 67).</p> <p>The pilot programme of the Company's partnership with SMEs was developed and approved by the CEO's Order No. 408 dated 25 November 2015. As at 1 January 2018, 35 SMEs joined the pilot partnership programme.</p> <p>Procurement document templates were approved, with a focus on the procurement procedures in place at the Company (requests for proposals, tender). Document templates were developed taking into account the simplified participation of SMEs in procurement.</p> <p>The methodology for determining the life cycle of goods, works, and services to be procured (the Methodology) was approved by the CEO's Order No. 321 dated 28 September 2015 after obtaining a positive opinion of the auditor, Higher School of Economics (No. 6.18.1-19/1706-06 dated 17 June 2015).</p> <p>Execution is in progress in line with the approved Methodology.</p> <p>Execution is in progress in line with the approved Methodology.</p> |

Execution of Presidential and Governmental Instructions continued

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| 2.3 | Decree of the Government of the Russian Federation No. 2258-r dated 6 October 2015, Resolution of the Government of the Russian Federation No. 1169 dated 29 October 2015 | On assessment of draft plans for procurement of goods, works, and services; draft plans for procurement of innovative and high-tech products, pharmaceutical products; draft amendments to these plans, prior to approval, for their compliance with Russian laws providing for SMEs participation in procurement and the requirements of JSC Russian Small and Medium Business Corporation (RSMB Corporation). | PJSC Aeroflot's draft procurement plan for purchases of goods, works, and services in 2017 was published in the unified information system on 26 December 2016, No. 2160197696 (notification No. P2160197696001) and complies with Russian laws (Findings of RSMB Corporation No. OZS-1208/2016 dated 26 December 2016). All amendments to the plan were published in the unified information system in due time and their compliance with Russian laws was approved by RSMB Corporation. The CEO of RSMB Corporation Alexander Braverman highly appreciated PJSC Aeroflot's efforts to increase the procurement of goods, works, and services from SMEs; for significant contribution to SMEs development, he also expressed his acknowledgement to PJSC Aeroflot's CEO, Deputy CEO for Legal and Property Matters Vladimir Alexandrov, as well as the Company's employees; Mr Garnov and Ms Mochalova, employees of the Procurement Management Department were noted for being highly professional and competent (Letter No. AB-11/894 dated 24 January 2018, our reference number: 740, date: 29 January 2018). |
| 3 On procurement | | | |
| 3.1 | Clause 2 of the List of Instructions issued by the Government of the Russian Federation No. DM-P9-8413 dated 12 December 2015 on procurement regulation and the development of relevant procurement regulations for purchases of goods, works, and services Instruction of the Government of the Russian Federation No. 2793p-P13 dated 19 April 2016 (our reference number: 3773, date: 17 May 2016) | <p>Instructions:</p> <ol style="list-style-type: none"> 1. Develop and adopt procurement regulations for purchases of goods, works, and services by 30 April 2016. Procurement regulations shall specify price limits for listed goods, works, and services, and/or requirements to their quantity, usability, and other characteristics. The regulations shall focus on meeting the needs of customers without promoting purchases of goods, works, and services with excessive consumer properties 2. Publish procurement regulations on websites of joint-stock companies by 30 April 2016 3. Starting from 1 May 2016, ensure mandatory application of procurement regulations when planning business activities 4. Starting from 2017, conduct annual monitoring (on a year-on-year basis) of procurement performance in joint-stock companies, including adherence to the requirements of the approved procurement plan and relevant regulations for purchases of goods, works, and services for the needs of joint-stock companies, as well as fitness of the goods, works, and services purchased by joint-stock companies for purposes of their business defined in the articles of association 5. Annually adjust (update) procurement regulations for purchases of goods, works, and services for the needs of joint-stock companies. Implement these requirements across subsidiaries and associates | <p>The list of certain goods, works, and services which shall comply with the requirements set out for their usability and other characteristics was approved by the CEO's Order No. 296 dated 23 August 2016.</p> <p>The list was published on PJSC Aeroflot's website (Documents subsection, Sales and Procurement section).</p> <p>The report On Procurement Activities is submitted to the Management Board and the Board of Directors of PJSC Aeroflot on a quarterly basis. Furthermore, annual monitoring of procurement activities is conducted by the Revision Committee with a mandatory report by the Chairman of the Bidding Commission and the Director of the Procurement Management Department.</p> <p>A meeting of the Advisory Board in charge of independent audit of PJSC Aeroflot's procurement efficiency takes place on a quarterly basis. The minutes of meetings are available on the Company's website.</p> <p>The order does not need to be amended (Order No. 296 dated 23 August 2016).</p> <p>The requirements apply to the subsidiaries which arrange for the approval of reports on procurement activities.</p> |

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| 3.2 | Instruction of the Government of the Russian Federation No. 6558p-P13 On Amendments to the Company's Procurement Policy for Purchases of Innovative Building Materials dated 5 September 2016 (our reference number: 6855, date: 12 September 2016) | <p>Instructions:</p> <ul style="list-style-type: none"> – amend the procurement policy to give priority to purchases of innovative building materials made in Russia – amend the procurement policy to provide an opportunity to sign long-term contracts with Russian manufacturers of building materials for supply of innovative building materials with guaranteed supply volumes in the future, and with the manufacturers that have duly entered into special investment agreements to start manufacturing these products – implement the directives across subsidiaries of joint-stock companies. | <p>The Regulations on Procurement of Goods, Works, and Services were amended to give priority to purchases of innovative building materials made in Russia and provide an opportunity to sign long-term contracts with Russian manufacturers of building materials for supply of innovative building materials with guaranteed supply volumes in the future, and with the manufacturers that have duly entered into special investment agreements to start manufacturing these products (clause 6.1.2.8). The respective version of the Regulations on Procurement of Goods, Works, and Services (RI-GD-148E) was approved by the resolution of the Board of Directors dated 17 October 2016 (Minutes No. 3). The current version of the Regulations (RI-GD-148G) includes the above provisions.</p> <p>The directives are complied with by the subsidiaries in line with the Resolution of PJSC Aeroflot's Board of Directors dated 17 October 2016 (Minutes No. 3).</p> |
| 3.3 | Instruction of the Government of the Russian Federation No. 7704p-P13 On Expanding the Use of Factoring when Executing Agreements for the Supply of Goods (Performance of Works, Provision of Services) dated 11 October 2016 (our reference number: 7711, date: 17 October 2016) | <p>Amend the Company's procurement regulations to establish procedures for sale of receivables (factoring) when executing agreements for the supply of goods (performance of works, provision of services) signed by the Company and small and medium-sized enterprises based on purchases made using methods specified in the procurement regulations excluding tenders as defined in Russian civil laws.</p> | <p>The version of the Regulations on Procurement of Goods, Works, and Services (RI-GD-148G) was approved by the Board of Directors on 28 September 2017 (Minutes No. 3): "Clause 6.1.5. When conducting procurement procedures involving SMEs only, the customer shall ensure:</p> <p>f) the possibility to assign the claims under procurement contracts with mandatory inclusion in this contract of the terms stipulated by clause 20.23 of RI-GD-148X to a company (financial agent) which signed a loan agreement with a SME against assignment of the claims (factoring agreements)."</p> |
| 4 | On long-term planning and operational performance improvement at state-owned companies (List of Instructions of the President of the Russian Federation No. Pr-3013 dated 27 December 2014) | | |
| 4.1 | List of Instructions of the President of the Russian Federation No. Pr-3086 dated 27 December 2013 Instruction of First Deputy Prime Minister of the Russian Federation Igor Shuvalov No. 4955p-P13 dated 17 July 2014 | <p>Instructions:</p> <ul style="list-style-type: none"> – Develop and approve the Long-Term Development Programme (the LDP) – Audit the implementation of the LDP and approve a relevant audit standard – Amend the regulations on remuneration of the sole executive body | <p>Aeroflot Group's Development Strategy 2025 was approved by the Board of Directors on 2 December 2014 (Minutes No. 8) and has been updated in line with the 2014 Long-Term Development Programme Development Guidelines of the Federal Agency for State Property Management for Strategic Public Joint-Stock Companies and Federal State Enterprises.</p> <p>The Standard on, and Terms of Reference for, Auditing the Implementation of the of Aeroflot Group's LDP were developed and approved by PJSC Aeroflot's Board of Directors on 29 January 2015 (Minutes No. 10).</p> <p>The Regulations on Updating and Managing the Implementation of Aeroflot Group's Long-Term Development Programme were approved by Order No. 126 dated 27 March 2017.</p> <p>Progress Reports on Aeroflot Group's Long-Term Development Programme and Achievement of Key Performance Indicators for 2017 are reviewed and approved by PJSC Aeroflot's Board of Directors on a quarterly basis (Minutes No. 3 dated 28 September 2017 and No. 7 dated 21 December 2017).</p> <p>The audit of the LDP implementation at Aeroflot Group in 2016 was conducted by BDO Unicon; the report was reviewed by PJSC Aeroflot's Board of Directors on 28 April 2017 (Minutes No. 14).</p> <p>The Regulations on PJSC Aeroflot's Key Performance Indicators and the list of KPIs were approved by PJSC Aeroflot's Board of Directors on 28 April 2016 (Minutes No. 15) and introduced by Order No. 203 dated 28 June 2016.</p> <p>The Terms of Reference for Auditing the Implementation of the of Aeroflot Group's and Achievement of Key Performance Indicators for 2017 were approved by PJSC Aeroflot's Board of Directors on 26 October 2017 (Minutes No. 4).</p> <p>The updated LDP 2018–2022 of Aeroflot Group was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7).</p> |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 4.2 | Instruction of the President of the Russian Federation No. Pr-3013 dated 27 December 2014 Methodology for Analysis of Implementation of Internal Regulations approved in line with the List of Instructions of the President of the Russian Federation No. Pr-3013 dated 27 December 2014 (developed by the Russian Ministry of Economic Development) | 1. The JSC shall develop and approve: the development strategy the long-term development programme (LDP) | Aeroflot Group's Development Strategy 2025 (LDP) was approved by the Board of Directors on 2 December 2014 (Minutes No. 8) and has been updated in line with the 2014 LDP Development Guidelines of the Federal Agency for State Property Management for Strategic Public Joint-Stock Companies and Federal State Enterprises. |
| | Instruction of the Government of the Russian Federation No. 2007p-P13 dated 6 April 2015 | the procedures for the development and approval of LDP auditing standards | The Standard on Auditing the Implementation of Aeroflot Group's LDP was developed and approved by PJSC Aeroflot's Board of Directors on 29 January 2015 (Minutes No. 10). |
| | Instruction of the President of the Russian Federation No. Pr-769 dated 26 April 2016 | the regulations on key performance indicators (KPIs) | The Regulations on PJSC Aeroflot's Key Performance Indicators and the list of KPIs were approved by PJSC Aeroflot's Board of Directors on 28 April 2016 (Minutes No. 15) and introduced by CEO's Order No. 203 dated 28 June 2016. The updated Regulations on PJSC Aeroflot's Key Performance Indicators were approved by PJSC Aeroflot's Board of Directors on 28 September 2017 (Minutes No. 3) and introduced by Order No. 452 dated 22 November 2017. |
| | Instruction of the Government of the Russian Federation No. ISh-P13-2747 dated 10 May 2016 (clause 1) | the regulations on operational and investment performance improvement and cost reduction | The Regulations on Operational and Investment Performance Improvement and Cost Reduction was approved by PJSC Aeroflot's Board of Directors on 21 December 2015 (Minutes No. 8) and introduced by Order No. 153 dated 19 May 2016. |
| | Instruction of the Government of the Russian Federation No. AD-P36-4292 dated 20 July 2016 (clause 6) | the investment programme | Aeroflot Group's Investment Programme makes part of the Group's LDP. |
| | Instruction of the Government of the Russian Federation No. ISh-P13-8144 dated 30 December 2016 | the regulations on internal audit | The Regulations on Internal Audit at Aeroflot Group were approved by PJSC Aeroflot's Board of Directors on 1 October 2015 (Minutes No. 4). |
| | | the regulations on the quality management system | The Operational Quality Guidelines have been in place at PJSC Aeroflot since 15 May 2004 (No. 16/I dated 6 May 2014) and the revised Guidelines were approved by PJSC Aeroflot's Board of Directors on 2 February 2018 (Minutes No. 9). |
| | | the regulations on the procedure for developing and implementing the innovative development programme | The Regulations on the Procedure for Developing and Implementing the Innovative Development Programme were approved by PJSC Aeroflot's Board of Directors on 26 November 2015 (Minutes No. 7). |
| | | the regulations on the formation and use of the sponsorship and charity funds | The Regulations on the Formation and Use of the Charity Fund were introduced by Order No. 74 dated 16 March 2016 and the revised Regulations were approved by PJSC Aeroflot's Board of Directors on 28 September 2017 (Minutes No. 3). |
| | | the innovative development programme | The Regulations on the Formation and Use of the Sponsorship Fund were introduced by Order No. 94 dated 29 March 2016 and the new version was approved by PJSC Aeroflot's Board of Directors on 28 September 2017 (Minutes No. 3). Aeroflot Group developed the Innovative Development Programme 2025 and obtained its approval from federal executive authorities, the Interdepartmental Committee for Technological Development at the Praesidium of the Presidential Council of the Russian Federation on Economic Modernisation and Innovative Development of Russia as specified in the Regulations. PJSC Aeroflot's Board of Directors approved the Programme on 25 August 2016 (Minutes No. 1). |
| | | the regulations on procurement | The Regulations on Procurement of Goods, Works, and Services have been in place at PJSC Aeroflot since 4 April 2012, the revised Regulations were approved by PJSC Aeroflot's Board of Directors on 28 September 2017 (Minutes No. 3). |
| | | the regulations on committees of the board of directors | The Regulations on the Personnel and Remuneration Committee were approved by PJSC Aeroflot's Board of Directors on 23 December 2016 (Minutes No. 8). The Regulations on the Audit Committee were approved by PJSC Aeroflot's Board of Directors on 28 January 2016 (Minutes No. 10). |
| | | the regulations on remuneration of the JSC's management, members of the board of directors, members of the revision committee, including a section providing that the JSC's sole executive bodies' remuneration and responsibility shall be subject to the achievement of the KPIs detailed in the LDP | The Regulations on the Strategy Committee were approved by PJSC Aeroflot's Board of Directors on 1 September 2011 (Minutes No. 3). |
| | | the regulations on non-core assets disposal | The Regulations on Remuneration and Compensation Payments to the Members of the Board of Directors of PJSC Aeroflot were approved by the Annual Meeting of Shareholders on 26 June 2017 (Minutes No. 40). PJSC Aeroflot has in place a Programme for Non-Core Assets Disposal which includes the procedure for identifying and valuating non-core assets, as well as disposal methods and procedures. |

| No. | Document type, date, and number | Summary | Execution status |
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| | | the programme for non-core assets disposal | The Programme for Non-Core Assets Disposal of JSC Aeroflot was approved by JSC Aeroflot's Board of Directors on 26 July 2012 (Minutes No. 1). The updated Programme for Non-Core Assets Disposal of PJSC Aeroflot was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7). |
| | | the programme on energy saving and efficiency | The JSC Aeroflot's Energy Saving and Environmental Performance Programme until 2020 was approved by JSC Aeroflot's Board of Directors on 18 August 2008 (Minutes No. 2). |
| | | the procedure for using voluntary environmental protection tools | The Procedure for Using Voluntary Environmental Protection Tools is set up in the Environmental Management Guidelines in place since 30 January 2010. The updated Environmental Management Guidelines were approved and introduced by Order No. 39 dated 10 February 2016. |
| | | the regulations on the risk management system | The Regulations on Aeroflot Group's Risk Management System, Aeroflot Group's Risk Register, Aeroflot Group's Risk Map, and Aeroflot Group's Risk Appetite Statement were approved by the resolution of the Board of Directors dated 21 December 2017 (Minutes No. 7). |
| | | 2. Submit to federal executive authorities the analysis of internal documents implementation by 1 March on an annual basis | The report on the implementation of the List of Instructions of the President of the Russian Federation No. Pr-3013 dated 27 December 2014 was submitted to the Russian Ministry of Transport within prescribed timelines. The interactive versions of questionnaires and the information on the development and approval of mandatory internal documents at PJSC Aeroflot are posted in the Company's account on the interdepartmental portal for state property management. |
| | | 3. Modify the structure of the Company's annual report by adding information on areas and amounts of sponsorship and charitable contributions made by the Company, its subsidiaries, and associates during the reporting period (starting from reporting for the 2015–2016 corporate year) | PJSC Aeroflot's Annual Report for 2016 was prepared in line with the directives, approved by PJSC Aeroflot's Board of Directors on 25 May 2017 (Minutes No. 15), and by the General Meeting of Shareholders on 26 June 2017. |
| | | 4. The Company and its subsidiaries and associates shall submit reports on the utilization of the sponsorship and charity fund through the interdepartmental portal for state property management on the Internet on a quarterly basis (by the 15th day of the month following the reporting quarter, starting from reporting for Q4 2015) | The information is posted in the Company's account on the interdepartmental portal for state property management in the Instructions section – "Instruction No. 17 Long-Term Development Programme" and "Instruction No. 20 The Company's Internal Documents". |
| 4.3 | Instruction of the Government of the Russian Federation No. AD-P36-4292 dated 20 July 2016 | Boards of directors shall approve the plans stipulating consideration of the following matters at the meetings of the boards of directors (after preliminary consideration by the personnel and remuneration committee and the investment committee, starting from the next reporting period in 2016): – Quarterly reporting on the implementation of the LDP and achievement of KPIs – Assessment of expected KPIs, analysis of reasons for difference between actual and target KPIs – Adoption of a remedial plan in case of significant difference between actual and target KPIs – Approval of the amount of quarterly and annual remuneration based on KPI achievement | These matters are included for consideration in PJSC Aeroflot's Board of Directors action plan for July 2017 – June 2018 (based on the results of the reporting period). Progress Reports on Aeroflot Group's Long-Term Development Programme and Achievement of Key Performance Indicators are reviewed and approved by PJSC Aeroflot's Board of Directors on a quarterly basis. Quarterly progress reports on Aeroflot Group's LDP for 2017 are approved by PJSC Aeroflot's Board of Directors (Minutes No. 3 dated 28 September 2017 and No. 7 dated 21 December 2017). Quarterly reports on achievement of key performance indicators include assessment of expected KPIs, analysis of reasons for difference between actual and target KPIs, and a remedial plan (in case of significant difference between actual and target KPIs). PJSC Aeroflot's Board of Directors approves the amount of bonus payments to PJSC Aeroflot's management following KPI achievement during the reporting period. |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 5 | On developing (updating) innovative development programmes | | |
| | Guidelines on Adjusting Innovative Development Programmes approved by Deputy Prime Minister of the Russian Federation Arkady Dvorkovich (No. AD-P36-621 dated 9 February 2016) | | |
| 5.1 | Minutes of the Meeting of the Praesidium of the Presidential Council of the Russian Federation on Economic Modernisation and Innovative Development of Russia No. 2 dated 17 April 2015 (sub-clause a, clause 2, section II) (our reference number: 3907, date: 14 May 2015) | On the need to update (develop) and approve innovative development programmes subject to the Guidelines (Appendix 1 to the Minutes). | The Board of Directors approved the Regulations on the Procedure for Developing and Implementing the Innovative Development Programme on 26 November 2015 (Minutes No. 7). Aeroflot Group developed the Innovative Development Programme 2025 and obtained its approval from federal executive authorities, the Interdepartmental Committee for Technological Development at the Praesidium of the Presidential Council of the Russian Federation on Economic Modernisation and Innovative Development of Russia as specified in the Regulations. PJSC Aeroflot's Board of Directors approved the Programme on 25 August 2016 (Minutes No. 1). |
| 5.2 | Instruction of the Government of the Russian Federation No. 1471p-P13 dated 3 March 2016 | Instructions: – Approve the innovative development programme developed (updated) in line with the Guidelines approved by Instruction No. DM-P36-7563 and the Regulations approved by Instruction No. DM-P36-7563 – Annually report on the implementation of innovative development programmes to federal executive bodies in line with the Regulations | The report on the implementation of PJSC Aeroflot's Innovative Development Programme in 2016 was approved by PJSC Aeroflot's Board of Directors on 29 May 2017 (Minutes No. 16) and submitted to federal executive authorities in line with the Regulations. The Integrated Innovation Key Performance Indicator (IKPI) (for Aeroflot Group) has been included in the KPI list of Aeroflot Group's Long-Term Development Programme and PJSC Aeroflot's KPIs for senior management since 2016 and is taken into account when determining the amount of senior management's (including CEO's) bonus payments for KPI achievement. |
| 5.3 | Instruction of the Government of the Russian Federation No. 1472p-P13 dated 3 March 2016 | Starting from 2016, include the integrated key performance indicator reflecting innovation performance in the list of key performance indicators within long-term development programmes and in the list of key performance indicators for the senior management, and take this integrated KPI into account when calculating the amount of incentive remuneration for the Company's management including the Company's sole executive body. | The final assessment of the Innovative Development Programme (IDP) update at PJSC Aeroflot in 2016 totalled 95.33%. To implement the decisions made at the Meeting of the Inter-Agency Working Group on Supporting Innovative Development Priorities of the Praesidium of the Presidential Council for Economic Modernisation and Innovative Development of Russia, a List of Instructions (No. 47/PI dated 30 June 2017) was developed. The results of the independent assessment of the IDP implementation quality, as well as proposals on improving the quality of IDP preparation and implementation were reviewed at the meeting of PJSC Aeroflot's Board of Directors on 28 September 2017 (Minutes No. 3). |

| No. | Document type, date, and number | Summary | Execution status |
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| 5.4 | Minutes of the Meeting of the Inter-Agency Working Group on Supporting Innovative Development Priorities of the Praesidium of the Presidential Council for Economic Modernisation and Innovative Development of Russia chaired by Deputy Prime Minister of the Russian Federation Arkady Dvorkovich No. 1 dated 14 April 2017 (our reference number: 3912, date: 17 May 2017) | <p>Clause 4, section I.</p> <p>Ensure the review of the rating, as well as the proposals of state-owned companies' senior management on quality improvement of preparation and implementation of their innovative development programmes (the IDP) at the meetings of the Board of Directors.</p> <p>Clause 4, section II.</p> <p>The IIKPIs for 2017 were approved for the indicators lower than the actual 2014–2016 values.</p> <p>Ensure the target IIKPI approval for 2018 for the indicators not lower than the average value for the past five years (2013–2017) by 1 March 2018.</p> <p>Clause 4, section III.</p> <p>Instructions:</p> <p>1) Benchmark own level of technological development and current KPI values against such of the leading foreign peers</p> <p>2) Develop proposals on the IIKPIs for 2019 based on the specified assessment and submit them for approval to federal executive authorities by 1 December 2017</p> <p>Clause 15, section III.</p> <p>Following the review of industries' development strategies, ensure update of corporate strategies, LDPs, KPIs, and IDPs.</p> | <p>The proposals on the target IIKPI of Aeroflot Group, as well as proposals on the change in IIKPI calculation method were submitted to the Russian Ministry of Transport (our reference number of the outgoing document: 511-2, date: 17 January 2018).</p> <p>On 27 December 2017, the Company signed an agreement with Lomonosov Moscow State University for the research activities on PJSC Aeroflot's Innovative Development Benchmarking against international peers to include its results in the IDP.</p> <p>The development of the IIKPIs for 2019 was rescheduled for May 2018 (Minutes of the Meeting of the Inter-Agency Working Group on Supporting Innovative Development Priorities of the Praesidium of the Presidential Council for Economic Modernisation and Innovative Development of Russia No. 2 dated 19 September 2017, clause 3, section IV).</p> <p>The updated LDP 2018–2022 of Aeroflot Group was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7).</p> |
| 6 | On the implementation of KPI-based manager bonus system to reduce operating expenses (costs) by at least 2%–3% annually (List of Instructions of the President of the Russian Federation No. Pr-2821 dated 5 December 2014) | | |
| 6.1 | Instruction of the Government of the Russian Federation No. 4750p-P13 dated 4 July 2016 | <p>On making decisions providing for the following:</p> <p>– Development (update) by companies and their subsidiaries (if any), within one month, of a set of measures (list of measures) as part of the long-term development programme aimed at achieving the KPI of reducing operating expenses (costs) by at least 10% in 2016 taking into account the need to implement the initiatives specified in the Directives of the Government of the Russian Federation No. 2303-p-P13 dated 16 April 2015</p> <p>– Consideration of management reports on the implementation of the set of measures (list of measures) to reduce operating expenses (costs) at meetings of the boards of directors (supervisory boards) on a quarterly basis</p> <p>– Submission of companies' reports on the implementation of the set of measures (list of measures) to reduce operating expenses (costs) considered and approved by the board of directors (supervisory boards) to industry federal executive authorities on a quarterly basis</p> | <p>The set of measures (list of measures) aimed at achieving the KPI of reducing operating expenses (costs) at Aeroflot Group by at least 2%–3% annually, as well as at determining target measures for the implementation of the above activities was included in the respective section of the LDP on 19 June 2015.</p> <p>In line with the Instruction of the Government on the reducing operating expenses (costs) by at least 10% in 2016, the Operating Expenses Optimisation Programme at the Group was updated on 2 November 2016.</p> <p>The set of measures aimed at reducing operating expenses (costs) in 2016 was reviewed by PJSC Aeroflot's Board of Directors on 20 April 2017 and was considered fully completed (Minutes No. 14).</p> <p>The CASK KPI (for Aeroflot Group) was approved for 2017 (Order No. 465 dated 30 December 2016). Target KPI achievement is guided by the Regulations on PJSC Aeroflot's Key Performance Indicators and does not require the development of separate activities. The values of the operating expenses (costs) KPI are included in the Aeroflot Group's KPI system.</p> <p>The report on the implementation of the set of measures aimed at reducing operating expenses is submitted for approval to PJSC Aeroflot's Board of Directors and submitted to the industry federal executive authority (Federal Agency for State Property Management) on a quarterly basis.</p> |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 7 | | On disposal of non-core assets (Paragraph 4, sub-clause c, clause 2 of Decree of the President of the Russian Federation No. 596 dated 7 May 2012 On Long-Term National Economic Policy, Instruction of the Government of the Russian Federation No. ISh-P13-668 dated 31 January 2014 and No. DM-P13-8542 dated 19 November 2014, Instruction of President of the Russian Federation Vladimir Putin No. 348 dated 22 February 2016) | |
| 7.1 | Paragraph 4, sub-clause c, clause 2 of Decree of the President of the Russian Federation No. 596 dated 7 May 2012 On Long-Term National Economic Policy Instruction of the Government of the Russian Federation No. 4863p-P13 dated 7 July 2016 Guidelines on Identification of Non-Core Assets Disposal (approved by Instruction of the Government of the Russian Federation No. ISh-P13-4065 dated 7 July 2016) Guidelines on Identification and Disposal of Non-Core Assets (approved by Resolution of the Government of the Russian Federation No. 894-r dated 10 May 2017) | <ol style="list-style-type: none"> Develop (update) programmes for the disposal of the joint-stock company's non-core assets and the register of the joint-stock company's non-core assets in line with the Guidelines Approve the programme (updates to the programme) for, and the register of, non-core assets Instructions: <ul style="list-style-type: none"> Approve the annual plan for the implementation of the programme for disposal of the joint-stock company's non-core assets broken down by quarter and publish the plan on the interdepartmental portal for state property management Consider the joint-stock company's progress reports on the programme at the meetings of the board of directors (supervisory board) on a quarterly basis and publish the relevant materials signed by the joint-stock company's authorised person on the interdepartmental portal for state property management Timely publish all the necessary well-developed information on disposal of non-core assets as specified by the Federal Agency for State Property Management on the interdepartmental portal for state property management Implement the provisions of these directives across subsidiaries of joint-stock companies | <p>The Programme for Non-Core Assets Disposal was approved by JSC Aeroflot's Board of Directors on 26 July 2012 (Minutes No. 1).</p> <p>The updated Programme for Non-Core Assets Disposal (including the Register of Non-Core Assets and the Action Plan on Non-Core Assets Disposal of PJSC Aeroflot) was approved by PJSC Aeroflot's Board of Directors on 17 October 2016 (Minutes No. 3)</p> <p>PJSC Aeroflot's Programme for Non-Core Assets Disposal updated in line with the Guidelines on Identification of Non-Core Assets Disposal, Register of Non-Core Assets (Appendix 1 to the Programme), and Action Plan on Non-Core Assets Disposal (Appendix 2 to the Programme) were approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7).</p> <p>The progress reports on the Programme for Non-Core Assets Disposal are reviewed at the meetings of PJSC Aeroflot's Board of Directors on a quarterly basis.</p> <p>The information is posted in the Company's account on the interdepartmental portal for state property management in the Instructions section – "Instruction No. 10 Non-Core Assets Structure Optimisation" within prescribed timelines since 2015.</p> <p>The audit of assets was conducted in the Company's subsidiaries, following which non-core assets were identified in Rossiya airline and included in the Rossiya airline's Programme for Non-Core Assets Disposal (Rossiya airline's Board of Directors on 31 March 2017). The Board of Directors of Rossiya airline decided review the progress report on the Programme on a quarterly basis on 12 July 2017. The respective materials are reviewed by the Board of Directors of Rossiya airline within prescribed timelines.</p> |
| 7.2 | Instruction of the Government of the Russian Federation No. 6604p-P13 dated 18 September 2017 | By 1 November 2017, amend the employment contract with the sole executive body of the joint-stock company (the person performing his/her duties) in terms of including provisions on personal responsibility for untimely disclosure of information or disclosure of misleading information on non-core assets disposal on the interdepartmental portal for state property management. | The resolution on amending the employment agreement with PJSC Aeroflot's CEO was passed by the Board of Directors on 1 February 2018 (Minutes No. 8). |

| No. | Document type, date, and number | Summary | Execution status |
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| 8 | On managing intellectual property rights | | |
| 8.1 | Clause 34 of the Action Plan to implement the Social and Economic Development Strategy of the Central Federal District until 2012 approved by Resolution of the Government of the Russian Federation No. 2564-r dated 27 December 2012 Instruction of the Government of the Russian Federation No. ISh-P8-800 dated 4 February 2014 Recommendations on Intellectual Property Rights (the IPR) Management (approved by Instruction of the Government of the Russian Federation No. ISh-P8-5594 dated 25 August 2017) Instruction of the Government of the Russian Federation No. 9177p-P13 dated 12 December 2017 | <p>1. Develop and approve Key Regulations on IPR Management and an Action Plan on their implementation in line with the Recommendations of the Federal Agency for State Property Management and the company's innovative development programme</p> <p>2. Appoint the official responsible for the efficient operation of the IPR management system, and the implementation of the Key Regulations and the Action Plan</p> <p>Instructions:</p> <ol style="list-style-type: none"> 1. Ensure the analysis of IPR management in line with the Recommendations 2. Develop a programme or make amendments to the existing programme (if needed) for IPR management 3. Post and later update the information on the IPR management programme implementation on the interdepartmental portal for state property management | <p>Regulations on Intellectual Property Rights Management (RI-GD-224) were approved by Order No. 263 dated 29 July 2016.</p> <p>The Action Plan on Intellectual Property Rights Registration was developed and approved for the rights identified during the audit in December 2016.</p> <p>The business process "Intellectual Property Rights Management" (BP-511-003) was approved on 31 March 2017.</p> <p>The Deputy CEO for Customer Relations was appointed responsible for the implementation of the Regulations on Intellectual Property Rights Management.</p> <p>The matter was reviewed at the meeting of PJSC Aeroflot's Board of Directors on 2 February 2018 (Minutes No. 9).</p> <p>In September 2018, the Management Board of PJSC Aeroflot shall:</p> <ol style="list-style-type: none"> 1. conduct the analysis of intellectual property rights management system of PJSC Aeroflot in line with the Recommendations on Intellectual Property Rights Management in Entities approved by Instruction of the Government of the Russian Federation No. ISh-P8-5594 dated 25 August 2017 (the Recommendations) and submit the results of the analysis at a Board of Directors meeting 2. ensure the update of the Regulations on Intellectual Property Rights Management (RI-GD-224) in line with the Recommendations 3. ensure posting and further updating of the information on the implementation of the Regulations on Intellectual Property Rights Management (RI-GD-224) on the interdepartmental portal for state property management. |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 9 | On scheduled substitution of imported products (works, services) with those of Russian origin (works, services), having similar specifications and consumer properties | | |
| 9.1 | Directives of the Government of the Russian Federation No. 4972p-P13 dated 11 July 2016 (our reference number: 5553, date: 25 July 2016) | <p>Instructions:</p> <p>1. Amend the regulations on the joint-stock company's procurement processes so as to ensure the following:</p> <p>1.1 Procurement requirements and other local regulations, which are subject to approval when making any purchases of the computer and database software available, irrespective of the type of agreement, on physical media and/or in electronic form through communication channels and of the right to use the software, including temporary use, shall provide for submission of bids offering only such software which is included in the unified register of Russian computer and database software (the Register) that was developed in line with Article 12.1 of Federal Law No. 149-FZ On Information, Information Technology and Information Protection dated 27 July 2006, except in the following cases:</p> <p>a) the register does not include data on software which belongs to the same class of software as the software offered for purchase</p> <p>b) the software, which is included in the register and belongs to the same class of software as the software offered for purchase, is uncompetitive (its functions, specifications and/or performance characteristics do not meet the requirements set out by a customer for the software offered for purchase)</p> <p>1.2. If a purchase is subject to the above exceptions, publish information on each such purchase with a rationale explaining inability to comply with restrictions imposed on foreign-made software on the joint-stock company's website in a dedicated procurement section within seven calendar days after publication of information on procurement on the joint-stock company's website or dedicated websites on the Internet used by the joint-stock company for procurement (bidding platforms)</p> <p>2. Implement the above approach across subsidiaries directly and/or indirectly controlled by the joint-stock company by more than 50% in total</p> | <p>The requirements were included in PJSC Aeroflot's Regulations on Procurement of Goods, Works and Services (RI-GD-148E) approved by the Board of Directors on 17 October 2016 (Minutes No. 3).</p> <p>The information is posted on PJSC Aeroflot's website in the prescribed order.</p> <p>The matter was reviewed at the meeting of PJSC Aeroflot's Board of Directors on 17 October 2016 (Minutes No. 3).</p> <p>The Company's Management Board has been instructed to set up the approval of similar amendments to the regulations on procurement of goods, works, and services of its subsidiaries directly and/or indirectly controlled by PJSC Aeroflot by more than 50% in total.</p> <p>These requirements have been included in the regulations on procurement of goods, works, and services of the subsidiaries and approved by their boards of directors.</p> <p>Rossiya airline – Minutes No. 8-2017 dated 23 March 2017.</p> <p>Pobeda airline – Minutes No. 3-17 dated 31 January 2017.</p> <p>Aurora airline – Minutes No. 11-16 dated 30 November 2016.</p> |

| No. | Document type, date, and number | Summary | Execution status |
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| 9.2 | Instructions of the Government of the Russian Federation No. DM-P9-87pr dated 25 November 2013, No. AD-P9-9176 dated 12 December 2014, No. ISh-P13-1419 dated 5 March 2015, and No. 1346p-P13 dated 5 March 2015 | Instructions: 1. Prepare a set of measures aimed at planned and scheduled substitution of imported products (works, services) with those of Russian origin, having similar specifications and consumer properties, to be used in investment projects and day-to-day operations, based on economic and technological feasibility principles and technological justification 2. Inclusion of the set of measures and the indicator values of the above activities implementation in the Company's Long-Term Development Programme | The set of measures aimed at planned and scheduled substitution of imported products (works, services) with those of Russian origin, having similar specifications and consumer properties, to be used in investment projects and day-to-day operations, based on economic and technological feasibility principles and technological justification was included in Aeroflot Group's LDP (Appendix C) on 15 May 2015, amended on 4 June 2015, and updated on 21 December 2017. |
| 9.3 | Instruction of the Government of the Russian Federation No. 6558p-P13 dated 5 September 2016 | Ensure the amendments in the joint-stock company's procurement policy to give priority to purchases of Russian-made innovative construction materials. | The requirements were considered in the Regulations on Procurement of Goods, Works, and Services (version RI-GD-148F) approved by the Board of Directors on 23 June 2017 (Minutes No. 17). Amendment No. 1 was made to the Guidelines for Determining and Applying Criteria Assessment and Comparing Bidders' Applications (RI-GD-318) (Order No. 296 dated 3 August 2017). |
| 10 | On ensuring priority funding for the social and economic development of the Russian Far East | | |
| 10.1 | List of Instructions of the President of the Russian Federation following the Eastern Economic Forum Instructions of the Government of the Russian Federation No. DM-P16-6658 dated 30 September 2015 and No. 4531p-P13 dated 28 June 2016 | Instructions: – Amend development plans including long-term development programmes, strategies and investment programmes of the Company (the Strategic Documents) so as to add to them dedicated sections (dedicated measures) ensuring priority funding (development of such measures, if necessary) for the social and economic development of the Russian Far East – Align strategic documents with state programmes of the Russian Federation (in line with the appended list) | A dedicated section on Ensuring Priority Funding for the Social and Economic Development of the Russian Far East was added to Aeroflot Group's Long-Term Development Programme 2016–2021 on 7 July 2016. The section was updated on 21 December 2017. |
| 11 | On creating a barrier-free environment for disabled people (Federal Law No. 419-FZ On Amendments to Certain Laws of the Russian Federation Aimed at Social Protection of Disabled People Following Ratification of the Convention on the Rights of Persons with Disabilities dated 1 December 2014, Resolution of the Government of the Russian Federation No. 599 On Procedures and Timelines for Development of Measures to Improve Indicators Reflecting Accessibility of Facilities and Services for Disabled People in Specified Areas of Activity by Federal Executive Authorities, Executive Authorities of Constituent Entities of the Russian Federation and Local Authorities dated 17 September 2015, Resolution of the Government of the Russian Federation No. 1297 On Approval of the Russian State Accessible Environment Programme 2011–2020 dated 1 December 2015, Decree of the Ministry of Transport of the Russian Federation No. 24 On Approval of the Procedure for Provision of Services for Disabled People in Airports and Aircraft dated 15 February 2016) | | |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 11.1 | Instruction of the Ministry of Labour and Social Protection of the Russian Federation No. 13-6/10/V-2014 dated 28 March 2016 (our reference number: 5527, date: 9 July 2015) | <p>Adopt decisions providing for the following:</p> <ul style="list-style-type: none"> – Establishment of corporate standards (rules) ensuring accessibility of the entity's facilities and services for disabled people – Certification of facilities and services and subsequent approval of plans for step-by-step bringing their accessibility in line with applicable laws – Training (briefings) of relevant employees in ensuring accessibility of the entity's facilities and services for disabled people – Annual (starting from 2017) allocation of funds from the entity's budget and provision of other material resources to fulfil the above obligations | <p>PJSC Aeroflot continues to implement its Action Plan for Ensuring Accessibility of PJSC Aeroflot's Services for Disabled People approved in 2016.</p> <p>PJSC Aeroflot's entire fleet comprising 224 aircraft was fully equipped with wheelchairs. Starting from January 2018, the new B737 aircraft delivered to the airline will have the cockpit design enabling to take on board a passenger on a stretcher. One of the aircraft was modified. The improvements to aircraft in operation are scheduled to end before late 2019 (at the moment, if a stretcher is needed, the Company modifies the flight through changing the aircraft).</p> <p>An agreement was signed to develop design documents to conduct overhauls providing access to PJSC Aeroflot's own sales offices and buildings for disabled people; overhauls are scheduled for 2018.</p> <p>All sections of the website have been enhanced in cooperation with Lab.Ag to assist visually impaired air travellers.</p> |
| 11.2 | Instruction of the Ministry of Labour and Social Protection the Russian Federation No. 13-6/10/V-5159 dated 26 July 2016 Minutes of the Meeting led by Minister of Labour and Social Protection of the Russian Federation Maxim Topilin No. 1/13/23b dated 15 July 2016 (our reference number: 5821, date: 2 August 2016) | <p>Develop roadmaps to improve accessibility of facilities and services for disabled people using the recommendations developed by the Ministry of Labour and Social Protection of the Russian Federation by 30 December 2016.</p> | <p>Website tests on booking special services for passengers with disabilities have been performed successfully; the service has been commercially launched.</p> <p>Information in the Passengers with Disabilities section of the website has been updated, the Travelling the World Unhindered! video on the airline's rules and services was posted, as well as the questionnaire to assess the flight; the launch of an online chat which will enable passengers to get answers and the help needed in real time is scheduled for March 2018.</p> <p>In December 2017, a hotline for passengers with disabilities was launched in PJSC Aeroflot's Contact Centre – specially trained staff provides qualified help to organise air travel and information support on service matters.</p> <p>In-flight entertainment programme has been implemented for visually and hearing impaired passengers, which now contains eight films with subtitles and/or audio descriptions.</p> <p>Briefing on the seat, flight safety instructions, and in-flight services is provided to visually impaired passengers in information brochures translated into Braille.</p> <p>Passengers using a wheelchair who need additional back support are provided with a shoulder belt restraint if ordered in advance. This service is currently being tested.</p> <p>The professional development system was expanded with a new online training course for flight attendants which takes into account recommendations on diverse categories of disabled passengers.</p> <p>The second version of the standard for servicing passengers with disabilities is being updated; the second audit has been conducted on the compliance of the standard of servicing passengers with disabilities in place at PJSC Aeroflot.</p> <p>In 2017, a positive trend was noted in the development of ground services for passengers with disabilities in the Russian airports within PJSC Aeroflot's route network. In the context of infrastructure restrictions, the issue of providing airports with passenger boarding and disembarking equipment has become urgent. Ambulifts and other equipment is missing in the airports of: Abakan (scheduled for 2019), Voronezh, Magnitogorsk (stairclimber), Murmansk (scheduled for March 2018), Novokuznetsk, Orenburg (stairclimber), Saratov (scheduled for 2019), Stavropol (stairclimber), and Syktyvkar (stairclimber scheduled for 2020).</p> <p>Checked and carry-on baggage allowances have been increased. Without additional payments for the baggage, the number of seats, and weight, in line with the travel class, fare and the terms of fare families, a passenger can take on board a wheelchair and one more means of transportation provided that it is used by a disabled person.</p> <p>As carry-on baggage, a passenger can also take on board:</p> <ul style="list-style-type: none"> – crutches, a cane, a walker, a rollator, and removable prosthetic arms and/or legs – a folding wheelchair, which can be safely placed under the seat in front or in the locker – a gaseous oxygen tank for medical purposes – a portable oxygen concentrator, which can be safely placed under the seat in front or in the locker – medical equipment for the in-flight life support of the passenger. |
| 11.3 | Minutes of the Meeting led by Deputy Minister of Transport of the Russian Federation Alexey Tsydenov No. ATs-109 dated 9 August 2016 (our reference number: 6719, date: 6 September 2016) | <p>Recommend business entities providing transport services to execute the following by 1 December 2016:</p> <ol style="list-style-type: none"> 1. Confer functions on one of the deputy chief executives of the entity (company) and one of the business units in relation to the development and implementation of internal management decisions to comply with applicable laws requiring accessibility of transport infrastructure facilities, vehicles and the entity's/company's transport services for disabled people 2. Adopt internal regulations to establish procedures for ensuring accessibility of transport infrastructure facilities, vehicles and transport services for disabled people 3. Arrange for training and retraining (professional development) of employees (instructors) at entities (companies) by educational institutions for transport across the professional development programmes developed by the Industry Resource Training and Methodology Centre of Transport Accessibility for Disabled Persons at the Institute of International Transport Communications of Moscow State University of Railway Engineering (MIIT) 4. Issue the entity's/company's executive document implementing initiatives to stop, starting from 1 June 2016, phasing in of facilities, equipment and vehicles (upon construction, overhaul, upgrade, purchase) which are not fully adapted for use by disabled people in line with Rules SP-59.13330.2012 5. Develop and approve corporate plans for step-by-step improvement of indicators reflecting accessibility for disabled people in relation of existing facilities used to provide services for disabled people, as well as for simultaneous creation of suitably adjusted conditions (until overhaul or upgrade are completed) for them to provide services in line with the rule of Part 4, Article 15 of Federal Law No. 181-FZ On Social Protection of Disabled People in the Russian Federation dated 24 November 1995 | <p>Website tests on booking special services for passengers with disabilities have been performed successfully; the service has been commercially launched.</p> <p>Information in the Passengers with Disabilities section of the website has been updated, the Travelling the World Unhindered! video on the airline's rules and services was posted, as well as the questionnaire to assess the flight; the launch of an online chat which will enable passengers to get answers and the help needed in real time is scheduled for March 2018.</p> <p>In December 2017, a hotline for passengers with disabilities was launched in PJSC Aeroflot's Contact Centre – specially trained staff provides qualified help to organise air travel and information support on service matters.</p> <p>In-flight entertainment programme has been implemented for visually and hearing impaired passengers, which now contains eight films with subtitles and/or audio descriptions.</p> <p>Briefing on the seat, flight safety instructions, and in-flight services is provided to visually impaired passengers in information brochures translated into Braille.</p> <p>Passengers using a wheelchair who need additional back support are provided with a shoulder belt restraint if ordered in advance. This service is currently being tested.</p> <p>The professional development system was expanded with a new online training course for flight attendants which takes into account recommendations on diverse categories of disabled passengers.</p> <p>The second version of the standard for servicing passengers with disabilities is being updated; the second audit has been conducted on the compliance of the standard of servicing passengers with disabilities in place at PJSC Aeroflot.</p> <p>In 2017, a positive trend was noted in the development of ground services for passengers with disabilities in the Russian airports within PJSC Aeroflot's route network. In the context of infrastructure restrictions, the issue of providing airports with passenger boarding and disembarking equipment has become urgent. Ambulifts and other equipment is missing in the airports of: Abakan (scheduled for 2019), Voronezh, Magnitogorsk (stairclimber), Murmansk (scheduled for March 2018), Novokuznetsk, Orenburg (stairclimber), Saratov (scheduled for 2019), Stavropol (stairclimber), and Syktyvkar (stairclimber scheduled for 2020).</p> <p>Checked and carry-on baggage allowances have been increased. Without additional payments for the baggage, the number of seats, and weight, in line with the travel class, fare and the terms of fare families, a passenger can take on board a wheelchair and one more means of transportation provided that it is used by a disabled person.</p> <p>As carry-on baggage, a passenger can also take on board:</p> <ul style="list-style-type: none"> – crutches, a cane, a walker, a rollator, and removable prosthetic arms and/or legs – a folding wheelchair, which can be safely placed under the seat in front or in the locker – a gaseous oxygen tank for medical purposes – a portable oxygen concentrator, which can be safely placed under the seat in front or in the locker – medical equipment for the in-flight life support of the passenger. |

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| 11.4 | Instruction of the Government of the Russian Federation No. OG-P12-7731 dated 16 December 2016 | Arrange for annual monitoring of roadmaps implementation. | |
| 11.5 | Instruction of the Ministry of Labour and Social Protection of the Russian Federation No. 13-6/10/V-6702 dated 10 October 2017 | By 10 November 2017, submit information on measures taken in 2017 to implement the UN Convention on the Rights of Persons with Disabilities, Federal Law No. 419-FZ dated 1 December 2014, as well as proposals on improving PJSC Aeroflot's interaction mechanisms with government authorities in line with further enhancement of a barrier-free environment in passenger air travel. | |
| 12 | On implementing occupational standards in PJSC Aeroflot | | |
| 12.1 | Directives of the Government of the Russian Federation No. 5119p-P13 dated 14 July 2016 (our reference number: 5555, date: 25 July 2016) | Implement occupational standards in joint-stock companies subject to Federal Law No. 122-FZ On Amendments to the Labour Code of the Russian Federation dated 2 May 2015 and Articles 11 and 73 of the Federal Law On Education in the Russian Federation through the approval and implementation of relevant plans, and make provision for considering the performance of the implementation of occupational standards when assessing and rewarding joint-stock companies' HR management. Request to convene meetings of boards of directors (supervisory boards) of joint-stock companies at least every six months and include the implementation of occupational standards in joint-stock companies in agendas. | The matter was considered at the meeting of the Board of Directors on 25 August 2016 (Minutes No. 15). The action plan to implement occupational standards in PJSC Aeroflot was approved by the Management Board on 9 December 2016 (Minutes No. 34). Order No. 434 dated 22 December 2016 established a dedicated task force to implement occupational standards at PJSC Aeroflot. Reports on implementation of occupational standards in PJSC Aeroflot's operations are regularly (once every six months) submitted to the Board of Directors. |
| 13 | On implementation of the Corporate Governance Code | | |
| 13.1 | Instructions of the Government of the Russian Federation No. ISh-P13-5859 dated 31 July 2014, No. 5667-P13 dated 2 September 2014, and No. 1109p-P13 dated 26 February 2015 | On Approving the Action Plan (Roadmap) on Implementation of the Corporate Governance Code. | The Action Plan (Roadmap) to Improve Corporate Governance Practices was approved by PJSC Aeroflot's Board of Directors on 19 March 2015 (Minutes No. 14). The progress report on the Action Plan (Roadmap) to Improve Corporate Governance Practices at PJSC Aeroflot as at December 2016 was considered by the Board of Directors on 22 December 2016 (Minutes No. 7). The information on the status of the Corporate Governance Code principles implementation at PJSC Aeroflot in 2016 was referred to the Federal Agency for State Property Management. |
| 14 | On establishing the unified treasury of the Company, its subsidiaries, and associates | | |
| 14.1 | Instruction of the Government of the Russian Federation No. 5110p-P13 dated 8 August 2014 Instruction of the Government of the Russian Federation No. 1796p-P13 dated 26 March 2015 | 1. Ensure the operation of the unified treasury of the Company, its subsidiaries, and associates providing the centralised management of financial flows of the group of companies, minimisation of financial risks and operating expenses, and maximisation of the return on investment of available resources 2. Instructions: – Develop and approve the structure of the unified treasury of the Company, its subsidiaries, and associates (the Group) – Develop and approve internal documents of the group regulating operations of the Treasury and a financial flow management system – Conduct annual analysis of the results of establishing the unified treasury of the Company, its subsidiaries, and associates – Submit the report on the analysis to the Ministry of Finance of the Russian Federation and the Federal Financial Monitoring Service by 15 September on an annual basis | Regulations on the Unified Treasury were approved on 29 May 2015 (RI-04-078 No. 151/I). Procedure for Implementation of Key Treasury Functions as Part of Operation of the Unified Treasury was approved on 29 May 2015 (RI-04-079 No. 152/I). Conducting an annual analysis of the results of establishing the Unified Treasury of Aeroflot Group was approved by the Board of Directors decision dated 23 April 2015 (Minutes No. 15). The analysis of the results of establishing the Unified Treasury of Aeroflot Group, its subsidiaries, and associates is conducted on a regular basis. The report on the 2016 analysis was submitted to the Russian Ministry of Finance and the Federal Financial Monitoring Service on 13 September 2017 (our reference number of the outgoing document: 403-1403). |

Execution of Presidential and Governmental Instructions continued

| No. | Document type, date, and number | Summary | Execution status |
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| 15. On increasing labour productivity, creating and upgrading highly productive jobs | | | |
| 15.1 | Clause 6, section 2 of the Action Plan approved by the Resolution of the Government of the Russian Federation No. 1250-r dated 9 July 2014 Instruction of the Government of the Russian Federation No. 7389p-P13 dated 31 October 2014 | Instructions: – Develop a set of measures (list of measures) aimed at increasing labour productivity within the Company (list of measures) with target indicators for the above measures implementation – Include the list of measures, the target indicators for the above measures implementation, and the labour productivity indicator (LPI) in the long-term development programme – Include target LPIs in the list of key performance indicators for management which must be considered when making remuneration and HR decisions, and ensure that LPI achievement is aligned with the Company's management remuneration – Make amendments to the employment agreement (contract) with the Company's sole executive body by including the responsibility to achieve the LPIs determined in the Company's long-term development programme – Complete the annual federal statistical monitoring form "Labour Productivity in Partially State-Owned Non-Financial Corporations" via the Company's account on the interdepartmental portal for state property management, in line with Order of the Federal State Statistics Service No. 576 dated 23 September 2014 | The list of measures aimed at increasing labour productivity has been included in Aeroflot Group's LDP (as an Appendix to Aeroflot Group's LDP) since 2015. The list of measures aimed at increasing labour productivity (the Appendix to Aeroflot Group's LDP) was approved by PJSC Aeroflot's Board of Directors on 21 December 2017. The Labour Productivity Indicator (for Aeroflot Group) has been included in the KPI list of Aeroflot Group's Long-Term Development Programme and PJSC Aeroflot's KPIs for management and is taken into account when determining the amount of management's (including CEO's) bonus payments for KPI achievement. The Labour Productivity KPI achievement (for Aeroflot Group) is considered by PJSC Aeroflot's Board of Directors on a quarterly basis. Information on KPI achievement is annually posted in the Company's account on the interdepartmental portal for state property management in the Instructions section – "Instruction No. 19 Increasing Labour Productivity". |
| 16. On including the key metrics for adequate talent pipeline in the long-term development programme, including engineering and technical positions necessary to implement the key measures of the programme | | | |
| 16.1 | Sub-clause b, clause 2 of the List of Instructions of the President of the Russian Federation following the Meeting of the Presidential Council for Science and Education on 23 June 2014 (No. Pr-1627 dated 1 July 2014) Instruction of the Government of the Russian Federation No. OG-P8-5496 dated 22 July 2014 | Develop and submit proposals as prescribed: – on expanding the practice of targeted training in higher educational institutions specialising in engineering, technology, and technical science – on preparing methods to assess the need for engineering and technical talent of Russian regions, industries, and major employers in the medium and long term. | The proposals have been submitted (our reference number of the outgoing document: 12-1342, date: 23 September 2014). |
| 16.2 | Instruction of the Government of the Russian Federation No. 7439p-P13 dated 5 November 2014 | Include the key metrics for adequate talent pipeline in the long-term development programme, including engineering and technical positions necessary to implement the key measures of the programme. | The key metrics of PJSC Aeroflot's need for talent are described in the respective section of the Long-Term Development Programme (6.9. Talent Pipeline Plan) approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7). |
| 17. On ensuring achievement of the joint-stock company's key performance indicators | | | |
| 17.1 | Instruction of the Government of the Russian Federation No. 7439p-P13 dated 5 November 2014 | Include the key metrics for adequate talent pipeline in the long-term development programme, including engineering and technical positions necessary to implement the key measures of the programme. | The key metrics of PJSC Aeroflot's need for talent are described in the respective section of the Long-Term Development Programme (6.9. Talent Pipeline Plan) approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7). |
| 18. On preparing for the 2018 FIFA World Cup in the Russian Federation (Resolution of the Government of the Russian Federation No. 518 dated 20 June 2013) | | | |
| 18.1 | Minutes of the Meeting led by Prime Minister of the Russian Federation Dmitry Medvedev No. DM-P9-37pr dated 23 June 2016 | On Measures to Implement the Programme to Prepare for the 2018 FIFA World Cup in the Russian Federation (in the Moscow air transport hub). | The matter of preparation for the 2018 FIFA World Cup was reviewed by the Management Board (Minutes No. 28/PrP dated 18 October 2017). The works are conducted in strict compliance with PJSC Aeroflot's Plan on Preparation for the 2018 World Cup dated 8 November 2017 (No. 77/Pl). PJSC Aeroflot made a proposal on transporting fans of the Russian team to the World Cup matches at a special price of RUR 5 (No. GD-1250 dated 20 December 2017). The President of the Russian Federation supported the proposal. The respective activities are under way. |