

# AEROFLOT GROUP

## Q4 & 12M 2020 IFRS RESULTS

11 March 2021



### Speakers:

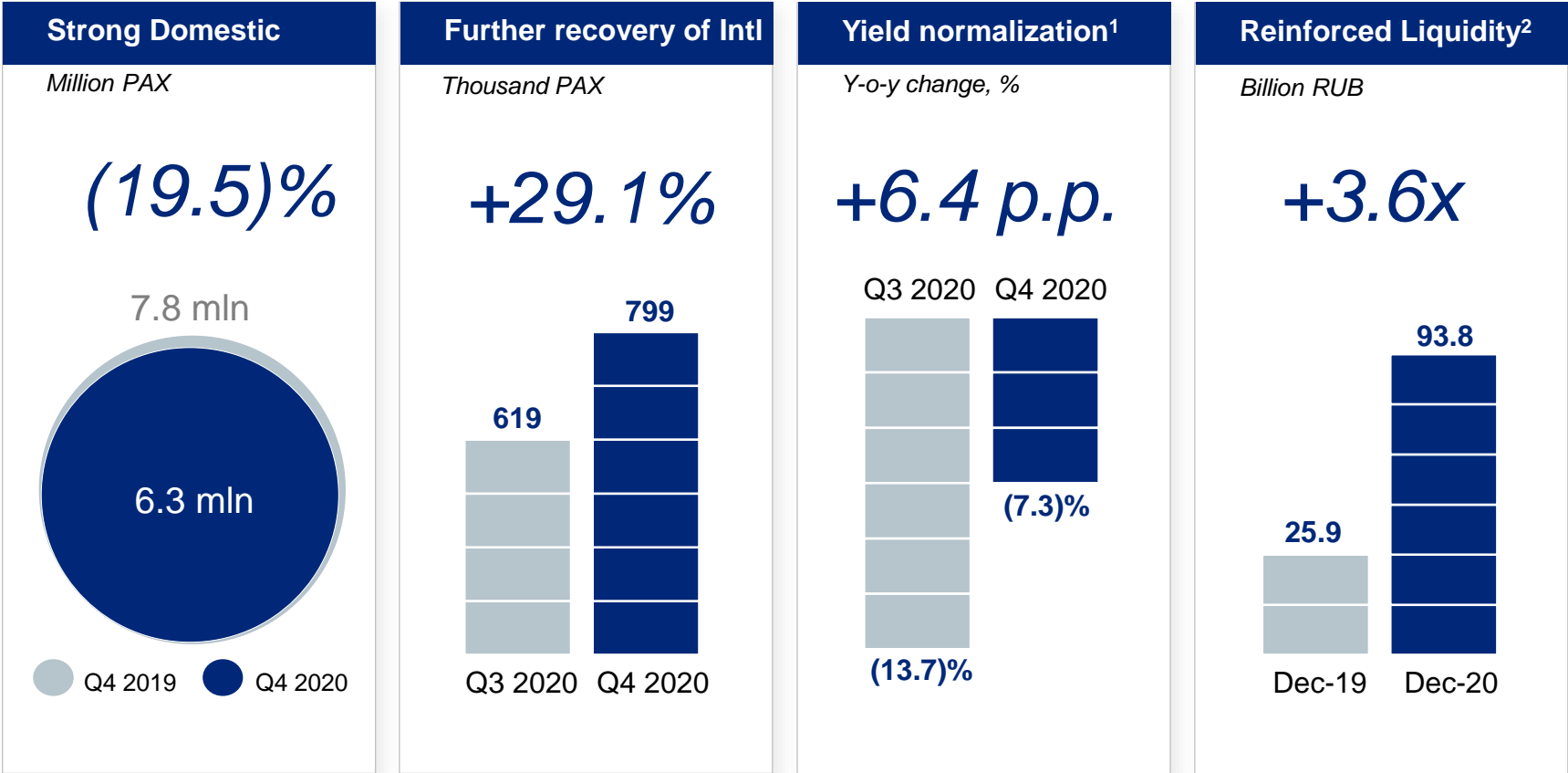
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Ivan Batanov – Head of Revenue Management

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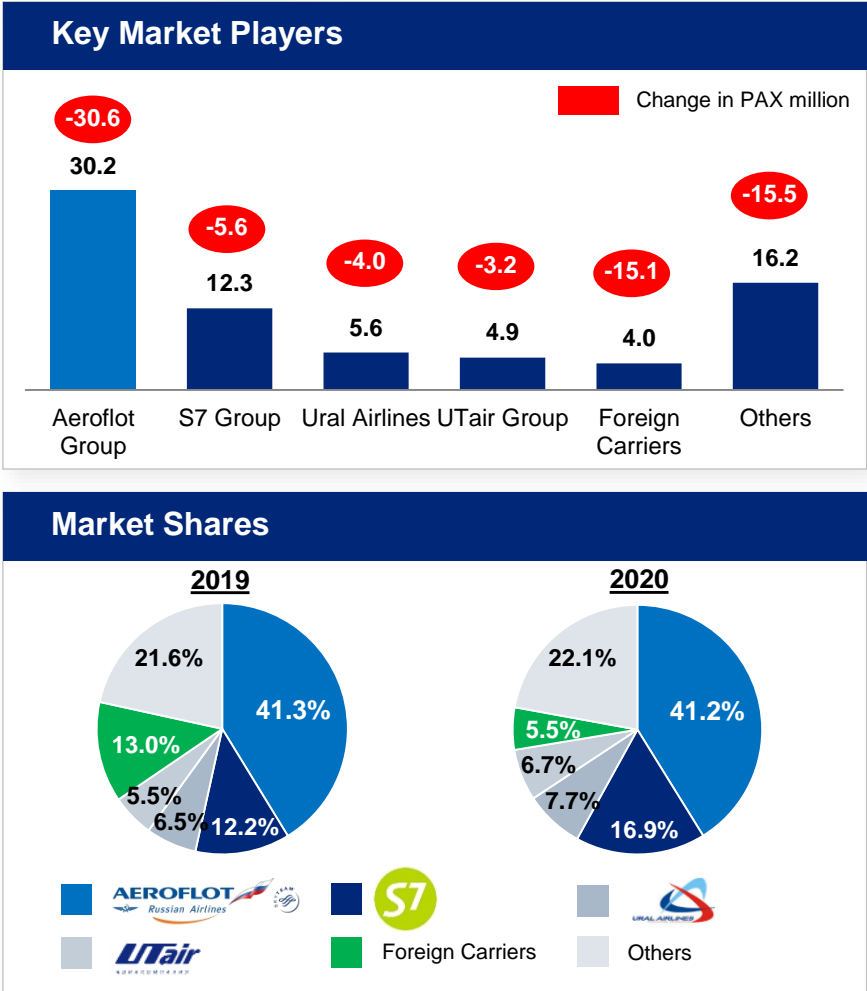
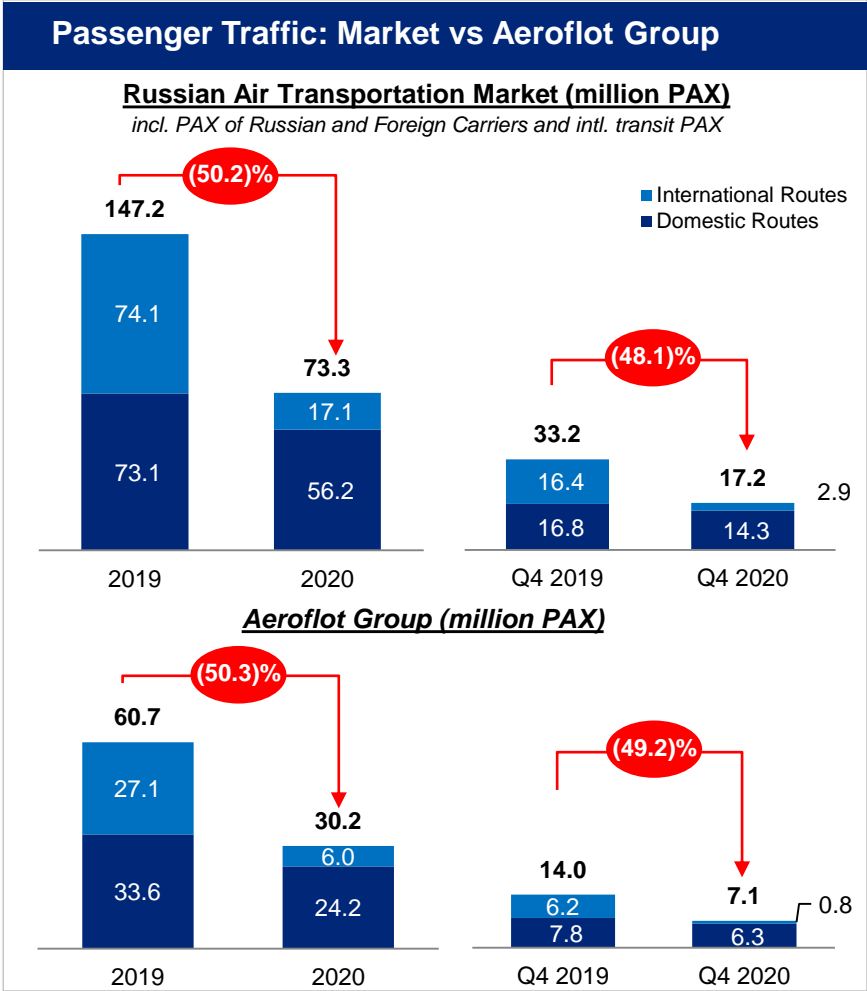
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Note: immaterial deviations throughout the presentation are explained by rounding.  
<sup>1</sup> Total scheduled yield of the Group, management accounting.  
<sup>2</sup> Cash and Short-term Investments as at 31/12/2019 and 31/12/2020 respectively.

In Q4 2020 the Group continued to recover operations, normalize yields and further reinforce liquidity to withstand headwinds of the low season.

- 1. Market Update and Operating Results**
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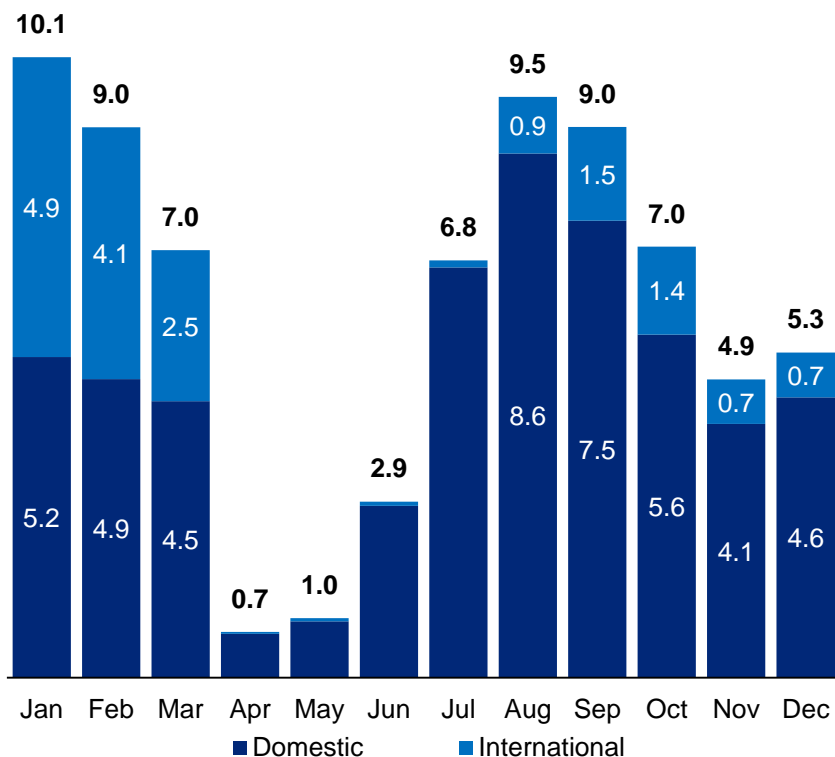
Source: TCH, Aeroflot Group. Figures include foreign carriers' traffic.

The market's and Aeroflot Group's performance remained under pressure in Q4 due to ongoing restrictions in international segment and softer demand on domestic market amid second wave of coronavirus.

# Market Recovery in 2H 2020

## Total Market Passenger Traffic

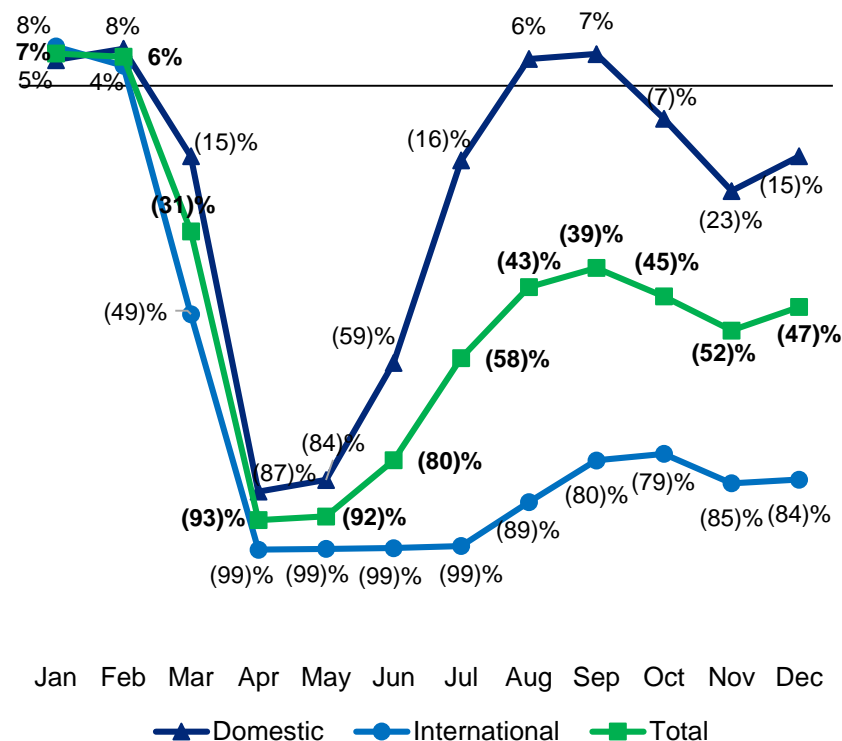
Million PAX



Source: TCH, Federal Air Transport Agency, Aeroflot Group calculations

## Total Market Passenger Traffic Dynamics

% change y-o-y

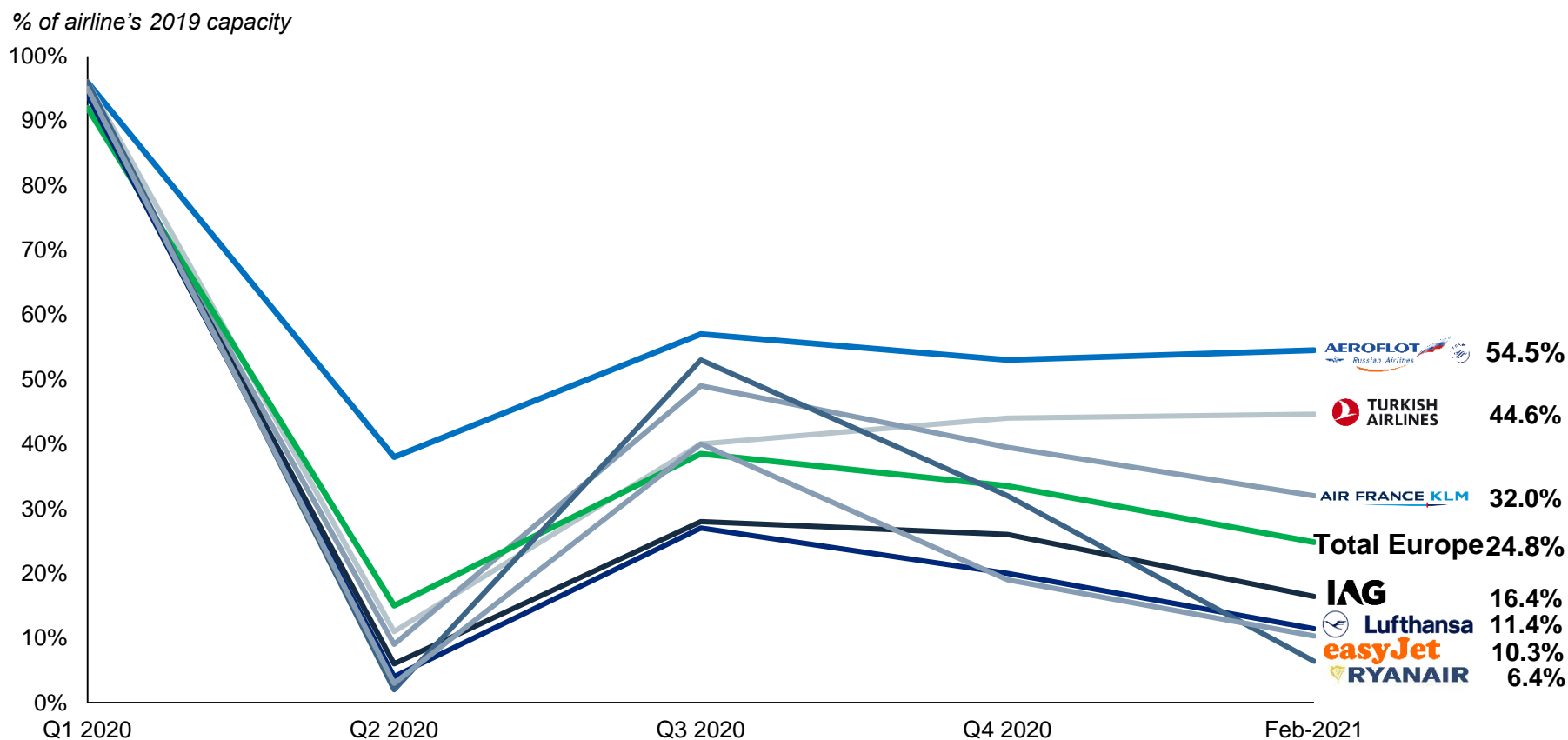


Source: TCH, Federal Air Transport Agency, Aeroflot Group calculations

Domestic segment, which historically contributed around half of the total Russian market, posted rapid recovery after easing of domestic travel restrictions in June, international started to recover from August on the back of gradual border reopening.

# European Carriers: Capacity Recovery Pace

Capacity of Key European Aviation Groups as a Percentage of 2019 Capacity



Source: CAPA, OAG, Aeroflot Group calculations. Feb-2021 is calculated as seats in the week of 15-Feb-2021 as a percentage of seats in the week of 18-Feb-2019

According to CAPA Aeroflot Group holds the lead in capacity recovery vs. 2019 among key European aviation groups.



# Aeroflot Group Performance Across Different Brands



Brand	Business Model	12M 2020 PAX Contribution <sup>1</sup> and Dynamics	January 2021
Premium	<ul style="list-style-type: none"> <li>Flagship carrier</li> <li>Premium product (4 Stars)</li> <li>High income and middle class</li> <li>Hub and spoke model</li> </ul>		<p>-60% PAX</p> <p>-68% ASK</p>
Low Cost	<ul style="list-style-type: none"> <li>Point-to-point carriage</li> <li>Focus on domestic segment and underserved international routes</li> </ul>		<p>+1% PAX</p> <p>-4% ASK</p>
Mid-price	<ul style="list-style-type: none"> <li>Scheduled network under SU (Aeroflot) code from                             <ul style="list-style-type: none"> <li>Moscow (SVO)</li> <li>St. Petersburg (LED)</li> </ul> </li> <li>Charter operations</li> </ul>		<p>-31% PAX</p> <p>-50% ASK</p>
Regional <sup>2</sup>	<ul style="list-style-type: none"> <li>Airline for communities in the Russian Far East offering flights                             <ul style="list-style-type: none"> <li>between large cities</li> <li>to remote cities</li> </ul> </li> </ul>		Airline sold

Source: Aeroflot Group  
<sup>1</sup> PAX contribution as of 12M 2020. Absolute number of passengers in million in green circle. <sup>2</sup> Airline sold on December 25, 2020.

**Q4 2020 Aeroflot Group results were still under pressure from international segment's slow reopening.**



# Pobeda Airline: Timely Value Proposition



### Overview

**Growing PAX numbers in Q3 and Q4**  
after restarting operations in June

**9.1 mm PAX**  
transported in 2020 (-11.7% y-o-y)

**91.6% PLF**  
LF remained high in 2020 despite ongoing pressure

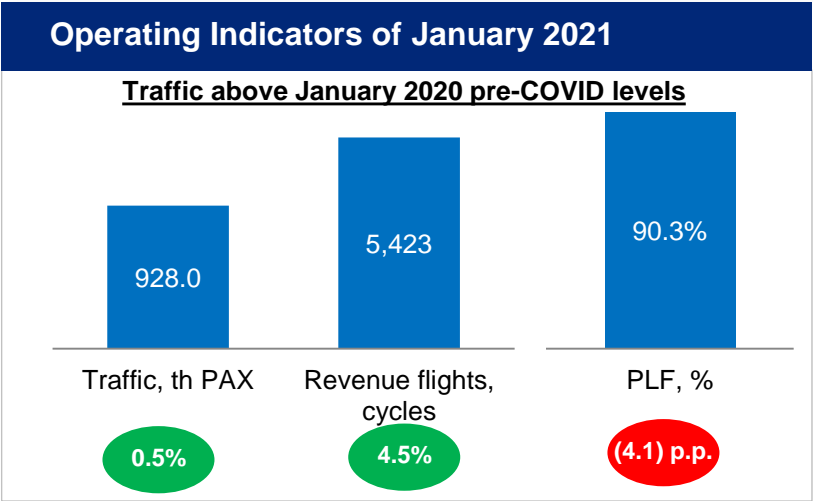
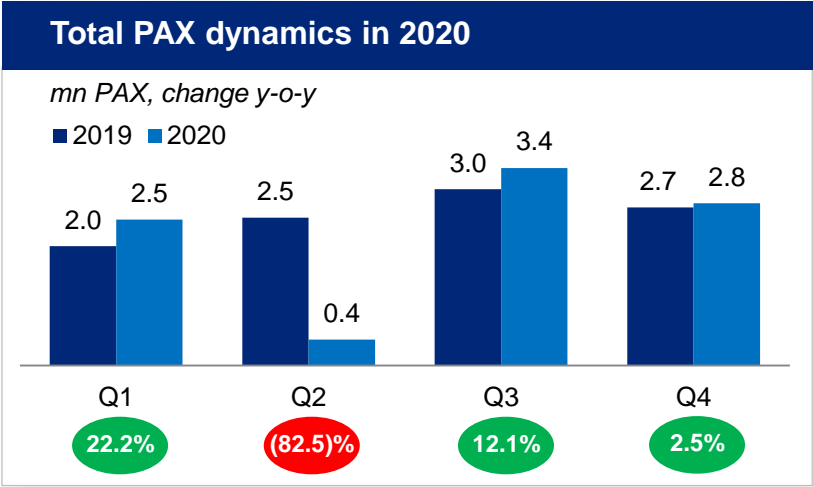
**34 B737NG aircraft**  
with single class cabin (189 seats)

**18 p.p. RPK mix shift**  
from international to domestic in 2020 y-o-y

*Beginning of 2020 route network*

- Cities the airline operates flights to
- Cities with <10 routes served from city
- xx Base cities with >10 routes served from city (number of routes in circle)

Source: Aeroflot Group



Pobeda continues to lead the industry recovery leveraging its value proposition appealing to cost conscious passengers.

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## Managing transformation

- Project office established
- Aeroflot Group transformation plan approved



## 2021 plans

- Short term plans (incl. 2021 budget) developed in line with the Strategy
- Fleet and network transformation mid-term plan approved



## Fleet

- Pobeda has received 4 B737 aircraft from Rossiya Airline in 2020
- Rossiya has received 10 SSJ-100 aircraft (incl. transfers from Aeroflot)



## Intergroup cooperation

- Preparation for Pobeda's operations in SVO
- Preparation of code-share agreement
- Development of transfer product and fare offering

**In 2020 Aeroflot Group outlined and approved key short- and mid- term steps of Strategy execution and commenced Group's transformation.**

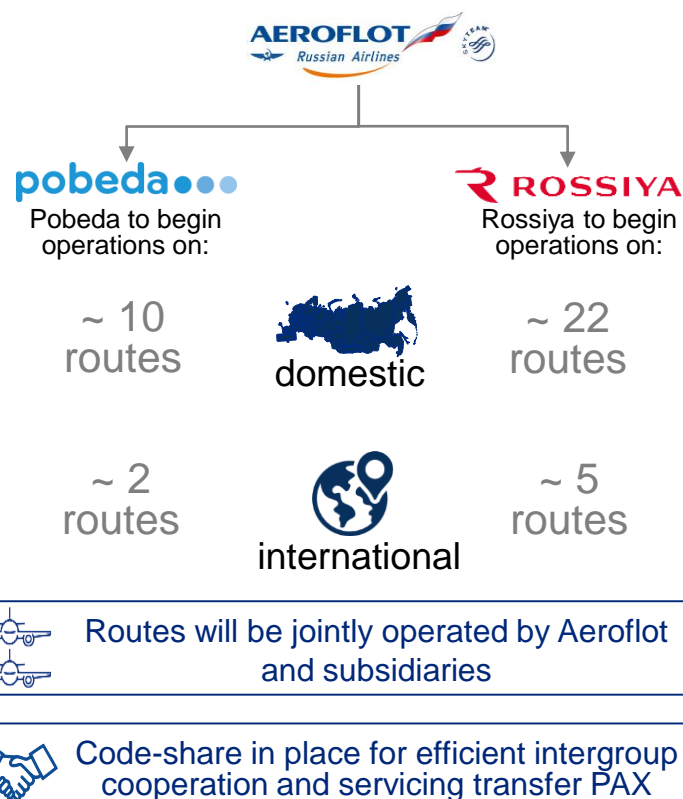
# Aeroflot Group Network and Fleet Transformation

## Transferring Aeroflot fleet to Pobeda and Rossiya



Note: intended transfers of the fleet according to the updated plans.

## Reorganization<sup>1</sup> of Aeroflot Group network: 2021



<sup>1</sup> Numbers presented include full and partial (i.e. one frequency per day) transfer of the service from Aeroflot to Rossiya and Pobeda, transfer of international flights depends on post-pandemic border reopening. Not including own Pobeda routes which are planned to be launched from SVO.

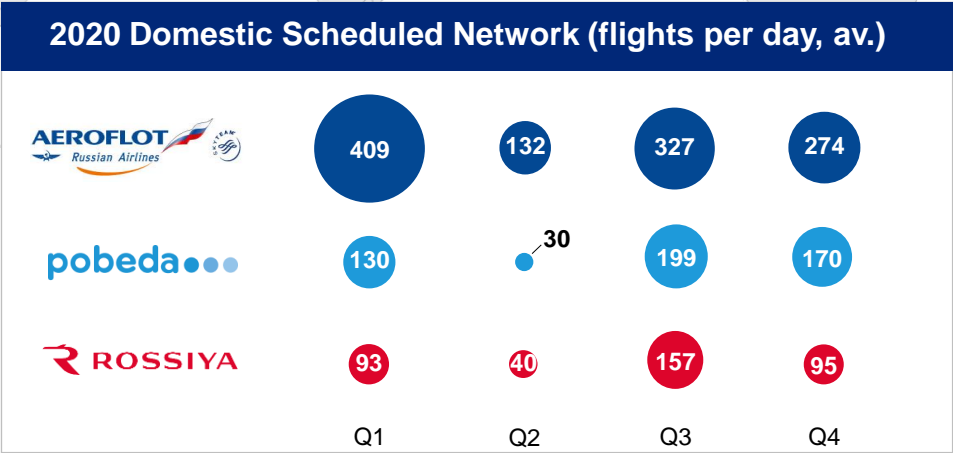
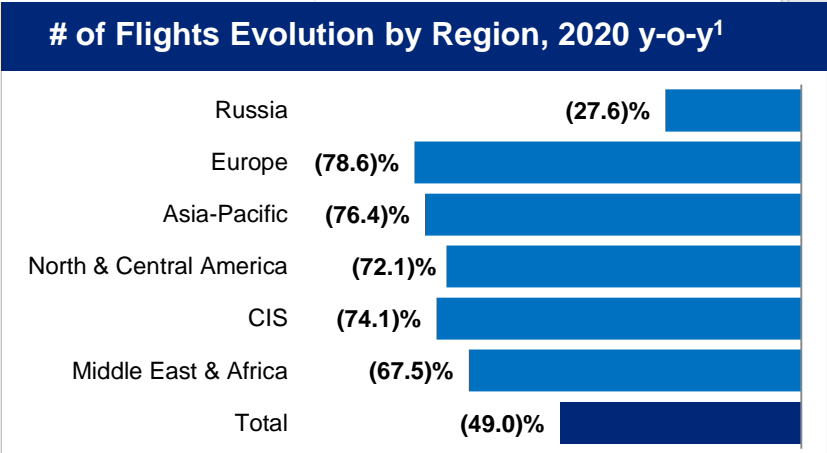
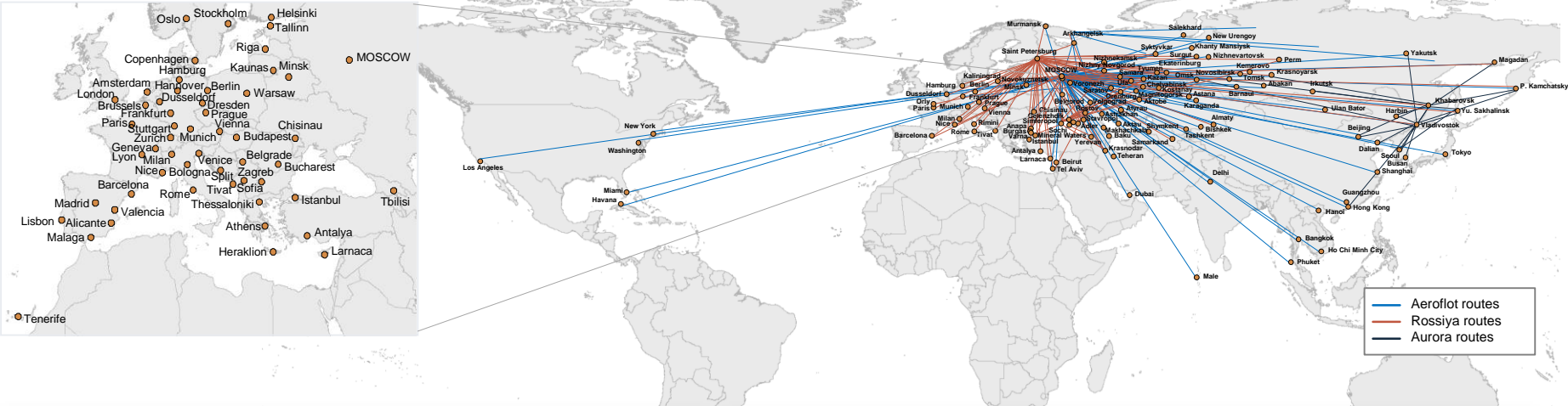
Aeroflot Group has taken decision to speed-up transfer of the fleet between airlines of the Group during the pandemic (and reduced utilization) to minimize alternative cost of grounding fleet before aircraft transfer between airlines.

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# Aeroflot Group Network Adjustments



Beginning of 2020 route network



















Source: Aeroflot Group  
Note: <sup>1</sup> Scheduled flights of Aeroflot Group in 12M 2020 vs. 12M 2019 (excluding Pobeda LCC)

Despite recovery of domestic segment international flights have mostly been under continued pressure.

## Gradual reopening of international network...

Aeroflot Airline, number of one-way weekly flights

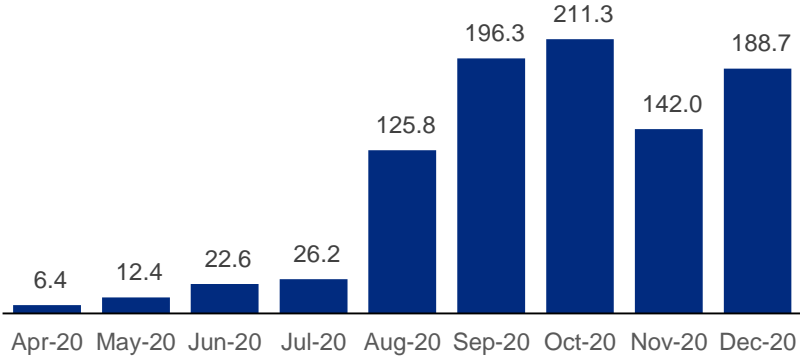
Destination		Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Dec 19
London		11	14	11	11	8	32
Belgrade		-	-	2	2	2	21
Geneva		1	1	2	3	3	14
Istanbul		24	35	35	35	30	33
Antalya		14	14	28	14	6	14
Dubai		-	2	2	2	7	28
Cairo		-	3	3	3	3	7
Male		-	2	2	4	7	6
Minsk		-	-	2	3	3	42
Bishkek		-	1	5	7	9	14
Osh		-	-	4	6	7	7
Nur-Sultan		-	1	1	1	1	12
Tokyo		-	-	-	1	1	7
Seoul		-	-	1	1	1	7
Tashkent		-	1	4	4	8	10
Samarkand		-	-	-	-	3	5

**+**  
Flights to select points in USA, EU, Asia (multiple destinations)  
for certain categories of passengers (passenger/cargo flights).

Source: Aeroflot Group, data presented based on management accounts

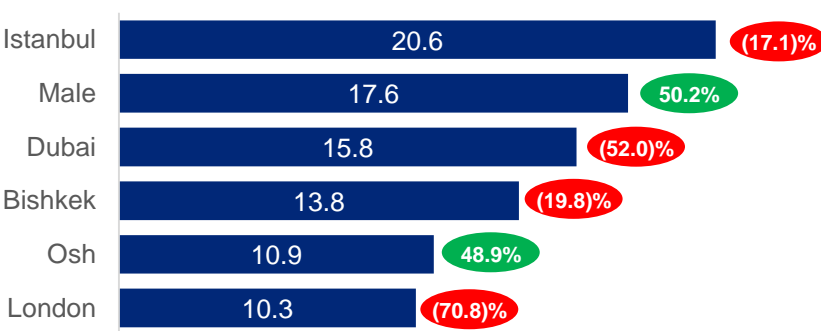
## ...Supports passenger traffic recovery since August

Aeroflot Airline, thousand PAX



## Passenger traffic of key reopened destinations, Dec-20

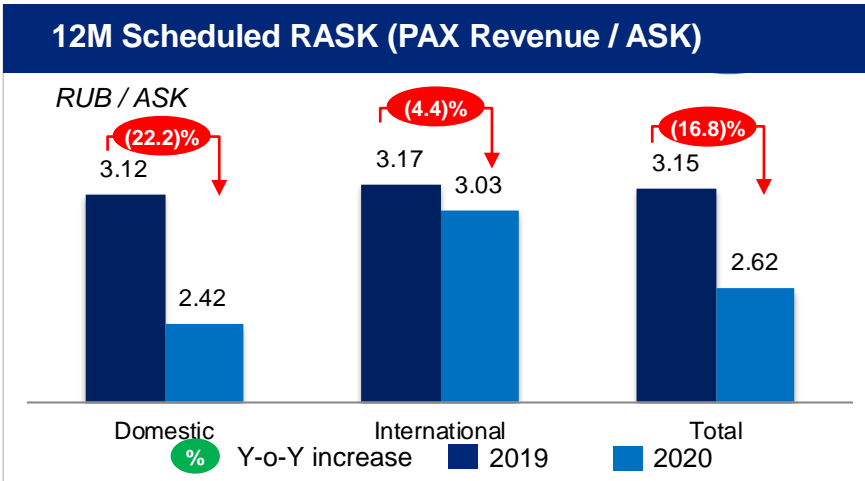
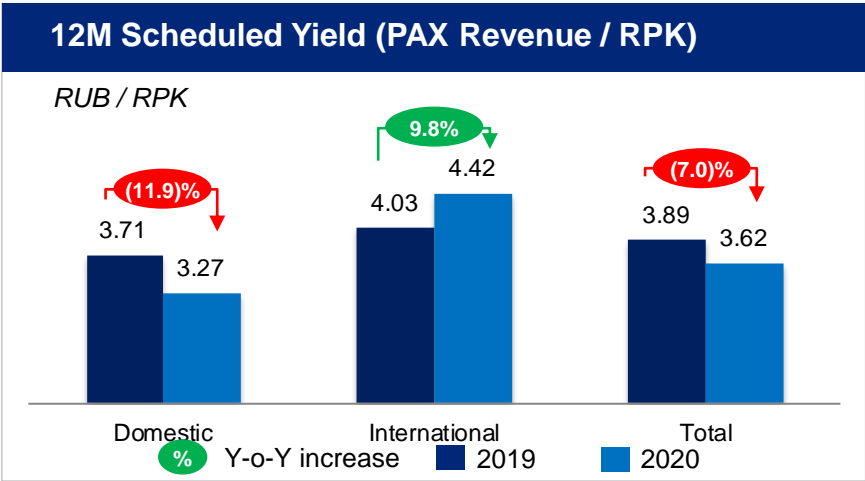
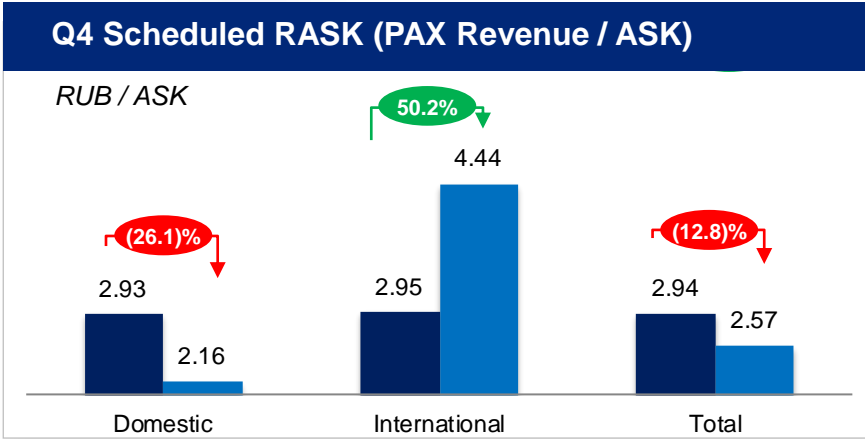
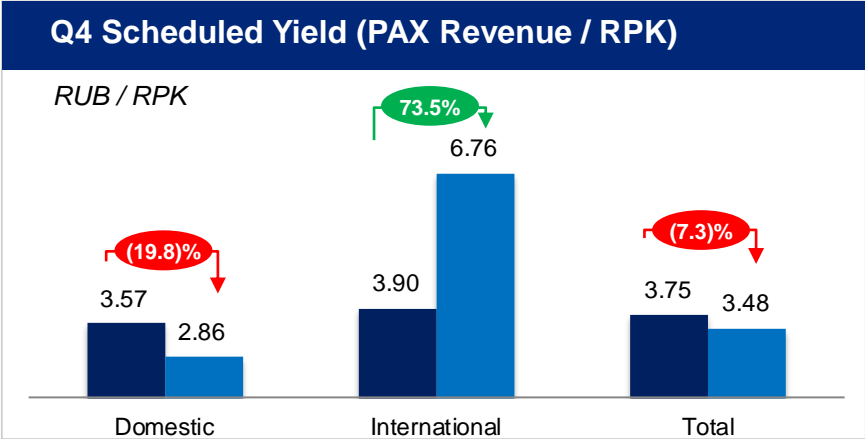
Aeroflot Airline, thousand PAX, change y-o-y



**Gradual reopening of international network indicates existing and delayed demand for international travel (based on load factors and yields performance).**



# Aeroflot Group Scheduled Flights Revenue Units



Source: Aeroflot Group  
Note: Data presented based on management accounts, scheduled flights revenue is used for calculations

Negative though improving through 2H 2020 yield dynamics in domestic segment due to extra capacity in the market and positive trends in international due to currency factor and extreme limitations on flights.

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## Actual and expected additions

Type of aircraft	Fleet as at 31.12.2019	12M 2020		Fleet as at 31.12.2020
		Delivery	Phase out	
<b>Wide-body (long-haul)</b>	<b>59</b>	<b>1</b>	<b>(4)</b>	<b>56</b>
A-330	21	-	(4)	17
A-350	-	1	-	1
B-777	29	-	-	29
B-747	9	-	-	9
<b>Narrow-body (medium-haul)</b>	<b>228</b>	<b>-</b>	<b>(3)</b>	<b>225</b>
A-319	20	-	-	20
A-320	82	-	(3)	79
A-321	33	-	-	33
B-737	93	-	-	93
<b>Narrow-body (regional)</b>	<b>49</b>	<b>12</b>	<b>-</b>	<b>61</b>
SSJ-100	49	12	-	61
<b>TOTAL ex-Aurora Airlines</b>	<b>336</b>	<b>13</b>	<b>(7)</b>	<b>342</b>
Aurora Airlines	23	Airline sold		-
<b>TOTAL Aeroflot Group</b>	<b>359</b>			<b>342</b>

## Fleet Plans



In 2020 Aeroflot Group operated ~360 aircraft



Aurora Airlines was sold in Q4 2020 with carrier's aircraft leaving the fleet of the Group



Part of the fleet is currently temporarily grounded with continuous rotation



Further deliveries as well as phase-outs are being discussed with lessors

Aeroflot Group continues to control capacity expansion and negotiate with lessors amid demand shock caused by COVID-19.

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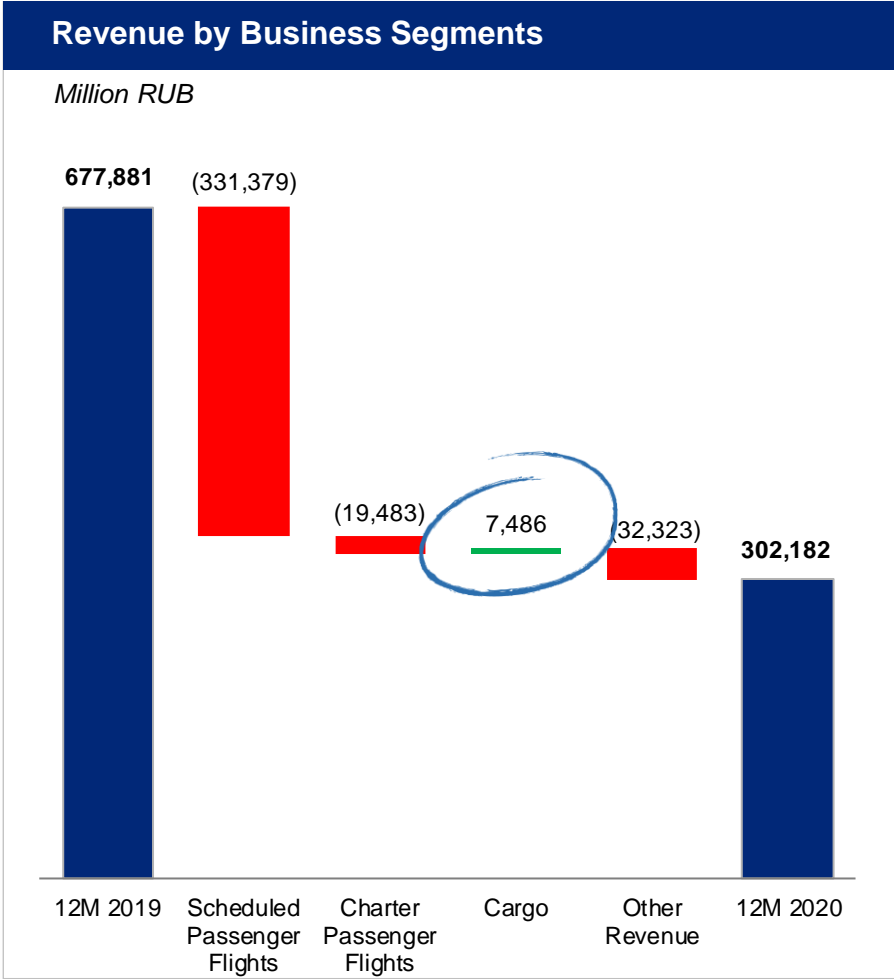
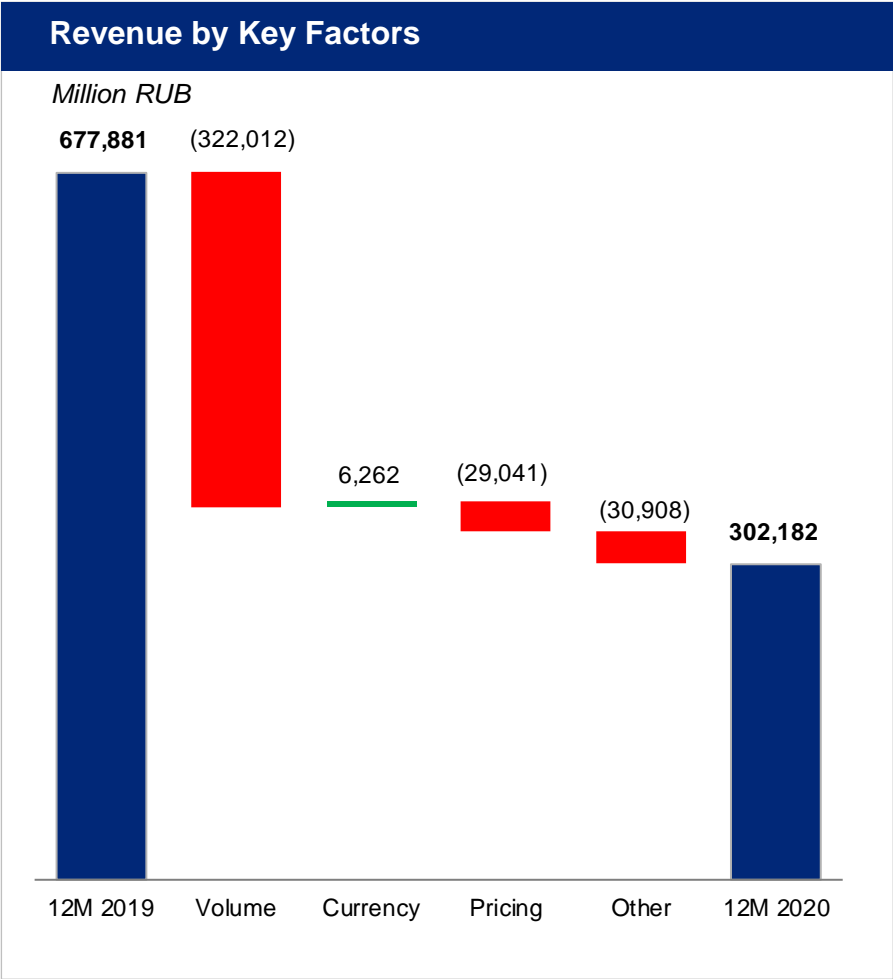
# Financial Highlights: Q4 and 12M 2020

Q4 2019	Q4 2020	Change	Million RUB (where applicable)	12M 2019	12M 2020	Change
13,990	7,100	(49.2)%	Passenger Traffic (mln PAX)	60,719	30,157	(50.3)%
153,898	67,969	(55.8)%	Revenue	677,881	302,182	(55.4)%
132,536	50,133	(62.2)%	PAX Traffic Revenue	594,570	243,708	(59.0)%
154,930	103,367	(33.3)%	Operating Costs	617,218	394,335	(36.1)%
(1,032)	(35,398)	34.3x	Operating Income/(Loss)	60,663	(92,153)	n/a
27,249	(4,191)	n/a	EBITDA	168,924	26,989	(84.0)%
17.7%	n/a	n/a	EBITDA Margin	24.9%	8.9%	(16.0) p.p.
(6,793)	(43,802)	6.4x	Net Income/(Loss)	13,512	(123,208)	n/a
(8,348)	(32,856)	3.9x	Adjusted Net Income/(Loss) <sup>1</sup>	11,957	(113,135)	n/a

<sup>1</sup> Adjusted for financial result from Donavia disposal (Q4 2019), government subsidies (2020), Rossiya goodwill write-off (Q4 2020), financial result from Aurora disposal (Q4 2020) and partial reclassification of the reserve for hedging instruments (2020) including the respective tax shield effects.










**Financial results of 2020 are impacted by weaker demand due to COVID-19, with 2H financials showing significant improvement over Q2, following lifting of restrictions within Russia and gradual reopening of international segment.**

# Revenue Dynamics Decomposition



Primary driver of revenue decline was scheduled passenger flights segment showing significant declines in every geographical segment.

## Operating Expenses Breakdown

Q4 2019	Q4 2020	Change y-o-y	Change ex. FX	Operating Expense (RUB mln if not stated otherwise)	12M 2019	12M 2020	Change y-o-y	Change ex. FX	% of OpEx (12M 2020)
45,307	15,451	(65.9)%	(67.7)%	Fuel	190,876	77,457	(59.4)%	(60.3)%	 19.6%
<b>109,623</b>	<b>87,916</b>	<b>(19.8)%</b>	<b>(25.2)%</b>	<b>Opex (ex. Fuel)</b>	<b>426,342</b>	<b>316,878</b>	<b>(25.7)%</b>	<b>(28.7)%</b>	80.4%
30,347	14,783	(51.3)%	(55.2)%	Aircraft and passenger servicing	127,240	63,623	(50.0)%	(52.2)%	 16.1%
28,281	31,207	10.3%	(7.3)%	D&A and customs duties	108,261	119,142	10.1%	3.6%	 30.2%
25,554	15,091	(40.9)%	(41.2)%	Staff	92,413	65,445	(29.2)%	(29.6)%	 16.6%
8,926	5,423	(39.2)%	(42.9)%	SG&A <sup>1</sup>	31,407	20,578	(34.5)%	(36.3)%	 5.2%
6,624	8,809	33.0%	53.5%	Maintenance	30,566	29,056	(4.9)%	(7.8)%	 7.4%
5,068	2,619	(48.3)%	(55.4)%	Communication Expenses	18,551	9,266	(50.0)%	(54.3)%	 2.4%
4,823	9,984	2.1x	99.0%	Other expenses <sup>2</sup>	17,904	9,768	(45.4)%	(49.0)%	 2.5%
<b>154,930</b>	<b>103,367</b>	<b>(33.3)%</b>	<b>(37.7)%</b>	<b>Total Opex</b>	<b>617,218</b>	<b>394,335</b>	<b>(36.1)%</b>	<b>(38.5)%</b>	 100.0%

<sup>1</sup> Includes sales and marketing expenses and administration and general expenses.

<sup>2</sup> Other expenses include short-term and immaterial lease, reserves accrual and reversal, catering, other income, government subsidies, Rossiya goodwill write-off.

**In 2020 operating costs were significantly impacted by smaller volume of operations and supported by optimization initiatives.**

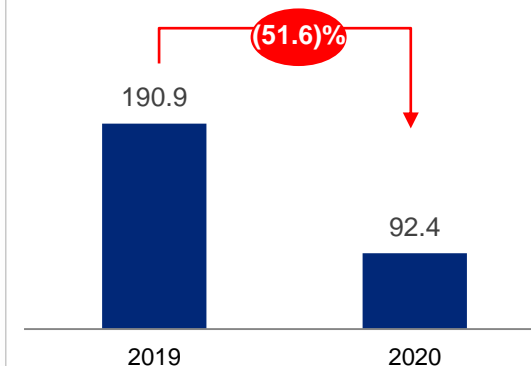


## Unit Costs Dynamics

Operating Expense per ASK (CASK), RUB	12M 2019	12M 2020	Change
<b>Fuel</b>	1.00	0.84	(16.2)%
<b>CASK (ex. Fuel):</b>	<b>2.23</b>	<b>3.43</b>	<b>53.5%</b>
Aircraft and Passenger Servicing	0.67	0.69	3.3%
D&A and Customs Duties	0.57	1.29	2.3x
Staff	0.48	0.71	46.3%
SG&A	0.16	0.22	35.3%
Maintenance	0.16	0.31	96.3%
Communication expenses	0.10	0.10	3.2%
Other Expenses	0.09	0.11	12.7%
<b>Total CASK</b>	<b>3.23</b>	<b>4.27</b>	<b>32.0%</b>

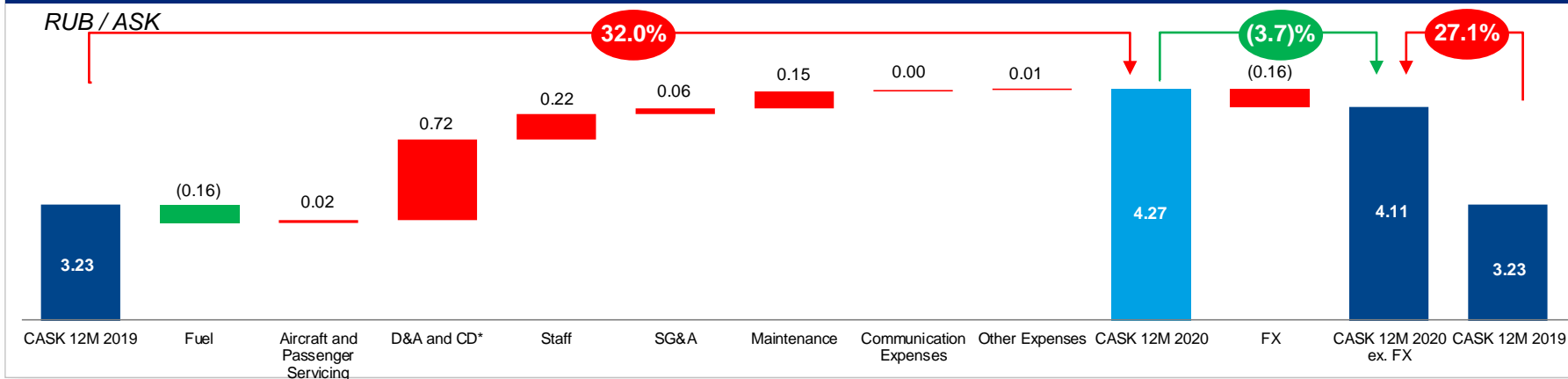
## Capacity: ASK adjustment

Billion ASK

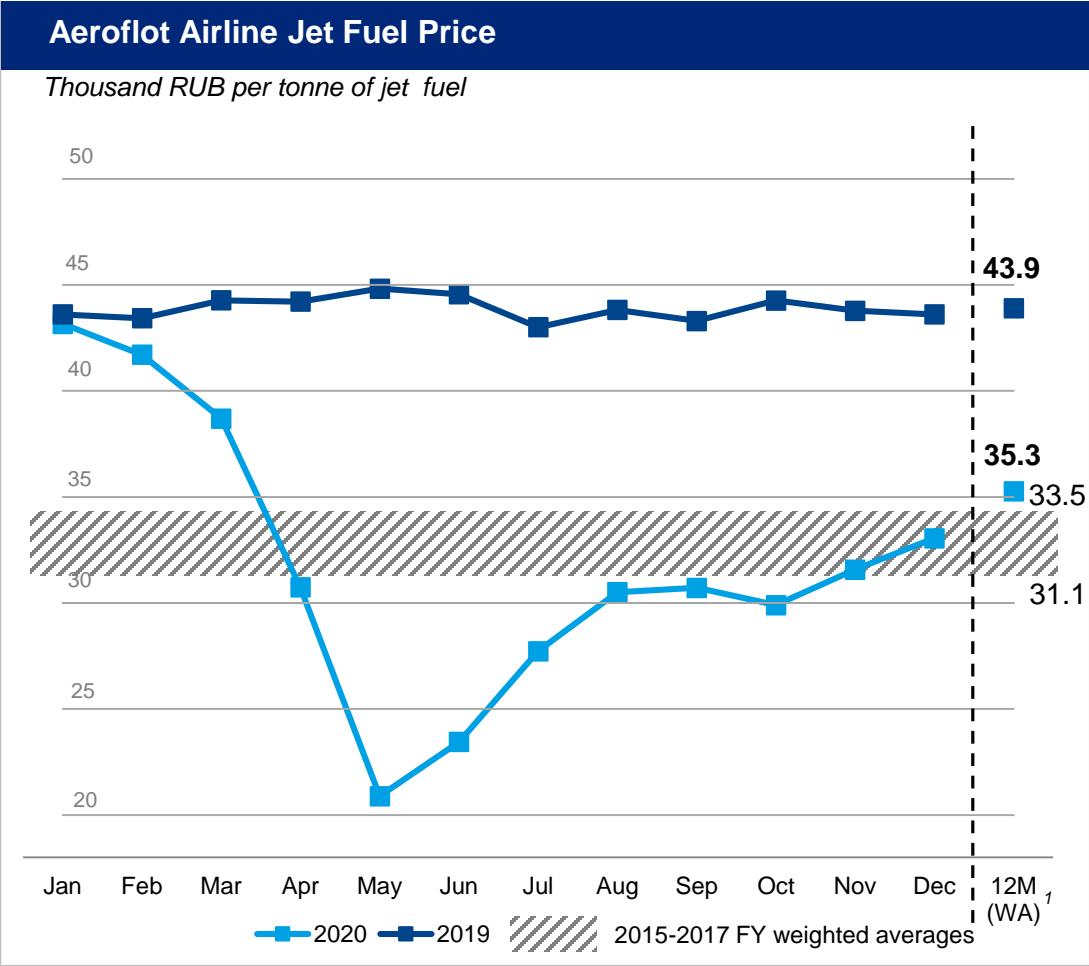


## CASK Bridge

RUB / ASK

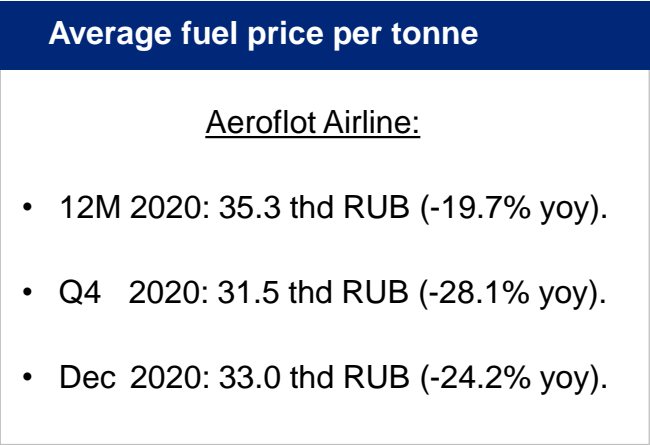
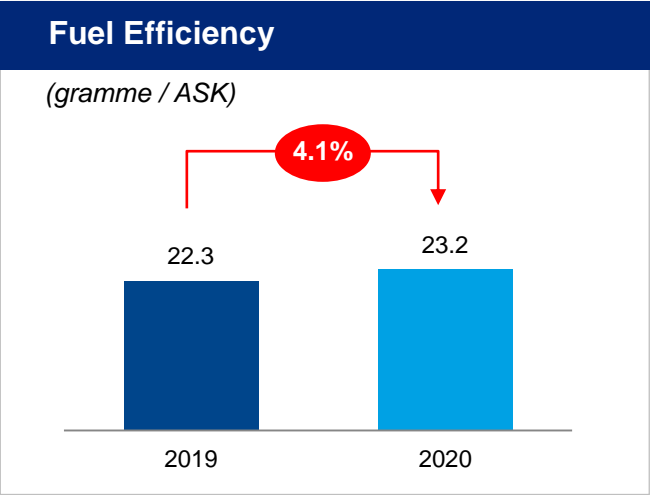


**Cost per ASK increased by 32% from RUB 3.23 in 12M 2019 to RUB 4.27 in 12M 2020 on the back of significant decrease in capacity and fixed costs allocated over reduced ASKs.**



Source: Aeroflot Group

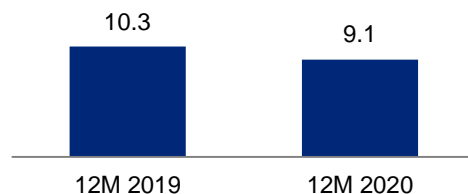
<sup>1</sup> Weighted average price for 9M (2019 and 2020) and 12M (2015-2017).



On the back of oil price weakness staring from March 2020 jet fuel prices moved towards more comfortable levels, which is supportive for the industry in the current environment.

## PAX Traffic and Other Operating Metrics

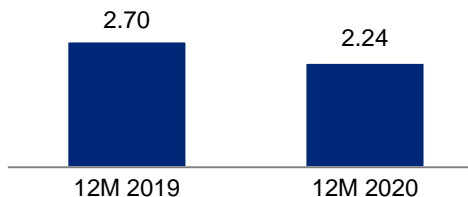
Million PAX, dynamics y-o-y



**PAX -12%**  
**ASK -14%**  
**PLF -2.5 p.p**

## RASK<sup>1</sup>

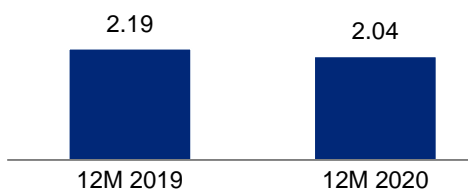
RUB / ASK, dynamics y-o-y



**RASK -17%**

## CASK

RUB / ASK, dynamics y-o-y



**CASK -7%**

## Pobeda Statement of Profit and Loss (IFRS)

Million RUB	12M 2019	12M 2020	Change
Revenue	53,184	37,932	(28.7)%
Operating Expenses	43,222	34,452	(20.3)%
Operating Income / (Loss)	9,962	3,480	(65.1)%
Operating margin	18.7%	9.2%	(9.5) p.p.
Adjusted Net Income / (Loss) <sup>2</sup>	3,982	207	(94.8)%
EBITDA	17,925	12,317	(31.3)%
EBITDA margin	33.7%	32.5%	(1.2) p.p.

Note: based on managerial accounts, extract from Group consolidated financial statements under IFRS. Includes amortization and maintenance expenses for 12 aircraft subleased from Aeroflot; 4 aircraft transferred to Pobeda from another company of the Group in Q3 2020 are temporarily accounted as short-term operating lease.

<sup>1</sup> Calculation based on Total Revenue of the Company

<sup>2</sup> Excluding net FX loss from lease liabilities revaluation in the amount of 10.1 bn RUB in 12M 2020 (5.9 bn RUB net FX gain in 12M 2019) and the associated deferred tax in line with accounting treatment in consolidated financial statements; FX gain/loss eliminated in consolidated financials due to hedging of FX-denominated liabilities with FX-denominated revenues (non-cash income).

**Despite serious pressure on demand and suspension of operations for April and May, Pobeda managed to keep profitable in 12M 2020.**

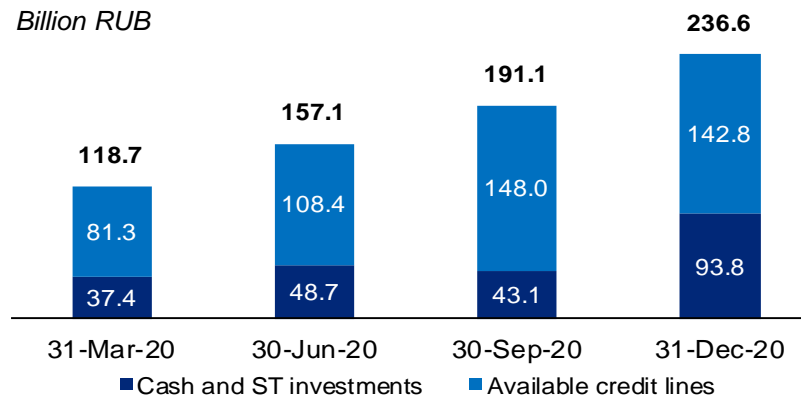
## Debt Profile<sup>1</sup>

Million RUB	31-Dec-2019	31-Dec-2020	Change
Borrowings	15,792	88,635	5.6x
Lease Liabilities	557,124	662,507	18.9%
Pension Liabilities	784	792	1.0%
<b>Total Debt</b>	<b>573,700</b>	<b>751,934</b>	<b>31.1%</b>
Cash and Short-Term Investments	25,861	93,775	3.6x
<b>Net Debt</b>	<b>547,839</b>	<b>658,159</b>	<b>20.1%</b>

<sup>1</sup> 31-Dec-2020 exchange rate – 73.88 RUB per USD, 31-Dec-2019 exchange rate – 61.91 RUB per USD.

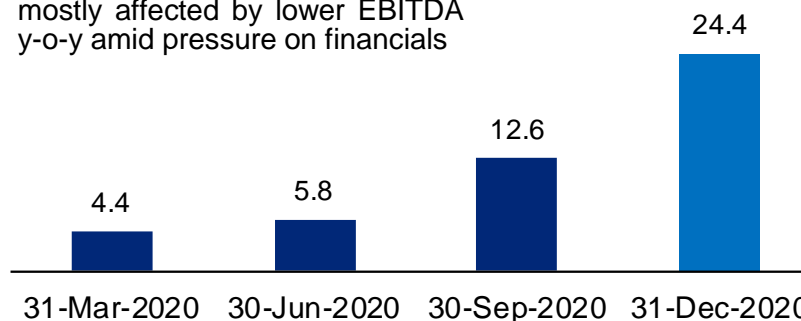
## Liquidity

Billion RUB

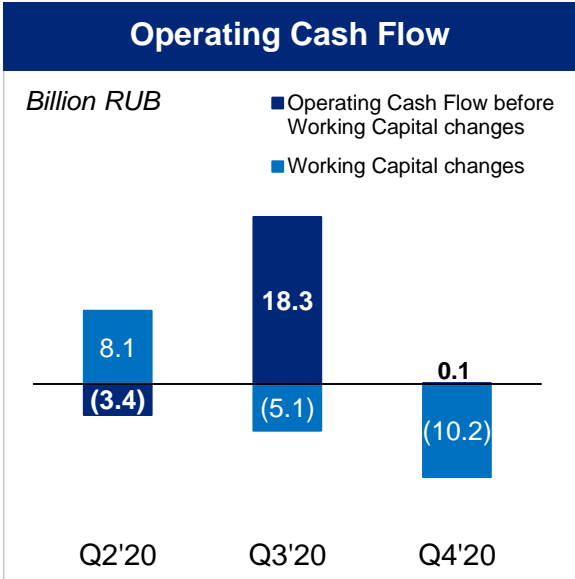
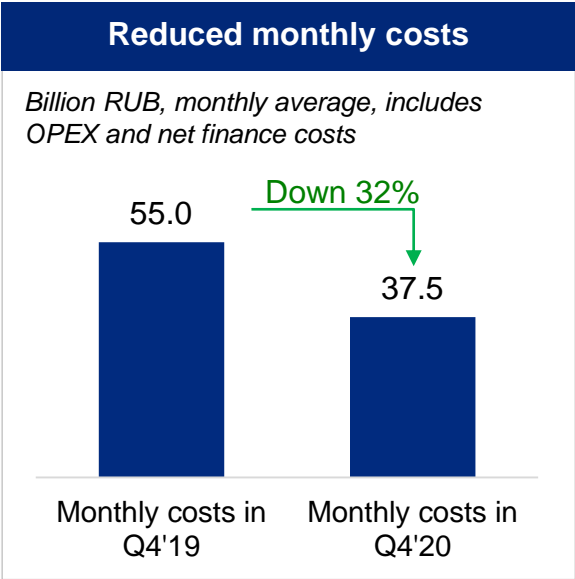


## Net Debt / EBITDA


2020 Net Debt / EBITDA ratio mostly affected by lower EBITDA y-o-y amid pressure on financials




**Amid significant pressure on revenue, management team focused its efforts on raising and accumulating liquidity. Cash position of RUB 94 billion and undrawn credit lines of RUB 143 billion.**




### Steps to improve liquidity



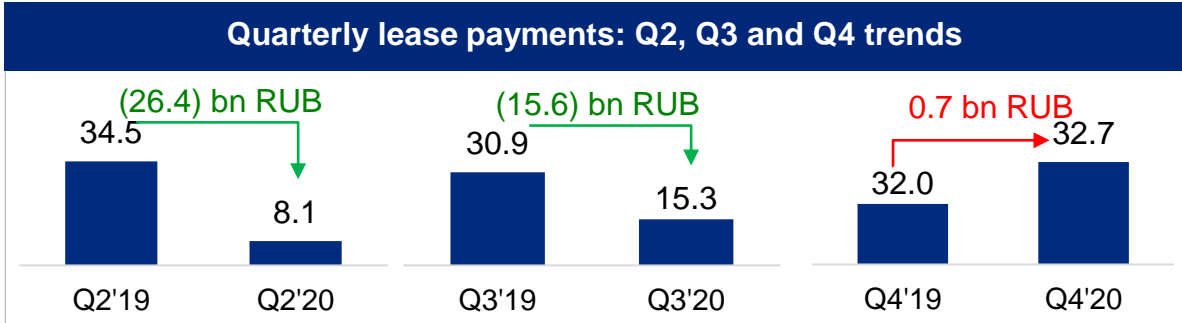
**80bn RUB**  
SPO proceeds  
October 2020



**~143 bn RUB**  
Available credit lines,  
including facilities  
backed by  
state guarantees



**~ 57 bn RUB**  
Accumulated PDPs to be  
refunded in 2021-2023  
as additional support for  
liquidity  
(excluding extra PDPs to  
be made in 2021)



Reduced monthly costs supported recovery in financials.  
Additional liquidity raised in Q4 as well as available credit lines facilitate further navigation through COVID-environment.

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- 6. Appendix 1: Strategy 2028**
7. Appendix 2

# Key Goals of the Updated Strategy

## Key Strategic Goals



**Increase of  
Aeroflot  
Group's PAX**



Accelerated  
development  
of Pobeda Airline to  
improve **air travel  
affordability and  
stimulate demand**



**Stronger  
position of  
Aeroflot Airline  
in the premium  
segment** due to  
the Group's  
transformation

## Aeroflot Group: Now and Then















		2019	PAX (mn)	2028	
	<b>Premium carrier</b> with international recognition, developing transit				<ul style="list-style-type: none"> <li>Optimization of the network according to routes' yield</li> <li>Best-in-class premium quality service</li> </ul>
	<b>Low-cost carrier,</b> one of the largest and one of the most cost efficient in the world <sup>1</sup>				<ul style="list-style-type: none"> <li>Supporting high population mobility</li> <li>Stimulating demand through more affordable ticket prices</li> </ul>
	<b>Regional carrier,</b> routes bypassing Moscow, social function and regional connectivity				<ul style="list-style-type: none"> <li>Operating modern Russian-manufactured aircraft</li> <li>Socially important routes, inter-regional network</li> </ul>

<sup>1</sup> Based on CASK ex.-fuel benchmarking, calculated based on airlines' data.

**Aeroflot Group updated its long term targets: the Group intends to streamline its value proposition, increase focus on LCC and further improve Aeroflot Airline's product.**

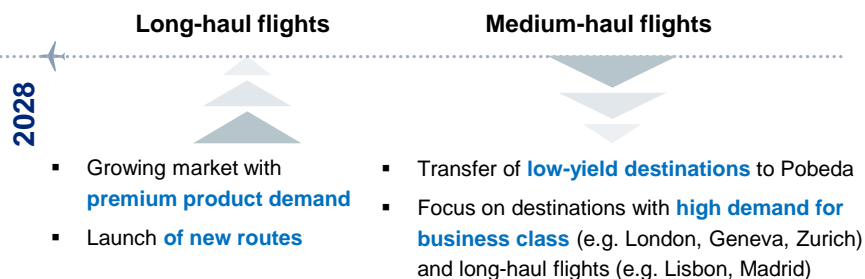


# The Group's Target Network and Fleet Allocation

	Medium-haul flights		Long-haul flights	
	 Network	 Fleet	 Network	 Fleet
 <p>~600 aircraft by 2028</p>	<b>High-yield flights from Moscow</b> <ul style="list-style-type: none"> <li>Selected domestic routes</li> <li>Key premium international routes</li> </ul>		<ul style="list-style-type: none"> <li>All destinations</li> </ul>	
	<b>Destinations with high demand</b> <ul style="list-style-type: none"> <li>Domestic and international routes</li> </ul>			
	<b>Routes bypassing Moscow + social fares</b> <ul style="list-style-type: none"> <li>New regional bases</li> <li>International and domestic routes from St. Petersburg</li> <li>Feeder traffic to Aeroflot in Moscow</li> <li>Leisure destinations</li> </ul>	 Russian-manufactured aircraft	<ul style="list-style-type: none"> <li>Affordable domestic flights</li> </ul>	




Transfer of medium-haul aircraft to Pobeda and Rossiya and Aeroflot's focus on long-haul aircraft will allow to strengthen specialization of the airlines, improve commonality of the fleet and value proposition.

## The network development (Sheremetyevo Airport)



**Destinations with low premium product demand will be served by other carriers of the Group**

## Aeroflot Airline's fleet development strategy

-  **Decrease in aircraft types** by transferring of Russian-manufactured aircraft to Rossiya and B737-800 to Pobeda
-  Development of narrow-body aircraft fleet by adding **modern aircraft with higher capacity**
-  Further **wide-body aircraft fleet** development

**By 2028, Aeroflot Airline's fleet will consist of only several aircraft types resulting in significant efficiency improvement**

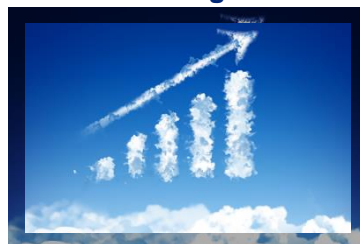
## Aeroflot in 2028

### Global carrier with a 5-star Skytrax product



- **Skytrax 5\*** product
- Europe – Asia **transit**
- Key premium **international destinations**
- **High-yield domestic** flights

### Focus on target market segments



- **Only markets with premium product demand**
- **High load factor** and **yield of business and economy class** through withdrawal from low yield markets

### Optimized cost structure



- **Fleet of several aircraft types**
- **Highly efficient** aircraft of new generation
- **Wide-body aircraft** on most destinations

**By 2028 Aeroflot will increase efficiency and further enhance its premium level of service via streamlining its value proposition**

# Pobeda Airline: 2028 Vision

## Pobeda has become one of the most efficient low-cost carriers within only 5 years

	<b>16.1 hours</b>	Global leader by aircraft utilization <sup>(1)</sup>
	<b>19 %</b>	Top-3 among global airlines by profitability <sup>(2)</sup>
	<b>25 min</b>	The fastest aircraft turnaround in Russia
	<b>6 700</b> PAX per employee	The best productivity on the Russian market <sup>(3)</sup>
	<b>94 %</b>	The highest load factor <sup>(4)</sup>

Pobeda is the most efficient low-cost carrier in the world based on selected performance indicators

## Pobeda's fleet development strategy

- 1 Transfer of Boeing 737-800** from the Group's airlines to Pobeda
- 2 Further fleet development** by using modern aircraft with higher capacity
- 3 Balanced growth** of fleet size



Using modern aircraft with higher capacity will allow Pobeda to further decrease operating costs

## Pobeda in 2028

### High market share



c.30% market share in Russia with **further growth potential**

### Efficient fleet



More capacious aircraft of new generations will **increase efficiency** and **decrease costs**

### Affordable air travel



**Average ticket prices reduction** by 30% **on the domestic market** for economy class (not adjusted for inflation)

Notes: (1) Flights in 3Q 2019, according to Boeing; (2) Operating profit margin in 2019, according to Skift; (3) Calculated based on airlines' public data as of 2019; (4) In 2019, among non-charter carriers on the Russian market, based on public statistics

**By 2028, Pobeda will significantly increase in size and ensure travel affordability for the Russian population via stimulating traffic and volumes backed by its operational and financial efficiency**

## The key goals of Rossiya Airline strategy



Network development bypassing Moscow



Establishing a center of competence for Russian-manufactured aircraft development



Fulfilling social functions of the Group



Feeder traffic for Aeroflot's flights to Moscow



## Rossiya in 2028

The largest carrier in Russia on routes bypassing Moscow and Saint Petersburg



Servicing inter-regional flights from **new regional bases**

Leading operator of Russian-manufactured aircraft



Creating of a system of **linear stations and hangar facilities** for servicing **Russian-manufactured aircraft** (also in regions)

Fulfilling Aeroflot Group's social mission



Servicing **socially significant routes**

Rossiya will focus on the efficient development of flights bypassing Moscow as well as fulfilling the Group's social mission.

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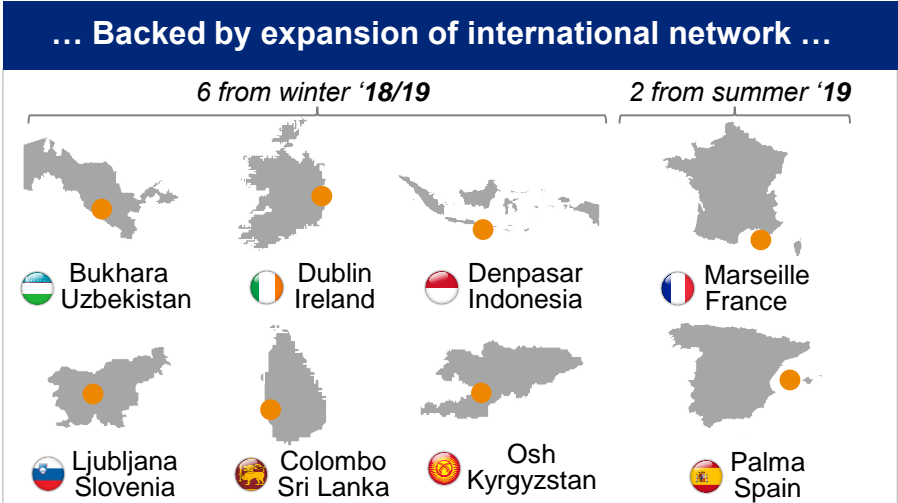
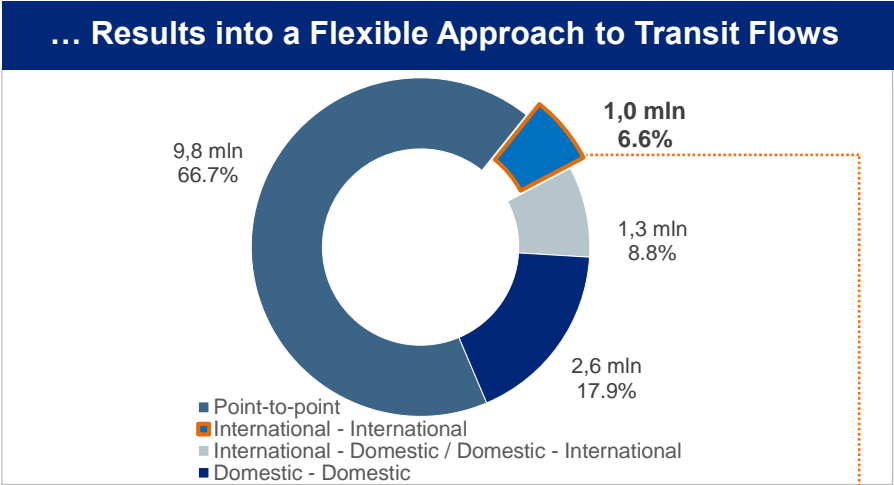
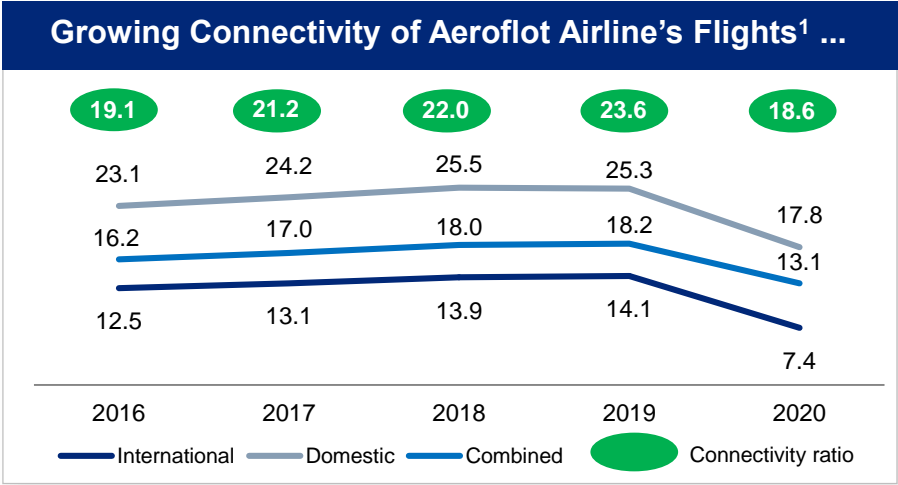
# Operating Data – Q4 & 12M 2020

Indicators		Aeroflot Airlines						Aeroflot Group					
	Unit	Q4 2019	Q4 2020	Y-o-Y	12M 2019	12M 2020	Y-o-Y	Q4 2019	Q4 2020	Y-o-Y	12M 2019	12M 2020	Y-o-Y
<b>Passenger Traffic</b>	<b>th PAX</b>	<b>8,787</b>	<b>2,942</b>	<b>(66.5%)</b>	<b>37,221</b>	<b>14,563</b>	<b>(60.9%)</b>	<b>13,990</b>	<b>7,100</b>	<b>(49.2%)</b>	<b>60,719</b>	<b>30,157</b>	<b>(50.3%)</b>
International Routes	th PAX	4,516	542	(88.0%)	19,423	4,369	(77.5%)	6,161	799	(87.0%)	27,118	5,984	(77.9%)
Domestic Routes	th PAX	4,271	2,400	(43.8%)	17,797	10,194	(42.7%)	7,830	6,301	(19.5%)	33,601	24,172	(28.1%)
<b>Passenger Turnover</b>	<b>mn pkm</b>	<b>24,018</b>	<b>6,468</b>	<b>(73.1%)</b>	<b>101,640</b>	<b>35,430</b>	<b>(65.1%)</b>	<b>35,985</b>	<b>14,282</b>	<b>(60.3%)</b>	<b>156,253</b>	<b>68,014</b>	<b>(56.5%)</b>
International Routes	mn pkm	16,100	1,852	(88.5%)	68,924	15,774	(77.1%)	21,191	2,520	(88.1%)	91,401	21,150	(76.9%)
Domestic Routes	mn pkm	7,918	4,616	(41.7%)	32,716	19,656	(39.9%)	14,793	11,762	(20.5%)	64,852	46,863	(27.7%)
<b>Passenger Capacity</b>	<b>mn ASK</b>	<b>31,540</b>	<b>9,636</b>	<b>(69.5%)</b>	<b>128,295</b>	<b>52,943</b>	<b>(58.7%)</b>	<b>45,476</b>	<b>19,140</b>	<b>(57.9%)</b>	<b>190,856</b>	<b>92,402</b>	<b>(51.6%)</b>
International Routes	mn ASK	21,492	2,908	(86.5%)	88,245	23,660	(73.2%)	27,433	3,701	(86.5%)	113,766	30,039	(73.6%)
Domestic Routes	mn ASK	10,048	6,728	(33.0%)	40,050	29,284	(26.9%)	18,042	15,438	(14.4%)	77,089	62,363	(19.1%)
<b>Passenger Load Factor</b>	<b>%</b>	<b>76.2%</b>	<b>67.1%</b>	<b>(9.0 p.p.)</b>	<b>79.2%</b>	<b>66.9%</b>	<b>(12.3 p.p.)</b>	<b>79.1%</b>	<b>74.6%</b>	<b>(4.5 p.p.)</b>	<b>81.9%</b>	<b>73.6%</b>	<b>(8.3 p.p.)</b>
International Routes	%	74.9%	63.7%	(11.2 p.p.)	78.1%	66.7%	(11.4 p.p.)	77.2%	68.1%	(9.2 p.p.)	80.3%	70.4%	(9.9 p.p.)
Domestic Routes	%	78.8%	68.6%	(10.2 p.p.)	81.7%	67.1%	(14.6 p.p.)	82.0%	76.2%	(5.8 p.p.)	84.1%	75.1%	(9.0 p.p.)
<b>Tonne-Kilometres</b>	<b>mn tkm</b>	<b>2,446</b>	<b>832</b>	<b>(66.0%)</b>	<b>10,144</b>	<b>3,976</b>	<b>(60.8%)</b>	<b>3,610</b>	<b>1,620</b>	<b>(55.1%)</b>	<b>15,377</b>	<b>7,183</b>	<b>(53.3%)</b>
International Routes	mn tkm	1,653	332	(79.9%)	6,931	1,901	(72.6%)	2,132	401	(81.2%)	9,030	2,421	(73.2%)
Domestic Routes	mn tkm	793	499	(37.0%)	3,213	2,075	(35.4%)	1,477	1,219	(17.5%)	6,346	4,762	(25.0%)
<b>Revenue Flights</b>	<b>flights</b>	<b>72,756</b>	<b>30,106</b>	<b>(58.6%)</b>	<b>291,743</b>	<b>142,796</b>	<b>(51.1%)</b>	<b>108,586</b>	<b>59,598</b>	<b>(45.1%)</b>	<b>446,009</b>	<b>251,432</b>	<b>(43.6%)</b>
International Routes	flights	35,134	4,891	(86.1%)	142,344	38,272	(73.1%)	45,292	6,364	(85.9%)	186,983	48,047	(74.3%)
Domestic Routes	flights	37,622	25,215	(33.0%)	149,399	104,524	(30.0%)	63,294	53,234	(15.9%)	259,026	203,385	(21.5%)
<b>Flight Hours</b>	<b>hours</b>	<b>207,395</b>	<b>76,006</b>	<b>(63.4%)</b>	<b>833,574</b>	<b>375,208</b>	<b>(55.0%)</b>	<b>298,449</b>	<b>143,921</b>	<b>(51.8%)</b>	<b>1,225,785</b>	<b>637,129</b>	<b>(48.0%)</b>

# Operating Data of Subsidiary Airlines – Q4 & 12M 2020

Indicators		Pobeda				Rossiya				Aurora			
		Q4 2020	Y-o-Y	12M 2020	Y-o-Y	Q4 2020	Y-o-Y	12M 2020	Y-o-Y	Q4 2020	Y-o-Y	12M 2020	Y-o-Y
<b>Passenger Traffic</b>	<b>th PAX</b>	<b>2,775</b>	<b>2.5%</b>	<b>9,087</b>	<b>(11.7%)</b>	<b>1,199</b>	<b>(43.4%)</b>	<b>5,711</b>	<b>(50.6%)</b>	<b>184</b>	<b>(51.2%)</b>	<b>796</b>	<b>(52.0%)</b>
International Routes	th PAX	139	(75.9%)	665	(71.3%)	115	(87.9%)	876	(82.2%)	2	(98.0%)	74	(83.7%)
Domestic Routes	th PAX	2,635	23.9%	8,422	5.7%	1,084	(7.0%)	4,835	(27.1%)	182	(31.8%)	722	(40.1%)
<b>Passenger Turnover</b>	<b>mn pkm</b>	<b>4,558</b>	<b>(5.8%)</b>	<b>15,483</b>	<b>(16.4%)</b>	<b>3,011</b>	<b>(54.4%)</b>	<b>16,013</b>	<b>(52.5%)</b>	<b>245</b>	<b>(53.8%)</b>	<b>1,088</b>	<b>(54.4%)</b>
International Routes	mn pkm	342	(73.7%)	1,533	(70.5%)	323	(91.1%)	3,732	(77.6%)	3	(98.2%)	112	(82.5%)
Domestic Routes	mn pkm	4,216	19.1%	13,950	4.6%	2,688	(9.3%)	12,282	(28.0%)	242	(34.7%)	976	(44.1%)
<b>Passenger Capacity</b>	<b>mn ASK</b>	<b>5,129</b>	<b>(0.6%)</b>	<b>16,909</b>	<b>(14.2%)</b>	<b>3,906</b>	<b>(51.2%)</b>	<b>20,470</b>	<b>(48.2%)</b>	<b>469</b>	<b>(39.7%)</b>	<b>2,080</b>	<b>(37.9%)</b>
International Routes	mn ASK	419	(70.2%)	1,768	(68.9%)	368	(91.4%)	4,390	(76.8%)	6	(97.4%)	221	(76.8%)
Domestic Routes	mn ASK	4,710	25.5%	15,141	8.0%	3,539	(4.5%)	16,079	(22.0%)	462	(13.6%)	1,859	(22.4%)
<b>Passenger Load Factor</b>	<b>%</b>	<b>88,9%</b>	<b>(4.9) p.p.</b>	<b>91.6%</b>	<b>(2.5) p.p.</b>	<b>77,1%</b>	<b>(5.4) p.p.</b>	<b>78.2%</b>	<b>(7.1) p.p.</b>	<b>52.2%</b>	<b>(15.9) p.p.</b>	<b>52,3%</b>	<b>(18.9) p.p.</b>
International Routes	%	81,5%	(10.8) p.p.	86.7%	(4.7) p.p.	87,9%	3.3 p.p.	85.0%	(3.1) p.p.	45.4%	(20.2) p.p.	50,8%	(16.4) p.p.
Domestic Routes	%	89,5%	(4.8) p.p.	92.1%	(2.9) p.p.	76,0%	(4.0) p.p.	76.4%	(6.3) p.p.	52.3%	(16.9) p.p.	52,5%	(20.3) p.p.
<b>Flight Hours</b>	<b>hours</b>	<b>36,567</b>	<b>(0.7%)</b>	<b>119,170</b>	<b>(14.4%)</b>	<b>24,675</b>	<b>(43.7%)</b>	<b>113,371</b>	<b>(45.4%)</b>	<b>6,674</b>	<b>(35.8%)</b>	<b>29,281</b>	<b>(35.3%)</b>

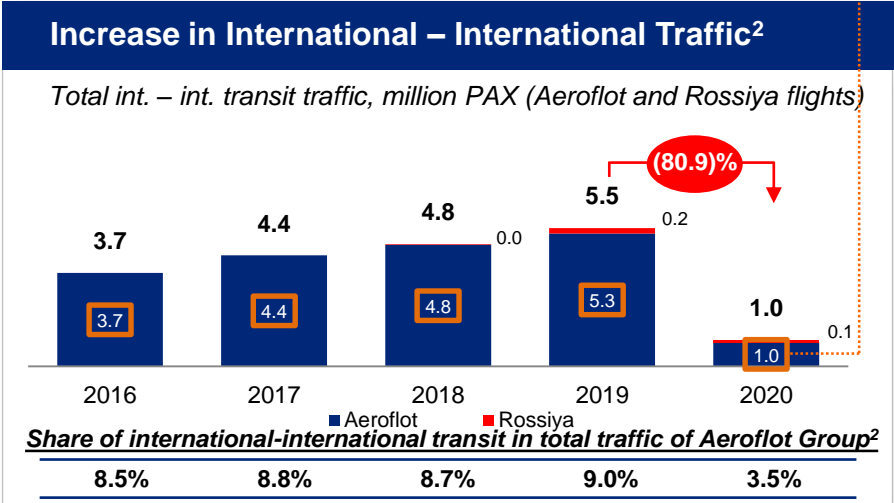




Source: Aeroflot Group.

<sup>1</sup> Data for Aeroflot airline's own flights.

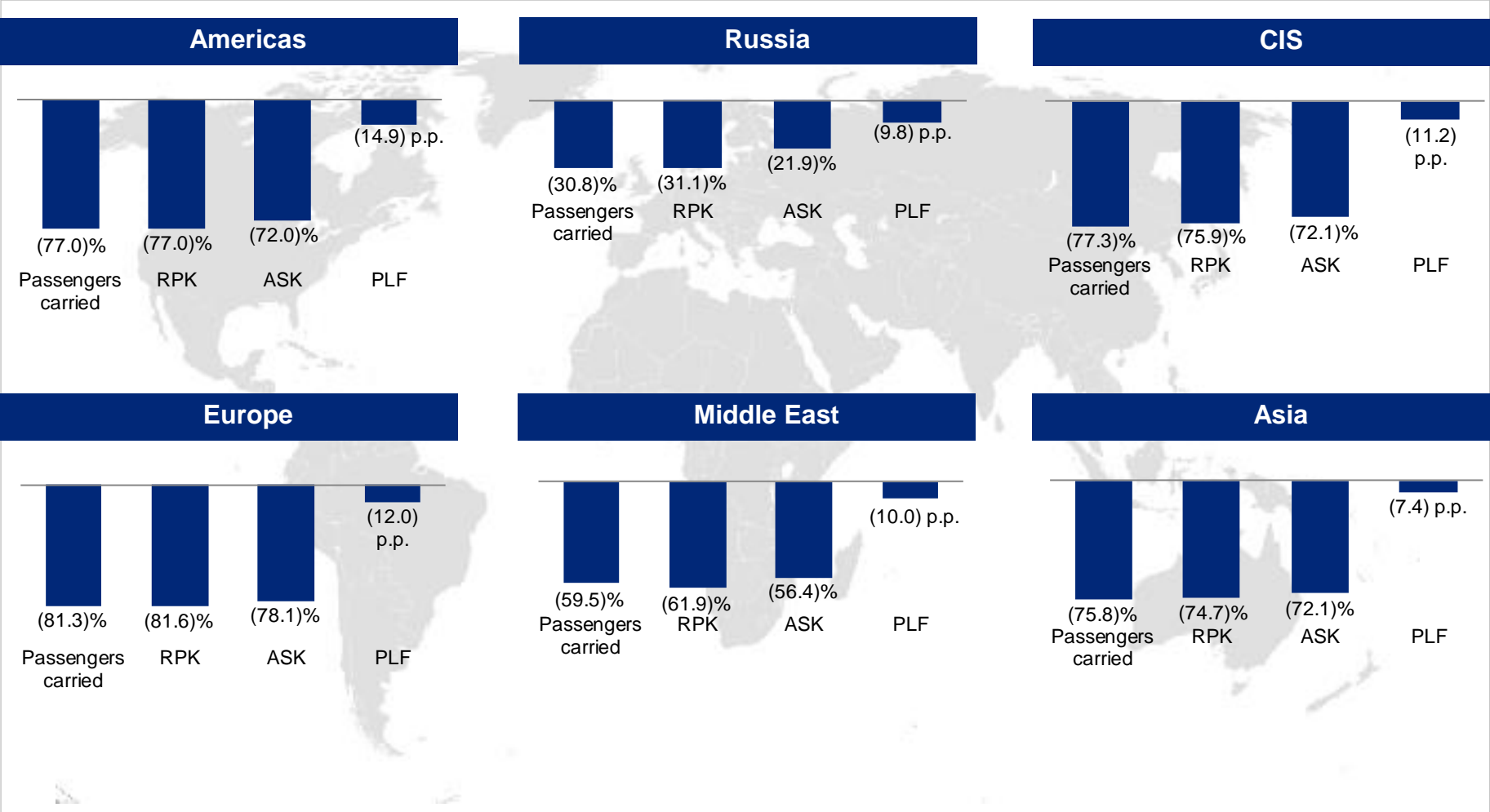
<sup>2</sup> From 2018 total international-international transit figures include Rossiya airline passenger traffic of the segment.



Transit traffic segment experienced significant pressure from COVID-related decrease in demand in 2020.



# 12M 2020 Operating Data by Region (Scheduled Routes)



Source: Data presented based on management accounts for scheduled flights of Aeroflot Group (excluding charter flights)

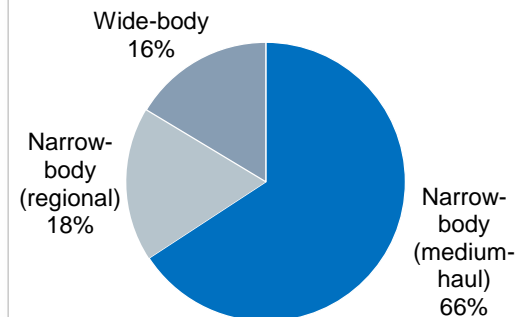
Group operations in all regions of the world experienced significant pressure from COVID-related decline in demand.

# Aeroflot Group Fleet Breakdown

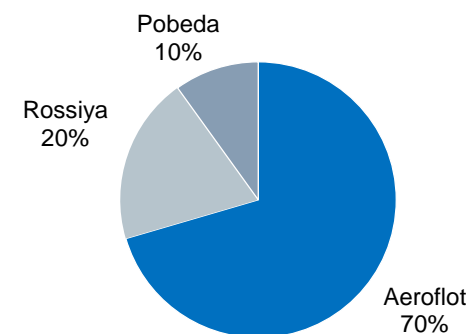
## Aeroflot Group Fleet Overview

Aircraft Type	Operated by		Total as of	Total as of	Change vs.
	Aeroflot	Subsidiaries	31-Dec-20	31-Dec-19	31-Dec-19
<b>Wide-body</b>	<b>37</b>	<b>19</b>	<b>56</b>	<b>59</b>	<b>(3)</b>
Airbus A330	17	-	17	21	(4)
Airbus A350	1	-	1	-	1
Boeing 777	19	10	29	29	-
Boeing 747	-	9	9	9	-
<b>Narrow-body (medium-haul)</b>	<b>153</b>	<b>72</b>	<b>225</b>	<b>228</b>	<b>(3)</b>
Airbus A319	-	20	20	20	-
Airbus A320	73	6	79	82	(3)
Airbus A321	33	-	33	33	-
Boeing 737	47	46	93	93	-
<b>Narrow-body (regional)</b>	<b>51</b>	<b>10</b>	<b>61</b>	<b>49</b>	<b>12</b>
SSJ 100	51	10	61	49	12
<b>TOTAL ex-Aurora Airlines</b>	<b>241</b>	<b>101</b>	<b>342</b>	<b>336</b>	<b>6</b>
Aurora Airlines		Airline sold		23	(23)
<b>TOTAL Aeroflot Group</b>	<b>241</b>	<b>101</b>	<b>342</b>	<b>359</b>	<b>(17)</b>

## Breakdown by Aircraft



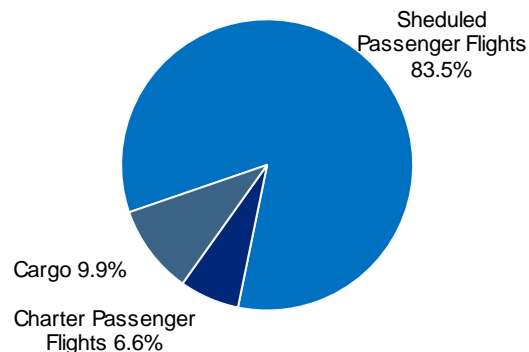
## Breakdown by Company



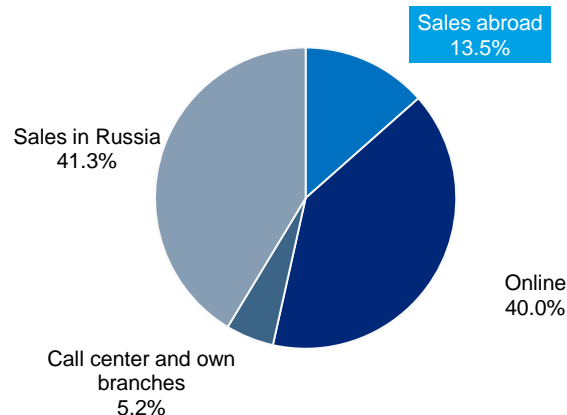
Well-balanced fleet structure in line with Group's strategy

# Traffic Revenue Analysis – Q4 and 12M 2020

## Traffic Revenue Breakdown by Type



## Scheduled Traffic Revenue by POS<sup>2</sup>



## Revenue from Scheduled Passengers (RUB mln)<sup>1</sup>

Q4 2019	Q4 2020	Y-o-Y	Region	12M 2019	12M 2020	Y-o-Y	12M 2020 % of sch. revenue
52,461	32,156	(38.7)%	Russia	234,801	142,588	(39.3)%	63.2%
31,734	2,914	(90.8)%	Europe	145,883	30,026	(79.4)%	13.3%
20,744	2,552	(87.7)%	Asia	86,311	23,613	(72.6)%	10.5%
6,088	3,121	(48.7)%	CIS	26,746	7,971	(70.2)%	3.5%
6,367	1,337	(79.0)%	North and Central America	29,565	7,281	(75.4)%	3.2%
8,557	4,318	(49.5)%	Middle East and Africa	33,826	14,274	(57.8)%	6.3%
<b>125,951</b>	<b>46,398</b>	<b>(63.2)%</b>	<b>Total</b>	<b>557,132</b>	<b>225,753</b>	<b>(59.5)%</b>	<b>100.0%</b>

## Total Passenger Revenue (Scheduled + Charter, RUB mln)

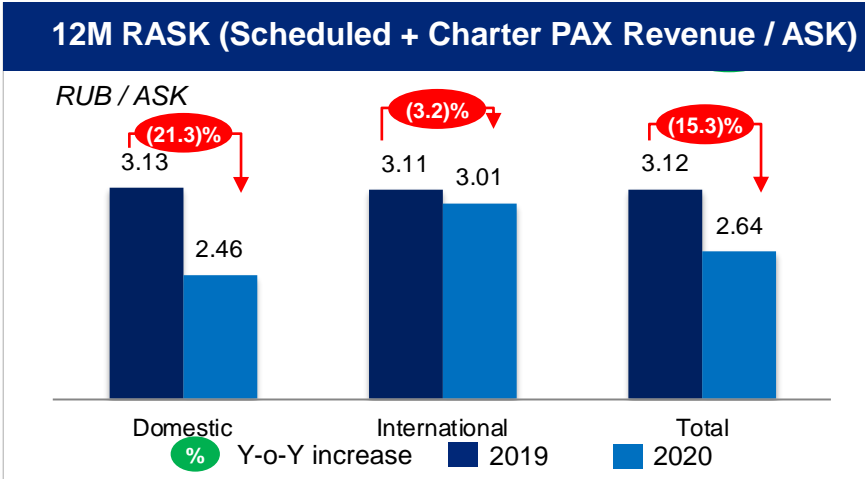
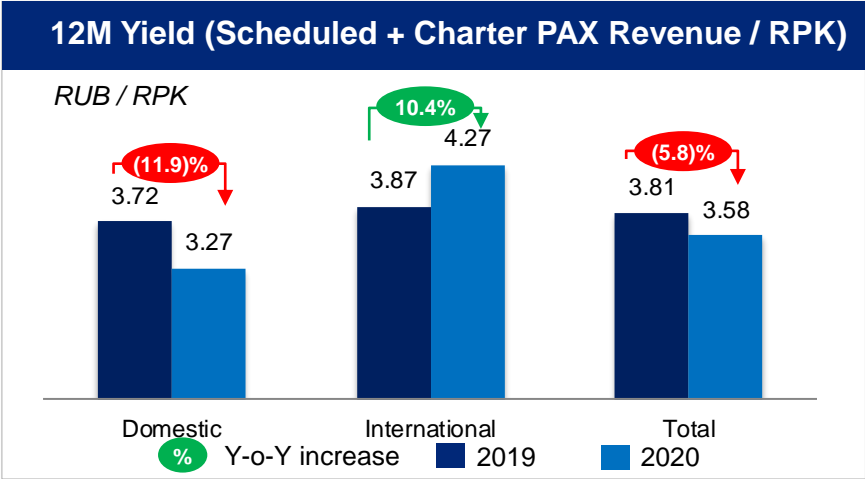
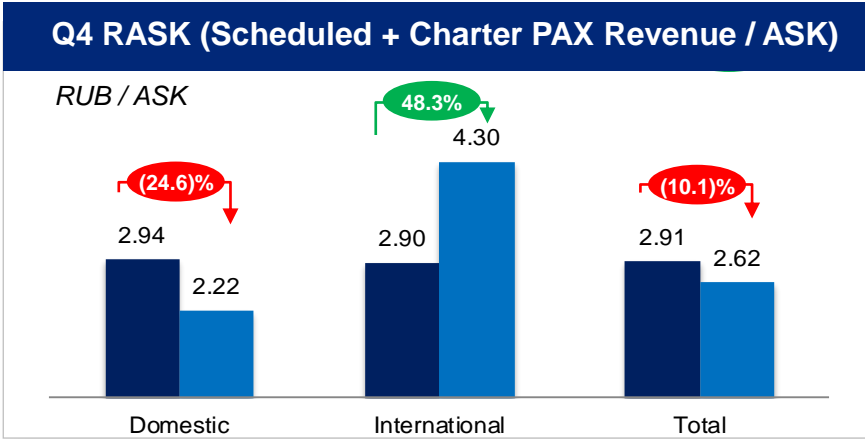
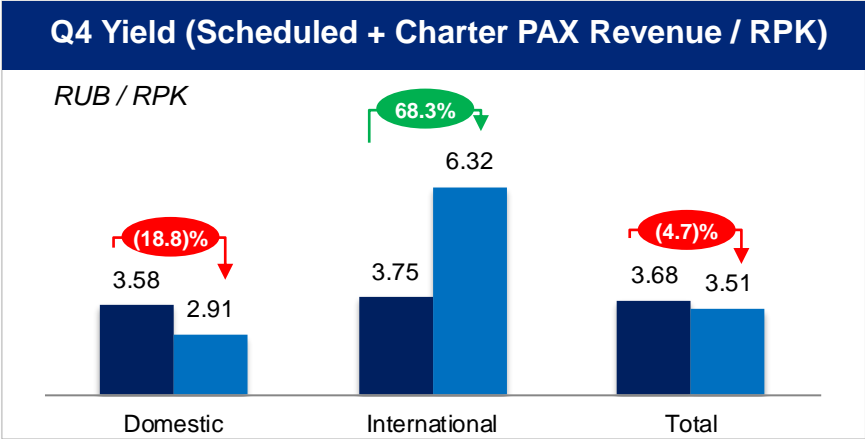
Q4 2019	Q4 2020	Y-o-Y	Segment	12M 2019	12M 2020	Y-o-Y	12M 2020 % of revenue
52,999	34,216	(35.4)%	Domestic	240,984	153,357	(36.4)%	62.9%
79,537	15,917	(80.0)%	International	353,586	90,352	(74.4)%	37.1%
<b>132,536</b>	<b>50,133</b>	<b>(62.2)%</b>	<b>Total</b>	<b>594,570</b>	<b>243,708</b>	<b>(59.0)%</b>	<b>100.0%</b>

<sup>1</sup> Data presented based on management accounts

<sup>2</sup> Data presented based on management accounts for Aeroflot airline and routes of subsidiary airlines under commercial management of Aeroflot

**In 2020 revenue from scheduled passengers decreased by 60% on the back of softer demand in all regions of operations due to COVID-19.**

# Aeroflot Group Blended Flights Revenue Units



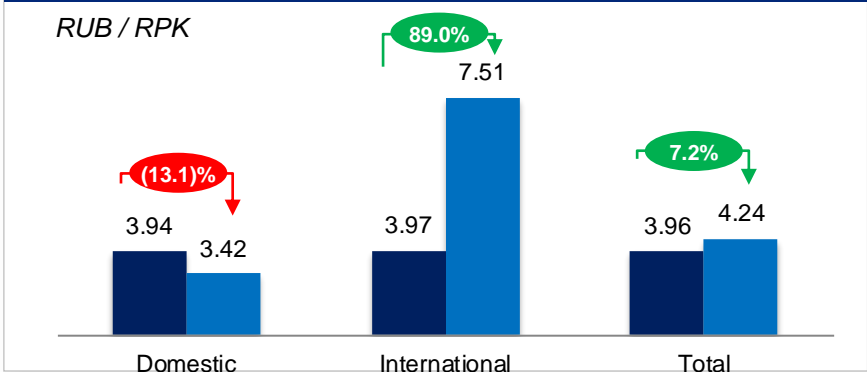
Source: Aeroflot Group  
Note: Data presented based on management accounts, scheduled and chartered passenger flights revenue is used for calculations

Negative though improving through 2H 2020 yield dynamics in domestic segment due to extra capacity in the market and positive trends in international due to currency factor and extreme limitations on flights.

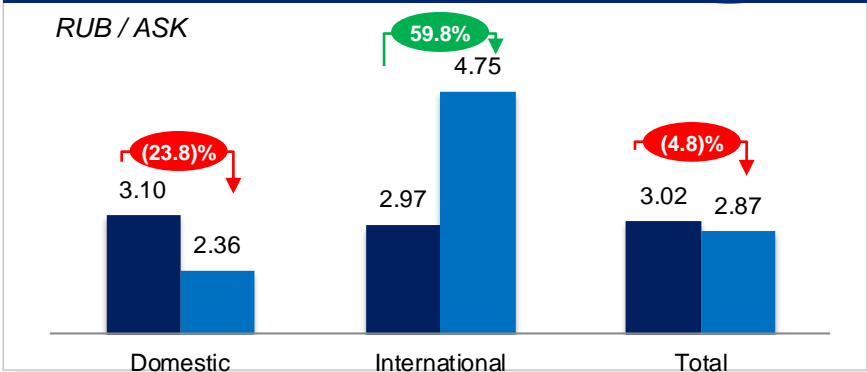
# Aeroflot Group Scheduled Flights Revenue Units ex. Pobeda



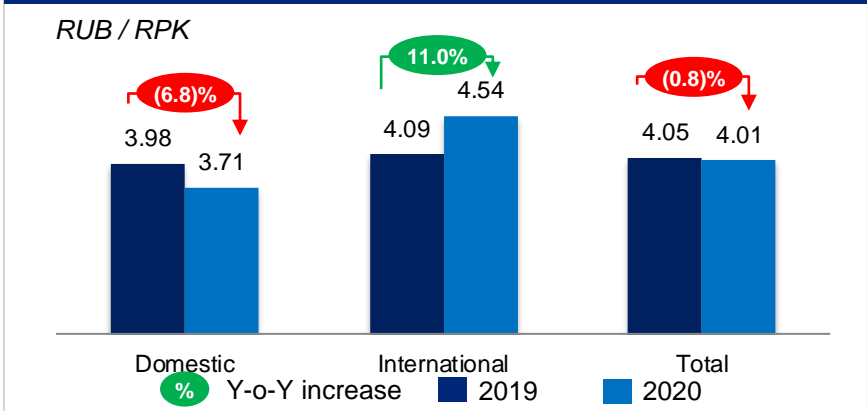
Q4 Scheduled Yield ex. Pobeda (PAX Revenue / RPK)



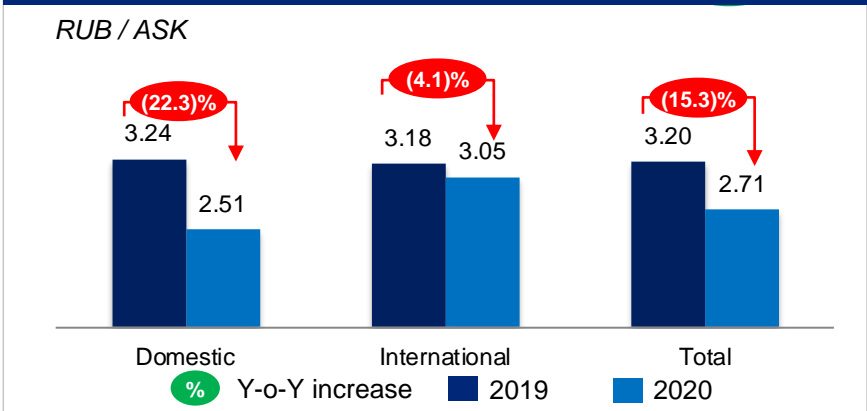
Q4 Scheduled RASK ex. Pobeda (PAX Revenue / ASK)



12M Scheduled Yield ex. Pobeda (PAX Revenue / RPK)



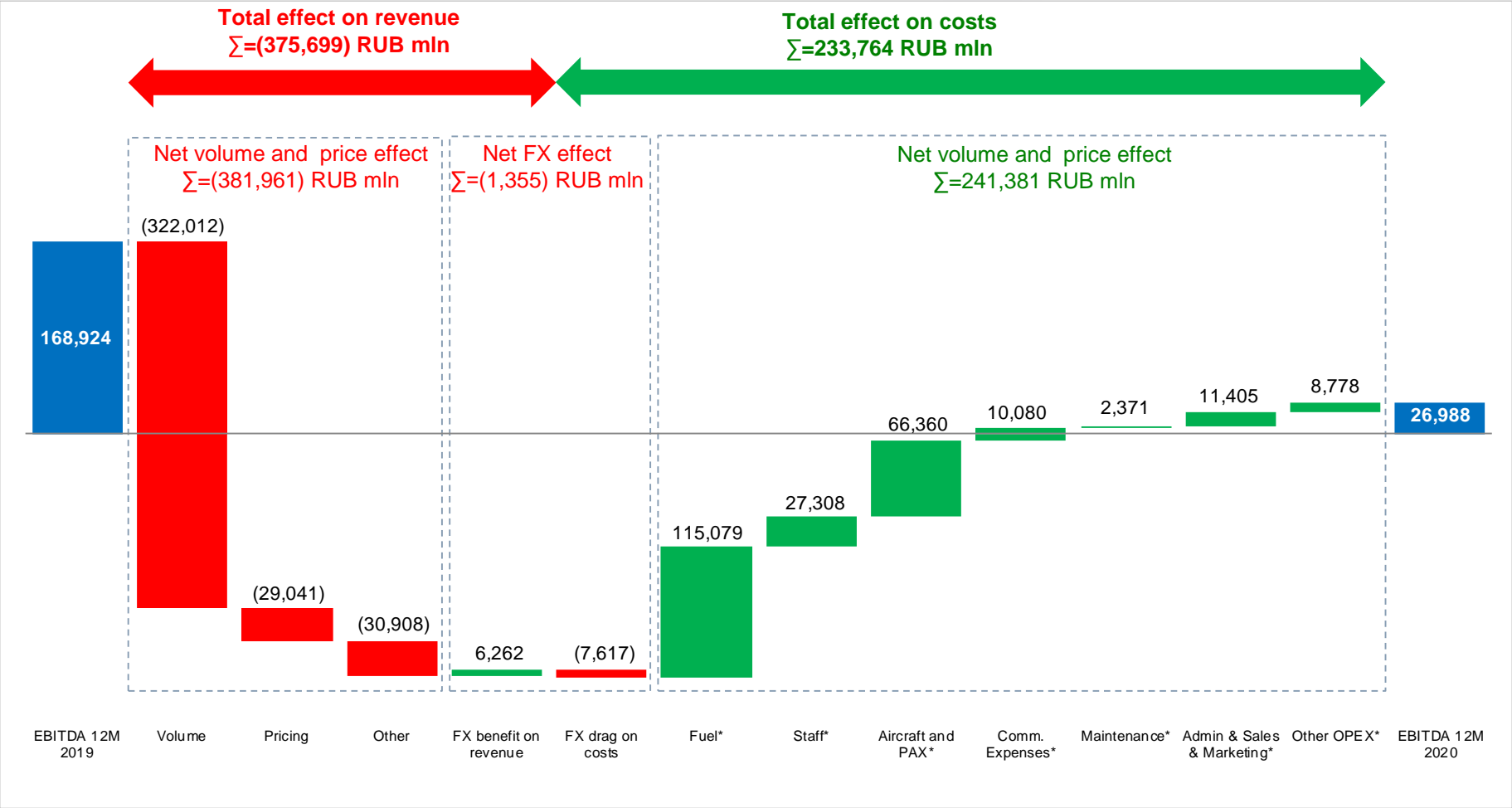
12M Scheduled RASK ex. Pobeda (PAX Revenue / ASK)



Source: Aeroflot Group  
Note: Data presented based on management accounts, scheduled flights revenue is used for calculations

Negative though improving through 2H 2020 yield dynamics in domestic segment due to extra capacity in the market and positive trends in international due to currency factor and extreme limitations on flights.

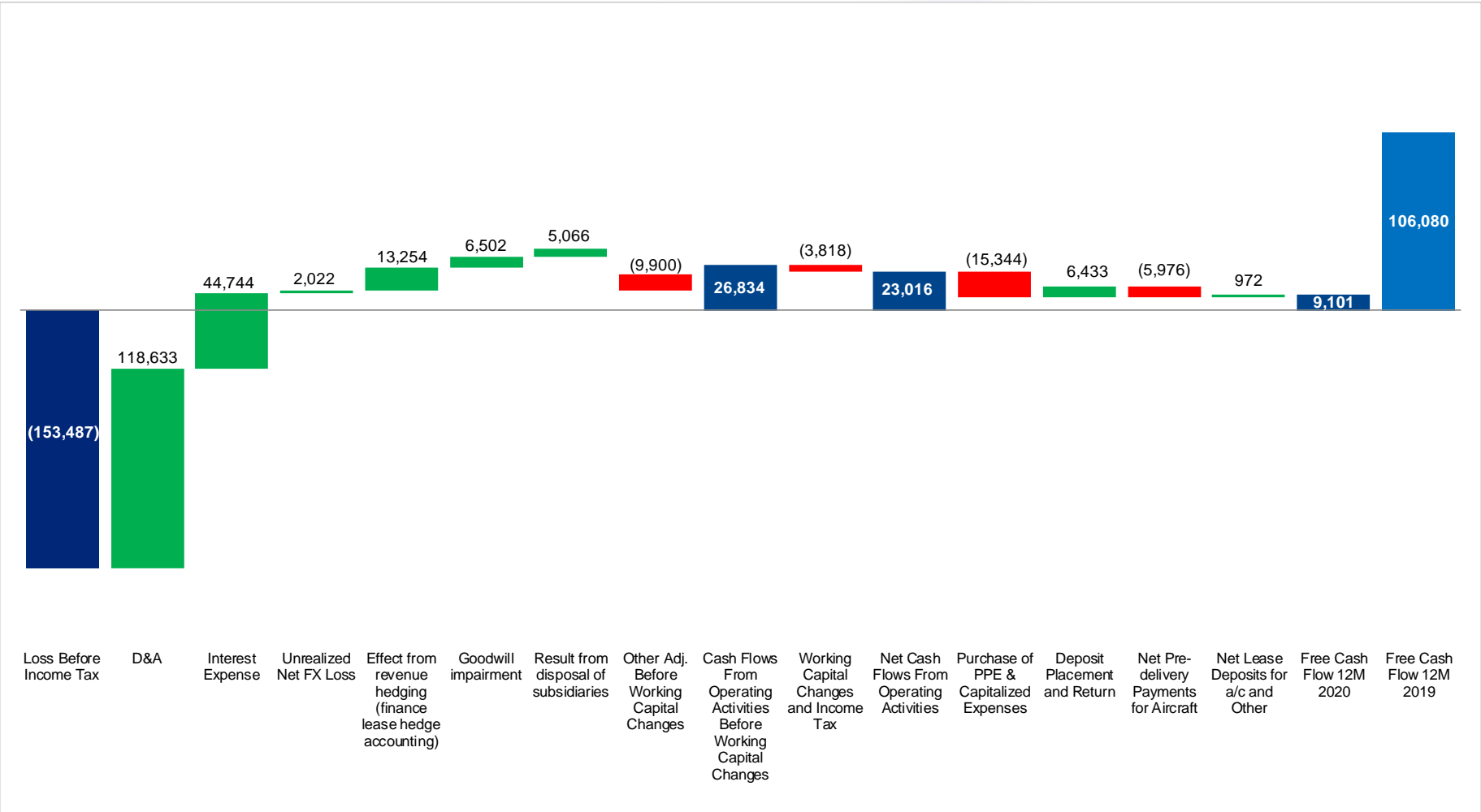
# EBITDA Evolution



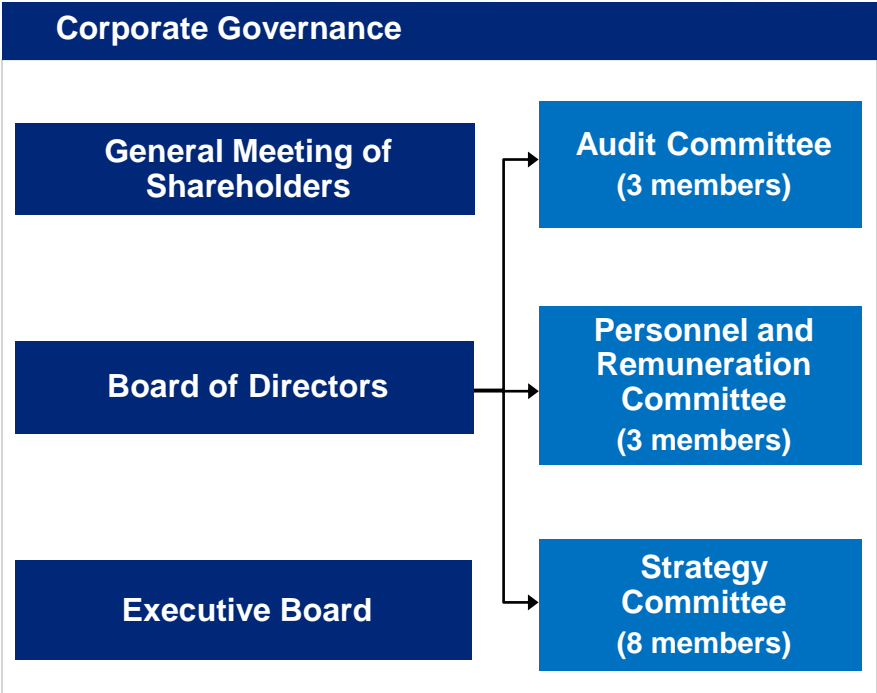
\* Excluding currency impact

Key driver of EBITDA adjustment was a decrease in size and scale of operations on the back of COVID-related pressure on demand.

# Operating and Free Cash Flows



Operating and Free Cash Flow remained under pressure in 12M 2020 due to demand pressure and adjustment of operating program.

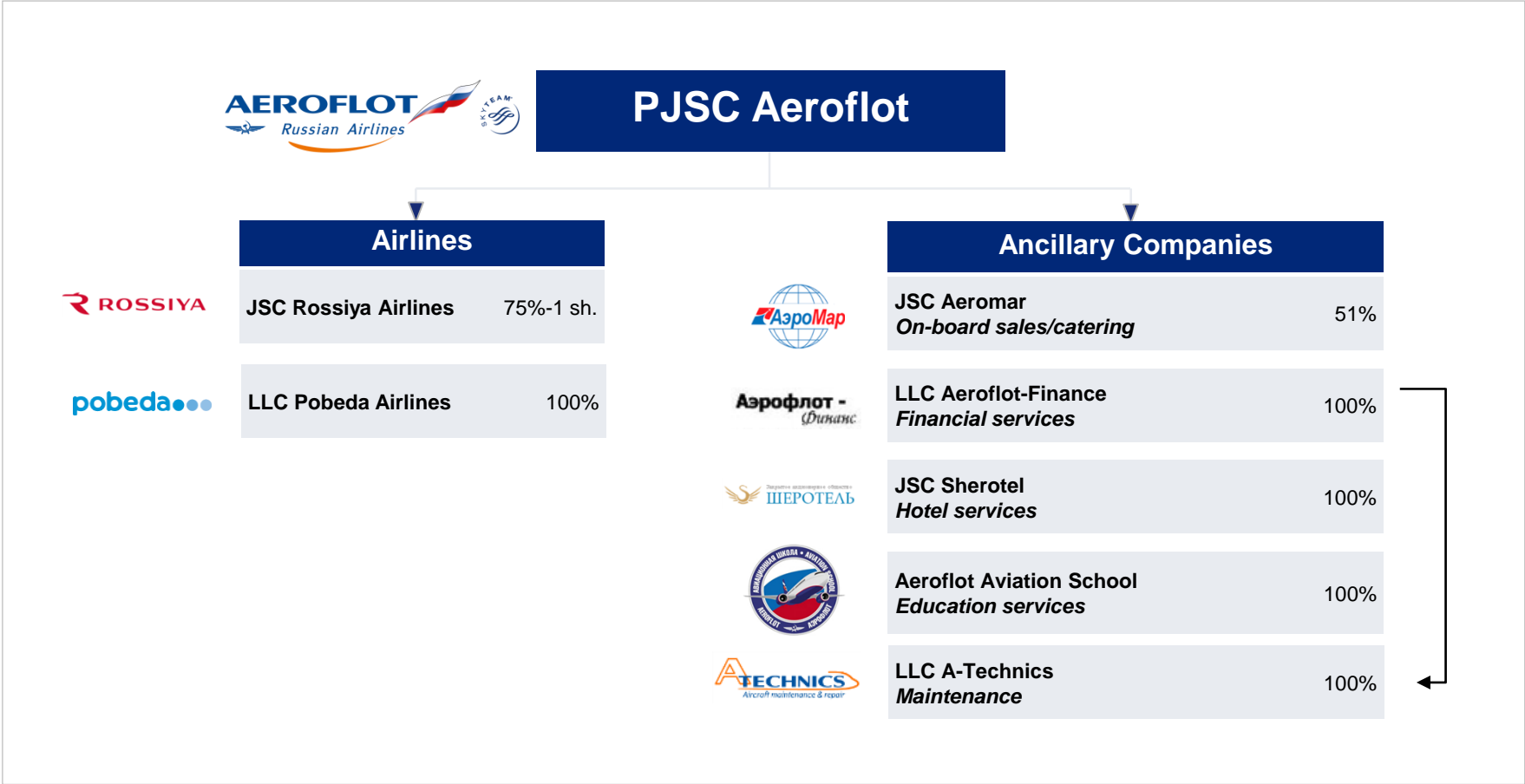


The Board of Directors is currently composed of 11 members. The Board’s composition is well balanced from the members’ background perspective.

Incorporated in Russia, PJSC Aeroflot is subject to Russian corporate governance regulations and follows Russian Corporate Governance Code

Board of Directors				
Name		Audit Committee	Personnel and Remuneration Committee	Strategy Committee
	Vitaly Saveliev	Chairman		
	Mikhail Poluboyarinov			
	Maksut Shadayev			
	Igor Kamenskoy	Member	Chairman	Chairman
	Yaroslav Kuzminov	Member	Member	
	Maksim Liksutov			
	Roman Pakhomov	Chairman	Member	Member
	Dmitry Peskov			Member
	Evgeny Ditrch			
	Yuri Slyusar			Member
	Sergey Chemezov			
		Independent director according to the Russian Corporate Governance Code		





Note: The Group structure as at 31 December 2020; Aeroflot Group consolidates all entities: PJSC Aeroflot and all subsidiaries.  
PJSC Aeroflot also owns 45.0% of JSC AeroMASH-AB (Aviation security), 2.43% of JSC Sheremetyevo International Airport (base airport), 3.85% of PJSC Transport Clearing House (mutual settlements between agencies and airlines).

Over the past years the Group structure was refined with a focus on aviation assets and disposal of non-core assets, which is in compliance with the Group's strategy to streamline the core business.

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