

Execution of Presidential and Governmental Decrees

No.	Document type, date, and number	Summary	Execution status
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, Decree of the President of the Russian Federation No. 378 On the National Anti-Corruption Plan for 2018–2020 dated 29 June 2019)		
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.</p> <p>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</p> <p>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 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.

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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:</p> <p>Under clauses 2 and 4 of the Decree: as regards the submission of reports on implementing initiatives stipulated by anti-corruption plans quarterly starting from 1 October 2016</p> <p>Under clause 5 and sub-clause b, clause 6 of the National Plan by 1 November 2017</p> <p>Under clause 8 of the National Plan by 1 July 2016 (remains monitored)</p> <p>Under clause 17 of the National Plan by 1 April 2017</p>	<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>The Risk Appetite Statement of Aeroflot Group (Minutes No. 7 dated 21 December 2017, Minutes No. 10 dated 13 December 2018), approved by the Board of Directors of PJSC Aeroflot on an annual basis, stipulates zero tolerance to any form of corruption.</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, a range of measures was implemented to further enhance these processes:</p> <ul style="list-style-type: none"> → A position of First Deputy Director for Preventing and Countering Corruption reporting directly to Deputy CEO for Legal and Property Matters introduced to the staffing list of the Department for Economic Security; a dedicated Division for Preventing and Countering Corruption (Amendment to the Staffing List No. 401.011-003 dated 10 January 2018 introduced by Order No. 11 dated 15 January 2018) → A job description established and approved for Department for Economic Security's First Deputy Director for Preventing and Countering Corruption (No. 905-3/I dated 27 February 2018, including an updated version, No. 905-25/I dated 24 August 2018) → A revised version of the Regulations on the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot established and approved (Order No. 360 dated 4 September 2018) → Membership of the Commission updated (Order No. 417 dated 25 October 2018) → A letter sent to top managers of PJSC Aeroflot's subsidiaries with recommendations on training employees, joining the Anti-Corruption Charter of Russian Business and Aeroflot Group's Anti-Corruption Policy, as well as on developing corporate conduct codes similar to the Corporate Conduct Code of PJSC Aeroflot (our reference number of the outgoing document: 905-15, date: 6 February 2018) with notice sent to the Personnel Development Department of PJSC Aeroflot (internal number 905/155 dated 14 February 2018) → Aeroflot Group's Risk Register, including a corruption risk register, approved by the Board of Directors on an annual basis (Minutes No. 7 dated 21 December 2017, Minutes No. 10 dated 13 December 2018) → An updated version of Aeroflot Group's Risk Register, including a corruption risk register, approved by the resolution of the Board of Directors dated 13 December 2018 (extract from Minutes No. 10) <p>In July – September 2018, the Internal Audit Department conducted the third 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, a range of measures was implemented to further enhance these processes:</p> <ul style="list-style-type: none"> → Amendments made to the job description for Department for Economic Security's First Deputy Director for Preventing and Countering Corruption (No. 905-3/I dated 17 January 2019) → Membership of the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot updated and extended (Order No. 43 dated 31 January 2019)
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>	

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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 fulfil the tasks set for the Government of the Russian Federation between 15 March 2017 and 1 January 2018.</p>	<p>→ Recommendations sent to heads of Aeroflot Group companies on posting anti-corruption information on corporate websites in accordance with clause 01 of Aeroflot Group's Anti-Corruption Policy</p> <p>→ Amendments made to the Regulations on PJSC Aeroflot's Employee Induction Training (RI-GD-036) in terms of mandatory introductory briefings on compliance with PJSC Aeroflot's local anti-corruption regulations. 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, reorganised 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> <p>→ 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</p> <p>→ 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> <p>To inform and educate PJSC Aeroflot's employees on preventing and countering corruption, 80 Anti-Corruption information boards were manufactured and placed in unrestricted access areas of PJSC Aeroflot including domestic branches and representative offices.</p> <p>Materials designed to raise employees' awareness were prepared, including:</p> <p>→ a quick reference card on criminal liability for bribery and commercial bribery, and administrative action for illegal remuneration on behalf of a legal entity</p> <p>→ a quick reference card on liability for committing corruption offences</p> <p>→ a booklet "What you need to know about the conflict of interest"</p> <p>→ a booklet "Why entities need to take measures to prevent and counter corruption?"</p>
	Decree of the President of the Russian Federation No. 378 On the National Anti-Corruption Plan for 2018–2020 dated 29 June 2018	<p>Clause 2 of the Decree.</p> <p>By 1 September 2018, make respective amendments to anti-corruption plans.</p> <p>Sub-clause f, clause 5 of the Decree.</p> <p>Reports on the implementation of the plans shall be submitted to federal executive authorities for preparing consolidated reports.</p>	

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	National Anti-Corruption Plan for 2018–2020 approved by Decree No. 378 dated 29 June 2018 (the National Plan)	<p>Sub-clause c, clause 12.</p> <p>Take measures to ensure compliance with the requirements of Russian anti-corruption laws to prevent and resolve conflicts of interest, with a progress report to be submitted by 1 February on an annual basis.</p> <p>The final report shall be submitted by 1 December 2020.</p>	<p>The following regulations on preventing and countering corruption were developed and updated:</p> <p>→ 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 updated (Order No. 360 dated 4 September 2018)</p> <p>→ 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)</p> <p>→ Specific provisions aimed at preventing and countering corruption were added, in particular, to the following internal regulations of PJSC Aeroflot:</p> <p>→ Template Regulations on PJSC Aeroflot's Branch, to establish obligations and responsibilities of the directors of branches (Order No. 100 dated 16 March 2017)</p> <p>→ 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)</p> <p>→ 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)</p> <p>→ 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)</p> <p>→ 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)</p> <p>→ 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</p> <p>→ Template employment contracts with PJSC Aeroflot's employees, to stipulate employees' obligations (Order No. 364 dated 14 September 2017)</p> <p>→ 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)</p> <p>→ 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)</p> <p>→ 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>

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			<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 → 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 <p>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.</p>
		Sub-clause e, clause 20. Implement a series of measures to significantly improve the efficiency of raising public awareness about the efforts to prevent corruption and other offences, with a progress report to be submitted by 1 May 2019.	

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		Clause 22. Organise conferences and other events on the anti-corruption theory and practice, with a progress report to be submitted by 1 March on an annual basis.	On 19 September 2018, PJSC Aeroflot organised and held its first round-table discussion on the importance of counteracting corruption for business and business partnerships in the current context, involving representatives of the Prosecutor General's Office of the Russian Federation.
		Clause 28. Instructions: a) Provide annual professional development training for employees involved in anti-corruption efforts, with a progress report to be submitted by 1 April on an annual basis. The final report shall be submitted by 1 December 2020 b) Train new employees hired to fill positions included in corporate lists of positions that require training under anti-corruption educational programmes, with a progress report to be submitted by 1 November 2020	The Company participated in: → the VII Eurasian Anti-Corruption Forum "Conflict of Interest: Law and Ethics" conducted by the Institute of Legislation and Comparative Law under the Government of the Russian Federation on 25 April 2018 → the All-Russian conference on the anti-corruption theory and practice, Government, Society, Business: Successful Anti-Corruption Cooperation, held by the Anti-Corruption Committee of Moscow under the Moscow Chamber of Commerce and Industry on 30 August 2018.
	Instruction of the Prime Minister of the Russian Federation No. DM-P17-4575 dated 25 July 2018	Ensure the execution of the Decree of the President of the Russian Federation No. 378 dated 29 June 2018 and the National Anti-Corruption Plan for 2018–2020 approved by this Decree, and submit the following reports to the Government: 1. Under clauses 2 and 5 of the Decree: as regards the respective amendments to anti-corruption plans by 1 September 2018 as regards the submission of reports on making amendments to the above plans by 5 September 2018 as regards the submission of reports on implementing initiatives stipulated by the anti-corruption plan once every six months starting from 15 January 2019 7. Under clause 12 of the National Plan: b) Under sub-clause c by 1 February 2019, 1 February 2020, and 1 December 2020 11. Under clause 20 of the National Plan: 5) Under sub-clause e by 1 March 2019 14. Under clause 22 of the National Plan: by 15 January 2019 and 15 January 2020 18. Under clause 28 of the National Plan: Deadlines: Under sub-clause a – by 1 April 2019, 1 April 2020, and 1 December 2020 Under sub-clause b – by 1 November 2019 and 1 November 2019	Pursuant to the Instruction of Russian Prime Minister Dmitry Medvedev No. DM-P17-4575 dated 25 July 2018, and in line with clause 5 of Decree of the President of the Russian Federation No. 378 On the National Anti-Corruption Plan for 2018–2020 dated 29 June 2018, the Company adopted an Anti-Corruption Action Plan for 2018–2020 (No. 58/PI dated 31 August 2018). The measures outlined in the Plan are developed and carried out. Reports on the progress on measures outlined in the National Anti-Corruption Plan for 2018–2020 are submitted to the Government of the Russian Federation and government bodies, including: → the report to the Government of the Russian Federation on the adoption of the Anti-Corruption Action Plan for 2018–2020 (under sub-clause b, clause 5 of Decree of the President of the Russian Federation No. 378 dated 29 June 2018) (our reference number of the outgoing document: GD-840 dated 31 August 2018) → the report to the Government of the Russian Federation on the implementation of the Anti-Corruption Action Plan for 2018–2020 (under clause 1 of the Instruction) (our reference number of the outgoing document: GD-29 dated 14 January 2019) → the report to the Government of the Russian Federation on ensuring compliance with the requirements of Russian anti-corruption laws to prevent and resolve conflicts of interest (under sub-clause c, clause 12 of the National Plan) (our reference number of the outgoing document: GD-105 dated 30 January 2019) → the report to the Government on the implementation of a series of measures to significantly improve the efficiency of raising public awareness about PJSC Aeroflot's efforts to prevent corruption and other offences (under sub-clause e, clause 20 of the National Plan) (our reference number of the outgoing document: GD-208 dated 27 February 2019) → the report to the Ministry of Labour and Social Protection of the Russian Federation on ensuring involvement of PJSC Aeroflot's employees in conferences and other events on the anti-corruption theory and practice held by the Government of the Russian Federation involving the Prosecutor General's Office of the Russian Federation, the Investigative Committee of the Russian Federation, relevant federal and regional government bodies, and other organisations (under clause 22 of the National Plan) (our reference number of the outgoing document: 09-31 dated 15 January 2019).

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			<p>Under sub-clause c, clause 12 of the National Anti-Corruption Plan for 2018–2020 (clause 2 of Plan No. 58/PI):</p> <ul style="list-style-type: none"> → Regulations on the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot were updated (Order No. 360 dated 4 September 2018) → new membership of the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot was approved (Order No. 43 dated 30 January 2019) → the Anti-Corruption and Conflict of Interest Commission at PJSC Aeroflot holds regular meetings (three meetings were held) → workshops are held to explain to employees the restrictions, bans, and liabilities established to prevent conflicts of interest.
			<p>Under sub-clause e, clause 20 of the National Anti-Corruption Plan for 2018–2020 (clause 3 of Plan No. 85/PI):</p> <ul style="list-style-type: none"> → workshops are held to explain to employees the restrictions, bans, and liabilities established to prevent conflicts of interest. → Under sub-clause e, clause 20 of the National Anti-Corruption Plan for 2018–2020 (clause 3 of Plan No. 85/PI): → an Anti-Corruption Practices section (http://www.aeroflot.ru/ru-ru/about/aticorruption) was created on PJSC Aeroflot's website and features an official public statement of the Company's CEO declaring zero tolerance for corruption, and prohibition of corruption at all times and in all forms. The section specifies communication channels for individuals' reports on cases of corruption by PJSC Aeroflot's employees, features links to international and Russian anti-corruption regulations available at http://www.un.org, https://www.coe.int, and http://pravo.gov.ru, and a list of PJSC Aeroflot's anti-corruption regulations → PJSC Aeroflot's 2018 accounting statements were published on the https://skrin.ru/ website at https://disclosure.skrin.ru/disclosure/7712040126/?DTI=8 04.02.2019 and features information on PJSC Aeroflot's anti-corruption efforts (page 79) → the information on the efforts to prevent and counter corruption in 2017 was included in PJSC Aeroflot Annual Report 2017 (page 167) published in 2018 at https://ir.aeroflot.ru/fileadmin/user_upload/files/rus/common_info/gosa_doc_2018/ar2017 → proposals to include in PJSC Aeroflot Annual Report 2018 were submitted to the Corporate Finance Department (internal number 905/181 dated 13 February 2019).
			<p>Under clause 22 of the National Anti-Corruption Plan for 2018–2020:</p> <ol style="list-style-type: none"> 1. On 19 September 2018, PJSC Aeroflot organised and held a round-table discussion on the importance of counteracting corruption for business and business partnerships in the current context, involving representatives of the Department for Monitoring the Implementation of Legislation on Combating Corruption of the Prosecutor General's Office of the Russian Federation, as well as deputy CEOs and directors of PJSC Aeroflot's business units. The round-table discussion covered consistent implementation of the anti-corruption policy as PJSC Aeroflot's strategic objective. 2. PJSC Aeroflot arranges for employees' participation in conferences and other events on the anti-corruption theory and practice held by the Government of the Russian Federation involving the Prosecutor General's Office of the Russian Federation, the Investigative Committee of the Russian Federation, relevant federal and regional government bodies, and other organisations.

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			<p>As part of the above efforts, PJSC Aeroflot's employees took part in the following events:</p> <ul style="list-style-type: none"> → A "Dialogue with the Authorities" round table on "Prosecution of Companies and Their Top Management for Corruption Offences (Article 19.28 of the Code of Administrative Offences and articles of the Criminal Code of the Russian Federation on bribery, including commercial bribery)" arranged for, and held by the Association "Non-Commercial Partnership 'Corporate Counsel Association'" on 29 November 2018 → A workshop on "Combating Corruption as a Factor of Stable Economic Development" organised and held by the Federal Financial Monitoring Service and National Research Nuclear University MEPhI as part of the IV International Scientific and Practical Conference "Crypto Economy Era: New ML/TF Challenges and RegTech" → International conference, "Corruption in R&D: Identification of Causes, Specifics and Anti-Corruption Initiatives", organised and held by the All-Russian State University of Justice (RLA of the Ministry of Justice of Russia) on 7 December 2018 → International conference, "Global and Russia's Priority Focus Areas of Anti-Corruption Policy Development", organised and held by the Higher School of Economics on 10 December 2018 <p>In line with sub-clause a, clause 28 of the National Anti-Corruption Plan for 2018–2020 (clause 6 of Plan No. 58/PI), PJSC Aeroflot's employees completed a professional development training course on anti-corruption in organisations established by the Russian Government to operate in its interests. The training was organised by the Russian Presidential Academy of National Economy and Public Administration and involved representatives of government bodies responsible for the development, methodological support and supervision of the anti-corruption policy execution in Russia, including the Ministry of Labour and Social Protection of the Russian Federation, the Presidential Anti-Corruption Directorate, and the Department for Monitoring the Implementation of Anti-Corruption Laws of the Prosecutor General's Office of the Russian Federation.</p> <p>In addition, to ensure efficient participation of the Russian Federation in international anti-corruption initiatives:</p> <ul style="list-style-type: none"> → PJSC Aeroflot's representative took part in a workshop at the International Anti-Corruption Academy (Vienna, Austria) from 4 October to 5 October 2018 → PJSC Aeroflot provided media coverage for the International Youth Competition of Anti-Corruption Social Advertising "Together Against Corruption!" held by the Prosecutor General's Office of the Russian Federation as part of the Interstate Council on Combating Corruption. <p>Workshops are held for employees of PJSC Aeroflot's business units to raise their awareness on the restrictions, bans, and liabilities set by anti-corruption laws and PJSC Aeroflot's regulations (sub-clause b, clause 28 of the National Plan).</p>

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1.5	Article 92 of Federal Law No. 208-FZ On Joint-Stock Companies dated 26 December 1995 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 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	Disclose information to the extent and in the manner specified by the federal executive authority for the securities market. Joint-stock companies included in the projected privatisation plan are obliged to disclose information.	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). Reports on shareholder and investor relations are submitted to the Board of Directors on a quarterly basis. 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. 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.
1.6	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	Publish resolutions of boards of directors that are not treated as commercially sensitive information.	Execution is in progress in line with applicable Russian laws on information disclosure. The minutes of PJSC Aeroflot's Board of Directors are posted in the Company's account on the interdepartmental portal for state property management.
1.7	Instruction of the Government of the Russian Federation No. P17-1771 dated 17 January 2017	On submission of: – 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.	The information was submitted within prescribed timelines.
1.8	Instruction of the Government of the Russian Federation No. P17-46158 dated 4 September 2017	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.	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).
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	Ensure the efficiency of the customer's interaction with small and medium-sized enterprises (SMEs), including as regards procurement of innovative products:	

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		1. Set up an Advisory Board in charge of independent audit of procurement efficiency	The Advisory Board in charge of independent audit of the procurement efficiency 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).
		2. Develop Regulations on the Advisory Board, ensure the transparency of its activities	Regulations on the Advisory Board in charge of independent audit of the procurement efficiency were developed and approved by PJSC Aeroflot's CEO (RI-GD-227, Appendix to Order No. 188 dated 19 June 2014).
		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	The launch of the one-stop-shop system took place in April 2017. Proposals submitted via the one-stop-shop system are regularly reviewed at the meetings of PJSC Aeroflot's innovation team (an advisory body) and the Advisory Board in charge of independent audit of procurement efficiency.
		4. Ensure maximum transparency of the activities of the Advisory Board in charge of independent audit of procurement efficiency	The information on the activities of the Advisory Board in charge of independent audit of procurement efficiency, including minutes of the meetings, are available in the respective section of the website at http://www.aeroflot.ru/cms/content/soveshchatelny-organ .
		5. Create a special section in the Annual Report on the efficiency of procurement from small and medium-sized enterprises	Section 3.12 Procurement was included in PJSC Aeroflot's Annual Report available on the Company's website at http://ir.aeroflot.ru/akcioneram-i-investoram/ .
		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	Regulations on Procedures and Rules for Implementing Innovative Solutions (RI-GD-303) were approved by Order No. 248 dated 18 July 2016.
		7. Make amendments to the customer's regulations on procurement or other executive documents with respect to procurement involving SMEs only, which stipulate: – 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	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). The current version of the Regulations on Procurement (RI-GD-148) includes the requirements.

No.	Document type, date, and number	Summary	Execution status
		<ul style="list-style-type: none"> → 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 	
		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)	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.
		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: <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 	The Overall Productivity KPI (for Aeroflot Group) were included in the list of KPIs of PJSC Aeroflot's CEO/management in 2015. 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.

No.	Document type, date, and number	Summary	Execution status
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>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 completed. In 2018, e-procurement accounted for 88.36% of total procurement by value. We also underline that all competitive procurement of goods within the Russian Federation is only carried out online.</p> <p>Amendments were made. The version of the Regulations on the Procurement of Goods, Works, and Services was approved by PJSC Aeroflot's Board of Directors on 29 April 2016 (Minutes No. 16).</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, which take into account the specifics of SME participation in procurement, were aligned with the new version of the Regulations on the Procurement (RI-GD-148) approved by the Board of Directors on 22 January 2019.</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>

No.	Document type, date, and number	Summary	Execution status
		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	Execution is in progress in line with the approved Methodology.
		7. Ensure that annual procurement of innovative, high-tech or technically sophisticated products is conducted using the "life cycle cost of a product or work result" criterion	Execution is in progress in line with the approved Methodology.
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 2019 was published in the unified information system on 24 December 2018, No. 2180317776 (notification No. P2180317776001101) and complies with Russian laws (Findings of RSMB Corporation No. OZS-25455/2018 dated 24 December 2018). 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.
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)	Instructions: 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	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. The list was published on PJSC Aeroflot's website (Documents subsection, Sales and Procurement section). 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. 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.

No.	Document type, date, and number	Summary	Execution status
		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	The order does not need to be amended (Order No. 296 dated 23 August 2016).
		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	The requirements apply to the subsidiaries which arrange for the approval of reports on procurement activities.
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)	Instructions: → 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 provisions of these directives across subsidiaries of joint stock companies	The Regulations on the 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 the 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. The current version of the Regulations (RI-GD-148) includes the above provisions. 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).
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)	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.	The amendments are stipulated by the version of the Regulations on the Procurement of Goods, Works, and Services (RI-GD-148G) 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: 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)." Clause 19.24 of the current version of the Regulations on Procurement (RI-GD-148) includes the respective procedure.

No.	Document type, date, and number	Summary	Execution status
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	Instructions: → 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	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. The updated LDP of Aeroflot Group was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7). 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). 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 and updated by Order No. 182 dated 26 April 2018. Progress Reports on Aeroflot Group's Long-Term Development Programme and Achievement of Key Performance Indicators for 2017 and 2018 are reviewed and approved by PJSC Aeroflot's Board of Directors on a quarterly basis (Minutes No. 3 dated 28 September 2017, No. 7 dated 21 December 2017, No. 1 dated 5 July 2018, and No. 5 dated 27 September 2018). 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 20 April 2017 (Minutes No. 14). The audit of the LDP implementation at Aeroflot Group in 2017 was conducted by BDO Unicon; the report was reviewed by PJSC Aeroflot's Board of Directors on 26 April 2018 (Minutes No. 13). 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; the updated Regulations on KPIs were approved by the Board of Directors on 29 May 2018 (Minutes No. 15). 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). The Terms of Reference for Auditing the Implementation of the of Aeroflot Group's and Achievement of Key Performance Indicators for 2018 were approved by PJSC Aeroflot's Board of Directors on 27 September 2017 (Minutes No. 5). The updated LDP 2018–2022 of Aeroflot Group was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7).

No.	Document type, date, and number	Summary	Execution status
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. 1. The JSC shall develop and approve: → the development strategy → the long-term development programme (LDP)	Aeroflot Group's Long-Term Development Programme 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. The updated LDP 2018–2022 of Aeroflot Group was approved by PJSC Aeroflot's Board of Directors on 21 December 2017 (Minutes No. 7). Aeroflot Group's Strategy was approved by the Board of Directors on 27 September 2018 (Minutes No. 5)
	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. The updated Regulations on KPIs were approved by the Board of Directors on 29 May 2018 (Minutes No. 15).
	Instruction of the Government of the Russian Federation No. ISh-P13-2747 dated 10 May 2016 (clause 1)		
	Instruction of the Government of the Russian Federation No. AD-P36-4292 dated 20 July 2016 (clause 6)	→ 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. ISh-P13-8144 dated 30 December 2016	→ the investment programme.	Aeroflot Group's Investment Programme makes part of the Group's LDP and is approved as part of the annual budget. The Investment Programme for 2019 was approved by PJSC Aeroflot's Board of Directors on 13 December 2018 (Minutes No. 10).
		→ 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	Execution is completed. The Regulations on the Procedure for Developing (Updating) and Implementing the Innovative Development Programme were approved by PJSC Aeroflot's Board of Directors on 26 November 2015 (Minutes No. 7). Following the consolidation of subsidiary airlines, the new Regulations on the Procedure for Developing (Updating) and Implementing the Innovative Development Programme (RI-GD-285) were developed and approved by PJSC Aeroflot's Board of Directors on 31 October 2018 (Minutes No. 7) instead of the Regulations on the Procedure for Developing and Implementing the Innovative Development Programme. The Regulations are available on the interdepartmental portal for state property management; the questionnaire has been updated.

No.	Document type, date, and number	Summary	Execution status
		→ 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 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).
		→ the innovative development programme	Aeroflot Group developed the Innovative Development Programme 2025 and obtained its approval from federal executive authorities, the Interdepartmental Committee for Technological Development of the Praesidium of the Presidential Council of the Russian Federation for 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). Following the consolidation of subsidiary airlines, and implementation of the directive to conduct Technological Development Benchmarking of PJSC Aeroflot against international peers, the Board of Directors passed a resolution to update the Innovative Development Programme by 31 January 2019. The update of the 2018 version of the Innovative Development Programme was completed, and the results were reviewed by the Board of Directors and Management Board (Minutes No. 12 dated 7 February 2019). The Board of Directors passed a resolution to update the Innovative Development Programme in 2019 in pursuance of Minutes of Meeting No. 2 of the Government Commission for Economic Modernisation and Innovative Development headed by Dmitry Medvedev, dated 22 October 2018. The Minutes read: "by 31 December 2019, update innovative development programmes of partially state-owned companies for the period until 2024 taking into account the activities and targets of national projects (programmes), including Research, Education, Digital Economy of the Russian Federation, International Cooperation and Exports, Small and Medium-Sized Businesses and Support for Individual Entrepreneurs, Labour Productivity and Employment Support, as well as the Strategy for the Scientific and Technological Development of the Russian Federation until 2035 and the action plans (roadmaps) of the National Technological Initiative."
		→ the regulations on procurement	The Regulations on the 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 22 January 2019 (RI-GD-148, Minutes No. 11).
		→ the regulations on committees of the board of directors	The Regulations on the Personnel and Remuneration Committee of PJSC Aeroflot's Board of Directors were approved by PJSC Aeroflot's Board of Directors on 23 December 2016 (Minutes No. 8). The Regulations on the Audit Committee of PJSC Aeroflot's Board of Directors were approved by PJSC Aeroflot's Board of Directors on 28 January 2016 (Minutes No. 10). The Regulations on the Strategy Committee of PJSC Aeroflot's Board of Directors were approved by PJSC Aeroflot's Board of Directors on 25 May 2018 (Minutes No. 14).
		→ 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 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).

No.	Document type, date, and number	Summary	Execution status
		→ the regulations on non-core assets disposal	PJSC Aeroflot has in place a Programme for Non-Core Assets Disposal which includes the procedure for identifying and evaluating non-core assets, as well as disposal methods and procedures.
		→ 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 were approved by the Board of Directors on 21 December 2017 (Minutes No. 7). Aeroflot Group's Risk Register, Aeroflot Group's Risk Map, and Aeroflot Group's Risk Appetite Statement are approved by the Board of Directors on an annual basis (Minutes No. 7 dated 21 December 2017, Minutes No. 10 dated 13 December 2018).
		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 (our reference number of the outgoing document: 401-28, date: 1 March 2019). 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 2015/2016 corporate year)	Aeroflot Group's 2017 LDP progress report was prepared in line with the directives, approved by PJSC Aeroflot's Board of Directors on 26 April 2018 (Minutes No. 13), and by the General Meeting of Shareholders on 25 June 2018.
		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)	

No.	Document type, date, and number	Summary	Execution status
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): <ul style="list-style-type: none"> → 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 2018–2019 (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 2018 are approved by PJSC Aeroflot's Board of Directors (Minutes No. 1 dated 5 July 2018 and No. 5 dated 27 September 2018). <p>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.</p>
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 for 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).	Execution is completed. Aeroflot Group developed the Innovative Development Programme 2025, obtained its approval from federal executive authorities, and approved by the Interdepartmental Committee for Technological Development of the Praesidium of the Presidential Council for Economic Modernisation and Innovative Development of Russia as specified.
5.2	Instruction of the Government of the Russian Federation No. 1471p-P13 dated 3 March 2016	Instructions: <ul style="list-style-type: none"> → 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 	Execution is completed. Aeroflot Group developed the Innovative Development Programme 2025 and obtained its approval from federal executive authorities, the Interdepartmental Committee for Technological Development of the Praesidium of the Presidential Council of the Russian Federation for 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 report on the implementation of PJSC Aeroflot's Innovative Development Programme in 2017 was approved by PJSC Aeroflot's Board of Directors on 26 April 2018 (Minutes No. 13) and submitted to federal executive authorities in line with the Regulations. The report for 2018 is currently being prepared, the deadline for its submittal to federal executive authorities is 1 May 2019.

No.	Document type, date, and number	Summary	Execution status
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 Integrated Innovation Key Performance Indicator (IIKPI) (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 in the reporting period. 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.
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)	Clause 4, section I. 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>Clause 2, section II. 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 9, section III. Instructions: <ol style="list-style-type: none"> 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. Following the review of industries' development strategies, ensure update of corporate strategies, LDPs, KPIs, and IDPs.</p>	Execution is completed. The final assessment of the Innovative Development Programme (IDP) implementation quality at PJSC Aeroflot in 2017 totalled 95.33% according to Minutes of Meeting No. 3-D01 dated 15 February 2017 of the Interdepartmental Committee. 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). <p>Execution is completed. The IIKPIs for 2017 were approved by Minutes of the Meeting No. 1 dated 14 April 2017 of the Inter-Agency Working Group.</p> <p>Execution is completed. The IIKPIs for 2018 were approved by Minutes of the Meeting No. 1 dated 27 February 2018 of the Inter-Agency Working Group.</p> <p>Execution is completed. 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. The level of technological development and current KPI values at PJSC Aeroflot was benchmarked against those of the leading foreign peers. The results were reviewed by PJSC Aeroflot's Board of Directors and Management Board on 31 October 2018 (Minutes No. 7).</p> <p>Execution is completed. Proposals on the IIKPIs for 2019 were reviewed by the Board of Directors on 31 October 2018 and submitted to federal executive authorities.</p> <p>Following the benchmarking of the level of technological development and current KPI values at PJSC Aeroflot against those of the leading foreign peers, no strategy or LDP revision is needed. The proposals were approved by the Board of Directors on 31 October 2018.</p>

No.	Document type, date, and number	Summary	Execution status
5.5	Instruction of the Government of the Russian Federation No. 3262p-P13 dated 27 April 2018	<p>Instructions:</p> <p>1. Benchmark the Company's level of technological development and current KPI values against those of the leading foreign peers in accordance with the Guidelines on Benchmarking the Level of Technological Development and KPI Values for partially state-owned joint stock companies, state-owned enterprises, state-owned companies and federal state unitary enterprises against the level of technological development and KPI values of leading peers, approved by 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 (the Inter-Agency Working Group) (Minutes No. 2 dated 19 September 2017).</p> <p>2. Submit to the Russian Ministry of Economic Development and the federal executive agency coordinating the Company's activities:</p> <ul style="list-style-type: none"> → results of benchmarking the level of technological development → proposed amendments to the Innovative Development Programme and the Long-Term Development Programme → proposals on the integrated key performance indicators (IKPIs) for 2019. <p>Submit the materials specified in clause 2 of these directives by 1 November 2018</p>	<p>The results of PJSC Aeroflot's technological (innovative) development benchmarking against international peers were approved by the Board of Directors on 31 October 2018 (Minutes No. 7).</p> <p>The information was submitted to the Russian Ministry of Transport (our reference number of the outgoing document: 511-75, date: 17 October 2018; our reference number of the outgoing document: 511-88, date: 1 November 2018; our reference number of the outgoing document: 511-104, date: 10 December 2018).</p>

No.	Document type, date, and number	Summary	Execution status
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> <ul style="list-style-type: none"> → 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 → 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 → 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>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 and updated on 21 December 2017 (Minutes No. 7). 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. 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 fully completed (Minutes No. 14). 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. Taking into account the seasonal factor of the passenger traffic, the KPI is set with a 1-year lag. The information on the KPI is published on the interdepartmental portal of the Federal Agency for State Property Management on a quarterly basis. To confirm the KPI achievement, quarterly reports on performance against Aeroflot Group's budget are submitted to the Board of Directors. Since Q1 2018, the investor community has access to quarter-on-quarter KPI progress reports.</p>

No.	Document type, date, and number	Summary	Execution status
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)	<p>1. 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</p> <p>2. Approve the programme (updates to the programme) for, and the register of, non-core assets</p> <p>3. Instructions:</p> <p>→ 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</p> <p>→ 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</p> <p>→ 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</p> <p>→ Implement the provisions of these directives across subsidiaries of joint stock companies</p>	<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 information on the progress of the non-core asset programme is quarterly 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 to 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>

No.	Document type, date, and number	Summary	Execution status
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).
8		On managing intellectual property rights	
8.1	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)	<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>Execution is completed. Regulations on Intellectual Property Rights Management (RI-GD-224) were approved by Order No. 263 dated 29 July 2016.</p> <p>In 2018, the new Regulations on Intellectual Property Rights Management were developed (instead of the Regulations on Intellectual Property Rights Management approved by Order No. 263 dated 29 July 2016) in line with the Recommendations. The Regulations were approved by PJSC Aeroflot's Board of Directors on 28 September 2018 (Minutes No. 6).</p> <p>The Action Plan on Intellectual Property Rights Registration was developed and approved for the rights identified during the audit in December 2016 (No. 511-6/PI dated 12 December 2017). The business process "Intellectual Property Rights Management" (BP-511-003) was approved on 31 March 2017.</p> <p>Execution is completed. The Deputy CEO for Customer Relations was appointed responsible for the implementation of the Regulations on Intellectual Property Rights Management.</p>
8.2	Instruction of the Government of the Russian Federation No. 9177p-P13 dated 12 December 2017	<p>Instructions:</p> <p>1. Ensure the analysis of IPR management in line with the Recommendations</p> <p>2. Develop a programme or make amendments to the existing programme (if needed) for IPR management</p> <p>3. Post and later update the information on the IPR management programme implementation on the interdepartmental portal for state property management</p>	<p>Execution is completed. The matter of the IPR management was reviewed at the meeting of PJSC Aeroflot's Board of Directors on 2 February 2018 (Minutes No. 9).</p> <p>→ The analysis of intellectual property rights management system of PJSC Aeroflot was conducted in line with the Recommendations on Intellectual Property Rights Management in Entities approved by Instruction of the Government of the Russian Federation No. ISh-P8-559 dated 25 August 2017 and the results of the analysis were submitted to the Board of Directors.</p> <p>→ The results were considered by PJSC Aeroflot's Board of Directors on 28 September 2018 (Minutes No. 6).</p> <p>Execution is completed. The new Regulations on Intellectual Property Rights Management were developed (instead of the Regulations on Intellectual Property Rights Management (RI-GD-224) approved by Order No. 263 dated 29 July 2016) in line with the Recommendations. The Regulations were approved by PJSC Aeroflot's Board of Directors on 28 September 2018 (Minutes No. 6).</p> <p>Execution is completed. The Regulations on Intellectual Property Rights Management are available on the interdepartmental portal for state property management, the questionnaire has been updated.</p>

No.	Document type, date, and number	Summary	Execution status
8.3	Directive of the Government of the Russian Federation No. 7050p-P13 dated 30 August 2018 (our reference number: 8901, date: 17 September 2018)	Inventory of intellectual property aimed at further organisation of measures to identify property owned by a joint stock company, ensure its legal protection, include it into the balance sheet as intangible assets for further integration into the company's economic activities, and to assess the value of rights where needed.	Execution is completed. The matter was reviewed at the meeting of PJSC Aeroflot's Board of Directors on 28 September 2018 (Minutes No. 6). The Management Board has been instructed to take inventory of intellectual property in 2019. The inventory of intellectual property has been scheduled for 2019 (currently, all relevant materials have been submitted to the Management Board for approval). Following the results of the Management Board's efforts, procurement processes will take place to select a service provider.
9	On scheduled substitution of imported products (works, services) with those of Russian origin (works, services), having similar specifications and consumer properties		
9.1	Instruction 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>The requirements were included in PJSC Aeroflot's Regulations on the 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 current version of the Regulations on the Procurement (RI-GD-148) includes the requirements.</p>

No.	Document type, date, and number	Summary	Execution status
		<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 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). The Company's Management Board has been instructed to set up the approval of similar amendments to the regulations on the procurement of goods, works, and services of its subsidiaries directly and/or indirectly controlled by PJSC Aeroflot by more than 50% in total. These requirements have been included in the regulations on the procurement of goods, works, and services of the subsidiaries and approved by their boards of directors. Rossiya airline – Minutes No. 8-2017 dated 23 March 2017. The current version of the Regulations on the Procurement (I-GD-241-18 dated 17 December 2018) includes the requirements. Pobeda airline – Minutes No. 3-17 dated 31 January 2017. The current version of the Regulations on the Procurement dated 26 December 2018 includes the requirements. Aurora airline – Minutes No. 11-16 dated 30 November 2016. The current version of the Regulations on the Procurement (RI-GD-014 dated 17 December 2018) includes the requirements.</p>
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	<p>Instructions:</p> <p>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</p> <p>2. Inclusion of the set of measures and the indicator values of the above activities implementation in the Company's Long-Term Development Programme</p>	<p>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.</p>
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	<p>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.</p>

No.	Document type, date, and number	Summary	Execution status
9.4	Instruction of the Government of the Russian Federation No. 10068p-P13 dated 6 December 2018	<p>1. Arrange for preparation and approval by the Board of Directors of an action plan for 2018–2021 to foster joint stock company migration to using mainly domestic software, and identify:</p> <ul style="list-style-type: none"> → Technologies → Action Plan for 2018–2021 to foster joint stock company migration to using mainly domestic software (the Plan for 2018–2021), including the following details: <ul style="list-style-type: none"> → Authorised officer (at least a deputy head of the joint stock company's executive body) in charge of the implementation of the measures to foster the joint stock company migration to using mainly domestic software → Organisational and technical measures to foster the joint stock company migration to using mainly domestic software within prescribed timelines → Investments specifying the timelines, volumes and sources of financing to foster the joint stock company migration to using mainly domestic software → Setting KPIs for the migration to using mainly domestic software <p>2. Including the measures to foster the joint stock company migration to using mainly domestic software in its long-term development programme as part of the import substitution initiatives</p> <p>3. Implementing the above approach across subsidiaries directly and/or indirectly controlled by the joint stock company by more than 50% in total</p> <p>4. Submit information to the Ministry of Digital Development, Communications and Mass Media of the Russian Federation on a quarterly basis by the 10th day of the month following the reporting quarter through publishing reports on the implementation of these directives and the Plan for 2018–2021 on the interdepartmental portal for state property management to the extent and in the manner prescribed in the appendix to the directive</p>	<p>The matter was reviewed at the meeting of PJSC Aeroflot's Board of Directors on 22 January 2019 (Minutes No. 11).</p> <p>Execution is in progress. The plan was submitted to ICT Competence Center for approval.</p> <p>Execution is completed. Kirill Bogdanov has been appointed.</p> <p>Execution is in progress.</p> <p>In line with the resolution of the Management Board dated 22 February 2019 (Minutes No. 4), a KPI on Achievement of Targets for Using Domestic Software with a 5% weight was added for Deputy CEO for Information Technologies. This KPI will be decomposed across the units of the IT function.</p> <p>Execution is in progress.</p> <p>Execution is in progress.</p> <p>Execution is in progress.</p>

No.	Document type, date, and number	Summary	Execution status
10		On ensuring priority funding for the social and economic development of the Russian Far East List of Instructions of the President of the Russian Federation following the Eastern Economic Forum dated 4 September 2015 (No. Pr-1891 dated 17 September 2015), Guidelines on Approval of Plans and Targeted Programmes of State-Owned Enterprises, State-Owned Companies, and Other Organisations by the Ministry for the Development of the Russian Far East (approved by Resolution of the Government of the Russian Federation No. 1502 dated 27 December 2016), Resolution of the Government of the Russian Federation No. 232 dated 6 March 2018 On Amending the Resolution of the Government of the Russian Federation No. 1502 dated 27 December 2016	
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	<p>Instructions:</p> <ul style="list-style-type: none"> → 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.
10.2	Instruction of the Government of the Russian Federation No. 3538p-P13 dated 25 May 2017	<p>Instructions:</p> <ol style="list-style-type: none"> 1. Develop and approve the Procedure for Approval of Investment Programmes (Projects) to Develop Infrastructure in the Far Eastern Federal District by the Ministry for the Development of the Russian Far East (the Approval) 2. Ensure the alignment of the above mentioned Procedure for Approval with the guidelines approved by Resolution of the Government of the Russian Federation No. 1502 On Approval of Investment Programmes and Other Projects to Develop Infrastructure in the Far East Implemented by State-Owned Enterprises, State-Owned Companies, and Other State-Owned Organisations by the Ministry for the Development of the Russian Far East dated 27 December 2016 3. Publish the adopted Procedure for Approval on the interdepartmental portal for state property management 	<p>The Procedure for Approval of PJSC Aeroflot's Investment Programme and Other Projects to Develop Infrastructure in the Far Eastern Federal District implemented by PJSC Aeroflot was adopted by PJSC Aeroflot's Board of Directors on 23 June 2017 (Minutes No. 17).</p> <p>Execution is completed.</p> <p>The information has been published on the interdepartmental portal.</p>

No.	Document type, date, and number	Summary	Execution status
10.3	Instruction of the Government of the Russian Federation No. 8860p-P13 dated 29 October 2018	Instructions: 1. Update the adopted Procedure for Approval of Investment Programmes (Projects) to Develop Infrastructure in the Far Eastern Federal District by the Ministry for the Development of the Russian Far East through making necessary amendments in line with Resolution of the Government of the Russian Federation No. 232 dated 6 March 2018 (Resolution No. 232) 2. Publish the information on the implementation of these directives on the interdepartmental portal for state property management with the electronic copies of supporting documents attached 3. Implement the provisions of these directives across subsidiaries of joint stock companies	The updated Procedure for Approval of PJSC Aeroflot's Plans and Targeted Programmes to Implement Initiatives in the Far Eastern Federal District (RI-GD-004) was adopted by resolution of the Board of Directors dated 11 December 2018 (Minutes No. 9) and introduced by Order No. 65 dated 11 February 2019. On 11 December 2018 (Minutes No. 9), the Board of Directors instructed the Management Board to expand the Approval to include subsidiaries and associates.
11	On creating a barrier-free environment for disabled people (Federal Law No. 419-FZ On Amending 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)		
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)	Adopt decisions providing for the following: → 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	PJSC Aeroflot continues to implement its Action Plan for Ensuring Accessibility of PJSC Aeroflot's Services for Disabled People approved in 2016. PJSC Aeroflot's entire fleet comprising 228 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). 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. All sections of the website have been enhanced in cooperation with Lab.Ag to assist visually impaired air travellers. Website tests on booking special services for passengers with disabilities have been performed successfully; the service has been commercially launched. Information in the Passengers with Disabilities section of the website has been updated, the Travelling the World Unhampered! 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. 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.

No.	Document type, date, and number	Summary	Execution status
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)	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.	In-flight entertainment programme has been implemented for visually and hearing impaired passengers, which now contains eight films with subtitles and/or audio descriptions. Briefing on the seat, flight safety instructions, and in-flight services is provided to visually impaired passengers in information brochures translated into Braille. 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. 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. 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.
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)	Recommend business entities providing transport services to execute the following by 1 December 2016: 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 the 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	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). 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. As carry-on baggage, a passenger can also take on board: → 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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		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	
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/P-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 Resolution of the Government of the Russian Federation No. 584 dated 27 June 2016 On Specifics of Implementing Occupational Standards in Terms of Mandatory Requirements for State-Owned Off-Budget Funds of the Russian Federation, State-Owned or Municipal Institutions, State-Owned or Municipal Companies, State-Owned Enterprises, State-Owned Companies and Businesses in Which Federal or Municipal Authorities Have Over 50% Shareholding (the Resolution)		
12.1	Instruction 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 Amending 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. The information has been posted in PJSC Aeroflot's account on the interdepartmental portal for state property management in the Instructions section – "Instruction No. 24 Introduction of Professional Standards".

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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. The progress report on the implementation of the Corporate Governance Code provisions as at December 2017 was reviewed by the Board of Directors on 21 December 2017. The Board of Directors simultaneously approved the Corporate Governance Code of PJSC Aeroflot (Minutes No. 7).
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). The report on the 2017 analysis was submitted to the Russian Ministry of Finance and the Federal Financial Monitoring Service (our reference number of the outgoing document: 403-1206, date: 13 September 2018).
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	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 (Minutes No. 7). 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.

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		<ul style="list-style-type: none"> → 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 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: <ul style="list-style-type: none"> → – 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	Clause 5 of List of Instructions of the President of the Russian Federation No. Pr-1474 dated 5 July 2013	Ensure that state corporations, state enterprises, state and unitary enterprises, as well as enterprises where the Russian Federation's or a Russian region's aggregate stake exceeds 50% of the charter capital adopt key performance indicators to assess management performance which must be considered when making remuneration and HR decisions	The target KPIs for PJSC Aeroflot's management are approved by the Board of Directors on an annual basis. The information has been posted in PJSC Aeroflot's account on the interdepartmental portal for state property management in the Instructions section – "Instruction No. 18 Key Performance Indicators".

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18	Decree of the President of the Russian Federation No. 583 On Conducting a Year of Volunteer in the Russian Federation dated 6 December 2017; Decree of the Government of the Russian Federation No. 102 dated 27 January 2018		
18.1	Minutes of the Meeting of the organising committee for the Year of Volunteers in Russia No. 1 dated 21 December 2018	2.11 Recommend that PJSC Aeroflot and Russian Railways jointly with the Directorate arrange for a campaign for the Year of Volunteer through audio-visual advertising on transport units 5.6 Recommend that PJSC Aeroflot and Russian Railways help organise the transportation of participants to federal-level events held as part of the Key Event Plan of the Year of Volunteer in the Russian Federation	From 10 May 2018 to 31 December 2018, on-board information texts comprised a section on the Year of Volunteer in the Russian Federation. Senior flight attendants announced information texts on the Year of Volunteer on all PJSC Aeroflot's flights. The video on the Year of Volunteer was uploaded to PJSC Aeroflot's stationary and portable entertainment systems.
19	List of Instructions of the President of the Russian Federation No. Pr-1921 dated 21 September 2015 following a meeting with members of Russia's professional skills national team on 1 September 2015		
19.1	Instruction of the Government of the Russian Federation No. OG-P8-6629 dated 29 September 2015	d) Jointly with state-owned enterprises and joint stock companies in which the Russian Federation has over 50% shareholding, conduct industry professional skills competitions in line with the WorldSkills standards, and arrange for annual training of teams with respective competencies to promote their participation in international competitions in line with the WorldSkills standards	The Best in Trade professional skills competitions are held on an annual basis – in 2018, its participants represented 30 trades (our reference number of the outgoing document: 011-34, date: 5 October 2018). While preparing tasks for the competition, the WorldSkills standards and methodology were considered for some trades. The Young Professionals list of the Agency of Development of Professional Communities and Skilled Workers (WorldSkills Russia) does not comprise the following trades: flight attendant, pilot, aircraft mechanic, dog handler, forklift driver, and baggage handler, which prevents the Company's employees from taking part in international competitions.
20	Digital transformation of the transportation industry		
20.1	Instruction of the Government of the Russian Federation No. MA-P9-7291 dated 25 October 2018	Submit proposals on the preparation of requirements for the automated IT system for air transport regulation, the respective databases, the telecommunications network ensuring the functioning of the above mentioned automated system, its operator, and the measures to protect the information it may contain and the procedure for its functioning	The proposals were submitted to the Russian Ministry of Transport (our reference number of the outgoing document: GD-1136, date: 23 November 2018).
20.2	Minutes of the Meeting led by Prime Minister of the Russian Federation Dmitry Medvedev No. DM-P9-59pr dated 23 November 2018	Clause 8. By 25 January 2019, submit proposals on the introduction of customer service digital technologies at airports considering the compliance with aviation security requirements.	The proposals were submitted to the Russian Ministry of Transport (our reference number of the outgoing document: GD-1243, date: 18 December 2018).