

Business Model

Our goal

Strengthen our leadership in the airline industry globally by seizing opportunities in the Russian and international air transportation markets

Our mission

We work to ensure that our customers can quickly and comfortably **travel great distances**, and thus be mobile, meet more often, work successfully and **see the world in all its diversity**

EXTERNAL FACTORS

1 Russian and global economy development

2 Commodity market: crude oil

3 Global and local trends of the air transportation market

4 Financial market: interest rates and exchange rate

5 Industry and cross-industry competition

6 Industry regulation

Capital

Financial
Aircraft leasing
Equity

Operational
Fleet: 359 aircraft (98% leased)
Rights, designations, slots at airports

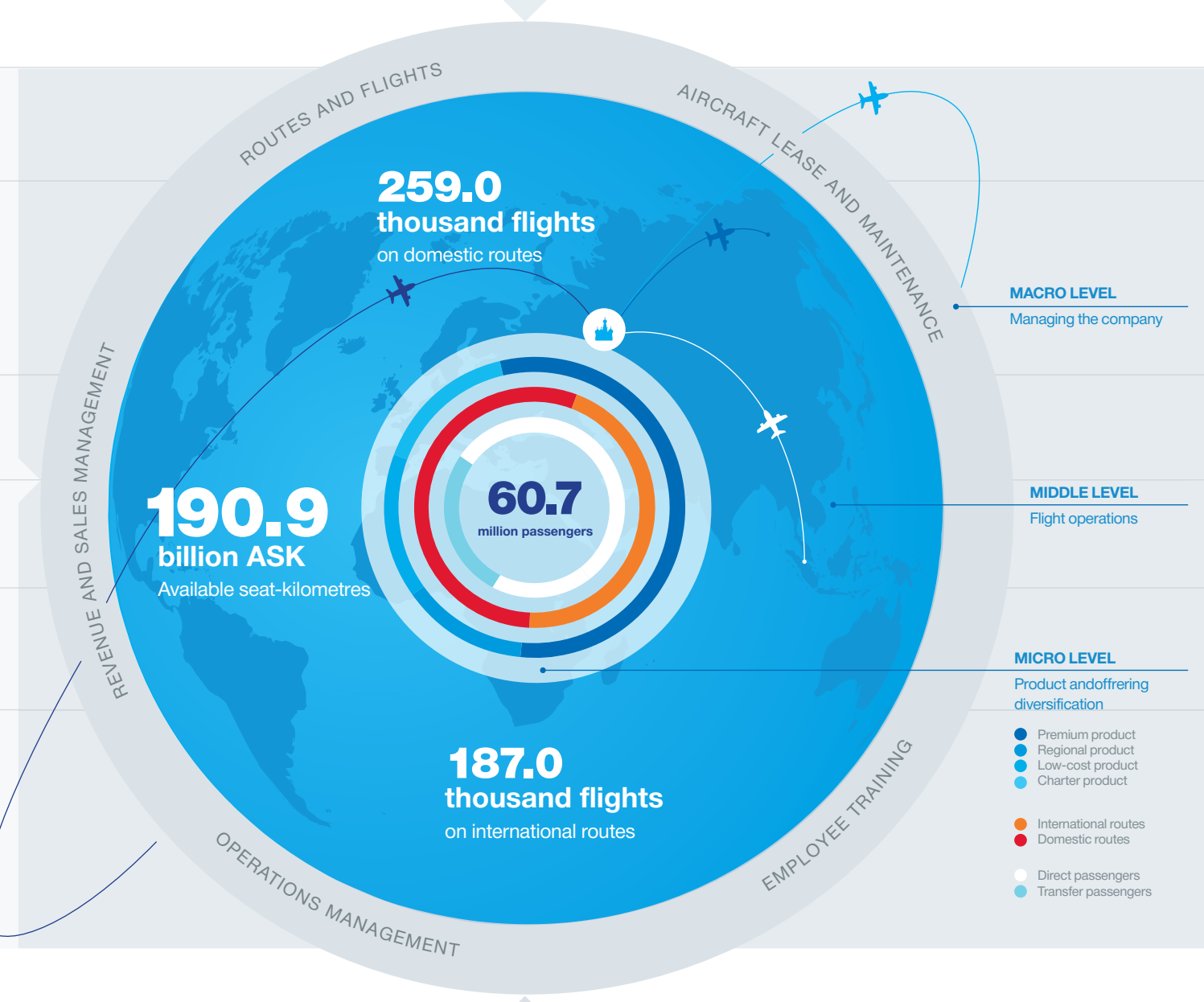
Other assets:
Aeromar, A-Technics, Aviation School, training platform, medical centre, airport hotel

Intellectual
IT system and patents

Human
41.3 thousand employees

Natural
Fuel, power, water

Social and reputational
Leader in the Russian air transportation market
In the Top 20 of global airline groups
Member of the SkyTeam Alliance
Member of IATA and other industry associations



2019 performance

RUB **677.9** billion Revenue
RUB **168.9** billion EBITDA
RUB **2.9** billion Dividends

5.5% Growth of average fleet size
14.7 Average weekly frequency +4.7%

Contribution to the society

Contribution to the country's economic growth and development

Creating a reliable transportation infrastructure

Digitalisation

Website upgrade, value-added services sale features

Driving innovation and cutting-edge technology in transportation

36.0 thousand training programme attendees

Providing equal opportunities and working conditions, support of employee development

Leaner resource consumption

supported by modern, fuel-efficient fleet

Support of sustainable consumption and lower environmental footprint

Strong brands



Contribution to ease of travel across regions

Flights **to 60** Russian cities from Moscow in the Group's route network

THIRD-PARTY RESOURCES

Oil refineries and fuel suppliers

Banks and lessors

Airports, infrastructure and ground handling and maintenance providers

MRO providers

Research and educational institutions

Service providers