



1.....	3
2.....	20
3.....	34

1

2020

16.82

-133.45

1

2

3

2020

2020

4

1

	2019	2018	2017
--	------	------	------

MMRO		48,359.31	41.74	16.75	15,079.13	25.59	19.10	-	-	-
		36,758.05	31.73	10.02	20,539.61	34.85	16.59	-	-	-
		<b>69,430.86</b>	<b>59.93</b>	<b>25.82</b>	<b>35,217.35</b>	<b>59.76</b>	<b>35.85</b>	<b>20,442.33</b>	<b>83.35</b>	<b>45.81</b>
		<b>46,414.69</b>	<b>40.07</b>	<b>9.45</b>	<b>23,715.71</b>	<b>40.24</b>	<b>16.51</b>	<b>4,082.85</b>	<b>16.65</b>	<b>18.37</b>
		<b>115,845.54</b>	<b>100.00</b>	<b>19.26</b>	<b>58,933.06</b>	<b>100.00</b>	<b>28.07</b>	<b>24,525.18</b>	<b>100.00</b>	<b>41.24</b>

MMRO 2018 5 MMRO 2018 2018  
5-12

42.75% 32.60% 24.27%

2018 MMRO

MMRO

43.31% 45.88% 40.36%  
45.81% 48.40% 46.62%

2018 2017

MMRO

2019 2018

2019

2019

PBH

Power-by-the-Hour

PBH

**2 MMRO**

MMRO

	2019			2018		
			%			%
	48,359.31	40,258.36	16.75	15,079.13	12,198.43	19.10
	36,758.05	33,073.21	10.02	20,539.61	17,131.89	16.59
	<b>85,117.36</b>	<b>73,331.57</b>	<b>13.85</b>	<b>35,618.74</b>	<b>29,330.32</b>	<b>17.65</b>

MMRO 2018 5 MMRO 2018 2018  
5-12

2019 MMRO

DMH B.V. 2019

MMRO 2019 2018

PBH

1 MMRO

2 PBH 2019 MMRO

MMRO 2019 PBH PBH

PBH

MMRO

PBH PBH 2019

	2019			2018		
			%			%
PBH	4,744.14	5,817.72	-22.63	-	-	-
PBH	32,013.91	27,255.49	14.86	20,539.61	17,131.89	16.59

	36,758.05	33,073.21	10.02	20,539.61	17,131.89	16.59
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## 1 2018

2018

		2018		2017		2018		2017
		A	B	C	D	E=A*B-A*D	F=A*D-C*D	G=A*B-C*D
		20.39%	45.88%	46.72%	43.31%	0.52%	-11.41%	-10.88%
		30.90%	43.98%	51.81%	41.24%	0.84%	-8.62%	-7.78%
	MMRO	47.20%	17.65%	0.00%	17.65%	0.00%	8.33%	8.33%
		<b>78.10%</b>	<b>28.07%</b>	<b>51.81%</b>	<b>41.24%</b>	<b>-10.29%</b>	<b>10.84%</b>	<b>0.55%</b>
		1.51%	87.82%	1.47%	77.71%	0.15%	0.03%	0.19%
		<b>100.00%</b>	<b>32.60%</b>	<b>100.00%</b>	<b>42.75%</b>	<b>-10.15%</b>	<b>0.00%</b>	<b>-10.15%</b>

1 MMRO 2018 5  
 2018 5-12 2  
 0 3  
 0  
 MMRO 2018 5

42.75% 32.60% 10.15%

2018 MMRO

## 2 2019

2019

		2019		2018		2019		2018
		A	B	C	D	E=A*B-A*D	F=A*D-C*D	G=A*B-C*D
		21.94%	40.36%	20.39%	45.88%	-1.21%	0.71%	-0.50%
		20.56%	34.26%	30.90%	43.98%	-2.00%	-4.55%	-6.55%

	MMRO	56.95%	13.85%	47.20%	17.65%	-2.16%	1.72%	-0.44%
		<b>77.51%</b>	<b>19.26%</b>	<b>78.10%</b>	<b>28.07%</b>	<b>-6.83%</b>	<b>-0.17%</b>	<b>-6.99%</b>
		0.56%	88.03%	1.51%	87.82%	0.00%	-0.83%	-0.83%
		<b>100.00%</b>	<b>24.27%</b>	<b>100.00%</b>	<b>32.60%</b>	<b>-8.33%</b>	<b>0.00%</b>	<b>-8.33%</b>

1 MMRO  
2018 5-12

2018 5

MMRO 2018

2019

MMRO 2019

2018

2019

DMH B.V.

PBH

MMRO

32.60%

24.27%

MMRO

MMRO

DMH B.V.

**2017 2018**

2017 2018 2019

-9,761.59

-3,975.65

19,513.60

2017

2018

1

7

	2019		2018		2017	
	30,412.59	52.77%	31,339.30	57.94%	24,740.54	65.84%
	27,223.03	47.23%	22,747.09	42.06%	12,837.53	34.16%
	<b>57,635.62</b>	<b>100.00%</b>	<b>54,086.39</b>	<b>100.00%</b>	<b>37,578.07</b>	<b>100.00%</b>

2016

2

	2019.12.31		
		%	
	18,320.27	42.34	4,258.74
	11,866.83	27.42	-
	8,816.94	20.37	-
	4,269.79	9.87	188.66

8

	<b>43,273.83</b>	<b>100.00</b>	<b>4,447.41</b>
	<b>2018.12.31</b>		
		%	
	14,819.82	41.54	3,434.23
	13,883.47	38.92	-
	4,464.86	12.52	-
	2,505.24	7.02	69.39
	<b>35,673.39</b>	<b>100.00</b>	<b>3,503.62</b>
	<b>2017.12.31</b>		
		%	
	11,652.44	49.69	2,453.87
	4,203.78	17.92	-
	5,228.46	22.29	-
	2,367.90	10.10	22.08
	<b>23,452.58</b>	<b>100.00</b>	<b>2,475.95</b>

2018



2020

2020

2020

2017

	2020 1-3	2019 1-3	2018 1-3	2017 1-3
	29,367.70	23,343.70	7,597.94	7,957.56
	29,952.24	23,668.84	7,728.07	8,132.34
	-30.83	-19.85	183.54	183.47
	16.82	30.09	197.13	183.47
	<b>-133.45</b>	<b>-246.91</b>	<b>127.23</b>	<b>-75.33</b>

2020

2.93

16.82

25.81% -44.12% 2020

-133.45

1

		2020 1-3	2019 1-3	2018 1-3
		-1,104.35	-1,143.80	-1,126.58
		-202.52	-1,234.51	-1,927.70
		5,124.76	-5,575.67	-11,141.06
		<b>-133.45</b>	<b>-246.91</b>	<b>127.23</b>

2020

2

2020  
 DMH B.V.  
 2020 1-4 2019 2020 3

2020

2020 4-6

	2020		2019		
	22,000	27,000	33,446.36	19.27%	34.22%
	-500	1000	3,252.18	69.25%	115.37%

2017 2018

MMRO

2018 MMRO

20%

40% 2018 2019 MMRO

15,079.13 48,359.31  
 20,539.61 36,758.05

2017 2018

2019

2019

19,513.60

2020

2020 3

1

2020

2020 2

3

2020

2020

3,719

66.68%

2020 4

1.6

2

2020

4,785.77

2019

-6.75%

1-2

2020

	2020 1-3	2019 1-3
	4,785.77	5,132.39
	728.18	1,014.99

2020 1-3 MMRO DMH

2019 1-2

2019 3 DMH

2020 3

	<p>1</p> <p>MMRO</p> <p>2</p> <p>3 MMRO</p> <p>Cook sunclass Regional Jet Thomas 30%</p> <p>MMRO</p> <p>3 MMRO</p> <p>MMRO 2023</p>
	<p>1</p> <p>2 DMH B.V. Emirates BA Cityflyer Ltd British Airways</p> <p>Plc. Air Canada Qatar Airways Etihad Airways Delta Air Lines Inc</p> <p>Emirates Qatar Airways Etihad Airways</p>
	<p>1 MMRO</p> <p>2</p>
	<p>1 2</p>

MMRO

4

4

5 4

23

21

5 13

2020 3

25,000

EHM

HUMS

17

HUMS

2020 3

/

/

1

2

1

MMRO

2 2017 2018

2019

19,513.60

3 2020

2020

4

2

2016 2018 2019 1-9

2020

2020

2020

2020

2020

2020

1

2.5

1

2

3

2020 1

AA- 12

		%	%	%	%	%	%
	%	0.47	0.78	1.10	1.63	2.46	3.08
		25,000.00					
		116.67	193.75	275.00	406.25	614.58	770.83
2019		6,767.86					
	<b>2019</b> %	<b>1.72</b>	<b>2.86</b>	<b>4.06</b>	<b>6.00</b>	<b>9.08</b>	<b>11.39</b>

1-6

2019

4

90%

2 2020

1/

/

3

1

	2019.12.31 /2019	2018.12.31 /2018	2017.12.31 /2017
	51,203.75	49,421.78	34,846.74
	146,059.96	121,382.20	73,452.26
	35.06%	40.72%	47.44%
	149,462.51	75,458.97	47,338.08
	34.26%	65.49%	73.61%

34,846.74

49,421.78

51,203.75

2018

MMRO

47,338.08

75,458.97

149,462.51

73.61%

65.49%

34.26%

2017

2018

2019

MMRO

	<b>2019</b>			
	30,412.59	52.77%	32,784.96	21.94%
	<b>2018</b>			
	31,339.30	57.94%	15,385.88	20.39%
	<b>2017</b>			
	24,740.54	65.84%	22,118.64	46.72%

24,740.54      31,339.30

30,412.59      65.84%    57.94%

52.77%      50%

2018      MMRO

2018    4      MMRO      MMRO

MMRO

	<b>2019.12.31</b>
	<b>2018.12.31</b>

	51,203.75	49,421.78
MMRO	9,296.85	7,694.60
MMRO	41,906.90	41,727.18
	22.18%	18.44%

MMRO

MMRO

	2018	2019	
41,727.18	41,906.90	MMRO	7,694.60
9,296.85		18.44%	22.18%
	MMRO		

2

	2019 12 31			
1		12,383.77	21.49%	1,656.54
2		5,744.04	9.97%	342.43
3		2,681.58	4.65%	392.07
4		2,599.76	4.51%	128.95

		<b>25,320.49</b>	<b>46.81%</b>	<b>2,414.29</b>
	<b>2017 12 31</b>			
1		9,804.83	26.09%	517.64
2	B	3,698.54	9.84%	184.93
3	Chabok Aviation FZCO	3,339.66	8.89%	225.97
4	A	2,474.32	6.58%	255.77
5		1,472.31	3.92%	105.33
		<b>20,789.65</b>	<b>55.32%</b>	<b>1,289.63</b>

	<b>2019</b>	<b>2018</b>	<b>2017</b>
	82.07%	85.64%	82.67%
	75.33%	114.83%	136.98%
	103.62%	99.42%	89.04%
	<b>34.26%</b>	<b>65.49%</b>	<b>73.61%</b>
	<b>73.82%</b>	<b>91.35%</b>	<b>95.58%</b>
	<b>2019</b>	<b>2018</b>	<b>2017</b>
	1.25	1.24	1.28
	1.35	0.88	0.77
	1.03	1.12	1.64
	<b>2.97</b>	<b>1.79</b>	<b>1.61</b>
	<b>1.65</b>	<b>1.26</b>	<b>1.33</b>

Wind

2019

4 2020

2020 011450

2020 12

		5,640.78	7,729.89	-27.03%	5,150.80
MMRO		14,154.97	7,434.08	90.41%	8,289.65
		12,292.28	8,587.98	43.13%	12,288.55
		<b>36,558.87</b>	<b>26,181.98</b>	<b>39.63%</b>	<b>41,952.59</b>

1

4

2

2020

2020

1-4

2019

83.98%

2019

1-4

2020

2019

2020 3

2020

2019

2020

MMRO

DMH B.V.

2020 1-4

2019

2020 3

2020

	2020 3	2019
--	--------	------

	31,625.26	37,264.53
	4,690.22	5,536.20
	2,599.95	2,624.06
	1,109.44	1,109.44
	<b>40,024.87</b>	<b>46,534.23</b>

MMRO

1

	<b>2020 3</b>	<b>2019</b>
	31,625.26	37,264.53

2018 4      2019 3

MMRO

DMH B.V.

2020 3

31,625.26

2020

5,639.27

5.47

2.52

2

2020 3

4,690.22

MMRO

600

MMRO

2020 3

	<b>2020 3</b>
MMRO	4,251.06
	439.16
	<b>4,690.22</b>

MMRO                      600

**3**

2020 3

		1,563.10
Luminor		783.25
Luminor		253.60
		<b>2,599.95</b>

2020 3

2,599.95

2018                      1.2                                      2+1                      2020

12

2020

2020 12

**4**

2020                      011450

2020 12

2020

MMRO

MMRO

2020

1,109.44

	2020	3			
				40,024.87	
4,251.06			MMRO		35,773.81
1					
	2020	3		3.06	
				1.49	2020 3
4.94					
			2019		
2					
		9			5.47
2.52		MMRO	Overdraft	980	954.79
		300		166.67	2020
2020	4				1
3					

MMRO

2017	47,338.08	2019	149,462.51	2017
2019		77.69%		
			2017	84.52%
2019	104.93%			

4 MMRO

MMRO

2019 6

5,952.38

MMRO

895

MMRO

2020

2020

1			
2			

/2

1

2

3

MMRO DMH 2019 808.30  
44.01 MMRO 2019 43.90%.

1 2019

MMRO DMH

2 2020

2020

2019

MMRO DMH

MMRO

1 MMRO 2019

MMRO 2019

	2019
	77,515.37
	2,200.07

MMRO 2019  
MMRO DMH

DMH  
MMRO DMH

2 MMRO

2019 12 31

MMRO

DMH

2020 124

MMRO

MMRO 100%	2020	53,619.63	45,782.71	-25.72%	14.62%	2025	12.94%	33,239.23
	2021	77,941.50	66,443.90	45.36%	14.75%			
	2022	80,279.74	68,277.97	3.00%	14.95%			
	2023	82,688.14	69,962.29	3.00%	15.39%			
	2024	85,168.78	72,048.02	3.00%	15.41%			

2019

72,183.37

2019

PBH

2018

4

MMRO100%

MMRO

MMRO100%

2019 MMRO

PBH

1

2019

2019

<b>MMRO</b>	
2019	8.29%
2020	-25.72%
2021	45.36%
2022	3.00%
2023	3.00%
2024	3.00%
<b>2020-2024</b>	<b>3.36%</b>

1

2019

72,183.37

2019

PBH

3

MMRO

		2019				
2	2020-2024		2019			
3			MMRO	2019		DMH
	2020					
	MMRO					
					2020	3
			MMRO			
			MMRO			
MMRO	2020		2019	25.72%	2020	1

2027 5,300

3.7%

MMRO

2021-2024 MMRO

45.36% 3% 3% 3% 2025

0

2021

45.36%

2020

2021

2019

2021

2019

7.98%

2019

2

2019

MMRO	
2019	16.62%
2020	14.62%
2021	14.75%
2022	14.95%
2023	15.39%
2024	15.41%

MMRO 2019 16.62%

14.62%-15.41%

2019

MMRO

MMRO

MMRO

3

WACC

WACC

WACC     $R_e \times W_e$      $R_d \times (1 - T) \times W_d$

$R_e$

$R_d$

$W_e$

$W_d$

$T$

CAPM

$R_e$

$R_e = R_f + \beta (R_m - R_f) + R_c$

$R_f$

$R_m$

$R_m - R_f$

$R_c$

$\beta$

$R_f$

90%

Rf

	%	%	%
	0.09%	0.09%	0.04%
	4.42%	4.43%	4.40%
	2.06%	2.06%	2.06%
	0.28%	0.28%	0.28%
	<b>1.71%</b>	-	-

Rf 0.09%+4.42%+2.06%+0.28% /4=1.71%

b

3

36

A

24

/

t

39

MMRO

MMRO

Wind

5

AAR

UNITED TECH CORP SPIRIT

AEROSYSTEMS

		$\beta_u$
AAR	AIR.N	1.0188
	HEI.N	0.663
UNITED TECH CORP	UTX.CHL	0.7281
SPIRIT AEROSYSTEMS	SPR.N	0.8843
	SAF.PA	0.7569
	-	<b>0.8102</b>

1 D/Ex 1 T

D

E

T

0.8102

19.87%

D/Ex 1 T ]

0.8102 x [ 1 16.50% x 1 19.87% ]

0.9173

c

ERP

MRP

ERP

Aswath

Damodaran

$$= \frac{500}{1.23} = 6.26\% + \left( \frac{1928}{500} \right) \times 0.79\%$$

Aswath Damodaran 1928

500

6.26%

Moody s Investors Service

A1

0.79%

1.23

$$\text{MRP} = 6.26\% + 0.79\% \times 1.23 = 7.24\%$$

MRP 7.24%

d

Rc

Rc=3.00%

1		
2		
3		

4		
5		
6		

$$\begin{aligned}
 R_e &= R_f + \beta (R_m - R_f) + R_c \\
 &= 1.71\% + 0.9173 \times 7.24\% + 3.00\% \\
 &= 11.35\%
 \end{aligned}$$

WACC

$$\begin{aligned}
 WACC &= R_e \times W_e + R_d \times (1 - T) \times W_d \\
 &= 11.35\% \times 85.84\% + 5.56\% \times (1 - 19.87\%) \times 14.16\% \\
 &= 10.37\%
 \end{aligned}$$

WACC

8 --

WACC

ISA36--BCZ85

WACC

$$\begin{aligned}
 WACC &= WACC / (1 - T) \\
 &= 10.37\% / (1 - 19.87\%)
 \end{aligned}$$

=12.94%

4

		MMRO
1		28,039.88
2		-
3	-	28,039.88
4		-
5	= +	28,039.88
6		6,007.64
7	= +	34,047.52
8		33,239.23
9	0 = -	808.30

MMRO

808.30

DMH

1 DMH 2019

DMH 2019

	2019
	8,863.90
	-148.23

DMH 2019 2019

DMH 2019 3  
DMH 2019 3-12

2 DMH

DMH

DMH 100%	2020	7,923.44	6,663.53	-10.61%	15.90%	2025	12.94%	6,069.38
	2021	11,509.59	8,460.81	45.26%	26.49%			
	2022	13,236.03	10,108.08	15.00%	23.63%			
	2023	14,294.91	11,144.52	8.00%	22.04%			
	2024	15,009.65	11,764.52	5.00%	21.62%			

1

2019

2019

<b>DMH</b>	
2019	32.09%
2020	-10.61%
2021	45.26%
2022	15.00%
2023	8.00%
2024	5.00%
<b>2020-2024</b>	<b>11.11%</b>

2020-2024

2019

2020

DMH

MRO

DMH

7

6

DMH

2020

2019

10.61%

2019

DMH

SXF

2019 6

2020

2020 1 3 DMH 2,245.89

2020 28.34%

DMH 2020

2020

2017 2019 DMH 49.62% 2019

DMH 32.09%

DMH

2019 DMH DMH

SXF

DMH

DMH

2021-2024 45.26% 15% 8% 5%

2020-2024 2019

11.11% 2025 0

2021 45.26%

2020 2021 2019

2021 2019 29.85%

2019 DMH DMH

DMH 2021

A330/B787

A380

B787

2020

2020

DMH 2021

2

2019

DMH	
2019	15.47%
2020	15.90%
2021	26.49%
2022	23.63%
2023	22.04%
2024	21.62%

DMH 2017 2018 2019 36.30% 36.92%

15.47% 29.56%

15.90%-26.49% 2017 2019 2019

DMH 15.47%

SXF

DMH

DMH 2019

DMH

58.44%

2020

DMH

DMH

2021-2024 DMH

48.29%- 53.27% DMH

DMH

3

DMH	MMRO	
MMRO		MMRO

4

		DHM
1		2,564.85
2		-
3	-	2,564.85
4		-
5	= +	2,564.85
6		3,548.54
7	= +	6,113.39
8		6,069.38
9	0 = -	44.01

DMH

44.01

MMRO	DMH
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8

2020

2020

2020

**1 2020**

2020 MMRO DMH

	2020 1-3	2020	2020 1-3 2020
MMRO	18,714.36	53,619.63	34.90%
DMH	2,245.89	7,923.44	28.34%
	<b>20,960.25</b>	<b>61,543.07</b>	<b>34.06%</b>

DMH

2020 MMRO DMH MMRO  
 DMH MMRO 2020 1-3 DMH 2020  
 18,714.36 2020 34.90% DMH 2020  
 1-3 2,245.89 2020  
 28.34%  
 2020 2020 3  
 2020

**2 2020 4**

2020 4

8,289.65 12,288.55 20,578.20 2020  
 33.44%

DMH

DMH

2020 4 DMH EastJet Emirates BA Cityflyer Ltd  
 British Airways Plc. Air Canada Qatar Airways Etihad Airways Delta Air Lines  
 Inc

3

2020	MMRO	DMH
MMRO	DMH	

2019 6

SAPPHIRE INVESTMENT HOLDING LIMITED

MMRO				800.00
MMRO	13.44%			95.00
MMRO		1.60%		MMRO
5,952.38		2018	4	MMRO
4,344.42	37.01%	MMRO		

2020 3

DMH

MMRO

2027

2027

5,300

3.7%

2020

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	<p>1 MMRO</p> <p>2</p> <p>3 MMRO Thomas Cook</p> <p>sunclass Regional Jet 30%</p> <p>MMRO 3</p> <p>MMRO MMRO</p> <p>2023</p>
	<p>1</p> <p>2 DMH B.V. Emirates BA Cityflyer Ltd British Airways Plc. Air Canada Qatar Airways Etihad Airways Delta Air Lines Inc Emirates Qatar Airways Etihad Airways</p>
	<p>1 MMRO</p> <p>2</p>
	<p>1 2</p>

2020

/ /

2018	MMRO	4,344.42	
33,717.49		25,268.30	2019 3
MMRO			

2

1 2020 3

MMRO

DMH

2 MMRO DMH

8

3

2020

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2020

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2020

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2020