

# HIGHLIGHTS OF 2020

## **STARTING THE DELIVERY OF SOWS TO A BREEDING FARM IN THE PRIMORYE TERRITORY**

In August, Rusagro began supplying sows and boars of Danish origin to our its breeding farm in the Primorye Territory.

## **LAUNCHING A NEW MAYONNAISE WORKSHOP IN ATKARSK**

In November, Rusagro launched a new mayonnaise shop line with an annual design capacity of 120 thousand tonnes in Atkarsk. Investments amounted to RUB 2 billion.

## **INCLUDING GDRS IN THE MSCI RUSSIA SMALL CAP INDEX**

By results of the November rebalancing, the MSCI index provider again included the ROS AGRO PLC's global depository receipts in the MSCI Russia Small Cap index.

## **PURCHASING THE FIRST MODERN RUSSIAN-SELECTED SUGAR BEET HYBRIDS**

Rusagro made a decision to purchase 10,000 seed units of sugar beet hybrids from SoyuzSemSvekla, which exhibited a strong performance in terms of sugar recovery per hectare based on the results of many years of testing.

## **FIRST DELIVERY OF WHEY POWDER TO CHINA**

In December, Rusagro sold the first trial batch of dry milk cheese whey to China and became the first Russian company to carry out such a delivery.

### Events after the reporting period

## **APPOINTING A NEW CFO**

In January 2021, Rusagro appointed Boris Chernicher to the position of Chief Financial Officer of the Company, who since 2019 has headed the Controlling, Investments and Reporting Department and Acting as Chief Financial Officer of Rusagro's Oil and Fats Business.

## **LAUNCHING A PROJECT TO DEVELOP A SUSTAINABLE DEVELOPMENT STRATEGY**

In order to support sustainable growth, create additional value and enhance the transparency of disclosure of non-financial information, it was decided to launch a project to develop Rusagro's sustainable development strategy. As Director of Investor Relations and Sustainable Development, the project will be headed by Svetlana Kuznetsova, who has been heading the Company's External Investments Management since 2016.

## **SIGNING A CONTRACT FOR THE SUPPLY OF SUNFLOWER OIL TO THE RETAIL NETWORK IN CHINA**

In February 2021, the Chinese division of Rusagro signed an agreement for the supply of bottled sunflower oil under the Leto Krasno (Beautiful summer) trademark to the Century Mart hypermarket chain in China. This is the first straightforward agreement with a Chinese network.

- Sugar Business
- Meat Business
- Oil and Fats Business
- Agriculture Business
- Dairy Products Business

## **Sales by business<sup>1</sup>, %**

Favourable market conditions and production expansion led to sales rise across all business segments in 2020

## **Adjusted EBITDA by business<sup>1</sup>, %**

Growing market prices in 2020 supported adj. EBITDA of four key business segments leading to margins improvements

## **Capital investments by business, %**

Finalisation of major investment projects in 2020 reduced capex budget

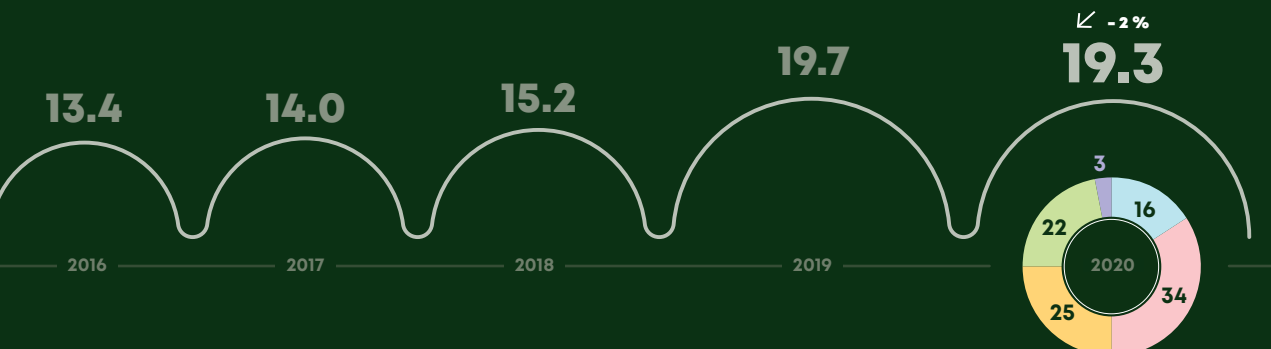
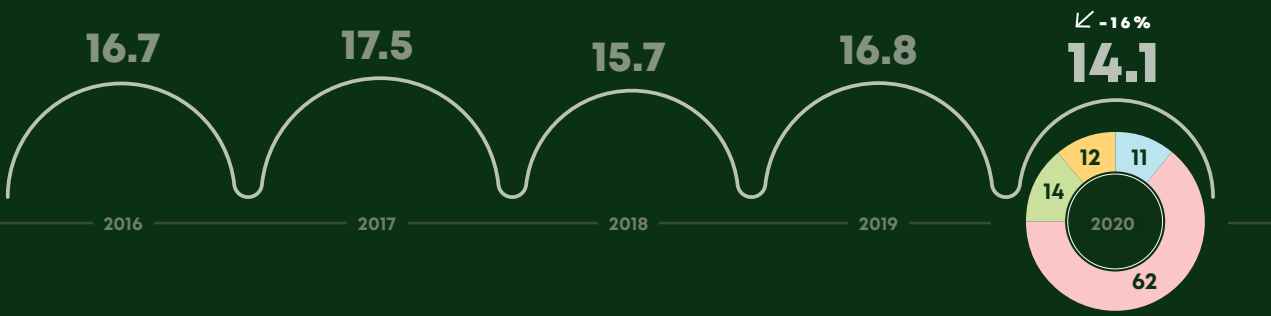
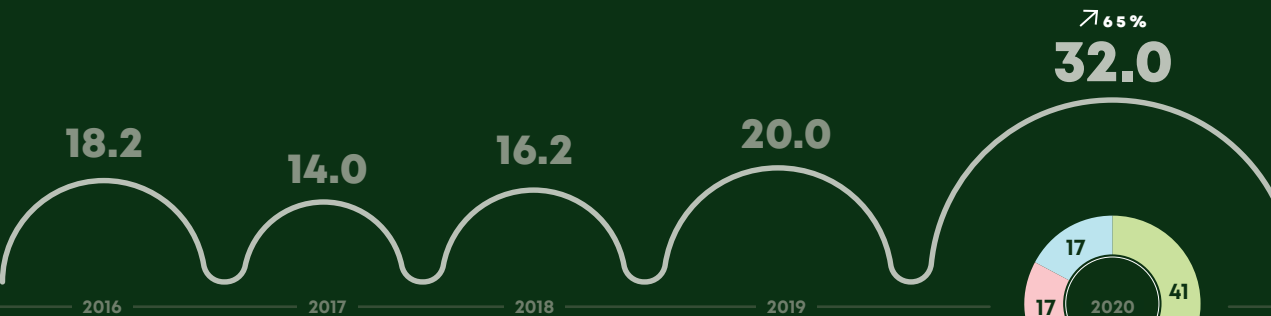
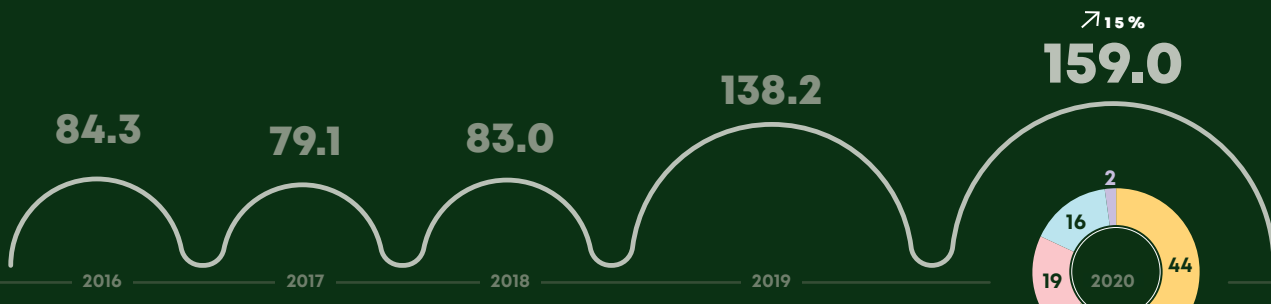
## **Average headcount by business, %**

After headcount increase in 2019 due to business's expansion, in 2020 Rusagro reviewed it downwards

<sup>1</sup> Excluding the corporate centre and before intersegment eliminations

# THE COMPANY TODAY

Rusagro is one of the largest vertically integrated agriholdings in Russia. The Company holds the substantial share in the domestic production of pork, sugar, agricultural products and oil and fats products. Based on the results of 2020, the Company's average headcount totalled 19.3 thousand people, the turnover – RUB 159 billion.



# Agriculture Business

## POSITIONS IN RUSSIA

**No. 4**  
land holder

↘ -1%

**637**

ths ha

| the land bank



54%

owned land

↘ -1%

**559**

ths ha

| arable lands

## FINANCIAL HIGHLIGHTS

↗ 157%

**15.2**

RUB bn

Adj. EBITDA

↗ 33%

**34.3**

RUB bn

| Sales

↗ 21 p.p.

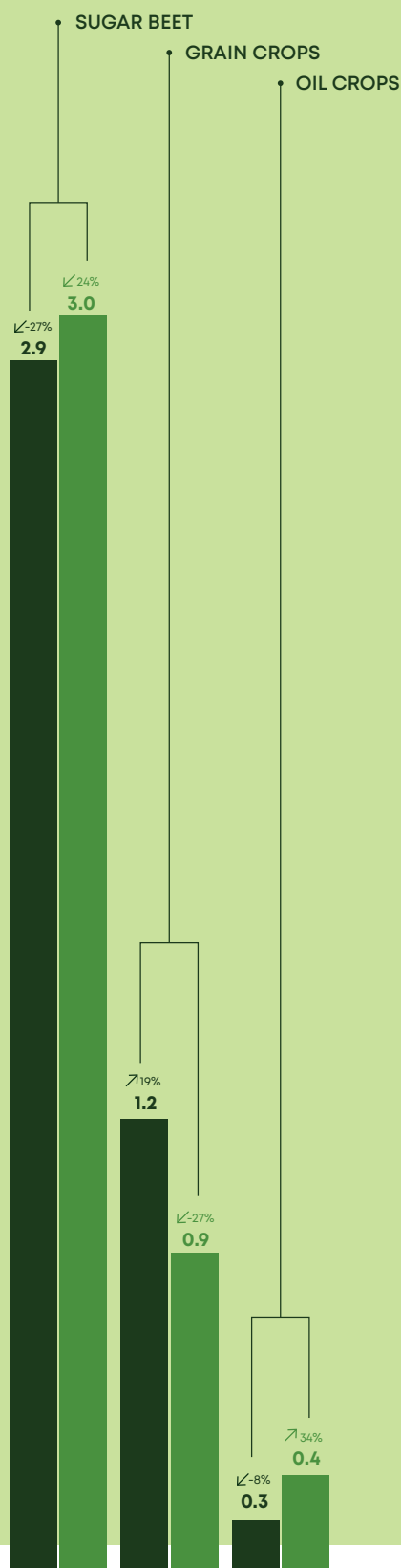
**44%**

| Adj. EBITDA margin

## PRODUCTION AND SALES HIGHLIGHTS

● Production

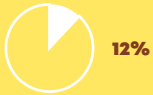
● Sales



# Oil and Fats Business

## POSITIONS IN RUSSIA

**No. 1**  
sunflower oil  
producer in Russia



share in sunflower oil  
production in Russia

**No. 1**  
consumer  
margarine producer  
in Russia



share in consumer  
margarine production  
in Russia

**No. 2**  
mayonnaise  
producer in Russia



share in mayonnaise  
production in Russia

**No. 2**  
industrial fats  
player in Russia



share in industrial fats  
market in Russia

**No. 5**  
bottled oil producer  
in Russia



share in bottled oil  
production in Russia

## FINANCIAL HIGHLIGHTS

↑ 177%

# 9.4

RUB bn

Adj. EBITDA

↑ 22%

# 76.2

RUB bn

Sales

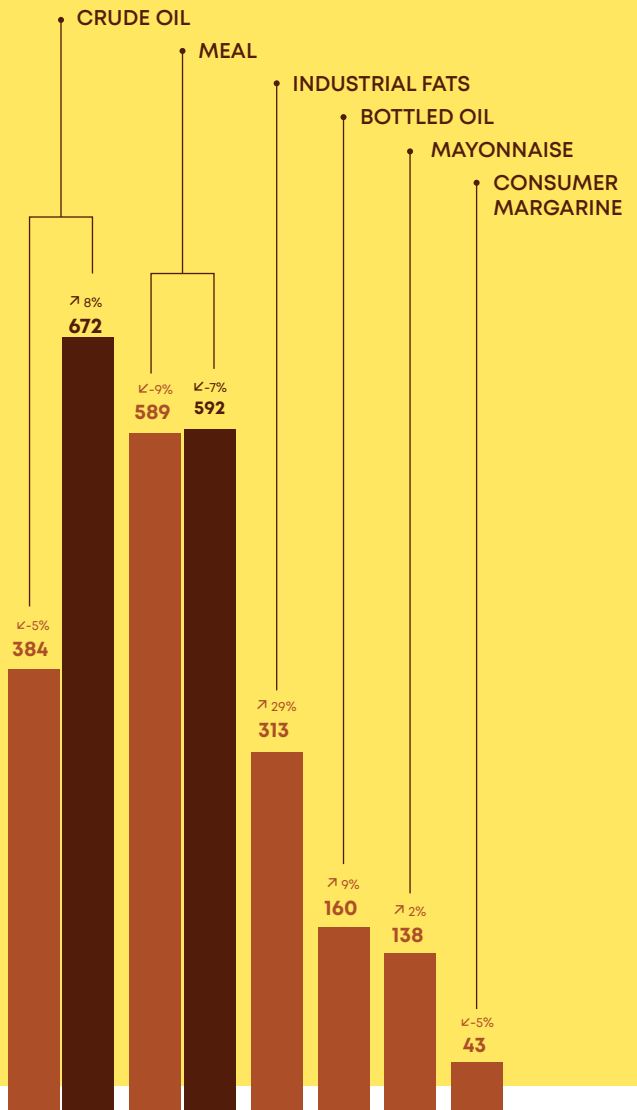
↑ 7 p.p.

# 12%

Adj. EBITDA margin

## PRODUCTION AND SALES HIGHLIGHTS

● Production ● Sales



# MEAT BUSINESS

## POSITIONS IN RUSSIA

No. **3**  
commercial pork



6%

share in commercial  
pork

## FINANCIAL HIGHLIGHTS

↗ 34%

# 6.5

RUB bn

Adj. EBITDA

↗ 26%

# 32.4

RUB bn

Sales

↗ 1 p.p.

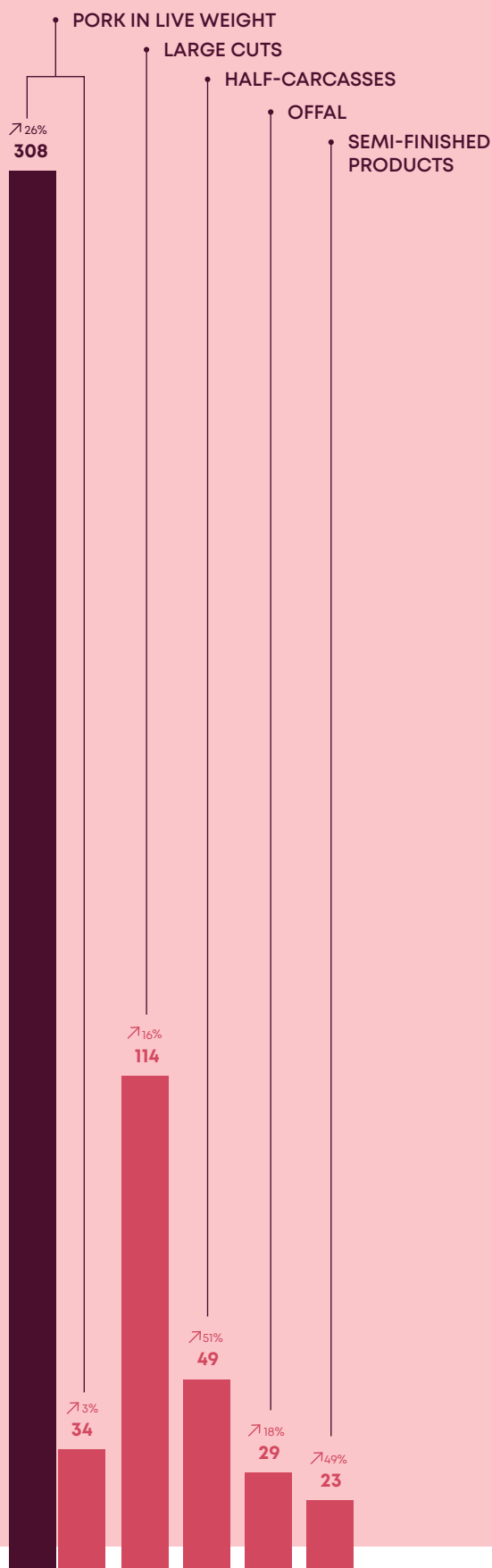
# 20%

Adj. EBITDA margin

## PRODUCTION AND SALES HIGHLIGHTS

● Production

● Sales



# SUGAR BUSINESS

## POSITIONS IN RUSSIA

No. **1**  
lump sugar market  
player

No. **2**  
sugar producer



share in the Russian  
white lump sugar  
market



share of sugar  
production in Russia

## FINANCIAL HIGHLIGHTS

↗ 59%

**6.4**

RUB bn

Adj. EBITDA

↘ -10%

**28.1**

RUB bn

| Sales

↗ 10 p.p.

**23%**

| Adj. EBITDA margin

## PRODUCTION AND SALES HIGHLIGHTS

● Production ● Sales

