

# 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