

# STRATEGIC

REPORT

↗ 15%

159.0

RUB bn

| Sales

↗ 65%

32.0

RUB bn

| Adj. EBITDA

↗ 6 p.p.

20%

| Adj. EBITDA margin

The strategic business goal of Rusagro is to increase returns for shareholders through growth of products quality, expansion of the production, reduction of costs, development of human capital and artificial intelligence.

↘ -16%

14.1

RUB bn

| Capital investments

↘ -2%

19.3

ths people

| Average headcount

↗ x7

242.0

RUB mn

| Investments in social programmes

Key business divisions

4

Regions of presence

12

Brands

23