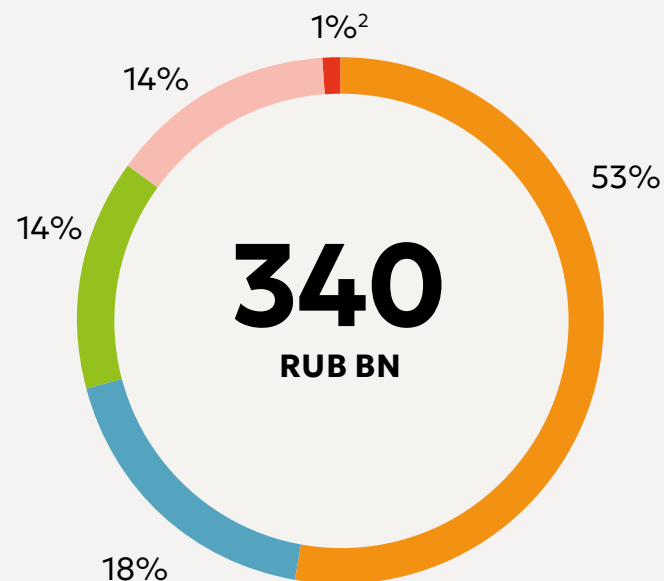


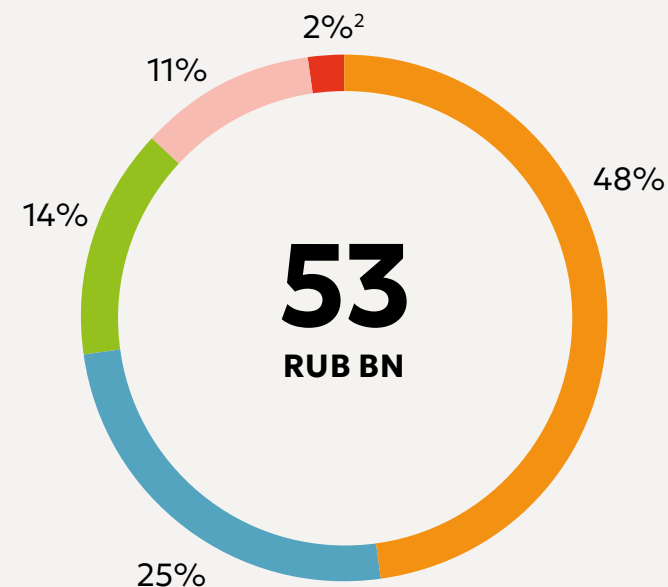
KEY RESULTS OF 2024

-  **Oil and Fats Business**
-  **Sugar Business**
-  **Agriculture Business**
-  **Meat Business**
-  **Agro-Belogorie Group**

Revenue mix by business¹



Structure of adjusted EBITDA by business¹



¹ Excluding intersegment eliminations and other income.

² The results of Agro-Belogorie Group are taken into account from the date Rusagro Group PJSC consolidated 100% ownership and control on 12 November 2024 (1.5 months).

OIL AND FATS BUSINESS

193 **+43%**
RUB BN

Revenue¹

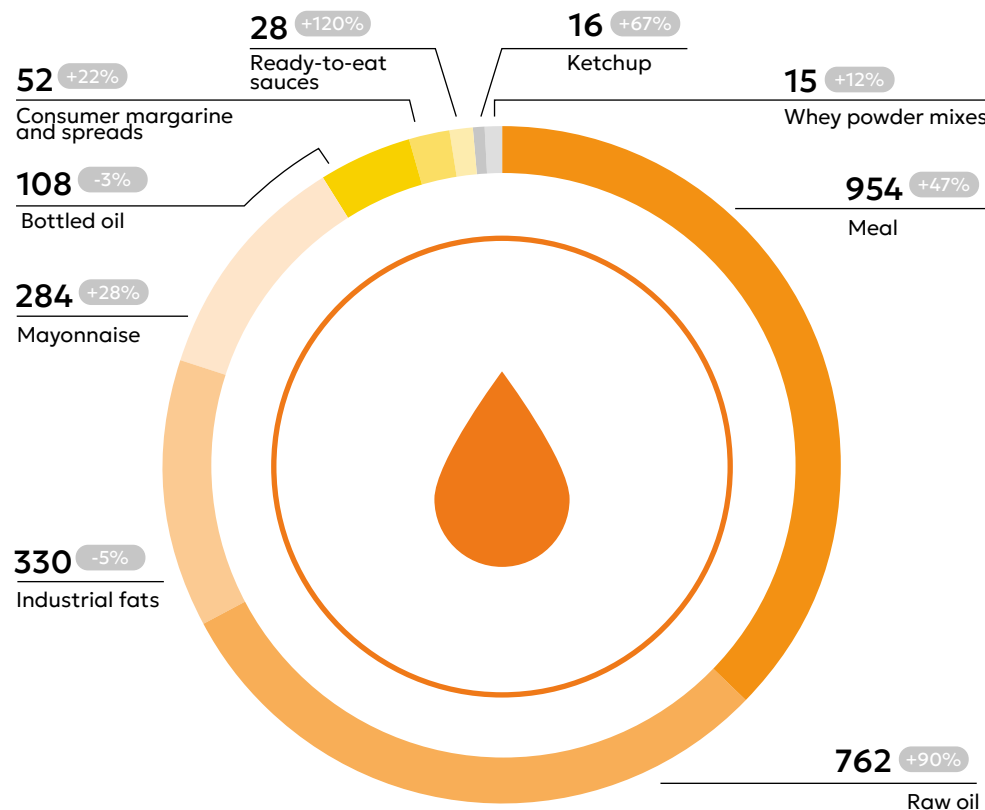
26 **+39%**
RUB BN

Adjusted EBITDA¹

13 **-1 p.p.**
%

Adjusted EBITDA margin¹

Sales mix, ths tonnes



7.1

THOUSAND PEOPLE

Average headcount

Positions in the Russian market



Consumer margarine and spreads



Sunflower oil



Mayonnaise



Industrial fats



Bottled oil

¹ Excluding intersegment eliminations and other income.

MEAT BUSINESS

50 **+4%**
RUB BN
Revenue¹

6 **+22%**
RUB BN
Adjusted EBITDA¹

12 **+2 p.p.**
%
Adjusted EBITDA margin¹

Sales mix, ths tonnes

3 **-87%**

Pork in live weight

31 **-2%**

Offal

112 **-11%**

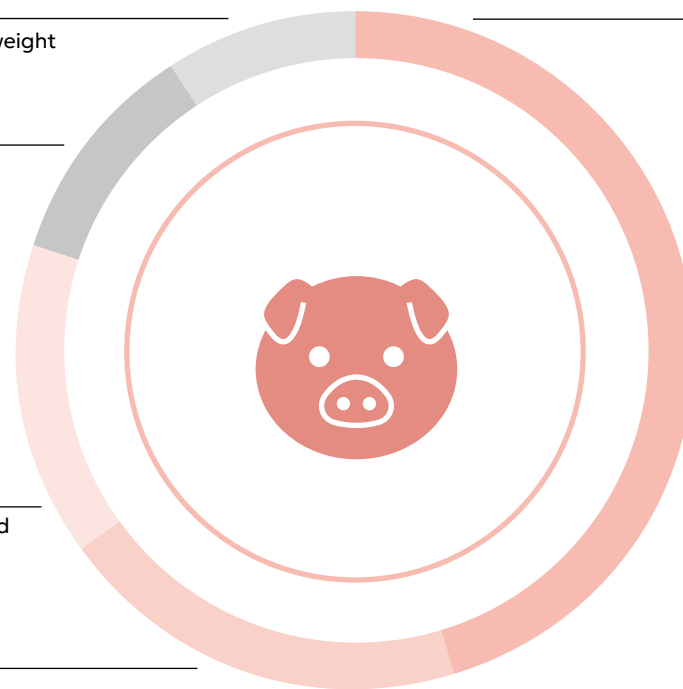
Large cuts and industrial cuts

54 **+28%**

Semi-finished products

57 **+4%**

Half-carcass



7.7
THOUSAND PEOPLE
Average headcount

15.4 ths people, including the number of employees of Agro-Belogorie Group

Positions in the Russian market



Position in the Russian pork production market²

¹ Excluding intersegment eliminations and other income.

² Taking into account the results of Agro-Belogorie Group.

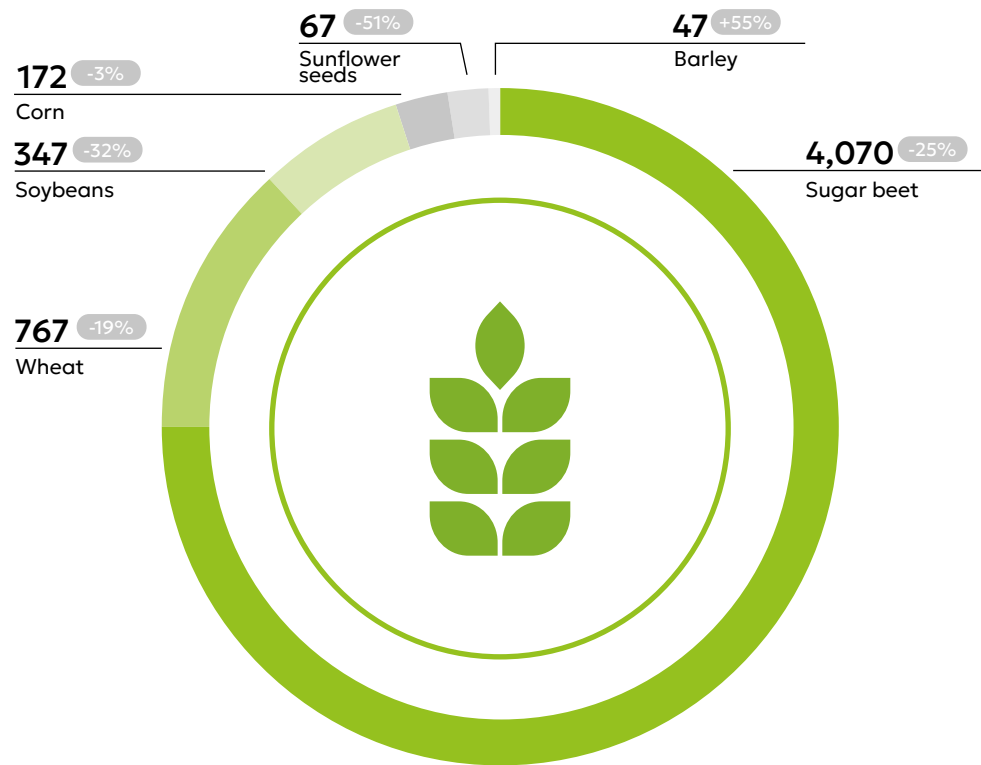
AGRICULTURE BUSINESS

51 **-11%**
RUB BN
Revenue¹

8 **-54%**
RUB BN
Adjusted EBITDA¹

15 **-15 p.p.**
%
Adjusted EBITDA margin¹

Sales mix, ths tonnes



3.9
THOUSAND PEOPLE
Average headcount
of employee

Positions in the Russian market

4
Position among Russian
landowners

¹ Excluding intersegment eliminations and other income.

SUGAR BUSINESS

68 **+5%**
RUB BN
Revenue¹

14 **-29%**
RUB BN
Adjusted EBITDA¹

20 **-10 p.p.**
%
Adjusted EBITDA margin¹

Sales mix, ths tonnes

19 **-41%**
Betaine

286 **+3%**
Pulp

1,071 **+1%**
Sugar



3.3
THOUSAND PEOPLE
Average headcount

Positions in the Russian market



Cube sugar market player



Sugar producer in Russia

¹ Excluding intersegment eliminations and other income.