

# SOCIAL ASPECT

## Human resources management

### Human resources management system

Rusagro Group's main asset is its unique human capital, the development of which is one of the Company's four strategic goals. Highly skilled and dedicated teams led by experienced management is a mainstay of the business.

The Company provides decent working conditions, competitive and fair remuneration, and guarantees social benefits, while establishing an environment of motivation and innovation and focusing on staff professional growth. The Company is also committed to offering equal opportunities to bolster personal and professional empowerment of its employees.

#### Documents regulating the Group's HR management activities

- Compensation & Benefits Policy
- Regulations on Annual Bonus Payments
- Compensation and Benefits Policy
- Employee Performance Management Procedure

#### Risk management activities

- Labour efficiency and productivity management
- Improvement of employer brand appeal
- Faster and better recruitment
- Promotion of in-house training systems and talent development
- HR process automation

### HR Management organisation chart

#### Department of Human Resources Management

- Office of Performance Management
- Office of Staff Sufficiency Management
- Office of Training and Development
- Office of Internal and External Communications
- HR Business Partners
- Administrative Office

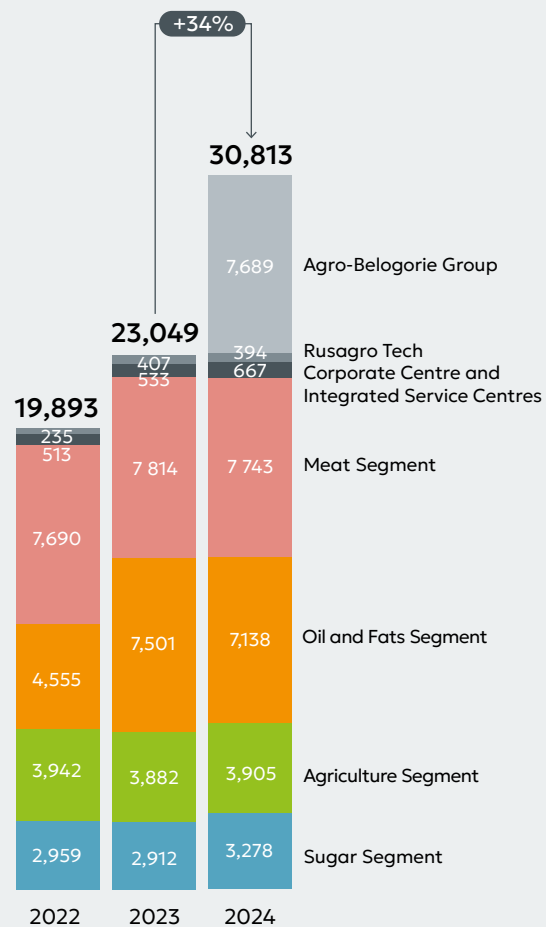
#### Two Integrated Service Centres

### Digital transformation

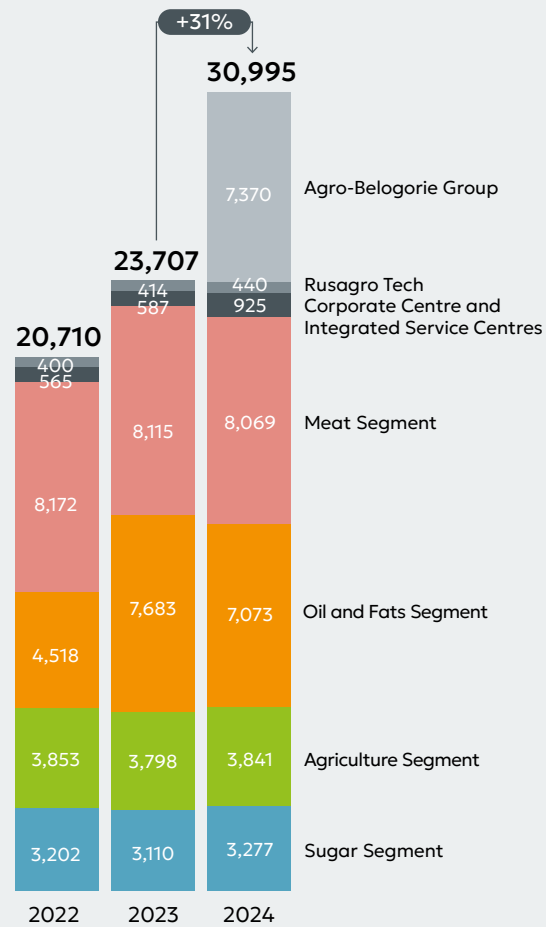
From 2020 to 2022, Rusagro Group utilised SAP SuccessFactors, a unified cloud-based HR management platform. The platform was a master system for HR data and helped to centralise and streamline all processes of the HR management cycle. After SAP's withdrawal from the Russian market and through import substitution processes, the Company selected the Mirapolis solution as a new framework for HR process management and started its integration 2023. The team of specialists from Rusagro Tech's general corporate projects group and the Group's Human Resources and Organisational Development Department put in a great deal of effort to prepare each stage of integration so that the transition would be as seamless, quick, and easy for users as possible.

## Workforce structure

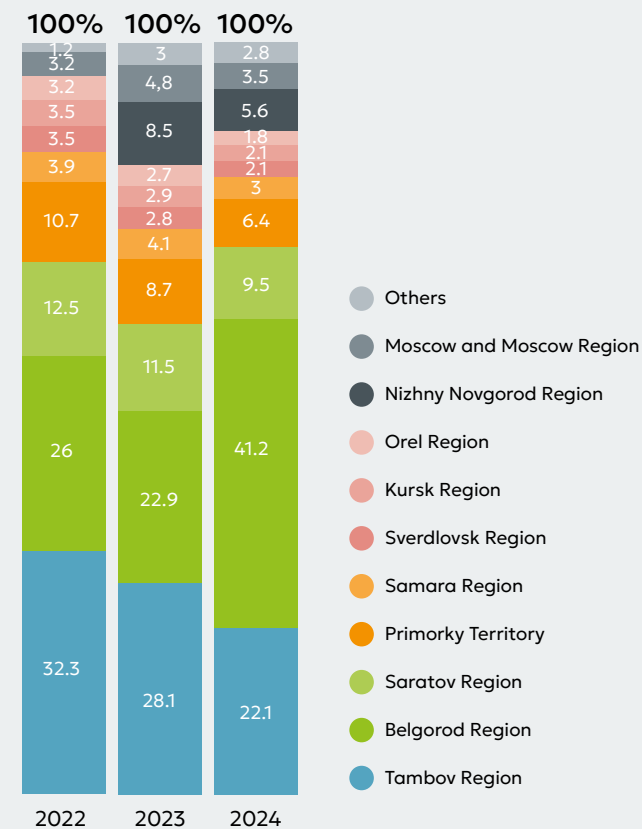
Average headcount<sup>1</sup>, people



Headcount at the end of the year<sup>1</sup>, people



Share of employees by region<sup>2</sup>, %



<sup>1</sup> The data is based on the management accounts of Rusagro Group PJSC.

<sup>2</sup> Together with Agro-Belogorie.

## Recruitment process

Rusagro's success is a result of the concerted efforts of over 30 thousand employees. In order to ensure sustainable growth, the Company devotes significant resources to attracting new talent and developing their potential by creating an innovative and inclusive environment.

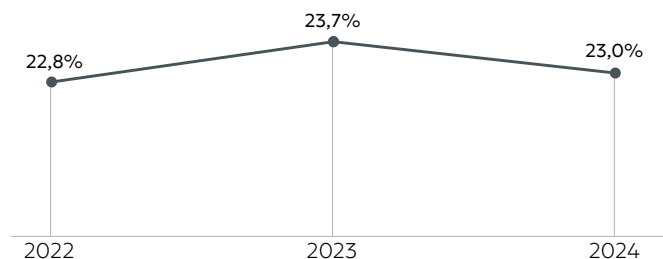
Rusagro does not tolerate any form of discrimination in employment and looks into professional skills, experience and qualifications of prospective hires in process of recruitment. The Company promotes transparent employment relations, decent wages and extended social benefits.

The Company turns its focus on creating a comfortable environment for the successful start-up of newcomers, for example, welcome training sessions to help new employees through the onboarding process and find their way into Rusagro in less time. The Company favours a holistic approach to onboarding new employees using automation tools and artificial intelligence.

## Staff turnover

Rusagro Group's average turnover rate<sup>1</sup> was 23%, down 0.7 p.p. year-on-year, which is not uncommon among agribusiness companies, given the seasonal nature of staff employment.

### Staff turnover at Rusagro Group



## Employer brand

Building a strong employer brand for Rusagro Group is essential to the Company's long-term success in an environment of fierce competition for talents.

### Rusagro Group as an employer by 2024/2025 results

**Rusagro Group is one of the best companies to start a career in agribusiness** 

The Group received the prestigious Changellenge Best Company Award 2025 (an annual rating in the area of employer brand development). The research is based on an online survey of <8,000 high-potential (HiPo) young specialists from the country's leading universities and shows how they feel about leading employers in Russia and worldwide in the reporting period.

Among the top businesses in the agro-industrial sector, Rusagro is ranked second right away after making its debut in the ranking. In total, the survey had 200 organisations evaluated by respondents

<sup>1</sup> Calculated as an arithmetic average of the turnover rates in the four business segments.



## Employer brand

### Rusagro Group in the golden category of the rating of corporate Telegram channels

The Group's main Telegram channel @rusagro\_group entered the 'golden' category of the rating of corporate Telegram channels about career and HR, combining the best practices of internal and external HR communication. The rating takes into account the average number of post views and gives an indication of how effective career channels are. The channels with an average number of views from 2,000 to 5,000 made it to the Gold category.

### Rusagro-Primorye is a holder the Star of the Far East award in the Best Employer category

The jury praised the Company's performance in key areas:

- Human capital development and job creation
- Educational programmes in cooperation with leading universities in the region
- Attraction of qualified specialists, including through state support programmes
- Social responsibility and comprehensive measures for the well-being of employees

## Attracting young talent, internships and co-operation with educational institutions

The rapid pace of urbanisation and the preconceived biases of young people towards agriculture make attracting young talent a major challenge for Rusagro. When working with young people, the HR team strives to be innovative and make use of contemporary tools.

For several years, the Company has been successfully running 'The Field of Your Development' apprenticeship project and dual training programmes with regional educational institutions, where young people can gain hands-on experience and knowledge from leading experts. The Company extends an invitation to participate to students and graduates of specialised secondary and higher educational institutions. Seasoned Rusagro Group's mentors oversee programme participants and help them master new hands-on skills.





### Internship videos

Since 2021, Rusagro Group has been using innovative internship videos to draw in young jobseekers that value career advancement, a strong company culture, and innovations. The videos highlight the benefits and digital transformation of agribusiness, helping to break down young people's stereotypes about agriculture.

### Agrarian Detective podcast series

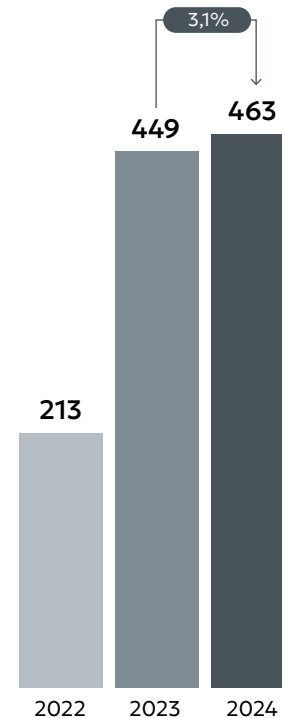
The Company launched a novel project called Agrarian Detective in 2024 that was intended for a young audience. This is a series of podcasts that talks about the agricultural industry, revealing its importance, innovativeness, and prospects. Podcasts are hosted on the platforms of leading aggregators such as YandexMusic, VK, podcasts.apple.com, etc.

## Rusagro Group's youth-oriented programmes

Programme	Description	Results
<b>Higher education institutions</b>		
<b>Leadership programme</b> 	Russia's first leadership programme in the agribusiness industry to increase the number of high-potential employees and ensure leadership succession	<p>In 2024, candidates were selected from among students and graduates of higher education institutions (through the analysis of education, academic performance, achievements, analytical case study, assessment of managerial potential).</p> <p>A total of 48 people were enrolled</p>
<b>Additional training for university students</b> 	Improving the level of education of students graduating in specialised areas in the regions of presence	<p>In 2024, 93 students were enrolled from six universities.</p> <p>In 2023 – 62 people from five universities</p>
<b>Field of Your Development</b> <b>Internship for senior students and graduates</b>	Internships for students and graduates with the possibility of re-location directly in production. Providing talent pool for specialist positions	2023–2024: annual enrolment of up to 200 students and university graduates under 27 years of age
<b>Secondary specialised educational institutions</b>		
<b>Training and attraction of students of secondary specialised educational institutions</b> 	<p>Opening of field-specific areas in partner colleges, increase of admission figures.</p> <p>Vocational guidance, contracts on employer-sponsored education</p>	From 2022 to 2024, the programme was in place in the Meat Business. The programme is scheduled to be scaled up to all business segments in 2025
<b>Schools</b>		
<b>Training in agro-technology classes</b> 	<p>Popularisation of agricultural professions and the opportunity to get quality education in the places where employees live.</p> <p>Recruitment of motivated students for company-sponsored training at higher and secondary education institutions</p>	In 2024, two agro-classes were opened in Chernyanka, Belgorod Region. The Company scheduled creating agro-classes in 2025–2028 in areas of compact settlement of its employees

In 2024, the focus of work has shifted to universities and colleges relevant to the Company's business lines. The Youth Department has been centralised, internship programmes have been further developed and their number has increased. In the reporting period, the enrolment of Rusagro Camp participants also increased, and the scope of scholarship support for students was expanded. The Company has the classrooms of key higher education institutions regularly renovated and equipped with the required equipment.

### Number of people participating in Rusagro Group's internships, people



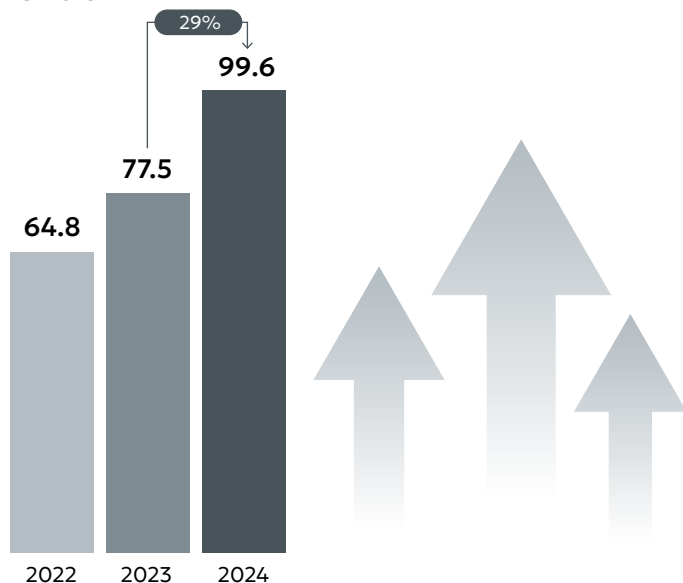
## Retention and motivation

### Remuneration and incentive system

Rusagro Group works towards unlocking the personal and professional potential of each employee, while continuously reviewing and improving the employee incentive system.

The Company maintains a system of transparent and understandable labour remuneration and compensation. The Group guarantees employees a competitive salary. The main components and procedure for bonuses are set out in the regulations on annual bonuses for employees developed for each of the Company's segments.

#### Average monthly salary across Rusagro Group, RUB ths



The Company has a hotline with the accounting department for payroll, sick pay, holiday pay, etc.

The Company has both tangible and intangible incentives in place, offering the employees an extensive social benefits package, including:

- Voluntary health insurance (VHI)
- Option to include relatives in the corporate VHI programme on favourable terms
- Reimbursement of food expenses and provision of home-raised products

- Commuting to and from work by corporate transport, provision of high-quality workwear
- Health resort treatment and reimbursement of medicinal drugs

The Company provides equal benefits to all full-time employees at their primary place of employment. Young professionals may qualify for housing allowance from the Company. Rusagro strives to promote a culture of health and well-being for employees and their families through the With Care for Everyone programme.

#### Provision of housing for employees of the Combined Oil and Fats Business

The Combined Oil and Fats Business joined the federal programme on integrated development of rural areas to build housing for its employees. The aim of the programme is to create comfortable living and working conditions for employees in rural areas so that they feel like staying to live and work where they were born and brought up. The Company plans to build publicly co-financed flats in Koshki, Bezenchuk, Atkarsk and Ekaterinovka settlements. Housing will be provided to 125 employees in need under a social rent contract for the duration of their employment with Rusagro Maslo. Construction is scheduled for 2025–2026

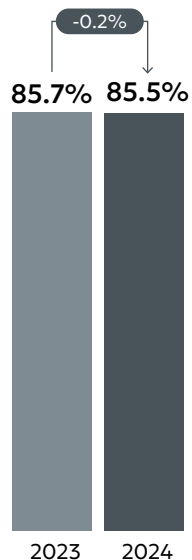
#### Fair Games sports festival

Rusagro held its annual corporate sports festival 'Fair Games' in September 2024 in Tambov. The aim of the event was to strengthen corporate spirit, unite teams and promote a healthy lifestyle among employees. The festival was attended by more than 2,500 fans and athletes from different business segments of the Company. The festival programme included competitions in mini-football, volleyball, tug of war, relay races, mile run, long jump, marksmanship and chess. The festival was held under the motto 'LEADERSHIP, ENERGY, TEAM'

## Employee engagement and satisfaction

Employee engagement and satisfaction scores for 2024 show an engagement rate of 85.5%, remaining almost unchanged from last year.

### Employee engagement rate



Engagement score is calculated according to Happy Job method with an employee reach of more than 90% of the total workforce.

Following the survey, focus groups are held with employees to develop a plan for specific improvements. Based on the findings, the following priority areas for improvement were identified:

#### Balance

Reducing stress levels in the workplace, achieving work/life balance, promoting a culture of physical and psycho-emotional well-being

#### Careers

Expanding opportunities for growth and development

#### Working conditions and remuneration

Improving the comfort of working conditions, development of the Company's social infrastructure. Transparency of remuneration and provision of benefits to employees

## Staff training and development

Rusagro Group has a unique training and development system in place that consolidates information, accumulated knowledge and experience to meet production and management challenges. The Company places a high priority on creating high-quality training and assessment materials for staff

members. These materials present information in a concise manner, cutting down on the amount of time needed to learn it and enabling staff members to put their knowledge into practice right away for productive and error-free work.

### Six components of Rusagro's training and development system

- 1 Introduction of standard operating procedures (SOPs)
- 2 Schools for line managers and specialists
- 3 Distance learning (DL) system
- 4 External training
- 5 Mentoring institution
- 6 In-house coaching institution

## Staff training and development

### Introduction of standard operating procedures



In order to save the time needed for new mass production employees to adjust and train, Rusagro Group has been implementing standard operating procedures (SOPs) since 2023. The project started in the Meat and Agriculture Businesses and, from 2024 it is implemented in all segments.

### Distance learning and external training



The Company also makes arrangements for external training: having employees passing in courses and attending professional conferences, inviting external speakers and coaches.

A Distance Learning System (DLS) is a platform for employees to gain new knowledge and improve their skills (Rusagro Group's employees are actively engaged in this process). In 2024, Mirapolis has replaced the DLS in SAP SuccessFactors.

### Mentors and in-house coaches



The Company annually compiles a rating of internal coaches, which is based on the assessment made by trainees and an expert panel. The assessment covers three criteria: preparation of training material and its presentation, comprehensibility of information presentation, and use of group dynamics techniques and methods.

In recent years, Rusagro Group has focused on on-the-job training through a mentor-trainee system. The number of in-house mentors was increased through new assets and highly skilled employees who are ready to mentor new hires or employees looking to upgrade their skills.

### Schools for line managers and specialists



Starting from 2023, the Group is paying special attention to the creation of specialised training programmes for line managers. The first programme, the Farm Manager Academy, was launched in 2023 in the Meat Business. In 2024, an 'Agronomist School' and a 'Site Manager School' were established in the Agriculture Business, and a 'Master School' – in the Oil and Fats Business. The 'School of Technical Leadership', a training programme designed to improve staffing security by selecting and developing employees capable of filling key technical positions, has been centrally launched.

## Respect for human rights

Rusagro Group is aware of its responsibilities as to human rights and is committed to respecting human rights throughout its production chain. The Company does not use forced or child labour and strictly complies with the laws of the Russian Federation and other countries where it operates, as well as with international human rights and labour standards as set out in the International Bill of Human Rights, the UN guiding principles on business and human rights, and the declarations and conventions of the International Labour Organization. The Company provides a safe working environment, training and development opportunities, and guarantees recognition and fair remuneration. Rusagro obeys the requirements of the Russian Labour Code regarding the minimum notice period in relation to significant changes in the Company's activities, namely no later than two months prior to the commencement of the relevant activities.

### Inclusion

The Group does not tolerate any form of discrimination, recognises the benefits of diversity and fosters a corporate culture of equal opportunity. The Company realises that equality leads to growth and perfects an environment where employees can show their true self, freely express their opinions and innovate. The Company strengthens the leadership competencies of local community representatives.



# Occupational health and safety

## Labour protection system

Improving safety culture and creating a healthy and safe working environment is one of Rusagro's priorities.

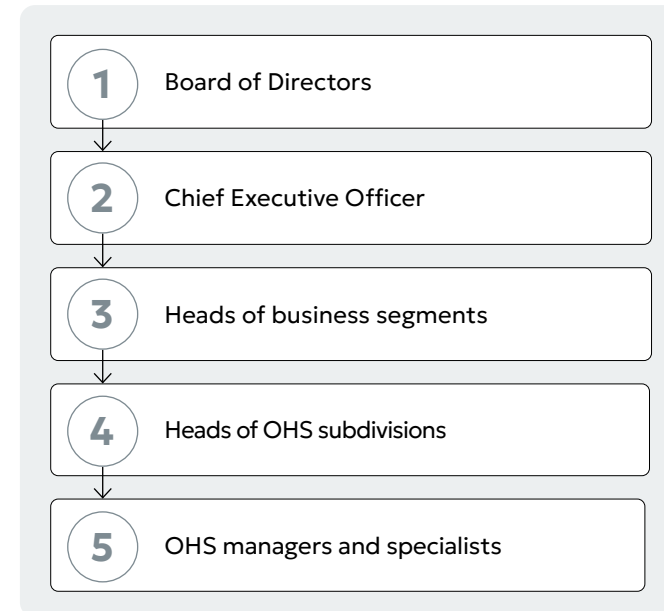
In order to reduce injury rates and maintain the health and well-being of employees, the Company has an Occupational Health and Safety Management System (OHSMS) in place, which complies with all statutory requirements and covers employees in all business segments.

The Company closely monitors compliance with accepted standards, conducts regular staff training and implements numerous health and safety initiatives. Each business segment has its own occupational health and safety (OHS) policies and standards, and makes sure they are complied with. Key internal documents include:

- Regulations on the Occupational Safety Management System
- Regulations on Contractors
- Regulations on In-process Control at Hazardous Production Facilities
- Bonus Plan
- Risk Assessment Standard
- Standard for Accident Investigation

Rusagro Group's management is actively involved in health and safety management processes and ensures multi-stage control over compliance with safe labour practices and regulations. General directors of business segments are involved in comprehensive and targeted inspections and actively engaged in occupational safety committees and panels. The Company has a multi-level OHS reporting system. Each business segment has its own OHS Service, comprising line managers and safety specialists.

### OHS chain of command



### Annual assessment of occupational health and safety



In 2024, 172 workplaces in Rusagro Group LLC were subject to a special assessment of labour conditions for 2023 by a chartered professional. It is concluded that labour conditions at all workplaces comply with state statutory requirements for occupational health and safety.



The OHS assessment results for 2024 can be found here

## Risk assessment and injury prevention

In the OHS management, Rusagro Group follows a risk-based approach, conducting regular procedures for identifying and assessing the risks of accidents and injuries to employees as required by laws and internal documents.

**The Company continuously enhances its risk control and management system and seeks to comply with recognised international standards and methodological recommendations.**

Assessing employees' relevant knowledge and competences and offering further OHS training

Setting up OHS committees

Introducing KPIs for managers that are linked to injury rates

Enabling managers to cancel bonus for employees who fail to comply with health and safety requirements

The Company understands that injury prevention is a mandatory way forward to safer working conditions. The Oil and Fats segment and Agriculture segment identify and reassess new risks once a year, the Meat Segment – once every three years and the Sugar Segment – once every five years. In case of an incident, the risk review is initiated immediately after its occurrence.

### Establishment of health and safety committees in the Oil and Fats Business


























Since 2021, the Oil and Fats Business has standing occupational health and safety committees chaired by the business' top managers: the Production Site Committee (meetings are held monthly) and the Central Committee (meetings are held quarterly). All key members of the committees have been trained on external training programmes



## Management of key occupational injury risks

Rusagro Group takes regular measures to manage occupational injury risks, strengthen in-process control, and introduce new tools to investigate accidents and assess related risks, as well as to give safety training in management and involvement of line personnel.

Risk	Risk management	Business segment
Risk of employee injury due to fires	Control of condition and timely maintenance of electrical equipment Spacing control of combustible materials	
Risk of injury due to exposure to moving machinery	Maintenance of safety guards and shields	
Risk of electrical injuries	Condition monitoring and timely maintenance of electrical equipment, earthing	 
Risk of injury to an employee due to a fall from a height / slip or trip	Condition monitoring and timely maintenance of guardrails and stairwells, marking, upkeep of lighting	   
Risk of worker injury from contact with animals	Purchase of upgraded personal protective equipment	
Risk of injury when working with tools and equipment	Training of employees in safe working practices Purchase of upgraded personal protective equipment and intrinsically safe tools	   
Risk of injury to the employee when moving around the area	Marking, sign-boarding and posting of area traffic patterns	   
Risk of injury as a result of spontaneous inflammation of dry pulp	Emergency response training of employees	
Risk of injury as a result of inflammation of flammable dusty industrial premises	Installation of emergency shutdown devices and alarms	
Risk of injury due to exposure to moving vehicles	Training of employees in safe working practices	   

## Safety culture

One of the Group's top priorities is creating a culture of safety. The Company has a number of initiatives in place to engage employees in safety issues and raise their awareness.

The Company provides mandatory free-of-charge occupational safety training for employees and contractors to ensure that they have the necessary knowledge and skills to perform their professional tasks safely. Employees undergo various OHS training and online courses and are trained by internal and external specialists. Rusagro Group strives to ensure that managers are immersed in employee training and knowledge testing processes, so the Company has a practice of behavioural safety audits, where a manager not only checks that an employee has overalls and personal protective equipment, but also assesses their understanding of their responsibilities in terms of safety before and during work.

By taking part in surveys, internal audits, and safety panels, employees contribute to creating a safe working environment. Every employee can report health and safety hazards, if any, either personally to their supervisor or through available communication channels. Beyond that, employees have a chance to point out a potentially hazardous area of the workplace during a special assessment of working conditions.

### Online courses on occupational health and safety in the Meat Business



Employees and especially business process managers in the Meat segment shall take online courses on occupational health and safety. Knowledge gained are tested through quizzes on occupational safety, hazard identification and risk assessment, reporting hazardous situations, and others. Managers who failed training and testing are suspended without pay.

## Emergency preparedness and response

Emergency response and management is a key ingredient of the occupational health and safety management system. Rusagro understands how important it is to be prepared for and able to respond to crisis situations, and therefore pursues an emergency risk management and prevention approach and has emergency response provisions in place, including procedures for setting up command centres, emergency prevention commissions and business resilience commissions. All emergency action plans are coordinated with the regional EMERCOM authorities and are subject to regular reviews.

Regular practical drills are conducted to train staff in effective and quick response to emergencies. Moreover, the employees are trained in correct operation of a hazardous industrial facility, staff evacuation and response to abnormal situations.



## Employee health

### Health resort treatment for employees



The Sugar Business of Rusagro Group organised a health resort treatment programme for its employees with the aim to support and promote their health. The opportunity was available to full-time employees with a maximum of one year of service, who have a relevant medical advice and a health resort card. Employees had a variety of sanatoriums to choose from – from Tambov to Crimea, where they received comprehensive treatment and had a proper rest. Employees of the Company expressed satisfaction with the high calibre of care and range of procedures, as well as the beneficial effects of sanatorium therapy on their health. The programme demonstrates the Company's concern for the well-being of its employees and promotes employee loyalty

### Rusagro Group's physicians and medical rooms



As part of the With Care for Everyone programme, which aims to provide the access to medical treatment at workplaces, Rusagro's productions site have medical rooms and an information platform for personnel health management (in place since 2021). The Group's employees have the opportunity to seek medical advice from a general practitioner at any time convenient for them.

Another information and prevention activities included telemedicine, Holter monitoring and screening for inflammatory diseases and cancer

### Enabling sporting activities



The Company supports employees' sporting hobbies. In every area where the Holding conducts business, corporate sports teams have been formed in mini-football, volleyball, athletics, and other sports. The Company finances the rental of gyms for employee training, coaching services, purchase of workout gear and equipment, and participation in tournaments of regional and federal corporate sports leagues

### With Care for Everyone flagship programme



With an eye towards the psycho-emotional and physical health of employees, Rusagro Group introduced the With Care for Everyone programme oriented to developing a culture of safety and maintaining staff well-being in all business segments through regular training events, access to free medical and psychological assistance, continuous improvement of working conditions and many other things.

## Focus areas of the programme

### Raising the level of knowledge

- Formation of an informed attitude to one's health and finances
- Development of family and adolescent psychology

### Filling the digital database

- Creation of a unified database on employee health
- Equipment of medical rooms with automated complexes

### Creating a comfortable working environment

- Improvement of labour conditions
- Career counselling

### Improving the quality of health services

- Creation of an environment for early diagnosis of diseases
- Creation of an environment for early diagnosis of diseases
- Regular medical check-up

## Employee health

Through the introduction and development of initiatives to maintain not only physical but also emotional, financial, intellectual, and other forms of human health, the Company keeps an eye on the well-being of its personnel.

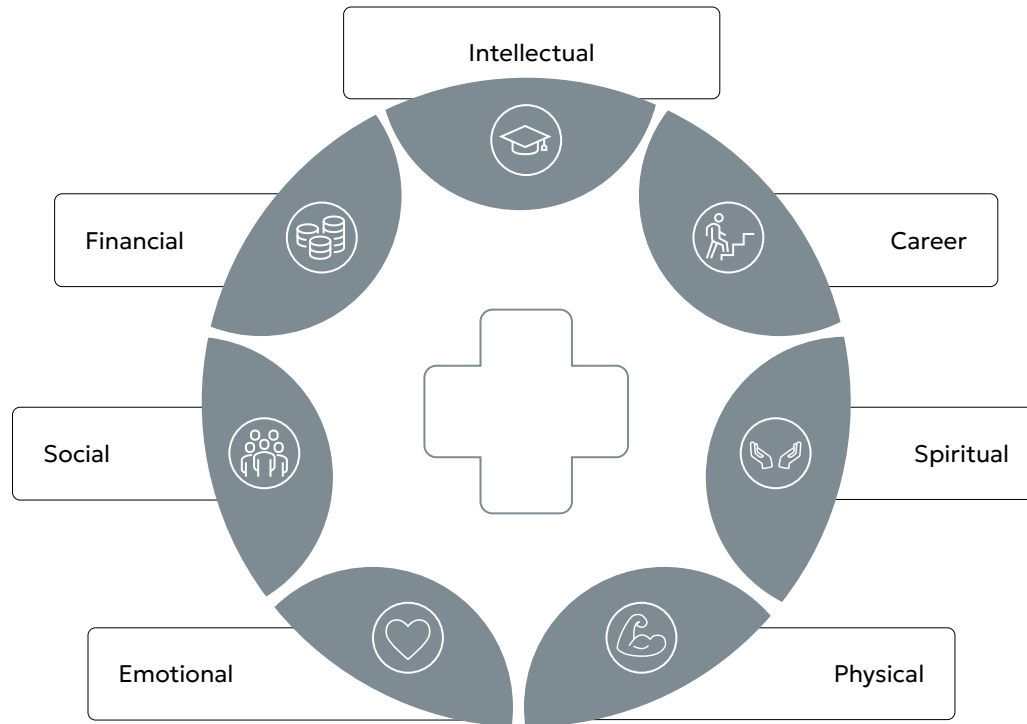
As for the physical health of employees, the Company organises regular medical check-ups and specialist diagnostics, offering them VHI, health resort treatment and high-quality medical care. Employees can also access telemedicine services and seek medical help from special first aid rooms located directly at the facilities.

Rusagro strongly supports healthy lifestyles and encourages employees to join in a variety of corporate activities aimed at maintaining their health and well-being, which include:

- Health days with specialised medical consultations
- Themed marathons (Stop Smoking, Maintain a Healthy Body Mass Index, etc.)
- Online webinars on emotional, spiritual and physical health
- Vitamin days

Additionally, the Company takes steps to prevent occupational illnesses linked to chemical service, such as giving mandatory training and providing personal protection equipment.

### Health



#### School of Health marathon for PrimAgro employees



PrimAgro, part of Rusagro Group, organised a 21-day online health marathon for its employees with the aim to build healthy-living habits. As part of the marathon, participants were given daily healthy tasks, recommendations, and chat support, while keeping health diaries and receiving counselling from a medical advisor who monitored their performance and provided diagnosis and treatment if necessary. As a result, employees learnt about proper nutrition, sleep, water consumption, got to know how to distribute physical activity, lost weight and mastered breathing exercises



## Engagement with local communities. Charity

As a socially responsible company, Rusagro Group makes a tangible contribution to the development of the regions where it operates and supports local communities. In 2015, the Group's Board of Directors adopted a Charity Programme, covering many ongoing social projects. The main focus is on improving education and supporting local educational institutions. All of the Company's business segments have their own community development and support initiatives.

### Charity promotion campaign 'One Rouble – Plenty of Help'



NMGK (part of Rusagro Group) joined the Magnit chain's charity promotion 'One Rouble – Plenty of Help' in the Year of the Family. The aim of the campaign is to raise funds to support families with children with disabilities. NMGK donated one rouble from each sold package of soap of its brands, while Magnit raised RUB 25 million and doubled this amount to fund charity programmes

### Educational programmes

The Group follows the principles of strategic investment and heavily contributes to the advancement of education in the regions of presence. Rusagro Group gives the charitable grants to schools to set up laboratories and purchase equipment for company-relevant tests and experiments. Part of the funding is used to train teachers on how to work and teach using the new equipment.

### Holding of cultural events

Another equally-important block in the development of local communities is the maintenance of their cultural identity. Rusagro Group tries to actively participate in the social life of local communities and holds various cultural events for them.

### Cooperation with autonomous non-profit organisations (ANO)

Apart from providing immediate assistance to local communities, the Group aims to collaborate with non-profit organisations in the areas of presence and carry out charity endeavours together.

### Infrastructure development

#### Infrastructure development in the Znamensky District of the Tambov Region



In order to improve living conditions and provide access to modern resources for rural residents, Rusagro, as a key partner of the district, allocated RUB 15 million to overhaul six socially important facilities under the integrated rural development programme. The project renovated a school, two kindergartens, a central library, a stadium and a House of Culture, as well as landscaped the surrounding areas

#### Infrastructure development in Manturovsky District, Kursk Region



In 2024, the local school's grounds were landscaped and a new playground was created in the Manturovsky District of Kursk Region thanks to Rusagro's assistance

## Animal health and welfare

Rusagro Group is continuously improving its approach to animal management. Animal welfare is directly linked to product quality, human health and the sustainable development of the Meat segment. The Group's employees place a high priority on the humane treatment of animals, from breeding and feeding to transport and slaughtering. The Company develops practices that promote each of the five animal freedoms. Site managers, superintendents, veterinarian services, and the director of production are all in charge of managing animal welfare.



### The five freedoms of animals

#### Freedom from hunger and thirst

All animals are kept indoors with automatic fodder and water supply systems programmed to meet their individual physiological needs. Self-sufficiency in feed reaches 100% – the Company does not use feed obtained from regions with high or extremely high basic water stress. The site have primary and backup artesian wells that deliver the necessary amounts of water; instances where the animals' water supply is interrupted are excluded.

#### Freedom from fear and distress

The conditions that animals are raised in have a big impact on preventing the development of stress. Therefore, Rusagro creates a suitable micro-climate in the animal housing, provides balanced nutrition and pays special attention to changes in housing regimes.

#### Freedom from pain, injury or disease

Rusagro's employees observe animals on a daily basis to promptly identify signs of disease or injury and take the necessary response measures. The Company creates the necessary housing and transportation conditions to reduce injuries to pigs.

#### Freedom to express normal behaviour

Pigs are social animals, forming bonds with each other and those who care for them. Loose housing systems provide social interaction between the animals and the necessary space for them to move around, and 20% of the sows are housed in groups to maintain and improve comfort conditions during pregnancy.

#### Freedom from discomfort

The Company's pig farms are equipped in line with the current legislation of the Russian Federation in terms of providing animals with watering, feeding, air exchange and necessary housing areas. Rusagro is constantly improving the living conditions of the animals, providing them with comfort and peace of mind.



## Automation

The Group upgrades its technologies to reflect best practices from throughout the world and places a high priority on innovation to maintain animal welfare.

### Automatic feed delivery



Rusagro Group has a unique project for automatic order generation and feed delivery to four production sites in Tambov Region in the Meat Business. The project reduces staff time spent on determining feed levels in feed bins, analysing feed consumption by animals, and generating an order for feed supply and delivery

### Remote weighing of animals



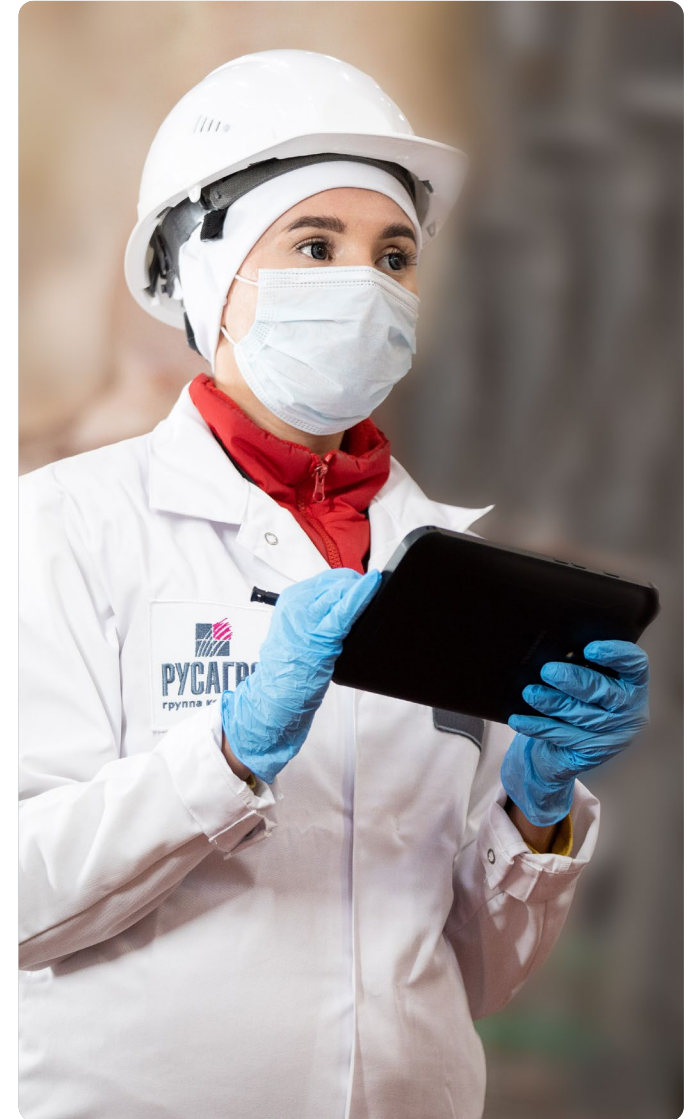
At the pig breeding facilities owned by Rusagro Group, an inventive computer vision system has taken the place of the conventional weighing technique, which is quite stress-inducing for animals. The new system uses a camera and algorithms to determine a pig's average weight, helping employees make quick feeding decisions

## Keeping animals healthy

Rusagro Group has the General Regulation on Biosafety in place, which regulates all processes related to risk mitigation as to preventing the introduction and spread of animal diseases, as well as standards for each process-related and veterinary procedure. A comprehensive assessment of operators' theoretical knowledge and practical skills is carried out twice a year in order to reduce the risks associated with animal disease and maintain the high qualifications of employees.

The chief veterinarian of the Meat Business, field veterinarians, as well as senior and chief district and regional veterinarians, are responsible for the health and timely treatment of all livestock, biosafety, and proper sanitation and disinfection of production sites.

Specialists monitor the health status of the animals on a daily basis, followed by the necessary treatment according to approved schedules, using only drugs that are authorised for use in the territory of the Russian Federation. The Group's veterinarians are responsible for prescribing and monitoring the timeliness and relevancy of the treatment administered to animals.



## Biosafety

To ensure a high level of biosafety at its pig-breeding assets, Rusagro Group adheres to five key principles. Due to their compliance, the Company was able to minimise the impact of African swine fever (ASF) epidemics.

### Physical separation and specialisation

Full monitoring of land within a 10-km radius of the Company's pig farms to ensure that there are no other livestock farms. The farms are located 1 to 3 km apart. Animals of different generations and different production functions are kept separately.

### Restrictions and access control

Strict entry and exit control against logbook, and restricted access to areas within pig farms to employees or other visitors and vehicles. Mandatory personal hygiene procedures for people and washing, disinfection and heat treatment for vehicles.

### Vaccination and morbidity monitoring

Animals are routinely vaccinated to prevent the spread of disease. Continuous tracking of data on the spread of diseases and the latest scientific advances in biological and veterinary safety. In the case of disease outbreaks, refusal to purchase feed and supply animals in the regions where outbreaks occurred.

### Feed quality control

Continuous laboratory control of all feed ingredients at compound feed mills, which includes the assessment of quality and purity, and monitoring for pathogenic elements, infections and toxic substances. All feed is heat-treated to prevent the spread of disease.

### Strict sanitary control

Regular cleaning and disinfection of production sites. Following the AIAO (All-in / all-out) principle, which implies that any production area may only be occupied by animals of the same generation. Once the growing stage is completed, the area is thoroughly cleaned and disinfected.

### Audit of biosafety

The Company has an internal system of regular audits, which are carried out by the security service and the biosafety manager. The regular internal audits help to reduce disease risks and promote animal welfare. The pre-slaughterhouse and slaughterhouse animal management conditions are subject to the internal audit on an annual basis to ensure that sanitary and technical standards are met and that the animals are treated humanely.