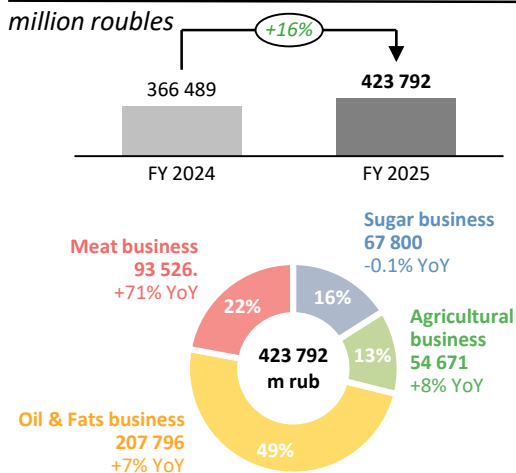


TRADING RESULTS 12M 2025

Rusagro's revenue structure* for 12M 2025



* Sales before intersegment eliminations and account for other sales.

In 2025 Rusagro’s consolidated revenue before intersegment eliminations increased by 16% to 424 bn roubles (+57 bn roubles), exceeding the previous year’s record.

Meat business revenue increased by 71% to 94 bn roubles as a result of higher capacity utilisation in the context of domestic and export demand expansion.

Following efficiency gains in the sowing campaign and initiatives to broaden export volume **Agricultural business revenue increased by 8% to 55 bn roubles**. With the continued development of internal production and the trading segment the business achieved a record level of exports in 2025.

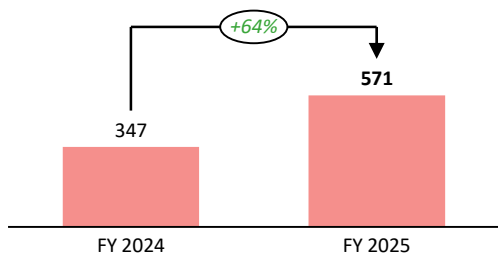
Despite a planned 9-month suspension of Atkarsky oil extraction plant for the purposes of large-scale modernisation **Oil & Fats business revenue increased by 7% to 208 bn roubles**. Sales were bolstered by major projects, among which were launch of oil transshipment at the St. Petersburg oil terminal and the expansion of export operations, together with improvements in logistics efficiency and raw material supply.

Sugar business delivered a stable revenue of 68 bn roubles amid high competition in the Russian sugar market. Meanwhile, the project of long-term sugar beet storage system has been completed, paving the way for stronger results in 2026.

MEAT BUSINESS*

Production of pigs

thousand tonnes, in live weight for slaughtering



Production of liveweight pork for slaughtering rose by 64% relative to the levels of 2024 to 571 thousand tonnes (+224 thousand tonnes).

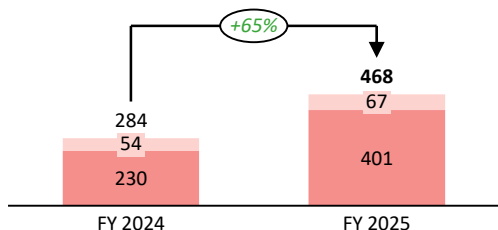
Production in Central Federal District (CFD) increased by 191 thousand tonnes following the consolidation of Agro-Belogorie** group’s results and projects under the efficiency enhancement programme: the CFD cluster achieved a record-high piglet output per sow. In 2025 the integration of new asset successfully delivered synergistic benefits, such as consolidated procurement and improved meat processing performance through Rusagro’s best practices adoption and fixed costs reduction.

Higher capacity utilisation in Primorye cluster resulted in production growth of 33 thousand tonnes.

Sales volume of pork products

thousand tonnes

■ Pork products: Consumer
■ Pork products: Industrial



Sales volume of pork products increased by 65% (+184 thousand tonnes) to 468 thousand tonnes.

Pork sales growth was supported by higher B2B-related output and an enhanced product portfolio, driven by a broader range and increased sales of chilled semi-finished products.

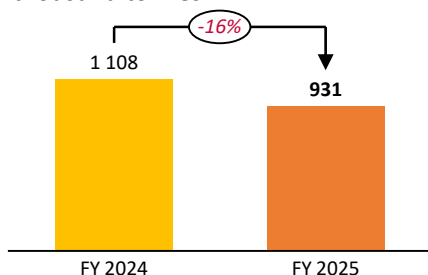
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OIL & FATS BUSINESS

Production of crude vegetable oil

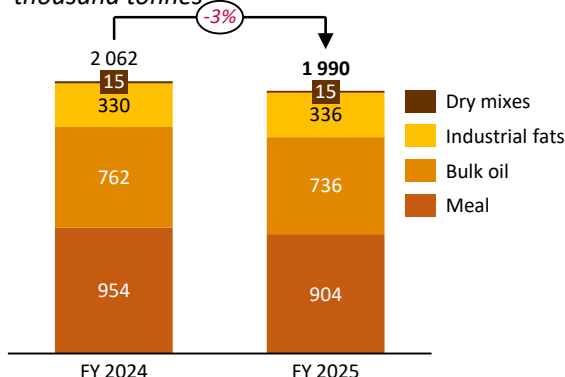
thousand tonnes



Crude vegetable oil production decreased by **16%** to **931 thousand tonnes (-176 thousand tonnes)** relative to the previous year due to the scheduled shutdown of the Atkarsky oil extraction plant starting 1 April 2025, as part of a modernisation project. This was partially compensated by higher capacity utilisation at the Balakovskiy oil extraction plant. Following reconstruction, the Atkarsky oil extraction plant was relaunched in January 2026, boosting processing capacity by 56% to 2 400 tonnes of seeds per day.

Sales volume of industrial oil & fat and dairy products

thousand tonnes

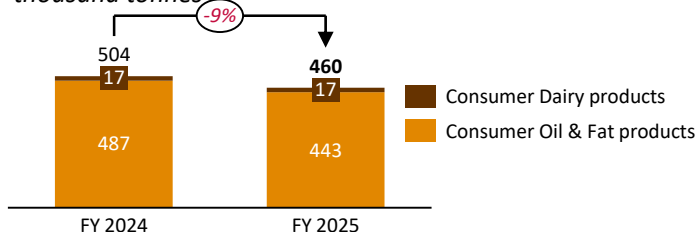


Sales volume of industrial products declined by **3%** relative to the period of 2024 to **1 990 thousand tonnes (-71 thousand tonnes)**.

Sales of meal decreased by **5%** (-50 thousand tonnes) as a result of the Atkarsky oil extraction plant shutdown for modernisation, which was partially compensated by the growth in production of soy meal. Sales of bulk oil decreased by **4%** to **736 thousand tonnes (-27 thousand tonnes)**, production decline was largely compensated by expansion of the commodity trading channel, increased deliveries to premium export markets and greater logistics efficiency. Sales of industrial fats increased by **2%** (+6 thousand tonnes) as a result of higher capacity utilisation in comparison to 2024, when logistical constraints limited palm oil imports.

Sales volume of consumer oil & fat and dairy products

thousand tonnes

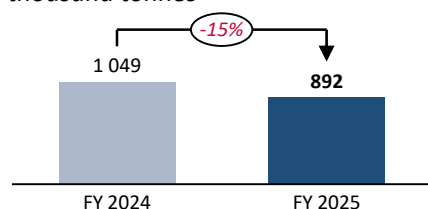


Sales of consumer products (bottled oil, margarines, mayonnaise and sauces based on it, ketchups, cheese, spreads, butter, cream and others) declined by **9%** to **460 thousand tonnes (-44 thousand tonnes)**. Transformation of distributor operations and weaker export demand, amid a stronger rouble, were the main factors behind this sales decrease in consumer segment.

SUGAR BUSINESS

Production of sugar

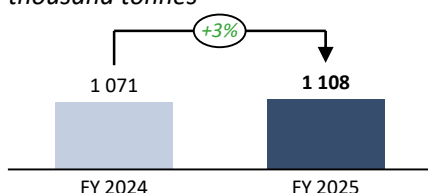
thousand tonnes



Sugar production declined by **15%** relative to previous period to **892 thousand tonnes (-157 thousand tonnes)**. This was driven by lower digestibility of sugar beet in the 2025/26 season.

Sales volume of sugar

thousand tonnes

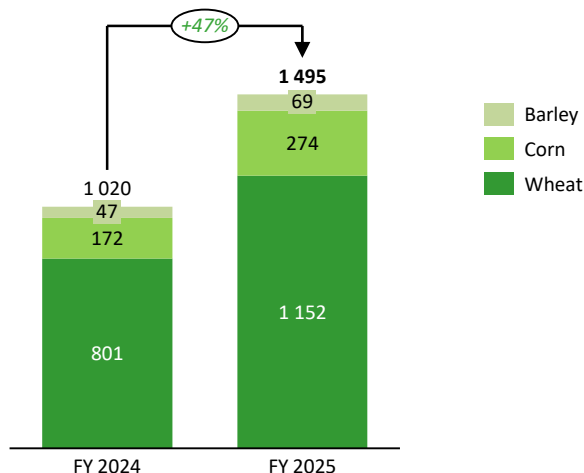


Sugar sales volume increased by **3%** to **1 108 thousand tonnes (+36 thousand tonnes)** driven mainly by higher shipments in the export segment as part of the fulfilment of Rusagro's commitments under the consortium agreement of 18 Russian sugar producers signed in autumn 2025. Additional support came from the growth in trading channel.

AGRICULTURAL BUSINESS*

Sales volume of grain crops

thousand tonnes



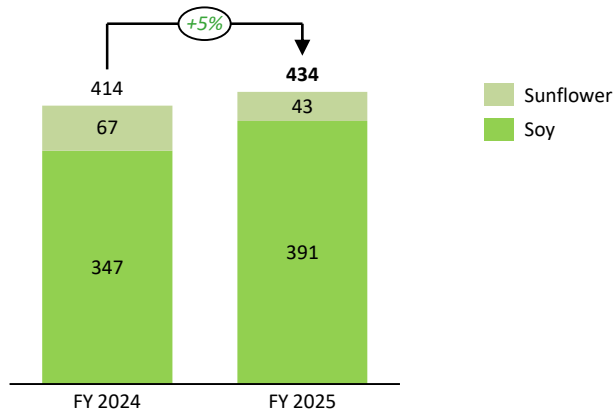
Grain crops sales improved by **47% (+475 thousand tonnes)** to **1 495 thousand tonnes**.

Wheat sales increased by **44%** to **1 152 thousand tonnes** driven by higher crop yields and greater export sales through trading channel.

Corn sales volume increased by **60%** to **274 thousand tonnes** due to higher yields in Primorje in 2024 and larger opening stocks at the start of 2025.

Sales volume of oil crops

thousand tonnes



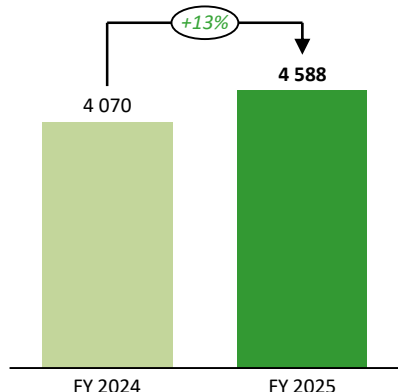
Oil crops sales increased by **5% (+20 thousand tonnes)** to **434 thousand tonnes**.

Sunflower sales decreased by **35% (-24 thousand tonnes)** as a result of smaller sowing area in favour of other crops as part of the crop rotation plan.

Soybean sales increased by **13%** to **391 thousand tonnes (+44 thousand tonnes)** relative to the period of 2024 amid high yields.

Sales volume of sugar beet

thousand tonnes



Sugar beet sales increased by **13% (+518 thousand tonnes)** to **4 588 thousand tonnes**, driven by larger sowing area.

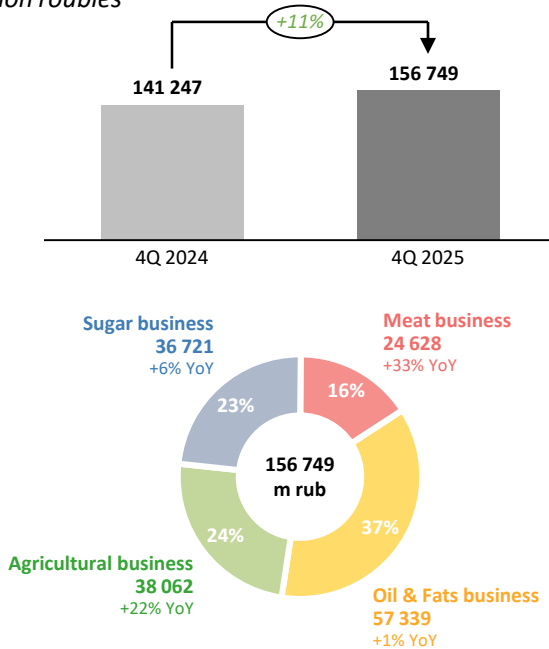
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TRADING RESULTS 4Q 2025

Rusagro's revenue structure* for 4Q 2025

million roubles



In 4Q 2025 Rusagro's consolidated revenue before intersegment eliminations increased by 11% to 157 bn roubles (+16 bn roubles).

Rusagro Group's revenue continued to grow primarily due to its Meat and Agricultural businesses. Compared to 4Q 2024, internal efficiency in meat production in the Central Federal District (CFD) improved, utilisation of Primorye cluster's capacities increased, and synergies from the integration of Agro-Belogorie group were realised. Higher crop yields and the development of the export channel in Agricultural business provided an additional driver of the Group's revenue growth.

Sugar business demonstrated higher revenue due to expansion of trading channel.

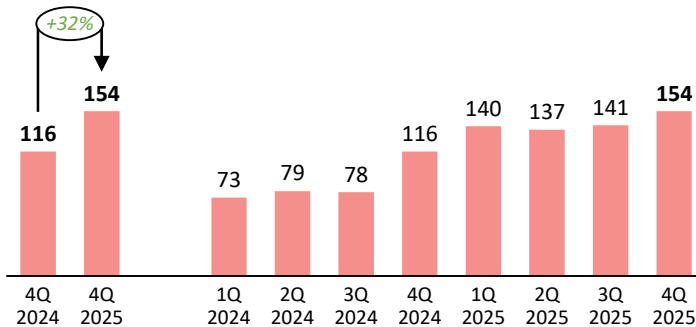
Despite the final stage of Atkarsky oil extraction plant modernisation Oil & Fats business demonstrated a stable performance from the perspective of revenue.

* Sales before intersegment eliminations and account for other sales.

MEAT BUSINESS*

Production of pigs

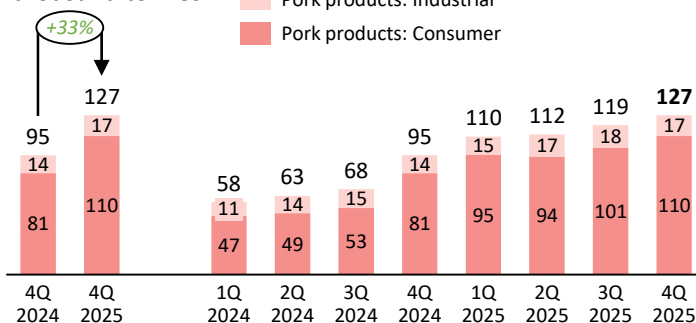
thousand tonnes, in live weight for slaughtering



Production of liveweight pork for slaughtering rose by 32% to 154 thousand tonnes. In 4Q 2025 production growth was driven by a comprehensive approach to improving efficiency in the Central Federal District (CFD), higher capacity utilisation in Primorye, and the consolidation of the results of Agro-Belogorie** group.

Sales volume of pork products

thousand tonnes



Sales volume of pork products increased by 33% (+32 thousand tonnes) to 127 thousand tonnes.

Sales of pork products in 4Q 2025 reflect production dynamics.

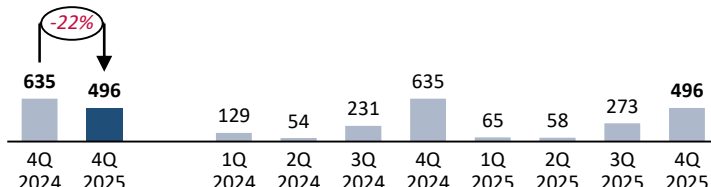
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SUGAR BUSINESS

Production of sugar

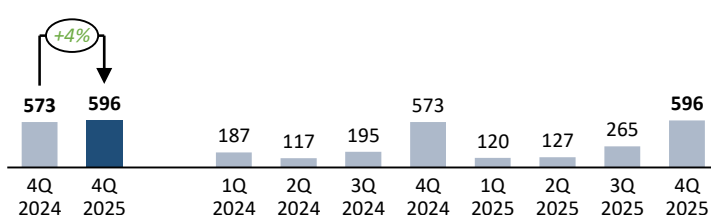
thousand tonnes



In 4Q 2025 sugar production decreased by **22%** compared to the same quarter of the previous year to **496 thousand tonnes (-139 thousand tonnes)** in light of the lower sugar beet digestibility in 2025/26 season.

Sales volume of sugar

thousand tonnes

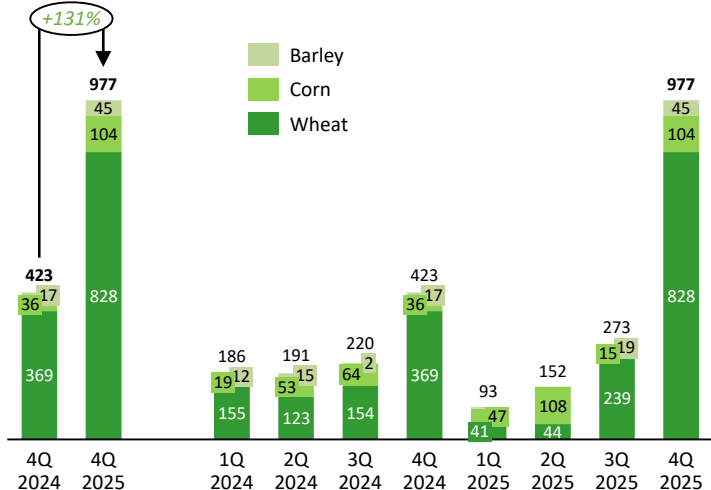


Sugar sales volume increased by **4%** to **596 thousand tonnes (+23 thousand tonnes)**. Lower production was compensated by higher export shipments and sales in trading channel.

AGRICULTURAL BUSINESS

Sales volume of grain crops

thousand tonnes



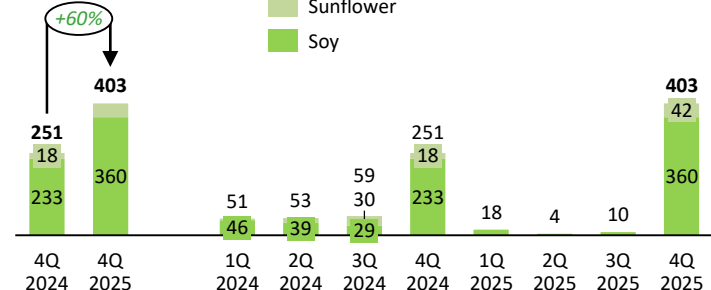
In 4Q 2025 grain crops sales improved **2.3 times** and amounted to **977 thousand tonnes (+554 thousand tonnes)**.

Wheat sales increased **2.2 times (+459 thousand tonnes)** to **828 thousand tonnes**. Record sales volumes were achieved as a result of shifting the active sales phase to Q4 2025 and increasing export sales through trading channel. Initiatives to enhance operational efficiency, expand export geography and develop trading activities support the delivery of internal strategic priorities and alignment with government targets to increase agricultural products exports by 2030.

Corn sales volume increased **2.9-fold** to **104 thousand tonnes (+69 thousand tonnes)** in line with annual sales schedule.

Sales volume of oil crops

thousand tonnes

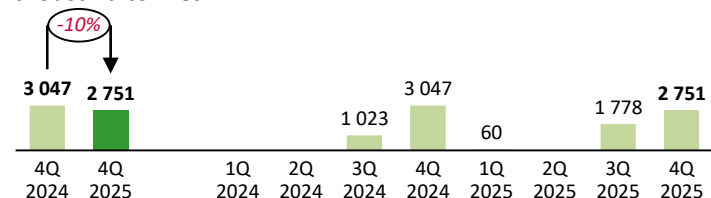


Oil crops sales increased by **60%** to **403 thousand tonnes (+152 thousand tonnes)**.

Sunflower sales increased **2.4 times** to **42 thousand tonnes**, and soy sales – **by 55%** to **360 thousand tonnes** due to the shift of active sales phase to 4Q 2025 in line with annual sales schedule.

Sales volume of sugar beet

thousand tonnes

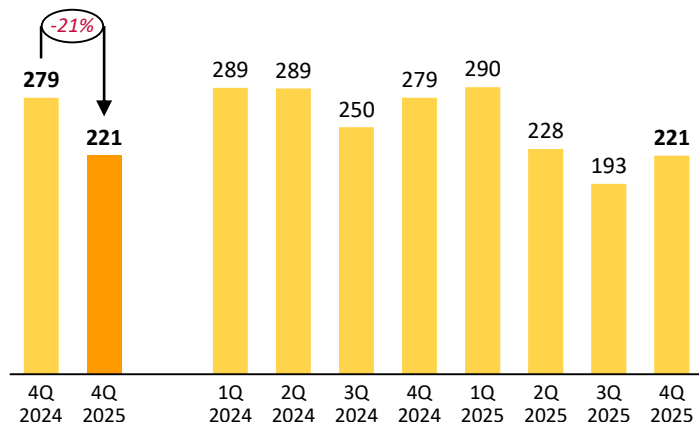


Sugar beet sales decreased by **10%** to **2 751 thousand tonnes (-296 thousand tonnes)** relative to the same period of the previous year, driven by the sales shift from 3Q to 4Q in 2024.

OIL & FATS BUSINESS

Production of crude vegetable oil

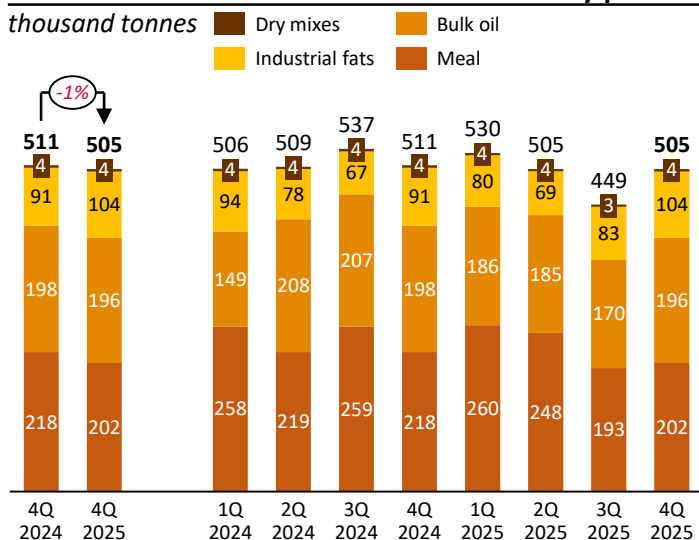
thousand tonnes



Crude vegetable oil production decreased by **21% (-59 thousand tonnes)** to **221 thousand tonnes** due to the scheduled shutdown of the Atkarsky oil extraction plant starting 1 April 2025, as part of a modernisation project. In January 2026 the plant relaunched following the completion of the reconstruction.

Sales volume of industrial oil & fat and diary products

thousand tonnes



Sales volume of industrial oil & fat and diary products in 4Q 2025 amounted to **505 thousand tonnes (-1%; -6 thousand tonnes)**.

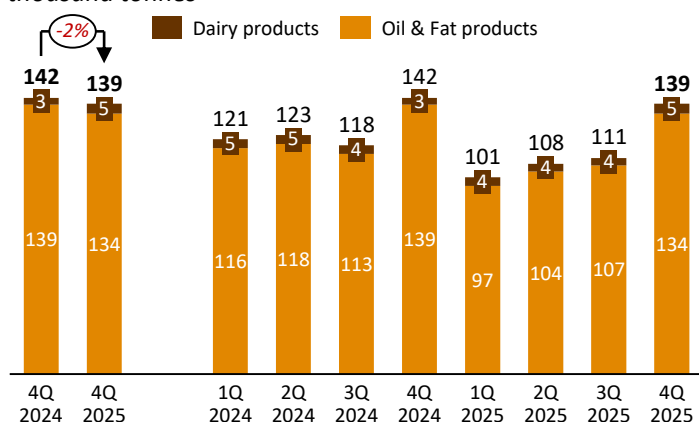
Sales of meal decreased by **8%** to **202 thousand tonnes (-17 thousand tonnes)** due to the Atkasky oil extraction plant modernisation, which was partially compensated by the growth in soy meal production.

Sales of bulk oil amounted to **196 thousand tonnes (-1%; -2 thousand tonnes)** as a result of lower production, which was partially compensated by increased export sales through the trading channel and a focus on premium markets.

Sales of industrial fats increased by **15% (+13 thousand tonnes)** to **104 thousand tonnes** amid the limitations in import logistics of palm oil 4Q 2024.

Sales volume of consumer oil & fat and diary products

thousand tonnes



In 4Q 2025 sales of consumer products of Oil & Fats business (bottled oil, margarines, mayonnaise and sauces based on it, ketchups, cheese, spreads, butter, cream and others) amounted to **139 thousand tonnes (-2%; -3 thousand tonnes)** amid the restructuring of distributor operations, which involves reducing the number of counterparties and focusing on the largest of them, resulting in a temporary decline in shipments. This optimization in distribution network is aimed at enhancing market coverage in Russia and the CIS and at driving sales growth. In addition, strengthening of the rouble contributed to a slowdown in export demand.

Trading results of 4Q and 12M 2025

Item	12M 2025	12M 2024	Change, %	4Q 2025	4Q 2024	Change, %
Total sales*, million roubles	423 792	366 489	16%	156 749	141 247	11%
Oil & Fats business, thousand tonnes						
Production volume of crude vegetable oil	931	1 108	(16%)	221	279	(21%)
Sales volume of consumer products, including:	460	504	(9%)	139	142	(2%)
oil & fat products	443	487	(9%)	134	139	(3%)
dairy products	17	17	2%	5	3	44%
Sales volume of industrial products, including:	1 990	2 062	(3%)	505	511	(1%)
meal	904	954	(5%)	202	218	(8%)
bulk oil	736	762	(4%)	196	198	(1%)
industrial fats	336	330	2%	104	91	15%
dry whey mixes	15	15	(4%)	4	4	2%
Meat business, thousand tonnes						
Production volume of pork in live weight for slaughtering	571	347	64%	154	116	32%
Sales volume of pork products	468	284	65%	127	95	33%
industrial products	401	230	74%	110	81	36%
consumer products	67	54	23%	17	14	17%
Sugar business, thousand tonnes						
Production volume of sugar	892	1 049	(15%)	496	635	(22%)
Sales volume of sugar	1 108	1 071	3%	596	573	4%
Agricultural business, thousand tonnes						
Sales volume of grain crops, including:	1 495	1 020	47%	977	423	131%
wheat	1 152	801	44%	828	369	124%
corn	274	172	60%	104	36	192%
barley	69	47	45%	45	17	156%
Sales volume of oil crops, including:	434	414	5%	403	251	60%
sunflower	43	67	(35%)	42	18	139%
soybeans	391	347	13%	360	233	55%
Sales volume of sugar beet	4 588	4 070	13%	2 751	3 047	(10%)

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