

Appendix 3. Biographies of the Members of the Board of Directors, CEO and Corporate Secretary of INARCTICA PJSC

Board of Directors

Ekaterina Chernova

Chair of the Board of Directors

Ekaterina Chernova was born in 1980.

As of the reporting date, she held 10,940 ordinary shares of INARCTICA PJSC and no interest in authorised capitals of its controlled entities.

Chair of the Sustainable Development Committee of the Board of Directors

Citizenship: Russia.

Date of first election to the Company's Board of Directors: 13 January 2016.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Member of the Audit Committee of the Board of Directors

Ekaterina Chernova graduated from the Finance Academy under the Government of the Russian Federation, with major in World Economics (Economist). She also was a student of Harvard Business School (General Management Program) in 2012, has an ACCA Diploma, and is a member of the Independent Directors Association.

Ekaterina Chernova has been running an investment company for six years and serving as a financial expert in direct and venture investments in Russia for over 15 years.

Professional background: 2015 to 2018, she held the position of CFO of CFC Management LLC. Since 2018, she has been the Chief Executive Officer of CFC Management LLC. Since 2022, she has been the Chief Executive Officer of CFC Global FZCO. Since 2023, he has been the managing partner at OCTO MANAGEMENT CONSULTANICES LLC.

She is competent to handle strategic and business solutions in joint-stock holding companies, including M&A, restructuring, transformation, corporate governance, change management and HR strategies, and crisis management. She has excellent leadership and communication skills.

Ekaterina Chernova worked for Access Industries (an industrial holding company) and PricewaterhouseCoopers (an international audit firm).

Sayyora Ayupova

Independent member of the Board of Directors

Sayyora Ayupova was born in 1978.

Chair of the Strategy Committee of the Board of Directors

Citizenship: Uzbekistan.

Date of the first election to the Company's Board of Directors: 30 June 2021

Member of the Nomination and Remuneration Committee of the Board of Directors

Sayyora Ayupova graduated from Tashkent State University of Oriental Studies, with major in Economics and Regional Studies. She is a certified IoD Chartered Director (Institute of Directors, UK). In 2020–2021, she was a leadership student at INSEAD (Building Digital Partnerships and Ecosystems; Strategy in the Age of Digital Disruption; FinTech).

Professional background: 1997 to 2015 held various positions in Procter&Gamble Turkey, Central Asia, Caucasus (2012 to 2015 – CEO of Procter&Gamble Central Asia). 2015 to 2016, she served as CEO of Coca-Cola Hellenic BC Armenia. 2016 to 2018 – CEO of Sales for Russia at Coca-Cola Hellenic BC Russia. 2019 to 2022, she was a member of the Board of Directors

of SB Alfa-Bank Kazakhstan JSC as an independent director. Since 2022, she has been a Managing Partner at Compass Directors (Uzbekistan) and is an independent member of the Board of Directors of ASR KIMYO INVEST LLC (Uzbekistan). Since February 2023, – partner of SYNFIN ADVISORS LLC consulting company for the Middle East and Central Asia, Caucasus.

As at the reporting date, she did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and did not enter into any transactions with the securities (shares) of these companies.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Sayyora Ayupova possesses expertise in corporate governance, strategic business planning creation and management, digitalisation and business transformation, marketing brand building, organisational change and business models.

Vladimir Alexandrov

Independent member of the Board of Directors

Mr. Alexandrov was born in 1979.

business unit at Rusagro Group.

He currently holds the positions of CEO at Sigma Energy Management and DIALL ALLIANCE.

Member of the Strategy Committee of the Board of Directors

Citizenship: Russia.

Date of first election to the Company's Board of Directors:
30 June 2023

As at the reporting date, he did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and he did not enter into any transactions with the securities (shares) of these companies.

Member of the Audit Committee of the Board of Directors

In 2001, he graduated from Financial Academy under the Government of the Russian Federation with major in Finance and Credit (Bachelor). In 2006, received a Master of Business Administration (MBA) degree from Harvard Business School.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Professional background: 2001 to 2020, he worked at McKinsey & Company, an international consulting company. He has served as the leader of the major capital projects and the CIS mining and chemical customers practice. 2020 to 2022, he headed the oil and fats

Mr. Alexandrov possesses expertise in strategy and business management, sales development, M&A transactions, human resources, finance and risk management.

Anna Vasilenko

Independent member of the Board of Directors

Anna Vasilenko was born in 1973.

As at the reporting date, she did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and did not enter into any transactions with the securities (shares) of these companies.

Chair of the Nomination and Remuneration Committee of the Board of Directors

Citizenship: Russia.

Date of the first election to the Company's Board of Directors: 30 June 2021

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Member of the Sustainable Development Committee of the Board of Directors

Anna Vasilenko graduated from Lomonosov Moscow State University, with major in Economics; Skolkovo School of Management. She is a certified IoD Chartered Director (Institute of Directors, UK).

Ms. Vasilenko is competent in finance, corporate governance, strategy, PR and IR, and HR management.

Professional background: 2014 to 2020, she held management positions in key client and issuer relations at Moscow Exchange PJSC. Since 2021, she has been managing EM, an international financial, corporate and digital communications agency specialising in emerging markets. Since June 2021, she has been sitting on the Board of Directors of UC RUSAL as an independent director.

Dmitry Vasilkov

Independent member of the Board of Directors

Member of the Strategy Committee of the Board of Directors

Dmitry Vasilkov was born in 1981.

Citizenship: Russia.

Date of the first election to the Company's Board of Directors: 30 June 2021

Dmitry Vasilkov received his master's degree from Moscow State Institute of International Relations (University) of the Ministry of Foreign Affairs of the Russian Federation, with major in World Economy.

Professional background: since 2017, he has been a CEO of EcoCapital LLC and Engaging Audience LLC. Since 2022, Mr. Vasilkov has been a CEO of QuScape (Quantum Systems LLC). He is the developer of corporate communications software WhenSpeak, co-founder of UNIX LLC and founder of Pompeii Art Group LLC.

As at the reporting date, he did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and did not enter into any transactions with the securities (shares) of these companies.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Mr. Vasilkov is competent in founding and management of FMCG¹ companies, business management strategy, production digitalisation (simulation modelling, optimisation, and quantitative production, business and finance), IT products development and implementation.

¹ Fast-Moving Consumer Goods.

Roman Kascheyev

Independent member of the Board of Directors

Member of the Audit Committee of the Board of Directors

Roman Kascheyev was born in 1977.

Citizenship: Russia.

Date of the first election to the Company's Board of Directors: 30 June 2021

He holds a Master in Economics from Lomonosov Moscow State University (MSU) and ICA International Diploma in Governance, Risk and Compliance.

Professional background: 2000 to 2005, he was a project manager in management consulting, including IBM Consulting and IBS. He designed the Shareholder Value Management course and held it in MSU and RANEPa. 2005 to 2017, he held various positions in RUSAL Group companies, where he was responsible for the development of the corporate governance and compliance system. 2009 to 2017, he was a member of the Supervisory Board of RUSAL Global Management B.V. 2017 to 2019,

he held the positions of Director for International Corporate Governance and Chief Compliance Officer at En+ Group companies. 2018 to 2019, he was a member of the Board of Directors of En+ Holding Limited. Since 2019, Mr. Kashcheev has been a compliance director at Ingosstrakh IPJSC.

As at the reporting date, he did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and he did not enter into any transactions with the securities (shares) of these companies.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Roman Kashcheev has extensive experience in building corporate governance systems in large public companies and is competent in IT and risk management.

Andrey Marchenko

Independent member of the Board of Directors

Andrey Marchenko was born in 1982.

Citizenship: Russia.

Date of first election to the Company's Board of Directors:
29 December 2020

Andrey Marchenko graduated from Moscow State Open University named after Viktor S. Chernomyrdin and Lomonosov Moscow State University, with major in Public Administration. He holds a PhD in Economics and is a professional securities market participant (FFMS certificate, series 1.0).

Professional background: 2011 to 2020, he was Executive Director of Unite Capital Partners Advisor LLC. 2015 to 2020, he was Chief Executive Officer of Nordic Investments LLC. 2016 to 2022, he was a member of the Strategy Committee and Investment Committee of the Board of Directors of Inter RAO PJSC. 2019 to 2021, he was a member of the Boards of Directors of Geosplit Holding LLC, Cryogas M&T Poland S.A., Cryogas JSC,

Polyus-Kholoda LLC. Since 2020, he has been a partner of Sinai Capital Investment Group. 2022 to June 2023, he was an independent member of the Board of Directors of Rosseti Centre and Volga Region PJSC. Mr. Marchenko is an expert of the ASI3 working group for monitoring the action plan (roadmap) for Corporate Governance Improvement, as well as of the Moscow Exchange working group for improving dividend policies of Russian companies.

As at the reporting date, he did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and he did not enter into any transactions with the securities (shares) of these companies.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Mr. Marchenko has in-depth knowledge and significant experience in public markets, corporate finance and sustainable strategy.

Member of the Sustainable Development Committee of the Board of Directors

Vladislav Pogulyayev

Independent member of the Board of Directors

Vladislav Pogulyayev was born in 1978.

of professional management experience, he held executive positions in international audit companies and real economy business.

Chair of the Audit Committee of the Board of Directors

Citizenship: Russia.

Date of the first election to the Company's Board of Directors: 30 June 2021

As at the reporting date, he did not hold any shares in the Company or interest in the authorised capitals of its controlled entities, and he did not enter into any transactions with the securities (shares) of these companies.

Member of the Nomination and Remuneration Committee of the Board of Directors

Vladislav Pogulyayev graduated from Lomonosov Moscow State University (MSU), with major in Economics. He holds an Executive MBA from the Skolkovo School of Management in Moscow, a PhD in Economics, a unified auditor qualification certificate, and a Certified Public Accountant (CPA) degree in the USA.

No administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

Professional background: since 2014, he has been CEO of Unicon JSC. Since 2015, he has also been CEO of Unicon Financial Consultancy LLC. With over 20 years

Vladislav Pogulyayev has expertise in audit and finance, risk management, assessment, capital transaction support, and strategic management.

Chief Executive Officer

Ilya Sosnov

Ilya Gennadyevich was born in 1978.

Citizenship: Russia.

Ilya Sosnov graduated from the Faculty of Economics of Lomonosov Moscow State University (MSU) with major in Economics.

Professional background: Ilya Sosnov came to the INARCTICA Group from SIBUR – Russian Tyres OJSC.

2011 to 2015, he served as Deputy CEO for Operations and CFO of Russian Fish Company JSC. Since 2015, – CEO at INARCTICA PJSC. Since 2015, – CEO at INARCTICA NW LLC. Also, he headed individual companies of the INARCTICA Group in different periods.

As of 31 December 2023, Mr. Sosnov directly owned 1,974,324 shares of INARCTICA PJSC and indirectly through IGS Invest JSC – 15,150,558 shares, which is 19.49% of the Company's authorised capital.

No shareholdings in the Company's subsidiaries and associates.

Corporate Secretary

Valeria Vasyutkina

Valeria Vasyutkina was born in 1992.

Citizenship: Russia.

In 2018, she graduated from the International Law Faculty of the All-Russian Academy of Foreign Trade, with major in Law (Master's degree).

Professional background: 2019 to 2021, she worked as a leading legal adviser at the Shareholder Policy and Corporate Relations Department of Ingosstrakh JSC. In 2021, she worked as General Counsel at the Aircraft Group. 2021 to 2023, she worked as Head of Corporate Law at INARCTICA NW LLC.

As at 31 December 2023, she owned 1,568 shares, representing 0.0018% of the Company's authorised capital. No shareholdings in the Company's subsidiaries and associates.

No criminal record, and no administrative and/or criminal records for crimes involving money, taxes, levies, or the securities market.

There was no conflict of interest, even with regard to membership in the governing bodies of rival companies.