
OSHER

INDEPENDENT INVESTMENT HOLDING

Capital that outlives the moment.

Osher invests in essential systems — finance, technology, science, food and the built environment — then stays to help them mature.

Built for the long horizon

An independent investment holding advancing finance, technology, science, food and the built environment.

Built for the long horizon

We unite patient capital with rare technical depth.

Osher is an investment holding shaped around one conviction: consequential progress takes more than funding. It requires operating discipline, scientific curiosity and the patience to build durable institutions.

Our history is measured in accumulated judgment. A globally assembled community of investors, engineers, scientists and operators works across borders and disciplines to move complex ideas from theory into resilient enterprises.

What defines the holding

Long-term OWNERSHIP MINDSET	Global SPECIALIST NETWORK	Multi-sector OPERATING PERSPECTIVE	Disciplined CAPITAL ALLOCATION
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Osher approaches investment with the understanding that essential systems take time to mature. We combine long-horizon capital with active attention to operating discipline, technical quality and institutional resilience.

Investment philosophy

01

Patience as a Strategic Advantage

Essential systems take time to mature. We combine long-horizon capital with attention to operating discipline, technical quality and institutional resilience, creating room for teams to solve fundamental problems.

02

Where Disciplines Work Together

The most consequential opportunities rarely belong to a single field. Financial judgment is brought into conversation with engineering, science, product development and operational experience.

03

Building Beyond the Transaction

Ownership is an ongoing responsibility rather than a financial event: strategy, governance, talent and systems reinforcing one another over time.

04

Investing Where Progress Becomes Practical

We focus on areas that shape how people finance, produce, build, cultivate and exchange value, connecting digital infrastructure with the physical world.

05

Growth with Structure and Purpose

Scale creates value only when quality, control and purpose grow with it. Resilience and long-term impact are considered alongside commercial potential.

06

Connecting Capital to Capability

Across markets and laboratories, the holding places capital where technical depth already exists and helps promising capabilities become durable platforms.

The future is not predicted. It is financed,
engineered and responsibly scaled.

OSHER INVESTMENT PHILOSOPHY

Where we build

Five industries in which the holding invests, operates and develops platform technologies.

Where we build

-
- 01 **Finance & Banking**
Reliable rails for payments, settlement and custody; resilient institutions and infrastructure that make capital safer, clearer and more useful.
-
- 02 **Information Technology**
Enterprise software, AI-assisted operations, cybersecurity and data infrastructure — software for consequential work.
-
- 03 **Agriscience**
Soil renewal, biological remediation and cultivation adapted to difficult environments, including engineered soil production.
-
- 04 **Food Production**
Smart production environments, process automation, quality assurance and traceable supply networks.
-
- 05 **Advanced Materials**
High-performance construction materials and technologies designed for durability, efficiency and responsible scale.
-

Resilient financial foundations

Modern finance must move quickly without becoming fragile.

Our approach combines prudential thinking with digital execution. We support platforms that improve access, settlement, risk visibility and operational continuity.

From core banking modernization to investment infrastructure, we prioritize governance, security and systems that remain understandable under pressure.

Resilient financial foundations

01 Infrastructure

Reliable rails for payments, settlement and custody.

02 Risk

Transparent controls designed into operations from the start.

03 Access

Products that translate sophisticated finance into clear experiences.

Ideas translated into operating capability

01

Reliable Foundations for the Flow of Capital

Platforms that strengthen payments, settlement, custody and the movement of financial information, with architectures that make responsibilities visible.

02

Controls Designed into the System

Risk management as part of the operating design rather than a final checkpoint, connecting governance, data quality, permissions and escalation paths.

03

Renewing Finance Without Losing Continuity

Modernization programs that map dependencies carefully, establish modular foundations and protect operational continuity.

04

Making Sophisticated Services Understandable

Products that turn complex workflows into clear journeys without hiding important choices or risks.

05

Prepared for Pressure, Designed for Recovery

How systems detect disruption, communicate status and recover through defined operational pathways.

06

Trust, engineered into every layer

We back financial institutions and infrastructure that make capital safer, clearer and more useful.

Confidence is the product of systems that
behave exactly as promised.

OSHER

From infrastructure to intelligence

Technology earns value when it makes complex systems simpler to operate.

Osher works with product teams across enterprise software, AI-assisted operations, cybersecurity and data infrastructure.

We favor defensible technology, precise product thinking and architectures that can evolve without losing control.

From infrastructure to intelligence

01

Architecture

Composable foundations built for change.

02

Intelligence

Applied AI with measurable operational purpose.

03

Scale

Engineering practices that preserve quality as adoption grows.

Ideas translated into operating capability

01

Systems Designed to Evolve

Modular architectures with clear interfaces, visible dependencies and disciplined ownership, so evolution becomes a managed process.

02

AI with an Operational Purpose

Applications where data, human judgment and accountable processes reinforce one another, with clear evaluation and monitoring.

03

Security as a Product Principle

Identity, access, data protection and incident readiness connected across the full system from the earliest design choices.

04

Turning Information into Shared Context

Data foundations that clarify ownership, improve quality and make analytical work easier to reproduce.

05

Precision from Prototype to Platform

Engineering practices connecting product intent with testing, observability and maintainable delivery.

06

Software for consequential work

Digital systems where reliability, intelligence and human judgment meet.

The strongest platform is one that disappears
behind the capability it creates.

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Biology as infrastructure

Living systems can repair what conventional
inputs only maintain.

We support research into microbial systems that can reduce the hazard profile of organic waste and pathogens while helping depleted soils recover productive capacity.

Our perspective joins laboratory validation, field economics and responsible deployment. The goal is not a short-lived yield spike, but a healthier and more resilient agricultural system.

Biology as infrastructure

01

Remediation

Biological pathways for safer waste and cleaner growing environments.

02

Fertility

Regenerative approaches to exhausted and arid soils.

03

Validation

Measurement from controlled trials through field deployment.

Engineered soil «ecochnozem»

Not an improved substrate — designed soil, produced to specification.

The microbiological solution Live Drop processes livestock and crop waste within 21–40 days while simultaneously producing engineered soil «ecochnozem» with the properties of a full natural black earth.

This is a different approach to soil. Instead of improving ordinary earth with additives — from lime to microbial cultures — the process designs and industrially produces the soil itself, with the properties required for its specific application.

Classical potting soils consist of an organic base (peat or sapropel) structured with inorganic components such as sand, plus starter chemical fertilisers. Here the output is not a mix of ingredients but effectively soil itself, with a consistently high content of biohumus and the microflora characteristic of virgin black earth.

Production parameters

> 10 % HUMUS CONTENT	up to 70 % ORGANIC FRACTION	21-40 DAYS PER PRODUCTION CYCLE	Natural ORIGIN OF EVERY COMPONENT
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Against conventional substrates

ECOCHERNOZEM COMPARED WITH NATURAL BLACK EARTH

PROPERTY	NATURAL CHERNOZEM	ECOCHERNOZEM
Humus content	Baseline	Elevated, above 10 %
Soil structure	Baseline	Pronounced crumb structure
Organic fraction	Baseline	Up to 70 %
Flora and fauna	Baseline	Greater diversity
Microelement profile	Baseline	Substantially richer
Production environment	Natural formation	Only the microclimate is artificial

Inputs and substrates

RAW MATERIAL — ANY ORGANIC WASTE STREAM

- Cattle manure
- Pig manure
- Poultry litter, including slaughterhouse waste
- Crop residues, including straw
- Fruit, vegetable and forestry waste
- Faecal matter
- Sewage sediment
- Surplus sludge from treatment facilities
- Weed vegetation

LOOSENING SUBSTRATE OPTIONS

- Peat
- Straw
- Foliage
- Sawdust and wood chips
- Brown coal
- Shale
- Coal industry spoil heaps
- Poor soil
- Sandy ground

Ideas translated into operating capability

01

Treating Soil as a Living System

Minerals, organic matter, water, roots and microorganisms considered as one connected system, guiding precise responses to depletion and imbalance.

02

Pathways from Waste to Safer Resources

Microbial, biochemical and process-based methods that reduce hazards and move material from unmanaged burden toward useful outcomes.

03

Decisions Grounded in Local Conditions

Diagnostics combining laboratory insight with observations from real production environments — precision begins with local evidence.

04

Balancing Availability, Timing and Need

Nutrient balance, root-zone chemistry and timing across the growth cycle, with controlled delivery limiting avoidable loss.

05

Agriculture Prepared for Variable Conditions

Cultivation models connecting regenerative practices, measurement and adaptable management to respond to changing water, temperature and soil conditions.

06

Restoring the productive power of land

Science-led solutions for soil renewal, safer waste treatment and agriculture adapted to difficult environments.

A landscape once considered marginal can become an engine of renewal.

OSHER

Better systems behind better food

Consistency is created long before a product reaches the consumer.

Our focus spans smart production environments, process automation, quality assurance and traceable supply networks.

We support producers that combine craft-level standards with industrial repeatability, reducing waste while strengthening safety and availability.

Better systems behind better food

01

Production

Controlled environments and repeatable processes.

02

Quality

Continuous sensing and evidence-led assurance.

03

Supply

Transparent movement from input to finished product.

Ideas translated into operating capability

01

Consistency Begins Before the Line Starts

Environments where inputs, equipment, workflows and responsibilities are clearly defined, so standardization protects quality while allowing improvement.

02

Evidence at Every Critical Point

Sensing, documentation and review systems that help teams identify variation close to its source.

03

A Clearer Journey from Source to Shelf

Traceability approaches that make the chain of sourcing, handling, processing and distribution easier to understand and manage.

04

Designing Waste Out of the Process

Process analysis identifying avoidable loss and connecting improvement to product quality.

05

Flexible Capacity with Stable Standards

Modular processes and clear decision rules that help teams adapt while preserving standards.

06

Precision from source to shelf

Resilient food production that protects quality, efficiency and the integrity of every process.

The future of food is both more intelligent and more accountable.

OSHER

Matter, reimagined

Every structural improvement compounds across the life of a building.

Osher explores material systems that improve strength, insulation, installation speed and lifecycle efficiency.

We connect laboratory innovation with manufacturing reality and the exacting standards of architects, engineers and builders.

Matter, reimagined

01

Performance

Materials designed for demanding real-world conditions.

02

Efficiency

Lower waste, simpler assembly and durable envelopes.

03

Adoption

Engineering evidence that helps new systems earn trust.

Yastik gas-fibre concrete

A dry mix plus water becomes a monolithic, thermally efficient structure on site.

Yastik is a composite, weather-resistant cellular concrete that cures without an autoclave. It combines fibre reinforcement with controlled porosation, delivering densities from 200 to 1200 kg/m³ and thermal conductivity of roughly 0.06–0.22 W/mK.

The engineering objective is a monolithic cellular concrete produced from a prepared dry mix: low mass, sufficient strength, strong thermal performance and improved crack resistance from the fibre and composite matrix.

Dry mix + water + formwork → monolithic structure in hours.

Performance envelope

D200-D1200 DENSITY RANGE, KG/M³	0.06-0.22 THERMAL CONDUCTIVITY, W/MK	F50-F100 FREEZE-THAW RESISTANCE	100 YEARS OF SERVICE LIFE
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Technical characteristics

TABLE 1 — TECHNICAL CHARACTERISTICS OF YASTIK

PARAMETER	VALUE
Density range	D200-D1200 kg/m³
Thermal conductivity	0.06-0.22 W/mK
Compressive strength	0.5-3.0 MPa
Frost resistance	F50-F100
Water absorption	Lower than standard aerated concrete
Fire safety	Class NG — non-combustible
Service life	100 years

Standardisation

Compliance and public-procurement status of the material.

GOST 25485-2019 Full compliance with cellular concrete requirements

GOST 23558-94 Pore structure and stability control for road applications

Ministry of Transport Recommended as an innovative material for public procurement

Seven engineering gains

01

Seamless monolith

100 % airtightness with no thermal bridges anywhere in the envelope.

02

Fire safety

Class NG material that withstands direct fire exposure for 3–7 hours.

03

25–30 % cost saving

Across materials, logistics, site works and finishing operations.

04

40–50 % faster

A 100 m² shell in 3–5 days instead of the usual 2–3 weeks.

05

Heating efficiency

Thermal inertia reduces heating bills by 30–40 % in operation.

06

100-year durability

Does not rot, resists rodents and does not degrade structurally.

07

Minimal labour

A crew of three replaces five qualified bricklayers on the wall cycle.

08

Crack resistance

Fibre reinforcement forms a 3D cage that prevents shrinkage cracking.

One layer instead of a system

WALL ASSEMBLY THICKNESS — TRADITIONAL VERSUS YASTIK

LAYER	TRADITIONAL	YASTIK
Brick	40 cm	—
Insulation	10-15 cm	—
Adhesive mortar	Multiple layers	—
Plaster	3-5 cm	—
Total thickness	60 cm	35 cm

Construction speed

TABLE 2 — CONSTRUCTION SPEED BY TECHNOLOGY

PARAMETER	BRICK	AERATED BLOCK	YASTIK
Build rate	0.3–0.5 m³/day	0.5–0.7 m³/day	1.0–1.5 m³/day
Time per floor	21–35 days	14–21 days	3–5 days
Full cycle	60–90 days	45–70 days	30–40 days

Budget structure

BUDGET STRUCTURE, INDEXED TO BRICK CONSTRUCTION

COST ITEM	BRICK	AERATED BLOCK	YASTIK
Materials	100	110	80
Works	100	105	70
Finishing	100	120	75
Total	100	115	70-75

Applications

A single monolithic Yastik layer of 35 cm replaces the entire traditional wall assembly — masonry, insulation, adhesive layers and plaster — saving floor area, materials and budget.

- Monolithic walls in low-rise and multi-storey construction
- Slabs and panels for rapid assembly
- Inter-floor decks with strong acoustic performance
- Monolithic roofs that replace the traditional insulation build-up
- Partitions and frame infill
- Lightweight foundations
- Floor pours that insulate thermally and acoustically in a single operation
- Monolithic envelope: no joints at all, so cold and moisture have no path inward
- Light logistics: 1 tonne of dry mix yields 2-2.5 m³ of material, cutting transport cost by 60 %
- Finish-ready surface: the as-cast face needs minimal filling before decoration

Structures on weak soils

01

Capillary break

A rigid, water-resistant base stops moisture rising from the subgrade, so water never reaches the asphalt.

02

Reduced ground pressure

At 200–600 kg/m³ the material is lighter than water, cutting load on the base by a factor of 2–3 and reducing structure thickness by 60–70 %.

03

Frost resistance F100

Fibre reinforcement and the composite matrix withstand 100 freeze-thaw cycles, against F50 for traditional materials.

04

50-year durability

Asphalt on poor soils lasts 5–7 years and cement concrete 15–20 — Yastik reaches 50–70 years.

Road economics

TABLE 3 — ROAD STRUCTURES ON WEAK SOILS, PER 1 KM

INDICATOR	TRADITIONAL	WITH YASTIK
Subgrade thickness	5000 mm	925 mm
Cost per 1 km	100 %	82.5 %
Construction time	30-40 days	10-15 days
First major repair	After 5-7 years	After 50-70 years
50-year economics	—	1.7-1.8× plus no repair cycles

Project economics

25-30 M ₺ MATERIAL SAVING ON A 10 KM PROJECT	2-3 months SCHEDULE ACCELERATION	50-70 M ₺ REPAIRS AVOIDED OVER 50 YEARS	75-100 M ₺ TOTAL PROJECT SAVING
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Delivered projects

01

Kaliningrad region

Applied successfully in both residential and road construction programmes.

02

Romanovo-Poltavskoye route

Slope reinforcement executed on peat soils.

03

Oil and gas facilities

Deployed in permafrost and swamp conditions.

04

Kovrovo, 24 apartments

A 2,081 m² residential building constructed and in successful operation.

Ideas translated into operating capability

01

Engineering for Real Conditions

How strength, insulation, durability and installation interact under practical conditions, beyond the controlled development environment.

02

Value Across the Life of a Building

Systems viewed through production, transport, installation, maintenance, adaptation and eventual recovery.

03

Simpler Assembly, More Predictable Delivery

Material systems supporting cleaner interfaces, repeatable assembly and clearer quality control.

04

Materials with a Next Use in Mind

Design thinking that considers separation, repair, reuse and recovery from the start.

05

Helping Innovation Enter Practice

Evidence, manufacturing readiness and application knowledge connected to clarify the path to adoption.

06

Building more with less

New materials and construction technologies designed for performance, longevity and a lighter footprint.

Progress becomes tangible when it can be built.

OSHER

Platforms and partner companies

Fintech, biotechnology and the Nariko digital-asset exchange concept.

One financial experience

Complex infrastructure should feel effortless at the point of use.

We support products that connect payments, investment workflows, wallets and financial intelligence through cohesive digital experiences.

Reliability is treated as a product feature — resilient architecture, observable operations and controls that scale with transaction complexity.

One financial experience

01

Banking

Modern services designed around real customer journeys.

02

Investing

Clear tools for discovery, decisions and portfolio oversight.

03

Digital assets

Secure wallet and transaction capabilities with disciplined controls.

Ideas translated into operating capability

01

Financial Journeys Designed Around Clarity

Experiences connecting clear interfaces with resilient underlying services, so status, next steps and responsibilities stay easy to understand.

02

Context for More Informed Decisions

Tools presenting relevant context, portfolio structure and decision history — strengthening judgment rather than replacing it.

03

Compliance Within the Product Flow

Identity, permissions, review and recordkeeping operating without unnecessary fragmentation.

04

Continuity as a Customer Experience

Observable systems and operating processes that make service health understandable across product, engineering and operations.

05

One Experience Across Financial Capabilities

Modular platforms connecting payments, saving, investing and emerging forms of value without obscuring their differences.

06

Finance, made fluid and dependable

Banking platforms, investment applications and digital-asset tools built around clarity, security and uninterrupted service.

Speed matters. Certainty matters more.

OSHER

A new operating system for agriculture

Microbiology, sensing and machine intelligence can work as one system.

Selected bacterial communities can support waste remediation, suppress hazardous biological loads and rebuild the conditions required for fertile soil.

Inside smart greenhouses, sensor networks, cameras, computer vision and predictive models can monitor every growth cycle and guide cultivation with minimal human intervention.

A new operating system for agriculture

01

Restore

Treat contaminated organic matter and improve soil conditions.

02

Observe

Continuous sensing reveals stress before it becomes visible.

03

Cultivate

Autonomous systems tune climate, nutrition and timing.

Microbiological solution «Live Drop»

A single consortium of live microorganisms replaces chemical treatment across effluent and organic waste.

MS Live Drop is a universal, environmentally clean and safe preparation developed together with the Gabrichevsky Institute of Microbiology for effluent purification and the processing of organic waste, without disrupting existing technological processes. It functions as a universal bio-coagulant and flocculant.

The solution contains a broad range of aerobic and anaerobic, gram-positive and gram-negative bacteria and microscopic fungi — heterotrophic, oligotrophic, butyric, hydrocarbon-oxidising, oligonitrophilic, nitrifying, denitrifying and cellulolytic groups — together with a large volume of biologically active substances of microbial origin.

Carrier and measurement

7.9 PH OF THE WATER CARRIER	130 mV REDOX POTENTIAL, ORD	21-40 DAYS TO FULL PROCESSING	Class 5 REDUCED WASTE HAZARD CLASS
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Where the solution works

01

Water bodies

Cleans polluted natural, artificial and decorative waters — rivers, lakes, seas, ponds, pools and aquariums — resolving algal bloom and putrid odour.

02

Livestock and crop waste

Processes cattle, pig and poultry manure, crop residues, human waste, drilling and oil sludge, and sludge from treatment facilities.

03

Odour neutralisation

Fine-dispersed surface irrigation rapidly removes odour at municipal treatment plants, poultry farms and pig complexes.

04

Municipal effluent

Treats household waste, sanitary-faecal effluent, cesspools and rural toilets.

05

Timber protection

Effective treatment and prophylaxis of wooden surfaces against rot and fungus.

06

Animal nutrition

Improves intestinal microflora and works as a feed additive, supporting faster live-weight gain and feed economy.

Application parameters

SLUDGE LAGOONS AND LIQUID WASTE

PARAMETER	VALUE
Dilution for contaminated soil	1 L solution / 100 L chlorine-free water
Post-treatment requirement	Mandatory cultivation of the surface to restore air permeability
Sludge lagoon regime	Introduce the preparation, then maintain mixing and aeration
Processing period	21-40 days
Resulting hazard class	Reduced to class 5
Typical use cases	Oil spills, oil sludge storage, landfills, treatment plant sludge

Composition and development

Core composition of MS-B «Live Drop» — principal genera and species of the microbial consortium.

- Acetobacter / Rhodobacter group; Agrobacterium radiobacter
- Methylococcus; Clostridium sp., C. pasteurianum, C. perfringens
- Pseudomonas fluorescens, P. putida, P. vesicularis
- Sphingobacterium spiritovorum; Sphingomonas adhesiva, S. capsulata
- Xanthomonas sp.; Aeromonas hydrophila; Desulfovibrio sp.
- Bacteroides fragilis, B. hypermegas, B. ruminicola
- Nitrobacter sp.; Cytophaga sp.; Micrococcus / Arthrobacter sp.; Caulobacter
- Bacillus subtilis, Bacillus sp.; Nocardiosis; Nocardia carnea
- Butyrivibrio 1-4-11, 7S-14-3, 1-2-13; Bifidobacterium sp.
- Eubacterium sp., E. lentum; Rhodococcus equi, R. terrae
- Pseudonocardia sp.; Ruminococcus sp.; Actinomadura roseola
- Aspergillus sp.; Propionibacterium jensenii; Glomus etunicatum
- Riemeirella, Ochrobactrum; Gigaspora; Streptococcus mutans
- Carrier: water, pH 7.9, ORD 130 mV — developed jointly with the Gabrichevsky Institute of Microbiology

Ideas translated into operating capability

01

Working with Beneficial Biological Communities

Microbial communities influencing nutrient cycling, organic matter and root-zone conditions, guided by compatibility, stability and ecological context.

02

Biological Routes to Land Recovery

Targeted pathways for treating organic burdens and restoring productive conditions, connected to staged evaluation.

03

Cultivation Guided by Continuous Observation

Sensor networks, imaging and decision-support models revealing changes throughout the growth cycle, with traceable automated adjustments.

04

From Laboratory Candidate to Usable System

Formulation questions connecting scientific function with practical use — carriers, environmental conditions and system interactions.

05

Biology, Sensing and Automation in One Model

Systems in which biological inputs, environmental sensing and operational automation inform one another.

06

From barren ground to living systems

Biological technologies and autonomous cultivation designed to recover land and multiply agricultural potential.

The most advanced technology may be the one
that helps nature work again.

OSHER

PARTNER COMPANY

Nariko — designed to remain available

A transaction platform is only as valuable as the confidence it sustains.

Nariko brings exchange workflows, asset access and operational safeguards into one coherent system. The experience is designed to make sophisticated instruments understandable without diminishing the controls behind them.

The platform concept emphasizes fault tolerance, transparent status, secure custody patterns and dependable execution across changing market conditions.

PARTNER COMPANY

Nariko — designed to remain available

01

Exchange

Clear and efficient conversion across supported digital assets.

02

Security

Layered protection across identity, custody and transaction flows.

03

Continuity

Operational design focused on graceful recovery and high availability.

Ideas translated into operating capability

01

Complex Transactions, Clearer Journeys

Digital-asset exchange understandable at every step, with clear actions, visible status and consistent confirmation.

02

Layered Protection Across the Platform

Identity, access, custody patterns and transaction review treated as connected layers rather than isolated features.

03

Designed to Respond and Recover

Observable operations, defined recovery pathways and transparent service communication.

04

A Coherent View of Digital Value

Access presented through a consistent framework while keeping relevant distinctions visible.

05

A Modular Foundation for Changing Markets

Modular services and clear interfaces supporting deliberate product development through defined technical, operational and risk review.

06

Digital exchange without uncertainty

A robust platform concept for fast, intuitive and secure exchange of digital assets.

Reliability is the silent promise behind every transaction.

OSHER

Culture, policy and ethics

The people, learning systems, ownership principles and governance framework that shape Osher.

Talent without borders

Different disciplines see different possibilities.

Our teams are intentionally international and interdisciplinary. Investors work alongside scientists, engineers, product builders and operating leaders.

We create room for informed disagreement, deep work and accountable ownership. Inclusion is not a statement around the work — it is how better decisions are made.

Talent without borders

01

Belonging

An environment where distinct perspectives carry real weight.

02

Mastery

Continuous learning from experts inside and outside the portfolio.

03

Ownership

Clear responsibility, honest feedback and durable trust.

Ideas translated into operating capability

01

Different Expertise, One Direction

Perspectives from investment, science, engineering, product and operations, where clear context allows specialists to challenge one another without losing direction.

02

Responsibility with Room to Act

Teams making decisions thoughtfully, communicating constraints early and following through — leaders provide context rather than controlling every step.

03

Mastery as a Continuing Practice

Learning through rigorous work, thoughtful feedback and exchange across disciplines, tested against practical experience.

04

Better Decisions Through Distinct Perspectives

Inclusion as a practical discipline — attentive listening, clear participation and respect for well-supported disagreement.

05

Ambition Built to Endure

Thoughtful priorities, focused work and operating rhythms that make commitments visible, protecting both work quality and people.

06

A world of expertise, working as one

People who are rigorous in thought, generous in collaboration and ambitious about impact.

Exceptional work begins where expertise meets curiosity.

OSHER

Company policy

Discipline protects the freedom to invest with conviction.

Our governance framework is designed around clear accountability, documented review and proportionate oversight.

We expect thoughtful stewardship of capital, information, people and environmental resources throughout the investment lifecycle.

Company policy

01 Governance

Defined mandates, escalation paths and decision records.

02 Integrity

Conflicts are disclosed, examined and resolved transparently.

03 Stewardship

Long-term impact is considered alongside financial performance.

Ideas translated into operating capability

01

Clear Mandates for Accountable Decisions

Proportionate structures matching oversight to the significance of the issue, reducing ambiguity without slowing ordinary work.

02

Integrity in Everyday Choices

Relationships approached with fairness, confidentiality, lawful conduct and respect; conflicts identified early.

03

Using Data with Care and Purpose

Practices defining why data is collected, who may use it and how it should be protected, with access reviewed as circumstances change.

04

Standards That Extend Across Relationships

Proportionate diligence, open communication and documented responsibilities across material relationships.

05

From Written Principle to Repeatable Action

Concise guidance supported by clear ownership, practical examples and accessible escalation, reviewed periodically.

06

Standards that hold when no one is watching

Policies turning principles into repeatable decisions across investments, operations and partnerships.

Business ethics

Reputation is the accumulated result of decisions.

We reject shortcuts that compromise trust. Every relationship is approached with fairness, confidentiality, lawful conduct and respect for the communities affected by our work.

Ethical conduct is expressed through routine decisions as much as major ones. Potential conflicts should be identified early and addressed through transparent processes, so that principles remain active under commercial pressure.

Reputation is not a message. It is the accumulated result of decisions.

OSHER

Legal and bank details

Registered corporate data, statistical identifiers and settlement channels for LLC OSHER GROUP.

Transparency begins with verifiable corporate facts.

Written enquiries, commercial proposals and document requests are accepted by e-mail. Counterparties may request registration documents and bank confirmation letters before concluding an agreement. Payments should be initiated only against an invoice issued by LLC «OSHER GROUP».

LEGAL NAME	Limited Liability Company OSHER GROUP
REGISTERED ADDRESS	Bishkek, Sverdlovsk district, st. Grazhdanskaya, 29, Kyrgyz Republic
INN	01904202410351
OKPO	32779887
E-MAIL	grupposher@outlook.com
BENEFICIARY BANK	CJSC Kyrgyz Investment and Credit Bank, Bishkek — SWIFT KICBKG22