



ALROSA

Capital Markets Day 2021

March 2, 2021

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Today's Speakers



Maria Gordon

Non-executive
Independent Director



Sergey Ivanov

Chief Executive Officer



Alexey Philippovskiy

Chief Financial Officer

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ALROSA at a Glance

Global market leader with best-in-class assets and returns

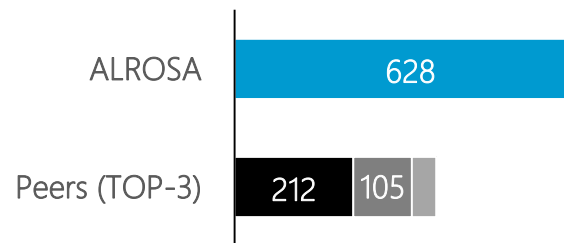
- 1 Leader in diamond production
2020 diamond production: 30 m ct (28% market share)
- 2 High-quality asset base with the largest reserves² base
Resources of 1,064 m ct, incl. 628 m ct of reserves
- 3 Best-in-class margins and strong cash flow generation
2020 EBITDA margin: 40%
- 4 Prudent financial policy and strong credit ratings
2020 Net debt / EBITDA: 0.4x
Investment grade ratings from all key agencies
- 5 Focus on total return to shareholders
Dividend policy linked to free cash flow
(for more details see p. 40-42)



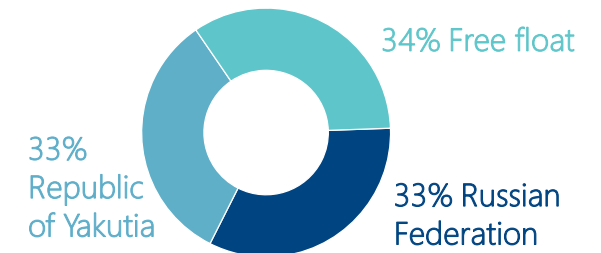
2020 ALROSA production by types of mining

- 51% open-pit mining from 9 mines
- 25% underground mining from 3 mines
- 24% alluvial mining

Reserves² base



Shareholder Structure



Source: Company data.

Notes: 1. ALROSA owns 41% of Catoca Ltd in Angola; 2. JORC reserves, 2018.



01

MESSAGE FROM
INDEPENDENT DIRECTOR
Sustainability & Corporate Governance

ALROSA ESG Landscape

Setting a goal for the best sector performance



Environment

- Development of new comprehensive **ESG strategy till 2024** with targets set (to be approved in March, 2021 by the Board)
- Updated Environmental policy
- Environmental programs financed according to the budget, no cuts despite the turbulence



Social

- Adopted **new H&S Strategy till 2025**
- ALROSA reiterated its status of one of the **leaders in the industry for social investments** with RUB 10 bn invested in 2020 (5% of revenue)
- **COVID-19 relief measures** with total spending of **over RUB 1+ bn**, incl. support of Yakutian public healthcare



Governance

- Ranked top-3 Best Environment, Social, Governance¹
- New Board members with M&M experience
- ESG-dedicated Committee under the Board
- Management KPIs for H&S
- Confirmation of RJC Certified Member Status for responsible business practices (successful re-certification in Dec 2020 through third party audit)
- Joining UN Global Compact (planned for Mar'21)

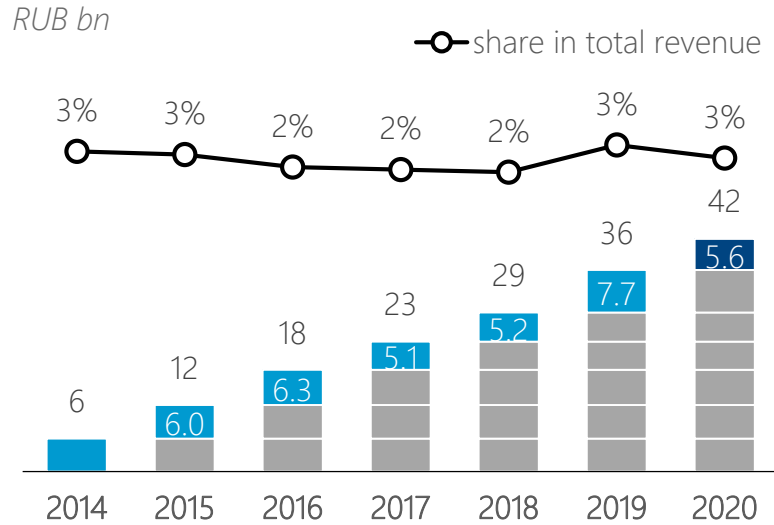
Source: Company data.

Note: 1. By Institutional Investors ranking / MOEX, 2020

Environment

Creating a clearer and sustainable future

Funds for green initiatives



- RUB 42 bn spent over 7 years on ongoing projects spanning from land recovery to water protection to biodiversity initiatives
- Environmental Management System of ALROSA is certified to ISO 14001 global standard

Unique business model

Share of total consumption, 2020

>90%
Water reused & recycled²

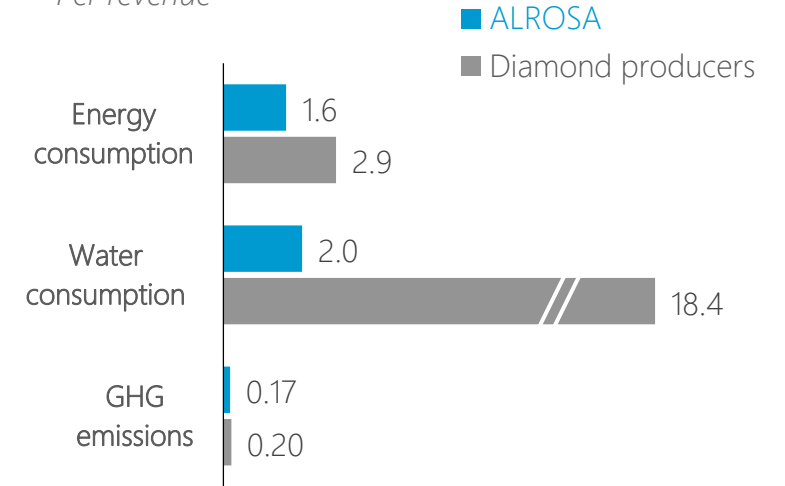


92%
Green¹
electricity

- 90%+ of water consumed is reused & recycled
- Hydropower and renewables energy sources represent 92% of total electricity in use

ALROSA vs its peers

Per revenue



- Low CO2 footprint business with 79% edge over M&M median
- 97% of water recycling rate – highest in the industry
- Energy use per one dollar of revenue generated by the company is half of the M&M peer-group median

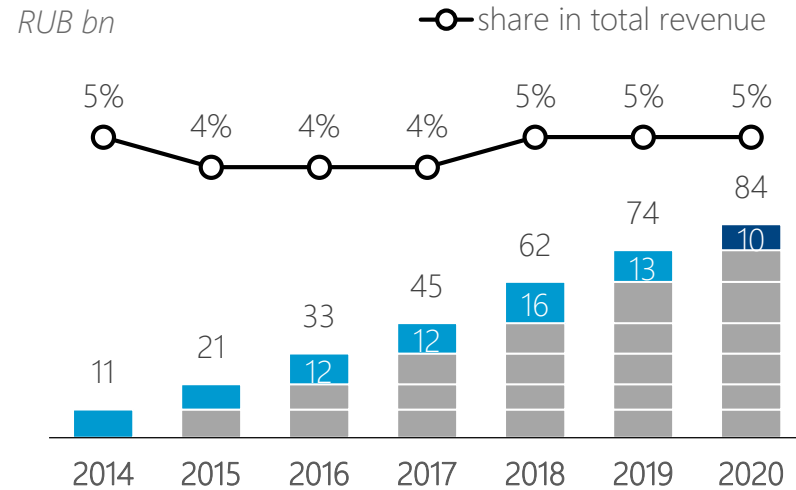
Source: Company data and analysis.

Notes: 1. Clean (incl. renewable) electricity and heat consumption; 2. PWC 2016-2018 ESG Benchmarking report (Sept. 2019), Metals & Mining peer group is presented in the PWC report (incl. diamond producers).

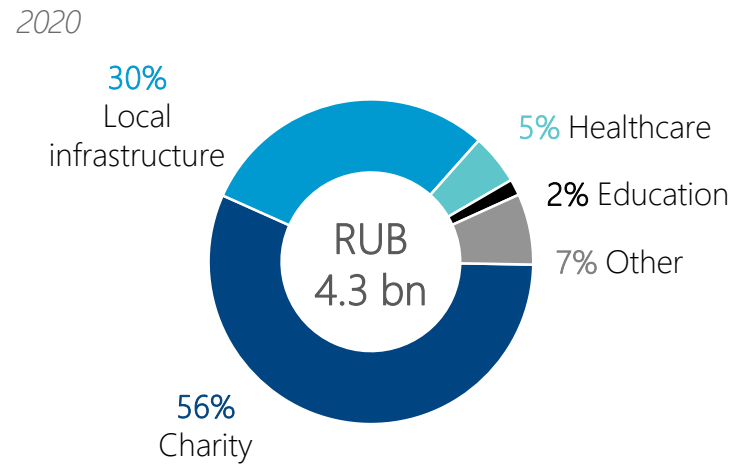
Our Communities

Responsible approach and support to local communities

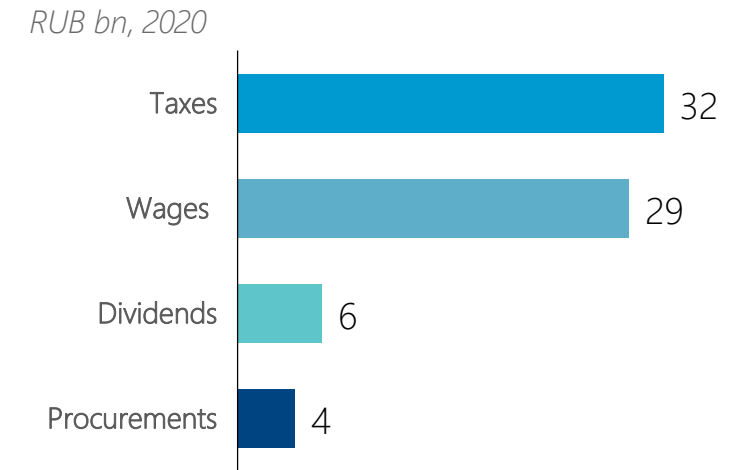
Highest social investments in M&M¹



Breakdown of social expenditures²



Contribution to local communities



- RUB 84 bn spent over 7 years on corporate programs of:
 - Wellness and recreation
 - Health
 - Culture & sports events
 - Housing
 - Charity and Sponsorship Social Program
 - Parity Pension Plan

- We support sport facilities and events, as well as healthcare and recreation
- We support future generations of Yakutia with contribution of RUB 0.9 bn
- RUB 1.3 bn – maintenance of local infrastructure in areas where we operate

- ALROSA is the largest tax payer in Yakutia
- Company is seeking to help local communities through multiple activities apart from investing, i.e. procurement of variety of services from small & medium-sized enterprises

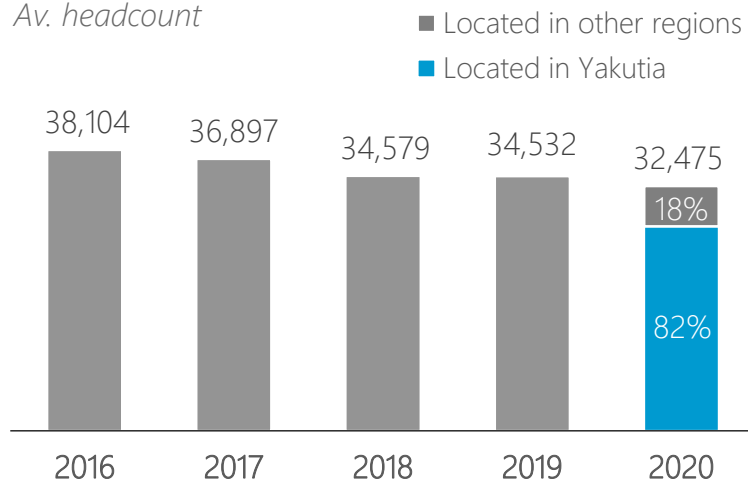
Source: Company data.

Notes: 1. Data for ALROSA includes pension plan, sponsorship and other social spending. PwC Sustainability Benchmark Report, 2016–2018, [link](#); 2. Excl. pension plan and sponsorship.

Our People

80%+ of employees work in Yakutia

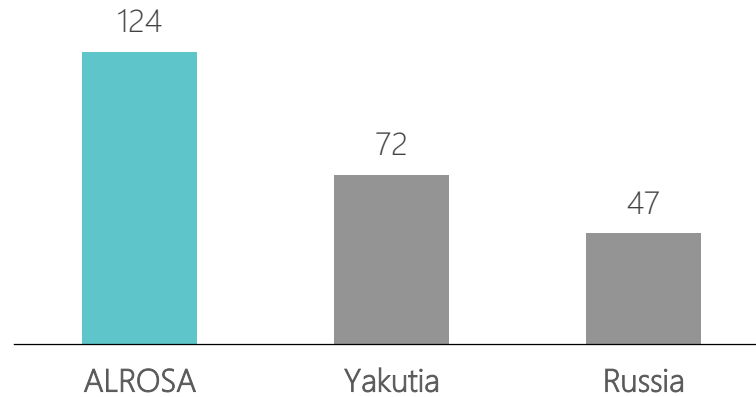
Av. headcount



- The decrease in the number of personnel is due to structural changes and the reorganization of several business units
- Trade Union is working on behalf of employees and guarantee strict compliance with the Russian labor legislation

ALROSA payroll: 2.5x higher than Russian average

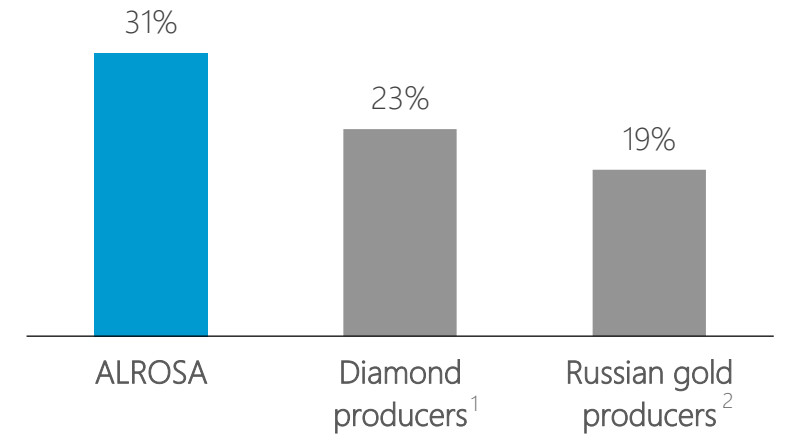
Thousand RUB per month, 2019 average



- ALROSA aims at ensuring competitiveness in the labor market, retaining and developing qualified personnel, supporting career and professional growth of employees
- ALROSA respects the principle of equal remuneration for men and women for work of equal value

Highest share of women as employees

2019 av. indicator



- 31% of employees are women – one of the best industry indicators in the world
- 20% of women at management level
- ALROSA is against any form of discrimination either by sex, or by race, or any other form

Source: Company data, Federal State Statistics Service, Companies filings.

Notes: 1. AngloAmerican, RioTinto, Petra Diamonds, Lucara; 2. Polyus, Polymetal.

Health & Safety

Zero tolerance to any injuries & trauma for employees and contractors

- Prevention program launched in 2017 to enhance transparency and disclosure of accidents resulted in a significant drop in “potential” accidents
- Success in the program and awareness delivered **impressive results** – drop in fatalities and “serious” accidents

H&S Strategy 2025 approved by the Board

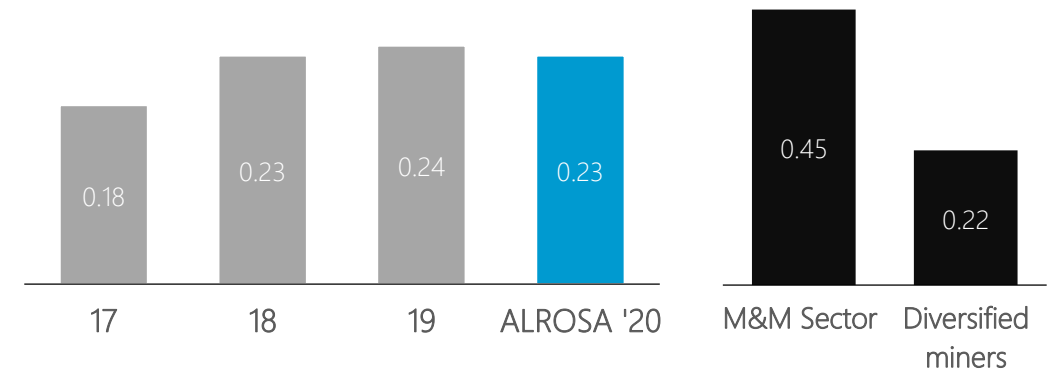
- **Management approach:** H&S committees at all management levels, KPIs integrated into the management incentive system
- **H&S culture:** update policies and handbooks, proactive communication to the personnel, motivation to identify and document the incidents
- **Safety at the assets:** employee “refuse to work” option if any danger is identified
- **Digitalisation:** tracking facilities for employees & transport to exclude accidents and increase safety, online monitoring of working & equipment conditions with sensors and video, E-control of working order issues to exclude intersection with works of additional risk, i.e. maintenance, repair, etc.

Target: zero fatalities

Source: Company data.

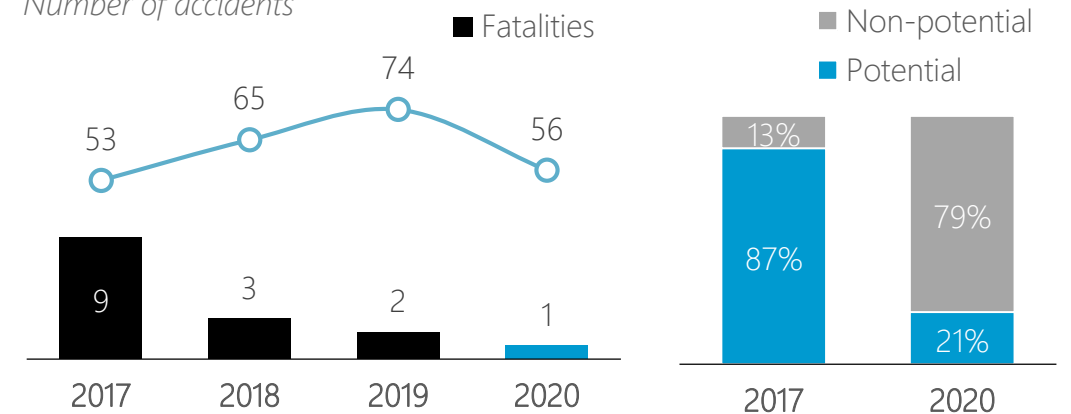
LTIFR is on par with global good practice

Lost Time Injury Frequency Rate per 200,000 hours



Prevention program success

Number of accidents



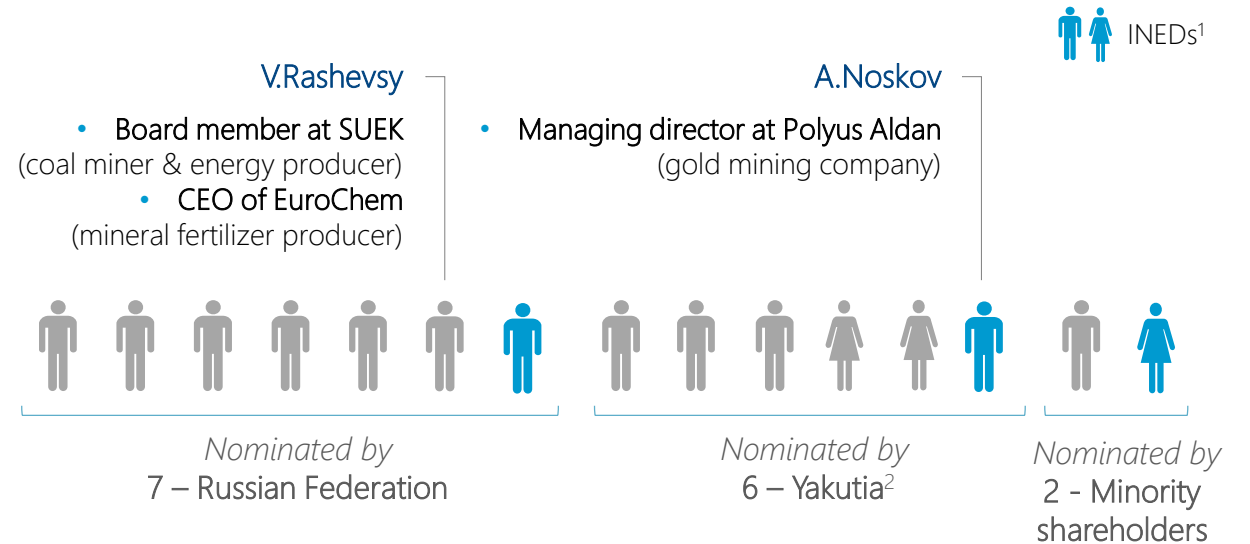
Governance

Acting in best interests of shareholders and focusing on the long-term value creation

- Board members meet regularly to discuss strategic issues and maintain direct dialogue with all stakeholders
- Due to COVID-19 meetings shifted to online
 - 20 (out of 21) Board meetings were held online in 2020
 - 77% of shareholders voted online on AGM in Jun'20
- ESG agenda on the Board overseen by INEDs
- Sub-committee for ESG: the Strategic Planning Committee reformatted to Strategy and Sustainability Committee
- "Best corporate governance practices" – 2nd highest score in Russia according to Russian Directors Institute
- Award winning IR & management team for IR practices
- Top-management availability for investor community

Board of Directors strengthened with industry experts

15 members



Full commitment to dividend policy despite turbulence

\$272 m

of dividends paid in 2020 for H2'19 in line with the Policy. No delays or cancellations

Source: Company data.

Notes: 1. INED – independent director; 2. Incl. 1 representative from local communities of Yakutia.

What's Next?

... never stop improving ourselves



Dedicated sub-committee for ESG matters at the Board level (established in Feb'21)

New ESG strategy for 2021-2024 to be approved in H1'21
Strategy will be linked to Group's 2024 Strategy and will consider UN SDGs, industrial and general global standards, ESG ratings requirements

The ESG Strategy will define **KPIs** in all key ESG areas of ALROSA.
For strategy implementation a road map will be developed and implemented

Further sustainability management system development:

- ESG risk management,
- sustainability disclosure and communication,
- regulating documents

- **Implementation of OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas**
- **Joining the UN Global Compact in 2021**
- **Implementation of TCFD Recommendations starting 2020**

Source: Company data.

Notes: UN – United Nations; SDGs – Sustainability Development Goals; TCFD – Task Force on Climate related Disclosures; OECD – The Organisation for Economic Co-operation and Development.



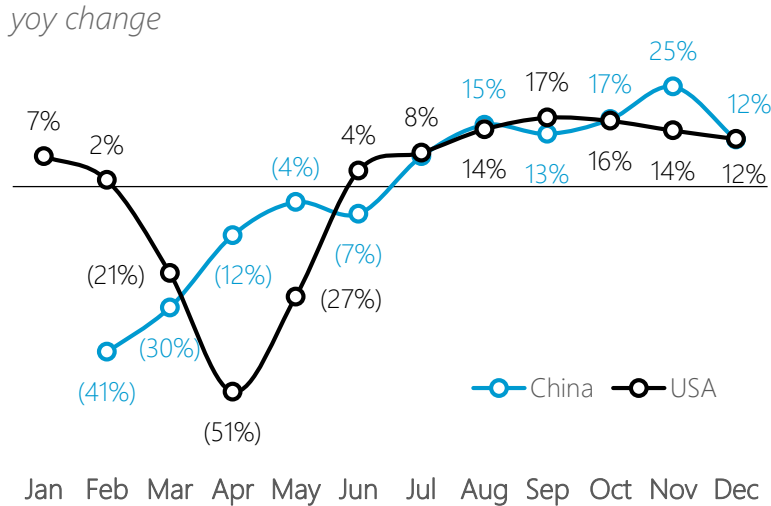
02

MESSAGE FROM CEO
Market Update

End Demand

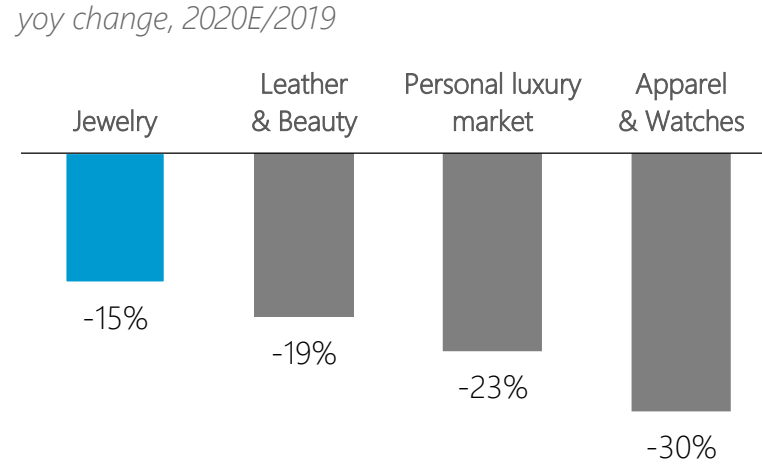
Resilient rebound after COVID-19 shock in the first half of the year

2020 jewelry demonstrated strong recovery



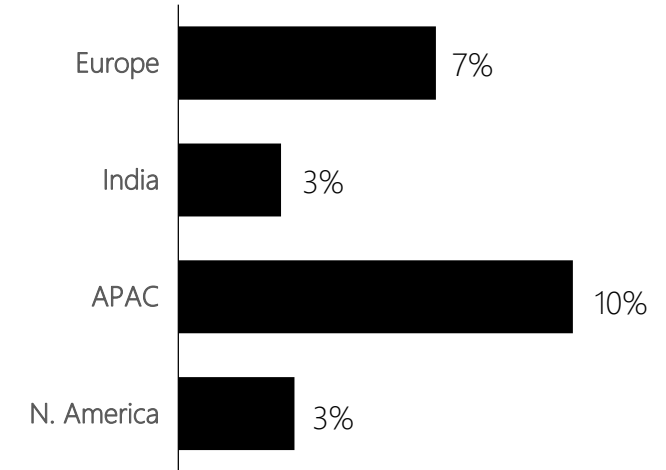
- USA (~45% of global demand): pandemic led to stores temporary closures, retailers were utilizing their existing inventories
- China (~30% of global demand): pent-up recovery in demand (bridal), lack of international travel increases budgets for luxury items

...showing superior resilience in personal luxury



- In 2020, global jewelry market decreased by 15% YoY, which is lower vs personal luxury market (-23%) on the back of growth in China and expansion of online sales

End-demand to further expand in 2021



- Jewellery demand is set to recover across all key markets on improved consumer confidence / bridal segment recovery
- Global demand is expected to grow by high single-digit numbers against 2020

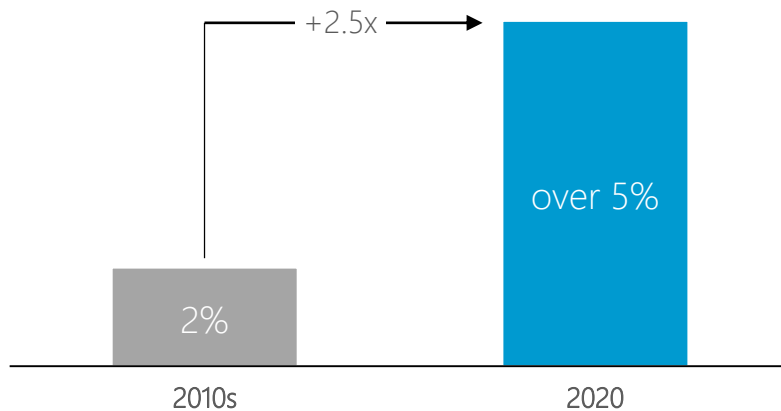
Source: Bain-Altgamma 2020 Worldwide Luxury Market monitor, Bureau of Economic Analysis, National Bureau of Statistics of China.

Midstream

Ticking all the boxes

Margins expanded

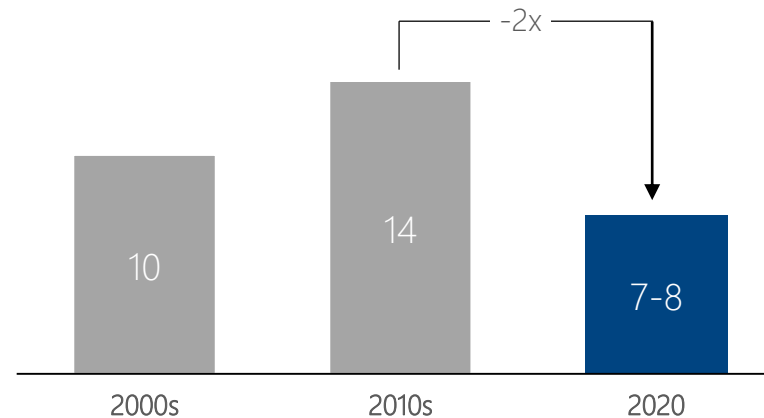
Profitability



- Polished diamond prices were recovered in H2'20 on the back of increased demand, which led to profitability margin growth of diamond cutters and polishers

Deleveraged

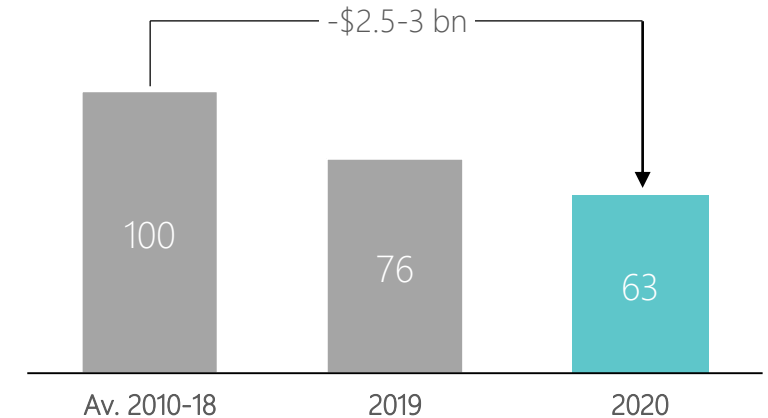
\$ bn, level of outstanding debt



- Problems related to financial tightening were largely resolved by 2020
- In 2020, level of outstanding debt at midstream reached historical lowest levels following reduced activity in the sector

Destocked

Indexed value, level of inventories



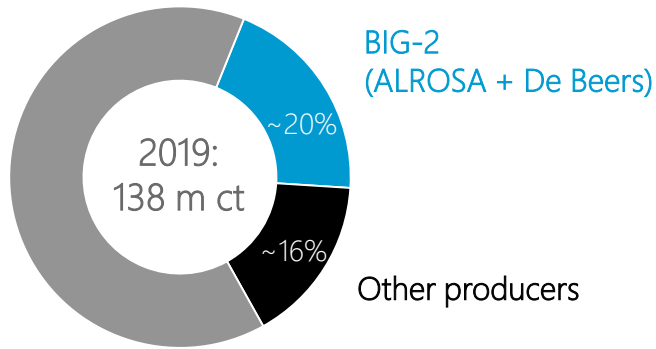
- Sharp decrease in trading and manufacturing on the back of lockdowns and travel restrictions in H1'20 brought stocks to the lowest levels in a decade (following significant destocking in 2019)

Source: Company analysis, AWDC Bain report "The Global Diamond Industry 2020-21".

Rational Supply Response in 2020

Q2'20: ~35% of output cut (annualized)

m ct

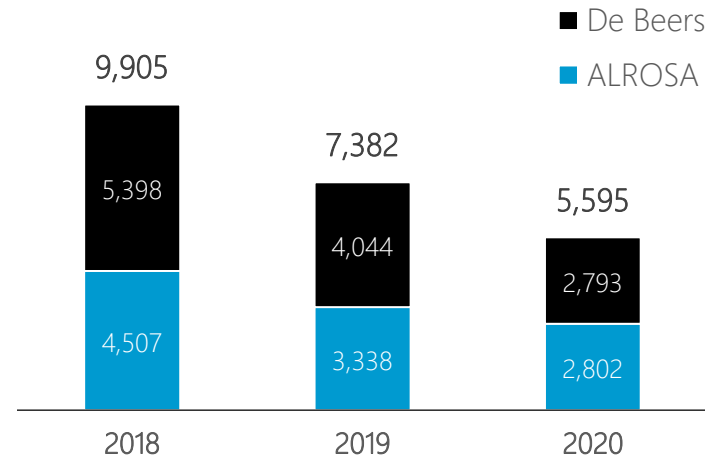


- >45 m ct of annualized production were closed in Mar-May'20 on lockdown restrictions and new market conditions
- Junior miners closed ~22 m ct of annualized production, or ~16% of global capacity
- Closed capacity produced lower quality / cheaper diamonds vs. average mix

Source: Company data and analysis, De Beers.

Majors cut diamond sales...

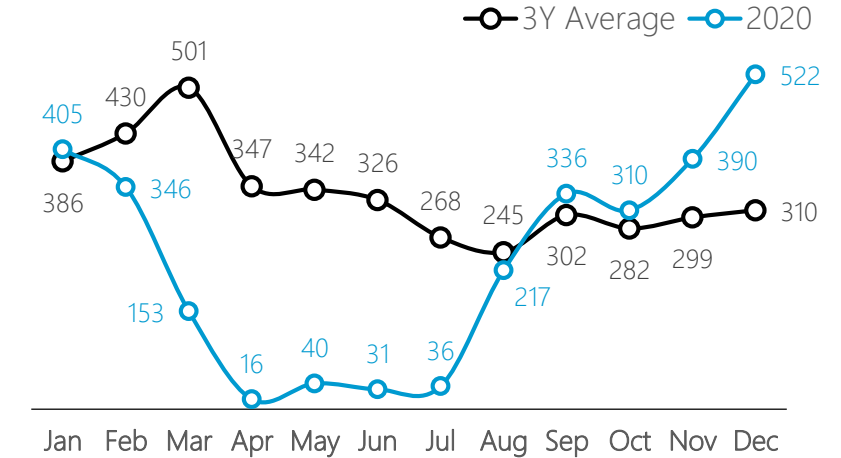
\$ m, 12M



- Miners responded with cutting supply to speed-up restocking, and arrest price pressure
- ALROSA and De Beers cumulative sales (~55% of global supply historically) decreased by 1/4 YoY

...prompting faster market recovery in H2'20

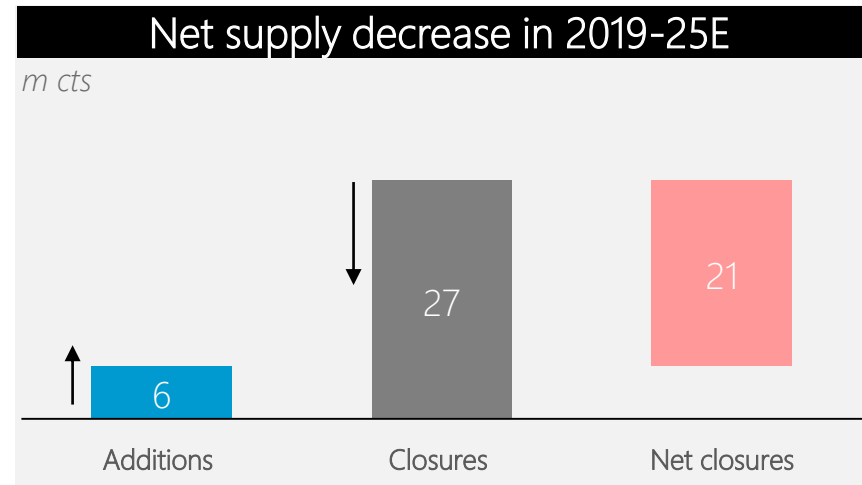
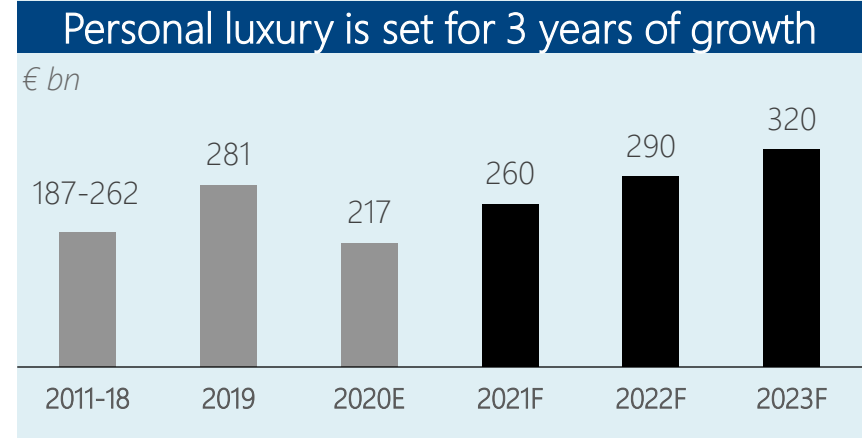
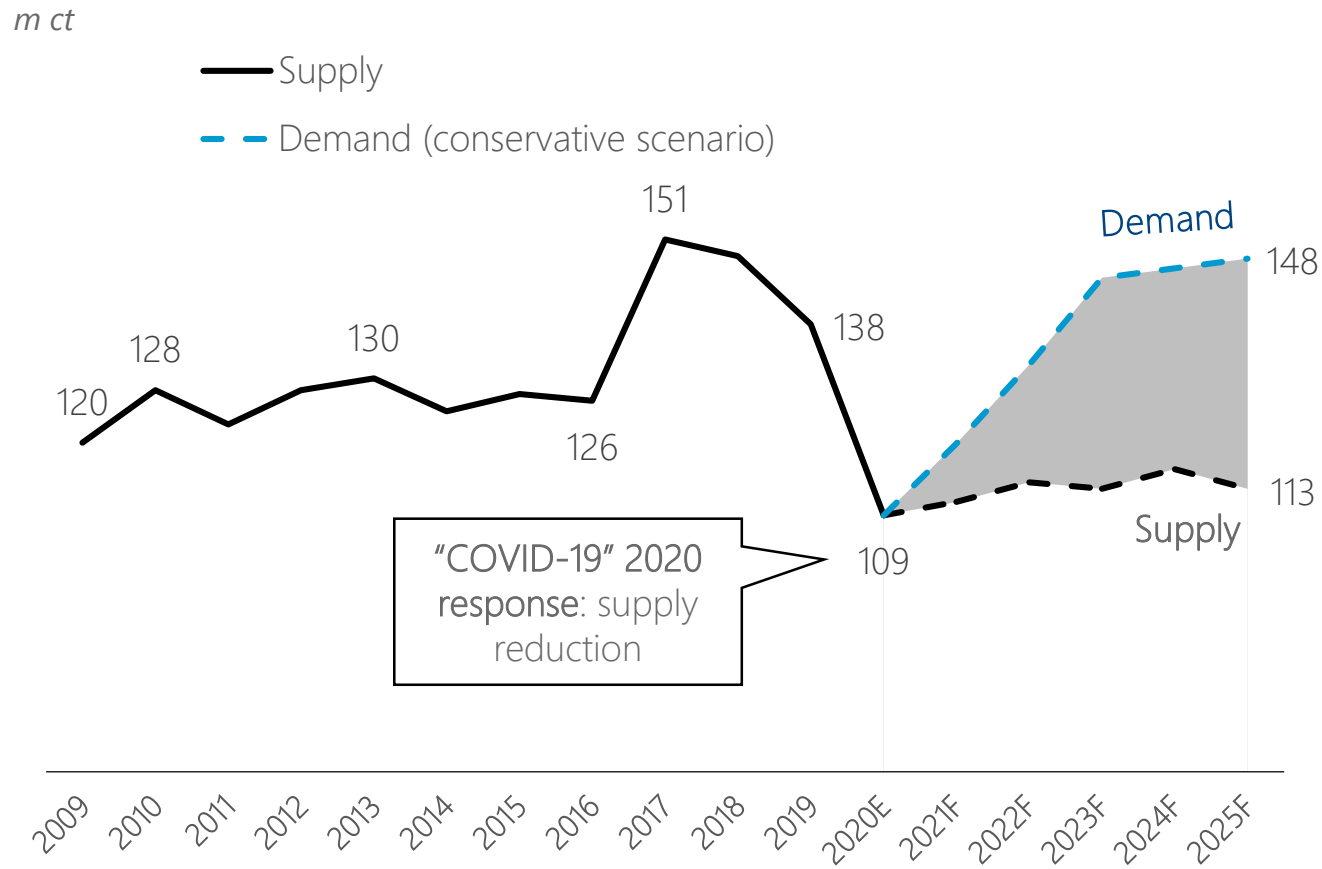
\$ m, ALROSA monthly sales



- Apr-Jul'20 sales: "price over volume" in action, both ALROSA and De Beers allowed clients to defer up to 100% of their purchases to later periods of the year
- From mid-August polishers started to restock following a heavy destocking in Q2'20

Supply / Demand at Inflection Point

Global Supply / Demand balance outlook



Source: Company data and analysis, AWDC Bain report "The Global Diamond Industry 2020-21".

Note: 1. Conservative scenario for rough diamond demand is based on 10% YoY change in 2021-23 and 1% in 2024-25.

State of the Diamond Market – Implications for Prices

2020 highlights:

- ~**25%** decrease in rough diamonds supply
- ~**20%** decrease in mid-stream stock
- 15%** decrease in jewelry demand

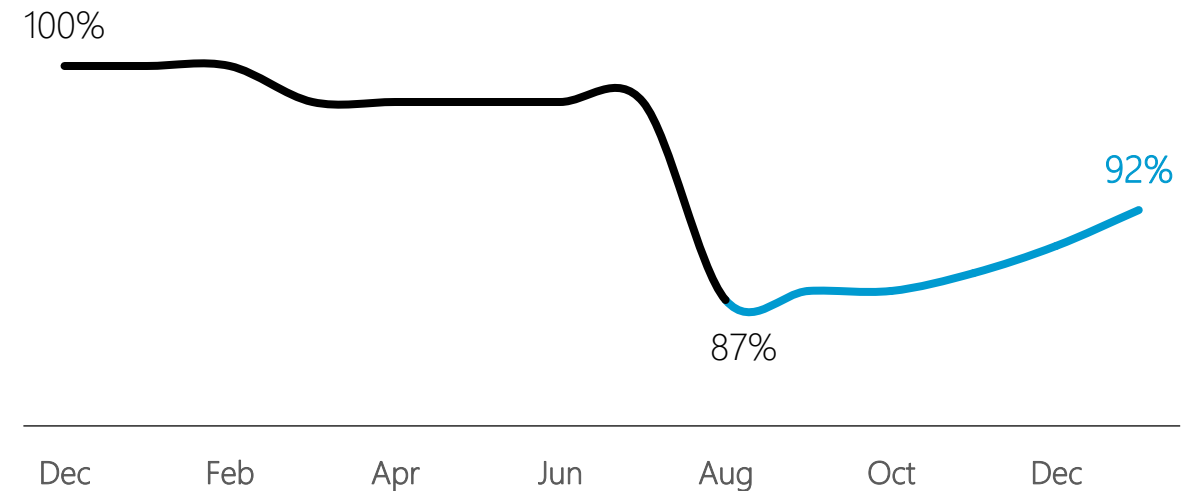
and what we see for 2021-23

- +**1-2% CAGR** growth in rough diamonds supply
- Up to 10% CAGR** increase in personal luxury demand incl. diamond jewelry

Source: Company analysis.

Rough prices started to recover on improved S/D balance

Indexed prices, 2020



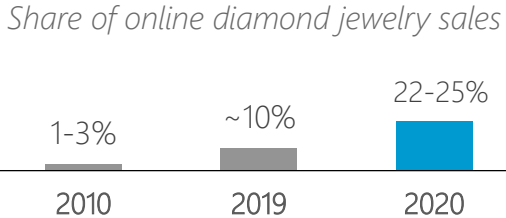
- Spread between RapNet price index and Big-2 diamond sales price increased in 2-3Q'20 and reached its peak in Sep'20 (12p.p.), but started to narrow down since Dec'20 and now stands at c. 10p.p.

Market Trends

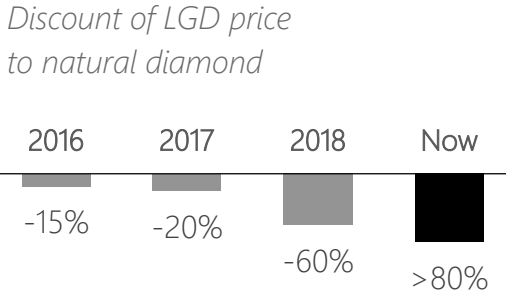
Short / Mid-term



Retail: rise of online jewelry sales



Clear segmentation between natural and artificial products



Localization of consumption

“Know-your-customer” / customer centric approach with targeted marketing

Long-term



ESG becoming a top priority for all players of the diamond industry

Sustainability agenda is set by all stakeholders



Jewelry remains TOP-3 desirable presents (excl. cash) in both developed and emerging markets



Digitalization - from mine to end-customer

Source: Bain-Altgamma 2020 Worldwide Luxury Market monitor, AWDC Bain report “The Global Diamond Industry 2020-21” .

ALROSA: COVID-19 Response in 2020



Team

- **Preventive measures:** temperature checks 2x a day, provision of PPE, sanitization, etc.
- **Shift approach** for unique specialists, ensuring **physical distancing**
- **WFH mode** from March where applicable
- **Internal communication program** to raise awareness, trainings
- **Testing for COVID-19:** up to 100% of the personnel screened at the sites where virus was identified



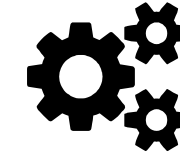
Communities

- **Support to the healthcare system:** RUB 1+ bn allocated to safety measures and medical equipment, incl. PPE, testing systems and ventilators
- **Screening:** 110K+ COVID-19 tests were made in the regions of operations
- Development of telemedicine networks for the remote areas



Customers

- Commitment to support clients
- **Contracts with flexibility added:**
 - Option to defer 100% of purchases from April
 - Volumes to be purchased by year end cut by ½ from Aug.
- **Communication** with clients on a daily basis (incl. with Head of sales)
- **Sales channels flexibility** (digital, auctions)



Operations

- Crisis management committee
- 2020 output cut by 22%
- Capex revised downwards
- Cost cutting measures
- Active supply management
- Balance sheet strengthening and building up liquidity position

Source: Company data.

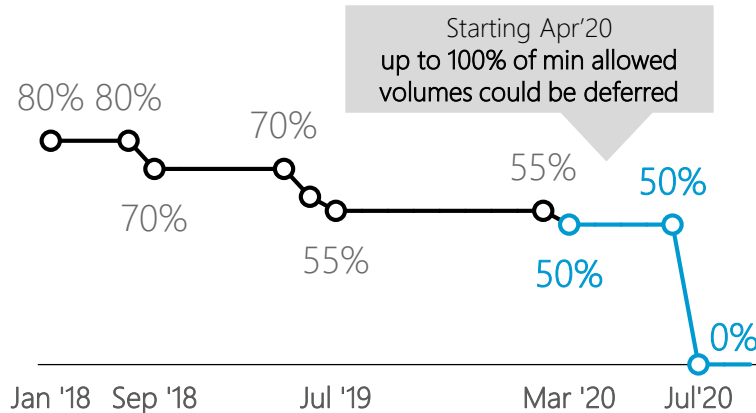
Notes: PPE – Personal Protective Equipment; WFH – Working From Home.

ALROSA: Managing Through the Downturn

Focus on long-term sustainability of the value chain and financial health

Increased flexibility for customers

Min. allowed contract allocation level

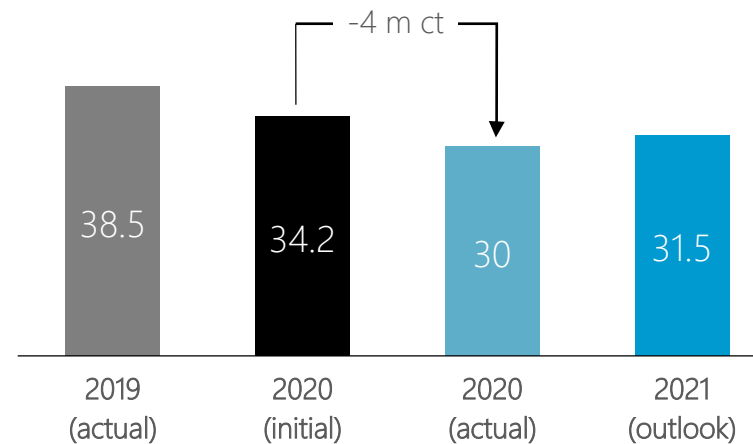


- Mining majors helped industry destock by the end of 2019 and continued to support in 2020
- E.g. ALROSA: from Mar'20 - minimum contracted volumes cut to 50% with further reduction to zero in July
- ...starting April up to 100% of purchases could be deferred to buy later in 2020

Source: Company data and analysis.

Output reduced

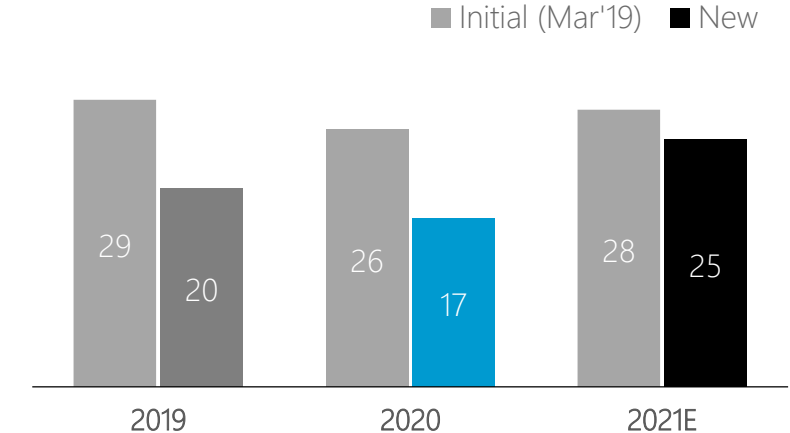
m ct



- Output cuts at the assets with higher variable costs, and with lower vs average profitability
- ...thus helping reduce cash outlays and W/C build-up, and speed up W/C release once demand recovered

Capex downscaled

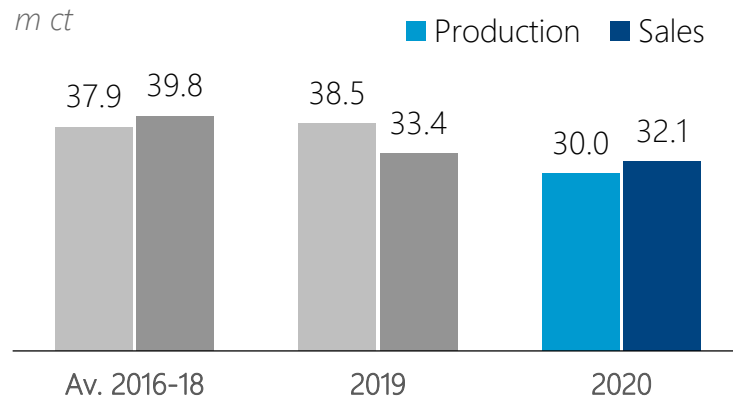
RUB bn



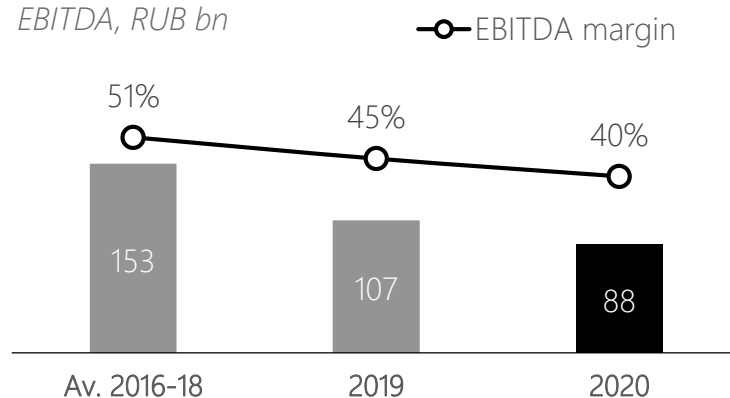
- A number of small projects were rescheduled or put on hold
- 2020 capex was down from initial outlook of RUB 26 bn to RUB 17 bn
- No impact on operational performance

2020 Dashboard

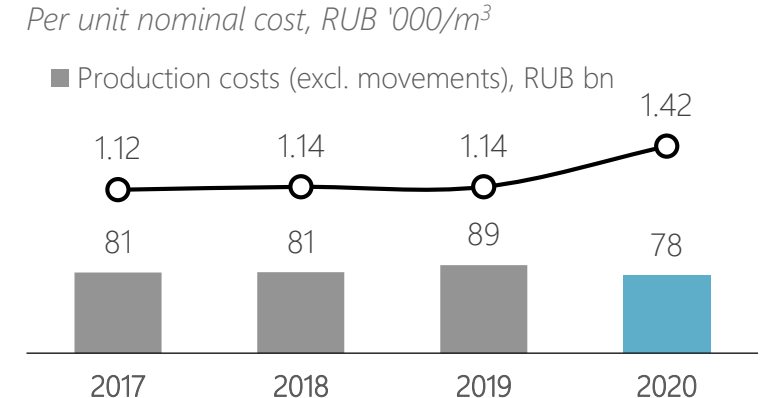
Global output leader with flexible sales



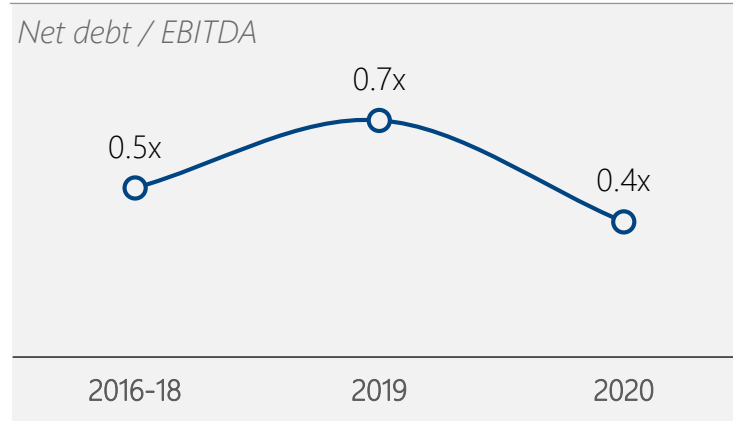
Resilient superior profitability



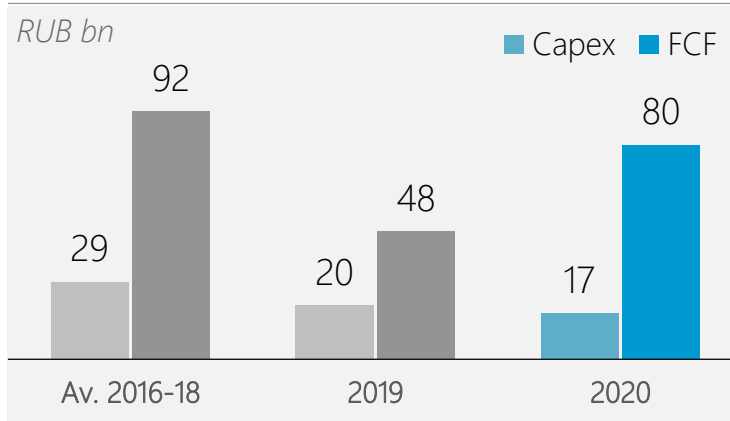
Sustaining cost leadership



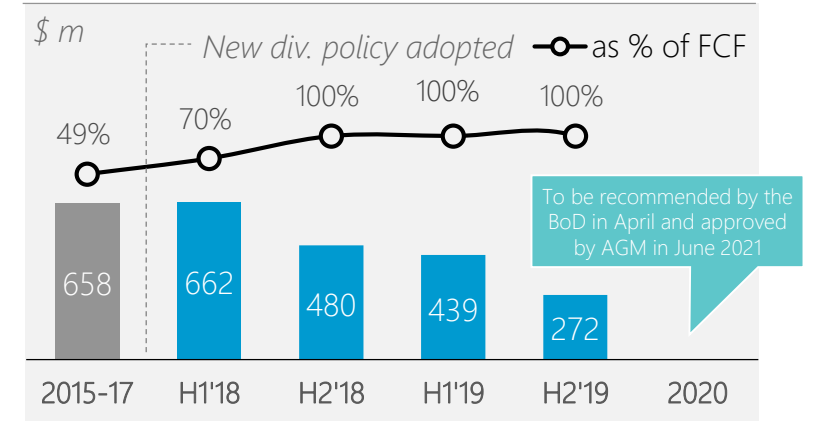
Keeping leverage in the targeted zone



Strong FCF generation through the cycle



Commitment to maximizing dividends



Source: Company data.

Management action plan

Aimed to implement Company strategy in a proper and sustainable way

Sustainability

- Sustainability Strategy and KPIs
- Environment
- Climate and Energy
- Employees
- Human Rights
- Health & Safety
- Local communities
- Corporate Governance
- Business ethics
- Risk management

Growth opportunities

- Resource base maintenance / expansion
- Customer-centric approach
- Marketing initiatives
- 25%+ share of global diamond supply



Efficiency

- Organizational Ecosystem development
- Operational Efficiency Program (including optimization of business processes and functions)
- People and Culture (Production System)

Innovations

- Innovations is regarded as a supporting tool in ALROSA development
- Digitalization of operations
- B2B and B2C digital interfaces

Source: Company data.



03

ALROSA RESULTS
STRATEGY EXECUTION

Strategy Execution Framework

Pursuing sustainable cost leadership and maximum productivity

Scaling-up of in-house best practices

Building systems to ensure employees; buy-in at all levels

Focus on building the culture of continuous improvement to make changes stick

Operational Efficiency & Culture

Client-centricity remains at the core of ALROSA's business

Unfolding the potential of online channels

Retaining sales flexibility, while maintaining turnover efficiency

Developing marketing initiatives

Sales & Marketing

Established transformation governance covering project management, data architecture, maturity assessment

Demonstrated progress at organizational redesign to ease implementation of digital initiatives

Equal focus on integrating efficiency and efficiency of integration

Ecosystem / Digitalization

Prudent Capital Allocation

Focus on the core diamond business

Strict adherence to projects with over 20% IRRs

Conservative financial policy to offset market volatility

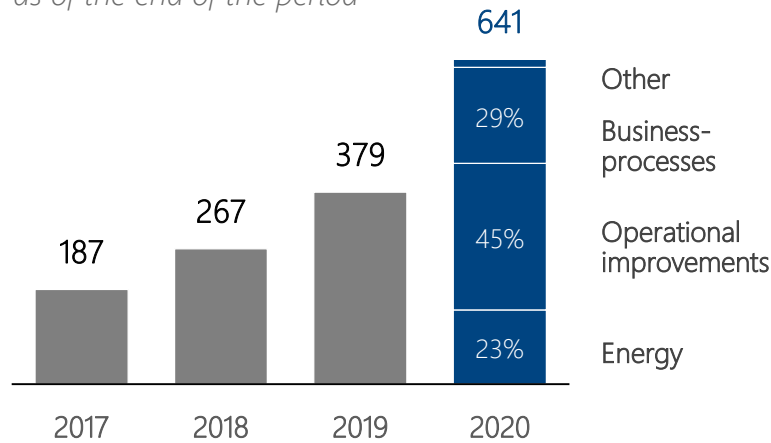
FCF is distributed to shareholders through semi-annual dividends

1 Focus on Operational Efficiency

Expansion of the program translates into lower costs and higher productivity

Group-wide initiatives up by 70%

Number of ongoing initiatives as of the end of the period

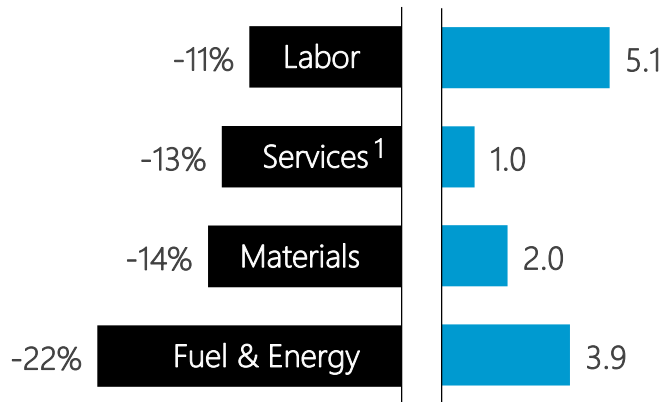


- Optimization program continued to gain traction across the Group
- Leading to a 3x+ increase in initiatives from the program start
- Which translates into structural savings and critical mass of initiatives leading to qualitative changes in how our business is run

Production costs decreased on savings

% yoy

Savings, RUB bn, 2020

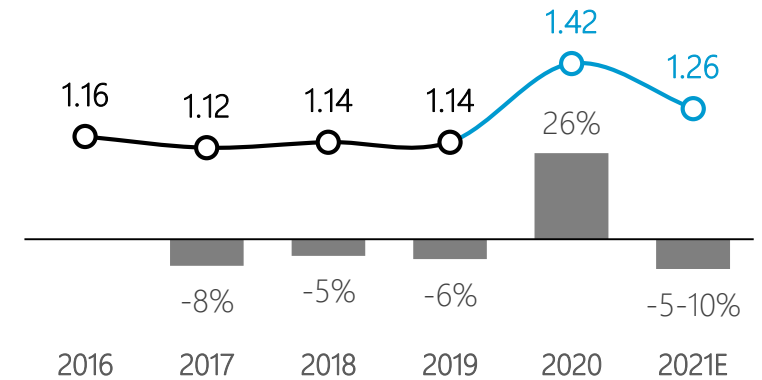


- Production costs decreased by RUB 11 bn driven by:
 - 22% drop in output, or RUB 7 bn impact
 - Efficiency gains, or RUB 2 bn impact
 - Lower costs at non-core assets, or RUB 2 bn impact

Unit costs up as run-of-mine dropped 33%

Nominal², 000 RUB/m³

■ %, in real terms



- Nominal costs in RUB were up by 26% on lower run-of-mine ore volumes as ~70% of costs are fixed
- 2021 costs are expected to decrease on higher volumes and continued efficiency improvements

Source: Company data and analysis.

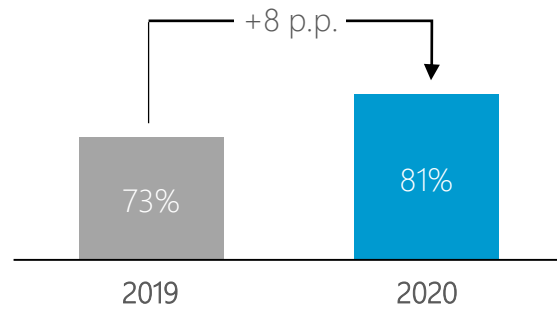
Notes: 1. incl. transport; 2. Include payroll and other employee payments, fuel and energy, materials, external services and transportation, other production costs.

1

Case Study: Operational Improvement at Aikhal

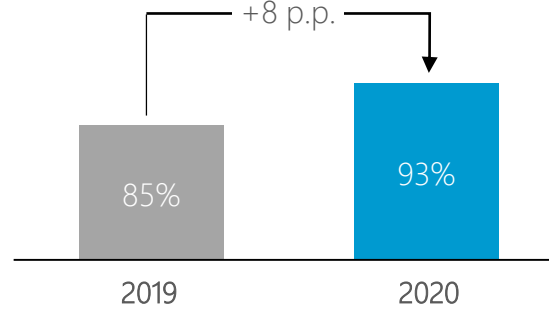
ALROSA demonstrated material improvement in intensity of trucks usage...

Trucks Utilisation, %



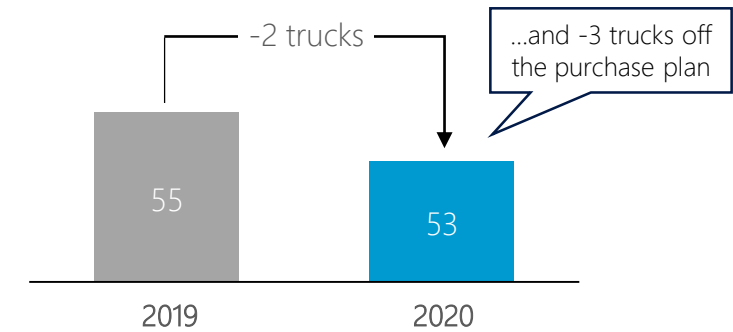
...on the back of expanding load capacity...

Trucks Capacity, %



...resulting in lower number of trucks required

Number of trucks in use



Key streams and initiatives at Aikhal in 2020

Project "Perfect Shift"

- "Pit-stop" maintenance system
- Unified dispatch function
- Flexible shifts

Load Capacity Enhancement

- Widening of trucks beds to expand capacity
- Decreased number of trucks in operation

17 operational efficiency initiatives delivering RUB 0.7 bn savings were introduced in 2020, and from 2021 will be scaled on the Group level

Source: Company data and analysis.

1

Large-scale Reform of Maintenance System

... with centralization of all functions into single SAP-integrated service

Project overview

- The group-wide program aims to strengthen preventive planning, reduce downtime and unscheduled repairs, and improve safety of operations
- New Integrated Service Centres are to be introduced at each production unit
- Additional productivity boost to be achieved through the use of integrated IT systems and application of big-data analysis



2020 track-record:

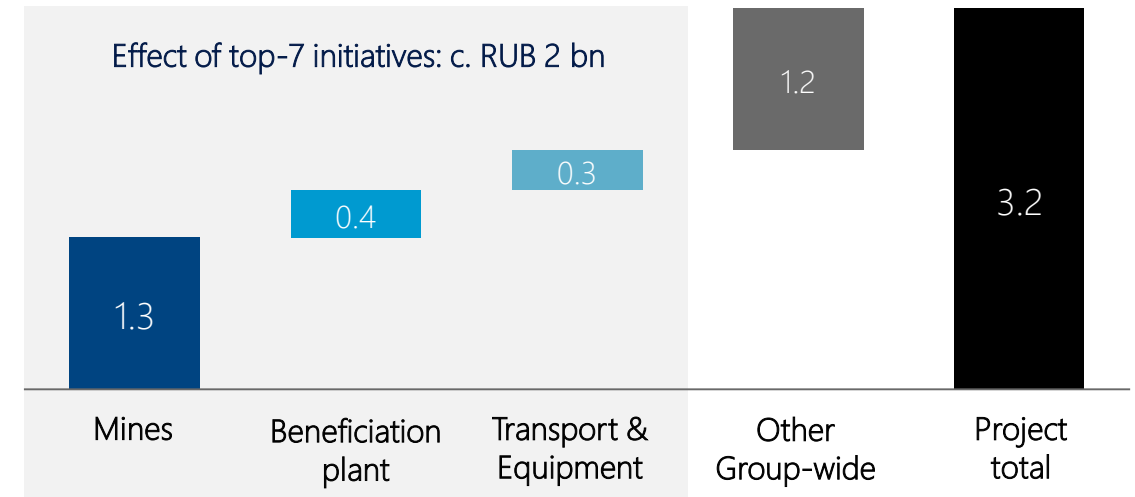
- Improved data granularity for better planning
- Scheduling and planning through SAP RM to reduce waste / increase efficiencies
- New KPI and internal ratings system

Key ongoing initiatives

- Reduction of downtime driven by optimal maintenance processes
- Maximization of technical readiness coefficient
- Advanced planning and procurement management

Expected structural savings from the initiative¹

RUB bn



Source: Company data and analysis.
Note: 1. Based on 2021 prices.

1

Improving Efficiency of Support Functions

Optimization of sourcing/logistics and centralization of support functions



Sourcing and Logistics

Program launch
2018/19

Scale
RUB 124 bn¹

Key initiatives in 2020-21:

- Implementation of Warehouse Management System
- Launch of the on-line product ordering platform for divisions
- Development of MRP system in supply chain

Deliverables in 2020:

- Release of RUB 2.2 bn of capital through automation and development of IT system for supply chain planning

Source: Company data and analysis.

Notes: 1. 2020 procurement of supplies (incl. materials) volume; 2. Personnel expense total.



Shared Service Centre

Program launch
2017/18

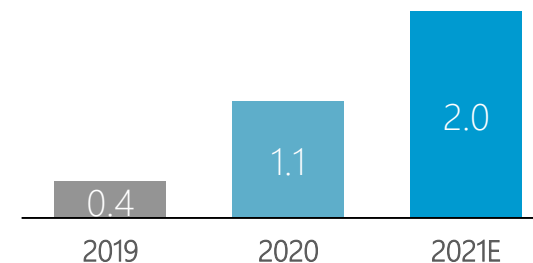
Scale
RUB 1.4 bn²

Key goals:

- **Efficiency** and quality improvements / **Standardization** and unification / **Accelerate transformation initiatives** implementation, scope, and projects execution

Cost savings from the initiative

RUB bn, cumulative







Realized RUB 1.1 bn cost savings from:

- Productivity on scale-up
- Processes optimization
- Relocation to more cost efficient region

1 Production System: from One-offs to Systemic Change

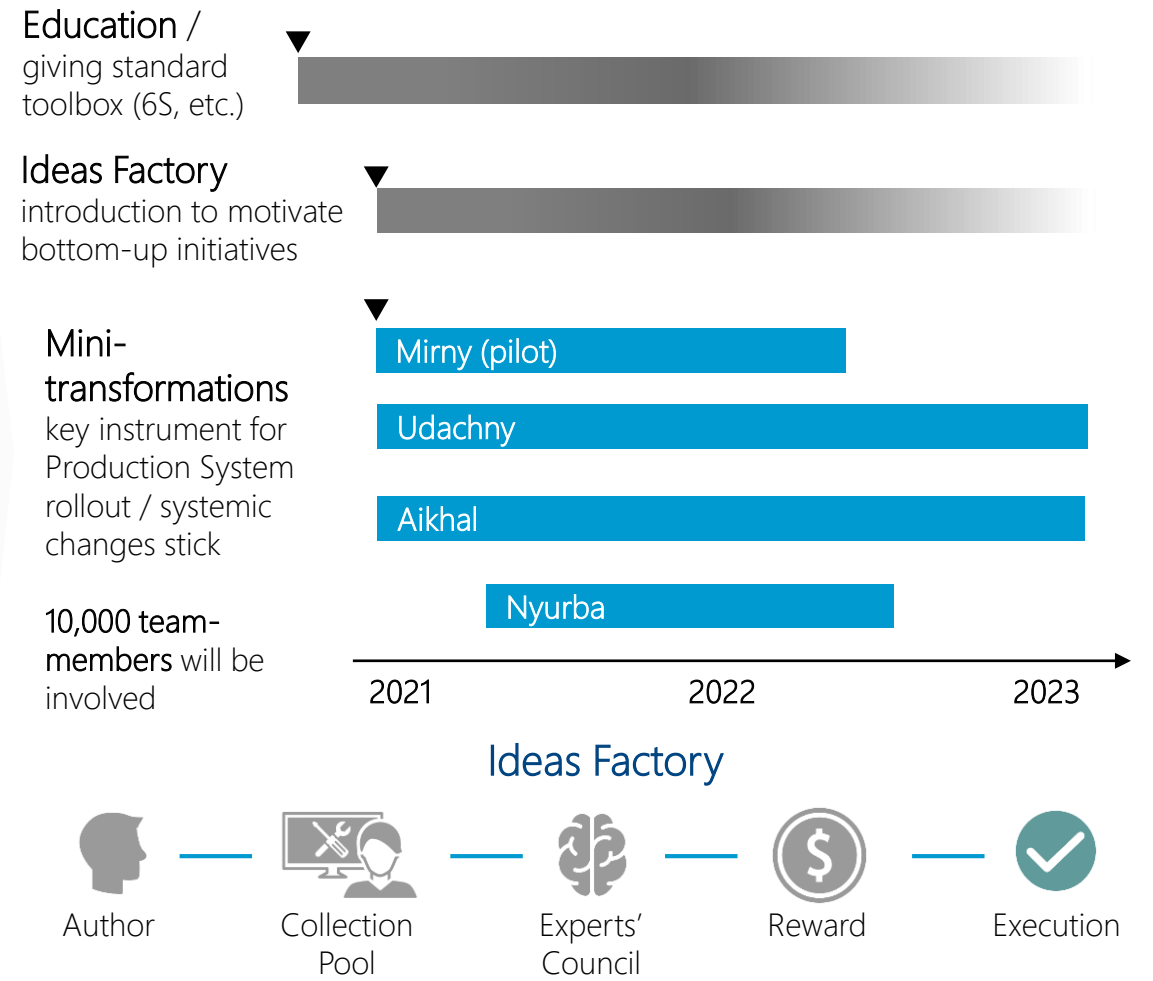
Elements of PS

-  Group-wide goals cascaded to employees
-  Model and governance system (KPI's, motivation, leaders' role model)
-  Tool-box: standardized tools to improve efficiency, benchmarking
-  Infrastructure: Education system, reskilling, IT platform, continuous excellence, communication, talent management/agents of change)

Successful cases

- E.g. Nyurba Division project – elements of PS were introduced in 2018-20
- Visualization
 - 6S system
 - Standard Operating Practices
-
- Improved operational performance
 - Documented changes / knowledge sharing
 - “Educational” playground / talent development
-
- Members of the transformation team cascading knowledge within the Group / internal tutors

Systemic approach leading to cultural changes



Source: Company data.

2

Continuing Digitalization: IT Platform Development

All-encompassing digitalization program at all levels of ALROSA's operations

Program description

- Digitalization program was launched in Dec'19
- Key priorities:
 - Productivity enhancement (implementation of more advanced equipment and improvement of business processes)
 - Cost reduction
 - Safety improvement
 - Establishment of digital culture at all levels

Key initiatives



Advancement of project planning and design processes



Optimization of maintenance process



Digitalization of Health & Safety functions



Further integration of unmanned technologies and digital systems

Plans for 2021

- Consolidation of IT specialists under the designated legal entity "ALROSA IT"
- Further development of in-house IT expertise
- Completion of IT function centralization at the Group level
- Continued scaling-up of obtained knowledge and experience across all assets of the Group

Source: Company data.

2 Case Study: MES Project at Nyurba

Already implemented at Aikhal and Nyurba – to be rolled out across other divisions

Project overview

Project timeline
2019-20

CAPEX¹
RUB 59 m

Advantages:

- Enabling continuous improvement
- Real-time production visibility
- Standardized operations
- Integration with internal systems (Wenco, etc.)
- Reduced operational costs

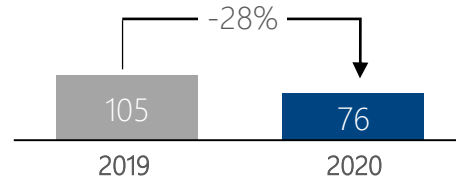


*Best MES Mining
Project Award*

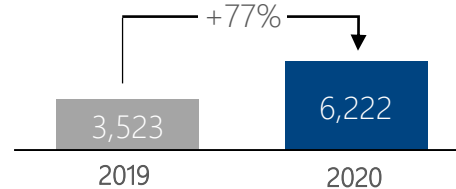
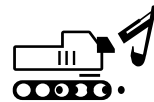
*Wonderware Forum
2020*

Operating improvements

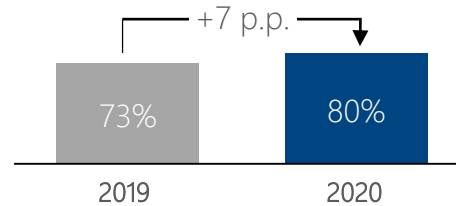
Downtime², ths hours



Mining transport production², ths tkm



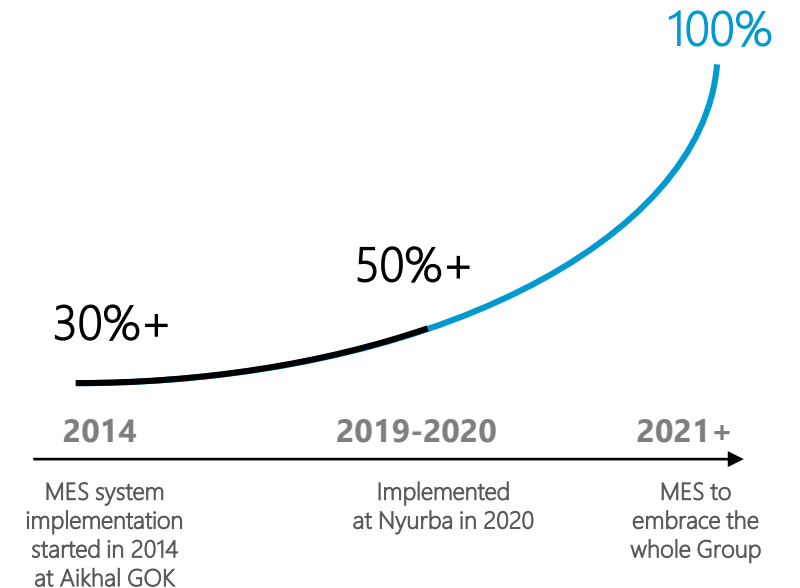
Technical Readiness Coefficient²



Plans for 2021+

- Roll-out on MGOK (2021), Unified Dispatch Center (2021), UGOK (2022)
- Remaining capex : ~RUB 155 m (<50% of total)

% of production capacity covered by MES



Source: Company data and analysis.
Notes: 1. Capex for Nyurba only; 2. For 90-tonnes trucks.

3

Sales Enhancement

Balancing the evolving needs of customer base and sales efficiency

Client centricity

- Client-centric model crystalized in the “new normal” environment
- Introducing “Key account managers” service available 24/7
- Accommodating flexible trading conditions for ALROSA’s long-term clients
- Enhanced client feedback collection
- Continued promotion of ALROSA Alliance brand underpinning the strong supplier-consumer confidence (c. 80% of total sales in 2020 performed with members of ALROSA Alliance)
- New Sales Policy concept was adopted

Sales Channels and Infrastructure

Online auctions and digital twins

- Project envisages creation of digital twins for diamonds of 2CT+ unifying various diamond parameters collected facilitating online sales
- No capex requirements (per carat fee)
- Number of online biddings organised in 2020: 18 (vs. 5 in 2019)

ALROSA Video-Viewer

- ALROSA introduced new Video-Viewer Service to let customers review the stones remotely with the help of ALROSA’s experts
- The new service is in high demand, bears no Capex

Group-wide CRM system

- CRM system rolled over across the Group

Turnover efficiency

- Despite the challenges of 2020, ALROSA managed to retain efficiency of the sales function

Work-In-Progress turnover

- WIP cycle is 14 days below vs 2018 levels
- \$200+ m released from the WIP cycle decrease vs. 2018¹

Automation processes

- Sorting automation reached 35% in Feb’21 (vs. 16% in 2018)
- Box assembly automation reached 50% in Feb’21 (vs. nil in 2018)

Source: Company data.

Note: 1. ALROSA, Severalmaz, ALROSA-Nyurba.

3

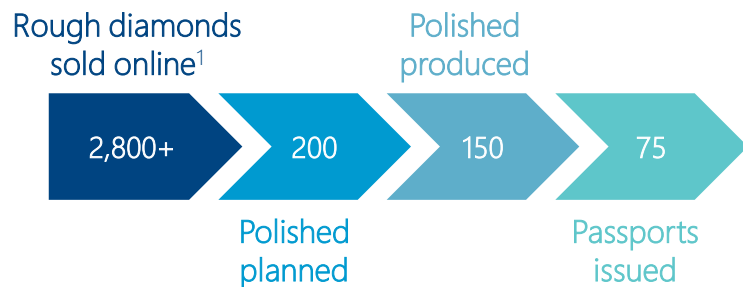
Adding New Facets in Customer Service

Key sales features introduced by ALROSA in 2020

ALROSA Tracing

- Diamond tracing assures authenticity and ethical sourcing of the stones
- Stones with embedded tracing data are highly valued by customers
- ALROSA participates in various pilot diamond tracing initiatives
- Project timeline: Apr-Nov'20

Diamonds are traced through the entire production chain



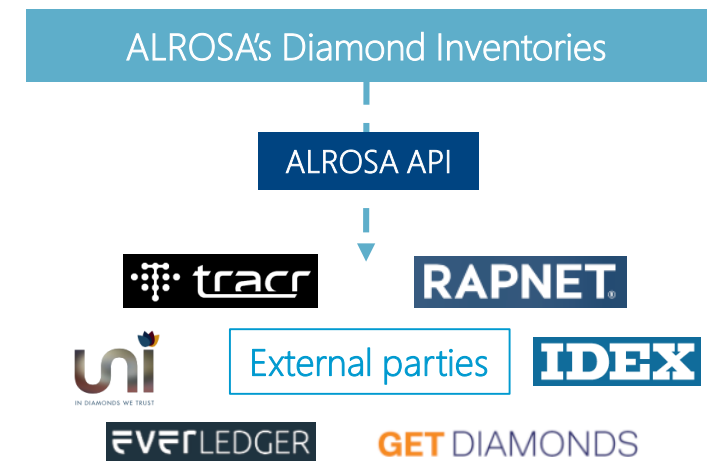
Source: Company data and analysis.
Note: 1. Data as of Jan'20.

ALROSA Provenance

- Diamond passports to be issued automatically for all diamonds polished by ALROSA ensuring internal tracing
- Advantages:
 - Facilitation of sales based on the availability of passports with tracing data
 - ALROSA Diamond Passport becomes a new starting point for external communication and new industry initiatives
 - The service can be easily adapted for 3rd-party technology providers (Sarine, Tracr, GIA, etc.) while keeping the same appearance of ALROSA Diamond Passport
- Project timeline: Q2'21

Digital Stocks

- The service provides for digitalization of ALROSA's stock of polished diamonds on external online platforms
- Project target: 100% of polished diamonds digitalised and available on online platforms (both internal and external)
- Project launched: 2020



3 Marketing Strategic Initiatives



Generic marketing

- Participation in Natural Diamond Council (NDC) to maintain and enhance consumer demand for natural diamonds
- **Image programs** aimed to promote ESG efforts of the industry, incl. ALROSA
- Promotion of **regulatory separation** between natural and lab-grown diamond markets



Digital

- **Branding initiatives:** piloting in collaboration with major US & China retailers
- Trade initiatives to support **fluorescent diamonds** category
- Diamonds with **provenance program**



Polished diamonds marketing

- Promotion of **Fancy coloured diamonds** (True Colours program)
- Promotion of **large and exceptional quality diamonds**
- **B2B marketing** on key markets (NY and HK offices support)
- **New sales channels and markets** (online, new geographies, etc.)

Source: Company data.

4 Capital Allocation – Maximising Shareholder Returns



Focus on Core Business

Organic Growth
+
Operational Efficiency
+
Divestiture of
Non-core Assets



Focused on Value-accretive Projects

Investment Program
with 20%+ IRR¹



Conservative Financial Policy

Commitment to
Balanced Debt Profile
+
Strong
Liquidity Position

Operating cash flow after capex is returned to shareholders

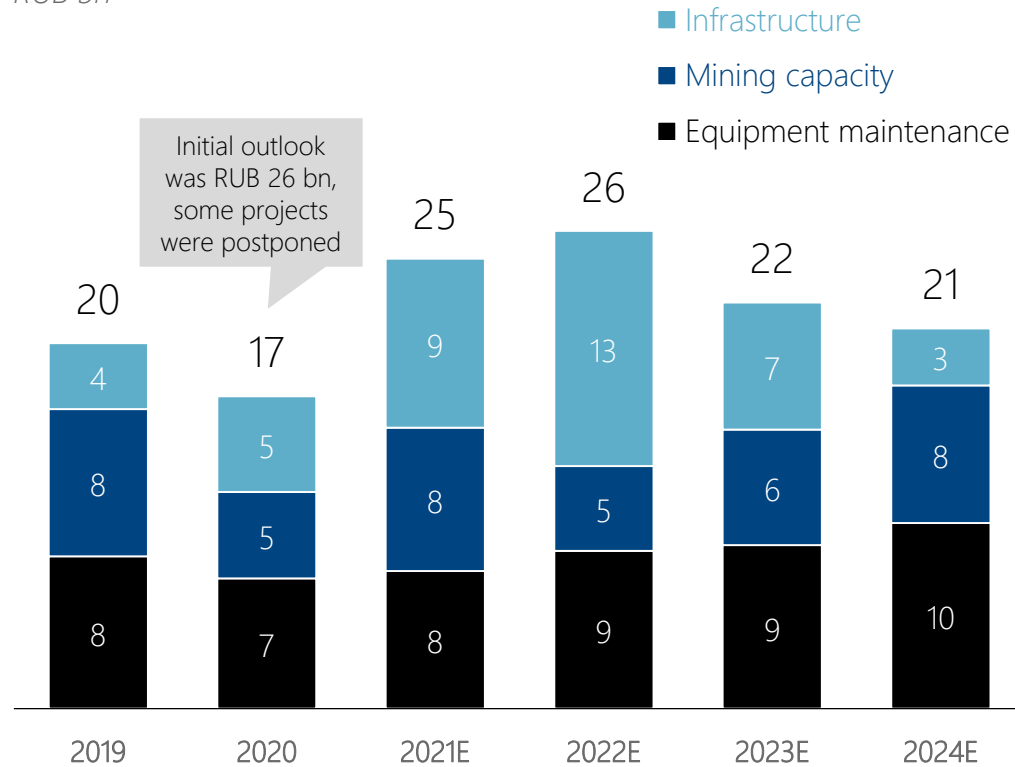
Source: Company data.

Note: 1. For investments in new mining capacity and operational efficiency projects.

4 Investments

2021-24E capex was revised

RUB bn



Investment program with a targeted IRR¹ of 20%+

Source: Company data.

Note: 1. For investments in new mining capacity and operational efficiency projects.

Key projects

Infrastructure: total 2021-24 capex – RUB 32 bn

- Reconstruction of Mirny Airport (RUB 9 bn)
- Gasification of Udachny Division (RUB 4 bn)
- Gas processing plant (RUB 4 bn)

Mining capacity: total 2021-24 capex – RUB 26 bn

- Completion of Udachny underground mine construction (RUB 8 bn)
- Completion of V. Munskeye diamond deposit development (RUB 1.5 bn)
- Development of Maiskaya pipe (RUB 3 bn)

Equipment maintenance: total 2021-24 capex – RUB 35 bn

Other projects

Mir: construction of the new mine

- **Status:** deep geo-exploration stage; decision could be taken in the end of 2021
- **Capex:** in case of positive decision ~\$1.2 bn for 6-7 years starting 2025 at earliest; incremental capex by 2025 (feasibility studies)
- **Conditions for positive investment decision:** confirmation grade of the reserves, market conditions, economic efficiency, H&S

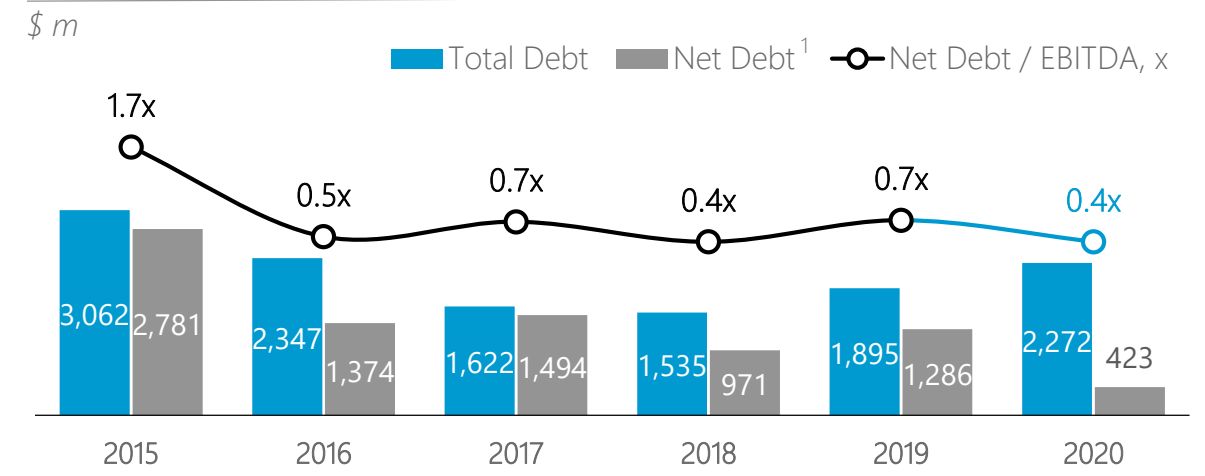
Africa

- **Catoca (Angola):** 41% owned by ALROSA; self-financed – no co-financing of investments
- **Zimbabwe:** exploration works with capex of ~\$5 m pa; no commitment for any projects yet

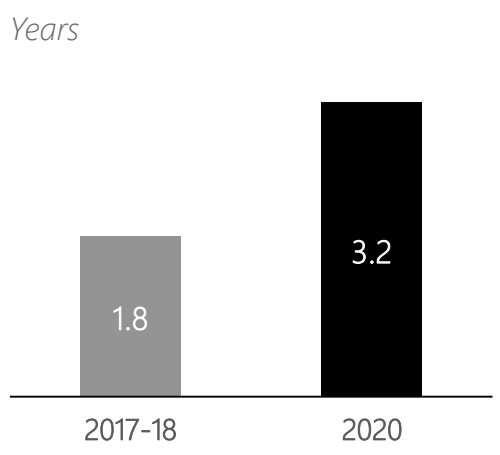
4 Strong Balance Sheet

- Total debt is \$2.3 bn with an average cost of 3.7% pa
- Net debt/EBITDA decreased from 1.25x in Q3'20 to 0.4x
- Liquidity position: \$1.8 bn
- Proactive steps to decrease leverage in Q4'20:
 - \$275 m bank loans fully prepaid from own funds
 - \$494 m 10Y Eurobond @7.75% pa fully repaid in Nov'20
- Investment grade status confirmed
- Maturity extended to 3.2 yrs (from 2.1 yrs in 2019)

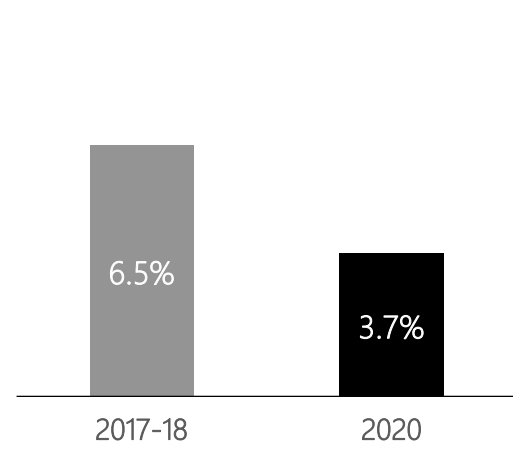
Sound financial profile



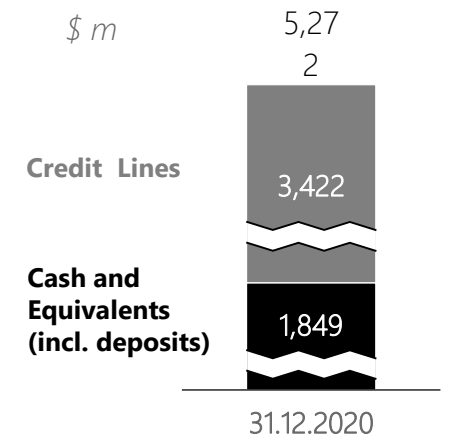
Maturity extended



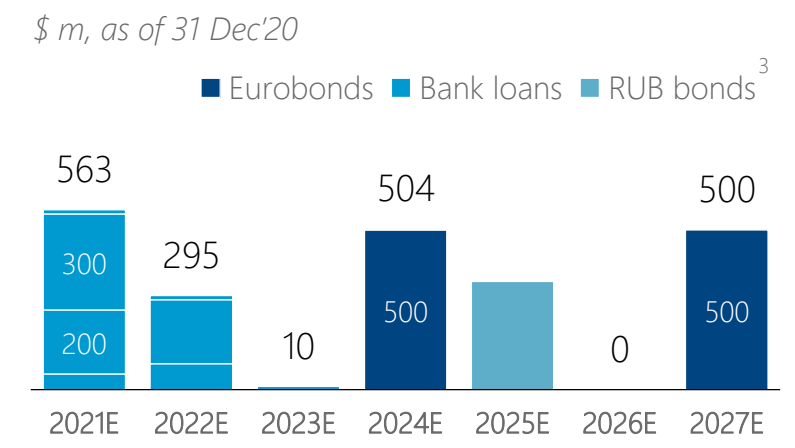
Cost of debt decreased



Liquidity position



Debt² repayment schedule



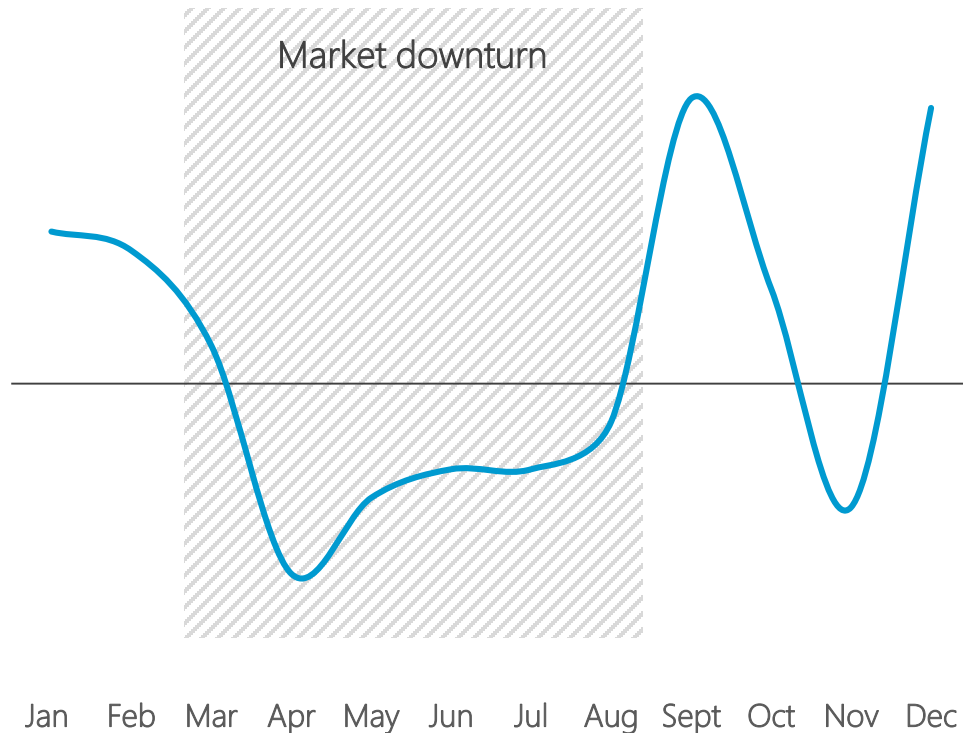
Source: Company data and analysis.

Notes: 1. Including lease obligation (the equivalent of USD 67 m); 2. Excluding lease obligation (the equivalent of USD 67 m) and amortization of discount; 3. Based on FX rate as of 31 Dec 2020.

4 Proposals to Financial and Dividend Policies

2020 case: net cash change during the crisis

Cash inflow minus outflow



Source: Company data and analysis.

Proposed changes

1 Financial policy

- Minimum cash position should be increased from RUB 25 bn to RUB 50 bn to enhance sustainability of operations
- New expanded liquidity buffer will allow the Company during crises:
 - To maintain operational resilience and optimal utilization rates
 - To ensure stability of funding of business development initiatives incl. marketing focusing on the long term goals
 - To have sufficient cash fire-power to restore market balance without resorting to external emergency help
- Targeted net leverage remains unchanged at 0.5-1.0x range

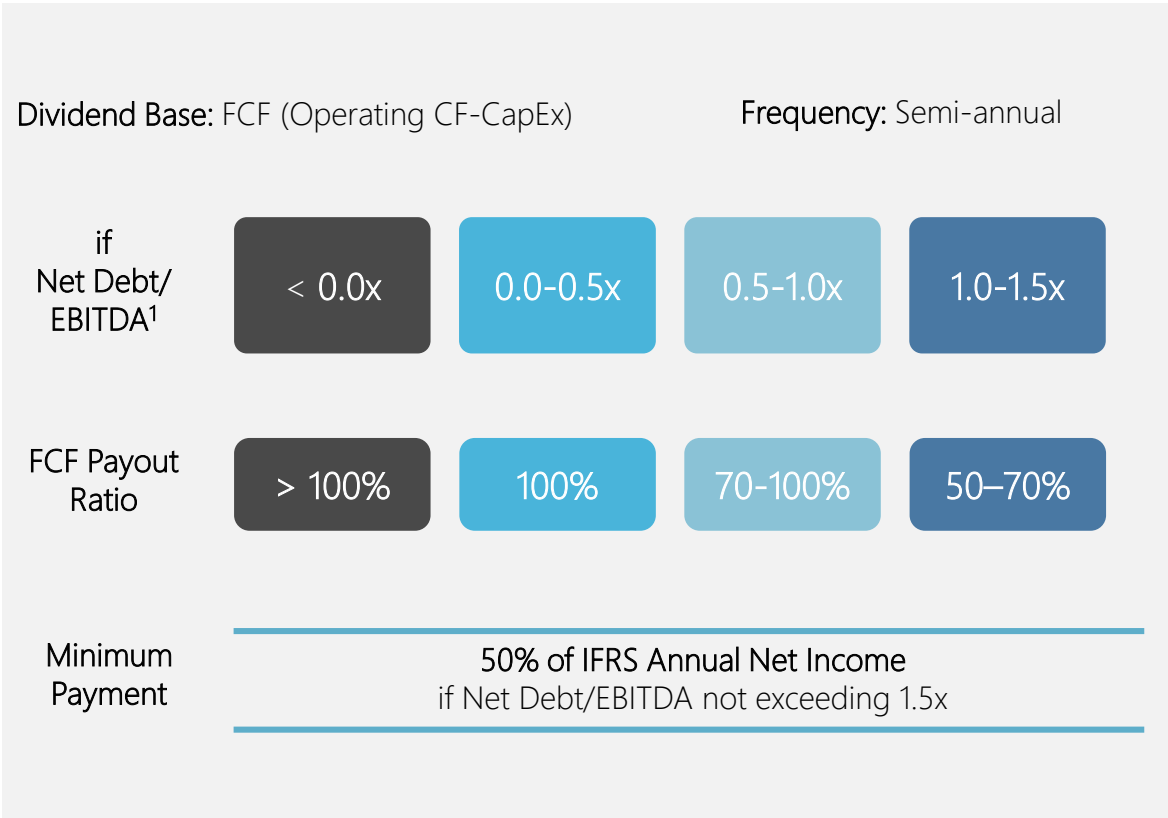
2 Dividend policy

- Key parameters remain unchanged: FCF based, semi-annual, based on net leverage
- Simplified range of net leverage, when defining dividend payout will allow the Company:
 - To improve targeting of net leverage
 - To ensure stability of cash returns to shareholders
 - To improve flexibility in managing debt portfolio

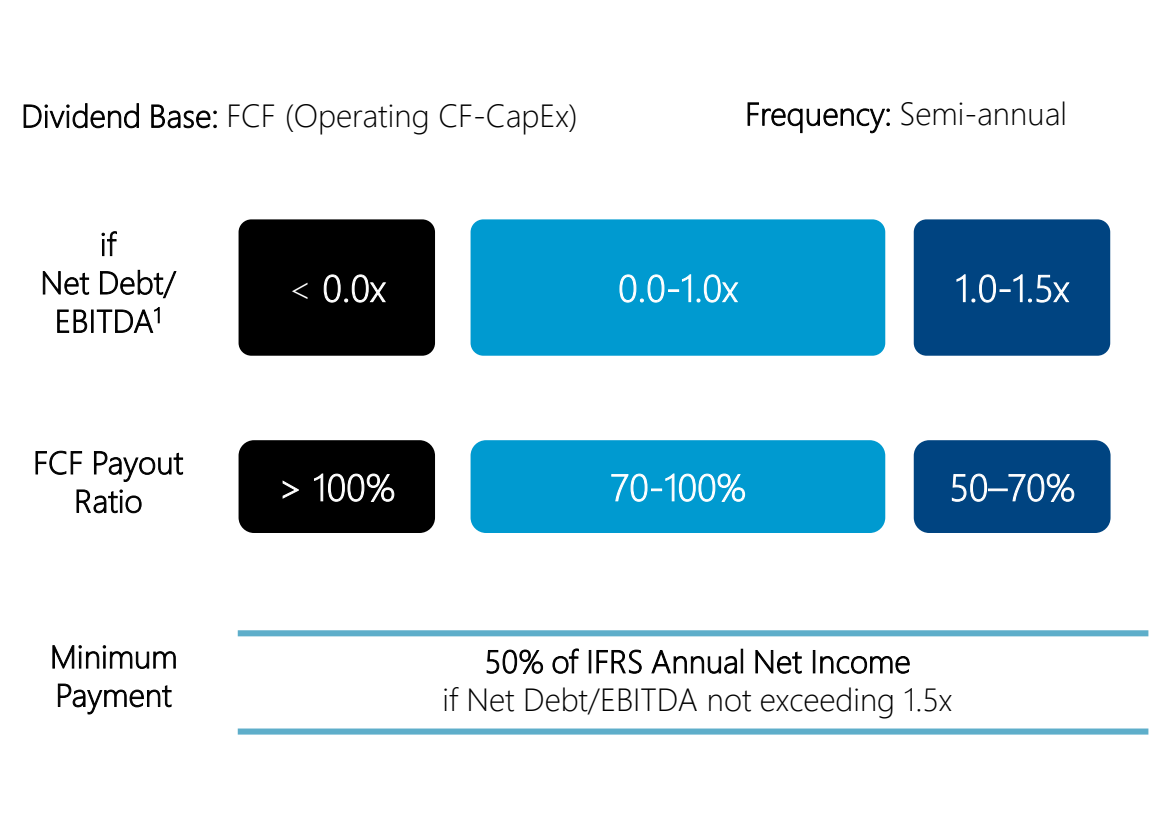
4

Simplified Dividend Policy

Current Dividend Policy



Proposed Dividend Policy



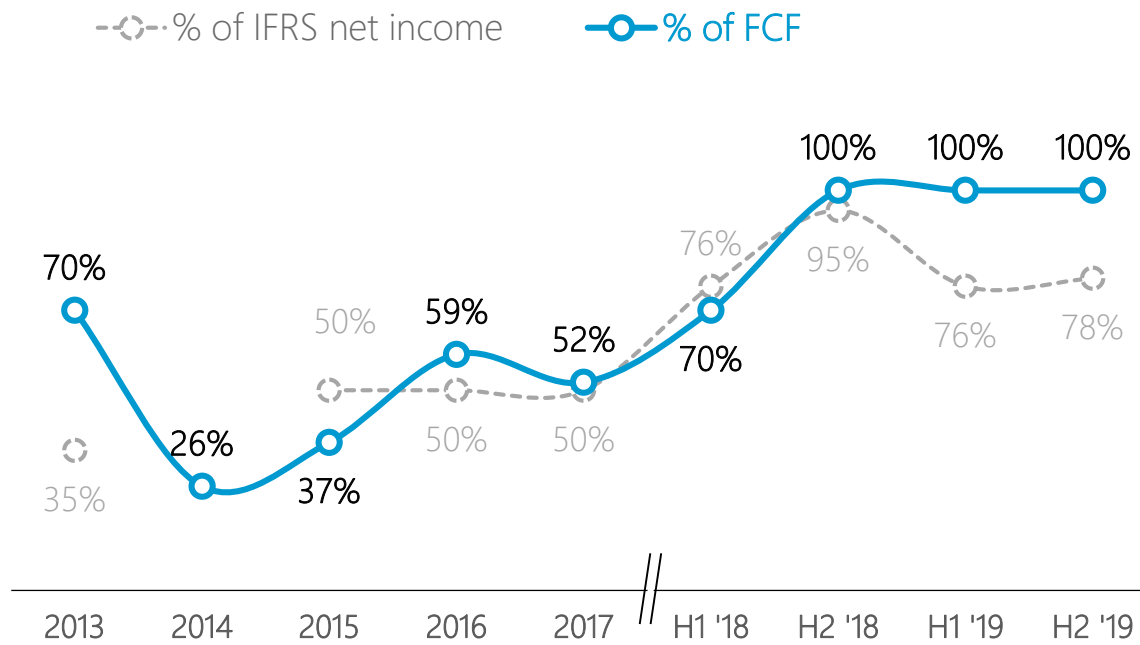
Source: Company data.

Note: 1. Based on first and second half year ND/EBITDA and FCF.

4 Dividends' Payment

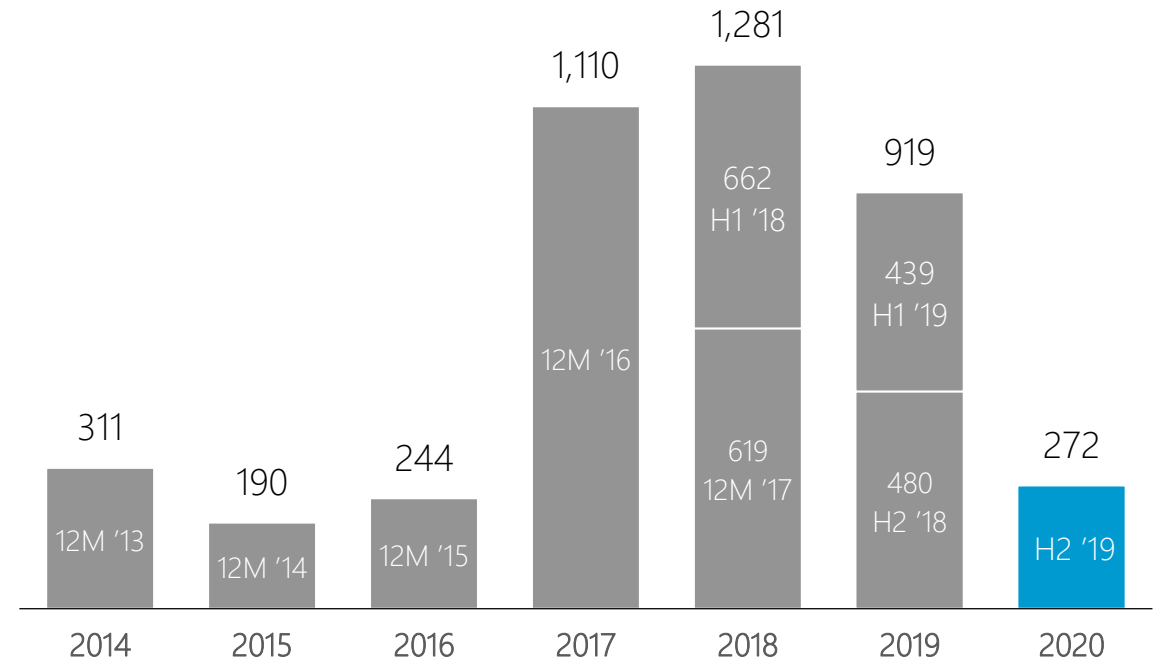
Dividend payout ratio

Based on accrued dividends for the period



Excessive cash is distributed as dividends¹

\$ m

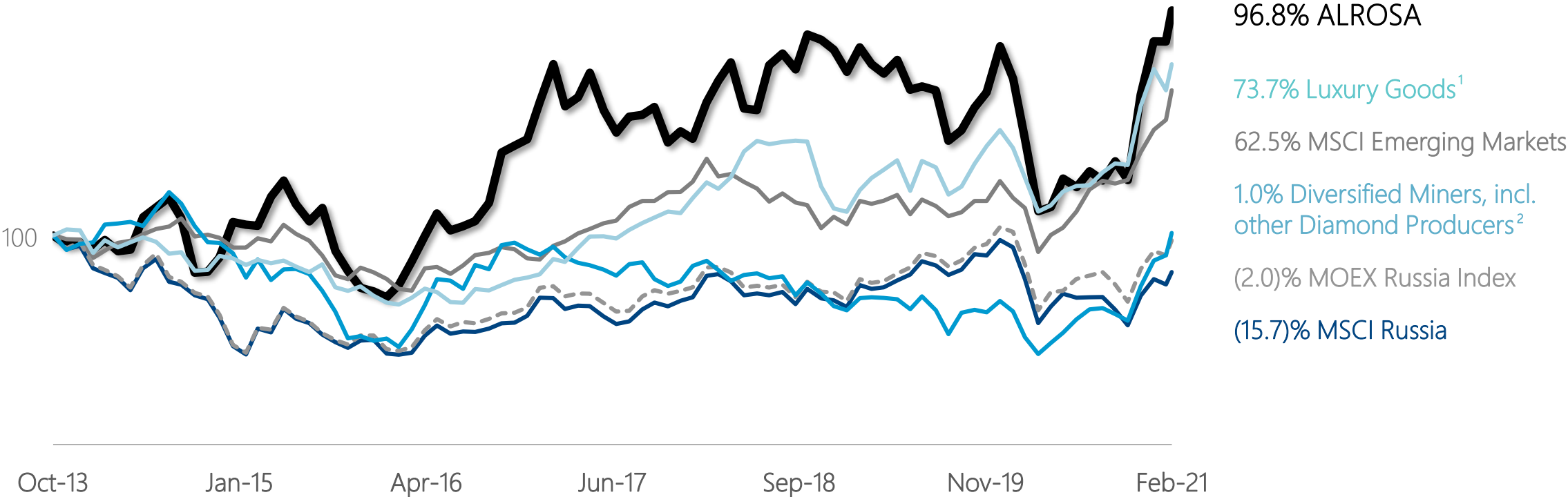


Source: Company data and analysis.

Notes: 1. Dividends paid. Amounts are based on FX rates as of the dividend record dates. Dividends are paid in Rubles meaning the USD amount is subject to change due to FX changes. For information purposes only.

Delivering Superior Shareholder Returns

Cumulative total USD TSR since ALROSA IPO (October 2013)



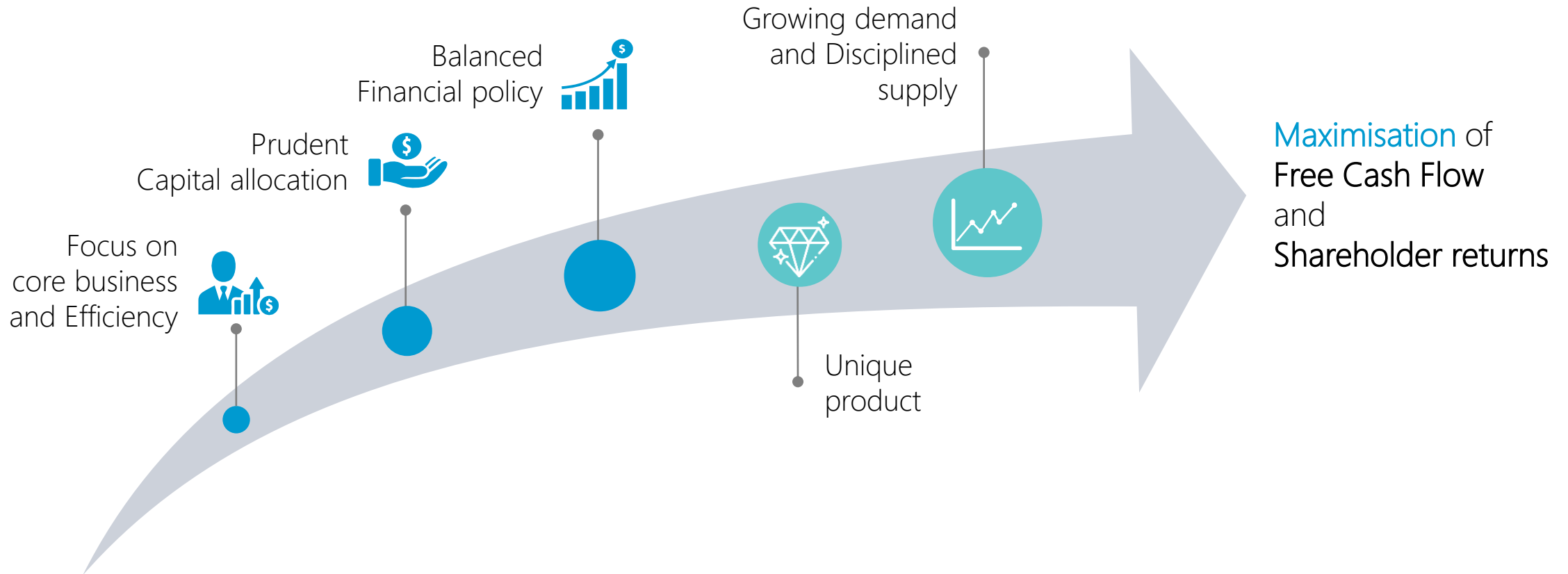
Source: Bloomberg, Company analysis.

Notes: 1. Luxury goods include average performance of the following companies: LVMH Moët Hennessy; Hermès; Cie Financière Richemont; Kering; Swatch; Prada; Tiffany & Co; Tapestry; Burberry; Ralph Lauren; Capri; Moncler; Tod's; ALROSA; 2. Diversified miners include average performance of the following companies: Anglo American; Rio Tinto; BHP; Glencore; Vale; Gem Diamonds; Petra Diamonds; Lucara Diamond; Firestone Diamonds; Mountain Province Diamonds; Stornoway Diamond.

Strategic Priorities Remain Unchanged

Developing efficient organisation...

...taking advantage of strong market fundamentals



Source: Company data.



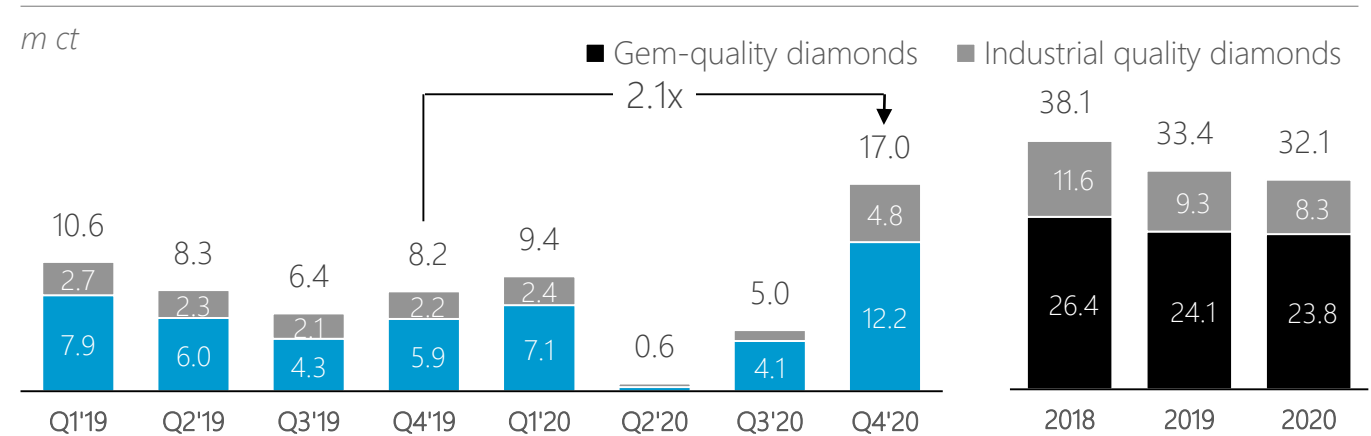
04

2020 PERFORMANCE
AND OUTLOOK

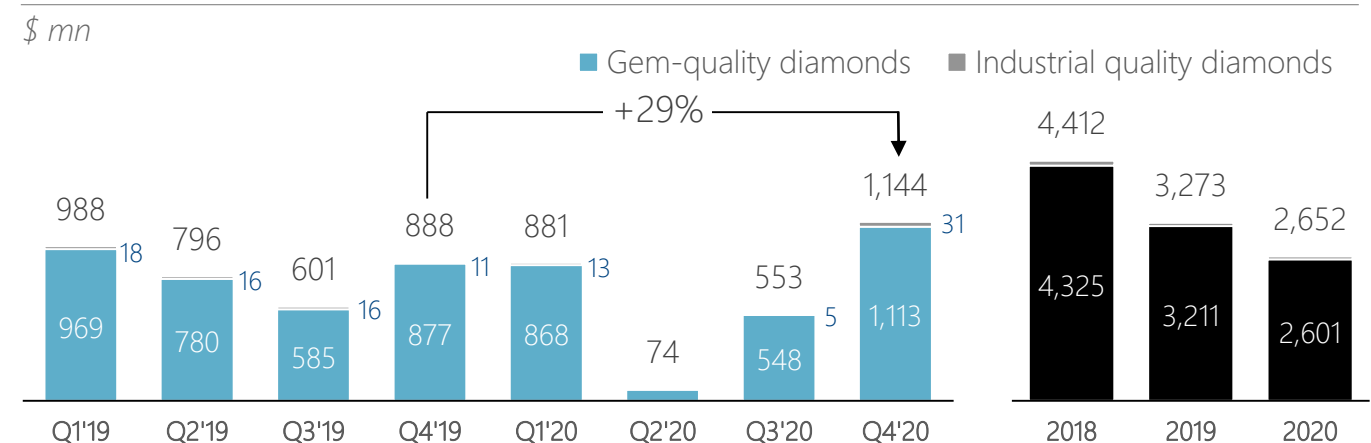
Rough Diamond Sales

- Q4'20 diamond sales increased by 3.4x qoq reaching 17 m ct, incl. 12.2 m ct of gem-quality diamonds, due to continued recovery of end-demand in key markets (US and China) from mid-'20, translated into a strong diamonds demand for rough by year-end
- Proceeds from rough diamond sales in Q4 were \$1,144 m (+2.1x QoQ and +29% YoY)

Q4'20 diamond sales grew by 3.4x qoq



Q4'20 rough diamond sales in USD grew by 2.1x qoq

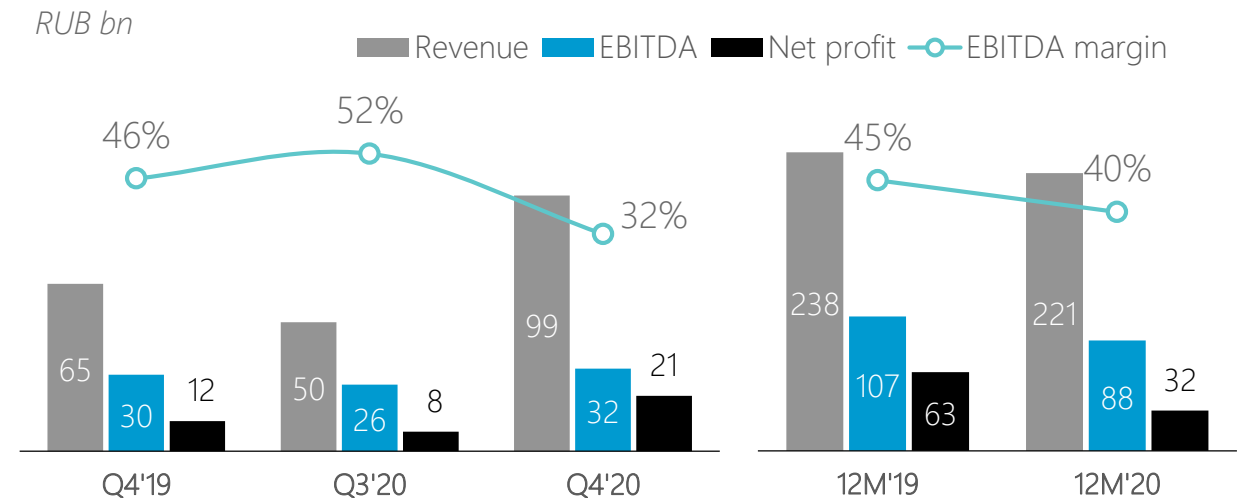


Source: Company data and analysis.

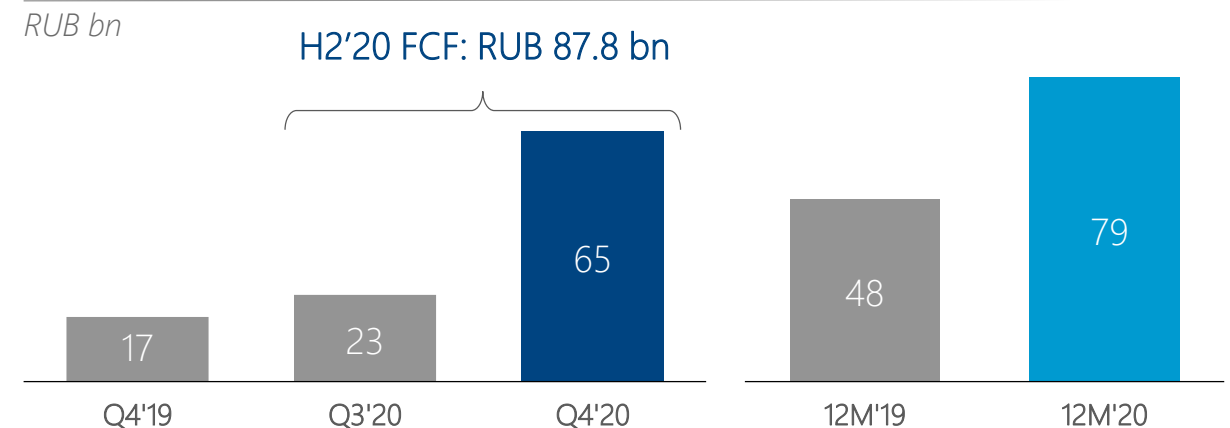
Key Financials

- Q4'20:
 - Revenue: RUB 98.6 bn, up by 2x QoQ on the back of strong demand recovery toward year-end
 - EBITDA: RUB 31.8 bn (+24% QoQ, +8% YoY)
 - Profitability amounted to 32% (-20 p.p.)
 - Net income RUB 21.3 bn (+2.8x QoQ, +83% YoY)
 - FCF grew to RUB 65.2 bn (+2.9x QoQ, +3.9x YoY)
 - Net debt / 12M EBITDA was at 0.4x (Q3'20: 1.25x)
- 12M'20:
 - Revenue: RUB 221.5 bn (-7%)
 - EBITDA: RUB 87.6 bn (-18%)
 - Profitability: 40% (-5 p.p.)
 - Net income: RUB 32.2 bn (-49%)
 - FCF: RUB 79.5 bn (+67%)

Improved financials on the back of sales recovery



Free Cash Flow grew 3x QoQ on W/C release

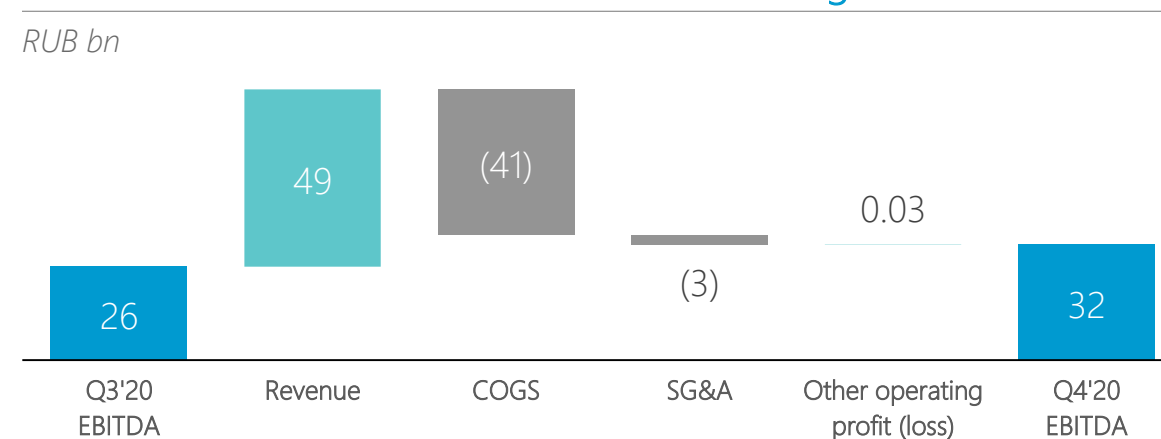


Source: Company data and analysis.

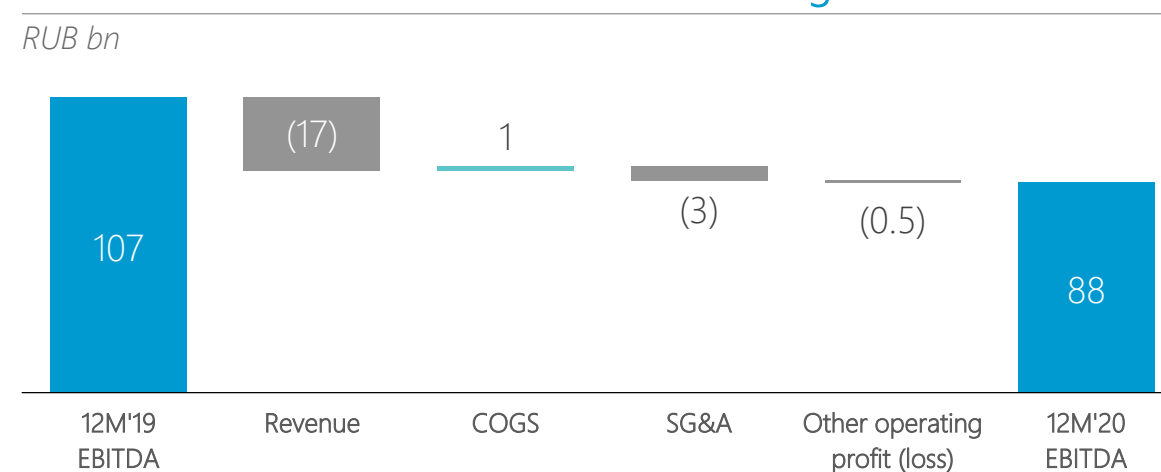
Profitability Analysis

- Q4'20 EBITDA: RUB 32 bn, up by 24% QoQ driven by:**
 - (+) increase of revenue: +RUB 49 bn due to rebounded sales volumes
 - (-) increase of cost of goods sold: -RUB 41 bn due to increase of sales volumes
 - (-) increase of SG&A expenses: -RUB 3 bn due to change of re-valuation of management option program
- 12M'20 EBITDA: RUB 88 bn, down by 18% mainly due to:**
 - (-) revenue decline: -RUB 17 bn due to lower LFL prices (-10%) and changes in sales mix
 - (+) decrease of cost of goods sold: +RUB 1 bn due to lower sales volumes
 - (-) increase of SG&A expenses: -RUB 3 bn due to change of re-valuation of management option program

Q3'20 to Q4'20 EBITDA bridge



2019 to 2020 EBITDA bridge



Source: Company data and analysis.

Free Cash Flow

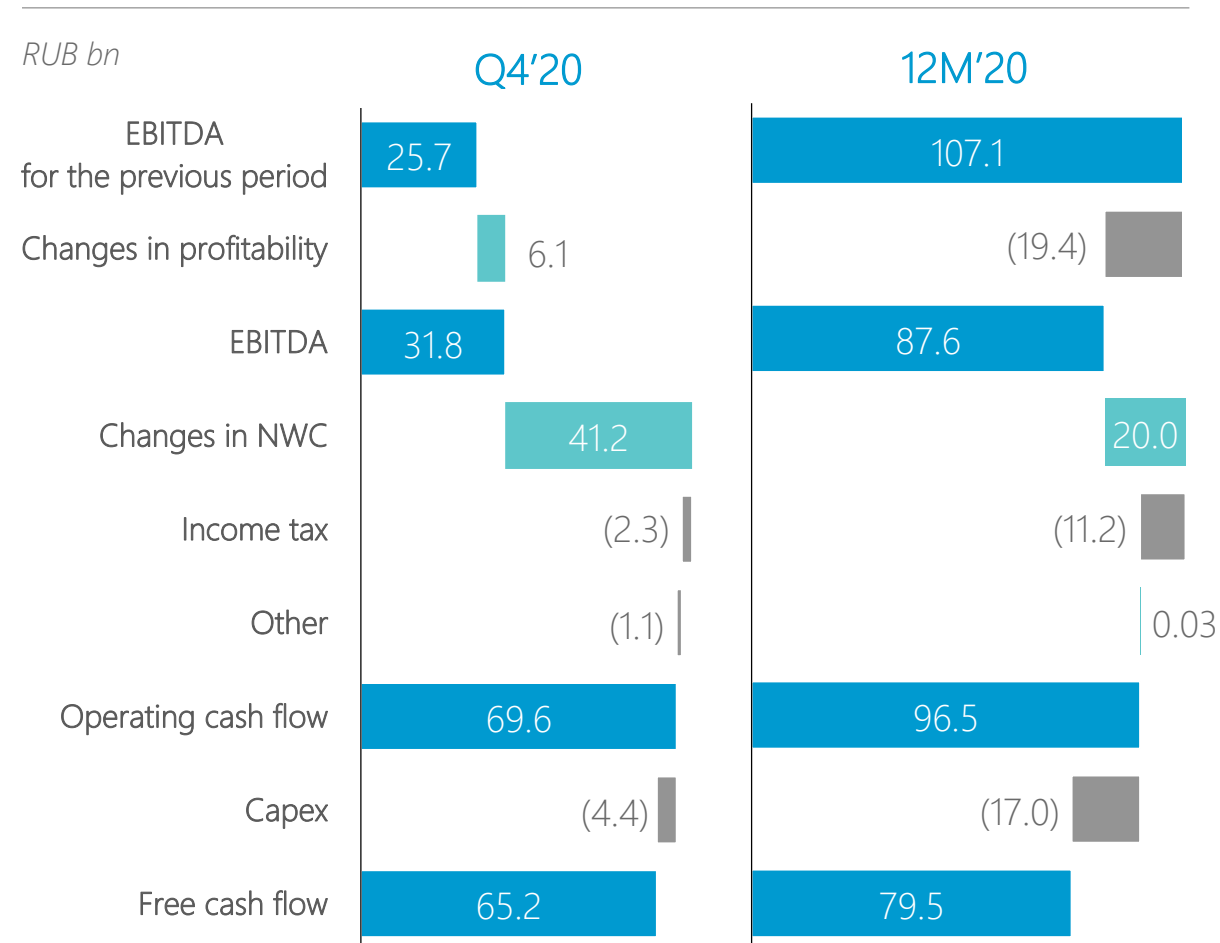
Q4'20 FCF increased to RUB 65.2 bn from RUB 22.6 bn in Q3'20 due to:

- (+) Profitability growth by RUB 6.1 bn QoQ on recovered sales
- (+) W/C release of RUB 41.2 bn with the key drivers:
 - +RUB 29.2 bn – decrease of diamond inventories
 - +RUB 3.2 bn – seasonal decrease of materials
 - +RUB 6.5 bn – AP up due to increase of advances from customers as part of 2020 contracted volumes to be dispatched in 2021
- (-) Income tax payment (-RUB 2.3 bn)
- (-) Other (-RUB 1.1 bn)
- (-) Capex (-RUB 4.4 bn)

12M'20 FCF increased by 67% to RUB 79 bn (RUB 48 bn in 12M'19) due to:

- (+) W/C release of RUB 20.0 bn with key drivers:
 - +RUB 7.2 bn – decrease of diamond inventories
 - +RUB 14.3 bn – AP up due to increase of advances from customers as part of 2020 contracted volumes will be shipped in 2021
- (-) Capex (-RUB 17.0 bn)
- (-) Profitability decrease by RUB 19.4 bn on mix changes and price index
- (-) Income tax payment (-RUB 11.2 bn)

EBITDA to Free Cash Flow bridge



Source: Company data and analysis.

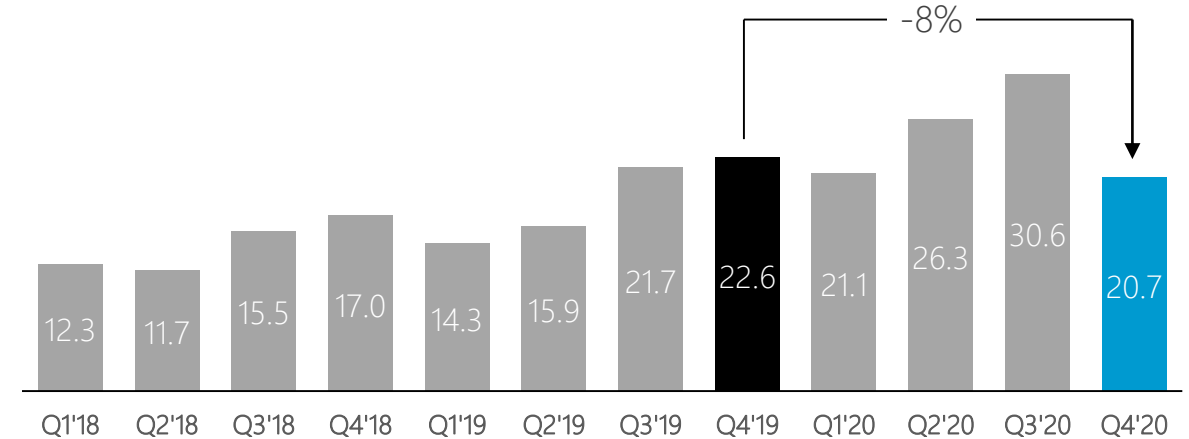
Rough Diamond Inventories

- Q4'20 diamond inventories were down by 32% QoQ (-9.9 m ct) to 20.7 m ct as sales volumes (17.0 m ct) exceeded production (7.1 m ct) due to stronger demand and lower output
- 8% yoy decline in inventories (-1.9 m ct) due to production cuts in order to reduce costs in response to the deteriorating market environment caused by COVID-19
- Q4'20 ores & sands stocks were up 4% qoq to 26.9 m t as mining activities exceeded processing

Source: Company data and analysis.

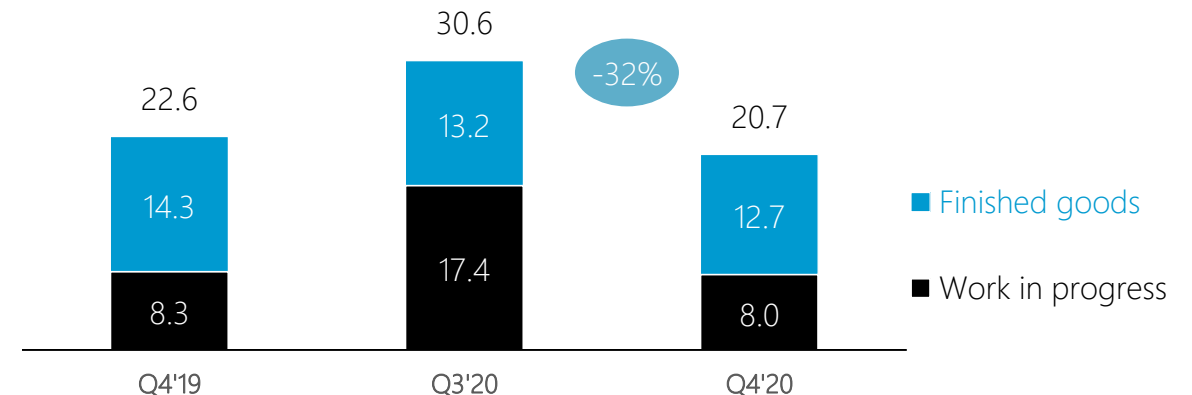
Q4 ALROSA's diamond inventories decreased by 32% QoQ

m ct, end of the period



ALROSA's diamond inventories structure

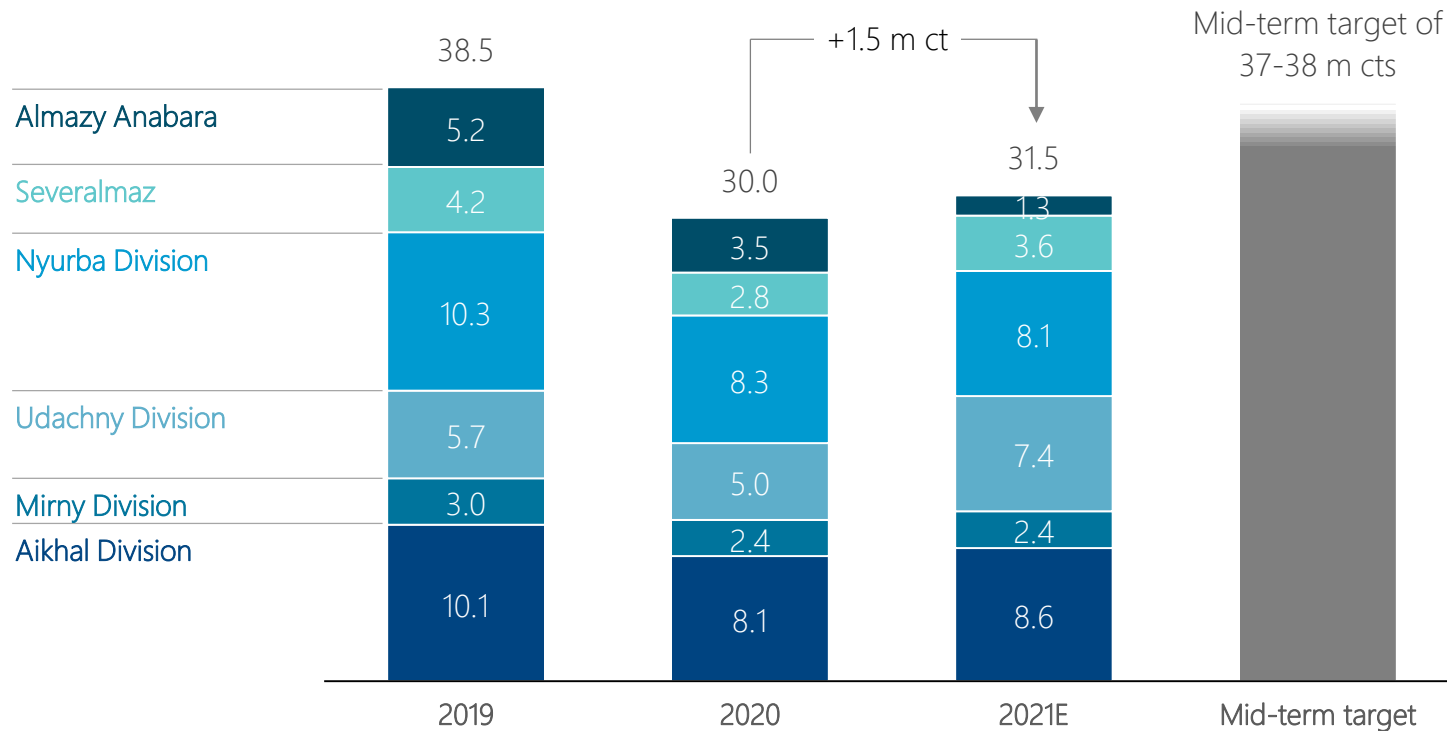
m ct, end of the period



Production Outlook

Production in 2021 revised upwards

m ct



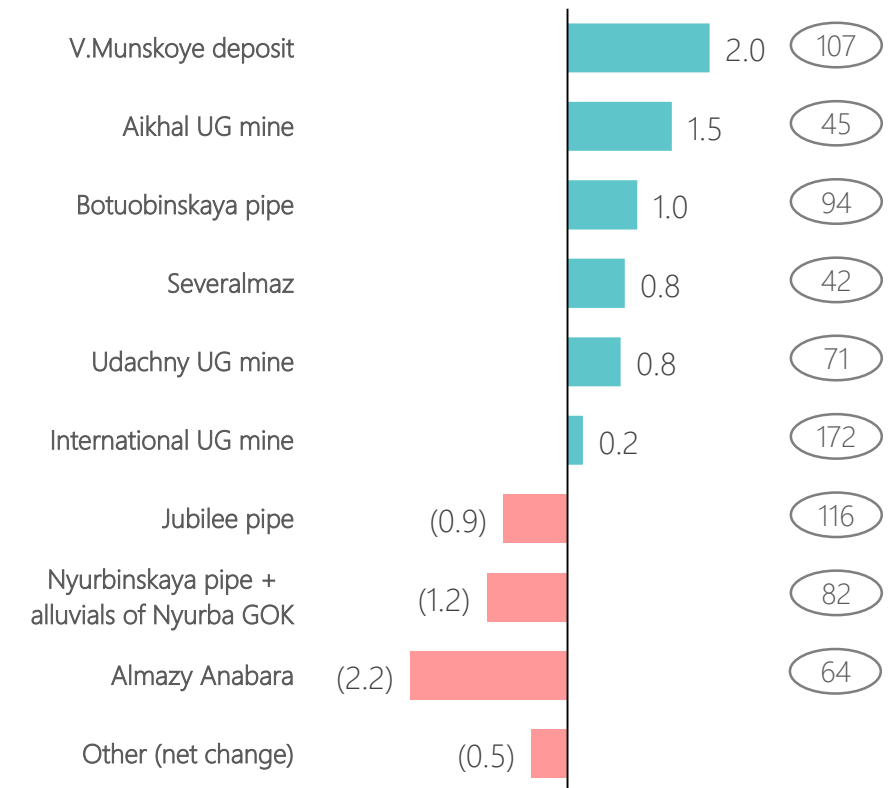
Source: Company data and analysis.

Note: 1. Av. production price in 2020, based on market adjusted price list.

2020 to 2021 output change by deposits

m ct

○ Av. price¹, \$/ct



Summary

Market outlook

- **Resilient consumer demand** – diamond jewelry remains the product of choice for “special moments in life”, and is being culturally accepted in new geographies.
- **Consumer profile is getting younger** with Millennials and GenZ driving incremental demand
- **Recovery growth in end-demand for diamonds** as key economies are back to “normal” life
- **Mid-stream inventories are set to remain range-bound** as in 2019-2020 cutters and polishers de-stocked and de-levered
- **Structural decrease in diamonds supply** with depletions outpacing new capacity launches

ALROSA performance

- **2021 outlook:**
 - **Production** is expected to recover up to ~31.5 m ct
 - **Sales volumes** will depend on real market demand, and availability of the diamonds inventory
 - **Pricing environment** looks positive on resilient demand and limited inventory in the diamond pipeline
 - **Capex is estimated at RUB 25 bn**, a catch up from downscaled RUB 17 bn in 2020
- **Active cost cutting program being consistently pursued:**
 - Active production management
 - Ongoing savings from operational efficiency programs and optimization initiatives

Source: Company data.

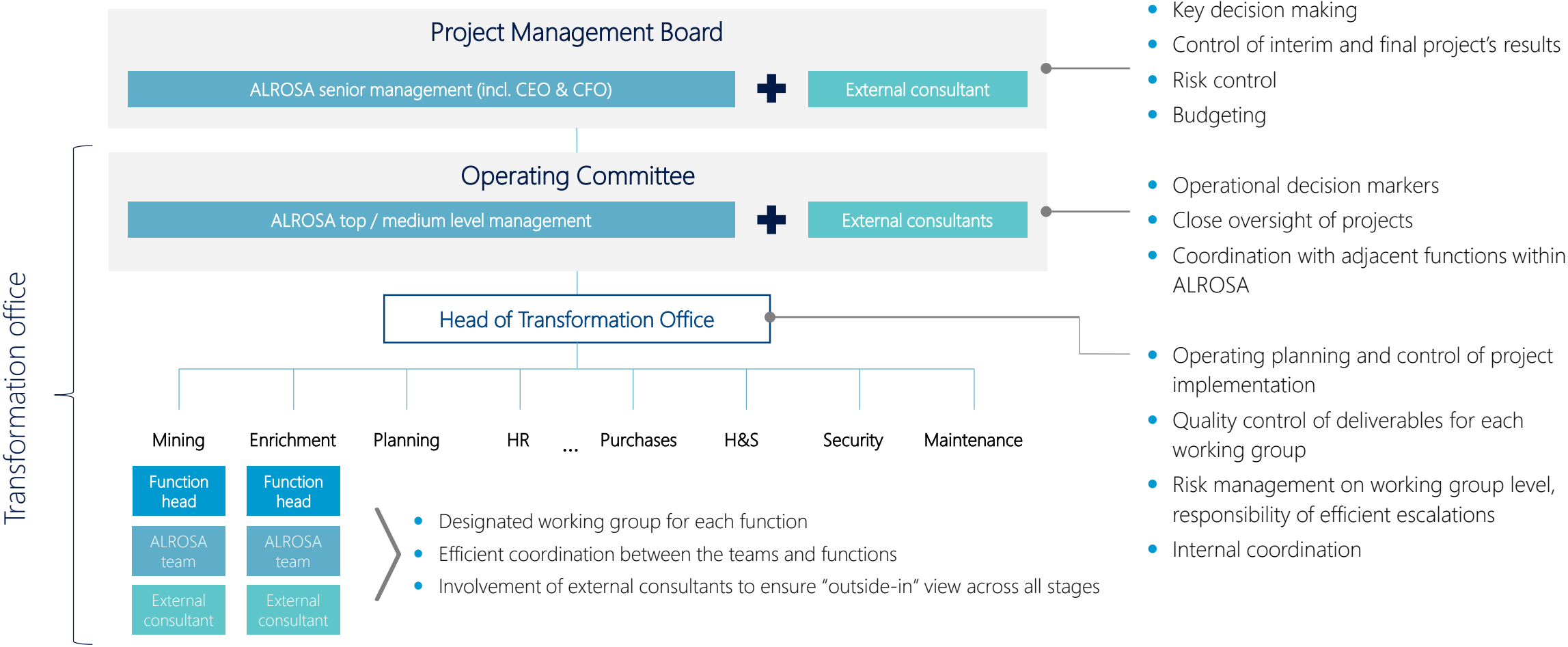


05

APPENDIX

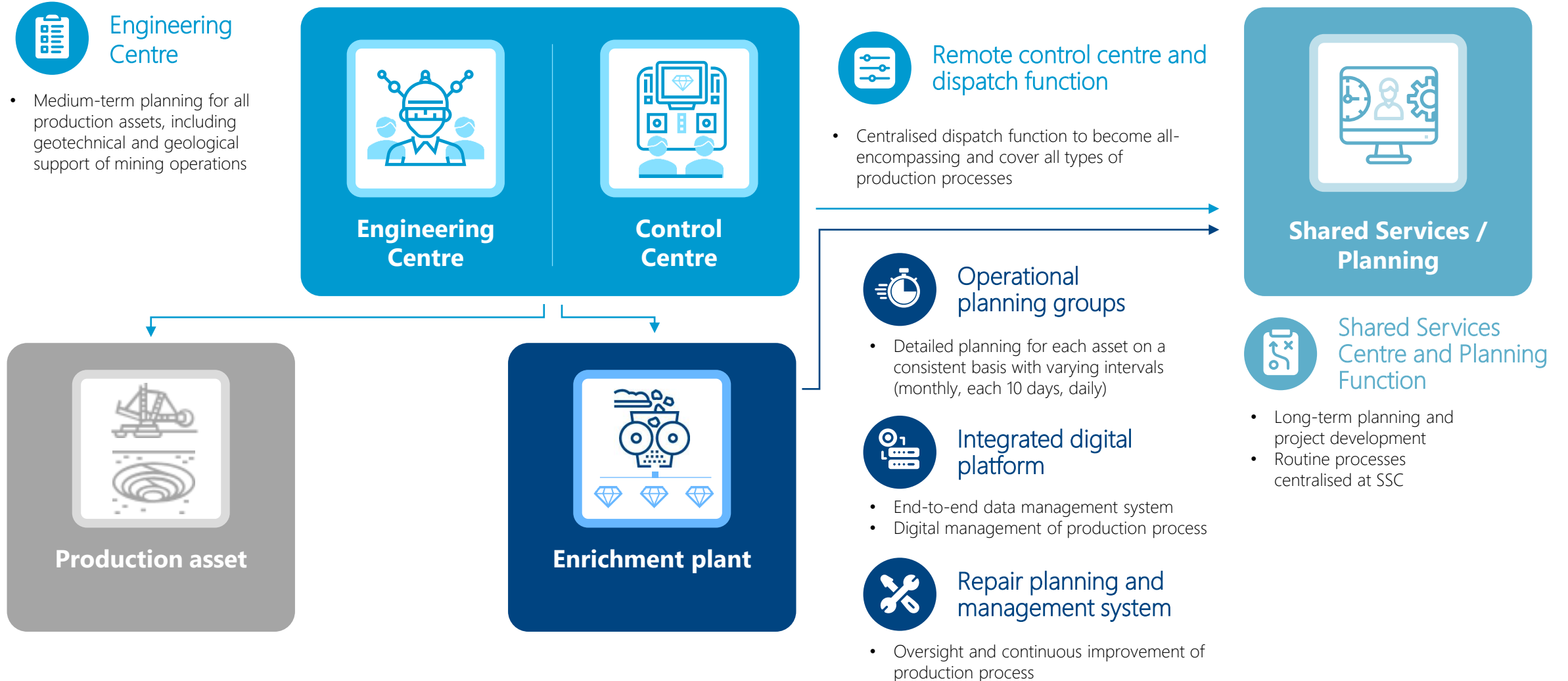
New Initiative: Transformation Office

Systematic approach to changes across the vertical



Source: Company data.

Targeted Production System – Vision for 2023



Source: Company data.

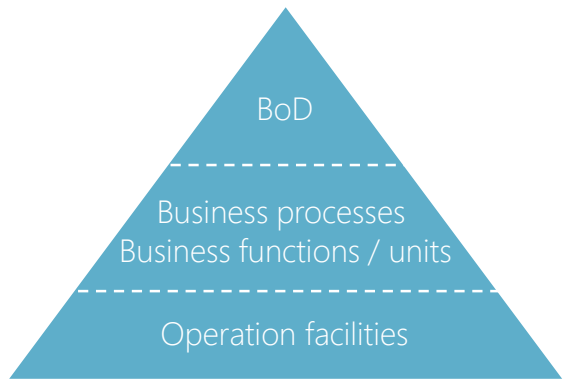
Enterprise Risk Management

Integration and compliance with regulatory requirements and external threats

Implemented ERM Concept



Risk-based approach on all business levels



- External requirements:
- CBR
 - MOEX
 - Federal Agency for state property management

2020 key external threats and focus areas



Source: Company data.

Internal Control and Risk Management System

System improvement is carried out on all management levels



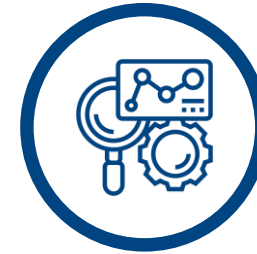
Preventive control

Preventive control procedures are carried out in the context of Risk Management and include risk monitoring, identification and evaluation



Operational control

Control procedures within separate operating processes are aligned with business objectives and harmonized with internal system of controls



Follow-up control

Internal audit, asset soundness, compliance control, external audit, self-assessment, independent audit of risk management and internal control systems

Key initiatives in 2020-21



- Updated methodology and coordination support for risk management and internal control environment
- Independent review and evaluation of control environment and risk management effectiveness
- ESG risk evaluation

Key goals



- Mature internal control system adaptive to exogenous environment
- Integrated digital solutions (risks, control, audit)
- Development of continuous auditing via digital tools

Source: Company data.

Natural Diamond Council (former DPA)

- In 2020, the former DPA was relaunched as the Natural Diamond Council focusing on the positive attributes and values of natural diamonds and diamond jewelry and reducing the conflict with the LGD industry
- NDC - the global reliable publisher on all topics relating to natural diamonds and diamond jewelry, ensuring that content reaches a broad consumer base 365 days a year
- **Media strategy was revised:** as a result, daily traffic on the NDC's websites for the first time reached 250,000 visits/day in October 2020 (+25x YoY)
- **The most recent consumer research indicated:**
 - 18-39 y.o. people have a strong relationship with diamond jewelry, placing it high on their wish lists both to buy for themselves and to give to others
 - A diamond is "one of a kind" statement shared by 70% of respondents
 - Respondents believe diamonds represent a symbol of love and exclusivity (68%), authenticity (65%) and rarity (57%)

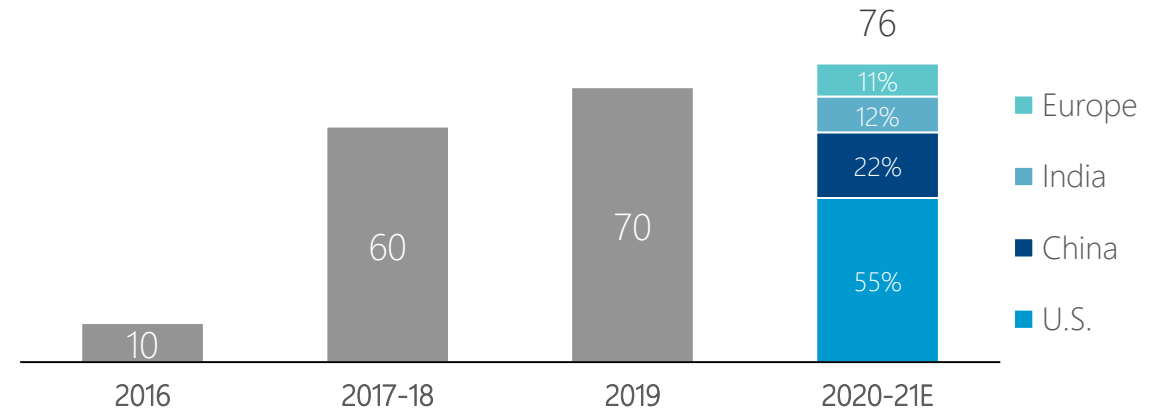
Case study:

Despite the COVID-19, in September, the new global 2020 advertising campaign was premiered with the announcement of Ana de Armas as the new face of natural diamonds. The campaign premiered the NDC's consumer brand "Only Natural Diamonds" supported by the tagline "For Moments Like No Other", symbolizing the unique proposition that differentiates natural diamonds from other material luxury goods. In pre-flight research, the campaign tested in the 10% of campaigns for purchase intent



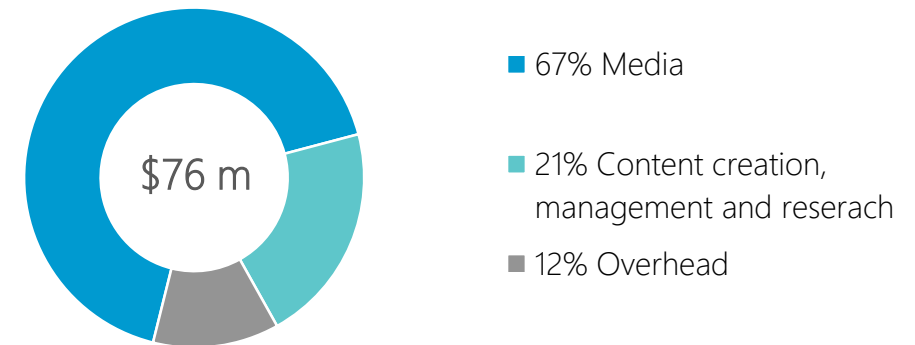
Marketing budget of the industry association growth

\$ m pa, budget for 2021E breakdown by regions



2021 NDC marketing budget structure

%

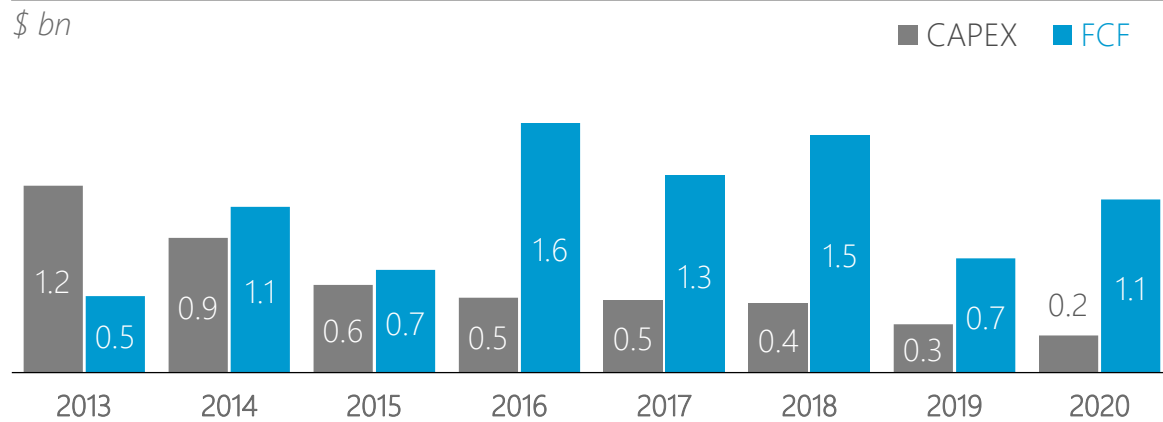


Source: Company data.

ALROSA: Key Highlights Since 2013

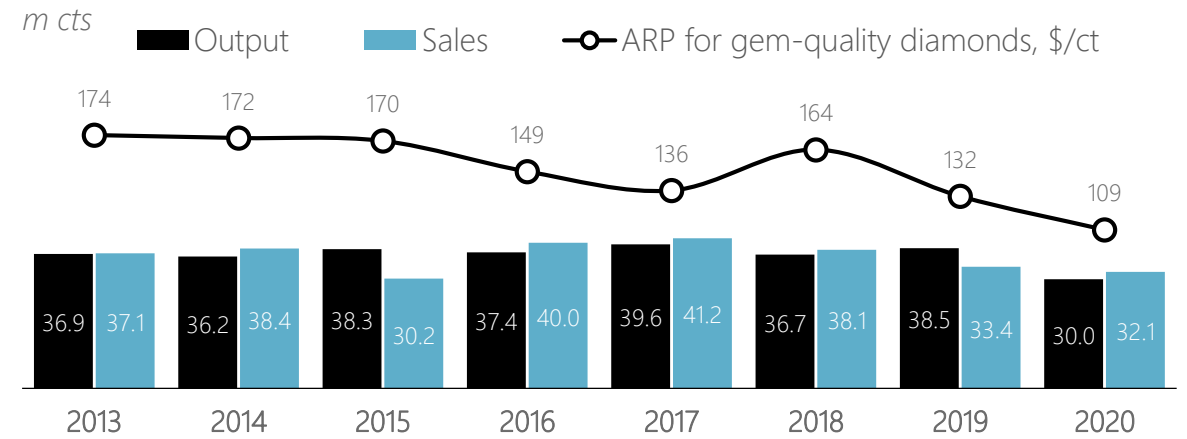
- High utilization rates through the cycle
- Company demonstrates stable – 40-50% margins
- ... well supported by cost control and product mix
- Capital intensive phase is over, ALROSA moved to structurally lower capex cycle

ALROSA's capital intensity is decreasing

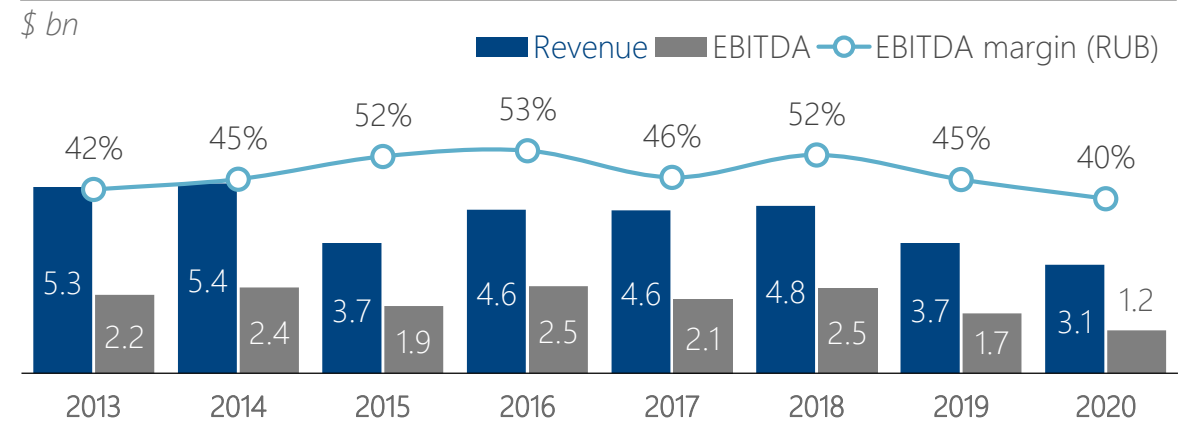


Source: Company data.

Operating results and selling prices



Revenue, EBITDA and EBITDA margin

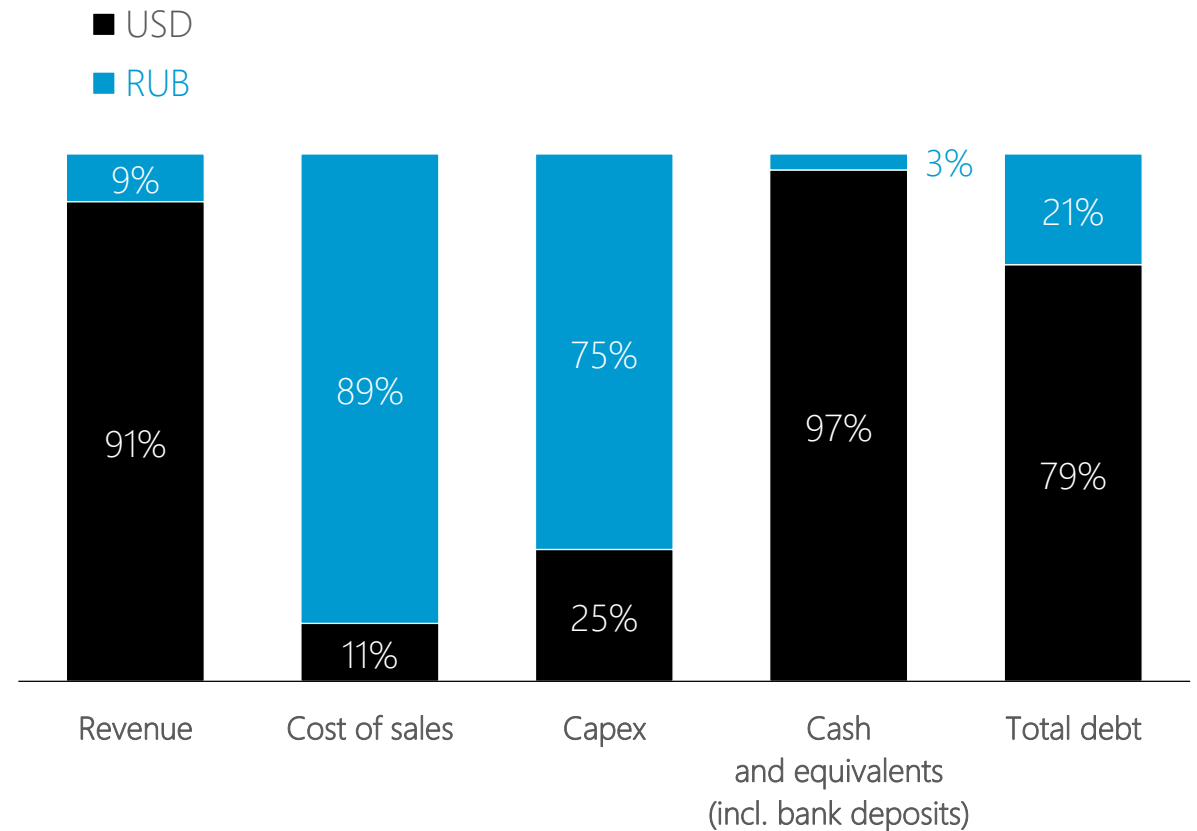


FX Rate

- ALROSA is an exporter with ~90% of revenue denominated in USD
- Costs and capex are denominated mainly in RUB, 90% and 75% respectively
- 79% of the Company's debt portfolio¹ is denominated in USD to create a natural hedge against FX risks
- ALROSA's financial sensitivity analysis shows that a change in the USD exchange rate by +/- 1 RUB/USD leads to the following change in metrics:
 - revenue – +/-1.26%
 - cost of sales – +/-0.15%
 - EBITDA – +/-2.98%
 - capex – +/-0.35%

Financial metrics breakdown by currency

% of metric's total, 2020



Source: Company data and analysis.

Note: 1. Excluding lease obligation (the equivalent of USD 67 m)

Diamond Value Chain

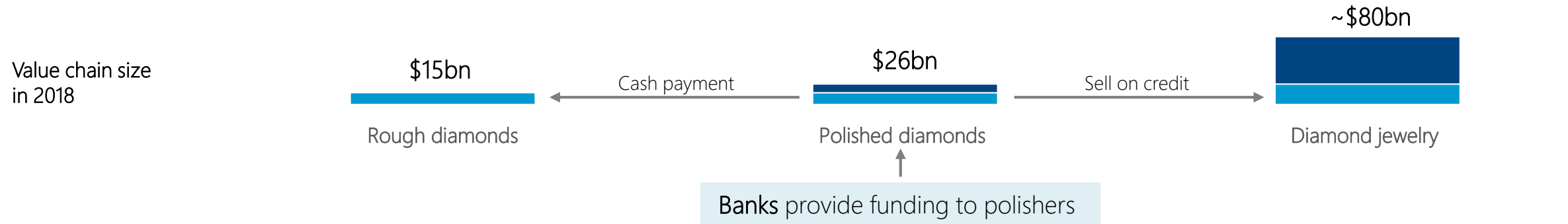
Rough diamonds

Polished diamonds

Diamond jewelry



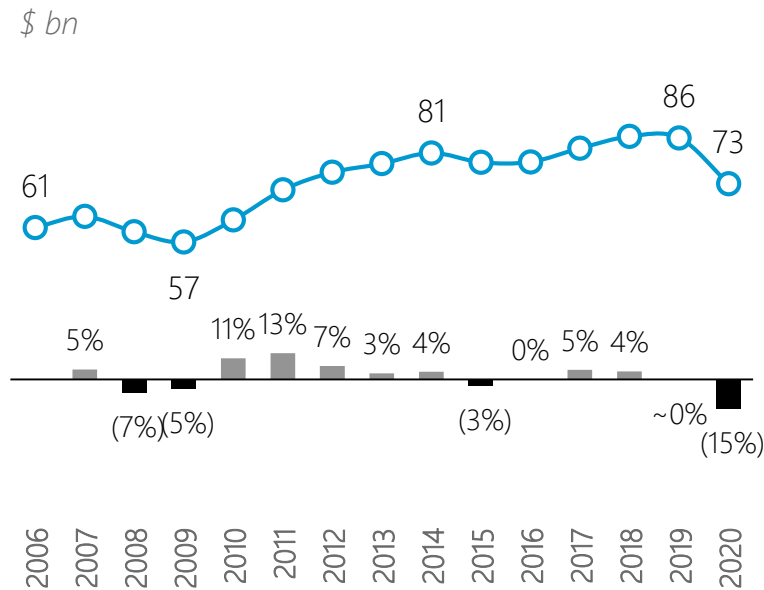
Number of players	Top-5 = 70% of market	~100	~5,000-10,000 (90% are in <i>India</i>)	>10,000	Large retailers control ~35% of the market
Entry barriers	High		Low		Medium
Profitability (average)	19-21%		-3-2%	2-4%	2-4% small retailers 8-10% large retailers



Source: Company analysis, AWDC Bain report "The Global Diamond Industry 2019".

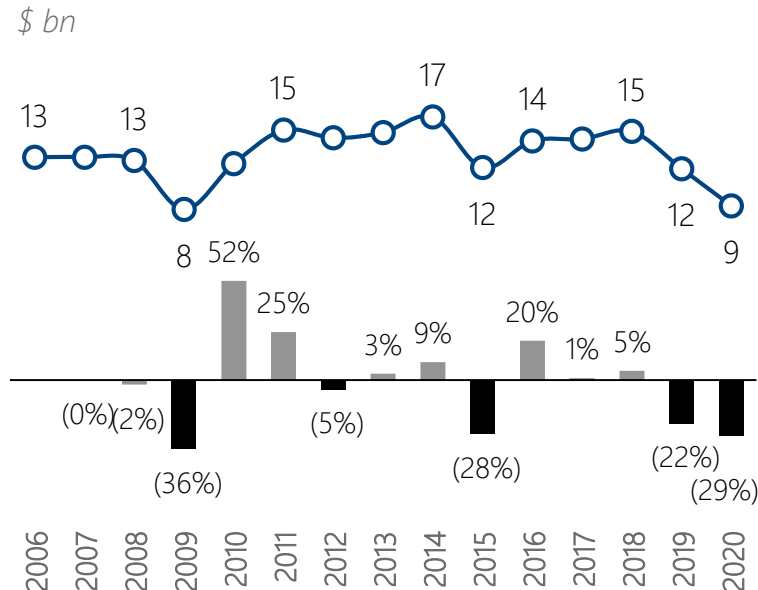
Diamond Industry Dynamics

Diamond jewelry sales



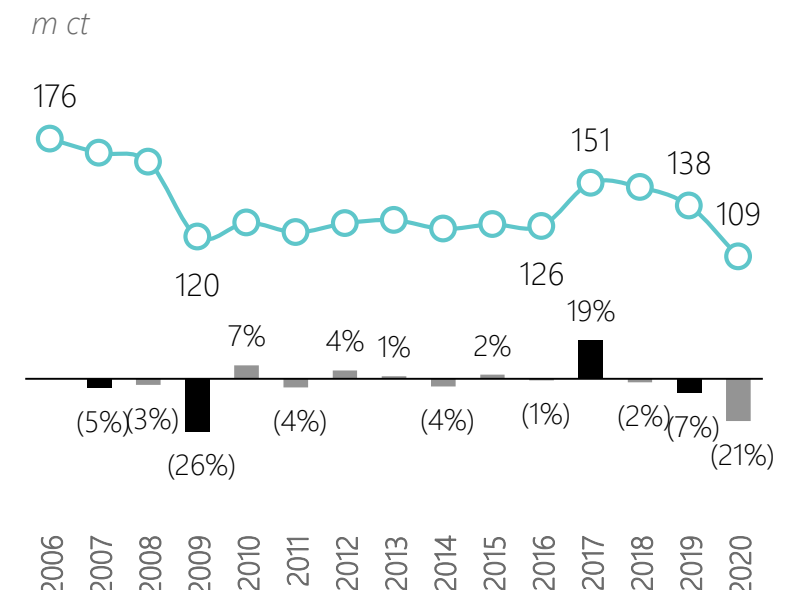
- Final demand for diamond jewelry is stable
- Slight downturns in 2009 and 2015 led to “whip effect” on rough diamond sales

Rough diamond sales



- Downturns: short-lived (9-18 months) with quick supply cuts to support market
- ... followed by a double-digits growth in subsequent year (on stronger volumes / prices)

Rough diamond output



- Output decreases on the depletion of existing mines and lower production levels on the back of COVID-19

Source: Company data and analysis.

ALROSA ESG Ratings & Indexes

Setting a goal for the best sector performance



BB

ALROSA retains BB rating since 2018, reconfirmed in 2020



59

Score retained in 2019



34

ALROSA has doubled its score in 2020 vs 2019



D

Information on the emissions submitted for the first time in 2020



D+

- Governance: 3
- Environment: 2
- Social: 4



8

8th place at WWF Russia together with the EU and the UN Environmental Program



49

Points rated in 2019



FTSE4Good



A constituent of the FTSE4Good Index Series since 2016

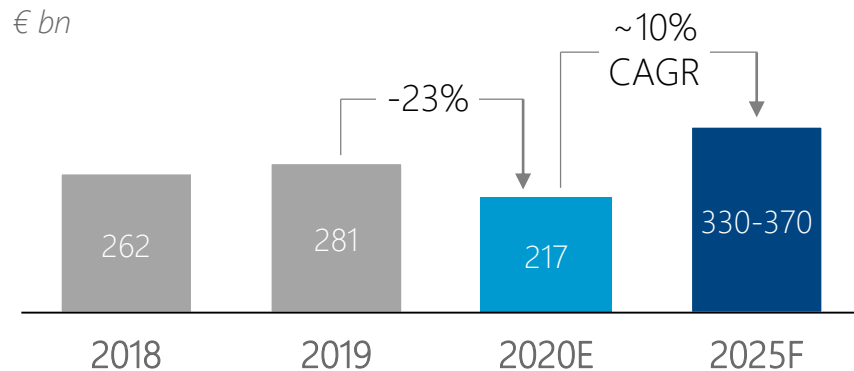
Source: Company data.

Demand Drivers

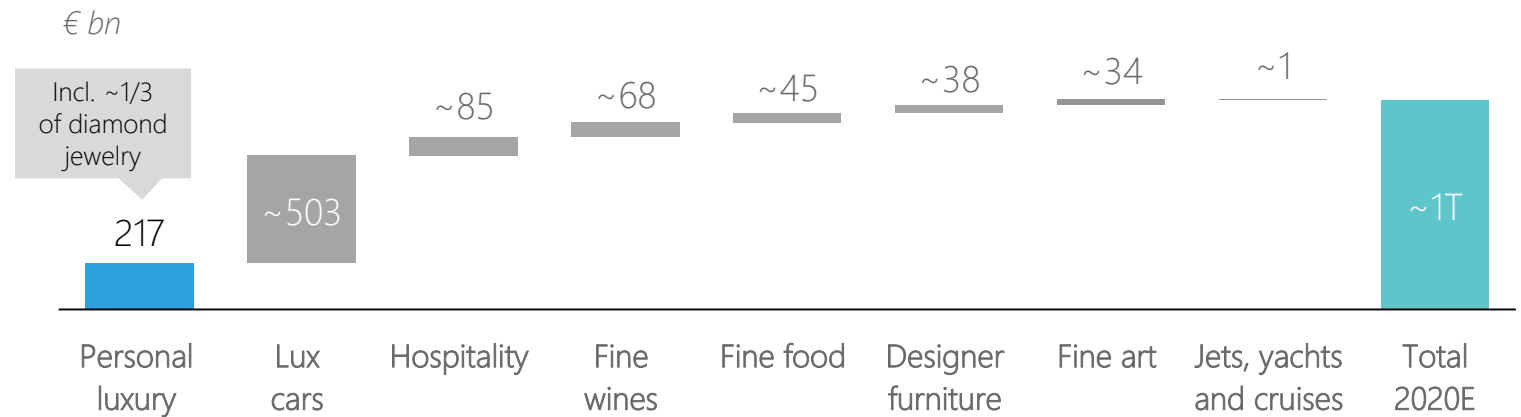
Highlights

- 2020E global luxury market contracting to ~€1 trillion on the back of COVID-19
- ~2Y is needed to bring the personal luxury market to the pre-COVID levels
- China market expected to grow by 45% this year on boosted local consumption

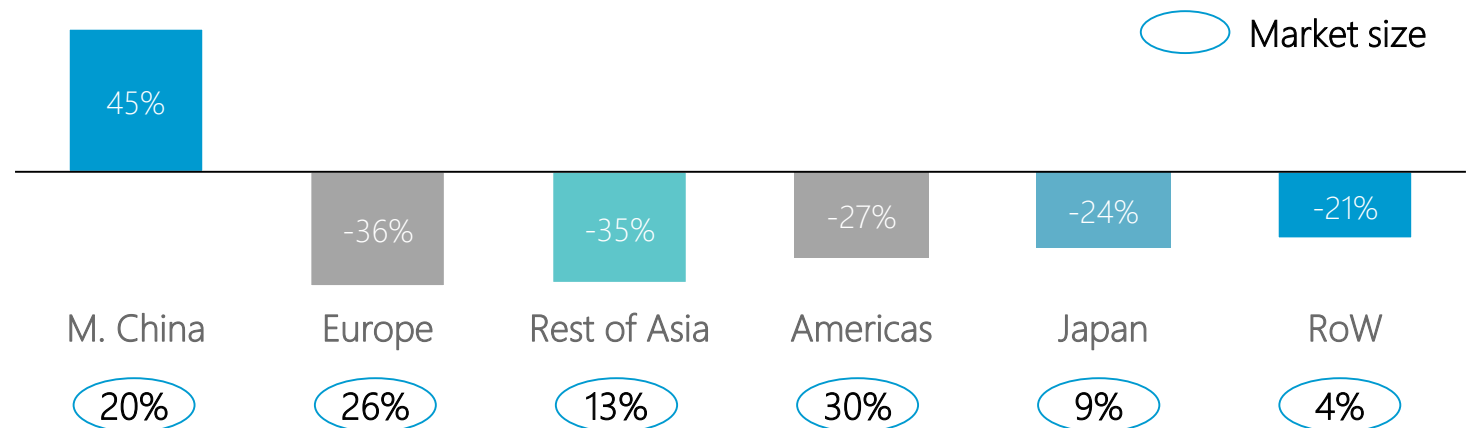
Personal luxury market forecast



Global luxury market breakdown in 2020E



Personal luxury market growth¹ by region 2020E



Source: Bain-Altgamma 2020 Worldwide Luxury Market Monitor.
Note: 1. Trends at current exchange rates.

Sales Structure and Channels

Multichannel distribution with growing focus on long-term contracts

Overview of sales channels

- Long-term contracts which provide stable sales and predictable prices during volatility on diamond market (strategy generates ~70% of ALROSA's rough diamond sales)
- Largest jewelry chain stores:



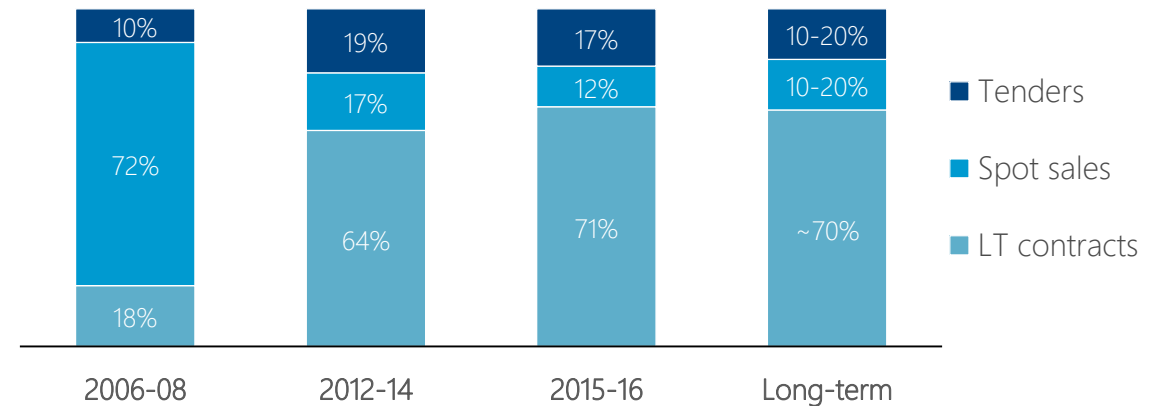
- Competitive sales via auction and tenders
- Spot sales pursuant to one-off contract arrangers
- Sales through Russian government entities – Almaziuvelirexport and Gokhran of Russia

92%
of ALROSA's diamond sales
accounted for exports
in 2020

98% / 74%
of ALROSA's diamond sales / volume
generated by sales of
gem-quality rough in 2020

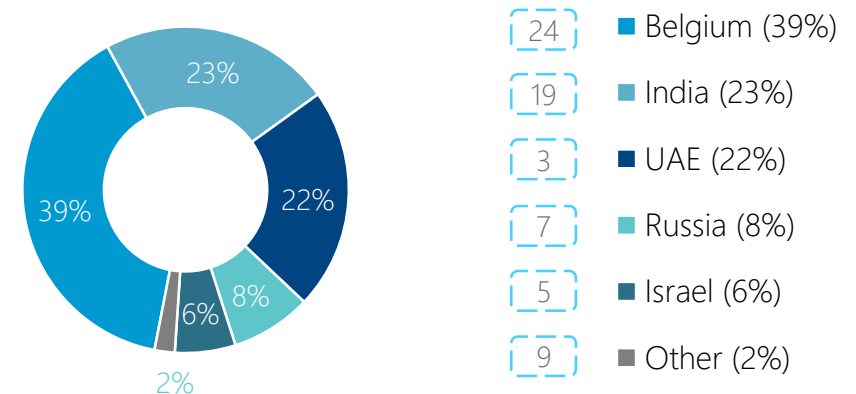
Source: Company data.
Note: 1. Based on clients legal residences.

ALROSA's rough diamond sales channel breakdown



ALROSA's geography of sales¹

number of ALROSA Alliance members as of 1 January 2021



Key Investment Projects

	① Udachny UG mine	② VM ¹ deposit	③ Maiskaya pipe	④ VG ² deposit
Type of mining	Underground	Open-pit	Open-pit	Alluvials
Production start	2015	2018	2025	2026
Ramp-up	2021	2019	2027	2028
Target ore output pa, m t	4.0	3.0	0.3	1.4
Target production pa, m ct	4.8	1.8	1.0	0.5
Total CAPEX, RUB bn	64	20	5.6	4.6
<i>Invested share</i>	88%	93%	8%	0%
Resource base ³ , m ct	207.6	40.4	12.7	4.7



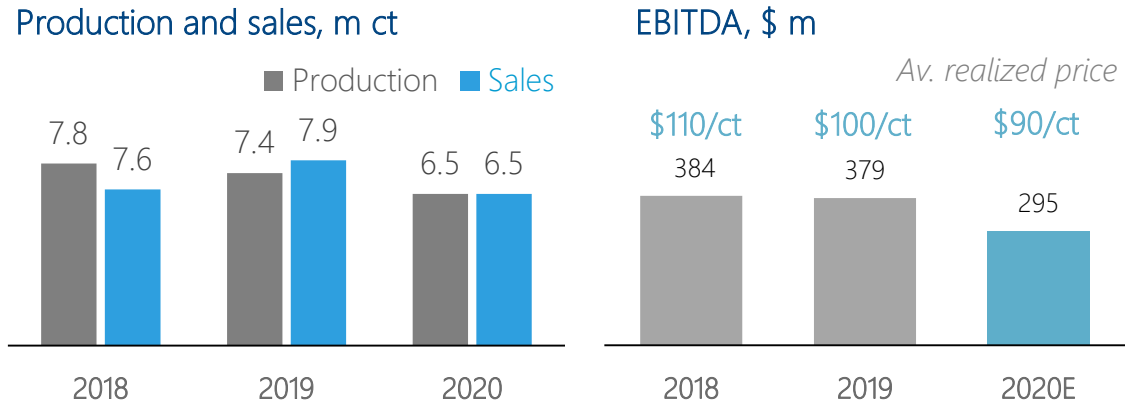
Source: Company data

Notes: 1. Verkhne-Munskoye deposit; 2. Vodorazdelnye Galechniki deposit; 3. Diamond mineral resources in accordance with the JORC Code as at 1 July 2018.

Projects in Africa

Promising region with high exploration potential

Operational & financial performance at Catoca



- **Catoca in numbers:**
 - Total reserves ~120 m ct // 2 processing plants with 13 m t pa // 0.6 ct/t
- **COVID-19 response:** all necessary measures were taken in 2020 in order to continue operations with no risk for employees and to support performance of the business:
 - Processing plant #1 were stopped
 - Mining operations were partially suspended
 - Cost cutting program was launched
 - Optimization of investment program

Source: Company data and analysis.

Development of Luele pipe

- Luele kimberlite pipe is the largest diamond discovery over the past 60 years
- The pipe development plan approved in the end of 2019
- Shareholder structure to be approved in 2021
- **Resource base:** 350 m ct
- **Expected av. grade:** 0.95 ct/t

Exploration activities

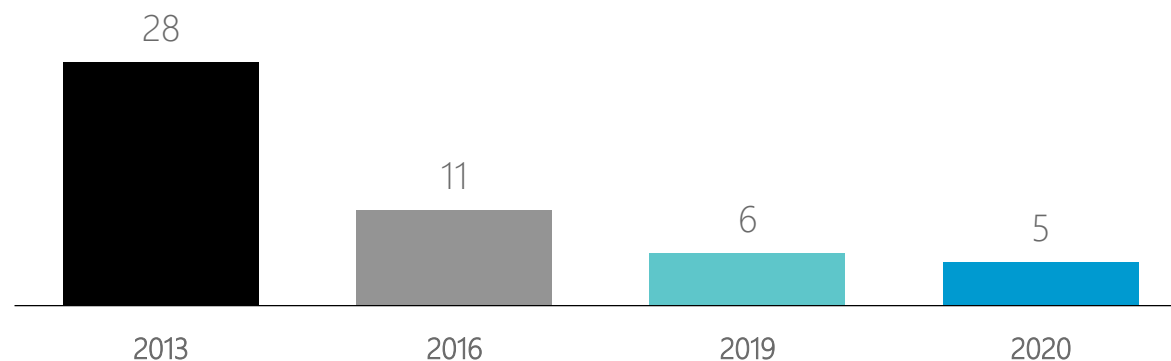
- **Kimang JV (Angola):**
 - 50/50% JV between ALROSA and Endiama
 - Exploration activities in Quango area, the North of Central Angola
 - Awaiting exploration license approval for Chisombo area
- **Zimbabwe:**
 - Strategic partnership with the government of Zimbabwe
 - Selection of potential targets for exploration study

Focus on Organic Growth with “Back to Basics” Approach

- Growth is coming from organic growth of existing portfolio
- Program to divest non-core assets started in 2013 includes assets in real estate, energy (gas) farming, insurance, etc.
- Number of non-core entities decreased by 6 times from 2013
- 2013-2020 proceeds from divestments: over RUB 52 bn
- Key divestures:
 - 2013: 51% stake in iron ore producer Timir sold to EVRAZ for RUB 4.95 bn
 - Q1'18: gas assets sold to NOVATEK for RUB 30.3 bn
 - 2019: 100% stake in Golubaya Volna resort sold for RUB 1.2 bn; property of Innovation Centre Bourevestnik in St. Petersburg sold for RUB 1.8 bn
 - 2020: proceeds were RUB 2.2 bn, mainly incl. sale of non-state pension fund Almaznaya Osen

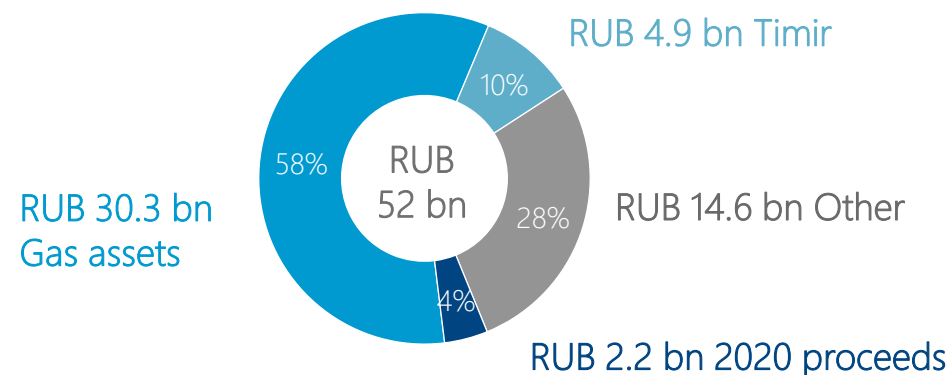
Number of non-core ALROSA's subsidiaries

As at the end of the period, subsidiaries included in the program to divest



Divestures breakdown

2013-2020, RUB bn



Source: Company data.

Management Team

Committed to deliver on ALROSA's development plans

Executive team

CEO



Sergey Ivanov
Chief Executive Officer

- Joined the Company in 2017
- Senior Vice President at Sberbank of Russia (2016–2017)
- Chairman of the Management Board of SOGAZ (2011–2016)
- Top management positions at Gazprombank (2005–2011)

COO



Igor Sobolev
First Deputy CEO – Chief Operating Officer

- Joined the Company in 2007
- Head of Capital construction division, mining & metallurgical directorate at Norilsk Nickel (2000–2007)

CFO



Alexey Philippovskiy
Deputy CEO – Chief Financial Officer

- Joined the Company in 2017
- CFO of Siberian Generating Company (2015–2017)
- Head of Finance and Economics and then CFO of Sibur (2004–2013)
- Consultant at McKinsey & Co. (2001–2004)

Sales



Evgeny Agureev
Deputy CEO for Sales – Head of United Selling Organization

- Joined the Company in 2017
- Top management positions at Sberbank (2009–2017)

Operational team

Mirny Division



Alexey Kovalenko
Director, Mirny mining and processing division

- Joined the Company in 1996
- Over 20 years of industry experience

Udachny Division



Roman Deniskin
Director, Udachny mining and processing division

- Joined the Company in 2019
- Over 15 years of industry experience

Aikhal Division



Evgeniy Denisov
Director, Aikhal mining and processing division

- Joined the Company in 2005
- Over 15 years of industry experience

Nyurba Division



Anatoliy Platonov
Director, Nyurba mining and processing division

- Joined the Company in 1992
- Over 25 years of industry experience

Almazy Anabara



Pavel Marinychev
CEO Almazy Anabara

- Joined the Company in 2016
- First deputy Prime Minister of the Republic of Sakha (Yakutia) (2014–2016)

Severalmaz



Ravil Sanatulov
CEO Severalmaz

- Joined the Company in 1986, over 30 years of industry experience
- Advisor to CEO 2018–2020
- Director of Aikhal mining and processing division in 2007–2018

Supervisory Board Overview (1/2)

1



Anton Siluanov

Minister of Finance of the Russian Federation – Chairman of the Board

Nominated by: the Russian Federation

Previously held positions include:

- 2012-2018 – Minister of Finance of the Russian Federation
- 2018-Jan'2020 – First Deputy Prime Minister of the Russian Federation – Minister of Finance of the Russian Federation
- Since Jan'2020 – Minister of Finance of the Russian Federation

2



Aysen Nikolaev

Head of the Republic of Sakha (Yakutia) – First Deputy Chairman of the Board

Nominated by: the Republic of Sakha (Yakutia)

Previously held positions include:

- 2012-2018 – Head of the municipal entity City of Yakutsk
- Since Sep'2018 – Head of the Republic of Sakha (Yakutia)

3



Andrey Donets

First Deputy General Director of Autonomous Nonprofit Organization Far East Investment and Export Agency

Nominated by: the Russian Federation

Previously held positions include:

- 2012-2013 – General Director of OJSC Amur Land Using Planning and Surveying Enterprise
- 2014-2015 – Deputy Head of Administration of Blagoveshchensk
- 2015-2018 – Vice Chairman of the Government of Amur Region
- Since 2018 – First Deputy CEO of Autonomous Nonprofit Organization Far East Investment and Export Agency

4



Maxim Tereshchenko

Minister of Industry and Geology of the Republic of Sakha (Yakutia)

Nominated by: the Republic of Sakha (Yakutia)

Previously held positions include:

- 2007-2018 – Chief specialist, Deputy HR Director, Head of HR Department at Holding Company Yakutugol
- Since 2018 – Minister of Industry and Geology of the Republic of Sakha (Yakutia)

5



Natalia Guryeva

Acting Deputy Head of Administration of the Municipal District Verkhnevilyuisky Ulus (District) of the Republic of Sakha (Yakutia)

Nominated by: the Republic of Sakha (Yakutia)

Previously held positions include:

- 2014-2019 – Chairperson of the Accounts Chamber of the Municipal District Verkhnevilyuisky Ulus (District) of the Republic of Sakha (Yakutia)
- Since 2019 – Acting Deputy Head of Administration of the Municipal District Verkhnevilyuisky Ulus (District) of the Republic of Sakha (Yakutia)

6



Kirill Dmitriev

CEO, Chairman of the Management Board of Russian Direct Investment Fund

Nominated by: the Russian Federation

Previously held positions include:

- Since 2011 – CEO, Chairman of the Management Board of Russian Direct Investment Fund
- Since 2013 – Representative of the Russian Federation in the BRICS Business Council
- Since 2016 – Representative of the Russian Federation in the APEC Business Advisory Council

7



Oleg Fedorov

Independent director of the Supervisory Board, ALROSA

Nominated by: minority shareholders

Previously held positions include:

- 2009-2012 – Head of Department for cooperation with public authorities and companies with public ownership, Department of Investment and Banking on Global Markets at VTB Capital
- 2012-2014 – Adviser to the Head of the Federal Agency for State Property Management
- Since 2013 – Independent director of the Supervisory Board of ALROSA

8



Maria Gordon

Independent director of the Supervisory Board, ALROSA

Nominated by: minority shareholders as an **independent director**

Previously held positions include:

- 1998-2010 – Goldman Sachs, investment activity
- 2010-2014 – Chief Emerging Markets Equity Portfolio Manager at PIMCO, investment activities
- Since 2015 – Independent director of the Supervisory Board of ALROSA
- Independent director of the Supervisory Board of PJSC Moscow Exchange and PJSC Polyus

Supervisory Board Overview (2/2)

<p>9</p>  <p>Evgenia Grigorieva Member of the Supervisory Board</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2007-2011 – First Deputy Minister of Property Relations of the Republic of Sakha (Yakutia) • 2011-Apr'2020 – Minister of Property and Land Relations of the Republic of Sakha (Yakutia) 	<p>10</p>  <p>Sergey Ivanov Chief Executive Officer – Deputy Chairman of the Board – Chairman of the Executive Committee of ALROSA</p> <p>Nominated by: the Russian Federation</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2011-2016 – Chairman of the Management Board of AO SOGAZ • 2016-2017 – Senior Vice President and Head of the Welfare Management at Sberbank of Russia • Since 2017 – CEO – Chairman of the Executive Committee of ALROSA 	<p>11</p>  <p>Dmitry Konov Independent director of the Supervisory Board, ALROSA Chairman of the Management Board at SIBUR Holding</p> <p>Nominated by: the Russian Federation as an independent director</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2011-2016 – CEO of SIBUR • Since 2007 – Member of the Board of Directors, Chairman of the Management Board (since 2009) at SIBUR Holding 	<p>12</p>  <p>Alexey Noskov Independent director of the Supervisory Board, ALROSA Managing Director at Polyus Aldan</p> <p>Nominated by: the Republic of Sakha (Yakutia) as an independent director</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2015-2016 – General Director at Aldanzoloto (GRK) • Since 2016 – Managing Director at Polyus Aldan • Since 2020 – Independent director of the Supervisory Board of ALROSA
<p>13</p>  <p>Sergey Mestnikov Acting Deputy Chairman of the Government of the Republic of Sakha (Yakutia)</p> <p>Nominated by: the Republic of Sakha (Yakutia)</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2010-2012 – Deputy Head, Head, Secretariat of Chairman of the Government of the Republic of Sakha (Yakutia) • 2012-2016 – First Deputy Minister of Property and Land Relations of the Republic of Sakha (Yakutia) • 2016-2020 – CEO of Non-profit Special Purpose Fund for Future Generations of the Republic of Sakha (Yakutia) • Since 2020 – Acting Deputy Chairman of the Government of the Republic of Sakha (Yakutia) 	<p>14</p>  <p>Alexey Moiseev Deputy Minister of Finance of the Russian Federation</p> <p>Nominated by: the Russian Federation</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2010-2012 – Deputy Head of Department at VTB Capital • Since 2012 – Deputy Minister of Finance of the Russian Federation 	<p>15</p>  <p>Vladimir Rashevsky CEO, Chairman of the Management Board at EuroChem Group AG</p> <p>Nominated by: the Russian Federation</p> <p>Previously held positions include:</p> <ul style="list-style-type: none"> • 2004-2020 – CEO, Chairman of the Management Board at Siberian Coal Energy Company (SUEK) • Since 2020 – Member of the Board of Directors, JSC Siberian Coal Energy Company (SUEK) • Since 2020 – CEO, Chairman of the Management Board at EuroChem Group AG, General Director of MCC EuroChem JSC 	

Glossary

Term	Definition
ARP	Average realized price (sales revenue divided by sales volumes in carat terms)
ct	Carat : one of the four main diamond characteristics, the others being colour, cut and clarity; 1 carat=200 mg
m ct	Million carats
NDC	Natural Diamond Council (ex. Diamond Producers Association)
Gem-quality diamonds	Diamonds used for jewelry manufacturing
INED	Independent Director
Lab-grown diamonds (LGD)	Diamonds produced in laboratories using HPHT or CVD methods; also known as synthetic diamonds
m ³	Cubic meter
Average price index	Average index change of like-for-like diamonds prices (excl. +10.8 carats)
Reserves	Resources known to be economically feasible for extraction
Resources	Valuable deposits that could potentially be economically extracted at a later point
RoW	Rest of the world
tn	Tonnes
mmt	Million tonnes
p.p.	Percentage points

THANK YOU!

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